CITY OF PALO ALTO OFFICE OF THE CITY AUDITOR

February 3, 2018

The Honorable City Council
Palo Alto, California

FY 2017 Performance Report, The National Citizen Survey™, Palo Alto Community Survey, and Citizen Centric Report

The Office of the City Auditor presents the 16th annual performance report for the City of Palo Alto, The National Citizen Survey™, the custom Palo Alto Community Survey, and the Citizen Centric Report covering the fiscal year ending June 30, 2017 (FY 2017).

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 2008 through 2017. 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™ (NCS™) 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, plus three open-ended questions, and details about the survey methodology.

In addition to the NCS™, the NRC conducted a custom community survey, on behalf of Palo Alto, that focused on code enforcement and the built environment, using their same statistically valid survey methodologies. The survey included one open-ended question. The results are included as a separate attachment.

Because of the number of open-ended questions in this year's surveys, we have consolidated and reported residents' comments in a separate attachment.

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

Harriet Richardson
City Auditor

ATTACHMENTS:

- Attachment A: FY 2017 Performance Report   (PDF)
- Attachment B: FY 2017 National Citizen Survey – Executive Summary and Report of Results
  (PDF)
- Attachment C: FY 2017 National Citizen Survey – Palo Alto Community Survey (PDF)
- Attachment D: FY 2017 National Citizen Survey – Open-ended Responses   (PDF)
- Attachment E: FY 2017 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.

2017
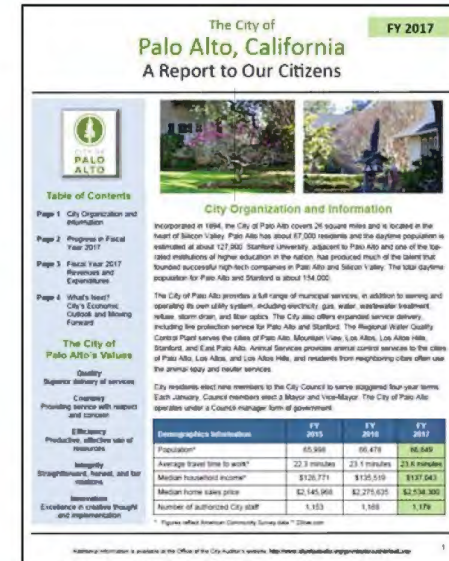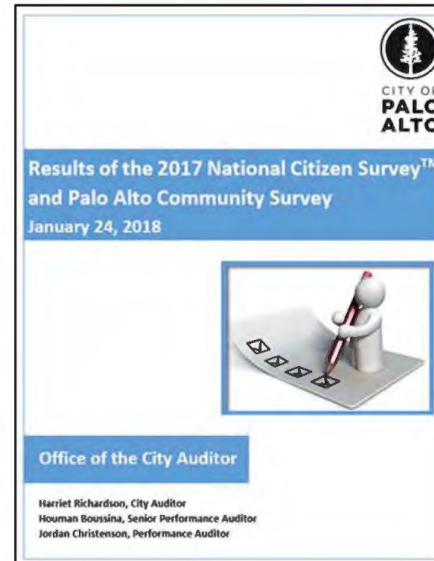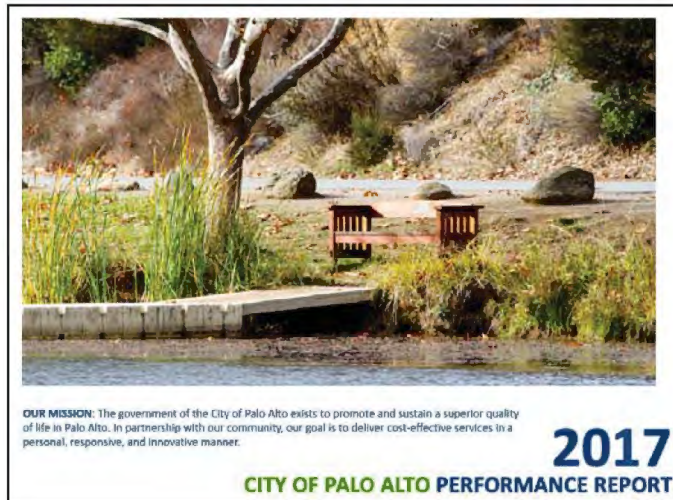## CITY OF PALO ALTO PERFORMANCE REPORT

PREFACE

The Office of the City Auditor presents the 16th annual performance report for the City of Palo Alto covering the fiscal year ending June 30, 2017 (FY 2017). 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 2008 through 2017.

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.

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.

2017
CITY OF PALO ALTO PERFORMANCE REPORT

Results of the 2017 National Citizen Survey™ and Palo Alto Community Survey

January 24, 2018

Office of the City Auditor

Harriet Richardson, City Auditor
Houman Boussina, Senior Performance Auditor
Jordan Christenson, Performance Auditor

INTRODUCTION

This is the 16th 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 2008 through 2017 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 2 Themes and Subthemes		
Stewardship	Public Service	Community
• Financial Responsibility	• Emergency Services	• Safety, Health, and Well Being
• Environmental Sustainability	• Utility Services	• Mobility
• Neighborhood Preservation	• Internal City Services	• Density and Development
		• Community Involvement

- Chapter 3 provides information on a department-by-department basis and is presented in a table format.
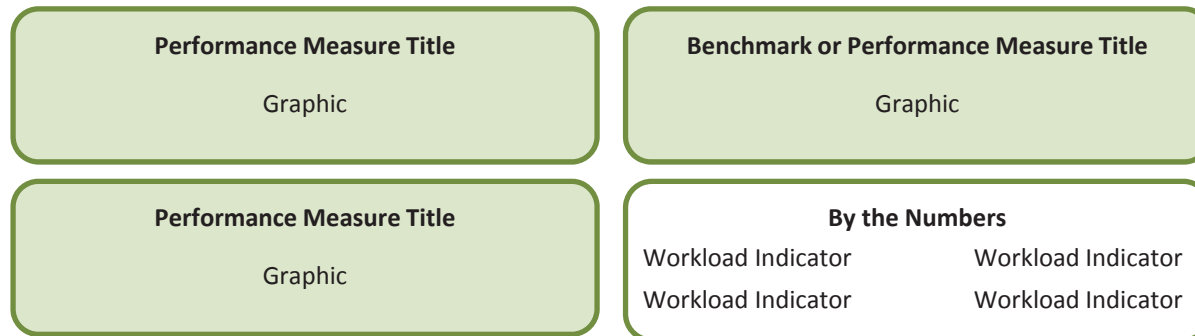
The report format allows users to understand the performance of cross-departmental programs or initiatives, while also presenting information regarding the performance of individual departments. Where applicable, we included results from the National Citizens Survey™.

SCOPE AND METHODOLOGY

The report provides information on various aspects of city performance, and to the extent possible, includes data for fiscal years 2008 through 2017. The departments provided us with data specific to their departments. We collected financial and staffing data from various city documents and the Office of Management and Budget in the Department of Administrative Services and benchmarking data from various external sources. The departments reviewed the data for accuracy after we formatted it into the report.

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

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

Performance Measure Title	**Benchmark or Performance Measure Title**
Graphic	Graphic

Performance Measure Title	**By the Numbers**
Graphic	Workload Indicator Workload Indicator
	Workload Indicator Workload Indicator

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 third 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 Consumer	
San Francisco - Oakland - San Jose, CA (as of June of each year)	
Date	**Index**
2008	225.2
2009	225.7
2010	228.1
2011	233.6
2012	239.8
2013	245.9
2014	253.3
2015	259.1
2016	266.0
2017	**275.3**
Percent change from 2016	3.5%
Percent change from 2008	22.2%

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

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.

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                  Palo Alto
                  Residents
                      |
                 City Council
                      |
   ---------------------------------------------
   |              |            |               |
City Attorney  City Auditor  City Manager  City Clerk
                                  |
   ----------------------------------------------------
   |                      |                    |
Administrative          Fire              Sustainability
 Services
Community          Information              Police
 Services           Technology
Development          Library             Public Works
 Services
Emergency        Human Resources          Utilities
 Services
                 Planning &
                 Community
                 Environment
```

<u>Note</u>: In January 2019, Council will reduce from 9 members to 7 members.

Authorized Staffing

	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
Total	1,168	1,150	1,150	1,114	1,115	1,129	1,147	1,153	1,168	1,179

■ Regular   ■ Temporary
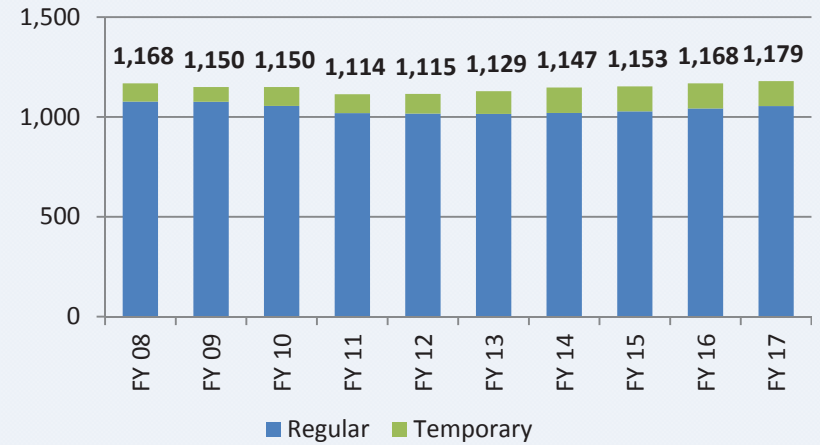
Source: Administrative Services Department

General Fund Employee Costs (in millions)

	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
Benefits	29.8	28.3	30.9	34.2	36.9	37.7	38.8	40.2	40.1	45.0
Overtime	4.2	3.7	4.5	4.1	5.4	3.7	4.7	4.6	5.5	6.1
Salaries/Wages	57.3	59.6	56.6	55.8	54.4	53.5	55.5	57.7	60.1	64.5

■ Salaries/Wages   ■ Overtime   ■ Benefits

Source: Administrative Services Department

Background

Chapter 1
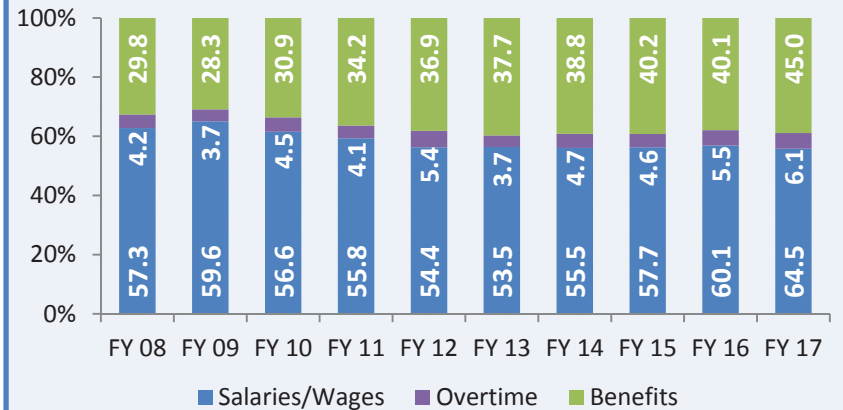
Source of FY 2017 General Fund Revenues

- $39,381,477 — 20%
- $29,922,926 — 15%
- $23,477,173 — 12%
- $21,989,450 — 11%
- $19,222,336 — 10%
- $15,766,974 — 8%
- $14,240,235 — 7%
- $10,439,245 — 5%
- $7,714,411 — 4%
- $7,491,400 — 4%
- 6,831,428 — 4%

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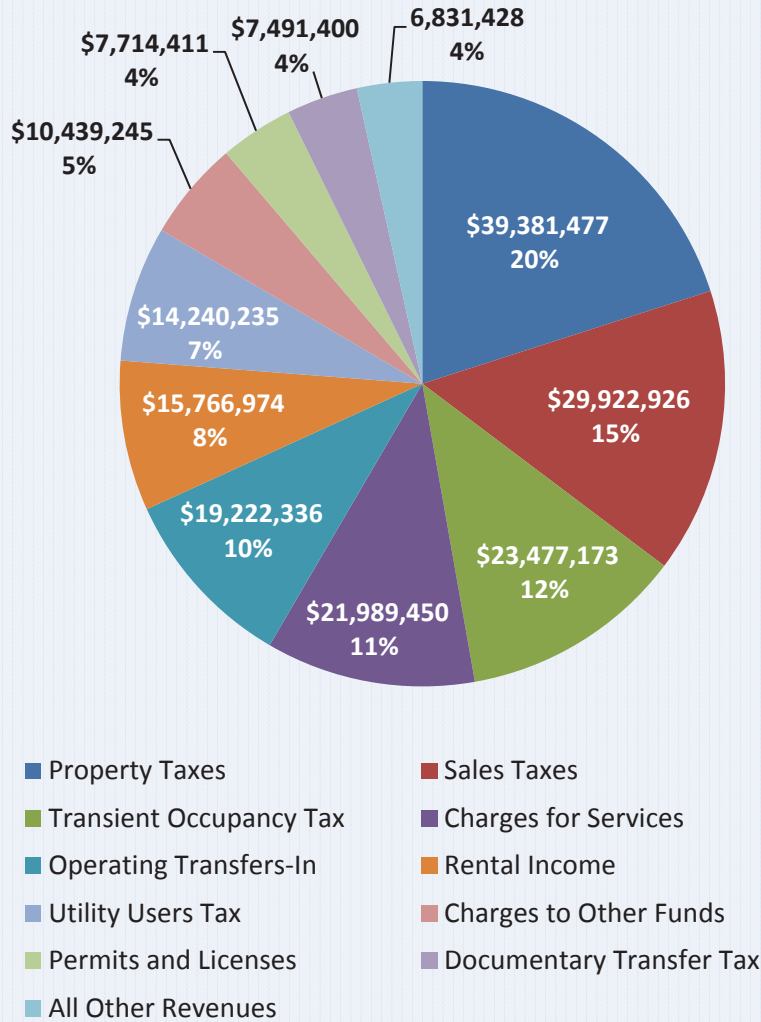
Source: Administrative Services Department

Use of FY 2017 General Fund Dollars
(shown on a budgetary basis)

- $115,607,982 — 58%
- $22,859,355 — 11%
- $19,435,883 — 10%
- $16,845,241 — 8%
- $15,076,954 — 8%
- $9,971,189 — 5%

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

Source: Administrative Services Department

Background

Chapter 1

Capital Outlay – Governmental Funds
(in millions)

Bar chart values (FY 08 – FY 17): $21.6, $21.5, $22.0, $35.5, $29.2, $29.5, $37.6, $45.4, $24.7, $47.6
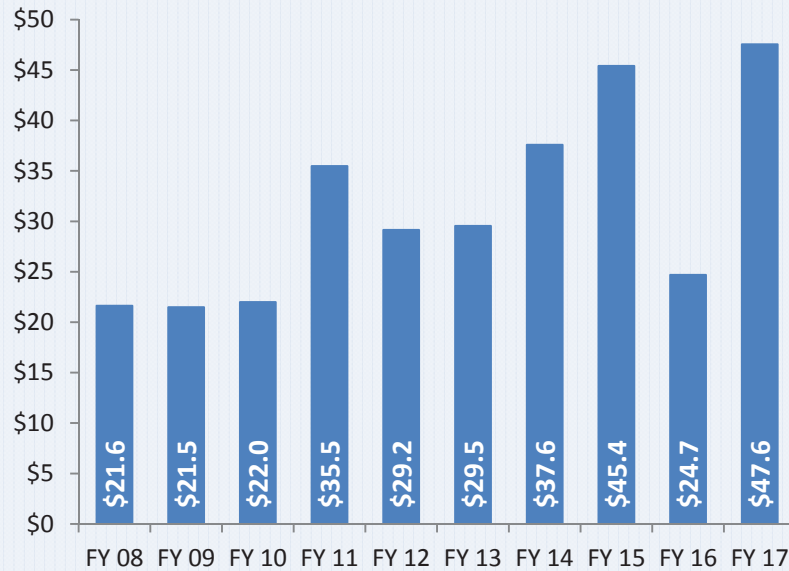
**5 General Fund Projects With
Highest Actual Costs in FY 2017**

- Street Maintenance
- Sidewalk Repairs
- Lucie Stern Building
- Golf Reconfiguration & Baylands Athletic Center Improvements: Soil Imports
- Bicycle and Pedestrian Plan Implementation Project

Source: Administrative Services Department

Capital Expenditures – Enterprise Funds
(in millions)

Bar chart values (FY 08 – FY 17): $36.1, $36.2, $29.7, $24.4, $27.6, $40.7, $37.1, $29.5, $31.1, $29.8
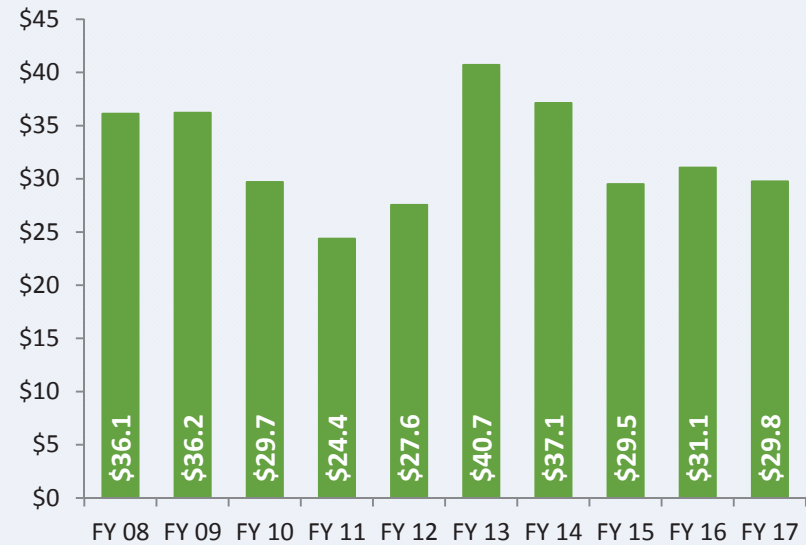
**5 Enterprise Fund Projects With
Highest Actual Costs in FY 2017**

- Wastewater Collection System Rehabilitation and Augmentation Projects
- Electric Customer Connections
- Electric System Improvements
- Channing Avenue/Lincoln Avenue Storm Drain Improvements
- Airport Perimeter Fence

Source: Administrative Services Department

Citywide Operating Expenditures Budget to Actual by Department

Legend: ■ Budget — Actual

Departments: Community Services, Development Services, Fire, Library, Nondepartmental, OES, PCE, Police, Public Works, Operating Transfers-Out, Transfers to Infra-structure, Strategic & Support Services
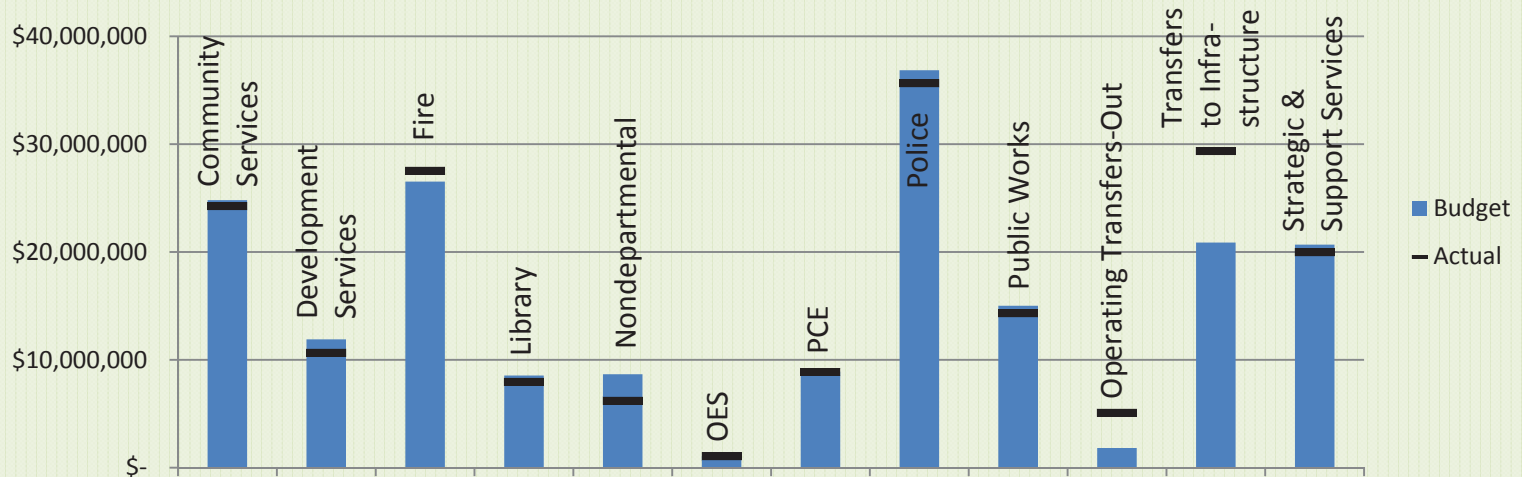
Source: Office of Management and Budget

Cash and Investments and Rate of Return

Legend:
- ■ Cash and investments
- — Rate of return
- — United States Treasury's 5-year Average Yields
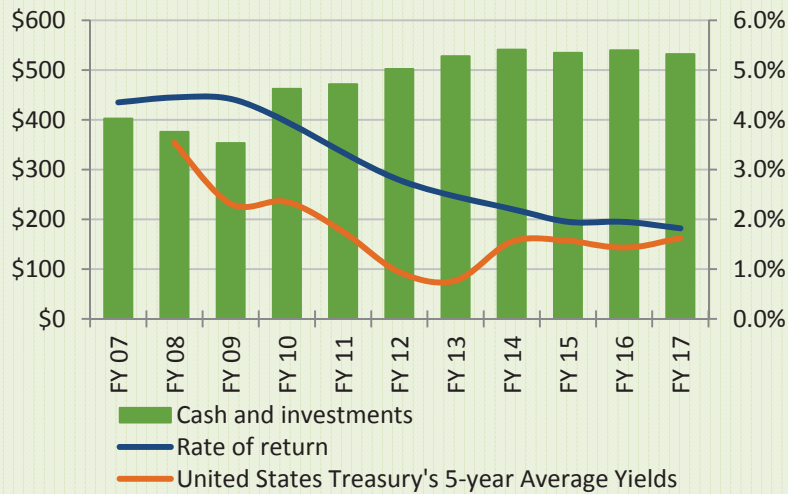
Source: Administrative Services Department

Utility Average Purchase Costs (per unit)

Electric (in Megawatt Hours)

$83.34 $64.01 $69.15 $88.77 $71.85

Gas (in British Thermal Units)

$0.80 $0.65 $0.45 $0.41 $0.43

Water (in Hundred Cubic Feet)

$1.46 $1.99 $3.03 $3.77 $5.08

Source: Utilities Department

Stewardship

Chapter 2
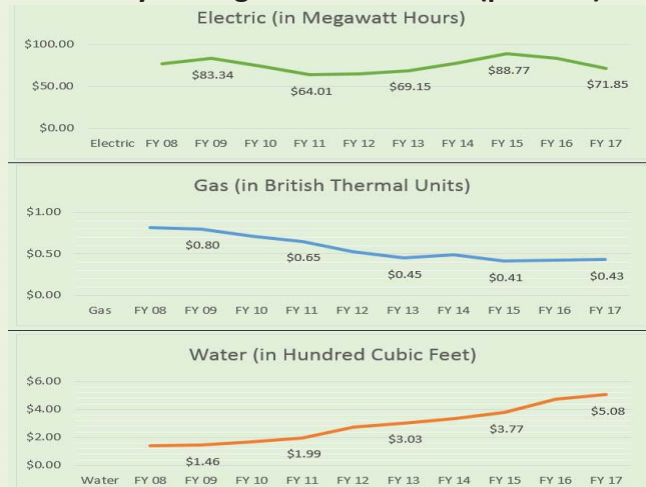
History of Average Monthly Residential Bills

Legend:
- Refuse
- Storm Drainage
- Wasterwater Collection
- Water
- Gas
- Electric
- User Tax

FY 08: $193
FY 09: $206
FY 10: $211
FY 11: $213
FY 12: $230
FY 13: $232
FY 14: $240
FY 15: $237
FY 16: $255
FY 17: $272
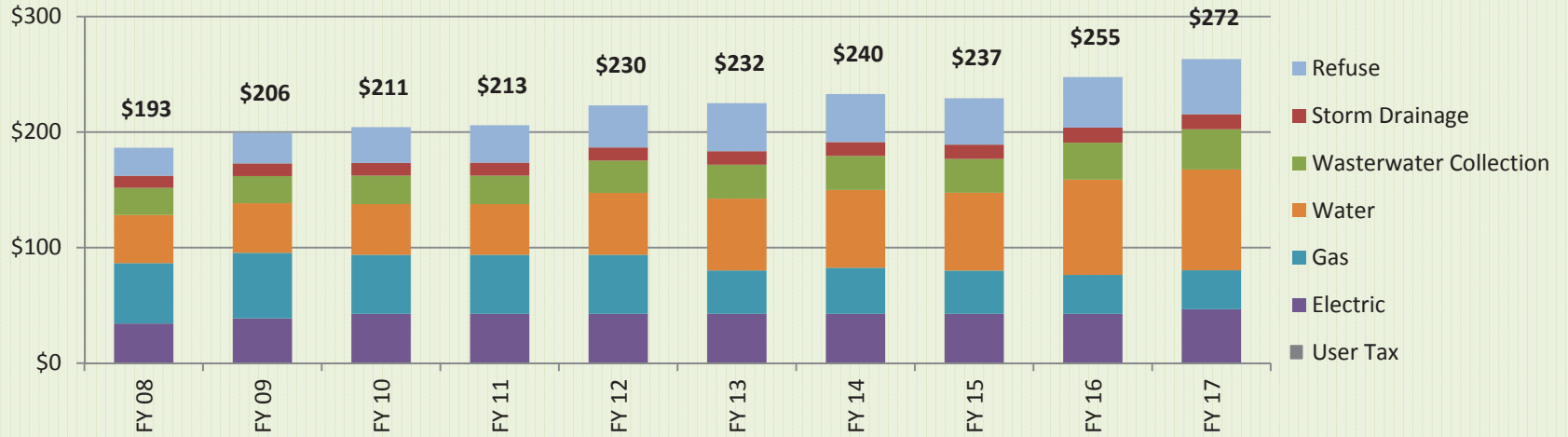
Source: Utilities Department

Utility Fund Reserves
(in millions)

Legend:
- Refuse
- Storm Drainage
- Waterwater Collection
- Water
- Gas
- Electric

FY 08: $217
FY 09: $199
FY 10: $210
FY 11: $224
FY 12: $228
FY 13: $232
FY 14: $231
FY 15: $153
FY 16: $140
FY 17: $139
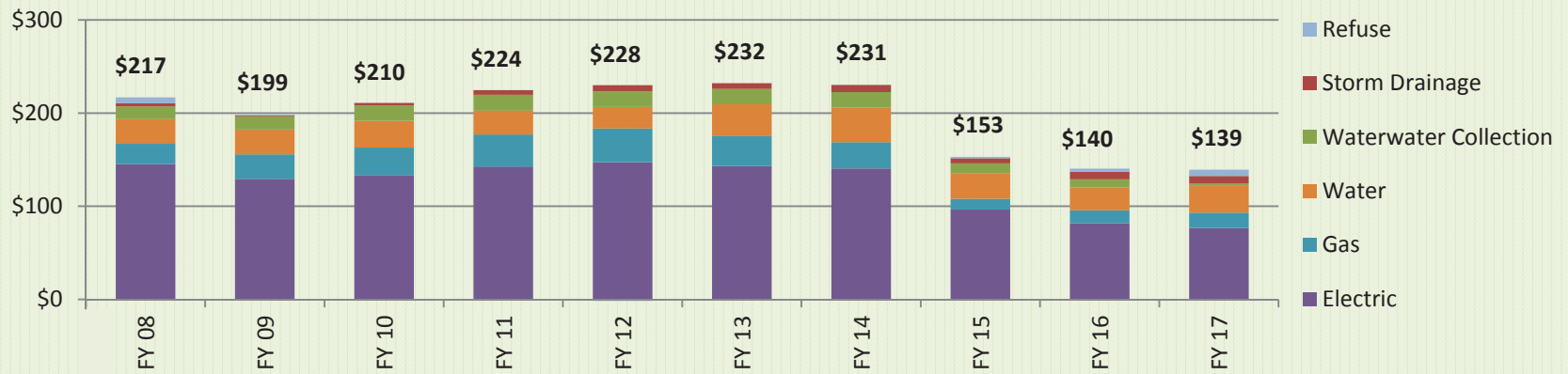
Source: Administrative Services Department

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

85% potholes repaired within 15 days of notification in FY 2017

FY	Potholes
FY 08	1,977
FY 09	3,727
FY 10	3,149
FY 11	2,986
FY 12	3,047
FY 13	2,726
FY 14	3,418
FY 15	2,487
FY 16	3,435
FY 17	3,449
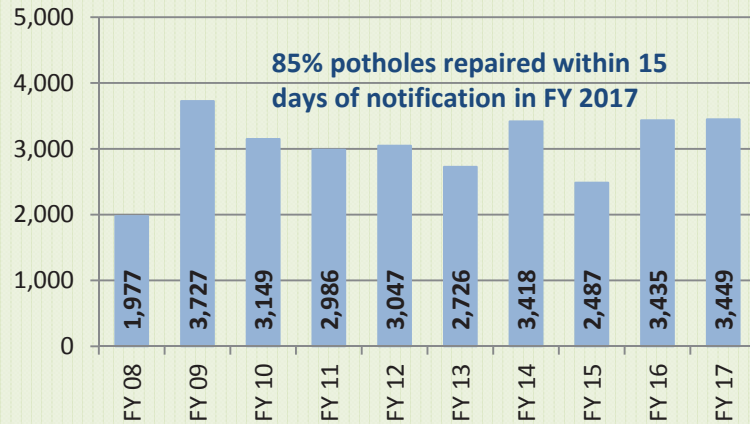
Source: Public Works Department

Metropolitan Transportation Commission (MTC) CY 2016 Three-Year Average Pavement Condition Index (PCI) Ratings

City	PCI
Palo Alto	81
*Redwood City	78
Sunnyvale	76
*Menlo Park	74
Santa Clara	73
Milpitas	73
Cupertino	72
Mountain View	71

PCI Rating Scale:	0-24	Failed	60-69	Fair	• San Mateo County cities
	25-49	Poor	70-79	Good	
	50-59	At Risk	80-100	Very Good - Excellent	

Source: http://www.vitalsigns.mtc.ca.gov/street-pavement-condition

Street Lane Miles Resurfaced

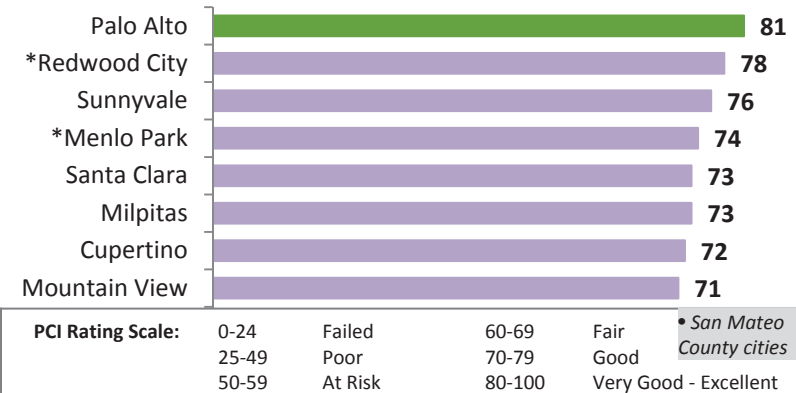| FY	Street lane miles resurfaced
FY 08	27
FY 09	23
FY 10	32
FY 11	29
FY 12	40
FY 13	36
FY 14	36
FY 15	31
FY 16	39
FY 17	39

Street lane miles resurfaced ▬ % of street lane miles resurfaced
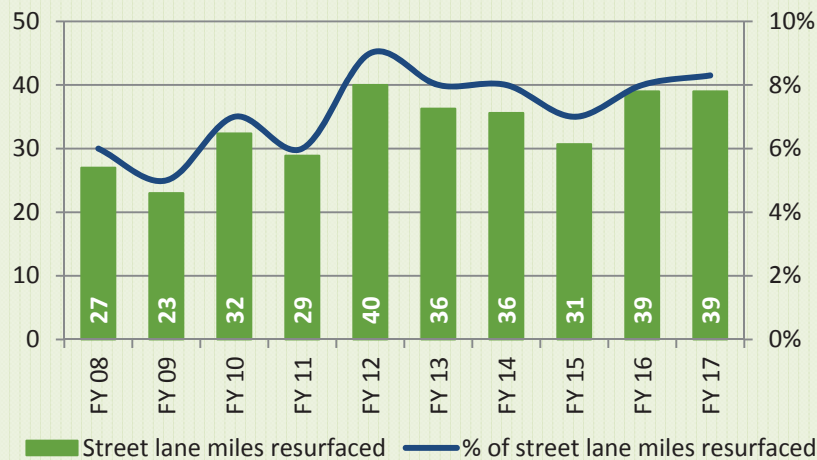
Source: Public Works Department

By the Numbers

8.3%
Percent of the City's total 471 lane miles resurfaced in FY 2017, which increased by 0.3% from FY 2016

2,351
Number of signs repaired or replaced, which increased 27% from FY 2016 and increased 82% from FY 2008

55%
Citizen Survey: Street repair rated as "excellent" or "good" in FY 2017, compared to 57% in FY 2016 and benchmarked as higher to other jurisdictions

81
Pavement Condition Index score rated as "Very Good - Excellent" in maintaining local street and road networks, based on a scale of 0 to 100

Stewardship

Chapter 2

Trees Maintained and Serviced

Bar values: FY 08: 35,322; FY 09: 35,255; FY 10: 35,472; FY 11: 33,146; FY 12: 35,324; FY 13: 35,383; FY 14: 35,386; FY 15: 35,281; FY 16: 36,381; FY 17: 36,863

Legend:
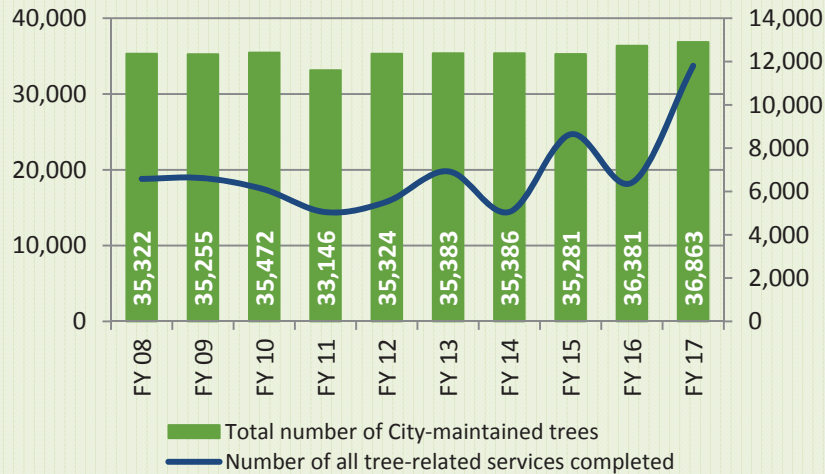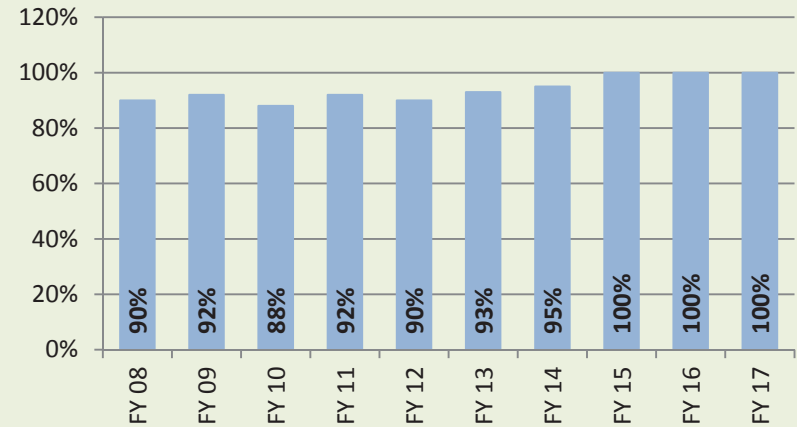- Total number of City-maintained trees
- Number of all tree-related services completed

Source: Public Works Department

Percent of All Sweeping Routes Completed (Residential and Commercial)

Bar values: FY 08: 90%; FY 09: 92%; FY 10: 88%; FY 11: 92%; FY 12: 90%; FY 13: 93%; FY 14: 95%; FY 15: 100%; FY 16: 100%; FY 17: 100%

Source: Public Works Department

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

Bar values: FY 08: 88%; FY 09: 86%; FY 10: 78%; FY 11: 83%; FY 12: 82%; FY 13: 95%; FY 14: 79%; FY 15: 68%; FY 16: 92%; FY 17: 81%

Legend:
- Percent of temporary sidewalk repairs completed
- Square feet of sidewalk replaced or permanently repaired
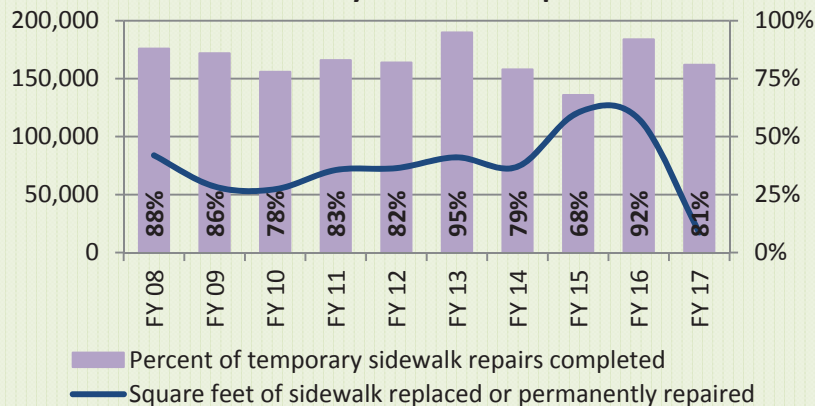
Source: Public Works Department

By the Numbers

319
Number of trees planted, which include trees planted by Canopy volunteers, achieving the 250 target

40%
Percent of trees trimmed to clear power lines, under the 25% target

78%
Citizen Survey: Street cleaning rated as "excellent" or "good", compared to 77% in FY 2016; benchmarked as similar to other jurisdictions

65%
Citizen Survey: Sidewalk maintenance rated as "excellent" or "good", compared to 61% in FY 2016; benchmarked as similar to other jurisdictions

Map of Library Branch Locations

Children's Library

Downtown Library

Rinconada Library

College Terrace Library

Mitchell Park Library

Comparison of Library Checkouts Per Capita

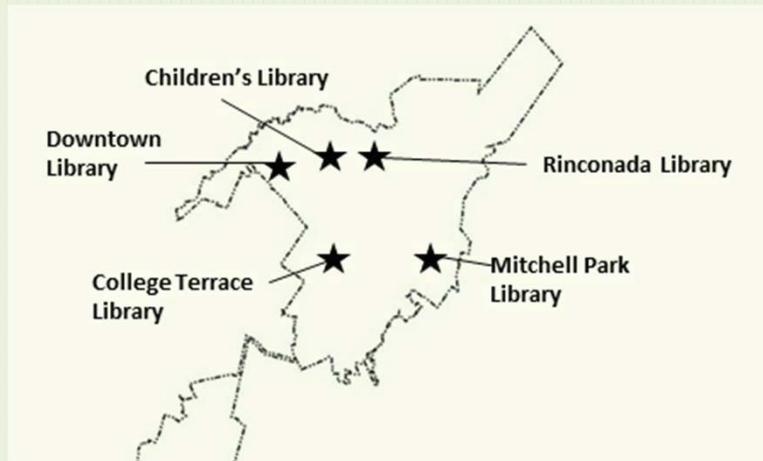| City	Checkouts Per Capita
Palo Alto	18.8
Burlingame	18.7
Mountain View	18.2
Santa Clara	17.9
Menlo Park	17.4
Berkeley	17.0
Sunnyvale	16.2
Redwood City	13.9
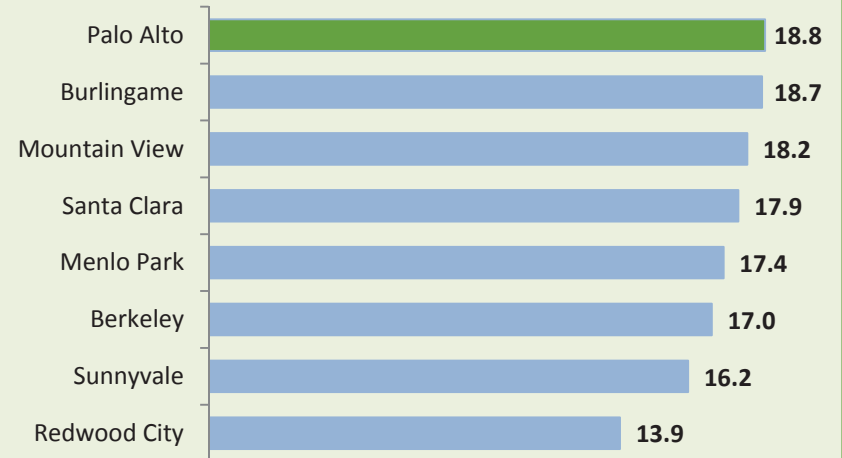
Source: California State Library Public Library Statistics 2015-2016

Library Visits and Checkouts

(Chart showing Checkouts and Visits from FY 08 to FY 17, y-axis from 0 to 2,000,000)

— Checkouts — Visits
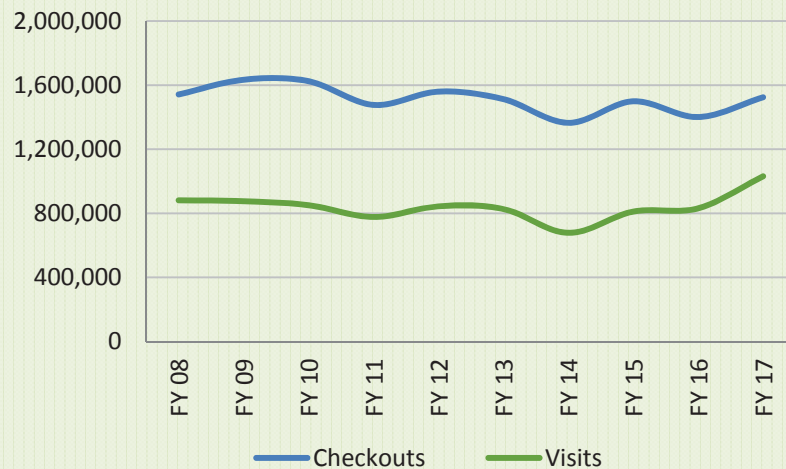
Source: Library Department

By the Numbers

54,676
Number of cardholders, which decreased 5% from FY 2016 and increased 2% from FY 2008

13,520
Total library hours open annually, which increased 5% from FY 2016 and increased 20% from FY 2008

80%
Percent of Palo Alto residents who are cardholders, which increased 9% from FY 2016 and increased 17% from FY 2008

12,434
Meeting room reservations, which increased 25% from FY 2016

Stewardship

Chapter 2

Community Services: Parks/Land Maintained (Acres)

- Golf Course: 181
- Urban/Neighborhood Parks: 153
- City Facilities: 31
- School Athletic Fields: 41
- Utility Sites: 11
- Median Strips: 26
- Business Districts and Parking Lots: 5

Open Space is an additional 4,030 acres

Source: Community Services Department

Citizen Survey: Visited a Neighborhood Park or City Park

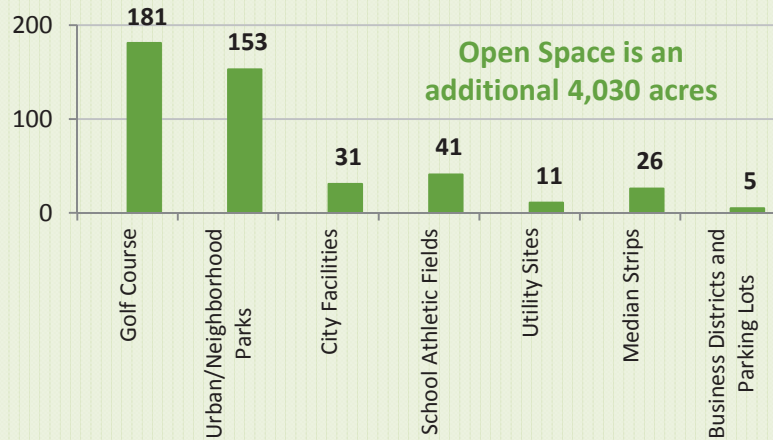|	More than once a month	Once a month or less	Not at all
FY 08	48%	45%	7%
FY 09	46%	48%	6%
FY 10	49%	45%	6%
FY 11	41%	50%	9%
FY 12	42%	53%	5%
FY 13	46%	47%	6%
FY 14	62%	29%	9%
FY 15	62%	32%	6%
FY 16	63%	29%	7%
FY 17	61%	30%	9%
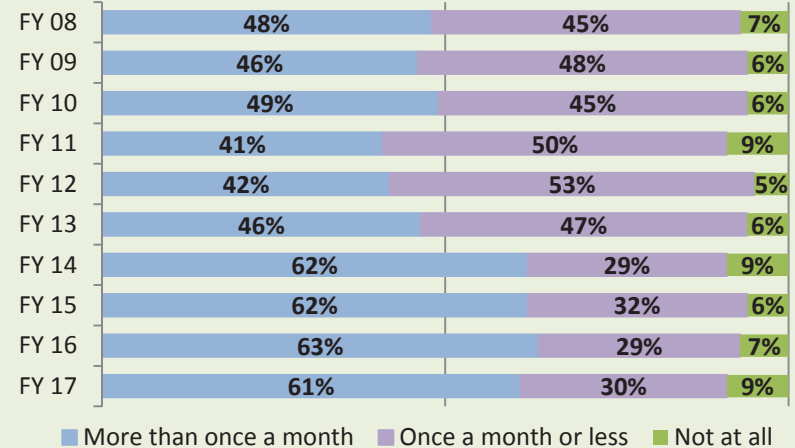
Source: 2017 National Citizen Survey™

Urban Forest: Percent Pruned and Tree Line Cleared

— Percent of urban forest pruned   — Percent of tree line cleared
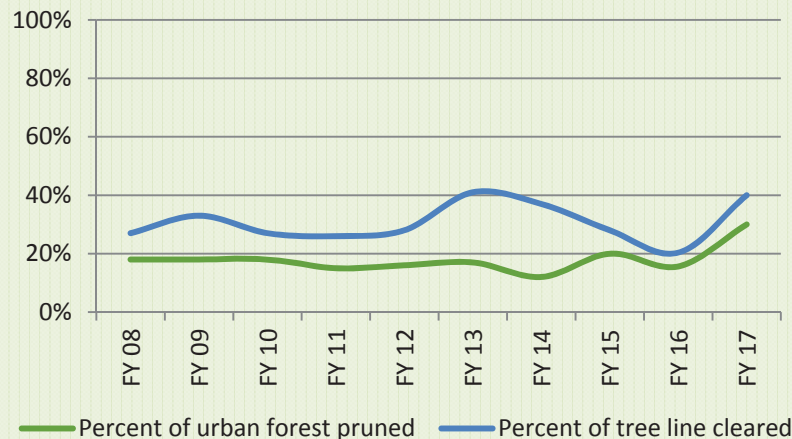
Source: Public Works Department

By the Numbers

7,826
Number of native plants in restoration projects, which decreased 27% from FY 2016 and decreased 44% from FY 2008

318
Participants in community garden program, which decreased 1% from FY 2016 and increased 36% from FY 2008

62%
Citizen Survey: Residents used Palo Alto recreation centers or their services at least once in the last 12 months

151,580
Visitors at Foothills Park, which decreased 1% from FY 2016 and increased 12% from FY 2008

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

Note: Tons of waste landfilled will no longer be reported after FY2015

Legend: ■ Tons of materials recycled or composted ■ Tons of waste landfilled
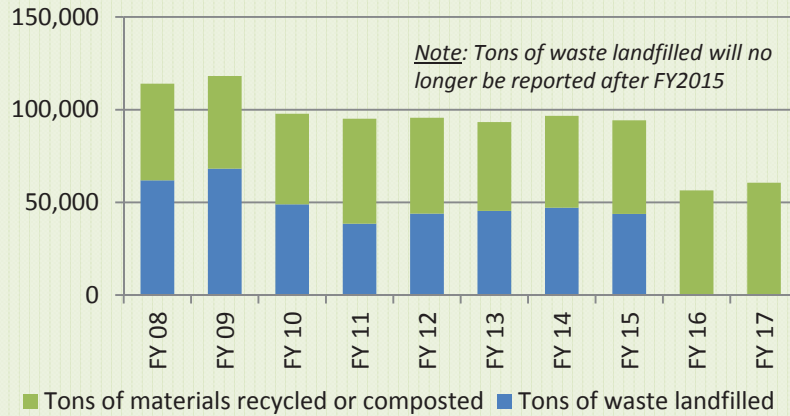
Sources: Public Works Department, California Department of Resources Recycling and Recovery (CalRecycle)

Total Water Processed and Recycled

Values (Millions of gallons processed): 8,510; 7,958; 8,184; 8,652; 8,130; 7,546; 7,186; 6,512; 6,387; 7,176 (FY08–FY17)

Legend: ■ Millions of gallons processed — Millions of gallons of recycled water delivered
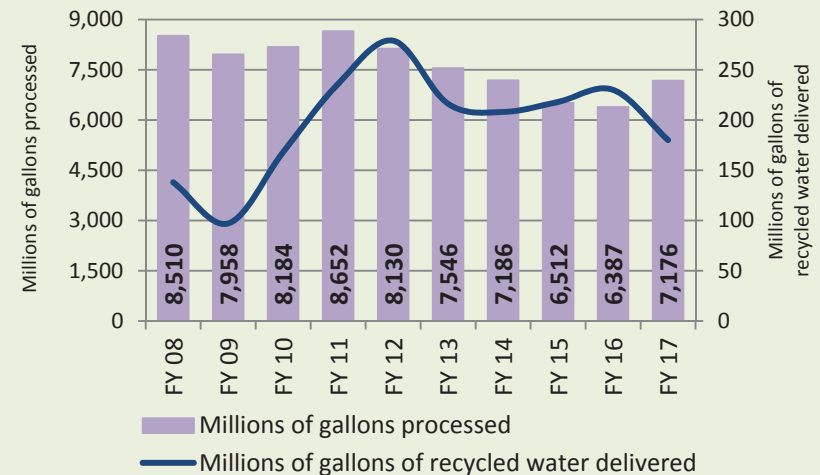
Source: Public Works Department

Green Building with Mandatory Regulations

Legend: — Valuation — Square feet
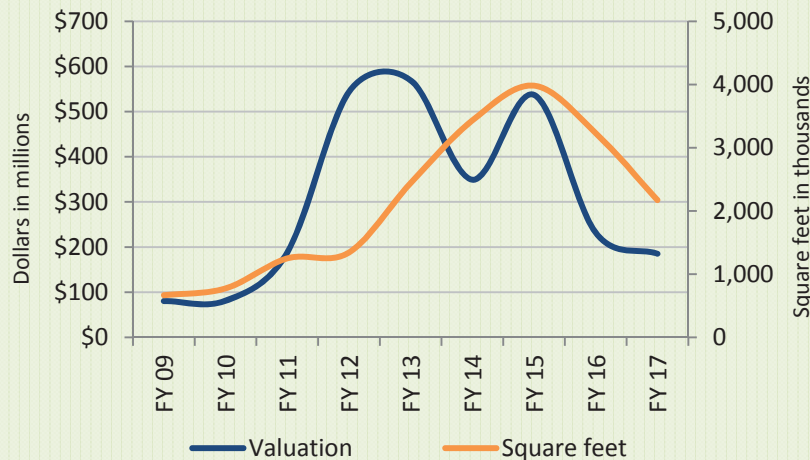
Source: Development Services Department

By the Numbers

60,582
Tons of materials recycled or composted (i.e., do not end up in a landfill), increased 7% from FY 2016 and increased 16% from FY 2008

1,531,108
Green Building energy savings per year in Kilo British Thermal Units, which decreased 58% from FY 2016

5,594
Number of households participating in the Household Hazardous Waste program, which increased 14% from FY 2016 and increased 19% from FY 2008

52%
Percent of commercial accounts with compostable service, which increased 16% from FY 2016

Stewardship

Electric Efficiency Program Expenditures and Savings

Bar labels (Savings % of total sales): FY 09: 0.5%, FY 10: 0.6%, FY 11: 0.7%, FY 12: 1.5%, FY 13: 0.9%, FY 14: 0.9%, FY 15: 0.9%, FY 16: 0.7%, FY 17: 0.1%

Legend:
- First-year energy savings achieved through electric efficiency programs as a percentage of total sales
- Energy conservation/efficiency program expenditures (in millions)

Source: Utilities Department

Gas Energy Efficiency Program Expenditures Savings

Bar labels (Savings % of total sales): FY 09: 0.28%, FY 10: 0.40%, FY 11: 0.55%, FY 12: 0.73%, FY 13: 1.39%, FY 14: 1.34%, FY 15: 0.90%, FY 16: 1.01%, FY 17: 0.42%

Legend:
- First-year gas savings achieved through gas efficiency programs as a percentage of total sales
- Gas energy conservation/efficiency program expenditures (in millions)
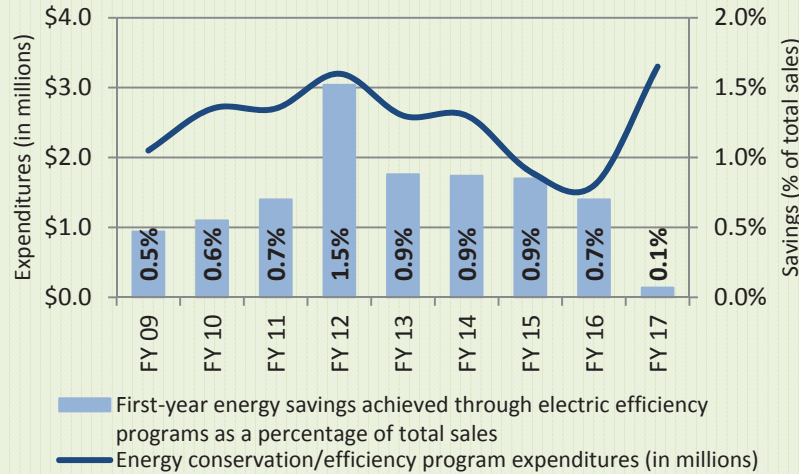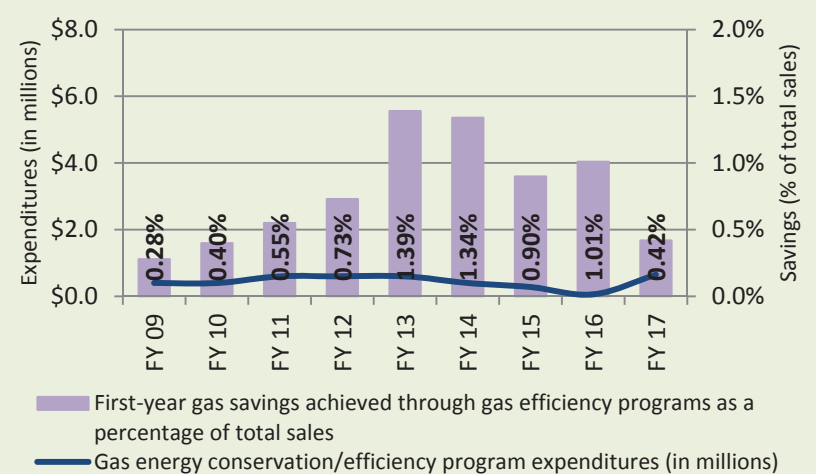
Source: Utilities Department

Water Conservation Expenditures and Savings

Bar labels (Savings % of total sales): FY 09: 1.0%, FY 10: 1.4%, FY 11: 0.5%, FY 12: 1.1%, FY 13: 0.5%, FY 14: 0.6%, FY 15: 1.1%, FY 16: 2.3%, FY 17: 0.9%

Legend:
- First-year water savings achieved through efficiency programs as a percentage of total sales
- Water efficiency program expenditures (in millions)
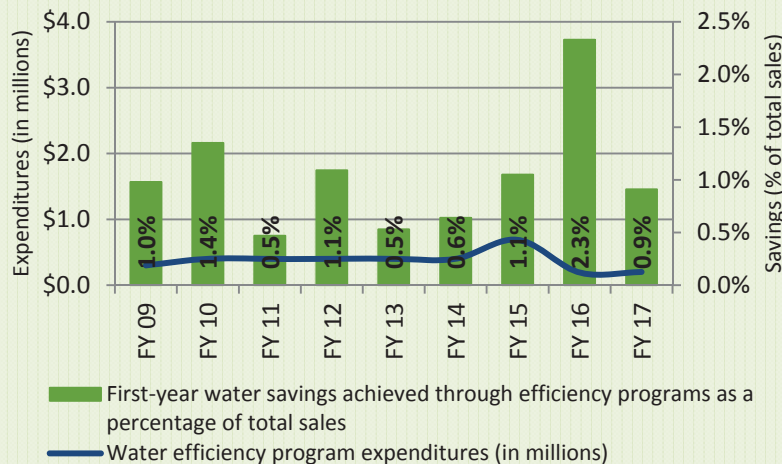
Source: Utilities Department

By the Numbers

51%

Percent of qualifying renewable electricity, which increased 65% from FY 2016 and increased 264% from FY 2008

0

Metric tons of electric supply carbon dioxide emissions in FY 2017; the carbon neutral plan effectively eliminated all greenhouse gas emissions from the City's electric supply

154

Average residential gas usage in therms per capita, which increased by 8% from FY 2016 and decreased 20% from FY 2008

28

Average residential water usage in hundred cubic feet per capita, which increased 12% from FY 2016 and decreased 36% from FY 2008

Chapter 2

Public Service

Fire: Number of Medical/Rescue Incidents to Response Time

Incidents / Response time in minutes

FY	Incidents
FY 08	4,552
FY 09	4,509
FY 10	4,432
FY 11	4,521
FY 12	4,584
FY 13	4,712
FY 14	4,757
FY 15	5,270
FY 16	5,356
FY 17	5,567

- Number of medical/rescue incidents
- Average response time for medical/rescue calls
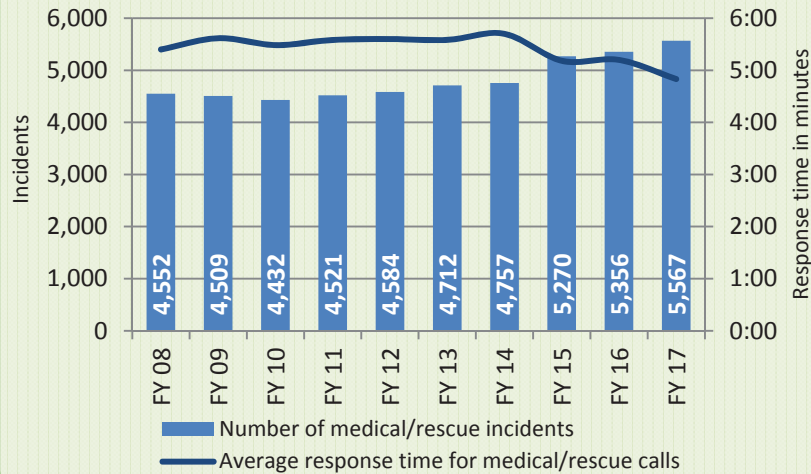
Source: Police Department

Police: Calls for Service and Response Time

Police Responses / Minutes

(FY 08 – FY 16)

- Total nonemergency calls
- Total urgent calls
- Avg urgent response (minutes)
- Total emergency calls
- Avg emergency response (minutes)
- Avg nonemergency response (minutes)

Source: Police Department

Animal Services: Number of Palo Alto Live Calls Responded to Within 45 Minutes

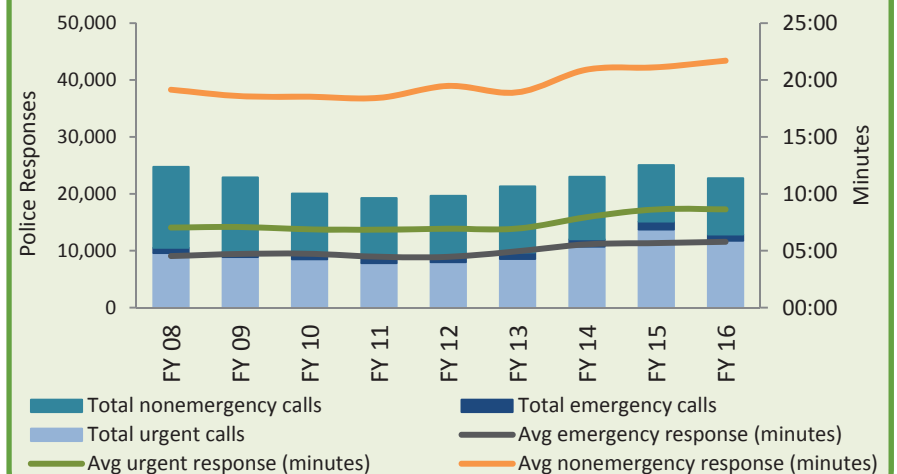| FY	Calls
FY 08	3,059
FY 09	2,873
FY 10	2,692
FY 11	2,804
FY 12	3,051
FY 13	2,909
FY 14	2,398
FY 15	2013
FY 16	2421
FY 17	2399

- Number of Palo Alto animal services calls
- Percent Palo Alto live animal calls for service responded to within 45 minutes
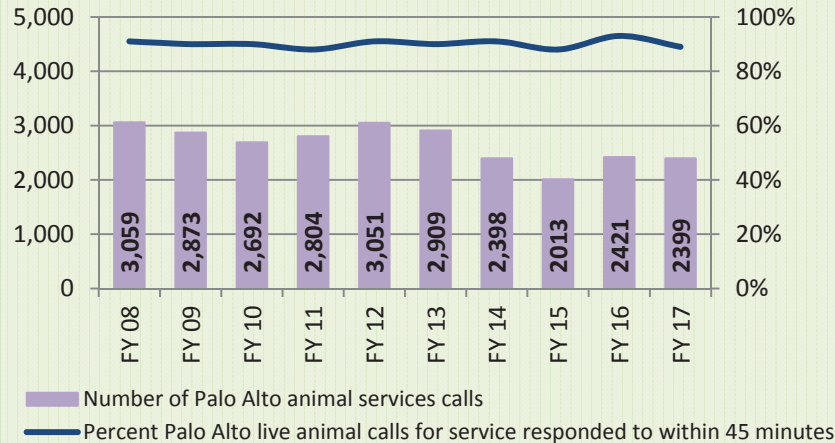
Source: Police Department

By the Numbers

65

Number of hazardous materials incidents, which decreased 28% from FY 2016 and increased 44% from FY 2008

89%

Police Department nonemergency calls responded to within 45 minutes, which remained the same as FY 2016 and decreased 3% from FY 2008

80%

Percent emergency calls dispatched within 60 seconds, which remained the same from FY 2016

83%

Percent of code enforcement cases resolved within 120 days, which decreased 14% from FY 2016 and decreased 10% from FY 2008

Electric Service Interruptions

Bar values (Service interruptions over 1 minute): FY 08: 41, FY 09: 28, FY 10: 20, FY 11: 33, FY 12: 25, FY 13: 25, FY 14: 16, FY 15: 17, FY 16: 26, FY 17: 42

Legend: Service interruptions over 1 minute | Avg minutes per customer affected

Source: Utilities Department

Gas Service Disruptions

Bar values (Total customers affected): FY 08: 105, FY 09: 766, FY 10: 939, FY 11: 114, FY 12: 111, FY 13: 265, FY 14: 285, FY 15: 195, FY 16: 78, FY 17: 71

Legend: Total customers affected | Number of unplanned service disruptions
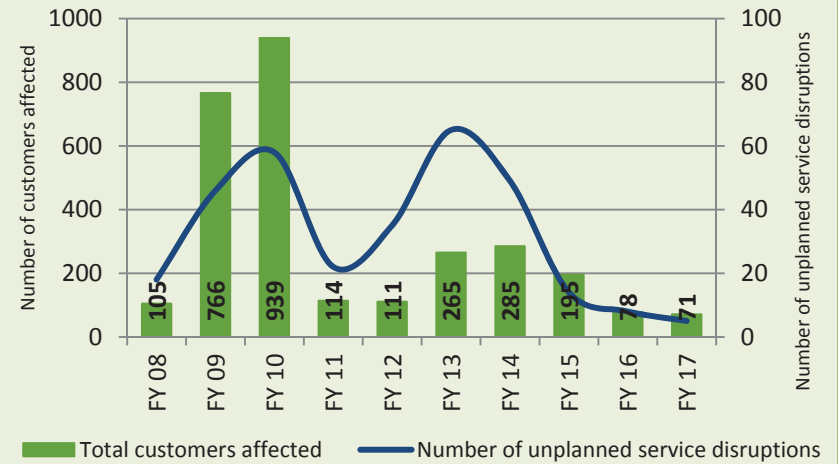
Source: Utilities Department

Water Service Disruptions

Bar values (Total customers affected): FY 08: 374, FY 09: 230, FY 10: 291, FY 11: 92, FY 12: 70, FY 13: 950, FY 14: 942, FY 15: 241, FY 16: 651, FY 17: 473

Legend: Total customers affected | Number of unplanned service disruptions
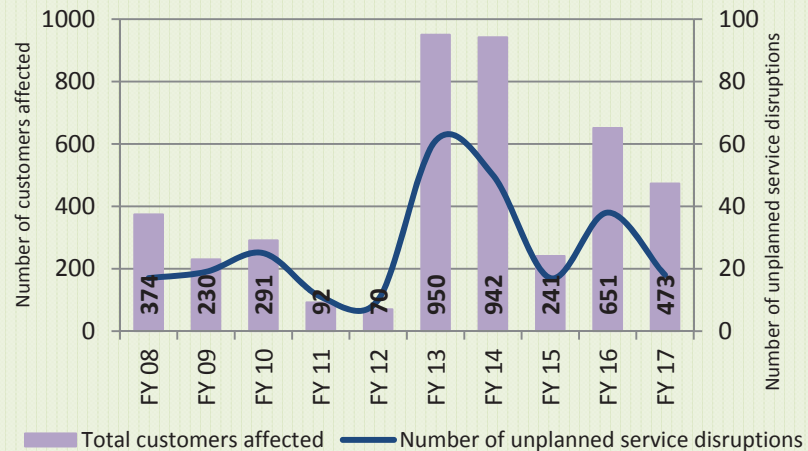
Source: Utilities Department

By the Numbers

73,466

Total number of electric, gas, and water customer accounts
Electric – 29,616
Gas – 23,637
Water – 20,213
701 more accounts than FY 2016

64

Average power outage duration in minutes per customer affected, which increased 64% from FY 2016 and decreased 26% from FY 2008

213

Number of gas leaks found, 32 ground leaks and 181 meter leaks, which decreased 26% from FY 2016
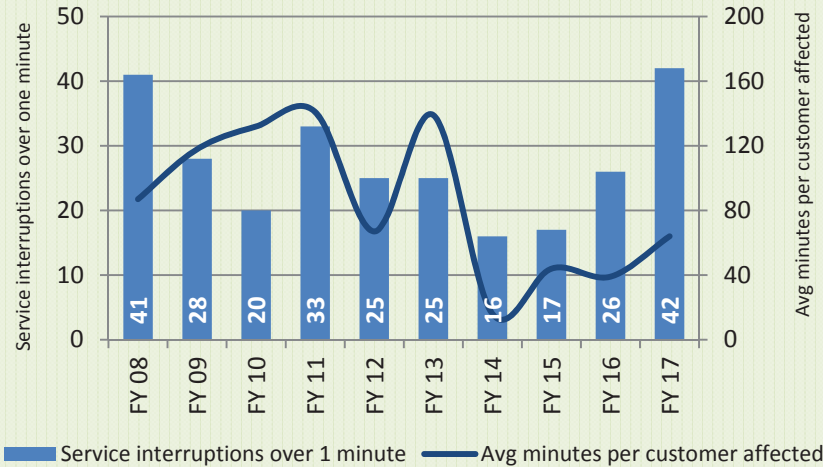
473

Unplanned water service outages, which decreased 27% from FY 2016 and increased 26% from FY 2008

Public Service

Chapter 2

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

FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
92%	95%	92%	91%	93%	96%

Source: Office of the City Attorney

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

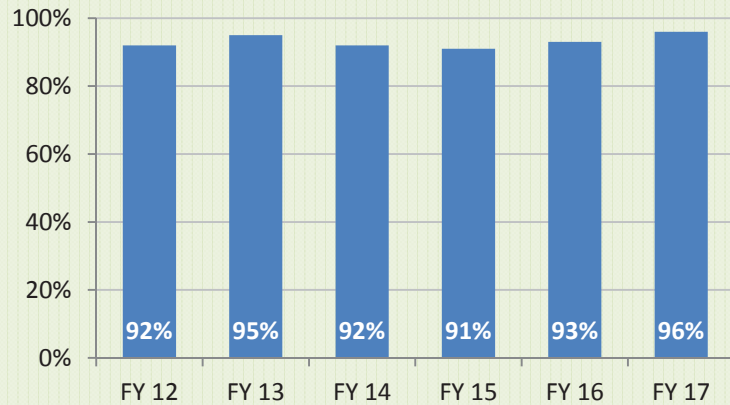| FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
40%	42%	39%	49%	42%	43%	42%	45%	52%
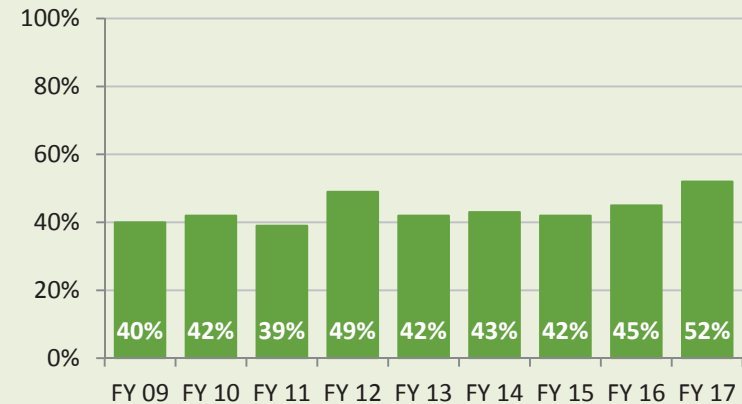
Source: Office of the City Auditor

Information Technology: Percent of Service Desk Requests Resolved

FY 12: 9,460 FY 13: 9,734 FY 14: 9,348 FY 17: 9,855

Legend: Over 5 days, Within 5 days, Within 8 hours, Within 4 hours, At time of call
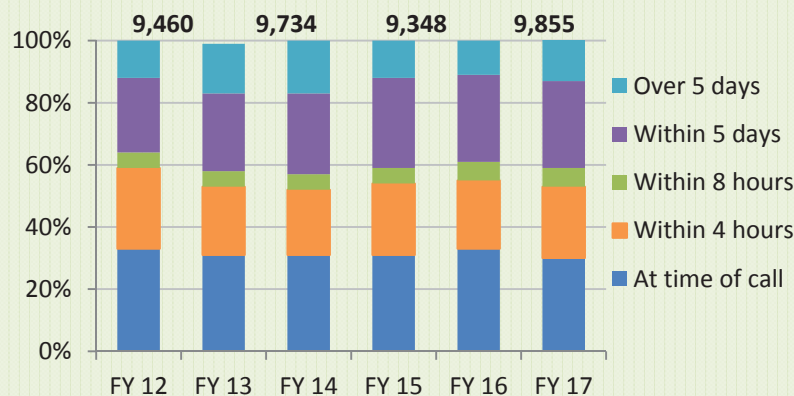
Source: Information Technology Department

By the Numbers

93
Number of claims handled by the Office of the City Attorney in FY 2017, which decreased 17% from FY 2016 and decreased 42% from FY 2008

2,566
Number of purchasing documents processed; $121.6 million in goods and services purchased

1,168
Workers' Compensation days lost to work-related illness or injury in FY 2017, which increased 9% from FY 2016 and decreased 25% from FY 2008

35%
Percent of information technology security incidents remediated within one day in FY 2017, which decreased 12% from FY 2016

Community Services and Library Volunteer Hours

Legend:
- Restorative/resource management projects
- Neighborhood parks
- Library
- Community Theatre
- Art Center
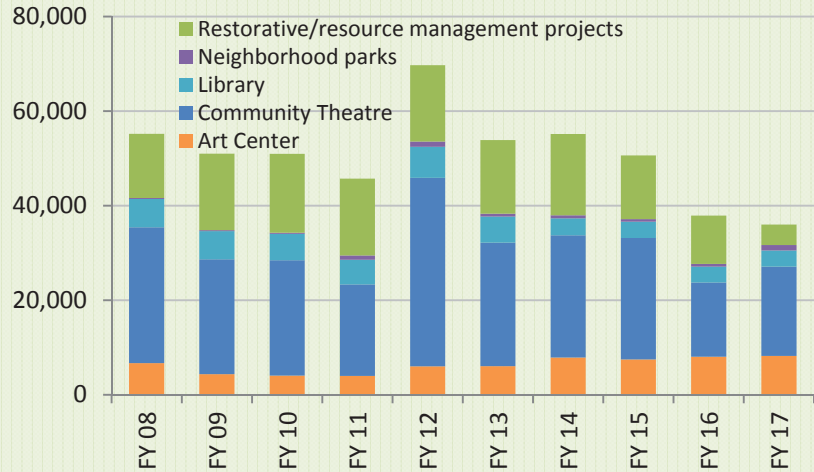
Sources: Community Services and Library Departments

Community Services: Total Enrollment in Classes/Camps

Legend:
- Summer Camps and Aquatics
- Kids (excluding camps)
- Adults
- Preschool
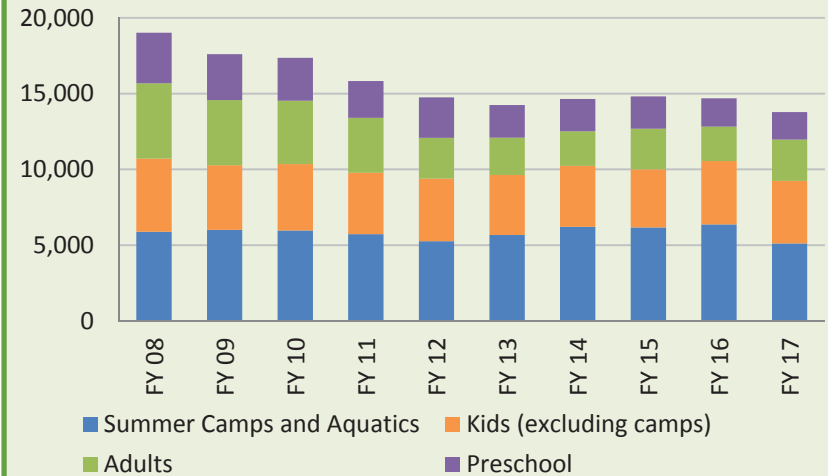
Source: Community Services Department

Library: Number of Participants in Teen Programs

Data labels: 1,573 — 1,906 — 2,211 — 1,188 — 4,559 — 6,059
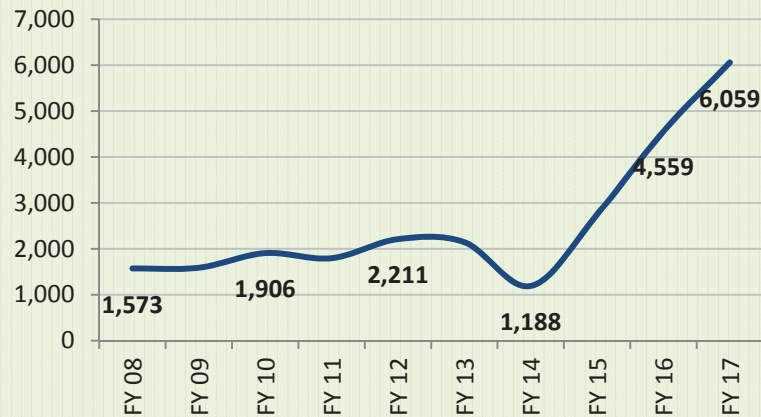
Source: Library Department

By the Numbers

489,600
Number of titles in library collection, which increased 163% from FY 2016 and increased 180% from FY 2008

2
Average business days for new library materials to be available for customer use, which remained constant from FY 2016

1,914
Number of library programs offered, which increased 32% from FY 2016 and increased 186% from FY 2008

74,299
Library program attendance, which increased 39% from FY 2016 and increased 96% from FY 2008

Fire: Safety Presentations, Including Demonstrations and Fire Station Tours

Values by fiscal year:
- FY 11: 115
- FY 12: 126
- FY 13: 95
- FY 14: 88
- FY 15: 218
- FY 16: 198
- FY 17: 105
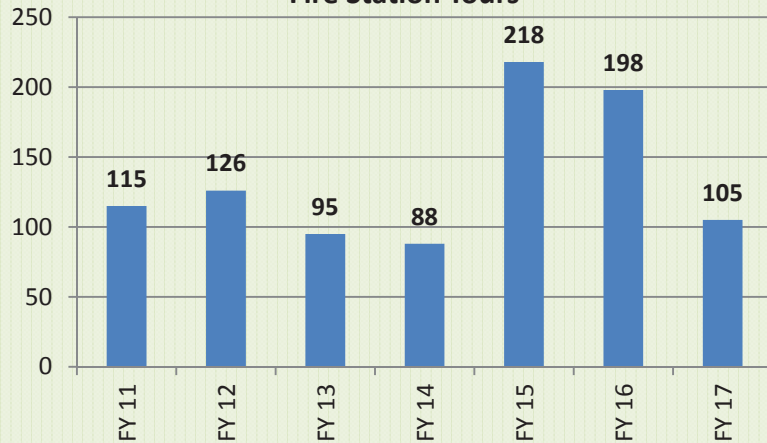
Source: Fire Department

Police: Citizen Commendations Received

FY 16 Target: >150

Values by fiscal year:
- FY 08: 141
- FY 09: 124
- FY 10: 156
- FY 11: 149
- FY 12: 137
- FY 13: 147
- FY 14: 153
- FY 15: 135
- FY 16: 142
- FY 17: 121
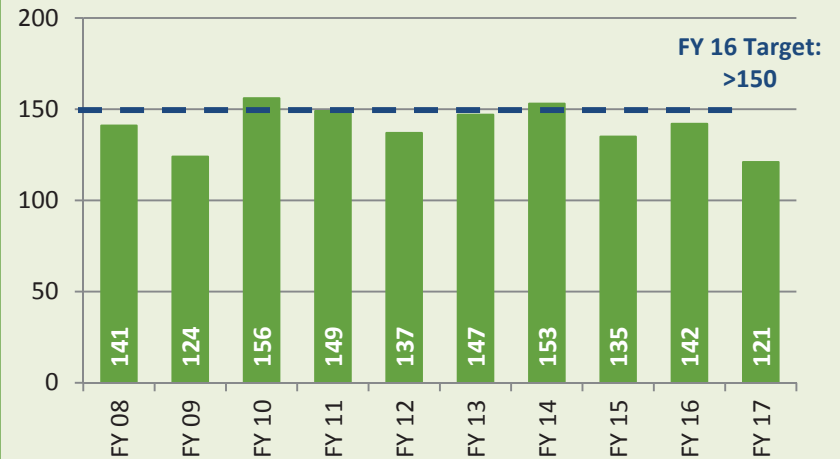
Source: Police Department

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

■ Percent of dogs received by shelter and returned to owner
■ Percent of cats received by shelter and returned to owner
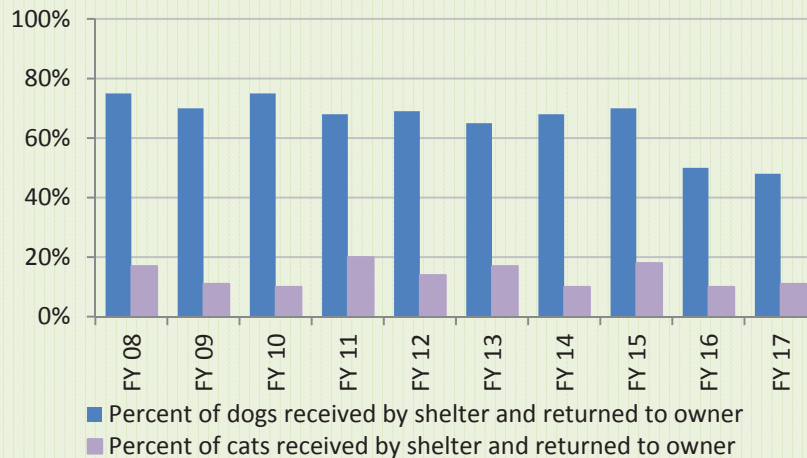
Source: Police Department

By the Numbers

2,399

Police Department number of animals handled, which decreased 1% from FY 2016 and decreased 22% from FY 2008

37

Emergency Operations Center activations/deployments, which decreased 20% from FY 2016

182

Office of Emergency Services presentations, training, and exercises, which decreased 22% from FY 2016

8

Police Department average number of officers on patrol, which has remained constant from FY 2008 and FY 2016

Community

Police: Number and Types of Cases

1,207 1,464 1,249 1,108 916 1,181 1,191 1,237 1,328 1,396

FY 08 FY 09 FY 10 FY 11 FY 12 FY 13 FY 14 FY 15 FY 16 FY 17

- Theft cases closed
- Homicide cases closed
- Robbery cases closed
- Rape cases closed
- Open cases (all types)

Source: Police Department

Fire: Number and Types of Calls for Service

7,723 7,549 7,468 7,555 7,796 7,904 7,829 8,548 8,882 9,056

FY 08 FY 09 FY 10 FY 11 FY 12 FY 13 FY 14 FY 15 FY 16 FY 17

- Medical/Rescue
- Other
- False Alarms
- Service Calls
- Hazardous Condition
- Fire

Source: Fire Department

Code Enforcement: Number of New Cases

Number of new cases

684 545 680 652 618 684 609 586 327 766

FY 08 FY 09 FY 10 FY 11 FY 12 FY 13 FY 14 FY 15 FY 16 FY 17

Source: Planning & Community Environment Department

By the Numbers

3,371
Number of ambulance transports, which decreased 3% from FY 2016 and increased 15% from FY 2008

63%
Fire Department percent of permitted hazardous materials facilities inspected, which decreased 24% from FY 2016 and decreased 17% from FY 2008

68
Reported crimes per 1,000 residents, which remained the same from FY 2016 and decreased 8% from FY 2008

5,476
Number of fire inspections completed, which increased 95% from FY 2016 and increased 329% from FY 2008

Community

Chapter 2

Fire: Number of Licensed Paramedics & Certified Emergency Medical Technicians

FY	Number of licensed paramedics	Number of certified EMTs
FY 09	36	113
FY 10	34	109
FY 11	34	109
FY 12	49	70
FY 13	50	61
FY 14	50	50
FY 15	50	48
FY 16	55	44
FY 17	48	40

■ Number of licensed paramedics   ■ Number of certified EMTs
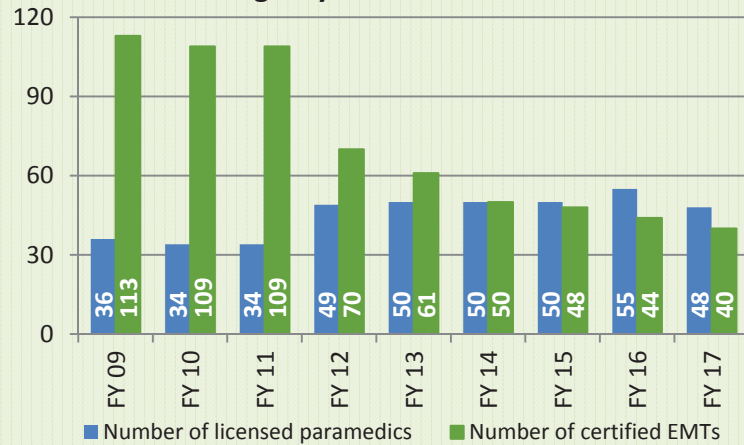
Source: Fire Department

Police Benchmark: Violent and Property Crimes per 1,000 Residents in Calendar Year

Crimes (cities): Palo Alto, Menlo Park, Redwood City, Mountain View, Santa Clara, Milpitas, San Mateo, Fremont, Sunnyvale

■ Property crimes   ■ Violent crimes

Source: FBI Uniform Crime Reporting Program

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

FY	Value
FY 12	38
FY 13	51
FY 14	184
FY 15	193
FY 16	234
FY 17	182
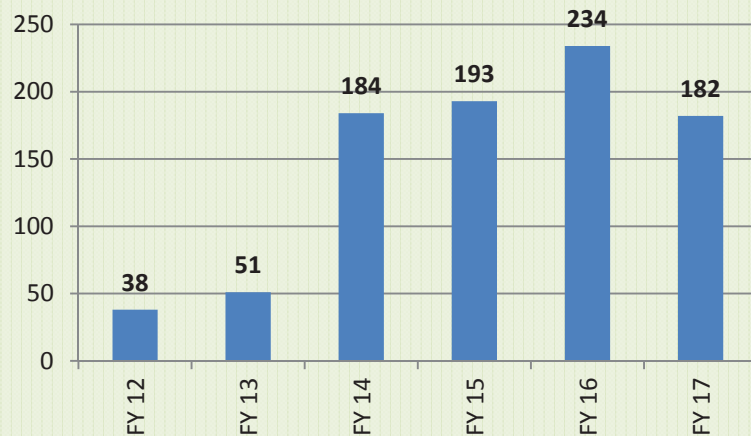
Source: Office of Emergency Services

By the Numbers

395
Traffic collisions with injury, which decreased 1% from FY 2016 and increased 22% from FY 2008

310
Fire Department average training hours per firefighter, which increased 3% from FY 2016 and increased 26% from FY 2008

79%
Percent of fires confined to the room or area of origin, which increased 11% from FY 2016 and decreased 19% from FY 2008

5,570
Number of medical/rescue incidents, which increased 4% from FY 2016 and increased 22% from FY 2008

Community

Chapter 2

Inspections, Building Permits Issued and Valuation
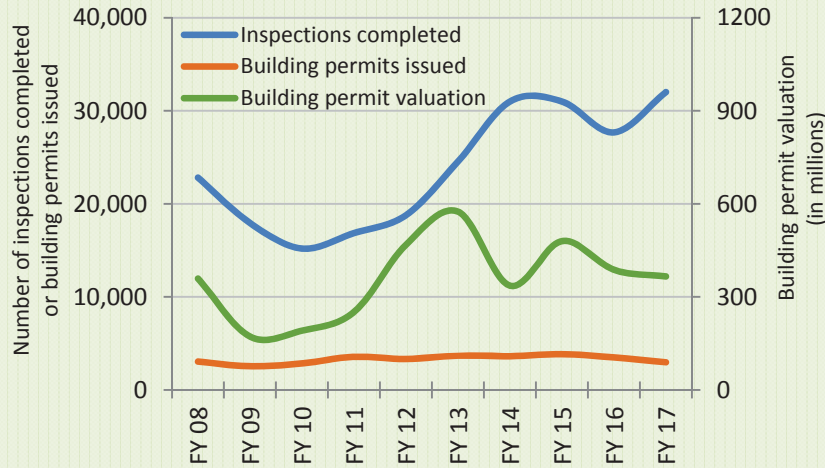
Source: Development Services Department

Completed Planning Applications in FY 2015

- Home Improvement Exception 2%
- Temporary Use & Variances 3%
- Architectural Review Board 12%
- Individual Review 27%
- Other 11%
- Conditional Use 7%
- Minor 38%
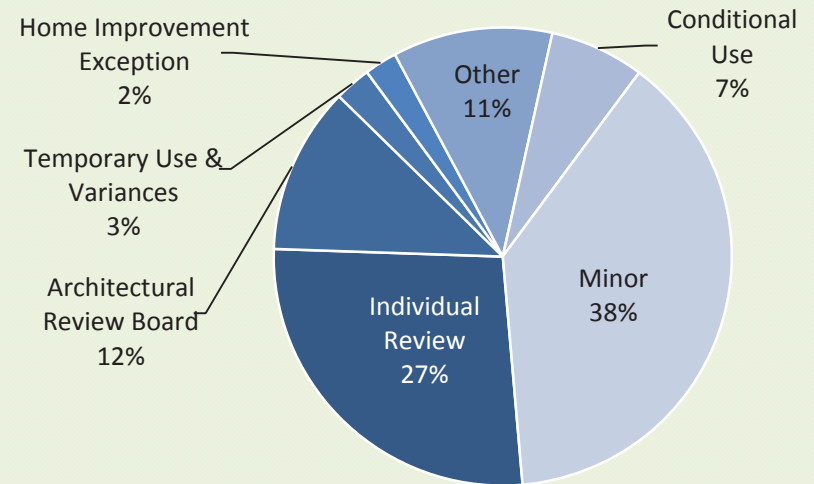
Source: Planning & Community Environment Department

Percent of Code Enforcement Cases Closed and Resolved Within 120 Days

FY 08: 93%, FY 09: 94%, FY 10: 88%, FY 11: 94%, FY 12: 91%, FY 13: 90%, FY 14: 93%, FY 15: 91%, FY 16: 97%, FY 17: 83%

■ Percent of cases resolved within 120 days
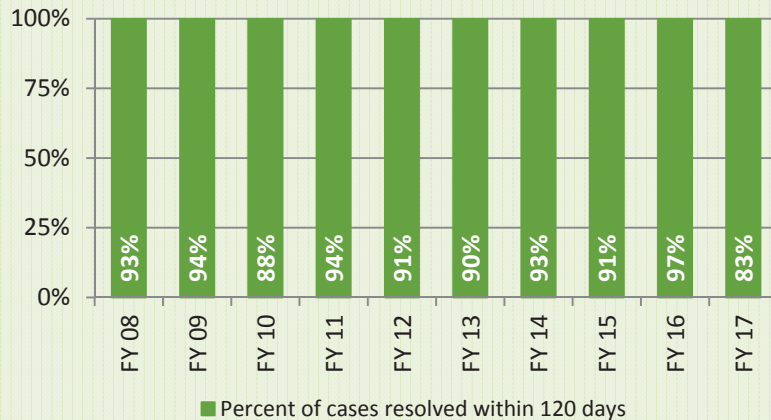
Source: Planning & Community Environment Department

By the Numbers

30
Average number of days to issue 2,970 building permits, which increased 30% from FY 2016 and decreased 63% from FY 2008

576
Number of permits routed to all departments with on-time reviews, which decreased 2% from FY 2016 and increased 97% from FY 2008

585
Number of permits approved over the counter, which decreased 14% from FY 2016

32,015
Number of inspections completed, which increased 16% from FY 2016 and increased 40% from FY 2008

Community

Shuttle and Caltrain Boardings
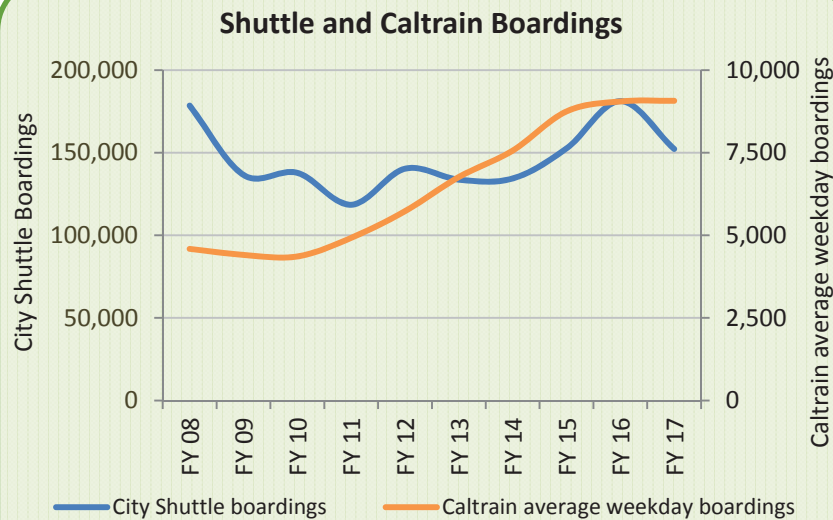
Source: Planning & Community Environment Department and Caltrain

Citizen Survey: Percent Rating Ease of Transportation "Excellent" or "Good"

Source: 2017 National Citizen Survey™

CY 2016 Three-Year Average Pavement Condition Index (PCI) Ratings

70-79 = "Good"
80-100 = "Very Good-Excellent"
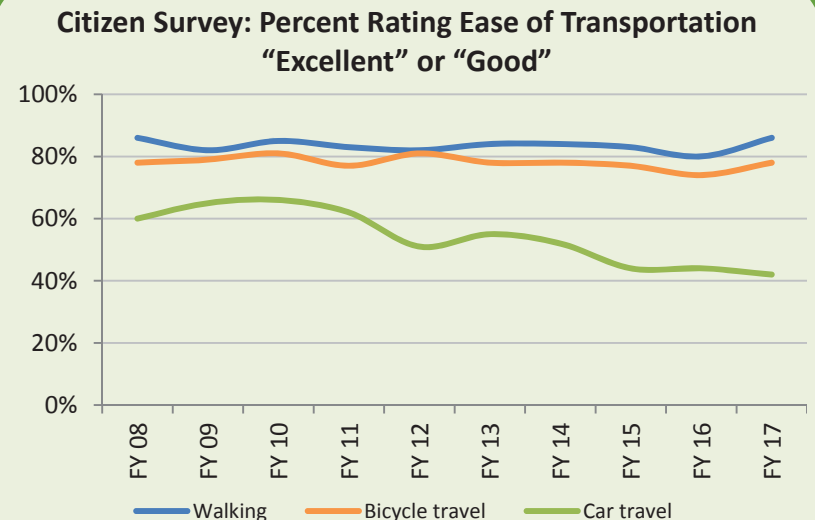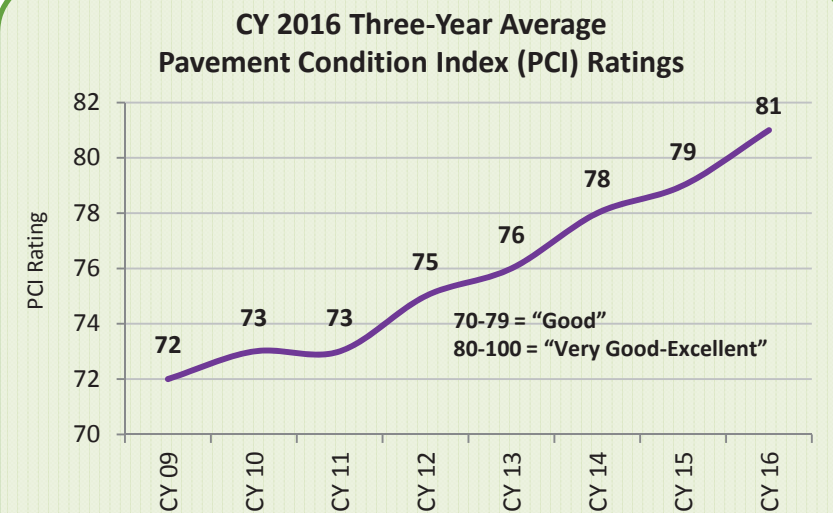
Source: Metropolitan Transportation Commission, September 2017

By the Numbers

152,261

Number of shuttle boardings, which decreased 16% from FY 2016 and decreased 15% from FY 2008

$2.56

City's cost per shuttle boarding, which increased 29% from FY 2016 and increased 30% from FY 2008

9,072

Caltrain average weekday boardings, which increased less than 1% from FY 2016 and increased 98% from FY 2008

75%

Citizen Survey: Overall "built environment" (including overall design, buildings, parks, and transportation systems), comparing as higher 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[1]	Office of Emergency Services[1]	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services[2]	Non-departmental[3]	Operating transfers out[4]	Total	
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[5]	$26.2	$1.2	$8.0	$7.4	$34.6	$13.3	$18.4	$7.3	$22.3	$171.5	$236.7
FY 16	$24.3	$10.7	$27.6	$1.0	$8.0	$8.9	$35.7	$14.3	$20.0	$6.2	$34.5	$191.0	$238.3
FY 17	**$25.2**	**$11.0**	**$31.5**	**$1.0**	**$9.0**	**$8.7**	**$39.2**	**$16.7**	**$19.5**	**$6.4**	**$31.8**	**$199.5**	**$243.0**
Change from:													
Last year	+4%	+3%	+14%	0%	+13%	-2%	+10%	+17%	-3%	+3%	-8%	+4%	+2%
FY 08	+19%	-	+31%	-	+32%	-10%	+33%	+29%	+12%	-14%	+147%	+41%	+13%

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

[2] Includes Offices of Council-Appointed Officers, Administrative Services Department, Human Resources Department, and City Council.

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

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

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

OPERATING EXPENDITURES PER CAPITA

	General Fund (in millions)												Enterprise funds (in millions)
	Community Services	Development Services	Fire[1]	Office of Emergency Services[1]	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services[2]	Non-departmental[3]	Operating transfers out[4]	Total	
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
FY 16	$365	$160	$341	$13	$120	$134	$536	$215	$301	$94	$518	$2,798	$3,585
FY 17	**$378**	**$165**	**$390**	**$12**	**$134**	**$130**	**$588**	**$250**	**$292**	**$96**	**$476**	**$2,912**	**$3,647**
Change from:													
Last year	+4%	+3%	+14%	-8%	+12%	-3%	+10%	+16%	-3%	+2%	-8%	+4%	+2%
FY 08	+11%	-	+23%	-	+22%	-16%	+24%	+20%	+5%	-19%	+129%	+32%	+5%

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

[2,3,4] As footnoted above.

AUTHORIZED STAFFING

	Authorized Staffing (FTE[1]) – General Fund										Authorized Staffing (FTE[1]) – Other Funds						
	Community Services	Develop-ment Services	Fire	Office of Emergency Services	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services[2]	Subtotal	Refuse	Storm Drainage	Wastewater Treatment	Electric, Gas, Water, Wastewater Collection, and Fiber Optics	Other[3]	Subtotal	Total
FY 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[4]	108	3	59	29	158	56	91	684	16	10	71	272	100	469	1,153
FY 16	143	43	107	3	65	32	158	56	92	700	15	10	70	268	104	468	1,168
FY 17	**144**	**40**	**109**	**3**	**64**	**33**	**158**	**58**	**92**	**702**	**16**	**10**	**73**	**269**	**103**	**477**	**1,179**
Change from:																	
Last year	+1%	-7%	+2%	0%	-2%	+3%	0%	+4%	0%	0%	+7%	0%	+4%	0%	-1%	+2%	+1%
FY 08	-2%	-	-15%	-	+14%	-39%	-7%	-18%	-15%	-4%	-54%	0%	+6%	+10%	+32%	+9%	+1%

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

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

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

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

	Authorized Staffing (FTE) - Citywide				General Fund Employee Costs					
	Regular	Temporary	TOTAL	Per 1,000 residents	Salaries and wages[1] (in millions)	Overtime (in millions)	Employee benefits (in millions)	TOTAL (in millions)	Employee benefits rate[2]	As a percent of total General Fund expenditures
FY 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%
FY 16	1,042	126	1,168	17.6	$60.1	$5.5	$40.6	$106.2	68%	56%
FY 17	**1,054**	**125**	**1,179**	**17.7**	**$64.5**	**$6.1**	**$45.0**	**$115.6**	**70%**	**58%**
Change from:										
Last year	+1%	-1%	+1%	+1%	+7%	+11%	+11%	+9%	+2%	+2%
FY 08	-2%	+37%	+1%	-6%	+13%	+45%	+51%	+27%	+18%	-6%

[1] Does not include overtime.

[2] "Employee benefits rate" is General Fund employee benefits as a percent of General Fund salaries and wages, excluding overtime.

CAPITAL SPENDING

	Governmental Funds (in millions)				Enterprise Funds (in millions)		
	Assigned for capital projects[1]	Net general capital assets	Capital outlay	Depreciation	Net capital assets	Capital expenditures	Depreciation
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
FY 16	$63.1	$496.0	$24.7	$17.1	$576.8	$31.1	$19.2
FY 17	**$63.2**	**$522.5**	**$40.1**	**$17.9**	**$595.2**	**$28.8**	**$19.5**
Change from:							
Last year	0%	+5%	+62%	+5%	+3%	-7%	+2%
FY 08	+86%	+48%	+86%	+60%	+43%	-20%	+54%

[1] 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)[1]					CSD expenditures per capita	Total revenues[3] (in millions)	Authorized Staffing (FTE)			
	Administration and Human Services	Arts and Sciences	Open Space, Parks, and Golf	Recreation Services	Total[2]			Total	Temporary	Temporary as a percent of total	Per 1,000 residents
FY 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
FY 16	$3.9	$5.6	$9.2	$6.2	$24.8	$365	$7.1	142.7	65.3	46%	2.1
FY 17	**$4.2**	**$5.8**	**$8.9**	**$6.3**	**$25.4**	**$378**	**$6.0**	**144.4**	**65.9**	**46%**	**2.2**
Change from:											
Last year	+8%	+4%	-3%	+2%	+2%	+4%	-15%	+1%	+1%	0%	+5%
FY 08	-	+41%	-	-	+20%	+11%	-19%	-2%	+33%	+35%	-8%

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

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

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

DEPARTMENTWIDE CLASSES

	Total number of classes/camps offered[1]					Total enrollment[1]					Percent of class registrations online (Target: 57%)	Percent of class registrants who are nonresidents
	Summer Camps and Aquatics	Kids (excluding camps)	Adults	Preschool	Total	Summer Camps and Aquatics	Kids (excluding camps)	Adults	Preschool	Total (Target: 16,400)		
FY 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%
FY 16	145	260	161	65	631	6,368	4,179	2,280	1,861	14,494	51%	18%
FY 17	**149**	**274**	**267**	**95**	**785**	**5,110**	**4,137**	**2,718**	**1,814**	**14,213**	**62%**	**21%**
Change from:												
Last year	+3%	+5%	+66%	+46%	+24%	-20%	-1%	+19%	-3%	-2%	+11%	+3%
FY 08	-1%	+8%	-18%	-34%	-10%	-13%	-14%	-45%	-46%	-25%	+19%	+6%

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

ARTS AND SCIENCES DIVISION – PERFORMING ARTS

	Children's Theatre						Community Theatre		Total (Children's and Community Theatres)	
	Number of performances[1]	Attendance at performances	Participants in performances and programs	Enrollment in music and dance classes[2]	Enrollment in theatre classes, camps, and workshops[3]	Outside funding	Number of performances	Attendance at performances	Number of performances	Attendance at performances
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
FY 16	161	42,742	2,800	5,751	3,655	$108,950	161	42,719	322	85,461
FY 17	**171**	**46,387**	**3,109**	**7,589**	**4,857**	**$120,384**	**171**	**43,607**	**342**	**89,994**
Change from:										
Last year	+6%	+9%	+11%	+32%	+33%	+10%	+6%	+2%	+6%	+5%
FY 08	+16%	+134%	+181%	+673%	+1093%	-	+3%	-5%	+9%	+37%

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

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

[3] The department attributes the increase to a shift in emphasis from performance to education to promote a philosophy of life-long skills.

ARTS AND SCIENCES DIVISION - MUSEUMS

	Art Center[1]					Public Art	Junior Museum & Zoo		Science Interpretation	
	Exhibition visitors[2]	Total attendance (users)	Enrollment in art classes, camps, and workshops (adults and children)	Outside funding for visual arts programs	Attendance at Project LOOK! and outreach	Number of new public art installations	Enrollment in Junior Museum classes and camps	Estimated number of children participating in school outreach programs	Number of Arastradero, Baylands, & Foothill outreach classes for school-age children	Enrollment in open space interpretive classes
FY 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
FY 16	38,225	108,865	3,158	$259,737	6,947	8	2,991	11,530	121[3]	3,390
FY 17	**36,052**	**282,200**	**3,563**	**$376,532**	**7,407**	**10**	**2,693**	**13,472**	**73[3]**	**1,971**
Change from:										
Last year	-6%	+159%	+13%	+45%	+7%	+25%	-10%	+17%	-40%	-42%
FY 08	+110%	+307%	-9%	-5%	+7%	+400%	+29%	+395%	+14%	-27%

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

[2] Exhibition visitors include estimated On the Road art installation visitors.

[3] FY 2016 figure was restated. Decrease in outreach classes resulted from the closure of the Baylands Interpretive Center from Fall 2016 to April 2017.

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

| | Open Space | | | Golf | | | |
	Visitors at Foothills Park	Volunteer hours for restorative/resource management projects[1]	Number of native plants in restoration projects[2]	Number of rounds of golf	Golf Course revenue (in millions)	Golf Course operating expenditures (in millions)	Golf course debt service (in millions)	Net revenue/ (cost)
FY 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)
FY 16	152,505	10,206	10,744	42,573	$1.6	$1.8	$0.4	($678,000)
FY 17	**151,580**	**13,460**	**7,826**	**-**	**$0.3**	**$0.9**	**$0.4**	**$219,399**
Change from:								
Last year	-1%	+32%	-27%	-	-81%	-50%	0%	-132%
FY 08	+12%	-1%	-44%	-	-91%	-59%	-43%	-1034%

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

[2] The increase is due to the completion of raised planting beds for the propagation of grasses to be used in the Oro Loma Sanitary District's horizontal levee construction project.

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

| | Maintenance Expenditures | | | | | Total hours of athletic field usage | Number of permits issued for special events | Volunteer hours for neighborhood parks | Participants in community gardening program |
	Parks and landscape maintenance (in millions)	Athletic fields in City parks (in millions)	Athletic fields on school district sites[1] (in millions)	Total (in millions)	Per acre[2]				
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[3]	47	637	292
FY 14	$4.0	$0.4	$0.6	$5.0	$18,244	N/A[3]	36	638	292
FY 15	$3.9	$0.5	$0.7	$5.1	$18,593	47,504	37	551	310
FY 16	$3.9	$0.5	$0.7	$5.1	$1,201	65,723	35	586	320
FY 17	**$4.3**	**$0.5**	**$0.8**	**$5.6**	**$1,251**	**82,526**	**51**	**1,151**	**318**
Change from:									
Last year	+10%	+0%	+14%	+10%	+4%	+26%	+46%	+96%	-1%
FY 08	+48%	-17%	+14%	+33%	-92%	+31%	+132%	+539%	+36%

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

[2] Per Acre calculation changed in FY2016 to include 4,030 acres of Open Space.

[3] 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 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
FY 16	527	3,805	1,538	177	559	6,606	57,525	28,559	$0.9	35	$1.8
FY 17	**719**	**3,515**	**1,446**	**104**	**755**	**6,539**	**53,015**	**30,756**	**$1.1**	**29**	**$1.7**
Change from:											
Last year	+36%	-8%	-6%	-41%	+35%	-1%	-8%	+8%	+22%	-17%	-6%
FY 08	-36%	-25%	+4%	-49%	+118%	-18%	-	-5%	+22%	-26%	+13%

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[1]

	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
FY 16	$2.4	$4.5	$1.9	($0.0)	$0.3	$0.6	$0.9	$10.7	$160	$12.3	43
FY 17	**$2.1**	**$5.0**	**$2.1**	**$0.0**	**$0.4**	**$0.7**	**$0.7**	**$11.0**	**$165**	**$11.9**	**40**
Change from:											
Last year	-13%	+11%	+11%	0%	+33%	+17%	-22%	+3%	+3%	-3%	-7%
FY 08	-	-	-	-	-	-	-	-	-	-	-

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

BUILDING

	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	Average days		Number of inspections completed	Valuation of construction for issued permits (in millions)	Building permit revenue (in millions)
					Issuance of building permits (Target: 30)	Permit issuance to final inspection for projects up to $500,000 (Target: 135)			
FY 08	292	-	3,046	23	80	-	22,820	$358.9	$4.2
FY 09	230	394	2,543	31	63	123	17,945	$172.1	$3.6
FY 10	218	326	2,847	30	44	162	15,194	$191.2	$4.0
FY 11	371	532	3,559	35	47	109	16,858	$251.1	$5.6
FY 12	345	644	3,320	22	38	127	18,778	$467.9	$6.8
FY 13	470	602	3,682	24	39[1]	121	24,548	$574.7	$10.1
FY 14	550	557	3,624	23	27	139	31,002	$336.1	$9.3
FY 15	567	628	3,844	23	25	156	31,000	$479.8	$9.4
FY 16	588	682	3,492	21	23	136	27,680	$387.3	$8.4
FY 17	**576**	**585**	**2,970**	**27**	**30**	**169**	**32,015**	**$366.7**	**$8.9**
Change from:									
Last year	-2%	-14%	-15%	+29%	+30%	+24%	+16%	-5%	+6%
FY 08	+97%	-	-2%	+17%	-63%	-	+40%	+2%	+112%

[1] Prior year correction by the Department.

GREEN BUILDING[1]

	Green Building permit applications processed	Green Building with mandatory regulations		Construction debris for completed projects[2] (in tons)			Energy savings per year[3] (in kBtu)
		Valuation	Square feet	Salvaged	Recycled	Disposed to landfill	
FY 09	341	$80,412,694	666,500	67	3,503	575	-
FY 10	556	$81,238,249	774,482	69	9,050	1,393	-
FY 11	961	$187,725,366	1,249,748	13,004	34,590	4,020	-
FY 12	887	$543,237,137	1,342,448	23,617	45,478	5,015	-
FY 13	1,037	$569,451,035	2,441,575	9,408	44,221	3,955	1,922,532
FY 14	0[4]	$349,128,085	3,432,025	7,186	38,381	5,421	3,141,510
FY 15	0[4]	$537,328,177	3,982,320	656	93,392	9,067	3,958,713
FY 16	0[4]	$231,633,489	3,230,939	382	38,609	4,698	3,678,375
FY 17	**0[4]**	**$185,281,638**	**2,170,845**	**848**	**46,094**	**4,273**	**1,531,108**
Change from:							
Last year	0%	-20%	-33%	+122%	+19%	-9%	-58%
FY 08	-	-	-	-	-	-	-

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

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

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

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

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

DEPARTMENTWIDE[1]

	Operating Expenditures (in millions)						Revenue (in millions)	Authorized staffing (FTE)	Number of workstations	IT expenditures per workstation
	Information Technology Project Services	IT Operations	Enterprise Systems	Office of the Chief Information Officer	Capital Improvement Program[2]	Total				
FY 12	$2.5	$3.0	$1.8	$1.5	$0.8	$9.6	$13.4	34.2	1,100	$4,658
FY 13	$1.7	$3.8	$1.9	$2.5	$3.4[3]	$13.3	$17.5	36.7	1,118	$4,548
FY 14	$1.1	$4.6	$2.6	$4.0	$2.0	$14.3	$13.1	34.2	1,286	$4,491
FY 15	$0.6	$6.7	$2.3	$2.8	$1.3	$13.8	$14.5	33.7	1,454	$5,226[4]
FY 16	$1.1	$5.7	$2.6	$2.9	$2.1	$14.4	$16.2	36.1	1,371	$4,703
FY 17	**$1.2**	**$5.9**	**$3.1**	**$2.9**	**$1.1**	**$14.2**	**$16.3**	**36.1**	**1,421**	$4,983
Change from:										
Last year	+9%	+4%	+19%	0%	-48%	-1%	+1%	0%	+4%	+6%
FY 08	-	-	-	-	-	-	-	-	-	-

[1] The Information Technology (IT) Department was established in 2012. Data prior to FY 2012 is generally not available or applicable for comparison.
[2] Consistent with the City's operating budget, Capital Improvement Program (CIP) expenditures are included as operating expenditures for this department.
[3] The increase in FY 2013 is due to an increased number of projects, including the upgrade of the City's telephone system and the replacement of desktop computers with laptops.
[4] Increase in workstation costs due to Office 365 licensing, additional City technology contracts and the increased use of temporary staffing.

		Percent of service desk requests resolved:[1]					Percent of security incidents remediated within 1 day	City Staff Survey
	Number of service desk requests	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%)		Percent rating IT services as "excellent" (Target: 90%)
FY 12	9,460	33%	26%	5%	24%	12%	-	95%
FY 13	9,734	31%	22%	5%	25%	16%	50%	87%
FY 14	9,348	31%	21%	5%	26%	17%	28%[2]	94%
FY 15	9,855	31%	23%	5%	29%	12%	52%	89%
FY 16	10,748	33%	22%	6%	28%	11%	47%	93%
FY 17	**8,750**	**30%**	**23%**	**6%**	**28%**	**14%**	**35%**	**92%**
Change from:								
Last year	-19%	-3%	+1%	+0%	+0%	+3%	-12%	-1%
FY 08	-	-	-	-	-	-	-	-

[1] Percentages reported in each category do not include service desk requests resolved in any other category.
[2] The Department implemented more security incident detection solutions, which resulted in an increase in recorded security incidents and complexity of issues.

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

DEPARTMENTWIDE

	Operating Expenditures (in millions)					Authorized Staffing (FTE)						
	Administration	Collections and Technical Services	Public Services	Total	Library expenditures per capita	Regular	Temporary/ hourly	TOTAL	Number of residents per library FTE	Volunteer hours	Total hours open annually[1]	FTE per 1,000 hours open
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
FY 16	$0.6	$2.3	$5.7	$8.6	$120	48.0	16.8	64.8	1,027	3,358	12,884	5.0
FY 17	**$1.2**	**$2.5**	**$5.3**	**$9.0**	**$134**	**48.5**	**15.1**	**63.6**	**1,048**	**3,417**	**13,520**	**4.7**
Change from:												
Last year	+100%	+9%	-7%	+5%	+12%	+1%	-10%	-2%	+2%	+2%	+5%	-6%
FY 08	+140%	+39%	+18%	+32%	+22%	+11%	+19%	+13%	-5%	-43%	+20%	-6%

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

COLLECTIONS AND TECHNICAL SERVICES

	Number of items in collection						Checkouts					
	Book volumes	Media items	eBook & eMusic items	Other formats[1]	TOTAL	Per capita	Total number of titles in collection	Total (Target: 1,480,000)	Per capita	Average per item (Target: 4.23)	Percent of first time checkouts completed on self-check machines	Number of items on hold	Average number of business days for new materials to be available for customer use (Target: 2.0)
FY 08	241,323	33,087	4,993	-	279,403	4.49	174,683	1,542,116	24.8	5.52	89%	200,470	-
FY 09	246,554	35,506	11,675	-	293,735	4.63	185,718	1,633,955	25.7	5.56	90%	218,073	-
FY 10	247,273	37,567	13,827	-	298,667	4.64	189,828	1,624,785	25.2	5.44	90%	216,719	9.0
FY 11	254,392	40,461	19,248	-	314,101	4.84	193,070	1,476,648	22.8	4.70	91%	198,574	8.0
FY 12	251,476	41,017	13,667	-	306,160[2]	4.68	187,359	1,559,932	23.8	5.10[2]	88%	211,270	9.5[3]
FY 13	215,416	41,440	20,893	-	277,749	4.19	157,594	1,512,975	22.8	5.45	87%	204,581	4.0
FY 14	235,372	47,080	58,968[4]	19,683	361,103[2]	5.47[2]	173,905	1,364,872	20.4	3.78[2]	88%	197,444	2.0
FY 15	247,088	51,178	73,793	57,401	429,460	6.41	180,074	1,499,406	22.4	3.49	92%	186,834	2.0
FY 16	248,319	47,727	145,165	20,081	461,292	6.94	185,874	1,400,926	21.1	3.04	88%	189,762	2.0
FY 17	**249,735**	**49,350**	**92,117**	**36,346**	**427,548**	**6.41**	**489,600[5]**	**1,524,614**	**22.9**	**3.76**	**88%**	**201,340**	**2.0**
Change from:												
Last year	+1%	+3%	-37%	81%	-7%		+163%	+9%	+9%	+24%	0%	+6%	+0%
FY 08	+3%	+49%	+1745%	-	+53%		+180%	-1%	-8%	-32%	-1%	+0%	-

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

[2] Prior year correction.

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

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

[5] The department attributes the increase to including newspaper clippings/citations.

PUBLIC SERVICES

	Total number of cardholders	Percent of Palo Alto residents who are cardholders	Library visits	Meeting room reservations (Target: 3,400)	Total number of reference questions	Total number of online database sessions	Number of internet sessions	Number of laptop checkouts	Programs[1]		Number of teen library programs (Target: 2,500)
									Total offered	Total attendance	
FY 08	53,740	63%	881,520	-	48,339	49,148	137,261	12,017	669	37,955	1,573
FY 09	54,878	63%	875,847	-	46,419	111,228[2]	145,143	12,290	558	36,582	1,588
FY 10	51,969	61%	851,037	-	55,322	150,895[2]	134,053	9,720	485	35,455	1,906
FY 11	53,246	64%	776,994	-	53,538	51,111	111,076	5,279	425	24,092	1,795
FY 12	60,283	69%	843,981	846	43,269	42,179	112,910	4,829	598	30,916	2,211
FY 13	51,007	61%	827,171	1,223	43,476	31,041	70,195	3,662	745	40,405	2,144
FY 14	46,950	58%	678,181	1,027	34,060	35,872	114,520	1,672	801	37,971	1,188
FY 15	51,792	64%	810,962	4,339	73,580	31,953	104,878	1,147	1,048	44,892	2,746
FY 16	57,307	71%	831,206	9,943	32,084	51,166	150,489	1,251	1,452	53,560	4,559
FY 17	**54,676**	**80%**	**1,031,054**	**12,434**	**34,294**	**305,111[3]**	**149,962**	**1,559**	**1,914**	**74,299**	**6,059**
Change from:											
Last year	-5%	+9%	+24%	+25%	+7%	+496%	-0%	+25%	+32%	+39%	+33%
FY 08	+2%	+17%	+17%	-	-29%	+521%	+9%	-87%	+186%	+96%	+285%

[1] Programs include planned events for the public that promote reading, support school readiness and education, and encourage life-long learning. Many programs are sponsored by the Friends of the Palo Alto Library. New buildings, program spaces and additional service hours allow more programming opportunities for all ages; teens are a special target audience emphasized based on City Council annual goals and the library strategic plan.

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

[3] CA State Library changed its methodology for counting certain statistics, including online database sessions.

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[1]	Economic Development[2]	Total			
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
FY 16	$1.4	$7.6	-	-	$8.9	$134	$1.8	32
FY 17	**$1.8**	**$6.8**	**$0.0**	-	**$8.8**	**$130**	**$3.0**	**33**
Change from:								
Last year	+29%	-11%	0%	-	-1%	-3%	+67%	+3%
FY 08	+200%	+31%	-100%	-	-9%	-16%	-48%	-39%

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

[2] In FY 2012, Economic Development was moved to the City Manager's Office.

CURRENT PLANNING & CODE ENFORCEMENT

	Planning applications received	Planning applications completed	Architectural Review Board applications completed	Average weeks to complete staff-level applications	Code Enforcement		
					Number of new cases	Number of reinspections	Percent of cases resolved within 120 days
FY 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%
FY 16	393	383	46	18.4	327	-	97%
FY 17	**349**	**365**	**19**	**9.8**	**766**	**-**	**83%**
Change from:							
Last year	-11%	-5%	-59%	-47%	+134%	-	-14%
FY 08	-12%	+42%	-82%	-23%	+12%	-	-10%

ADVANCE PLANNING

	Number of residential units	Median price of a single family home in Palo Alto (in millions)	Estimated new jobs (job losses) resulting from projects approved during the year[1]	Number of new housing units approved	Cumulative number of below market rate (BMR) units
FY 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
FY 16	28,919	$2.28	341	38	487
FY 17	**29,124**	**$2.54**	**432**	**15**	**565**
Change from:					
Last year	+1%	+11%	+27%	-61%	+16%
FY 08	+4%	+64%	+124%	-85%	+43%

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

TRANSPORTATION

	City shuttle boardings[1]	City's cost per shuttle boarding	Caltrain average weekday boardings	Average number of employees participating in the City commute program[2]
FY 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[3]	$1.95	8,750	113
FY 16	181,259	$1.98	9,052	243
FY 17	**152,261**	**$2.56**	**9,072**	**307**
Change from:				
Last year	-16%	+29%	+0%	+26%
FY 08	-15%	+30%	+98%	+169%

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

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

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

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

DEPARTMENTWIDE

	Operating Expenditures (millions)						Resident population of area served[1]	Expenditures per resident served	Revenue (in millions)	Resident population served per fire station[1,4]	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 08	$1.6	$16.7	$2.4	$2.3	$1.0	$24.0	75,982	$316	$9.7	12,664	128.1	1.69	18%
FY 09	$0.4	$17.4	$2.3	$2.3	$1.0	$23.4	77,305	$303	$11.0	12,884	127.7	1.65	16%
FY 10	$2.3	$19.3	$2.5	$2.6	$1.0	$27.7	78,161	$355	$10.6	13,027	126.5	1.62	26%
FY 11	$1.6	$20.8	$2.6	$2.7	$1.0	$28.7	78,662	$365	$12.0	13,110	125.1	1.59	21%
FY 12[2]	$1.7	$20.9	$2.4	$2.8	$1.0	$28.8	79,252	$364	$13.7	13,209	125.2	1.58	37%
FY 13	$1.9	$22.5	$1.7	$0.8	$0.3	$27.3	80,127	$340	$12.4[3]	13,355	120.3	1.50	19%
FY 14	$1.9	$23.3	$1.7	$0.9	$0.3	$28.2	79,838	$353	$12.0[3]	13,306	120.8	1.51	27%
FY 15	$2.0	$22.9	$0.1	$0.9	$0.3	$26.2	80,474	$325	$12.3	13,412	108.0	1.34	24%
FY 16	$1.4	$23.5	$0.3	$1.0	$0.4	$26.5	80,691	$341	$10.8	13,449	107.0	1.33	29%
FY 17	**$1.8**	**$27.6**	**$0.2**	**$1.6**	**$0.3**	**$31.5**	**80,862**	**$390**	**$9.9**	**13,477**	**109.0**	**1.35**	**31%**
Change from:													
Last year	+29%	+17%	-33%	+60%	-25%	+19%	0%	+14%	-8%	0%	+2%	+2%	+2%
FY 08	+13%	+65%	-92%	-30%	-70%	+31%	+6%	+23%	+2%	+6%	-15%	-20%	+33%

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

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

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

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

CALLS FOR SERVICE

	Calls for service							Average number of calls per day	Average response time[2] (minutes)		Percent of calls responded promptly[2]		
	Fire	Medical/ rescue	False alarms	Service calls	Hazardous condition	Other[1]	TOTAL		Fire calls (Target: 6:00)	Medical/rescue calls (Target: 6:00)	Fire emergencies within 8 minutes (Target: 90%)	Emergency medical requests within 8 minutes (Target: 90%)	Paramedic calls within 12 minutes[3] (Target: 90%)
FY 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%
FY 16	150	5,356	1,046	541	180	1,609	8,882	24	5:06	5:12	89%	91%	99%
FY 17	**155**	**5,567**	**1,231**	**503**	**175**	**1,425**	**9,153**	**32**	**5:32**	**4:50**	**89%**	**95%**	**99%**
Change from:													
Last year	+3%	+4%	+18%	-7%	-3%	-11%	+3%	+33%	+8%	-7%	0%	+4%	0%
FY 08	-19%	+22%	+10%	+25%	+4%	+10%	+19%	+52%	-19%	-10%	+10%	+2%	0%

[1] "Other" calls include alarm testing, station tours, training incidents, cancelled calls, and good intent calls (i.e., a person genuinely believes there is an actual emergency when it is not an emergency).
[2] Response time is from receipt of 911 call to arrival on scene; does not include cancelled enroute, not-completed incidents, or mutual-aid calls.
[3] Includes non-City ambulance responses.

SUPPRESSION, FIRE SAFETY, AND EMERGENCY MEDICAL SERVICES

	Suppression and Fire Safety							Emergency Medical Services		
	Fire incidents	Percent of fires confined to the room or area of origin[1] (Target: 90%)	Number of residential structure fires	Number of fire deaths	Fire response vehicles[2]	Fire safety presentations, including demonstrations and fire station tours	Average training hours per firefighter	Medical/rescue incidents	Number of ambulance transports	Ambulance revenue (in millions)
FY 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
FY 16	150	71%	12	0	29	198	300	5,356	3,842	$3.4
FY 17	**156**	**79%**	**10**	**0**	**29**	**105**	**310**	**5,567**	**3,735**	**$3.1**
Change from:										
Last year	+4%	+11%	-17%	+0%	+0%	-47%	+3%	+4%	-3%	-9%
FY 08	-19%	+0%	-77%	+0%	+16%	-	+26%	+22%	+15%	+55%

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

HAZARDOUS MATERIALS AND INSPECTIONS

	Hazardous Materials				Number of fire inspections (Target: 850)	Number of plan reviews[3]
	Incidents[1]	Permitted facilities	Permitted facilities inspected[2]	Percent of permitted hazardous materials facilities inspected[2]		
FY 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
FY 16	90	428	374	87%	2,806	1,724
FY 17	**65**	**563**	**353**	**63%**	**5,476[4]**	**1,863**
Change from:						
Last year	-28%	+32%	-6%	-24%	+95%	+8%
FY 08	+44%	+12%	-13%	-17%	+329%	+106%

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

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

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

[4] The method for calculating the number of fire inspections changed in FY 2017. The department now uses a more detailed feature within the tracking system, Acella, which categorizes inspections by type and location. Previous calculations were counted by location only, therefore were potentially underreported if there were multiple inspections at a single location.

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

DEPARTMENTWIDE[1]

	Operating expenditures (in millions)	Revenues (in millions)	Authorized staffing (FTE)	Presentations, training sessions, and exercises (Target: 50)	Emergency Operations Center activations/ deployments[2]	Grant contributions received[3]
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
FY 16	$1.04	$0.09	3.5	234	46	$0
FY 17	**$0.98**	**$0.09**	**3.5**	**182**	**37**	**$0**
Change from:						
Last year	-6%	0%	0%	-22%	-20%	0%
FY 08	-	-	-	-	-	-

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

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

[3] Santa Clara County has eliminated the block grants to Cities.

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

DEPARTMENTWIDE

	Operating Expenditures (in millions)										
	Administration	Field Services	Technical Services	Investigations and Crime Prevention	Traffic Services	Parking Services	Police Personnel Services	Animal Services	Total	Expenditures per resident	Revenue (in millions)
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
FY 16	$1.2	$15.7	$7.3	$4.7	$2.6	$1.2	$1.4	$1.6	$35.7	$536	$4.1
FY 17	**$1.4**	**$19.4**	**$8.3**	**$4.5**	**$1.4**	**$1.4**	**$1.3**	**$1.6**	**$39.2**	**$588**	**$4.1**
Change from:											
Last year	+17%	+24%	+14%	-4%	-46%	+17%	-7%	0%	+10%	+10%	0%
FY 08	+180%	+42%	+26%	+36%	-18%	+75%	+18%	-6%	+33%	24%	-18%

STAFFING, EQUIPMENT, AND TRAINING

	Authorized Staffing (FTE)				Average number of officers on patrol[1]	Number of patrol vehicles	Number of motorcycles	Training hours per officer[2] (Target: 145)	Overtime as a percent of regular salaries	Citizen commendations received (Target: >150)	Citizen complaints filed (sustained)
	Total	Per 1,000 residents	Number of police officers	Police officers per 1,000 residents							
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)
FY 16	158.4	2.4	92	1.38	8	30	6	136	16%	142	1 (0)
FY 17	**161.9**	**2.4**	**92**	**1.38**	**8**	**25**	**4**	**90**	**15%**	**121**	**2 (1)**
Change from:											
Last year	+2%	0%	0%	0%	0%	-17%	-33%	-34%	-1%	-15%	+200%
FY 08	-4%	-11%	-1%	-8%	0%	-17%	-56%	-33%	-2%	-14%	-86%

[1] Does not include traffic motor officers.

[2] Does not include the academy.

CALLS FOR SERVICE

	Police Department Total[1] (Target: 55,000)	False alarms	Percent emergency calls dispatched within 60 seconds	Average response time (minutes)[3]			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 08	58,742	2,539	96%	4:32	7:02	19:09	81%	80%	92%
FY 09	53,275	2,501	94%	4:43	7:05	18:35	81%	82%	92%
FY 10	55,860	2,491	95%	4:44	6:53	18:32	78%	83%	92%
FY 11	52,159	2,254	93%	4:28	6:51	18:26	78%	83%	92%
FY 12	51,086	2,263	92%	4:28	6:56	19:29	78%	83%	91%
FY 13	54,628	2,601	91%	4:57	6:57	18:55	75%	83%	92%
FY 14	58,559	2,450	77%	5:34[1]	7:57[1]	20:55[2]	72%	77%	90%
FY 15	59,795	2,595	73%	5:40	8:38	21:07	75%	74%	89%
FY 16	53,870	2,722	80%	5:47	8:38	21:42	63%	74%	89%
FY 17	**53,901**	**2,835**	**80%**	**5:39**	**8:33**	**21:54**	**67%**	**74%**	**89%**
Change from:									
Last year	+0%	+4%	0%	-2%	-1%	+1%	+7%	0%	0%
FY 08	-8%	+12%	-17%	+25%	+22%	+14%	-14%	-6%	-3%

[1] Includes self-initiated calls.

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

[3] Response times have been impacted by Department vacancies. Since 2015, due to vacancies, the Department has been unable to staff a Traffic team with motorcycles. Combined with increased traffic, response times have been impacted negatively especially for injuries and accident calls.

CRIME

	Reported crimes				Arrests		Number of cases/percent of cases cleared or closed for part I crimes[1,5]			
	Part I[1] (Target: <2,000)	Part II[2]	Per 1,000 residents	Per officer[3]	Total[4]	Juvenile	Homicide	Rape	Robbery	Theft
FY 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%)
FY 16	1,613	2,889	68	49	2,988	61	0/(100%)	11(100%)	31/(77%)	1,286(12%)+1
FY 17	**1,672**	**2,579**	**68**	**46**	**2,745**	**114**	**1/(100%)**	**6/(83%)**	**28/(89%)**	**1,365/(8%)**
Change from:										
Last year	+4%	-11%	0%	-6%	-8%	+87%	0%	-45%	-10%	+6%
FY 08	-9%	-6%	-8%	-6%	-16%	-56%	-50%	+100%	-32%	+18%

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

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

[3] Based on authorized sworn staffing.

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

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

TRAFFIC AND PARKING CONTROL

		Traffic collisions						Citations issued	
	Total	**Per 1,000 residents**	**With injury (Target: <375) (percent of total)**	**Bicycle/pedestrian**	**Alcohol related**	**DUI Arrests**	**Traffic stops**	**Traffic**	**Parking**
FY 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
FY 16	1,040	16	399 (38%)	116	44	166	11,024	8,094	37,624
FY 17	**955**	**14**	**395 (41%)**	**108**	**36**	**119**	**12,348**	**5,583**	**33,661**
Change from:									
Last year	-8%	-13%	-1%	-7%	-18%	-28%	12%	-31%	-11%
FY 08	-15%	-22%	+22%	29%	-14%	-65%	-36%	-12%	-34%

ANIMAL SERVICES

		Animal service calls					
	Revenue (in millions)	**Palo Alto**	**Regional[1]**	**Percent of Palo Alto live calls responded to within 45 minutes (Target: 93%)**	**Number of animals handled**	**Percent of dogs received by shelter and returned to owner**	**Percent of cats received by shelter and returned to owner**
FY 08	$1.2	3,059	1,666	91%	3,532	75%	17%
FY 09	$1.0	2,873	1,690	90%	3,422	70%	11%
FY 10	$1.4	2,692	1,602	90%	3,147	75%	10%
FY 11	$1.0	2,804	1,814	88%	3,323	68%	20%
FY 12	$1.0	3,051	1,793	91%	3,379	69%	14%
FY 13	$1.3	2,909	1,057[2]	90%	2,675	65%	17%
FY 14	$0.4	2,398	695	91%	2,480	68%	10%
FY 15	$0.7	2,013	566	88%	2,143	70%	18%
FY 16	$0.6	2,421	490	89%	2,184	50%	10%
FY 17	**$0.6**	**2,399**	**807**	**89%**	**2,211**	**48%**	**11%**
Change from:							
Last year	0%	-1%	+65%	0%	+1%	-2%	+1%
FY 08	-50%	-22%	-52%	-2%	-37%	-27%	-6%

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

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

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

PUBLIC SERVICES – STREETS, SIDEWALKS, AND FACILITIES

	Operating Expenditures (in millions)		Streets			Sidewalks	Facilities		
	Streets	City facilities	Number of potholes repaired	Percent of potholes repaired within 15 days of notification	Number of signs repaired or replaced	Percent of temporary repairs completed within 15 days of initial inspection	Total square feet of facilities maintained	Maintenance cost per square foot	Custodial cost per square foot
FY 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
FY 16	$3.3	$5.9	3,435	94%	1,847	92%	1,657,480	$2.11	$1.06
FY 17	**$3.7**	**$6.4**	**3,449**	**85%**	**2,351**	81%	**1,660,832**	**$2.11**	**$1.06**
Change from:									
Last year	+12%	+8%	+0%	-9%	+27%	-11%	+0%	0%	0%
FY 08	+68%	+25%	+74%	+7%	+82%	-7%	+3%	+39%	-5%

PUBLIC SERVICES – TREES

	Operating expenditures (in millions)	Authorized staffing[1] (FTE)	Total number of City-maintained trees[2]	Number of trees planted[3] (Target: 250)	Number of all tree-related services completed[4] (Target: 6,000)	Percent of urban forest pruned	Percent of total tree line cleared (Target: 25%)	Number of tree-related electrical service disruptions
FY 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
FY 16	$2.8	12.9	36,381	387	6,405	16%	20%	4
FY 17	**$4.2**	**10.2**	**36,863**	**319**	**11,800**	**30%**	**40%**	**10**
Change from:								
Last year	+50%	-21%	+1%	-18%	+84%	+14%	+20%	+150%
FY 08	+83%	-27%	+4%	+70%	+79%	+12%	+13%	+11%

[1] For the General Fund only.
[2] FY 2011 was the first year since 1989 that the trees were officially counted; numbers prior to FY 2011 were estimated.
[3] Includes trees planted by Canopy volunteers.
[4] Excludes trees trimmed to clear power lines.

ENGINEERING SERVICES

| | Operating expenditures (in millions) | Authorized staffing (FTE) | Number of private development permits issued[1] | | Lane miles resurfaced | Percent of lane miles resurfaced | Square feet of sidewalk replaced or permanently repaired[2] | Number of ADA[3] ramps installed |
			Total (Target: 250)	Per FTE (Target: 77)				
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
FY 16	$0.8	7.4	459	115	39.0	8%	115,293	131
FY 17	**$1.3**	**3.2**	**334**	**104**	**39.0**	**8%**	**17,275**	**64**
Change from:								
Last year	+63%	-57%	-27%	-10%	0%	0%	-85%	-51%
FY 08	-38%	-78%	-1%	-7%	+44%	+2%	-79%	+137%

[1] Includes permits for street work, encroachment, and excavation and grading.
[2] Includes both in-house and contracted work.
[3] Americans with Disabilities Act (ADA) requires that accessibility to sidewalks of buildings and facilities be provided to individuals with disabilities.

| | Capital Expenditures[1] – General Fund (in millions) | | | | Capital Expenditures[1] – Enterprise Funds (in millions) | | | Capital Authorized Staffing (FTE)[2] | | | |
	Streets (Target: $3.8)	Sidewalks	Parks	Facilities (Target: $16.9)	Storm Drainage	Wastewater Treatment	Refuse	Streets	Sidewalks	Parks	Structures
FY 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
FY 16	$7.7	$3.1	$5.1	$4.7	$0.8	$2.9	$1.9	5.3	4.3	3.5	11.1
FY 17	**$7.5**	**$3.1**	**$5.1**	**$4.7**	**$4.1**	**$1.7**	**$0.2**	**6.5**	**4.3**	**3.0**	**10.5**
Change from:											
Last year	-3%	0%	0%	0%	+413%	-41%	-89%	+23%	0%	-14%	-5%
FY 08	+114%	+41%	+89%	-43%	+11%	-84%	0%	+364%	-42%	+50%	+25%

[1] Capital expenditures include direct labor, materials, supplies, and contractual services; overhead is not included.
[2] Budgeted number; actual FTEs at year-end may differ.

Public Works — Chapter 3

STORM DRAINAGE

	Operating revenues (in millions)	Operating expenditures[1] (in millions)	Reserves (in millions)	Average monthly residential bill	Authorized staffing (FTE)	Feet of storm drain pipelines cleaned (Target: 100,000)	Calls for assistance with storm drains[2]	Percent of industrial/commercial sites in compliance with storm water regulations (Target: 80%)
FY 08	$5.9	$7.1	$3.3	$10.55	9.5	157,337	80	65%
FY 09	$5.8	$7.5	$1.2	$10.95	9.5	107,223	44	70%
FY 10	$5.8	$3.9	$2.7	$10.95	9.5	86,174	119	81%
FY 11	$6.3	$3.5	$5.0	$11.23	9.5	129,590	45	81%
FY 12	$6.1	$4.3	$6.5	$11.40	9.5	157,398	18	89%
FY 13	$6.2	$5.9	$6.2	$11.73	9.6	159,202	32	87%
FY 14	$6.4	$4.2	$7.8[3]	$11.99	10.6	173,185	35	79%
FY 15	$6.4	$4.9	$5.6	$12.30	10.2	161,895	129	83%
FY 16	$6.9	$4.2	$8.0	$13.03	10.3	196,519	59	83%
FY 17	**$6.9**	**$4.6**	$6.0	**$13.02**	**10.2**	**157,853**	**78**	**85%**
Change from:								
Last year	0%	+10%	-25%	0%	-1%	-20%	+32%	+2%
FY 08	+17%	-35%	+82%	+23%	+7%	0%	-3%	+20%

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

WASTEWATER TREATMENT AND ENVIRONMENTAL COMPLIANCE

	Wastewater Treatment Fund				Regional Water Quality Control Plant			Watershed Protection		
	Operating revenues (in millions)	Operating expenditures[1] (in millions)	Percent of operating expenditures reimbursed by other jurisdictions	Reserves (in millions)	Authorized staffing (FTE)	Millions of gallons processed[2] (Target: 8,200)	Fish toxicity test – percent survival (Target: 100%)	Authorized staffing (FTE)	Inspections of industrial/commercial sites[3]	Percent of wastewater treatment discharge tests in compliance (Target: 99%)
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[4]	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%
FY 16	$24.0	$23.1	64%	($2.1)	56.8	6,387	100%	13.5	397	99.67%
FY 17	**$23.9**	**$23.8**	**62%**	($0.4)	**57.3**	**7,176**	100%	**13.8**	**301**	**100.00%**
Change from:										
Last year	0%	+3%	-3%	-81%	+1%	+12%	0%	+2%	-24%	0%
FY 08	0%	-24%	-3%	-104%	+5%	-16%	0%	-1%	+171%	+1%

[1] Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.
[2] Includes gallons processed for all cities served by Palo Alto's Regional Water Quality Control Plant.
[3] Prior to 2009, only automotive sites were reported. Beginning in 2009, inspections reported include industrial, automotive, and food service facilities.
[4] Includes $5.5 million of rate stabilization reserve.

REFUSE/ZERO WASTE

	Operating Revenues (in millions)	Operating Expenditures[1] (in millions)	Reserves	Monthly Residential Bill (32 gallon container)	Authorized Staffing (FTE)	Total tons of waste landfilled[2]	Percent of all sweeping routes completed (residential and commercial)
FY 08	$29.8	$29.4	$6.3	$24.16	34.9	61,866	90%
FY 09	$30.0	$35.5	$0.8	$26.58	35.3	68,228	92%
FY 10	$29.2	$31.4	($1.4)	$31.00	38.0	48,955	88%
FY 11	$31.6	$31.0	($0.7)	$32.40	38.0	38,524	92%
FY 12	$31.6	$32.4	($1.6)	$36.33	37.6	43,947	90%
FY 13	$31.5	$29.7	($0.2)	$41.54	26.5	45,411	93%
FY 14	$30.8	$30.1	$0.4[3]	$41.54	22.0	47,088	95%
FY 15	$32.9	$30.3	$1.4	$40.14	18.9	43,730	100%
FY 16	$32.6	$32.6	$3.5	$43.75	15.2	-[4]	100%
FY 17	**$34.2**	**$30.8**	**$6.7**	**$47.69**	**15.7**	-[4]	**100%**
Change from:							
Last year	+5%	-6%	+91%	+9%	+3%	-	0%
FY 08	+15%	+5%	+6%	+97%	-55%	-	+10%

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

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

[3] Includes -$1.6 million of rate stabilization reserve.

[4] Per the department, this measure will no longer be reported.

	Tons of materials recycled or composted[1]	Household Hazardous Waste (HHW) participation – number of households (Target: 4,430)	Percent of households with mini-can garbage service (20 gallon cart) (Target: 33%)	Commercial accounts with compostable service[2] (Target: 36%)
FY 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%
FY 16	56,438	4,920	38%	36%
FY 17	**60,582**	5,594	**40%**	**52%**
Change from:				
Last year	+7%	+14%	+2%	+16%
FY 08	+16%	+19%	-	-

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

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

CITY VEHICLES AND EQUIPMENT

	Expenditures							
	Operating revenues (in millions)	Operating expenditures (in millions)	Replacements and additions (in millions)	Operations and maintenance (in millions)	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%)
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%
FY 16	$9.1	$8.6	$3.0	$5.6	17.3	$11.2	51	27%
FY 17	**$9.7**	**$10.5**	**$5.0**	**$5.5**	**17.3**	**$11.8**	**51**	**33%**
Change from:								
Last year	+7%	+22%	+67%	-2%	0%	+5%	0%	+6%
FY 08	+43%	+52%	+355%	+45%	+6%	+9%	-36%	+8%

	Light-duty vehicles				
	Total miles traveled	Median mileage	Median age	Maintenance cost per vehicle[1]	Percent of scheduled preventive maintenance performed within five business days of original schedule
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%
FY 16	1,213,613	51,421	11.8	$2,900	92%
FY 17	**1,104,906**	**51,137**	**10.3**	**$3,317**	**90%**
Change from:					
Last year	-9%	-1%	-13%	+14%	-2%
FY 08	-33%	+20%	+39%	+105%	+16%

[1] Does not include fuel or accident repairs; includes maintenance costs for 30 police patrol cars.

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

ELECTRIC

	Operating revenues (in millions)	Operating expenditures[1] (in millions)	Capital expenditures[2] (in millions)	General Fund transfers (in millions)	Electric Fund reserves (in millions)	Authorized staffing (FTE)	Electricity purchases (in millions)	Average purchase cost (per megawatt hour)	Energy Conservation/ Efficiency Program expenditures (in millions)	Average monthly residential bill[3]
FY 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	$96.5	119.0	$78.4	$88.77	$1.8	$42.76
FY 16	$122.7	$139.4	$9.7	$11.7	$81.7	114.0	$73.4	$83.67	$1.6	$42.76
FY 17	**$142.0**	**$144.4**	**$5.8**	**$12.0**	**$76.6**	**113.0**	**$80.5**	**$71.85**	**$3.3**	**$46.79**
Change from:										
Last year	+16%	+4%	-40%	+3%	-6%	-1%	+10%	-14%	+106%	+9%
FY 08	+26%	+11%	-43%	+28%	-47%	+2%	+13%	-6%	+74%	+36%

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

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

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

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

	Number of customer accounts	Electric consumption (in MWH[1]) Residential	Electric consumption (in MWH[1]) Commercial and other	Average residential usage per capita	Percent power content Renewable large hydro facilities	Percent power content Qualifying renewables[2]	Electric savings achieved annually through efficiency programs (% of total sales)	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 CO2[3] emissions (in metric tons)
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	16	0.0	0[3]
FY 15	29,065	145,284	791,559	2.17	27%	22%	0.60%	17	44	1.2	-
FY 16	29,304	150,112	787,045	2.26	32%	31%	0.70%	26	39	0.0	-
FY 17	**29,616**	**148,986**	**768,701**	**2.24**	**40%**	**51%**	**0.07%**	**42**	**64**	**0.7**	**-**
Change from:											
Last year	+1%	-1%	-2%	-1%	+25%	+65%	-90%	+62%	+64%	+0%	-
FY 08	+2%	-8%	-6%	-15%	-25%	+264%	-88%	+2%	-26%	-42%	-

[1] Megawatt hours.

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

[3] In FY 2014, the carbon neutral plan effectively eliminated all greenhouse gas emissions from the City's electric supply.

GAS

	Operating revenues (in millions)	Operating expenditures[1] (in millions)	Capital expenditures[2] (in millions)	General Fund transfers (in millions)	Gas Fund reserves (in millions)	Authorized staffing (FTE)	Gas purchases (in millions)	Average purchase cost (per therm)	Average monthly residential bill[3]
FY 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[4]	55.4	$10.5	$0.41	$37.39
FY 16	$30.7	$28.1	$2.8	$6.2	$14.0	52.5	$8.1	$0.42	$33.64
FY 17	**$36.9**	**$33.3**	**$1.8**	**$6.7**	$16.5	**52.2**	**$12.6**	**$0.43**	$33.64
Change from:									
Last year	+20%	+19%	-36%	+8%	+18%	-1%	+56%	+2%	0%
FY 08	-27%	-28%	-59%	+109%	-24%	+13%	-54%	-48%	-36%

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

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

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

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

		Gas consumption (in therms)				Unplanned service outages		Number of leaks found	
	Number of customer accounts	Residential	Commercial and other	Average residential usage per capita	Natural gas savings achieved annually through efficiency programs (% of total sales)	Number	Total customers affected	Ground leaks	Meter leaks
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
FY 16	23,467	9,535,377	17,183,260	143	1.01%	8	78	36	250
FY 17	**23,637**	**10,233,669**	**18,073,040**	**154**	**0.42%**	**5**	**71**	**32**	**181**
Change from:									
Last year	+1%	+7%	+5%	+8%	-1%	-38%	-9%	-11%	-28%
FY 08	+1%	-14%	-11%	-20%	0%	-72%	-32%	-87%	+68%

WATER

	Operating revenues (in millions)	Operating expenditures[1] (in millions)	Capital expenditures[2] (in millions)	General Fund transfers (in millions)	Water Fund reserves (in millions)	Authorized staffing (FTE)	Water purchases (in millions)	Average purchase costs (per 100 CCF[3])	Average monthly residential bill[4]	Total water in CCF sold (in millions)
FY 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[5]	51.1	$15.7	$3.77	$67.35	4.4
FY 16	$39.8	$42.1	$8.4	$0.0	$24.5	47.7	$17.6	$4.75	$82.51	3.8
FY 17	**$45.3**	**$38.6**	**$3.7**	**$0.0**	$28.8	**48.7**	**$20.1**	**$5.08**	**$87.24**	**4.1**
Change from:										
Last year	+14%	-8%	-56%	0%	+18%	+2%	+14%	+7%	+6%	+8%
FY 08	+55%	+55%	+9%	-100%	+9%	+5%	+139%	+260%	+109%	-25%

[1] Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.
[2] Capital expenditures include direct labor, materials, supplies, and contractual services.
[3] CCF = hundred cubic feet.
[4] Water comparisons based on recent residential median data: 9 CCF/month. Prior years were restated to more accurately reflect a monthly utility bill. Does not include 5 percent utility users tax.
[5] Reduction of reserves resulted from the implementation of GASB Statement No. 68, as described in the Comprehensive Annual Financial Report period ended June 30, 2014.

	Number of customer accounts	Water consumption (in CCF[1])		Average residential usage per capita	Water savings achieved through efficiency programs (% of total sales)	Unplanned service outages		Percent of miles of water mains replaced	Water quality compliance with all required CA Department of Health and Environmental Protection Agency testing
		Residential	Commercial and other[2]			Number	Total customers affected		
FY 08	19,942	2,746,980	2,779,664	44	0.72%	17	374	1.0%	100%
FY 09	19,422	2,566,962	2,828,163	40	0.98%	19	230	1.0%	100%
FY 10	20,134	2,415,467	2,539,818	38	1.35%	25	291	2.0%	100%
FY 11	20,248	2,442,415	2,550,043	38	0.47%	11	92	3.0%	100%
FY 12	20,317	2,513,595	2,549,409	38	1.09%	10	70	0.0%	100%
FY 13	20,043	2,521,930	2,575,499	38	0.53%	61	950	2.0%	100%
FY 14	20,037	2,496,549	2,549,766	38	0.64%	50	942	0.1%	100%
FY 15	20,061	2,052,176	2,380,584	31	1.05%	17	241	0.0%	100%
FY 16	19,994	1,696,383	2,113,336	25	2.33%	38	651	0.7%	100%
FY 17	**20,213**	**1,856,879**	**2,238,014**	**28**	**0.91%**	**18**	**473**	**0.2%**	**100%**
Change from:									
Last year	+1%	+9%	+6%	+12%	-61%	-53%	-27%	-71%	0%
FY 08	+1%	-32%	-19%	-36%	+26%	+6%	+26%	-80%	0%

[1] CCF = hundred cubic feet.
[2] Includes commercial, industrial research, and City facilities.

WASTEWATER COLLECTION

	Operating revenues (in millions)	Operating expenditures[1] (in millions)	Capital expenditures[2] (in millions)	Wastewater Collection Fund reserves (in millions)	Authorized staffing (FTE)	Average monthly residential bill[3]	Number of customer accounts	Percent miles of mains cleaned/ treated	Percent miles of sewer lines replaced	Number of sewage overflows	Percent sewage spills and line blockage responses within 2 hours
FY 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[4]	31.0	$29.31	21,990	61%	0%	96	96.85%
FY 16	$17.2	$19.1	$3.5	$8.7	29.0	$31.95	22,016	64%	2%	95	100.00%
FY 17	**$18.8**	**$24.4**	**$8.7**	$2.6	**29.3**	**$34.83**	**22,216**	**61%**	**1%**	**100**	**94.00%**
Change from:											
Last year	+9%	+28%	+149%	-70%	+1%	+9%	+1%	-5%	-50%	+5%	-6%
FY 08	+13%	+55%	+142%	-81%	+5%	+48%	+1%	+53%	0%	-39%	-5%

[1] Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.
[2] Capital expenditures include direct labor, materials, supplies, and contractual services.
[3] Wastewater comparisons are for a residential dwelling unit. Rates are not metered.
[4] Reduction of reserves resulted from the implementation of GASB Statement No. 68, as described in the Comprehensive Annual Financial Report period ended June 30, 2014.

FIBER OPTICS

	Operating revenues (in millions)	Operating expenditures[1] (in millions)	Capital expenditures[2] (in millions)	Fiber Optics Fund reserves (in millions)	Authorized staffing (FTE)	Number of customer accounts	Number of service connections	Backbone fiber miles
FY 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
FY 16	$5.0	$2.6	$0.6	$23.9	6.5	108	219	42.1
FY 17	**$5.1**	**$2.4**	**$0.4**	**$26.0**	**7.3**	**110**	**219**	**43.0**
Change from:								
Last year	+2%	-8%	-33%	+9%	+12%	+2%	0%	+2%
FY 08	+50%	+118%	0%!	+420%	+943%	+168%	+27%	+6%

[1] Consistent with the City's operating budgets, capital improvement program (CIP) expenditures are included as operating expenditures for this department.
[2] Capital expenditures include direct labor, materials, supplies, and contractual services.

Missions:

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

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

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

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

OFFICES OF COUNCIL-APPOINTED OFFICERS

	General Fund Operating Expenditures (in millions)				General Fund Authorized Staffing (FTE)			
	City Manager's Office[1]	City Attorney's Office	City Clerk's Office	City Auditor's Office	City Manager's Office[1]	City Attorney's Office	City Clerk's Office	City Auditor's Office
FY 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
FY 16	$3.1	$2.8	$1.0	$1.1	9.0	11.0	6.2	5.0
FY 17	**$2.4**	**$3.2**	**$1.0**	**$1.2**	**11.3**	**11.0**	**6.2**	**5.0**
Change from:								
Last year	-23%	+14%	0%	+9%	+26%	0%	0%	0%
FY 08	+4%	+19%	-23%	+33%	-12%	-5%	-25%	+16%

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

	City Attorney		City Clerk		City Auditor			
	Number of claims handled	Percent of claims resolved within 45 days of filing (Target: 90%)	Percent of Action Minutes that are released within one week of the City Council meeting (Target: 90%)	Percentage of Public Records Requests responded to within the required ten days (Target: 100%)	Number of major work products issued[1]	Number of major work products issued[2] per audit staff	Percent of open audit recommendations implemented over the last five years (Target: 75%)	Sales and use tax revenue recoveries[2]
FY 08	160	-	-	-	7	3.5	-	$149,810
FY 09	126	-	-	-	3	1.5	40%	$84,762
FY 10	144	-	-	-	5	2.5	42%	$135,118
FY 11	130	-	-	-	3	1.0	39%	$24,014
FY 12	112	92%	-	-	5	1.7	49%	$111,253
FY 13	99	95%	-	-	5	1.4	42%	$130,760
FY 14	78	92%	95%	90%	4	1.3	43%	$168,916
FY 15	99	93%	90%	95%	4	1.0	42%	$116,973
FY 16	112	93%	97%	98%	5[3]	1.0[3]	45%	$59,551
FY 17	**93**	**96%**	**95%**	**96%**	**6**	**1.3**	**52%**	**$380,290**
Change from:								
Last year	-17%	+3%	-2%	-2%	+20%	+30%	+7%	+539%
FY 08	-42%	-	-	-	-14%	-63%	-	+154%

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

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

[3] Corrections were made to FY 2016 figures due to a miscalculation of the number of work products issued. The number of major work products issued changed from 4 to 5 and the number of major work products per staff changed from 0.8 to 1.0.

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								Procurement Card[3]		
	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 accounts payable checks issued[1]	Average days purchase requisitions are in queue[2]	Value of goods and services purchased (in millions)	Number of purchasing documents processed	Number of transactions	Total value (in millions)	Total lease payments received (in millions)
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	25	$129.3	1,707	17,799	$6.8	$4.0
FY 16	$7.6	42.0	$51.6	$539.7	1.82%	10,144	15	$226.5	1,922	20,696	$7.8	$4.4
FY 17	**$7.4**	**42.3**	**$48.1**	**$532.1**	**1.82%**	**10,301**	**28**	**$121.6**	**2,566**	**19,085**	**$8.1**	**$4.0**
Change from:												
Last year	-3%	+1%	-7%	-1%	0%	+2%	+87%	-46%	+34%	-8%	+4%	-9%
FY 08	+1%	-21%	+84%	+42%	-59%	-29%	-	+4%	+1%	+68%	-	-

[1] ACH implementation will occur in FY 2018.

[2] 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 very significantly depending on procurement requirements and complexity.

[3] 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.

HUMAN RESOURCES DEPARTMENT

	General Fund			Workers' Compensation				
	Operating expenditures (in millions)	Authorized staffing (FTE)	Turnover of employees within first year[1] (Target: 1%)	Estimated cost incurred[2] (in thousands)	Claims Paid[2] (in thousands)	Estimated costs outstanding[2] (in thousands)	Number of claims filed with days away from work[3]	Days lost to work-related illness or injury[4]
FY 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
FY 16	$3.6	16.7	13%	$861	$280	$582	44	1,074
FY 17	**$3.3**	**17.4**	**8%**	**$739**	**$358**	**$381**	**40**	**1,168**
Change from:								
Last year	-8%	+4%	-38%	-14%	+28%	-35%	-9%	+9%
FY 08	+22%	+1%	-11%	-72%	-85%	+70%	-47%	-25%

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

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

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

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

Results of the 2017 National Citizen Survey™ and Palo Alto Community Survey
January 24, 2018

Office of the City Auditor

Harriet Richardson, City Auditor
Houman Boussina, Senior Performance Auditor
Jordan Christenson, Performance Auditor

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Office of the City Auditor

EXECUTIVE SUMMARY:
The 2017 National Citizen Survey™

The Honorable City Council
Palo Alto, California

This report presents key results of the 15th annual National Citizen Survey™ (NCS™), as well as a custom community survey that focused on code enforcement and the built environment, for the City of Palo Alto. We contracted with the National Research Center to conduct the statistically valid surveys, which gathered 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 allows 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 where surveys were distributed in the north and south and the six geographic areas for the NCS™ and on pages 2 and 3 for the custom community survey). The margins of error for the surveys' results are:

- Overall – plus or minus 4 percentage points
- North/South – plus or minus 6 percentage points
- Six geographic areas – plus or minus 15 percentage points

The survey response rate has declined gradually since we conducted the first NCS™ survey in 2003, from a high of 51 percent in 2004, to a low of 21 percent in 2017. Increasing the number of surveys mailed from 1,200 to 3,000 continues to capture responses from more residents, despite the lower response rate. The response rate of 22 percent for the custom community survey was consistent with the declining response rate from the annual NCS™.

Survey Response Rates: 2003 through 2017

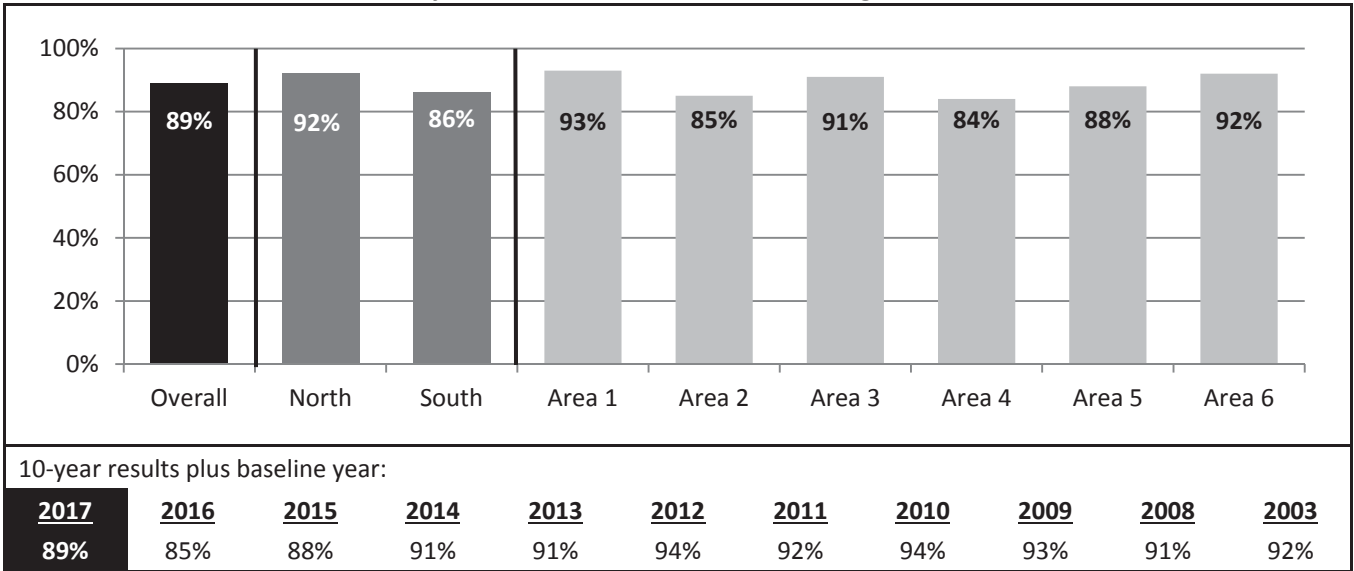|	National Citizen Survey				Custom Community Survey
	2003 - 2006	2007 - 2011	2012 - 2016	2017	2017
Response Rate[1]	42% - 51%	36% - 38%	25% - 29%	21%	22%
Number of Responses	495 - 582	415 – 437 (except for 2010) 624 in 2010[2]	316 - 337 for 2012 and 2013 721 - 796 for 2014 - 2016	614	632

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

1,800 surveys were mailed in 2010, which resulted in a higher number of respondents but a steady response rate.
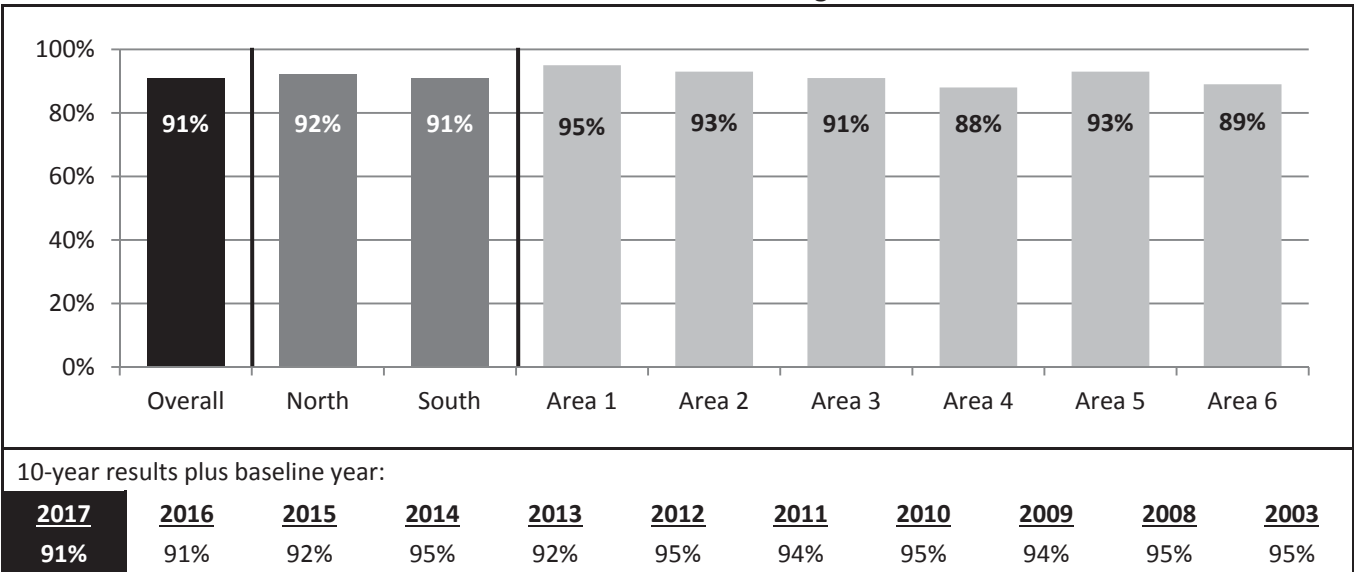
RESULT HIGHLIGHTS – THE NCS™

Quality of Life

Residents generally like living in Palo Alto: 89 percent of respondents rated the overall quality of life in Palo Alto as excellent or good and gave an average rating of 80 percent for all of the quality of life questions. The average rating for the quality of life questions continue to be pulled down because of the low overall 50 percent rating for Palo Alto as a place to retire. This is the third year that fewer than 90 percent of respondents rated the overall quality of life as excellent or good. The following tables show the results of the quality of life questions asked in the survey.
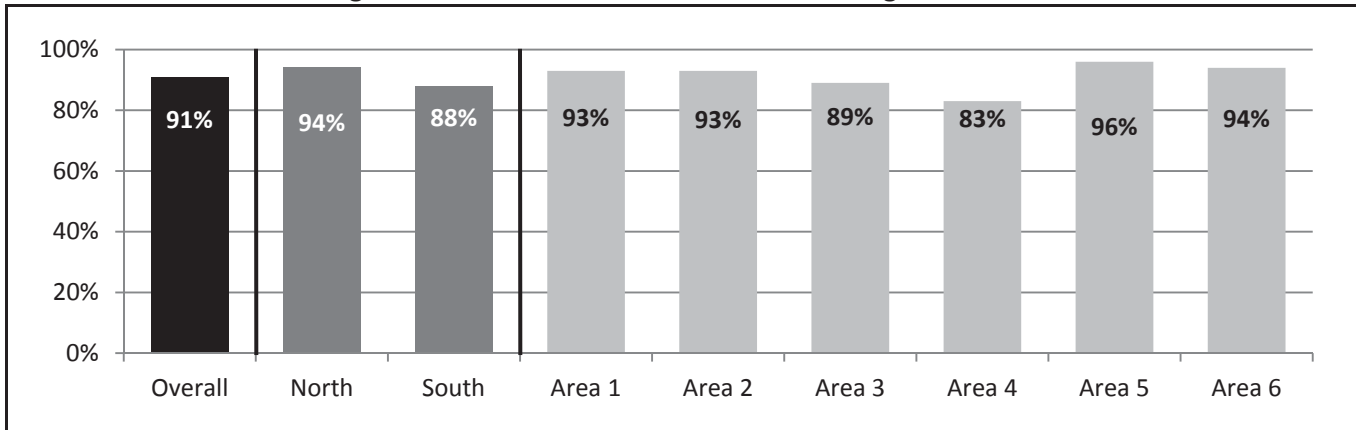
Overall Quality of Life in Palo Alto - Percent Rating Excellent or Good

Overall	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
89%	92%	86%	93%	85%	91%	84%	88%	92%

10-year results plus baseline year:

2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2003
89%	85%	88%	91%	91%	94%	92%	94%	93%	91%	92%

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

Overall	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
91%	92%	91%	95%	93%	91%	88%	93%	89%

10-year results plus baseline year:

2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2003
91%	91%	92%	95%	92%	95%	94%	95%	94%	95%	95%

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

	Overall	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
	91%	94%	88%	93%	93%	89%	83%	96%	94%

10-year results plus baseline year:

2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2003
91%	91%	90%	92%	91%	90%	90%	91%	90%	91%	88%

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

	Overall	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
	84%	83%	85%	87%	82%	93%	83%	67%	83%
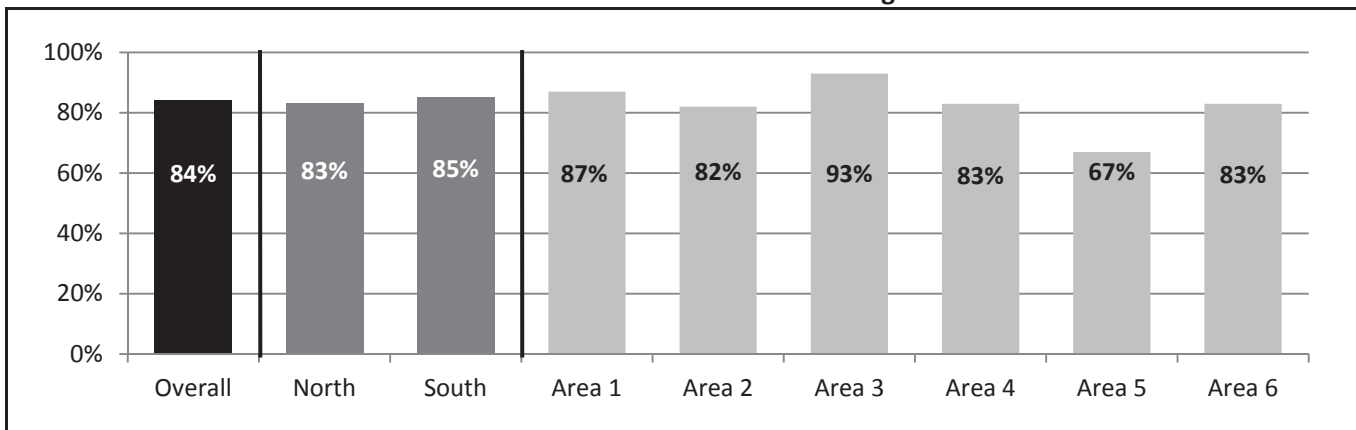
10-year results plus baseline year:

2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2003
84%	84%	87%	93%	90%	92%	93%	93%	91%	94%	90%

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

	Overall	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
	82%	86%	78%	82%	76%	78%	81%	87%	88%
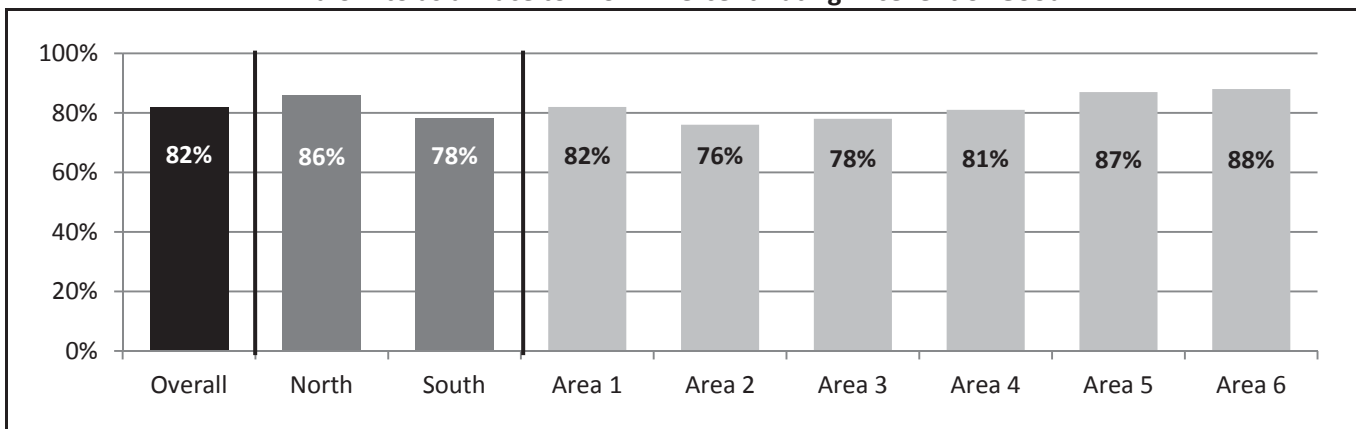
10-year results plus baseline year:

2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2003
82%	82%	87%	86%	89%	88%	89%	87%	87%	90%	N/A

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

Overall	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
71%	69%	72%	76%	74%	70%	72%	61%	68%
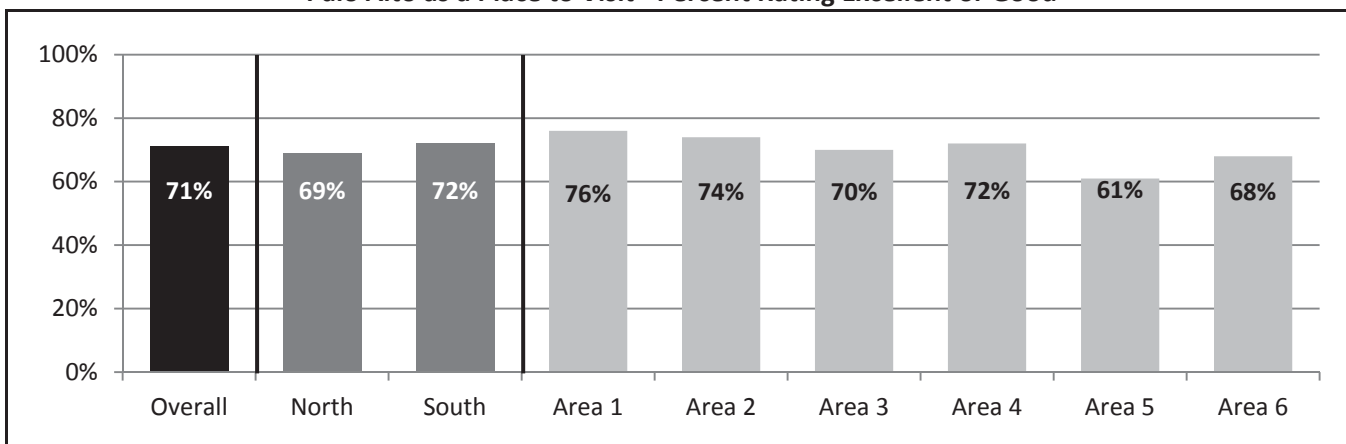
10-year results plus baseline year:

2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2003
71%	72%	74%	75%	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

Overall	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
51%	52%	50%	50%	58%	52%	41%	46%	54%
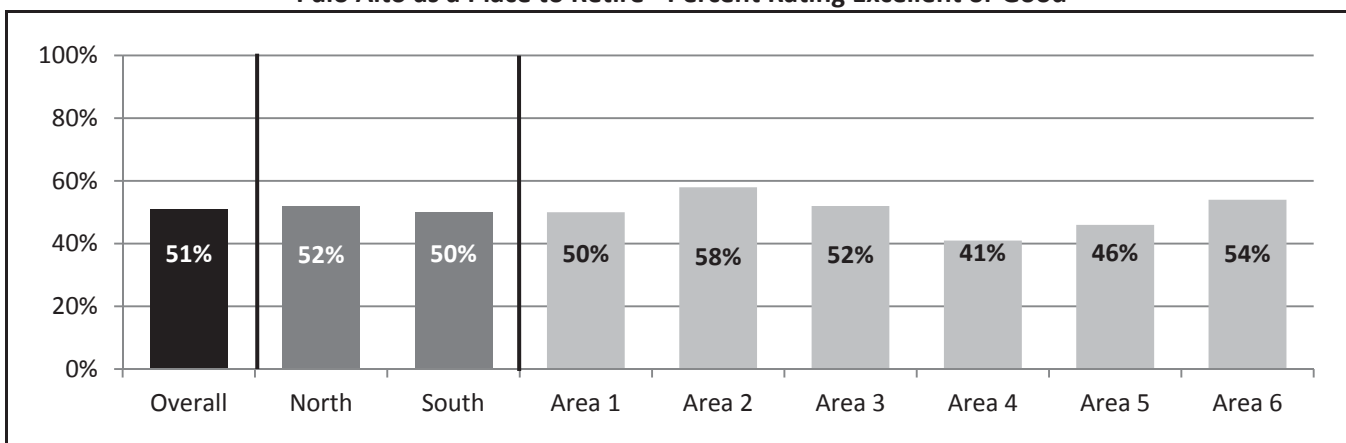
10-year results plus baseline year:

2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2003
51%	50%	52%	60%	56%	68%	68%	65%	64%	67%	68%

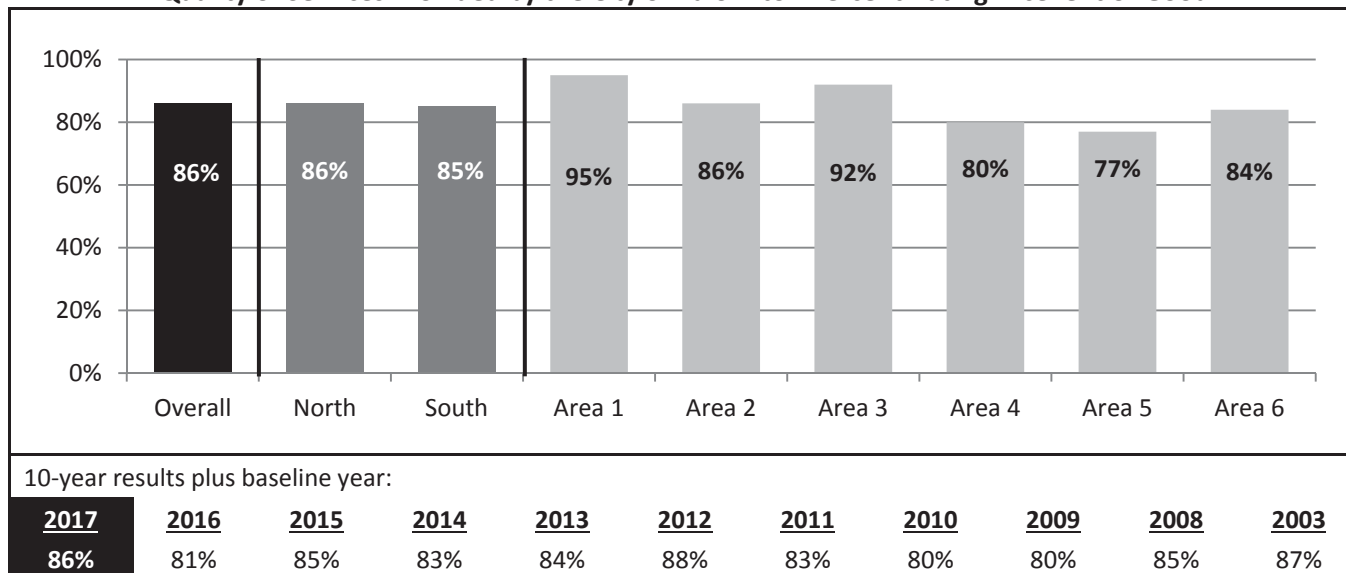Residents' perceptions of the quality of life in Palo Alto vary by based on a variety of factors:

- Respondents who are homeowners or have a child 17 or younger in their home were more much more likely to say that Palo Alto is an excellent or good place to raise a family.
- Homeowners were more likely than renters to rate their neighborhood as an excellent or good place to live.
- Respondents who are fully retired, are age 65 or older, or have lived in Palo Alto for more than 20 years were more likely than others to rate Palo Alto as an excellent or good place to retire.
- The majority of respondents, 76 percent, said they are very or somewhat likely to remain in Palo Alto for the next five years. The likelihood of whether residents were very or somewhat likely to remain in Palo Alto for the next five years varied significantly depending on factors such as how long they have lived in Palo Alto, whether they rent or own the home in which they live, their age category, and the area of Palo Alto where respondents live. For example, respondents who have already lived in Palo Alto for at

least five years, own their homes, are more than 34 years old, or live in Area 1 are more likely to continue living in Palo Alto for the next five years.

Quality of Services

The NCS™ also collects residents' opinions regarding the quality of services provided by the City of Palo Alto. The number of residents who rated the quality of Palo Alto services as excellent or good increased five percentage points from 2016, after a decline of four percentage points from 2015. The 2016 decline was not statistically significant and was more likely representative of the fluctuations in the rating that have occurred over the years that were within the survey's margin of error.

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

	Overall	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
	86%	86%	85%	95%	86%	92%	80%	77%	84%

10-year results plus baseline year:

2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2003
86%	81%	85%	83%	84%	88%	83%	80%	80%	85%	87%

Results by Facet

The NCS™ collects residents' opinions across eight facets. Each facet asks a domain question about how important it is for the City to focus on the facet in the next two years and a series of questions about residents' opinions of service quality. Most residents were pleased overall with the safety, the natural environment, and education and enrichment facets, but generally did not favorably view the economy, built environment, community engagement, and mobility facets. The overall service quality ratings increased slightly in every facet over the 2016 ratings, and the ranking of the ratings has remained the same in each of the last three years, with Safety having the highest average rating and Mobility having the lowest average rating. Residents' attitudes toward these individual 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 89 percent.

Survey Results by Facet

Area	Average Percent of Residents Rating Facet Questions as Excellent or Good			Range of Residents Rating as Excellent or Good	Percent Rating Essential or Very Important to Focus on in Next Two Years		
	2017	**2016**	**2015**	**2017**	**2017**	**2016**	**2015**
Safety	87%	86%	86%	70% to 97%	80%	80%	82%
Natural environment	86%	83%	83%	75% to 91%	79%	84%	81%
Education and enrichment	81%	78%	82%	47% to 92%	67%	70%	67%
Recreation and wellness	76%	74%	78%	52% to 94%	62%	65%	61%
Economy	68%	67%	69%	8% to 82%	76%	82%	78%
Built environment	68%	62%	63%	6% to 96%	75%	82%	80%
Community engagement	66%	61%	66%	45% to 88%	70%	73%	71%
Mobility	58%	57%	57%	29% to 86%	79%	80%	82%

The table below shows the questions where 50 percent or fewer of the respondents rated the characteristic as excellent or good. All of these questions also rated at 50 percent or lower in 2016.

Percentage of Residents That Gave an Excellent/Good Rating of 50 Percent or Less

Question	Excellent/Good Percentage
Availability of affordable quality housing	6%
Variety of housing options	18%
Land use, planning, and zoning	40%
Overall quality of new development	50%
Overall direction that Palo Alto is taking	45%
Overall confidence in Palo Alto government	49%
Cost of living in Palo Alto	8%
Availability of affordable quality child care/preschool	47%
Ease of travel by public transportation in Palo Alto	29%
Ease of public parking	32%
Traffic flow on major streets	33%
Ease of travel by car in Palo Alto	42%
Traffic signal timing	49%

Five other questions that rated at 50 percent or lower in 2016 rated higher than 50 percent in 2017:

- Community engagement – Extent to which Palo Alto generally acts in the best interest of the community (51 percent)
- Community engagement – The job Palo Alto government does at welcoming citizen involvement (56 percent)
- Community engagement – The extent to which Palo Alto treats all residents fairly (56 percent)
- Mobility – The quality of bus or transit services (52 percent)
- Recreation and wellness – Availability of affordable quality mental health care (52 percent)

Residents' continue to have low participation rates in certain community engagement activities. Although some of these rates have increased over the past two years, the low rates continue to show that most residents do not provide input on issues that could affect the direction of City policies. The following table compares respondents' participation in the last 12 months for four key community engagement activities.

Community Engagement Facet	2017	2016	2015
Campaigned or advocated for an issue, cause, or candidate	31%	28%	24%
Attended a local public meeting	24%	21%	22%
Watched (online or on television) a local public meeting	16%	14%	18%
Contacted Palo Alto elected officials (in-person, phone, email, or web) to express their opinion	20%	17%	17%

Changes Between 2017 and 2016 Ratings

Overall, ratings in the City were generally stable, with residents rating 127 (84 percent) of the questions similarly in 2017 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 22 questions and less favorably to 4 questions in 2017 than in 2016. This is an improvement over 2016, when residents responded more favorably to only 2 questions and less favorably to 22 questions than the 2015 ratings:

Survey Questions With Statistically Significant Changes Since 2016 (Percent rating "excellent" or "good" unless otherwise noted)	2017	2016	Percentage Point Change
Bus or transit services	52%	42%	+10%
Treating all residents fairly	56%	47%	+9%
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	88%	79%	+9%
Availability of affordable quality child care/preschool	47%	39%	+8%
Overall quality of new development in Palo Alto	50%	42%	+8%
Opportunities to learn about City services through social media websites such as Twitter and Facebook	76%	68%	+8%
Quality of services provided by State Government	54%	46%	+8%
Cable television	59%	52%	+7%
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	84%	77%	+7%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	65%	59%	+6%
Ease of walking in Palo Alto	86%	80%	+6%
Availability of affordable quality mental health care	52%	46%	+6%
City's website	72%	66%	+6%
The job Palo Alto government does at welcoming citizen involvement	56%	50%	+6%
Generally acting in the best interest of the community	51%	44%	+6%
Being honest	61%	55%	+6%
Storm drainage	81%	75%	+6%
Art programs and theatre	72%	66%	+6%
Opportunities to participate in community matters	69%	74%	+5%
Recreation centers or facilities	86%	81%	+5%
Overall direction that Palo Alto is taking	45%	40%	+5%
Overall confidence in Palo Alto government	49%	44%	+5%
*How important to focus on quality of overall natural environment in Palo Alto in next two years (essential/very important)	79%	84%	-6%
*How important to focus on quality of overall economic health of Palo Alto in next two years (essential/very important)	76%	82%	-6%

Survey Questions With Statistically Significant Changes Since 2016 (Percent rating "excellent" or "good" unless otherwise noted)	2017	2016	Percentage Point Change
*How important to focus on quality of overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems) in next two years (essential/very important)	75%	82%	-7%
Quality of services provided by the Federal Government	36%	46%	-10%
*Although the NRC rates the changes in ratings as lower for these three questions, the nature of the questions does not mean that residents have a more negative perception of these issues since the questions ask how important it is for Palo Alto to focus on these issues in the next two years.			

Trends Over Time

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 2007, the changes in responses to 44 questions have been statistically meaningful:

Areas That Improved or Declined More Than 5 Percent Over Time (Percent rating "excellent" or "good" unless otherwise noted)	2017 Rating	2007 Rating	Percentage Point Change	Trend
Neighborhood branch libraries (excellent/good)	93%	62%	+29%	↑
Used the City's website to conduct business (at least once in the last 12 months)	54%	25%	+29%	↑
Variety of library materials	86%	63%	+23%	↑
Storm drainage	81%	59%	+22%	↑
Availability of affordable quality child care/preschool	47%	26%	+21%	↑
City's website[1]	72%	55%	+17%	↑
Street tree maintenance	75%	60%	+15%	↑
Gas utility (excellent/good)	89%	74%	+15%	↑
Employment opportunities	74%	61%	+13%	↑
Availability of affordable quality health care	67%	56%	+11%	↑
Drinking water	88%	79%	+11%	↑
Public library services	92%	81%	+11%	↑
Your neighborhood park	93%	82%	+11%	↑
Quality of services provided by state government	54%	44%	+10%	↑
Public information services	82%	73%	+9%	↑
Electric utility	87%	78%	+9%	↑
Street repair	55%	47%	+8%	↑
Sidewalk maintenance	65%	57%	+8%	↑
Availability of preventive health services	77%	70%	+7%	↑
Value of services for the taxes paid to Palo Alto	61%	67%	-6%	↓
Ease of travel by bicycle	78%	84%	-6%	↓
Overall ease of getting to the places you usually have to visit[2]	64%	71%	-7%	↓
Made efforts to make your home more energy efficient (in last 12 months)[2]	70%	77%	-7%	↓
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	50%	57%	-7%	↓
Overall image or reputation of Palo Alto	86%	93%	-7%	↓
Palo Alto as a place to raise children	84%	92%	-8%	↓
Likelihood of remaining in Palo Alto for the next five years (very likely/somewhat likely)	76%	85%	-9%	↓
Land use, planning, and zoning	40%	49%	-9%	↓
Palo Alto as a place to retire	51%	61%	-10%	↓
Participated in religious or spiritual activities in Palo Alto (at least once in the last 12 months)[3]	30%	40%	-10%	↓
Watched (online or television) a local public meeting (at least once in the last 12 months)	16%	26%	-10%	↓
Bus or transit services	52%	57%	-10%	↓

Areas That Improved or Declined More Than 5 Percent Over Time (Percent rating "excellent" or "good" unless otherwise noted)	2017 Rating	2007 Rating	Percentage Point Change	Trend
Availability of affordable quality mental health care[2]	52%	63%	-11%	↓
Traffic signal timing	49%	60%	-11%	↓
Traffic flow on major streets	33%	45%	-12%	↓
Traffic enforcement	60%	72%	-12%	↓
Overall direction that Palo Alto is taking	45%	57%	-12%	↓
The job Palo Alto government does at welcoming citizen involvement	56%	68%	-12%	↓
Availability of affordability quality food	58%	71%	-13%	↓
Sense of community	56%	70%	-14%	↓
Recommend living in Palo Alto to someone who asks years (very likely/somewhat likely)	75%	91%	-16%	↓
Variety of housing options	18%	34%	-16%	↓
Ease of travel by car in Palo Alto	42%	65%	-23%	↓
Ease of travel by public transportation in Palo Alto	29%	55%	-26%	↓

[1] Comparison is with 2009, which is the first year the question was asked.
[2] Comparison is with 2014, which is the first year the question was asked.
[3] Comparison is with 2012, which is the first year the question was asked.

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

Survey Questions With Statistically Significant Differences Between North and South Palo Alto (Percent rating "excellent" or "good" unless otherwise noted)	North	South	Overall	Difference North less South
How important for Palo Alto community to focus on community and special events to strengthen its sense of community (essential/very important)	61%	50%	55%	+11%
Employment opportunities	78%	69%	74%	+9%
Palo Alto as a place to work	86%	78%	82%	+8%
Quality of services provided by the Federal Government	40%	32%	36%	+8%
Utility billing	84%	77%	81%	+7%
Overall quality of life in Palo Alto	92%	86%	89%	+6%
Value of services for the taxes paid to Palo Alto	64%	58%	61%	+6%
Overall opportunities for education and enrichment	96%	91%	93%	+5%
Visited a neighborhood or City park at least once in last 12 months (yes/no)	89%	94%	91%	-5%
Palo Alto generally acting in the best interest of the community	48%	54%	51%	-6%
Ease of public parking	28%	36%	32%	-8%
Ease of walking in Palo Alto	92%	80%	86%	-8%
Ease of travel by public transportation in Palo Alto	34%	24%	29%	-10%
Used bus, rail or other public transportation instead of driving at least once in last 12 months (yes/no)	57%	44%	51%	-13%
Affordability of utility services	71%	58%	64%	-13%

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 5 questions, higher on 33 questions, lower on 7 questions, and much lower on 3 questions.

Palo Alto's Ratings Compared to Benchmark Communities

Much Higher	
Overall opportunities for education and enrichment	Used bus, rail or other public transportation instead of driving
Employment opportunities	
Shopping opportunities	Walked or biked instead of driving

Higher	
Palo Alto as a place to work	Carpooled with other adults or children instead of driving alone
Overall feeling of safety in Palo Alto	
Health and wellness opportunities in Palo Alto	Police services
Overall economic health of Palo Alto	Crime prevention
Overall image or reputation of Palo Alto	Street cleaning
Ease of travel by bicycle in Palo Alto	Yard waste pick-up
Ease of walking in Palo Alto	Storm drainage
Cleanliness of Palo Alto	Drinking water
Overall appearance of Palo Alto	Sewer services
Recreational opportunities	City parks
Availability of preventive health services	Recreation programs or classes
K-12 education	Recreation centers or facilities
Adult educational opportunities	Animal control
Opportunities to attend cultural/arts/music activities	Public information services
Vibrant downtown/commercial area	Preservation of natural areas such as open space, farmlands and greenbelts
Made efforts to conserve water	
Stocked supplies in preparation for an emergency	Palo Alto open space
Used Palo Alto public libraries or their services	

Lower	
Palo Alto as a place to retire	Ease of travel by car in Palo Alto
Recommend living in Palo Alto to someone who asks	Ease of travel by public transportation in Palo Alto
Traffic flow on major streets	Participated in religious or spiritual activities in Palo Alto
Ease of public parking	

Much Lower	
Variety of housing options	Cost of living in Palo Alto
Availability of affordable quality housing	

Demographic Analysis

We analyzed the survey results related to mobility and the built environment, including housing, by demographic characteristics and identified some trends:

- Mobility
  - o All demographic groups generally rated the ease of getting to places you usually have to visit as fair or poor. Once notable difference was that respondents were twice as likely to rate this mobility

question as excellent or good if they own their home or do not have a child age 17 or younger living in the home.

- Built Environment
  - o Although there were not large differences in ratings among the various demographic groups, respondents who have lived in Palo Alto for more than 20 years, who have a child age 17 or younger living in the home, or are ages 25-54 were more likely to rate the overall built environment as excellent or good.
  - o All demographic groups generally rated the variety of housing options and the availability of affordable quality housing as fair or poor. One notable difference was that 77 percent of respondents who own a home rated both the variety of housing options and availability of affordable quality housing as excellent or good compared to only 23 percent of renters who rated them as excellent or good.

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.

RESULT HIGHLIGHTS – COMMUNITY SURVEY

Key Results – Code Enforcement Questions

We asked residents to rate the extent to which they believed 15 different areas were code enforcement concerns in Palo Alto. Residents rated only parking and traffic as being moderate or major problems, with ratings of 64 percent and 75 percent, respectively. Consistent with those results, 63 percent and 75 percent of residents, respectively, rated those two issues as essential or very important for the City to pursue enforcement. The next highest rating was gasoline-powered leaf blowers in residential areas, with a rating of 33 percent. Fewer than 25 percent of respondents rated all of the other categories as a moderate or major problem.

Residents gave higher ratings to four areas where the City should pursue enforcement than the degree to which they rated those areas as code enforcement concerns:

- Unpermitted construction or other construction-related activities – 17 percent rated it as a moderate or major problem, but 44 percent rated it as essential or very important to enforce
- Failure to comply with zoning requirements – 20 percent rated it as a moderate or major problem, but 46 percent rated it as essential or very important to enforce
- Repeat violations – 23 percent rated it as a moderate or major problem, but 55 percent rated it as essential or very important to enforce
- Consistency in interpretation of Municipal Code when investigating and resolving violations – 22 percent rated it as a moderate or major problem, but 59 percent rated it as essential or very important to enforce

When asked what they thought was important to achieve code compliance, 90 percent of respondents rated prioritizing enforcement based on the seriousness of health and safety risk to the public as essential or very important. This was followed by 84 percent of respondents saying that it was essential or very import to set clear and specific time limits for violators to abate code violations, and 81 percent who said it was essential or very important to conduct timely inspections after receiving a complaint.

We also asked about the process for reporting complaints. Only 114 (18 percent) of respondents had reported a potential code violation in the last 12 months, and their methods varied, making it difficult to draw conclusions

about the ease of filing or following up on a complaint. The most common method for reporting a complaint was by phone or email to a City department, with 67 (11 percent) and 43 (7 percent), respectively, of respondents saying they reported a complaint through those methods.

Key Results – Built Environment Questions

Residents generally gave low ratings to questions related to the design and compatibility of the built environment in Palo Alto. Only Parks and Open Space received excellent or good ratings of more than 80 percent. Their ratings were 86 percent and 83 percent, respectively. Residential buildings and commercial buildings in business districts other than downtown and California Avenue rated the lowest, with an average excellent or good rating of 59 percent. The two primary reasons residents gave for not liking the quality of new development were that they did not like the density or size (28 percent) or the style (22 percent). When asked about preservation and development, 73 percent of respondents said it was essential or very important to focus on independent/nonfranchise retail and restaurant establishments, and 71 percent said it was essential or very important to focus on single-family housing.

When asked about the extent to which Palo Alto should focus on addressing housing affordability, 71 percent of respondents strongly or somewhat agreed that Palo Alto should use all of the tools at its disposal to ensure that at least a percentage of new multi-family housing is affordable to households earning less than the area median income, and 67 percent of respondents said Palo Alto should add market-rate multi-family housing in commercial and mixed-use areas and build housing for some target workforce groups (e.g., teachers, service employees). Only 28 percent of residents said that Palo Alto has enough housing and doesn't need any more. California Avenue/surrounding area and along El Camino Real were identified as the places to develop new multi-family housing, with 76 percent of residents rating these neighborhoods as very or somewhat appropriate for new multi-family housing.

OPEN-ENDED QUESTIONS

We asked three open-ended questions in the NCS™ regarding a change that Palo Alto could make to make residents happier, a change that Palo Alto could make to better act in the interest of the community, and what "a strong sense of community" looks like to residents. In the community survey, we also asked the question regarding a change that Palo Alto could make to make residents happier, which we also asked in the 2014 NCS™. That question and the second question in the NCS™ generated similar comments. Based on that, we categorized the responses as shown in the table below and recategorized the responses from the 2014 survey for comparison. In both years, concerns about housing received the most comments, followed by concerns about traffic and development other than housing. The verbatim comments for all three questions are in the separate report, *Open-ended Responses for The NCS™ and Community Survey.*

Questions:
- As a resident of Palo Alto, what one change could the City make that would make you happier?
- When thinking about the overall direction that Palo Alto is taking, what one change could the City make to better act in the interest of the community?

Response Category	2014		2017	
	Percent of Comments	Number of Comments	Percent of Comments	Number of Comments
Housing (amount, affordability/cost of living)	21%	113	25%	369
Traffic concerns	14%	76	15%	224
Development (other than housing)	17%	93	12%	183
General government operations	6%	34	7%	99
Parking concerns	7%	41	5%	79
Public transportation	3%	17	5%	77
Sense of community/community activities	1%	8	4%	56
Business environment and retail/shopping options	2%	10	3%	39
Safety	4%	21	2%	33
Improvements for walking and biking	4%	24	2%	32
Schools	1%	7	2%	27
Beautification (natural beauty)	2%	9	2%	26
Parks and recreation amenities/services	2%	13	2%	26
Reduce noise	2%	9	2%	23
Lower taxes and/or utility costs	3%	17	2%	23
Downtown improvements	1%	6	1%	16
Address homelessness	1%	6	1%	15
Code enforcement	1%	3	1%	15
Other	5%	30	6%	82
Nothing	2%	10	2%	33
Total	**100%**	**547**	**100%**	**1,477**

Question: What does "a strong sense of community" look like to you?

Response Category	Percent of Comments	Number of Comments
Friendly/neighborly, offering helping hands and working together	42%	171
Events, activities, volunteer opportunities and public places to bring people together	15%	60
Diversity, respect, and equality, regardless of background	12%	50
Communicative government that acts in best interest of community and welcomes citizen involvement	9%	35
Pride in the community	2%	9
Safe community	2%	9
Palo Alto in past years	1%	5
Other	13%	52
Don't know	4%	16
Total	**100%**	**407**

THE NCS™
The National Citizen Survey™

Palo Alto, CA

Report of Results

2017

NRC
National Research Center Inc

ICMA
Leaders at the Core of Better Communities

Contents

Detailed Survey Methods

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The National Citizen Survey (The NCS™), conducted by National Research Center, Inc., was developed to provide communities an accurate, affordable and easy way to assess and interpret resident opinion about important local topics. Standardization of common questions and survey methods provide the rigor to assure valid results, and each community has enough flexibility to construct a customized version of The NCS. The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NCS communities.

Results offer insight into residents' perspectives about the community as a whole, including local amenities, services, public trust, resident participation, and other aspects of the community in order to support budgeting, land use and strategic planning, and communication with residents. Resident demographic characteristics permit comparison to the Census and American Community Survey estimates, as well as comparison of results for different subgroups of residents. The City of Palo Alto funded this research. Please contact Harriet Richardson, City Auditor, City of Palo Alto, at Harriet.Richardson@CityofPaloAlto.org, if you have any questions about the survey.

Survey Validity

The question of survey validity has two parts: 1) how can a community be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire community. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the community to receive the survey to ensure that the households selected to receive the survey are representative of the larger community.
- Over-sampling multifamily housing units to improve response from hard-to-reach, lower income or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Inviting response in a compelling manner (using appropriate letterhead/logos and a signature of a visible leader) to appeal to recipients' sense of civic responsibility.
- Providing a preaddressed, postage-paid return envelope.
- Weighting the results to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for service quality play a role, as well as the "objective" quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion itself that a resident holds about the service. Similarly, a resident's report of certain

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 from Go-Dog Direct based on updated listings from the United States Postal Service. Since some of the zip codes that serve the City of Palo Alto households may also serve addresses that lie outside of the community, the exact geographic location of each housing unit was compared to community boundaries using the most current municipal boundary file (updated on a quarterly basis) and addresses located outside of the City of Palo Alto boundaries were removed from consideration. Each address identified as being within City boundaries was further identified as being located in North or South Palo Alto, or within one of six areas.

To choose the 3,000 survey recipients, a systematic sampling method was applied to the list of households previously screened for geographic location. Systematic sampling is a procedure whereby a complete list of all possible households is culled, selecting every N^{th} one, giving each eligible household a known probability of selection, until the appropriate number of households is selected. Multifamily housing units were over sampled, as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units. In general, because of the random sampling techniques used, the displayed sampling density will closely mirror the overall housing unit density (which may be different from the population density). While the theory of probability assumes no bias in selection, there may be some minor variations in practice (meaning, an area with only 15 percent of the housing units might be sampled at an actual rate that is slightly above or below that). Figure 1 and Figure 2 (pages 4 and 5) display maps of the households selected to receive the survey.

Survey Administration and Response

Selected households received three mailings, one week apart, beginning on September 22, 2017. 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. The survey was available in only English. Respondents could opt to take the survey online. Completed surveys were collected over the following seven weeks.

About 4 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 2,879 households that received the survey, 614 completed the survey, providing an overall response rate of 21 percent. Of the 614 completed surveys, 149 (24 percent, up from 16 percent in 2016) 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 16 percent to 31 percent.

The National Citizen Survey™

Figure 1: Location of Survey Recipients – North/South
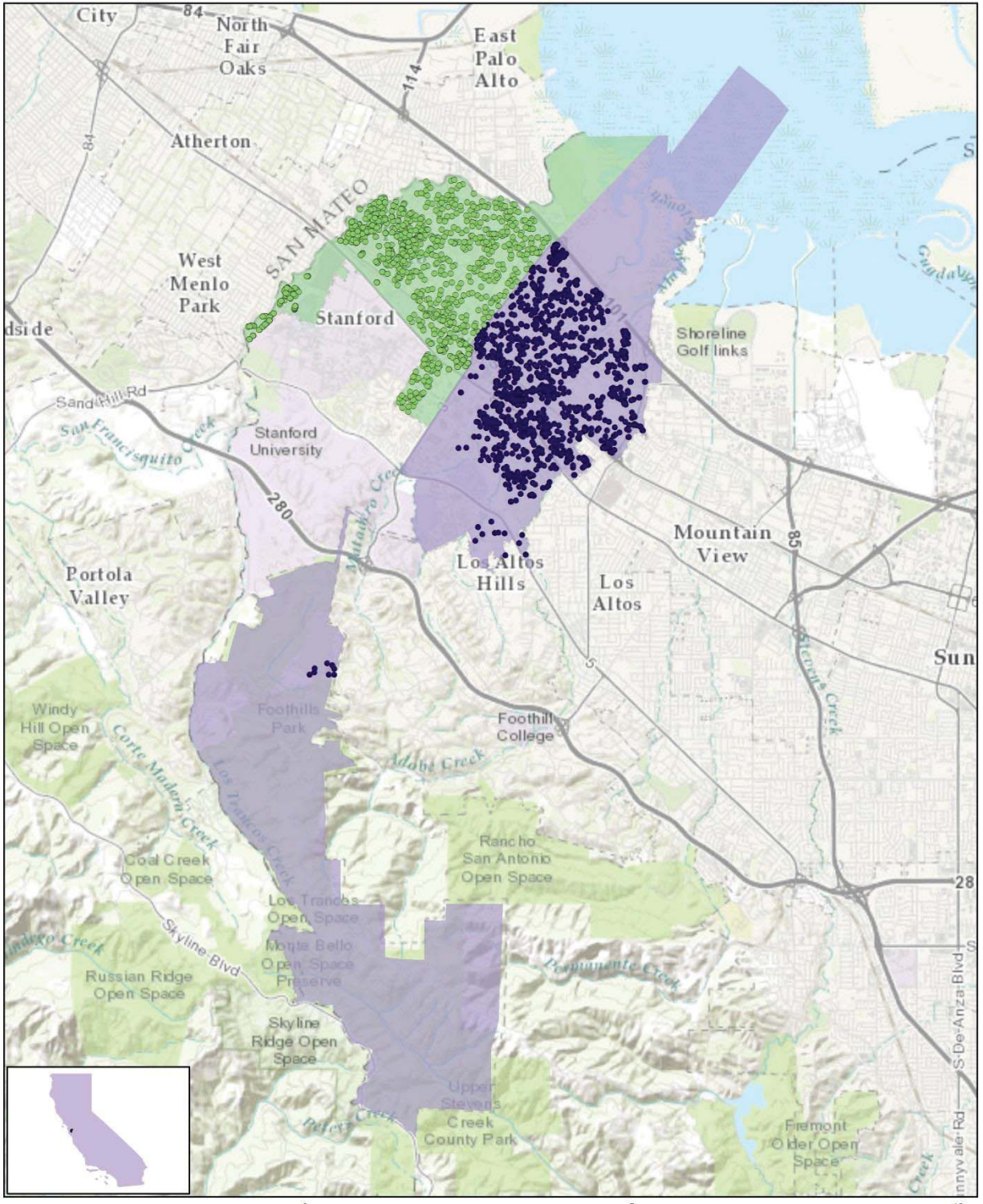
Survey Recipients in Palo Alto, CA

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

The National Citizen Survey™

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, Greendell, Greenmeadow, Walnut Grove, Fairmeadow

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

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

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Confidence Intervals

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). A traditional level of confidence, and the one used here, is 95 percent. The 95 percent level of confidence can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions.[1]

The margin of error or confidence interval for the City of Palo Alto survey is no greater than plus or minus four percentage points around any given percent reported for the entire sample (614 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 rises to approximately plus or minus six percentage points since the number of responses for the North were 289 and for the South were 325. Further, for each of the six areas within Palo Alto, the margin of error rises to approximately plus or minus fifteen percentage points since number of responses were 93 for Area 1, 109 for Area 2, 93 for Area 3, 120 for Area 4, 44 for Area 5 and 155 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 (44).

Table 1: Survey Response Rates

	Number mailed	Undeliverable	Eligible	Returned	Response rate
Overall	3000	121	2879	614	21%
North	1549	72	1477	289	20%
South	1451	49	1402	325	23%
Area 1	302	5	297	93	31%
Area 2	473	14	459	109	24%
Area 3	341	4	337	93	28%
Area 4	623	31	592	120	20%
Area 5	252	14	238	44	18%
Area 6	1009	53	956	155	16%

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 were then 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.

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[1] A 95 percent level of confidence indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the "true" population response. This theory is applied in practice to mean that the "true" perspective of the target population lies within the confidence interval created for a single survey. For example, if 75 percent of residents rate a service as "excellent" or "good," then the 4 percent margin of error (for the 95 percent level of confidence) indicates that the range of likely responses for the entire community is between 71 percent and 79 percent. This source of uncertainty is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the nonresponse of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

NRC used Qualtrics, a web-based survey and analytics platform, to collect the online survey data. Use of an online system means all collected data are entered into the dataset when the respondents submit the surveys. Skip patterns are programmed into the system so respondents are automatically "skipped" to the appropriate question based on the individual responses being given. Online programming also allows for more rigid control of the data format, making extensive data cleaning unnecessary. A series of quality control checks were also performed in order to ensure the integrity of the web data. Steps may include and not be limited to reviewing the data for clusters of repeat IP addresses and time stamps (indicating duplicate responses) and removing empty submissions (questionnaires submitted with no questions answered).

Survey Data Weighting

The demographic characteristics of the survey sample were compared to those found in the 2010 Census and American Community Survey estimates for adults in the City of Palo Alto. The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. The characteristics used for weighting were housing tenure (rent or own), housing unit type (attached or detached), race, ethnicity, and sex and age. The results of the weighting scheme are presented in Table 2.

Table 2: Palo Alto, CA 2017 Weighting Table

Characteristic	2010 Census	Unweighted Data	Weighted Data
Housing			
Rent home	44%	33%	44%
Own home	56%	67%	56%
Detached unit*	57%	61%	57%
Attached unit*	43%	39%	43%
Race and Ethnicity			
White	68%	70%	68%
Not white	32%	30%	32%
Not Hispanic	95%	97%	95%
Hispanic	5%	3%	5%
Sex and Age			
Female	52%	56%	52%
Male	48%	44%	48%
18-34 years of age	22%	11%	21%
35-54 years of age	41%	32%	40%
55+ years of age	37%	58%	39%
Females 18-34	10%	5%	10%
Females 35-54	21%	18%	20%
Females 55+	20%	32%	21%
Males 18-34	12%	5%	12%
Males 35-54	20%	14%	19%
Males 55+	17%	25%	18%
Areas			
North	52%	47%	49%
South	48%	53%	51%
Area 1	12%	15%	15%
Area 2	18%	18%	18%
Area 3	12%	15%	14%
Area 4	18%	20%	18%
Area 5	8%	7%	8%
Area 6	32%	25%	27%

* American Community Survey 2011 5-year estimates

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 2017 ratings for the City of Palo Alto to the 11 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.

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[2] between the 2016 and 2017 surveys; otherwise, the comparisons between 2016 and 2017 are noted as being "similar." When comparing results over time, small differences (those with less than a 5 percent difference compared to 2016) 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 2016) 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 2017 generally remained stable. Of the 153 items for which comparisons were available, 128 items were rated similarly in 2016 and 2017, 4 items showed a decrease in ratings, and 21 showed an increase in ratings. These counts are based on trend data for questions 1 through 13 and do not include trend data for any custom questions (14 through 25).

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.

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

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Interpreting the Results

Ratings are compared for standard items in questions 1 through 12 when there are at least five communities in which a similar question was asked. Where comparisons are available, four columns are provided in the table. The first column is Palo Alto's average rating, converted to a 100-point scale. The 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 but less than twice the standard range; and "much higher" or "much lower" if the difference between Palo Alto's rating and the benchmark is higher or lower by more than twice the standard range. Where benchmark ratings were not available, "NA" indicates that this information is not applicable.

Table 3: Benchmark Database Characteristics

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

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 7). 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.

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

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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 2016 and 2017 surveys; otherwise, the comparison between 2016 and 2017 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."

Question 1

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

Please rate each of the following aspects of quality of life in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
Palo Alto as a place to live	47%	N=288	44%	N=266	8%	N=46	1%	N=7	0%	N=2	100%	N=608
Your neighborhood as a place to live	50%	N=303	41%	N=245	8%	N=46	1%	N=8	0%	N=2	100%	N=603
Palo Alto as a place to raise children	37%	N=224	33%	N=197	10%	N=60	4%	N=22	16%	N=95	100%	N=599
Palo Alto as a place to work	33%	N=196	32%	N=191	11%	N=68	3%	N=16	21%	N=126	100%	N=597
Palo Alto as a place to visit	28%	N=166	37%	N=221	20%	N=119	7%	N=42	9%	N=52	100%	N=599
Palo Alto as a place to retire	18%	N=105	24%	N=142	18%	N=109	22%	N=132	18%	N=104	100%	N=592
The overall quality of life in Palo Alto	38%	N=231	51%	N=307	10%	N=59	1%	N=8	0%	N=1	100%	N=605

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

Please rate each of the following aspects of quality of life in Palo Alto:	Excellent		Good		Fair		Poor		Total	
Palo Alto as a place to live	47%	N=288	44%	N=266	8%	N=46	1%	N=7	100%	N=606
Your neighborhood as a place to live	50%	N=303	41%	N=245	8%	N=46	1%	N=8	100%	N=602
Palo Alto as a place to raise children	44%	N=224	39%	N=197	12%	N=60	4%	N=22	100%	N=504
Palo Alto as a place to work	42%	N=196	41%	N=191	15%	N=68	3%	N=16	100%	N=471
Palo Alto as a place to visit	30%	N=166	40%	N=221	22%	N=119	8%	N=42	100%	N=548
Palo Alto as a place to retire	22%	N=105	29%	N=142	22%	N=109	27%	N=132	100%	N=488
The overall quality of life in Palo Alto	38%	N=231	51%	N=307	10%	N=59	1%	N=8	100%	N=605

Table 6: Question 1 - Historical Results

	Percent rating positively (e.g., excellent/good)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Palo Alto as a place to live	95%	94%	96%	95%	94%	95%	94%	95%	92%	95%	92%	91%	91%	Similar
Your neighborhood as a place to live	88%	91%	91%	91%	90%	91%	90%	90%	91%	92%	90%	91%	91%	Similar
Palo Alto as a place to raise children	90%	92%	92%	94%	91%	93%	93%	92%	90%	93%	87%	84%	84%	Similar
Palo Alto as a place to work	NA	84%	90%	90%	87%	87%	89%	88%	89%	86%	87%	82%	82%	Similar
Palo Alto as a place to visit	NA	NA	NA	NA	NA	NA	NA	NA	NA	75%	74%	72%	71%	Similar
Palo Alto as a place to retire	62%	68%	61%	67%	64%	65%	68%	68%	56%	60%	52%	50%	51%	Similar
The overall quality of life in Palo Alto	92%	92%	94%	91%	93%	94%	92%	94%	91%	91%	88%	85%	89%	Similar

Table 7: Question 1 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area							Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6		
Palo Alto as a place to live	92%	91%	95%	93%	92%	88%	93%	89%		91%
Your neighborhood as a place to live	94%	88%	93%	93%	89%	83%	96%	94%		91%
Palo Alto as a place to raise children	83%	85%	87%	82%	93%	83%	67%	83%		84%
Palo Alto as a place to work	86%	78%	82%	76%	78%	81%	87%	88%		82%
Palo Alto as a place to visit	69%	72%	76%	74%	70%	72%	61%	68%		71%
Palo Alto as a place to retire	52%	50%	50%	58%	52%	41%	46%	54%		51%
The overall quality of life in Palo Alto	92%	86%	93%	85%	91%	84%	88%	92%		89%

Table 8: Question 1 - Benchmark Comparisons

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Palo Alto as a place to live	79	127	383	Similar
Your neighborhood as a place to live	80	53	303	Similar
Palo Alto as a place to raise children	75	152	374	Similar
Palo Alto as a place to work	73	18	350	Higher
Palo Alto as a place to visit	64	95	240	Similar
Palo Alto as a place to retire	48	286	349	Lower
The overall quality of life in Palo Alto	75	126	446	Similar

Question 2

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Overall feeling of safety in Palo Alto	49%	N=300	45%	N=270	5%	N=30	1%	N=6	0%	N=0	100%	N=606
Overall ease of getting to the places you usually have to visit	26%	N=156	38%	N=229	26%	N=159	9%	N=53	1%	N=3	100%	N=602
Quality of overall natural environment in Palo Alto	43%	N=258	46%	N=276	11%	N=64	1%	N=4	0%	N=1	100%	N=603
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	18%	N=111	46%	N=277	28%	N=168	6%	N=38	1%	N=6	100%	N=600
Health and wellness opportunities in Palo Alto	40%	N=238	43%	N=257	10%	N=61	2%	N=10	6%	N=37	100%	N=602
Overall opportunities for education and enrichment	51%	N=305	36%	N=213	6%	N=35	0%	N=2	7%	N=42	100%	N=597
Overall economic health of Palo Alto	42%	N=253	35%	N=211	12%	N=70	5%	N=31	6%	N=33	100%	N=599
Sense of community	18%	N=104	37%	N=223	31%	N=186	12%	N=68	2%	N=13	100%	N=595
Overall image or reputation of Palo Alto	43%	N=257	42%	N=247	11%	N=66	2%	N=14	2%	N=10	100%	N=594

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
Overall feeling of safety in Palo Alto	49%	N=300	45%	N=270	5%	N=30	1%	N=6	100%	N=606
Overall ease of getting to the places you usually have to visit	26%	N=156	38%	N=229	27%	N=159	9%	N=53	100%	N=598
Quality of overall natural environment in Palo Alto	43%	N=258	46%	N=276	11%	N=64	1%	N=4	100%	N=602
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	19%	N=111	47%	N=277	28%	N=168	6%	N=38	100%	N=594
Health and wellness opportunities in Palo Alto	42%	N=238	45%	N=257	11%	N=61	2%	N=10	100%	N=566
Overall opportunities for education and enrichment	55%	N=305	38%	N=213	6%	N=35	0%	N=2	100%	N=555
Overall economic health of Palo Alto	45%	N=253	37%	N=211	12%	N=70	6%	N=31	100%	N=565
Sense of community	18%	N=104	38%	N=223	32%	N=186	12%	N=68	100%	N=582
Overall image or reputation of Palo Alto	44%	N=257	42%	N=247	11%	N=66	2%	N=14	100%	N=585

Question 3

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

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Palo Alto to someone who asks	35%	N=211	39%	N=232	14%	N=85	11%	N=65	2%	N=10	100%	N=603
Remain in Palo Alto for the next five years	51%	N=309	24%	N=142	12%	N=72	11%	N=67	2%	N=11	100%	N=601
Recommend Palo Alto's libraries to friends	55%	N=331	23%	N=137	5%	N=28	3%	N=17	15%	N=91	100%	N=604

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

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
Recommend living in Palo Alto to someone who asks	36%	N=211	39%	N=232	14%	N=85	11%	N=65	100%	N=594
Remain in Palo Alto for the next five years	52%	N=309	24%	N=142	12%	N=72	11%	N=67	100%	N=589
Recommend Palo Alto's libraries to friends	65%	N=331	27%	N=137	5%	N=28	3%	N=17	100%	N=513

Table 16: Question 3 - Historical Results*

	Percent rating positively (e.g., very likely/somewhat likely)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Recommend living in Palo Alto to someone who asks	NA	NA	NA	91%	90%	90%	91%	92%	89%	86%	80%	72%	75%	Similar
Remain in Palo Alto for the next five years	NA	NA	NA	85%	87%	83%	87%	87%	87%	83%	80%	75%	76%	Similar
Recommend Palo Alto's libraries to friends	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	91%	NA

* Recommend Palo Alto's libraries to friends was asked for the first time in 2017.

Table 17: Question 3 - Geographic Subgroup Results

	North/South		Area							Overall
Percent rating "very likely" or "somewhat likely"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Recommend living in Palo Alto to someone who asks	75%	75%	78%	72%	83%	73%	70%	73%	75%
Remain in Palo Alto for the next five years	74%	79%	90%	79%	84%	75%	62%	69%	76%
Recommend Palo Alto's libraries to friends	89%	93%	89%	94%	95%	91%	91%	89%	91%

Table 18: Question 3 - Benchmark Comparisons*

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Recommend living in Palo Alto to someone who asks	75	235	275	Lower
Remain in Palo Alto for the next five years	76	229	266	Similar

* A benchmark was not calculated for Recommend Palo Alto's libraries to friends.

Question 4

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

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
In your neighborhood during the day	84%	N=505	14%	N=82	1%	N=7	1%	N=3	0%	N=2	1%	N=4	100%	N=603
In Palo Alto's downtown/commercial areas during the day	67%	N=404	23%	N=141	5%	N=31	2%	N=11	0%	N=2	2%	N=12	100%	N=602
In your neighborhood after dark	49%	N=296	39%	N=236	7%	N=42	3%	N=17	1%	N=6	1%	N=6	100%	N=603
In Palo Alto's downtown/commercial areas after dark	31%	N=189	39%	N=233	14%	N=82	7%	N=43	3%	N=17	6%	N=37	100%	N=600

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

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Total	
In your neighborhood during the day	84%	N=505	14%	N=82	1%	N=7	1%	N=3	0%	N=2	100%	N=599
In Palo Alto's downtown/commercial areas during the day	69%	N=404	24%	N=141	5%	N=31	2%	N=11	0%	N=2	100%	N=589
In your neighborhood after dark	50%	N=296	40%	N=236	7%	N=42	3%	N=17	1%	N=6	100%	N=597
In Palo Alto's downtown/commercial areas after dark	33%	N=189	41%	N=233	15%	N=82	8%	N=43	3%	N=17	100%	N=564

Table 21: Question 4 - Historical Results

	Percent rating positively (e.g., very safe/somewhat safe)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
In your neighborhood during the day	97%	94%	98%	95%	95%	96%	98%	96%	97%	97%	97%	98%	98%	Similar
In Palo Alto's downtown/commercial areas during the day	95%	91%	94%	96%	91%	94%	91%	92%	93%	92%	92%	92%	93%	Similar
In your neighborhood after dark	83%	79%	84%	79%	78%	83%	83%	81%	72%	84%	84%	87%	89%	Similar
In Palo Alto's downtown/commercial areas after dark	71%	67%	70%	66%	65%	71%	65%	71%	62%	69%	67%	74%	75%	Similar

Table 22: Question 4 - Geographic Subgroup Results

Percent rating "very safe" or "somewhat safe"	North/South		Area							Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6		
In your neighborhood during the day	98%	97%	99%	98%	97%	97%	98%	98%		98%
In Palo Alto's downtown/commercial areas during the day	94%	91%	90%	91%	88%	92%	98%	96%		93%
In your neighborhood after dark	91%	88%	89%	89%	86%	89%	92%	91%		89%
In Palo Alto's downtown/commercial areas after dark	77%	73%	68%	70%	66%	80%	83%	80%		75%

Table 23: Question 4 - Benchmark Comparisons*

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
In your neighborhood during the day	95	47	346	Similar
In Palo Alto's downtown/commercial area during the day	90	114	303	Similar

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

Question 5

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Traffic flow on major streets	4%	N=22	29%	N=174	36%	N=218	30%	N=180	1%	N=6	100%	N=600
Ease of public parking	6%	N=35	25%	N=149	41%	N=244	25%	N=151	3%	N=21	100%	N=599
Ease of travel by car in Palo Alto	9%	N=52	33%	N=197	40%	N=242	16%	N=98	1%	N=9	100%	N=598
Ease of travel by public transportation in Palo Alto	4%	N=26	16%	N=97	19%	N=112	33%	N=194	28%	N=166	100%	N=595
Ease of travel by bicycle in Palo Alto	27%	N=160	37%	N=222	16%	N=94	3%	N=17	17%	N=100	100%	N=593
Ease of walking in Palo Alto	40%	N=235	46%	N=273	11%	N=66	3%	N=18	0%	N=2	100%	N=593
Availability of paths and walking trails	29%	N=174	43%	N=253	17%	N=100	5%	N=28	7%	N=40	100%	N=595
Air quality	31%	N=185	51%	N=304	14%	N=83	2%	N=15	2%	N=11	100%	N=599
Cleanliness of Palo Alto	39%	N=232	50%	N=297	10%	N=60	2%	N=10	0%	N=0	100%	N=599
Overall appearance of Palo Alto	39%	N=235	50%	N=301	8%	N=50	2%	N=10	0%	N=1	100%	N=598

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Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Public places where people want to spend time	28%	N=166	48%	N=282	18%	N=109	3%	N=19	3%	N=15	100%	N=592
Variety of housing options	3%	N=20	14%	N=83	28%	N=167	48%	N=286	6%	N=38	100%	N=594
Availability of affordable quality housing	2%	N=9	4%	N=26	12%	N=71	74%	N=442	8%	N=49	100%	N=597
Fitness opportunities (including exercise classes and paths or trails, etc.)	28%	N=165	44%	N=263	19%	N=111	2%	N=9	8%	N=45	100%	N=592
Recreational opportunities	29%	N=171	47%	N=277	17%	N=99	1%	N=9	6%	N=35	100%	N=591
Availability of affordable quality food	20%	N=118	38%	N=229	32%	N=193	9%	N=55	1%	N=3	100%	N=599
Availability of affordable quality health care	24%	N=143	34%	N=206	20%	N=118	8%	N=50	14%	N=83	100%	N=600
Availability of preventive health services	26%	N=158	35%	N=212	15%	N=89	4%	N=21	20%	N=117	100%	N=597
Availability of affordable quality mental health care	10%	N=62	16%	N=95	15%	N=91	9%	N=56	49%	N=291	100%	N=595

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
Traffic flow on major streets	4%	N=22	29%	N=174	37%	N=218	30%	N=180	100%	N=593
Ease of public parking	6%	N=35	26%	N=149	42%	N=244	26%	N=151	100%	N=578
Ease of travel by car in Palo Alto	9%	N=52	33%	N=197	41%	N=242	17%	N=98	100%	N=589
Ease of travel by public transportation in Palo Alto	6%	N=26	23%	N=97	26%	N=112	45%	N=194	100%	N=429
Ease of travel by bicycle in Palo Alto	33%	N=160	45%	N=222	19%	N=94	3%	N=17	100%	N=493
Ease of walking in Palo Alto	40%	N=235	46%	N=273	11%	N=66	3%	N=18	100%	N=591
Availability of paths and walking trails	31%	N=174	46%	N=253	18%	N=100	5%	N=28	100%	N=555
Air quality	32%	N=185	52%	N=304	14%	N=83	2%	N=15	100%	N=587
Cleanliness of Palo Alto	39%	N=232	50%	N=297	10%	N=60	2%	N=10	100%	N=599
Overall appearance of Palo Alto	39%	N=235	50%	N=301	8%	N=50	2%	N=10	100%	N=596
Public places where people want to spend time	29%	N=166	49%	N=282	19%	N=109	3%	N=19	100%	N=577
Variety of housing options	4%	N=20	15%	N=83	30%	N=167	51%	N=286	100%	N=556
Availability of affordable quality housing	2%	N=9	5%	N=26	13%	N=71	81%	N=442	100%	N=547
Fitness opportunities (including exercise classes and paths or trails, etc.)	30%	N=165	48%	N=263	20%	N=111	2%	N=9	100%	N=548
Recreational opportunities	31%	N=171	50%	N=277	18%	N=99	2%	N=9	100%	N=556
Availability of affordable quality food	20%	N=118	39%	N=229	32%	N=193	9%	N=55	100%	N=596
Availability of affordable quality health care	28%	N=143	40%	N=206	23%	N=118	10%	N=50	100%	N=517
Availability of preventive health services	33%	N=158	44%	N=212	19%	N=89	4%	N=21	100%	N=480
Availability of affordable quality mental health care	21%	N=62	31%	N=95	30%	N=91	18%	N=56	100%	N=304

Table 26: Question 5 - Historical Results

	Percent rating positively (e.g., excellent/good)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Traffic flow on major streets	36%	39%	45%	38%	46%	47%	40%	36%	34%	35%	31%	30%	33%	Similar
Ease of public parking	NA	NA	NA	NA	NA	NA	NA	NA	NA	38%	36%	33%	32%	Similar
Ease of travel by car in Palo Alto	55%	60%	65%	60%	65%	66%	62%	51%	55%	52%	44%	44%	42%	Similar
Ease of travel by public transportation in Palo Alto	NA	60%	55%	52%	63%	62%	64%	71%	65%	36%	26%	28%	29%	Similar
Ease of travel by bicycle in Palo Alto	84%	78%	84%	78%	79%	81%	77%	81%	78%	78%	77%	74%	78%	Similar
Ease of walking in Palo Alto	NA	87%	88%	86%	82%	85%	83%	82%	84%	84%	83%	80%	86%	Higher

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	Percent rating positively (e.g., excellent/good)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Availability of paths and walking trails	NA	NA	NA	74%	75%	75%	75%	77%	71%	74%	73%	76%	77%	Similar
Air quality	NA	80%	79%	75%	73%	77%	77%	81%	81%	83%	81%	81%	83%	Similar
Cleanliness of Palo Alto	NA	NA	NA	88%	85%	85%	88%	86%	84%	87%	84%	86%	88%	Similar
Overall appearance of Palo Alto	87%	85%	86%	89%	83%	83%	89%	89%	85%	89%	89%	87%	90%	Similar
Public places where people want to spend time	NA	NA	NA	NA	NA	NA	NA	NA	NA	81%	81%	75%	78%	Similar
Variety of housing options	NA	NA	NA	34%	39%	37%	37%	29%	26%	27%	20%	17%	18%	Similar
Availability of affordable quality housing	6%	11%	10%	12%	17%	15%	14%	12%	13%	11%	8%	6%	6%	Similar
Fitness opportunities (including exercise classes and paths or trails, etc.)	NA	NA	NA	NA	NA	NA	NA	NA	NA	78%	78%	79%	78%	Similar
Recreational opportunities	NA	83%	85%	82%	78%	80%	81%	81%	81%	77%	80%	77%	81%	Similar
Availability of affordable quality food	NA	62%	71%	64%	NA	NA	66%	68%	67%	65%	61%	59%	58%	Similar
Availability of affordable quality health care	NA	57%	56%	57%	63%	62%	59%	68%	62%	73%	70%	65%	67%	Similar
Availability of preventive health services	NA	NA	NA	70%	67%	67%	72%	76%	73%	82%	78%	74%	77%	Similar
Availability of affordable quality mental health care	NA	NA	NA	NA	NA	NA	NA	NA	NA	63%	53%	46%	52%	Higher

Table 27: Question 5 - Geographic Subgroup Results

	North/South		Area							
Percent rating "excellent" or "good"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Overall
Traffic flow on major streets	31%	34%	30%	41%	34%	29%	44%	28%	33%
Ease of public parking	28%	36%	27%	35%	37%	35%	25%	29%	32%
Ease of travel by car in Palo Alto	40%	44%	40%	51%	38%	44%	50%	37%	42%
Ease of travel by public transportation in Palo Alto	34%	24%	31%	25%	14%	30%	29%	36%	29%
Ease of travel by bicycle in Palo Alto	79%	76%	70%	80%	73%	76%	89%	80%	78%
Ease of walking in Palo Alto	92%	80%	96%	82%	81%	79%	91%	89%	86%
Availability of paths and walking trails	80%	74%	81%	74%	68%	78%	81%	80%	77%
Air quality	86%	81%	84%	83%	81%	80%	93%	84%	83%
Cleanliness of Palo Alto	88%	88%	87%	93%	85%	87%	89%	88%	88%
Overall appearance of Palo Alto	91%	89%	89%	92%	86%	91%	87%	92%	90%
Public places where people want to spend time	76%	79%	82%	77%	76%	84%	77%	73%	78%
Variety of housing options	19%	18%	18%	21%	19%	15%	13%	21%	18%
Availability of affordable quality housing	6%	7%	4%	10%	6%	5%	5%	7%	6%
Fitness opportunities (including exercise classes and paths or trails, etc.)	79%	77%	84%	75%	76%	81%	84%	75%	78%
Recreational opportunities	81%	80%	89%	82%	78%	80%	76%	78%	81%
Availability of affordable quality food	56%	61%	51%	61%	64%	61%	61%	56%	58%
Availability of affordable quality health care	70%	65%	73%	62%	71%	66%	67%	68%	67%
Availability of preventive health services	79%	75%	82%	70%	85%	74%	72%	79%	77%
Availability of affordable quality mental health care	53%	51%	56%	51%	54%	50%	37%	56%	52%

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Table 28: Question 5 - Benchmark Comparisons

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Traffic flow on major streets	35	275	336	Lower
Ease of public parking	37	165	193	Lower
Ease of travel by car in Palo Alto	45	258	294	Lower
Ease of travel by public transportation in Palo Alto	30	153	195	Lower
Ease of travel by bicycle in Palo Alto	69	19	294	Higher
Ease of walking in Palo Alto	74	29	291	Higher
Availability of paths and walking trails	68	79	303	Similar
Air quality	71	94	232	Similar
Cleanliness of Palo Alto	75	57	274	Higher
Overall appearance of Palo Alto	76	52	350	Higher
Public places where people want to spend time	68	56	212	Similar
Variety of housing options	24	262	269	Much lower
Availability of affordable quality housing	9	290	293	Much lower
Fitness opportunities (including exercise classes and paths or trails, etc.)	69	57	211	Similar
Recreational opportunities	70	55	289	Higher
Availability of affordable quality food	56	156	225	Similar
Availability of affordable quality health care	62	84	249	Similar
Availability of preventive health services	69	31	222	Higher
Availability of affordable quality mental health care	51	65	192	Similar

Question 6

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Availability of affordable quality child care/preschool	6%	N=36	16%	N=97	15%	N=86	11%	N=62	52%	N=307	100%	N=587
K-12 education	38%	N=221	25%	N=149	6%	N=35	1%	N=4	30%	N=178	100%	N=586
Adult educational opportunities	22%	N=128	35%	N=205	12%	N=68	1%	N=6	31%	N=179	100%	N=585
Opportunities to attend cultural/arts/music activities	31%	N=185	43%	N=252	14%	N=85	3%	N=19	8%	N=47	100%	N=589
Opportunities to participate in religious or spiritual events and activities	22%	N=132	30%	N=175	10%	N=58	1%	N=4	37%	N=220	100%	N=588
Employment opportunities	20%	N=120	33%	N=197	15%	N=87	4%	N=26	27%	N=158	100%	N=587
Shopping opportunities	39%	N=229	42%	N=245	15%	N=85	4%	N=21	1%	N=4	100%	N=585
Cost of living in Palo Alto	1%	N=5	7%	N=42	24%	N=144	66%	N=391	1%	N=7	100%	N=589
Overall quality of business and service establishments in Palo Alto	20%	N=120	49%	N=290	24%	N=141	3%	N=17	3%	N=20	100%	N=589
Vibrant downtown/commercial areas	28%	N=164	43%	N=255	22%	N=132	3%	N=20	3%	N=18	100%	N=589
Overall quality of new development in Palo Alto	10%	N=62	31%	N=182	27%	N=161	14%	N=82	17%	N=100	100%	N=587
Opportunities to participate in social events and activities	18%	N=106	46%	N=270	22%	N=128	3%	N=20	11%	N=64	100%	N=588
Opportunities to volunteer	23%	N=135	38%	N=222	12%	N=69	3%	N=18	25%	N=146	100%	N=589
Opportunities to participate in community matters	23%	N=134	34%	N=199	15%	N=88	4%	N=26	23%	N=136	100%	N=583
Openness and acceptance of the community toward people of diverse backgrounds	25%	N=148	41%	N=239	19%	N=112	7%	N=39	8%	N=49	100%	N=588
Neighborliness of residents in Palo Alto	15%	N=91	41%	N=243	30%	N=174	9%	N=51	5%	N=29	100%	N=587

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Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	26%	N=152	36%	N=213	7%	N=43	1%	N=4	30%	N=176	100%	N=589
Opportunities to learn about City services through social media websites such as Twitter and Facebook	15%	N=91	26%	N=154	11%	N=63	2%	N=14	45%	N=267	100%	N=588

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
Availability of affordable quality child care/preschool	13%	N=36	35%	N=97	31%	N=86	22%	N=62	100%	N=280
K-12 education	54%	N=221	36%	N=149	8%	N=35	1%	N=4	100%	N=408
Adult educational opportunities	32%	N=128	50%	N=205	17%	N=68	1%	N=6	100%	N=407
Opportunities to attend cultural/arts/music activities	34%	N=185	47%	N=252	16%	N=85	4%	N=19	100%	N=542
Opportunities to participate in religious or spiritual events and activities	36%	N=132	47%	N=175	16%	N=58	1%	N=4	100%	N=368
Employment opportunities	28%	N=120	46%	N=197	20%	N=87	6%	N=26	100%	N=429
Shopping opportunities	39%	N=229	42%	N=245	15%	N=85	4%	N=21	100%	N=580
Cost of living in Palo Alto	1%	N=5	7%	N=42	25%	N=144	67%	N=391	100%	N=582
Overall quality of business and service establishments in Palo Alto	21%	N=120	51%	N=290	25%	N=141	3%	N=17	100%	N=569
Vibrant downtown/commercial areas	29%	N=164	45%	N=255	23%	N=132	3%	N=20	100%	N=571
Overall quality of new development in Palo Alto	13%	N=62	37%	N=182	33%	N=161	17%	N=82	100%	N=487
Opportunities to participate in social events and activities	20%	N=106	51%	N=270	24%	N=128	4%	N=20	100%	N=524
Opportunities to volunteer	30%	N=135	50%	N=222	16%	N=69	4%	N=18	100%	N=443
Opportunities to participate in community matters	30%	N=134	45%	N=199	20%	N=88	6%	N=26	100%	N=448
Openness and acceptance of the community toward people of diverse backgrounds	27%	N=148	44%	N=239	21%	N=112	7%	N=39	100%	N=538
Neighborliness of residents in Palo Alto	16%	N=91	43%	N=243	31%	N=174	9%	N=51	100%	N=558
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	37%	N=152	52%	N=213	10%	N=43	1%	N=4	100%	N=413
Opportunities to learn about City services through social media websites such as Twitter and Facebook	28%	N=91	48%	N=154	20%	N=63	4%	N=14	100%	N=321

Table 31: Question 6 - Historical Results

	Percent rating positively (e.g., excellent/good)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Availability of affordable quality child care/preschool	25%	35%	26%	28%	32%	25%	35%	27%	31%	49%	49%	39%	47%	Higher
K-12 education	NA	NA	NA	NA	NA	NA	92%	92%	94%	95%	92%	90%	91%	Similar
Adult educational opportunities	NA	NA	NA	NA	NA	NA	NA	NA	NA	89%	83%	78%	82%	Similar
Opportunities to attend cultural/arts/music activities	NA	85%	81%	79%	74%	74%	73%	77%	69%	81%	79%	77%	81%	Similar
Opportunities to participate in religious or spiritual events and activities	NA	NA	NA	82%	NA	NA	NA	84%	75%	86%	85%	83%	83%	Similar
Employment opportunities	33%	59%	61%	61%	51%	52%	56%	68%	68%	69%	66%	70%	74%	Similar
Shopping opportunities	NA	80%	79%	71%	70%	70%	71%	69%	73%	82%	79%	80%	82%	Similar
Cost of living in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	11%	8%	7%	8%	Similar
Overall quality of business and service establishments in Palo Alto	NA	NA	NA	77%	73%	75%	74%	79%	71%	79%	77%	72%	72%	Similar
Vibrant downtown/commercial area	NA	NA	NA	NA	NA	NA	NA	NA	NA	77%	76%	73%	73%	Similar

	Percent rating positively (e.g., excellent/good)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Overall quality of new development in Palo Alto	NA	62%	57%	57%	55%	53%	57%	56%	44%	51%	49%	42%	50%	Higher
Opportunities to participate in social events and activities	NA	NA	NA	80%	80%	74%	76%	74%	74%	71%	74%	70%	72%	Similar
Opportunities to volunteer	NA	NA	NA	86%	83%	81%	80%	80%	82%	83%	80%	77%	80%	Similar
Opportunities to participate in community matters	NA	NA	NA	75%	76%	76%	71%	NA	NA	75%	76%	69%	74%	Higher
Openness and acceptance of the community toward people of diverse backgrounds	73%	75%	79%	77%	78%	79%	78%	80%	76%	76%	68%	72%	72%	Similar
Neighborliness of residents in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	64%	61%	60%	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%	88%	Higher
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%	76%	Higher

Table 32: Question 6 - Geographic Subgroup Results

	North/South		Area							
Percent rating "excellent" or "good"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Overall
Availability of affordable quality child care/preschool	45%	49%	49%	53%	55%	41%	41%	41%	47%
K-12 education	91%	90%	91%	92%	94%	87%	81%	93%	91%
Adult educational opportunities	85%	79%	84%	73%	83%	82%	81%	88%	82%
Opportunities to attend cultural/arts/music activities	79%	83%	84%	86%	81%	83%	72%	77%	81%
Opportunities to participate in religious or spiritual events and activities	81%	86%	83%	79%	89%	89%	89%	77%	83%
Employment opportunities	78%	69%	77%	67%	71%	69%	63%	84%	74%
Shopping opportunities	82%	81%	77%	86%	77%	79%	86%	84%	82%
Cost of living in Palo Alto	8%	8%	7%	7%	6%	12%	14%	6%	8%
Overall quality of business and service establishments in Palo Alto	74%	71%	75%	73%	63%	77%	57%	75%	72%
Vibrant downtown/commercial area	74%	73%	74%	72%	73%	73%	67%	76%	73%
Overall quality of new development in Palo Alto	53%	47%	51%	54%	45%	42%	60%	52%	50%
Opportunities to participate in social events and activities	74%	70%	82%	74%	71%	67%	72%	69%	72%
Opportunities to volunteer	82%	79%	86%	76%	76%	82%	84%	79%	80%
Opportunities to participate in community matters	74%	75%	75%	73%	78%	74%	71%	76%	74%
Openness and acceptance of the community toward people of diverse backgrounds	69%	75%	71%	74%	80%	73%	71%	66%	72%
Neighborliness of residents in Palo Alto	60%	59%	72%	54%	63%	62%	66%	52%	60%
Openness and acceptance of the community toward lesbian, gay, bisexual, and transgender people	91%	86%	90%	87%	83%	87%	92%	91%	88%
Opportunities to learn about City services through social media websites such as Twitter and Facebook	76%	76%	79%	71%	81%	78%	82%	73%	76%

Table 33: Question 6 - Benchmark Comparisons*

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Availability of affordable quality child care/preschool	46	163	238	Similar
K-12 education	81	24	258	Higher
Adult educational opportunities	71	10	198	Higher
Opportunities to attend cultural/arts/music activities	70	27	288	Higher
Opportunities to participate in religious or spiritual events and activities	73	50	192	Similar
Employment opportunities	65	3	302	Much higher

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Shopping opportunities	73	21	284	Much higher
Cost of living in Palo Alto	14	220	223	Much lower
Overall quality of business and service establishments in Palo Alto	63	61	261	Similar
Vibrant downtown/commercial area	66	32	204	Higher
Overall quality of new development in Palo Alto	49	190	278	Similar
Opportunities to participate in social events and activities	63	65	250	Similar
Opportunities to volunteer	69	51	254	Similar
Opportunities to participate in community matters	66	36	262	Similar
Openness and acceptance of the community toward people of diverse backgrounds	64	34	282	Similar
Neighborliness of Palo Alto	56	130	215	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).

Question 7

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

Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
Made efforts to conserve water	6%	N=34	94%	N=558	100%	N=591
Made efforts to make your home more energy efficient	30%	N=176	70%	N=412	100%	N=589
Observed a code violation or other hazard in Palo Alto	62%	N=358	38%	N=222	100%	N=580
Household member was a victim of a crime in Palo Alto	90%	N=533	10%	N=58	100%	N=591
Reported a crime to the police in Palo Alto	85%	N=501	15%	N=90	100%	N=591
Stocked supplies in preparation for an emergency	52%	N=307	48%	N=282	100%	N=590
Campaigned or advocated for an issue, cause or candidate	69%	N=409	31%	N=181	100%	N=590
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	50%	N=296	50%	N=295	100%	N=592
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	80%	N=471	20%	N=121	100%	N=592

Table 35: Question 7 - Historical Results

	Percent "yes"													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Made efforts to conserve water	NA	NA	NA	NA	NA	NA	NA	NA	NA	96%	95%	94%	94%	Similar
Made efforts to make your home more energy efficient	NA	NA	NA	NA	NA	NA	NA	NA	NA	77%	74%	73%	70%	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%	62%	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%	90%	Similar
Did NOT report a crime to the police in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	NA	87%	87%	86%	85%	Similar
Stocked supplies in preparation for an emergency	NA	NA	NA	NA	NA	NA	NA	NA	NA	46%	44%	44%	48%	Similar
Campaigned or advocated for an issue, cause or candidate	NA	NA	NA	NA	NA	NA	NA	NA	NA	27%	24%	28%	31%	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%	50%	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%	20%	Similar

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

Table 36: Question 7 - Geographic Subgroup Results

Percent "yes"	North/South		Area							Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Made efforts to conserve water	94%	95%	91%	92%	95%	98%	92%	96%	94%
Made efforts to make your home more energy efficient	70%	70%	71%	67%	70%	73%	74%	68%	70%
Observed a code violation or other hazard in Palo Alto	35%	42%	36%	41%	44%	40%	42%	33%	38%
Household member was a victim of a crime in Palo Alto	11%	9%	7%	8%	10%	7%	17%	13%	10%
Reported a crime to the police in Palo Alto	14%	17%	12%	18%	17%	14%	21%	14%	15%
Stocked supplies in preparation for an emergency	48%	48%	60%	50%	50%	43%	58%	40%	48%
Campaigned or advocated for an issue, cause or candidate	30%	31%	31%	31%	36%	29%	30%	28%	31%
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	53%	47%	65%	49%	59%	39%	46%	47%	50%
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	22%	19%	23%	23%	18%	16%	29%	19%	20%

Table 37: Question 7 - Benchmark Comparisons

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Made efforts to conserve water	94	15	201	Higher
Made efforts to make your home more energy efficient	70	181	201	Similar
Did NOT observe a code violation or other hazard in Palo Alto	62	59	207	Similar
Household member was NOT a victim of a crime	90	113	263	Similar
Did NOT report a crime to the police	85	56	217	Similar
Stocked supplies in preparation for an emergency	48	38	195	Higher
Campaigned or advocated for an issue, cause or candidate	31	29	194	Similar
Contacted Palo Alto (in-person, phone, email or web) for help or information	50	97	307	Similar
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	20	57	210	Similar

Question 8

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

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Palo Alto?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Used Palo Alto recreation centers or their services	12%	N=73	17%	N=100	33%	N=194	37%	N=217	100%	N=584
Visited a neighborhood park or City park	29%	N=172	32%	N=185	30%	N=178	9%	N=50	100%	N=585
Used Palo Alto public libraries or their services	12%	N=72	32%	N=189	30%	N=177	25%	N=147	100%	N=585
Participated in religious or spiritual activities in Palo Alto	4%	N=24	10%	N=57	16%	N=94	70%	N=413	100%	N=588
Attended a City-sponsored event	2%	N=9	4%	N=24	49%	N=288	45%	N=261	100%	N=582
Used bus, rail or other public transportation instead of driving	10%	N=60	9%	N=54	31%	N=180	49%	N=289	100%	N=583
Carpooled with other adults or children instead of driving alone	15%	N=90	19%	N=115	23%	N=137	42%	N=247	100%	N=588
Walked or biked instead of driving	50%	N=295	20%	N=116	14%	N=84	16%	N=92	100%	N=588
Volunteered your time to some group/activity in Palo Alto	10%	N=59	14%	N=84	23%	N=134	53%	N=306	100%	N=583
Participated in a club	9%	N=51	9%	N=50	12%	N=70	71%	N=413	100%	N=584
Talked to or visited with your immediate neighbors	33%	N=192	32%	N=187	27%	N=159	8%	N=47	100%	N=585
Done a favor for a neighbor	16%	N=93	20%	N=115	42%	N=243	23%	N=131	100%	N=581
Used the City's website to conduct business or pay bills	4%	N=23	8%	N=47	42%	N=244	46%	N=272	100%	N=586

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Table 39: Question 8 - Historical Results

	Percent rating positively (e.g., at least once in the last 12 months)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Used Palo Alto recreation centers or their services	NA	63%	67%	68%	63%	60%	60%	65%	58%	63%	65%	63%	63%	Similar
Visited a neighborhood park or City park	NA	93%	92%	93%	94%	94%	91%	95%	94%	91%	94%	93%	91%	Similar
Used Palo Alto public libraries or their services	NA	76%	79%	74%	82%	76%	74%	77%	77%	68%	76%	73%	75%	Similar
Participated in religious or spiritual activities in Palo Alto	NA	NA	NA	40%	NA	NA	NA	40%	NA	30%	30%	31%	30%	Similar
Attended a City-sponsored event	NA	NA	NA	NA	NA	NA	NA	NA	NA	50%	57%	51%	55%	Similar
Used bus, rail or other public transportation instead of driving	NA	NA	NA	NA	NA	NA	NA	NA	NA	50%	53%	53%	51%	Similar
Carpooled with other adults or children instead of driving alone	NA	NA	NA	NA	NA	NA	NA	NA	NA	53%	58%	56%	58%	Similar
Walked or biked instead of driving	NA	NA	NA	NA	NA	NA	NA	NA	NA	85%	87%	87%	84%	Similar
Volunteered your time to some group/activity in Palo Alto	NA	53%	52%	51%	56%	51%	45%	54%	50%	40%	46%	45%	47%	Similar
Participated in a club	NA	NA	NA	34%	33%	31%	31%	38%	29%	27%	34%	30%	29%	Similar
Talked to or visited with your immediate neighbors	NA	NA	NA	NA	NA	NA	NA	NA	NA	91%	89%	88%	92%	Similar
Done a favor for a neighbor	NA	NA	NA	NA	NA	NA	NA	NA	NA	81%	76%	77%	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%	54%	Similar

Table 40: Question 8 - Geographic Subgroup Results

	North/South		Area						Overall
Percent who had done the activity at least once	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Overall
Used Palo Alto recreation centers or their services	60%	65%	73%	65%	62%	69%	68%	51%	63%
Visited a neighborhood park or City park	89%	94%	93%	97%	89%	95%	93%	85%	91%
Used Palo Alto public libraries or their services	73%	77%	82%	76%	84%	74%	76%	66%	75%
Participated in religious or spiritual activities in Palo Alto	31%	28%	30%	27%	25%	30%	52%	28%	30%
Attended a City-sponsored event	55%	55%	56%	58%	51%	54%	65%	53%	55%
Used bus, rail or other public transportation instead of driving	57%	44%	40%	47%	41%	43%	64%	64%	51%
Carpooled with other adults or children instead of driving alone	57%	59%	58%	64%	61%	53%	49%	59%	58%
Walked or biked instead of driving	88%	80%	85%	85%	74%	81%	88%	90%	84%
Volunteered your time to some group/activity in Palo Alto	47%	48%	55%	55%	36%	49%	57%	40%	47%
Participated in a club	29%	30%	32%	31%	25%	33%	35%	25%	29%
Talked to or visited with your immediate neighbors	93%	91%	99%	88%	93%	92%	96%	89%	92%
Done a favor for a neighbor	79%	76%	90%	72%	78%	76%	87%	72%	77%
Used the City's website to conduct business or pay bills	55%	52%	64%	57%	42%	53%	59%	50%	54%

Table 41: Question 8 - Benchmark Comparisons*

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Used Palo Alto recreation centers or their services	63	57	225	Similar
Visited a neighborhood park or City park	91	39	258	Similar
Used Palo Alto public libraries or their services	75	29	233	Higher
Participated in religious or spiritual activities in Palo Alto	30	172	190	Lower
Attended City-sponsored event	55	106	213	Similar
Used bus, rail or other public transportation instead of driving	51	32	176	Much higher
Carpooled with other adults or children instead of driving alone	58	11	205	Higher
Walked or biked instead of driving	84	13	213	Much higher
Volunteered your time to some group/activity in Palo Alto	47	71	253	Similar
Participated in a club	29	83	227	Similar
Talked to or visited with your immediate neighbors	92	89	208	Similar
Done a favor for a neighbor	77	160	203	Similar

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

Question 9

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

Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Attended a local public meeting	0%	N=2	3%	N=14	21%	N=119	76%	N=439	100%	N=574
Watched (online or on television) a local public meeting	1%	N=3	3%	N=15	13%	N=76	84%	N=487	100%	N=580

Table 43: Question 9 - Historical Results

	Percent rating positively (e.g., at least once in the last 12 months)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Attended a local public meeting	NA	27%	26%	26%	28%	27%	27%	25%	28%	22%	22%	21%	24%	Similar
Watched (online or on television) a local public meeting	NA	31%	26%	26%	28%	28%	27%	21%	24%	16%	18%	14%	16%	Similar

Table 44: Question 9 - Geographic Subgroup Results

	North/South		Area							Overall
Percent who had done the activity at least once	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Attended a local public meeting	23%	24%	21%	25%	25%	23%	35%	20%	24%
Watched (online or on television) a local public meeting	16%	16%	17%	13%	14%	19%	31%	13%	16%

Table 45: Question 9 - Benchmark Comparisons

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Attended a local public meeting	24	82	252	Similar
Watched (online or on television) a local public meeting	16	176	217	Similar

Question 10

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

Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	35%	N=201	36%	N=209	5%	N=28	1%	N=5	24%	N=137	100%	N=580
Fire services	37%	N=214	25%	N=144	2%	N=11	0%	N=2	37%	N=214	100%	N=585
Ambulance or emergency medical services	33%	N=192	23%	N=135	2%	N=12	0%	N=0	42%	N=247	100%	N=586
Crime prevention	23%	N=132	30%	N=174	10%	N=60	2%	N=14	34%	N=200	100%	N=580
Fire prevention and education	20%	N=117	26%	N=152	6%	N=37	1%	N=3	46%	N=267	100%	N=577
Traffic enforcement	14%	N=79	32%	N=186	21%	N=122	10%	N=56	23%	N=134	100%	N=578
Street repair	13%	N=76	37%	N=219	28%	N=163	14%	N=82	8%	N=45	100%	N=584
Street cleaning	27%	N=157	47%	N=274	17%	N=99	4%	N=21	6%	N=34	100%	N=586
Street lighting	24%	N=139	46%	N=269	20%	N=119	8%	N=44	2%	N=12	100%	N=584
Sidewalk maintenance	19%	N=108	43%	N=252	26%	N=149	8%	N=48	4%	N=24	100%	N=582
Traffic signal timing	13%	N=74	34%	N=201	32%	N=185	18%	N=103	4%	N=21	100%	N=585
Bus or transit services	9%	N=50	21%	N=122	14%	N=81	14%	N=79	43%	N=250	100%	N=582
Garbage collection	44%	N=255	41%	N=242	7%	N=43	2%	N=12	6%	N=34	100%	N=586
Yard waste pick-up	37%	N=217	34%	N=201	8%	N=44	1%	N=5	20%	N=116	100%	N=582
Storm drainage	21%	N=123	43%	N=251	14%	N=80	2%	N=10	20%	N=116	100%	N=581
Drinking water	46%	N=270	38%	N=225	8%	N=50	3%	N=15	4%	N=25	100%	N=585
Sewer services	32%	N=187	38%	N=224	9%	N=52	1%	N=5	20%	N=115	100%	N=583
Utility billing	31%	N=179	43%	N=250	14%	N=80	4%	N=23	8%	N=45	100%	N=577
City parks	47%	N=273	42%	N=246	5%	N=28	0%	N=2	5%	N=32	100%	N=581
Recreation programs or classes	19%	N=112	36%	N=208	7%	N=43	1%	N=6	36%	N=212	100%	N=582
Recreation centers or facilities	22%	N=129	37%	N=211	8%	N=46	1%	N=8	32%	N=183	100%	N=577
Land use, planning and zoning	8%	N=46	19%	N=113	24%	N=138	18%	N=105	31%	N=180	100%	N=582
Code enforcement (weeds, abandoned buildings, etc.)	10%	N=57	22%	N=130	15%	N=89	10%	N=60	42%	N=245	100%	N=581
Animal control	16%	N=94	27%	N=154	9%	N=51	2%	N=11	46%	N=269	100%	N=579
Economic development	14%	N=80	29%	N=169	14%	N=82	8%	N=49	34%	N=197	100%	N=577
Public library services	47%	N=271	31%	N=182	6%	N=33	1%	N=5	15%	N=88	100%	N=580
Public information services	19%	N=112	34%	N=196	10%	N=57	2%	N=10	35%	N=201	100%	N=577
Cable television	8%	N=47	22%	N=125	13%	N=76	8%	N=45	49%	N=284	100%	N=578
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	12%	N=69	27%	N=157	14%	N=82	3%	N=18	44%	N=253	100%	N=578
Preservation of natural areas such as open space, farmlands and greenbelts	33%	N=189	36%	N=209	12%	N=70	3%	N=17	16%	N=93	100%	N=577
Palo Alto open space	37%	N=214	38%	N=219	10%	N=58	2%	N=14	12%	N=72	100%	N=577
City-sponsored special events	14%	N=80	33%	N=187	13%	N=72	3%	N=16	38%	N=218	100%	N=573
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	26%	N=151	40%	N=234	11%	N=64	2%	N=12	21%	N=120	100%	N=581
Neighborhood branch libraries	42%	N=245	31%	N=181	5%	N=27	1%	N=6	21%	N=122	100%	N=581
Your neighborhood park	44%	N=253	42%	N=241	6%	N=34	1%	N=4	8%	N=45	100%	N=577
Variety of library materials	35%	N=199	31%	N=180	9%	N=49	2%	N=12	23%	N=135	100%	N=575
Street tree maintenance	29%	N=169	39%	N=228	17%	N=96	6%	N=33	9%	N=55	100%	N=580
Electric utility	35%	N=201	43%	N=246	11%	N=61	2%	N=9	10%	N=60	100%	N=576

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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	
Gas utility	32%	N=184	41%	N=236	8%	N=46	2%	N=9	17%	N=100	100%	N=574
Recycling collection	45%	N=261	40%	N=229	8%	N=45	1%	N=7	7%	N=38	100%	N=579
City's website	13%	N=76	39%	N=223	16%	N=92	4%	N=23	28%	N=163	100%	N=577
Art programs and theatre	21%	N=124	31%	N=176	10%	N=56	2%	N=10	37%	N=211	100%	N=577
City-run animal shelter	11%	N=65	15%	N=85	4%	N=26	1%	N=7	69%	N=396	100%	N=578

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

Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Total	
Police services	45%	N=201	47%	N=209	6%	N=28	1%	N=5	100%	N=443
Fire services	58%	N=214	39%	N=144	3%	N=11	1%	N=2	100%	N=371
Ambulance or emergency medical services	57%	N=192	40%	N=135	4%	N=12	0%	N=0	100%	N=339
Crime prevention	35%	N=132	46%	N=174	16%	N=60	4%	N=14	100%	N=380
Fire prevention and education	38%	N=117	49%	N=152	12%	N=37	1%	N=3	100%	N=310
Traffic enforcement	18%	N=79	42%	N=186	27%	N=122	13%	N=56	100%	N=444
Street repair	14%	N=76	41%	N=219	30%	N=163	15%	N=82	100%	N=540
Street cleaning	28%	N=157	50%	N=274	18%	N=99	4%	N=21	100%	N=552
Street lighting	24%	N=139	47%	N=269	21%	N=119	8%	N=44	100%	N=572
Sidewalk maintenance	19%	N=108	45%	N=252	27%	N=149	9%	N=48	100%	N=557
Traffic signal timing	13%	N=74	36%	N=201	33%	N=185	18%	N=103	100%	N=564
Bus or transit services	15%	N=50	37%	N=122	24%	N=81	24%	N=79	100%	N=332
Garbage collection	46%	N=255	44%	N=242	8%	N=43	2%	N=12	100%	N=552
Yard waste pick-up	47%	N=217	43%	N=201	9%	N=44	1%	N=5	100%	N=467
Storm drainage	26%	N=123	54%	N=251	17%	N=80	2%	N=10	100%	N=464
Drinking water	48%	N=270	40%	N=225	9%	N=50	3%	N=15	100%	N=560
Sewer services	40%	N=187	48%	N=224	11%	N=52	1%	N=5	100%	N=468
Utility billing	34%	N=179	47%	N=250	15%	N=80	4%	N=23	100%	N=532
City parks	50%	N=273	45%	N=246	5%	N=28	0%	N=2	100%	N=549
Recreation programs or classes	30%	N=112	56%	N=208	12%	N=43	2%	N=6	100%	N=370
Recreation centers or facilities	33%	N=129	53%	N=211	12%	N=46	2%	N=8	100%	N=394
Land use, planning and zoning	12%	N=46	28%	N=113	34%	N=138	26%	N=105	100%	N=402
Code enforcement (weeds, abandoned buildings, etc.)	17%	N=57	39%	N=130	26%	N=89	18%	N=60	100%	N=336
Animal control	30%	N=94	50%	N=154	17%	N=51	4%	N=11	100%	N=310
Economic development	21%	N=80	44%	N=169	22%	N=82	13%	N=49	100%	N=381
Public library services	55%	N=271	37%	N=182	7%	N=33	1%	N=5	100%	N=492
Public information services	30%	N=112	52%	N=196	15%	N=57	3%	N=10	100%	N=375
Cable television	16%	N=47	43%	N=125	26%	N=76	15%	N=45	100%	N=294
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	21%	N=69	48%	N=157	25%	N=82	5%	N=18	100%	N=325
Preservation of natural areas such as open space, farmlands and greenbelts	39%	N=189	43%	N=209	14%	N=70	3%	N=17	100%	N=484
Palo Alto open space	42%	N=214	43%	N=219	12%	N=58	3%	N=14	100%	N=505
City-sponsored special events	23%	N=80	53%	N=187	20%	N=72	4%	N=16	100%	N=355
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	33%	N=151	51%	N=234	14%	N=64	3%	N=12	100%	N=460

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Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Total	
Neighborhood branch libraries	53%	N=245	39%	N=181	6%	N=27	1%	N=6	100%	N=459
Your neighborhood park	48%	N=253	45%	N=241	6%	N=34	1%	N=4	100%	N=532
Variety of library materials	45%	N=199	41%	N=180	11%	N=49	3%	N=12	100%	N=441
Street tree maintenance	32%	N=169	43%	N=228	18%	N=96	6%	N=33	100%	N=526
Electric utility	39%	N=201	48%	N=246	12%	N=61	2%	N=9	100%	N=517
Gas utility	39%	N=184	50%	N=236	10%	N=46	2%	N=9	100%	N=474
Recycling collection	48%	N=261	42%	N=229	8%	N=45	1%	N=7	100%	N=541
City's website	18%	N=76	54%	N=223	22%	N=92	6%	N=23	100%	N=414
Art programs and theatre	34%	N=124	48%	N=176	15%	N=56	3%	N=10	100%	N=366
City-run animal shelter	36%	N=65	47%	N=85	14%	N=26	4%	N=7	100%	N=182

Table 48: Question 10 - Historical Results

	Percent rating positively (e.g., excellent/good)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Police services	89%	87%	91%	84%	84%	87%	88%	86%	86%	87%	88%	88%	93%	Similar
Fire services	96%	95%	98%	96%	95%	93%	92%	96%	93%	95%	97%	97%	97%	Similar
Ambulance or emergency medical services	95%	94%	94%	95%	91%	94%	93%	96%	93%	97%	95%	96%	96%	Similar
Crime prevention	NA	77%	83%	74%	73%	79%	81%	74%	75%	80%	79%	80%	81%	Similar
Fire prevention and education	NA	84%	86%	87%	80%	79%	76%	80%	82%	85%	85%	85%	87%	Similar
Traffic enforcement	64%	63%	72%	64%	61%	64%	61%	66%	64%	62%	60%	60%	60%	Similar
Street repair	50%	47%	47%	47%	42%	43%	40%	42%	47%	55%	51%	57%	55%	Similar
Street cleaning	75%	77%	77%	75%	73%	76%	79%	80%	76%	80%	75%	77%	78%	Similar
Street lighting	67%	66%	61%	64%	64%	68%	65%	68%	66%	74%	71%	71%	71%	Similar
Sidewalk maintenance	50%	53%	57%	53%	53%	51%	51%	53%	56%	62%	62%	61%	65%	Similar
Traffic signal timing	NA	55%	60%	56%	56%	56%	52%	47%	53%	53%	47%	50%	49%	Similar
Bus or transit services	89%	58%	57%	49%	50%	45%	46%	58%	49%	57%	49%	42%	52%	Higher
Garbage collection	94%	92%	91%	92%	89%	88%	89%	89%	85%	91%	87%	87%	90%	Similar
Yard waste pick-up	88%	90%	93%	89%	NA	NA	NA	NA	NA	90%	86%	90%	89%	Similar
Storm drainage	65%	61%	59%	70%	73%	74%	74%	75%	69%	80%	71%	75%	81%	Higher
Drinking water	82%	80%	79%	87%	81%	84%	86%	83%	88%	89%	88%	87%	88%	Similar
Sewer services	84%	83%	83%	81%	81%	82%	84%	82%	84%	89%	88%	88%	88%	Similar
Utility billing	NA	NA	NA	NA	NA	NA	NA	NA	NA	84%	82%	82%	81%	Similar
City parks	90%	87%	91%	89%	92%	90%	94%	91%	93%	92%	93%	91%	94%	Similar
Recreation programs or classes	83%	85%	90%	87%	85%	82%	81%	87%	87%	87%	84%	84%	87%	Similar
Recreation centers or facilities	77%	81%	82%	77%	80%	81%	75%	85%	80%	84%	86%	81%	86%	Higher
Land use, planning and zoning	41%	50%	49%	47%	47%	49%	45%	51%	36%	43%	40%	37%	40%	Similar
Code enforcement (weeds, abandoned buildings, etc.)	55%	61%	59%	59%	50%	53%	56%	61%	57%	62%	59%	52%	56%	Similar
Animal control	79%	78%	79%	78%	78%	76%	72%	78%	76%	80%	80%	77%	80%	Similar
Economic development	48%	61%	62%	63%	54%	49%	52%	67%	61%	73%	69%	61%	66%	Similar
Public library services	81%	78%	81%	75%	78%	82%	83%	88%	85%	81%	91%	91%	92%	Similar
Public information services	72%	72%	73%	76%	68%	67%	67%	74%	73%	79%	82%	78%	82%	Similar
Cable television	NA	NA	NA	NA	NA	NA	NA	NA	NA	60%	55%	52%	59%	Higher

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	Percent rating positively (e.g., excellent/good)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
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%	70%	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	NA	NA	NA	78%	82%	78%	76%	81%	79%	80%	77%	78%	82%	Similar
Palo Alto open space	NA	NA	NA	NA	NA	NA	NA	NA	NA	82%	84%	81%	86%	Similar
City-sponsored special events	NA	NA	NA	NA	NA	NA	NA	NA	NA	75%	75%	73%	75%	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	78%	79%	79%	73%	79%	77%	76%	81%	79%	81%	74%	77%	84%	Higher
Neighborhood branch libraries	58%	73%	62%	71%	75%	75%	81%	85%	80%	78%	90%	89%	93%	Similar
Your neighborhood park	78%	87%	82%	86%	87%	88%	89%	92%	87%	83%	91%	89%	93%	Similar
Variety of library materials	60%	59%	63%	67%	73%	75%	72%	88%	81%	88%	83%	82%	86%	Similar
Street tree maintenance	62%	66%	60%	68%	72%	69%	70%	71%	66%	80%	73%	71%	75%	Similar
Electric utility	NA	84%	78%	85%	83%	79%	85%	84%	80%	72%	87%	86%	87%	Similar
Gas utility	NA	82%	74%	84%	81%	80%	82%	86%	81%	88%	88%	87%	89%	Similar
Recycling collection	87%	88%	91%	90%	89%	90%	91%	86%	86%	88%	91%	87%	91%	Similar
City's website	NA	NA	NA	NA	55%	73%	67%	70%	69%	88%	69%	66%	72%	Higher
Art programs and theatre	NA	NA	NA	NA	79%	78%	81%	82%	82%	69%	80%	78%	82%	Similar
City-run animal shelter	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	82%	NA

* City-run animal shelter was asked for the first time in 2017.

Table 49: Question 10 - Geographic Subgroup Results

	North/South		Area						
Percent rating "excellent" or "good"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Overall
Police services	93%	92%	87%	92%	94%	91%	97%	95%	93%
Fire services	97%	96%	97%	96%	98%	95%	100%	97%	97%
Ambulance or emergency medical services	98%	95%	98%	92%	98%	96%	100%	98%	96%
Crime prevention	84%	78%	83%	85%	79%	73%	72%	85%	81%
Fire prevention and education	88%	86%	84%	88%	81%	87%	92%	89%	87%
Traffic enforcement	62%	58%	46%	62%	49%	61%	78%	68%	60%
Street repair	56%	53%	53%	53%	58%	51%	52%	58%	55%
Street cleaning	80%	76%	79%	75%	77%	77%	75%	82%	78%
Street lighting	75%	68%	78%	69%	67%	69%	70%	74%	71%
Sidewalk maintenance	66%	64%	56%	66%	63%	64%	60%	72%	65%
Traffic signal timing	50%	47%	42%	52%	48%	44%	48%	55%	49%
Bus or transit services	55%	49%	43%	52%	49%	49%	43%	63%	52%
Garbage collection	91%	89%	91%	88%	87%	93%	82%	93%	90%
Yard waste pick-up	89%	90%	87%	91%	87%	91%	79%	93%	89%
Storm drainage	82%	79%	85%	77%	79%	81%	83%	80%	81%
Drinking water	88%	89%	86%	91%	89%	87%	90%	88%	88%
Sewer services	87%	88%	90%	86%	87%	91%	88%	85%	88%
Utility billing	84%	77%	80%	70%	85%	80%	82%	87%	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 parks	94%	95%	92%	94%	96%	95%	91%	95%	94%
Recreation programs or classes	84%	89%	86%	88%	89%	90%	84%	83%	87%
Recreation centers or facilities	86%	86%	87%	90%	78%	89%	86%	84%	86%
Land use, planning and zoning	40%	39%	34%	36%	40%	41%	47%	42%	40%
Code enforcement (weeds, abandoned buildings, etc.)	59%	53%	48%	55%	51%	52%	64%	62%	56%
Animal control	85%	76%	87%	76%	77%	75%	87%	82%	80%
Economic development	64%	67%	66%	66%	68%	66%	55%	67%	66%
Public library services	91%	94%	91%	94%	92%	94%	90%	91%	92%
Public information services	81%	83%	77%	86%	78%	84%	75%	85%	82%
Cable television	63%	55%	57%	56%	61%	48%	66%	66%	59%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	65%	74%	64%	74%	69%	76%	55%	70%	70%
Preservation of natural areas such as open space, farmlands and greenbelts	82%	82%	81%	85%	79%	81%	75%	85%	82%
Palo Alto open space	86%	86%	82%	85%	90%	83%	83%	89%	86%
City-sponsored special events	76%	74%	70%	82%	78%	64%	85%	78%	75%
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	85%	83%	85%	83%	82%	82%	84%	85%	84%
Neighborhood branch libraries	93%	93%	93%	93%	90%	94%	89%	94%	93%
Your neighborhood park	91%	95%	91%	95%	94%	96%	88%	92%	93%
Variety of library materials	85%	87%	87%	86%	85%	89%	86%	84%	86%
Street tree maintenance	78%	73%	72%	68%	71%	79%	85%	79%	75%
Electric utility	88%	85%	85%	84%	84%	86%	82%	92%	87%
Gas utility	90%	87%	87%	88%	85%	88%	90%	92%	89%
Recycling collection	93%	88%	92%	88%	89%	88%	92%	94%	91%
City's website	72%	72%	71%	71%	70%	75%	70%	73%	72%
Art programs and theatre	83%	81%	82%	81%	79%	83%	89%	81%	82%
City-run animal shelter	83%	81%	90%	84%	84%	77%	87%	76%	82%

Table 50: Question 10 - Benchmark Comparisons*

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Police services	79	54	450	Higher
Fire services	85	59	375	Similar
Ambulance or emergency medical services	84	43	343	Similar
Crime prevention	71	80	349	Higher
Fire prevention and education	74	58	275	Similar
Traffic enforcement	55	226	364	Similar
Street repair	51	145	387	Similar
Street cleaning	68	37	313	Higher
Street lighting	63	52	318	Similar
Sidewalk maintenance	59	76	313	Similar
Traffic signal timing	48	139	252	Similar

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	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Bus or transit services	48	113	217	Similar
Garbage collection	78	45	352	Similar
Yard waste pick-up	78	10	268	Higher
Storm drainage	68	22	344	Higher
Drinking water	78	17	314	Higher
Sewer services	76	12	316	Higher
Utility billing	70	14	194	Similar
City parks	81	28	319	Higher
Recreation programs or classes	72	44	315	Higher
Recreation centers or facilities	72	37	266	Higher
Land use, planning and zoning	42	210	295	Similar
Code enforcement (weeds, abandoned buildings, etc.)	52	149	379	Similar
Animal control	69	17	331	Higher
Economic development	58	65	276	Similar
Public library services	82	42	335	Similar
Public information services	70	23	273	Higher
Cable television	53	67	193	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	62	85	266	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	73	7	246	Higher
Palo Alto open space	75	8	201	Higher
City-sponsored special events	64	75	242	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	71	79	368	Similar

* Benchmarks were not calculated for 10 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, art programs and theatre and City-run animal shelter).

Question 11

Table 51: Question 11 - Response Percentages and Number of Respondents including "Don't Know" Responses

Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
The City of Palo Alto	29%	N=167	52%	N=302	12%	N=71	2%	N=9	5%	N=32	100%	N=580
The Federal Government	4%	N=22	26%	N=150	37%	N=217	15%	N=88	18%	N=103	100%	N=580
State Government	5%	N=29	39%	N=228	30%	N=175	8%	N=44	18%	N=104	100%	N=580

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

Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Total	
The City of Palo Alto	30%	N=167	55%	N=302	13%	N=71	2%	N=9	100%	N=548
The Federal Government	5%	N=22	31%	N=150	45%	N=217	19%	N=88	100%	N=477
State Government	6%	N=29	48%	N=228	37%	N=175	9%	N=44	100%	N=476

Table 53: Question 11 - Historical Results

	Percent rating positively (e.g., excellent/good)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
The City of Palo Alto	87%	87%	86%	85%	80%	80%	83%	88%	84%	83%	85%	81%	86%	Similar
The Federal Government	32%	33%	33%	33%	41%	43%	41%	50%	37%	48%	46%	46%	36%	Lower
State Government	38%	38%	44%	34%	23%	27%	26%	41%	33%	NA	47%	46%	54%	Higher

Table 54: Question 11 - Geographic Subgroup Results

	North/South		Area							Overall
Percent rating "excellent" or "good"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
The City of Palo Alto	86%	85%	95%	86%	92%	80%	77%	84%	86%
The Federal Government	40%	32%	39%	25%	35%	37%	51%	38%	36%
State Government	56%	52%	56%	50%	54%	54%	52%	57%	54%

Table 55: Question 11 - Benchmark Comparisons*

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Services provided by the City of Palo Alto	71	63	424	Similar
Services provided by the Federal Government	41	140	238	Similar

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

Question 12

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

Please rate the following categories of Palo Alto government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Palo Alto	10%	N=58	40%	N=231	24%	N=136	9%	N=52	17%	N=98	100%	N=576
The overall direction that Palo Alto is taking	7%	N=39	32%	N=188	31%	N=177	17%	N=98	13%	N=77	100%	N=578
The job Palo Alto government does at welcoming citizen involvement	11%	N=61	28%	N=161	22%	N=129	8%	N=49	31%	N=179	100%	N=578
Overall confidence in Palo Alto government	9%	N=51	34%	N=195	31%	N=179	13%	N=75	13%	N=76	100%	N=576
Generally acting in the best interest of the community	9%	N=52	35%	N=202	28%	N=161	14%	N=82	14%	N=80	100%	N=577
Being honest	12%	N=70	32%	N=187	20%	N=116	9%	N=50	27%	N=153	100%	N=575
Treating all residents fairly	11%	N=63	32%	N=184	21%	N=120	12%	N=71	24%	N=138	100%	N=577

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

Please rate the following categories of Palo Alto government performance:	Excellent		Good		Fair		Poor		Total	
The value of services for the taxes paid to Palo Alto	12%	N=58	48%	N=231	29%	N=136	11%	N=52	100%	N=478
The overall direction that Palo Alto is taking	8%	N=39	37%	N=188	35%	N=177	20%	N=98	100%	N=501
The job Palo Alto government does at welcoming citizen involvement	15%	N=61	40%	N=161	32%	N=129	12%	N=49	100%	N=399
Overall confidence in Palo Alto government	10%	N=51	39%	N=195	36%	N=179	15%	N=75	100%	N=500
Generally acting in the best interest of the community	10%	N=52	41%	N=202	32%	N=161	17%	N=82	100%	N=497
Being honest	17%	N=70	44%	N=187	27%	N=116	12%	N=50	100%	N=422
Treating all residents fairly	14%	N=63	42%	N=184	27%	N=120	16%	N=71	100%	N=439

Table 58: Question 12 - Historical Results

	Percent rating positively (e.g., excellent/good)													2017 rating compared to 2016
	2003	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
The value of services for the taxes paid to Palo Alto	NA	74%	67%	64%	58%	62%	66%	67%	66%	66%	65%	58%	61%	Similar
The overall direction that Palo Alto is taking	54%	62%	57%	63%	53%	57%	55%	59%	54%	50%	48%	40%	45%	Higher
The job Palo Alto government does at welcoming citizen involvement	65%	73%	68%	57%	56%	57%	57%	58%	55%	54%	61%	50%	56%	Higher
Overall confidence in Palo Alto government	NA	NA	NA	NA	NA	NA	NA	NA	NA	52%	53%	44%	49%	Higher
Generally acting in the best interest of the community	NA	NA	NA	NA	NA	NA	NA	NA	NA	54%	53%	44%	51%	Higher
Being honest	NA	NA	NA	NA	NA	NA	NA	NA	NA	58%	62%	55%	61%	Higher
Treating all residents fairly	NA	NA	NA	NA	NA	NA	NA	NA	NA	57%	53%	47%	56%	Higher

Table 59: Question 12 - Geographic Subgroup Results

	North/South		Area							Overall
Percent rating "excellent" or "good"	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	64%	58%	65%	57%	66%	54%	52%	66%	61%
The overall direction that Palo Alto is taking	44%	46%	44%	47%	53%	41%	41%	45%	45%
The job Palo Alto government does at welcoming citizen involvement	56%	55%	59%	53%	56%	57%	50%	55%	56%
Overall confidence in Palo Alto government	48%	50%	53%	48%	53%	50%	40%	49%	49%
Generally acting in the best interest of the community	48%	54%	51%	55%	54%	51%	37%	50%	51%
Being honest	61%	61%	60%	62%	60%	60%	48%	66%	61%
Treating all residents fairly	56%	57%	61%	63%	61%	48%	36%	58%	56%

Table 60: Question 12 - Benchmark Comparisons

	Average rating	Rank	Number of communities for comparison	Comparison to benchmark
Value of services for the taxes paid to Palo Alto	54	123	392	Similar
Overall direction that Palo Alto is taking	44	240	308	Similar
Job Palo Alto government does at welcoming citizen involvement	53	118	308	Similar
Overall confidence in Palo Alto government	48	140	224	Similar
Generally acting in the best interest of the community	48	148	224	Similar
Being honest	55	99	217	Similar
Treating all residents fairly	51	124	222	Similar

Question 13

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

Please rate how important, if at all, you think it is for the Palo Alto community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
Overall feeling of safety in Palo Alto	48%	N=281	31%	N=181	17%	N=101	3%	N=17	100%	N=580
Overall ease of getting to the places you usually have to visit	37%	N=212	42%	N=241	20%	N=114	2%	N=9	100%	N=577
Quality of overall natural environment in Palo Alto	35%	N=203	43%	N=248	20%	N=115	1%	N=8	100%	N=574
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	38%	N=218	37%	N=213	22%	N=130	3%	N=15	100%	N=576

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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	
Health and wellness opportunities in Palo Alto	23%	N=134	38%	N=218	34%	N=193	5%	N=27	100%	N=572
Overall opportunities for education and enrichment	29%	N=166	38%	N=215	29%	N=163	5%	N=26	100%	N=570
Overall economic health of Palo Alto	35%	N=202	41%	N=235	21%	N=121	3%	N=16	100%	N=574
Sense of community	30%	N=172	40%	N=226	27%	N=155	3%	N=18	100%	N=571
Reducing community greenhouse gas emissions	27%	N=154	31%	N=179	28%	N=163	13%	N=77	100%	N=573
Continuing to supply 100% carbon neutral energy	30%	N=172	30%	N=175	26%	N=151	13%	N=76	100%	N=574
Increasing local solar generation capacity within city boundaries	28%	N=159	29%	N=168	27%	N=151	16%	N=93	100%	N=571
Expanding notification systems (such as online, mobile or email) for billing issues, efficiency tips, outage information)	19%	N=107	29%	N=165	40%	N=223	12%	N=70	100%	N=565

Table 62: Question 13 - Historical Results

	Percent rating positively (e.g., essential/very important)												2017 rating compared to 2016
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Overall feeling of safety in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	84%	82%	80%	80%	Similar
Overall ease of getting to the places you usually have to visit	NA	NA	NA	NA	NA	NA	NA	NA	82%	82%	80%	79%	Similar
Quality of overall natural environment in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	81%	81%	84%	79%	Lower
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	NA	NA	NA	NA	NA	NA	NA	NA	80%	80%	82%	75%	Lower
Health and wellness opportunities in Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	65%	61%	65%	62%	Similar
Overall opportunities for education and enrichment	NA	NA	NA	NA	NA	NA	NA	NA	71%	67%	70%	67%	Similar
Overall economic health of Palo Alto	NA	NA	NA	NA	NA	NA	NA	NA	80%	78%	82%	76%	Lower
Sense of community	NA	NA	NA	NA	NA	NA	NA	NA	72%	71%	73%	70%	Similar
Reducing community greenhouse gas emissions	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	58%	NA
Continuing to supply 100% carbon neutral energy	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	60%	NA
Increasing local solar generation capacity within city boundaries	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	57%	NA
Expanding notification systems (such as online, mobile or email) for billing issues, efficiency tips, outage information)	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	48%	NA

Table 63: Question 13 - Geographic Subgroup Results

Percent rating "essential" or "very important"	North/South		Area							Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6		
Overall feeling of safety in Palo Alto	77%	82%	84%	84%	88%	75%	79%	73%		80%
Overall ease of getting to the places you usually have to visit	79%	79%	84%	75%	83%	78%	75%	77%		79%
Quality of overall natural environment in Palo Alto	78%	79%	83%	75%	88%	77%	74%	77%		79%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	76%	74%	85%	66%	72%	81%	78%	72%		75%
Health and wellness opportunities in Palo Alto	61%	62%	69%	56%	72%	61%	58%	57%		62%
Overall opportunities for education and enrichment	64%	70%	76%	69%	74%	69%	56%	59%		67%
Overall economic health of Palo Alto	75%	77%	78%	78%	73%	80%	79%	72%		76%
Sense of community	69%	70%	72%	67%	72%	70%	72%	68%		70%
Reducing community greenhouse gas emissions	59%	57%	61%	53%	59%	58%	53%	61%		58%

Percent rating "essential" or "very important"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Continuing to supply 100% carbon neutral energy	65%	56%	71%	58%	54%	56%	64%	62%	60%
Increasing local solar generation capacity within city boundaries	63%	51%	70%	54%	52%	49%	59%	61%	57%
Expanding notification systems (such as online, mobile or email) for billing issues, efficiency tips, outage information)	53%	43%	57%	41%	49%	42%	45%	53%	48%

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

Questions 14 through 25 are custom questions, therefore benchmarks were not calculated. Geographic subgroup results are included for questions 14 through 17.

Question 14

Table 64: Question 14 - Response Percentages and Number of Respondents including "Don't Know" Responses

Please rate the following as they relate to Palo Alto Utilities' services:	Excellent		Good		Fair		Poor		Don't know		Total	
Reliability of utility services	58%	N=335	34%	N=198	4%	N=22	0%	N=3	4%	N=21	100%	N=578
Affordability of utility services	20%	N=114	39%	N=226	25%	N=146	8%	N=46	7%	N=41	100%	N=574
Value received from the City owning and operating its own municipal utility services	33%	N=187	33%	N=187	12%	N=69	4%	N=22	18%	N=103	100%	N=567
Utilities Customer Service	29%	N=165	33%	N=191	8%	N=45	2%	N=14	27%	N=155	100%	N=571
Utilities' concern for the environment	30%	N=168	35%	N=197	8%	N=45	1%	N=8	26%	N=151	100%	N=569
Providing opportunities for energy and water efficiency at home or business	25%	N=144	39%	N=225	11%	N=64	2%	N=14	22%	N=123	100%	N=570
Working hard to keep utilities prices competitive	17%	N=97	27%	N=151	15%	N=86	10%	N=59	31%	N=173	100%	N=568
Value of all the services Palo Alto Utilities provides for the price you pay	20%	N=116	38%	N=218	19%	N=109	8%	N=48	14%	N=80	100%	N=571
Ease of obtaining information or performing a transaction through the City's website	15%	N=87	29%	N=162	18%	N=101	5%	N=31	33%	N=184	100%	N=565
Palo Alto Utilities' communications	20%	N=114	40%	N=229	16%	N=91	3%	N=16	21%	N=119	100%	N=569

Table 65: Question 14 - Response Percentages and Number of Respondents without "Don't Know" Responses

Please rate the following as they relate to Palo Alto Utilities' services:	Excellent		Good		Fair		Poor		Total	
Reliability of utility services	60%	N=335	35%	N=198	4%	N=22	1%	N=3	100%	N=558
Affordability of utility services	21%	N=114	43%	N=226	27%	N=146	9%	N=46	100%	N=533
Value received from the City owning and operating its own municipal utility services	40%	N=187	40%	N=187	15%	N=69	5%	N=22	100%	N=464
Utilities Customer Service	40%	N=165	46%	N=191	11%	N=45	3%	N=14	100%	N=416
Utilities' concern for the environment	40%	N=168	47%	N=197	11%	N=45	2%	N=8	100%	N=418
Providing opportunities for energy and water efficiency at home or business	32%	N=144	50%	N=225	14%	N=64	3%	N=14	100%	N=447
Working hard to keep utilities prices competitive	25%	N=97	38%	N=151	22%	N=86	15%	N=59	100%	N=394
Value of all the services Palo Alto Utilities provides for the price you pay	24%	N=116	44%	N=218	22%	N=109	10%	N=48	100%	N=491
Ease of obtaining information or performing a transaction through the City's website	23%	N=87	42%	N=162	27%	N=101	8%	N=31	100%	N=381
Palo Alto Utilities' communications	25%	N=114	51%	N=229	20%	N=91	4%	N=16	100%	N=450

Table 66: Question 14 - 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		
Reliability of utility services	97%	95%	96%	94%	93%	96%	98%	97%		96%
Affordability of utility services	71%	58%	67%	58%	58%	59%	66%	73%		64%
Value received from the City owning and operating its own municipal utility services	84%	78%	85%	79%	80%	76%	74%	85%		80%

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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	
Utilities Customer Service	89%	83%	87%	80%	86%	84%	79%	94%	86%
Utilities' concern for the environment	89%	85%	92%	84%	90%	83%	92%	88%	87%
Providing opportunities for energy and water efficiency at home or business	85%	80%	80%	78%	80%	82%	88%	88%	83%
Working hard to keep utilities prices competitive	65%	61%	68%	62%	66%	58%	72%	59%	63%
Value of all the services Palo Alto Utilities provides for the price you pay	72%	64%	64%	64%	73%	61%	78%	73%	68%
Ease of obtaining information or performing a transaction through the City's website	66%	65%	66%	64%	62%	71%	57%	67%	65%
Palo Alto Utilities' communications	77%	76%	77%	72%	76%	79%	65%	80%	76%

Question 15

Table 67: Question 15 - Response Percentages and Number of Respondents including "Don't Know" Responses

Please rate your satisfaction with the following activities provided by Palo Alto Community Services Department:	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Don't know		Total	
Art activities for teens (ages 12-19)	10%	N=57	11%	N=66	2%	N=12	1%	N=7	75%	N=430	100%	N=572
Theatre and other cultural activities for teens (ages 12-19)	12%	N=68	11%	N=65	2%	N=12	1%	N=7	73%	N=421	100%	N=573
City-run sport and fitness activities for teens (ages 12-19)	9%	N=52	11%	N=61	4%	N=22	2%	N=14	74%	N=421	100%	N=571
Art activities for children (ages 2-11)	16%	N=89	14%	N=79	4%	N=21	1%	N=5	66%	N=376	100%	N=570
Theatre and other cultural activities for children (ages 2-11)	17%	N=99	14%	N=80	3%	N=16	1%	N=5	65%	N=373	100%	N=572
City-run sport and fitness activities for teens (ages 2-11)	12%	N=66	15%	N=88	3%	N=16	1%	N=8	69%	N=393	100%	N=571
City-run summer camps for children (ages 2-11)	14%	N=82	13%	N=74	3%	N=16	1%	N=7	69%	N=392	100%	N=571

Table 68: Question 15 - Response Percentages and Number of Respondents without "Don't Know" Responses

Please rate your satisfaction with the following activities provided by Palo Alto Community Services Department:	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Art activities for teens (ages 12-19)	40%	N=57	46%	N=66	9%	N=12	5%	N=7	100%	N=141
Theatre and other cultural activities for teens (ages 12-19)	44%	N=68	43%	N=65	8%	N=12	5%	N=7	100%	N=153
City-run sport and fitness activities for teens (ages 12-19)	35%	N=52	41%	N=61	15%	N=22	9%	N=14	100%	N=150
Art activities for children (ages 2-11)	46%	N=89	41%	N=79	11%	N=21	3%	N=5	100%	N=194
Theatre and other cultural activities for children (ages 2-11)	49%	N=99	40%	N=80	8%	N=16	3%	N=5	100%	N=200
City-run sport and fitness activities for teens (ages 2-11)	37%	N=66	49%	N=88	9%	N=16	4%	N=8	100%	N=178
City-run summer camps for children (ages 2-11)	46%	N=82	41%	N=74	9%	N=16	4%	N=7	100%	N=178

Table 69: Question 15 - Geographic Subgroup Results

Percent rating "very" or "somewhat" satisfied	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Art activities for teens (ages 12-19)	88%	86%	88%	81%	86%	90%	91%	89%	87%
Theatre and other cultural activities for teens (ages 12-19)	87%	87%	87%	84%	84%	93%	89%	88%	87%
City-run sport and fitness activities for teens (ages 12-19)	73%	78%	75%	71%	78%	86%	54%	81%	76%
Art activities for children (ages 2-11)	91%	83%	95%	78%	89%	84%	90%	86%	86%
Theatre and other cultural activities for children (ages 2-11)	94%	86%	97%	83%	93%	86%	90%	91%	90%
City-run sport and fitness activities for teens (ages 2-11)	89%	85%	91%	78%	90%	88%	81%	89%	87%
City-run summer camps for children (ages 2-11)	91%	85%	97%	81%	86%	88%	91%	83%	87%

Question 16

Table 70: Question 16 - Response Percentages and Number of Respondents

Please rate how important you think it is for the Palo Alto community to focus on each of the following as ways to strengthen its sense of community:	Essential		Very important		Somewhat important		Not at all important		Total	
Community and special events	17%	N=94	39%	N=219	39%	N=220	6%	N=35	100%	N=569
Organized programs for neighbors to come together	17%	N=97	33%	N=187	41%	N=234	9%	N=49	100%	N=566
More outreach on volunteer opportunities available in the community	11%	N=59	33%	N=185	46%	N=261	10%	N=59	100%	N=564
Additional organized recreational programming for adults	10%	N=54	25%	N=142	50%	N=284	15%	N=85	100%	N=565

Table 71: Question 16 - 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	
Community and special events	61%	50%	65%	46%	54%	49%	72%	57%	55%
Organized programs for neighbors to come together	53%	48%	60%	42%	49%	51%	58%	48%	50%
More outreach on volunteer opportunities available in the community	44%	42%	50%	45%	40%	42%	43%	42%	43%
Additional organized recreational programming for adults	35%	35%	34%	37%	30%	35%	37%	35%	35%

Question 17

Table 72: Question 17 - Response Percentages and Number of Respondents including "Don't Know" Responses

In a typical week, how likely are you to:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Participate in organized group activities (such as clubs, sports teams volunteer your time, attend church/temple)	27%	N=158	23%	N=136	21%	N=123	25%	N=147	3%	N=16	100%	N=579
Spend quality time with local friends, family, and/or neighbors	53%	N=308	30%	N=173	11%	N=63	4%	N=24	2%	N=11	100%	N=579

Table 73: Question 17 - Response Percentages and Number of Respondents without "Don't Know" Responses

In a typical week, how likely are you to:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
Participate in organized group activities (such as clubs, sports teams volunteer your time, attend church/temple)	28%	N=158	24%	N=136	22%	N=123	26%	N=147	100%	N=563
Spend quality time with local friends, family, and/or neighbors	54%	N=308	30%	N=173	11%	N=63	4%	N=24	100%	N=568

Table 74: Question 17 - Geographic Subgroup Results

Percent rating "very" or "somewhat" likely	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Participate in organized group activities (such as clubs, sports teams volunteer your time, attend church/temple)	52%	52%	55%	50%	50%	55%	65%	48%	52%
Spend quality time with local friends, family, and/or neighbors	86%	83%	85%	84%	78%	84%	90%	87%	85%

Question 18

Table 75: Question 18 - 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	73%	N=429
Walking	13%	N=75
Biking	11%	N=65
Bus	1%	N=4
Train	1%	N=5
Free shuttle	0%	N=1
Taxi	0%	N=1
Uber/Lyft or similar rideshare service	1%	N=4
Carpooling	0%	N=2
Total	100%	N=585

Table 76: Question 18 - Historical Results

	Percent selecting each response	
What mode of transportation do you use most for your typical daily needs for getting around town?	2016	2017
Driving	77%	73%
Walking	13%	13%
Biking	8%	11%
Bus	1%	1%
Train	0%	1%
Free shuttle	0%	0%
Taxi	0%	0%
Uber/Lyft or similar rideshare service	0%	1%
Carpooling	0%	0%
Total	100%	100%

Question 19

Table 77: Question 19 - 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	
Walking	36%	N=208	33%	N=188	17%	N=97	14%	N=81	100%	N=574
Biking	43%	N=240	33%	N=183	11%	N=61	13%	N=74	100%	N=560
Bus	5%	N=29	25%	N=141	37%	N=204	33%	N=183	100%	N=556
Train	12%	N=67	28%	N=154	28%	N=154	32%	N=178	100%	N=553
Free shuttle	12%	N=66	34%	N=186	31%	N=167	23%	N=123	100%	N=542
Taxi	7%	N=40	21%	N=115	31%	N=168	40%	N=214	100%	N=537
Uber/Lyft or similar rideshare service	41%	N=225	34%	N=191	14%	N=75	11%	N=63	100%	N=554
Carpooling	5%	N=29	26%	N=144	34%	N=186	35%	N=189	100%	N=548

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Table 78: Question 19 - 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	2017
Walking	70%	71%	69%
Biking	81%	74%	76%
Bus	39%	31%	30%
Train	46%	43%	40%
Free shuttle	56%	51%	46%
Taxi	39%	37%	28%
Uber/Lyft or similar rideshare service	68%	72%	75%
Carpooling	43%	34%	31%

Question 20

Table 79: Question 20 - 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	
Walking	67%	N=380	25%	N=140	8%	N=43	100%	N=564
Biking	58%	N=321	17%	N=95	25%	N=139	100%	N=555
Bus	15%	N=82	37%	N=203	48%	N=266	100%	N=550
Train	22%	N=123	37%	N=205	40%	N=221	100%	N=548
Free shuttle	32%	N=180	42%	N=236	26%	N=143	100%	N=559
Taxi	3%	N=14	21%	N=116	76%	N=417	100%	N=547
Uber/Lyft or similar rideshare service	27%	N=147	39%	N=216	34%	N=187	100%	N=550
Carpooling	14%	N=77	35%	N=192	51%	N=282	100%	N=550

Table 80: Question 20 – Historical Results

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	2017
Walking	92%	94%	92%
Biking	76%	75%	75%
Bus	53%	50%	52%
Train	68%	66%	60%
Free shuttle	78%	75%	74%
Taxi	26%	27%	24%
Uber/Lyft or similar rideshare service	52%	62%	66%
Carpooling	52%	45%	49%

Question 21

Table 81: Question 21 - 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	76%	N=427
Diesel	2%	N=11
Natural gas	0%	N=1
Hybrid	12%	N=66
Plug-in hybrid	3%	N=15
Electric	5%	N=31
Fuel cell	0%	N=1
Don't know	2%	N=9
Total	100%	N=559

Table 82: Question 21 - 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	78%	N=427
Diesel	2%	N=11
Natural gas	0%	N=1
Hybrid	12%	N=66
Plug-in hybrid	3%	N=15
Electric	6%	N=31
Fuel cell	0%	N=1
Total	100%	N=550

Table 83: Question 21 – Historical Results

If you currently own one or more cars, what type is the one you use as your primary transportation?	Percent selecting each response	
	2016	2017
Gas	77%	78%
Diesel	1%	2%
Natural gas	0%	0%
Hybrid	14%	12%
Plug-in hybrid	1%	3%
Electric	5%	6%
Fuel cell	0%	0%
Total	100%	100%

Question 22

Table 84: Question 22 - Response Percentages and Number of Respondents including "Don't Know" Responses

Question 22 - 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	
Gas	35%	N=172	32%	N=158	12%	N=58	16%	N=79	6%	N=29	100%	N=496
Diesel	1%	N=7	3%	N=13	7%	N=33	78%	N=371	11%	N=54	100%	N=477
Natural gas	1%	N=4	4%	N=17	7%	N=33	74%	N=352	14%	N=67	100%	N=473
Hybrid	26%	N=127	40%	N=197	13%	N=66	14%	N=71	7%	N=35	100%	N=495
Plug-in hybrid	22%	N=104	34%	N=166	13%	N=62	22%	N=104	10%	N=47	100%	N=482
Electric	34%	N=171	31%	N=157	11%	N=56	16%	N=79	7%	N=37	100%	N=499
Fuel cell	2%	N=12	8%	N=38	11%	N=53	52%	N=249	26%	N=126	100%	N=477

Table 85: Question 22 - 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	
Gas	37%	N=172	34%	N=158	12%	N=58	17%	N=79	100%	N=467
Diesel	2%	N=7	3%	N=13	8%	N=33	88%	N=371	100%	N=424
Natural gas	1%	N=4	4%	N=17	8%	N=33	87%	N=352	100%	N=406
Hybrid	28%	N=127	43%	N=197	14%	N=66	15%	N=71	100%	N=460
Plug-in hybrid	24%	N=104	38%	N=166	14%	N=62	24%	N=104	100%	N=435
Electric	37%	N=171	34%	N=157	12%	N=56	17%	N=79	100%	N=463
Fuel cell	3%	N=12	11%	N=38	15%	N=53	71%	N=249	100%	N=352

Table 86: Question 22 – Historical Results

	Percent rating positively (e.g., very/somewhat likely)	
If you plan to purchase a new car within the next two years, what is the likelihood of it being:	2016	2017
Gas	71%	71%
Diesel	10%	5%
Natural gas	4%	5%
Hybrid	70%	71%
Plug-in hybrid	59%	62%
Electric	65%	71%
Fuel cell	10%	14%

Question 23. As a resident of Palo Alto, what one change could the City make that would make you happier?

In question 23, respondents were asked to write in their own words, what one change the City could make that would make them happier. The verbatim responses were categorized by topic area and those topics are reported in Table 87, 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. 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 614 surveys were completed by Palo Alto residents; of these, 483 respondents wrote responses for the open-ended question (522 comments are captured in the below categories as some responses were split to cover multiple topics).

Table 87: Question 23 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Housing (amount, affordability/cost of living)	23%	N=119
Traffic concerns	17%	N=88
Development (other than housing)	10%	N=51
Public transportation	6%	N=31
General government operations	6%	N=29
Parking concerns	4%	N=22
Sense of community/community activities	4%	N=22
Beautification (natural beauty)	3%	N=16
Improvements for walking and biking	3%	N=15
Lower taxes and/or utility costs	3%	N=14
Parks and recreation amenities/services	2%	N=13
Safety	2%	N=13
Schools	2%	N=12
Downtown improvements	2%	N=10
Retail/shopping options	2%	N=10
Reduce noise	2%	N=9
Address homelessness	1%	N=7
Code enforcement	1%	N=4
Other	5%	N=28
Nothing	2%	N=9
Total	100%	N=522

To review the written in responses, please see *The NCS Open-ended Responses - Palo Alto 2017* under separate cover.

Question 24. When thinking about the overall direction that Palo Alto is taking, what one change could the City make to better act in the interest of the community?

In question 24, respondents were asked to consider the overall direction that Palo Alto is taking and write in their own words, what one change the City could make to better act in the interest of the community. The verbatim responses were categorized by topic area and those topics are reported in Table 88, 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. 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 614 surveys were completed by Palo Alto residents; of these, 427 respondents wrote responses for the open-ended question (461 comments are captured in the below categories as some responses that covered multiple topics were split).

Table 88: Question 24 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Housing (amount, affordability/cost of living)	28%	N=130
Development (other than housing)	16%	N=74
General government operations	9%	N=43
Traffic concerns	8%	N=39
Sense of community/community activities	6%	N=29
Public transportation	6%	N=28
Business environment and retail/shopping options	6%	N=26
Parking concerns	3%	N=15
Schools	2%	N=9
Safety	2%	N=8
Beautification (natural beauty)	2%	N=7
Address homelessness	1%	N=3
Other	8%	N=38
Don't know/Nothing	3%	N=12
Total	100%	N=461

To review the written in responses, please see *The NCS Open-ended Responses - Palo Alto 2017* under separate cover.

Question 25. What does "a strong sense of community" look like to you?

In question 25, respondents were asked to write in their own words, what "a strong sense of community" looks like to them. The verbatim responses were categorized by topic area and those topics are reported in Table 89, 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. 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 614 surveys were completed by Palo Alto residents; of these, 393 respondents wrote responses for the open-ended question (407 comments are captured in the below categories as some responses that covered multiple topics were split).

Table 89: Question 25 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Friendly/neighborly, offering helping hands and working together	42%	N=171
Events, activities, volunteer opportunities and public places to bring people together	15%	N=60
Diversity, respect, and equality, regardless of background	12%	N=50
Communicative government that acts in best interest of community and welcomes citizen involvement	9%	N=35
Pride in the community	2%	N=9
Safe community	2%	N=9
Palo Alto in past years	1%	N=5
Other	13%	N=52
Don't know	4%	N=16
Total	100%	N=407

To review the written in responses, please see *The NCS Open-ended Responses - Palo Alto 2017* under separate cover.

Demographic Questions

Table 90: Question D1 - Response Percentages and Number of Respondents

How often, if at all, do you do each of the following, considering all of the times you could?	Never		Rarely		Sometimes		Usually		Always		Total	
Recycle at home	0%	N=2	1%	N=7	3%	N=18	13%	N=75	82%	N=477	100%	N=579
Purchase goods or services from a business located in Palo Alto	1%	N=3	4%	N=23	29%	N=167	46%	N=264	21%	N=121	100%	N=578
Eat at least 5 portions of fruits and vegetables a day	1%	N=7	10%	N=60	22%	N=127	41%	N=233	26%	N=148	100%	N=575
Participate in moderate or vigorous physical activity	1%	N=7	6%	N=37	23%	N=133	36%	N=207	33%	N=192	100%	N=576
Read or watch local news (via television, paper, computer, etc.)	4%	N=23	18%	N=104	20%	N=116	28%	N=162	30%	N=171	100%	N=575
Vote in local elections	9%	N=52	5%	N=29	7%	N=42	18%	N=105	60%	N=348	100%	N=576

Table 91: Question D2 - Response Percentages and Number of Respondents

Would you say that in general your health is:	Percent	Number
Excellent	33%	N=189
Very good	44%	N=254
Good	20%	N=115
Fair	3%	N=18
Poor	0%	N=2
Total	100%	N=578

Table 92: 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	7%	N=42
Somewhat positive	30%	N=175
Neutral	51%	N=297
Somewhat negative	10%	N=58
Very negative	1%	N=5
Total	100%	N=577

Table 93: Question D4 - Response Percentages and Number of Respondents

What is your employment status?	Percent	Number
Working full time for pay	55%	N=318
Working part time for pay	13%	N=75
Unemployed, looking for paid work	4%	N=22
Unemployed, not looking for paid work	4%	N=25
Fully retired	22%	N=126
College student, unemployed	2%	N=12
Total	100%	N=578

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Table 94: Question D5 - Response Percentages and Number of Respondents

Do you work inside the boundaries of Palo Alto?	Percent	Number
Yes, outside the home	34%	N=188
Yes, from home	12%	N=66
No	54%	N=297
Total	100%	N=552

Table 95: Question D6 - Response Percentages and Number of Respondents

How many years have you lived in Palo Alto?	Percent	Number
Less than 2 years	18%	N=102
2 to 5 years	18%	N=106
6 to 10 years	14%	N=84
11 to 20 years	15%	N=88
More than 20 years	35%	N=204
Total	100%	N=584

Table 96: 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=331
Building with two or more homes (duplex, townhome, apartment or condominium)	40%	N=233
Mobile home	0%	N=0
Other	3%	N=20
Total	100%	N=584

Table 97: Question D8 - Response Percentages and Number of Respondents

Is this house, apartment or mobile home...	Percent	Number
Rented	44%	N=251
Owned	56%	N=319
Total	100%	N=570

Table 98: 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	9%	N=51
$1,000 to $1,499 per month	8%	N=44
$1,500 to $1,999 per month	8%	N=47
$2,000 to $2,499 per month	11%	N=62
$2,500 to $2,999 per month	12%	N=66
$3,000 to $3,499 per month	10%	N=54
$3,500 to $3,999 per month	6%	N=32
$4,000 to $4,499 per month	6%	N=31
$4,500 to $4,999 per month	5%	N=26
$5,000 or more per month	26%	N=143
Total	100%	N=556

Table 99: Question D10 - Response Percentages and Number of Respondents

Do any children 17 or under live in your household?	Percent	Number
No	67%	N=384
Yes	33%	N=193
Total	100%	N=577

Table 100: Question D11 - Response Percentages and Number of Respondents

Are you or any other members of your household aged 65 or older?	Percent	Number
No	70%	N=402
Yes	30%	N=175
Total	100%	N=577

Table 101: 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	3%	N=17
$25,000 to $49,999	7%	N=36
$50,000 to $99,999	14%	N=74
$100,000 to $149,999	17%	N=90
$150,000 to $199,999	11%	N=59
$200,000 to $249,999	14%	N=76
$250,000 to $299,999	9%	N=46
$300,000 or more	26%	N=142
Total	100%	N=541

Table 102: Question D13 - Response Percentages and Number of Respondents

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	95%	N=548
Yes, I consider myself to be Spanish, Hispanic or Latino	5%	N=28
Total	100%	N=575

Table 103: Question D14 - Response Percentages and Number of Respondents

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	0%	N=0
Asian, Asian Indian or Pacific Islander	27%	N=157
Black or African American	1%	N=7
White	72%	N=415
Other	3%	N=19

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

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Table 104: Question D15 - Response Percentages and Number of Respondents

In which category is your age?	Percent	Number
18 to 24 years	5%	N=27
25 to 34 years	17%	N=97
35 to 44 years	15%	N=86
45 to 54 years	25%	N=144
55 to 64 years	13%	N=77
65 to 74 years	11%	N=66
75 years or older	14%	N=83
Total	100%	N=580

Table 105: Question D16 - Response Percentages and Number of Respondents

What is your sex?	Percent	Number
Female	52%	N=296
Male	48%	N=279
Total	100%	N=575

Table 106: Question D17 - Response Percentages and Number of Respondents

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	69%	N=399
Land line	16%	N=92
Both	15%	N=87
Total	100%	N=578

Table 107: 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=472
Lesbian	1%	N=6
Gay	1%	N=5
Bisexual	1%	N=5
Transgender	2%	N=8

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

Harriet Richardson
City Auditor

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

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PALO ALTO

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The City of Palo Alto 2017 Citizen Survey

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

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

	Excellent	Good	Fair	Poor	Don't know
Palo Alto as a place to live	1	2	3	4	5
Your neighborhood as a place to live	1	2	3	4	5
Palo Alto as a place to raise children	1	2	3	4	5
Palo Alto as a place to work	1	2	3	4	5
Palo Alto as a place to 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:

	Excellent	Good	Fair	Poor	Don't know
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:

	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know
Recommend living in Palo Alto to someone who asks	1	2	3	4	5
Remain in Palo Alto for the next five years	1	2	3	4	5
Recommend Palo Alto's libraries to friends	1	2	3	4	5

4. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day	1	2	3	4	5	6
In 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:

	Excellent	Good	Fair	Poor	Don't know
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

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

	Excellent	Good	Fair	Poor	Don't know
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.**

	No	Yes
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?**

	2 times a week or more	2-4 times a month	Once a month or less	Not at all
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?**

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

The City of Palo Alto 2017 Citizen Survey

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

	Excellent	Good	Fair	Poor	Don't know
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services	1	2	3	4	5
Garbage collection	1	2	3	4	5
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
City-run animal shelter	1	2	3	4	5

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

	Excellent	Good	Fair	Poor	Don't know
The City of Palo Alto	1	2	3	4	5
The Federal Government	1	2	3	4	5
State Government	1	2	3	4	5

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

	Excellent	Good	Fair	Poor	Don't know
The value of services for the taxes paid to Palo Alto	1	2	3	4	5
The overall direction that Palo Alto is taking	1	2	3	4	5
The job Palo Alto government does at welcoming citizen involvement	1	2	3	4	5
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:

	Essential	Very important	Somewhat important	Not at all important
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
Reducing community greenhouse gas emissions	1	2	3	4
Continuing to supply 100% carbon neutral energy	1	2	3	4
Increasing local solar generation capacity within city boundaries	1	2	3	4
Expanding notification systems (such as online, mobile or email) for billing issues, efficiency tips, outage information)	1	2	3	4

14. Please rate the following as they relate to Palo Alto Utilities' services:

	Excellent	Good	Fair	Poor	Don't know
Reliability of utility services	1	2	3	4	5
Affordability of utility services	1	2	3	4	5
Value received from the City owning and operating its own municipal utility services	1	2	3	4	5
Utilities Customer Service	1	2	3	4	5
Utilities' concern for the environment	1	2	3	4	5
Providing opportunities for energy and water efficiency at home or business	1	2	3	4	5
Working hard to keep utilities prices competitive	1	2	3	4	5
Value of all the services Palo Alto Utilities provides for the price you pay	1	2	3	4	5
Ease of obtaining information or performing a transaction through the City's website	1	2	3	4	5
Palo Alto Utilities' communications	1	2	3	4	5

15. Please rate your satisfaction with the following activities provided by Palo Alto Community Services Department:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
Art activities for teens (ages 12-19)	1	2	3	4	5
Theatre and other cultural activities for teens (ages 12-19)	1	2	3	4	5
City-run sport and fitness activities for teens (ages 12-19)	1	2	3	4	5
Art activities for children (ages 2-11)	1	2	3	4	5
Theatre and other cultural activities for children (ages 2-11)	1	2	3	4	5
City-run sport and fitness activities for teens (ages 2-11)	1	2	3	4	5
City-run summer camps for children (ages 2-11)	1	2	3	4	5

16. Please rate how important you think it is for the Palo Alto community to focus on each of the following as ways to strengthen its sense of community:

	Essential	Very important	Somewhat important	Not at all important
Community and special events	1	2	3	4
Organized programs for neighbors to come together	1	2	3	4
More outreach on volunteer opportunities available in the community	1	2	3	4
Additional organized recreational programming for adults	1	2	3	4

The City of Palo Alto 2017 Citizen Survey

17. In a typical week, how likely are you to:

	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know
Participate in organized group activities (such as clubs, sports teams, volunteer your time, attend church/temple)	1	2	3	4	5
Spend quality time with local friends, family, and/or neighbors	1	2	3	4	5

18. What mode of transportation do you use most for your typical daily needs for getting around town?

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

19. 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
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

20. 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
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

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

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

22. 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
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

23. As a resident of Palo Alto, what one change could the City make that would make you happier?

_____

24. When thinking about the overall direction that Palo Alto is taking, what one change could the City make to better act in the interest of the community?

_____

25. What does "a strong sense of community" look like to you?

_____

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THE **NCS**™
The National Citizen Survey™

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. How often, if at all, do you do each of the following, considering all of the times you could?

	Never	Rarely	Sometimes	Usually	Always
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:
O Excellent   O Very good   O Good   O Fair   O 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:
O Very positive   O Somewhat positive   O Neutral   O Somewhat negative   O Very negative

D4. What is your employment status?
O Working full time for pay
O Working part time for pay
O Unemployed, looking for paid work
O Unemployed, not looking for paid work
O Fully retired
O College student, unemployed

D5. Do you work inside the boundaries of Palo Alto?
O Yes, outside the home
O Yes, from home
O No

D6. How many years have you lived in Palo Alto?
O Less than 2 years   O 11-20 years
O 2-5 years   O More than 20 years
O 6-10 years

D7. Which best describes the building you live in?
O One family house detached from any other houses
O Building with two or more homes (duplex, townhome, apartment or condominium)
O Mobile home
O Other

D8. Is this house, apartment or mobile home...
O Rented
O 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)?
O Less than $1,000 per month   O $3,000 to $3,499 per month
O $1,000 to $1,499 per month   O $3,500 to $3,999 per month
O $1,500 to $1,999 per month   O $4,000 to $4,499 per month
O $2,000 to $2,499 per month   O $4,500 to $4,999 per month
O $2,500 to $2,999 per month   O $5,000 or more per month

D10. Do any children 17 or under live in your household?
O No   O Yes

D11. Are you or any other members of your household aged 65 or older?
O No   O 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.)
O Less than $25,000   O $150,000 to $199,999
O $25,000 to $49,999   O $200,000 to $249,999
O $50,000 to $99,999   O $250,000 to $299,999
O $100,000 to $149,999   O $300,000 or more

Please respond to both questions D13 and D14:

D13. Are you Spanish, Hispanic or Latino?
O No, not Spanish, Hispanic or Latino
O 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.)
O American Indian or Alaskan Native
O Asian, Asian Indian or Pacific Islander
O Black or African American
O White
O Other

D15. In which category is your age?
O 18-24 years   O 55-64 years
O 25-34 years   O 65-74 years
O 35-44 years   O 75 years or older
O 45-54 years

D16. What is your sex?
O Female   O Male

D17. Do you consider a cell phone or land line your primary telephone number?
O Cell   O Land line   O Both

D18. Do you consider yourself to be one or more of the following? (Check all that apply.)
O Heterosexual   O Lesbian   O Gay
O Bisexual   O 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

CITY OF
PALO 250 Hamilton Avenue, 7th Floor
ALTO Palo Alto, CA 94301

Dear City of Palo Alto Resident:

Please help us shape the future of Palo Alto! You have been randomly selected to participate in the 2017 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:**

  http://bit.ly/2vN83c6

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

Thank you for your time and participation!

Sincerely,

Harriet Richardson

Harriet Richardson
City Auditor

This letter was printed on 30% postconsumer recycled paper.

OFFICE OF THE CITY AUDITOR

CITY OF PALO ALTO

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

Dear City of Palo Alto Resident:

Here's a second chance if you haven't already responded to the 2017 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 2017 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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Harriet Richardson

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.

Adams County, CO 441,603	Brentwood city, TN 37,060
Airway Heights city, WA 6,114	Brighton city, CO.. 33,352
Albany city, OR..50,158	Brighton city, MI 7,444
Albemarle County, VA 98,970	Bristol city, TN 26,702
Albert Lea city, MN 18,016	Broken Arrow city, OK 98,850
Alexandria city, VA..139,966	Brookfield city, WI.. 37,920
Algonquin village, IL 30,046	Brookline CDP, MA 58,732
Aliso Viejo city, CA 47,823	Brooklyn Center city, MN 30,104
Altoona city, IA...14,541	Brooklyn city, OH 11,169
American Canyon city, CA 19,454	Broomfield city, CO 55,889
Ames city, IA..58,965	Brownsburg town, IN 21,285
Andover CDP, MA 8,762	Buffalo Grove village, IL 41,496
Ankeny city, IA..45,582	Burien city, WA.. 33,313
Ann Arbor city, MI 113,934	Burleson city, TX.. 36,690
Annapolis city, MD 38,394	Burlingame city, CA 28,806
Apache Junction city, AZ 35,840	Cabarrus County, NC 178,011
Arapahoe County, CO 572,003	Cambridge city, MA 105,162
Arkansas City city, AR 366	Cannon Beach city, OR 1,690
Arlington city, TX..365,438	Cañon City city, CO 16,400
Arvada city, CO 106,433	Canton city, SD 3,057
Asheville city, NC 83,393	Cape Coral city, FL 154,305
Ashland city, OR..20,078	Cape Girardeau city, MO... 37,941
Ashland town, MA..16,593	Carlisle borough, PA 18,682
Ashland town, VA 7,225	Carlsbad city, CA..105,328
Aspen city, CO..6,658	Carroll city, IA.. 10,103
Athens-Clarke County, GA 115,452	Cartersville city, GA 19,731
Auburn city, AL...53,380	Cary town, NC 135,234
Augusta CCD, GA...134,777	Castine town, ME 1,366
Aurora city, CO...325,078	Castle Pines North city, CO 10,360
Austin city, TX 790,390	Castle Rock town, CO.. 48,231
Avon town, CO 6,447	Cedar Hill city, TX 45,028
Avon town, IN 12,446	Cedar Rapids city, IA...126,326
Avondale city, AZ...76,238	Celina city, TX 6,028
Azusa city, CA 46,361	Centennial city, CO...100,377
Bainbridge Island city, WA 23,025	Chandler city, AZ 236,123
Baltimore city, MD 620,961	Chandler city, TX 2,734
Bartonville town, TX 1,469	Chanhassen city, MN 22,952
Battle Creek city, MI 52,347	Chapel Hill town, NC 57,233
Bay City city, MI 34,932	Chardon city, OH 5,148
Bay Village city, OH 15,651	Charles County, MD..146,551
Baytown city, TX 71,802	Charlotte city, NC 731,424
Bedford city, TX..46,979	Charlotte County, FL 159,978
Bedford town, MA..13,320	Charlottesville city, VA.. 43,475
Bellevue city, WA 122,363	Chattanooga city, TN..167,674
Bellingham city, WA 80,885	Chautauqua town, NY 4,464
Benbrook city, TX 21,234	Chesterfield County, VA 316,236
Bend city, OR 76,639	Citrus Heights city, CA 83,301
Bettendorf city, IA 33,217	Clackamas County, OR 375,992
Billings city, MT 104,170	Clarendon Hills village, IL 8,427
Blaine city, MN 57,186	Clayton city, MO.. 15,939
Bloomfield Hills city, MI..3,869	Clearwater city, FL 107,685
Bloomington city, IN 80,405	Cleveland Heights city, OH...................................... 46,121
Bloomington city, MN...82,893	Clinton city, SC 8,490
Blue Springs city, MO...52,575	Clive city, IA 15,447
Boise City city, ID 205,671	Clovis city, CA 95,631
Bonner Springs city, KS...7,314	College Park city, MD 30,413
Boone County, KY..118,811	College Station city, TX... 93,857
Boulder city, CO 97,385	Columbia city, MO... 108,500
Bowling Green city, KY..58,067	Columbia city, SC 129,272
Bozeman city, MT 37,280	Columbia Falls city, MT.. 4,688
Brentwood city, MO 8,055	Commerce City city, CO.. 45,913

Concord city, CA	122,067	Fairview town, TX	7,248
Concord town, MA	17,668	Farmersville city, TX	3,301
Conshohocken borough, PA	7,833	Farmington Hills city, MI	79,740
Coon Rapids city, MN	61,476	Fayetteville city, NC	200,564
Copperas Cove city, TX	32,032	Fernandina Beach city, FL	11,487
Coral Springs city, FL	121,096	Fishers town, IN	76,794
Coronado city, CA	18,912	Flagstaff city, AZ	65,870
Corvallis city, OR	54,462	Flower Mound town, TX	64,669
Cottonwood Heights city, UT	33,433	Forest Grove city, OR	21,083
Creve Coeur city, MO	17,833	Fort Collins city, CO	143,986
Cross Roads town, TX	1,563	Fort Lauderdale city, FL	165,521
Dacono city, CO	4,152	Fort Smith city, AR	86,209
Dade City city, FL	6,437	Franklin city, TN	62,487
Dakota County, MN	398,552	Fremont city, CA	214,089
Dallas city, OR	14,583	Friendswood city, TX	35,805
Dallas city, TX	1,197,816	Fruita city, CO	12,646
Danville city, KY	16,218	Gahanna city, OH	33,248
Dardenne Prairie city, MO	11,494	Gaithersburg city, MD	59,933
Darien city, IL	22,086	Galveston city, TX	47,743
Davenport city, FL	2,888	Gardner city, KS	19,123
Davenport city, IA	99,685	Georgetown city, TX	47,400
Davidson town, NC	10,944	Germantown city, TN	38,844
Dayton city, OH	141,527	Gilbert town, AZ	208,453
Dayton town, WY	757	Gillette city, WY	29,087
Decatur city, GA	19,335	Glen Ellyn village, IL	27,450
Del Mar city, CA	4,161	Glendora city, CA	50,073
DeLand city, FL	27,031	Glenview village, IL	44,692
Delaware city, OH	34,753	Globe city, AZ	7,532
Delray Beach city, FL	60,522	Golden city, CO	18,867
Denison city, TX	22,682	Golden Valley city, MN	20,371
Denton city, TX	113,383	Goodyear city, AZ	65,275
Denver city, CO	600,158	Grafton village, WI	11,459
Derby city, KS	22,158	Grand Blanc city, MI	8,276
Des Moines city, IA	203,433	Grants Pass city, OR	34,533
Des Peres city, MO	8,373	Grass Valley city, CA	12,860
Destin city, FL	12,305	Greeley city, CO	92,889
Dothan city, AL	65,496	Greenville city, NC	84,554
Douglas County, CO	285,465	Greenwich town, CT	61,171
Dover city, NH	29,987	Greenwood Village city, CO	13,925
Dublin city, CA	46,036	Greer city, SC	25,515
Dublin city, OH	41,751	Gunnison County, CO	15,324
Duluth city, MN	86,265	Hailey city, ID	7,960
Durham city, NC	228,330	Haines Borough, AK	2,508
Durham County, NC	267,587	Haltom City city, TX	42,409
Eagan city, MN	64,206	Hamilton city, OH	62,477
Eagle Mountain city, UT	21,415	Hamilton town, MA	7,764
Eagle town, CO	6,508	Hanover County, VA	99,863
East Grand Forks city, MN	8,601	Harrisburg city, SD	4,089
East Lansing city, MI	48,579	Harrisonburg city, VA	48,914
Eau Claire city, WI	65,883	Harrisonville city, MO	10,019
Eden Prairie city, MN	60,797	Hayward city, CA	144,186
Edgerton city, KS	1,671	Henderson city, NV	257,729
Edgewater city, CO	5,170	Herndon town, VA	23,292
Edina city, MN	47,941	High Point city, NC	104,371
Edmond city, OK	81,405	Highland Park city, IL	29,763
Edmonds city, WA	39,709	Highlands Ranch CDP, CO	96,713
El Cerrito city, CA	23,549	Holland city, MI	33,051
El Dorado County, CA	181,058	Homer Glen village, IL	24,220
Elk Grove city, CA	153,015	Honolulu County, HI	953,207
Elko New Market city, MN	4,110	Hooksett town, NH	13,451
Elmhurst city, IL	44,121	Hopkins city, MN	17,591
Encinitas city, CA	59,518	Hopkinton town, MA	14,925
Englewood city, CO	30,255	Hoquiam city, WA	8,726
Erie town, CO	18,135	Horry County, SC	269,291
Escambia County, FL	297,619	Howard village, WI	17,399
Estes Park town, CO	5,858	Hudson city, OH	22,262
Euclid city, OH	48,920	Hudson town, CO	2,356

The National Citizen Survey™

Huntley village, IL	24,291	Littleton city, CO	41,737
Hurst city, TX	37,337	Livermore city, CA	80,968
Hutchinson city, MN	14,178	Lombard village, IL	43,165
Hutto city, TX	14,698	Lone Tree city, CO	10,218
Independence city, MO	116,830	Long Grove village, IL	8,043
Indianola city, IA	14,782	Longmont city, CO	86,270
Indio city, CA	76,036	Longview city, TX	80,455
Iowa City city, IA	67,862	Lonsdale city, MN	3,674
Irving city, TX	216,290	Los Alamos County, NM	17,950
Issaquah city, WA	30,434	Los Altos Hills town, CA	7,922
Jackson County, MI	160,248	Louisville city, CO	18,376
James City County, VA	67,009	Lower Merion township, PA	57,825
Jefferson County, NY	116,229	Lynchburg city, VA	75,568
Jefferson Parish, LA	432,552	Lynnwood city, WA	35,836
Johnson City city, TN	63,152	Macomb County, MI	840,978
Johnston city, IA	17,278	Manassas city, VA	37,821
Jupiter town, FL	55,156	Manhattan Beach city, CA	35,135
Kalamazoo city, MI	74,262	Manhattan city, KS	52,281
Kansas City city, KS	145,786	Mankato city, MN	39,309
Kansas City city, MO	459,787	Maple Grove city, MN	61,567
Keizer city, OR	36,478	Maricopa County, AZ	3,817,117
Kenmore city, WA	20,460	Marion city, IA	34,768
Kennedale city, TX	6,763	Marshfield city, WI	19,118
Kennett Square borough, PA	6,072	Martinez city, CA	35,824
Kent city, WA	92,411	Marysville city, WA	60,020
Kerrville city, TX	22,347	Matthews town, NC	27,198
Kettering city, OH	56,163	McAllen city, TX	129,877
Key West city, FL	24,649	McKinney city, TX	131,117
King City city, CA	12,874	McMinnville city, OR	32,187
King County, WA	1,931,249	Menlo Park city, CA	32,026
Kirkland city, WA	48,787	Menomonee Falls village, WI	35,626
Kirkwood city, MO	27,540	Mercer Island city, WA	22,699
Knoxville city, IA	7,313	Meridian charter township, MI	39,688
La Plata town, MD	8,753	Meridian city, ID	75,092
La Porte city, TX	33,800	Merriam city, KS	11,003
La Vista city, NE	15,758	Mesa city, AZ	439,041
Lafayette city, CO	24,453	Mesa County, CO	146,723
Laguna Beach city, CA	22,723	Miami Beach city, FL	87,779
Laguna Niguel city, CA	62,979	Miami city, FL	399,457
Lake Forest city, IL	19,375	Middleton city, WI	17,442
Lake in the Hills village, IL	28,965	Midland city, MI	41,863
Lake Stevens city, WA	28,069	Milford city, DE	9,559
Lake Worth city, FL	34,910	Milton city, GA	32,661
Lake Zurich village, IL	19,631	Minneapolis city, MN	382,578
Lakeville city, MN	55,954	Missouri City city, TX	67,358
Lakewood city, CO	142,980	Modesto city, CA	201,165
Lakewood city, WA	58,163	Monterey city, CA	27,810
Lane County, OR	351,715	Montgomery city, MN	2,956
Lansing city, MI	114,297	Monticello city, UT	1,972
Laramie city, WY	30,816	Montrose city, CO	19,132
Larimer County, CO	299,630	Monument town, CO	5,530
Las Cruces city, NM	97,618	Mooresville town, NC	32,711
Las Vegas city, NM	13,753	Moraga town, CA	16,016
Las Vegas city, NV	583,756	Morristown city, TN	29,137
Lawrence city, KS	87,643	Morrisville town, NC	18,576
Lawrenceville city, GA	28,546	Morro Bay city, CA	10,234
Lee's Summit city, MO	91,364	Mountain Village town, CO	1,320
Lehi city, UT	47,407	Mountlake Terrace city, WA	19,909
Lenexa city, KS	48,190	Murphy city, TX	17,708
Lewis County, NY	27,087	Naperville city, IL	141,853
Lewiston city, ID	31,894	Napoleon city, OH	8,749
Lewisville city, TX	95,290	Needham CDP, MA	28,886
Lewisville town, NC	12,639	Nevada City city, CA	3,068
Libertyville village, IL	20,315	Nevada County, CA	98,764
Lincoln city, NE	258,379	New Braunfels city, TX	57,740
Lindsborg city, KS	3,458	New Brighton city, MN	21,456
Little Chute village, WI	10,449	New Hanover County, NC	202,667

New Hope city, MN	20,339	Post Falls city, ID	27,574
New Orleans city, LA	343,829	Powell city, OH	11,500
New Port Richey city, FL	14,911	Prince William County, VA	402,002
New Smyrna Beach city, FL	22,464	Prior Lake city, MN	22,796
New Ulm city, MN	13,522	Pueblo city, CO	106,595
Newberg city, OR	22,068	Purcellville town, VA	7,727
Newport city, RI	24,672	Queen Creek town, AZ	26,361
Newport News city, VA	180,719	Raleigh city, NC	403,892
Newton city, IA	15,254	Ramsey city, MN	23,668
Noblesville city, IN	51,969	Raymond town, ME	4,436
Nogales city, AZ	20,837	Raymore city, MO	19,206
Norcross city, GA	9,116	Redmond city, OR	26,215
Norfolk city, VA	242,803	Redmond city, WA	54,144
North Mankato city, MN	13,394	Reno city, NV	225,221
North Port city, FL	57,357	Reston CDP, VA	58,404
North Richland Hills city, TX	63,343	Richland city, WA	48,058
North Yarmouth town, ME	3,565	Richmond city, CA	103,701
Novato city, CA	51,904	Richmond Heights city, MO	8,603
Novi city, MI	55,224	Rio Rancho city, NM	87,521
O'Fallon city, IL	28,281	River Falls city, WI	15,000
O'Fallon city, MO	79,329	Riverside city, CA	303,871
Oak Park village, IL	51,878	Riverside city, MO	2,937
Oakland city, CA	390,724	Roanoke city, VA	97,032
Oakley city, CA	35,432	Roanoke County, VA	92,376
Oklahoma City city, OK	579,999	Rochester Hills city, MI	70,995
Olathe city, KS	125,872	Rock Hill city, SC	66,154
Old Town city, ME	7,840	Rockville city, MD	61,209
Olmsted County, MN	144,248	Roeland Park city, KS	6,731
Olympia city, WA	46,478	Rogers city, MN	8,597
Orange village, OH	3,323	Rohnert Park city, CA	40,971
Orland Park village, IL	56,767	Rolla city, MO	19,559
Orleans Parish, LA	343,829	Roselle village, IL	22,763
Oshkosh city, WI	66,083	Rosemount city, MN	21,874
Oshtemo charter township, MI	21,705	Rosenberg city, TX	30,618
Oswego village, IL	30,355	Roseville city, MN	33,660
Otsego County, MI	24,164	Round Rock city, TX	99,887
Ottawa County, MI	263,801	Royal Oak city, MI	57,236
Paducah city, KY	25,024	Saco city, ME	18,482
Palm Beach Gardens city, FL	48,452	Sahuarita town, AZ	25,259
Palm Coast city, FL	75,180	Salida city, CO	5,236
Palo Alto city, CA	64,403	Sammamish city, WA	45,780
Palos Verdes Estates city, CA	13,438	San Anselmo town, CA	12,336
Papillion city, NE	18,894	San Diego city, CA	1,307,402
Paradise Valley town, AZ	12,820	San Francisco city, CA	805,235
Park City city, UT	7,558	San Jose city, CA	945,942
Parker town, CO	45,297	San Juan County, NM	130,044
Parkland city, FL	23,962	San Marcos city, CA	83,781
Pasco city, WA	59,781	San Marcos city, TX	44,894
Pasco County, FL	464,697	San Rafael city, CA	57,713
Payette city, ID	7,433	Sanford city, FL	53,570
Pearland city, TX	91,252	Sangamon County, IL	197,465
Peoria city, AZ	154,065	Santa Clarita city, CA	176,320
Peoria city, IL	115,007	Santa Fe city, NM	67,947
Pflugerville city, TX	46,936	Santa Fe County, NM	144,170
Phoenix city, AZ	1,445,632	Santa Monica city, CA	89,736
Pinehurst village, NC	13,124	Sarasota County, FL	379,448
Piqua city, OH	20,522	Savage city, MN	26,911
Pitkin County, CO	17,148	Schaumburg village, IL	74,227
Plano city, TX	259,841	Schertz city, TX	31,465
Platte City city, MO	4,691	Scott County, MN	129,928
Pleasant Hill city, IA	8,785	Scottsdale city, AZ	217,385
Pleasanton city, CA	70,285	Seaside city, CA	33,025
Plymouth city, MN	70,576	Sevierville city, TN	14,807
Polk County, IA	430,640	Shakopee city, MN	37,076
Pompano Beach city, FL	99,845	Sharonville city, OH	13,560
Port Orange city, FL	56,048	Shawnee city, KS	62,209
Portland city, OR	583,776	Shawnee city, OK	29,857

The National Citizen Survey™

Sherborn town, MA 4,119
Shoreview city, MN 25,043
Shorewood village, IL 15,615
Shorewood village, WI 13,162
Sierra Vista city, AZ 43,888
Silverton city, OR 9,222
Sioux Center city, IA 7,048
Sioux Falls city, SD 153,888
Skokie village, IL 64,784
Snellville city, GA 18,242
Snoqualmie city, WA 10,670
Somerset town, MA 18,165
South Jordan city, UT 50,418
South Lake Tahoe city, CA 21,403
Southlake city, TX 26,575
Spearfish city, SD 10,494
Spring Hill city, KS 5,437
Springboro city, OH 17,409
Springfield city, MO 159,498
Springville city, UT 29,466
St. Augustine city, FL 12,975
St. Charles city, IL 32,974
St. Cloud city, FL 35,183
St. Cloud city, MN 65,842
St. Joseph city, MO 76,780
St. Joseph town, WI 3,842
St. Louis County, MN 200,226
State College borough, PA 42,034
Steamboat Springs city, CO 12,088
Sterling Heights city, MI 129,699
Sugar Grove village, IL 8,997
Sugar Land city, TX 78,817
Suisun City city, CA 28,111
Summit city, NJ 21,457
Summit County, UT 36,324
Summit village, IL 11,054
Sunnyvale city, CA 140,081
Surprise city, AZ 117,517
Suwanee city, GA 15,355
Tacoma city, WA 198,397
Takoma Park city, MD 16,715
Tamarac city, FL 60,427
Temecula city, CA 100,097
Tempe city, AZ 161,719
Temple city, TX 66,102
Texarkana city, TX 36,411
The Woodlands CDP, TX 93,847
Thousand Oaks city, CA 126,683
Tigard city, OR 48,035
Tracy city, CA 82,922
Trinidad CCD, CO 12,017
Tualatin city, OR 26,054
Tulsa city, OK 391,906

Twin Falls city, ID 44,125
Tyler city, TX 96,900
University Heights city, OH 13,539
University Park city, TX 23,068
Upper Arlington city, OH 33,771
Urbandale city, IA 39,463
Vail town, CO 5,305
Vancouver city, WA 161,791
Ventura CCD, CA 111,889
Vernon Hills village, IL 25,113
Vestavia Hills city, AL 34,033
Victoria city, MN 7,345
Vienna town, VA 15,687
Virginia Beach city, VA 437,994
Walnut Creek city, CA 64,173
Washington County, MN 238,136
Washington town, NH 1,123
Washoe County, NV 421,407
Washougal city, WA 14,095
Wauwatosa city, WI 46,396
Waverly city, IA 9,874
Weddington town, NC 9,459
Wentzville city, MO 29,070
West Carrollton city, OH 13,143
West Chester borough, PA 18,461
West Des Moines city, IA 56,609
Western Springs village, IL 12,975
Westerville city, OH 36,120
Westlake town, TX 992
Westminster city, CO 106,114
Weston town, MA 11,261
White House city, TN 10,255
Wichita city, KS 382,368
Williamsburg city, VA 14,068
Willowbrook village, IL 8,540
Wilmington city, NC 106,476
Wilsonville city, OR 19,509
Windsor town, CO 18,644
Windsor town, CT 29,044
Winnetka village, IL 12,187
Winter Garden city, FL 34,568
Woodbury city, MN 61,961
Woodland city, CA 55,468
Wrentham town, MA 10,955
Wyandotte County, KS 157,505
Yakima city, WA 91,067
York County, VA 65,464
Yorktown town, IN 9,405
Yorkville city, IL 16,921
Yountville city, CA 2,933

THE NCS™
The National Citizen Survey™

Palo Alto, CA

Palo Alto Community Survey

2017

Contents

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 Research Center conducted a second survey in 2017 on behalf of Palo Alto. The custom community survey focused on questions related to code enforcement and the built environment. The survey used the same best survey research practices and sampling methods as were used for The National Citizen Survey™ (The NCS™), as described on pages 1 and 2 of The NCS report™ for 2017. To ensure a strong participation rate, there was no duplication among the 3,000 households that received the community survey and the 3,000 households that received The National Citizen Survey™.

Selected households received two mailings. The first mailing, sent on August 25, 2017, contained a letter from the City Auditor inviting the household to participate, the survey, and a postage-paid return envelope. The second mailing, sent on September 1, 2017, contained a reminder letter, another copy of the survey, and a postage-paid return envelope. The reminder 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. The surveys were coded with a unique number that was not identifiable to a specific address, so that The NRC could identify and eliminate duplicate surveys from the same household.

About 4 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 2,879 households that received the survey, 632 completed the survey, providing an overall response rate of 22 percent. Of the 632 completed surveys, 175 (28 percent) were completed online. As with The NCS™, 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 18 percent to 33 percent, as shown in Table 1:

Table 1: Survey Response Rates

Area	Number Mailed	Undeliverable	Eligible	Returned	Response Rate
Overall	3,000	121	2,879	632	22%
North	1,606	88	1,518	346	23%
South	1,394	33	1,361	286	21%
Area 1	272	13	259	85	33%
Area 2	477	13	464	109	23%
Area 3	323	1	322	75	23%
Area 4	585	19	566	101	18%
Area 5	241	8	233	56	24%
Area 6	1,102	67	1,035	206	20%

Palo Alto Community Survey

Figure 1: Location of Survey Recipients – North/South
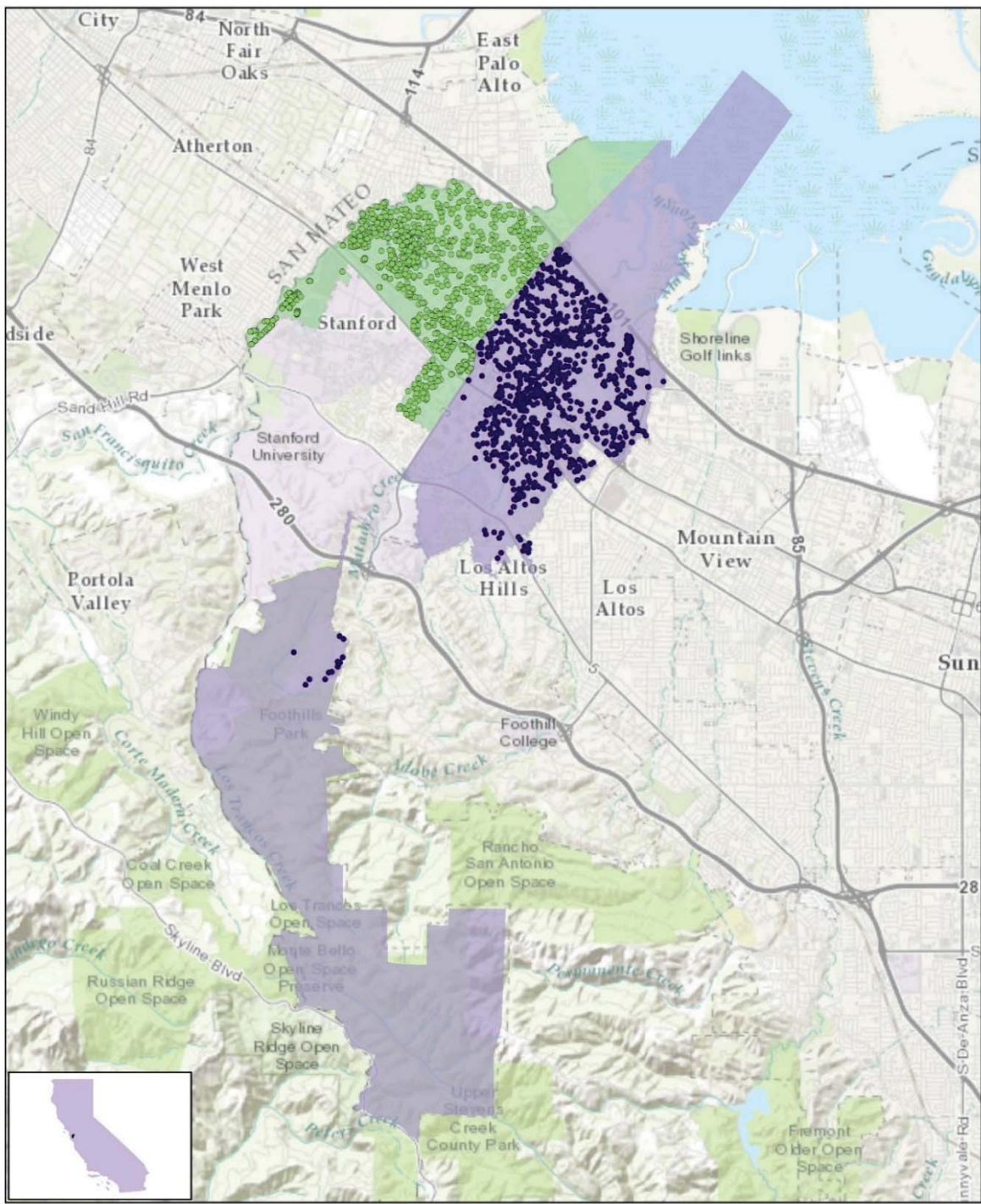
Survey Recipients in Palo Alto, CA

- In North Palo Alto ▪ North Palo Alto
- In South Palo Alto ▪ South Palo Alto

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

Palo Alto Community Survey

Figure 2: Location of Survey Recipients – Area
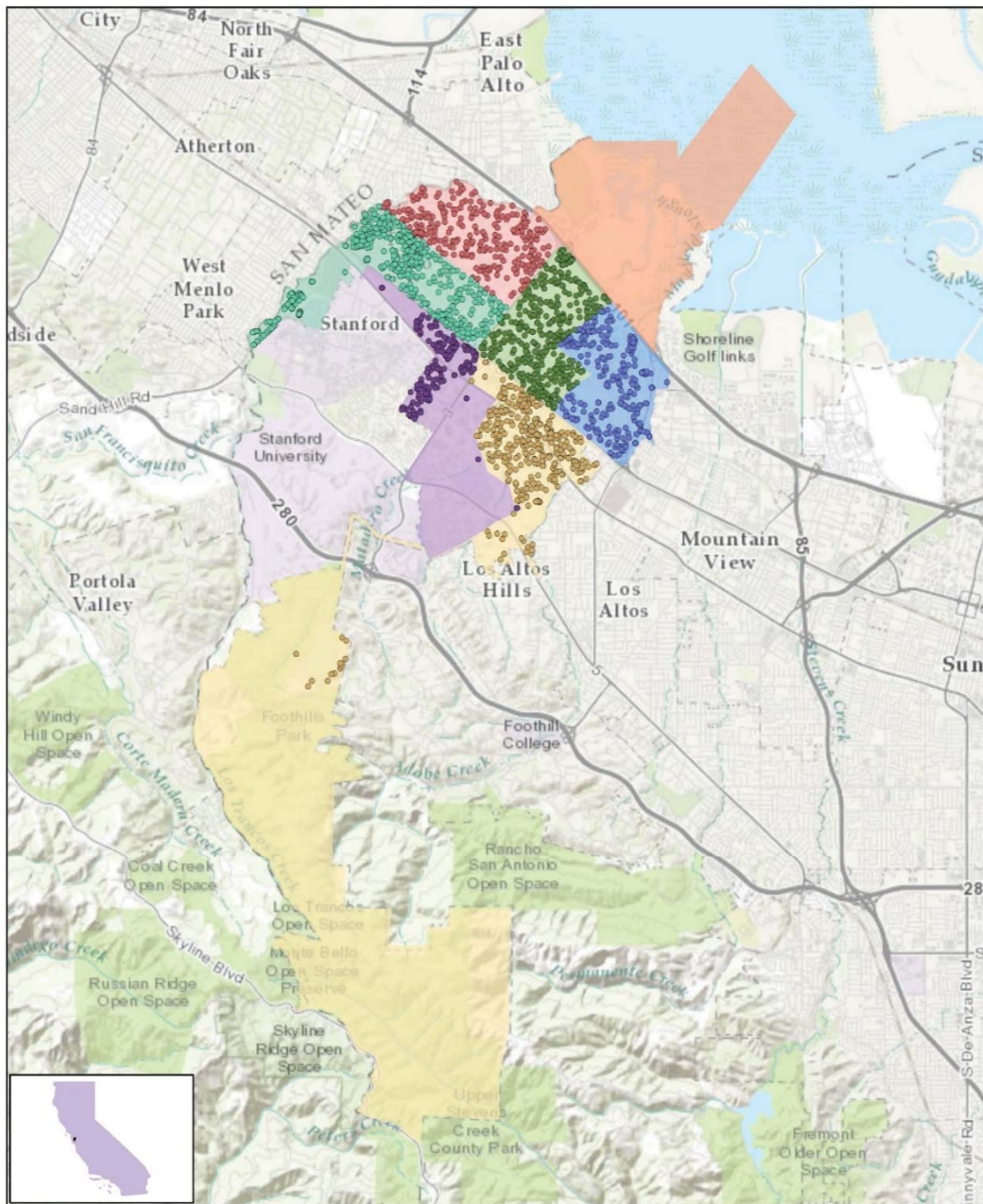
Survey Recipients in Palo Alto, CA

- In Area 1
- In Area 2
- In Area 3
- In Area 4
- In Area 5
- In Area 6
- Area 1
- Area 2
- Area 3
- Area 4
- Area 5
- Area 6
- General Palo Alto/No Area

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

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

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

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

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

Results Tables

The following pages contain results for each question on the survey, excluding the "don't know" response (where "don't know" was an option), to display the responses from respondents who had an opinion about a specific item. Comparing responses to a set of items on the same scale can be misleading when the "don't know" responses have been included. Tables showing the geographic comparisons and percent of respondents rating each question positively (i.e., the combined response rate of the two most positive rating categories) are also included.

Palo Alto Community Survey

CODE ENFORCEMENT QUESTIONS

Question 1

Table 2: Question 1 - Response percentages and number of respondents without "don't know" responses

Please rate to what degree, if at all, each of the following is a problem in Palo Alto:	Not a problem		Minor problem		Moderate problem		Major problem		Total	
Overgrown landscaping (e.g., weeds, overgrown vegetation)	45%	N=268	38%	N=224	15%	N=87	3%	N=15	100%	N=595
Other property maintenance issues (e.g., junk/trash in yards, unlicensed/inoperable vehicles)	41%	N=243	40%	N=237	14%	N=85	4%	N=25	100%	N=590
Gasoline-powered leaf blower in residential areas	34%	N=202	33%	N=190	19%	N=111	14%	N=82	100%	N=585
Excessive noise other than leaf blowers (e.g., loud music, burglar false alarms)	48%	N=284	30%	N=179	14%	N=81	9%	N=51	100%	N=595
Unpermitted use of a residential property as a vacation rental	62%	N=277	22%	N=100	7%	N=33	8%	N=35	100%	N=446
Unpermitted use of a residential property for an office or home business	68%	N=305	19%	N=87	7%	N=32	5%	N=24	100%	N=448
Use of a commercial property for uses other than its permitted purpose	68%	N=272	18%	N=73	8%	N=34	5%	N=21	100%	N=399
Unpermitted construction or other construction-related activities (e.g., unauthorized use of public right-of-way, unauthorized debris containers, demolition violations)	56%	N=254	26%	N=119	11%	N=48	6%	N=29	100%	N=450
Failure to comply with zoning requirements	59%	N=240	21%	N=86	10%	N=41	10%	N=40	100%	N=407
Signage (e.g., sandwich signs, excessive window coverage on retail space)	67%	N=375	25%	N=141	5%	N=26	2%	N=14	100%	N=555
Fences (e.g., too tall, encroachment into public right-of-way)	70%	N=377	22%	N=119	6%	N=31	2%	N=13	100%	N=540
Parking	17%	N=103	19%	N=117	27%	N=164	37%	N=228	100%	N=611
Traffic	9%	N=57	15%	N=91	29%	N=176	46%	N=276	100%	N=600
Repeat violations (i.e., same violation at same location after temporary abatement)	60%	N=197	17%	N=56	13%	N=43	10%	N=34	100%	N=332
Consistency in interpretation of Municipal Code when investigating and resolving violations	57%	N=162	20%	N=57	11%	N=32	11%	N=31	100%	N=283
Other	64%	N=108	6%	N=10	7%	N=12	23%	N=38	100%	N=168

Table 3: Question 1 - Geographic Subgroup Results

| Percent Rating "Not a Problem" or "Minor Problem" | North/South | | Area | | | | | | | |
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Overgrown landscaping (e.g., weeds, overgrown vegetation)	85%	80%	83%	81%	79%	79%	83%	87%	83%
Other property maintenance issues (e.g., junk/trash in yards, unlicensed/inoperable vehicles)	89%	73%	89%	75%	76%	67%	85%	90%	81%
Gasoline-powered leaf blower in residential areas	64%	70%	63%	71%	78%	64%	64%	65%	67%
Excessive noise other than leaf blowers (e.g., loud music, burglar false alarms)	74%	82%	78%	87%	89%	72%	80%	71%	78%
Unpermitted use of a residential property as a vacation rental	86%	83%	81%	85%	86%	78%	85%	88%	85%
Unpermitted use of a residential property for an office or home business	86%	90%	81%	94%	94%	81%	90%	87%	88%
Use of a commercial property for uses other than its permitted purpose	86%	86%	80%	87%	83%	88%	94%	87%	86%
Unpermitted construction or other construction-related activities (e.g., unauthorized use of public right-of-way, unauthorized debris containers, demolition violations)	85%	81%	80%	80%	88%	76%	79%	88%	83%
Failure to comply with zoning requirements	83%	77%	84%	79%	78%	73%	73%	85%	80%

Palo Alto Community Survey

Percent Rating "Not a Problem" or "Minor Problem"	North/South		Area							
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Signage (e.g., sandwich signs, excessive window coverage on retail space)	95%	91%	88%	95%	90%	87%	97%	96%	93%
Fences (e.g., too tall, encroachment into public right-of-way)	92%	91%	87%	91%	94%	89%	90%	95%	92%
Parking	33%	40%	21%	52%	36%	30%	38%	36%	36%
Traffic	24%	25%	12%	30%	32%	16%	27%	27%	25%
Repeat violations (i.e., same violation at same location after temporary abatement)	80%	72%	71%	80%	77%	59%	82%	83%	77%
Consistency in interpretation of Municipal Code when investigating and resolving violations	76%	80%	75%	89%	86%	65%	77%	76%	78%
Other	66%	74%	45%	75%	88%	64%	68%	72%	70%

Table 4: Question 1 – Percent rating positively (e.g., not a problem/minor problem):

Please rate to what degree, if at all, each of the following is a problem in Palo Alto:	Total	
Overgrown landscaping (e.g., weeds, overgrown vegetation)	83%	N=492
Other property maintenance issues (e.g., junk/trash in yards, unlicensed/inoperable vehicles)	81%	N=480
Gasoline-powered leaf blower in residential areas	67%	N=392
Excessive noise other than leaf blowers (e.g., loud music, burglar false alarms)	78%	N=463
Unpermitted use of a residential property as a vacation rental	84%	N=377
Unpermitted use of a residential property for an office or home business	87%	N=393
Use of a commercial property for uses other than its permitted purpose	86%	N=345
Unpermitted construction or other construction-related activities (e.g., unauthorized use of public right-of-way, unauthorized debris containers, demolition violations)	82%	N=373
Failure to comply with zoning requirements	80%	N=326
Signage (e.g., sandwich signs, excessive window coverage on retail space)	92%	N=516
Fences (e.g., too tall, encroachment into public right-of-way)	92%	N=496
Parking	36%	N=120
Traffic	24%	N=148
Repeat violations (i.e., same violation at same location after temporary abatement)	77%	N=253
Consistency in interpretation of Municipal Code when investigating and resolving violations	77%	N=219
Other	70%	N=118

Question 2

Table 5: Question 2 - Response percentages and number of respondents without "don't know" responses:

Given the limited staff available for code enforcement, how important, if at all, is it that the City pursue enforcement of each of the following:	Essential		Very important		Somewhat important		Not at all important		Total	
Overgrown landscaping (e.g., weeds, overgrown vegetation)	5%	N=27	11%	N=64	42%	N=243	42%	N=238	100%	N=571
Other property maintenance issues (e.g., junk/trash in yards, unlicensed/inoperable vehicles)	9%	N=50	23%	N=135	45%	N=258	23%	N=136	100%	N=579
Gasoline-powered leaf blower in residential areas	11%	N=62	15%	N=85	33%	N=189	41%	N=236	100%	N=573
Excessive noise other than leaf blowers (e.g., loud music, burglar false alarms)	11%	N=65	20%	N=113	39%	N=224	30%	N=170	100%	N=572

Palo Alto Community Survey

Given the limited staff available for code enforcement, how important, if at all, is it that the City pursue enforcement of each of the following:	Essential		Very important		Somewhat important		Not at all important		Total	
Unpermitted use of a residential property as a vacation rental	8%	N=42	16%	N=83	36%	N=186	41%	N=211	100%	N=522
Unpermitted use of a residential property for an office or home business	7%	N=36	12%	N=64	29%	N=149	52%	N=273	100%	N=523
Use of a commercial property for uses other than its permitted purpose	8%	N=40	19%	N=94	42%	N=206	31%	N=152	100%	N=492
Unpermitted construction or other construction-related activities (e.g., unauthorized use of public right-of-way, unauthorized debris containers, demolition violations)	17%	N=91	27%	N=142	36%	N=188	20%	N=106	100%	N=528
Failure to comply with zoning requirements	16%	N=84	30%	N=156	32%	N=164	22%	N=115	100%	N=520
Signage (e.g., sandwich signs, excessive window coverage on retail space)	5%	N=26	9%	N=50	33%	N=178	53%	N=287	100%	N=541
Fences (e.g., too tall, encroachment into public right-of-way)	4%	N=24	14%	N=75	38%	N=207	43%	N=233	100%	N=540
Parking	29%	N=171	34%	N=203	27%	N=159	10%	N=56	100%	N=590
Traffic	43%	N=258	32%	N=189	20%	N=120	5%	N=32	100%	N=599
Repeat violations (i.e., same violation at same location after temporary abatement)	22%	N=108	33%	N=157	31%	N=147	14%	N=67	100%	N=479
Consistency in interpretation of Municipal Code when investigating and resolving violations	29%	N=142	30%	N=144	26%	N=126	14%	N=69	100%	N=482
Other	28%	N=29	15%	N=15	20%	N=20	37%	N=37	100%	N=101

Table 6: Question 2 - Geographic Subgroup Results

Percent Rating "Essential" or "Very Important"	North/South		Area							
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Overgrown landscaping (e.g., weeds, overgrown vegetation)	15%	16%	12%	13%	20%	18%	16%	16%	16%
Other property maintenance issues (e.g., junk/trash in yards, unlicensed/inoperable vehicles)	32%	31%	26%	31%	26%	34%	44%	32%	32%
Gasoline-powered leaf blower in residential areas	26%	25%	19%	26%	20%	29%	34%	26%	26%
Excessive noise other than leaf blowers (e.g., loud music, burglar false alarms)	32%	30%	21%	23%	25%	39%	36%	36%	31%
Unpermitted use of a residential property as a vacation rental	24%	24%	26%	15%	21%	35%	22%	24%	24%
Unpermitted use of a residential property for an office or home business	19%	19%	13%	15%	16%	26%	21%	21%	19%
Use of a commercial property for uses other than its permitted purpose	29%	26%	26%	24%	27%	27%	36%	27%	27%
Unpermitted construction or other construction-related activities (e.g., unauthorized use of public right-of-way, unauthorized debris containers, demolition violations)	47%	41%	41%	42%	46%	38%	54%	46%	44%
Failure to comply with zoning requirements	49%	43%	46%	43%	44%	42%	61%	47%	46%
Signage (e.g., sandwich signs, excessive window coverage on retail space)	16%	12%	16%	8%	13%	15%	19%	15%	14%
Fences (e.g., too tall, encroachment into public right-of-way)	19%	18%	12%	18%	20%	17%	26%	19%	18%
Parking	66%	61%	67%	53%	64%	66%	70%	64%	63%
Traffic	73%	76%	77%	68%	77%	83%	74%	72%	75%
Repeat violations (i.e., same violation at same location after temporary abatement)	55%	55%	53%	48%	58%	63%	47%	59%	55%
Consistency in interpretation of Municipal Code when investigating and resolving violations	60%	58%	52%	55%	62%	60%	67%	61%	59%
Other	47%	40%	64%	22%	42%	52%	69%	35%	44%

Palo Alto Community Survey

Table 7: Question 2 - Percent rating positively (e.g., essential/very important):

Given the limited staff available for code enforcement, how important, if at all, is it that the City pursue enforcement of each of the following:	Total	
Overgrown landscaping (e.g., weeds, overgrown vegetation)	16%	N=91
Other property maintenance issues (e.g., junk/trash in yards, unlicensed/inoperable vehicles)	32%	N=185
Gasoline-powered leaf blower in residential areas	26%	N=147
Excessive noise other than leaf blowers (e.g., loud music, burglar false alarms)	31%	N=178
Unpermitted use of a residential property as a vacation rental	24%	N=125
Unpermitted use of a residential property for an office or home business	19%	N=100
Use of a commercial property for uses other than its permitted purpose	27%	N=134
Unpermitted construction or other construction-related activities (e.g., unauthorized use of public right-of-way, unauthorized debris containers, demolition violations)	44%	N=233
Failure to comply with zoning requirements	46%	N=240
Signage (e.g., sandwich signs, excessive window coverage on retail space)	14%	N=76
Fences (e.g., too tall, encroachment into public right-of-way)	18%	N=99
Parking	63%	N=374
Traffic	75%	N=447
Repeat violations (i.e., same violation at same location after temporary abatement)	55%	N=265
Consistency in interpretation of Municipal Code when investigating and resolving violations	49%	N=286
Other	43%	N=44

Question 3

Table 8: Question 3 - Response percentages and number of respondents without "don't know" responses:

How important, if at all, do you think each of the following is to achieve code compliance:	Essential		Very important		Somewhat important		Not at all important		Total	
Conduct timely inspections after receiving a complaint	29%	N=169	52%	N=300	17%	N=95	2%	N=11	100%	N=576
Provide an opportunity for violators to explain themselves and correct violations voluntarily before being issued a citation	32%	N=182	45%	N=256	20%	N=112	4%	N=20	100%	N=571
Issue citations/fines to violators immediately upon observance of a violation	8%	N=40	20%	N=108	41%	N=220	32%	N=169	100%	N=538
Set clear and specific time limits for violators to abate code violations	39%	N=219	45%	N=257	14%	N=80	2%	N=11	100%	N=567
Work with violators to educate them on the codes	34%	N=191	42%	N=237	20%	N=112	4%	N=23	100%	N=563
Implement an accelerated code enforcement process (e.g., faster issuance of citations, higher penalties) for those who commit the same violation after a temporary correction	29%	N=157	41%	N=225	22%	N=123	8%	N=44	100%	N=549
Consistently pursue collection of fines after issuing a citation	26%	N=145	34%	N=189	32%	N=177	7%	N=38	100%	N=550
Address observed violations even if a complaint has not been received	15%	N=78	32%	N=172	38%	N=206	15%	N=82	100%	N=537
Prioritize enforcement based on seriousness of health and safety risk to the public	58%	N=324	32%	N=178	9%	N=48	2%	N=10	100%	N=560
Conduct outreach to educate residents and businesses to prevent common violations	21%	N=116	36%	N=202	35%	N=196	7%	N=41	100%	N=554
Develop an ongoing inspection program to identify potential health and safety violations	23%	N=127	38%	N=210	30%	N=168	8%	N=45	100%	N=551
Bring potential Municipal Code changes to Council to improve enforcement authority	17%	N=84	37%	N=186	38%	N=189	8%	N=40	100%	N=500

Palo Alto Community Survey

Table 9: Question 3 - Geographic Subgroup Results

Percent Rating "Essential" or "Very Important"	North/South		Area							Grand Total
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Conduct timely inspections after receiving a complaint	82%	80%	81%	79%	84%	79%	77%	84%	81%
Provide an opportunity for violators to explain themselves and correct violations voluntarily before being issued a citation	80%	73%	79%	69%	67%	81%	79%	80%	77%
Issue citations/fines to violators immediately upon observance of a violation	29%	26%	21%	26%	25%	27%	38%	29%	28%
Set clear and specific time limits for violators to abate code violations	85%	82%	86%	79%	81%	87%	89%	84%	84%
Work with violators to educate them on the codes	74%	79%	70%	82%	73%	79%	80%	74%	76%
Implement an accelerated code enforcement process (e.g., faster issuance of citations, higher penalties) for those who commit the same violation after a temporary correction	69%	70%	66%	67%	73%	71%	70%	70%	70%
Consistently pursue collection of fines after issuing a citation	60%	62%	59%	58%	72%	58%	68%	59%	61%
Address observed violations even if a complaint has not been received	44%	50%	38%	50%	49%	50%	55%	43%	47%
Prioritize enforcement based on seriousness of health and safety risk to the public	91%	88%	88%	82%	91%	92%	93%	92%	90%
Conduct outreach to educate residents and businesses to prevent common violations	58%	57%	47%	61%	44%	63%	58%	61%	57%
Develop an ongoing inspection program to identify potential health and safety violations	64%	58%	65%	56%	56%	62%	62%	64%	61%
Bring potential Municipal Code changes to Council to improve enforcement authority	53%	55%	35%	53%	54%	59%	62%	57%	54%

Table 10: Question 3 – Percent rating positively (e.g., essential/very important):

How important, if at all, do you think each of the following is to achieve code compliance:	Total	
Conduct timely inspections after receiving a complaint	81%	N=469
Provide an opportunity for violators to explain themselves and correct violations voluntarily before being issued a citation	77%	N=438
Issue citations/fines to violators immediately upon observance of a violation	27%	N=148
Set clear and specific time limits for violators to abate code violations	84%	N=476
Work with violators to educate them on the codes	76%	N=428
Implement an accelerated code enforcement process (e.g., faster issuance of citations, higher penalties) for those who commit the same violation after a temporary correction	70%	N=382
Consistently pursue collection of fines after issuing a citation	60%	N=334
Address observed violations even if a complaint has not been received	47%	N=250
Prioritize enforcement based on seriousness of health and safety risk to the public	90%	N=502
Conduct outreach to educate residents and businesses to prevent common violations	57%	N=318
Develop an ongoing inspection program to identify potential health and safety violations	61%	N=337
Bring potential Municipal Code changes to Council to improve enforcement authority	54%	N=270

Palo Alto Community Survey

Question 4

Table 11: Question 4 - Response percentages and number of respondents:

Please indicate whether or not you...	No		Yes		Total	
Ever received a letter or notice about a potential code violation at your property	96%	N=585	4%	N=27	100%	N=612
Would know how to report a possible code violation for the City to investigate	62%	N=376	38%	N=228	100%	N=605

Table 12: Question 4 - Geographic Subgroup Results

	North/South		Area						
Percent "Yes"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Ever received a letter or notice about a potential code violation at your property	5%	3%	9%	4%	2%	3%	4%	5%	4%
Would know how to report a possible code violation for the City to investigate	40%	35%	53%	36%	34%	36%	47%	33%	38%

Question 5

Table 13: Question 5 - Response percentages and number of respondents:

Please indicate whether or not you have reported at least one potential code violation in the past 12 months...	No		Yes		Total	
Using the Palo Alto 311 mobile app or website	96%	N=571	4%	N=23	100%	N=595
Using email to a department	93%	N=552	7%	N=43	100%	N=595
By phone to a department	89%	N=531	11%	N=67	100%	N=597
To the City Manager's Office	98%	N=576	2%	N=12	100%	N=588
To a City Councilmember(s)	98%	N=576	2%	N=13	100%	N=589
Using some other method	96%	N=560	4%	N=22	100%	N=582

Table 14: Question 5 - Geographic Subgroup Results

	North/South		Area						
Percent "Yes"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Using the Palo Alto 311 mobile app or website	4%	3%	10%	2%	0%	7%	1%	3%	4%
Using email to a department	6%	9%	11%	7%	9%	11%	9%	3%	7%
By phone to a department	11%	11%	18%	15%	9%	8%	13%	8%	11%
To the City Manager's Office	2%	3%	3%	1%	3%	3%	1%	1%	2%
To a City Councilmember(s)	2%	3%	3%	2%	0%	6%	1%	1%	2%
Using some other method	4%	4%	4%	3%	3%	6%	7%	2%	4%

Palo Alto Community Survey

Question 6

Table 15: Question 6 - Response percentages and number of respondents:

If you have not reported a code violation in the past 12 months, please indicate the primary reason you have not: (Please select only one response.)	Total	
I didn't observe any violations	51%	N=288
I didn't know how	4%	N=25
I'm too busy	3%	N=15
The violation(s) I observed didn't bother me enough to report	14%	N=77
I wasn't sure if what I observed was a violation(s)	15%	N=83
I didn't want to get my neighbor(s) in trouble	3%	N=17
I didn't think that the City would respond to a report	4%	N=23
Not applicable (I did report at least one potential violation)	7%	N=38

Table 16: Question 6 - Geographic Subgroup Results

Percent "Yes"	North/South		Area							
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total	
I didn't observe any violations	51%	51%	59%	48%	50%	54%	39%	52%	51%	
I didn't know how	5%	4%	3%	3%	8%	2%	9%	4%	4%	
I'm too busy	2%	4%	0%	3%	2%	6%	1%	2%	3%	
The violation(s) I observed didn't bother me enough to report	15%	12%	9%	11%	18%	9%	16%	16%	14%	
I wasn't sure if what I observed was a violation(s)	16%	14%	18%	15%	13%	11%	19%	15%	15%	
I didn't want to get my neighbor(s) in trouble	2%	4%	1%	7%	3%	2%	5%	2%	3%	
I didn't think that the City would respond to a report	4%	4%	4%	4%	5%	3%	0%	5%	4%	
Not applicable (I did report at least one potential violation)	6%	8%	5%	8%	1%	12%	10%	5%	7%	

Question 7

Table 17: Question 7 - Response percentages and number of respondents:

If you have reported a code violation in the past 12 months, please indicate whether or not you...	No		Yes		Total	
Received an acknowledgement of your complaint	53%	N=60	47%	N=54	100%	N=114
Received a response regarding the status and/or outcome of your complaint without having to follow-up	70%	N=73	30%	N=32	100%	N=105
Received a response but only after following up with Code Enforcement	91%	N=90	9%	N=9	100%	N=99
Received a response but only after following up with a department other than Planning/Code Enforcement	91%	N=89	9%	N=9	100%	N=98
Received a response but only after following up with the City Manager's Office	96%	N=93	4%	N=4	100%	N=97
Received a response but only after following up with a City councilmember(s)	95%	N=93	5%	N=5	100%	N=98
Not applicable because you did not report a violation(s)	33%	N=68	67%	N=137	100%	N=206

Palo Alto Community Survey

Table 18: Question 7 - Geographic Subgroup Results

Percent "Yes"	North/South		Area							
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Received an acknowledgement of your complaint	44%	52%	48%	50%	36%	63%	26%	52%	47%
Received a response regarding the status and/or outcome of your complaint without having to follow-up	27%	34%	33%	35%	34%	34%	22%	26%	30%
Received a response but only after following up with Code Enforcement	8%	10%	15%	14%	0%	13%	13%	0%	9%
Received a response but only after following up with a department other than Planning/Code Enforcement	9%	9%	25%	4%	5%	14%	7%	0%	9%
Received a response but only after following up with the City Manager's Office	7%	0%	15%	0%	0%	0%	7%	0%	4%
Received a response but only after following up with a City councilmember(s)	7%	4%	15%	0%	5%	5%	7%	0%	5%
Not applicable because you did not report a violation(s)	62%	72%	63%	74%	72%	70%	48%	66%	67%

Question 8

Table 19: Question 8 - Response percentages and number of respondents without "don't know" responses:

When attempting to bring a violation into compliance, please rate whether you think the City allows the violator...	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
Sufficient time to bring the violation into compliance	40%	N=58	41%	N=59	16%	N=22	3%	N=5	100%	N=144
Too much time to bring the violation into compliance	29%	N=36	25%	N=30	29%	N=36	17%	N=21	100%	N=123
Not enough time to bring the violation into compliance	7%	N=7	11%	N=13	41%	N=46	41%	N=47	100%	N=113

Table 20: Question 8 - Geographic Subgroup Results

Percent Rating "Strongly Agree" or "Somewhat Agree"	North/South		Area							
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Sufficient time to bring the violation into compliance	88%	72%	87%	71%	77%	70%	88%	89%	81%
Too much time to bring the violation into compliance	43%	69%	34%	74%	61%	70%	49%	45%	53%
Not enough time to bring the violation into compliance	19%	17%	9%	16%	0%	26%	41%	15%	18%

Table 21: Question 8 – Percent rating positively (e.g., strongly/somewhat agree):

When attempting to bring a violation into compliance, please rate whether you think the City allows the violator...	Total	
Sufficient time to bring the violation into compliance	81%	N=117
Too much time to bring the violation into compliance	54%	N=66
Not enough time to bring the violation into compliance	18%	N=20

Palo Alto Community Survey

Question 9

Table 22: Question 9 - Response percentages and number of respondents without "don't know" responses:

If you have interacted with the Code Enforcement team in the past year, either by reporting a complaint or having a complaint made against you, please rate the quality of each of the following:	Excellent		Good		Fair		Poor		Total	
Code enforcement officer's professionalism	40%	N=20	29%	N=14	21%	N=10	10%	N=5	100%	N=50
Code enforcement officer's level of knowledge regarding the violation	35%	N=16	23%	N=11	35%	N=17	8%	N=4	100%	N=47
Code enforcement officer's willingness to help resolve the issue	33%	N=17	21%	N=11	27%	N=14	20%	N=10	100%	N=52
Code enforcement officer's ongoing communication while the violation was being investigated and resolved	23%	N=11	27%	N=13	23%	N=11	27%	N=13	100%	N=48
Final resolution of the violation	29%	N=16	20%	N=11	14%	N=8	37%	N=21	100%	N=55

Table 23: Question 9 - Geographic Subgroup Results

	North/South		Area							
Percent Rating "Excellent" or "Good"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Code enforcement officer's professionalism	75%	61%	85%	49%	81%	65%	78%	67%	69%
Code enforcement officer's level of knowledge regarding the violation	63%	51%	71%	42%	81%	49%	69%	53%	57%
Code enforcement officer's willingness to help resolve the issue	56%	50%	36%	42%	40%	60%	69%	65%	54%
Code enforcement officer's ongoing communication while the violation was being investigated and resolved	56%	43%	60%	38%	40%	49%	54%	53%	50%
Final resolution of the violation	56%	40%	50%	42%	40%	38%	76%	49%	49%

Table 24: Question 9 – Percent rating positively (e.g., excellent/good):

If you have interacted with the Code Enforcement team in the past year, either by reporting a complaint or having a complaint made against you, please rate the quality of each of the following:	Total	
Code enforcement officer's professionalism	69%	N=34
Code enforcement officer's level of knowledge regarding the violation	58%	N=27
Code enforcement officer's willingness to help resolve the issue	54%	N=28
Code enforcement officer's ongoing communication while the violation was being investigated and resolved	50%	N=24
Final resolution of the violation	49%	N=27

Palo Alto Community Survey

Question 10

Table 25: Question 10 - Response percentages and number of respondents without "don't know" responses:

If you have reported or tried to report a potential code violation in the past year, please rate the following:	Excellent		Good		Fair		Poor		Total	
Ease of using the 311 mobile app	35%	N=9	31%	N=8	22%	N=5	12%	N=3	100%	N=25
Ease of navigating the City's 311 website	25%	N=6	34%	N=8	26%	N=6	16%	N=4	100%	N=24
Ease of attaching photos and documents through 311 mobile app or website	28%	N=6	35%	N=7	20%	N=4	17%	N=3	100%	N=20
Ease of using case identification number to obtain status updates	12%	N=2	38%	N=7	17%	N=3	32%	N=6	100%	N=19
The categories for reporting fit the type of violation I wanted to report	24%	N=8	25%	N=8	13%	N=4	38%	N=12	100%	N=32
Ease of corresponding with Code Enforcement staff through 311 mobile app	18%	N=3	13%	N=2	39%	N=7	30%	N=5	100%	N=18
Ease of corresponding with Code Enforcement staff through 311 website	23%	N=5	22%	N=4	19%	N=4	35%	N=7	100%	N=20
Helpfulness of frequently asked questions (FAQs) on the 311 mobile app	14%	N=2	5%	N=1	40%	N=5	41%	N=5	100%	N=12
Helpfulness of frequently asked questions (FAQs) on the 311 website	18%	N=2	16%	N=2	36%	N=5	29%	N=4	100%	N=13
Satisfaction with completeness of response	13%	N=6	22%	N=10	24%	N=10	41%	N=18	100%	N=43
Response addressed original complaint	14%	N=6	36%	N=14	11%	N=4	39%	N=15	100%	N=40

Table 26: Question 10 - Geographic Subgroup Results

Percent Rating "Excellent" or "Good"	North/South		Area							
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Ease of using the 311 mobile app	75%	54%	93%	27%	0%	60%	100%	50%	66%
Ease of navigating the City's 311 website	70%	41%	100%	21%	0%	49%	100%	44%	58%
Ease of attaching photos and documents through 311 mobile app or website	77%	48%	100%	21%	0%	59%	100%	59%	63%
Ease of using case identification number to obtain status updates	57%	43%	100%	56%	0%	33%	29%	28%	51%
The categories for reporting fit the type of violation I wanted to report	63%	35%	78%	0%	55%	35%	46%	55%	49%
Ease of corresponding with Code Enforcement staff through 311 mobile app	40%	20%	43%	0%	0%	24%	100%	27%	31%
Ease of corresponding with Code Enforcement staff through 311 website	63%	20%	80%	0%	0%	24%	100%	27%	46%
Helpfulness of frequently asked questions (FAQs) on the 311 mobile app	41%	0%	28%	0%	0%	0%	100%	38%	19%
Helpfulness of frequently asked questions (FAQs) on the 311 website	54%	11%	60%	0%	100%	0%	100%	38%	35%
Satisfaction with completeness of response	40%	30%	50%	38%	25%	26%	45%	27%	35%
Response addressed original complaint	55%	46%	61%	56%	55%	38%	62%	48%	50%

Palo Alto Community Survey

Table 27: Question 10 - Percent rating positively (e.g., excellent/good):

If you have reported or tried to report a potential code violation in the past year, please rate the following:	Total	
Ease of using the 311 mobile app	67%	N=17
Ease of navigating the City's 311 website	59%	N=14
Ease of attaching photos and documents through 311 mobile app or website	63%	N=13
Ease of using case identification number to obtain status updates	50%	N=9
The categories for reporting fit the type of violation I wanted to report	49%	N=16
Ease of corresponding with Code Enforcement staff through 311 mobile app	31%	N=5
Ease of corresponding with Code Enforcement staff through 311 website	45%	N=9
Helpfulness of frequently asked questions (FAQs) on the 311 mobile app	19%	N=3
Helpfulness of frequently asked questions (FAQs) on the 311 website	34%	N=4
Satisfaction with completeness of response	35%	N=16
Response addressed original complaint	50%	N=20

BUILT ENVIRONMENT QUESTIONS

Question 11

Table 28: Question 11 - Response percentages and number of respondents without "don't know" responses:

Please rate the quality of each of the following characteristics related to the design and compatibility of the built environment in Palo Alto:	Excellent		Good		Fair		Poor		Total	
Commercial buildings in Palo Alto's downtown and California Avenue districts	17%	N=94	49%	N=280	28%	N=156	6%	N=37	100%	N=566
Commercial buildings in Palo Alto's other business districts	7%	N=38	44%	N=234	40%	N=213	8%	N=41	100%	N=526
Institutional buildings in Palo Alto's residential districts (e.g., churches, schools)	16%	N=84	59%	N=317	23%	N=123	2%	N=13	100%	N=537
Commercial buildings constructed within the past 5 years	19%	N=95	45%	N=229	25%	N=127	12%	N=60	100%	N=511
Residential buildings	12%	N=67	51%	N=287	30%	N=169	6%	N=36	100%	N=559
Residential buildings constructed within the past 5 years	17%	N=91	46%	N=244	25%	N=133	12%	N=65	100%	N=533
Parks	38%	N=221	48%	N=275	11%	N=65	2%	N=13	100%	N=574
Public open spaces	32%	N=180	51%	N=292	13%	N=75	4%	N=20	100%	N=567
Retail and shopping areas	16%	N=90	55%	N=314	25%	N=140	4%	N=25	100%	N=569

Table 29: Question 11 - Geographic Subgroup Results

	North/South		Area							
Percent Rating "Excellent" or "Good"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Commercial buildings in Palo Alto's downtown and California Avenue districts	69%	61%	61%	61%	55%	66%	60%	75%	66%
Commercial buildings in Palo Alto's other business districts	53%	49%	53%	41%	55%	54%	49%	55%	52%
Institutional buildings in Palo Alto's residential districts (e.g., churches, schools)	76%	73%	69%	70%	68%	81%	79%	78%	75%
Commercial buildings constructed within the past 5 years	65%	61%	61%	56%	62%	65%	55%	69%	63%
Residential buildings	68%	57%	62%	46%	66%	65%	64%	71%	63%
Residential buildings constructed within the past 5 years	65%	60%	53%	48%	54%	80%	64%	70%	63%
Parks	86%	87%	91%	89%	83%	86%	81%	86%	86%
Public open spaces	82%	84%	84%	87%	84%	81%	74%	84%	83%
Retail and shopping areas	73%	69%	65%	66%	67%	73%	70%	77%	71%

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Table 30: Question 11 - Percent rating positively (e.g., excellent/good):

Please rate the quality of each of the following characteristics related to the design and compatibility of the built environment in Palo Alto:	Total	
Commercial buildings in Palo Alto's downtown and California Avenue districts	66%	N=374
Commercial buildings in Palo Alto's other business districts	51%	N=272
Institutional buildings in Palo Alto's residential districts (e.g., churches, schools)	75%	N=401
Commercial buildings constructed within the past 5 years	64%	N=324
Residential buildings	63%	N=354
Residential buildings constructed within the past 5 years	63%	N=335
Parks	86%	N=496
Public open spaces	83%	N=472
Retail and shopping areas	71%	N=404

Question 12

Table 31: Question 12 - Response percentages and number of respondents:

Please rate the quality of new development in Palo Alto:	Excellent		Good		Fair		Poor		Total	
	13%	N=75	52%	N=305	25%	N=145	10%	N=61	100%	N=586

Table 32: Question 12 - Geographic Subgroup Results

	North/South		Area							
Percent Rating "Excellent" or "Good"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total	
Please rate the quality of new development in Palo Alto:	67%	62%	69%	50%	66%	70%	60%	69%	65%	

Table 33: Question 12 - Percent rating positively (e.g., excellent/good):

Please rate the quality of new development in Palo Alto:	Total	
	65%	N=380

Question 13

Table 34: Question 13 - Response percentages and number of respondents:

Not applicable - I think the quality of new development is OK	5%	N=11
I don't like the style of most new development	22%	N=49
I don't like the density or size of most new development	28%	N=62
We need to preserve the current physical character of Palo Alto	10%	N=22
New development represents a visual change to the built environment that I do not like	7%	N=14
There's just too much new development	15%	N=34
Other/none of the above	13%	N=29
Total	100%	N=221

Table 35: Question 13 - Geographic Subgroup Results

| Percent Responding | North/South | | Area | | | | | | |
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Not applicable - I think the quality of new development is OK	4%	7%	0%	5%	5%	10%	3%	5%	5%
I don't like the style of most new development	20%	24%	27%	24%	42%	10%	34%	13%	22%
I don't like the density or size of most new development	27%	29%	28%	30%	15%	36%	29%	27%	28%
We need to preserve the current physical character of Palo Alto	9%	11%	13%	10%	14%	11%	0%	10%	10%
New development represents a visual change to the built environment that I do not like	7%	5%	5%	8%	5%	2%	6%	9%	7%
There's just too much new development	18%	12%	19%	6%	17%	20%	28%	15%	15%
Other/none of the above	14%	12%	9%	16%	2%	11%	0%	21%	13%

Question 14

Table 36: Question 14 - Response percentages and number of respondents without "don't know" responses:

How important, if at all, is it to you for Palo Alto to encourage preservation and development of each of the following:	Essential		Very important		Somewhat important		Not at all important		Total	
Chain/franchise retail or restaurant establishments	6%	N=33	12%	N=68	30%	N=176	52%	N=303	100%	N=580
Independent/non-franchise retail or restaurant establishments	30%	N=176	43%	N=252	23%	N=136	4%	N=22	100%	N=586
Office, research and development, warehouse, and industrial space	8%	N=45	26%	N=148	44%	N=255	23%	N=131	100%	N=579
Assisted/memory care senior living facilities	17%	N=97	33%	N=193	42%	N=242	8%	N=45	100%	N=578
Independent senior living facilities	20%	N=113	35%	N=200	39%	N=221	7%	N=40	100%	N=574
Single-family residential housing	36%	N=216	35%	N=208	22%	N=131	6%	N=37	100%	N=592

Table 37: Question 14 - Geographic Subgroup Results

| Percent Rating "Essential" or "Very Important" | North/South | | Area | | | | | | |
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Chain/franchise retail or restaurant establishments	16%	19%	13%	17%	22%	20%	14%	18%	17%
Independent/non-franchise retail or restaurant establishments	78%	67%	72%	68%	61%	70%	79%	80%	73%
Office, research and development, warehouse, and industrial space	36%	30%	37%	29%	27%	33%	37%	36%	33%
Assisted/memory care senior living facilities	51%	50%	53%	49%	49%	52%	56%	48%	50%
Independent senior living facilities	55%	54%	56%	55%	55%	52%	67%	51%	54%
Single-family residential housing	68%	76%	76%	76%	65%	83%	63%	67%	72%

Table 38: Question 14 - Percent rating positively (e.g., essential/very important):

How important, if at all, is it to you for Palo Alto to encourage preservation and development of each of the following:	Total	
Chain/franchise retail or restaurant establishments	18%	N=101
Independent/non-franchise retail or restaurant establishments	73%	N=428
Office, research and development, warehouse, and industrial space	34%	N=1939
Assisted/memory care senior living facilities	50%	N=290
Independent senior living facilities	65%	N=313
Single-family residential housing	71%	N=424

Palo Alto Community Survey

Question 15

Table 39: Question 15 - Response percentages and number of respondents without "don't know" responses:

Housing affordability has become a critical issue throughout the region, including in Palo Alto. To what extent do you agree or disagree with each of the following statements about housing:	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
Palo Alto has enough housing and doesn't need any more	10%	N=59	18%	N=105	22%	N=126	50%	N=286	100%	N=576
Palo Alto should increase its housing stock by adding small units (accessory dwelling units) in residential neighborhood so they are not very noticeable	24%	N=137	37%	N=212	19%	N=109	20%	N=114	100%	N=571
Palo Alto should increase its housing stock by adding market-rate multi-family housing (apartment buildings and condos) in commercial and mixed-use areas	35%	N=208	32%	N=187	15%	N=85	18%	N=107	100%	N=587
Palo Alto should use all of the tools at its disposal to ensure that at least a percentage of new multi-family housing is affordable to households earning less than the area median income	48%	N=283	23%	N=138	16%	N=93	13%	N=77	100%	N=592
Palo Alto should recognize that it cannot solve the housing affordability issue for everyone and should build housing for some target workforce groups (e.g., teachers, service employees)	30%	N=175	37%	N=216	23%	N=136	9%	N=53	100%	N=580
Palo Alto should be flexible with parking requirements and design standards (e.g., taller buildings, setbacks) if that's what it takes to get more multi-family housing	28%	N=167	27%	N=159	17%	N=101	28%	N=163	100%	N=589

Table 40: Question 15 - Geographic Subgroup Results

	North/South		Area							
Percent Rating "Strongly Agree" or "Somewhat Agree"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total
Palo Alto has enough housing and doesn't need any more	26%	31%	39%	30%	39%	27%	29%	21%	28%
Palo Alto should increase its housing stock by adding small units (accessory dwelling units) in residential neighborhood so they are not very noticeable	61%	61%	51%	62%	62%	58%	68%	64%	61%
Palo Alto should increase its housing stock by adding market-rate multi-family housing (apartment buildings and condos) in commercial and mixed-use areas	70%	64%	60%	71%	53%	62%	72%	73%	67%
Palo Alto should use all of the tools at its disposal to ensure that at least a percentage of new multi-family housing is affordable to households earning less than the area median income	74%	68%	75%	72%	54%	72%	79%	72%	71%
Palo Alto should recognize that it cannot solve the housing affordability issue for everyone and should build housing for some target workforce groups (e.g., teachers, service employees)	68%	66%	67%	60%	70%	71%	68%	69%	67%
Palo Alto should be flexible with parking requirements and design standards (e.g., taller buildings, setbacks) if that's what it takes to get more multi-family housing	54%	57%	39%	56%	52%	62%	47%	61%	55%

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Table 41: Question 15 - Percent rating positively (e.g., strongly/somewhat agree):

Housing affordability has become a critical issue throughout the region, including in Palo Alto. To what extent do you agree or disagree with each of the following statements about housing:	Total	
Palo Alto has enough housing and doesn't need any more	28%	N=164
Palo Alto should increase its housing stock by adding small units (accessory dwelling units) in residential neighborhood so they are not very noticeable	61%	N=349
Palo Alto should increase its housing stock by adding market-rate multi-family housing (apartment buildings and condos) in commercial and mixed-use areas	67%	N=295
Palo Alto should use all of the tools at its disposal to ensure that at least a percentage of new multi-family housing is affordable to households earning less than the area median income	71%	N=421
Palo Alto should recognize that it cannot solve the housing affordability issue for everyone and should build housing for some target workforce groups (e.g., teachers, service employees)	67%	N=391
Palo Alto should be flexible with parking requirements and design standards (e.g., taller buildings, setbacks) if that's what it takes to get more multi-family housing	55%	N=326

Question 16

Table 42: Question 16 - Response percentages and number of respondents without "don't know" responses:

Please indicate how appropriate, if at all, you feel each of the following neighborhoods would be for development of new multi-family housing:	Very appropriate		Somewhat appropriate		Somewhat inappropriate		Very inappropriate		Total	
Downtown	39%	N=222	28%	N=162	14%	N=81	19%	N=106	100%	N=571
California Avenue and surrounding area	43%	N=245	33%	N=191	14%	N=79	11%	N=62	100%	N=577
Along El Camino Real	39%	N=223	37%	N=214	13%	N=77	11%	N=62	100%	N=575
In the Stanford Research Park	35%	N=177	32%	N=165	20%	N=100	13%	N=69	100%	N=511
At the Stanford Shopping Center	31%	N=170	31%	N=170	20%	N=113	19%	N=104	100%	N=558
At the Stanford University Medical Center	31%	N=164	27%	N=146	23%	N=124	19%	N=103	100%	N=537
Near East Meadow Circle and Bayshore Boulevard	39%	N=194	40%	N=203	9%	N=46	12%	N=59	100%	N=501

Table 43: Question 16 - Geographic Subgroup Results

	North/South		Area							
Percent Rating "Very Appropriate" or "Somewhat Appropriate"	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Grand Total	
Downtown	67%	68%	68%	72%	55%	73%	63%	67%	67%	
California Avenue and surrounding area	79%	71%	77%	78%	63%	69%	71%	82%	76%	
Along El Camino Real	78%	74%	85%	81%	71%	67%	72%	77%	76%	
In the Stanford Research Park	68%	65%	62%	70%	58%	66%	67%	71%	67%	
At the Stanford Shopping Center	62%	60%	48%	59%	55%	64%	72%	64%	61%	
At the Stanford University Medical Center	59%	56%	55%	53%	48%	63%	58%	61%	58%	
Near East Meadow Circle and Bayshore Boulevard	86%	72%	81%	71%	65%	77%	88%	87%	79%	

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Table 44: Question 16 - Percent rating positively (e.g., very/somewhat appropriate):

Please indicate how appropriate, if at all, you feel each of the following neighborhoods would be for development of new multi-family housing:	Total	
Downtown	67%	N=384
California Avenue and surrounding area	76%	N=436
Along El Camino Real	76%	N=437
In the Stanford Research Park	67%	N=342
At the Stanford Shopping Center	62%	N=240
At the Stanford University Medical Center	58%	N=310
Near East Meadow Circle and Bayshore Boulevard	79%	N=297

Question 17. As a resident of Palo Alto, what one change could the City make that would make you happier?

In question 17 of the Palo Alto Community, respondents were asked to write, in their own words, what one change the City could make that would make them happier. The verbatim responses were categorized by topic area and those topics are reported in Table 45, 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. 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 632 surveys were completed by Palo Alto residents; of these, 433 respondents wrote responses for the open-ended question (494 comments are captured in the below categories as some responses were split to cover multiple topics).

Table 45: Question 17 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Housing (amount, affordability/cost of living)	24%	119
Traffic concerns	20%	97
Development (other than housing)	12%	58
Parking concerns	9%	42
General government operations	5%	27
Public transportation	4%	18
Improvements for walking and biking	3%	17
Reduce noise	3%	14
Parks and recreation amenities/services	3%	13
Safety	2%	12
Code enforcement	2%	11
Lower taxes and/or utility costs	2%	9
Schools	1%	6
Downtown improvements	1%	6
Sense of community/community activities	1%	5
Address homelessness	1%	5
Beautification (natural beauty)	1%	3
Retail/shopping options	1%	3
Other	3%	17
Nothing	2%	12
Total	100%	494

To review the written in responses, please see *The NCS Open-ended Responses - Palo Alto 2017* under separate cover.

Palo Alto Community Survey

Demographic Questions

Table 46: Question D1 - Response Percentages and Number of Respondents

What is your employment status?	Percent	Number
Working full time for pay	46%	N=284
Working part time for pay	12%	N=74
Unemployed, looking for paid work	2%	N=14
Unemployed, not looking for paid work	4%	N=27
Fully retired	35%	N=215
College student, unemployed	0%	N=0
Total	100%	N=614

Table 47: Question D2 - Response Percentages and Number of Respondents

Do you work inside the boundaries of Palo Alto?	Percent	Number
Yes, outside the home	31%	N=171
Yes, from home	15%	N=83
No	55%	N=304
Total	10%	N=557

Table 48: Question D3 - Response Percentages and Number of Respondents

How many years have you lived in Palo Alto?	Percent	Number
Less than 2 years	11%	N=71
2 to 5 years	10%	N=63
6 to 10 years	9%	N=54
11 to 20 years	18%	N=114
More than 20 years	51%	N=318
Total	100%	N=620

Table 49: Question D4 - Response Percentages and Number of Respondents

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	61%	N=379
Building with two or more homes (duplex, townhome, apartment or condominium)	35%	N=218
Mobile home	0%	N=1
Other	3%	N=19
Total	100	N=617

Table 50: Question D5 - Response Percentages and Number of Respondents

Is this house, apartment or mobile home...	Percent	Number
Rented	31%	N=191
Owned	69%	N=422
Total	100%	N=613

Palo Alto Community Survey

Table 51: Question D6 - 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=73
$1,000 to $1,499 per month	10%	N=57
$1,500 to $1,999 per month	10%	N=57
$2,000 to $2,499 per month	9%	N=53
$2,500 to $2,999 per month	10%	N=57
$3,000 to $3,499 per month	10%	N=56
$3,500 to $3,999 per month	7%	N=42
$4,000 to $4,499 per month	6%	N=38
$4,500 to $4,999 per month	4%	N=25
$5,000 or more per month	22%	N=130
Total	100%	N=588

Table 52: Question D7 - Response Percentages and Number of Respondents

Do any children 17 or under live in your household?	Percent	Number
No	73%	N=453
Yes	27%	N=164
Total	100%	N=617

Table 53: Question D8 - Response Percentages and Number of Respondents

Are you or any other members of your household aged 65 or older?	Percent	Number
No	53%	N=330
Yes	47%	N=287
Total	100%	N=617

Table 54: Question D9 - 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	5%	N=26
$25,000 to $49,999	6%	N=34
$50,000 to $99,999	16%	N=93
$100,000 to $149,999	18%	N=100
$150,000 to $199,999	14%	N=81
$200,000 to $249,999	9%	N=54
$250,000 to $299,999	9%	N=52
$300,000 or more	23%	N=130
Total	100%	N=570

Palo Alto Community Survey

Table 55: Question D10 - Response Percentages and Number of Respondents

Are you Spanish, Hispanic or Latino?		Number
No, not Spanish, Hispanic or Latino	%	N=569
Yes, I consider myself to be Spanish, Hispanic or Latino	%	N=34
Total	100%	N=603

Table 56: Question D11 - 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=5
Asian, Asian Indian or Pacific Islander	19%	N=117
Black or African American	1%	N=4
White	76%	N=467
Other	23%	N=23

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

Table 57: Question D12 - Response Percentages and Number of Respondents

In which category is your age?	Percent	Number
18 to 24 years	2%	N=14
25 to 34 years	9%	N=54
35 to 44 years	10%	N=63
45 to 54 years	19%	N=118
55 to 64 years	17%	N=107
65 to 74 years	31%	N=128
75 years or older	31%	N=129
Total	100%	N=613

Table 58: Question D13 - Response Percentages and Number of Respondents

What is your sex?	Percent	Number
Female	49%	N=297
Male	51%	N=306
Total	100%	N=603

Table 59: Question D14 - Response Percentages and Number of Respondents

Do you consider a cell phone or landline your primary telephone number?	Percent	Number
Cell	57%	N=347
Land line	23%	N=139
Both	21%	N=128
Total	100%	N=614

Survey Materials

OFFICE OF THE CITY AUDITOR

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

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Palo Alto Community Survey 2017

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.

Code Enforcement

1. **Please rate to what degree, if at all, each of the following is a problem in Palo Alto:**

	Not a problem	Minor problem	Moderate problem	Major problem	Don't know
Overgrown landscaping (e.g., weeds, overgrown vegetation)	1	2	3	4	5
Other property maintenance issues (e.g., junk/trash in yards, unlicensed/inoperable vehicles)	1	2	3	4	5
Gasoline-powered leaf blower in residential areas	1	2	3	4	5
Excessive noise other than leaf blowers (e.g., loud music, burglar false alarms)	1	2	3	4	5
Unpermitted use of a residential property as a vacation rental	1	2	3	4	5
Unpermitted use of a residential property for an office or home business	1	2	3	4	5
Use of a commercial property for uses other than its permitted purpose	1	2	3	4	5
Unpermitted construction or other construction-related activities (e.g., unauthorized use of public right-of-way, unauthorized debris containers, demolition violations)	1	2	3	4	5
Failure to comply with zoning requirements	1	2	3	4	5
Signage (e.g., sandwich signs, excessive window coverage on retail space)	1	2	3	4	5
Fences (e.g., too tall, encroachment into public right-of-way)	1	2	3	4	5
Parking	1	2	3	4	5
Traffic	1	2	3	4	5
Repeat violations (i.e., same violation at same location after temporary abatement)	1	2	3	4	5
Consistency in interpretation of Municipal Code when investigating and resolving violations	1	2	3	4	5
Other	1	2	3	4	5

2. **Given the limited staff available for code enforcement, how important, if at all, is it that the City pursue enforcement of each of the following:**

	Essential	Very important	Somewhat important	Not at all important	Don't know
Overgrown landscaping (e.g., weeds, overgrown vegetation)	1	2	3	4	5
Other property maintenance issues (e.g., junk/trash in yards, unlicensed/inoperable vehicles)	1	2	3	4	5
Gasoline-powered leaf blower in residential areas	1	2	3	4	5
Excessive noise other than leaf blowers (e.g., loud music, burglar false alarms)	1	2	3	4	5
Unpermitted use of a residential property as a vacation rental	1	2	3	4	5
Unpermitted use of a residential property for an office or home business	1	2	3	4	5
Use of a commercial property for other than its permitted purpose	1	2	3	4	5
Unpermitted construction or other construction-related activities (e.g., unauthorized use of public right-of-way, unauthorized debris containers, demolition violations)	1	2	3	4	5
Failure to comply with zoning requirements	1	2	3	4	5
Signage (e.g., sandwich signs, excessive window coverage on retail space)	1	2	3	4	5
Fences (e.g., too tall, encroachment into public right-of-way)	1	2	3	4	5
Parking	1	2	3	4	5
Traffic	1	2	3	4	5
Repeat violations (i.e., same violation at same location after temporary abatement)	1	2	3	4	5
Consistency in interpretation of Municipal Code when investigating and resolving violations	1	2	3	4	5
Other	1	2	3	4	5

3. How important, if at all, do you think each of the following is to achieve code compliance:

	Essential	Very important	Somewhat important	Not at all important	Don't know
Conduct timely inspections after receiving a complaint	1	2	3	4	5
Provide an opportunity for violators to explain themselves and correct violations voluntarily before being issued a citation	1	2	3	4	5
Issue citations/fines to violators immediately upon observance of a violation	1	2	3	4	5
Set clear and specific time limits for violators to abate code violations	1	2	3	4	5
Work with violators to educate them on the codes	1	2	3	4	5
Implement an accelerated code enforcement process (e.g., faster issuance of citations, higher penalties) for those who commit the same violation after a temporary correction	1	2	3	4	5
Consistently pursue collection of fines after issuing a citation	1	2	3	4	5
Address observed violations even if a complaint has not been received	1	2	3	4	5
Prioritize enforcement based on seriousness of health and safety risk to the public	1	2	3	4	5
Conduct outreach to educate residents and businesses to prevent common violations	1	2	3	4	5
Develop an ongoing inspection program to identify potential health and safety violations	1	2	3	4	5
Bring potential Municipal Code changes to Council to improve enforcement authority	1	2	3	4	5

4. Please indicate whether or not you...

	No	Yes
Ever received a letter or notice about a potential code violation at your property	1	2
Would know how to report a possible code violation for the City to investigate	1	2

5. Please indicate whether or not you have reported at least one potential code violation in the past 12 months...

	No	Yes
Using the Palo Alto 311 mobile app or website	1	2
Using email to a department	1	2
By phone to a department	1	2
To the City Manager's Office	1	2
To a City Councilmember(s)	1	2
Using some other method	1	2

6. If you have not reported a code violation in the past 12 months, please indicate the primary reason you have not: (Please select only one response.)

- O I didn't observe any violations
- O I didn't know how
- O I'm too busy
- O The violation(s) I observed didn't bother me enough to report
- O I wasn't sure if what I observed was a violation(s)
- O I didn't want to get my neighbor(s) in trouble
- O I didn't think that the City would respond to a report
- O Not applicable (I did report at least one potential violation)

7. If you have reported a code violation in the past 12 months, please indicate whether or not you...

	No	Yes
Received an acknowledgement of your complaint	1	2
Received a response regarding the status and/or outcome of your complaint without having to follow-up	1	2
Received a response but only after following up with Code Enforcement	1	2
Received a response but only after following up with a department other than Planning/Code Enforcement	1	2
Received a response but only after following up with the City Manager's Office	1	2
Received a response but only after following up with a City councilmember(s)	1	2
Not applicable because you did not report a violation(s)	1	2

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8. **When attempting to bring a violation into compliance, please rate whether you think the City allows the violator…**

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
Sufficient time to bring the violation into compliance	1	2	3	4	5
Too much time to bring the violation into compliance	1	2	3	4	5
Not enough time to bring the violation into compliance	1	2	3	4	5

9. **If you have interacted with the Code Enforcement team in the past year, either by reporting a complaint or having a complaint made against you, please rate your level of satisfaction with each of the following:**

   (If you have not interacted with the Code Enforcement team, please skip to question 10.)

	Excellent	Good	Fair	Poor	Don't know
Code enforcement officer's professionalism	1	2	3	4	5
Code enforcement officer's level of knowledge regarding the violation	1	2	3	4	5
Code enforcement officer's willingness to help resolve the issue	1	2	3	4	5
Code enforcement officer's ongoing communication while the violation was being investigated and resolved	1	2	3	4	5
Final resolution of the violation	1	2	3	4	5

10. **If you have reported or tried to report a potential code violation in the past year, please rate the following:**

    (If you have not attempted to report a potential code violation, please skip to question 11.)

	Excellent	Good	Fair	Poor	Don't know
Ease of using the 311 mobile app	1	2	3	4	5
Ease of navigating the City's 311 website	1	2	3	4	5
Ease of attaching photos and documents through 311 mobile app or website	1	2	3	4	5
Ease of using case identification number to obtain status updates	1	2	3	4	5
The categories for reporting fit the type of violation I wanted to report	1	2	3	4	5
Ease of corresponding with Code Enforcement staff through 311 mobile app	1	2	3	4	5
Ease of corresponding with Code Enforcement staff through 311 website	1	2	3	4	5
Helpfulness of frequently asked questions (FAQs) on the 311 mobile app	1	2	3	4	5
Helpfulness of frequently asked questions (FAQs) on the 311 website	1	2	3	4	5
Satisfaction with completeness of response	1	2	3	4	5
Response addressed original complaint	1	2	3	4	5

Housing & Palo Alto's Built Environment

"Built environment" refers to the physical form of Palo Alto, including its buildings, public spaces, parks, sidewalks, roadways and train corridor. "Design" relates to the overall appearance of the built environment, meaning it is aesthetically appealing. "Compatibility" relates to how well it fits in with neighboring buildings and surroundings.

11. **Please rate the quality of each of the following characteristics related to the design and compatibility of the built environment in Palo Alto:**

	Excellent	Good	Fair	Poor	Don't know
Commercial buildings in Palo Alto's downtown and California Avenue districts	1	2	3	4	5
Commercial buildings in Palo Alto's in other business districts	1	2	3	4	5
Institutional buildings in Palo Alto's residential districts (e.g., churches, schools)	1	2	3	4	5
Commercial buildings constructed within the past 5 years	1	2	3	4	5
Residential buildings	1	2	3	4	5
Residential buildings constructed within the past 5 years	1	2	3	4	5
Parks	1	2	3	4	5
Public open spaces	1	2	3	4	5
Retail and shopping areas	1	2	3	4	5

12. **Please rate the quality of new development in Palo Alto:**

    ○ Excellent → *Please skip to question 14*   ○ Good → *Please skip to question 14*   ○ Fair   ○ Poor

13. **If you rated the quality of new development as either fair or poor, please select the response that best reflects your reason: (Please select all that apply.)**

   O Not applicable - I think the quality of new development is OK

   O I don't like the style of most new development

   O I don't like the density or size of most new development

   O We need to preserve the current physical character of Palo Alto

   O New development represents a visual change to the built environment that I do not like

   O There's just too much new development

   O Other/none of the above

14. **How important, if at all, is it to you for Palo Alto to encourage preservation and development of each of the following?**

	Essential	Very important	Somewhat important	Not at all important	Don't know
Chain/franchise retail or restaurant establishments	1	2	3	4	5
Independent/non-franchise retail or restaurant establishments	1	2	3	4	5
Office, research and development, warehouse, and industrial space	1	2	3	4	5
Assisted/memory care senior living facilities	1	2	3	4	5
Independent senior living facilities	1	2	3	4	5
Single-family residential housing	1	2	3	4	5

15. **Housing affordability has become a critical issue throughout the region, including in Palo Alto. To what extent do you agree or disagree with each of the following statements about housing?**

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Don't know
Palo Alto has enough housing and doesn't need any more	1	2	3	4	5
Palo Alto should increase its housing stock by adding small units (accessory dwelling units) in residential neighborhood so they are not very noticeable	1	2	3	4	5
Palo Alto should increase its housing stock by adding market-rate multi-family housing (apartment buildings and condos) in commercial and mixed-use areas	1	2	3	4	5
Palo Alto should use all of the tools at its disposal to ensure that at least a percentage of new multi-family housing is affordable to households earning less than the area median income	1	2	3	4	5
Palo Alto should recognize that it cannot solve the housing affordability issue for everyone and should build housing for some target workforce groups (e.g., teachers, service employees)	1	2	3	4	5
Palo Alto should be flexible with parking requirements and design standards (e.g., taller buildings, setbacks) if that's what it takes to get more multi-family housing	1	2	3	4	5

16. **Please indicate how appropriate, if at all, you feel each of the following neighborhoods would be for development of new multi-family housing:**

	Very appropriate	Somewhat appropriate	Somewhat inappropriate	Not at all inappropriate	Don't know
Downtown	1	2	3	4	5
California Avenue and surrounding area	1	2	3	4	5
Along El Camino Real	1	2	3	4	5
In the Stanford Research Park	1	2	3	4	5
At the Stanford Shopping Center	1	2	3	4	5
At the Stanford University Medical Center	1	2	3	4	5
Near East Meadow Circle and Bayshore Boulevard	1	2	3	4	5

17. **As a resident of Palo Alto, what one change could the City make that would make you happier?**

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Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. 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

D2. Do you work inside the boundaries of Palo Alto?
- ◯ Yes, outside the home
- ◯ Yes, from home
- ◯ No

D3. How many years have you lived in Palo Alto?
- ◯ Less than 2 years
- ◯ 2-5 years
- ◯ 6-10 years
- ◯ 11-20 years
- ◯ More than 20 years

D4. 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

D5. Is this house, apartment or mobile home...
- ◯ Rented
- ◯ Owned

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?
- ◯ Less than $1,000 per month
- ◯ $1,000 to $1,499 per month
- ◯ $1,500 to $1,999 per month
- ◯ $2,000 to $2,499 per month
- ◯ $2,500 to $2,999 per month
- ◯ $3,000 to $3,499 per month
- ◯ $3,500 to $3,999 per month
- ◯ $4,000 to $4,499 per month
- ◯ $4,500 to $4,999 per month
- ◯ $5,000 or more per month

D7. Do any children 17 or under live in your household?
- ◯ No   ◯ Yes

D8. Are you or any other members of your household aged 65 or older?
- ◯ No   ◯ Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)
- ◯ Less than $25,000
- ◯ $25,000 to $49,999
- ◯ $50,000 to $99,999
- ◯ $100,000 to $149,999
- ◯ $150,000 to $199,999
- ◯ $200,000 to $249,999
- ◯ $250,000 to $299,999
- ◯ $300,000 or more

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?
- ◯ No, not Spanish, Hispanic or Latino
- ◯ Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)
- ◯ American Indian or Alaskan Native
- ◯ Asian, Asian Indian or Pacific Islander
- ◯ Black or African American
- ◯ White
- ◯ Other

D12. In which category is your age?
- ◯ 18-24 years
- ◯ 25-34 years
- ◯ 35-44 years
- ◯ 45-54 years
- ◯ 55-64 years
- ◯ 65-74 years
- ◯ 75 years or older

D13. What is your sex?
- ◯ Female
- ◯ Male

D14. Do you consider a cell phone or land line your primary telephone number?
- ◯ Cell
- ◯ Land line
- ◯ Both

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to: National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502

OFFICE OF THE CITY AUDITOR

CITY OF
PALO
ALTO

250 Hamilton Avenue, 7th Floor
Palo Alto, CA 9430

Dear City of Palo Alto Resident:

Please help us shape the future of Palo Alto! You have been randomly selected to participate in the 2017 Palo Alto Community 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 will be reviewed by City Council members, City management and staff, and the Office of the City Auditor. Your input will help the City make important decisions about code enforcement and housing in Palo Alto.

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:**

  [WEB LINK]

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

Thank you for your time and participation!

Sincerely,

Harriet Richardson

Harriet Richardson
City Auditor

This letter was printed on 30% postconsumer recycled paper.

OFFICE OF THE CITY AUDITOR

PALO ALTO

Dear City of Palo Alto Resident:

Here's a second chance if you haven't already responded to the 2017 Palo Alto Community 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 2017 Code Enforcement 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 will be reviewed by City Council members, City management and staff, and the Office of the City Auditor. Your input will help the City make important decisions about code enforcement and housing in Palo Alto.

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Palo Alto, CA

Open-ended Responses for The NCS™ and Community Survey

2017

Contents

The NCS™ Open-ended Responses

Question 23

As a resident of Palo Alto, what one change could the City make that would make you happier?

In question 23, respondents were asked to write, in their own words, what one change the City could make that would make them happier. The verbatim responses were categorized by topic area and those topics are reported in Table 1, 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. 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 614 surveys were completed by Palo Alto residents; of these, 483 respondents wrote responses for the open-ended question (522 comments are captured in the below categories as some responses were split to cover multiple topics).

Table 1: Question 23 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Housing (amount, affordability/cost of living)	23%	N=119
Traffic concerns	17%	N=88
Development (other than housing)	10%	N=51
Public transportation	6%	N=31
General government operations	6%	N=29
Parking concerns	4%	N=22
Sense of community/community activities	4%	N=22
Beautification (natural beauty)	3%	N=16
Improvements for walking and biking	3%	N=15
Lower taxes and/or utility costs	3%	N=14
Parks and recreation amenities/services	2%	N=13
Safety	2%	N=13
Schools	2%	N=12
Downtown improvements	2%	N=10
Retail/shopping options	2%	N=10
Reduce noise	2%	N=9
Address homelessness	1%	N=7
Code enforcement	1%	N=4
Other	5%	N=28
Nothing	2%	N=9
Total	100%	N=522

Housing (amount, affordability/ cost of living)
• Actual real affordable housing- that allows people to have pets.
• Actually increase supply of affordable housing.
• Add more housing and work with other peninsula communities to add more in other communities. I can't afford to buy a home in town- even though I am a long time renter, I don't feel truly "rooted" and most of my friends don't either. Turnover of communit members is very high which leads to a "transient" feeling and loss of community connection.
• Add more market-rate housing/less public house.
• Address shortage of housing for lower & middle income residents.
• Address unsustainable housing costs. Palo Alto is not affordable for >90% population.
• Affordable housing.
• Affordable housing.

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- Affordability.
- Affordability.
- Affordable high-density housing for 99%ers.
- Affordable housing.
- Affordable housing.
- Affordable housing for all incomes.
- Affordable housing for middle-class & nonprofit workers.
- Affordable housing made available in larger areas.
- Affordable housing options.
- Affordable housing.
- Affordable housing price.
- Affordable housing!!! I rent an apartment, it is impossible for me to buy a house, and when I reach retirement age I will have to move away.
- AFFORDABLE HOUSING, AFFORDABLE DAYCARE.
- Affordable housing.
- Affordable housing, you have none! Over half any pay goes to rent.
- Affordable housing.
- Affordable housing.
- Affordable housing.
- Affordable housing.
- Affordable housing.
- Allow development of larger housing complexes to bring down housing prices.
- Approve permits for more housing and high rises
- Be more affordable for all.
- Bring housing prices down; allow more housing.
- Build housing for low income residents.
- Build more housing.
- Change plans & policies to significantly increase supply of affordable housing for extremely low, low & moderate income levels. Provide shelter for those without homes.
- Cheaper home prices - build more afforable housing.
- Cheaper rent.
- Control on new housing obstructing skyline.
- Cost of living to high
- Cost of rentals (and availability)..
- Do not kick us out of our house for new housing developments.
- Don't allow basements in houses.
- Don't enforce Eichler style construction, get rid of single story zone.
- Easier for first time home buyers to purchase here.
- Expand the housing supply.
- Good affordable housing.
- Have more high density housing- lots more.
- Housing affordability.
- Housing affordability. Rent is almost impossibly high; home ownership is out of the question.
- Housing affordable.
- Housing - base traffic.
- Housing cost.
- Housing cost.
- If the house price decrease.
- Implement high density housing in the Stanford Arboretum via eminent domain by the State. Let's stop the Stanford/PA 100-year idiocy.

- Improved housing opportunities.
- It is too expensive to live here.
- Less apartments in the city.
- Less dense new housing.
- Limit growth, diversity of housing.
- Lower cost of living?
- Lower housing costs.
- Lower housing costs - my adult children can no longer afford to live here.
- Lower living cost.
- Lower rents!!!
- Lower rents, more housing security.
- Lower the cost of living especially with regards to housing and child care.
- Lowering housing prices.
- Make housing affordable!
- Make it easier to build in-law unit in backyard.
- More affordable cost of living.
- More affordable housing.
- More affordable housing & commercial rents so University Ave does not have vacancies!
- More affordable housing for middle class.
- More affordable housing!!!
- More affordable housing, especially for teachers.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing. Any possibility the Cubberly site could be used to build homes?
- More affordable housing. My children are grown. I don't need the schools. I would happily down size if there was affordable housing. There is not.
- More diverse, affordable food options.
- More diversity, affordable housing.
- More housing.
- More housing and commerce
- More housing!
- More housing, not specifically affordable
- More housing.
- More housing.
- More housing.
- More sensible housing rules.
- More tax exemption for environmental home updates.
- Need more affordable housing. Build high-rise apartments near transportation..
- No more people overcrowded
- Offer affordable only build affordable housing.
- Offer financial counseling to residents who appear to be house-rich/cash-poor - their million dollar homes are falling apart, some of them dig through trash bins for recycling. How can we help?
- Offer more BMR purchasing housing.
- P.A. must bring housing costs down.

- Palo Alto is a great city while the living cost is too expensive. City may support more to small business owners preschool no profit organization.
- Property Value x .5
- Provide affordable quality housing and ban the RV's in town.
- Provide more affordable housing.
- Reduce house prices.
- Reduce housing cost.
- Reduce room rental fee.
- Rent control.
- Rent control :(
- RENT CONTROL!!!! I was given 28 days notice for a 33% rate increase. Told to pay or move out.
- Rent control.
- Restrict the housing prices to minimum.
- Stop allowing high-density housing on El Camino and in other areas where it causes stop and go in the city.
- Stop allowing McMansions to ruin quality of life for neighbor w/ 1 story (Greed!).
- Stop crying about affordable housing …it has always been more expensive to buy in Palo Alto , Atherton , Portola Valley , etc etc vs surrounding "cheaper suburbs" …same RELATIVE PRICING occurs in every top 500 city in the country or the world actually pricing exists in EVERY [sentence not finished]
- Stop providing so much emphasis on affordable housing. Let it become more unaffordable.
- Stop pumping S.PA with hotels; we need housing. Hotel at 4256 ECR adds nothing to our neighborhood, and we already have 75% of PA's hotels here.

Traffic concerns

- Add lots of one-way streets.
- Address congestion in major intersections such as Embarcadero and El Camino.
- Adjust traffic light timing on Alma St.
- Better enforcement of traffic laws (speeding, illegal moves by cars and bikes).
- Better light timing on Page Mill.
- Better Synchronize traffic lights.
- Better timing of traffic lights on University Ave. It's unbelievable how bad it is.
- Better traffic around school.
- Better traffic enforcement on weekdays-commute daytime/ hours.
- Better road condition.
- Cut out the commuter and cut-through traffic and the speeding/stop enforcement.
- Cut the traffic in half.
- Deal with traffic including drivers who are endangering others because they are in a hurry.
- Ease congestion on Arasterdero between El Camino and Foothill during rush hour.
- Ease out traffic. It doesn't make sense to go to work 5 miles away & have 20-25 min.
- Ease Traffic.
- Ease traffic congestion.
- Efficient traffic flow at busy times and places.
- Enforce traffic laws (speeding and red lights).
- Enforcements of speed limits since there is significant amount of speeding in the area as well as purposely running lights.
- Fining or arresting people who ignore stop signs.
- Fix the bottleneck traffic issue @ Town & Country!
- Fix the roads.
- Fix the roads and city signs falling down and over the cities.
- Fix the roads better. Roads looks ugly and unmaintained. Too many potholes.
- Fix the roads, properly & well.

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- Fix the traffic delays at railroad crossing during rush hour! (tunnel/ overpass).
- Fixing/ repairing- park- blvd! It's bumpy to bike on.
- Get rid of traffic lights for better thru-way mobility.
- Great question: (1) Street maintenance (pot holes, etc...) both on the flats & page mill road!!!
- Heavy traffic.
- Highway's cleaning.
- Improve roads infrastructure.
- Improve traffic.
- Improve traffic.
- Improve traffic and congestion.
- Improve traffic.
- Improve traffic flow.
- Improve traffic.
- Improve traffic.
- Improve traffic.
- Improve traffic.
- Improving traffic congestion.
- Increase traffic enforcement.
- Keep the roads repaired.
- Less cars/ traffic and traffic congestion.
- Lesson condo growth, which lessens traffic!
- Less congestion in downtown Palo Alto.
- Less density - roads cannot currently handle volume of cars.
- Less traffic.
- Less traffic congestion by eliminating traffic calming measures.
- Less traffic congestion on San Antonio & Alma Streets.
- Less traffic, easier donation parking.
- Less traffic.
- Less traffic.
- Less traffic.
- Lessen traffic.
- More enforcement of speed limits on 25 mile roads that are major roads.
- Pave the streets in neighborhood more often.
- Pls fix ECR/Deodar light timing for u-turn to n.bound.
- Providing smooth roads to drive on.
- Reduce congestion.
- Reduce traffic on San Antonio.
- REDUCE TRAFFIC!!!!
- Reduce traffic.
- Reinstate traffic enforcement team.
- Repave many streets.
- Resolve traffic congestion downtown and San Antonio Rd.
- Road wider.
- Solution for traffic.
- Solve traffic issues.
- Solve the traffic congestion.
- Stiffen your approach to flagrant speeders!
- Stop messing with the major arteries - slowing them down and putting in fewer lanes.
- Stop the endless stop sings!! Way too many have been put in.
- Sync traffic lights.

- The traffic lights should be smarter (timed, coordinated with the train, etc.).
- Timed lights (Traffic).
- Town and Country traffic, (fix corner traffic) corner- El Camino and Embarcadero Rd.
- Traffic congestion.
- Traffic control of speeders.
- Traffic enforcement no longer exists- very unsafe!
- Traffic improvement.
- Traffic is terrible but not sure what can be done.
- Traffic is the worst.
- Traffic light timing are El Camino (esp. Cal Ave, Cambridge Ave).
- Traffic to/from Town & Country Village, lower utility rates, cleaner downtown.
- Traffic.

Development (other than housing)

- Abolish the height restriction on new buildings.
- Affordable permit fees.
- Curb construction in the city both residential & commercial.
- Development of a museum for local history.
- Development plan that would raze old, dilapidated, poorly insulated housing stock and build modern, multistory, affordable housing
- Don't approve zoning exceptions for canceled projects unless they provide valuable benefits to the city – i.e. not just a small art installation.
- Don't enforce Eichler style construction, get rid of single story zone.
- Don't let construction projects block the sidewalks for months at a time. Occasionally on both sides of the street or only side with sidewalks
- Emphasize dense live/work/transit development, It will require higher heights, but that's inevitable, so better to start sooner.
- Encourage high quality development and make it saver for communities
- Freeze commercial development downtown.
- Give up its obsession with growth.
- Halt development.
- I don't think they can do anything - too many people.
- I live in greenhouse on San Antonio, and city council strong-armed us in order to approve 5-story boutique hotels across the street, a better job of listening to us and not turning PA into another high-rise canyon.
- In PA I've lived for 65 years no longer has the feeling I love. Bldgs too high, no space between bldgs too near sidewalks.
- Less business / office development downtown.
- Less commercial construction or reduced size of buildings. Better design i.e hideous building on El Camino with a new market.
- Less constant multiple construction projects.
- Less density and traffic in South Palo Alto.
- Less development.
- Less high density constructions.
- Limit construction that adds more people to the city.
- Mitigate gentrification.
- Modernize the design of buildings being constructed.
- Monitor and protect permit exceptions granted to developers, such as parking at 800 Alma Park behind bank in Lytton and numerous other poorly documented giveaways to developers that are not protected or never documented!!
- More development.

- No more building. Fewer people.
- No more office buildings.
- No more office space, or bldgs, only housing.
- Quit looking out for the developer, lower building density.
- Prefer set back for tall buildings.
- Reduce development- huge traffic issues will happen otherwise.
- Reduce development--in particular office development, secondarily hotel development
- Reduce new development that leads to increased congestion.
- Reduce office development.
- Slow development.
- Slow down or eliminate commercial development.
- Stop all the massive building-developers rule-community.
- Stop approving development of housing/ offices etc- traffic & pollution & parking are really bad.
- Stop building huge condo/ office space without providing for parking and increased traffic.
- Stop building office space.
- Stop building such ugly big buildings. Preserve more old buildings.
- Stop building, growth, and promotion of business.
- Stop catering to developers & selling out on quality of life for the residents.
- Stop developing one story to three!
- Stop over building large structures increasing density of traffic.
- Stop standing in the way of developments.
- Stop the constant maximum building, creating traffic, gridlock.
- Support more development around train stations.
- The damage is done- too crowded streets, restaurants high cost of housing & real estate.

Public transportation
- A complete residential bus system, w/ stops within one block of every resident!
- A less polluting Caltrain.
- Autonomous electric shuttles on demand, by appointment (ibs).
- Better bus service to all neighborhoods, not just El Camino.
- Better public transportation, move bus routes or community shuttles.
- Better public transportation.
- Better public transportation.
- Better public transportation.
- Better public transportation. More frequent buses, including on weekends.
- Better shuttle service to neighborhoods - & accessible stops.
- Better trains to San Francisco (schedules).
- Better transportation around town.
- Better transportation system.
- Better transportation (I do not have a car).
- Build safe passing for Caltrain intersections.
- Expand shuttle services, routes & frequency. As I get older may not want to walk or ride bike to destinations.
- Expanded shuttle service, ie. later hours.
- Free shuttle closer to El Camino (Page Mill to Stanford Shopping Ctr.)
- Free shuttle in & around Barron park.
- Have more public transportations available or "service cars".
- Increase public transportation.
- More & more convenient public transportation - get people out of cars!
- More bus routes and shuttle more frequency.
- More bus routes that are more affordable & more frequent (esp on Arastradero/ Charleston).

- More buses for transportation.
- More convenient bus service.
- More convenient public transportation.
- More transportation options by bus. However I have not fully explored the existing system and recognize that the ideal service would likely be uneconomic.
- To reduce air pollution by offering more shuttle bus service to local residents.
- Transportation, more buses and charters.
- Weekend free shuttles, more buses & routes.

General government operations
- A more efficient, accountable process of government.
- Address structural deficit.
- Announce a plan to resolve future pensions issue (approaching one billion).
- Candor from city hall plus honesty own up to the messes. Don't be a notch in upward aspiring employee belt.
- City council stop spending double money.
- City govt & utilities to implement a quality improvement program.
- Direct democracy--proactively invite all residents to securely electronically optionally vote/comment on city issues/bills.
- Don't "talk things to death"!
- Easier remodeling law and process.
- Elect Mayor vs City Council doing it - what a scam! ▮▮▮▮▮▮ again already!
- Eliminate practice of diverting our utility money to the general fund.
- Excellent ability to give open comments to council but then it goes into a black hole - no response to follow emails either.
- Find better value for tax we paid, pragmatic about what can be achieved.
- Fix outrageous zoning/ planning restrictions; more business; city internet.
- Have the city operate as a small city and accept reality.
- Manage its budget better.
- More PA residents focus. Feel the city is more "Stanford" focus.
- Pay more attention to your residents & not commercial developers.
- Reduce number of city employees.
- Reduce pension debt.
- Reform the "Palo Alto Process".
- Responsive to neighborhood complaints & signage - No Smoking no smoke shops.
- Simple low-cost approaches instead of top of the line (e.g. 101 bike bridges problem).
- Stop council and staff mythology for traffic, housing affordability.
- Stop dictating as to what type of business to rent to.
- Stop hiring so many outside consultants.
- Stop overpay of city officials.
- To foil the pro-growth element on the city council.
- Too many rules - city too much in your business.

Parking concerns
- Abolish the neighborhood parking program.
- Better parking.
- Build more parking garages to meet parking needs.
- Building more parking for the people who work in the downtown.
- Demand more parking from builders.
- Easier parking for visitors.
- Improve parking.

- Improve parking opportunities.
- Improved downtown parking.
- Increase more parking downtown.
- Less expensive parking. Permits or no CT permit.
- More downtown and Cal ave parking!!
- More parking available on Univ Ave.
- More parking.
- More public parking place.
- None - need less traffic.
- Parking Spot.
- Parking is so limited I seldom go to downtown town PA. Instead I shop and eat out in mountain view.
- Solve parking issues.
- Stop pushing city parking into residential areas.
- Stop the parking permit program downtown. It makes it very hard to hire and retain employees. Constant employee turn over provides poorer customer service for those we serve.
- Street parking.

Sense of community/community activities
- Be more focused on community, less focused on political correctness.
- Better free music in the park (like it used to be).
- Dogs should be on leash all the time except in the dog park.
- I would love to see more use of outdoor space. I just moved here from Austin, TX, and one thing I loved about Austin was how much activity was focused on outdoors - not just recreation, but food, restaurants, cafes. It was easy to meet people in the area and just spending time reading a book out in the sunshine at an affordable, welcoming spot; here I feel like similar spaces cater instead to business meetings or nights out. It would be amazing to see businesses catering to the immediate community members more than the people who come in to work or go to the bars.
- Increase sport options for teens in school & summer. (e.g. lacrosse).
- Later downtown activities- More entertainment.
- Maintain quality of life for residents.
- Miss the Tuesday night concerts in the parks. Great for couples & families made for a nice break in the week. The Sat concerts not as community oriented. Sat- concerts seems to affect less Palo affairs & more out of town folk.
- More activities.
- More art and cultural activities.
- More community events.
- More community events / notice of community events (if I'm not aware of them).
- more community gardens!
- More get-togethers for neighbors.
- More encouraging residents to host events. I want to start a small road race in PA but it is hard to know where to start.
- More neighborhood community.
- More night life.
- More organized athletic activities to bring the neighborhood together. Even like a block party.
- More social and ethnic diversity in residents, restaurants and cultural activities.
- Opportunities to attend cultural, arts, music activities.
- Place for seniors to go on the weekends.
- Promote friendly neighborhood.

Beautification (natural beauty)

- "Re-evaluate" Public "Art". It's embarrassingly childish compared to other communities.
- Beautification! (flowers, cleanliness, attractive bldgs) No "public art"- some poor taste costly mte., reverse it.
- Better street trees.
- Clean up downtown better mix of business & retail & restaurants. Our downtown has gone Downhill. Too many homeless & dirty/ unsafe.
- Clean up downtown infrastructure and keep it clean, sidewalks, street alleys, planter boxes, benches trees. I'm not talking about homeless people - leave themselves but put some energy in beautification practices.
- Cleaner street.
- Less tree trimming.
- More trees.
- More trees/plants.
- Plan for Cubberley that modernizes while preserving environment where local independent artists and teachers can thrive.
- Plant more/ better trees in southern neighborhood.
- Prune the city trees better, not skipping rest of the street when late.
- Put utility wires underground so trees can grow and view is natural!
- Stop concreting every space. Expand small green spaces.
- Terminate Acterra Park Stewardship. Stop killing "non-natives."
- Trim street trees on a regular time schedule.

Improvements for walking and biking

- Better bike commuting. I have had to reluctantly stop due to lack of safety.
- Better/safer biking for non-student/school commuting.
- biking environment.
- Continue to improve bike routes around town.
- Have bicycles use streets - not sidewalks.
- more bicycling lanes on major roads like Embarcadero, El Camino
- More bike lanes for school route
- More biking routes.
- No biking on sidewalks-mandatary bike lights enforced.
- Put more & better (i.e., safer) bike lanes all over.
- Reduce our street parking to allow dedicated bike lanes.
- Safer bike lanes.
- Safer bikes and walking routes (both engineered & enforced better). What happened to the traffic team.
- Speed up building the bridge across 101 in south PA.
- We need at least one pedestrian/cycle path under the Caltrain tracks in South Palo Alto.

Lower taxes and/or utility costs

- Cheaper electricity.
- Keep utility rates modest.
- Less property tax.
- Lower property & parcel tax!
- Llower property tax.
- Lower taxes.
- Lower the monthly utility bills.
- Lower the property tax.
- Lower utilities cost, electronic utility monitoring.
- Lower utility costs.
- Reduce property taxes.

- Reduce taxes that goes to education for households without children.
- Reduced water rates now that drought is over.
- Stop raising utility rates.

Parks and recreation amenities/services

- A good comprehensive rec center with indoor pool, gym, many rooms for classes & activities- ours are all limited small.
- Add restrooms to all of our public parks especially Eleanor Pardee Park. I am tired of seeing everyone run behind the bushes to go to the bathroom.
- Additional hiking trails and more city-wide festivals and events.
- Bathrooms in the parks!
- Beautify the local parks.
- For SuPB, kayaks, astroturf in small boat rinsing station at Baylands, like at Alviso boat ramp.
- Improve parks and services south of Oregon Expressway.
- More activities for young/single adults.
- More sports field like soccer.
- Offer more pool hours, offer for lap swim and no membership resembling a fitness club.
- Parks with restrooms.
- Please abandon the "plan" to add restrooms to Bol Park. A rural treasure, it was never meant to be urbanized!
- Update Cubberley Community Center and fields.

Safety (reduced crime, more street lighting)

- Improve street lighting in Southgate, College terrace & on Peter Coutts Rd.
- Better lighting in streets at dark for safety, ask all business offices to shut their lights at night to save energy.
- Grade separated train tracks
- Less crime in the neighbor.
- Make people cut their trees & bushes so you can walk safely on the sidewalks.
- Make the city a safe place for kids and residents (schools & community, downtown…).
- No more house break-in.
- Reduce crime rate by > 2x and make P.A a truly safe place.
- Safer.
- Safer pedestrian crossings with the pedestrian signal turning white even if the button hasn't been pressed.
- Safety.
- stop bike theft and other small crimes
- When I moved in 26 years ago, we had a good neighborhood crime program where one person was the watch and communicated to the neighborhood. This eliminated any theft but recently due to changes in Palo Alto, there is more garage theft so we had to add cameras to ward off theft. This would be a good program to communicate to residents to help reduce construction workers staling from nearby neighbors.

Schools

- Better PAUSD management.
- Better schools.
- Fix public school budget shortfall.
- Hire a school superintendent who has a brain.
- Improve quality of schools.
- Improve special ed (dyslexia) in schools.
- Improve the equality of middle school education.
- Less political 'brain washing' in schools.
- More affordable after school options, with transportation from school.

- Programs for gifted children, either in schools or through other means.
- Put property tax collected to school funding. Don't just ask parents to donate to schools.
- Stop wasting money on projects at school districts.

Downtown improvements
- A better downtown: more pedestrian friendly, prettier, fewer homeless.
- Bring more types of stores to downtown- move out large corporate offices.
- Get tech business out of Downtown!
- Halt the number of employees working downtown.
- Make downtown car free without adding traffic to adjacent streets.
- Make sure downtown continues to have a variety of retail.
- Modernize downtown buildings/streets.
- More shopping in downtown- less business.
- New construction downtown must provide for its own parking needs
- We're very dissatisfied with the University Ave downtown area: new architectural design, Palantir takeover, overall mix of retail, parking. This is where we live, which should be primary focus (rather than on commercial tenant needs).

Retail/shopping options
- Business diversity: toy stores, sports goods, competitive pricing.
- Encourage small business retail downtown.
- Encouraging/ promoting/ helping independent small business all over Palo Alto.
- More neighborhood stores.
- More economic small stoves, casual eating @ cheaper prices, less traffic diversity.
- More prevalent & interesting affordable independent retail in beautifully designed structures.
- More retail business.
- More retail store variety; less frozen yogurt/ ice cream/ boba tea (enough already-thanks)!
- More retail.
- Restore high quality retail.

Reduce noise
- Address the airplane noise issue once and for all. The quality of life is terrible now as a result of this huge mistake. Other cities did not let this happen like Newport Beach. They had officials that were informed and proactive. Where were City of Palo Ito officials when all of the changes on plane paths were changed? Why is the City of Palo Alto not pursuing legal action?
- Get rid of airplane noise from fly-overs at low altitude!!!!!
- Plane noise!! City should sue the airport.
- Reduce airplane noise over the city. Especially at night time and during the weekends.
- Reduce neighborhood construction hours.
- Reroute planes.
- Somehow make the Caltrain stop honking its horn at crossings near my home.
- The dawn flights over my house!!
- Work with Caltrain to Curtail the night time hours of maintenance vehicles going through grade crossings in the middle of the night/ early morning hours.

Address homelessness
- Address homelessness in downtown/ lot more people in downtown seem to be homeless.
- Addressing homelessness.
- Housing for the homeless!
- Less homeless people on the street: it is very depressing.

- Not allow people to live in the campers and trailers in our city. Provide services to transition them back to reliable, safe housing solutions in or out of Palo Alto, but also do not attract homeless people from outside of Palo Alto for the services. Not everyone can live in Palo Alto; there are much more affordable areas, even people that can afford homes here consider and move out of Palo Alto.
- Remove homeless people on the road, motor homes parked.
- Rid Univ. Ave. of unsavory vagrants!!!

Code enforcement
- Better code enforcement.
- Better enforcement of code violations-Many properties trashy.
- Do a better job of enforcing the many ordinances that are on the books.
- Enforce leaf blower ordinance.

Other
- Care about the health of citizens, eg put cell towers where there won't harm people.
- Change the old sewer system.
- Clean and fresh air.
- Deliver some items for elderly- citizen.
- Developers, realtors, city gov't, startups & investors obey state & fed. Please make all laws and regulations. They are cheaters now.
- Don't charge condo owners for green recycling containers.
- Expand the animal shelter.
- Expand the seed library at Riconada.
- Focus on mental health.
- I wish we had solar-powered EV stations around the city.
- Institute program where a block could close their streets on a regular basis so kids could play like in 'Seattle'.
- Make it easier to build in-law unit in backyard.
- Make Palo Alto a no smoking city.
- More automatic doors for wheelchair access.
- More help for those who have problems walking and biking- less political 'brain washing' in schools.
- Pick up my green can in front of my house. (I'm ninety & live down a driveway).
- Please ask people on University to be more considerate.
- Recycle center (city had one before but closed doors).
- Reduce neighborhood construction hours.
- Screw ABAG control mansion housing.
- Take care of teachers & workers w/ fewer means.
- Take fluoride out of water supply, fluoride is toxic, hurting people w/ kidney disease.
- Take more care about how much chloramine residents end up drinking in tap water.
- Terminate Acterra Park Stewardship. Stop killing "non-natives".
- The Palo Alto library system should join the Santa Clara County system.
- To reduce air pollution by offering more shuttle bus service to local residents.
- Understands that life a journey not a race. (friendly).
- Working on being sure all are registered to vote.

Nothing
- Everything is great.
- I am happy with what the city offers already!
- I like everything.
- No change
- No comment.

- None, I am very happy.
- Nothing.
- Nothing.
- Nothing.

Question 24

When thinking about the overall direction that Palo Alto is taking, what one change could the City make to better act in the interest of the community?

In question 24, respondents were asked to consider the overall direction that Palo Alto is taking and write, in their own words, what one change the City could make to better act in the interest of the community. The verbatim responses were categorized by topic area and those topics are reported in Table 2, 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. 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 614 surveys were completed by Palo Alto residents; of these, 427 respondents wrote responses for the open-ended question (461 comments are captured in the below categories as some responses that covered multiple topics were split).

Table 2: Question 24 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Housing (amount, affordability/cost of living)	28%	N=130
Development (other than housing)	16%	N=74
General government operations	9%	N=43
Traffic concerns	8%	N=39
Sense of community/community activities	6%	N=29
Public transportation	6%	N=28
Business environment and retail/shopping options	6%	N=26
Parking concerns	3%	N=15
Schools	2%	N=9
Safety	2%	N=8
Beautification (natural beauty)	2%	N=7
Address homelessness	1%	N=3
Other	8%	N=38
Don't know/Nothing	3%	N=12
Total	100%	N=461

Affordability (housing, cost of living)

- AFFORDABILITY! Interesting, exciting people can't stay here. Who are these people that live here!??? What world do they live in? What sense of reality do they have?
- Affordable housing.
- Affordable housing!
- Affordable housing for all incomes.
- Affordable housing for local employees/ service employees.
- Affordable housing for middle-class.
- Affordable housing.
- Affordable living.
- Affordable mansion.
- Allow development of larger housing complexes to bring down housing prices
- Allow extreme high rise development (assuming that it could be done safely in an earthquake prone area). Think Hong Kong but do it well. It seems to me that would be the best way to reduce the cost of housing without introducing complicated low cost houing options. It is just not right that regular people can no longer afford to live in this area as a whole. Not just Palo Alto.
- Allow for more affordable housing options for middle-class income citizens.
- Allow more affordable housing.
- Analyze and, if appropriate, intervene on the rental market.
- Approve housing projects which require equal parking space to dwelling units.

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- Approve permits for more housing and high rises.
- Balance affordable housing with economic development.
- Be honest about the need to create viable options for lower wage workers, who provide services we all need, to live in our community.
- Being open to building more affordable housing.
- Better balance of housing, especially affordable housing, to employees.
- Build affordable housing.
- Build high density housing.
- Build more affordable housing for seniors, like more Lytton garden type.
- Build more affordable housing.
- Build more housing, permit higher story housing buildings to be built.
- Build more housing. Stop standing in the way of developments.
- Change direction to increase housing to achieve jobs-housing balance. Adopt rent stabilization & just cause for eviction protections.
- Change zoning rules so housing prices can be lower.
- Control high-density housing.
- Cost of living is much too high, the city is becoming a enclave for the supper rich.
- Crack down on high rents for middle class people who can barely stay here.
- Decrease cost of homes.
- Develop lower cost housing options.
- Do not increase apartments & condos.
- Ensuring that the city is maintaining affordable housing to allow a diverse set of families to enjoy this community.
- Fair cost of living in the city.
- Focus on affordable housing. It will require density. It will happen, so better to get ahead of it and do it right.
- Focus on housing affordability.
- Get rid of single story zone.
- Good housing.
- Greenlight more affordable and denser housing.
- Help for low to moderate income families.
- Higher density housing, particularly around downtown, in order to reduce housing costs.
- Higher density of housing.
- Housing.
- Housing prices are killing us. Not sure what city can do.
- Improve availability of affordable housing.
- Increase access to affordable housing.
- Increase affordable housing.
- Increase the availability of affordable housing for individuals working in our community with means testing.
- Integrate affordable housing.
- Keep more affordable housing options.
- Less expensive smaller housing units for workers, rather than high-end houses for overseas investors.
- Low-cost housing.
- Maintaining comfort of living for all socio-economic people.
- Make affordable housing more available
- Make it easier to construct new homes to replace old, outdated ones.
- More affordable home opportunities. Be more frugal - don't assume current economic situation is permanent.
- More affordable housing.
- More affordable housing.
- More affordable housing.

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- More affordable housing.
- More affordable housing for public employees - teachers, police, fire.
- More affordable housing!
- More affordable housing!
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable/ subsidized housing.
- More housing! Build skyscrapers along El Camino to increase housing!
- More housing.
- MORE HOUSING!
- More housing.
- More housing. Incentivize people to sell houses to people who live locally by creating higher takes on out of state/country buyers.
- More low income housing.
- More low income rental apartments, condos.
- More lower cost housing.
- More reduced income housing, even if substantial density.
- More residential construction.
- More senior housing.
- Move away from the corporate veneer to make it more livable for people who aren't making millions in tech companies.
- Move low cost housing.
- Need affordable housing, but can't add due to traffic!
- Need more affordable housing. Build high-rise apartments near transportation.
- No more apartments.
- No more condo/apts.
- Not approve big one - family homes !!!!
- Not build more housing.
- Not to turn into Mansion Island.
- Open another low rent trailer park.
- Over-building housing.
- Probably too obvious, but more affordable housing.
- Provide more affordable housing.
- Provide more affordable housing.
- Provide more affordable housing.
- Provide more medium & low income housing with parking.
- Push back on rapidly increasing housing prices.
- Recognize that there are a lot of renters. We're not all people whose home values has hyperinflated because they lived here all their lives.
- Reduce the cost of rent.
- Reduction in prices - rent control.

- Rent control
- Rent control commercial.
- Rent control.
- Services, housing for a wage workers.
- Simplify permissions for new home construction. We have lots of crappy old shacks and it's too expensive to rebuild them
- Slow down! Housing out of sight.
- Stop building more houses.
- Stop building more housing. Already too crowded!
- Stop building so much affordable housing.
- Stop building Taco Bell houses on residential streets.
- Stop building - too crowded.
- Stop developers by insisting buyers live 1-2 yrs- I feel like I live in a constant construction zone.
- Stop handing out donation/ rebuilding permits like candy- especially to foreign nationals.
- Stop mega-mansion builder.
- Stop ruining the "character" of the "College Town"- no more "infill".
- Stop trying to have affordable housing. Limit huge apartments.
- The damage is done- too crowded streets, restaurants high cost of housing & real estate.
- The housing market is "forcing" people to rent to multiple adults, or have "ghost" houses, ruining the community - these people don't care about community.
- Think about ppl making <100k.
- Tighter review of giant homes on small lots.
- We need to build denser housing- move away from Spanish revival R1.
- Work to reduce speculation and ensure that house in Palo Alto do not remain vacant for long period of time.

Development (other than housing)
- Avoid over-building.
- Allow development.
- Ask developers better questions - be tougher on what we need!
- Be deliberate about growth, and not push growth.
- Better development planning---too much retail space disappearing from in-town.
- Control new development
- Control over building.
- Council should not increase density.
- Dramatically reduce rate of growth of office development.
- Eliminate 50ft height limit.
- Ensure that local businesses are protected and supported.
- Faster/ permit additional new residential & commercial development.
- Fewer chain stores and corporations.
- Fewer developments.
- Fewer office buildings.
- Force high density development near Stanford and public transportation.
- Halt development.
- Improve planning with more emphasis on neighborhoods.
- Keep height limit and improve development project architecturally.
- Land use, planning and zoning.
- Less density in south Palo Alto.
- Less density of buildings. Preserve some of the old ones.
- Less development.
- Less development along San Antonio Rd. between Middle & 101.

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- Less growth.
- Less regulations with zoning and [incomplete sentence].
- Less ugly buildings (too much glass).
- Make code inspections faster and less dependent on skill managing the system.
- Make developers provide parking common to rate with growth they cause.
- New building should increase.
- No growth!
- No more buildings.
- No more building, too many people.
- No more high rise commercial bldgs.
- No more large high buildings- you can't see the beautiful hills anymore.
- No more office buildings.
- Not the developers-builders consider the needs of the community first; the residents! This is what made Palo Alto great when I moved here in 1971!
- Not use every available space for building and construction
- Now I see many new construction in El Camino rent. I think the plan is too aggressive may be good for city budget but bad for residents. City should be more cautious for the commercial.
- Over-building commercial building.
- Prevent over development.
- Put a brake on office development.
- Quit building so close to the street.
- Raise typical new building to 4 stories, 1 floor retail, 3 floors housing.
- Reduce new development that leads to increased congestion.
- Remove 1st floor retail, allow offices.
- Resist gentrification.
- Slow development.
- Slow down commercial development.
- Slow down development, focus on existing residents.
- Slow down the rate of growth - new building, business etc.
- Slow growth.
- Slow growth.
- Slow office growth and tie growth to TDM mitigation plans that are enforced.
- Slow overbuilding; resist ABAG bullying, honor local history.
- "Smart" growth. Let's not get stuck in the post while fretting about parking and traffic.
- Speed up to approval process for building.
- Stop building office space.
- Stop giving preferential treatment to developers and businesses, while treating existing planned communities with unrealistic restrictions. Residents of PCs do not share the same rights as other residents. This must change.
- Stop granting permits for ugly Downtown buildings without adequate parking.
- Stop growth.
- Stop over building large structures increasing density of traffic.
- Stop overcrowding. Stop building, which brings in traffic, public transport is not the answer. It doesn't go to my kid's activities or friends houses.
- Stop the business development &.
- Stop the massive overbuilding in south Palo Alto.
- Stop trying to become an urban city.
- Stop trying to gentrify everything.
- Stop with the commercial buildings.
- Stop office buildings & build more affordable housing.

- Think of impact on those affected, pay more attention to South Palo Alto, and reign in the development department, which applies rules that are not in the codes.
- Tighten up planning standards on developers.
- Watch out zoning and approving more large, hideous commercial buildings around downtown/California Ave.
- Work on explaining development to citizens.
- Work on reducing the no. of students in HS - crowded.

General government operations

- Act! Cut the planning, the "outreach", the design contests, the noise.
- Better Communication.
- Budget & use the money need to get good quality.
- Care more about the residents than the people w/ money & power.
- City council elected by "District " instead of "At Large".
- Consistent political procedures, with transparency.
- Decrease gov intervention in fees (etc) to promote business (small) opportunities.
- Develop vision both PA journey and desired end.
- Do not try and make residents happy, do what is best for the city.
- Don't cave into vocal minorities/special interests - please represent the community as a whole not the people who show up to vent at your meetings.
- Don't insult us by asking for input when your mind is already made up.
- Enforce the Brown Act.
- Focus on resident needs, not commercial interests.
- Focus on the people who actually live in town. Not those that commute in or drive in for events.
- Get to know us as individuals and as neighborhoods. Do you really know what makes Polo Alto special?
- Honest discussion of hurdles, lack of resources to address problems, less deferred.
- Just always conduct business openly and transparently.
- Less property tax.
- Less property tax.
- Listen to community aspirations and preferences, not elected officials.
- Lower taxes.
- Make sure efforts to communicate to whole U.S.
- More citizen update, face to face council meetings.
- More community involvement in planning - lay of different scenarios for the decisions and put them on the ballot.
- More focus on residents less on daily transients.
- More surveys like this one.
- Mountain View offers more services at slightly lower prices.
- Move faster. Takes too long for decisions, factions. Staff not so effective. Need more accountability.
- Officially collect, report and react to citizen reports of city/ Utility misconduct, error, and waste.
- Pay staff less, redirect funds to school busing.
- Reduce expenses, responsible budget.
- Restructure pension deal.
- Some council members need to think before speaking.
- Stop adding city employee costs, stop increasing city taxes, bonds.
- Stop making changes that local people don't want.
- Stop trading one time revenue against costs that will be recurring forever.
- Stop wasting time/money on zero carbon - address pension shortfall!
- Think about the needs of all its citizens and not just the opinions of a few.
- Treat all citizens equally regardless of wealth. Right now the Palo Alto city government mainly acts in the interest of those who own homes in Palo Alto, and I feel those of us who only rent or work in Palo Alto are

treated as second-class citizens. Kate Downing's resignation letter sums up all the frustrations I've had with Palo Alto ever since I first moved here in 2013.
- Try to limit the amount of bribes and special exemptions the developers, retailer, startups, etc. are granted.
- Use the tap $ receiving more efficiently.
- Vote in residentialist city council; solve the pending pension crisis.
- What direction?

Traffic concerns
- Better infrastructure (roads, trails, transportation).
- Better timing of traffic lights.
- Better traffic management.
- Build road infrastructure to meet current and future needs.
- Change the left turn only lane on Middlefield, Lytton, Northbound just past Univ Ave why left turn only? Weird traffic pile-up happens. You should check it out! Seriously.
- Close the downtown and California Avenue to cars entirely.
- Close university for pedestrian mall, like Pearl St in Boulder.
- Create a car-free downtown area- people will come!
- Ease congestion.
- Enforce laws against bad/arrogant drivers.
- Enforce speeding/ limits.
- Enforce traffic regulations.
- Evening commute traffic esp. in winter dark is a dangerous mix of speeding cars, bicyclist, and pedestrian.
- Find some way to reduce traffic especially at commute hours. Not that I have any useful ideas, lacking a spare couple trillion dollars for a new subway system....
- Focus on improving traffic.
- Good road, less accidents.
- Improve infrastructure.
- Improve traffic.
- Increase traffic flow through city.
- Less traffic congestion.
- Less traffic.
- Less traffic.
- Make main business district & street pedestrian only.
- Make University Ave a pedestrian street.
- Make University Ave and other central streets, walking only like in Europe.
- Manage traffic.
- Mandate that school children take lessons on bike law. They ride 4 abreast, block traffic, swerve into traffic w/no hands, talk on cell phones, don't wear helmets. Then, instead of teaching personal responsibility, we overhaul the roads (like Middlefield@ Jordan) to protect them from learning personal safety and responsibility. Typical overprotective and entitled PA mentality. Also, 25 mph on a 4-lane main artery like Middlefield or Arastradero is completely absurd. Look at MV or SV where it's 35 mph; somehow they don't seem to have kids dying left and right. Maybe they expect personal responsibility from their youth and teach it.
- More "out of the box" ideas around community design - like making University Ave a car-free ped plaza.
- Oppressive traffic planning, put an end to it. Make it easier, not harder, for people to get where they want to go.
- Reduce congestion during the workday.
- Reduce traffic/congestion.
- Regulate the many small businesses in residential neighborhoods (childcare, airbnb, swim schools) with a view to monitoring traffic.

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- Smarter traffic lights! Super inefficient and not timed correctly at all.
- Stop sacrificing traffic efficiency for bicycle lanes (e.g. By Gunn HS and Foothill Expressway).
- The two stop signs within 100 yards of each other on Cowper St are absurd. Better timing of traffic signals would help reduce carbon emissions.
- To free the roads.
- Traffic.
- We have to find a way to lessen automobile traffic and create a livable city.
- Widen the streets.

Sense of community/community activities
- Adjust for the overcrowding of events -- things are often so crowded that they are unpleasant.
- Be more focused on community, safety, residents.
- Be more welcoming to newcomers.
- Better promotion of volunteer activities.
- Better, more modern common space. I like the Palo Alto downtown and Cali Ave, but other cities like Santana Row has advanced further and help bring community together by offer better common areas.
- Bring back the homey feel of our neighborhoods.
- Community events.
- Cultural events.
- Diversifying the community.
- Enable programs where neighbors can meet other neighbors. Hyper-local programs at block level.
- Focus more on social inclusion of minorities - people shouldn't have to commute from the Central Valley to work here.
- Further encourage neighborhood gatherings!
- Getting to know neighbors better, find volunteer activities.
- Help organize more block parties.
- I would love to see more use of outdoor space. I just moved here from Austin, TX, and one thing I loved about Austin was how much activity was focused on outdoors - not just recreation, but food, restaurants, cafes. It was easy to meet people in the area and just spending time reading a book out in the sunshine at an affordable, welcoming spot; here I feel like similar spaces cater instead to business meetings or nights out. It would be amazing to see businesses catering to the immediate community members more than the people who come in to work or go to the bars.
- Increase music in the parks.
- Invest in more interesting play areas at parks for kids.
- Its losing its sense of community. Housing costs are making it less diverse.
- Make it more livable & family oriented vs tech.
- Make Palo Alto more holistic, and less techy!
- More activity.
- More advertised ongoing events.
- More housing neighborhood get together. More people walking & stopping to chat - concerts is parks-neighborhood projects.
- More music events.
- Organize neighborhood party.
- Promote friendly neighborhood.
- Restore some of the summer concert series in local parks, to prior levels.
- Support more diversity.
- Updated community and sports for kids/ adults.

Public transportation
- Better bus service.

- Better public transport.
- Better public transportation.
- Better public transportation.
- Better, convenient transport around town.
- Bike routes that run toward the bay (i.e Facebook) & parallel to El Camino & bike routes in Barron Park (i.e La Donna).
- Develop bus park.
- Easy access to city buses to get around town.
- Enlarge areas of bus service for the aged (me).
- Improve public transportation.
- Improving public transportation.
- Increase shuttles & buses esp 10:30-2:30 & weekend.
- Jitneys to transport children to school instead of 1 SUV per child.
- Keep the subways repaired. I am disabled & have to use a walker. The concrete in front of my house is broken & needs to be replaced!!!!
- Make a tunnel for Caltrain.
- More & more frequent public transportation.
- More bike lanes.
- More buses.
- More frequent shuttle operation.
- More pressures and incentives to get people out of cars and onto their bikes, busses, etc.
- More walking path.
- Much more free shuttle.
- Offering more free shuttle bus service to reduce air pollution is in the interest of City of Palo Alto.
- Plus-more shuttle routes-nothing in College Terrace! Think about more thing environments near public transport-high density!
- Stop high speed rail or underground it.
- Transit plan that allows for all modes of transportation throughout city (more bike lanes, bus stops, timed lights for traffic lights).
- Transportation, more buses and charters.
- Transportation.

Business environment and retail/shopping options
- Be more inclusive to non tech.
- Be more sensible and less "progressive"; allow bigger supermarket, stop forcing public benefit rule to all development.
- Bring back "shops" & services that we've lost.
- Downtown rental for business too expensive.
- Encourage small business retail.
- Get tech business out of Downtown.
- Improve downtown.
- Keep small businesses in town. VERY SAD to see Sport Shop/Toy World close.
- Less business / office development downtown.
- Less business oriented, more community oriented.
- Less office buildings - more physical facilities for shopping & restaurants, small business.
- Less publicity outside of Palo Alto, move Palantir out of Downtown to make room for smaller biz.
- Manage downtown development; mitigate increasing traffic replacement of boutique business with chains, increase housing.
- Moratorium on new office development. (And send Palantir away.)
- More diversity in restaurants in Palo Alto with more affordable options.

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- More grocery stores.
- Palo Alto is very fortunate to be a great city in the valley and everyone wants to live here since it is central. However, we are closer to Atherton in that our downtown and California Ave are good but not great and lack some breadth that is found in Los Altos downtown or Los Gatos. As tried with California Ave, we need to find way to make the downtown areas more visually appealing and desirable where you want to be there more...the downtowns have a good range of businesses so it is really about access and desire as seen in Los Altos/Los Gatos.
- Preserve more (all) charming old businesses like JJ&F market.
- Reverse the tendency & replace small retail with exercise places, bike shops & restaurants!!
- Stop corporation from taking over retail district as replacement retail shop.
- Support the local business.
- To open the available shop like, "Ross or Marshall."
- Too many tech companies have changed the fabric of downtown.
- Try to increase diversity of business in town - very concerned % of tech businesses to high total.
- We need a supermarket in Downtown, like Safeway or Lucky.
- Work on having more retail/less offices in Palo Alto.

Parking concerns
- Better parking rules downtown.
- Build more parking structures.
- Build parking infrastructure to meet current and future needs.
- Ease of parking.
- Improve downtown parking.
- Increase downtown parking.
- More downtown parking.
- More off-street parking, especially in new construction, so all buildings have ample off-street parking.
- More "out of the box" ideas around community design - like making University Ave a car-free ped plaza.
- Oppressive traffic planning, put an end to it. Make it easier, not harder, for people to get where they want to go.
- Parking.
- Please patrol no parking on Whitman court!!!
- Provide low cost parking permits for all employees making less than 100k.
- Provide more parking.
- Work out the parking ratio before building something.

Schools
- Better school services for special needs kids.
- Children education.
- Less stress in the high schools.
- Make the high school student study ease.
- Open another high school and middle school.
- School district is the biggest attract. PA should diversity its attraction.
- Stop the sense of competition in schools (middle and senior high).
- Support less cutthroat schools.
- Take a more conservative view on social issues especially for school education.

Safety
- A safe community.
- Fire department personnel should all be required to have training to provide emergency medical services.
- Install cameras or license plate readers to reduce crime.

- More safety.
- Reduce hours of operation of 7-11 @ Lytton Ave to avoid crime/substance abuse.
- Safety of the community
- Safety.
- Traffic safety.

Beautification (natural beauty)
- Appearance of city in decline - campers on El Camino, foliage overgrown - roads poorly maintained, trash or litter not picked up.
- Clean up downtown P.A.
- Continue to maintain downtown cleanliness.
- More space for trees, plantings, etc. around new large buildings.
- More usable green areas, not all tall building, hotels etc.
- Plant trees on El Camino in southern Palo Alto.
- Reserve the beauty of the city with many trees, not many high rise buildings, especially not apartments.

Address homelessness
- Find places for homeless to stay - not on street corners.
- Homeless housing.
- Reduce numbers of homeless people.

Other
- Accelerate flood control measures for San Francisquito Creek by rebuilding Newell and Pope/Chaucer bridges.
- Be more concerned with health of residents.
- Bring in habit for humanity!
- Cater to the needs and interest of disadvantaged residents.
- Chinese.
- Demonstrate more concern for residents by enforcing codes.
- Do not leave behind the most vulnerable in our community.
- Encourage civility and kindness in print media & online media.
- Ensure property bought by investors or Stanford does not remain empty.
- Get rid of airplane noise!!! SFO & SJC both.
- Good hospitals.
- High-speed internet.
- Leave things alone - Too much in your face.
- Let each neighborhood thrive, with its own preferences.
- Libraries let life full of meaning.
- Make our community realize how blessed and lucky we are to have all we have and to be more compasionate and caring towards those who have much less not too far away from us.
- More care for younger families who want to live here!
- More senior care.
- More visual - on my I pad.
- Put people ahead of tech companies.
- Realize that life and times are changing.
- Recognize that South Palo Alto does not receive a fair proportion of City services.
- Regulate de-watering for basement construction.
- Regulations (and enforcement) for quality of living.
- Remember that pleasing a majority (banning plastic bags, expensive zero waste program, etc.) isn't really serving.
- Remember we are all getting older, not younger.

- Remove the fluoride from our water supply.
- Reroute planes.
- Shorter questionnaire.
- Smoking in their own sections, no public smoking anymore.
- Solar energy.
- Stop "town vs gown" friction with Stanford.
- Take the time to improve the South of Palo Alto
- That ship has sailed.
- There are many obvious code violations happening around the city, e.g. new fences.
- There are too many snooty rich bastards around here.
- Think long term! What happened to underground utilities!
- Why young kid commit suicide?

Don't know/Nothing

- Dk.
- Do not know.
- Don't know - it is now too large, was nice 50 years ago.
- Don't know.
- I am pretty satisfied overall.
- I don't know.
- I don't know.
- N/A.
- NA.
- No comment.
- Nothing.
- Very good.

Question 25

What does "a strong sense of community" look like to you?

In question 25, respondents were asked to write, in their own words, what "a strong sense of community" looks like to them. The verbatim responses were categorized by topic area and those topics are reported in Table 3, 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. 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 614 surveys were completed by Palo Alto residents; of these, 393 respondents wrote responses for the open-ended question (407 comments are captured in the below categories as some responses that covered multiple topics were split).

Table 3: Question 25 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Friendly/neighborly, offering helping hands and working together	42%	N=171
Events, activities, volunteer opportunities and public places to bring people together	15%	N=60
Diversity, respect, and equality, regardless of background	12%	N=50
Communicative government that acts in best interest of community and welcomes citizen involvement	9%	N=35
Pride in the community	2%	N=9
Safe community	2%	N=9
Palo Alto in past years	1%	N=5
Other	13%	N=52
Don't know	4%	N=16
Total	100%	N=407

Friendly/neighborly, offering helping hands and working together

- A "neighborly" community where neighbors help each other.
- A community that looks out for one another.
- A good community.
- A village looking out for each other.
- A willingness to help your neighbor.
- All kinds of people helping each other & enjoying each other - bettering their community together.
- An unified community that takes care of the needy.
- Available resources for those who are struggling.
- Awareness and direct interaction with your neighbors & city services - fire dept., animal department, police department, city parks dept. etc.
- Better interaction with one's neighbors.
- Care each others but not imposed/ project your own views to neighbors.
- Caring- availability of food shopping.
- Caring for others and sharing.
- Caring for the people that built this place and live here now 3 decades.
- Caring neighbors.
- Children play in street.
- Citizen support the common good - not just their own interests.
- Compassionate and loving people caring for each other looking after each other, welcoming and accepting all flavors of life!
- Each member of community watch out for any potential negative impact and proactively prevent them before getting worse.
- Everyone love to walk/bike around neighborhood
- Family with kids play in street, not dodging cars.

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- Friendliness helpfulness acceptance unity.
- Friendliness.
- Friendly and sincerely.
- Friendly faces, not stuck up elitists.
- Friendly neighbors that look out for each other.
- Friendly neighbors who are courteous look out for one another.
- Friendly neighbors.
- Friendly neighbors.
- Friendly people, people looking out for each other.
- Friendly people.
- Friendly with neighbors.
- Friendly, looking out for other, collaborative.
- Friends & neighbors helping each other.
- Friends, meeting places, local events.
- Good neighbor interactions.
- Good neighborhoods.
- Good neighborliness.
- Good neighbors.
- Good neighbors.
- Hanging out with neighbors.
- Happier people, greeting strangers.
- Happy residents- friendly neighbors.
- Have regular families in our neighborhoods - not millionaires.
- Having lots of caring adults.
- Having people in your community you support and support you - someone you can talk to, hang out with even if for only a minute.
- Helping each other.
- "Howdy, neighbor!"
- I have wonderful neighbors, a great library & many social, cultural & educational opportunities here. In short looks like Palo Alto.
- I interact with and feel comfortable with the people who live around me and consider them to be my friends.
- Individual and families connected to each other (coworkers, neighbors, friends & family).
- Individuals taking initiative - not city.
- Interactions with more fellow citizens.
- Interdependence with others, willingness to maintain this Interdependence by giving to or doing for others.
- Keeping sidewalks clear for neighbors.
- Know & help each other, feel comfortable talking to them.
- Know and help your neighbors.
- Know your neighbors, but I want privacy.
- Knowing & helping neighbors, coming together to do community service projects.
- Knowing & interacting with my neighbors. Supporting local schools.
- Knowing and frequently intersecting with neighbors.
- Knowing many people around town, having close relationships with some.
- Knowing my neighbors.
- Knowing my neighbors.
- Knowing my neighbors.
- Knowing neighbors, caring for others in community.
- Knowing neighbors.
- Knowing neighbors.
- Knowing the neighbors, helping the neighbors.

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- Knowing your neighbor.
- Knowing your neighbor and being able to trust them to help in a pinch.
- Knowing your neighbors & their families.
- Knowing your neighbors and being able to rely on them.
- Knowing your neighbors and helping, volunteering, etc.
- Knowing your neighbors, acting in the best interests of everyone & conversation of resources.
- Knowing your neighbors.
- Knowing your neighbors.
- Knowing your neighbors.
- Knowing your neighbors.
- Less large walls and fences.
- Lots of interactions between neighbors.
- Lots of ppl on next door.
- Many thriving neighborhoods.
- Neighborhood cohesion.
- Neighborhood cohesiveness.
- Neighborhoods with families and social adults that aren't maximizing lot size or renting to 4 adults - neighbors that interact and socialize and don't hide in cultural niches.
- Neighbors & neighborhoods that look out for each other, sharing in the joy of the world around them.
- Neighbors connecting more often.
- Neighbors enjoying their front yards, available for casual connections.
- Neighbors feeling like extended family and shared influence on our collective destiny as a community.
- Neighbors helping neighbors.
- Neighbors helping neighbors.
- Neighbors helping neighbors.
- Neighbors helping others.
- Neighbors know each other and help each other.
- Neighbors know each other and spend a lot of time doing things together, people feel like we are all truly connected to each other and can count on one another.
- Neighbors know each other well.
- Neighbors know each other, care for each other, love the community and proud of the community.
- Neighbors know each other.
- Neighbors know/interact w/each other.
- Neighbors knowing each other and looking out for each other.
- Neighbors knowing each other.
- Neighbors knowing neighbors.
- Neighbors looking out for each other.
- Neighbors supporting each other.
- Neighbors want each other to succeed.
- Neighbors watching out for one another.
- Neighbors who help each other out.
- Neighbors who know & help each other. Who band together on issues.
- Neighbors who know each other and spend time together.
- Neighbors who know each other and who talk regularly.
- Neighbors who know each other interact, work towards common goals.
- Neighbors who know each other.
- Neighbors working together to make the community a better place.
- Neighbors working together, caring for all residents.
- Neighbourliness.
- Neighbours know each other and look out for each other.

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- Neighbours often see, know, care about each other.
- Neighbours talk to each other and know each other.
- Nice.
- One where residents "care" for each other. Where people help others in need.
- Palo Alto is your home.
- People actually know each other.
- People agree it is a good place-strive to make it better.
- People are not afraid to approach members of the community they do not already know and community members work together to create a better living environment for everyone.
- People caring for each other if needed.
- People co-mingling & communicating. "Fun" community.
- People feeling like they belong and enjoy living here.
- People having time to smile and talk with each other.
- People helping each other.
- People helping people - saying hello on the street.
- People helping people via action, not just words.
- People know each other and spend time together.
- People know one another and work together to make things better.
- People know their neighbors and help one another regularly.
- People knowing neighbors & helping others.
- People knowing their neighbors, using parks and libraries, and volunteering their time.
- People looking out for each other's interest.
- People looking out for one another instead of trying to step on each other to get ahead.
- People outside of their cars, interacting naturally, organically and spontaneously in a CIVILization, not the sterility which is Palo Alto.
- People see a need, and fill it. Neighbors helping neighbors.
- People taking action based on overall benefit to everybody, not narrow interests like "real estate values" or "traffic on my street."
- People talking to looking out for their neighbors.
- People that help and look out for each other
- People visiting w/one another at the grocery store, attending the local high school football game on Friday night & farmers market in the morning, kids being able to go to their neighborhood school and have it be the school all family members attended.
- People who take time to know each other and have shared interests.
- Reciprocity. The people care for one another and feel that the city cared for them. Thus in turn people care for their community.
- Respectful and kind.
- Sense of "caring" for everyone.
- Sense of belonging to neighbors, local schools. parks etc.
- Sense of trust that we will pull together when faced with a disaster or challenge.
- Smiles on faces.
- Smiles on faces.
- Smiling people.
- Stability in neighborhood, knowing neighbors.
- Strong neighbor bonding but many are renting these days and that bonding is missing.
- Strong neighborhoods; quality educational opportunities.
- Talking-smiling-helping one another.
- The sense of a good neighbor.
- To be more united with one another, in order to get to know better each other.
- To care about close who are in need.

- To know all your neighbors.
- Walkable neighborhoods where people know & support each other.
- Warm neighborlyness (& better spelling!).
- Warmth between neighbors, affordable spaces to relax and spend time in, again providing the opportunity to get to know other people in the area.
- When I know my neighbor's first names.
- When neighbors know each other and say hello and/or spend time together.
- When neighbors know each other - which doesn't exist in Palo Alto!
- When you know that your neighbors and friends (at work) care about you.
- Where people work together toward a goal.
- You know people when you see them around. People are friendly & treat each other with respect & support.

Events, activities, volunteer opportunities and public places to bring people together

- A Downtown for residents, not one for workers who should be in a bus. pod.
- A lot of activities in the community.
- Ability to connect more with the community with common interest.
- Activities for growth and information for residents & recreation.
- Adequate notification of local meetings and more community events.
- As an empty nester - ways to connect with other "older" adults. As an active parent - we were entrenched in comm.
- Attending local events/celebrations.
- Build a pedestrian area with stores between California Ave and University Ave.
- Busy pedestrian activity downtown, careful car drivers, happy children who attend school!!
- Collective events with consistent & high attendance.
- Community activities.
- Community events with residents; collaboration on projects; volunteering by residents.
- Community involvement with all ages.
- Community is created by community. The city helps by providing venues/opportunities to gather, but we need to build community.
- Encourage city wide block parties, creating a brother's keeper mentality.
- Encouraging volunteer action.
- Events that bring neighbors and citizens together...and actually having fun or feeling the importance of it.
- Family participation - Palo Alto has this.
- Free senior class learning.
- Getting to know people across common barriers, by meeting over common interests, e.g., in classes.
- Good community events/music in the park, etc.
- High voter turnout.
- I think for Palo Alto it is really driven by residents leaving their homes and venturing out to common areas, such as downtown(s), libraries and parks, where they can see and interact with others. Palo Alto has great parks and the recent change, such as Rss/Garland, for pedestrians and biking routes is very good but mostly used by students and not others. Only Bryant is used by all so we need to broaden this more to create community and acceptance of energy reduction.
- Like 'League of women voters' coming here.
- Lively community events, like the chili cook-off.
- Local events.
- Local festivity events.
- Lots of activities, strong inclusive schools.
- Lots of volunteer opportunities, clubs/associations, encouragement to participate in major missions regarding economic, cultural, social, and environmental development.
- Lots of opportunities to meet and have fun together.

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- Lots of volunteers & efforts to make community better.
- Many events.
- More chances to meet/mingle with our neighbors.
- More community events at our great farmer's markets.
- More community events that bring people together, better communication of such events. Leveraging existing community networks, for e.g., YMCA.
- More connection with neighbors.
- More events.
- More local events & volunteering opportunities.
- More neighborhood events.
- More neighborhood specific activities/interaction.
- More volunteer work oppty.
- Multiple events so neighbors get to know each other.
- Neighbor interaction and gathering.
- Neighborhood block parties.
- Neighborhood events & good local newspapers.
- Neighborhood events and rallies for cause (or petitions).
- Neighborhood hold some activities.
- Neighbors getting together.
- Neighbourhoods have potluck, garage sales, barbecues, holidays together, you know your neighbors!
- Note Stanford provides most social, cultural, health amenities, donut restaurant there.
- Open houses, block parties, local park activities.
- Organizing recreational programming for adults.
- Participation of all in something pertaining to the whole.
- Participation of public events, people stand up and spell out their voice
- People gathering socially and allowing open discussion of issues.
- People who choose to spend their non-work time within their community (e.g. restaurants, recreation, shopping, doctors, dentist, gym, etc.).
- Planned get togethers in convenient places.
- Promote existing and new neighborhood associations.
- Regular gathering opportunities, libraries, class, neighbors looking out for each other.
- Volunteering, knowing neighbors & caring for them, being active.

Diversity, respect, and equality, regardless of background

- A community for all - not just rich people.
- A community in which the least well off feel like they belong and are cared for.
- A community where people treat each other equally, regardless of background or wealth. A community that extends beyond just the rich and wealthy.
- A community which respects equal city improvements for all neighborhoods regardless of home values. This is currently not the case in Palo Alto.
- A diverse group of people respecting & helping each other toward common goals of a safe, healthy, growing community.
- A mixed community that includes the middle class and low income service people and one that can figure out homelessness.
- A multi-cultural community helping one another, with no discrimination.
- A place where people don't cling exclusively to their own culture and avoid people of differing backgrounds. A place where parents aren't so money/career obsessed that they have no time for their children, who start feeling pressure to get into Stanford starting in the 6th grade (yes, that happens). A place where children don't grow up to mistakenly believe that a $2m home and 2 Teslas is the minimum standard for success. A place where we de-stigmatize mental health so these kids who are killing themselves academically to meet

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that distorted standard don't actually kill themselves because they have no one to talk to. A place where ██ ████████████████████████████████████ ██ ██████████

- A safe environment where difference of opinions can be shared and articulated.xxxx
- A strong community is a caring community that is open to residents with diverse incomes, interests, race and ethnicity etc. That offers a range of services to stabilize and entrance lives, including for those less fortunate.
- A welcome environment for a broad spectrum of demographics, not just tech.
- A wide range of socio-economic groups. Services not geared to the well to do only.
- All people feel included and supported and can afford their lives.
- All people having a visible presence - single people too, not just family dominant.
- All races and religions.
- Being inclusive - which includes making sure that the 'least' among us can afford to live here - where their jobs are.
- Better assimilation of foreign-born residents. They are often only concerned about themselves and not the community.
- Celebration and support of a diverse set of individuals, families, and businesses.
- Common purpose & goals- may not be achievable because of growing diversity.
- Consensus, not equal unity.
- Diverse groups of people working together on city issues.
- Diverse people living in affordable harmony.
- Diversity. Bravo only keep Rancho Motor Park!
- Don't know. Should be diverse.
- Economic diversity.
- Embracing diversity of different people
- Folks from all walks of life come together for a common purpose.
- Fundamentally no one should have to live on the street. Beyond that, as a distant priority, a sense of ownership and community in neighborhoods. Also try to drive mixed residential/business everywhere in the city.
- In 25 words or less? It isn't there. too many different cultures have not come together.
- Including all residents, not just wealthy residents.
- Inclusion of all; secure neighborhoods.
- Inclusion, participation, pride, involvement, purpose.
- Inclusive, particularly of the most vulnerable, many of whom have lived on & round our streets longer than many new wealthier residents.
- INTEGRATION.
- Less disparity between haves and have nots.
- More lower income people live here.
- More people who make less than 1 million per year.
- No racism/xenophobia/prejudice, acceptance of diversity.
- No separation between wealth and middle cl.
- One where residents are not pit against one another regarding construction style.
- Openness. Less of this NIMBY-ism; more people of color.
- People able to live amongst one another without being judged.
- People care about the health and well-being of all residents in the community.
- People feel valued for who they are. Acceptance of all.
- People generally at peace with each other, particularly members of a different political party.
- People of all educational & economic levels living, working, and building community together.
- Recognition, collaboration and participation with and across diverse groups, varying perspectives, to focus on making the future better, together.

- Respect & support diversity. Such as different economic background; variety of constructor.
- Respect the opinions of the various neighborhoods (downtown seems to dictate for the entire city.)
- Welcoming all kinds of people, include more lower income.

Communicative government that acts in best interest of community and welcomes citizen involvement

- A strong city govt taking care of its citizens.
- A well run community is more important than group of community.
- Accessible govt. that represents me.
- Attending council meetings knowing your voice matters.
- Better understanding of city plans.
- Broad engagement and participation in events and governance of the city.
- City council mayor consider needs and wishes of the residents among schools programs.
- City council that represents the city residents & not the developers.
- City good working for what is best for residents, not just the other business community.
- City Govt supporting residents quality of life vs out of town business owners and developers.
- City listens to residents and their concerns.
- Civil engagements.
- Communication from everyone to the top, and from the top to everyone that's very convenient & clear.
- Decisions are made to welfare and benefit the community.
- Easy and regularly participate in community decision making.
- Eliminated political barriers and resentments. So much blame & hate. We are just a reflection of our national divide.
- Engagement of citizens and then satisfaction levels.
- Everyone abiding by city policies and keeping the neighborhood safe and clean.
- Good communication between citizens & public offices & among citizens-neighbors etc.
- Government and citizens with a long term view that stresses responsibility (what you can do for your country/city).
- Government managed by talented leaders, and not petty politicians.
- Government people are friendly, professional and efficient to provide quality work & services to the residents of Palo Alto.
- Honesty & transparency!
- Inclusive local govt.
- Local govt having sense of history and even-handed approach to future - social media should not rule. Dotcom kids flee to better opportunities.
- Open dialogue.
- People organized to be heard & listened to.
- Proper representation of electorate by district population.
- Real concerns for the citizen of the community.
- Robust civic participation in a variety of ways (voting, volunteering, engagement with neighbors, advocating for civil rights, etc.).
- Shared communications, possibly shared values.
- The city manager and staff stop forcing things down our throats/that we don't want. They should be doing what the residents want!
- We need results.
- When government (council) acts in the interest of the most vulnerable in the community US the loud ones like Chop Keenan and his ilk. When everyone has an equal voice/equal values US council members love for those they perceive as powerful.
- Where the residents "have a say" & their input is valued.

Pride in the community

- A place where people enjoy living and where residents want to contribute to its well-being for everyone.
- Identification with city & people.
- Local pride.
- People care about their community and are proud to be a part of it.
- People taking pride in their city, participating donating time & effort. Caring about all citizens & visitors. Cleaning up after their dogs + drive more carefully. Keeping the city clean - its filthy.
- People who are humbly grateful that they live in Palo Alto that they don't take it for granted that they work hard to live in Palo Alto but it's also a gift. Be respectful of the past while also being excited for the future. Consider all ages are relevant & valuable to the whole. Be courteous to others. Smile at one another.
- Pride in living here and pitching in to keep it a great place to live.
- Pride in our city and neighbors.
- Pride in our city.

Safe community

- A safe and clean city Palo Alto!
- A sense of safety and opposite services for all residents.
- Community safety, fair and transparent decision process.
- Feeling safe & involved.
- Kids are safe outside.
- Neighborly, safe for all people of all ages at all time of the day to go out.
- Safe neighborhoods & downtown areas.
- Safety, affordability, clean environment, quality health care, great schools.
- Safety to walk at night.

Palo Alto in past years

- 43 years ago we had about half the people on our streets and in our businesses. We had real businesses (retail) - now we are all restaurants. $$$$. Not good for seniors.
- Palo Alto 2005.
- Palo Alto from 1960-2040.
- Palo Alto in the 70's, 80's.
- The old Palo Alto is dead and gone. The money runs everything, there are only small pockets of normal people left & in our neighborhoods.

Other

- A lot of greenness (trees etc.)
- A non commercial alternative to next door.
- Affordable housing for everyone.
- An end to Real Estate speculation and absentee landlords.
- Being pro-active in reducing carbon emissions, better protection of the environment.
- Better timing of traffic lights.
- Bike commuting together.
- Clean & beautiful.
- Clean areas, no traffic, fewer people.
- Connection and courteous of phone users when walking.
- Don't raise fees for community activities - i.e. park fees also more handicapped parking spaces.
- Driver slow down on major through way e.g. Embarcadero.
- Economic viability.
- Educations and happy people. Foods and funs/family.
- Get rid of immigrants.

- Good shopping.
- Green in environment.
- I have been here since 1957 and sense of community no longer exists.
- Individuals responsible for their own actions.
- Lower taxes.
- Maintenance of community identity (culture; family; ethics; inclusion); Personal bonds (family, neighbors, etc.); Active participation in community priorities; Community over personal gain; Discussion and Compromise, not entrenched boosterism.
- Making it affordable for teachers, restaurant servers, police, etc. to live within our community.
- May need improvements.
- Measure traffic/housing affordability, this is stewardship building community.
- More affordable housing for newcomers, especially teachers.
- More housing and less offices.
- More self-sufficiency. Take care of our own garbage. Less reliance on low-wage people to keep services going. More opportunities for people who work here to live here.
- Much less nimby attitude than today.
- NIMBY.
- Not catering to large developers.
- Not Palo Alto; I do not know one neighbor and I/we here 25+ years.
- Not possible here, people too busy.
- O.k.
- Palo Alto has it - although Palo Alto a very self-important sense of self.
- Palo Alto library system is excellent! I go to Kaiser so have no contact with PA medical facilities.
- Provide shuttles to Mountain View.
- Reduce stress/competitions in the school system.
- Reporting to the city hazardous situations.
- Residential needs first.
- Residents walking and enjoying open spaces rather than droves of office workers 9-5 then gone.
- Restrooms in EVERY public park. Eleanor Pardee park is HEAVILY USED NOW SO PLEASE ADD BATHROOM.
- Seriously? You think this is a question that is like being in the ocean and asking "what does it feel like to be wet."
- Single family home is priority. Dogs don't poop on my property. Neighbors learn English and greet you.
- Something that arises naturally, from shared interests and outlooks not by fiat.
- The area is fixed and looking nice. And less traffic and the environment and more methods trimmed, healthy - more and breath less smoke.
- The City of Palo Alto is having strong academic achievements among local high schools.
- There is no community in Palo Alto.
- This is irrelevant.
- Tighter review of tree removal, free public shuttles - protect cluster homes!! Community is disappearing as small homes are disappearing.
- Value of understanding service, re educating all re climate etc.
- Very good.
- When people talk about PA, not only school high priced house, they should mention how convenient it is to live in PA.

Don't know/N/A
- Don't know.
- Don't know.
- Don't know.
- Don't know.

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- I don't know.
- I have no idea.
- N/A.
- N/A.
- n/a.
- NA.
- No comment.
- Not really.
- Not sure I understand the question.
- Not sure this is attainable or should be a goal.
- Not sure.
- Nothing.

Community Survey Open-ended Responses

Question 17

As a resident of Palo Alto, what one change could the City make that would make you happier?

In question 17 of the Palo Alto Community Survey, respondents were asked to write, in their own words, what one change the City could make that would make them happier. The verbatim responses were categorized by topic area and those topics are reported in Table 44, 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. 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 632 surveys were completed by Palo Alto residents; of these, 433 respondents wrote responses for the open-ended question (494 comments are captured in the below categories as some responses were split to cover multiple topics).

Table 44: Question 17 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Housing (amount, affordability/cost of living)	24%	119
Traffic concerns	20%	97
Development (other than housing)	12%	58
Parking concerns	9%	42
General government operations	5%	27
Public transportation	4%	18
Improvements for walking and biking	3%	17
Reduce noise	3%	14
Parks and recreation amenities/services	3%	13
Safety	2%	12
Code enforcement	2%	11
Lower taxes and/or utility costs	2%	9
Schools	1%	6
Downtown improvements	1%	6
Sense of community/community activities	1%	5
Address homelessness	1%	5
Beautification (natural beauty)	1%	3
Retail/shopping options	1%	3
Other	3%	17
Nothing	2%	12
Total	100%	494

Housing (amount, affordability/cost of living)
- A very large percentage of young families are being squeezed out of Palo Alto because of affordabilities. If the city would like to see a robust percentage of the population to be children youth/families and not all those families want to live in apartments something has to change.
- Additional low income housing.
- Affordability.
- Affordable apts for senior developments disabled.
- Affordable housing.
- Affordable housing.
- Affordable housing for Palo Alto people who want to stay in the community (adults who grew up here, long term renters).
- Allow for greater density of households.

- Allow "granny" units or [erased by respondent].
- Allow more multi-family.
- Build a lot more housing.
- Build more housing.
- Build more multi-family housing and taller, more densely occupied buildings.
- Build more multi-family housing, with a mix of apartments and condos; I could maybe afford to buy a condo in my current neighborhood (downtown north), but there is very little available stock on the market.
- Build more senior housing.
- By-right approval for all housing projects complying to reasonable and well-defined standards.
- Change zoning to allow more housing for essential services - police, fire, teachers etc.
- Demand & enforce only reasonable setback & street side landscaping on all large dense apartments. Example the Stanford housing project near California Ave & the WF bank are an abomination. The counsel should be recalled for opposing these monster & Stanford punished.
- Design standards & incentives to expand opportunities for older homeowners to downsize & relocate to multi-family condos or rentals that are NOT designed for mid-20 singles without families or need for more than 600 s.f. of living space. Palo Alto's stock of 3-BR & 4-BR condos is non-existent. Those that exist seem designed for low-income college students.
- Distiguish P.A.from becoming Cupertino - A city with multistory homes, that are frontiers; homes not conducive to families interacting - rather - shut-off to the neighbors. Keep the character & charm of our town intact.
- Do not allow businesses to lease or buy residential houses and operate them as office spaces.
- Do not create more SSO (single story overlay) regulations.
- Do not fund or contribute to affordable housing.
- Do not increase density of housing.
- Eliminate unpermitted AirBNB rentals in residential areas.
- Encourage a sense of community - discourage nonresident ownership of residential (Chinese buyers) which results in see thru houses and lack of neighbors.
- Enforce residential building guidelines, especially compatibility to existing neighborhoods.
- Ensuring any increase in residential family housing is coupled with a commensurate increase in public education capacity.
- Establish rent control in Palo Alto for young people who cannot buy homes.
- Facilitate housing construction. More housing. Any housing. Make it easy, cheap and quick for developers to add housing. The costs of housing in our community are directly related to lack of inventory relative to job growth. Build 10,000 units of MDU ASAP. Lend the developers the money and recoup it with a special tax assessment. Whatever it takes to get units built and ready for occupancy.
- Find housing for homeless.
- Follow through on previous promise of helping the MIDDLE CLASS obtain reasonable housing in the city through special tax credits or subsidies.
- Greater setbacks for residential development along El Camino!
- Housing.
- Housing cost control.
- Housing for teachers, firemen and policemen.
- Housing too too dense.
- If Palo Alto faced the fact that it has a diverse community and all deserve to have their housing need addressed - not just those who already own or those who have a lot of income.
- Impressive housing for average wage workers.
- In the future, enforce action where there is unpermitted use of a residential property as a vacation rental and not encourage addition of small units in residential neighborhoods that can be used for short term rental.
- Increase affordable housing.
- Increase housing stock so more people, including service workers can live here.

- Increase housing units; this would make it a little more affordable to purchase. New housing now starts at $2 M.
- Increase supply of housing, so that rents and homeownership costs go down.
- Less dense housing.
- Less expensive housing.
- Low cost apartment housing.
- Low income housing for all needed.
- Lower cost of rent/more affordable housing.
- Lower housing costs.
- LOWER HOUSING PRICES
- Make home ownership more affordable.
- Make housing more affordable.
- Make living here more affordable.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing.
- More affordable housing (and build underground parking garages to achieve the best of both worlds).
- More affordable housing for middle class. As a resident physician, I know many young talented doctors at Stanford who desire to leave, because it is too expensive to continue to live here. We're going to end up with a "brain drain" in a few years as a result.
- More affordable housing for seniors with my pension. I'm left without a penny after paying rent. So I must have a roommate. Which is hard as hardly anyone wants to roommate with a 70 year old woman else no one wants to hire her.
- More affordable housing for teachers and service worker.
- More affordable housing to help rent prices.
- More affordable (subsidized) housing for low income PA workers.
- More below market/subsidized housing in transit areas for groups such as teachers, first responders, etc. I am concerned we are losing economic diversity, and all diversity is important for Palo Alto's future. Thanks.
- More building affordable housing.
- More housing.
- More housing.
- More housing.
- More housing.
- More housing!
- More housing affordability, esp for families.
- More housing affordability.
- More housing for diverse demographics.
- More housing for low-income families.
- More housing that is more affordable.
- More housing - the cost is unbearable!
- More low income housing.
- More low income senior housing for independent and assisted living.
- Must make it easier for young people and families to afford living here.
- No empty houses purchases by non-locals & not lived in.
- No more high density housing.
- No more new residential housing. The city is too crowded.
- No more SSO (single story overlay) regulations! The city should allow or even encourage residents to build two-story single family homes where the zoning permits. Thank you!
- Non moderate income housing.

- Not allow people to build up anymore, no more 2,3 story houses, buildings.
- Not allow secondary units close to neighbor's homes.
- Not allowing neighbors to rent out many, many people in a R-1 zone.
- Palo Alto is a beautiful place to live in. Please do everything you can to make housing affordable so that millions like myself can own homes in Palo Alto instead of simply renting them.
- Please build more apartment buildings. This is by *far* the single most important issue for me.
- Please streamline the Individual Review process for two story residential projects and make the process more objective rather than subjective.
- Promote dense urban development, including housing, transit, walk/bike encouragement.
- Provide BMR units & Mon-Fri lots with bathrooms for people who work here 5 days a week and then commute home.
- Provision of some affordable to keep working families in town.
- Realistic goals for growth with appropriate limits going forward without restricting existing home with retroactive codes that are ever changing.
- Reduce time for approval of plans for senior living accommodations.
- Relax code for building out mother-in-law units. Best way to increase housing for singles, couples, students, seniors.
- Relax housing set back rules and allow for more stylish construction in the area.
- Rent control.
- Rent control.
- Rent control.
- Rent control. Our rent has skyrocketed over the last 3 years.
- Severely limit/crack down on absentee ownership of unoccupied residential property, which frequently results in deteriorating property conditions.
- Somehow lower rent.
- Somehow make housing more affordable without really damaging the beauty of the city.
- Stop adding new workforce without new housing!
- STOP allowing Chinese mainlands to keep buying all the properties in Palo Alto. Don't allow it to become another Cupertino.
- Stop changing the fabric of the city too many people. It is not the same anymore. Crowded stop!! Building. The low income housing should only be sold again from the owner to another low income.
- Stop construction. There is enough building close together no space left already too many people, & too much traffic. It is full, nobody working in Palo Alto can afford to live here.
- Stop pushing for affordable housing and development that changes the character of the city.
- Stop replacing existing homes with Mac-mansions.
- Stricter regulations for demolitions, and constructions of new family houses.
- Strong investment in public housing and a community land trust.
- Taller buildings/more retail and residential rentals available Downtown Palo Alto. Tons of wasted single-story space. Build residences above all retail spaces on University.
- Tax foreign real estate buyers/owners as Vancouver has so that locals can afford to live here.
- Will not affect me. As a renter I will have to leave this area in next 2-3 years.
- Wish it wasn't so expensive to live in Palo Alto.
- With regards to housing also, Please protect & preserve the already-existing Palo Alto small houses/small lots & small multi family's (3-4 unit!! eg - College Terrace has a lot of 'mini-houses' & they are great for retirees & students/couples add nice diversity to neighborhood (both people & architect)!!.

Traffic concerns
- Add more lanes/ protected left turns.
- Address increased traffic more effectively.
- Address traffic on El Camino at rush hour.
- Better flow of traffic on El Camino, Page Mill, Middlefield.

- Better road and infrastructure maintenance.
- Continue to work out solutions for increased traffic because of increased economic country growth housing close to people's places of work is important senior case/ memory units, independent living can go to other communities. Palo Alto has become a work mecca - Facebook, Google and more and reality is they are not going away.
- Control traffic.
- Curtail any development that brings more cars!
- Decreasing noise and traffic on Lytton and between Webster St and Middlefield Ave. It is a main road to 101!. I can't like my patio or open my window at Webster house.
- Eliminate all traffic circles and speed bumps.
- Eliminate rush hour (grid-lock) traffic.
- Enforce existing speed limit on Alma. Enforce the laws and practice of rolling through or against not heeding STOP signs.
- Enforce traffic violations (especially speeding & bicyclists ignoring stop signs).
- Enforcing traffic violations, e.g. speeding, driving in bicycle lanes when not marked to do so, parking
- Fix the horrible congestion at Town & Country Shopping center - traffic light at Poly crosswalk, aggressive driving in parking lot.
- Fix the intersection of Arastradero and Manuela. The bike lane is an invitation for accidents between 4 and 6pm every weekday.
- Fix the mess that has been created on Arastradero Road by new traffic engineering. Any safety gains have been offset by greater risk and traffic flow is extremely problematic, as is signage.
- Fix the roads and local streets!
- Fix the roads, traffic, cycle of signal lights....and enforce cell phone/driving laws!
- Fix the sidewalks! They are a danger to the community. I have fallen 7 times while running and surprisingly have not broken a bone (yet)!
- Fix the sidewalks and roads.
- Fix the streets!
- Fix the traffic mess.
- Fix the traffic problem.
- Give speeders tickets!
- Hire better civil engineers to design better traffic flows - consideration really needs to made when adding more housing- condos, apartment.
- I would like a speed bump in front of my house. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXXXX
- Improve flow of traffic.
- Improve roads to decrease congestion.
- Improve traffic and roads.
- Improve traffic flow along major thoroughfares (eg., Alma, Middlefield).
- Improve traffic flow. Esp. Embarcadero/Town & Country/Paly High/El Camino corridor and Sand Hill Road.
- Improving the quality of our roads.
- Infrastructure, ie roads do not support additional developments.
- Keep El Camino as big as it is now - don't narrow El Camino.
- Less biking lane.
- Less cars! There is too much traffic. The cars are making everyone crazy. The cars create exhaust, noise, poor quality of life.
- Less congestion.
- Less traffic.
- Less traffic.
- Less traffic.
- Less traffic.
- Less traffic.

- Less traffic.
- Less traffic.
- Less traffic.
- Less traffic.
- Less traffic.
- Less Traffic.
- Less traffic on San Antonio Rd.
- Lower density of traffic and buildings.
- Make all neighborhood intersections 4-way stops - I drive from Emerson & Hawthorn to Embarcadero & north pa is the worst - cars pull out in front of me constantly - dangerous. The small signs you put up @ cross traffic are too small and don't help. But you tried.
- Make bold forward-looking decision - traffic.
- Make left turns an option on Everett.
- Mitigation of traffic flow of increased density.
- More 4 way stops - how little red there is now near/on the corners of intersection makes it dangerous to pull out.
- More traffic enforcement.
- More traffic enforcement (i.e., police presence and ticketing). Way too many reckless drivers that don't obey the rules of the road, especially during schools hours. My daughter was hit by a car while riding her bike to school. She has permanent nerve damage to her leg. Thankfully, it wasn't worse. Please do more to protect our most kids.
- No new housing so we have less traffic.
- Not too much road work.
- Prioritize traffic reduction.
- Provide better traffic flow on Oregon Expressway.
- Fix replace Chaucer Street Bridge as soon as possible.
- Readjust the signal light timing @ Alma & Charleston - when a train goes by Alma has priority. After the train passes the signals do not go back to their original cycle. East bound Charleston travelers at times have to idle for extended period of time esp. when South & North bound trains are so close together.
- Reduce automobile traffic and enforce laws related to traffic violations (cars and bicycles).
- Reduce cut-through traffic in residential neighborhoods.
- Reduce on street parking in residential neighborhoods. Reduces visibility.
- Reduce rush hour congestion on University Ave, Hamilton Ave,...One noticeable quick fix is to optimize the traffic signals especially at the 101 junction.
- Reduce traffic.
- Reduce traffic but not by limiting residents' mobility.
- Reduce traffic congestion.
- Reduce traffic, especially residential cut-through traffic.
- Reduce traffic signal cycle time and utilize blinking red left turn arrows during nighttime to improve traffic flow. Remove the dangerous traffic circles from our neighborhood roads.
- Remove the ridiculous obstructions on Middlefield Avenue that prevent people from turning.
- Repeated break up & repairs streets & roads.
- Rescind the College Terrace permit parking programs. When the business parks & Facebook were there, I could kind of see why people were worried. However, even as an Amherst resident then I didn't vote in favor of it. Now it's a complete waste of $ & time. Thank you!
- Solve some of the traffic issues - especially in the mornings when schools begin.
- Solve the traffic problem.
- Speed limits and roll through stops at stop signs.
- Stop building multi-family housing and dense development until you 100% fix traffic problem. We do not want it in Palo Alto.
- Stop the "road diets". Revert the Charleston corridor back to 2 lanes in both directions.

- Stop traffic diets. We cannot realistically force people to give up autos. Palo Alto simply moves the problems from one street to another denying reality. You cannot FORCE 80% of the population to bike.
- Stricter speed limit.
- Support driverless car use.
- Thanks for fixing the pavement at University and bus station AND we need better enforcement of red-light runners. VERY dangerous.
- The traffic is already awful - more people brings more traffic.
- Timing of lights-seems very long.
- Too much traffic.
- Traffic.
- Traffic.
- Traffic abatement.
- Traffic calming!
- Traffic enforcement.
- Traffic enforcement!!!
- Traffic management.
- Traffic reduction overall and alternative commute requirements for businesses.
- Widen Page Mill Road and Oregon Expressway so it doesn't take forever to get to freeway.

Development (other than housing)
- Adherence to existing building codes, especially regarding ranking. Comprehensive view of impacts of developments; multiple exceptions & building code requirements of industrial project adds up to bad planning.
- Allow more commercial office development.
- An area can only hold so many people without being ruined. Already El Camino w/new buildings built right out to the street nearly and tall, feel like we're trying to be S.F instead of a suburb.
- Attract more affordable non-chain restaurants.
- Avoid over development that happened in Mountain View, Cupertino, etc.
- Build.
- Build less office space.
- Change the 50-foot height limit to 65 feet, or whatever number in this range would allow for standard heights nowadays. So many developments seem to be just over the height limit and have to jump through so many hoops, takes up staff/council time. It's ridiculous. I'm not saying abolish the height limit but adjust it in a smart way.
- Clean up El Camino Real. These are a lot of run down places.
- Deeper setbacks on new office development.
- Do not build building right next to street (like JCC & others new buildings on Alma).
- Don't let new owners demolish midtown shopping center.
- El Camino Real is lacking quality development.
- Enforce all standardized regulations, expand enforcement capabilities to do so. Be less flexible about trading developer relief for monetary contributions. Require that all parameters of regulations be met without exceptions. Provide developer alternatives.
- Far less office, R&D space.
- Fewer chains.
- Fewer churches-disincentivize! space-wasters!
- Freeze commercial development.
- Greater setbacks for commercial development along El Camino!
- I would like to see the architectural review board be more aware of the impact their decisions have on neighbour. I do not live anywhere near Seale and Cowper but that structure on the corner which is supposed to be a house looks like a warehouse! Many other such examples through the community!

- Implement requirements for photovoltaic solar installations on all rooftops of commercial as well as publicly owned buildings.
- Investment in infrastructure & public facilities & transit.
- Keeping style and scale coordinated.
- Leave more open space.
- Less dense business.
- Less development.
- Less development.
- Less development!!! more preservation!!!
- Less new development.
- Less Stanford encroachment.
- Manage and slow down growth - PA should not approve any building development without considering adequate, realistic parking and how more people, cars and bikes are going to impact the existing infrastructure. Make a plan for the impact before approving the development.
- Minimize the number of high-rise buildings.
- More consistency with the planning Dept & ARB. For example, the commercial bldgs along Alma are horrible.
- More development of restaurants, bars, and fun night life spots.
- More enforcement on office occupancy limits.
- More new trendy restaurants.
- No hotel at San Antonio Rd and Middlefield.
- No more office buildings built.
- No more new office construction. The city is too crowded.
- No new office buildings for more commuters.
- Preserve the style of older Palo Alto buildings and stop approving new development that is incompatible.
- Require businesses, including Palantir, to put identifying signage on all their buildings, and REDUCE COMMERCIAL DEVELOPMENT.
- Same corner theme instead of so many mismatched everything.
- Stop all development of commercial building immediately.
- Stop all these greedy realtors from building more hotels along El Camino Real and have more trees in place of these buildings they plan to build.
- Stop bringing in so many teen companies. Their employees suck.
- Stop building ever-more office space, i.e., no more P.A. jobs! (Our housing-jobs imbalance is >3:1 High density is not wanted here).
- Stop building new commercial buildings flush with sidewalk. It looks awful. They need setbacks.
- Stop building so close to the road - more setbacks and please, get a better architectural review commission. Ghastly buildings on ECR near College Terrace. Ugly and horrible colors
- Stop commercial development.
- Stop development.
- Stop issuing new construction permit.
- Stop making concessions to real estate developers and take into account input from current residents.
- Streamline the building review and approval process.
- Tear down the recent new construction that is built up from the sidewalk to 6-10 stories high. These are ugly monstrosities.
- The JCC is a huge monstrous eyesore. You should prohibit advertising signs on its extension walls & plant tall post - growing trees to obscure it as much as possible. The city officials who approved the development should be shot. It's a disgrace.
- Think - Design compatibility - Cohesive.
- Ugly over development and give away to developers.

Parking concerns
- All parking structures.

- Allow more underground parking near Stanford.
- Better parking.
- Cancel the RPP program. The program is not citizen/employee friendly and the vendor the city has chosen is sub-par.
- Do not allow parking on corners for safety reasons.
- Don't put in parking meters downtown.
- Easier parking around the train station for people like me who want to take the train at non-commute times The only time I tried parking [sentence not finished].
- Eliminate residential parking permits.
- Free parking.
- Increase parking downtown.
- Increase parking requirement for new office buildings.
- It already did! Thank you!! The city solved the parking problem in the residential neighborhood near Cal Ave, (Evergreen Park) thank you!! It feels like a neighborhood again.
- Make parking a top priority for Palo Alto residents.
- Mitigation of the most on parking.
- More multi-level parking in downtown areas to alleviate parking congestion on streets.
- More parking.
- More parking.
- More parking for Caltrain stations for commuters.
- More parking for D.T. workers - paid for by employers. More public parking (underground structure) for shoppers, visitors, walker etc.
- More parking space.
- More parking space on California Avenue.
- More parking spaces.
- More permitted parking on street.
- No overnight parking anywhere - clean the streets and stop the car camping.
- No parking available in many business areas - please focus on that.
- No parking on residential streets that are too narrow.
- Parking.
- Parking should not be allowed in residential neighborhoods.
- Prohibit overnight RV parking on city streets (e.g. along El Camino Real).
- Protect downtown from parking meters.
- Provide more parking downtown.
- Provide more parking.
- Reduce on street parking in residential neighborhoods. Reduces visibility.
- Require speculation developers to provide FULL parking. No more BS like 626 Waverley!!!
- Rescind the College Terrace permit parking programs. When the business parks & Facebook were there, I could kind of see why people were worried. However, even as an Amherst resident then I didn't vote in favor of it. Now it's a complete waste of $ & time. Thank you!
- Resolve the lack of parking.
- Re-think parking in downtown, weird to not be able to park more than 2 hours in a zone if you are resident.
- Stop all parking on University Avenue; night and day! The current parking regs aren't enforced and it is dangerous!
- Stop giving waivers or reduction of required parking slots to new developments, commercial & residential developments must provide adequate parking and traffic provisions!
- The city should require many more, off-street parking spaces to be absolutely required for all new building.
- Wave the 2 hr parking restrictions in Downtown. When I visit my hairdresser there, I have to move my car with tin foil in my hair looking all crazy. Better to get rid of 2 hr limit.
- Work with business to provide adequate parking for all employees.

General Government Operations

- Board members not beholden to special interests including developers or other interests.
- Bring back the old charm of P.A you've ruined it!!!
- Built bridge across trades.
- City Counsel be more efficient.
- Ensure transparency of where taxpayer money is being spent in both services provided and salaries & benefits to workers.
- Decreasing the number of City Council members from 9 to 5.
- Don't try to solve the world's problems - solve Palo Alto problems.
- Get rid of defined SEIU pensions; contribute to 401k instead.
- Hire a city health inspector to help the county with food safety violations in grocery stores and restaurants and food trucks.
- Honestly, I'd consider writing something here, but no one is going to take me seriously. This town is run by people who are in it for their own investment. The problems here are subtle and deep, and your survey is not going to get to the real issue. All it does is highlight how out of touch the local government is.
- Honesty among city politicians about their true aims and commitments to the city based on their own lives and future prospects in the city.
- I would like to make our city getting green, more fresh areas.
- Maintain the current character.
- More diversified city council.
- Move on decisions faster.
- Overall reduction of compensation for city employees.
- Reduce local government costs.
- Reform the governance model; elected mayors, election of council members by district so that council sets & implements policy rather than the city manager (and controls the city manager who should be appropriately compensated rather than overcompensated).
- Refuse to increase the permitted enrollment at Castilleja School. It is the wrong value message to the student "you can be dishonest for as long as you can get away with it!"
- Stick to the master plan.
- Stop developers from running the show - ARB and City Council.
- Stop downsizing critical emergency services & city positions.
- Try not to satisfy everyone - This is a unique city.
- Use CPA staff not consultants.
- Use existing staff instead of outside consultants.
- We are victims of our own success and it shows. Don't know how to solve it, but we have to preserve what's left of our Suburban feel.
- Work on big problems - traffic, housing, parking not adding annoying and insulting regulation like idling cars and having us pay for your farmer's market on Wednesday more real work, less Sierra club kowtowing.

Public Transportation

- Better public transportation.
- Better public transport connectivity to the whole of bay area.
- Better public transport, i.e. better connection to SF by a better caltrain schedule and faster trains, Palo Alto shuttle running on weekends and evenings, less reliance on Uber/Lyft.
- Better public transportation.
- Better public transportation and alternative types.
- Better public transportations - more frequent & more extensive routes.
- Don't increase density without providing corresponding increases in infrastructure (esp. transportation).
- Encourage clean air public or non-ways transportation to reduce congestion.
- Fast rail to replace Caltrain or down the center of El Camino Real to get more cars off the road. Add an extra track to increase flow of trains, increase riders, increase cost.

- Improve transit so that people don't need to drive everywhere.
- Less expensive bus fare (to help local below medium income earners).
- Make bold forward-looking decision - transit.
- More transit.
- Prioritize public transit.
- Public transportation.
- Public transportation does not exist for our job locations!!
- Support fast excellent public transportation to/ from Palo Alto to make commuting as attractive and viable option.
- Transportation changes to relieve traffic congestion.

Improvements for Walking and Biking
- Add more 4-way stop signs in old Palo Alto to make it more bike-friendly & safer for everyone. (Many intersections have 2-way stops & poor visibility due to parked cars and/or vegetation.)
- Better bike lanes.
- Better bike routes.
- Bike paths.
- Fewer cars and more bikes.
- Focus on making communities more walkable & bike-able.
- Introduce more bike lanes.
- Keep improving bike routes.
- Make University Ave. free of cars.
- More bike paths, more traffic calming, less driving.
- More bikes, less cars.
- More pedestrian friendly-less cars.
- Paint bike sharos on Alma south of Charleston.
- Prioritize bicycle improvements.
- Require older multi-family housing to provide secure bicycle parking!
- Some bike repair stations near the bike trails.
- Stricter bicycle behavior enforcement.

Reduce noise
- According to quiet zones at Caltrain crossings with appropriate requirements.
- Airplane patterns over PA!
- An effective program to reduce the noise and commotion in the downtown north area.
- Big problem is Caltrain surface crossings and train noise. Work toward mitigation with Caltrain.
- Change air traffic routes.
- City address airplane noise.
- Help fix the airplane noise problem over Palo Alto….
- Help residents obtain relief from NextGen airplane noise !!!
- Leaf blowers major source of noise.
- Lesser noise impact of traffic, sirens, trucks, buses.
- Outlaw gas leaf blowers.
- Reduce noise from leaf blowers.
- Reduction in neighbor noise - on one side I have pool equipment on the other air conditioning units next to the neighbor's houses that amplify noise & send it into in small backyard.
- Require residents of apartments to have small speakers w/out loud, booming bass for music TV, etc.

Parks and recreation amenities/services
- A library in Baron Park.
- A public, indoor, heated 25 meter lap pool for adult swimmers with hot tub and well-equipped locker rooms.
- Add dog parks "quicker" at peers.

- Establish a dog park in pardee park. Our part of town has no dog park.
- Fine park users and residents who don't place recycling/landfill items in the appropriate containers.
- Increase the size of parks.
- Longer hours for Rinconada swimming pool.
- More bathrooms in the smaller public parks that don't have any.
- More city parks.
- More dog parks!
- More restroom in parks.
- Park bathrooms open later hours?
- There are not enough dog parks. 60,000 people in Palo Alto. How many dogs? How many dog parks?

Safety

- Corner properties need to keep landscaping trimmed so visibility keeps our children safer.
- Ensuring people cut shrubs so kids can walk on sidewalks to school.
- Grade separation for Caltrains using tunnels.
- Increase the cross paths over the rail tracks.
- Keep improving safety.
- Keep the city safe.
- More police patrol, surveillance cameras.
- More Street Lights.
- Really fix the railroad crossings.
- Reduce fire hazard risk in Palo Alto Hills.
- Safer bike paths for our kids bike riding to school.
- Stronger and better trained police.

Code enforcement

- Code enforcement.
- Crack down on gas-powered leaf blowers.
- Disallowing campers/vans to park in the same spot for years. Must move 1/week to somewhere else.
- Enforce leaf blower regulation to protect health.
- Enforce "No leaf blowers"!
- Fine all homeowners whose garbage cans are visible from the road/sidewalk!
- Increased fines and tougher enforcement of PAMC 6.20.045 that requires removal of dog feces.
- Keep its promise to residents by enforcing all city codes. If we need to hire more code enforcement staff-fine. Short staffing is not an excuse. The city manager should loosen the purse strings.
- More code enforcement officers.
- Scrupulous adherence to current zoning laws and building codes; strictly limit exceptions.
- Stronger community center - Bad call on code enforcement/ violation of Baptist Church on CA Ave – [unreadable] Church is to open its doors to diverse support groups as possible. Be more flexible in [unreadable] a solution.

Lower taxes and/or utility costs

- Cheaper bills/ utilities.
- Get the utility spend under control!! And get them to fix an outstanding two years old complaint. There is no responsibility there!!
- Lower cost for water.
- Lower Palo Alto utilities.
- Lower price of utilities.
- Manage our utility rates to be significantly less than the PG&E rates in surrounding communities or get out of the business.
- More attention on renewable power sources.
- Reduce or put a cap on property taxes!

- Stop raising utility & parking fees paid by residents to subsidize the offices & commercial developers whose workers & tenants cause gridlock & congestion.

Schools
- Eliminate the Railroad crossing security (what do they do?) and use the $ towards school counselors & support.
- New residents should be able to register their children in neighborhood schools.
- No more $6 million blunder! That's tax payer's money. School district should cherish residents' contribution.
- Require crossing guards for our schools to not smoke.
- Reviewing management of PAUSD as it feels like same garbage, different names/faces.
- Work with the school district to make the high schools a happier place to learn.

Downtown improvements
- A grocery store in walking distance of downtown.
- Bring back reasonably priced and diverse stores.
- Have either a theater, movie or live music small establishment, near or at downtown.
- Keeping downtown PA like a main street of a town adds to the charm of living in Palo Alto.
- Not all new commercial development downtown.
- Senior center & La Comida in downtown area.

Sense of community/community activities
- Anything that would make for a more friendly, accepting community. The city has been catering to the monied elite and too much "me" vs "our". Too snobby kids are paying a high price and can't be rich anymore. The "no $ [unreadable].
- Help improve relationships w/neighbors when there is a problem. Don't favor the older connected residents that know how to work the system. Forced Mediation?
- People should be nice to each other, and recognize that other people live too! people are so self-absorbed.
- Retain the spirit of Palo Alto - it is not a modern big city.
- Tax absentee owners at a punitive rate unoccupied residences reduce P.A. commerce & enrollees in schools and civic activities.

Address homelessness
- A plan to direct the homeless vehicle dweller to places with accessible sanitization/ restrooms (assist them instead of herding them out of sight or away from nicer areas).
- Finding a more humane solution to campers parked on streets -citations & criminalization needs to change.
- Increased awareness of homelessness and redemptive support for these people.
- Try to discourage homeless begging for money. It's very uncomfortable.

Beautification (natural beauty)
- Clean up the entrances to Palo Alto. 1. Embarcadero/ Oregon Freeway exit. 2. El Camino between University & Menlo Park. There is no excuse for the continued neglect, weeds & trash should not be the first impression of Palo Alto.
- More trees and park areas.
- Take care of all big trees including large trees on private properties. No charge to home owners.

Retail/shopping opptions
- Better shops & restaurants.
- Better variety of retail other than restaurants. More like Menlo Park has and like Palo Alto used to have.
- Renovations of old stores. Such as a renovated Safeway on Middlefield.

Other
- Complete the long-overdue Public Safety Building.
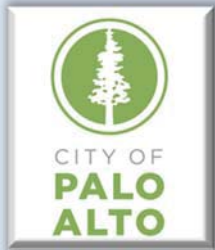- Control bicycle scuttlers.

- Get rid of overhead utility lines (please bury).
- H- Underground my utilities. W- Fiber optic to the curb.
- Have all the protected trees is ridiculous....
- Higher property taxes on owners.
- If I'd like to remove/ change out a tree that is on my property but close to the sidewalk [unreadable] I should be able to talk to [unreadable] tree.
- Not ideal for senior citizens.
- Prices of some business and service.
- Return access to the water on my backyard that was out by PAHC.
- Multi-grade separation of train tracks electrification XIN 65 @ meadow, Charleston, Churchill Embarcadero are nightmares.
- Municipal fiber-to-the-home (FTTH).
- Potholes!
- Slow down growth.
- Slow the growth.
- Too many to list - we're moving to Menlo Park.
- Undergrounding utilities.

Nothing
- Can't really say.
- Don't know.
- Don't know.
- Don't know.
- I am happy with in situation.
- N/A to me. Is all fine.
- None.
- None - I'm pretty happy.
- Nothing- I love it here.
- OK as is.
- Pretty satisfied at moment.
- Well, I am pretty happy.

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

Table of Contents

The City of Palo Alto's Values

Quality
Superior delivery of services

Courtesy
Providing service with respect and concern

Efficiency
Productive, effective use of resources

Integrity
Straightforward, honest, and fair relations

Innovation
Excellence in creative thought and implementation

City Organization and Information

Incorporated in 1894, the City of Palo Alto covers 26 square miles and is located in the heart of Silicon Valley. Palo Alto has about 67,000 residents and the daytime population is estimated at 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.

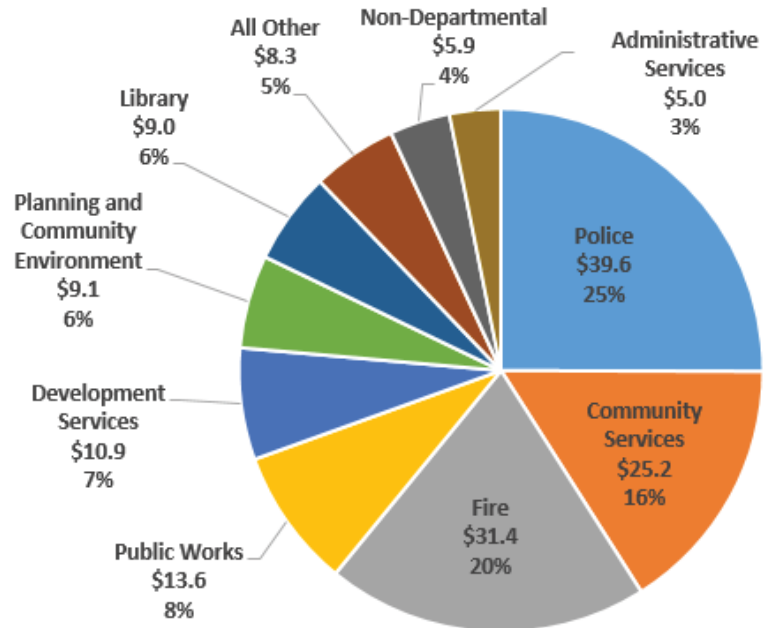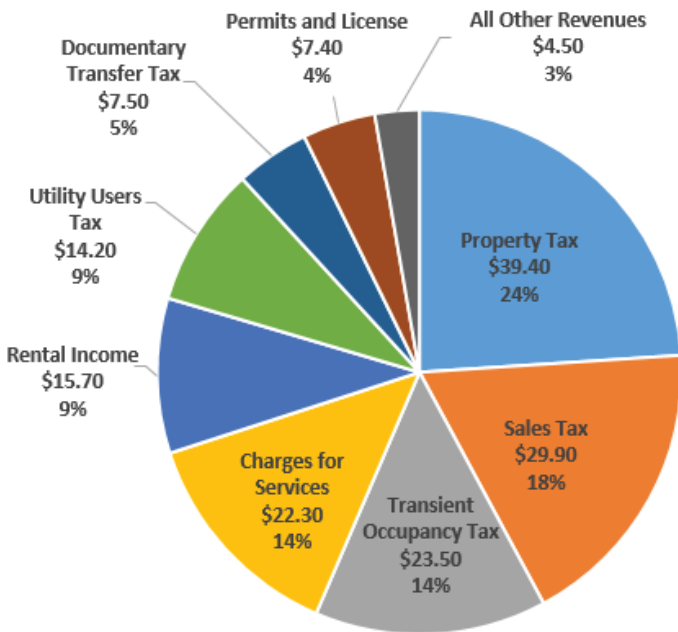| Demographics Information	FY 2015	FY 2016	FY 2017
Population*	65,998	66,478	66,649
Average travel time to work*	22.3 minutes	23.1 minutes	23.6 minutes
Median household income*	$126,771	$135,519	$137,043
Median home sales price	$2,145,968	$2,275,635	$2,538,300
Number of authorized City staff	1,153	1,168	1,179

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

Finance & Performance
General Fund in Fiscal Year 2017

Sources of General Fund Revenues ($164.4 Millions)

- Permits and License $7.40 4%
- All Other Revenues $4.50 3%
- Documentary Transfer Tax $7.50 5%
- Utility Users Tax $14.20 9%
- Rental Income $15.70 9%
- Charges for Services $22.30 14%
- Transient Occupancy Tax $23.50 14%
- Property Tax $39.40 24%
- Sales Tax $29.90 18%

Sources of General Fund Expenditures ($153.0 Millions)

- All Other $8.3 5%
- Non-Departmental $5.9 4%
- Administrative Services $5.0 3%
- Library $9.0 6%
- Planning and Community Environment $9.1 6%
- Development Services $10.9 7%
- Public Works $13.6 8%
- Police $39.6 25%
- Community Services $25.2 16%
- Fire $31.4 20%

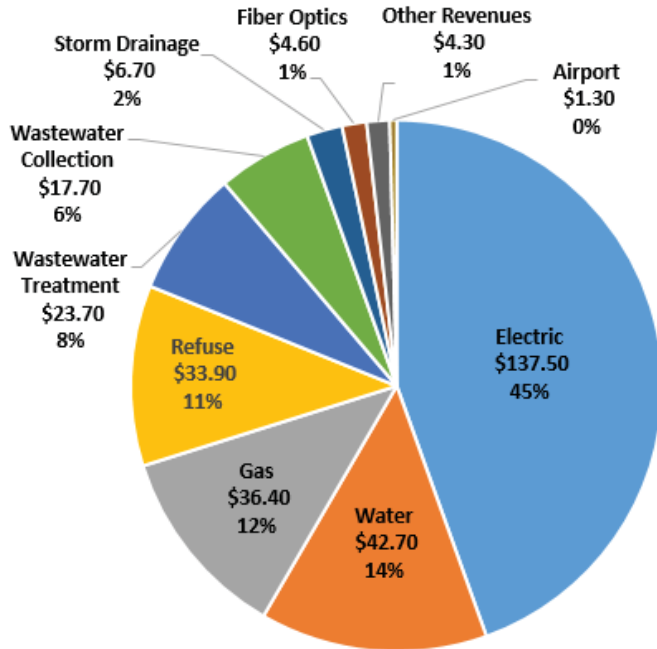Source: FY 2017 Comprehensive Annual Financial Report (CAFR)

Key Performance Measures - National Citizen Survey™ Results

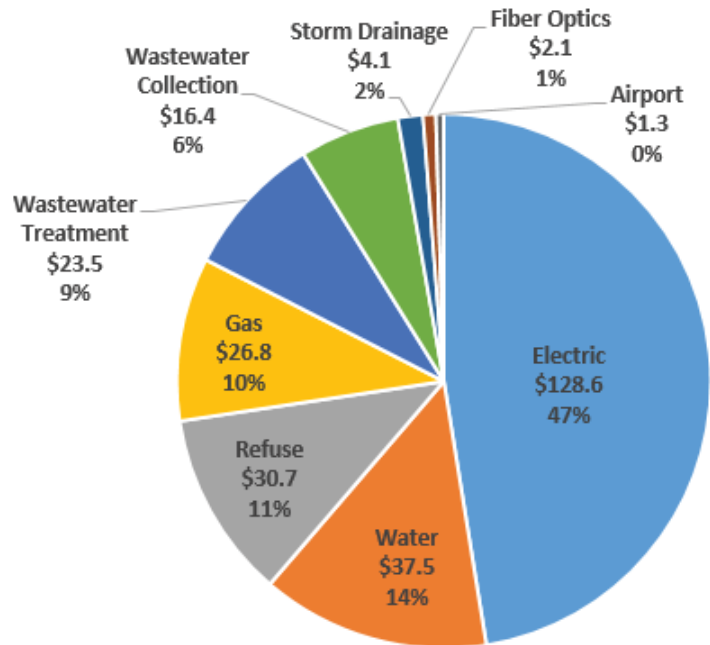|	FY 2015	FY 2016	FY 2017	Ranking Compared to Other Surveyed Jurisdictions	Percent Change From Prior Year
GENERAL COMMUNITY CHARACTERISTICS					
Overall quality of life in Palo Alto	88%	85%	89%	Similar	+4%
Palo Alto as a place to live	92%	91%	91%	Similar	0%
Neighborhood as a place to live	90%	91%	91%	Similar	0%
Palo Alto as a place to visit	74%	72%	71%	Similar	-1%
Overall image or reputation of Palo Alto	88%	86%	86%	Higher	0%
Overall appearance of Palo Alto	89%	87%	90%	Higher	+3%
Cost of living in Palo Alto	8%	7%	8%	Much Lower	+1%

Finance & Performance
Enterprise Funds in Fiscal Year 2017

Sources of Enterprise Funds Revenues ($308.8 Millions)

- Fiber Optics $4.60 1%
- Other Revenues $4.30 1%
- Storm Drainage $6.70 2%
- Airport $1.30 0%
- Wastewater Collection $17.70 6%
- Wastewater Treatment $23.70 8%
- Refuse $33.90 11%
- Gas $36.40 12%
- Water $42.70 14%
- Electric $137.50 45%

Sources of Enterprise Funds Expenses ($271.0 Millions)

- Storm Drainage $4.1 2%
- Fiber Optics $2.1 1%
- Wastewater Collection $16.4 6%
- Airport $1.3 0%
- Wastewater Treatment $23.5 9%
- Gas $26.8 10%
- Refuse $30.7 11%
- Water $37.5 14%
- Electric $128.6 47%

Source: FY 2017 Comprehensive Annual Financial Report (CAFR)

Key Performance Measures - National Citizen Survey™ Results

	FY 2017	
GENERAL UTILITIES SERVICES		These custom questions were newly included in the FY 2017 National Citizen Survey. Prior years' results and benchmarks are not available for comparison.
Reliability of utility services	95%	
Affordability of utility services	64%	
Value received from the City owning and operating its own municipal utility services	80%	
Utilities Customer Service	86%	
Utilities' concern for the environment	87%	
Providing opportunities for energy and water efficiency at home or business	82%	
Value of all the services Palo Alto Utilities provides for the price you pay	68%	

What's Next?
## City's Budget and Accomplishments in Fiscal Year 2017

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 2017 Priorities

The City Council held its annual retreat in January 2017 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 2017, the Council adopted five priorities that received significant attention throughout the year including:

- Housing
- Infrastructure
- Healthy City, Healthy Community
- Transportation
- Budget and Finance
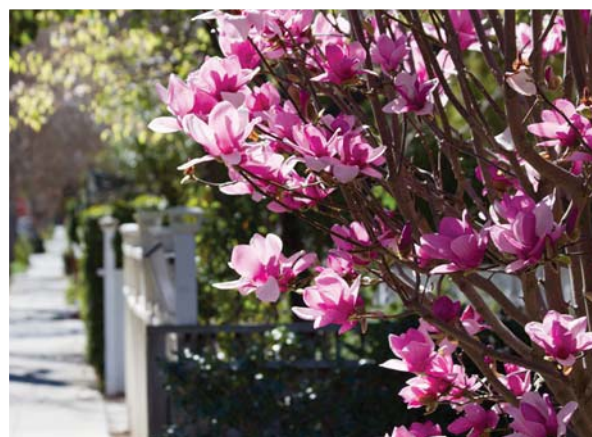
City of Palo Alto Budget

In June 2017, the City Council adopted the Budget for Fiscal Year 2018 (July 1, 2017 through June 30, 2018) in the amount of $672.3 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. The budget maintained the high quality of services and facilities the community values, and addressed the priorities identified by the City Council.

The budget reflected a strong local economy that has led to stable revenues which support the wide array of programs and initiatives this organization provides to the residents of Palo Alto. In addition, it maintained competitive wages for City employees through approved labor agreements, as part of an overall strategy to attract and retain a well-qualified workforce within the boundaries of fiscal prudence. As a result of our economic vitality, we are experiencing many challenges associated with the appeal of Silicon Valley. These include increased traffic and congestion, expensive housing, more demand for services, and variant views about the nature and pace of change. Within the budget and the Council priorities, the City made key decisions on a number of transportation and infrastructure projects that will have lasting impacts on Palo Alto's bike and pedestrian pathways, parking, Caltrain Grade Separation, and the City's Infrastructure Plan.

About Citizen Centric Reporting

The Association of Government Accountants (AGA) developed guidance on producing Citizen Centric Reporting as a way to demonstrate accountability to residents and answer the question, "Are we better off today than we were last year?" Additional details can be found at the AGA website: **www.agacgfm.org** *(under 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**