

**Report from the City Auditor**

**City of Palo Alto  
Service Efforts and Accomplishments  
Report 2002-03  
Annual Report on City Government Performance**



**January 2004**

# City of Palo Alto

Office of the City Auditor

January 2004

Honorable City Council  
Palo Alto, California

This is the City Auditor's second annual Service Efforts and Accomplishments report for the City of Palo Alto. The report is intended to be informational. It provides data about the costs, quality, quantity, and timeliness of City services. It includes a variety of comparisons to other cities, and the results of a citizen survey. Our aim is to provide the City Council, staff, and the public with an independent, impartial assessment of past performance to help make better decisions about the future. I am confident that reliable information on the performance of City services will strengthen public accountability and help improve government efficiency and effectiveness.

## OVERALL SATISFACTION

The first annual Citizen Survey, administered in conjunction with this report, reveals high ratings for City services – 87 percent rated the overall quality of City services good or excellent. In comparison to other jurisdictions, Palo Alto ranks in the 95<sup>th</sup> percentile as a place to raise children, and in the 85<sup>th</sup> percentile in overall quality of life. When asked to evaluate whether they felt they received good value for taxes they pay, 69 percent agreed that they receive good value.

## OVERALL SPENDING AND STAFFING

Between FY 1998-99 and FY 2002-03, operating expenditures and other uses of funds related to the City's general government programs increased from \$98.4 million to \$119.2 million, or 21 percent. During that same period, the Consumer Price Index increased 18.6 percent. Authorized staffing for general government programs increased 10 percent from 758 to 833 full time equivalent staff (FTE). A downturn in the local economy and decreases in City revenue has forced spending reductions over the last 2 years.

Driven in part by rising energy prices, enterprise fund expenditures for electricity, water, gas, refuse, and other utility services increased 38 percent, from \$109.9 million to \$151.5 million over the five-year period. Staffing for these operations increased 9 percent, from 344 FTE to 375 FTE.

Capital improvement program expenditures increased 104 percent over five years – from \$15.7 million in FY 1998-99 to \$32.1 million in FY 2002-03 (due in part to the construction of two downtown parking structures). The City's reserve for infrastructure

rehabilitation has grown to \$33.4 million.

## COMMUNITY SERVICES

Spending on community services (not including libraries) increased 21 percent over the last five years. Enrollment in classes, attendance at performances, and exhibition visitors at the Art Center are all higher than in FY 1998-99. Quality ratings for Community Services are very high: 77 percent of residents rate the quality of recreation centers/facilities as good or excellent; 84 percent rate the quality of recreation programs/classes as good or excellent; 85 percent rate their neighborhood park good or excellent; and 90 percent rate the quality of city parks good or excellent.

## FIRE

Total Fire Department expenditures increased 23 percent over the last five years. The Fire Department provides Palo Alto and Stanford residents and businesses with emergency response, environmental and safety services. The average response time for fire calls was 5:27 minutes, and the average response time for medical/rescue calls was 5:11 minutes in FY 2002-03. Residents give high marks to the quality of Fire Department service: 96 percent of residents rate fire services good or excellent, and 95 percent of residents rate ambulance/emergency medical services good or excellent.

## LIBRARIES

Operating expenditures for Palo Alto's six libraries rose 19 percent, although total hours open annually decreased 2 percent. Circulation increased 29 percent, and total family program attendance rose 36 percent. Volunteers donated about 4,000 hours of service to the libraries in FY 2002-03. Library services also receive high ratings from residents: 81 percent rate the quality of library services good or excellent; 76 percent rate the variety of library materials as good or excellent; and 74 percent rate the quality of neighborhood branch libraries good or excellent.

## PLANNING AND COMMUNITY ENVIRONMENT

Planning and Community Environment expenditures increased 36 percent from \$6.0 million to \$8.1 million. Authorized staffing increased from 54 to 62 FTE. In FY 2002-03, the average time to complete planning applications was 52.4 weeks for major projects and 11.6 weeks for minor projects. 40 percent of residents rate planning services good or excellent; 56 percent rate code enforcement good or excellent. Over the last five years, the number of building permits issued increased 97 percent to 3,151 in FY 2002-03, and building permit revenue increased from \$2.3 to \$3.8 million, or 68 percent. In FY 2001-02, the average time for first response to regular plan checks was 5.5 weeks. Staff plans to reduce that turnaround time to 4 weeks during FY 2003-04.

## POLICE

Police Department spending increased 19 percent over the last five years. The department handled more than 53,000 calls for service in FY 2002-03. Over the last two years, the average response times for priority 1 calls improved from 6:41 minutes to 5:53

minutes. Reported crimes (119 crimes per 1,000 residents) showed no change over 5 years ago. The total number of traffic accidents declined by 12 percent, but the percent of traffic accidents with injury increased by 1 percent over the five year period. Palo Alto ranks in the 88<sup>th</sup> percentile in comparison to other jurisdictions in response to the question “how safe do you feel in your neighborhood during the day.” 89 percent of residents rate police services good or excellent, 79 percent rate animal control services good or excellent, and 64 percent rate traffic control services good or excellent.

## PUBLIC WORKS

Public Works department spending on streets, sidewalks, refuse collection, storm drainage, and wastewater treatment have increased in the last five years. 94 percent of residents rate the quality of garbage collection as good or excellent, 66 percent rate street tree maintenance good or excellent, 65 percent rate storm drainage good or excellent, 50 percent rate the quality of street repair good or excellent, and 49 percent rate sidewalk maintenance good or excellent

## UTILITIES

In spite of the fact that energy usage has declined, electric and gas operating expenses have increased by 49 percent and 44 percent respectively over the past five years, due in large part to increased costs to purchase energy. 89 percent of residents rate electric and gas services good or excellent, 67 percent rate street lighting good or excellent, 83 percent rate sewer service good or excellent, and 82 percent rate drinking water service good or excellent.

## LEGISLATIVE AND SUPPORT SERVICES

This category includes the Administrative Services and Human Resources departments, and the offices of the City Manager, City Attorney, City Clerk, City Auditor, and the City Council. Like the other City departments that they serve, demand for the services provided by these departments and corresponding costs have increased over the last five years.

We urge readers to review the entire report to more fully understand the mission and work of each of the City’s departments. We thank the many departments and staff that contributed to this report. Without their support, this report would not be possible.

Respectfully submitted,

/S/  
Sharon W. Erickson  
City Auditor

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# BACKGROUND

## INTRODUCTION

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

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

The report contains summary information on spending and staffing, workload, and performance results. This year, the report also includes the results of a resident survey rating the quality of City services. The report provides two types of comparisons:

- Five-year historical trends (where available)
- Selected comparisons to other cities

Chapter 1 provides a summary of overall spending and staffing over the last five years. Chapters 2 through 9 present the mission statements, description of services, background data, workload, performance measures, and survey results for the following services:

- Community Services
- Fire
- Libraries
- Planning and Community Environment
- Police
- Public Works
- Utilities
- Legislative and support services

## COMMUNITY PROFILE

Incorporated in 1894, Palo Alto is a largely built-out community of about 60,500 residents. The city covers about 26 square miles, stretching from the edges of San Francisco Bay to the ridges of the San Francisco peninsula. Located mid-way between San Francisco and San Jose, Palo Alto is in the heart of the Silicon Valley. Stanford University, adjacent to Palo Alto and one of the top-rated institutions of higher education in the nation, has produced much of the talent that founded successful high-tech companies in Palo Alto and Silicon Valley.

### DEMOGRAPHICS

Palo Alto is a highly educated community. According to the 2000 census, of residents aged 25 years and over, 74 percent had a bachelor's degree or higher; 43 percent had a graduate or professional degree. The largest occupation groups are management-professional (76 percent), and sales and office (15 percent). In 1999, the median household income was \$90,377, with 24 percent of families earning \$200,000 or more, and 10 percent of families earning less than \$35,000.

According to census statistics (2000), 73 percent of Palo Alto residents are white, and 17 percent are of Asian descent.

Race-ethnicity	Population	Percent
White	42,682	73%
Asian	10,090	17%
Hispanic	2,722	5%
Black or African American	1,184	2%
Other	1,920	3%
Total	58,598	100%

Source: 2000 Census

At the time of the last census (2000), the median age was 40.2 years.



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The following table shows population by age.

Age	Population	Percent
Under 18	12,406	21%
18 - 34	11,406	19%
35 - 54	19,827	34%
Over 55	14,959	26%
Total	58,598	100%

Source: 2000 Census

The majority of residents own their homes, but a large number of dwellings are renter occupied:

Housing occupancy	Number	Percent
Owner occupied	14,420	55%
Renter occupied	10,796	42%
Vacant	832	3%
Total	26,048	100%

Source: 2000 Census

QUALITY OF LIFE

Residents give high ratings to the local quality of life. When asked to rate the overall quality of life in Palo Alto, 43 percent of residents said “excellent”, 49 percent said “good”, 8 percent said “fair”, and 0 percent said “poor.”

In comparison to other jurisdictions, Palo Alto ranks in the 95<sup>th</sup> percentile as a place to raise children.<sup>1</sup> Palo Alto “as a place to retire”, ranked somewhat lower, in the 58<sup>th</sup> percentile.

Quality of life ratings	Percent rating Palo Alto good or excellent	National ranking
Palo Alto as a place to live	94%	87 <sup>th</sup> ile
Overall quality of life	92%	85 <sup>th</sup> ile
Palo Alto as a place to raise children	90%	95 <sup>th</sup> ile
Neighborhood as a place to live	88%	91 <sup>th</sup> ile
Palo Alto as a place to retire	62%	58 <sup>th</sup> ile

Source: National Citizen Survey™ 2003 (Palo Alto)

As shown below, Palo Alto residents give high marks to the City’s overall appearance. Job opportunities rated lower. Ratings of openness and acceptance were in the 86<sup>th</sup> percentile compared to other jurisdictions.

Community characteristics	Percent rating Palo Alto good or excellent	National ranking
Overall appearance of Palo Alto	87%	79 <sup>th</sup> ile
Openness and acceptance	73%	86 <sup>th</sup> ile
Sense of community	70%	80 <sup>th</sup> ile
Job opportunities	33%	45 <sup>th</sup> ile

Source: National Citizen Survey™ 2003 (Palo Alto)

In a recent survey residents were asked about potential problems in Palo Alto. The concerns rated by the highest proportion of respondents as major problems were traffic congestion, taxes, homelessness, and too much growth.

Potential problems	Percent “major problem”
Traffic congestion	20%
Taxes	20%
Homelessness	18%
Too much growth	14%
Noise	8%
Drugs	7%
Unsupervised youth	4%
Run down buildings, weed lots, or junk vehicles	4%
Crime	2%
Graffiti	1%

Source: National Citizen Survey™ 2003 (Palo Alto)

While 40 percent of survey respondents said population growth was too fast, 76 percent of respondents said jobs growth was too slow. 24 percent said they thought the economy would have a positive impact on their family income in the next 6 months, 30 percent said it would have a negative impact, and 46 percent were neutral.

<sup>1</sup> Based on survey results from 300 jurisdictions collected by the National Research Center, Inc.

## COMMUNITY PARTICIPATION

Palo Alto residents participate actively in their community. When asked about their participation in various activities in Palo Alto in the past year, 98 percent reported they recycled, 92 percent used the internet, 92 percent visited a Palo Alto park, 80 percent used the library, and 72 percent reported they voted in the last election. 47 percent said that they had used the internet to conduct business with the City. 30 percent reported they had attended a meeting of local elected officials or other local public meeting.

Percent engaging in various activities in the past year:	Percent
Recycled used paper, cans or bottles from your home	98%
Used the internet for anything	92%
Visited a Palo Alto park	92%
Used Palo Alto public libraries or their services	80%
Voted in the last election	72%
Used Palo Alto recreation centers	53%
Volunteered your time to some group/activity in Palo Alto	49%
Participated in a recreation program or activity	49%
Used the internet to conduct business with Palo Alto	47%
Attended a meeting of local elected officials or other local public meeting	30%
Watched a meeting of local elected officials or other local public meeting on cable television	28%
Ridden a local bus within Palo Alto	28%

Source: National Citizen Survey™ 2003 (Palo Alto)

## GOVERNMENT

Palo Alto is a charter city, operating under a council/manager form of government. There is a 9-member City Council, and a number of Council-appointed boards and commissions.<sup>2</sup> The City Council's top 5 priorities for FY 2002-03 included:

- Long term finances
- Infrastructure
- Land use planning
- Alternative transportation/traffic calming
- Affordable/attainable housing

<sup>2</sup> Additional information about the City's boards and commissions can be found at [www.cityofpaloalto.org/cityagenda](http://www.cityofpaloalto.org/cityagenda).

## SCOPE AND METHODOLOGY

The City Auditor's Office prepared this report in accordance with the 2003-04 Annual Audit Plan. The workload and performance results that are outlined here reflect current City operations. We did not audit those operations as part of this project. While we did examine and review the sources of departmental data, we did not conduct detailed testing of that data. The report is intended to be informational. Although the report provides insights into service results, it does not thoroughly analyze those results.

## SERVICE EFFORTS AND ACCOMPLISHMENTS REPORTING

In 1994, the Governmental Accounting Standards Board (GASB) issued *Concepts Statement No. 2, Service Efforts and Accomplishments Reporting*. The statement broadly describes “*why external reporting of SEA measures is essential to assist users both in assessing accountability and in making informed decisions to improve the efficiency and effectiveness of governmental operations.*” According to the statement, the objective of SEA reporting is to provide more complete information about a governmental entity's performance than can be provided by the traditional financial statements and schedules to assist users in assessing the economy, efficiency, and effectiveness of services provided.

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

In 2003, the Association of Government Accountants (AGA) initiated a Certificate of Excellence in Service Efforts and Accomplishments Reporting project, of which Palo Alto is a charter participant.

The City of Palo Alto has utilized various performance indicators for a number of years. This report builds on existing systems and measurement efforts. For example, the City's mission driven budget document includes “*impact*” measures. Impact measures “*are the measurable results to be achieved in each functional area. They are the measures through which the value of services can be assessed by*

*Council and the public.*” Where we have included budget impact measures, they are so noted with the symbol “⊙”.

## SELECTION OF INDICATORS

We limited the number and scope of workload and performance measures in this report to items that we thought would be the most useful indicators of City government performance and would be of general interest to the public. This report is not intended to be a complete set of performance measures for all users.

From the outset of this project, we decided to use existing data sources to the extent possible. We reviewed existing “impact measures” from the City’s adopted budget documents<sup>3</sup>, community indicators in the Comprehensive Plan<sup>4</sup>, sustainability indicators from the City’s Sustainability Task Force, performance measures from other jurisdictions, and benchmarking information from the ICMA<sup>5</sup> and other professional organizations. We used information from the City’s Comprehensive Annual Financial Report (CAFR).<sup>6</sup> We held numerous discussions with City staff to determine what information was available and reliable.

Wherever possible we have included five years of data. Generally speaking, it takes five data points to show a trend. In the future, we hope to include as much as ten years of data to show the impacts of changes in service delivery over time.

This second annual SEA report incorporates many new measures of resident perceptions – the results of a survey conducted in Fall 2003. To accommodate that information, we deleted some performance indicators that were in last year’s report. While consistency of information is important, we will continue to use City Council, public, and staff feedback to ensure that the information we include is meaningful and useful. We welcome your input. Please contact us with suggestions at [city.auditor@cityofpaloalto.org](mailto:city.auditor@cityofpaloalto.org).

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<sup>3</sup> The budget is on-line at [www.cityofpaloalto.org/finance/budget.html](http://www.cityofpaloalto.org/finance/budget.html).

<sup>4</sup> The Comprehensive Plan is on-line at [www.cityofpaloalto.org/compplan](http://www.cityofpaloalto.org/compplan).

<sup>5</sup> International City/County Management Association (ICMA), *Comparative Performance Measurement FY 2001 Data Report*.

<sup>6</sup> The CAFR is on-line at [www.cityofpaloalto.org/finance/cafr.html](http://www.cityofpaloalto.org/finance/cafr.html).

## THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ is a collaborative effort between the National Research Center, Inc., and the International City/County Management Association (ICMA).<sup>7</sup> Respondents in each jurisdiction are selected at random. Participation is encouraged with multiple mailings and self-addressed, postage-paid envelopes. Results are statistically re-weighted, if necessary, to reflect the proper demographic composition of the entire community.

Surveys were mailed to a total of 1,200 Palo Alto households during October and November 2003. Completed surveys were received from 557 residents, for a response rate of 48 percent. Typical response rates obtained on citizen surveys range from 25 to 40 percent.

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95 percent confidence level for this survey of 557 residents is generally no greater than plus or minus 5 percentage points around any given percent reported for the entire sample.

The scale on which respondents are asked to record their opinions about service and community quality is “excellent”, “good”, “fair”, and “poor”. Unless stated otherwise, the survey data included in this report displays the responses only from respondents who had an opinion about a specific item – “don’t know” answers have been removed.

The National Research Center, Inc., has collected citizen survey data from more than 300 jurisdictions in the United States. Inter-jurisdictional comparisons are available when similar questions are asked in at least five other jurisdictions. When comparisons are available, ranks are expressed as a percentile to indicate the percent of jurisdictions with identical or lower ratings.

## POPULATION

Where applicable, we have used the most recent estimates of Palo Alto resident population from the California Department of Finance, as shown in the following table.

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<sup>7</sup> The full text of Palo Alto’s survey results can be found in appendices A through C.

Year	Population
FY 1998-99	58,300
FY 1999-00	58,500
FY 2000-01	60,200
FY 2001-02	60,500
FY 2002-03	60,500
<b>Change over last 5 years:</b>	<b>+3.8%</b>

June 2000	179.1
June 2001	190.9
June 2002	193.2
June 2003	196.3
<b>Change over last 5 years:</b>	<b>+18.6%</b>

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

Some departments<sup>8</sup> serve expanded service areas. For example, the Fire Department serves Palo Alto, Stanford, and Los Altos Hills (seasonally). The Regional Water Quality Control Plan serves Palo Alto, Mountain View, Los Altos, Los Altos Hills, Stanford, and East Palo Alto.

Some departments are heavily impacted by Palo Alto’s large daytime population. The Association of Bay Area Governments (ABAG) estimates that the daytime population for the Palo Alto/Stanford area was 139,032 in calendar year 2000.<sup>9</sup>

### INFLATION

Financial data has not been adjusted for inflation. In order to account for inflation, readers should keep in mind that the San Francisco Area Consumer Price Index for All Urban Consumers has increased by 18.6 percent over the 5 years of financial data that is included in this report. The index increased as follows:

Date	Index
June 1998	165.5
June 1999	171.8

<sup>8</sup> Additional information about the City's departments can be found at [www.cityofpaloalto.org/support/departments](http://www.cityofpaloalto.org/support/departments).

<sup>9</sup> ABAG calculates daytime population as follows: total Palo Alto/Stanford population (71,914) less number of employed residents (43,772) plus total employment (110,890).

### COMPARISONS TO OTHER CITIES

Comparisons to other cities should be used carefully. We tried to include “apples to apples” comparisons, but differences in costing methodologies and program design may account for unexplained variances between cities. For example, the California State Controller’s Office gathers and publishes comparative financial information from all California cities.<sup>10</sup> We used this information where possible, but noted that cities provide different levels of service and categorize expenditures in different ways.

### ACKNOWLEDGEMENTS

This report could not have been prepared without the cooperation and assistance of City management and staff from every City department. Our thanks to all of them for their help. We also want to thank the City Council and community members who reviewed last year’s report and provided thoughtful comments.

Finally, we want to acknowledge our debt to the City of Portland Auditor’s Office that pioneered local government accountability for performance through its “City of Portland Service Efforts and Accomplishments” report – now in its thirteenth year of publication.

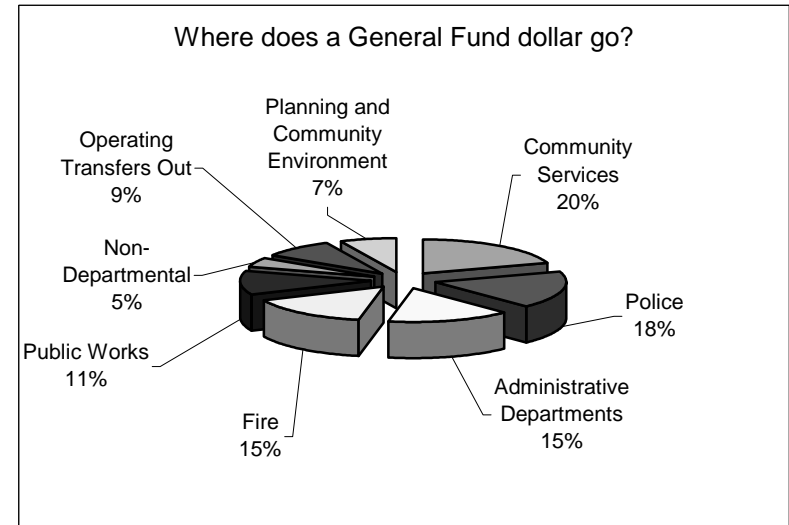
<sup>10</sup> California State Controller, *Cities Annual Report Fiscal Year 2000-01* (<http://www.sco.ca.gov/ard/local/locprep/index.shtml#publications>).



# CHAPTER 1 – OVERALL SPENDING AND STAFFING

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

The pie chart to the right shows where a General Fund dollar goes. The table below shows more detail. In FY 2002-03, the City's total General Fund expenditures and other uses of funds totaled \$119.2 million. This included \$10.7 million in transfers to other funds (\$8.2 million of which was for capital projects). Total General Fund uses of funds increased 21 percent from FY 1998-99 to FY 2002-03. However, a downturn in the local economy and decrease in City revenues has forced spending reductions over the last 2 years. The consumer price index increased 18.6 percent over the same five-year period.



Source: FY 2002-03 expenditure data

General Fund operating expenditures and other uses of funds (in millions) <sup>1</sup>

	Admin. departments <sup>2</sup>	Community Services	Fire	Planning and Community Environment	Police	Public Works	Non-departmental <sup>3</sup>	Operating transfers out <sup>4</sup>	TOTAL	Enterprise Fund operating expenses
FY 1998-99	\$15.7	\$19.7	\$14.7	\$6.0	\$17.9	\$12.1	\$5.2	\$7.1	\$98.4	\$109.9
FY 1999-00	\$16.3	\$20.9	\$15.3	\$6.9	\$18.7	\$11.8	\$5.4	\$9.6	\$105.0	\$133.0
FY 2000-01	\$19.2	\$21.8	\$16.8	\$7.0	\$19.5	\$12.5	\$12.9	\$10.2	\$119.9	\$163.5
FY 2001-02	\$19.1	\$23.3	\$17.7	\$7.8	\$20.3	\$13.1	\$6.4	\$11.7	\$119.4	\$182.6
<b>FY 2002-03</b>	<b>\$18.4</b>	<b>\$23.8</b>	<b>\$18.1</b>	<b>\$8.1</b>	<b>\$21.2</b>	<b>\$13.4</b>	<b>\$5.5</b>	<b>\$10.7</b>	<b>\$119.2</b>	<b>\$151.5</b>
Change over last 5 years <sup>1</sup>	+18%	+21%	+23%	+36%	+19%	+11%	+6%	+50%	+21%	+38%

<sup>1</sup> Figures are based on actual data, however percentages may not tally due to rounding

<sup>2</sup> Includes the City Manager, City Attorney, City Clerk, City Council, City Auditor, Administrative Services Department, and Human Resources Department.

<sup>3</sup> Includes payments to the Palo Alto Unified School District as part of the Cubberley lease and covenant not to develop (\$5.3 million in FY 2002-03).

<sup>4</sup> In FY 2002-03 this included \$8.2 million to the Capital Projects Fund, \$0.6 million to the Golf Course Debt Service Fund, \$0.9 million to the Storm Drain Fund, \$0.2 million to the Vehicle Replacement and Maintenance Fund, \$0.1 million to the Redevelopment Agency Special Revenue Fund, \$0.6 million to the Civic Center Debt Service Funds, and \$0.1 million to the Technology Fund.

## PER CAPITA SPENDING

There are at least two ways to look at per capita spending: annual spending (shown below) and net cost (shown on the right).

As shown below, in FY 2002-03, General Fund operating expenditures and other uses of funds totaled \$1,972 per Palo Alto resident, including operating transfers to fund the City's Capital Improvement Program (CIP).

Enterprise Fund operating expenses totaled \$2,504 per capita. Palo Alto's enterprise funds include Electric, Gas, Water, Wastewater Collection, Wastewater Treatment, Refuse, Storm Drainage, and External Services. Enterprise funds generally work like a business and charge fees to cover the cost of services.

However, as shown on the right, General Fund departments generate revenues or are reimbursed for some of their activities by other jurisdictions and/or the enterprise funds. As a result, we estimate the net General Fund cost per capita in FY 2002-03 was about \$1,400.

### Net General Fund cost per capita<sup>2</sup>

On a per capita basis, FY 2002-03 net General Fund costs<sup>2</sup> of \$1,400 included:

- \$278 for community services (including libraries)
- \$279 for police services
- \$153 for administrative, legislative, and support services
- \$167 for fire and emergency medical services<sup>1</sup>
- \$175 for public works
- \$176 in operating transfers out (including \$136 in transfers to the Capital Projects Fund)
- \$49 for planning, building, code enforcement, and transportation services
- \$123 for non-departmental expenses (including \$88 paid to the school district)

General Fund spending and other uses of funds per capita

	Administrative Departments	Community Services	Fire <sup>1</sup>	Planning and Community Environment	Police	Public Works	Non- departmental	Operating transfers out	TOTAL	Enterprise Fund operating expenses	Capital Improvement Program
FY 1998-99	\$269	\$338	\$252	\$102	\$306	\$208	\$89	\$122	\$1,687	\$1,886	\$270
FY 1999-00	\$279	\$357	\$261	\$118	\$320	\$202	\$92	\$164	\$1,794	\$2,274	\$215
FY 2000-01	\$319	\$362	\$280	\$115	\$323	\$208	\$214	\$170	\$1,991	\$2,716	\$111
FY 2001-02	\$316	\$386	\$293	\$128	\$336	\$216	\$107	\$193	\$1,974	\$3,017	\$272
<b>FY 2002-03</b>	<b>\$305</b>	<b>\$393</b>	<b>\$299</b>	<b>\$134</b>	<b>\$350</b>	<b>\$222</b>	<b>\$91</b>	<b>\$177</b>	<b>\$1,972</b>	<b>\$2,504</b>	<b>\$530</b>
Change over last 5 years: <sup>3</sup>	+13%	+16%	+19%	+31%	+14%	+7%	+2%	+45%	+17%	+33%	+96%

<sup>1</sup> Not adjusted for Fire department's expanded service area.

<sup>2</sup> Net cost is defined as total program cost less the revenues/ reimbursements generated by the specific activities.

<sup>3</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

## RESIDENT PERCEPTIONS

### OVERALL QUALITY OF SERVICES

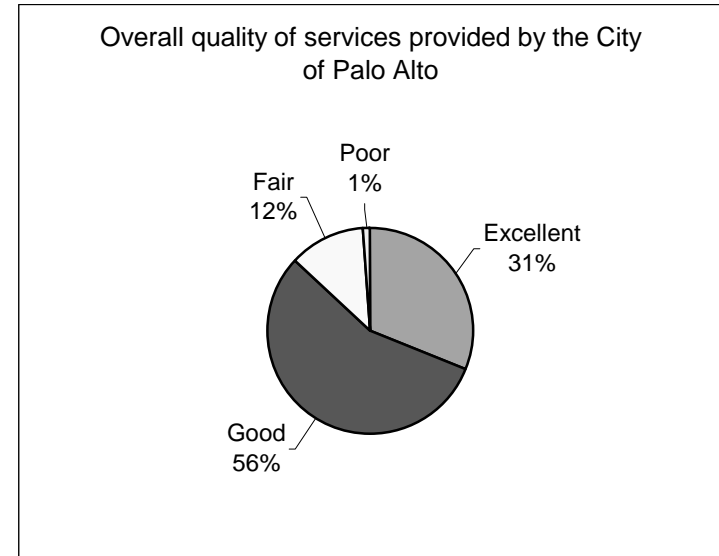
As shown in the chart on the right, 87 percent of Palo Alto residents rate the overall quality of city services good or excellent. Palo Alto ranks in the 80<sup>th</sup> percentile of nationwide responses to the National Citizen Survey™ on the overall quality of city services. In comparison, only 32 percent of Palo Alto residents rate federal services good or excellent, and only 31 percent rate state services good or excellent.

### PUBLIC TRUST

When asked to evaluate whether they feel they receive good value for the City taxes they pay, 69 percent of residents agree. A majority of residents (54 percent) are pleased with the overall direction the city is taking. A larger percent of residents feel the City welcomes citizen involvement (64 percent) than feel the City listens to citizens (55 percent).

### RATINGS OF CONTACT WITH CITY EMPLOYEES

62 percent of survey respondents reported they had contact with a City of Palo Alto employee in the past year. Of those respondents, 78 percent said their overall impression was good or excellent. Respondents rated employees higher in knowledge and courtesy, than in responsiveness.<sup>1</sup>



Source: National Citizen Survey™ 2003 (Palo Alto)

	Citizen Survey											
	Overall quality of services			Public trust				Impression of contact with Palo Alto employees				
	Percent rating city services good or excellent	Percent rating Federal Government services good or excellent	Percent rating State Government services good or excellent	Percent agreeing they receive good value for the City taxes they pay	Percent pleased with overall direction of the City	Percent who feel the City welcomes citizen involvement	Percent who feel the City listens to citizens	Percent having contact with a city employee in the last 12 months	Good or excellent impression of knowledge	Good or excellent impression of responsiveness	Good or excellent impression of courtesy	Overall impression good or excellent
FY 1998-99	-	-	-	-	-	-	-	-	-	-	-	-
FY 1999-00	-	-	-	-	-	-	-	-	-	-	-	-
FY 2000-01	-	-	-	-	-	-	-	-	-	-	-	-
FY 2001-02	-	-	-	-	-	-	-	-	-	-	-	-
<b>FY 2002-03</b>	<b>87%</b>	<b>32%</b>	<b>31%</b>	<b>69%</b>	<b>54%</b>	<b>64%</b>	<b>55%</b>	<b>62%</b>	<b>84%</b>	<b>74%</b>	<b>83%</b>	<b>78%</b>
Change over last 5 years:	-	-	-	-	-	-	-	-	-	-	-	-

<sup>1</sup> Full results of the National Citizen Survey™ 2003 are included in the appendices.

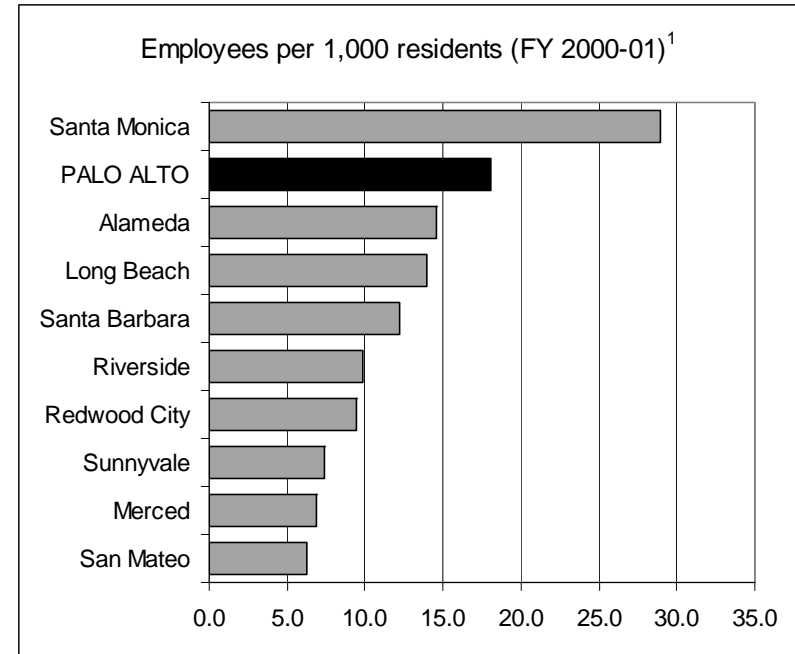


## AUTHORIZED STAFFING

City staffing is measured in full-time equivalent staff, or FTE. In FY 2002-03, there were 833 authorized positions in General Fund departments (including “temporary positions” – a budget category that includes hourly employees who do not receive benefits), and 375 authorized positions in other funds. As of September 2003, 45 authorized positions were vacant.

Total authorized staffing increased by 10 percent in the last 5 years, including 75 additional positions in General Fund departments, and 31 additional positions in Enterprise Funds. In FY 2002-03, a total of 85 FTE were considered temporary.

Staffing comparisons between cities are problematic. In 2000-01, Palo Alto had more employees per 1,000 residents than several comparably sized California cities. However, this includes employees who provide a variety of utility services. No other city in California offers a full complement of utility services like Palo Alto (in comparison, the City of Alameda offers electric and telecom services). Furthermore, some Palo Alto employees provide services to other jurisdictions and are reimbursed by those jurisdictions – for example, fire, communications, information technology, and animal control services.



Source: ICMA Comparative Performance Measurement FY 2001, Palo Alto and Sunnvvale adopted budgets

	General Fund authorized staffing (FTE <sup>2</sup> ) <sup>3</sup>							Other authorized staffing (FTE <sup>2</sup> ) <sup>3</sup>							Total authorized staffing <sup>2</sup>	Authorized staffing per 1,000 residents <sup>2</sup>
	Admin. departments	Community Services	Planning and Community Fire	Environment	Police	Public Works	TOTAL <sup>3</sup>	Refuse Fund	Storm Drainage Fund	Wastewater Treatment Fund	Electric, Gas, Water, and Wastewater	CPA <sup>4</sup> External Services	Internal Service Funds	TOTAL <sup>3</sup>		
FY 1998-99	128	187	128	54	178	83	758	34	9	65	217	0	20	344	1,102	18.9
FY 1999-00	133	194	129	54	179	84	773	33	9	67	221	0	20	349	1,122	19.2
FY 2000-01	140	204	130	60	180	87	801	34	10	68	234	0	20	365	1,166	19.4
FY 2001-02	148	211	130	61	182	89	820	34	10	69	238	4	20	374	1,194	19.8
<b>FY 2002-03</b>	<b>150</b>	<b>214</b>	<b>133</b>	<b>62</b>	<b>183</b>	<b>91</b>	<b>833</b>	<b>34</b>	<b>10</b>	<b>69</b>	<b>236</b>	<b>7</b>	<b>20</b>	<b>375</b>	<b>1,208</b>	<b>20.0</b>
Change over last 5 years <sup>3</sup>	+17%	+15%	+4%	+14%	+3%	+9%	+10%	-2%	+10%	+6%	+9%	-	+0%	+9%	+10%	+6%

<sup>1</sup> Does not include temporary positions.

<sup>2</sup> Includes authorized temporary positions and allocated departmental administration.

<sup>3</sup> Figures are based on actual data, however total or percentage may not tally due to rounding.

<sup>4</sup> City of Palo Alto (“CPA”)

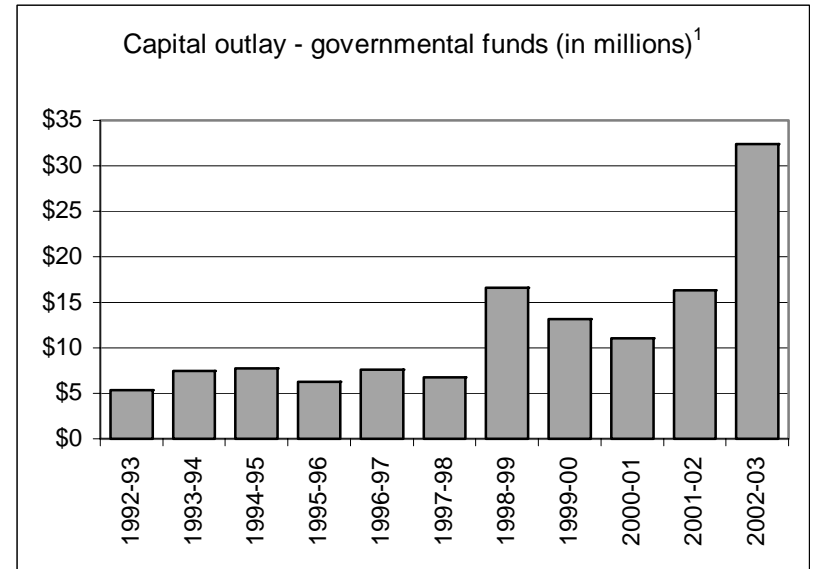
## CAPITAL SPENDING

Several years ago the City inventoried, assessed, and prioritized work on its buildings, facilities, streets, sidewalks, medians, bikeways, parks, and open space. This effort resulted in a long-term plan to rehabilitate Palo Alto’s General Fund infrastructure (one of the City Council’s top 5 priorities).

Capital outlay has increased dramatically (see graph at right), and the balance in the General Fund Infrastructure Reserve (to fund infrastructure rehabilitation) has grown from \$14.7 million in FY 1998-99 to \$33.4 million in FY 2002-03, or 128 percent

Staff salaries and department expenditures associated with planning, executing, and administering this enhanced Capital Improvement Program are included in departmental operating budgets, and have contributed to increases in staffing and spending in affected departments. This included 5.5 FTE positions to manage the infrastructure program that are reimbursed from the Infrastructure Reserve.

In addition, the enterprise funds invested \$24.1 million in capital projects in FY 2002-03, or 51 percent more than five years ago.



Source: Comprehensive Annual Financial Reports

	Capital Improvement Program <sup>3</sup> (in millions)	General Fund Infrastructure Reserve (in millions)	Enterprise fund capital expense (in millions) <sup>2</sup>								TOTAL <sup>2</sup>
			Water	Electric	Gas	Wastewater Collection	Wastewater Treatment	Refuse	Storm Drains		
FY 1998-99	\$15.7	\$14.7	\$2.7	\$5.5	\$2.7	\$1.3	\$2.5	\$0.1	\$1.1	\$15.9	
FY 1999-00	\$12.5	\$13.9	\$2.2	\$10.4	\$2.9	\$6.2	\$6.5	\$0.1	\$1.0	\$29.3	
FY 2000-01	\$6.7	\$18.8	\$2.5	\$9.3	\$2.6	\$4.8	\$3.2	\$1.3	\$0.1	\$23.7	
FY 2001-02	\$16.5	\$30.2	\$2.2	\$12.8	\$4.0	\$4.4	\$1.1	\$0.0	\$0.4	\$25.0	
<b>FY 2002-03</b>	<b>\$32.1</b>	<b>\$33.4</b>	<b>\$2.5</b>	<b>\$9.5</b>	<b>\$5.5</b>	<b>\$3.6</b>	<b>\$2.4</b>	<b>\$0.1</b>	<b>\$0.5</b>	<b>\$24.1</b>	
Change over last 5 years <sup>2</sup>	+104%	+128%	-7%	+72%	+106%	+171%	-4%	+1%	-57%	+51%	

<sup>1</sup> Includes capital expenditures in the Capital Projects and Special Revenue funds. Does not include capital expense associated with Utility or other enterprise funds. In FY 2002-03, this included substantial expenditures for two new downtown parking structures, funded by an assessment district.

<sup>2</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>3</sup> Does not include staff salaries and other department expenditures associated with planning, executing, and administering the Capital Improvement Program.

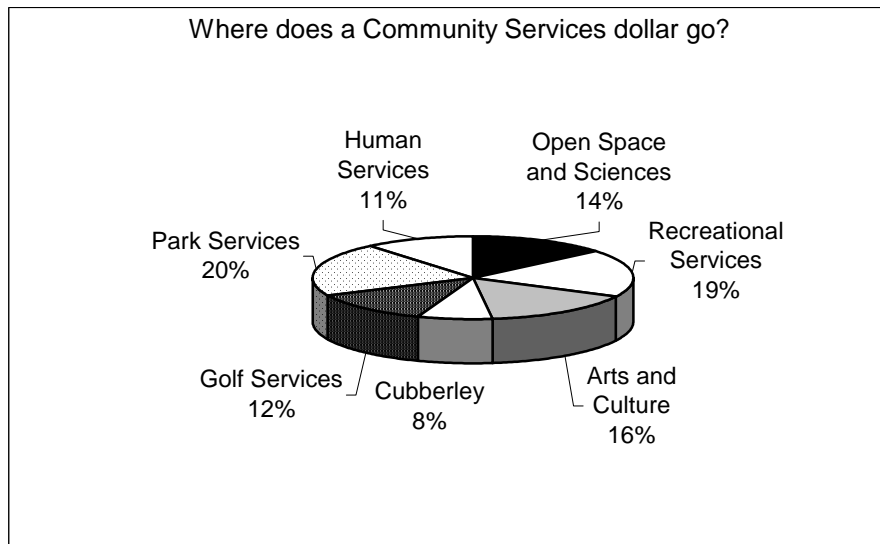
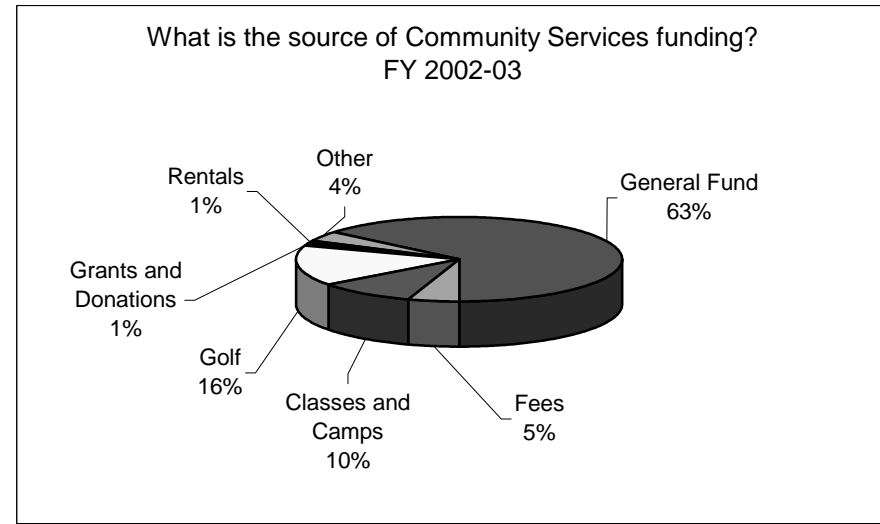


# CHAPTER 2 – COMMUNITY SERVICES

The mission of the Community Services Department is to kindle the passion for life through increased knowledge, artistic expression, physical activity, social help and enjoyment of the outdoors.

The Department has eight major functional areas:

- Arts and Culture – visual arts, children’s performing arts, adult performing arts, arts community partnerships, arts facility operations
- Cubberley Community Center – Cubberley Center services and maintenance
- Golf Course – golf course maintenance and business operations
- Park Services – maintenance of City parks and certain facilities, landscapes, and school district athletic fields
- Human Services – human services contract administration, child care services, community partnership/public services, and family resources
- Open Space and Sciences Services – Open space maintenance, park rangers, open space community partnership, wildlife and resource management, and Junior Museum and Zoo
- Recreational Services – adult programs, youth and teen programs, programs for persons with special needs, recreation facilities, and special events These include sports programs, a teen drop-in center, swimming pools and camps.
- Library Services – libraries are discussed separately in Chapter 4.



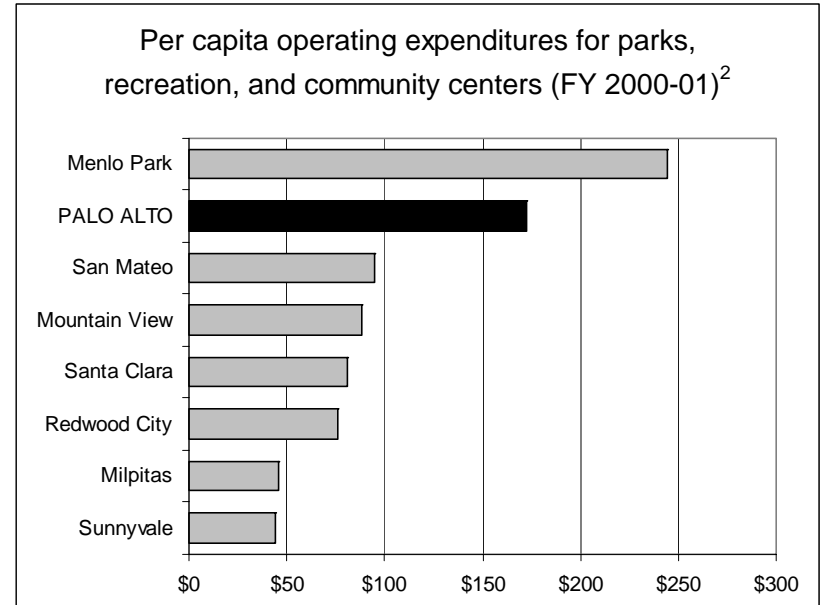
<sup>1</sup> Excludes Library Services  
Source: FY 2002-03 revenue and expenditure data

## SPENDING AND REVENUE

Total Community Services spending (excluding Libraries) increased by approximately 21 percent in the last five years:

- Golf course spending increased by about \$300,000, or 19 percent.<sup>3</sup>
- Arts and Culture spending increased about \$400,000, or 16 percent.
- Open Space and Sciences spending increased about \$600,000, or 28 percent.
- Human services spending increased about \$500,000, or 29 percent, largely due to increases in grants and contracts awarded.
- Spending on Recreation increased about \$900,000, or 34 percent.
- Operating and maintenance expenditures for parks increased about \$100,000, or 3 percent.
- Operating expenditures for Cubberley increased by 42 percent from approximately \$1.1 million to \$1.5 million.

Palo Alto's expenditures per capita for parks, recreations, and community centers are at the high end of seven other California jurisdictions. It should be noted that each jurisdiction offers different levels of service and budgets for those services differently.



Source: California State Controller, *Cities Annual Report Fiscal Year 2000-01*

	Operating expenditures (in millions)								Operating expenditures per capita <sup>1</sup>	Total revenue (in millions)
	Parks	Golf course	Recreation	Arts and Culture	Open Space and Sciences	Cubberley Community Center	Human Services	TOTAL <sup>1</sup>		
FY 1998-99	\$3.6	\$1.9	\$2.7	\$2.5	\$2.1	\$1.1	\$1.5	\$15.4	\$264	\$3.7
FY 1999-00	\$3.4	\$2.1	\$3.1	\$2.6	\$2.2	\$1.1	\$1.9	\$16.5	\$281	\$5.9
FY 2000-01	\$3.4	\$2.4	\$3.2	\$2.7	\$2.3	\$1.2	\$1.9	\$17.2	\$285	\$6.3
FY 2001-02	\$3.8	\$2.3	\$3.4	\$2.9	\$2.5	\$1.3	\$2.0	\$18.1	\$300	\$6.7
<b>FY 2002-03</b>	<b>\$3.7</b>	<b>\$2.2</b>	<b>\$3.6</b>	<b>\$2.9</b>	<b>\$2.7</b>	<b>\$1.5</b>	<b>\$2.0</b>	<b>\$18.7</b>	<b>\$308</b>	<b>\$7.0</b>
Change over last 5 years <sup>1</sup>	+3%	+19%	+34%	+16%	+28%	+42%	+29%	+21%	+17%	+90%

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Comparison includes operating expenditures for parks, recreation, and community centers only. Figures in the graph may not reconcile to operating expenditures per capita shown in the table because the graph does not include the entire department, and does not include libraries.

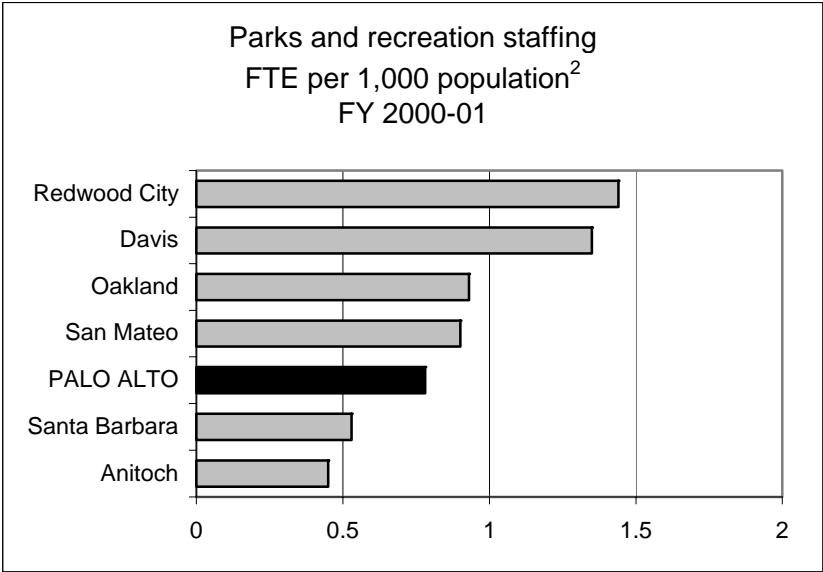
<sup>3</sup> Capital improvements were under way at the Golf Course in FY 1998-99; as a result, operations were scaled back and operating expenditures were lower than normal that year.

# STAFFING

Over the last 5 years, authorized staffing for the Department increased by 21 FTE, or 16 percent. The number of regular employees increased by 8 FTE while the number of temporary and/or hourly employees increased by 13 FTE. According to the Department, the net staffing increase shown in FY 2002-03 was temporary positions that generate revenue.

Community Services relies heavily on temporary and/or hourly employees in delivering its services, with 47 of 153 FTEs, or approximately 31 percent, as temporary/hourly employees in FY 2002-03.

Increased staffing and expenditures over the last 5 years, allowed the Department to implement a number of program enhancements including: capital improvements to parks and trails; Positive Alternatives for Youth counseling and support program; Family Resources web site and Ambassador Program; Seasonal Workers Job Opportunity program; Children’s Theatre Outreach to elementary and middle schools; new outdoor stage wing at Children’s Theatre; Art in Public Places funding requirement for significant city capital projects; Art and Technology Studio program at the Arts Center; and City maintenance of school district athletic fields.



Source: ICMA, Comparative Performance Measurement FY 2001

	Authorized staffing (FTE) <sup>3</sup>							Percent of authorized staffing that is temporary/ hourly	Authorized staffing per 1,000 population <sup>1</sup>	
	Parks	Golf course	Recreation	Arts and Culture	Open Space and Sciences	Cubberley Community Center	Human Services			TOTAL
FY 1998-99	26	12	32	21	23	11	6	132	25%	2.3
FY 1999-00	28	14	36	21	22	11	6	138	27%	2.4
FY 2000-01	30	14	37	23	23	11	6	144	26%	2.4
FY 2001-02	30	14	40	23	25	12	6	150	29%	2.5
<b>FY 2002-03</b>	<b>30</b>	<b>14</b>	<b>40</b>	<b>23</b>	<b>28</b>	<b>12</b>	<b>6</b>	<b>153</b>	<b>31%</b>	<b>2.5</b>
Change over last 5 years <sup>1</sup>	+16%	+13%	+25%	+9%	+20%	+6%	0%	+16%	+6%	+12%

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Data in graph and table differ because ICMA data and Palo Alto budget data are compiled differently. Each jurisdiction offers different levels of services and budgets for those services differently. Does not include Golf or Libraries.

<sup>3</sup> Excludes Libraries and allocated administration.

## CLASSES

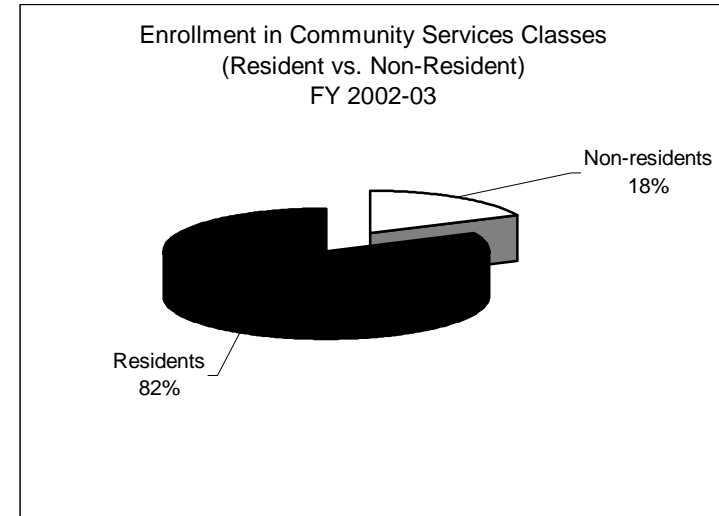
Community Services offers classes to the public on a variety of topics including recreation and sports, arts and culture, nature and the outdoors. Classes for children include aquatics, digital art, animation, music, and dance. Other classes are targeted specifically for adults, senior citizens and pre-schoolers.

The number of camp sessions offered for children has increased from 90 to 149, or 66% over the last five years.

The most significant enrollment increase has been in classes for pre-school children with 1,370 more children enrolled in FY 2002-03 than in FY 1998-1999, an increase of 52 percent.

Over the last five years, the number of classes offered for adults decreased from 448 to 345, or 23 percent. Enrollment in adult classes decreased by 8 percent (from 5,756 to 5,323) during that same five-year period.

In FY 2002-03 non-residents accounted for approximately 18 percent of class registrants.



Source: Community Services Department

	Total number of classes offered <sup>1</sup>				Total enrollment <sup>1</sup>					Percent of class registrants who are non-residents
	Camp sessions	Kids (excluding camps)	Adults	Pre-school	Camps	Kids (excluding camps)	Adults	Pre-school	Total	
FY 1998-99	90	353	448	156	6,402	4,414	5,756	2,610	19,182	19%
FY 1999-00	119	360	367	167	6,333	4,476	5,145	3,083	19,037	18%
FY 2000-01	157	341	352	190	5,837	4,302	4,963	3,792	18,894	17%
FY 2001-02	233	339	335	166	6,626	5,131	5,157	3,814	20,728	17%
<b>FY 2002-03</b>	<b>149</b>	<b>322</b>	<b>345</b>	<b>140</b>	<b>7,011</b>	<b>4,681</b>	<b>5,323</b>	<b>3,980</b>	<b>20,995</b>	<b>18%</b>
Change over last 5 years	+66%	-9%	-23%	-10%	+10%	+6%	-8%	+52%	+9%	-1%

<sup>1</sup> Data shown is in format available from CSD registration system. Types of classes offered include arts, sports, nature and outdoors, and recreation.

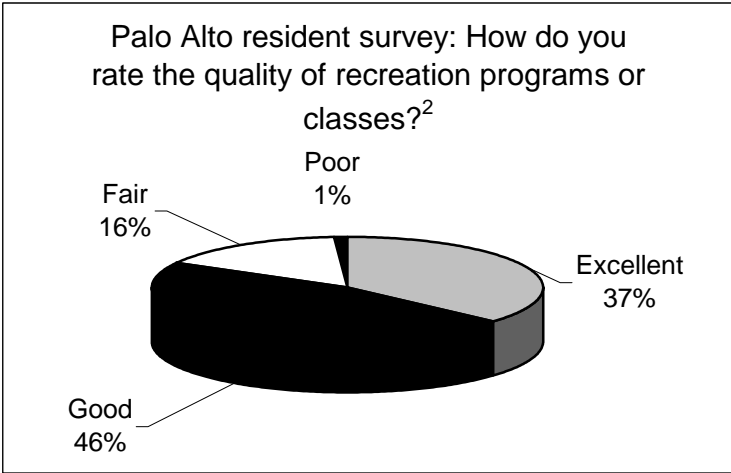
## RECREATIONAL SERVICES

Recreation sponsors and coordinates a large number of the classes offered by the Department overall (enrollment for which is shown on the prior page) as well as summer camps. In addition, Recreation provides services to youths and teens. Such services include "The Drop," which provides after school activities for middle school students. Recreation also works collaboratively with the Palo Alto Unified School District (PAUSD) to provide middle school athletics at the schools.

Recreation has worked with PAUSD over the last three years to offer camps in conjunction with PAUSD's summer school program in order to provide after school activities for all the participants.

Other Recreation programs include facility rentals through which members of the community may rent classroom space, the swimming pool, or gym space for parties and events. In addition to class offerings for adults, Recreation has seasonal adult sports leagues.

Recreation sponsors a number of special events each year such as the May Fete Parade and the Chili Cook-Off. In FY 2002-03, staff coordinated 22 special events. Outside funding for special events totaled \$91,504 in FY 2002-03.



Source: National Citizen Survey™ 2003 (Palo Alto)

	Enrollment in Recreational Classes <sup>1</sup>							Citizen Survey		
	Dance	Recreation	Aquatics	Middle school sports	Therapeutic	Private tennis lessons	Summer Camps	Number of special events	Outside funding for special events	Percent rating recreation centers/ facilities good or excellent
FY 1998-99	-	-	-	-	-	-	-	32	\$0.7	-
FY 1999-00	-	-	-	-	-	-	-	38	\$0.3	-
FY 2000-01	-	-	-	-	-	-	-	34	\$0.2	-
FY 2001-02	-	-	-	-	-	-	-	28	\$0.3	-
<b>FY 2002-03</b>	<b>1,741</b>	<b>5,820</b>	<b>184</b>	<b>1,035</b>	<b>272</b>	<b>218</b>	<b>7,011</b>	<b>22</b>	<b>\$0.1</b>	<b>77%</b>
Change over last 5 years	-	-	-	-	-	-	-	-31%	-87%	-

<sup>1</sup> Enrollment shown here is also reflected in totals on "Classes" page.



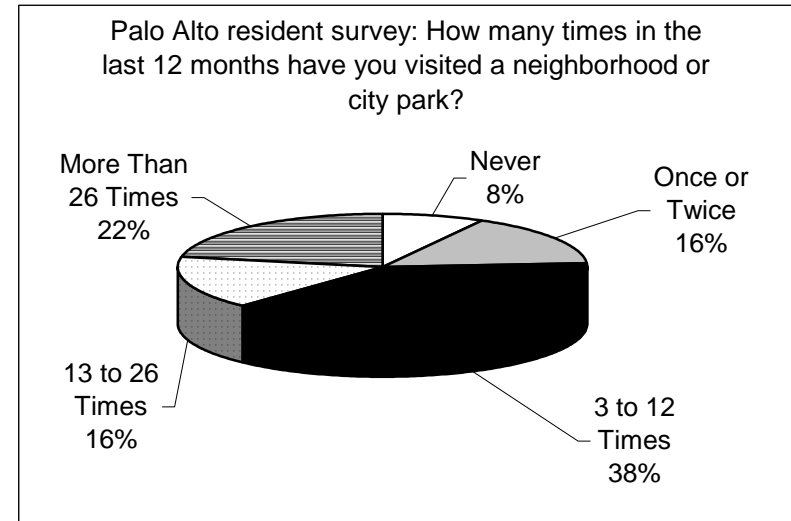
## PARKS AND LANDSCAPE MAINTENANCE

The Golf and Parks Division maintains approximately 261 acres of land including:

- Urban/neighborhood parks (147 acres or 56% of total)<sup>2</sup>
- City facilities (17 acres or 7% of total)
- School athletic fields (40 acres or 15% of total)
- Utility sites (26 acres or 10% of total)
- Median strips (24 acres or 9%)
- Business Districts and parking lots (7 acres or 3%)

In FY 2002-03, maintenance spending on the above acres totaled about \$3.7 million, or approximately \$14,363 per acre maintained. About 18 percent of this maintenance is contracted out.

In response to the 2003 National Citizen Survey<sup>TM</sup>, 90 percent of residents rate city parks good or excellent, and 85 percent rate their neighborhood park good or excellent. 92 percent report they visited a neighborhood or city park in the last 12 months.



Source: Community Services Department

	Maintenance Expenditures					Total hours of neighborhood park athletic field usage	Urban/ acreage per 1,000 residents <sup>2</sup>	Citizen Survey	
	Parks and landscape maintenance (in millions)	Athletic fields in City parks <sup>3</sup> (in millions)	Athletic fields on school district sites <sup>1,3</sup> (in millions)	Total maintenance cost per acre <sup>4</sup>	Percent of park maintenance expenditures contracted out			Percent rating city parks as good or excellent	Percent rating their neighborhood park good or excellent
FY 1998-99	\$2.2	\$1.1	\$0.3	\$13,952	18%	-	2.5	-	-
FY 1999-00	\$2.0	\$0.9	\$0.4	\$12,861	19%	60,740	2.5	-	-
FY 2000-01	\$2.0	\$0.8	\$0.6	\$13,194	17%	-	2.4	-	-
FY 2001-02	\$2.5	\$0.7	\$0.6	\$14,451	19%	-	2.4	-	-
<b>FY 2002-03</b>	<b>\$2.5</b>	<b>\$0.7</b>	<b>\$0.5</b>	<b>\$14,363</b>	<b>18%</b>	-	<b>2.4</b>	<b>90%</b>	<b>85%</b>
Change over last 5 years <sup>4</sup>	+14%	-37%	+75%	+3%	0%	-	-4%	-	-

<sup>1</sup> PAUSD reimburses the City for 50 percent of maintenance costs on these school district sites.

<sup>2</sup> Does not include 3,971 acres of open space (discussed on page 2-7).

<sup>3</sup> Estimated

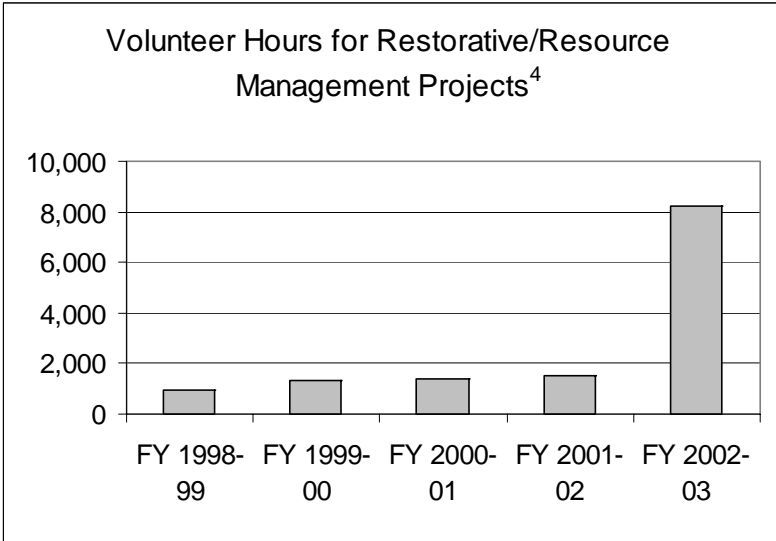
<sup>4</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

### OPEN SPACE AND SCIENCES

The City has 3,971 acres<sup>2</sup> of open space that it maintains, consisting of Foothills Park, Baylands Nature Preserve (including Byxbee Park), Arastradero Preserve, and Esther Clark Nature Preserve. In FY 2002-03 this amounted to 66 acres per 1,000 residents.

Due to increased population, open space acreage per 1,000 residents decreased during the last five years from 68.0 to 66.0 acres per 1,000 residents. Similarly, total urban parks and open space acreage combined declined from 70.6 to 68.1 acres per 1,000 residents.

The Junior Museum and Zoo provides summer camps and outreach programs for area children. Staff estimates that attendance at the Junior Museum and Zoo was 150,000 and that 8,500 students participated in outreach programs.



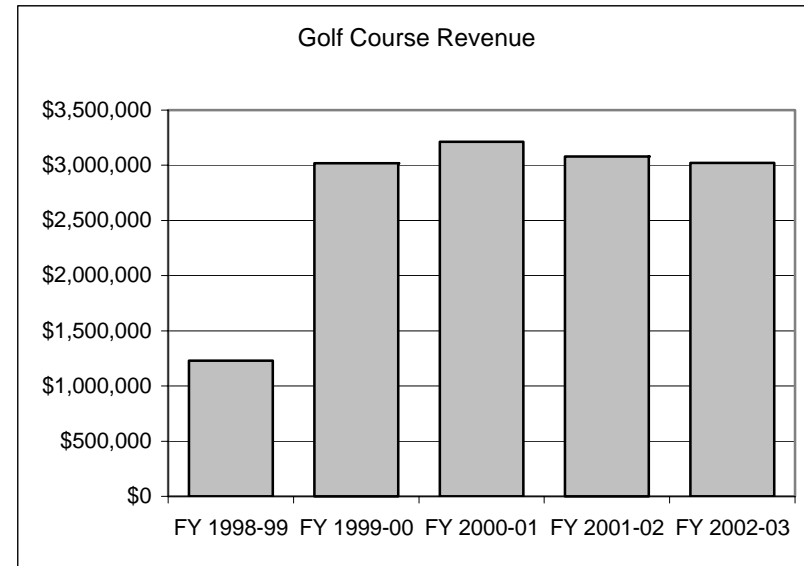
Source: Community Services Department

	Junior Museum and Zoo			Open Space						
	Estimated total attendance at Junior Museum and Zoo	Enrollment in Junior Museum classes	Number of students participating in outreach program	Attendance at Foothills Park	Volunteer hours for restorative/resource management projects	Open space acres per Park Ranger	Number of Baylands outreach programs for school-age children	Enrollment in open space interpretive classes	Open space acreage per 1,000 residents <sup>2</sup>	Total urban/neighborhood parks and open space acreage per 1,000 residents <sup>3</sup>
FY 1998-99	-	-	-	-	980	496	-	-	68.0	70.6
FY 1999-00	-	-	-	-	1,331	496	-	-	68.0	70.4
FY 2000-01	150,000	-	-	131,017	1,398	496	-	-	66.0	68.4
FY 2001-02	-	-	8,517	150,000	1,500	496	61	-	66.0	68.1
<b>FY 2002-03</b>	<b>150,000</b>	<b>845</b>	<b>8,500</b>	<b>145,000</b>	<b>8,200<sup>4</sup></b>	<b>496</b>	<b>70</b>	<b>403</b>	<b>66.0</b>	<b>68.1</b>
Change over last 5 years <sup>1</sup>	-	-	-	-	+737%	0%	-	-	-3%	-4%

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.  
<sup>2</sup> Does not include the 261 acres of parks and land maintained (discussed on page 2.6).  
<sup>3</sup> Based on 3,971 acres of open space and 147 acres of urban and neighborhood parks  
<sup>4</sup> Collaborative partnerships with non-profit groups contributed to the significant increase in volunteer hours in FY 2002-03.

## GOLF COURSE

The City owns and maintains a municipal golf course, and coordinates its business operations with a golf professional. The number of rounds of golf has increased by 38,581 rounds, or approximately 78 percent, over the last five years. It should be noted that during FY 1998-99, the golf course was undergoing renovations. This reduced both the number of rounds of golf that were played, and golf revenue for that year.



Source: Community Services Department

	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) (in millions) <sup>1</sup>
FY 1998-99	49,311	\$1.2	\$1.9	\$0.4	(\$1.0)
FY 1999-00	92,464	\$3.0	\$2.1	\$0.7	\$0.2
FY 2000-01	88,744	\$3.2 <sup>2</sup>	\$2.4	\$0.7	\$0.1
FY 2001-02	89,450	\$3.1	\$2.3	\$0.7	\$0.1
<b>FY 2002-03</b>	<b>87,892</b>	<b>\$3.0</b>	<b>\$2.2</b>	<b>\$0.9</b>	<b>(\$0.2)</b>
Change over last 5 years <sup>1</sup>	+78%	+146%	+19%	+163%	-

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Estimated

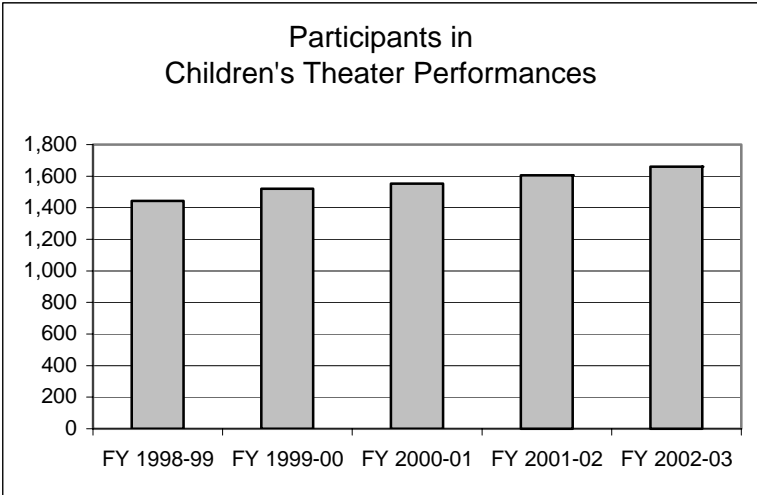
# ARTS AND CULTURE

Arts and Culture provides a broad range of arts-related enrichment programs including the Palo Alto Art Center, Children’s Theater, Lucie Stern Community Theater, Art in Public Places, and concerts.

Community Theatre attendance at performances has increased 17 percent over the last five years. The number of participants in Children’s Theatre has increased 15 percent over the last five years.

The Art Center had more than 18,000 exhibition visitors in FY 2002-03.

Outside funding for Visual Arts Programs increased from \$220,943 in FY 1998-99 to \$342,094 in FY 2002-03, or 55 percent. 25 new public art works have been installed since FY 1998-99.



Source: Community Services Department

	Community Theatre		Children's Theatre				Art Center				Outside funding for visual arts programs	Number of new public art installations
	Number of performances <sup>⊙</sup>	Attendance at performances	Attendance at performances	Participants in performances	Theatre class registrants	Theatre volunteers	Exhibition visitors	Art Center Concerts	Total attendance (users) <sup>⊙</sup>	Enrollment in art classes		
FY 1998-99	137 <sup>1</sup>	41,266 <sup>1</sup>	17,785	1,444	450	355	18,600	18	-	-	\$220,943	12
FY 1999-00	145 <sup>1</sup>	45,745 <sup>1</sup>	21,357	1,521	432	386	19,296	18	83,897	-	\$265,583	2
FY 2000-01	173	55,000	22,411	1,552	700	422	18,644	18	81,063	-	\$308,154	6
FY 2001-02	187	60,886	21,912	1,606	465	357	18,650	18	81,086	-	\$344,389	4
<b>FY 2002-03</b>	<b>173</b>	<b>48,472</b>	<b>21,114</b>	<b>1,660</b>	<b>572</b>	<b>439</b>	<b>18,710</b>	<b>18</b>	<b>81,348</b>	<b>3,450</b>	<b>\$342,094</b>	<b>1</b>
Change over last 5 years	+26%	+17%	+19%	+15%	+27%	+24%	+1%	0%	-	-	+55%	-92%

<sup>⊙</sup> Budget impact measure

<sup>1</sup> According to staff, TheatreWorks did not do summer shows in FY 1998-99 and FY 1999-00.

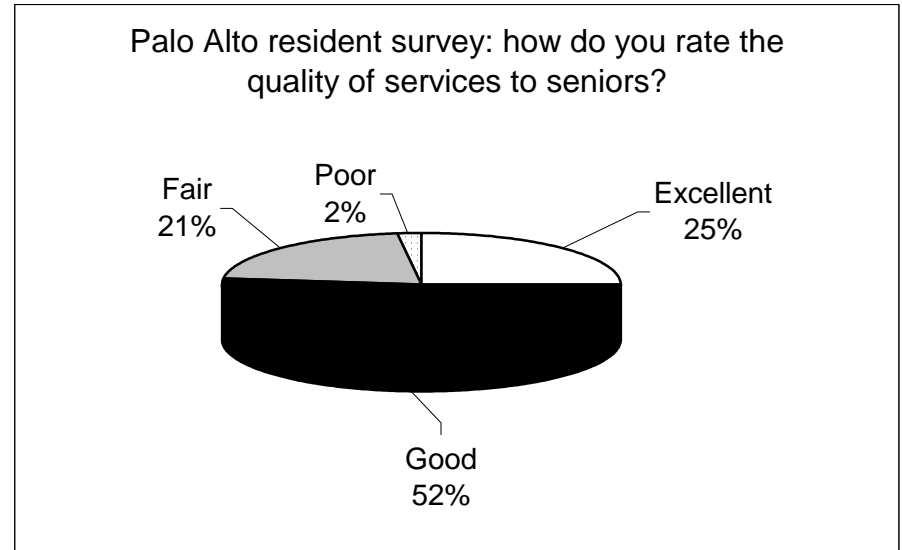
## CUBBERLEY COMMUNITY CENTER HUMAN SERVICES

Cubberley Community Center rents space for community meetings, seminars, social events, dances, theater performances, and athletic events. In FY 2002-03, rental revenue totaled about \$800,000 for 38,500 hours rented. This was about \$300,000 more than in 1998-99, or a 64 percent increase.

The Cubberley Community Center also leases former classroom space to artists on a long-term basis. In FY 2002-03, there were a total of 32 leaseholders, and lease revenue totaled about \$1.4 million.

The Human Services Division provides connections to resources for families and grants to local non-profits. Human Services' grants to local non-profits totaled nearly \$1.4 million in FY 2002-03, or 34 percent more than five years ago.

Residents give good ratings to senior (77 percent rate services good or excellent) and youth services (66 percent rate services good or excellent). Residents give low marks when rating access to affordable quality child care (only 25 percent good or excellent).



Source: National Citizen Survey™ 2003 (Palo Alto)

	Cubberley Community Center				Human Services		Citizen Survey		
	Hours rented	Hourly rental revenue (in millions)	Number of lease-holders	Lease revenue (in millions)	Human Services' grants to local non-profits (in millions)	Percent of seasonal workers completing Seasonal Employment Opportunity Program <sup>Ⓞ</sup>	Percent rating access to affordable quality child care good or excellent	Percent rating senior services good or excellent	Percent rating services to youth good or excellent
FY 1998-99	-	\$0.5	32	\$1.2	\$1.0	-	-	-	-
FY 1999-00	-	\$0.6	32	\$1.2	\$1.3	-	-	-	-
FY 2000-01	-	\$0.6	32	\$1.3	\$1.3	29%	-	-	-
FY 2001-02	35,500	\$0.7	32	\$1.3	\$1.3	60%	-	-	-
<b>FY 2002-03</b>	<b>38,500</b>	<b>\$0.8</b>	<b>32</b>	<b>\$1.4</b>	<b>\$1.4</b>	<b>63%</b>	<b>25%</b>	<b>77%</b>	<b>66%</b>
Change over last 5 years <sup>1</sup>	-	+64%	0%	+14%	+34%	-	-	-	-

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>Ⓞ</sup> Budget impact measure

<sup>Ⓒ</sup> Comprehensive Plan item

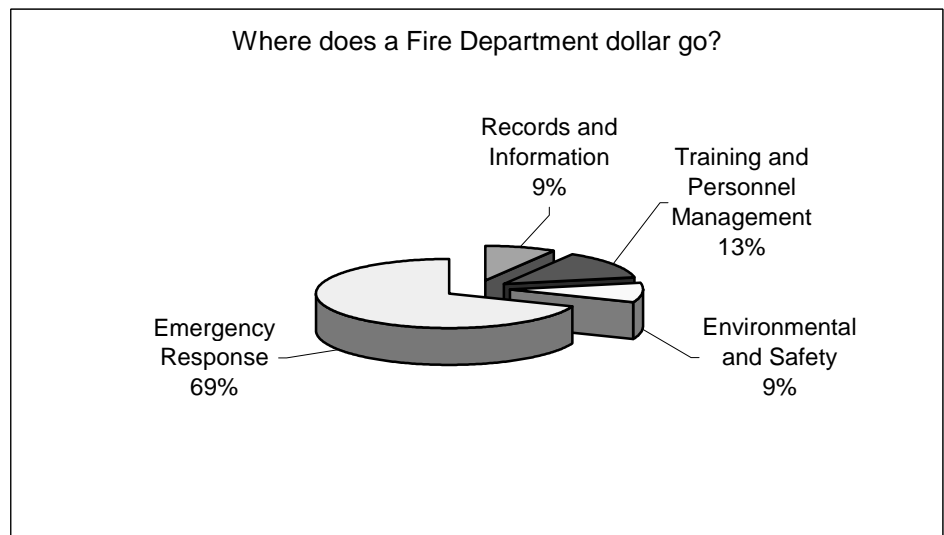
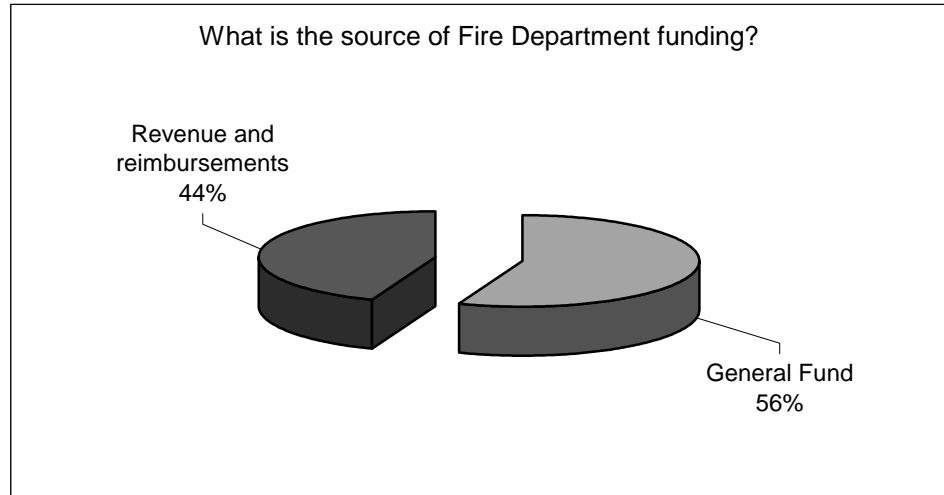
# CHAPTER 3 – FIRE

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

The Department has four major functional areas:

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

Fire Department revenue in FY 2002-03 totaled \$8.0 million including \$5.5 million for services to Stanford and the Stanford Linear Accelerator (SLAC), \$1.3 million for paramedic services, and \$0.9 million in plan check fees and hazardous materials permits.



Source: FY 2002-03 revenue and expenditure data

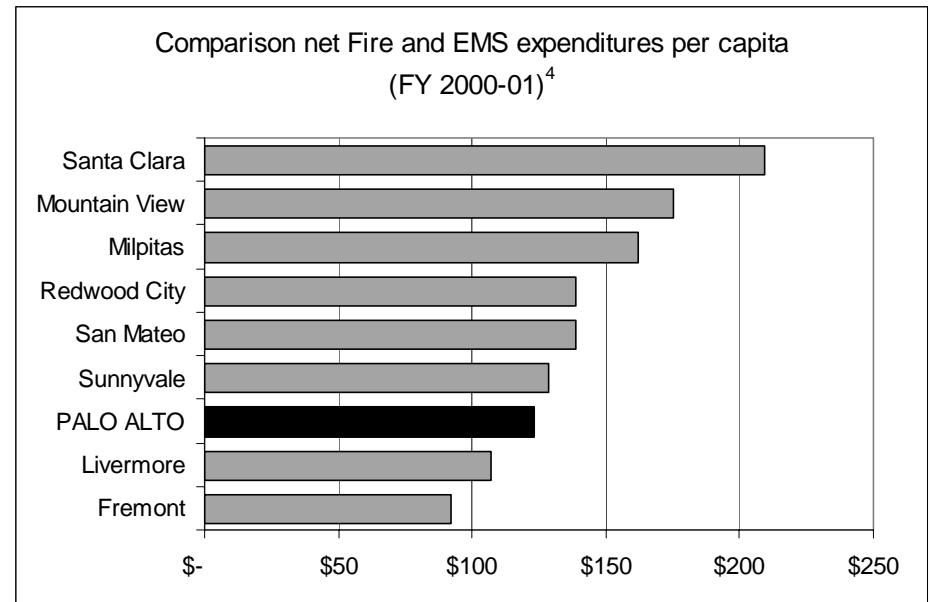
## FIRE DEPARTMENT SPENDING

Total Fire Department spending increased by 23 percent in the last five years:

- Emergency response spending increased by 23 percent,
- Environmental and safety spending decreased by 2 percent
- Training and personnel management expenditures increased by 48 percent
- Records and information expenditures increased by 25 percent

Total expenditures increased from \$206 per resident served to \$245 per resident served, or 19 percent over five years. Over the same period, revenue and reimbursements increased from \$6.0 to \$8.0 million, or 34 percent.

The Department serves the resident population of Palo Alto and Stanford year-round, and serves Los Altos Hills seasonally.



Source: California State Controller, *Cities Annual Report Fiscal Year FY 2000-01*

	Operating expenditures (in millions)					Resident population of area served <sup>1</sup>	Expenditures per resident served <sup>3</sup>	Revenue (in millions) <sup>2</sup>	Citizen Survey	
	Emergency response	Environmental and safety	Training and personnel management	Records and information	TOTAL <sup>2</sup>				Percent rating fire services good or excellent	Percent feeling very or somewhat safe from fire
FY 1998-99	\$10.1	\$1.7	\$1.6	\$1.3	\$14.7	71,615	\$206	\$6.0	-	-
FY 1999-00	\$10.4	\$1.5	\$2.0	\$1.4	\$15.3	71,815	\$213	\$6.6	-	-
FY 2000-01	\$12.0	\$1.5	\$2.0	\$1.3	\$16.8	73,515	\$229	\$7.0	-	-
FY 2001-02	\$12.1	\$1.4	\$2.5	\$1.6	\$17.7	73,815	\$240	\$8.2	-	-
<b>FY 2002-03</b>	<b>\$12.5</b>	<b>\$1.6</b>	<b>\$2.4</b>	<b>\$1.6</b>	<b>\$18.1</b>	<b>73,815</b>	<b>\$245</b>	<b>\$8.0</b>	<b>96%</b>	<b>78%</b>
Change over last 5 years <sup>2</sup>	+23%	-2%	+48%	+25%	+23%	+3%	+19%	+34%	-	-

<sup>1</sup> Includes Palo Alto and Stanford. Does not include Los Altos Hills population that is only served seasonally.

<sup>2</sup> Figures are based on actual data, however total or percentage may not tally due to rounding.

<sup>3</sup> Based on number of residents in the Fire Department's expanded service area (Palo Alto and Stanford).

<sup>4</sup> Figures are net of functional revenues, and may not reconcile to total spending due to differences in the way the information was compiled. Note that cities categorize their expenditures in different ways.

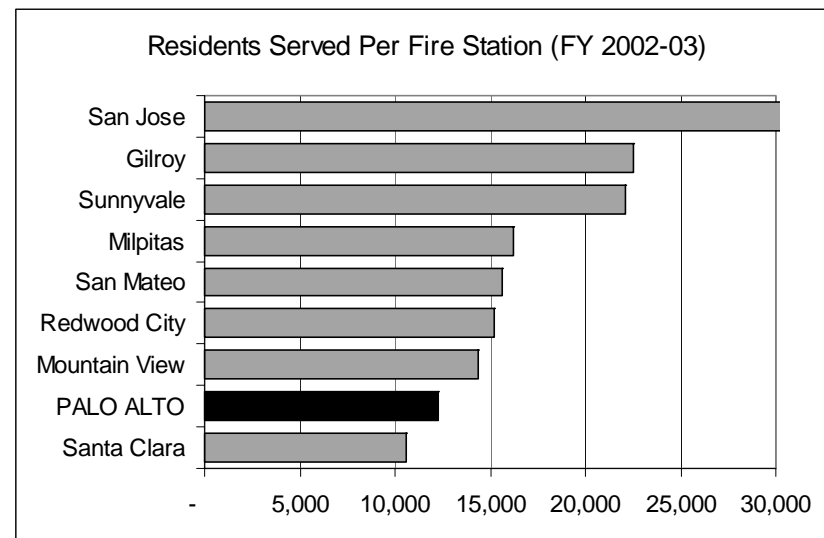
## FIRE DEPARTMENT STAFFING AND CALLS FOR SERVICE

During 2002-03, the Fire Department handled 6,636 calls for service including:

- 260 fire calls
- 3,721 medical/rescue calls
- 1,370 false alarms
- 382 service calls
- 211 hazardous condition calls

Authorized staffing increased 4 percent over 5 years. The resident population served increased by 3 percent over the same period. Additional staffing was added to assist in paramedic billing, at the Emergency Operations Center, and in hazardous materials inspections.

The number of residents served per fire station has increased by 3 percent over 5 years, but is still substantially lower than the number served per fire station in some other local jurisdictions.



Source: Auditor's Office. Palo Alto calculation excludes Station 7 (dedicated to SLAC) and Station 8 (seasonal).

	Calls for service							Total authorized staffing <sup>3</sup> (FTE)	Staffing per 1,000 residents served	Average on-duty staffing	Fire stations	Residents served per fire station <sup>1</sup>
	Fire	Medical/rescue	False alarms	Service calls	Hazardous condition	Other	TOTAL					
FY 1998-99	196	3,608	1,345	469	307	0	5,925	128	1.78	33 day/31 night	8	11,936
FY 1999-00	161	2,858	842	693	155	21	4,730	129	1.79	33 day/31 night	8	11,969
FY 2000-01	215	3,185	999	1,073	259	24	5,755	130	1.76	33 day/31 night	8	12,253
FY 2001-02	285	3,958	1,311	1,152	279	86	7,071	130	1.76	33 day/31 night	8	12,303
<b>FY 2002-03</b>	<b>260</b>	<b>3,721</b>	<b>1,370</b>	<b>382</b>	<b>211</b>	<b>692</b>	<b>6,636</b>	<b>133</b>	<b>1.81</b>	<b>33 day/31 night</b>	<b>8</b>	<b>12,303</b>
Change over last 5 years <sup>2</sup>	+33%	+3%	+2%	-19%	-31%	-	+12%	+4%	+2%	0%	0%	+3%

<sup>1</sup> Based on number of residents in the Fire Department's expanded service area (Palo Alto and Stanford). Calculation is based on 6 fire stations, and does not include Station 7 (dedicated to the SLAC complex) or Station 8 (Foothills Park, open seasonally).

<sup>2</sup> Figures are based on actual data, however total or percentage may not tally due to rounding.

<sup>3</sup> The department is authorized two positions to accommodate persons on a disability pay status and three positions to accommodate department needs during high vacancy periods.



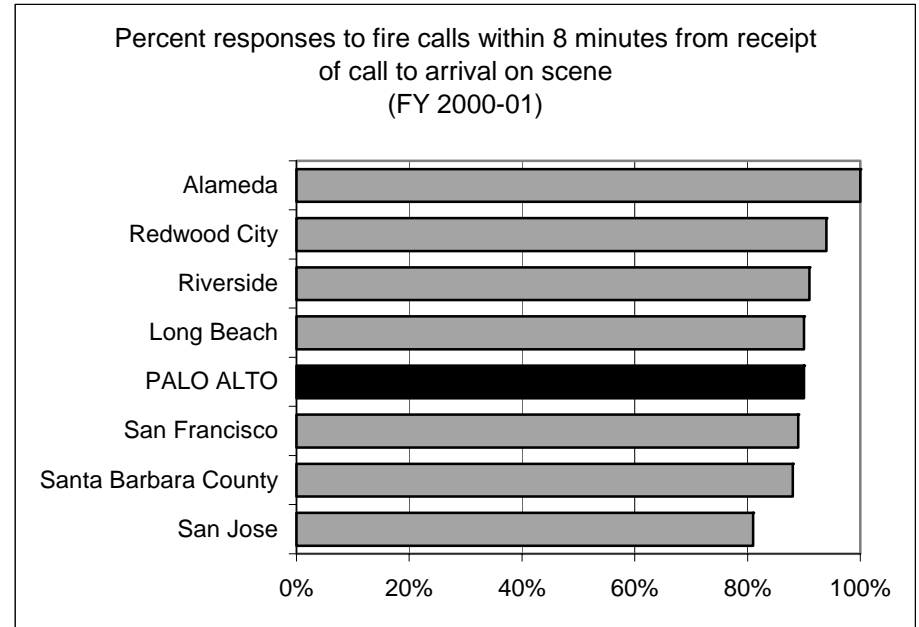
## FIRE SUPPRESSION

There were 260 fire incidents in FY 2002-03 resulting in \$3.1 million in estimated fire loss. The average response time for fire calls was 5:27 minutes.

As shown in the graph to the right, Palo Alto's response times are mid-range of comparison cities. In FY 2002-03, the department responded to 89 percent of fire emergencies within 8 minutes.

According to the Fire Department, 63 percent of fires were confined to the room or area of origin. This is lower than the department's goal of 90 percent. It should be noted that Palo Alto has a higher level of first response to working structure fires (18 staff on the first alarm) than some other local jurisdictions.

In January 2000, the Fire Department implemented a new computer system. Then, in February 2001, the Department implemented a new computer aided dispatch (CAD) system interface. As a result of these changes, some historical data on number of incidents and response times is not available.



Source: Palo Alto Fire Department, and ICMA *Comparative Performance Measurement FY2001*

	Number of fire incidents	Estimated fire loss (in millions)	Average response time for fire calls <sup>1</sup>	Percent responses to fire emergencies within 8 minutes <sup>⊙1</sup>	Percent of fires confined to the room or area of origin <sup>⊙</sup>	Number of residential structure fires	Number of fire deaths	Fire vehicles	Fire hydrants
FY 1998-99	196	-	-	-	99%	-	0	24	1,699
FY 1999-00	161	\$1.8	-	-	90%	-	1	23	1,708
FY 2000-01	215	\$2.6	-	90% <sup>2</sup>	90% <sup>2</sup>	-	0	24	1,729
FY 2001-02	285	\$0.6	5:50 minutes	90% <sup>2</sup>	90% <sup>2</sup>	88	0	25	1,741
<b>FY 2002-03</b>	<b>260</b>	<b>\$3.1</b>	<b>5:27 minutes</b>	<b>89%</b>	<b>63%</b>	<b>78</b>	<b>0</b>	<b>22</b>	<b>1,746</b>
Change over last 5 years	+33%	-	-	-	-36%	-	0%	-8%	+3%

⊙ Budget impact measure

<sup>1</sup> Response time is from receipt of 911-call to arrival on scene (urban area). Response times were previously calculated from front ramp of the fire station to scene, and are not comparable. Average response time does not include cancelled in route, not completed incidents, or mutual aid calls.

<sup>2</sup> Estimated

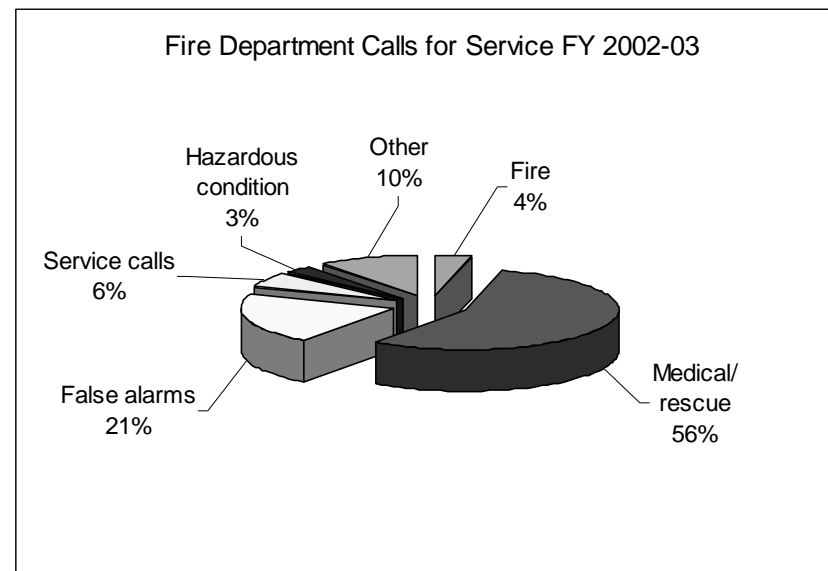
## EMERGENCY MEDICAL SERVICES

The Department responded to over 3,700 medical/rescue incidents in FY 2002-03. This was less than last year, but 3 percent more than in FY 1998-99. As shown in the chart on the right, medical/rescue calls represented 56 percent of the Fire Department calls for service in FY 2002-03.

The average response time for medical/rescue calls was 5:11 minutes in FY 2002-03. The Department responded to:

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

95 percent of survey respondents rated ambulance/emergency medical service as good or excellent.



Source: Fire Department

	Medical/rescue incidents	Average response time for medical/rescue calls <sup>1</sup>	Response to emergency medical requests for service within 8 minutes (urban area)⊙ <sup>1</sup>	Response to paramedic calls for service within 12 minutes (urban area)⊙ <sup>1</sup>	Average on-duty paramedic staffing	Number of EMS transports	Citizen Survey Percent rating ambulance/emergency medical services good or excellent
FY 1998-99	3,608	-	-	-	4 day/2 night	1,942	-
FY 1999-00	2,858	-	90%	90%	4 day/2 night	-	-
FY 2000-01	3,185	-	90% <sup>2</sup>	90% <sup>2</sup>	4 day/2 night	-	-
FY 2001-02	3,958	4:49 minutes	90% <sup>2</sup>	90% <sup>2</sup>	4 day/2 night	2,200 <sup>2</sup>	-
<b>FY 2002-03</b>	<b>3,721</b>	<b>5:11 minutes</b>	<b>93%</b>	<b>99%</b>	<b>4 day/2 night</b>	<b>1,564</b>	<b>95%</b>
Change over last 5 years	+3%	-	-	-	0%	-19%	-

⊙ Budget impact measure

<sup>1</sup> Response time is from receipt of 911-call to arrival on scene (urban area). Response times were previously calculated from front ramp of the fire station to scene, and are not comparable. Average response time does not include cancelled in route, not completed incidents, or mutual aid calls.

<sup>2</sup> Estimated

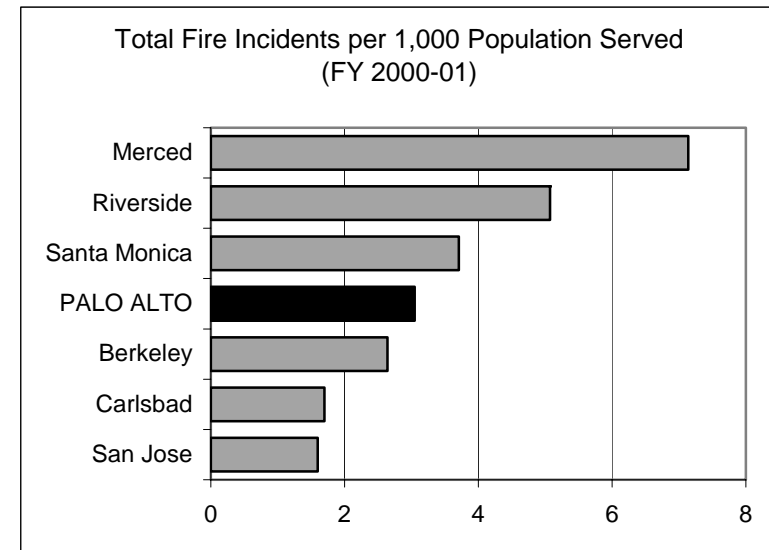
## HAZARDOUS MATERIALS AND FIRE SAFETY

In FY 2002-03, the Hazardous Materials Response Team (Rescue 2) responded to 15 hazardous materials incidents that were designated as flammable gas or liquid, chemical release, chemical release reaction or toxic condition, or chemical spill or release. The Fire Department estimates that 80 percent of these incidents were confined to the room or area of origin.

Over the past five years, the number of facilities permitted for hazardous materials has increased by 7 percent, to 488 facilities. The Department conducted 338 hazardous materials inspections in FY 2002-03.

Since FY 1998-99, the Department has conducted between 710 and 1,045 plan reviews per year. These reviews include fire safety, hazardous materials, and facility closures, as well as building and planning projects that require Fire Department review.

In FY 2002-03, the Department conducted 209 fire safety and disaster preparedness presentations – 194 percent more than were conducted in FY 1998-99.



Source: Palo Alto Fire Department, and ICMA *Comparative Performance Measurement FY 2001*

	Number of hazardous materials incidents <sup>3</sup>	Percent of hazardous materials incidents confined to the room or area of origin <sup>⊙</sup>	Number of facilities permitted for hazardous materials	Number of hazardous materials inspections	Percent of required annual hazardous materials and underground storage inspections performed <sup>⊙</sup>	Number of fire inspections	Number of plan reviews	Fire safety and disaster preparedness presentations	Training hours per firefighter
FY 1998-99	-	93%	457	326	73%	2,475	1,045	71	-
FY 1999-00	-	80%	455 <sup>1</sup>	273 <sup>1</sup>	60%	1,478	900	94	-
FY 2000-01	-	80% <sup>1</sup>	454	304	67%	1,637	936	148	23
FY 2001-02	10	80% <sup>1</sup>	463	306	66%	1,465	738 <sup>2</sup>	125	23
<b>FY 2002-03</b>	<b>15</b>	<b>80%<sup>1</sup></b>	<b>488</b>	<b>338</b>	<b>69%</b>	<b>1,349</b>	<b>710<sup>2</sup></b>	<b>209</b>	<b>21</b>
Change over last 5 years	-	-13%	+7%	+4%	-4%	-45%	-32%	+194%	-

<sup>1</sup> Estimated

<sup>2</sup> Does not include over-the-counter building permit reviews.

<sup>3</sup> Rescue 2 (Hazardous Materials Response Team) calls that are designated as flammable gas or liquid, chemical release, chemical release reaction or toxic condition, or chemical spill or release.

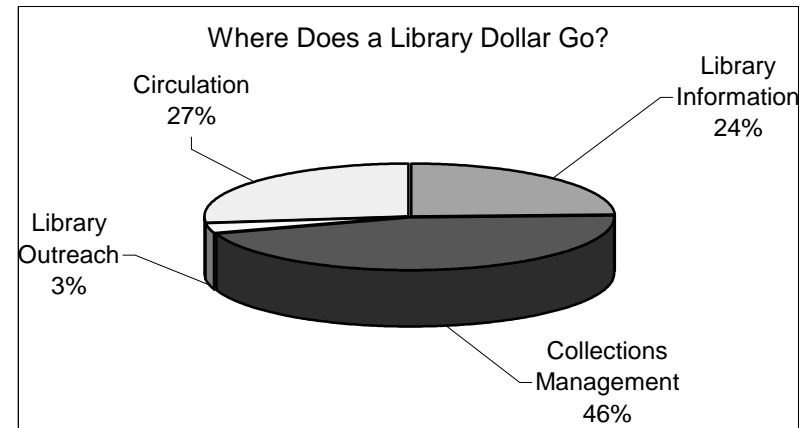
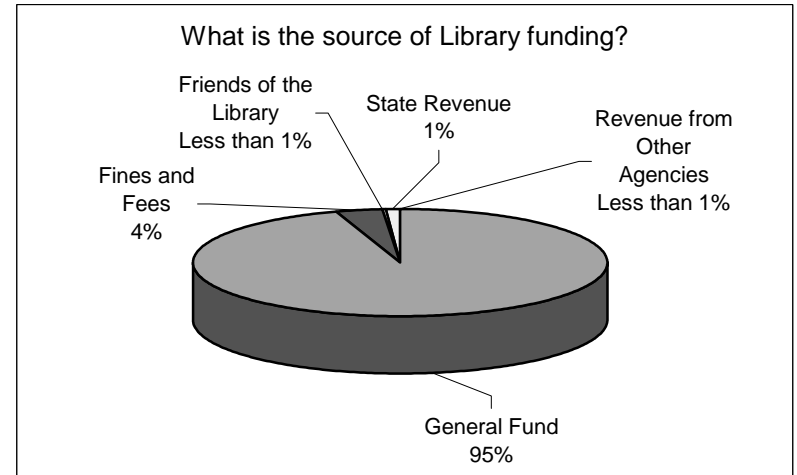
⊙ Budget impact measure

# CHAPTER 4 – LIBRARIES

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

The Library, a part of the Community Services Department, has four major activities:

- Library Information – assisting people in finding information in the library and responding to reference questions
- Collections Management – determining what types of materials customers need and ensuring that the library's collection meets those needs
- Library Outreach – providing enrichment activities and supporting community partnerships which contribute to the accomplishment of the Library's mission
- Circulation – overseeing the lending and return of library materials to and from library users, collecting fines for overdue materials and ensuring the library maintains an appropriate circulation per capita rate



Source: FY 2002-03 revenue and expenditure data

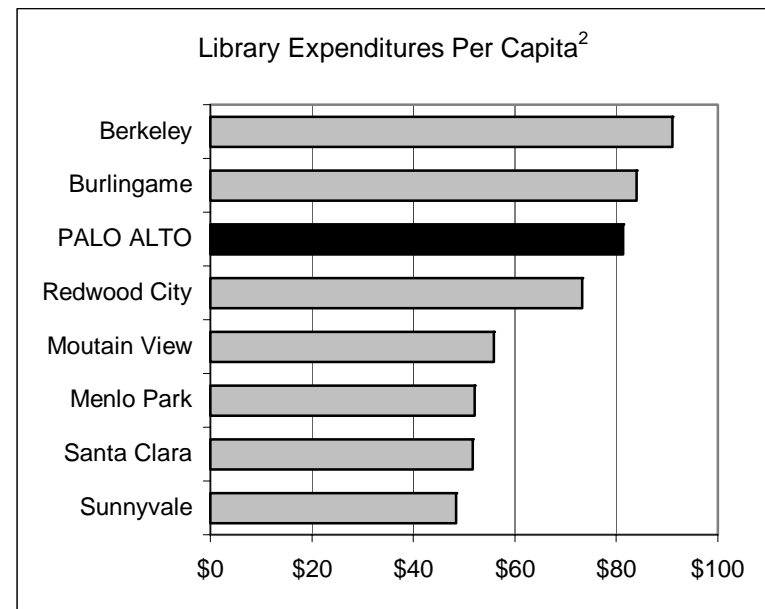
## LIBRARY SPENDING

In FY 2002-03, Palo Alto had six libraries:

- Main (open 67 hours per week)
- Mitchell Park (open 56 hours per week)
- Children’s (open 48 hours per week)
- Downtown (reduced from 42 to 35 hours open per week in Feb-2003)
- College Terrace (reduced from 42 to 35 hours open per week in Feb-2003)
- Terman (open 23 hours per week during FY 2002-03) was closed at the end of the fiscal year

Palo Alto has more libraries than surrounding communities and more than other communities of its size. In comparison, Redwood City has 3 libraries, Mountain View has 1, Menlo Park has 2, and Sunnyvale has 1. Palo Alto library expenditures per capita were less than those of Berkeley and Burlingame in FY 2001-02 but more than those of other area cities

Library spending increased 19 percent over the last five years, to \$5.1 million in FY 2002-03. 81 percent of residents rate library services good or excellent, and 74 percent rate the quality of neighborhood branch libraries good or excellent.



Source: California Library Statistics 2003 (Fiscal Year 2001-02 data)

	Operating expenditures (in millions)					Library expenditures per capita	Citizen Survey	
	Library information	Collections management	Library outreach	Circulation	TOTAL <sup>1</sup>		Percent rating quality of public library services good or excellent	Percent rating quality of neighborhood branch libraries good or excellent
FY 1998-99	\$1.1	\$2.0	\$0.1	\$1.1	\$4.3	\$74	-	-
FY 1999-00	\$1.1	\$2.0	\$0.2	\$1.1	\$4.4	\$76	-	-
FY 2000-01	\$1.2	\$2.1	\$0.2	\$1.2	\$4.6	\$76	-	-
FY 2001-02	\$1.3	\$2.4	\$0.2	\$1.4	\$5.2	\$86	-	-
<b>FY 2002-03</b>	<b>\$1.2</b>	<b>\$2.4</b>	<b>\$0.1</b>	<b>\$1.4</b>	<b>\$5.1</b>	<b>\$85</b>	<b>81%</b>	<b>74%</b>
Change over last 5 years <sup>1</sup>	+12%	+21%	-5%	+25%	+19%	+15%	-	-

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

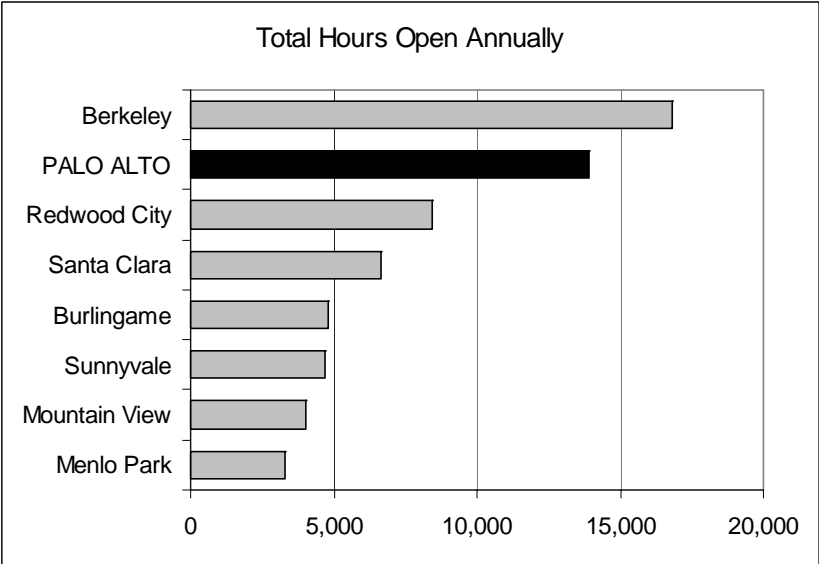
<sup>2</sup> Data in graph and table may differ because City of Palo Alto and California Library Statistics compile data differently on a different basis. In addition, different jurisdictions offer differing levels of service and budget for those services differently.

## LIBRARY STAFFING

Total Library staffing increased from 51 to 57 FTE, or 10 percent over the five-year period. Temporary and hourly staff accounts for approximately 23 percent of the Library’s total staff. In FY 2002-03, 13 of 57 FTE staff were temporary or hourly.

Volunteers donate approximately 4,000 hours per year at the libraries.

Palo Alto libraries were open a total of 13,597 hours in FY 2002-03. As shown in the graph on the right, Palo Alto libraries were open more hours than most other local jurisdictions in FY 2001-02.



Source: California Library Statistics 2003 (Fiscal Year 2001-02 data)

	Authorized staffing (FTE) <sup>3</sup>			Number of residents per library staff FTE	Volunteer hours	Total hours open annually	Hours of operation per FTE
	Regular	Temporary/hourly	TOTAL				
FY 1998-99	38	13	51	1,143	4,379	13,894	272
FY 1999-00	39	13	52	1,125	4,696	13,918	268
FY 2000-01	43	13	56	1,075	3,803	13,934	249
FY 2001-02	44	13	57	1,061	3,999	13,944	245
<b>FY 2002-03</b>	<b>44</b>	<b>13</b>	<b>57</b>	<b>1,061</b>	<b>4,057</b>	<b>13,597</b>	<b>239</b>
Change over last 5 years <sup>1</sup>	+15%	-4%	+10%	-7%	-7%	-2%	-12%

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Data in graph and table may differ because City of Palo Alto and California Library Statistics compile data differently on a different basis.

<sup>3</sup> Excludes allocated administration.

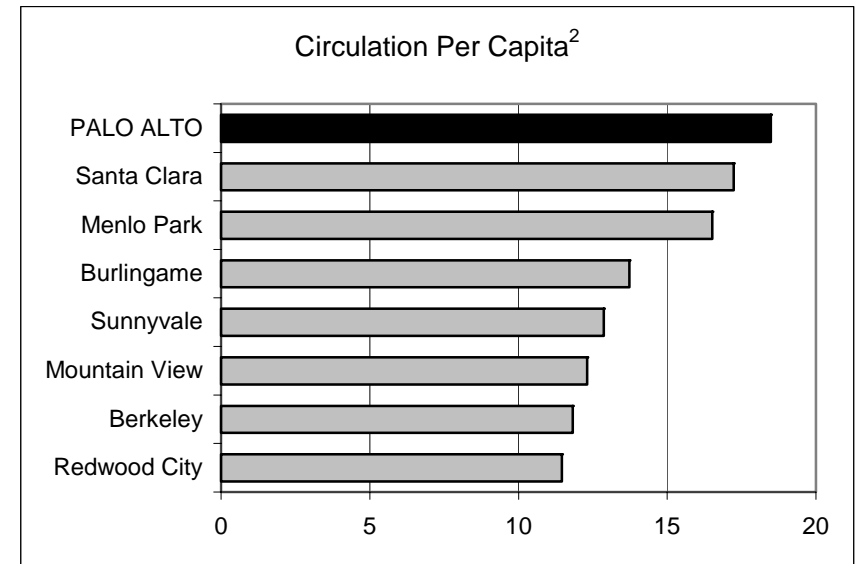
## LIBRARY COLLECTION AND CIRCULATION

The total number of items in the library's collection has decreased by 15,694, or by approximately 6 percent over the last five years, primarily due to a change in the way the library counts multi-part cassette tapes. The number of titles in the collection has decreased by about 1 percent; the number of book volumes has decreased about 2 percent.

Total circulation has increased by about 29 percent from five years ago. In FY 2002-03, non-resident circulation accounted for approximately 21 percent of the library's total circulation. This percentage has remained about the same over the last five years.

76 percent of survey respondents rate the variety of library materials as good or excellent.

Of all the libraries, Mitchell Park had the highest circulation in FY 2002-03, with 418,253 items circulating. The Main Library had the second highest circulation at 377,860 followed by Children's (297,891), College Terrace (81,964), Downtown (49,155), and Terman Park (14,976).



Source: California Library Statistics 2003 (Fiscal Year 2001-02 data)

	Total number of items in collection	Total number of titles in collection	Number of book volumes	Number of media items <sup>3</sup>	Volumes held per capita	Total circulation <sup>1</sup>	Percent non-resident circulation	Circulation per capita	Average number of checkouts per volume <sup>3</sup>	Citizen Survey Percent rating variety of library materials good or excellent
FY 1998-99	283,050	165,622	243,451	39,599	4.18	962,646	21%	15.73	3.38	-
FY 1999-00	289,492	166,858	238,636	50,856	4.08	926,128	21%	15.06	3.20	-
FY 2000-01	287,947	170,195	241,076	46,871	4.00	975,611	20%	16.05	3.37	-
FY 2001-02	284,071	170,862	237,365	46,706	3.92	1,117,795	20%	18.48	3.90	-
<b>FY 2002-03</b>	<b>267,356</b>	<b>164,604</b>	<b>239,584</b>	<b>27,772</b>	<b>3.96</b>	<b>1,240,099</b>	<b>21%</b>	<b>20.50</b>	<b>4.64</b>	<b>76%</b>
Change over last 5 years	-6%	-1%	-2%	-30%	-5%	+29%	0%	+24%	+37%	-

<sup>1</sup> It should be noted that the lending period has changed. In FY 2001-02 and FY 2002-03, the lending period was three weeks. In FY 1998-99, 1999-00, and 2000-01, the lending period was four weeks.

<sup>2</sup> Data in graph and table may differ because City of Palo Alto and California Library Statistics compile data differently on a different basis.

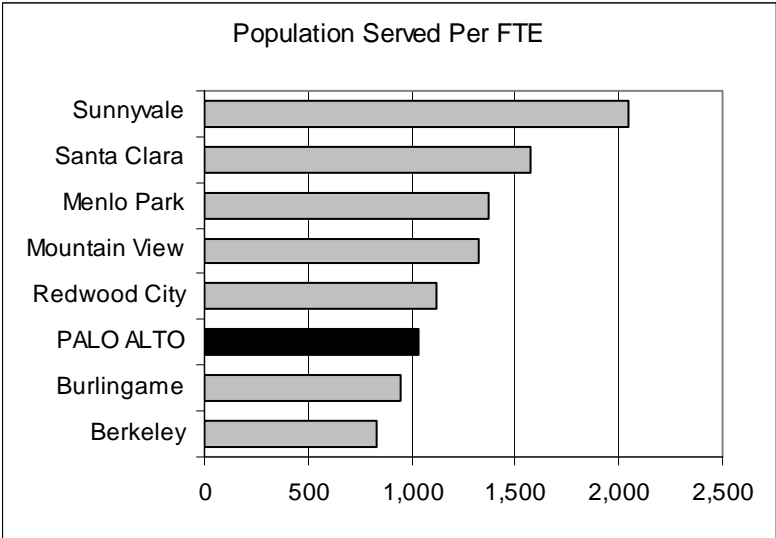
<sup>3</sup> Change in number of media items and average number of checkouts per volume from FY 2001-02 to FY 2002-03 due in part to change in method for counting multi-part cassette tapes. Each set of tapes is now counted as one unit.

## LIBRARY SERVICES

The total number of library cardholders has decreased from 53,376 to 49,448 over the last five years, and the percent of Palo Alto residents who are cardholders decreased from 61 to 56 percent. However, total library visits increased by 20 percent over the same time frame. In 2003, 31 percent of survey respondents reported they used libraries or their services more than 12 times during the last year.

The total number of items delivered to homebound borrowers decreased by 1,005 items, or 26 percent, and the total number of reference questions received by librarians decreased by 20,342, or 19 percent over the five-year period. However, on-line database searches and internet sessions have increased in the last 3 years.

The number of family programs offered increased from 317 to 517, or approximately 63 percent, and total attendance at family programs increased by 8,953 or about 36 percent.



Source: California Library Statistics 2003 (Fiscal Year 2001-02 data)

	Total number of cardholders	Percent of Palo Alto residents who are cardholders	Library visits	Total items delivered to homebound borrowers	Total number of reference questions	Total number of online database searches	Number of internet sessions	Number of family programs	Total family program attendance	Citizen Survey
										Percent who used libraries or their services more than 12 times during the last year
FY 1998-99	53,376	61%	755,088	3,838	109,101	-	-	317	24,672	-
FY 1999-00	50,938	59%	700,689	4,470	88,252	-	-	382	29,343	-
FY 2000-01	49,284	56%	728,797	3,681	88,871	16,313	65,362	434	28,592	-
FY 2001-02	45,112	51%	815,630	3,907	92,518	15,499	80,469	483	26,224	-
<b>FY 2002-03</b>	<b>49,448</b>	<b>56%</b>	<b>905,248</b>	<b>2,833</b>	<b>88,759</b>	<b>17,811</b>	<b>98,480</b>	<b>517</b>	<b>33,625</b>	<b>31%</b>
Change over last 5 years	-7%	-8%	+20%	-26%	-19%	-	-	+63%	+36%	-



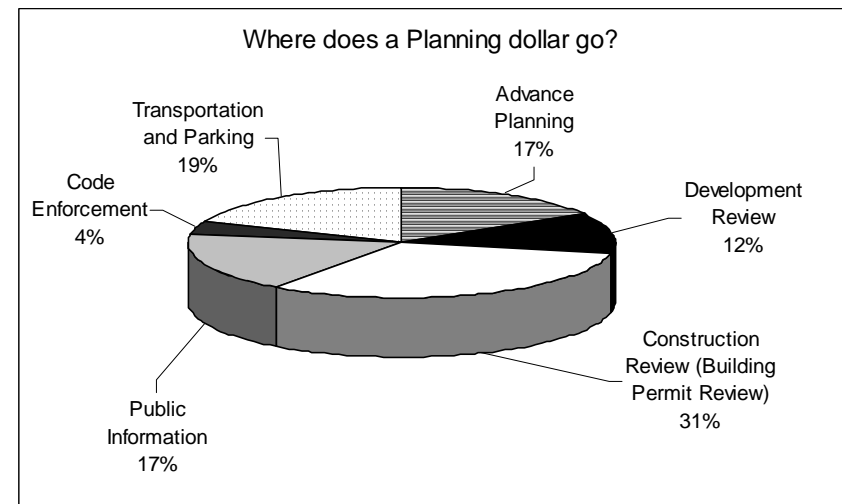
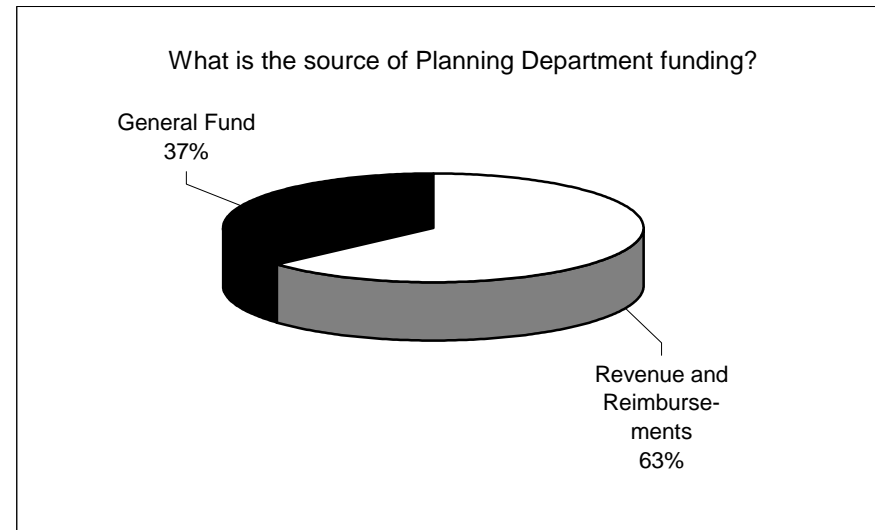


# CHAPTER 5 – PLANNING AND COMMUNITY ENVIRONMENT

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

The Planning Department has five major functional areas:

- Public Information – public information; public hearings and meetings; and local and regional coordination
- Construction Review (Building Permit Review) – construction permit processing; plan review; field inspection; and ADA compliance
- Advance Planning – ordinance preparation; comprehensive plan implementation; area plans; federal/state grant management; affordable housing development; records, maps and data
- Transportation and Parking – transportation management; parking management; mobility alternatives; and transportation studies
- Development Review – application review and processing; historic preservation; and code enforcement

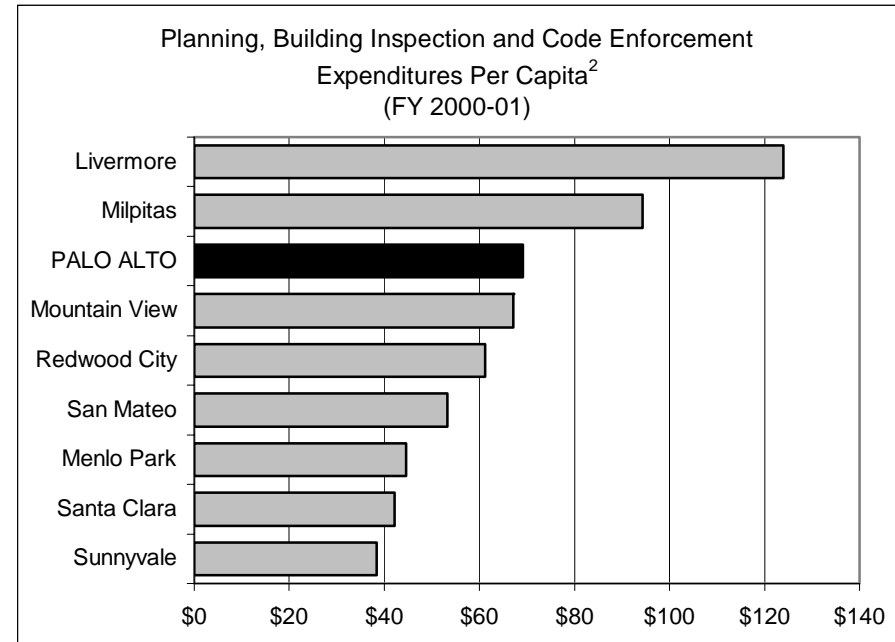


Source: FY 2002-03 revenue and expenditure data

## SPENDING AND STAFFING

Spending increased from \$6.0 to \$8.1 million over the last 5 years, or approximately 36 percent. The Department's revenue increased from \$3.4 to \$5.2 million, or 53 percent, over the same period. Authorized staffing for the Department increased from 54 to 62 FTEs, or 14 percent (this includes 3 temporary full-time equivalents).

Increases were due in part to new services/programs including the Palo Alto Shuttle (1999), the Individual Review process for single-family homes, the opening of the one-stop Development Center (1999), the Neighborhood Traffic Calming Program (2001), the South of Forest Coordinated Area Plan (Phase I and II), development of a Citywide transportation strategic plan, and a comprehensive update of the City's zoning ordinance.



Source: California State Controller, *Cities Annual Report Fiscal Year 2000-01*

### Operating expenditures (in millions)

	Advance planning	Development review	Construction/building permit review	Public information	Code enforcement	Transportation and parking planning	TOTAL <sup>1</sup>	Expenditures per capita	Revenue (in millions)	Authorized staffing (FTE) <sup>3</sup>
FY 1998-99	\$1.3	\$1.3	\$1.6	\$1.1	\$0.1	\$0.6	\$6.0	\$102	\$3.4	54
FY 1999-00	\$1.1	\$1.0	\$2.1	\$1.2	\$0.2	\$1.2	\$6.9	\$118	\$4.4	54
FY 2000-01	\$1.1	\$1.0	\$2.3	\$1.3	\$0.1	\$1.2	\$7.0	\$115	\$4.6	60
FY 2001-02	\$1.3	\$0.9	\$2.5	\$1.4	\$0.3	\$1.4	\$7.8	\$128	\$4.6	61
<b>FY 2002-03</b>	<b>\$1.3</b>	<b>\$0.9</b>	<b>\$2.6</b>	<b>\$1.4</b>	<b>\$0.3</b>	<b>\$1.5</b>	<b>\$8.1</b>	<b>\$134</b>	<b>\$5.2</b>	<b>62</b>
Change over 5 years <sup>1</sup>	+5%	-25%	+61%	+28%	+124%	+161%	+36%	+31%	+53%	+14%

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Data in graph and table differ because City of Palo Alto and Controller's office compile data differently. Palo Alto's Planning Department expenditures per capita are higher than those of surrounding jurisdictions. However, it should be noted that different cities budget expenditures in different ways. For example, Palo Alto includes the shuttle services and rent for the Development Center in its costs.

<sup>3</sup> Includes the equivalent of 3 FTE temporary/hourly staff.

## ADVANCE PLANNING AND DEVELOPMENT REVIEW

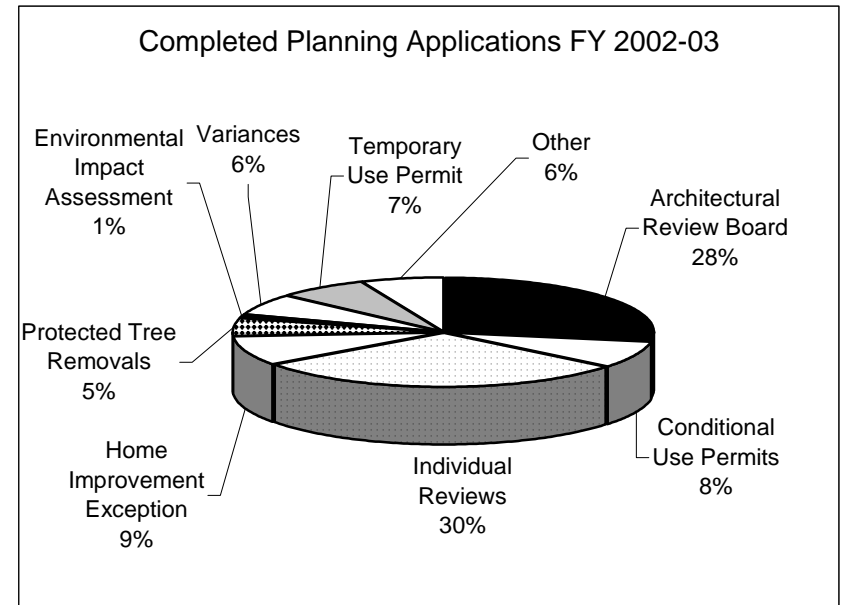
A total of 299 planning applications were completed in FY 2002-03. Approximately 3 percent of those applications were considered “major.”<sup>1</sup> The remaining 97 percent of applications were considered minor. According to staff, the drop in the percentage of major applications (from 15 percent to 3 percent) is because of a shift in the way that staff classifies applications.

The Architectural Review Board (ARB) reviewed about 28 percent of FY 2002-03 applications. This included most major projects and certain minor projects.

The average time in weeks to complete major applications increased from 28.7 weeks in FY 1999-00 to 52.4 weeks in FY 2002-03. The average completion time for minor applications in FY 2002-03 was 11.6 weeks.

The Department is implementing a number of changes to reduce turnaround times.

Land use planning was one of the City Council's Top 5 priorities in FY 2002-03.



Source: Planning and Community Environment Department

	Planning applications completed	Architectural Review Board applications completed	Percent of completed applications that are major <sup>1</sup>	Percent of completed applications that are minor <sup>1</sup>	Average time to complete major applications <sup>1</sup>	Average time to complete minor applications <sup>1</sup>	Citizen Survey Percent rating quality of land use, planning, and zoning in Palo Alto as good or excellent
FY 1998-99	-	-	-	-	-	-	-
FY 1999-00	308	148	15%	85%	28.7 weeks	8.9 weeks	-
FY 2000-01	379	167	17%	83%	37.0 weeks	16.5 weeks	-
FY 2001-02	317	126	15%	85%	36.4 weeks	8.9 weeks	-
<b>FY 2002-03</b>	<b>299</b>	<b>83</b>	<b>3%</b>	<b>97%</b>	<b>52.4 weeks</b>	<b>11.6 weeks</b>	<b>40%</b>
Change over 5 years	-	-	-	-	-	-	-

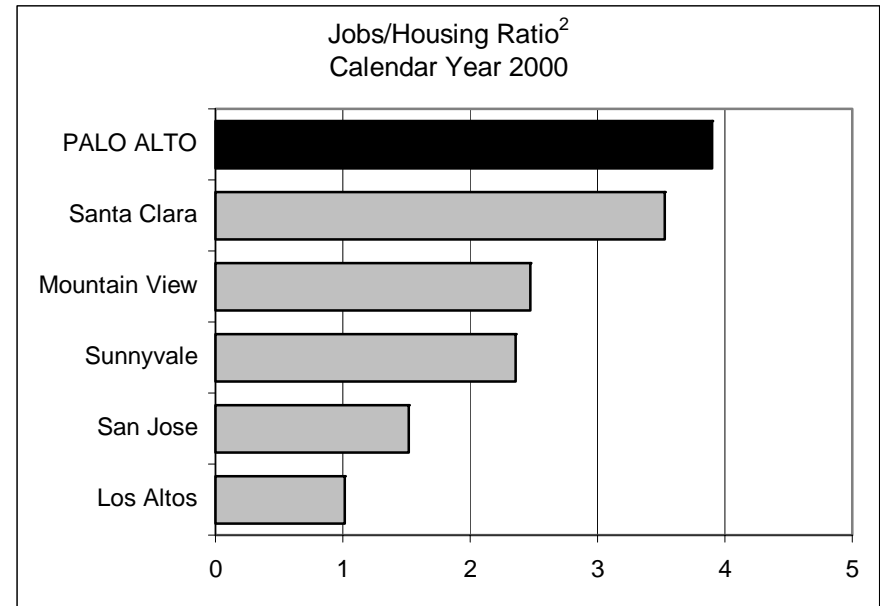
<sup>1</sup> The Planning Department advises that Major Projects have traditionally been those that add more than 5,000 square feet and are expected to be a significant modification to an existing site. Major projects almost always go to a Board or Commission for public hearing/review. Some minor projects may also go to a Board or Commission for a public hearing but many are reviewed at the staff level.

## ADVANCE PLANNING (cont.) CODE ENFORCEMENT

Based on data from the Association of Bay Area Governments, Palo Alto's jobs/housing ratio was approximately 3.9 in 2000, higher than several surrounding jurisdictions. The number of residential units increased from 25,708 to 26,934, or five percent over the last five years. However, the estimated number of new jobs in Palo Alto resulting from projects approved over the last five years is 3,036, while the number of new housing units approved by the City during those same years was 1,318.

Affordable/attainable housing was one of the City Council's top 5 priorities in FY 2002-03. Over the past 5 years, the average median home price increased from \$641,542 to \$749,500, or 17 percent. Only 5 percent of survey respondents rated access to affordable quality housing as good or excellent.

The number of new code enforcement cases increased from 697 in FY 1999-00 to 764 in FY 2002-03. A majority of residents (56 percent) rated code enforcement services good or excellent. 19 percent consider run-down buildings, weed lots, or junk vehicles to be a major or moderate problem.



Source: Association of Bay Area Governments (ABAG), *Projections 2002*

### Advance Planning (cont.)

	Number of residential units	Median home price	Estimated new jobs resulting from projects approved during year <sup>1</sup>	Number of new housing units approved	Cumulative number of below market rate (BMR) units
FY 1998-99	25,708	\$641,542	298	1,082	182
FY 1999-00	25,732	\$867,938	775	0	185
FY 2000-01	26,048	\$1,001,583	1,450	12	253
FY 2001-02	26,841	\$885,813	433	123	253
<b>FY 2002-03</b>	<b>26,934</b>	<b>\$749,500</b>	<b>80</b>	<b>101</b>	<b>253</b>
Change over 5 years	+5%	+17%	-73%	-91%	+39%

### Code Enforcement

Number of new cases	Number of reinspections	Percent of cases resolved within 120 days of date received	Citizen Survey	Citizen Survey
			Percent rating quality of code enforcement good or excellent	Percent who consider run down buildings, weed lots, or junk vehicles a major or moderate problem
-	-	-	-	-
697	891	-	-	-
629	1,084	88	-	-
737	1,552	89	-	-
<b>764</b>	<b>1,611</b>	<b>90</b>	<b>56%</b>	<b>19%</b>
-	-	-	-	-

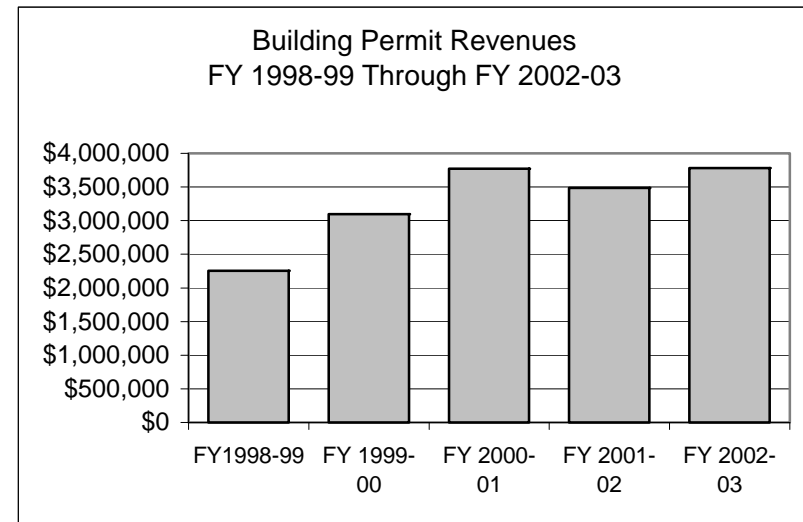
<sup>1</sup> Estimated numbers of new jobs are based on estimated square feet per employee for various types of development.

<sup>2</sup> Number of jobs divided by number of households, or 110,890 jobs divided by 28,424 households (including Stanford in Palo Alto's sphere of influence).

## BUILDING INSPECTION

Over the last five years, the number of building permit applications decreased 16 percent, to 3,151 per year. During that same time period, the valuation of construction for issued permits increased from \$192.8 to \$263.1 million, or 36 percent. Building permit revenue increased from \$2.3 to \$3.8 million, or 68 percent.

Staff completed nearly 14,000 inspections in FY 2002-03. Staff estimates that 92 percent of reinspection requests were responded to within one working day, beating its goal of 90 percent within one working day.



Source: Planning and Community Environment Department

	Building permit applications <sup>2</sup>	Building permits issued	Valuation of construction for issued permits (in millions)	Building permit revenue (in millions) <sup>3</sup>	Average time for first response to regular plan checks <sup>4</sup>	Average time for first response to express plan checks <sup>5</sup>	Number of inspections completed	Percent of inspection requests for permitted work responded to within one working day
FY 1998-99	3,763	1,596	\$192.8	\$2.3	-	-	14,817	98%
FY 1999-00	3,842	3,063	\$456.4	\$3.1	-	-	14,737	90%
FY 2000-01	4,073	3,639	\$239.6	\$3.8	-	-	14,422	90%
FY 2001-02	4,006	3,241	\$281.1	\$3.5	5.5 weeks	2.8 weeks	13,770	95%
<b>FY 2002-03</b>	<b>3,151</b>	<b>3,151</b>	<b>\$263.1</b>	<b>\$3.8</b>	-	-	<b>13,833</b>	<b>92%</b>
Change over 5 years <sup>1</sup>	-16%	+97%	+36%	+68%	-	-	-7%	-6%

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Number of permit applications prior to FY 1999-00 has been adjusted to reflect master permit process beginning that year.

<sup>3</sup> Deposits for building permits are recognized as revenue once the project is completed.

<sup>4</sup> A regular plan check is for a new structure or a major remodeling. The Department's performance target for first response to regular plan checks is 8 weeks.

<sup>5</sup> Does not include same-day over-the-counter approvals. An express plan check is for projects that do not fit under "regular" category and also cannot be approved via over-the-counter service. The Department's performance target for first response to express plan checks is 4 weeks.

## TRANSPORTATION PLANNING

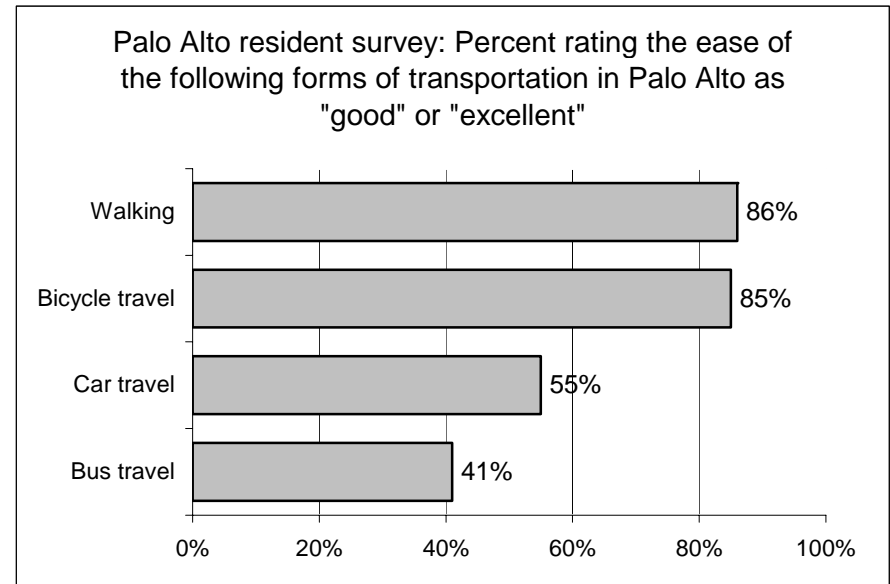
Of 21 intersections monitored by the Transportation Division, 2 intersections had an unacceptable service level in FY 2002-03.<sup>1</sup>

Citywide, 11 intersections had 10 or more accidents. This was 57 percent higher than in FY 1998-99 (7 intersections), but lower than in FY 2001-02 (17 intersections).

In the 2003 Citizen Survey, 64 percent of respondents considered traffic congestion to be a major or moderate problem in Palo Alto. Of those who usually drive to work, 12 percent reported that they usually carpool.

Palo Alto Shuttle service began in December 1999. In FY 2002-03, the Department reports there were 167,454 shuttle boardings.

Alternative transportation/traffic calming was one of the City Council's Top 5 priorities in FY 2002-03.



Source: National Citizen Survey™ 2003 (Palo Alto)

	Number of monitored intersections with an unacceptable level of service during evening peak <sup>1</sup>	Number of intersections with 10 or more accidents © <sup>2</sup> §	City Shuttle boardings <sup>§</sup>	Caltrain average weekday boardings	Number of spot treatment traffic calming projects initiated <sup>3</sup>	Citizen Survey	
						Percent who consider traffic congestion to be a major or moderate problem in Palo Alto	Of those who usually drive to work, percent who usually carpool
FY 1998-99	7 of 10	7	-	2,904	-	-	-
FY 1999-00	6 of 10	10	37,925	3,240	-	-	-
FY 2000-01	8 of 21	9	76,705	3,625	2	-	-
FY 2001-02	8 of 21	17	124,957	3,241	4	-	-
<b>FY 2002-03</b>	<b>2 of 21</b>	<b>11</b>	<b>167,454</b>	<b>2,906</b>	<b>4</b>	<b>64%</b>	<b>12%</b>
Change over 5 years	-	+57%	-	0%	-	-	-

© Budget impact measure; data from high accident report (annual publication of the high accident report is one of the Department's budget impact measures).

<sup>1</sup> The Department advises that an unacceptable level of service is one for which average delays for drivers exceed 40 seconds.

<sup>2</sup> Accidents within 200 feet of intersection.

<sup>3</sup> The traffic calming program was adopted in 2001.

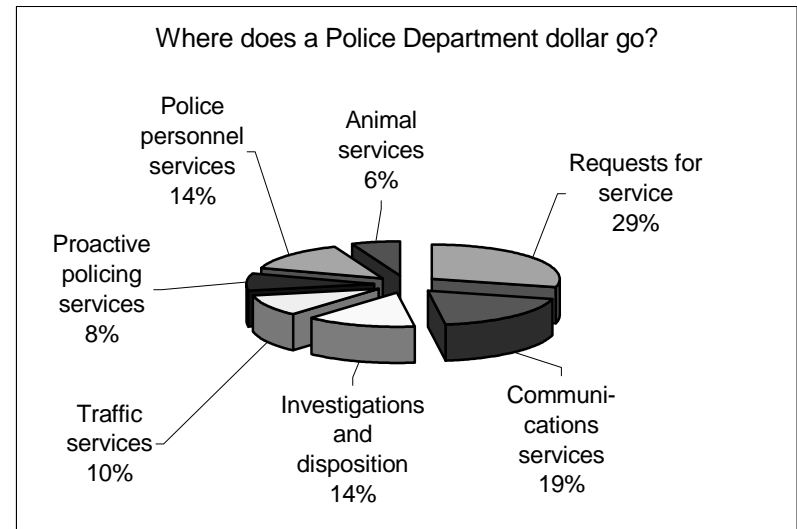
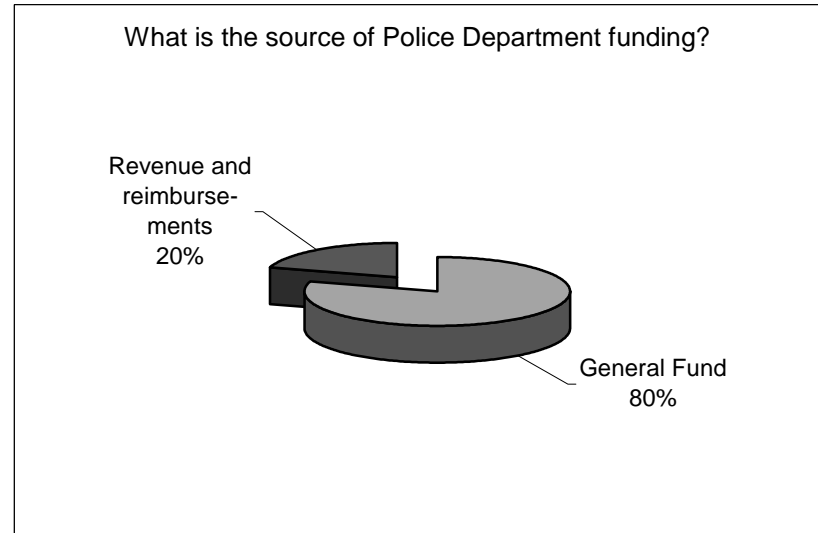
<sup>§</sup> Sustainability indicator

# CHAPTER 6 – POLICE

The mission of the Police Department is to provide exceptional public safety services and take a leadership role in building community partnerships.

The Department has seven major functional areas:

- Requests for service – police response, critical incident resolution, regional assistance response, and police services for special events
- Communications services – 911 dispatch services for police, fire, utilities, general fund, and Stanford, and police information management
- Investigation and disposition – police investigations, property and evidence
- Traffic services – traffic enforcement, complaint resolution, school safety, parking enforcement, parking citations, and abandoned vehicle abatement
- Proactive policing services – crime suppression, youth services, and community policing and education
- Police personnel services – police hiring, retention, personnel records, training, and volunteer programs
- Animal services – animal control, pet recovery/adoption services, animal care, animal health and welfare, and regional animal services



Source: FY 2002-03 revenue and expenditure data



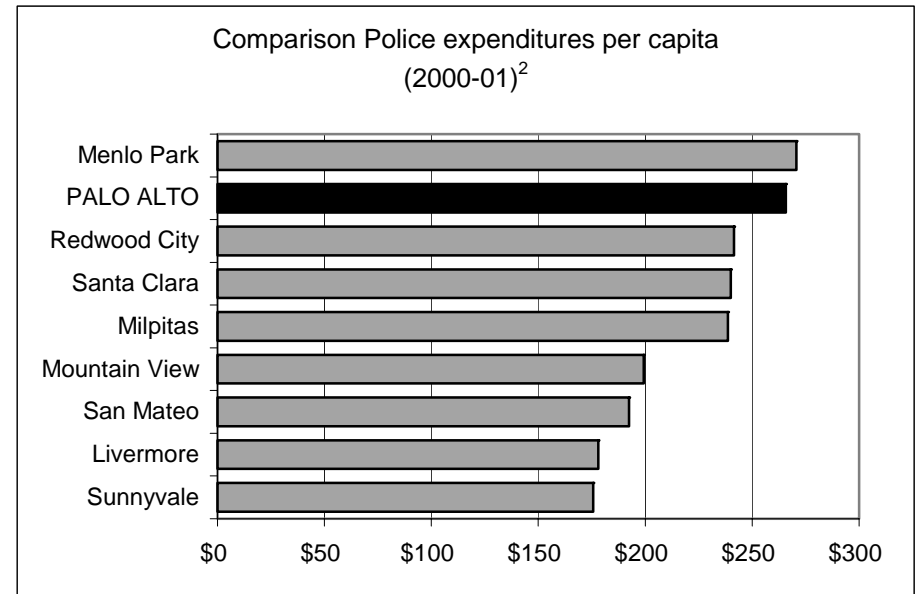
## POLICE SPENDING AND REVENUE

Total Police Department spending increased by 19 percent in the last five years:

- Spending on requests for service increased by 22 percent.
- Communications expenditures increased by 26 percent.
- Investigation and disposition increased by 26 percent.

Total spending increased from \$306 to \$350 per resident, or 14 percent over five years. This includes services (e.g. communications and animal services) that the department provides to other jurisdictions. Over the same period, total revenue and reimbursements for those services increased from \$3.1 to \$4.3 million, or 41 percent.

A comparison of police expenditures per capita for FY 2000-01 (the most recent data available from the State Controller) shows Palo Alto spent less per capita than Menlo Park, but more than 7 other local jurisdictions. It should be noted that every jurisdiction has different levels of service and categorizes expenditures in different ways.



Source: California State Controller, *Cities Annual Report Fiscal Year 2000-01*

	Operating Expenditures (in millions)								Total spending per resident		Total revenue	Citizen Survey
	Requests for service	Communications services	Investigation and disposition	Traffic services	Proactive policing services	Police personnel services	Animal services	TOTAL <sup>1</sup>	per resident	per resident	Percent rating police services good or excellent	
FY 1998-99	\$5.0	\$3.2	\$2.3	\$2.0	\$1.7	\$2.6	\$1.1	\$17.9	\$306	\$3.1	-	
FY 1999-00	\$5.1	\$3.4	\$2.4	\$2.0	\$1.5	\$3.2	\$1.1	\$18.7	\$320	\$3.4	-	
FY 2000-01	\$5.5	\$3.5	\$2.4	\$2.1	\$1.6	\$3.2	\$1.1	\$19.5	\$323	\$3.8	-	
FY 2001-02	\$6.0	\$3.9	\$2.6	\$2.1	\$1.7	\$2.8	\$1.3	\$20.3	\$336	\$4.7	-	
<b>FY 2002-03</b>	<b>\$6.1</b>	<b>\$4.0</b>	<b>\$2.9</b>	<b>\$2.2</b>	<b>\$1.7</b>	<b>\$2.9</b>	<b>\$1.3</b>	<b>\$21.2</b>	<b>\$350</b>	<b>\$4.3</b>	<b>89%</b>	
Change over last 5 years <sup>1</sup>	+22%	+26%	+26%	+7%	+3%	+14%	+24%	+19%	+14%	+41%	-	

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Comparison of operating expenditures does not include animal control. Palo Alto figures do not include communications expenditures.

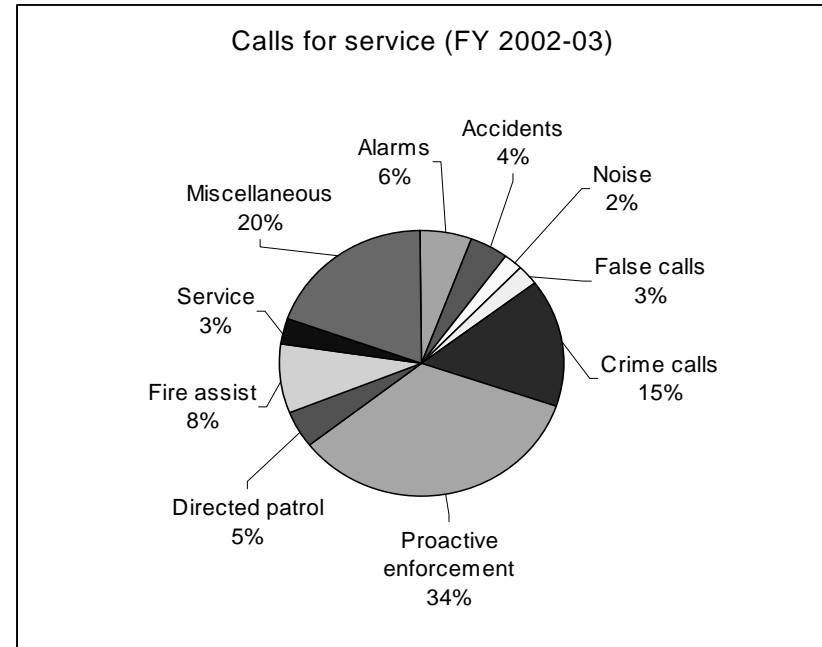
## CALLS FOR SERVICE

The Police Department handled over 53,000 calls for service during FY 2002-03, and dispatched 92 percent of emergency calls within 60 seconds of receipt of the call.

The Police Department categorizes calls requiring police response as Priority 1 (these include part 1 crimes in progress that are life threatening or involve potential significant loss of property, major injury accident calls, and medical calls such as heart attacks) and Priority 2 (including suspicious activity in progress, and part 1 crimes that occurred within the last hour but are not currently in progress).

Over the last three years, the average response times for priority 1 calls improved from 6:41 minutes to 5:53 minutes. The average response times for priority 2 calls increased slightly from 8:21 minutes to 8:27 minutes.

False alarms are down 24 percent over five years due in part to an alarm permit program.



Source: Police Department

	Total Police Department calls for service	Percent emergency calls dispatched within 60 seconds of receipt of call <sup>⊙</sup>	Percent life-threatening emergency calls (priority 0 and 1) responded within 3 minutes <sup>⊙</sup>	Percent priority 2 emergency calls responded within 4 minutes <sup>⊙</sup>	Percent non-emergency calls responded within 30 minutes <sup>⊙</sup>	Priority 1 response time (receipt to on scene average)	Priority 2 response time (receipt to on scene average)	False alarms
FY 1998-99	26,263 <sup>1</sup>	-	-	-	-	-	-	4,106
FY 1999-00	27,713 <sup>1</sup>	99%	-	95%	95%	-	-	4,464
FY 2000-01	59,134	99% <sup>2</sup>	-	95% <sup>2</sup>	95% <sup>2</sup>	6:41 minutes	8:21 minutes	4,403
FY 2001-02	57,292	98%	99%	99%	95%	5:41 minutes	8:19 minutes	3,409
<b>FY 2002-03</b>	<b>53,143</b>	<b>92%</b>	<b>65%</b>	<b>84%</b>	<b>95%</b>	<b>5:53 minutes</b>	<b>8:27 minutes</b>	<b>3,113</b>
Change over last 5 years	+102%	-	-	-	-	-	-	-24%

⊙ Budget impact measure

<sup>1</sup> The pre-CAD manual system did not include some activities that the CAD system now records.

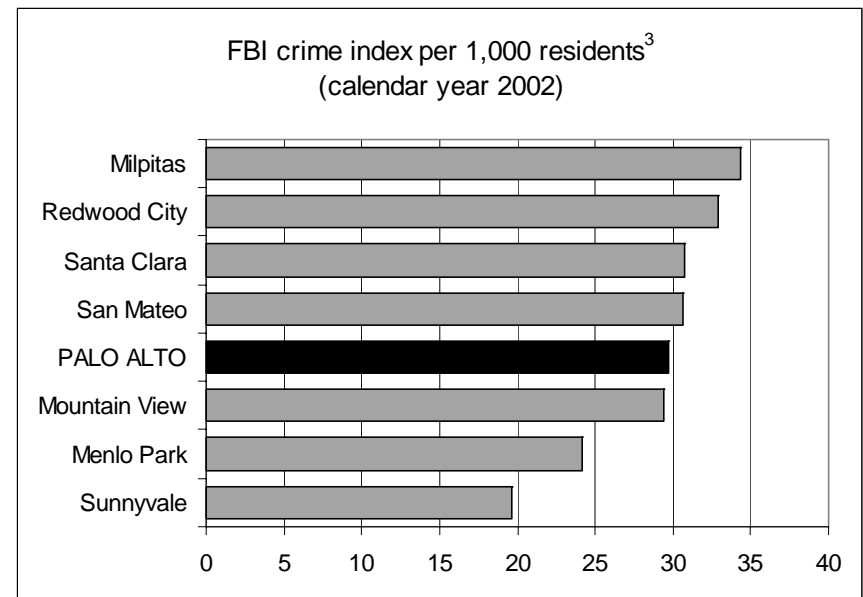
<sup>2</sup> Estimated

## CRIME

The Police Department categorizes crime as Part 1<sup>1</sup> and Part 2.<sup>2</sup> Over the past five years, the number of reported Part 1 crimes dropped 12 percent. The number of Part 2 crimes increased 13 percent over five years, but have declined since 2000-01.

Police Department statistics show 119 reported crimes per 1,000 residents, with 74 reported crimes per officer. The FBI crime index per 1,000 residents for Palo Alto is mid-range of several other local jurisdictions.

During FY 2002-03, 13 percent of households reported being the victim of a crime in the last 12 months. Of those households, 76 percent said they reported the crime.



Source: California Department of Justice and California Department of Finance

	Reported crimes				Citizen Survey		Arrests		Clearance rates for part 1 crimes			
	Part 1 crimes reported	Part 2 crimes reported	Reported crimes per 1,000 residents	Reported crimes per officer	Percent households reported being victim of crime in last 12 months	Percent households that were victim of a crime who reported the crime	Juvenile arrests	Total arrests <sup>4</sup>	Homicide cases cleared/closed	Rape cases cleared/closed	Robbery cases cleared/closed	Theft cases cleared/closed
FY 1998-99	2,496	4,426	119	73	-	-	442	3,415	-	-	-	-
FY 1999-00	2,326 <sup>5</sup>	4,922 <sup>5</sup>	124 <sup>5</sup>	76 <sup>5</sup>	-	-	348 <sup>5</sup>	3,198 <sup>5</sup>	75%	-	-	-
FY 2000-01	2,075	5,525	126	79	-	-	413	3,151	80%	-	-	-
FY 2001-02	2,208	4,982	119	74	-	-	345	3,153	85%	56%	29%	25%
<b>FY 2002-03</b>	<b>2,205</b>	<b>4,980</b>	<b>119</b>	<b>74</b>	<b>13%</b>	<b>76%</b>	<b>293</b>	<b>2,851</b>	<b>None</b>	<b>43%</b>	<b>34%</b>	<b>28%</b>
Change over last 5 years	-12%	+13%	0%	+1%	-	-	-34%	-17%	-	-	-	-

⊙ Budget impact measure

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

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

<sup>3</sup> FBI crime index includes homicide, forcible rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson.

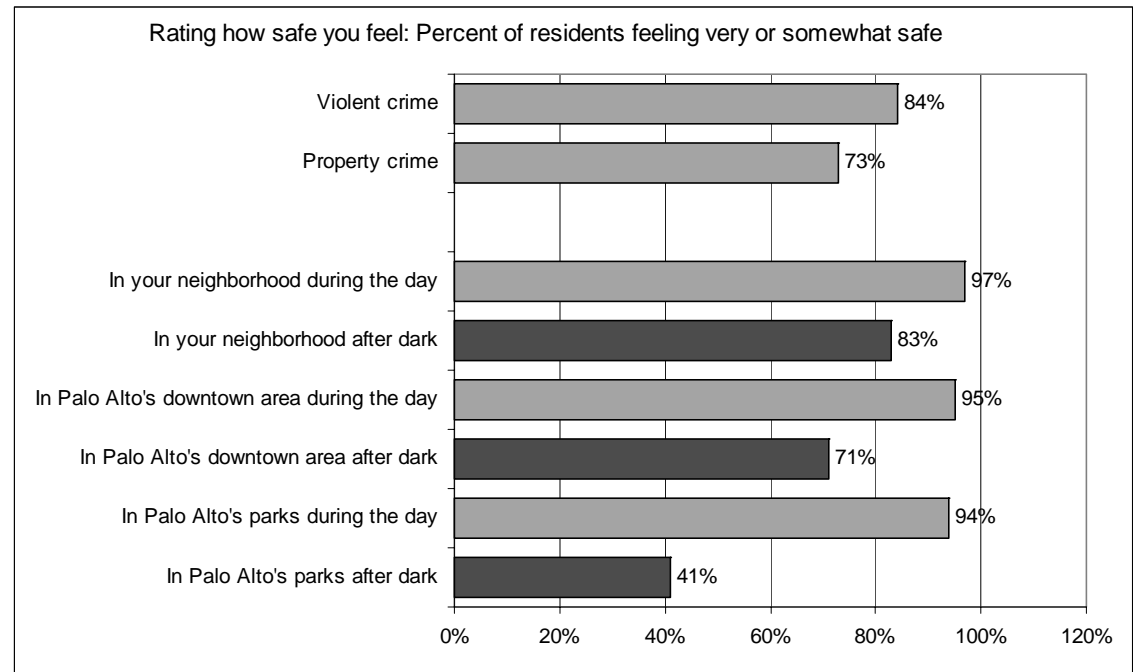
<sup>4</sup> Total arrests does not include drunk in public where suspects are taken to the sobering station, or traffic warrant arrests.

<sup>5</sup> Estimated

## PERCEPTIONS OF SAFETY

When evaluating safety in the community, 84 percent of residents felt “very” or “somewhat safe” from violent crimes in Palo Alto. In their neighborhood during the day, 97 percent of residents felt “very” or “somewhat safe”. After dark, 83 percent of residents felt “very” or “somewhat safe” in their neighborhoods.

These ratings are above the norm of other jurisdictions surveyed by the National Citizen Survey™, except in our parks after dark, where Palo Alto rates are similar to the norm. For example, Palo Alto was in the 88<sup>th</sup> percentile compared to other jurisdictions responding to the question “please rate how safe you feel in your neighborhood during the day.”



Source: National Citizen Survey™ 2003 (Palo Alto)

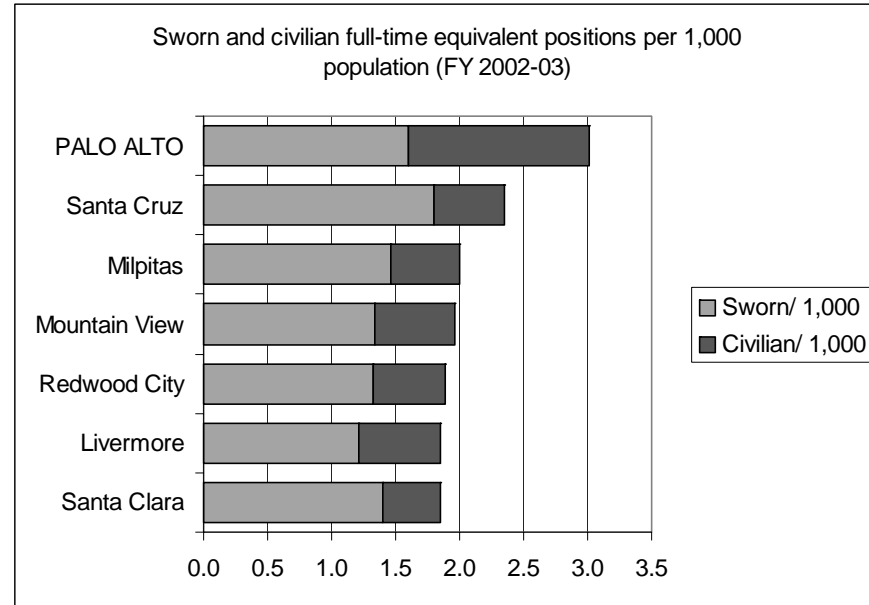
	Citizen Survey: Percent of residents feeling very or somewhat safe							
	From violent crime	From property crime	In your neighborhood during the day	In your neighborhood after dark	In Palo Alto's downtown area during the day	In Palo Alto's downtown area after dark	In Palo Alto's parks during the day	In Palo Alto's parks after dark
FY 1998-99	-	-	-	-	-	-	-	-
FY 1999-00	-	-	-	-	-	-	-	-
FY 2000-01	-	-	-	-	-	-	-	-
FY 2001-02	-	-	-	-	-	-	-	-
<b>FY 2002-03</b>	<b>84%</b>	<b>73%</b>	<b>97%</b>	<b>83%</b>	<b>95%</b>	<b>71%</b>	<b>94%</b>	<b>41%</b>
Change over last 5 years	-	-	-	-	-	-	-	-

## POLICE STAFFING, EQUIPMENT, AND TRAINING

Authorized departmental staffing increased from 178 to 183 full time equivalents over the last five years, or 3 percent. The number of police officers has increased from 95 to 97, or 2 percent.<sup>1</sup> There are an average of 8 officers on duty at all times.

With 1.6 sworn police officers per 1,000 residents, Palo Alto's sworn staffing-to-population ratio is higher than some nearby jurisdictions and lower than others. Palo Alto's total staffing (which includes dispatch and animal services) is higher than other local jurisdictions.

The department increased training hours from 92 to 143 hours per officer, or 55 percent, over five years.



Source: Cities of Palo Alto, Santa Cruz, Milpitas, Mountain View, Redwood City, Livermore, and Santa Clara

	Authorized staffing (FTE)	Number of police officers	Police officers per 1,000 residents	Average number of officers on duty	Number of patrol vehicles	Number of motor-cycles	Training hours per officer
FY 1998-99	178	95	1.63	8	27	7	92
FY 1999-00	179	95	1.62	8	28	7	112
FY 2000-01	180	96	1.59	8	30	8	114
FY 2001-02	182	97	1.60	8	29	10	128
<b>FY 2002-03</b>	<b>183</b>	<b>97</b>	<b>1.60</b>	<b>8</b>	<b>30</b>	<b>10</b>	<b>143</b>
Change over last 5 years	+3%	+2%	-2%	0%	+11%	+43%	+55%

⊙ Budget impact measure

<sup>1</sup> The department is authorized four positions to accommodate persons on a disability pay status.

## TRAFFIC AND PARKING CONTROL

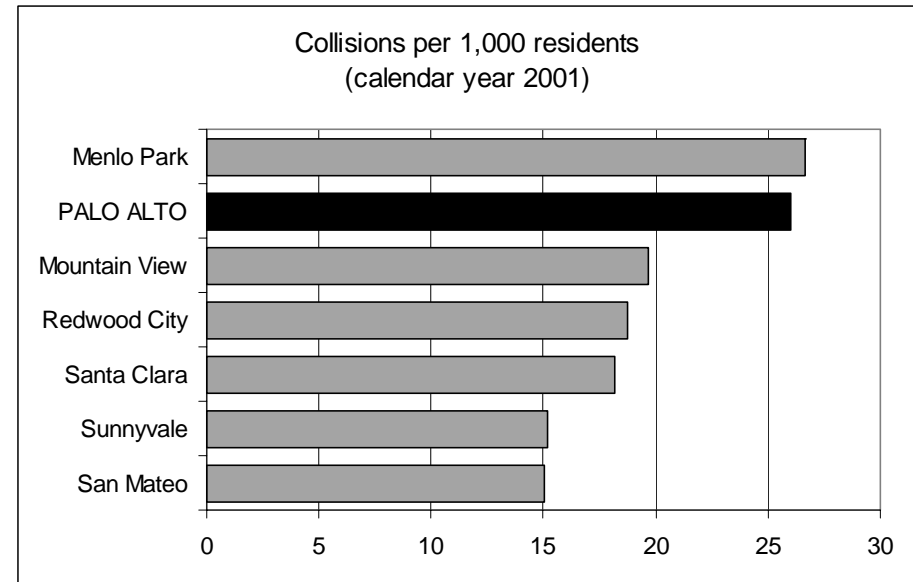
Over the past five years, the total number of

- traffic accidents decreased by 12 percent,
- bicycle/pedestrian accidents decreased by 31 percent,
- alcohol related accidents decreased by 23 percent, and
- total injury accidents decreased by 6 percent.

The number of traffic accidents per 1,000 residents decreased from 29 to 25 per 1,000 residents, or 14 percent, over the past 5 years.

In FY 2002-03, police personnel made nearly 10,000 traffic stops, and issued over 8,000 traffic citations and over 52,000 parking citations.

Comparison data for calendar year 2001 shows that Palo Alto was at the higher end of the range of several local jurisdictions in number of collisions per 1,000 residents. According to the Police Department, Palo Alto documents minor damage accidents to a much larger extent than other jurisdictions.



Source: California Highway Patrol, 2001 Annual Report of Fatal and Injury Motor Vehicle Traffic Collisions

							Citizen Survey			
	Traffic Accidents	Bicycle/pedestrian accidents	Alcohol related accidents	Total injury accidents	Percent of traffic accidents with injury	Traffic accidents per 1000 residents	Number of traffic stops	Traffic citations issued	Parking citations	Percent rating traffic enforcement good or excellent
FY 1998-99	1,691 <sup>1</sup>	118 <sup>1</sup>	39 <sup>1</sup>	417 <sup>1</sup>	25%	29	-	12,455	44,454	-
FY 1999-00	2,030 <sup>1</sup>	128 <sup>1</sup>	38 <sup>1</sup>	412 <sup>1</sup>	20%	35	11,938	15,146	44,610	-
FY 2000-01	1,850	101	49	407	22%	31	15,165	12,831	53,341	-
FY 2001-02	1,567	95	37	412	26%	26	13,670	11,001	55,437	-
<b>FY 2002-03</b>	<b>1,490</b>	<b>81</b>	<b>30</b>	<b>390</b>	<b>26%</b>	<b>25</b>	<b>9,956</b>	<b>8,279</b>	<b>52,422</b>	<b>64%</b>
Change over last 5 years <sup>2</sup>	-12%	-31%	-23%	-6%	+1%	-14%	-	-34%	+18%	-

<sup>1</sup> Estimated

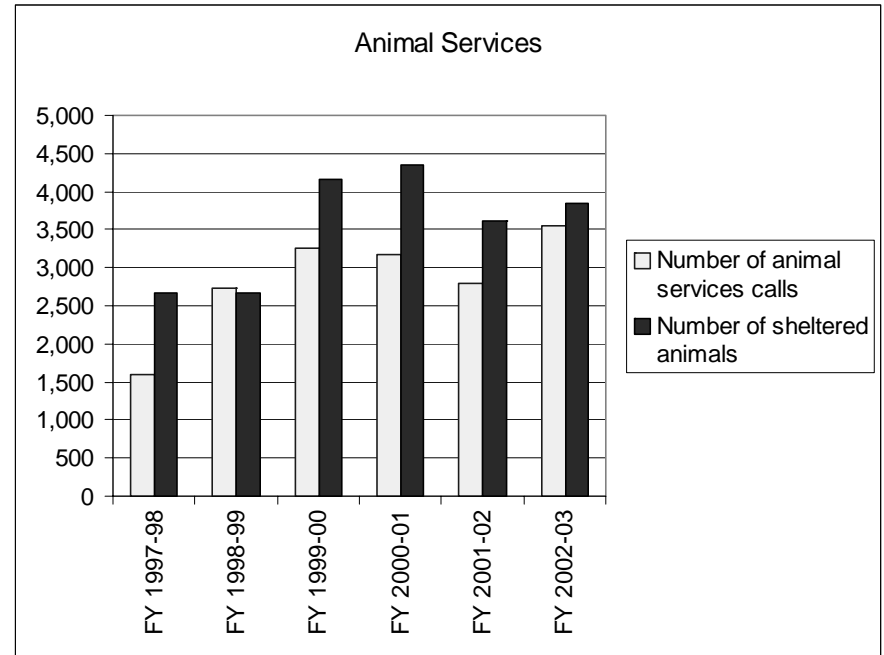
<sup>2</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

## ANIMAL SERVICES

Palo Alto provides regional animal control services to the cities of Palo Alto, Los Altos, Los Altos Hills, Mountain View, and (beginning in 2005) animal sheltering services to Sunnyvale. Animal Services also provides pet recovery and adoption services, animal care, animal health and welfare (including spay and neuter clinics and vaccinations), and other services at the Animal Shelter on East Bayshore Road.

In FY 2002-03, Animal Services responded to 96 percent of Palo Alto live animal calls within 45 minutes, exceeding their target of 85 percent. The department successfully returned to their owners 73 percent of dogs and 10 percent of cats received by the shelter during FY 2002-03, exceeding their targets of 65 percent and 8 percent respectively.

Over the five-year period shown, the number of animal services calls increased by 29 percent, and the number of sheltered animals increased by 44 percent.



Source: Police Department

	Animal Services expenditures	Animal Services revenue	Number of animal services calls	Percent Palo Alto live animal calls for service responded to within 45 minutes <sup>⊙</sup>	Number of sheltered animals	Percent dogs received by shelter returned to owner <sup>⊙</sup>	Percent cats received by shelter returned to owner <sup>⊙</sup>	Citizen Survey Percent rating animal control services good or excellent
FY 1998-99	\$1.1	\$0.6	2,741	81%	2,666	-	-	-
FY 1999-00	\$1.1	\$0.6	3,254	85%	4,154	-	-	-
FY 2000-01	\$1.1	\$0.6	3,174	85%	4,349	-	-	-
FY 2001-02	\$1.3	\$0.9	2,803	85%	3,614	79%	10%	-
<b>FY 2002-03</b>	<b>\$1.3</b>	<b>\$0.7</b>	<b>3,545</b>	<b>96%</b>	<b>3,849</b>	<b>73%</b>	<b>10%</b>	<b>79%</b>
Change over last 5 years	+24%	+10%	+29%	+15%	+44%	-	-	-

⊙ Budget impact measure

# CHAPTER 7 – PUBLIC WORKS

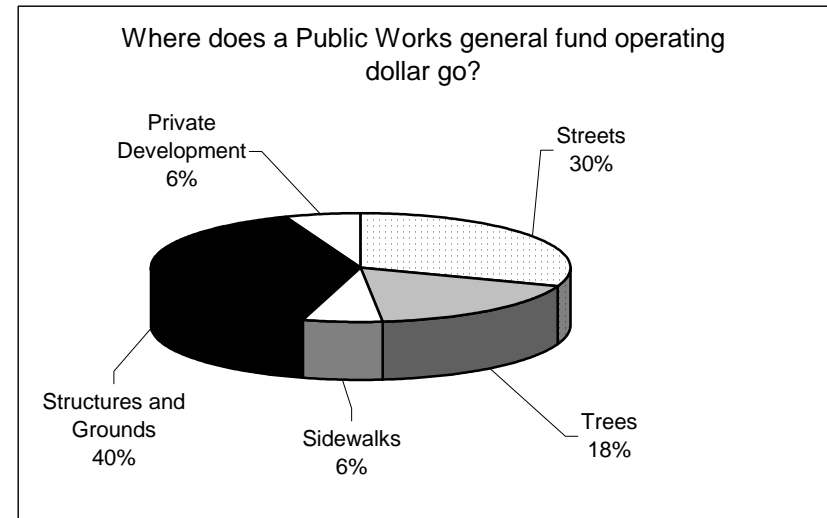
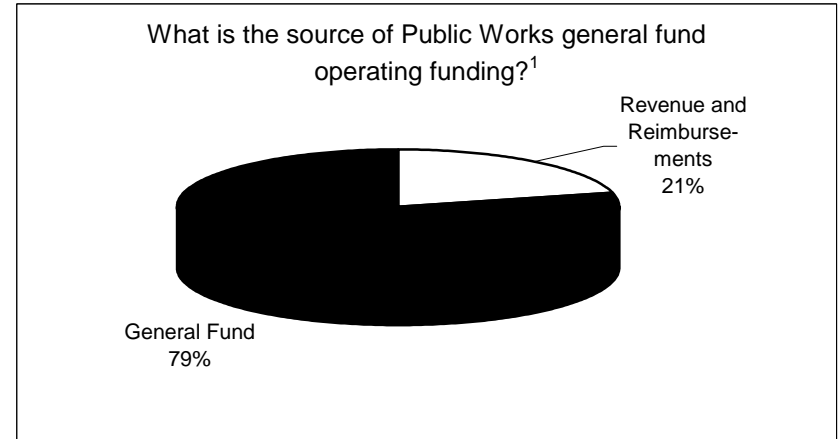
The mission of the Department of Public Works is to provide efficient, cost effective construction, maintenance, and management of Palo Alto streets, sidewalks, parking lots, buildings and other public facilities; to provide appropriate maintenance, replacement and utility line clearing of City trees;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

The General Fund services that the Department provides include:

- Streets – in-house and contract maintenance, street computer mapping, in-house traffic control, emergency response, and capital improvement project support
- Sidewalks – in-house maintenance and capital improvement project support
- Trees – tree inventory management, in-house and contract street tree maintenance, in-house park tree maintenance, and contract utility line clearing
- Structures and Grounds – contract maintenance projects, in-house maintenance, and structures and ground capital improvement project support; includes utility expenses for City facilities
- Private Development - project reviews and Public Works permits and inspections for private development.

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

- Refuse collection and disposal
- Storm Drainage
- Wastewater treatment including the Regional Water Quality Control Plant
- Vehicle Replacement and Maintenance (includes equipment)



Source: FY 2002-03 revenue and expenditure data  
<sup>1</sup> Excludes Public Works Enterprise funds



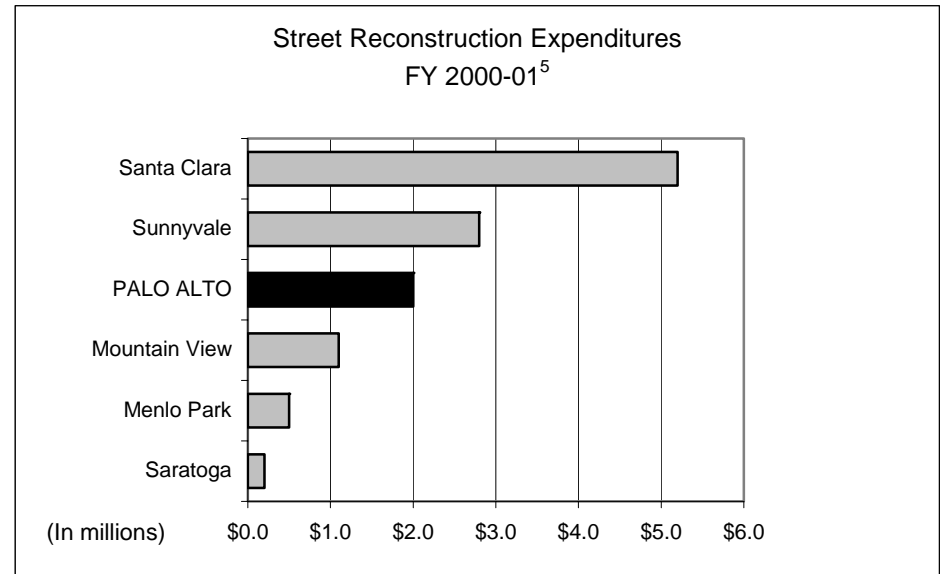
## STREETS

The City is responsible for maintaining 463 lane miles of streets. In addition, Santa Clara County is responsible for 26 lane miles, and the State of California is responsible for maintaining 24 lane miles within Palo Alto's borders.

Over the last five years, Palo Alto's operating expenditures on streets increased seven percent. Authorized staffing increased from 21 to 23 FTE. 50 percent of survey respondents rate street repair good or excellent.

In FY 2002-03, based on a ranking system used by the Public Works Department, 60 percent of Palo Alto's streets were not in need of any maintenance.<sup>4</sup> In FY 2002-03, 2,943 potholes were repaired, with 100 percent of those repairs within 15 days of notification.

As shown in the graph on the right, Palo Alto spent less than Santa Clara and Sunnyvale but more than Mountain View, Menlo Park and Saratoga on street reconstruction in FY 2000-01.



Source: California State Controller's Office, State of California Streets and Roads Annual Report Fiscal Year 2000-01

	Operating expenditures (in millions)	Capital expenditures (in millions) <sup>2</sup>	Authorized staffing (FTE)	Total lane miles maintained	Lane miles resurfaced	Percent of streets not in need of maintenance <sup>4</sup>	Number of potholes repaired	Percent of potholes repaired within 15 days of notification <sup>3</sup> ©	Citizen Survey Percent rating street repair good or excellent
FY 1998-99	\$3.8	\$1.2	21	458	21	-	2,347	72%	-
FY 1999-00	\$3.8	\$3.6	21	458	18	-	4,911	73%	-
FY 2000-01	\$3.8	\$1.6	21	458	16	-	1,411	68%	-
FY 2001-02	\$4.0	\$3.7	21	463	17	60%	2,220	81%	-
<b>FY 2002-03</b>	<b>\$4.1</b>	<b>\$3.0</b>	<b>23</b>	<b>463</b>	<b>17</b>	<b>60%</b>	<b>2,943</b>	<b>100%</b>	<b>50%</b>
Change over last 5 years <sup>1</sup>	+7%	+148%	+8%	+1%	-19%	-	+25%	+28%	-

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Cash basis; excludes salaries as they are included in operating expenditures; fluctuations over five-year period due to project payment timing.

<sup>3</sup> Changed to 15 days in FY 2001-02. In prior years, number represents percent repaired within 10 days of notification.

<sup>4</sup> This percentage represents streets that should not need maintenance for an average of 10 years [slurry (7 years) or overlay (15 years)], during the street's life cycle.

<sup>5</sup> Data in graph and table differ because City of Palo Alto and Controller's office compile data differently. In addition, jurisdictions budget differently and offer differing levels of services.

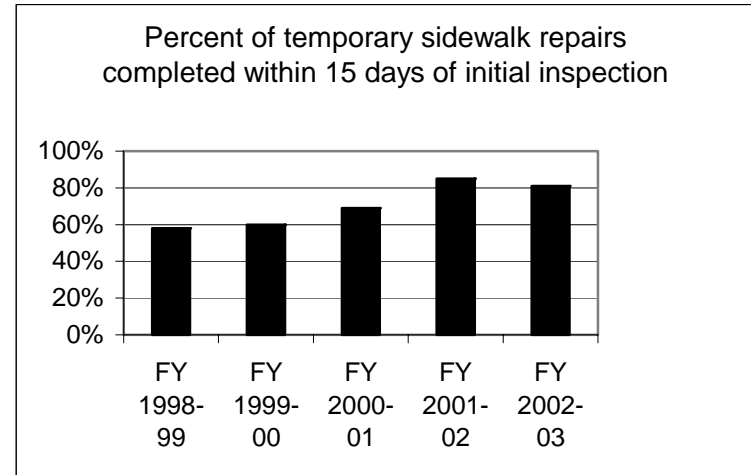
© Budget impact measure

## SIDEWALKS

Public Works maintains sidewalks at an annual cost of about \$800,000. Over the last 5 years, capital spending has increased from about \$600,000 per year to \$1.9 million in FY 2002-03. Unlike some other local jurisdictions, Palo Alto has no cost sharing arrangement with property owners; the City's General Fund pays for 100 percent of all sidewalk work.

In FY 2002-03, more than 100,000 square feet of sidewalks were replaced or permanently repaired and 77 new ADA ramps were completed.

The Department reports that 81 percent of temporary repairs are completed within 15 days of initial inspection. 49 percent of survey respondents rate sidewalk maintenance good or excellent.



Source: Public Works Department

	Operating expenditures (in millions)	Capital expenditures (in millions)	Authorized staffing (FTE)	Number of square feet of sidewalks	Square feet of sidewalk replaced or permanently repaired	Number ADA ramps completed	Percent of temporary repairs completed within 15 days of initial inspection ☉	Citizen Survey Percent rating sidewalk maintenance good or excellent
FY 1998-99	\$0.6	\$0.6	8	-	68,910	145	58%	-
FY 1999-00	\$0.7	\$1.4	8	-	111,490	153	60%	-
FY 2000-01	\$0.7	\$1.1	7	-	105,116	143	69%	-
FY 2001-02	\$0.7	\$1.5	7	6,679,200	94,487	108	85%	-
<b>FY 2002-03</b>	<b>\$0.8</b>	<b>\$1.9</b>	<b>7</b>	<b>6,679,200</b>	<b>101,410</b>	<b>77</b>	<b>81%</b>	<b>49%</b>
Change over last 5 years <sup>1</sup>	+36%	+203%	-12%	-	+47%	-47%	+23%	-

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

☉ Budget impact measure

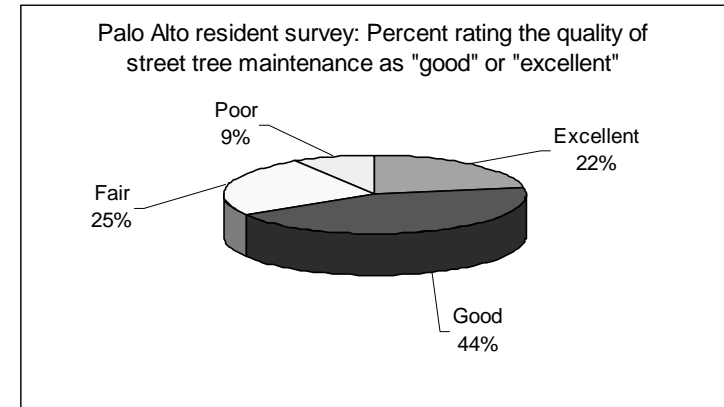
## TREES

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

In FY 2002-03, City-maintained trees totaled 34,939. In FY 2002-03, the number of trees planted by the City and Canopy, a non-profit organization, totaled 322.

The number of trees trimmed (excluding trees trimmed for utility line clearing) or removed in FY 2002-03 was 5,298, or 29 percent higher than it was in FY 1998-99.

66 percent of survey respondents rated street tree maintenance good or excellent.



Source: National Citizen Survey™ 2003

	Operating expenditures (in millions)	Reimbursement from Utilities for line clearing (in millions)	Authorized staffing (FTE)	Total number of City-maintained trees <sup>2</sup>	Number of trees planted <sup>3</sup>	Number of trees removed or trimmed <sup>4</sup>	Citizen Survey Percent rating street tree maintenance good or excellent
FY 1998-99	\$2.9	\$1.0	15	39,832	502	4,117	-
FY 1999-00	\$2.5	\$0.9	16	39,923	342	4,695	-
FY 2000-01	\$2.7	\$0.7	16	38,094	269	5,500	-
FY 2001-02	\$2.7	\$1.0	16	37,941	295	5,986	-
<b>FY 2002-03</b>	<b>\$2.4</b>	<b>\$0.8</b>	<b>16</b>	<b>34,939</b>	<b>322</b>	<b>5,298</b>	<b>66%</b>
Change over last 5 years <sup>1</sup>	-16%	-13%	+7%	-12%	-36%	+29%	-

<sup>1</sup> Figures are based on actual data. However, percentage or total may not tally due to rounding.

<sup>2</sup> Source: City of Palo Alto Comprehensive Annual Financial Plan (CAFR), Fiscal Years 1998-99 through 2002-03

<sup>3</sup> Includes trees planted by Canopy; data source is Department of Public Works' workload statistics.

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

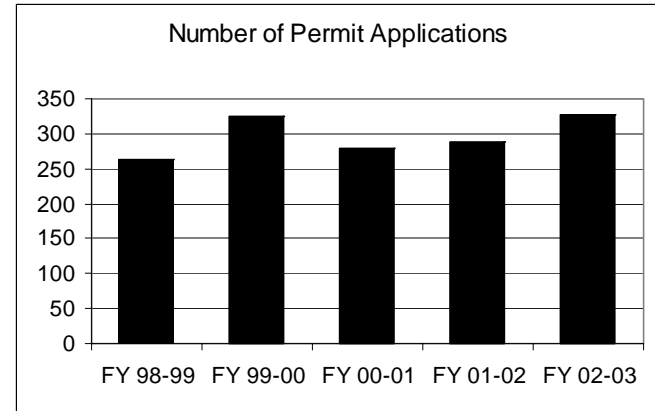
## STRUCTURES AND GROUNDS PRIVATE DEVELOPMENT

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

In FY 2000-01, the Department added 5.5 new positions to implement the Infrastructure Management Plan (IMP).

The Department reports that increased costs for maintaining City facilities have historically been due to additional equipment and square footage maintained. The Department further reports that purchasing "green" custodial products and supplies have also contributed to increased costs.

Maintaining and improving infrastructure was one of the City Council's Top 5 Priorities for FY 2002-03.



Source: Public Works Department

	Structures and grounds						Private development			
	Citywide capital improvement program support (in millions)	Contracted maintenance expenditures (in millions)	In-house maintenance expenditures (in millions)	Total square feet of facilities maintained	Maintenance cost per square foot <sup>3</sup>	Authorized staffing (FTE)	Operating expenditures (in millions)	Revenue (in millions)	Authorized staffing (FTE)	Number of permit applications <sup>2</sup>
FY 1998-99	\$1.2	\$1.2	\$2.0	1,089,446	\$2.88	32	\$0.5	\$0.1	5	262
FY 1999-00	\$1.0	\$1.2	\$2.2	1,089,446	\$3.08	32	\$0.5	\$0.3	5	325
FY 2000-01	\$1.0	\$1.4	\$2.3	1,089,446	\$3.42	35	\$0.6	\$0.2	5	279
FY 2001-02	\$1.4	\$1.3	\$2.3	1,319,750	\$2.73	37	\$0.6	\$0.2	6	289
<b>FY 2002-03</b>	<b>\$1.4</b>	<b>\$1.6</b>	<b>\$2.4</b>	<b>1,420,721</b>	<b>\$2.78</b>	<b>36</b>	<b>\$0.8</b>	<b>\$0.2</b>	<b>7</b>	<b>303</b>
Change over last 5 years <sup>1</sup>	+13%	+37%	+20%	30%	-3%	+14%	+64%	+66%	+26%	+16%

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Includes permits for: street work, encroachment, and certificate of compliance.

<sup>3</sup> Includes certain utility costs for City facilities.

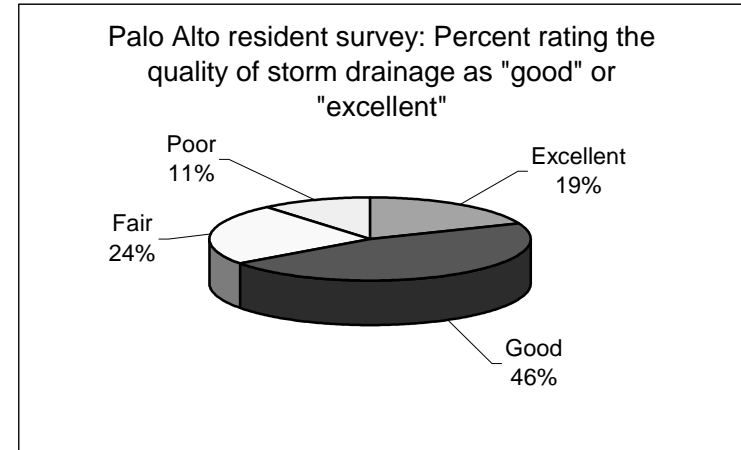
## STORM DRAINS

The purpose of the City's storm drain system is to provide adequate drainage, reduce the risk of flooding, and enhance water quality. Storm drain expenses are paid from the Storm Drain Enterprise Fund. Residents pay \$4.25 per month to operate and maintain the storm drainage system. The General Fund also contributes to the storm drain fund.

The City has approximately 2,885 catch basins and 564,960 feet of storm drain pipelines. In FY 2002-03, the Department reports it cleaned and inspected 100 percent of catch basins and cleaned 157,335 feet of storm drain pipelines.

Over the last five years, the average monthly bill for storm drains has remained constant at \$4.25.

65 percent of survey respondents rated storm drainage good or excellent.



Source: National Citizen Survey™ 2003

	Revenues, expenses, transfers and reserves (in millions)					Average monthly residential bill	Authorized staffing (FTE)	Percent of catch basins cleaned and inspected ©	Feet of storm drain pipelines cleaned © <sup>c</sup>	Calls for assistance with storm drains <sup>3</sup>	Citizen Survey
	Total operating revenue	Total operating expense	Capital expense <sup>2</sup>	Transfer from General Fund to Storm Drain Fund	Reserve balance						Percent rating the quality of storm drainage good or excellent
FY 1998-99	\$2.1	\$1.7	\$1.1	-	\$2.6	\$4.25	9	-	58,714	-	-
FY 1999-00	\$2.0	\$1.8	\$1.0	\$0.5	\$2.5	\$4.25	9	100%	59,615	245	-
FY 2000-01	\$2.1	\$2.1	\$0.1	\$1.0	\$1.3	\$4.25	10	100% <sup>3</sup>	77,719	286	-
FY 2001-02	\$2.2	\$2.0	\$0.4	\$0.9	\$1.1	\$4.25	10	100% <sup>3</sup>	139,205	294	-
<b>FY 2002-03</b>	<b>\$2.2</b>	<b>\$2.2</b>	<b>\$0.5</b>	<b>\$0.9</b>	<b>\$0.9</b>	<b>\$4.25</b>	<b>10</b>	<b>100%</b>	<b>157,335</b>	<b>241</b>	<b>65%</b>
Change over last 5 years <sup>1</sup>	+6%	+24%	-57%	-	-64%	-	-	-	168%	-	-

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Includes direct labor, materials, supplies, and contractual services. Does not include overhead.

<sup>3</sup> Estimated

© Budget Impact Measure

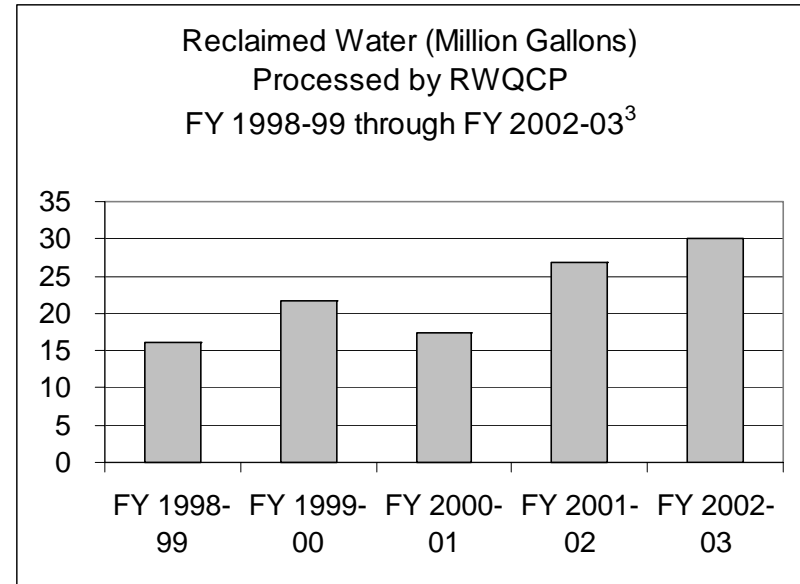
<sup>c</sup> Comprehensive Plan item

## WASTEWATER TREATMENT WASTEWATER ENVIRONMENTAL COMPLIANCE

The Wastewater Treatment Fund is an enterprise fund operated by the Public Works Department. Its purpose is two-fold: to maintain and monitor the Regional Water Quality Control Plant (RWQCP) and to ensure compliance with regulations protecting the San Francisco Bay and environment.

In addition to treating Palo Alto’s wastewater, the RWQCP treats wastewater from five other areas: Mountain View, Los Altos, Los Altos Hills, Stanford and East Palo Alto. The RWQCP reports that reclaimed water delivered totaled approximately 30 million gallons in FY 2002-03.

The Department reports that increased costs and staffing from FY 1998-99 through FY 2002-03 were due in part to additional operations supervisors (based on a regulatory requirement), maintenance staff, and a storekeeper. The Department also reports growth in costs and staffing for environmental compliance was due to increased business outreach and environmental monitoring.



Source: Public Works Department

	Wastewater Treatment Fund					Regional Water Quality Control Plant				Wastewater environmental compliance		
	Total operating revenue (in millions)	Total operating expense (in millions)	Percent of operating expenses reimbursed by other jurisdictions	Capital expense (in millions) <sup>2</sup>	Reserve balance (in millions)	Authorized staffing (FTE)	Millions of gallons processed	Operating cost per million gallons processed	Fish toxicity test (percent survival)	Authorized staffing (FTE)	Number of inspections performed	Percent of industrial discharge tests in compliance
FY 1998-99	\$11.8	\$11.8	63%	\$2.5	\$6.9	51	9,426	\$1,252	99.66%	13	231	99.32%
FY 1999-00	\$12.1	\$11.7	63%	\$6.5	\$8.5	53	9,834	\$1,190	100.00%	13	198	99.29%
FY 2000-01	\$13.9	\$12.6	64%	\$3.2	\$10.4	54	9,243	\$1,298	99.66%	14	208	98.71%
FY 2001-02	\$14.0	\$13.7	63%	\$1.1	\$11.5	54	8,699	\$1,575	99.78%	14	192	98.99%
<b>FY 2002-03</b>	<b>\$13.6</b>	<b>\$14.1</b>	<b>63%</b>	<b>\$2.4</b>	<b>\$10.8</b>	<b>54</b>	<b>8,704</b>	<b>\$1,529</b>	<b>99.75%</b>	<b>14</b>	<b>182</b>	<b>99.29%</b>
Change over last 5 years <sup>1</sup>	+14%	+19%	0%	-4%	+57%	+6%	-8%	+22%	0%	+8%	-21%	-0.03%

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Includes direct labor, materials, supplies, and contractual services. Does not include overhead.

<sup>3</sup> Excludes recycled water that is reprocessed through the plant and used for washing filters, etc.

## REFUSE

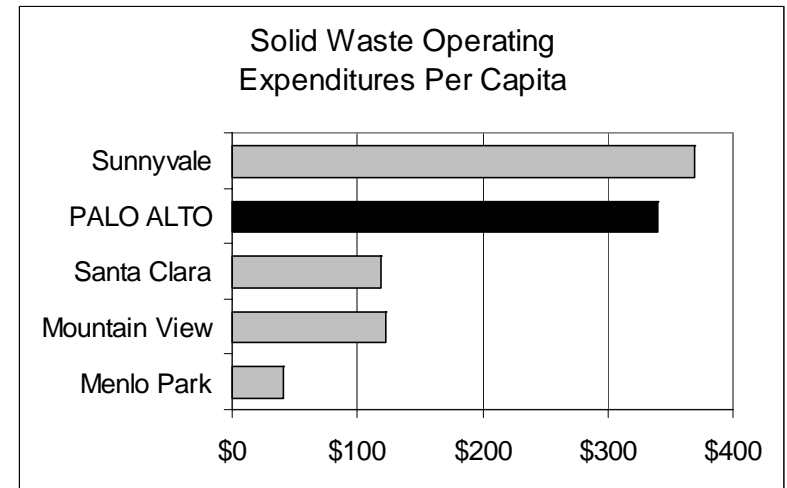
The City coordinates refuse services for Palo Alto residents and businesses. This includes the collection, hauling, processing, recycling and disposal of waste materials.

Operating expenses for refuse services have increased from \$20.2 to \$23.8 million, or approximately 18 percent over the last five years.

Over the past 5 years, total tons of waste landfilled decreased by 11,398 tons, or 15 percent. Tons of materials recycled decreased by 2,501 tons, or 5 percent.

The City's state-approved diversion percentage decreased from 57 to 55 percent over five years. Nonetheless, the Refuse Fund continues to exceed the state mandate to reduce waste by 50 percent by the year 2000.

Palo Alto's solid waste operating expenditures per capita for 2000-01 were lower than Sunnyvale, but higher than some other local cities. It is important to note that cities offer different levels of service. For example, Palo Alto offers backyard garbage collection, weekly curbside recycling and composting programs, monthly household hazardous waste events, and weekly street sweeping services.



Source: California State Controller, Cities Annual Report, Fiscal Year 2000-01

	Operating revenue (in millions)	Operating expense (in millions)	Capital expense <sup>5</sup> (in millions)	Reserve balance (in millions)	Authorized staffing (FTE)	Total tons of waste landfilled <sup>4</sup>	Tons of materials recycled <sup>4</sup>	State-approved diversion percentage <sup>2</sup> ⊙	Tons of household hazardous materials collected	Average monthly residential bill	Number of lane miles swept <sup>3</sup>	Citizen Survey		
												Percent rating garbage collection good or excellent	Percent rating recycling services good or excellent	Percent of residents who recycled more than 12 times during the year
FY 1998-99	\$21.6	\$20.2	\$0.1	\$10.8	34	76,568	50,563	57%	222	\$25.65	21,694	-	-	-
FY 1999-00	\$22.2	\$21.1	\$0.1	\$12.3	33	89,942	43,957	59%	224	\$25.32	20,760	-	-	-
FY 2000-01	\$22.2	\$20.5	\$1.3	\$14.0	34	81,498	41,169	59%	205	\$25.24	23,241	-	-	-
FY 2001-02	\$21.8	\$23.6	\$0.0	\$13.1	34	67,664	43,311	61%	218	\$25.00	21,447	-	-	-
<b>FY 2002-03</b>	<b>\$21.7</b>	<b>\$23.8</b>	<b>\$0.1</b>	<b>\$11.3</b>	<b>34</b>	<b>65,170</b>	<b>48,062</b>	<b>55%</b>	<b>240</b>	<b>\$24.21</b>	<b>21,905</b>	<b>94%</b>	<b>90%</b>	<b>89%</b>
Change over last 5 years <sup>1</sup>	+1%	+18%	+1%	+5%	-2%	-15%	-5%	-2%	+8%	-6%	+1%	-	-	-

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Diversion data is calculated on a calendar year basis and reported as the subsequent year (e.g. calendar year 2001 is shown as FY 2001-02).

<sup>3</sup> Most streets are swept weekly; business districts are swept three times a week.

<sup>4</sup> Does not include materials disposed of through privately contracted collection.

<sup>5</sup> Includes direct labor, materials, supplies, and contractual services. Does not include overhead.

⊙ Budget impact measure

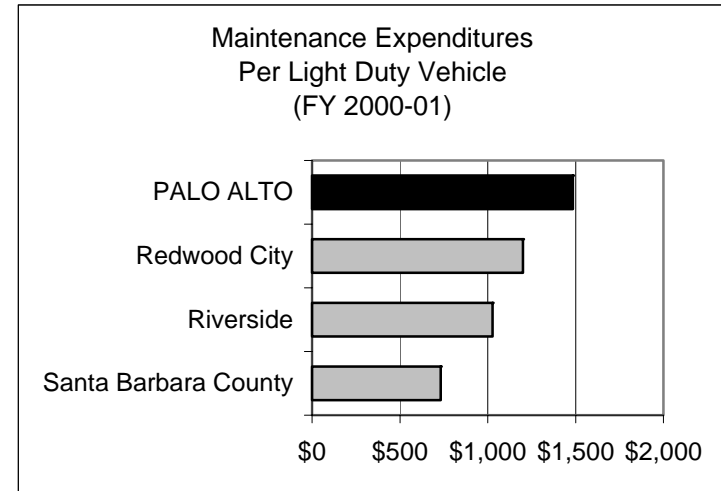
## CITY FLEET AND EQUIPMENT

The City accounts for its fleet and equipment in the Vehicle Replacement and Maintenance Fund. The Fund provides for the maintenance and replacement of vehicles and equipment.

The department reports that the City's fleet includes 309 light duty vehicles (including police patrol cars and fire response vehicles), 64 emergency response vehicles and light duty fire response vehicles, 96 heavy equipment items (self-propelled construction equipment such as loaders, backhoes, and motor graders), and 220 other pieces of other equipment (turf equipment, trailers, asphalt rollers, etc.).

The value of the City's equipment in FY 2002-03 was approximately \$8.6 million or about three times the value of the City's \$2.8 million light-duty vehicle fleet. Vehicle operations and maintenance costs totaled about \$2.8 million in FY 2002-03. The median age of light duty vehicles has increased to 5.4 years.

The department reports that 97 percent of scheduled preventive maintenance is performed within 5 business days of original schedule.



Source: ICMA, *Comparative Performance Measurement FY 20001 Data Report and Public Works Department*

	Operating and maintenance expenditures for vehicles and equipment (in millions)	Authorized staffing (FTE)	Current value of fleet and equipment (in millions)	Number of alternative fuel vehicles <sup>5</sup>	Total miles traveled (light duty vehicles) <sup>3</sup>	Median mileage of light duty vehicles <sup>3</sup>	Median age of light duty vehicles <sup>3</sup>	Maintenance cost per light duty vehicle <sup>2</sup>	Percent of scheduled preventive maintenance performed within five business days of original schedule ©
FY 1998-99	\$2.1	14	-	-	-	-	-	-	-
FY 1999-00	\$3.1	14	-	-	-	-	-	-	95%
FY 2000-01	\$2.8	14	\$12.1	66	1,933,922	31,200	4.8	\$1,485	95%
FY 2001-02	\$2.7	15	\$13.2	75	1,886,892	34,600	5.1	\$1,398	92%
<b>FY 2002-03</b>	<b>\$2.8</b>	<b>15</b>	<b>\$11.4</b>	<b>79</b>	<b>1,937,687</b>	<b>38,200</b>	<b>5.4</b>	<b>\$1,816</b>	<b>97%</b>
Change over last 5 years <sup>1</sup>	+30%	+7%	-	-	-	-	-	-	-

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Includes all maintenance costs except for fuel and accident repairs. Includes 25 police patrol cars.

<sup>3</sup> The Public Works Department defines "light duty vehicles" as automobiles and light trucks (less than 10,000 pounds gross vehicle weight).

<sup>5</sup> Sustainability indicator

© Budget impact measure





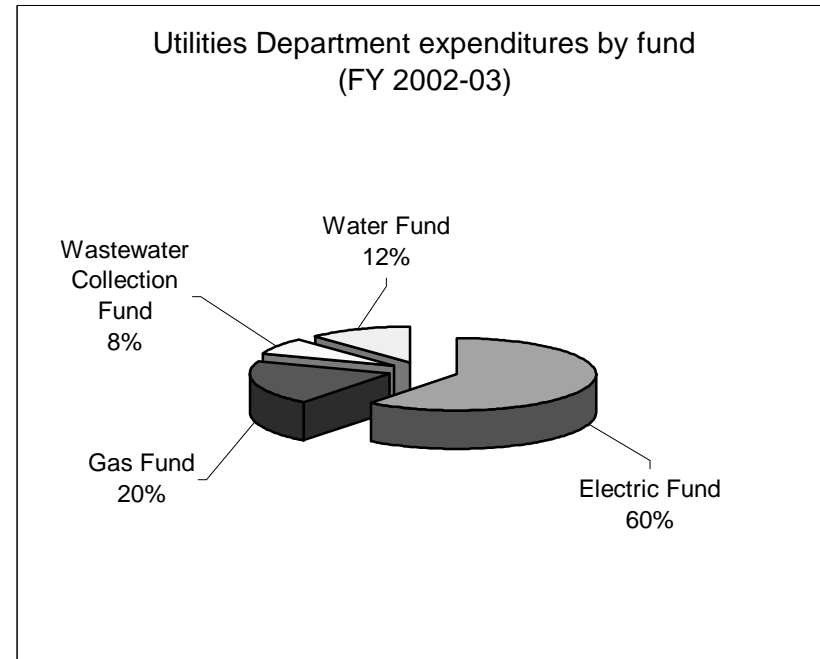
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# CHAPTER 8 – UTILITIES

The mission of the Utilities department is to build value for its citizen owners, to provide dependable returns to the City and citizens of Palo Alto, and to be the preferred full service utility provider while sustaining the environment.

The department is responsible for four of the City's utilities:<sup>1</sup>

- Electric – Founded in 1900, the electric utility purchases and delivers nearly 900,000 megawatt hours per year to more than 28,000 customers.
- Gas – Founded in 1917, the gas utility purchases and delivers nearly 29 million therms to over 23,000 customers.
- Water – Founded in 1896, the water system purchases and distributes about 5.24 million cubic feet per year to more than 19,000 customers.
- Wastewater collection – Founded in 1898, the wastewater collection utility maintains more than 200 miles of sanitary sewer lines, annually transporting more than 3.6 million gallons of sewage and wastewater to the Regional Water Quality Control Plant.



Source: 2002-03 Comprehensive Annual Financial Report

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<sup>1</sup> The Public Works department (see Chapter 7) is responsible for refuse, storm drainage, and wastewater treatment.

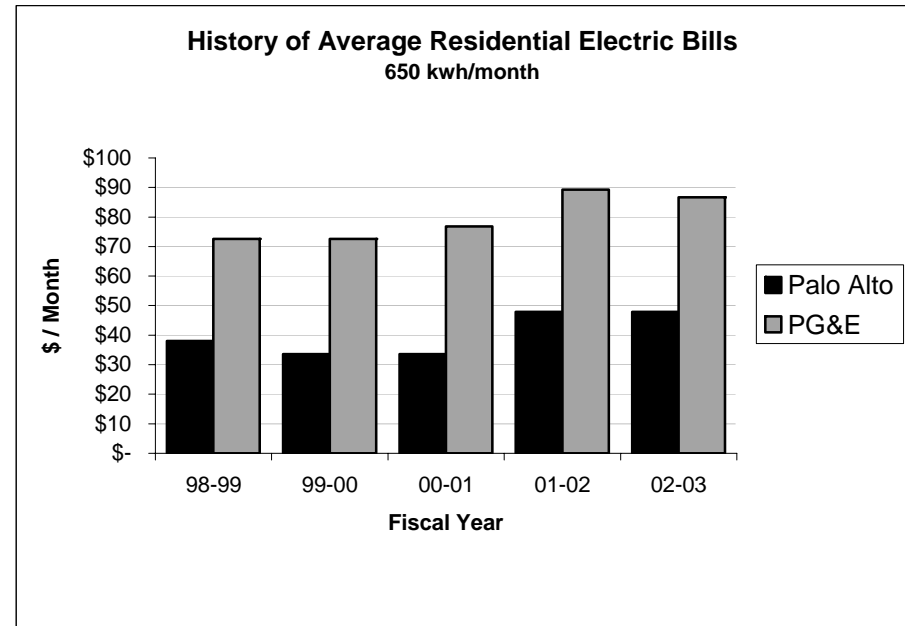
## ELECTRICITY

Spending, staffing, and revenues related to electric services have grown over the past five years:

- Operating revenues increased 16 percent to \$91.6 million in FY 2002-03
- Electricity purchase costs of \$37.5 million in FY 2002-03 were down significantly from FY 2000-01 and 2001-02, but were still 47 percent higher than five years earlier
- Authorized staffing levels increased 13 percent, expanding the public benefit and telecom programs and 24 x 7 field service operations

Although Palo Alto's average residential electric bill has increased by 26 percent over five years, it is far lower than comparable Pacific Gas & Electric (PG&E) rates.

89 percent of survey respondents rated electric and gas services good or excellent, and 67 percent of respondents rated street lighting good or excellent.



Source: Utilities Department

### Revenues, expenses, and reserves (in millions)

### Citizen Survey

	Operating revenue	Operating expense	Capital expense <sup>2</sup>	Equity transfers	Electric Fund reserves	Electricity purchases (in millions)	Average purchase cost (per MWH)	Average monthly residential bill (500 KWH/month)	Fiber system revenue	Authorized staffing (FTE)	Percent rating electric and gas services good or excellent	Percent rating street lighting good or excellent
FY 1998-99	\$79.0	\$45.1	\$5.5	\$7.3	\$109.2	\$25.5	\$30.94	\$38.02	\$0.4	106	-	-
FY 1999-00	\$66.6	\$39.3	\$10.4	\$7.3	\$115.8	\$18.3	\$25.11	\$33.56 <sup>4</sup>	\$1.1	108	-	-
FY 2000-01	\$131.6	\$81.4	\$9.3	\$7.3	\$151.5	\$57.8	\$38.86	\$33.56	\$0.1 <sup>1</sup>	120	-	-
FY 2001-02	\$93.8	\$92.8	\$12.8	\$7.5 <sup>1</sup>	\$138.5	\$61.8	\$49.26	\$47.94	\$1.8	121	-	-
<b>FY 2002-03</b>	<b>\$91.6</b>	<b>\$67.1</b>	<b>\$9.5</b>	<b>\$7.8</b>	<b>\$152.6</b>	<b>\$37.5</b>	<b>\$45.99</b>	<b>\$47.94</b>	<b>\$1.4</b>	<b>120</b>	<b>89%</b>	<b>67%</b>
Change over last 5 years <sup>3</sup>	+16%	+49%	+72%	+6%	+40%	+47%	+49%	+26%	+299%	+13%	-	-

<sup>1</sup> Estimated

<sup>2</sup> Includes direct labor, materials, supplies, and contractual services. Does not include overhead.

<sup>3</sup> Figures based on actual data, however percentage or total may not tally due to rounding.

<sup>4</sup> 15 percent rate decrease

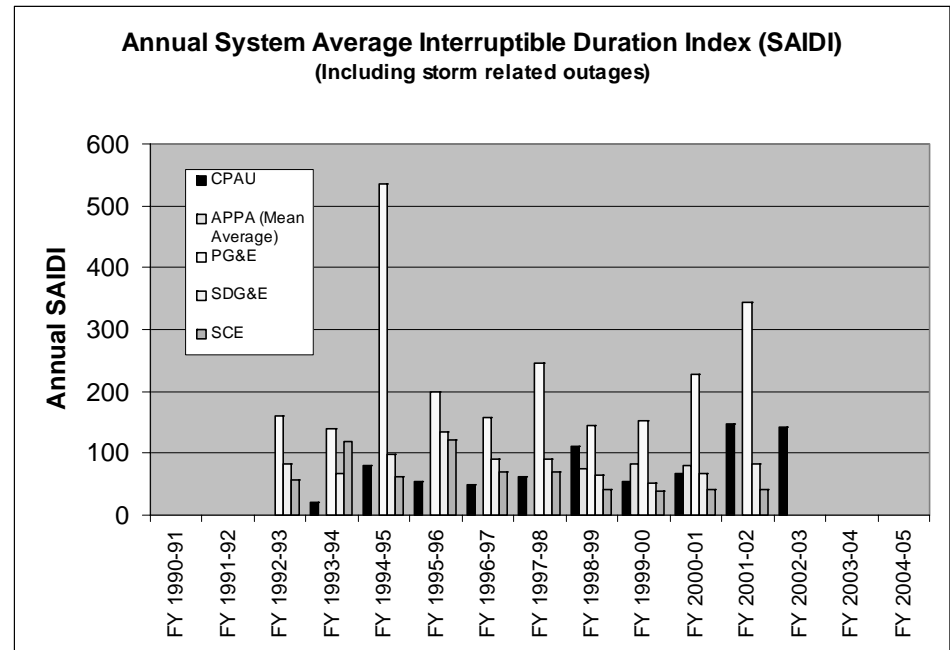
## ELECTRICITY (cont.)

Residents and businesses are using less electricity than five years ago.

- Residential consumption decreased by 12 percent
- Commercial consumption decreased by 15 percent
- Demand-side management program expense increased from \$0.3 to \$2.1 million

Renewable energy as a percentage of total electricity consumed declined by 2 percent in the qualifying renewable category, but increased 5 percent in the large hydro category.

The number of electric service interruptions and the average minutes per customer affected are highly variable from year to year. During FY 2002-03, there were 49 electric service interruptions over 1 minute in duration; the average minutes per customer affected was 140.



Source: Utilities Department

	Number of accounts	Residential MWH consumed <sup>s</sup>	Commercial MWH consumed <sup>s</sup>	Demand-side management program expense (in millions)	Percent qualifying renewables <sup>1, 4, s</sup>	Percent non-qualifying renewables (large hydro) <sup>s, 4</sup>	Electric service interruptions over 1 minute in duration	Average minutes per customer affected	Estimated miles of overhead lines	Estimated miles of underground lines	Circuit miles undergrounded during the year
FY 1998-99	27,674	174,833	874,370	\$0.3	7%	66%	67	112	225	202	2.4
FY 1999-00	27,533	163,481	884,119	\$1.2	6%	63%	33	57	225	202	0
FY 2000-01	28,097	157,285	821,087	\$5.9 <sup>3</sup>	7%	61%	29	54	220	207	5.0
FY 2001-02	28,348	150,525	765,550	\$6.8	8%	63%	52	134	220	207	0
<b>FY 2002-03</b>	<b>28,3408</b>	<b>153,783</b>	<b>741,341</b>	<b>\$2.1</b>	<b>5%</b>	<b>71%</b>	<b>49</b>	<b>140</b>	<b>220</b>	<b>207</b>	<b>0</b>
Change over last 5 years <sup>2</sup>	+3%	-12%	-15%	+668%	-2%	+5%	-27%	+25%	-2%	+2%	-100%

<sup>1</sup> Qualifying renewables includes small hydro facilities of <30 MW

<sup>2</sup> Figures are based on actual data, however total or percentage may not tally due to rounding.

<sup>3</sup> Estimated

<sup>4</sup> Calendar year data is reported as the subsequent year (e.g. calendar year 2002 is shown as FY 2002-03).

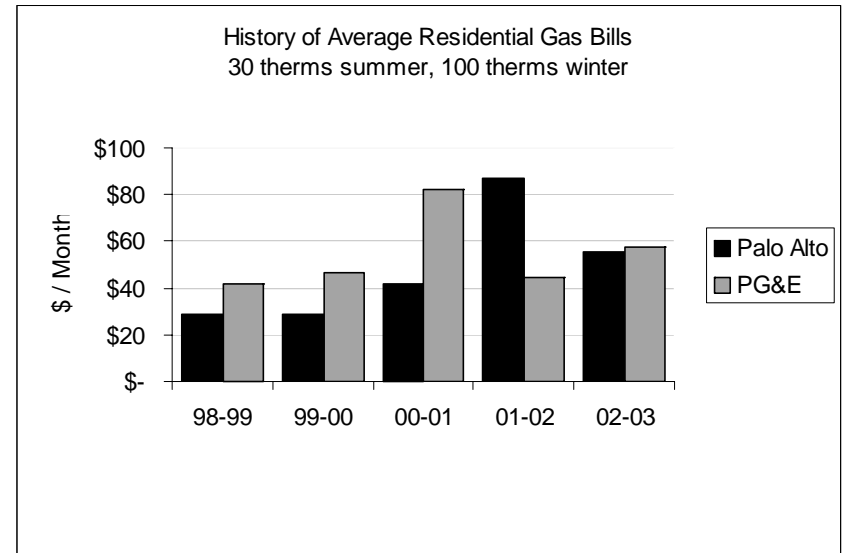
<sup>s</sup> Sustainability indicator

## GAS

Spending for gas service has grown over five years:

- Operating expense including gas purchase costs increased 44 percent.
- The average purchase cost per therm of natural gas increased from 25 cents per therm in FY 1998-99 to 52 cents per therm in FY 2002-03.
- Capital spending increased from \$2.7 million in FY 1998-99 to \$5.5 million in FY 2002-03.
- Gas Fund reserves increased by 46 percent to \$27.3 million in June 2003, after declining to a low of \$6.9 million in June 2001.

The average residential bill has doubled in the last five years, from \$27.38 to \$55.66 per month. Average residential gas bills were highest in FY 2000-01 and FY 2001-02 (\$86.73).



Source: Utilities Department (Palo Alto rates for FY 2000-01 are the weighted average of rate changes during that year)

	Revenues, expenses, and reserves (in millions)					Gas purchases (in millions)	Average purchase cost (per therm)	Average monthly residential bill (30/100 Th/month)	Authorized staffing (FTE)	Citizen Survey
	Operating revenue	Operating expense	Capital expense <sup>2</sup>	Equity transfers	Gas Fund reserves					Percent rating electric and gas services good or excellent
FY 1998-99	\$18.7	\$15.3	\$2.7	\$2.5	\$18.7	\$10.2	\$0.25	\$27.38	48	-
FY 1999-00	\$17.1	\$17.4	\$2.9	\$2.5	\$13.8	\$11.5	\$0.31	\$28.77	49	-
FY 2000-01	\$23.7	\$26.7	\$2.6	\$2.5 <sup>1</sup>	\$6.9	\$20.6	\$0.55	\$86.73	49	-
FY 2001-02	\$41.7	\$28.9	\$4.0	\$2.5 <sup>1</sup>	\$27.0 <sup>4</sup>	\$22.1	\$0.64	\$86.73	50	-
<b>FY 2002-03</b>	<b>\$29.7</b>	<b>\$22.1</b>	<b>\$5.5</b>	<b>\$2.6</b>	<b>\$27.3</b>	<b>\$15.3</b>	<b>\$0.52</b>	<b>\$55.66</b>	<b>49</b>	<b>89%</b>
Change over last 5 years <sup>3</sup>	+59%	+44%	+55%	+6%	+46%	+50%	+112%	+103%	+1%	-

<sup>1</sup> Estimated

<sup>2</sup> Includes direct labor, materials, supplies, and contractual services. Does not include overhead.

<sup>3</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

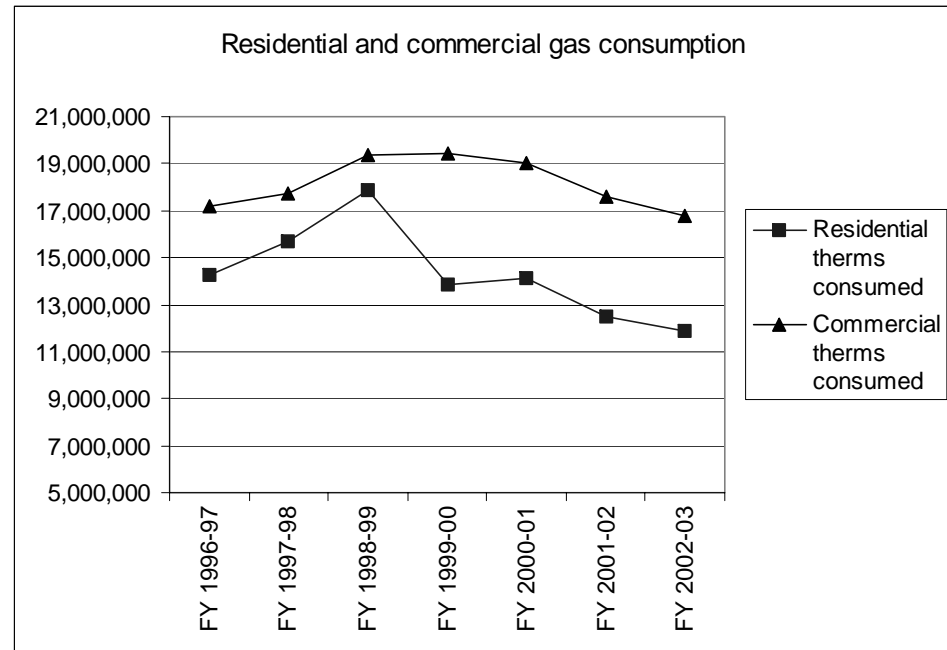
<sup>4</sup> Includes \$6.6 million in bond proceeds to finance improvements to the gas utility system.

## GAS (cont.)

Residents and businesses consumed less natural gas in FY 2002-03 than they did in FY 1998-99. According to staff, gas usage is weather dependent.

The number of service disruptions fluctuates from year to year. In FY 2002-03, there were 45 service disruptions affecting 1,001 customers. According to the department, staff responded to 95 percent of reported gas leaks within 30 minutes, and restored 100 percent of gas service within 4 hours.

Miles of gas main has increased 22 percent over 5 years, from 169 to 207 miles. During FY 2002-03, 207 miles of pipeline were surveyed for leaks, and 5.7 miles of gas mains were replaced.



Source: Utilities Department data

	Customer accounts	Residential THERMS consumed <sup>S</sup>	Commercial/industrial THERMS consumed <sup>S</sup>	Number of service disruptions	Total customers affected	Percent response to gas leaks within 30 minutes <sup>⊙</sup>	Percent gas mainline repairs within 4 hours <sup>1</sup>	Miles of gas main	Miles of pipeline surveyed for leaks	Miles of gas main replaced during year
FY 1998-99	23,322	17,860,712	19,389,288	53	1,184	92%	95%	169	201	3.7
FY 1999-00	23,154	13,843,200	19,422,161	81	2,188	95%	99%	170	205	5.6
FY 2000-01	23,101	14,109,237	19,046,293	114	2,868	95% <sup>2</sup>	96%	201	205	5.8
FY 2001-02	23,116	12,497,401	17,579,004	75	1,859	95% <sup>2</sup>	96%	207	207	5.4
<b>FY 2002-03</b>	<b>23,169</b>	<b>11,875,753</b>	<b>16,779,440</b>	<b>45</b>	<b>1,001</b>	<b>95%</b>	<b>100%</b>	<b>207</b>	<b>207</b>	<b>5.7</b>
Change over last 5 years	-1%	-34%	-13%	-15%	-15%	+3%	+5%	+22%	+3%	+54%

<sup>1</sup> Utilities Strategic Plan performance objective

<sup>2</sup> Estimated

<sup>⊙</sup> Budget impact measure

<sup>S</sup> Sustainability indicator

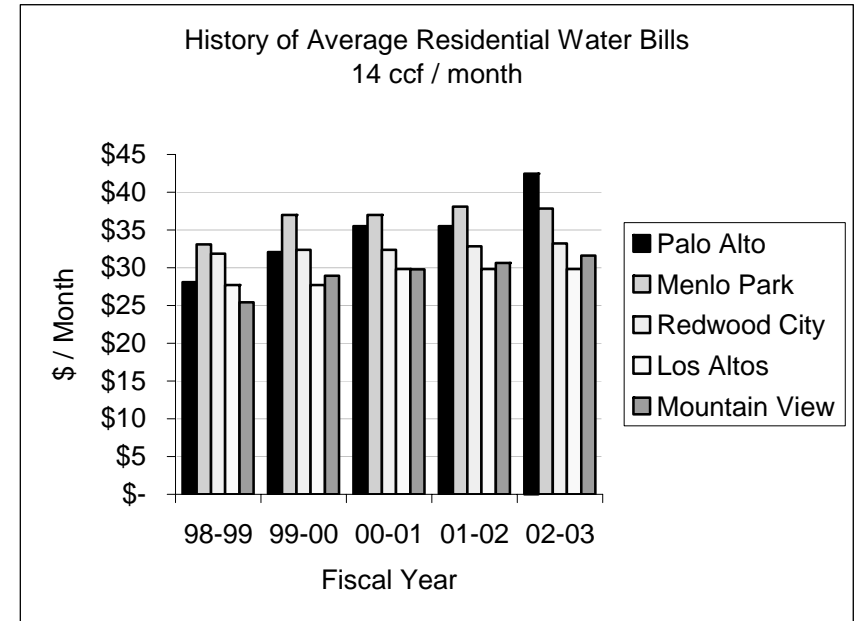
## WATER

The City of Palo Alto Utilities Department constructs, maintains, and operates the water delivery system.

Over the last 5 years,

- Operating revenue and expense increased 36 percent and 46 percent, respectively
- Capital spending decreased 21 percent
- The cost of water purchases increased from \$4.1 to \$5.7 million, or 40 percent.
- The average residential water bill increased 51 percent.

The department estimates that it processes 85 percent of service orders within 2 working days of the scheduled date.



Source: Utilities Department

### Revenues, expenses, and reserves (in millions)

	Operating revenue	Operating expense	Capital expense <sup>1</sup>	Equity transfers	Water Fund reserves	Water purchases (in millions)	Average purchase cost (per CCF)	Average residential water bill	Percent service orders processed with 2 working days of scheduled date <sup>⊙</sup>	Authorized staffing (FTE)
FY 1998-99	\$12.9	\$9.0	\$2.7	\$2.0	\$11.4	\$4.1	\$0.64	\$28.08	96%	38
FY 1999-00	\$15.2	\$11.0	\$2.2	\$2.0	\$12.0	\$5.7	\$0.85	\$32.09	95%	37
FY 2000-01	\$16.0	\$11.9	\$2.5	\$2.1	\$12.7	\$6.0	\$0.91	\$35.52	80% <sup>2</sup>	38
FY 2001-02	\$16.0	\$12.7	\$2.2	\$2.2 <sup>2</sup>	\$23.3 <sup>4</sup>	\$5.9	\$0.93	\$35.52	80% <sup>2</sup>	39
<b>FY 2002-03</b>	<b>\$17.7</b>	<b>\$13.1</b>	<b>\$2.5</b>	<b>\$2.2</b>	<b>\$24.1</b>	<b>\$5.7</b>	<b>\$0.64</b>	<b>\$42.45</b>	<b>85%<sup>2</sup></b>	<b>40</b>
Change over last 5 years <sup>3</sup>	+36%	+46%	-21%	+9%	+111%	+40%	0%	+51%	-11%	+4%

<sup>1</sup> Includes direct labor, materials, supplies, and contractual services. Does not include overhead.

<sup>2</sup> Estimated

<sup>3</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>4</sup> Includes \$3.2 million in bond proceeds to finance improvements to the water system.

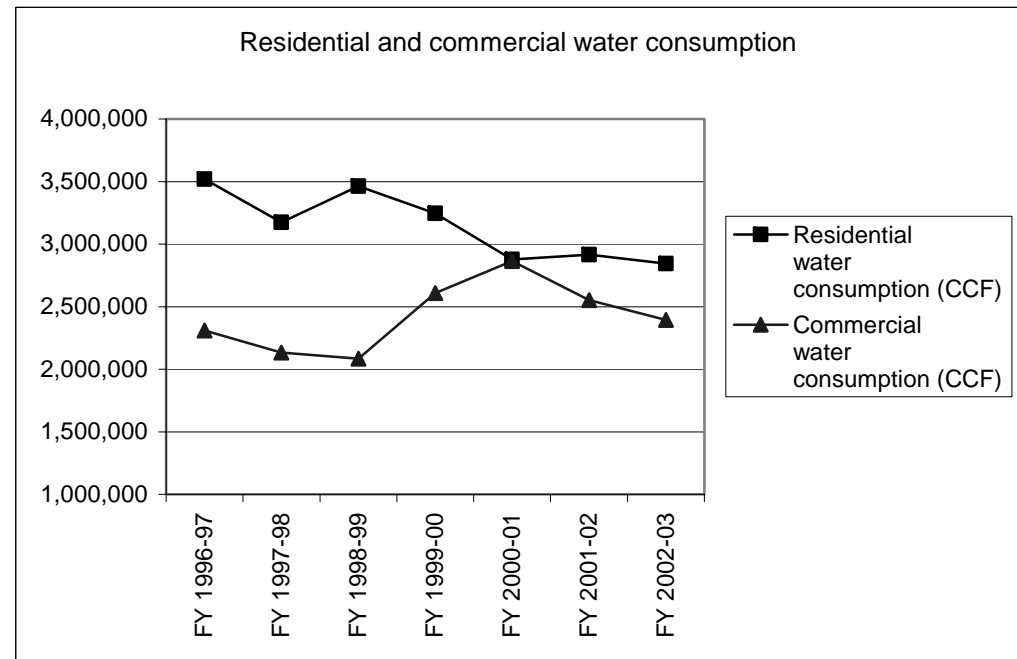
⊙ Budget impact measure

## WATER (cont.)

Residential water consumption is down 18 percent from five years previously. On a per capita basis, residents are using 21 percent less water than five years ago. Although commercial water consumption went down in the last 2 years, FY 2002-03 usage was still 15 percent higher than 5 years ago.

The number of service disruptions varies from year to year. There was a marked decrease in disruptions in FY 2002-03. The total number of service disruptions decreased by 75 percent over five years, and the number of customers affected decreased by 88 percent.

In the 2003 citizen survey, 82 percent of respondents rated drinking water service good or excellent.



Source: Utilities Department data

	Water consumption							Citizen Survey			
	Customer accounts	Residential water consumption (CCF) <sup>s</sup>	Commercial water consumption (CCF) <sup>s</sup>	Average residential water usage per capita (CCF) <sup>s</sup>	Number of service disruptions	Total customers affected	Percent water main repairs within 4 hours <sup>⊙1</sup>	Miles of water mains	Estimated miles of water mains replaced	Water quality compliance with all required Calif. Department of Health and EPA testing <sup>⊙</sup>	Percent rating drinking water service good or excellent
FY 1998-99	19,322	3,462,291	2,084,074	59	71	2,002	93%	220	3	100%	-
FY 1999-00	18,921	3,245,426	2,607,442	55	34	637	95%	221	3	100%	-
FY 2000-01	19,335	2,877,587	2,864,888	48	52	1,047	95% <sup>2</sup>	222	3	100% <sup>2</sup>	-
FY 2001-02	19,437	2,915,487	2,553,467	48	44	1,580	85%	226	3	100% <sup>2</sup>	-
<b>FY 2002-03</b>	<b>19,487</b>	<b>2,844,916</b>	<b>2,394,505</b>	<b>47</b>	<b>18</b>	<b>242</b>	<b>83%</b>	<b>226</b>	<b>3</b>	<b>100%</b>	<b>82%</b>
Change over last 5 years <sup>3</sup>	+1%	-18%	+15%	-21%	-75%	-88%	-10%	+3%	0%	0%	-

<sup>1</sup> Utilities Strategic Plan performance objective

<sup>2</sup> Estimated

<sup>3</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>⊙</sup> Budget impact measure

<sup>s</sup> Sustainability indicator



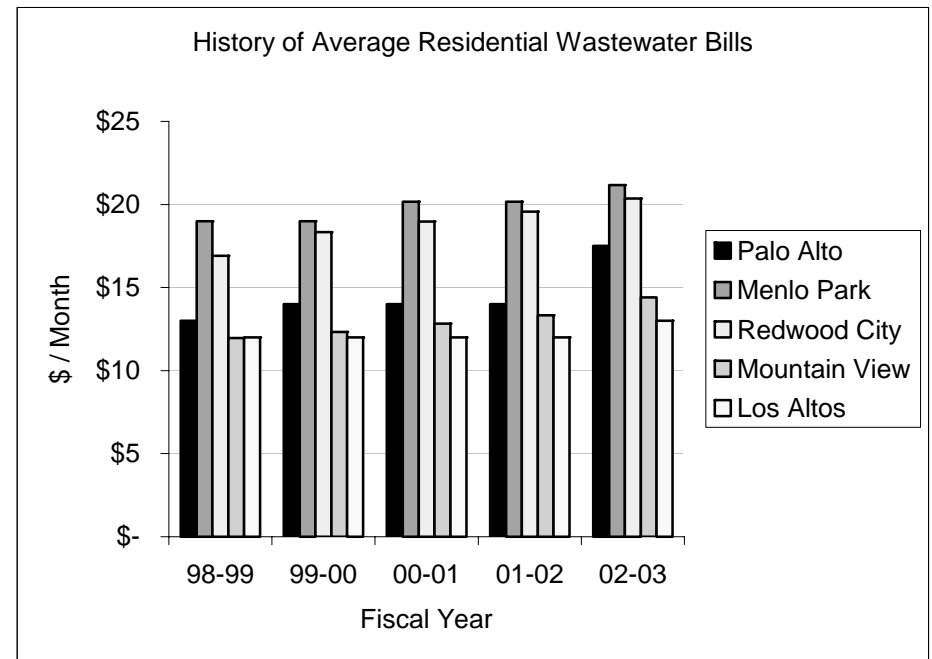
## WASTEWATER COLLECTION

Over the past 5 years,

- Operating revenue increased 14 percent, while operating expense increased 24 percent
- Capital spending nearly doubled from \$1.9 to \$3.6 million
- Wastewater Collection Fund reserves decreased from \$18.3 to \$12.5 million, or 32 percent
- The average residential bill increased from \$13 to \$17.50, or 35 percent
- Authorized staffing increased from 27 to 28 full time equivalent employees

The department replaced 5 miles of sewer lines in FY 2002-03, and responded to 95 percent of sewage spills and line blockages within 2 hours.

In the 2003 citizen survey, 83 percent of respondents rated sewer services good or excellent.



Source: Utilities Department

	Revenues, expenses, and reserves (in millions)				Average residential sewage bill	Authorized staffing (FTE)	Customer accounts	Miles of sewer lines	Miles of mains cleaned/treated	Estimated miles of sewer lines replaced	Percent sewage spills and line blockage responses within 2 hours <sup>⊙</sup>	Number of reportable sewage releases <sup>⊙</sup>	Citizen Survey
	Operating revenue	Operating expense	Capital expense <sup>3</sup>	Wastewater Collection Fund reserves									Percent rating quality of sewer services good or excellent
FY 1998-99	\$9.4	\$6.9	\$1.9	\$18.3	\$13.00	27	21,975	219	181	3	90%	0	-
FY 1999-00	\$10.3	\$7.2	\$6.7	\$16.6	\$14.00	27	21,975	219	139	3	99%	0	-
FY 2000-01	\$9.8	\$8.1	\$5.3	\$15.1	\$14.00	27	21,752	218	132	3	97%	1	-
FY 2001-02	\$9.3	\$8.4	\$5.1	\$12.5	\$14.00	28	21,772	202	110	3	96%	2	-
<b>FY 2002-03</b>	<b>\$10.7</b>	<b>\$8.5</b>	<b>\$3.6</b>	<b>\$12.5</b>	<b>\$17.50</b>	<b>28</b>	<b>21,819</b>	<b>202</b>	<b>98</b>	<b>5</b>	<b>95%</b>	<b>2</b>	<b>83%</b>
Change over last 5 years <sup>1</sup>	+14%	+24%	+90%	-32%	+35%	+6%	-1%	-46%	+6%	+67%	+5%	-	-

<sup>1</sup> Figures are based on actual data, however percentage or total may not tally due to rounding.

<sup>2</sup> Estimated

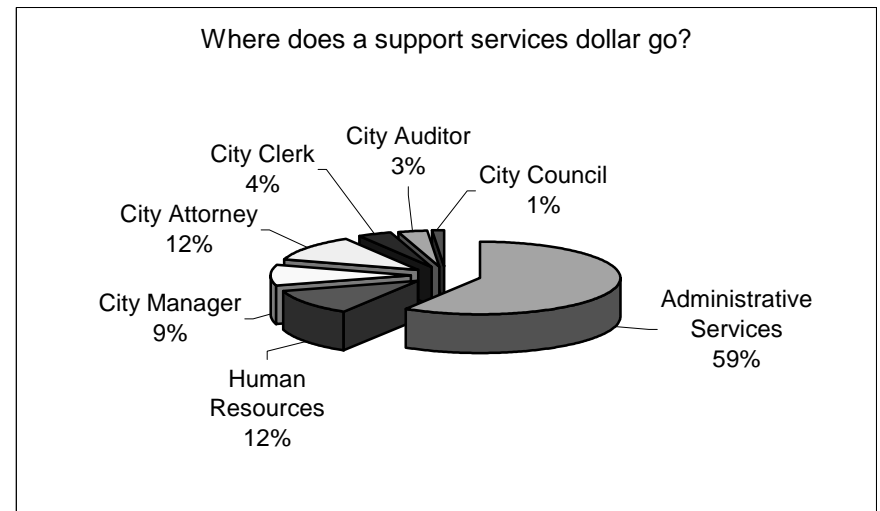
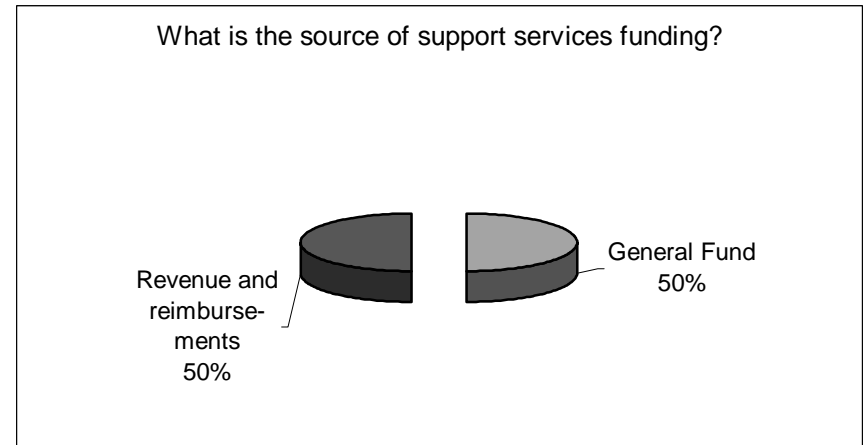
<sup>3</sup> Includes direct labor, materials, supplies, and contractual services. Does not include overhead.

⊙ Budget impact measure

# CHAPTER 9 – LEGISLATIVE AND SUPPORT SERVICES

Legislative and support services include:

- Administrative Services Department – provides financial support services, property management, money management, financial analysis and reporting, purchasing, and information technology services.
- Human Resources – provides employee compensation and benefits, recruitment, employee development, and risk management services
- City Manager – provides leadership to the organization in the implementation of City Council policies and the provision of quality services to the community. The Office also coordinates City Council relations, community and intergovernmental relations, and economic resources.
- City Attorney – provides legal representation, consultation and advice, and litigation and dispute resolution services.
- City Clerk – provides public information, Council support, administer elections, and preserve the legislative history of the City.
- City Auditor – coordinates internal audits and reviews, revenue audits, and the annual external financial audit.
- City Council



Source: FY 2002-03 revenue and expenditure data

## SPENDING AND STAFFING

Administrative Services Department expenditures were about \$10.8 million in FY 2002-03. The department had a total of 98 authorized FTE.

Human Resources expenditures were approximately \$2.2 million in FY 2002-03. The department had a total of 16 authorized FTE.

Spending for the Office of the City Manager was about \$1.7 million in FY 2002-03. The Office has a total of 12 authorized FTE.

Spending for the Office of the City Attorney, including outside legal fees, was about \$2.2 million. The Attorney's Office has 15 authorized FTE.

Spending in the City Clerk's Office decreased over the last 5 years. The Clerk's Office currently has 6 authorized FTE.

The City Auditor's Office expenditures were about \$0.6 million in FY 2002-03, an increase of 36 percent over the last five years. The Office has 4 authorized FTE.

	Operating expenditures (in millions) <sup>1</sup>							Authorized staffing (FTE) <sup>1</sup>					
	Administrative Services	Human Resources	City Manager	City Attorney	City Clerk	City Auditor	City Council	Administrative Services	Human Resources	City Manager	City Attorney	City Clerk	City Auditor
FY 1998-99	\$9.3	\$1.9	\$1.4	\$1.6	\$0.8	\$0.5	\$0.2	81	15	12	10	7	4
FY 1999-00	\$9.3	\$2.2	\$1.5	\$1.7	\$0.9	\$0.5	\$0.2	82	15	11	11	7	4
FY 2000-01	\$11.6	\$2.2	\$1.7	\$2.2	\$0.8	\$0.5	\$0.3	89 <sup>2</sup>	15	12	12	7	4
FY 2001-02	\$10.9	\$2.4	\$1.8	\$2.4	\$0.7	\$0.6	\$0.2	96	16	12	14	6 <sup>3</sup>	4
<b>FY 2002-03</b>	<b>\$10.8</b>	<b>\$2.2</b>	<b>\$1.7</b>	<b>\$2.2</b>	<b>\$0.7</b>	<b>\$0.6</b>	<b>\$0.2</b>	<b>98</b>	<b>16</b>	<b>12</b>	<b>15</b>	<b>6</b>	<b>4</b>
Change over last 5 years <sup>1</sup>	+16%	+15%	+17%	+38%	-8%	+36%	+17%	+21%	+7%	+4%	+44%	-11%	+0%

<sup>1</sup> Figures are based on actual data, however, total or percentage may not tally due to rounding.

<sup>2</sup> Five FTE were reallocated from Utilities to ASD

<sup>3</sup> One position (0.75 FTE) was transferred to ASD to support the cable administration program.

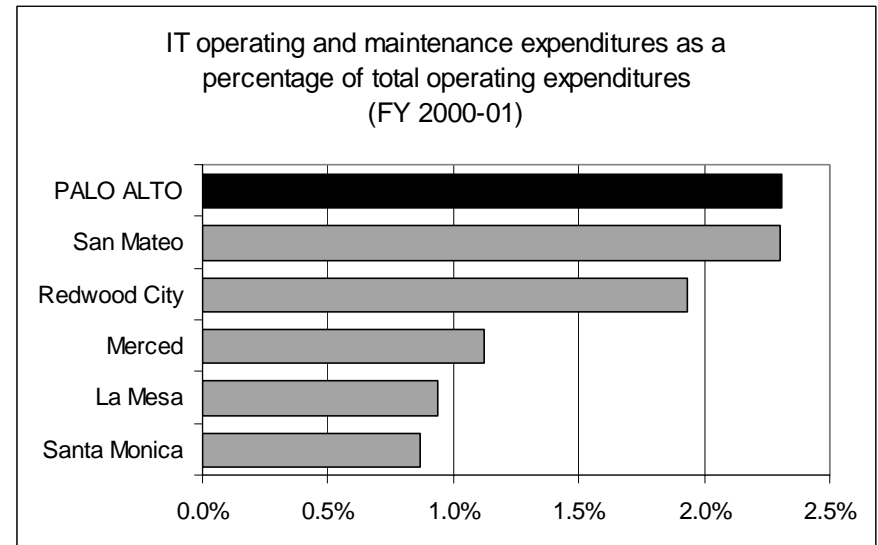
## ADMINISTRATIVE SERVICES

The mission of the Administrative Services Department (ASD) is to provide proactive administrative and technical support to City departments and decision makers, and to safeguard and facilitate the optimal use of City resources. ASD encompasses a variety of services that might well be separate departments in a larger city.

The department monitors the City's cash and investments. In FY 2002-03, the rate of return was 5.03 percent. The City's overall AAA rating from Standard & Poor's, is the highest general city credit rating possible. General Fund reserves totaled \$58.2 million in FY 2002-03, or 39 percent more than in FY 1997-98.

The department estimates that 80 percent of invoices are paid within 30 days, and that 90 percent of requests for computer help desk services are resolved within 5 days.

The chart on the right compares Palo Alto's spending on information technology (IT) services to some other jurisdictions.<sup>3</sup> It should be noted that cities budget for IT expenditures differently, and they each offer different levels of IT and web services to their staffs and to the public.



Source: ICMA Comparative Performance Measurement FY 2001, and City of Palo Alto<sup>3</sup>

	Cash and investments (in millions)	Rate of return on investments	City's bond rating	General Fund reserves (in millions) <sup>1</sup>	Number of checks issued	Percent invoices paid within 30 days <sup>⊙</sup>	Number of purchasing documents processed	Dollar value goods and services purchased (in millions)	Number computer work-stations	Requests for computer help desk services resolved within 5 days <sup>⊙</sup>	IT operating and maintenance expenditures as a percent of total operating expenditures <sup>3</sup>	Citizen Survey	
												Percent who used the internet to conduct business with the City	Percent who watched a public meeting on cable TV
FY 1998-99	\$293.8	5.16%	AAA	\$41.9	-	-	8,088	\$57.7	-	83%	2.1%	-	-
FY 1999-00	\$293.1	4.96%	AAA	\$40.9	-	73%	8,323	\$58.7	600	78%	2.2%	-	-
FY 2000-01	\$341.2	5.92%	AAA	\$52.1	25,045	80% <sup>2</sup>	7,984	\$57.7	738	91%	2.3%	-	-
FY 2001-02	\$419.8	5.39%	AAA	\$55.7	25,656	80% <sup>2</sup>	6,812	\$89.0	833	91%	2.9%	-	-
<b>FY 2002-03</b>	<b>\$413.6</b>	<b>5.03%</b>	<b>AAA</b>	<b>\$58.2</b>	<b>22,314</b>	<b>80%<sup>2</sup></b>	<b>5,618</b>	<b>\$64.0</b>	<b>913</b>	<b>90%</b>	<b>3.3%</b>	<b>47%</b>	<b>28%</b>
Change over last 5 years	+41%	-0.13%	-	+39%	-	-	-31%	+11%	-	+7%	+1.2%	-	-

<sup>1</sup> Total unreserved/designated general fund balances.

<sup>2</sup> Estimated

<sup>3</sup> Adjusted to exclude IT services provided to the Utilities Department

⊙ Budget impact measure

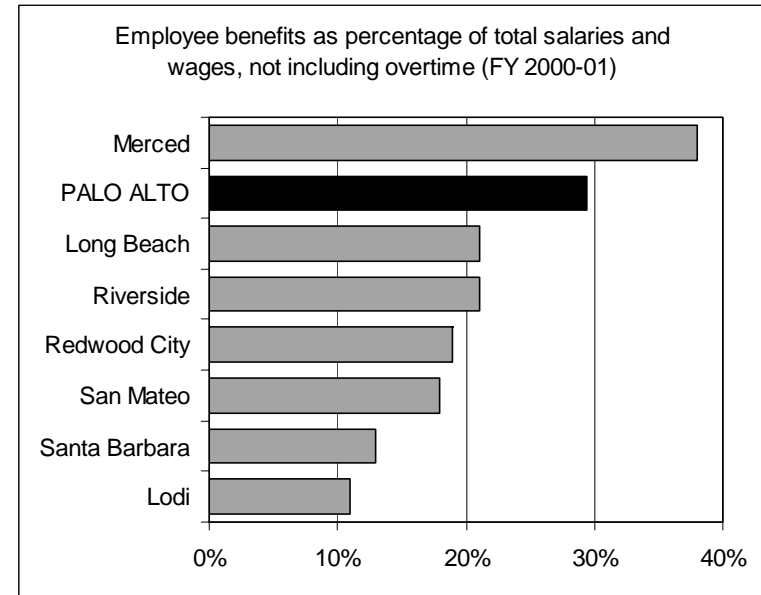
## HUMAN RESOURCES

The mission of the Human Resources (HR) department is to attract, develop and retain a diverse, well-qualified and professional workforce that reflects the high standards of the community. Citywide, authorized staffing increased 9 percent over the past five years from 1,033 to 1,123 full time equivalents including temporary<sup>3</sup> positions.

Over the past five years, General Fund salaries and wages increased from \$42.0 million to \$54.3 million, or 29 percent, due to new staffing and base salary increases. Employee benefit expense increased from \$11.2 million in FY 1998-99 to \$19 million in FY 2002-03, and is expected to continue increasing.

The ratio of HR staff to total City staff is 1 to 75. The department coordinated more than 15,000 hours of employee training in FY 2002-03.

Estimated incurred costs for workers' compensation claims have declined, however staff projects that costs for FY 2002-03 claims will increase as current claims develop. The number of days lost to work-related illness or injury declined from 979 days in FY 1998-99 to 860 days in FY 2002-03, or 12 percent.



Source: ICMA Comparative Performance Measurement FY 2001, and City of Palo Alto

	Regular authorized staffing citywide (FTE)	Authorized temporary staffing citywide (FTE)	Total authorized staffing citywide (FTE)	General Fund salaries and wages <sup>2</sup> (in millions)	General Fund overtime (in millions)	General Fund employee benefits (in millions)	Benefits as a percent of salaries and wages (not including overtime)	Ratio HR staff to total authorized staffing (FTE)	Citywide training hours provided <sup>⊙</sup>	Worker's Compensation estimated incurred cost (in millions)	Days lost to work-related illness or injury
FY 1998-99	1,033	69	1,102	\$42.0	\$3.1	\$11.2	26.6%	1 to 74	5,191	\$1.7	979
FY 1999-00	1,049	73	1,122	\$44.7	\$3.8	\$12.4	27.7%	1 to 73	6,500	\$1.5	1,122
FY 2000-01	1,087	79	1,166	\$50.9	\$3.3	\$15.0	29.4%	1 to 76	8,789	\$2.3	582
FY 2001-02	1,112	81	1,194	\$55.8	\$3.1	\$13.5	24.2%	1 to 75	20,049	\$1.3	349
<b>FY 2002-03</b>	<b>1,123</b>	<b>85</b>	<b>1,208</b>	<b>\$54.3</b>	<b>\$3.0</b>	<b>\$19.0</b>	<b>35.0%</b>	<b>1 to 75</b>	<b>15,127</b>	<b>\$0.9<sup>1</sup></b>	<b>860</b>
Change over last 5 years	+9%	+22%	+10%	+29%	-4%	+70%	+8.4%	+1%	+191%	-47% <sup>1</sup>	-12%

<sup>1</sup> Early estimates of current claim costs will grow as claims develop.

<sup>2</sup> Does not include overtime

<sup>3</sup> Temporary positions is a budget category that includes hourly employees who do not receive benefits.

⊙ Budget impact measure

## CITY MANAGER, CITY ATTORNEY, CITY CLERK, CITY AUDITOR

The mission of the City Manager's Office is to provide leadership to the organization in the implementation of City Council policies and the provision of quality services to the community. City Manager's Office coordinated preparation of at least 368 City Manager Reports (CMRs) during FY 2002-03. The City Manager's Office also coordinates public information and economic development services.

The mission of the City Attorney's Office is to serve Palo Alto and its policy makers by providing legal representation of the highest quality. The current ratio of staff attorneys to regular full-time equivalent employees is 1 to 161.

The mission of the City Clerk's Office is to provide public information; to provide Council support; to administer elections; and to preserve the legislative history of the City. According to the Clerk, the average time to finalize City Council minutes is 5 weeks, or 17 percent faster than in FY 1998-99.

The mission of the City Auditor's Office is to promote honest, efficient, effective, and fully accountable City Government. The Office conducts performance audits, revenue audits, and coordinates the annual external audit of the financial statements. In FY 2002-03, revenue audit recoveries totaled \$355,456, and the City Council adopted all 21 of the Office's audit recommendations.

	City Manager					City Attorney			City Clerk	City Auditor	
	Number of City Council agenda reports (CMRs) prepared	Percent of complaints addressed within 2 days <sup>1</sup>	Citizen Survey Percent rating public information services good or excellent	Number of business outreach contacts <sup>⊙</sup>	Citizen Survey Percent rating economic development services good or excellent	Number of claims handled	Number of contracts processed	Ratio staff attorneys to total employees (FTE)	Average time to finalize City Council minutes <sup>⊙</sup>	Number of audit recommendations	Revenue audit recoveries
FY 1998-99	368	-	-	-	-	143	-	1 to 220	6 weeks	42	\$0.2
FY 1999-00	370	19%	-	50	-	143	154	1 to 224	5 weeks	36	\$0.1
FY 2000-01	298	14%	-	56	-	136	124	1 to 194	5 weeks	7	\$0.1
FY 2001-02	390	70%	-	66	-	146	140	1 to 171	5 weeks	24	\$0.2
<b>FY 2002-03</b>	<b>368</b>	<b>74%</b>	<b>72%</b>	<b>70</b>	<b>49%</b>	<b>152</b>	<b>131</b>	<b>1 to 161</b>	<b>5 weeks</b>	<b>21</b>	<b>\$0.4</b>
Change over last 5 years	+0%	-	-	-	-	+6%	-	-27%	-17%	-50%	+135%

<sup>1</sup> The City's complaint policy requires a response within 10 working days.

⊙ Budget impact measure



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# APPENDICES



The National  
**CITIZEN SURVEY™**

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**Summary Report for  
The City of Palo Alto, CA**

Submitted by:

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December 2003



# **SURVEY BACKGROUND** **ABOUT THE NATIONAL CITIZEN SURVEY™**

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and The International City/County Management Association (ICMA).

## **UNDERSTANDING THE RESULTS**

### ***Survey Administration***

Following the mailing of a pre-survey notification postcard to a random sample of 1,200 households, surveys were mailed to the same residences approximately one week later. A reminder letter and a new survey were sent to the same households after two weeks. Of the mailed postcards, 27 were undeliverable due to vacant or “not found” addresses. Completed surveys were received from 557 residents, for a response rate of 48%. Typically, the response rates obtained on citizen surveys range from 25% to 40%.

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95 percent confidence level for this survey of 557 residents is generally no greater than plus or minus 5 percentage points around any given percent reported for the entire sample.

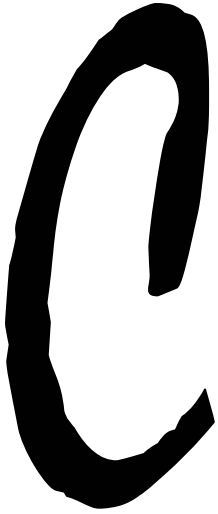
The results were weighted to reflect the demographic profile of all residents in the City of Palo Alto. (For more information on the survey methodology, see Appendix II of the Report of Results. A copy of the survey materials can be found in Appendix III.)

### ***Use of the “Excellent, Good, Fair, Poor” Response Scale***

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). While symmetrical scales often are the right choice in other measurement tasks, we have found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

### ***Putting Evaluations Onto a 100-Point Scale***

Although responses to many of the evaluative questions were made on a 4 point scale with 4 representing the best rating and 1 the worst, many of the results in this summary are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. If everyone reported “excellent,” then the result would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor” rating, the result would be 0 on the 100-point scale. If the average rating for quality of life was “good,” then the result would be 67 on a 100-point scale; “fair” would be 33 on the 100-point scale. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus 5 points based on all respondents.



# COMMUNITY LIFE

The National Citizen Survey™ contained many questions related to the life of residents in the community. Survey participants were asked to rate their overall quality of life, as well as other aspects of quality of life in Palo Alto. They also evaluated characteristics of the community, and gave their perceptions of safety in the City of Palo Alto. The questionnaire assessed use of the amenities of the community and involvement by respondents in the civic and economic life of Palo Alto.

- **QUALITY OF LIFE**

When asked to rate the overall quality of life in Palo Alto, 43% of respondents thought it was “excellent.” 0% rated overall quality of life as “poor.” Palo Alto as a place to live received an average rating of 83 on a 100-point scale.

- **RATINGS OF COMMUNITY CHARACTERISTICS IN PALO ALTO**

The highest rated characteristics of Palo Alto were overall appearance, openness and acceptance, and sense of community. When asked about potential problems in Palo Alto, the three concerns rated by the highest proportion of respondents as a “major problem” were traffic congestion, taxes, and homelessness. The rate of population growth in Palo Alto was viewed as “too fast” by 40% of respondents, while 3% thought it was “too slow.”

- **PERCEPTIONS OF SAFETY**

When evaluating safety in the community, 84% of respondents felt “somewhat” or “very safe” from violent crimes in Palo Alto. In their neighborhood after dark, 83% of survey participants felt “somewhat” or “very safe.”

As assessed by the survey, 13% of households reported that at least one member had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 76% had reported it to police.

- **COMMUNITY PARTICIPATION**

Participation in the civic, social and economic life of Palo Alto during the past year was assessed on the survey. Among those completing the questionnaire, 92% reported visiting a Palo Alto park in the past year.



# LOCAL GOVERNMENT

Several aspects of the government of the City of Palo Alto were evaluated by residents completing The National Citizen Survey.™ They were asked how much trust they placed in their local government, and what they felt about the services they receive from the City of Palo Alto. Those who had any contact with a City of Palo Alto employee in the past year gave their impressions of the most recent encounter.

- PUBLIC TRUST

When asked to evaluate whether they felt they received good value for taxes they pay, residents gave an average rating of 69 on a 100-point scale.

- SERVICES PROVIDED BY PALO ALTO

The overall quality of services provided by the City of Palo Alto was rated as 72 on a 100-point scale.

- THE CITY OF PALO ALTO EMPLOYEES

Impressions of the City of Palo Alto employees were assessed on the questionnaire. Those who had been in contact with a City of Palo Alto employee in the past year (62%) rated their overall impression as 72 on a 100-point scale.

The National  
**CITIZEN SURVEY™**

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**Report of Results for  
The City of Palo Alto, CA**

Submitted by:

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December 2003

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# **SURVEY BACKGROUND**

## **ABOUT THE NATIONAL CITIZEN SURVEY™**

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and The International City/County Management Association (ICMA).

The survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically reweighted to reflect the proper demographic composition of the entire community.

The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. The City of Palo Alto staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries we used for sampling; and they provided the appropriate letterhead and signatures for mailings. City of Palo Alto staff also determined local interest in a variety of add-on options to The National Citizen Survey™ Basic Service.

# UNDERSTANDING THE RESULTS

## ***Survey Administration***

Following the mailing of a pre-survey notification postcard to a random sample of 1,200 households, surveys were mailed to the same residences approximately one week later. A reminder letter and a new survey were sent to the same households after two weeks. Of the mailed postcards, 27 were undeliverable due to vacant or “not found” addresses. Completed surveys were received from 557 residents, for a response rate of 48%. Typically, the response rates obtained on citizen surveys range from 25% to 40%.

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95 percent confidence level for this survey of 557 residents is generally no greater than plus or minus 5 percentage points around any given percent reported for the entire sample.

The results were weighted to reflect the demographic profile of all residents in the City of Palo Alto. (For more information on the survey methodology, see Appendix II. A copy of the survey materials can be found in Appendix III.)

## ***Survey Validity***

The question of survey validity has two parts: 1) how can we be confident that the results from our sample are representative of the results we would have gotten had we administered the survey 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, we use the best survey research practices for the resources spent to assure that the results from the sample reflect the opinions of residents in the entire jurisdiction. These practices include:

- 1) Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent.
- 2) Selecting households at random within the jurisdiction.



- 3) Over-sampling attached units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- 4) Selecting the respondent within the household using an unbiased sampling procedure<sup>1</sup>.
- 5) 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.
- 6) Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member.
- 7) Providing a self-addressed, postage-paid return envelope.
- 8) Offering the survey in Spanish when appropriate and requested by city officials.
- 9) Using the most recent available information about the characteristics of jurisdiction residents to reweight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for service quality play a role as well as the "objective" quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident's report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g. reporting tolerant behaviors toward "oppressed groups," likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), her confidence that she can be honest without suffering any

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<sup>1</sup> The birthday method requests 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.



negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g. driving habits), reported intentions to behave with observed future behavior (e.g. voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g. feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g. family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents' tendency to report what they think the "correct" response should be.

Research on the correlation of resident opinion about service quality and "objective" ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC's own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be "objectively" worse than the highest rated fire services (expenditures per capita, response time, "professional" status of fire fighters, breadth of services and training provided). Whether some research confirms or disconfirms that relationship between what residents think about a community and what can be seen "objectively" in a community, we have argued that resident opinion is a perspective that cannot be ignored by government administrators. Elsewhere we have written, "If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem."

### ***Use of the “Excellent, Good, Fair, Poor” Response Scale***

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity is one we did not want to dismiss because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, we have found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

### ***“Don’t Know” Responses***

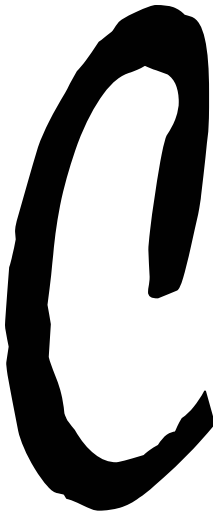
On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix I. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For two of the items related to crime victimization and crime reporting, “don’t know” responses were not removed. These questions were not evaluative; rather, respondents were asked if they or any member of their household had been a victim of a crime within the last year. If they were, they were then asked whether the crime had been reported to police.



### ***Putting Evaluations Onto a 100-Point Scale***

Although responses to many of the evaluative questions were made on a 4 point scale with 4 representing the best rating and 1 the worst, many of the results in this summary are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. If everyone reported “excellent,” then the result would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor” rating, the result would be 0 on the 100-point scale. If the average rating for quality of life was “good,” then the result would be 67 on a 100-point scale; “fair” would be 33 on the 100-point scale. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus 5 points based on all respondents.



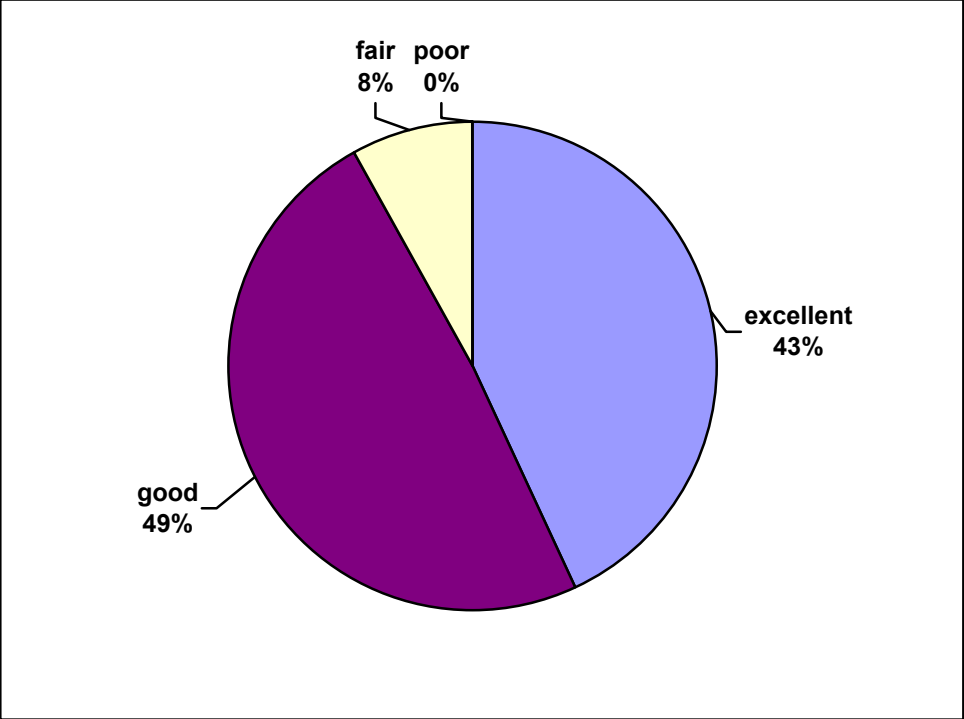
# COMMUNITY LIFE

The National Citizen Survey™ contained many questions related to the life of residents in the community. Survey participants were asked to rate their overall quality of life, as well as other aspects of quality of life in Palo Alto. They also evaluated characteristics of the community, and gave their perceptions of safety in the City of Palo Alto. The questionnaire assessed use of the amenities of the community and involvement by respondents in the civic and economic life of Palo Alto.

# QUALITY OF LIFE

When asked to rate the overall quality of life in Palo Alto, 43% of respondents thought it was “excellent.” 0% rated overall quality of life as “poor.” Palo Alto as a place to live received an average rating of 83 on a 100-point scale. Other ratings can be seen in the charts on the following page.

**Figure 1: Overall Quality of Life in Palo Alto**



**Figure 2: Quality of Life Ratings**

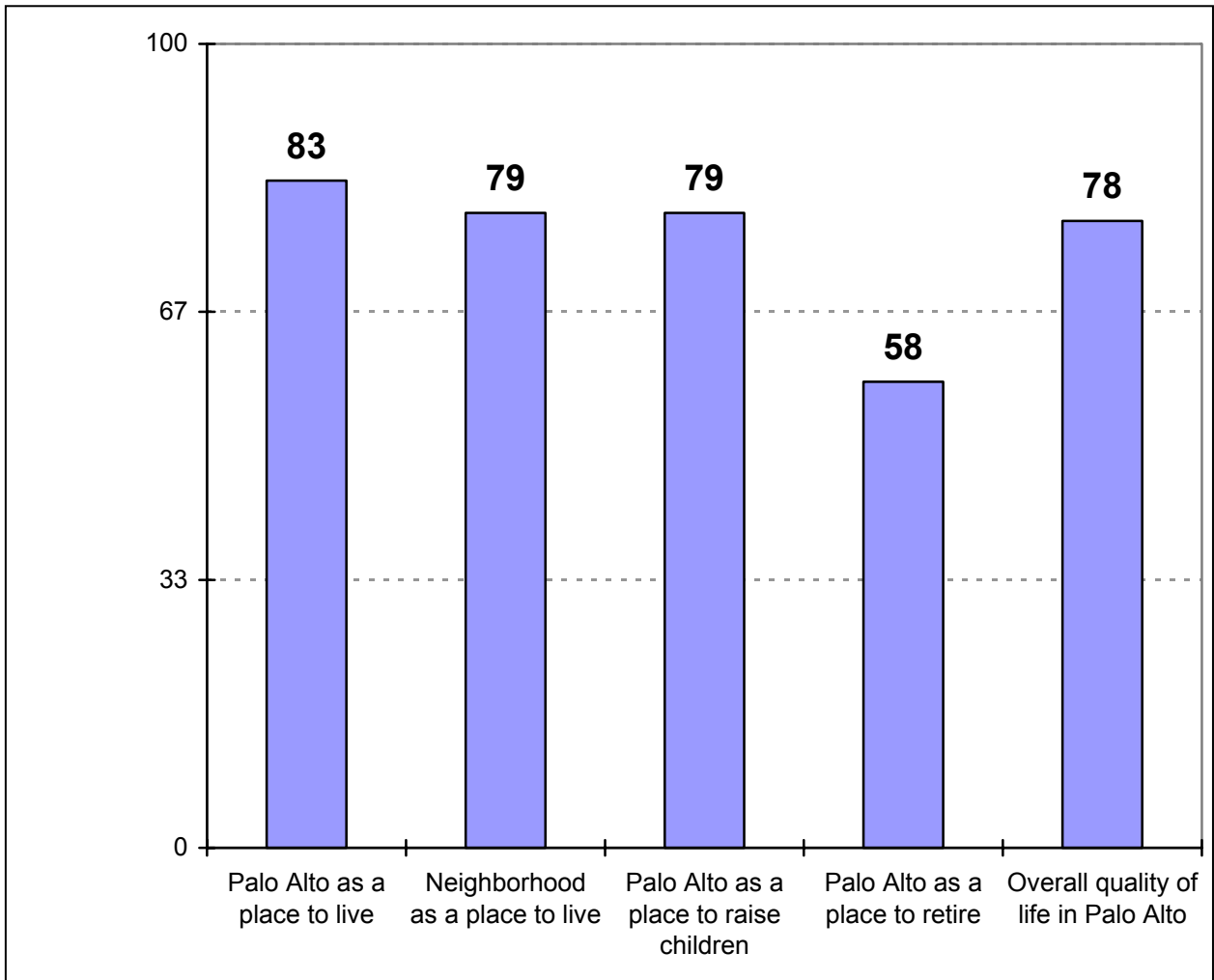


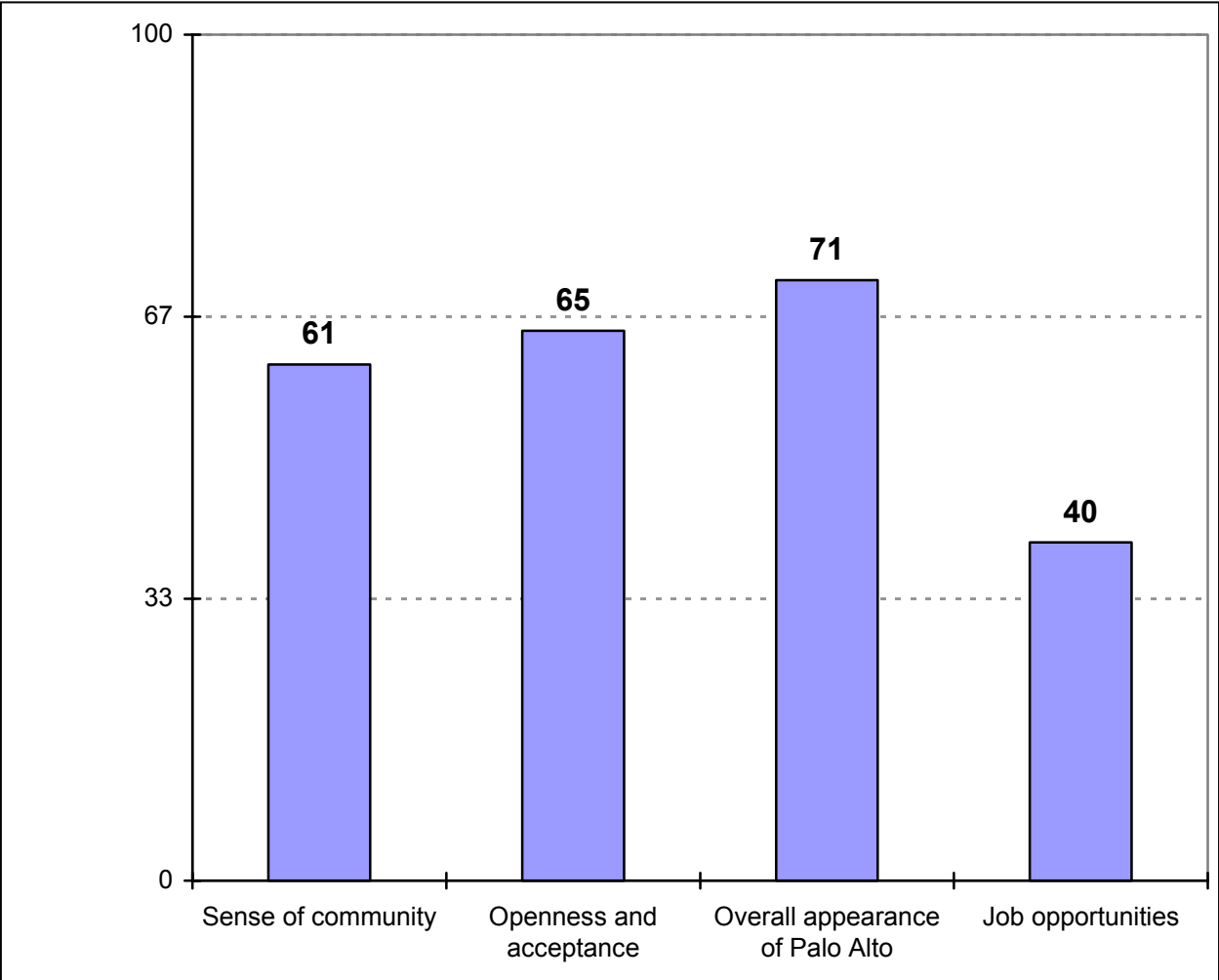
Figure 2b: Quality of Life Ratings					
	excellent	good	fair	poor	Total
How do you rate Palo Alto as a place to live?	53%	41%	5%	0%	100%
How do you rate your neighborhood as a place to live?	48%	40%	11%	0%	100%
How do you rate Palo Alto as a place to raise children?	49%	41%	8%	2%	100%
How do you rate Palo Alto as a place to retire?	28%	34%	22%	16%	100%
How do you rate the overall quality of life in Palo Alto?	43%	49%	8%	0%	100%
Note: "Don't Know" responses are removed					



# RATINGS OF COMMUNITY CHARACTERISTICS IN PALO ALTO

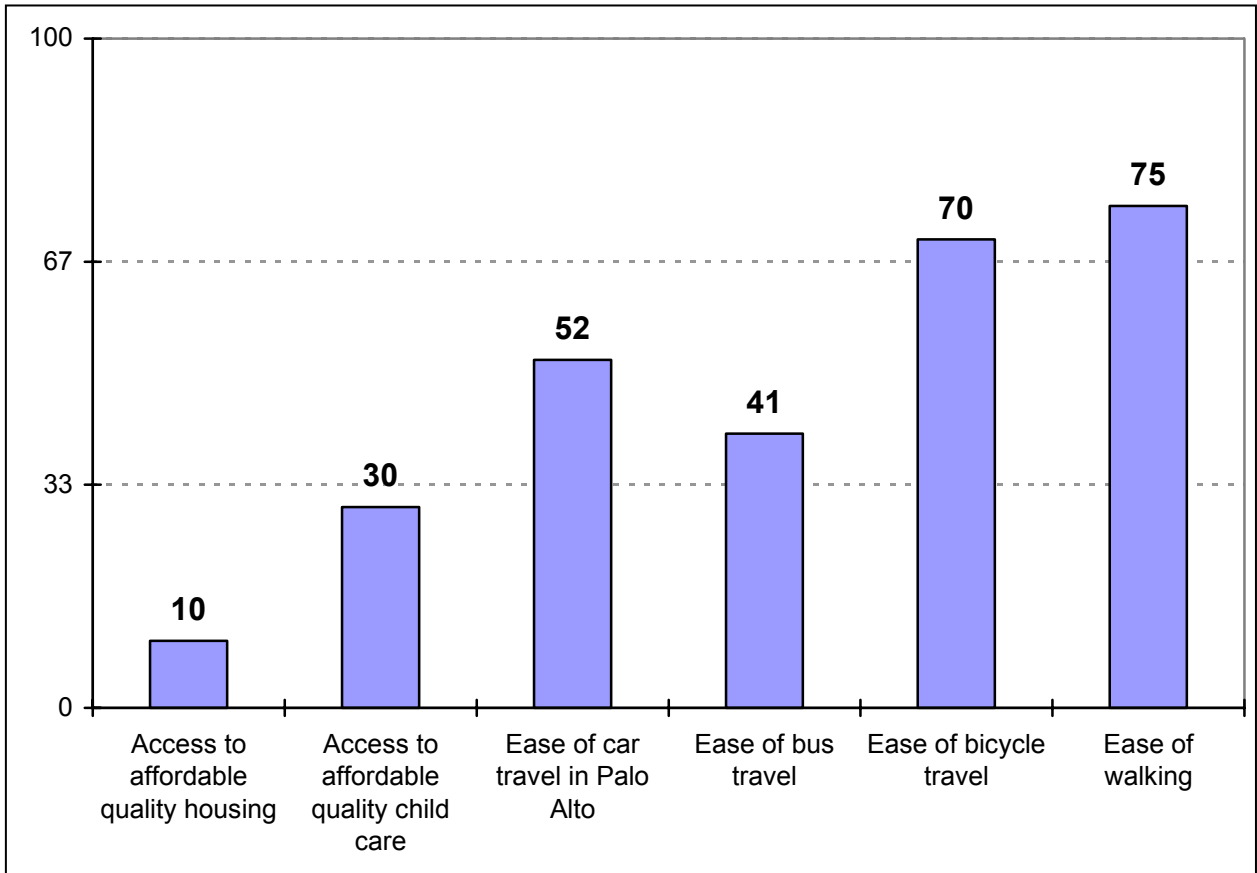
The highest rated characteristics of Palo Alto were overall appearance, openness and acceptance, and sense of community. When asked about potential problems in Palo Alto, the three concerns rated by the highest proportion of respondents as a “major problem” were traffic congestion, taxes, and homelessness. The rate of population growth in Palo Alto was viewed as “too fast” by 40% of respondents, while 3% thought it was “too slow.”

**Figure 3: Characteristics of the Community: General and Opportunities**



<b>Figure 3b: Characteristics of the Community: General and Opportunities</b>					
	<b>excellent</b>	<b>good</b>	<b>fair</b>	<b>poor</b>	<b>Total</b>
Sense of community	20%	50%	23%	7%	100%
Openness and acceptance of the community towards people of diverse backgrounds	28%	45%	21%	6%	100%
Overall appearance of Palo Alto	30%	57%	11%	3%	100%
Job opportunities	8%	25%	45%	22%	100%
Note: "Don't Know" responses are removed					

**Figure 4: Characteristics of the Community: Access**

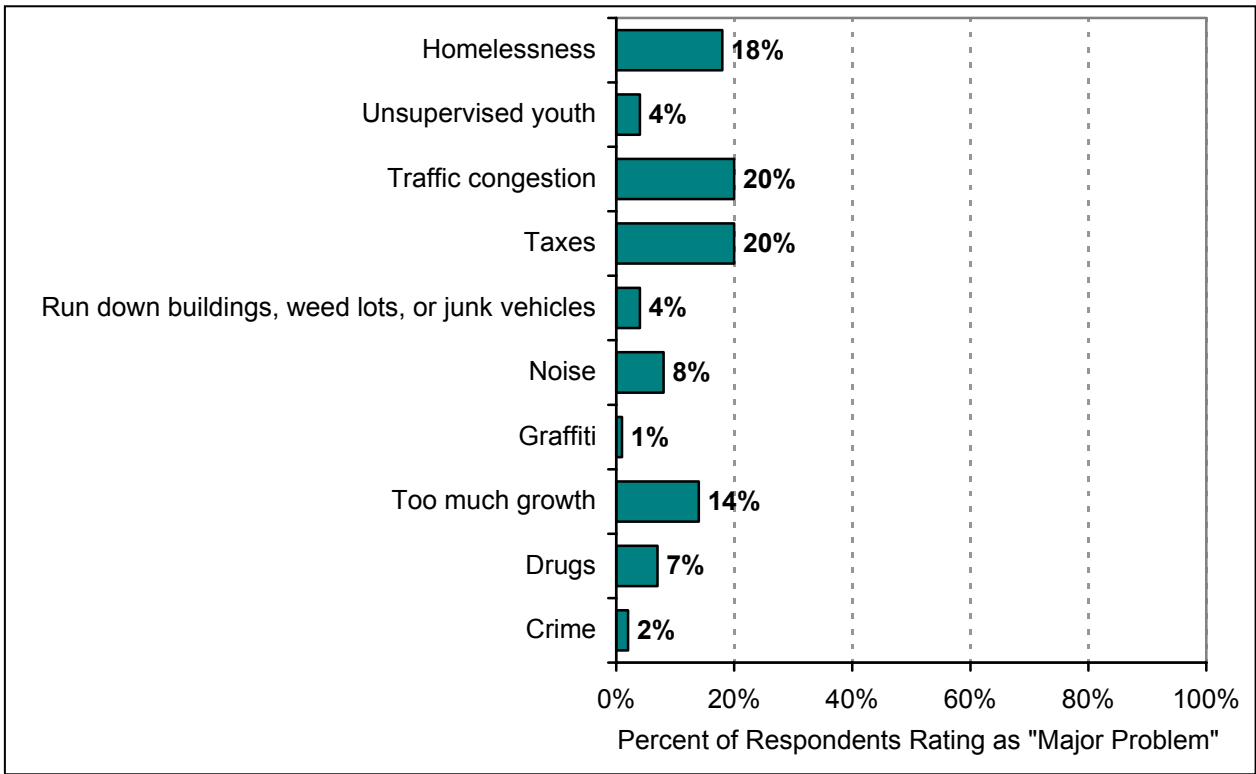


**Figure 4b: Characteristics of the Community: Access and Mobility**

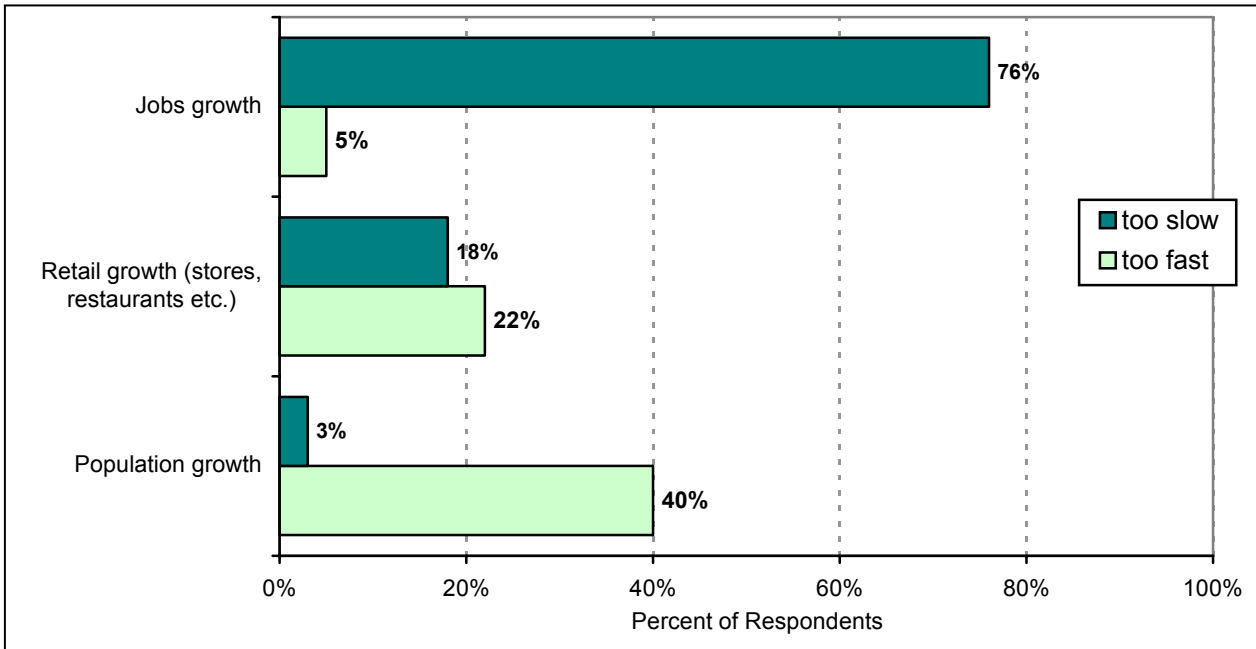
	excellent	good	fair	poor	Total
Access to affordable quality housing	1%	4%	19%	75%	100%
Access to affordable quality child care	4%	21%	35%	40%	100%
Ease of car travel in Palo Alto	10%	45%	36%	9%	100%
Ease of bus travel in Palo Alto	8%	33%	33%	26%	100%
Ease of bicycle travel in Palo Alto	30%	55%	12%	3%	100%
Ease of walking in Palo Alto	40%	46%	11%	3%	100%

Note: "Don't Know" responses are removed

**Figure 5: Ratings of Potential Problems in Palo Alto**



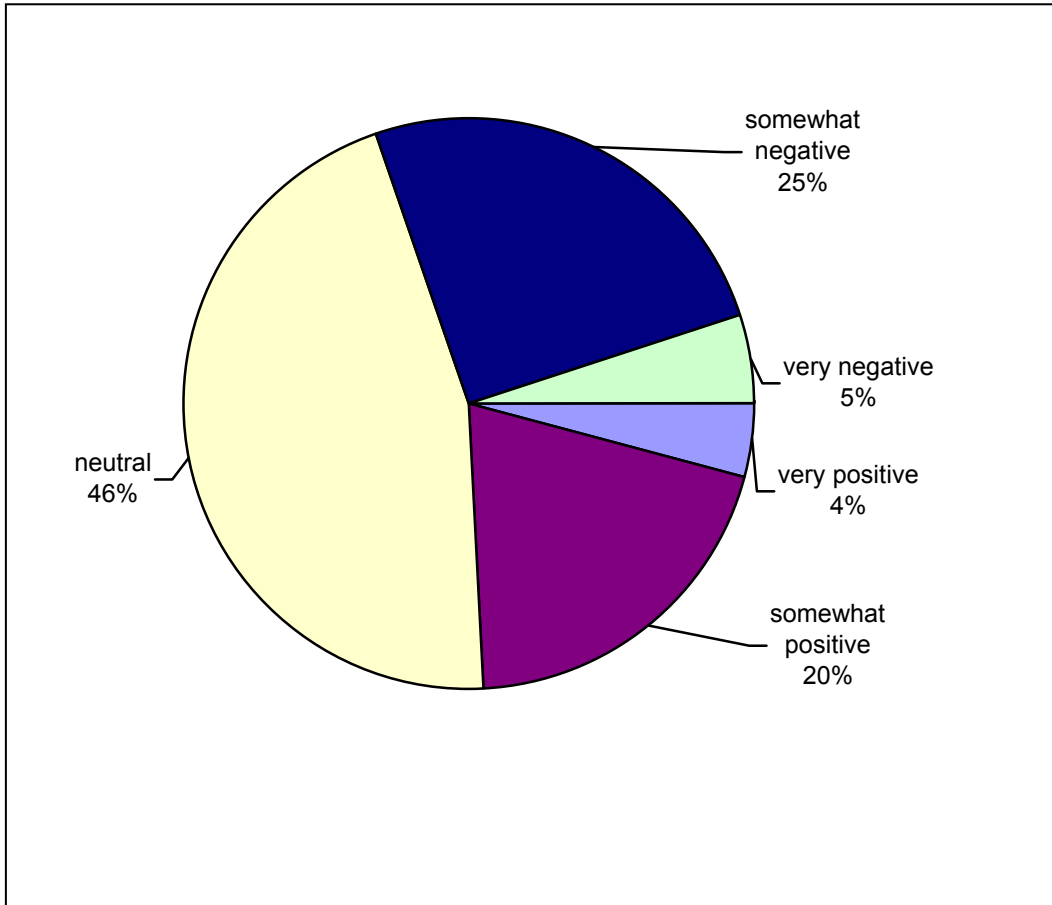
**Figure 6: Ratings of Rates of Growth in Palo Alto**



\*Note: Responses of "neither too fast nor too slow" were omitted.

### Figure 7: Perceptions of Economy

What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be . . . .

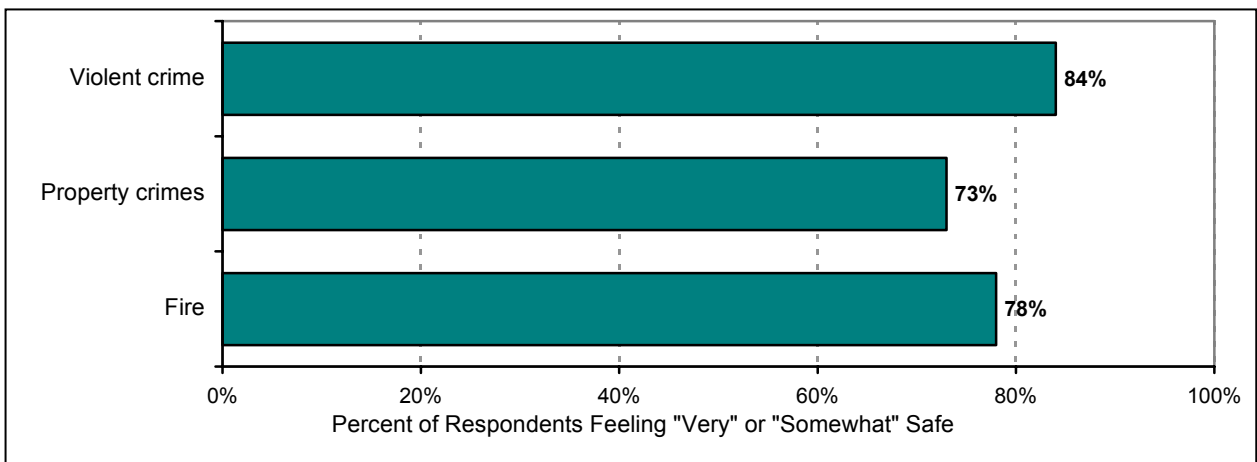


# PERCEPTIONS OF SAFETY

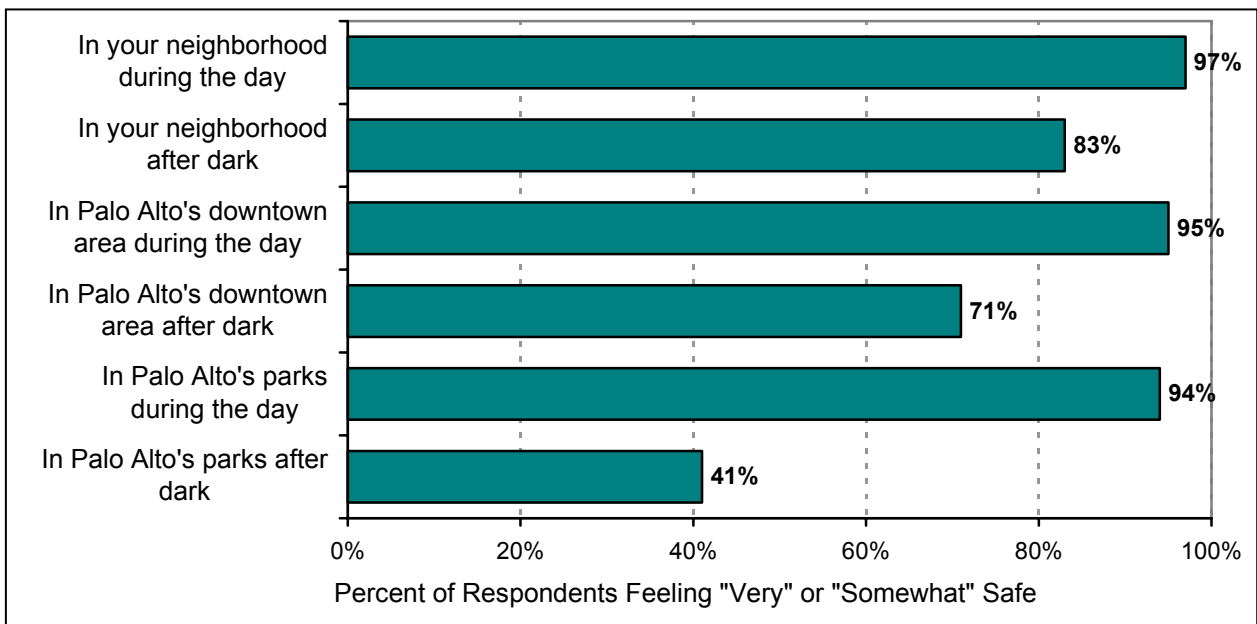
When evaluating safety in the community, 84% of respondents felt “somewhat” or “very safe” from violent crimes in Palo Alto. In their neighborhood after dark, 83% of survey participants felt “somewhat” or “very safe.”

As assessed by the survey, 13% of households reported that at least one member had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 76% had reported it to police.

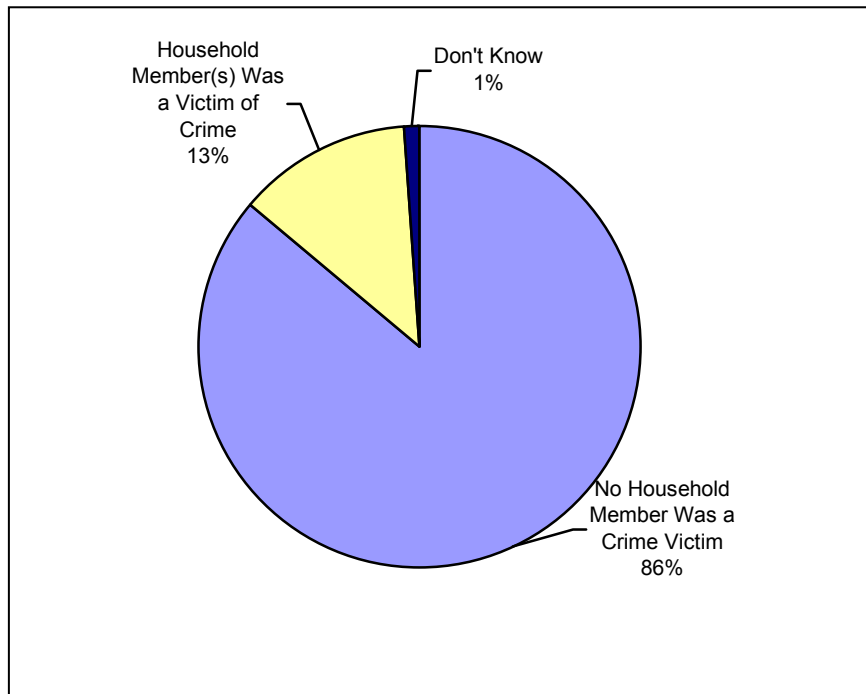
**Figure 8: Ratings of Safety from Various Problems in Palo Alto**



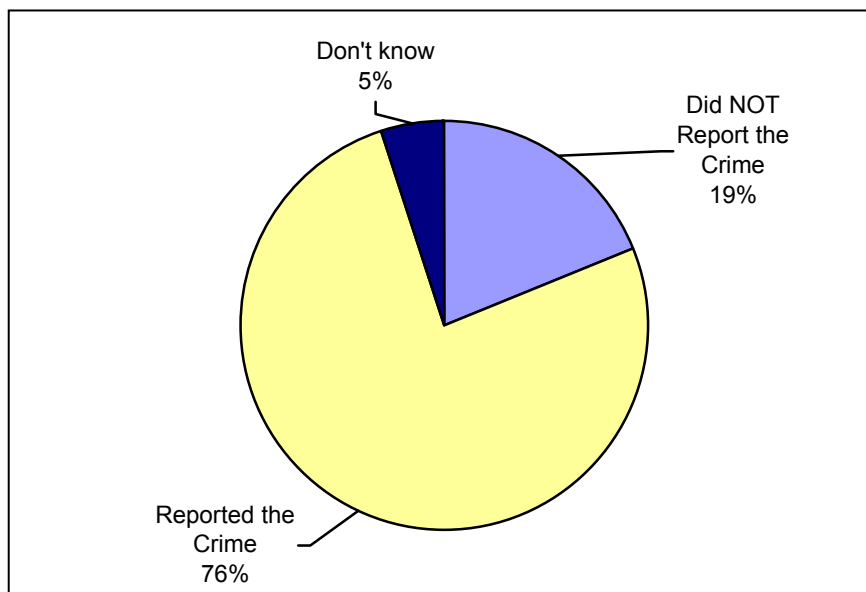
**Figure 9: Ratings of Safety in Various Areas in Palo Alto**



**Figure 10: Percent of Respondents' Households That Were Victim of a Crime in the Last 12 Months**



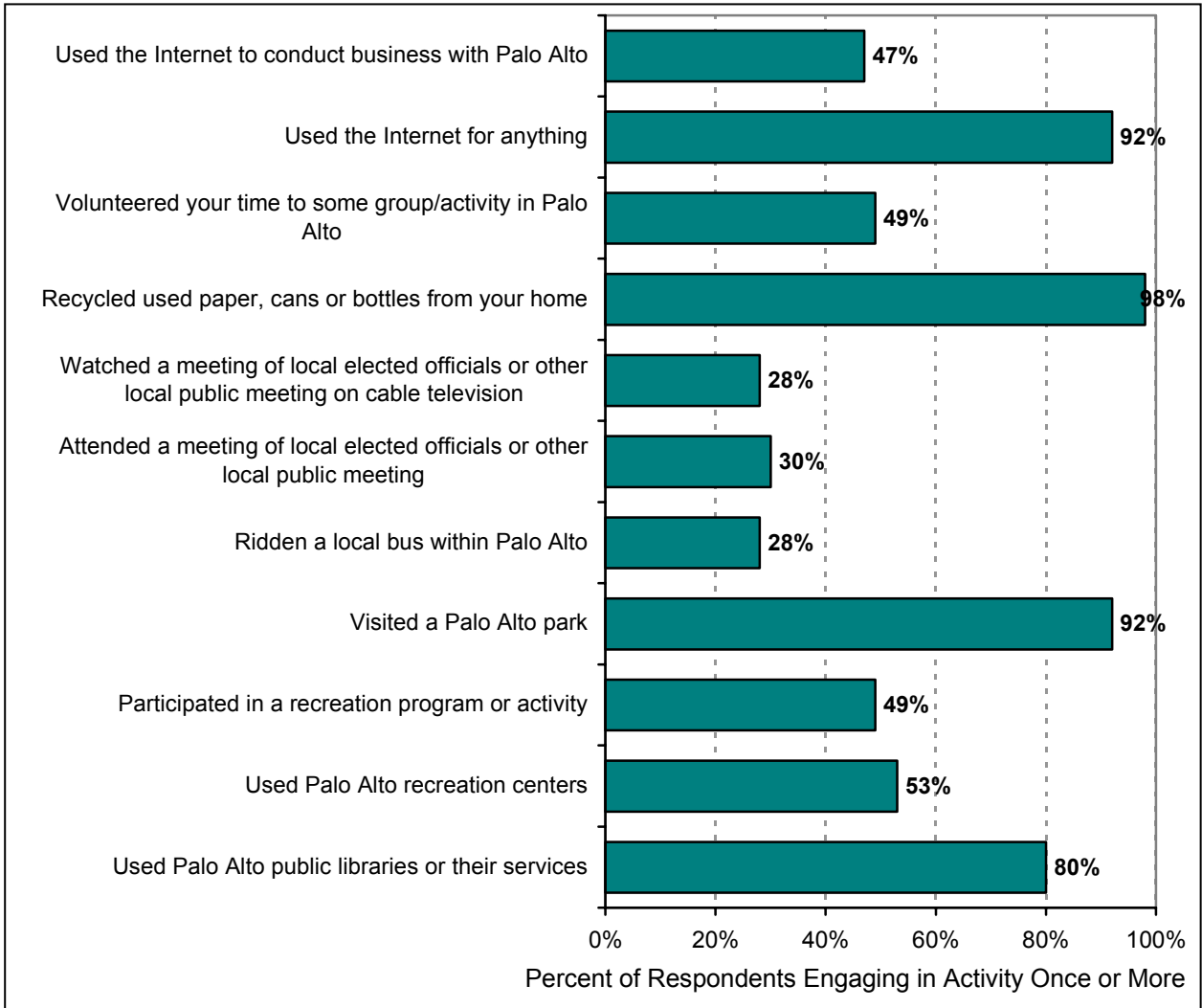
**Figure 11: Percent of Respondents' Households That Were Victim of a Crime Who Reported the Crime**



# COMMUNITY PARTICIPATION

Participation in the civic, social and economic life of Palo Alto during the past year was assessed on the survey. The proportion of respondents engaging in various activities is shown in the chart below. Among those completing the questionnaire, 92% reported visiting a Palo Alto park in the past year.

**Figure 12: Percent of Respondents Engaging in Various Activities in Palo Alto in the Past Year**

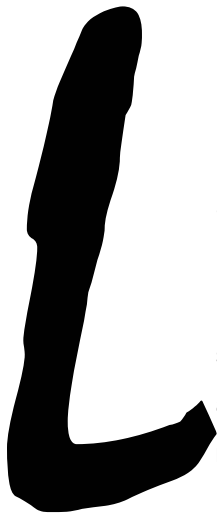




Voter status was also estimated.<sup>2</sup>

<b>Figure 13: Voter Status</b>			
	<b>no</b>	<b>yes</b>	<b>Total</b>
Did you vote in the last election?	28%	72%	100%

<sup>2</sup> In general on a survey, a greater proportion of people will report having voted, than actual voting records verify.



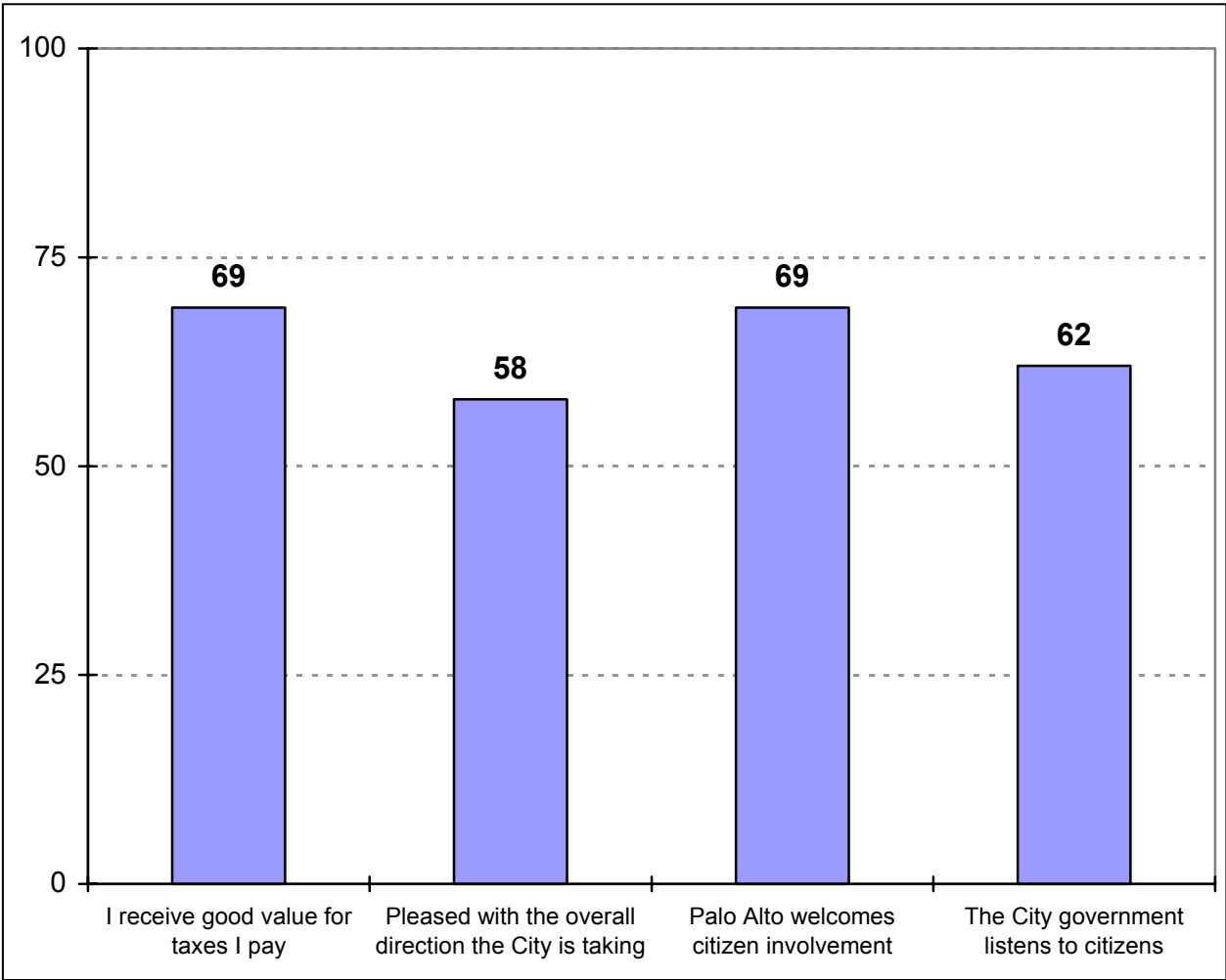
# LOCAL GOVERNMENT

Several aspects of the government of the City of Palo Alto were evaluated by residents completing The National Citizen Survey™. They were asked how much trust they placed in their local government, and what they felt about the services they receive from the City of Palo Alto. Those who had any contact with a City of Palo Alto employee in the past year gave their impressions of the most recent encounter.

## PUBLIC TRUST

When asked to evaluate whether they felt they received good value for taxes they pay, residents gave an average rating of 69 on a 100-point scale.

**Figure 14: Ratings of Public Trust**



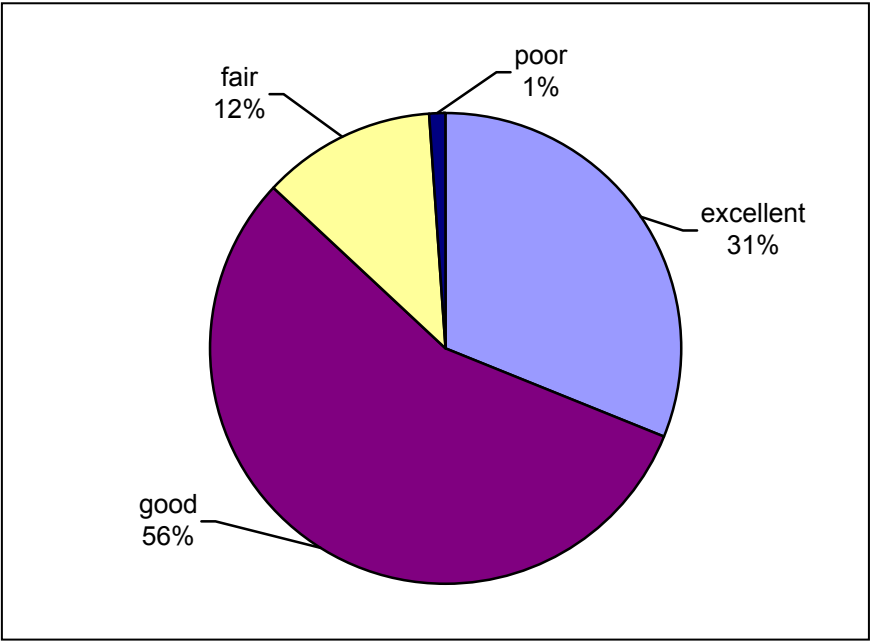
**Figure 14b: Public Trust Ratings**

	<b>strongly agree</b>	<b>somewhat agree</b>	<b>neither agree nor disagree</b>	<b>somewhat disagree</b>	<b>strongly disagree</b>	<b>Total</b>
I receive good value for the City of Palo Alto taxes I pay	29%	40%	15%	9%	7%	100%
I am pleased with the overall direction that the City of Palo Alto is taking	12%	42%	21%	18%	7%	100%
The City of Palo Alto government welcomes citizen involvement	24%	40%	25%	8%	2%	100%
The City of Palo Alto government listens to citizens	17%	38%	27%	13%	5%	100%
Note: "Don't Know" responses are removed						

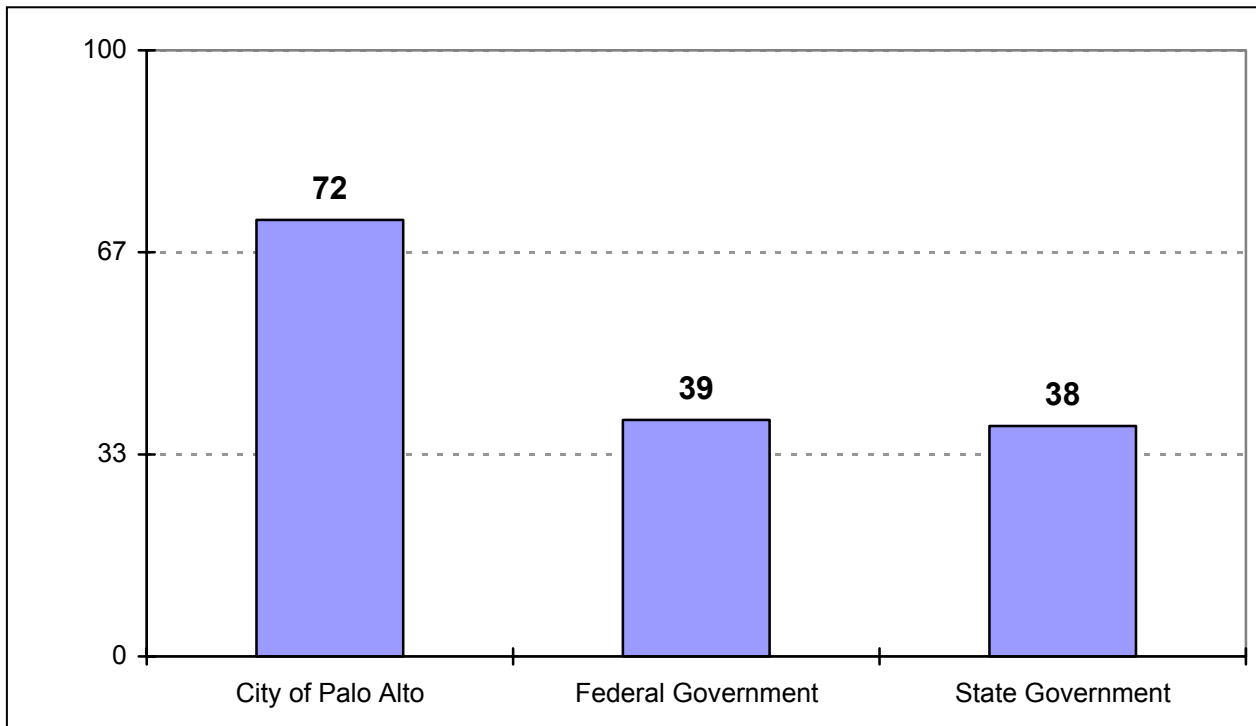
# SERVICES PROVIDED BY PALO ALTO

The overall quality of services provided by the City of Palo Alto was rated as 72 on a 100-point scale. Ratings given to specific services are shown on the following pages.

**Figure 15: Overall Quality of Services Provided by the City of Palo Alto**



**Figure 16: Rating of Overall Quality of Services Provided by Various Levels of Government**

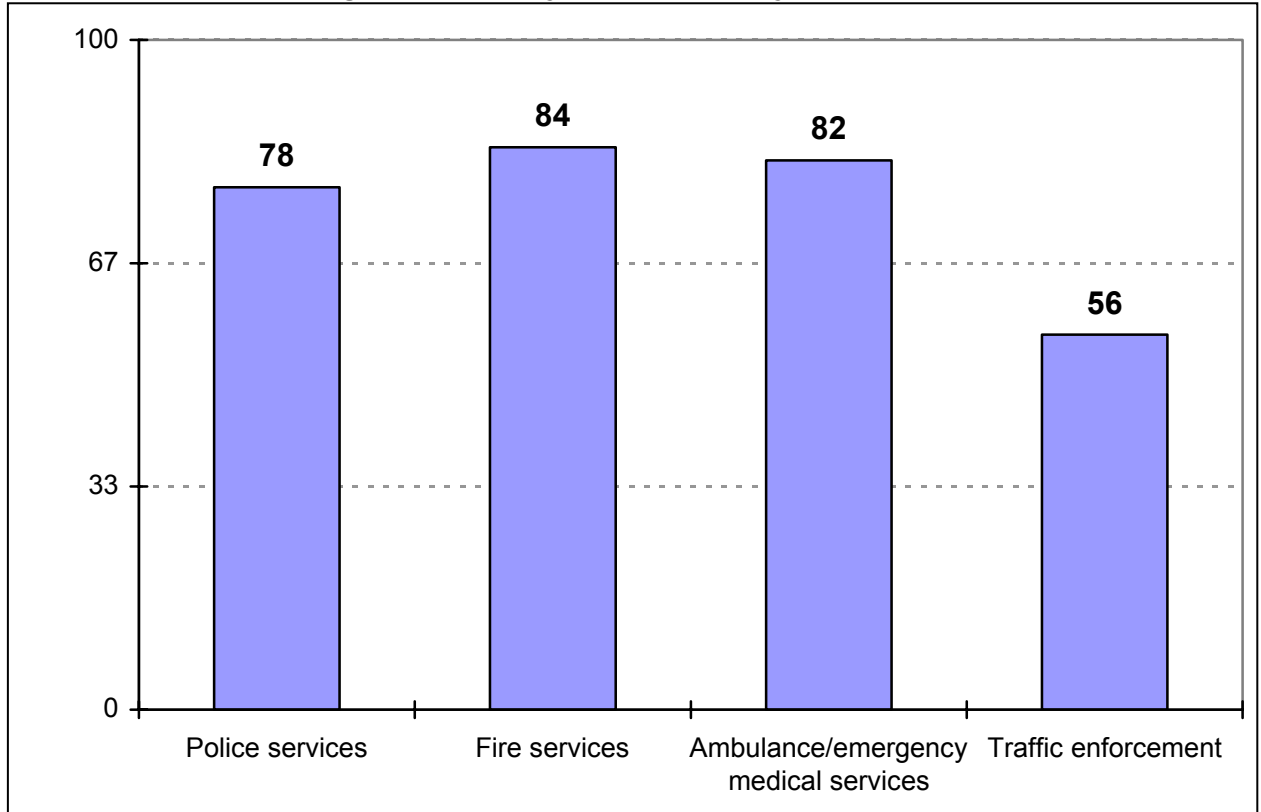


**Figure 16b: Overall Quality of Services: City of Palo Alto, Federal Government and State Government**

	excellent	good	fair	poor	Total
Overall, how would you rate the quality of the services provided by the City of Palo Alto?	31%	56%	12%	1%	100%
Overall, how would you rate the quality of the services provided by the Federal Government?	3%	29%	49%	19%	100%
Overall, how would you rate the quality of the services provided by the State Government?	3%	28%	50%	19%	100%

Note: "Don't Know" responses are removed

**Figure 17: Quality of Public Safety Services**



**Figure 17b: Quality of Public Safety Services**

	excellent	good	fair	poor	Total
Police services	45%	44%	10%	1%	100%
Fire services	57%	39%	4%	0%	100%
Ambulance/emergency medical services	50%	45%	5%	0%	100%
Traffic enforcement	18%	46%	22%	13%	100%

Note: "Don't Know" responses are removed

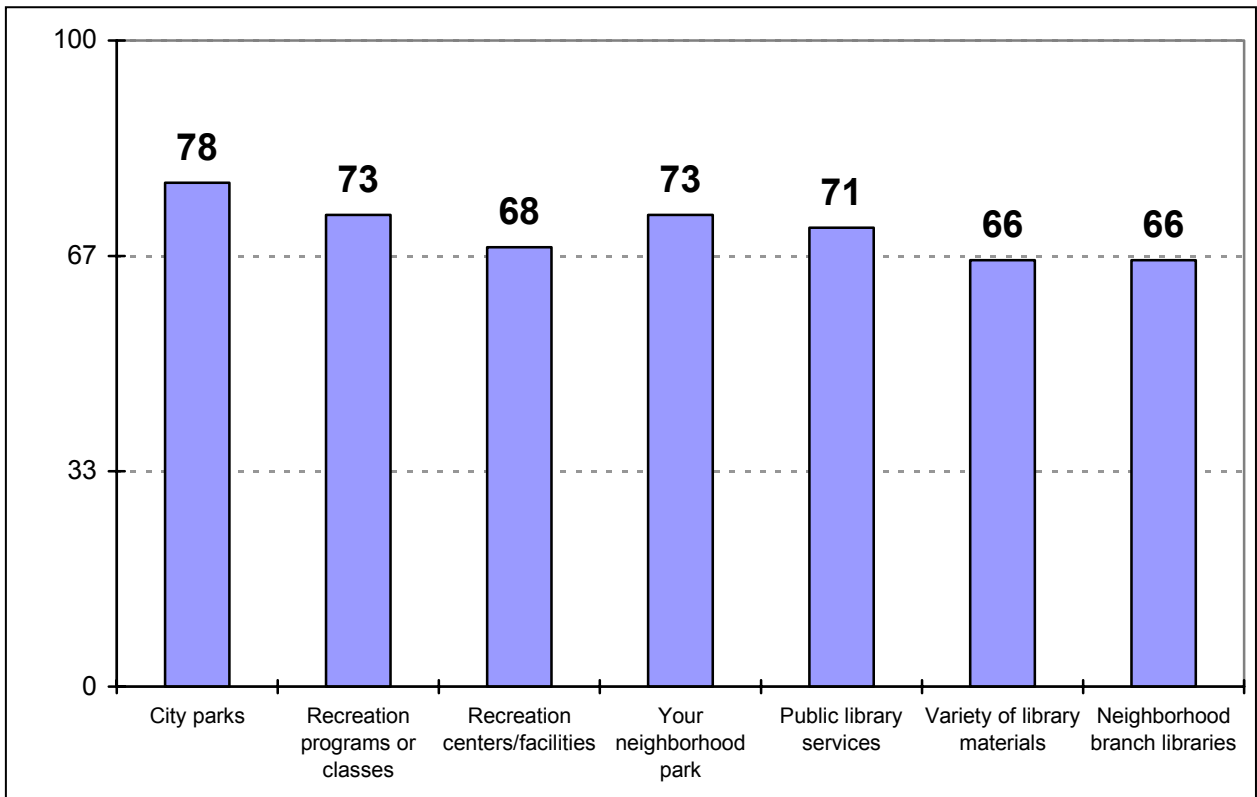
**Figure 18: Quality of Transportation Services**



	<b>excellent</b>	<b>good</b>	<b>fair</b>	<b>poor</b>	<b>Total</b>
Street repair	11%	39%	36%	15%	100%
Street cleaning	26%	49%	21%	4%	100%
Street lighting	18%	49%	24%	9%	100%
Street tree maintenance	22%	44%	25%	9%	100%
Sidewalk maintenance	14%	35%	35%	15%	100%

Note: "Don't Know" responses are removed

**Figure 19: Quality of Leisure Services**

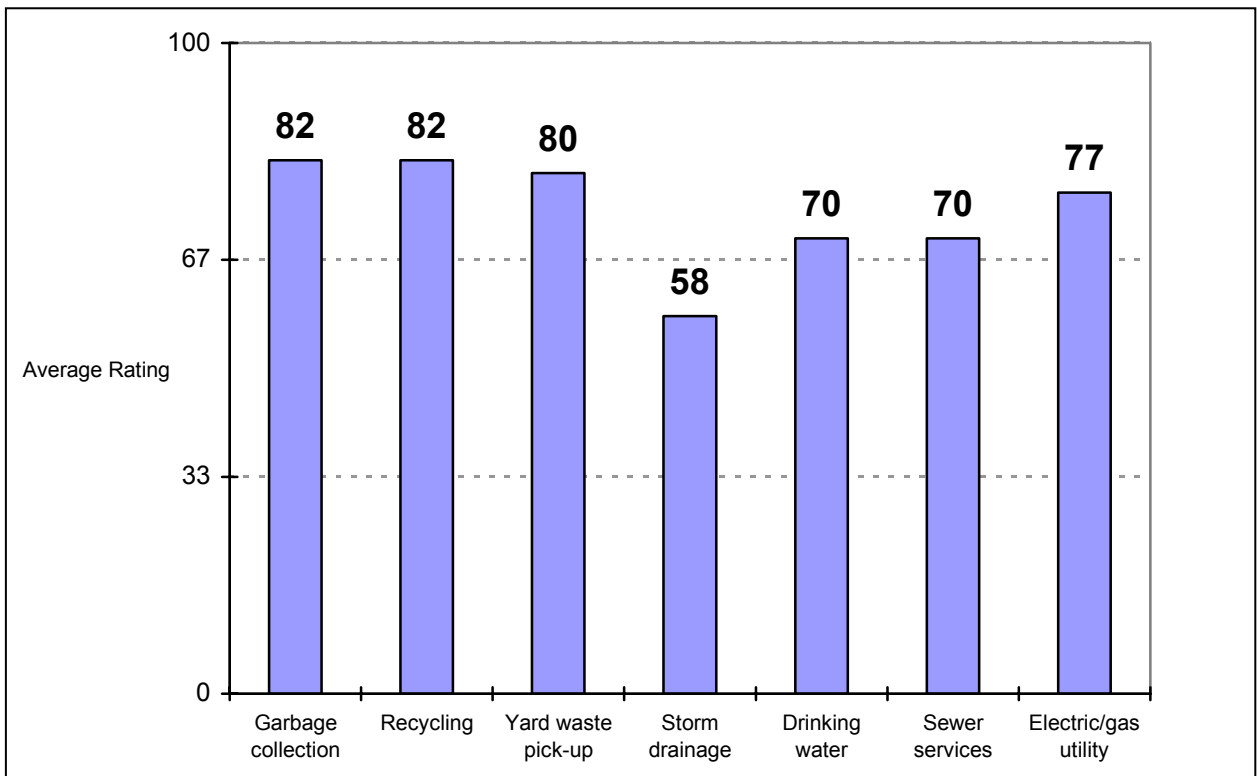


**Figure 19b: Quality of Leisure Services**

	excellent	good	fair	poor	Total
City parks	44%	46%	9%	1%	100%
Recreation programs or classes	37%	47%	16%	1%	100%
Recreation centers/facilities	30%	47%	21%	2%	100%
Your neighborhood park	35%	50%	14%	0%	100%
Public library services	35%	46%	15%	4%	100%
Neighborhood branch libraries	28%	46%	20%	6%	100%
Variety of library materials	29%	47%	16%	7%	100%

Note: "Don't Know" responses are removed



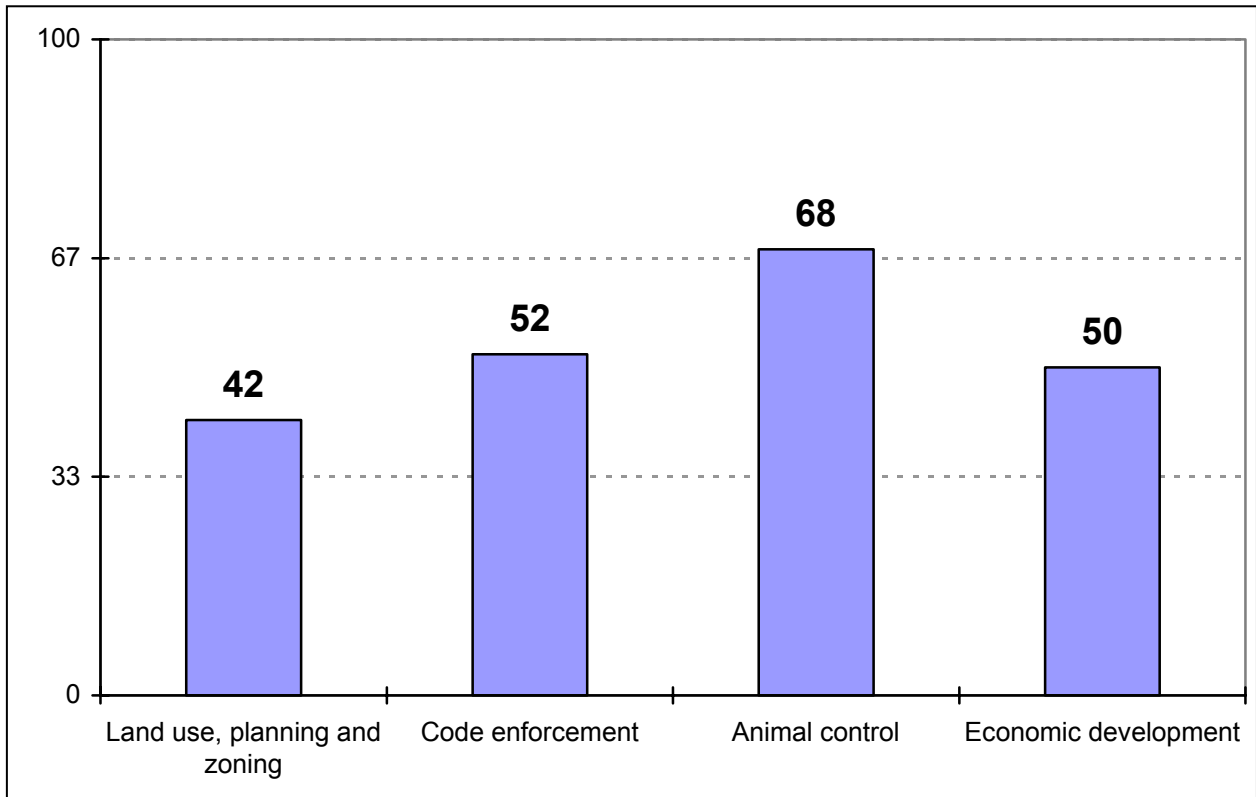


**Figure 20: Quality of Utility Services**

	<b>excellent</b>	<b>good</b>	<b>fair</b>	<b>poor</b>	<b>Total</b>
Garbage collection	53%	41%	4%	2%	100%
Recycling	58%	32%	9%	1%	100%
Yard waste pick-up	56%	33%	9%	3%	100%
Storm drainage	19%	46%	24%	11%	100%
Drinking water	32%	50%	15%	3%	100%
Sewer services	28%	55%	14%	2%	100%
Electric/gas utility	45%	44%	9%	2%	100%

Note: "Don't Know" responses are removed

**Figure 21: Quality of Planning and Code Enforcement Services**

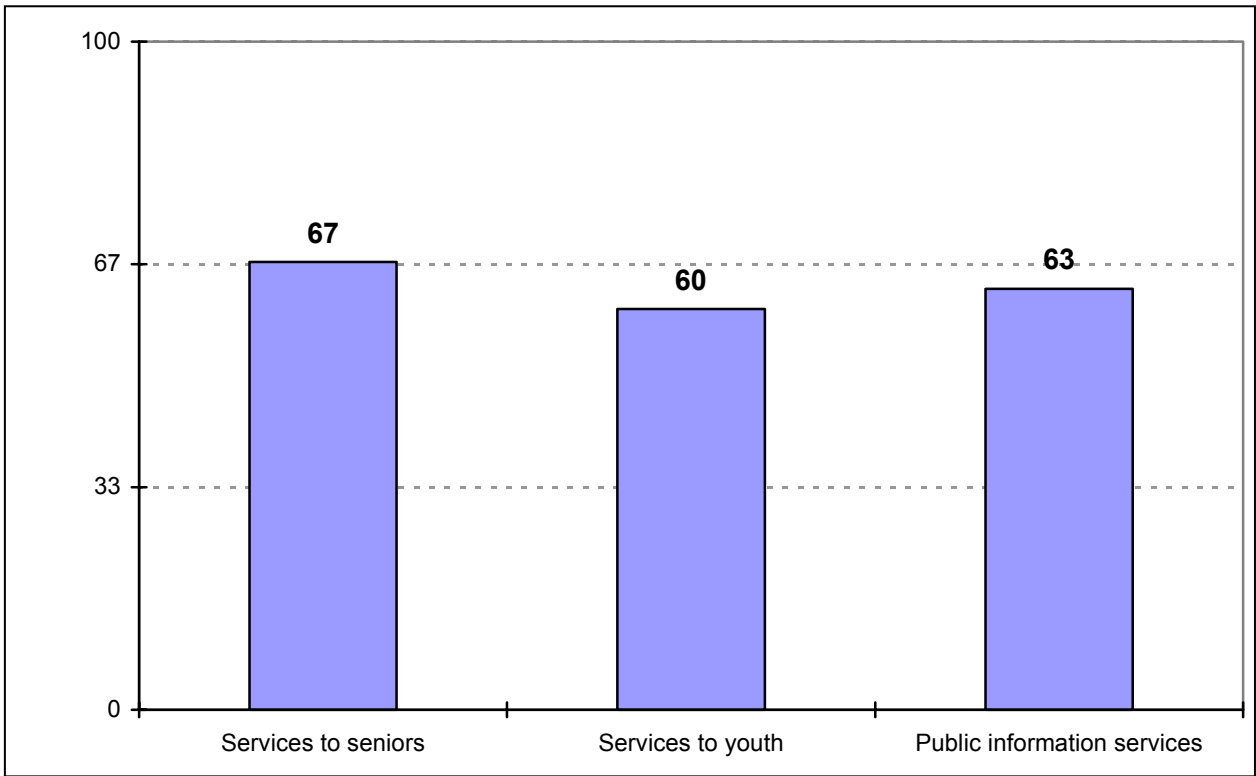


**Figure 21b: Quality of Planning and Code Enforcement Services**

	excellent	good	fair	poor	Total
Land use, planning and zoning	7%	33%	37%	22%	100%
Code enforcement (weeds, abandoned buildings, etc)	12%	44%	33%	12%	100%
Animal control	27%	52%	18%	3%	100%
Economic development	12%	37%	41%	11%	100%

Note: "Don't Know" responses are removed

**Figure 22: Quality of Services to Special Populations and Other Services**



**Figure 22b: Quality of Services to Special Populations and Other Services**

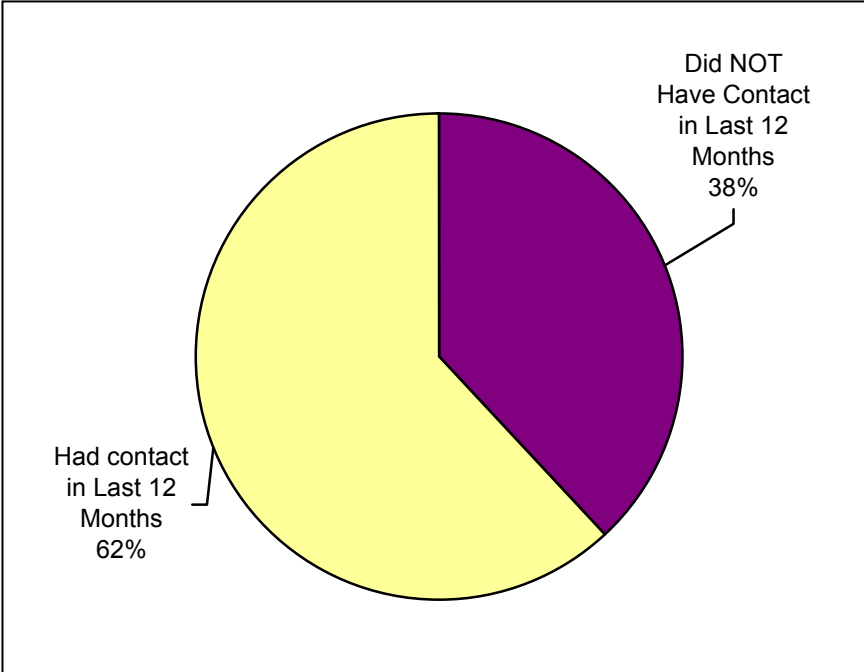
	excellent	good	fair	poor	Total
Services to seniors	25%	52%	21%	2%	100%
Services to youth	19%	47%	27%	6%	100%
Public information services	21%	51%	26%	2%	100%

Note: "Don't Know" responses are removed

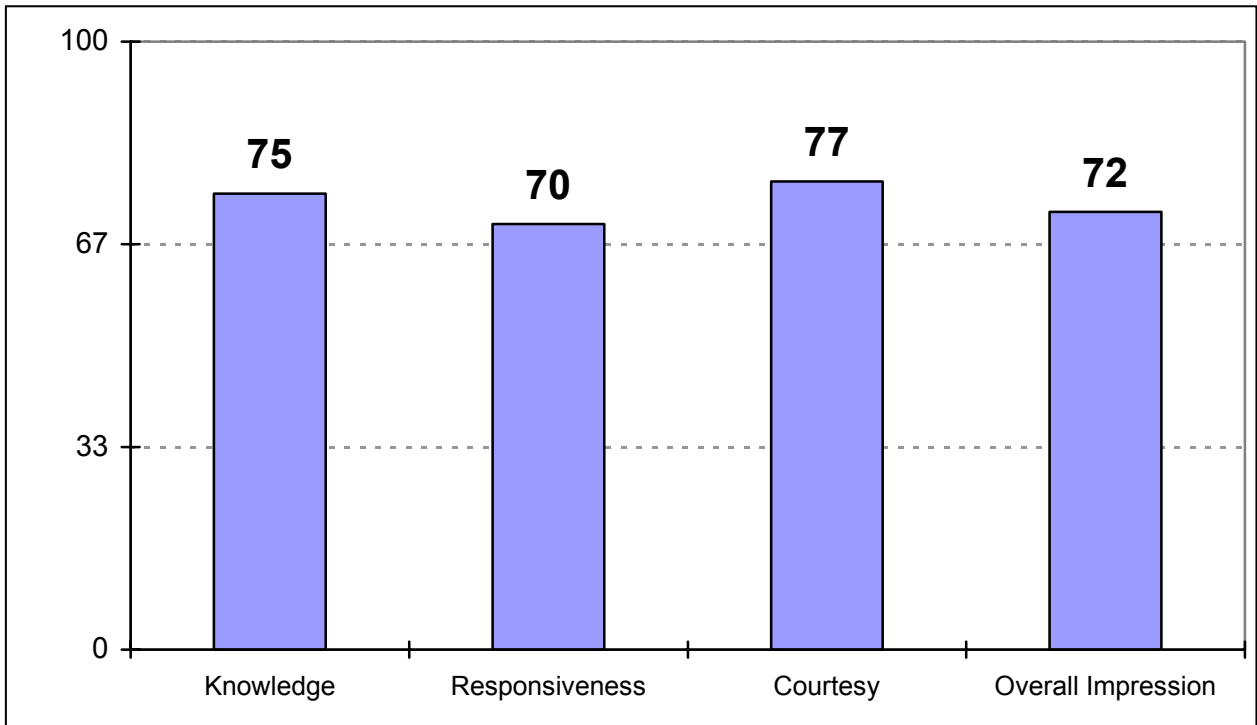
# THE CITY OF PALO ALTO EMPLOYEES

Impressions of the City of Palo Alto employees were assessed on the questionnaire. Those who had been in contact with a City of Palo Alto employee in the past year (62%) rated their overall impression as 72 on a 100-point scale.

**Figure 23: Percent of Respondents Who Had Contact with a City of Palo Alto Employee**



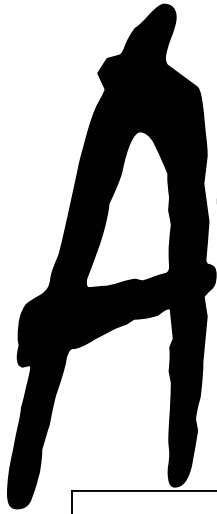
**Figure 24: Ratings of Contact with the City of Palo Alto Employees**



**Figure 24b: Impression of Contact with Employees**

	excellent	good	fair	poor	Total
Knowledge	44%	40%	12%	4%	100%
Responsiveness	46%	28%	16%	10%	100%
Courtesy	53%	30%	11%	6%	100%
Overall Impression	47%	31%	14%	8%	100%

Note: "Don't Know" responses are removed



# APPENDIX I: FREQUENCY OF RESPONSES TO ALL SURVEY QUESTIONS

Question #1: Quality of Life Ratings						
	excellent	good	fair	poor	don't know	Total
How do you rate Palo Alto as a place to live?	53%	41%	5%	0%	0%	100%
How do you rate your neighborhood as a place to live?	48%	40%	11%	0%	0%	100%
How do you rate Palo Alto as a place to raise children?	42%	35%	7%	1%	14%	100%
How do you rate Palo Alto as a place to retire?	24%	29%	19%	14%	14%	100%
How do you rate the overall quality of life in Palo Alto?	43%	48%	8%	0%	0%	100%

Question #2: Please rate each of the following characteristics as they relate to Palo Alto as a whole						
	excellent	good	fair	poor	don't know	Total
Sense of community	19%	48%	23%	7%	3%	100%
Openness and acceptance of the community towards people of diverse backgrounds	27%	43%	20%	6%	5%	100%
Overall appearance of Palo Alto	30%	56%	11%	3%	0%	100%
Job opportunities	5%	19%	33%	16%	27%	100%
Access to affordable quality housing	1%	4%	17%	69%	8%	100%
Access to affordable quality child care	2%	10%	16%	19%	53%	100%
Ease of car travel in Palo Alto	10%	44%	35%	9%	2%	100%
Ease of bus travel in Palo Alto	4%	18%	18%	14%	46%	100%
Ease of bicycle travel in Palo Alto	26%	48%	11%	3%	12%	100%
Ease of walking in Palo Alto	40%	45%	11%	3%	1%	100%

Question #3: Please rate the speed of growth in the following categories in Palo Alto over the past two years							
	much too slow	somewhat too slow	right amount	somewhat too fast	much too fast	don't know	Total
Population growth	0%	2%	39%	20%	7%	32%	100%
Retail growth (stores, restaurants etc.)	3%	12%	48%	13%	5%	19%	100%
Jobs growth	12%	31%	11%	2%	1%	44%	100%

<b>Question #4: To what degree are the following problems in Palo Alto</b>						
	<b>not a problem</b>	<b>minor problem</b>	<b>moderate problem</b>	<b>major problem</b>	<b>don't know</b>	<b>Total</b>
Crime	16%	58%	17%	2%	7%	100%
Drugs	17%	32%	16%	5%	31%	100%
Too much growth	25%	25%	22%	12%	15%	100%
Graffiti	31%	46%	10%	1%	11%	100%
Noise	25%	43%	22%	8%	2%	100%
Run down buildings, weed lots, or junk vehicles	36%	42%	15%	4%	3%	100%
Taxes	22%	23%	22%	16%	17%	100%
Traffic congestion	5%	30%	44%	20%	1%	100%
Unsupervised youth	25%	36%	12%	3%	24%	100%
Homelessness	7%	34%	38%	17%	5%	100%

<b>Question #5: Please rate how safe you feel from the following occurring to you in Palo Alto</b>							
	<b>very safe</b>	<b>somewhat safe</b>	<b>neither safe nor unsafe</b>	<b>somewhat unsafe</b>	<b>very unsafe</b>	<b>don't know</b>	<b>Total</b>
Violent crime (e.g., rape, assault, robbery)	41%	42%	9%	6%	0%	2%	100%
Property crimes (e.g., burglary, theft)	23%	49%	15%	9%	2%	2%	100%
Fire	36%	40%	18%	3%	0%	3%	100%

<b>Question #6: Please rate how safe you feel:</b>							
	<b>very safe</b>	<b>somewhat safe</b>	<b>neither safe nor unsafe</b>	<b>somewhat unsafe</b>	<b>very unsafe</b>	<b>don't know</b>	<b>Total</b>
In your neighborhood during the day	82%	15%	3%	0%	0%	0%	100%
In your neighborhood after dark	35%	47%	9%	7%	2%	1%	100%
In Palo Alto's downtown area during the day	74%	19%	4%	1%	0%	2%	100%
In Palo Alto's downtown area after dark	26%	41%	12%	12%	2%	7%	100%
In Palo Alto's parks during the day	65%	25%	4%	1%	0%	5%	100%
In Palo Alto's parks after dark	7%	26%	17%	23%	8%	19%	100%

<b>Question #7: During the past twelve months, were you or anyone in your household the victim of any crime?</b>		
		<b>Percent of Respondents</b>
During the past twelve months, were you or anyone in your household the victim of any crime?	no	86%
	yes	13%
	don't know	1%
<b>Total</b>		<b>100%</b>

<b>Question #8: If yes, was this crime (these crimes) reported to the police?</b>		
		<b>Percent of Respondents</b>
If yes, was this crime (these crimes) reported to the police?	no	19%
	yes	76%
	don't know	5%
<b>Total</b>		<b>100%</b>

<b>Question #9: In the last 12 months, about how many times, if ever, have you or other household members done the following things in the City of Palo Alto?</b>						
	<b>never</b>	<b>once or twice</b>	<b>3 to 12 times</b>	<b>13 to 26 times</b>	<b>more than 26 times</b>	<b>Total</b>
Used Palo Alto public libraries or their services	20%	15%	34%	15%	16%	100%
Used Palo Alto recreation centers	47%	20%	17%	7%	9%	100%
Participated in a recreation program or activity	51%	22%	14%	6%	7%	100%
Visited a neighborhood or city park	8%	16%	38%	16%	22%	100%
Ridden a local bus within Palo Alto	72%	15%	8%	2%	3%	100%
Attended a meeting of local elected officials or other local public meeting	70%	20%	8%	1%	0%	100%
Watched a meeting of local elected officials or other local public meeting on cable television	72%	18%	8%	1%	1%	100%
Recycled used paper, cans or bottles from your home	2%	1%	7%	9%	80%	100%
Volunteered your time to some group/activity in Palo Alto	51%	15%	13%	8%	13%	100%
Used the Internet for anything	8%	2%	2%	3%	85%	100%
Used the Internet to conduct business with Palo Alto	53%	17%	16%	4%	9%	100%



<b>Question #10: How do you rate the quality of each of the following services in Palo Alto?</b>						
	<b>excellent</b>	<b>good</b>	<b>fair</b>	<b>poor</b>	<b>don't know</b>	<b>Total</b>
Police services	36%	36%	8%	1%	19%	100%
Fire services	39%	27%	3%	0%	31%	100%
Ambulance/emergency medical services	29%	26%	3%	0%	43%	100%
Traffic enforcement	15%	39%	19%	11%	16%	100%
Garbage collection	52%	40%	4%	2%	2%	100%
Recycling	56%	31%	9%	1%	3%	100%
Yard waste pick-up	42%	25%	7%	2%	24%	100%
Street repair	10%	36%	33%	14%	7%	100%
Street cleaning	25%	47%	20%	4%	4%	100%
Street lighting	18%	48%	23%	9%	2%	100%
Street tree maintenance	21%	41%	23%	9%	6%	100%
Sidewalk maintenance	14%	33%	33%	14%	5%	100%
Electric/gas utility	41%	41%	8%	2%	7%	100%
Storm drainage	16%	37%	20%	9%	19%	100%
Drinking water	31%	47%	14%	3%	4%	100%
Sewer services	22%	44%	11%	2%	21%	100%
City parks	42%	44%	8%	1%	5%	100%
Recreation programs or classes	22%	28%	9%	1%	41%	100%
Recreation centers/facilities	18%	29%	13%	1%	39%	100%
Your neighborhood park	32%	46%	13%	0%	8%	100%
Land use, planning and zoning	6%	25%	28%	17%	25%	100%
Code enforcement (weeds, abandoned buildings, etc)	7%	27%	20%	7%	39%	100%
Animal control	18%	35%	12%	2%	33%	100%
Economic development	7%	23%	26%	7%	36%	100%
Services to seniors	12%	24%	10%	1%	53%	100%
Services to youth	9%	22%	13%	3%	54%	100%
Public library services	29%	39%	12%	3%	16%	100%
Variety of library materials	23%	37%	13%	6%	22%	100%
Public information services	14%	36%	18%	2%	30%	100%
Neighborhood branch libraries	22%	36%	15%	5%	21%	100%

<b>Question #11: Overall, how would you rate the quality of the services provided by . . .</b>						
	<b>excellent</b>	<b>good</b>	<b>fair</b>	<b>poor</b>	<b>don't know</b>	<b>Total</b>
Overall, how would you rate the quality of the services provided by the City of Palo Alto?	30%	54%	11%	1%	3%	100%
Overall, how would you rate the quality of the services provided by the Federal Government?	3%	23%	40%	15%	19%	100%
Overall, how would you rate the quality of the services provided by the State Government?	2%	24%	42%	16%	16%	100%

<b>Question #12: Have you had any in-person or phone contact with an employee of the City of Palo Alto within the last 12 months?</b>		
		<b>Percent of Respondents</b>
Have you had any in-person or phone contact with an employee of the City of Palo Alto within the last 12 months?	no	38%
	yes	62%
	don't know	0%
<b>Total</b>		<b>100%</b>

<b>Question #13: What was your impression of the employees of the City of Palo Alto in your most recent contact?</b>						
	<b>excellent</b>	<b>good</b>	<b>fair</b>	<b>poor</b>	<b>don't know</b>	<b>Total</b>
Knowledge	43%	39%	11%	4%	2%	100%
Responsiveness	46%	28%	16%	10%	1%	100%
Courtesy	53%	29%	11%	6%	1%	100%
Overall Impression	47%	31%	14%	8%	1%	100%

<b>Question #14: Please rate your agreement or disagreement with the following statements.</b>							
	<b>strongly agree</b>	<b>somewhat agree</b>	<b>neither agree nor disagree</b>	<b>somewhat disagree</b>	<b>strongly disagree</b>	<b>don't know</b>	<b>Total</b>
I receive good value for the City of Palo Alto taxes I pay	25%	36%	13%	8%	6%	11%	100%
I am pleased with the overall direction that the City of Palo Alto is taking	10%	38%	19%	16%	6%	10%	100%
The City of Palo Alto government welcomes citizen involvement	19%	31%	19%	6%	1%	24%	100%
The City of Palo Alto government listens to citizens	12%	28%	20%	10%	4%	25%	100%

<b>Question #15: What impact, if any, do you think the economy will have on your family income in the next 6 months?</b>		
		<b>Percent of Respondents</b>
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	very positive	4%
	somewhat positive	20%
	neutral	45%
	somewhat negative	25%
	very negative	5%
<b>Total</b>		<b>100%</b>

<b>Question #16: Do you live within the City limits of the City of Palo Alto?</b>		
		<b>Percent of Respondents</b>
Do you live within the limits of the City of Palo Alto?	no	4%
	yes	96%
<b>Total</b>		<b>100%</b>

<b>Question #17: Employment Status</b>		
		<b>Percent of Respondents</b>
Are you currently employed?	no	26%
	yes	74%
<b>Total</b>		<b>100%</b>

<b>Question #17a: Usual Mode of Transportation to Work</b>		
		<b>Percent of Employed Respondents</b>
What one method of transportation do you usually use (for the longest distance of your commute) to travel to work?	Motorized vehicle	78%
	Bus, Rail, Subway, or other public transportation	3%
	Walk	5%
	Work at home	6%
	Other	8%
<b>Total</b>		<b>100%</b>

<b>Question #18b: Drive Alone or Carpool</b>		
		<b>Percent of Employed Respondents</b>
If you checked the motorized vehicle (e.g. car, truck, van, motorcycle, etc.) box in 18a, do other people usually ride with you to or from work?	no	88%
	yes	12%
<b>Total</b>		<b>100%</b>

<b>Usual Mode of Transportation to Work, Including Carpooling</b>		
		<b>Percent of Employed Respondents</b>
Usual mode of transportation to work	Motorized vehicle, no others (SOV)	69%
	Motorized vehicle, with others (MOV)	9%
	Bus, rail, subway, or other public transportation	3%
	walk	5%
	work at home	6%
	other	8%
<b>Total</b>		<b>100%</b>

<b>Question #18: Length of Residency</b>		
		<b>Percent of Respondents</b>
How many years have you lived in Palo Alto?	less than 2 years	17%
	2-5 years	17%
	6-10 years	15%
	11-20 years	20%
	more than 20 years	31%
<b>Total</b>		<b>100%</b>

<b>Question #19: Type of Housing Unit</b>		
		<b>Percent of Respondents</b>
Which best describes the building you live in?	one family house detached from any other houses	56%
	one family house attached to one or more houses	6%
	building with two or more apartments or condominiums	37%
	mobile home	0%
	other	1%
<b>Total</b>		<b>100%</b>

<b>Question #20: Tenure Status</b>		
		<b>Percent of Respondents</b>
Is this house, apartment, or mobile home...	rented for cash or occupied without cash payment?	43%
	owned by you or someone in this house	57%
<b>Total</b>		<b>100%</b>

<b>Question #21: Presence of Children in Household</b>		
		<b>Percent of Respondents</b>
Do any children age 12 or under live in your household?	no	76%
	yes	24%
Total		100%

<b>Question #22: Presence of Teenagers in Household</b>		
		<b>Percent of Respondents</b>
Do any teenagers ages 13 through 17 live in your household?	no	86%
	yes	14%
Total		100%

<b>Question #23: Presence of Senior Adults in Household</b>		
		<b>Percent of Respondents</b>
Are you or any other members of your household aged 65 or older?	no	78%
	yes	22%
Total		100%

<b>Question #24: Presence of Persons with Disabilities in Household</b>		
		<b>Percent of Respondents</b>
Does any member of your household have a physical handicap or is anyone disabled?	no	89%
	yes	11%
Total		100%

<b>Question #25: Education</b>		
		<b>Percent of Respondents</b>
What is the highest degree or level of school you have completed?	12th Grade or less, no diploma	1%
	high school diploma	2%
	some college, no degree	8%
	associate's degree (e.g. AA, AS)	2%
	bachelor's degree (e.g. BA, AB, BS)	33%
	graduate degree or professional degree	55%
Total		100%

<b>Question #26: Annual Household Income</b>		
		<b>Percent of Respondents</b>
How much do you anticipate your household's total income before taxes will be for the current year?	less than \$24,999	8%
	\$25,000 to \$49,999	17%
	\$50,000 to \$99,999	25%
	\$100,000 or more	50%
<b>Total</b>		<b>100%</b>

<b>Question #27: Ethnicity</b>		
		<b>Percent of Respondents</b>
Are you Spanish/Hispanic/Latino?	no	96%
	yes	4%
<b>Total</b>		<b>100%</b>

<b>Question #28: Race</b>		
		<b>Percent of Respondents</b>
What is your race?	American Indian or Alaskan Native	0%
	Asian or Pacific Islander	17%
	Black, African American	1%
	White/Caucasian	75%
	Other	3%
	Multi-Racial	4%
<b>Total</b>		<b>100%</b>

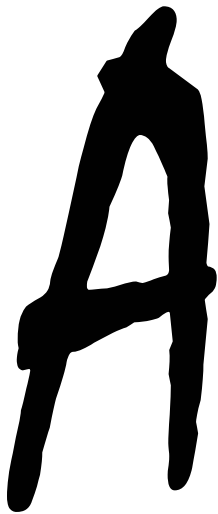
<b>Question #29: Age</b>		
		<b>Percent of Respondents</b>
In which category is your age?	18-24 years	1%
	25-34 years	24%
	35-44 years	20%
	45-54 years	23%
	55-64 years	14%
	65-74 years	8%
	75 years or older	10%
<b>Total</b>		<b>100%</b>

<b>Question #30: Gender</b>		
		<b>Percent of Respondents</b>
What is your gender?	female	52%
	male	48%
Total		100%

<b>Question #31: Voter Registration Status</b>		
		<b>Percent of Respondents</b>
Are you registered to vote in your jurisdiction?	no	22%
	yes	76%
	don't know	2%
Total		100%

<b>Question #32: Vote in Last Election?</b>		
		<b>Percent of Respondents</b>
Did you vote in the last election?	no	28%
	yes	72%
	don't know	0%
Total		100%

<b>Question #33: Likely to Vote in Next Election?</b>		
		<b>Percent of Respondents</b>
Are you likely to vote in the next election?	no	14%
	yes	80%
	don't know	6%
Total		100%



## APPENDIX II: SURVEY METHODOLOGY

The National Citizen Survey™ was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The National Citizen Survey™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The National Citizen Survey™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The National Citizen Survey™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

### SAMPLING

Approximately 1,200 households were selected to participate in the survey using a stratified systematic sampling method.<sup>3</sup> An individual within each household was selected using the birthday method.<sup>4</sup>

### SURVEY ADMINISTRATION

Households received three mailings between the 13<sup>th</sup> and the 27<sup>th</sup> of October 2003. The first was a postcard notifying them they had been selected to participate in the City of Palo Alto 2003 Citizen Survey. The postcard was signed by City Auditor, Sharon W. Erickson. About a week later a survey was mailed with a cover letter also signed by the City Auditor. Approximately one week after

<sup>3</sup> Systematic sampling is a method that closely approximates random sampling by selecting every Nth address until the desired number of households is chosen.

<sup>4</sup> The birthday method is a process to remove bias in the selection of a person within the household by asking the "person whose birthday has most recently passed" to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys but leaving selection of respondent to household members will lead to bias.



the first survey was mailed, a second survey was mailed, with a cover letter asking those who had not yet participated to do so, while informing those who had already completed the survey not to do so again.

## RESPONSE RATE AND CONFIDENCE INTERVALS

Of the 1,173 eligible households, 557 completed the survey providing a response rate of 48%. Approximately 27 addresses sampled were “vacant” or “not found.”<sup>5</sup> In general, the response rates obtained on citizen surveys range from 25% to 40%.

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95 percent confidence level for this survey is generally no greater than plus or minus 5 percentage points around any given percent reported.<sup>6</sup> The confidence intervals are larger around estimates for subgroups.

## WEIGHTING AND ANALYZING THE DATA

The surveys were analyzed using the SPSS statistical package. Frequency distributions and average (mean) ratings are presented in the body of the report.

The demographic characteristics of the sample were compared to those of the City of Palo Alto as reflected in the information sent by staff to National Research Center, Inc. When necessary, survey results were statistically adjusted to reflect the known population profile.

Generally, only two variables are used in a weighting scheme. Known population characteristics are compared to the characteristics of survey respondents. Generally, characteristics chosen as weighting variables are selected because they are not in proportion to what is shown in a jurisdiction’s demographic profile and because differences in opinion are observed between subgroups of these characteristics. The two socioeconomic characteristics that were used to weight

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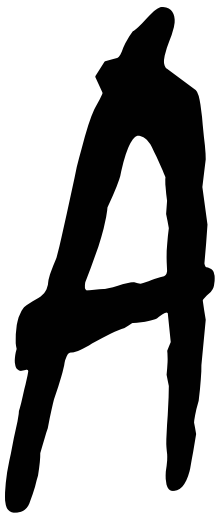
<sup>5</sup> “Eligible” households refer to addresses that belong to residences that are not vacant within the City of Palo Alto.

<sup>6</sup> The margin of error was calculated using the following formula:  $1.96 * \text{square root}(0.25/400)$ . This margin of error is calculated in the most conservative way. The standard error was assumed to be the greatest for a binomial distribution: 50%/50%.

the survey results were tenure and gender/age. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics, although the percentages are not always identical in the sample compared to the population norms. The results of the weighting scheme are presented in the table on the next page.

<b>Weighting Scheme for the City of Palo Alto Citizen Survey</b>			
<b>Respondent Characteristics</b>	<b>Population Norm*</b>	<b>Unweighted Survey Data</b>	<b>Weighted Survey Data</b>
<b>Tenure</b>			
Rent Home	43%	24%	43%
Own Home	57%	76%	57%
<b>Type of Housing Unit</b>			
Single-Family Detached	59%	68%	56%
Attached	41%	32%	44%
<b>Ethnicity</b>			
Non-Hispanic	95%	97%	96%
Hispanic	5%	3%	4%
<b>Race</b>			
White/Caucasian	76%	77%	75%
Non-White	24%	23%	25%
<b>Gender</b>			
Female	52%	57%	52%
Male	48%	43%	48%
<b>Age</b>			
18-34	25%	13%	25%
35-54	43%	39%	43%
55+	32%	48%	32%
<b>Gender and Age</b>			
Females 18-34	12%	8%	12%
Females 35-54	22%	22%	22%
Females 55+	18%	27%	18%
Males 18-34	13%	4%	13%
Males 35-54	21%	18%	21%
Males 55+	14%	21%	14%

\* Source: 2000 Census



## APPENDIX III: SURVEY MATERIALS

The following pages contain copies of the survey materials sent to randomly selected households within the City of Palo Alto. All households selected for inclusion in the study were first sent a prenotification postcard informing them that they would be receiving a questionnaire within the following week. A week later, a cover letter and survey were sent, with a postage paid return envelope. Two weeks later a second cover letter and survey were sent. The second cover letter asked that those who had responded not do so again, while urging those who had not yet returned their surveys to please do so.

The National  
**CITIZEN SURVEY™**

**2 0 0 3**

**Report of Normative Comparisons for  
The City of Palo Alto, CA**

Submitted by:

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December 2003

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# **SURVEY BACKGROUND**

## **ABOUT THE NATIONAL CITIZEN SURVEY™**

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and The International City/County Management Association (ICMA).

The National Citizen Survey™ was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The National Citizen Survey™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The National Citizen Survey™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The National Citizen Survey™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

The survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically reweighted to reflect the proper demographic composition of the entire community. The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. The City of Palo Alto staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries we used for sampling; and they provided the appropriate letterhead

and signatures for mailings. City of Palo Alto staff also determined local interest in a variety of add-on options for The National Citizen Survey™ Basic Service.



# UNDERSTANDING THE NORMATIVE COMPARISONS

## Comparison Data

National Research Center, Inc. has collected citizen surveys conducted in over 300 jurisdictions in the United States. Responses to over 4,000 survey questions dealing with resident perceptions about the quality of community life and services provided by local government were recorded, analyzed and stored in an electronic database.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
<i>Region</i>	
West Coast <sup>1</sup>	25%
West <sup>2</sup>	12%
North Central West <sup>3</sup>	10%
North Central East <sup>4</sup>	15%
South Central <sup>5</sup>	9%
South <sup>6</sup>	20%
Northeast West <sup>7</sup>	4%
Northeast East <sup>8</sup>	4%
<i>Population</i>	
less than 40,000	25%
40,000 to 74,999	26%
75,000 to 149,000	20%
150,000 or more	29%

<sup>1</sup>Alaska, Washington, Oregon, California, Hawaii  
<sup>2</sup>Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico  
<sup>3</sup>North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota  
<sup>4</sup>Illinois, Indiana, Ohio, Michigan, Wisconsin  
<sup>5</sup>Oklahoma, Texas, Louisiana, Arkansas  
<sup>6</sup>West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC  
<sup>7</sup>New York, Pennsylvania, New Jersey  
<sup>8</sup>Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

### ***Use of the “Excellent, Good, Fair, Poor” Response Scale***

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity is one we did not want to dismiss because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, we have found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

### ***Putting Evaluations Onto a 100-Point Scale***

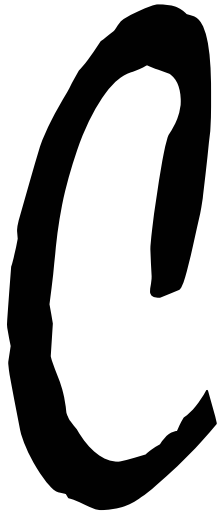
Although responses to many of the evaluative questions were made on a 4 point scale with 4 representing the best rating and 1 the worst, many of the results in this summary are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. If everyone reported “excellent,” then the result would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor” rating, the result would be 0 on the 100-point scale. If the average rating for quality of life was “good,” then the result would be 67 on a 100-point scale; “fair” would be 33 on the 100-point scale. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus 5 points based on all respondents.

### ***Interpreting the Results***

Comparisons are provided when similar questions are included in our database, and there are at least five other jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The second is the number of jurisdictions that asked a similar question. Third, the rank is expressed as a percentile to indicate its distance from the top score. This rank (5th highest out of 25 jurisdictions' results, for example) translates to a percentile (the 80th percentile in this example). A percentile indicates the percent of jurisdictions with identical or lower ratings. Therefore, a rating at the 80th percentile would mean that your jurisdiction's rating is equal to or better than 80 percent of the ratings from other jurisdictions. Conversely, 20 percent of the jurisdictions where a similar question was asked had higher ratings.

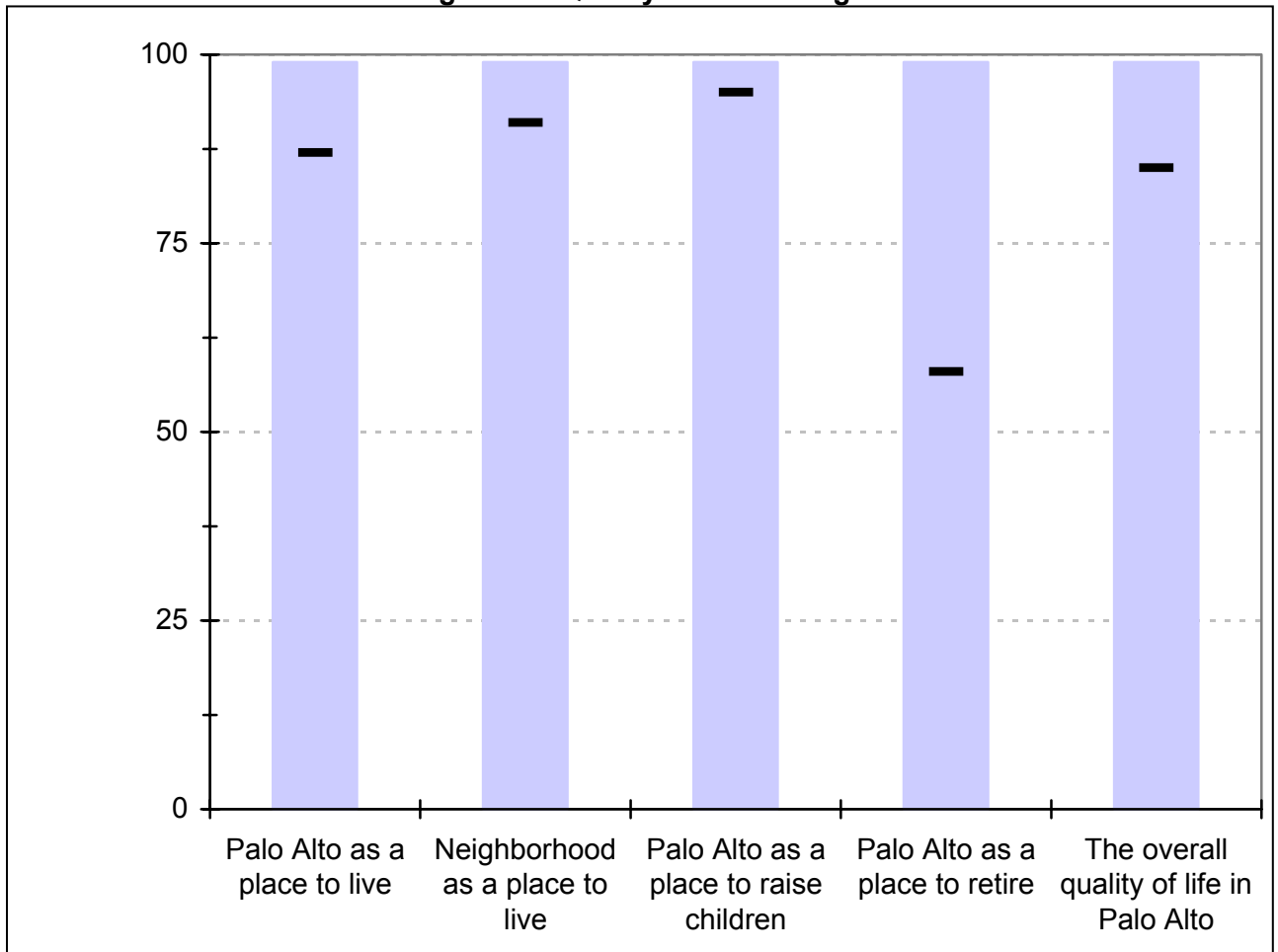
Alongside the rank and percentile appears a comparison: "above the norm," "below the norm" or "similar to the norm." This evaluation of "above," "below" or "similar to" comes from a statistical comparison of your jurisdiction's rating to the norm (the average rating from all the comparison jurisdictions where a similar question was asked). Differences of 3 or more points on the 100-point scale between your jurisdiction's ratings and the average based on the appropriate comparisons from the database are considered "statistically significant," and thus are marked as "above" or "below" the norm. When differences between your jurisdiction's ratings and the national norms are less than 3 points, they are marked as "similar to" the norm.

The data are represented visually in a chart that accompanies each table. Your jurisdiction's percentile for each compared item is marked with a black line on the chart.



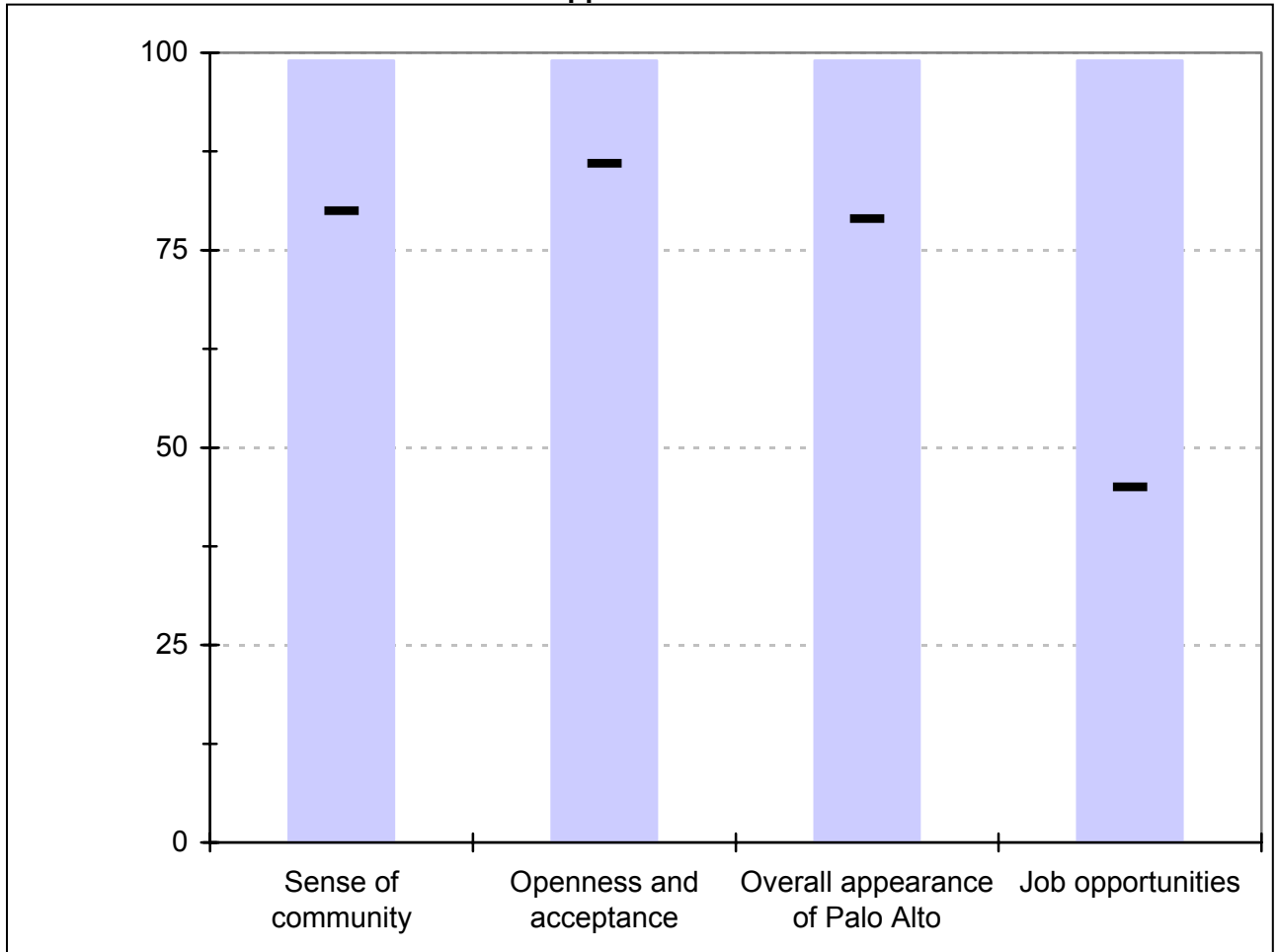
# COMPARISONS

Figure 1a: Quality of Life Ratings



<b>Figure 1b: Quality of Life Ratings</b>					
	<b>City of Palo Alto Rating</b>	<b>Rank</b>	<b>Number of Jurisdictions for Comparison</b>	<b>City of Palo Alto Percentile</b>	<b>Comparison of Palo Alto Rating to Norm</b>
Palo Alto as a place to live	83	19	143	87%ile	above the norm
Neighborhood as a place to live	79	7	65	91%ile	above the norm
Palo Alto as a place to raise children	79	5	77	95%ile	above the norm
Palo Alto as a place to retire	58	26	59	58%ile	similar to the norm
The overall quality of life in Palo Alto	78	19	120	85%ile	above the norm

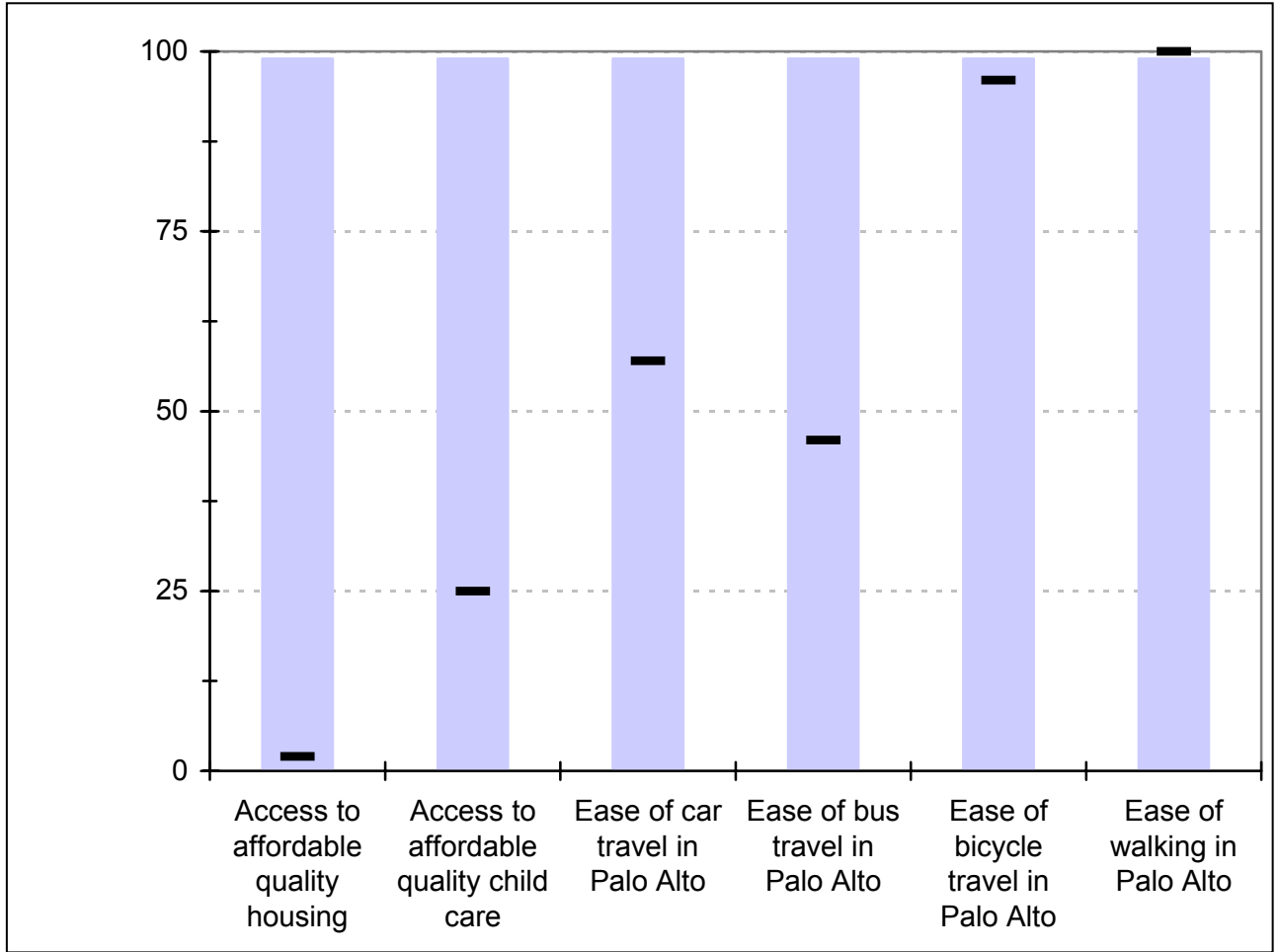
**Figure 2a: Characteristics of the Community: General and Opportunities**



**Figure 2b: Characteristics of the Community: General and Opportunities**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Sense of community	61	10	45	80%ile	above the norm
Openness and acceptance	65	6	36	86%ile	above the norm
Overall appearance of Palo Alto	71	16	73	79%ile	above the norm
Job opportunities	40	42	74	45%ile	similar to the norm

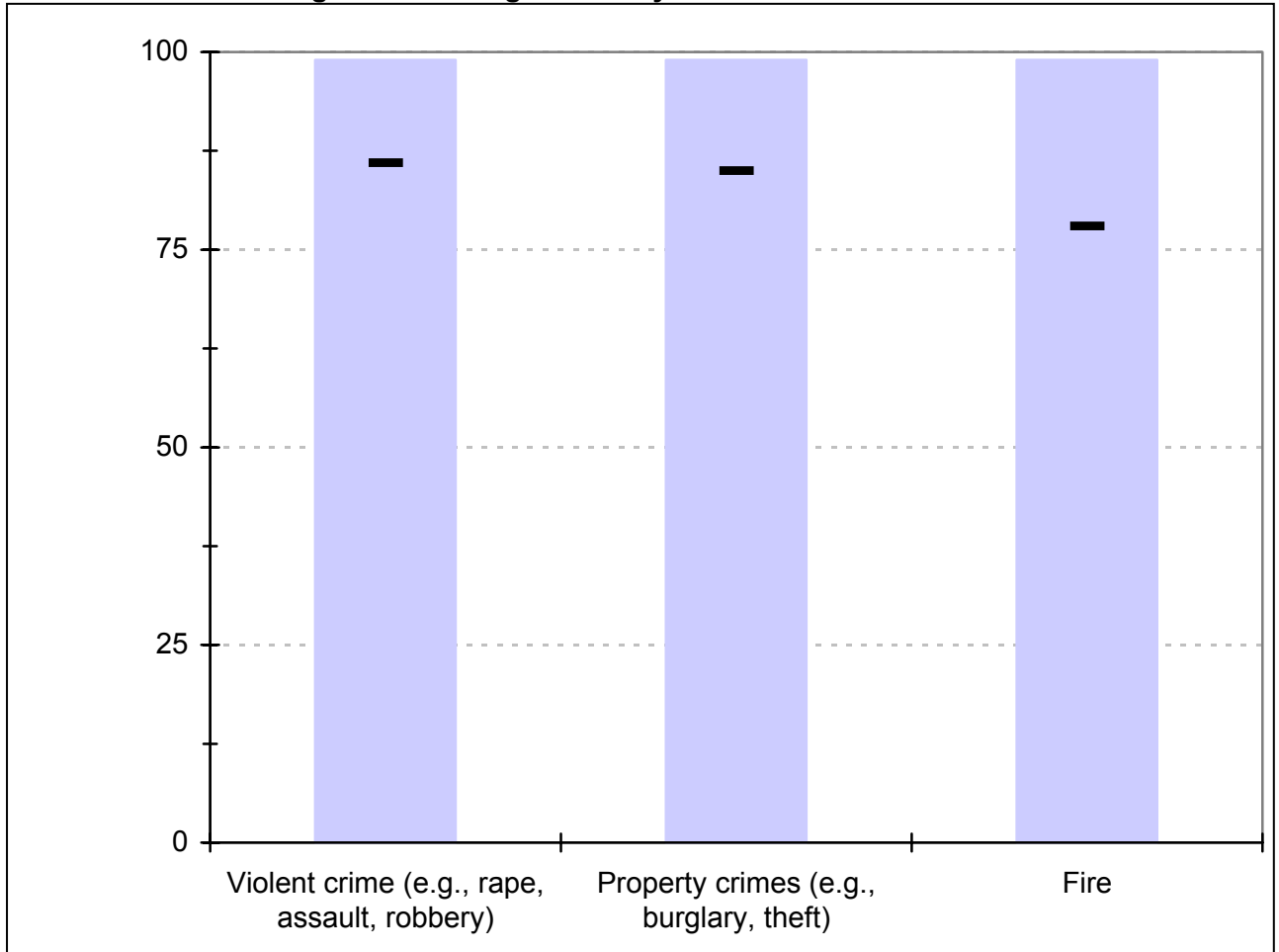
**Figure 3a: Characteristics of the Community: Access**



**Figure 3b: Characteristics of the Community: Access**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Access to affordable quality housing	10	63	63	2%ile	below the norm
Access to affordable quality child care	30	13	16	25%ile	below the norm
Ease of car travel in Palo Alto	52	26	58	57%ile	similar to the norm
Ease of bus travel in Palo Alto	41	14	24	46%ile	similar to the norm
Ease of bicycle travel in Palo Alto	70	3	47	96%ile	above the norm
Ease of walking in Palo Alto	75	1	35	100%ile	above the norm

**Figure 4a: Ratings of Safety from Various Problems**

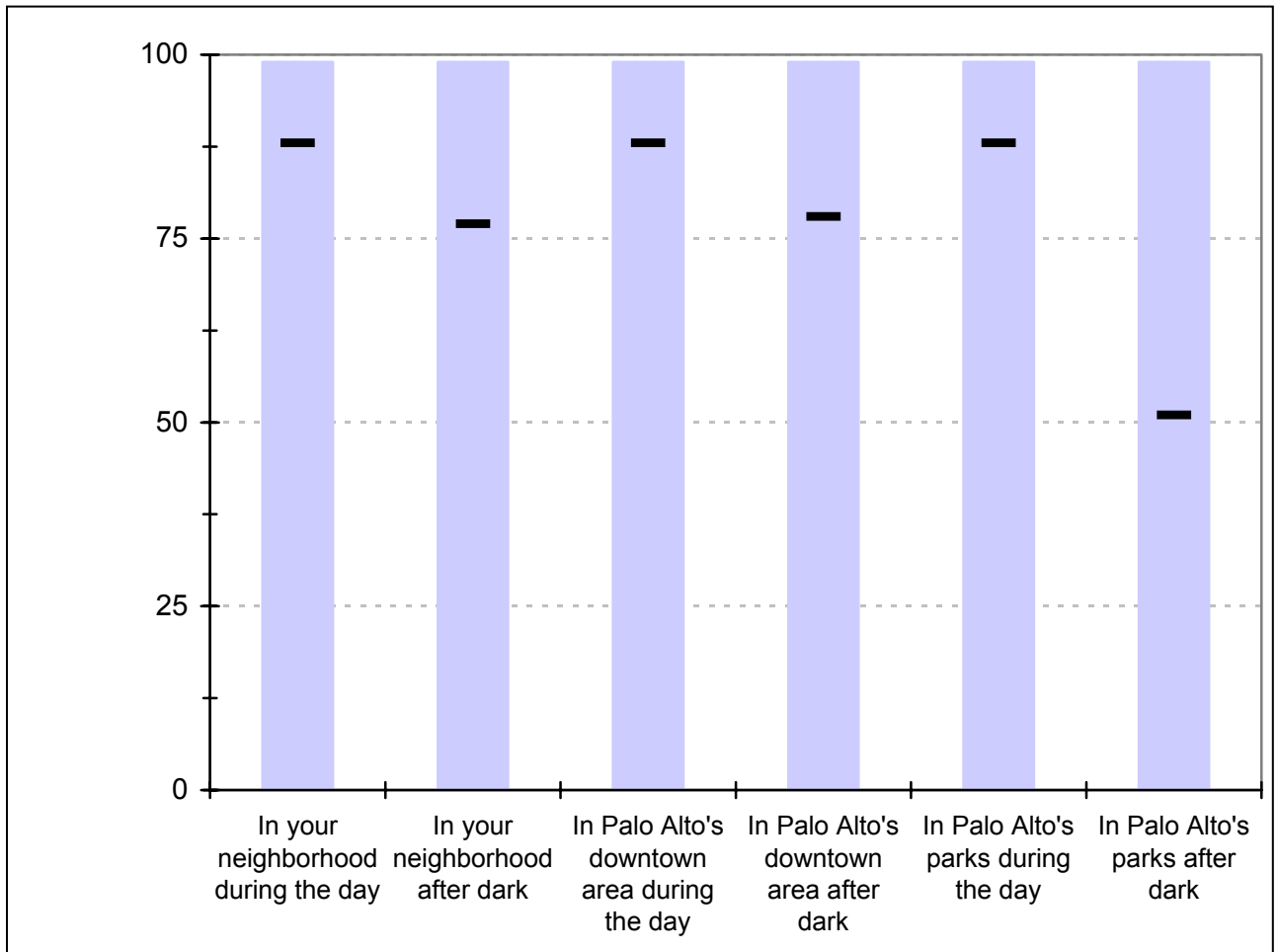


**Figure 4b: Ratings of Safety From Various Problems**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Violent crime (e.g., rape, assault, robbery)	80	8	49	86%ile	above the norm
Property crimes (e.g., burglary, theft)	71	8	48	85%ile	above the norm
Fire	78	12	49	78%ile	above the norm



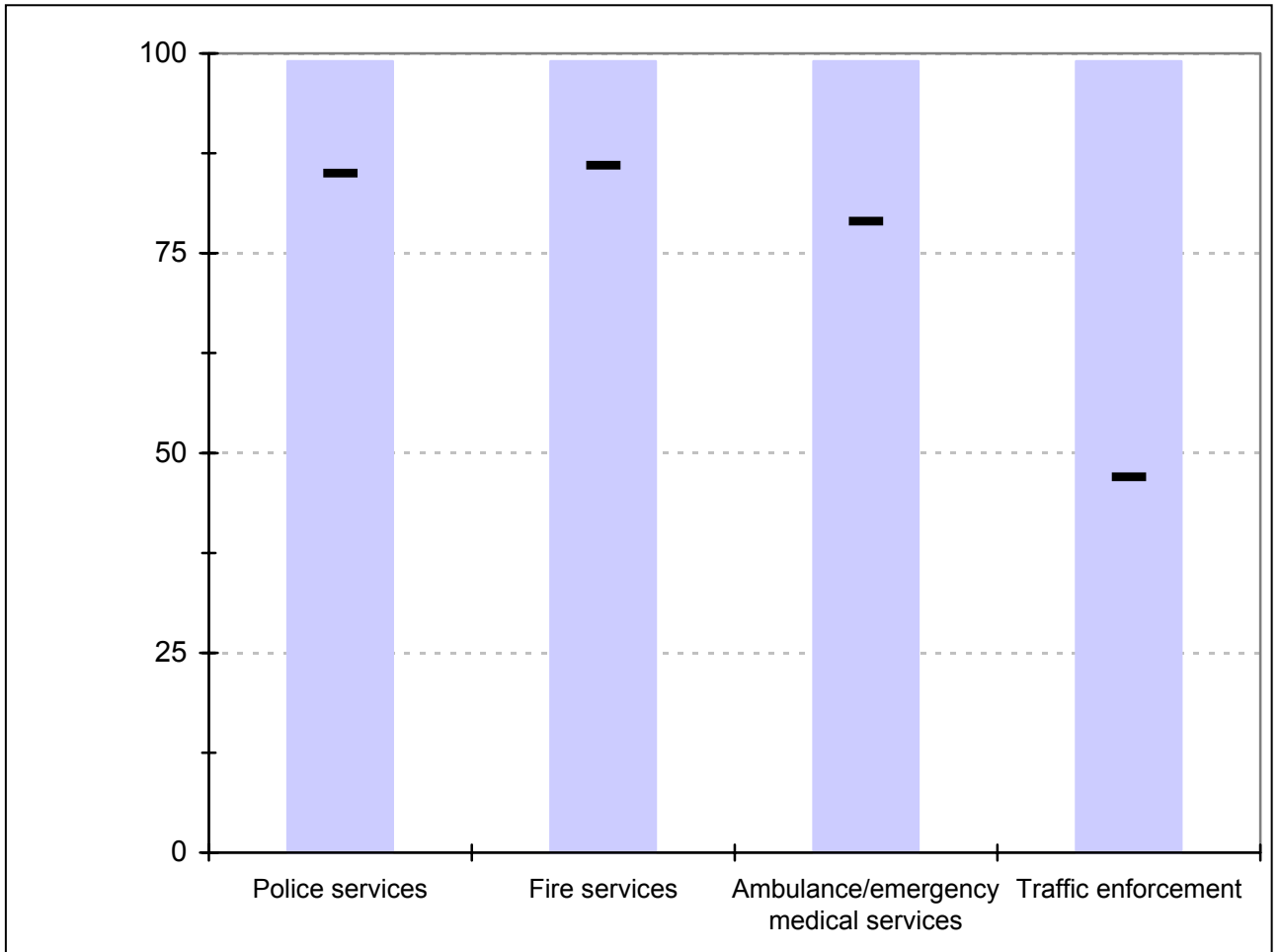
**Figure 5a: Ratings of Safety in Various Areas**



**Figure 5b: Ratings of Safety in Various Areas**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
In your neighborhood during the day	95	7	50	88%ile	above the norm
In your neighborhood after dark	77	27	114	77%ile	above the norm
In Palo Alto's downtown area during the day	92	7	48	88%ile	above the norm
In Palo Alto's downtown area after dark	70	12	49	78%ile	above the norm
In Palo Alto's parks during the day	90	7	48	88%ile	above the norm
In Palo Alto's parks after dark	50	24	47	51%ile	similar to the norm

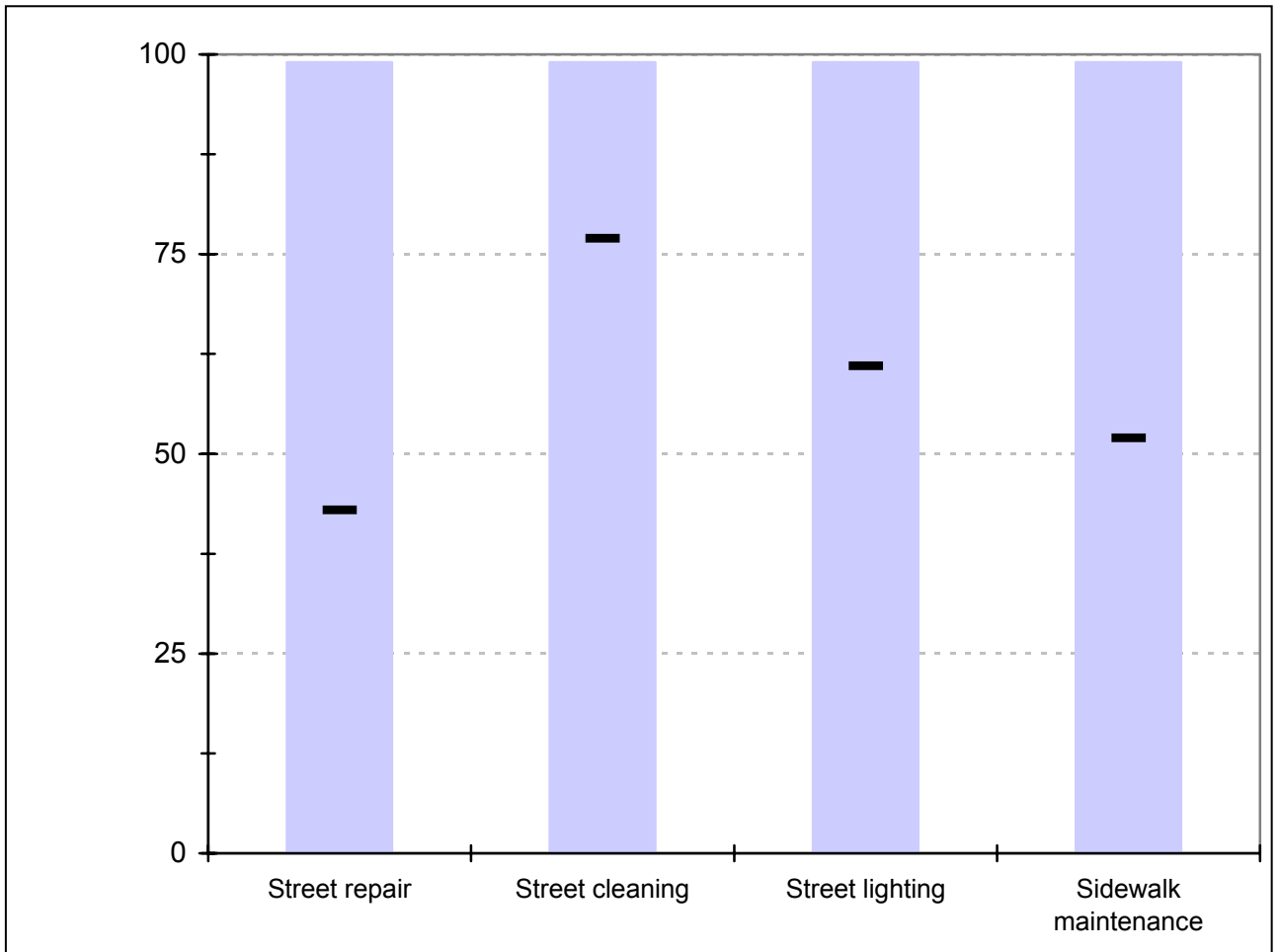
**Figure 6a: Quality of Public Safety Services**



**Figure 6b: Quality of Public Safety Services**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Police services	78	36	239	85%ile	above the norm
Fire services	84	25	175	86%ile	above the norm
Ambulance/emergency medical services	82	27	121	79%ile	above the norm
Traffic enforcement	56	57	105	47%ile	similar to the norm

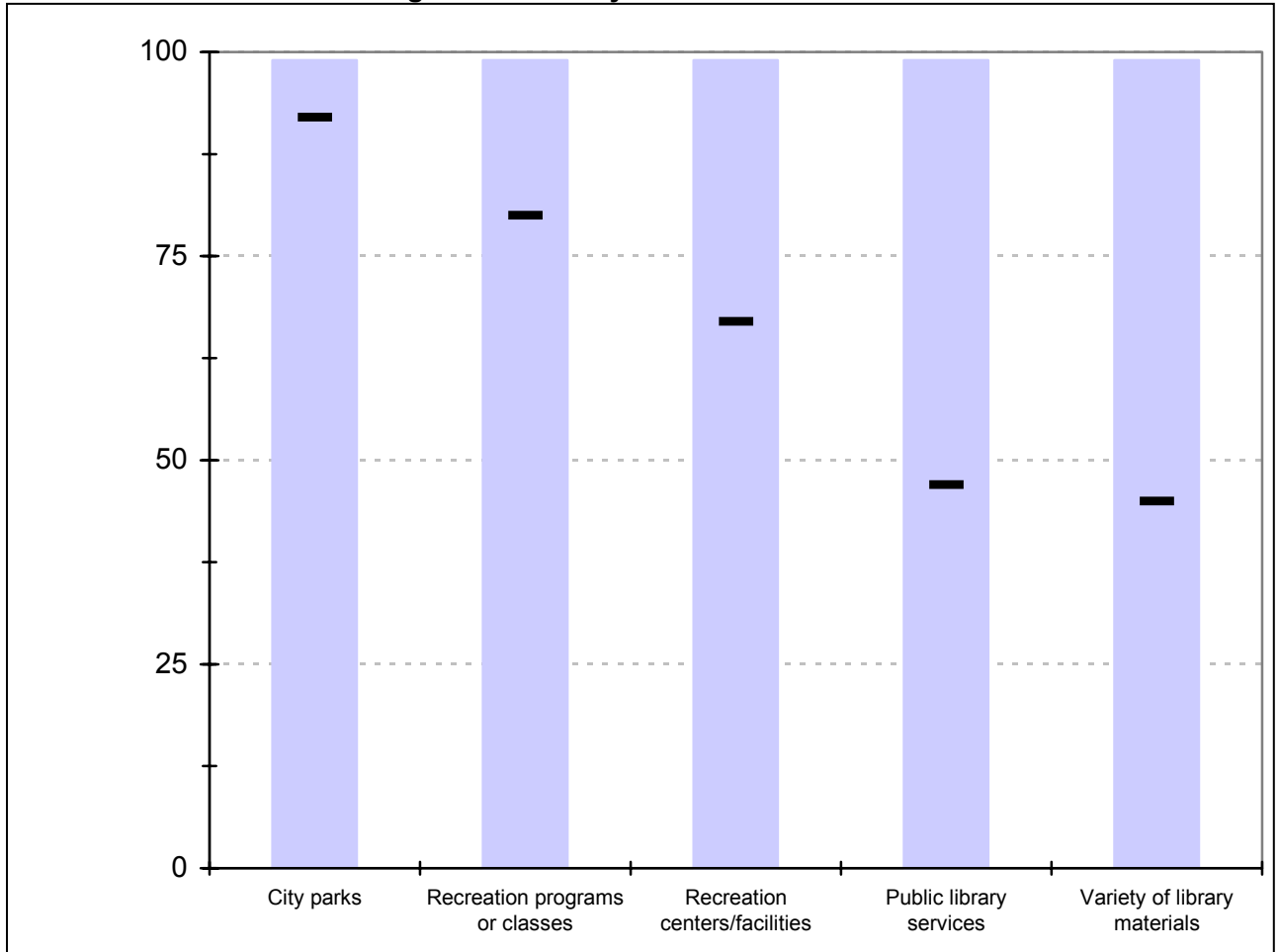
**Figure 7a: Quality of Transportation Services**



**Figure 7b: Quality of Transportation Services**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Street repair	49	112	195	43%ile	similar to the norm
Street cleaning	66	30	126	77%ile	above the norm
Street lighting	59	44	109	61%ile	similar to the norm
Sidewalk maintenance	50	32	64	52%ile	similar to the norm

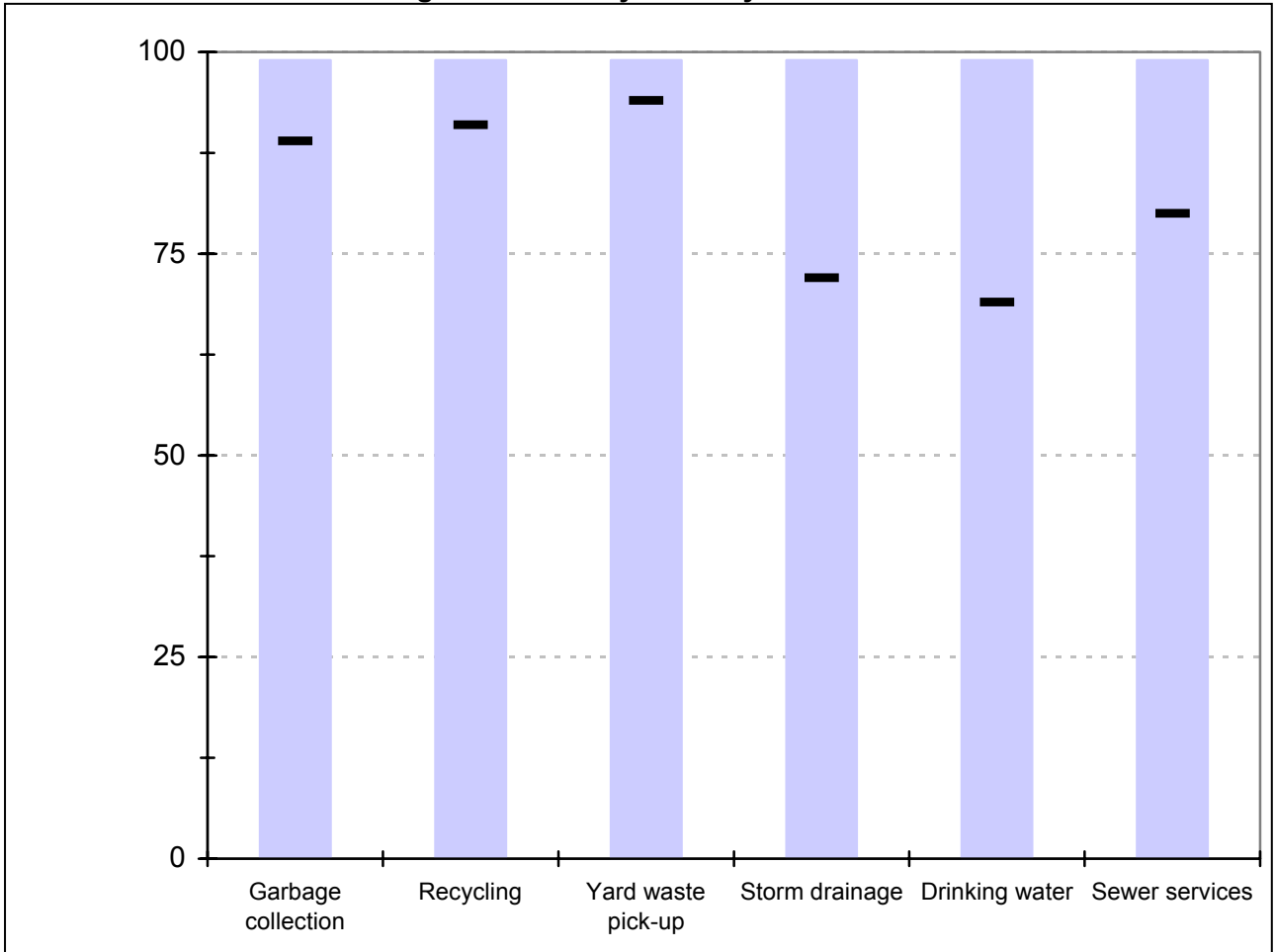
**Figure 8a: Quality of Leisure Services**



**Figure 8b: Quality of Leisure Services**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
City parks	78	11	121	92%ile	above the norm
Recreation programs or classes	73	29	141	80%ile	above the norm
Recreation centers/facilities	68	29	84	67%ile	similar to the norm
Public library services	71	75	140	47%ile	similar to the norm
Variety of library materials	66	23	40	45%ile	similar to the norm

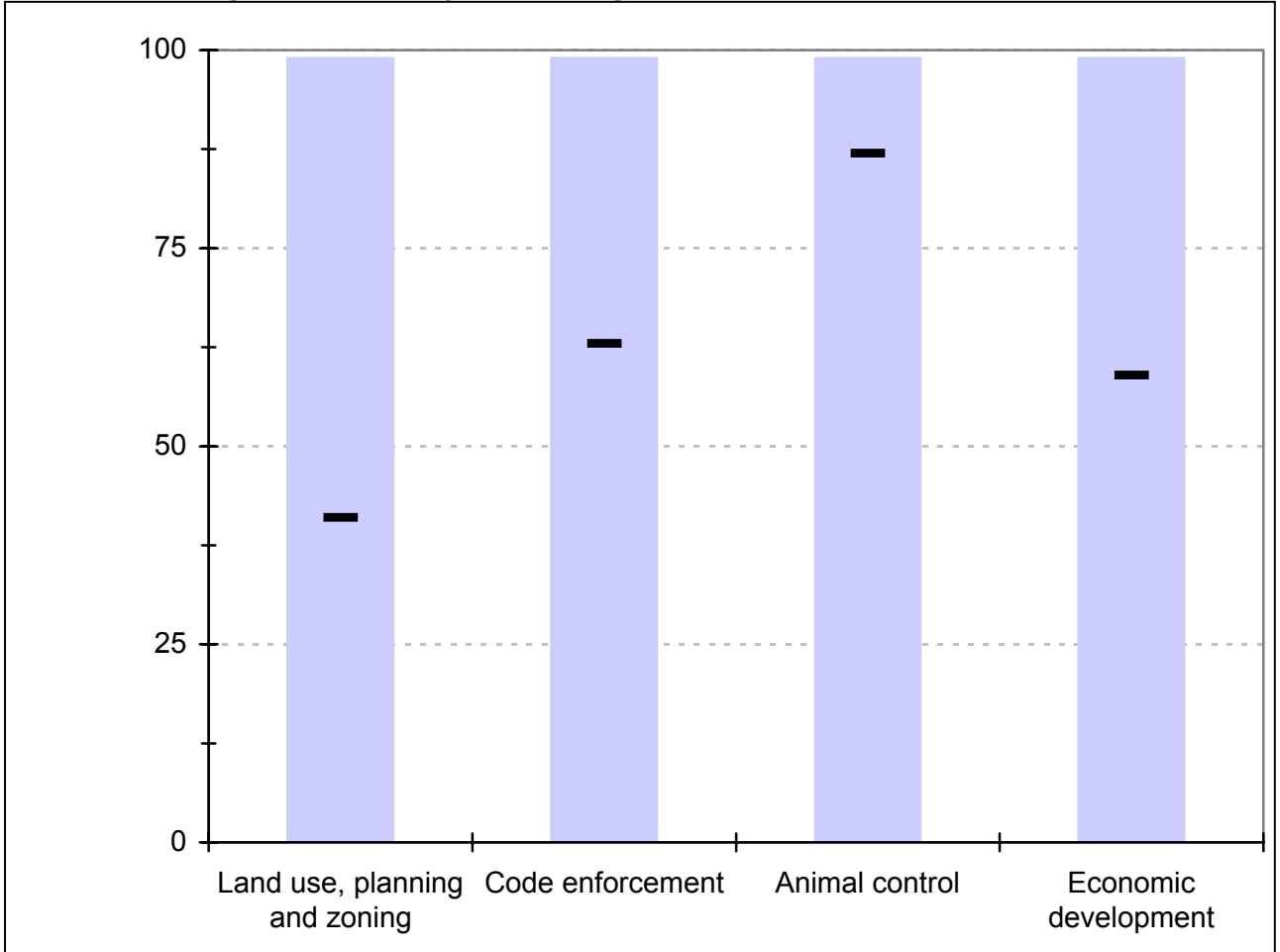
**Figure 9a: Quality of Utility Services**



**Figure 9b: Quality of Utility Services**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Garbage collection	82	19	158	89%ile	above the norm
Recycling	82	11	117	91%ile	above the norm
Yard waste pick-up	80	4	49	94%ile	above the norm
Storm drainage	58	29	99	72%ile	above the norm
Drinking water	70	29	91	69%ile	above the norm
Sewer services	70	17	81	80%ile	above the norm

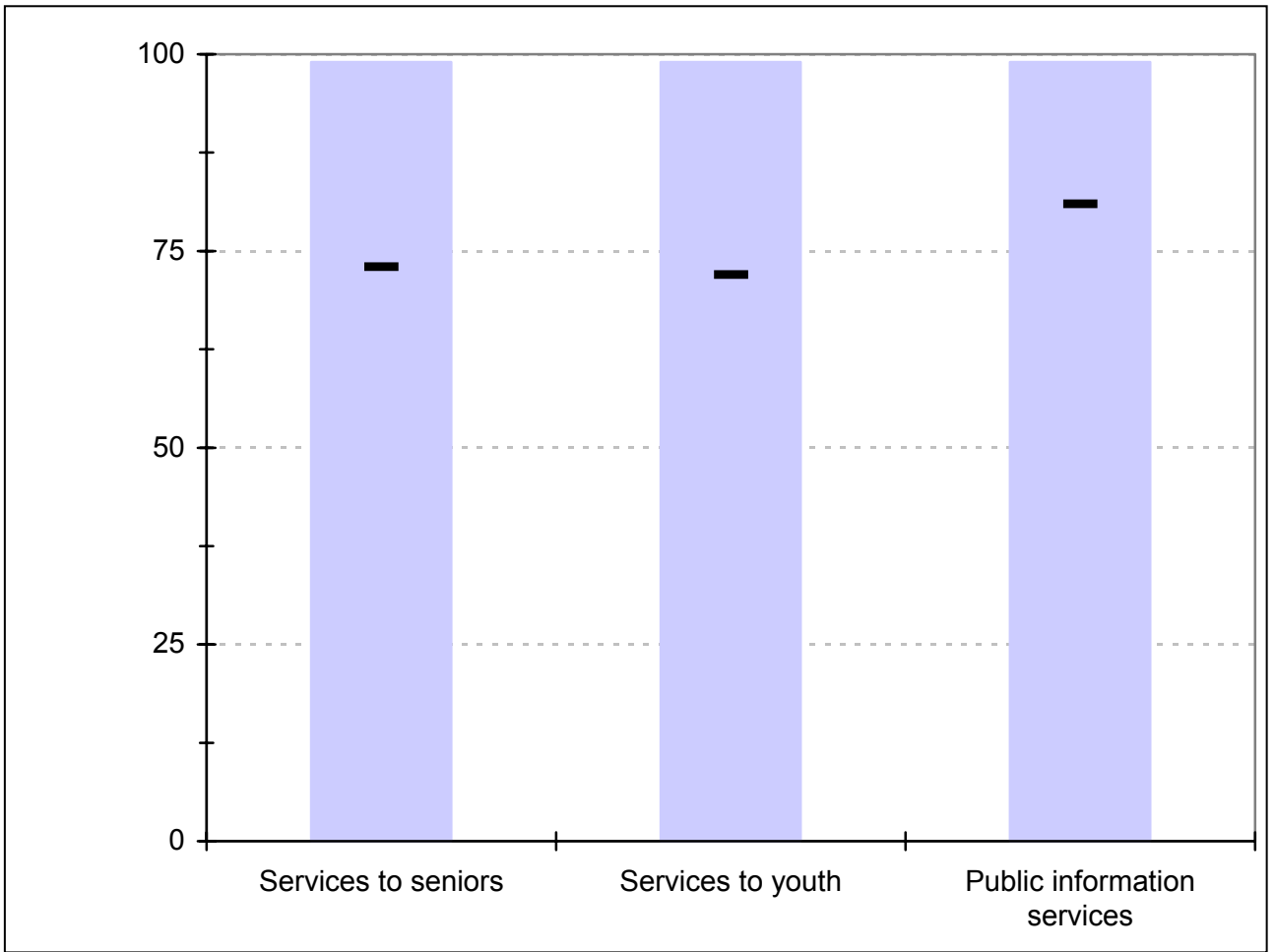
**Figure 10a: Quality of Planning and Code Enforcement Services**



**Figure 10b: Quality of Planning and Code Enforcement Services**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Land use, planning and zoning	42	42	70	41%ile	similar to the norm
Code enforcement	52	46	120	63%ile	similar to the norm
Animal control	68	14	97	87%ile	above the norm
Economic development	50	25	58	59%ile	similar to the norm

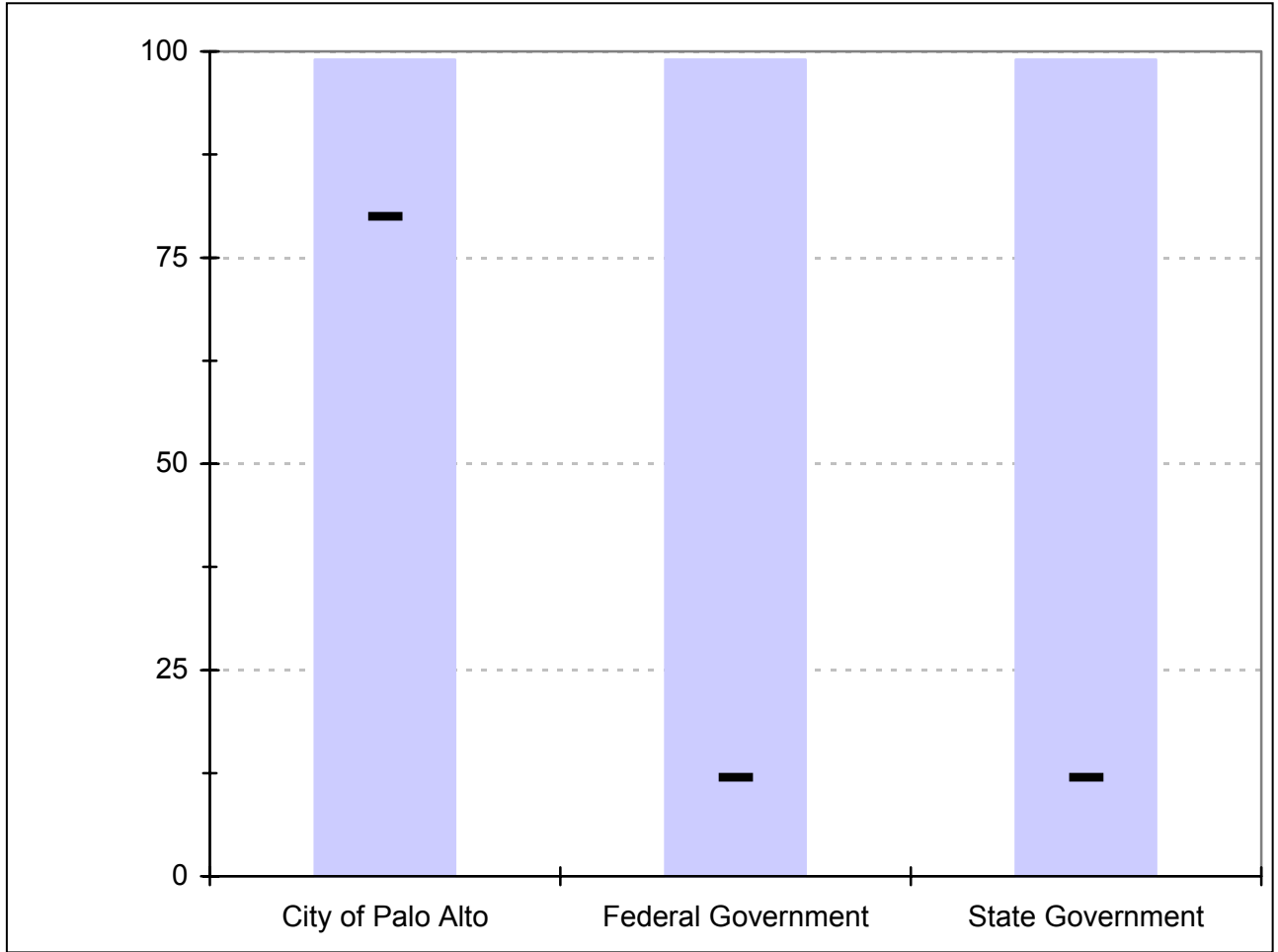
**Figure 11a: Quality of Services to Special Populations and Other Services**



**Figure 11b: Quality of Services to Special Populations and Other Services**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Services to seniors	67	24	86	73%ile	above the norm
Services to youth	60	22	75	72%ile	above the norm
Public information services	63	15	75	81%ile	above the norm

**Figure 12a: Overall Quality of Services**

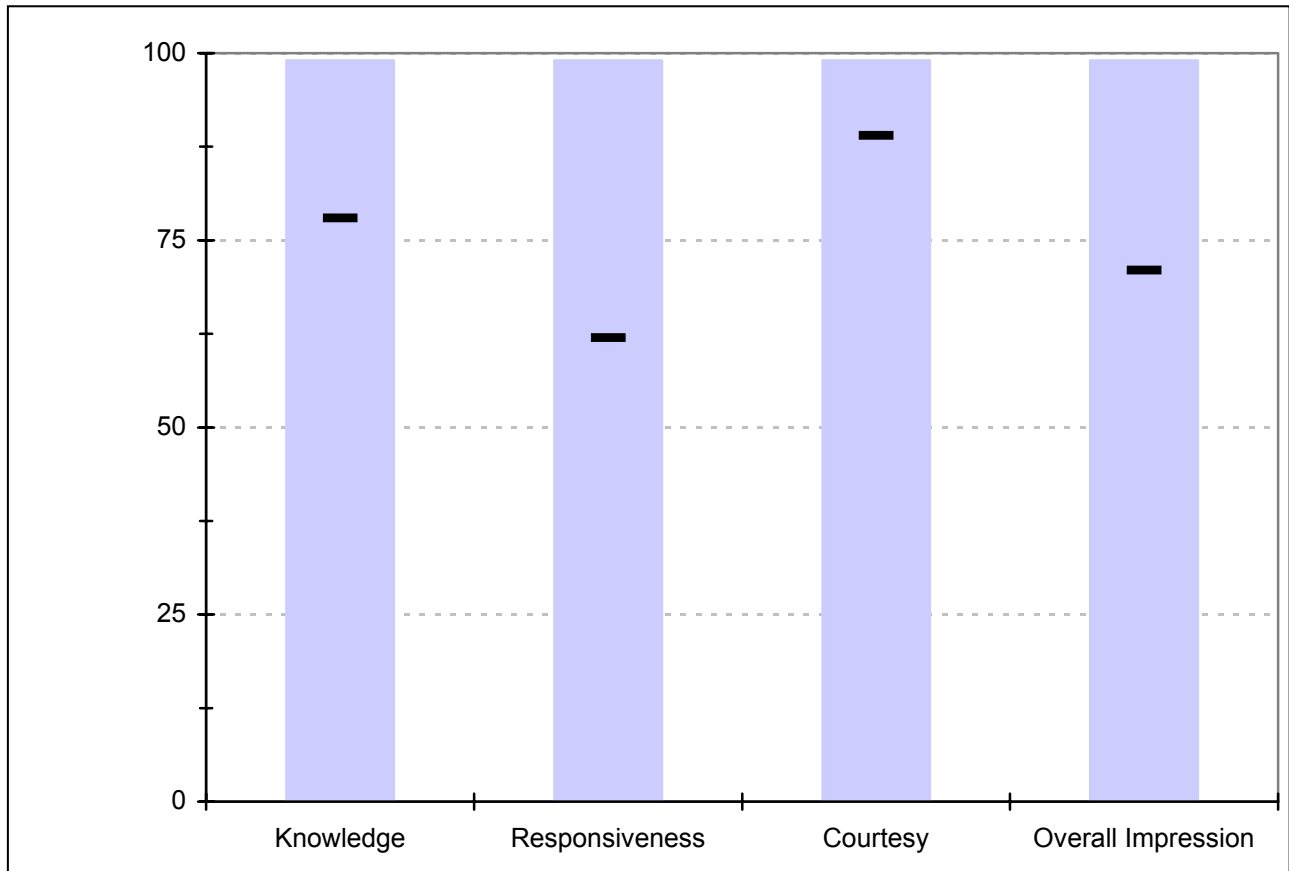


**Figure 12b: Overall Quality of Services**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Services provided by the City of Palo Alto	72	28	132	80%ile	above the norm
Services provided by the Federal Government	39	38	42	12%ile	below the norm
Services provided by the State Government	38	38	42	12%ile	below the norm



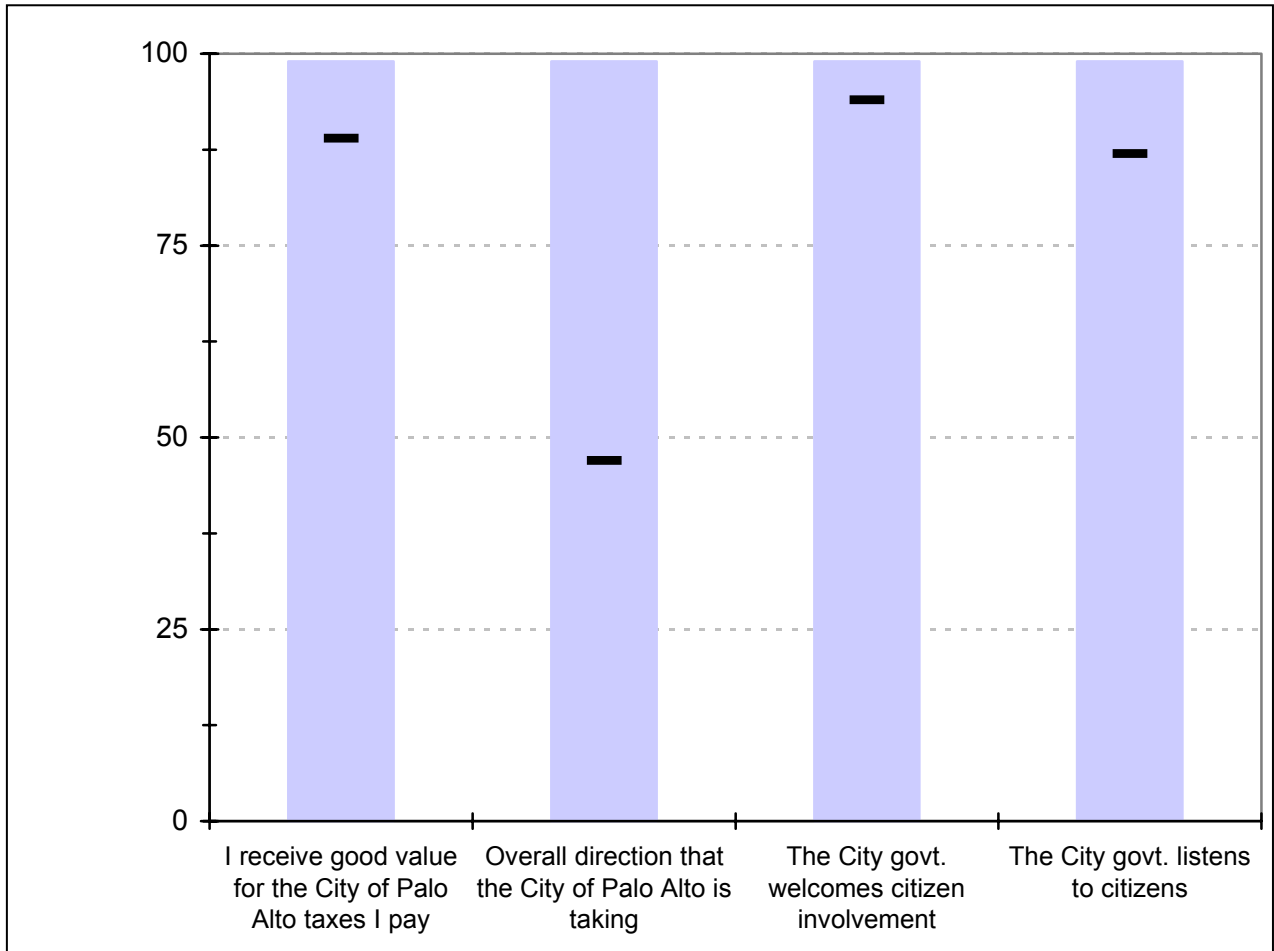
**Figure 13a: Ratings of Contact with City Employees**



**Figure 13b: Ratings of Contact with the City Employees**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Knowledge	75	16	68	78%ile	above the norm
Responsiveness	70	31	79	62%ile	similar to the norm
Courtesy	77	7	57	89%ile	above the norm
Overall Impression	72	30	99	71%ile	above the norm

**Figure 14a: Ratings of Public Trust**



**Figure 14b: Ratings of Public Trust**

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
I receive good value for the City of Palo Alto taxes I pay	69	7	55	89%ile	above the norm
Overall direction that the City of Palo Alto is taking	58	35	64	47%ile	similar to the norm
The City govt. welcomes citizen involvement	69	4	49	94%ile	above the norm
The City govt. listens to citizens	62	7	46	87%ile	above the norm

# APPENDIX I: LIST OF JURISDICTIONS INCLUDED IN NORMATIVE COMPARISONS

Place	State	2000 Pop
Auburn	AL	42,987
Huntsville	AL	158,216
Little Rock	AR	183,133
Siloam Springs	AR	10,000
Chandler	AZ	176,581
Gilbert	AZ	109,697
Mesa	AZ	396,375
Phoenix	AZ	1,321,045
Scottsdale	AZ	202,705
Tempe	AZ	158,625
Antioch	CA	90,532
Arcadia	CA	53,054
Bakersfield	CA	247,057
Berkeley	CA	102,743
Claremont	CA	33,998
Concord	CA	121,780
Coronado	CA	24,100
Cypress	CA	46,229
Encinitas	CA	58,014
Fremont	CA	203,413
Garden Grove	CA	165,196
Gilroy	CA	41,464
Hercules	CA	19,488
Highland	CA	44,605
Lakewood	CA	79,345
Lompoc	CA	41,103
Marysville	CA	461,522
Los Alamitos	CA	11,536
Los Gatos	CA	28,592
Menlo Park	CA	30,785
Monterey	CA	29,674
Mountain View	CA	70,708
Novato	CA	47,630
Marysville	CA	133,936
Palm Springs	CA	42,807
Pleasanton	CA	63,654
Pomona	CA	149,473
Poway	CA	48,044

Place	State	2000 Pop
Redding	CA	80,865
Redwood City	CA	75,402
Ridgecrest	CA	24,927
Riverside	CA	255,166
Rosemead	CA	53,505
Sacramento County	CA	1,223,499
San Diego	CA	1,223,400
San Diego	CA	1,223,400
San Francisco	CA	776,733
San Jose	CA	894,943
San Luis Obispo County	CA	246,681
San Mateo	CA	92,482
San Rafael	CA	56,063
Santa Clara	CA	102,361
Santa Clarita	CA	151,088
Santa Monica	CA	84,084
Santa Rosa	CA	147,595
Simi Valley	CA	111,351
Solana Beach	CA	12,979
South Gate	CA	96,375
Sunnyvale	CA	131,760
Temecula	CA	57,716
Thousand Oaks	CA	117,005
Torrance	CA	137,946
Visalia	CA	91,565
Walnut Creek	CA	64,296
Yuba City	CA	36,758
Arvada	CO	102,153
Boulder	CO	94,673
Boulder County	CO	291,288
Colorado Springs	CO	360,890
Denver	CO	544,913
Douglas County	CO	175,766
Englewood	CO	31,727
Greeley	CO	76,930
Lafayette	CO	23,197
Lakewood	CO	144,126
Littleton	CO	40,340
Louisville	CO	18,937
Loveland	CO	50,608
Northglenn	CO	31,575
Parker	CO	23,558
Thornton	CO	82,384
Westminster	CO	100,940
Hartford	CT	121,578

Report of Normative Comparisons

Place	State	2000 Pop
Manchester	CT	54,740
New London	CT	25,671
Vernon	CT	28,063
West Hartford	CT	63,589
Wethersfield	CT	26,271
Newark	DE	28,547
Altamonte Springs	FL	41,200
Boca Raton	FL	74,764
Bradenton	FL	19,504
Broward County	FL	1,623,018
Cape Coral	FL	102,286
Collier County	FL	251,377
Cooper City	FL	27,939
Coral Springs	FL	117,549
Dade County	FL	2,253,362
Deerfield Beach	FL	64,583
Delray Beach	FL	60,020
Fort Lauderdale	FL	152,397
Jacksonville	FL	735,617
Kissimmee	FL	47,814
Lee County	FL	454,918
Ocoee	FL	24,391
Orange County	FL	896,344
Orlando	FL	185,951
Palm Beach County	FL	1,131,184
Palm Coast	FL	32,732
Pinellas Park	FL	45,658
Port Orange	FL	45,823
Port St. Lucie	FL	88,769
St. Petersburg	FL	248,232
Tallahassee	FL	150,624
Atlanta	GA	416,474
Cartersville	GA	15,925
Columbus	GA	186,291
Douglas County	GA	92,174
Macon	GA	97,255
Milledgeville	GA	18,757
Savannah	GA	131,510
Ames	IA	50,731
Cedar Rapids	IA	120,758
Fort Dodge	IA	25,136
Fort Madison	IA	10,715
Lewiston	ID	30,904
Twin Falls	ID	34,469
Addison	IL	35,914

Report of Normative Comparisons

Place	State	2000 Pop
Bloomington	IL	64,808
Decatur	IL	81,860
Downers Grove	IL	48,724
Elmhurst	IL	42,762
Highland Park	IL	31,365
Homewood	IL	19,543
Park Ridge	IL	37,775
Peoria	IL	112,936
Skokie	IL	63,348
St. Charles	IL	27,896
Streamwood	IL	36,407
Urbana	IL	36,395
Wilmette	IL	27,651
Fort Wayne	IN	205,727
Gary	IN	102,746
Marion County	IN	31,320
Lawrence	KS	80,098
Overland Park	KS	149,080
Shawnee	KS	47,996
Wichita	KS	344,284
Ashland	KY	21,981
Bowling Green	KY	49,296
Lexington	KY	260,512
Boston	MA	589,141
Brookline	MA	57,107
Worcester	MA	172,648
Greenbelt	MD	21,456
Ann Arbor	MI	114,024
Battle Creek	MI	53,364
Detroit	MI	951,270
East Lansing	MI	46,525
Grand Rapids	MI	197,800
Kentwood	MI	45,255
Meridian Township	MI	39,125
Muskegon	MI	40,105
Novi	MI	47,386
Port Huron	MI	32,338
Rochester Hills	MI	68,825
Blaine	MN	44,942
Dakota County	MN	329
Duluth	MN	86,918
Eagan	MN	63,557
Mankato	MN	32,427
Minnetonka	MN	51,301
Plymouth	MN	65,894

Report of Normative Comparisons

Place	State	2000 Pop
Richfield	MN	34,439
Roseville	MN	33,690
Scott County	MN	89,498
St. Paul	MN	287,151
Ballwin	MO	31,283
Kansas City	MO	441,545
Kirkwood	MO	27,324
Saint Joseph	MO	73,990
Saint Peters	MO	51,381
Springfield	MO	151,580
Biloxi	MS	50,644
Pascagoula	MS	26,200
Great Falls	MT	56,690
Yellowstone County	MT	129,352
Cary	NC	94,536
Charlotte	NC	540,828
Greensboro	NC	223,891
Hickory	NC	37,222
Rocky Mount	NC	55,893
Wilson	NC	44,405
Fargo	ND	90,599
Grand Forks	ND	49,321
Merrimack	NH	25,119
Salem	NH	28,112
Hackensack	NJ	42,677
Medford	NJ	22,253
Rio Rancho	NM	51,765
Taos	NM	4,700
Reno	NV	180,480
Washoe County	NV	339,486
Genesee County	NY	60,370
Ontario County	NY	100,224
Rochester	NY	219,773
Akron	OH	217,074
Cincinnati	OH	331,285
Columbus	OH	711,470
Dayton	OH	166,179
Fairborn	OH	32,052
Huber Heights	OH	38,212
Kettering	OH	57,502
Sandusky	OH	27,844
Shaker Heights	OH	29,405
Springfield	OH	65,358
Westerville	OH	35,318
Oklahoma City	OK	506,132

Report of Normative Comparisons

Place	State	2000 Pop
Albany	OR	40,852
Corvallis	OR	49,322
Eugene	OR	137,893
Gresham	OR	90,205
Jackson County	OR	181,269
Lake Oswego	OR	35,278
Multnomah County	OR	660,486
Portland	OR	529,121
Springfield	OR	52,864
Tigard	OR	41,223
Lower Merion	PA	59,850
Manheim	PA	4,784
Philadelphia	PA	1,517,550
State College	PA	38,420
Newport	RI	26,475
Columbia	SC	116,278
Mauldin	SC	15,224
Myrtle Beach	SC	22,759
Rock Hill	SC	49,765
York County	SC	164,614
Aberdeen	SD	24,658
Franklin	TN	41,842
Knoxville	TN	173,890
Memphis	TN	650,100
Oak Ridge	TN	27,387
Austin	TX	656,562
Bedford	TX	47,152
Carrollton	TX	109,576
College Station	TX	67,890
Dallas	TX	1,188,580
De Soto	TX	37,646
Denton	TX	80,537
Fort Worth	TX	534,694
Garland	TX	215,768
Grand Prairie	TX	127,427
Irving	TX	191,615
Lewisville	TX	77,737
Lubbock	TX	199,564
Lufkin	TX	32,709
McKinney	TX	54,369
Missouri City	TX	52,913
Mount Pleasant	TX	13,935
Nacogdoches	TX	29,914
Pasadena	TX	141,674
Plano	TX	222,030

Report of Normative Comparisons



Place	State	2000 Pop
Round Rock	TX	61,136
Sugar Land	TX	63,328
Temple	TX	54,514
Victoria	TX	60,603
Bountiful	UT	41,301
Ogden	UT	77,226
West Valley City	UT	108,896
Blacksburg	VA	39,573
Chesapeake	VA	199,184
Hampton	VA	146,437
Norfolk	VA	234,403
Prince William County	VA	280,813
Richmond	VA	197,790
Stafford County	VA	92,446
Virginia Beach	VA	425,257
Bellevue	WA	109,569
Lynnwood	WA	33,847
Marysville	WA	12,268
Olympia	WA	42,514
Redmond	WA	45,256
Renton	WA	50,052
Richland	WA	38,708
Seattle	WA	563,374
University Place	WA	29,933
Vancouver	WA	143,560
Walla Walla	WA	29,686
Appleton (Fox Cities)	WI	70,087
Eau Claire	WI	61,704
Janesville	WI	59,498
Kenosha	WI	90,352
Madison	WI	208,054
Wausau	WI	38,426
Winnebago County	WI	156,763
Morgantown	WV	26,809
Laramie	WY	27,204

# APPENDIX II: FREQUENTLY ASKED QUESTIONS ABOUT THE CITIZEN SURVEY DATABASE

## ***Q: What is in the citizen survey database?***

**A:** National Research Center's database includes the results from citizen surveys conducted in over 300 jurisdictions in the United States. These are public opinion polls answered by more than 250,000 residents around the country. We have recorded, analyzed and stored responses to over 6,000 survey questions dealing with resident perceptions about the quality of community life and public trust and residents' report of their use of public facilities. Respondents to these surveys are intended to represent over 40 million Americans.

## ***Q: What kinds of questions are included?***

**A:** Residents' ratings of the quality of virtually every kind of local government service are included – from police, fire and trash haul to animal control, planning and cemeteries. Many dimensions of quality of life are included such as feeling of safety and opportunities for dining, recreation and shopping as well as ratings of the overall quality of community life and community as a place to raise children and retire.

## ***Q: What is so unique about National Research Center's Citizen Survey database?***

**A:** It is the only database of its size that contains the people's perceptions about government service delivery and quality of life. For example, others use government statistics about crime to deduce the quality of police services or speed of pot hole repair to draw conclusions about the quality of street maintenance. Only National Research Center's database adds the opinion of service recipients themselves to the service quality equation. We believe that conclusions about service or community quality are made prematurely if opinions of the community's residents themselves are missing.

## ***Q: What is the database used for?***

**A:** Benchmarking. Our clients use the comparative information in the database to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. We don't know what is small or tall without comparing. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. So many surveys of service satisfaction turn up at least "good" citizen evaluations that we need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. We need to ask more important and harder questions. We need to know how our residents' ratings of fire service compare to opinions about fire service in other communities.

Report of Normative Comparisons

The National CITIZEN SURVEY™

***Q: So what if we find that our public opinions are better or – for that matter – worse than opinions in other communities? What does it mean?***

**A:** A police department that provides the fastest and most efficient service—one that closes most of its cases, solves most of its crimes and keeps the crime rate low—still has a problem to fix if its clients believe services are not very good compared to ratings received by objectively “worse” departments.

National Research Center’s database can help that police department – or any city department – to understand how well citizens think it is doing. Without the comparative data from National Research Center’s database, it would be like bowling in a tournament without knowing what the other teams are scoring. We recommend that citizen opinion be used in conjunction with other sources of data to help managers know how to respond to comparative results.

***Q: Aren’t comparisons of questions from different surveys like comparing apples and oranges?***

**A:** It is true that you can’t simply take a given result from one survey and compare it to the result from a different survey. National Research Center, Inc. principals have pioneered and reported their methods for converting all survey responses to the same scale. Because scales responses will differ among types of survey questions, National Research Center, Inc. statisticians have developed statistical algorithms, which adjust question results based on many characteristics of the question, its scale and the survey methods. All results are then converted to the PTM (percent to maximum) scale with a minimum score of 0 (equaling the lowest possible rating) to a maximum score of 100 (equaling the highest possible rating). We then can provide a norm that not only controls for question differences, but also controls for differences in types of survey methods. This way we put all questions on the same scale and a norm can be offered for communities of given sizes or in various regions.

***Q: How can managers trust the comparability of results?***

**A:** Principals of National Research Center, Inc. have submitted their work to peer reviewed scholarly journals where its publication fully describes the rigor of our methods and the quality of our findings. We have published articles in *Public Administration Review*, *Journal of Policy Analysis and Management* and *Governing*, and we wrote a book, *Citizen Surveys: How to do them, how to use them, what they mean*, that describes in detail how survey responses can be adjusted to provide fair comparisons for ratings among many jurisdictions. Our work on calculating national norms for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.