

**Report from the City Auditor**

**City of Palo Alto  
Service Efforts and Accomplishments  
Report FY 2005-06  
Annual Report on City Government Performance**



December 2006

# City of Palo Alto

*Office of the City Auditor*

December 18, 2006

Honorable City Council  
Palo Alto, California

This is the City Auditor's fifth 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 goal is to provide the City Council, staff, and the public with an independent, impartial assessment of past performance to strengthen public accountability, improve government efficiency and effectiveness, and support future decision making.

## OVERALL SATISFACTION

The fourth 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. This included 33 percent rating the overall quality of services as excellent, 54 percent good, 11 percent fair, and only 2 percent poor. This placed Palo Alto in the 94<sup>th</sup> percentile compared to other jurisdictions.

When asked to evaluate whether they felt they received good value for the City of Palo Alto taxes they pay, 74 percent agreed that they receive good value (compared to 70 percent last year) and 12 percent disagreed (compared to 16 percent last year). This placed Palo Alto in the 97<sup>th</sup> percentile compared to other jurisdictions. This year 62 percent reported they were pleased with the overall direction of the City (compared to 54 percent last year). 54 percent of respondents reported having contact with a City employee in the last 12 months, and 80 percent rated that contact good or excellent.

In comparison to responses from other jurisdictions, Palo Alto ranks in the 95<sup>th</sup> percentile as a place to live, in the 89<sup>th</sup> percentile as a place to raise children, and in the 94<sup>th</sup> percentile in overall quality of life, but only the 5<sup>th</sup> percentile in access to affordable quality housing. This year Palo Alto ranked #1 in educational opportunities and overall image/reputation, and ranked #2 in opportunities to attend cultural activities and as a place to work. When asked to rate potential problems in Palo Alto, 19 percent said homelessness, 16 percent said taxes, 16 percent said traffic congestion, and 15 percent said too much growth.

## OVERALL SPENDING AND STAFFING

General Fund spending increased from \$119.4 to \$127.1 million (or 6 percent) over the last 5 years. Given an estimated population increase of 3 percent, inflation of 9.8 percent, and a 96 percent increase in employee benefit costs over the same period, the General Fund's spending power was less. In FY 2005-06, total authorized staffing citywide, including temporary and hourly positions, was 4 percent less than five years ago.

In FY 2005-06, we estimate the net General Fund cost per resident was \$1,371 including:

- \$315 for police services
- \$174 for fire and emergency medical services
- \$168 for community services and parks
- \$147 for public works
- \$118 for administrative/legislative/support services
- \$88 for library services
- \$57 for planning, building, and code enforcement services
- \$176 for non-departmental expenses (including \$97 paid to the school district)
- \$128 in operating transfers (including \$100 for capital projects)

Infrastructure remains a top City Council priority. Capital spending over the last five years totaled \$221.2 million, including \$106.2 million in the general governmental funds and \$115.0 million in the enterprise funds. As of June 30, 2006, the City had \$20.7 million in reserves set aside to fund infrastructure rehabilitation.

## COMMUNITY SERVICES

Spending on community services increased 7 percent over the last five years to \$19.5 million. In FY 2005-06, volunteers donated nearly 11,000 hours for open space restorative/resource management projects. Enrollment in classes was down 5 percent from 20,700 in FY 2001-02 to 19,600 in FY 2005-06. Last year, 41 percent of class registrations were online, compared to 11 percent four years ago. Attendance at Community Theatre performances was down 9 percent, but attendance at Children's Theatre performances was up 4 percent. In FY 2005-06, parks maintenance spending totaled about \$3.7 million or approximately \$14,300 per acre maintained. About 22 percent of maintenance was contracted out.

80 percent of residents rate the quality of recreation centers/facilities as good or excellent; 85 percent rate the quality of recreation programs/classes as good or excellent; 86 percent rate the range/variety of classes good or excellent; 87 percent rate their neighborhood park good or excellent; and 88 percent rate the quality of city parks good or excellent. In comparison to other jurisdictions, Palo Alto's survey responses ranked in the 99<sup>th</sup> percentile in opportunities to attend cultural events, 96<sup>th</sup> in recreational opportunities, 92<sup>nd</sup> in the quality of parks, and 96<sup>th</sup> in range/variety of recreation programs and classes.

## FIRE

Fire Department expenditures of \$20.2 million were 14 percent more than five years ago. The Department was 46 percent cost recovery. 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 5:28 minutes, and the average response time for medical/rescue calls was 5:13 minutes in FY 2005-06. In FY 2005-06, there were nearly 3,800 medical/rescue incidents, and only 211 fire incidents (including 62 residential structure fires). In FY 2005-06, the Department performed 39 percent fewer fire inspections and 21 percent

fewer hazardous materials inspections (including only 49 percent of annual inspections of the 497 facilities permitted for hazardous materials) than it did five years ago.

Residents give high marks to the quality of Fire Department service: 95 percent of residents rate fire services good or excellent, and 94 percent of residents rate ambulance/emergency medical services good or excellent. In FY 2005-06, the Department provided 281 fire safety, bike safety, and disaster preparedness presentations to nearly 12,000 residents, compared to 125 presentations five years ago. In response to a new question about emergency preparedness (“Are you and your household prepared to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?”), 57 percent said yes they were prepared to sustain themselves for 72 hours, 35 percent said no, and 8 percent didn’t know.

## LIBRARY

Operating expenditures for Palo Alto’s five library facilities rose 9 percent over the last five years to \$5.7 million. Total hours open decreased 25 percent over that period. However, the number of library visits increased 9 percent and family program attendance rose 17 percent. Interestingly, the number of internet sessions increased 93 percent and the number of online database searches increased 172 percent, while the number of reference questions declined 24 percent over the last five years. Volunteers donated about 5,800 hours of service to the libraries in FY 2005-06 – 46 percent more than five years ago. 32 percent of survey respondents reported they used the library or its services more than 12 times last year.

78 percent rate the quality of library services good or excellent (60<sup>th</sup> percentile in comparison to other jurisdictions asking this survey question), 73 percent rate the quality of neighborhood branch libraries good or excellent, and 71 percent of Palo Alto residents rate the variety of library materials as good or excellent (43<sup>rd</sup> percentile in comparison to other jurisdictions).

## PLANNING AND COMMUNITY ENVIRONMENT

Planning and Community Environment expenditures totaled \$9.2 million in FY 2005-06. This was offset by revenue of \$5.6 million. A total of 406 planning applications were completed in FY 2005-06 – fifty percent more than in FY 2001-02. The average time to complete planning applications decreased to from 11 weeks in FY 2001-02 to 10.6 weeks in FY 2005-06, in spite of the increased workload. 50 percent of residents rate planning services good or excellent; 51 percent rate the overall quality of new development in Palo Alto as good or excellent. 61 percent of residents rate code enforcement services good or excellent; only 16 percent of residents consider run down buildings, weed lots, or junk vehicles a major or moderate problem.

Over the last five years, the number of building permits issued decreased 5 percent (from 3,241 in FY 2001-02 to 3,081 in FY 2005-06), while building permit revenue increased 27 percent (building permit fees have been increased). In FY 2005-06, 78 percent of building permits were issued over the counter. For those permits that were not issued over the counter, the average for first response to plan checks was 28 days, and the average to issue a building permit was 69 days. 94 percent of building permit inspection requests were responded to within one working day.

City Shuttle boardings are up 40 percent over the last five years, from 125,000 in FY 2001-02 to 175,000 in FY 2005-06. In response to the 2006 National Citizen Survey<sup>TM</sup>, 60 percent of residents said traffic congestion was a major or moderate problem in Palo Alto;

however of the 78 percent who said they usually drove to work, only 11 percent said they usually carpooled. 87 percent rated the ease of walking good or excellent, and 78 percent rated the ease of bicycle travel good or excellent.

## POLICE

Police Department spending of \$24.4 million was 20 percent more than five years ago. The department handled more than 57,000 calls for service in FY 2005-06. Over the last 5 years, the average response times for emergency calls improved from 5:41 minutes to 4:37 minutes. The total number of traffic collisions declined by 18 percent over the five year period, however the number of bicycle/pedestrian collisions, the number of alcohol related collisions, and the percent of traffic collisions with injury increased by 19 percent, 16 percent, and 5 percent respectively.

Palo Alto ranked in the 78<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” – 94 percent of residents said they feel very or somewhat safe in their neighborhoods during the day. However, there was a drop in the percent of residents feeling very or somewhat safe from violent crime (75 percent compared to 87 percent last year) and property crime (62 percent compared to 76 percent last year) – probably due to publicity over neighborhood crime this year. Nonetheless, 87 percent of residents continue to rate police services good or excellent – placing Palo Alto in the 89<sup>th</sup> percentile in comparison to other jurisdictions. 78 percent of residents rate animal control services good or excellent, and 63 percent rate traffic enforcement services good or excellent. The Police Department received 144 commendations and 7 complaints last year (none of the complaints were sustained).

## PUBLIC WORKS

Public Works Department General Fund spending increased by only 4 percent in the last five years to \$11.3 million (this was due in part to the reallocation of staffing and other costs to other funds). The General Fund services that Public Works provides include streets, sidewalks, trees, city facilities, and private development reviews. Capital spending for these activities totaled \$11.8 million in FY 2005-06. The Department is also responsible for refuse collection and disposal, storm drainage, wastewater treatment, and vehicle replacement and maintenance (these services are provided through enterprise and internal service funds).

Over the last five years, tons of materials recycled increased 29 percent; tons of waste landfilled declined 12 percent; and tons of household hazardous materials collected increased 41 percent. Over the past 5 years, more than ½ million square feet of sidewalks have been replaced or permanently repaired, and 364 ADA ramps were completed. In FY 2005-06, 92 percent of residents rated the quality of garbage collection as good or excellent (placing Palo Alto in the 97<sup>th</sup> percentile), 91 percent rated recycling services good or excellent (Palo Alto placed #1 in this category compared to other jurisdictions), 72 percent rated street tree maintenance good or excellent, 60 percent rated storm drainage good or excellent, 52 percent rated sidewalk maintenance good or excellent, and 47 percent rated the quality of street repair good or excellent.

## UTILITIES

In FY 2005-06, operating expense for the electric utility totaled \$83.1 million, including \$55.6 million in electricity purchase costs. As of June 30, 2006, 14.6 percent of Palo Alto customers enrolled in the voluntary Palo Alto Green energy program – supporting 100 percent renewable energy from wind. Operating expense for the gas utility totaled \$28.3 million, including \$21.4 million in gas purchases. Operating expense for the water utility totaled \$15.3 million, including \$6.5 million in water purchases. Operating expense for wastewater collection totaled \$10.8 million in FY 2005-06. Palo Alto has an aggressive capital improvement program in its Utility funds. The number of electric, gas, and water service disruptions are down 25 percent, 75 percent, and 75 percent respectively, over 5 years ago.

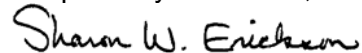
After much hard work, the Utilities Department has recovered from a drop in service ratings in FY 2004-05, with 88 percent of residents in the most recent survey rating electric and gas services good or excellent (compared to 68 percent last year). 83 percent rate sewer service good or excellent (compared to 82 percent last year), and 85 percent rate the water utility good or excellent (compared to 81 percent last year).

## 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, and includes performance information related to these departments.

By reviewing the entire report, readers will gain a better understanding of the mission and work of each of the City's departments. The background section includes a community profile, discussion of service efforts and accomplishments reporting, and information about the preparation of this report. Chapter 1 provides a summary of overall City spending and staffing over the last five years. Chapters 2 through 9 present the mission statements, description of services, background information, workload, performance measures, and survey results for the various City services. The full results of the National Citizen Survey™ are also attached. We thank the many departments and staff that contributed to this report. This report would not be possible without their support.

Respectfully submitted,



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City Auditor

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# TABLE OF CONTENTS

BACKGROUND	0.1
Introduction	0.1
Community profile	0.1
Scope and Methodology	0.4
Acknowledgements	0.7
CHAPTER 1 – OVERALL SPENDING AND STAFFING	1.1
Per capita spending	1.2
Resident perceptions	1.3
Authorized staffing	1.4
Capital spending	1.6
CHAPTER 2 – COMMUNITY SERVICES	2.1
Spending and revenue	2.2
Classes	2.3
Recreational services	2.4
Parks and landscape maintenance	2.5
Open space and sciences	2.6
Golf course	2.7
Arts and culture	2.8
Cubberley Community Center and Human services	2.9
CHAPTER 3 – FIRE	3.1
Fire Department spending	3.2
Fire Department staffing and calls for service	3.3
Fire suppression	3.4
Emergency medical services	3.5
Hazardous materials and fire safety	3.6
CHAPTER 4 – LIBRARY	4.1
Library spending	4.2
Library staffing	4.3
Library collection and circulation	4.4
Library services	4.5
CHAPTER 5 – PLANNING AND COMMUNITY ENVIRONMENT	5.1
Spending and staffing	5.2



*Service Efforts and Accomplishments FY 2005-06*

Advance planning and development review	5.3
Advance planning (cont.) and code enforcement	5.4
Building inspection	5.5
Transportation planning	5.6
CHAPTER 6 – POLICE	6.1
Police spending and revenue	6.2
Calls for service	6.3
Crime	6.4
Perceptions of safety	6.5
Police staffing, equipment, and training	6.6
Traffic and parking control	6.7
Animal services	6.8
CHAPTER 7 – PUBLIC WORKS	7.1
Streets	7.2
Sidewalks	7.3
Trees	7.4
City facilities, and private development	7.5
Storm drains	7.6
Wastewater treatment, and wastewater environmental compliance	7.7
Refuse	7.8
City fleet and equipment	7.9
CHAPTER 8 – UTILITIES	8.1
Electricity	8.2
Gas	8.4
Water	8.6
Wastewater collection	8.8
CHAPTER 9 – LEGISLATIVE AND SUPPORT SERVICES	9.1
Spending and staffing	9.2
Administrative Services	9.3
Human Resources	9.4
City Manager, City Attorney, City Clerk, and City Auditor	9.5
NATIONAL CITIZEN SURVEY™	
City of Palo Alto Summary Report 2006	Attachment 1
City of Palo Alto Report of Results 2006	Attachment 2
City of Palo Alto Report of Normative Comparisons 2006	Attachment 3

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# BACKGROUND

## INTRODUCTION

This is the fifth 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 for the fiscal year ended June 30, 2006 (FY 2005-06). It 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 for fiscal years 2001-02 through 2005-06
- Selected comparisons to other cities

There are many ways to look at services and performance. This report looks at services on a department-by-department basis. All City departments are included in our review.

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 information, workload, performance measures, and survey results for:

- Community Services
- Fire
- Library
- 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 62,000 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 were white, and 17 percent were of Asian descent:

Service Efforts and Accomplishments FY 2005-06

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. 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, 41 percent of residents said “excellent”, 50 percent said “good”, 7 percent said “fair”, and 1 percent said “poor.”

In comparison to other jurisdictions<sup>1</sup>, Palo Alto ranks in the 95<sup>th</sup> percentile as a place to live, in the 89<sup>th</sup> percentile as a place to raise children, and in the 98<sup>th</sup> percentile as a place to work. Palo Alto “as a place to retire”, ranked somewhat lower, in the 70<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%	95 <sup>%ile</sup>
Palo Alto as a place to raise children	92%	89 <sup>%ile</sup>
Neighborhood as a place to live	90%	87 <sup>%ile</sup>
Palo Alto as a place to work	84%	98 <sup>%ile</sup>
Palo Alto as a place to retire	68%	70 <sup>%ile</sup>
Overall quality of life	91%	94 <sup>%ile</sup>

Source: National Citizen Survey<sup>TM</sup> 2006 (Palo Alto)

Palo Alto residents give very high marks to the City’s educational opportunities and overall image/reputation (ranked #1 in both categories compared to other jurisdictions) and opportunities to attend cultural events (99<sup>th</sup> percentile compared to other jurisdictions). 66 percent of residents rated our sense of community as good or excellent. 59 percent rated job opportunities good or excellent compared to 46 percent last year – good enough to put us in the 92<sup>nd</sup> percentile compared to other jurisdictions asking that question.

Community characteristics	Percent rating Palo Alto good or excellent	National ranking
Educational opportunities <NEW>	93%	100 <sup>%ile</sup>
Overall image/reputation of Palo Alto <NEW>	91%	100 <sup>%ile</sup>
Opportunities to attend cultural events	85%	99 <sup>%ile</sup>
Overall appearance of Palo Alto	85%	88 <sup>%ile</sup>
Recreational opportunities <NEW>	83%	96 <sup>%ile</sup>
Shopping opportunities	80%	86 <sup>%ile</sup>
Openness and acceptance	75%	89 <sup>%ile</sup>
Sense of community	66%	68 <sup>%ile</sup>
Job opportunities	59%	92 <sup>%ile</sup>

Source: National Citizen Survey<sup>TM</sup> 2006 (Palo Alto)

<sup>1</sup> Based on survey results from over 400 jurisdictions collected by the National Research Center, Inc.

Residents give high ratings to the ease of walking and bicycling in Palo Alto – ranking in the 96<sup>th</sup> percentile compared to other jurisdictions. On the other hand, Palo Alto ranks in the 5<sup>th</sup> percentile when rating the accessibility of affordable quality housing.

Community access and mobility	Percent rating Palo Alto good or excellent	National ranking
Ease of walking in Palo Alto	87%	96 <sup>th</sup> ile
Ease of bicycle travel in Palo Alto	78%	95 <sup>th</sup> ile
Ease of rail travel in Palo Alto	61%	59 <sup>th</sup> ile
Ease of car travel in Palo Alto	59%	66 <sup>th</sup> ile
Ease of bus travel in Palo Alto	44%	61 <sup>th</sup> ile
Access to affordable quality food <NEW>	62%	69 <sup>th</sup> ile
Access to affordable quality health care <NEW>	57%	72 <sup>th</sup> ile
Access to affordable quality child care	34%	21 <sup>st</sup> ile
Access to affordable quality housing	11%	5 <sup>th</sup> ile

Source: National Citizen Survey™ 2006 (Palo Alto)

As shown below, when asked to rate potential problems in Palo Alto, the top four concerns were homelessness, taxes, traffic congestion, and too much growth.

Potential problems	Percent "major problem"
Homelessness	19%
Taxes	16%
Traffic congestion	16%
Too much growth	15%
Noise	7%
Drugs	5%
Lack of growth	4%
Run down buildings, weed lots, or junk vehicles	4%
Crime	4%
Toxic waste or other environmental hazards <NEW>	3%
Unwanted local businesses <NEW>	3%
Absence of communications from the City of Palo Alto translated into languages other than English <NEW>	3%
Unsupervised youth	2%
Graffiti	2%

Source: National Citizen Survey™ 2006 (Palo Alto)

In 2006, the rate of population growth in Palo Alto was viewed as “too fast” by 44 percent of survey respondents. 26 percent said retail growth was too slow. The percent of respondents who said that jobs growth was too slow has decreased sharply from 76% in 2003, to 69% in 2004, to 63% in 2005, and to 49% in 2006 – probably reflecting improvements in the local economy since the economic downturn in 2001.

Residents’ perceptions of the local economy are more positive than last year. This year 26 percent said they thought the economy would have a positive impact on their family income in the next 6 months (compared to 20 percent last year), and 20 percent said it would have a negative impact (compared to 31 percent last year).

### COMMUNITY PARTICIPATION

Palo Alto residents participate actively in their community. When asked about their participation in various activities in Palo Alto in the last 12 months, 97 percent reported they recycled, 93 percent visited a Palo Alto park, 76 percent used the library or its services, and 63 percent used a Palo Alto recreation center. 53 percent reported they volunteered their time to some group/activity in Palo Alto. 31 percent reported they had watched a meeting of local elected officials or other local public meeting on cable television, and 27 percent said they attended such a meeting.

Palo Alto residents are active on-line. 92 percent of residents said they used the internet, 84 percent said they purchased an item over the internet, and 54 percent said that they had used the internet to conduct business with the City.

Percent engaging in various activities in the past year:	Percent
Recycled used paper, cans or bottles from your home	97%
Visited a Palo Alto park	93%
Used the internet for anything	92%
Purchased an item over the internet	84%
Used Palo Alto public library or its services	76%
Voted in the last election	70%
Used Palo Alto recreation centers	63%
Used the internet to conduct business with Palo Alto	54%
Participated in a recreation program or activity	54%
Volunteered your time to some group/activity in Palo Alto	53%
Ridden a local bus within Palo Alto	32%

## Service Efforts and Accomplishments FY 2005-06

Watched a meeting of local elected officials or other local public meeting on cable television	31%
Attended a meeting of local elected officials or other local public meeting	27%
Source: National Citizen Survey™ 2006 (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 3 priorities for 2006 included:

- Emergency and disaster preparedness and response
- Library/Public Safety building
- Increase infrastructure funding

These priorities may change in 2007.<sup>3</sup>

## SCOPE AND METHODOLOGY

The City Auditor's Office prepared this report in accordance with the FY 2006-07 Annual Audit Plan and government auditing standards. The workload and performance results that are outlined here reflect current City operations. We did not audit those operations as part of this project.

The City Auditor's Office compiled, examined, and reviewed sources of departmental data in order to provide reasonable assurance that the data that we compiled is accurate, however we did not conduct detailed testing of that data. The report is intended to be informational. The report provides insights into service results, but is not intended to thoroughly analyze those results.

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<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).

<sup>3</sup> The previous City Council top priorities for 2005 were: long term finances, infrastructure, land use planning, alternative transportation/traffic calming, and affordable/attainable housing.

## 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, and 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, GASB issued a special report on *Reporting Performance Information: Suggested Criteria for Effective Communication* that describes sixteen criteria that state and local governments can use when preparing external reports on performance information.<sup>4</sup> Using the GASB criteria, the Association of Government Accountants (AGA) initiated a Certificate of Excellence in Service Efforts and Accomplishments Reporting project in 2003, in which Palo Alto was a charter participant. Our FY 2003-04 and 2004-05 reports received the Association's Certificate of Achievement for producing a high quality Service Efforts and Accomplishments Report.

The City of Palo Alto has utilized various performance indicators for a number of years. This report builds on existing systems and measurement efforts. In particular, the City's budget document includes "benchmark" measures.<sup>5</sup> Benchmarks include input, output, efficiency,

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<sup>4</sup> A summary of the GASB special report on reporting performance information is online at [http://www.seagov.org/sea\\_gasb\\_project/criteria\\_summary.pdf](http://www.seagov.org/sea_gasb_project/criteria_summary.pdf)

<sup>5</sup> In FY 2004-05, new "benchmarking" measures replaced the "impact" measures that were formerly in the budget document. The benchmarks were developed by staff and reviewed by the City Council as part of the annual budget process.

and effectiveness measures. Where appropriate in the budget document, they are related to the City Auditor's Service Efforts and Accomplishments Report by a notation. Similarly, where we included budget benchmarking measures in this document, they are 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 benchmarking measures from the City's adopted budget documents<sup>6</sup>, community indicators in the Comprehensive Plan<sup>7</sup>, sustainability indicators from the City's Sustainability Task Force<sup>8</sup>, performance measures from other jurisdictions, and benchmarking information from the ICMA<sup>9</sup> and other professional organizations. We used audited information from the City's Comprehensive Annual Financial Reports (CAFR).<sup>10</sup> We cited departmental mission statements and performance targets that are taken from the City's annual operating budget where they are subject to public scrutiny and City Council approval as part of the annual budget process. We held numerous discussions with City staff to determine what information was available and reliable, and best summarized the services they provide.

Wherever possible we have included five years of data. Generally speaking, it takes at least three data points to show a trend. In the

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<sup>6</sup> The budget is on-line at [www.cityofpaloalto.org/administrative-services/fin-budget.html](http://www.cityofpaloalto.org/administrative-services/fin-budget.html). The operating budget includes additional performance information.

<sup>7</sup> The Comprehensive Plan is on-line at [www.cityofpaloalto.org/compplan](http://www.cityofpaloalto.org/compplan).

<sup>8</sup> More information about the City's sustainability efforts is available on-line at [www.pafd.org/sustainability/index.html](http://www.pafd.org/sustainability/index.html).

<sup>9</sup> International City/County Management Association (ICMA), *Comparative Performance Measurement FY 2004 Data Report*. This report summarizes data from 87 jurisdictions, including several from California.

<sup>10</sup> The CAFR is on-line at [www.cityofpaloalto.org/administrative-services/fin-cafr.html](http://www.cityofpaloalto.org/administrative-services/fin-cafr.html).

future, we hope to include as much as ten years of data to show the impacts of changes in service delivery over time. Depending on the type of service, we have disaggregated some (but not all) data based on age of participant, location of service, or other relevant factors.

This fifth annual SEA report incorporates some new performance information, including results of several new questions that were added to the 2006 citizen survey. Consistency of information is important to us. However, to accommodate new information, we occasionally delete some information that was included in a previous report. We will continue to use City Council, public, and staff feedback to ensure that the information items that we include in this report are meaningful and useful. We welcome your input. Please contact us with suggestions at [city.auditor@cityofpaloalto.org](mailto:city.auditor@cityofpaloalto.org).

## 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>11</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 in September 2006. Completed surveys were received from 495 residents, for a response rate of 42 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 1,200 residents is generally no greater than plus or minus 5 percentage points around any given percent reported for the entire sample.

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<sup>11</sup> The full text of Palo Alto's survey results can be found in attachments 1-3. The full text of previous surveys can be found in the appendices of our previous reports at [www.cityofpaloalto.org/auditor/ServiceEffortsandAccomplishments](http://www.cityofpaloalto.org/auditor/ServiceEffortsandAccomplishments)

*Service Efforts and Accomplishments FY 2005-06*

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 400 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.<sup>12</sup>

Year	Population
FY 2001-02	60,338
FY 2002-03	60,356
FY 2003-04	60,488
FY 2004-05	61,431
FY 2005-06	62,148
<b>Percent change over last 5 years:</b>	<b>+3.0%</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>13</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

<sup>12</sup> The Department of Finance periodically revises prior year estimates. Where applicable we used their revised population estimates to recalculate certain indicators in this report.

<sup>13</sup> Additional information about the City’s departments can be found at [www.cityofpaloalto.org/support/departments](http://www.cityofpaloalto.org/support/departments).

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>14</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 9.8 percent over the 5 years of financial data that is included in this report. The index increased as follows:

Date	Index
June 2001	186.9
June 2002	189.1
June 2003	192.2
June 2004	195.4
June 2005	197.5
June 2006	205.2
<b>Percent change over last 5 years:</b>	<b>+9.8%</b>

**ROUNDING**

For readability, most numbers in this report are rounded. In some cases, tables or graphs may not add to 100 percent or to the exact total because of rounding. In most cases the calculated “percent change over the last 5 years” is based on the percentage change in the underlying numbers, not the rounded numbers. However, where the data is expressed in percentages, the change over 5 years is the difference between the first and last year.

<sup>14</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

Where possible we included comparisons to nearby California cities. The choice of the cities that we use for our comparisons may vary depending on whether data is easily available. Regardless of which cities are included, 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>15</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.

We would also like 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 sixteenth year of publication.

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<sup>15</sup> California State Controller, *Cities Annual Report Fiscal Year 2003-04* (<http://www.sco.ca.gov/ard/local/locprep/index.shtml#publications>).

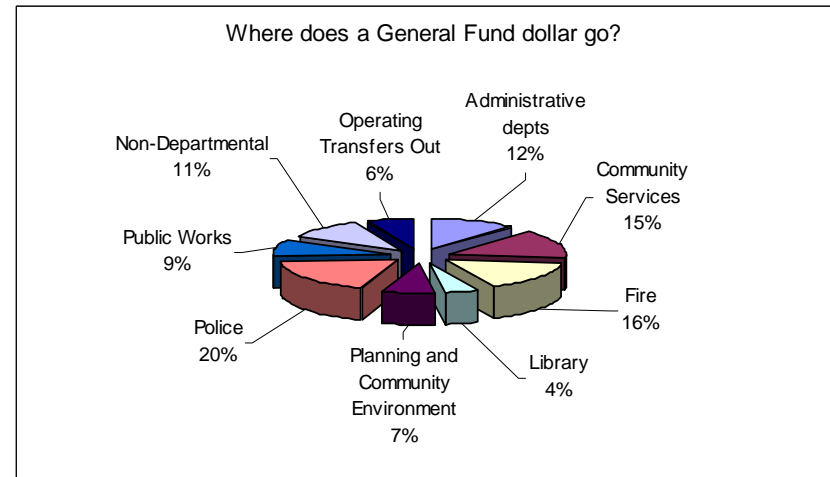




# CHAPTER 1 – OVERALL SPENDING AND STAFFING

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 2005-06, the City's total General Fund expenditures and other uses of funds totaled \$127.1 million. This included \$9.6 million in transfers to other funds (including \$6.2 million for capital projects and \$0.5 million for storm drains). Total General Fund uses of funds increased 6 percent from FY 2001-02 to FY 2005-06 (some expenses were transferred to other funds). The consumer price index increased 9.8 percent over the same five-year period.



Source: FY 2005-06 expenditure data

General Fund operating expenditures and other uses of funds (in millions)

	Admin. Depts <sup>1</sup>	Community Services	Fire	Library	Planning and Community Environment	Police	Public Works	Non-departmental <sup>2</sup>	Operating transfers out <sup>3</sup>	TOTAL	Enterprise Fund operating expenses
FY 2001-02	\$19.1	\$18.1	\$17.7	\$5.2	\$7.8	\$20.3	\$13.1	\$6.4	\$11.7	\$119.4	\$182.6
FY 2002-03	\$18.4	\$18.7	\$18.1	\$5.1	\$8.1	\$21.2	\$13.4	\$5.5	\$10.7	\$119.2	\$151.5
FY 2003-04	\$14.9	\$19.1	\$18.8	\$5.3	\$8.5	\$22.0	\$10.6	\$5.9	\$9.2	\$114.4	\$158.2
FY 2004-05	\$15.2	\$19.1	\$19.1	\$5.1	\$9.1	\$22.5	\$11.0	\$8.6	\$8.2 <sup>4</sup>	\$118.0 <sup>4</sup>	\$162.6
<b>FY 2005-06</b>	<b>\$15.3</b>	<b>\$19.5</b>	<b>\$20.2</b>	<b>\$5.7</b>	<b>\$9.2</b>	<b>\$24.4</b>	<b>\$11.3</b>	<b>\$13.6</b>	<b>\$8.0</b>	<b>\$127.1</b>	<b>\$183.7</b>

Change over

last 5 years	-20%	+7%	+14%	+9%	+18%	+20%	-13%	+111%	-32%	+6%	+1%
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<sup>1</sup> Includes the City Manager, City Attorney, City Clerk, City Council, City Auditor, Administrative Services Department, and Human Resources Department.

<sup>2</sup> Includes payments to the Palo Alto Unified School District as part of the Cubberley lease and covenant not to develop (\$6 million in FY 2005-06). In FY 2005-06, this also included \$3.6 million purchase of open space (\$2.7 million of which was funded by grants).

<sup>3</sup> In FY 2005-06 this included \$6.2 million to the Capital Projects Fund, \$0.5 million to the Storm Drain Fund, and \$1.1 million for debt service.

<sup>4</sup> Does not include FY 2004-05 transfer of the Infrastructure Reserve (\$35.9 million) from the General Fund to the Capital 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 2005-06, General Fund operating expenditures and other uses of funds totaled \$2,045 per Palo Alto resident, including operating transfers to fund the City's Capital Improvement Program (CIP).

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 resident in FY 2005-06 was about \$1,371.

Enterprise Fund operating expenses totaled \$2,956 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.

Net General Fund cost per resident<sup>2</sup>

**On a per capita basis, FY 2005-06 net General Fund costs of \$1,371 included:**

- \$315 for police services
- \$174 for fire and emergency medical services<sup>1</sup>
- \$168 for community services
- \$147 for public works
- \$118 for administrative, legislative, and support services
- \$88 for library services
- \$57 for planning, building, code enforcement
- \$176 for non-departmental expenses (including \$97 paid to the school district)
- \$128 in operating transfers out (including \$100 in transfers for capital projects)

	Per capita General Fund spending and other uses of funds <sup>3</sup>										Per capita <sup>3</sup>	Per capita <sup>3</sup>
	Administrative Departments	Community Services	Fire <sup>1</sup>	Library	Planning and Community Environment	Police	Public Works	Non- departmental	Operating transfers out	TOTAL	Capital outlay (governmental funds)	Enterprise Fund operating expenses (includes capital)
FY 2001-02	\$316	\$301	\$293	\$86	\$128	\$336	\$216	\$107	\$194	\$1,978	\$281	\$3,026
FY 2002-03	\$306	\$308	\$300	\$85	\$135	\$351	\$223	\$91	\$176	\$1,974	\$537	\$2,510
FY 2003-04	\$247	\$325	\$311	\$79	\$141	\$363	\$175	\$98	\$152	\$1,891	\$368	\$2,615
FY 2004-05	\$248	\$312	\$310	\$83	\$148	\$367	\$179	\$140	\$134	\$1,921	\$363	\$2,646
<b>FY 2005-06</b>	<b>\$245</b>	<b>\$313</b>	<b>\$325</b>	<b>\$91</b>	<b>\$147</b>	<b>\$393</b>	<b>\$182</b>	<b>\$219</b>	<b>\$128</b>	<b>\$2,045</b>	<b>\$213</b>	<b>\$2,956</b>
Change over last 5 years:	-22%	+4%	+11%	+6%	+15%	+17%	-16%	+105%	-34%	+3%	-24%	-2%

<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> Where applicable, prior year per capita costs have been recalculated based on revised population estimates from the California Department of Finance.

## RESIDENT PERCEPTIONS

### OVERALL QUALITY OF SERVICES

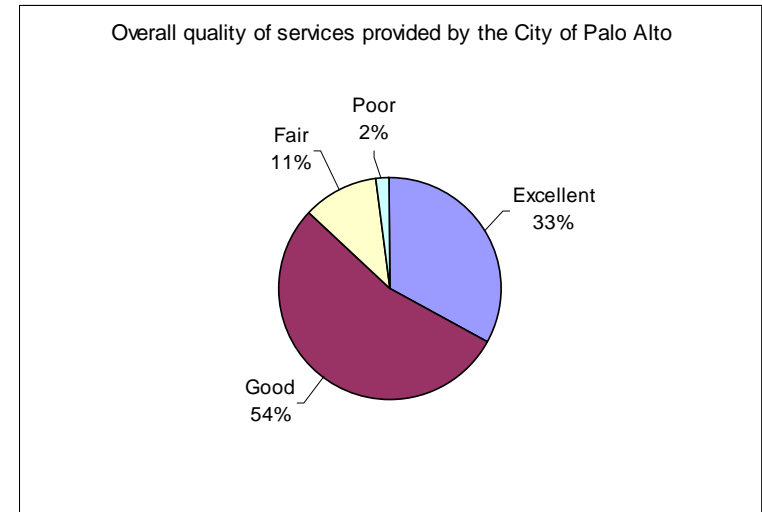
Palo Alto ranks in the 94<sup>th</sup> percentile of nationwide responses to the National Citizen Survey™ on the overall quality of city services. As shown in the chart on the right, 87 percent of Palo Alto residents rate the overall quality of city services good or excellent. In comparison, 32 percent of Palo Alto residents rate federal services good or excellent, and 38 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, 74 percent of residents agree. 62 percent of residents are pleased with the overall direction the city is taking (up from 54 percent last year). 73 percent feel the City welcomes citizen involvement, and 59 percent feel the City listens to citizens.

### RATINGS OF CONTACT WITH CITY EMPLOYEES

Fewer survey respondents reported they had contact with a City of Palo Alto employee than in past years (54 percent compared to 64 percent two years ago). Of those respondents, 80 percent said their overall impression was good or excellent. Respondents tend to give higher ratings to knowledge and courtesy than to responsiveness.<sup>1</sup>



Source: National Citizen Survey™ 2006 (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 2001-02	-	-	-	-	-	-	-	-	-	-	-	-
FY 2002-03	87%	32%	31%	69%	54%	64%	55%	62%	84%	74%	83%	78%
FY 2003-04	90%	38%	36%	75%	63%	70%	60%	64%	86%	84%	84%	84%
FY 2004-05	88%	32%	32%	70%	54%	59%	50%	56%	84%	77%	83%	80%
<b>FY 2005-06</b>	<b>87%</b>	<b>32%</b>	<b>38%</b>	<b>74%</b>	<b>62%</b>	<b>73%</b>	<b>59%</b>	<b>54%</b>	<b>83%</b>	<b>78%</b>	<b>83%</b>	<b>80%</b>
Change over last 5 years:	-	-	-	-	-	-	-	-	-	-	-	-

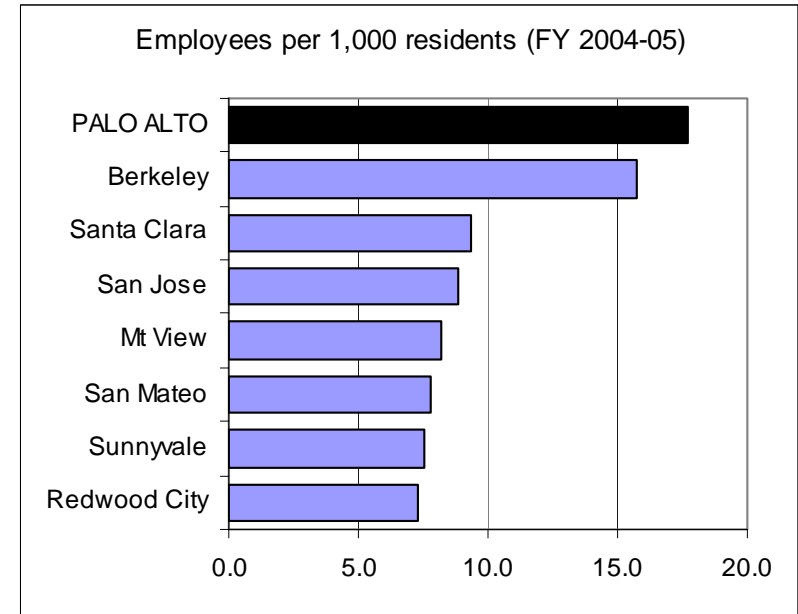
<sup>1</sup> Full results of the National Citizen Survey™ 2006 are included in the attachments.

## AUTHORIZED STAFFING

Staffing comparisons between cities are problematic – no other city in California offers a full complement of utility services like Palo Alto, and some Palo Alto employees provide services to other jurisdictions that are reimbursed by those jurisdictions (e.g. fire, dispatch, information technology, water treatment, and animal control). As shown in the graph to the right, Palo Alto had more employees per 1,000 residents than several other local jurisdictions, however those cities offer a different mix of services than Palo Alto.

City staffing is measured in full-time equivalent staff, or FTE. In FY 2005-06, there were a total of 1,150 authorized FTE citywide – including 718 authorized FTE in General Fund departments, and 432 authorized FTE in other funds. 74 authorized positions were vacant as of June 30, 2006.

Over the last five years, total FTE (including authorized temporary and hourly positions) declined by 4 percent. General Fund FTE decreased 12 percent, while authorized staffing in other funds increased by 16 percent.



Source: Cities' Comprehensive Annual Financial Reports and Operating Budgets

	Total General Fund authorized staffing (FTE <sup>1</sup> )								Total other authorized staffing (FTE <sup>1</sup> )					TOTAL (FTE <sup>1</sup> )	Total authorized staffing per 1,000 residents <sup>1</sup>	
	Admin. Depts.	Community Services	Fire	Library	Planning and Community Environment	Public Works	Subtotal	Refuse Fund	Storm Drainage Fund	Wastewater Treatment Fund	Electric, Gas, Water, and Wastewater	Other funds <sup>2</sup>	Subtotal			
FY 2001-02	148	154	130	57	61	182	89	820	34	10	69	238	24	374	1,194	19.8
FY 2002-03	150	157	133	57	62	183	91	833	34	10	69	236	27	375	1,208	20.0
FY 2003-04	108	152	128	54	61	177	77	757	34	10	69	241	73	416 <sup>2</sup>	1,172	19.4
FY 2004-05	108	158	129	56	61	173	75	759	35	10	69	241	75	430	1,189	19.3
<b>FY 2005-06</b>	<b>98</b>	<b>146</b>	<b>126</b>	<b>57</b>	<b>53</b>	<b>169</b>	<b>69</b>	<b>718</b>	<b>35</b>	<b>10</b>	<b>69</b>	<b>241</b>	<b>78</b>	<b>432</b>	<b>1,150</b>	<b>18.5</b>
Change over last 5 years	-34%	-5%	-3%	0%	-12%	-7%	-23%	-12%	+3%	-3%	0%	+1%	+230%	+16%	-4%	-6%

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

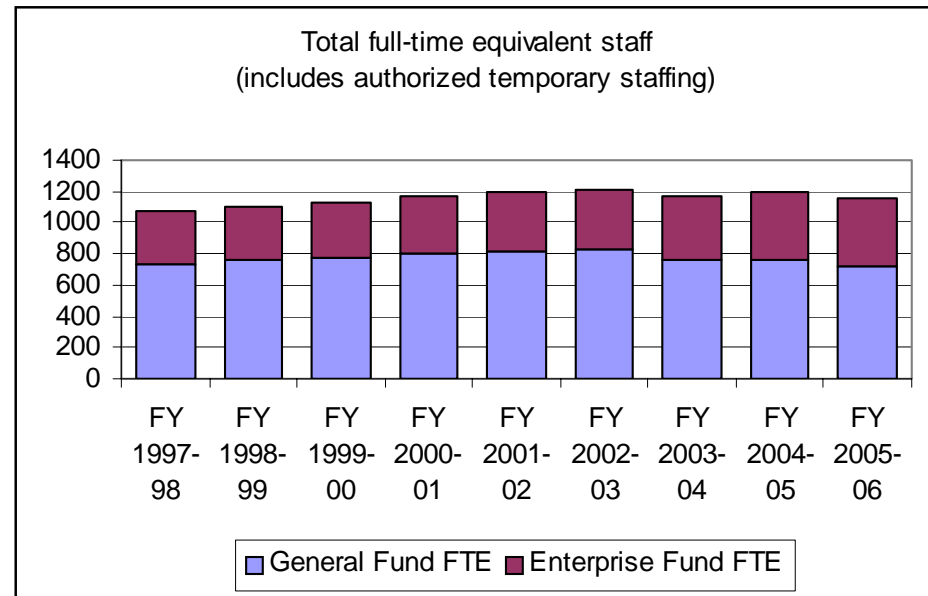
<sup>2</sup> Other funds include the Technology Fund, Capital Fund, and Internal Service Funds.

## AUTHORIZED STAFFING (cont.)

Citywide regular authorized staffing decreased 3 percent over the past five years from 1,112 to 1,074 FTE. Authorized temporary and hourly staffing decreased from 81 FTE to 76 FTE citywide. Of total staffing, about 7 percent is temporary or hourly.

Over the past five years, net reductions in regular staffing in the General Fund included 27.1 FTE eliminated and 55.5 regular FTE reallocated from the General Fund to other funds.<sup>1</sup> Net increases in enterprise and other funds included the reallocated positions and 11.5 regular FTE added.

General Fund salaries and wages (not including overtime) decreased 5 percent over the last five years due to staffing reductions in the General Fund. Over the same period, employee benefit expense increased 96 percent – from \$13.5 million (24 percent of salaries and wages) to \$26.4 million (50 percent of salaries and wages).<sup>4</sup>



Source: Operating budgets

	Regular authorized staffing citywide (FTE)	Authorized temporary and hourly 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)	Employee benefits rate <sup>3</sup>	Employee costs as a percentage of total General Fund expenditures <NEW>
FY 2001-02	1,112	81	1,194	\$55.8	\$3.1	\$13.5	24%	61%
FY 2002-03	1,123	85	1,208	\$54.3	\$3.0	\$19.0	35%	64%
FY 2003-04	1,093	92	1,185	\$49.8	\$3.3	\$19.1	38%	63%
FY 2004-05	1,094	96	1,189	\$52.3	\$3.6	\$23.7	45%	68%
FY 2005-06	<b>1,074</b>	<b>76</b>	<b>1,150</b>	<b>\$53.2</b>	<b>\$3.4</b>	<b>\$26.4</b>	<b>50%</b>	<b>64%</b>
Change over last 5 years	-3%	-7%	-4%	-5%	+8%	+96%	+26%	+3%

<sup>1</sup> Net regular General Fund position changes: In FY 2001-02, 13 FTE added plus 5.32 reallocated to the General Fund from other funds. In FY 2002-03, 10 FTE added. In FY 2003-04, 30.6 FTE eliminated and 52.4 FTE reallocated from the General Fund to other funds. In FY 2004-05, 0.75 FTE eliminated and 2.89 FTE reallocated from the General Fund to other funds. In FY 2005-06, 15.95 FTE eliminated and 5.57 FTE reallocated from the General Fund to other funds.

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

<sup>3</sup> "Employee benefits rate" is General Fund benefit costs as a percentage of General Fund salaries and wages, not including overtime.

<sup>4</sup> For more information on projected salary and benefits costs see the City of Palo Alto 2007-17 Long Range Financial Forecast at <http://www.cityofpaloalto.org/administrative-services/fin-longrange.html>

© Budget benchmarking measure

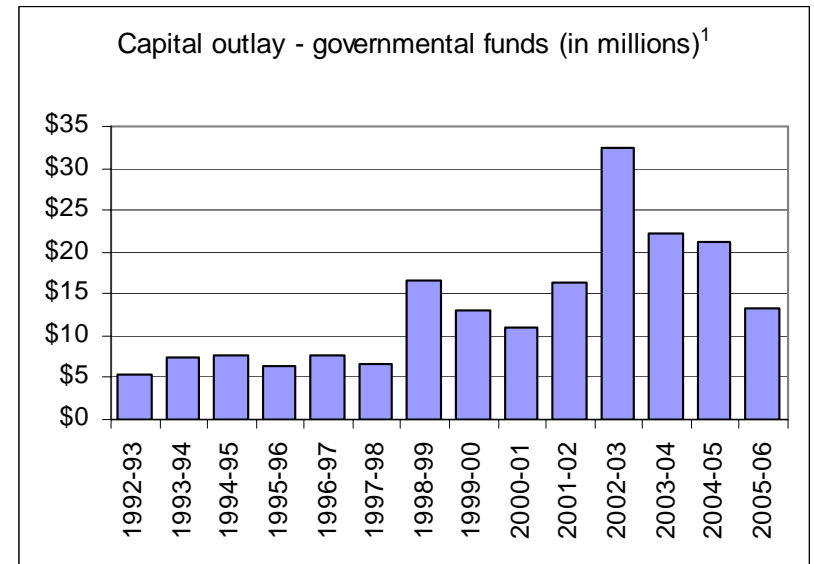
## CAPITAL SPENDING

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. Infrastructure remains a top City Council priority.

With the implementation of GASB Statement 34 in FY 2001-02, the City has recorded all its capital assets in its citywide financial statements.<sup>2</sup> Capital assets are valued at historical cost, net of accumulated depreciation. This includes buildings and structures, vehicles and equipment, roadways, and utility distribution systems.

As shown in the graph on the right, capital outlay by governmental funds<sup>1</sup> has increased over ten years ago. As of June 30, 2006, net general capital assets totaled \$324.8 million (22 percent more than 5 years ago), and \$20.7 million in reserves had been set aside to fund infrastructure rehabilitation.

The enterprise funds invested \$20.3 million in capital projects in FY 2005-06, for a total of \$115 million over 5 years. As of June 30, 2006, net Enterprise Fund capital assets totaled \$360.9 million.



Source: Comprehensive Annual Financial Reports

	Infrastructure Reserve (in millions)	General governmental funds (in millions)			Enterprise funds (in millions)		
		Net general capital assets	Capital outlay <sup>1</sup>	Depreciation	Net Enterprise Fund capital assets	Capital expense	Depreciation
FY 2001-02	\$30.2	\$266.9	\$16.9	\$6.7	\$301.2	\$25.0	\$10.4
FY 2002-03	\$33.4	\$293.1	\$32.4	\$9.4	\$315.2	\$24.1	\$11.0
FY 2003-04	\$35.9	\$310.0	\$22.3	\$8.8	\$329.1	\$22.8	\$11.4
FY 2004-05	\$25.2	\$318.5	\$21.3	\$9.5	\$346.9	\$22.8	\$11.7
<b>FY 2005-06</b>	<b>\$20.7</b>	<b>\$324.8</b>	<b>\$13.2</b>	<b>\$12.3</b>	<b>\$360.9</b>	<b>\$20.3</b>	<b>\$11.8</b>
Change over last 5 years	-31%	+22%	-22%	+84%	+20%	-19%	+13%

<sup>1</sup> Includes capital expenditures in the General Fund, Capital Projects and Special Revenue funds. Does not include capital expense associated with Utility or other enterprise funds. FY 2002-03 and FY 2003-04 outlay included \$32.3 million for two new downtown parking structures funded by an assessment district.

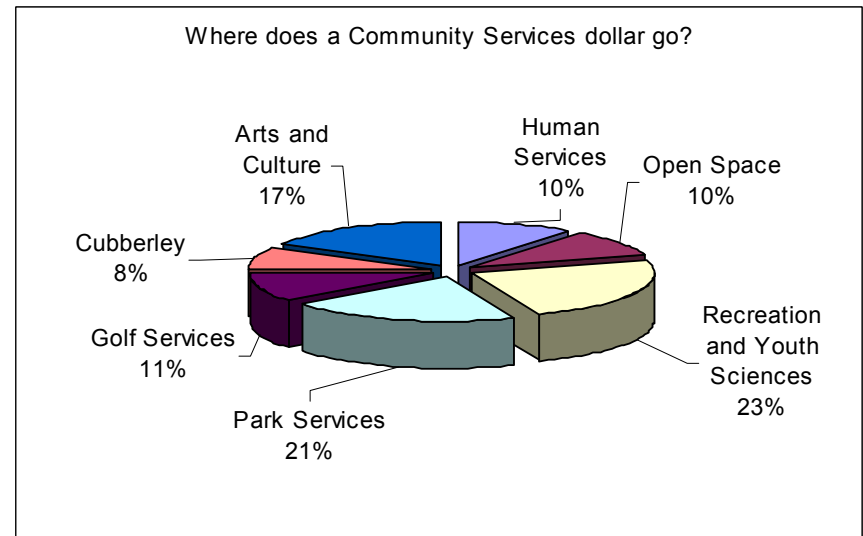
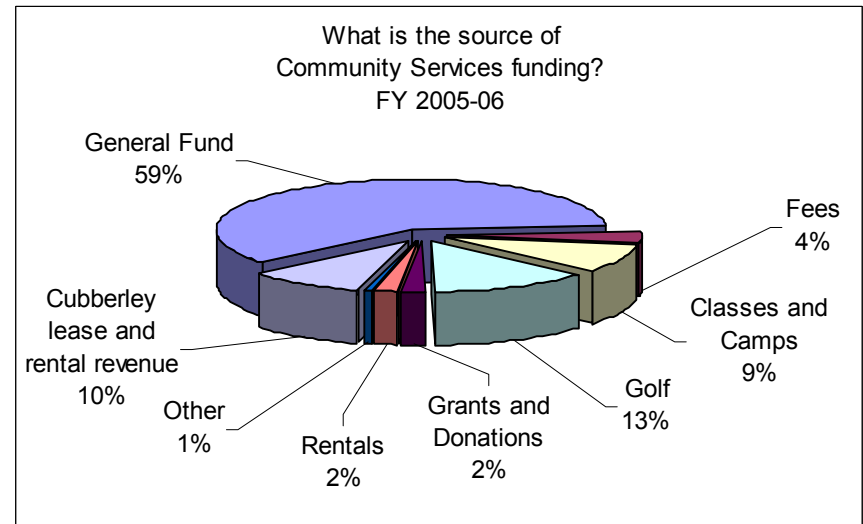
<sup>2</sup> The City's financial statements are on-line at [www.cityofpaloalto.org/finance/cafr.html](http://www.cityofpaloalto.org/finance/cafr.html).

# CHAPTER 2 – COMMUNITY SERVICES

The mission of the Community Services Department is to engage individuals and families in creating a strong and healthy community through parks, recreation, social services, arts and sciences.

The Department has seven 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 – Open space maintenance, park rangers, open space community partnership, wildlife and resource management
- Recreation and Youth Sciences – adult programs, youth and teen programs, Junior Museum and Zoo, programs for persons with special needs, recreation facilities, special events, sports programs, a teen drop-in center, swimming pools and camps.



Source: FY 2005-06 revenue and expenditure data

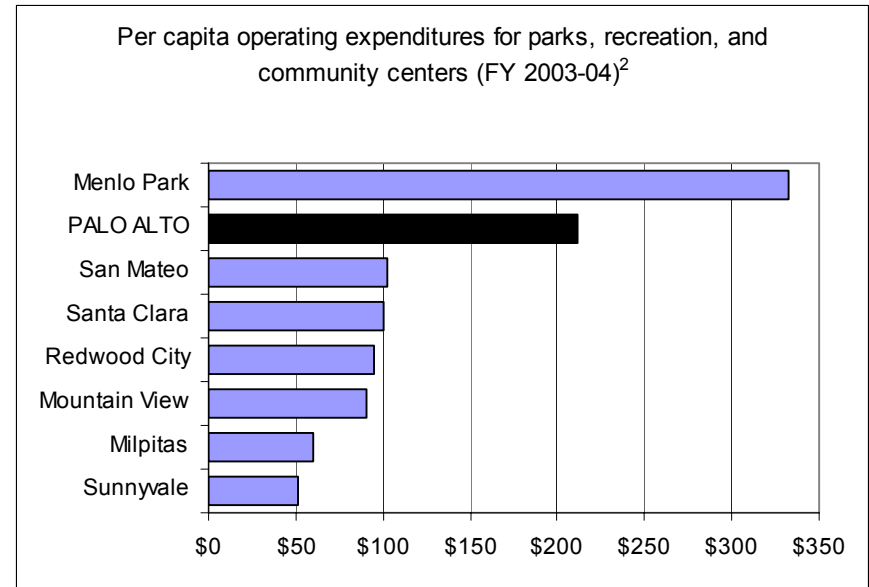


## SPENDING AND REVENUE

Total Community Services spending increased by approximately 7 percent in the last five years.

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. Palo Alto figures include expenditures related to its 3,744 acres of open space and its Junior Museum and Zoo.

Community Services staffing decreased 5 percent over the last five years from 154 to 146. In FY 2005-06, temporary or hourly staffing accounted for about 33 percent of the Department's total staffing.



Source: California State Controller, *Cities Annual Report Fiscal Year 2003-04*

### Operating expenditures (in millions)

	Parks	Golf course	Recreation and Youth Sciences	Arts and Culture	Open Space	Cubberley Community Center	Human Services	TOTAL	Operating expenditures per capita <sup>2</sup>	Total revenue (in millions)	Total Staffing	Percent of authorized staffing that is temporary/ hourly	Authorized staffing per 1,000 population
FY 2001-02	\$3.8	\$2.3	\$3.4	\$2.9	\$2.5	\$1.3	\$2.0	\$18.1	\$301	\$8.7	154	28%	2.6
FY 2002-03	\$3.7	\$2.2	\$3.6	\$2.9	\$2.7	\$1.5	\$2.0	\$18.7	\$309	\$9.2	157	30%	2.6
FY 2003-04	\$3.9	\$2.3	\$3.7	\$3.0	\$2.8	\$1.5	\$2.0	\$19.1	\$316	\$8.8	152	32%	2.5
FY 2004-05	\$4.0	\$2.2	\$3.9	\$3.2	\$2.8	\$1.3	\$1.7	\$19.1	\$312	\$8.6	158	31%	2.6
<b>FY 2005-06</b>	<b>\$4.2</b>	<b>\$2.2</b>	<b>\$4.5<sup>1</sup></b>	<b>\$3.2</b>	<b>\$2.0<sup>1</sup></b>	<b>\$1.5</b>	<b>\$2.0</b>	<b>\$19.5</b>	<b>\$309</b>	<b>\$9.0</b>	<b>146</b>	<b>33%</b>	<b>2.4</b>
Change over last 5 years	+12%	-4%	+34%	+12%	-22%	+14%	-2%	+7%	+4%	+3%	-5%	+5%	-8%

<sup>1</sup> The Recreation and Youth Sciences division formed in FY 2005-06. Previously, youth sciences were included with Open Space.

<sup>2</sup> Data in graph and table may differ because City of Palo Alto and Controller's Office compile data differently.

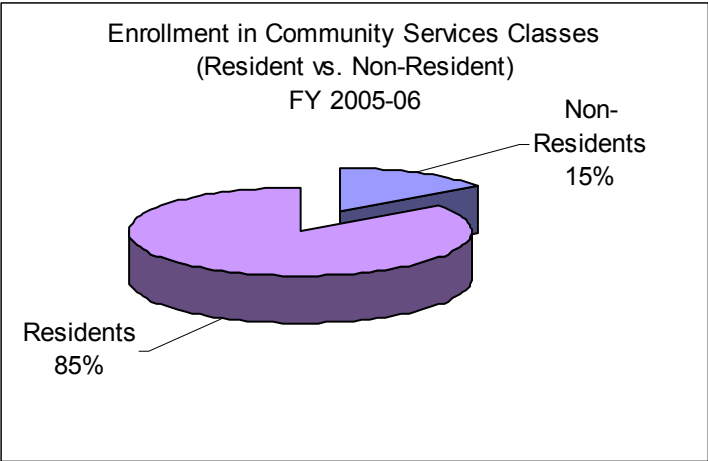
# CLASSES

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. In FY 2005-06, 153 camp sessions were offered for kids.

Over the last five years, the number of camps offered decreased by 34 percent, but enrollment in camps only decreased by 11 percent. Likewise, the number of kids' classes offered decreased by 31 percent, but enrollment in kid's classes only decreased by 10 percent. Enrollment in adult classes increased by 6 percent even though the number of classes offered for adults decreased by 12 percent. In FY 2005-06, 41 percent of class registrations were online, compared to 11 percent five years earlier.

An audit (by the City Auditor's Office) of FY 2004-05 class cost data found that classes overall recovered 97% of their direct costs and 73% of their full costs.

In FY 2005-06, 86 percent of residents rated the range and variety of classes good or excellent.



Source: Community Services Department

	Total number of classes/camps offered <sup>1</sup>					Total enrollment <sup>1</sup>					Percent of class registrations online ☉ <NEW>	Percent of class registrants who are non-residents	Citizen Survey Percent rating the range/variety of classes good or excellent <NEW>
	Camp sessions	Kids (excluding camps)	Adults	Pre-school	Total	Camps	Kids (excluding camps)	Adults	Pre-school	Total☉			
FY 2001-02	233	339	335	166	1,073	6,626	5,131	5,157	3,814	20,728	-	17%	-
FY 2002-03	149	322	345	140	956	7,011	4,681	5,323	3,980	20,995	11%	18%	-
FY 2003-04	170	352	366	177	1,065	7,270	5,165	6,070	4,160	22,665	33%	14%	-
FY 2004-05	156	276	362	171	965	6,601	4,862	5,676	3,764	20,903	40%	16%	84%
<b>FY 2005-06</b>	<b>153</b>	<b>235</b>	<b>294</b>	<b>160</b>	<b>842</b>	<b>5,906</b>	<b>4,604</b>	<b>5,485</b>	<b>3,628</b>	<b>19,623</b>	<b>41%</b>	<b>15%</b>	<b>86%</b>
Change over last 5 years	-34%	-31%	-12%	-4%	-22%	-11%	-10%	+6%	-5%	-5%	-	-2%	-

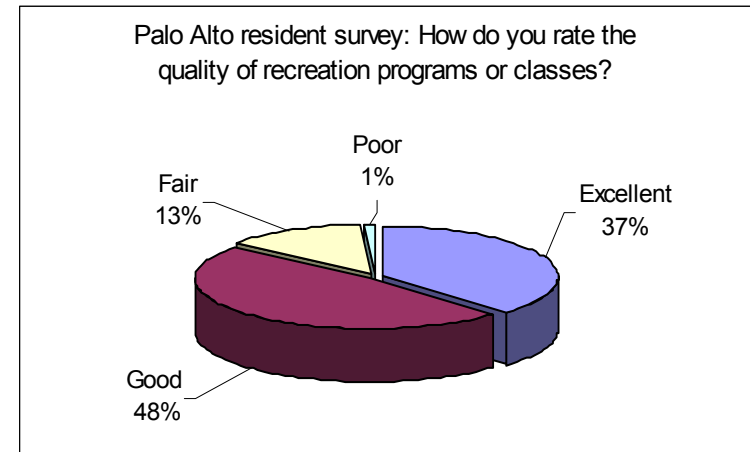
<sup>1</sup> Data shown is in format available from CSD registration system. Types of classes offered include arts, sports, nature and outdoors, and recreation.  
 ☉ Budget benchmarking measure

## RECREATION AND YOUTH SCIENCES

Recreation produces a large number of the classes offered by the Department overall as well as summer camps. Recreation also works collaboratively with the Palo Alto Unified School District (PAUSD) to provide middle school athletics at all middle schools and camps in conjunction with the PAUSD's summer school program.

Other Recreation services include aquatics programs, facility rentals through which members of the community may rent classroom space, the swimming pool or gym space for parties and events, field and picnic site scheduling, and a variety of youth and teen program opportunities. In addition to class offerings for adults, Recreation has seasonal adult sports leagues. Recreation sponsors special events each year such as the May Fete Parade, the Chili Cook-Off. There were three special events in FY 2005-06 and they received outside funding of about \$88,000.

Founded in 1934, the Junior Museum and Zoo was the first children's museum west of the Mississippi, and has been a local leader in children's science education since its inception. The Zoo opened in 1969. The Junior Museum and Zoo provides summer camps, outreach programs, and exhibits for area children.



Source: National Citizen Survey™ 2006 (Palo Alto)

	Enrollment in Recreation Classes <sup>1</sup>							Citizen Survey			Junior Museum and Zoo	
	Dance	Recreation	Aquatics	Middle school sports	Therapeutic	Private tennis lessons	Camps	Percent rating recreation centers/facilities good or excellent	Percent rating recreation programs/classes good or excellent <sup>Ⓞ</sup>	Percent rating services to youth good or excellent	Enrollment in Junior Museum classes and camps <sup>1,2</sup>	Estimated number of outreach participants <sup>3</sup>
FY 2001-02	-	-	-	-	-	-	-	-	-	-	1,454	-
FY 2002-03	1,741	5,820	184	1,035	272	218	7,011	77%	83%	66%	1,777	-
FY 2003-04	1,570	5,784	269	1,091	223	228	7,270	84%	86%	68%	2,321	3,491
FY 2004-05	1,531	5,055	223	1,242	216	259	6,601	78%	87%	68%	1,934	3,388
<b>FY 2005-06</b>	<b>1,326</b>	<b>5,681</b>	<b>199</b>	<b>1,247</b>	<b>175</b>	<b>234</b>	<b>5,906</b>	<b>80%</b>	<b>85%</b>	<b>70%</b>	<b>1,832</b>	<b>2,414</b>
Change over last 5 years	-	-	-	-	-	-	-	-	-	-	+25%	-

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

<sup>2</sup> Classes and camps are paid for by parents who selectively enroll their children.

<sup>3</sup> Outreach includes interpretive programs. These are programs paid for by the schools, whether they are taught at the schools or at the Junior Museum and Zoo. The number of outreach participants decreased in FY 2005-06 because the City lost its grant funding for outreach to East Palo Alto schools.

Ⓞ Budget benchmarking measure

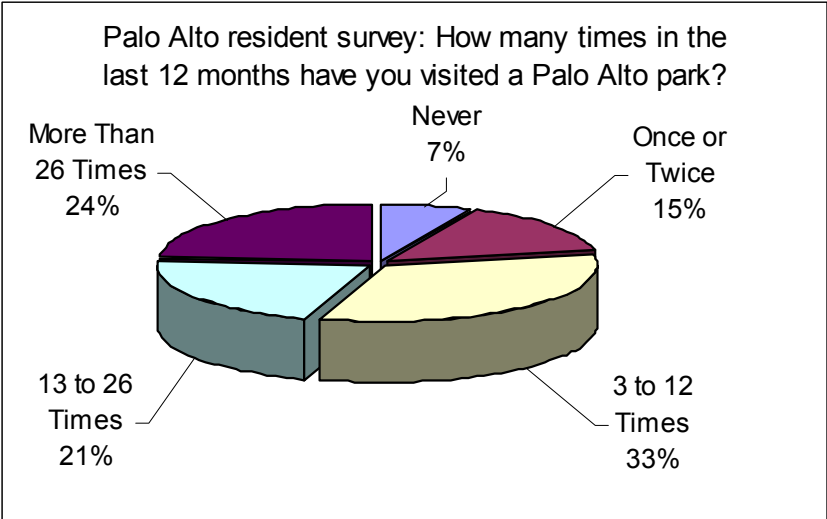
## PARKS AND LANDSCAPE MAINTENANCE

The Parks and Golf Division maintains approximately 262 acres of land including:

- Urban/neighborhood parks (151 acres or 58% of total)<sup>2</sup>
- City facilities (26 acres or 10%)
- School athletic fields (43 acres or 16%)
- Utility sites (11 acres or 4%)
- Median strips (26 acres or 10%)
- Business Districts and parking lots (5 acres or 2%)

In FY 2005-06, maintenance spending on the above acres totaled about \$3.7 million, or approximately \$14,302 per acre maintained. About 22 percent of this maintenance is contracted out.

In response to the 2006 National Citizen Survey<sup>TM</sup>, 88 percent of residents rate city parks good or excellent, and 87 percent rate their neighborhood park good or excellent. 93 percent report they visited a neighborhood or city park in the last 12 months.



Source: National Citizen Survey<sup>TM</sup> 2006 (Palo Alto)

	Maintenance Expenditures <sup>3</sup>					Citizen Survey			
	Parks and landscape maintenance (in millions)	Athletic fields in City parks (in millions)	Athletic fields on school district sites <sup>1</sup> (in millions)	Total maintenance cost per acre	Percent of park maintenance expenditures contracted out	Total hours of athletic field usage	Urban/ neighborhood park acreage per 1,000 residents <sup>2</sup>	Percent rating city parks as good or excellent	Percent rating their neighborhood park good or excellent
FY 2001-02	\$2.5	\$0.7	\$0.6	\$14,396	19%	-	2.4	-	-
FY 2002-03	\$2.5	\$0.7	\$0.5	\$14,308	18%	-	2.4	90%	85%
FY 2003-04	\$2.4	\$0.6	\$0.4	\$13,017	20%	-	2.4	91%	90%
FY 2004-05	\$2.7	\$0.6	\$0.5	\$14,572	16%	65,748	2.4	91%	89%
<b>FY 2005-06</b>	<b>\$2.5</b>	<b>\$0.6</b>	<b>\$0.6</b>	<b>\$14,302</b>	<b>22%</b>	<b>65,791</b>	<b>2.4</b>	<b>88%</b>	<b>87%</b>
Change over last 5 years	+1%	-17%	+15%	-1%	+3%	-	0%	-	-

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

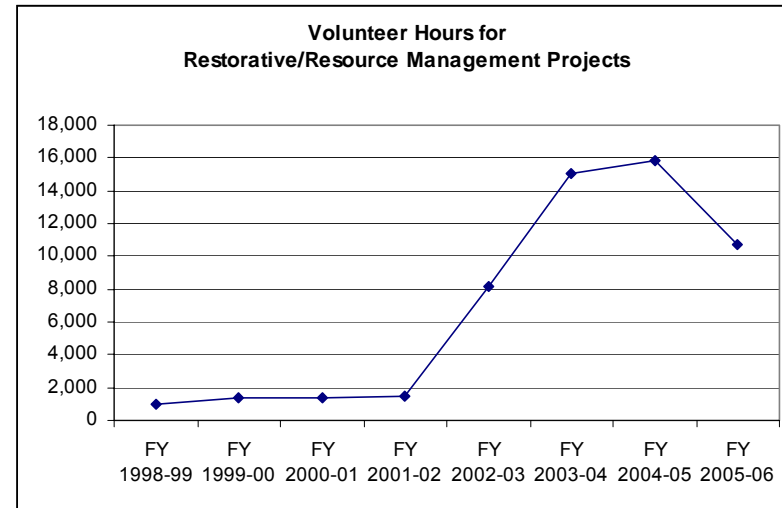
<sup>2</sup> Does not include 3,744 acres of open space (discussed on page 2.6). Includes 2 acres at Heritage Park added in FY 2004-05 and 1.7 acres at Mayfield Park added in FY 2005-06.

<sup>3</sup> Includes budgeted operating expenditures. Does not include cost plan charges or capital costs.

## OPEN SPACE

The City has 3,744 acres<sup>1</sup> of open space that it maintains, consisting of Foothills Park, Baylands Nature Preserve (including Byxbee Park), Pearson-Arastradero Preserve, and Esther Clark Nature Preserve. In FY 2005-06 this amounted to about 60 acres per 1,000 residents.

Open space acreage per 1,000 residents decreased during the last five years from 62.0 to 60.0 acres per 1,000 residents. Similarly, total urban parks and open space acreage combined declined from 64.3 to 62.7 acres per 1,000 residents. This was true even though the City added 13 acres to the Pearson-Arastradero Preserve with the acquisition of the Bressler property.



Source: Community Services Department

	Visitors at Foothills Park <sup>Ⓞ</sup>	Volunteer hours for restorative/ resource management projects	Open space acres per Park Ranger <sup>Ⓞ</sup>	Number of Baylands outreach programs for school-age children	Enrollment in open space interpretive classes	Open space acreage per 1,000 residents <sup>1</sup>	Total urban/ neighborhood parks and open space acreage per 1,000 residents <sup>2</sup>
FY 2001-02	150,000	1,500	466	61	-	62.0	64.3
FY 2002-03	145,000	8,200 <sup>3</sup>	466	70	403	62.0	64.3
FY 2003-04	139,787	15,055	466	54	1,166	62.0	64.1
FY 2004-05	121,574	15,847	466	48	1,188	61.0	63.2
<b>FY 2005-06</b>	<b>127,457</b>	<b>10,738</b>	<b>535</b>	<b>48</b>	<b>1,280</b>	<b>60.0</b>	<b>62.7</b>
Change over last 5 years	-15%	+616%	+15%	-21%	-	-3%	-2%

<sup>1</sup> Does not include the 262 acres of developed parks and land maintained by the Parks and Golf Division (discussed on page 2.5).

<sup>2</sup> Based on 3,731 open space acres and 147 urban acres FY 2003-04; 3,731 open space acres and 149 urban acres in FY 2004-05 (including 1.7 acre addition of Mayfield Park) and 3,744 and 151 urban acres in FY 2005-06 (reflecting the FY 2005-06 addition of the 13-acre Bressler property to the City's open space holdings and the addition of the 2-acre Heritage Park).

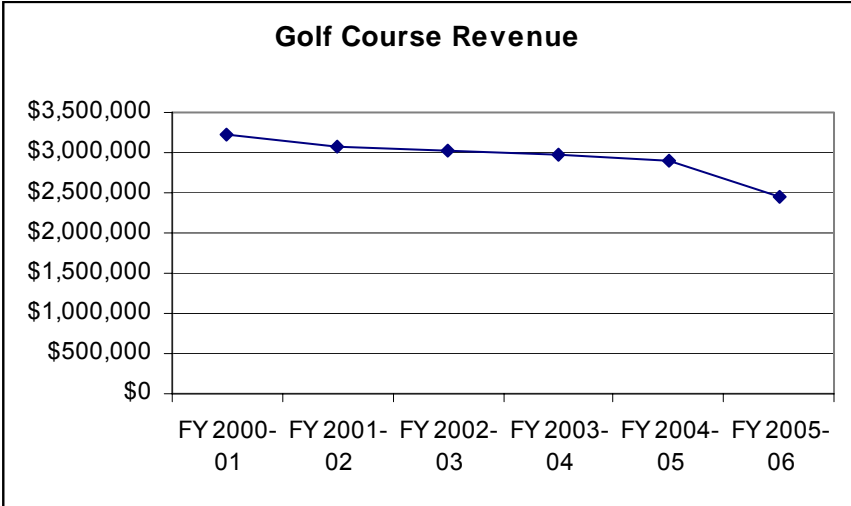
<sup>3</sup> Collaborative partnerships with non-profit groups contributed to the significant increase in volunteer hours in FY 2002-03. Staff attributes the additional increase in FY 2003-04 to more volunteer hours primarily at the Baylands by the non-profit partner Save the Bay.

<sup>Ⓞ</sup> Budget benchmarking measure

# GOLF COURSE

The City owns and maintains the municipal golf course, and coordinates the golf shop, driving range, and restaurant operations with separate tenants.

According to the Department, the number of rounds of golf has decreased to 76,000 from 89,450 five years ago. The benchmark target for FY 2005-06 was 83,000.



Source: IFAS and SAP reports

	Number of rounds of golf <sup>Ⓞ</sup>	Customers surveyed who rate golf course "good" or "excellent" <sup>1</sup>	Golf course revenue (in millions)	Golf course operating expenditures <sup>2</sup> (in millions)	Golf course debt service (in millions)	Net revenue/ (cost) (in millions) <sup>3</sup>
FY 2001-02	89,450	65%	\$3.0	\$2.3	\$0.7	(\$0.0)
FY 2002-03	87,892	83%	\$3.0	\$2.3	\$0.7	(\$0.0)
FY 2003-04	83,728	79%	\$2.9	\$2.3	\$0.6	\$0.0
FY 2004-05	78,410	80%	\$2.9	\$2.4	\$0.6	(\$0.1)
<b>FY 2005-06</b>	<b>76,000</b>	<b>73%</b>	<b>\$3.0</b>	<b>\$2.3</b>	<b>\$0.6</b>	<b>\$0.1</b>
Change over last 5 years <sup>1</sup>	-12%	+8%	-5%	+1%	-21%	+413%

<sup>1</sup> Survey conducted by the golf professional at the golf course.

<sup>2</sup> Includes allocated charges and overhead.

<sup>3</sup> Loss in FY 2001-02 was \$14,052; loss in FY 2002-03 was \$2,156; profit in FY 2003-04 was \$49,006; loss in FY 2004-05 was \$72,031; profit in 05-06 was \$148,154.

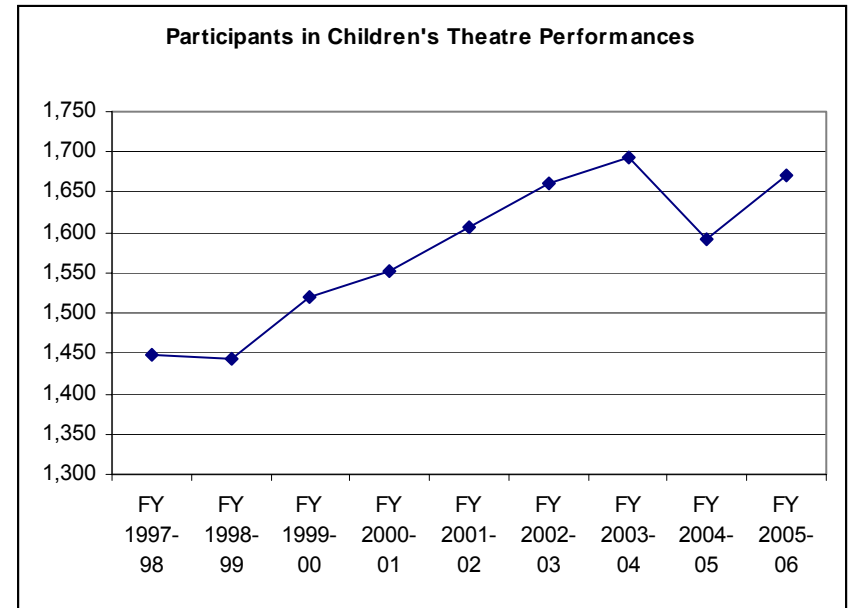
Ⓞ Budget benchmarking measure

## 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.

Although Community Theatre attendance at performances increased last year, attendance was 9 percent lower than five years ago. The number of participants in Children's Theatre has increased 4 percent over the last five years. There were 129 performances at the Children's Theatre in FY 2005-06, up from 116 in FY 2001-02.

The Art Center had more than 19,000 exhibition visitors in FY 2005-06. Outside funding for visual arts programs was about 17 percent lower than it was in FY 2001-02. Four new public art works were installed in FY 2005-06.



Source: Community Services Department

	Community Theatre		Children's Theatre				Art Center					
	Number of performances	Attendance at performances	Attendance at performances	Participants in performances	Theatre class registrants	Theatre volunteers	Exhibition visitors	Concerts <sup>1</sup>	Total attendance (users)	Enrollment in art classes, camps, and workshops (adults and children) <sup>2</sup>	Outside funding for visual arts programs	Attendance at Project LOOK! tours and family days <sup>3</sup>
FY 2001-02	187	60,886	21,912	1,606	465	357	18,650	36	81,086	-	\$344,389	-
FY 2002-03	173	48,472	21,114	1,660	572	439	18,710	36	81,348	3,450	\$342,094	-
FY 2003-04	175	54,052	22,663	1,692	605	456	19,034	40	79,984	4,406	\$268,473	-
FY 2004-05	172	50,111	22,734	1,592	581	392	19,307	53	76,264	3,559	\$275,909	6,722
<b>FY 2005-06</b>	<b>183</b>	<b>55,204</b>	<b>22,788</b>	<b>1,670</b>	<b>597</b>	<b>397</b>	<b>19,448</b>	<b>59</b>	<b>73,305</b>	<b>4,137</b>	<b>\$284,838</b>	<b>6,191</b>
Change over last 5 years	-2%	-9%	+4%	+4%	+28%	+11%	+4%	+64%	-10%	-	-17%	-

<sup>1</sup> Includes concerts at the Art Center as well as Brown Bag Concerts and Twilight Concerts.

<sup>2</sup> Enrollment shown here is also reflected in totals on "Classes" page.

<sup>3</sup> Project LOOK! Offers docent-led tours of exhibitions at the Palo Alto Art Center to K-12<sup>th</sup> grade school groups. Tours are followed by a hands-on activity at the Project LOOK! Studio.

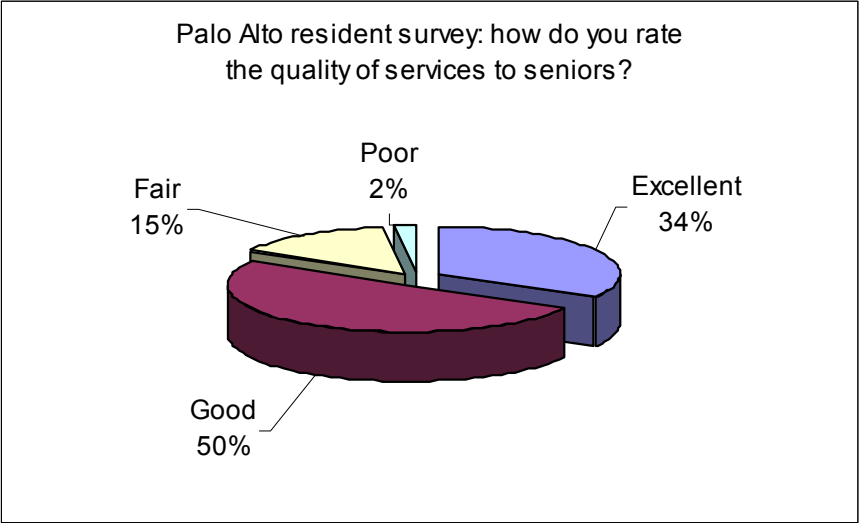
### CUBBERLEY COMMUNITY CENTER HUMAN SERVICES

Cubberley Community Center rents space for community meetings, seminars, social events, dances, theater performances, and athletic events. In FY 2005-06, rental revenue totaled about \$887,000 for about 38,000 hours rented. This was about \$159,000 more than in FY 2001-02, or a 22 percent increase.

The Cubberley Community Center also leases former classroom space to artists and Foothill College on a long-term basis. In FY 2005-06, there was a total of 38 leaseholders, and lease revenue of about \$1.3 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 approximately \$1.3 million in FY 2005-06, about the same amount as in FY 2001-02. Last year, 4 participants completed the City's Seasonal Employment Opportunity Program.

Residents give good ratings to senior services (84 percent rate services good or excellent). Residents give lower marks when rating access to affordable quality child care (only 34 percent good or excellent).



Source: National Citizen Survey™ 2006 (Palo Alto)

	Cubberley Community Center				Citizen Survey		
	Hours rented ①	Hourly rental revenue (in millions)②	Number of lease-holders	Lease revenue (in millions)	Human Services' grants to local non-profits (in millions)	Percent rating access to affordable quality child care good or excellent	Percent rating senior services good or excellent
FY 2001-02	35,500	\$0.7	32	\$1.3	\$1.3	-	-
FY 2002-03	38,500	\$0.8	32	\$1.4	\$1.4	25%	77%
FY 2003-04	33,392	\$0.7	37	\$1.3	\$1.3	26%	82%
FY 2004-05	38,624	\$0.8	35	\$1.3	\$1.3	25%	78%
<b>FY 2005-06</b>	<b>38,407</b>	<b>\$0.9</b>	<b>38</b>	<b>\$1.3</b>	<b>\$1.3</b>	<b>34%</b>	<b>84%</b>
Change over last 5 years	+8%	+22%	+19%	-3%	-3%	-	-

① Budget benchmarking measure





# CHAPTER 3 – FIRE

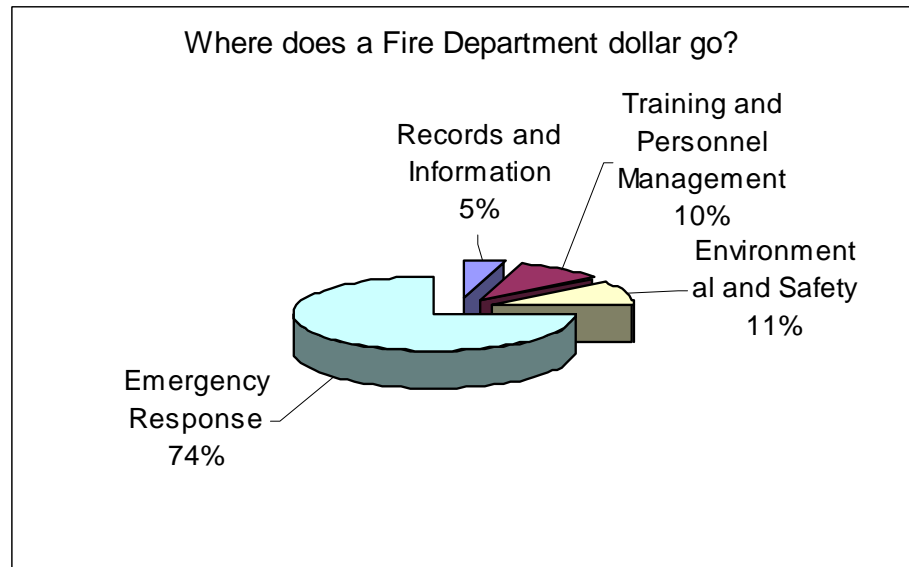
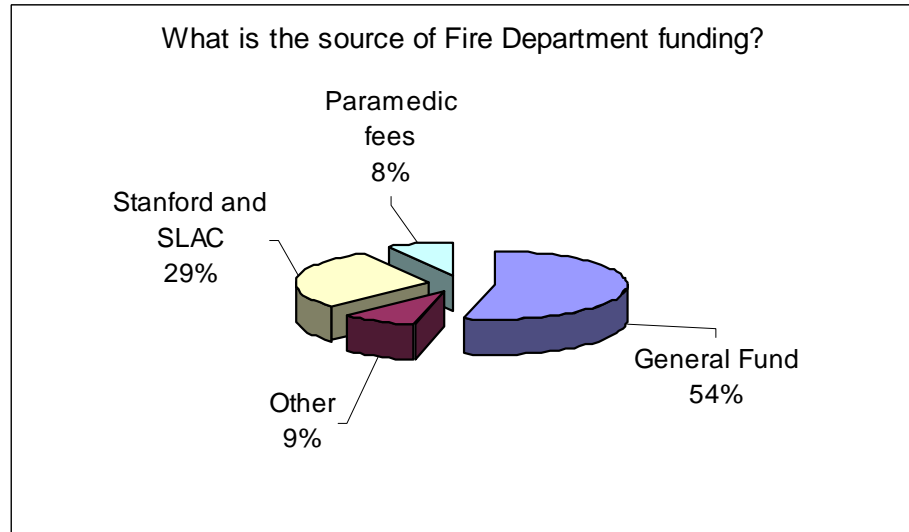
The mission of the Fire Department is to protect life, property and the environment from the perils of fire, hazardous materials, and other disasters through rapid emergency response, proactive code enforcement, modern fire prevention methods, and progressive public safety education for the benefit of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

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

Fire Department revenue in FY 2005-06 totaled \$9.4 million (or 46 percent of costs), including about \$5.9 million for services to Stanford and the Stanford Linear Accelerator (SLAC), \$1.6 million for paramedic services, \$0.8 million in plan check fees, and \$0.4 million in hazardous materials permits.



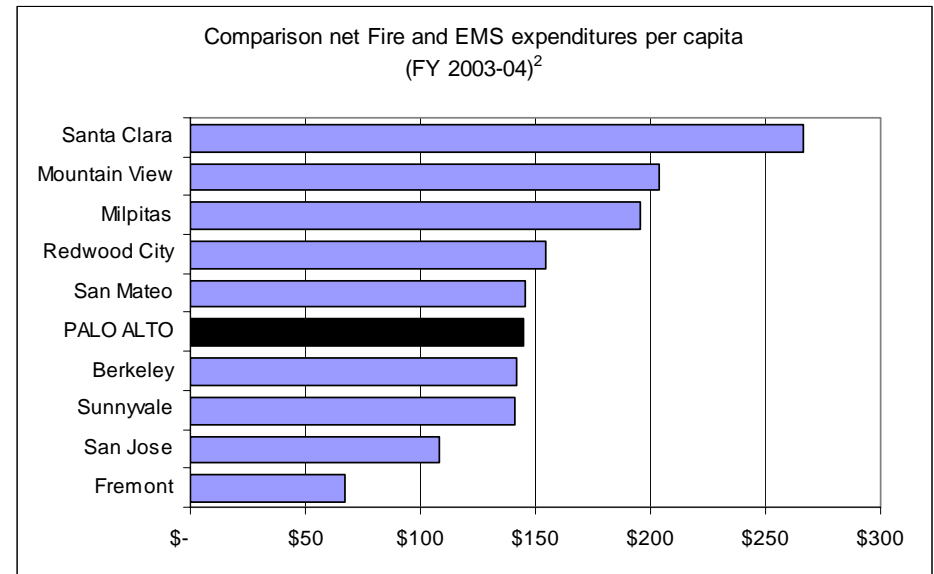
Source: FY 2005-06 revenue and expenditure data

## FIRE DEPARTMENT SPENDING

Total Fire Department spending increased from \$17.7 million to \$20.2 million, or 14 percent in the last five years. Total expenditures per resident served increased from \$240 to \$267 over the five year period. Between FY 2001-02 to FY 2005-06, revenue and reimbursements increased from \$8.2 to \$9.4 million, or 15 percent. In FY 2005-06, 46 percent of costs were covered by revenues.

The chart on the right shows that Palo Alto's net Fire and EMS expenditures per capita are mid-range of other local jurisdictions.

In the most recent citizen survey, 95 percent of residents rated fire services good or excellent; and 77 percent said they feel very or somewhat safe from fire.



Source: California State Controller, *Cities Annual Report FY 2003-04*

	Operating expenditures (in millions)					Resident population of area served <sup>1</sup>	Expenditures per resident served <sup>1</sup>	Revenue (in millions)	Citizen Survey	
	Emergency response	Environmental and fire safety	Training and personnel management	Records and information	TOTAL				Percent rating fire services good or excellent	Percent feeling very or somewhat safe from fire
FY 2001-02	\$12.1	\$1.4	\$2.5	\$1.6	\$17.7	73,644	\$240	\$8.2	-	-
FY 2002-03	\$12.5	\$1.6	\$2.4	\$1.6	\$18.1	73,665	\$246	\$8.0	96%	78%
FY 2003-04	\$13.7	\$1.8	\$2.1	\$1.2	\$18.8	73,884	\$254	\$7.9	97%	79%
FY 2004-05	\$14.5	\$1.9	\$1.8	\$0.9	\$19.1	74,989	\$254	\$8.9	94%	80%
<b>FY 2005-06</b>	<b>\$15.0</b>	<b>\$2.1</b>	<b>\$2.1</b>	<b>\$0.9</b>	<b>\$20.2</b>	<b>75,463</b>	<b>\$267</b>	<b>\$9.4</b>	<b>95%</b>	<b>77%</b>
Change over last 5 years	+24%	+49%	-19%	-43%	+14%	+2%	+11%	+15%	-	-

<sup>1</sup> Based on number of residents in the Fire Department's expanded service area (Palo Alto and Stanford). Prior year population revised per California Department of Finance estimates.

<sup>2</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.

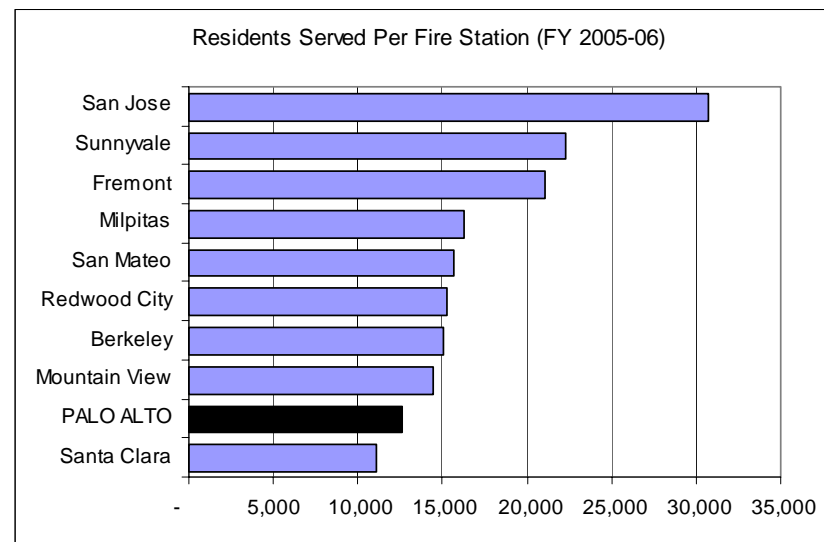
## FIRE DEPARTMENT STAFFING AND CALLS FOR SERVICE

During FY 2005-06, the Fire Department handled 6,897 calls for service including:

- 211 fire calls
- 3,780 medical/rescue calls
- 1,184 false alarms
- 399 service calls
- 203 hazardous condition calls

Palo Alto has a total of 8 fire stations. Average on-duty staffing is 31 during the day, and 29 at night.

Palo Alto has more fire stations per capita than most other local jurisdictions. As shown in the chart on the right, the number of residents served per fire station is lower than many other local jurisdictions.



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

	Calls for service						TOTAL	Total authorized staffing (FTE)	Staffing per 1,000 residents served <sup>1</sup>	Average on-duty staffing	Training hours per firefighter <sup>⊙</sup> <REVISED>	Overtime as a percent of regular salaries <NEW>	Residents served per fire station <sup>1</sup>
	Fire ⊙	Medical/ rescue ⊙	False alarms	Service calls	Hazardous condition ⊙	Other							
FY 2001-02	285	3,958	1,311	1,152	279	86	7,071	130	1.76	33 day/31 night	276	-	12,303
FY 2002-03	260	3,721	1,370	382	211	692	6,636	133	1.81	33 day/31 night	256	-	12,303
FY 2003-04	248	3,796	1,378	373	218	662	6,675	129	1.72	31 day/29 night	264	17%	12,253
FY 2004-05	224	3,633	1,300	358	211	688	6,414	129	1.74	31 day/29 night	312	23%	12,498
<b>FY 2005-06</b>	<b>211</b>	<b>3,780</b>	<b>1,184</b>	<b>399</b>	<b>203</b>	<b>1,120</b>	<b>6,897</b>	<b>127</b>	<b>1.68</b>	<b>31 day/29 night</b>	<b>288</b>	<b>18%</b>	<b>12,577</b>
Change over last 5 years	-26%	-4%	-10%	-65%	-27%	-	-2%	-3%	-5%	-	+4%	-	+2%

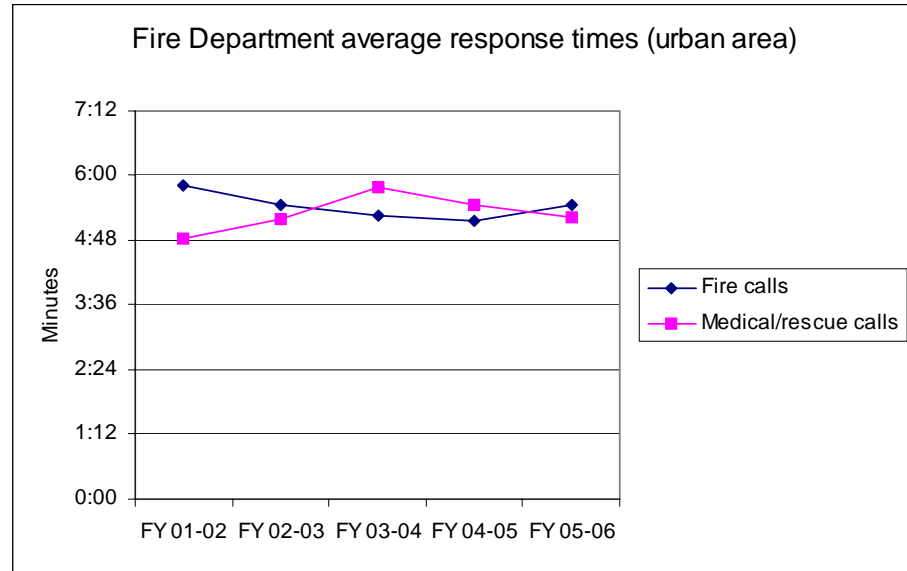
<sup>1</sup> Based on number of residents in the Fire Department's expanded service area (Palo Alto and Stanford). Calculation is based on 6 fire stations, and does not include Station 7 (dedicated to the SLAC complex) or Station 8 (Foothills Park, open seasonally).

## FIRE SUPPRESSION

There were 211 fire incidents including only 62 residential structure fires in FY 2005-06. Over the last five years, the number of fire incidents and residential structure fires has declined by 26 percent and 30 percent respectively.

As shown in the graph to the right, Palo Alto's average response times for fire calls decreased 6 percent over five years ago (in spite of an up tick in response times last year). The average response times for medical/rescue calls increased 8 percent over five years ago, but have declined in the last 3 years. In FY 2005-06, the Fire Department responded to 91 percent of fire emergencies within 8 minutes – beating their target of 90 percent.

The average response time for fire calls was 5:28 minutes. According to the Fire Department, 63 percent of fires were confined to the room or area of origin. This is less than the department's goal of 90 percent. The standard PAFD response to a working structure fire is 18 personnel.



Source: Palo Alto Fire Department data

	Number of fire incidents <sup>⊙</sup>	Average response time for fire calls <sup>⊙</sup>	Percent responses to fire emergencies within 8 minutes <sup>1 ⊙</sup>	Percent of fires confined to the room or area of origin	Number of residential structure fires	Number of fire deaths	Fire vehicles
FY 2001-02	285	5:50 minutes	-	-	88	0	25
FY 2002-03	260	5:27 minutes	89%	63%	78	0	22
FY 2003-04	248	5:15 minutes	90%	62%	51	0	23
FY 2004-05	224	5:09 minutes	91%	73%	58	0	25
<b>FY 2005-06</b>	<b>211</b>	<b>5:28 minutes</b>	<b>91%</b>	<b>63%</b>	<b>62</b>	<b>1</b>	<b>25</b>
Change over last 5 years	-26%	-6%	-	-	-30%	-	0%

⊙ Budget benchmarking 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.

## EMERGENCY MEDICAL SERVICES

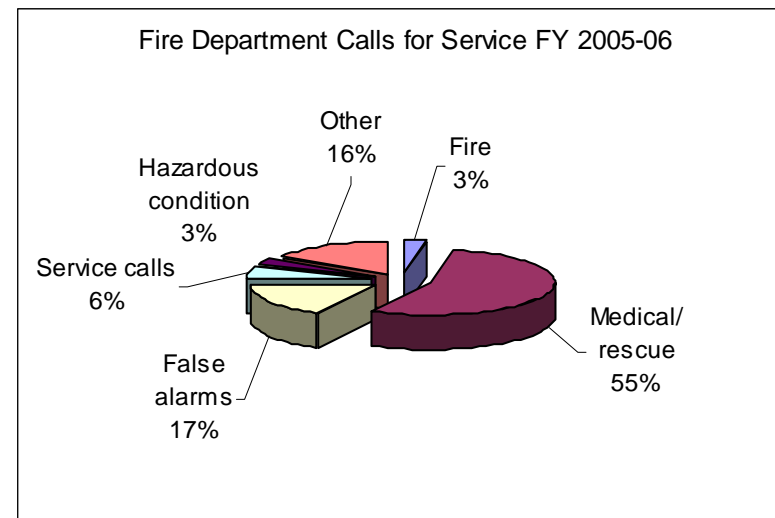
The Department responded to 3,780 medical/rescue incidents in FY 2005-06. As shown in the chart on the right, medical/rescue calls represented 55 percent of the Fire Department calls for service in FY 2005-06.

The average response time for medical/rescue calls was 5:13 minutes in FY 2005-06. The Department responded to:

- 94 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)

In FY 2004-05, the City increased paramedic staffing to provide 4 engine companies with Advance Life Support (ALS) capability. Average on-duty paramedic staffing increased to 8 during the day, and an average of 6 at night. In FY 2005-06, the Department implemented a Basic Life Support (BLS) transport program. Of the 2,296 EMS transports in FY 2005-06, 2,118 were ALS and 178 were BLS transports.

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



Source: Fire Department

	Medical/rescue incidents <sup>⊙</sup>	Average response time for medical/rescue calls <sup>⊙1</sup>	First response to emergency medical requests for service within 8 minutes (urban area) <sup>1⊙</sup>	Ambulance response to paramedic calls for service within 12 minutes (urban area) <sup>1,2</sup>	Average on-duty paramedic staffing	Number of EMS transports	Citizen Survey Percent rating ambulance/emergency medical services good or excellent
FY 2001-02	3,958	4:49 minutes	-	-	4 day/2 night	-	-
FY 2002-03	3,721	5:11 minutes	93%	99%	4 day/2 night	1,564	95%
FY 2003-04	3,796	5:47 minutes	94%	99%	4 day/2 night	2,141	94%
FY 2004-05	3,633	5:28 minutes	95%	98%	8 day/6 night	2,744	94%
<b>FY 2005-06</b>	<b>3,780</b>	<b>5:13 minutes</b>	<b>94%</b>	<b>99%</b>	<b>8 day/6 night</b>	<b>2,296</b>	<b>94%</b>
Change over last 5 years	-4%	+8%	-	-	-	-	-

<sup>⊙</sup> Budget benchmarking 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.

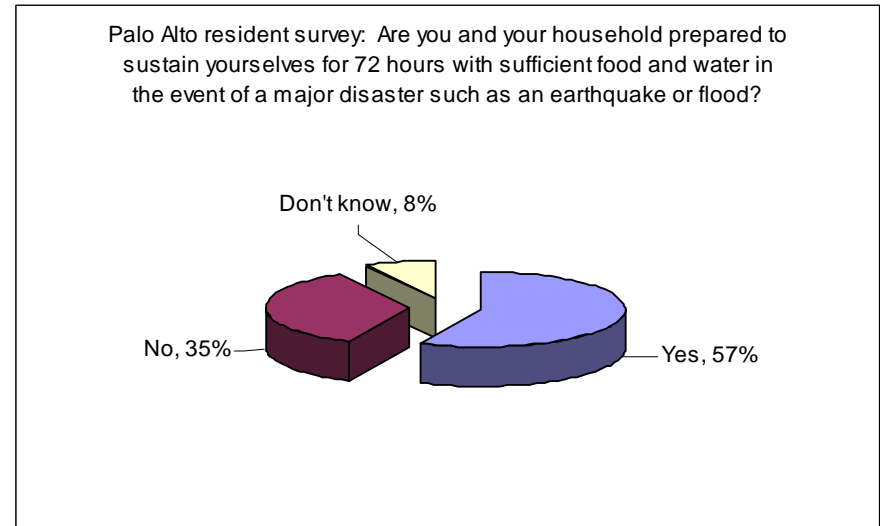
<sup>2</sup> Includes non-City ambulance responses.

## HAZARDOUS MATERIALS AND FIRE SAFETY

In FY 2005-06, the Hazardous Materials Response Team (Rescue 2) responded to 203 hazardous condition calls including auto accidents with fuel spills, downed power lines, natural gas leaks. Of those 203 calls, 20 were designated as hazardous materials incidents.<sup>2</sup>

Over the past five years, the number of facilities permitted for hazardous materials increased from 463 to 497 facilities. However, in FY 2005-06, the Department performed 39 percent fewer fire inspections and 21 percent fewer hazardous materials inspections (including only 49 percent of annual inspections of the 497 facilities permitted for hazardous materials). In FY 2003-04, the Department eliminated two Fire Inspector positions, and reprioritized its inspection program. One Fire Inspector position was added back in July 2006. According to the Department, this should result in an increase in the number of hazardous materials inspections for FY 2006-07.

According to the Department, 281 fire safety, bike safety, and disaster preparedness presentations (125 percent more than 5 years ago) reached a total of 11,850 residents during FY 2005-06.



Source: National Citizen Survey™ 2006 (Palo Alto)

	Hazardous Materials						Citizen Survey		
	Number of hazardous materials incidents <sup>2,S</sup>	Number of facilities permitted for hazardous materials <sup>S</sup>	Number of hazardous materials inspections <sup>⊙</sup>	Percent of annual hazardous materials and underground storage inspections performed <sup>⊙</sup>	Number of fire inspections <sup>⊙</sup>	Number of plan reviews <sup>1</sup>	Fire safety, bike safety, and disaster preparedness presentations <sup>⊙</sup>	Percent rating fire prevention and education good or excellent <sup>⊙</sup>	Percent respondents prepared to sustain themselves for 72 hours in the event of disaster <NEW>
FY 2001-02	10	463	306	66%	1,465	738	125	-	-
FY 2002-03	15	488	338	69%	1,349	710	209	-	-
FY 2003-04	12	493	259	53%	793	833	199	85%	-
FY 2004-05	19	503	241	48%	1,488	982	219	82%	-
<b>FY 2005-06</b>	<b>20</b>	<b>497</b>	<b>243</b>	<b>49%</b>	<b>899</b>	<b>983</b>	<b>281</b>	<b>84%</b>	<b>57%</b>
Change over last 5 years	+100%	+7%	-21%	-17%	-39%	+33%	+125%	-	-

<sup>1</sup> Does not include over-the-counter building permit reviews.

<sup>2</sup> Hazardous materials incidents include flammable gas or liquid, chemical release, chemical release reaction or toxic condition, or chemical spill or release.

<sup>⊙</sup> Budget benchmarking measure

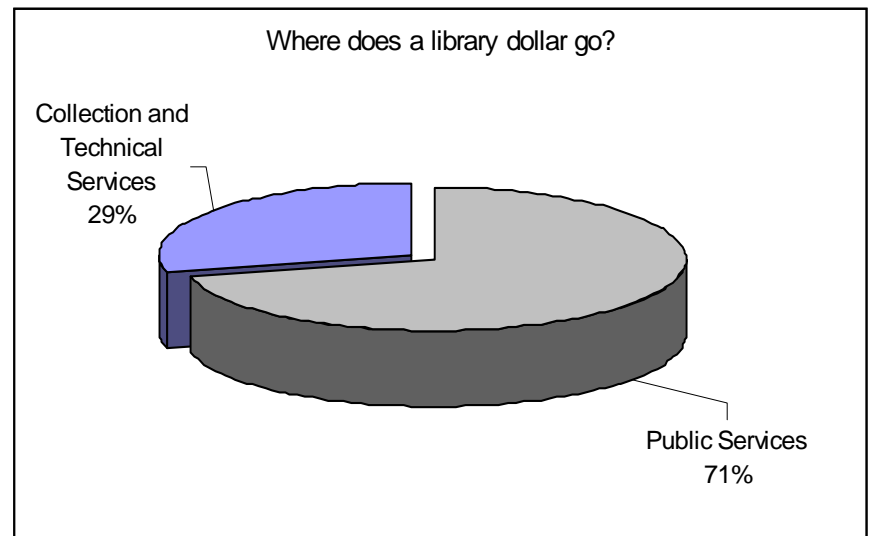
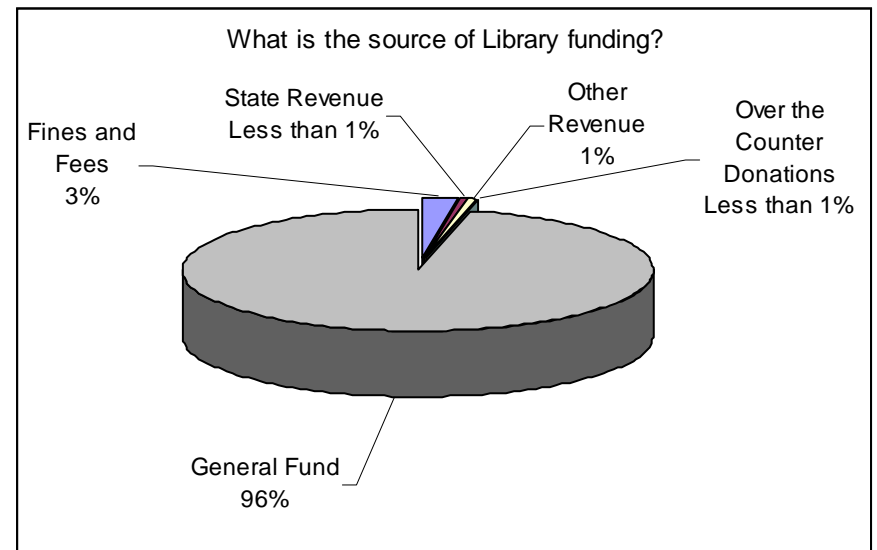
<sup>S</sup> Sustainability indicator

# CHAPTER 4 – LIBRARY

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

The Library has two major activities:

- Collection and Technical Services – to acquire and develop quality collections, manage databases, and provide technology that enhances the community’s access to library resources
- Public Services – to provide access to library materials, information and learning opportunities through services and programs



Source: FY 2005-06 revenue and expenditure data



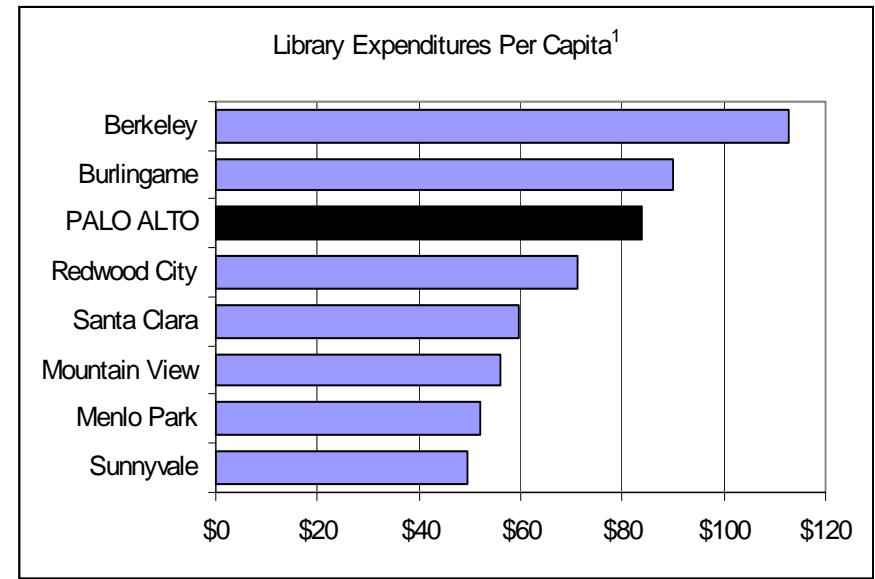
## LIBRARY SPENDING

In FY 2005-06, Palo Alto had five libraries:

- Main (open 62 hours per week)
- Mitchell Park (open 58 hours per week)
- Children’s (open 48 hours per week until December 18, 2005 then closed for renovations; expected to reopen in 2007)
- Downtown (open 35 hours per week)
- College Terrace (open 35 hours per week)

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 2004-05 but more than those of other area cities.

Library spending increased 9 percent over the last five years, to \$5.7 million in FY 2005-06. 78 percent of residents rate library services good or excellent; this places Palo Alto in the 60th percentile compared to other jurisdictions. 73 percent rate the quality of neighborhood branch libraries good or excellent.



Source: California Library Statistics 2006 (Fiscal Year 2004-05 data)

	Operating Expenditures (in millions)			Library expenditures per capita	Citizen Survey	
	Public Services	Collections and Technical Services	TOTAL		Percent rating quality of public library services good or excellentⓄ	Percent rating quality of neighborhood branch libraries good or excellent
FY 2001-02	\$2.8	\$2.4	\$5.2	\$86	-	-
FY 2002-03	\$2.8	\$2.4	\$5.1	\$85	81%	74%
FY 2003-04	\$3.0	\$2.3	\$5.3	\$89	81%	76%
FY 2004-05	\$2.9	\$2.2	\$5.1	\$83	80%	78%
<b>FY 2005-06</b>	<b>\$4.0</b>	<b>\$1.6</b>	<b>\$5.7</b>	<b>\$91</b>	<b>78%</b>	<b>73%</b>
Change over last 5 years	+42%	-31%	+9%	+6%	-	-

¹ 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.

Ⓞ Budget benchmarking measure

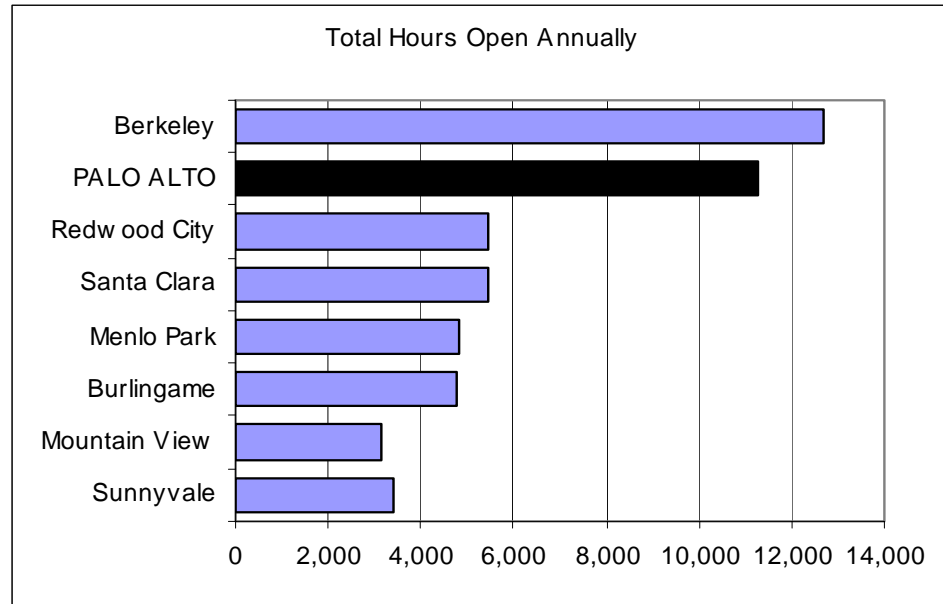
## LIBRARY STAFFING

Total authorized Library staffing in FY 2005-06 was 57 FTE, the same as it was in FY 2001-02. Temporary and hourly staff accounts for approximately 23 percent of the Library's total staff. In FY 2005-06, 13 of 57 FTE staff were temporary or hourly.

Volunteers donated approximately 5,838 hours to the libraries in FY 2005-06. This was a 46 percent increase over the last five years but it was a decrease of 23 percent from FY 2004-05.

Palo Alto libraries were open a total of 10,488 hours in FY 2005-06. The total hours open per week was 238 before the Children's Library closed in December. After it closed, the total was 190.

As shown in the graph on the right, Palo Alto libraries were open more hours than most other local jurisdictions in FY 2004-05 because the City has multiple branches.



Source: California Library Statistics 2006 (Fiscal Year 2004-05 data)

	Authorized Staffing (FTE)			Number of residents per library staff FTE	Volunteer hours	Total hours open annually <sup>1</sup> ⊙	FTE per 1,000 hours open
	Regular	Temporary/hourly	TOTAL				
FY 2001-02	44	13	57	1,059	3,999	13,944	4.06
FY 2002-03	44	13	57	1,059	4,057	13,597	4.16
FY 2003-04	43	11	54	1,120	6,630	11,540	4.70
FY 2004-05	44	12	56	1,097	7,537	11,268	4.94
<b>FY 2005-06</b>	<b>44</b>	<b>13</b>	<b>57</b>	<b>1,090</b>	<b>5,838</b>	<b>10,488</b>	<b>5.41</b>
Change over last 5 years	+1%	0%	0%	+3%	+46%	-25%	+33%

<sup>1</sup> Decrease in hours due to closing of Children's Library in December 2005 for renovations.

⊙ Budget benchmarking measure.

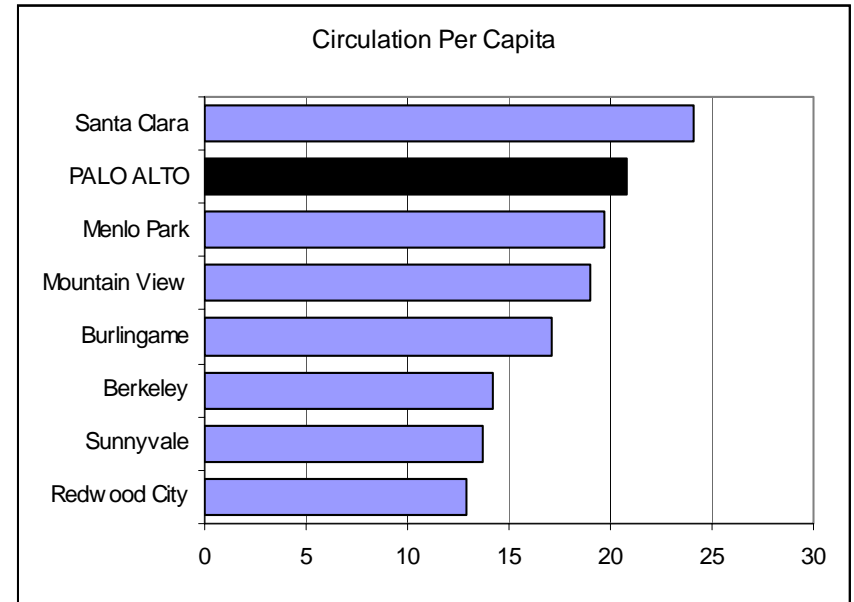
## LIBRARY COLLECTION AND CIRCULATION

The total number of items in the library's collection has decreased by 23,603, or approximately 8 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 5 percent; the number of book volumes decreased by about 2 percent.

In FY 2005-06, non-resident circulation accounted for approximately 20 percent of the library's total circulation. This percentage was the same as it was five years ago.

Seventy-one percent of survey respondents rate the variety of library materials as good or excellent. This places Palo Alto in the 43<sup>rd</sup> percentile compared to other jurisdictions.

Of all the libraries, Mitchell Park had the highest circulation in FY 2005-06, with 525,105 items circulating. The Main Library had the second highest circulation at 488,656 followed by Children's (124,615), College Terrace (89,146), Downtown (49,962). An additional 3,063 "check outs" were made from the Library's digital book service.



Source: California Library Statistics 2006 (Fiscal Year 2004-05 data)

### Citizen Survey

	Total number of items in collection	Total number of titles in collection	Number of book volumes	Number of media items <sup>1</sup>	Volumes held per capita ©	Total circulation <sup>2</sup> ©	Percent non-resident circulation	Circulation per capita ©	Number of items on hold <NEW>	Number of first time checkouts completed on self-check machines <NEW>	Average number of checkouts per volume	Percent rating variety of library materials good or excellent ©
FY 2001-02	284,071	170,862	237,365	46,706	3.93	1,117,795	20%	18.53	28,911	36,248	3.90	-
FY 2002-03	267,356	164,604	239,584	27,772	3.97	1,240,099	21%	20.55	48,124	44,855	4.64	76%
FY 2003-04	267,693	165,573	239,089	28,604	3.95	1,314,790	23%	21.74	97,414	171,501	4.91	74%
FY 2004-05	264,511	164,280	236,575	27,928	3.85	1,282,888	20%	20.88	125,883	306,519	4.85	75%
<b>FY 2005-06</b>	<b>260,468</b>	<b>163,045</b>	<b>232,602</b>	<b>27,866</b>	<b>3.74</b>	<b>1,280,547</b>	<b>20%</b>	<b>20.60</b>	<b>181,765</b>	<b>456,364</b>	<b>4.92</b>	<b>71%</b>
Change over last 5 years	-8%	-5%	-2%	-40%	-5%	+15%	0%	+11%	+529%	1159%	+26%	-

<sup>1</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.

<sup>2</sup> It should be noted that the lending period has changed. In FY 2005-06 the loan period on all items except DVDs was increased from three to four weeks.

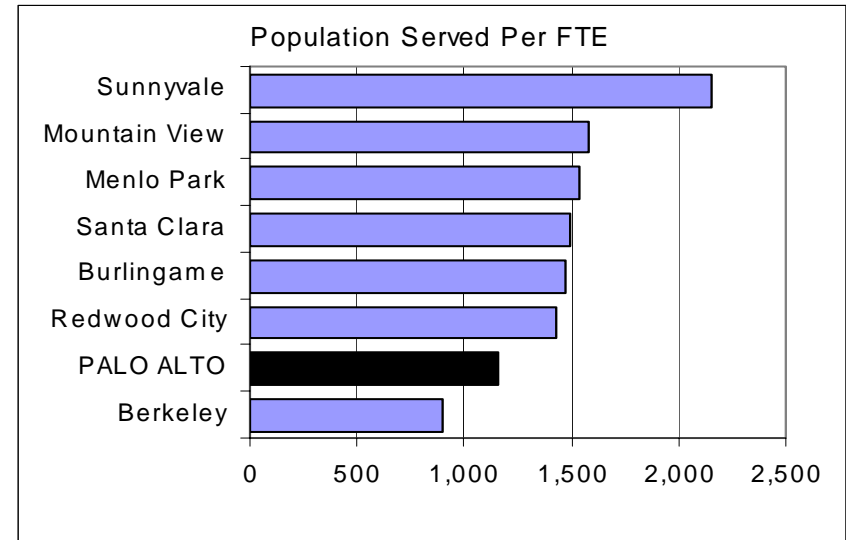
© Budget benchmarking measure

## LIBRARY SERVICES

The total number of library cardholders increased 24 percent from 45,112 to 55,909 over the last five years, and the percent of Palo Alto residents who are cardholders increased from 51 to 61 percent. Total library visits increased by 9 percent over the same time frame. In 2006, 32 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 2,280 items, or 58 percent, and the total number of reference questions received by librarians decreased by 22,638, or 24 percent over the five-year period. However, online database searches and internet sessions have increased significantly in the last 3 years.

The number of family programs offered increased from 483 to 564, or approximately 17 percent, and total attendance at family programs was 30,739.



Source: California Library Statistics 2006 (Fiscal Year 2004-05 data)

	Total number of cardholders <sup>1</sup>	Percent of Palo Alto residents who are cardholders <sup>Ⓞ</sup>	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 <sup>Ⓞ</sup>	Total family program attendance <sup>Ⓞ</sup>	Citizen Survey Percent who used libraries or their services more than 12 times during the last year <sup>Ⓞ</sup>
FY 2001-02	45,112	51%	815,630	3,907	92,518	15,499	80,469	483	26,224	-
FY 2002-03	49,448	56%	905,248	2,833	88,759	17,811	98,480	517	33,625	31%
FY 2003-04	50,171	57%	882,918	2,391	86,818	22,845	96,654	451	33,994	30%
FY 2004-05	52,001	59%	873,594	2,217	80,842	39,357	113,980	519	31,141	25%
<b>FY 2005-06</b>	<b>55,909</b>	<b>61%</b>	<b>885,565</b>	<b>1,627</b>	<b>69,880</b>	<b>42,094</b>	<b>155,558</b>	<b>564</b>	<b>30,739</b>	<b>32%</b>
Change over last 5 years	+24%	+10%	+9%	-58%	-24%	+172%	+93%	+17%	+17%	-

<sup>1</sup> A new computer system resulted in a less complete purge of inactive cardholders and contributes to the increased number of cardholders in FY 2004-05.

Ⓞ Budget benchmarking measure



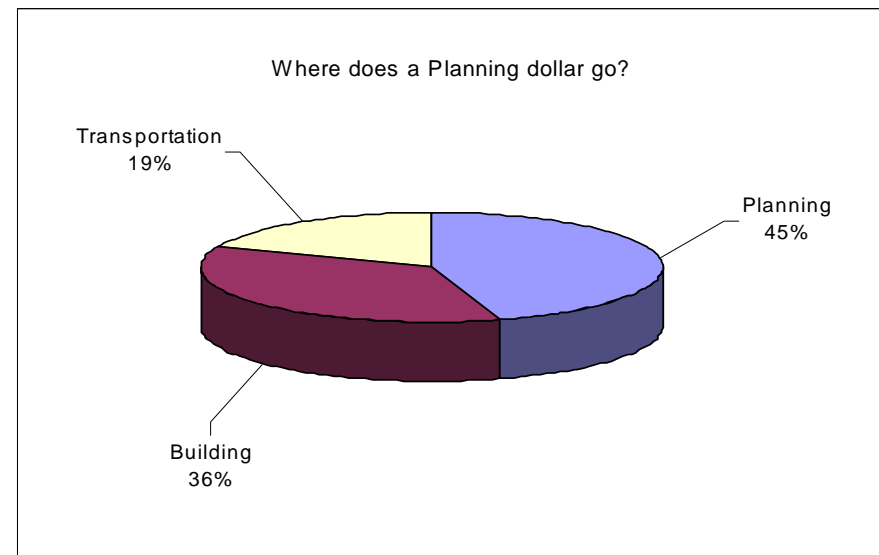
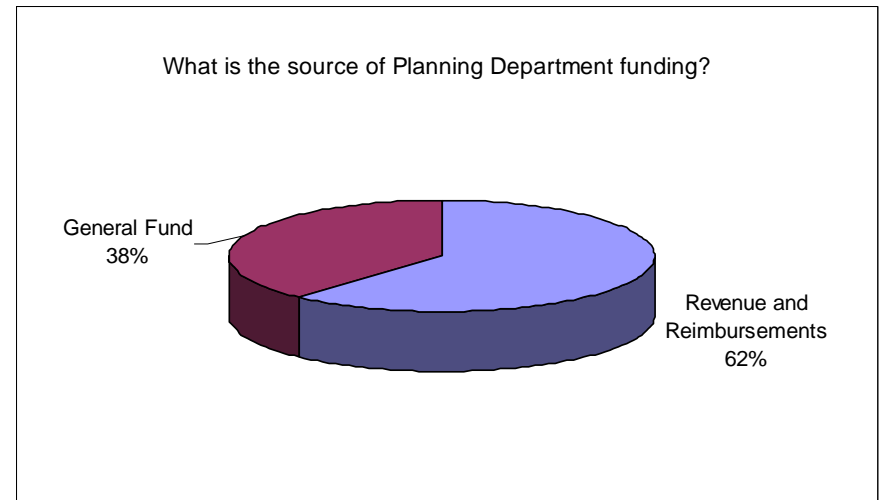
# CHAPTER 5 – PLANNING AND COMMUNITY ENVIRONMENT

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.

Prior to a May 2006 reorganization, the Planning Department consisted of three major divisions with the following missions:

- Planning - To provide professional leadership in planning for Palo Alto's future by recommending land use, transportation, environmental, housing and community design objectives that preserve and improve Palo Alto as a vital and highly desirable place to live, work, and visit.
- Building - To review construction projects and improvements for compliance with all applicable codes and ordinances in a professional and efficient manner and to ensure that all developments subject to the development review process achieve the high quality and design specified.
- Transportation - To manage and enhance the City's transportation facilities and programs in order to achieve a safe and efficient multi-modal transportation system to meet the diverse mobility needs of the community.

In May 2006, the Planning and Transportation divisions were merged, with the goal of making it easier to consider land use and transportation issues simultaneously in long range planning.



Source: FY 2005-06 revenue and expenditure data

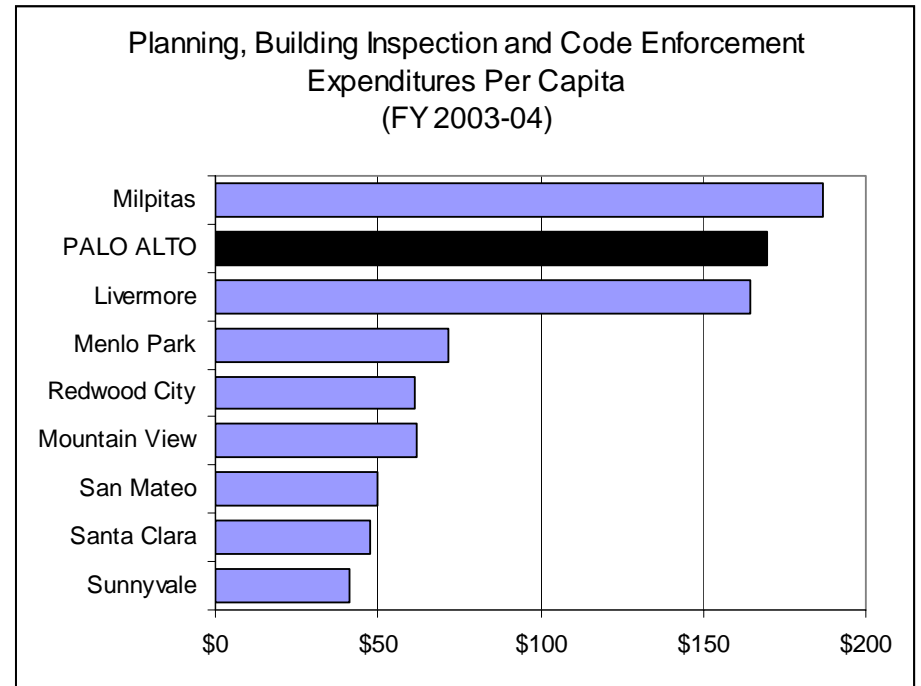
## SPENDING AND STAFFING

Spending increased from about \$7.8 million to \$9.2 million over the last 5 years, or approximately 18 percent. The Department's revenue increased from \$4.6 to \$5.6 million, or 24 percent, over the same period. According to the Department, revenue increases in FY 2005-06 were due to a fee increase on building permits and due to a shift towards commercial projects.

Authorized staffing for the Department decreased from 61 to 53 FTE, or 12 percent over the last five years. According to the Department, this was the result of a decrease in hourly staffing and plan check staffing.

Major initiatives for the Department in FY 2005-06 included a staffing reorganization that merged the Transportation and Planning Divisions. The Phase I trial project on the Charleston/Arastradero corridor began in FY 2005-06.

Data in the graph on the right and table below 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. Palo Alto includes the shuttle services and rent for the Development Center in its costs.



Source: California State Controller, *Cities Annual Report Fiscal Year 2003-04*

	Operating Expenditures (in millions)				Expenditures per capita	Revenue (in millions)	Authorized staffing (FTE)
	Planning <sup>1</sup>	Building	Transportation <sup>1</sup>	TOTAL			
FY 2001-02	\$3.6	\$2.7	\$1.4	\$7.8	\$128	\$4.6	61
FY 2002-03	\$3.7	\$2.9	\$1.5	\$8.1	\$135	\$5.2	62
FY 2003-04	\$3.6	\$3.0	\$2.0 <sup>2</sup>	\$8.5	\$141	\$3.5	61
FY 2004-05	\$4.3	\$3.1	\$1.7	\$9.1	\$148	\$4.2	61
<b>FY 2005-06</b>	<b>\$4.1</b>	<b>\$3.3</b>	<b>\$1.7</b>	<b>\$9.2</b>	<b>\$147</b>	<b>\$5.6</b>	<b>53<sup>3</sup></b>
Change over last 5 years	+14%	+19%	+26%	+18%	+15%	+24%	-12%

<sup>1</sup> The Planning and Transportation Divisions merged in Spring 2006.

<sup>2</sup> The Department reports that increases in Transportation spending in FY 2003-04 were due to a number of special studies including: the Charleston/Arastradero Corridor Plan, South Palo Alto School Commute Safety Study, Traffic Impact Fee Nexus Study and Downtown North traffic calming project, as well as a transfer of the annual VTA membership dues expense that was previously shown in Planning.

<sup>3</sup> The Department reduced temporary staffing; the City also adopted a new method for calculating temporary staffing.

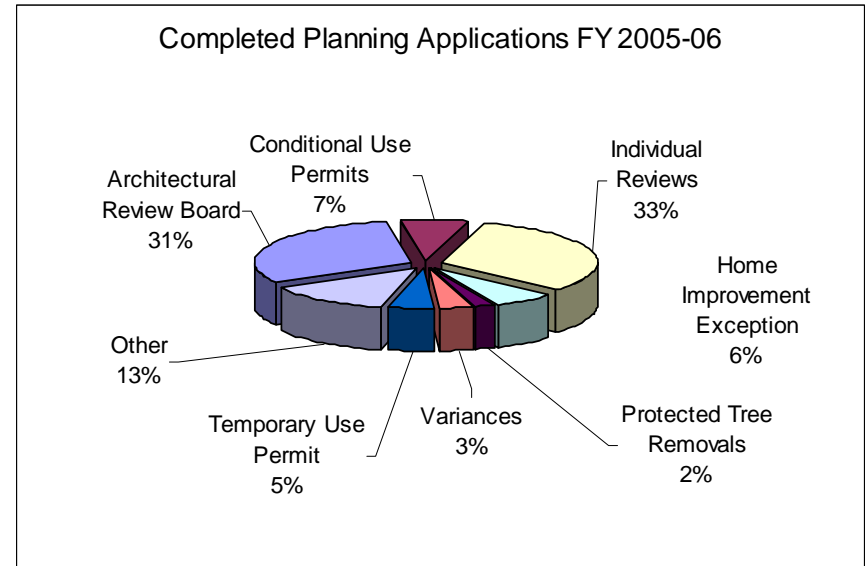
## ADVANCE PLANNING AND DEVELOPMENT REVIEW

A total of 408 planning applications were completed in FY 2005-06 – fifty percent more than in FY 2001-02.

The average time in weeks to complete major applications decreased from 11 weeks in FY 2001-02 to 10.6 weeks in FY 2005-06 (a 4 percent decrease), in spite of the increased workload.

The Architectural Review Board completed 117 applications, a decrease of 10% from five years earlier.

Fifty percent of residents rated the quality of land use, planning and zoning as good or excellent. Fifty-one percent rated the overall quality of new development in Palo Alto as good or excellent. Sixty percent rated economic development services good or excellent.



Source: Planning and Community Environment Department

	Planning applications completed <sup>⊙</sup>	Architectural Review Board applications completed	Average time to complete applications <sup>⊙</sup> <REVISED>	Citizen Survey		Economic Development	
				Percent rating quality of land use, planning, and zoning in Palo Alto as good or excellent	Percent rating overall quality of new development in Palo Alto as good or excellent	Number of business outreach contacts <sup>⊙</sup>	Citizen Survey Percent rating economic development good or excellent <sup>⊙</sup>
FY 2001-02	272	130	11.0 weeks	-	-	66	-
FY 2002-03	324	99	12.7 weeks	40%	-	70	49%
FY 2003-04	409	149	13.5 weeks	48%	-	60	58%
FY 2004-05	318	108	10.8 weeks	46%	56%	48	55%
<b>FY 2005-06</b>	<b>408</b>	<b>117</b>	<b>10.6 weeks</b>	<b>50%</b>	<b>51%</b>	<b>36<sup>1</sup></b>	<b>60%</b>
Change over last 5 years	+50%	-10%	-4%	-	-	-55%	-

<sup>1</sup> In FY 2005-06, staffing for business outreach was reduced from 2 to 1 FTE.

<sup>⊙</sup> Budget benchmarking measure

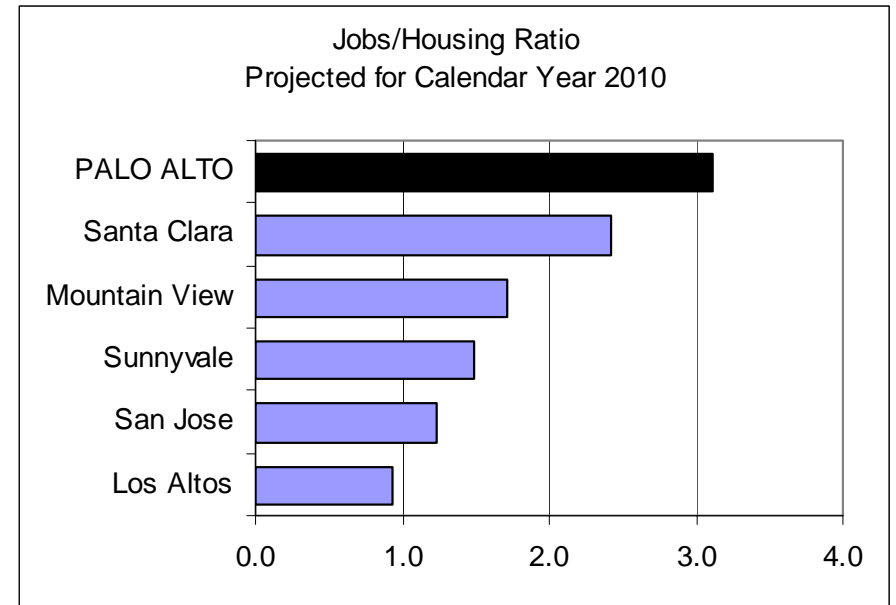


## ADVANCE PLANNING (cont.) CODE ENFORCEMENT

Based on data from the Association of Bay Area Governments, Palo Alto's jobs/housing ratio is projected to be 3.1 in 2010, higher than five nearby jurisdictions. However, this is lower than the 3.8 in 2000 and 3.2 in 2005. The number of residential units increased from 26,841 to 27,767, or three percent over the last five years.

The average home price exceeded \$1.5 million in 2006. Only 11 percent of survey respondents rated access to affordable quality housing as good or excellent, placing Palo Alto in the fifth percentile compared to other jurisdictions.

The number of new code enforcement cases decreased from 737 in FY 2001-02 to 421 in FY 2005-06. Sixty-one percent of those surveyed rated code enforcement services good or excellent. This places Palo Alto in the 83rd percentile compared to other jurisdictions. Sixteen percent consider run-down buildings, weed lots, or junk vehicles to be a major or moderate problem. However, only 3 percent consider them a major problem.



Source: Association of Bay Area Governments (ABAG), Projections 2007

### Advance Planning (cont.)

### Code Enforcement

	Advance Planning (cont.)					Code Enforcement			Citizen Survey	
	Number of residential units	Average price – single family home in Palo Alto <sup>1</sup>	Estimated new jobs resulting from projects approved during year <sup>2</sup>	Number of new housing units approved <sup>s</sup>	Cumulative number of below market rate (BMR) units	Number of new cases	Number of reinspections	Percent of cases resolved within 120 days of date received ☉	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
FY 2001-02	26,841	\$1,144,776	+433	123	280	737	1,552	89%	-	-
FY 2002-03	26,934	\$1,152,922	+80	101	280	764	1,611	90%	56%	19%
FY 2003-04	27,019	\$1,096,579	+30	145	280	630	1,094	94%	59%	17%
FY 2004-05	27,522	\$1,339,274	-355	81	322	473	796	91%	55%	21%
<b>FY 2005-06</b>	<b>27,767</b>	<b>\$1,538,318</b>	<b>-438</b>	<b>370</b>	<b>322</b>	<b>421</b>	<b>667</b>	<b>94%</b>	<b>61%</b>	<b>16%</b>
Change over last 5 years	+3%	+34%	-201%	+201%	+15%	-43%	-57%	+3%	-	-

<sup>1</sup> Average home price is on a calendar year basis (e.g. FY 2005-06 data is for calendar year 2005). Source is [http://rereport.com/scc/annual/palo\\_alto.html](http://rereport.com/scc/annual/palo_alto.html).

<sup>2</sup> Job loss over the last several years is due to the conversion or rezoning of properties from commercial/industrial uses to residential.

☉ Budget benchmarking measure

<sup>s</sup> Sustainability measure

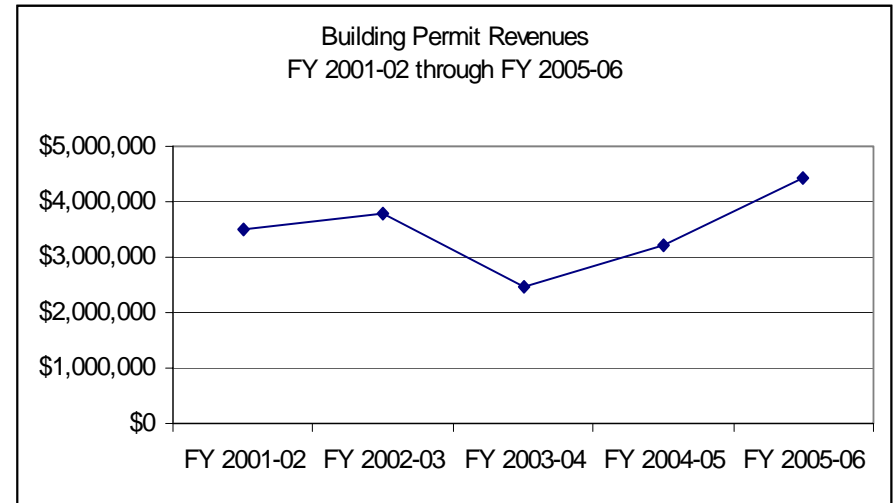
## BUILDING INSPECTION

Over the last five years, the number of building permits issued decreased 5 percent to 3,081. During that same period, the valuation of construction for issued permits decreased from about \$281 million to about \$277 million, or 1 percent. Building permit revenue, however, increased from \$3.5 to \$4.4 million, or 27 percent.<sup>3</sup>

Staff completed 11,585 inspections in FY 2005-06. According to staff, 94 percent of inspection requests were responded to within one working day or within the timeframe of the customer's request.

The average number of days for first response to plan checks was 28 days excluding over-the-counter plan checks. The average was 20 days when over-the-counter plan checks are included.

The average number of days to issue a building permit was 69 days excluding permits issued over the counter. The average was 24 days when over-the-counter permits are included.



Source: Planning and Community Environment Department

	Building permit applications	City's average Cost per permit application	Building permits issued ☉	Percent of building permits issued over the counter	Valuation of construction for issued permits (in millions)	Building permit revenue (in millions)	Average number of days for first response to plan checks <sup>1</sup>	Average number of days to issue building permits <sup>1</sup>	Number of inspections completed☉	City's average cost per inspection	Percent of inspection requests for permitted work responded to within one working day <sup>2</sup> ☉
FY 2001-02	4,006	-	3,241	-	\$281.1	\$3.5	-	-	13,770	-	95%
FY 2002-03	3,151	-	3,151	-	\$263.1	\$3.8	-	-	13,833	-	92%
FY 2003-04	3,340	-	3,236	75%	\$129.2	\$2.5	21 days	83 days	13,310	-	93%
FY 2004-05	3,219	-	3,081	69%	\$214.9	\$3.2	24 days	62 days	12,186	-	91%
<b>FY 2005-06</b>	<b>3,296</b>	<b>\$662</b>	<b>3,081</b>	<b>78%</b>	<b>\$276.9</b>	<b>\$4.4<sup>3</sup></b>	<b>28 days</b>	<b>69 days</b>	<b>11,585</b>	<b>\$139</b>	<b>94%</b>
Change over last 5 years	-18%	-	-5%	-	-1%	+27%	-	-	-16%	-	-1%

<sup>1</sup> Average number of days does not include over the counter plan checks or building permits.

<sup>2</sup> In some cases, a customer requests a specific day or time as opposed to within one working day; this percentage indicates how often the Department met the one working day deadline or, when applicable, the customer's specific request.

<sup>3</sup> In FY 2005-06, building permit fees were increased.

☉ Budget benchmarking measure

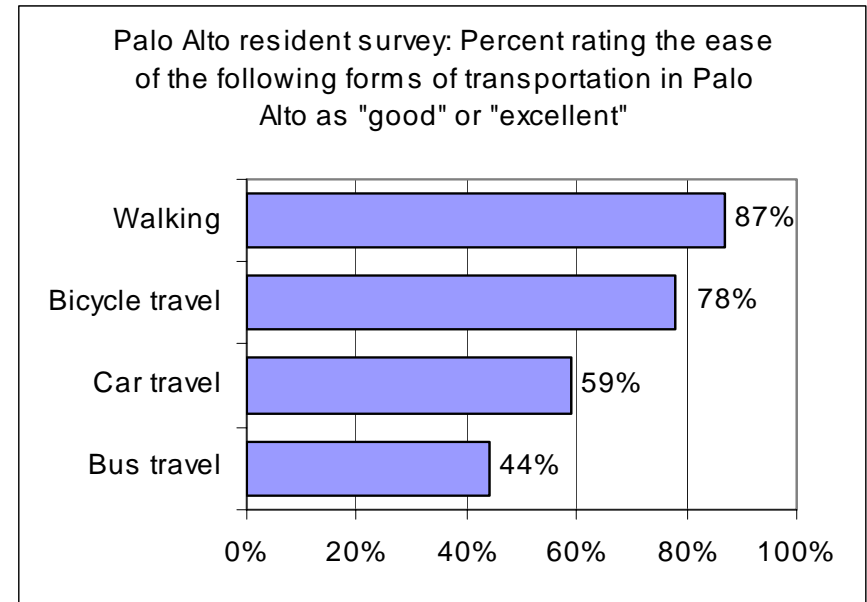
## TRANSPORTATION PLANNING

In the 2006 Citizen Survey, 87 percent of respondents rated the ease of walking good or excellent, and 78 percent rated the ease of bicycle travel good or excellent. 60 percent of respondents considered traffic congestion to be a major or moderate problem in Palo Alto, a decrease from the 64 percent who thought so in 2003. Of those who usually drive to work, 11 percent reported that they usually carpool.

The City operates a free shuttle. In FY 2005-06, the Department reports there were 175,471 shuttle boardings.

The City and the school district encourage alternatives to driving to school by teaching age-appropriate road safety skills to students in kindergarden through 6<sup>th</sup> grade. In FY 2005-06, staff provided scheduling, administrative support, training and follow-up parent education materials for:

- 61 pedestrian safety presentations to 2,134 students in kindergarden through 2<sup>nd</sup> grade
- A three lesson bicycle/traffic safety curriculum for all 3<sup>rd</sup> graders<sup>2</sup>
- A refresher bicycle/traffic safety lesson for all 5<sup>th</sup> graders<sup>2</sup>
- Six assemblies for 6<sup>th</sup> graders



Source: National Citizen Survey™ 2006 (Palo Alto)

	Number of monitored intersections with an unacceptable level of service during evening peak	Number of intersections with 10 or more accidents <sup>1</sup>	City Shuttle boardings <sup>©</sup>	City's cost per shuttle boarding <sup>©</sup>	Caltrain average weekday boardings	Average number of employees participating in the City commute program <sup>©</sup> <sup>§</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	Percent who consider the amount of public parking good or excellent
FY 2001-02	8 of 21	17	124,957	-	3,241	-	-	-	
FY 2002-03	2 of 21	11	167,454	-	2,906	-	64%	12%	
FY 2003-04	2 of 21	8	170,719	\$1.89	2,825	127	60%	14%	56%
FY 2004-05	2 of 21	11	169,048	\$1.92	3,264	117	58%	9%	57%
<b>FY 2005-06</b>	<b>2 of 21</b>	<b>7</b>	<b>175,471</b>	<b>\$1.91</b>	<b>3,882</b>	<b>104</b>	<b>60%</b>	<b>11%</b>	<b>58%</b>
Change over last 5 years	-	-59%	+40%	-	+20%	-	-	-	-

<sup>1</sup> Accidents within 200 feet of intersection.

<sup>2</sup> In cooperation with the Palo Alto Fire Department.

<sup>©</sup> Budget benchmarking measure

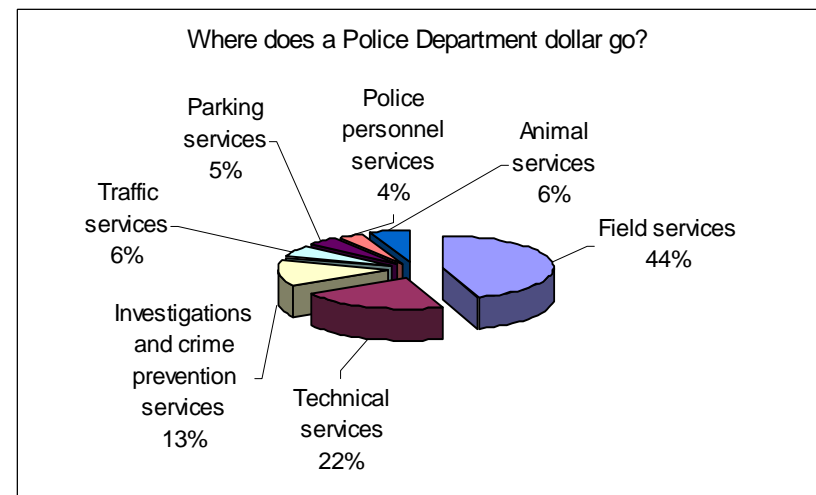
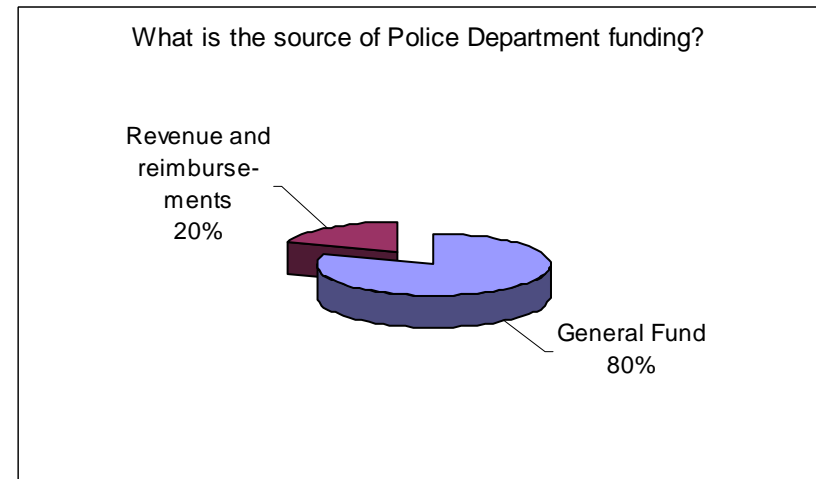
<sup>§</sup> Sustainability measure

# CHAPTER 6 – POLICE

The mission of the Police Department is to proudly serve and protect the public with respect and integrity.

The Department has seven major functional areas:

- Field services – police response, critical incident resolution, regional assistance response, and police services for special events
- Technical services – 911 dispatch services for police, fire, utilities, public works and Stanford, and police information management
- Investigations and crime prevention services – police investigations, property and evidence, youth services, and community policing
- Traffic services – traffic enforcement, complaint resolution, and school safety
- Parking services – parking enforcement, parking citations and adjudication, and abandoned vehicle abatement
- 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



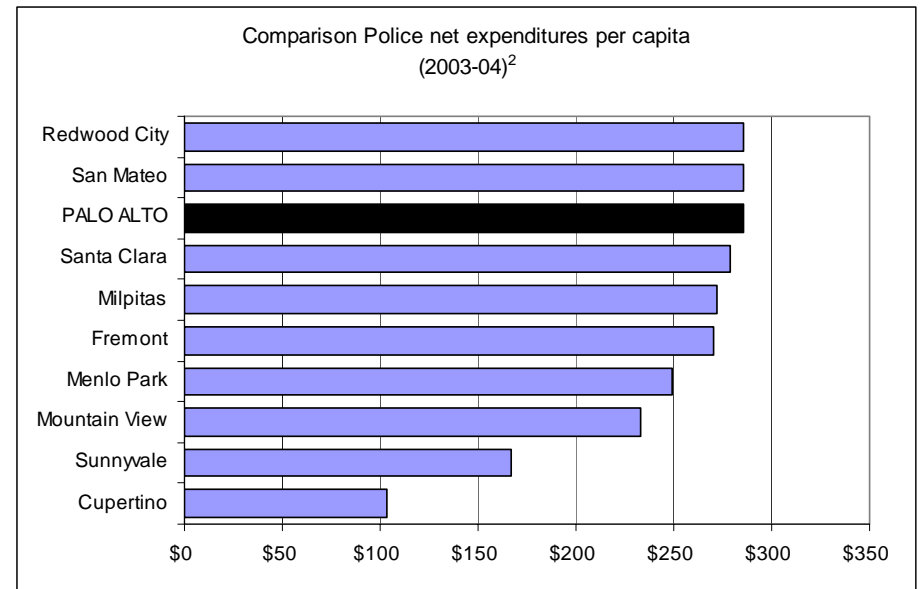
Source: FY 2005-06 revenue and expenditure data

## POLICE SPENDING AND REVENUE

Total Police Department spending increased by 20 percent in the last five years. Total spending increased from \$337 to \$393 per resident, or 17 percent over five years. This includes services that the department provides to other jurisdictions including communications and animal services. Over the same five year period, total revenue and reimbursements increased from \$4.7 to \$4.8 million, or 7 percent.

A comparison of police expenditures during FY 2003-04 (the most recent data available from the State Controller) shows Palo Alto spends more per capita than some other local jurisdictions. It should be noted that every jurisdiction has different levels of service and categorizes expenditures in different ways. For example, Cupertino contracts with the Santa Clara County Sheriff's Office for police services, and Sunnyvale's Department of Public Safety provides both police and fire services.

The most recent survey of resident satisfaction shows 87 percent of residents rate police services good or excellent – placing Palo Alto in the 89<sup>th</sup> percentile compared to other jurisdictions.



Source: California State Controller, *Cities Annual Report Fiscal Year 2003-04*

	Operating Expenditures (in millions)								Total spending per resident	Total revenue	Citizen Survey Percent rating police services good or excellent <sup>⊙</sup>
	Field services	Technical services	Investigations and crime prevention	Traffic services	Parking services	Police personnel services	Animal services	TOTAL			
FY 2001-02	\$7.3	\$3.9	\$3.0	\$1.3	\$0.8	\$2.8	\$1.3	\$20.3	\$337	\$4.7	-
FY 2002-03	\$7.8	\$4.0	\$2.9	\$2.1	\$0.0	\$2.9	\$1.3	\$21.2	\$351	\$4.3	89%
FY 2003-04	\$9.0 <sup>3</sup>	\$5.3 <sup>3</sup>	\$2.7 <sup>3</sup>	\$1.4 <sup>3</sup>	\$0.8	\$1.3 <sup>3</sup>	\$1.4	\$22.0	\$363	\$5.1 <sup>1</sup>	90%
FY 2004-05	\$9.8	\$4.8	\$3.2	\$1.5	\$1.1	\$0.8	\$1.4	\$22.5	\$367	\$4.5	87%
<b>FY 2005-06</b>	<b>\$10.9</b>	<b>\$5.4</b>	<b>\$3.1</b>	<b>\$1.5</b>	<b>\$1.1</b>	<b>\$0.9</b>	<b>\$1.5</b>	<b>\$24.4</b>	<b>\$393</b>	<b>\$4.8</b>	<b>87%</b>
Change over last 5 years	+50%	+38%	+7%	+15%	+36%	-68%	+17%	+20%	+17%	+7%	-

<sup>1</sup> FY 2003-04 revenues included an unusually high bail forfeiture amount.

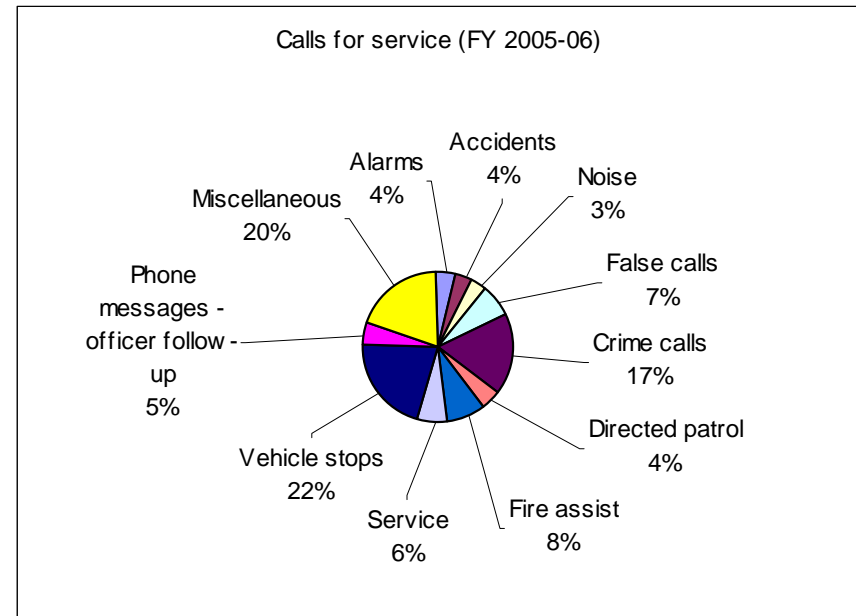
<sup>2</sup> Comparison of operating expenditures does not include animal control. Palo Alto figures include dispatch and some animal services expenditures.

<sup>3</sup> FY 2003-04 expenditures reflect a change in the way that the department accounts for employees' time, not a change in service levels.

## CALLS FOR SERVICE

The Police Department handled over 57,000 calls for service during FY 2005-06. Over the last five years:

- The average response times for emergency calls improved by more than 1 minute – from 5:41 minutes to 4:37 minutes. However, the percent of responses within 6 minutes dropped from 99% to 78% – the target is 90%.
- The average response times for urgent calls improved from 8:19 minutes to 7:28 minutes. However, the percent of responses within 10 minutes dropped from 95% to 78%.
- The percent of emergency calls dispatched within 60 seconds of receipt fell from 98% to 88%. The target is 95%.
- False alarms are down 29 percent 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	Average emergency response	Average urgent response	Average non-emergency response	Percent emergency calls responded within 6 minutes	Percent urgent calls responded within 10 minutes	Percent non-emergency calls responded within 60 minutes	Citizen Survey	
		False alarms								Percent reported having contact with the Police Dept	Percent rating quality of their contact good or excellent
FY 2001-02	57,292	3,409	98%	5:41 minutes	8:19 minutes	-	99% <sup>2</sup>	95% <sup>3</sup>	-	-	
FY 2002-03	53,143	3,113	92%	5:53 minutes	8:27 minutes	-	84% <sup>2</sup>	95% <sup>3</sup>	-	-	
FY 2003-04	52,489	2,681	98%	4:59 minutes	7:55 minutes	-	72% <sup>2</sup>	96% <sup>3</sup>	-	-	
FY 2004-05	52,233	2,385	94%	5:01 minutes	7:50 minutes	18:15 minutes	71%	78%	96%	36%	78%
<b>FY 2005-06</b>	<b>57,017</b>	<b>2,419</b>	<b>88%</b>	<b>4:37 minutes</b>	<b>7:28 minutes</b>	<b>20:36 minutes</b>	<b>78%</b>	<b>78%</b>	<b>95%</b>	<b>n/a<sup>4</sup></b>	<b>n/a<sup>4</sup></b>
Change over last 5 years	0%	-29%	-10%	-19%	-10%	-	-21%	-17%	-	-	-

⊙ Budget benchmarking measure

<sup>1</sup> In FY 2004-05, the Department reclassified priority calls as emergency, urgent, and non-emergency.

<sup>2</sup> Measured against previous 4 minute target.

<sup>3</sup> Measured against previous 30 minute target.

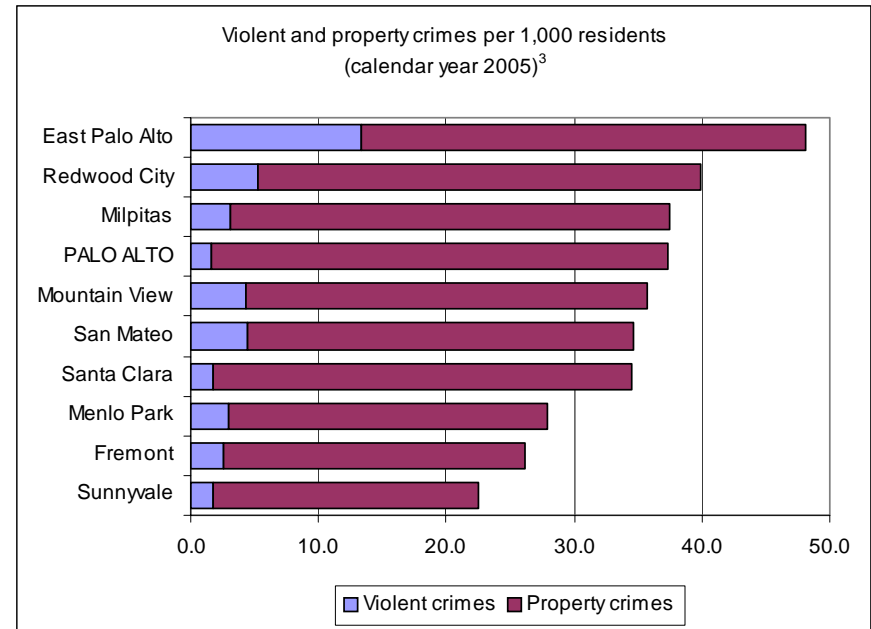
<sup>4</sup> Data not available this year.

## CRIME

The Police Department categorizes crime as Part 1<sup>1</sup> and Part 2.<sup>2</sup> Compared to FY 2001-02, the number of reported Part 1 crimes increased by 13 percent, and the number of Part 2 crimes increased by 3 percent. Although Palo Alto is a relatively quiet, affluent community of about 62,000, it has a daytime population estimated at nearly 140,000, a regional shopping center, and a downtown with an active nightlife.

Police Department statistics show 123 reported crimes per 1,000 residents, with 82 reported crimes per officer per year. FBI statistics show that Palo Alto has more property crimes per thousand residents, but fewer violent crimes per thousand, than several other local jurisdictions.

In the most recent citizen survey, 12 percent of households reported being the victim of a crime in the last 12 months. Of those households, only 59 percent said they reported the crime.



Source: FBI Uniform Crime Reporting Program ([www.fbi.gov/ucr/ucr.htm](http://www.fbi.gov/ucr/ucr.htm))

	Reported crimes				Citizen Survey		Arrests		Clearance rates for part 1 crimes <sup>1</sup>			
	Part 1 <sup>1</sup> crimes reported	Part 2 <sup>2</sup> crimes reported	Reported crimes per 1,000 residents	Reported crimes per officer <sup>5</sup>	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 <sup>3</sup>	Rape cases cleared/closed <sup>3</sup>	Robbery cases cleared/closed <sup>3</sup>	Theft cases cleared/closed
FY 2001-02	2,208	4,982	119	74	-	-	345	3,153	85%	56%	29%	25%
FY 2002-03	2,205	4,980	119	74	13%	76%	293	2,851	None reported	43%	34%	28%
FY 2003-04	2,370	4,719	117	76	11%	59%	344	2,577	100%	63%	44%	21%
FY 2004-05	2,466	4,994	121	80	10%	64%	256	2,134	100%	78%	46%	14%
<b>FY 2005-06</b>	<b>2,505</b>	<b>5,140</b>	<b>123</b>	<b>82</b>	<b>12%</b>	<b>59%</b>	<b>241</b>	<b>2,530</b>	None reported	<b>67%</b>	<b>68%</b>	<b>14%</b>
Change over last 5 years	+13%	+3%	+3%	+11%	-	-	-30%	-20%	-	+11%	+39%	-11%

<sup>3</sup> Budget benchmarking 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 or 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> Does not include arson or larceny/theft under \$400.

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

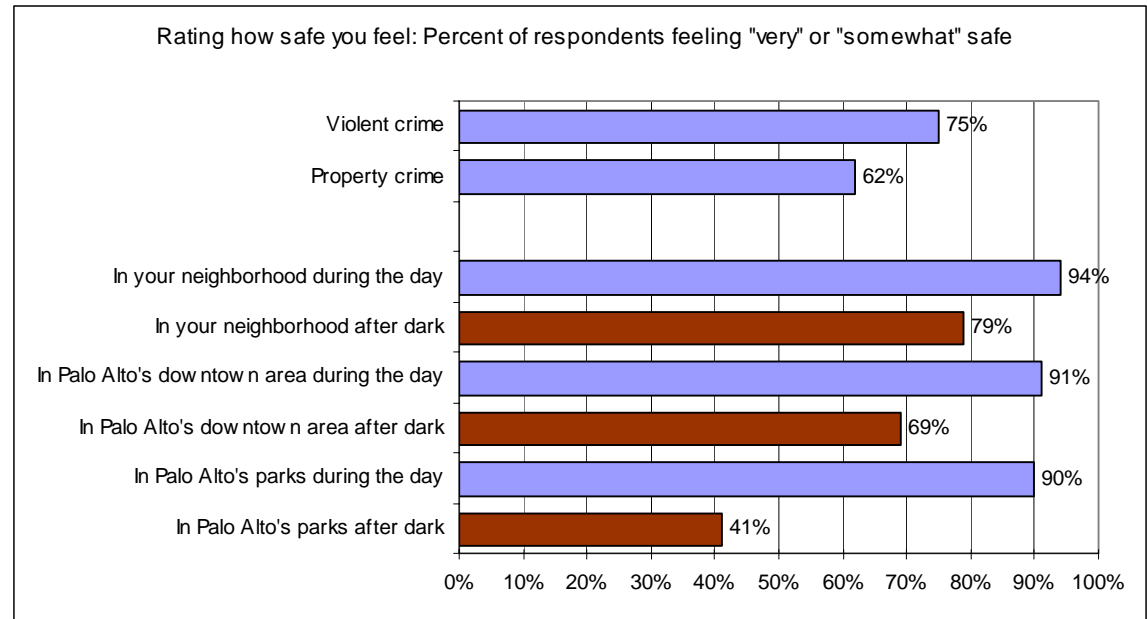
<sup>5</sup> Based on authorized sworn staffing.

## PERCEPTIONS OF SAFETY

When evaluating safety in the community, 75 percent of residents felt “very” or “somewhat safe” from violent crimes in Palo Alto. In their neighborhood during the day, 94 percent of residents felt “very” or “somewhat safe”. After dark, 79 percent of residents felt “very” or “somewhat safe” in their neighborhoods.

There was a drop this year in the percent of residents feeling very or somewhat safe from violent crime (75 percent compared to 87 percent last year) and property crime (62 percent compared to 76 percent last year) – probably due to publicity over neighborhood crime this year.

However, these ratings are still 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 78<sup>th</sup> percentile compared to other jurisdictions responding to the question “please rate how safe you feel in your neighborhood during the day,” but was in the 54<sup>th</sup> percentile compared to other jurisdictions in how safe residents feel in their parks after dark.



Source: National Citizen Survey™ 2006 (Palo Alto)

	Citizen Survey: Percent of residents feeling very or somewhat safe								Citizen Survey Percent rating crime prevention good or excellent
	From violent crime <sup>Ⓞ</sup>	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 2001-02	-	-	-	-	-	-	-	-	-
FY 2002-03	84%	73%	97%	83%	95%	71%	94%	41%	-
FY 2003-04	84%	71%	98%	82%	94%	76%	92%	38%	87%
FY 2004-05	87%	76%	98%	84%	96%	69%	94%	43%	85%
<b>FY 2005-06</b>	<b>75%</b>	<b>62%</b>	<b>94%</b>	<b>79%</b>	<b>91%</b>	<b>69%</b>	<b>90%</b>	<b>41%</b>	<b>77%</b>
Change over last 5 years	-	-	-	-	-	-	-	-	-

Ⓞ Budget benchmarking measure



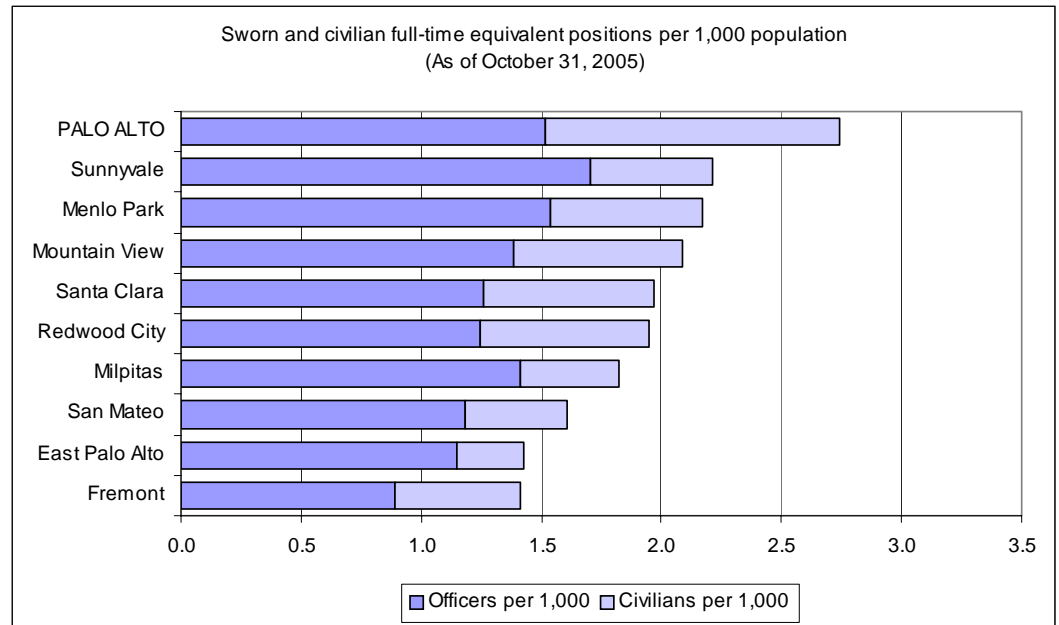
## POLICE STAFFING, EQUIPMENT, AND TRAINING

Authorized departmental staffing decreased from 182 to 169 full time equivalents over the last five years, or 5 percent. The number of police officers has decreased from 97 to 93, or 4 percent. As of June 30, 2006, the department was down 12 police officers due to vacancies, injuries, training, and other leave situations. An average of 8 officers are on patrol at all times.

The department increased training hours from 128 to 153 hours per officer, or 20 percent, over five years.

With 2.72 sworn and civilian FTE per 1,000 residents, Palo Alto's total staffing is higher than other local jurisdictions, but it includes full dispatch services and animal services provided to other jurisdictions. Palo Alto's sworn staffing-to-population ratio is higher than some nearby jurisdictions and lower than others.

The Department reports it received 144 commendations and 7 complaints during FY 2005-06; none of the complaints were sustained.



Source: FBI Uniform Crime Reporting Program ([www.fbi.gov/ucr/ucr.htm](http://www.fbi.gov/ucr/ucr.htm))

	Authorized staffing (FTE)	Authorized staffing per 1,000 residents	Number of police officers	Police officers per 1,000 residents	Average number of officers on patrol	Number of patrol vehicles	Number of motor-cycles	Training hours per officer <sup>1</sup>	Number of citizen commendations received <sup>⊙</sup> <NEW>	Number of citizen complaints filed <sup>⊙</sup> <NEW>
FY 2001-02	182	3.02	97	1.61	8	29	10	128	-	-
FY 2002-03	183	3.03	97	1.61	8	30	10	143	-	-
FY 2003-04	177	2.92	93	1.54	8	30	10	146	-	-
FY 2004-05	173	2.82	93	1.51	8	30	10	137	-	-
<b>FY 2005-06</b>	<b>169</b>	<b>2.72</b>	<b>93</b>	<b>1.50</b>	<b>8</b>	<b>30</b>	<b>9</b>	<b>153</b>	<b>144</b>	<b>7 (0 sustained)</b>
Change over last 5 years	-7%	-10%	-4%	-6%	0%	0%	-10%	+20%	-	-

<sup>⊙</sup> Budget benchmarking measure  
<sup>1</sup> Does not include academy.

## TRAFFIC AND PARKING CONTROL

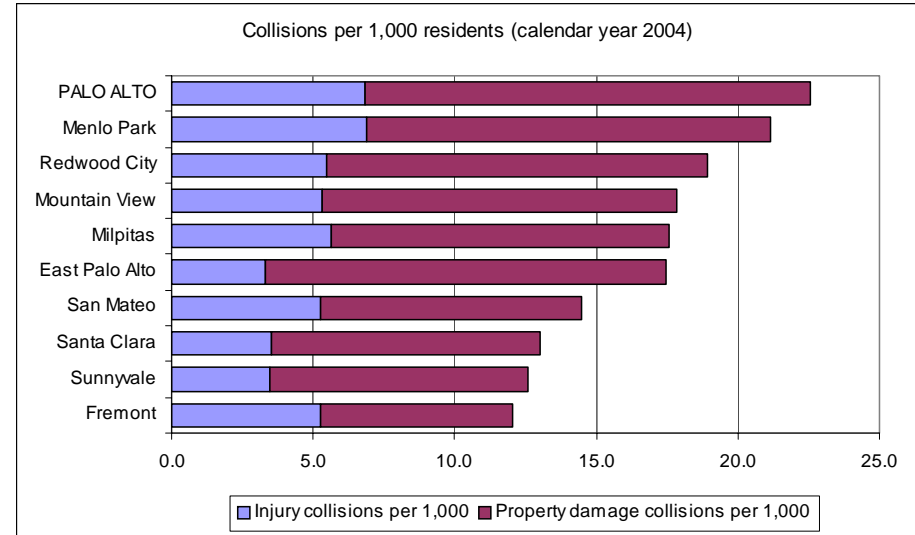
Over the past five years, the total number of

- traffic collisions decreased by 18 percent,
- bicycle/pedestrian collisions increased by 19 percent,
- alcohol related collisions increased by 16 percent, and
- total injury collisions decreased by 4 percent.

In FY 2005-06, police personnel made nearly 12,000 traffic stops, and issued about 7,700 traffic citations and more than 56,000 parking citations.

The number of traffic collisions per 1,000 residents decreased 20 percent over the past 5 years (from 26 to 21 per 1,000 residents), but the percent of traffic collisions with injury increased from 26 percent to 31 percent over the five year period.

Comparison data for calendar year 2004 shows that Palo Alto had more collisions per 1,000 residents than several local jurisdictions. Palo Alto has a large non-resident daytime population. In addition, Palo Alto documents minor damage collisions to a much larger extent than other jurisdictions.



Source: California Highway Patrol 2004 Annual Report of Fatal and Injury Motor Vehicle Traffic Collisions, and California Department of Finance

	Traffic collisions	Bicycle/pedestrian collisions <sup>⊙</sup>	Alcohol related collisions	Total injury collisions <sup>⊙</sup>	Traffic collisions per 1000 residents	Percent of traffic collisions with injury	Number of traffic stops	Traffic citations issued <sup>1</sup> ⊙	Parking citations	Citizen Survey Percent rating traffic enforcement good or excellent <sup>⊙</sup>
FY 2001-02	1,567	95	37	412	26	26%	13,670	10,413	55,437	-
FY 2002-03	1,490	81	30	390	25	26%	9,956	8,287	52,422	64%
FY 2003-04	1,429	91	34	400	24	28%	9,731	7,301	47,860	64%
FY 2004-05	1,419	97	32	407	23	29%	8,822	5,671	52,235	63%
<b>FY 2005-06</b>	<b>1,287</b>	<b>113</b>	<b>43</b>	<b>396</b>	<b>21</b>	<b>31%</b>	<b>11,827</b>	<b>7,687</b>	<b>56,502</b>	<b>63%</b>
Change over last 5 years	-18%	+19%	+16%	-4%	-20%	+5%	-13%	-26%	+2%	-

⊙ Budget benchmarking measure

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

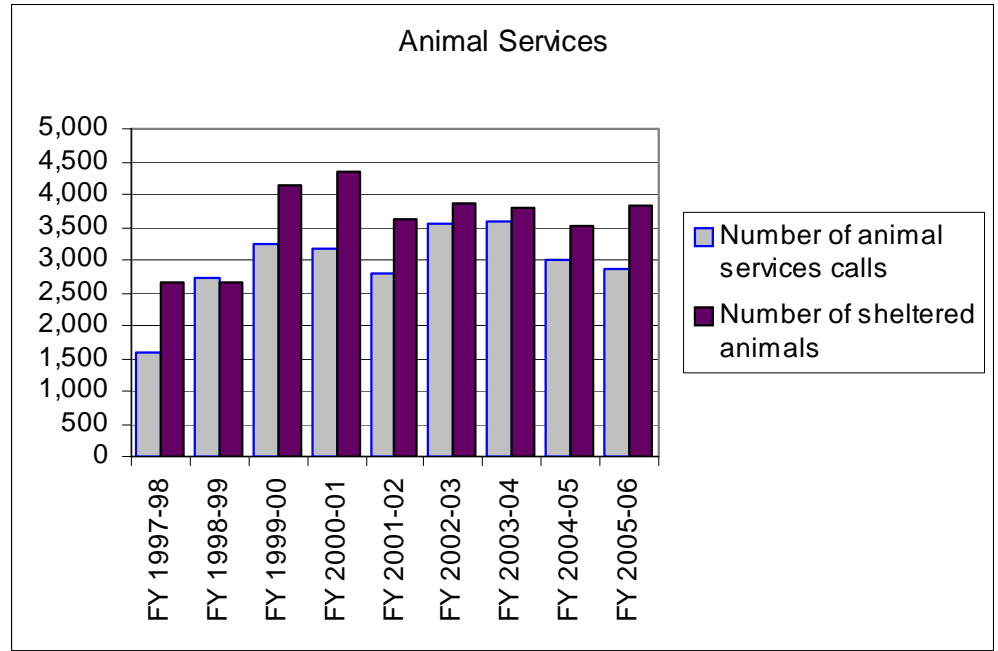
## ANIMAL SERVICES

Palo Alto provides regional animal control services to the cities of Palo Alto, Los Altos, Los Altos Hills, and Mountain View. 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 2005-06, Animal Services responded to 89 percent of Palo Alto live animal calls within 45 minutes. The department successfully returned to their owners 78 percent of dogs and 9 percent of cats received by the shelter during FY 2005-06, exceeding their targets of 65 percent and 8 percent respectively.

Compared to five years ago, the number of animal services calls increased by 2 percent, and the number of sheltered animals increased by 6 percent.

78 percent of survey respondents rated animal control services good or excellent – placing Palo Alto in the 92<sup>nd</sup> percentile compared to other jurisdictions surveyed.



Source: Police Department

	Animal Services expenditures	Animal Services revenue	Number of Palo Alto animal services calls <sup>⊙</sup>	Percent Palo Alto live animal calls for service responded to within 45 minutes <sup>⊙</sup>	Number of sheltered animals <sup>⊙</sup>	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 2001-02	\$1.3	\$0.9	2,803	85%	3,614	79%	10%	-
FY 2002-03	\$1.3	\$0.7	3,545	96%	3,849	73%	10%	79%
FY 2003-04	\$1.4	\$0.9	3,575	98%	3,780	80%	11%	79%
FY 2004-05	\$1.4	\$0.9	4,994	91%	3,514	77%	12%	79%
<b>FY 2005-06</b>	<b>\$1.4</b>	<b>\$0.9</b>	<b>2,861</b>	<b>89%</b>	<b>3,839</b>	<b>78%</b>	<b>9%</b>	<b>78%</b>
Change over last 5 years	+13%	+10%	+2%	+4%	+6%	-1%	-1%	-

⊙ Budget benchmarking measure

# CHAPTER 7 – PUBLIC WORKS

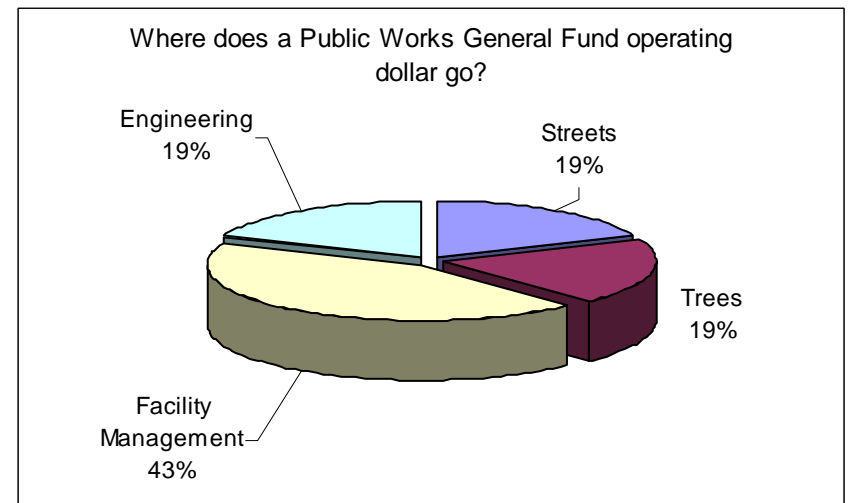
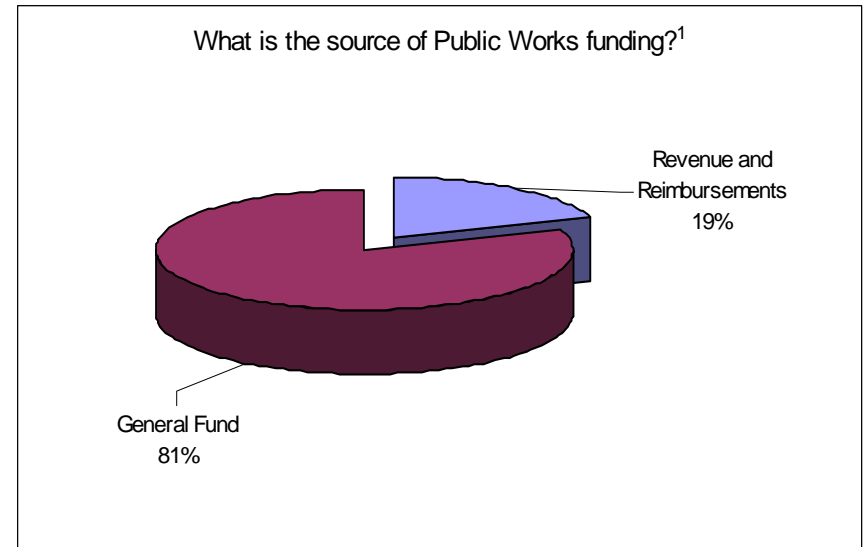
The mission of the Department of Public Works is to provide efficient, cost effective construction, maintenance, and management of Palo Alto streets, sidewalks, parking lots, buildings and other public facilities; to provide appropriate maintenance, replacement and utility line clearing of City trees;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

The Department is responsible for the following services that are provided through the General Fund:

- 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
- City facilities – contract maintenance projects, in-house maintenance, and structures and ground capital improvement project support; includes utility expenses for some 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 2005-06 revenue and expenditure data

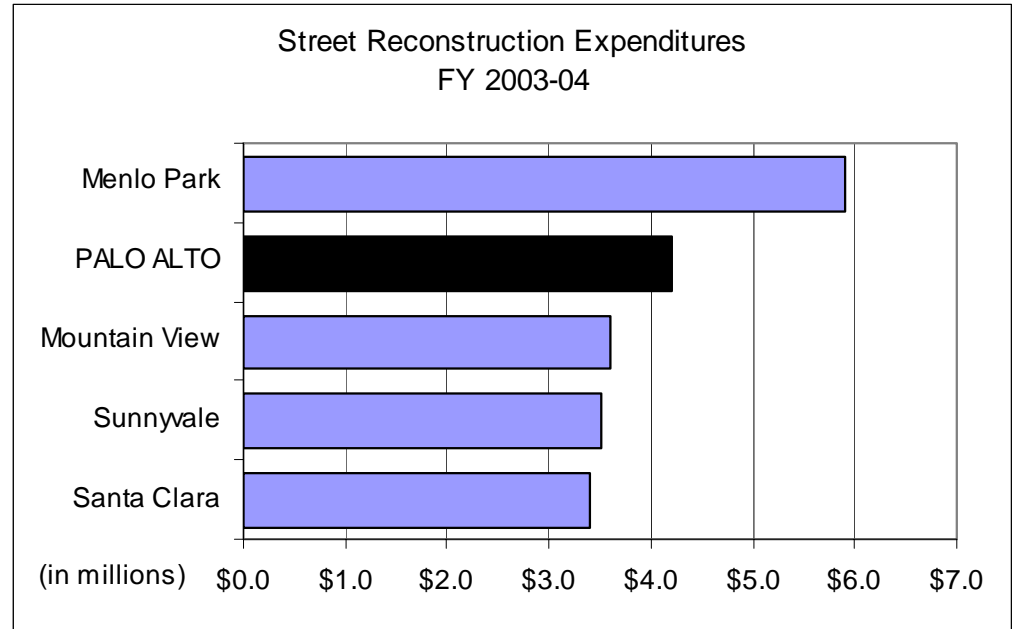
<sup>1</sup>Excludes Public Works Enterprise funds

## 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.

47 percent of survey respondents rate street repair good or excellent, compared to 48 percent last year. This places Palo Alto in the 52nd percentile compared to other jurisdictions.

In FY 2005-06, 1,049 potholes were repaired, with 95 percent of those repairs within 15 days of notification.



Source: California State Controller's Office, State of California Streets and Roads Annual Report Fiscal Year 2003-04

	Operating expenditures (in millions) <sup>1</sup>		Authorized Staffing (FTE)		Total lane miles maintained	Lane miles resurfaced	Number of potholes repaired <sup>⊙</sup>	Percent of potholes repaired within 15 days of notification <sup>⊙</sup>	Number of signs repaired or replaced <sup>⊙</sup> <NEW>	Citizen Survey Percent rating street repair good or excellent
		Capital projects spending (in millions) <sup>⊙</sup>	General Fund	Capital Projects Fund						
FY 2001-02	\$4.0	\$3.7	21	0	463	17	2,220	81%	-	-
FY 2002-03	\$3.9	\$3.0	23	0	463	17	2,943	100%	-	50%
FY 2003-04	\$1.9 <sup>2</sup>	\$3.8	15	3	463	17	2,907	80%	1,602	46%
FY 2004-05	\$2.2	\$3.3	15	2	463	20	3,221	76%	1,620 est.	48%
<b>FY 2005-06</b>	<b>\$2.1</b>	<b>\$2.4</b>	<b>15</b>	<b>2</b>	<b>463</b>	<b>20</b>	<b>1,049</b>	<b>95%</b>	<b>1,754</b>	<b>47%</b>
Change over last 5 years	-48%	-35%	-29%	+100%	0%	+18%	-53%	+14%	-	-

<sup>1</sup> Excludes costs in the Engineering Division.

<sup>2</sup> In FY 2003-04, expenditures for street lights were transferred to Utilities.

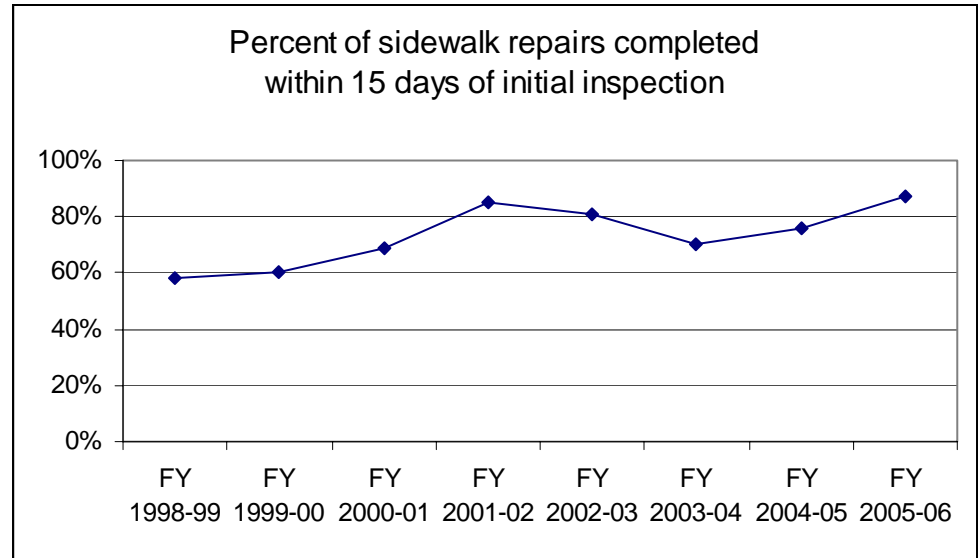
⊙ Budget benchmarking measure

## SIDEWALKS

In FY 2005-06, about 127,000 square feet of sidewalks were replaced or permanently repaired and 66 new ADA ramps were completed. In the past five years, this totals more than one-half million square feet of sidewalk replaced or permanently repaired and 364 ADA ramps completed.

The Department reports that 87 percent of temporary repairs were completed within 15 days of initial inspection. 52 percent of survey respondents rate sidewalk maintenance good or excellent.

Unlike some other local jurisdictions, Palo Alto has no cost sharing arrangement with property owners; the City pays for 100 percent of all sidewalk work.



Source: Public Works Department

	Operating expenditures (in millions) <sup>1</sup>	Capital projects spending (in millions)Ⓞ	Authorized Staffing (FTE)		Number of square feet of sidewalks	Square feet of sidewalk replaced or permanently repaired <sup>3</sup>	Number ADA ramps completed	Percent of temporary repairs completed within 15 days of initial inspection	Citizen Survey Percent rating sidewalk maintenance good or excellent
			General Fund <sup>2</sup>	Capital Projects Fund					
FY 2001-02	\$0.7	\$1.3	7	0	6,679,200	94,487	108	85%	-
FY 2002-03	\$0.8	\$1.9	7	0	6,679,200	101,410	77	81%	49%
FY 2003-04	\$0.8	\$1.5	6	0	6,679,200	115,352	67	70%	50%
FY 2004-05	\$0.6	\$1.9	4	2	6,679,200	132,430	46	76%	51%
<b>FY 2005-06</b>	<b>-</b>	<b>\$2.5</b>	<b>0</b>	<b>8</b>	<b>6,679,200</b>	<b>126,574</b>	<b>66</b>	<b>87%</b>	<b>52%</b>
Change over last 5 years	-	+92%	-100%	+100%	0%	+34%	-39%	+2%	-

<sup>1</sup> Excludes costs in Engineering Division.

<sup>2</sup> In FY 2005-06, operating expenditures for sidewalks and associated staff were transferred to the Capital Projects Fund.

<sup>3</sup> Includes both in-house and contracted work.

Ⓞ Budget benchmarking measure

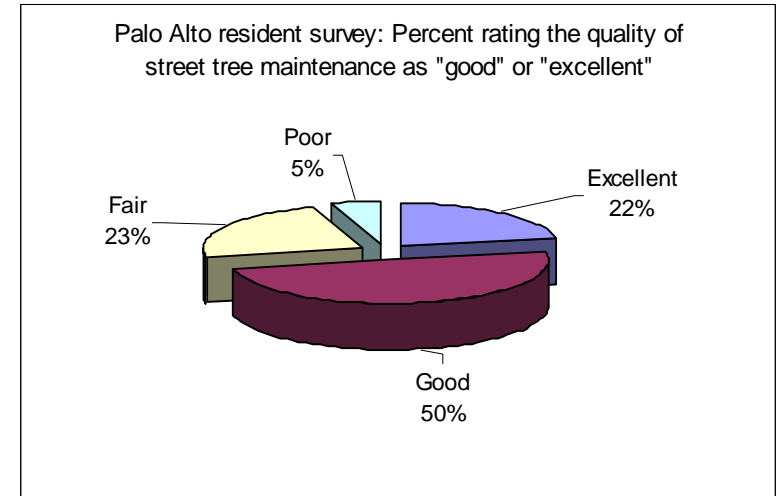
## TREES

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.

In FY 2005-06, City-maintained trees totaled 34,841. In FY 2005-06, a total of 263 trees were planted by the City and Canopy (a non-profit organization).

The number of trees trimmed (excluding trees trimmed for utility line clearing) or removed in FY 2005-06 was 3,422, or 43 percent lower than it was in FY 2001-02.

72 percent of survey respondents rated street tree maintenance good or excellent, down from 82 percent last year.



Source: National Citizen Survey™ 2006

	Operating expenditures (in millions)	Authorized Staffing (FTE) (General Fund)	Total number of City-maintained trees <sup>1</sup>	Number of trees planted <sup>1</sup>	Number of trees trimmed or removed <sup>2</sup> ☉	Percent of urban forest pruned ☉ <NEW>	Percent of total tree lines cleared ☉ <NEW>	Number of tree-related electrical service disruptions ☉ <NEW>	Average cost per tree maintained	Percent rating street tree maintenance good or excellent
FY 2001-02	\$2.7	16	37,941	295	5,986	-	-	-	\$71.79	-
FY 2002-03	\$2.3	16	34,939	322	5,298	-	-	-	\$66.93	66%
FY 2003-04	\$1.9	14	35,440	242	5,222	-	-	-	\$53.52	70%
FY 2004-05	\$1.9	14	35,096	164	4,775	14%	26%	5	\$54.42	82%
<b>FY 2005-06</b>	<b>\$2.2</b>	<b>14</b>	<b>34,841</b>	<b>263</b>	<b>3,422<sup>3</sup></b>	<b>10%</b>	<b>23%</b>	<b>13<sup>4</sup></b>	<b>\$63.28</b>	<b>72%</b>
Change over last 5 years	-19%	-13%	-8%	-11%	-43%	-	-	-	-12%	-

<sup>1</sup> Includes trees planted by Canopy; data source is Department of Public Works' workload statistics.

<sup>2</sup> Excludes trees trimmed to clear power lines.

<sup>3</sup> Estimated

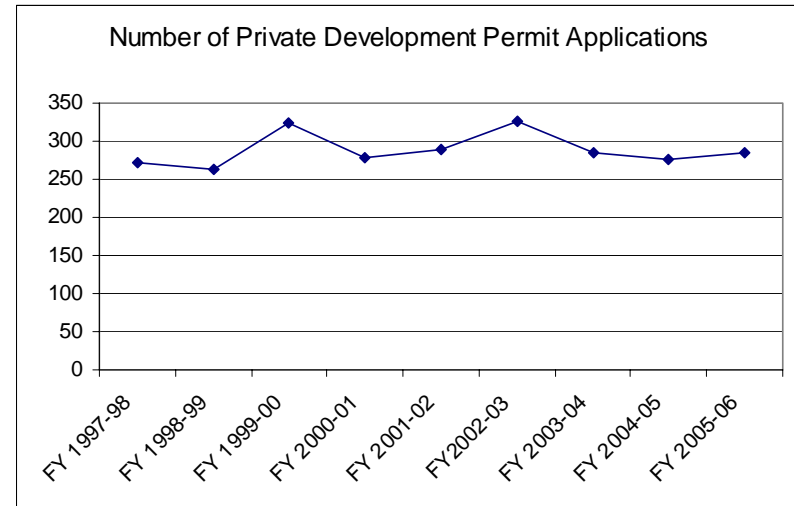
<sup>4</sup> Public Works notes that 7 of the 13 outages occurred during one storm.

☉ Budget benchmarking measure

## CITY FACILITIES ENGINEERING PRIVATE DEVELOPMENT

Public Works builds, renovates and maintains 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.

Maintaining and improving infrastructure continues to be one of the City Council's top priorities.



Source: Public Works Department

	Authorized Staffing (FTE)			Total square feet of facilities maintained <sup>1</sup> ☉	Facilities Division cost per square foot <sup>2</sup> ☉	Maintenance cost per square foot ☉ <REVISED>	Custodial cost per square foot ☉ <NEW>	Structures and Grounds Capital Expenditures ☉ (in millions) <NEW>	Engineering Operating Expenditures (in millions)	Engineering Authorized Staffing (FTE)	Private Development	
	Facility Management Operating Expenditures (in millions)	General Fund	Capital Projects <sup>5</sup>								Number of private development permits issued <sup>3</sup> ☉	Number of permits per FTE ☉
FY 2001-02	\$3.4	37	0	1,319,750	\$2.73	-	-	-	-	-	289	-
FY 2002-03	\$3.2	36	0	1,420,721	\$2.78	-	-	-	-	-	327	-
FY 2003-04	\$4.2	25	7	1,461,468	\$2.86	\$1.32	-	\$13.8 <sup>4</sup>	\$1.8	14	285	95
FY 2004-05	\$4.5	24	8	1,402,225	\$3.19	\$1.42	-	\$7.0	\$1.9	15	276	92
<b>FY 2005-06</b>	<b>\$4.9</b>	<b>23</b>	<b>8</b>	<b>1,402,225</b>	<b>\$3.49</b>	<b>\$1.48</b>	<b>\$1.20</b>	<b>\$6.1</b>	<b>\$2.1</b>	<b>15</b>	<b>284</b>	<b>95</b>

Change over

last 5 years +42% -38% - +6% +28% - - - -2% -

<sup>1</sup> The Department advises that the decrease in square footage in FY 2004-05 is due to updated records and a more accurate tally of total square footage than had previously been available.

<sup>2</sup> Includes certain utility costs for City facilities.

<sup>3</sup> Includes permits for: street work, encroachment, and certificate of compliance.

<sup>4</sup> Includes some costs of the downtown parking structures

<sup>5</sup> Includes 2 FTE for Parks and Landscaping

☉ Budget benchmarking measure

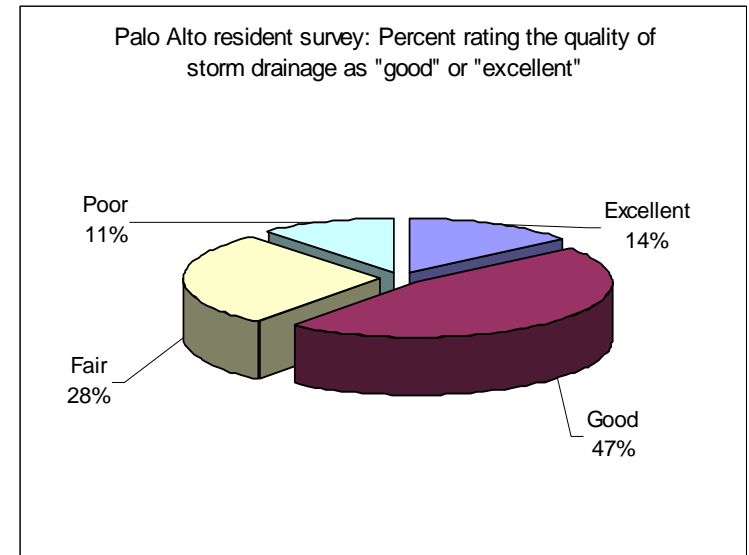


## STORM DRAINS

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 \$10.00 per month to operate and maintain the storm drainage system. The General Fund also contributes to the storm drain fund.

In FY 2005-06, the Department reported it cleaned and inspected 100 percent of catch basins and cleaned 128,643 feet of storm drain pipelines.

In FY 2005-06, 60 percent of residents surveyed rated storm drainage good or excellent



Source: National Citizen Survey™ 2006

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

	Total operating revenue	Total operating expense	Capital expense <sup>2</sup>	Transfer from General Fund to Storm Drain Fund	Reserve balance	Average monthly residential bill	Authorized staffing (FTE)	Feet of storm drain pipelines cleaned ☉ <sup>C</sup>	Calls for assistance with storm drains <sup>3</sup> ☉	Percent of industrial sites in compliance with storm water regulations ☉	Citizen Survey Percent rating the quality of storm drainage good or excellent
FY 2001-02	\$2.2	\$2.0	\$0.4	\$0.9	\$1.1	\$4.25	10	139,205	294	-	-
FY 2002-03	\$2.2	\$2.2	\$0.5	\$0.9	\$0.9	\$4.25	10	157,335	241	-	65%
FY 2003-04	\$2.2	\$2.3	\$0.1	\$0.3	\$0.6	\$4.25	10	219,106	126	87%	57%
FY 2004-05	\$2.5	\$2.5	\$0.1	\$0.5	\$0.6	\$4.25	10	316,024	50	89%	60%
<b>FY 2005-06</b>	<b>\$5.2</b>	<b>\$2.1</b>	<b>\$0.3</b>	<b>\$0.5</b>	<b>\$3.1</b>	<b>\$10.00</b>	<b>10</b>	<b>128,643</b>	<b>24</b>	<b>83%<sup>4</sup></b>	<b>60%</b>
Change over last 5 years <sup>1</sup>	+133%	+2%	-7%	-41%	+191%	+135%	0%	-8%	-92%	-	-

<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

<sup>4</sup> The Department advises that the FY 2005-06 decrease was due to a revised State definition of "compliance"; minor violations are now included.

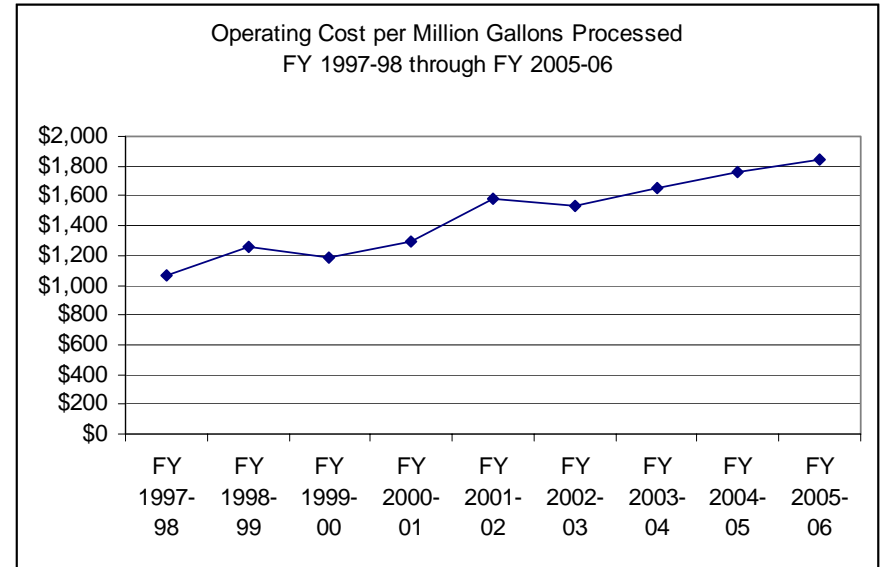
☉ Budget benchmarking measure

<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.



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 2001-02	\$14.0	\$13.7	63%	\$1.1	\$11.5	54	8,699	\$1,575	99.78%	14	192	98.99%
FY 2002-03	\$13.6	\$14.1	63%	\$2.4	\$10.8	54	8,704	\$1,529	99.75%	14	182	99.29%
FY 2003-04	\$14.7	\$14.3	64%	\$1.2	\$11.6	56	8,238	\$1,647	100.00%	12	182	98.95%
FY 2004-05	\$15.9	\$16.1	63%	\$1.5	\$12.6	54	8,497	\$1,755	100.00%	14	191	99.38%
<b>FY 2005-06</b>	<b>\$18.8</b>	<b>\$16.9</b>	<b>63%</b>	<b>\$2.2</b>	<b>\$13.6</b>	<b>55</b>	<b>8,972</b>	<b>\$1,839</b>	<b>100.00%</b>	<b>14</b>	<b>192</b>	<b>99.40%</b>
Change over last 5 years <sup>1</sup>	+34%	+23%	0%	+96%	+18%	+2%	+3%	+17%	+0.22%	0%	0%	+0.41%

<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.

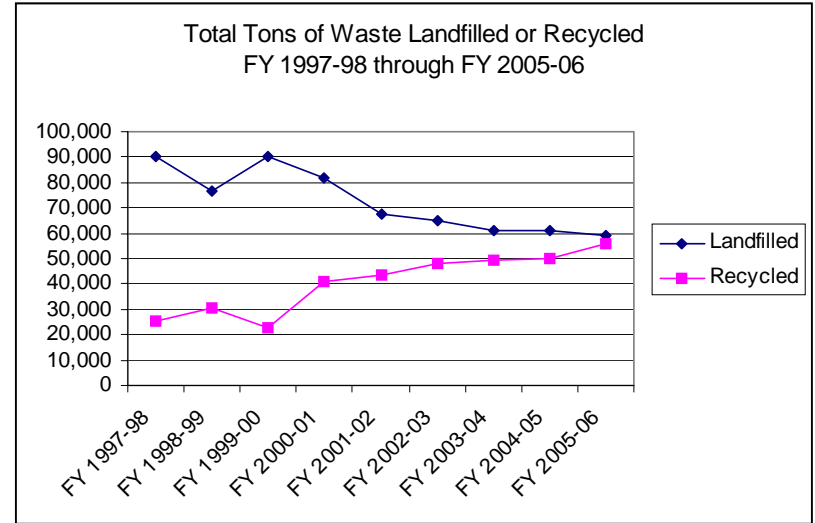
© Budget benchmarking measure

## REFUSE

The City coordinates refuse services for Palo Alto residents and businesses. This includes the collection, hauling, processing, recycling and disposal of waste materials. The City funds these activities through the Refuse Enterprise Fund.

Operating expenses for refuse services have increased from \$23.6 to \$24.8 million, or approximately 12 percent over the last five years. The average residential bill has increased 10 percent over the same time period. As a result, reserve balances have declined over the last 5 years. Nonetheless, the Refuse Fund balance is still above the City Council approved reserve guideline of \$2.2 to \$4.4 million.

Over the past 5 years, total tons of waste landfilled decreased by 8,388 tons, or 12 percent. Tons of materials recycled increased by 12,702 tons, or 29 percent. Tons of household hazardous waste collected increased by 42 percent.



Source: Public Works Department

### Refuse Fund (in millions)

	Refuse Fund (in millions)				Authorized Staffing (FTE)	Total tons of waste landfilled <sup>4</sup>	Tons of materials recycled <sup>4, s</sup>	State-approved diversion percentage <sup>2, s</sup> ☉	Tons of household hazardous materials collected <sup>s</sup>	Average monthly residential bill	Number of curb miles swept <sup>3</sup>	Citizen Survey		
	Operating revenue	Operating expense	Capital expense <sup>1</sup>	Reserve balance								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 2001-02	\$21.8	\$23.6	\$0.0	\$13.1	34	67,664	43,311	61%	218	\$25.00	21,447	-	-	-
FY 2002-03	\$21.7	\$23.8	\$0.1	\$11.3	34	65,170	48,062	55%	240	\$24.21	21,905	94%	90%	89%
FY 2003-04	\$21.9	\$24.1	\$0.0	\$8.5	34	61,266	49,268	57%	281	\$23.67	21,227	92%	90%	87%
FY 2004-05	\$23.4	\$24.5	\$0.3	\$7.2	35	60,777	50,311	62%	324	\$25.59	21,697	92%	92%	92%
<b>FY 2005-06</b>	<b>\$24.8</b>	<b>\$26.4</b>	<b>\$0.1</b>	<b>\$4.7</b>	<b>35</b>	<b>59,276</b>	<b>56,013</b>	<b>n/a<sup>5</sup></b>	<b>309</b>	<b>\$27.59</b>	<b>22,340</b>	<b>92%</b>	<b>91%</b>	<b>90%</b>
Change over last 5 years	+14%	+12%	+347%	-64%	+3%	-12%	+29%	-	+42%	+10%	+4%	-	-	-

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

<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> Data not yet available from the State.

☉ Budget benchmarking measure

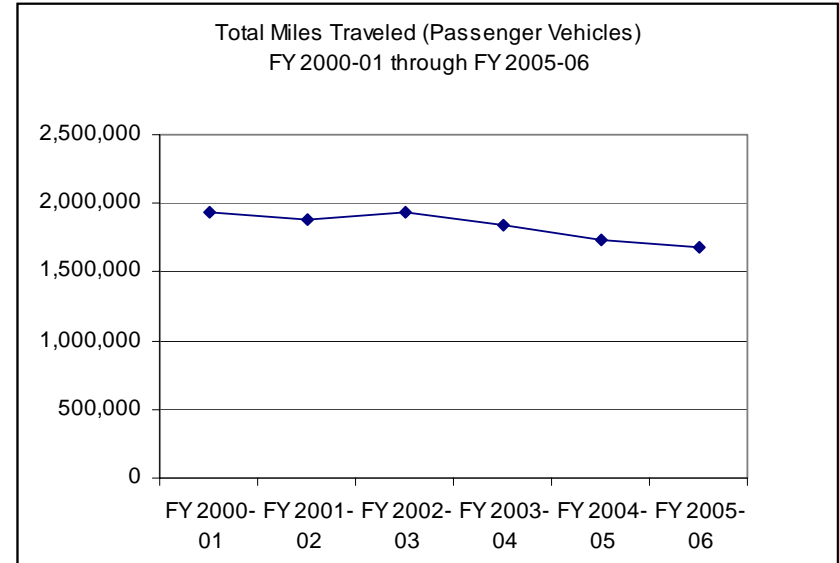
<sup>s</sup> Sustainability measure

## 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 290 light duty vehicles (including police patrol cars and fire response vehicles), 120 heavy equipment items (self-propelled construction equipment such as loaders, backhoes, and motor graders), and 234 other pieces of other equipment (turf equipment, trailers, asphalt rollers, etc.). This includes 61 emergency response vehicles and light duty fire response vehicles.

Vehicle operations and maintenance costs totaled about \$3.4 million in FY 2005-06. The median age of light duty vehicles has increased to 6.8 years. The maintenance cost per light-duty vehicle decreased to \$1,781.



Source: 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>S</sup>	Percent of fleet fuel consumption that is alternative fuels <NEW>	Total miles traveled (light duty vehicles) <sup>1</sup>	Median mileage of light duty vehicles <sup>1</sup>	Median age of light duty vehicles <sup>1</sup>	Maintenance cost per light duty vehicle <sup>2</sup>	Percent of scheduled preventive maintenance performed within five business days of original schedule
FY 2001-02	\$2.7	15	\$13.2	75	-	1,886,892	34,600	5.1	\$1,398	92%
FY 2002-03	\$2.8	15	\$11.4	79	-	1,937,687	38,200	5.4	\$1,816	97%
FY 2003-04	\$2.7	16	\$11.5	73	-	1,845,362	37,700	5.9	\$1,869	95%
FY 2004-05	\$3.0	16	\$10.9	73	16	1,731,910	38,897	6.5	\$1,790	96%
<b>FY 2005-06</b>	<b>\$3.4</b>	<b>16</b>	<b>\$11.9</b>	<b>74</b>	<b>19</b>	<b>1,674,427</b>	<b>41,153</b>	<b>6.8</b>	<b>\$1,781</b>	<b>95%</b>
Change over last 5 years	+26%	+7%	-10%	-1%	-	-11%	+19%	+33%	+27%	+3%

<sup>1</sup> The Public Works Department defines "light duty vehicles" as automobiles and light trucks (less than 10,000 pounds gross vehicle weight).

<sup>2</sup> Includes all maintenance costs except for fuel and accident repairs. Includes 29 police patrol cars.

<sup>S</sup> Sustainability indicator



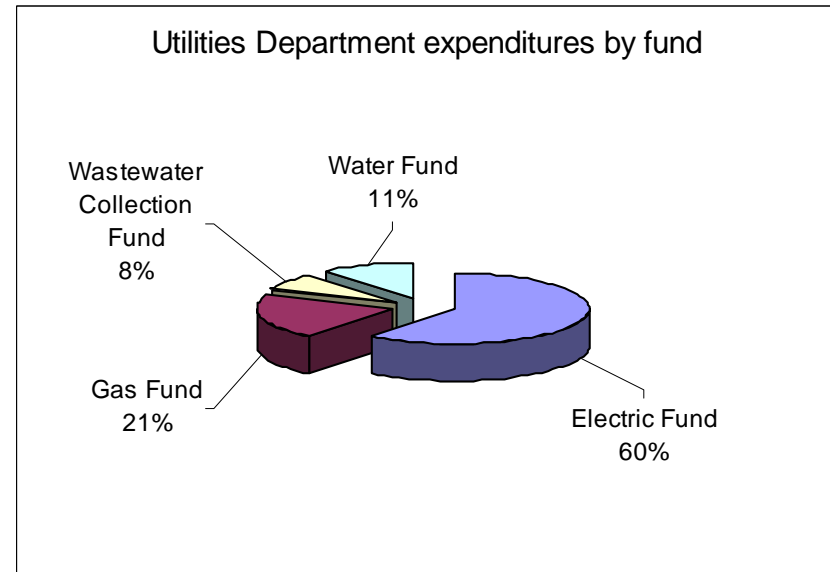
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# CHAPTER 8 – UTILITIES

The mission of the Utilities department is to provide valued utility services to customers and dependable returns to the City.

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

- Electric – Founded in 1900, the electric utility purchases and delivers over 950,000 megawatt hours per year to more than 28,000 customers.
- Gas – Founded in 1917, the gas utility purchases and delivers over 30 million therms to over 23,000 customers.
- Water – Founded in 1896, the water system purchases and distributes more than 5 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 over 3 billion gallons of sewage and wastewater to the Regional Water Quality Control Plant.



Source: 2005-06 Comprehensive Annual Financial Report

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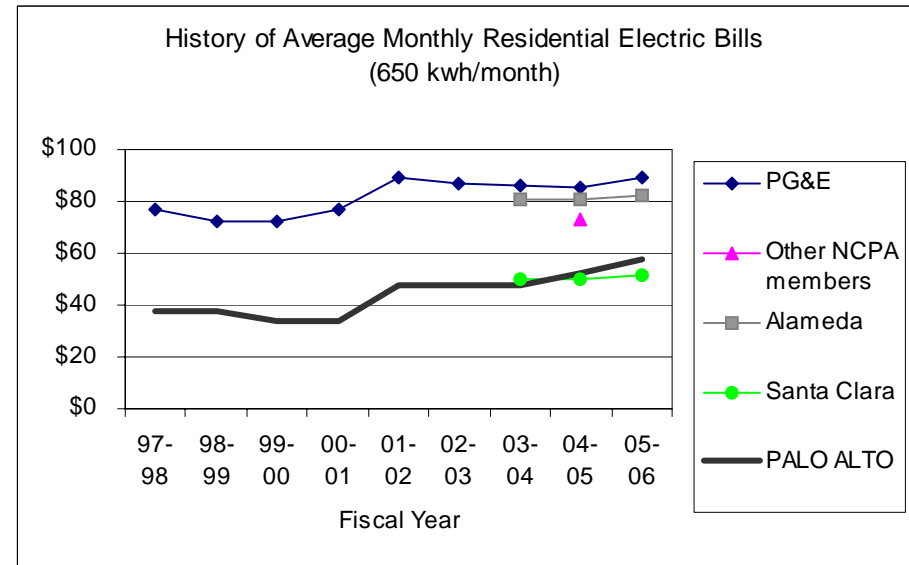
<sup>1</sup> The Public Works department (see Chapter 7) is responsible for refuse, storm drainage, and wastewater treatment.

## ELECTRICITY

Electric enterprise operating expense totaled \$83.1 million in FY 2005-06, including more than \$55 million in electricity purchases. This was down 10 percent from FY 2001-02. Authorized staffing was down 2 percent from 5 years ago.

Although Palo Alto's average residential electric bill has increased by 21 percent over five years (from \$47.94 to \$57.93 per month), it is far lower than comparable Pacific Gas & Electric (PG&E) rates as shown in the graph on the right.

After much hard work, the Utilities Department has recovered from a drop in service ratings in FY 2004-05, with 88 percent of respondents to the 2006 Citizen Survey rating electric services good or excellent.<sup>3</sup>



Source: Utilities Department

	Revenues, expenses, and reserves (in millions)					Electricity purchases (in millions)	Average purchase cost (per MWH) ⊙	Average monthly residential bill (500 KWH/month)	Fiber system revenue	Authorized staffing (FTE)	Citizen Survey	
	Operating revenue	Operating expense	Capital expense <sup>1</sup>	Equity transfers	Electric Fund reserves						Percent rating electric utility good or excellent ⊙	Percent rating street lighting good or excellent
FY 2001-02	\$93.8	\$92.8	\$12.8	\$7.5	\$138.5	\$61.8	\$49.26	\$47.94	\$1.8	121	-	-
FY 2002-03	\$91.6	\$67.1	\$9.5	\$7.8	\$152.6	\$37.5	\$38.67	\$47.94	\$1.4	127	89% <sup>2</sup>	67%
FY 2003-04	\$92.6	\$68.7	\$10.2	\$8.0	\$158.0	\$41.3	\$38.81	\$47.94	\$1.1	124	88% <sup>2</sup>	65%
FY 2004-05	\$88.7	\$68.1	\$7.3	\$8.2	\$148.0	\$41.0	\$41.25	\$51.98	\$1.4	117	68% <sup>2,3</sup>	63%
<b>FY 2005-06</b>	<b>\$119.4</b>	<b>\$83.1</b>	<b>\$7.2</b>	<b>\$8.5</b>	<b>\$161.3</b>	<b>\$55.6</b>	<b>\$48.62</b>	<b>\$57.93</b>	<b>\$1.6</b>	<b>119</b>	<b>88%</b>	<b>66%</b>
Change over last 5 years	+27%	-10%	-44%	+13%	+16%	-10%	-1%	+21%	-11%	-2%	-	-

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

<sup>2</sup> Prior to FY 2005-06, ratings were based on electric and gas services together.

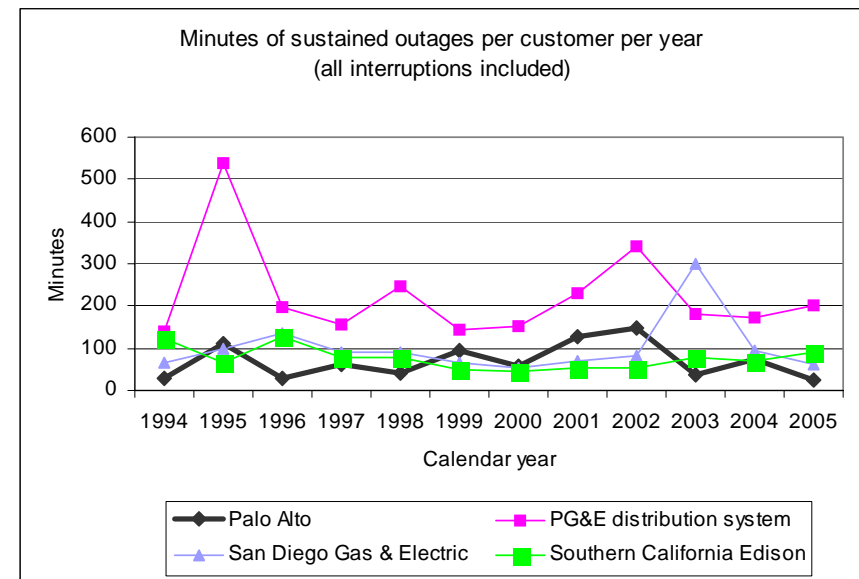
<sup>3</sup> In FY 2004-05, satisfaction with electric and gas services dropped dramatically. In our opinion, three major events may have contributed to the 20-point decline in ratings: (1) gas rates increased 15 percent and electric rates increased 11.5 percent, (2) it was revealed that several employees in the Utilities Department were disciplined due to irregularities, and (3) the City agreed to a settlement with Enron Corporation. Satisfaction rates recovered in FY 2005-06.

⊙ Budget benchmarking measure

## ELECTRICITY (cont.)

Residential electricity consumption increased by 7 percent over the last 5 years, while commercial consumption decreased by 5 percent over the same period. In calendar year 2005, Palo Altans obtained nearly 75 percent of their power from renewable resources, including 63 percent in the large hydro category, 8 percent in the qualifying renewable category, and about 3 percent through voluntary subscriptions to the Palo Alto Green program. In 2004, the City Council established renewable energy targets of 10 percent by 2008 and 20 percent by 2015. By the end of fiscal year 2005, 14.6 percent of customers were enrolled in the Palo Alto Green program (the target of 15 percent by June 2006 was achieved in August 2006). Palo Alto Green is a voluntary program available to resident and business customers that offers the option of supporting 100 percent renewable energy from the wind at some of the lowest rates in the nation.

The number of electric service interruptions and the average minutes per customer affected are highly variable from year to year. Including storm related outages, electric service interruptions over 1 minute in duration were down 25 percent over 5 years ago, and the average minutes per customer affected was down 53 percent over 5 years ago.



Source: California Public Utilities Commission and Utilities department data

	Number of accounts	Residential MWH consumed <sup>S</sup>	Commercial MWH consumed <sup>S</sup>	Energy conservation/efficiency program expense (in millions)	Percent electricity from qualifying renewables <sup>1, 2, S</sup>	Percent electricity from large hydro facilities <sup>S, 2</sup>	Percent electricity from voluntary Palo Alto Green program <sup>⊙</sup>	Percent customers enrolled in Palo Alto Green <sup>⊙</sup>	Electric service interruptions over 1 minute in duration	Average minutes per customer affected <sup>⊙</sup>	Circuit miles undergrounded during the year
FY 2001-02	28,348	150,525	844,876	\$6.8 <sup>3</sup>	8%	63%	0.1%	0.6%	52	134 minutes	0
FY 2002-03	28,408	153,783	802,589	\$1.7	5%	71%	0.1%	0.7%	49	140 minutes	0
FY 2003-04	28,482	158,099	799,927	\$1.4	7%	60%	0.5%	5.1%	30	43 minutes	0
FY 2004-05	28,556	161,440	797,132	\$1.5	5%	59%	2.1%	12.6%	28	65 minutes	2
<b>FY 2005-06</b>	<b>28,653</b>	<b>161,202</b>	<b>804,908</b>	<b>\$1.2</b>	<b>8%</b>	<b>63%</b>	<b>3.4%</b>	<b>14.6%</b>	<b>39</b>	<b>63 minutes</b>	<b>1</b>
Change over last 5 years	+1%	+7%	-5%	-82%	+0%	+0%	+3.3%	+14.0%	-25%	-53%	-

<sup>1</sup> Qualifying renewables include bio mass, geothermal, small hydro facilities (not large hydro), solar, and wind. For more information see <http://www.cpau.com/docs/factsheets/pcl/pcl.html>.

<sup>2</sup> Calendar year data is reported in the subsequent fiscal year (e.g. calendar year 2005 data is shown in FY 2005-06).

<sup>3</sup> Includes \$5 million for accelerated energy efficiency programs during the energy crisis.

⊙ Budget benchmarking measure

<sup>S</sup> Sustainability indicator

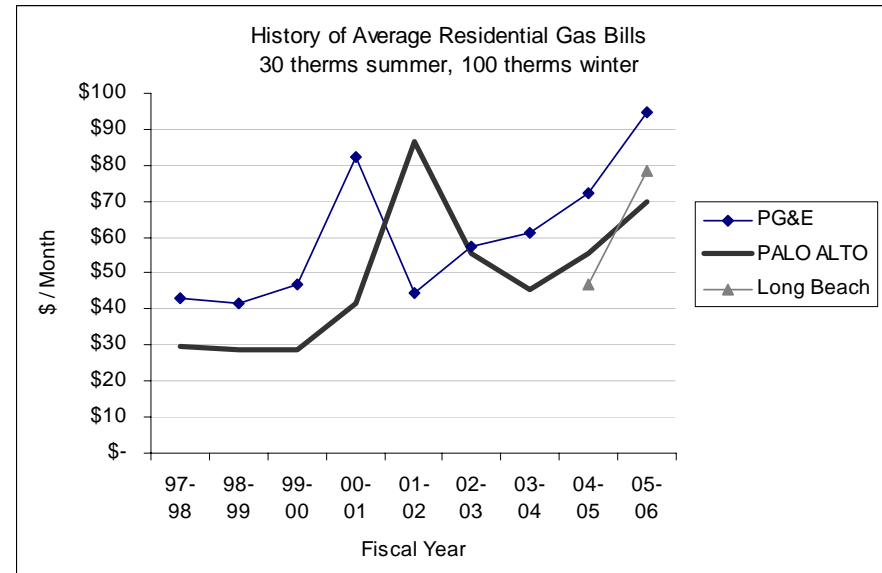


## GAS

Gas enterprise operating expense totaled \$28.3 million in FY 2005-06, including \$21.4 million in gas purchases (compared to \$22.1 million in gas purchases 5 years ago). Capital spending of \$3.3 million in FY 2005-06 was 51 percent less than five years ago. Gas Fund reserves of \$13.2 million are below the adopted reserve guidelines.

The average monthly residential gas bill increased to \$69.76 last year. This was 20 percent less than five years ago, and is less than a comparable PG&E bill (as shown on the right).

After much hard work, the Utilities Department has recovered from a drop in service ratings in FY 2004-05, with 88 percent of respondents to the 2006 Citizen Survey rating electric services good or excellent.<sup>5</sup>



Source: Utilities Department data (weighted average of rate changes during 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 gas utility good or excellent⊙
FY 2001-02	\$41.7	\$28.9	\$4.0	\$2.5	\$27.0 <sup>1</sup>	\$22.1	\$0.64	\$86.73	50	-
FY 2002-03	\$29.7	\$22.1	\$5.5	\$2.6	\$27.3	\$15.3	\$0.52	\$55.66	44	89% <sup>3</sup>
FY 2003-04	\$24.8	\$23.0	\$5.5	\$2.7	\$20.5	\$15.9	\$0.49	\$45.44	48	88% <sup>3</sup>
FY 2004-05	\$31.2	\$26.7	\$5.3	\$2.8	\$12.8	\$18.8	\$0.57	\$59.24	47	68% <sup>3,4</sup>
<b>FY 2005-06</b>	<b>\$37.0</b>	<b>\$28.3</b>	<b>\$3.3</b>	<b>\$2.9</b>	<b>\$13.2</b>	<b>\$21.4</b>	<b>\$0.66</b>	<b>\$69.76</b>	<b>47</b>	<b>88%</b>
Change over last 5 years	-11%	-2%	-19%	+13%	-51%	-3%	+4%	-20%	-5%	-

<sup>1</sup> Includes \$6.6 million in bond proceeds to finance improvements to the gas utility system.

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

<sup>3</sup> Prior to FY 2005-06, ratings were based on electric and gas services together.

<sup>4</sup> In FY 2004-05, satisfaction with gas and electric services dropped dramatically. In our opinion, three major events may have contributed to the 20-point decline in ratings: (1) gas rates increased 15 percent and electric rates increased 11.5 percent, (2) it was revealed that several employees in the Utilities Department were disciplined due to irregularities, and (3) the City agreed to a settlement with Enron Corporation.

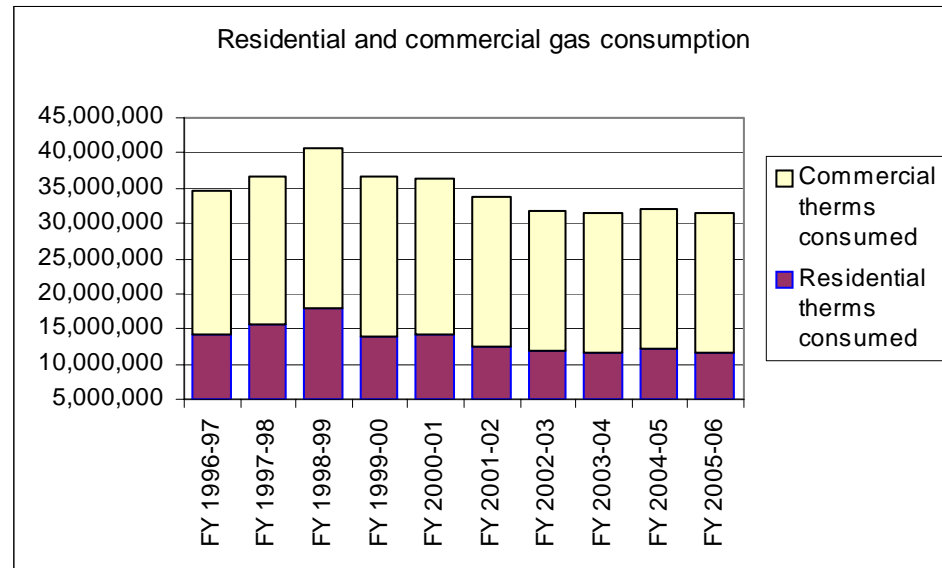
⊙ Budget benchmarking measure

## GAS (cont.)

Residents consumed 6 percent less natural gas in FY 2005-06 than 5 years ago, and businesses consumed 7 percent less. According to staff, gas usage is weather dependent.

During FY 2005-06, 207 miles of pipeline were surveyed for leaks, and 2.8 miles of gas mains were replaced.

The number of service disruptions and customers affected has declined each year since FY 2001-02. In FY 2005-06, there were 19 service disruptions affecting 211 customers. In FY 2005-06, the department responded to 90 percent of gas leaks within 30 minutes, and completed 100 percent of mainline repairs within 4 hours.



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 gas mainline repairs within 4 hours <sup>1</sup>	Percent response to gas leaks within 30 minutes	Miles of gas main	Miles of pipeline surveyed for leaks	Miles of gas main replaced during year
FY 2001-02	23,116	12,497,401	21,364,097	75	1,859	96%	95% est.	207	207	5.4
FY 2002-03	23,169	11,875,753	19,962,297	45	1,001	100%	95%	207	207	5.7
FY 2003-04	23,216	11,700,335	19,806,752	37	850	100%	100%	207	207	5.7
FY 2004-05	23,301	12,299,158	19,765,077	31	639	97%	98%	207	207	2.8
<b>FY 2005-06</b>	<b>23,353</b>	<b>11,745,883</b>	<b>19,766,876</b>	<b>19</b>	<b>211</b>	<b>100%</b>	<b>90%</b>	<b>207</b>	<b>207</b>	<b>2.8</b>
Change over last 5 years	+1%	-6%	-7%	-75%	-89%	+4%	-5%	0%	0%	-48%

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

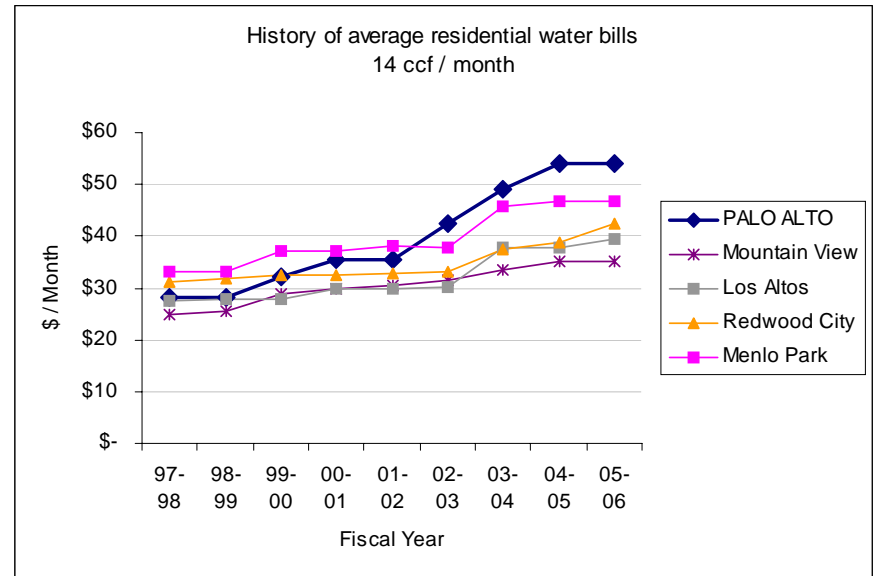
<sup>s</sup> Sustainability indicator

## WATER

The City of Palo Alto Utilities Department constructs, maintains, and operates the water delivery system. About 85 percent of the water we purchase from the San Francisco Public Utilities Commission originates from high Sierra snowmelt. This water, stored in the Hetch Hetchy Reservoir located in Yosemite National Park, is of such high quality that it is exempt from federal and state filtration requirements. The other 15 percent of our water comes from rainfall and runoff stored in the Calaveras and San Antonio Reservoirs located in Alameda and Santa Clara counties, and supplemented by groundwater in Sunol. The SFPUC treats and filters these local water sources prior to delivery to its consumers.

Over the last 5 years,

- Operating expense increased 20 percent, including a 5 percent increase in the cost of water purchases.
- Capital spending more than doubled, from \$2.2 million to \$4.7 million.
- The average residential water bill increased 52 percent to \$54.12 per month.



Source: Utilities Department data [It should be noted that cities allocate costs differently and may have different levels of capital investment.]

	Revenues, expenses, and reserves (in millions)					Water purchases (in millions)	Average purchase cost (per CCF)⊙	Average residential water bill	Percent service orders processed within 2 working days of scheduled date⊙	Authorized staffing (FTE)
	Operating revenue	Operating expense	Capital expense <sup>1</sup>	Equity transfers	Water Fund reserves					
FY 2001-02	\$16.0	\$12.7	\$2.2	\$2.2	\$23.3 <sup>2</sup>	\$5.9	\$0.97	\$35.52	80% est.	39
FY 2002-03	\$17.7	\$13.1	\$2.5	\$2.2	\$24.1	\$5.7	\$0.95	\$42.45	85% est.	40
FY 2003-04	\$22.0	\$16.0	\$3.0	\$2.3	\$23.9	\$7.5	\$1.16	\$49.07	100%	41
FY 2004-05	\$21.0	\$15.0	\$4.6	\$2.4	\$22.2	\$6.7	\$1.17	\$54.12	99%	41
<b>FY 2005-06</b>	<b>\$20.8</b>	<b>\$15.3</b>	<b>\$4.7</b>	<b>\$2.4</b>	<b>\$19.2</b>	<b>\$6.5</b>	<b>\$1.16</b>	<b>\$54.12</b>	<b>95%</b>	<b>41</b>
Change over last 5 years	+30%	+20%	+112%	+13%	-18%	+5%	+20%	+52%	+15%	+4%

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

<sup>2</sup> Includes \$3.2 million in bond proceeds to finance improvements to the water system.

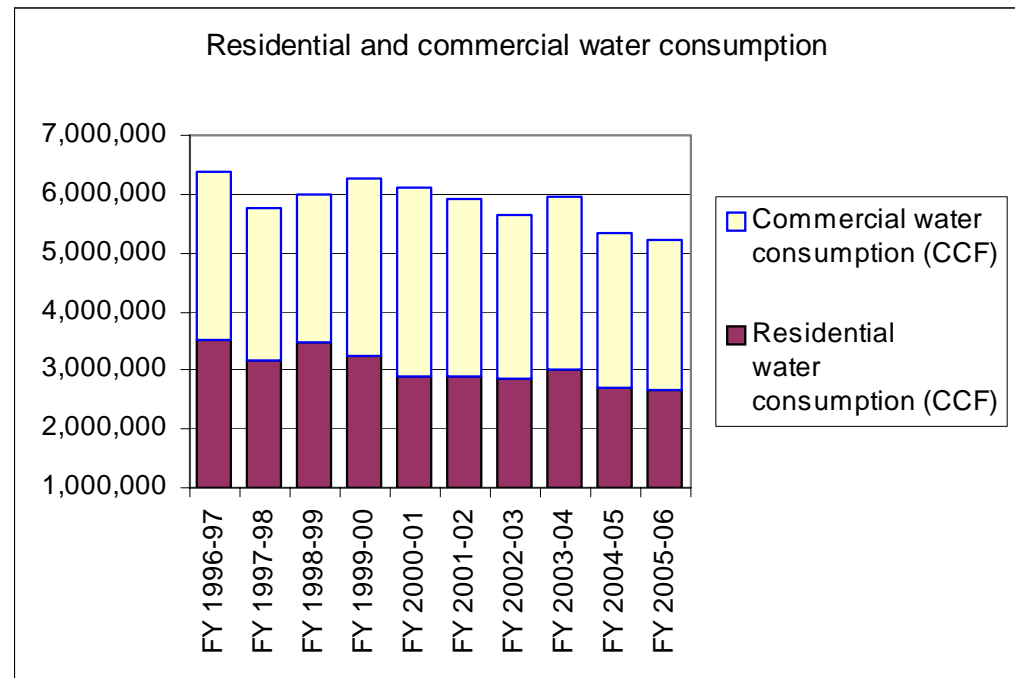
⊙ Budget benchmarking measure

## WATER (cont.)

Residential water consumption is down 9 percent from five years ago. On a per capita basis, residents are using 12 percent less water than five years ago. Commercial water consumption is down 14 percent from five years ago. Water consumption, like that of natural gas, is highly weather dependent. Palo Alto's Water Utility revenues are based entirely on consumption (some water agencies bill on a combination of consumption and fixed monthly charges).

The number of service disruptions varies from year to year. The total number of service disruptions decreased by 75 percent over five years, and the number of customers affected decreased by 90 percent.

In the 2006 citizen survey, 85 percent of respondents rated water service good or excellent.



Source: Utilities Department data

	Water consumption				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>S</sup> ⊙	Citizen Survey
	Customer accounts	Residential water consumption (CCF) <sup>S</sup>	Commercial water consumption (CCF) <sup>2,S</sup>	Average residential water usage per capita (CCF) <sup>S</sup>							Percent rating water utility good or excellent ⊙
FY 2001-02	19,437	2,915,487	2,990,907	48	44	1,580	85%	226	3	100% est.	-
FY 2002-03	19,487	2,844,916	2,785,893	47	18	242	83%	226	3	100%	82%
FY 2003-04	19,557	3,000,645	2,962,121	50	16	303	95%	226	3	100%	75%
FY 2004-05	19,605	2,686,507	2,644,817	44	10	193	100%	226	3	100%	81%
<b>FY 2005-06</b>	<b>19,645</b>	<b>2,647,758</b>	<b>2,561,145</b>	<b>43</b>	<b>11</b>	<b>160</b>	<b>100%</b>	<b>219</b>	<b>0</b>	<b>100%</b>	<b>85%</b>
Change over last 5 years	+1%	-9%	-14%	-12%	-75%	-90%	+15%	-3%	-100%	0%	-

<sup>1</sup> Utilities Strategic Plan performance objective  
<sup>2</sup> Includes commercial, public, and City facilities  
 ⊙ Budget benchmarking measure  
<sup>S</sup> Sustainability indicator

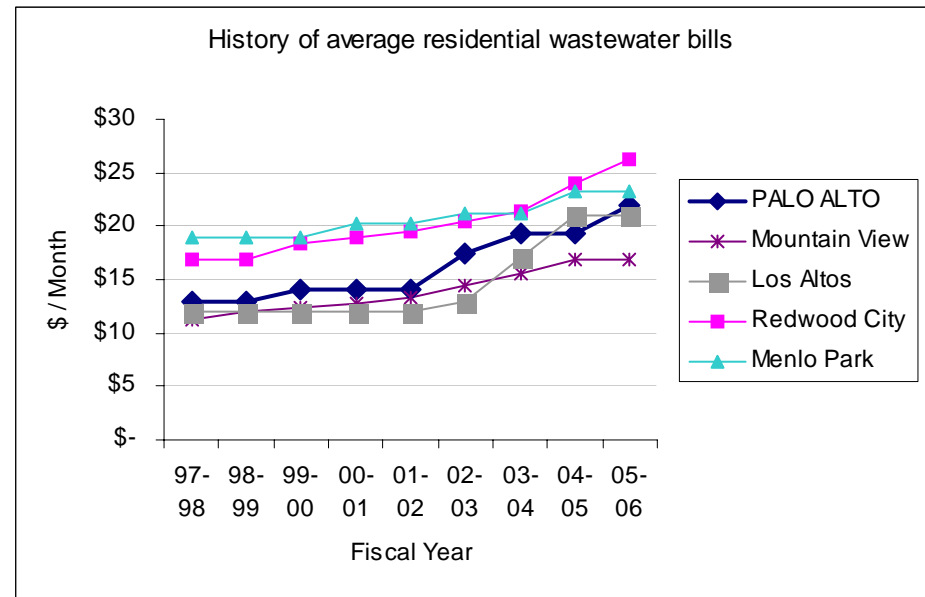
## WASTEWATER COLLECTION

The department cleaned or treated 89 miles of lines of the city's 202 miles of sewer lines in FY 2005-06. The department responded to 99 percent of sewage spills and line blockages within 2 hours. There were 5 reportable sewage releases.

In the 2006 citizen survey, 83 percent of respondents rated sewer services good or excellent.

Over the past 5 years,

- Operating expense increased 28 percent.
- Capital spending declined by 54 percent. After 15 years of major capital improvement projects, the department is now focusing on less expensive rehabilitation work.
- The average residential bill increased from \$14.00 to \$21.85, or 56 percent. As shown on the right, Palo Alto's residential bill is midrange of other cities.



Source: Utilities Department data [It should be noted that cities allocate costs differently and may have different levels of capital investment.]

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

	Operating revenue	Operating expense	Capital expense <sup>1</sup>	Wastewater Collection Fund reserves	Average residential sewage bill	Authorized staffing (FTE)	Customer accounts	Miles of sewer lines	Miles of mains cleaned/ treated <sup>⊙</sup>	Estimated miles of sewer lines replaced	Percent sewage spills and line blockage responses within 2 hours <sup>⊙</sup>	Citizen Survey Percent rating quality of sewer services good or excellent <sup>⊙</sup>
FY 2001-02	\$9.3	\$8.4	\$5.1	\$12.5	\$14.00	26	21,772	202	110	3	96%	-
FY 2002-03	\$10.7	\$8.5	\$3.6	\$12.5	\$17.50	27	21,819	202	98	5	95%	83%
FY 2003-04	\$12.6	\$9.1	\$2.8	\$13.6	\$19.25	23	21,830	202	79	3	99%	80%
FY 2004-05	\$12.0	\$8.9	\$3.8	\$13.5	\$19.25	24	21,763	202	115	5	99%	82%
<b>FY 2005-06</b>	<b>\$13.8</b>	<b>\$10.8</b>	<b>\$2.4</b>	<b>\$14.5</b>	<b>\$21.85</b>	<b>23</b>	<b>21,784</b>	<b>202</b>	<b>89</b>	<b>0</b>	<b>99%</b>	<b>83%</b>
Change over last 5 years	+48%	+28%	-54%	+16%	+56%	-10%	0%	0%	-19%	-100%	+3%	-

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

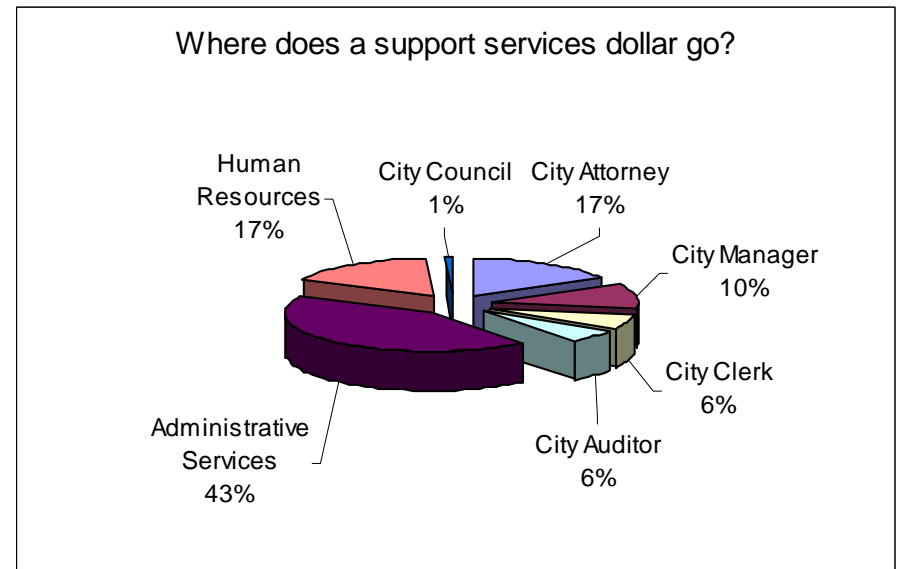
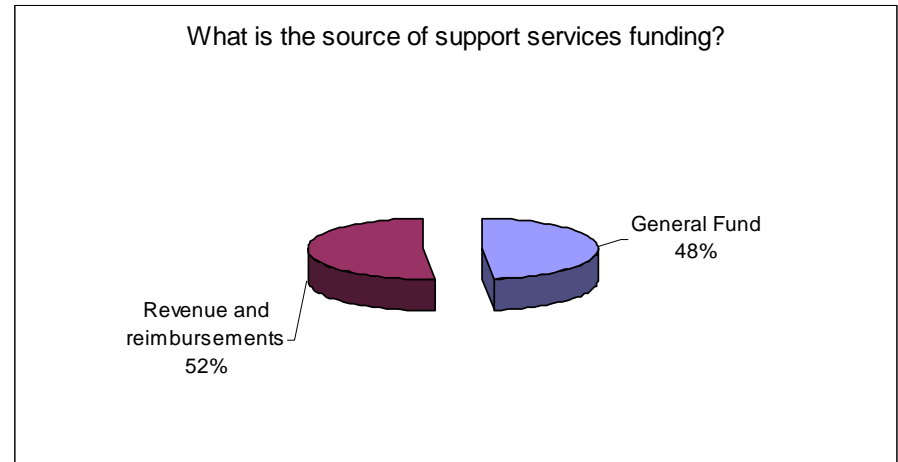
<sup>2</sup> The City is required to report sewage releases into storm drains of more than 100 gallons.

⊙ Budget benchmarking 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 and labor relations, 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 planning.
- City Attorney – provides legal representation, consultation and advice, and litigation and dispute resolution services.
- City Clerk – provides public information, Council support, administers elections, and preserves the legislative history of the City.
- City Auditor – coordinates performance audits and reviews of City departments, programs, and services; revenue audits; and the annual external financial audit.
- City Council

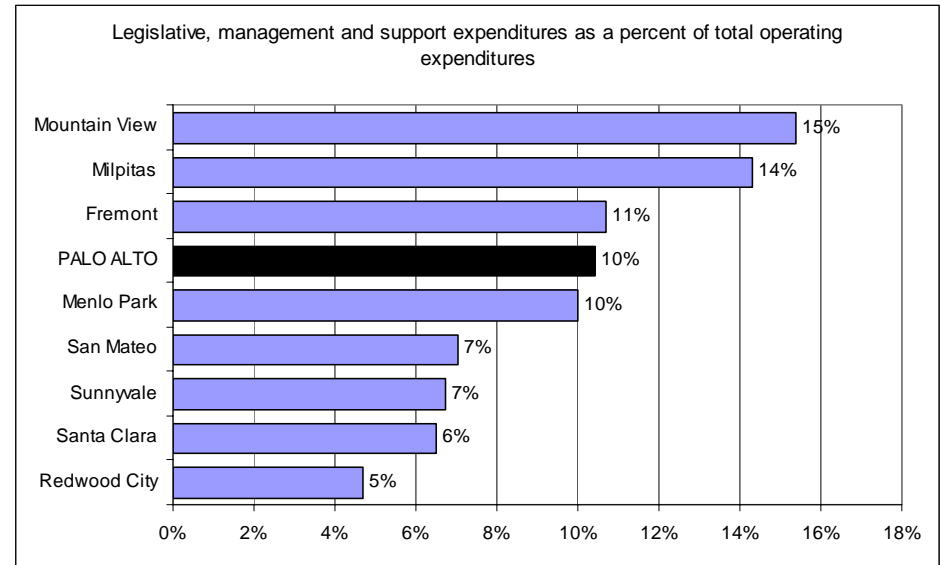


Source: FY 2005-06 revenue and expenditure data

## SPENDING AND STAFFING

Palo Alto's legislative, management and support expenditures (about 10%) are mid-range of other local jurisdictions. It should be noted that jurisdictions offer different levels of service and classify expenditures in different ways.

- Administrative Services Department expenditures were about \$6.6 million in FY 2005-06. The department had a total of 91 authorized staff.<sup>2</sup>
- Human Resources expenditures were approximately \$2.5 million in FY 2005-06. The department had a total of 15 authorized FTE.
- Spending in the Office of the City Manager was about \$1.6 million in FY 2005-06. The Office has a total of 9 authorized FTE.
- Spending for the Office of the City Attorney, including outside legal fees, was about \$2.6 million. The Attorney's Office has 12 authorized FTE.
- Spending in the City Clerk's Office was about \$1 million in FY 2005-06. The Clerk's Office currently has 6 authorized FTE.
- The City Auditor's Office expenditures were about \$0.9 million in FY 2005-06. The Office has 4 authorized FTE.



Source: State of California Cities Annual Report FY 2003-04

	Operating expenditures (in millions)							Authorized staffing (FTE)					
	Administrative Services	Human Resources	City Manager	City Attorney	City Clerk	City Auditor	City Council	Administrative Services <sup>2</sup>	Human Resources	City Manager	City Attorney	City Clerk	City Auditor
FY 2001-02	\$10.9	\$2.4	\$1.8	\$2.4	\$0.7	\$0.6	\$0.2	96	16	12	14	6	4
FY 2002-03	\$10.8	\$2.2	\$1.7	\$2.2	\$0.7	\$0.6	\$0.2	98	16	12	15	6	4
FY 2003-04	\$6.7 <sup>1</sup>	\$2.3	\$1.7	\$2.4	\$0.9	\$0.7	\$0.3	103	15	11	15	6	4
FY 2004-05	\$6.7	\$2.5	\$1.7	\$2.6	\$0.8	\$0.8	\$0.1	98	15	11	14	6	4
<b>FY 2005-06</b>	<b>\$6.6</b>	<b>\$2.5</b>	<b>\$1.6</b>	<b>\$2.6</b>	<b>\$1.0</b>	<b>\$0.9</b>	<b>\$0.1</b>	<b>91</b>	<b>15</b>	<b>9</b>	<b>12</b>	<b>6</b>	<b>4</b>
Change over last 5 years	-40%	+4%	-14%	+9%	+32%	+42%	-39%	-4%	-4%	-28%	-14%	-2%	+10%

<sup>1</sup> In FY 2003-04, information technology expenditures moved to the Technology Fund (an internal service fund). Allocated IT costs are now shown in each department based on their use of IT services.

<sup>2</sup> Includes Administrative Services Department staff charged to other funds.

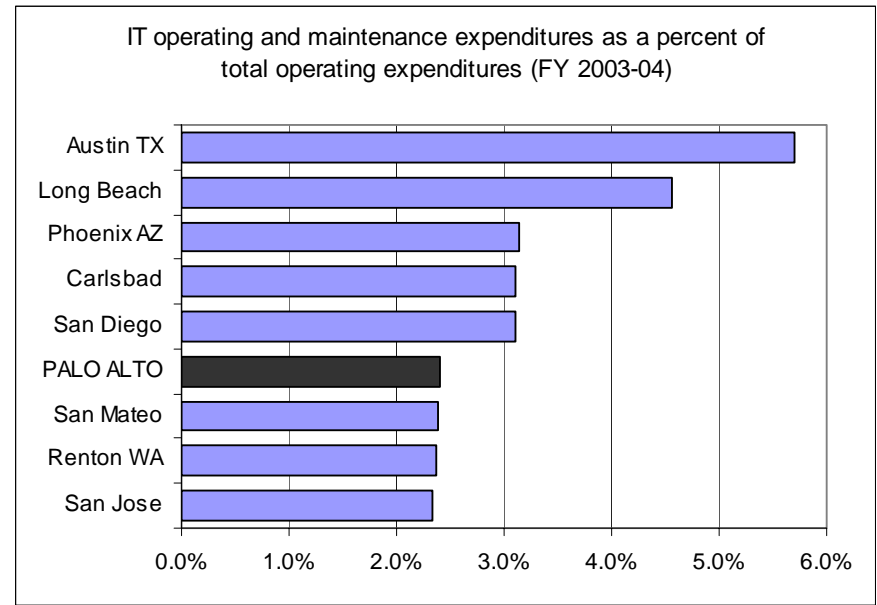
## ADMINISTRATIVE SERVICES

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 2005-06, the rate of return was 4.21 percent. The City's overall AAA rating from Standard & Poor's is the highest general city credit rating possible.

According to staff, the number of checks issued and purchasing documents processed is dropping due to increased use of purchasing cards.

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 2003-04, and City of Palo Alto<sup>2</sup>

	Cash and investments (in millions)	Rate of return on investments	General Fund reserves (in millions) <sup>1</sup>	Number of accounts payable checks issued <sup>⊙</sup>	Percent invoices paid within 30 days <sup>⊙</sup>	Number of purchasing documents processed <sup>⊙</sup>	Dollar value goods and services purchased (in millions)	Number computer work-stations <sup>⊙</sup>	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>2</sup> <sup>⊙</sup>	Citizen Survey	
											Percent who used the internet to conduct business with the City	Percent who watched a public meeting on cable TV
FY 2001-02	\$419.8	5.39%	\$55.7	25,656	80% est.	6,812	\$89.0	833	91%	2.7%	-	-
FY 2002-03	\$413.6	5.03%	\$58.2	22,314	80% est.	5,618	\$64.0	913	90%	2.8%	47%	28%
FY 2003-04	\$402.7	4.48%	\$60.1	17,763	80% est.	5,265	\$70.6	978	90%	2.4%	52%	27%
FY 2004-05	\$367.3	4.24%	\$24.5 <sup>4</sup>	16,813	80% est.	3,268	\$70.2	1,000	89%	4.0%	52%	29%
<b>FY 2005-06</b>	<b>\$376.2</b>	<b>4.21%</b>	<b>\$26.3</b>	<b>15,069</b>	<b>80% est.</b>	<b>2,847</b>	<b>\$61.3</b>	<b>1,000</b>	<b>87%</b>	<b>3.9%</b>	<b>54%</b>	<b>31%</b>
Change over last 5 years	-10%	-1.18%	-53% <sup>4</sup>	-41%	0%	-58%	-31%	+20%	-4%	+1.2%	-	-

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

<sup>2</sup> Adjusted to exclude IT services provided to the Utilities Department.

<sup>3</sup> Through the CPA External Services Fund, ASD has provided IT services to Los Altos, East Palo Alto, Emeryville, Menlo Park, Atherton, Los Altos Hills, Alameda, Saratoga, and Morgan Hill.

<sup>4</sup> In FY 2004-05, the Infrastructure Reserve balance of \$35.9 million was transferred from the General Fund to the Capital Projects Fund.

<sup>⊙</sup> Budget benchmarking measure

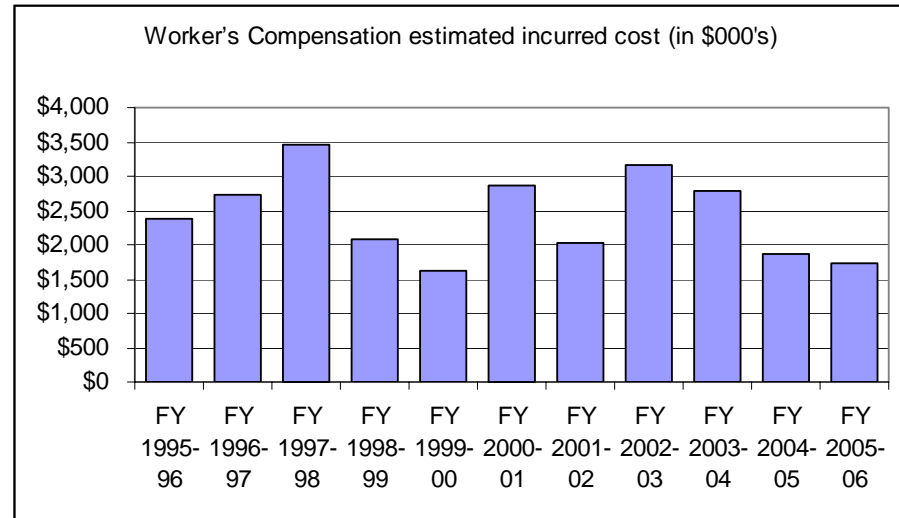


## HUMAN RESOURCES

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.<sup>3</sup>

The ratio of HR staff to total City staff is 1 to 75. The department coordinated more than 8,000 hours of employee training in FY 2005-06.<sup>4</sup>

The estimated incurred cost for workers' compensation claims has declined, however it should be noted that early estimates of current claim costs often continue to grow as claims develop. 807 days were lost to work-related illness or injury in FY 2005-06. This is less than last year, but more than FY 2001-02 which was a very low year.



Source: Human Resources Department

	Ratio HR staff to total authorized staffing (FTE)	Number of new hires processed <sup>4</sup> ⊙ <NEW>	Percent of first year turnover ⊙ <NEW>	Percent of grievances settled before arbitration <NEW>	Citywide training hours provided ⊙	Worker's Compensation estimated incurred cost (in millions) <sup>1</sup>	Days lost to work-related illness or injury ⊙
FY 2001-02	1 to 75	-	-	-	20,049 <sup>2</sup>	\$2.0	349
FY 2002-03	1 to 75	-	-	-	15,127 <sup>2</sup>	\$3.2	860
FY 2003-04	1 to 76	51	7%	-	19,080 <sup>2</sup>	\$2.8	583
FY 2004-05	1 to 79	128	0%	65%	9,537	\$1.9	877
<b>FY 2005-06</b>	<b>1 to 75</b>	<b>125</b>	<b>3%</b>	<b>89%</b>	<b>8,052</b>	<b>\$1.7<sup>1</sup></b>	<b>807</b>
Change over last 5 years	0%	-	-	-	-60%	-15%	+131%

<sup>1</sup> Early estimates of current claim costs grow as claims develop. Prior year estimates are revised to reflect current estimated costs for claims incurred during that fiscal year.

<sup>2</sup> Training hours were significantly higher than normal in FY 2001-02 through FY 2003-04 due to citywide implementation of SAP computer system.

<sup>3</sup> Information about citywide staffing levels that was included on this page in previous SEA reports, is shown on page 1.5 of this report.

<sup>4</sup> Includes transfers and internal promotions.

⊙ Budget benchmarking 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. The City Manager's Office coordinated preparation of at least 336 City Manager Reports (CMRs) during FY 2005-06. The City Manager's Office also coordinates public information 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 172.

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. In FY 2003-04, the Office reduced the average time to finalize City Council minutes from 5 weeks to 4 weeks – a 20 percent improvement.

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 2005-06, revenue audit recoveries totaled \$917,597, and the office made 53 audit recommendations.

	City Manager				City Attorney			City Clerk	City Auditor	
	Number of City Council agenda reports (CMRs) issued	Percent of complaints addressed within 2 days <sup>1</sup>	Citizen Survey Percent rating public information services good or excellent <sup>2</sup>	Citizen Survey Percent respondents read Palo Alto newsletter in last 12 mos.	Number of claims handled <sup>3</sup>	Number of work requests processed <sup>3</sup>	Ratio staff attorneys to total employees (FTE)	Average time to finalize City Council minutes <sup>3</sup>	Number of audit recommend-ations <sup>3</sup>	Revenue audit recoveries <sup>3</sup>
FY 2001-02	390	70%	-	-	156	858	1 to 171	5 weeks	24	\$218,422
FY 2002-03	368	74%	72%	-	162	1,013	1 to 161	5 weeks	21	\$355,456
FY 2003-04	381	92%	76%	62%	130	1,284	1 to 176	4 weeks	85	\$140,461
FY 2004-05	369	97%	74%	63%	144	1,635	1 to 170	4 weeks	49	\$232,895
<b>FY 2005-06</b>	<b>336</b>	<b>n/a<sup>2</sup></b>	<b>72%</b>	<b>84%</b>	<b>107</b>	<b>2,123</b>	<b>1 to 172</b>	<b>4 weeks</b>	<b>53</b>	<b>\$917,597</b>
Change over last 5 years	-14%	-	-	-	-31%	+147%	+1%	-20%	+121%	+320%

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

<sup>2</sup> Due to staffing reductions, timeliness was not tracked in FY 2005-06.

<sup>3</sup> Budget benchmarking measure



# The City of Palo Alto, California

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## Summary Report 2006



# TABLE OF CONTENTS

---

Survey Background.....	1
About The National Citizen Survey™ .....	1
Understanding the Results.....	1
Profile of Palo Alto .....	3
Community Life.....	4
Quality of Life.....	4
Ratings of Community Characteristics .....	4
Perceptions of Safety.....	4
Community Participation .....	4
Local Government .....	6
Public Trust .....	6
Service Provided by Palo Alto.....	6
The City of Palo Alto Employees .....	6
Additional Questions .....	7

# SURVEY BACKGROUND

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## About The National Citizen Survey™

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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

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### 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, 32 were undeliverable due to vacant or “not found” addresses. Completed surveys were received from 495 residents, for a response rate of 42%. 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 1,200 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 B in the Report of Results. A copy of the survey materials can be found in Appendix C of the Report of Results.)

### 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.

## PROFILE OF PALO ALTO

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As assessed by the survey, about 37% of Palo Alto residents have lived in the community for more than 20 years and 76% are over age 34. Another 25% are over age 64. Sixty-four percent are currently employed; 43% rent; 57% own and 58% live in detached single family homes. Over 96% of Palo Alto residents have at least some college and 77% have annual household incomes above \$50,000. Four percent of Palo Alto residents reported that they are Spanish, Hispanic or Latino and 74% said they are White or Caucasian.



## COMMUNITY LIFE

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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

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When asked to rate the overall quality of life in Palo Alto, 41% of respondents thought it was “excellent.” Only 1% rated overall quality of life as “poor.” The average rating of overall quality of life on a 100-point scale was 78 in 2003 and 77 in 2005. In 2006, the rating was also 77. Palo Alto as a place to raise children received an average rating of 79 on a 100-point scale in 2003 and 80 in 2005, compared to 79 in 2006.

### Ratings of Community Characteristics

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In 2006, the highest rated characteristics of Palo Alto were educational opportunities, overall image/reputation of Palo Alto, and recreational opportunities. When asked about potential problems in Palo Alto, the three concerns rated by the highest proportion of respondents as a “major problem” in 2006 were homelessness, traffic congestion, and taxes. In 2006 19% rated homelessness as a “major problem” compared to 18% in 2003 and 26% in 2005.

### Perceptions of Safety

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When evaluating safety in the community, 75% of respondents felt “somewhat” or “very safe” from violent crimes in Palo Alto in 2006, compared to 84% in 2003 and 87% in 2005. In their neighborhood after dark, 79% of survey participants felt “somewhat” or “very safe” in 2006, compared to 83% in 2003 and 84% in 2005.

In 2006, as assessed by the survey, 12% of households reported that at least one member had been the victim of one or more crimes in the past year. In 2003, 13% of households had reported that at least one member had been a crime victim, while 10% reported so in 2005. Of those who had been the victim of a crime in 2006, 59% had reported it to police.

## Community Participation

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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 in 2006, 53% reported volunteering in the past year compared to 49% in 2003 and 52% in 2005.

## LOCAL GOVERNMENT

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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

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When asked to evaluate whether they were pleased with the overall direction taken by the City of Palo Alto, residents gave an average rating of 65 on a 100-point scale in 2006, compared to 58 in 2003 and 61 in 2005.

### Service Provided by Palo Alto

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The overall quality of services provided by the City of Palo Alto was rated as 73 on a 100-point scale in 2006, compared to 72 in 2003 and 71 in 2005.

### The City of Palo Alto Employees

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Impressions of the City of Palo Alto employees were assessed on the questionnaire. In 2006, those who had been in contact with a City of Palo Alto employee in the past year (54%) rated their overall impression as 72 on a 100-point scale, compared to an average rating of 72 received in 2003 and 69 in 2005.

## ADDITIONAL QUESTIONS

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One additional question was asked by the City of Palo Alto. The result for this question is displayed below.

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**Policy Question: Are you and your household prepared to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?**

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**Yes**

**No**

62%

38%

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Note: "don't know" responses have been removed.

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The City of Palo Alto, California

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Report of Results  
2006



# TABLE OF CONTENTS

---

Survey Background.....	1
About The National Citizen Survey™ .....	1
Understanding the Results .....	2
Survey Administration .....	2
Survey Validity.....	2
Use of the “Excellent, Good, Fair, Poor” Response Scale.....	4
“Don’t Know” Responses.....	5
Putting Evaluations Onto a 100-Point Scale.....	5
Interpreting Comparisons to Previous Years .....	5
Community Life .....	6
Quality of Life.....	6
Ratings of Community Characteristics in Palo Alto .....	8
Perceptions of Safety .....	15
Community Participation.....	18
Local Government .....	20
Public Trust .....	20
Service Provided by Palo Alto.....	22
The City of Palo Alto Employees.....	31
Additional Questions .....	33
Appendix A: Frequency of Responses to All Survey Questions.....	34
Appendix B: Survey Methodology.....	46
Sampling .....	46
Survey Administration .....	46
Response Rate and Confidence Intervals.....	46
Weighting and Analyzing the Data .....	47
Appendix C: Survey Materials.....	49

# SURVEY BACKGROUND

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## About The National Citizen Survey™

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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 re-weighted 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 NRC 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

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## Survey Administration

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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, 32 were undeliverable due to vacant or “not found” addresses. Completed surveys were received from 495 residents, for a response rate of 42%. 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 1,200 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 B. A copy of the survey materials can be found in Appendix C.)

## Survey Validity

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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>.

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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.



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 re-weight 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 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

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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

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On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the 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.

## Interpreting Comparisons to Previous Years

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This report contains comparisons with prior years’ results; found primarily in the graphic representations of the data. In these graphs, data from 2006 are compared to data from 2003 and 2005. The table following a graph contains 2006 data only, and is titled accordingly. Differences between years can be considered “statistically significant” if they are greater than 5 percentage points or 5 points on a 100 point scale.

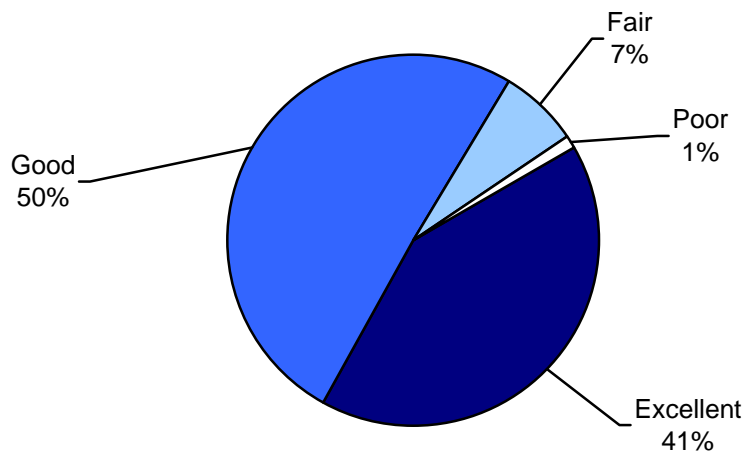
## COMMUNITY LIFE

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

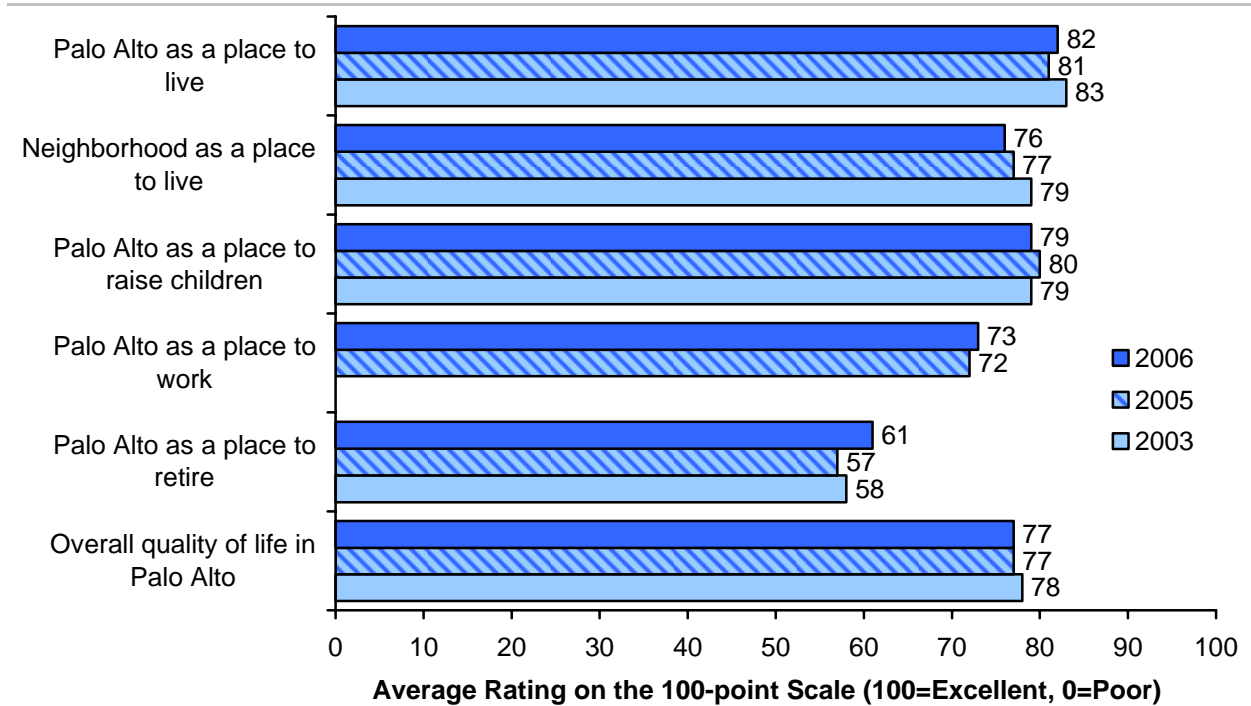
When asked to rate the overall quality of life in Palo Alto, 41% of respondents thought it was “excellent.” Only 1% rated overall quality of life as “poor.”

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



The average rating of overall quality of life on a 100-point scale was 78 in 2003 and 77 in 2005. In 2006, the rating was also 77. Palo Alto as a place to raise children received an average rating of 79 on a 100-point scale in 2003 and 80 in 2005, compared to 79 in 2006. Other ratings can be seen in the charts below.

**Figure 2: Quality of Life Ratings**



**2006 Quality of Life Ratings**

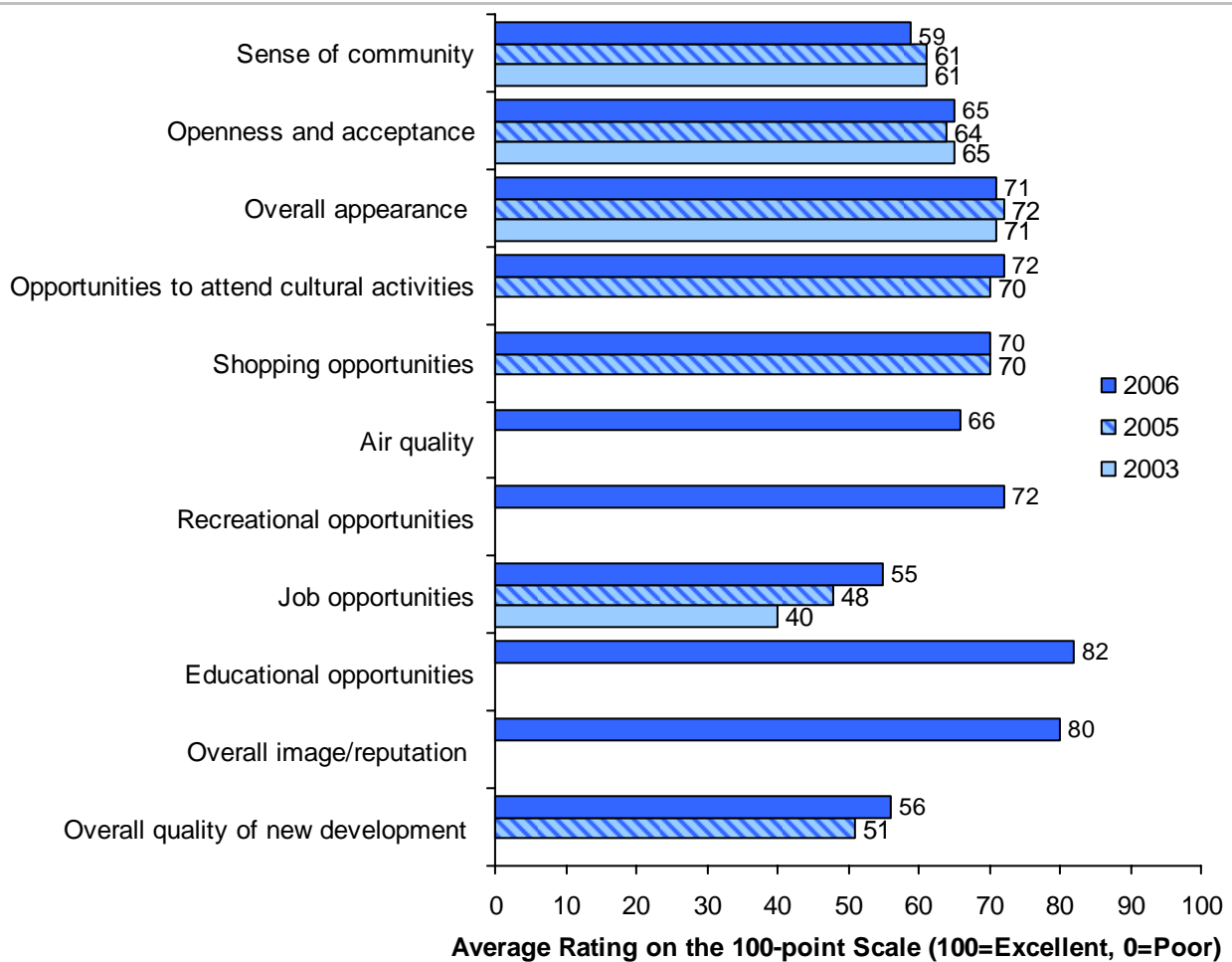
	Excellent	Good	Fair	Poor	Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
How do you rate Palo Alto as a place to live?	51%	43%	5%	1%	100%	82
How do you rate your neighborhood as a place to live?	40%	50%	8%	2%	100%	76
How do you rate Palo Alto as a place to raise children?	46%	46%	6%	2%	100%	79
How do you rate Palo Alto as a place to work?	39%	45%	13%	3%	100%	73
How do you rate Palo Alto as a place to retire?	27%	41%	20%	12%	100%	61
How do you rate the overall quality of life in Palo Alto?	41%	50%	7%	1%	100%	77

Note: "don't know" responses have been removed.

## Ratings of Community Characteristics in Palo Alto

In 2006, the highest rated characteristics of Palo Alto were educational opportunities, overall image/reputation of Palo Alto, and recreational opportunities. Average ratings given to all the characteristics are shown in Figures 3, 4 and 5.

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



### 2006 Characteristics of the Community: General and Opportunities

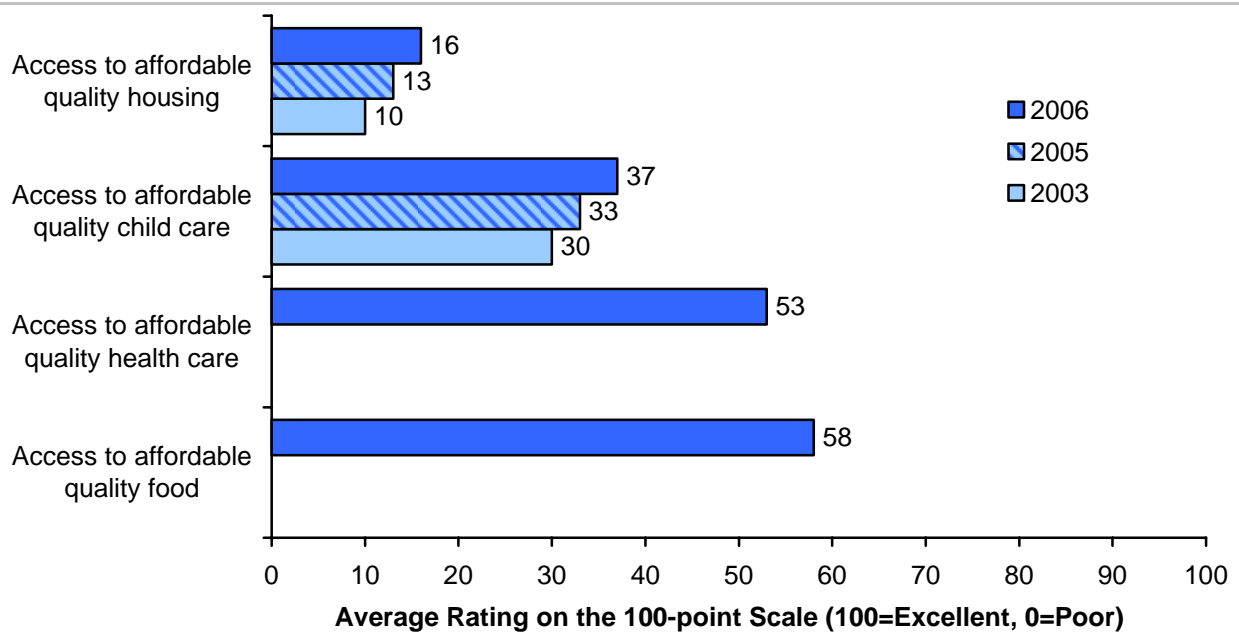
Please rate each of the following characteristics as they relate to Palo Alto as a whole:					Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
	Excellent	Good	Fair	Poor		
Sense of community	18%	48%	28%	6%	100%	59
Openness and acceptance of the community towards people of diverse backgrounds	27%	48%	19%	6%	100%	65

**2006 Characteristics of the Community: General and Opportunities**

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent	Good	Fair	Poor	Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
Overall appearance of Palo Alto	30%	55%	13%	2%	100%	71
Opportunities to attend cultural activities	36%	49%	12%	3%	100%	72
Shopping opportunities	35%	45%	16%	5%	100%	70
Air quality	21%	59%	17%	2%	100%	66
Recreational opportunities	36%	47%	15%	2%	100%	72
Job opportunities	18%	41%	30%	11%	100%	55
Educational opportunities	53%	40%	7%	0%	100%	82
Overall image/reputation of Palo Alto	48%	43%	8%	1%	100%	80
Overall quality of new development in Palo Alto	15%	47%	28%	10%	100%	56

Note: "don't know" responses have been removed.

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



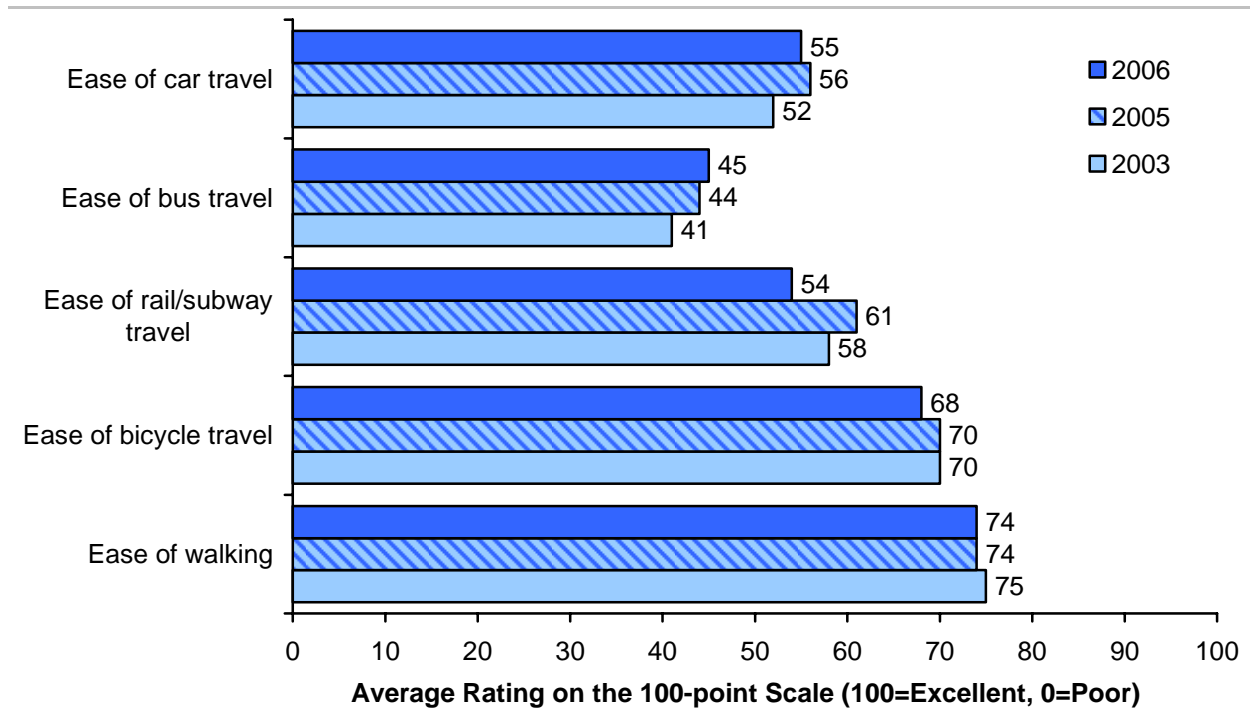
**2006 Characteristics of the Community: Access**

Please rate each of the following characteristics as they relate to Palo Alto as a whole:					Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
	Excellent	Good	Fair	Poor		
Access to affordable quality housing	2%	9%	23%	66%	100%	16
Access to affordable quality child care	7%	27%	36%	30%	100%	37
Access to affordable quality health care	19%	38%	26%	18%	100%	53
Access to affordable quality food	25%	37%	27%	11%	100%	58

Note: "don't know" responses have been removed.



**Figure 5: Characteristics of the Community: Mobility**



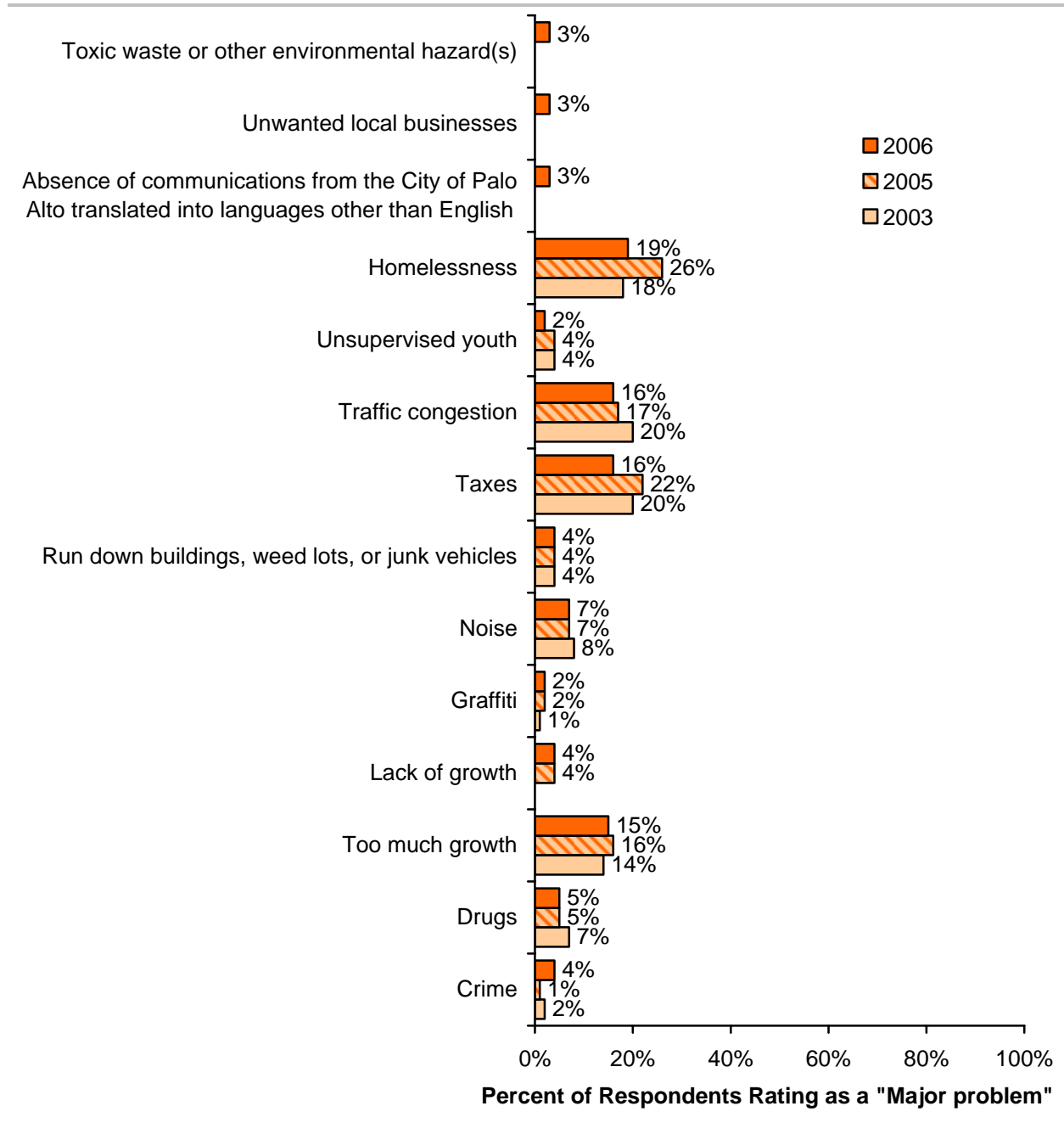
**2006 Characteristics of the Community: Mobility**

Please rate each of the following characteristics as they relate to Palo Alto as a whole:						Average rating on a 100-point scale (100=Excellent, 0=Poor)
	Excellent	Good	Fair	Poor	Total	
Ease of car travel in Palo Alto	13%	46%	33%	8%	100%	55
Ease of bus travel in Palo Alto	10%	34%	36%	20%	100%	45
Ease of rail/subway travel in Palo Alto	17%	44%	24%	16%	100%	54
Ease of bicycle travel in Palo Alto	28%	50%	18%	3%	100%	68
Ease of walking in Palo Alto	38%	49%	10%	3%	100%	74

Note: "don't know" responses have been removed.

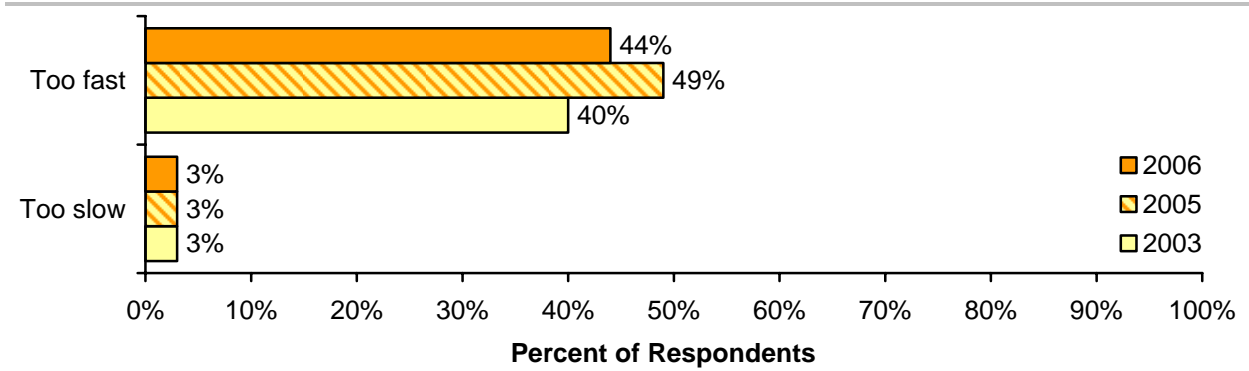
When asked about potential problems in Palo Alto, the three concerns rated by the highest proportion of respondents as a “major problem” in 2006 were homelessness, traffic congestion, and taxes. In 2006 19% rated homelessness as a “major problem” compared to 18% in 2003 and 26% in 2005.

**Figure 6: Ratings of Potential Problems in Palo Alto**



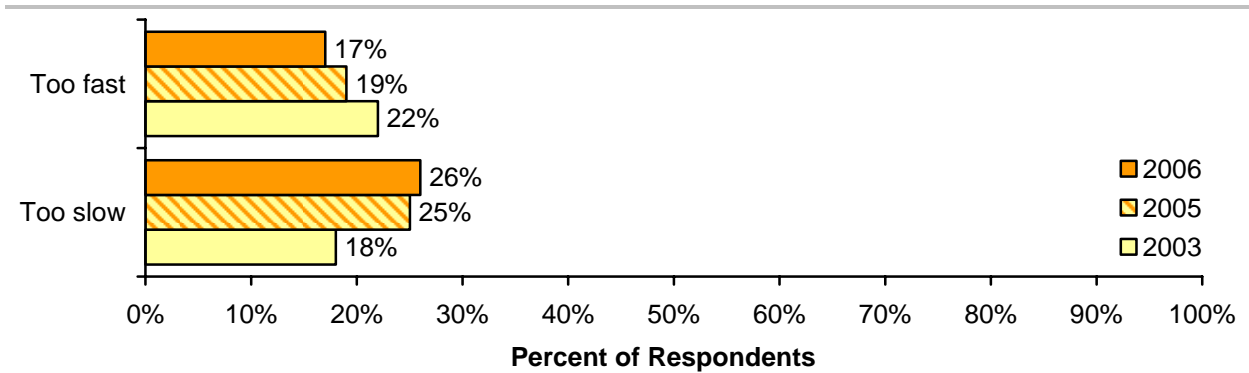
In 2006, the rate of population growth in Palo Alto was viewed as “too fast” by 44% of respondents, while 3% thought it was “too slow.”

**Figure 7a: Ratings of Population Growth by Year in Palo Alto**



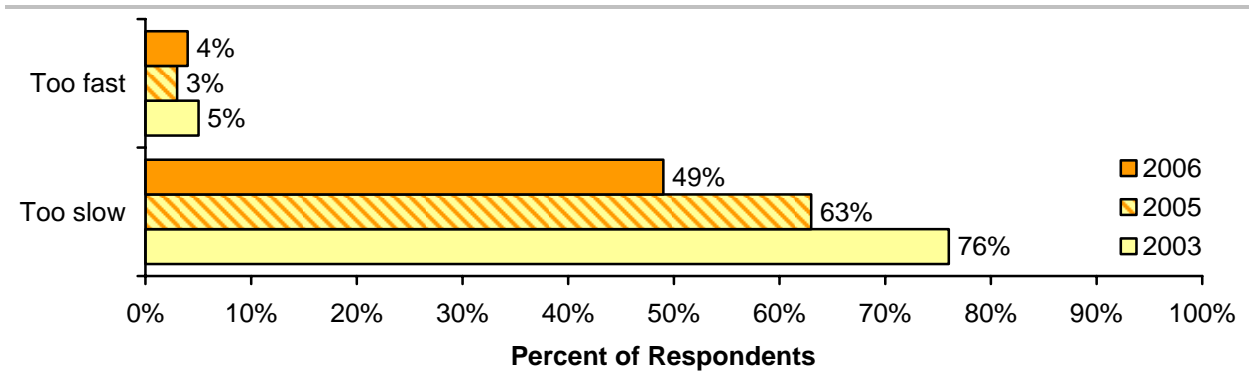
Note: Responses of “right amount” were omitted.

**Figure 7b: Ratings of Retail Growth by Year in Palo Alto**



Note: Responses of “right amount” were omitted.

**Figure 7c: Ratings of Jobs Growth by Year in Palo Alto**

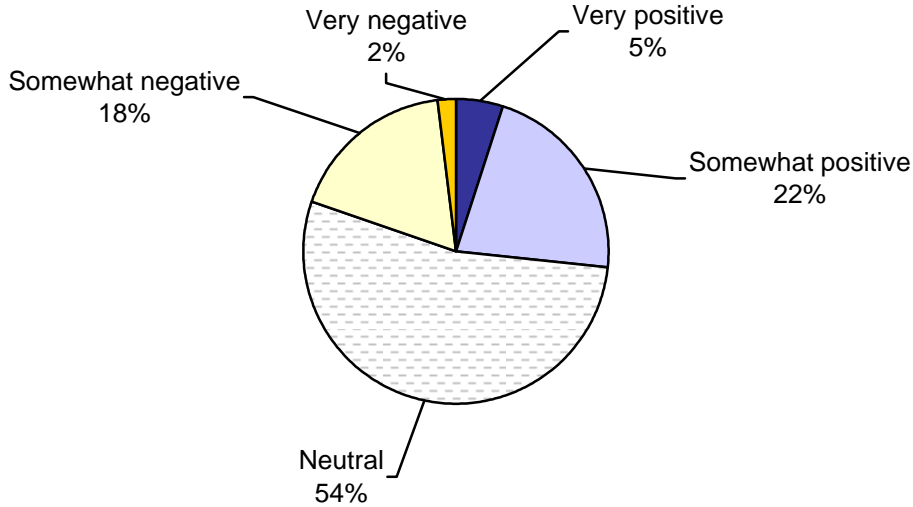


Note: Responses of “right amount” were omitted.

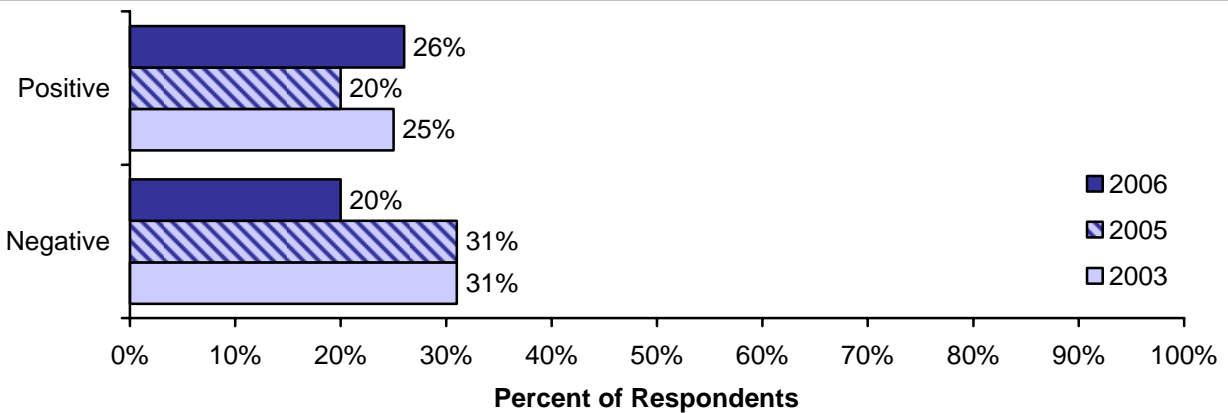
In 2006, 26% of respondents felt the impact of the economy would be positive on their family income in the next 12 months, while 20% felt it would be negative. In 2003, 25% of respondents and in 2005, 20% felt the impact of the economy would be positive.

**Figure 8a: 2006 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...**



**Figure 8b: Comparisons of Perceptions of Economy by Year**



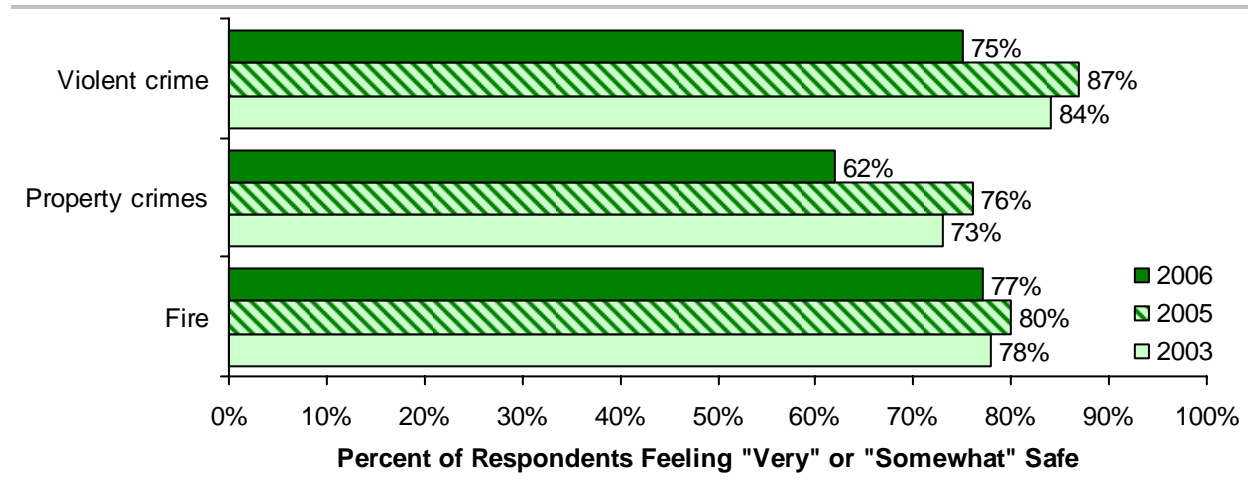
*Note: Responses of "neutral" were omitted.*

## Perceptions of Safety

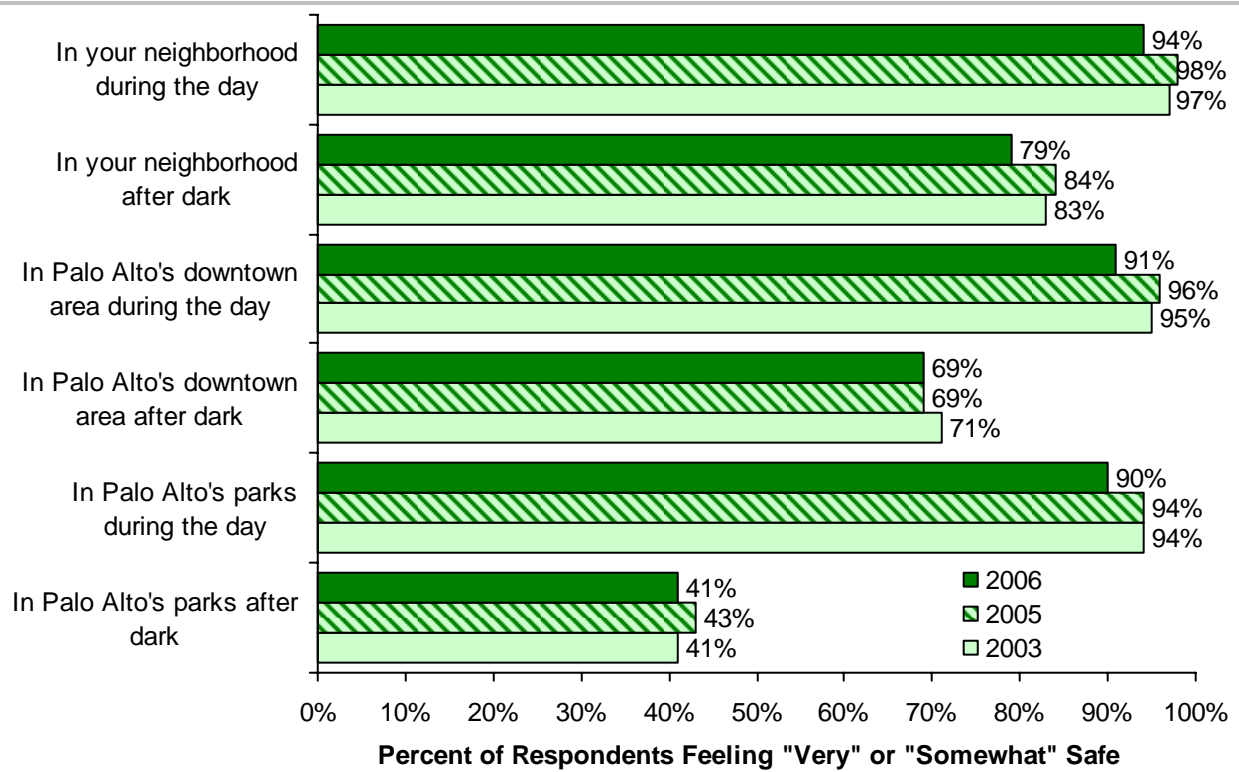
When evaluating safety in the community, 75% of respondents felt “somewhat” or “very safe” from violent crimes in Palo Alto in 2006, compared to 84% in 2003 and 87% in 2005. In their neighborhood after dark, 79% of survey participants felt “somewhat” or “very safe” in 2006, compared to 83% in 2003 and 84% in 2005.

In 2006, as assessed by the survey, 12% of households reported that at least one member had been the victim of one or more crimes in the past year. In 2003, 13% of households had reported that at least one member had been a crime victim, while 10% reported so in 2005. Of those who had been the victim of a crime in 2006, 59% had reported it to police.

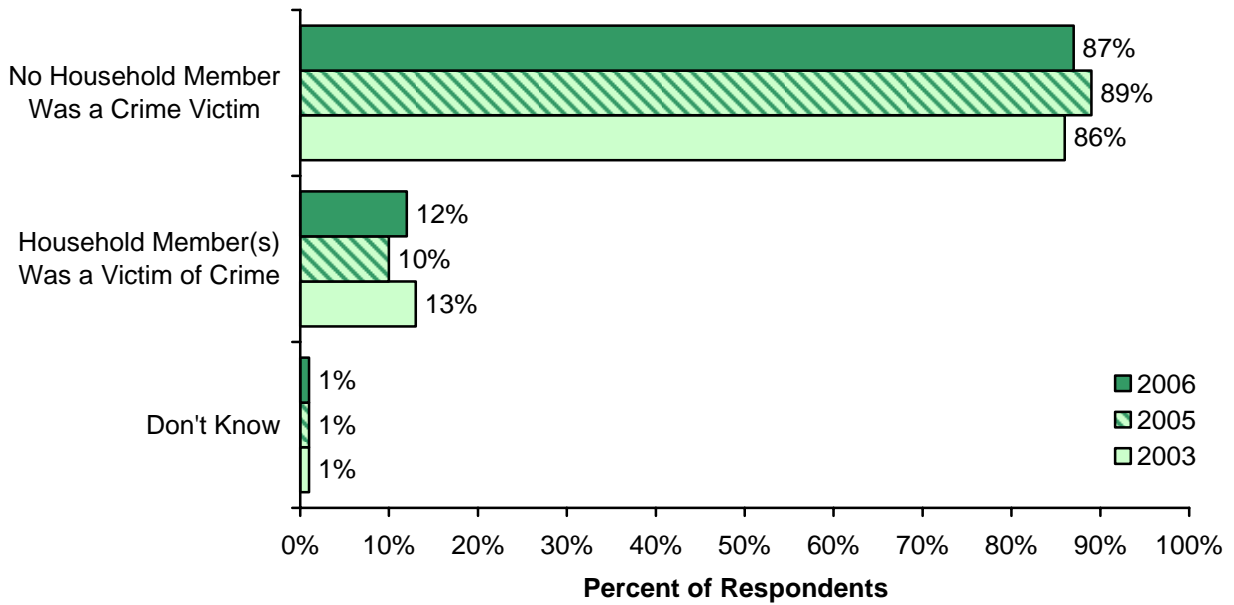
**Figure 9: Ratings of Safety from Various Problems in Palo Alto by Year**



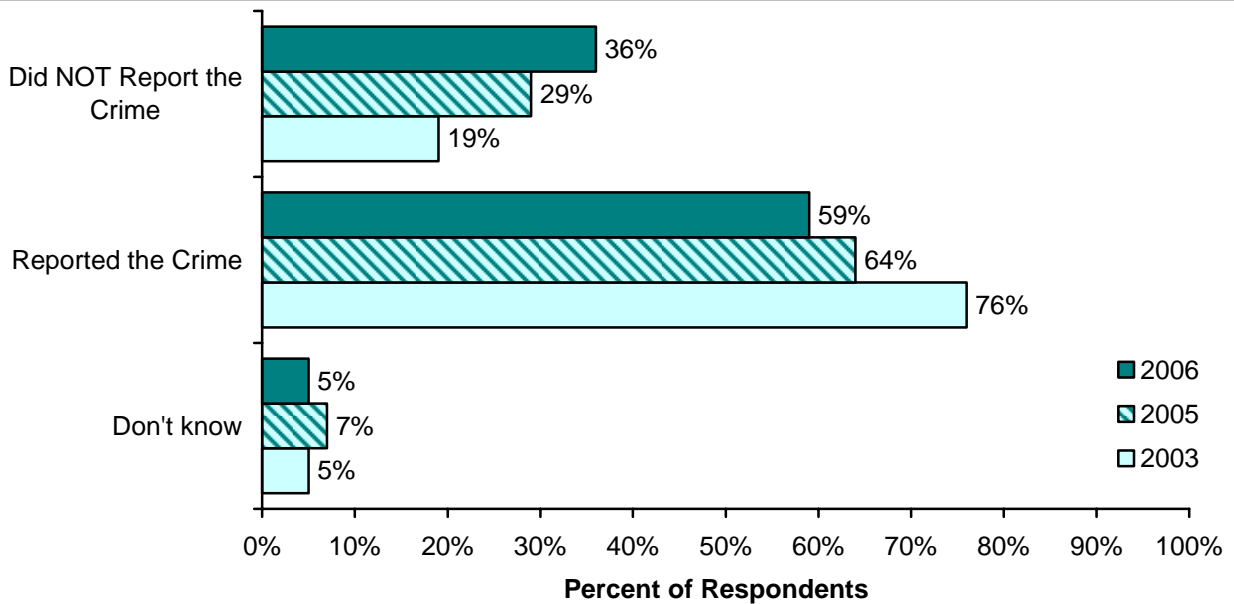
**Figure 10: Ratings of Safety in Various Areas in Palo Alto by Year**



**Figure 11: Percent of Respondents' Households That Were Victim of a Crime in the Last 12 Months by Year**



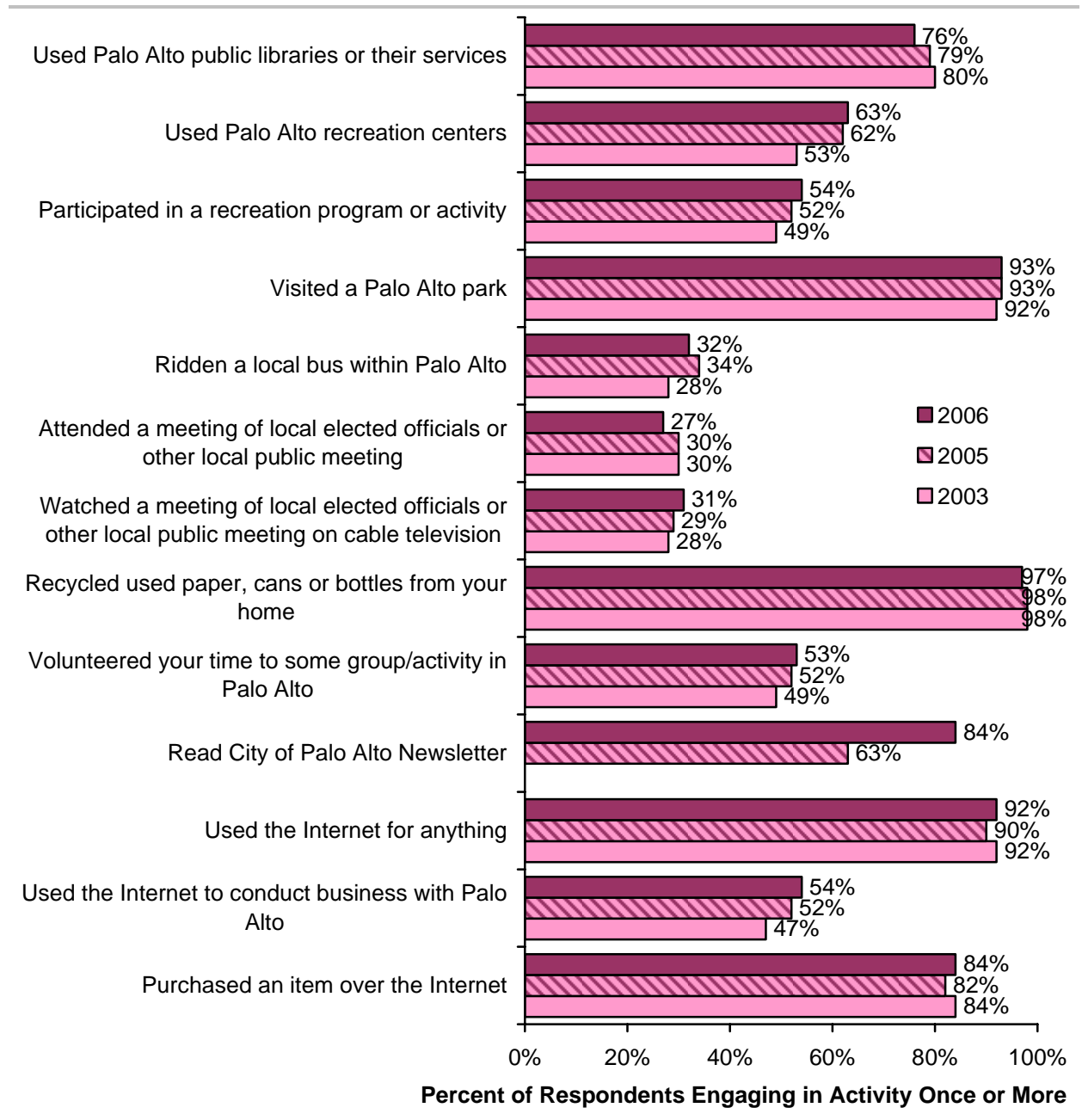
**Figure 12: Percent of Respondents' Households That Were Victim of a Crime Who Reported the Crime by Year**



## 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, with comparisons made between 2006, 2005 and 2003. Among those completing the questionnaire in 2006, 53% reported volunteering in the past year compared to 49% in 2003 and 52% in 2005.

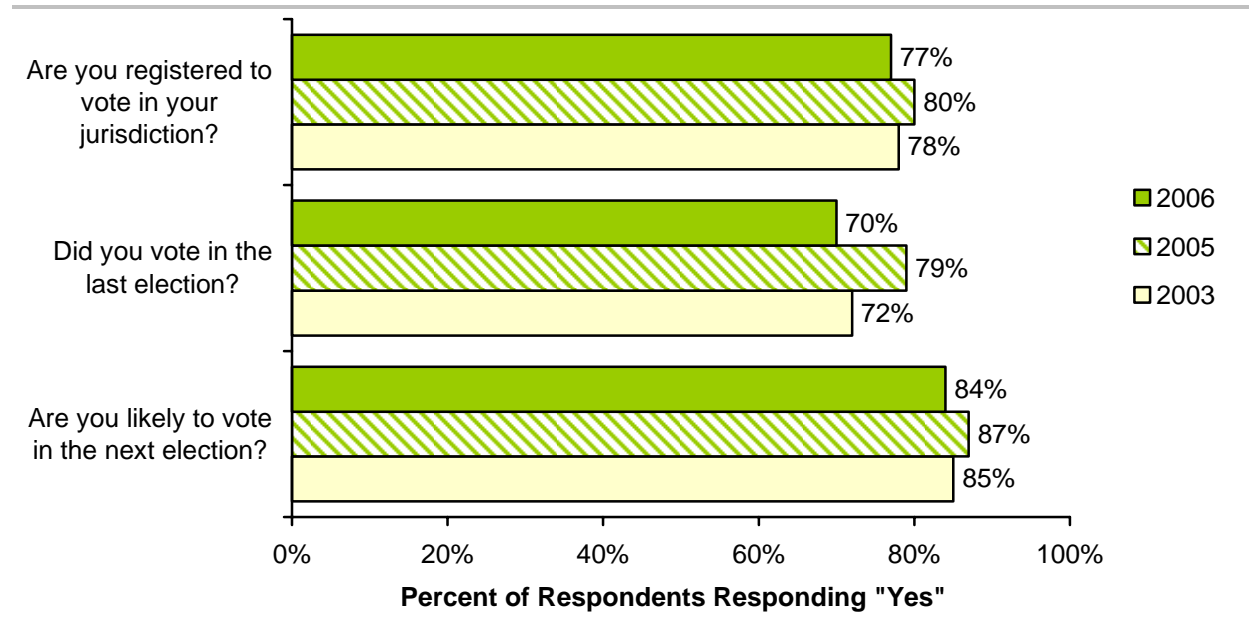
**Figure 13: Percent of Respondents Engaging in Various Activities in Palo Alto in the Last 12 Months by Year**





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

**Figure 14: Voter Status and Activity by Year**



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

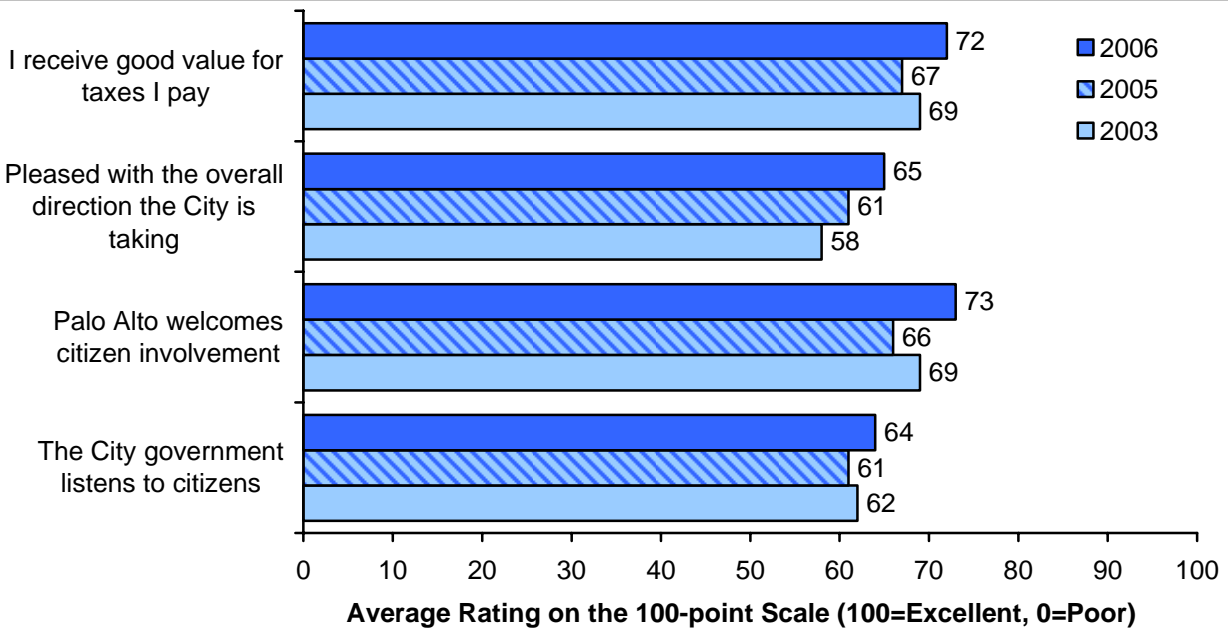
# LOCAL GOVERNMENT

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 were pleased with the overall direction taken by the City of Palo Alto, residents gave an average rating of 65 on a 100-point scale in 2006, compared to 58 in 2003 and 61 in 2005.

**Figure 15: Ratings of Public Trust by Year**



**2006 Public Trust Ratings**

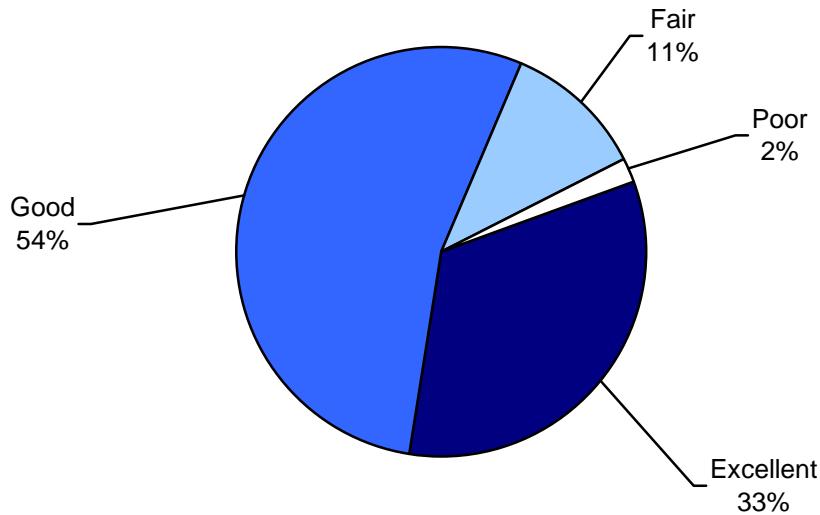
<b>Please rate the following statements:</b>	<b>Strongly agree</b>	<b>Somewhat agree</b>	<b>Neither agree nor disagree</b>	<b>Somewhat disagree</b>	<b>Strongly disagree</b>	<b>Total</b>	<b>Average rating on a 100-point scale (100=Strongly agree, 0=Strongly disagree)</b>
I receive good value for the City of Palo Alto taxes I pay	31%	43%	14%	7%	5%	100%	72
I am pleased with the overall direction that the City of Palo Alto is taking	21%	41%	20%	13%	5%	100%	65
The City of Palo Alto government welcomes citizen involvement	31%	42%	17%	6%	3%	100%	73
The City of Palo Alto government listens to citizens	20%	39%	23%	13%	6%	100%	64

Note: "don't know" responses have been removed.

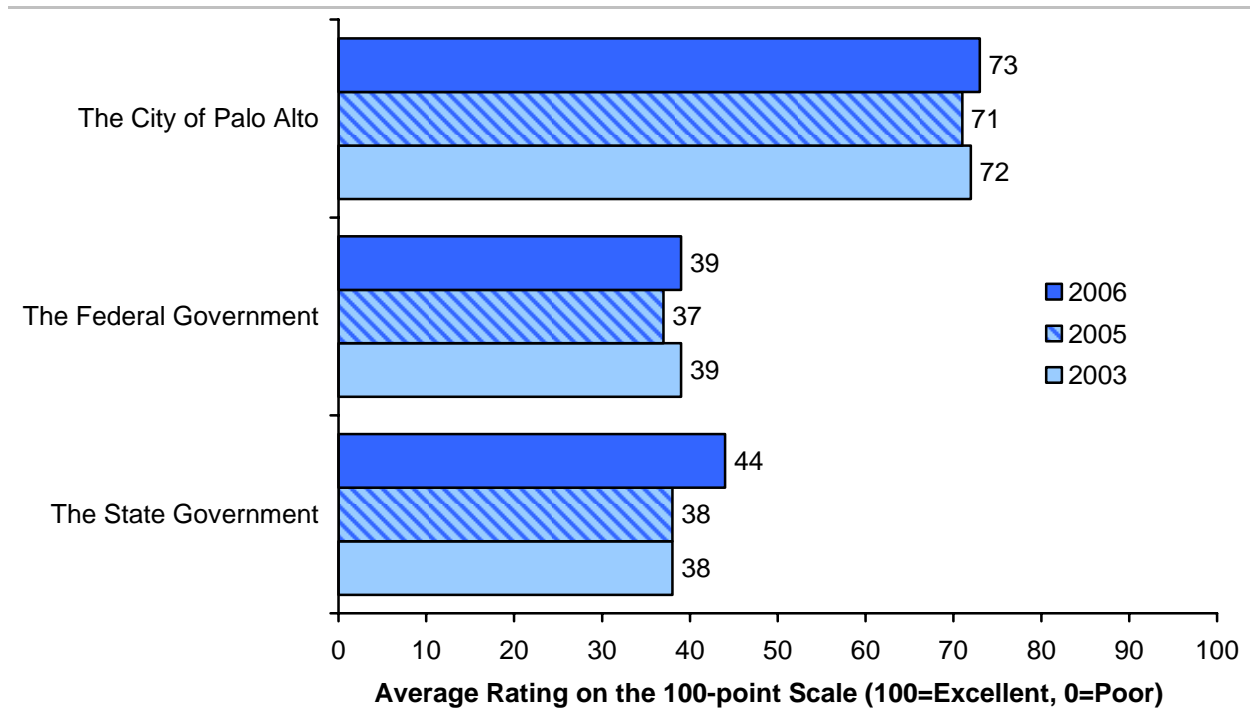
## Service Provided by Palo Alto

The overall quality of services provided by the City of Palo Alto was rated as 73 on a 100-point scale in 2006, compared to 72 in 2003 and 71 in 2005. Ratings given to specific services are shown on the following pages.

**Figure 16: Overall Quality of Services Provided by the City of Palo Alto**



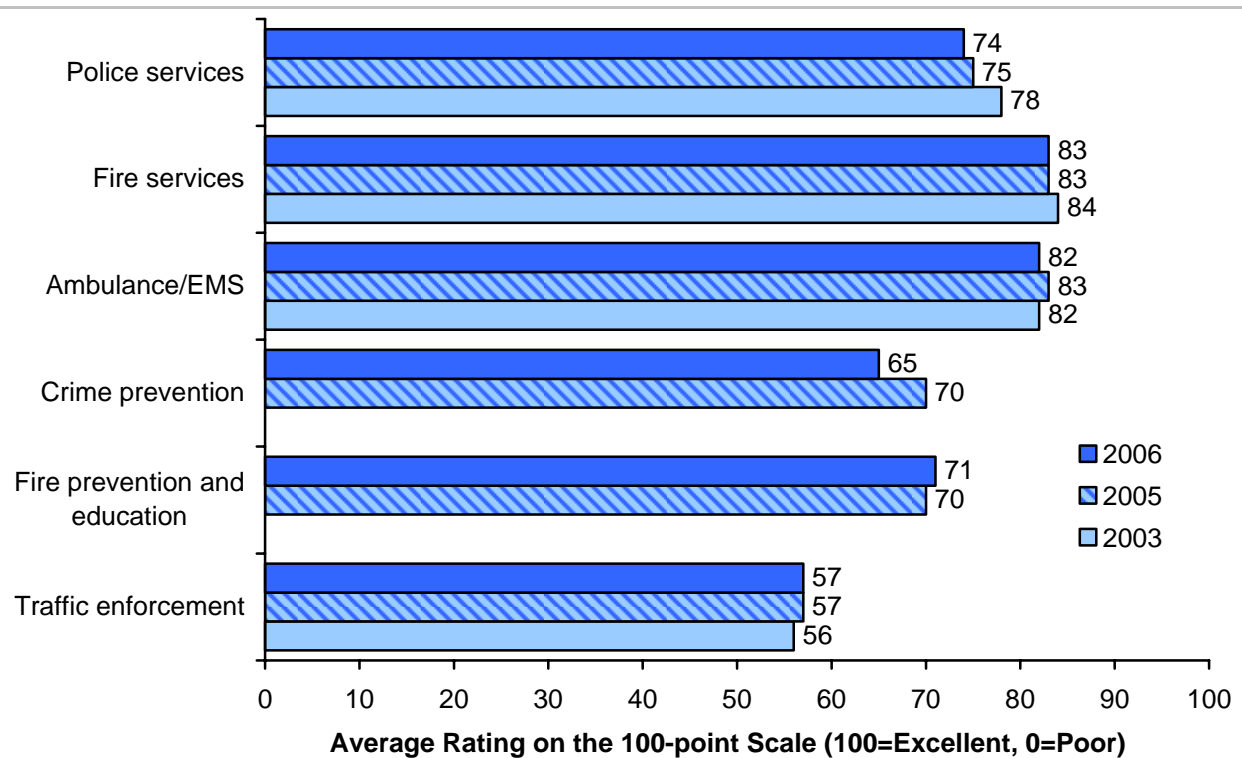
**Figure 17: Rating of Overall Quality of Services Provided by Various Levels of Government by Year**



2006 Overall Quality of Services: City of Palo Alto, Federal Government and State Government						
Overall, how would you rate the quality of services provided by...	Excellent	Good	Fair	Poor	Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
The City of Palo Alto	33%	54%	11%	2%	100%	73
The Federal Government	3%	29%	48%	19%	100%	39
The State Government	3%	35%	52%	10%	100%	44

Note: "don't know" responses have been removed.

**Figure 18: Quality of Public Safety Services by Year**

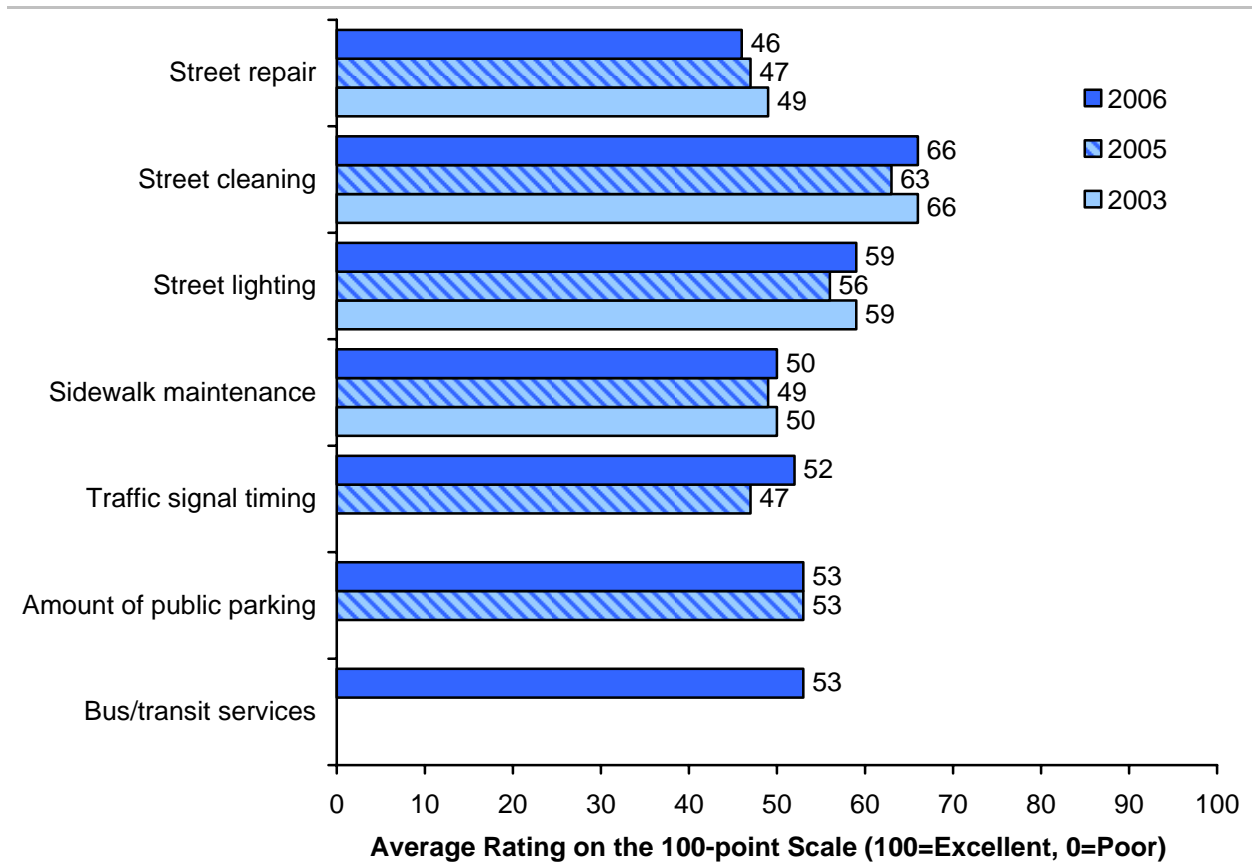


**2006 Quality of Public Safety Services**

How do you rate the quality of each of the following services?					Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
	Excellent	Good	Fair	Poor		
Police services	37%	50%	9%	4%	100%	74
Fire services	54%	41%	5%	0%	100%	83
Ambulance/emergency medical services	51%	43%	6%	0%	100%	82
Crime prevention	20%	57%	19%	3%	100%	65
Fire prevention and education	30%	54%	15%	1%	100%	71
Traffic enforcement	18%	45%	25%	12%	100%	57

Note: "don't know" responses have been removed.

**Figure 19: Quality of Transportation Services by Year**

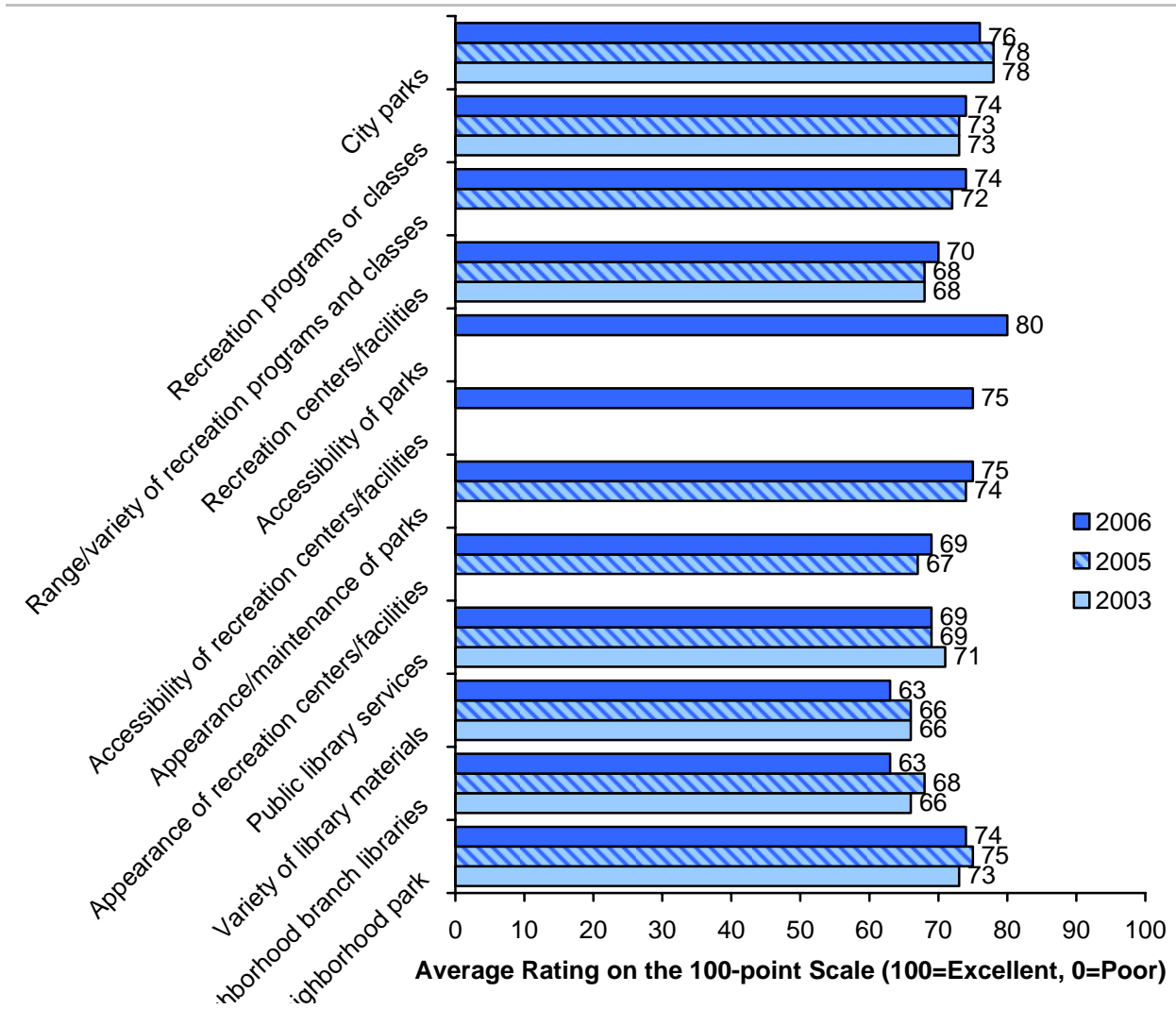


**2006 Quality of Transportation Services**

How do you rate the quality of each of the following services?	Average rating on a 100-point scale (100=Excellent, 0=Poor)				Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
	Excellent	Good	Fair	Poor		
Street repair	11%	36%	33%	20%	100%	46
Street cleaning	25%	52%	20%	3%	100%	66
Street lighting	17%	49%	27%	7%	100%	59
Sidewalk maintenance	11%	41%	33%	14%	100%	50
Traffic signal timing	14%	41%	31%	14%	100%	52
Amount of public parking	15%	43%	30%	12%	100%	53
Bus/transit services	12%	46%	29%	12%	100%	53

Note: "don't know" responses have been removed.

**Figure 20: Quality of Leisure Services by Year**



**2006 Quality of Leisure Services**

How do you rate the quality of each of the following services?	Average rating on a 100-point scale (100=Excellent, 0=Poor)				Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
	Excellent	Good	Fair	Poor		
City parks	43%	45%	12%	1%	100%	76
Recreation programs or classes	37%	48%	13%	1%	100%	74
Range/variety of recreation programs and classes	39%	47%	13%	2%	100%	74
Recreation centers/facilities	30%	50%	17%	2%	100%	70
Accessibility of parks	49%	42%	7%	2%	100%	80
Accessibility of recreation centers/facilities	37%	52%	9%	2%	100%	75

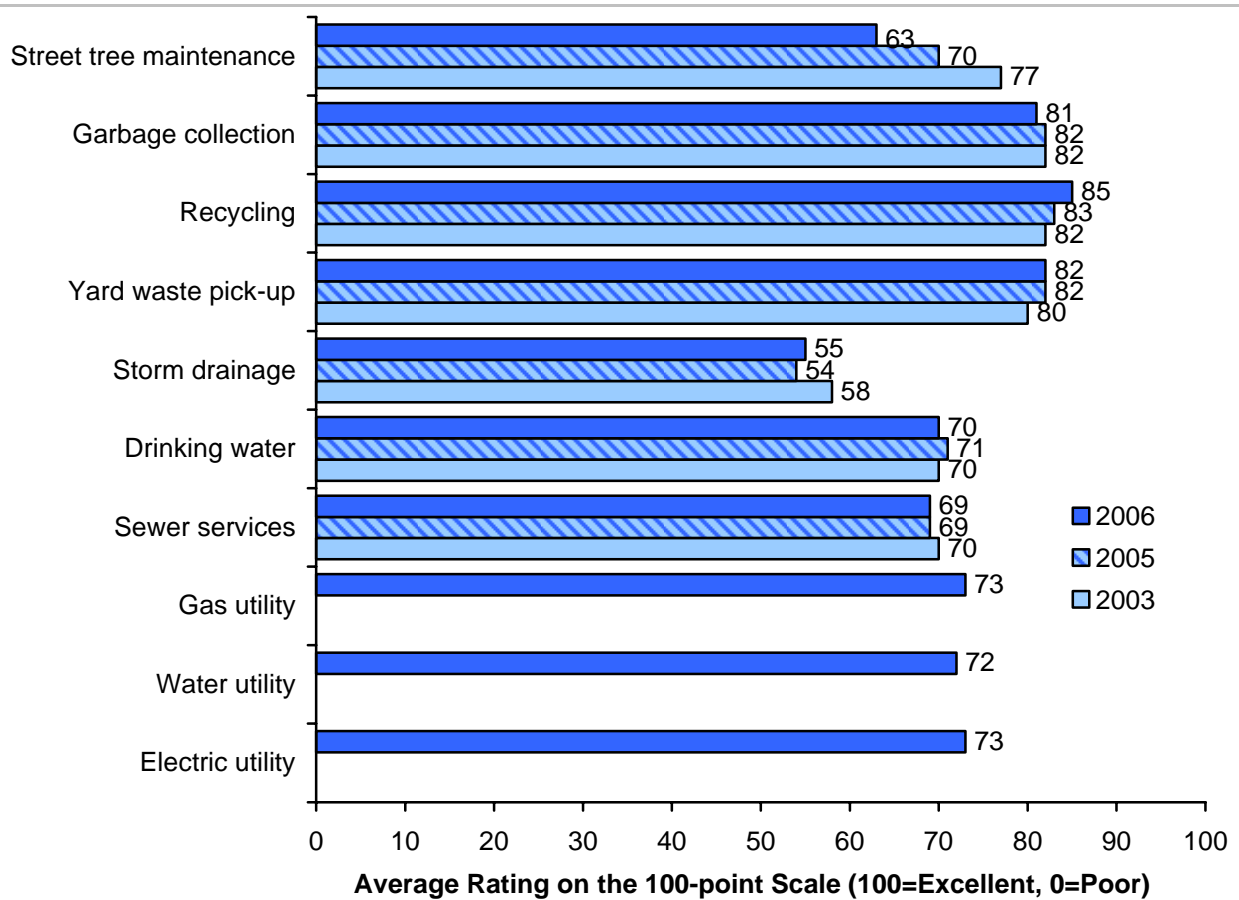


**2006 Quality of Leisure Services**

How do you rate the quality of each of the following services?	Excellent	Good	Fair	Poor	Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
Appearance/maintenance of parks	39%	50%	10%	1%	100%	75
Appearance of recreation centers/facilities	27%	55%	15%	3%	100%	69
Public library services	33%	45%	17%	5%	100%	69
Variety of library materials	26%	45%	21%	8%	100%	63
Your neighborhood park	36%	51%	11%	2%	100%	74
Neighborhood branch libraries	24%	49%	18%	9%	100%	63

Note: "don't know" responses have been removed.

**Figure 21: Quality of Utility Services by Year**

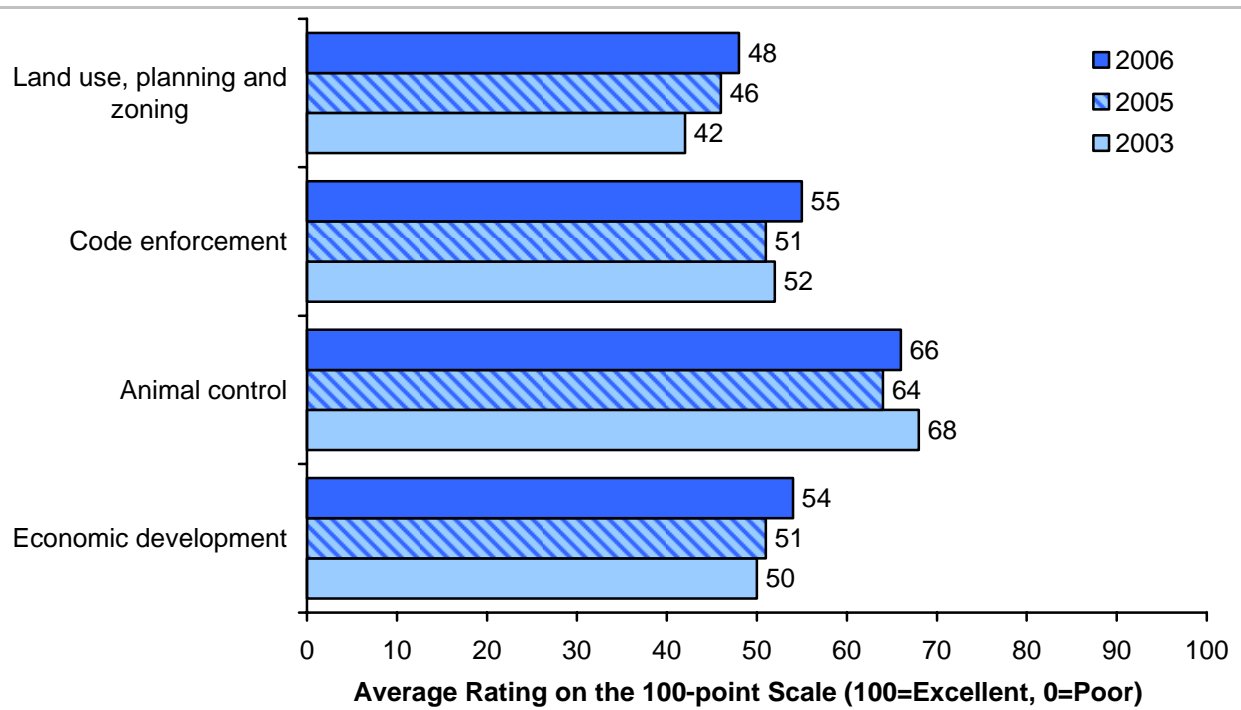


**2006 Quality of Utility Services**

How do you rate the quality of each of the following services?	Average rating on a 100-point scale (100=Excellent, 0=Poor)				Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
	Excellent	Good	Fair	Poor		
Street tree maintenance	22%	50%	23%	5%	100%	63
Garbage collection	52%	40%	7%	1%	100%	81
Recycling	64%	27%	6%	2%	100%	85
Yard waste pick-up	58%	32%	8%	2%	100%	82
Storm drainage	14%	46%	28%	11%	100%	55
Drinking water	34%	46%	15%	5%	100%	70
Sewer services	27%	56%	14%	3%	100%	69
Electric utility	35%	53%	10%	3%	100%	73
Water utility	34%	51%	11%	4%	100%	72
Gas utility	34%	54%	10%	2%	100%	73

Note: "don't know" responses have been removed.

**Figure 22: Quality of Planning and Code Enforcement Services by Year**

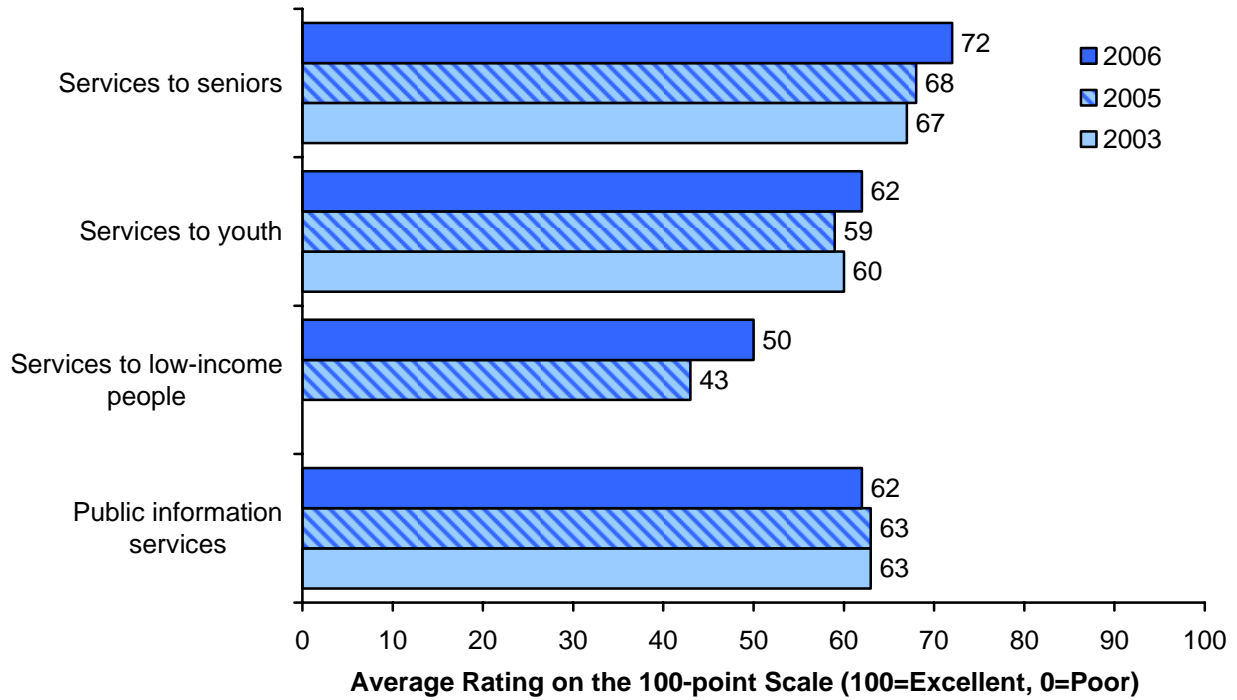


**2006 Quality of Planning and Code Enforcement Services**

How do you rate the quality of each of the following services?					Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
	Excellent	Good	Fair	Poor		
Land use, planning and zoning	8%	42%	34%	16%	100%	48
Code enforcement (weeds, abandoned buildings, etc)	14%	47%	28%	11%	100%	55
Animal control	25%	53%	19%	3%	100%	66
Economic development	13%	47%	28%	12%	100%	54

Note: "don't know" responses have been removed.

**Figure 23: Quality of Services to Special Populations and Other Services by Year**



**2006 Quality of Services to Special Populations and Other Services**

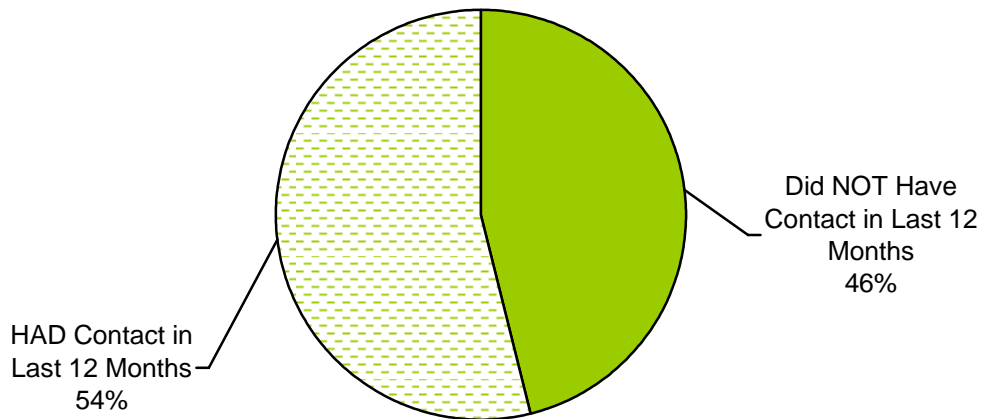
How do you rate the quality of each of the following services?	Average rating on a 100-point scale (100=Excellent, 0=Poor)				Total	Average rating on a 100-point scale (100=Excellent, 0=Poor)
	Excellent	Good	Fair	Poor		
Services to seniors	33%	51%	15%	2%	100%	72
Services to youth	25%	45%	22%	8%	100%	62
Services to low-income people	18%	36%	24%	22%	100%	50
Public information services	17%	55%	26%	3%	100%	62

Note: "don't know" responses have been removed.

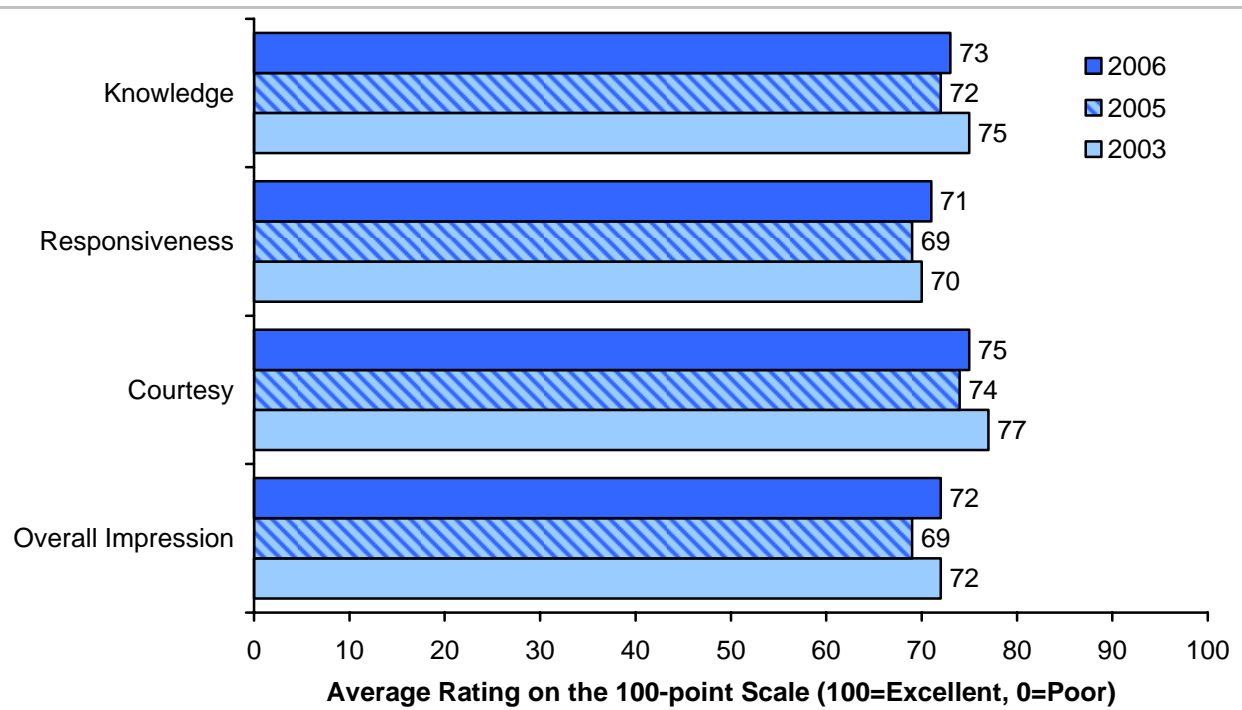
## The City of Palo Alto Employees

Impressions of the City of Palo Alto employees were assessed on the questionnaire. In 2006, those who had been in contact with a City of Palo Alto employee in the past year (54%) rated their overall impression as 72 on a 100-point scale, compared to an average rating of 72 received in 2003 and 69 in 2005.

**Figure 24: Percent of Respondents Who Had Contact with a City of Palo Alto Employee in 2006**



**Figure 25: Ratings of Contact with the City of Palo Alto Employees by Year**



**2006 Ratings of Contact with City of Palo Alto Employees**

What was your impression of employees of the City of Palo Alto in your most recent contact?						Average rating on a 100-point scale (100=Excellent, 0=Poor)
	Excellent	Good	Fair	Poor	Total	
Knowledge	39%	44%	14%	3%	100%	73
Responsiveness	40%	38%	16%	6%	100%	71
Courtesy	49%	34%	12%	5%	100%	75
Overall Impression	42%	38%	15%	6%	100%	72

Note: "don't know" responses have been removed.

## ADDITIONAL QUESTIONS

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One additional question was asked by the City of Palo Alto. The result for this question is displayed below.

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**Policy Question: Are you and your household prepared to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?**

---

<b>Yes</b>	<b>No</b>
62%	38%

---

Note: "don't know" responses have been removed.

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# APPENDIX A: FREQUENCY OF RESPONSES TO ALL SURVEY QUESTIONS

This appendix displays the complete distribution of responses to questions in 2006. The “don’t know” responses are shown, where applicable.

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?	51%	43%	5%	1%	0%	100%
How do you rate your neighborhood as a place to live?	40%	50%	8%	2%	0%	100%
How do you rate Palo Alto as a place to raise children?	40%	41%	6%	1%	12%	100%
How do you rate Palo Alto as a place to work?	32%	37%	10%	3%	18%	100%
How do you rate Palo Alto as a place to retire?	23%	34%	17%	10%	16%	100%
How do you rate the overall quality of life in Palo Alto?	41%	50%	7%	1%	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	17%	48%	27%	6%	2%	100%
Openness and acceptance of the community towards people of diverse backgrounds	26%	46%	19%	6%	3%	100%
Overall appearance of Palo Alto	30%	55%	13%	2%	0%	100%
Opportunities to attend cultural activities	35%	48%	12%	3%	2%	100%
Shopping opportunities	35%	45%	16%	5%	0%	100%
Air quality	21%	58%	17%	2%	2%	100%
Recreational opportunities	35%	46%	15%	2%	2%	100%
Job opportunities	14%	31%	23%	8%	23%	100%
Access to affordable quality housing	2%	9%	21%	61%	7%	100%
Access to affordable quality child care	4%	15%	20%	17%	44%	100%
Access to affordable quality health care	16%	32%	22%	15%	14%	100%
Access to affordable quality food	24%	37%	27%	11%	1%	100%
Ease of car travel in Palo Alto	13%	46%	32%	7%	2%	100%
Ease of bus travel in Palo Alto	6%	22%	24%	13%	35%	100%
Ease of rail/subway travel in Palo Alto	14%	36%	20%	13%	17%	100%
Ease of bicycle travel in Palo Alto	25%	44%	16%	3%	12%	100%
Ease of walking in Palo Alto	38%	49%	10%	3%	1%	100%
Educational opportunities	49%	37%	7%	0%	6%	100%
Overall image/reputation of Palo Alto	48%	42%	8%	1%	1%	100%
Overall quality of new development in Palo Alto	12%	38%	22%	8%	20%	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%	38%	21%	11%	27%	100%
Retail growth (stores, restaurants etc.)	4%	18%	48%	11%	3%	16%	100%
Jobs growth	3%	23%	24%	1%	1%	48%	100%

**Question 4: To what degree are the following problems in Palo Alto**

	<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	13%	43%	33%	4%	7%	100%
Drugs	16%	31%	20%	3%	30%	100%
Too much growth	24%	19%	27%	12%	18%	100%
Lack of growth	51%	15%	10%	3%	21%	100%
Graffiti	30%	50%	8%	2%	10%	100%
Noise	28%	41%	22%	7%	2%	100%
Run down buildings, weed lots, or junk vehicles	30%	50%	13%	3%	3%	100%
Taxes	21%	26%	29%	15%	9%	100%
Traffic congestion	13%	25%	44%	16%	2%	100%
Unsupervised youth	29%	38%	14%	1%	17%	100%
Homelessness	9%	35%	33%	18%	4%	100%
Absence of communications from the City of Palo Alto translated into languages other than English	39%	14%	6%	2%	39%	100%
Unwanted local businesses	48%	20%	7%	2%	23%	100%
Toxic waste or other environmental hazard(s)	37%	20%	9%	2%	32%	100%

**Question 5: Please rate how safe you feel from the following occurring to you in Palo Alto**

	<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)	37%	36%	13%	10%	1%	3%	100%
Property crimes (e.g., burglary, theft)	19%	41%	16%	19%	3%	2%	100%
Fire	37%	37%	19%	3%	0%	4%	100%

**Question 6: Please rate how safe you feel:**

	<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	74%	20%	4%	2%	0%	0%	100%
In your neighborhood after dark	32%	47%	8%	12%	1%	0%	100%
In Palo Alto's downtown area during the day	67%	22%	6%	3%	0%	2%	100%
In Palo Alto's downtown area after dark	25%	41%	15%	12%	3%	5%	100%
In Palo Alto's parks during the day	61%	27%	7%	2%	1%	2%	100%
In Palo Alto's parks after dark	10%	24%	19%	23%	8%	16%	100%

**Question 7: During the past twelve months, were you or anyone in your household the victim of any crime?**

	<b>No</b>	<b>Yes</b>	<b>Don't know</b>	<b>Total</b>
During the past twelve months, were you or anyone in your household the victim of any crime?	87%	12%	1%	100%

**Question 8: If yes, was this crime (these crimes) reported to the police?**

	<b>No</b>	<b>Yes</b>	<b>Don't know</b>	<b>Total</b>
If yes, was this crime (these crimes) reported to the police?	36%	59%	5%	100%

**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?**

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Palo Alto public libraries or their services	24%	19%	25%	17%	15%	100%
Used Palo Alto recreation centers	37%	23%	26%	6%	7%	100%
Participated in a recreation program or activity	46%	25%	19%	6%	5%	100%
Visited a Palo Alto park	7%	15%	33%	21%	24%	100%
Ridden a local bus within Palo Alto	68%	15%	9%	4%	4%	100%
Attended a meeting of local elected officials or other local public meeting	73%	19%	7%	1%	0%	100%
Watched a meeting of local elected officials or other local public meeting on cable television	69%	18%	9%	1%	2%	100%
Recycled used paper, cans or bottles from your home	3%	3%	5%	6%	84%	100%
Volunteered your time to some group/activity in Palo Alto	47%	17%	15%	6%	15%	100%
Read City of Palo Alto Newsletter	16%	22%	22%	12%	28%	100%
Used the Internet for anything	8%	2%	2%	3%	85%	100%
Used the Internet to conduct business with Palo Alto	46%	17%	20%	5%	11%	100%
Purchased an item over the Internet	16%	8%	27%	19%	29%	100%

**Question 10: How do you rate the quality of each of the following services in Palo Alto?**

	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Don't know</b>	<b>Total</b>
Police services	33%	45%	9%	3%	10%	100%
Fire services	41%	31%	4%	0%	24%	100%
Ambulance/emergency medical services	34%	29%	4%	0%	34%	100%
Crime prevention	16%	45%	15%	3%	22%	100%
Fire prevention and education	19%	34%	9%	1%	37%	100%
Traffic enforcement	17%	42%	23%	11%	8%	100%
Garbage collection	51%	40%	7%	1%	2%	100%
Recycling	62%	26%	6%	2%	3%	100%
Yard waste pick-up	45%	25%	6%	1%	22%	100%
Street repair	10%	35%	31%	19%	5%	100%
Street cleaning	24%	51%	19%	3%	3%	100%
Street lighting	17%	48%	26%	7%	1%	100%
Sidewalk maintenance	11%	40%	32%	13%	4%	100%
Traffic signal timing	14%	39%	30%	13%	3%	100%
Amount of public parking	14%	42%	29%	12%	3%	100%
Bus/transit services	8%	29%	18%	8%	38%	100%
Storm drainage	11%	37%	22%	9%	21%	100%
Drinking water	33%	45%	15%	4%	3%	100%
Sewer services	23%	47%	12%	2%	15%	100%
City parks	41%	43%	11%	1%	4%	100%
Recreation programs or classes	28%	36%	10%	1%	25%	100%
Range/variety of recreation programs and classes	29%	35%	9%	2%	25%	100%
Recreation centers/facilities	23%	38%	13%	2%	24%	100%
Accessibility of parks	48%	41%	6%	2%	4%	100%
Accessibility of recreation centers/facilities	29%	41%	7%	1%	21%	100%
Appearance/maintenance of parks	38%	49%	9%	1%	3%	100%
Appearance of recreation centers/facilities	20%	42%	12%	2%	25%	100%
Land use, planning and zoning	6%	32%	26%	12%	23%	100%
Code enforcement (weeds, abandoned buildings, etc)	10%	35%	21%	8%	26%	100%
Animal control	17%	38%	13%	2%	29%	100%
Economic development	9%	33%	19%	8%	31%	100%

**Question 10: How do you rate the quality of each of the following services in Palo Alto?**

	Excellent	Good	Fair	Poor	Don't know	Total
Services to seniors	17%	26%	8%	1%	48%	100%
Services to youth	12%	22%	11%	4%	51%	100%
Services to low-income people	8%	16%	10%	9%	57%	100%
Public library services	29%	39%	14%	5%	14%	100%
Variety of library materials	22%	37%	17%	6%	17%	100%
Public information services	12%	39%	18%	2%	28%	100%
Street tree maintenance	20%	46%	21%	5%	8%	100%
Your neighborhood park	35%	49%	10%	2%	3%	100%
Neighborhood branch libraries	20%	40%	15%	7%	18%	100%
Electric utility	33%	51%	10%	3%	3%	100%
Water utility	32%	49%	11%	4%	5%	100%
Gas utility	32%	50%	10%	2%	7%	100%

**Question 11: Overall, how would you rate the quality of the services provided by...**

	Excellent	Good	Fair	Poor	Don't know	Total
The City of Palo Alto	32%	53%	11%	2%	2%	100%
The Federal Government	3%	24%	39%	16%	19%	100%
The State Government	3%	29%	43%	8%	18%	100%

**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?**

	No	Yes	Total
Have you had any in-person or phone contact with an employee of the City of Palo Alto within the last 12 months?	46%	54%	100%

**Question 13: What was your impression of the employees of the City of Palo Alto in your most recent contact?**

	Excellent	Good	Fair	Poor	Don't know	Total
Knowledge	38%	43%	14%	3%	2%	100%
Responsiveness	40%	37%	16%	6%	1%	100%
Courtesy	48%	34%	12%	5%	1%	100%
Overall Impression	41%	37%	15%	5%	2%	100%

**Question 14: Please rate your agreement or disagreement with the following statements.**

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Don't know	Total
I receive good value for the City of Palo Alto taxes I pay	28%	39%	13%	7%	4%	9%	100%
I am pleased with the overall direction that the City of Palo Alto is taking	19%	38%	18%	12%	5%	8%	100%
The City of Palo Alto government welcomes citizen involvement	24%	32%	13%	5%	2%	23%	100%
The City of Palo Alto government listens to citizens	15%	29%	17%	10%	4%	24%	100%

**Question 15: What impact, if any, do you think the economy will have on your family income in the next 6 months?**

	Very positive	Somewhat positive	Neutral	Somewhat negative	Very negative	Total
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:	5%	22%	54%	18%	2%	100%

**Question 16: Policy Question**

	Yes	No	Don't know	Total
Are you and your household prepared to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?	57%	35%	9%	100%

**Question 17: Do you live within the City limits of the City of Palo Alto?**

	No	Yes	Total
Do you live within the limits of the City of Palo Alto?	3%	97%	100%

**Question 18: Employment Status**

	No	Yes	Total
Are you currently employed?	36%	64%	100%

**Question 18a: Usual Mode of Transportation to Work**

**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	4%
Walk	5%
Work at home	4%
Other	10%
Total	100%

**Question 18b: Drive Alone or Carpool**

	No	Yes	Total
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?	89%	11%	100%



**Usual Mode of Transportation to Work, Including Carpooling**

Usual mode of transportation to work	
Motorized vehicle, no others (SOV)	70%
Motorized vehicle, with others (MOV)	8%
Bus, rail, subway, or other public transportation	4%
Walk	5%
Work at home	4%
Other	10%
Total	100%

**Question 19: Length of Residency**

How many years have you lived in Palo Alto?	
Less than 2 years	16%
2 to 5 years	22%
6 to 10 years	10%
11 to 20 years	14%
More than 20 years	37%
Total	100%

**Question 20: Type of Housing Unit**

Which best describes the building you live in?	
One family house detached from any other houses	58%
One family house attached to one or more houses	6%
Building with two or more apartments or condominiums	35%
Mobile home	0%
Other	2%
Total	100%

**Question 21: Tenure Status**

	<b>Rented for cash or occupied without cash payment?</b>	<b>Owned by you or someone in this house</b>	<b>Total</b>
Is this house, apartment, or mobile home...	43%	57%	100%

**Questions 22 to 25: Household Characteristics**

	<b>No</b>	<b>Yes</b>	<b>Total</b>
Do any children age 12 or under live in your household?	72%	28%	100%
Do any teenagers ages 13 through 17 live in your household?	85%	15%	100%
Are you or any other members of your household aged 65 or older?	72%	28%	100%
Does any member of your household have a physical handicap or is anyone disabled?	90%	10%	100%

**Question 26: Education**

**What is the highest degree or level of school you have completed?**

12th Grade or less, no diploma	1%
High school diploma	3%
Some college, no degree	10%
Associate's degree (e.g. AA, AS)	4%
Bachelor's degree (e.g. BA, AB, BS)	27%
Graduate degree or professional degree	56%
<b>Total</b>	<b>100%</b>

**Question 27: Annual Household Income**

**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	15%
\$50,000 to \$99,999	24%
\$100,000 or more	53%
<b>Total</b>	<b>100%</b>

**Question 28: Ethnicity**

	No	Yes	Total
Are you Spanish/Hispanic/Latino?	96%	4%	100%

**Question 29: Race**

What is your race?	Percent of Respondents
American Indian or Alaskan native	2%
Asian or Pacific Islander	20%
Black, African American	2%
White/Caucasian	74%
Other	5%
Total may exceed 100% as respondents could select more than one category.	

**Question 30: Age**

In which category is your age?	
18 to 24 years	2%
25 to 34 years	22%
35 to 44 years	19%
45 to 54 years	24%
55 to 64 years	10%
65 to 74 years	11%
75 years or older	13%
Total	100%

**Question 31: Gender**

	Female	Male	Total
What is your gender?	53%	47%	100%

**Questions 32 to 34: Voter Status and Activity**

	No	Yes	Don't know	Total
Are you registered to vote in your jurisdiction?	23%	75%	2%	100%
Did you vote in the last election?	30%	70%	0%	100%
Are you likely to vote in the next election?	15%	81%	4%	100%

## APPENDIX B: SURVEY METHODOLOGY

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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 methods detailed in the following section are for the 2006 administration of The NCS in the City of Palo Alto. Information about the implementation in previous years can be found in past reports.

### Sampling

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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

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Selected households received three mailings, one week apart, beginning September 11, 2006. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the city auditor inviting the household to participate, a questionnaire and postage-paid return envelope. The final mailing contained a reminder letter and another survey and postage-paid return envelope. Completed surveys were collected over the following 5 weeks.

### Response Rate and Confidence Intervals

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Of the 1,168 eligible households, 495 completed the survey providing a response rate of 42%. Approximately 32 addresses sampled were “vacant” or “not found.”<sup>5</sup> In general, the response rates

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<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.

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

obtained on citizen surveys range from 25% to 40%. The sample of households was selected systematically and impartially from a list of residences in the United States maintained by the U.S. postal service and sold to NRC through an independent vendor. The sample drawn for Palo Alto used USPS data to approximate the geographic boundaries of the jurisdiction, though some households just outside the city limits may have received surveys. The survey completers who technically do not reside in the jurisdiction may choose to respond to the survey because they feel an affiliation with the jurisdiction and its services. Local governments often have a sphere of influence – providing in-jurisdiction services that perimeter-residents use or even providing services outside the jurisdiction boundaries.

In theory, in 95 cases out of 100, the results based on such samples will differ by no more than 5 percentage points in either direction from what would have been obtained had responses been collected from all Palo Alto adults. This difference is also called a “margin of error.”<sup>6</sup> This difference from the presumed population finding is referred to as the sampling error. For subgroups of responses, the margin of sampling error is larger. In addition to sampling error, the practical difficulties of conducting any survey of the public may introduce other sources of error. For example, the failure of some of the selected adults to participate in the sample or the difficulty of including all sectors of the population, such as residents of some institutions or group residences, may lead to somewhat different results.

## 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 the survey results were gender/age and tenure. 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 following page.

<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%.

**Weighting Scheme for the City of Palo Alto Citizen Survey**

<b>Respondent Characteristics</b>	<b>Population Norm<sup>7</sup></b>	<b>Unweighted Survey Data</b>	<b>Weighted Survey Data</b>
<b>Tenure</b>			
Rent Home	43%	29%	43%
Own Home	57%	71%	57%
<b>Type of Housing Unit</b>			
Single-Family Detached	59%	66%	58%
Attached	41%	34%	42%
<b>Ethnicity</b>			
Non-Hispanic	95%	97%	96%
Hispanic	5%	3%	4%
<b>Race</b>			
White/Caucasian	76%	75%	72%
Non-White	24%	25%	28%
<b>Gender</b>			
Female	52%	55%	53%
Male	48%	45%	47%
<b>Age</b>			
18-34	25%	12%	24%
35-54	43%	40%	42%
55+	32%	48%	34%
<b>Gender and Age</b>			
Females 18-34	12%	7%	12%
Females 35-54	22%	22%	22%
Females 55+	18%	26%	19%
Males 18-34	13%	5%	12%
Males 35-54	21%	18%	21%
Males 55+	14%	22%	14%

<sup>7</sup> Source: 2000 Census

## APPENDIX C: SURVEY MATERIALS

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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.

# City of Palo Alto

*Office of the City Auditor*

P.O. Box 10250  
Palo Alto, CA 94303

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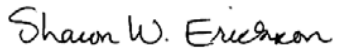
Presorted  
First Class Mail  
US Postage  
PAID  
Boulder, CO  
Permit NO.94



Dear City of Palo Alto Resident,

Your household has been selected at random to participate in an anonymous citizen survey about the City of Palo Alto. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,

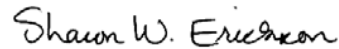


Sharon W. Erickson  
City Auditor

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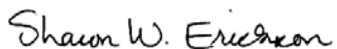


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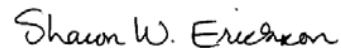


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Sincerely,



Sharon W. Erickson  
City Auditor

# City of Palo Alto

*Office of the City Auditor*

September 2006

Dear Palo Alto Resident:

The City of Palo Alto wants to know what you think about our community and municipal government. You have been randomly selected to participate in Palo Alto's 2006 Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

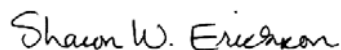
**To get a representative sample of Palo Alto residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.**

Please have the appropriate member of the household spend a few minutes answering all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 650.329.2667.

Please help us shape the future of Palo Alto. Thank you for your time and participation.

Sincerely,



Sharon W. Erickson  
City Auditor

P.O. Box 10250  
Palo Alto, CA 94303  
650.329.2667  
650.329.2297 fax

# City of Palo Alto

Office of the City Auditor

September 2006

Dear Palo Alto Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Palo Alto wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Palo Alto Citizen Survey.

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

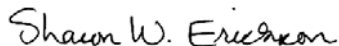
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Sincerely,



Sharon W. Erickson  
City Auditor

P.O. Box 10250  
Palo Alto, CA 94303  
650.329.2667  
650.329.2297 fax

# THE CITY OF PALO ALTO 2006 CITIZEN SURVEY

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

**1. Please circle the number that comes closest to your opinion for each of the following questions:**

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
How do you rate Palo Alto as a place to live? .....	1	2	3	4	5
How do you rate your neighborhood as a place to live? .....	1	2	3	4	5
How do you rate Palo Alto as a place to raise children? .....	1	2	3	4	5
How do you rate Palo Alto as a place to work? .....	1	2	3	4	5
How do you rate Palo Alto as a place to retire? .....	1	2	3	4	5
How do you rate the overall quality of life in Palo Alto? .....	1	2	3	4	5

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

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Sense of community .....	1	2	3	4	5
Openness and acceptance of the community towards people of diverse backgrounds .....	1	2	3	4	5
Overall appearance of Palo Alto .....	1	2	3	4	5
Opportunities to attend cultural activities .....	1	2	3	4	5
Shopping opportunities .....	1	2	3	4	5
Air quality .....	1	2	3	4	5
Recreational opportunities .....	1	2	3	4	5
Job opportunities .....	1	2	3	4	5
Access to affordable quality housing .....	1	2	3	4	5
Access to affordable quality child care .....	1	2	3	4	5
Access to affordable quality health care .....	1	2	3	4	5
Access to affordable quality food .....	1	2	3	4	5
Ease of car travel in Palo Alto .....	1	2	3	4	5
Ease of bus travel in Palo Alto .....	1	2	3	4	5
Ease of rail/subway travel in Palo Alto .....	1	2	3	4	5
Ease of bicycle travel in Palo Alto .....	1	2	3	4	5
Ease of walking in Palo Alto .....	1	2	3	4	5
Educational opportunities .....	1	2	3	4	5
Overall image/reputation of Palo Alto .....	1	2	3	4	5
Overall quality of new development in Palo Alto .....	1	2	3	4	5

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

	<u>Much too slow</u>	<u>Somewhat too slow</u>	<u>Right amount</u>	<u>Somewhat too fast</u>	<u>Much too fast</u>	<u>Don't know</u>
Population growth .....	1	2	3	4	5	6
Retail growth (stores, restaurants etc.) .....	1	2	3	4	5	6
Jobs growth .....	1	2	3	4	5	6

**4. To what degree, if at all, are the following problems in Palo Alto:**

	<u>Not a problem</u>	<u>Minor problem</u>	<u>Moderate problem</u>	<u>Major problem</u>	<u>Don't know</u>
Crime .....	1	2	3	4	5
Drugs .....	1	2	3	4	5
Too much growth .....	1	2	3	4	5
Lack of growth .....	1	2	3	4	5
Graffiti .....	1	2	3	4	5
Noise .....	1	2	3	4	5
Run down buildings, weed lots, or junk vehicles .....	1	2	3	4	5
Taxes .....	1	2	3	4	5
Traffic congestion .....	1	2	3	4	5
Unsupervised youth .....	1	2	3	4	5
Homelessness .....	1	2	3	4	5
Absence of communications from the City of Palo Alto translated into languages other than English .....	1	2	3	4	5
Unwanted local businesses .....	1	2	3	4	5
Toxic waste or other environmental hazard(s) .....	1	2	3	4	5

**5. Please rate how safe you feel from the following occurring to you in Palo Alto:**

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery) .....	1	2	3	4	5	6
Property crimes (e.g., burglary, theft) .....	1	2	3	4	5	6
Fire .....	1	2	3	4	5	6

**6. Please rate how safe you feel:**

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day .....	1	2	3	4	5	6
In your neighborhood after dark .....	1	2	3	4	5	6
In Palo Alto's downtown area during the day .....	1	2	3	4	5	6
In Palo Alto's downtown area after dark .....	1	2	3	4	5	6
In Palo Alto's parks during the day .....	1	2	3	4	5	6
In Palo Alto's parks after dark .....	1	2	3	4	5	6

**7. During the past twelve months, were you or anyone in your household the victim of any crime?**

- No → Go to question #9     
  Yes → Go to question #8     
  Don't know

**8. If yes, was this crime (these crimes) reported to the police?**

- No     
  Yes     
  Don't know

**9. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Palo Alto?**

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Palo Alto public libraries or their services .....	1	2	3	4	5
Used Palo Alto recreation centers .....	1	2	3	4	5
Participated in a recreation program or activity .....	1	2	3	4	5
Visited a neighborhood or City park .....	1	2	3	4	5
Ridden a local bus within Palo Alto .....	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting .....	1	2	3	4	5
Watched a meeting of local elected officials or other local public meeting on cable television .....	1	2	3	4	5
Recycled used paper, cans or bottles from your home .....	1	2	3	4	5
Volunteered your time to some group/activity in Palo Alto .....	1	2	3	4	5
Read Palo Alto Newsletter .....	1	2	3	4	5
Used the Internet for anything .....	1	2	3	4	5
Used the Internet to conduct business with Palo Alto .....	1	2	3	4	5
Purchased an item over the Internet .....	1	2	3	4	5

**10. How do you rate the quality of each of the following services in Palo Alto?**

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Police services.....	1	2	3	4	5
Fire services .....	1	2	3	4	5
Ambulance/emergency medical services .....	1	2	3	4	5
Crime prevention .....	1	2	3	4	5
Fire prevention and education .....	1	2	3	4	5
Traffic enforcement.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling .....	1	2	3	4	5
Yard waste pick-up .....	1	2	3	4	5
Street repair .....	1	2	3	4	5
Street cleaning.....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Sidewalk maintenance.....	1	2	3	4	5
Traffic signal timing.....	1	2	3	4	5
Amount of public parking .....	1	2	3	4	5
Bus/transit services.....	1	2	3	4	5
Storm drainage .....	1	2	3	4	5
Drinking water .....	1	2	3	4	5
Sewer services .....	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes.....	1	2	3	4	5
Range/variety of recreation programs and classes .....	1	2	3	4	5
Recreation centers/facilities.....	1	2	3	4	5
Accessibility of parks .....	1	2	3	4	5
Accessibility of recreation centers/facilities .....	1	2	3	4	5
Appearance/maintenance of parks.....	1	2	3	4	5
Appearance of recreation centers/facilities .....	1	2	3	4	5
Land use, planning and zoning .....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc) .....	1	2	3	4	5
Animal control .....	1	2	3	4	5
Economic development .....	1	2	3	4	5
Services to seniors .....	1	2	3	4	5
Services to youth .....	1	2	3	4	5
Services to low-income people.....	1	2	3	4	5
Public library services.....	1	2	3	4	5
Variety of library materials .....	1	2	3	4	5
Public information services.....	1	2	3	4	5
Street tree maintenance .....	1	2	3	4	5
Your neighborhood park.....	1	2	3	4	5
Neighborhood branch libraries .....	1	2	3	4	5
Electric utility.....	1	2	3	4	5
Water utility .....	1	2	3	4	5
Gas utility .....	1	2	3	4	5

**11. Overall, how would you rate the quality of the services provided by...**

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

12. Have you had any in-person or phone contact with an employee of the City of Palo Alto within the last 12 months (including police, receptionists, planners or any others)?

- No → Go to question #14       Yes → Go to question #13

13. What was your impression of employees of the City of Palo Alto in your most recent contact? (Rate each characteristic below.)

	Excellent	Good	Fair	Poor	Don't know
Knowledge .....	1	2	3	4	5
Responsiveness .....	1	2	3	4	5
Courtesy .....	1	2	3	4	5
Overall impression .....	1	2	3	4	5

14. Please rate the following statements by circling the number that most clearly represents your opinion:

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Don't know
I receive good value for the City of Palo Alto taxes I pay .....	1	2	3	4	5	6
I am pleased with the overall direction that the City of Palo Alto is taking.....	1	2	3	4	5	6
The City of Palo Alto government welcomes citizen involvement .....	1	2	3	4	5	6
The City of Palo Alto government listens to citizens .....	1	2	3	4	5	6

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

- Very positive     Somewhat positive     Neutral     Somewhat negative     Very negative

16. Are you and your household prepared to sustain yourselves for 72 hours with sufficient food and water in the event of a major disaster such as an earthquake or flood?

- Yes  
 No  
 Don't know

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

**17. Do you live within the City limits of the City of Palo Alto?**

- No  Yes

**18. Are you currently employed?**

- No → Go to question #19  
 Yes → Go to question #18a

**18a. What one method of transportation do you usually use (for the longest distance of your commute) to travel to work?**

- Motorized vehicle (e.g. car, truck, van, motorcycle etc...)  
 Bus, Rail, Subway, or other public transportation  
 Walk  
 Work at home  
 Other

**18b. If you checked the motorized vehicle (e.g. car, truck, van, motorcycle, etc.) box in 18a, do other people (adults or children) usually ride with you to or from work?**

- No  Yes

**19. How many years have you lived in Palo Alto?**

- Less than 2 years  11-20 years  
 2-5 years  More than 20 years  
 6-10 years

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

- One family house detached from any other houses  
 House attached to one or more houses (e.g., a duplex or townhome)  
 Building with two or more apartments or condominiums  
 Mobile home  
 Other

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

- Rented for cash or occupied without cash payment?  
 Owned by you or someone in this house with a mortgage or free and clear?

**22. Do any children 12 or under live in your household?**

- No  Yes

**23. Do any teenagers aged between 13 and 17 live in your household?**

- No  Yes

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

- No  Yes

**25. Does any member of your household have a physical handicap or is anyone disabled?**

- No  Yes

**26. What is the highest degree or level of school you have completed? (mark one box)**

- 12th Grade or less, no diploma  
 High school diploma  
 Some college, no degree  
 Associate's degree (e.g. AA, AS)  
 Bachelor's degree (e.g. BA, AB, BS)  
 Graduate degree or professional degree

**27. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)**

- Less than \$24,999  
 \$25,000 to \$49,999  
 \$50,000 to \$99,999  
 \$100,000 or more

**28. Are you Spanish/Hispanic/Latino?**

- No  Yes

**29. What is your race? (Mark one or more races to indicate what race you consider yourself to be)**

- American Indian or Alaskan native  
 Asian or Pacific Islander  
 Black, African American  
 White/Caucasian  
 Other

**30. In which category is your age?**

- 18-24 years  55-64 years  
 25-34 years  65-74 years  
 35-44 years  75 years or older  
 45-54 years

**31. What is your sex?**

- Female  Male

**32. Are you registered to vote in your jurisdiction?**

- No  Yes  Don't know

**33. Did you vote in the last election?**

- No  Yes  Don't know

**34. Are you likely to vote in the next election?**

- No  Yes  Don't know

**Thank you for completing this survey. Please return the completed survey in the postage paid envelope to:  
National Research Center, Inc., 3005 30th St., Boulder, CO 80301**



# City of Palo Alto

*Office of the City Auditor*

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The City of Palo Alto, California

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Report of Normative  
Comparisons  
2006



# TABLE OF CONTENTS

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Survey Background.....	1
About The National Citizen Survey™ .....	1
Understanding the Normative Comparisons .....	2
Comparison Data.....	2
Use of the “Excellent, Good, Fair, Poor” Response Scale.....	3
Putting Evaluations onto a 100-Point Scale .....	3
Interpreting the Results.....	4
Comparisons .....	5
Appendix A: List of Jurisdictions Included in Normative Comparisons .....	20
Appendix B: Frequently Asked Questions about the Citizen Survey Database .....	33

# SURVEY BACKGROUND

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## About The National Citizen Survey™

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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 re-weighted 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 NRC 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 NORMATIVE COMPARISONS

## Comparison Data

National Research Center, Inc. has collected citizen surveys conducted in over 400 jurisdictions in the United States. Responses to thousands of 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
<b>Region</b>	
West Coast <sup>1</sup>	17%
West <sup>2</sup>	20%
North Central West <sup>3</sup>	11%
North Central East <sup>4</sup>	13%
South Central <sup>5</sup>	9%
South <sup>6</sup>	26%
Northeast West <sup>7</sup>	2%
Northeast East <sup>8</sup>	2%
<b>Population</b>	
Less than 40,000	38%
40,000 to 74,999	19%
75,000 to 149,000	18%
150,000 or more	25%

<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

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

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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).

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## 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.

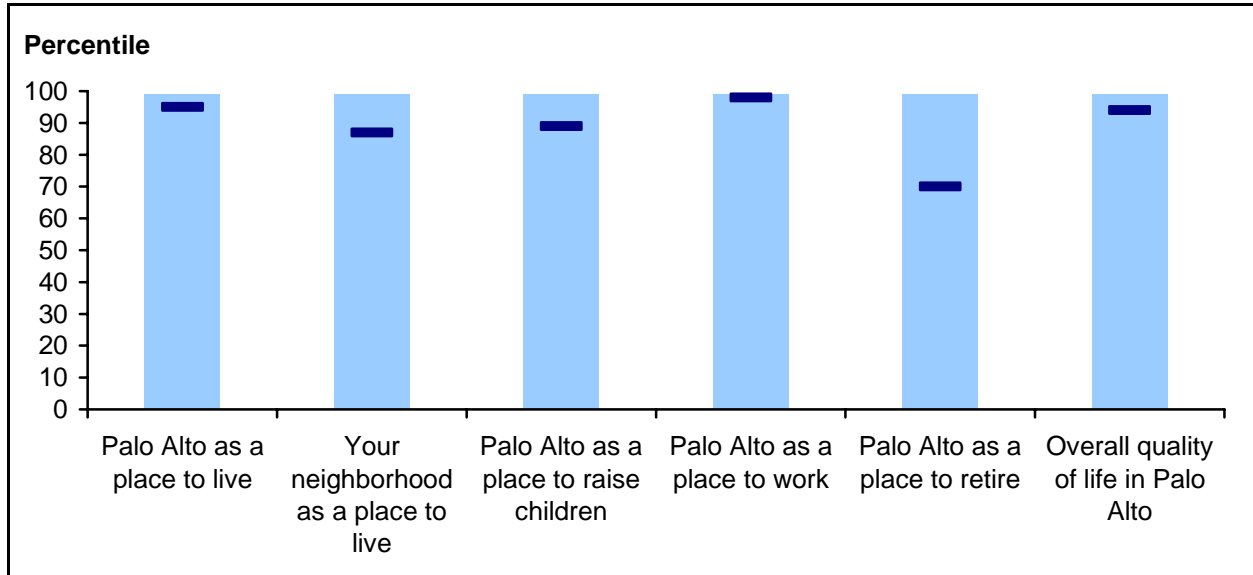
Alongside the rank and percentile appears a comparison: "above the norm," "below the norm" or "similar to the norm." This evaluation of "above," "below" or "similar to" comes from a statistical comparison of your jurisdiction's rating to the norm (the average rating from all the comparison jurisdictions where a similar question was asked). Differences of 5 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 5 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

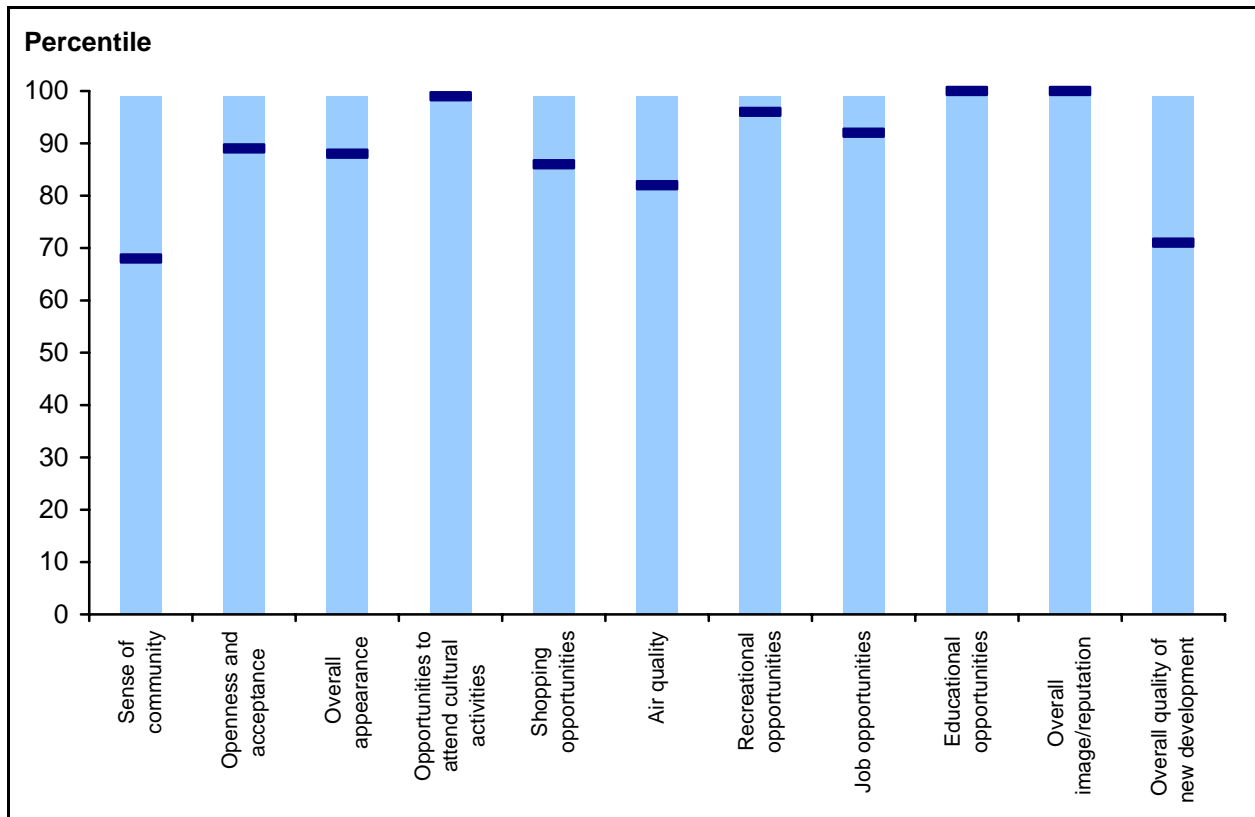
Figure 1: Quality of Life Ratings



## Quality of Life Ratings

	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
How do you rate Palo Alto as a place to live?	82	11	206	95%ile	Above the norm
How do you rate your neighborhood as a place to live?	76	17	120	87%ile	Above the norm
How do you rate Palo Alto as a place to raise children?	79	17	143	89%ile	Above the norm
How do you rate Palo Alto as a place to work?	73	2	57	98%ile	Above the norm
How do you rate Palo Alto as a place to retire?	61	38	125	70%ile	Above the norm
How do you rate the overall quality of life in Palo Alto?	77	13	186	94%ile	Above the norm

Figure 2: Characteristics of the Community: General and Opportunities



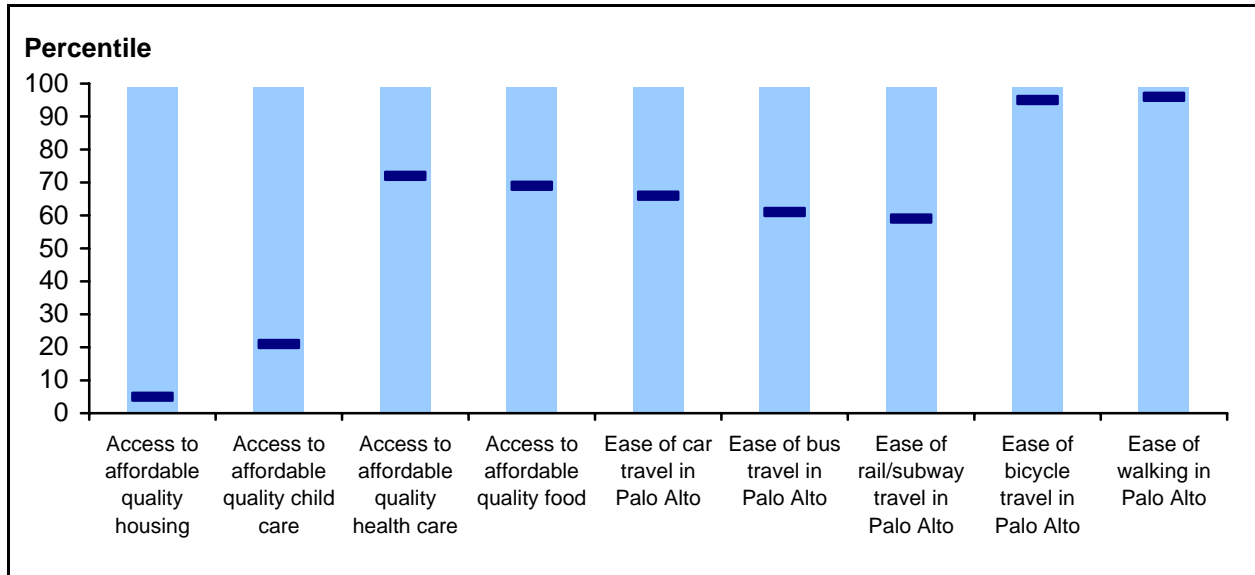
Characteristics of the Community: General and Opportunities

	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	59	36	108	68%ile	Above the norm
Openness and acceptance of the community towards people of diverse backgrounds	65	11	87	89%ile	Above the norm
Overall appearance of Palo Alto	71	16	127	88%ile	Above the norm
Opportunities to attend cultural activities	72	2	111	99%ile	Above the norm
Shopping opportunities	70	16	107	86%ile	Above the norm
Air quality	66	11	55	82%ile	Above the norm
Recreational opportunities	72	6	117	96%ile	Above the norm
Job opportunities	55	12	132	92%ile	Above the norm
Educational opportunities	82	1	39	100%ile	Above the norm

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

	<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>
Overall image/reputation of Palo Alto	80	1	57	100%ile	Above the norm
Overall quality of new development in Palo Alto	56	14	45	71%ile	Similar to the norm

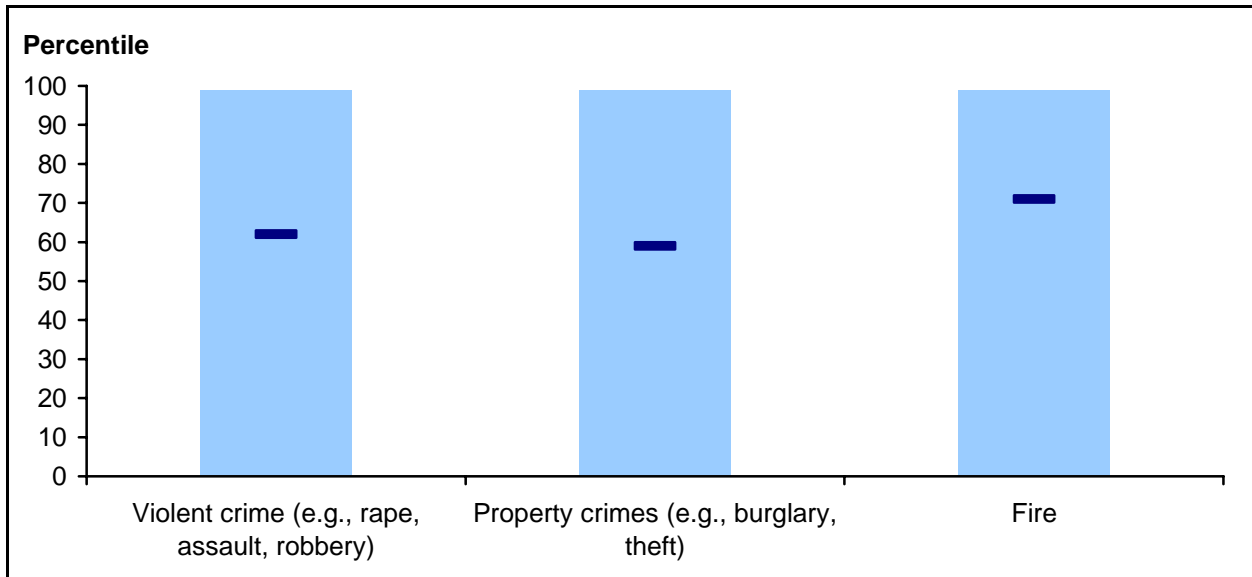
**Figure 3: Characteristics of the Community: Access and Mobility**



**Characteristics of the Community: Access and Mobility**

	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	16	142	148	5%ile	Below the norm
Access to affordable quality child care	37	63	78	21%ile	Below the norm
Access to affordable quality health care	53	20	68	72%ile	Above the norm
Access to affordable quality food	58	6	16	69%ile	Similar to the norm
Ease of car travel in Palo Alto	55	35	99	66%ile	Above the norm
Ease of bus travel in Palo Alto	45	22	54	61%ile	Above the norm
Ease of rail/subway travel in Palo Alto	54	8	17	59%ile	Above the norm
Ease of bicycle travel in Palo Alto	68	6	98	95%ile	Above the norm
Ease of walking in Palo Alto	74	5	92	96%ile	Above the norm

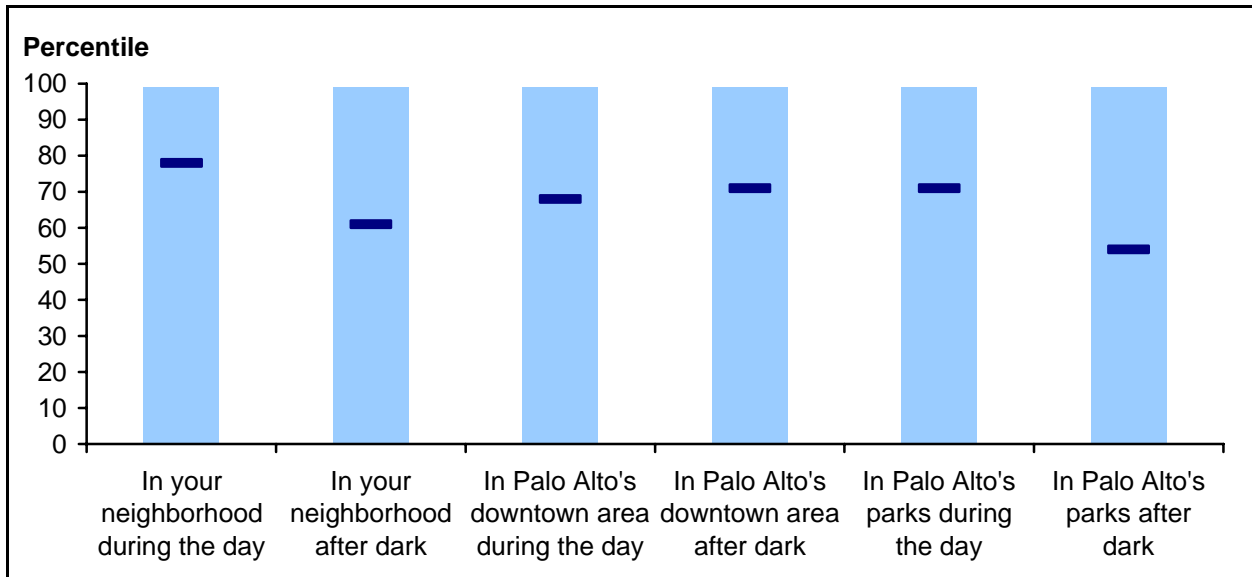
**Figure 4: Ratings of Safety from Various Problems**



**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)	75	41	106	62%ile	Above the norm
Property crimes (e.g., burglary, theft)	64	45	107	59%ile	Above the norm
Fire	78	31	104	71%ile	Above the norm

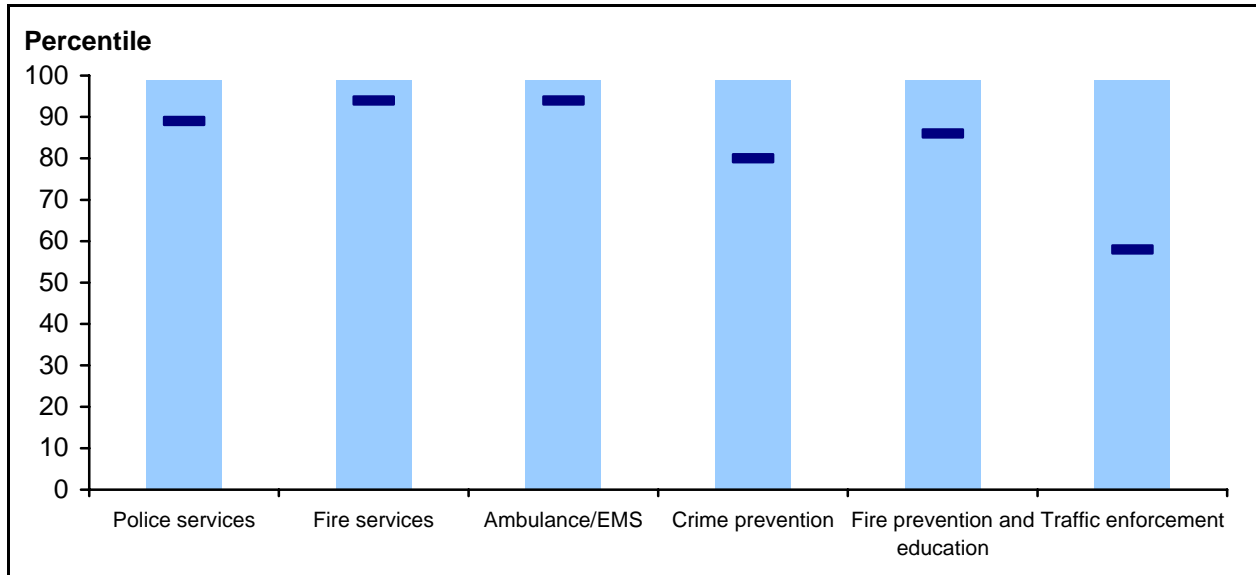
Figure 5: Ratings of Safety in Various Areas



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	92	28	122	78%ile	Above the norm
In your neighborhood after dark	75	58	146	61%ile	Above the norm
In Palo Alto's downtown area during the day	89	33	101	68%ile	Above the norm
In Palo Alto's downtown area after dark	69	36	119	71%ile	Above the norm
In Palo Alto's parks during the day	87	31	104	71%ile	Above the norm
In Palo Alto's parks after dark	52	48	103	54%ile	Similar to the norm

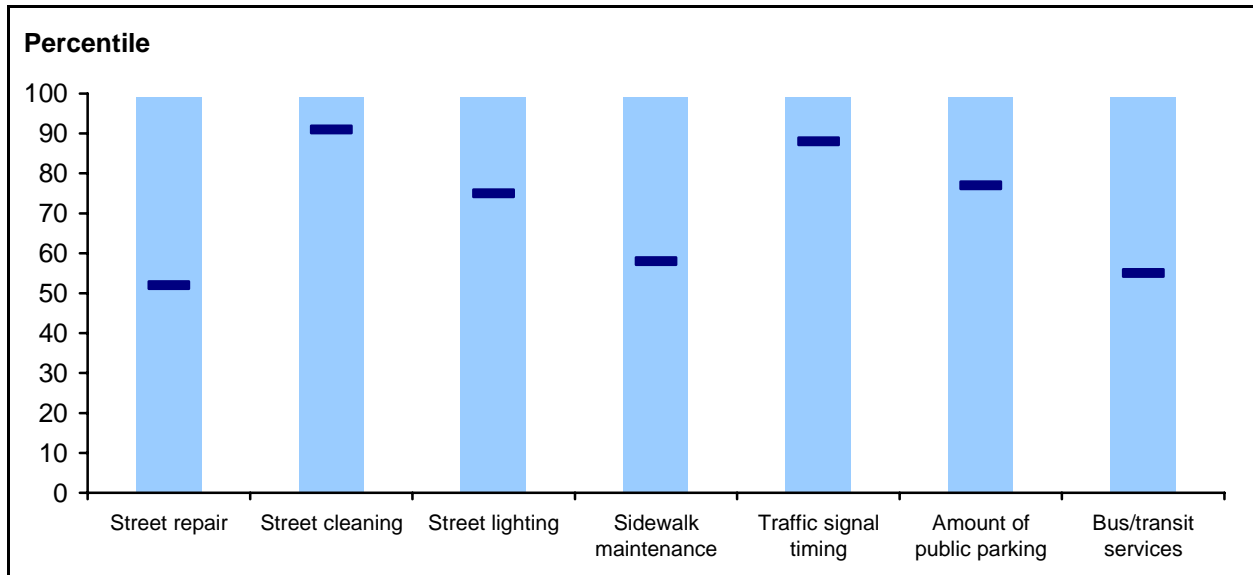
Figure 6: Quality of Public Safety Services



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	74	33	285	89%ile	Above the norm
Fire services	83	13	210	94%ile	Above the norm
Ambulance/emergency medical services	82	11	171	94%ile	Above the norm
Crime prevention	65	25	123	80%ile	Above the norm
Fire prevention and education	71	16	104	86%ile	Above the norm
Traffic enforcement	57	67	157	58%ile	Similar to the norm

Figure 7: Quality of Transportation Services

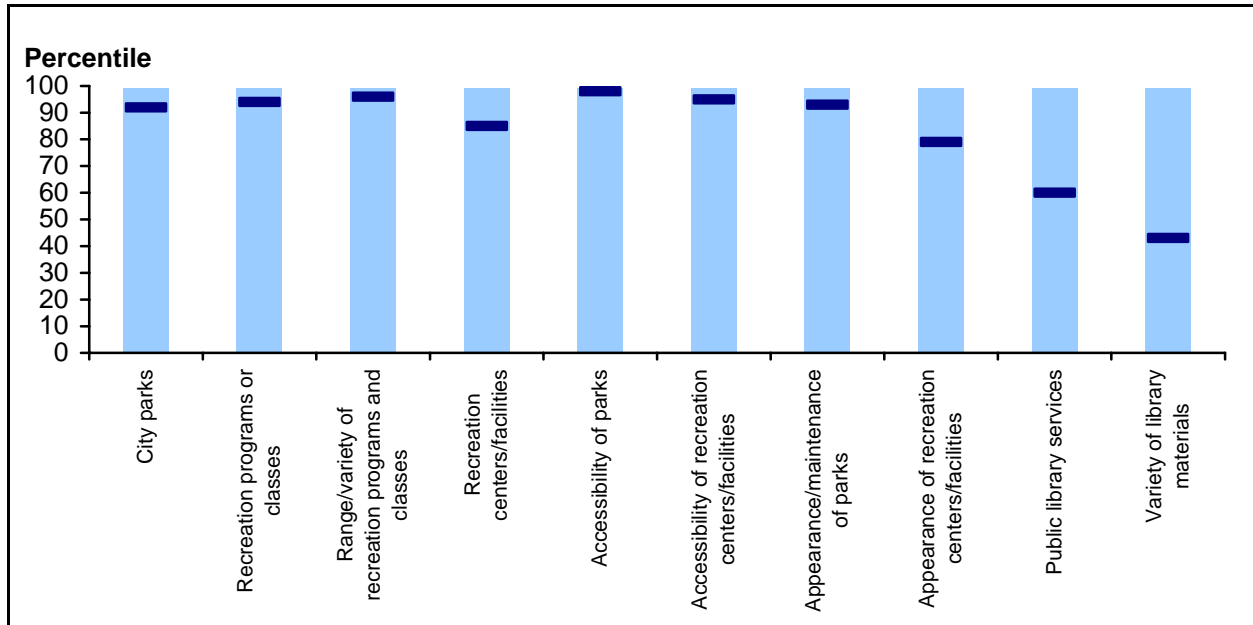


Quality of Transportation Services

	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	46	109	224	52%ile	Similar to the norm
Street cleaning	66	15	150	91%ile	Above the norm
Street lighting	59	39	151	75%ile	Above the norm
Sidewalk maintenance	50	54	125	58%ile	Similar to the norm
Traffic signal timing	52	11	83	88%ile	Above the norm
Amount of public parking	53	17	71	77%ile	Above the norm
Bus/transit services	53	45	97	55%ile	Above the norm



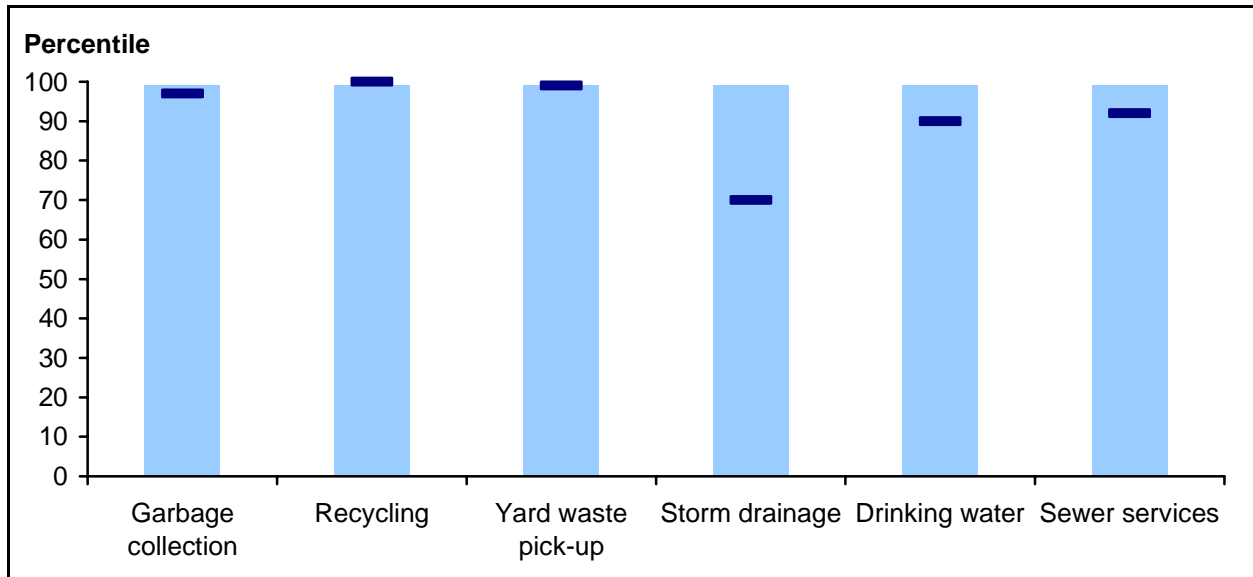
Figure 8: Quality of Leisure Services



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	76	13	159	92%ile	Above the norm
Recreation programs or classes	74	11	178	94%ile	Above the norm
Range/variety of recreation programs and classes	74	4	78	96%ile	Above the norm
Recreation centers/facilities	70	19	122	85%ile	Above the norm
Accessibility of parks	80	3	89	98%ile	Above the norm
Accessibility of recreation centers/facilities	75	4	61	95%ile	Above the norm
Appearance/maintenance of parks	75	13	164	93%ile	Above the norm
Appearance of recreation centers/facilities	69	15	66	79%ile	Above the norm
Public library services	69	76	187	60%ile	Similar to the norm
Variety of library materials	63	39	67	43%ile	Similar to the norm

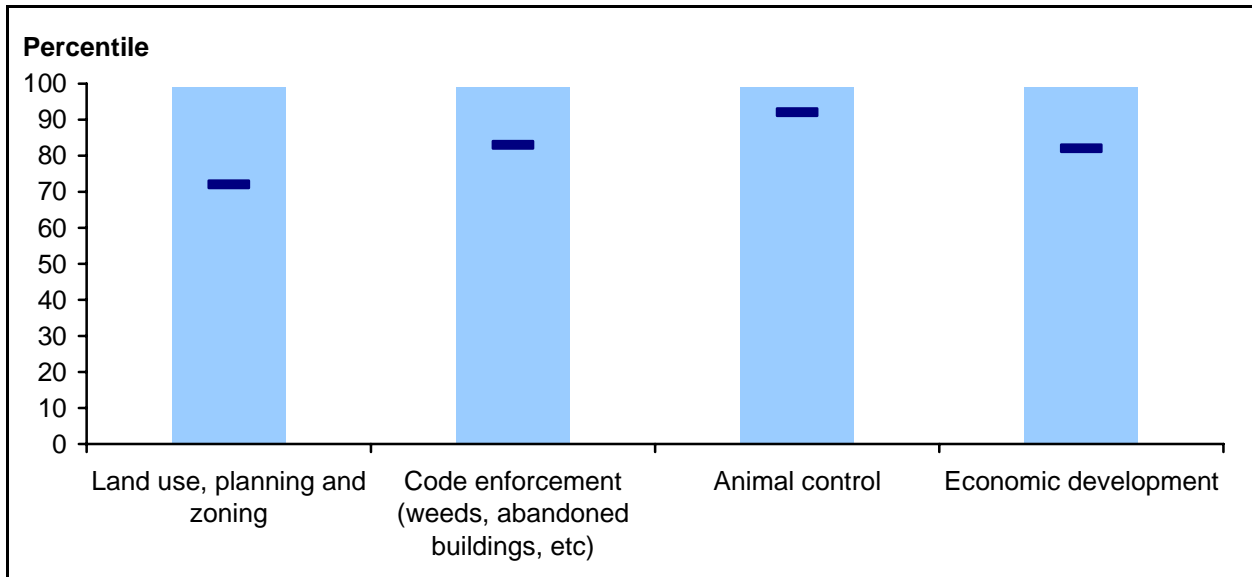
Figure 9: Quality of Utility Services



Quality of Utility Services

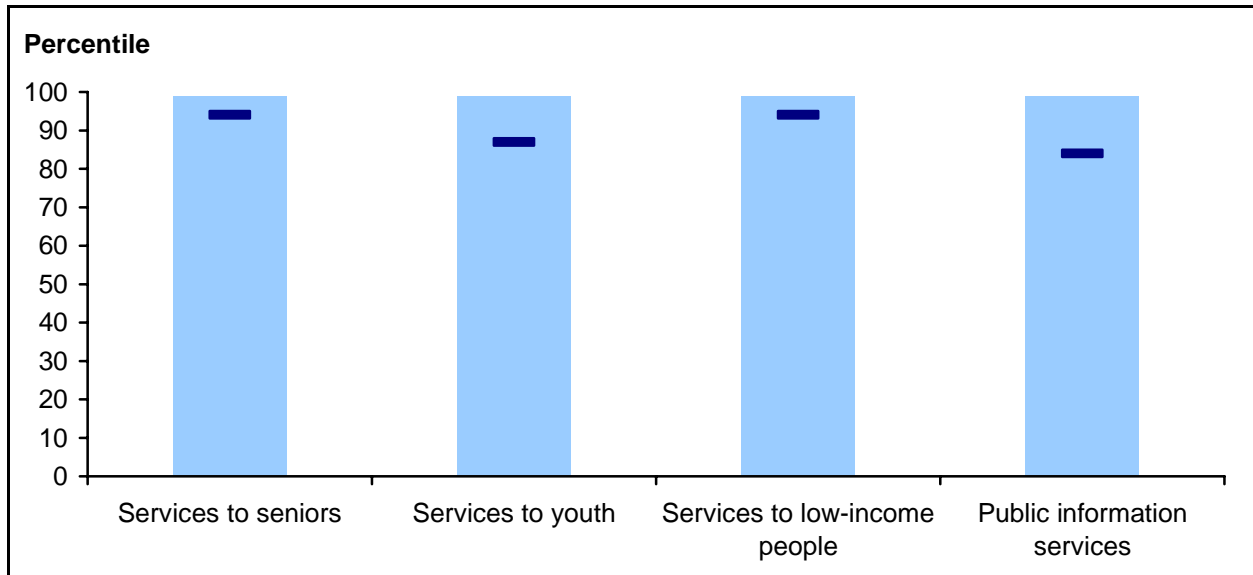
	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Garbage collection	81	7	203	97%ile	Above the norm
Recycling	85	1	158	100%ile	Above the norm
Yard waste pick-up	82	2	94	99%ile	Above the norm
Storm drainage	55	49	158	70%ile	Above the norm
Drinking water	70	15	136	90%ile	Above the norm
Sewer services	69	11	128	92%ile	Above the norm

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



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	48	35	123	72%ile	Above the norm
Code enforcement (weeds, abandoned buildings, etc)	55	30	167	83%ile	Above the norm
Animal control	66	12	146	92%ile	Above the norm
Economic development	54	20	106	82%ile	Above the norm

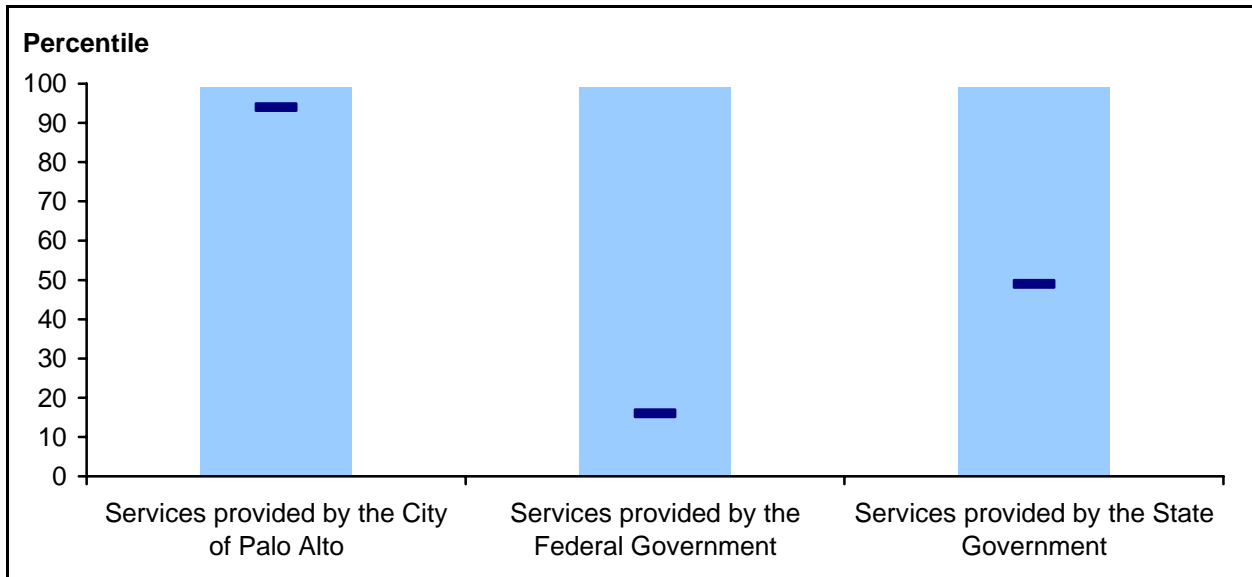
**Figure 11: Quality of Services to Special Populations and Other Services**



**Quality of Services to Special Populations and Other Services**

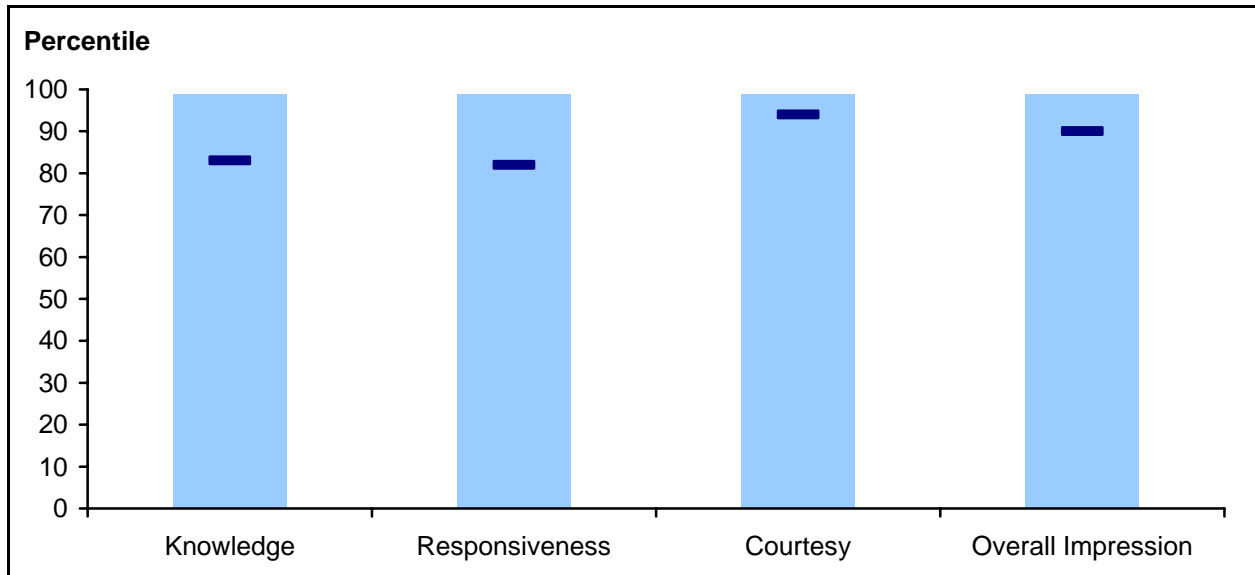
	City of Palo Alto Rating	Rank	Number of Jurisdictions for Comparison	City of Palo Alto Percentile	Comparison of Palo Alto Rating to Norm
Services to seniors	72	9	127	94%ile	Above the norm
Services to youth	62	15	109	87%ile	Above the norm
Services to low-income people	50	6	78	94%ile	Above the norm
Public information services	62	21	126	84%ile	Above the norm

Figure 12: Overall Quality of Services



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	73	12	180	94%ile	Above the norm
Services provided by the Federal Government	39	80	94	16%ile	Below the norm
Services provided by the State Government	44	49	94	49%ile	Similar to the norm

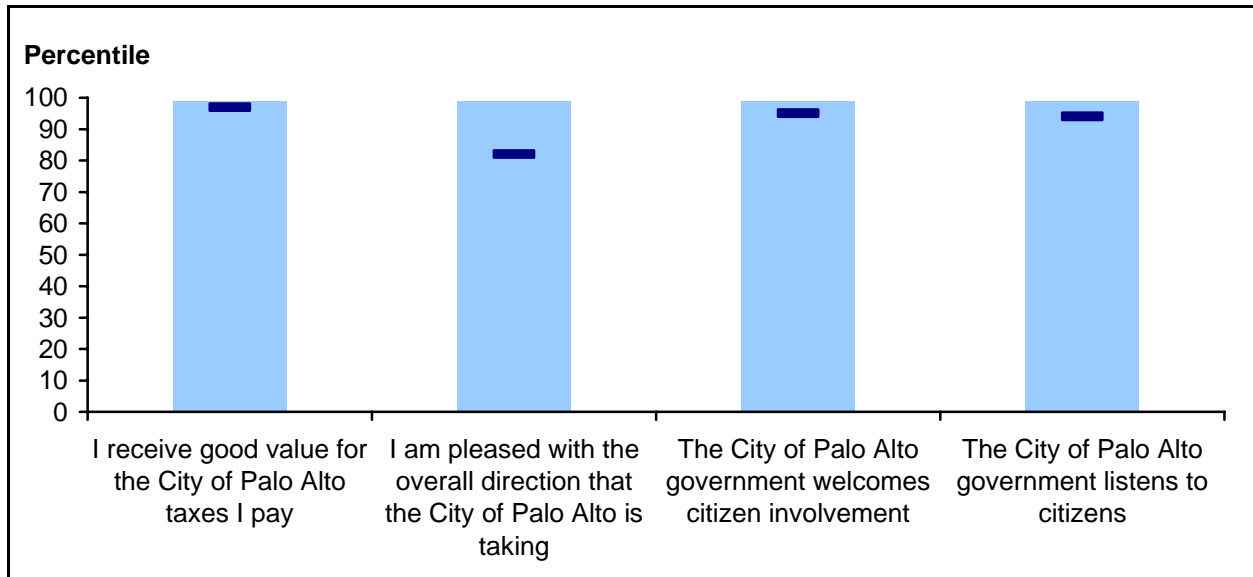
**Figure 13: Ratings of Contact with City Employees**



**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	73	25	140	83%ile	Above the norm
Responsiveness	71	26	140	82%ile	Above the norm
Courtesy	75	8	108	94%ile	Above the norm
Overall Impression	72	17	160	90%ile	Above the norm

Figure 14: Ratings of Public Trust



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	72	5	134	97%ile	Above the norm
I am pleased with the overall direction that the City of Palo Alto is taking	65	22	118	82%ile	Above the norm
The City of Palo Alto government welcomes citizen involvement	73	7	116	95%ile	Above the norm
The City of Palo Alto government listens to citizens	64	7	106	94%ile	Above the norm

# APPENDIX A: LIST OF JURISDICTIONS INCLUDED IN NORMATIVE COMPARISONS

Jurisdiction Name	State	2000 Population
Homer	AK	3,946
Auburn	AL	42,987
Phenix City	AL	28,265
Fayetteville	AR	58,047
Fort Smith	AR	80,268
Hot Springs	AR	35,613
Little Rock	AR	183,133
Siloam Springs	AR	10,000
Chandler	AZ	176,581
Gilbert	AZ	109,697
Mesa	AZ	396,375
Peoria	AZ	108,364
Phoenix	AZ	1,321,045
Safford	AZ	9,232
Scottsdale	AZ	202,705
Sedona	AZ	10,192
Tempe	AZ	158,625
Tucson	AZ	486,699
Antioch	CA	90,532
Arcadia	CA	53,054
Bakersfield	CA	247,057
Benicia	CA	26,865
Berkeley	CA	102,743
Carlsbad	CA	78,247
Chula Vista	CA	173,556
Claremont	CA	33,998
Concord	CA	121,780
Coronado	CA	24,100
Cypress	CA	46,229



The City of Palo Alto Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
El Cerrito	CA	23,171
Encinitas	CA	54,014
Fremont	CA	203,413
Garden Grove	CA	165,196
Gilroy	CA	41,464
Hercules	CA	19,488
Highland	CA	44,605
La Mesa	CA	54,749
Lakewood	CA	79,345
Livermore	CA	73,345
Lompoc	CA	41,103
Long Beach	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
Oceanside	CA	161,029
Oxnard	CA	170,358
Palm Springs	CA	42,807
Pasadena	CA	133,936
Pleasanton	CA	63,654
Pomona	CA	149,473
Poway	CA	48,044
Redding	CA	80,865
Ridgecrest	CA	24,927
Riverside	CA	255,166
Rosemead	CA	53,505
Sacramento County	CA	1,223,499
San Francisco	CA	776,733
San Jose	CA	894,943
San Luis Obispo County	CA	247,900
San Mateo	CA	92,482
San Ramon	CA	44,722

The City of Palo Alto Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Santa Barbara County	CA	399,347
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
Calgary	Canada	878,866
District of Saanich,Victoria	Canada	103,654
Kamloops	Canada	77,281
North Vancouver	Canada	44,303
Prince Albert	Canada	34,291
Winnipeg	Canada	619,544
Arvada	CO	102,153
Boulder	CO	94,673
Boulder County	CO	291,288
Broomfield	CO	38,272
Castle Rock	CO	20,224
Denver (City and County)	CO	554,636
Douglas County	CO	175,766
Englewood	CO	31,727
Fort Collins	CO	118,652
Fruita	CO	6,478
Golden	CO	17,159
Greeley	CO	76,930
Highlands Ranch	CO	70,931
Jefferson County	CO	527,056

<b>Jurisdiction Name</b>	<b>State</b>	<b>2000 Population</b>
Lafayette	CO	23,197
Lakewood	CO	144,126
Larimer County	CO	251,494
Littleton	CO	40,340
Longmont	CO	71,093
Louisville	CO	18,937
Loveland	CO	50,608
Northglenn	CO	31,575
Parker	CO	23,558
Thornton	CO	82,384
Vail	CO	4,531
Westminster	CO	100,940
Wheat Ridge	CO	32,913
Hartford	CT	121,578
Manchester	CT	54,740
New London	CT	25,671
Vernon	CT	28,063
West Hartford	CT	63,589
Wethersfield	CT	26,271
Dover	DE	32,135
Newark	DE	28,547
Altamonte Springs	FL	41,200
Boca Raton	FL	74,764
Bonita Springs	FL	32,797
Bradenton	FL	49,504
Brevard County	FL	476,230
Broward County	FL	1,623,018
Cape Coral	FL	102,286
Clearwater	FL	108,787
Cooper City	FL	27,939
Coral Springs	FL	117,549
Dania Beach	FL	20,061
Deerfield Beach	FL	64,583
Delray Beach	FL	60,020
Duval County	FL	778,879

The City of Palo Alto Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Fort Lauderdale	FL	152,397
Jacksonville	FL	735,617
Kissimmee	FL	47,814
Melbourne	FL	71,382
Miami	FL	362,470
Miami Beach	FL	87,933
Miami-Dade County	FL	2,253,362
Ocoee	FL	24,391
Oldsmar	FL	11,910
Orange County	FL	896,344
Orlando	FL	185,951
Oviedo	FL	26,316
Palm Bay	FL	79,413
Palm Beach County	FL	1,131,184
Palm Coast	FL	32,732
Pinellas County	FL	921,482
Pinellas Park	FL	45,658
Port Orange	FL	45,823
Port St. Lucie	FL	88,769
Sarasota	FL	52,715
South Daytona	FL	13,177
St. Petersburg	FL	248,232
Tallahassee	FL	150,624
Titusville	FL	40,670
Walton County	FL	40,601
Atlanta	GA	416,474
Cartersville	GA	15,925
Columbus	GA	185,781
Decatur	GA	18,147
Douglas County	GA	92,174
Macon	GA	97,255
Milledgeville	GA	18,757
Savannah	GA	131,510
Adams County	IA	4,482
Ames	IA	50,731

The City of Palo Alto Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Ankeny	IA	27,117
Cedar Falls	IA	36,145
Cedar Rapids	IA	120,758
Clarke County	IA	9,133
Des Moines	IA	198,682
Des Moines County	IA	42,351
Fort Dodge	IA	25,136
Fort Madison	IA	10,715
Indianola	IA	12,998
Iowa County	IA	15,671
Louisa County	IA	12,183
Marion	IA	7,144
Newton	IA	15,579
Polk County	IA	374,601
Urbandale	IA	29,072
West Des Moines	IA	46,403
Lewiston	ID	30,904
Moscow	ID	21,291
Twin Falls	ID	34,469
Addison Village	IL	35,914
Batavia	IL	23,866
Decatur	IL	81,860
DeKalb	IL	39,018
Downers Grove	IL	48,724
Elmhurst	IL	42,762
Evanston	IL	74,239
Highland Park	IL	31,365
Homewood	IL	19,543
Naperville	IL	128,358
O'Fallon	IL	21,910
Park Ridge	IL	37,775
Peoria	IL	112,936
Skokie	IL	63,348
St. Charles	IL	27,896
Streamwood	IL	36,407

The City of Palo Alto Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Urbana	IL	36,395
Village of Oak Park	IL	52,524
Wilmette	IL	27,651
Fort Wayne	IN	205,727
Gary	IN	102,746
Marion County	IN	860,454
Munster	IN	21,511
Lawrence	KS	80,098
Merriam	KS	11,008
Overland Park	KS	149,080
Salina	KS	45,679
Shawnee	KS	47,996
Wichita	KS	344,284
Ashland	KY	21,981
Bowling Green	KY	49,296
Lexington	KY	260,512
Jefferson Parish	LA	455,466
Orleans Parish	LA	484,674
Andover	MA	31,247
Barnstable	MA	47,821
Boston	MA	589,141
Brookline	MA	57,107
Worcester	MA	172,648
Greenbelt	MD	21,456
Rockville	MD	47,388
Saco	ME	16,822
Ann Arbor	MI	114,024
Battle Creek	MI	53,364
Delhi Township	MI	22,569
Detroit	MI	951,270
East Lansing	MI	46,525
Grand Rapids	MI	197,800
Kentwood	MI	45,255
Meridian Charter Township	MI	38,987
Muskegon	MI	40,105

The City of Palo Alto Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Novi	MI	47,386
Port Huron	MI	32,338
Rochester Hills	MI	68,825
Troy	MI	80,959
Blaine	MN	44,942
Burnsville	MN	60,220
Carver County	MN	70,205
Chanhassen	MN	20,321
Dakota County	MN	355,904
Duluth	MN	86,918
Eagan	MN	63,557
Golden Valley	MN	20,281
Grand Forks	MN	231
Mankato	MN	32,427
Maplewood	MN	34,947
Minneapolis	MN	382,618
Minnetonka	MN	51,301
Plymouth	MN	65,894
Polk County	MN	31,369
Richfield	MN	34,439
Roseville	MN	33,690
Scott County	MN	89,498
St. Clair Shores	MN	827
St. Cloud	MN	59,107
St. Paul	MN	287,151
Washington County	MN	201,130
Ballwin	MO	31,283
Blue Springs	MO	48,080
Columbia	MO	84,531
Ellisville	MO	9,104
Grandview	MO	24,881
Kansas City	MO	441,545
Kirkwood	MO	27,324
Maryville	MO	10,581
Platte City	MO	3,866

The City of Palo Alto Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Platte County	MO	73,791
Saint Joseph	MO	73,990
Saint Peters	MO	51,381
Springfield	MO	151,580
Biloxi	MS	50,644
Pascagoula	MS	26,200
Starkville	MS	21,869
Bozeman	MT	27,509
Yellowstone County	MT	129,352
Cary	NC	94,536
Charlotte	NC	540,828
Durham	NC	187,038
Greensboro	NC	223,891
Hickory	NC	37,222
Hudson	NC	3,078
Knightdale	NC	5,958
Rocky Mount	NC	55,893
Wilmington	NC	90,400
Grand Forks	ND	49,321
Kearney	NE	27,431
Dover	NH	26,884
Merrimack	NH	25,119
Salem	NH	28,112
Hackensack	NJ	42,677
Medford	NJ	22,253
Willingboro Township	NJ	33,008
Alamogordo	NM	35,582
Albuquerque	NM	448,607
Bloomfield	NM	6,417
Los Alamos County	NM	18,343
Rio Rancho	NM	51,765
Taos	NM	4,700
Henderson	NV	175,381
North Las Vegas	NV	115,488
Reno	NV	180,480



The City of Palo Alto Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Sparks	NV	66,346
Washoe County	NV	339,486
Genesee County	NY	60,370
New York City	NY	8,008,278
Rochester	NY	219,773
Rye	NY	14,955
Watertown	NY	26,705
Akron	OH	217,074
Cincinnati	OH	331,285
Columbus	OH	711,470
Dayton	OH	166,179
Dublin	OH	31,392
Fairborn	OH	32,052
Huber Heights	OH	38,212
Hudson	OH	22,439
Kettering	OH	57,502
Sandusky	OH	27,844
Shaker Heights	OH	29,405
Springfield	OH	65,358
Westerville	OH	35,318
Edmond	OK	68,315
Oklahoma City	OK	506,132
Albany	OR	40,852
Ashland	OR	19,522
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
Lower Merion Township	PA	59,850
Manheim	PA	4,784
Philadelphia	PA	1,517,550

The City of Palo Alto Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
State College	PA	38,420
Upper Merion Township	PA	28,863
East Providence	RI	48,688
Newport	RI	26,475
Columbia	SC	116,278
Mauldin	SC	15,224
Myrtle Beach	SC	22,759
Pickens County	SC	110,757
Rock Hill	SC	49,765
York County	SC	164,614
Aberdeen	SD	24,658
Cookeville	TN	23,923
Franklin	TN	41,842
Knoxville	TN	173,890
Memphis	TN	650,100
Oak Ridge	TN	27,387
Arlington	TX	332,969
Austin	TX	656,562
Bedford	TX	47,152
Carrollton	TX	109,576
College Station	TX	67,890
Corpus Christi	TX	277,454
Dallas	TX	1,188,580
Denton	TX	80,537
DeSoto	TX	37,646
Fort Worth	TX	534,694
Garland	TX	215,768
Grand Prairie	TX	127,427
Lewisville	TX	77,737
Lubbock	TX	199,564
Lufkin	TX	32,709
McAllen	TX	106,414
McKinney	TX	54,369
Missouri City	TX	52,913
Mount Pleasant	TX	13,935

The City of Palo Alto Citizen Survey

Jurisdictions in Comparisons

Jurisdiction Name	State	2000 Population
Nacogdoches	TX	29,914
Pasadena	TX	141,674
Plano	TX	222,030
Round Rock	TX	61,136
Sugar Land	TX	63,328
Temple	TX	54,514
Victoria	TX	60,603
Ogden	UT	77,226
Washington City	UT	8,186
West Valley City	UT	108,896
Albemarle County	VA	79,236
Arlington	VA	189,453
Bedford County	VA	60,371
Blacksburg	VA	39,357
Botetourt County	VA	30,496
Chesapeake	VA	199,184
Chesterfield County	VA	259,903
Hampton	VA	146,437
Hanover County	VA	86,320
Hopewell	VA	22,354
James City County	VA	48,102
Lynchburg	VA	65,269
Norfolk	VA	234,403
Northampton County	VA	13,093
Prince William County	VA	280,813
Richmond	VA	197,790
Roanoke County	VA	85,778
Stafford County	VA	92,446
Virginia Beach	VA	425,257
Williamsburg	VA	11,998
Chittenden County	VT	146,571
Bellevue	WA	109,569
Bothell	WA	30,150
Kent	WA	79,524
King County	WA	1,737,034

<b>Jurisdiction Name</b>	<b>State</b>	<b>2000 Population</b>
Kitsap County	WA	231,969
Lynnwood	WA	33,847
Marysville	WA	12,268
Ocean Shores	WA	3,836
Olympia	WA	42,514
Pasco	WA	32,066
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	WI	70,087
Eau Claire	WI	61,704
Janesville	WI	59,498
Kenosha	WI	90,352
Madison	WI	208,054
Marquette County	WI	15,832
Milton	WI	5,132
Ozaukee County	WI	82,317
Superior	WI	27,368
Village of Brown Deer	WI	12,170
Wausau	WI	38,426
Wauwatosa	WI	47,271
Whitewater	WI	13,437
Winnebago County	WI	156,763
Cheyenne	WY	53,011
Gillette	WY	19,646
Laramie	WY	27,204

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

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

NRC's database includes the results from citizen surveys conducted in about 400 jurisdictions in the United States. These are public opinion polls answered by hundreds of thousands of residents around the country. We have recorded, analyzed and stored responses to thousands of 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 50 million Americans.

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

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.

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

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.

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

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.

### **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 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.

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

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.

### **How can managers trust the comparability of results?**

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.