



OUR MISSION: The government of the City of Palo Alto exists to promote and sustain a superior quality of life in Palo Alto. In partnership with our community, our goal is to deliver cost-effective services in a personal, responsive, and innovative manner.

2018

CITY OF PALO ALTO PERFORMANCE REPORT

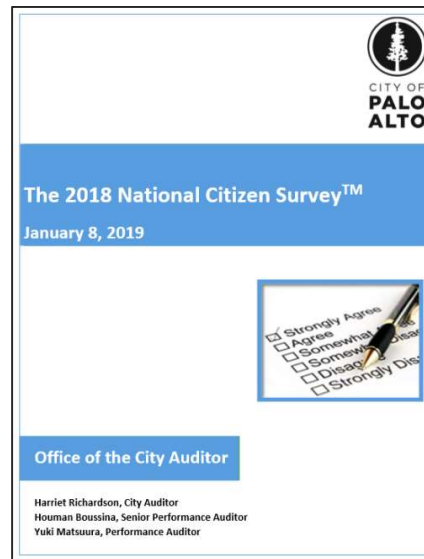
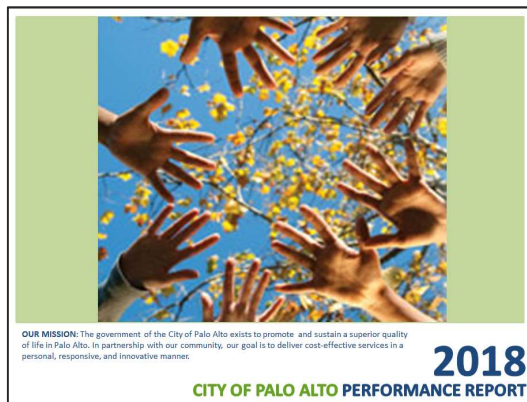
PREFACE

The Office of the City Auditor presents the 17th annual performance report for the City of Palo Alto covering the fiscal year ending June 30, 2018 (FY 2018). The performance report is designed to provide information to the City Council, management, and the public to increase accountability and the transparency of City government. It contains summary information on spending, staffing, workload, and performance results for fiscal years 2009 through 2018.

The National Citizen Survey™ is a collaborative effort between the National Research Center, Inc., (NRC) and the International City/County Management Association. The NRC uses a statistically valid survey methodology to gather resident opinions across a range of community issues, including the quality of the community and services provided by the local government. The report includes trends over time, comparisons by geographic subgroups, responses to an open-ended question in the survey, and details about the survey methodology.

The Citizen Centric Report is a four-page summary of highlights in the performance report, financial data, and an overview of our City's economic outlook.

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



FY 2018

The City of Palo Alto, California A Report to Our Citizens





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The City of Palo Alto's Values

- Quality: Superior delivery of services
- Courtesy: Providing service with respect and concern
- Efficiency: Productive, effective use of resources
- Integrity: Straightforward, honest, and fair relations
- Innovation: Excellence in creative thought and implementation



City Organization and Information

Incorporated in 1894, the City of Palo Alto covers 26 square miles and is located in the heart of Silicon Valley. Palo Alto has about 67,000 residents and the daytime population is estimated at about 130,000. Stanford University, adjacent to Palo Alto and one of the top-rated institutions of higher education in the nation, has produced much of the talent that founded successful high-tech companies in Palo Alto and Silicon Valley. The total daytime population for Palo Alto and Stanford is about 160,000.

The City of Palo Alto provides a full range of municipal services. In addition to owning and operating its own utility system, including electricity, gas, water, wastewater treatment, refuse, storm drain, and fiber optics. The City also offers expanded service delivery, including fire protection service for Palo Alto and Stanford. The Regional Water Quality Control Plant serves the cities of Palo Alto, Mountain View, Los Altos, Los Altos Hills, Stanford, and East Palo Alto. Animal Services provides animal control services to the cities of Palo Alto, Los Altos, and Los Altos Hills, and residents from neighboring cities often use the animal spay and neuter services.

City residents elect nine members to the City Council to serve staggered four-year terms. Each January, Council members elect a Mayor and Vice-Mayor. The City of Palo Alto operates under a Council-manager form of government.

Demographics Information	FY 2018	FY 2017	FY 2016
Population*	66,476	66,649	67,176
Average travel time to work*	23.1 minutes	23.6 minutes	24.7 minutes
Median household income*	\$135,519	\$137,043	\$153,802
Median home sales price	\$2,275,635	\$2,538,300	\$2,529,691
Number of authorized City staff	1,168	1,179	1,179

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

Additional information is available at the Office of the City Auditor's website, <http://www.cityofpaloalto.org/officeoftheauditor/default.asp>

INTRODUCTION

This is the 17th annual performance report for the City of Palo Alto. It is designed to provide information to the City Council, management, and the public to increase accountability and the transparency of City government.

The report contains summary information on spending, staffing, workload, and performance results for fiscal years 2009 through 2018 and is divided into three chapters:

- Chapter 1 is the Background and includes citywide spending and staffing information.

- Chapter 2 provides citywide information based on themes and subthemes as shown in the table to the right. The information is presented primarily in graphs that show trends over the ten-year period, but also includes “by the numbers” sections that mostly represent workload measures. This chapter also includes some comparisons to other jurisdictions. The graphs in this chapter should be read in conjunction with the data tables in Chapter 3, which provide additional details in footnotes.

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

- Chapter 3 provides information on a department-by-department basis and is presented in a table format.

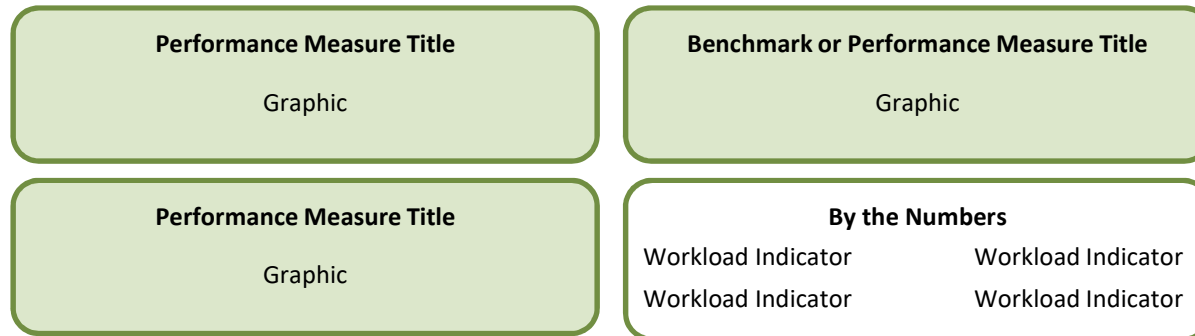
The report format allows users to understand the performance of cross-departmental programs or initiatives, while also presenting information regarding the performance of individual departments. Where applicable, we included results from the National Citizens Survey™.

SCOPE AND METHODOLOGY

The report provides information on various aspects of city performance, and to the extent possible, includes data for fiscal years 2009 through 2018. The departments provided us with data specific to their departments. We collected financial and staffing data from various city documents and the Office of Management and Budget in the Department of Administrative Services and benchmarking data from various external sources. The departments reviewed the data for accuracy after we formatted it into the report.

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

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



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

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

A YEAR OF TRANSITION

This year’s performance report represents a third transition year, both in format and in content. We have traditionally kept the same performance measures in the report from year to year. However, during our effort to streamline the report, we learned that departments do not actually use many of the measures in the report to manage their performance, and we recognized that many of the graphs in previous reports were workload indicators rather than true performance measures. Although some of those workload indicators may be retained in future reports for accountability and transparency, we will be moving in the future toward including performance measures that are more closely linked to the City’s and each department’s overall goals and objectives, specific initiatives and work plans, and Council priorities.

ACKNOWLEDGEMENTS

We would like to thank each department for their contributions to this report and the City Manager and his staff for their assistance in supporting our efforts to make this report a tool that can be used to manage performance.

Consumer Price Index - All Urban Consumer	
San Francisco - Oakland - San Jose, CA	
(as of June of each year)	
Date	Index
2009	225.7
2010	228.1
2011	233.6
2012	239.8
2013	245.9
2014	253.3
2015	259.1
2016	266.0
2017	275.3
2018	286.6
Percent change from 2017	4.1%
Percent change from 2009	27.0%

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

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CHAPTER 2: THEMES AND SUBTHEMES

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Organizational Chart

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

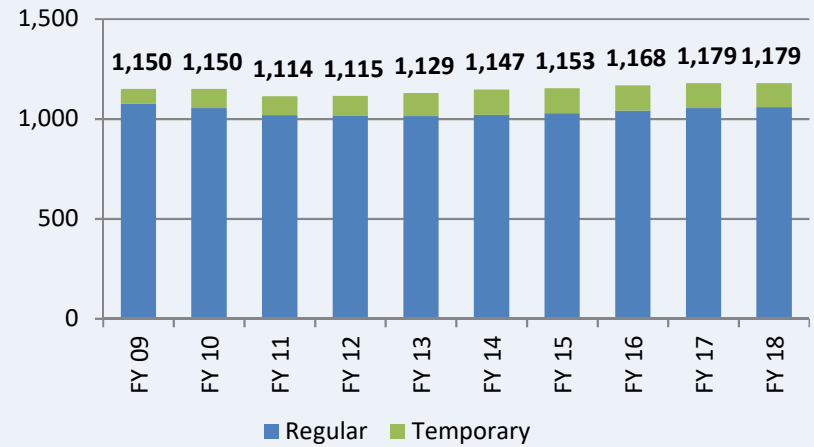
Palo Alto is a charter city, operating under a council/manager form of government. The City Council appoints the City Manager, City Attorney, City Auditor, and City Clerk.



Note: In January 2019, Council will reduce from 9 members to 7 members.

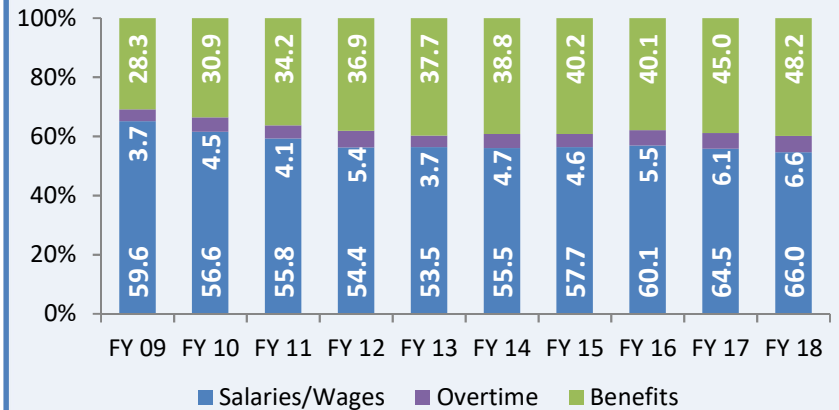
Citywide Spending and Staffing

Authorized Staffing



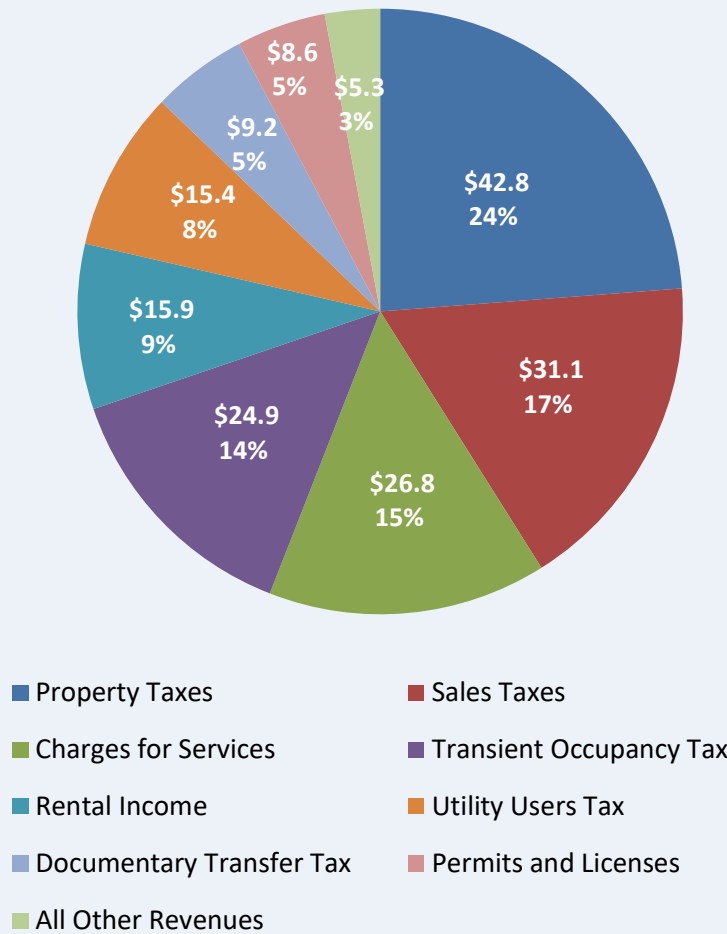
Source: Administrative Services Department

General Fund Employee Costs (in millions)



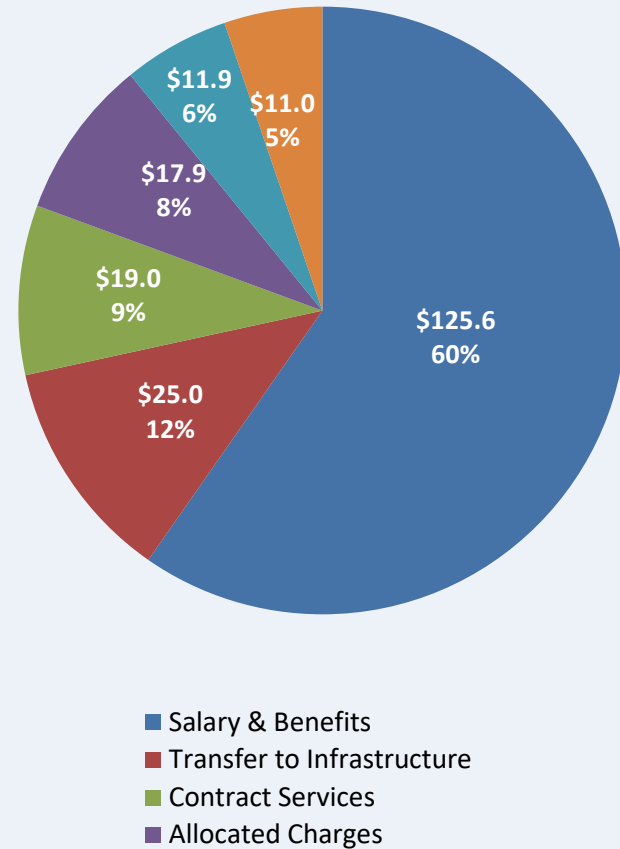
Source: Administrative Services Department

Source of FY 2018 General Fund Revenues
(in millions)



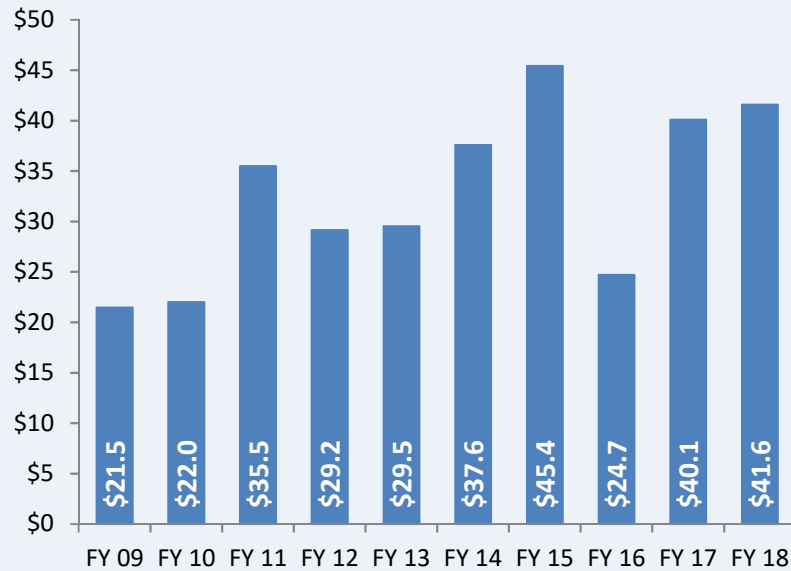
Source: Administrative Services Department

Use of FY 2018 General Fund Dollars
(shown on a budgetary basis, in millions)



Source: Administrative Services Department

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

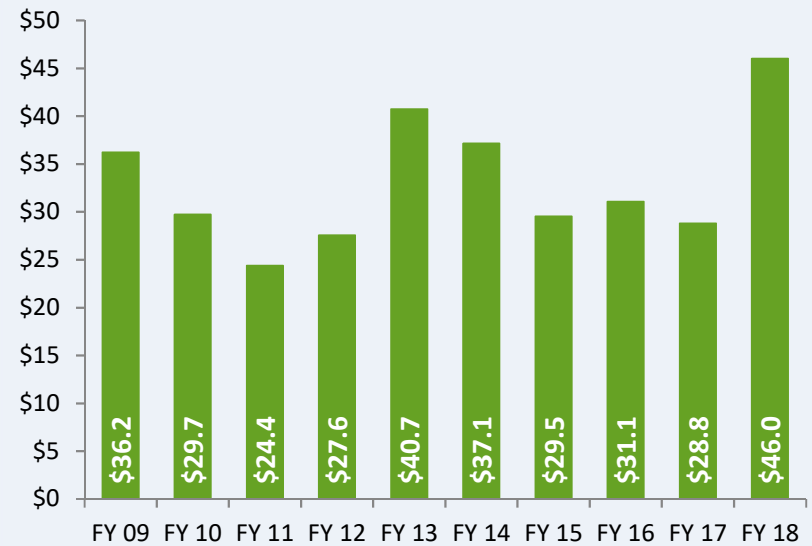


5 General Fund Projects With Highest Actual Costs in FY 2018

- Street Maintenance
- Sidewalk Repairs
- Golf Reconfiguration & Baylands Athletic Center Improvements: Soil Imports
- Bicycle and Pedestrian Plan Implementation
- Firestation No. 3 Replacement

Source: Administrative Services Department

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

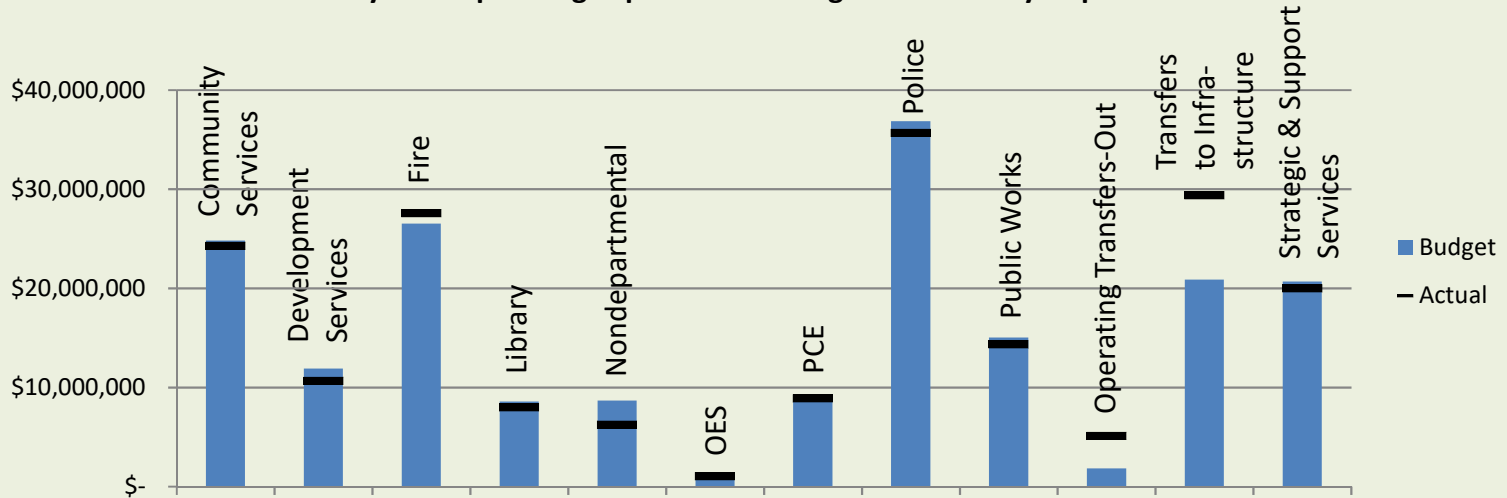


5 Enterprise Fund Projects With Highest Actual Costs in FY 2018

- Airport Apron Reconstruction
- Dewatering and Loadout Facility
- Matadero Creek Storm Water Pump Station and Trunk Line Improvements
- Water Main Replacements
- Plant Equipment Replacements

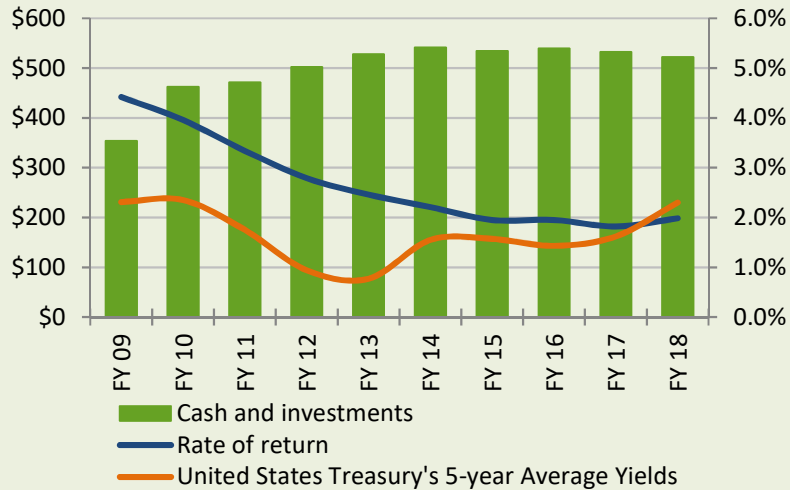
Source: Administrative Services Department

Citywide Operating Expenditures Budget to Actual by Department



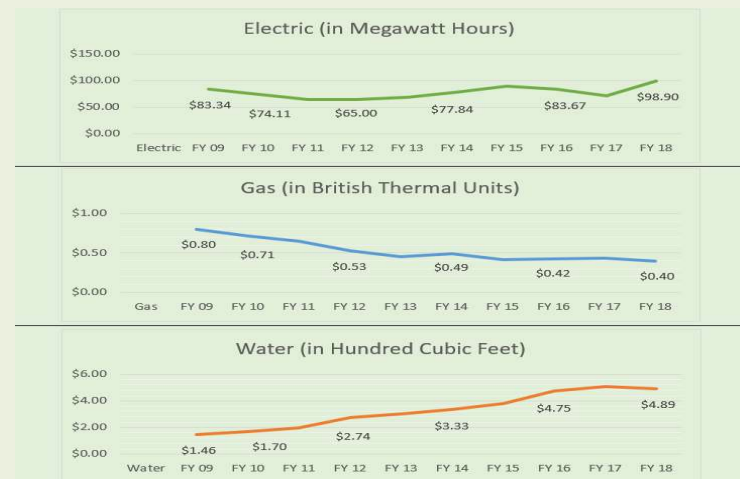
Source: Office of Management and Budget

Cash and Investments and Rate of Return



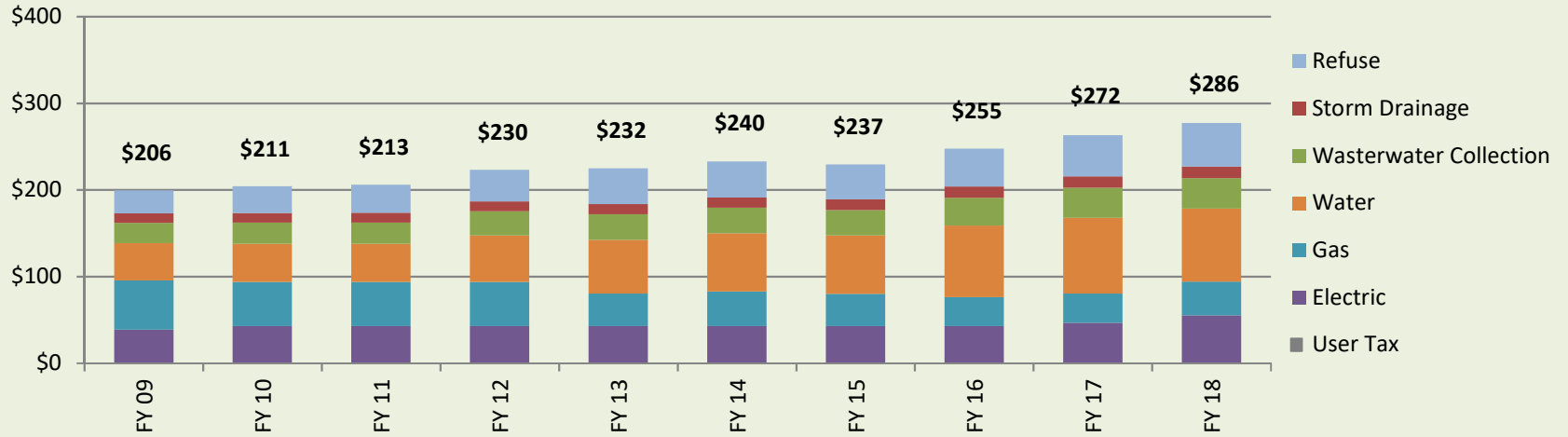
Source: Administrative Services Department

Utility Average Purchase Costs (per unit)



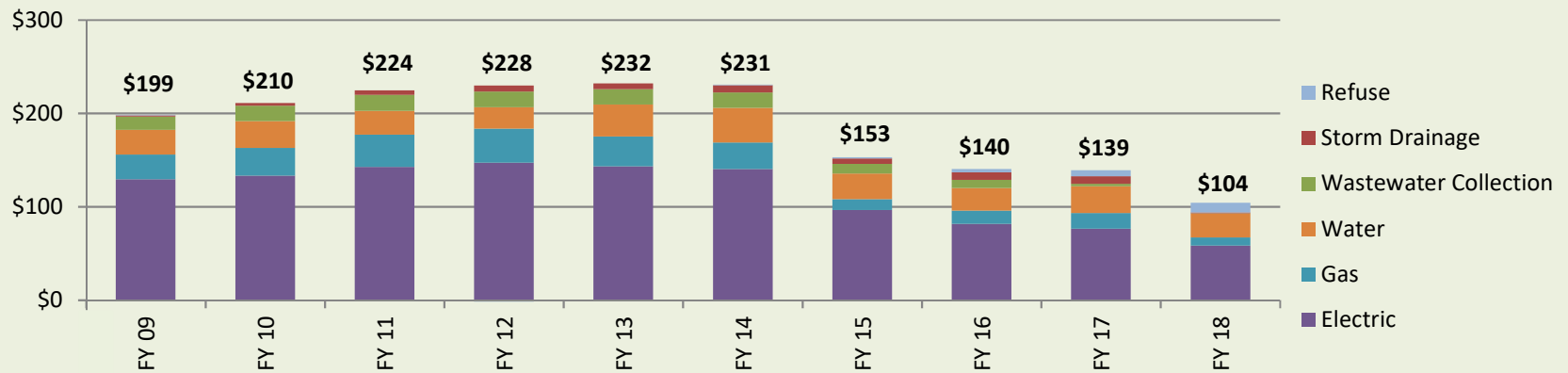
Source: Utilities Department

History of Average Monthly Residential Bills



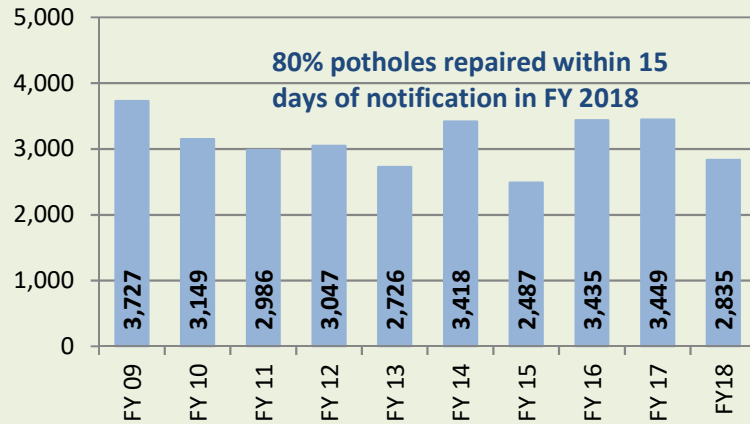
Source: Utilities Department

Utility Fund Reserves (in millions)



Source: Administrative Services Department

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



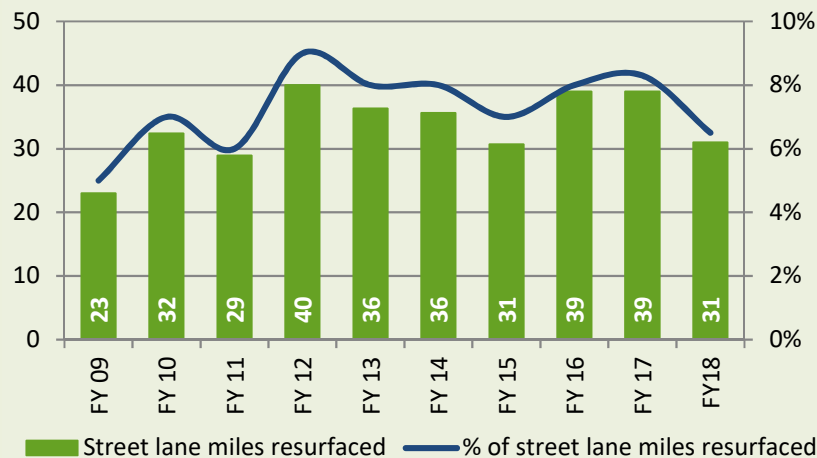
Source: Public Works Department

**Metropolitan Transportation Commission (MTC)
CY 2017 Three-Year Average
Pavement Condition Index (PCI) Ratings**



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

Street Lane Miles Resurfaced



Source: Public Works Department

By the Numbers

7%

Percent of the City's total 471 lane miles resurfaced in FY 2018, which decreased by 1% from FY 2017

1,367

Number of signs repaired or replaced, which decreased 42% from FY 2017 and increased 6% from FY 2009

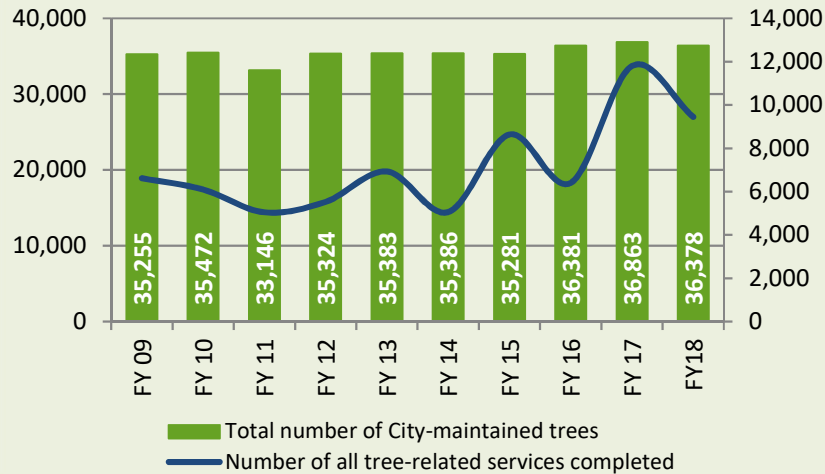
46%

Citizen Survey: Street repair rated as "excellent" or "good" in FY 2018, compared to 55% in FY 2017 and benchmarked as lower than other jurisdictions

83

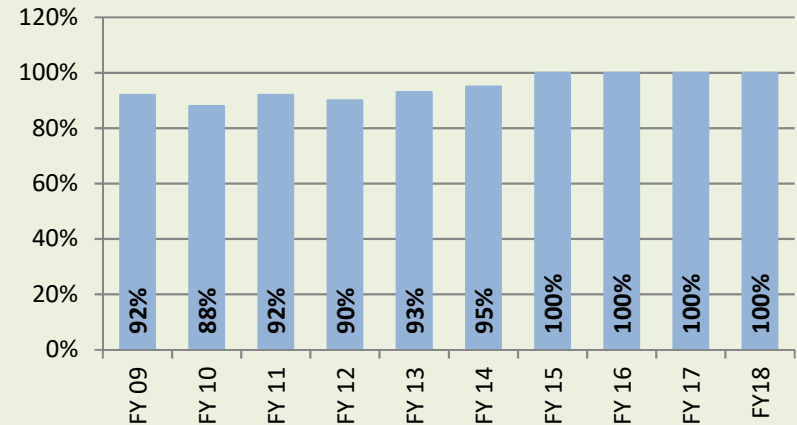
Pavement Condition Index score rated as "Very Good - Excellent" in maintaining local street and road networks, based on a scale of 0 to 100

Trees Maintained and Serviced



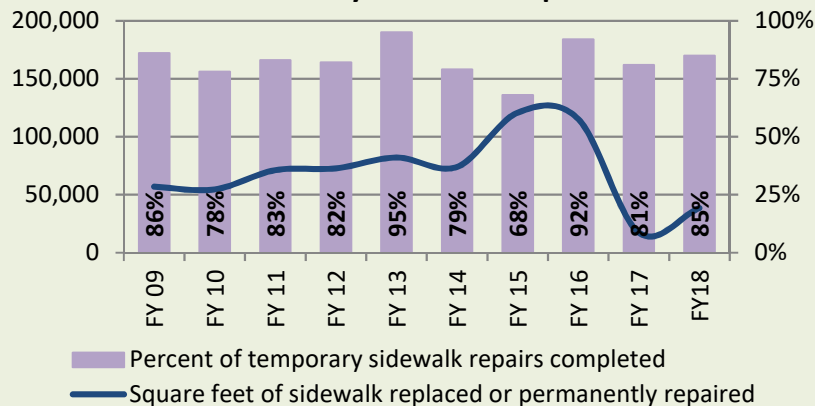
Source: Public Works Department

Percent of All Sweeping Routes Completed (Residential and Commercial)



Source: Public Works Department

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



Source: Public Works Department

By the Numbers

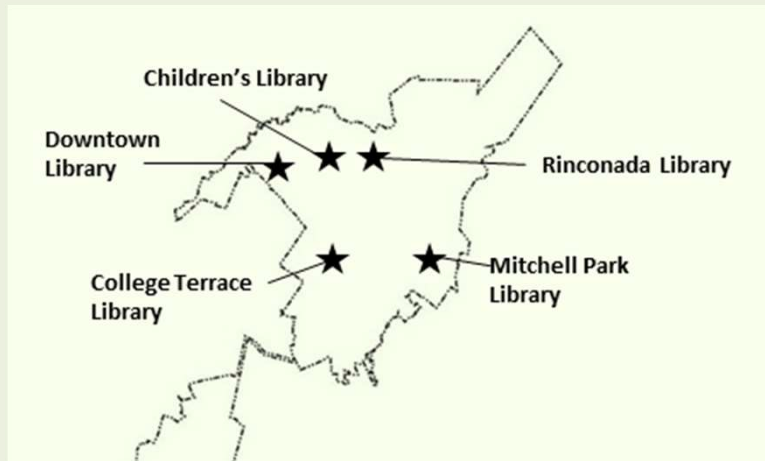
411
Number of trees planted, which include trees planted by Canopy volunteers, achieving the 250 target

39%
Percent of trees trimmed to clear power lines, over the 25% target

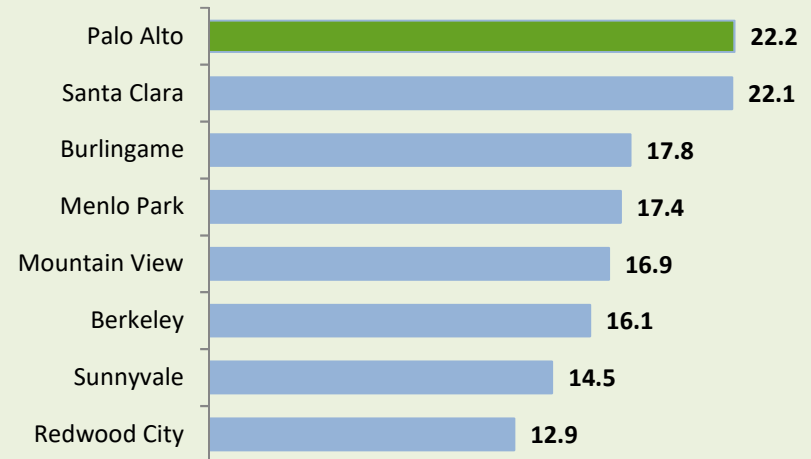
72%
Citizen Survey: Street cleaning rated as "excellent" or "good", compared to 78% in FY 2017; benchmarked as lower than other jurisdictions

61%
Citizen Survey: Sidewalk maintenance rated as "excellent" or "good", compared to 65% in FY 2017; benchmarked as similar to other jurisdictions

Map of Library Branch Locations

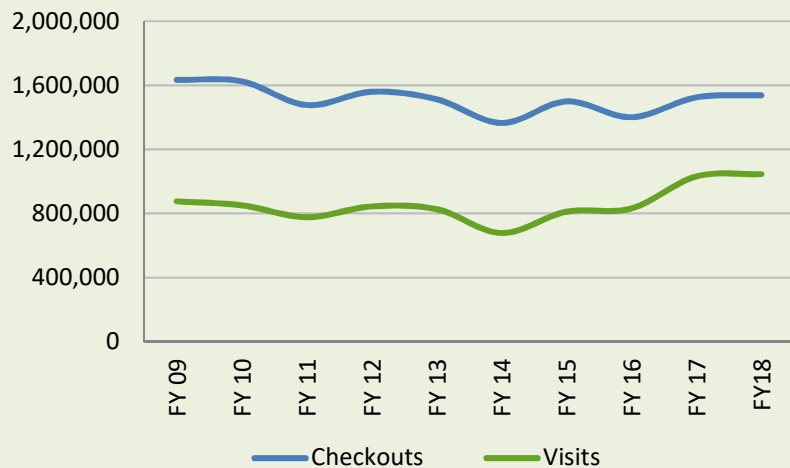


Comparison of Library Checkouts Per Capita



Source: California State Library Public Library Statistics 2016-2017

Library Visits and Checkouts



Source: Library Department

By the Numbers

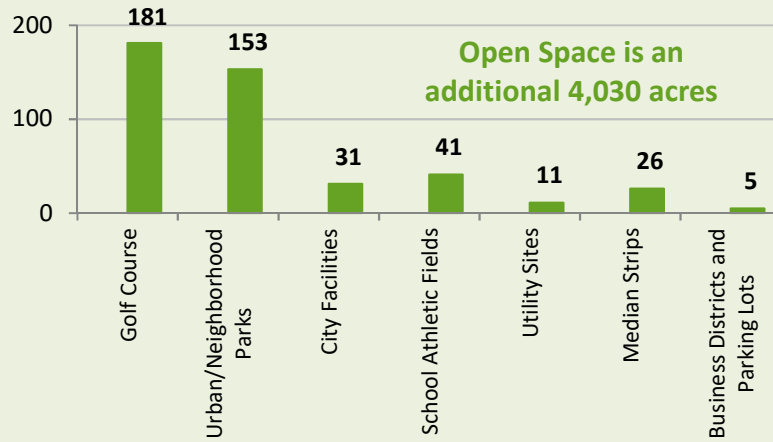
56,159
Number of cardholders, which increased 3% from FY 2017 and increased 2% from FY 2009

13,520
Total library hours open annually, which is the same from FY 2017 and increased 14% from FY 2009

74%
Percent of Palo Alto residents who are cardholders, which decreased 6% from FY 2017 and increased 11% from FY 2009

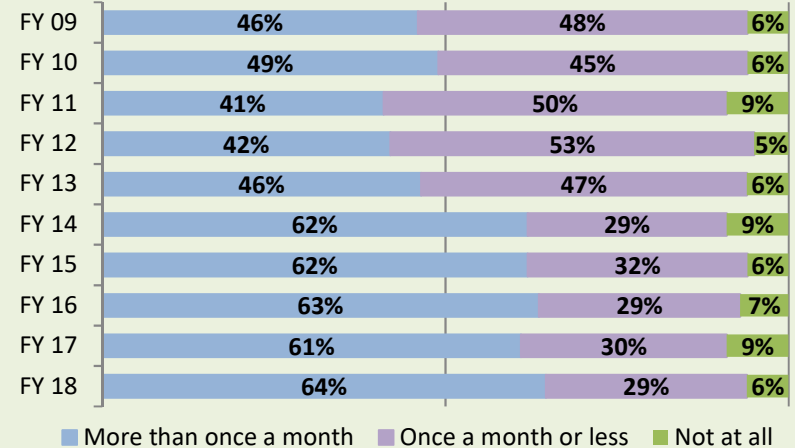
14,155
Meeting room reservations, which increased 1% from FY 2017

Community Services: Parks/Land Maintained (Acres)



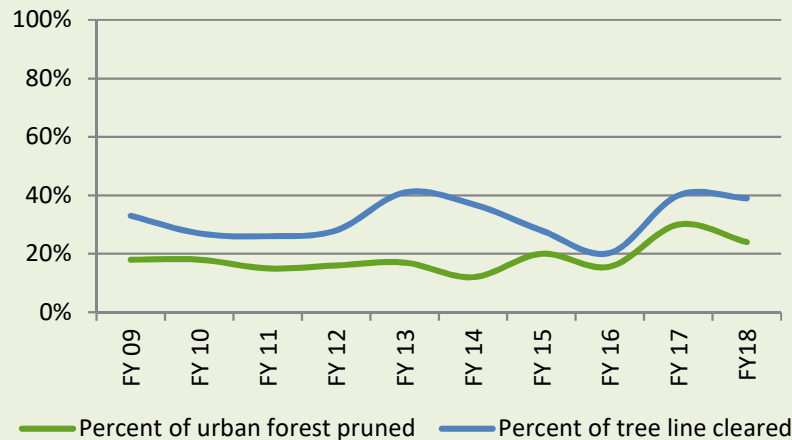
Source: Community Services Department

Citizen Survey: Visited a Neighborhood Park or City Park



Source: 2018 National Citizen Survey™

Urban Forest: Percent Pruned and Tree Line Cleared



Source: Public Works Department

By the Numbers

11,164

Number of native plants in restoration projects, which increased 43% from FY 2017 and decreased 6% from FY 2009

350

Participants in community garden program, which increased 10% from FY 2017 and increased 47% from FY 2009

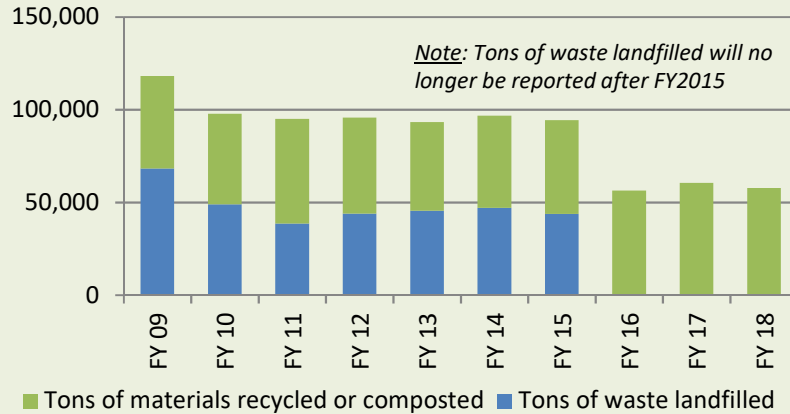
65%

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

150,191

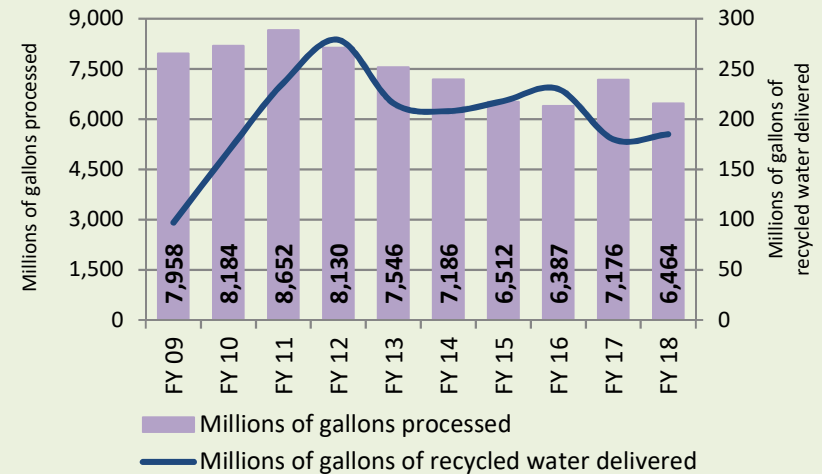
Visitors at Foothills Park, which decreased 1% from FY 2017 and increased 11% from FY 2009

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



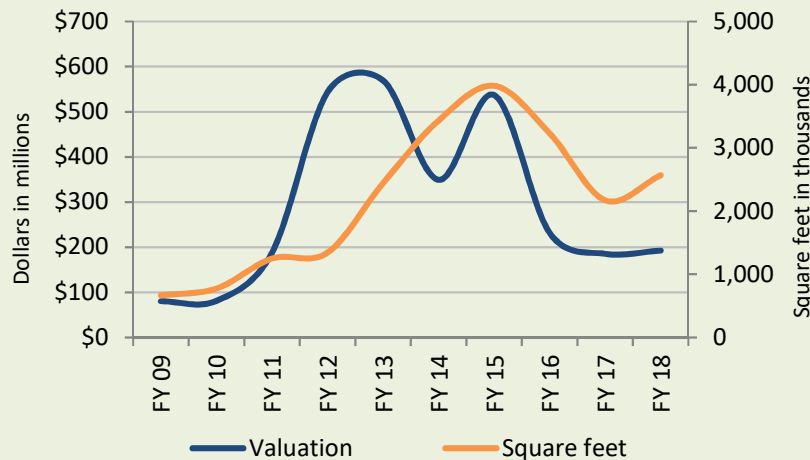
Sources: Public Works Department, California Department of Resources Recycling and Recovery (CalRecycle)

Total Water Processed and Recycled



Source: Public Works Department

Green Building with Mandatory Regulations



Source: Development Services Department

By the Numbers

57,744

Tons of materials recycled or composted (i.e., do not end up in a landfill), decreased 5% from FY 2017 and increased 16% from FY 2009

603,682

Green Building energy savings per year in Kilo British Thermal Units, which decreased 61% from FY 2017

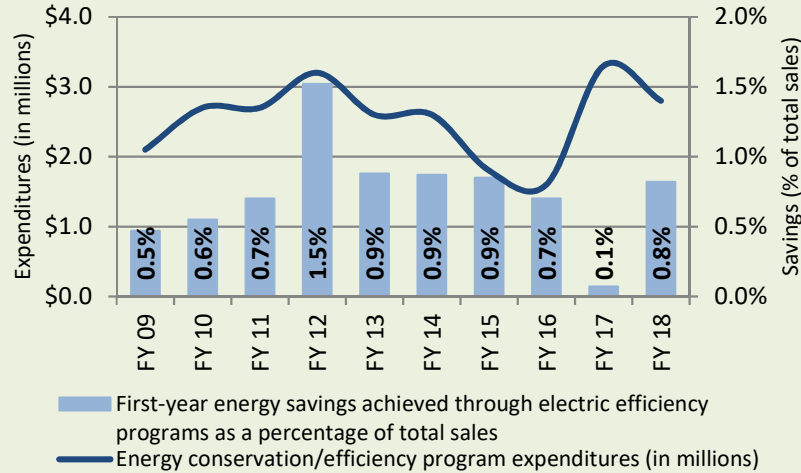
5,814

Number of households participating in the Household Hazardous Waste program, which increased 4% from FY 2017 and increased 21% from FY 2009

97%

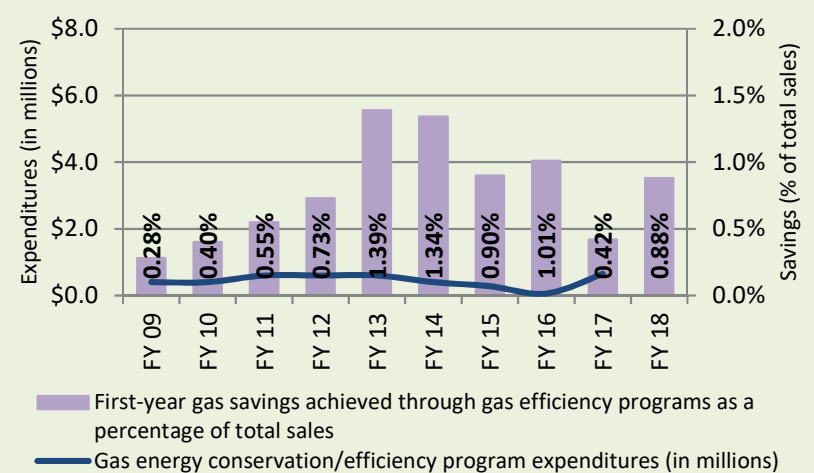
Percent of commercial accounts with compostable service, which increased 45% from FY 2017

Electric Efficiency Program Expenditures and Savings



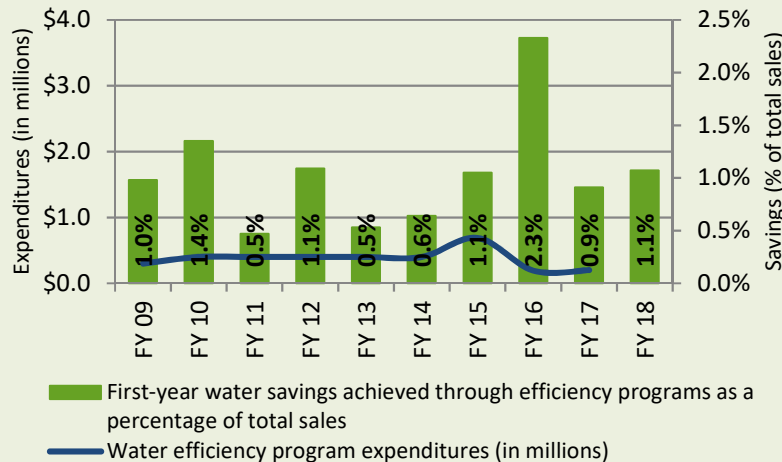
Source: Utilities Department

Gas Energy Efficiency Program Expenditures Savings



Source: Utilities Department

Water Conservation Expenditures and Savings



Source: Utilities Department

By the Numbers

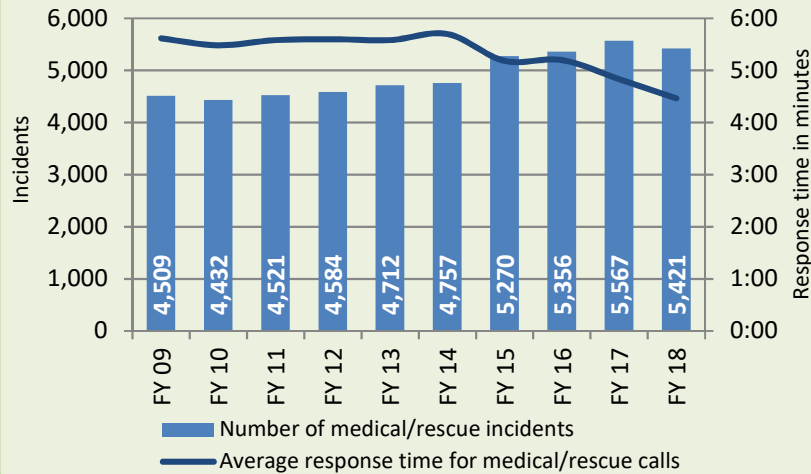
63%
Percent of qualifying renewable electricity, which increased 12% from FY 2017 and increased 44% from FY 2009

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

153
Average residential gas usage in therms per capita, which decreased by 1% from FY 2017 and decreased 11% from FY 2009

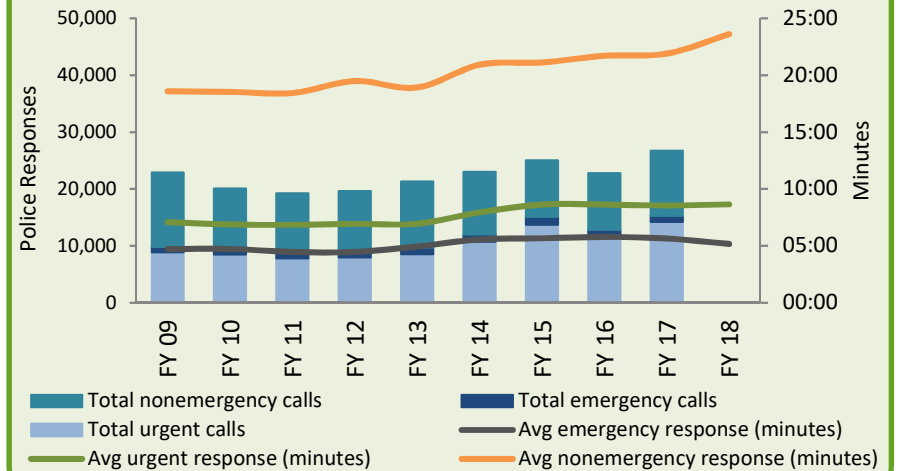
31
Average residential water usage in hundred cubic feet per capita, which increased 12% from FY 2017 and decreased 22% from FY 2009

Fire: Number of Medical/Rescue Incidents to Response Time



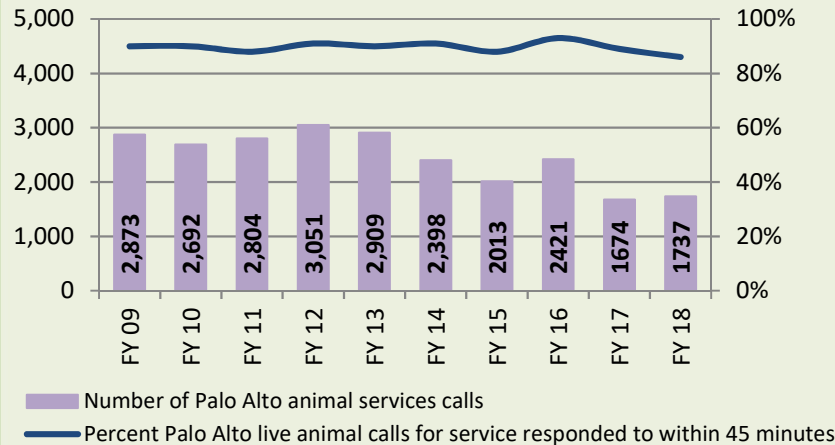
Source: Police Department

Police: Calls for Service and Response Time



Source: Police Department

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



Source: Police Department

By the Numbers

95

Number of hazardous materials incidents, which increased 46% from FY 2017 and increased 138% from FY 2009

86%

Police Department non-emergency calls responded to within 45 minutes, which decreased 3% from FY 2017 and decreased 6% from FY 2009

82%

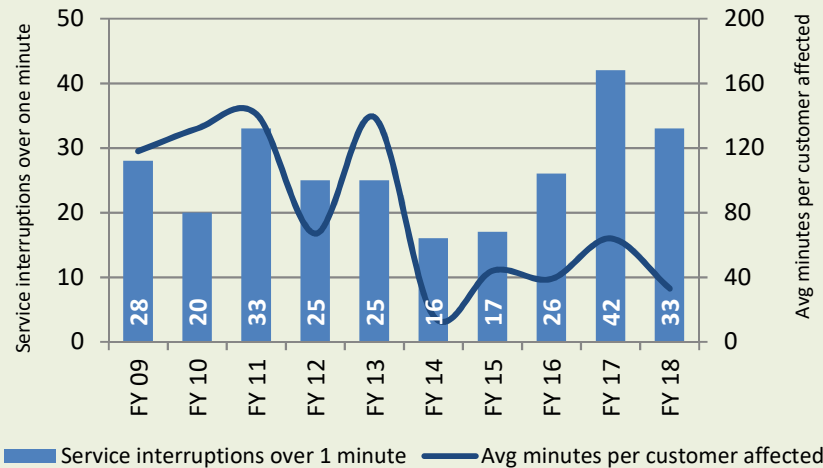
Percent emergency calls dispatched within 60 seconds, which increased 2% from FY 2017 and decreased 12% from FY 2009

90%

Percent of code enforcement cases resolved within 120 days, which increased 7% from FY 2017 and decreased 4% from FY 2009

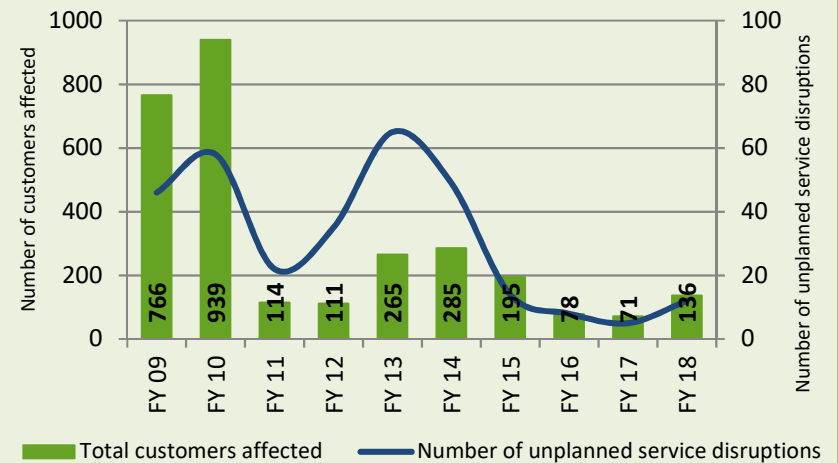
Responsiveness – Utility Services

Electric Service Interruptions



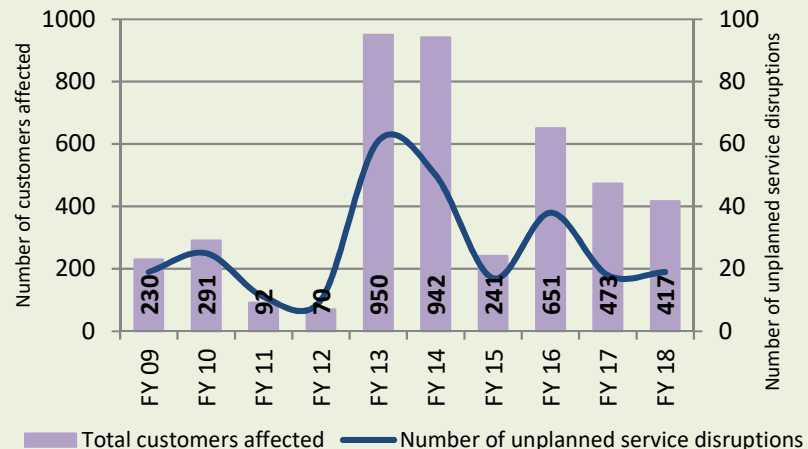
Source: Utilities Department

Gas Service Disruptions



Source: Utilities Department

Water Service Disruptions



Source: Utilities Department

By the Numbers

72,870
 Total number of electric, gas, and water customer accounts
 Electric – 29,475
 Gas – 23,395
 Water – 20,000
 596 less accounts than FY 2017

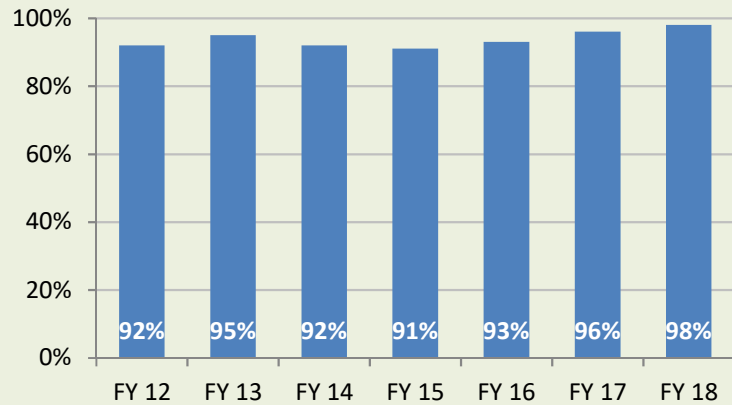
264
 Number of gas leaks found, 44 ground leaks and 220 meter leaks, which increased 24% from FY 2017 and decreased 44% from FY 2009

33
 Average power outage duration in minutes per customer affected, which decreased 48% from FY 2017 and decreased 72% from FY 2009

417
 Unplanned water service outages, which decreased 12% from FY 2017 and increased 81% from FY 2009

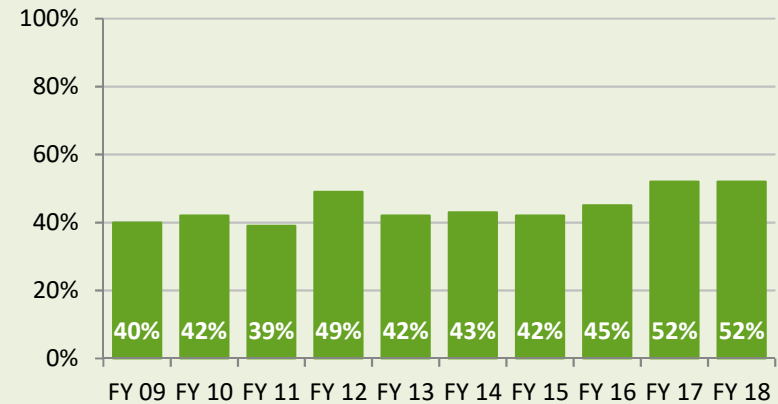
Responsiveness – Internal City Services

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



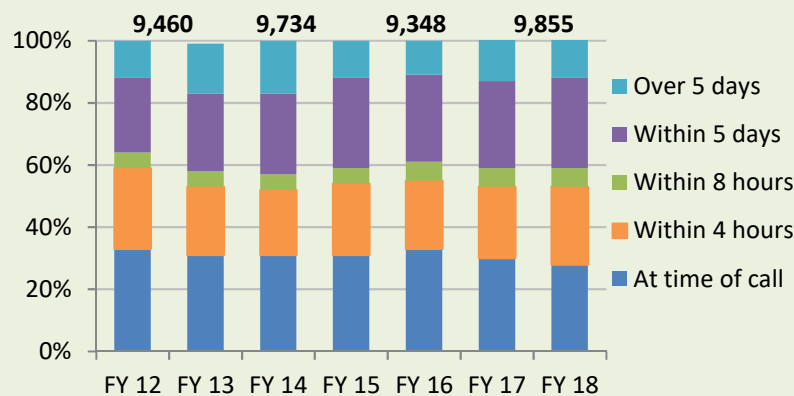
Source: Office of the City Attorney

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



Source: Office of the City Auditor

Information Technology:
Percent of Service Desk Requests Resolved



Source: Information Technology Department

By the Numbers

84

Number of claims handled by the Office of the City Attorney in FY 2018, which decreased 10% from FY 2017 and decreased 33% from FY 2009

2,624

Number of purchasing documents processed; \$150.9 million in goods and services purchased

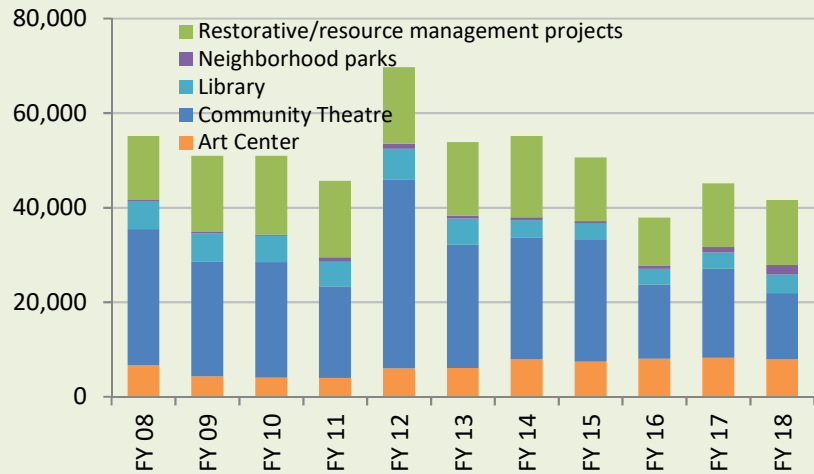
1,120

Workers' Compensation days lost to work-related illness or injury, which decreased 4% from FY 2017 and decreased 20% from FY 2009

45%

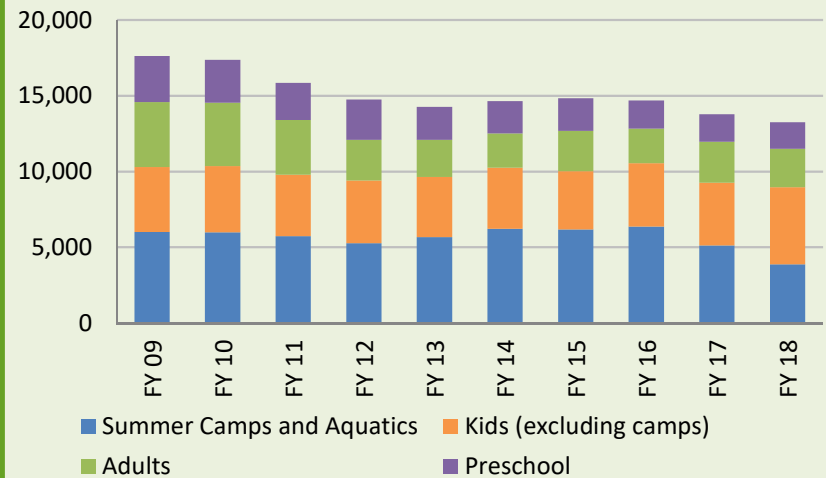
Percent of information technology security incidents remediated within one day, which increased 10% from FY 2017

Community Services and Library Volunteer Hours



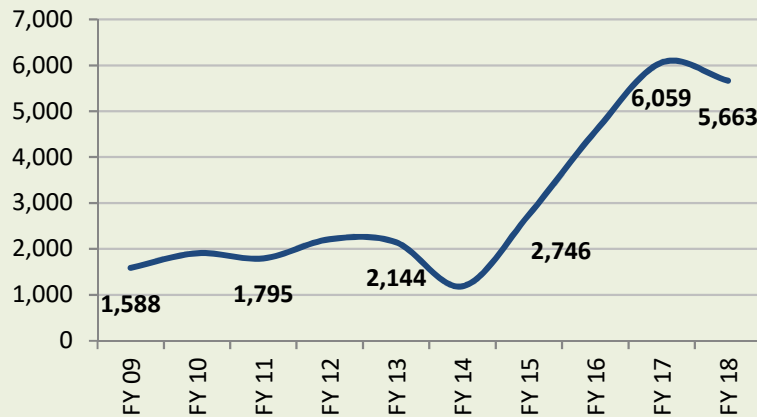
Sources: Community Services and Library Departments

Community Services: Total Enrollment in Classes/Camps



Source: Community Services Department

Library: Number of Participants in Teen Programs



Source: Library Department

By the Numbers

495,664

Number of titles in library collection, which increased 11% from FY 2017 and increased 61% from FY 2009

2

Average business days for new library materials to be available for customer use, which remained constant from FY 2017

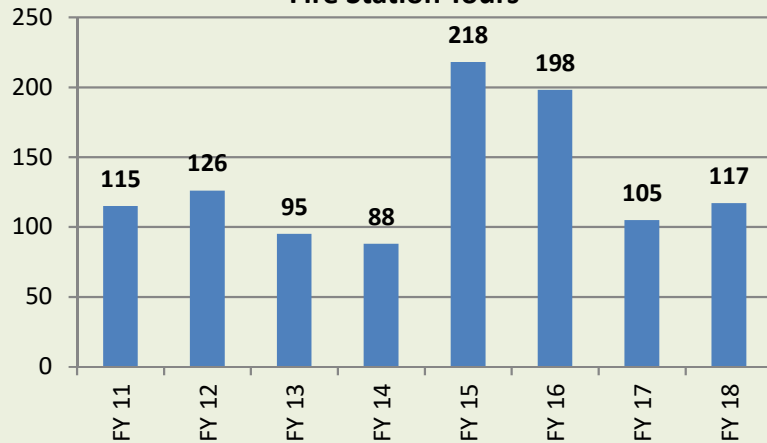
1,713

Number of library programs offered, which decreased 11% from FY 2017 and increased 207% from FY 2009

62,204

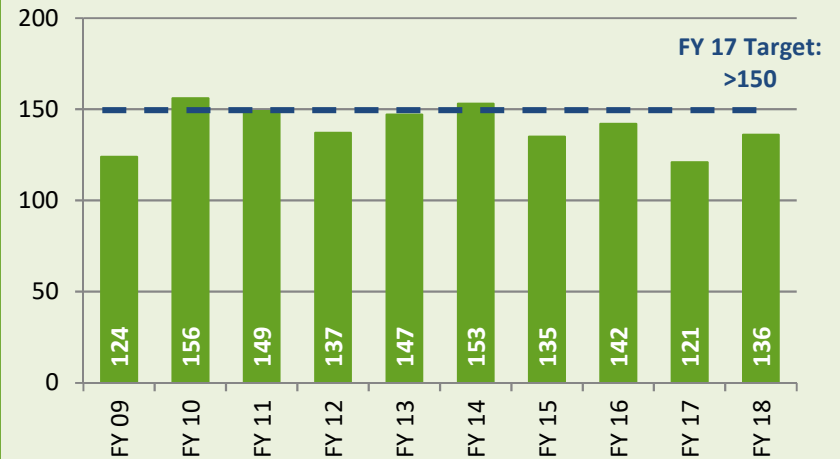
Library program attendance, which decreased 16% from FY 2017 and increased 70% from FY 2009

Fire: Safety Presentations, Including Demonstrations and Fire Station Tours



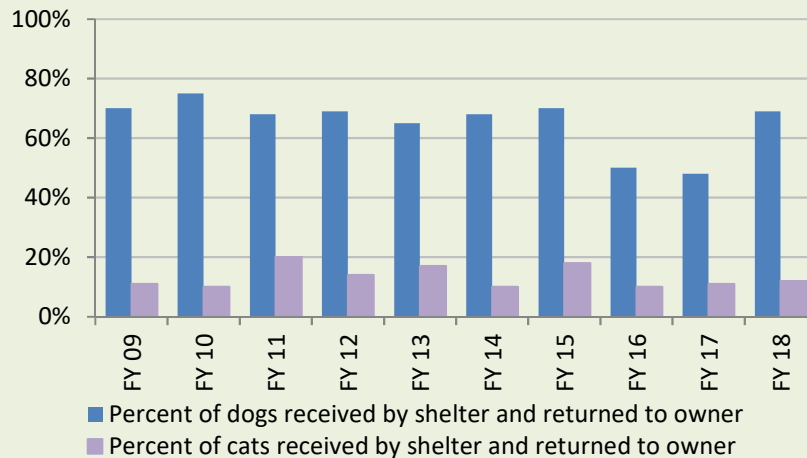
Source: Fire Department

Police: Citizen Commendations Received



Source: Police Department

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



Source: Police Department

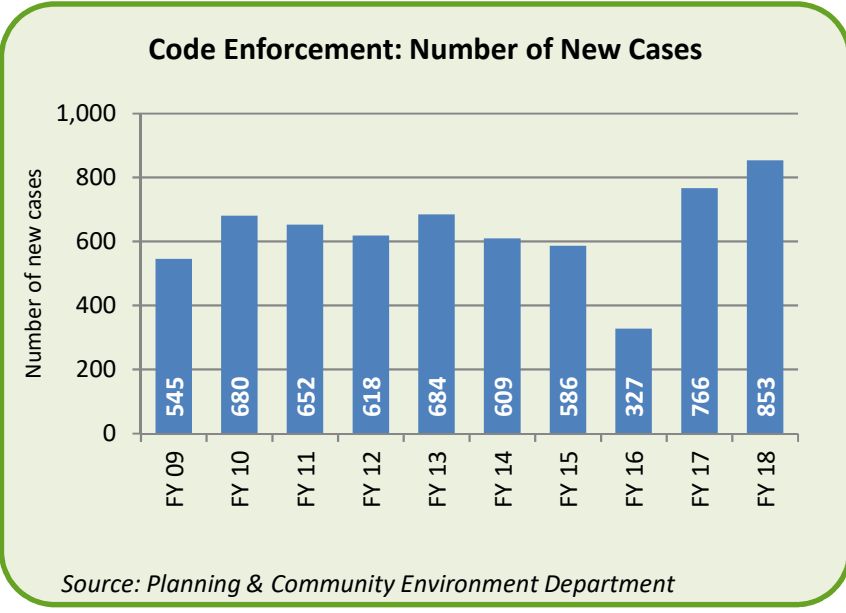
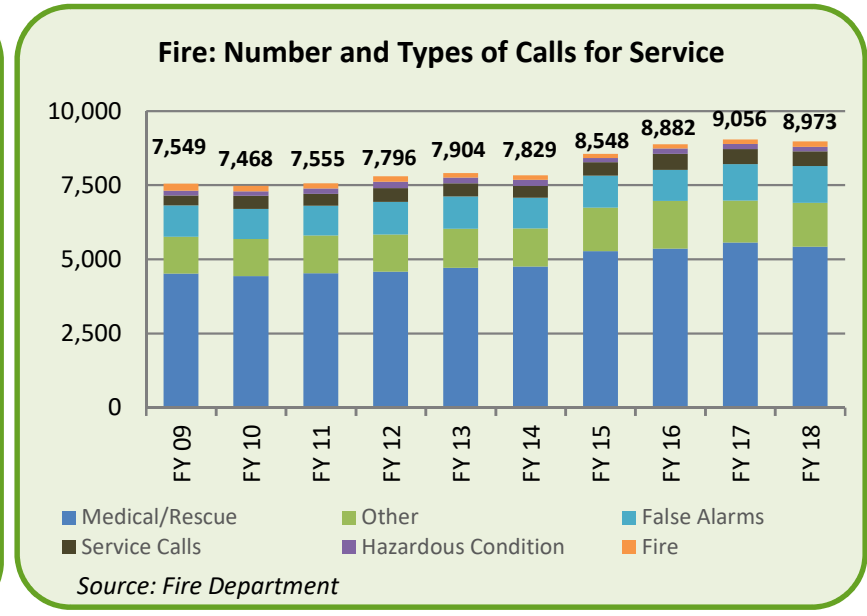
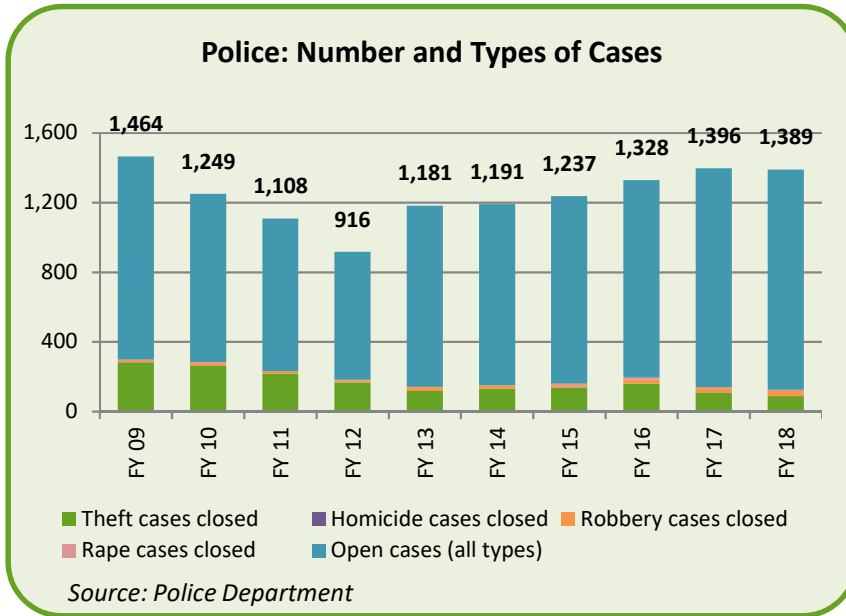
By the Numbers

2,077
Police Department number of animals handled, which decreased 6% from FY 2017 and decreased 39% from FY 2009

62
Emergency Operations Center activations/deployments, which increased 68% from FY 2017

216
Office of Emergency Services presentations, training, and exercises, which increased 19% from FY 2017

8
Police Department average number of officers on patrol, which has remained constant from FY 2009 and FY 2017



By the Numbers

3,590

Number of ambulance transports, which decreased 4% from FY 2017 and increased 8% from FY 2009

66%

Fire Department percent of permitted hazardous materials facilities inspected, which increased 3% from FY 2017 and increased 10% from FY 2009

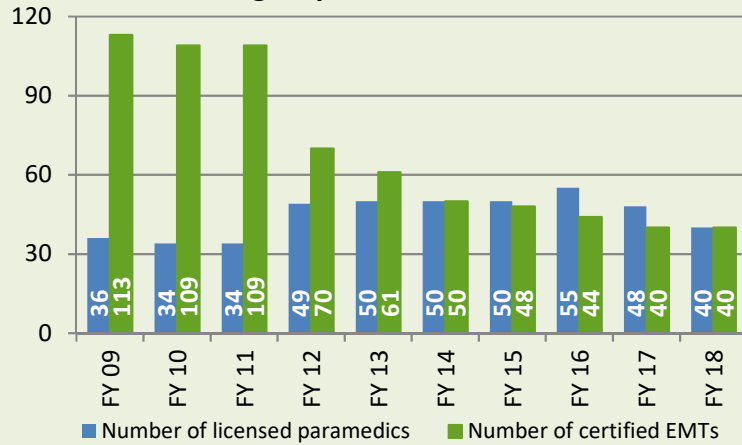
65

Reported crimes per 1,000 residents, which decreased 4% from FY 2017

9,581

Number of fire inspections completed, which increased 75% from FY 2017 and increased 832% from FY 2009

Fire: Number of Licensed Paramedics & Certified Emergency Medical Technicians



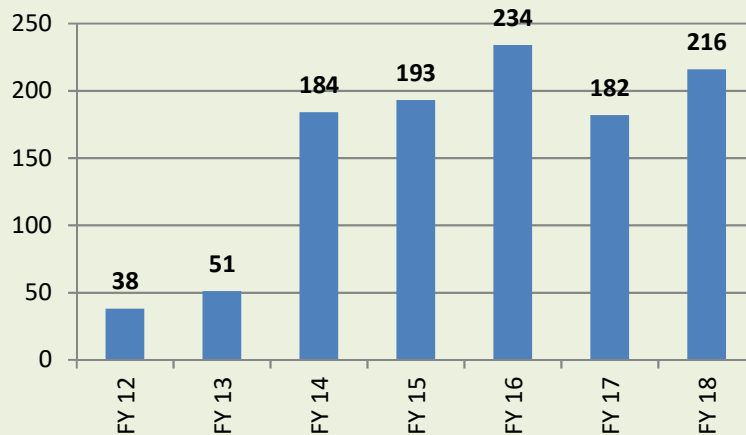
Source: Fire Department

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



Source: FBI Uniform Crime Reporting Program

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



Source: Office of Emergency Services

By the Numbers

424

Traffic collisions with injury, which increased 7% from FY 2017 and increased 14% from FY 2009

300

Fire Department average training hours per firefighter, which decreased 3% from FY 2017 and increased 35% from FY 2009

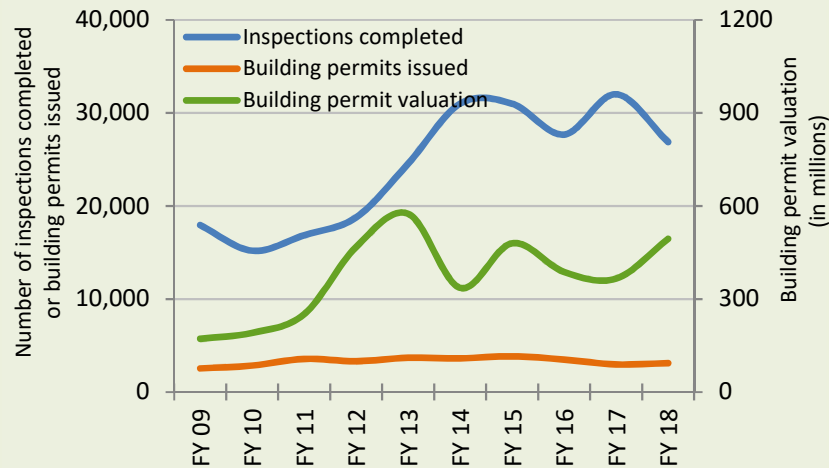
77%

Percent of fires confined to the room or area of origin, which decreased 2% from FY 2017 and increased 14% from FY 2009

5,421

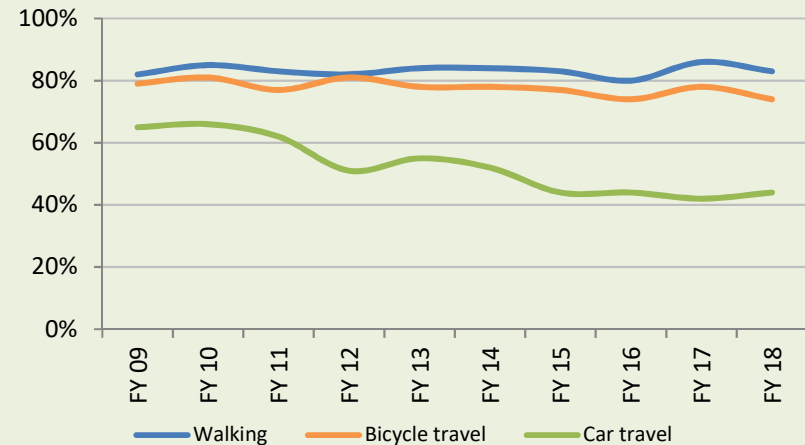
Number of medical/rescue incidents, which decreased 3% from FY 2017 and increased 20% from FY 2009

Inspections, Building Permits Issued and Valuation



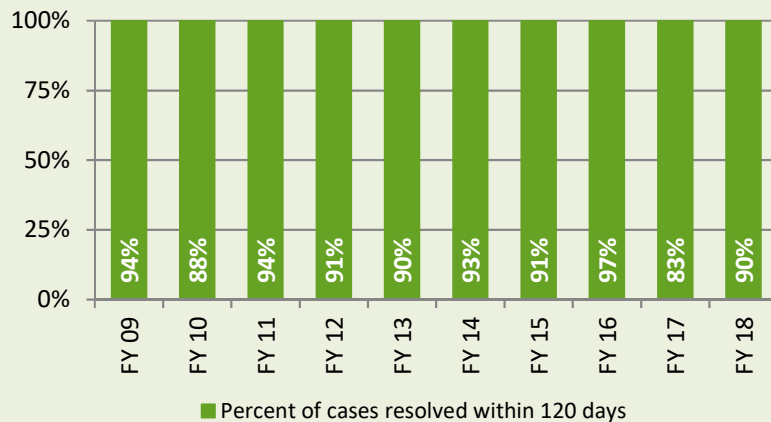
Source: Development Services Department

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



Source: 2017 National Citizen Survey™

Percent of Code Enforcement Cases Closed and Resolved Within 120 Days



Source: Planning & Community Environment Department

By the Numbers

32

Average number of days to issue 3,105 building permits, which increased 7% from FY 2017 and decreased 60% from FY 2009

62%

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

600

Number of permits approved over the counter, which increased 3% from FY 2017

26,886

Number of inspections completed, which decreased 16% from FY 2017 and increased 18% from FY 2009

Mission: The government of the City of Palo Alto exists to promote and sustain a superior quality of life in Palo Alto. In partnership with our community, our goal is to deliver cost-effective services in a personal, responsive, and innovative manner.

OVERALL OPERATING EXPENDITURES

General Fund (in millions)													
	Community Services	Development Services	Fire ¹	Office of Emergency Services ¹	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services ²	Non-departmental ³	Operating transfers out ⁴	Total	Enterprise funds (in millions)
FY 09	\$21.1	-	\$23.4	-	\$6.2	\$9.9	\$28.2	\$12.9	\$16.4	\$6.8	\$15.8	\$140.8	\$229.0
FY 10	\$20.5	-	\$27.7	-	\$6.4	\$9.4	\$28.8	\$12.5	\$18.1	\$8.7	\$14.6	\$146.9	\$218.6
FY 11	\$20.1	-	\$28.7	-	\$6.5	\$9.6	\$31.0	\$13.1	\$15.9	\$7.9	\$11.0	\$143.7	\$214.0
FY 12	\$20.9	-	\$28.8	\$0.6	\$7.1	\$10.3	\$33.6	\$13.2	\$17.8	\$7.7	\$22.1	\$162.1	\$219.6
FY 13	\$21.5	-	\$27.3	\$0.8	\$6.9	\$12.0	\$32.2	\$13.1	\$17.4	\$7.8	\$25.1	\$164.1	\$220.5
FY 14	\$22.6	-	\$28.2	\$0.9	\$7.3	\$13.3	\$33.3	\$13.2	\$18.3	\$8.4	\$18.8	\$164.3	\$226.5
FY 15	\$23.0	\$9.9 ⁵	\$26.2	\$1.2	\$8.0	\$7.4	\$34.6	\$13.3	\$18.4	\$7.3	\$22.3	\$171.5	\$236.7
FY 16	\$24.3	\$10.7	\$27.6	\$1.0	\$8.0	\$8.9	\$35.7	\$14.3	\$20.0	\$6.2	\$34.5	\$191.0	\$238.3
FY 17	\$25.2	\$11.0	\$31.5	\$1.0	\$9.0	\$8.7	\$39.2	\$16.7	\$19.5	\$6.4	\$31.8	\$199.5	\$243.0
FY 18	\$27.1	\$12.0	\$33.6	\$1.0	\$9.1	\$7.9	\$40.0	\$18.4	\$21.0	\$6.4	\$29.5	\$206.1	\$248.3
Change from:													
Last year	+8%	+9%	+7%	0%	+1%	-9%	+2%	+10%	+8%	0%	-7%	+3%	+2%
FY 09	+28%	-	+44%	-	+47%	-20%	+42%	+43%	+28%	-6%	+87%	+46%	+8%

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

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

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

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

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

OPERATING EXPENDITURES PER CAPITA

General Fund (in millions)													
	Community Services	Development Services	Fire ¹	Office of Emergency Services ¹	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services ²	Non-departmental ³	Operating transfers out ⁴	Total	Enterprise funds (in millions)
FY 09	\$333	-	\$303	-	\$98	\$156	\$445	\$203	\$258	\$108	\$249	\$2,152	\$3,607
FY 10	\$318	-	\$355	-	\$99	\$145	\$448	\$195	\$282	\$136	\$227	\$2,206	\$3,397
FY 11	\$309	-	\$365	-	\$100	\$147	\$478	\$202	\$244	\$122	\$170	\$2,138	\$3,300
FY 12	\$319	-	\$364	\$8	\$108	\$158	\$514	\$202	\$271	\$118	\$338	\$2,399	\$3,355
FY 13	\$324	-	\$340	\$9	\$104	\$181	\$485	\$198	\$263	\$117	\$378	\$2,400	\$3,322
FY 14	\$342	-	\$353	\$12	\$111	\$201	\$505	\$200	\$277	\$127	\$285	\$2,412	\$3,430
FY 15	\$344	\$148	\$325	\$15	\$119	\$111	\$516	\$198	\$274	\$109	\$333	\$2,492	\$3,535
FY 16	\$365	\$160	\$341	\$13	\$120	\$134	\$536	\$215	\$301	\$94	\$518	\$2,798	\$3,585
FY 17	\$378	\$165	\$390	\$12	\$134	\$130	\$588	\$250	\$292	\$96	\$476	\$2,912	\$3,647
FY 18	\$404	\$179	\$501	\$14	\$136	\$117	\$595	\$274	\$314	\$95	\$440	\$3,068	\$3,696
Change from:													
Last year	+7%	+8%	+28%	+17%	+1%	-10%	+1%	+10%	+8%	-1%	-8%	+5%	+1%
FY 09	+21%	-	+65%	-	+39%	-25%	+34%	+35%	+22%	-12%	+77%	+43%	+2%

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

^{2,3,4} As footnoted above.

AUTHORIZED STAFFING

	Authorized Staffing (FTE ¹) – General Fund										Authorized Staffing (FTE ¹) – Other Funds						
	Community Services	Development Services	Fire	Office of Emergency Services	Library	Planning and Community Environment	Police	Public Works	Strategic and Support Services ²	Subtotal	Refuse	Storm Drainage	Wastewater Treatment	Electric, Gas, Water, Wastewater Collection, and Fiber Optics	Other ³	Subtotal	Total
FY 09	146	-	128	-	57	54	170	71	102	727	35	10	70	235	74	423	1,150
FY 10	146	-	127	-	55	50	167	65	95	705	38	10	70	252	77	446	1,151
FY 11	124	-	125	-	52	47	161	60	89	657	38	10	70	263	76	457	1,114
FY 12	123	-	125	2	54	46	161	57	87	655	38	9	71	263	78	459	1,114
FY 13	126	-	120	3	58	53	157	59	90	667	26	10	71	269	85	462	1,129
FY 14	134	-	121	3	57	54	158	60	87	674	22	11	70	272	99	473	1,147
FY 15	138	42 ⁴	108	3	59	29	158	56	91	684	16	10	71	272	100	469	1,153
FY 16	143	43	107	3	65	32	158	56	92	700	15	10	70	268	104	468	1,168
FY 17	144	40	109	3	64	33	158	58	92	702	16	10	73	269	103	477	1,179
FY 18	145	40	109	3	64	32	162	57	92	700	16	14	71	268	105	479	1,179
Change from:																	
Last year	+1%	0%	0%	0%	0%	-3%	+3%	-2%	0%	0%	0%	+40%	-3%	0%	+2%	0%	0%
FY 09	-1%	-	-15%	-	+12%	-41%	-5%	-20%	-10%	-4%	-54%	+40%	+1%	+14%	+42%	+13%	+3%

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

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

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

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

	Authorized Staffing (FTE) - Citywide				General Fund Employee Costs					
	Regular	Temporary	TOTAL	Per 1,000 residents	Salaries and wages ¹ (in millions)	Overtime (in millions)	Employee benefits (in millions)	TOTAL (in millions)	Employee benefits rate ²	As a percent of total General Fund expenditures
FY 09	1,076	74	1,150	18.1	\$59.6	\$3.7	\$28.3	\$91.6	48%	65%
FY 10	1,055	95	1,150	17.9	\$56.6	\$4.5	\$30.9	\$92.1	55%	63%
FY 11	1,019	95	1,114	17.2	\$55.8	\$4.1	\$34.2	\$94.2	61%	66%
FY 12	1,017	98	1,115	17.0	\$54.4	\$5.4	\$36.9	\$96.7	68%	60%
FY 13	1,015	114	1,129	17.0	\$53.5	\$3.7	\$37.7	\$94.9	71%	58%
FY 14	1,020	126	1,147	17.4	\$55.5	\$4.7	\$38.8	\$98.9	70%	60%
FY 15	1,028	125	1,153	17.2	\$57.7	\$4.6	\$40.2	\$102.5	70%	60%
FY 16	1,042	126	1,168	17.6	\$60.1	\$5.5	\$40.6	\$106.2	68%	56%
FY 17	1,054	125	1,179	17.7	\$64.5	\$6.1	\$45.0	\$115.6	70%	58%
FY 18	1,059	120	1,179	17.6	\$66.0	\$6.6	\$48.2	\$120.8	73%	59%
Change from:										
Last year	0%	-4%	0%	-1%	+2%	+8%	+7%	+4%	+25%	-6%
FY 09	-2%	+62%	+3%	-3%	+11%	+78%	+70%	+32%	+3%	-7%

¹ Does not include overtime.

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

CAPITAL SPENDING

	Governmental Funds (in millions)				Enterprise Funds (in millions)		
	Assigned for capital projects ¹	Net general capital assets	Capital outlay	Depreciation	Net capital assets	Capital expenditures	Depreciation
FY 09	\$24.8	\$364.3	\$21.5	\$9.6	\$426.1	\$36.2	\$13.6
FY 10	\$23.9	\$376.0	\$22.0	\$14.4	\$450.3	\$29.7	\$15.3
FY 11	\$19.4	\$393.4	\$35.5	\$14.4	\$465.7	\$24.4	\$15.9
FY 12	\$32.4	\$413.2	\$29.2	\$16.4	\$490.0	\$27.6	\$16.7
FY 13	\$45.4	\$428.9	\$29.5	\$15.9	\$522.3	\$40.7	\$17.6
FY 14	\$54.8	\$452.6	\$37.6	\$13.8	\$545.5	\$37.1	\$17.5
FY 15	\$52.2	\$485.2	\$45.4	\$15.6	\$558.5	\$29.5	\$18.4
FY 16	\$63.1	\$496.0	\$24.7	\$17.1	\$576.8	\$31.1	\$19.2
FY 17	\$63.2	\$522.5	\$40.1	\$17.9	\$595.2	\$28.8	\$19.5
FY 18	\$68.3	\$547.7	\$41.6	\$18.9	\$636.7	\$46.0	\$20.2
Change from:							
Last year	+8%	+5%	+4%	+6%	+7%	+60%	+4%
FY 09	+175%	+50%	+93%	+97%	+49%	+27%	+49%

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

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

DEPARTMENTWIDE

	Operating Expenditures (in millions) ¹					CSD expenditures per capita	Total revenues ³ (in millions)	Authorized Staffing (FTE)			
	Administration and Human Services	Arts and Sciences	Open Space, Parks, and Golf	Recreation Services	Total ²			Total	Temporary	Temporary as a percent of total	Per 1,000 residents
FY 09	\$3.9	\$4.6	\$6.5	\$6.3	\$21.2	\$333	\$7.1	145.9	49.4	34%	2.3
FY 10	\$4.2	\$4.6	\$5.8	\$5.8	\$20.5	\$319	\$7.3	146.4	52.1	36%	2.3
FY 11	\$4.2	\$4.5	\$5.7	\$5.7	\$20.1	\$310	\$7.2	123.8	49.3	40%	1.9
FY 12	\$2.9	\$4.6	\$8.2	\$5.2	\$20.9	\$319	\$6.8	123.5	48.7	39%	1.9
FY 13	\$3.1	\$4.5	\$8.7	\$5.1	\$21.6	\$325	\$7.3	125.5	51.8	41%	1.9
FY 14	\$3.5	\$4.9	\$9.0	\$5.1	\$22.5	\$341	\$6.9	133.5	59.2	44%	2.0
FY 15	\$3.8	\$5.0	\$8.9	\$5.3	\$23.0	\$344	\$6.8	138.3	62.5	45%	2.1
FY 16	\$3.9	\$5.6	\$9.2	\$6.2	\$24.8	\$365	\$7.1	142.7	65.3	46%	2.1
FY 17	\$4.2	\$5.8	\$8.9	\$6.3	\$25.4	\$378	\$6.0	144.4	65.9	46%	2.2
FY 18	\$4.2	\$5.5	\$10.4	\$6.3	\$27.1	\$404	\$6.3	145.0	66.3	46%	2.2
Change from:											
Last year	+0%	-5%	+17%	+0%	+7%	+7%	+5%	+0%	+1%	+0%	+0%
FY 09	+8%	+20%	+60%	+0%	+28%	+21%	-11%	-1%	+34%	+12%	-4%

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

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

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

DEPARTMENTWIDE CLASSES

	Total number of classes/camps offered ¹					Total enrollment ¹					Percent of class registrations online (Target: 57%)	Percent of class registrants who are nonresidents
	Summer Camps and Aquatics	Kids (excluding camps)	Adults	Preschool	Total	Summer Camps and Aquatics	Kids (excluding camps)	Adults	Preschool	Total (Target: 16,400)		
FY 09	160	315	349	161	985	6,010	4,272	4,288	3,038	17,608	45%	13%
FY 10	162	308	325	153	948	5,974	4,373	4,190	2,829	17,366	55%	14%
FY 11	163	290	283	142	878	5,730	4,052	3,618	2,435	15,835	52%	14%
FY 12	155	279	203	148	785	5,259	4,136	2,688	2,667	14,750	51%	12%
FY 13	152	235	258	139	784	5,670	3,962	2,461	2,155	14,248	54%	12%
FY 14	170	301	202	143	816	6,210	4,028	2,274	2,135	14,647	55%	14%
FY 15	169	275	197	115	756	6,169	3,837	2,676	2,140	14,822	64%	17%
FY 16	145	260	161	65	631	6,368	4,179	2,280	1,861	14,494	51%	18%
FY 17	149	274	267	95	785	5,110	4,137	2,718	1,814	14,213	62%	21%
FY 18	209	363	258	98	928	3,868	5,094	2,530	1,745	13,783	59%	19%
Change from:												
Last year	+40%	+32%	-3%	+3%	+18%	-24%	+23%	-7%	-4%	-3%	-3%	-2%
FY 09	+31%	+15%	-26%	-39%	-6%	-36%	+19%	-41%	-43%	-22%	+14%	+6%

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

ARTS AND SCIENCES DIVISION – PERFORMING ARTS

	Children's Theatre						Community Theatre		Total (Children's and Community Theatres)	
	Number of performances ¹	Attendance at performances	Participants in performances and programs	Enrollment in music and dance classes ²	Enrollment in theatre classes, camps, and workshops ³	Outside funding	Number of performances	Attendance at performances	Number of performances	Attendance at performances
FY 09	134	14,786	534	964	334	-	159	46,609	293	61,395
FY 10	153	24,983	555	980	1,436	-	174	44,221	327	69,204
FY 11	165	27,345	1,334	847	1,475	-	175	44,014	340	71,359
FY 12	160	27,907	1,087	941	1,987	\$99,310	175	45,635	335	73,542
FY 13	173	25,675	1,220	1,131	1,824	\$54,390	184	45,966	357	71,641
FY 14	150	31,337	1,360	2,037	2,148	\$113,950	108	41,858	258	73,195
FY 15	222	33,926	1,401	3,323	3,092	\$153,973	172	42,126	394	76,052
FY 16	161	42,742	2,800	5,751	3,655	\$108,950	161	42,719	322	85,461
FY 17	171	46,387	3,109	7,589	4,857	\$120,384	171	43,607	342	89,994
FY 18	160	42,540	2,438	8,026	5,138	\$138,437	160	44,362	320	86,902
Change from:										
Last year	-6%	-8%	-22%	+6%	+6%	+15%	-6%	+2%	-6%	-3%
FY 09	+19%	+188%	+357%	+733%	+1438%	-	+1%	-5%	+9%	+42%

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

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

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

ARTS AND SCIENCES DIVISION - MUSEUMS

	Art Center ¹				Junior Museum & Zoo			Science Interpretation	
	Exhibition visitors ²	Total attendance (users)	Enrollment in art classes, camps, and workshops (adults and children)	Outside funding for visual arts programs	Attendance at Project LOOK! and outreach	Enrollment in Junior Museum classes and camps	Estimated number of children participating in school outreach programs	Number of Arastradero, Baylands, & Foothill outreach classes for school-age children	Enrollment in open space interpretive classes
FY 09	15,830	58,194	3,712	\$264,580	8,353	2,054	3,300	178	2,615
FY 10	17,244	60,375	3,304	\$219,000	8,618	2,433	6,971	208	3,978
FY 11	13,471	51,373	2,334	\$164,624	6,773	1,889	6,614	156	3,857
FY 12	29,717	62,055	905	\$193,000	14,238	2,575	9,701	131	3,970
FY 13	9,865	72,148	2,222	\$206,998	10,472	2,363	10,689	136	3,575
FY 14	9,463	82,799	2,802	\$156,079	8,873	1,935	10,696	112	3,044
FY 15	21,798	91,099	3,220	\$200,912	7,386	2,670	13,280	122	3,178
FY 16	38,225	108,865	3,158	\$259,737	6,947	2,991	11,530	121 ³	3,390
FY 17	36,052	282,200	3,563	\$376,532	7,407	2,693	13,472	73	1,971
FY 18	28,668	235,100	3,901	\$333,107	8,280	2,618	13,063	77	2,079
Change from:									
Last year	-20%	-17%	+9%	-12%	+12%	-3%	-3%	+5%	+5%
FY 09	+81%	+304%	+5%	+26%	-1%	+27%	+296%	-57%	-20%

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

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

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

ARTS AND SCIENCES DIVISION - MUSEUMS

Public Art					
	Number of public art projects installed (Permanent; Temporary; Private Development)	Number of public art projects in progress (Permanent; Temporary; Private Development)	Total revenue generated by the private development ordinance	Number of special events produced by the Public Art Program	Number of portable artworks added to the City public art collection
FY 09	2	3	-	-	3
FY 10	1	2	-	-	3
FY 11	0	4	-	-	17
FY 12	0	5	-	-	1
FY 13	1	7	-	-	2
FY 14	6	19	\$60,402	2	3
FY 15	7	16	\$110,485	11	2
FY 16	5	27	\$141,205	6	6
FY 17	10	23	\$351,808	2	1
FY 18	5	27	\$22,543	4	1
Change from:					
Last year	-50%	+17%	-94%	+100%	+0%
FY 09	+150%	+800%	-	-	-67%

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

	Open Space			Golf				
	Visitors at Foothills Park	Volunteer hours for restorative/resource management projects ¹	Number of native plants in restoration projects ²	Number of rounds of golf	Golf Course revenue (in millions)	Golf Course operating expenditures (in millions)	Golf course debt service (in millions)	Net revenue/ (cost)
FY 09	135,110	16,169	11,934	72,170	\$3.0	\$2.4	\$0.7	(\$326,010)
FY 10	149,298	16,655	11,303	69,791	\$3.0	\$2.3	\$0.6	\$76,146
FY 11	181,911	16,235	27,655	67,381	\$2.8	\$2.0	\$0.7	\$166,017
FY 12	171,413	16,142	23,737	65,653	\$2.7	\$1.9	\$0.6	\$271,503
FY 13	205,507	15,551	46,933	60,153	\$2.5	\$2.1	\$0.4	(\$18,179)
FY 14	198,814	17,196	63,206	46,527	\$1.8	\$1.9	\$0.4	(\$579,000)
FY 15	169,653	13,445	118,390	42,048	\$1.6	\$1.8	\$0.4	(\$638,000)
FY 16	152,505	10,206	10,744	42,573	\$1.6	\$1.8	\$0.4	(\$678,000)
FY 17	151,580	13,460	7,826	-	\$0.3	\$0.9	\$0.4	(\$105,500)
FY 18	150,191	13,745	11,164	6,790	\$0.8	\$2.2	\$0.4	(\$1,880,000)
Change from:								
Last year	-1%	+2%	+43%	-	+167%	+144%	0%	+1682%
FY 09	+11%	-15%	-6%	-91%	-73%	-8%	-43%	+477%

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

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

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

	Maintenance Expenditures					Total hours of athletic field usage	Number of permits issued for special events	Volunteer hours for neighborhood parks	Participants in community gardening program
	Parks and landscape maintenance (in millions)	Athletic fields in City parks (in millions)	Athletic fields on school district sites ¹ (in millions)	Total (in millions)	Per acre ²				
FY 09	\$3.0	\$0.7	\$0.7	\$4.4	\$16,940	45,762	35	212	238
FY 10	\$3.0	\$0.5	\$0.6	\$4.1	\$15,413	41,705	12	260	238
FY 11	\$3.2	\$0.4	\$0.5	\$4.1	\$15,286	42,687	25	927	260
FY 12	\$3.5	\$0.4	\$0.6	\$4.5	\$16,425	44,226	27	1,120	292
FY 13	\$3.8	\$0.4	\$0.6	\$4.8	\$17,563	N/A ³	47	637	292
FY 14	\$4.0	\$0.4	\$0.6	\$5.0	\$18,244	N/A ³	36	638	292
FY 15	\$3.9	\$0.5	\$0.7	\$5.1	\$18,593	47,504	37	551	310
FY 16	\$3.9	\$0.5	\$0.7	\$5.1	\$10,994	65,723	36	586	320
FY 17	\$4.3	\$0.5	\$0.8	\$5.6	\$20,713	71,431	29	1,151	318
FY 18	\$4.5	\$0.5	\$0.8	\$5.8	\$21,655	65,443	17	2,049	350
Change from:									
Last year	+5%	+0%	+0%	+4%	+5%	-8%	-41%	+78%	+10%
FY 09	+50%	-29%	+14%	+32%	+28%	+43%	-51%	+867%	+47%

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

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

³ According to the department, this measure was not accurately tracked during FY 2013 or FY 2014.

RECREATION SERVICES DIVISION

	Enrollment in Recreational Classes						Cubberley Community Center				
	Dance	Recreation	Middle school sports	Therapeutics	Private tennis lessons	Total	Aquatics Lap and Recreational Pool Visits	Hours rented	Hourly rental revenue (in millions)	Number of lease holders	Lease revenue (in millions)
FY 09	1,075	3,750	1,393	153	444	7,081	-	34,874	\$1.0	37	\$1.4
FY 10	972	3,726	1,309	180	460	6,906	-	35,268	\$0.9	41	\$1.6
FY 11	889	3,613	1,310	178	362	6,580	-	30,878	\$0.9	48	\$1.6
FY 12	886	3,532	1,455	135	240	6,444	-	29,282	\$0.8	33	\$1.6
FY 13	1,000	2,776	1,479	167	339	5,928	-	29,207	\$0.9	33	\$1.6
FY 14	1,130	2,449	1,443	112	457	5,787	-	28,086	\$0.8	32	\$1.7
FY 15	1,120	2,977	1,427	159	661	6,417	34,431	29,209	\$0.8	36	\$1.7
FY 16	527	3,805	1,538	177	559	6,606	57,525	28,559	\$0.9	35	\$1.8
FY 17	719	3,515	1,446	104	755	6,539	53,015	30,756	\$1.1	29	\$1.7
FY 18	491	4,221	1,367	138	567	6,784	63,182	33,309	\$1.1	29	\$1.5
Change from:											
Last year	-32%	+20%	-5%	+33%	-25%	+4%	+19%	+8%	0%	+0%	-12%
FY 09	-54%	+13%	-2%	-10%	+28%	-4%	-	-4%	+10%	-22%	+7%

Mission: To provide citizens, business owners, developers, and applicants reliable and predictable expectations in the review, permitting, and inspection of development projects that meet the municipal and building code requirements to safeguard the health, safety, property, and public welfare while working collaboratively with other departments in the City.

DEPARTMENTWIDE¹

	Operating Expenditures (in millions)								Expenditures per capita	Revenue (in millions)	Authorized staffing (FTE)
	Administration	Building	Fire	GIS	Green Building	Planning	Public Works	Total			
FY 15	\$2.0	\$4.3	\$1.7	\$0.1	\$0.2	\$0.7	\$1.0	\$9.9	\$148	\$12.1	42
FY 16	\$2.4	\$4.5	\$1.9	(\$0.0)	\$0.3	\$0.6	\$0.9	\$10.7	\$160	\$12.3	43
FY 17	\$2.1	\$5.0	\$2.1	\$0.0	\$0.4	\$0.7	\$0.7	\$11.0	\$165	\$11.9	40
FY 18	\$2.4	\$5.5	\$2.1	\$0.0	\$0.4	\$0.6	\$0.9	\$12.0	\$179	\$16.3	40
Change from:											
Last year	+14%	+10%	+0%	-	+0%	-14%	+29%	+9%	+8%	+37%	+0%
FY 09	-	-	-	-	-	-	-	-	-	-	-

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

BUILDING

	Average days									
	Number of permits routed to all departments with on-time reviews	Number of permits approved over the counter	Number of building permits issued	First response to plan checks	Issuance of building permits (Target: 30)	Permit issuance to final inspection for projects up to \$500,000 (Target: 135)	Number of inspections completed	Valuation of construction for issued permits (in millions)	Building permit revenue (in millions)	
FY 08	292	-	3,046	23	80	-	22,820	\$358.9	\$4.2	
FY 09	230	394	2,543	31	63	123	17,945	\$172.1	\$3.6	
FY 10	218	326	2,847	30	44	162	15,194	\$191.2	\$4.0	
FY 11	371	532	3,559	35	47	109	16,858	\$251.1	\$5.6	
FY 12	345	644	3,320	22	38	127	18,778	\$467.9	\$6.8	
FY 13	470	602	3,682	24	39 ¹	121	24,548	\$574.7	\$10.1	
FY 14	550	557	3,624	23	27	139	31,002	\$336.1	\$9.3	
FY 15	567	628	3,844	23	25	156	31,000	\$479.8	\$9.4	
FY 16	588	682	3,492	21	23	136	27,680	\$387.3	\$8.4	
FY 17	576	585	2,970	27	30	169	32,015	\$366.7	\$8.9	
FY 18	485	600	3,105	27	32	185	26,886	\$493.7	\$9.3	
Change from:										
Last year	-16%	+3%	+5%	+0%	+7%	+9%	-16%	+35%	+4%	
FY 09	+66%	-	+2%	+17%	-60%	-	+18%	+38%	+121%	

¹ Prior year correction by the Department.

GREEN BUILDING¹

	Green Building permit applications processed	Green Building with mandatory regulations		Construction debris for completed projects ² (in tons)			Energy savings per year ³ (in kBtu)
		Valuation	Square feet	Salvaged	Recycled	Disposed to landfill	
FY 09	341	\$80,412,694	666,500	67	3,503	575	-
FY 10	556	\$81,238,249	774,482	69	9,050	1,393	-
FY 11	961	\$187,725,366	1,249,748	13,004	34,590	4,020	-
FY 12	887	\$543,237,137	1,342,448	23,617	45,478	5,015	-
FY 13	1,037	\$569,451,035	2,441,575	9,408	44,221	3,955	1,922,532
FY 14	0 ⁴	\$349,128,085	3,432,025	7,186	38,381	5,421	3,141,510
FY 15	0 ⁴	\$537,328,177	3,982,320	656	93,392	9,067	3,958,713
FY 16	0 ⁴	\$231,633,489	3,230,939	382	38,609	4,698	3,678,375
FY 17	0 ⁴	\$185,281,638	2,170,845	848	46,094	4,273	1,531,108
FY 18	0⁴	\$192,512,150	2,566,957	704	55,084	4,888	603,682
Change from:							
Last year	+0%	+4%	+18%	-17%	+20%	+14%	-61%
FY 09	-99%	+139%	+285%	+951%	+1472%	+750%	-

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

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

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

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

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

DEPARTMENTWIDE¹

	Operating Expenditures (in millions)						Revenue (in millions)	Authorized staffing (FTE)	Number of workstations	IT expenditures per workstation
	Information Technology Project Services	IT Operations	Enterprise Systems	Office of the Chief Information Officer	Capital Improvement Program ²	Total				
FY 12	\$2.5	\$3.0	\$1.8	\$1.5	\$0.8	\$9.6	\$13.4	34.2	1,100	\$4,658
FY 13	\$1.7	\$3.8	\$1.9	\$2.5	\$3.4 ³	\$13.3	\$17.5	36.7	1,118	\$4,548
FY 14	\$1.1	\$4.6	\$2.6	\$4.0	\$2.0	\$14.3	\$13.1	34.2	1,286	\$4,491
FY 15	\$0.6	\$6.7	\$2.3	\$2.8	\$1.3	\$13.8	\$14.5	33.7	1,454	\$5,226 ⁴
FY 16	\$1.1	\$5.7	\$2.6	\$2.9	\$2.1	\$14.4	\$16.2	36.1	1,371	\$4,703
FY 17	\$1.2	\$5.9	\$3.1	\$2.9	\$1.1	\$14.2	\$16.3	36.1	1,421	\$4,983
FY 18	\$2.5	\$6.8	\$3.1	\$2.6	\$2.1	\$17.1	\$16.3	37.1	1,325	\$7,018
Change from:										
Last year	+108%	+15%	+0%	-10%	+91%	+20%	+0%	+3%	-7%	+41%
FY 09	-	-	-	-	-	-	-	-	-	-

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

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

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

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

	Percent of service desk requests resolved: ¹						City Staff Survey	
	Number of service desk requests	At time of call (Target: 34%)	Within 4 hours (Target: 26%)	Within 8 hours (Target 9%)	Within 5 days (Target: 26%)	Over 5 days (Target: 5%)	Percent of security incidents remediated within 1 day	Percent rating IT services as "excellent" (Target: 90%)
FY 12	9,460	33%	26%	5%	24%	12%	-	95%
FY 13	9,734	31%	22%	5%	25%	16%	50%	87%
FY 14	9,348	31%	21%	5%	26%	17%	28% ²	94%
FY 15	9,855	31%	23%	5%	29%	12%	52%	89%
FY 16	10,748	33%	22%	6%	28%	11%	47%	93%
FY 17	8,750	30%	23%	6%	28%	14%	35%	92%
FY 18	8,224	28%	25%	6%	29%	13%	45%	93%
Change from:								
Last year	-6%	-2%	+2%	+0%	+1%	-1%	+10%	+1%
FY 09	-	-	-	-	-	-	-	-

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

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

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

DEPARTMENTWIDE

	Operating Expenditures (in millions)				Library expenditures per capita	Authorized Staffing (FTE)			Number of residents per library FTE	Volunteer hours	Total hours open annually ¹	FTE per 1,000 hours open
	Administration	Collections and Technical Services	Public Services	Total		Regular	Temporary/hourly	TOTAL				
FY 09	\$0.4	\$1.8	\$4.0	\$6.2	\$98	43.8	13.4	57.2	1,110	5,953	11,822	4.8
FY 10	\$0.6	\$1.8	\$4.0	\$6.4	\$99	42.2	12.8	55.0	1,169	5,564	9,904	5.6
FY 11	\$1.0	\$1.6	\$3.9	\$6.5	\$100	41.3	10.4	51.7	1,255	5,209	8,855	5.8
FY 12	\$1.2	\$1.7	\$4.2	\$7.1	\$108	41.3	14.8	56.1	1,166	6,552	11,142	5.0
FY 13	\$1.0	\$1.8	\$4.1	\$6.9	\$104	41.8	16.7	58.5	1,135	5,514	11,327	5.2
FY 14	\$0.9	\$2.3	\$4.1	\$7.3	\$111	41.8	14.7	56.5	1,168	3,607	11,277	5.0
FY 15	\$1.0	\$2.5	\$4.5	\$8.0	\$119	44.7	14.8	59.5	1,126	3,447	11,334	5.2
FY 16	\$0.6	\$2.3	\$5.7	\$8.6	\$120	48.0	16.8	64.8	1,027	3,358	12,884	5.0
FY 17	\$1.2	\$2.5	\$5.3	\$9.0	\$134	48.5	15.1	63.6	1,048	3,417	13,520	4.7
FY 18	\$1.2	\$2.6	\$5.4	\$9.1	\$136	48.5	15.1	63.6	1,056	3,880	13,520	5.0
Change from:												
Last year	+0%	+4%	+2%	+1%	+1%	+0%	+0%	+0%	+1%	+14%	+0%	+6%
FY 09	+200%	+44%	+35%	+47%	+39%	+11%	+13%	+11%	-5%	-35%	+14%	+4%

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

COLLECTIONS AND TECHNICAL SERVICES

	Number of items in collection					Per capita	Total number of titles in collection	Checkouts				Average number of business days for new materials to be available for customer use (Target: 2.0)	
	Book volumes	Media items	eBook & eMusic items	Other formats ¹	TOTAL			Total (Target: 1,480,000)	Per capita	Average per item (Target: 4.23)	Percent of first time checkouts completed on self-check machines		Number of items on hold
FY 09	246,554	35,506	11,675	-	293,735	4.63	185,718	1,633,955	25.7	5.56	90%	218,073	-
FY 10	247,273	37,567	13,827	-	298,667	4.64	189,828	1,624,785	25.2	5.44	90%	216,719	9.0
FY 11	254,392	40,461	19,248	-	314,101	4.84	193,070	1,476,648	22.8	4.70	91%	198,574	8.0
FY 12	251,476	41,017	13,667	-	306,160 ²	4.68	187,359	1,559,932	23.8	5.10 ²	88%	211,270	9.5 ³
FY 13	215,416	41,440	20,893	-	277,749	4.19	157,594	1,512,975	22.8	5.45	87%	204,581	4.0
FY 14	235,372	47,080	58,968 ⁴	19,683	361,103 ²	5.47 ²	173,905	1,364,872	20.4	3.78 ²	88%	197,444	2.0
FY 15	247,088	51,178	73,793	57,401	429,460	6.41	180,074	1,499,406	22.4	3.49	92%	186,834	2.0
FY 16	248,319	47,727	145,165	20,081	461,292	6.94	185,874	1,400,926	21.1	3.04	88%	189,762	2.0
FY 17	249,735	49,350	92,117	36,346	427,548	6.41	489,600 ⁵	1,524,614	22.9	3.76	88%	201,340	2.0
FY 18	254,678	48,830	97,154	72,233	472,895	7.04	495,664	1,538,118	22.9	3.20	90%	213,295	2.0
Change from:													
Last year	+2%	-1%	+84%	+99%	+11%	+10%	-90%	+1%	+0%	-15%	+2%	+6%	+0%
FY 09	+3%	+38%	+1351%	-	+61%	+52%	+167%	-6%	-11%	-42%	+0%	-2%	-

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

² Prior year correction.

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

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

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

PUBLIC SERVICES

	Total number of cardholders	Percent of Palo Alto residents who are cardholders	Library visits	Meeting room reservations (Target: 3,400)	Total number of reference questions	Total number of online database sessions	Number of internet sessions	Number of laptop checkouts	Programs ¹		
									Total offered	Total attendance	Number of library teen programs (Target: 2,500)
FY 09	54,878	63%	875,847	-	46,419	111,228 ²	145,143	12,290	558	36,582	1,588
FY 10	51,969	61%	851,037	-	55,322	150,895 ²	134,053	9,720	485	35,455	1,906
FY 11	53,246	64%	776,994	-	53,538	51,111	111,076	5,279	425	24,092	1,795
FY 12	60,283	69%	843,981	846	43,269	42,179	112,910	4,829	598	30,916	2,211
FY 13	51,007	61%	827,171	1,223	43,476	31,041	70,195	3,662	745	40,405	2,144
FY 14	46,950	58%	678,181	1,027	34,060	35,872	114,520	1,672	801	37,971	1,188
FY 15	51,792	64%	810,962	4,339	73,580	31,953	104,878	1,147	1,048	44,892	2,746
FY 16	57,307	71%	831,206	9,943	32,084	51,166	150,489	1,251	1,452	53,560	4,559
FY 17	54,676	80%	1,031,054	12,434	34,294	305,111 ³	149,962	1,559	1,914	74,299	6,059
FY 18	56,159	74%	1,045,282	14,155	33,020	213,920	146,567	1,713	1,713	62,204	5,663
Change from:											
Last year	+3%	-8%	+1%	+14%	-4%	-93%	-2%	+10%	-11%	-16%	-7%
FY 09	+2%	+17%	+19%	-	-29%	-81%	+1%	-86%	+207%	+70%	+257%

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

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

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

Mission: To provide the Council and community with creative guidance on, and effective implementation of, land use development, planning, transportation, housing, and environmental policies, and plans and programs that maintain and enhance the City as a safe, vital, and attractive community.

DEPARTMENTWIDE

	Operating Expenditures (in millions)				Total	Expenditures per capita	Revenue (in millions)	Authorized staffing (FTE)
	Administration	Planning & Transportation	Building ¹	Economic Development ²				
FY 09	\$0.2	\$5.7	\$3.5	\$0.4	\$9.9	\$156	\$5.1	54
FY 10	\$0.6	\$5.5	\$2.9	\$0.4	\$9.4	\$146	\$5.5	50
FY 11	\$0.9	\$5.1	\$3.3	\$0.3	\$9.6	\$147	\$7.5	47
FY 12	\$0.9	\$5.2	\$4.2	-	\$10.3	\$158	\$9.3	47
FY 13	\$1.1	\$5.8	\$5.2	-	\$12.0	\$182	\$12.6	53
FY 14	\$1.1	\$6.4	\$5.8	-	\$13.3	\$201	\$11.4	54
FY 15	\$1.2	\$6.2	\$0.1	-	\$7.4	\$111	\$1.8	29
FY 16	\$1.4	\$7.6	-	-	\$8.9	\$134	\$1.8	32
FY 17	\$1.8	\$6.8	\$0.0	-	\$8.8	\$130	\$3.0	33
FY 18	\$1.9	\$5.9	\$0.1	-	\$7.9	\$118	\$3.1	32
Change from:								
Last year	+6%	-13%	+100%	-	-10%	-9%	+3%	-3%
FY 09	+850%	+4%	-97%	-	-20%	-24%	-39%	-41%

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

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

CURRENT PLANNING & CODE ENFORCEMENT

	Planning applications received	Planning applications completed	Architectural Review Board applications completed	Average weeks to complete staff-level applications	Code Enforcement		
					Number of new cases	Number of reinspections	Percent of cases resolved within 120 days
FY 09	312	273	130	10.7	545	1,065	94%
FY 10	329	226	130	12.5	680	1,156	88%
FY 11	359	238	121	10.4	652	1,228	94%
FY 12	325	204	101	12.5	618	1,120	91%
FY 13	490	307	148	12.5	684	1,240	90%
FY 14	487	310	170	14.9	609	1,398	93%
FY 15	425	335	174	15.4	586	1,242	91%
FY 16	393	383	46	18.4	327	-	97%
FY 17	349	365	19	9.8	766	-	83%
FY 18	376	376	24	9.0	853	-	90%
Change from:							
Last year	+8%	+3%	+26%	-8%	+11%	-	+7%
FY 09	+21%	+38%	-82%	-16%	+57%	-	-4%

ADVANCE PLANNING

	Number of residential units	Median price of a single family home in Palo Alto (in millions)	Estimated new jobs (job losses) resulting from projects approved during the year ¹	Number of new housing units approved	Cumulative number of below market rate (BMR) units
FY 09	28,291	\$1.40	(58)	36	395
FY 10	28,445	\$1.37	662	86	434
FY 11	28,257	\$1.52	2,144	47	434
FY 12	28,380	\$1.74	760	93	434
FY 13	28,457	\$1.99	142	2	434
FY 14	28,546	\$2.04	(580)	311	449
FY 15	28,674	\$2.47	399	12	449
FY 16	28,919	\$2.28	341	38	487
FY 17	29,124	\$2.54	432	15	565
FY 18	29,189	\$2.85	24	102	587
Change from:					
Last year	+0%	+12%	-94%	+580%	+4%
FY 09	+3%	+104%	-141%	+183%	+49%

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

TRANSPORTATION

	City shuttle boardings ¹	City's cost per shuttle boarding	Caltrain average weekday boardings	Average number of employees participating in the City commute program ²
FY 09	136,511	\$2.61	4,407	124
FY 10	137,825	\$2.65	4,359	113
FY 11	118,455	\$1.82	4,923	92
FY 12	140,321	\$1.46	5,730	93
FY 13	133,703	\$1.50	6,763	99
FY 14	134,362	\$1.49	7,564	114
FY 15	152,571 ³	\$1.95	8,750	113
FY 16	181,259	\$1.98	9,052	243
FY 17	152,261	\$2.56	9,072	307
FY 18	-⁴	-⁴	9,457	-⁴
Change from:				
Last year	-	-	+4%	-
FY 09	-	-	+115%	-

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

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

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

⁴ Information not available.

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

DEPARTMENTWIDE

	Operating Expenditures (millions)						Authorized Staffing						
	Administration	Emergency response	Environmental and fire safety	Training and personnel management	Records and information	Total	Resident population of area served ¹	Expenditures per resident served	Revenue (in millions)	Resident population served per fire station ^{1,4}	Total (FTE)	Per 1,000 residents served	Overtime as a percent of regular salaries
FY 09	\$0.4	\$17.4	\$2.3	\$2.3	\$1.0	\$23.4	77,305	\$303	\$11.0	12,884	127.7	1.65	16%
FY 10	\$2.3	\$19.3	\$2.5	\$2.6	\$1.0	\$27.7	78,161	\$355	\$10.6	13,027	126.5	1.62	26%
FY 11	\$1.6	\$20.8	\$2.6	\$2.7	\$1.0	\$28.7	78,662	\$365	\$12.0	13,110	125.1	1.59	21%
FY 12 ²	\$1.7	\$20.9	\$2.4	\$2.8	\$1.0	\$28.8	79,252	\$364	\$13.7	13,209	125.2	1.58	37%
FY 13	\$1.9	\$22.5	\$1.7	\$0.8	\$0.3	\$27.3	80,127	\$340	\$12.4 ³	13,355	120.3	1.50	19%
FY 14	\$1.9	\$23.3	\$1.7	\$0.9	\$0.3	\$28.2	79,838	\$353	\$12.0 ³	13,306	120.8	1.51	27%
FY 15	\$2.0	\$22.9	\$0.1	\$0.9	\$0.3	\$26.2	80,474	\$325	\$12.3	13,412	108.0	1.34	24%
FY 16	\$1.4	\$23.5	\$0.3	\$1.0	\$0.4	\$26.5	80,691	\$341	\$10.8	13,449	107.0	1.33	29%
FY 17	\$1.8	\$27.6	\$0.2	\$1.6	\$0.3	\$31.5	80,862	\$390	\$9.9	13,477	109.0	1.35	31%
FY 18	\$1.9	\$29.3	\$0.2	\$1.9	\$0.3	\$33.6	82,455	\$407	\$11.1	13,743	109.2	1.63	35%
Change from:													
Last year	+6%	+6%	+0%	+19%	+0%	+7%	+2%	+4%	+12%	+2%	+0%	+21%	+4%
FY 09	+375%	+68%	-91%	-17%	-70%	+44%	+7%	+34%	+1%	+7%	-14%	-1%	+19%

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

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

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

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

CALLS FOR SERVICE

	Calls for service							Average response time ² (minutes)		Percent of calls responded promptly ²			
	Fire	Medical/rescue	False alarms	Service calls	Hazardous condition	Other ¹	TOTAL	Average number of calls per day	Fire calls (Target: 6:00)	Medical/rescue calls (Target: 6:00)	Fire emergencies within 8 minutes (Target: 90%)	Emergency medical requests within 8 minutes (Target: 90%)	Paramedic calls within 12 minutes ³ (Target: 90%)
FY 09	239	4,509	1,065	328	165	1,243	7,549	21	6:39	5:37	78%	91%	99%
FY 10	182	4,432	1,013	444	151	1,246	7,468	20	7:05	5:29	90%	93%	99%
FY 11	165	4,521	1,005	406	182	1,276	7,555	21	6:23	5:35	83%	91%	99%
FY 12	186	4,584	1,095	466	216	1,249	7,796	21	7:00	5:36	81%	91%	99%
FY 13	150	4,712	1,091	440	194	1,317	7,904	22	6:31	5:35	82%	91%	99%
FY 14	150	4,757	1,044	396	207	1,275	7,829	21	6:01	5:42	86%	90%	98%
FY 15	135	5,270	1,078	448	145	1,472	8,548	23	4:57	5:11	92%	82%	89%
FY 16	150	5,356	1,046	541	180	1,609	8,882	24	5:06	5:12	89%	91%	99%
FY 17	155	5,567	1,231	503	175	1,411	9,153	32	5:32	4:50	89%	95%	99%
FY 18	182	5,421	1,248	492	155	1,475	8,981	25	5:22	4:28	89%	94%	99%
Change from:													
Last year	+17%	-3%	+1%	-2%	-11%	+5%	-2%	-22%	-3%	-8%	+0%	-1%	+0%
FY 09	-24%	+20%	+17%	+50%	-6%	+19%	+19%	+19%	-19%	-20%	+11%	+3%	+0%

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

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

³ Includes non-City ambulance responses.

SUPPRESSION, FIRE SAFETY, AND EMERGENCY MEDICAL SERVICES

	Suppression and Fire Safety							Emergency Medical Services		
	Fire incidents	Percent of fires confined to the room or area of origin ¹ (Target: 90%)	Number of residential structure fires	Number of fire deaths	Fire response vehicles ²	Fire safety presentations, including demonstrations and fire station tours	Average training hours per firefighter	Medical/rescue incidents	Number of ambulance transports	Ambulance revenue (in millions)
FY 09	239	63%	20	0	25	-	223	4,509	3,331	\$2.1
FY 10	182	56%	11	0	29	-	213	4,432	2,991	\$2.2
FY 11	165	38%	14	0	30	115	287	4,521	3,005	\$2.3
FY 12	186	50%	16	0	29	126	313	4,584	3,220	\$2.8
FY 13	150	44%	18	0	27	95	315	4,712	3,523	\$3.0
FY 14	150	63%	15	2	27	88	315	4,757	3,648	\$2.9
FY 15	135	92%	15	0	27	218	346	5,270	3,862	\$3.0
FY 16	150	71%	12	0	29	198	300	5,356	3,842	\$3.4
FY 17	155	79%	10	0	29	105	310	5,570	3,735	\$3.1
FY 18	189	77%	9	0	29	117	300	5,421	3,590	\$3.0
Change from:										
Last year	+22%	-3%	-10%	+0%	+0%	+11%	-3%	-3%	-4%	-3%
FY 09	-21%	+22%	-55%	+0%	+16%	-	+35%	+20%	+8%	+43%

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

² Includes ambulances, fire apparatus, hazardous materials, and mutual-aid vehicles.

HAZARDOUS MATERIALS AND INSPECTIONS

	Hazardous Materials				Number of fire inspections (Target: 850)	Number of plan reviews ³
	Incidents ¹	Permitted facilities	Permitted facilities inspected ²	Percent of permitted hazardous materials facilities inspected ²		
FY 09	40	509	286	56%	1,028	841
FY 10	26	510	126	25%	1,526	851
FY 11	66	484	237	49%	1,807	1,169
FY 12	82	485	40	8%	1,654	1,336
FY 13	79	455	133	29%	2,069	1,396
FY 14	73	393	132	34%	1,741	1,319
FY 15	81	425	377	89%	1,964	1,227
FY 16	90	428	374	87%	2,806	1,724
FY 17	65	563	353	63%	5,476 ⁴	1,863
FY 18	95	462	306	66%	9,581	1,838
Change from:						
Last year	+46%	-18%	-13%	+5%	-83%	-1%
FY 09	+138%	-9%	+7%	+18%	+832%	+119%

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

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

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

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

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

DEPARTMENTWIDE¹

	Operating expenditures (in millions)	Revenues (in millions)	Authorized staffing (FTE)	Presentations, training sessions, and exercises (Target: 50)	Emergency Operations Center activations/ deployments ²	Grant contributions received ³
FY 12	\$0.60	\$0.16	4.0	38	27	\$139,300
FY 13	\$0.75	\$0.14	3.5	51	48	\$24,530
FY 14	\$0.93	\$0.09	3.5	184	26	\$13,986
FY 15	\$1.17	\$0.09	3.5	193	47	\$24,500
FY 16	\$1.04	\$0.09	3.5	234	46	\$0
FY 17	\$0.98	\$0.09	3.5	182	37	\$0
FY 18	\$0.97	\$0.10	3.5	216	62	\$7,800
Change from:						
Last year	-1%	+11%	+0%	+19%	+68%	+100%
FY 09	+62%	-38%	-13%	+468%	+130%	-94%

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

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

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

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

DEPARTMENTWIDE

	Operating Expenditures (in millions)									Expenditures per resident	Revenue (in millions)
	Administration	Field Services	Technical Services	Investigations and Crime Prevention	Traffic Services	Parking Services	Police Personnel Services	Animal Services	Total		
FY 09	\$0.4	\$13.6	\$5.0	\$3.7	\$1.8	\$1.1	\$1.0	\$1.7	\$28.2	\$445	\$4.6
FY 10	\$0.1	\$13.1	\$6.6	\$3.4	\$2.0	\$1.1	\$1.0	\$1.7	\$28.8	\$448	\$4.9
FY 11	\$0.2	\$14.4	\$6.8	\$3.5	\$2.2	\$1.1	\$1.1	\$1.7	\$31.0	\$478	\$4.4
FY 12	\$0.8	\$14.9	\$7.7	\$3.7	\$2.5	\$1.2	\$1.1	\$1.8	\$33.6	\$514	\$4.3
FY 13	\$0.6	\$15.0	\$7.5	\$3.5	\$1.5	\$1.2	\$1.2	\$1.7	\$32.2	\$485	\$4.8
FY 14	\$0.6	\$16.0	\$7.1	\$3.3	\$2.5	\$1.1	\$1.4	\$1.3	\$33.3	\$505	\$3.7
FY 15	\$0.7	\$15.6	\$7.4	\$4.2	\$2.4	\$1.2	\$1.5	\$1.6	\$34.6	\$516	\$4.5
FY 16	\$1.2	\$15.7	\$7.3	\$4.7	\$2.6	\$1.2	\$1.4	\$1.6	\$35.7	\$536	\$4.1
FY 17	\$1.4	\$19.4	\$8.3	\$4.5	\$1.4	\$1.4	\$1.3	\$1.6	\$39.2	\$588	\$4.1
FY 18	\$1.3	\$20.1	\$8.4	\$4.7	\$1.0	\$1.5	\$1.4	\$1.6	\$40.0	\$595	\$4.4
Change from:											
Last year	-7%	+4%	+1%	+4%	-29%	+7%	+8%	+0%	+2%	+1%	+7%
FY 09	+225%	+48%	+68%	+27%	-44%	+36%	+40%	-6%	+42%	+34%	-4%

STAFFING, EQUIPMENT, AND TRAINING

	Authorized Staffing (FTE)							Training hours per officer ² (Target: 145)	Overtime as a percent of regular salaries	Citizen commendations received (Target: >150)	Citizen complaints filed (sustained)
	Total	Per 1,000 residents	Number of police officers	Police officers per 1,000 residents	Average number of officers on patrol ¹	Number of patrol vehicles	Number of motorcycles				
FY 09	169.5	2.7	93	1.46	8	30	9	141	14%	124	14 (3)
FY 10	166.8	2.6	92	1.43	8	30	9	168	12%	156	11 (3)
FY 11	161.1	2.5	91	1.40	8	30	9	123	12%	149	7 (0)
FY 12	160.8	2.5	91	1.39	8	30	9	178	13%	137	1 (0)
FY 13	157.2	2.4	91	1.37	8	30	9	134	14%	147	3 (2)
FY 14	158.1	2.4	92	1.39	8	30	9	177	14%	153	4 (2)
FY 15	157.6	2.4	92	1.37	8	30	6	139	15%	135	7 (1)
FY 16	158.4	2.4	92	1.38	8	30	6	136	16%	142	1 (0)
FY 17	158.4	2.4	92	1.38	8	25	4	90	15%	121	2 (1)
FY 18	158.4	2.4	92	1.38	8	25	4	117	17%	136	3 (1)
Change from:											
Last year	+0%	+0%	+0%	+0%	+0%	+0%	+0%	+30%	+2%	+12%	+50% (0%)
FY 09	-7%	-11%	-1%	-5%	+0%	-17%	-56%	-17%	+3%	+10%	-79% (0%)

¹ Does not include traffic motor officers.

² Does not include the academy.

CALLS FOR SERVICE

	Police Department Total ¹ (Target: 55,000)	False alarms	Percent emergency calls dispatched within 60 seconds	Average response time (minutes) ³			Percent of calls responded promptly		
				Emergency calls (Target: 5:00)	Urgent calls (Target: 8:00)	Nonemergency calls (Target: 45:00)	Emergency calls within 6 minutes (Target: 90%)	Urgent calls within 10 minutes (Target: 90%)	Nonemergency calls within 45 minutes
FY 09	53,275	2,501	94%	4:43	7:05	18:35	81%	82%	92%
FY 10	55,860	2,491	95%	4:44	6:53	18:32	78%	83%	92%
FY 11	52,159	2,254	93%	4:28	6:51	18:26	78%	83%	92%
FY 12	51,086	2,263	92%	4:28	6:56	19:29	78%	83%	91%
FY 13	54,628	2,601	91%	4:57	6:57	18:55	75%	83%	92%
FY 14	58,559	2,450	77%	5:34 ¹	7:57 ¹	20:55 ²	72%	77%	90%
FY 15	59,795	2,595	73%	5:40	8:38	21:07	75%	74%	89%
FY 16	53,870	2,722	80%	5:47	8:38	21:42	63%	74%	89%
FY 17	53,901	2,835	80%	5:39	8:33	21:54	67%	74%	89%
FY 18	55,480	2,557	82%	5:10	8:39	23:36	70%	72%	86%
Change from:									
Last year	+3%	-10%	+2%	-9%	+1%	+8%	+3%	-2%	-3%
FY 09	+4%	+2%	-12%	+10%	+22%	+27%	-11%	-10%	-6%

¹ Includes self-initiated calls.

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

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

CRIME

	Reported crimes				Arrests		Number of cases/percent of cases cleared or closed for part I crimes ^{1,5}			
	Part I ¹ (Target: <2,000)	Part II ²	Per 1,000 residents	Per officer ³	Total ⁴	Juvenile	Homicide	Rape	Robbery	Theft
FY 09	1,880	2,235	65	44	2,612	230	1/(100%)	7/(29%)	42/(31%)	1,414/(20%)
FY 10	1,595	2,257	60	42	2,451	222	1/(100%)	9/(33%)	30/(53%)	1,209/(22%)
FY 11	1,424	2,208	56	40	2,288	197	0/(N/A)	3/(0%)	42/(36%)	1,063/(20%)
FY 12	1,277	2,295	55	39	2,212	170	0/(N/A)	4/(50%)	19/(68%)	893/(19%)
FY 13	1,592	2,399	60	44	2,274	115	0/(N/A)	3/(67%)	35/(66%)	1,143/(10%)
FY 14	1,540	2,557	62	45	2,589	116	0/(N/A)	4/(75%)	27/(63%)	1,160/(11%)
FY 15	1,595	3,050	69	50	3,273	119	2/(100%)	12/(67%)	21/(67%)	1,202/(11%)
FY 16	1,613	2,889	68	49	2,988	61	0/(100%)	11/(100%)	31/(77%)	1,286/(12%)+1
FY 17	1,672	2,579	68	46	2,745	114	1/(100%)	6/(83%)	28/(89%)	1,365/(8%)
FY 18	1,764	2,674	65	47	2,678	89	0/(100%)	8/(75%)	41/(73%)	1,283/(7%)
Change from:										
Last year	+6%	+4%	-4%	+2%	-2%	-22%	-100%	+33%	+46%	-6%
FY 09	-6%	+20%	+0%	+7%	+3%	-61%	-100%	+14%	-2%	-9%

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

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

³ Based on authorized sworn staffing.

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

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

TRAFFIC AND PARKING CONTROL

	Traffic collisions					Citations issued			
	Total	Per 1,000 residents	With injury (Target: <375) (percent of total)	Bicycle/pedestrian	Alcohol related	DUI Arrests	Traffic stops	Traffic	Parking
FY 09	1,040	16	371 (36%)	108	37	192	14,152	5,766	49,996
FY 10	1,006	16	368 (37%)	81	29	181	13,344	7,520	42,591
FY 11	1,061	16	429 (40%)	127	38	140	12,534	7,077	40,426
FY 12	1,032	16	379 (37%)	123	42	164	10,651	7,505	41,875
FY 13	1,126	17	411 (37%)	127	43	144	12,306	8,842	43,877
FY 14	1,129	17	424 (38%)	139	47	206	16,006	12,244	36,551
FY 15	1,035	15	382 (37%)	125	48	239	15,659	10,039	41,412
FY 16	1,040	16	399 (38%)	116	44	166	11,024	8,094	37,624
FY 17	955	14	395 (41%)	108	36	119	12,348	5,583	33,661
FY 18	1,005	15	424(42%)	129	34	112	10,615	6,488	37,441
Change from:									
Last year	+5%	+7%	+7%	+19%	-6%	-6%	-14%	+16%	+11%
FY 09	-3%	-6%	+14%	+19%	-8%	-42%	-25%	+13%	-25%

ANIMAL SERVICES

	Animal service calls				Number of animals handled	Percent of dogs received by shelter and returned to owner	Percent of cats received by shelter and returned to owner
	Revenue (in millions)	Palo Alto	Regional ¹	Percent of Palo Alto live calls responded to within 45 minutes (Target: 93%)			
FY 09	\$1.0	2,873	1,690	90%	3,422	70%	11%
FY 10	\$1.4	2,692	1,602	90%	3,147	75%	10%
FY 11	\$1.0	2,804	1,814	88%	3,323	68%	20%
FY 12	\$1.0	3,051	1,793	91%	3,379	69%	14%
FY 13	\$1.3	2,909	1,057 ²	90%	2,675	65%	17%
FY 14	\$0.4	2,398	695	91%	2,480	68%	10%
FY 15	\$0.7	2,013	566	88%	2,143	70%	18%
FY 16	\$0.6	2,421	490	89%	2,184	50%	10%
FY 17	\$0.6	1,674	415	89%	2,211	48%	11%
FY 18	\$0.5	1,737	426	86%	2,077	69%	12%
Change from:							
Last year	-17%	+4%	+3%	-3%	-6%	+21%	+1%
FY 09	-50%	-40%	-75%	-4%	-39%	-1%	+1%

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

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

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

PUBLIC SERVICES – STREETS, SIDEWALKS, AND FACILITIES

	Operating Expenditures (in millions)		Streets		Sidewalks		Facilities		
	Streets	City facilities	Number of potholes repaired	Percent of potholes repaired within 15 days of notification	Number of signs repaired or replaced	Percent of temporary repairs completed within 15 days of initial inspection	Total square feet of facilities maintained	Maintenance cost per square foot	Custodial cost per square foot
FY 09	\$2.3	\$5.7	3,727	80%	1,292	86%	1,616,171	\$1.62	\$1.19
FY 10	\$2.3	\$5.5	3,149	86%	2,250	78%	1,617,101	\$1.75	\$1.18
FY 11	\$2.4	\$5.6	2,986	81%	1,780	83%	1,617,101	\$1.70	\$1.16
FY 12	\$2.5	\$5.5	3,047	81%	2,439	82%	1,608,137	\$1.74	\$1.14
FY 13	\$2.7	\$5.4	2,726	83%	2,450	95%	1,608,119	\$1.88	\$1.08
FY 14	\$2.6	\$5.1	3,418	75%	2,613	79%	1,611,432	\$1.89	\$1.08
FY 15	\$2.8	\$4.5	2,487	90%	3,294	68%	1,656,280	\$1.85	\$1.06
FY 16	\$3.3	\$5.9	3,435	94%	1,847	92%	1,657,480	\$2.11	\$1.06
FY 17	\$3.7	\$6.4	3,449	85%	2,351	81%	1,660,832	\$2.11	\$1.06
FY 18	\$3.8	\$7.7	2,835	80%	1,367	85%	1,659,028	\$2.21	\$2.11
Change from:									
Last year	+3%	+20%	-18%	-6%	-42%	4%	+0%	+5%	+99%
FY 09	+65%	+35%	-24%	+0%	+6%	-1%	+3%	+36%	+77%

PUBLIC SERVICES – TREES

	Operating expenditures (in millions)	Authorized staffing ¹ (FTE)	Total number of City-maintained trees ²	Number of trees planted ³ (Target: 250)	Number of all tree-related services completed ⁴ (Target: 6,000)	Percent of urban forest pruned	Percent of total tree line cleared (Target: 25%)	Number of tree-related electrical service disruptions
FY 09	\$2.1	14.0	35,255	250	6,618	18%	33%	5
FY 10	\$2.3	14.0	35,472	201	6,094	18%	27%	4
FY 11	\$2.6	14.0	33,146	150	5,045	15%	26%	8
FY 12	\$2.4	12.9	35,324	143	5,527	16%	28%	4
FY 13	\$2.3	13.3	35,383	245	6,931	17%	41%	3
FY 14	\$2.6	13.3	35,386	148	5,055	12%	37%	7
FY 15	\$2.7	12.9	35,281	305	8,639	20%	28%	3
FY 16	\$2.8	12.9	36,381	387	6,405	16%	20%	4
FY 17	\$4.2	10.2	36,863	319	11,800	30%	40%	10
FY 18	\$4.2	10.3	36,378	411	9,447	24%	39%	8
Change from:								
Last year	+0%	+1%	-1%	+29%	-20%	-6%	-1%	-20%
FY 09	+100%	-26%	+3%	+64%	+43%	+6%	+6%	+60%

¹ For the General Fund only.

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

³ Includes trees planted by Canopy volunteers.

⁴ Excludes trees trimmed to clear power lines.

ENGINEERING SERVICES

	Operating expenditures (in millions)	Authorized staffing (FTE)	Number of private development permits issued ¹		Lane miles resurfaced	Percent of lane miles resurfaced	Square feet of sidewalk replaced or permanently repaired ²	Number of ADA ³ ramps installed
			Total (Target: 250)	Per FTE (Target: 77)				
FY 09	\$2.2	14.6	304	101	23.0	5%	56,909	21
FY 10	\$1.6	10.0	321	107	32.4	7%	54,602	22
FY 11	\$1.5	9.2	375	125	28.9	6%	71,174	23
FY 12	\$1.6	9.2	411	103	40.0	9%	72,787	45
FY 13	\$1.4	9.7	454	114	36.3	8%	82,118	56
FY 14	\$1.7	10.4	412	103	35.6	8%	74,051	42
FY 15	\$1.4	5.8	406	102	30.7	7%	120,776	80
FY 16	\$0.8	7.4	459	115	39.0	8%	115,293	131
FY 17	\$1.3	3.2	334	104	39.0	8%	17,275	64
FY 18	\$1.3	3.8	379	100	31.0	7%	38,557	82
Change from:								
Last year	+0%	+19%	+13%	-4%	-21%	-1%	+123%	+28%
FY 09	-41%	-74%	+25%	-1%	+35%	+2%	-32%	+290%

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

² Includes both in-house and contracted work.

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

	Capital Expenditures ¹ – General Fund (in millions)				Capital Expenditures ¹ – Enterprise Funds (in millions)			Capital Authorized Staffing (FTE) ²			
	Streets (Target: \$3.8)	Sidewalks	Parks	Facilities (Target: \$16.9)	Storm Drainage	Wastewater Treatment	Refuse	Streets	Sidewalks	Parks	Structures
FY 09	\$4.5	\$2.1	\$1.9	\$10.8	\$5.4	\$9.2	\$0.7	1.4	7.1	2.0	9.2
FY 10	\$4.0	\$1.9	\$3.3	\$10.1	\$1.1	\$6.0	\$0.2	2.9	7.1	2.7	11.4
FY 11	\$5.5	\$1.9	\$1.4	\$25.5	\$1.1	\$3.1	\$0.2	3.0	6.9	1.6	10.0
FY 12	\$4.0	\$2.0	\$1.2	\$21.5	\$1.9	\$1.5	\$0.7	3.0	7.0	1.6	10.4
FY 13	\$8.4	\$2.2	\$1.7	\$15.2	\$2.6	\$2.9	\$0.5	3.0	7.4	1.6	12.0
FY 14	\$7.5	\$2.6	\$2.2	\$21.7	\$1.4	\$2.7	\$1.7	3.2	7.1	3.7	11.3
FY 15	\$6.7	\$2.9	\$6.6	\$16.9	\$1.8	\$4.2	\$2.2	3.4	7.3	3.7	9.1
FY 16	\$7.7	\$3.1	\$5.1	\$4.7	\$0.8	\$2.9	\$1.9	5.3	4.3	3.5	11.1
FY 17	\$10.0	\$2.4	\$12.7	\$9.3	\$4.1	\$1.7	\$0.2	6.5	4.3	3.0	10.5
FY 18	\$11.1	\$2.6	\$5.3	\$12.2	\$5.2	\$14.1	\$0.0	6.0	3.9	3.0	10.5
Change from:											
Last year	+11%	+8%	-58%	+31%	+27%	+729%	-100%	-8%	-9%	+0%	+0%
FY 09	+147%	+24%	+179%	+13%	-4%	+53%	-100%	+329%	-45%	+50%	+14%

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

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

STORM DRAINAGE

	Operating revenues (in millions)	Operating expenditures ¹ (in millions)	Reserves (in millions)	Average monthly residential bill	Authorized staffing (FTE)	Feet of storm drain pipelines cleaned (Target: 100,000)	Calls for assistance with storm drains ²	Percent of industrial/commercial sites in compliance with storm water regulations (Target: 80%)
FY 09	\$5.8	\$7.5	\$1.2	\$10.95	9.5	107,223	44	70%
FY 10	\$5.8	\$3.9	\$2.7	\$10.95	9.5	86,174	119	81%
FY 11	\$6.3	\$3.5	\$5.0	\$11.23	9.5	129,590	45	81%
FY 12	\$6.1	\$4.3	\$6.5	\$11.40	9.5	157,398	18	89%
FY 13	\$6.2	\$5.9	\$6.2	\$11.73	9.6	159,202	32	87%
FY 14	\$6.4	\$4.2	\$7.8 ³	\$11.99	10.6	173,185	35	79%
FY 15	\$6.4	\$4.9	\$5.6	\$12.30	10.2	161,895	129	83%
FY 16	\$6.9	\$4.2	\$8.0	\$13.03	10.3	196,519	59	83%
FY 17	\$6.9	\$4.6	\$6.0	\$13.02	10.2	157,853	78	85%
FY 18	\$7.1	\$4.4	\$1.0	\$13.65	13.6	188,249	21	92%
Change from:								
Last year	+3%	-4%	-83%	+5%	+33%	+19%	-73%	+7%
FY 09	+22%	-41%	-17%	+25%	+43%	+76%	-52%	+22%

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

² Estimated.

WASTEWATER TREATMENT AND ENVIRONMENTAL COMPLIANCE

	Wastewater Treatment Fund				Regional Water Quality Control Plant			Watershed Protection		
	Operating revenues (in millions)	Operating expenditures ¹ (in millions)	Percent of operating expenditures reimbursed by other jurisdictions	Reserves (in millions)	Authorized staffing (FTE)	Millions of gallons processed ² (Target: 8,200)	Fish toxicity test – percent survival (Target: 100%)	Authorized staffing (FTE)	Inspections of industrial/commercial sites ³	Percent of wastewater treatment discharge tests in compliance (Target: 99%)
FY 09	\$29.1	\$39.3	63%	\$12.9	54.3	7,958	100%	13.7	250	98.90%
FY 10	\$17.6	\$22.4	62%	\$11.8	54.3	8,184	100%	13.7	300	98.82%
FY 11	\$20.9	\$20.5	61%	\$15.8	55.5	8,652	100%	13.7	295	99.00%
FY 12	\$22.8	\$19.8	60%	\$18.0	55.0	8,130	100%	14.6	300	99.27%
FY 13	\$21.9	\$20.8	63%	\$18.9	55.5	7,546	100%	14.6	362	99.80%
FY 14	\$18.8	\$21.2	61%	\$14.7 ⁴	55.6	7,186	100%	13.8	443	99.70%
FY 15	\$24.4	\$22.8	64%	(\$2.8)	59.7	6,512	100%	13.5	450	99.40%
FY 16	\$24.0	\$23.1	64%	(\$2.1)	56.8	6,387	100%	13.5	397	99.67%
FY 17	\$23.9	\$23.8	62%	(\$0.4)	57.3	7,176	100%	13.8	301	100.00%
FY 18	\$27.7	\$23.7	63%	(\$15.0)	57.2	6,464	100%	11.6	406	100.00%
Change from:										
Last year	+16%	+0%	+1%	+3650%	+0%	-10%	+0%	-16%	+35%	+0%
FY 09	-5%	-40%	+0%	+16%	+5%	-19%	+0%	-15%	+62%	+1%

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

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

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

⁴ Includes \$5.5 million of rate stabilization reserve.

REFUSE/ZERO WASTE

	Operating Revenues (in millions)	Operating Expenditures ¹ (in millions)	Reserves	Monthly Residential Bill (32 gallon container)	Authorized Staffing (FTE)	Total tons of waste landfilled ²	Percent of all sweeping routes completed (residential and commercial)
FY 09	\$30.0	\$35.5	\$0.8	\$26.58	35.3	68,228	92%
FY 10	\$29.2	\$31.4	(\$1.4)	\$31.00	38.0	48,955	88%
FY 11	\$31.6	\$31.0	(\$0.7)	\$32.40	38.0	38,524	92%
FY 12	\$31.6	\$32.4	(\$1.6)	\$36.33	37.6	43,947	90%
FY 13	\$31.5	\$29.7	(\$0.2)	\$41.54	26.5	45,411	93%
FY 14	\$30.8	\$30.1	\$0.4 ³	\$41.54	22.0	47,088	95%
FY 15	\$32.9	\$30.3	\$1.4	\$40.14	18.9	43,730	100%
FY 16	\$32.6	\$32.6	\$3.5	\$43.75	15.2	- ⁴	100%
FY 17	\$34.2	\$30.8	\$6.7	\$47.69	15.7	- ⁴	100%
FY 18	\$35.1	\$28.5	\$10.2	\$50.07	15.7	-⁴	100%
Change from:							
Last year	+3%	-7%	+52%	+5%	+0%	-	+0%
FY 09	+17%	-20%	+1175%	+88%	-56%	-	+8%

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

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

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

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

	Tons of materials recycled or composted ¹	Household Hazardous Waste (HHW) participation – number of households (Target: 4,430)	Percent of households with mini-can garbage service (20 gallon cart) (Target: 33%)	Commercial accounts with compostable service ² (Target: 36%)
FY 09	49,911	4,817	-	-
FY 10	48,811	4,710	21%	21%
FY 11	56,586	4,876	25%	14%
FY 12	51,725	4,355	29%	13%
FY 13	47,941	4,409	32%	15%
FY 14	49,594	4,878	33%	26%
FY 15	50,546	4,767	35%	28%
FY 16	56,438	4,920	38%	36%
FY 17	60,582	5,594	40%	52%
FY 18	57,744	5,814	42%	97%
Change from:				
Last year	-5%	+4%	+2%	+45%
FY 09	+16%	+21%	-	-

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

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

CITY VEHICLES AND EQUIPMENT

	Expenditures				Authorized staffing (FTE)	Current value of vehicle and equipment (in millions)	Number of alternative fuel vehicles (Target: 67)	Percent of nonemergency vehicles using alternative fuels or technologies (Target: 26%)
	Operating revenues (in millions)	Operating expenditures (in millions)	Replacements and additions (in millions)	Operations and maintenance (in millions)				
FY 09	\$8.8	\$14.8	\$8.7	\$4.3	16.2	\$10.0	75	25%
FY 10	\$7.8	\$7.5	\$0.8	\$4.0	16.0	\$11.2	74	24%
FY 11	\$8.1	\$6.8	\$1.5	\$3.1	16.6	\$10.8	63	24%
FY 12	\$8.1	\$8.7	\$1.6	\$3.5	17.0	\$10.0	60	25%
FY 13	\$8.0	\$8.0	\$1.6	\$4.2	18.2	\$9.0	57	23%
FY 14	\$7.8	\$7.5	\$2.8	\$4.7	18.2	\$8.5	61	25%
FY 15	\$8.0	\$8.5	\$2.9	\$5.6	19.9	\$10.0	51	26%
FY 16	\$9.1	\$8.6	\$3.0	\$5.6	17.3	\$11.2	51	27%
FY 17	\$9.7	\$10.5	\$5.0	\$5.5	17.3	\$11.8	51	33%
FY 18	\$9.9	\$11.0	\$5.3	\$5.7	17.3	\$16.5	51	32%
Change from:								
Last year	+2%	+5%	+6%	+4%	+0%	+40%	+0%	-1%
FY 09	+13%	-26%	-39%	+33%	+7%	+65%	-32%	+7%

	Light-duty vehicles				Percent of scheduled preventive maintenance performed within five business days of original schedule
	Total miles traveled	Median mileage	Median age	Maintenance cost per vehicle ¹	
FY 09	1,615,771	44,784	8.0	\$2,123	94%
FY 10	1,474,747	47,040	8.7	\$1,836	93%
FY 11	1,447,816	47,252	8.8	\$2,279	98%
FY 12	1,503,063	50,345	9.7	\$2,168	98%
FY 13	1,382,375	52,488	9.7	\$2,177	97%
FY 14	1,409,342	57,721	10.7	\$2,733	92%
FY 15	1,406,980	54,630	10.3	\$3,083	90%
FY 16	1,213,613	51,421	11.8	\$2,900	92%
FY 17	1,104,906	51,137	10.3	\$3,317	90%
FY 18	1,102,402	45,994	9.0	\$3,077	91%
Change from:					
Last year	-0%	-10%	-13%	-7%	+1%
FY 09	-32%	+3%	+13%	+45%	-3%

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

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

ELECTRIC

	Operating revenues (in millions)	Operating expenditures ¹ (in millions)	Capital expenditures ² (in millions)	General Fund transfers (in millions)	Electric Fund reserves (in millions)	Authorized staffing (FTE)	Electricity purchases (in millions)	Average purchase cost (per megawatt hour)	Energy Conservation/ Efficiency Program expenditures (in millions)	Average monthly residential bill ³
FY 09	\$129.9	\$139.7	\$5.5	\$9.7	\$129.4	107.0	\$82.3	\$83.34	\$2.1	\$38.87
FY 10	\$130.7	\$126.4	\$7.5	\$11.5	\$133.4	109.0	\$68.7	\$74.11	\$2.7	\$42.76
FY 11	\$125.9	\$116.5	\$7.3	\$11.2	\$142.7	107.0	\$61.2	\$64.01	\$2.7	\$42.76
FY 12	\$123.1	\$118.3	\$6.4	\$11.6	\$147.3	108.9	\$58.7	\$65.00	\$3.2	\$42.76
FY 13	\$125.3	\$124.5	\$10.4	\$11.8	\$143.3	109.6	\$61.3	\$69.15	\$2.6	\$42.76
FY 14	\$126.1	\$128.8	\$7.7	\$11.2	\$140.5	112.9	\$68.8	\$77.84	\$2.6	\$42.76
FY 15	\$123.7	\$138.9	\$7.2	\$11.4	\$96.5	119.0	\$78.4	\$88.77	\$1.8	\$42.76
FY 16	\$122.7	\$139.4	\$9.7	\$11.7	\$81.7	114.0	\$73.4	\$83.67	\$1.6	\$42.76
FY 17	\$142.0	\$144.4	\$5.8	\$12.0	\$76.6	113.0	\$80.5	\$71.85	\$3.3	\$46.79
FY 18	\$157.1	\$150.9	\$6.2	\$12.9	\$58.3	111.2	\$94.7	\$98.90	\$2.8	\$55.14
Change from:										
Last year	+11%	+5%	+7%	+8%	-24%	-2%	+18%	+37%	-15%	+18%
FY 09	+21%	+8%	+13%	+33%	-55%	+4%	+15%	+18%	+33%	+42%

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

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

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

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

	Electric consumption (in MWH ¹)				Percent power content					
	Number of customer accounts	Residential	Commercial and other	Average residential usage per capita	Renewable large hydro facilities	Qualifying renewables ²	Electric savings achieved annually through efficiency programs (% of total sales)	Electric service interruptions over 1 minute in duration	Average outage duration per customer affected (Target: <60 minutes)	Circuit miles undergrounded during the year
FY 09	28,527	159,899	835,784	2.52	47%	19%	0.47%	28	118	0.0
FY 10	29,430	163,098	801,990	2.53	34%	17%	0.55%	20	132	0.0
FY 11	29,708	160,318	786,201	2.47	45%	20%	0.70%	33	141	1.2
FY 12	29,545	160,604	781,960	2.45	65%	20%	1.52%	25	67	1.2
FY 13	29,299	156,411	790,430	2.36	42%	21%	0.88%	25	139	1.2
FY 14	29,338	153,190	797,594	2.32	40%	21%	0.87%	16	16	0.0
FY 15	29,065	145,284	791,559	2.17	27%	22%	0.60%	17	44	1.2
FY 16	29,304	150,112	787,045	2.26	32%	31%	0.70%	26	39	0.0
FY 17	29,616	148,986	768,701	2.24	40%	51%	0.07%	42	64	0.7
FY 18	29,475	149,526	750,470	2.22	37%	63%	0.82%	33	33	0.0
Change from:										
Last year	-0%	+0%	-2%	-1%	-8%	+12%	+0.75%	-21%	-48%	+0%
FY 09	+3%	-6%	-10%	-12%	-21%	+44%	+0.35%	+18%	-72%	+0%

¹ Megawatt hours.

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

GAS

	Operating revenues (in millions)	Operating expenditures ¹ (in millions)	Capital expenditures ² (in millions)	General Fund transfers (in millions)	Gas Fund reserves (in millions)	Authorized staffing (FTE)	Gas purchases (in millions)	Average purchase cost (per therm)	Average monthly residential bill ³
FY 09	\$49.5	\$44.4	\$4.5	\$3.3	\$26.4	48.4	\$25.1	\$0.80	\$56.60
FY 10	\$46.8	\$43.0	\$5.1	\$5.4	\$29.6	49.0	\$22.5	\$0.71	\$51.03
FY 11	\$50.4	\$45.7	\$2.0	\$5.3	\$34.4	54.3	\$21.5	\$0.65	\$51.03
FY 12	\$50.9	\$48.7	\$5.1	\$6.0	\$36.2	52.3	\$16.2	\$0.53	\$51.03
FY 13	\$35.6	\$38.1	\$5.0	\$6.0	\$32.0	53.3	\$13.5	\$0.45	\$37.50
FY 14	\$36.6	\$39.9	\$9.4	\$5.8	\$28.3	53.4	\$14.3	\$0.49	\$39.89
FY 15	\$31.2	\$34.4	\$7.5	\$5.7	\$11.5 ⁴	55.4	\$10.5	\$0.41	\$37.39
FY 16	\$30.7	\$28.1	\$2.8	\$6.2	\$14.0	52.5	\$8.1	\$0.42	\$33.64
FY 17	\$36.9	\$33.3	\$1.8	\$6.7	\$16.5	52.2	\$12.6	\$0.43	\$33.64
FY 18	\$36.5	\$32.2	\$2.6	\$6.7	\$8.7	53.9	\$12.9	\$0.40	\$39.16
Change from:									
Last year	-1%	-3%	+44%	+0%	-47%	+3%	+2%	-7%	+16%
FY 09	-26%	-27%	-42%	+103%	-67%	+11%	-49%	-50%	-31%

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

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

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

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

	Number of customer accounts	Gas consumption (in therms)			Natural gas savings achieved annually through efficiency programs (% of total sales)	Unplanned service outages		Number of leaks found	
		Residential	Commercial and other	Average residential usage per capita		Number	Total customers affected	Ground leaks	Meter leaks
FY 09	23,090	11,003,088	19,579,877	173	0.28%	46	766	210	265
FY 10	23,724	11,394,712	19,350,424	177	0.40%	58	939	196	355
FY 11	23,816	11,476,609	19,436,897	177	0.55%	22	114	124	166
FY 12	23,915	11,522,999	18,460,195	176	0.73%	35	111	95	257
FY 13	23,659	10,834,793	18,066,040	163	1.40%	65	265	91	279
FY 14	23,592	10,253,776	17,862,866	155	1.34%	49	285	102	300
FY 15	23,461	8,537,754	16,522,430	127	0.90%	14	195	61	188
FY 16	23,467	9,535,377	17,183,260	143	1.01%	8	78	36	250
FY 17	23,637	10,233,669	18,073,040	154	0.42%	5	71	32	181
FY 18	23,395	10,261,276	18,052,939	153	0.88%	12	136	44	220
Change from:									
Last year	-1%	+0%	+0%	-1%	+46%	+140%	+92%	+38%	+22%
FY 09	+1%	-7%	-8%	-12%	+60%	-74%	-82%	-79%	-17%

WATER

	Operating revenues (in millions)	Operating expenditures ¹ (in millions)	Capital expenditures ² (in millions)	General Fund transfers (in millions)	Water Fund reserves (in millions)	Authorized staffing (FTE)	Water purchases (in millions)	Average purchase costs (per 100 CCF ³)	Average monthly residential bill ⁴	Total water in CCF sold (in millions)
FY 09	\$29.5	\$28.9	\$4.9	\$2.7	\$26.6	47.7	\$8.4	\$1.46	\$42.97	5.4
FY 10	\$28.8	\$30.5	\$7.1	\$0.1	\$28.7	46.8	\$9.1	\$1.70	\$43.89	5.0
FY 11	\$28.4	\$31.8	\$7.6	\$0.0	\$25.5	46.9	\$10.7	\$1.99	\$43.89	5.0
FY 12	\$33.8	\$41.6	\$9.7	\$0.0	\$23.1	46.4	\$14.9	\$2.74	\$53.62	5.1
FY 13	\$40.5	\$47.7	\$15.3	\$0.0	\$34.2	49.0	\$16.6	\$3.03	\$62.16	5.1
FY 14	\$42.8	\$38.4	\$9.8	\$0.0	\$37.1	48.2	\$15.7	\$3.33	\$67.35	5.0
FY 15	\$38.6	\$34.5	\$4.2	\$0.0	\$27.5 ⁵	51.1	\$15.7	\$3.77	\$67.35	4.4
FY 16	\$39.8	\$42.1	\$8.4	\$0.0	\$24.5	47.7	\$17.6	\$4.75	\$82.51	3.8
FY 17	\$45.3	\$38.6	\$3.7	\$0.0	\$28.8	48.7	\$20.1	\$5.08	\$87.24	4.1
FY 18	\$45.8	\$38.6	\$7.1	\$0.0	\$25.7	47.0	\$22.0	\$4.89	\$84.27	5.0
Change from:										
Last year	+1%	+0%	+92%	++0%	-11%	-3%	+9%	-4%	-3%	+22%
FY 09	+55%	+34%	+45%	-100%	-3%	-1%	+162%	+235%	+96%	-7%

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

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

³ CCF = hundred cubic feet.

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

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

	Water consumption (in CCF ¹)					Unplanned service outages			Water quality compliance with all required CA Department of Health and Environmental Protection Agency testing
	Number of customer accounts	Residential	Commercial and other ²	Average residential usage per capita	Water savings achieved through efficiency programs (% of total sales)	Number	Total customers affected	Percent of miles of water mains replaced	
FY 09	19,422	2,566,962	2,828,163	40	0.98%	19	230	1.0%	100%
FY 10	20,134	2,415,467	2,539,818	38	1.35%	25	291	2.0%	100%
FY 11	20,248	2,442,415	2,550,043	38	0.47%	11	92	3.0%	100%
FY 12	20,317	2,513,595	2,549,409	38	1.09%	10	70	0.0%	100%
FY 13	20,043	2,521,930	2,575,499	38	0.53%	61	950	2.0%	100%
FY 14	20,037	2,496,549	2,549,766	38	0.64%	50	942	0.1%	100%
FY 15	20,061	2,052,176	2,380,584	31	0.91%	17	241	0.0%	100%
FY 16	19,994	1,696,383	2,113,336	25	1.96%	38	651	0.7%	100%
FY 17	20,213	1,856,879	2,238,014	28	1.40%	18	473	0.2%	100%
FY 18	20,000	2,120,588	2,509,305	31	1.07%	19	417	1.1%	100%
Change from:									
Last year	-1%	+14%	+12%	+11%	-.33%	+6%	-12%	+9%	+0%
FY 09	+3%	-17%	-11%	-23%	+.09%	+0%	+81%	+1%	+0%

¹ CCF = hundred cubic feet.

² Includes commercial, industrial research, and City facilities.

WASTEWATER COLLECTION

	Operating revenues (in millions)	Operating expenditures ¹ (in millions)	Capital expenditures ² (in millions)	Wastewater Collection Fund reserves (in millions)	Authorized staffing (FTE)	Average monthly residential bill ³	Number of customer accounts	Percent miles of mains cleaned/treated	Percent miles of sewer lines replaced	Number of sewage overflows	Percent sewage spills and line blockage responses within 2 hours
FY 09	\$15.5	\$15.0	\$2.9	\$14.1	25.5	\$23.48	22,210	44%	1%	277	100.00%
FY 10	\$15.9	\$13.4	\$2.8	\$16.6	26.1	\$24.65	22,231	66%	2%	348	100.00%
FY 11	\$16.1	\$15.5	\$2.6	\$17.1	28.5	\$24.65	22,320	75%	2%	332	100.00%
FY 12	\$15.8	\$16.8	\$1.7	\$16.8	29.7	\$27.91	22,421	63%	0%	131	96.18%
FY 13	\$17.6	\$17.4	\$3.6	\$16.4	30.0	\$29.31	22,152	65%	2%	129	99.22%
FY 14	\$17.0	\$16.7	\$3.9	\$16.6	30.2	\$29.31	22,105	54%	3%	105	98.09%
FY 15	\$17.1	\$16.0	\$1.7	\$10.5 ⁴	31.0	\$29.31	21,990	61%	0%	96	96.85%
FY 16	\$17.2	\$19.1	\$3.5	\$8.7	29.0	\$31.95	22,016	64%	2%	95	100.00%
FY 17	\$18.8	\$24.4	\$8.7	\$2.6	29.3	\$34.83	22,216	61%	1%	100	94.00%
FY 18	\$17.9	\$15.1	\$2.2	\$0.2	29.2	\$34.83	21,979	61%	0.2%	73	99.00%
Change from:											
Last year	-5%	-38%	-75%	-92%	+0%	+0%	-1%	+0%	-80%	-27%	+5%
FY 09	+15%	+1%	-24%	-99%	+15%	+48%	-1%	+39%	-80%	-74%	-1%

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

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

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

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

FIBER OPTICS

	Operating revenues (in millions)	Operating expenditures ¹ (in millions)	Capital expenditures ² (in millions)	Fiber Optics Fund reserves (in millions)	Authorized staffing (FTE)	Number of customer accounts	Number of service connections	Backbone fiber miles
FY 09	\$3.8	\$1.5	\$0.0	\$6.4	6.0	47	178	40.6
FY 10	\$3.6	\$1.4	\$0.1	\$10.2	5.5	47	196	40.6
FY 11	\$3.7	\$1.9	\$0.4	\$11.9	7.7	59	189	40.6
FY 12	\$4.1	\$1.8	\$0.6	\$14.3	7.4	59	199	40.6
FY 13	\$4.7	\$1.5	\$0.4	\$17.0	7.3	72	205	40.6
FY 14	\$4.9	\$2.0	\$0.5	\$19.9	7.2	75	230	40.6
FY 15	\$5.0	\$2.0	\$0.4	\$21.2	8.4	64	228	42.1
FY 16	\$5.0	\$2.6	\$0.6	\$23.9	6.5	108	219	42.1
FY 17	\$5.1	\$2.4	\$0.4	\$26.0	7.3	110	228	43.0
FY 18	\$4.9	\$2.3	\$0.7	\$27.1	7.6	9	198	48.0
Change from:								
Last year	-4%	-4%	+75%	+4%	+4%	-92%	-13%	+12%
FY 09	+29%	+53%	+100%	+323%	+27%	-81%	+11%	+18%

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

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

Missions:

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

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

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

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

OFFICES OF COUNCIL-APPOINTED OFFICERS

	General Fund Operating Expenditures (in millions)				General Fund Authorized Staffing (FTE)			
	City Manager’s Office ¹	City Attorney’s Office	City Clerk’s Office	City Auditor’s Office	City Manager’s Office ¹	City Attorney’s Office	City Clerk’s Office	City Auditor’s Office
FY 09	\$2.0	\$2.5	\$1.1	\$0.8	11.8	11.6	7.4	4.3
FY 10	\$2.3	\$2.6	\$1.5	\$1.0	11.0	11.6	7.2	4.3
FY 11	\$2.3	\$2.3	\$1.2	\$1.0	9.9	10.1	7.2	4.8
FY 12	\$2.5	\$2.8	\$1.5	\$0.9	11.1	9.0	7.2	4.3
FY 13	\$2.5	\$2.4	\$1.3	\$1.0	10.1	9.0	7.2	4.5
FY 14	\$2.9	\$2.6	\$1.1	\$1.0	9.6	9.0	6.2	4.5
FY 15	\$2.9	\$2.6	\$1.1	\$1.1	10.1	11.0	6.2	4.5
FY 16	\$3.1	\$2.8	\$1.0	\$1.1	9.0	11.0	6.2	5.0
FY 17	\$2.4	\$3.2	\$1.0	\$1.2	11.3	11.0	6.2	5.0
FY 18	\$3.2	\$3.3	\$1.2	\$1.2	12.2	11.0	6.2	5.0
Change from:								
Last year	+33%	+3%	+20%	+0%	+8%	+0%	+0%	+0%
FY 09	+60%	+32%	+9%	+50%	+3%	-5%	-16%	+16%

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

	City Attorney		City Clerk		City Auditor			
	Number of claims handled	Percent of claims resolved within 45 days of filing (Target: 90%)	Percent of Action Minutes that are released within one week of the City Council meeting (Target: 90%)	Percentage of Public Records Requests responded to within the required ten days (Target: 100%)	Number of major work products issued ¹	Number of major work products issued ² per audit staff	Percent of open audit recommendations implemented over the last five years (Target: 75%)	Sales and use tax revenue recoveries ²
FY 09	126	-	-	-	3	1.5	40%	\$84,762
FY 10	144	-	-	-	5	2.5	42%	\$135,118
FY 11	130	-	-	-	3	1.0	39%	\$24,014
FY 12	112	92%	-	-	5	1.7	49%	\$111,253
FY 13	99	95%	-	-	5	1.4	42%	\$130,760
FY 14	78	92%	95%	90%	4	1.3	43%	\$168,916
FY 15	99	93%	90%	95%	4	1.0	42%	\$116,973
FY 16	112	93%	97%	98%	5 ³	1.0 ³	45%	\$59,551
FY 17	93	96%	95%	96%	8	1.7	52%	\$380,290
FY 18	84	98%	96%	99%	6	1.3	52%	\$271,528
Change from:								
Last year	-10%	+2%	+1%	+3%	-25%	-24%	+0%	-29%
FY 09	-33%	-	-	-	+100%	-13%	+12%	+220%

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

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

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

Mission: To provide proactive financial and analytical support to City departments and decision makers, and to safeguard and facilitate the optimal use of City resources.

ADMINISTRATIVE SERVICES DEPARTMENT

	General Fund					Rate of return on investments (Target: 2.10%)	Number of accounts payable checks issued ¹	Average days purchase requisitions are in queue ²	Value of goods and services purchased (in millions)	Number of purchasing documents processed	Procurement Card ³		Total lease payments received (in millions)
	Operating expenditures (in millions)	Authorized staffing (FTE)	Budget stabilization reserve (in millions)	Cash and investments (in millions)	Number of transactions						Total value (in millions)		
FY 09	\$7.0	50.6	\$24.7	\$353.4	4.42%	14,436	-	\$132.0	2,577	12,665	-	-	
FY 10	\$7.9	44.2	\$27.4	\$462.4	3.96%	12,609	-	\$112.5	2,314	12,089	-	-	
FY 11	\$6.3	40.2	\$31.4	\$471.6	3.34%	13,680	-	\$149.8	2,322	13,547	-	-	
FY 12	\$7.0	41.3	\$28.1	\$502.3	2.59%	10,966	-	\$137.0	2,232	15,256	-	-	
FY 13	\$7.0	42.5	\$30.4	\$527.9	2.46%	10,466	38	\$152.5	1,945	18,985	-	\$3.4	
FY 14	\$7.1	41.5	\$35.1	\$541.2	2.21%	10,270	30	\$136.6	2,047	17,885	\$6.2	\$3.4	
FY 15	\$7.1	42.2	\$48.2	\$534.6	1.95%	10,158	25	\$129.3	1,707	17,799	\$6.8	\$4.0	
FY 16	\$7.6	42.0	\$51.6	\$539.7	1.82%	10,144	15	\$226.5	1,922	20,696	\$7.8	\$4.4	
FY 17	\$7.4	42.3	\$48.1	\$532.1	1.82%	10,301	28	\$121.6	2,566	19,085	\$8.1	\$4.0	
FY 18	\$7.7	40.5	\$52.8	\$522.3	1.98%	10,332	22	\$150.9	2,624	20,873	\$9.2	\$4.3	
Change from:													
Last year	+4%	-4%	+10%	-2%	+9%	+0%	-21%	+24%	+2%	+9%	+14%	+8%	
FY 09	+10%	-20%	+114%	+48%	-55%	-28%	-	+14%	+2%	+65%	-	-	

¹ ACH implementation will occur in FY 2018.

² The estimated average number of days purchase requisitions remain in queue after the initiating department releases them. The Administrative Services Department started tracking this measure in May 2013. The time to convert purchase requisitions to purchase orders may vary significantly depending on procurement requirements and complexity.

³ The department's goal is to increase procurement card expenditures to \$7 million per year to take advantage of the revenue the City receives through rebate.

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

HUMAN RESOURCES DEPARTMENT

	General Fund		Turnover of employees within first year ¹ (Target: 1%)	Workers' Compensation				
	Operating expenditures (in millions)	Authorized staffing (FTE)		Estimated cost incurred ² (in thousands)	Claims Paid ² (in thousands)	Estimated costs outstanding ² (in thousands)	Number of claims filed with days away from work ³	Days lost to work-related illness or injury ⁴
FY 09	\$2.7	16.0	8%	\$2,625	\$2,351	\$274	73	1,407
FY 10	\$2.7	16.3	6%	\$2,858	\$2,324	\$534	71	1,506
FY 11	\$2.6	16.3	10%	\$1,837	\$1,673	\$164	45	1,372
FY 12	\$2.7	16.5	8%	\$2,507	\$2,312	\$195	56	1,236
FY 13	\$2.9	16.6	9%	\$5,393	\$2,830	\$2,563	43	1,815
FY 14	\$3.1	16.7	16%	\$2,088	\$1,217	\$871	64	1,783
FY 15	\$3.3	16.7	16%	\$1,527	\$1,109	\$418	43	1,366
FY 16	\$3.6	16.7	13%	\$1,237	\$823	\$414	56	1,074
FY 17	\$3.3	17.4	8%	\$1,018	\$548	\$470	42	1,168
FY 18	\$3.5	17.2	9%	\$1,515	\$603	\$912	44	1,120
Change from:								
Last year	+6%	-1%	+1%	+49%	+10%	+94%	+5%	-4%
FY 09	+30%	+8%	+1%	-42%	-74%	+233%	-40%	-20%

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

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

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

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



CITY OF
**PALO
ALTO**

The 2018 National Citizen Survey™

January 8, 2019



Office of the City Auditor

Harriet Richardson, City Auditor
Houman Boussina, Senior Performance Auditor
Yuki Matsuura, Performance Auditor

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Office of the City Auditor

EXECUTIVE SUMMARY: The 2018 National Citizen Survey™

The Honorable City Council
Palo Alto, California

This report presents the results of the 16th annual National Citizen Survey™ (NCS™) for the City of Palo Alto. We contract with the National Research Center to conduct the statistically valid NCS™, which gathers resident opinions across a range of community issues, including the quality of the community and City-provided services.

BACKGROUND

The City of Palo Alto began contracting with the National Research Center (NRC) in 2003 to conduct the statistically valid NCS™. The NRC began distributing the survey in 2011 in a manner that would maintain statistical validity citywide as well as within the north and south areas of Palo Alto, and began distributing the survey in 2014 to maintain statistical validity citywide, in the north and south areas, and in six geographic areas of the City (see the maps on report pages 6 and 7 for a breakdown of the north and south and the six geographic areas). The 2018 survey results have a confidence level of 95 percent, but varying margins of error based on the number of responses by geographic area:

- Citywide – plus or minus 3 percentage points
- North/South – plus or minus 5 percentage points
- Six geographic areas – plus or minus 11 percentage points

Over time, we increased the number of households receiving the survey because the response rate has declined gradually since we conducted the first survey in 2003, from a high of 51 percent in 2004, to a low of 21 percent in 2017 and 2018. Increasing the number of households helps ensure a statistically reliable response rate based on Palo Alto’s population. In 2018, we shortened the survey by deleting questions that departments identified either as not important to them for managing their performance or as ones where quantitative results are available through another source, as well as demographic questions that are not used for weighting or analyzing the results. The table below shows the trends in response rates since we began conducting the survey in 2003.

Survey Response Rate: 2003 through 2016

	2003-2006	2007-2009	2010	2011-2013	2014-2017	2018
Number of Surveys Mailed	1,200	1,200	1,800	1,200	3,000	4,500
Number of Responses	495 - 582	415 - 437	624	316 - 427	614 -796	889
Response Rate*	42% - 51%	37% - 38%	36%	27% - 37%	21% -27%	21%

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

RESULTS HIGHLIGHTS

Quality of Life – Ratings have declined and vary by area

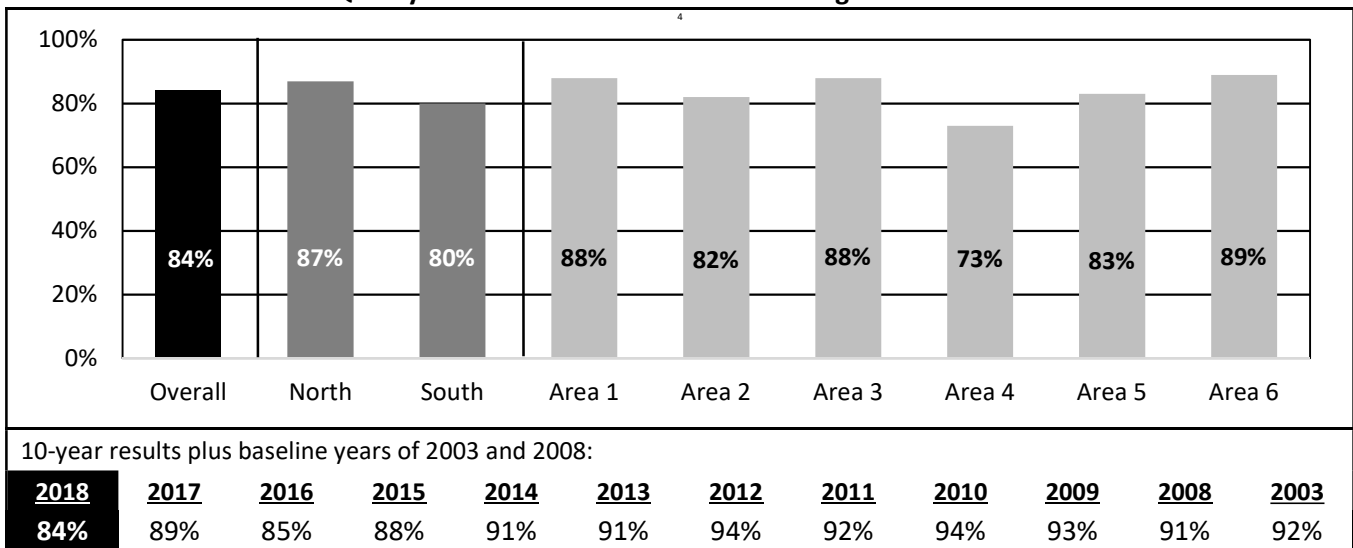
The ratings for all quality of life questions (survey question 1) declined from one to five percentage points, except for “Palo Alto as a place to retire,” which declined 11 percentage points compared to the 2017 survey. Except for “Your neighborhood as a place to live,” the ratings for all the quality of life questions have gradually declined over the last four to five years and in 2018 received the lowest percentages of “excellent” or “good” ratings since Palo Alto began conducting the survey in 2003. For the fourth consecutive year, less than 90 percent of respondents

rated the overall quality of life as “excellent” or “good.” Despite that, most respondents, 78 percent, said they are “very” or “somewhat likely” to remain in Palo Alto for the next five years (survey question 3). However, that percentage has also gradually declined since 2011-2013. In each of those years, 87 percent of respondents were “likely” or “somewhat likely” to remain in Palo Alto for the next five years.

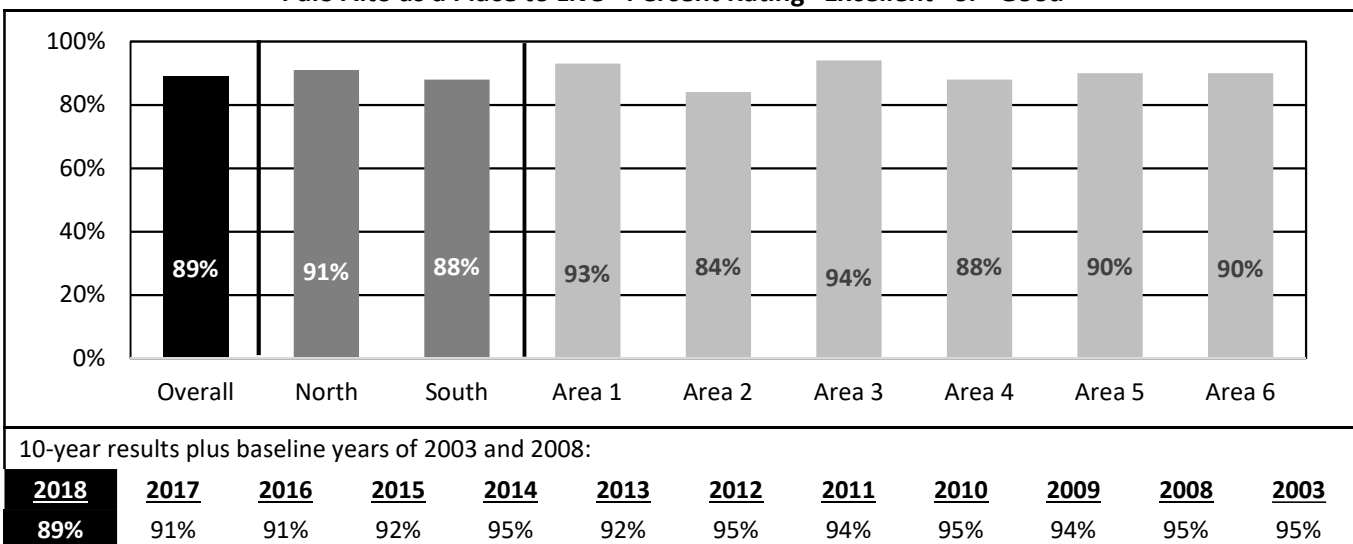
The average rating for all quality of life questions is 76 percent, compared to 80 percent in 2017. The averages were statistically different by geographic subgroups, ranging from a high of 83 percent in Area 3 to a low of 70 percent in Area 4. Both the North and South and Areas 2, 4, 5, and 6 had average ratings of less than 80 percent in 2018, compared to only the South and Areas 4 and 5 in 2017. Reviewing responses to the individual subquestions within Questions 2 through 12 of the survey can provide insight into the types of issues that have caused residents to reduce their ratings on the quality of life questions over the last several years.

The following tables show survey results for the quality of life questions for the ten most recent years and two baseline years (2003 and 2008).¹

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

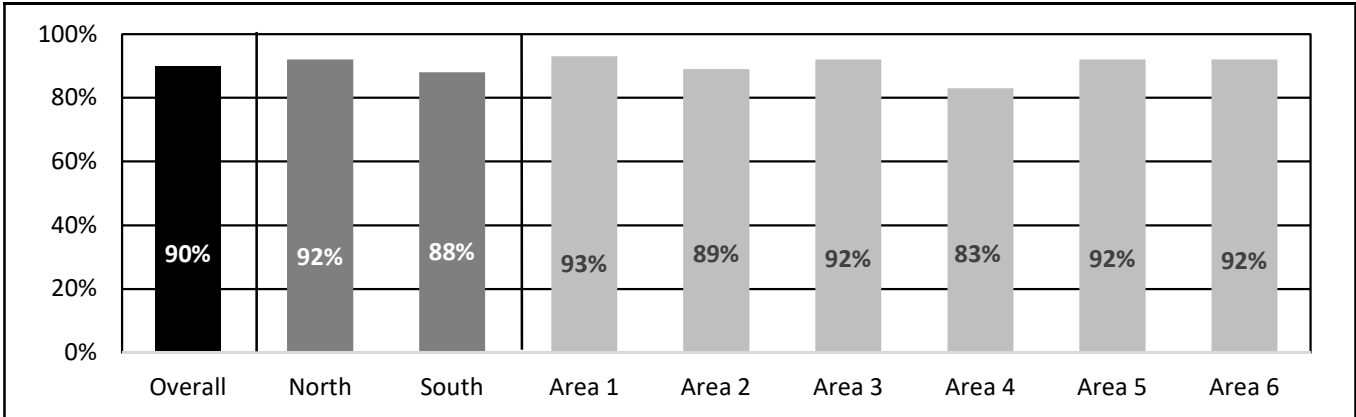


Palo Alto as a Place to Live - Percent Rating “Excellent” or “Good”



¹ N/A in the historical data means the question was not asked in that particular year.

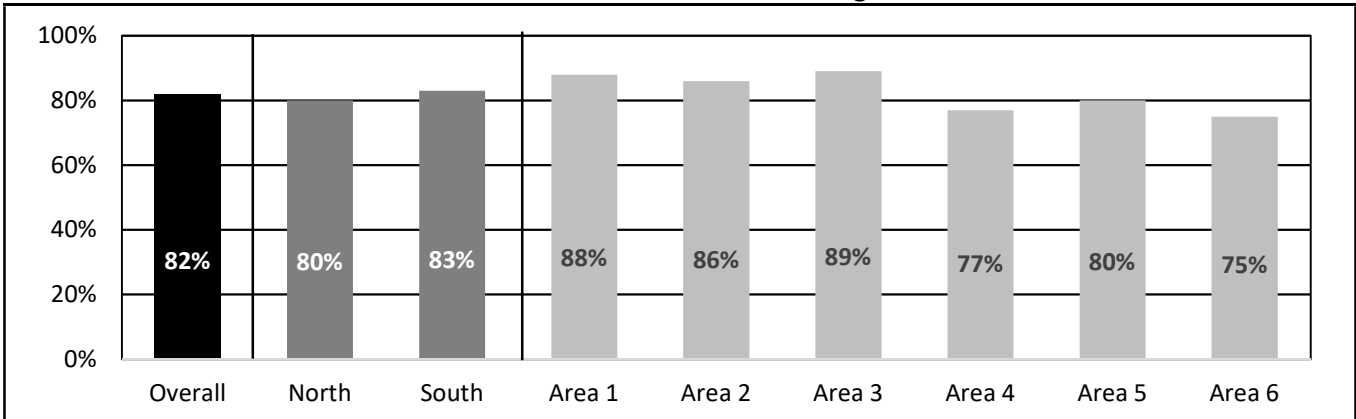
Your Neighborhood as a Place to Live - Percent Rating “Excellent” or “Good”



10-year results plus baseline years of 2003 and 2008:

<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2003</u>
90%	91%	91%	90%	92%	91%	90%	90%	91%	90%	91%	88%

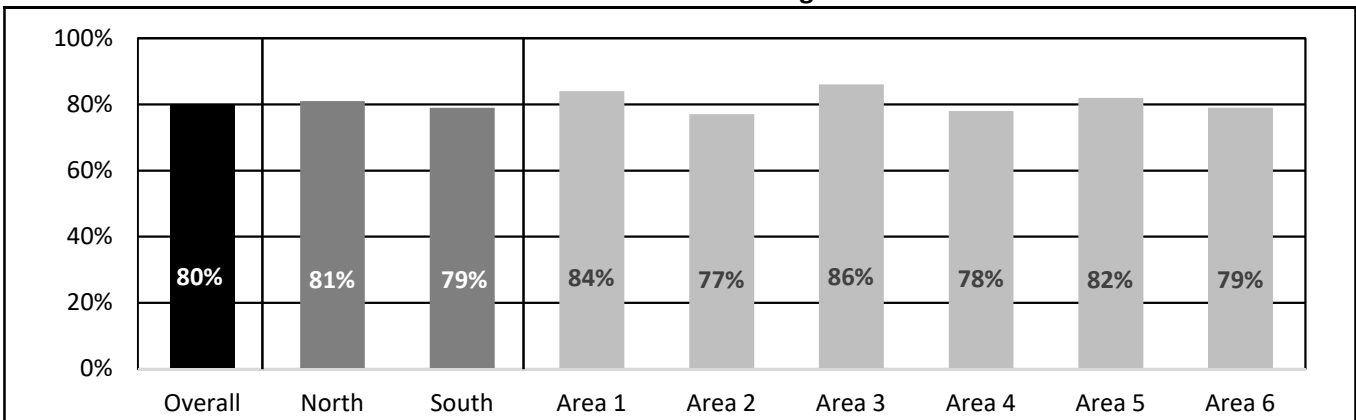
Palo Alto as a Place to Raise Children - Percent Rating “Excellent” or “Good”



10-year results plus baseline years of 2003 and 2008:

<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2003</u>
82%	84%	84%	87%	93%	90%	92%	93%	93%	91%	94%	90%

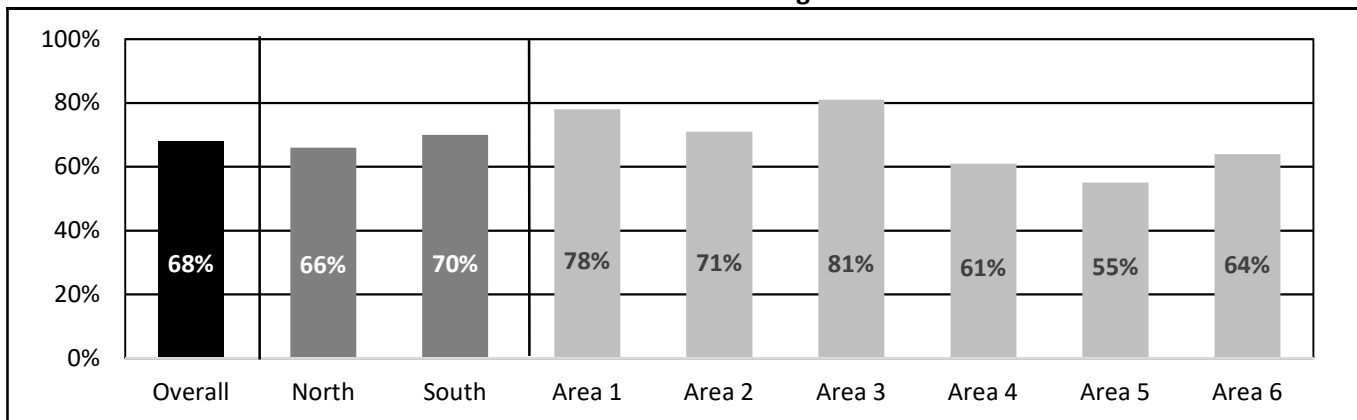
Palo Alto as a Place to Work - Percent Rating “Excellent” or “Good”



10-year results plus baseline years of 2003 and 2008:

<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2003</u>
80%	82%	82%	87%	86%	89%	88%	89%	87%	87%	90%	N/A

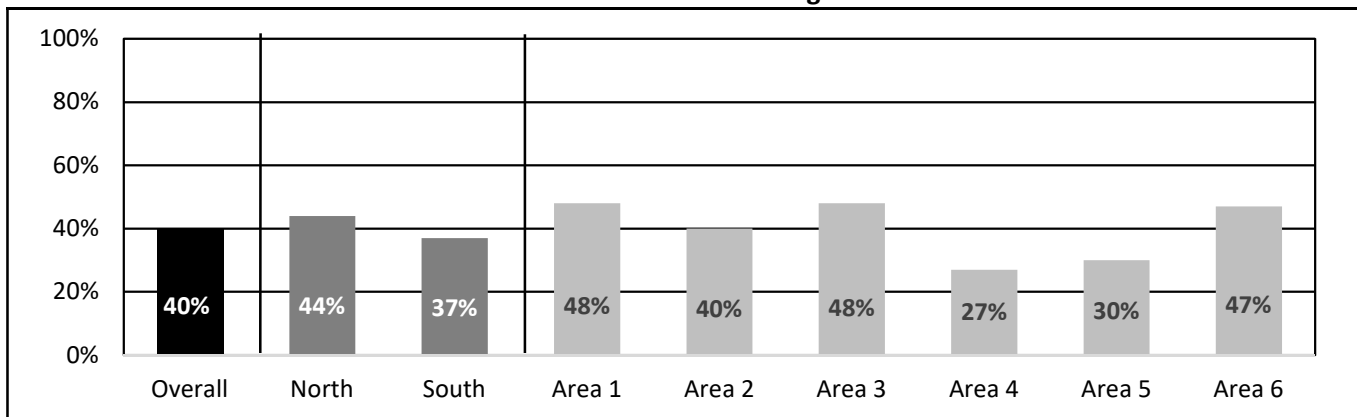
Palo Alto as a Place to Visit - Percent Rating “Excellent” or “Good”



10-year results plus baseline years of 2003 and 2008:

<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2003</u>
68%	71%	72%	74%	75%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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



10-year results plus baseline years of 2003 and 2008:

<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2003</u>
40%	51%	50%	52%	60%	56%	68%	68%	65%	64%	67%	68%

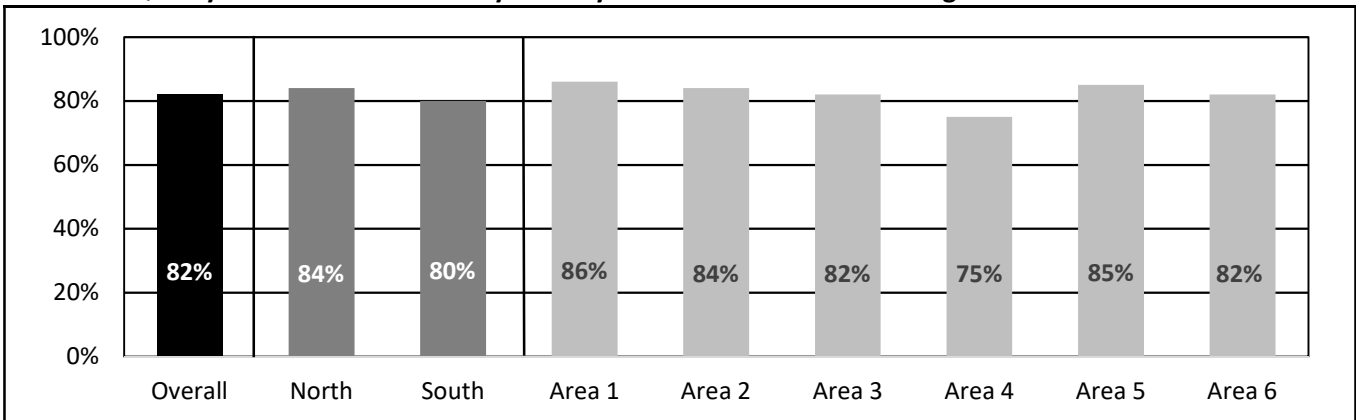
Quality of Services and Overall Direction That Palo Alto Is Taking

The NCS™ also collects residents’ opinions regarding the overall quality of City services and the overall direction that the City is taking. Responses to these two questions and the quality of life questions can affect how likely it is that respondents expect to remain in Palo Alto for the next five years. The percentage of respondents who rated the quality of Palo Alto services and the overall direction that Palo Alto is taking as “excellent” or “good” both decreased, from 86 percent in 2017 to 82 percent in 2018, and from 45 percent in 2017 to 42 percent in 2018, respectively. Neither change was statistically significant; however, responses to both questions have fluctuated over time, with overall statistically significant declines in residents’ perspectives. Similarly, the likelihood of respondents remaining in Palo Alto for the next five years has fluctuated over time, with an overall statistically significant decrease in the percentage of respondents who are likely to remain in Palo Alto.

The tables below show the survey results for the ten most recent years and two baseline years (2003 and 2008) for quality of City services, direction that Palo Alto is taking, and likelihood of remaining in Palo Alto.²

² N/A in the historical data means the question was not asked in that particular year.

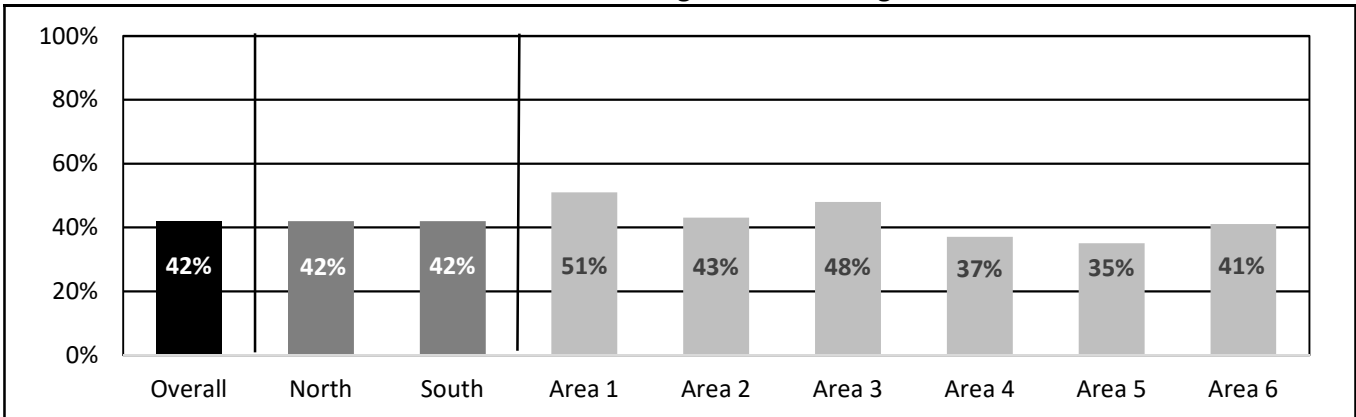
Quality of Services Provided by the City of Palo Alto - Percent Rating “Excellent” or “Good”



10-year results plus baseline years of 2003 and 2008:

<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2003</u>
82%	86%	81%	85%	83%	84%	88%	83%	80%	80%	85%	87%

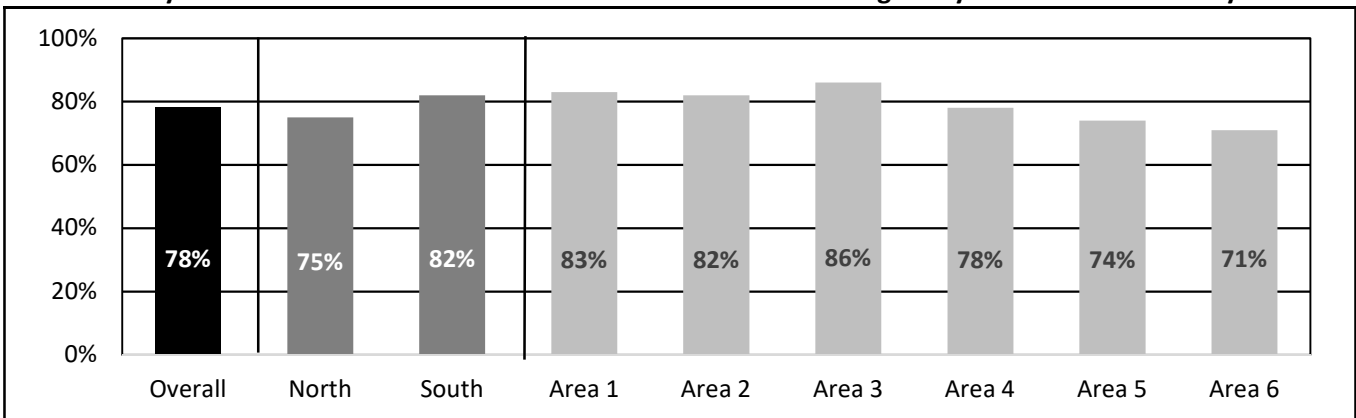
Overall Direction That Palo Alto Is Taking - Percent Rating “Excellent” or “Good”



10-year results plus baseline years of 2003 and 2008:

<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2003</u>
42%	45%	40%	48%	50%	54%	59%	55%	57%	53%	63%	54%

Likely to Remain in Palo Alto for Next Five Years - Percent Rating “Very” or “Somewhat Likely”



10-year results plus baseline years of 2003 and 2008:

<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2003</u>
78%	76%	75%	80%	83%	87%	87%	87%	83%	87%	85%	N/A

The tables above show that residents in Area 4 gave statistically lower ratings for most of the quality of life questions, were less satisfied with the quality of City services and direction that the City is taking, and are less likely to remain in Palo Alto for the next five years.³ In contrast, respondents in Areas 1 and 3 tended to give the highest percentage of “excellent” or “good” ratings to those questions and are more likely to remain in Palo Alto for the next five years than residents in the other geographic areas. These responses could indicate a need for City staff and elected officials to engage more proactively with residents in Area 4 to better understand the reasons for their statistically lower ratings for these questions.

Results by Facet

The NCS™ collects residents’ opinions across eight facets. The average number of residents who rated services as “excellent” or “good” declined in all eight facets, from one to seven percentage points. The declines are statistically meaningful for the education and enrichment and the built environment facets when compared with the 2017 ratings.

Most respondents were pleased with the safety and natural environment facets, which had average “excellent” or “good” ratings of 80 percent or higher and no individual questions with an “excellent” or “good” rating of less than 70 percent. Respondents did not view the other facets as favorably, and particularly the economy, community engagement, and mobility facets, which each had an “excellent” or “good” rating of more than 80 percent for only one question.

The following table shows the average ratings of “excellent” or “good” for each facet, with a four-year comparison and the questions that rated the lowest and highest in each facet.

Survey Results by Facet With Prior-Year Comparisons*

Area	Average Percent Rating Facet as “Excellent” or “Good”				2018 Range of “Excellent” or “Good” Ratings (Low to High)
	2018	2017	2016	2015	
Safety	85%	87%	86%	86%	Low: 73%, City-run animal shelter High: 94%, Fire services
Natural environment	82%	86%	83%	83%	Low: 72%, Street tree maintenance High: 87%, Quality of overall natural environment in Palo Alto and drinking water
Recreation and wellness	75%	76%	74%	78%	Low: 38%, Availability of affordable quality mental health care High: 91%, City parks
Education and enrichment	74%	81%	78%	82%	Low: 37%, Availability of affordable quality child care/preschool High: 91%, K-12 education
Economy	66%	68%	67%	69%	Low: 8%, Cost of living in Palo Alto High: 80%, Palo Alto as a place to work
Community engagement	64%	66%	61%	66%	Low: 42%, Overall direction that Palo Alto is taking High: 85%, Opportunities to learn about City services through social media
Built environment	61%	68%	62%	63%	Low: 5%, Availability of affordable quality housing High: 94%, Reliability of utility services
Mobility	54%	58%	57%	57%	Low: 22%, Ease of travel by public transportation High: 83%, Ease of walking in Palo Alto

* 2015 was the first year that we analyzed the results by facet.

The facets with the overall average ratings of less than 80 percent included one or more questions that received “excellent” or “good” ratings of less than 50 percent. The following table shows the survey questions that

³ See map on page 7 of the Report of Results for a list of neighborhoods in each geographic area.

received those low ratings, along with prior-year comparisons. No questions that rated 50 percent or less in 2017 improved to more than 50 percent in 2018, and most of the questions that rated 50 percent or less in 2017 had lower ratings in 2018.

Questions With an Average “Excellent/Good” Rating of 50 Percent or Less and Prior-Year Comparisons

Facet	Question	“Excellent/Good” Percentage			
		2018	2017	2016	2015
Recreation and Wellness	Availability of affordable quality mental health care	38%	52%	46%	53%
Education and enrichment	Availability of affordable quality child care/ preschool	37%	47%	39%	49%
Economy	Cost of living in Palo Alto	8%	8%	7%	8%
Community engagement	Overall direction that Palo Alto is taking	42%	45%	40%	48%
	Overall confidence in Palo Alto government	46%	49%	44%	53%
	Generally acting in the best interest of the community	45%	51%	44%	53%
Built environment	Availability of affordable quality housing	5%	6%	6%	8%
	Variety of housing options	13%	18%	17%	20%
	Land use, planning, and zoning	39%	40%	37%	40%
	Building and planning application processes	44%	N/A	N/A	N/A
	Overall quality of new development in Palo Alto	46%	50%	42%	49%
Mobility	Ease of travel by public transportation in Palo Alto	22%	29%	28%	26%
	Traffic flow on major streets	28%	33%	30%	31%
	Ease of public parking	34%	32%	33%	36%
	Ease of travel by car in Palo Alto	45%	42%	44%	44%
	Traffic signal timing	45%	49%	50%	47%
	Street repair	46%	55%	57%	51%

Residents continue to have low participate rates in certain community engagement activities, which means that most residents do not provide input on issues that could affect the direction of City policies. The following table compares respondents’ participation during the most recent four years for four key community engagement activities.

Community Engagement Facet

Question	2018	2017	2016	2015
Watched (online or on television) a local public meeting	12%	16%	14%	18%
Contacted Palo Alto elected officials (in-person, phone, email, or web) to express their opinion	21%	20%	17%	15%
Attended a local public meeting	25%	24%	21%	22%
Contacted the City of Palo Alto (in-person, phone, email, or web) for help or information	46%	50%	52%	52%

There were also notable differences in the level of community engagement between residents of North Palo Alto and those in South Palo Alto: 52 percent of respondents in North Palo Alto said they had contacted the City compared to 41 percent of respondents in South Palo Alto, and 24 percent of respondents in North Palo Alto said they had contacted elected officials compared to 17 percent in South Palo Alto. In contrast, respondents in South Palo Alto were more likely to attend a local public meeting, with 27 percent of respondents saying they had attended one in the past year compared to 23 percent of respondents in North Palo Alto. At 12 percent each, respondents in both North and South Palo Alto were equally likely to watch a local public meeting online

or on television in the past year. However, the percentage of respondents who watch a local public meeting has gradually declined over the past several years, from 24 percent in 2013 to 12 percent in 2018.

Changes From Last Year and Over Time

Overall, ratings for questions 1-12 (i.e., standardized questions) were generally stable from 2017 to 2018, with 81 questions rated similarly in both years. Results are generally considered similar if the ratings from one year to the next differ by five or fewer percentage points.⁴ Residents' responses were less favorable to 25 questions and were not more favorable to any questions in 2018 than in 2017, as shown in the table below.

Responses That Declined More than 5 Percent in Past Year

Question (percent rating "excellent" or "good" unless otherwise noted)	2018	2017	Percentage Point Change
Overall quality of life in Palo Alto	84%	89%	-5%
Variety of housing options	13%	18%	-5%
Treating all residents fairly	51%	56%	-5%
Feeling of safety in Palo Alto's downtown/commercial areas after dark (very/somewhat safe)	69%	75%	-6%
Recreational opportunities	75%	81%	-6%
Opportunities to participate in community matters	68%	74%	-6%
Street cleaning	72%	78%	-6%
Recreation programs or classes	81%	87%	-6%
Art programs and theater	76%	82%	-6%
Palo Alto government generally acting in the best interest of the community)	45%	51%	-6%
Ease of travel by public transportation in Palo Alto	22%	29%	-7%
Opportunities to attend cultural/arts/music activities	74%	81%	-7%
Opportunities to participate in social events and activities	65%	72%	-7%
Traffic enforcement	53%	60%	-7%
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	77%	84%	-7%
City's website	65%	72%	-7%
Quality of services provided by state government	46%	54%	-8%
Opportunities to learn about City services through social media websites such as Twitter and Facebook	67%	76%	-9%
Street repair	46%	55%	-9%
City-run animal shelter	73%	82%	-9%
Storm drainage	71%	81%	-10%
Availability of affordable quality child care/preschool	37%	47%	-10%
Palo Alto as a place to retire	40%	51%	-11%
Availability of affordable quality mental health care	38%	52%	-12%
Used the City's website to conduct business or pay bills (frequency)	41%	54%	-13%

Although not showing a statistically meaningful change from 2017, residents' opinions in several areas have improved or declined over time, which is more likely to represent real shifts in residents' perspectives. Since 2008, the responses to 52 questions had statistically meaningful changes – responses improved for 12 questions and declined for 40 questions. The following table shows the questions that had response changes of five or more percentage points since 2008. Of note is that the number of areas where ratings improved over time has

⁴ Rounding results in some questions having a statistically significant change although the change is shown as five percentage points.

declined, from 18 in 2016 and 19 in 2017 to 13 in 2018, while the number of areas where ratings declined over time has increased, from 21 in 2016 and 25 in 2017 to 39 in 2018. The table below shows the changes in ratings over time.

Responses That Improved or Declined More Than 5 Percent Over Time (percent rating “excellent” or “good” unless otherwise noted)	2018 Rating	2008 Rating	Percentage Point Change	Trend
Variety of library materials	88%	67%	+21%	↑
Used the City’s website to conduct business or pay bills in the last 12 months (yes) ^a	41%	25%	+16%	↑
Employment opportunities	73%	61%	+12%	↑
Quality of services provided by state government	46%	34%	+12%	↑
Availability of affordable quality child care/preschool	37%	28%	+11%	↑
City’s website ^a	65%	55%	+10%	↑
Shopping opportunities	79%	71%	+8%	↑
Sidewalk maintenance	61%	53%	+8%	↑
How safe you feel in your neighborhood after dark (very/somewhat safe)	86%	79%	+7%	↑
Carpooled with other adults or children instead of driving alone in the last 12 months (yes) ^b	60%	53%	+7%	↑
Police services	89%	84%	+5%	↑
Recreation centers or facilities	82%	77%	+5%	↑
Overall “built environment” of Palo Alto ^b	62%	67%	-5%	↓
Openness and acceptance of the community toward people of diverse backgrounds	72%	77%	-5%	↓
Opportunities to attend cultural/arts/music activities	74%	79%	-5%	↓
Overall confidence in Palo Alto government ^b	46%	52%	-6%	↓
Treating all residents fairly ^b	51%	57%	-6%	↓
Value of services for the taxes paid to Palo Alto	58%	64%	-6%	↓
Vibrant downtown/commercial areas ^b	71%	77%	-6%	↓
Recreation programs or classes	81%	87%	-6%	↓
Availability of affordable quality housing	5%	12%	-7%	↓
Did NOT observe a code violation or other hazard in Palo Alto (yes) ^{b, c}	63%	70%	-7%	↓
Opportunities to participate in community matters	68%	75%	-7%	↓
Palo Alto as a place to visit ^b	68%	75%	-7%	↓
Recreational opportunities	75%	82%	-7%	↓
Remain in Palo Alto for the next five years (very/somewhat likely)	78%	85%	-7%	↓
Overall quality of life in Palo Alto	84%	91%	-7%	↓
Traffic flow on major streets	28%	36%	-8%	↓
Land use, planning and zoning	39%	47%	-8%	↓
Overall ease of getting to the places you usually have to visit	63%	71%	-8%	↓
Palo Alto as a place to raise children	82%	94%	-8%	↓
Generally acting in the best interest of the community ^b	45%	54%	-9%	↓
Overall image or reputation of Palo Alto	83%	92%	-9%	↓
Participated in religious or spiritual activities in Palo Alto during the last 12 months (yes)	30%	40%	-10%	↓
Palo Alto as a place to work	80%	90%	-10%	↓
Traffic signal timing	45%	56%	-11%	↓
Overall quality of new development in Palo Alto	46%	57%	-11%	↓
Traffic enforcement	53%	64%	-11%	↓

Responses That Improved or Declined More Than 5 Percent Over Time (percent rating “excellent” or “good” unless otherwise noted)	2018 Rating	2008 Rating	Percentage Point Change	Trend
Overall economic health of Palo Alto	77%	88%	-11%	↓
Contacted the City of Palo Alto for help or information (yes)	46%	58%	-12%	↓
Adult educational opportunities ^b	77%	89%	-12%	↓
Watched a local public meeting in the last 12 months (yes)	12%	26%	-14%	↓
Ease of travel by car in Palo Alto	45%	60%	-15%	↓
Opportunities to participate in social events and activities	65%	80%	-15%	↓
Palo Alto as a place to live	80%	95%	-15%	↓
Sense of community	52%	70%	-18%	↓
Recommend living in Palo Alto to someone who asks (very/somewhat likely)	73%	91%	-18%	↓
Variety of housing options	13%	34%	-21%	↓
Overall direction that Palo Alto is taking	42%	63%	-21%	↓
Availability of affordable quality mental health care ^b	38%	63%	-25%	↓
Palo Alto as a place to retire	40%	67%	-27%	↓
Ease of travel by public transportation in Palo Alto	22%	52%	-30%	↓
^a Comparison is with 2009, which is the first year the question was asked.				
^b Comparison is with 2014, which is the first year the question was asked.				
^c A decrease in the rating is considered an improvement for this question.				

Comparative Results for Geographic Areas

Statistically significant variances in the combined “excellent” and “good” responses between the North and South subgroups, as well as for the six area subgroups, are shaded grey in the report. The following table shows the statistically significant variances between the North and South subgroups.

Responses With Significant Differences Between North and South Palo Alto (percent rating “excellent” or “good” unless otherwise noted)	North	South	Difference North less South
Used bus, rail or other public transportation instead of driving in past 12 months (yes)	59%	45%	+14%
Contacted the City of Palo Alto for help or information in the past 12 months (yes)	52%	41%	+11%
Overall quality of new development in Palo Alto	50%	41%	+9%
Overall economic health of Palo Alto	81%	73%	+8%
Overall quality of life in Palo Alto	87%	80%	+7%
Ease of walking in Palo Alto	87%	80%	+7%
Public information services (Police/public safety)	81%	74%	+7%
Opportunities to participate in community matters	72%	65%	+7%
Value of services for the taxes paid to Palo Alto	62%	55%	+7%
Contacted Palo Alto elected officials in the past 12 months to express your opinion (yes)	24%	17%	+7%
Walked or biked instead of driving in past 12 months (yes)	91%	85%	+6%
Your neighborhood as a place to live	92%	88%	+4%
Talked to or visited with your immediate neighbors in past 12 months (yes)	92%	88%	+4%
Did NOT report a crime to police in the past 12 months (yes)	84%	89%	-5%
Remain in Palo Alto for the next five years (yes)	75%	82%	-7%
Recommend Palo Alto’s libraries to friends	88%	95%	-7%
Important for Palo Alto community to focus on faster notification systems (online, mobile or email) for Utilities billing issues, efficiency tips, outage information (essential/very important)	39%	50%	-11%
Used Palo Alto public libraries or their services in past 12 months (yes)	71%	85%	-14%

National Benchmark Comparisons

When available, benchmark comparisons are shown as the last table for each of the survey's standard questions. The average rating column shows the City's rating converted to a 100-point scale. The rank column shows the City's rank among communities that asked a similar question. The comparison to benchmark column shows "similar" if Palo Alto's average rating within the standard range of 10 points of the benchmark communities, "higher" or "lower" if Palo Alto's average rating is greater than the standard range, and "much higher" or "much lower" if Palo Alto's average rating differs by more than twice the standard range.

Palo Alto rated much higher than the benchmark communities on 1 question, higher on 14 questions, lower on 9 questions, and much lower on 3 questions:

- The one question that rated "much higher" also rated much higher in each of the last three years, but one to four more questions also rated much higher in each of the previous years.
- In the "higher" category, 11 of the 14 questions also rated higher in the previous three years, and the other three questions rated higher in two of the previous three years. However, the number of questions rating higher than benchmark communities has declined over time, from 27 in 2015, 23 in 2016, and 33 in 2017, to 14 in 2018.
- Four of the nine questions in the "lower" category also rated lower in the previous three years, four rated lower in one or two of the previous three years, and the question, "availability of affordable quality child care/preschool" is new to the list.
- All three questions that rated "much lower" than the benchmark communities were the same three questions that rated "much lower" in each of the previous three years. The following table shows how questions differed from the benchmark communities.

Palo Alto's Ratings Compared to Benchmark Communities

<u>Much Higher</u>	
Employment opportunities	
<u>Higher</u>	
Adult educational opportunities	Opportunities to attend cultural/arts/music activities
City parks	Overall economic health of Palo Alto
Drinking water	Overall image or reputation of Palo Alto
Ease of travel by bicycle in Palo Alto	Palo Alto as a place to work
Ease of walking in Palo Alto	Palo Alto open space
Health and wellness opportunities in Palo Alto	Shopping opportunities
K-12 education	Vibrant downtown/commercial area
<u>Lower</u>	
Availability of affordable quality child care/preschool	Palo Alto as a place to retire
Ease of public parking	Recommend living in Palo Alto to someone who asks
Ease of travel by car in Palo Alto	Traffic flow on major streets
Ease of travel by public transportation in Palo Alto	Watched (online or on television) a local public meeting
Overall direction that Palo Alto is taking	
<u>Much Lower</u>	
Availability of affordability of quality housing	Variety of housing options
Cost of living in Palo Alto	

Demographic Analysis

We analyzed the survey results by demographic characteristics, with a focus on the questions related to quality of life; as well as mobility and the built environment, which were the two facets with the lowest average percentages of “excellent” and “good” ratings, and identified some trends:

- Quality of Life – There were several trends in how different demographic groups responded to the quality of life questions:
 - Except for “Palo Alto as a place to retire, respondents in the 25- to 34-year old age bracket gave the lowest ratings of “excellent” or “good” to the quality of life questions, with differences of up to 17 percentage points for “Palo Alto as a place to live,” 14 percentage points for “your neighborhood as a place to live,” 37 percentage points for “Palo Alto as a place to raise children,” 11 percentage points for “Palo Alto as a place to work,” 15 percentage points for “Palo Alto as a place to visit,” 33 percentage points for “Palo Alto as a place to retire,” and 10 percentage points for “overall quality of life in Palo Alto.”
 - Although only 40 percent of respondents rated “Palo Alto as a place to retire” as “excellent” or “good,” certain demographic groups gave statistically higher ratings. For example, 60 percent of respondents who are fully retired, 48 percent of respondents who have lived in Palo Alto for 11 or more years, 50 percent of respondents who own their home, and 51 percent of respondents who do not have children age 17 or younger living in the home rated the question as “excellent” and “good.”
 - Homeowners and renters rated Palo Alto as a place to live and work similarly, but a much higher percentage of homeowners than renters to gave “excellent” or “good” ratings for the other quality of life questions. The most notable differences between homeowners and renters were “Palo Alto as a place to raise children,” (79 percent of vs. 61 percent), “Palo Alto as a place to retire,” (45 percent vs. 29 percent), and “overall quality of life in Palo Alto,” (86 percent vs. 78 percent), respectively.
 - Respondents with children age 17 or younger living in the household viewed “Palo Alto as a place to raise children” much more favorably than respondents without children, with “excellent” or “good” ratings of 86 percent and 69 percent, respectively.
 - Although not specifically a quality of life question, we also identified trends in whether a respondent was “very” or “somewhat likely” to remain in Palo Alto for the next five years. The likelihood increased with age, whether the respondent owned or rented their home, and how long the respondent has lived in Palo Alto. Responses ranged from a low of 35 percent for respondents up to age 34 to a high of 93 percent for respondents who are 75 years or older, 93 percent for homeowners compared to 66 percent for renters, and 90 percent for respondents who have lived in Palo Alto for 11 or more years compared to 69 percent for respondents who have lived here for less than two years. Respondents were also more likely to say they would remain in Palo Alto if they had lower levels of household expenses, but the likelihood decreased as household expenses became a higher percentage of the respondents’ income. However, when we analyzed the household expenses in conjunction with household income, we identified some instances where a respondent’s household expenses could not be supported by the lower income level reported, indicating that some respondents likely misreported one or both of those elements.
- Built Environment and Mobility
 - Overall, “excellent” and “good” ratings for the built environment were low. However, more than any other factor, how long respondents have lived in Palo Alto affected their views on the built environment and mobility, with those who have lived here for 20 or more years giving the lowest ratings and those who have lived here for less than two years giving the highest ratings. The

following table show examples of “excellent” and “good ratings by those who have lived here for 20 or more years compared with those who have lived here for less than two years.

Comparison of Responses for Built Environment Questions

Survey Question	“Excellent/Good” Ratings by Respondents Who Have Lived in Palo Alto for 20+ Years	“Excellent/Good” Ratings by Respondents Who Have Lived in Palo Alto Less Than 2 Years
Overall built environment	58%	70%
Overall quality of new development	38%	60%
Land use, planning, and zoning	33%	68%
Ease of getting to places you usually have to visit	54%	69%
Traffic flow on major streets	20%	46%
Ease of parking	26%	51%
Ease of transportation by car	32%	63%
Ease of travel by public transportation	20%	36%

- Although all respondents rated the variety of housing options and availability of affordable quality housing low, respondents who own their home gave higher ratings of “excellent” or “good” (18 percent and 7 percent, respectively) for the variety of housing options and availability of affordable quality housing than renters gave (7 percent and 2 percent, respectively).

The survey does not ask respondents to explain their answers. Further in-depth questioning, such as through targeted focus groups, could explain why differing opinions exist among the various demographic groups.

CUSTOM QUESTIONS

In addition to the standard survey questions, we asked five multiple-choice custom questions (14 through 18) regarding residents’ satisfaction with Palo Alto-owned utility services and modes of transportation. Some of these questions were repeat questions from prior years.

Utilities

Respondents are highly satisfied with the reliability of utility services, but are much less satisfied with the costs. 94 percent of respondents’ rated reliability as “excellent” or “good.” Questions related to cost and the percentages of “excellent” and “good” ratings were: “affordability of utility services” and “working hard to keep utilities prices competitive,” both 59 percent; “community value received from the City owning and operating its own municipal utility services,” 79 percent; and “value of all services Palo Alto Utilities provides for the price you pay,” 62 percent. For details, see tables 63-66 in the report.

Transportation

Driving (77 percent) continues to be Palo Alto residents’ primary mode of transportation for getting around town, followed by walking (11 percent) and biking (10 percent). Other modes of transportation make up less than three percent of residents’ primary mode of transportation. A much higher percentage of South Palo Alto respondents rely on driving as their primary mode of getting around town - 60 percent of respondents in South Palo Alto who said driving was their primary mode of transportation compared with 40 percent of respondents in North Palo Alto. In contrast, respondents in North Palo Alto who cited walking or biking as their primary mode of transportation were much more likely to use those modes than respondents in South Palo Alto, with percentages of 78 percent vs. 22 percent for walking and 68 percent vs. 21 percent for biking. For details, see tables 71-73 in the report.

In 2018, rideshare services (83 percent) became the most convenient choice of transportation if respondents did not have access to a car, followed by biking (77 percent) and walking (69 percent). The increase in rideshare services for convenience is significant. In previous years, rideshare services rated much lower on the convenience scale, with only 52 percent of respondents in 2015, 62 percent in 2016, and 66 percent in 2017 saying that rideshare services were “very” or “somewhat convenient.” In contrast, walking, or riding the bus, train, or free shuttle all declined significantly as convenient modes of transportation when not having access to a car: 23 percent (walking), 19 percent (bus or train), and 28 percent (shuttle) fewer respondents cited these modes as “very” or “somewhat convenient” in 2018 compared to 2017. Biking as an alternate mode of transportation remained similar, in the 76 to 77 percent range each year from 2015 through 2018. For details, see tables 74-76 in the report.

For the third year, we asked residents who planned to purchase a new car within the next two years, what the likelihood would be of it being a gas vs. nongas-fueled vehicle. The most common response (71 percent) was that it would be a hybrid vehicle. The percentage is consistent with prior years, but for the first time, was a higher percentage than gas-fueled vehicles. Electric vehicles (67 percent) ranked second and gas-fueled (66 percent) ranked third. For details, see tables 77-80 in the report.

Open-ended Questions

We asked two open-ended questions. Although we asked respondents to provide one item for each question, many respondents cited more than one issue. We separated those comments into the individual issues to better categorize them. The complete list of comments is available in the report, The National Citizen Survey™ Open-ended Responses.

The first question was, “As a resident of Palo Alto, what one change could the City make that would make you happier? This was a repeat question from 2017 and 2014. As in previous years, traffic, housing, and development (other than housing) topped respondents’ list of concerns, but traffic and housing reversed places as the number one and number two concerns. The second open-ended question was, “As a resident of Palo Alto, what one thing the City does well and would want to maintain?”

There is some overlap between what some respondents identified as concerns that should be addressed and others identified as things the City does well, but the positive comments generally outnumbered the needs-improvement comments for the same issue. For example, 14 (2 percent) and 8 (1 percent) of respondents who provided comments listed issues related to safety and sense of community, respectively, as areas needing improvement, but 75 (12 percent) and 66 (10 percent) other respondents identified those as areas where the City performs well.

The tables below summarize the main topics identified in the responses to each question. The first table compares concerns that respondents cited this year with those from previous years in which we asked the same question.

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

Response Category	2018		2017		2014	
	Percent of Comments	Number of Comments	Percent of Comments	Number of Comments	Percent of Comments	Number of Comments
Traffic concerns	23%	148	15%	224	14%	76
Housing (amount, affordability/cost of living)	21%	138	25%	369	21%	113
Development (other than housing)	10%	62	12%	183	17%	93
General government operations	8%	54	7%	99	6%	34
Improvements for walking and biking	5%	34	2%	32	4%	24
Public transportation	5%	32	5%	77	3%	17
Parking concerns	4%	28	5%	79	7%	41
Other/Nothing	4%	28	8%	115	7%	40
Lower taxes and/or utility costs	4%	25	2%	23	3%	17
Reduce noise	3%	18	2%	23	2%	9
Safety	2%	14	2%	33	4%	21
Parks and recreation amenities/services	2%	11	2%	26	2%	13
Electric utilities and amenities	2%	11	N/A*	N/A*	N/A*	N/A*
Address homelessness	1%	9	1%	15	1%	6
Retail/shopping options	1%	9	3%	39	2%	10
Sense of community/community activities	1%	8	4%	56	1%	8
Downtown improvements	1%	8	1%	16	1%	6
Code enforcement	1%	5	1%	15	1%	3
Schools	1%	5	2%	27	1%	7
Beautification	N/A	N/A	2%	26	2%	9
Total	100%	647	100%	1,477	100%	547

* N/A means the category was not separately tracked in those years.

The second open-ended question was, “As a resident of Palo Alto, what one thing the City does well and would want to maintain?”

“As a resident of Palo Alto, what one thing do you believe the City does well and would want to maintain?”

Response Category	Percent of Comments	Number of Comments
Parks, open space, and natural environment	23%	142
Safety services	12%	75
Library	11%	68
Sense of community, community activities, and recreation	10%	66
Utilities	10%	60
Schools and education	8%	53
Don't know/nothing, negative comments, additional improvements	4%	28
Balancing residential and commercial growth	4%	25
Cleanliness of community	3%	18
Ability to give input and communication with government	3%	16
Ease of bicycle travel	2%	14
General City services	2%	13
Street maintenance	2%	13
Government/leadership	2%	12
Everything/great place to live	2%	12
Public transportation	1%	8
Other	1%	7
Total	100%	630

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THE NCSTM
The National Citizen SurveyTM

Palo Alto, CA

Report of Results

2018



NRC
National Research Center Inc

2955 Valmont Road Suite 300
Boulder, Colorado 80301
n-r-c.com • 303-444-7863

ICMA

Leaders at the Core of Better Communities

777 North Capitol Street NE Suite 500
Washington, DC 20002
icma.org • 800-745-8780

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Detailed Survey Methods

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

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

Survey Validity

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

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

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

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

behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward “oppressed groups,” likelihood of voting for a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity), as well as the actual behavior itself.

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

Research on the correlation of resident opinion about service quality and “objective” ratings of service quality vary, with some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services, and training provided). Resident opinion commonly reflects objective performance data but is an important measure on its own. NRC principals have written, “If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem.”

Survey Sampling

“Sampling” refers to the method by which households were chosen to receive the survey. All households within the City of Palo Alto were eligible to participate in the survey. A list of all households within the zip codes serving Palo Alto was purchased from [Go-Dog Direct](#) based on updated listings from the United States Postal Service. Since some of the zip codes that serve the City of Palo Alto households may also serve addresses that lie outside of the community, the exact geographic location of each housing unit was compared to community boundaries using the most current municipal boundary file (updated on a quarterly basis) and addresses located outside of the City of Palo Alto boundaries were removed from consideration. Each address identified as being within City boundaries was further identified as being located in North or South Palo Alto, and within one of six areas.

To choose the 4,500 survey recipients, a systematic sampling method was applied to the list of households previously screened for geographic location. Systematic sampling is a procedure whereby a complete list of all possible households is culled, selecting every N^{th} one, giving each eligible household a known probability of selection, until the appropriate number of households is selected. Multifamily housing units were over sampled, as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units. In general, because of the random sampling techniques used, the displayed sampling density will closely mirror the overall housing unit density (which may be different from the population density). While the theory of probability assumes no bias in selection, there may be some minor variations in practice (meaning, an area with only 15 percent of the housing units might be sampled at an actual rate that is slightly above or below that). Figure 1 and Figure 2 (pages 4 and 5) display maps of the households selected to receive the survey.

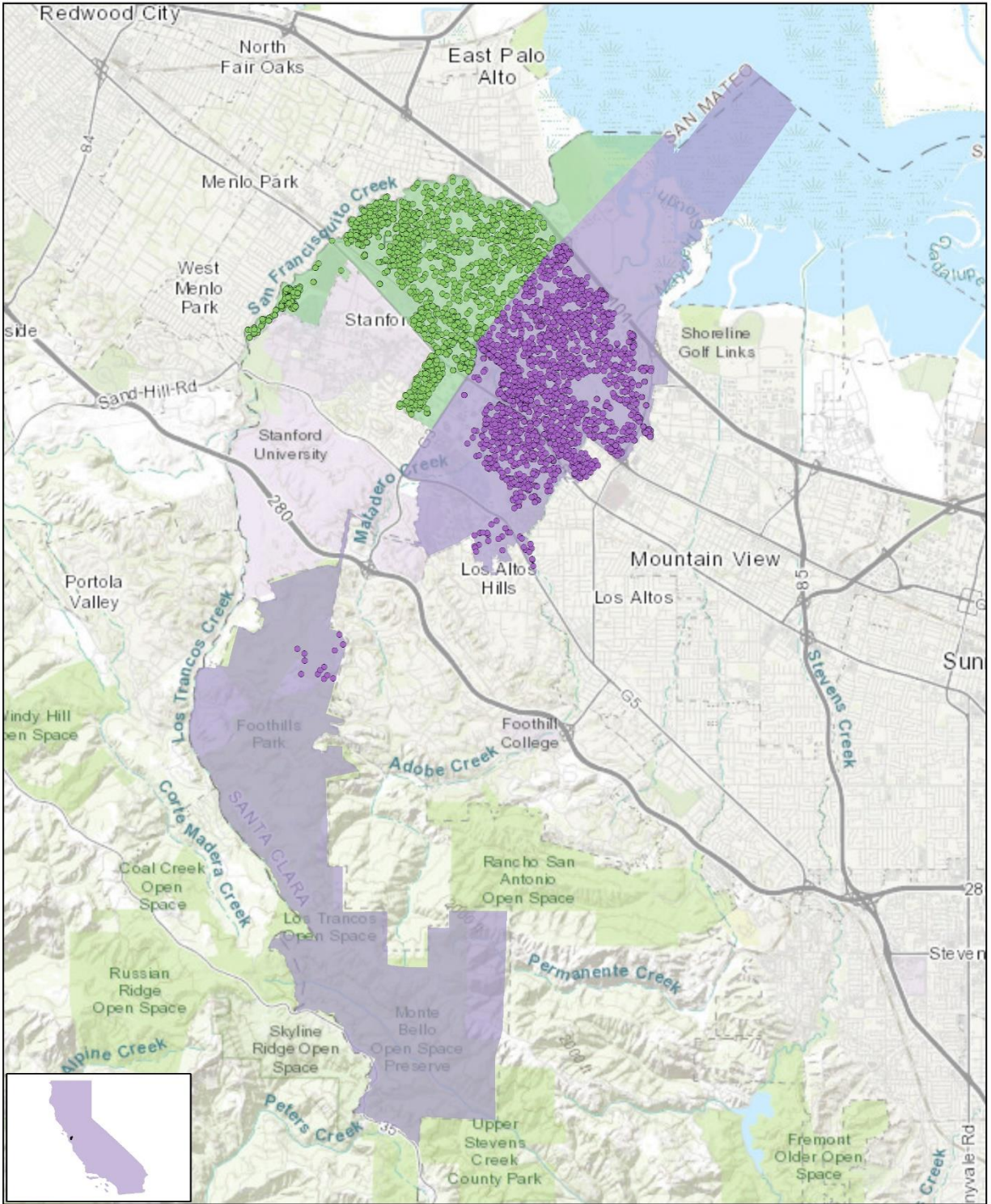
Survey Administration and Response

Selected households received two mailings, one week apart, beginning on August 6, 2018. The first mailing contained a letter from the City Auditor inviting the household to participate, a questionnaire, and a postage-paid return envelope. The second mailing contained a reminder letter, another survey, and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who had already done so to refrain from turning in another survey. The survey was available in only English. Respondents could opt to take the survey online. Completed surveys were collected over the following seven weeks.

About 4 percent of the 4,500 surveys mailed were returned because the housing unit was vacant or the postal service was unable to deliver the survey as addressed. Of the remaining 4,308 households that received the survey, 889 completed the survey, providing an overall response rate of 21 percent. Of the 889 completed surveys, 186 (21 percent) were completed online. Additionally, responses were tracked by location in Palo Alto (north or south) and by six subareas, as shown in the maps below. Response rates by area ranged from 17 percent to 27 percent.

The National Citizen Survey™

Figure 1: Location of Survey Recipients – North/South



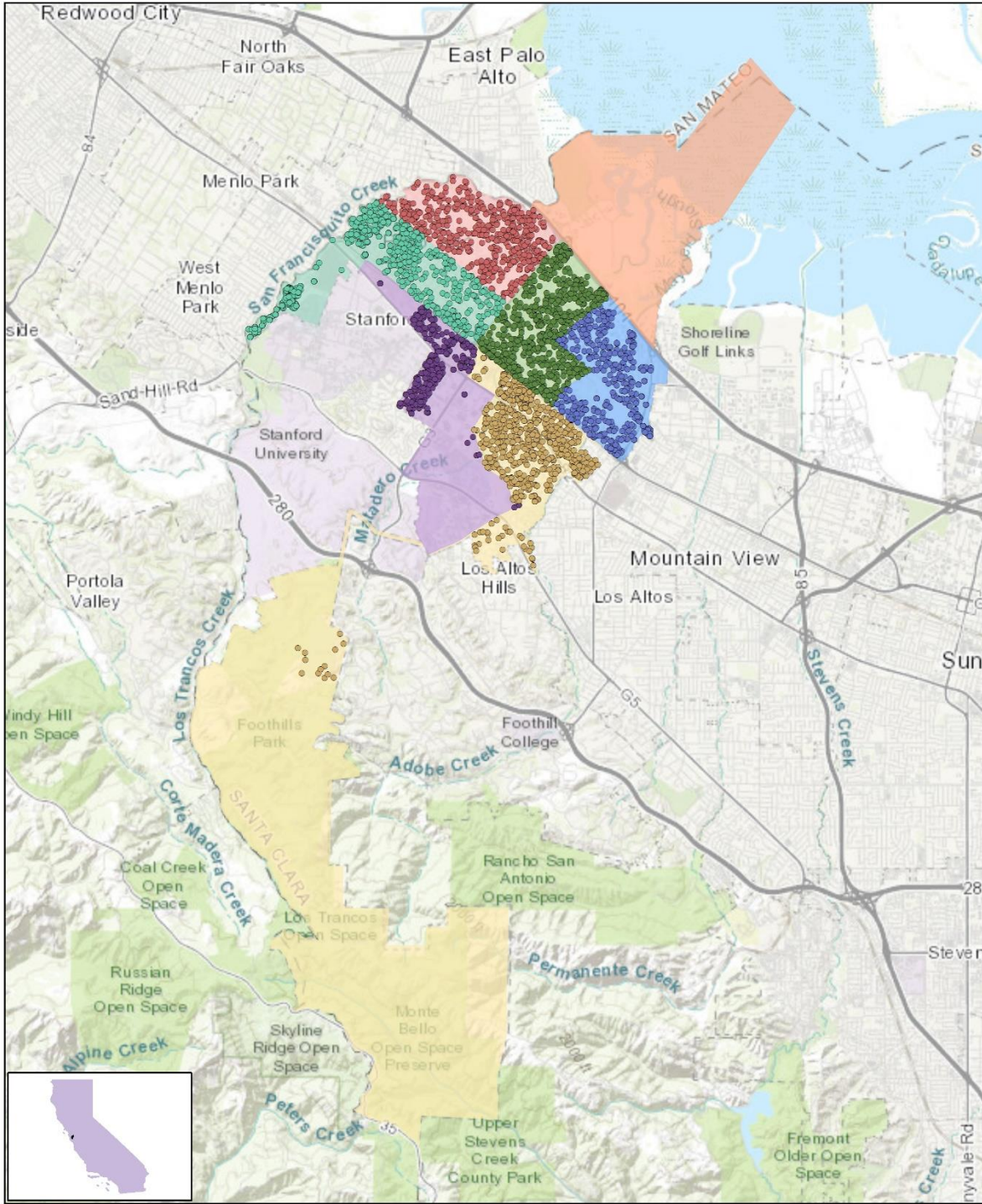
Survey Recipients in Palo Alto, CA

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

Neighborhoods in South Palo Alto: Midtown, St. Claire Gardens, South of Midtown, Palo Verde, Adobe Meadows/Meadow Park, Charleston Gardens, The Greenhouse, Greendell, Greenmeadow, Walnut Grove, Fairmeadow, Ventura, Charleston Meadows, Monroe Park Palo Alto Orchards, Barron Park, Green Acres, Greater Miranda, Esther Clark Park, Palo Alto Hills, Stanford Research Park

The National Citizen Survey™

Figure 2: Location of Survey Recipients – Area



Survey Recipients in Palo Alto, CA

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

Confidence Intervals

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

The margin of error or confidence interval for the City of Palo Alto survey is no greater than plus or minus three percentage points around any given percent reported for the entire sample (889 completed surveys).

For subgroups of responses, the margin of error increases because the number of responses for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points. For the North and South, the margin of error rises to approximately plus or minus five percentage points since the number of responses for the North were 409 and for the South were 480. Further, for each of the six areas within Palo Alto, the margin of error rises to approximately plus or minus 11 percentage points since number of responses were 124 for Area 1, 175 for Area 2, 133 for Area 3, 170 for Area 4, 80 for Area 5 and 207 for Area 6. The margin of error for the six areas within Palo Alto is based off the smallest number of returned surveys per area; thus margin of error was calculated using the number of returned surveys from Area 5 (80).

Table 1: Survey Response Rates

	Number mailed	Undeliverable	Eligible	Returned	Response rate
Overall	4,500	192	4,308	889	21%
North	2,170	136	2,034	409	20%
South	2,330	56	2,274	480	21%
Area 1	474	22	452	124	27%
Area 2	809	18	791	175	22%
Area 3	558	5	553	133	24%
Area 4	933	30	903	170	19%
Area 5	481	28	453	80	18%
Area 6	1,245	89	1,156	207	18%

Survey Processing (Data Entry)

Upon receipt, completed surveys were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; in this case, NRC would use protocols to randomly choose two of the three selected items for inclusion in the dataset.

All surveys were then entered twice into an electronic dataset; any discrepancies were resolved by comparing to the original survey form. Range checks, checks for duplicate submissions, as well as other forms of quality control were also performed.

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

The National Citizen Survey™

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

Survey Data Weighting

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

Table 2: Palo Alto, CA 2018 Weighting Table

Characteristic	2010 Census	Unweighted Data	Weighted Data
Housing			
Rent home	44%	29%	42%
Own home	56%	71%	58%
Detached unit*	57%	64%	58%
Attached unit*	43%	36%	42%
Race and Ethnicity			
White	68%	68%	68%
Not white	32%	32%	32%
Not Hispanic	95%	97%	95%
Hispanic	5%	3%	5%
Sex and Age			
Female	52%	52%	51%
Male	48%	48%	49%
18-34 years of age	22%	8%	21%
35-54 years of age	41%	29%	40%
55+ years of age	37%	63%	39%
Females 18-34	10%	5%	10%
Females 35-54	21%	16%	20%
Females 55+	20%	31%	21%
Males 18-34	12%	4%	12%
Males 35-54	20%	13%	19%
Males 55+	17%	31%	18%
Areas			
North	47%	46%	47%
South	53%	54%	53%
Area 1	13%	14%	12%
Area 2	20%	20%	19%
Area 3	13%	15%	14%
Area 4	20%	19%	19%
Area 5	9%	9%	10%
Area 6	25%	23%	25%

* American Community Survey 2011 5-year estimates

Survey Data Analysis and Reporting

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). For the most part, the percentages presented in the reports represent the “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., “excellent” and “good,” “very safe” and “somewhat safe,” “essential” and “very important,” etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month.

Trends over Time

Trend tables display trends over time, comparing the 2018 ratings for the City of Palo Alto to the 10 previous years of survey results (going back to 2008) and displaying 2003 data, the year when surveying started.

Trend data for Palo Alto represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected residents’ opinions.

Meaningful differences between survey years have been noted within the following tables as being “higher” or “lower” if the differences are greater than approximately five percentage points² between the 2018 and 2017 surveys; otherwise, the comparisons between 2018 and 2017 are noted as being “similar.” When comparing results over time, small differences (those with less than a 5 percent difference compared to 2017) are more likely to be due to random variation (attributable to chance over real change), while larger differences (those greater than 5 percent compared to 2017) may be due to a real shift in resident perspective. However, it is often wise to continue to monitor results over a longer period of time to rule out random variation due to chance in the sampling process. Sometimes small changes in question wording can explain changes in results as well.

Overall, ratings in Palo Alto for 2018 generally remained stable. Of the 106 items for which comparisons were available, 81 items were rated similarly in 2018 and 2017 and 25 items showed a decrease in ratings; none of the items increased in ratings. These counts are based on trend data for questions 1 through 12 and do not include trend data for any custom questions (14 through 20).

Geographic Comparisons

The geographic comparison tables on the following pages display differences in opinion of survey respondents by North or South location in Palo Alto and by six areas. Responses in these tables show only the proportion of respondents giving a certain answer; for example, the percent of respondents who rated the quality of life as “excellent” or “good,” or the percent of respondents who attended a public meeting more than once a month. ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5 percent probability that differences observed between areas are due to chance; or in other words, a greater than 95 percent probability that the differences observed are “real.” Where differences were statistically significant, they have been shaded grey.

National Benchmark Comparisons

Comparison Data

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in surveys from over 600 communities whose residents evaluated the same kinds of topics as The National Citizen Survey™. The surveys gathered for NRC’s database include data from communities that have conducted The NCS, as well as citizen surveys unaffiliated with NRC. The comparison evaluations are from the most recent survey completed in

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

each community; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant, and the comparisons are to jurisdictions that have conducted a survey within the last five years. The communities in the database represent a wide geographic and population range. The City of Palo Alto chose to have comparisons made to the entire database.

Interpreting the Results

Ratings are compared for standard items in questions 1 through 12 when there are at least five communities in which a similar question was asked. Where comparisons are available, four columns are provided in the table. The first column is Palo Alto’s average rating, converted to a 100-point scale. The second column is the rank assigned to Palo Alto’s rating among communities where a similar question was asked. The third column is the number of communities that asked a similar question. The final column shows the comparison of Palo Alto’s rating to the benchmark.

In that final column, Palo Alto’s results are noted as being “higher” than the benchmark, “lower” than the benchmark, or “similar” to the benchmark, meaning that the average rating given by Palo Alto residents is statistically similar to or different (greater or lesser) than the benchmark. More extreme differences are noted as “much higher” or “much lower.” A rating is considered “similar” if it is within the standard range of 10 points; “higher” or “lower” if the difference between Palo Alto’s rating and the benchmark is greater than the standard range but less than twice the standard range; and “much higher” or “much lower” if the difference between Palo Alto’s rating and the benchmark is higher or lower by more than twice the standard range. Where benchmark ratings were not available, “NA” indicates that this information is not applicable.

Table 3: Benchmark Database Characteristics

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

Results Tables

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

For the basic frequencies, the percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”); the number of respondents is specific to each item, based on the actual number of responses received for the question or question item and based on the weighted data (weighted responses are rounded to the nearest whole number and may not exactly add up to the total number of responses; for more information on weighting, please see *Survey Data Weighting*, page 9). Generally, a small

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

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portion of respondents select “don’t know” for most survey items and, inevitably, some items have a larger “don’t know” percentage. Comparing responses to a set of items on the same scale can be misleading when the “don’t know” responses have been included. If two items have disparate “don’t know” percentages (2 percent versus 17 percent, for example), any apparent similarities or differences across the remaining response options may disappear once the “don’t know” responses are removed.

Tables displaying trend data appear for standard questions (1 through 13) and for custom questions only for the years in which the questions were asked. Meaningful differences between survey years have been noted within the following tables as being “higher” or “lower” if the differences are greater than approximately five percentage points between the 2018 and 2017 surveys; otherwise, the comparison between 2018 and 2017 are noted as being “similar.”

Geographic comparisons are made for questions 1 through 18 (some questions having multiple, non-scaled responses are not included). ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5 percent probability that differences observed between area are due to chance; or in other words, a greater than 95 percent probability that the differences observed are “real.” Where differences were statistically significant, they have been shaded grey. The shading represents statistical significance for each question individually, which may differ question by question because the number of responses varied, as some residents may have skipped or answered “don’t know.”

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Question 1

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

Please rate each of the following aspects of quality of life in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Palo Alto as a place to live	42%	N=370	48%	N=420	9%	N=81	1%	N=12	0%	N=1	100%	N=883
Your neighborhood as a place to live	48%	N=422	42%	N=369	8%	N=73	2%	N=17	0%	N=2	100%	N=882
Palo Alto as a place to raise children	34%	N=297	38%	N=333	13%	N=118	3%	N=24	12%	N=107	100%	N=878
Palo Alto as a place to work	31%	N=268	36%	N=311	13%	N=112	4%	N=31	17%	N=153	100%	N=875
Palo Alto as a place to visit	25%	N=213	38%	N=333	23%	N=198	7%	N=58	8%	N=67	100%	N=870
Palo Alto as a place to retire	16%	N=143	18%	N=153	22%	N=192	28%	N=247	15%	N=134	100%	N=868
The overall quality of life in Palo Alto	30%	N=263	54%	N=472	14%	N=127	2%	N=17	0%	N=1	100%	N=879

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

Please rate each of the following aspects of quality of life in Palo Alto:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Palo Alto as a place to live	42%	N=370	48%	N=420	9%	N=81	1%	N=12	100%	N=883
Your neighborhood as a place to live	48%	N=422	42%	N=369	8%	N=73	2%	N=17	100%	N=881
Palo Alto as a place to raise children	38%	N=297	43%	N=333	15%	N=118	3%	N=24	100%	N=771
Palo Alto as a place to work	37%	N=268	43%	N=311	16%	N=112	4%	N=31	100%	N=722
Palo Alto as a place to visit	27%	N=213	42%	N=333	25%	N=198	7%	N=58	100%	N=803
Palo Alto as a place to retire	19%	N=143	21%	N=153	26%	N=192	34%	N=247	100%	N=735
The overall quality of life in Palo Alto	30%	N=263	54%	N=472	14%	N=127	2%	N=17	100%	N=879

Table 6: Question 1 - Historical Results

Please rate each of the following aspects of quality of life in Palo Alto:	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Palo Alto as a place to live	95%	95%	94%	95%	94%	95%	92%	95%	92%	91%	91%	89%	Similar
Your neighborhood as a place to live	88%	91%	90%	91%	90%	90%	91%	92%	90%	91%	91%	90%	Similar
Palo Alto as a place to raise children	90%	94%	91%	93%	93%	92%	90%	93%	87%	84%	84%	82%	Similar
Palo Alto as a place to work	NA	90%	87%	87%	89%	88%	89%	86%	87%	82%	82%	80%	Similar
Palo Alto as a place to visit	NA	NA	NA	NA	NA	NA	NA	75%	74%	72%	71%	68%	Similar
Palo Alto as a place to retire	62%	67%	64%	65%	68%	68%	56%	60%	52%	50%	51%	40%	Lower
The overall quality of life in Palo Alto	92%	91%	93%	94%	92%	94%	91%	91%	88%	85%	89%	84%	Lower

Table 7: Question 1 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Palo Alto as a place to live	91%	88%	93%	84%	94%	88%	90%	90%	89%
Your neighborhood as a place to live	92%	88%	93%	89%	92%	83%	92%	92%	90%
Palo Alto as a place to raise children	80%	83%	88%	86%	89%	77%	80%	75%	82%
Palo Alto as a place to work	81%	79%	84%	77%	86%	78%	82%	79%	80%
Palo Alto as a place to visit	66%	70%	78%	71%	81%	61%	55%	64%	68%
Palo Alto as a place to retire	44%	37%	48%	40%	48%	27%	30%	47%	40%
The overall quality of life in Palo Alto	87%	80%	88%	82%	88%	73%	83%	89%	84%

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Table 8: Question 1 - Benchmark Comparisons

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Palo Alto as a place to live	77	160	382	Similar
Your neighborhood as a place to live	79	73	305	Similar
Palo Alto as a place to raise children	72	183	371	Similar
Palo Alto as a place to work	71	42	351	Higher
Palo Alto as a place to visit	62	115	267	Similar
Palo Alto as a place to retire	42	322	346	Lower
The overall quality of life in Palo Alto	71	197	444	Similar

Question 2

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Overall feeling of safety in Palo Alto	46%	N=409	45%	N=399	8%	N=69	1%	N=7	0%	N=0	100%	N=884
Overall ease of getting to the places you usually have to visit	20%	N=172	43%	N=378	28%	N=245	9%	N=81	0%	N=4	100%	N=880
Quality of overall natural environment in Palo Alto	39%	N=339	48%	N=420	12%	N=105	1%	N=10	0%	N=3	100%	N=877
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	14%	N=122	48%	N=422	30%	N=262	8%	N=69	1%	N=6	100%	N=881
Health and wellness opportunities in Palo Alto	38%	N=337	42%	N=368	13%	N=116	2%	N=18	4%	N=37	100%	N=875
Overall economic health of Palo Alto	36%	N=316	37%	N=324	15%	N=130	7%	N=60	6%	N=50	100%	N=881
Sense of community	13%	N=118	37%	N=328	35%	N=310	12%	N=105	2%	N=14	100%	N=874
Overall image or reputation of Palo Alto	37%	N=329	44%	N=391	15%	N=134	2%	N=16	1%	N=12	100%	N=882

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Overall feeling of safety in Palo Alto	46%	N=409	45%	N=399	8%	N=69	1%	N=7	100%	N=884
Overall ease of getting to the places you usually have to visit	20%	N=172	43%	N=378	28%	N=245	9%	N=81	100%	N=876
Quality of overall natural environment in Palo Alto	39%	N=339	48%	N=420	12%	N=105	1%	N=10	100%	N=873
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	14%	N=122	48%	N=422	30%	N=262	8%	N=69	100%	N=875
Health and wellness opportunities in Palo Alto	40%	N=337	44%	N=368	14%	N=116	2%	N=18	100%	N=839
Overall economic health of Palo Alto	38%	N=316	39%	N=324	16%	N=130	7%	N=60	100%	N=831
Sense of community	14%	N=118	38%	N=328	36%	N=310	12%	N=105	100%	N=860
Overall image or reputation of Palo Alto	38%	N=329	45%	N=391	15%	N=134	2%	N=16	100%	N=870

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Table 11: Question 2 - Historical Results

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Overall feeling of safety in Palo Alto	NA	NA	NA	NA	NA	NA	NA	92%	91%	94%	94%	91%	Similar
Overall ease of getting to the places you usually have to visit	NA	NA	NA	NA	NA	NA	NA	71%	65%	67%	64%	63%	Similar
Quality of overall natural environment in Palo Alto	NA	85%	84%	84%	84%	88%	83%	88%	86%	84%	89%	87%	Similar
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	NA	NA	NA	NA	NA	NA	NA	67%	63%	59%	65%	62%	Similar
Health and wellness opportunities in Palo Alto	NA	NA	NA	NA	NA	NA	NA	88%	88%	85%	88%	84%	Similar
Overall economic health of Palo Alto	NA	NA	NA	NA	NA	NA	NA	88%	86%	83%	82%	77%	Similar
Sense of community	70%	70%	71%	71%	75%	73%	67%	64%	60%	57%	56%	52%	Similar
Overall image or reputation of Palo Alto	NA	92%	92%	90%	92%	92%	90%	92%	88%	86%	86%	83%	Similar

Table 12: Question 2 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Overall feeling of safety in Palo Alto	91%	92%	86%	94%	92%	89%	94%	92%	91%
Overall ease of getting to the places you usually have to visit	63%	62%	63%	63%	69%	56%	64%	64%	63%
Quality of overall natural environment in Palo Alto	88%	85%	94%	88%	85%	83%	77%	91%	87%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	62%	62%	73%	63%	67%	58%	55%	60%	62%
Health and wellness opportunities in Palo Alto	86%	82%	91%	81%	84%	82%	84%	84%	84%
Overall economic health of Palo Alto	81%	73%	90%	72%	73%	74%	78%	78%	77%
Sense of community	54%	50%	64%	47%	58%	48%	58%	47%	52%
Overall image or reputation of Palo Alto	83%	83%	87%	79%	83%	87%	75%	84%	83%

Table 13: Question 2 - Benchmark Comparisons

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Overall feeling of safety in Palo Alto	79	84	341	Similar
Overall ease of getting to the places you usually have to visit	58	202	258	Similar
Quality of overall natural environment in Palo Alto	75	71	270	Similar
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	56	132	247	Similar
Health and wellness opportunities in Palo Alto	74	30	248	Higher
Overall economic health of Palo Alto	69	50	253	Higher
Sense of community	51	230	305	Similar
Overall image or reputation of Palo Alto	73	79	342	Higher

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Question 3

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

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Palo Alto to someone who asks	29%	N=258	43%	N=380	15%	N=135	11%	N=101	1%	N=7	100%	N=882
Remain in Palo Alto for the next five years	50%	N=440	26%	N=230	12%	N=103	9%	N=83	3%	N=23	100%	N=879
Recommend Palo Alto's libraries to friends	59%	N=517	22%	N=190	4%	N=35	3%	N=26	13%	N=110	100%	N=878

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

Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
Recommend living in Palo Alto to someone who asks	30%	N=258	43%	N=380	15%	N=135	12%	N=101	100%	N=874
Remain in Palo Alto for the next five years	51%	N=440	27%	N=230	12%	N=103	10%	N=83	100%	N=856
Recommend Palo Alto's libraries to friends	67%	N=517	25%	N=190	5%	N=35	3%	N=26	100%	N=768

Table 16: Question 3 - Historical Results

Please indicate how likely or unlikely you are to do each of the following:	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Recommend living in Palo Alto to someone who asks	NA	91%	90%	90%	91%	92%	89%	86%	80%	72%	75%	73%	Similar
Remain in Palo Alto for the next five years	NA	85%	87%	83%	87%	87%	87%	83%	80%	75%	76%	78%	Similar
Recommend Palo Alto's libraries to friends	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	91%	92%	Similar

Table 17: Question 3 - Geographic Subgroup Results

Percent rating "very likely" or "somewhat likely"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Recommend living in Palo Alto to someone who asks	73%	73%	75%	73%	78%	69%	72%	73%	73%
Remain in Palo Alto for the next five years	75%	82%	83%	82%	86%	78%	74%	71%	78%
Recommend Palo Alto's libraries to friends	88%	95%	90%	96%	96%	93%	87%	88%	92%

Table 18: Question 3 - Benchmark Comparisons

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Recommend living in Palo Alto to someone who asks	73	247	281	Lower
Remain in Palo Alto for the next five years	78	224	273	Similar

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

Question 4

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

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total	
In your neighborhood during the day	81%	N=714	17%	N=146	1%	N=11	1%	N=8	0%	N=2	0%	N=2	100%	N=883
In Palo Alto's downtown/commercial areas during the day	63%	N=554	28%	N=242	5%	N=47	3%	N=23	0%	N=3	1%	N=11	100%	N=881
In your neighborhood after dark	44%	N=388	41%	N=358	8%	N=68	5%	N=42	1%	N=13	1%	N=11	100%	N=881
In Palo Alto's downtown/commercial areas after dark	28%	N=243	38%	N=334	16%	N=138	10%	N=85	4%	N=35	5%	N=46	100%	N=880

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

Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
In your neighborhood during the day	81%	N=714	17%	N=146	1%	N=11	1%	N=8	0%	N=2	100%	N=881
In Palo Alto's downtown/commercial areas during the day	64%	N=554	28%	N=242	5%	N=47	3%	N=23	0%	N=3	100%	N=869
In your neighborhood after dark	45%	N=388	41%	N=358	8%	N=68	5%	N=42	2%	N=13	100%	N=870
In Palo Alto's downtown/commercial areas after dark	29%	N=243	40%	N=334	17%	N=138	10%	N=85	4%	N=35	100%	N=834

Table 21: Question 4 - Historical Results*

Please rate how safe or unsafe you feel:	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
In your neighborhood during the day	97%	95%	95%	96%	98%	96%	97%	97%	97%	98%	98%	98%	Similar
In Palo Alto's downtown/commercial areas during the day	95%	96%	91%	94%	91%	92%	93%	92%	92%	92%	93%	92%	Similar
In your neighborhood after dark	83%	79%	78%	83%	83%	81%	72%	84%	84%	87%	89%	86%	Similar
In Palo Alto's downtown/commercial areas after dark	71%	66%	65%	71%	65%	71%	62%	69%	67%	74%	75%	69%	Lower

Table 22: Question 4 - Geographic Subgroup Results

Percent rating "very safe" or "somewhat safe"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
In your neighborhood during the day	98%	98%	98%	97%	98%	98%	97%	97%	98%
In Palo Alto's downtown/commercial areas during the day	92%	91%	92%	93%	90%	90%	88%	94%	92%
In your neighborhood after dark	85%	87%	86%	87%	86%	87%	89%	83%	86%
In Palo Alto's downtown/commercial areas after dark	72%	67%	69%	66%	65%	70%	69%	73%	69%

Table 23: Question 4 - Benchmark Comparisons*

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
In your neighborhood during the day	94	74	348	Similar
In Palo Alto's downtown/commercial areas during the day	88	134	308	Similar

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

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Question 5

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Traffic flow on major streets	2%	N=21	26%	N=224	39%	N=341	33%	N=288	0%	N=3	100%	N=878
Ease of public parking	6%	N=53	27%	N=240	39%	N=347	25%	N=225	2%	N=16	100%	N=881
Ease of travel by car in Palo Alto	7%	N=61	37%	N=321	36%	N=311	19%	N=165	2%	N=15	100%	N=873
Ease of travel by public transportation in Palo Alto	3%	N=26	13%	N=111	24%	N=208	32%	N=279	28%	N=248	100%	N=872
Ease of travel by bicycle in Palo Alto	22%	N=197	41%	N=361	19%	N=164	3%	N=29	14%	N=126	100%	N=876
Ease of walking in Palo Alto	33%	N=288	49%	N=430	13%	N=117	3%	N=26	2%	N=14	100%	N=876
Availability of paths and walking trails	24%	N=211	45%	N=390	20%	N=176	5%	N=47	6%	N=51	100%	N=874
Variety of housing options	3%	N=22	9%	N=82	28%	N=249	51%	N=449	8%	N=73	100%	N=876
Availability of affordable quality housing	2%	N=20	2%	N=20	9%	N=76	77%	N=675	9%	N=82	100%	N=873
Fitness opportunities (including exercise classes and paths or trails, etc.)	26%	N=224	44%	N=386	21%	N=184	3%	N=25	7%	N=57	100%	N=877
Recreational opportunities	25%	N=221	46%	N=398	21%	N=184	2%	N=22	5%	N=46	100%	N=872
Availability of affordable quality mental health care	5%	N=45	11%	N=99	13%	N=115	14%	N=123	57%	N=499	100%	N=881

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Traffic flow on major streets	2%	N=21	26%	N=224	39%	N=341	33%	N=288	100%	N=874
Ease of public parking	6%	N=53	28%	N=240	40%	N=347	26%	N=225	100%	N=865
Ease of travel by car in Palo Alto	7%	N=61	37%	N=321	36%	N=311	19%	N=165	100%	N=859
Ease of travel by public transportation in Palo Alto	4%	N=26	18%	N=111	33%	N=208	45%	N=279	100%	N=624
Ease of travel by bicycle in Palo Alto	26%	N=197	48%	N=361	22%	N=164	4%	N=29	100%	N=750
Ease of walking in Palo Alto	33%	N=288	50%	N=430	14%	N=117	3%	N=26	100%	N=861
Availability of paths and walking trails	26%	N=211	47%	N=390	21%	N=176	6%	N=47	100%	N=823
Variety of housing options	3%	N=22	10%	N=82	31%	N=249	56%	N=449	100%	N=803
Availability of affordable quality housing	3%	N=20	3%	N=20	10%	N=76	85%	N=675	100%	N=791
Fitness opportunities (including exercise classes and paths or trails, etc.)	27%	N=224	47%	N=386	22%	N=184	3%	N=25	100%	N=819
Recreational opportunities	27%	N=221	48%	N=398	22%	N=184	3%	N=22	100%	N=826
Availability of affordable quality mental health care	12%	N=45	26%	N=99	30%	N=115	32%	N=123	100%	N=382

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Table 26: Question 5 - Historical Results

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Traffic flow on major streets	36%	38%	46%	47%	40%	36%	34%	35%	31%	30%	33%	28%	Similar
Ease of public parking	NA	NA	NA	NA	NA	NA	NA	38%	36%	33%	32%	34%	Similar
Ease of travel by car in Palo Alto	55%	60%	65%	66%	62%	51%	55%	52%	44%	44%	42%	45%	Similar
Ease of travel by public transportation in Palo Alto	NA	52%	63%	62%	64%	71%	65%	36%	26%	28%	29%	22%	Lower
Ease of travel by bicycle in Palo Alto	84%	78%	79%	81%	77%	81%	78%	78%	77%	74%	78%	74%	Similar
Ease of walking in Palo Alto	NA	86%	82%	85%	83%	82%	84%	84%	83%	80%	86%	83%	Similar
Availability of paths and walking trails	NA	74%	75%	75%	75%	77%	71%	74%	73%	76%	77%	73%	Similar
Variety of housing options	NA	34%	39%	37%	37%	29%	26%	27%	20%	17%	18%	13%	Lower
Availability of affordable quality housing	6%	12%	17%	15%	14%	12%	13%	11%	8%	6%	6%	5%	Similar
Fitness opportunities (including exercise classes and paths or trails, etc.)	NA	NA	NA	NA	NA	NA	NA	78%	78%	79%	78%	74%	Similar
Recreational opportunities	NA	82%	78%	80%	81%	81%	81%	77%	80%	77%	81%	75%	Lower
Availability of affordable quality mental health care	NA	NA	NA	NA	NA	NA	NA	63%	53%	46%	52%	38%	Lower

Table 27: Question 5 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Traffic flow on major streets	25%	30%	27%	33%	30%	27%	25%	26%	28%
Ease of public parking	34%	34%	33%	31%	37%	34%	35%	34%	34%
Ease of travel by car in Palo Alto	45%	44%	49%	47%	43%	42%	46%	43%	45%
Ease of travel by public transportation in Palo Alto	23%	21%	26%	20%	26%	18%	24%	21%	22%
Ease of travel by bicycle in Palo Alto	75%	74%	74%	73%	79%	72%	78%	74%	74%
Ease of walking in Palo Alto	87%	80%	90%	81%	89%	74%	79%	88%	83%
Availability of paths and walking trails	76%	70%	80%	69%	81%	65%	75%	74%	73%
Variety of housing options	12%	14%	14%	16%	17%	11%	13%	10%	13%
Availability of affordable quality housing	4%	6%	4%	8%	7%	5%	4%	3%	5%
Fitness opportunities (including exercise classes and paths or trails, etc.)	73%	75%	77%	78%	81%	69%	75%	71%	74%
Recreational opportunities	77%	74%	80%	75%	79%	69%	75%	75%	75%
Availability of affordable quality mental health care	36%	39%	39%	42%	44%	35%	46%	29%	38%

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Table 28: Question 5 - Benchmark Comparisons

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Traffic flow on major streets	32	297	334	Lower
Ease of public parking	38	181	216	Lower
Ease of travel by car in Palo Alto	44	266	298	Lower
Ease of travel by public transportation in Palo Alto	27	178	217	Lower
Ease of travel by bicycle in Palo Alto	66	34	298	Higher
Ease of walking in Palo Alto	71	47	298	Higher
Availability of paths and walking trails	64	107	310	Similar
Variety of housing options	20	265	273	Much lower
Availability of affordable quality housing	7	296	296	Much lower
Fitness opportunities (including exercise classes and paths or trails, etc.)	66	84	238	Similar
Recreational opportunities	66	86	289	Similar
Availability of affordable quality mental health care	39	157	218	Similar

Question 6

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Availability of affordable quality child care/preschool	6%	N=54	13%	N=117	16%	N=136	18%	N=156	47%	N=406	100%	N=869
K-12 education	38%	N=333	29%	N=250	5%	N=46	1%	N=11	27%	N=231	100%	N=870
Adult educational opportunities	21%	N=187	34%	N=299	14%	N=119	3%	N=22	28%	N=244	100%	N=871
Opportunities to attend cultural/arts/music activities	27%	N=233	40%	N=347	19%	N=166	4%	N=34	10%	N=83	100%	N=864
Employment opportunities	21%	N=185	35%	N=305	15%	N=129	6%	N=48	23%	N=203	100%	N=870
Shopping opportunities	35%	N=307	43%	N=373	16%	N=143	4%	N=35	1%	N=9	100%	N=867
Cost of living in Palo Alto	2%	N=14	6%	N=54	21%	N=181	70%	N=610	1%	N=10	100%	N=870
Vibrant downtown/commercial areas	18%	N=153	51%	N=441	23%	N=197	5%	N=41	4%	N=33	100%	N=865
Overall quality of new development in Palo Alto	6%	N=55	30%	N=263	28%	N=247	15%	N=131	20%	N=173	100%	N=869
Opportunities to participate in social events and activities	15%	N=127	43%	N=374	26%	N=228	5%	N=44	11%	N=94	100%	N=867
Opportunities to participate in community matters	17%	N=150	42%	N=364	23%	N=198	5%	N=44	12%	N=104	100%	N=860
Openness and acceptance of the community toward people of diverse backgrounds	22%	N=191	44%	N=381	19%	N=169	6%	N=54	8%	N=73	100%	N=868
Opportunities to learn about City services through social media websites such as Twitter and Facebook	10%	N=84	25%	N=217	14%	N=119	3%	N=29	48%	N=415	100%	N=864

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

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Availability of affordable quality child care/preschool	12%	N=54	25%	N=117	29%	N=136	34%	N=156	100%	N=463
K-12 education	52%	N=333	39%	N=250	7%	N=46	2%	N=11	100%	N=640
Adult educational opportunities	30%	N=187	48%	N=299	19%	N=119	4%	N=22	100%	N=627
Opportunities to attend cultural/arts/music activities	30%	N=233	44%	N=347	21%	N=166	4%	N=34	100%	N=781
Employment opportunities	28%	N=185	46%	N=305	19%	N=129	7%	N=48	100%	N=667
Shopping opportunities	36%	N=307	44%	N=373	17%	N=143	4%	N=35	100%	N=858
Cost of living in Palo Alto	2%	N=14	6%	N=54	21%	N=181	71%	N=610	100%	N=860
Vibrant downtown/commercial areas	18%	N=153	53%	N=441	24%	N=197	5%	N=41	100%	N=832
Overall quality of new development in Palo Alto	8%	N=55	38%	N=263	35%	N=247	19%	N=131	100%	N=696
Opportunities to participate in social events and activities	16%	N=127	48%	N=374	30%	N=228	6%	N=44	100%	N=773
Opportunities to participate in community matters	20%	N=150	48%	N=364	26%	N=198	6%	N=44	100%	N=756
Openness and acceptance of the community toward people of diverse backgrounds	24%	N=191	48%	N=381	21%	N=169	7%	N=54	100%	N=794
Opportunities to learn about City services through social media websites such as Twitter and Facebook	19%	N=84	48%	N=217	26%	N=119	6%	N=29	100%	N=449

Table 31: Question 6 - Historical Results*

Please rate each of the following characteristics as they relate to Palo Alto as a whole:	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Availability of affordable quality child care/preschool	25%	28%	32%	25%	35%	27%	31%	49%	49%	39%	47%	37%	Lower
K-12 education	NA	NA	NA	NA	92%	92%	94%	95%	92%	90%	91%	91%	Similar
Adult educational opportunities	NA	NA	NA	NA	NA	NA	NA	89%	83%	78%	82%	77%	Similar
Opportunities to attend cultural/arts/music activities	NA	79%	74%	74%	73%	77%	69%	81%	79%	77%	81%	74%	Lower
Employment opportunities	33%	61%	51%	52%	56%	68%	68%	69%	66%	70%	74%	73%	Similar
Shopping opportunities	NA	71%	70%	70%	71%	69%	73%	82%	79%	80%	82%	79%	Similar
Cost of living in Palo Alto	NA	NA	NA	NA	NA	NA	NA	11%	8%	7%	8%	8%	Similar
Vibrant downtown/commercial areas	NA	NA	NA	NA	NA	NA	NA	77%	76%	73%	73%	71%	Similar
Overall quality of new development in Palo Alto	NA	57%	55%	53%	57%	56%	44%	51%	49%	42%	50%	46%	Similar
Opportunities to participate in social events and activities	NA	80%	80%	74%	76%	74%	74%	71%	74%	70%	72%	65%	Lower
Opportunities to participate in community matters	NA	75%	76%	76%	71%	NA	NA	75%	76%	69%	74%	68%	Lower
Openness and acceptance of the community toward people of diverse backgrounds	73%	77%	78%	79%	78%	80%	76%	76%	68%	72%	72%	72%	Similar
Opportunities to learn about City services through social media websites such as Twitter and Facebook	NA	NA	NA	NA	63%	63%	71%	73%	75%	68%	76%	67%	Lower

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Table 32: Question 6 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Availability of affordable quality child care/preschool	38%	36%	56%	37%	33%	37%	32%	29%	37%
K-12 education	90%	92%	91%	90%	95%	91%	87%	91%	91%
Adult educational opportunities	78%	77%	86%	74%	85%	75%	71%	75%	77%
Opportunities to attend cultural/arts/music activities	75%	74%	86%	72%	75%	76%	64%	73%	74%
Employment opportunities	74%	73%	81%	69%	76%	76%	73%	70%	73%
Shopping opportunities	82%	77%	80%	77%	77%	77%	79%	84%	79%
Cost of living in Palo Alto	7%	8%	10%	7%	11%	8%	8%	5%	8%
Vibrant downtown/commercial areas	72%	70%	80%	67%	75%	71%	65%	72%	71%
Overall quality of new development in Palo Alto	50%	41%	59%	37%	55%	38%	36%	51%	46%
Opportunities to participate in social events and activities	67%	63%	72%	60%	69%	61%	60%	68%	65%
Opportunities to participate in community matters	72%	65%	78%	64%	69%	62%	61%	72%	68%
Openness and acceptance of the community toward people of diverse backgrounds	70%	73%	81%	74%	77%	70%	63%	69%	72%
Opportunities to learn about City services through social media websites such as Twitter and Facebook	65%	70%	75%	70%	73%	67%	63%	60%	67%

Table 33: Question 6 - Benchmark Comparisons*

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Availability of affordable quality child care/preschool	38	215	248	Lower
K-12 education	80	31	264	Higher
Adult educational opportunities	68	22	227	Higher
Opportunities to attend cultural/arts/music activities	67	51	288	Higher
Employment opportunities	65	6	302	Much higher
Shopping opportunities	70	29	289	Higher
Cost of living in Palo Alto	13	246	250	Much lower
Vibrant downtown/commercial area	62	48	230	Higher
Overall quality of new development in Palo Alto	45	224	285	Similar
Opportunities to participate in social events and activities	59	107	257	Similar
Opportunities to participate in community matters	61	93	269	Similar
Openness and acceptance of the community toward people of diverse backgrounds	63	43	286	Similar

* Benchmarks were not calculated for one custom item in this question (opportunities to learn about City services through social media websites such as Twitter and Facebook).

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Question 7

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

Please indicate whether or not you have done each of the following in the last 12 months.	No		Yes		Total	
	Percentage	N	Percentage	N	Percentage	N
Observed a code violation or other hazard in Palo Alto	63%	N=548	37%	N=318	100%	N=866
Household member was a victim of a crime in Palo Alto	93%	N=803	7%	N=65	100%	N=868
Reported a crime to the police in Palo Alto	87%	N=754	13%	N=116	100%	N=869
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	54%	N=466	46%	N=402	100%	N=868
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	79%	N=682	21%	N=177	100%	N=859
Stocked 14 days' worth of supplies in case of a major disaster where you have no electricity, water, internet, and telephone service	74%	N=641	26%	N=227	100%	N=869

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

Table 35: Question 7 - Historical Results

Please indicate whether or not you have done each of the following in the last 12 months.	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Did NOT observe a code violation or other hazard in Palo Alto	NA	NA	NA	NA	NA	NA	NA	70%	67%	67%	62%	63%	Similar
Was NOT the victim of a crime in Palo Alto	NA	90%	89%	91%	91%	91%	94%	92%	93%	91%	90%	93%	Similar
Did NOT report a crime to the police in Palo Alto	NA	NA	NA	NA	NA	NA	NA	87%	87%	86%	85%	87%	Similar
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	NA	54%	58%	56%	43%	44%	49%	50%	52%	52%	50%	46%	Similar
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	NA	NA	NA	NA	NA	NA	NA	17%	15%	17%	20%	21%	Similar

Some questions were reworded in the Historical Results table to reflect the positive rating of 'yes.'^{1*} Trend data are not included for one custom item in this question (stocked 14 days' worth of supplies in case of a major disaster where you have no electricity, water, internet, and telephone service) because this is the first year the question was asked.

Table 36: Question 7 - Geographic Subgroup Results

Percent "yes"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Observed a code violation or other hazard in Palo Alto	39%	34%	45%	37%	31%	35%	35%	38%	37%
Household member was a victim of a crime in Palo Alto	8%	7%	6%	8%	6%	6%	10%	8%	7%
Reported a crime to the police in Palo Alto	16%	11%	15%	11%	9%	12%	12%	18%	13%
Contacted the City of Palo Alto (in-person, phone, email or web) for help or information	52%	41%	60%	39%	36%	46%	44%	52%	46%
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	24%	17%	23%	14%	18%	20%	22%	26%	21%
Stocked 14 days' worth of supplies in case of a major disaster where you have no electricity, water, internet, and telephone service	26%	27%	30%	27%	26%	26%	20%	26%	26%

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Table 37: Question 7 - Benchmark Comparisons

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Did NOT observe a code violation or other hazard in Palo Alto	63	58	234	Similar
Household member was NOT a victim of a crime	93	65	266	Similar
Did NOT report a crime to the police	87	38	245	Similar
Contacted Palo Alto (in-person, phone, email or web) for help or information	46	139	315	Similar
Contacted Palo Alto elected officials (in-person, phone, email or web) to express your opinion	21	72	237	Similar

* Benchmarks were not calculated for one custom item in this question (stocked 14 days' worth of supplies in case of a major disaster where you have no electricity, water, internet, and telephone service)

Question 8

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

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Palo Alto?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
Used Palo Alto recreation centers or their services	15%	N=125	19%	N=161	32%	N=274	35%	N=303	100%	N=864
Visited a neighborhood park or City park	32%	N=280	32%	N=279	29%	N=257	6%	N=55	100%	N=871
Used Palo Alto public libraries or their services	15%	N=129	31%	N=271	32%	N=280	22%	N=188	100%	N=868
Participated in religious or spiritual activities in Palo Alto	6%	N=55	12%	N=100	12%	N=103	70%	N=614	100%	N=872
Attended a City-sponsored event	1%	N=12	6%	N=48	45%	N=391	48%	N=411	100%	N=862
Used bus, rail or other public transportation instead of driving	11%	N=95	12%	N=106	29%	N=250	48%	N=418	100%	N=868
Carpooled with other adults or children instead of driving alone	17%	N=147	20%	N=178	22%	N=192	40%	N=351	100%	N=868
Walked or biked instead of driving	46%	N=400	24%	N=206	18%	N=155	12%	N=104	100%	N=865
Volunteered your time to some group/activity in Palo Alto	10%	N=88	16%	N=139	21%	N=182	53%	N=461	100%	N=869
Participated in a club	8%	N=70	10%	N=85	14%	N=117	69%	N=592	100%	N=863
Talked to or visited with your immediate neighbors	36%	N=317	31%	N=267	23%	N=202	10%	N=86	100%	N=873
Done a favor for a neighbor	15%	N=129	24%	N=213	40%	N=350	20%	N=178	100%	N=870
Used the City's website to conduct business or pay bills	3%	N=30	7%	N=57	31%	N=267	59%	N=511	100%	N=866
Used the Utilities website to conduct business or pay bills	3%	N=29	8%	N=66	43%	N=370	46%	N=401	100%	N=866

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

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Table 39: Question 8 - Historical Results*

In the last 12 months, about how many times, if at all, have you or other household members done each of the following in Palo Alto?	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Used Palo Alto recreation centers or their services	NA	68%	63%	60%	60%	65%	58%	63%	65%	63%	63%	65%	Similar
Visited a neighborhood park or City park	NA	93%	94%	94%	91%	95%	94%	91%	94%	93%	91%	94%	Similar
Used Palo Alto public libraries or their services	NA	74%	82%	76%	74%	77%	77%	68%	76%	73%	75%	78%	Similar
Participated in religious or spiritual activities in Palo Alto	NA	40%	NA	NA	NA	40%	NA	30%	30%	31%	30%	30%	Similar
Attended a City-sponsored event	NA	NA	NA	NA	NA	NA	NA	50%	57%	51%	55%	52%	Similar
Used bus, rail or other public transportation instead of driving	NA	NA	NA	NA	NA	NA	NA	50%	53%	53%	51%	52%	Similar
Carpooled with other adults or children instead of driving alone	NA	NA	NA	NA	NA	NA	NA	53%	58%	56%	58%	60%	Similar
Walked or biked instead of driving	NA	NA	NA	NA	NA	NA	NA	85%	87%	87%	84%	88%	Similar
Volunteered your time to some group/activity in Palo Alto	NA	51%	56%	51%	45%	54%	50%	40%	46%	45%	47%	47%	Similar
Participated in a club	NA	34%	33%	31%	31%	38%	29%	27%	34%	30%	29%	31%	Similar
Talked to or visited with your immediate neighbors	NA	NA	NA	NA	NA	NA	NA	91%	89%	88%	92%	90%	Similar
Done a favor for a neighbor	NA	NA	NA	NA	NA	NA	NA	81%	76%	77%	77%	80%	Similar
Used the City's website to conduct business or pay bills	NA	NA	25%	33%	35%	43%	45%	53%	51%	51%	54%	41%	Much lower

* Trend data are not included for one custom item in this question (used the Utilities website to conduct business or pay bills) because this is the first year the question was asked.

Table 40: Question 8 - Geographic Subgroup Results

Percent who had done the activity at least once	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Used Palo Alto recreation centers or their services	65%	65%	71%	67%	67%	60%	68%	61%	65%
Visited a neighborhood park or City park	93%	94%	94%	94%	95%	92%	99%	91%	94%
Used Palo Alto public libraries or their services	71%	85%	81%	87%	85%	82%	77%	64%	78%
Participated in religious or spiritual activities in Palo Alto	27%	32%	33%	26%	33%	37%	28%	24%	30%
Attended a City-sponsored event	54%	51%	63%	50%	55%	49%	62%	47%	52%
Used bus, rail or other public transportation instead of driving	59%	45%	39%	43%	52%	42%	69%	65%	52%
Carpooled with other adults or children instead of driving alone	60%	60%	55%	61%	62%	56%	60%	62%	60%
Walked or biked instead of driving	91%	85%	87%	89%	81%	84%	97%	91%	88%
Volunteered your time to some group/activity in Palo Alto	49%	45%	45%	41%	47%	49%	45%	52%	47%
Participated in a club	31%	32%	36%	29%	32%	35%	25%	31%	31%
Talked to or visited with your immediate neighbors	92%	88%	94%	85%	96%	86%	95%	90%	90%
Done a favor for a neighbor	81%	79%	87%	77%	84%	77%	81%	78%	80%
Used the City's website to conduct business or pay bills	41%	41%	45%	38%	43%	43%	39%	39%	41%
Used the Utilities website to conduct business or pay bills	51%	56%	54%	48%	61%	59%	57%	49%	54%

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Table 41: Question 8 - Benchmark Comparisons*

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Used Palo Alto recreation centers or their services	65	44	234	Similar
Visited a neighborhood park or City park	94	14	263	Higher
Used Palo Alto public libraries or their services	78	12	239	Higher
Participated in religious or spiritual activities in Palo Alto	30	180	197	Lower
Attended City-sponsored event	52	143	241	Similar
Used bus, rail or other public transportation instead of driving	52	31	198	Much higher
Carpooled with other adults or children instead of driving alone	60	10	232	Higher
Walked or biked instead of driving	88	7	241	Much higher
Volunteered your time to some group/activity in Palo Alto	47	72	258	Similar
Participated in a club	31	65	237	Similar
Talked to or visited with your immediate neighbors	90	146	236	Similar
Done a favor for a neighbor	80	157	231	Similar

* Benchmarks were not calculated for two custom items in this question (used the City's website to conduct business or pay bills and used the Utilities website to conduct business or pay bills).

Question 9

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

Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?	2 times a week or more		2-4 times a month		Once a month or less		Not at all		Total	
	%	N	%	N	%	N	%	N	%	N
Attended a local public meeting	1%	N=5	2%	N=18	22%	N=195	75%	N=651	100%	N=868
Watched (online or on television) a local public meeting	1%	N=6	2%	N=15	9%	N=82	88%	N=763	100%	N=865

Table 43: Question 9 - Historical Results

Thinking about local public meetings (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.), in the last 12 months, about how many times, if at all, have you or other household members attended or watched a local public meeting?	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Attended a local public meeting	NA	26%	28%	27%	27%	25%	28%	22%	22%	21%	24%	25%	Similar
Watched a local public meeting	NA	26%	28%	28%	27%	21%	24%	16%	18%	14%	16%	12%	Similar

Table 44: Question 9 - Geographic Subgroup Results

Percent who had done the activity at least once	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Attended a local public meeting	23%	27%	26%	24%	28%	28%	18%	24%	25%
Watched (online or on television) a local public meeting	12%	12%	14%	8%	20%	10%	11%	11%	12%

Table 45: Question 9 - Benchmark Comparisons

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Attended a local public meeting	25	70	257	Similar
Watched (online or on television) a local public meeting	12	206	224	Lower

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Question 10

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

Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	34%	N=290	35%	N=297	7%	N=57	2%	N=19	23%	N=192	100%	N=854
Fire services	37%	N=317	25%	N=214	3%	N=29	0%	N=2	34%	N=293	100%	N=855
Ambulance or emergency medical services	32%	N=275	21%	N=179	4%	N=32	0%	N=2	43%	N=367	100%	N=856
Crime prevention	19%	N=166	30%	N=260	11%	N=95	3%	N=25	36%	N=309	100%	N=854
Fire prevention and education	17%	N=147	25%	N=207	7%	N=58	1%	N=12	50%	N=422	100%	N=845
Traffic enforcement	12%	N=104	30%	N=257	25%	N=210	12%	N=106	20%	N=172	100%	N=849
Street repair	10%	N=88	34%	N=289	33%	N=287	17%	N=148	5%	N=45	100%	N=856
Street cleaning	25%	N=213	44%	N=375	22%	N=184	5%	N=42	5%	N=42	100%	N=856
Sidewalk maintenance	16%	N=135	42%	N=359	28%	N=239	9%	N=74	6%	N=48	100%	N=855
Traffic signal timing	10%	N=81	34%	N=294	33%	N=281	20%	N=171	3%	N=28	100%	N=855
Storm drainage	13%	N=114	43%	N=363	19%	N=158	4%	N=38	21%	N=174	100%	N=847
Drinking water	45%	N=385	38%	N=328	10%	N=87	2%	N=18	4%	N=38	100%	N=857
Sewer services	28%	N=237	38%	N=324	10%	N=87	2%	N=15	22%	N=186	100%	N=849
City parks	47%	N=401	41%	N=345	7%	N=62	1%	N=9	4%	N=33	100%	N=851
Recreation programs or classes	19%	N=163	31%	N=264	10%	N=84	2%	N=14	39%	N=330	100%	N=854
Recreation centers or facilities	20%	N=169	36%	N=304	10%	N=83	2%	N=19	32%	N=266	100%	N=842
Land use, planning and zoning	5%	N=41	24%	N=201	26%	N=223	19%	N=162	26%	N=216	100%	N=843
Code enforcement (weeds, abandoned buildings, etc.)	7%	N=60	27%	N=228	18%	N=152	10%	N=86	38%	N=317	100%	N=843
Animal control	13%	N=115	32%	N=274	12%	N=99	4%	N=31	39%	N=334	100%	N=853
Palo Alto open space	33%	N=283	37%	N=315	13%	N=110	1%	N=12	15%	N=129	100%	N=848
City-sponsored special events	11%	N=92	35%	N=296	12%	N=101	2%	N=14	40%	N=339	100%	N=843
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	21%	N=180	38%	N=317	14%	N=121	3%	N=24	24%	N=202	100%	N=845
Variety of library materials	34%	N=288	34%	N=292	7%	N=62	2%	N=16	23%	N=191	100%	N=849
Street tree maintenance	24%	N=200	43%	N=358	20%	N=171	5%	N=45	8%	N=68	100%	N=842
Electric utility	32%	N=268	44%	N=373	13%	N=110	2%	N=18	9%	N=80	100%	N=849
Gas utility	31%	N=263	41%	N=349	11%	N=97	2%	N=19	14%	N=119	100%	N=848
City's website	13%	N=109	34%	N=290	21%	N=174	5%	N=41	27%	N=228	100%	N=841
Art programs and theatre	20%	N=172	29%	N=245	13%	N=113	3%	N=22	35%	N=292	100%	N=844
City-run animal shelter	10%	N=88	16%	N=134	8%	N=65	2%	N=17	64%	N=541	100%	N=845
Refuse collection (garbage, recycling, yard waste, and e-waste)	37%	N=315	42%	N=354	12%	N=99	3%	N=22	7%	N=61	100%	N=851
Building and planning application processing services	5%	N=44	13%	N=113	14%	N=114	10%	N=85	58%	N=485	100%	N=841
Library facilities	46%	N=393	31%	N=261	5%	N=46	1%	N=11	16%	N=138	100%	N=849
Utility payment options	30%	N=257	40%	N=341	11%	N=90	2%	N=14	18%	N=152	100%	N=854
Public information services (Police/public safety)	19%	N=162	35%	N=295	14%	N=118	2%	N=17	30%	N=258	100%	N=850
Public information services (non-Police/public safety)	17%	N=141	32%	N=274	14%	N=120	2%	N=17	35%	N=296	100%	N=848

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

Please rate the quality of each of the following services in Palo Alto:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Police services	44%	N=290	45%	N=297	9%	N=57	3%	N=19	100%	N=662
Fire services	56%	N=317	38%	N=214	5%	N=29	0%	N=2	100%	N=562
Ambulance or emergency medical services	56%	N=275	37%	N=179	7%	N=32	0%	N=2	100%	N=489
Crime prevention	30%	N=166	48%	N=260	17%	N=95	5%	N=25	100%	N=546
Fire prevention and education	35%	N=147	49%	N=207	14%	N=58	3%	N=12	100%	N=424
Traffic enforcement	15%	N=104	38%	N=257	31%	N=210	16%	N=106	100%	N=677
Street repair	11%	N=88	36%	N=289	35%	N=287	18%	N=148	100%	N=811
Street cleaning	26%	N=213	46%	N=375	23%	N=184	5%	N=42	100%	N=814
Sidewalk maintenance	17%	N=135	45%	N=359	30%	N=239	9%	N=74	100%	N=807
Traffic signal timing	10%	N=81	35%	N=294	34%	N=281	21%	N=171	100%	N=827
Storm drainage	17%	N=114	54%	N=363	23%	N=158	6%	N=38	100%	N=673
Drinking water	47%	N=385	40%	N=328	11%	N=87	2%	N=18	100%	N=818
Sewer services	36%	N=237	49%	N=324	13%	N=87	2%	N=15	100%	N=663
City parks	49%	N=401	42%	N=345	8%	N=62	1%	N=9	100%	N=818
Recreation programs or classes	31%	N=163	50%	N=264	16%	N=84	3%	N=14	100%	N=524
Recreation centers or facilities	29%	N=169	53%	N=304	14%	N=83	3%	N=19	100%	N=575
Land use, planning and zoning	7%	N=41	32%	N=201	36%	N=223	26%	N=162	100%	N=628
Code enforcement (weeds, abandoned buildings, etc.)	11%	N=60	43%	N=228	29%	N=152	16%	N=86	100%	N=527
Animal control	22%	N=115	53%	N=274	19%	N=99	6%	N=31	100%	N=519
Palo Alto open space	39%	N=283	44%	N=315	15%	N=110	2%	N=12	100%	N=719
City-sponsored special events	18%	N=92	59%	N=296	20%	N=101	3%	N=14	100%	N=504
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	28%	N=180	49%	N=317	19%	N=121	4%	N=24	100%	N=643
Variety of library materials	44%	N=288	44%	N=292	9%	N=62	2%	N=16	100%	N=658
Street tree maintenance	26%	N=200	46%	N=358	22%	N=171	6%	N=45	100%	N=775
Electric utility	35%	N=268	49%	N=373	14%	N=110	2%	N=18	100%	N=770
Gas utility	36%	N=263	48%	N=349	13%	N=97	3%	N=19	100%	N=729
City's website	18%	N=109	47%	N=290	28%	N=174	7%	N=41	100%	N=613
Art programs and theatre	31%	N=172	44%	N=245	20%	N=113	4%	N=22	100%	N=552
City-run animal shelter	29%	N=88	44%	N=134	21%	N=65	6%	N=17	100%	N=305
Refuse collection (garbage, recycling, yard waste, and e-waste)	40%	N=315	45%	N=354	13%	N=99	3%	N=22	100%	N=790
Building and planning application processing services	12%	N=44	32%	N=113	32%	N=114	24%	N=85	100%	N=356
Library facilities	55%	N=393	37%	N=261	6%	N=46	2%	N=11	100%	N=711
Utility payment options	37%	N=257	49%	N=341	13%	N=90	2%	N=14	100%	N=701
Public information services (Police/public safety)	27%	N=162	50%	N=295	20%	N=118	3%	N=17	100%	N=591
Public information services (non-Police/public safety)	26%	N=141	50%	N=274	22%	N=120	3%	N=17	100%	N=552

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Table 48: Question 10 - Historical Results*

Please rate the quality of each of the following services in Palo Alto:	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Police services	89%	84%	84%	87%	88%	86%	86%	87%	88%	88%	93%	89%	Similar
Fire services	96%	96%	95%	93%	92%	96%	93%	95%	97%	97%	97%	94%	Similar
Ambulance or emergency medical services	95%	95%	91%	94%	93%	96%	93%	97%	95%	96%	96%	93%	Similar
Crime prevention	NA	74%	73%	79%	81%	74%	75%	80%	79%	80%	81%	78%	Similar
Fire prevention and education	NA	87%	80%	79%	76%	80%	82%	85%	85%	85%	87%	84%	Similar
Traffic enforcement	64%	64%	61%	64%	61%	66%	64%	62%	60%	60%	60%	53%	Lower
Street repair	50%	47%	42%	43%	40%	42%	47%	55%	51%	57%	55%	46%	Lower
Street cleaning	75%	75%	73%	76%	79%	80%	76%	80%	75%	77%	78%	72%	Lower
Sidewalk maintenance	50%	53%	53%	51%	51%	53%	56%	62%	62%	61%	65%	61%	Similar
Traffic signal timing	NA	56%	56%	56%	52%	47%	53%	53%	47%	50%	49%	45%	Similar
Storm drainage	65%	70%	73%	74%	74%	75%	69%	80%	71%	75%	81%	71%	Lower
Drinking water	82%	87%	81%	84%	86%	83%	88%	89%	88%	87%	88%	87%	Similar
Sewer services	84%	81%	81%	82%	84%	82%	84%	89%	88%	88%	88%	85%	Similar
City parks	90%	89%	92%	90%	94%	91%	93%	92%	93%	91%	94%	91%	Similar
Recreation programs or classes	83%	87%	85%	82%	81%	87%	87%	87%	84%	84%	87%	81%	Lower
Recreation centers or facilities	77%	77%	80%	81%	75%	85%	80%	84%	86%	81%	86%	82%	Similar
Land use, planning and zoning	41%	47%	47%	49%	45%	51%	36%	43%	40%	37%	40%	39%	Similar
Code enforcement (weeds, abandoned buildings, etc.)	55%	59%	50%	53%	56%	61%	57%	62%	59%	52%	56%	55%	Similar
Animal control	79%	78%	78%	76%	72%	78%	76%	80%	80%	77%	80%	75%	Similar
Palo Alto open space	NA	NA	NA	NA	NA	NA	NA	82%	84%	81%	86%	83%	Similar
City-sponsored special events	NA	NA	NA	NA	NA	NA	NA	75%	75%	73%	75%	77%	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	78%	73%	79%	77%	76%	81%	79%	81%	74%	77%	84%	77%	Lower
Variety of library materials	60%	67%	73%	75%	72%	88%	81%	88%	83%	82%	86%	88%	Similar
Street tree maintenance	62%	68%	72%	69%	70%	71%	66%	80%	73%	71%	75%	72%	Similar
Electric utility	NA	85%	83%	79%	85%	84%	80%	72%	87%	86%	87%	83%	Similar
Gas utility	NA	84%	81%	80%	82%	86%	81%	88%	88%	87%	89%	84%	Similar
City's website	NA	NA	55%	73%	67%	70%	69%	88%	69%	66%	72%	65%	Lower
Art programs and theatre	NA	NA	79%	78%	81%	82%	82%	69%	80%	78%	82%	76%	Lower
City-run animal shelter	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	82%	73%	Lower

* Trend data are not included for 6 custom items in this question (refuse collection, building and planning application processing services, library facilities, utility payment options and both police and non-police/public safety related public information services) because this was the first year these questions were asked.

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Table 49: Question 10 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Police services	90%	87%	93%	90%	92%	81%	86%	90%	89%
Fire services	95%	94%	95%	95%	97%	91%	88%	97%	94%
Ambulance or emergency medical services	93%	93%	93%	94%	93%	93%	86%	94%	93%
Crime prevention	76%	80%	69%	81%	83%	76%	85%	77%	78%
Fire prevention and education	86%	82%	82%	82%	79%	85%	85%	89%	84%
Traffic enforcement	50%	56%	39%	55%	57%	58%	54%	53%	53%
Street repair	44%	49%	50%	57%	48%	41%	37%	44%	46%
Street cleaning	74%	70%	75%	77%	70%	64%	65%	78%	72%
Sidewalk maintenance	59%	63%	59%	69%	62%	58%	54%	61%	61%
Traffic signal timing	45%	46%	48%	52%	45%	39%	44%	44%	45%
Storm drainage	69%	72%	71%	76%	74%	66%	65%	70%	71%
Drinking water	86%	89%	87%	90%	88%	88%	79%	87%	87%
Sewer services	86%	83%	88%	79%	85%	87%	77%	89%	85%
City parks	93%	90%	95%	90%	92%	89%	89%	93%	91%
Recreation programs or classes	82%	81%	87%	80%	85%	79%	81%	79%	81%
Recreation centers or facilities	80%	84%	81%	82%	91%	81%	82%	79%	82%
Land use, planning and zoning	40%	38%	44%	43%	39%	31%	33%	40%	39%
Code enforcement (weeds, abandoned buildings, etc.)	54%	55%	50%	49%	60%	59%	43%	60%	55%
Animal control	76%	74%	77%	76%	74%	73%	70%	77%	75%
Palo Alto open space	85%	82%	91%	80%	86%	81%	78%	85%	83%
City-sponsored special events	80%	75%	81%	72%	80%	75%	75%	80%	77%
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	77%	78%	81%	79%	79%	76%	77%	74%	77%
Variety of library materials	90%	87%	92%	86%	92%	84%	83%	92%	88%
Street tree maintenance	71%	73%	73%	75%	72%	71%	69%	71%	72%
Electric utility	83%	84%	85%	81%	86%	85%	82%	82%	83%
Gas utility	83%	85%	87%	83%	86%	86%	80%	82%	84%
City's website	65%	65%	78%	67%	71%	59%	50%	64%	65%
Art programs and theatre	79%	73%	90%	78%	71%	70%	56%	81%	76%
City-run animal shelter	75%	71%	87%	70%	74%	72%	39%	81%	73%
Refuse collection (garbage, recycling, yard waste, and e-waste)	86%	84%	90%	81%	87%	84%	81%	86%	85%
Building and planning application processing services	44%	45%	44%	50%	49%	39%	44%	42%	44%
Library facilities	92%	92%	94%	92%	94%	91%	90%	91%	92%
Utility payment options	87%	84%	89%	77%	88%	88%	90%	84%	85%
Public information services (Police/public safety)	81%	74%	84%	75%	77%	72%	82%	78%	77%
Public information services (non-Police/public safety)	78%	73%	84%	75%	75%	67%	81%	74%	75%

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Table 50: Question 10 - Benchmark Comparisons*

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Police services	77	95	453	Similar
Fire services	84	83	379	Similar
Ambulance or emergency medical services	83	62	341	Similar
Crime prevention	68	108	355	Similar
Fire prevention and education	72	90	277	Similar
Traffic enforcement	51	285	364	Similar
Street repair	46	197	381	Similar
Street cleaning	64	64	317	Similar
Sidewalk maintenance	56	93	315	Similar
Traffic signal timing	45	178	258	Similar
Storm drainage	61	132	345	Similar
Drinking water	77	20	308	Higher
Sewer services	73	47	314	Similar
City parks	80	37	318	Higher
Recreation programs or classes	70	62	318	Similar
Recreation centers or facilities	69	58	271	Similar
Land use, planning and zoning	40	231	294	Similar
Code enforcement (weeds, abandoned buildings, etc.)	50	167	380	Similar
Animal control	64	67	335	Similar
Palo Alto open space	74	10	227	Higher
City-sponsored special events	64	90	272	Similar
Overall customer service by Palo Alto employees (police, receptionists, planners, etc.)	67	135	372	Similar

* Benchmarks were not calculated for 13 custom items in this question (variety of library materials, street tree maintenance, electric utility, gas utility, City's website, art programs and theatre, City-run animal shelter, refuse collection, building and planning application processing services, library facilities, utility payment options and both police and non-police/public safety related public information services).

Question 11

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

Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
The City of Palo Alto	27%	N=229	50%	N=431	15%	N=130	2%	N=17	5%	N=46	100%	N=854
The Federal Government	4%	N=37	23%	N=194	35%	N=301	20%	N=168	18%	N=151	100%	N=852
State Government	5%	N=42	33%	N=283	32%	N=275	13%	N=107	17%	N=141	100%	N=848

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

Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
The City of Palo Alto	28%	N=229	53%	N=431	16%	N=130	2%	N=17	100%	N=807
The Federal Government	5%	N=37	28%	N=194	43%	N=301	24%	N=168	100%	N=700
State Government	6%	N=42	40%	N=283	39%	N=275	15%	N=107	100%	N=707

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Table 53: Question 11 - Historical Results

Overall, how would you rate the quality of the services provided by each of the following?	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
The City of Palo Alto	87%	85%	80%	80%	83%	88%	84%	83%	85%	81%	86%	82%	Similar
The Federal Government	32%	33%	41%	43%	41%	50%	37%	48%	46%	46%	36%	33%	Similar
State Government	38%	34%	23%	27%	26%	41%	33%	NA	47%	46%	54%	46%	Lower

Table 54: Question 11 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
The City of Palo Alto	84%	80%	86%	84%	82%	75%	85%	82%	82%
The Federal Government	33%	33%	35%	30%	36%	33%	26%	36%	33%
State Government	49%	43%	46%	46%	50%	36%	49%	50%	46%

Table 55: Question 11 - Benchmark Comparisons*

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Services provided by the City of Palo Alto	69	99	420	Similar
Services provided by the Federal Government	38	187	245	Similar

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

Question 12

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

Please rate the following categories of Palo Alto government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Palo Alto	11%	N=98	38%	N=326	25%	N=218	10%	N=85	15%	N=128	100%	N=855
The overall direction that Palo Alto is taking	5%	N=43	32%	N=276	29%	N=246	22%	N=189	12%	N=102	100%	N=856
The job Palo Alto government does at welcoming citizen involvement	9%	N=74	31%	N=261	22%	N=187	9%	N=80	30%	N=253	100%	N=855
Overall confidence in Palo Alto government	6%	N=52	34%	N=292	33%	N=278	15%	N=129	12%	N=105	100%	N=856
Generally acting in the best interest of the community	8%	N=72	32%	N=270	31%	N=266	17%	N=144	12%	N=103	100%	N=855
Being honest	11%	N=91	32%	N=272	23%	N=200	9%	N=79	25%	N=213	100%	N=855
Treating all residents fairly	9%	N=77	31%	N=264	24%	N=204	15%	N=126	21%	N=183	100%	N=855

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

Please rate the following categories of Palo Alto government performance:	Excellent		Good		Fair		Poor		Total	
The value of services for the taxes paid to Palo Alto	14%	N=98	45%	N=326	30%	N=218	12%	N=85	100%	N=727
The overall direction that Palo Alto is taking	6%	N=43	37%	N=276	33%	N=246	25%	N=189	100%	N=753
The job Palo Alto government does at welcoming citizen involvement	12%	N=74	43%	N=261	31%	N=187	13%	N=80	100%	N=602
Overall confidence in Palo Alto government	7%	N=52	39%	N=292	37%	N=278	17%	N=129	100%	N=752
Generally acting in the best interest of the community	10%	N=72	36%	N=270	35%	N=266	19%	N=144	100%	N=752
Being honest	14%	N=91	42%	N=272	31%	N=200	12%	N=79	100%	N=642
Treating all residents fairly	11%	N=77	39%	N=264	30%	N=204	19%	N=126	100%	N=671

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Table 58: Question 12 - Historical Results

Please rate the following categories of Palo Alto government performance:	Percent positive												2018 rating compared to 2017
	2003	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
The value of services for the taxes paid to Palo Alto	NA	64%	58%	62%	66%	67%	66%	66%	65%	58%	61%	58%	Similar
The overall direction that Palo Alto is taking	54%	63%	53%	57%	55%	59%	54%	50%	48%	40%	45%	42%	Similar
The job Palo Alto government does at welcoming citizen involvement	65%	57%	56%	57%	57%	58%	55%	54%	61%	50%	56%	56%	Similar
Overall confidence in Palo Alto government	NA	NA	NA	NA	NA	NA	NA	52%	53%	44%	49%	46%	Similar
Generally acting in the best interest of the community	NA	NA	NA	NA	NA	NA	NA	54%	53%	44%	51%	45%	Lower
Being honest	NA	NA	NA	NA	NA	NA	NA	58%	62%	55%	61%	56%	Similar
Treating all residents fairly	NA	NA	NA	NA	NA	NA	NA	57%	53%	47%	56%	51%	Lower

Table 59: Question 12 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
The value of services for the taxes paid to Palo Alto	62%	55%	61%	57%	53%	54%	57%	65%	58%
The overall direction that Palo Alto is taking	42%	42%	51%	43%	48%	37%	35%	41%	42%
The job Palo Alto government does at welcoming citizen involvement	59%	53%	63%	55%	57%	49%	65%	54%	56%
Overall confidence in Palo Alto government	48%	44%	51%	42%	47%	43%	48%	47%	46%
Generally acting in the best interest of the community	49%	42%	47%	43%	47%	37%	45%	52%	45%
Being honest	60%	53%	58%	60%	50%	49%	54%	64%	56%
Treating all residents fairly	54%	48%	57%	51%	52%	42%	55%	52%	51%

Table 60: Question 12 - Benchmark Comparisons

	City of Palo Alto rating	Rank	Number of jurisdictions for comparison	Comparison to benchmark
Value of services for the taxes paid to Palo Alto	53	138	395	Similar
Overall direction that Palo Alto is taking	41	273	309	Lower
Job Palo Alto government does at welcoming citizen involvement	52	134	315	Similar
Overall confidence in Palo Alto government	45	172	253	Similar
Generally acting in the best interest of the community	45	188	253	Similar
Being honest	53	131	245	Similar
Treating all residents fairly	48	161	250	Similar

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Question 13

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

Please rate how important, if at all, you think it is for the Palo Alto community to focus on each of the following in the coming two years:	Essential		Very important		Somewhat important		Not at all important		Total	
	%	N	%	N	%	N	%	N	%	N
Overall feeling of safety in Palo Alto	48%	N=415	33%	N=284	17%	N=143	2%	N=17	100%	N=860
Overall ease of getting to the places you usually have to visit	39%	N=332	45%	N=388	15%	N=124	1%	N=9	100%	N=853
Quality of overall natural environment in Palo Alto	38%	N=321	41%	N=349	20%	N=169	2%	N=16	100%	N=854
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	37%	N=316	41%	N=351	19%	N=163	2%	N=19	100%	N=850
Reducing community greenhouse gas emissions	29%	N=249	35%	N=293	26%	N=224	10%	N=81	100%	N=848
Increasing local solar generation capacity within city boundaries	23%	N=197	32%	N=270	33%	N=282	12%	N=98	100%	N=847
Increasing electric storage capacity within city boundaries	20%	N=167	30%	N=252	37%	N=310	13%	N=105	100%	N=834
Faster notification systems (online, mobile or email) for Utilities billing issues, efficiency tips, outage information)	13%	N=113	31%	N=266	37%	N=312	18%	N=155	100%	N=846
Faster notification systems (online, mobile or email) for public safety issues	26%	N=224	37%	N=312	28%	N=233	9%	N=79	100%	N=848

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

Table 62: Question 13 - Geographic Subgroup Results

Percent rating "essential" or "very important"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Overall feeling of safety in Palo Alto	81%	82%	86%	83%	88%	77%	78%	79%	81%
Overall ease of getting to the places you usually have to visit	83%	85%	80%	84%	88%	84%	93%	81%	84%
Quality of overall natural environment in Palo Alto	80%	77%	80%	75%	83%	75%	78%	80%	78%
Overall "built environment" of Palo Alto (including overall design, buildings, parks and transportation systems)	79%	78%	82%	80%	82%	72%	74%	81%	78%
Reducing community greenhouse gas emissions	61%	67%	58%	63%	71%	68%	65%	60%	64%
Increasing local solar generation capacity within city boundaries	54%	57%	51%	52%	63%	57%	63%	51%	55%
Increasing electric storage capacity within city boundaries	49%	51%	46%	50%	57%	48%	57%	47%	50%
Faster notification systems (online, mobile or email) for Utilities billing issues, efficiency tips, outage information)	39%	50%	40%	48%	55%	47%	43%	38%	45%
Faster notification systems (online, mobile or email) for public safety issues	60%	66%	71%	64%	74%	62%	63%	54%	63%

Benchmarks were not calculated for question 13 as it is non-evaluative.

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Question 14

Table 63: Question 14 - Response Percentages and Number of Respondents including "Don't Know" Responses

Please rate the following as they relate to Palo Alto Utilities' services:	Excellent		Good		Fair		Poor		Don't know		Total	
Reliability of utility services	57%	N=488	34%	N=290	6%	N=49	0%	N=2	3%	N=28	100%	N=857
Affordability of utility services	18%	N=151	38%	N=322	27%	N=228	12%	N=102	6%	N=52	100%	N=855
Community value received from the City owning and operating its own municipal utility services	29%	N=248	32%	N=274	12%	N=103	4%	N=34	22%	N=188	100%	N=848
Utilities online customer self-service features	18%	N=148	29%	N=243	10%	N=81	3%	N=27	41%	N=341	100%	N=840
Providing opportunities for energy and water efficiency at home or business	16%	N=134	37%	N=313	13%	N=109	5%	N=38	30%	N=250	100%	N=845
Working hard to keep utilities prices competitive	15%	N=128	27%	N=228	17%	N=145	12%	N=103	28%	N=238	100%	N=842
Value of all the services Palo Alto Utilities provides for the price you pay	19%	N=157	34%	N=291	23%	N=196	10%	N=84	14%	N=118	100%	N=846
Ease of obtaining information or performing a transaction through the City's website	15%	N=127	23%	N=192	18%	N=150	6%	N=53	38%	N=321	100%	N=843
Value of Palo Alto Utilities' customer communications	16%	N=137	32%	N=271	17%	N=144	3%	N=29	31%	N=259	100%	N=840
Ease of contacting Utilities department staff	18%	N=154	29%	N=244	12%	N=99	4%	N=32	37%	N=313	100%	N=841
Speed of response after contacting Utilities department staff	17%	N=144	29%	N=240	11%	N=95	3%	N=23	40%	N=339	100%	N=841

Table 64: Question 14 - Response Percentages and Number of Respondents without "Don't Know" Responses

Please rate the following as they relate to Palo Alto Utilities' services:	Excellent		Good		Fair		Poor		Total	
Reliability of utility services	59%	N=488	35%	N=290	6%	N=49	0%	N=2	100%	N=829
Affordability of utility services	19%	N=151	40%	N=322	28%	N=228	13%	N=102	100%	N=803
Community value received from the City owning and operating its own municipal utility services	38%	N=248	42%	N=274	16%	N=103	5%	N=34	100%	N=660
Utilities online customer self-service features	30%	N=148	49%	N=243	16%	N=81	5%	N=27	100%	N=499
Providing opportunities for energy and water efficiency at home or business	23%	N=134	53%	N=313	18%	N=109	6%	N=38	100%	N=594
Working hard to keep utilities prices competitive	21%	N=128	38%	N=228	24%	N=145	17%	N=103	100%	N=604
Value of all the services Palo Alto Utilities provides for the price you pay	22%	N=157	40%	N=291	27%	N=196	11%	N=84	100%	N=728
Ease of obtaining information or performing a transaction through the City's website	24%	N=127	37%	N=192	29%	N=150	10%	N=53	100%	N=522
Value of Palo Alto Utilities' customer communications	24%	N=137	47%	N=271	25%	N=144	5%	N=29	100%	N=581
Ease of contacting Utilities department staff	29%	N=154	46%	N=244	19%	N=99	6%	N=32	100%	N=529
Speed of response after contacting Utilities department staff	29%	N=144	48%	N=240	19%	N=95	5%	N=23	100%	N=503

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Table 65: Question 14 - Historical Results

Please rate the following as they relate to Palo Alto Utilities' services:	Percent positive		2018 rating compared to 2017
	2017	2018	
Reliability of utility services	96%	94%	Similar
Affordability of utility services	64%	59%	Similar
Community value received from the City owning and operating its own municipal utility services	81%	79%	Similar
Providing opportunities for energy and water efficiency at home or business	83%	75%	Lower
Working hard to keep utilities prices competitive	63%	59%	Similar
Value of all the services Palo Alto Utilities provides for the price you pay	68%	62%	Lower
Ease of obtaining information or performing a transaction through the City's website	65%	61%	Similar
Value of Palo Alto Utilities' customer communications	76%	70%	Lower

* Trend data are not included for 3 custom items in this question (utilities online customer self-service features, ease of contacting Utilities department staff, and speed of response after contacting Utilities department staff) because this was the first year these questions were asked. Only one year of historical data is available for the other questions.

Table 66: Question 14 - Geographic Subgroup Results

Percent rating "excellent" or "good"	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Reliability of utility services	93%	95%	98%	93%	96%	96%	91%	91%	94%
Affordability of utility services	60%	58%	63%	55%	59%	60%	66%	56%	59%
Community value received from the City owning and operating its own municipal utility services	78%	80%	79%	77%	82%	84%	79%	75%	79%
Utilities online customer self-service features	80%	77%	82%	74%	83%	76%	84%	76%	78%
Providing opportunities for energy and water efficiency at home or business	77%	74%	78%	77%	75%	71%	76%	76%	75%
Working hard to keep utilities prices competitive	59%	59%	59%	61%	59%	56%	65%	56%	59%
Value of all the services Palo Alto Utilities provides for the price you pay	62%	61%	62%	64%	60%	60%	65%	60%	62%
Ease of obtaining information or performing a transaction through the City's website	65%	58%	67%	55%	55%	63%	70%	61%	61%
Value of Palo Alto Utilities' customer communications	74%	67%	78%	68%	66%	67%	69%	74%	70%
Ease of contacting Utilities department staff	75%	75%	74%	71%	75%	80%	63%	82%	75%
Speed of response after contacting Utilities department staff	73%	79%	75%	75%	83%	80%	65%	77%	76%

Question 15

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

In a typical week, how likely are you to:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Participate in organized group activities (such as clubs, sports teams volunteer your time, attend church/temple)	32%	N=273	22%	N=184	13%	N=112	30%	N=251	4%	N=30	100%	N=850
Spend quality time with local friends, family, and/or neighbors	60%	N=511	27%	N=234	8%	N=66	4%	N=36	1%	N=5	100%	N=852

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

In a typical week, how likely are you to:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
	%	N	%	N	%	N	%	N	%	N
Participate in organized group activities (such as clubs, sports teams volunteer your time, attend church/temple)	33%	N=273	22%	N=184	14%	N=112	31%	N=251	100%	N=820
Spend quality time with local friends, family, and/or neighbors	60%	N=511	28%	N=234	8%	N=66	4%	N=36	100%	N=847

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Table 69: Question 15 - Historical Results

In a typical week, how likely are you to:	Percent positive (e.g., very/somewhat likely)		2018 rating compared to 2017
	2017	2018	
Participate in organized group activities (such as clubs, sports teams volunteer your time, attend church/temple)	52%	56%	Similar
Spend quality time with local friends, family, and/or neighbors	85%	88%	Similar

Table 70: Question 15 - Geographic Subgroup Results

Percent rating "very" or "somewhat" likely	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Participate in organized group activities (such as clubs, sports teams volunteer your time, attend church/temple)	56%	56%	54%	54%	54%	58%	56%	56%	56%
Spend quality time with local friends, family, and/or neighbors	89%	87%	90%	87%	91%	84%	86%	90%	88%

Question 16

Table 71: Question 16 - Response Percentages and Number of Respondents

What mode of transportation do you use most for your typical daily needs for getting around town?	Percent	Number
Driving	76%	N=649
Walking	11%	N=95
Biking	10%	N=89
Bus	0%	N=2
Train	1%	N=7
Free shuttle	1%	N=5
Taxi	0%	N=0
Uber/Lyft or similar rideshare service	0%	N=3
Carpooling	0%	N=2
Total	100%	N=852

Table 72: Question 16 - Historical Results

What mode of transportation do you use most for your typical daily needs for getting around town?	Percent selecting each response			2018 rating compared to 2017
	2016	2017	2018	
Driving	77%	73%	76%	Similar
Walking	13%	13%	11%	Similar
Biking	8%	11%	10%	Similar
Bus	1%	1%	0%	Similar
Train	0%	1%	1%	Similar
Free shuttle	00%	0%	1%	Similar
Taxi	0%	0%	0%	Similar
Uber/Lyft or similar rideshare service	0%	1%	0%	Similar
Carpooling	%	0%	0%	Similar

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Table 73: Question 16 - Geographic Subgroup Results

What mode of transportation do you use most for your typical daily needs for getting around town?	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Driving	40%	60%	14%	22%	16%	21%	9%	18%	100%
Walking	78%	22%	4%	7%	6%	9%	17%	58%	100%
Biking	68%	32%	10%	11%	10%	10%	13%	45%	100%
Bus	49%	51%	0%	0%	30%	21%	0%	49%	100%
Train	64%	36%	0%	21%	0%	15%	0%	64%	100%
Free shuttle	68%	32%	0%	0%	0%	32%	0%	68%	100%
Taxi	0%	0%	0%	0%	0%	0%	0%	0%	0%
Uber/Lyft or similar rideshare service	70%	30%	20%	0%	30%	0%	0%	50%	100%
Carpooling	69%	31%	31%	31%	0%	0%	0%	39%	100%

*Significance not tested.

Question 17

Table 74: Question 17 - Response Percentages and Number of Respondents

If you did not have access to a car for your usual daily transportation around town, how convenient (based on time and proximity) would you consider each of the following methods of getting around?	Very convenient		Somewhat convenient		Somewhat inconvenient		Very inconvenient		Total	
Walking	35%	N=290	34%	N=277	19%	N=161	12%	N=99	100%	N=827
Biking	45%	N=359	33%	N=262	11%	N=88	12%	N=94	100%	N=803
Bus	7%	N=56	26%	N=205	39%	N=310	28%	N=222	100%	N=793
Train	11%	N=90	30%	N=240	30%	N=244	28%	N=228	100%	N=802
Free shuttle	13%	N=99	33%	N=251	33%	N=256	21%	N=162	100%	N=768
Taxi	7%	N=54	28%	N=215	31%	N=236	34%	N=255	100%	N=759
Uber/Lyft or similar rideshare service	48%	N=383	35%	N=284	12%	N=93	5%	N=44	100%	N=804
Carpooling	8%	N=60	26%	N=198	32%	N=247	35%	N=268	100%	N=773

Table 75: Question 17 - Historical Results

If you did not have access to a car for your usual daily transportation around town, how convenient (based on time and proximity) would you consider each of the following methods of getting around?	Percent positive (e.g., very/somewhat convenient)				2018 rating compared to 2017
	2015	2016	2017	2018	
Walking	92%	94%	92%	69%	Much lower
Biking	76%	75%	75%	77%	Similar
Bus	53%	50%	52%	33%	Lower
Train	68%	66%	60%	41%	Lower
Free shuttle	78%	75%	74%	46%	Much lower
Taxi	26%	27%	24%	35%	Higher
Uber/Lyft or similar rideshare service	52%	62%	66%	83%	Higher
Carpooling	52%	45%	49%	33%	Lower

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Table 76: Question 17 - Geographic Subgroup Results

Percent rating "very" or "somewhat" convenient	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Walking	82%	57%	75%	68%	56%	47%	77%	86%	69%
Biking	82%	73%	80%	78%	76%	68%	86%	80%	77%
Bus	31%	35%	24%	35%	36%	33%	47%	29%	33%
Train	49%	34%	32%	36%	33%	34%	53%	54%	41%
Free shuttle	49%	43%	51%	48%	49%	33%	49%	48%	46%
Taxi	35%	36%	36%	39%	32%	36%	33%	35%	35%
Uber/Lyft or similar rideshare service	85%	81%	80%	77%	84%	84%	83%	88%	83%
Carpooling	32%	35%	28%	29%	34%	41%	44%	30%	33%

Question 18

Table 77: Question 18 - Response Percentages and Number of Respondents including "Don't Know" Responses

If you plan to purchase a new car within the next two years, what is the likelihood of it being:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Gas	34%	N=239	27%	N=188	13%	N=91	19%	N=129	7%	N=46	100%	N=693
Diesel	1%	N=8	4%	N=28	8%	N=52	76%	N=506	10%	N=69	100%	N=664
Natural gas	1%	N=5	4%	N=28	8%	N=54	74%	N=490	13%	N=87	100%	N=664
Hybrid	27%	N=190	38%	N=267	13%	N=91	14%	N=99	7%	N=50	100%	N=697
Plug-in hybrid	23%	N=156	34%	N=230	15%	N=101	19%	N=132	10%	N=65	100%	N=685
Electric	31%	N=217	31%	N=213	14%	N=101	16%	N=110	8%	N=54	100%	N=695
Fuel cell	3%	N=18	6%	N=39	14%	N=92	53%	N=354	24%	N=163	100%	N=665

Table 78: Question 18 - Response Percentages and Number of Respondents without "Don't Know" Responses

If you plan to purchase a new car within the next two years, what is the likelihood of it being:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Total	
	%	N	%	N	%	N	%	N	%	N
Gas	37%	N=239	29%	N=188	14%	N=91	20%	N=129	100%	N=647
Diesel	1%	N=8	5%	N=28	9%	N=52	85%	N=506	100%	N=595
Natural gas	1%	N=5	5%	N=28	9%	N=54	85%	N=490	100%	N=577
Hybrid	29%	N=190	41%	N=267	14%	N=91	15%	N=99	100%	N=647
Plug-in hybrid	25%	N=156	37%	N=230	16%	N=101	21%	N=132	100%	N=619
Electric	34%	N=217	33%	N=213	16%	N=101	17%	N=110	100%	N=641
Fuel cell	4%	N=18	8%	N=39	18%	N=92	70%	N=354	100%	N=503

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Table 79: Question 18 - Historical Results

If you plan to purchase a new car within the next two years, what is the likelihood of it being:	Percent rating positively (e.g., very/somewhat likely)			2018 rating compared to 2017
	2016	2017	2018	
Gas	71%	71%	66%	Similar
Diesel	10%	5%	6%	Similar
Natural gas	4%	5%	6%	Similar
Hybrid	70%	71%	71%	Similar
Plug-in hybrid	59%	62%	62%	Similar
Electric	65%	71%	67%	Similar
Fuel cell	10%	14%	11%	Similar

Table 80: Question 18 - Geographic Subgroup Results

Percent rating "very" or "somewhat" likely	North/South		Area						Overall
	North	South	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	
Gas	66%	66%	63%	71%	56%	68%	53%	73%	66%
Diesel	5%	7%	2%	14%	1%	5%	4%	7%	6%
Natural gas	4%	7%	0%	7%	3%	8%	9%	5%	6%
Hybrid	67%	74%	69%	73%	80%	71%	70%	64%	71%
Plug-in hybrid	55%	69%	67%	70%	68%	68%	58%	49%	62%
Electric	66%	69%	73%	73%	63%	68%	66%	62%	67%
Fuel cell	7%	14%	8%	14%	13%	17%	8%	7%	11%

Question 19. As a resident of Palo Alto, what one change could the City make that would make you happier?

In question 19, respondents were asked to write in their own words, what one change the City could make that would make them happier. The verbatim responses were categorized by topic area and those topics are reported in Table 81, with the number and percent of responses given in each category. Some comments from residents covered more than a single topic. We separated the comments and put them under their relevant categories and also listed the verbatim comment at the end of this section. Results from the open-ended question are best understood by reviewing the frequencies that summarize responses as well as the actual verbatim responses themselves. A total of 899 surveys were completed by Palo Alto residents; of these, 583 respondents wrote responses for the open-ended question (552 comments are captured in the below categories as some responses were split to cover multiple topics).

Table 81: Question 19 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Traffic concerns (road condition, limited parking, traffic congestion, traffic enforcement, etc.)	20%	N=113
Affordability (housing, cost of living)	18%	N=99
Improvements for walking and biking	7%	N=36
Housing (amount)	7%	N=39
General government operation improvements	7%	N=40
Limit growth and development (concerns about density)	6%	N=33
Public transportation improvements	4%	N=23
Lower taxes and/or utility costs	4%	N=20
Parking concerns	3%	N=18
Encourage development and improve aspects (design, etc.)	3%	N=16
Improve sense of community and increase number of community activities	2%	N=13
Improvements to parks and recreation amenities/services	2%	N=10
Safety (reduced crime, police officer conduct)	2%	N=12
Reduce noise	2%	N=12
Downtown improvements	2%	N=9
Improve code enforcement	1%	N=3
Address homelessness	1%	N=8
Schools (address budget concerns, higher quality, more programs)	1%	N=5
Improvements to retail/shopping options	1%	N=8
Electric utilities and amenities	1%	N=8
Other	5%	N=27
Total	100%	N=552

To review the written in responses, please see *The NCS Open-ended Responses - Palo Alto 2018* under separate cover.

Question 20. As a resident of Palo Alto, what one thing do you believe the City does well and would want to maintain?

In question 20, respondents were asked to consider the overall direction that Palo Alto is taking and write in their own words, what one change the City could make to better act in the interest of the community. The verbatim responses were categorized by topic area and those topics are reported in Table 82, with the number and percent of responses given in each category. Some comments from residents covered more than a single topic. We separated the comments and put them under their relevant categories and also listed the verbatim comment at the end of this section. Results from the open-ended question are best understood by reviewing the frequencies that summarize responses as well as the actual verbatim responses themselves. A total of 889 surveys were completed by Palo Alto residents; of these, 527 respondents wrote responses for the open-ended questions (500 comments are captured in the below categories as some responses that covered multiple topics were split).

Table 82: Question 20 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Parks and recreation activities	18%	N=91
Safety services	13%	N=67
Natural environment and related services	11%	N=53
Library	10%	N=50
Sense of community/activities	9%	N=45
Schools and education	8%	N=39
Non-safety related City services	7%	N=37
Balancing residential and commercial growth	4%	N=20
Ease of bicycle travel	3%	N=15
Ability to give input and communication with government	3%	N=14
Street maintenance	3%	N=17
Negative comment/additional improvements	3%	N=15
Cleanliness of community	2%	N=10
Public transportation	2%	N=10
Government/leadership	1%	N=7
Everything/great place to live	1%	N=6
Other	1%	N=5
Total	100%	N=500

To review the written in responses, please see *The NCS Open-ended Responses - Palo Alto 2018* under separate cover.

Demographic Questions

Table 83: Question D1 - Response Percentages and Number of Respondents

What is your employment status?	Percent	Number
Working full time for pay	59%	N=508
Working part time for pay	11%	N=96
Unemployed, looking for paid work	1%	N=11
Unemployed, not looking for paid work	4%	N=37
Fully retired	23%	N=195
College student, unemployed	1%	N=11
Total	100%	N=857

Table 84: Question D2 - Response Percentages and Number of Respondents

Do you work inside the boundaries of Palo Alto?	Percent	Number
Yes, outside the home	31%	N=255
Yes, from home	15%	N=120
No	54%	N=442
Total	100%	N=818

Table 85: Question D3 - Response Percentages and Number of Respondents

How many years have you lived in Palo Alto?	Percent	Number
Less than 2 years	12%	N=100
2 to 5 years	16%	N=139
6 to 10 years	16%	N=136
11 to 20 years	21%	N=184
More than 20 years	35%	N=299
Total	100%	N=859

Table 86: Question D4 - Response Percentages and Number of Respondents

Which best describes the building you live in?	Percent	Number
One family house detached from any other houses	58%	N=497
Building with two or more homes (duplex, townhome, apartment or condominium)	40%	N=349
Mobile home	0%	N=1
Other	2%	N=15
Total	100%	N=861

Table 87: Question D5 - Response Percentages and Number of Respondents

Is this house, apartment or mobile home...	Percent	Number
Rented	42%	N=360
Owned	58%	N=489
Total	100%	N=849

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Table 88: Question D6 - Response Percentages and Number of Respondents

About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent	Number
Less than \$500 per month	5%	N=40
Less than \$1,000 per month	5%	N=40
\$1,000 to \$1,499 per month	5%	N=43
\$1,500 to \$1,999 per month	6%	N=48
\$2,000 to \$2,499 per month	8%	N=66
\$2,500 to \$2,999 per month	11%	N=88
\$3,000 to \$3,499 per month	13%	N=105
\$3,500 to \$3,999 per month	8%	N=68
\$4,000 to \$4,499 per month	6%	N=48
\$4,500 to \$4,999 per month	3%	N=21
\$5,000 to \$5,499 per month	7%	N=59
\$5,500 to \$5,999 per month	4%	N=34
\$6,000 to \$6,499 per month	4%	N=31
\$6,500 to \$6,999 per month	2%	N=19
\$7,000 to \$7,499 per month	2%	N=16
\$7,500 to \$7,999 per month	2%	N=15
\$8,000 to \$8,499 per month	1%	N=10
\$8,500 to \$8,999 per month	1%	N=7
\$9,000 to \$9,499 per month	1%	N=11
\$9,500 to \$9,999 per month	1%	N=6
\$10,000 or more per month	5%	N=38
Total	100%	N=812

Table 89: Question D7 - Response Percentages and Number of Respondents

Do any children 17 or under live in your household?	Percent	Number
No	63%	N=540
Yes	37%	N=315
Total	100%	N=854

Table 90: Question D8 - Response Percentages and Number of Respondents

Are you or any other members of your household aged 65 or older?	Percent	Number
No	69%	N=587
Yes	31%	N=266
Total	100%	N=854

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Table 91: Question D9 - Response Percentages and Number of Respondents

How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent	Number
Less than \$25,000	3%	N=26
\$25,000 to \$49,999	6%	N=45
\$50,000 to \$99,999	13%	N=104
\$100,000 to \$149,999	13%	N=100
\$150,000 to \$199,999	12%	N=94
\$200,000 to \$249,999	11%	N=87
\$250,000 to \$299,999	10%	N=75
\$300,000 to \$349,999	7%	N=51
\$350,000 to \$399,999	5%	N=36
\$400,000 to \$449,999	4%	N=32
\$450,000 to \$499,999	3%	N=24
\$500,000 or more	12%	N=96
Total	100%	N=769

Table 92: Question D10 - Response Percentages and Number of Respondents

Are you Spanish, Hispanic or Latino?	Percent	Number
No, not Spanish, Hispanic or Latino	95%	N=804
Yes, I consider myself to be Spanish, Hispanic or Latino	5%	N=40
Total	100%	N=844

Table 93: Question D11 - Response Percentages and Number of Respondents

What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent	Number
American Indian or Alaskan Native	1%	N=6
Asian, Asian Indian or Pacific Islander	26%	N=220
Black or African American	1%	N=8
White	71%	N=588
Other	5%	N=40

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

Table 94: Question D12 - Response Percentages and Number of Respondents

In which category is your age?	Percent	Number
18 to 24 years	2%	N=15
25 to 34 years	20%	N=165
35 to 44 years	13%	N=106
45 to 54 years	27%	N=230
55 to 64 years	13%	N=109
65 to 74 years	12%	N=101
75 years or older	14%	N=118
Total	100%	N=843

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Table 95: Question D13 - Response Percentages and Number of Respondents

What is your sex?	Percent	Number
Female	51%	N=429
Male	49%	N=407
Total	100%	N=836

Communities included in national comparisons

The communities included in Palo Alto’s comparisons are listed on the following pages along with their population according to the 2010 Census.

Adams County, CO	441,603	Broken Arrow city, OK	98,850
Airway Heights city, WA.....	6,114	Brookline CDP, MA	58,732
Albany city, OR.....	50,158	Brooklyn Center city, MN	30,104
Albemarle County, VA.....	98,970	Brooklyn city, OH	11,169
Albert Lea city, MN	18,016	Broomfield city, CO	55,889
Alexandria city, VA.....	139,966	Brownsburg town, IN	21,285
Algonquin village, IL	30,046	Buffalo Grove village, IL	41,496
Aliso Viejo city, CA.....	47,823	Burlingame city, CA.....	28,806
American Canyon city, CA	19,454	Cabarrus County, NC.....	178,011
Ames city, IA.....	58,965	Cambridge city, MA.....	105,162
Ankeny city, IA	45,582	Canandaigua city, NY	10,545
Ann Arbor city, MI	113,934	Cannon Beach city, OR.....	1,690
Apache Junction city, AZ	35,840	Cañon City city, CO	16,400
Arapahoe County, CO	572,003	Canton city, SD.....	3,057
Arkansas City city, AR.....	366	Cape Coral city, FL	154,305
Arlington city, TX.....	365,438	Carlisle borough, PA.....	18,682
Arvada city, CO	106,433	Carlsbad city, CA.....	105,328
Asheville city, NC.....	83,393	Carroll city, IA.....	10,103
Ashland city, OR.....	20,078	Cartersville city, GA.....	19,731
Ashland town, MA.....	16,593	Cary town, NC	135,234
Ashland town, VA	7,225	Castine town, ME	1,366
Aspen city, CO.....	6,658	Castle Rock town, CO.....	48,231
Athens-Clarke County, GA,	115,452	Cedar Hill city, TX	45,028
Auburn city, AL.....	53,380	Cedar Rapids city, IA.....	126,326
Augusta CCD, GA.....	134,777	Celina city, TX.....	6,028
Aurora city, CO.....	325,078	Centennial city, CO.....	100,377
Austin city, TX.....	790,390	Chandler city, AZ	236,123
Avon town, CO	6,447	Chandler city, TX	2,734
Avon town, IN.....	12,446	Chanhassen city, MN	22,952
Avondale city, AZ.....	76,238	Chapel Hill town, NC	57,233
Azusa city, CA	46,361	Chardon city, OH	5,148
Bainbridge Island city, WA	23,025	Charles County, MD	146,551
Baltimore city, MD.....	620,961	Charlotte city, NC.....	731,424
Bartonville town, TX	1,469	Charlotte County, FL	159,978
Battle Creek city, MI	52,347	Charlottesville city, VA.....	43,475
Bay City city, MI.....	34,932	Chattanooga city, TN.....	167,674
Bay Village city, OH	15,651	Chautauqua town, NY	4,464
Baytown city, TX	71,802	Chesterfield County, VA.....	316,236
Bedford city, TX	46,979	Clackamas County, OR	375,992
Bedford town, MA.....	13,320	Clarendon Hills village, IL	8,427
Bellevue city, WA.....	122,363	Clayton city, MO	15,939
Bellingham city, WA.....	80,885	Clearwater city, FL	107,685
Benbrook city, TX.....	21,234	Cleveland Heights city, OH	46,121
Bend city, OR	76,639	Clinton city, SC	8,490
Bethlehem township, PA	23,730	Clive city, IA	15,447
Bettendorf city, IA	33,217	Clovis city, CA.....	95,631
Billings city, MT	104,170	College Park city, MD	30,413
Bloomington city, IN.....	80,405	College Station city, TX	93,857
Bloomington city, MN.....	82,893	Colleyville city, TX.....	22,807
Blue Springs city, MO.....	52,575	Columbia city, MO.....	108,500
Boise City city, ID	205,671	Columbia city, SC.....	129,272
Bonner Springs city, KS.....	7,314	Columbia Falls city, MT.....	4,688
Boone County, KY.....	118,811	Commerce City city, CO.....	45,913
Boulder city, CO	97,385	Concord city, CA	122,067
Bowling Green city, KY.....	58,067	Concord town, MA.....	17,668
Bozeman city, MT	37,280	Conshohocken borough, PA.....	7,833
Brentwood city, MO	8,055	Coolidge city, AZ.....	11,825
Brentwood city, TN.....	37,060	Coon Rapids city, MN	61,476
Brighton city, CO	33,352	Copperas Cove city, TX.....	32,032
Brighton city, MI.....	7,444	Coral Springs city, FL.....	121,096
Bristol city, TN.....	26,702	Coronado city, CA	18,912

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Corvallis city, OR	54,462	Frederick town, CO	8,679
Cottonwood Heights city, UT	33,433	Fremont city, CA	214,089
Creve Coeur city, MO	17,833	Friendswood city, TX	35,805
Cupertino city, CA	58,302	Fruita city, CO	12,646
Dacono city, CO	4,152	Gahanna city, OH	33,248
Dakota County, MN	398,552	Gaithersburg city, MD	59,933
Dallas city, OR	14,583	Galveston city, TX	47,743
Dallas city, TX	1,197,816	Gardner city, KS	19,123
Danville city, KY	16,218	Georgetown city, TX	47,400
Dardenne Prairie city, MO	11,494	Germantown city, TN	38,844
Darien city, IL	22,086	Gilbert town, AZ	208,453
Davenport city, FL	2,888	Gillette city, WY	29,087
Davidson town, NC	10,944	Glen Ellyn village, IL	27,450
Dayton city, OH	141,527	Glendora city, CA	50,073
Dayton town, WY	757	Glenview village, IL	44,692
Dearborn city, MI	98,153	Golden city, CO	18,867
Decatur city, GA	19,335	Golden Valley city, MN	20,371
Del Mar city, CA	4,161	Goodyear city, AZ	65,275
DeLand city, FL	27,031	Grafton village, WI	11,459
Delaware city, OH	34,753	Grand Blanc city, MI	8,276
Denison city, TX	22,682	Grants Pass city, OR	34,533
Denton city, TX	113,383	Grass Valley city, CA	12,860
Denver city, CO	600,158	Greeley city, CO	92,889
Des Moines city, IA	203,433	Greenville city, NC	84,554
Des Peres city, MO	8,373	Greenwich town, CT	61,171
Destin city, FL	12,305	Greenwood Village city, CO	13,925
Dover city, NH	29,987	Greer city, SC	25,515
Dublin city, CA	46,036	Gunnison County, CO	15,324
Dublin city, OH	41,751	Haltom City city, TX	42,409
Duluth city, MN	86,265	Hamilton city, OH	62,477
Durham city, NC	228,330	Hamilton town, MA	7,764
Durham County, NC	267,587	Hampton city, VA	137,436
Dyer town, IN	16,390	Hanover County, VA	99,863
Eagan city, MN	64,206	Harrisburg city, SD	4,089
Eagle Mountain city, UT	21,415	Harrisonburg city, VA	48,914
Eagle town, CO	6,508	Harrisonville city, MO	10,019
Eau Claire city, WI	65,883	Hastings city, MN	22,172
Eden Prairie city, MN	60,797	Hayward city, CA	144,186
Eden town, VT	1,323	Henderson city, NV	257,729
Edgerton city, KS	1,671	Herndon town, VA	23,292
Edgewater city, CO	5,170	High Point city, NC	104,371
Edina city, MN	47,941	Highland Park city, IL	29,763
Edmond city, OK	81,405	Highlands Ranch CDP, CO	96,713
Edmonds city, WA	39,709	Homer Glen village, IL	24,220
El Cerrito city, CA	23,549	Honolulu County, HI	953,207
El Dorado County, CA	181,058	Hooksett town, NH	13,451
El Paso de Robles (Paso Robles) city, CA	29,793	Hopkins city, MN	17,591
Elk Grove city, CA	153,015	Hopkinton town, MA	14,925
Elko New Market city, MN	4,110	Hoquiam city, WA	8,726
Elmhurst city, IL	44,121	Horry County, SC	269,291
Englewood city, CO	30,255	Howard village, WI	17,399
Erie town, CO	18,135	Hudson town, CO	2,356
Escambia County, FL	297,619	Huntley village, IL	24,291
Estes Park town, CO	5,858	Hurst city, TX	37,337
Euclid city, OH	48,920	Hutchinson city, MN	14,178
Fairview town, TX	7,248	Hutto city, TX	14,698
Farmers Branch city, TX	28,616	Independence city, MO	116,830
Farmersville city, TX	3,301	Indianola city, IA	14,782
Farmington Hills city, MI	79,740	Indio city, CA	76,036
Farmington town, CT	25,340	Iowa City city, IA	67,862
Fayetteville city, NC	200,564	Irving city, TX	216,290
Fernandina Beach city, FL	11,487	Issaquah city, WA	30,434
Flagstaff city, AZ	65,870	Jackson city, MO	13,758
Flower Mound town, TX	64,669	Jackson County, MI	160,248
Forest Grove city, OR	21,083	James City County, VA	67,009
Fort Collins city, CO	143,986	Jefferson County, NY	116,229
Franklin city, TN	62,487	Jefferson Parish, LA	432,552

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Johnson City city, TN.....	63,152	Maricopa County, AZ.....	3,817,117
Johnston city, IA.....	17,278	Marion city, IA.....	34,768
Jupiter town, FL.....	55,156	Mariposa County, CA.....	18,251
Kalamazoo city, MI.....	74,262	Marshfield city, WI.....	19,118
Kansas City city, KS.....	145,786	Martinez city, CA.....	35,824
Kansas City city, MO.....	459,787	Marysville city, WA.....	60,020
Keizer city, OR.....	36,478	Matthews town, NC.....	27,198
Kenmore city, WA.....	20,460	Maui County, HI.....	154,834
Kennedale city, TX.....	6,763	McAllen city, TX.....	129,877
Kent city, WA.....	92,411	McKinney city, TX.....	131,117
Kerrville city, TX.....	22,347	McMinnville city, OR.....	32,187
Kettering city, OH.....	56,163	Menlo Park city, CA.....	32,026
Key West city, FL.....	24,649	Menomonee Falls village, WI.....	35,626
King City city, CA.....	12,874	Mercer Island city, WA.....	22,699
Kirkland city, WA.....	48,787	Meridian charter township, MI.....	39,688
Kirkwood city, MO.....	27,540	Meridian city, ID.....	75,092
Knoxville city, IA.....	7,313	Merriam city, KS.....	11,003
La Plata town, MD.....	8,753	Mesa city, AZ.....	439,041
La Vista city, NE.....	15,758	Mesa County, CO.....	146,723
Laguna Niguel city, CA.....	62,979	Miami Beach city, FL.....	87,779
Lake Forest city, IL.....	19,375	Miami city, FL.....	399,457
Lake in the Hills village, IL.....	28,965	Middleton city, WI.....	17,442
Lake Stevens city, WA.....	28,069	Midland city, MI.....	41,863
Lake Worth city, FL.....	34,910	Milford city, DE.....	9,559
Lake Zurich village, IL.....	19,631	Milton city, GA.....	32,661
Lakeville city, MN.....	55,954	Minneapolis city, MN.....	382,578
Lakewood city, CO.....	142,980	Minnetrissa city, MN.....	6,384
Lakewood city, WA.....	58,163	Missouri City city, TX.....	67,358
Lancaster County, SC.....	76,652	Modesto city, CA.....	201,165
Lane County, OR.....	351,715	Monroe city, MI.....	20,733
Lansing city, MI.....	114,297	Monterey city, CA.....	27,810
Laramie city, WY.....	30,816	Montgomery city, MN.....	2,956
Larimer County, CO.....	299,630	Montgomery County, MD.....	971,777
Las Cruces city, NM.....	97,618	Monticello city, UT.....	1,972
Las Vegas city, NM.....	13,753	Montrose city, CO.....	19,132
Lawrence city, KS.....	87,643	Monument town, CO.....	5,530
Lawrenceville city, GA.....	28,546	Moraga town, CA.....	16,016
Lee's Summit city, MO.....	91,364	Morristown city, TN.....	29,137
Lehi city, UT.....	47,407	Morrisville town, NC.....	18,576
Lenexa city, KS.....	48,190	Morro Bay city, CA.....	10,234
Lewisville city, TX.....	95,290	Mountain Village town, CO.....	1,320
Lewisville town, NC.....	12,639	Mountlake Terrace city, WA.....	19,909
Libertyville village, IL.....	20,315	Murphy city, TX.....	17,708
Lincolnwood village, IL.....	12,590	Naperville city, IL.....	141,853
Lindsborg city, KS.....	3,458	Napoleon city, OH.....	8,749
Little Chute village, WI.....	10,449	Nederland city, TX.....	17,547
Littleton city, CO.....	41,737	Needham CDP, MA.....	28,886
Livermore city, CA.....	80,968	Nevada City city, CA.....	3,068
Lombard village, IL.....	43,165	Nevada County, CA.....	98,764
Lone Tree city, CO.....	10,218	New Braunfels city, TX.....	57,740
Long Grove village, IL.....	8,043	New Brighton city, MN.....	21,456
Longmont city, CO.....	86,270	New Hope city, MN.....	20,339
Longview city, TX.....	80,455	New Orleans city, LA.....	343,829
Lonsdale city, MN.....	3,674	New Smyrna Beach city, FL.....	22,464
Los Alamos County, NM.....	17,950	New Ulm city, MN.....	13,522
Los Altos Hills town, CA.....	7,922	Newberg city, OR.....	22,068
Louisville city, CO.....	18,376	Newport city, RI.....	24,672
Lower Merion township, PA.....	57,825	Newport News city, VA.....	180,719
Lynchburg city, VA.....	75,568	Newton city, IA.....	15,254
Lynnwood city, WA.....	35,836	Noblesville city, IN.....	51,969
Macomb County, MI.....	840,978	Norcross city, GA.....	9,116
Manassas city, VA.....	37,821	Norfolk city, NE.....	24,210
Manhattan Beach city, CA.....	35,135	Norfolk city, VA.....	242,803
Manhattan city, KS.....	52,281	North Mankato city, MN.....	13,394
Mankato city, MN.....	39,309	North Port city, FL.....	57,357
Maple Grove city, MN.....	61,567	North Richland Hills city, TX.....	63,343
Maplewood city, MN.....	38,018	North Yarmouth town, ME.....	3,565

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Novato city, CA	51,904	Rio Rancho city, NM	87,521
Novi city, MI	55,224	River Falls city, WI	15,000
O'Fallon city, IL	28,281	Riverside city, CA	303,871
O'Fallon city, MO	79,329	Roanoke city, VA	97,032
Oak Park village, IL	51,878	Roanoke County, VA	92,376
Oakland city, CA	390,724	Rochester Hills city, MI	70,995
Oakley city, CA	35,432	Rock Hill city, SC	66,154
Oklahoma City city, OK	579,999	Rockville city, MD	61,209
Olathe city, KS	125,872	Roeland Park city, KS	6,731
Old Town city, ME	7,840	Rogers city, MN	8,597
Olmsted County, MN	144,248	Rohnert Park city, CA	40,971
Olympia city, WA	46,478	Rolla city, MO	19,559
Orange village, OH	3,323	Roselle village, IL	22,763
Orland Park village, IL	56,767	Rosemount city, MN	21,874
Oshkosh city, WI	66,083	Rosenberg city, TX	30,618
Oshtemo charter township, MI	21,705	Roseville city, MN	33,660
Oswego village, IL	30,355	Round Rock city, TX	99,887
Ottawa County, MI	263,801	Royal Oak city, MI	57,236
Overland Park city, KS	173,372	Royal Palm Beach village, FL	34,140
Paducah city, KY	25,024	Sacramento city, CA	466,488
Palm Beach Gardens city, FL	48,452	Sahuarita town, AZ	25,259
Palm Coast city, FL	75,180	Sammamish city, WA	45,780
Palo Alto city, CA	64,403	San Anselmo town, CA	12,336
Palos Verdes Estates city, CA	13,438	San Diego city, CA	1,307,402
Papillion city, NE	18,894	San Francisco city, CA	805,235
Paradise Valley town, AZ	12,820	San Jose city, CA	945,942
Park City city, UT	7,558	San Marcos city, CA	83,781
Parker town, CO	45,297	San Marcos city, TX	44,894
Parkland city, FL	23,962	San Rafael city, CA	57,713
Pasco city, WA	59,781	Sangamon County, IL	197,465
Pasco County, FL	464,697	Santa Fe city, NM	67,947
Payette city, ID	7,433	Santa Fe County, NM	144,170
Pearland city, TX	91,252	Santa Monica city, CA	89,736
Peoria city, AZ	154,065	Sarasota County, FL	379,448
Peoria city, IL	115,007	Savage city, MN	26,911
Pflugerville city, TX	46,936	Schaumburg village, IL	74,227
Pinehurst village, NC	13,124	Schertz city, TX	31,465
Piqua city, OH	20,522	Scott County, MN	129,928
Pitkin County, CO	17,148	Scottsdale city, AZ	217,385
Plano city, TX	259,841	Sedona city, AZ	10,031
Platte City city, MO	4,691	Sevierville city, TN	14,807
Pleasant Hill city, IA	8,785	Shakopee city, MN	37,076
Pleasanton city, CA	70,285	Sharonville city, OH	13,560
Polk County, IA	430,640	Shawnee city, KS	62,209
Pompano Beach city, FL	99,845	Shawnee city, OK	29,857
Port Orange city, FL	56,048	Sherborn town, MA	4,119
Port St. Lucie city, FL	164,603	Shoreline city, WA	53,007
Portland city, OR	583,776	Shoreview city, MN	25,043
Powell city, OH	11,500	Shorewood village, IL	15,615
Powhatan County, VA	28,046	Shorewood village, WI	13,162
Prince William County, VA	402,002	Sierra Vista city, AZ	43,888
Prior Lake city, MN	22,796	Silverton city, OR	9,222
Pueblo city, CO	106,595	Sioux Center city, IA	7,048
Purcellville town, VA	7,727	Sioux Falls city, SD	153,888
Queen Creek town, AZ	26,361	Skokie village, IL	64,784
Raleigh city, NC	403,892	Snoqualmie city, WA	10,670
Ramsey city, MN	23,668	Snowmass Village town, CO	2,826
Raymond town, ME	4,436	Somerset town, MA	18,165
Raymore city, MO	19,206	South Jordan city, UT	50,418
Redmond city, OR	26,215	South Lake Tahoe city, CA	21,403
Redmond city, WA	54,144	Southlake city, TX	26,575
Redwood City city, CA	76,815	Spearfish city, SD	10,494
Reno city, NV	225,221	Spring Hill city, KS	5,437
Reston CDP, VA	58,404	Springfield city, MO	159,498
Richland city, WA	48,058	Springville city, UT	29,466
Richmond city, CA	103,701	St. Augustine city, FL	12,975
Richmond Heights city, MO	8,603	St. Charles city, IL	32,974

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St. Cloud city, FL	35,183	Winter Garden city, FL.....	34,568
St. Joseph city, MO.....	76,780	Woodbury city, MN.....	61,961
St. Joseph town, WI.....	3,842	Woodinville city, WA.....	10,938
St. Louis County, MN.....	200,226	Woodland city, CA.....	55,468
State College borough, PA.....	42,034	Wyandotte County, KS	157,505
Steamboat Springs city, CO.....	12,088	Yakima city, WA.....	91,067
Sugar Grove village, IL.....	8,997	York County, VA.....	65,464
Sugar Land city, TX	78,817	Yorktown town, IN.....	9,405
Suisun City city, CA.....	28,111	Yorkville city, IL	16,921
Summit County, UT	36,324	Yountville city, CA	2,933
Summit village, IL.....	11,054		
Sunnyvale city, CA.....	140,081		
Surprise city, AZ	117,517		
Suwanee city, GA	15,355		
Tacoma city, WA	198,397		
Takoma Park city, MD.....	16,715		
Tamarac city, FL.....	60,427		
Temecula city, CA.....	100,097		
Tempe city, AZ.....	161,719		
Temple city, TX	66,102		
Texarkana city, TX.....	36,411		
The Woodlands CDP, TX	93,847		
Thousand Oaks city, CA	126,683		
Tigard city, OR	48,035		
Tracy city, CA.....	82,922		
Trinidad CCD, CO	12,017		
Tualatin city, OR.....	26,054		
Tulsa city, OK.....	391,906		
Tustin city, CA.....	75,540		
Twin Falls city, ID.....	44,125		
Unalaska city, AK.....	4,376		
University Heights city, OH.....	13,539		
University Park city, TX	23,068		
Upper Arlington city, OH	33,771		
Urbandale city, IA.....	39,463		
Vail town, CO	5,305		
Ventura CCD, CA	111,889		
Vernon Hills village, IL	25,113		
Vestavia Hills city, AL.....	34,033		
Victoria city, MN	7,345		
Vienna town, VA.....	15,687		
Virginia Beach city, VA	437,994		
Walnut Creek city, CA	64,173		
Warrensburg city, MO.....	18,838		
Washington County, MN	238,136		
Washington town, NH.....	1,123		
Washoe County, NV.....	421,407		
Washougal city, WA.....	14,095		
Wauwatosa city, WI.....	46,396		
Waverly city, IA.....	9,874		
Wentzville city, MO	29,070		
West Carrollton city, OH.....	13,143		
Western Springs village, IL.....	12,975		
Westerville city, OH	36,120		
Westlake town, TX.....	992		
Westminster city, CO	106,114		
Weston town, MA	11,261		
Wheat Ridge city, CO.....	30,166		
White House city, TN.....	10,255		
Wichita city, KS	382,368		
Williamsburg city, VA	14,068		
Willowbrook village, IL.....	8,540		
Wilmington city, NC	106,476		
Wilsonville city, OR	19,509		
Windsor town, CO	18,644		
Windsor town, CT.....	29,044		
Winnetka village, IL	12,187		

Survey Materials



THE NCSTM
The National Citizen SurveyTM

Palo Alto, CA

Open-ended Responses

2018



NRC
National Research Center Inc

2955 Valmont Road Suite 300
Boulder, Colorado 80301
n-r-c.com • 303-444-7863

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777 North Capitol Street NE Suite 500
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Question 19

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

In question 19, respondents were asked to write in their own words, what one change the City could make that would make them happier. The responses were categorized by topic area and those topics are reported in Table 1, with the number and percent of responses given in each category. Because some comments from residents covered more than a single topic, we separated the comments and put them under their relevant categories. A total of 899 surveys were completed by Palo Alto residents; of these, 580 respondents wrote responses for the open-ended question (647 comments are captured in the below categories as some responses were split to cover multiple topics).

Table 1: Question 19 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Traffic concerns	23%	N=148
Housing (amount, affordability/cost of living)	21%	N=138
Development (other than housing)	10%	N=62
General government operations	8%	N=54
Improvements for walking and biking	5%	N=34
Public transportation	5%	N=32
Parking concerns	4%	N=28
Other/Nothing	4%	N=28
Lower taxes and/or utility costs	4%	N=25
Reduce noise	3%	N=18
Safety	2%	N=14
Parks and recreation amenities/services	2%	N=11
Electric utilities and amenities	2%	N=11
Address homelessness	1%	N=9
Retail/shopping options	1%	N=9
Sense of community/community activities	1%	N=8
Downtown improvements	1%	N=8
Code enforcement	1%	N=5
Schools	1%	N=5
Total	100%	N=647

Traffic concerns

- Add left turn signal@ Middlefield & Montrose.
- Ban bicycles on Alma between University & San Antonio.
- Better coordinate lights on big roads such as Sand Hill, Embarcadero- unless it is meant to be that way!
- Better enforcement of traffic laws. People speed through neighborhoods and ignore stop signs if other cars are not at the intersection.
- Better paved street.
- Better road paving and traffic signs.
- Better speed limit control on major arteries/roads
- Better traffic flow on busy streets, better public transportation.
- Better traffic flow.
- Better traffic management.
- Better traffic planning - road diets, contended curbs, unclaimed bike lanes are really not well thought out- seem to be ideas someone's taken from elsewhere and don't apply here well!
- Change back Ross Rd.
- Check with residents before installation of traffic calming.
- Commute traffic is bad.
- Coordinate traffic lights - simplify cost bay commute.

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- Coordinate traffic signals better;
- Coordinate traffic signals on El Camino/ Embarcadero.
- Coordinating traffic lights.
- Cramp down on high use of disabled stickers.
- Cut it out with all the so-called traffic "improvements".
- Deal with traffic on University/ protect vehicles from break ins even work cooperatively with Stanford in well-lit downtown locations.
- Do away with all merging lanes on Charleston/ Arastradero.
- Do away with death traps on Ross road.
- Do something about the traffic on our streets.
- Ease of crossing trains tracks.
- Ease traffic congestion on local neighborhood streets.
- Eliminate one of the red lights in front of Paly on Embarcadero.
- Eliminate the back up of traffic down University which then pours into Crescent park neighborhood.
- Enforce speed limits on neighborhood streets & better time the lights @ Woodland/ University.
- Enforce traffic laws in neighborhood for cars and bikes and bring public transportation for neighborhoods.
- Fewer cars on the streets.
- Fix road surfaces.
- Fix Ross Road- Revert the "bump outs"- Close Ross Road like Bryant.
- Fix the road asap- traffic is terrible esp. for a small city. Badly designed roads, school sign merging lanes. Get better engineers.
- Fix the traffic jam during rush hours.
- Fix the traffic lights in University Ave to improve traffic flow.
- Fix traffic @ Paly/ Town & Country/ El Camino.
- Fix traffic issues, congestion in & out of town in morning & evening.
- Get rid of the extend sidewalk on Louis & Ross road; the road is too narrow! The traffic circles are an accident waiting to happen!
- Get street repairs done quickly!
- Holes on road.
- Improve the traffic.
- Improve traffic especially during "rush hour"!
- Improve traffic flow.
- Improve traffic flow on University Ave.
- Improve traffic flow.
- Improve traffic flows.
- Improve traffic.
- Improve traffic.
- Improve traffic.
- Improve traffic.
- Improve traffic.
- Improve traffic.
- Improve traffic.
- Improving ease of exit out of Arbor Real Community to El Camino. Current system makes it sometimes impossible. Traffic lights? Do not block signs?
- Keep streets open! Reduce construction detours, road narrowing etc.
- Keep the residential streets in good repair- many are in disrepair. Clear away obscuring greenery from stop signs.
- Less traffic.
- Less traffic lights.
- Less traffic on San Antonio Rd.
- Less traffic.
- Less traffic.

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- Less traffic.
- Less traffic.
- Less traffic.
- Less traffic.
- Less traffic!!!
- Lower traffic congestion.
- Make Sherman and Ash a 4 way stop!!!
- Monitor traffic speed- esp. Middlefield.
- More driving lanes.
- More street maintenance.
- More through roads- expressways.
- More traffic enforcement.
- Pave holes on the road.
- Pay attention to neighborhood residents with regards to traffic patterns & needs. The city transportation department ignores citizen input.
- Please synchronize stop light = Oregon, Middlefield, Alma.
- Put a stop sign on Channing, at Cowper.
- Quit putting in those stupid, wasteful roundabouts!
- Realistic traffic plans & implementation.
- Re-do narrowing of Ross Rd - more dangerous now.
- Reduce city traffic- esp. University Ave to 101, stop flow going through neighborhoods. Open downtown to more walking/ driving less cars!
- Reduce new traffic light installation.
- Reduce traffic & ease of getting around the city.
- Reduce traffic congestion on major streets.
- Reduce traffic congestion, improve signal timing, remove silly barriers.
- Reduce traffic congestion.
- Reduce traffic!!
- Reduce traffic, reduce traffic.
- Reduce traffic.
- Reduce traffic.
- Reduce traffic.
- Reduce traffic.
- Reduce traffic.
- Reducing traffic congestion.
- Relieve gridlock traffic.
- Remedy Ross road traffic changes harming bikers.
- Remove any potholes.
- Remove meadow roundabout that blocks fire/ ambulance access to my house. More than I bike around town previously!
- Remove the ugly detours at the end of some of the streets. It sure was not money spent well. They are an eye sore, very poor planning.
- Remove traffic calming throughout the city- very dangerous right now.
- Remove white barrier posts on Middle-field- causes traffic jams & fix traffic lights by Town & County & PALY.
- Repair individuals, roads.
- Repair streets.
- Repave some of streets out of repair.
- Repaving the streets.
- Restore 4 lanes on Arastradero corridor from San Antonio Rd to Foothill Expwy.
- Re-time traffic lights.
- Road repair.

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- Road repair.
- See more roundabouts at intersections to replace stop sign.
- Significantly boost traffic enforcement, so many speed (10-30 mph increase speed limit) on, e.g. Alma, foothills expressway.
- Smoother flowing traffic.
- Solve traffic congestion.
- Speed limit enforcement 35mp zone drivers push to 60+ mph.
- Spend tax payer money on fixing roads, not on bump outs and roundabouts and street art.
- Stop "fancy" road blocks near schools, restricted lane directions.
- Stop blocking roads- no traffic calming!
- Stop crazy driving in Palo Alto.
- Stop extravagant spending on traffic quieting. A lot of money wasted on Ross Road for nothing.
- Stop making street changes that make it harder to travel.
- Stop putting barriers/ sounds on neighborhood streets.
- Synchronize lights on major arteries.
- Synchronize stoplights- esp. Westbound Lytton & Eastbound Hamilton.
- Synchronize traffic lights, do away with bulb outs and speed bumps etc.
- Synchronize traffic lights.
- The roads.
- The transportation dept. is deploying too much street "furniture". Stop it.
- Timing of lights on Alma St. given train schedules.
- Tons of people think the 2- way stops on Bryant St are 4-way stops and it's very dangerous. We need better signage & enforcement between University & Palo Alto Ave on Bryant.
- Too much traffic.
- Traffic.
- Traffic.
- Traffic control.
- Traffic controlled diversion programs.
- Traffic dept. is badly out of control w/ expensive & useless projects.
- Traffic enforcement.
- Traffic flow is our biggest problems & the train crossings are the biggest impediment to traffic flow. This must be fixed & not with overhead tracks!
- Traffic flow.
- Traffic improvement.
- Traffic is horrible & so is the way people drive!
- Traffic lights on El Camino, between Page Mill Rd & Charleston, are not well synced during weekday afternoon rush hours (around 5:30 pm). Takes more than 15 mins. to get through.
- Traffic problems fixed now.
- Try to route auto traffic around not thru the city.
- Turn Alma into 25 mph only - the whole road.
- Undo the street bulb-outs/ changes on Ross Road.
- University Ave, traffic.
- Use cameras to catch dangerous drivers.
- Work on traffic flow! Smart lights on Sand Hill Rd!

Housing (amount, affordability/cost of living)

- A lot more housing.
- Add rent control.
- Affordable housing.
- Affordable housing.
- Affordable housing.

- Affordable housing.
- Affordable housing.
- Affordable housing.
- Affordable housing.
- Affordable housing.
- Affordable housing.
- Affordable housing
- Affordable housing (below market rate is still far too expensive).
- Affordable housing by increasing supply.
- Affordable housing for middle class
- Affordable housing programs.
- Affordable housing! Prices are out of control and it's a shame that children who grew up here will not be able to live here.
- Affordable housing, less Stanford property in College Terrace.
- Allow building of infill housing, affordable housing, taller structures.
- Allow more housing to be developed, especially close to transit.
- Approve and build a lot more housing.
- Approve much more affordable housing.
- ARB and city review of new or expanded homes.
- Avoid dense housing. I didn't move here to live in a congested & crowded city.
- Build additional housing.
- Better housing than commercial spaces.
- Better infill housing (affordable).
- Build affordable housing. Stop building office buildings.
- Build more affordable housing.
- Building more affordable, better senior communities.
- Cheaper accommodation.
- Cheaper housing- can't afford to live here much longer as a renter!
- Cheaper housing.
- Cheaper housing.
- Control housing cost.
- Correct: too many workers; little affordable housing.
- Cost of buying a home.
- Cost of living is very, very expensive for people not working in tech.
- Diverse housing options that are affordable.
- Don't price out the old residents or mom & pop business.
- Driving more housing affordability.
- Ease up on construction of more affordable housing.
- Encourage affordable housing.
- Figure out affordable housing options so families can stay here and people don't need to live in RVs/motor homes or spend almost all income on housing.
- Fix the housing situation. We're one rent increase away of having to move- and we're both professionals.
- Focus on "affordability" - in housing, restaurants, shops, store in the mall, and more, everything (excl. Stanford shop center) is geared to "very high end marks".
- Focus on providing affordable housing.
- Greater diversity of housing (affordable) options. Address plane noise.
- Have affordable housing for people working minimum wage.
- Have more affordable housing.
- Have more low income units.
- High density housing at or along transportation hubs & route- development of public transportation.
- Housing,

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- Housing price too high, all kinds of service people hard to survive.
- I need a place to live that is high quality under \$800 k.
- If you put rent control because some of us don't work for big companies and we don't earn a lot of money.
- Improve affordable housing stocks.
- Improve job/ housing balance.
- Increase affordable house.
- Increase affordable housing for working families & seniors.
- Increase affordable housing options (not just low-income).
- Increase affordable housing.
- Increase the amount of affordable housing.
- Increasing affordability. It is too expensive to live here.
- Less expensive to live.
- Less single family homes; more apartments, condos, etc. More affordable.
- Limit purchases of residential properties by non-citizens!! and non-occupants!!
- Low apt. rental.
- Low income housing affordable housing!
- Low income housing.
- Lower cost of living.
- Lower cost of living.
- Lower housing prices.
- Lower rent rates; expensive to live in area.
- Lower rent.
- Lower rent.
- Lower rental price.
- Lower the housing (purchase/ rent) price down.
- Lowering living costs.
- Make housing more affordable!
- Make housing available to all.
- Make it easier to build more and large housing. It is too damn expensive here.
- Make it more affordable.
- Make it more difficult to take down old homes & buildings and replace them with modern ones.
- Make multi-unit reasonably priced housing.
- Making retired life in Palo Alto more affordable.
- More affordable.
- More affordable housing.
- More affordable housing.
- More affordable housing and apt.
- More affordable housing for families with kids (2 bed or more) for under \$3000.
- More affordable housing for young families working in essential services in city i.e. teachers!!!
- More affordable housing to retain workers.
- More and dense housing.
- More apartments.
- More homeless housing.
- More housing!
- More housing.
- More housing.
- More housing for low dual modest income persons. (Change zoning to allow construction of more apartments).
- More housing, lower prices.
- More low cost housing.
- More reasonable cost of living.

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- More secluded residential areas.
- More variety of housing types, style, prices, density - LEED and high performance buildup.
- Multi generational neighborhoods - more options for seniors with local connections.
- No low income housing.
- People should not be allowed to buy houses and tear down, then not leave any yard.
- Protection of low-cost housing i.e. President hotel.
- Put constraints on development of housing, except for providing low cost housing.
- Put some money behind housing for lower/middle class people
- Quality, affordable, family housing is scarce. Also limit the amount of very large new houses older communities, e.g. Eichler.
- Reasonable housing rent cost.
- Reduce price of housing.
- Reasonable property values and rent.
- Reduce traffic so that we can start to think about adding more housing.
- Rent control and more low income housing.
- Rent control law.
- Rent control.
- Rent control.
- Rent control/ affordable housing for working class & working professionals.
- Requires two-car garages in new houses, especially 2-story houses.
- See more affordable housing for low-income residents of Palo Alto.
- Senior-affordable housing.
- Slow down multi-unit housing.
- Some type of rent control or incentive for landlords to maintain their properties w/o raising rent even more. So many people I know are afraid to ask landlord to fix basic needs.
- Stop allowing huge developments of housing.
- Stop approving the building of huge houses that don't fit the neighborhood, especially when you have to drain the ground water.
- Stop building high density housing. The city is too congested!
- Stop construction of new housing.
- Stop McMansions!
- Stop overbuilding (high density housing).
- Stop overpriced rentals!
- Subsidize housing for teachers and city employees.
- Support for more housing.
- Taller apartment buildings near train stations/transit hubs with lower rental prices.
- To reduce housing cost.
- Wish I could afford to stay here permanently - Purchase a home.

Development (other than housing)

- Adopt a no-growth policy - or its character and value will be lost.
- Aesthetics of urban environment (building design).
- Allow more development- businesses, retail, & effective transportation - it's hard/ time-consuming to drive from one part of town to another.
- Avoid "planned developments" which circumvent zoning requirements for parking, setbacks, landscaping, density & heights.
- Better planning and coordination of construction - utilities, streets, building projects (commercial).
- Create long range architectural vision & limit growth to ease traffic.
- Curtail all the development!
- Do a better job of managing growth.

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- Doing something with the Birge Clark bldg. on Homer at Bryant. Don't allow construction projects that affect driving on parallel streets at the same time.
- Ease of new development (too long, too costly).
- Expedite building permits.
- For real sustainable living I think building height restrictions need to be seriously reconsidered.
- Halt all development - No growth.
- Keep it from densifying: construction at VA hospital causes light pollution, growth at Stanford shopping ctr.
- Less building codes.
- Less construction e.g. road, housing.
- Less construction of ugly buildings.
- Less construction traffic.
- Less construction work.
- Less empty commercial units downtown.
- Less high rise bldg.
- Less large business/ protection of small business.
- Less office development.
- Limit expansion of commercial space.
- Limit height of buildings.
- Limit new business construction.
- Limit the amount of R & D and office space. Do not allow residential footprint to exceed 60% of lot size.
- Limit the mega man here.
- Lower density development.
- Moratorium on new construction.
- More density to motivate better use of public transit.
- Much less new office space.
- New development needs to be realistic.
- New office & apt. buildings should have greater setbacks & more open/green space.
- No Verizon cell towers.
- Palo alto has become about as dense as it can be already!
- Please don't build and expand commercial capabilities, hotels, offices anymore!
- Quit all the building - Traffic is horrendous.
- Quit urbanizing the area we don't need building to the sidewalk.
- Reduce big offices downtown; parking is harder, and great shops being pushed out because of real-estate \$.
- Reduce commercial development.
- Reduce population growth. Make Palo Alto fabulous again.
- Reduce the high density housing and office developments - the road infrastructure cannot handle this! The quality of life has significantly declined in last 10 years.
- Reduce the rate of development of office buildings.
- Reduction of new construction in downtown area with attendant traffic slow-downs.
- Slow down building business offices, concentrate residential.
- Slow down commercial development.
- Slow down office building development and the organization of the city. Palo Alto does not have and cannot build the infrastructure to sustain it.
- Speed by decision making for planning new development both business & residential.
- Stop all of the office development - the traffic is awful, and rents are way too expensive.
- Stop allowing huge developments of businesses.
- Stop allowing office building construction. Palo Alto should remain residential.
- Stop building office buildings! Stop incessant building in favor of developers to determinant of neighborhood q.o.l.
- Stop building! Don't charge so much fees!!!
- Stop development. There are too many people, too many cars, & not enough roads.

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- Stop new growth.
- Stop over-building!
- Stop the high rise bldg.
- Too much office space, commercial rents exorbitant - no diversity in retailing anymore. Bland corporate chains galore. Too much building overall.
- Too congested w/ buildings.
- Ugly new building.
- Urban planning! No more hideous, ugly commercial buildings that are cold, unwelcoming, and poorly designed exteriors!

General government operations

- 2 city council members did not divulge until after the election that they took developer \$. They should resign. They make our city government seem corrupt.
- Actually follow community input when it is asked for.
- Address Palo Alto employee retirement plan liability.
- Allow dispensaries (420).
- Attitude adjustment for city council - working for good of community - not special interests or prejudices.
- Better expense control.
- Better way of communicating with city officials, access to resources!
- Change councilman.
- Change to a republican majority & city council.
- City in decline - crime, lousy roads, no traffic enforcement, non-stop construction, high cost of housing and on and on.
- City planning is too slow and costly.
- Control the budget to allow more city services.
- Coordinate with state & federal government to reduce the income gap.
- Decrease money spent on pensions - at least acknowledge the enormous amount.
- Doing surveys like this locally, perhaps with Stanford Grad students instead of costly consultants.
- Don't waste tax payer money: For example; change PA school name (waste many for politic correctness).
- Fiscal responsibility.
- Focus on improving basic amenities, less on virtue signaling.
- Get off CalPERS; put employees on 401 k.
- Get rid of city manager & look to community for impact Re: decisions.
- Getting unbiased elected officials.
- Greater citizen participation in community decisions.
- If citizens bring informal concerns to city/ council. Pay Attention! and act, i.e. RVs- El Camino, beggars downtown traffic terrors - University, Embarcadero.
- If you did not pay own such high retirement payments we might not have so many increases in P.A's living expenses.
- Improve notification calls to include cellphones/ texts (safety; outages).
- Improve weed abatement on city property.
- In addition to soliciting community feedback the city could actually consider the feedback given.
- Less moralizing and virtue signaling (e.g. banning smoking, locally "green" spending).
- Less wasteful spending like Ross Rd bike path.
- More efficiency & cost effectiveness of city funds.
- More tree maintenance.
- Need to listen to and treat all residents the same. Not in their best interest.
- No garbage trucks at 4:30 am.
- No more basements permits!!! "Wastes so much water" negative impact on surrounding properties.
- No more new council entity.
- Not be so militant on recycling/ garbage/ zero waste rules.

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- Pay attention to needs of renters; stop pandering to homeowners.
- Planning commission would be removed and new commissioner.
- Public announcement system to reach more citizens with concerns.
- Quit wasting money. Quit incessant building. Traffic is outrageous. City council makes very bad decisions.
- Reduce expenses, especially pension liability.
- Reduce the liability for city employee pensions.
- Spend less money on unhelpful road reconfiguration.
- Spend less money on useless staff- use the public art projects.
- Stop charging for ambulance service. It's operated by city employees paid by taxes, & object to paying for it twice, it's no more special than police, fire or utilities service.
- Stop over paying upper city management.
- Stop people from buying property here in Palo Alto that they are just leaving empty (investments). US Citizens should have 1st dibs on property.
- Stop subsidizing "clean cars" at taxpayer's expense. New police.
- Strict control of marijuana use.
- Take further steps to ensure council members and candidates decline and make transparent potential conflicts of interests.
- Team with Stanford University instead of using it as a piggy bank.
- The city should focus on core services and stop spending resources on running our own utilities.
- To understand everyone's perspective/ opinion.
- Trim the trees away from house!

Improvements for walking and biking

- A pedestrian & bike bridge over 101 to get to the Bay Shore trail, close to the correct overpass.
- Better & more opportunities to cross Alma & train tracks on a bike.
- Better bike infrastructure, curbed bike lanes like in Denmark.
- Bike Blvd project is too costly & not effective.
- Bike lane on El Camino.
- Build real separate bicycle paths, like palm drive Stanford.
- Change back all recently making narrow at the road. I don't believe it will be safer for car driver nor biker.
- Change the new bike lanes - very dangerous.
- Continue with bike network plan & slowing growth.
- Don't undertake major projects like Ross Rd bike Blvd without telling residents what the plans are and allowing for feedback. I won't bike there anymore, feels too dangerous.
- Easier to bike; more community.
- Educate adult bicyclists about rules, require lights on bikes.
- Educate people/ kids how to use the new bike lanes on Ross & roundabouts.
- Get rid of the new bike road around Ross/Louis, utterly ridiculous.
- Make city more bicycle- pedestrian friendly.
- Make University Ave pedestrian only!
- More bike boulevards.
- More bike friendly routes.
- More bike friendly street.
- More bike lanes colored with green.
- More bike lanes downtown.
- More bike lanes.
- More sidewalks in the Barron park neighborhood.
- More sidewalks.
- Paint bike lanes; bulbs/ roundabouts are horrible/ dangerous in bikes.
- Remove the bike Blvd changes along Louis and Ross. They are a hazard not a benefit.
- Safer bike paths (more separation from cars and/ or separate paths).

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- Safer bike paths at Embarcadero & El Camino.
- Safer bike routes in downtown/ Addison zone.
- Separate bike and walking paths in parks.
- The city could add a lot more bike lanes and bike paths (just for bikes) so that biking around Palo Alto would be much easier and safer.
- Walker friendly.
- Wider sidewalks & better bike lanes in Midtown. Educate everyone that pedestrians have the right of way on sidewalks!
- Work with Menlo Park, Mountain View & Stanford to create longer distance continuous bicycle routes.

Public transportation

- BART transportation will make me very happy! Access to San Francisco and other places becomes easy!!!
- Better bus service.
- Better bus transportation.
- Better public transit.
- Better public transit!
- Better public transportation.
- Better public transportation with Palo Alto.
- Better public transportation.
- Better transportation for seniors.
- Cancel the high speed rail.
- Convenient transportation one could count on.
- Give better access to South PA - Shuttle, separated rail/ bike-ped crossing.
- Good mass transit: light rail, collective taxis (regulated).
- Grade separation at Caltrain.
- Have more public transportation.
- Having Caltrain & high speed rail tracks in trench.
- Improve public transportation, i.e., more convenient, more frequent, more routes, more hours.
- Improve the public transportation system.
- Keep the bullet train off Caltrain tracks.
- Make the bus stop more visible & informable!
- More easily accessible mass transit - free + pay.
- More frequent bus service, weekend shuttle service.
- More services for residents with disabilities.
- More shuttles (free).
- Public transportation.
- Public transportation.
- Public transportation.
- Put the train in a tunnel! Do not allow a raised track!
- Regional public transit.
- Transportation for seniors.
- Transportation infrastructure.
- Tunnel the train.

Parking concerns

- Better/ longer parking downtown.
- Better parking!
- Build on parking structure.
- Currently hard to drive in right hand lane of El Camino because of RVs.
- Deal effectively with the parking problem.
- Downtown parking garages.

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- Eliminate on-street parking of RVs.
- Eliminate the crescent park permit parking program. The poor Duveneck/St. Francis residents who were forced into this don't have large enough overhangs or garages so we have to pay to park at our own home & get a ticket if we forget to put up the pass.
- Ensure garages in houses are used to park cars & not as additional storage.
- Increase parking availability in the Downtown area.
- Leave the resident alone, not imposing own house sidewalk parking fee.
- Limited parking - Seldom go to university area.
- Make downtown parking more convenient.
- Make more parking space available in downtown.
- Make the parking passes in my neighborhood easier to obtain by improving the services of the parking permit contractor now used.
- More parking downtown.
- More parking downtown.
- Parking downtown.
- Parking meters.
- Parking off of University Ave.
- Provide more parking. For people who work in restaurants, doctor's offices etc., having to move cars every 2 hours is a hassle and stress-producing. Palo Alto is a suburb - people cannot bike from so far away (where they can afford to live). It is hard for those workers, makes it hard for restaurants and stores to get workers, and expensive for residents. I appreciate the transistor bike to work - but that method is not working.
- Realistic parking plans & implementation.
- Rely on market mechanism for parking. Colored zones are horrible.
- Residents should get 4 annual parking (neighborhood) permits for free.
- Solve the RV parking along El Camino real/ Stanford area problem.
- Stop parking RV everywhere. Best service to Palo Alto.
- Streets need to be wide enough to fit parked cars & driving lanes and there needs to be enough parking.
- The RV parking situation.

Other/Nothing

- A less high tech community - more intellect. University town.
- Accept that we are an affluent community & stop trying to be all things to all people.
- Address climate change more vigorously through prioritizing affordable housing & public transit to significantly reduce the obligatory commutes of so many into/out of Palo Alto.
- Annual country sewage cleaning.
- Can think of any.
- Changes in real estate laws, prevent wealthy foreigners non citizens buying property, rent control. Tax companies higher, send to schools.
- Cheap, ignorant politics, news manipulation, hire professionals and not "artisans" and hired from the rank jerks.
- Control dogs.
- Cut down tennis shoes over power lines.
- Enforce CUPs - in my neighborhood it is Castilleja School which has been the offender.
- Everything seems so elitist & money driven.
- Expedite flooding mitigation.
- Find ways to reduce distance on Hetch Hetchy water.
- Free junk pickup more than 1x.
- Get rid of pets in need.
- Get rid of Su Hong restaurant [illegible, but appears to be something about smoke by the door].
- It's all good, leave well enough alone.
- Keep the animal shelter.

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- Maintain a politically neutral position on all topics detailed in this survey. Those who are center or right are excluded and underground.
- Make the natural environment more beautiful.
- More economically diverse population.
- No comments.
- None.
- Nothing comes to mind.
- Put a larger cap on number of new jobs allowed in city.
- Re-plant the pine trees on San Antonio Avenue.
- Returning garbage box on Cowper & Churchill.
- We like Palo Alto.

Lower taxes and/or utility costs

- Fairness of tax base for property taxes.
- Carbon tax.
- Charge less for utilities.
- Cheaper utilities.
- Improve water quality.
- Lower overall taxes.
- Lower property tax & utilities bills.
- Lower property taxes.
- Lower tax.
- Lower taxes.
- Lower taxes.
- Lower taxes & utilities cost.
- Lower utilities charges considerably. Too many add-ons "fees" on each item.
- Lower utility bill.
- Lower utility prices instead of raising continually.
- Lower utilities rates.
- Lower utility rates!
- Lower utility rates, specially water.
- Make property tax fair - don't penalize new owners.
- Make utilities way cheaper.
- Prop 13 is unfair.
- Property tax deduction.
- Property taxes too high.
- Reduce tax.
- Reduced taxes.

Reduce noise

- Airplane Noise! Re-route for equal sharing w/other cities.
- Be proactive to reduce airline noise.
- Change street cleaning hours on California Ave. Street cleaning happens at night and it is very loud. Clean by evening or early morning.
- Get rid of airplane noise.
- I want the trailer homes to move out of Juana Briones Park outlets. It causes excessive nightly noise & a lot of street garbage.
- Leaf blower ban.
- Less airplane noise.
- Limit noise (gardeners, construction).
- Make progress on reducing aircraft noise & traffic overhead.

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- Please work harder & more effectively to reduce airplane traffic to SFO.
- Quiet freeway.
- Reduce airplane noise.
- Reduce the noise in the neighborhood.
- Reduce train noise - esp. horns at crossings.
- Stop, or lower greatly, the noise caused by low flying, large airplanes over Palo Alto!
- Trash pick-up after 7 am. Every Monday I begin my week with loud pneumatic truck noises that begin at 6:10 am - 6:40 am. I could scream!!!
- Work to reduce airplane noise - our house is in a flight path.
- Work with adjacent cities & FAA to reduce air traffic noise.

Safety

- Better training for police in encounters with mental health problems.
- Crack down on the thieves who have found their way here.
- I am afraid of the police instead of feeling safe.
- Keep the crime rate low; keep Palo Alto safe!
- Law enforcement.
- Make Boulware park in Ventura a safe place. It has bad people in it every day (drugs, alcohol).
- Make the city safer.
- More police.
- More safety.
- Safety is a huge issue.
- Safety.
- Tougher clamp down on criminal coming to P.A. from E.P.A.
- Train the police better to not use bias (their own).
- Transit center does not feel safe at 2-4 am.

Parks and recreation amenities/services

- Activity for elderly.
- Add dedicated pickleball courts.
- Build roller skate rink like the Redwood Roller Rink in Redwood City, build more parks.
- Creating more youth programs.
- Have social events for adults.
- It's best to have some artistic activities, such as drama, music and painting.
- Make the flow of creeks (Adobe, Matadero) thru our parks more attractive.
- More activities for kids (poles, structure, courses).
- More evening classes for adults.
- Outdoor movies in a park.
- Provide some kind of indoor space for children that is good for play dates & birthday parties.

Electric utilities and amenities

- Fiber optic cable to our neighborhood.
- 1) Underground electrical lines. 2) Good & fine wifi.
- All electric wire go underground!
- All more fuel cell stations.
- Begin to bury electrical service - it is so ugly and can be dangerous (transmission lines).
- Better computer speeds.
- Continue the free charge point stations around town.
- Get another 99-year contract for buying and selling electric power.
- Get more cell towers. So frustrating to not have good connection at home.
- Install second plug in/hybrid outlets with low income apartment units.

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- South Palo Alto needs underground utilities on East meadow & Charleston. East meadow from Middlefield to Alma especially.

Address Homelessness

- Aggressive homeless in commercial districts make my family feel unsafe.
- Eliminate vehicle dwellers and homeless downtown.
- Establish area & services for homeless & motor home people - stop ticketing motor homes.
- Get rid of campers on of El Camino; put regulations in place to limit "ghost houses".
- Help homeless men, women and children.
- Makes plans for the homeless.
- Provide help for homeless & those living in RV's.
- Solutions for homeless in downtown area.
- Solving the homeless problem in Downtown & California St.

Retail/shopping options

- Encourage retail.
- Have a big Safeway.
- Less small restaurants serving on sidewalks, more unique quality retail on University, no dogs in grocery stores, no pan handling.
- More gift and clothing stores/shops.
- Open more affordable restaurants.
- Protect established businesses. Keep my favorite restaurants from closing.
- Stop allowing chain stores on University Ave.
- Stop pricing out retail in favor of office space.
- Try to hold on to shops and services that can't afford the ever increasing and exorbitant rent.

Sense of community/community activities

- Engagement opportunities with immediate neighbors. Like play street programs.
- Events for social community. Mountain View city gives many festivals for its residents.
- More activities to develop community.
- More community involvement, there is a lack of "heart", too robotic, people concentrate on their jobs, \$\$, and acquire material things.
- More diversity of people & more real neighborly connections.
- More festivals, concerts with neighbors.
- More programs like those offered by Redwood City (music, movies, etc.).
- Treat all citizens alike & all neighborhoods alike.

Downtown improvements

- Focusing on building up downtown (University Ave) to be more college student friendly.
- Get rid of so much business offices in downtown especially PALANTIR.
- Incentivize small businesses to stay downtown - useful businesses.
- Prefer non-chain businesses on University & California Ave's.
- Restrict the "computerization" of downtown. It feels like an extension of all those firms. Support small businesses to allow them to thrive. Palo Alto is losing its soul.
- Revitalize midtown shopping area - make it like Town & Country.
- Stop the takeover of downtown by corporations & greedy landlords.
- Zoning reform - make downtown a downtown, not a corporate campus.

Code enforcement

- All residents maintaining property.

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- Better code enforcement.
- Change zoning laws.
- Greater enforcement of abandoned vehicles and code violations.
- Less strict instruction on removing time.

Schools and education

- Better governance of our schools. School board is a mess.
- Charge differently for those using educ./ public school services and those who don't.
- Have public schools that are less stressful to help our teens be kids still & enjoy life.
- If middle schools have more homework the children could prepare better for high school.
- Public school busing!

Question 20

As a resident of Palo Alto, what one thing do you believe the City does well and would want to maintain?

In question 20, respondents were asked to consider the overall direction that Palo Alto is taking and write in their own words, what one thing the City does well and would want to maintain. The responses were categorized by topic area and those topics are reported in Table 2, with the number and percent of responses given in each category. Because some comments from residents covered more than a single topic, we separated the comments and put them under their relevant categories. A total of 889 surveys were completed by Palo Alto residents; of these, 528 respondents wrote responses for the open-ended question (628 comments are captured in the below categories as some responses that covered multiple topics were split).

Table 2: Question 20 – Open-ended Responses

Response Category	Percent of Comments	Number of Comments
Parks, open space, and natural environment	23%	N=142
Safety services	12%	N=75
Library	11%	N=68
Sense of community, community activities, and recreation	10%	N=66
Utilities	10%	N=60
Schools and education	8%	N=53
Don't know/nothing, negative comments, additional improvements	4%	N=28
Balancing residential and commercial growth	4%	N=25
Cleanliness of community	3%	N=18
Ability to give input and communication with government	3%	N=16
Ease of bicycle travel	2%	N=14
General City services	2%	N=13
Street maintenance	2%	N=13
Government/leadership	2%	N=12
Everything/great place to live	2%	N=12
Public transportation	1%	N=8
Other	1%	N=7
Total	100%	N=630

Parks, open space, and natural environment

- Beautiful green spaces, plant life, natural environment.
- Beautiful landscaping.
- Beautiful trees.
- City owned trees.
- Good quality of overall nature environment in Palo Alto.
- City parks and services.
- City parks.
- City parks.
- Community parks!
- Excellent job of parks, trees.
- Foothill & Baylands parks, other parks.
- Foothill park.
- Foothills park.
- Great park distribution.
- Great parks!
- Great parks which benefit everyone.
- "Green".
- Green area, trees.
- Green energy.

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- Green spaces.
- Green spaces.
- Greenhouse gas elimination.
- I like they put in a baseball court in a downtown park & hope they maintain it & continue to add similar amenities.
- I love the parks, recreational activities.
- It is physically lovely- green, clean. Keep it up.
- It's beautiful!
- Its maintenance of green spaces & the tidiness of the city in general.
- Keep foothill park.
- Keep parks.
- Keep open space.
- Keep up the tree trimming.
- Keeping city green and beautiful.
- Keeping the city "green".
- Landscaping.
- Love the parks & trails.
- Lovely parks.
- Maintain existing parks & their bathrooms.
- Maintain over trees.
- Maintain parks.
- Maintaining city trees.
- Maintaining city trees, parks.
- Maintaining the parks.
- Maintaining trees.
- Maintenance of city trees next to sidewalk.
- Natural beauty - great parks.
- Nature centers.
- Open space.
- Open space (parks).
- Open space and parks.
- Open space is good.
- Open spaces, parks.
- Our parks!!
- Palo Alto does a good job maintaining trees and planting new ones.
- Park & recreation.
- Park maintenance.
- Park services.
- Parks.
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- Parks.
- Parks & open space.
- Parks & open spaces.
- Parks & rec.
- Parks & recreation areas, very well kept/beautiful.
- Parks & recreation.
- Parks & recreation.
- Parks and open space.
- Parks and recreation.
- Parks and recreations.
- Parks are awesome.
- Parks are critical.
- Parks are great.
- Parks are great.
- Parks especially magical bridge type design.
- Parks in neighborhoods.
- Parks like Foothills & Rinconada.
- Parks maintenance.
- Parks w/ lots of tennis courts, fields, swimming, outdoor spaces.
- Parks, bike lanes.
- Parks, Foothills Park.
- Parks, greenspace.
- Parks, open space.
- Parks/ open space.
- Parks, open space, trees!
- Parks, outdoors space.
- Preservation of open space & parks and city street trees! Tree lined streets are fabulous!! Oregon's median is terrific. Greenery!!
- Preserving open space.
- Public parks.
- Public space, park maintenance.
- Providing parks and open space.
- Street trees/ natural landscaping.
- Support for parks.
- Supporting parks & open space.
- The amount of parks, keep them!!
- The park system and new golf course are nice.
- The parks.

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- The parks are awesome!
- The tree!!
- The trees.
- The trees.
- The tree canopy.
- Their parks are welcoming and very enjoyable.
- They do a good job maintaining parks. I think each park should have restrooms!
- They do a good job maintaining trees and parks.
- Tree canopy.
- Tree care and city parks.
- Tree care in residential areas.
- Tree lined streets.
- Tree maintenance.
- Tree maintenance.
- Tree maintenance.
- Tree maintenance.
- Trees.
- Trees & park maintenance.
- Trees and parks.
- Trees!! Parks!
- Walking trails.
- Wonderful parks.
- Urban canopy.

Safety services

- Ability to walk and ride bikes safely.
- Ambulance services.
- City services - police, etc.
- Community safety.
- Continual good policing.
- Emergency response.
- Emergency service vehicles response.
- Emergency services.
- Enhance safety by good service from police and other public department.
- Ensure safety of neighborhood.
- Excellent police department.
- Excellent public safety, police & fire.
- Fast police response to calls. (Also fire services).
- Fast response for emergencies.
- Fire & police are the best.
- Fire & Police service.
- Fire, police.
- Focus in safety.
- For dept. 911 excellent emergency response for falling down at home.
- Good policing of emergency operations in general.
- Great police officers, emergency preparedness & great response time when contacting police.
- It feels safe and it feels clean.
- Keeping the city safe.
- Keeping this city a safe place to live.
- Law & order.
- Low crime rate.

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- Overall feel very safe.
- Owning its own paramedic services.
- Palo Alto is very safe.
- Police.
- Police firefighters.
- Police/ fire.
- Police/ fire emergency services.
- Police, fire services.
- Police & fire makes me happy.
- Police & fire services.
- Police and Fire.
- Police and fire services.
- Police outreach.
- Police oversight & fire dept.
- Police safety.
- Police services.
- Police services.
- Policing and safety, traffic.
- Provide a safe environment for all walks of life.
- Public emergency services (Police, Fire, EMs).
- Public safety is excellent.
- Public safety - Police & Fire.
- Public safety.
- Public safety.
- Respond to emergencies.
- Safe & clean.
- Safe place.
- Safety.
- Safety.
- Safety.
- Safety.
- Safety.
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- Safety.
- Safety.
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- Safety.
- Safety.
- Safety.
- Safety.
- Safety.
- Safety.
- Safety.
- Safety.
- Safety & cleanliness.
- Safety for its residents.
- Safety monitoring.
- Security.
- Security.
- Supporting the police.
- The city is really good at maintaining public safety. Nice work!
- The police.

- Library-digital books.
- Library services.
- Library services.
- Library system.
- Love the libraries!
- Lovely libraries.
- Maintain library facilities.
- Mitchell Park library is excellent.
- Providing easy excess to state of the art well stocked libraries.
- Public spaces like libraries.
- Resources for the new Mitchell park library.
- Summer reading program.
- Support for libraries.
- The amount of libraries, keep them!!
- The libraries.
- The libraries are great.
- The library system is phenomenal and benefits all ages.
- Their libraries are welcoming and very enjoyable.

Sense of community, community activities, and recreation

- Art center.
- Art centers.
- Being diverse.
- Children's activities, art center!
- Children's programs, love the theater.
- Community activities: Art, music, street fairs.
- Community alliance.
- Community centers.
- Community feel, through that is Shrinky in the 20 years we've lived here.
- Community garden.
- Community services.
- Concerts.
- Cultural opportunities.
- Diversity.
- Diversity.
- Diversity - adding downtown entertainment, music please.
- Diversity and accepting differences in culture, etc.
- Diversity of population.
- Downtown events like PA fest of Arts & World Music day.
- Excellent classes at art & community centers & libraries!
- Excellent community resources - libraries, parks, open spaces, etc.
- Facilities for children (playgrounds, libraries, zoo, children's theater).
- Farmers markets.
- Good image.
- Great arts programs which benefit everyone.
- Great community services.
- Happy with city of Palo Alto disabled rec. program (Omega Clubs).
- I agree with those trying to keep Palo Alto a suburb, and not another Manhattan.
- I love the recreational activities.
- Institutions that directly improve the quality of life of residents. Anything that demonstrates that residents are the priority and not Stanford or corporations.

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- It's even handed diversity. Many kinds of people treated equally.
- Love the fairs!
- Maintain community facilities.
- Maintain diversity & eliminate implicit bias.
- Offers lots of cultural/ arts opportunities, (via classes, activities, events, exhibits, concerts etc).
- Open and welcoming environment.
- Overall opportunities for recreation.
- Outdoor recreation.
- Palo alto still feels like a community. I like to keep access to my neighborhood dense housing would be bad.
- Participating in community events.
- People treated respectfully.
- Public activities.
- Public space maintenance.
- Recreation.
- Recreation.
- Recreation.
- Recreation.
- Recreation!!
- Recreation/classes.
- Recreational activities i.e., children's museum, zoo, theater
- Recreational facilities.
- Reputation.
- Resident quality.
- Sense of community.
- Sense of community; diversity.
- Sense of community seen in farmer's market, many parade, local sports, etc.
- Sense of community, of town, not city; of sincerely trying to run P.A. well for its residents.
- Sense of community through investment in community concern/ programs.
- Sense of social awareness.
- Sense of style, community, neighborhoods.
- Services.
- Sponsor the music events in public streets & parks.
- The amount of tennis courts, keep them!!
- The farmers market on Cal Ave on Sunday go bigger!!
- The free summer concerts, but please more than back to Tuesday.
- The senior center.

Utilities

- City owned utilities.
- City owned utilities.
- City run utility services.
- City services - utilities, etc.
- Clean water, utilities.
- Composting & recycling.
- Electric & gas utilities are well run.
- Energy costs low, alternative energy incentives.
- Garbage collection.
- Garbage collection & street sweeping.
- Garbage collection service.
- Garbage, recycle & police response.
- Good utility systems.

- Good utilities.
- Good water.
- Green energy options.
- Happy with city of Palo Alto utilities
- I love not paying & waiting for PG&E, keep the utilities! Recycling & hazardous waste for households.
- Keep utility rates low.
- Maintaining Palo Alto owned utilities.
- Owing its own utilities.
- Private utilities.
- Promoting zero waste policy.
- Provide utilities.
- Public utilities.
- Quality & reliability as utility service.
- Recycle drop off.
- Recycle program.
- Recycling.
- Recycling/ compost pick up.
- Reliability of utility service.
- Renewable energy.
- Sanitation station in Summerville.
- The utilities.
- Unique environmentally sustainable utilities program.
- Utilities.
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- Utilities.
- Utilities.
- Utilities.
- Utilities.
- Utilities.
- Utility function.
- Utilities service.
- Utility services.
- Waste disposal.
- Waste water/having waste collection & treatment.
- Waste/ recycling/ compost system.

Schools and education

- Adult education.
- Compensate teachers well so our kids will benefit from good teachers.

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- Education!
- Education.
- Education.
- Education.
- Educational facilities.
- Education opportunities; create sense of community among residents.
- Elementary education.
- Emphasis on strong public schools.
- Excellent education system.
- Excellent public schools.
- Excellent public schools.
- Excellent school.
- Excellent schools.
- Good education.
- Good schools.
- Good schools.
- Good schools.
- Great public school education.
- Great schools.
- High quality of education.
- I want Palo Alto to maintain high standard of Education in local schools.
- Love the schools!
- Maintaining the quality of the K-12 public education in our city.
- Overall opportunities for learning.
- Public education.
- Public school quality.
- Public schools.
- Public schools.
- Public schools.
- Quality of education.
- Quality of the schools.
- School district excellence.
- School quality.
- School system.
- Schools!!
- Schools.
- Schools.
- Schools.
- Schools.
- Schools.
- Schools.
- Schools.
- School district.
- Schools (But) need help with housing for teachers.
- Schools.
- Schools.
- Schools.
- Schools.
- Support schools.
- Support schools.
- The public school system.

Don't know/nothing, negative comment, additional improvements

- Can't think of anything. Big disappointment.
- Collecting its taxes! Garbage controls.
- Destroy the traffic "calming" concrete - this makes drivers furious.
- Don't know.
- Don't know.
- Don't really know.
- In North Palo Alto, there is a need for small supermarket easy to reach by free shuttle.
- Just moved here.
- Maintaining an image of Palo Alto that is much better than it is in actuality.
- N/A
- N/A
- Nada.
- No comments.
- None.
- Not much.
- Nothing.
- Nothing.
- Nothing comes to mind.
- Nothing: City run by government rip off artist.
- Over the past few years I have been very disappointed in their decisions, so I can't think of a good thing!
- Right now I am very disappointed in PA leadership in parking, affordable housing, plans for crossing on tracks.
- Synchronization of traffic lights.
- The streets need alot of work everywhere potholes.
- The trees are not trimmed well and in our area they are all diseased. What they do well - are coffee breaks - with little trimming to show at the end of day.
- They do well in deceiving Palo Alto residents; they should cease and desist.
- They need know bad signs, the roads and sidewalks [illegible].
- Wasting money on outrageous employee salaries & benefits.
- Would be good to have agreeable consensus.

Balancing residential and commercial growth

- Balancing development and pricing.
- Building permit to restrict the expansion & residential and commercial building.
- Controlling building density: not building up, maintaining open space.
- Development retail.
- Green building.
- Height restriction on buildings & limits on high-density buildings.
- Keep low density residential district.
- Keep low density.
- Keep reasonable population density, reasonable parking ratio, trees, plants safe.
- Keep the city quiet and not crowded.
- Limit new housing development to keep our property value growing.
- Lowering housing price.
- Maintain the business to residential ratio.
- Maintain the overall structure of the city.
- Manage intense business development (need to protect residences).
- Moderation of growths to manageable level.
- Mountain view offers easier shopping, eating options.
- Not going along with a lot of high density housing.

- Opportunity for innovation and growth.
- Restricting office expansion, but should restrict even further.
- Single family homes.
- Soft height limit.
- Technology centric industry focus to maintain competitive city.
- The restrictions on tall buildings.
- Trying to balance growth, housing, traffic.

Cleanliness of community

- City maintenance.
- Clean city.
- Clean streets.
- Cleanliness.
- Cleanliness.
- Cleanliness, safety, open safe.
- Downtown street team helping homeless & keeping streets clean.
- General services of maintenance & help when needed.
- Keeping the city clean.
- Keep the city clean and maintain the parks.
- Keeping the city clean, inviting & presentable.
- Keeping the city clean, safe, green, and accepting community.
- Overall city maintenance.
- Overall cleanliness, maintenance of city.
- Street cleaning.
- Street cleanliness.
- The city is generally well-maintained; appearance, roads, utilities, etc.
- The cleanliness of the city.

Ability to give input and communication with government

- Accessibility to city offices.
- Allows citizens to express views (both relevant issues & frequent complainers).
- Citizen involvement.
- Citizen involvement.
- Citizen participation.
- Communication.
- Communication & transparency.
- Communication to residents.
- Communication with the public.
- Communications.
- Connecting with citizens.
- Good communication regarding events/ happenings/ news in the city.
- Good communication, use of next door app.
- Great job informing citizens of using issues and town halls via mail.
- Next door neighbor in line.
- Phone notification.

Ease of bicycle travel

- Actually, lots of things, but the effort to make traveling through and across town without a car is good. Bikes, walking, shuttle etc. Shuttle needs to have stops closer to homes.
- Bicycle paths and lanes.
- Bicycle streets.

- Bike Blvd.
- Bike lanes.
- Bike lanes.
- Bike paths improving it.
- Bike routes & safety.
- Bikes!
- Ease of bicycling around town.
- I love the progress we are making on bike boulevards.
- More safe biking roads.
- My family loves the bike infrastructure here. Palo Alto has made cyclists out of us! Thank you!!
- Well maintained bike trails.

General City services

- All community services, strong govt. and staff.
- Free parking in downtown. Don't charge for parking.
- Having good websites like "open gov."
- Maintain the fiscal health of Palo Alto.
- Parking convenience for local workers.
- Parking in downtown area.
- Provide essential services.
- Public services. Including input from community.
- Public services (police, fire, utilities, waste collection, waste treatment).
- Public services, such as library & recreation.
- Services provided by the city staff- everyone is always very helpful!
- Services: utilities, emergency services, library.
- Stanford cooperation.

Street maintenance

- Care of Infrastructure - Thanks.
- Excellent job of road maintenance.
- Good street repair & masses of trees living them.
- Handicap curbs.
- Maintenance of road.
- Quality of streets/ roads/ sidewalks.
- Roads.
- Roads.
- Street maintenance.
- Street maintenance.
- Street maintenance (trees/ roads).
- Street sweep, street lights.
- The streets are in perfect condition and clean.

Government/leadership

- Constant upgrading.
- Fighting ABAG.
- Great customer service.
- High moral character except for ████████████████████████ who is one of the most corrupt/ dishonest people we've had in the last 30 years in Palo Alto.
- I think the city honestly tries to put the citizens first.
- Maintaining the preferred status.
- Open city council meetings.

The National Citizen Survey™

- Reliable governance.
- Remain next to Stanford/ I have the impression that the level of civic involvement is good.
- Strategic planning.
- Town council & elected officials.
- Work with Stanford University as a world-class institution.

Everything/great place to live

- A pleasant place to live.
- As it is.
- Is fine.
- Just about everything else - so far.
- Keep doing what the city does normally.
- Nice City.
- Ok - maybe be just keep it up?
- Small town feel of this city.
- So far everything is OK and keep the low income housing.
- So far so good!
- Yes.
- Yes.

Public transportation

- Bus transportation system. User friendly. Presently very inadequate.
- Buses are good.
- Easy to access public transportation.
- Encourages good practice in transportation.
- Free cross town shuttle.
- Public transportation.
- Trains and public transportation.
- Transport.

Other

- Employment of city area people in city jobs.
- Job opportunity great.
- Kids friendly.
- Medical facilities.
- Not focus on Chinese-American or India-American.
- The weather is fantastic.
- The weather.

The City of Palo Alto, California

A Report to Our Citizens

FY 2018

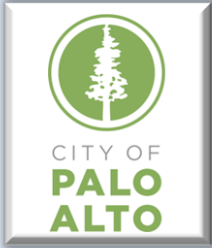


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- Page 1** City Organization and Information
- Page 2** Progress in Fiscal Year 2018
- Page 3** Fiscal Year 2018 Revenues and Expenditures
- Page 4** What's Next? City's Economic Outlook and Moving Forward

The City of Palo Alto's Values

Quality

Superior delivery of services

Courtesy

Providing service with respect and concern

Efficiency

Productive, effective use of resources

Integrity

Straightforward, honest, and fair relations

Innovation

Excellence in creative thought and implementation

City Organization and Information

Incorporated in 1894, the City of Palo Alto covers 26 square miles and is located in the heart of Silicon Valley. Palo Alto has about 67,000 residents and the daytime population is estimated at about 130,000. Stanford University, adjacent to Palo Alto and one of the top-rated institutions of higher education in the nation, has produced much of the talent that founded successful high-tech companies in Palo Alto and Silicon Valley. The total daytime population for Palo Alto and Stanford is about 159,000.

The City of Palo Alto provides a full range of municipal services, in addition to owning and operating its own utility system, including electricity, gas, water, wastewater treatment, refuse, storm drain, and fiber optics. The City also offers expanded service delivery, including fire protection service for Palo Alto and Stanford. The Regional Water Quality Control Plant serves the cities of Palo Alto, Mountain View, Los Altos, Los Altos Hills, Stanford, and East Palo Alto. Animal Services provides animal control services to the cities of Palo Alto, Los Altos, and Los Altos Hills, and residents from neighboring cities often use the animal spay and neuter services.

City residents elect nine members to the City Council to serve staggered four-year terms. Each January, Council members elect a Mayor and Vice-Mayor. The City of Palo Alto operates under a Council-manager form of government.

Demographics Information	FY 2016	FY 2017	FY 2018
Population*	66,478	66,649	67,178
Average travel time to work*	23.1 minutes	23.6 minutes	24.7 minutes
Median household income*	\$135,519	\$137,043	\$153,802
Median home sales price	\$2,275,635	\$2,538,300	\$2,529,691
Number of authorized City staff	1,168	1,179	1,179

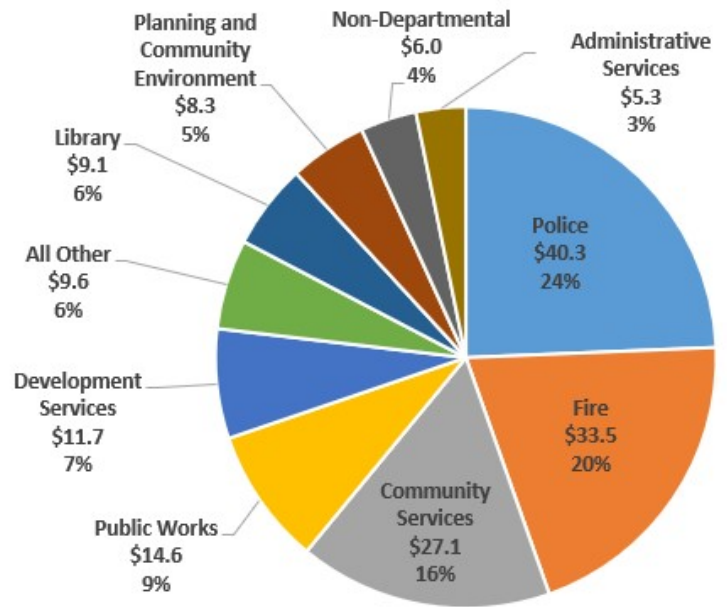
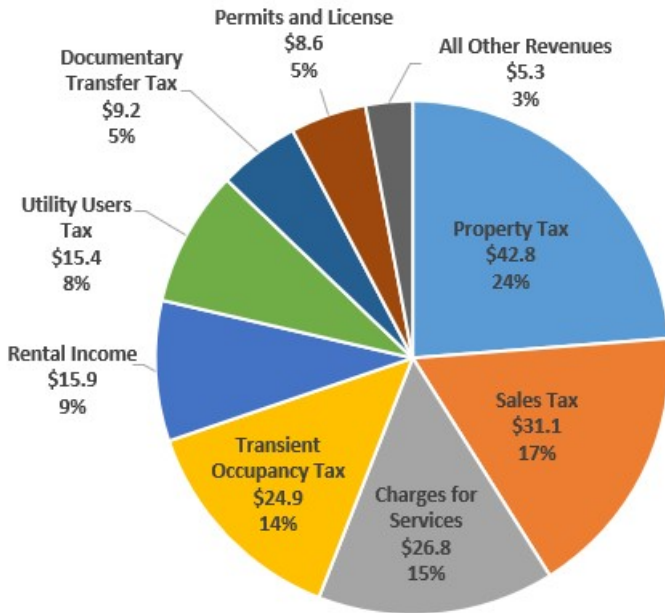
* Figures reflect American Community Survey data ** Zillow.com

Finance & Performance

General Fund in Fiscal Year 2018

Sources of General Fund Revenues (\$180.0 Millions)

Sources of General Fund Expenditures (\$165.5 Millions)



Source: FY 2018 Comprehensive Annual Financial Report (CAFR)

Key Performance Measures - National Citizen Survey™ Results

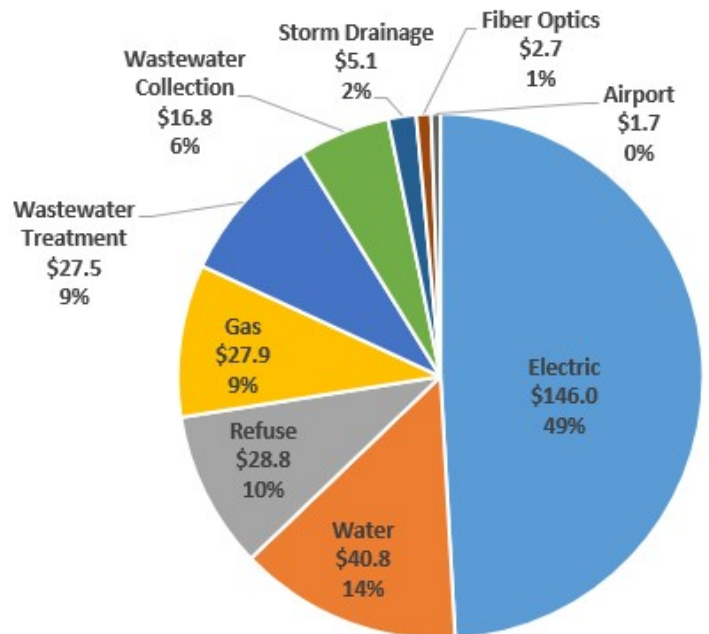
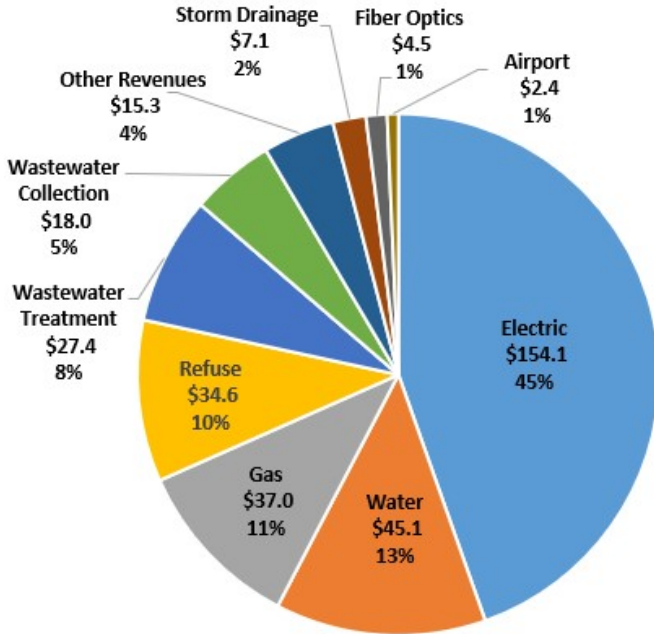
	FY 2016	FY 2017	FY 2018	Ranking Compared to Other Surveyed Jurisdictions	Percent Change From Prior Year
GENERAL COMMUNITY CHARACTERISTICS					
Overall quality of life in Palo Alto	85%	89%	84%	Lower	-5%
Palo Alto as a place to live	91%	91%	89%	Similar	-2%
Neighborhood as a place to live	91%	91%	90%	Similar	-1%
Palo Alto as a place to visit	72%	71%	68%	Similar	-3%
Overall image or reputation of Palo Alto	86%	86%	83%	Similar	-3%
Cost of living in Palo Alto	7%	8%	8%	Similar	0%

Finance & Performance

Enterprise Funds in Fiscal Year 2018

Sources of Enterprise Funds Revenues (\$345.5 Millions)

Sources of Enterprise Funds Expenses (\$297.3 Millions)



Source: FY 2018 Comprehensive Annual Financial Report (CAFR)

Key Performance Measures - National Citizen Survey™ Results

	FY 2017	FY 2018	Ranking Compared to Other Surveyed Jurisdictions	Percent Change From Prior Year
GENERAL UTILITIES SERVICES				
Reliability of utility services	96%	94%	Similar	-2%
Affordability of utility services	64%	59%	Similar	-5%
Value received from the City owning and operating its own municipal utility services	81%	79%	Similar	-2%
Value of Palo Alto Utilities' customer communications	76%	70%	Similar	-6%
Working hard to keep utilities prices competitive	63%	59%	Similar	-4%
Providing opportunities for energy and water efficiency at home or business	83%	75%	Lower	-8%
Value of all the services Palo Alto Utilities provides for the price you pay	68%	62%	Lower	-6%

What's Next?

City's Budget and Accomplishments in Fiscal Year 2018

From the City Manager

The City of Palo Alto distinguishes itself in many ways – after all, it is the center of innovation in Silicon Valley and home to ideas and inventions that have literally changed the world. But the City of Palo Alto is also an outstanding organization serving an extraordinary community. The level of commitment and sense of service among our employees and the engaged and sophisticated citizenry combine to truly make Palo Alto a special place. This report, called the Citizen Centric Report, is one avenue of accountability to our residents that reflects our collective progress.

City Council 2018 Priorities

Each year, the City Council holds an annual retreat and adopts its priorities for the year with input from the community. These concentrated areas of focus are meant to receive significant attention throughout the year. In 2018, the Council adopted priorities including:

- Housing
- Budget and Finance
- Transportation
- Rail Grade Separation

City of Palo Alto Budget

In June 2018, the City Council adopted the budget for Fiscal Year 2019 (July 1, 2018 through June 30, 2019) in the amount of \$711.2 million, which includes ongoing funding for the City's public safety, library, parks and recreation, utility, and internal support department functions, as well as improvements to our roads, facilities, and utility infrastructure. The budget maintained the high quality of services and facilities the community values, and addressed the priorities identified by the City Council.

The budget reflected a strong local economy that has led to stable revenues which support the wide array of programs and initiatives this organization provides to the residents of Palo Alto. In addition, it maintained competitive wages for City employees through approved labor agreements, as part of an overall strategy to attract and retain a well-qualified workforce.

The appeal of Silicon Valley as a place to live and work also brings challenges as the region continues to be a center of economic vitality. We experience them in the form of increased traffic, expensive housing, more demand for services and differing perspectives about the pace of life. As part of its budget and priority setting agenda, the City Council has made key decisions on a number of projects that will have lasting impacts on Palo Alto's future in transportation, infrastructure and services including rail grade separation and adoption of the City's Infrastructure Plan. In addition, as part of the look toward the future, the City Council has directed staff to reduce General Fund expenses as part of an ongoing effort to address pension obligations. This work will continue as we begin to plan for the 2020 budget this spring and balance revenues, expenses and the delivery of high quality services to our community.



About Citizen Centric Reporting

The Association of Government Accountants (AGA) developed guidance on producing Citizen Centric Reporting as a way to demonstrate accountability to residents and answer the question, "Are we better off today than we were last year?" Additional details can be found at the AGA website: www.agacgfm.org (under Resources)

The Office of the City Auditor is responsible for independently evaluating the City's programs, services, and departments. For 14 years our office has issued the City's annual Performance Report (formerly Service Efforts and Accomplishments) to supplement the City's financial reports and statements. If you are interested in viewing the City's complete annual performance report, please visit: <http://www.cityofpaloalto.org/gov/depts/aud/reports/accomplishments.asp>