Stanford University

Municipal Services Review

DRAFT April 15, 2022

Management Partners

April 15, 2022

Ms. Sylvia Gallegos
Deputy County Executive
County of Santa Clara
Office of the County Executive, Eleventh Floor – East Wing
70 West Hedding Street
San Jose, CA 95110

Dear Ms. Gallegos:

Management Partners is pleased to transmit this draft report containing the results of the Municipal Services Review we conducted for the County of Santa Clara. Stanford University's requirement to provide municipal services is identified in the 1985 Land Use Policy Agreement, the 2000 General Use Permit and Stanford Community Plan. The focus of the review was to evaluate 26 different municipal services provided by Stanford, which included a comparison of services provided in a nearby community. While we did not initially think this work would include recommendations, the report contains 13 recommendations for improvement based on our analysis and best practices.

Stanford does not approach municipal service delivery in a way that is analogous to the public sector. There is no transparency or opportunity for public discussion about its municipal service delivery. The organizational opaqueness we encountered and Stanford's desire to keep cost and revenue information private made it difficult to complete this work. This does not mean the University delivers inadequate services, only that it operates like what it is, basically a private, non-profit university administered as a corporate trust.

Many of our recommendations are related to the need for additional service measurement and disclosure of program costs because the County has a legitimate interest in the level of delivery of municipal services in its unincorporated area. Residents of the Stanford community also deserve this information and access as they would in any local government setting based on the effect municipal services have on their quality of life.

Most of our recommendations are related to the need for additional program metrics, appropriations, and staffing levels. In many areas we are also recommending that a customer survey be developed and deployed to assure the County that the services offered by Stanford are adequate and well received.

This study was conducted under the leadership of Jacqueline R. Onciano, Director, Department of Planning and Development and Leza Mikhail, Planning Division Manager from County staff. We have appreciated the opportunity to work with you, your staff and consultants from M-Group to complete this review.

Sincerely,

Jerry Newfarmer
President and CEO

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Executive Summary

Stanford University's founding in 1885 predated the development of much of the surrounding area, including the City of Palo Alto. Since its founding in advance of surrounding municipal areas, Stanford has long been informally known as 'The Farm.'

Due to its relative isolation, Stanford always provided the services needed by its resident faculty, students, and workers. In other words, it evolved into a municipal as well as academic service provider.

As the surrounding areas developed over time, Stanford retained this level of service delivery control. Because it was precluded from selling its land, it utilized an innovative approach to leasing property for commercial development. This led to the creation of a business park and commercial shopping center among other ventures.

Stanford's standing as a municipal service provider was first officially noted in a 1985 Land Use Policy Agreement ("1985 Agreement") between the University, the County of Santa Clara, and the City of Palo Alto, which stated Stanford's intention to continue providing all municipal services to its academic facilities in the unincorporated area of Santa Clara County. This agreement is an important foundation for the current arrangement where Stanford's academic and open space lands are allowed to remain unincorporated unlike any other urbanized area of the County.

In early 2020, the County Board of Supervisors requested a study to assess the municipal service delivery to unincorporated areas, specifically in the Stanford community. Under the 1985 Agreement, municipal service delivery has been the responsibility of the University, and the County has an interest in ensuring the services provided are satisfactory. This study has been completed at the direction of the County Board of Supervisors.

Key Findings

1. This report examines the data available for each of the 26 municipal services individually and concludes that the services provided are generally equivalent to those provided in other municipalities.
2. However, because the service delivery approach provided by Stanford is relatively unusual, we offer recommendations aimed at improving the ability of Stanford community residents as well

as County of Santa Clara officials to understand, measure and evaluate service delivery.

3. The recommendations apply in most municipal service areas and relate to fiscal transparency and public accountability, although some sections have additional recommendations specific to challenges in those areas.

4. The recommendations also include a framework to document such services, which would be in keeping with public agency best practices. Recommended metrics are similar to those produced in the cities of San Jose, Palo Alto, and in the County of Santa Clara. These are shown in their budget documents and available on-line to the public. A summary of the recommendations is included in Attachment A. A matrix of municipal services along with the service providers and desired service metrics has been included as the final Attachment.

5. We have recommended that the County, Stanford, and the City of Palo Alto (as well as other affected jurisdictions) work collaboratively to identify and equalize payments in lieu of property taxes ("PILOT") for any municipal services or public school services provided to the Stanford community.

Stanford is unlike most municipal service providers. It is not a local government; it is a private university. The University does not levy taxes, but instead uses its own funds collected through tuition, donations, investment growth, and other sources including fees for services in some cases, for municipal service delivery. Therefore, it engages in very little of the transparency associated with municipal service delivery in local government. There is no public process to establish a budget or to address service level or quality issues. The University does not release program cost data, so it is difficult to determine the efficiency or comparability of municipal service delivery.

Unfortunately, it has proven to be very difficult to assemble municipal service delivery information that is useful and comparable with standard measures used within the industry. This is because Stanford's budget is not a public document, nor does it hold public meetings to discuss municipal service issues. It is not organized like a local government, nor does it make public functional organization charts. Therefore, municipal service delivery is carried out in a rather opaque manner.

None of this is to say that Stanford does not deliver adequate municipal services. In many respects, residents and visitors enjoy good services. The infrastructure appears to be well maintained. There are many on-campus sports facilities and open spaces. Recreation and other programming,

while offered primarily to students and Stanford affiliates, are robust. Water, sewer, electric, and internet services are reliable.

It appears that the biggest issue with Stanford as a municipal service provider is its lack of transparency regarding the provision of these services. Residents are unable to see how services are paid for or know who is responsible for delivery. This has some important ramifications. As issues arise (particularly emerging municipal issues) it can be unclear to residents as to whom they can turn with questions and concerns. The County of Santa Clara has jurisdictional oversight, and when issues or service problems arise, it is important that County staff be contacted. Enhanced municipal service reporting would be strongly encouraged to close this information gap.

Introduction

Stanford University is located mainly in unincorporated Santa Clara County, and the University community that has developed on these lands is unlike any other area within the county. Specifically, the University is a trust with corporate powers under the laws of the State of California. The University is a tax-exempt entity under section 501(c)(3) of the Internal Revenue Code.

Under the provisions of the Founding Grant, the Board of Trustees (with a maximum membership of 38) is custodian of the endowment and all the properties of Stanford University. The Board administers the invested funds, sets the annual budget, and determines policies for operation and control of the University. Among the powers given to the trustees by the Founding Grant is the power to appoint a president. The board delegates broad authority to the president to operate the university and to the faculty on certain academic matters. The formal legal name is "The Board of Trustees of the Leland Stanford Junior University."

Since the 1980s, the County, University and the City of Palo Alto have recognized they have a need to plan and discuss municipal service delivery to the University community collectively, since decisions by any of these individual entities could impact the others. The entities developed a set of written protocols and have maintained them to guide their cooperation in this regard for over 35 years.

Currently, municipal and other public services on University land in the unincorporated county area are provided by a range of public and private entities. These entities include the following:

- Calpine Energy Solutions,
- City of Palo Alto,
- Pacific Gas and Electric (PG&E),
- Palo Alto Regional Water Quality Control Plant,
- Palo Alto Unified School District,
- Peninsula Sanitary Services,
- San Francisco Public Utilities Commission (SFPUC),
- County of Santa Clara,
- Santa Clara Valley Transportation Authority (VTA), and
- Stanford University.

As a part of the Stanford Community Plan (SCP) Update, the County of Santa Clara is evaluating the municipal services provided by the University to the unincorporated community, as required by the existing

SCP. These services are provided directly or through a contract with other public or private entities

Management Partners was retained by the County to provide program descriptions for the array of municipal services provided by the University, together with information about how the services are delivered, and any existing gaps in service provision or delivery that may exist.

Project Approach

Services Included in this Analysis

Management Partners was asked to review a comprehensive list of municipal services. While there is no single definition, municipal services are generally services provided to properties and residences upon which city and county residents rely and pay taxes to support. They vary by statute and tradition. Services typically provided by cities with populations that are similar in size to Stanford are discussed further in the Background section of this report. The service areas in the scope of work for this project include:

1. Animal control
2. Behavior health (including substance abuse treatment)
3. Childcare
4. Disability services
5. Emergency medical
6. Emergency preparedness
7. Fire prevention
8. Fire protection
9. Food Insecurity (added later in study process)
10. Healthcare
11. Law enforcement
12. Library (including children's library services)
13. Parking enforcement
14. Parks and recreation
15. Planning and building
16. Public schools
17. Public transit
18. Senior services (including nutrition and food assistance)
19. Solid Waste
20. Stormwater
21. Street Lighting and Traffic Signals
22. Streets
23. Utilities – Gas, Energy and Electrical
24. Utilities – Internet and Telephone
25. Wastewater
26. Water Supply and Conservation

Demographic Research

Management Partners started this project with a review of demographic data for the Stanford area. Specifically, we reviewed data provided by the American Community Survey to look at trends in Stanford's population between 2010 to 2018 in age, ethnicity and race, household type and transportation methods used, and school enrollment data for the area. As 2019 data became available, we updated our research to reflect the newer estimates. These data will be discussed in more detail in the background section of this report.

Document Review

As part of this review, we examined various documents, including the following:

- 1985 Land Use Policy Agreement
- 2000 Stanford University Community Plan
- 2000 General Use Permit
- Environmental Impact Review documents, feedback from other public agencies and public input associated with 2018 GUP Application (filed in 2016 and withdrawn in 2019)
- Stanford University General Use Permit: Enrollment Impact on Palo Alto Unified School District dated October 15, 2019
- Letter from Stanford dated June 11, 2019: response to proposed Conditions of Approval
- Letter from Stanford dated October 7, 2019, regarding regulatory processes and conditions at other colleges and universities
- Stanford University website
- University of Southern California website
- Palo Alto Unified School District website
- Stanford, Palo Alto, Menlo Park, Portola Valley, and Woodside Municipal Service Reviews
- Stanford and Santa Clara County population data
- City of Palo Alto 2020-21 and 2021-22 budgets and website
- County and Stanford MOU for Police Services 2007
- Agreement for Supplemental Law Enforcement Services 2020
- Letter from Stanford Campus Residential Leaseholders regarding emergency planning 2020
- Transit Agreement with Alameda-Contra Costa County Transit District
- Service metrics reported in Annual Budgets for Palo Alto and San Jose
- Palo Alto and Stanford Communication agreements and amendments

- Palo Alto and Stanford Fire Protection agreements
- Palo Alto and Stanford Sewer Main Extension and Sewage Treatment agreements and amendments.

Questionnaires

Due to the timing of our review and the number of staff involved in managing the subject areas, Management Partners developed a questionnaire and common metrics utilized in the definition and measurement of services provided. These were sent to the Stanford representative who distributed and gathered responses from the various managers who were asked to provide responses in the following 13 subject areas:

1. Fire prevention services
2. Law enforcement services including dispatch, traffic and parking enforcement
3. Emergency preparedness
4. Library services for the public, adults, and children
5. Water services (infrastructure and delivery)
6. Information technology and communications
7. Behavioral health services including substance abuse
8. Senior citizen services
9. Street services (construction and maintenance)
10. Park services and programs provided to the public and the Stanford community
11. Public transit services
12. Energy, gas and electrical services
13. Childcare services

We received narrative information from the University on all thirteen subjects, although metric data was provided only for law enforcement, solid waste, street services, park and recreation services, transit and water services.

Interviews

To inform our study, Management Partners conducted interviews with 16 related service providers. This allowed us to compare services provided in adjacent jurisdictions and to directly receive input from other professionals involved in providing similar services.

We interviewed County staff members and staff from the City of Palo Alto listed with the subject areas discussed below. Palo Alto Unified School District staff declined our request for an interview. We also had a

meeting with a group of Stanford graduate students who expressed concerns regarding food insecurity among the student population.

City of Palo Alto
1. Fire chief (fire suppression, prevention, emergency medical services)
2. Emergency services director (emergency preparedness)
3. Utilities director (street lighting)
4. Utilities supervisor (street lighting)
5. Public works director (wastewater)
6. Wastewater plant manager (wastewater)
7. Interim library director (children's library)
8. Community services director (park facilities and recreation services)
9. Administrative services director (contracts and taxes)

County of Santa Clara
10. Deputy county executive (project oversight)
11. Planning services manager (planning)
12. Principal planner (planning)
13. Building official (building)
14. Principal development services engineer (building)
15. Director of planning and development (development)
16. Captain, Sheriff's Department (public safety services)

Surrounding Community Data

After reviewing the municipal service reviews performed by the Local Agency Formation Commission of Santa Clara County, the City of Palo Alto was selected for comparing municipal services with Stanford's. This is due to the full scope of municipal services provided in Palo Alto and the proximity of Stanford to the city.

In addition, we reviewed metrics and performance measures reported by the County of Santa Clara, the City of Palo Alto and the City of San José (in their municipal budgets) to ascertain common metrics utilized by high-functioning organizations to gauge the success of their services.

Peer Data

Private University Used for Comparison
To provide a comparison with services provided by another private university, Management Partners researched publicly available data to determine the services provided by the University of Southern California (USC) in Los Angeles, how they are provided, and by whom. USC was

selected because, like Stanford, it is a very large private university located on the west coast. Both universities are also two of only three private universities in California of the same Carnegie Classification System category of "Doctoral Universities/Very High Research Activity" universities, also known as "R1" institutions. Our focus was on comparing USC services for law enforcement, fire protection, parks, childcare, and community services.

Background

Description of Stanford Community

Stanford University (Stanford) is a highly rated private university located in the northwest corner of Santa Clara County, adjacent to San Mateo County. The University owns over 4,000 acres of land within the unincorporated jurisdictional boundaries of Santa Clara County, the area addressed under the 2000 Stanford University Community Plan (Stanford Community Plan). Stanford also owns land in other jurisdictions, including Palo Alto, Menlo Park, unincorporated San Mateo County, Woodside, and Portola Valley for a total estimated 8,180 acres. The University recently announced its intention to secure additional property in the City of Belmont (the Notre Dame de Namur University campus). Figure 1 shows a campus area map of the University which is the focus of this report.

Figure 1. Stanford University Map
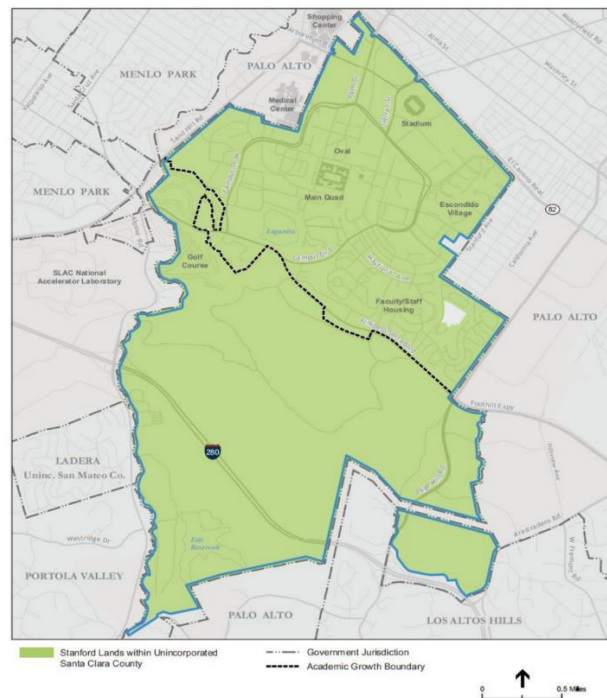
Most of Stanford's academic buildings, student housing and some faculty/staff housing are located within unincorporated Santa Clara County. Those unincorporated areas are subject to the land use jurisdiction and regulatory authority of the County. The 1995 Santa Clara

County General Plan (County General Plan) serves as the principal means of setting overall policy direction for physical development and use of lands within the unincorporated area. The Stanford Community Plan refines the policies of the County General Plan as they apply to Stanford lands within the county.

In 2018 Stanford provided housing for the majority of undergraduate students, graduate students, and some faculty/staff. This included approximately 11,300 student beds and 937 single-family or condo homes for faculty and staff. Stanford has also developed or purchased housing on Stanford land in Palo Alto (approximately 958 units) and is developing additional housing in Menlo Park (215 units). Stanford has also purchased recently completed apartment buildings in Los Altos (167 units) and Redwood City (175 units).

Demography of Stanford Community

Stanford reports a community population for the last three years as follows:

- Fiscal Year 2018-19 – population of 32,578
- Fiscal Year 2019-20 – population of 32,075
- Fiscal Year 2020-21 – population of 29,931

These figures include students, faculty, and staff. Some do not live in the community, although they depend on the municipal services (e.g. law enforcement, fire protection, street maintenance, transit services) delivered to the area while on campus. Also, in 2020 and 2021, not all faculty, staff or students were on campus due to the pandemic.

Stanford's residential population is defined in the Stanford Census Designated Place (CDP) of the American Community Survey Five-year Estimates and made available through the United State Census. Management Partners initially looked at data provided in the 2010 and 2018 surveys. We observed the following trends experienced in the Stanford area during that time and cannot in most cases pinpoint the specific cause. Data for 2019 are provided for some of the categories below and was the most recent data available at the time we prepared this report.

1. Stanford's residential population increased 10% from 2010 to 2018 (from 14,256 to 15,668). This was slightly lower than Santa Clara County as a whole, which increased 11%. In 2019, Stanford's population increased to 16,326.

2. Compared with Santa Clara County as a whole, Stanford's growth between 2010 and 2018 was higher (35% compared to 3%) for those

under 18 and significantly higher (221% compared to 38%) for those over 85 years of age. Stanford's growth was lower for those over 65 years of age (-6% compared to 32%) and roughly the same for those between 18 and 64 years of age (9% compared to 10%).

3. Persons with disabilities increased by 46% during the same time period, from 423 to 617 persons.

4. Compared with Santa Clara County, Stanford's 2018 population was higher for Whites (47% compared to 37%), Blacks (3% compared to 2%) and those who identified with two or more races (7% compared to 3%). Conversely, Stanford had a lower percentage of Hispanic (15% compared to 26%) and Asian (28% compared to 31%) populations than the County. In 2019, Stanford's ethnicity/race breakdown is shown below in Table 1.

Table 1. Stanford Ethnicity/Race Breakdown 2019 (rounded)

Data Point	2019
White	56%
Black	4%
American Indian	Less than 1%
Asian	28%
Native Hawaiian	Less than 1%
Other	3%
Two or more Races	8%

5. From 2010 to 2018, Stanford experienced an increase of 35% in worker population and a 178% growth in those that use public transportation. Those commuting more than 60 minutes increased by 212% overall and 342% for those using public transportation.

6. Additional demographic data for 2019 is shown in Table 2. Given that almost one in seven workers used public transportation and that the area worker population increased (prior to the pandemic) access to public transportation and commute times will be significant issues in the area once the effects of the pandemic have subsided.

Table 2. Stanford Census Data 2019

Data Point	2019
Total population	16,326
Male population	8,572

Data Point	2019
Female population	7,754
Median age	22.5
Total households	3,550
Average household size	2.12
Median income	$58,906
Mean income	$139,306
Number of workers over 16 in the Stanford area	21,449
Workers using public transportation	3,106

7. The poverty status in 2019 reflects a community with a large disparity in income. Table 3 below shows the percent of households and the population at Stanford with a determined poverty status[1].

Table 3. Stanford Households with Determined Poverty Status 2019

Data Point	2019
Percent of households making below $25,000 in the previous 12 months	20%
Population with determined poverty status within the previous 12 months	7,517
Under 18	905
18-64	5,926
65 and older	686

8. Total school enrollment (public and private, pre-school through graduate school) increased 8% between 2010 and 2018, from 11,577 to 12,523 students. The largest increase (76%) was in graduate studies.

These comparisons are shown in Attachment B.

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[1] The Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. If a family's total income is less than the family's threshold, then that family and every individual in it is considered in poverty. The official poverty thresholds do not vary geographically, but they are updated for inflation using Consumer Price Index (CPI-U).

Description of the Current Environment

In 1985 the Land Use Policy Agreement between the County of Santa Clara, the City of Palo Alto, and Stanford University was signed. It defines land use, annexation, planning and development of Stanford lands. The Agreement relating to municipal services indicated that:

> *Stanford intends to continue to provide all municipal services to its academic facilities in the unincorporated area of Santa Clara County. Provision of services may include construction and operation of on-site facilities, purchase from public or private entities, or membership in regional facilities.*

The Stanford Community Plan which followed in 2000 reflected the following:

> *The 1985 Land Use Policy Agreement stipulates that Stanford will provide all municipal services to unincorporated portions of Stanford lands, including contractual arrangements as needed. The Community Plan and the General Use Permit create a need to ensure that service used by Stanford residents and Stanford's provision or contracting of services are consistent with one another.[2]*

The Stanford Community Plan provided a set of policies to guide the university's land use planning. The accompanying General Use Permit (GUP) implemented those policies and included specific conditions to minimize community and environmental impacts of Stanford's development. The SCP was first adopted in 2000 and last updated in 2015, with minor changes in 2019.

In November 2016, Stanford University applied for a new General Use Permit (GUP) to further develop its land. While processing Stanford's application (known as the "2018 GUP application"), County staff prepared updates to the Stanford Community Plan, however the GUP application was withdrawn prior to the Board of Supervisor's action on the SCP updates.

The County is now completing the SCP updates to reflect newer information, data, and policies for implementation of the latest state and regional standards.

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[2] Stanford Community Plan adopted in 2000, page 17.

Services Typically Provided by Cities

As indicated above, in 2019 Stanford had a population of 16,326 and a daytime population of twice that or approximately 32,000 While Stanford is not incorporated, the population size and area is equivalent to a small city.

Based on our experience working with cities throughout California, we have found that services they provide vary, but similarly sized cities most often include the following functions:

- Police/law enforcement;
- Parking enforcement;
- Fire protection, fire prevention and emergency medical services;
- Emergency preparedness;
- Public works including engineering, construction, water, sewer, storm drain, street lighting, landscaping, solid waste management and collection, traffic, and streets (including curbs, gutter and sidewalks);
- Planning, building and code enforcement;
- Parks and recreation;
- Transit (some cities); and
- Administrative support (personnel, finance, information technology, building maintenance, vehicle maintenance, etc.).

Some of these services may be outsourced or contracted to the private sector (e.g., park maintenance, engineering design, and solid waste collection) but nonetheless, these services are most often the responsibility of cities and are offered to the public as part of their package of municipal services.

Services Typically Provided by Counties and/or Other Entities

In California, counties serve as an administrative arm of state government, mostly for the justice/court system and health and welfare programs and deliver municipal services in unincorporated areas. Counties typically provide the above services listed to the unincorporated areas of its county area. In addition, counties provide more regional services to cities and unincorporated areas of the county. A list of these county functions include:

- Animal care
- Social services
    - Food and financial assistance
    - Housing
    - Disabled access

- o Child support
- Public health
- Mental and behavior health
  - o Substance abuse
- Resources for youth, family and older adults
- Municipal services to unincorporated areas
  - o Sheriff
  - o Parks and recreation
  - o Planning and development
  - o Roads
  - o Fire protection
  - o Sanitation
  - o Transportation
  - o Administrative support services
- Regional services
  - o Assessor
  - o Registrar of voters
  - o Communications
  - o Tax and collections
  - o Clerk and recorder
  - o Justice system
  - o Airports
  - o Library
  - o Housing

Utility services (electrical, street lighting, gas, telephone, and high-speed internet) are mostly provided by utility companies or cable television companies who are granted access to the public right of way.

Transportation and transit services are most often provided by transportation authorities or regional transportation agencies. Public education is most commonly overseen by individual school districts that operate through the state.

Childcare services are commonly provided by the private sector, although many schools have implemented after-school programs that sometimes provide for childcare needs.

General Observations

Payments in Lieu of Property Tax

As we researched various municipal services, the issue of property taxes paid to the County was raised both by Stanford and by management in the City of Palo Alto. According to the records of the County of Santa Clara assessor, Stanford owns $19.7 billion in assessed property value, but due to the unique nature of its founding and status as a non-profit educational institution, holds a tax exemption on $13.3 billion or 67% of this property. Leaseholders, however, on both residential and commercial properties, (including the shopping center, research park and other owned and leased properties) pay property taxes.

The University is the largest landowner in the City of Palo Alto with multiple properties in the city. In addition to the lands in Menlo Park, Woodside and Portola Valley, the University also owns properties in Los Altos, Redwood City, Belmont and perhaps in other cities. Property taxes to cities are traditionally used to pay for municipal services provided by that city. Many of Stanford's properties (those used for educational purposes) are not taxed although they receive municipal services from Palo Alto and other local governments.

The County provides services to some Stanford properties located on the campus, that do not generate property taxes for the County, including animal control, spark and library services and the regional services discussed above. (Leaseholders in faculty and staff housing do pay property taxes to the County).

Some Stanford properties located in other jurisdictions are similarly provided with municipal services by the local jurisdiction without paying for them. (There are circumstances where Stanford provides municipal services, such as fire prevention, to properties that pay property taxes to the County, thus providing services that would normally be provided by the County.)

Palo Alto City officials report that the City provides municipal services that are not reimbursed by the University and that city resources are often burdened with large numbers of Stanford visitors during university events (football games, graduation events). Palo Alto staff indicates that daytime populations in their city reach in excess of 100,000. It is the City's perception that the University is receiving services without having to pay taxes or payments commensurate with those impacts.

To address these imbalances, Stanford should work with local government leaders from Palo Alto, County of Santa Clara and other jurisdictions to define the benefits that they receive and to work toward a financial arrangement that ensures that the University pays its fair share for the municipal services provided to it.

> **Recommendation 1.   Develop a reimbursement agreement between the University and Palo Alto, the County and other jurisdictions for fair share costs of municipal services provided to Stanford. Include unreimbursed services provided to properties located both on campus and those located in adjacent cities. Include reimbursement for additional expenses resulting from large University events.**

Metrics Maintained by Stanford

Throughout this document, it will become obvious that service metrics maintained by Stanford are not comparable to the service metrics maintained by Palo Alto or to other municipal organizations. This makes it difficult to assess or compare municipal service levels. Further, there is no clear functional organization chart that shows what department is responsible for providing a specific service or program.

For a more complete understanding and assessment of municipal services provided, the County should require more complete service level metrics from Stanford. If Stanford is providing municipal services, the University should be prepared to provide a functional organization chart, service level metrics, appropriation levels, and staffing data to both substantiate their services and to increase transparency.

The City of Palo Alto and other jurisdictions regularly survey their constituents, soliciting feedback on a wide variety of municipal services. This is a best practice used by many well-run cities. Surveys can be developed by staff or, like Palo Alto, the National Citizen's Survey can be used to gather public input. Regular (annual) customer feedback is recommended for gauging and documenting satisfaction levels and awareness of Stanford's municipal services.

> **Recommendation 2.   Require Stanford to provide a functional organization chart for all municipal services, along with the staff member responsible for providing service-related data. Require annual updates.**
>
> **Recommendation 3.   Require Stanford to provide complete service and performance metrics for all**

municipal services, including appropriations and staffing levels, for the last three years, along with annual updates.

Recommendation 4.   Require Stanford to develop and deploy an annual survey of customers to assess customer awareness and satisfaction levels with all municipal services.

The next section contains a review of the municipal services provided by Stanford.

Animal Control Services

How Services Are Provided

The County of Santa Clara currently provides animal control (licensing and sheltering) services to Stanford residents. The County's animal shelter is located in a new facility in San Martin, 45 miles from Stanford.

Stanford doesn't receive calls for stray animals or have interactions with local animal control shelters, nor does it track metrics on dog licensing or dog sheltering.

Comparison with Surrounding Jurisdictions

The City of Palo Alto provides animal services to the cities of Palo Alto, Los Altos, and Los Altos Hills. As of February 2019, Pets in Need, a non-profit organization, operates the Palo Alto Animal Shelter, which is located at 3281 East Bayshore Road. Pets in Need services include animal adoption, dog licensing, lost and found reports, a spay and neuter clinic, vaccine clinics, animal surrender; humane trap rentals, feral cat management, volunteering, and community outreach programs. The shelter is located three to four miles from Stanford University.

Palo Alto's Police Department provides animal control and enforcement services. Its goal is to ensure the protection and well-being of animals and people by providing responsive and proactive animal services. City personnel respond promptly to calls for service, with the objective of responding to live animal calls within 45 minutes. Live animal calls require a timely response because they are generally life-threatening or represent higher danger crimes in progress.

The city has met or almost met its target response time of 90% in the last three years as shown in Table 4 below.

Table 4. City of Palo Alto Animal Control Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Percent of live animal calls responded to within 45 minutes	89%	93%	90%
Total number of Palo Alto animal control calls	2,550	2,966	2,400
Total number of regional animal control calls (Los Alto and Los Altos Hills)	570	798	500
Percent of surveyed residents rating animal control services as good or excellent	n/a	80%	80%

Service Gaps

The County of Santa Clara provides animal control services to Stanford residents. There do not appear to be any service gaps in service, although the location of the County animal shelter is not conveniently located to Stanford residents.

Funding

The County of Santa Clara funds animal control services.

Recommendations

Recommendation 5.   The County should perform an assessment of Stanford residents' satisfaction with animal control services provided by the County.

Recommendation 6.   Require a joint County and Stanford evaluation of survey results and analysis to determine if Stanford should contract with the City of Palo Alto, which has a fully functioning animal care system, for more convenient service to Stanford residents.

Behavioral Health Services

How Services Are Provided

Employees and Faculty

Stanford provides healthcare benefits to employees, which include mental health services. Stanford follows legislative changes that equate mental health with medical benefits, expanding and updating coverage accordingly. Mental health benefits cover all benefit-eligible employees and their eligible dependents. University retirees and their eligible dependents are eligible for continued coverage through the retiree healthcare plans.

In March 2021, Stanford expanded its mental wellness resources, giving eligible employees access to Meru Health, in addition to the existing programs and professional counseling. Meru Health is an online mental wellness program that is available free to employees and their adult dependents who are enrolled in a University medical plan.

Mental health services for Stanford faculty and staff are managed through health insurance programs and the Faculty Staff Help Center, which provides professional counseling services on work-related and personal issues to individuals, couples, and families. Counseling is available in English, Spanish and French.

The Help Center also provides professional staffing to workshops and support groups. All Stanford employees, retirees and their spouses are eligible for counseling services through the Faculty Staff Help Center program, regardless of eligibility for medical benefits sponsored by Stanford, and regardless of residency at the University. After the first appointment, clients of the Help Center may be referred to a separate service provider as appropriate to address their personal needs and resources. In-house professional counselling is provided when appropriate.

Substance abuse coverage is part of mental health services and treatment and is managed through health insurance programs for Stanford employees. Referrals occur through the Faculty Staff Help Center or directly through the health plan. Both inpatient and outpatient treatments are covered by these programs at little or no additional cost beyond their health insurance coverage contributions.

At the Faculty Staff Help Center, two metrics are tracked:
- Wait time for a first appointment, and
- Percentage of Help Center clients who require more than 10 visits.

Stanford uses consultants to determine service levels each year, based on health plan use in the previous year. If a service is identified as heavily utilized, there are changes to the plan so employees' needs are met; solutions are adapted to the anticipated demand. As an example, four years ago within-network coverage for outpatient mental health services was not broad enough to meet the demand. Stanford worked with the health provider to alter its coverage to include the use of non-network providers and improve coverage.

Students

Behavioral health services provided to students include assessment and triage, short-term psychotherapy, psychiatric management and case management, and group therapy. Immediate consultation is available through Counseling & Psychological Services (CAPS). Students can connect in real time with CAPS staff for services between 8:30 a.m. and 5:00 p.m., Monday through Friday.

During the pandemic, most services have been delivered by telehealth, but a core team of three to four staff members are on-site for any in-person care needs. Counselors provide 24/7 crisis support available to all students (in California and out of state) via a call to the CAPS main number.

The intake process at CAPS involves a 15- to 20-minute call (or walk-in visit, pre-pandemic). At that time a determination is made about the best fit/resources for the student. From there, students are scheduled with staff or connected with other resources as appropriate.

No limit applies to the number of sessions for students, but care at CAPS is limited to brief therapy for the presenting issue. Psychiatric medication follow-up is often provided for longer-term issues on-site.

Outside services are recommended for long-term therapy needs. A small number of students need to be seen at CAPS for longer-term care due to difficulty those students encounter in finding an appropriate community provider or due to the complexity of their need.

Students are required to have insurance plans that provide mental healthcare coverage, including long-term services. Some opt for private insurance instead of Stanford health insurance, which is known as Cardinal Care. Most students, through their guardians, participate in private healthcare plans that have limited local coverage.

The University uses the following metrics for mental health services provided to students:

- Wait time for access to services (which is the primary metric);
- Behavioral system health scales (i.e., standard metrics used for tracking for anxiety, depression, etc.);
- Satisfaction surveys; and
- Clinical staff to student ratio.

Service levels are determined using these metrics, ongoing communication with administration and students, the volume of service requests, and student input on evolving needs. The scope of services provided are also related to complexity of need, funding, number of students hospitalized or needing intensive care, and other campus needs (such as support for critical campus and national events that affect student mental health.)

Table 5 shows the wait times for access to services, through the University's CAPS and the Help Center. It includes the number of users and percentage of those needing additional visits or support. Stanford exceeds the standard of one full-time equivalent (FTE) service provider for every 1,000 to 1,500 students, recommended as the national benchmark for college health by the International Accreditation of Counseling Services (IACS), with a ratio of approximately 1:400 to 500.

Table 5. Behavioral Health Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Wait time to access services at CAPs[1]	1 to 2 weeks	2 to 12 days	2 to 9 days
Wait time to access services at Help Center[1]	1 to 2 weeks	2 to 12 days	2 to 9 days
Stanford Healthcare Alliance Medical Plan Utilization Rate Mental Health Services	11.2%	13%	20%
Kaiser Mental Health as a percent of total Claims	n/a	2%	2.6%
Blue Shield Utilization Rate for Mental Health Services	n/a	11%	14%
Clinical staff to student ratio	1:400 to 500	1:400 to 500	1:400 to 500
Total number of service users	3,288	5,710	TBD
Percentage of Help Center clients that require more than 10 visits or need additional support	30%	30%	TBD

[1]*Same-day services for urgent or crisis needs*

Comparison with Surrounding Jurisdictions

The City of Palo Alto does not provide behavioral or mental health services to the community. The city does, however, provide medical insurance to its employees, which includes these services.

Service Gaps

There are no apparent gaps in non-student residents or instances where residents have been unable access to mental health/substance abuse services. Roughly 12% of employees waive the health coverage benefits, but it is expected that they have access through a partner, as the basic Stanford health plan is free. Dependents are also eligible for care through the employee health plan. Contingent workers are eligible for services under the Affordable Care Act and counseling at the Help Center.

Additionally, no eligible resident on campus who has sought assistance at the Faculty Staff Help Center has been refused. The Help Center provides referral services to employees with family members needing care who are not affiliated or residing on campus. The Faculty Staff Help Center also assists clients with long-term or special needs by providing referrals to affordable services. The University has employee assistance grant programs that can cover some of these costs as well.

As headcounts increase, benefits will be extended to new Stanford affiliates. Healthcare rates are affected, and employee contributions may be affected as well. If demand for service increases at the Faculty Staff Help Center, the University indicates that additional personnel will be hired to meet the need.

Service gaps may occur for students who need long-term care, as Stanford does not offer long-term therapy on campus. A gap can occur if off-campus private practices do not accept a student's insurance or if in-network providers do not offer services specific to the patient's needs.

To ensure there are no gaps in services due to a recent transfer of the Behavioral Health SWAT team responsibilities, Stanford is monitoring the program to confirm that it meets the needs of the Stanford population.

As this report was being finalized, the County of Santa Clara completed a survey of Stanford students, faculty and staff concerning mental health services. Depending upon the question, responses varied widely, ranging from 259 to 1,534.

Two questions that received over 1,500 responses are worthy of further consideration. These questions and responses are repeated below:
1. Have you sought out, or wanted to seek out, mental health services while at Stanford? Please choose the option that best describes you.
    a. In response to this question, 656 of 1,534 respondents (43%) said they had sought out services, while 323 of 1,534 respondents (21%) said they had wanted to. This indicates that 64% of total respondents felt the need for mental health support.
2. All in all, do you feel that you have been able to attain adequate mental healthcare while at Stanford?
    a. In response to this question, 648 of 1,503 respondents (43%) said they had been able to attain adequate care, while 418 of 1,503 respondents (28%) stated they had not.

Funding

The bulk of the employee and faculty medical costs (approximately 90%) are covered by Stanford, which is typical of most employers. Employees pay a monthly contribution from their paycheck. Some plans and services also require a co-pay.

Stanford pays 100% for up to ten consultations at the Faculty Staff Help Center. Most Stanford insurance plans will also pay 80% of up to a $300 consultation fee for out-of-network providers. More specialized services are subsidized through health insurance programs, which vary in their details.

Behavioral health services for employees are funded through Stanford's private funds, along with some federal government funding. No fees are collected by the Faculty Staff Help Center.

Student health services at Stanford are predominately funded by Stanford University, with some additional funding provided through fee for service and philanthropy.

Recommendations

To implement Recommendation 3, require Stanford to provide the following behavioral health services data for the last three years, along with annual updates:

- **Wait time to access services at Counseling and Psychological Services**
- **Wait time to access services at Help Center**
- **Stanford Healthcare Alliance Medical Plan Utilization Rate for Mental Health Services**
- **Percent of individuals accessing Kaiser Mental Health as a percent of total Claims**
- **Blue Shield Utilization Rate for Mental Health Services**
- **Ratio of clinical staff to students**
- **Total number of users accessing behavior health services**
- **Percentage of Help Center clients that require more than 10 visits or need additional support**
- **Appropriations for behavior health services**
- **Staffing levels for behavioral health services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Childcare Services

How Services Are Provided

Stanford's childcare services have seen continuous growth since the 1960s. In 2014, the University had approximately 600 spaces for children 0 to 5 years of age at its four children's centers. In 2015 a new childcare center was constructed that served more than an additional 100 children. By 2019, the University served over 900 children due to expansions in 2018 and 2019 which included expanding the parent cooperative program, the Children's Center of the Stanford Community (CCSC), and adding the Pine Cone Children's Center (PCCC) at the Stanford Redwood City campus.

With over 900 spaces, Stanford now has one of the largest childcare systems in higher education and Bay Area employer-supported systems. Stanford operates a system using a variety of models and operators, which includes parent co-op, non-profit operator, and for-profit operators.

Stanford's staff indicate that the primary objective of its childcare program is to provide high-quality care that enables them to be competitive for faculty, graduate and postdoctoral students. The University focuses its efforts on addressing access, affordability, and quality.

Access

The University prioritizes childcare services for those who live on campus, namely faculty, graduate students, and postdoctoral students. Stanford tracks its demand for service and approximately 300 new children are provided care and removed from the waiting list each year.

Affordability

As the cost of living for childcare teachers has risen in the Bay Area, the cost of childcare has also risen. Stanford provides rent-free facilities with a variety of in-kind support. Stanford has implemented a variety of tuition reduction programs for graduate students and postdocs with the highest identified need.

This includes a graduate student Family Grant which provides up to $20,000. This grant can be applied to center tuitions or used more flexibly to address childcare expenses.

Stanford increases parent tuition rates for childcare in the fall of each year to keep up with the pace of teacher/childcare staff members' yearly salary increases and the increased costs of supplies and goods. These increases are annual unless there are atypical circumstances such as the pandemic.

In the fall of 2019, Stanford kept the same tuition rates (2018 rates) for postdocs and students. Currently, all students and postdocs are assessed the fall 2021 childcare tuition rates. Many are able to receive tuition support to offset the costs of care.

Stanford offers two forms of tuition assistance coordinated by the childcare operators. The Tuition Reduction Program (TRP) is an expansion of the program implemented in 2019 for all students and postdocs. The Tuition Assistance Program (TAP) is based on a family's income and provides for an additional tuition discount. Only those students and postdocs that apply for the TAP program are provided with this additional discount. Students and postdocs are made aware of these programs upon received an offer to enroll in a campus childcare center.

Quality

University staff indicates that the caliber of the teachers in a center is the single most important indicator of childcare quality. How teachers are trained and mentored in their interactions with children and families drives parent satisfaction and is the measure of all high-quality centers.

Attracting and retaining teachers who can make a living wage in the Bay Area (as much as 85% of a high-quality centers expenses are salaries and benefits) is an issue. Stanford personnel indicate that they have addressed these issues by partnering with operators that provide good salary and benefits packages.

Supporting Care Through COVID-19

Stanford kept one of its centers open throughout the shelter-in-place order to serve essential workers. Financial support was provided to all childcare center operators to ensure they remain fiscally solvent throughout the pandemic response period. Specific actions included:

- Provided pay continuation for staff at all childcare centers from April 2020 through August 2020.

- Committed financial support to cover the gap between tuition and expenses for childcare operators due to staffing restrictions and reduced enrollment capacity driven by County Department of Health and State Childcare Licensing.

Prior to the pandemic, Stanford centers were at 83 capacity, with representation from all University affiliate groups (faculty, graduate students, postdocs, staff, visiting scholars, medical center staff, and childcare teachers). By early 2021, centers were operating at 40% to 50% capacity. Currently, childcare system enrollment is at 76%.

Table 6 shows the number of children served in Stanford's childcare centers and the number of children receiving tuition reductions. It is not surprising that the number of teachers decreased and the number of children receiving tuition assistance increased during the height of the COVID pandemic.

Table 6. Childcare Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Number of children served[1]	654	750	423
Number of children served/pulled off wait list	299	392	156
Number of students receiving tuition reductions[2]	28	84	27
Number of Family Grants distributed	128	131	252[3]
Number of teachers	n/a	194 (Jul 2020) 238 (Dec 2020)	343 (Mar 2021)
Capacity of centers (provided 95% before COVID)	710[4]	864[5]	864

[1]*As of December each year*
[2]*Increased applications in FY 2019/20. Assisted everyone who applied.*
[3]*Expanded to include post-doctoral candidates.*
[4]*Prior to Children's Center of the Stanford Community expansion and the Pine Cone Children's Center opening*
[5]*CCSC opened in their new building in June 2019. PCCC opened in September 2019. Both are increasing enrollment.*

Comparison with Surrounding Jurisdictions

The City of Palo Alto does not provide childcare services directly to its residents. Childcare services are paid for by parents and provided to the community through a non-profit organization, Palo Alto Community Child Care, which provides childcare and educational services. The City provides childcare subsidy assistance for income-eligible residents.

Service Gaps

There continues to be a waiting list for childcare services, but Stanford provides a substantial and evolving childcare program.

Funding

Funding is provided primarily by parents requiring childcare services. The University provides childcare operators with upkeep and rent-free facilities, utility costs and funding for the TAP and TRP.

Peer Comparison

The University works closely with other universities to understand issues and challenges. The challenges are in creating a system that is flexible enough to meet the demands from the different types of constituencies. These include students and their varied schedules, faculty with their research and academic requirements, and staff who live in various places.

University of Southern California

Bright Horizons operates the University of Southern California's childcare centers. During COVID, USC partnered with Bright Horizons to provide child sitters, pet sitters, housekeepers and virtual sitting as well as providing discounts for eldercare services. Childcare centers provide services for children six weeks to five years of age. Tuition is paid by the parents.

Recommendations

The County of Santa Clara has undertaken a separate study of the University's childcare services, which is expected to be a more thorough review of these services.

Based on the information provided to us and to implement Recommendation 3, Stanford should be required to provide the following childcare services data for the last three years, along with annual updates:

- **Number of children served**
- **Number of children served/deleted from wait list**
- **Number of students receiving tuition reductions**
- **Number of family grants distributed**
- **Number of teachers**
- **Capacity of centers**
- **Number of children on wait list**
- **Appropriations for childcare services**
- **Staffing levels for childcare services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Disability Services

How Services Are Provided

Disability programs and facilities for Stanford affiliates are managed by the University's Diversity and Access Office. This office oversees compliance with federal and state civil rights statutes, including the Americans with Disabilities Act, and Sections 503 and 504 of the Rehabilitation Act, and provides disability-related access information to faculty, staff, students, and visitors in the Stanford community. The Diversity and Access Office is also responsible for ensuring all Stanford facilities and programs meet all federal, state and local laws regarding equal access for individuals with disabilities.

The Office of Accessible Education ensures that students receive appropriate housing assignments, transportation assistance, assistive technology, interpreter, notetaker, laboratory and library assistance, and modified academic schedules where needed.

Faculty and staff workplace accommodation requests are served through University's Human Resources managers. In addition to workplace accommodations, Stanford provides adaptive recreational resources and emergency evacuation planning to all Stanford affiliates upon request. Stanford also publishes a Campus Access Guide with disability access information for affiliates and campus visitors.

The Guide provides disability access information for University buildings, including nearest disabled parking, paths of travel, accessible entrances, elevators and accessible restrooms. This Guide is updated as facilities are constructed, renovated or disability access information changes.

Comparison with Surrounding Jurisdictions

The City of Palo Alto provides disability insurance and disability leave banks for its employees. Disability services are not provided to residents.

Service Gaps

We do not see any gaps in disability services. Services are provided to students, affiliates, faculty, and staff.

Funding

The University has not identified its source of funding for this program.

Recommendations

To implement Recommendation 3, require Stanford to provide the following disability services data for the last three years, along with annual updates:

- **Number of faculty, staff, students, and visitors served**
- **Appropriations for disability services**
- **Staffing levels for disability services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge municipal program satisfaction levels.

Emergency Medical Services

How Services Are Provided

The Palo Alto Fire Department (PAFD) provides emergency medical service to the Stanford campus and Stanford pays an annual fee for its share of PAFD's services. PAFD provides treatment at the scene along with ambulance and transport services. Overall, Palo Alto estimates that 65% to 70% of its calls are for medical emergencies.

Stanford's emergency services contract with PAFD provides services to everyone on the campus, whether they are campus residents, commuters, or members of the public visiting Stanford.

The Stanford Hospital is a Level 1 Adult and Pediatric Trauma Center and is located adjacent to the unincorporated campus. The Stanford Hospital, along with the Packard Children's Hospital at Stanford provide emergency medical services to more than 70,000 people each year.

Comparison with Surrounding Jurisdictions

PAFD is the only fire department in the County that provides ambulance and transport services to the city and to the Stanford community. (Ambulance and transport services are provided in most jurisdictions according to the County's contract with an ambulance provider.) All fire engines and ambulances responding to emergency calls include paramedics, thus providing an enhanced level of emergency medical services to Stanford that many other cities do not have.

Table 7 below shows PAFD's calls and response times for the emergency medical services provided.

Table 7. City of Palo Alto Emergency Medical Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Number of medical/rescue calls for service	5,490	5,029	5,500
Number of ambulance transports	3,659	3,488	3,440
Medical/rescue calls average response time (Target 8 minutes)	6:15	5:53	6:10
Percent of surveyed residents rating ambulance/EMS services "good" or "excellent"	n/a	93%	95%

[1]*Estimated*

Service Gaps

Emergency medical services are wholly provided by the City of Palo Alto and no service gaps have been identified.

Funding

Stanford reimburses emergency medical services provided by the City of Palo Alto.

Recommendations

To implement Recommendation 3, require Stanford to provide appropriations for emergency medical services for the last three years, along with annual updates.

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge program satisfaction levels.

Emergency Preparedness

How Services Are Provided

The Stanford University Office of Emergency Management (OEM) is the administrative operation charged with reducing vulnerability and sensitivity to hazards and coping with crises and disasters. OEM serves as the umbrella organization for emergency responses and activates department operational centers that are responsible for their local service areas.

In the event of a major emergency affecting Stanford, its Emergency Operations Center (EOC) is activated. The EOC works closely with applicable jurisdictional emergency response providers, as well as each of the local Department Operation Centers (DOC), in responding to and recovering from an emergency.

The department service grew to its current configuration after the 1989 Loma Prieta Earthquake. It was originally hosted by Stanford's Department of Public Safety but transitioned to Environmental Health and Safety in the early 1990s. At that time, the University adopted the Department Operations Center (DOC) model to address the safety of the physical campus, and subsequently expanded it to incorporate a broader section of the University, including all departments.

OEM's goal is to create a disaster resilient University while protecting it. Below are some of the emergency preparedness and notification services provided to the Stanford community:

- AlertSU is Stanford University's emergency notification strategy used to communicate time-sensitive information during an emergency event affecting campus. The nature of the incident will determine which of the following methods will be employed to alert the campus community.
  - Mass Notification System that sends messages via SMS text message, email, Voice over Internet Protocol and/or phone to members of the Stanford community.
  - Outdoor Warning System composed of seven sirens positioned throughout the main campus that emit alert tones and verbal instruction intended to reach those who are outdoors.
- CardinalReady is a program focused on emergency preparedness for students, faculty, staff, and parents, and includes the

> Department Operations Center coordinators who are responsible for overseeing Stanford's response.
> - There are approximately 285 blue towers on campus managed by Stanford's Department of Public Safety (DPS). The towers each include an address, tower number and descriptor. They are funded by the University and are connected to the 911 dispatch community systems. Stanford DPS are dispatched to incidents.
> - Each of the 800+ buildings on the Stanford campus has a designated emergency assembly point for emergency evacuation purposes assigned and managed by the Stanford University Fire Marshal's Office.

Table 8 shows the reduction in emergency preparedness activities during the last two years, except for those related to COVID.

Table 8. Emergency Preparedness Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Number of AlertSUs sent	no data	41	12
Percent of Office of Emergency Services resources able to respond effectively to hazards	100%	100%	100%
Number of emergency tabletop exercises	4	4	0
Number of EOC Incident Action Plan briefings	0	82	23
Number of Department Operations Center briefings	0	77	19
General Safety and Emergency Preparedness course completions	8,199	5,040	2,280
Personal Emergency Preparedness course completions	120	8	0
Building Assessment Team training course completion	62	0	0
Building Assessment Team Refresher Training completions	63	0	0
COVID awareness training for staff	0	326	0
COVID hygiene best practices course completions	0	24,728	11,187

Stanford works with the County of Santa Clara to ensure that both organizations are prepared for emergencies. At the outset of the pandemic, Stanford collaborated with the County to quickly erect a COVID-19 testing site that has served the community throughout the duration of the emergency.

Stanford uses the established emergency response protocols for a variety of emergency events and follows the Incident Command System (ICS) organizational structure for emergency management.[3] Staffing and

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[3] The Incident Command System (ICS) is a standardized hierarchical structure that allows for a cooperative response by multiple agencies, both within and outside of government, to organize and coordinate response activities without compromising the decision-making authority of local command.

emergency preparedness are maintained at a level that will ensure Stanford's ability to cooperate and communicate with the community to reduce its vulnerability and exposure to future crises and disasters.

Emergency preparedness is especially important, since a large percent of Stanford's student population is between the ages of 18 and 25 and are the least likely to be prepared for an emergency. This age group could also become a financial burden to the County if a disaster were to occur.

Comparison with Surrounding Jurisdictions

Stanford provides emergency preparedness services that cover all campus populations, physical infrastructure, and utilities for all campus buildings.

City of Palo Alto

The City of Palo Alto has its own Office of Emergency Preparedness (OEP) and along with its Police and Fire departments work with Stanford on various emergency preparedness issues. The city conducts joint operations, mostly with the Palo Alto Police Department and Stanford's Department of Public Safety for dignitary visits and large events. Currently Santa Clara and San Mateo counties, Stanford and Palo Alto are all working on developing their wildfire plans.

Palo Alto's OEP provides Stanford with various emergency preparedness programs free of charge:

- Emergency services volunteer program.
- Neighborhood watch crime prevention.
- Community Emergency Response Team (CERT) through FEMA. The campus CERT program is being reestablished now.
- Amateur radio/HAM radio.
- Variety of public safety volunteer programs.

Table 9 below shows some of the key services provided by Palo Alto's Emergency Preparedness staff.

Table 9. City of Palo Alto Emergency Preparedness Service Metrics from FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Percent of Office of Emergency Services resources that can respond effectively to hazards	99%	95%	95%
Number of presentations, training sessions, and exercises	163	180	102

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Number of deployments of the Emergency Operations Center, Mobile EOC, and Incident Command Post	35	207	57
Number of annual reported incidents in Caltrain Right-of-Way	n/a	110	49
Budgeted Appropriations	$1.5 million	$1.7 million	$1.3 million
Staffing (FTE)	3.48	3.48	3.48

[1] *Estimated*

Palo Alto staff indicate that it is mutually beneficial to have a close working relationship with Stanford to ensure a coordinated response during an emergency. The city follows the Comprehensive Planning Guide and the Threat and Hazard Identification and Risk Assessment (THIRA) through FEMA as its measures of proper planning. Stanford is a partner in the THIRA process.

Service Gaps

There are no physical or geographic gaps in service levels. Stanford ensures that the emergency preparedness services described above operate on a campus-wide basis. Need assessments are conducted annually during Stanford's standard budgetary cycle.

The City of Palo Alto would like to see a reasonable sharing of expenses from Stanford when implementing new fire prevention measures (such as the foothill warning system).

Funding

Stanford pays for these services from its private funds.

Recommendations

To implement Recommendation 3, require Stanford to provide the following emergency preparedness services data for the last three years, along with annual updates:

- **Number of AlertSUs sent**
- **Percent of Office of Emergency Services staff resources able to respond effectively to hazards**
- **Number of emergency tabletop exercises held**
- **Number of EOC Incident Action Plan briefings held**

- **Number of Department Operations Center briefings held**
- **Number of General Safety and Emergency Preparedness course completions**
- **Number of Personal Emergency Preparedness course completions**
- **Number of Building Assessment Team Training course completions**
- **Number of Building Assessment Team Refresher Training course completions**
- **Number of Covid Awareness for Staff Training course completions**
- **Number of Covid-19 Hygiene Best Practices course completions**
- **Appropriations for emergency preparedness services**
- **Staffing levels for emergency preparedness services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Recommendation 7.   Require Stanford to pay their share of expenses with implementation of new or improvements made to fire emergency preparedness measures.

Fire Prevention

How Services Are Provided

Stanford University's Fire Marshal oversees fire and life safety code compliance for the Stanford property and provides fire protection engineering, education, maintenance, and inspection services. The Stanford Fire Marshal's Office is located at the Environmental Safety Facility at 480 Oak Road.

As stated in the 2020 Safety, Security and Fire Safety Report, the primary goals of the Fire Marshal's Office are to:

1. Ensure a high level of fire protection for the Stanford community.
2. Support Stanford's core mission of teaching, learning, and researching by effecting institutional compliance with fire codes and regulations.
3. Work strategically with external agencies to achieve equitable interpretation and application of codes to minimize undue constraints on operational efficiency.

The campus is subject to numerous codes and standards that regulate design, construction, and use of buildings with the intent of preventing fires and protecting life and property. University staff believe that Stanford meets all fire prevention requirements.

Fire prevention services are specifically geared toward meeting the requirements of the California Code of Regulations (Title 24, Part 9, "California Fire Code") which establishes detailed requirements for design, maintenance, and inspection of fire safety features. Building design plans (egress, fire access, sprinkler systems, etc.) are reviewed for fire prevention and compliance with the Fire Code by the County of Santa Clara. The University Fire Marshal's Office also reviews these plans. Stanford pays plan check and inspection fees for this work.

Stanford complies with California Fire Code provisions that require the following fire prevention metrics:

- Number of fire alarm system inspections and tests,
- Number of fire sprinkler system inspections,
- Number of fire extinguisher inspections, and
- Number of fire alarm acceptance tests (for new buildings, major renovations, and system replacements).

The Fire Marshal's staff perform required system inspections of fire alarms, fire extinguishers, fire sprinklers, and fire/smoke dampers. The Stanford School of Medicine augments the Office of the Fire Marshal staff with qualified inspectors who are responsible for inspecting School of Medicine building systems. This arrangement enables additional oversight of laboratories in that academic division.

Table 10 shows the fire inspections and tests performed during the last three years.

Table 10. Fire Prevention Service Metrics from FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Number of fire alarm system inspections performed annually	1,000	1,000	1,000
Number of fire alarm system tests performed annually[1]	1,000	1,000	1,000
Number of fire extinguisher inspections performed annually	9,900	10,500	10,500[2]

[1] *Included with inspection*

[2] *Forecast*

The Fire Marshal has management oversight of fuel reduction efforts in the urban-wildland interface and employs Best Management Practices outlined in the Wildfire Management Plan.

Vegetation management is provided by University Grounds Department and contractors. Stanford provides weed abatement along campus roadways (except Junipero Serra Boulevard), including roadways within the single-family housing areas, which are not exempt from property taxes and might expect County services. Vegetation management is conducted to meet the County's standards.

Service capacity and need are reviewed annually, and adjustments are made based on the total amount of equipment that requires inspection using a formula-based modeling approach. Service levels are evaluated once a year during the budget/capital plan cycle to ensure service levels remain acceptable based on the extent of recent and anticipated increases in fire prevention equipment. Service levels are increased or decreased based on a formula-based modeling approach that takes account of the extent of recent and anticipated increases in fire prevention equipment.

The University recently increased its budget to address wildfire management oversight after two grass fires occurred on one of the San Mateo County parcels. One-time funding was provided for extra resources combined with a program budget increase for fiscal year 2021-22.

Stanford provides weed abatement and other grounds/road maintenance services, that include properties that pay property taxes to the County. Owners maintain their own lots while Stanford assumes responsibility for all other "common-use" grounds and roads.

Vegetation management in the common-use areas is performed annually. The Fire Marshal's Office surveys these areas to ensure residents are clearing excess vegetation from their property and roofs. Properties that pay property taxes usually receive fire prevention services from the city or county where the property is located.

The University Fire Marshal's Office also provides educational information to its community annually by email as a reminder to clear excess vegetation and roofs prior to fire season. The Fire Marshal's Office also consults with the Stanford's Land, Buildings and Real Estate Department regarding resident requests for tree trimming or removal near their property.

Comparison with Surrounding Jurisdictions

Stanford's fire prevention services are comprehensive. The University's Fire Marshal's Office includes multiple licensed and practicing fire safety protection engineers on its permanent staff, which is atypical for local jurisdictions.

Because of the high concentration of advanced research facilities, the Fire Marshall's Office partners closely with other offices in Environmental Health and Safety (emergency management, lab safety, biological safety, radiation/laser safety, and environmental protection) to ensure the safety of the campus population and the public. The University believes it has a more extensive safety program than many local jurisdictions in the area to address these specialized operations.

City of Palo Alto

Palo Alto's Fire Prevention Division's mission is to improve the quality of life for the Palo Alto community through risk assessment, code enforcement, fire investigation, public education, and hazardous materials management. The city inspects Stanford's living quarters although as discussed above, the University has its own fire prevention operation. Table 11 shows residents' rating of the city's fire prevention services.

Table 11. City of Palo Alto Fire Prevention Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Percent of surveyed residents rating fire prevention services "good" or "excellent"	n/a	82%	85%
Budgeted appropriations[2]	n/a	n/a	n/a
Staffing (FTEs)	8	8	8

[1]*Estimated*

[2]*Part of Planning and Development's budget and not separately broken out.*

Service Gaps

There are no apparent gaps in fire prevention service. There are, however, areas of overlapping responsibility, in geographic areas where residents pay property taxes to the County of Santa Clara (for County-provided services) and are provided services by the University Fire Marshal.

The service level metrics provided by the University in Table 10, above, appear to be estimates. It is unlikely that the number of fire alarms inspected and tested could be 1,000 for the past three years.

In the annual Safety, Security and Fire Safety Report, the Fire Marshal provides a three-year history of fire incidents occurring in the student housing facilities (detailed for each facility) and an inventory of the various fire safety systems in each. These metrics should be continued.

In addition, Stanford should provide some additional metrics. These are outlined below in the recommendations.

Funding

Stanford University funds these services with one exception: evaluation of structural damage after a fire is performed by County inspectors.[4] There is no fee for these County's inspections. The events are infrequent.

Peer Comparison

USC's Fire Safety and Emergency Planning Department works to prevent and mitigate the effects of fire. They conduct fire safety training, building evacuation drills, Building Emergency Response Teams, building safety inspections and fire safety compliance for all university-owned buildings.

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[4] Investigation of the cause of the fire is undertaken by the City of Palo Alto Fire Department under their service contract with Stanford.

The Environmental Health and Safety Department handles hazardous materials, including waste, occupational health and safety research.

Recommendations

To implement Recommendation 3, require Stanford to provide the following fire prevention services data for the last three years, along with annual updates:

- **Number of fire alarm system inspections performed annually**
- **Number of fire alarm system tests performed annually**
- **Number of fire extinguisher inspections performed annually**
- **Number of fire systems inspected**
- **Number of fire systems reinspected**
- **Number of complaints investigated**
- **Number of construction plan checks performed**
- **Number of construction plan inspections performed**
- **Number of fire alarm acceptance tests (construction)**
- **Cycle time for fire plan check processing**
- **Appropriations for fire prevention services**
- **Staffing levels for fire prevention services**

To implement Recommendation 4, require Stanford to include annual customer service survey feedback to gauge customer awareness of services provided and program satisfaction levels.

Fire Protection

How Services Are Provided

In 1976, Stanford signed an agreement with the City of Palo Alto to provide emergency medical services, fire protection, and rescue services to the University. The current agreement will terminate in 2028. The agreement specifies that the Palo Alto Fire Department (PAFD) occupy and operate the Stanford Fire Station (Station 6), located at 711 Serra Street.

Pursuant to the agreement PAFD provides fire protection and suppression, and emergency medical service (EMS), for all areas within the jurisdictional boundaries of Palo Alto in addition to some of the unincorporated land surrounding the city limits, including the Stanford property.

The agreement, and subsequent amendments, establish that Stanford's fair share be reimbursed to the city for fire protection services. The city assesses fire protection needs through its annual budget, and as part of this process, the city identifies Stanford's share. Stanford pays its annual allotment to the city. With any expansion in service, Stanford also pays its fair share contribution for fire protection and emergency medical service providers, and for communication and emergency dispatch services received through the Palo Alto Police Department.

In addition to its primary service area, the City of Palo Alto maintains mutual aid and automatic aid agreements with the City of Menlo Park, the California Department of Forestry and Fire Protection (CAL FIRE), the Santa Clara County Fire Department (SCCFD), the City of Mountain View, and the Woodside Fire Protection District in San Mateo County.

PAFD maintains six full-time fire stations (Stations 1 through 5 and Station 6 on the Stanford campus), and one seasonal fire station (Station 8, located on Page Mill Road) which is operated during the summer months. Pursuant to the current agreement with the City of Palo Alto, the Stanford Fire Station 6 will be staffed with six daily positions and associated backfill positions necessary for three daily shifts, The six daily positions translate to 18 overall positions (three shifts) and 3.0 backfill positions for a total of 21.0 positions.

The agreement provides that equipment and staffing assigned to Station 6 will include one Fire Engine, one Rapid Response Vehicle (RRV), and one fire ladder truck (the "Fire Truck").

Further, the City has agreed to response times 90% of the time, consistent with service in Palo Alto and system-wide performance standards. These standards are:

- 8 minutes or less within the urban response zone,
- 15 minutes within the non-residential but high pedestrian traffic area, and
- 20 minutes within the remote open-space area.

The Palo Alto Fire Department is currently facing challenges with reduced city revenues due to the COVID pandemic. To deal with city revenue shortages, one engine is not being backfilled with overtime staff and is taken offline at night when personnel are absent, initiating a "brown out" situation. The city's Fire Chief indicates that its response times are currently 30 seconds off their goals partially due to the additional precautions required by the pandemic.

Comparison with Surrounding Jurisdictions

Table 12 below shows the service metrics tracked by the City of Palo Alto. These metrics below are for system-wide fire protection services provided by the City. We were unable to obtain copies of Stanford specific service metrics, although by contract, quarterly reports are provided to the University.

Table 12. City of Palo Alto Fire Protection Service Metrics from FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Number of fire calls for service	133	126	150
Number of all other calls for service	3,220	2,954	3,440
Total number of calls for service	8,843	8,111	9,000
Fire calls average response time in minutes (Target 8 minutes)	8:25	9:25	8:28
Percent of surveyed residents rating fire services "good" or "excellent"	n/a	94%	95%
Budgeted appropriations	$28.3M	$30.7M	$30.1M
Staffing (FTEs)	89.57	89.57	89.57

[1]*Estimated*

Service Gaps

Fire protection services are provided by the City of Palo Alto. The General Use Permit requires Stanford (through its contract) to provide .88 suppression personnel for each 1,000 of additional daytime population.

Because "additional population" is undefined and has not been tracked by the County or Stanford, we are unable to confirm if the 21 positions provided meet the requirement.

Funding

Stanford provides reimbursement for fire protection services provided by the City of Palo Alto.

Peer Comparison

The Los Angeles Fire Department provides fire services to the USC campus. Station 15 is located at the north end of the USC campus.

Recommendations

To implement Recommendation 3, require Stanford to provide the following fire protection services data for the last three years, along with annual updates:

- **Number of fire suppression staff**
- **Number of events and response times**
- **Appropriations for fire protection services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge program satisfaction levels.

Food Insecurity

How Services Are Provided

Feeding those who do not have enough food is a service normally provided by non-profit and religious-affiliated organizations. These food programs are supported by multiple sources, including state and local governments, foundations, and private donations. We have identified 11 food programs at or within 5 miles of Stanford and 42 programs located within 20 miles (Attachment C).

The Stanford Solidarity Network, a group of graduate student workers is requesting a food insecurity assessment of the undergraduate, graduate, and postdoctoral population at Stanford. In a recent report authored by the Network, the group reports an urgent need to assess food insecurity and possible solutions on the University campus based on studies performed by other universities and the high cost of living in the Stanford area. The group cites a recent internal Stanford survey of postdoctoral scholars that found nearly 10% of the over 2,400 postdoctoral students at Stanford suffer from food insecurity.

Stanford has a food pantry for graduate student workers on campus once a month, typically utilized by over 200 students, indicating that the need is there, but that assistance with food insecurity is inadequate. Other universities have performed similar food security assessments and have established more frequent/permanent on-campus food pantries to benefit their students.

A study of this nature would require financial resources and time to perform it. While addressing food security is rarely undertaken by municipal governments (or provided as a municipal service), a comprehensive assessment of this type would need to be separately addressed by the County of Santa Clara and/or by Stanford.

Comparison with Surrounding Jurisdictions

The City of Palo Alto provides funding and coordinates grants to nonprofit organizations through the city's Human Services Resource Allocation Process. The Human Services Division of the Community Services Department provides oversight of the Family Resources database, which includes the Second Harvest Food Bank as a resource.

The division also serves as a key liaison to local social services organizations.

Service Gaps

It is likely that food insecurity exists at Stanford and is ongoing for some Stanford students. At a minimum, the University should be able to assist students in accessing food through the identification of existing food/pantry programs. The University could also address food needs by offering additional grant funding and more frequent (or permanent) food pantries to its students. In a more thorough approach to the issue, a comprehensive assessment, along with options and funding estimates could be performed as requested by the Stanford Solidarity Network.

Funding

Funding information for the existing one-per-month food pantry is unavailable.

Recommendations

Recommendation 8.   The County should address the issue of food insecurity in the upcoming Community Plan Update.

Healthcare Services

How Services Are Provided

Programs and Facilities for Stanford Affiliates

Stanford's faculty, staff, and their immediate family members are eligible for health benefits managed by Stanford. The University pays the majority of employee costs, while employees are responsible for costs for their dependents. These benefits include medical coverage, dental and vision plans, and long-term care.

Stanford also manages the BeWell Program, which offers free health screenings, subsidized health classes and fitness programs, and financial incentives for participation by Stanford faculty, staff and their spouses or domestic partners.

Stanford's students are required to carry health insurance and pay a health fee for primary care services, counseling and psychological services, and health and wellness programs managed by the Vaden Health Center on campus.

Facilities on Stanford Lands

Stanford Health Care manages an extensive network of health clinics and the only Level 1 trauma center between San José and San Francisco. The new Stanford Hospital (within the City of Palo Alto), a facility of 824,000 square feet opened its doors in November 2019. Stanford Hospital is consistently ranked among the top hospitals in the country.

Public Access to Stanford Facilities

Stanford Health Care facilities serve more than 500,000 patients each year. Campus residents are a very small part of the patient pool. Stanford Health Care provides charity care (medical services at partial or no cost) to thousands of patients each year.

Comparison with Surrounding Jurisdictions

The City of Palo Alto does not provide healthcare services to its residents.

Service Gaps

There are no apparent gaps in healthcare services. Stanford should report service metrics for its BeWell program, including the number of affiliates

served, screenings, health classes, fitness program and incentives
provided.

Funding

Stanford and its employees pay for healthcare costs. Students pay for
their own healthcare costs.

Recommendations

**To implement Recommendation 3, require Stanford to
provide the following healthcare services data for the last
three years, along with annual updates:**

- **Number of affiliates served**
- **Number of screenings performed**
- **Number and type of health classes offered**
- **Number of participants in health classes**
- **Number of fitness programs offered**
- **Number of fitness program participants**
- **Number and amount of incentives**
- **Appropriations for health care services**
- **Staffing levels for health care services**

**To implement Recommendation 4, require Stanford to
include annual customer service feedback to gauge
customer awareness of services provided and program
satisfaction levels.**

Law Enforcement Services

How Services Are Provided

Law enforcement services are provided by Stanford's Department of Public Safety (DPS) which provides law enforcement, crime prevention, emergency response, and traffic and parking control for the campus. The department provides services to everyone on the campus including residents, commuters, and members of the public visiting Stanford. Stanford DPS's administrative functions are housed in the Fire and Police facility at 711 Serra Street on the Stanford campus.

The DPS works under the authority of the County of Santa Clara Sheriff's Office, which establishes minimum training standards for its personnel. Sworn officer training meets Police Officers Standards Training standards and includes a 26-week academy. Sworn officers have reserve officer status with the County. The Chief has commander status.

Under the Sheriff's authority and pursuant to California Penal Code Penal Code § 830.6, Stanford deputy sheriffs have full law enforcement powers to make arrests and enforce state laws and county ordinances. The Sheriff provides DPS oversight to ensure that County policies, procedures and general orders are adhered to pursuant to an existing Memorandum of Understanding (MOU) with the County. The current MOU has been in effect since 2007 and does not contain an expiration date. Some Sheriff's staff are also housed at the Serra Street location.

In 2020, an agreement for supplemental services was entered into by the County and Stanford to reimburse the County for supplemental services provided to the University. These services include activities such as patrols, enforcing traffic laws, conducting criminal investigations, providing security at events, and special detail support.

All initial and follow-up investigations of crimes occurring on Stanford property are conducted by Stanford DPS deputies, except for crimes involving a major theft, death, attempted homicide, kidnapping, and/or taking of hostages, which are managed by the County of Santa Clara Sheriff's Office. Major criminal offenses, arrests and prosecutions are handled directly by the Sheriff's and District Attorney's Offices.

Stanford's law enforcement staff provide a variety of programs and outreach activities to build trust, maintain open lines of communication, educate and increase safety awareness and reduce opportunities for crime in the Stanford community. DPS prepares a Safety, Security, and Fire Report (SSFR) each year to further inform and communicate with its community. These reports are found on the University's website at https://police.stanford.edu/pdf/ssfr-2020.pdf.

In compliance with the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act and the Violence Against Women's Acts, each year the University provides a summary of crimes reported to campus security/law enforcement and arrests made. Data are provided by other police organizations with jurisdiction over Stanford facilities located off campus. The most recent statistical summary reflects three years of data (2017 to 2019) and is found in the SSFR, located on the University's website. Sexual offenses, burglary and theft crimes reported during those three years represent the highest number of reported incidents. Stanford's DPS has provided the following metrics for this review as shown in Table 13.

Table 13. Stanford University's Law Enforcement Metrics for FY 2017/18 to FY 2019/20

Service Metric	FY 2017/18	FY 2018/19	FY 2019/20
Number of violent crimes reported	103	64	25
Number of property crimes reported	810	651	265
Number of Part I crimes reported[1]	913	715	290
Number of Part II crimes reported[2]	204	130	42
Budgeted appropriations[3]	n/a	$15.0 million	$15.2 million

[1]*Part I crimes include criminal homicide, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson.*
[2]*Part II crimes include other assaults, forgery and counterfeiting, fraud, embezzlement, stolen property, vandalism, weapons, prostitution, etc.*
[3]*Appropriations for FY2020/21 are $14.8 million*

Communication and dispatching services are provided and managed by the City of Palo Alto's Police Department Communications Center.

Currently, the Stanford DPS has 33 staff, that includes sworn officers and non-sworn staff, who provide community services and traffic and parking control. When Stanford DPS has temporary needs for additional police support (e.g., large events) it contracts with private security companies that provide off-duty officers.

The County of Santa Clara has engaged a separate consultant to conduct a public safety analysis of Stanford operations.

Comparison with Surrounding Jurisdictions

Based on the Sheriff's assessment, services provided by Stanford are similar to those in other cities. Stanford handles their criminal response like other cities. However, the majority of their calls are not crime related. University police primarily prepare incident reports (as opposed to police reports) for civil liability purposes. Most of Stanford's calls are reportedly medical calls.

City of Palo Alto

The Palo Alto Police Department (PAPD) provides police protection service to the City of Palo Alto, including Stanford-owned lands within the Palo Alto city limits (i.e., Stanford Shopping Center and Medical Center).

The PAPD operates from the city's Public Safety Building at 275 Forest Avenue. In FY 2021-22 there are 150.50 full-time equivalent (FTE) and 3.3 hourly positions including sworn and non-sworn personnel. Several of those positions were defunded or frozen in FY 2020-21. The PAPD also funds crossing guards for the City on school commute routes.

The PAPD also operates a Communications Center that handles dispatching for the PAPD, the Palo Alto Fire Department, the City of Palo Alto Utilities and Public Works Departments, and for the Stanford DPS. In FY 2021, the City of Palo Alto maintained 21 FTE dispatch positions although 5 of those positions were defunded or frozen.

As a metric of performance, the city maintains a goal to respond to 90% of "urgent" calls within 10 minutes and to respond to 90% of "emergency" calls within 6 minutes. Table 14 below shows the department's workload and response time data over the last three years.

Table 14. Palo Alto Police Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Percent of urgent calls responded to within 10 minutes	72%	70%	72%
Percent of emergency calls responded to within 6 minutes	65%	60%	70%
Number of police calls for service	54,979	48,394	54,000
Number of Part I crimes	1,883	2,002	1,600
Number of Part II crimes	2,531	1,953	2,600

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Average response time for emergency calls (goal: within 6 minutes)	5:23	6:15	5:40
Average response time for urgent calls (goal: within 10 minutes)	8:31	9:07	8:20
Percent of surveyed residents rating overall Police Services "good" or "excellent"	n/a	78%	90%
Budgeted appropriations	$42.3 million	$44.7 million	$40.4 million
Staffing (FTEs)	158.38	151.82	152.3

[1]*Estimated*

Service Gaps

Based on feedback from the Sheriff's staff, the level of law enforcement staffing at Stanford is adequate and sufficient to avoid leaning on or relying on County staff to perform services that should be provided by University staff. The number of staff and the level of law enforcement staffing are determined by the University, using a variety of factors, including call volume and population, to determine the adequacy of its staffing levels.

The 2000 General Use Permit contains a minimum sworn staffing requirement as the daytime population increases. This requirement is one sworn officer for each 1,000 additional daytime population at Stanford. DPS has not provided the number of sworn staff on its force and neither the County or Stanford tracks population, thus we are unable to confirm if this requirement is being met.

DPS provides an informational report each year. However, DPS should provide additional service metrics which are identified in the recommendations below.

Funding

Stanford pays for all its law enforcement employees and related expenses. In addition, Stanford reimburses the County for the costs of one captain and one records clerk position, and any services requested under the 2020 agreement for Supplemental Law Enforcement Services. As required under a contract with Palo Alto, Stanford also pays a fair share contribution annually for communication and emergency dispatch services from the Palo Alto Police Department.

Peer Comparison

Police services are provided by the Department of Public Safety at USC. The department patrols the campus and surrounding community and has direct contact and an MOU with the Los Angeles Police Department

(LAPD) that defines its boundaries and authority. The agreement sets reporting requirements and like Stanford, specifies that LAPD is responsible for the investigation of serious crimes.

The department is one of the largest private campus departments with 306 full time personnel and 30 part time student workers. The department uses public safety officers who are armed with arrest powers while on duty and trained at a police academy. Officers derive their authority under Public Code Penal Code § 830.7(b).

USC also has community service officers who have security guard training and are unarmed. Contracted uniformed security are also used as needed.

Recommendations

To implement Recommendation 3, require Stanford to provide the following law enforcement services data for last three years, along with annual updates:

- **Number of violent crimes reported**
- **Number of property crimes reported**
- **Number of Part I crimes reported**
- **Number of Part II crimes reported**
- **Crime rate**
- **Number of crime prevention presentations**
- **Number of people attending presentations**
- **Number of sworn staff**
- **Number of non-sworn staff**
- **Number of contract security staff**
- **Number of cases assigned to County for prosecution**
- **Percent of cases assigned to County for prosecution**
- **Number of emergency calls received**
- **Response time (in minutes) to emergency calls**
- **Number of non-emergency calls received**
- **Response time in minutes to non-emergency calls**
- **Number of officer-initiated calls**
- **Budgeted appropriations for law enforcement services**
- **Staffing levels for law enforcement services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Library Services

How Services Are Provided

Stanford provides extensive on-campus library facilities and related services that accommodate the library demands of its students, faculty, and staff. Stanford libraries comprise the Cecil H. Green Library (main library), eight branch libraries (Art and Architecture, Earth Sciences, East Asia, Engineering, Marine Biology, Music, Philosophy and Science) and three auxiliary libraries that serve largely as library storage. Together these libraries hold more than 12 million items in their collections.

Stanford Libraries serve four of Stanford's seven schools (Humanities and Sciences; Earth Energy and Environmental Sciences; Engineering; and the Graduate School of Education) while the other three schools (Graduate School of Business, Graduate School of Law and the School of Medicine) have independently managed libraries: Robert Crown Law Library, Business Library, and Lane Medical Library.

Green Library is the largest library on campus and houses Stanford's Information Center, Media and Microtext Center, the David Rumsey Map Center, and many other central library resources. Green Library hosts exhibits with associated programming (lectures, performances) advertised on the Stanford Events page, which are open to members of the broader community with visitor registration.

The University tracks the following metrics for Green Library:

1. Number of non-Stanford users who registered as visitors for exhibits or for day-use
2. Number of fee-based Stanford University Library (SUL) cards issued to non-Stanford ID holders (a single number that includes alumni, Stanford Hospital, summer program, library affiliate groups, and continuing studies), and
3. Number of Stanford University ID cardholders who visited Green Library in a year.

Table 15 shows the number of visitors, visits made, library cards, and resources made available through Stanford's libraries to those who are not university students.

Table 15. Library Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Circulation items available to affiliates/residents	12 million+	12 million+	12 million+
Number of non-Stanford users who register as visitors for exhibits or day use	11,283[1]	5,060[2]	0[3]
Number of fee-based Library cards issued to non-Stanford holders	1,337[4]	659[2]	0
Number of visits by Stanford University ID cardholder at Green Library (includes continuing study students and summer camp students)	456,162	254,452	28,950[5]
Number of publicly available computers	50	50	0[3]

[1] *Unique visitors*

[2] *Partial year data from September 1, 2019 to March 17, 2020*

[3] *In response to the COVID-19 pandemic*

[4] *Includes renewals*

[5] *Data are from June 2020 to May 2021*

Library services are available to all active Stanford University ID holders, of which there are nine badge types:
1. Faculty/Staff
2. Student
3. Courtesy
4. Fellow
5. Visiting Scholar
6. Temp/Casual
7. Postdoctoral scholars
8. Chaplin Affiliates
9. Staff of Associated Study Stanford Student Union

Stanford Libraries provides access to visitors (although these have been temporarily suspended due to COVID-19):
1. University-affiliated groups (i.e., non-Emeritus faculty/staff retirees who typically have building access with their retiree IDs)
2. Stanford Alumni
3. Stanford Hospital clinicians and staff
4. Stanford Continuing Studies Department Students
5. Stanford Summer program participants (i.e., summer camps)
6. Library-affiliated groups (i.e., short-term visiting scholars and academic library partners)
7. Public visitors (two options):
   - Those who have registered as a visitor using a government ID at visitor registration kiosk. Non-alumni visitors receive seven free days per year (registered as a day visitor) and then have the option to buy a day pass or fee-based membership.

- Those who have purchased a fee-based library card "SUL Card."

Other things of note include:
- Government documents are available with no limit in libraries that serve as federal repositories. Green Library is a nationally recognized federal repository.
- Special collections are not subject to the seven-day limit; 10% of access to the special collections are Palo Alto residents using the Stanford archives.
- Local high school students over the age of 16 may register as visitors or purchase a for-fee card.
- Dependents under the age of 16 may accompany Stanford patrons into the library but must stay with their parent.
- Spouses of students have Stanford University ID Cards, and thus have access and borrowing privileges at Stanford Libraries.

Digital collections include media streaming, e-books, a vast collection of journals, and digitized historical documents. Access to licensed digital content is managed by the Stanford Libraries and the three coordinate libraries. Over time much information has been made available electronically. Access to digital content from off campus is limited to credentialed SUNetID (online credentials for Stanford community members) holders.

Some licensed content is available to public visitors from select computers within the libraries for walk-up access, while other databases require Stanford login credentials regardless of access point. Many digital resources made by Stanford libraries are made freely available on the web.

The population profile served is geared toward students between 18 and 25 years of age. Stanford expands its on-campus library facilities and related services, as needed, with development of new academic facilities to accommodate the library demands of its students, faculty, and staff. Library square footage needs are declining as more resources are converted to digital formats.

Stanford has recently partnered with Palo Alto and the community to provide lectures on issues like bias and segregation. Stanford offers some classes that are open to everyone.

Comparison with Surrounding Jurisdictions

As research libraries, the Stanford Libraries provide distinct services from a community library system. Stanford is more research oriented and focused on subjects to support its students. Like community libraries,

however, Stanford Libraries include substantial collections of fiction, general reference, newspapers and magazines, and children's books in addition to more specialized research materials.

Stanford's community centers, residence halls and campus bookstore also host a variety of events and functions (lectures, "story time," book signings, book clubs, small meeting rooms) that are provided by public libraries in cities/towns.

City of Palo Alto

The neighboring City of Palo Alto has a robust library system composed of five libraries: Rinconada, Children's, Downtown, College Terrace and Mitchell Park. For a city with a population 67,000, five libraries is unusually high.

The libraries receive a great deal of use from Stanford residents although the city does not track Stanford patrons separately. All Palo Alto school students (including those from Stanford) can use the libraries pursuant to an agreement with the Palo Alto Unified School District. The Palo Alto library lends to all California residents with a library card.

Palo Alto's library staff conducts surveys, connects with the School District, adult schools, Chamber and Avenidas (senior services) and follows national trends to determine its library offerings.

Palo Alto libraries seek to deliver information with:
- Summer reading programs.
- Volunteer opportunities for:
  - Teens,
  - Adults, and
  - Large numbers of senior volunteers.
- A variety of technology materials such as robots. (They have three robots used in story time.)
- A farm robot to teach local farming
- Programs on trends and current issues.
- Author programs delivered online. These are very popular and more programs are planned.
- Checkout of 100 items at one time for three weeks.

All libraries have computers. Laptops and Chromebooks are available for checkout and computer assistance is provided to seniors. The libraries offer many online books and services (Hoopla, Kono, Overdrive, Libby etc.) and Brain fuse, an online tutoring service.

Palo Alto has international language materials which are heavily used. The city also offers English as a second language (ESL) classes (which are

attended by Stanford shorter term visitors), citizenship and language learning resources.

Palo Alto offers materials for children of all ages. The Children's Library has 6,000 square feet dedicated to children's materials. It is exclusively for children and includes some parenting classes. The materials constitute approximately 15% of total circulation.

Mitchell Park Library has a similar sized collection of children's materials. Together the Children's and Mitchell Park libraries materials make up 60% to 65% of the library's total circulation.

Five story times per week are offered each week with 18 to 150 children in each (attending virtually). Sensory story times are offered for autistic children. A three-year summary of library services is shown in Table 16.

Table 16. City of Palo Alto Library Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Number of teens served	2,619	4,937	962
Percent of surveyed residents rating library services as "good" or "excellent"	n/a	92%	94%
Rating for library facilities (buildings, computer equipment, accessibility)	n/a	94%	93%
Rating for the variety of materials	n/a	88%	88%
Rating for recommending the Palo Alto libraries to friends	n/a	91%	93%
Meeting room reservations	14,648	10,290	n/a
Visits to library branches	1,009,639	663,761	51,383
Checkouts of library materials	1,467,038	1,194,673	808,438
Annual turnover rate of library collections	4.6	3.57	1.93
Budgeted appropriations	$9.7 million	$10.3 million	$8.4 million
Staffing (FTEs)	62.58	61.28	61.28

[1]*Estimated*

Service Gaps

Stanford focuses on providing library services that are geared toward its students and their studies. However, the public may access many of these materials. There is no identification or breakdown of materials available for children.

Funding

Stanford University funds these library services. The library also receives private grants used for supporting new types of digital research. A small percentage of users pay a fee.

Recommendations

To implement Recommendation 3, require Stanford to provide the following library services data for the last three years, along with annual updates:

- **Circulation items available to affiliates/residents**
- **Number of non-Stanford users who register as visitors for exhibits or day use**
- **Number of fee-based Library cards issued to non-Stanford holders**
- **Number of visits by Stanford University ID cardholder at Green Library (includes continuing study students and summer camp students)**
- **Number of publicly available computers**
- **Circulation items available to non-affiliates/non-residents**
- **Types of materials provided to non-affiliates/non-residents including children's materials**
- **Budgeted appropriations for library services**
- **Staffing levels for library services**

To implement Recommendation 4, require Stanford to include annual customer service survey feedback to gauge customer awareness of services provided and program satisfaction levels.

Parking Enforcement Services

How Services Are Provided

Stanford's Department of Public Safety provides parking enforcement for the campus under the existing Memorandum of Agreement with the County of Santa Clara Sheriff's Department. The County of Santa Clara processes all parking citations and appeals.

Comparison with Surrounding Jurisdictions

Palo Alto's Police Department is responsible for parking enforcement, parking citations and adjudication, and abandoned vehicle abatement in the city, except for the lots at Stanford Medicine. (Stanford pays for enforcement in these lots.) The Police Department does not have any metrics for parking enforcement activities.

Service Gaps

Very little information was available regarding parking and parking enforcement activities. Even with an apparent sharing of parking program functions between the University and the County, information about this program should be provided to the public. The only issue that surfaced during our review was neighborhood concern with increased parking and the resulting effects on local neighborhoods.

Funding

Funding for parking enforcement is paid by Stanford University.

Recommendations

To implement Recommendation 3, require Stanford to provide the following parking enforcement data for the last three years, along with annual updates:

- **Number of parking citations issued**
- **Number of parking citations appealed/adjudicated**
- **Percent of citations appeal completed within University-determined goal.**
- **Budgeted appropriations for parking enforcement services**
- **Staffing levels for parking enforcement services**

Parks and Recreation Services

How Services Are Provided

Stanford provides extensive athletic and recreation facilities and open space areas consisting of groves, lawns, courtyards, and plazas that are available to campus residents, affiliates and members of the public.

Recreational facilities on the campus include 30 acres of play fields, 10 fitness and recreation centers, 46 courts for tennis, sand volleyball, basketball and bocce ball, a golf and practice range, 7.4 miles of walking and jogging paths (not counting trails outside the Academic Growth Boundary), and five Campus Open Space areas that support recreation. These include the Arboretum, the Oval, San Juan neighborhood parks, Lagunita and its surroundings, and the Red Barn and equestrian facilities. Stanford provides a total of 17.3 acres per 1,000 residents of on-campus parks and open space, which is more than the minimum requirement of 5 acres per 1,000 residents required under the Stanford Community Plan.

The public has access to Stanford's campus. Members of the public also have occasional access to recreational fields and facilities through summer sports camps and local club sports leagues, and some of Stanford's outdoor facilities are accessible to the public when not in use for Stanford events.

Stanford's Department of Athletics and Physical Recreation supports 36 varsity sports teams, 32 club sports teams and fitness and recreation facilities for the general campus population.

Stanford Student Affairs and the Stanford Campus Residential Leaseholders (SCRL) also have open recreational programs that occur on Stanford lands. Faculty residents and their dependents have access to the Stanford Campus Recreation Association facilities on Bowdoin Drive, including swimming, tennis, and fitness classes. These facilities have programs directed at Stanford residents and their families, including lessons, family nights, and recreational activities.

Graduate students with children who live on campus are assigned to Escondido Village in one of the four family-courtyard communities. Each courtyard consists of two-story townhouse-style apartments with an enclosed playground for children.

Sporting events and venues, such as football, soccer and basketball, are open to Stanford affiliates and the general community through ticket sales. There are over 410,000 annual event attendees who are non-Stanford residents.

Table 17 below shows Stanford's park acreage, recreation data and annual costs.

Table 17. Parks and Recreation Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Park acres per 1,000 population	17.3	17.3	17.3
Recreation centers per 20,000 residents	10	10	10
Miles of recreational trails maintained	7.4	7.4	7.4
Percent of class registrations occurring online	90%	90%	100%
Total enrollment in classes/camps in arts, sciences, recreation, and open space programs			605,000
Cost of campus parks, fields and landscaping (1,048.06 acres)			$16,112,200[1]
Campus parks cost per acre			$15,373
Cost to maintain golf course (165.47 acres)			$4,936,000[1]
Golf course cost per acre			$29,830
Cost of recreational programming			$17,520,000[1]

[1] *Data* provided did not include multiple years or a specific year.

Comparison with Surrounding Jurisdictions

One of the key differences between Palo Alto's and Stanford's services is that the profile of the population served is distinct. Stanford's largest category of individuals served is students between 18 and 25 years of age whereas Palo Alto's services are designed for a broader population.

Stanford parks and recreation facilities are extensive and well-maintained. Stanford's ratio of parks (including open space) per resident is higher than neighboring communities. There are minor differences in specialty programs, reflecting differences in community demographics and program priorities. For example, Palo Alto has a lawn bowling green and Stanford does not. However, Stanford has an archery field and Palo Alto does not.

The County of Santa Clara has a rifle and pistol range while Stanford has no firearm practice facilities. Stanford has sand volleyball and tennis complexes which the County of Santa Clara parks do not provide.

The City of Palo Alto and County of Santa Clara measure distance to parks as a service metric, with the goal of providing the majority of residents access to recreational opportunities within a half-mile (walking distance) of their homes. The City of Palo Alto's Parks Master Plan (adopted in 2017) identified several neighborhoods that were lacking parks within one-half mile but did not provide a quantitative measurement of how many residents were affected.

The County reported that while only 3% of its residents live within one-half mile of a County Park, 90% live within 5 miles (Santa Clara County Parks 2018 Strategic Plan). All of the existing residential housing units on the Stanford campus are within one-half mile of open space and recreational facilities located within the campus.

City of Palo Alto

The neighboring City of Palo Alto has 32 neighborhood parks and 4,000 acres of open space. Open space areas have rest rooms, interpretative centers, trails and bike trails. The parks vary in size from under 2 acres up to huge parks with picnic areas, fields, basketball courts, tennis courts. The city has three community centers, an Art Center/Museum, Children's Museum and Zoo, and dog parks. The city has two playing fields on Stanford property which they lease from the University.

The community centers are located near libraries and parks. Community centers offer senior/adult fitness, youth classes, events, yoga, signing groups. The Cubberley Community Center leases space to Avenida (senior programs), AA, dance groups etc.

The city has a pool, which is located in one of its parks, and a golf course. Stanford's children can access summer camps, classes, and sports classes although the city doesn't track the number of Stanford patrons. Non-city residents (including Stanford residents) are charged 20% to 30% more for classes.

The Community Services Office of Human Services handles seniors and child services:

- The city contributes funds to Kids Choice, one of which serves mostly Stanford students.
- The city provides funds to Avenidas (a non-profit organization) for senior services.

Palo Alto measures its community programs based on demand for services and classes. They provide funding to make sure the equipment is safe and trash is picked up. During the current challenging economic

times, the department is looking to leverage resources with partners and collaborate with other departments (for example, the Library).

The city does not own any gyms and only has one pool. Stanford has not historically been willing to share all of its recreational resources. City leaders believe it could provide more services to the community with greater use of Stanford's resources. The city monitors the service metrics shown in Table 18 below.

Table 18. City of Palo Alto Community Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Percent of class registration occurring online	65%	81%	90%n/a
Percent of surveyed who rate the city's success in preserving natural areas as "good" or "excellent"	n/a	83%	83%
Percent of surveyed who rate recreation programs as "good" or "excellent	n/a	83%	83%
Total enrollment in classes/camps in arts, sciences, recreation and open space programs	13,553	9,118	7,000
Average enrollment in classes/camps in arts, sciences, recreation, and open space programs	15	11	7
Budgeted appropriations: parks and open space	$11.8 million	$12.1 million	$11.8 million
Staffing (FTEs): parks and open space	30.59	30.59	29.59
Budgeted appropriations: recreation	$6.7 million	$6.6 million	$5.8 million
Staffing (FTEs): recreation	47.08	42.85	41.35

[1]*Estimated*

Service Gaps

Stanford affiliates and their dependents have access to programing and recreational facilities on the campus. Stanford's provision of parks and open space is substantially greater than the five acres per 1,000 residents standard specified in the Stanford Community Plan.

However, public access to recreational fields and facilities is occasional and limited. It is a best practice in government to maximize the use of school facilities and make them available for utilization by the public.

Palo Alto staff expressed concern with possible impacts associated with expanding Stanford's population, which could result in less availability of parks and recreational services for Palo Alto residents.

Specifically, increases at Stanford could impact children's programs and the use of the City's two athletic fields on Stanford's property. Further, increases in the number of Stanford residents could result in the increased

use of all city parks and open spaces and could necessitate additional maintenance since University students, faculty and staff use these facilities.

Funding

Stanford University funds and homeowner association fees pay to maintain park facilities. Users also contribute toward specific recreational services through event fees, class fees, and membership dues.

Peer Comparison

USC has four to five smaller parks located on its University Park Campus. Exposition Park, a 160-acre urban park with museums, education and sport facilities and entertainment venues, is located just south of the University Park Campus, however, there do not appear to be any formal ties to the university.

Recommendations

To implement Recommendation 3, require Stanford to provide the following parks and recreation services data for the last three years, along with annual updates:

- **Park acres per 1,000 population**
- **Number of recreation centers per 20,000 residents**
- **Miles of recreation trails maintained**
- **Percent of class registrations occurring online**
- **Total enrollment and percent change in classes/camps in arts, sciences, recreation, and open space programs**
- **Annual cost of campus parks, fields and landscaping (1,048.06 acres)**
- **Campus parks, field and landscaping cost per acre**
- **Annual cost to maintain golf course (165.47 acres)**
- **Golf course maintenance cost per acre**
- **Annual cost of recreational programming**
- **Appropriations for parks and recreation services**
- **Staffing levels for parks and recreation services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Recommendation 9.   Develop an agreement between the County, Palo Alto and Stanford for additional shared use of University fields and recreational resources.

Recommendation 10. Provide fair-share maintenance funding for Palo Alto city parks used by Stanford affiliates.

Planning and Building Services

How Services Are Provided

Stanford has staff that provide planning studies, building permit applications, and documents. However, land use regulatory oversight rests with the County of Santa Clara. These activities include entitlements, permitting and inspection.

The County previously had a permitting office at Stanford, however, that office is currently closed.

Comparison with Surrounding Jurisdictions

The City of Palo Alto is responsible for planning and land use approval for areas and buildings located within its boundaries.

Service Gaps

Since the County is primarily responsible for planning and building issues, service gaps are not applicable.

Funding

Funding for the University's planning and building functions is paid by Stanford University.

Recommendations

We have no recommendations associated with this service.

Public School Services

How Services Are Provided

Palo Alto Unified School District (PAUSD)

The PAUSD service area covers the City of Palo Alto, portions of the town of Los Altos and Portola Valley, and Stanford. PAUSD operates 12 elementary schools (grades K to 5), 3 middle schools (grades 6 to 8), and 2 high schools (grades 9 to 12). Educational services are provided to almost 12,000 students from transitional kindergarten through grade 12. In addition, the PAUSD currently operates a pre-school, a Young Fives program, a self-supporting Adult School, the Hospital School at Stanford's Lucile Packard Children's Hospital, and Summer School.

The nearest PAUSD elementary and high schools to Stanford are Escondido Elementary School, Lucille M. Nixon Elementary School, and Palo Alto High School. The two elementary schools are located on land that was previously owned by Stanford.

PAUSD, unlike most school districts in California, is a community funded, or a basic aid funded, school district. While most school districts receive funding from the state for general purpose operations based on the number of students served, community funded school districts are funded primarily by the local property tax. Thus, PAUSD does not receive additional state aid for its general operations when student enrollment increases.

In addition, under the California Constitution and Revenue and Taxation Code, Stanford University receives a property tax exemption for the majority of the rental housing it provides. To the extent that housing provided by Stanford is exempt from local property tax, and not paid by long-term leaseholders, PAUSD does not receive property tax revenues from Stanford to fund its operations.

A separate report was prepared in 2019 by School Services of America Inc. that analyzed the impact of expanding housing proposed by Stanford on the future enrollment and per-student funding for PAUSD. An increase in student population at Stanford University is expected to reduce the revenue available per child served. Because PAUSD is a community funded school district, it will not receive any additional

general-purpose revenues from the state to serve additional students who reside at Stanford.

Comparison with Surrounding Jurisdictions

The City of Palo Alto does not provide public school services to its community.

Service Gaps

There are no existing gaps in public school services, which are provided by the PAUSD.

Funding

In FY 2019–20 it was estimated that the local property tax would provide approximately 80% of the PAUSD's unrestricted General Fund revenue.

Recommendations

Recommendation 11. The County, Stanford, and the PAUSD should work collaboratively to identify and equalize payments in lieu of property taxes ("PILOT") for any public school service provided to the Stanford community.

Public Transit Services

How Services Are Provided

Stanford's transit services are unique due to the density of transit-dependent people. Many students living both on and off campus choose to use public transportation, resulting in a high concentration of Caltrain/public transit riders. The University has implemented a comprehensive transportation demand management (TDM) program, intended to provide alternate modes of transportation. To accomplish this, Stanford offers numerous alternative transportation options, including an extensive shuttle system (the Marguerite).

Stanford's Marguerite shuttle is a private shuttle system and free shuttle services are provided to the public as well. The shuttle provides internal circulation on campus, connections to adjacent communities, and last-mile service to the Caltrain commuter rail service in downtown Palo Alto. The Marguerite shuttle service is operated by a third-party (currently First Transit) using University-owned assets.

Stanford's staff reports that their goal is to provide a shuttle that is an effective and efficient service for the Stanford community. Accordingly, shuttle capacity and route planning are evaluated regularly, and capacity is expanded when there is sufficient demand. The most recent example is Stanford's shift in schedules and services to address changes in the Caltrain schedule during the pandemic and the resulting shelter-in-place orders.

The University measures its Marguerite ridership by route, day, week, and month as well as Stanford's cost per passenger by route. Stanford examines ridership by hour/trip when planning for potential schedule changes.

Service levels are determined by demand (i.e., ridership levels) and requests from funding partners. The University evaluates potential changes frequently and modifies services to address prevailing trends, including new growth and development. Increases in Marguerite service are determined by evaluating available fleet and labor constraints of Stanford's service provider. Decreases in service are determined using the same methods.

Stanford works with Alameda County to supplement service through the operation of the AE-F Marguerite Service. This service is operated

through a contract with the Hallcon Corporation. The AE-F route is monitored the same way as Marguerite services.

Stanford's shuttle service includes 87 buses that cover over 22 routes with ridership of over 3.2 million passenger riders per year. Table 19 below shows the average monthly ridership for Stanford's shuttles. Shuttle ridership was down sharply in FY 2020/21 due to the pandemic.

Table 19. Transit Service Metrics for the Marguerite for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Average ridership per month for Marguerite	223,527	208,863	71,763
Average ridership per month for Marguerite AEF route	12,484	11,908	6,111
Budgeted appropriations	$19.2 million	$19.1 million	$12.7 million

Stanford supports public buses from the East Bay and provides transit passes to employees to encourage use of public transit. Stanford's staff work directly with public transit agencies to optimize access to the campus by providing data for ridership modeling and through operational discussions with agency staff.

Alameda County Transit (ACT) provides the Dumbarton Bridge corridor service. ACT contracts with a third party to operate its buses to and from Alameda County to campus with funding assistance from bridge tolls and private contributions from Stanford University and Stanford Health Care. The Dumbarton's East Bay routes serve several main hubs on campus. Passengers can then either walk or board the Marguerite to get to their final destination.

Together, the Dumbarton Express and Stanford's U Line and AE-F services generate a little over 2,000 riders per day. Monthly ridership for the Dumbarton service is provided by Alameda County Transit for the U Line and Dumbarton Bridge (DB) services.

ACT determines bus schedule adjustments for the Dumbarton based on their own budgetary constraints. Marguerite AE-F routes are patterned to fill in service gaps with ACT's services. Increases in Dumbarton service are determined by available fleet and labor constraints of ACT's service provider. Decreases in service are determined using the same methods.

Comparison with Surrounding Jurisdictions

Marguerite services to the campus are more frequent and convenient than local area bus services provided by SamTrans and the Valley Transportation Authority (VTA). Examples include multiple routes meeting all Caltrain stops at the Palo Alto Transit Center with service

every 10 minutes during the peak times for cross-campus services (prior to COVID-19).

Dumbarton service, which is subsidized by Stanford, is the only service from the Alameda County to Santa Clara County via the Dumbarton Bridge.

The City of Palo Alto has provided free shuttle services, as one of its strategies for encouraging transportation alternatives to single occupancy vehicle trips and to improve traffic flow and parking availability. However, this service has been discontinued due to the impacts from the ongoing COVID-19 pandemic and resulting financial and health-order constraints. Table 20 below shows the city's transit ridership in the last two fiscal years.

Table 20. City of Palo Alto Shuttle Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Number of shuttle riders	104,929	60,197	n/a[1]

[1]*Shuttle service discontinued*

Palo Alto's Transportation staff continues to evaluate funding opportunities for shuttle or other transit options and has been awarded grant funds from VTA to pursue innovative opportunities. The city has been awarded a $2 million Innovative Transit grant from the Santa Clara Valley Transportation Authority to fund an on-demand micro-transit service in Palo Alto. Service is tentatively scheduled to begin in late 2022.

Service Gaps

There are no geographic gaps in the Marguerite shuttle service on University premises. All populated areas of the main campus are served by the Marguerite. Some routes are currently suspended due to COVID-19 but are expected to resume as more people return to campus.

Funding

Stanford University and Stanford Healthcare pays for Stanford's private shuttle system. The University is also a funding partner for the VTA on-demand service. Stanford's private income funds these services.

Peer Comparison

USC Transportation provides an extensive network of free buses throughout the year for students, staff, faculty, and university guests. Multiple routes serve USC's main campus, the North University Park neighborhood, the USC Parking Center as well as the USC Health

Sciences Campus (HSC), Marina Del Rey ISI/ICT locations, Keck USC of Alhambra, and Union Station.

USC supplements its HSC/Union Station service with the Lyft Program to offer an alternative to its buses. The Lyft program at HSC runs from 7a.m. to midnight and the service includes trips between HSC and Union Station. As a back-up, passengers can use the Lyft app to take a Lyft ride between Union Station and HSC if they have missed the bus.

Recommendations

To implement Recommendation 3, require Stanford to provide the following transit services data for the last three years, along with annual updates:

- **Average ridership and percent change per month for Marguerite**
- **Average ridership and percent change per month for Marguerite AEF route**
- **Budgeted appropriations**
- **Staffing levels for transit services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Senior Services

How Services Are Provided

Stanford seniors have access to senior services offered by Avenidas, a private non-profit organization located in downtown Palo Alto. These services include consultations with clinical social workers specializing in gerontology at no cost or reduced cost for Stanford affiliates (faculty, staff, their dependents and students) depending on the type of service. Additional services available to Stanford affiliates include transportation, referrals to caregivers and home service providers, workshops and fitness classes, and social and volunteer opportunities.

Some Stanford seniors are eligible to use the services of Bright Horizons for temporary in-home caregiving and professional advising for seniors. In addition, Stanford affiliates have access to the Lively activity sharing product that allows family members to monitor a senior's daily activities and the Farewell to Falls program, which provides home visits by a registered occupational therapist to assess home safety risks and mobility issues. These services are provided through health insurance programs, for which all resident Stanford seniors and their dependents are eligible.

Stanford seniors may also enroll in Meals on Wheels and Little House for home delivered meals. Stanford's resident seniors, nearly all of whom reside in taxpaying residential units as long-term leaseholders, are also eligible for senior assistance programs offered by the County of Santa Clara.

Stanford has also supported the construction of a private senior housing, assisted living and skilled nursing facility on its lands in nearby Palo Alto. The Vi Community houses many Stanford affiliates.

Stanford has several volunteer community service programs for students, faculty and staff focused on serving seniors (including Meals on Wheels).

Services provided through the Stanford WorkLife Office for faculty and staff include a once-a-month caregiver group with a designated topic, with a specific focus on caregiving to the elderly. These are attended by 20 to 65 people depending on the topic. The topic that receives the most attention is legal services related to elder care.

Stanford Health Care's Aging Adult Services provides education, resources, and care coordination for adults ages 65 and older residing in San Mateo or Santa Clara counties. Patients are offered services up to 90 days after they are discharged from Stanford Hospital or from skilled nursing facilities, to home. The Aging Adult Services team includes nurses, a gerontologist, a social worker and an occupational therapist.

Stanford Health Care has clinics on the campus that specialize in geriatric medicine and aging adult services, including assistance with home care, caregiving, home technology, and end of life support. These services are open to members of the Stanford community.

In addition, the Health Library is a 2,000 square foot non-clinical space in the new Stanford Hospital that is another resource for caregivers. The services provided at the Health Library include supportive care, free workshops, caregiver support, and peer support for family healthcare. The Health Library program is designed for family caregivers juggling work/family/caregiving; individuals actively caring for someone regardless of whether they are in the hospital or an outpatient. The program elevates the family caregiver to feel like a member of the care team. The goal is to improve patient experience by providing family caregivers of patients with clinical/medical-type skills.

Some services provided to senior residents on campus are retiree benefits and as such, fall within the benefits package. Stanford tracks how many members are using services, legislative requirements, and industry coverage standards to set the benefits package offered to the retired university faculty and staff.

The Faculty Club and the Stanford Campus Recreation Association (SCRA) provide community centers, social and recreational benefit for residents, including Emeriti staff and their dependents. Services include food services, community room rentals exercise classes and recreation opportunities. The Faculty Club and the SCRA track retiree and senior memberships and program usage. Table 21 shows memberships and program usage for the last three years.

Table 21. Senior Citizen Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Faculty Club memberships	2,350	2,350	2,350
Campus Recreation Association programs used	550	550	550

The Caregivers Center, which is part of the Stanford Health Library, keeps track of asynchronous webpage touches (how many times people visit the webpage), including patient and family guides.

Stanford uses consultants to determine service levels on an annual basis based on plan use in the prior year. If a service is identified as heavily utilized then there are changes to the plan design structure, so needs are met.

As the headcount increases, benefits will be extended to new Stanford affiliates. Fringe benefit rate negotiations are affected, and employee contributions may be affected as well. If demand for service or programing increases, additional personnel will be hired, or services altered to meet the need.

Comparison with Surrounding Jurisdictions

Through the Community Services Office of Human Services, the City of Palo Alto provides funds to Avenidas (a non-profit organization for senior services). This Office also provides oversight of the Family Resources database.

Service Gaps

All Stanford affiliates and their dependents are covered by senior services. Compared with most communities, Stanford's academic campus houses a relatively small population of approximately 700 residents who are over 65 years old, which include retired faculty and staff and their spouses, parents of faculty, and student residents.

The population is unique in that they disproportionately are economically stable, highly educated, and highly independent.

The service metrics provided appear to be estimates as it is unlikely that the number of participants and programs used would have the exact same numbers in the last three years. These metrics should be refined and detailed, along with appropriations, staffing levels and customer feedback.

Funding

The program is funded through Stanford private funds, employee medical care contributions, and nominal membership dues. The bulk of any medical costs for retirees and their dependents, approximately 90%,

is covered by Stanford which is typical of most employers. Retirees pay a monthly contribution. Some plans and services require a co-pay.

Services at the Health Library are free to Stanford affiliates and the general community. There are nominal membership dues for the Faculty Club and SCRA.

Peer Comparison

USC offers family and dependent care resources to its students and families. USC partners with Bright Horizons, which provides access to sitters for children, pets and housekeepers. Discounts are offered for eldercare. Elder care is available through Bright Horizons as back-up care for families.

Recommendations

To implement Recommendation 3, require Stanford to provide the following senior services data for the last three years, along with annual updates:

- **Number of Faculty Club memberships**
- **Number of Stanford Campus Recreation Association programs used**
- **Number of Stanford Campus Recreation Association memberships**
- **Number of participants for Faculty Club programs (each program)**
- **Number of participants for Stanford Campus Recreation Association program usage (each program)**
- **Number of Caregivers Center webpage touches per year**
- **Appropriations for senior services**
- **Staffing levels for senior services**

To implement Recommendation 4, require Stanford to include customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Solid Waste Services

How Services Are Provided

Solid waste generated by Stanford is managed under a service contract with Peninsula Sanitary Service, Inc. (PSSI). PSSI operates all collection services on Stanford grounds, including the collection, processing, and/or marketing of recyclables, food and compostable materials, and trash. PSSI provides dumpster and roll-off debris box service; provides recycling and composting bins for campus buildings, and recycling, compost, and landfill bins for special events. They also collect construction and demolition material and provide street sweeping services.

PSSI manages the contracts with disposal facilities and operates the Stanford Recycling Drop-Off center on campus (which is also open to the public). PSSI also provides community education and trainings for how to reduce waste, and promote increased reuse, recycling, and composting at the campus.

PSSI serves the residential neighborhoods on the campus. Faculty and staff from residential households are also eligible for the County of Santa Clara's Household Hazardous Waste Collection events.

Over the last 30 years, Stanford's Waste Reduction, Reuse, Recycling and Composting Program has been expanded and improved in response to demands from the campus community, recycling markets, and new legislation. In 2017, the University initiated a Zero Waste Feasibility Study to analyze its waste streams and develop strategies for reaching the goal of zero waste (defined as 90% diversion rate of higher) by 2030. Thus far, Stanford has increased its landfill diversion rate from 39% in 1998 to 67% in 2020. Table 22 below shows Stanford's recent progress in reducing its waste.

Table 22. Solid Waste Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Total waste diversion in tons	14,882	17,410	10,869
Pounds of solid waste disposed of per person per day: goal	0 waste by 2030	0 waste by 2030	0 waste by 2030
Pounds of solid waste disposed of per person per day: actual	.24	.26	.16

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Percentage of waste diverted from landfills	64%	66%	67%
Percentage of commercial accounts with compost service	100%	100%	100%
Tons of materials recycled or composted	8,509	8,970	5,436
Budgeted appropriations	$2.1 million	$2.1 million	$2.1 million

Each year, Stanford's recycling data are provided to the County of Santa Clara. Stanford's tonnages are included with the County's data in the annual report filed with the state.

Comparison with Surrounding Jurisdictions

Palo Alto provides refuse-related services on a user charge basis to city residents and businesses. The goals of its refuse program are to minimize waste generation, maximize recycling and reuse to meet and exceed the city's Zero Waste goals, protect the environment by safely collecting and disposing of household hazardous waste, and maintain and monitor the city's closed landfill. Table 23 shows Palo Alto's recycling data.

Table 23. City of Palo Alto Solid Waste Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Number of households participating in the Household Hazardous Waste program	5,523	4,519	5,545
Percentage of commercial accounts with compost service	100%	100%	100%
Percentage of household with mini-can garbage service	43%	44%	44%
Percentage of waste diverted from landfills	82%	81%	82%
Tons of materials recycled or composted	55,900	51, 852	48,000
Number of inspections performed annually on recycling and compost sorting compliance	n/a	141	70
Budgeted appropriations	$29.7 million	$38.6 million	$32.4 million
Staffing (FTEs)	15.65	15.93	15.93

[1]*Estimated*

Service Gaps

There are no gaps in service.

Funding

A copy of the contract with PSSI was not provided, thus we are unable to provide any funding information.

Recommendations

To implement Recommendation 3, require Stanford to
provide the following solid waste services data for the
last three years, along with annual updates:

- **Total waste diversion in tons**
- **Pounds of solid waste disposed of per person per day:
  goal**
- **Pounds of solid waste disposed of per person per day:
  actual**
- **Percent of waste diverted from landfills**
- **Percent of commercial accounts with compost service**
- **Tons of materials recycled or composted**
- **Budgeted appropriations (three years)**
- **Number of single-family and multi-family residential
  households served**
- **Number of commercial and school sites served**
- **Number of household hazard waste events/sites**
- **Staffing levels (three years)**

To implement Recommendation 4, require Stanford to
include annual customer service feedback to gauge
customer awareness of services provided and program
satisfaction levels.

Stormwater Services

How Services Are Provided

Stanford is located in a region with moist, mild winters and hot, dry summers. More than 90% of precipitation in the Bay Area falls between November and April. Bay Area lowlands receive about 15 to 20 inches of annual rainfall in the South Bay.

Stanford owns and maintains a storm drainage system consisting of an extensive network of pipes, manholes, inlets, and ditches, along with detention, stormwater treatment, and stormwater capture facilities.

Inspection and maintenance of the storm drainage system are carried out by technicians, engineers, and trained staff to ensure the system is operating as intended and meets regulatory requirements. Prior to each rainy season, catch basins are cleared of debris, pipes are flushed, ditches are cleared, and mechanical systems are inspected and maintained. Technicians and grounds crews are available during storms to respond to drainage issues, as communicated through an all-hours maintenance call-in system.

Dams

Stanford owns two dams: Searsville and Felt. The dams are maintained by Stanford and are inspected annually by the California Division of Dam Safety.

Local Surface Water

Stanford is located within the San Francisquito Creek and Matadero Creek watersheds. Both of these drainages discharge into the southern portion of San Francisco Bay as they flow from southwest to northeast.

Stanford Lake Water System

Stanford holds water rights that entitle it to divert water from Los Trancos Creek, San Francisquito Creek, and Searsville Reservoir.

The non-potable water system consisting of reservoirs, pump stations and pipelines for delivery to campus is referred to as Stanford's lake water system. Stanford's rights provide water for landscape irrigation, for stock, recreation, fire protection, and habitat purposes. Stanford's surface water can be treated and made available for potable use in case of an emergency.

Storm Drainage System

Stanford's stormwater runoff is collected in the storm drainage system. The Stanford campus storm drainage system consists of an extensive network of catch basins, conveyance pipes, and open soil drainage ditches. Once stormwater is collected in the drainage network, it flows by gravity from the campus to Matadero Creek or San Francisquito Creek, and, in many cases through the City of Palo Alto's storm drainage system, before entering San Francisco Bay. Stanford regularly inspects and maintains its storm drainage facilities.

Detention Facilities

As a condition of the 2000 General Use Permit, Stanford is required to develop and maintain facilities to ensure that peak storm runoff from development authorized by the 2000 General Use Permit will not increase or cause downstream flooding. Stanford developed on-site detention facilities to create sufficient capacity to offset increased runoff associated with all new impervious surfaces constructed under the 2000 General Use Permit.

Stanford's Storm Drainage Detention Master Plan was submitted in April 2001 and approved by the County in 2004. The majority of the detention capacity is provided by recreation fields that Stanford has developed to serve Stanford recreational needs, which also serve to provide stormwater detention. All detention facilities are designed to only store stormwater runoff temporarily and not create extended ponding.

A summary of Stanford's stormwater system is shown in Table 24 below.

Table 24. Stormwater Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Compliance with National Pollutant Discharge Elimination System Standards (Yes/No)	Yes	Yes	Yes
Percent of storm drainage inlets equipped with trash capture devices	5%	5%	5%
Miles of closed storm drain	35	35.3	36
Miles of open channel storm drain	11	11	11
Number of storm drain inlets	1,300	1,300	1,300
Number of stormwater recharge facilities	3	3	3
Number of stormwater detention basins	10	10	10
Number of stormwater reclamation facilities	1	2	2

Comparison with Surrounding Jurisdictions

The City of Palo Alto's stormwater management services are funded through the stormwater management fee which is charged to property owners of developed parcels in Palo Alto. Stormwater management activities include inspection, clean-up, operation, maintenance, replacement of and improvement to the storm drainage system to ensure adequate local drainage and reduce stormwater runoff impacts consistent with the city's 2015 Stormwater Master Plan and the 2019 Green Stormwater Infrastructure Plan.

Activities include litter reduction, urban pollution prevention programs, commercial and residential rebates, and flooding emergency response services with the goals of reducing stormwater runoff and maintaining stormwater quality protection for discharge to creeks and San Francisco Bay. Table 25 shows the City of Palo Alto's Stormwater Service Metrics.

Table 25. City of Palo Alto Stormwater Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Percent of survey respondents rating the quality of storm drainage as "good" or "excellent"	n/a	83%	83%
Number of inspections performed annually by stormwater management	671	602	664
Percent of inspections in compliance with stormwater regulations	89%	93%	90%
Budgeted appropriations	$9.4 million	$9.9 million	$9.9 million
Staffing (FTEs)	13.55	13.55	13.55

[1]Estimated

Service Gaps

There are no apparent service gaps.

Funding

Stanford did not provide any information regarding funding for this service.

Recommendations

To implement Recommendation 3, require Stanford to provide the following stormwater services data for the last three years, along with annual updates:

- **Compliance with National Pollutant Discharge Elimination System Standards (Yes/No)**

- **Percent of storm drainage inlets equipped with trash capture devices**
- **Miles of closed storm drain**
- **Miles of open channel storm drain**
- **Number of storm drain inlets**
- **Number of stormwater recharge facilities**
- **Number of stormwater detention basins**
- **Number of stormwater reclamation facilities**
- **Percent of storm inlets without obstruction**
- **Tons of debris collected**
- **Number of inspections performed annually**
- **Percent of inspections in compliance with stormwater regulations**
- **Appropriations for stormwater services (three years)**
- **Staffing levels for stormwater services (three years)**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Streetlighting and Traffic Signals

How Services Are Provided

Stanford's streetlighting and traffic signal infrastructure (including the streetlight system) is privately owned, operated, and maintained by the University. Stanford has its own electrical/line crews and streetlighting crews and maintains more than 10,000 streetlights. Energy to power the streetlights is provided by direct access electrical suppliers and by Pacific Gas and Electric.

There are no shared streetlighting services between Palo Alto and Stanford. However, some streets are fed by more than a single jurisdiction. Stanford provides electricity and maintenance to streetlights in the County and Palo Alto service areas, including Junipero Serra Boulevard, Welch Road, Sand Hill Road, and Quarry Road.

Palo Alto pays Stanford for easements for two electric substations and one gas service reduction station on their lands. The city and Stanford are in negotiations about the cost of those easements.

Stanford is responsible for the maintenance of its traffic signals. However, it shares the cost of operating five traffic signals on and at the edge of the campus. Stanford pays a maintenance contribution per a maintenance agreement to either County of Santa Clara, City of Palo Alto, or Caltrans depending on which jurisdiction the signal resides in, ranging from 25% to 100%. Tables 26 and 27 below reflect those maintenance responsibilities.

Table 26. Traffic Signal Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Traffic signals maintained[1]	5	5	5
Signalized intersections maintained[2]	13	13	13

[1] *Stanford's maintenance contribution is 25% to 100%*
[2] *Intersections are maintained by Caltrans, County of Santa Clara, or City of Palo Alto*

Table 27. Traffic Signal Maintenance Summary as of May 21, 2021

Signal Location	Cross Street	Jurisdiction with Maintenance Responsibility	Stanford's Maintenance Contribution
Palm Drive	Arboretum Road	City of Palo Alto	100%

Signal Location	Cross Street	Jurisdiction with Maintenance Responsibility	Stanford's Maintenance Contribution
Galvez Street	El Camino Real	Caltrans	25%
Campus Drive East	Junipero Serra Blvd	County of Santa Clara	33%
Serra Street	El Camino Real	Caltrans	25%
Campus Drive West Links Road	Junipero Serra Blvd	County of Santa Clara	50%

Comparison with Surrounding Jurisdictions

Stanford is responsible for providing energy and maintenance for its streetlighting and traffic signals systems. These services are similar to those provided in many other area cities. Some maintenance services are likely provided by contractors.

The City of Palo Alto is unique in that it has its own electric system. The city's streetlights and traffic signals are provided power through the city's electric system. The city provides electrical power to Stanford Hospital.

Service Gaps

Palo Alto staff report incidences of breakdown in communication and coordination between city departments, (transportation and utilities) and Stanford. This results in new lighting installations on Stanford's behalf without contact with Palo Alto's Utilities Department.

Funding

The University is responsible for paying for its streetlighting and traffic signal services. Palo Alto pays the University for the use of its stations located on Stanford property.

Recommendations

To implement Recommendation 3, require Stanford to provide the following streetlighting and traffic signal services data for the last three years, along with annual updates:

- **Number of streetlights maintained**
- **Percent of time streetlights are operational**
- **Number of street signs maintained**
- **Percent of street signs meeting visibility requirements**
- **Number of traffic signal repairs made**
- **Percent of time traffic signals are operational**
- **Percent of time that traffic signal maintenance is performed within recommended guidelines.**

- **Traffic signals maintained**
- **Signalized intersections maintained**
- **Appropriations for street lighting and traffic signal services**
- **Staffing levels for street lighting and traffic signal services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Recommendation 12. Require Stanford to coordinate all proposed lighting modifications or additions with Palo Alto Utilities.

Streets

How Services Are Provided

Stanford owns and maintains approximately 32 miles of private roads, which are available to the public, along with an extensive network of sidewalks/paths. Stanford uses a conventional municipal pavement management program to inventory road pavement by section, assess pavement condition, record historical maintenance, recommend maintenance treatments type and frequency, forecast budgets for the work, and project future road condition resulting from treatments over time. Stanford follows the Caltrans Highway Design Manual and conventional pavement marking and regulatory signage standards.

Service levels are tied to pavement performance and condition as determined by periodic assessments. When the pavement condition index (PCI) declines below 83, Stanford increases services using the pavement management system guidance for treatment types and frequency. Stanford's roads are at the mid-range of the "very good" category (as designated by the Metropolitan Transportation Commission). Stanford contracts with consultants for periodic pavement condition assessments and executes contracts with grading/paving contractors for pavement renewal work, supplemented by an internal roads crew that does minor maintenance such as fixing potholes.

Stanford generates higher volumes of pedestrian and bicycle traffic relative to vehicular traffic than other non-institutional communities. While some of Stanford's private roads are restricted to bicycle, transit, emergency and service vehicle access, the majority are currently open for public use. Bicycle infrastructure is considered when designing all projects on campus.

Stanford owns and maintains eight bridges, mostly small structures for local traffic and pedestrians. None are on public roads.

The County of Santa Clara owns and manages Page Mill/Old Page Mill Road and manages Junipero Serra Boulevard (an easement) serving surrounding communities and the campus. The County and City of Palo Alto manage Stanford Ave.

Stanford utilizes industry standard metrics to measure its services, as shown in Table 28. In addition, the University conducts periodic monitoring and addresses special issues related to mobility as they arise.

Table 28. Streets Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Pavement Condition Index (PCI)	76	76	n/a
Bicycle lane miles on streets (Class 1 and 2)	29	29	29
Percent of potholes repaired within 15 days of notification	95%	95%	95%
Number of lane miles resurfaced	2.35	2.55	3.11

Comparison with Surrounding Jurisdictions

Stanford's street maintenance program is similar to Palo Alto's, however Stanford's pavement condition and response to potholes are better than Palo Alto's. They are, in fact, better than many communities.

Palo Alto's street maintenance program is designed to meet the city goal of updating and maintaining the city's assets and infrastructure. Table 29 shows the city's streets and sidewalk services over the last three years.

Table 29. City of Palo Alto Streets Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Percent of citizens rating the quality of street repair as "good" or "excellent"	n/a	55%	54%
Pavement condition score	85	84	84
Percent of potholes repaired within 15 days of notification	85%	90%	75%
Number of lane miles resurfaced	10	7	13
Percent of lane miles resurfaced	2%	2%	3%
Percent of residents rating the quality of sidewalk maintenance as "good" or "excellent"	n/a	63%	65%
Square feet of sidewalk replaced or permanently repaired	66,662	48,847	16,820
Budgeted appropriations (general fund)	$3.7 million	$3.9 million	$3.9 million
Staffing (FTEs)	15.74	15.74	15.74

[1]*Estimated*

Service Gaps

There are no gaps in service. Stanford maintains all its roads, including the roads in the faculty subdivision, and foothills.

Funding

Stanford University pays for all street construction and maintenance. Funds come from the University's private income funds.

Recommendations

To implement Recommendation 3, require Stanford to provide the following street services data for the last three years, along with annual updates:

- **Pavement Condition Index (PCI)**
- **Bicycle lane miles on streets (Class 1 and 2)**
- **Percent of potholes repaired within 15 days of notification**
- **Number of lane miles resurfaced**
- **Percent of lane miles resurfaced**
- **Number of potholes repaired**
- **Square feet of sidewalk replaced or permanently repaired**
- **Percent of sidewalk replaced or permanently repaired**
- **Appropriations for street services**
- **Staffing levels for street services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Utility Services (Gas, Energy and Electrical)

How Services Are Provided

In Santa Clara County, Pacific Gas & Electric (PG&E) is the primary supplier of electricity and natural gas to businesses and residents. PG&E obtains its energy supplies from power plants, natural gas fields, and hydroelectric facilities in northern California and from electricity and natural gas purchased outside its service area and delivered through high-voltage transmission lines of the power grid and through gas pipelines.

Stanford purchases "direct access" electricity for most of its campus operations. This program allows for a choice of energy providers rather than solely purchasing electricity from PG&E, although PG&E continues to deliver the electricity. Stanford's current direct access provider is Calpine, which provides its on-campus electricity.

Previously, campus electricity was also generated by Stanford's cogeneration plant, which was replaced with a more efficient Central Energy Facility (CEF) in 2015. In January 2017, Stanford commenced operation of the Stanford Solar Generating Station in Kern County. This facility provided by renewable sources, the equivalent of half of all on-campus electricity. While Stanford does not transport and use the energy generated at the Kern facility on the campus, Stanford receives renewable energy credits for the electricity it produces there. In March 2022, Stanford's second solar plant went online completing the transition to 100 percent renewable electricity.

Stanford has one customer, itself, unlike other communities that provide services to individual residents and business.

Stanford measures service reliability (service interruptions over time) and availability (service versus demand). Increases and decreases in service are determined with capital planning efforts and buildings coming online to ensure services meet demand.

System reliability is a measure of how well energy supply met energy demand. Less than 100% would include everything from campus distribution failures to an off-campus supply issue, such as a power safety, power shutoff event. System availability is a measure of thermal energy production equipment in terms of its actual availability versus

time in the measured period. Table 30 below shows Stanford's electric service metrics during the last three years.

Table 30. Electric Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Energy system reliability	99.98%	100%	99.97%
Thermal energy production availability	97.18%	98.24%	97.06%
Number of publicly available electric vehicle chargers in garages and facilities	132	171	183
Number of customer accounts (Electric)	1	1	1
Total number of outages	0	0	0

Stanford's budget is based on the forecast energy consumption needs of the campus. It comes from meter data that the University uses for billing and capital planning. The budget is not influenced by external issues, complaints, or community matters.

While consumption of electricity and chilled water energy has slowly increased since 2000, a significant reduction in heating demand occurred after 2014, when Stanford overhauled its campus heating and cooling system [Stanford Energy System Innovations (SESI) project] with a process that is 70% more efficient than the prior cogeneration process. The result has been an overall improvement in building-level and district-level energy efficiency.

SESI, the University's energy supply program, is designed to meet campus energy needs through 2050 while allowing for flexibility in energy procurement and significantly reducing GHG emissions. SESI transformed the University's energy supply from fossil fuel-based combined heat and power to a more efficient electric heat recovery system powered by renewable energy.

Since the 1980s, Stanford has employed building-level energy metering of all its facilities to understand how and where energy is used and facilitate strong energy efficiency programs such as the Whole Building Energy Retrofit Program and the Energy Retrofit Program. As of 2019, Stanford had reduced energy usage on campus 32% from a 2000 baseline. As a result of this decrease in energy use, the University's operations budget has not increased in terms of the cost for gas and electricity services.

The University is considered a leader among institutions of higher learning in sourcing renewable energy and reducing energy demand

associated with its operations. Stanford continues to reduce energy demand from existing buildings while making strides in maximizing the efficiency of its campus energy supply. Localized adjustments required to provide services are made when projects are in the capital planning phase.

Stanford and individual homeowners in the faculty subdivision purchase natural gas from PG&E.

Comparison with Surrounding Jurisdictions

Stanford operates a private district energy system with the sole customer being the university. As previously indicated, Palo Alto has its own electric utility. The city is connected to the Pacific Gas & Electric distribution system and purchases power from additional sources. The city has entered into several multi-year contracts with producers of wind, landfill gas, and solar energy.

Palo Alto purchases gas from several sources. The Gas Utility services include Crossbore Safety, Gas Main Replacements, and Home Energy Audits. The gas utility infrastructure and its crews maintain an excellent safety record. The city plans, designs, budgets, and constructs major capital improvements to the city's gas distribution system. Table 31 shows the service metrics for Palo Alto's electric and gas services.

Table 31. City of Palo Alto Electric and Gas Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Average residential monthly utility bill above/below the median of neighboring cities	(9%)	(10%)	(16%)
Percent of those surveyed rating the quality of the electric utility as "good" or "excellent"	n/a	77%	80%
Percent of retail electric sales volume provided by renewable supply resources under long-term power purchase agreements	61%	37%	25%
Average duration of customer outages in minutes as reported using industry guidelines	122	65	95
Cumulative installed capacity of photovoltaic systems in megawatts	13	16	16
Number of customer accounts (electric)	29,600	29,791	29,790
Number of momentary outages	1	1	1
Total number of electrical outages	42	32	22
Number of publicly available electric vehicle charges in garages and facilities	57	81	114
Percentage of Grade 1 leaks responded to within 24 hours	100%	100%	100%
Percentage of gas system surveyed by mobile (vehicle)	100%	100%	100%
Percentage of gas system surveyed by walking	100%	100%	100%

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Natural gas savings achieved annually through efficiency programs (therms)	301,000	61,203	188,000
Number of customer accounts (gas)	23,629	23,388	23,388
Number of gas leaks repaired	126	116	89
Budgeted appropriations (electric)	$174.8M	$186.7M	$183.4M
Staff (FTEs) electric	111.33	110.95	111.34
Budgeted appropriation (gas)	$43.6 million	44.6 million	48.7 million
Staff (FTEs) gas	53.83	53.83	53.83

[1] *Estimated*

Service Gaps

There are no geographic services gaps in energy services. In fact, under easement, electric substations and gas service reducing stations are located on Stanford lands and support the surrounding communities in meeting their energy needs.

Funding

Stanford University funds pays for these services.

Recommendations

To implement Recommendation 3, require Stanford to provide the following gas and electric services data for the last three years, along with annual updates:

- **Appropriations for gas services**
- **Staffing levels for gas services**
- **Energy system reliability**
- **Thermal energy production availability**
- **Number of publicly available electric vehicle chargers in garages and facilities**
- **Number of customer accounts (electric)**
- **Total Number of outages**
- **Number of residents served with electric power**
- **Appropriations for electrical services**
- **Staffing levels for electrical services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Utility Services (Internet and Telephone)

How Services Are Provided

Internet Service

Stanford has 5x100Gb internet links. Four of these connections are provided by CENIC and one connection is provided by Hurricane Electric. Traffic is distributed across the five connections. The University network backbone is built using full redundancy across major routing components and the technology/hardware is refreshed every five years. The five-year refresh consists of evaluating hardware vendors, evaluating bandwidth requirements, and formulating implementation schedules. Faculty subdivision residents can opt into Stanford-provided internet or use another provider.

Stanford uses tools such as Grafana, Cacti and Stanford-developed tools and alarms to measure throughput. Thresholds are set to alarm (via email) if network interfaces exceed 75% utilization. Should any one of the internet feeds exceed 75% utilization, an engineering team review is triggered to understand what caused the spike, determine if it was a one-time spike or if there is a need to balance traffic across multiple feeds, or if there is a need to expand capacity.

In the last three fiscal years (from FY 2018-19 through FY 2020-21) there have not been any incidents where network interfaces exceeded 75%. Service level expectations are based on availability of the internet as well as throughput.

Telephone Service

Stanford provides its telephone systems, with Lumen (Century Link) as the primary Public Switched Telephone Network (PSTN) provider and AT&T as the back-up PSTN provider.

Stanford uses state metrics for emergency service and to track user demand. Across unincorporated County lands, Stanford voluntarily adheres to California's Office of Statewide Health Planning and Development (OSHPD) standards and provides phone service to Stanford Healthcare in the City of Palo Alto, applying the same service standard to both areas. Services also meet the standards required by Homeland Security.

Phone service is continuously monitored to ensure it meets regulatory standards per OSHPD. OSHPD conducts inspections and recertification. OSHPD certification takes place before occupancy (new construction or reconfiguration). OSHPD regulates how phone services/systems are set up to meet certain requirements [i.e., how and where phone system (PBX) is located for diversity and redundancy]. Stanford meets and exceeds OSHPD requirements for its systems.

Homeland Security operates a Telecommunications Service Priority (TPS) Program. According to Homeland Security,

> *Telecommunications Service Priority (TSP) is a program that authorizes national security and emergency preparedness (NS/EP) organizations to receive priority treatment for vital voice and data circuits. The TSP program provides service vendors a Federal Communications Commission mandate to prioritize requests by identifying those services critical to NS/EP. A TSP assignment ensures that it will receive priority attention by the service vendor before any non-TSP service.*[5]

The TSP program governs service restoration priority for critical infrastructure. Stanford circuits provide services to the hospitals (and University) are enrolled in this program. Stanford has TSP identifications assigned to the circuits. There are no metrics for the TSP program; the priority treatment is either provided or not.

All local buildings on the campus, including new development, are connected in standard 2x10GB fiber circuits to geographically diverse communications hubs for the purpose of continuous connectivity in the event of a single hub location failure. Remote locations are typically built with diverse fiber paths; however, this may vary depending on the criticality of the location. In addition to evaluating each building to ensure it meets Stanford's requirements, overall system capacity is assessed to ensure new buildings do not exceed overall service capacity. Table 32 below shows the metrics for internet and telephone services for the last three years.

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[5] Cybersecurity and Infrastructure Security Agency website

Table 32. Internet and Telephone Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Internet: number of network interfaces exceeding 75%	0	0	0
Meets OSHPD requirements for telephone service	yes	yes	yes
Meets Homeland Security standards for telephone service	yes	yes	yes
Telephone: number of incidents where OSHPD regulatory standards are not met	0	0	0

The Stanford network is built to meet OSHPD levels because of the hospitals, which means it is overbuilt to meet system requirements of capacity and redundancy. Specifically, Stanford contact centers are set up with non-blocking call capacity, which means the amount of available PSTN trunks and lines exceed the number of calls contact centers can take at any time. Every building on campus benefits from this. Also, Stanford's phone system capacity is built and regularly tested to handle emergency mass notification events. As such, Stanford believes it provides higher service levels than surrounding communities.

Comparison with Surrounding Jurisdictions

In 1996, the City of Palo Alto built a dark fiber ring (optical fiber that is currently being unused in fiber-optic communications) around the city, capable of supporting multiple network developers and service providers with significant growth potential. The fiber backbone network was routed to pass by and provide access to key city facilities and the Palo Alto business community, including research centers and commercial properties. Dark fiber optics service consists of providing the fiber optics cabling, splice points, service connections, and other infrastructure providing high-capacity bandwidth needed to transport large quantities of data. This service excludes the transmitters, receivers, and data itself, which are owned and operated by each customer.

The City of Palo Alto provides 36 fiber circuits (tied to the dark fiber ring) to the campus. Stanford manages its fiber network, although Palo Alto occasionally assists with troubleshooting. Palo Alto believes that Stanford does not have adequate documentation of its fiber circuits resulting in problems with cutovers (instances when service is going from overhead to underground).

Palo Alto provides the metrics shown in Table 33 to track its fiber services.

Table 33. City of Palo Alto Fiber Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Number of commercial fiber connections completed	207	201	181
Number of customer accounts	96	95	83
Number of wholesale resellers	14	15	15
Budgeted appropriations	$4.2 million	$4.3 million	$4.3 million
Staffing (FTEs)	7.6	7.6	7.6

[1]*Estimated*

Palo Alto's Information Technology Department provides a broad range of technology solutions to employees, departments, council members, and the community. They are used to align city goals, allocation of funds, and technology projects. The department manages the core functions of Enterprise Architecture, GIS, Infrastructure Support, Cloud Services, Service Desk, telecommunications, operational Security, disaster recovery, and IT asset/software management.

Service Gaps

There are no internet or telephone service gaps.

Funding

The University pays all 911 and County taxes to its service provider so the costs of emergency call services are covered. Stanford provides phone lines to Blue Emergency Towers and pays the attendant taxes and fees, including 911 fees for those lines. Calls for 911 service from the Blue Towers are answered by Palo Alto Police Department Communications Center.

Stanford pays the City of Palo Alto a fair share contribution annually for the communication and dispatch services it receives from the Palo Alto Police Department. Stanford University's private income funds these services.

Recommendations

To implement Recommendation 3, require Stanford to provide the following internet and telephone services data for the last three years, along with annual updates:

- **Internet: number of network interfaces exceeding 75%**
- **Meets OSHPD requirements for telephone service (Yes/No)**
- **Meets Homeland Security standards for telephone service (Yes/No)**
- **Telephone: number of incidents where OSHPD regulatory standards are not met**

- **Appropriations for internet and telephone services**
- **Staffing levels for internet and telephone services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Recommendation 13. Require Stanford to thoroughly document its fiber system to improve fiber cutover events and other maintenance issues.

Wastewater Services

How Services Are Provided

Stanford constructs and maintains its own wastewater (sewer) system with over 43 miles of sewage pipe. Wastewater generated by Stanford is collected in its sanitary sewer system and then conveyed off-site to the City of Palo Alto sewer system at El Camino Real and to the City of Palo Alto Regional Water Quality Control Plant (RWQCP), located on the north side of the city, where it is treated. Several Stanford University buildings are permitted under the City of Palo Alto's Industrial Waste Discharge Program to ensure that industrial processes are discharged in accordance with Permit requirements.

The wastewater is processed under a service agreement with the RWQCP, which is owned and operated by the City of Palo Alto. It serves Palo Alto, Stanford, Mountain View, East Palo Alto Sanitary District, Los Altos and Los Altos Hills.

Approximately 220,000 people live in the RWQCP service area. The Palo Alto Public Works Department is responsible for treatment of sewage at the RWQCP and oversight of the Pretreatment and Pollution Prevention Programs. The city serves as discharger and operates under an NPDES permit to discharge treated wastewater to the Bay.

The RWQCP is an advanced secondary treatment facility featuring preliminary, primary, secondary, and filtration and disinfection treatment. It is funded by and serves its six partner agencies.

The City of Palo Alto is the owner of the physical plant. However, Stanford owns a capacity share of the plant as one of its original partners.

Stanford pays a share (about 6% in a normal year) for treatment. This year that percentage has been lower due to COVID and reduced numbers of personnel and students on campus. Stanford pays a portion of the plant's fixed costs, debt service and operations and maintenance costs. Variable costs are based on Stanford's flow share and strength of pollutants measured each month.

Most of plant costs are fixed staffing costs. Only 20% of plant costs are variable, which include chemical costs and the cost of electricity.

The City of Palo Alto indicates the RWQCP does not experience any major treatment system constraints and capacity is sufficient for

current dry and wet weather loads and for future load projections. Table 34 below reflects the wastewater system metrics for the last three years.

Table 34. Wastewater Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Gallons of annual sewer overflow per 100 miles of pipe	0	Unavailable[1]	4,000 gal/43 miles
Individual septic systems within jurisdiction	0	0	0
Percentage of sewer laterals inspected annually	~90%+	~90%+	~90%+
Number of sewage overflows	0	1	1
Percent of miles of sewer lines replaced	1.5%	1.7%	2%

[1] *Volume not determined. Sewer overflowed into sand area which was remediated.*

Comparison with Surrounding Jurisdictions

Stanford's wastewater is treated pursuant to a service agreement with Palo Alto, which also serves the communities of Palo Alto, Mountain View, East Palo Alto Sanitary District, Los Altos and Los Altos Hills. The Regional Water Quality Control Plant operates 24 hours a day to treat the wastewater received from the six agencies to ensure compliance with regulations protecting the San Francisco Bay and the environment. Service metrics are retained by Palo Alto as shown below in Table 35.

Table 35. City of Palo Alto Wastewater Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Percent of waste treatment discharge test in compliance	100%	100%	99%
Fish toxicity test (percent survival)	100%	99%	99%
Millions of gallons of recycled water delivered	214	247	250
Number of inspections performed annually (wastewater treatment)	503	331	100
Millions of gallons processed by the Palo Alto Regional Water Quality Control Plant	6,958	6,294	6,746
Percent rating wastewater services as "good" or "excellent"	n/a	87%	87%
Percentage of sewer laterals inspected annually	21%	19%	20%
Percent of sewage spill responses within two hours	98%	98%	100%
Number of customer accounts (wastewater)	22,599	27,663	22,700
Number of miles of sewer lines cleaned/treated in a fiscal year	162	130	145
Percent of surveyed residents rating the quality of the sewer service as "good" or "excellent"	n/a	87%	87%
Number of sewage overflows	67	60	40

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Percent of miles of sewer lines replaced	1%	.9%	0%
Budgeted appropriations (sewer collection)	$23.9 million	$27.3million	$23.9 million
Staffing (FTEs) (sewer collection)	29.16	29.16	28.5

[1]*Estimated*

Service Gaps

There are no gaps in Stanford's infrastructure. In fact, Stanford has a substantial water conservation program that reduces the sewage flow to the treatment plant. Stanford may pay more because they have a greater concentration in their flow (due to less water), but Stanford's conservation efforts result in less wear and tear on the treatment plant.

Funding

The University reimburses the City of Palo Alto for the treatment of its wastewater pursuant to its agreement with the city.

Recommendations

To implement Recommendation 3, require Stanford to provide the following wastewater services data for the last three years, along with annual updates:

- **Gallons of annual sewer overflow per 100 miles of pipe**
- **Individual septic systems within jurisdiction**
- **Percentage of sewer laterals inspected annually**
- **Number of sewage overflows**
- **Percent of miles of sewer lines replaced**
- **Miles of sewer line maintained**
- **Miles of sewer lines cleaned**
- **Miles of sewer lines inspected**
- **Number of sewer problems reported**
- **Percent of sewer problems responded to within 30 minutes**
- **Appropriations for wastewater services**
- **Staffing levels for wastewater services**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Water Supply and Conservation

How Services Are Provided

Stanford purchases potable water from the San Francisco Public Utilities Commission for its potable (drinking) water system and supplements this supply with existing rights to groundwater and surface water collected on its own lands for its non-potable (irrigation) water system.

Stanford's water infrastructure is made up of a network of supplies, storage, and distribution facilities for domestic (potable), and non-potable sources. Components of Stanford's water service system include wells, reservoirs, pump stations, and creek diversion facilities, in addition to pipe networks. Stanford also provides water storage sites on its lands for the nearby cities of Menlo Park and Palo Alto.

Table 36 below shows Stanford's water usage and quality control metrics. Some of the current year data is not yet available.

Table 36. Water Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21
Daily domestic use (million gallons per day)	1.43	1.43	n/a
Daily non-potable use (acre-feet)	1.09	1.07	n/a
Academic/childcare (million gallons per day)	.52	.52	n/a
Student housing (million gallons per day)	.46	.44	n/a
Faculty/staff housing (million gallons per day)	.41	.46	n/a
Number of water backflow prevention devices in compliance (owned and inspected by Stanford Water)	953	1021	961
Percentage of samples passed from all sampling stations	100	100	n/a

The water budget is entirely based on the forecast water consumption needs and projected maintenance costs. It is not influenced by external issues, complaints, or community matters.

Purchased Water

As indicated above, Stanford receives most of its total water, and the entirety of its potable water, as a wholesale purchase from the SFPUC, which provides most of the potable water to the City of San Francisco and 28 other agencies in the Bay Area. The 2009 Agreement runs through 2034.

The SFPUC provides water to its wholesale customers under the terms of the 2009 Water Supply Agreement. Under this Agreement, Stanford holds a long-term "Individual Supply Guarantee" (ISG) of 3.03 million gallons per day (mgd) overall annual average. Stanford's domestic water supply has multiple connections to this system.

Surface Water

Stanford is located within the San Francisquito Creek and Matadero Creek watersheds. Stanford holds a combination of riparian and appropriative rights that support Stanford's surface water diversion. These rights provide water for landscape irrigation, stock watering, recreation, fire protection, and habitat purposes.

The non-potable water system, consisting of diversion structures, reservoirs (Searsville and Felt), pump stations and pipelines, comprise Stanford's lake water system. Diverted surface water supplies Stanford's non-potable lake water system via seasonal storage (during periods of high flow).

Lake water is not treated to meet domestic water quality standards. However, Stanford's lake water could potentially be treated and made available for potable use if needed in the case of an emergency. Together, Stanford's rights to diverted surface waters can yield over 1,250 acre-feet per year to the lake water system.

Groundwater

Stanford pumps groundwater into its lake water system primarily to supplement its non-potable landscape irrigation system. Groundwater is used for landscape irrigation most heavily during dry years. Groundwater is also pumped into the lake water system if needed to provide supplemental water to maintain the water level in its Lagunita reservoir for the benefit of the California tiger salamander and to provide groundwater recharge. The amount of Stanford's surface water diversion and related groundwater use can differ substantially from year to year depending on rainfall.

Stanford can treat and pump groundwater into the domestic water system, but only does so in the event of an emergency or other operational need. These wells withdraw groundwater from the Santa Clara Valley Groundwater Basin, which oversees groundwater resources within the County.

Stanford's wells currently have a combined total pumping capacity of approximately 4,450 acre-feet per year. Stanford can withdraw up to 1,700 acre-feet per year from its wells without adversely affecting groundwater conditions.

Water Conservation and Recycled Water

Since the start of its water conservation program in 2001, Stanford has decreased its potable water use by 44% through a comprehensive program to identify and implement water conservation measures and through replacement of the campus-wide heating and cooling system. As a result, there has been no increase in the cost of water.

In 2001, Stanford developed a Water Conservation, Reuse and Recycling Master Plan and is in the process of developing a Sustainable Water Management Plan to guide its long-term water supply development, water conservation, wastewater and stormwater management, and habitat conservation programs. Stanford also implements a Water Efficiency Program to decrease domestic water and improve water efficiency at the campus.

Many buildings on campus are equipped to use recycled water for toilet flushing with the use of "dual plumbing" using "purple pipe." Examples of existing dual plumbed buildings include the Science and Engineering Quad, School of Medicine, and the Knight Management Center complex. Stanford's recycled water system is currently fed by domestic water.

Reduced water usage is a result of implementing the Stanford Energy System Innovations (SESI) project, and additional mandatory conservations (beyond Stanford's typical water conservation program) in response to the recent drought.

A Water Supply Assessment (WSA) was last prepared in 2019 that forecasted potable and non-potable water use through 2035. Increases and decreases in service levels would be determined using conventional engineering practices. The WSA and the Supplemental Sustainable Development Study completed in 2018 found that that water supplies are sufficient to satisfy the demands of existing and planned future uses over a 20-year projection period.

Localized adjustments to infrastructure are made when projects are planned in the capital planning phase. Provision of water service to meet new growth is determined through analyses of projected demand based

on an ongoing review of capital projects and preparation of water supply assessments when necessary.

Comparison with Surrounding Jurisdictions

One hundred percent of the City of Palo Alto's water comes from the Regional Water System. A total of 85% is derived from snow melt flowing into the Hetch Hetchy Reservoir and the balance comes from runoff stored in San Francisco Bay Area reservoirs.

Palo Alto focuses on increasing infrastructure reliability and responsiveness to meet the city's water supply needs during an emergency; maintaining high-quality and reliable sources of water; updating water efficiency goals; and implementing water efficiency programs and services. Additionally, the engineering division is implementing a seismic upgrade to the existing reservoirs, wells and receiving stations to increase supply reliability during catastrophic emergencies.

Table 37 shows Palo Alto's water system metrics and quality measurements during the last three years.

Table 37. City of Palo Alto Water Service Metrics for FY 2018/19 to FY 2020/21

Service Metric	FY 2018/19	FY 2019/20	FY 2020/21[1]
Percent rating electric, gas, wastewater and water services as "good" or "excellent"	n/a	83%	86%
Number of customer-owned water backflow prevention devices in compliance	92%	93%	90%
Annual savings achieved through water efficiency programs as a percentage of total sales	1%	0%	0%
Percentage of samples passed from all sampling stations	100%	100%	100%
Percent of miles of water mains replaced	1%	.4%	0%
Number of Customer Accounts (Water)	20,012	20,016	20,020
Percent of those surveyed rating the quality of the Drinking Water as "good" or "excellent"	n/a	88%	88%
Budgeted appropriations	$59.0 million	$60.8 million	$57.5 million
Staffing (FTEs)	46.92	46.94	47.61

[1]*Estimated*

Service Gaps

There are no geographic gaps in water service infrastructure and delivery within Stanford lands. Projected water supplies are sufficient to satisfy the demands of existing and planned future uses over a 20-year projection period, and therefore, there are no gaps in water supply.

Funding

Stanford University provides funding for its water services from its private income funds.

The City of Palo Alto provides water to the Stanford hospital. The hospital is billed monthly for these services.

Recommendations

To implement Recommendation 3, require Stanford to provide the following water services data for the last three years, along with annual updates:

- **Daily domestic use (million gallons per day)**
- **Daily non-potable use (acre-feet)**
- **Academic/childcare (million gallons per day)**
- **Student housing (million gallons per day)**
- **Faculty/staff housing (million gallons per day)**
- **Number of water backflow prevention devices in compliance (owned and inspected by Stanford Water)**
- **Percent of samples passed from all sampling stations**
- **Millions of gallons of potable water used annually**
- **Acre-feet of non-potable water used annually**
- **Percent total potable water used**
- **Percent total non-portable water used**
- **Miles of water mains maintained**
- **Percentage of miles of water mains replaced**
- **Appropriations for water services (three years)**
- **Staffing levels for water services (three years)**

To implement Recommendation 4, require Stanford to include annual customer service feedback to gauge customer awareness of services provided and program satisfaction levels.

Conclusion

Our analysis cannot provide clear comparisons of municipal service delivery or quality issues in the Stanford Community because of the data and institutional issues already discussed. However, we have provided the most complete description available on service delivery and made recommendations to improve transparency and accountability for municipal services in the Stanford Community.

We believe the County, the University, and most importantly the residents of the Stanford Community would be served by a system of local government service delivery that provides the clarity and level of disclosure found in local government best practices.

Attachment A – List of Recommendations

Recommendation 1.   Develop a reimbursement agreement between the University and Palo Alto, the County and other jurisdictions for fair share costs of municipal services provided to Stanford. Include unreimbursed services provided to properties located both on campus and those located in adjacent cities. Include reimbursement for additional expenses resulting from large University events.

Recommendation 2.   Require Stanford to provide a functional organization chart for all municipal services, along with the staff member responsible for providing service-related data. Require annual updates.

Recommendation 3.   Require Stanford to provide complete service and performance metrics for all municipal services, including appropriations and staffing levels, for the last three years, along with annual updates.

Recommendation 4.   Require Stanford to develop and deploy an annual survey of customers to assess customer awareness and satisfaction levels with all municipal services.

Recommendation 5.   The County should perform an assessment of Stanford residents' satisfaction with animal control services provided by the County.

Recommendation 6.   Require a joint County and Stanford evaluation of survey results and analysis to determine if Stanford should contract with the City of Palo Alto, which has a fully functioning animal care system, for more convenient service to Stanford residents.

Recommendation 7.   Require Stanford to pay their share of expenses with implementation of new or improvements made to fire emergency preparedness measures.

Recommendation 8.   The County should address the issue of food insecurity in the upcoming Community Plan Update.

Recommendation 9.   Develop an agreement between the County, Palo Alto and Stanford for additional shared use of University fields and recreational resources.

Recommendation 10.   Provide fair-share maintenance funding for Palo Alto city parks used by Stanford affiliates.

Recommendation 11.   The County, Stanford, and the PAUSD should work collaboratively to identify and equalize payments in lieu of property taxes ("PILOT") for any public school service provided to the Stanford community.

Recommendation 12.   Require Stanford to coordinate all proposed lighting modifications or additions with Palo Alto Utilities.

Recommendation 13.   Require Stanford to thoroughly document its fiber system to improve fiber cutover events and other maintenance issues.

Attachment B – Data and Demographic Research

Total Population
Stanford Census Designated Place
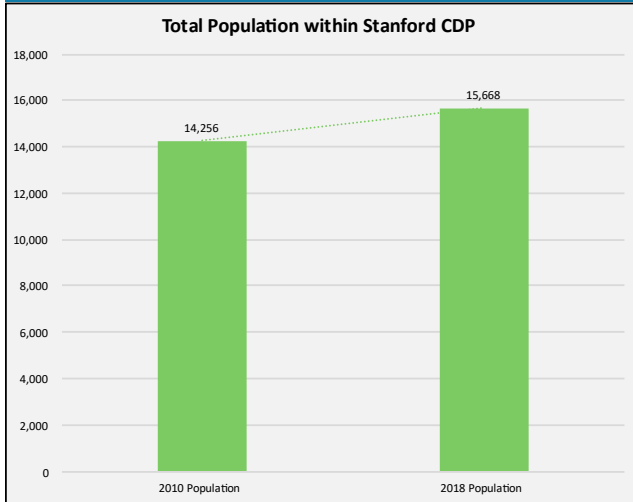
- 10% growth since 2018
  - 11% for Santa Clara County
  - 7% for California
  - 6% for US
- 73% voting population in 2018
  - 61% for Santa Clara County
  - 64% for California
  - 71% for US

Source: ACS 5 -Year Estimates, Stanford CDP, Table DP05 (2010 and 2018)

Population by Age
Stanford Census Designated Place Compared to County
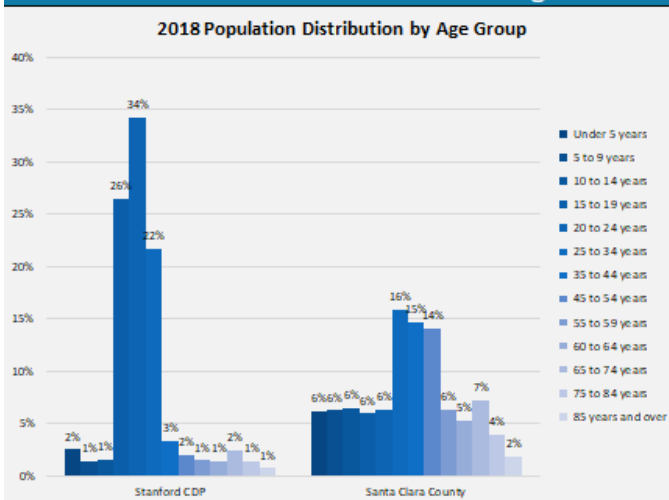
- Younger age groups
  - Higher proportion of age 15 to 24
  - Higher growth for under 18
- Older age groups
  - Slower growth for 65 and over, but significantly higher growth for 85 and over subgroup

Source: ACS 5-Year Estimates, Stanford CDP, Table DP05 (2010 and 2018)
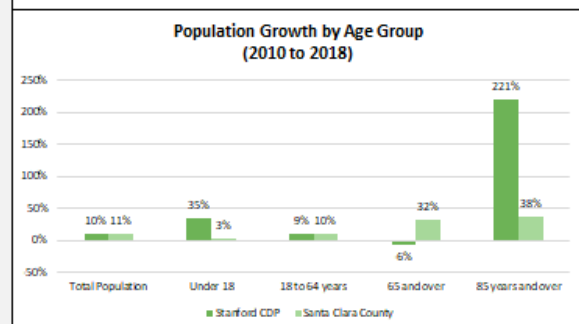
Population by Selected Groups
Stanford Census Designated Place

Population by Selected Age Groups (2010 to 2018)
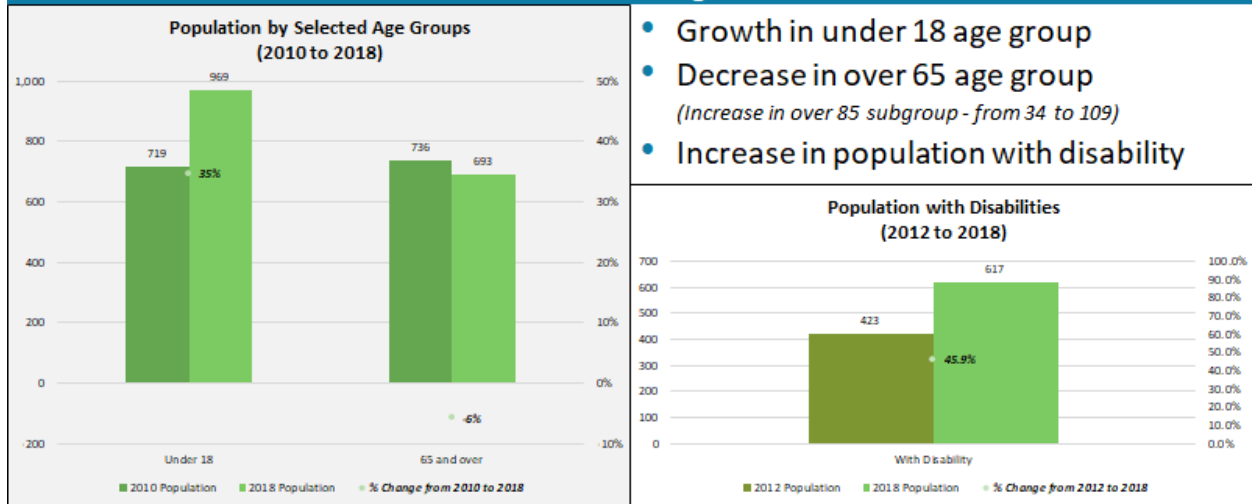
- Growth in under 18 age group
- Decrease in over 65 age group
  (Increase in over 85 subgroup - from 34 to 109)
- Increase in population with disability

Population with Disabilities (2012 to 2018)

Source: ACS 5-Year Estimates, Stanford CDP, Table DP05 (2010 and 2018)

Source: ACS 5-Year Estimates, Stanford CDP, Table S1810 (2012 and 2018)
Note: earliest table available is 2012.

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Population by Ethnicity and Race
Stanford Census Designated Place Compared to County

2018 Population Distribution by Ethnicity and Race

Population Growth by Ethnicity and Race (2010 to 2018)

Source: ACS 5-Year Estimates, Stanford CDP, Table DP05 (2010 and 2018)
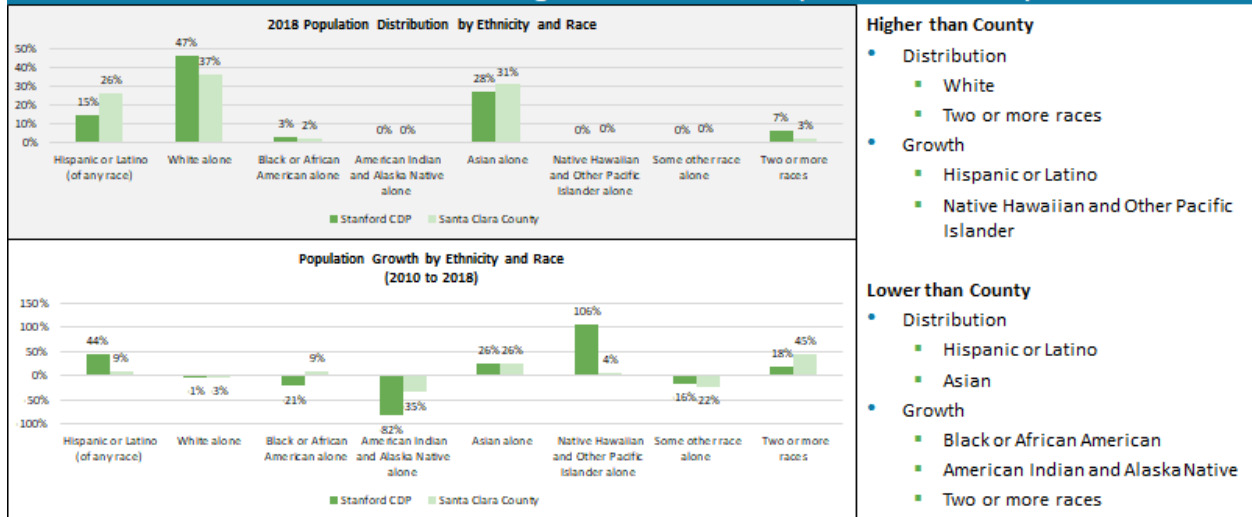
Higher than County
- Distribution
  - White
  - Two or more races
- Growth
  - Hispanic or Latino
  - Native Hawaiian and Other Pacific Islander

Lower than County
- Distribution
  - Hispanic or Latino
  - Asian
- Growth
  - Black or African American
  - American Indian and Alaska Native
  - Two or more races

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Population by Ethnicity and Race
Stanford Census Designated Place Variation within Major Ethnicity/Race Groups

Highest in Number
- Chinese
- Mexican
- Other Hispanic or Latino
- Asian Indian

Highest in Growth
- Cuban
- Japanese
- Chinese

Source: ACS 5-Year Estimates, Stanford CDP, Table DP05 (2010 and 2018)

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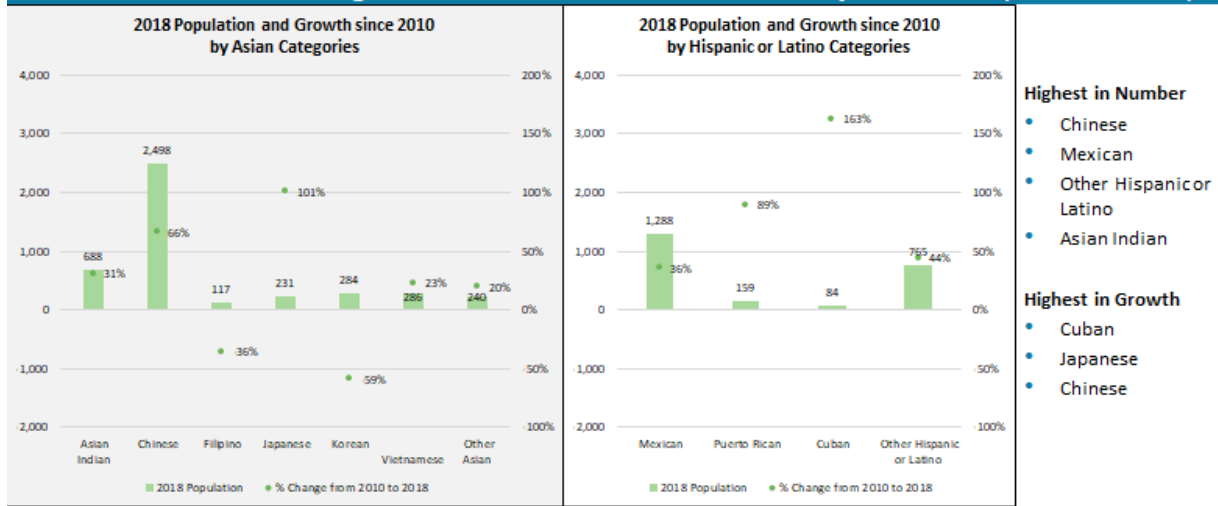
7

Population by Foreign Born Status
Stanford Census Designated Place
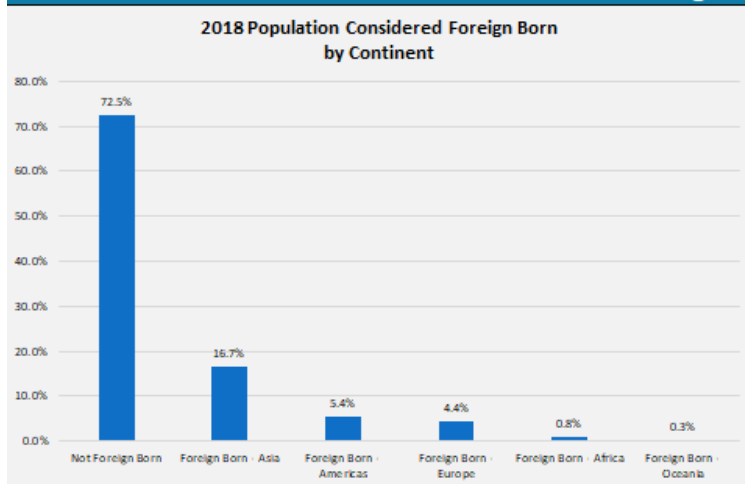
- 72.5% not considered foreign born
- 27.5% foreign born
  - Mostly from Asia

Source: ACS 5-Year Estimates, Stanford CDP, Table B05006 (2018)
Note: Foreign born excludes people whose parents are US Citizens

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Foreign Born Population by Country
Stanford Census Designated Place

2018 Population Considered Foreign Born by Country (Top 10)

China, excluding Hong Kong and Taiwan: 7.02%; India: 1.85%; Taiwan: 1.76%; Brazil: 1.54%; Russia: 1.05%; Japan: 1.00%; Mexico: 0.96%; Korea: 0.86%; Vietnam: 0.77%; Argentina: 0.77%

Population Considered Foreign Born Growth (2010 to 2018) by Country (Top 10)

Brazil: 1406.3%; Japan: 680.0%; Other Eastern Africa: 206.3%; Serbia: 200.0%; Pakistan: 200.0%; Russia: 164.5%; Philippines: 162.5%; Nigeria: 150.0%; China, excluding Hong Kong and Taiwan: 143.9%; Peru: 125.0%

Countries top 10 in both lists (Population and growth)

- China, excluding Hong Kong and Taiwan
- Brazil
- Russia
- Japan
- *(Argentina is 11th in growth)*

Source: ACS 5-Year Estimates, Stanford CDP, Table B05006 (2018)
Note: Foreign born excludes people whose parents are US Citizens

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Household Types
Stanford Census Designated Place

Household Types in 2010 and 2018

2010: 3,040; 2018: 3,428

Legend: Married couple family household; Male householder, no wife present, family household; Female householder, no husband present, family household; Nonfamily household; Total; Linear (Total)
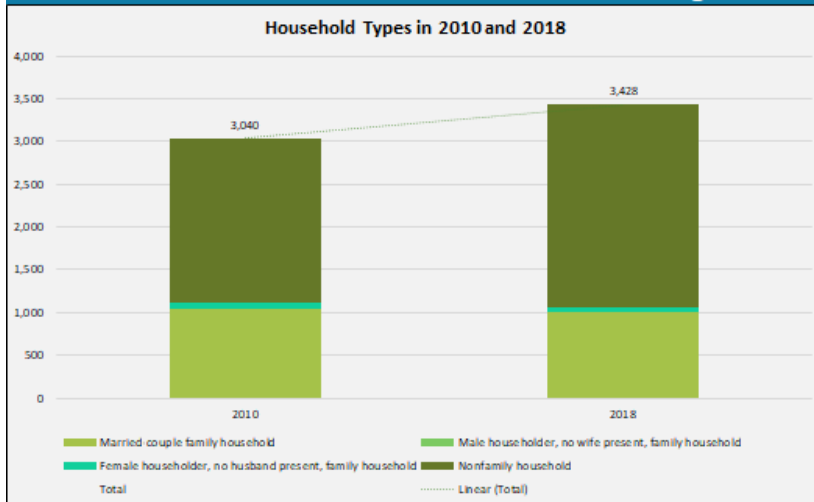
Change is mostly from nonfamily households

- Households with people under 18 years
  - 2010: 14.3%
  - 2018: 14.1%
- Households with people 60 years and over
  - 2010: 18.6%
  - 2018: 16.6%

Source: ACS 5-Year Estimates, Stanford CDP, Table S1101 (2010, 2018)

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Population Moved within Last Year
Stanford Census Designated Place

% Moved Within the Last Year (2018)

Overall: 45%
Out of State: 22%
Out of Country: 8%

Source: ACS 5-Year Estimates, Stanford CDP, Table S0701 (2018)
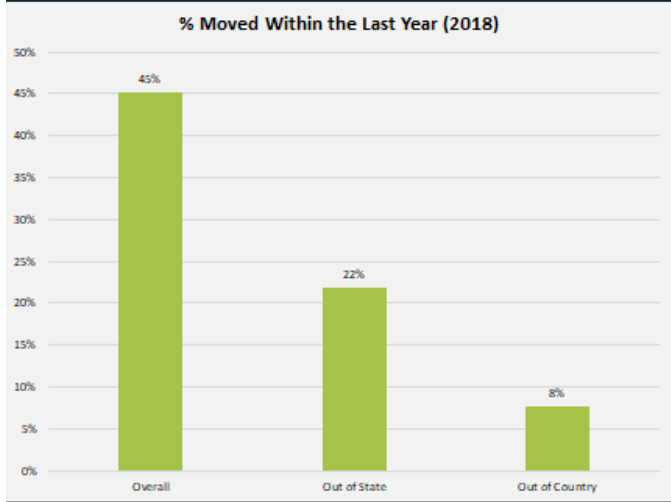
45% of the population moved within the last year
- 22% moved from out of state.
  - About half of those that moved
- 8% moved from out of country
  - About one-sixth of those that moved
  - About one-third of those that moved from out of state

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Workers, Commute, and Public Transit
Stanford Census Designated Place

Workers in Stanford CDP

Workers 16 years and over: 15,077 (2010), 20,316 (2018), 35%
Using Public Transportation: 1,147 (2010), 3,194 (2018), 178%

2010 2018 % Change

Source: ACS 5-Year Estimates, Stanford CDP, Table S0804 (2010, 2018)
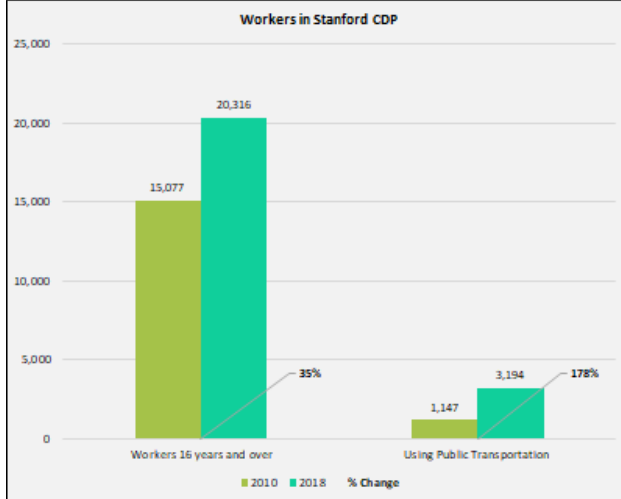
Workers
- 35% growth in worker population
- 178% growth in those that use public transportation

Commuting more than 60 minutes
- 212% growth overall
- 342% growth for those that use public transportation

Workers Commuting 60 or More Minutes to Work

Overall: 1,206 (2010), 3,758 (2018), 212%
Using Public Transit: 430 (2010), 1,900 (2018), 342%

2010 2018 % Change

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School Enrollment
Stanford Census Designated Place
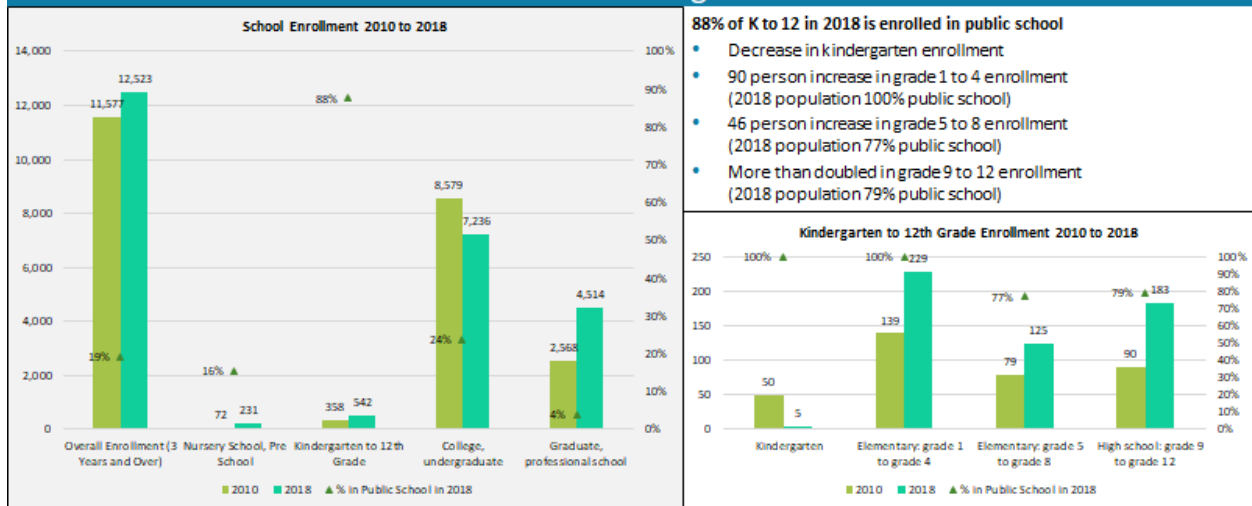
88% of K to 12 in 2018 is enrolled in public school
- Decrease in kindergarten enrollment
- 90 person increase in grade 1 to 4 enrollment (2018 population 100% public school)
- 46 person increase in grade 5 to 8 enrollment (2018 population 77% public school)
- More than doubled in grade 9 to 12 enrollment (2018 population 79% public school)

Source: ACS 5-Year Estimates, Stanford CDP, Table S1401 (2010, 2018)

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Stanford Land Acres by Jurisdiction and Nearby Communities

Jurisdiction	Acres
Santa Clara County (unincorporated)	4,017 (49%)
San Mateo County (unincorporated)	2,701 (33%)
Palo Alto	1,161 (14%)
Woodside	114 (1.5%)
Menlo Park	111 (1.5%)
Portola Valley	76 (1%)
Total	**8,180**

Source: https://facts.stanford.edu/about/lands/

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Stanford Dwelling Units Estimates

Dwelling Description	Data
Owner-Occupied Housing Units	900
Rental Units for Faculty and Staff	950
Graduate beds	6,109
Undergraduate beds	6,519
Total*	14,478*

Source: https://facts.stanford.edu/campuslife/campus/
*Stanford is looking to reach 17,900 dwelling units 2035
(https://news.stanford.edu/2018/06/15/pursuing-housing-solutions-campus-land-use-planning/)*

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Stanford Population Estimates

Population Description	Data
Faculty	2,276
Staff	13,300
Undergraduate	6,994
Graduate	9,390
Post-Doc	2,468
Total	34,428

Source: https://facts.stanford.edu/wpcontent/uploads/sites/20/2020/02/StanfordFactBook-2020.pdf

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Stanford Infrastructure

Infrastructure Description	Data
Road miles	49 miles
Water systems	2
Dams	3
Water reservoirs	3
Water mains (miles)	88 miles
Trees	43,000

Source: https://facts.stanford.edu/campuslife/campus/

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Attachment C – Food Assistance Organization Information

Table 38. Food Assistance Organization Information

Food Assistance Entity Name	Target Population	Funding Source	Donation Source(s)	Distance of Food Assistance Org to Stanford	Website and Additional Information Provided
West Valley Community Services, Inc.	Low-income/homeless Families	Sutter Health (Palo Alto Medical Foundation) Community Access to Resource & Education (CARE) Program	Second Harvest Food Bank, Whole Foods, Safeway, Trader Joe's, Marina Foods, Sprouts, Target, Creekside Farmers' Market, and other local vendors.	13.2 miles (according to google maps)	https://www.wvcommunityservices.org/food In the 2019-2020 fiscal year: 1,546,470 meals were distributed to low income and homeless families. 3,003 individuals visited the West Valley Community Services Food Pantry and the Mobile Food Pantry, receiving groceries, household items, diapers, and personal care products.
West Valley Community Services, Inc. Mobile Food Bank: Park It Market	Clients with barriers to transportation	N/A	N/A	17.2 miles (according to google maps) 17. 9 miles (according to google maps)	https://www.wvcommunityservices.org/mobile
Milpitas Food Pantry	Low and fixed-income people.	N/A	St. Elizabeth's Knights of Columbus St. Joseph's Outreach Program Nob Hill Supermarket Target Corporation Second Harvest/Feeding America Food Bank	16.4 miles-24.8 (according to google maps)	http://milpitasfoodpantry.org/ Support to distribute emergency food and offer food assistance to more than 3,500 low- and fixed-income people. The majority of our clients are families with children, followed by seniors. We also serve the homeless in our area. Local churches, schools, corporations, and individuals supplement the basic items we receive from Second Harvest/Feeding America Food Bank.

Food Assistance Entity Name	Target Population	Funding Source	Donation Source(s)	Distance of Food Assistance Org to Stanford	Website and Additional Information Provided
			City of Milpitas/Community Development Block Grants City of Milpitas Commissioners Milpitas Unified School District/Staff & Students PG&E Milpitas Chambers of Commerce Allied Waste Walmart Lucky's Trader Joe's Safeway Savemart Roadrunner Glass Duran & Venables Dr. Larry Napolitano Storage City Milpitas Post Milpitas Hosting Milpitas Christian School Crosspoint Chinese Church St. Joseph's Episcopal Church Christ Community Church Mt. Olive Lutheran Church Mission Springs Community Church Journey of Faith Church/Garden of		

Food Assistance Entity Name	Target Population	Funding Source	Donation Source(s)	Distance of Food Assistance Org to Stanford	Website and Additional Information Provided
			Hope Milpitas Rotary Club Kiwanis Milpitas Host Lions Club The family Giving Tree Milpitas Publishing Elite Bakery Subway Sittu & Associates		
Community Services Agency of Mountain View and Los Altos: Food and Nutrition Center	Low-income/homeless individuals/families	County of Santa Clara City of Mountain View Community Services Agency	N/A	4.9-9.6 miles (according to google maps)	https://www.csacares.org/ Community Services Agency distributes over a ton of food each work day to low income individuals and families, minimizing their food insecurity. Our food pantry expands limited budgets so people can afford to pay for unexpected medical needs and/or car repairs while still being able to pay for the basics (school supplies, transportation to a job, rent, and utilities).
Community Services Agency of Mountain View and Los Altos: Senior Nutrition Program	Individuals over the age of 60	County of Santa Clara City of Mountain View Community Services Agency	N/A	4.9-9.6 miles (according to google maps)	https://www.csacares.org/services/senior-lunch-nutrition-program/
South Palo Alto Food Closet	Low and fixed-income people in Palo Alto.	N/A	N/A	1.1 miles (according to google maps)	https://www.southpaloaltofoodcloset.com/ Uses USDA income guidelines to determine income requirements.
St. Francis Center: Food Pantry	Women living in Redwood City or East Menlo Park.	Private donations and foundation grants.	N/A	4.8-10 miles (according to google maps)	https://stfrancisrwc.org/services-programs/food-pantry/ Early weekday mornings, rain or shine, women in need from throughout Redwood City, San Carlos, and Menlo Park gather on the patio of St. Francis Center. They come for food, clothing, and friendship. Dozens of dedicated volunteers make St. Francis Center a place of

Food Assistance Entity Name	Target Population	Funding Source	Donation Source(s)	Distance of Food Assistance Org to Stanford	Website and Additional Information Provided
					welcome by packing grocery bags with care. Two bags of take-home food for each client family contain all of the basic food groups.
Life Moves: Opportunity Services Center	Individuals	N/A	N/A	1.1 miles (according to google maps)	https://www.lifemoves.org/directory/opportunity-services-center/ On-site food pantry
Life Moves: Georgia Travis House	Families and single women experiencing homelessness	N/A	N/A	18.6-22.2 miles (according to google maps)	https://www.lifemoves.org/directory/georgia-travis-house/ On-site food market
Sacred Heart Community Service: Food Pantry	Anyone in Santa Clara County	N/A	N/A	18.6-22.2 miles (according to google maps)	https://sacredheartcs.org/programs/food-clothing/ Volunteers offer two essential food programs: a three-day supplemental supply of groceries and an assortment of food for members who are currently homeless that requires no prep or cooking. Due to COVID-19, we are currently not zip-code restricted and everyone who lives in Santa Clara County can come for food once per week. Interested community members can register online to become a member of Sacred Heart:
Santa Maria Urban Ministry: Food Pantry & Farmer's Market	People in need in 10 zip codes from San Jose (95110, 95128, 95112, 95131, 95117, 95132, 95125, 95134, 95126, 95192)	N/A	N/A	18.6-22.2 miles (according to google maps)	https://www.santamariasj.org/#programs
Health Trust: Meals on Wheels	Resident of Santa Clara County who is homebound or has difficulty getting own meals due to medical condition or isolation	N/A	N/A	18.6-22.2 miles (according to google maps)	https://healthtrust.org/provider/food/ Although there is no charge for this service for qualified applicants, we do request that those who can afford it contribute to the cost of the meals, which is $10 per day. Grants and other funding is available for low-income seniors.

Food Assistance Entity Name	Target Population	Funding Source	Donation Source(s)	Distance of Food Assistance Org to Stanford	Website and Additional Information Provided
Health Trust: Medically Tailored Meals	Medi-Cal clients with congestive heart failure	State Funded Pilot Program Kaiser Permanente Northern California Community Benefit Programs Anthem Blue Cross	N/A	18.6-22.2 miles (according to google maps)	https://healthtrust.org/provider/food/ Launched in 2018, the four-year, $6 million State funded pilot program aims to improve health outcomes and reduce healthcare costs of Medi-Cal clients with congestive heart failure. Eligible participants receive complete nutrition support through three heart-healthy meals per day, for 12 weeks, and four Medical Nutrition Therapy sessions during the intervention. This is all at no cost to the patient or referring organization.
Health Trust: The Jerry Larson FOODBasket	Clients with HIV/AIDS and formerly chronically homeless individuals	N/A	N/A	18.6-22.2 miles (according to google maps)	https://healthtrust.org/provider/food/ The Jerry Larson FOODBasket is the hub for our Meals on Wheels and Medically Tailored Meals programs and serves as a food pantry for our HIV/AIDS Services clients. Nutritionally appropriate grocery packages are also prepared on site and delivered to individuals living with HIV, as well as formerly chronically homeless individuals receiving housing support services.
Health Trust: Food in Housing	High-need supportive housing clients	N/A	N/A	18.6-22.2 miles (according to google maps)	https://healthtrust.org/provider/food/ A product of our Food for Everyone work, the Food in Housing program increases food security for high-need permanent supportive housing clients by providing them with nutritionally appropriate bags or boxes of food filled with non-perishables, produce, and/or cooked or no-cook food.
Health Trust: Free Grocery	Low-income individuals and families	Partnership with Second Harvest of Silicon Valley	Tropicana Shopping Center	18.6-22.2 miles (according to google maps)	https://healthtrust.org/provider/food/ In partnership with Second Harvest Silicon Valley, The Health Trust offers free grocery distribution at the Tropicana Shopping Center in East San Jose on the first Wednesday of the month. The Free Grocery program addresses the needs of low-income individuals and households that lack reliable access to affordable, nutritious food and may experience hunger on a regular basis.
Sunnyvale Community Services: Food Aid	Sunnyvale residents who are low-income	Partnership with Second Harvest of Silicon Valley	Full list available on website: https://svcommunityservices.or	10.8-14.9 miles (according to google maps)	https://svcommunityservices.org/gethelp-services-food-aid/

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Food Assistance Entity Name	Target Population	Funding Source	Donation Source(s)	Distance of Food Assistance Org to Stanford	Website and Additional Information Provided
	or income restricted		g/about-major-donors/		Produce Day: The Produce Day program offers a variety of seasonal fresh fruits and vegetables in a pre-packed box. See our Food Distribution Calendar for details. Monthly Food: The Monthly Food program offers nutritious grocery staples such as meat, milk, eggs, rice, beans, canned vegetables and fruits, cereal, and more. See our Food Distribution Calendar for details. We also have ready-to-eat foods available for homeless clients. A family of four can save $462 per month if they fully use our Monthly Food and Produce programs Children's Summer Nutrition Program: Many of our youngest clients rely on school meals throughout the year. That means that during the summer months they need another source for nutritious food. We have additional food available during the summer months for households with school-aged children, to help them stay nourished and well fed while away from school.

Food Assistance Entity Name	Target Population	Funding Source	Donation Source(s)	Distance of Food Assistance Org to Stanford	Website and Additional Information Provided
Second Harvest of Silicon Valley: Santa Clara County		N/A	N/A	4.9-9.6 miles (according to google maps) 1.1 miles (according to google maps) 18.6-22.2 miles (according to google maps) 10.8-14.9 miles (according to google maps)	shfb.org/get-food/prepared-meals/#paloalto
Second Harvest of Silicon Valley: San Mateo County		N/A	N/A	3.2-4.5 miles (according to google maps) 1.3 miles (according to google maps) 12.2-21.4 (according to google maps) 13.8-17.5 miles (according to google maps)	shfb.org/get-food/prepared-meals/#paloalto
Stanford University: Food Pantry Pop-up	Undergraduate and graduate students and affiliates	Second Harvest of Silicon Valley Stanford University Residential Dining & Enterprises	N/A	N/A	https://rde.stanford.edu/food-pantry-pop-up Monthly food pantry pop-up event.

Food Assistance Entity Name	Target Population	Funding Source	Donation Source(s)	Distance of Food Assistance Org to Stanford	Website and Additional Information Provided
El Concilio of San Mateo County	Underserved communities of San Mateo County	N/A	N/A	3.2-4.5 miles (according to google maps) 1.3 miles (according to google maps)	http://www.el-concilio.com/programs-english.htm
Silicon Valley Salvation Army: Senior Nutrition Center	Seniors	N/A	N/A	18.6-22.2 miles (according to google maps)	https://siliconvalley.salvationarmy.org/silicon_valley/seniors
Silicon Valley Salvation Army: Family Services	Low-income families	N/A	N/A	18.6-22.2 miles (according to google maps)	https://siliconvalley.salvationarmy.org/silicon_valley/family-services Grocery Assistance
Silicon Valley Salvation Army: Emmanuel House Soup Kitchen	Anyone	N/A	N/A	18.6-22.2 miles (according to google maps)	https://siliconvalley.salvationarmy.org/silicon_valley/emmanuel-house Since doors first opened in 1967, our kitchens have prepared hot meals for anyone who comes. Men, women, and children of any age are welcome to eat a free nutritious lunch or dinner every day but Sunday. Lunch is held from 12:15 - 1 pm and dinner is from 5:15 - 6 pm.
Loaves and Fishes Family Kitchen: Hot Meal Programs	Low-income/disadvantaged families and those experiencing homelessness	Full list on website: https://www.loavesfishes.org/partners-sponsors	Full list on website: https://www.loavesfishes.org/partners-sponsors	18.6-22.2 miles (according to google maps)	https://www.loavesfishes.org/meal-programs We provide hot and nutritious prepared meals five days a week across the Bay Area. We also partner with 65 nonprofits at 105 locations throughout the Santa Clara and San Mateo counties to provide free hot meals to guests at low-income senior retirement centers, community centers, schools, shelters, transitional housing, and after school programs.
Loaves and Fishes Family Kitchen: A La Carte Food Recovery Program	Low-income/disadvantaged families and those experiencing homelessness	Full list on website: https://www.loavesfishes.org/partners-sponsors	Full list on website: https://www.loavesfishes.org/partners-sponsors	18.6-22.2 miles (according to google maps)	https://www.loavesfishes.org/meal-programs Our fleet of refrigerated trucks recover and re-distribute prepared meals at no cost to neighborhoods throughout Santa Clara and San Mateo counties where people face food insecurity in the Bay Area.
Loaves and Fishes Family	Low-income/ disadvantaged families and	Full list on website: https://www.loa	Full list on website: https://www.loa	18.6-22.2 miles (according to google maps)	https://www.loavesfishes.org/meal-programs

Food Assistance Entity Name	Target Population	Funding Source	Donation Source(s)	Distance of Food Assistance Org to Stanford	Website and Additional Information Provided
Kitchen: Organic Farm	those experiencing homelessness	vesfishes.org/partners-sponsors	vesfishes.org/partners-sponsors		Our farm grows food for all of our kitchens. The fresh vegetables we grow are used in salads, soups, and main dishes. They supplement produce donated by partners.
City Team: SJ Neighborhood Outreach & Grocery Distribution	N	N/A	N/A	18.6-22.2 miles (according to google maps)	https://cityteam.org/divi_overlay/sj-neighborhood-outreach-grocery-distribution/
FISH of Santa Clara, INC	Santa Clara City Residents in need	N/A	N/A	15.5-21.1 miles (according to google)	
Reaching Out	Low-income/ disadvantaged families and those experiencing homelessness	N/A	N/A	16.4 miles-24.8 (according to google maps)	https://reachingout.us/ Food distribution is offered twice a week at the Cathedral of Faith campus on Wednesdays/Thursdays from 9-12 pm
Community Outreach Ministry Endeavor (C.O.M.E.)		N/A	N/A	18.6-22.2 miles (according to google maps)	http://www.sjcome.org/services/# C.O.M.E.'s dedicated volunteers prepare individual bags with staple foods before we open our doors. Our clients can look forward to receiving staples such as rice, beans, and cereal, as well as canned and frozen goods. Fresh produce is given out at the back dock, where our clients can freely choose from a changing variety of fruits, vegetables, bread, snacks, and frozen goods.
SPARK Point Canada College Food Pantry	Students and non-students	Second Harvest Food Bank	N/A	6.2-7.8 miles (according to google)	https://hsa.smcgov.org/local-food-and-shelter-resources#fooddistributionlocations Food assistance is available for students and non-student members of our community in need. SparkPoint at Cañada College partners with the Second Harvest Food Bank to provide this service.
St. Anthony's Padua Dining Room	Anyone	N/A	N/A	6.2-7.8 miles (according to google)	http://paduadiningroom.com/?page_id=30 St. Anthony's Padua Dining Room is the largest "soup-kitchen" between San Francisco and San Jose and the only organization that provides food daily throughout the year. The Dining Room's provides warm, nutritious meals in a social and friendly atmosphere to alleviate

Food Assistance Entity Name	Target Population	Funding Source	Donation Source(s)	Distance of Food Assistance Org to Stanford	Website and Additional Information Provided
					hunger and malnutrition. We serve all without regard to age, sex, race, religious beliefs, national origin, or disabilities.
All Saints' Church Palo Alto: Downtown Food Closet	Anyone	N/A	N/A	1.1 miles (according to google maps)	https://www.asaints.org/outreach/food-closet/ On average, the Food Closet serves more than 200 people every week, distributing 880 pounds of food. The Food Closet was founded in 1976 by Patsy McAfee, a longtime member of All Saints' Church. Donations of food, as well as donations of time to help serve clients, are welcome. Free Groceries are available at the Food Closet.
Ecumenical EHP Cares Hunger Programs	Anyone	N/A	N/A	1.1 miles (according to google maps)	https://www.ehpcares.org/food-services.html

Attachment D – Municipal Services Matrix

Municipal Services Matrix
Stanford University Municipal Services Study

Service	Primary Service Provision	Non-University Service Providers	Notes	Position/Department Most Knowledgeable (County, University)	Desired Service Metrics[1]
Animal Control	County of Santa Clara	County of Santa Clara	Pest and rodent control on grounds funded by University.	County of Santa Clara Animal Care and Control	• *Assessment of residents' satisfaction with animal control services provided by the County*
Behavioral Health (including Substance Abuse)	University Vaden Health Services University Faculty Staff Help Center University Office of Alcohol Policy and Education	Meru Health (online mental wellness program)		University Benefits Manager (for Employees and Retirees) University Associate Professor of Psychiatry and Behavioral Sciences (for Students)	• Wait time to access services at Counseling and Psychological Services • Wait time to access services at Help Center • Stanford Healthcare Alliance Medical Plan Utilization Rate Mental Health Services • Percent of individuals accessing Kaiser Mental Health as a percent of total Claims • Blue Shield Utilization Rate for Mental Health Services • Ratio of clinical staff to students • Total number of users accessing behavior health services • Percentage of Help Center clients that require more than 10 visits or need additional support • *Appropriations for behavior health services* • *Staffing levels for behavioral health services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Childcare	University Early Childhood & Child Care Support (ages 0 to 5)	Individuals may seek other options in nearby jurisdictions	Separate County study being performed	University Assistant VP, WorkLife Strategy	• Number of children served • Number of children served/deleted from wait list • Number of students receiving tuition reductions • Number of family grants distributed • Number of teachers • Capacity of centers • *Number of children on wait list* • *Appropriations for childcare services* • *Staffing levels for childcare services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Disability Services	University Diversity and Access Office		Serves faculty, staff, students, and visitors	University Diversity and Access Office	• *Number of faculty, staff, students, and visitors served)* • *Appropriations for disability services* • *Staffing levels for disability services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Emergency Medical Services	Stanford Hospital Emergency Medical Services	Palo Alto Fire Department		Palo Alto Fire Chief	• *Appropriations for emergency medical services* • *Customer service feedback to gauge program satisfaction levels*

Service	Primary Service Provision	Non-University Service Providers	Notes	Position/Department Most Knowledgeable (County, University)	Desired Service Metrics[1]
Emergency Preparedness	University	Palo Alto Office of Emergency Services (OES)		University Emergency Manager, Assistant Director EH&S Palo Alto Emergency Services Director	• Number of AlertSUs sent • Percent of Office of Emergency Services staff resources able to respond effectively to hazards • Number of emergency tabletop exercises held • Number of EOC Incident Action Plan briefings held • Number of Department Operations Center briefings held • Number of General Safety and Emergency Preparedness course completions • Number of Personal Emergency Preparedness course completions • Number of Building Assessment Team Training course completions • Number of Building Assessment Team Refresher Training course completions • Number of Covid Awareness for Staff Training course completions • Number of Covid-19 Hygiene Best Practices course completions • *Appropriations for emergency preparedness services* • *Staffing levels for emergency preparedness services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Fire Prevention	University			University Fire Marshal	• Number of fire alarm system inspections performed annually • Number of fire alarm system tests performed annually • Number of fire extinguisher inspections performed annually • *Number of fire systems inspected* • *Number of fire systems reinspected* • *Number of complaints investigated* • *Number of construction plan checks performed* • *Number of construction plan inspections performed* • *Number of fire alarm acceptance tests (construction)* • *Cycle time for fire plan check processing* • *Appropriations for fire prevention services* • *Staffing levels for fire prevention services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Fire Protection (Suppression)	Contract	City of Palo Alto	Fire protection is a contracted service	Palo Alto Fire Chief	• *Number of fire suppression staff* • *Number of events and response times* • *Appropriations for fire protection services* • *Customer service feedback to gauge customer program satisfaction levels*

Service	Primary Service Provision	Non-University Service Providers	Notes	Position/Department Most Knowledgeable (County, University)	Desired Service Metrics[1]
Food Insecurity	Non-profit organizations		Review options with Stanford for providing additional resources for those dealing with food insecurity.		• *Appropriations for food insecurity services* • *Staffing levels for food insecurity services* • *Number of customers receiving assistance* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Health Care	Stanford Hospital Lucille Packard Children's Hospital Vaden Health Center				• *Number of affiliates served* • *Number of screenings performed* • *Number and type of health classes offered* • *Number of participants in health classes* • *Number of fitness programs offered* • *Number of fitness program participants* • *Number and amount of incentives* • *Appropriations for health care services* • *Staffing levels for health care services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Law Enforcement	University Department of Public Safety	Santa Clara County Sheriff City of Palo Alto (dispatch)	MOU requires payment to County for limited staff for contract oversight. Supplemental Law Enforcement Services agreement (March 2020) requires payment to County for specified services. The County is conducting a separate study of law enforcement services.	Director of Public Safety County Sheriff's Captain (located at campus station)	• Number of violent crimes reported • Number of property crimes reported • Number of Part I crimes reported • Number of Part II crimes reported • *Crime rate* • *Number of crime prevention presentations* • *Number of people attending presentations* • *Number of sworn staff* • *Number of non-sworn staff* • *Number of contract security staff* • *Number of cases assigned to County for prosecution* • *Percent of cases assigned to County for prosecution* • *Number of emergency calls received* • *Response time (in minutes) to emergency calls* • *Number of non-emergency calls received* • *Response time in minutes to non-emergency calls* • *Number of officer-initiated calls* • Budgeted appropriations for law enforcement services • *Staffing levels for law enforcement services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*

Service	Primary Service Provision	Non-University Service Providers	Notes	Position/Department Most Knowledgeable (County, University)	Desired Service Metrics[1]
Library/Children's Library	University	Palo Alto library system County of Santa Clara library system	University's focus is on research and support of curricula. Materials are available to Stanford affiliates and residents. Non-Stanford users can register for day use for access and library cards. No details provided regarding children's library materials at University.	University Associate University Librarian for Public Services and Collection Development Palo Alto Librarian	• Circulation items available to affiliates/residents • Number of non-Stanford users who register as visitors for exhibits or day use • Number of fee-based Library cards issued to non-Stanford holders • Number of visits by Stanford University ID cardholder at Green Library (includes continuing study students and summer camp students) • Number of publicly available computers • *Circulation items available to non-affiliates/non-residents* • *Types of materials provided to non-affiliates/non-residents including children's materials* • *Budgeted appropriations for library services* • *Staffing levels for library services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Parking Enforcement	University Department of Public Safety			University Department of Public Safety	• *Number of parking citations issued* • *Number of parking citations appealed/adjudicated* • *Percent of citations appeal completed within University-determined goal.* • *Budgeted appropriations for parking enforcement services* • *Staffing levels for parking enforcement services*
Parks and Recreation	University	City of Palo Alto County of Santa Clara		University Deputy Athletic Director	• Park acres per 1,000 population • Number of recreation centers per 20,000 residents • Miles of recreation trails maintained • Percent of class registrations occurring online • Total enrollment and percent change in classes/camps in arts, sciences, recreation, and open space programs • Annual cost of campus parks, fields and landscaping (1,048.06 acres) • Campus parks, field and landscaping cost per acre • Annual cost to maintain golf course (165.47 acres) • Golf course maintenance cost per acre • Annual cost of recreational programming • *Appropriations for parks and recreation services* • *Staffing levels for parks and recreation services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Planning/Building	University	County of Santa Clara	County controls land use decisions and building services	County Planning County Building	County-provided service. No metrics from Stanford recommended.

Service	Primary Service Provision	Non-University Service Providers	Notes	Position/Department Most Knowledgeable (County, University)	Desired Service Metrics[1]
Public Schools		Palo Alto Unified School District	Community funded by property tax		None recommended
Public Transit	University Office of Sustainability (Marguerite Shuttle)	Santa Clara Valley Transportation Authority		University Executive Director of Transportation	• Average ridership *and percent change* per month for Marguerite • Average ridership *and percent change* per month for Marguerite AEF route • *Budgeted appropriations* • *Staffing levels for transit services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Senior Services, including nutrition	University Aging Adult Services Partnership	Avenidas is listed on Stanford website as alternative care.		University Benefits Manager	• Number of Faculty Club memberships • Number of Stanford Campus Recreation Association programs used • *Number of Stanford Campus Recreation Association memberships* • *Number of participants for Faculty Club programs (each program)* • *Number of participants for Stanford Campus Recreation Association program usage (each program)* • Number of Caregivers Center webpage touches per year • *Appropriations for senior services* • *Staffing levels for senior services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Solid Waste	Contract	Peninsula Sanitary Services, Inc.	Annual recycling data provided to County and incorporated into Santa Clara County's submittal to CalRecycle	University Santa Clara County	• Total waste diversion in tons • Pounds of solid waste disposed of per person per day: goal • Pounds of solid waste disposed of per person per day: actual • Percent of waste diverted from landfills • Percent of commercial accounts with compost service • Tons of materials recycled or composted • Budgeted appropriations • *Number of single-family and multi-family residential households served* • *Number of commercial and school sites served* • *Number of household hazard waste events/sites* • *Staffing levels* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Stormwater	University Water Resources and Civil Infrastructure Group			University Water Resources and Civil Infrastructure Group	• Compliance with National Pollutant Discharge Elimination System Standards (Yes/No) • Percent of storm drainage inlets equipped with trash capture devices • Miles of closed storm drain • Miles of open channel storm drain • Number of storm drain inlets • Number of stormwater recharge facilities • Number of stormwater detention basins • Number of stormwater reclamation facilities

Service	Primary Service Provision	Non-University Service Providers	Notes	Position/Department Most Knowledgeable (County, University)	Desired Service Metrics[1]
					- *Percent of storm inlets without obstruction* - *Tons of debris collected* - *Number of inspections performed annually* - *Percent of inspections in compliance with stormwater regulations* - *Appropriations for stormwater services* - *Staffing levels for stormwater services* - *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Street Lighting and Traffic Signals	University	City of Palo Alto Caltrans	Some traffic signals are shared among multiple jurisdictions		- *Number of streetlights maintained* - *Percent of time streetlights are operational* - *Number of street signs maintained* - *Percent of street signs meeting visibility requirements* - *Number of traffic signal repairs made* - *Percent of time traffic signals are operational* - *Percent of time that traffic signal maintenance is performed within recommended guidelines.* - Traffic signals maintained - Signalized intersections maintained - *Appropriations for street lighting and traffic signal services* - *Staffing levels for street lighting and traffic signal services* - *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Streets	University Water Resources and Civil Infrastructure Group		Owned and maintained by University	Director, Water Resources and Civil Infrastructure	- Pavement Condition Index (PCI) - Bicycle lane miles on streets (Class 1 and 2) - Percent of potholes repaired within 15 days of notification - Number of lane miles resurfaced - *Percent of lane miles resurfaced* - *Number of potholes repaired* - Square feet of sidewalk replaced or permanently repaired - *Percent of sidewalk replaced or permanently repaired* - *Appropriations for street services* - *Staffing levels for street services* - *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Utilities – Gas	Contract	Pacific Gas and Electric		University Senior Director, Energy Operations	- *Appropriations for gas services* - *Staffing levels for gas services* - *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Utilities – Electricity	University Office of Sustainability	Calpine, Direct Access		University Senior Director, Energy Operations	- Energy system reliability - Thermal energy production availability - Number of publicly available electric vehicle chargers in garages and facilities - Number of customer accounts (electric)

Service	Primary Service Provision	Non-University Service Providers	Notes	Position/Department Most Knowledgeable (County, University)	Desired Service Metrics[1]
					• Total Number of outages • *Number of residents served with electric power* • *Appropriations for electrical services* • *Staffing levels for electrical services* • *Customer service survey feedback gauging awareness of services and program satisfaction*
Utilities – Telephone, High-speed internet	University			University Executive Director, IT Services and Infrastructure	• Internet: number of network interfaces exceeding 75% • Meets OSHPD requirements for telephone service (Yes/No) • Meets Homeland Security standards for telephone service (Yes/No) • Telephone: number of incidents where OSHPD regulatory standards are not met • *Appropriations for internet and telephone services* • *Staffing levels for internet and telephone services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Wastewater	University Water Resources and Civil Infrastructure Group	Palo Alto Regional Water Quality Control Plant	Collection infrastructure is owned and maintained by University.	University Water Resources and Civil Infrastructure Group Palo Alto Public Works	• Gallons of annual sewer overflow per 100 miles of pipe • Individual septic systems within jurisdiction • Percentage of sewer laterals inspected annually • Number of sewage overflows • Percent of miles of sewer lines replaced • *Miles of sewer line maintained* • *Miles of sewer lines cleaned* • *Miles of sewer lines inspected* • *Number of sewer problems reported* • *Percent of sewer problems responded to within 30 minutes* • *Appropriations for wastewater services* • *Staffing levels for wastewater services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*
Water (includes recycled water), supply, conservation	Contract University Water Resources and Civil Infrastructure Group	San Francisco Public Utilities Commission		Director, Water Resources and Civil Infrastructure	• Daily domestic use (million gallons per day) • Daily non-potable use (acre-feet) • Academic/childcare (million gallons per day) • Student housing (million gallons per day) • Faculty/staff housing (million gallons per day) • Number of water backflow prevention devices in compliance (owned and inspected by Stanford Water) • Percent of samples passed from all sampling stations • *Millions of gallons of potable water used annually* • *Acre-feet of non-potable water used annually* • *Percent total potable water used* • *Percent total non-portable water used* • *Miles of water mains maintained*

Service	Primary Service Provision	Non-University Service Providers	Notes	Position/Department Most Knowledgeable (County, University)	Desired Service Metrics[1]
					• *Percentage of miles of water mains replaced* • *Appropriations for water services* • *Staffing levels for water services* • *Customer service feedback to gauge customer awareness of services provided and program satisfaction levels*

[1] *Metrics in italics are recommended and are not currently provided*