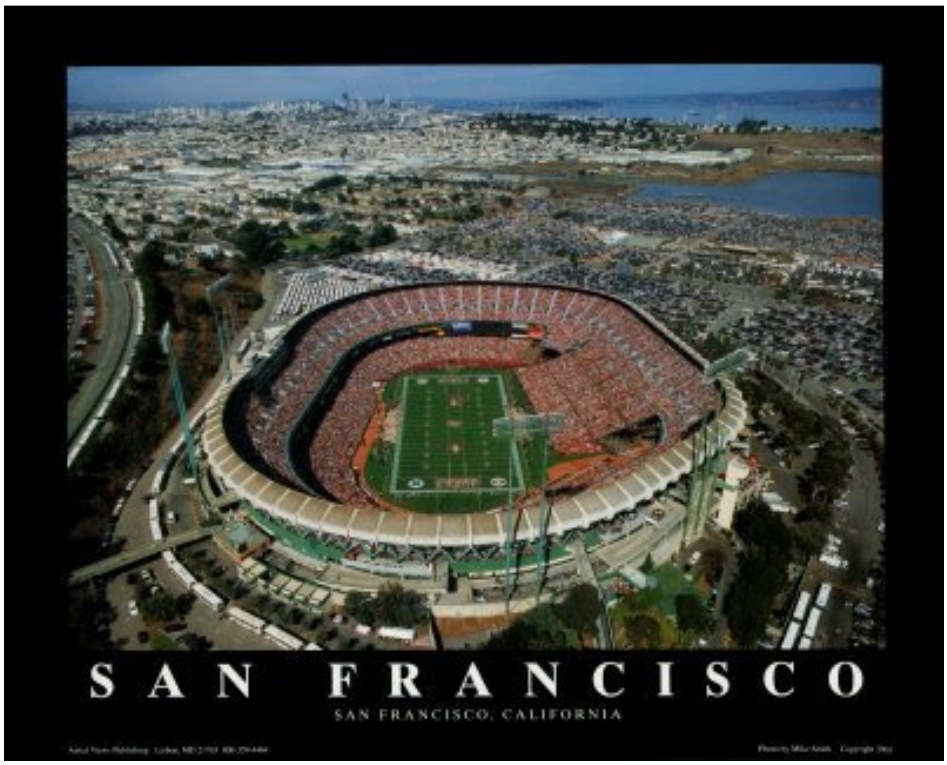
MGMT 4640 Term Project: Relocation of the San Francisco 49ers Stadium



Prepared for: Dr. Radovilsky

Summary

The analysis of the locations for the 49ers was an interesting process. Although we tried to be unbiased and objective, the results that we got and the opinions we conjured up seemed to coincide with each other. Early on the group had a bias towards Santa Clara. It was one of the cities we chose to analyze along with San Mateo and Palo Alto. Overall Santa Clara indeed was the best choice.

The results from our location strategy analysis concluded that Santa Clara was the best. Under the factor rating method, Santa Clara was better compared to San Mateo by 8.2 points. In comparison to Palo Alto, Santa Clara was only up by 1.3 points, a narrow margin. Overall the results were the following: Santa Clara was the best in terms of cost of labor and cost of living, San Mateo was the best in labor productivity and labor skills, and Palo Alto was also the best in labor productivity and proximity to markets.

In terms of location break even analysis, Santa Clara was again the best option. The main cause of this is simple; land in Santa Clara is cheaper in comparison to San Mateo and Palo Alto. Santa Clara had a price of $396 per ft^2 of land. San Mateo and Palo Alto had $451 per sq^2 and $815 per ft^2 of land respectively. Although the price of labor was cheapest in San Mateo, the fixed cost outweighed the difference in variable costs.

Finally our center of gravity method resulted with Palo Alto being the best location for all the targeted populations. Palo Alto was the closest by (1, 5). Next was Santa Clara with (-23, 19) and finally San Mateo with (24, -24).

Two of the three methods chose that Santa Clara was the best location. Based on certain criteria and costs Santa Clara ended up being the best location. Although the center of gravity favored Palo Alto, Santa Clara is still a short drive away from Palo Alto and the rest of the other targeted locations.

Relocation of Candlestick Park

History

In 1959 in a ballot of more than 15,000 entries Candlestick Park was approved to be built for an estimated $24.6 million. Despite several name changes, originally Candlestick Park, to 3Com Park in 1995, to Monster Park in 2004, and then returning to Candlestick Park in 2008, the stadium has maintained the nickname "The Stick." In 1971, the 49ers former stadium Kezar Stadium was abandoned for their new and existing home at Candlestick Park. Renovations to Candlestick Park sparked the team's interest in moving to the stadium and the beginning of their dynasty. In the next few decades the 49ers won 5 Super Bowls and became the home of Hall of Fame players including Joe Montana, Jerry Rice and Steve Young. The 1982 NFC Championship against the Cowboys is one of the most memorable touchdown receptions in history thrown from quarterback Joe Montana to Dwight Clark. Candlestick also hosted the final Beatles concert in 1966 and a visit from Pope John Paul II in 1987 (ESPN GO, 2011).

Introduction

The sole purpose of this paper is to present the idea of relocating the 49er stadium from its current location in Monster Park at Candlestick Point, the 49ers' home since 1971 in San Francisco, to another location. The San Francisco 49ers intends to replace its dingy, dilapidated, wind-swept 46-year-old stadium with a state-of-the-art stadium. An extensive study of the Candlestick Point site proved it wasn't feasible, citing extensive costs for infrastructure, parking accommodations and other changes that would cost more than the stadium itself. The approximate cost for a new 75,000-seat stadium at its present location is $500 million, and paying for transportation improvements and a new parking garage that would be needed at Candlestick Point could double the project's cost. Furthermore, the proposed parking garage

outside the stadium would mean the end of the traditional pregame tailgating parties and lead to traffic jams.

Problems in managing resources

The Candlestick Park has been the San Francisco 49ers' home for 40 years. Today, the 49ers home is the oldest stadium in the NFL that has not been substantially renovated. Candlestick Park lacks many modern amenities found in new stadiums around the league including club and luxury seats that generate large sums of revenue for teams. The location of Candlestick Park is faced with expansion problems including parking, traffic, cost of labor, and its proximity to the fans.

Although Candlestick Point is visually appealing, its geographic boundaries make it challenging for the expansion of a new stadium. Candlestick Point is surrounded by the San Francisco Bay on three sides, with a large hill near the area's only highway that seals much of the land off from the rest of the City. The area also has limited and worsening road access that would have been overwhelmed by the proposed new stadium and the planned mixed-use development for example, which featured 6,500 new housing units. Engineers determined that hundreds of millions of dollars in infrastructure improvements were required to accommodate the project, possibly exceeding the cost of the proposed new stadium (Stadium of Pro Football, 2011).

As a plan of expansion originally, part of the area surrounding the current 49ers home was to be zoned for retail space and housing; the new 49ers stadium was to be combined with such elements, bringing much-needed attractions to the historically blighted neighborhood of Hunters Point (Wikipedia, 2011). Also, provisions for transportation and parking at the proposed site at Candlestick Point remained insufficient. Since expanding the current home of the 49ers,

Candlestick Park and turning it into a new stadium raises many problems the best method is to choose a different location for the new stadium. Meanwhile, the 49ers switched their focus on building the new stadium in Santa Clara where the 49ers' administrative offices and training facility have been located since 1987.

Current problems at Candlestick Park location

The 49ers recently filed a formal claim with the city, a precursor to a possible lawsuit, saying they have lost revenues because the city hasn't maintained the stadium as required in the lease signed back in 1969 and that was amended over the years (Lam, 2010). The City and the Parks and Recreation Department are appointed in the lease to maintain the stadium; however, they have done a poor job in maintaining the stadium. In past agreements that have been reached the team has paid for the maintenance of the stadium, thereby receiving a credit from the city toward their lease. The maintenance and credit issue has been a longstanding problem for the team and is presently still unresolved (Munsey and Suppes, 2011).

Traffic to and from Candlestick Park for fans has been a continuous problem being that highway 101 is the only freeway access that can be utilized, causing extensive frustration for fans that choose to drive to the stadium. Once fans get to the stadium to park they have found parking to be unorganized and expensive. The 49ers control only one interior parking lot that is $25 per car. However, the exterior parking lot that is privately owned is $30 per car. After games, access to the freeway is difficult and time consuming; some estimating an hour wait from the stadium to the freeway on game days. However, to avoid post-game congestion on northbound 101 navigating through downtown San Francisco by using Third Street or the

northbound 280 freeway can alleviate congestion, but not by much and this route is not utilized by fans that are unfamiliar with the area (49ers.com, 2010).

Impact

One of many positive reasons for the stadium to be built near Great America is that there would be a good chance at increasing the fan base with a new demographic, including patrons who frequent the amusement park. The ballpark could take advantage of the availability of viewer access to advertisements of up-and-coming games that could be strategically placed throughout the amusement park; and in return, ads could be placed inside the stadium advertising entertainment and specialty rides at Great America; therefore, creating an appeasing relationship for both the stadium and amusement park.

The weather in the south bay is much nicer than that in San Francisco as well. The further south you go in the peninsula, the more calm and warmer the weather becomes. This, in of itself, can be a major factor in attracting fans. Besides good weather, easy access and available parking are other major factors, both of which would be solved if the stadium were moved to Santa Clara. Space is also an issue in choosing the right location. The location next to Great America can provide the adequate space needed to accommodate the predicted fan base that may accumulate from nearby communities, including Silicon Valley. There is sufficient space for tailgate parties and numerous public transportation options for fans as well. There are close to 40,000 parking spaces within a 15 minute walk of the stadium site; there is a light rail and commuter rail that could bring tens of thousands of fans to Santa Clara from all over the Bay Area and as far away as Sacramento. President & Chief Executive Officer of the San Francisco 49ers, Jed York expresses his position on the relocation of the 49ers stadium, “Not only is all of

the infrastructure and transportation already in place, but we will not have to put our fans in a construction site for any period of time" (York, Jed 2006). York's statement can be supported by a recent lease signing between the 49ers and Candlestick Park, extending their lease to 2015, with an option to opt out a year early if the Santa Clara stadium construction is finalized.

Body

We addressed the problem of finding a suitable location for the 49ers stadium through the location strategy methods that were presented in class. We set about doing the tasks by first outlining the data that we specifically needed for each method. Our group then outlined our KSF factors for our location. With the help of our factors, we sifted through many cities coming up with San Mateo, Palo Alto, and Santa Clara. We then found the city demographics for each city through the U.S. Census Bureau and books from the library. With the data we found, we started constructing the following for the cities we chose: factor rating method, center of gravity method and break-even analysis.

The group's factor rating method started off with the criteria in which each city would be measured by. The criterion, which is subjectively chosen, came from the data our group gathered. Each criterion was given a weight, which was also subject to the group's decision. The criterions that were chosen are as follows: population, household income, employment rates and age. The results of our factor rating method favored Santa Clara as the best site.

The second process our group used for our location strategy was a break-even analysis. The data we used were the cost of land in the different cities, measured by dollar per ft^2, and by wages, measured by hourly rates. Also, by plotting out the functions, we determined that based on our targeted population size, Santa Clara again was the best choice for the 49ers stadium.

The final method we used was the center of gravity method. In order to execute this, we had to identify the population sizes of the major cities in the bay area. From there we plotted out those cities' location on a graph. We then analyzed them and found a coordinate that was closest to Santa Clara yet again.

BEP Explanation

We started our Break Even Analysis by gathering the prices for minimum wage and the price per square foot of land in the cities we analyzed. From there we converted the seating capacity of the stadium into the square footage of the stadium. Based on this we made this into our fixed cost for each city by multiplying it with the price per square foot of land. Then, we multiplied the minimum wage by the seating capacity of the stadium. We did this to simplify our variable costs. The results were unlike the examples discussed in class. However, they are still nonetheless valid. Although the graph showed almost perpendicular lines, in reality they crossed each other at some point, which we were unable to show on our graph and they do so out of the relevant range for the stadium's seating capacity.

Location Break-Even Analysis

1. Fixed and Variable Costs

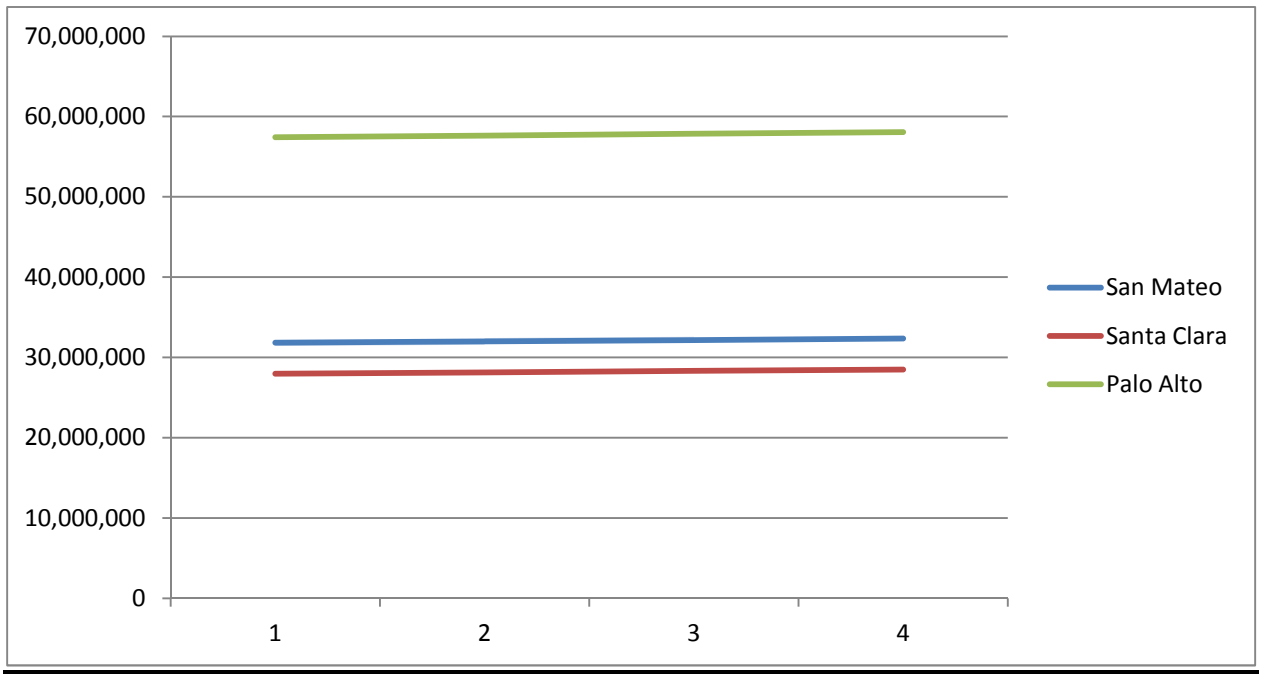
Location	Fixed Cost (F) /year, $	Variable Cost (v) /unit, $
Palo Alto	$ 57,218,705.00	$ 11.98
Santa Clara	$ 27,801,972.00	$ 9.81
San Mateo	$ 31,663,357.00	$ 9.66

2. Break-even volumes and costs

Locations	Equation	BEP Solution	
PA = SC	57,218,795+11.98*Q = 27,801,972+9.81*Q	Volume (Q) =	-13,556,098
		Total Costs (TC) =	
PA = SM	57,218,795 + 11.98*Q = 31,663,357 +9.66*Q	Volume (Q) =	11,015,275
		Total Costs (TC)	
SC = SM	27,801,972 +9.81*Q = 31,663,357 + 9.66*Q	Volume (Q) =	25,742,567
		Total Costs (TC)	

3. BEP Graph of the locations' costs

Volume	Palo Alto	Santa Clara	San Mateo
0	0	0	0
17,500	57,428,355	27,973,647	31,832,407
35,000	57,638,005	28,145,322	32,001,457
52,500	57,847,655	28,316,997	32,170,507
70,000	58,057,305	28,488,672	32,339,557



Factor Rating Explanation

The factor rating was done with data that was gathered from Census records. We chose a few of the available information and made them into criteria for the factor rating method. Once we did this it was simple to set up. We gave each criterion its own weight and from there we listed the values for each topic. We made the highest number or lowest number, depending on which is preferable, equal to 100. From there we transformed the other numbers by dividing them by the highest or lowest number. The percentage we derived was the score we put for the particular topic under our factor rating method.

Factor-Rating Method

	Proximity to Markets	*Cost of Labor*	*Level of Skills*	*Labor Productivity*	*Cost of Living*
Palo Alto	**835**	**70**	**85**	**100**	**60**
Santa Clara	**1050**	**100**	**80**	**90**	**100**
San Mateo	**1210**	**80**	**100**	**100**	**70**

						Total
Weights	**0.30**	**0.25**	**0.20**	**0.15**	**0.10**	**1.00**
	Proximity to Markets	***Cost of Labor***	***Level of Skills***	***Labor Productivity***	***Cost of Living***	***Total Weighted Score***
Palo Alto	**100**	**70**	**85**	**100**	**60**	**85.5**
Santa Clara	**74**	**100**	**80**	**90**	**100**	**86.8**
San Mateo	**55**	**80**	**100**	**100**	**70**	**78.5**

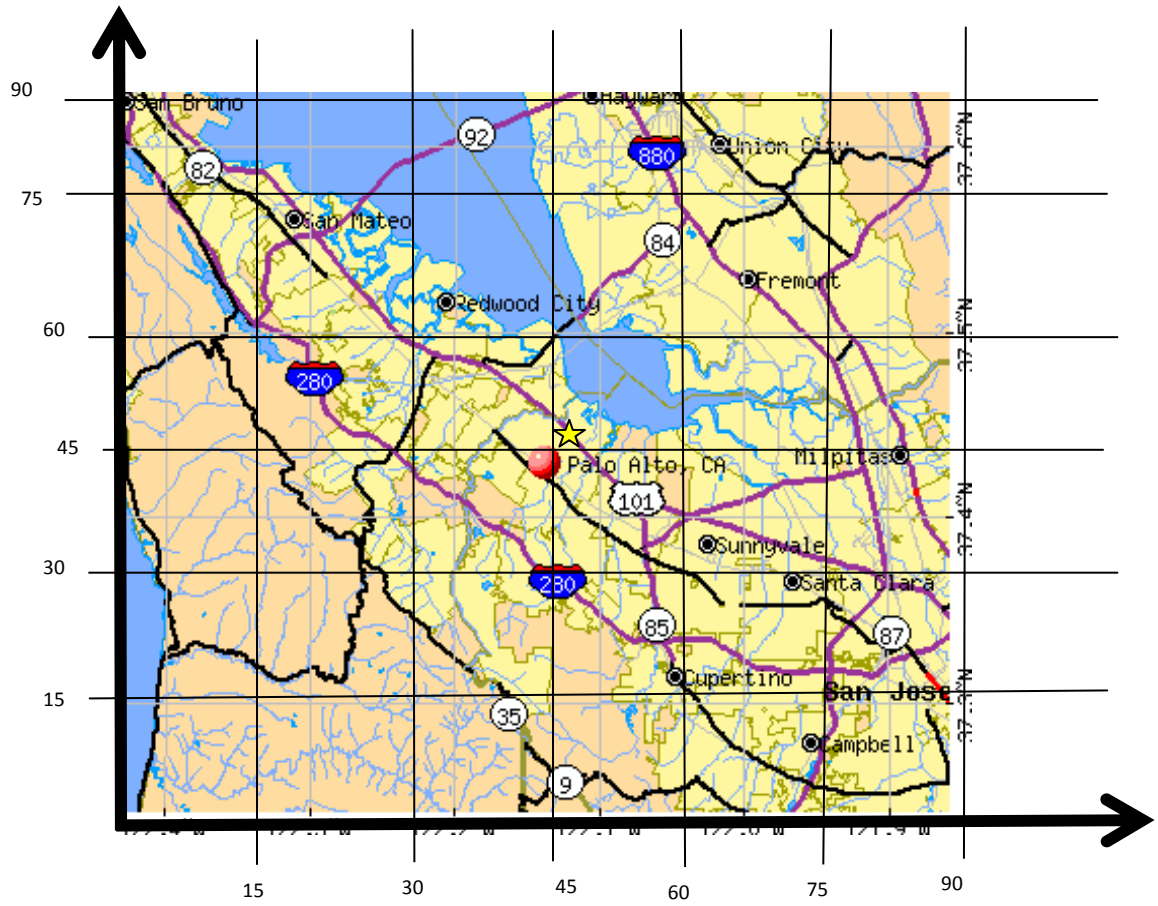
Center of Gravity Explanation

Our center of gravity method by plotting the following map and data in excel for easy computation. The numbers derived from excel are shown in our Center of Gravity. Although the map isn't as accurate as the data shows, the data nonetheless is what we'll follow. We assigned

the volume through the data we gathered in our appendices. From there we figured out the best location which wasn't Palo Alto. Despite this we assigned Palo Alto as the best location since it's the closest out of the three cities to the coordinates given under our Center of Gravity.

Center of Gravity Method

Location Number	*Customer Location Name*	*Location Volume (Q)*	*X Coordinate (dx)*	*Y Coordinate (dy)*	*dx*Q*	*dy*Q*
1	Palo Alto	60,000	45	45	4,080,000	2,460,000
2	Santa Clara	68,000	69	31	1,564,000	4,760,000
3	San Mateo	65,000	22	74	4,550,000	1,300,000
Total		193,000			10,194,000	8,520,000
Center of Gravity			46	50		



Suggestions for relocation: San Mateo

San Mateo is our third alternate location for the new 49ers stadium to be built at. San Mateo is conveniently located near Highway 92, which connects the East Bay and the Peninsula. A stadium built in San Mateo could be a great proximity to fans that attend games. Highway 101 is also located near San Mateo and provides a quick access route to and from the stadium on game days. However, on game days, commuter traffic could create many delays for highway travelers and game fans. At this time, traffic congestion is a problem between the connection of highway 92 and highway 101 and the highway connectors are not structured to accommodate such a large increase in traffic volume, which could create a significant impact on both highways. Weather in San Mateo is not attractive either for outdoor games, with gusty afternoon winds which allows for fog to flow toward San Mateo in the late afternoon through early mornings.

Public transportation could be an issue as well, since SamTrans and CalTrains are the only two modes to pick from. SamTrans currently provides only a few select bus routes, which limits many fans from other cities to be able to utilize the service and CalTrains only provides three routes. SamTrans does not have a direct service to the East Bay, South Bay or to San Francisco. However, CalTrains has connects that could accommodate fans to San Francisco, but not to the East Bay or South Bay.

San Mateo is also known for its Coyote Point Marina and Recreational Area and the project of building a new stadium could create an environment impact that the residence of San Mateo cannot part with. Environmental Impact Reports can be costly and time consuming, creating more delay in the 49ers relocating.

Suggestions for relocation: Palo Alto

Palo Alto is our second alternate choice for location of the 49ers stadium due to its close proximity to Highways 101and 280. Besides accessibility to nearby freeways, they have a newly remodeled Cal Train station conveniently located to take fans to and from the stadium. Weather is also a plus for the city, similar to that in Santa Clara, however, recorded to be a bit cooler. The demographics of Palo Alto consist of a more affluent and wealthy older crowd that are business owners, or work in Silicon Valley, which could possibly help contribute to another unique fan base. Finding a spot that is visible from either highway 101 or 280 might pose a problem in selecting a site for a stadium in Palo Alto due to its size, thus creating problems for site access to freeways and visibility. Getting to and from a stadium during peak commute times would most likely cause major traffic tie-ups as well. However, currently Stanford University holds football games for their team and this location could also be utilized and could present a more cost effective way for the 49ers new location, if Stanford would consider the agreement. Stanford and the 49ers could come to a mutual deal that could benefit both teams.

Suggestions for relocation: Santa Clara

Santa Clara is our first choice of location for the new 49ers stadium to be built at. Between the three locations we have chosen to analyzed, San Mateo, Palo Alto, and Santa Clara, we believe the 20-acre site in Santa Clara, on Tasman Drive near Great America Parkway, which is near the 49ers' practice facility and headquarters, would be the best site. Our decision is based mainly due to the sites visibility from highway 101. The parcel is owned by the city and is close to Highways 101 and 237 and within an easy walk of a VTA light-rail stop and an ACE commuter rail station (Coté, John 2006). VTA (Santa Clara Valley Transit Authority) is more

than just light rail, it is utilized currently by many patrons and there are a variety of highly efficient bus routes through the area, proving both systems could increase frequency of pickups on game days. VTA also connects pretty efficiently to Cal Train running up and down the peninsula. Besides easy access to and from the new site from either Highway 101 or 237, it is also conveniently located near the San Jose Airport off Highway 101 and accessible from Highway 280 as well; giving commuter traffic alternatives.

Green and sustainable design at Santa Clara stadium

In an effort the take a green approach to the design of the Santa Clara's stadium, 49ers owners challenged the stadium's architects to incorporate a sustainable design. Along with the EPA and numerous LEED (Leadership in Energy and Environmental Design) architects plan to incorporate solar/photovoltaic panels, a plant covered green roof, water-conserving plumbing fixtures, recycled water and materials program (49ers New Stadium, 2010). The green roof is planned to include solar panels and the use of California native plants and possibly vegetables in an effort to cool the eight-level tower that will accommodate luxury and club seating (Suppes, 1996-2011). The stadium is projected to have excellent public transit access, convenient bicycle parking, and a walking path access from the San Tomas Creek Trail (49ers New Stadium, 2010). It is projected that a quarter of the fans will arrive on public transit in hopes of reducing congestion on several surrounding highways.

Plazas at Santa Clara stadium

The Santa Clara stadium design includes a spacious entry plaza, creating a tranquil and open gathering place for meeting friends and socializing. The large terraced stadium entrances will be open to the public on game days and non-game days for public enjoyment and small

public events, as well as providing remarkable views of the playing field. The main northwest corner of the stadium is intended to be the center of the light, airy and open design; providing an additional view of the surrounding Silicon Valley and the mountains beyond (49ers New Stadium, 2010).

Technology Innovation at Santa Clara stadium

Technology innovations for the stadium will showcase Silicon Valley companies that want a high-visibility address on Tasman Drive. This would allow for the stadium design to not only utilize the building as a multipurpose building, but present stadium attendees with the ability to have a sneak peek into local technology companies by providing office spaces (Suppes, 1996-2011). The stadium will provide an ever-changing platform for the presentation and display of new technological advancements in this rapidly changing world (49ers New Stadium, 2010).

An additional innovative approach is the design and placement of the 170 or so luxury suites and 8,000 to 9,000 club seats that would be enclosed in an eight-level tower on the west side of the stadium, rather than the traditional wrap around seen at most stadiums. The architects also want to create the largest lower bowl in the NFL. The lower bowl would bring fans closer to the field allowing for a more desirable experience (Suppes, 1996-2011).

Parking and Access at Santa Clara stadium

Currently Candlestick Park provides 18,000 parking spaces, however the Santa Clara location is projected to accommodate 40,000 parking spaces. The estimation of doubling the amount of parking spaces, that would be located within walking distance of the new stadium,

would allow more individuals to participate in the tailgating experience and allow for accommodation of the increased capacity of the Santa Clara stadium.

The new stadium parking would allow fans to have easy access to several nearby highways and expressways including 101, 237, 880, Lawrence Expressway and San Tomas Expressway. With the new location, Santa Clara provides access to 13 interchanges, compared to Candlestick Park's 4 expressways. Estimating fans could access a freeway in about half the time it takes at Candlestick. The Santa Clara location also provides easy access to bus lines, VTA light rail, ACE Trains and AMTRACK (49ers New Stadium, 2010).

Conclusion

The purpose of our research paper was to determine the feasibility of relocating the 49ers stadium in San Francisco to a more suitable site. Based on the information we have provided, which includes location strategy, factor rating, break-even strategy and center of gravity method, we conclude that relocating the 49ers stadium to Santa Clara would be an efficient and strategic move. We took into consideration site cost and size, visibility, site access (from highway, rail, and air), as well as, transportation and parking as our main objectives and based our final decision on those facts. Throughout our research, it seems apparent that the location in Santa Clara, next to California's Great America amusement park is the most logical of the three cities we provided.

We have learned that in order to make the right choice when choosing a site location, all the key success factors for that location must be taken into consideration and if these factors do not work for a specific site then the option of choosing that site should be eliminated. We also learned that finding a location site can be time consuming, costly, have significant environment

impacts and many factors need to be taken into account; thus using KSFs for site location decisions is imperative.

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Appendix A

San Mateo

Demographics & Socio-Economic Characteristics†

(2007 American Community Survey, except as noted)

Population

1990*	85,486
2007	91,461
Male	42,826
Female	48,635
Jan. 2008 (estimate)§	95,776
Persons per sq. mi. of land	7,850.5

Race & Hispanic Origin, 2007

Race	
White	59,878
Black/African American	2,346
North American Native	273
Asian	20,731
Pacific Islander	705
Other Race	3,796
Two or more races	3,732
Hispanic origin, total	17,687
Mexican	7,658
Puerto Rican	257
Cuban	218
Other Hispanic	9,554

Age & Nativity, 2007

Under 5 years	5,840
18 years and over	72,667
65 years and over	14,519
85 years and over	3,571
Median Age	40.4
Native-born	59,290
Foreign-born	32,171

Educational Attainment, 2007

Population 25 years and over	66,889
Less than 9th grade	5.0%
High school grad or higher	89.9%
Bachelor's degree or higher	41.9%
Graduate degree	13.0%

Income & Poverty, 2007

Per capita income	$43,591
Median household income	$80,820
Median family income	$98,750
Persons in poverty	3.8%
H'holds receiving public assistance	286
H'holds receiving social security	9,876

Households, 2007

Total households	35,607
With persons under 18	10,144
With persons over 65	9,268
Family households	21,422
Single person households	11,896
Persons per household	2.52
Persons per family	3.32

Household Population, 2008§§

Persons living in households	94,460
Persons living in group quarters	1,316
Persons per household	2.5

Labor & Employment

Total civilian labor force, 2008§§	50,800
Unemployment rate, 2008	3.7%
Total civilian labor force, 2000*	49,650

Employed persons 16 years and over by occupation, 2007

Managers & professionals	21,317
Service occupations	8,209
Sales & office occupations	13,469
Farming, fishing & forestry	62
Construction & maintenance	2,843
Production & transportation	2,935
Self-employed persons	5,588

† see Appendix D for 2000 Decennial Census Data
* US Census Bureau
** 2007 American Community Survey
§ California Department of Finance
§§ California Employment Development Dept

General Information

City of San Mateo
330 W 20th Ave
San Mateo, CA 94403
650-522-7000

Website	www.cityofsanmateo.org
Elevation	28 ft.
Land Area (sq. miles)	12.2
Water Area (sq. miles)	3.7
Year of Incorporation	1894
Government type	Chartered
Sales tax rate	9.25%

Voters & Officials

Registered Voters, October 2008

Total	51,616
Democrats	26,380
Republicans	11,438
Declined to state	11,887

Legislative Districts

US Congressional	12
State Senatorial	8
State Assembly	19

Local Officials, 2009

Mayor	Brandt Grotte
Manager	Susan M. Loftus
City Clerk	Norma Gomez
Attorney	Shawn Mason
Finance Dir.	Hossein Golestan
Public Works	Larry Patterson
Planning/Dev Dir.	Robert Beyer
Building	Stephen Lau
Police Chief	Susan E. Manheimer
Emergency/Fire Dir.	Daniel T. Belville

Public Safety

Number of officers, 2007	114
Violent crimes, 2007	306
Property crimes, 2007	2,073
Arson, 2007	20

Public Library

San Mateo Public Library
San Mateo Public Library System
55 W 3rd Ave
San Mateo, CA 94402
650-522-7802

City Librarian: Ben Ocon

Library system statistics, FY 2007

Population served	99,217
Internet terminals	297
Annual users	714,984

Per capita:

Operating income	$60.76
percent from local government	90.6%
Operating expenditure	$50.79
Total materials	3.42
Print holdings	3.14
Visits per capita	8.10

Housing & Construction

Housing Units

Total, 2008§	39,168
Single family units, attached	3,493
Single family units, detached	17,736
Multiple family units	17,894
Mobile home units	45
Occupied	38,481
Vacancy rate	1.8%
Median rent, 2007**	$1,414
Median SF home value, 2007**	$821,400

New Privately Owned Housing Units Authorized by Building Permit, 2007*

	Units	Construction Cost
Single	11	$4,930,627
Total	11	$4,930,627

San Mateo County

Municipal Finance

(For local fiscal year ended in 2006)

Revenues

Total	$131,037,323
Taxes	66,230,013
Special benefits assessment	0
Licenses & permits	3,030,226
Fines & forfeitures	2,074,584
Revenues from use of money & property	3,954,615
Intergovernmental	16,057,692
Service charges	31,726,089
Other revenues	7,964,104
Other financing sources	0

Expenditures

Total	$147,501,325
General government	7,694,688
Public safety	44,045,118
Transportation	10,691,129
Community development	7,045,817
Health	31,706,335
Culture & leisure	46,318,238
Other	0

Local School District

(Data from School year 2007-08 except as noted)

San Mateo Union High
650 North Delaware St
San Mateo, CA 94401
(650) 558-2299

Superintendent	David Miller
Grade plan	9-12
Number of schools	7
Enrollment	8,626
High school graduates, 2006-07	1,833
Dropout rate	1.3%
Pupil/teacher ratio	21.3
Average class size	26.9
Students per computer	4.0
Classrooms with internet	425
Avg. Daily Attendance (ADA)	8,291
Cost per ADA	$9,930
Avg. Teacher Salary	$74,785

California Achievement Tests 6th ed., 2008

(Pct scoring at or above 50th National Percentile Rank)

	Math	Reading	Language
Grade 3	NA	NA	NA
Grade 7	NA	NA	NA

Academic Performance Index, 2008

Number of students tested	6,229
Number of valid scores	6,003
2007 API (base)	774
2008 API (growth)	781

SAT Testing, 2006-07

Enrollment, Grade 12	2,145
Number taking test	1,188
percent taking test	55.4%
percent with total score 1,500+	37.60%

Average Scores:

Math	Verbal	Writing	Total
572	534	536	1,642

Federal No Child Left Behind, 2008

(Adequate Yearly Progress standards met)

	Participation Rate	Pct Proficient
ELA	Yes	No
Math	Yes	No

API criteria	Yes
Graduation rate	Yes
# criteria met/possible	32/30

Other school districts for this city

(see Appendix E for information on these districts)

San Mateo-Foster City Elem

Appendix B

Demographics & Socio-Economic Characteristics

(2000 Decennial Census, except as noted)

Population

1990*	55,900
2000	58,598
Male	28,671
Female	29,927
Jan. 2008 (estimate)§	63,367
Persons per sq. mi. of land	2,673.7

Race & Hispanic Origin, 2000

Race	
White	44,391
Black/African American	1,184
North American Native	122
Asian	10,090
Pacific Islander	84
Other Race	827
Two or more races	1,900
Hispanic origin, total	2,722
Mexican	1,543
Puerto Rican	72
Cuban	75
Other Hispanic	1,032

Age & Nativity, 2000

Under 5 years	2,970
18 years and over	46,192
65 years and over	9,140
85 years and over	1,374
Median Age	40.2
Native-born	43,210
Foreign-born	15,573

Educational Attainment, 2000

Population 25 years and over	43,566
Less than 9th grade	1.7%
High school grad or higher	96.2%
Bachelor's degree or higher	74.4%
Graduate degree	43.0%

Income & Poverty, 1999

Per capita income	$56,257
Median household income	$90,377
Median family income	$117,574
Persons in poverty	4.8%
H'holds receiving public assistance	245
H'holds receiving social security	5,851

Households, 2000

Total households	25,216
With persons under 18	7,137
With persons over 65	6,439
Family households	14,593
Single person households	8,209
Persons per household	2.30
Persons per family	2.95

Household Population, 2008§§

Persons living in households	62,618
Persons living in group quarters	749
Persons per household	2.3

Labor & Employment

Total civilian labor force, 2008§§	32,000
Unemployment rate, 2008	3.2%
Total civilian labor force, 2000	31,982

Employed persons 16 years and over by occupation, 2000

Managers & professionals	23,839
Service occupations	1,493
Sales & office occupations	4,638
Farming, fishing & forestry	9
Construction & maintenance	624
Production & transportation	766
Self-employed persons	3,126

* US Census Bureau
** 2000 Decennial Census
§ California Department of Finance
§§ California Employment Development Dept

General Information

City of Palo Alto
250 Hamilton Ave
PO Box 10250
Palo Alto, CA 94303
650-329-2100

Website	www.cityofpaloalto.org
Elevation	23 ft.
Land Area (sq. miles)	23.7
Water Area (sq. miles)	2.0
Year of Incorporation	1894
Government type	Chartered
Sales tax rate	9.25%

Voters & Officials

Registered Voters, October 2008

Total	38,558
Democrats	20,608
Republicans	6,825
Declined to state	10,062

Legislative Districts

US Congressional	14
State Senatorial	11
State Assembly	21

Local Officials, 2009

Mayor	Peter Drekmeier
Manager	James Keene
City Clerk	Donna Grider
Attorney	Gary Baum
Finance Dir.	Lalo Perez
Public Works	Glenn Roberts
Planning/Dev Dir.	Steve Emslie
Building	NA
Police Chief	Dennis Burns
Emergency/Fire Dir.	Nick Marinaro

Public Safety

Number of officers, 2007	82
Violent crimes, 2007	64
Property crimes, 2007	1,440
Arson, 2007	15

Public Library

Palo Alto Main Library
Palo Alto City Library System
1213 Newell Rd
Palo Alto, CA 94303
650-329-2436

Director: Diane Jennings

Library system statistics, FY 2007

Population served	62,615
Internet terminals	75
Annual users	161,005

Per capita:

Operating income	$98.74
percent from local government	95.8%
Operating expenditure	$96.28
Total materials	4.39
Print holdings	3.83
Visits per capita	13.77

Housing & Construction

Housing Units

Total, 2008§	27,938
Single family units, attached	980
Single family units, detached	15,636
Multiple family units	11,158
Mobile home units	164
Occupied	27,045
Vacancy rate	3.2%
Median rent, 2000**	$1,349
Median SF home value, 2000**	$811,800

New Privately Owned Housing Units Authorized by Building Permit, 2007*

	Units	Construction Cost
Single	195	$83,921,263
Total	486	$209,649,078

Municipal Finance

(For local fiscal year ended in 2006)

Revenues

Total	$356,168,000
Taxes	60,086,000
Special benefits assessment	0
Licenses & permits	5,162,000
Fines & forfeitures	1,789,000
Revenues from use of money & property	17,558,000
Intergovernmental	6,911,000
Service charges	260,048,000
Other revenues	4,614,000
Other financing sources	0

Expenditures

Total	$331,673,000
General government	34,240,000
Public safety	40,642,000
Transportation	10,493,000
Community development	13,260,000
Health	57,005,000
Culture & leisure	26,467,000
Other	0

Local School District

(Data from School year 2007-08 except as noted)

Palo Alto Unified
25 Churchill Ave
Palo Alto, CA 94306
(650) 329-3700

Superintendent	Kevin Skelly
Grade plan	K-12
Number of schools	19
Enrollment	11,204
High school graduates, 2006-07	783
Dropout rate	0.6%
Pupil/teacher ratio	14.9
Average class size	23.3
Students per computer	2.8
Classrooms with internet	3,973
Avg. Daily Attendance (ADA)	10,919
Cost per ADA	$13,162
Avg. Teacher Salary	$81,193

California Achievement Tests 6th ed., 2008

(Pct scoring at or above 50th National Percentile Rank)

	Math	Reading	Language
Grade 3	85%	78%	83%
Grade 7	89%	87%	85%

Academic Performance Index, 2008

Number of students tested	8,428
Number of valid scores	8,070
2007 API (base)	910
2008 API (growth)	918

SAT Testing, 2006-07

Enrollment, Grade 12	823
Number taking test	695
percent taking test	84.5%
percent with total score 1,500+	76.20%

Average Scores:

Math	Verbal	Writing	Total
655	624	615	1,894

Federal No Child Left Behind, 2008

(Adequate Yearly Progress standards met)

	Participation Rate	Pct Proficient
ELA	No	Yes
Math	No	Yes

API criteria	Yes
Graduation rate	Yes
# criteria met/possible	34/32

Other school districts for this city

(see Appendix E for information on these districts)

None

Appendix C

Santa Clara

Santa Clara County

Demographics & Socio-Economic Characteristics†

(2007 American Community Survey, except as noted)

Population

1990*	93,613
2007	105,591
Male	52,131
Female	53,460
Jan. 2008 (estimate)§	115,503
Persons per sq. mi. of land	6,277.3

Race & Hispanic Origin, 2007

Race	
White	47,738
Black/African American	1,928
North American Native	441
Asian	42,541
Pacific Islander	1,340
Other Race	8,149
Two or more races	3,454
Hispanic origin, total	18,105
Mexican	13,510
Puerto Rican	174
Cuban	600
Other Hispanic	3,821

Age & Nativity, 2007

Under 5 years	9,597
18 years and over	82,674
65 years and over	10,735
85 years and over	1,312
Median Age	34.3
Native-born	61,901
Foreign-born	43,690

Educational Attainment, 2007

Population 25 years and over	71,490
Less than 9th grade	4.7%
High school grad or higher	89.1%
Bachelor's degree or higher	49.5%
Graduate degree	20.1%

Income & Poverty, 2007

Per capita income	$35,814
Median household income	$75,687
Median family income	$98,977
Persons in poverty	12.3%
H'holds receiving public assistance	570
H'holds receiving social security	6,535

Households, 2007

Total households	39,069
With persons under 18	14,358
With persons over 65	6,987
Family households	23,254
Single person households	12,879
Persons per household	2.61
Persons per family	3.38

Household Population, 2008§§

Persons living in households	112,716
Persons living in group quarters	2,787
Persons per household	2.6

Labor & Employment

Total civilian labor force, 2008§§	56,800
Unemployment rate, 2008	5.5%
Total civilian labor force, 2000*	57,472

Employed persons 16 years and over by occupation, 2007

Managers & professionals	28,694
Service occupations	6,642
Sales & office occupations	11,719
Farming, fishing & forestry	0
Construction & maintenance	2,427
Production & transportation	3,125
Self-employed persons	2,776

† see Appendix D for 2000 Decennial Census Data
* US Census Bureau
** 2007 American Community Survey
§ California Department of Finance
§§ California Employment Development Dept

General Information

City of Santa Clara
1500 Warburton Ave
Santa Clara, CA 95050
408-615-2200

Website	www.ci.santa-clara.ca.us
Elevation	88 ft.
Land Area (sq. miles)	18.4
Water Area (sq. miles)	0
Year of Incorporation	1852
Government type	Chartered
Sales tax rate	9.25%

Voters & Officials

Registered Voters, October 2008

Total	46,570
Democrats	22,210
Republicans	10,369
Declined to state	12,188

Legislative Districts

US Congressional	15
State Senatorial	13
State Assembly	22, 24

Local Officials, 2009

Mayor	Patricia M. Mahan
Manager	Jennifer Sparacino
City Clerk	Rod Diridon Jr
Attorney	Helene Leichter
Finance Dir.	Mary Ann Parrot
Public Works	Rajeev Batra
Planning/Dev Dir	Kevin Riley
Building	Kevin Riley
Police Chief	Stephen D. Lodge
Emergency/Fire Dir.	Phil Kleinheinz

Public Safety

Number of officers, 2007	137
Violent crimes, 2007	231
Property crimes, 2007	3,430
Arson, 2007	13

Public Library

Santa Clara City/Central Park Library
Santa Clara City Library System
2635 Homestead Rd
Santa Clara, CA 95051
408-615-2930

City Librarian: Karen Saunders

Library system statistics, FY 2007

Population served	114,238
Internet terminals	181
Annual users	368,395

Per capita:

Operating income	$63.94
percent from local government	90.8%
Operating expenditure	$56.49
Total materials	3.55
Print holdings	3.14
Visits per capita	7.22

Housing & Construction

Housing Units

Total, 2008§	44,275
Single family units, attached	3,759
Single family units, detached	18,617
Multiple family units	21,790
Mobile home units	109
Occupied	43,042
Vacancy rate	2.8%
Median rent, 2007**	$1,318
Median SF home value, 2007**	$686,400

New Privately Owned Housing Units Authorized by Building Permit, 2007*

	Units	Construction Cost
Single	85	$19,257,950
Total	90	$20,148,211

Municipal Finance

(For local fiscal year ended in 2006)

Revenues

Total	$393,550,380
Taxes	74,776,800
Special benefits assessment	0
Licenses & permits	2,575,029
Fines & forfeitures	1,302,437
Revenues from use of money & property	12,260,681
Intergovernmental	21,471,042
Service charges	269,553,085
Other revenues	11,611,306
Other financing sources	0

Expenditures

Total	$468,143,810
General government	34,464,728
Public safety	67,267,428
Transportation	20,477,915
Community development	7,166,374
Health	27,316,717
Culture & leisure	26,727,587
Other	0

Local School District

(Data from School year 2007-08 except as noted)

Santa Clara Unified
PO Box 397
Santa Clara, CA 95052
(408) 423-2000

Superintendent	Steve Stavis
Grade plan	K-12
Number of schools	24
Enrollment	14,343
High school graduates, 2006-07	806
Dropout rate	3.0%
Pupil/teacher ratio	20.9
Average class size	26.1
Students per computer	3.8
Classrooms with internet	704
Avg. Daily Attendance (ADA)	14,007
Cost per ADA	$8,593
Avg. Teacher Salary	$70,925

California Achievement Tests 6th ed., 2008

(Pct scoring at or above 50th National Percentile Rank)

	Math	Reading	Language
Grade 3	62%	43%	54%
Grade 7	54%	50%	50%

Academic Performance Index, 2008

Number of students tested	10,678
Number of valid scores	9,866
2007 API (base)	753
2008 API (growth)	765

SAT Testing, 2006-07

Enrollment, Grade 12	1,014
Number taking test	381
percent taking test	37.6%
percent with total score 1,500+	17.30%

Average Scores:

Math	Verbal	Writing	Total
515	487	481	1,483

Federal No Child Left Behind, 2008

(Adequate Yearly Progress standards met)

	Participation Rate	Pct Proficient
ELA	Yes	No
Math	Yes	No

API criteria	Yes
Graduation rate	Yes
# criteria met/possible	42/39

Other school districts for this city

(see Appendix E for information on these districts)

Cupertino Union Elem

Appendix D

Source: San Francisco 49ers, renderings by HNTB

MERCURY NEWS