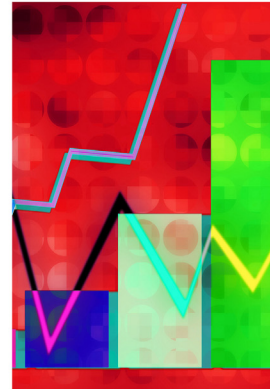


COMMUNITY OPINION SURVEY
RESEARCH REPORT

PREPARED FOR THE
CITY OF GLENDORA



OCTOBER 30, 2014



741 GARDEN VIEW COURT, SUITE 208
ENCINITAS CA 92024
760.632.9900 WWW.TN-RESEARCH.COM



TABLE OF CONTENTS

Table of Contents	i
List of Tables	iii
List of Figures	iv
Introduction	1
Purpose of Study	1
Overview of Methodology.....	2
Statistical Significance	2
Organization of Report.....	2
Acknowledgements	2
Disclaimer	2
About True North.....	2
Just the Facts	4
Quality of Life.....	4
City Services.....	4
Appearance of City.....	5
Economic Development	5
Priorities	5
Public Trust & Service.....	5
Communication & e-Government	5
Conclusions	7
Quality of Life	10
Quality of Life.....	10
Question 2	10
Factors Contributing to Quality of Life	11
Question 3	12
Ways to Improve Quality of Life	13
Question 4	13
City Services	15
Overall Satisfaction.....	15
Question 5	15
Specific Services.....	16
Question 6	17
Question 7	18
Performance Needs & Priorities	19
Appearance of City	22
Appearance	22
Question 8	22
Economic Development	23
Retail Shopping Behavior	23
Question 9	23
Question 10	24
Priorities	25
Question 11	25
Public Trust & Service	27
Perceptions of City Government	27
Question 12	27
City Staff	28
Question 13	28
Question 14	29
Communication & e-Government	30
Overall Satisfaction: City-Resident Communication	30
Question 15	30

Overall Satisfaction: Resident-City Communication 32
 Question 16 32
 Methods of Communication 33
 Question 17 33
 Topics of Interest 34
 Question 18 34
 Question 19 35
 Information Sources 36
 Question 20 36
 City Website 38
 Question 21 38
 Question 22 39
 Question 23 40
 Question 24 41
 Attention Paid to Local Government 42
 Question 25 42
Background & Demographics 44
Methodology 45
 Questionnaire Development 45
 Programming, Pre-Test & Translation 45
 Sample 45
 Statistical Margin of Error 46
 Data Collection 47
 Data Processing 47
 Rounding 47
Questionnaire & Toplines 48



LIST OF TABLES

Table 1	Statistically Significant Changes Between 2011 and 2014	9
Table 2	Like Most About Living in Glendora by Study Year	12
Table 3	Changes to Improve Glendora by Study Year	14
Table 4	Changes to Improve Glendora by Years in Glendora & Age	14
Table 5	Importance of Services by Study Year	17
Table 6	Satisfaction With Services by Study Year	18
Table 7	Needs & Priority Matrix	20
Table 8	Rating the Appearance of Glendora by Study Year	22
Table 9	Project & Program Priorities by Years in Glendora & Age (Showing % High Priority)	26
Table 10	Agreement With Statements About Glendora Among Those With Opinion by Study Year	27
Table 11	Opinion of Staff by Study Year	29
Table 12	Preference for Communicating Information to City by Years in Glendora & Age . . .	34
Table 13	Top City Information Sources by Years in Glendora & Age	37
Table 14	Rating Aspects of City Website by Study Year	39
Table 15	Demographics of Sample by Study Year	44



LIST OF FIGURES

Figure 1	Quality of Life by Study Year	10
Figure 2	Quality of Life by Years in Glendora & Age	11
Figure 3	Like Most About Living in Glendora	12
Figure 4	Changes to Improve Glendora	13
Figure 5	Overall Satisfaction by Study Year	15
Figure 6	Overall Satisfaction by Years in Glendora, Child in Household, Home Ownership Status & Gender	16
Figure 7	Overall Satisfaction by Age & Employment Status	16
Figure 8	Importance of Services	17
Figure 9	Satisfaction With Services	18
Figure 10	Resident Service Needs	21
Figure 11	Rating the Appearance of Glendora	22
Figure 12	Percentage of Household Retail Shopping Dollars Spent in Glendora	23
Figure 13	Percentage of Household Retail Shopping Dollars Spent in Glendora by Child in Household, Home Ownership Status & Years in Glendora	23
Figure 14	Stores, Shopping Centers Shopped at Most Often	24
Figure 15	Project & Program Priorities	25
Figure 16	Agreement With Statements About Glendora Among Those With Opinion	27
Figure 17	Contact With Staff in Past 12 Months by Study Year	28
Figure 18	Contact With Staff in Past 12 Months by Years in Glendora, Child in Household & Age	28
Figure 19	Contact With Staff in Past 12 Months by Employment Status, Gender & Home Ownership Status	29
Figure 20	Opinion of Staff	29
Figure 21	Satisfaction With City-Resident Communication by Study Year	30
Figure 22	Satisfaction With City-Resident Communication by Years in Glendora, Child in Household, Home Ownership Status & Gender ³¹	31
Figure 23	Satisfaction With City-Resident Communication by Age & Employment Status	31
Figure 24	Satisfaction With Resident-City Communication	32
Figure 25	Satisfaction With Resident-City Communication by Years in Glendora, Child in Household, Home Ownership Status & Gender ³²	32
Figure 26	Satisfaction With Resident-City Communication by Age & Employment Status	33
Figure 27	Preference for Communicating Information to City	33
Figure 28	Desire Additional Info From City by Study Year	34
Figure 29	Desire Additional Info From City by Years in Glendora & Satisfaction With City-Resident Communication	34
Figure 30	Desire Additional Info From City by Child in Household & Age	35
Figure 31	Additional Information Topics Desired	35
Figure 32	City Information Sources	36
Figure 33	Top City Information Sources by Study Year	37
Figure 34	City Website Visit in Past 12 Months by Study Year	38
Figure 35	City Website Visit in Past 12 Months by Years in Glendora & Satisfaction With City-Resident Communication	38
Figure 36	City Website Visit in Past 12 Months by Child in Household & Age	39
Figure 37	Rating Aspects of City Website	39
Figure 38	Desire Improvements to City Website or Social Media by Study Year	40
Figure 39	Desire Improvements to City Website or Social Media by Website Visit in Past 12 Months, Years in Glendora & Child in Household	40
Figure 40	City Website & Social Media Improvements Desired	41
Figure 41	Attentiveness to Local Issues, Decisions, Activities by Study Year	42

Figure 42 Attentiveness to Local Issues, Decisions, Activities by Years in Glendora, Website Visit in Past 12 Months, Contact With City in Past 12 Months & Child in Household 42

Figure 43 Attentiveness to Local Issues, Decisions, Activities by Home Ownership Status & Age 43

Figure 44 Maximum Margin of Error Due to Sampling. 47



INTRODUCTION

Known as the “Pride of the Foothills”, the City of Glendora was founded in 1887 and incorporated in 1911. Since then Glendora has evolved from a small agricultural city to a thriving city of over 50,000 residents¹ who are focused on maintaining its small-town values and charm. The City maintains a team of full- and part-time employees to provide a comprehensive suite of services through nine main departments: City Clerk, City Manager, Community Services, Finance, Library, Human Resources, Planning and Redevelopment, Police, and Public Works.

As part of its commitment to provide high quality services and responsive local governance, the City of Glendora engages its residents on a daily basis and receives regular feedback on issue, policy, and performance matters. Although these informal feedback mechanisms are valuable sources of information for the City in that they provide timely and accurate information about the opinions of specific residents, they do not necessarily provide an accurate picture of the community as a whole. Informal feedback mechanisms typically rely on the resident to initiate the feedback, which creates a self-selection bias. The City receives feedback from only those residents motivated enough to initiate the feedback process. Because these residents tend to be those who are either *very* pleased or *very* displeased regarding a particular topic, their collective opinions are not necessarily representative of the City’s resident population as a whole.

PURPOSE OF STUDY The motivation for the current study was to design and employ a methodology that would avoid the self-selection bias noted above and provide the City with a *statistically reliable* understanding of its residents’ satisfaction, priorities, and concerns as they relate to services and facilities provided by the City. Ultimately, the survey results and analyses presented in this report will provide Council and staff with information that can be used to make sound, strategic decisions in a variety of areas, including service improvements and enhancements, measuring and tracking internal performance, budgeting, policy, and planning.

To assist in this effort, the City selected True North Research to design the research plan and conduct the study. Broadly defined, the study was designed to:

- Identify key issues of concern for residents, as well as their perceptions of the City.
- Measure residents’ overall satisfaction with the City’s efforts to provide municipal services, and their satisfaction with a variety of specific services.
- Evaluate perceptions of and experience with local government.
- Determine satisfaction with the City’s communication with residents, as well as the opportunities residents have to communicate with the City.
- Profile sources that residents rely upon for information about Glendora and preferences for methods of communication with the City.
- Gather opinions on topics such as the appearance of the City, economic development, spending priorities, and the City’s website.
- Collect additional background and demographic data relevant to understanding residents’ perceptions, needs, and interests.

1. Source: U.S. Census Bureau: 2010 Census.

This is not the first community opinion survey commissioned by the City. A similar study was completed by True North in 2011. Because of the interest in tracking the City's performance over time, where appropriate the results of the current study are compared with the results of identical questions included in the 2011 study.

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 45). In brief, a total of 400 randomly selected adult residents participated in the survey between September 26 and October 10, 2014. The telephone interviews were conducted in English and Spanish, averaging 20 minutes.

STATISTICAL SIGNIFICANCE Many of the figures and tables in this report present the results of questions asked in 2014 alongside the results of the 2011 survey for identical questions. In such cases, True North conducted the appropriate tests of statistical significance to identify statistically significant changes between the 2011 and 2014 surveys. Statistically significant differences within response categories over time are denoted by the † symbol which appears in the figure next to the appropriate response value for 2014.

ORGANIZATION OF REPORT This report is designed to meet the needs of readers who prefer a summary of the findings as well as those who are interested in the details of the results. For those who seek an overview of the findings, the sections titled *Just the Facts* and *Conclusions* are for you. They provide a summary of the most important factual findings of the survey in bullet-point format and a discussion of their implications. For the interested reader, this section is followed by a more detailed question-by-question discussion of the results from the survey by topic area (see *Table of Contents*), as well as a description of the methodology employed for collecting and analyzing the data. And, for the truly ambitious reader, the questionnaire used for the interviews is contained at the back of this report, and a complete set of crosstabulations for the survey results is contained in Appendix A, which is bound separately.

ACKNOWLEDGEMENTS True North thanks Chris Jeffers, Kathleen Sessman, La Shawn Butler and Janet Stone at the City of Glendora for their valuable input during the design stage of this study. Their collective experience, insight, and local knowledge improved the overall quality of the research presented here.

DISCLAIMER The statements and conclusions in this report are those of the authors (Dr. Timothy McLarney and Richard Sarles) at True North Research, Inc. and not necessarily those of the City of Glendora. Any errors and omissions are the responsibility of the authors.

ABOUT TRUE NORTH True North is a full-service survey research firm that is dedicated to providing public agencies with a clear understanding of the values, perceptions, priorities and concerns of their residents and customers. Through designing and implementing scientific surveys, focus groups and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, policy evaluation, performance management, organizational development, establishing fiscal priorities, and developing effective public information campaigns.

During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 800 survey research studies for public agencies, including more than 300 studies for California municipalities and special districts.



JUST THE FACTS

The following is an outline of the main factual findings from the resident survey. For the reader's convenience, we have organized the findings according to the section titles used in the body of this report. Thus, to learn more about a particular finding, simply turn to the appropriate report section.

QUALITY OF LIFE

- The overwhelming majority (94%) of respondents shared favorable opinions of the quality of life in Glendora, with 49% reporting it is excellent and 44% stating it is good. Just 5% of residents indicated the quality of life in the City is fair, and less than 1% used poor or very poor to describe the quality of life in the City.
- When asked to identify what residents like most about the City, aspects of Glendora's small-town feel and local charm were the most commonly mentioned features of the City. These included a feeling of safety and the City's low crime rate, mentioned by 26% of respondents, followed by the City's quietness and peacefulness (23%), mentions of a "small-town atmosphere" (21%), and friendly people and neighbors (16%). The quality of local schools and the City's clean and well-maintained appearance were also popular mentions, with each cited by 15% of respondents.
- When residents were asked to indicate the one thing City government could change to make Glendora a better place to live, now and in the future, approximately one-quarter of respondents said they could not think of anything to change (12%) or that no changes were needed (12%). Among specific improvements, limiting growth and development was mentioned most frequently (18%), followed by improving streets and roads (8%), improving environmental efforts (5%), and improving public safety (4%).

CITY SERVICES

- Ninety-one percent (91%) of Glendora residents indicated they were either very (54%) or somewhat (38%) satisfied with the City's efforts to provide municipal services. Only 6% were very or somewhat dissatisfied, and the remaining 3% were unsure or did not provide a response.
- Residents were asked to rate the importance of 12 specific services provided by the City of Glendora. Overall, respondents rated providing police services as the most important of the services tested (89% extremely or very important), followed by maintaining streets and roads (89%), preparing the City for emergencies (84%), providing trash and recycling services (81%), and maintaining parks and recreation areas (80%).
- The survey also asked about satisfaction with the City's efforts to provide the same 12 services. Although residents were generally satisfied with all services tested, they were most satisfied with efforts to maintain parks and recreation areas (96% very or somewhat satisfied), followed by provide library services (95%), provide programs for youth, adults, and seniors (94%), provide police services (93%), and provide trash collection and recycling services (92%). At the other end of the spectrum, respondents were less satisfied with the City's performance in managing growth and development (74%), maintaining streets and roads (81%), and preserving and protecting open space (81%).

APPEARANCE OF CITY

- Respondents were asked to rate the appearance of several aspects of the City using a five-point scale of excellent, good, fair, poor, or very poor. Combining responses of excellent and good, residential areas was the highest-rated component (90%). At least eight in ten residents said the appearance of their neighborhood (86%), the City overall (85%), and shopping and commercial areas (83%) were excellent or good, with a considerable portion of each citing them as *excellent*. Street medians and sidewalk areas were less likely to be viewed as favorably, with 78% of respondents rating them as excellent or good.

ECONOMIC DEVELOPMENT

- Almost half (45%) of Glendora households reported that they spend less than 40% of their non-grocery retail shopping dollars in the City of Glendora, and nearly two-thirds (65%) spend less than 60% of these dollars in the City.
- When asked to name the two or three Glendora stores or shopping centers they shop at most frequently, grocery stores topped the list, with Vons being mentioned by 26% of respondents, followed by Stater Brothers (20%), Albertsons (19%), and Ralphs (10%). Larger retail discount and department stores were also popular, including Wal-Mart (18%), Home Depot (17%), Sam's Club (14%), Kohl's (13%), and Costco (11%).

PRIORITIES

- When asked to prioritize among a list of 12 projects and programs that the City could devote resources to in the future, ensuring that the City has the staff, facilities and equipment needed to respond effectively to emergencies and natural disasters was assigned the highest priority (97% citing it as at least a medium priority), followed by maintaining the quality of police services (94%), maintaining the quality of street maintenance (94%), maintaining the quality of parks and recreation facilities (92%), and developing programs to conserve water, protect the environment, and preserve our natural resources (90%).

PUBLIC TRUST & SERVICE

- Overall, 81% of residents said that they trust the City of Glendora, 81% agreed that the City manages its finances well, and 80% agreed that the City is responsive to residents' needs. Residents were somewhat less in agreement that the City is transparent in how it operates (68%) and that the City listens to residents when making important decisions (70%).
- Forty-two percent (42%) of respondents indicated they had been in contact with staff in the past 12 months.
- Residents who had recently been in contact with staff members rated them high on all three dimensions tested, with more than 90% citing staff as professional (96%), accessible (95%), and helpful (91%).

COMMUNICATION & E-GOVERNMENT

- Overall, 82% of respondents indicated they were satisfied with City efforts to communicate with residents through newsletters, the Internet, and other means. The remaining respondents were either somewhat (12%) or very (4%) dissatisfied with the City's efforts in this respect, or did not provide an opinion (3%).

- About three-quarters (76%) of residents surveyed said they were satisfied with the opportunities they have to communicate information to the City of Glendora. The remaining respondents were either somewhat (9%) or very (5%) dissatisfied, or did not provide an opinion (11%).
- The most frequently cited methods preferred for communicating to the City were email (43%), telephone (41%), and in-person meetings (28%), although preferences differed considerably by age of the respondent.
- Just over one-third (37%) of residents indicated that there was a particular topic or issue that they'd like to receive more information about from the City.
- Among those who desired additional information from the City, information about redevelopment plans was the most commonly mentioned topic of interest (14%), followed by water issues such as quality, supply, and rates (12%), affordable housing (8%), economic development efforts (8%), and street and road maintenance (8%).
- The most frequently-cited source for City information was the City's Newsletter, mentioned by 36% of respondents. The newsletter was followed by the City's website (23%), the Internet in general (21%), the *Glendora Patch* (11%), and direct mail from the City such as postcards, letters, flyers, and brochures (10%).
- Sixty-one percent (61%) of residents surveyed indicated that they had visited the City's website in the 12 months prior to the interview.
- More than three-quarters (79%) of residents who had visited the City's website rated the overall quality as excellent (27%) or good (52%). The variety of content and resources (74%) and the ability of the respondent to find what he or she was looking for (69%) received similar ratings.
- Seventeen percent (17%) of residents surveyed indicated a desire for additional resources or services to be offered on the City's website or through social media.
- Although relatively few respondents desired additional information resources or services, a general request for more information was the most common response, mentioned by 19% of those who received the question. A community and recreation events calendar (15%), and information regarding future development and City planning (14%) were also common mentions.
- Overall, 14% of residents surveyed claimed to be very attentive to matters of local government, 43% somewhat attentive, and 31% slightly attentive. Another 11% of respondents said they do not pay any attention to the activities of their City government.



CONCLUSIONS

As noted in the *Introduction*, this study was designed to provide the City of Glendora with a statistically reliable understanding of its residents' satisfaction, priorities and needs as they relate to services and facilities provided by the City. As such, it can provide the City with information needed to make sound, strategic decisions in a variety of areas, including service improvements and enhancements, measuring and tracking internal performance, budgeting, and planning. Whereas subsequent sections of this report are devoted to conveying the detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the collective results of the survey answer some of the key questions that motivated the research. The following conclusions are based on the True North's interpretations of the results, as well as the firm's experience conducting similar studies for municipalities throughout the State.

How well is the City performing in meeting the needs of Glendora residents?

Glendora residents continue to be quite satisfied with the City's efforts to provide services and facilities, as well as the quality of life in their City. The vast majority (91%) of residents surveyed said they were satisfied with the City's overall performance in providing municipal services, which is similar to the 90% overall satisfaction score recorded in 2011. As was the case in that previous study, the high level of satisfaction expressed with the City's performance *in general* in 2014 was mirrored when residents were asked to comment on the City's efforts to provide a variety of specific services. For 11 of 12 service areas tested, the City is meeting or exceeding the needs and expectations of at least 80% of its residents (see Figure 10 on page 21)—and for half of the services tested the City is meeting the needs of at least 90% of residents.

The City's performance providing municipal services has also contributed to a high quality of life for residents. Almost all (94% of) residents surveyed rated the quality of life in Glendora as excellent or good. This sentiment was widespread, with at least nine-in-ten respondents in all identified demographic subgroups rating the quality of life as excellent or good. When asked what they liked most about Glendora, the City's low crime rate, small-town feel, appearance, and cleanliness were among the top mentions. To quote one resident: *Glendora has a low crime rate with good police presence, my family feels very safe. It's not crowded, and has a lot of good families, so it's the perfect place to raise my kids. I hope the City keeps up the good work.* And to underscore this point, it must be noted that when asked about changes to improve Glendora now and in the future, one-quarter of residents surveyed said they could not think of anything to change or that nothing should be changed.

To the extent that the survey results can be viewed as a report card on the City's performance, Glendora receives A's and just a few B's for all service areas. When compared with more than 200 similar studies for California municipalities conducted by the Principals at True North, the results found in this study place the City of Glendora comfortably within the top tier in terms of service performance and overall quality of life.

Where should the City focus its efforts in the future?

While many of the questions asked in the 2014 survey were tracked directly from the 2011 survey, others were developed to identify current issues of concern that may have arisen for the first time or gained visibility over the past three years. Natural disasters, the pace of development in a recovering economy, and the larger legislative setting are among the kinds of factors that can influence perceptions of a city environment. By using a combination of existing questions to track residents' opinions, as well as new questions on specific topics, the survey helps to establish a statistically reliable understanding of residents' *evolving* satisfaction, priorities, and concerns.

So where should the City focus its efforts in the future? The most important recommendation, and one that is occasionally overlooked in customer satisfaction research, is for the City to recognize the many things that it does well and to focus on continuing to perform at a high level in these areas. As noted throughout this report, residents were generally pleased with the City's efforts to provide services and facilities, and have a positive opinion of the City's performance in all service areas. It is exceptional to consistently earn overall satisfaction scores of 90% or higher, as recorded in Glendora's 2011 and 2014 studies. Moreover, the survey revealed that across *all* service areas, 75% to 96% of residents indicated that their needs are being met by the City. The top priority for the City should thus be to do what it takes to maintain the quality of services that it currently provides.

Against this backdrop of high resident satisfaction, what is the most appropriate approach for attempting even higher levels of satisfaction in the future? The appropriate strategy would likely seek to balance focused communication efforts and service improvements in specific service areas identified by the survey (see *Performance Needs & Priorities* on page 19) as being the best candidates. Managing growth and development, preserving open space, and repairing and maintaining streets stand out as areas for considering this balance. In cases where service and facility policies are not readily apparent, the key may be to communicate better with residents about current efforts and plans. For example, it is likely that some residents are unaware of Glendora's *Community Plan 2025* and the elements contained within it that detail land use and planning goals and policies, particularly those focused on open space, recreation, and conservation. Choosing the appropriate balance of actual service enhancements and increasing public awareness about programs, policies and strategies already in place will be a key to maintaining and improving satisfaction in the short- and long-term.

How do the results of this study compare with those from the 2011 Community Opinion Study?

As noted in this section and throughout this report, the findings of this study are quite similar to the largely positive findings of the 2011 Community Opinion Study. However, statistically significant changes were identified for 8 separate items asked in both surveys, with 4 of them positive, 2 neutral, and 2 negative. A summary of the statistically significant changes is presented below in Table 1.

TABLE 1 STATISTICALLY SIGNIFICANT CHANGES BETWEEN 2011 AND 2014

Positive Change Between 2011 and 2014	
Increased satisfaction with preparing the City for emergencies (Question 7b)	
Increased mention of City's website as a top source for City news, events, programs (Question 20)	
Decreased mention of San Gabriel Valley Tribune as a top source for City news, events, programs (Question 20)	
Increased percentage of residents who visited City's website in past year (Question 21)	
Neutral Change Between 2011 and 2014	
Increased importance of managing traffic congestion in the city (Question 6d)	
Increased percentage of residents who desire additional website resources, services (Question 23)	
Negative Change Between 2011 and 2014	
Decreased satisfaction with preserving and protecting open space (Question 7i)	
Decreased satisfaction with managing growth and development (Question 7h)	

Of particular note from the above table is the positive movement with regards to the City-sponsored information sources utilized by residents. In both the 2011 and 2014 surveys, residents expressed high levels of satisfaction with the job the City does in communicating with its residents (see *Satisfaction With City-Resident Communication by Study Year* on page 30). In True North's experience, a high level of satisfaction with a city's communication efforts is associated with and likely caused by a greater reliance among residents on *city-sponsored* sources such as the Glendora Report, social media, newsletters, websites, and related publications the contain timely and relevant information for the community. That is in fact the case in Glendora. In this and the previous study, the City's newsletter (*Glendora Report*) was the most frequently-cited source for Glendora information, and more than half of residents surveyed had visited the City's website in the past year.

Although there were no statistically significant changes in *overall* satisfaction with communication in 2014, it is encouraging to find significant increases in the percentage of residents with a City website visit in the past year, as well as unaided mentions of the City's website as a primary information source, paired with a significant *decrease* in mention of the *San Gabriel Valley Tribune*, a non-City-sponsored source that was actually the third most popular mention in the 2011 study (see *Top City Information Sources by Study Year* on page 37). This trend bodes well for a City effort to increase residents' awareness of any policies, efforts, and plans already in place that address Glendorans' priorities.

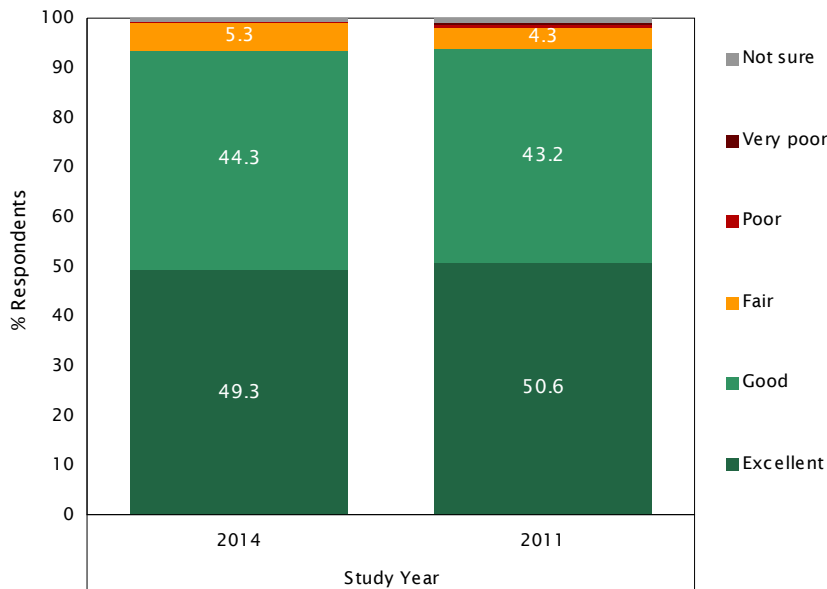
QUALITY OF LIFE

The opening series of questions in the survey was designed to assess residents' top of mind perceptions about the quality of life in Glendora, what residents like most about the City, and what City government could do to improve the quality of life in Glendora.

QUALITY OF LIFE At the outset of the interview, respondents were asked to rate the quality of life in the City, using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, the overwhelming majority of respondents shared favorable opinions of the quality of life in Glendora, with 49% reporting it is excellent and 44% stating it is good. Just 5% of residents indicated the quality of life in the City is fair, and less than 1% used poor or very poor to describe quality of life in the City. The percentage of residents who cited the quality of life as either excellent or good remained virtually unchanged between the 2011 and 2014 surveys.

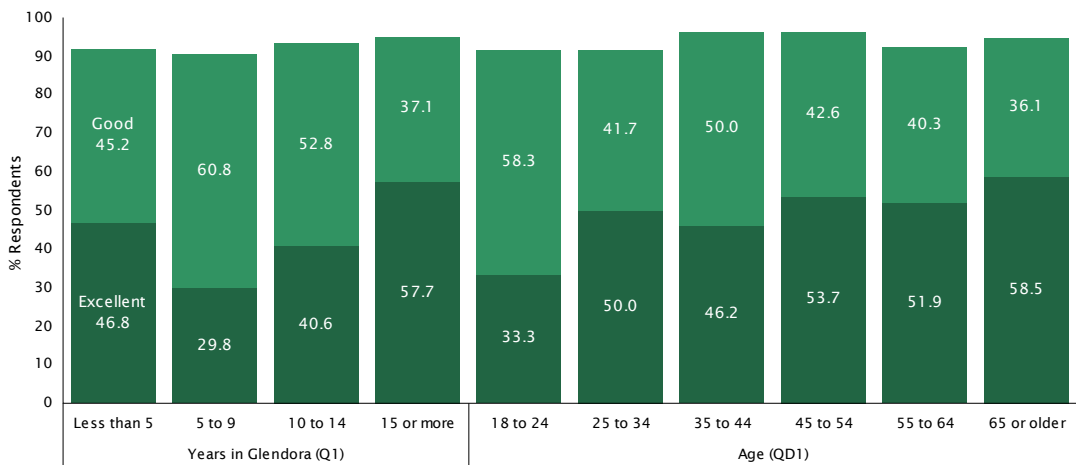
Question 2 *How would you rate the overall quality of life in Glendora? Would you say it is excellent, good, fair, poor or very poor?*

FIGURE 1 QUALITY OF LIFE BY STUDY YEAR



For the interested reader, Figure 2 on the next page shows how ratings of the quality of life in the City varied by years of residence in Glendora and age of the respondent. Although there was some variation between subgroups, at least 90% of each rated the quality of life in the City as excellent or good.

FIGURE 2 QUALITY OF LIFE BY YEARS IN GLENDORA & AGE

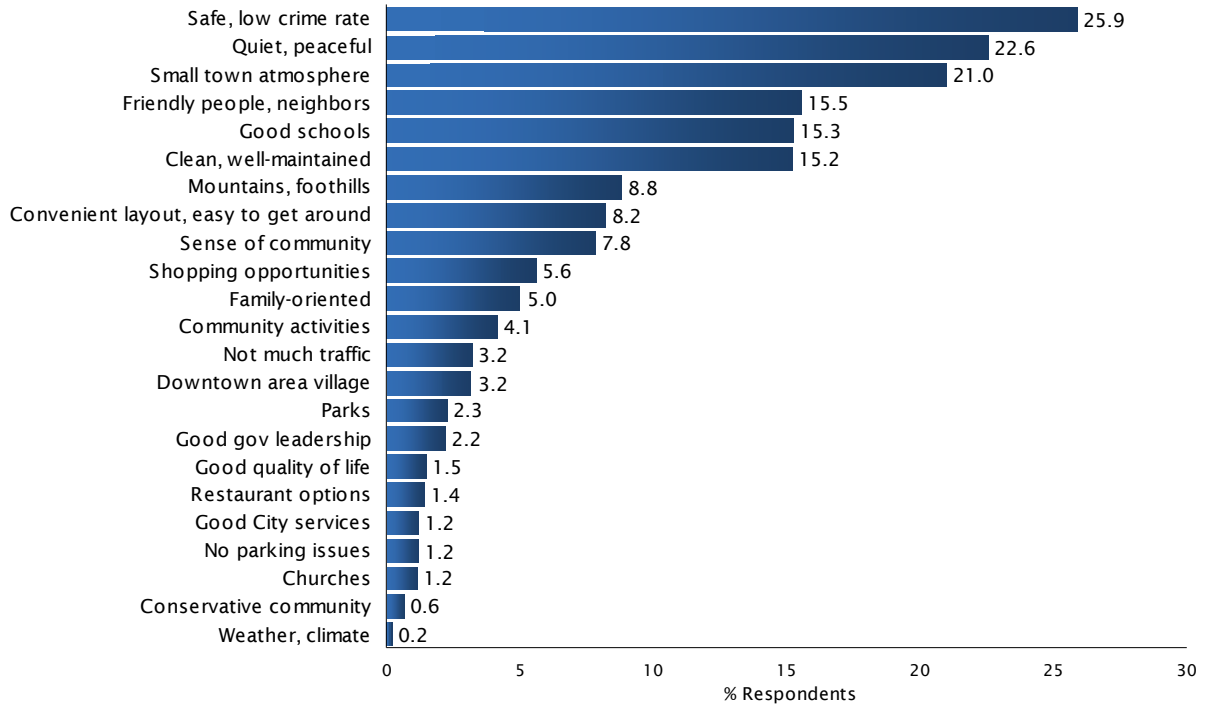


FACTORS CONTRIBUTING TO QUALITY OF LIFE The current survey, as well as the 2011 survey, asked respondents what they most liked about living in Glendora. The question was asked in an open-ended manner, which allowed respondents to mention any aspect that came to mind without being prompted by or restricted to a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 3 on the next page. Multiple responses were allowed for this question, which means the percentages shown in the figure represent the percentage of respondents who mentioned each aspect.

Similar to the findings of the 2011 study, aspects of Glendora’s small-town feel and local charm were the most commonly mentioned features of the City cited by residents. These included a feeling of safety and the City’s low crime rate, mentioned by 26% of respondents, followed by the City’s quietness and peacefulness (23%), mentions of a “small-town atmosphere” (21%), and friendly people and neighbors (16%). The quality of local schools and the City’s clean and well-maintained appearance were also popular mentions, with each cited by 15% of respondents. All other categories were mentioned by less than 10% of respondents.

Question 3 *What are the one or two things that you like most about living in the City of Glendora?*

FIGURE 3 LIKE MOST ABOUT LIVING IN GLENDORA



The qualitative nature of recording, categorizing, and coding verbatim responses limits the ability to perform statistical significance analysis of the findings between surveys, but for the most part the top responses and their relative ranking have changed little in the time between studies. Table 2 below shows the top five categories from 2014 and 2011.

TABLE 2 LIKE MOST ABOUT LIVING IN GLENDORA BY STUDY YEAR

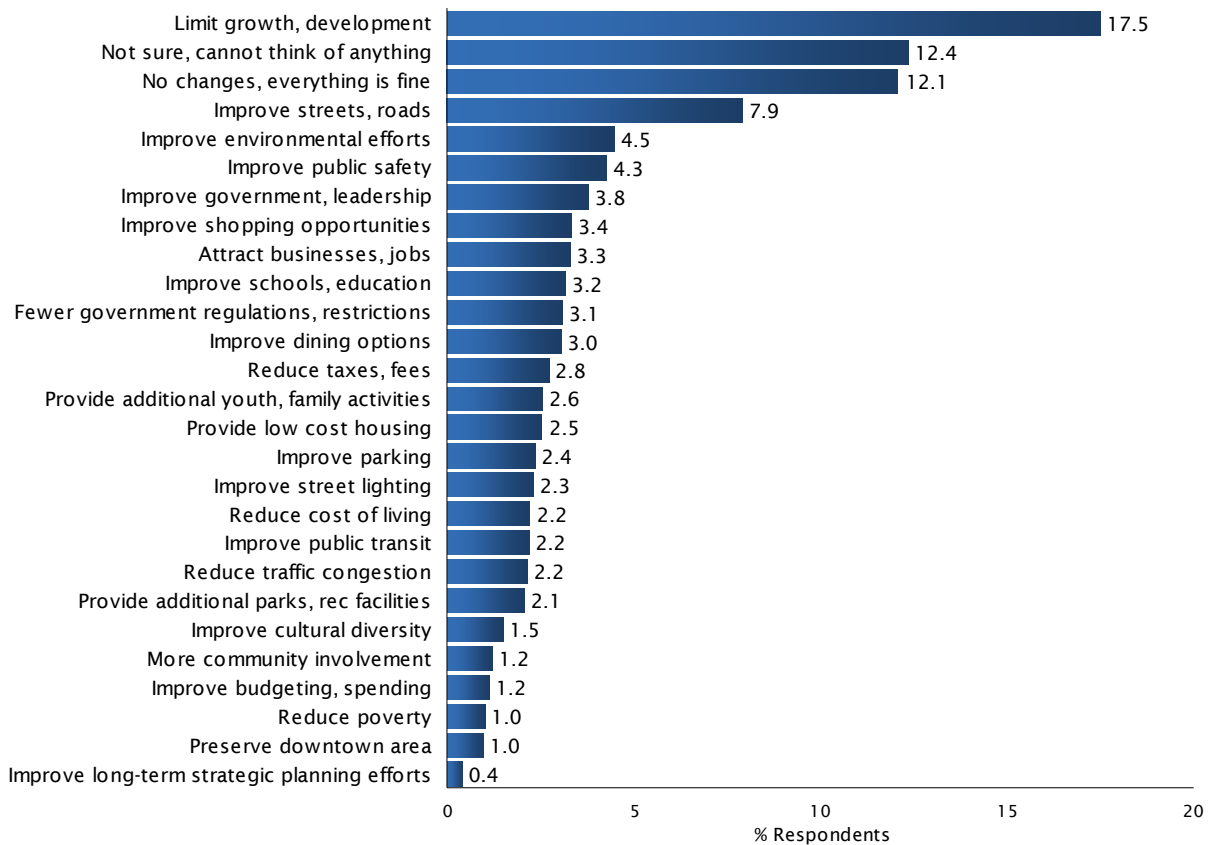
Study Year	
2014	2011
Safe, low crime rate	Safe, low crime rate
Quiet, peaceful	Quiet, peaceful
Small town atmosphere	Sense of community
Friendly people, neighbors	Small town atmosphere
Good schools	Good schools

WAYS TO IMPROVE QUALITY OF LIFE Respondents were next asked to indicate the one thing the City could change to make Glendora a better place to live, now and in the future. As with the previous question, Question 4 was asked in an open-ended manner, and the verbatim responses were recorded and later grouped into the categories shown in Figure 4.

Approximately one-quarter of respondents said they could not think of anything to change (12%) or that no changes were needed (12%). Among specific improvements, limiting growth and development was mentioned most frequently (18%), followed by improving streets and roads (8%), improving environmental efforts (5%), and improving public safety (4%). All other improvements were mentioned by less than 4% of respondents.

Question 4 *If the city government could change one thing to make Glendora a better place to live now and in the future, what change would you like to see?*

FIGURE 4 CHANGES TO IMPROVE GLENDORA



Similar to the previous question, the qualitative nature of recording, categorizing, and coding verbatim responses limits the ability to perform statistical significance analyses of the findings between studies. Table 3 below displays the top five response categories from 2014 and 2011. Mentions of limiting growth and development moved up from eleventh position in 2011 to the top of the list in 2014.

TABLE 3 CHANGES TO IMPROVE GLENDORA BY STUDY YEAR

Study Year	
2014	2011
Limit growth, development	Not sure, cannot think of anything
Not sure, cannot think of anything	No changes, everything is fine
No changes, everything is fine	Improve streets, roads
Improve streets, roads	Improve parking
Improve environmental efforts	Improve public safety

For the interested reader, Table 4 below provides the most common mentions to this question according to the respondent’s length of residence and age.

TABLE 4 CHANGES TO IMPROVE GLENDORA BY YEARS IN GLENDORA & AGE

	Years in Glendora (Q1)				Age (QD1)					
	Less than 5	5 to 9	10 to 14	15 or more	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Limit growth, development	3.0	7.1	11.7	25.5	0.0	4.2	15.4	25.9	24.7	23.8
Not sure, cannot think of anything	22.0	21.7	7.6	8.4	16.7	29.2	15.4	5.6	6.5	10.9
No changes, everything is fine	19.0	2.7	16.2	11.9	20.8	4.2	9.6	9.3	7.8	20.4
Improve streets, roads	7.3	4.9	8.6	8.7	16.7	8.3	1.9	9.3	5.2	8.2
Improve environmental efforts	5.0	3.9	0.0	5.7	0.0	4.2	3.8	5.6	3.9	6.8
Improve public safety	7.1	5.6	5.8	2.9	12.5	4.2	7.7	0.0	2.6	2.7
Improve government, leadership	0.0	0.0	5.2	5.6	0.0	0.0	1.9	9.3	6.5	2.7
Improve shopping opportunities	0.0	1.3	3.7	5.4	0.0	4.2	1.9	1.9	10.4	2.7
Attract businesses, jobs	9.4	4.1	0.0	2.5	8.3	12.5	0.0	0.0	2.6	1.4
Improve schools, education	1.5	4.5	5.1	3.0	0.0	4.2	1.9	1.9	5.2	4.8
Fewer government regulations, restrictions	2.2	5.2	4.7	2.5	4.2	0.0	9.6	1.9	3.9	0.7
Improve dining options	2.2	7.8	0.8	2.6	0.0	4.2	3.8	3.7	2.6	3.4

CITY SERVICES

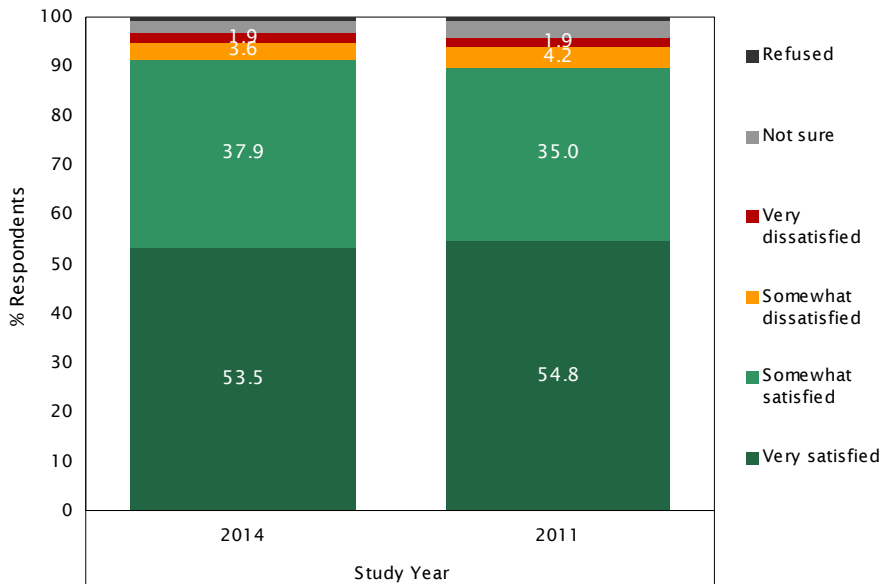
After measuring respondents' perceptions about the quality of life in Glendora, what they like most about the City, and what they would like to see changed, the survey next turned to assessing their opinions about the City's performance in providing municipal services.

OVERALL SATISFACTION The first question in this series asked respondents to indicate if, overall, they were satisfied or dissatisfied with the job the City of Glendora is doing to provide city services. Because this question does not reference a specific program, facility, or service and requested that the respondent consider the City's performance in general, the findings of this question may be regarded as an *overall performance rating* for the City.

As shown in Figure 5, 91% of Glendora residents indicated they were either very (54%) or somewhat (38%) satisfied with the City's efforts to provide municipal services. Only 6% were very or somewhat dissatisfied, and the remaining 3% were unsure or did not provide a response. Similar to the perceptions of the quality of life in the City (Question 2), overall satisfaction in 2014 was nearly identical to that found in 2011.

Question 5 *Next, I would like to ask a series of questions about services provided by the City of Glendora. Generally speaking, are you satisfied or dissatisfied with the job the City of Glendora is doing to provide city services?*

FIGURE 5 OVERALL SATISFACTION BY STUDY YEAR



Figures 6 and 7 on the next page display the percentage of respondents who are satisfied with the City's performance by a variety of demographic subgroups. The vast majority of all subgroups reported satisfaction.

FIGURE 6 OVERALL SATISFACTION BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD, HOME OWNERSHIP STATUS & GENDER

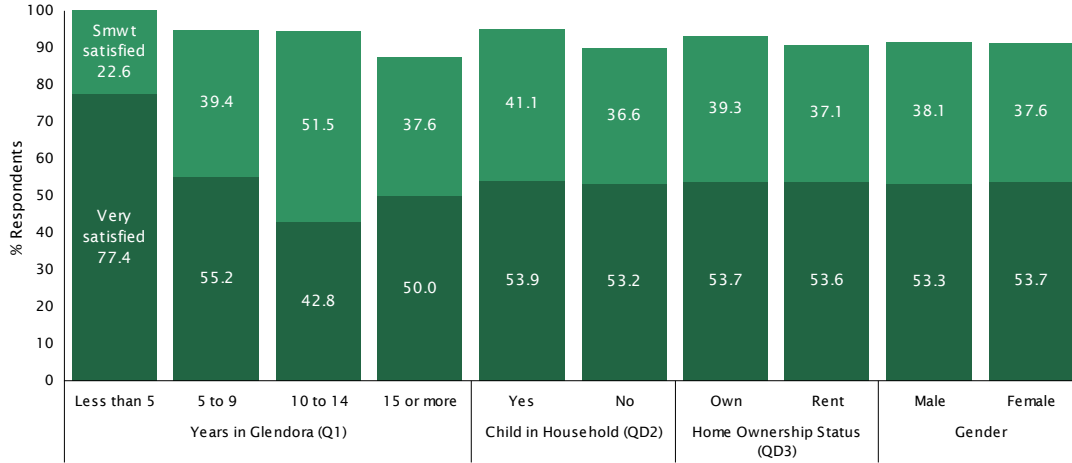
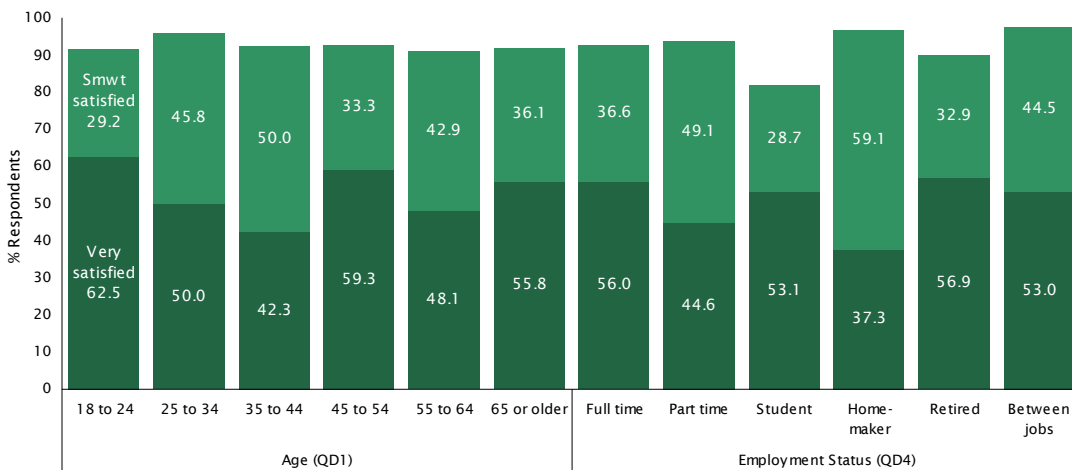


FIGURE 7 OVERALL SATISFACTION BY AGE & EMPLOYMENT STATUS

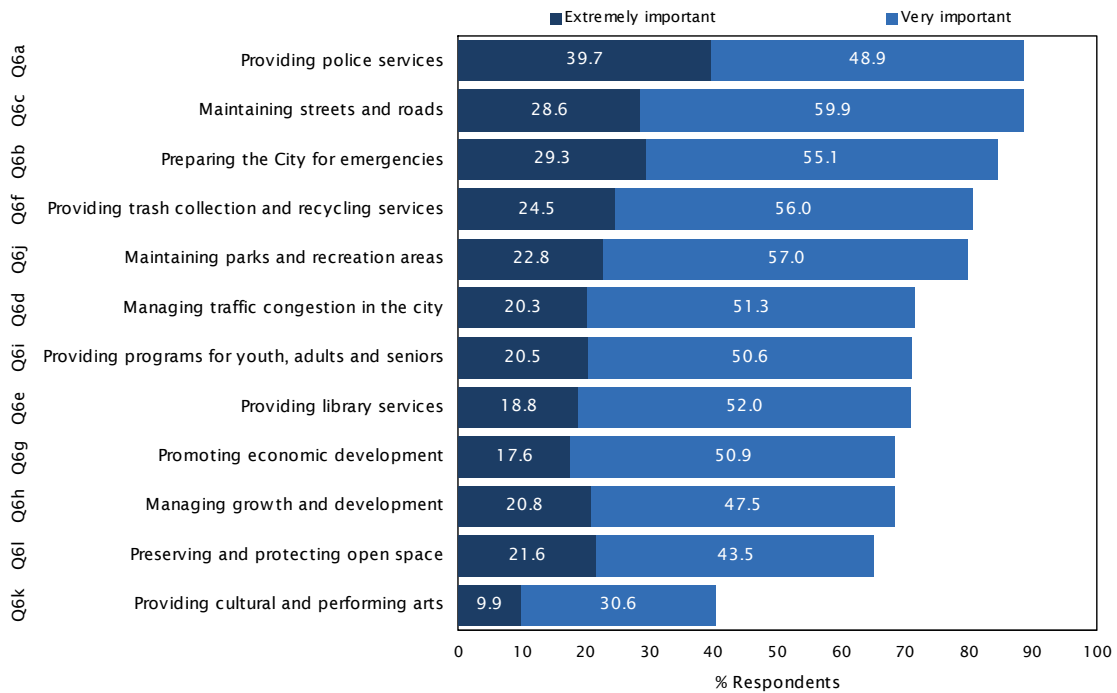


SPECIFIC SERVICES Whereas Question 5 addressed the City’s *overall* performance, the next two questions asked respondents to rate the importance of *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents were first asked whether they thought a service was extremely important, very important, somewhat important, or not at all important. The order of the items was randomized for each respondent to avoid a systematic position bias.

Figure 8 on the next page presents the services sorted by order of importance according to the percentage of respondents who rated a service as *at least* very important. Overall, Glendora residents rated providing police services as the most important of the services tested (89% extremely or very important), followed by maintaining streets and roads (89%), preparing the City for emergencies (84%), providing trash and recycling services (81%), and maintaining parks and recreation areas (80%). At the other end of the spectrum, providing cultural and performing arts (41%), preserving and protecting open space (65%), and managing growth and development (68%) were viewed as less important, overall.

Question 6 For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.

FIGURE 8 IMPORTANCE OF SERVICES



As shown below in Table 5, when compared with 2011, there was a statistically significant increase in the perceived importance of managing traffic congestion in the City.

TABLE 5 IMPORTANCE OF SERVICES BY STUDY YEAR

	Study Year		Change in Extremely + Very Important 2011 to 2014
	2014	2011	
Managing traffic congestion in the city	71.6	63.0	+8.6†
Managing growth and development	68.4	64.2	+4.2
Providing programs for youth, adults and seniors	71.1	67.1	+4.0
Maintaining parks and recreation areas	79.8	77.6	+2.2
Preparing the City for emergencies	84.4	82.2	+2.2
Maintaining streets and roads	88.5	87.4	+1.1
Providing trash collection and recycling services	80.5	80.7	-0.2
Preserving and protecting open space	65.2	66.6	-1.5
Promoting economic development	68.4	70.0	-1.5
Providing cultural and performing arts	40.4	42.2	-1.8
Providing police services	88.6	90.5	-1.9
Providing library services	70.9	74.9	-4.0

† Statistically significant difference (p < 0.05) between the 2011 and 2014 studies.

Turning to the satisfaction component, Figure 9 on the next page sorts the same services by the percentage of residents who indicated they were either very or somewhat satisfied with the City’s efforts to provide the service. For ease of comparison across services, only respondents who provided an opinion (satisfied or dissatisfied) are included in Figure 9. Those who did not share an opinion were removed from this analysis, and the percentage who offered an opinion and were included in this analysis is shown in brackets to the right of each service label. Thus, for example, among the 99% of respondents who expressed an opinion about the City’s efforts to maintain parks and recreation areas, 59% were very satisfied and 37% were somewhat satisfied.

Respondents were most satisfied with the City’s efforts to maintain parks and recreation areas (96% very or somewhat satisfied), followed by provide library services (95%), provide programs for youth, adults, and seniors (94%), provide police services (93%), and provide trash collection and recycling services (92%). At the other end of the spectrum, respondents were less satisfied with the City’s performance in managing growth and development (74%), maintaining streets and roads (81%), and preserving and protecting open space (81%).

Question 7 For the same list of services I just read, I'd like you to tell me how satisfied you are with the job the city is doing to provide the service. Are you satisfied or dissatisfied with the city's efforts to: _____, or do you not have an opinion?

FIGURE 9 SATISFACTION WITH SERVICES

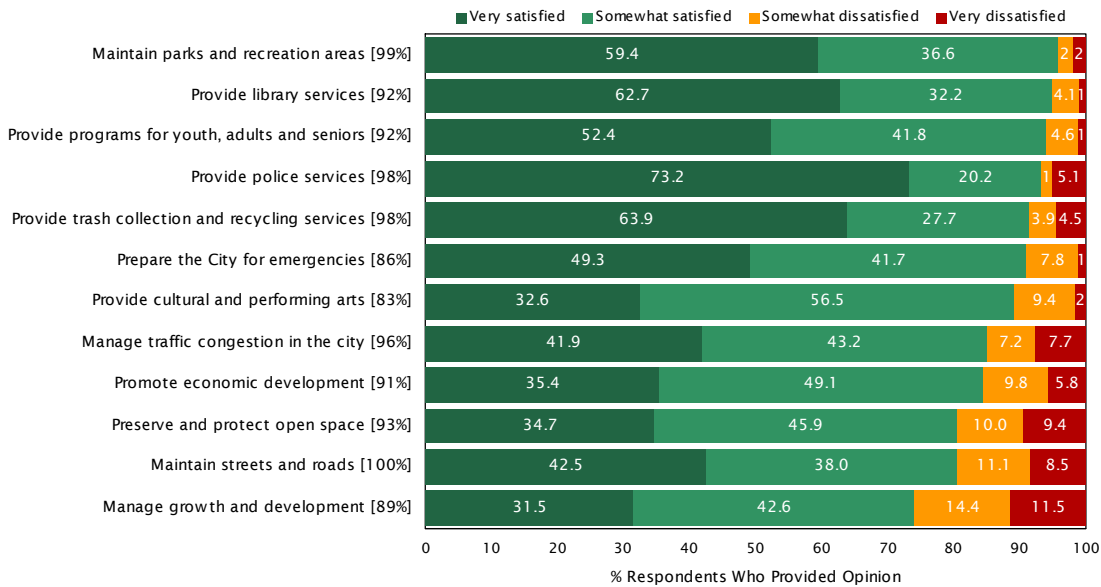


Table 6 provides the percentage of respondents who expressed satisfaction with each service tested in the 2014 and 2011 surveys, as well as the difference in satisfaction between them. In 2014 there was a statistically significant increase in satisfaction with efforts to prepare the City for emergencies (+6%), and statistically significant decreases in satisfaction with efforts to preserve and protect open space (-6%), and manage growth and development (-10%).

TABLE 6 SATISFACTION WITH SERVICES BY STUDY YEAR

	Study Year		Change in Satisfaction 2011 to 2014
	2014	2011	
Preparing the City for emergencies	91.0	85.5	+5.5†
Providing cultural and performing arts	89.1	86.4	+2.7
Managing traffic congestion in the city	85.1	82.7	+2.4
Providing trash collection and recycling services	91.6	89.3	+2.2
Promoting economic development	84.5	83.1	+1.4
Providing programs for youth, adults and seniors	94.2	93.6	+0.5
Maintaining streets and roads	80.4	80.6	-0.2
Providing library services	94.9	95.0	-0.2
Maintaining parks and recreation areas	96.0	96.8	-0.9
Providing police services	93.4	95.4	-2.0
Preserving and protecting open space	80.6	87.0	-6.4†
Managing growth and development	74.1	84.2	-10.1†

† Statistically significant difference (p < 0.05) between the 2011 and 2014 studies.



PERFORMANCE NEEDS & PRIORITIES

With a measure of the importance of a service to residents as well as a measure of satisfaction with the City's efforts to provide the service, True North is able to examine the relationship between these two dimensions and identify areas where the City has the greatest opportunities to improve resident satisfaction—and identify for which services the City is meeting, and even exceeding, the majority of residents' needs.

Rather than rely on sample *averages* to conduct this analysis, True North has developed and refined an *individualized* approach to identifying priorities. This approach is built on the recognition that opinions will vary from resident to resident and that understanding this variation is required for assessing how well the City is meeting residents' needs.² Table 7 presents a grid based on the importance and satisfaction scales. The horizontal axis corresponds to the four *importance* options, and the vertical scale corresponds to the four *satisfaction* options. The 16 cells within the grid are grouped into one of six categories based on how well the City is meeting, or not meeting, a resident's needs for a particular service. The six groups are as follows:

<i>Exceeding Needs</i>	The City is exceeding a respondent's needs if a respondent is satisfied and the level of expressed satisfaction is higher than the importance the respondent assigned to the service.
<i>Meeting Needs, Moderately</i>	The City is moderately meeting a respondent's needs if the respondent is satisfied and the level of satisfaction is commensurate with the level of importance assigned to the service.
<i>Meeting Needs, Marginally</i>	The City is marginally meeting a respondent's needs if the respondent is satisfied with the City's efforts to provide the service, but their level of satisfaction is lower than the level of importance assigned to the service.
<i>Not Meeting Needs, Marginally</i>	The City is marginally <i>not</i> meeting a respondent's needs if the respondent is somewhat dissatisfied, but the service is also viewed as just somewhat or not at all important.
<i>Not Meeting Needs, Moderately</i>	The City is moderately <i>not</i> meeting a respondent's needs if a) a respondent is very dissatisfied with efforts to provide the service, but the service is viewed as somewhat or not at all important, or b) a respondent is somewhat dissatisfied and the service is viewed as very important.
<i>Not Meeting Needs, Severely</i>	The City is severely <i>not</i> meeting a respondent's needs if a) a respondent is dissatisfied and the service is viewed as extremely important, or b) a respondent is very dissatisfied and the service is viewed as very important.

2. Any tool that relies on the opinions of the average respondent will provide a limited and occasionally distorted picture of how well an agency is performing. The simple fact is that a city is not comprised of average residents—it is comprised of unique individuals who vary substantially in their opinions of the City's performance in different service areas. Thus, although the arithmetic average of these individuals' opinions is a useful statistic, it does not capture the variation in opinions that occurs among residents, and it is this variation that is critical for truly assessing how well the City is meeting the needs of its residents.

TABLE 7 NEEDS & PRIORITY MATRIX

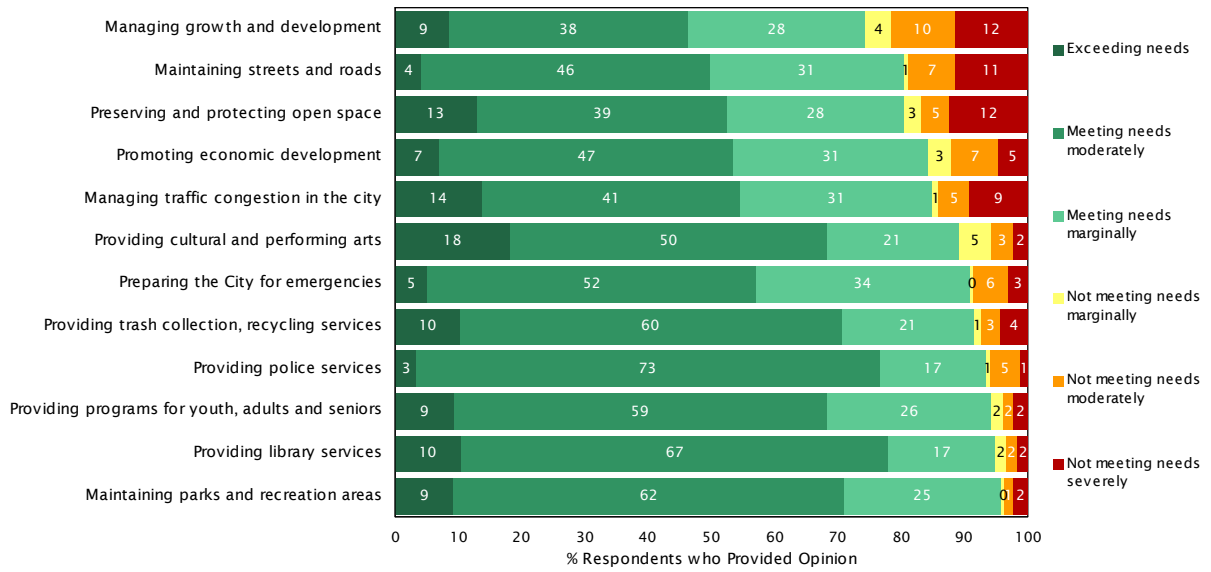
		Importance			
		Not at all important	Somewhat important	Very important	Extremely important
Satisfaction	Very satisfied	Exceeding needs	Exceeding needs	Meeting needs, moderately	Meeting needs, moderately
	Somewhat satisfied	Exceeding needs	Meeting needs, moderately	Meeting needs, marginally	Meeting needs, marginally
	Somewhat dissatisfied	Not meeting needs, marginally	Not meeting needs, marginally	Not meeting needs, moderately	Not meeting needs, severely
	Very dissatisfied	Not meeting needs, moderately	Not meeting needs, moderately	Not meeting needs, severely	Not meeting needs, severely

Using this framework, True North categorized respondents individually for each of the 12 services tested in the 2014 study. Thus, for example, a respondent who indicated that managing growth and development was *somewhat important* and they were *very satisfied* with the City’s efforts in this service area would be categorized in the *exceeding needs* group for this service. The same respondent may be grouped in the *marginally not meeting needs* group for another service (e.g., maintaining streets and roads) if they were *somewhat dissatisfied* with the City’s efforts to provide the service, but the service was viewed as only *somewhat important*.

Figure 10 on the next page present each of the services tested, along with the percentage of respondents who were grouped into each of the six possible categories. For ease of interpretation, the color-coding in these figures is consistent with that presented in Table 7. Thus, for example, in the service area of managing growth and development, the City is exceeding the needs of 9% of respondents, moderately meeting the needs of 38% of respondents, marginally meeting the needs of 28% of respondents, marginally not meeting the needs of 4% of respondents, moderately not meeting the needs of 10% of respondents, and severely not meeting the needs of 12% of respondents.

Operating from the management philosophy that, all other things being equal, the City should focus on improving those services that have the highest percentage of residents for which the City is currently *not* meeting their needs, the services have been sorted in order of priority. Thus, managing growth and development is the top priority, followed by maintaining streets and roads, and preserving and protecting open space.

FIGURE 10 RESIDENT SERVICE NEEDS



APPEARANCE OF CITY

Having measured respondents' opinions about the City's performance in providing a variety of services, the survey next gauged residents' opinions about the aesthetic qualities of the City.

APPEARANCE Question 8 was designed to measure opinions about the appearance of the City, including the quality and design of buildings, the design of the surrounding landscapes, and how well buildings and landscapes are maintained. For each of the five areas noted at the left side of Figure 11—the City, residential areas, the respondent's neighborhood, shopping and commercial areas, and street medians and sidewalk areas—respondents were asked to rate the overall appearance of the area using a five-point scale of excellent, good, fair, poor, or very poor.

In general, residents held positive opinions of the appearance of the City and its component areas. Combining responses of excellent and good, residential areas was the highest-rated component (90%). At least eight in ten residents said the appearance of their neighborhood (86%), the City overall (85%), and shopping and commercial areas (83%) were excellent or good, with a considerable portion of each citing them as *excellent*. Street medians and sidewalk areas were less likely to be viewed as favorably, with 78% of respondents rating them as excellent or good.

Question 8 *Next, I'd like your opinions about the appearance of Glendora. When answering the following questions, please consider the quality and design of the buildings in the area, the design of the surrounding landscape, and how well the buildings and the landscapes are maintained. How do you rate the overall appearance of _____?*

FIGURE 11 RATING THE APPEARANCE OF GLENDORA

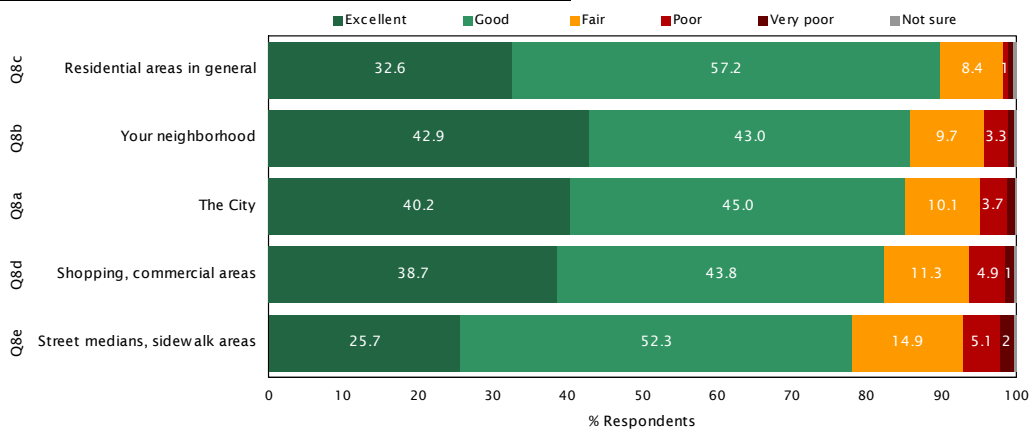


Table 8 displays the percentage of respondents who cited each aspect of the City's appearance as excellent or good in 2014 and 2011. There were no statistically significant differences between the two studies.

TABLE 8 RATING THE APPEARANCE OF GLENDORA BY STUDY YEAR

	Study Year		Change in Excellent + Good 2011 to 2014
	2014	2011	
Street medians, sidewalk areas	78.0	73.9	+4.0
Residential areas in general	89.8	88.9	+1.0
Your neighborhood	85.8	85.6	+0.2
Shopping, commercial areas	82.4	83.8	-1.3
The City	85.2	89.1	-3.9

ECONOMIC DEVELOPMENT

One of the challenges for any City is to create sustainable economic development and redevelopment initiatives that support the tax base required for current and future needs. The success and sustainability of future retail economic initiatives will depend, in part, on the shopping behaviors and preferences of Glendora residents. Businesses that meet these preferences will thrive, whereas those that do not will not succeed. Accordingly, the survey included two questions to profile current shopping behaviors and the local stores residents frequent most often.

RETAIL SHOPPING BEHAVIOR The first question in this series was designed to profile residents' retail shopping habits, focusing on the proportion of non-grocery retail shopping dollars they spend within the City. As shown in Figure 12, almost half (45%) of Glendora households reported that they spend less than 40% of their non-grocery retail shopping dollars in the City of Glendora, and nearly two-thirds (65%) spend less than 60% of these dollars in the City.

Question 9 *Excluding grocery shopping, what percentage of your household's retail shopping dollars do you spend in the City of Glendora?*

FIGURE 12 PERCENTAGE OF HOUSEHOLD RETAIL SHOPPING DOLLARS SPENT IN GLENDORA

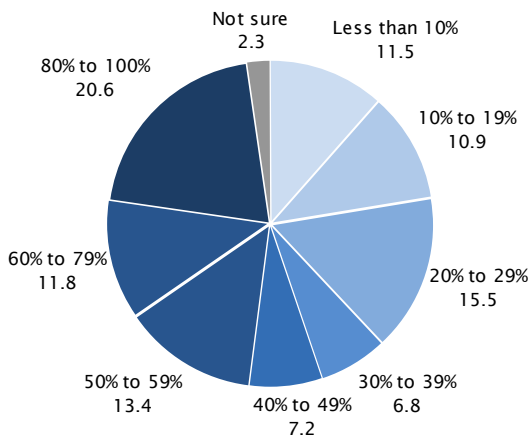
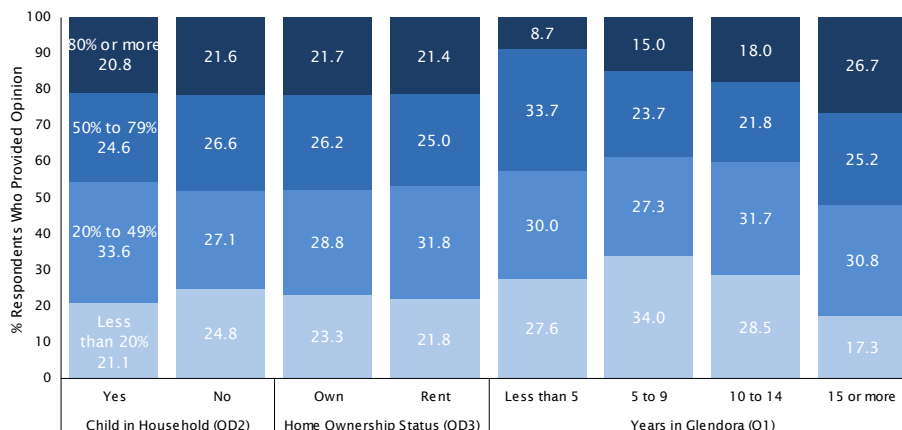


Figure 13 below displays the responses to Question 9 by presence of a child in the household, home ownership status, and years of residence in the City. Long-time residents (15+ years) were three times more likely than newer residents (<5 years) to spend all or almost all (80%+) of their household retail shopping dollars in Glendora.

FIGURE 13 PERCENTAGE OF HOUSEHOLD RETAIL SHOPPING DOLLARS SPENT IN GLENDORA BY CHILD IN HOUSEHOLD, HOME OWNERSHIP STATUS & YEARS IN GLENDORA

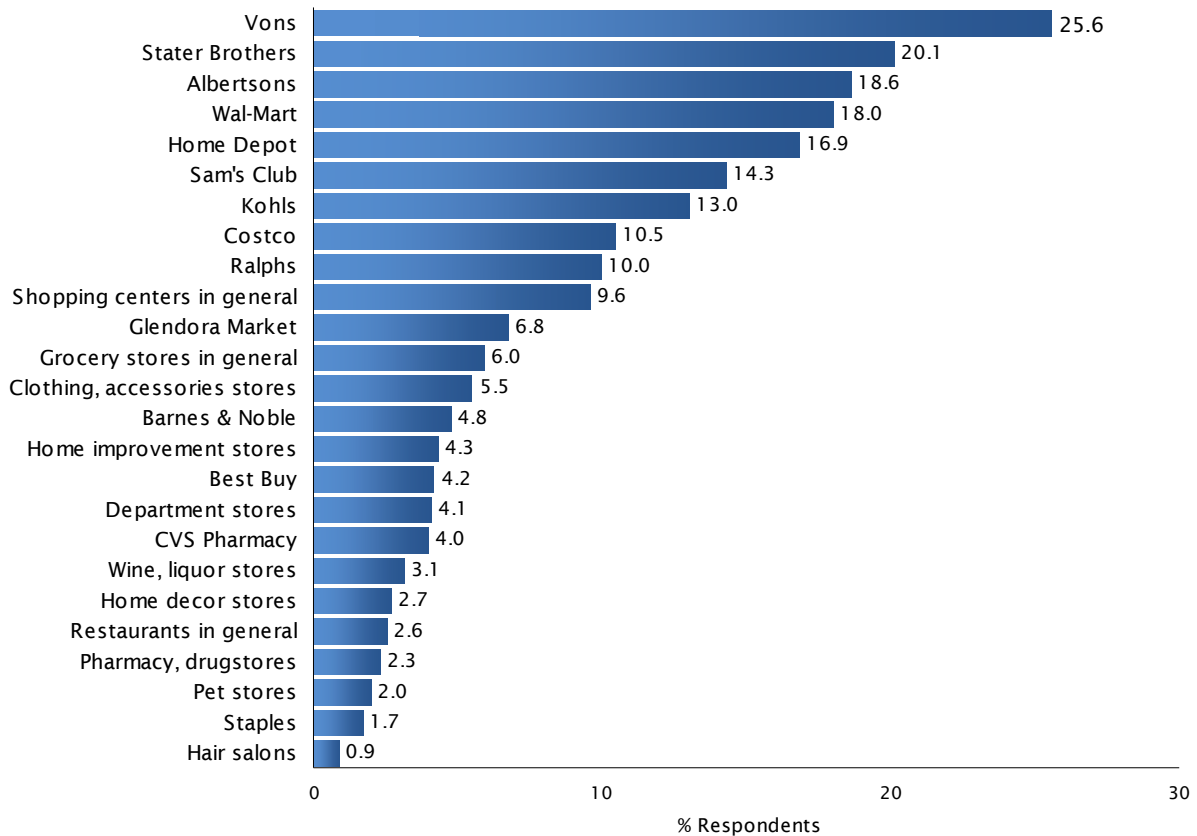


All respondents were next asked to name the two or three Glendora stores or shopping centers they shop at most frequently. Question 10 was asked in an open-ended manner, allowing respondents to name any store or business that came to mind without being prompted by or restricted to a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 14.

Grocery stores topped the list, with Vons being mentioned by 26% of respondents, followed by Stater Brothers (20%), Albertsons (19%), and Ralphs (10%). Larger retail discount and department stores were also popular, including Wal-Mart (18%), Home Depot (17%), Sam’s Club (14%), Kohl’s (13%), and Costco (11%). All other categories and specific stores were mentioned by less than 10% of respondents.

Question 10 *What are the names of the two or three stores or shopping centers you shop at most often in Glendora?*

FIGURE 14 STORES, SHOPPING CENTERS SHOPPED AT MOST OFTEN



PRIORITIES

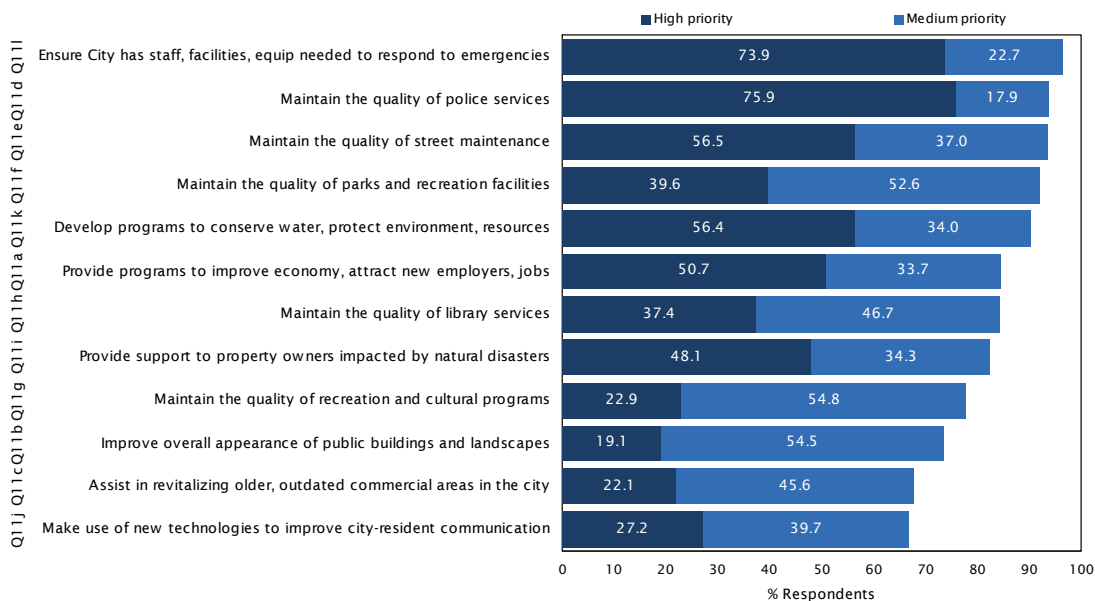
It is often the case that residents’ desires for public facilities and programs exceed a city’s financial resources. In such cases, a city must prioritize projects and programs with consideration of a variety of factors, including the preferences and needs of residents.

Question 11 was designed to provide the City of Glendora with a reliable measure of how residents as a whole prioritize a variety of projects, programs, and improvements to which the City could allocate resources in the future. The format of the question was straightforward: after informing respondents that the City does not have the financial resources to fund *all* projects and programs that may be desired by residents, respondents were asked whether each project or program shown in Figure 15 should be a high, medium, or low priority for future City spending—or if the City should not spend money on the project at all.

The projects and programs are sorted in Figure 15 by the percentage of respondents who indicated that an item was a *high* or *medium* priority for future City spending. Among the items tested, ensuring that the City has the staff, facilities and equipment needed to respond effectively to emergencies and natural disasters was assigned the highest priority (97% citing it as at least a medium priority), followed by maintaining the quality of police services (94%), maintaining the quality of street maintenance (94%), maintaining the quality of parks and recreation facilities (92%), and developing programs to conserve water, protect the environment, and preserve our natural resources (90%).

Question 11 *The City of Glendora has limited financial resources to provide some of the projects and programs desired by residents. Because it can not fund every project and program, however, the City must set priorities. As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.*

FIGURE 15 PROJECT & PROGRAM PRIORITIES



For the interested reader, Table 9 provides the percentage of respondents who considered a project or program a *high priority* by their length of residence and age.

TABLE 9 PROJECT & PROGRAM PRIORITIES BY YEARS IN GLENDORA & AGE (SHOWING % HIGH PRIORITY)

	Years in Glendora (Q1)				Age (QD1)					
	Less than 5	5 to 9	10 to 14	15 or more	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Maintain the quality of police services	83.3	73.7	80.6	73.4	75.0	70.8	76.9	72.2	75.3	85.7
Ensure City has staff, facilities, equipment needed to respond to emergencies	82.6	86.2	78.3	67.1	79.2	79.2	80.8	66.7	66.2	78.2
Maintain the quality of street maintenance	61.9	54.7	54.2	56.1	58.3	45.8	48.1	59.3	58.4	66.7
Develop programs to conserve water, protect environment, preserve resources	47.5	59.3	50.2	59.2	62.5	62.5	48.1	50.0	59.7	66.0
Provide programs to improve economy, attract new employers, jobs	52.0	53.3	46.3	50.9	70.8	62.5	50.0	40.7	46.8	49.7
Provide support to property owners who are impacted by natural disasters	55.5	62.5	52.0	41.3	66.7	54.2	44.2	33.3	45.5	56.5
Maintain the quality of parks and recreation facilities	33.9	39.3	42.1	40.3	29.2	50.0	44.2	42.6	35.1	38.8
Maintain the quality of library services	29.5	41.6	36.3	38.6	41.7	33.3	38.5	38.9	28.6	41.5
Make use of new technologies to improve city-resident communication	29.9	24.6	31.2	26.3	29.2	29.2	28.8	31.5	18.2	27.2
Maintain the quality of recreation and cultural programs	21.1	24.6	25.6	22.0	29.2	20.8	17.3	20.4	15.6	33.3
Assist in revitalizing older, outdated commercial areas in the city	23.3	11.7	23.9	24.2	20.8	20.8	28.8	24.1	22.1	22.4
Improve overall appearance of public buildings and landscapes	17.3	13.4	20.6	20.5	20.8	16.7	17.3	22.2	15.6	22.4

PUBLIC TRUST & SERVICE

Although much of the survey focused on residents’ satisfaction with the City’s efforts to provide specific services and opinions of policy-related topics, like other progressive cities Glendora recognizes there is more to good local governance than simply providing satisfactory services. Do residents perceive that the City is accessible and responsive to residents’ needs? Do residents feel that staff serves their needs in a professional manner? How well do residents trust the City, and do they view the City as fiscally responsible? Answers to questions like these are as important as service or policy-related questions in measuring the City’s performance in meeting residents’ needs. Accordingly, they were the focus of the next section of the interview.

PERCEPTIONS OF CITY GOVERNMENT The first question in this series was designed to profile respondents’ perceptions of city government on a variety of dimensions, including fiscal responsibility and responsiveness. For each of the five statements shown in truncated form on the left of Figure 16, respondents were asked if they agreed or disagreed with the statement, or if they had no opinion. The percentages shown are among those who provided an opinion.

Overall, 81% of residents said that they trust the City of Glendora, 81% agreed that the City manages its finances well, and 80% agreed that the City is responsive to residents’ needs. Residents were somewhat less in agreement that the City is transparent in how it operates (68%) and that the City listens to residents when making important decisions (70%). Table 10 displays the level of agreement with each statement for the current study and the 2011 study, and shows that there were no statistically significant changes between the two studies.

Question 12 Next, I'm going to read you a series of statements about the City of Glendora. For each, I'd like you to tell me whether you agree or disagree with the statement.

FIGURE 16 AGREEMENT WITH STATEMENTS ABOUT GLENDORA AMONG THOSE WITH OPINION

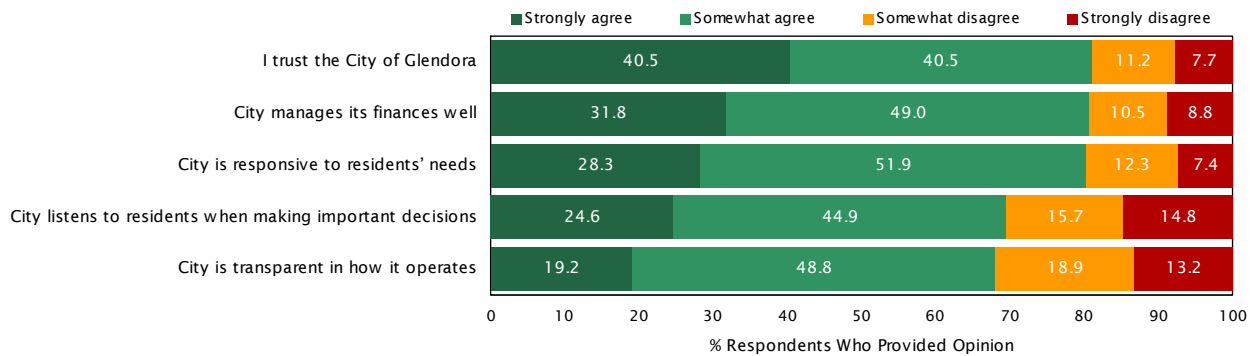


TABLE 10 AGREEMENT WITH STATEMENTS ABOUT GLENDORA AMONG THOSE WITH OPINION BY STUDY YEAR

	Study Year		Change in Agreement 2011 to 2014
	2014	2011	
City manages its finances well	80.8	79.0	+1.8
City listens to residents when making important decisions	69.5	67.9	+1.7
I trust the City of Glendora	81.0	82.6	-1.5
City is responsive to residents' needs	80.3	82.5	-2.2
City is transparent in how it operates	67.9	NA	NA

CITY STAFF Residents were next asked if they had been in contact with City of Glendora staff in the past 12 months. Figure 17 provides the findings of this question and shows that 42% of residents indicated they had contact with City staff in the 12 months prior to the interview, which is almost identical to the findings of the 2011 study. Figures 18 and 19 show how contact with City staff in the past 12 months differed by a variety of demographics.

Question 13 *In the past 12 months, have you been in contact with staff from the City of Glendora?*

FIGURE 17 CONTACT WITH STAFF IN PAST 12 MONTHS BY STUDY YEAR

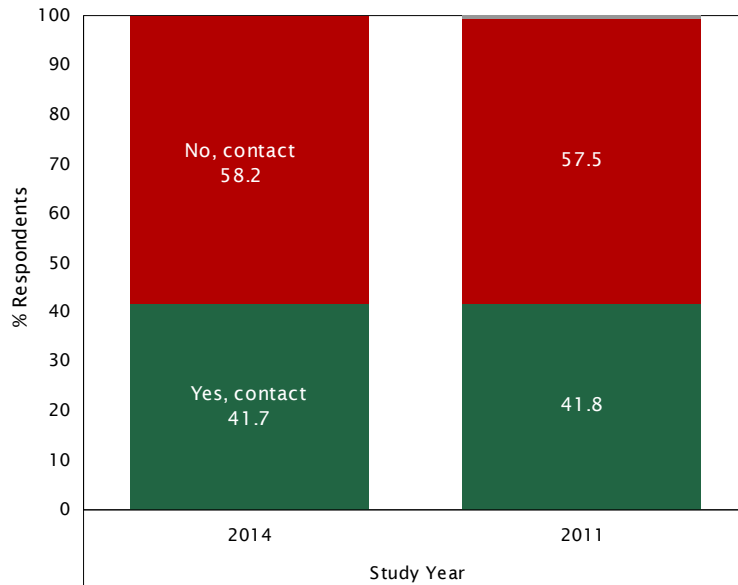


FIGURE 18 CONTACT WITH STAFF IN PAST 12 MONTHS BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD & AGE

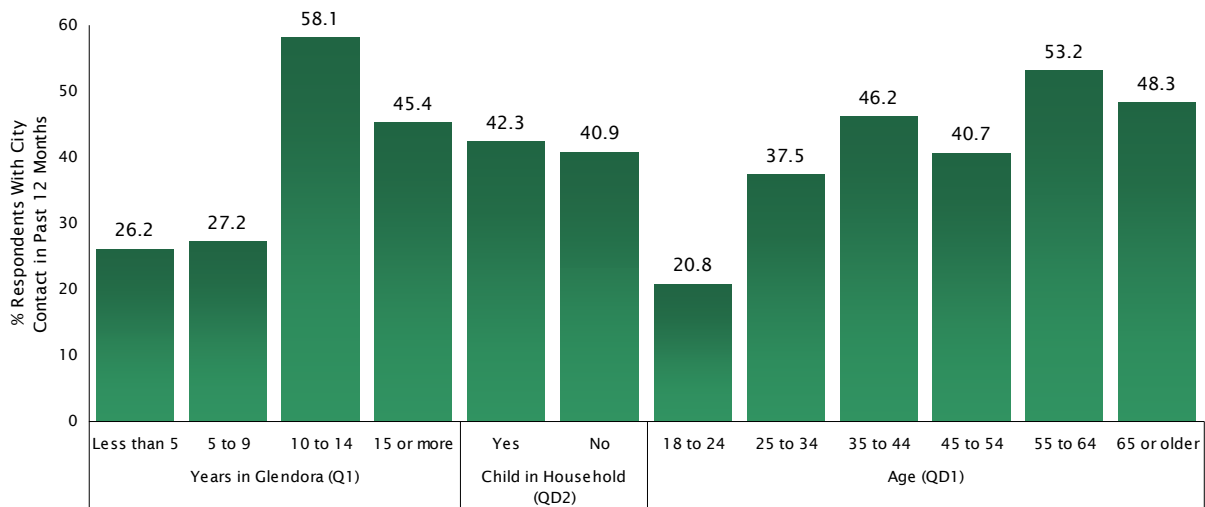
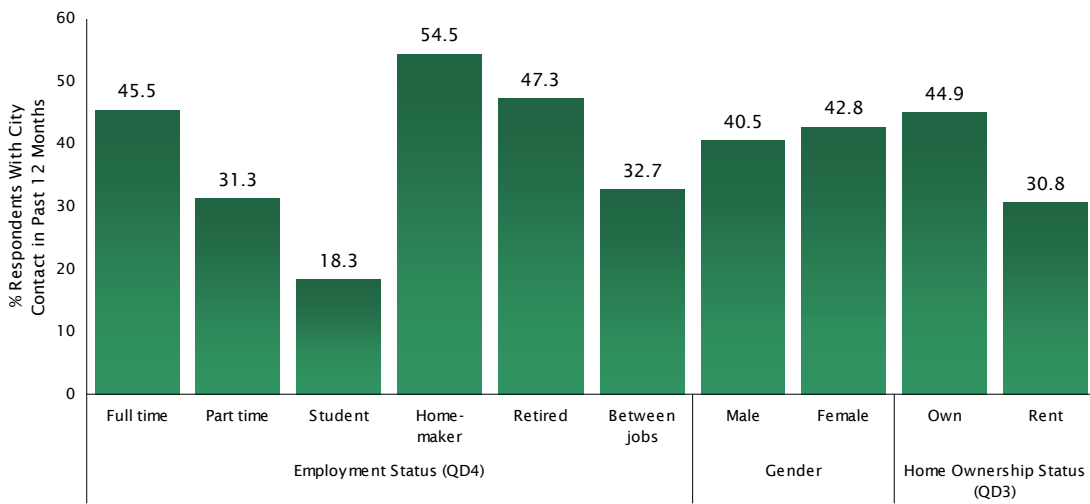


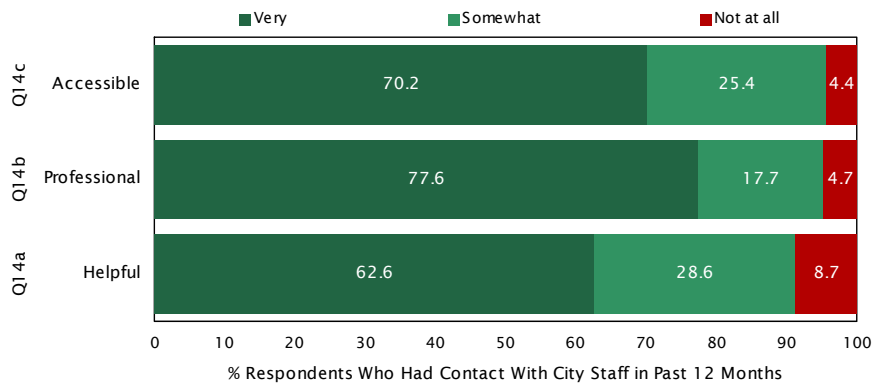
FIGURE 19 CONTACT WITH STAFF IN PAST 12 MONTHS BY EMPLOYMENT STATUS, GENDER & HOME OWNERSHIP STATUS



Respondents who had contact with City staff in the past 12 months were asked to rate City staff on three dimensions: professionalism, accessibility, and helpfulness. Respondents rated staff high on all three dimensions tested, with more than 90% citing staff as professional (96%), accessible (95%), and helpful (91%).

Question 14 *In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____?*

FIGURE 20 OPINION OF STAFF



When compared with the findings of the 2011 study, the percentage of respondents who used *very* was statistically similar for each of the three dimensions (see Table 11).

TABLE 11 OPINION OF STAFF BY STUDY YEAR

	Study Year		Change in % Very 2011 to 2014
	2014	2011	
Professional	77.6	72.5	+5.1
Accessible	70.2	71.9	-1.7
Helpful	62.6	65.3	-2.6

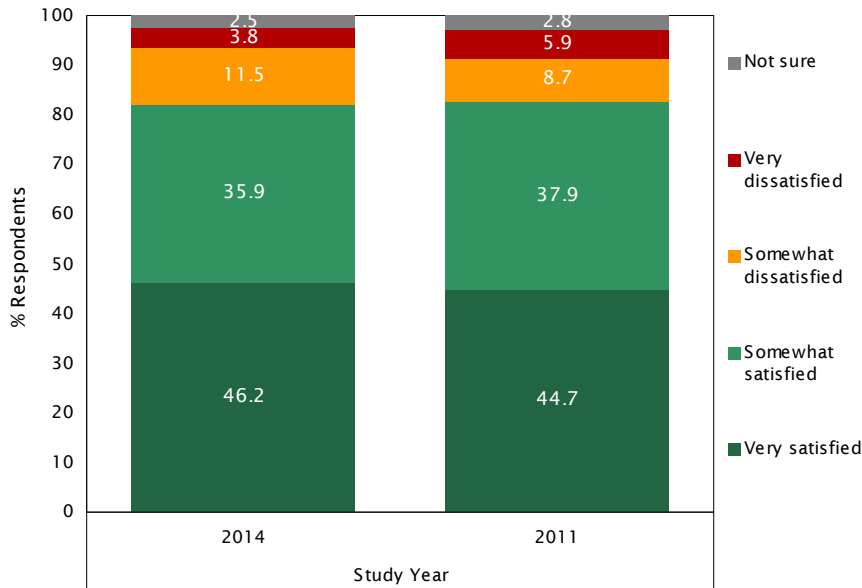
COMMUNICATION & E-GOVERNMENT

The importance of communication between a City and its residents cannot be overstated. Much of a city's success is shaped by the quality of information that is exchanged in both directions, from the City to its residents and vice-versa. This study is just one example of Glendora's efforts to enhance the information flow to the City to better understand residents' concerns, perceptions, and needs. In this section, we present the results of several communication-related questions.

OVERALL SATISFACTION: CITY-RESIDENT COMMUNICATION Question 15 of the survey asked residents to report their satisfaction with the City's efforts to share information with its residents. Overall, 82% of respondents indicated they were satisfied with City efforts to communicate with residents through newsletters, the Internet, and other means. The remaining respondents were either somewhat (12%) or very (4%) dissatisfied with the City's efforts in this respect, or did not provide an opinion (3%). These findings were quite similar to those of the 2011 study (see Figure 21).

Question 15 Overall, are you satisfied or dissatisfied with the City's efforts to share information with you through newsletters, the Internet, and other means?

FIGURE 21 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY STUDY YEAR



For the interested reader, figures 22 and 23 on the next page display how opinions about the City's efforts to communicate with residents varied by demographic subgroups. Although satisfaction with City-resident communication differed between subgroups, most residents were satisfied, with at least three-quarters of each subgroup reporting they are at least *somewhat* satisfied with the City's efforts in this respect.

FIGURE 22 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD, HOME OWNERSHIP STATUS & GENDER

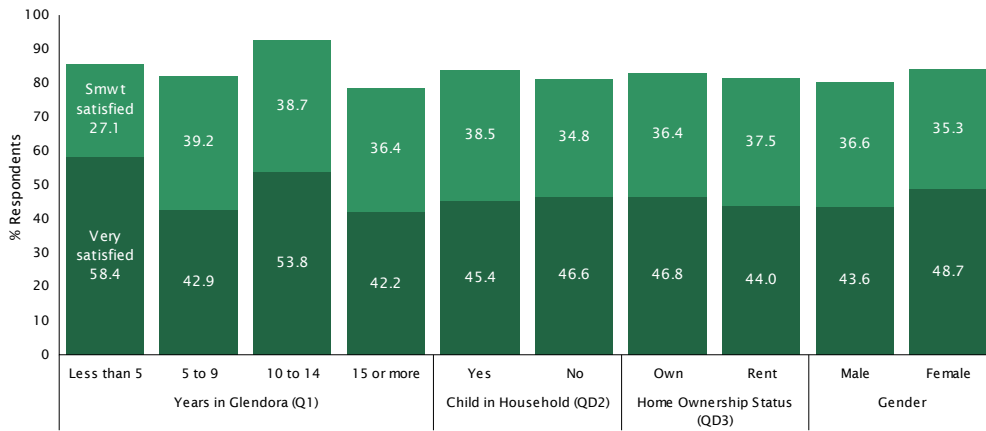
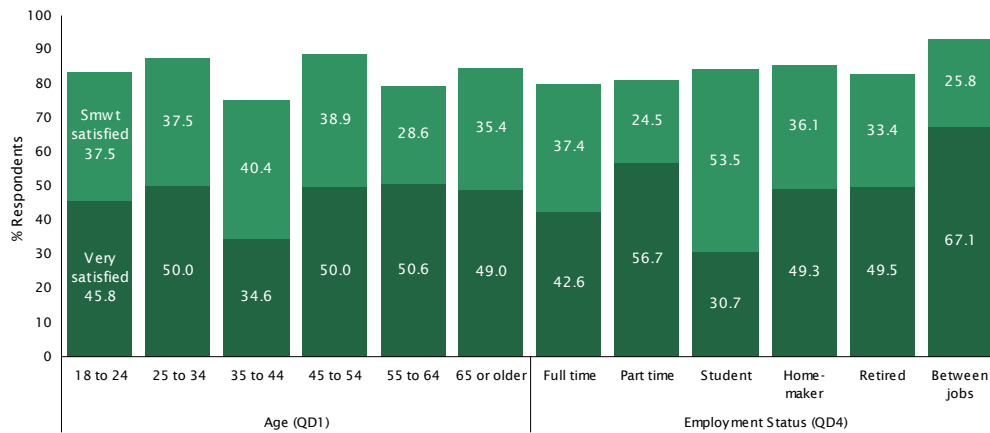


FIGURE 23 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY AGE & EMPLOYMENT STATUS



OVERALL SATISFACTION: RESIDENT-CITY COMMUNICATION New to the 2014 survey was a question asking residents about their satisfaction with the opportunities they have to communicate information to the City of Glendora. As shown in Figure 24, 76% of respondents said they were satisfied with the opportunities they have to communicate with the City. The remaining respondents were either somewhat (9%) or very (5%) dissatisfied, or did not provide an opinion (11%).

Figures 25 and 26 display how responses to this question varied by demographic subgroups. Satisfaction with opportunities to communicate to the City was generally high across all subgroups, although the highest rates of satisfaction were seen among younger residents and those who had resided in the City fewer than 15 years.

Question 16 *Now let me ask about communication in the other direction. Overall, are you satisfied or dissatisfied with the opportunities you have to communicate information to the City of Glendora?*

FIGURE 24 SATISFACTION WITH RESIDENT-CITY COMMUNICATION

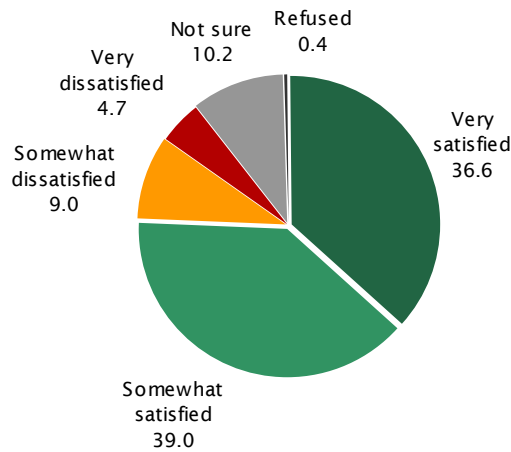


FIGURE 25 SATISFACTION WITH RESIDENT-CITY COMMUNICATION BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD, HOME OWNERSHIP STATUS & GENDER

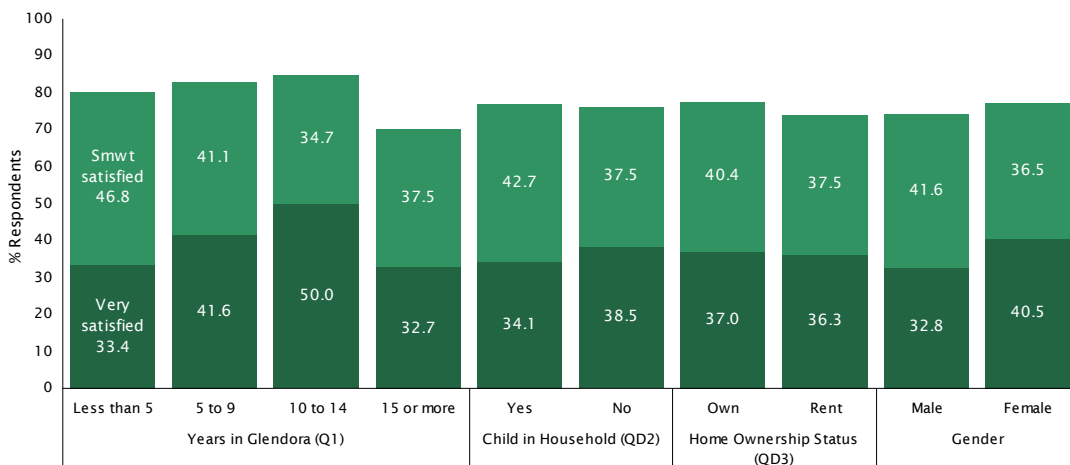
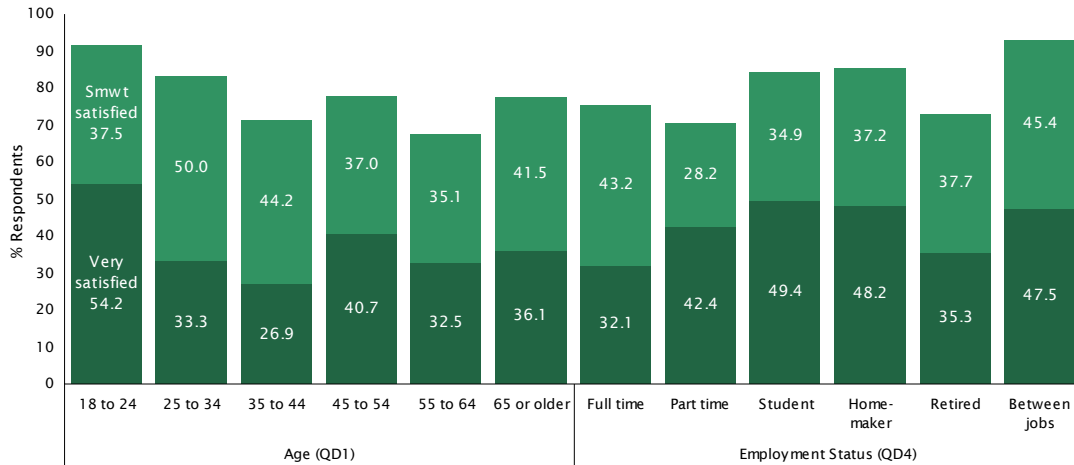


FIGURE 26 SATISFACTION WITH RESIDENT-CITY COMMUNICATION BY AGE & EMPLOYMENT STATUS



METHODS OF COMMUNICATION As a follow-up to the previous question regarding satisfaction with opportunities to communicate information to the City, Question 17 asked residents in an open-ended manner *how* they would most prefer to communicate with the City. Because respondents were allowed to provide up to three sources, the percentages shown in Figure 27 below represent the percentage of residents who mentioned a particular source, and thus sum to more than 100.

The most frequently cited preferred methods for communicating to the City were email (43%), telephone (41%), and in-person meetings (28%). Table 12 on the next page displays the responses to this question according to the respondent’s length of residence and age. As one might expect, communication preferences differed considerably by age of the respondent.

Question 17 *How would you prefer to communicate information to the City of Glendora?*

FIGURE 27 PREFERENCE FOR COMMUNICATING INFORMATION TO CITY

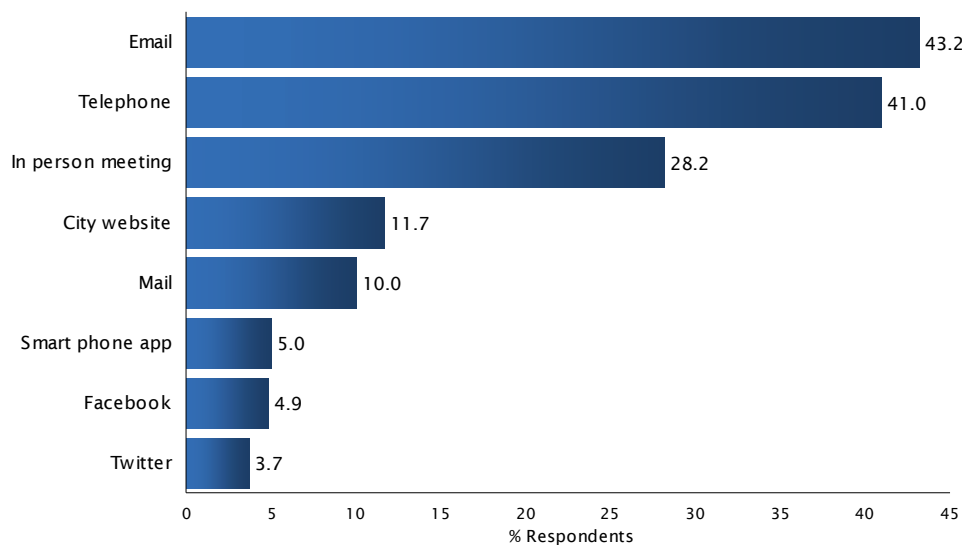
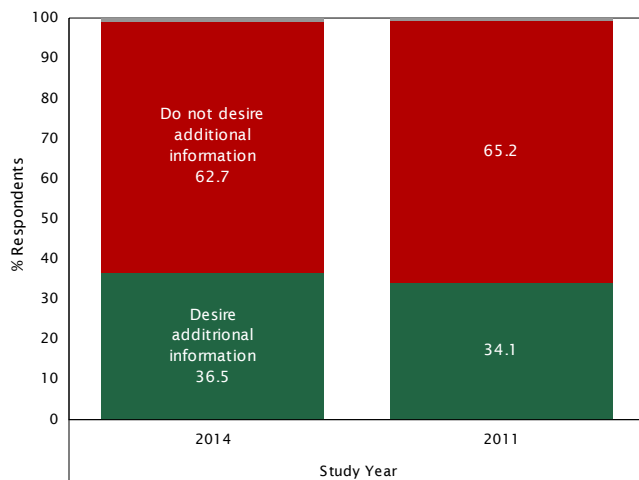


TABLE 12 PREFERENCE FOR COMMUNICATING INFORMATION TO CITY BY YEARS IN GLENDORA & AGE

	Years in Glendora (Q1)				Age (QD1)					
	Less than 5	5 to 9	10 to 14	15 or more	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Email	54.2	49.3	32.2	41.6	62.5	54.2	36.5	50.0	45.5	19.7
Telephone	38.7	47.4	43.8	38.9	33.3	29.2	51.9	37.0	41.6	45.6
In person meeting	13.9	31.6	22.5	32.2	16.7	29.2	21.2	25.9	24.7	40.8
City website	2.9	13.2	17.0	12.2	8.3	12.5	9.6	14.8	15.6	4.8
Mail	6.0	17.7	9.9	8.9	12.5	8.3	13.5	5.6	6.5	13.6
Smart phone app	3.8	10.0	1.7	4.8	4.2	12.5	7.7	1.9	2.6	0.7
Facebook	0.0	8.3	7.8	4.4	8.3	4.2	7.7	3.7	2.6	0.7
Twitter	4.1	6.3	4.3	2.8	4.2	4.2	3.8	3.7	2.6	0.7

TOPICS OF INTEREST Respondents were next asked if there was a particular topic or issue that they'd like to receive more information about from the City. As shown in Figure 28, just over one-third (37%) of residents answered Question 18 in the affirmative, which was similar to the percentage found in 2011.

FIGURE 28 DESIRE ADDITIONAL INFO FROM CITY BY STUDY YEAR



Question 18 *Is there a particular topic or issue that you'd like to receive more information about from the City?*

Figures 29 and 30 show how desire for additional information differed by a variety of subgroups. Respondents dissatisfied with City-resident communication were the most likely individuals to desire additional information from the City.

FIGURE 29 DESIRE ADDITIONAL INFO FROM CITY BY YEARS IN GLENDORA & SATISFACTION WITH CITY-RESIDENT COMMUNICATION

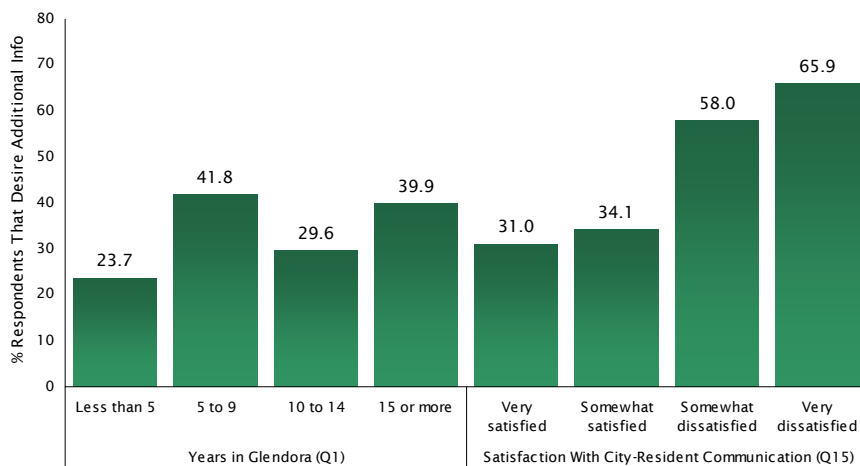
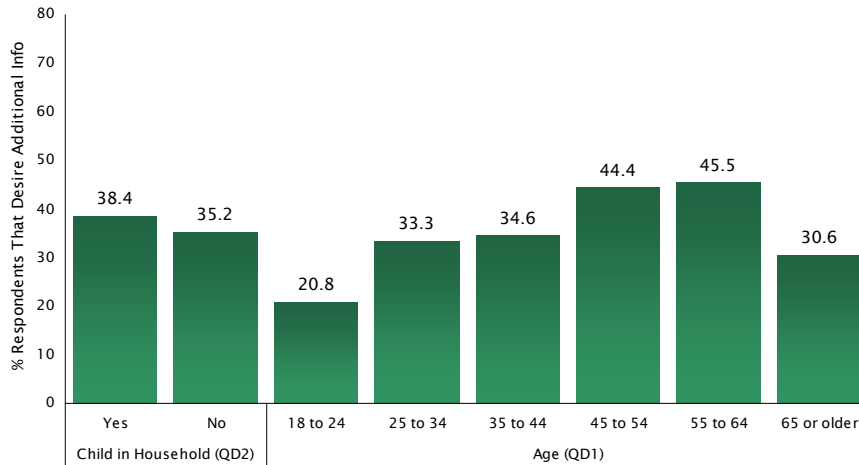


FIGURE 30 DESIRE ADDITIONAL INFO FROM CITY BY CHILD IN HOUSEHOLD & AGE

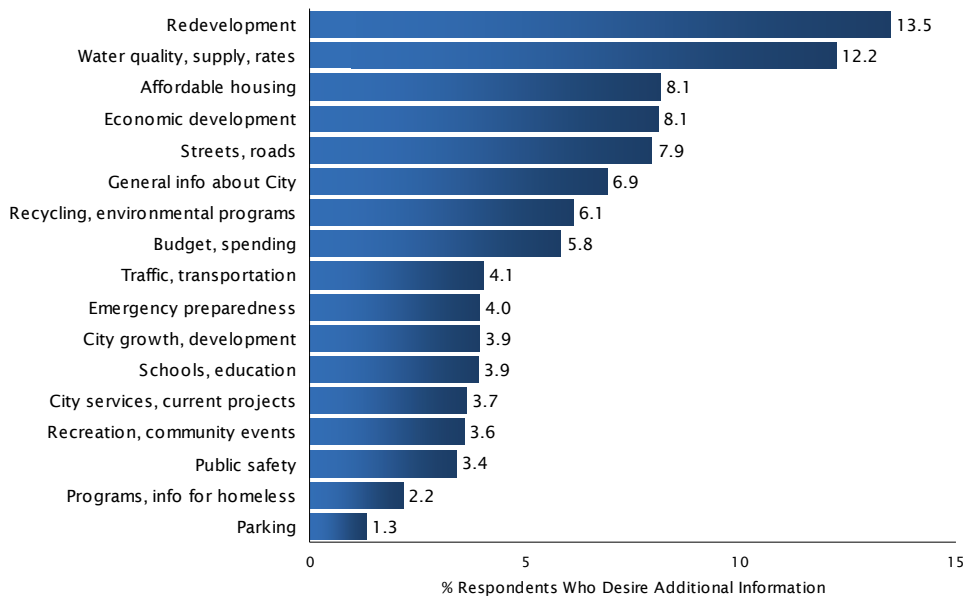


Respondents who expressed interest in receiving additional information were asked to describe the topic in which they were interested. Question 19 was posed in an open-ended manner, allowing respondents to mention any topic that came to mind. The verbatim responses were reviewed by True North and grouped into the categories shown in Figure 31.

Information about redevelopment plans was the most commonly mentioned topic of interest (14%), followed by water issues such as quality, supply, and rates (12%), affordable housing (8%), economic development efforts (8%), and street and road maintenance (8%).

Question 19 *Please briefly describe the topic [you'd like to receive more information about from the City].*

FIGURE 31 ADDITIONAL INFORMATION TOPICS DESIRED

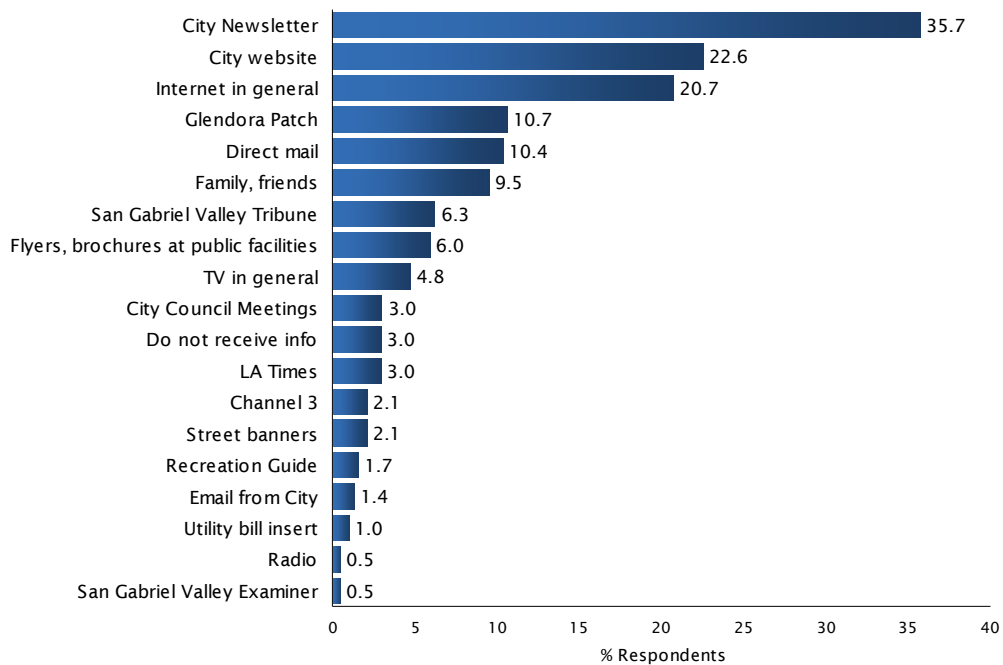


INFORMATION SOURCES To help the City identify the most effective means of communicating with residents, it is helpful to understand what sources they currently rely on for this type of information. In an open-ended manner, residents were asked to list the sources they typically use to find out about City of Glendora news, events, and programming. Because respondents were allowed to provide up to three sources, the percentages shown in Figure 32 represent the percentage of residents who mentioned a source.

The most frequently-cited source for City information was the City’s Newsletter, mentioned by 36% of respondents. The newsletter was followed by the City’s website (23%), the Internet in general (21%), the *Glendora Patch* (11%), and direct mail from the City such as postcards, letters, flyers, and brochures (10%). No other sources were mentioned by at least 10% of respondents.

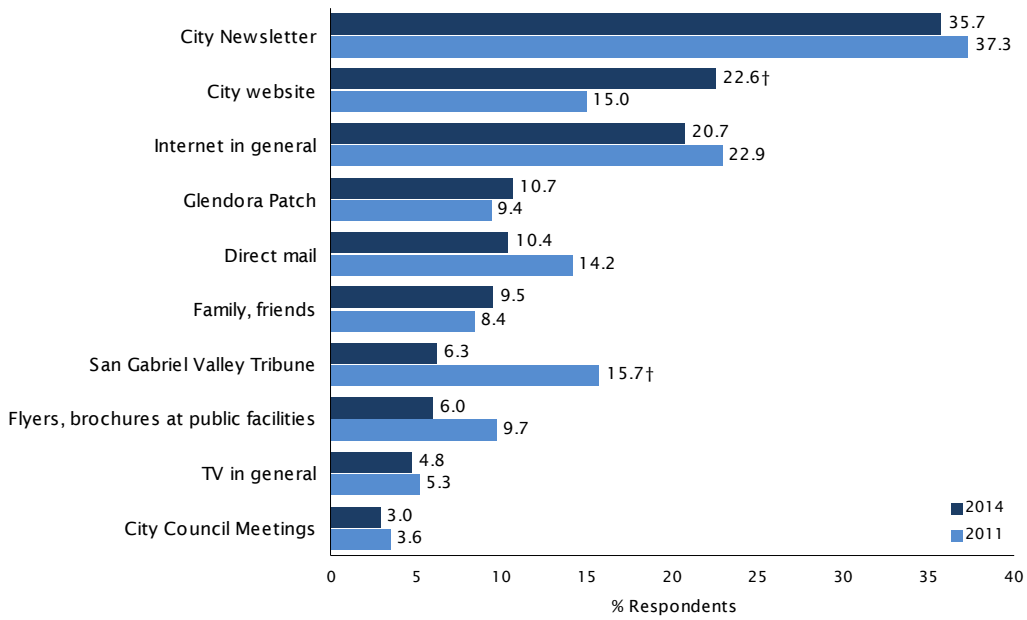
Question 20 *What information sources do you use to find out about City of Glendora news, events, and programs?*

FIGURE 32 CITY INFORMATION SOURCES



When compared with 2011, there was a significant increase in the percentage of residents who mentioned the City’s website, and a significant decrease in the percentage of residents who cited the *San Gabriel Valley Tribune* (see Figure 33 on the next page). And for the interested reader, Table 13 displays the most frequently-cited sources of City-related information according to the respondent’s length of residence and age.

FIGURE 33 TOP CITY INFORMATION SOURCES BY STUDY YEAR



† Statistically significant difference (p < 0.05) between the 2011 and 2014 studies.

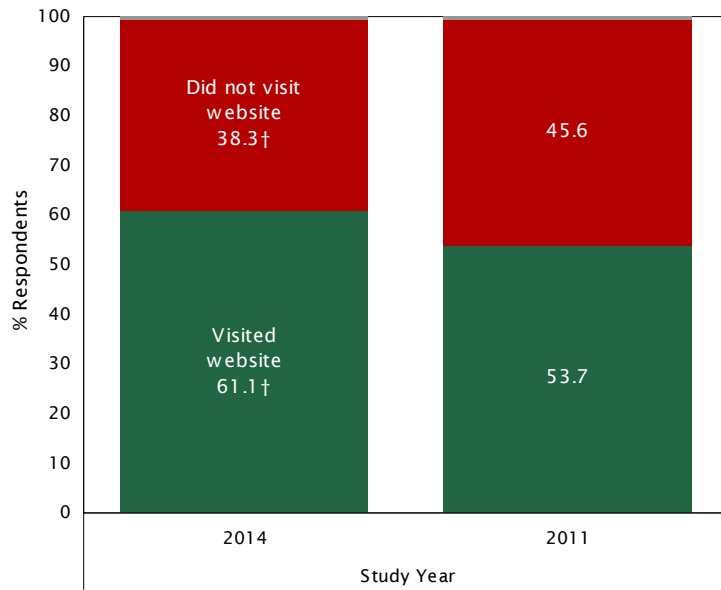
TABLE 13 TOP CITY INFORMATION SOURCES BY YEARS IN GLENDORA & AGE

	Years in Glendora (Q1)				Age (QD1)					
	Less than 5	5 to 9	10 to 14	15 or more	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
City Newsletter	30.6	41.0	37.4	35.0	12.5	33.3	32.7	44.4	44.2	40.8
City website	14.0	33.0	32.6	19.3	33.3	29.2	23.1	22.2	18.2	9.5
Internet in general	24.4	17.8	29.4	18.5	33.3	29.2	36.5	16.7	11.7	6.1
Glendora Patch	6.3	14.7	6.1	11.8	12.5	4.2	13.5	13.0	11.7	8.2
Direct mail	17.6	7.0	7.1	10.5	0.0	16.7	9.6	11.1	16.9	6.8
Family, friends	4.9	9.0	6.8	11.6	4.2	8.3	3.8	14.8	3.9	16.3
San Gabriel Valley Tribune	2.7	4.3	2.9	8.5	4.2	0.0	1.9	7.4	10.4	12.2
Flyers, brochures at public facilities	3.0	6.4	10.8	5.4	4.2	4.2	3.8	3.7	11.7	8.8
TV in general	5.0	2.0	7.6	4.7	8.3	4.2	0.0	3.7	3.9	7.5
City Council Meetings	0.0	0.0	0.8	5.1	0.0	0.0	1.9	3.7	2.6	6.1

CITY WEBSITE Respondents were next asked a series of questions about the City’s website. The first (Question 21) simply asked whether or not the respondent had visited the City of Glendora’s website in the past 12 months. As shown in Figure 34, sixty-one percent (61%) of residents indicated that they had visited the website during this period, which represents a statistically significant increase from the 54% recorded in 2011. Moreover, recent use of the City’s website varied considerably by length of residence, presence of a child in the home, and respondent age (see figures 35 and 36).

Question 21 *In the past 12 months, have you visited the City's website?*

FIGURE 34 CITY WEBSITE VISIT IN PAST 12 MONTHS BY STUDY YEAR



† Statistically significant difference ($p < 0.05$) between the 2011 and 2014 studies.

FIGURE 35 CITY WEBSITE VISIT IN PAST 12 MONTHS BY YEARS IN GLENDORA & SATISFACTION WITH CITY-RESIDENT COMMUNICATION

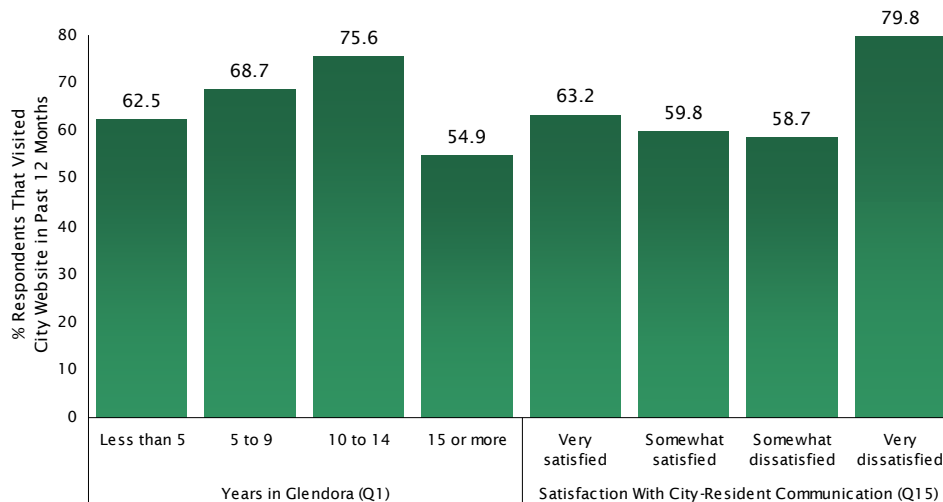
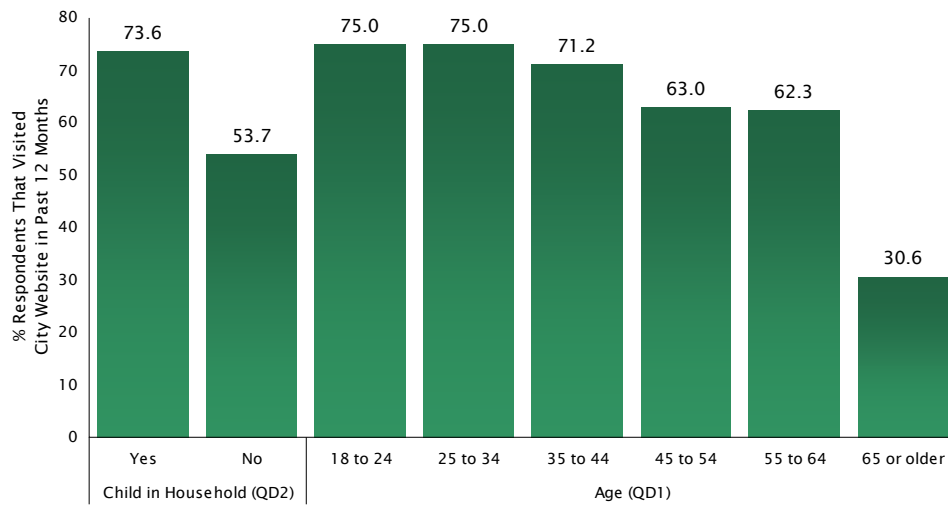


FIGURE 36 CITY WEBSITE VISIT IN PAST 12 MONTHS BY CHILD IN HOUSEHOLD & AGE



Residents who had visited the City’s website in the past 12 months were asked to rate the overall quality of the website, the variety of content and resources, and the ease of finding desired information on the website using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 37, more than three-quarters (79%) of residents who had visited the City’s website rated the overall quality as excellent (27%) or good (52%). The variety of content and resources (74%) and the ability of the respondent to find what he or she was looking for (69%) received similar ratings. There were no statistically significant changes between the 2011 and 2014 studies (see Table 14).

Question 22 Overall, how would you rate: _____? Would you say it is excellent, good, fair, poor, or very poor?

FIGURE 37 RATING ASPECTS OF CITY WEBSITE

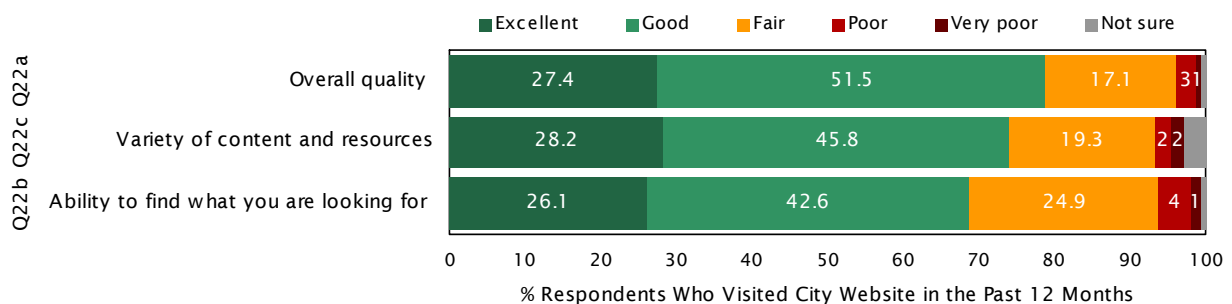


TABLE 14 RATING ASPECTS OF CITY WEBSITE BY STUDY YEAR

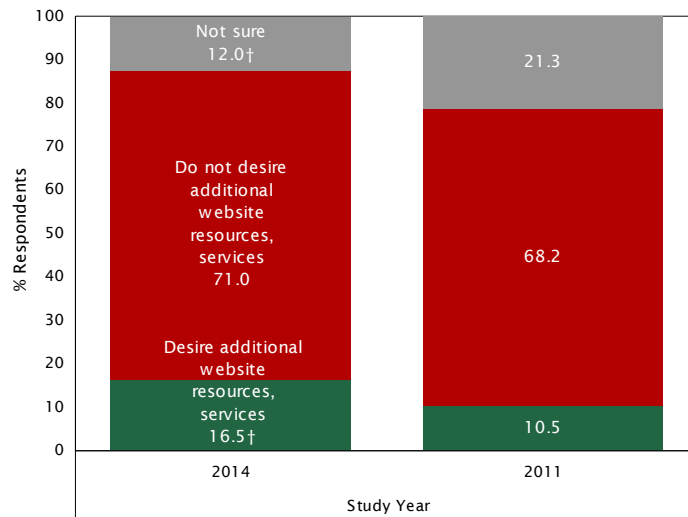
	Study Year		Change in Excellent + Good 2011 to 2014
	2014	2011	
Overall quality	78.9	76.2	+2.7
Variety of content and resources	74.1	73.3	+0.7
Ability to find what you are looking for	68.7	72.3	-3.5

All respondents, regardless of a recent visit to the City’s website, were asked if there was a particular resource or service they would like to see offered on the City’s website or through social media. As shown in Figure 38, 17% of residents surveyed responded in the affirmative, a statistically significant increase from 2011.

Respondents who had recently visited the website, those who had lived in the City for between 10 and 14 years, and those with a child in the home were the most likely subgroups to desire additional resources and services on the website or social media (see Figure 39 below).

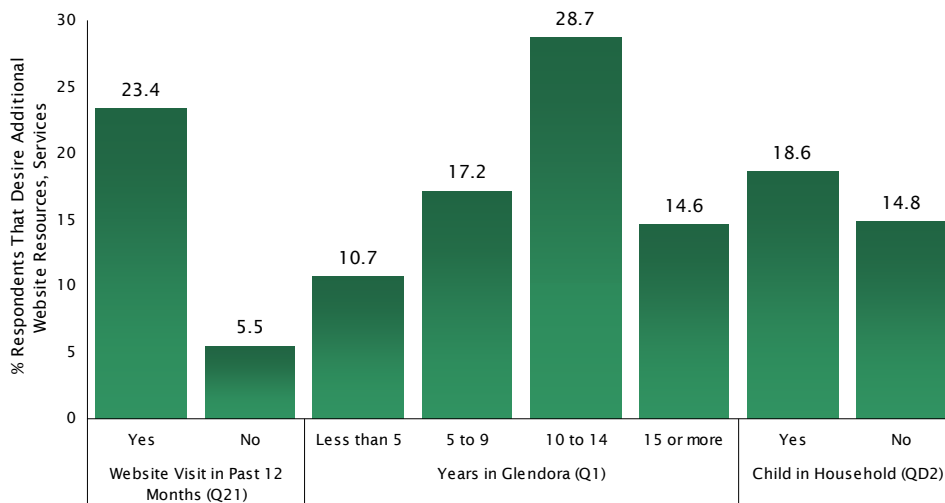
Question 23 *Is there a particular resource or service that you would like the City to offer on its website or through social media that it currently does not?*

FIGURE 38 DESIRE IMPROVEMENTS TO CITY WEBSITE OR SOCIAL MEDIA BY STUDY YEAR



† Statistically significant difference (p < 0.05) between the 2011 and 2014 studies.

FIGURE 39 DESIRE IMPROVEMENTS TO CITY WEBSITE OR SOCIAL MEDIA BY WEBSITE VISIT IN PAST 12 MONTHS, YEARS IN GLENDORA & CHILD IN HOUSEHOLD

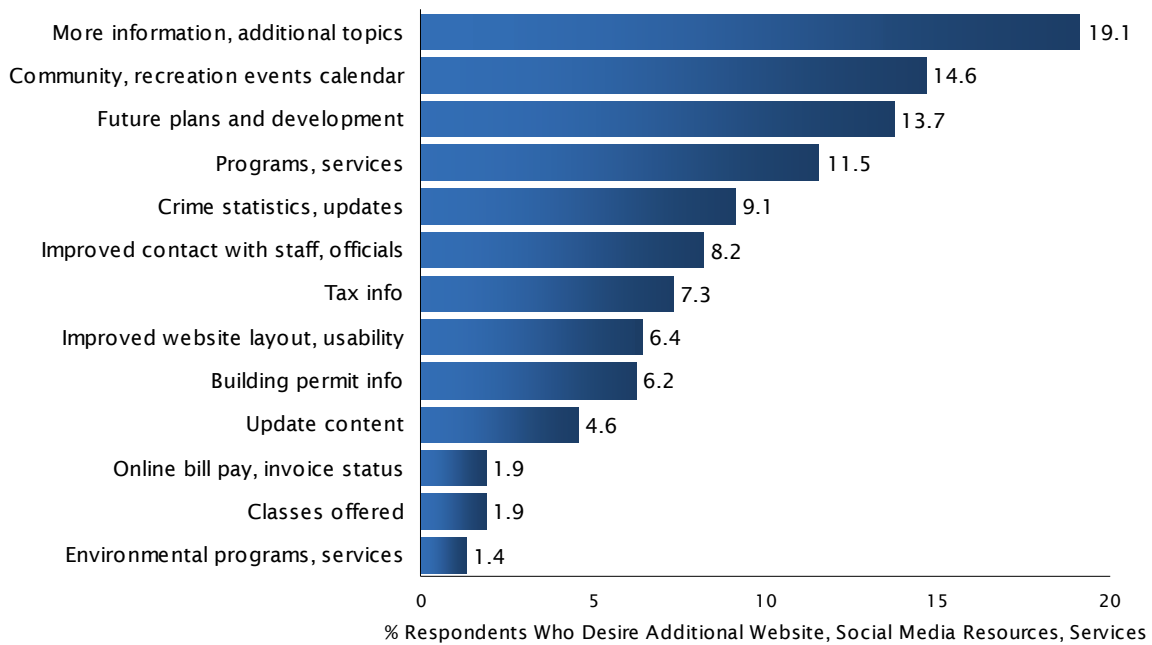


Respondents who expressed a desire for additional website or social media resources or services were asked to describe the improvement they would most like to see. This question (Question 24) was posed in an open-ended manner, allowing respondents to mention any improvement that came to mind. Although relatively few respondents ($n = 57$) desired improvements and thus received this question, their verbatim responses were reviewed by True North and grouped into the categories shown in Figure 40.

A request for more information and resources in general was the most common request, mentioned by 19% of those who received the question. A community and recreation events calendar (15%), and information regarding future development and City planning (14%) were also common mentions.

Question 24 *Please briefly describe the improvement you would like to see most.*

FIGURE 40 CITY WEBSITE & SOCIAL MEDIA IMPROVEMENTS DESIRED



ATTENTION PAID TO LOCAL GOVERNMENT The final substantive question of the 2014 survey asked respondents to rate how attentive they are to the issues, decisions, and activities of local City government using a scale of very attentive, somewhat attentive, slightly attentive, or not at all attentive. Overall, 14% of respondents claimed to be very attentive to matters of local government, 43% somewhat attentive, and 31% slightly attentive. Another 11% of respondents said they do not pay any attention to the activities of their City government (see Figure 41).

Figures 42 and 43 display how attentiveness to local government differed across a variety of demographic subgroups.

Question 25 *How much attention do you pay to the issues, decisions and activities of your City government? Would you say that you are very attentive, somewhat attentive, slightly attentive, or not at all attentive?*

FIGURE 41 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY STUDY YEAR

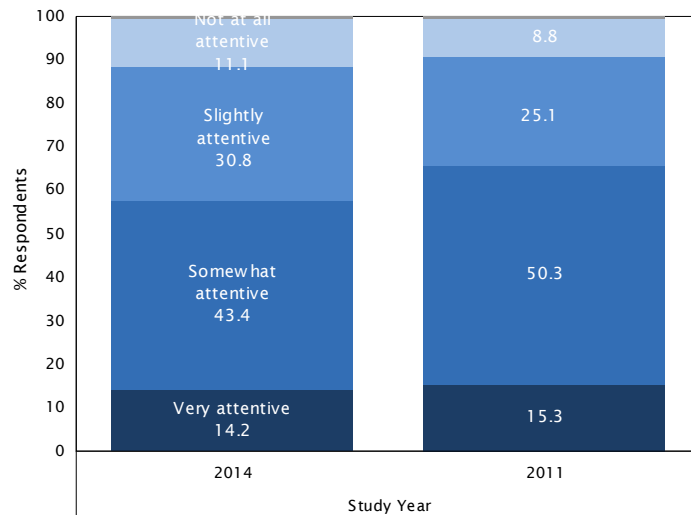


FIGURE 42 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY YEARS IN GLENDORA, WEBSITE VISIT IN PAST 12 MONTHS, CONTACT WITH CITY IN PAST 12 MONTHS & CHILD IN HOUSEHOLD

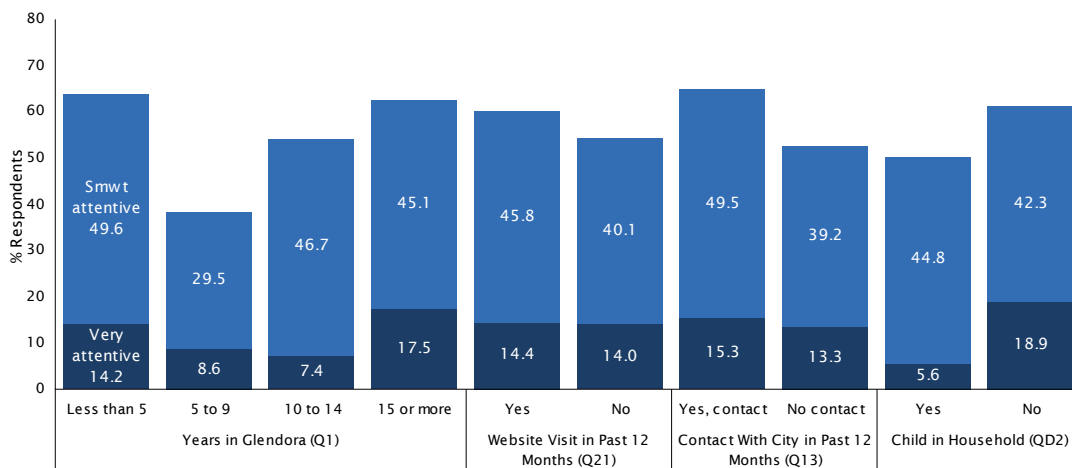
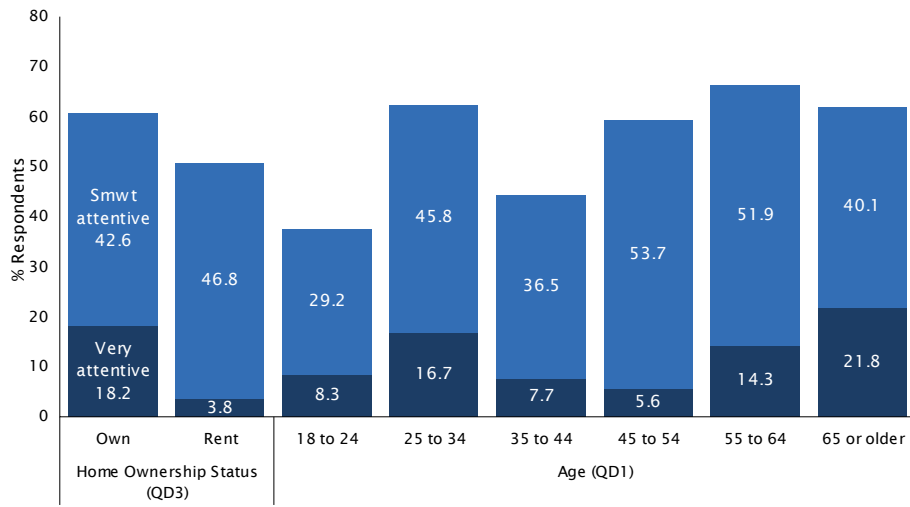


FIGURE 43 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY HOME OWNERSHIP STATUS & AGE





BACKGROUND & DEMOGRAPHICS

TABLE 15 DEMOGRAPHICS OF SAMPLE BY STUDY YEAR

	Study Year	
	2014	2011
<i>Total Respondents</i>	400	400
Years in Glendora (Q1)		
Less than 5	13.9	15.3
5 to 9	15.6	17.4
10 to 14	14.4	12.9
15 or more	56.0	53.7
Refused	0.1	0.5
Age (QD1)		
18 to 24	13.5	12.4
25 to 34	12.8	13.4
35 to 44	15.8	16.6
45 to 54	20.3	18.6
55 to 64	15.5	18.1
65 or older	16.4	17.9
Refused	5.5	3.0
Child in Household (QD2)		
Yes	37.0	39.0
No	61.4	59.0
Refused	1.6	2.0
Home Ownership Status (QD3)		
Own	71.2	75.1
Rent	25.6	21.2
Refused	3.1	3.7
Employment Status (QD4)		
Full time	45.0	42.5
Part time	12.0	10.9
Student	9.1	8.4
Home- maker	5.6	5.5
Retired	21.1	21.9
Between jobs	4.4	8.0
Refused	2.8	2.7
Gender		
Male	49.7	50.2
Female	50.3	49.8

Table 15 presents the key demographic and background information collected during the survey. Because of the probability-based sampling methodology used in this study, the results shown in the table are representative of adult residents in the City of Glendora. The primary motivation for collecting the background and demographic information was to provide a better insight into how the results of the substantive questions of the survey vary by demographic characteristics (see Appendix A for more details).



M E T H O D O L O G Y

The following section outlines the methodology used in the study, as well as the motivation for using certain techniques.

QUESTIONNAIRE DEVELOPMENT Dr. McLarney of True North Research worked closely with the City of Glendora to develop a questionnaire that covered the topics of interest and avoided the many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects and priming. Several questions included multiple individual items. Because asking the items in a set order can lead to a systematic position bias, the items were asked in a random order for each respondent.

Some of the questions asked in this study were presented only to a subset of respondents. For example, only respondents who had been in contact with City staff in the past 12 months (Question 13) were asked to rate aspects of the staff (Question 14). The questionnaire included with this report (see *Questionnaire & Toplines* on page 48) identifies the skip patterns used during the interview to ensure that each respondent received the appropriate questions.

Many of the questions asked in the 2014 survey were tracked directly from the 2011 survey to allow the City to assess its performance reliably over time.

PROGRAMMING, PRE-TEST & TRANSLATION Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist interviewers when conducting the telephone interviews. The CATI program automatically navigates the skip patterns, randomizes the appropriate question items, and alerts the interviewer to certain types of keypunching mistakes should they occur. The integrity of the questionnaire was pre-tested internally by True North and by dialing into random homes in Glendora prior to formally beginning the survey. Once finalized, the survey was professionally translated into Spanish to give respondents the option of participating in English or Spanish.

SAMPLE Households within the City of Glendora were chosen for this study using a random digit dial (RDD) sampling method. An RDD sample is drawn by first selecting all of the active phone exchanges (first three digits in a seven digit phone number) and working blocks that service the area. After estimating the number of listed households within each phone exchange that are located within the area, a sample of randomly selected phone numbers is generated with the number of phone numbers per exchange being proportional to the estimated number of households within each exchange in the area. This method ensures that both listed, unlisted, and cell-phone only households are included in the sample. It also ensures that new residents and new developments have an opportunity to participate in the study, which is not true if the sample were based on a telephone directory. In addition, 20% of the sample was dedicated to cell phone numbers so that those who rely on cell phones were represented in the study.

Although the RDD method is widely used for community surveys, the method also has several known limitations that must be addressed for to ensure representative data. Research has shown, for example, that individuals with certain demographic profiles (e.g., older women) are more likely to be at home and are more likely to answer the phone even when other members of the household are available. If this tendency is not adjusted for, the RDD sampling method will

produce a survey that is biased in favor of women—particularly older women. To adjust for this behavioral tendency, the survey included a screening question which initially asked to speak to the youngest male available in the home. If a male was not available, then the interviewer was instructed to speak to the youngest female currently available. This protocol was followed—to the extent needed—to ensure a representative sample. In addition to following this protocol, the sample demographics were monitored as the interviewing proceeded to make sure they were within certain tolerances.

Additionally, because the City of Glendora shares phone exchanges with neighboring cities and unincorporated areas of the County, respondents were initially asked the ZIP code of their residence (see Question SC1). Only those in ZIP codes 91740 and 91741 were eligible to participate in the study.

STATISTICAL MARGIN OF ERROR By using a probability-based sample and monitoring the sample characteristics as data collection proceeded, True North ensured that the sample was representative of adult residents in the City of Glendora. The results of the survey can thus be used to estimate the opinions of *all* adult residents in the City. Because not all adult residents participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 400 respondents for a particular question and what would have been found if all of the estimated 38,316 adult residents³ had been interviewed.

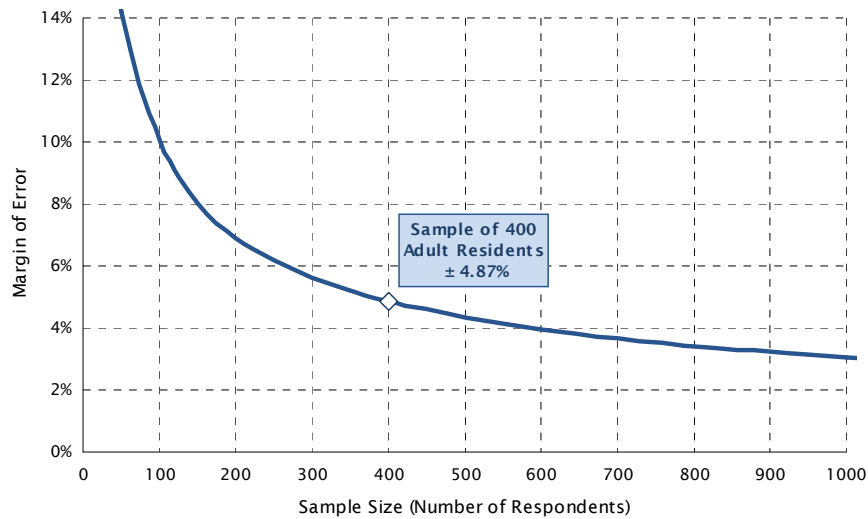
For example, in estimating the percentage of adult residents who have visited the City’s website in the past 12 months (Question 21), the margin of error can be calculated if one knows the size of the population, the size of the sample, a desired confidence level, and the distribution of responses to the question. The appropriate equation for estimating the margin of error, in this case, is shown below:

$$\hat{p} \pm t \sqrt{\left(\frac{N-n}{N}\right) \frac{\hat{p}(1-\hat{p})}{n-1}}$$

where \hat{p} is the proportion of respondents who visited the City’s website in the past 12 months (0.61 for 61% in this example), N is the population size of all adult residents (38,316), n is the sample size that received the question (400), and t is the upper $\alpha/2$ point for the t-distribution with $n - 1$ degrees of freedom (1.96 for a 95% confidence interval). Solving this equation using these values reveals a margin of error of $\pm 4.76\%$. This means that with 61% of survey respondents indicating they had visited the City’s website in the past 12 months, we can be 95% confident that the actual percentage of all adult residents in the City who visited the website during this period is between 56% and 66%.

Figure 44 on the next page provides a plot of the *maximum* margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response (i.e., $\hat{p} = 0.5$). For this survey, the maximum margin of error is $\pm 4.87\%$ for questions answered by all 400 respondents.

3. Source: U.S. Census Bureau: 2010 Census.

FIGURE 44 MAXIMUM MARGIN OF ERROR DUE TO SAMPLING

Within this report, figures and tables show how responses to certain questions varied by subgroups such as years living in Glendora, age of the respondent, and home ownership status. Figure 44 above is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

DATA COLLECTION The method of data collection for this study was telephone interviewing. Interviews were conducted in English and Spanish during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM) between September 26 and October 10, 2014. It is standard practice not to call during the day on weekdays because most working adults are unavailable and thus calling during those hours would bias the sample. The interviews averaged 20 minutes in length.

DATA PROCESSING Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing open-ended responses, and preparing frequency analyses and crosstabulations. Tests of statistical significance were conducted to evaluate whether a change in responses between 2011 and 2014 was due to an actual change in opinions or was likely an artifact of independently drawn cross-sectional samples.

ROUNDING Numbers that end in 0.5 or higher are rounded up to the nearest whole number, whereas numbers that end in 0.4 or lower are rounded down to the nearest whole number. These same rounding rules are also applied, when needed, to arrive at numbers that include a decimal place in constructing figures and charts. Occasionally, these rounding rules lead to small discrepancies in the first decimal place when comparing tables and pie charts for a given question.

QUESTIONNAIRE & TOPLINES



City of Glendora
Community Satisfaction Survey
Final Toplines
October 2014

Section 1: Introduction to Study

Hi, my name is _____ and I'm calling on behalf of TNR, an independent public opinion research company. We're conducting a survey about important issues in Glendora (Glen-DOR-uh) and we would like to get your opinions.

If needed: This is a survey about community issues in Glendora- I'm NOT trying to sell anything and I won't ask for a donation.

If needed: The survey should take about 12 minutes to complete.

If needed: If now is not a convenient time, can you let me know a better time so I can call back?

If needed: If you prefer, you can also take the survey online at your convenience at: <<insert URL>>. Provide unique password.

If the person says they are an elected official or is somehow associated with the survey, politely explain that this survey is designed to measure the opinions of those not closely associated with the study, thank them for their time, and terminate the interview.

Section 2: Screener for Inclusion in the Study

For statistical reasons, I would like to speak to the youngest adult male currently at home that is at least 18 years of age. *If there is no male currently at home that is at least 18 years of age, then ask:* Ok, then I'd like to speak to the youngest female currently at home that is at least 18 years of age.

If there is no adult currently available, then ask for a callback time.

NOTE: Adjust this screener as needed to match sample quotas on gender & age

If respondent asks why we want to speak to a particular demographic group, explain: Its important that the sample of people for the survey is representative of the adult population in the city for it to be statistically reliable. At this point, we need to balance our sample by asking for people who fit a particular demographic profile.

SC1 To begin, I have a few screening questions. What is the zip code at your residence? *Read zip code back to them to confirm correct*

1	91740, 91741	Qualified, go to intro preceding Q1
2	Any Other Zip Code	Terminate

Section 3: Quality of Life

I'd like to begin by asking you a few questions about what it is like to live in the City of Glendora.

Q1 How long have you lived in Glendora?

1	Less than 1 year	2%
2	1 to 4 years	12%
3	5 to 9 years	16%
4	10 to 14 years	14%
5	15 years or longer	56%
99	Refused	0%

Q2	How would you rate the overall quality of life in Glendora? Would you say it is excellent, good, fair, poor or very poor?		
	1	Excellent	49%
	2	Good	44%
	3	Fair	5%
	4	Poor	0%
	5	Very Poor	0%
	98	Not sure	1%
	99	Refused	0%
Q3	What are the one or two things that you like most about living in the City of Glendora? Verbatim responses recorded and later grouped into the categories shown below.		
	Safe, low crime rate		26%
	Quiet, peaceful		23%
	Small town atmosphere		21%
	Friendly people, neighbors		16%
	Clean, well-maintained		15%
	Good schools		15%
	Mountains, foothills		9%
	Sense of community		8%
	Convenient layout, easy to get around		8%
	Shopping opportunities		6%
	Family-oriented		5%
	Community activities		4%
	Not much traffic		3%
	Downtown area village		3%
	Parks		2%
	Good quality of life		2%
	Good gov leadership		2%
	Restaurant options		1%
	Good City services		1%
	Conservative community		1%
	Churches		1%
	No parking issues		1%

Q4	If the city government could change one thing to make Glendora a better place to live now and in the future, what change would you like to see? Verbatim responses recorded and later grouped into the categories shown below.	
	Limit growth, development	17%
	No changes, everything is fine	12%
	Not sure, cannot think of anything	12%
	Improve streets, roads	8%
	Improve government, leadership	4%
	Improve environmental efforts	4%
	Improve public safety	4%
	Improve shopping opportunities	3%
	Provide additional youth, family activities	3%
	Provide low cost housing	3%
	Attract businesses, jobs	3%
	Fewer government regulations, restrictions	3%
	Improve dining options	3%
	Improve schools, education	3%
	Reduce taxes, fees	3%
	Improve parking	2%
	Reduce cost of living	2%
	Reduce traffic congestion	2%
	Provide additional parks, rec facilities	2%
	Improve street lighting	2%
	Improve public transit	2%
	Improve cultural diversity	1%
	Improve budgeting, spending	1%
	Preserve downtown area	1%
	Reduce poverty	1%
	More community involvement	1%

Section 4: City Services

Next, I would like to ask a series of questions about services provided by the City of Glendora.

Q5 Generally speaking, are you satisfied or dissatisfied with the job the City of Glendora is doing to provide city services? *Get answer, then ask:* Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?

1	Very satisfied	54%
2	Somewhat satisfied	38%
3	Somewhat dissatisfied	4%
4	Very dissatisfied	2%
98	Not sure	2%
99	Refused	1%

Q6 For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.

Make sure respondent understands the 4 point scale.

	<i>Randomize</i>	Extremely Important	Very Important	Somewhat Important	Not at all Important	No Opinion	Refused
A	Providing police services	40%	49%	7%	4%	0%	0%
B	Preparing the City for emergencies	29%	55%	12%	1%	2%	0%
C	Maintaining streets and roads	29%	60%	11%	1%	0%	0%
D	Managing traffic congestion in the city	20%	51%	23%	4%	1%	0%
E	Providing library services	19%	52%	22%	6%	1%	0%
F	Providing trash collection and recycling services	25%	56%	18%	1%	0%	0%
G	Promoting economic development for a healthy business community	18%	51%	26%	5%	1%	0%
H	Managing growth and development	21%	48%	24%	6%	2%	0%
I	Providing programs for youth, adults and seniors	20%	51%	27%	2%	0%	0%
J	Maintaining parks and recreation areas	23%	57%	18%	2%	0%	0%
K	Providing cultural and performing arts	10%	31%	47%	11%	1%	0%
L	Preserving and protecting open space	22%	44%	26%	5%	3%	0%

Q7	For the same list of services I just read, I'd like you to tell me how satisfied you are with the job the city is doing to provide the service.						
	Are you satisfied or dissatisfied with the city's efforts to: _____, or do you not have an opinion? <i>Get answer. If 'satisfied' or 'dissatisfied', then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>						
	<i>Randomize</i>	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	No Opinion	Refused
A	Provide police services	72%	20%	1%	5%	1%	0%
B	Prepare the City for emergencies	42%	36%	7%	1%	14%	1%
C	Maintain streets and roads	42%	38%	11%	8%	0%	0%
D	Manage traffic congestion in the city	40%	41%	7%	7%	4%	0%
E	Provide library services	57%	29%	4%	1%	8%	0%
F	Provide trash collection and recycling services	63%	27%	4%	4%	1%	0%
G	Promote economic development for a healthy business community	32%	45%	9%	5%	8%	1%
H	Manage growth and development	28%	38%	13%	10%	11%	0%
I	Provide programs for youth, adults and seniors	48%	38%	4%	1%	7%	1%
J	Maintain parks and recreation areas	59%	36%	2%	2%	1%	0%
K	Provide cultural and performing arts	27%	47%	8%	1%	17%	0%
L	Preserve and protect open space	32%	43%	9%	9%	7%	0%

Section 5: Appearance of City

Q8	Next, I'd like your opinions about the appearance of Glendora. When answering the following questions, please consider the quality and design of the buildings in the area, the design of the surrounding landscape, and how well the buildings and the landscapes are maintained.							
	How do you rate the overall appearance of _____? Would you say it is excellent, good, fair, poor or very poor?							
	<i>Read in Order</i>	Excellent	Good	Fair	Poor	Very Poor	Not Sure	Refused
A	The City	40%	45%	10%	4%	1%	0%	0%
B	Your neighborhood	43%	43%	10%	3%	1%	0%	0%
C	Residential areas in general	33%	57%	8%	1%	1%	0%	0%
D	Shopping and commercial areas	39%	44%	11%	5%	1%	0%	0%
E	Street medians and sidewalk areas	26%	52%	15%	5%	2%	0%	0%

Section 6: Economic Development		
Q9	Excluding grocery shopping, what percentage of your household's retail shopping dollars do you spend in the City of Glendora? <i>If they are uncertain, ask them to estimate.</i>	
	1	Less than 10%
	2	10% to 19%
	3	20% to 29%
	4	30% to 39%
	5	40% to 49%
	6	50% to 59%
	7	60% to 69%
	8	70% to 79%
	9	80% to 89%
	10	90% to 100%
	98	Not Sure
	99	Refused
Q10	What are the names of the two or three stores or shopping centers you shop at most often in Glendora? Verbatim responses recorded and later grouped into the categories shown below.	
	Vons	26%
	Stater Brothers	20%
	Albertsons	19%
	Wal-Mart	18%
	Home Depot	17%
	Sam's Club	14%
	Kohl's	13%
	Costco	10%
	Ralph's	10%
	Shopping centers in general	10%
	Glendora Market	7%
	Grocery stores in general	6%
	Barnes & Noble	5%
	Clothing, accessories stores	5%
	Not sure	5%
	CVS Pharmacy	4%
	Best Buy	4%
	Home improvement stores	4%

Department stores	4%
Wine, liquor stores	3%
Home decor stores	3%
Restaurants in general	3%
Pharmacy, drugstores	2%
Pet stores	2%
Staples	2%
Hair salons	1%

Section 7: Priorities

The City of Glendora has limited financial resources to provide some of the projects and programs desired by residents. Because it can not fund every project and program, however, the City must set priorities.

Q11 As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.

Here is the (first/next) one:_____. Should this item be a high, medium or low priority for the City – or should the City not spend any money on this item?

	<i>Randomize</i>	High Priority	Medium Priority	Low Priority	Should not spend money	No Opinion	Refused
A	Provide programs to improve the local economy and attract new employers and jobs to Glendora	51%	34%	13%	2%	0%	0%
B	Improve the overall appearance of public buildings and landscapes	19%	55%	23%	3%	0%	0%
C	Assist in revitalizing older, outdated commercial areas in the city	22%	46%	28%	2%	1%	0%
D	Maintain the quality of police services	76%	18%	3%	2%	0%	0%
E	Maintain the quality of street maintenance	56%	37%	6%	1%	0%	0%
F	Maintain the quality of parks and recreation facilities	40%	53%	6%	1%	1%	0%
G	Maintain the quality of recreation and cultural programs	23%	55%	20%	2%	1%	0%
H	Maintain the quality of library services	37%	47%	14%	2%	1%	0%
I	Provide support to resident property owners who are impacted by fires, flooding or other natural disasters	48%	34%	14%	2%	1%	1%
J	Make use of new technologies to improve city-resident communication	27%	40%	27%	4%	1%	0%
K	Develop programs to conserve water, protect the environment, and preserve our natural resources	56%	34%	8%	2%	0%	0%

L	Ensure that the City has the staff, facilities and equipment needed to respond effectively to emergencies and natural disasters	74%	23%	2%	0%	1%	0%
---	---	-----	-----	----	----	----	----

Section 8: Public Trust & Service

Q12 Next, I'm going to read you a series of statements about the City of Glendora. For each, I'd like you to tell me whether you agree or disagree with the statement.

Here is the (first/next) one: _____. Do you agree or disagree, or do you not have an opinion? *If agree or disagree, ask: Would that be strongly (agree/disagree) or somewhat (agree/disagree)?*

		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know	Refused
	<i>Randomize</i>						
A	The City is responsive to residents' needs	26%	47%	11%	7%	9%	0%
B	The City manages its finances well	25%	39%	8%	7%	20%	1%
C	The City listens to residents when making important decisions	21%	38%	13%	12%	16%	1%
D	I trust the City of Glendora	39%	39%	11%	7%	3%	1%
E	The City is transparent in how it operates	16%	40%	16%	11%	17%	1%

Q13 In the past 12 months, have you been in contact with staff from the City of Glendora?

	1	Yes	42%	Ask Q14
	2	No	58%	Skip to Q15
	98	Not sure	0%	Skip to Q15
	99	Refused	0%	Skip to Q15

Q14 In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____? *Read one item at a time; continue until all items are read.*

		Very	Somewhat	Not at all	Don't Know/ Not sure	Refused
	<i>Randomize</i>					
A	Helpful	63%	29%	9%	0%	0%
B	Professional	76%	17%	5%	1%	1%
C	Accessible	69%	25%	4%	1%	0%

Section 9: Communication & e-Government		
Q15	Overall, are you satisfied or dissatisfied with the City's efforts to share information with you through newsletters, the Internet, and other means? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>	
	1 Very satisfied	46%
	2 Somewhat satisfied	36%
	3 Somewhat dissatisfied	12%
	4 Very dissatisfied	4%
	98 Not sure	2%
	99 Prefer not to answer	0%
Q16	Now let me ask about communication in the <u>other</u> direction. Overall, are you satisfied or dissatisfied with the opportunities you have to communicate information to the City of Glendora? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>	
	1 Very satisfied	37%
	2 Somewhat satisfied	39%
	3 Somewhat dissatisfied	9%
	4 Very dissatisfied	5%
	98 Not sure	10%
	99 Prefer not to answer	0%
Q17	How would you prefer to communicate information to the City of Glendora? <i>Read list if needed. Multiple responses allowed.</i>	
	1 Telephone	41%
	2 Email	43%
	3 Write a Letter/Mail	10%
	4 In-person Meeting	28%
	5 Website/through City's website	12%
	6 Mobile App/Smart Phone App	5%
	7 Facebook	5%
	8 Twitter	4%
	9 Other	2%
	98 Not sure	3%
	99 Refused	0%

Q18	Is there a particular topic or issue that you'd like to receive more information about from the City?			
	1	Yes	36%	Ask Q19
	2	No	63%	Skip to Q20
	98	Not sure	1%	Skip to Q20
	99	Refused	0%	Skip to Q20
Q19	Please briefly describe the topic. Verbatim responses recorded and later grouped into the categories shown below.			
	Redevelopment		13%	
	Water quality, supply, rates		12%	
	Other (unique responses)		10%	
	Streets, roads		8%	
	Economic development		8%	
	Affordable housing		8%	
	General info about City		7%	
	Budget, spending		6%	
	Recycling, environmental programs		6%	
	City services, current projects		4%	
	Emergency preparedness		4%	
	Recreation, community events		4%	
	Schools, education		4%	
	Traffic, transportation		4%	
	City growth, development		4%	
	Public safety		3%	
	Programs, info for homeless		2%	
	Parking		1%	
Q20	What information sources do you use to find out about City of Glendora news, events, and programs? <i>Don't read list. Record up to first 3 responses.</i>			
	1	Glendora Report/City Newsletter	36%	
	2	Glendora Patch/(online newspaper)	11%	
	3	Los Angeles Times/(daily newspaper)	3%	
	4	San Gabriel Valley Tribune/(daily newspaper)	6%	
	5	San Gabriel Valley Examiner/(weekly newspaper)	0%	
	6	Recreation Guide	2%	
	7	Channel 3/Government Access TV	2%	

8	Television (general)							5%	
9	City Council Meetings							3%	
10	Radio							1%	
11	City's website							23%	
12	Internet (not City's site)							21%	
13	Utility bill insert							1%	
14	Email notification from City							1%	
15	Flyers, brochures or posters (displayed at public facilities)							6%	
16	Postcards, letters, flyers or brochures (mailed to home)							10%	
17	Street banners							2%	
18	Friends/Family/Associates							10%	
19	Other source							11%	
20	Do Not Receive Information about City							3%	
98	Not sure							1%	
99	Refused							0%	
Q21	In the past 12 months, have you visited the City's website?								
	1	Yes					61%	Ask Q22	
	2	No					38%	Skip to Q23	
	98	Not sure					0%	Skip to Q23	
	99	Refused					0%	Skip to Q23	
Q22	Overall, how would you rate: ____? Would you say it is excellent, good, fair, poor, or very poor?								
	<i>Randomize</i>		Excellent	Good	Fair	Poor	Very Poor	Not sure	Refused
A	The overall quality of the website		27%	51%	17%	3%	1%	0%	0%
B	The ability to find what you are looking for on the website		26%	43%	25%	4%	1%	1%	0%
C	The variety of content and resources available on the website		28%	46%	19%	2%	2%	3%	0%

Q23	Is there a particular resource or service that you would like the City to offer on its website or through social media that it currently does not?			
	1	Yes	16%	Ask Q24
	2	No	71%	Skip to Q25
	98	Not sure	12%	Skip to Q25
	99	Refused	0%	Skip to Q25
Q24	Please briefly describe the improvement you would like to see most. Verbatim responses recorded and later grouped into the categories shown below.			
	More information, additional topics		19%	
	Community, recreation events calendar		15%	
	Future plans and development		14%	
	Programs, services		12%	
	Crime statistics, updates		9%	
	Improved contact with staff, officials		8%	
	Tax info		7%	
	Improved website layout, usability		6%	
	Building permit info		6%	
	Update content		5%	
	Classes offered		2%	
	Online bill pay, invoice status		2%	
	Environmental programs, services		1%	
Q25	How much attention do you pay to the issues, decisions and activities of your City government? Would you say that you are very attentive, somewhat attentive, slightly attentive, or not at all attentive?			
	1	Very attentive	14%	
	2	Somewhat attentive	43%	
	3	Slightly attentive	31%	
	4	Not at all attentive	11%	
	98	Not sure	0%	
	99	Refused	0%	

Section 10: Background & Demographics

Thank you so much for your participation. I have just a few background questions for statistical purposes.

D1	In what year were you born?	
	18 to 24	14%
	25 to 34	13%
	35 to 44	16%
	45 to 54	20%
	55 to 64	16%
	65 or older	16%
	Refused	5%
D2	Do you have one or more children under the age of 18 living in your household?	
	1 Yes	37%
	2 No	61%
	99 Refused	2%
D3	Do you own or rent your residence in Glendora?	
	1 Own	71%
	2 Rent	26%
	99 Refused	3%
D4	Which of the following best describes your employment status? Would you say you are employed full-time, part-time, a student, a homemaker, retired, or is you in-between jobs right now?	
	1 Employed full-time	45%
	2 Employed part-time	12%
	3 Student	9%
	4 Homemaker	6%
	5 Retired	21%
	6 In-between jobs	4%
	98 Don't Know	0%
	99 Refused	2%

Those are all of the questions that I have for you! Thanks so much for participating in this important survey! This survey was conducted for the City of Glendora

Post-Interview Items			
D5	Gender		
	1	Male	50%
	2	Female	50%