

COMMUNITY OPINION SURVEY
RESEARCH REPORT

PREPARED FOR THE
CITY OF GLENDORA



NOVEMBER 23, 2011



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
Organization of Report.....	2
Acknowledgements	2
Disclaimer	2
About True North.....	2
Just the Facts	3
Quality of Life.....	3
City Services.....	3
Appearance of City.....	4
Policy Questions & Priorities.....	4
Public Trust & Service.....	4
Communication & e-Government	4
Civic Engagement & Volunteering.....	5
Conclusions	6
Quality of Life	10
Overall Quality of Life.....	10
Question 2	10
Like Most About Glendora	11
Question 3	11
Ways to Improve Quality of Life	12
Question 4	12
City Services	14
Overall Satisfaction.....	14
Question 5	14
Specific Services.....	15
Question 6	16
Question 7	17
Performance Needs & Priorities	18
Appearance of City	21
Appearance	21
Question 8	21
Policy Questions & Priorities	22
Economic Redevelopment.....	22
Question 9	22
Question 10	23
Spending Priorities.....	24
Question 11	25
Public Trust & Service	26
Perceptions of City Government	26
Question 12	26
City Staff	27
Question 13	27
Question 14	28
Communication & e-Government	29
Overall Satisfaction.....	29
Question 15	29
Topics of Interest.....	30

Question 16 30

Question 17 31

Sources of Information 32

 Question 18 32

City Website 33

 Question 19 33

 Question 20 34

 Question 21 35

 Question 22 36

Communication Preferences 36

 Question 23 36

Civic Engagement & Volunteering 38

 Attention Paid to Local Government 38

 Question 24 38

 Civic Engagement 39

 Question 25 39

 Question 26 40

 Question 27 42

 Question 28 43

Methodology 44

 Questionnaire Development 44

 Programming, Pre-Test & Translation 44

 Sample 44

 Statistical Margin of Error 45

 Data Collection 46

 Data Processing 46


 Rounding 46

Questionnaire & Toplines 47



LIST OF TABLES

Table 1	Like Most About Living in Glendora by Years in Glendora & Child in Household . .	12
Table 2	Changes to Improve Glendora by Years in Glendora & Age	13
Table 3	Needs & Priority Matrix	19
Table 4	Project & Program Priorities by Years in Glendora & Age (Showing % High Priority)	25
Table 5	Top City Information Sources by Years in Glendora & Age	33
Table 6	Effectiveness of Communication Methods by Years in Glendora & Age (Showing % Very Effective).	37
Table 7	Effectiveness of Communication Methods by How Informed About Volunteering Opportunities.	43



LIST OF FIGURES

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

Figure 41 Volunteered, Donated to Community Cause in Past 6 Months 39

Figure 42 Volunteered, Donated to Community Cause in Past 6 Months by Years in
Glendora, Home Ownership Status, Age & Gender. 40

Figure 43 Interest in Volunteering for Community Cause 40

Figure 44 Interest in Volunteering for Community Cause by Years in Glendora, Home
Ownership Status & Volunteered, Donated in Past 6 Months 41

Figure 45 Interest in Volunteering for Community Cause by Age & Gender 41

Figure 46 How Informed About Volunteering Opportunities 42

Figure 47 How Informed About Volunteering Opportunities by Years in Glendora &
Interest in Volunteering 42

Figure 48 How Informed About Volunteering Opportunities by Age 43

Figure 49 Interest in Being Contacted by Staff Regarding Volunteer Opportunities 43

Figure 50 Maximum Margin of Error Due to Sampling. 46



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.

To monitor its progress in meeting residents’ needs, the City engages its residents on a daily basis and receives constant *subjective* feedback regarding its performance. Although these informal feedback mechanisms are a valuable source of information for the City in that they provide timely and accurate information about the opinions of specific residents, it is important to recognize that they do not necessarily provide an accurate picture of the community as a whole. For the most part, informal feedback mechanisms rely on the resident to initiate feedback, which creates a self-selection bias. The City receives feedback only from those residents who are motivated enough to initiate the feedback process. Because these residents tend to be those who are either very pleased or very displeased with the service they have received, 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 thereby 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.
- Gather opinions on topics such the appearance of the City and commercial redevelopment.
- Evaluate perceptions of local government and attitudes concerning community involvement.
- Determine the satisfaction with and effectiveness of the City’s communication with residents.
- Collect additional background and demographic data that is relevant to understanding residents’ perceptions, needs, and interests.

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

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 44). In brief, a total of 400 randomly selected adult residents participated in the survey between October 26 and November 4, 2011. The telephone interviews were conducted in English and Spanish and averaged 20 minutes in length.

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 Robin Weed-Brown at the City of Glendora for contributing 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 600 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 vast majority (94%) of respondents shared favorable opinions of the quality of life in Glendora, with 51% reporting it is excellent and 43% stating it is good. Only 4% of residents indicated that the quality of life in the City is fair, and less than 1% of residents 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 of Glendora, personal safety and the City's low crime rate was the most popular response, mentioned by 26% of residents, followed by the City's quietness and peacefulness (24%), a sense of community pride among residents (23%), and specific mentions of a "small-town atmosphere" (20%).
- 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-third (31%) of respondents were either unsure of a change that would make Glendora a better place to live (16%) or indicated they desired no changes from the City (15%). Improving streets and roads (6%), improving parking (5%), improving public safety (5%), improving local schools (5%), and attracting businesses and jobs to the City (5%) were the most common improvement areas mentioned.

CITY SERVICES

- Ninety percent (90%) of Glendora residents indicated they were either very satisfied (55%) or somewhat satisfied (35%) with the City's efforts to provide municipal services. Just 6% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 4% indicated that they were unsure or unwilling to share their opinion.
- 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 (91% extremely or very important), followed by maintaining streets and roads (87%), and preparing the City for emergencies (82%).
- The survey also asked about satisfaction with the City's efforts to provide the same 12 services. Although residents were generally satisfied all services tested, they were most satisfied with the City's efforts to maintain parks and recreation areas (97% very or somewhat satisfied), followed by provide police services (95%), and provide library services (95%). Respondents were somewhat less satisfied with the City's efforts to maintain local streets and roads (81%), manage traffic congestion in the City (83%), and promote economic development for a healthy business community (83%).

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. *The City overall* was the highest-rated, with 41% of respondents citing its appearance as excellent and an additional 49% indicating it is good. *Residential areas of the City* were next, with approximately 89% of respondents rating their appearance as excellent or good, followed by the *respondent's neighborhood* (86%) and *shopping and commercial areas* (84%). *Street medians and sidewalk areas* were somewhat less likely to be viewed as favorably, with 74% of respondents rating them as excellent or good.

POLICY QUESTIONS & PRIORITIES

- A solid majority (70%) of respondents were in favor of commercial redevelopment in the City. Fifteen percent (15%) were in opposition, 13% said it depends on the specifics of the redevelopment project, and 3% were unsure.
- When informed that commercial redevelopment would help improve the local economy and increase the City's tax base, an additional 8% of respondents who initially opposed or said it depends on the details of the project turned to support redevelopment. Fourteen percent (14%) continued to oppose redevelopment, and 6% said their position on the topic depends on further details.
- When asked to prioritize among a list of 8 projects and programs that the City could devote limited resources to in the future, maintaining the quality of police services was assigned the highest priority (96% high or medium priority), followed by maintaining the quality of street maintenance (95%), maintaining the quality of parks and recreation facilities (90%), providing programs to improve the local economy and attract new employers and jobs to Glendora (86%), and maintaining the quality of library services (85%).

PUBLIC TRUST & SERVICE

- Overall, 83% of residents agreed that the City is responsive to residents' needs, 82% said that they trust the City of Glendora, and 79% agreed that the City manages its finances well. Residents were somewhat less in agreement that the City listens to residents when making important decisions (68%).
- 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 (95%), accessible (95%), and helpful (92%).

COMMUNICATION & E-GOVERNMENT

- Overall, 83% of respondents indicated they were satisfied with City's efforts to communicate with residents through newsletters, the Internet, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (15%) or unsure of their opinion (3%).
- Approximately one-third (34%) 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 (19%), followed by recreation and community events (14%), the City's budget and spending priorities (9%), street and road maintenance and construction updates (9%), and economic development efforts (8%).
- The most frequently cited source for City-related information was the City's newsletter, mentioned by 37% of all respondents. The newsletter was followed by the Internet in general (23%), the San Gabriel Valley Tribune (16%), the City's website (15%), and direct mail such as postcards, letters, flyers, or brochures.
- More than half (54%) of residents surveyed indicated that they had visited the City's website in the 12 months prior to the interview.
- Approximately three-quarters (76%) of residents who had visited the City's website rated the overall quality as excellent (20%) or good (56%). The variety of content and resources (73%) and the ability for the respondent to find what he or she was looking for (72%) received similar ratings.
- 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 on the City's website. Eleven percent (11%) of residents surveyed responded in the affirmative.
- Although relatively few respondents desired website improvements, a request for more information and resources in general was the most common request, mentioned by 28% of those who received the question. A community events calendar was also a popular mention, cited by 19% of those who desired improvements. No other improvements were mentioned by more than 10% of respondents.
- Overall, respondents indicated that direct mail (postcards, letters, and newsletters mailed to the home) was the most effective method (85% very or somewhat effective) for the City to communicate with them, followed by the City's website (78%), and townhall meetings (72%).
- Roughly half of all Glendora residents indicated that social media like Facebook or Twitter (49%) or a City blog (52%) were effective means of communicating with them.

CIVIC ENGAGEMENT & VOLUNTEERING

- Overall, 15% of respondents claimed they are very attentive to matters of local government, 50% somewhat attentive, and 25% slightly attentive. Another 9% of respondents said they do not pay any attention to the activities of the City of Glendora.
- More than one-third (37%) of respondents indicated that they had volunteered or donated to a civic or community cause in the past six months.
- Almost one-fifth (19%) of respondents indicated they were very interested in volunteering, and 28% were somewhat interested. Roughly half (52%) of respondents were either slightly (20%) or not at all interested (32%).
- Among those with at least some interest in volunteering, only 15% said they felt well informed about the different volunteering opportunities that exist in Glendora, and another third (33%) said they were somewhat informed. More than half (52%), however, were either slightly (24%) or not at all informed about volunteering opportunities (29%).
- More than one-quarter (28%) of all residents surveyed indicated that they would like to be contacted by a staff member at the City regarding ways to volunteer in Glendora. Of the remaining respondents, 18% did not want to be contacted, 53% had little or no interest in volunteering, and 1% were unsure.



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 collective experience conducting similar studies for government agencies throughout the State.

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

Glendora residents are largely satisfied with the City's efforts to provide municipal services and facilities, as well as the quality of life in the area.

The vast majority (90%) of Glendora residents reported being satisfied with the City's overall performance in providing municipal services. The high level of satisfaction expressed with the City's performance *in general* was also mirrored in residents' assessment of the City's performance in providing specific services. For every service area tested, the City is meeting or exceeding the needs and expectations of at least 80% of its residents.

The City's performance in providing municipal services has also contributed to a high quality of life in Glendora. More than 9 in 10 residents surveyed (94%) rated the quality of the life in the City as excellent or good. Moreover, when asked about desired changes to improve Glendora, no single category stood out as being widely perceived as a problem. In fact, the most common responses among respondents were that they could not think of any changes that were needed or that they wanted no changes at all.

To the extent that the survey results can be viewed as a report card on the City's performance, Glendora receives A's and B's for all service areas. When compared with more than one hundred 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 20% in terms of service performance and overall quality of life.

Where should the City focus its efforts in the future?

Perhaps the most important recommendation—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 ser-

vices and facilities, and have a high opinion of the City's performance in most areas. The top priority for the City should thus be to do what it takes to maintain the high quality of services that it currently provides.

Nevertheless, in the spirit of constant improvement, the survey results do suggest several opportunities to increase resident satisfaction even further. Considering the detailed list of services and their respective priority status for future City attention provided in the body of this report (see *Performance Needs & Priorities* on page 18), residents' open-ended responses about what they like most about Glendora (see Figure 3 on page 11), ways that the City can improve the quality of life in the City (see Figure 4 on page 12), as well as residents' perceived priorities for future spending (see Figure 16 on page 25) top candidates for the City's attention include: maintaining streets and roads, promoting economic development and attracting businesses and jobs to the area, managing traffic congestion, and maintaining police service and public safety.

Having recommended that the City focus on these areas, it is equally important to stress that the appropriate strategy for improving resident satisfaction would likely be a combination of focused communication and actual service improvements. That is, in some cases actual service improvements are needed to raise residents' satisfaction with the City's performance, in other cases, particularly those that involve maintaining current service levels rather than enhancements or improvements, the key may simply be to communicate better with residents about the City's existing efforts with respect to a particular service area. It may be, for example, that many residents are simply not aware of the City's existing economic development plans. Choosing the appropriate balance of actual service improvements and efforts to raise public awareness and understanding matters such as this will be a key to maintaining and improving residents' overall satisfaction in the short- and long-term.

How well is the City communicating with Glendora residents?

The City of Glendora does a very good job communicating with residents through newsletters, the Internet, and other means. With 83% of residents indicating satisfaction with communication, residents citing a wide variety of sources for receiving City-related information, and more than half (54%) visiting the City's website in the past year, Glendora's performance in communicating with residents is quite respectable.

In True North's experience, a high level of satisfaction relative to a City's communication efforts is generally associated with and likely caused by a greater reliance among residents on City-sponsored sources of information such as newsletters, websites, and related publications. This pattern holds true for Glendora. The City's newsletter (*Glendora Report*) was the most frequently-cited source of information when residents are asked about where they find out about Glendora news, information, and programming.

Looking to the future, there are a variety of communication methods that residents generally viewed as being effective ways for the City to communicate with them, including the City's website, townhall meetings, and email. At least two-thirds of residents offered that each of these methods would be at least *somewhat* effective in reaching them. However, the top-rated method of communication overall continues to be postcards, letters, and newsletters mailed to the home. Although there is cost-savings to be had from transitioning to electronic newsletters as some cities have done in response to the economic downturn, its not a recommended practice as research has shown that it will reduce readership and substantially lower residents' overall satisfaction with an agency's communication efforts.

Finally, it is worth noting that communication preferences are certain to vary according to the topic at hand and thus the particular demographic of interest. For example, when communicating a piece of information that pertains to the community as a whole, such as policing and public safety efforts, a medium that reaches and appeals to a broad range of residents may be the most effective method. However, as the topic becomes more specifically targeted, so too should the method of dissemination. For example, informing residents about a recreation or community event that is likely to appeal to younger adult residents might be better accomplished with one or more forms of electronic distribution, such as email, the City's website, and social media such as Twitter and Facebook (see Table 6 on page 37 for a look at how communication preferences differ between age groups).

What is the level of civic engagement in the community, and how can the City facilitate more involvement?

As noted in the *Introduction*, one of the goals of this study was to move beyond measuring satisfaction with municipal services to develop a better understanding of residents' perceptions of local government, their level of engagement, as well as whether, and how, residents can be become more engaged in the activities of Glendora city government.

On the positive side, residents generally held quite favorable opinions of the City on most dimensions that define good local governance, including responsiveness, trustworthiness, and fiscal responsibility. Thus, it does not appear that frustration with the City or lack of access is a cause for current levels of engagement, which were found to be modest with only 15% being *very attentive* to the issues, decisions, and activities of local government.

Nevertheless, most residents who are currently not very attentive to matters of local government did express interest in becoming more engaged civically, namely in the manner of volunteering to assist with a civic or community cause in Glendora. The key to encouraging such involvement again appears to be through increasing outreach efforts. Of those who expressed at least some interest in volunteering, a very small minority

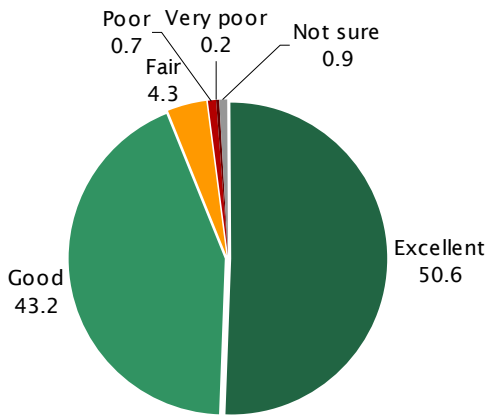
considered themselves well informed about the different volunteering opportunities that exist in Glendora. One of the most encouraging findings of the survey is that more than one-quarter of all residents surveyed indicated that they would like to be contacted by a City staff member regarding volunteering opportunities—and that may be the best place to start.

QUALITY OF LIFE

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

OVERALL 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 vast majority (94%) of respondents shared favorable opinions of the quality of life in Glendora, with 51% reporting it is excellent and 43% stating it is good. Only 4% of residents indicated that the quality of life in the City is fair, and less than 1% of residents used poor or very poor to describe the quality of life in the City.

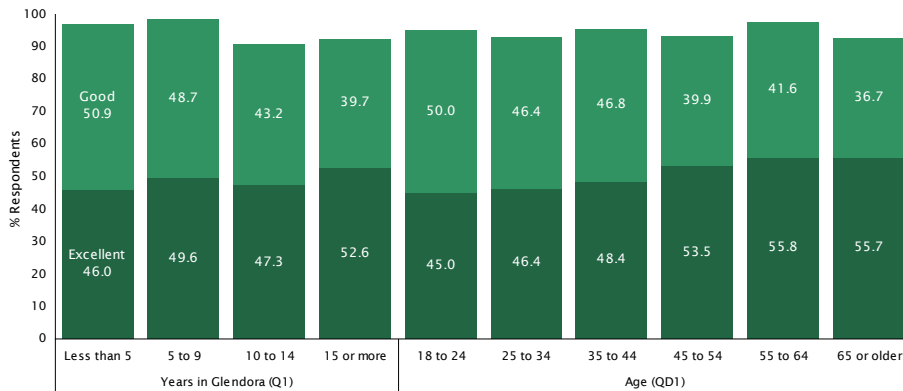
FIGURE 1 QUALITY OF LIFE



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?*

For the interested reader, Figure 2 below 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 were minor variations between subgroups, at least 90% of each rated the quality of life in the City as at excellent or good.

FIGURE 2 QUALITY OF LIFE BY YEARS IN GLENDORA & AGE

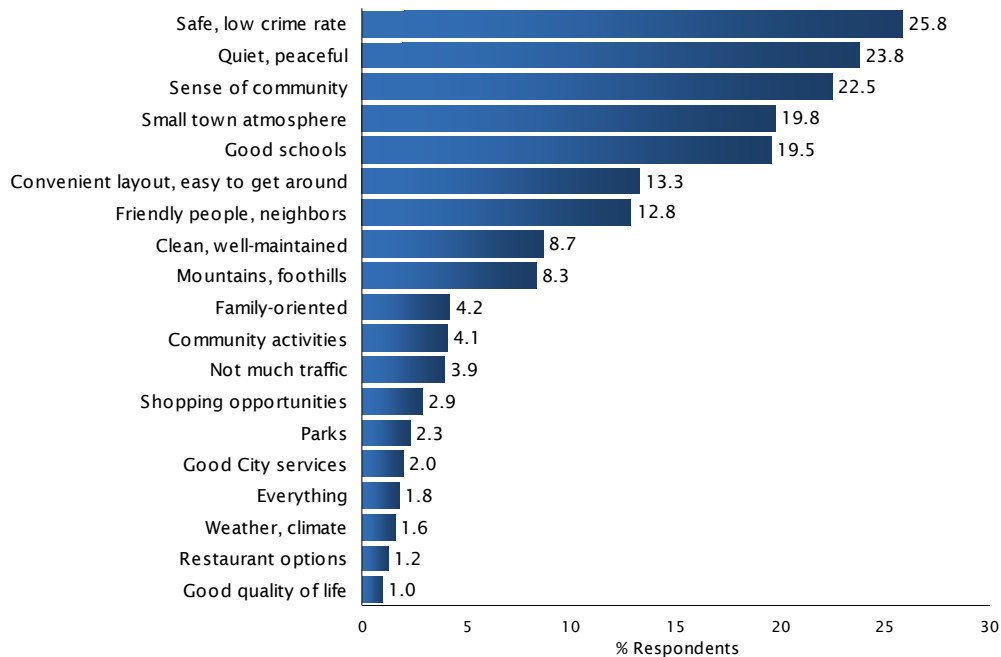


LIKE MOST ABOUT GLENDORA The next question in this series asked residents to identify what they like most about the City of Glendora. This question was posed in an open-ended manner, allowing residents to mention any aspect or attribute that came to mind without being prompted by or restricted to a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 3 below.

Overall, 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 (24%), a sense of community pride among residents (23%), and specific mentions of a “small-town atmosphere” (20%). Quality of schools was also a popular mention, cited by 20% of residents surveyed, along with the City’s layout and ease of getting around (13%) and presence of friendly people and neighbors (13%). 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



For the interested reader, Table 1 on the next page displays the most common mentions to this question according to the respondent’s length of residence and presence of a child in the household.

TABLE 1 LIKE MOST ABOUT LIVING IN GLENDORA BY YEARS IN GLENDORA & CHILD IN HOUSEHOLD

	Years in Glendora (Q1)				Child in Household (QD2)	
	Less than 5	5 to 9	10 to 14	15 or more	Yes	No
Safe, low crime rate	23.5	27.5	34.1	24.2	25.1	26.7
Quiet, peaceful	21.5	29.1	25.6	22.1	19.2	26.3
Sense of community	32.4	23.3	11.7	22.2	20.6	23.6
Small town atmosphere	10.1	17.7	15.5	24.5	21.1	19.1
Good schools	18.7	19.5	19.4	20.0	29.2	13.8
Convenient layout, easy to get around	12.4	15.7	18.9	11.6	10.4	14.9
Friendly people, neighbors	18.3	8.9	10.0	12.8	13.1	12.3
Clean, well-maintained	7.4	10.5	12.3	7.6	4.9	11.0
Mountains, foothills	5.0	8.7	3.6	10.4	9.6	7.8
Family-oriented	8.3	4.1	1.8	3.2	6.6	2.4
Community activities	13.5	2.8	2.1	2.4	9.2	0.5
Not much traffic	3.3	5.5	5.7	3.2	4.0	4.1

WAYS TO IMPROVE QUALITY OF LIFE Respondents were next asked to indicate one thing the City government could change to make Glendora a better place to live, now and in the future. This question, similar to the prior, was asked in an open-ended manner, which allowed respondents to mention any improvement 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 on the next page in Figure 4.

Approximately one-third (31%) of respondents were either unsure of a change that would make Glendora a better place to live (16%) or indicated they desired no changes from the City (15%), which were the most common responses. Regarding specific suggestions, improving streets and roads (6%), improving parking (5%), improving public safety (5%), improving local schools (5%), and attracting businesses and jobs to the City (5%) were the most common mentions.

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

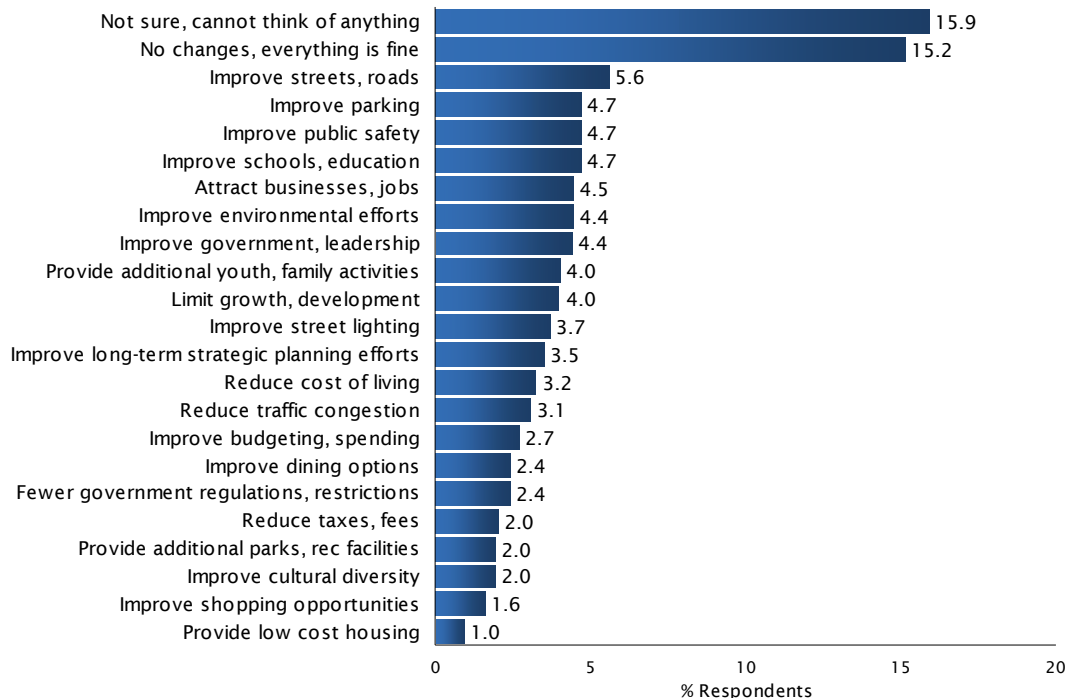


Table 2 below provides the most common mentions to this question according to the respondent's length of residence and age.

TABLE 2 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
Not sure, cannot think of anything	13.1	18.7	18.3	15.4	17.5	16.1	12.9	12.4	11.7	25.3
No changes, everything is fine	20.9	17.2	15.3	13.0	15.0	16.1	17.7	8.1	18.2	17.7
Improve streets, roads	3.3	2.9	11.9	5.7	0.0	5.4	4.8	9.5	7.8	5.1
Improve parking	7.9	8.8	2.1	3.1	2.5	14.3	4.8	6.5	1.3	1.3
Improve public safety	1.7	9.1	9.4	3.0	10.0	8.9	4.8	2.9	1.3	3.8
Improve schools, education	5.0	8.6	2.1	3.4	7.5	7.1	9.7	2.7	1.3	2.5
Attract businesses, jobs	1.7	4.2	3.9	5.5	2.5	1.8	4.8	6.6	7.8	1.3
Improve environmental efforts	9.3	1.4	4.1	4.2	2.5	10.7	1.6	8.1	3.9	1.3
Improve government, leadership	4.8	1.5	4.3	5.3	2.5	1.8	0.0	8.1	3.9	6.3
Provide additional youth, family activities	3.5	4.7	4.5	3.9	10.0	1.8	6.5	4.1	3.9	0.0
Limit growth, development	0.0	4.7	7.5	4.1	2.5	1.8	3.2	6.8	5.2	3.8
Improve street lighting	0.0	5.6	0.0	4.6	2.5	3.6	4.8	0.0	9.1	2.5

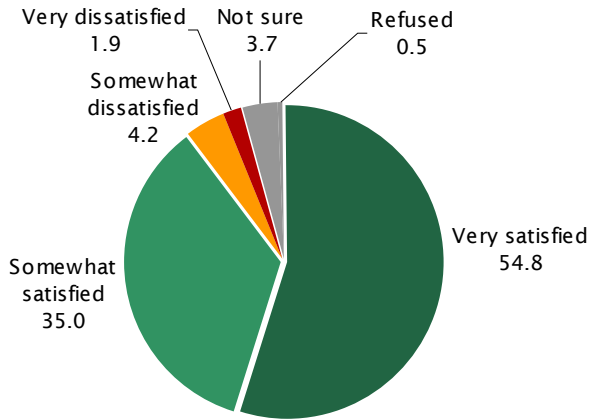
CITY SERVICES

After measuring respondents' perceptions of the quality of life in Glendora, the survey next turned to assessing their opinions about the City's performance in providing various 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 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.

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



As shown in Figure 5, nine-in-ten (90%) of Glendora residents indicated they were either very satisfied (55%) or somewhat satisfied (35%) with the City's efforts to provide municipal services. Just 6% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 4% indicated that they were unsure or unwilling to share their opinion.

Figures 6 and 7 below 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 were satisfied, overall.

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

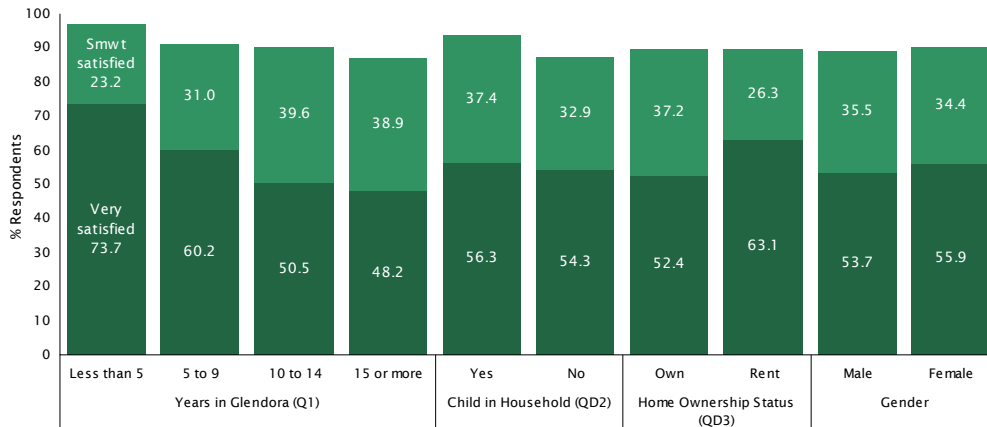
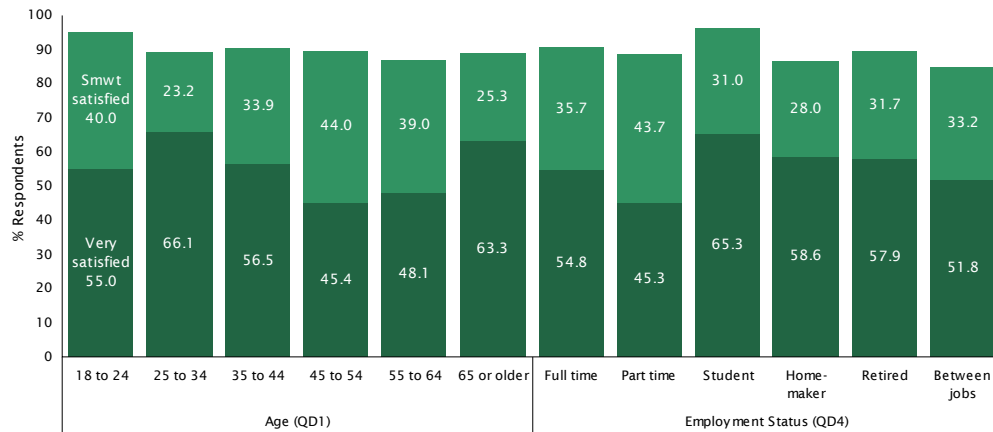


FIGURE 7 OVERALL SATISFACTION BY AGE & EMPLOYMENT STATUS



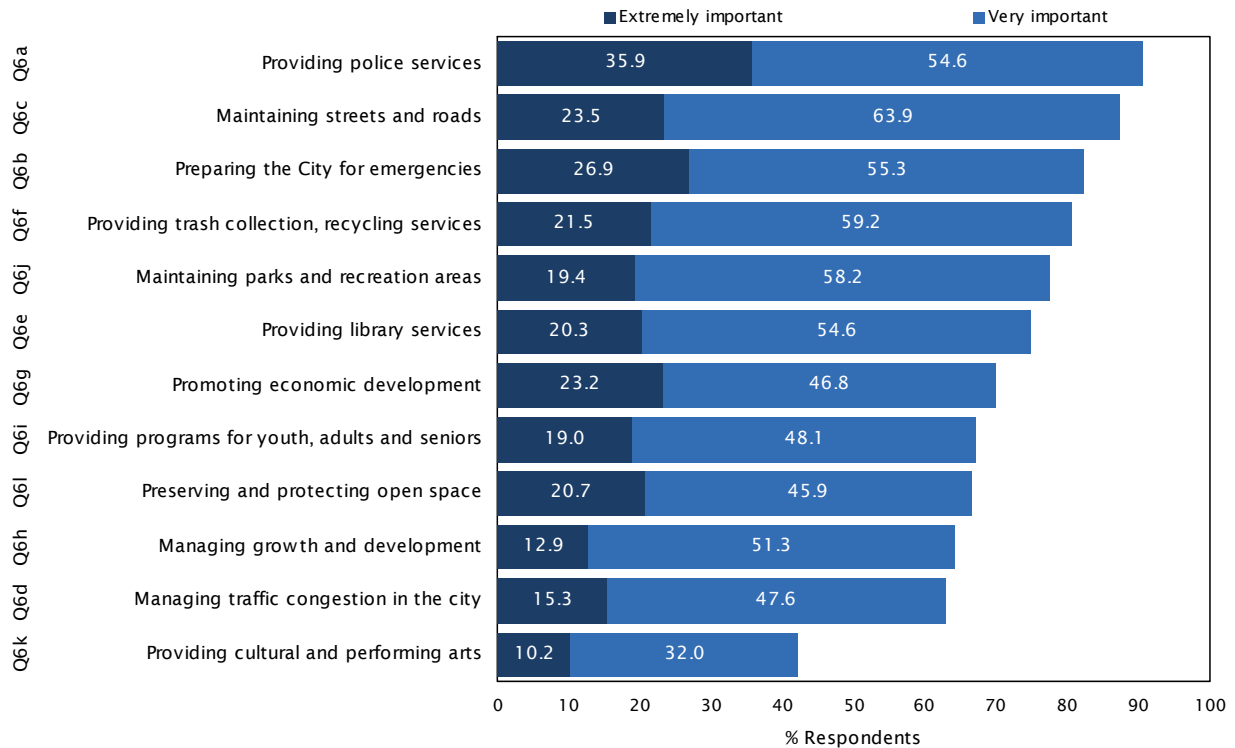
SPECIFIC SERVICES Whereas Question 5 addressed the City’s *overall* performance, the next two questions asked respondents to rate the importance of *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents were 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 (91% extremely or very important), followed by maintaining streets and roads (87%), and preparing the City for emergencies (82%).

At the other end of the spectrum, providing cultural and performing arts (42%), managing traffic congestion in the City (63%), and managing growth and development (64%) were viewed as comparatively less important.

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

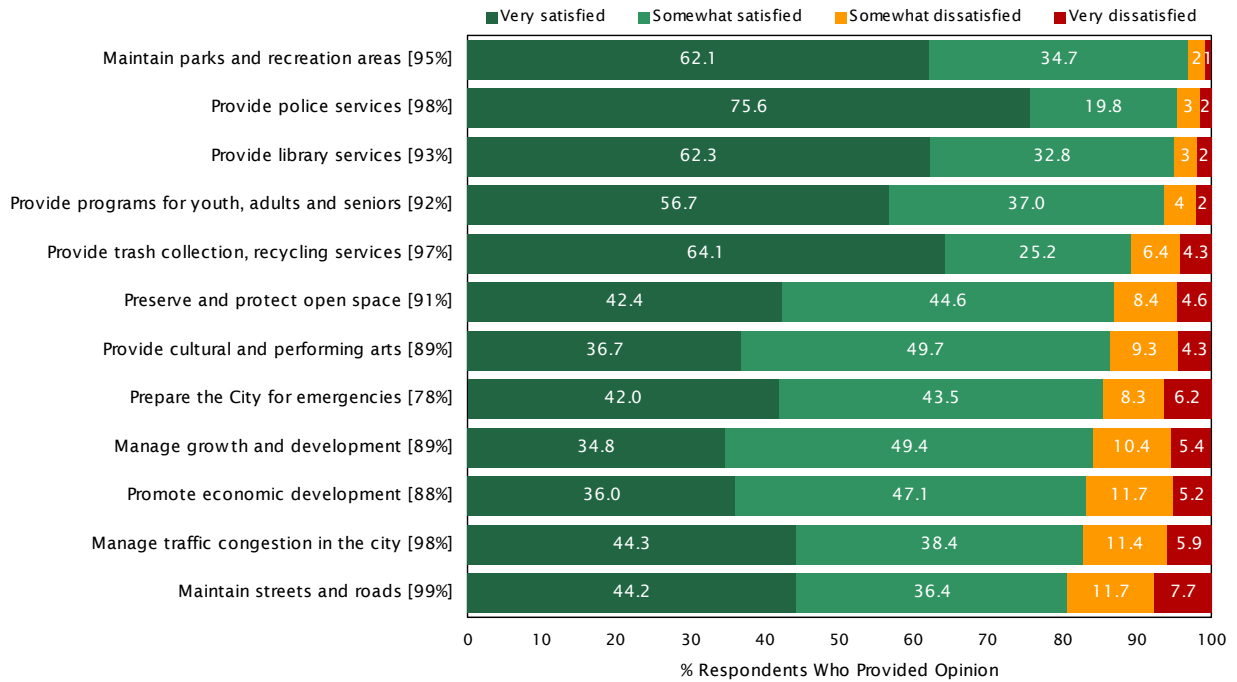


Turning to the satisfaction component, Figure 9 on the next page sorts the same list of services according to the percentage of respondents who indicated they were either very or somewhat satisfied with the City’s efforts to provide the service. For comparison purposes between the services, only respondents who held an opinion (either satisfied or dissatisfied) are included in the figure. Those who did not have an opinion were removed from this analysis. The percentage of respondents who provided an opinion (either satisfied or dissatisfied) is presented in brackets beside the service label in the figure, while the bars represent the answers of those with an opinion.

At the top of the list (see Figure 9), respondents were most satisfied with the City’s efforts to maintain parks and recreation areas (97% very or somewhat satisfied), followed by provide police services (95%), and provide library services (95%). Respondents were less satisfied with the City’s efforts to maintain local streets and roads (81%), manage traffic congestion in the City (83%), and promote economic development for a healthy business community (83%). It is important to note, however, that even for these latter services more than three-quarters of respondents indicated they were satisfied with the City’s performance.

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





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 service 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 the needs of its residents.² Table 3 on the next page presents a two-dimensional grid based on the importance and satisfaction scales. The horizontal axis corresponds to the four *importance* response options, whereas the vertical scale corresponds to the four *satisfaction* response 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 the City's efforts to provide the service, but the service is viewed just somewhat or not at all important, or b) a respondent is somewhat dissatisfied and the service is viewed as very important.

2. Any tool that relies solely 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.

Not Meeting Needs, Severely

The City is severely *not* 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.

TABLE 3 NEEDS & PRIORITY MATRIX

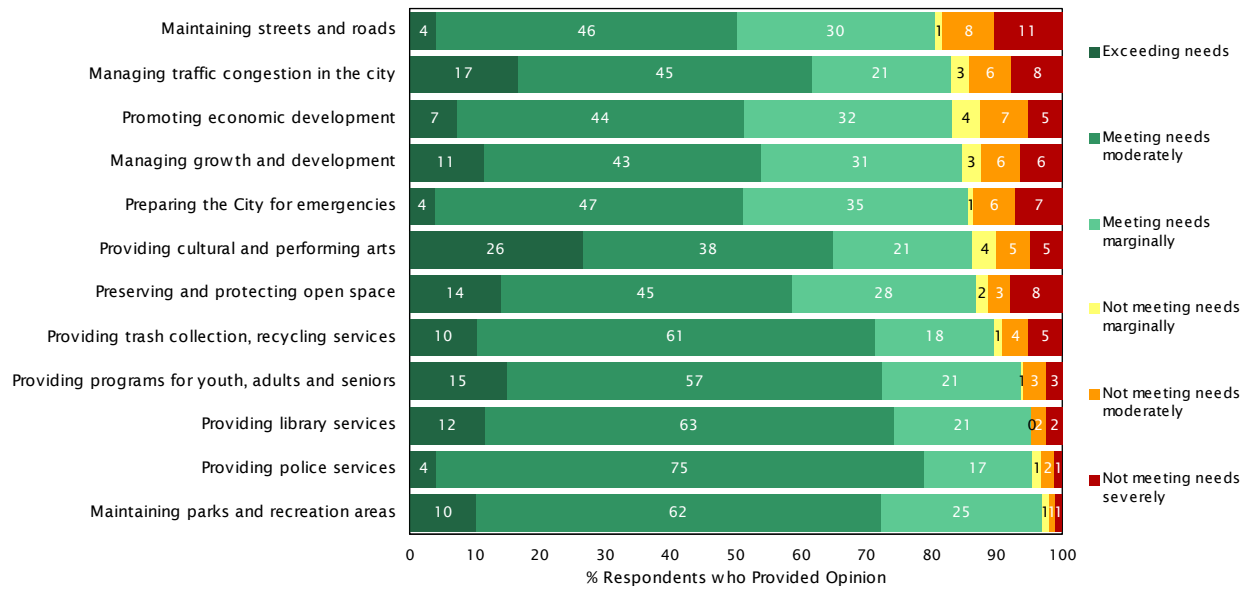
		Importance			
		Not at all important	Somewhat important	Very important	Extremely important
Satisfaction	Very satisfied	Exceeding needs	Exceeding needs	Meeting needs, moderately	Meeting needs, moderately
	Somewhat satisfied	Exceeding needs	Meeting needs, moderately	Meeting needs, marginally	Meeting needs, 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 survey. For example, a respondent who indicated that maintaining streets and roads 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 if he or she was 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 presents each of the 12 services tested in the survey, along with the percentage of respondents grouped into each of the six possible categories. For ease of interpretation, the color-coding in Figure 10 is consistent with that presented in Table 3. For example, in the service area of maintaining streets and roads in City, the City is exceeding the needs of 4% of respondents, moderately meeting the needs of 46% of respondents, marginally meeting the needs of 30% of respondents, marginally not meeting the needs of 1% of respondents, moderately not meeting the needs of 8% of respondents, and severely not meeting the needs of 11% of respondents.

Operating from the management philosophy that, all other things being equal, the City should focus on improving services that have the highest percentage of residents for which the City is currently *not* meeting their needs, the services have been sorted by order of priority. Thus, maintaining local streets and roads is the top priority, followed by managing traffic congestion in the City, promoting economic development for a healthy business community, managing growth and development, and preparing the City for emergencies.

FIGURE 10 RESIDENT SERVICE NEEDS



APPEARANCE OF CITY

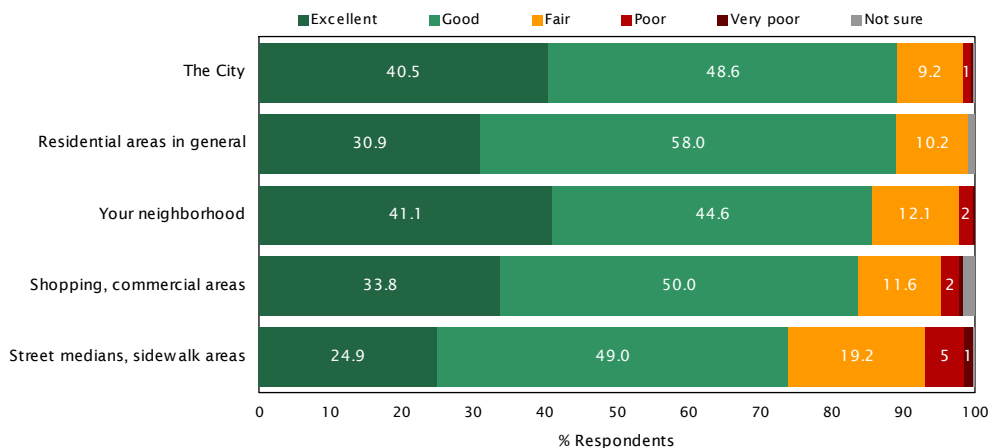
Having measured respondents' opinions about the City's performance in providing a variety of services, the survey next gauged residents' opinions about the aesthetic qualities of the City.

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 in general, 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 very positive opinions of the appearance of the City and its component areas. The City overall was the highest-rated, with 41% of respondents citing its appearance as excellent and an additional 49% indicating it is good. Residential areas of the City were next, with approximately 89% of respondents rating their appearance as excellent or good, followed by the respondent's neighborhood (86%) and shopping and commercial areas (84%). Street medians and sidewalk areas were somewhat less likely to be viewed as favorably, with 74% 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 _____? Would you say it is excellent, good, fair, poor or very poor?*

FIGURE 11 RATING THE APPEARANCE OF GLENDORA



POLICY QUESTIONS & PRIORITIES

After assessing residents' opinions about aesthetic qualities of the City, the survey next turned to topics of more an economic and budgetary nature—namely, redevelopment, and project and program spending priorities.

ECONOMIC REDEVELOPMENT One of the challenges for any City is to create sustainable economic development and redevelopment initiatives that will support the tax base required for current and future needs. Naturally, the success and sustainability of future commercial and industrial economic initiatives depends in part on community awareness of and support for such revitalization efforts in the community. The next three questions of the survey addressed the topic of redevelopment, the City's role in this effort, and proposed areas of the City in need of improvement.

The first question in the series provided respondents with a brief introduction to the topic of redevelopment, then asked if they generally favored or opposed redeveloping older, outdated commercial areas of the City. As shown in Figure 12, a solid majority (70%) of respondents were in favor of commercial redevelopment in the City. Fifteen percent (15%) were in opposition, 13% said it depends on the specifics of the redevelopment project, and 3% were unsure.

Question 9 *The City of Glendora is considering working with property owners to redevelop older, outdated commercial areas of the City to improve the infrastructure and appearance of the areas, as well as make them pedestrian friendly. In general, do you favor or oppose redeveloping older, outdated commercial areas in the city?*

FIGURE 12 OPINION OF REDEVELOPMENT

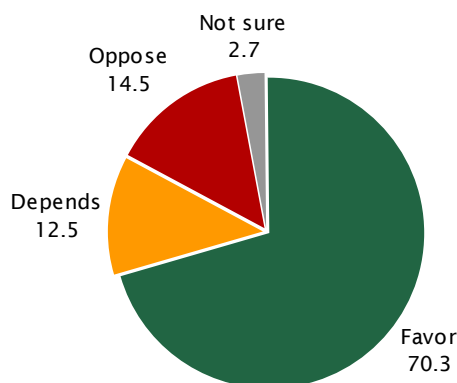
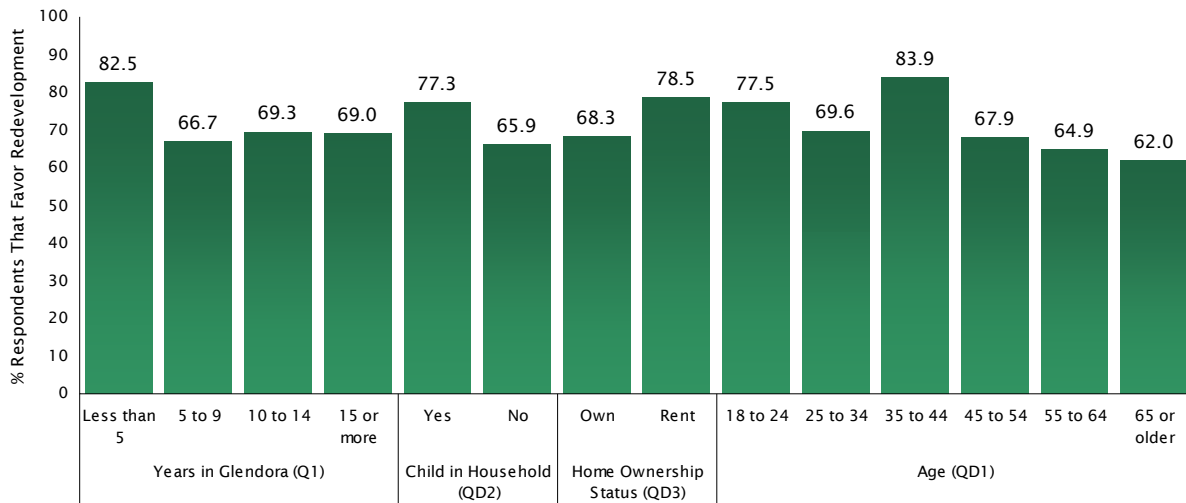


Figure 13 on the next page shows the percentage of respondents that favor economic redevelopment by a variety of demographic subgroups. Support for redevelopment was highest among residents who had lived in the City fewer than 5 years, those with a child in the home, renters, and younger residents.

FIGURE 13 OPINION OF REDEVELOPMENT BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD, HOME OWNERSHIP STATUS & AGE



Respondents who did not initially favor redeveloping older commercial areas in the City (Question 9) received Question 10, which informed them that redevelopment would help improve the local economy and increase the City’s tax base, and then asked their position on redevelopment again. Figure 14 combines the results of the two questions, and we see that when presented with this information an additional 8% of respondents who initially opposed or said it depends on the details of the project turned to support redevelopment. Fourteen percent (14%) continued to oppose redevelopment, and 6% said their position on the topic depends on further details.

Question 10 *In addition to improving the appearance of outdated commercial centers, redevelopment would help improve the local economy and increase the City's tax base. Knowing this, would you favor or oppose redeveloping older commercial areas in the City?*

FIGURE 14 INFORMED OPINION OF REDEVELOPMENT

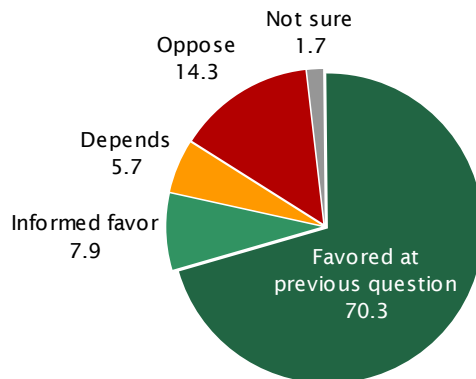
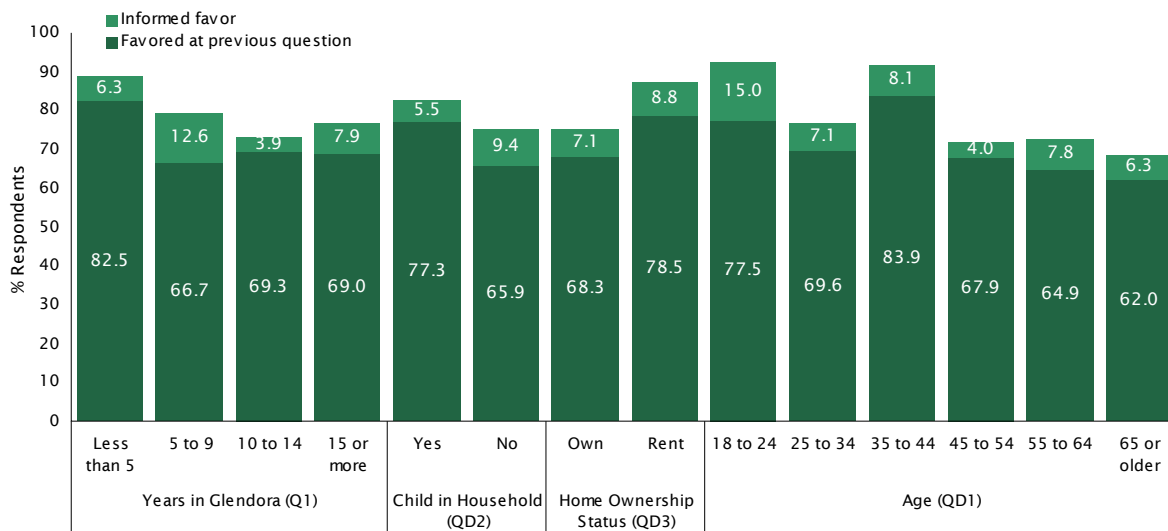


Figure 15 presents the percentage of respondents that initially favored economic redevelopment, as well as those who favored after receiving additional information, by a variety of demographic subgroups. Support for redevelopment increased among all subgroups, although the general patterns of support found in the previous question were largely the same here.

FIGURE 15 INFORMED OPINION OF REDEVELOPMENT BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD, HOME OWNERSHIP STATUS & AGE



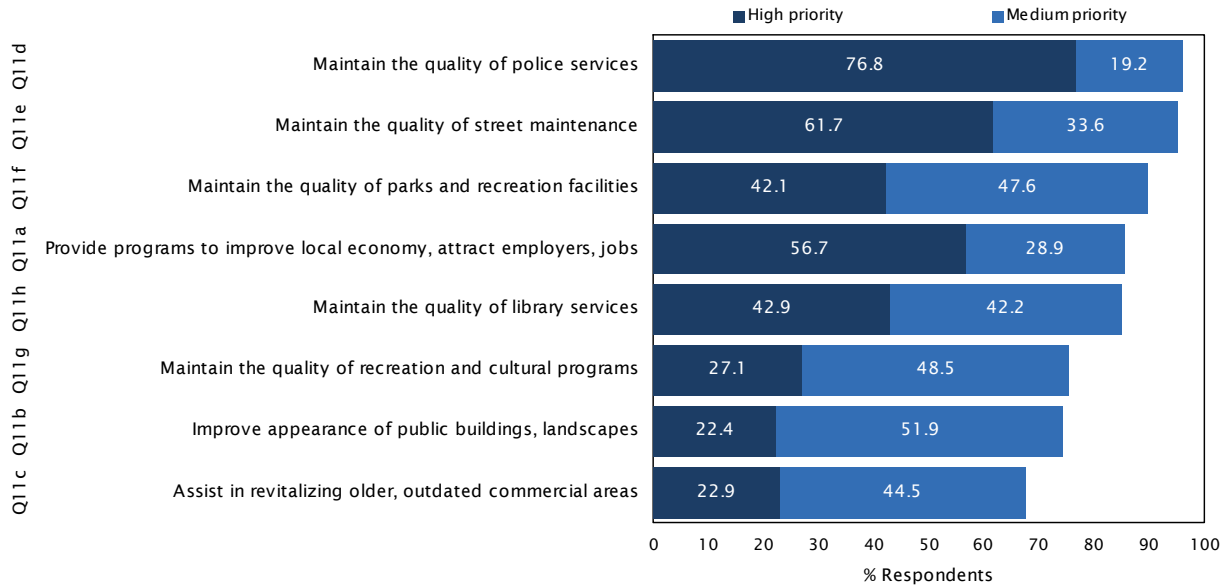
SPENDING PRIORITIES It is often the case that residents’ desires for public facilities and programs exceed a city’s financial resources. In such cases, a city must prioritize projects and programs based upon a variety of factors, including the preferences and needs of residents.

Question 11 was designed to provide Glendora with a reliable measure of how residents, as a whole, prioritize a variety of projects and programs 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* of the projects and programs that may be desired by residents, respondents were asked whether each project or program shown in Figure 16 (on the next page) 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 16 from high to low based on the percentage of respondents who indicated that an item was *at least* a medium priority for future city spending. Among the projects and programs tested, maintaining the quality of police services was assigned the highest priority (96% high or medium priority), followed by maintaining the quality of street maintenance (95%), maintaining the quality of parks and recreation facilities (90%), providing programs to improve the local economy and attract new employers and jobs to Glendora (86%), and maintaining the quality of library services (85%).

Question 11 *The City of Glendora has limited financial resources to provide some of the projects and programs desired by residents. Because it cannot 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 16 PROJECT & PROGRAM PRIORITIES



For the interested reader, Table 4 provides the percentage of respondents who considered a project or program a *high priority* by their length of residence and age.

TABLE 4 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	84.4	80.3	77.9	73.0	67.5	75.0	75.8	75.4	81.8	83.5
Maintain the quality of street maintenance	63.7	66.4	62.0	59.2	57.5	55.4	72.6	62.9	58.4	62.0
Provide programs to improve local economy, attract employers, jobs	60.2	53.1	55.2	57.2	67.5	50.0	61.3	48.8	63.6	49.4
Maintain the quality of library services	40.0	44.5	39.6	44.5	32.5	30.4	51.6	41.5	39.0	55.7
Maintain the quality of parks and recreation facilities	46.6	39.5	52.1	39.8	45.0	39.3	56.5	36.8	44.2	35.4
Maintain the quality of recreation and cultural programs	25.8	32.0	22.4	27.3	30.0	19.6	29.0	25.8	24.7	32.9
Assist in revitalizing older, outdated commercial areas	17.8	19.5	21.8	26.0	20.0	19.6	25.8	21.7	26.0	24.1
Improve appearance of public buildings, landscapes	20.0	20.6	25.9	23.1	35.0	21.4	21.0	24.4	19.5	19.0

PUBLIC TRUST & SERVICE

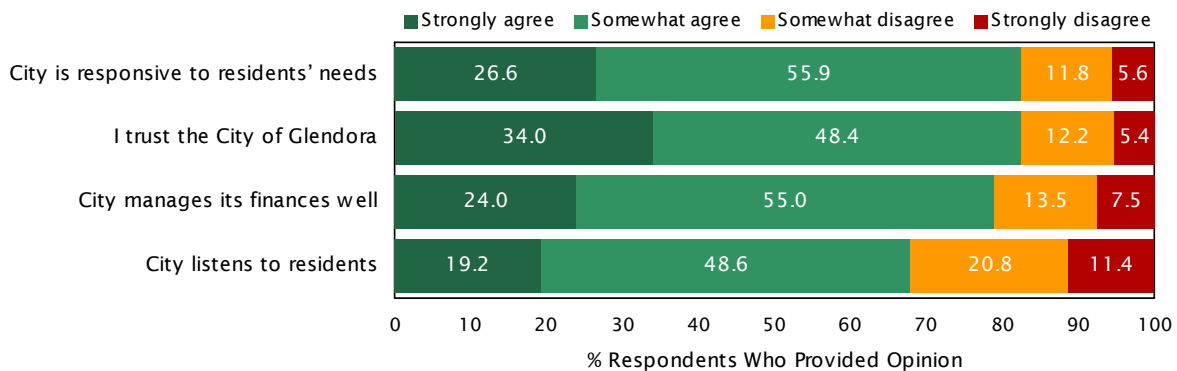
Although much of the survey focused on residents' satisfaction with the City's efforts to provide specific services and opinions of policy-related topics, like other progressive cities Glendora recognizes there is more to good local governance than simply providing satisfactory services. Do residents 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 four statements shown in truncated form on the left of Figure 12, respondents were asked whether they agreed or disagreed with the statement, or if they had no opinion. The percentages shown are among those who provided an opinion.

Overall, 83% of residents agreed that the City is responsive to residents' needs, 82% said that they trust the City of Glendora, and 79% agreed that the City manages its finances well. Residents were somewhat less in agreement that the City listens to residents when making important decisions (68%).

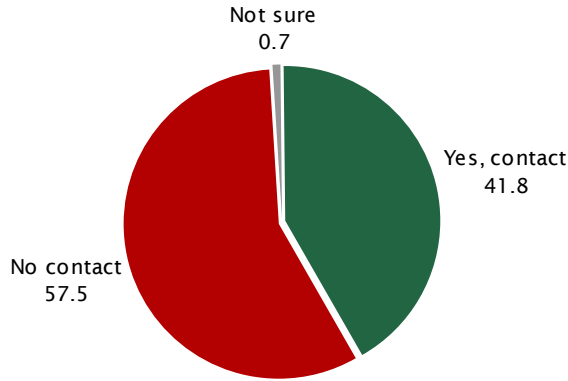
Question 12 *Next, I'm going to read you a series of statements about the City of Glendora. For each, I'd like you to tell me whether you agree or disagree with the statement.*

FIGURE 17 AGREEMENT WITH STATEMENTS ABOUT GLENDORA AMONG THOSE WITH OPINION



CITY STAFF The next question in this series asked if the respondent had been in contact with City of Glendora staff in the 12 months prior to the interview. As shown in Figure 18, 42% of respondents indicated they had been in contact with staff in the past 12 months.

FIGURE 18 CONTACT WITH STAFF IN PAST 12 MONTHS



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

For the interested reader, figures 19 and 20 display the percentage of respondents in contact with City staff across a variety of demographic sub-groups.

FIGURE 19 CONTACT WITH STAFF IN PAST 12 MONTHS BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD & AGE

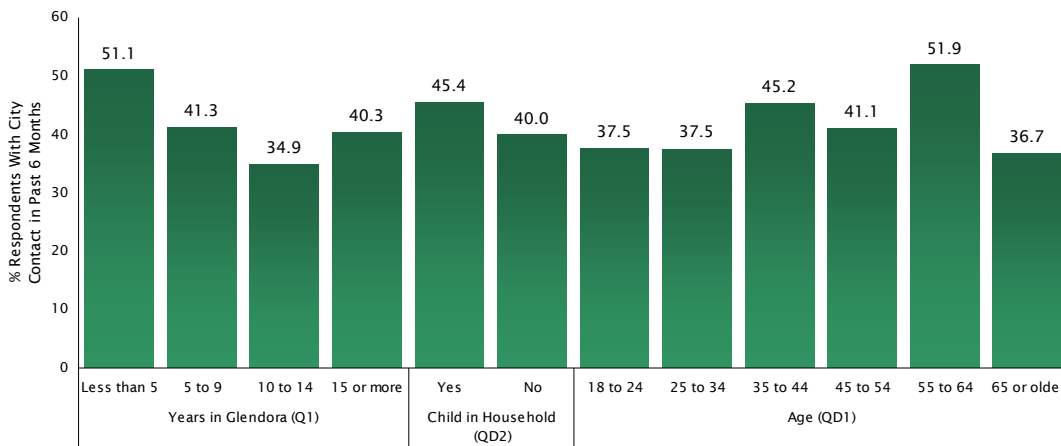
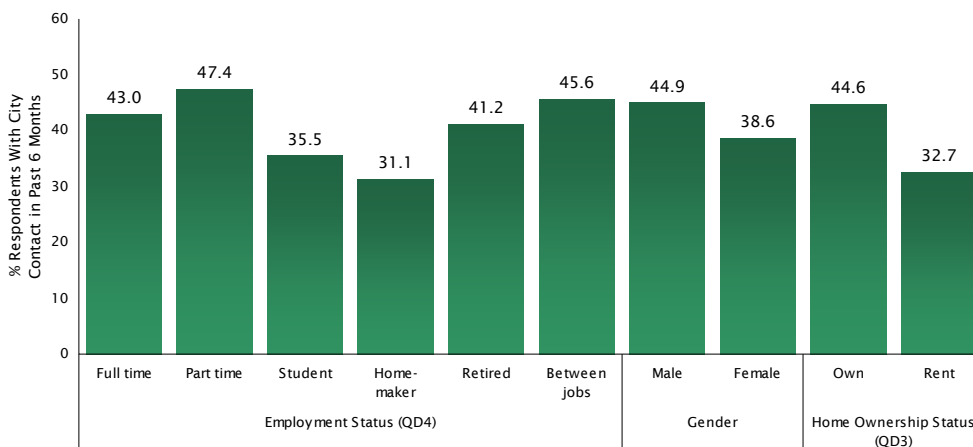


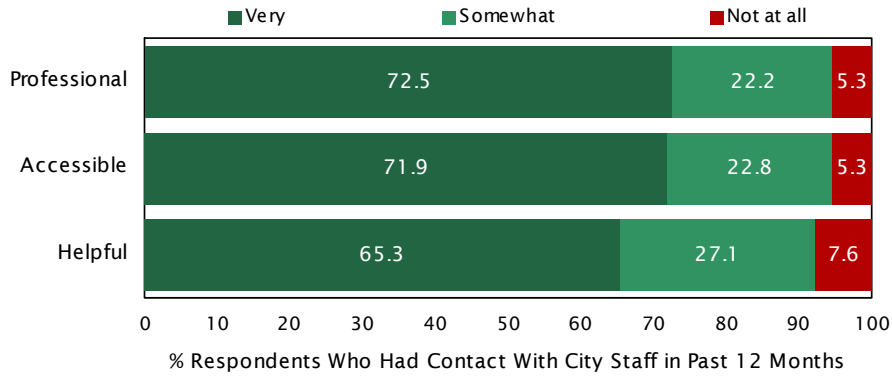
FIGURE 20 CONTACT WITH STAFF IN PAST 12 MONTHS BY EMPLOYMENT STATUS, GENDER & HOME OWNERSHIP STATUS



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 (95%), accessible (95%), and helpful (92%).

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

FIGURE 21 OPINION OF STAFF

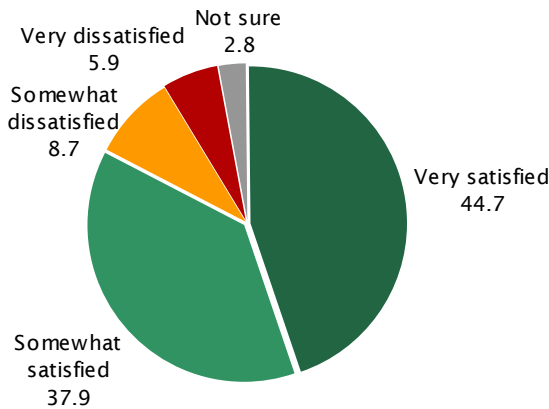


COMMUNICATION & E-GOVERNMENT

The importance of City-resident communication 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 citizens’ concerns, perceptions, and needs. In this section of the report, we present the results of a variety of communication-related questions.

OVERALL SATISFACTION Question 15 of the survey asked residents to report their satisfaction with city-resident communication in the City of Glendora. Overall, 83% of respondents indicated they were satisfied with City’s efforts to communicate with residents through newsletters, the Internet, and other means. The remaining respondents were either dissatisfied with the City’s efforts in this respect (15%) or unsure of their opinion (3%).

FIGURE 22 SATISFACTION WITH COMMUNICATION



Question 15 Overall, are you satisfied or dissatisfied with the City’s efforts to communicate with residents through newsletters, the Internet, and other means?

The next two figures display how overall satisfaction with the City’s efforts to communicate with residents varied by length of residence, presence of a child in the home, home ownership status, gender, age, and employment status. Satisfaction was highest among newer residents, renters, female respondents, older residents, and those retired.

FIGURE 23 SATISFACTION WITH COMMUNICATION BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD, HOME OWNERSHIP STATUS & GENDER

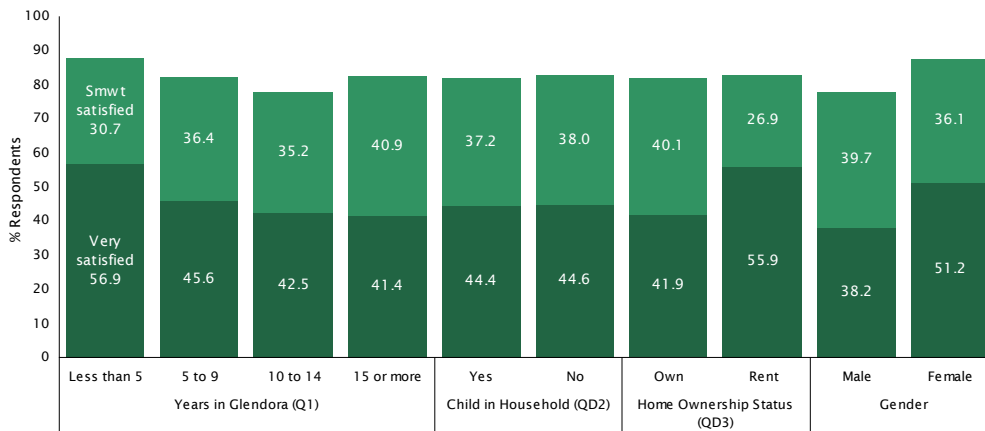
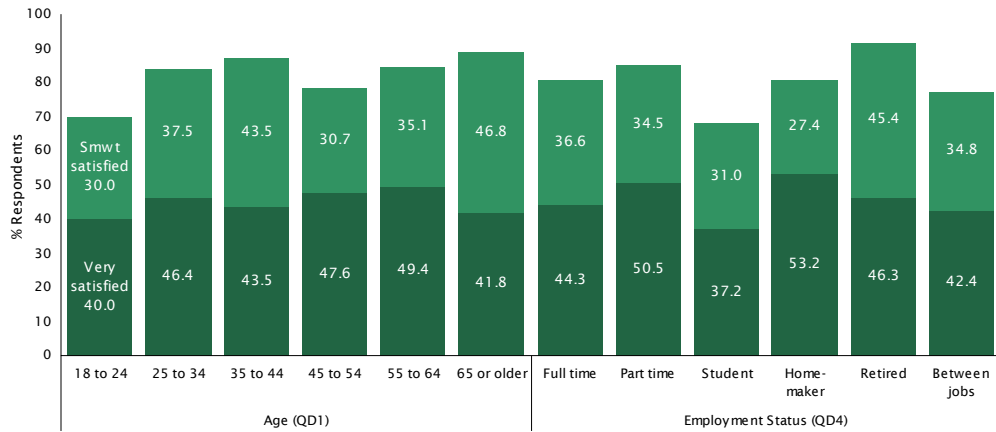
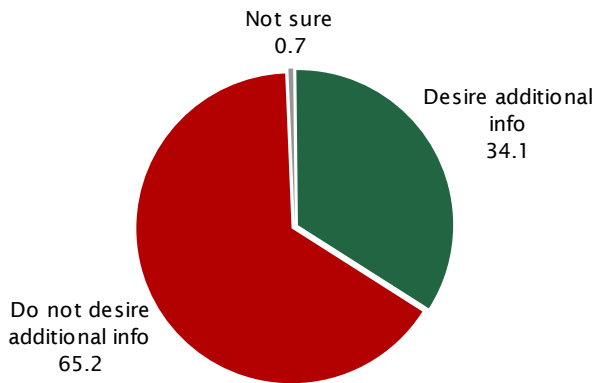


FIGURE 24 SATISFACTION WITH COMMUNICATION BY AGE & EMPLOYMENT STATUS



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 25 below, approximately one-third (34%) of residents answered Question 16 in the affirmative.

FIGURE 25 DESIRE ADDITIONAL INFO FROM CITY



Question 16 *Is there a particular topic or issue that you'd like to receive more information about from the City?*

Figures 26 and 27 show how desire for additional information differed by a variety of subgroups. Respondents who are dissatisfied with communication overall were the most likely individuals to desire additional information from the City.

FIGURE 26 DESIRE ADDITIONAL INFO FROM CITY BY YEARS IN GLENDORA & SATISFACTION WITH COMMUNICATION

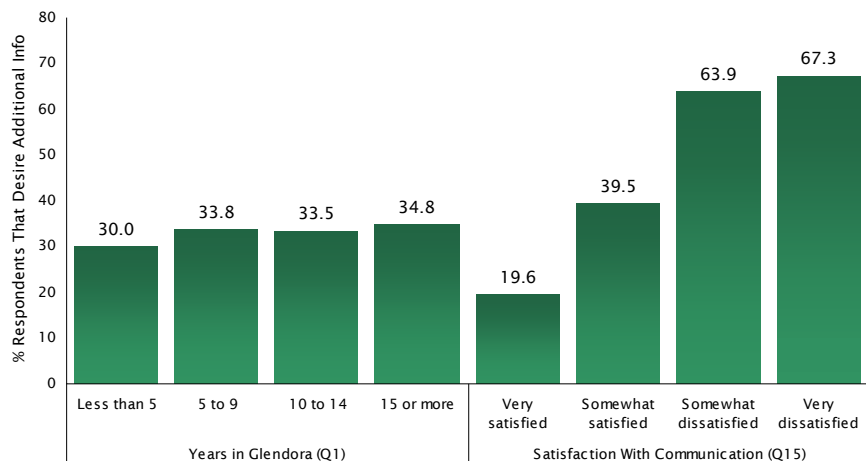
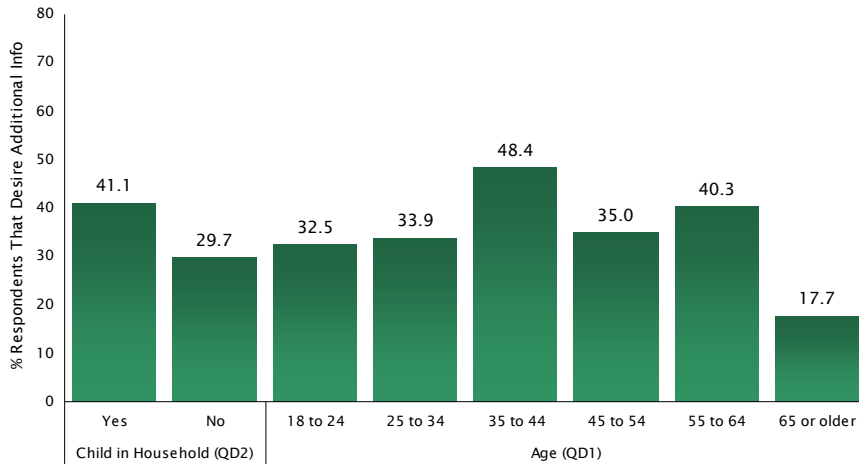


FIGURE 27 DESIRE ADDITIONAL INFO FROM CITY BY CHILD IN HOUSEHOLD & AGE

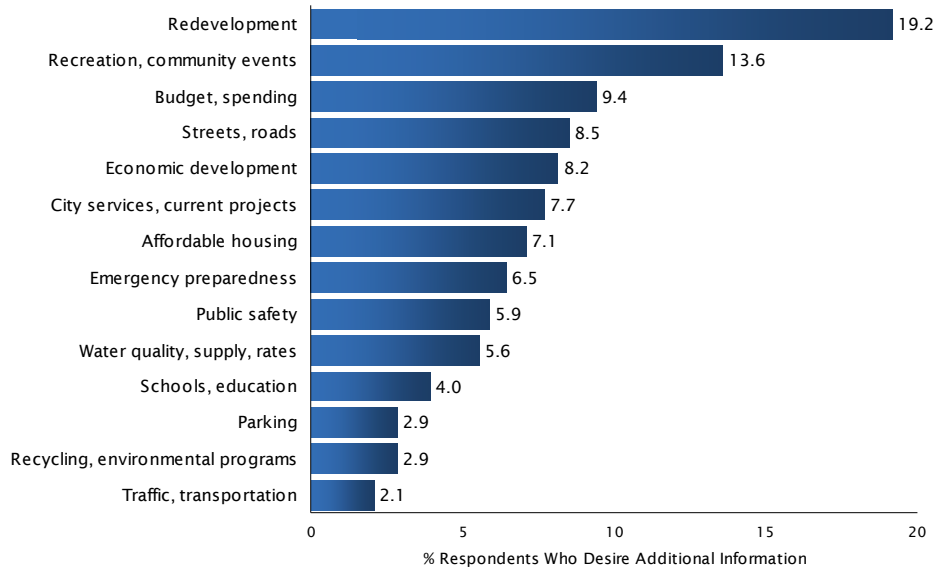


Respondents who expressed interest in receiving additional information were asked to describe the topic in which they were interested. This question (Question 17) was posed in an open-ended manner, allowing respondents to mention any topic that came to mind. The verbatim responses were reviewed by True North and grouped into the categories shown on the next page in Figure 28. Respondents were allowed to mention up to three issues, so the percentage results shown in the figure indicate the percentage of respondents who mentioned each topic.

Information about redevelopment plans was the most commonly mentioned topic of interest in response to Question 17 (19%), followed by recreation and community events (14%), the City’s budget and spending priorities (9%), street and road maintenance and construction updates (9%), and economic development efforts (8%).

Question 17 *Please briefly describe the topic [you’d like to receive more information about from the City].*

FIGURE 28 ADDITIONAL INFORMATION TOPICS DESIRED



SOURCES OF INFORMATION To help the City identify the most effective means of communicating with residents, it is helpful to understand what information sources they currently rely on for this type of information. In an open-ended manner, residents were asked to list the information sources they typically use to find out about City of Glendora news, events, and programs. Because respondents were allowed to provide up to three sources, the percentages shown in Figure 29 below represent the percentage of residents who mentioned a particular source, and thus sum to more than 100.

The most frequently cited source for City-related information was the City’s newsletter, mentioned by 37% of respondents. The newsletter was followed by the Internet in general (23%), the San Gabriel Valley Tribune (16%), the City’s website (15%), and direct mail such as postcards, letters, flyers, or brochures. No other sources were mentioned by at least 10% of respondents. For the interested reader, Table 5 displays the most frequently-cited sources of City-related information according to the respondent’s length of residence and age.

Question 18 *What information sources do you use to find out about City of Glendora news, events, and programs?*

FIGURE 29 CITY INFORMATION SOURCES

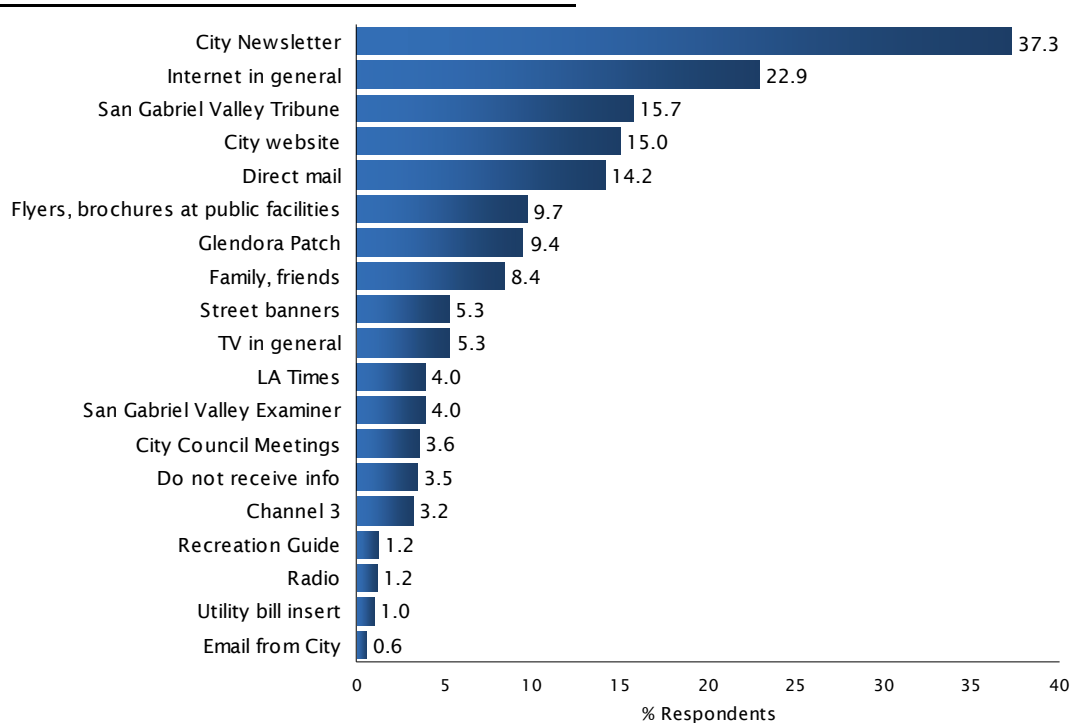
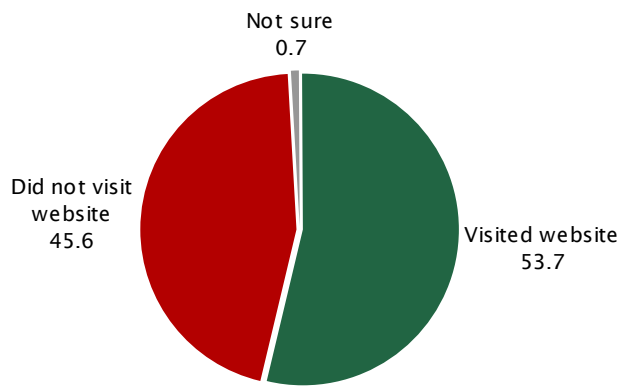


TABLE 5 TOP CITY INFORMATION SOURCES BY YEARS IN GLENDORA & AGE

	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	45.5	35.6	29.5	37.8	20.0	19.6	46.8	41.0	45.5	36.7
Internet in general	24.4	24.2	26.1	21.6	30.0	26.8	33.9	17.6	20.8	15.2
San Gabriel Valley Tribune	8.6	14.3	13.3	19.0	7.5	7.1	14.5	20.3	18.2	20.3
City website	19.8	13.9	8.0	15.3	15.0	26.8	16.1	20.6	11.7	5.1
Direct mail	17.9	17.5	9.6	13.3	5.0	16.1	14.5	8.4	18.2	19.0
Flyers, brochures at public facilities	12.3	8.4	9.5	9.0	7.5	3.6	8.1	12.4	13.0	10.1
Glendora Patch	13.0	7.7	0.0	11.3	7.5	7.1	12.9	7.9	9.1	11.4
Family, friends	5.5	3.9	7.6	11.0	10.0	5.4	8.1	1.4	14.3	11.4
Street banners	1.6	8.5	1.8	6.2	2.5	12.5	1.6	2.5	9.1	3.8
TV in general	2.0	3.2	3.9	7.3	10.0	1.8	3.2	1.4	5.2	11.4
LA Times	2.0	3.1	5.7	4.4	7.5	1.8	0.0	1.4	5.2	8.9
San Gabriel Valley Examiner	3.5	3.2	5.9	3.9	2.5	1.8	4.8	5.4	2.6	6.3

CITY WEBSITE Respondents were next asked a series of questions about the City’s website. The first (Question 19) simply asked whether or not the respondent had visited the City of Glendora’s website in the past 12 months. As shown in Figure 30, more than half (54%) of residents indicated that they had visited the site during this period. Moreover, recent use of the City’s website was strongly related to length of residence, presence of a child in the home, and respondent age (see figures 31 and 32).

FIGURE 30 CITY WEBSITE VISIT IN PAST 12 MONTHS



Question 19 *In the past 12 months, have you visited the City's website?*

FIGURE 31 CITY WEBSITE VISIT IN PAST 12 MONTHS BY YEARS IN GLENDORA, SATISFACTION WITH COMMUNICATION

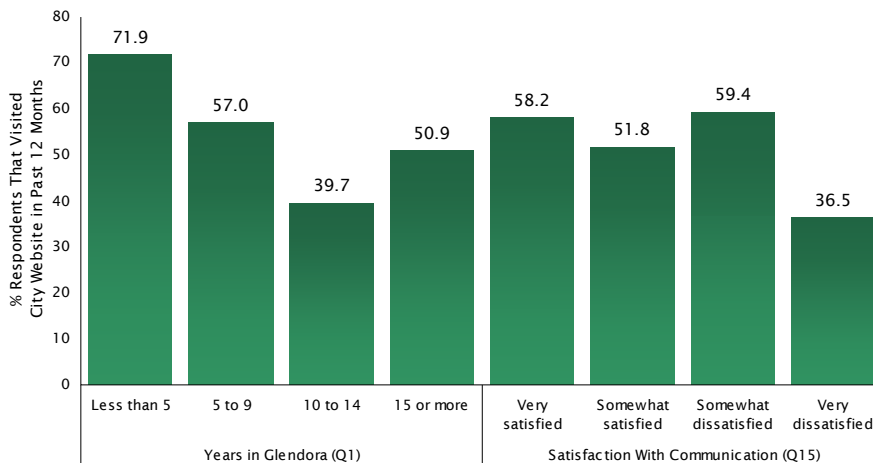
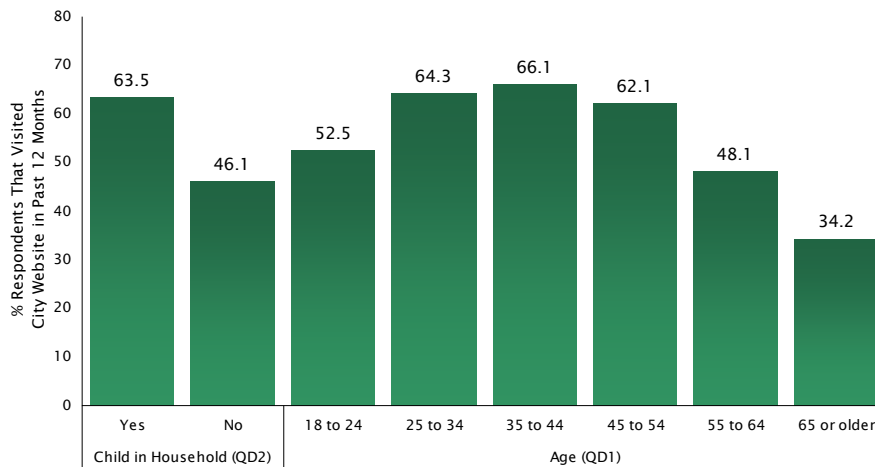


FIGURE 32 CITY WEBSITE VISIT IN PAST 12 MONTHS BY CHILD IN HOUSEHOLD & AGE



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 33, approximately three-quarters (76%) of residents who had visited the City’s website rated the overall quality as excellent (20%) or good (56%). The variety of content and resources (73%) and the ability for the respondent to find what he or she was looking for (72%) received similar ratings.

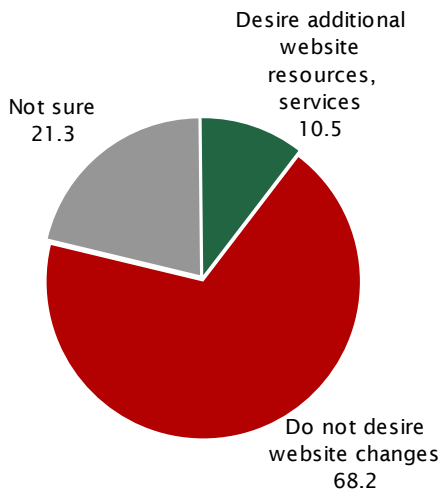
Question 20 Overall, how would you rate: _____? Would you say it is excellent, good, fair, poor, or very poor?

FIGURE 33 RATING ASPECTS OF CITY WEBSITE



Question 21 *Is there a particular resource or service that you would like the City to offer on its website that it currently does not?*

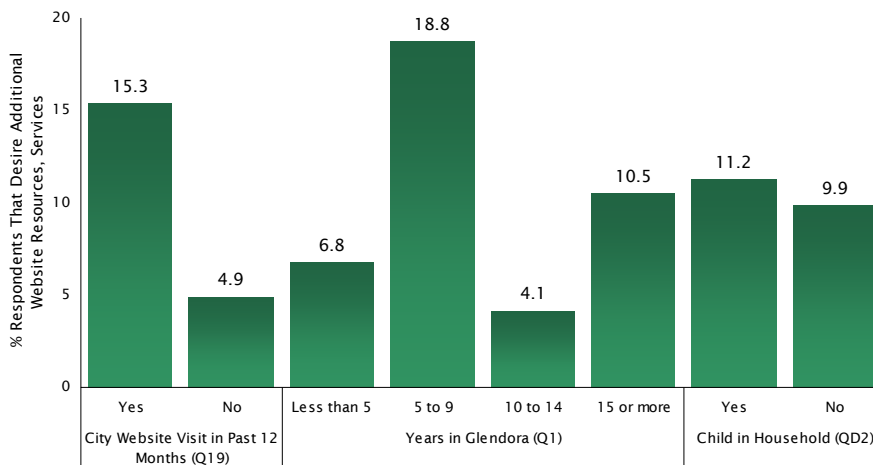
FIGURE 34 DESIRE IMPROVEMENTS TO CITY WEBSITE



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 on the City’s website. As shown in Figure 34, 11% of residents surveyed responded in the affirmative.

Respondents who had recently visited the website and those who had lived in the City for between 5 and 9 years were the most likely subgroups to desire additional resources and services on the website (see Figure 35 below).

FIGURE 35 DESIRE IMPROVEMENTS TO CITY WEBSITE BY CITY WEBSITE VISIT IN PAST 12 MONTHS, YEARS IN GLENDORA & CHILD IN HOUSEHOLD

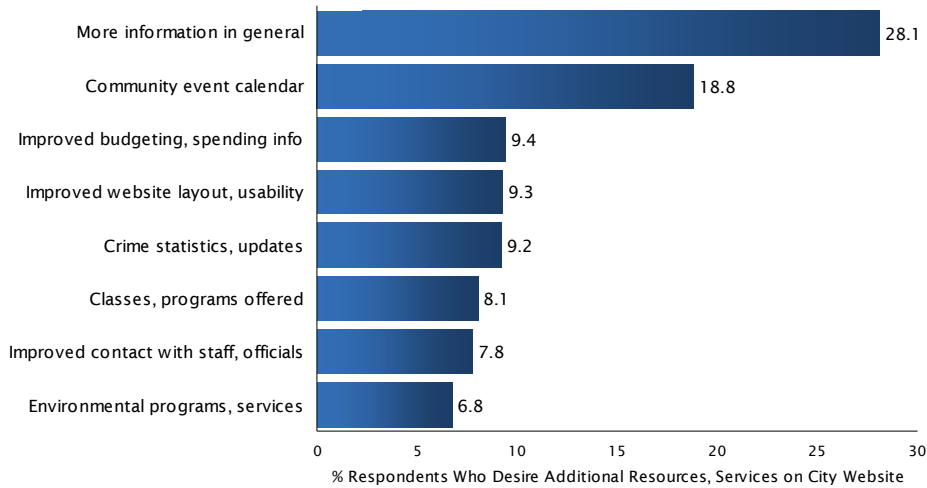


Those who expressed a desire for additional website resources and services were asked to describe the improvement they would most like to see. This question (Question 22) was posed in an open-ended manner, allowing respondents to mention any improvement that came to mind. Although relatively few respondents ($n = 42$) desired website improvements and thus received this question, their verbatim responses were reviewed by True North and grouped into the categories shown on the next page in Figure 36.

A request for more information and resources in general was the most common request, mentioned by 28% of those who received the question. A community events calendar was also a popular mention, cited by 19% of those who desired improvements. No other improvements were mentioned by more than 10% of respondents.

Question 22 Please briefly describe the improvement you would like to see most.

FIGURE 36 CITY WEBSITE IMPROVEMENTS DESIRED



COMMUNICATION PREFERENCES The final communication-related question presented respondents the methods shown to the left of Figure 37 and asked whether each would be an effective way for the City to communicate with them. Overall, respondents indicated that post-cards, letters, and newsletters mailed to the home (i.e., direct mail) was the most effective method (85% very or somewhat effective), followed by the City’s website (78%), and townhall meetings (72%). Roughly half of all Glendora residents indicated that social media like Facebook or Twitter (49%) or a City blog (52%) were effective means of communicating with them.

Question 23 As I read the following ways that the City of Glendora can communicate with residents, I'd like to know if you think they would be a very effective, somewhat effective, or not an effective way for the City to communicate with you.

FIGURE 37 EFFECTIVENESS OF COMMUNICATION METHODS

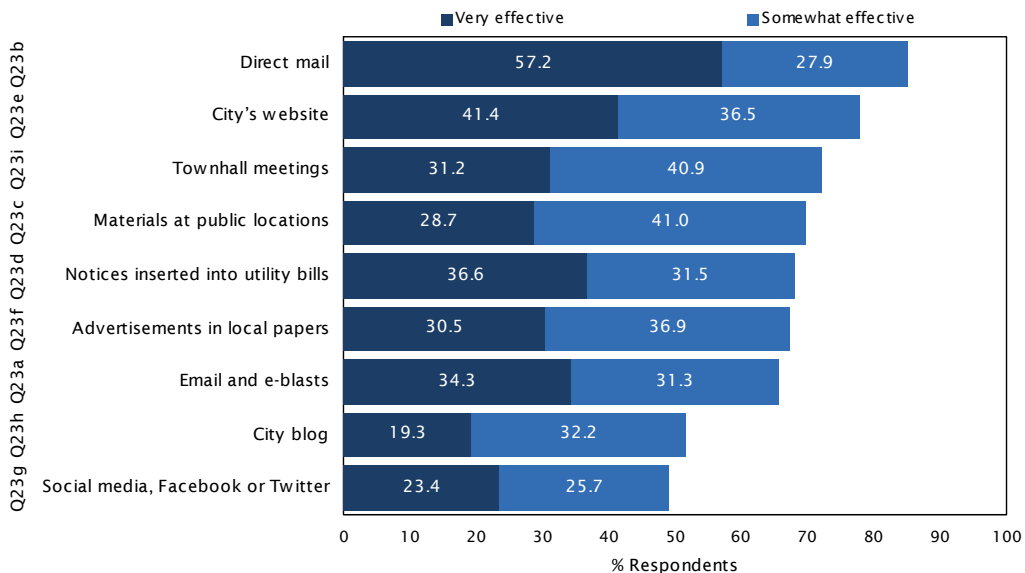


Table 6 shows how the perceived effectiveness of the communication methods varied by respondent length of residence and age.

TABLE 6 EFFECTIVENESS OF COMMUNICATION METHODS BY YEARS IN GLENDORA & AGE (SHOWING % VERY EFFECTIVE)

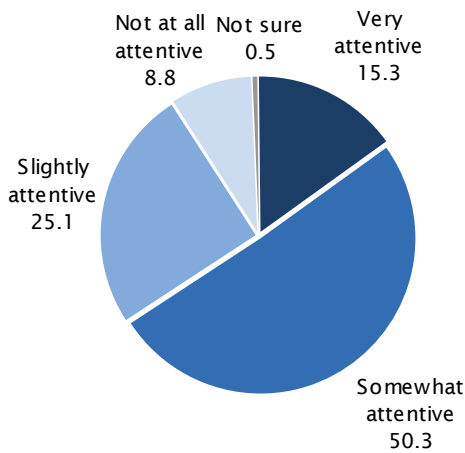
	Years in Glendora (Q1)				Age (QD1)					
	Less than 5	5 to 9	10 to 14	15 or more	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Direct mail	71.1	49.1	49.8	58.3	50.0	58.9	59.7	48.3	71.4	50.6
City's website	41.6	50.1	48.4	36.2	52.5	55.4	54.8	38.4	40.3	17.7
Notices inserted into utility bills	39.2	32.3	39.0	36.0	37.5	32.1	35.5	30.7	51.9	32.9
Email and e-blasts	48.2	43.2	39.3	26.1	52.5	51.8	38.7	27.3	35.1	13.9
Townhall meetings	32.4	35.3	23.7	31.2	25.0	25.0	37.1	32.5	36.4	27.8
Advertisements in local papers	26.5	35.9	29.5	29.9	37.5	30.4	25.8	26.4	32.5	31.6
Materials at public locations	40.4	23.2	32.0	26.3	35.0	33.9	30.6	28.2	28.6	21.5
Social media, Facebook or Twitter	18.8	44.7	27.6	16.6	60.0	33.9	25.8	18.1	14.3	5.1
City blog	12.7	34.9	18.5	16.1	27.5	21.4	22.6	20.8	16.9	8.9

CIVIC ENGAGEMENT & VOLUNTEERING

The final section of the survey asked residents about their interest and involvement in the community and local government affairs.

ATTENTION PAID TO LOCAL GOVERNMENT The first question in this series asked respondents to rate how attentive they are to the issues, decisions, and activities of the City of Glendora using a scale of very attentive, somewhat attentive, slightly attentive, or not at all attentive. Overall, 15% of respondents claimed they are very attentive to matters of local government, 50% somewhat attentive, and 25% slightly attentive. Another 9% of respondents said they do not pay any attention to the activities of the City of Glendora (see Figure 38).

FIGURE 38 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES



Question 24 *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?*

Below, the next two figures display how attentiveness to local government differs across a variety of demographic subgroups. Long time residents, home owners, and older residents were generally more likely than their counterparts to pay attention to issues, decisions, and activities in the City.

FIGURE 39 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY YEARS IN GLENDORA, CONTACT WITH CITY IN PAST 12 MONTHS, CITY WEBSITE VISIT IN PAST 12 MONTHS & CHILD IN HOUSEHOLD

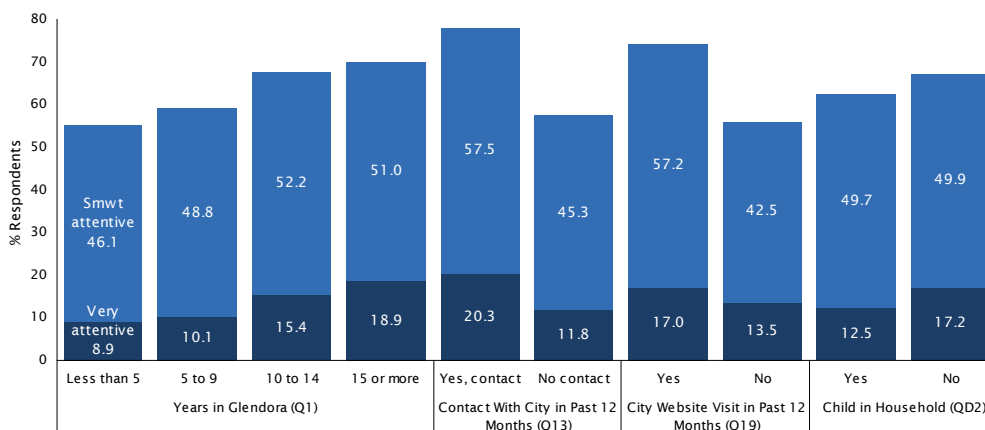
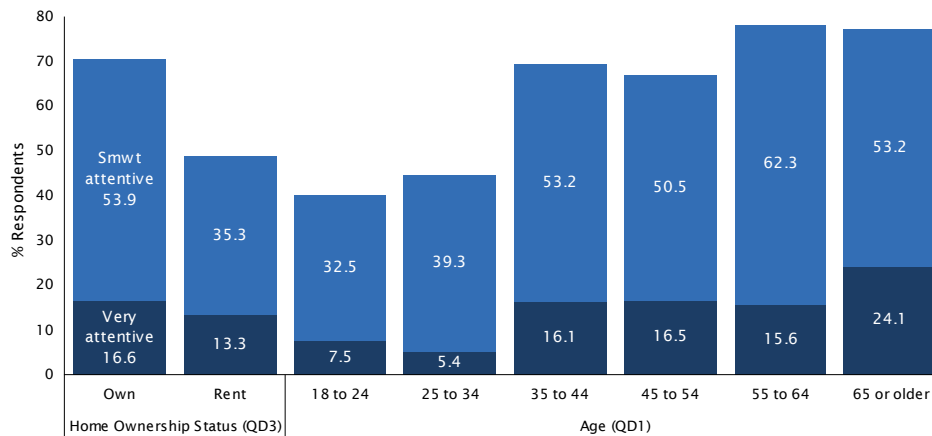
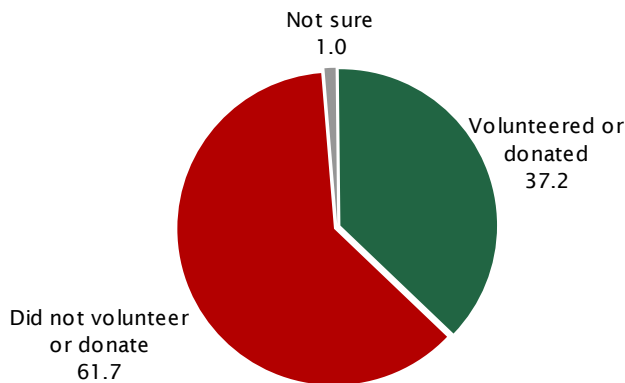


FIGURE 40 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY HOME OWNERSHIP STATUS & AGE



CIVIC ENGAGEMENT Civic engagement can take a variety of forms—from electoral participation to organizational involvement and individual volunteerism. The final four substantive questions of the survey focused on the latter of these forms, asking residents about their past and possible future volunteering efforts for community causes in the City of Glendora. The first of these questions asked if, in the past six months, the respondent had volunteered time or resources to a civic or community cause. More than one-third (37%) of respondents indicated that they had volunteered or donated to a civic or community cause in the past six months (see Figure 41).

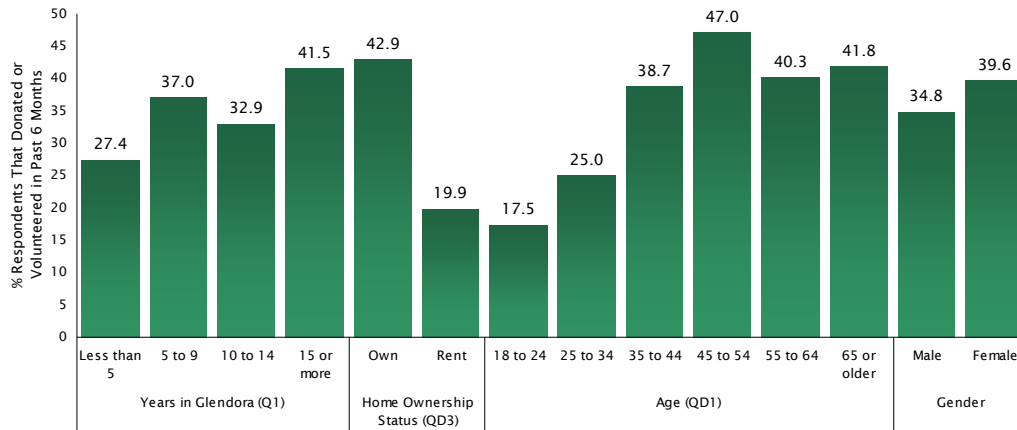
FIGURE 41 VOLUNTEERED, DONATED TO COMMUNITY CAUSE IN PAST 6 MONTHS



Question 25 *In the past six months, have you volunteered or donated to a civic or community cause in Glendora?*

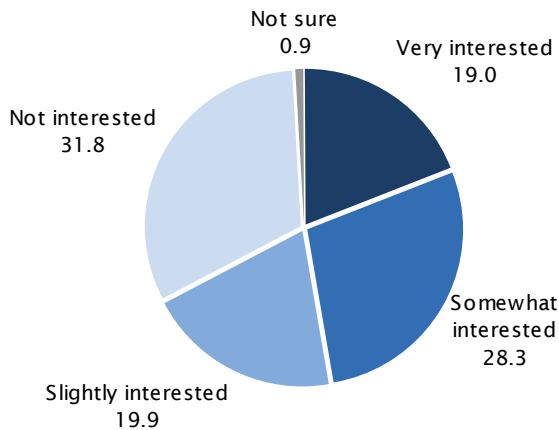
Figure 41 on the next page presents the responses to Question 25 by length of residence, home ownership status, respondent age, and gender.

FIGURE 42 VOLUNTEERED, DONATED TO COMMUNITY CAUSE IN PAST 6 MONTHS BY YEARS IN GLENDORA, HOME OWNERSHIP STATUS, AGE & GENDER



All respondents were next asked how interested they would be in volunteering for a civic or community cause in the next six months. As shown in Figure 43 below, almost one-fifth (19%) of respondents indicated they were very interested in volunteering, and 28% were somewhat interested. Roughly half (52%) of respondents were either slightly (20%) or not at all interested (32%).

FIGURE 43 INTEREST IN VOLUNTEERING FOR COMMUNITY CAUSE



Question 26 *In the next six months, how interested would you be in volunteering to assist with a civic or community cause in Glendora? Are you very interested, somewhat interested, slightly interested, or not interested?*

Figures 44 and 45 on the next page display the percentage of respondents who were very or somewhat interested in volunteering by a variety of demographic variables. More than one-third of all subgroups were at least somewhat interested, with those who had recently volunteered being the most likely to express interest in future volunteering.

FIGURE 44 INTEREST IN VOLUNTEERING FOR COMMUNITY CAUSE BY YEARS IN GLENDORA, HOME OWNERSHIP STATUS & VOLUNTEERED, DONATED IN PAST 6 MONTHS

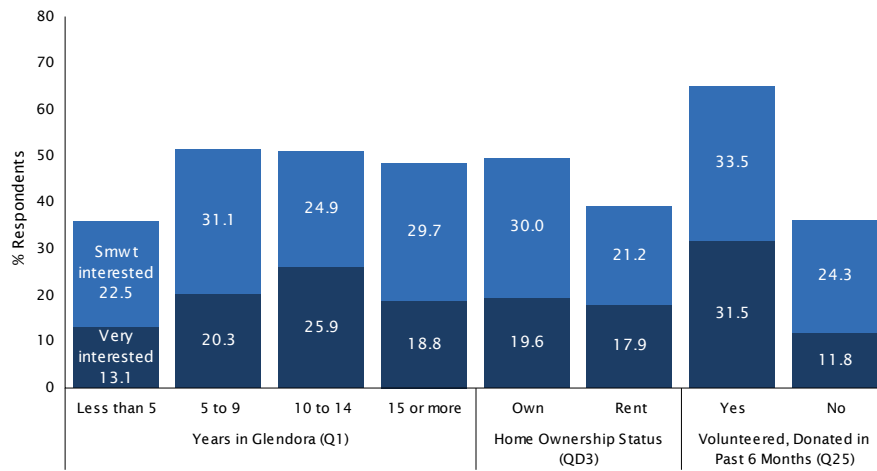
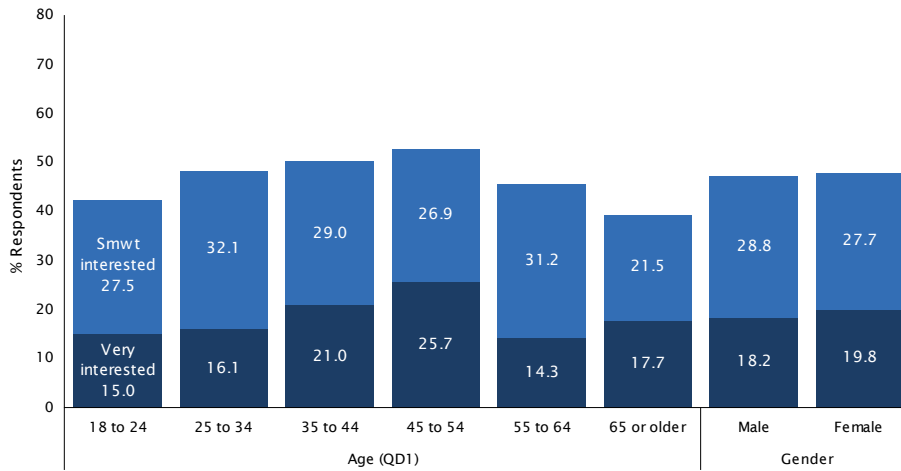
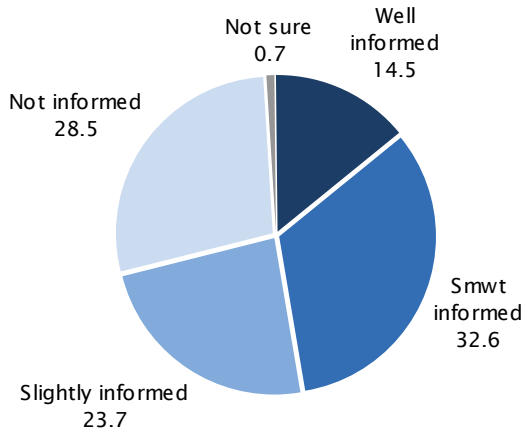


FIGURE 45 INTEREST IN VOLUNTEERING FOR COMMUNITY CAUSE BY AGE & GENDER



Unless a respondent indicated they had no interest in volunteering in Question 26, they received Question 27, which asked how informed they feel about volunteering opportunities in the City. As shown in Figure 46, only 15% of respondents said they felt well informed, and another third (33%) said they were somewhat informed. More than half (52%), however, were either slightly (24%) or not at all informed (29%) about the different volunteering opportunities that exist in Glendora.

FIGURE 46 HOW INFORMED ABOUT VOLUNTEERING OPPORTUNITIES



Question 27 *How informed do you feel about the different opportunities that exist in the City for volunteering? Would you say you feel well-informed, somewhat informed, slightly informed, or not informed?*

Below, the next two figures display the responses to Question 27 by length of residence, interest in volunteering, and respondent age. Those over the age of 65 and those very interested in volunteering were the most likely to be informed, although a considerable portion of even these groups felt less than somewhat informed.

Table 7 on the next page provides the most effective methods of communication, as identified previously in Question 23, according to how informed the respondent felt about volunteering efforts.

FIGURE 47 HOW INFORMED ABOUT VOLUNTEERING OPPORTUNITIES BY YEARS IN GLENDORA & INTEREST IN VOLUNTEERING

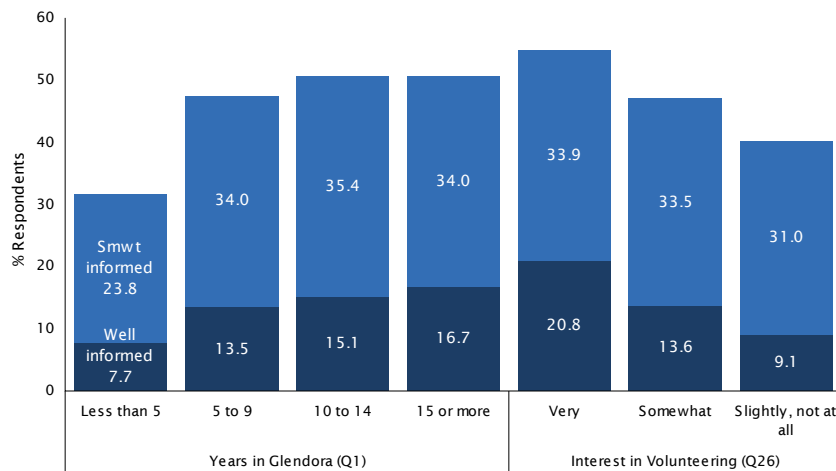


FIGURE 48 HOW INFORMED ABOUT VOLUNTEERING OPPORTUNITIES BY AGE

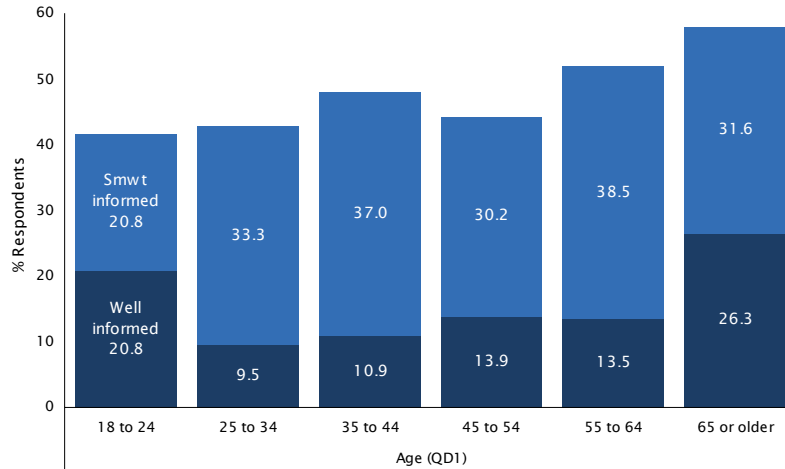
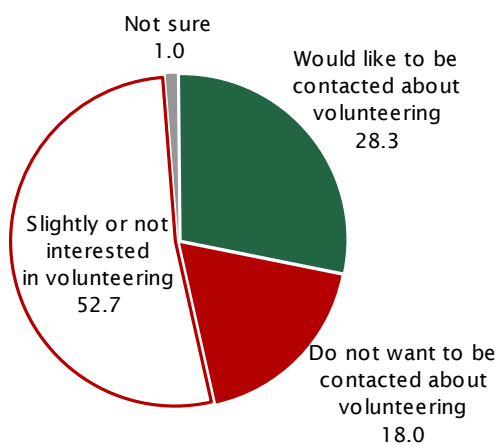


TABLE 7 EFFECTIVENESS OF COMMUNICATION METHODS BY HOW INFORMED ABOUT VOLUNTEERING OPPORTUNITIES

	How Informed About Volunteering Opportunities (Q27)			
	Well	Somewhat	Slightly	Not at all
Direct mail	57.3	61.4	62.6	60.0
City's website	59.8	47.6	44.0	38.9
Notices inserted into utility bills	51.1	32.1	34.2	39.7
Email and e-blasts	40.1	36.6	45.8	38.4
Townhall meetings	52.4	38.9	28.9	27.9
Advertisements in local papers	32.9	35.9	27.0	24.9
Materials at public locations	30.3	32.7	30.2	24.0
Social media, Facebook or Twitter	41.5	28.1	19.9	27.9
City blog	39.9	17.3	20.3	17.3

The final substantive question of the survey asked respondents who were very or somewhat interested in volunteering to assist with a civic or community cause (Question 26) if they would like to be contacted by a staff member to receive information to this effect.

FIGURE 49 INTEREST IN BEING CONTACTED BY STAFF REGARDING VOLUNTEER OPPORTUNITIES



Question 28 *Would you be interested in being contacted by a staff member at the City to receive more information about ways you can volunteer in Glendora?*

Figure 49 combines the findings of Question 26 and Question 28 and shows that 28% of all respondents indicated they would like to be contacted by a staff member at the City regarding ways to volunteer in Glendora. Of the remaining respondents, 18% did not want to be contacted, 53% had little or no interest in volunteering, and 1% were unsure.



M E T H O D O L O G Y

The following sections outline 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 website (Question 14). The questionnaire included with this report (see *Questionnaire & Toplines* on page 47) identifies the skip patterns that were used during the interview to ensure that each respondent received the appropriate questions.

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 also 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.

Although the RDD method is widely used for community surveys, the method also has several known limitations that must be adjusted 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 who indicated that they live inside the City limits of Glendora (SC2) were eligible to participate in the study.

STATISTICAL MARGIN OF ERROR By using an RDD 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.

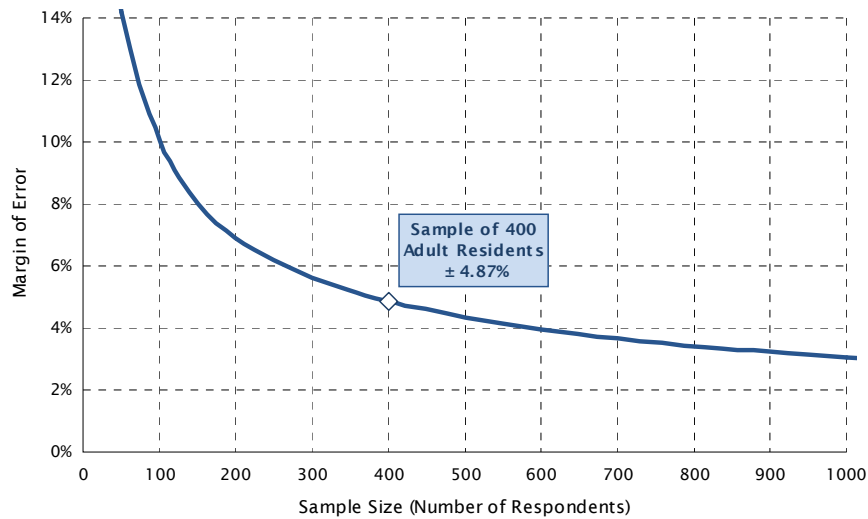
For example, in estimating the percentage of adult residents who have visited the City’s website in the past 12 months (Question 27), the margin of error can be calculated if one knows the size of the population, the size of the sample, a desired confidence level, and the distribution of responses to 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 (0.54 for 54% 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 $\pm 4.86\%$. This means that, with 54% 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 49% and 59%.

Figure 50 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 50 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 50 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 October 26 and November 4, 2011. 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.

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
November 2011

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: It's 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	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	1%
2	1 to 4 years	14%
3	5 to 9 years	17%
4	10 to 14 years	13%
5	15 years or longer	54%
99	Refused	1%

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	51%
	2	Good	43%
	3	Fair	4%
	4	Poor	1%
	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 categories shown below.		
	Safe, low crime rate		26%
	Quiet, peaceful		24%
	Sense of community		22%
	Good schools		20%
	Small town atmosphere		20%
	Friendly people, neighbors		13%
	Convenient layout, easy to get around		13%
	Clean, well-maintained		9%
	Mountains, foothills		8%
	Not much traffic		4%
	Community activities		4%
	Family-oriented		4%
	Shopping opportunities		3%
	Parks		2%
	Weather, climate		2%
	Good City services		2%
	Everything		2%
	Not sure		2%
	Restaurant options		1%
	Good quality of life		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 categories shown below.	
	Not sure, cannot think of anything	16%
	No changes, everything is fine	15%
	Improve streets, roads	6%
	Improve parking	5%
	Improve public safety	5%
	Improve schools, education	5%
	Improve government, leadership	4%
	Provide additional youth, family activities	4%
	Improve environmental efforts	4%
	Attract businesses, jobs	4%
	Improve long-term planning efforts	4%
	Improve street lighting	4%
	Limit growth, development	4%
	Reduce cost of living	3%
	Reduce traffic congestion	3%
	Improve budgeting, spending	3%
	Improve shopping opportunities	2%
	Improve cultural diversity	2%
	Fewer government regulations, restrictions	2%
	Improve dining options	2%
	Provide additional parks, rec facilities	2%
	Reduce taxes, fees	2%
	Provide low cost housing	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	55%
2	Somewhat satisfied	35%
3	Somewhat dissatisfied	4%
4	Very dissatisfied	2%
98	Not sure	4%
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	36%	55%	8%	1%	0%	0%
B	Preparing the City for emergencies	27%	55%	13%	2%	3%	0%
C	Maintaining streets and roads	24%	64%	12%	1%	0%	0%
D	Managing traffic congestion in the city	15%	48%	30%	6%	1%	0%
E	Providing library services	20%	55%	19%	5%	0%	0%
F	Providing trash collection and recycling services	21%	59%	15%	3%	1%	0%
G	Promoting economic development for a healthy business community	23%	47%	22%	6%	2%	0%
H	Managing growth and development	13%	51%	28%	6%	1%	0%
I	Providing programs for youth, adults and seniors	19%	48%	25%	6%	1%	0%
J	Maintaining parks and recreation areas	19%	58%	19%	2%	1%	0%
K	Providing cultural and performing arts	10%	32%	41%	15%	1%	0%
L	Preserving and protecting open space	21%	46%	23%	7%	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.					
Q7		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	74%	19%	3%	2%	2%	0%
B	Prepare the City for emergencies	33%	34%	6%	5%	20%	1%
C	Maintain streets and roads	44%	36%	12%	8%	1%	0%
D	Manage traffic congestion in the city	43%	37%	11%	6%	2%	0%
E	Provide library services	58%	31%	3%	2%	6%	1%
F	Provide trash collection and recycling services	62%	24%	6%	4%	2%	1%
G	Promote economic development for a healthy business community	32%	41%	10%	5%	11%	1%
H	Manage growth and development	31%	44%	9%	5%	9%	1%
I	Provide programs for youth, adults and seniors	52%	34%	4%	2%	7%	1%
J	Maintain parks and recreation areas	59%	33%	2%	1%	5%	0%
K	Provide cultural and performing arts	33%	44%	8%	4%	11%	1%
L	Preserve and protect open space	39%	41%	8%	4%	8%	1%

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.						
Q8		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	41%	49%	9%	1%	0%	0%	0%
B	Your neighborhood	41%	45%	12%	2%	0%	0%	0%
C	Residential areas in general	31%	58%	10%	0%	0%	0%	0%
D	Shopping and commercial areas	34%	50%	12%	2%	0%	1%	1%
E	Street medians and sidewalk areas	25%	49%	19%	5%	1%	0%	0%

Section 6: Policy Questions & Priorities

The City of Glendora is considering working with property owners to redevelop older, outdated commercial areas of the City to improve the infrastructure and appearance of the areas, as well as make them pedestrian friendly.

Q9	In general, do you favor or oppose redeveloping older, outdated commercial areas in the city?			
	1	Favor	70%	Skip to Q11
	2	Oppose	15%	Ask Q10
	3	Depends	12%	Ask Q10
	98	Not sure	3%	Ask Q10
	99	Refused	0%	Skip to Q11

Q10 In addition to improving the appearance of outdated commercial centers, redevelopment would help improve the local economy and increase the City's tax base. Knowing this, would you favor or oppose redeveloping older commercial areas in the City?

	Favored at Q9		70%
	1	Favor	8%
	2	Oppose	14%
	3	Depends	6%
	98	Not sure	2%
	99	Refused	0%

The City of Glendora has limited financial resources to provide some of the projects and programs desired by residents. Because it cannot 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?

		High Priority	Medium Priority	Low Priority	Should not spend money	No Opinion	Refused
	<i>Randomize</i>						
A	Provide programs to improve the local economy and attract new employers and jobs to Glendora	57%	29%	11%	3%	0%	0%
B	Improve the overall appearance of public buildings and landscapes	22%	52%	22%	4%	0%	0%
C	Assist in revitalizing older, outdated commercial areas in the City	23%	45%	24%	8%	0%	0%
D	Maintain the quality of police services	77%	19%	2%	2%	0%	0%
E	Maintain the quality of street maintenance	62%	34%	4%	0%	0%	0%

F	Maintain the quality of parks and recreation facilities	42%	48%	9%	1%	0%	0%
G	Maintain the quality of recreation and cultural programs	27%	48%	20%	4%	1%	0%
H	Maintain the quality of library services	43%	42%	12%	2%	1%	0%

Section 7: Public Trust & Service

<p>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.</p> <p>Here is the (first/next) one: _____. Do you agree or disagree, or do you not have an opinion? <i>If agree or disagree, ask: Would that be strongly (agree/disagree) or somewhat (agree/disagree)?</i></p>								
	<i>Randomize</i>		Strongly Agree	Smwt Agree	Smwt Disagree	Strongly Disagree	Not sure	Refused
A	The City is responsive to residents' needs	24%	50%	11%	5%	10%	1%	
B	The City manages its finances well	18%	42%	10%	6%	22%	1%	
C	The City listens to residents when making important decisions	16%	41%	17%	10%	15%	1%	
D	I trust the City of Glendora	32%	46%	12%	5%	4%	1%	
<p>Q13 In the past 12 months, have you been in contact with staff from the City of Glendora?</p>								
	1	Yes	42%		Ask Q14			
	2	No	57%		Skip to Q15			
	98	Not sure	1%		Skip to Q15			
	99	Refused	0%		Skip to Q15			
<p>Q14 In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____. <i>Read one item at a time, continue until all items are read.</i></p>								
	<i>Randomize</i>		Very	Somewhat	Not at all	Not sure	Refused	
A	Helpful	65%	27%	8%	0%	0%		
B	Professional	73%	22%	5%	0%	0%		
C	Accessible	72%	23%	5%	0%	0%		

Section 8: Communication & e-Government			
Q15	Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents 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	45%
	2	Somewhat satisfied	38%
	3	Somewhat dissatisfied	9%
	4	Very dissatisfied	6%
	98	Not sure	3%
	99	Prefer not to answer	0%
Q16	Is there a particular topic or issue that you'd like to receive more information about from the City?		
	1	Yes	34%
	2	No	65%
	98	Not sure	1%
	99	Refused	0%
Q17	Please briefly describe the topic. Verbatim responses recorded and later grouped into categories shown below.		
	Redevelopment		19%
	Recreation, community events		14%
	Budget, spending		9%
	Streets, roads		9%
	City services, current projects		8%
	Economic development		8%
	Affordable housing		7%
	Emergency preparedness		6%
	Water quality, supply, rates		6%
	Public safety		6%
	Schools, education		4%
	Recycling, environmental programs		3%
	Parking		3%
	Traffic, transportation		2%

Q18 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	37%	
2	Glendora Patch/(online newspaper)	9%	
3	Los Angeles Times/(daily newspaper)	4%	
4	San Gabriel Valley Tribune/(daily newspaper)	16%	
5	San Gabriel Valley Examiner/(weekly newspaper)	4%	
6	Recreation Guide	1%	
7	Channel 3/Government Access TV	3%	
8	Television (general)	5%	
9	City Council Meetings	4%	
10	Radio	1%	
11	City's website	15%	
12	Internet (not City's site)	23%	
13	Utility bill insert	1%	
14	Email notification from City	1%	
15	Flyers, brochures or posters (displayed at public facilities)	10%	
16	Postcards, letters, flyers or brochures (mailed to home)	14%	
17	Street banners	5%	
18	Friends/Family/Associates	8%	
19	Other source	6%	
20	Do Not Receive Information about City	4%	
98	Not sure	2%	
99	Refused	0%	
Q19 In the past 12 months, have you visited the City's website?			
1	Yes	54%	Ask Q20
2	No	46%	Skip to Q21
98	Not sure	0%	Skip to Q21
99	Refused	0%	Skip to Q21

Q20 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	20%	56%	17%	4%	1%	2%	0%
B	The ability to find what you are looking for on the website	24%	48%	19%	5%	2%	2%	0%
C	The variety of content and resources available on the website	22%	52%	19%	4%	1%	3%	0%
Q21 Is there a particular resource or service that you would like the City to offer on its website that it currently does not?								
1	Yes	10%			Ask Q22			
2	No	68%			Skip to Q23			
98	Not sure	21%			Skip to Q23			
99	Refused	0%			Skip to Q23			
Q22 Please briefly describe the improvement you would like to see most. Verbatim responses recorded and later grouped into categories shown below.								
More information		28%						
Community event calendar		19%						
Improved budgeting, spending info		9%						
Crime statistics, updates		9%						
Improved website layout, usability		9%						
Classes, programs offered		8%						
Improved contact with staff, officials		8%						
Environmental programs, services		7%						
Q23 As I read the following ways that the City of Glendora can communicate with residents, I'd like to know if you think they would be a very effective, somewhat effective, or not an effective way for the City to communicate with you.								
<i>Randomize</i>		Very Effective	Somewhat Effective	Not Effective	Not sure	Refused		
A	Email and E-blasts	34%	31%	30%	4%	0%		
B	Postcards, letters and newsletters mailed to your home	57%	28%	15%	0%	0%		
C	Postcards, letters and newsletters available at public locations	29%	41%	29%	1%	0%		
D	Notices inserted into utility bills	37%	32%	30%	1%	0%		

E	City's website	41%	36%	20%	2%	1%
F	Advertisements in local papers	30%	37%	31%	2%	0%
G	Social media like Facebook or Twitter	23%	26%	44%	5%	2%
H	A City Blog	19%	32%	42%	5%	1%
I	Townhall meetings	31%	41%	25%	3%	0%

Section 9: Civic Engagement & Volunteering

Q24	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	15%	
	2	Somewhat attentive	50%	
	3	Slightly attentive	25%	
	4	Not at all attentive	9%	
	98	Not sure	0%	
	99	Refused	0%	
Q25	In the past six months, have you volunteered or donated to a civic or community cause in Glendora?			
	1	Yes	37%	
	2	No	62%	
	98	Not sure	1%	
	99	Refused	0%	
Q26	In the next six months, how interested would you be in volunteering to assist with a civic or community cause in Glendora? Are you very interested, somewhat interested, slightly interested, or not interested?			
	1	Very interested	19%	Ask Q27
	2	Somewhat interested	28%	Ask Q27
	3	Slightly interested	20%	Ask Q27
	4	Not interested	32%	Skip D1
	98	Not sure	0%	Ask Q27
	99	Refused	0%	Skip D1

Q27	How informed do you feel about the different opportunities that exist in the City for volunteering? Would you say you feel well-informed, somewhat informed, slightly informed, or not informed?		
	1	Well informed	15%
	2	Somewhat informed	33%
	3	Slightly informed	24%
	4	Not informed	28%
	98	Not sure	1%
	99	Refused	0%
<i>Only ask Q28 if Q26 = (1,2).</i>			
Q28	Would you be interested in being contacted by a staff member at the City to receive more information about ways you can volunteer in Glendora?		
	1	Yes	60%
	2	No	38%
	98	Not sure	2%
	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? Year recorded and later grouped into categories shown below.		
		18 to 24	12%
		25 to 34	13%
		35 to 44	17%
		45 to 54	19%
		55 to 64	18%
		65 or older	18%
		Refused	3%
D2	Do you have one or more children under the age of 18 living in your household?		
	1	Yes	39%
	2	No	59%
	99	Refused	2%

D3	Do you own or rent your residence in Glendora?		
	1	Own	75%
	2	Rent	21%
	99	Refused	4%
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 are you in-between jobs right now?		
	1	Employed full-time	43%
	2	Employed part-time	11%
	3	Student	8%
	4	Homemaker	6%
	5	Retired	22%
	6	In-between jobs	8%
	99	Refused	3%
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%