

COMMUNITY OPINION SURVEY
RESEARCH REPORT

PREPARED FOR THE
CITY OF GLENDORA



OCTOBER 3, 2016



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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 approximately 52,000 residents¹ who are focused on maintaining its small-town values and charm. The City maintains a team of full- and part-time employees to provide a comprehensive suite of services through nine main departments: City Clerk, City Manager, Community Services, Finance, Library, Human Resources, Planning and Redevelopment, Police, and Public Works.

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

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

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

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

1. Source: California Department of Finance estimate for 2016, 52,362 residents.

This is not the first community opinion survey commissioned by the City. Similar studies were completed by True North in 2011 and 2014. Because of the interest in tracking the City's performance over time, where appropriate the results of the current study are compared with the results of identical questions included in the 2011 and/or 2014 studies.

METHODOLOGICAL CHANGES & COMPARISONS TO PRIOR STUDIES In recent years, much has changed in terms of how the public receives information, the accessibility of residents through traditional recruiting methods, and their willingness to participate in community surveys. In addition to an increase in the proportion of households that have abandoned their land lines and only use unpublished cell phones, the prevalence of caller ID and similar technologies has led to a substantial rise in call screening behaviors—where individuals will not answer the phone unless they recognize the phone number. In combination, these factors create a situation where a growing percentage of households are simply unreachable if one relies solely on telephone-based sampling, recruiting, and data collection techniques.

Recognizing the aforementioned developments and the challenges they pose to producing statistically reliable results, True North recommended that the City of Glendora transition to a mixed-methodology for the 2016 survey that utilized multiple recruiting methods (telephone and email) as well as multiple data collection methods (telephone and online). Although transitioning to this new methodology improves the overall reliability and comparability of the City's resident survey moving forward, it does create a methodological break in the time series of studies. For this reason, although comparisons between the 2016 and 2014 surveys are provided, it's important to keep in mind that a difference in the survey results could be caused by a change in public opinion, be an artifact of a change in the methodology, or a mixture of both.

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 50). In brief, the survey was administered to a random sample of 622 adults who reside within the City of Glendora. The survey followed a mixed-method design that employed multiple recruiting methods (telephone and email) and multiple data collection methods (telephone and online). Administered in English and Spanish between August 31 and September 15, 2016, the average interview lasted 20 minutes.

STATISTICAL SIGNIFICANCE Many of the figures and tables in this report present the results of questions asked in 2016 alongside the results of the 2011 and 2014 surveys for identical questions. In such cases, True North conducted the appropriate tests of statistical significance to identify statistically significant changes between the 2014 and 2016 surveys. Statistically significant differences within response categories over time are denoted by the † symbol which appears in the figure next to the appropriate response value for 2016.

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 col-

lecting 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, and La Shawn Butler at the City of Glendora for their valuable input during the design stage of this study. Their collective experience, insight, and local knowledge improved the overall quality of the research presented here.

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

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

During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 900 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

- Nine-in-ten respondents shared favorable opinions of the quality of life in Glendora, with 41% reporting it is excellent and 49% stating it is good. Approximately 8% of residents indicated the quality of life in the City is fair, whereas 2% used poor or very poor to describe quality of life in the City.
- When asked to identify what they like most about the City, 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 23% of respondents), followed by the City's small-town atmosphere (21%), quiet, peaceful nature (21%), good schools (15%), and friendly people and neighbors (13%).
- 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 16% of respondents said they could not think of anything to change (9%) or that no changes were needed (7%). Among specific improvements that were suggested, limiting growth and development was mentioned most frequently (30%), followed by improving roads and infrastructure (14%), improving shopping opportunities (9%), reducing traffic congestion (7%), and improving parking (5%).

CITY SERVICES

- Eighty-six percent (86%) of Glendora residents indicated they were either very (44%) or somewhat (42%) satisfied with the City's overall efforts to provide municipal services. Approximately 10% were very or somewhat dissatisfied, and the remaining 4% were unsure or did not provide a response.
- Residents were asked to rate the importance of 12 specific services provided by the City of Glendora. Overall, residents rated providing police services as the most important of the services tested (92% extremely or very important), followed by maintaining streets and roads (90%), preparing the City for emergencies (86%), maintaining parks and recreation areas (85%), and providing trash and recycling services (84%).
- The survey also asked about satisfaction with the City's efforts to provide the same 12 services. Although residents were generally satisfied with all services tested, they were most satisfied with efforts to provide library services (96% very or somewhat satisfied), followed by maintain parks and recreation areas (93%), provide police services (93%), provide trash collection and recycling services (93%), and provide programs for youth, adults, and seniors (93%).

APPEARANCE OF CITY

- Respondents were asked to rate the appearance of several aspects of the City using a five-point scale of excellent, good, fair, poor, or very poor. Combining responses of excellent and good, their neighborhood (82%), the City overall (81%), and residential areas in general (81%) were the highest-rated, followed by street medians and sidewalks (73%) and shopping and commercial areas of the City (71%).

ECONOMIC DEVELOPMENT

- The majority (57%) of Glendora households reported that they spend less than half of their non-grocery retail shopping dollars in the City of Glendora.
- When asked to name the two or three Glendora stores or shopping centers they shop at most frequently, Albertsons topped the list (being mentioned by 32% of respondents), followed by Home Depot (24%), Vons (18%), Wal-Mart (17%), Stater Bros (15%), Sam's Club (14%), and the Glendora Marketplace (13%).

PRIORITIES

- When asked to prioritize among a list of 12 projects and programs that the City could devote resources to in the future, maintaining the quality of police services was assigned the highest priority (96% citing it as at least a medium priority), followed by maintaining the quality of street maintenance (93%), ensuring that the City has the staff, facilities and equipment needed to respond effectively to emergencies and natural disasters (92%), and maintaining the quality of parks and recreation facilities (91%).

PUBLIC TRUST & SERVICE

- Overall, 77% of residents indicated they trust the City of Glendora, 76% agreed that the City is responsive to residents' needs, and 74% agreed that the City manages its finances well. Residents were somewhat less in agreement that the City is transparent in how it operates (63%) and that the City listens to residents when making important decisions (58%).
- Forty-three percent (43%) of residents indicated they had contact with City staff in the 12 months prior to the interview.
- Residents who had contact with city staff rated staff high on all three dimensions tested, with approximately nine-in-ten rating staff as accessible (94%), professional (93%), and helpful (88%).

COMMUNICATION & E-GOVERNMENT

- Overall, 83% of respondents indicated they were satisfied with City efforts to communicate with residents through newsletters, the Internet, and other means. The remaining respondents were either somewhat (9%) or very (3%) dissatisfied with the City's efforts in this respect, or did not provide an opinion (5%).
- Two-thirds (67%) of respondents said they were satisfied with the opportunities they have to communicate information to the City. The remaining respondents were either somewhat (13%) or very (2%) dissatisfied, or did not provide an opinion (18%).
- The most frequently cited *preferred* methods for communicating to the City were email (51%), telephone (38%), in-person meetings (32%), and via the City's website (24%).

- Just over one-third (37%) of residents indicated that there was a particular topic or issue that they'd like to receive more information about from the City.
- Among those who desired additional information from the City, information about city growth/development projects was the most commonly mentioned topic of interest (32%), followed by affordable housing (14%), recreation/community events (10%), streets/roads/infrastructure (9%), and water quality/supplies/rates (8%).
- The most frequently-cited source for City information was the City's newsletter, mentioned by 39% of respondents. The City's newsletter was followed by the City's website (29%), *Glendora City News* (18%), friends and family (12%), and the City's Facebook and Twitter feeds (12%).
- Sixty-two percent (62%) of residents surveyed indicated that they had visited the City's website in the 12 months prior to the interview.
- Two-thirds (67%) of residents who had visited the City's website rated the overall quality as excellent or good. The variety of content and resources (70%) and the ability of the respondent to find what he or she was looking for (67%) received similarly high ratings.
- Overall, the majority of respondents (56%) indicated they were satisfied with the quantity and quality of development-related information made available by the City, whereas 35% indicated they were dissatisfied and 9% were unsure or unwilling to share their opinion.
- Ten percent (10%) of respondents claimed to be very attentive to matters of local government, 49% somewhat attentive, and 29% slightly attentive. Another 10% of respondents said they do not pay any attention to the activities of their City government.



CONCLUSIONS

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

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

Glendora residents continue to be satisfied with the City's efforts to provide services and facilities, as well as the quality of life in their city. Nearly nine-in-ten residents surveyed (86%) in 2016 indicated that they were 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 typically echoed when residents were asked to comment on the City's efforts to provide a variety of specific services. For all but four of the services tested, the City is meeting or exceeding the needs and expectations of at least 75% of its residents (see Figure 10 on page 21)—and for many of the services tested the City is meeting the needs of at least 90% of residents.

Shifting the focus to *how* the service was delivered by staff, residents were similarly positive. Among those who had personally interacted with City of Glendora staff during the 12 months prior to the survey, approximately nine-in-ten rated staff as accessible (94%), professional (93%), and helpful (88%).

The City's strong performance providing municipal services has also contributed to a high quality of life for residents. Ninety percent (90%) of residents surveyed in 2016 rated the quality of life in Glendora as excellent or good. This sentiment was widespread, with at least 85% of respondents in *all* identified demographic subgroups rating the quality of life as excellent or good. When asked what they liked most about Glendora, the City's low crime rate, small-town feel, appearance, and cleanliness were among the top mentions. In their own words, residents consistently described Glendora as being 'small-town', 'off-the-beaten path', 'quiet', and 'safe', having a strong sense of community, and being a good place to raise a family.

Are there any notable trends in the data?

As noted in the *Introduction*, True North recommended that the City of Glendora transition to a mixed-methodology for the 2016 survey that utilized multiple recruiting methods (telephone and email) as well as multiple data collection methods (telephone and online). Although tran-

sitioning to this new methodology improves the overall reliability and comparability of the City's resident survey moving forward, it does create a methodological break in the time series of studies. For this reason, although comparisons between the 2016, 2014 and 2011 surveys are provided in the graphics included in this report, it's important to keep in mind that a difference in the survey results could be caused by a change in public opinion, be an artifact of a change in the methodology, or a mixture of both.

That said, a careful analysis of the data (both overall and within specific subgroups) suggests that the issues of growth/development, protection of natural open space, traffic management, and street maintenance have increased in saliency over the past two years. These issues figure prominently in response to open-ended questions about what the City could change to improve Glendora as a place to live (see *Ways to Improve Quality of Life* on page 12), importance and satisfaction ratings for specific service areas (see *Specific Services* on page 16), and/or topics for which residents are interested in additional information (see *Topics of Interest* on page 38).

That these issues have become more salient for some residents is not surprising. Nor is it a pattern unique to Glendora. Prior to the recession, the dominant issues of concern for residents in many southern California communities were growth, development, open space protection, and traffic congestion. As the economy soured in 2008 and fell into a deep recession, concerns about the economy, jobs market, and economic development quickly overshadowed other issues in the minds of many residents. The recession was also associated with lighter peak-period traffic conditions in many areas due to higher unemployment, as well as a virtual halt to new construction.

With the economy now near full recovery, low unemployment, and construction regaining traction, concerns about growth, development, loss of open space, and traffic congestion have begun to return to their pre-recession levels in many communities. For communities that conducted community surveys prior to the recession, it's clear that in many ways the survey responses are simply returning to 'normal' patterns. Because Glendora began conducting its community survey during the heart of the recession (in 2011), however, it's important to keep in mind that the baseline/benchmark study reflects the unusual dynamics/issues of that period, and that significant changes can be expected as the economy normalizes. Indeed, although there are certain trends in the data, they do not represent a deviation from normal, but rather a return to the patterns typically found during a normal economic period.

Where should the City focus its efforts in the future?

In addition to measuring the City's current performance, a key goal of this study is to look forward and identify opportunities to adjust services, improve facilities, revise policies, and/or refine communications strategies to best meet the community's evolving needs and expectations. Although resident satisfaction in Glendora is quite high (see above), there is always room for improvement.

Keeping in mind that the appropriate strategy for addressing a topic is often a *balance* of focused communication efforts and specific service and/or policy adjustments, the survey results indicate that growth and development, traffic management, open space preservation, street maintenance, and enhanced two-way communication between the City and residents on key issues (like the above) represent the best opportunities to improve residents' overall satisfaction.

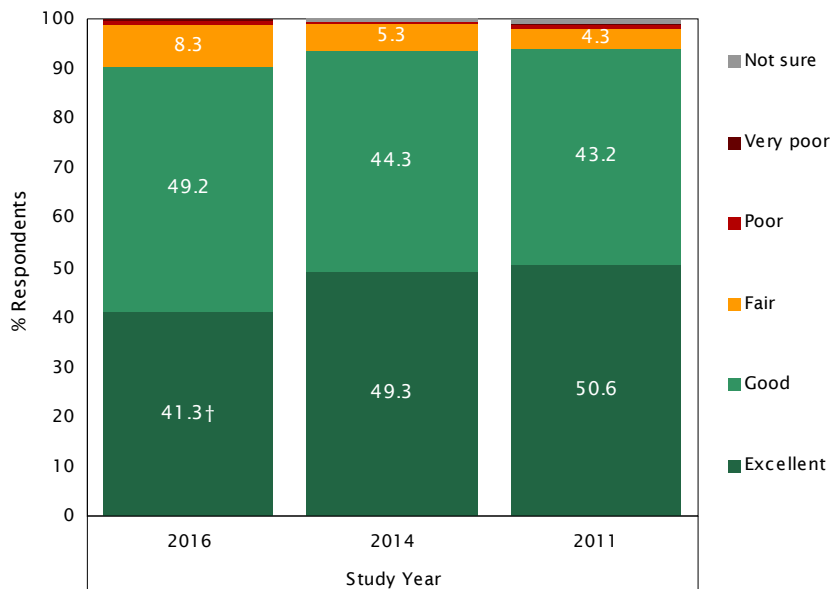
QUALITY OF LIFE

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

QUALITY OF LIFE At the outset of the interview, respondents were asked to rate the quality of life in the City, using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, nine-in-ten respondents shared favorable opinions of the quality of life in Glendora, with 41% reporting it is excellent and 49% stating it is good. Approximately 8% of residents indicated the quality of life in the City is fair, whereas 2% used poor or very poor to describe quality of life in the City. When compared to the 2014 survey results, the percentage who rated the quality of life in the City as excellent declined, although there was a corresponding increase in the percentage who rated the quality of life as good.

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

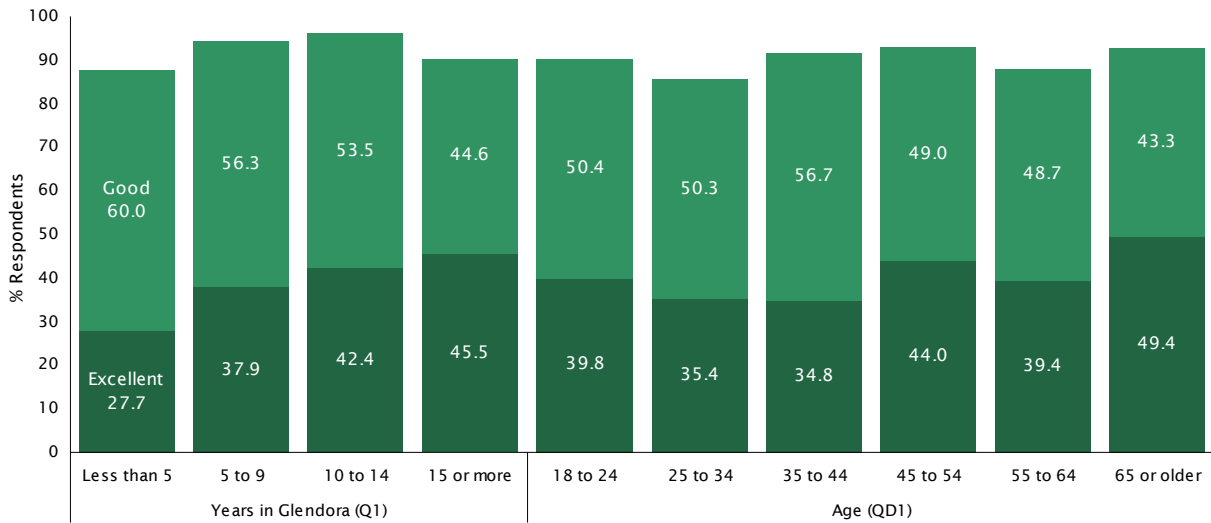
FIGURE 1 QUALITY OF LIFE BY STUDY YEAR



† Statistically significant difference ($p < 0.05$) between the 2014 and 2016 studies.

For the interested reader, Figure 2 on the next page shows how ratings of the quality of life in the City varied by years of residence in Glendora and age of the respondent. Although there was some variation between subgroups, at least 85% of respondents in every subgroup rated the quality of life in the City as excellent or good.

FIGURE 2 QUALITY OF LIFE BY YEARS IN GLENDORA & AGE



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

Similar to the findings of the 2014 study, aspects of Glendora’s small-town feel and local charm were the most commonly mentioned features of the City cited by residents. These included a feeling of safety and the City’s low crime rate (mentioned by 23% of respondents), followed by the City’s small-town atmosphere (21%), quiet, peaceful nature (21%), good schools (15%), and friendly people and neighbors (13%).

The qualitative nature of recording, categorizing, and coding verbatim responses limits the ability to perform statistical significance analyses on the findings between surveys. That said, for the most part the top five responses have changed little since 2011, as shown in Table 1 on the next page.

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

FIGURE 3 LIKE MOST LIVING IN GLENDORA

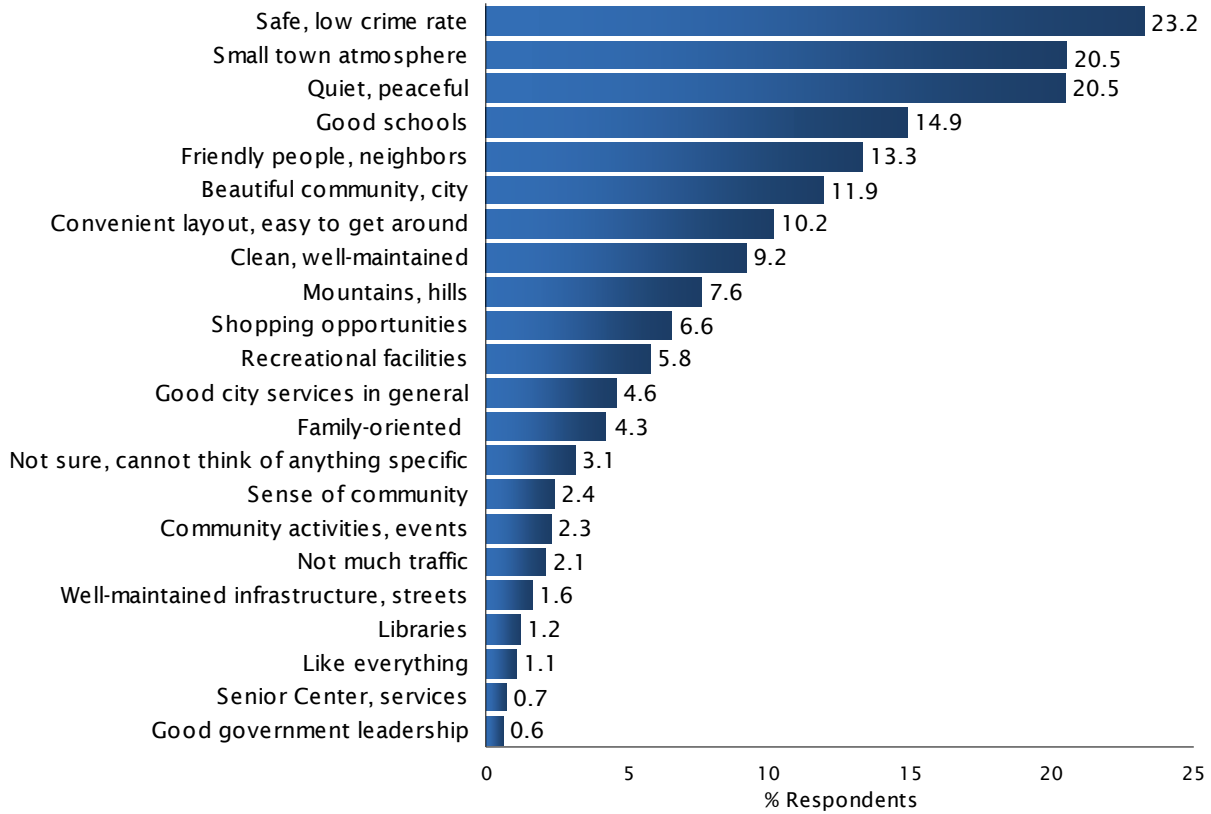


TABLE 1 LIKE MOST LIVING IN GLENDORA BY STUDY YEAR

2016	Study Year 2014	2011
Safe, low crime rate	Safe, low crime rate	Safe, low crime rate
Small town atmosphere	Quiet, peaceful	Quiet, peaceful
Quiet, peaceful	Small town atmosphere	Sense of community
Good schools	Friendly people, neighbors	Small town atmosphere
Friendly people, neighbors	Good schools	Good schools

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

Approximately 16% of respondents said they could not think of anything to change (9%) or that no changes were needed (7%). Among specific improvements that were suggested, limiting growth and development was mentioned most frequently (30%), followed by improving roads and infrastructure (14%), improving shopping opportunities (9%), reducing traffic congestion (7%), and improving parking (5%). All other improvements were mentioned by less than 4% of respondents. Table 2 displays the top five response categories from 2016, 2014 and 2011, whereas Table 3 shows how the responses varied by length of residence and age.

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

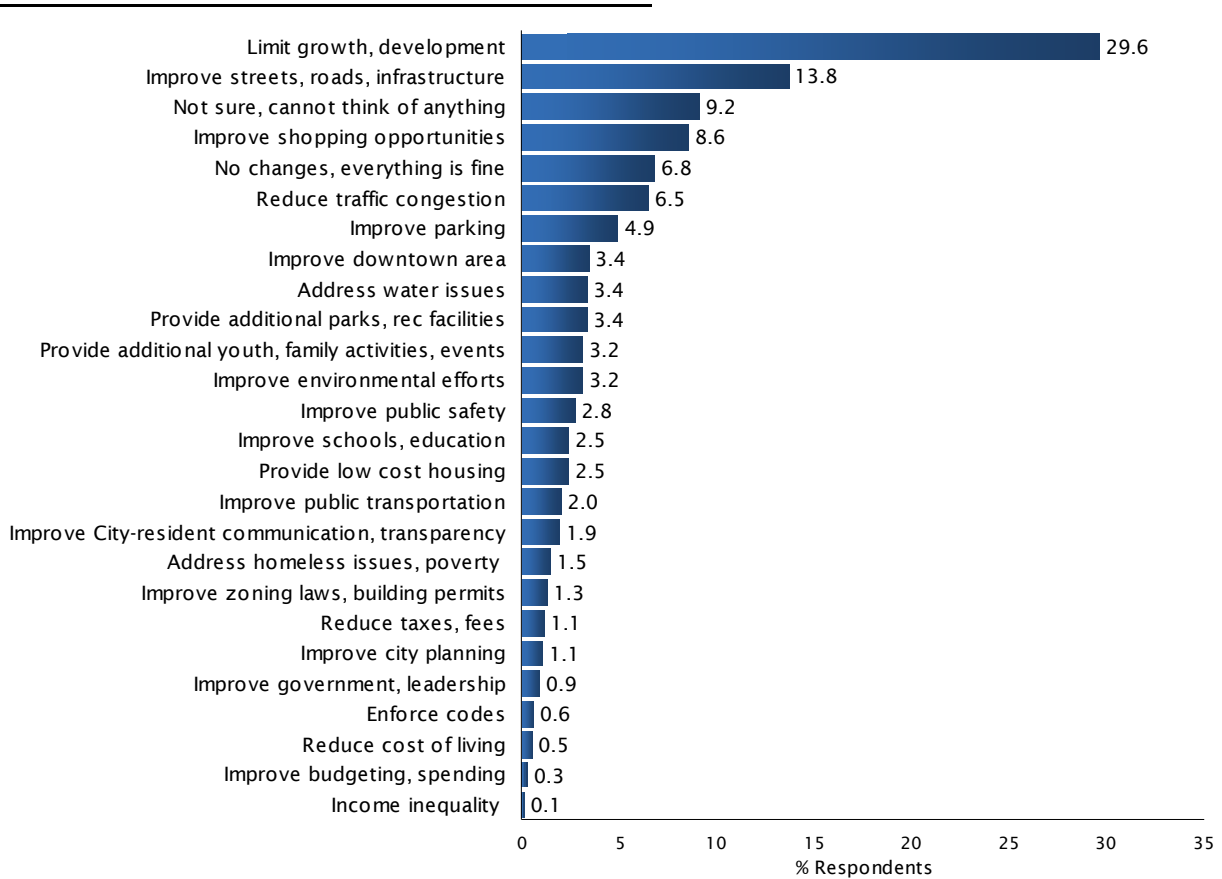


TABLE 2 CHANGES TO IMPROVE GLENDORA BY STUDY YEAR

	Study Year	
2016	2014	2011
Limit growth, development	Limit growth, development	Not sure, cannot think of anything
Improve streets, roads, infrastructure	Not sure, cannot think of anything	No changes, everything is fine
Not sure, cannot think of anything	No changes, everything is fine	Improve streets, roads
Improve shopping opportunities	Improve streets, roads	Improve parking
No changes, everything is fine	Improve environmental efforts	Improve public safety

TABLE 3 CHANGES TO IMPROVE GLENDORA BY YEARS IN GLENDORA & AGE

	Years in Glendora (Q1)				Age (QD1)					
	Less than 5	5 to 9	10 to 14	15 or more	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Limit growth, development	13.2	27.2	23.7	35.2	17.8	11.0	29.1	34.8	40.7	37.3
Improve streets, roads, infrastructure	16.7	15.6	12.2	13.0	16.8	14.8	9.8	13.6	13.5	14.4
Not sure, cannot think of anything	3.0	7.4	20.1	9.6	26.4	2.3	7.2	6.3	4.2	9.1
Improve shopping opportunities	12.2	10.9	9.1	7.0	7.2	8.0	15.6	12.6	6.7	3.3
No changes, everything is fine	7.8	3.8	5.1	7.4	15.0	2.3	7.1	1.3	7.1	8.6
Reduce traffic congestion	1.9	9.5	3.7	7.6	14.2	0.0	5.0	7.6	6.4	6.1
Improve parking	15.0	3.6	6.8	2.2	6.2	11.5	4.6	4.1	1.1	3.8
Improve downtown area	3.5	1.0	5.4	3.6	1.8	1.2	4.6	7.0	4.5	1.6
Address water issues	3.2	1.3	1.3	4.1	0.0	1.2	0.9	5.7	7.1	4.1
Provide additional parks, rec facilities	0.8	5.2	8.7	3.0	4.4	5.6	5.1	2.6	1.8	2.0
Provide additional youth, family activities, events	9.0	4.8	0.0	1.8	3.6	14.8	0.9	0.6	1.8	0.0
Improve environmental efforts	2.5	3.0	2.7	3.4	4.4	3.5	4.6	3.8	1.6	1.8

CITY SERVICES

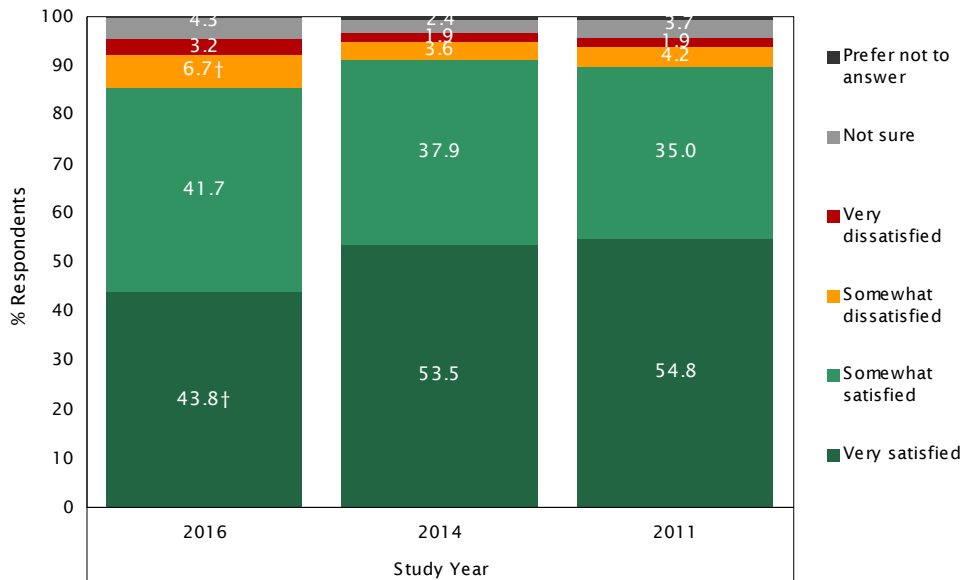
After measuring respondents' perceptions about the quality of life in Glendora, what they like most about the City, and what they would like to see changed, the survey next turned to assessing their opinions about the City's performance in providing municipal services.

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

As shown in Figure 5, 86% of Glendora residents indicated they were either very (44%) or somewhat (42%) satisfied with the City's efforts to provide municipal services. Approximately 10% were very or somewhat dissatisfied, and the remaining 4% were unsure or did not provide a response. When compared to the 2014 survey findings, there was a decline in the percentage who reported being very satisfied with the City's overall performance.

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

FIGURE 5 OVERALL SATISFACTION BY STUDY YEAR



† Statistically significant difference ($p < 0.05$) between the 2014 and 2016 studies.

Figures 6 and 7 on the next page display the percentage of respondents who were satisfied with the City's performance by a variety of demographic subgroups. Satisfaction with the City's performance was widespread, with at least three-in-four respondents in *every* subgroup indicating they were satisfied with the City's overall performance in providing municipal services.

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

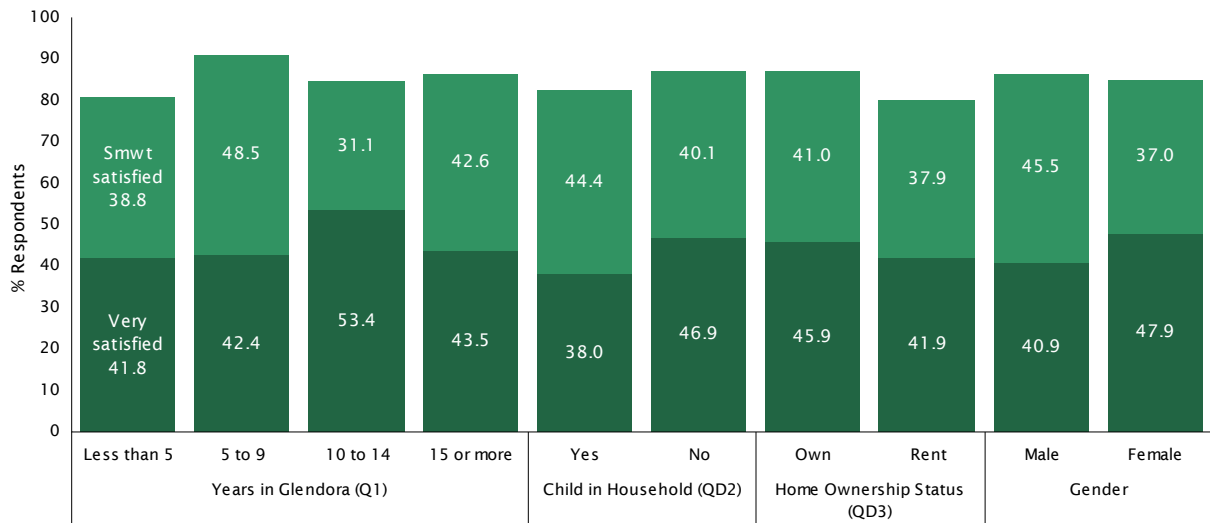
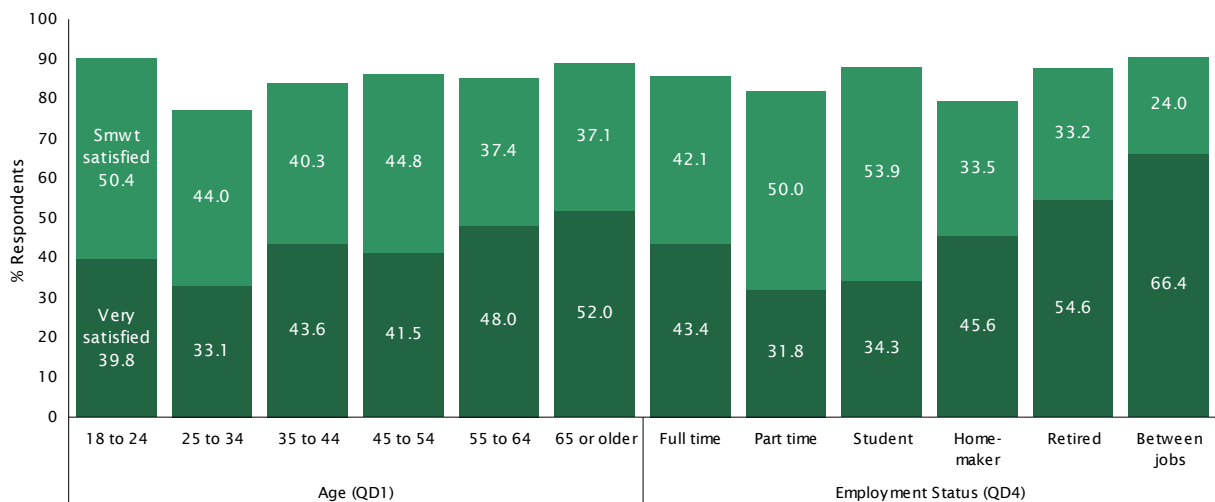


FIGURE 7 OVERALL SATISFACTION BY AGE & EMPLOYMENT STATUS



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 (92% extremely or very important), followed by maintaining streets and roads (90%), preparing the City for emergencies (86%), maintaining parks and recreation areas (85%), and providing trash and recycling services (84%).

At the other end of the spectrum, providing cultural and performing arts (45%), promoting economic development for a healthy business community (65%), and providing library services (69%) were viewed as less important, overall. As shown below in Table 4, when compared with 2014, there were statistically significant increases in the perceived importance of four of the municipal services tested.

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

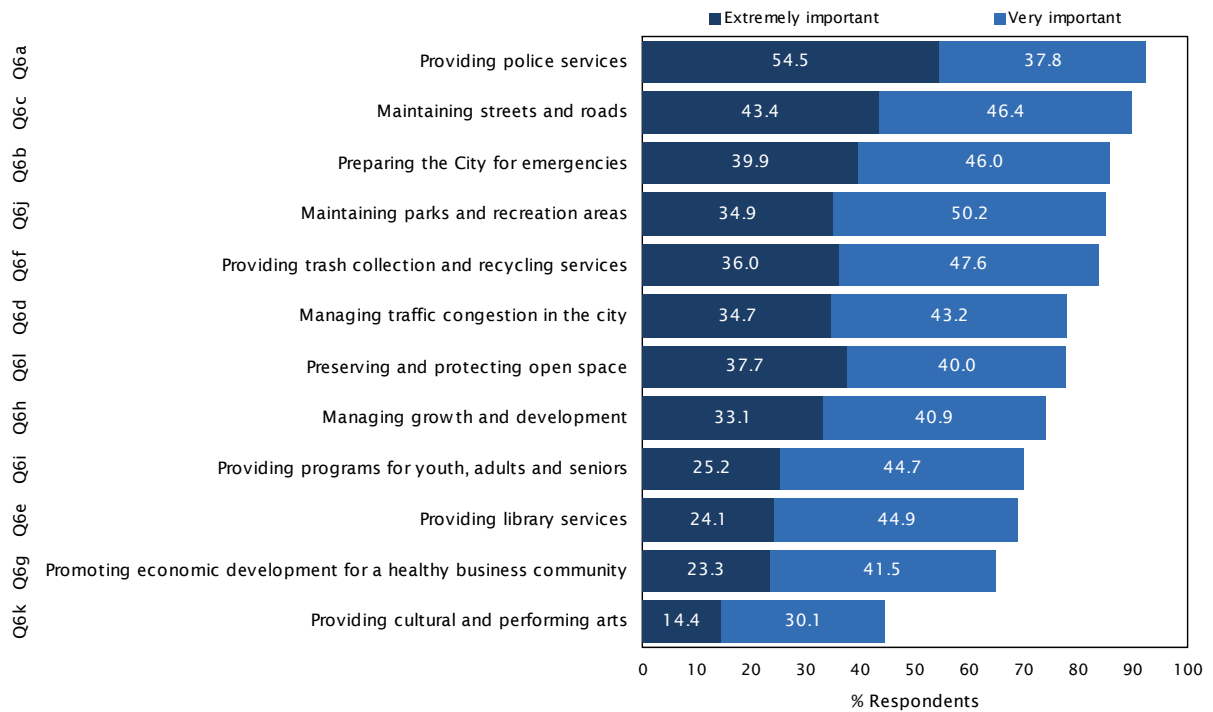


TABLE 4 IMPORTANCE OF SERVICES BY STUDY YEAR

	Study Year		Change in Extremely + Very Important 2014 to 2016
	2016	2014	
Preserving and protecting open space	77.7	65.2	+12.5†
Managing traffic congestion in the city	77.9	71.6	+6.4†
Managing growth and development	74.0	68.4	+5.7†
Maintaining parks and recreation areas	85.1	79.8	+5.3†
Providing cultural and performing arts	44.6	40.4	+4.1
Providing police services	92.4	88.6	+3.7
Providing trash collection and recycling services	83.6	80.5	+3.1
Preparing the City for emergencies	85.8	84.4	+1.5
Maintaining streets and roads	89.9	88.5	+1.3
Providing programs for youth, adults and seniors	69.9	71.1	-1.2
Providing library services	69.0	70.9	-1.9
Promoting economic development for a healthy business community	64.8	68.4	-3.6

† Statistically significant difference (p < 0.05) between the 2014 and 2016 studies.

Turning to the satisfaction component, Figure 9 sorts the same services by the percentage of residents who indicated they were either very or somewhat satisfied with the City’s efforts to provide the service. For ease of comparison across services, only respondents who provided an opinion (satisfied or dissatisfied) are included in Figure 9. Those who did not share an opinion were removed from this analysis, and the percentage who offered an opinion and were included in this analysis is shown in brackets to the right of each service label. Thus, for example, among the 93% of respondents who expressed an opinion about the City’s efforts to provide library services, 58% were very satisfied and 38% were somewhat satisfied.

Respondents were most satisfied with the City’s efforts to provide library services (96% very or somewhat satisfied), followed by maintain parks and recreation areas (93%), provide police services (93%), provide trash collection and recycling services (93%), and provide programs for youth, adults, and seniors (93%). At the other end of the spectrum, respondents were less satisfied with the City’s performance in managing growth and development (55%), maintaining streets and roads (64%), and preserving and protecting open space (66%). Table 5 provides the percentage of respondents who expressed satisfaction with each service tested in the 2016 and 2014 surveys, as well as the difference in satisfaction between them.

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

FIGURE 9 SATISFACTION WITH SERVICES

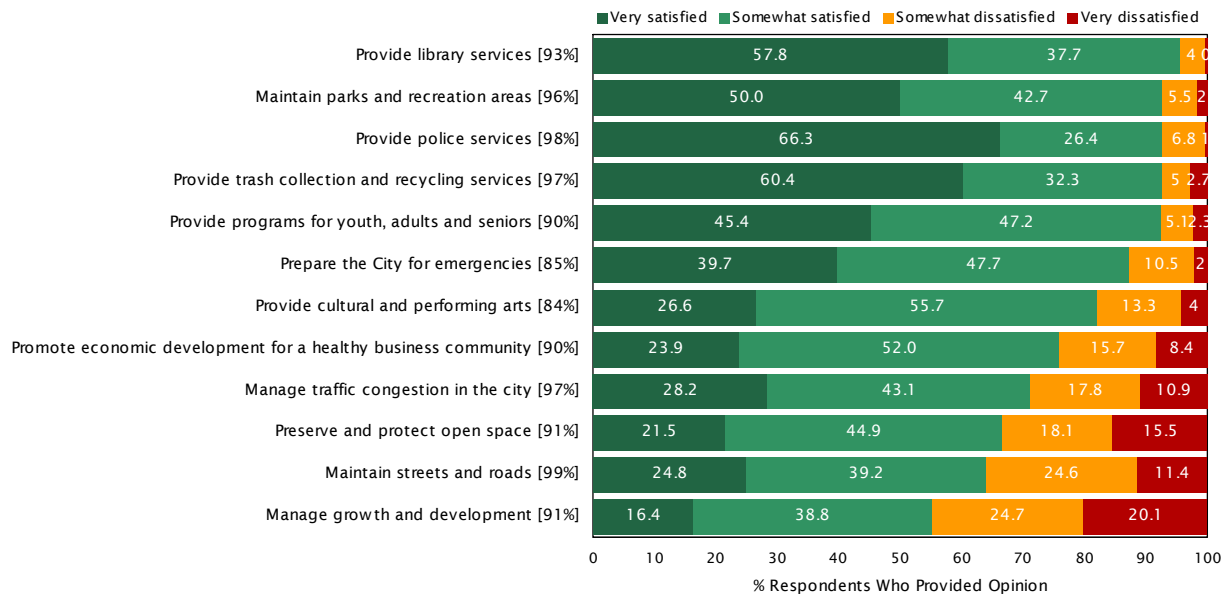


TABLE 5 SATISFACTION WITH SERVICES BY STUDY YEAR

	Study Year		Change in Satisfaction 2014 to 2016
	2016	2014	
Provide trash collection and recycling services	92.7	91.6	+1.1
Provide library services	95.6	94.9	+0.7
Provide police services	92.7	93.4	-0.7
Provide programs for youth, adults and seniors	92.6	94.2	-1.6
Maintain parks and recreation areas	92.7	96.0	-3.2
Prepare the City for emergencies	87.4	91.0	-3.6
Provide cultural and performing arts	82.3	89.1	-6.8†
Promote economic development for a healthy business community	75.9	84.5	-8.5†
Manage traffic congestion in the city	71.3	85.1	-13.8†
Preserve and protect open space	66.4	80.6	-14.2†
Maintain streets and roads	64.0	80.4	-16.5†
Manage growth and development	55.2	74.1	-18.9†

† Statistically significant difference ($p < 0.05$) between the 2014 and 2016 studies.



PERFORMANCE NEEDS & PRIORITIES

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

Rather than rely on sample *averages* to conduct this analysis, True North has developed and refined an *individualized* approach to identifying priorities. This approach is built on the recognition that opinions will vary from resident to resident and that understanding this variation is required for assessing how well the City is meeting residents' needs.² Table 6 presents a grid based on the importance and satisfaction scales. The horizontal axis corresponds to the four *importance* options, and the vertical scale corresponds to the four *satisfaction* options. The 16 cells within the grid are grouped into one of six categories based on how well the City is meeting, or not meeting, a resident's needs for a particular service. The six groups are as follows:

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

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

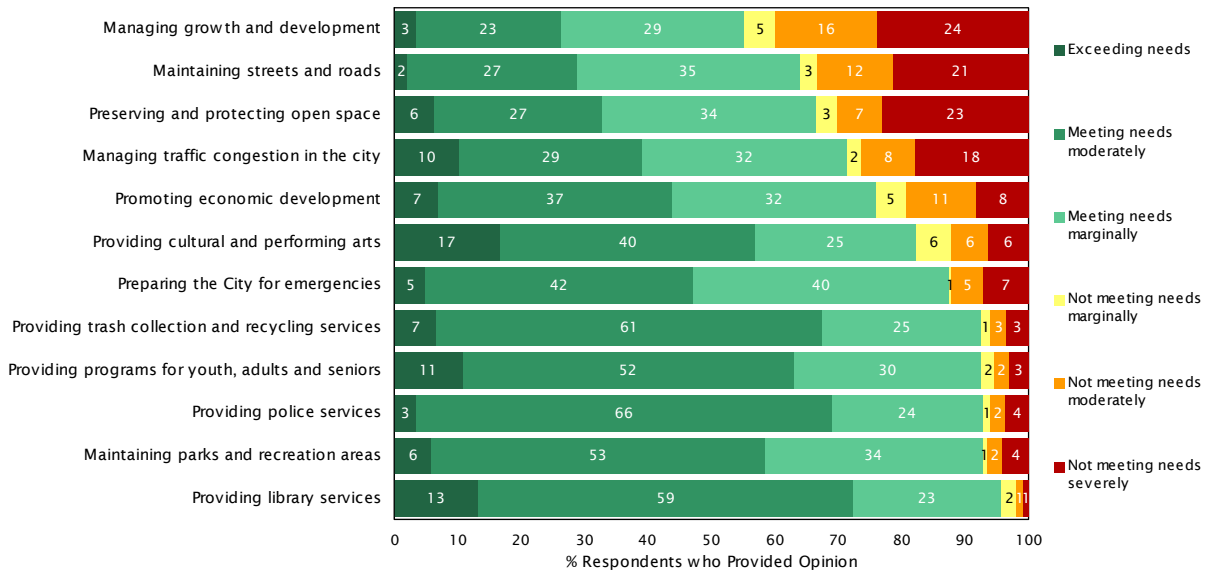
TABLE 6 NEEDS & PRIORITY MATRIX

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

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

Figure 10 presents each of the services tested, along with the percentage of respondents who were grouped into each of the six possible categories. For ease of interpretation, the color-coding in these figures is consistent with that presented in Table 6. Thus, for example, in the service area of managing growth and development, the City is exceeding the needs of 3% of respondents, moderately meeting the needs of 23% of respondents, marginally meeting the needs of 29% of respondents, marginally not meeting the needs of 5% of respondents, moderately not meeting the needs of 16% of respondents, and severely not meeting the needs of 24% of respondents.

FIGURE 10 RESIDENT SERVICE NEEDS



Operating from the management philosophy that, all other things being equal, the City should focus on addressing those service areas that have the highest percentage of residents for which the City is currently *not* meeting their needs, the services have been sorted in order of priority. Thus, managing growth and development is the top priority, followed by maintaining streets and roads, and preserving and protecting open space. It is worth noting that these were also the top three priority service areas in 2014.

APPEARANCE OF CITY

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

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

In general, residents held positive opinions of the appearance of the City and its component areas. Combining responses of excellent and good, their neighborhood (82%), the City overall (81%), and residential areas in general (81%) were the highest-rated, followed by street medians and sidewalks (73%) and shopping and commercial areas of the City (71%). When compared to the 2014 study, ratings of the appearance of certain aspects of the City declined somewhat.

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

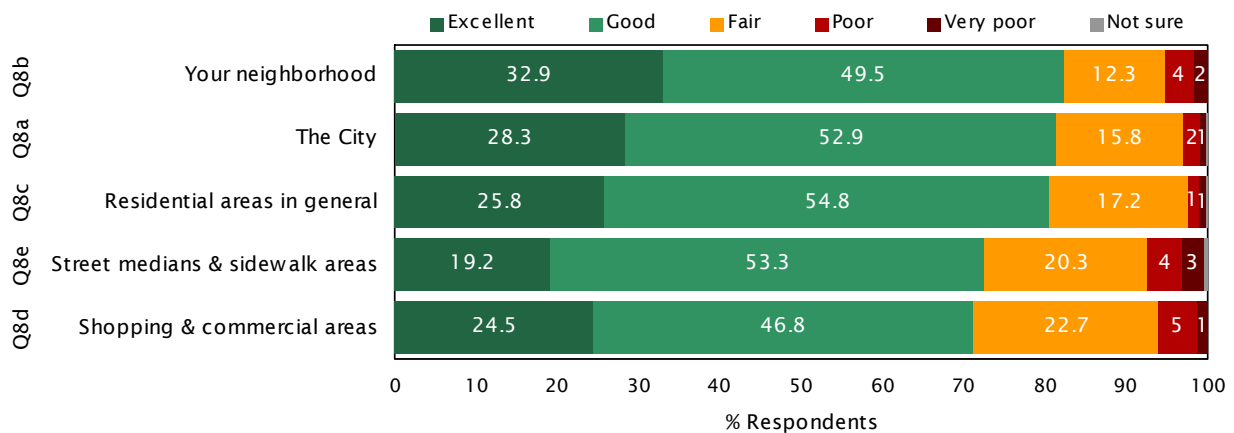


TABLE 7 RATING THE APPEARANCE OF GLENDORA BY STUDY YEAR

	Study Year		Change in Excellent + Good 2014 to 2016
	2016	2014	
Your neighborhood	82.4	85.8	-3.5
The City	81.2	85.2	-3.9
Street medians, sidewalk areas	72.4	78.0	-5.5†
Residential areas in general	80.6	89.8	-9.3†
Shopping, commercial areas	71.3	82.4	-11.2†

† Statistically significant difference (p < 0.05) between the 2014 and 2016 studies.

ECONOMIC DEVELOPMENT

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

RETAIL SHOPPING BEHAVIOR The first question in this series was designed to profile residents' retail shopping habits, focusing on the proportion of non-grocery retail shopping dollars they spend within the City. As shown in Figure 12, the majority (57%) of Glendora households reported that they spend less than half of their non-grocery retail shopping dollars in the City of Glendora. This pattern was also consistent regardless of whether there was a child in the home, home ownership status, or length of residence as shown in Figure 13 on the next page.

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

FIGURE 12 PERCENTAGE OF HOUSEHOLD RETAIL SHOPPING DOLLARS SPENT IN GLENDORA BY STUDY YEAR

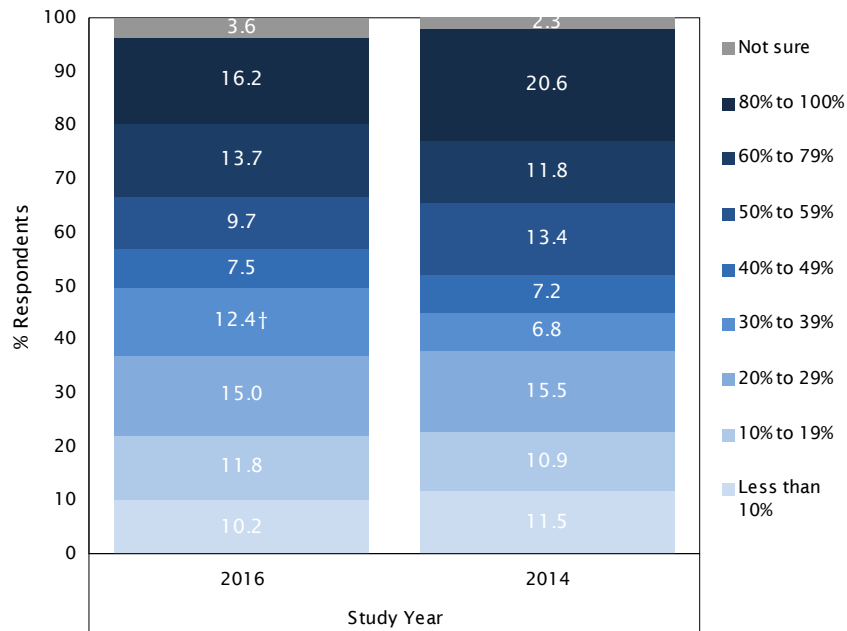
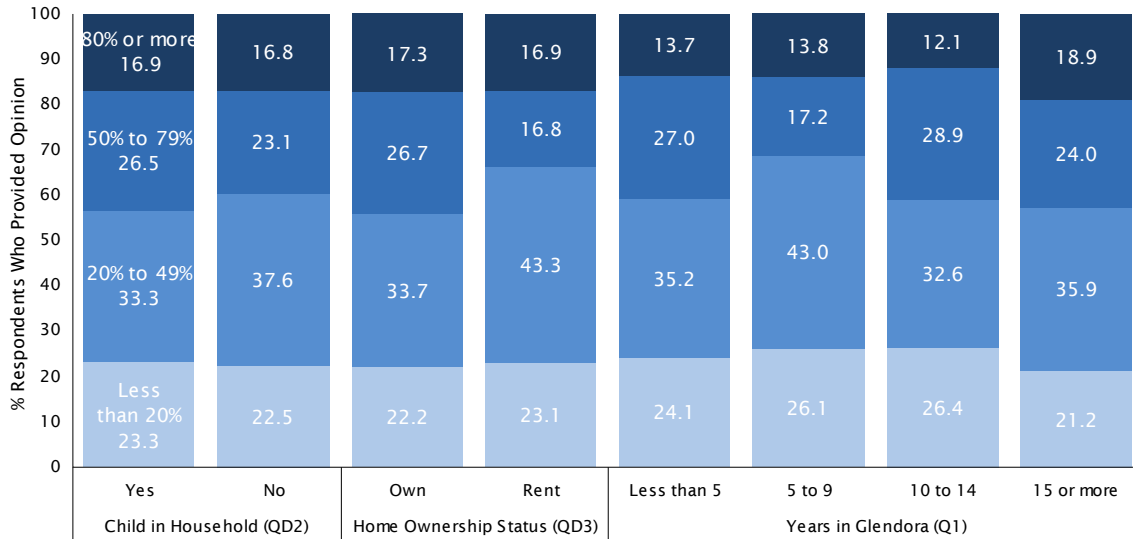


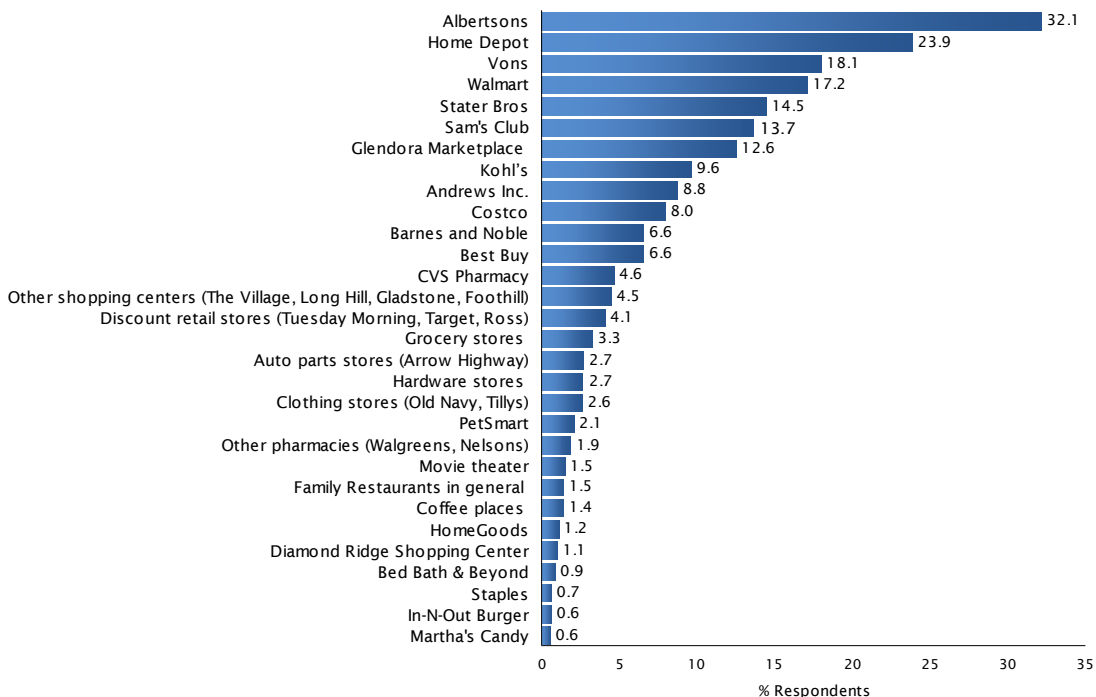
FIGURE 13 PERCENTAGE OF HOUSEHOLD RETAIL SHOPPING DOLLARS SPENT IN GLENDORA BY STUDY YEAR BY CHILD IN HOUSEHOLD, HOME OWNERSHIP STATUS & YEARS IN GLENDORA



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

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

FIGURE 14 STORES, SHOPPING CENTERS SHOPPED AT MOST OFTEN



Albertsons topped the list in 2016, being mentioned by 32% of respondents, followed by Home Depot (24%), Vons (18%), Wal-Mart (17%), Stater Bros (15%), Sam's Club (14%), and the Glendora Marketplace (13%). All other categories and specific stores were mentioned by less than 10% of respondents.

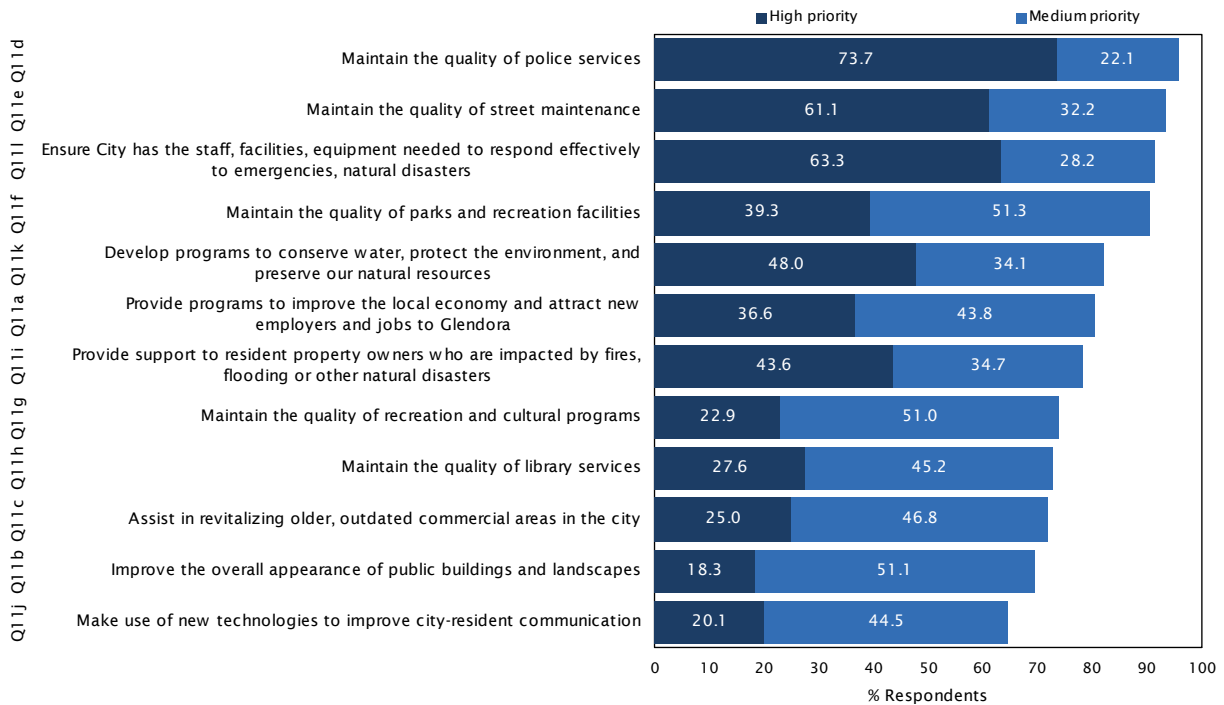
PRIORITIES

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

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

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

FIGURE 15 PROJECTS & PROGRAMS PRIORITIES



The projects and programs are sorted in Figure 15 by the percentage of respondents who indicated that an item was a *high* or *medium* priority for future City spending. Among the items tested, maintaining the quality of police services was assigned the highest priority (96% citing it as at least a medium priority), followed by maintaining the quality of street maintenance (93%), ensuring that the City has the staff, facilities and equipment needed to respond effectively to

emergencies and natural disasters (92%), and maintaining the quality of parks and recreation facilities (91%). For the interested reader, Table 8 provides the percentage of respondents who considered a project or program a *high priority* by their length of residence and age.

TABLE 8 PROJECTS & PROGRAMS PRIORITIES BY STUDY YEAR BY YEARS IN GLENDORA & AGE

	Years in Glendora (Q1)				Age (Q1)					
	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	71.4	66.0	80.7	74.9	49.6	68.6	73.7	80.0	81.5	82.0
Maintain the quality of street maintenance	71.2	45.0	62.1	61.5	43.4	55.5	50.5	67.9	72.5	70.0
Ensure City has the staff, facilities, equipment needed to respond effectively to emergencies, natural disasters	61.4	55.8	49.6	67.4	69.8	58.6	54.8	58.1	63.3	71.9
Maintain the quality of parks and recreation facilities	43.5	35.1	45.9	38.3	39.8	36.7	35.0	40.5	41.4	42.0
Develop programs to conserve water, protect the environment, and preserve our natural resources	45.8	41.9	49.7	49.7	73.4	60.3	26.5	33.9	40.8	54.4
Provide programs to improve the local economy and attract new employers and jobs to Glendora	56.0	27.6	32.8	33.8	32.8	42.2	41.3	37.3	33.8	32.3
Provide support to resident property owners who are impacted by fires, flooding or other natural disasters	43.2	43.8	28.7	46.0	59.9	42.2	35.3	36.0	37.4	49.7
Maintain the quality of recreation and cultural programs	31.3	15.3	21.4	22.4	22.2	33.6	12.7	24.5	25.0	20.0
Maintain the quality of library services	28.3	20.0	34.5	28.0	20.4	26.2	21.6	27.4	34.5	32.8
Assist in revitalizing older, outdated commercial areas in the city	23.9	19.4	35.3	24.9	10.6	19.4	35.1	32.0	26.4	24.0
Improve the overall appearance of public buildings and landscapes	19.4	10.4	19.5	19.4	5.4	23.4	14.1	19.7	23.7	20.9
Make use of new technologies to improve city-resident communication	22.2	14.8	28.4	19.4	16.8	28.4	19.4	17.5	16.4	21.9

PUBLIC TRUST & SERVICE

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

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

Overall, 77% of residents said that they trust the City of Glendora, 76% agreed that the City is responsive to residents’ needs, and 74% agreed that the City manages its finances well. Residents were somewhat less in agreement that the City is transparent in how it operates (63%) and that the City listens to residents when making important decisions (58%). Table 9 displays the level of agreement with each statement for the current study and the 2014 study, and shows that there were two statistically significant changes between the two studies.

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

FIGURE 16 AGREEMENT WITH STATEMENTS ABOUT GLENDORA AMONG THOSE WITH OPINION

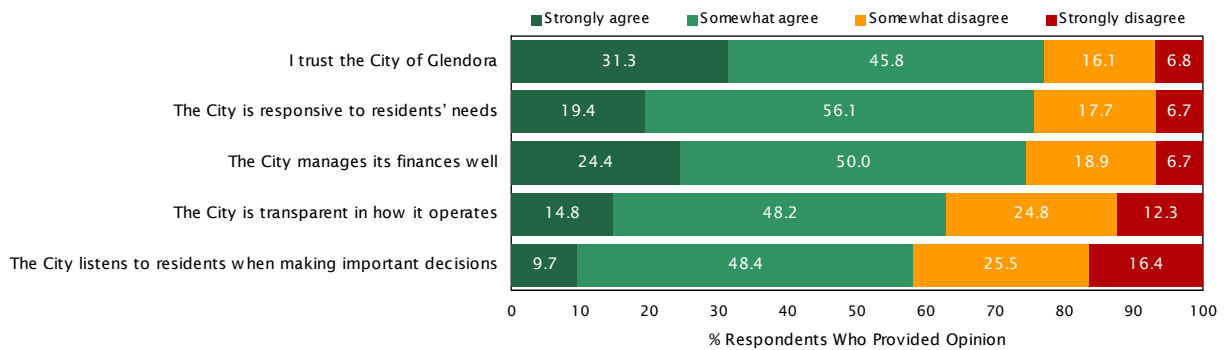


TABLE 9 AGREEMENT WITH STATEMENTS ABOUT GLENDORA AMONG THOSE WITH OPINION BY STUDY YEAR

	Study Year		Change in Agreement 2014 to 2016
	2016	2014	
I trust the City of Glendora	77.1	81.0	-4.0
The City is responsive to residents’ needs	75.5	80.3	-4.7
The City is transparent in how it operates	62.9	67.9	-5.0
The City manages its finances well	74.4	80.8	-6.4†
The City listens to residents when making important decisions	58.1	69.5	-11.4†

† Statistically significant difference (p < 0.05) between the 2014 and 2016 studies.

CITY STAFF Residents were next asked if they had been in contact with City of Glendora staff in the past 12 months. Figure 17 provides the findings of this question and shows that 43% of residents indicated they had contact with City staff in the 12 months prior to the interview, which is almost identical to the findings of the 2011 and 2014 studies. Figures 18 and 19 show how contact with City staff in the past 12 months differed by a variety of demographics.

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

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

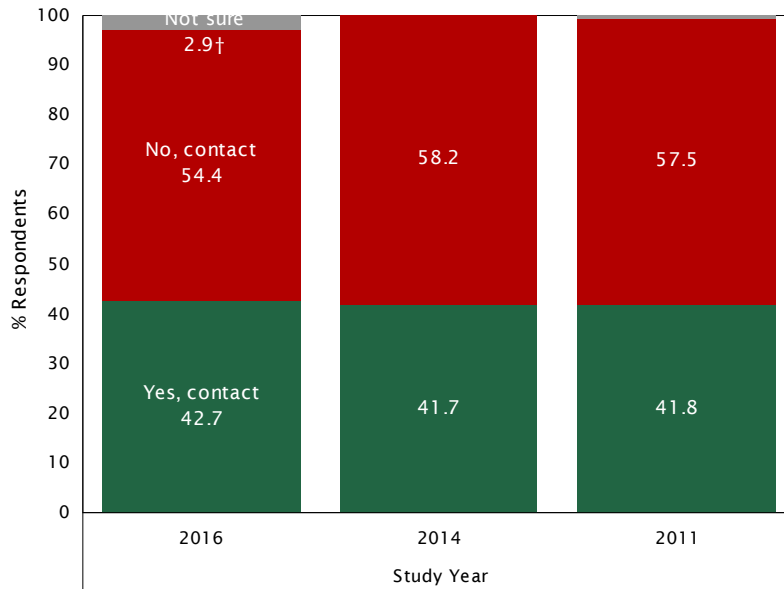


FIGURE 18 CONTACT WITH STAFF IN PAST 12 MONTHS BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD & AGE

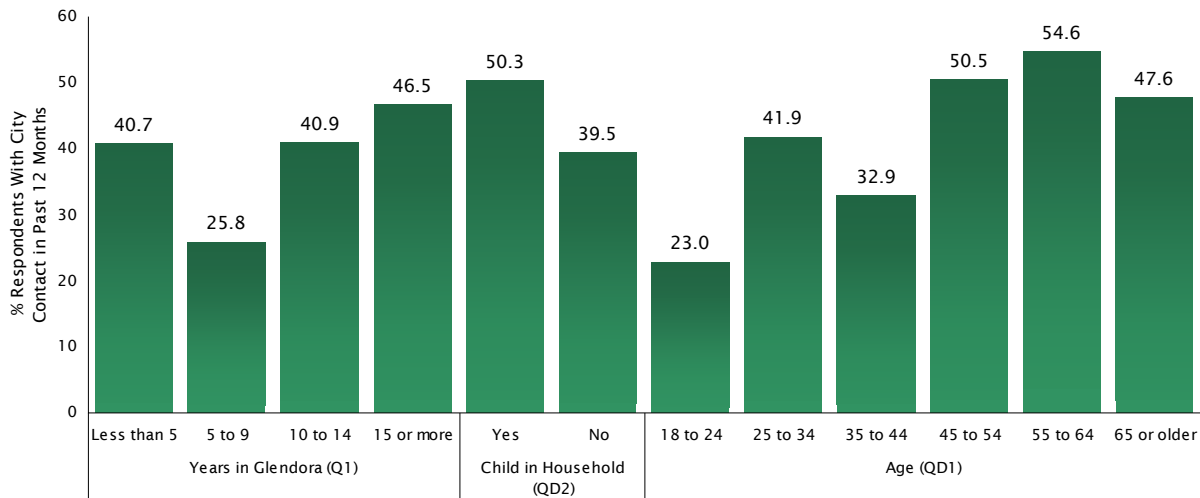
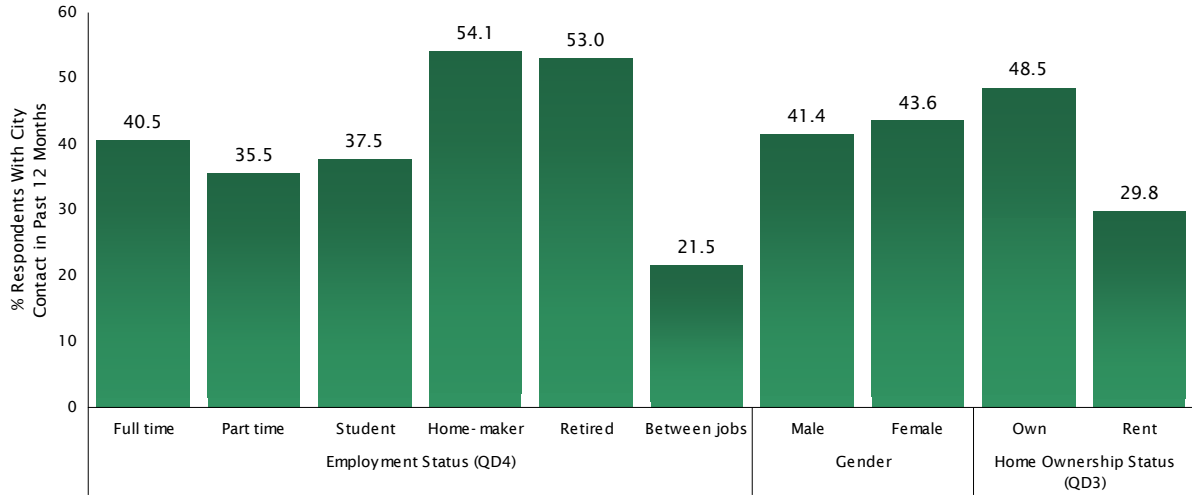


FIGURE 19 CONTACT WITH STAFF IN PAST 12 MONTHS BY EMPLOYMENT STATUS, GENDER & HOME OWNERSHIP STATUS



Respondents who had contact with City staff in the past 12 months were asked to rate City staff on three dimensions: professionalism, accessibility, and helpfulness. Respondents rated staff high on all three dimensions tested, with approximately nine-in-ten rating staff as accessible (94%), professional (93%), and helpful (88%). There were no statistically significant changes in how residents rated staff between 2014 and 2016 (see Table 10).

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

FIGURE 20 OPINION OF STAFF

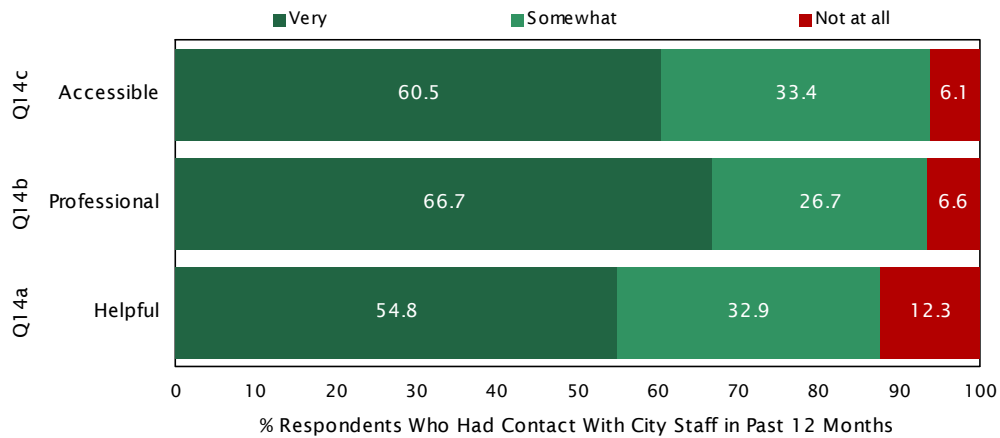


TABLE 10 OPINION OF STAFF BY STUDY YEAR

	Study Year		Change in % Very + Somewhat 2014 to 2016
	2016	2014	
Accessible	93.9	95.6	-1.7
Professional	93.4	95.3	-1.9
Helpful	87.7	91.3	-3.5

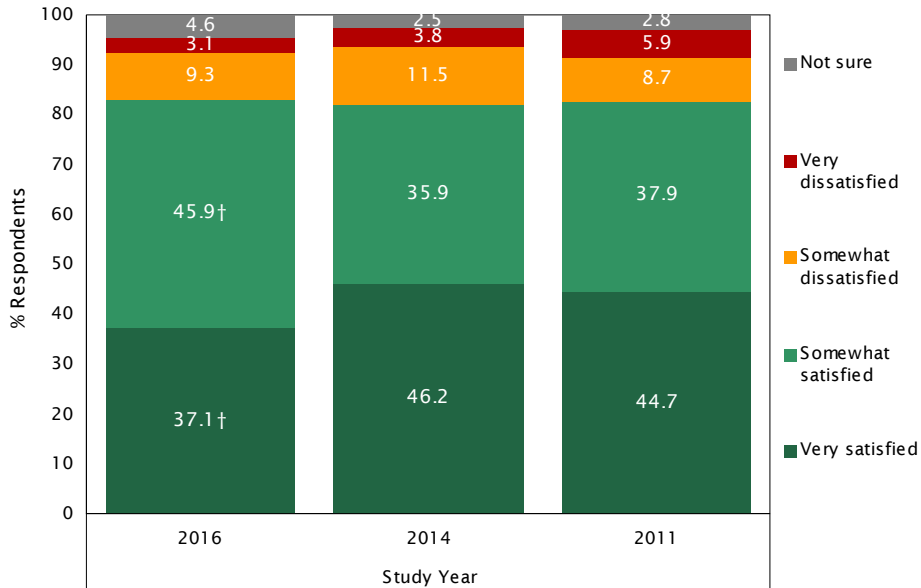
COMMUNICATION & E-GOVERNMENT

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

OVERALL SATISFACTION: CITY-RESIDENT COMMUNICATION Question 15 of the survey asked residents to report their satisfaction with the City's efforts to share information with its residents. Overall, 83% of respondents indicated they were satisfied with City efforts to communicate with residents through newsletters, the Internet, and other means. The remaining respondents were either somewhat (9%) or very (3%) dissatisfied with the City's efforts in this respect, or did not provide an opinion (5%). When compared to the 2014 study, the intensity of satisfaction was lower, although the overall satisfaction level (very + somewhat) was slightly higher (see Figure 21).

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

FIGURE 21 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY STUDY YEAR



† Statistically significant difference ($p < 0.05$) between the 2014 and 2016 studies.

For the interested reader, figures 22 and 23 on the next page display how opinions about the City's efforts to communicate with residents varied by demographic subgroups. Although satisfaction with City-resident communication differed between subgroups, the majority of respondents in every subgroup reported being satisfied with the City's efforts in this respect.

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

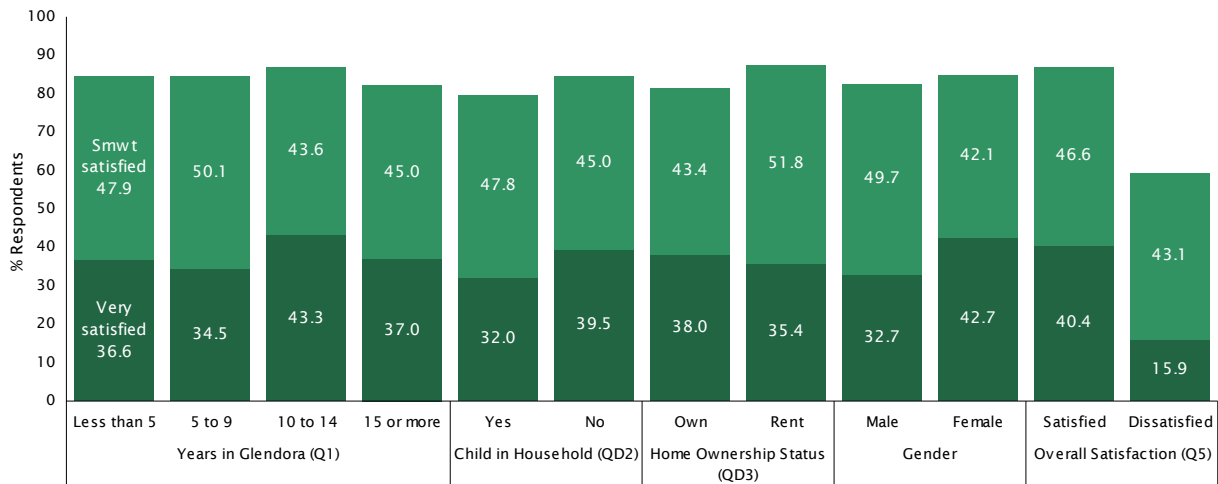
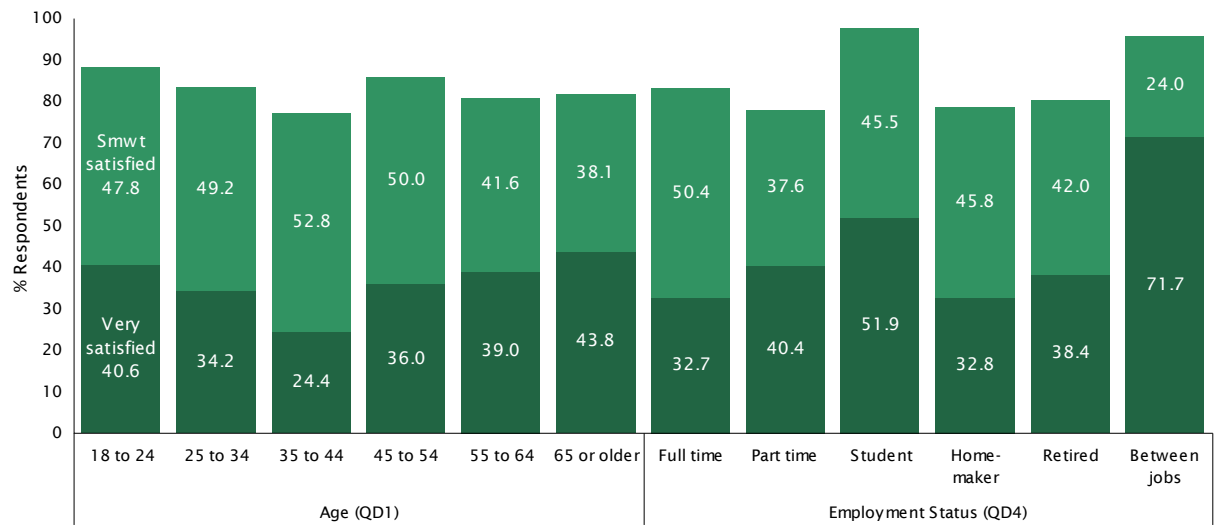


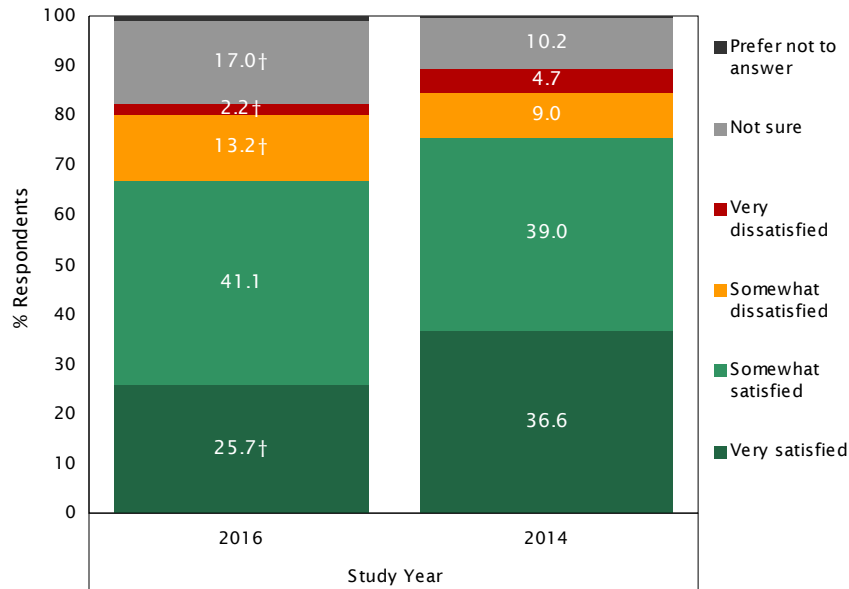
FIGURE 23 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY AGE & EMPLOYMENT STATUS



OVERALL SATISFACTION: RESIDENT-CITY COMMUNICATION New to the 2014 survey was a question asking residents about their satisfaction with the opportunities they have to communicate information to the City of Glendora. As shown in Figure 24 on the next page, 67% of respondents said they were satisfied with the opportunities they have to communicate with the City. The remaining respondents were either somewhat (13%) or very (2%) dissatisfied, or did not provide an opinion (18%). When compared to the 2014 study, there was a significant decline in overall satisfaction with opportunities to communicate information to the City, among respondents overall (see Figure 24) and among just those with an opinion on the matter (see Figure 25). Figures 26 and 27 display how responses to this question varied by demographic sub-groups among those with an opinion.

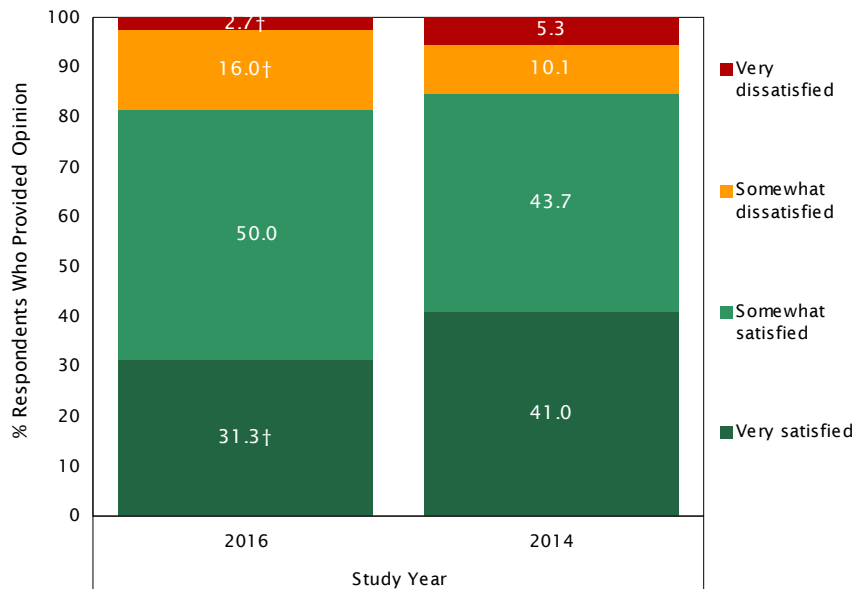
Question 16 Now let me ask about communication in the other direction. Overall, are you satisfied or dissatisfied with the opportunities you have to communicate information to the City of Glendora?

FIGURE 24 SATISFACTION WITH RESIDENT COMMUNICATION BY STUDY YEAR



† Statistically significant difference (p < 0.05) between the 2014 and 2016 studies.

FIGURE 25 SATISFACTION WITH RESIDENT COMMUNICATION BY STUDY YEAR AMONG THOSE RESPONDENTS WHO PROVIDED OPINION



† Statistically significant difference (p < 0.05) between the 2014 and 2016 studies.

FIGURE 26 SATISFACTION WITH RESIDENT COMMUNICATION BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD, HOME OWNERSHIP, GENDER & OVERALL SATISFACTION

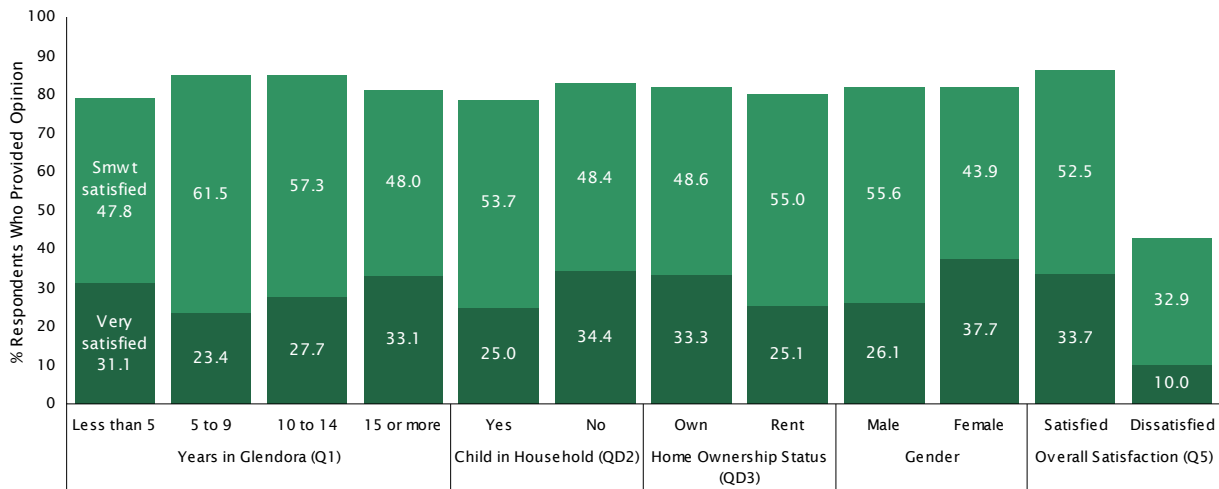
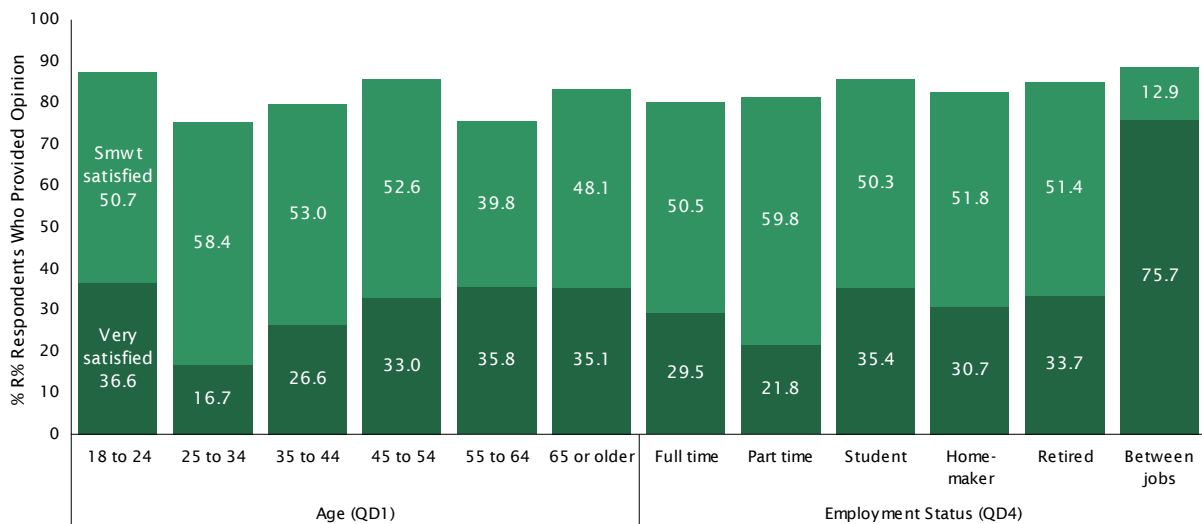


FIGURE 27 SATISFACTION WITH RESIDENT COMMUNICATION BY AGE & EMPLOYMENT STATUS



METHODS OF COMMUNICATION As a follow-up to the previous question regarding satisfaction with opportunities to communicate information to the City, Question 17 asked residents in an open-ended manner *how* they would most prefer to communicate with the City. Because respondents were allowed to provide up to three sources, the percentages shown in Figure 28 represent the percentage of residents who mentioned a particular source, and thus sum to more than 100.

The most frequently cited preferred methods for communicating to the City were email (51%), telephone (38%), in-person meetings (32%), and via the City’s website (24%). Tables 11 and 12 on the next page display the responses to this question according to the respondent’s length of residence, age, and level of satisfaction with both city-to-resident and resident-to-city communication.

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

FIGURE 28 PREFERENCE FOR COMMUNICATING INFORMATION TO CITY

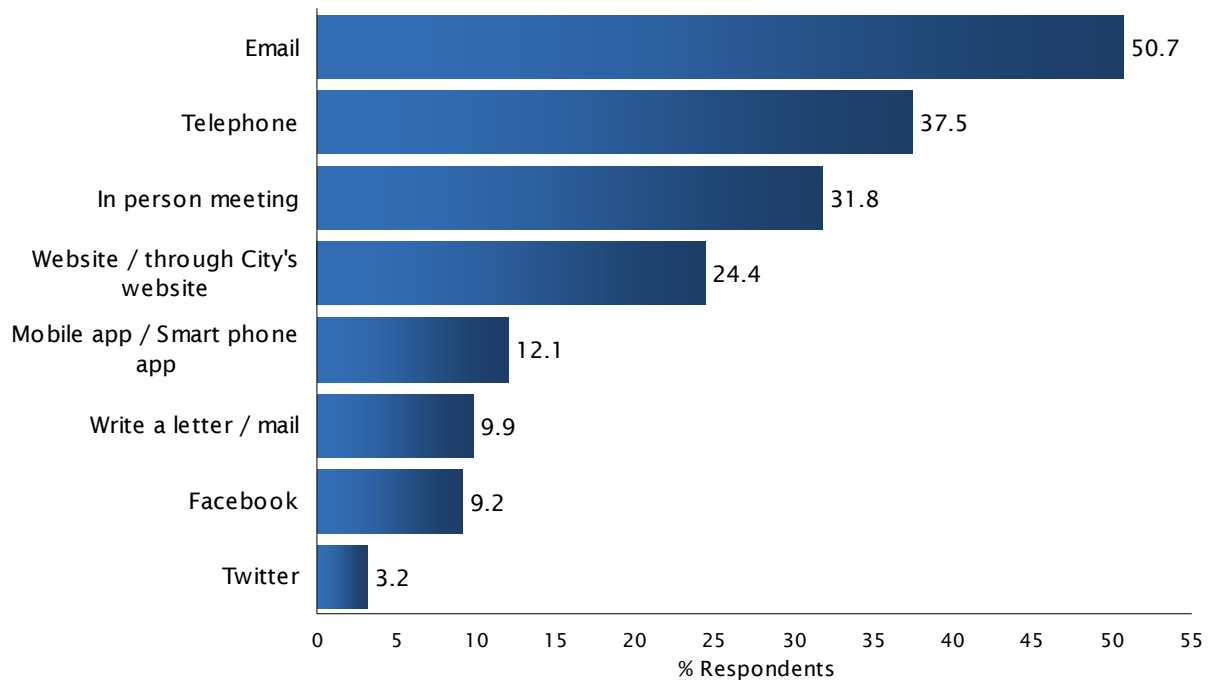


TABLE 11 PREFERENCE FOR COMMUNICATING INFORMATION TO CITY BY YEARS IN GLENDORA & AGE

	Years in Glendora (Q1)				Age (QD1)					
	Less than 5	5 to 9	10 to 14	15 or more	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Email	54.4	56.9	49.6	48.7	48.8	60.6	50.9	63.4	52.0	33.3
Telephone	37.8	21.5	36.5	40.4	36.2	24.6	31.9	39.4	46.0	42.3
In person meeting	31.3	28.2	23.5	33.5	31.0	30.7	31.5	26.1	33.0	37.6
Website / through City's website	29.3	39.4	16.8	21.6	34.4	25.9	29.7	23.8	25.0	13.5
Mobile app / Smart phone app	18.2	24.5	6.9	9.1	16.8	16.6	21.2	13.6	5.1	4.2
Facebook	11.2	11.8	15.1	8.4	1.8	9.1	13.1	12.6	11.6	10.3
Write a letter / mail	18.3	12.5	9.2	6.1	1.8	21.1	18.2	8.9	4.0	4.8
Twitter	2.4	7.7	0.0	3.1	6.2	4.0	4.6	1.6	1.3	2.6

TABLE 12 PREFERENCE FOR COMMUNICATING INFORMATION TO CITY BY SATISFACTION WITH CITY-RESIDENT COMMUNICATION & SATISFACTION WITH RESIDENT-CITY COMMUNICATION

	Satisfaction With City-Resident Com (Q15)		Satisfaction With Resident-City Com (Q16)	
	Satisfied	Dissatisfied	Satisfied	Dissatisfied
Email	52.7	45.6	51.9	49.7
Telephone	37.1	35.9	41.0	26.9
In person meeting	32.3	27.7	32.8	39.7
Website / through City's website	24.4	25.0	21.8	28.2
Mobile app / Smart phone app	12.3	11.1	12.4	12.6
Facebook	9.8	8.8	10.2	8.7
Write a letter / mail	8.6	13.4	8.3	14.2
Twitter	3.1	2.5	4.0	2.4

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 29, just over one-third (37%) of residents answered Question 18 in the affirmative, which was similar to the percentage found in 2014 and 2011. Figures 29 and 30 show how desire for additional information differed by a variety of subgroups. Respondents dissatisfied with current communication efforts and opportunities were the individuals most likely to desire additional information from the City.

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

FIGURE 29 DESIRE ADDITIONAL INFO FROM CITY BY STUDY YEAR

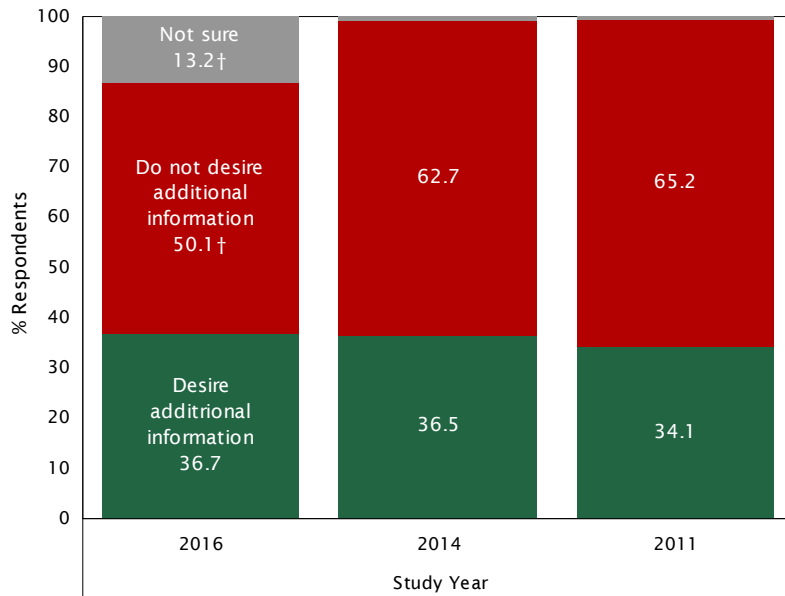


FIGURE 30 DESIRE ADDITIONAL INFO FROM CITY BY YEARS IN GLENDORA, SATISFACTION WITH CITY-RESIDENT COMMUNICATION & SATISFACTION WITH RESIDENT-CITY COMMUNICATION

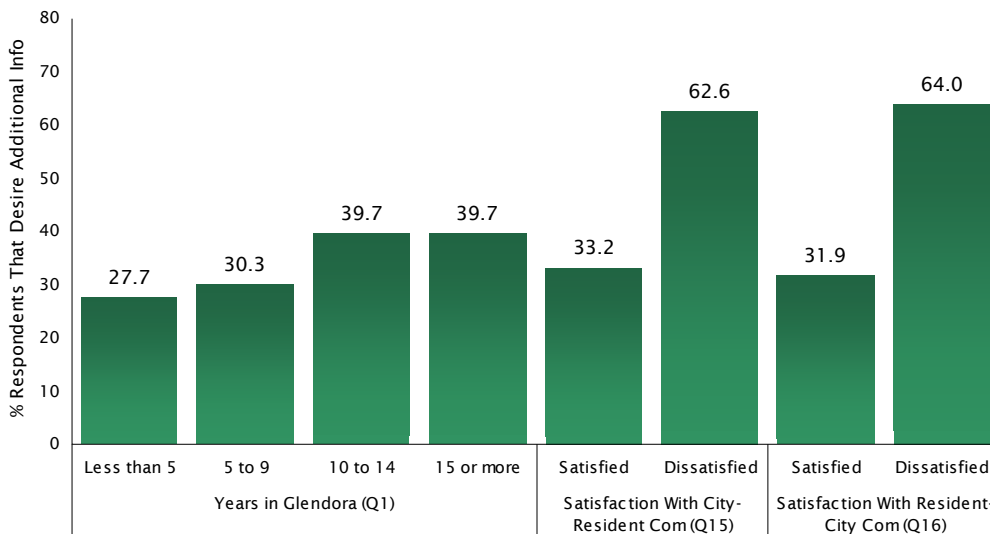
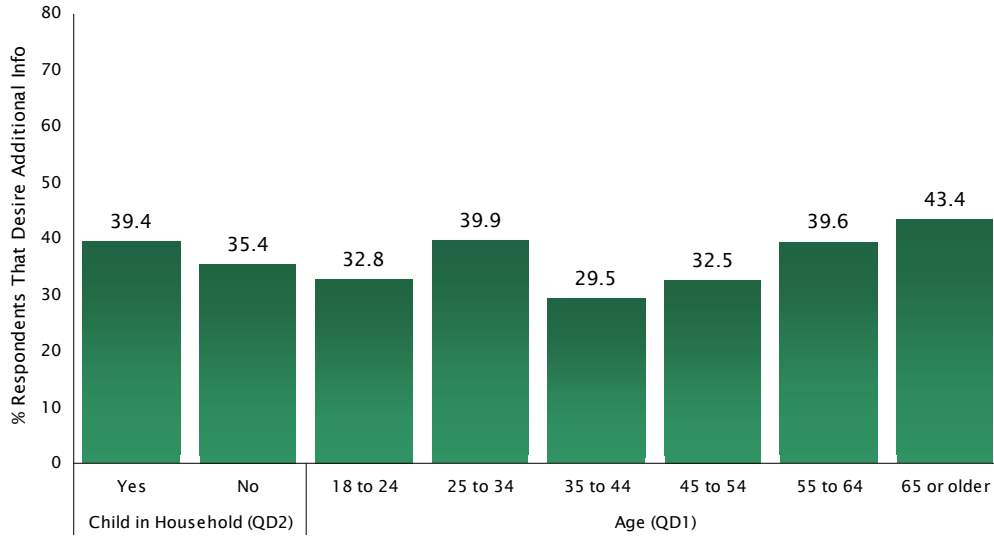


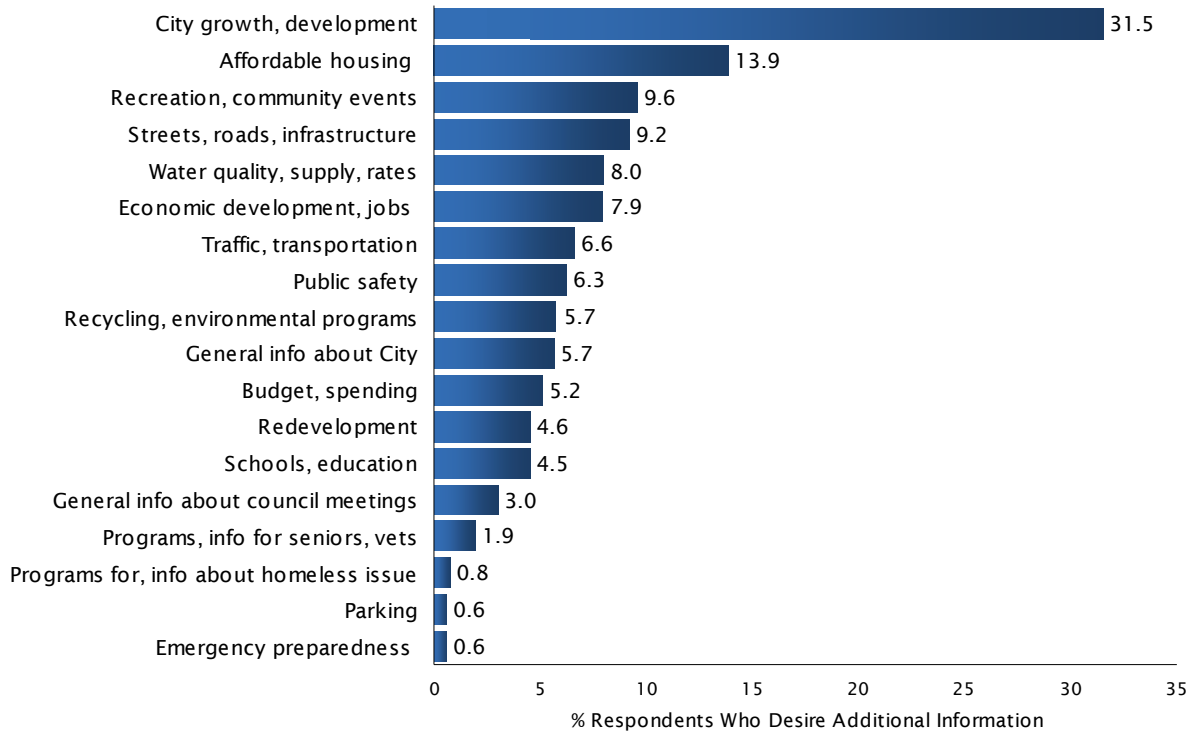
FIGURE 31 DESIRE ADDITIONAL INFO FROM CITY BY CHILD IN HOUSEHOLD & AGE



Respondents who expressed interest in receiving additional information were asked to describe the topic in which they were interested. Question 19 was posed in an open-ended manner, allowing respondents to mention any topic that came to mind. The verbatim responses were reviewed by True North and grouped into the categories shown in Figure 32.

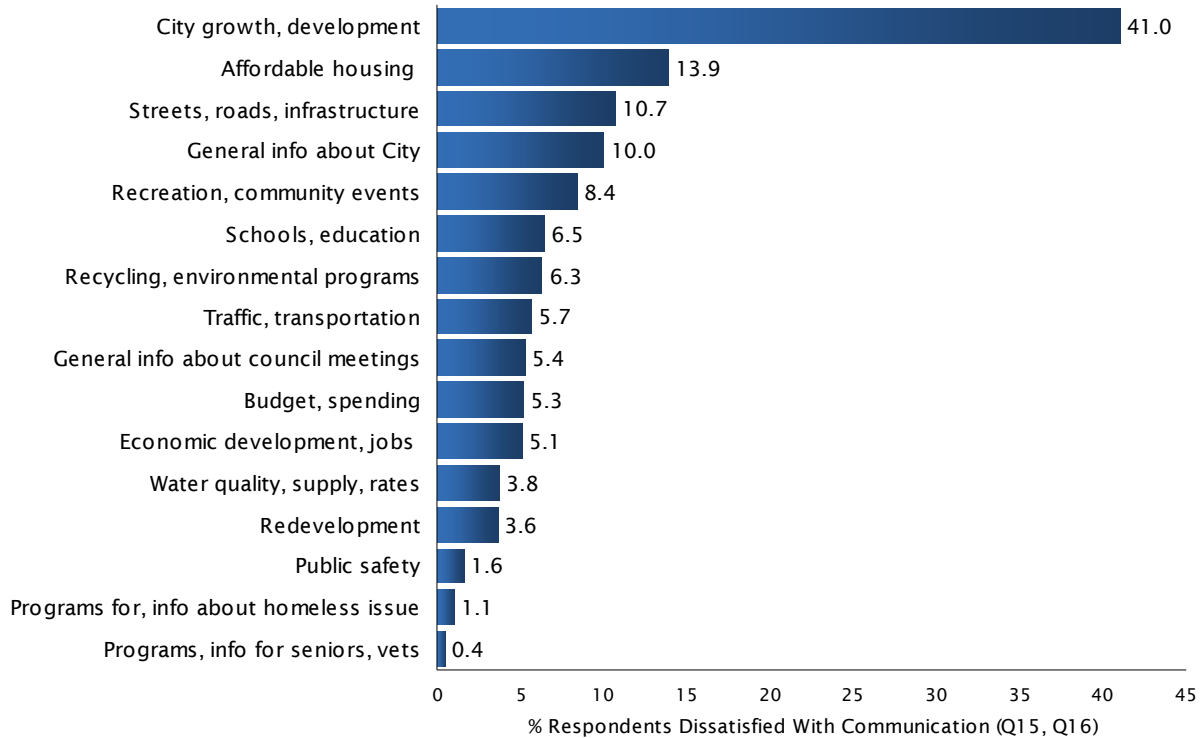
Question 19 *Please briefly describe the topic you'd like to receive more information about from the City.*

FIGURE 32 ADDITIONAL INFORMATION TOPICS DESIRED



Information about city growth/development projects was the most commonly mentioned topic of interest (32%), followed by affordable housing (14%), recreation/community events (10%), streets/roads/infrastructure (9%), and water quality/supply/rates (8%). For the reader's reference, Figure 33 presents the responses to Question 19 among those respondents who indicated they were dissatisfied with either city-to-resident communication efforts or resident-to-city communication opportunities in Glendora.

FIGURE 33 ADDITIONAL INFORMATION TOPICS DESIRED AMONG THOSE RESPONDENTS DISSATISFIED WITH COMMUNICATION



INFORMATION SOURCES To help the City identify the most effective means of communicating with residents, it is helpful to understand what sources they currently rely on for this type of information. In an open-ended manner, residents were asked to list the sources they typically use to find out about City of Glendora news, events, and programming. Because respondents were allowed to provide up to three sources, the percentages shown in Figure 34 represent the percentage of residents who mentioned a source.

The most frequently-cited source for City information was the City's newsletter, mentioned by 39% of respondents. The City's newsletter was followed by the City's website (29%), *Glendora City News* (18%), friends and family (12%), and the City's Facebook and Twitter feeds (12%). For the interested reader, Figure 35 presents the results for information sources that appeared in the 2011, 2014 and 2016 surveys, as well as percentage of respondents who mentioned each source. Tables 13 and 14, meanwhile, show how the percentage of respondents who mentioned each information source varied by length of residence, age, and satisfaction with city-to-resident and resident-to-city communication.

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

FIGURE 34 CITY INFORMATION SOURCES

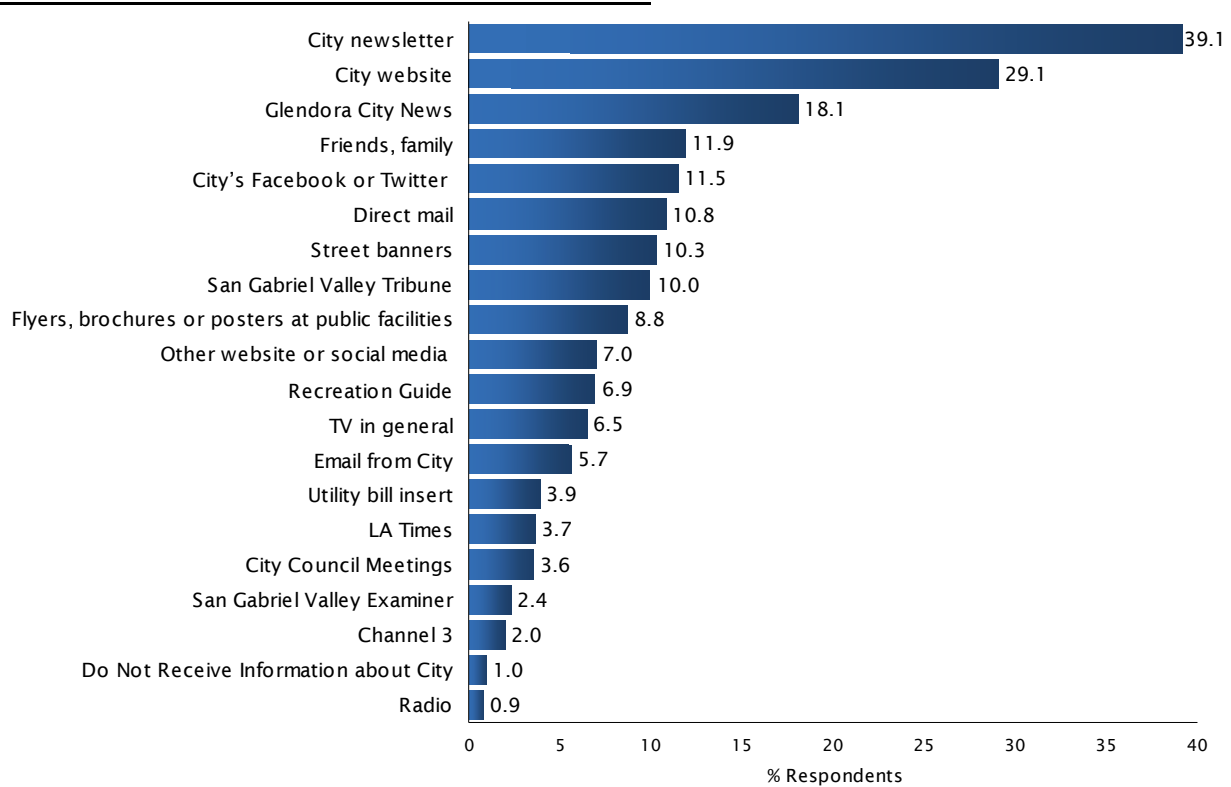


FIGURE 35 CITY INFORMATION SOURCES BY STUDY YEAR

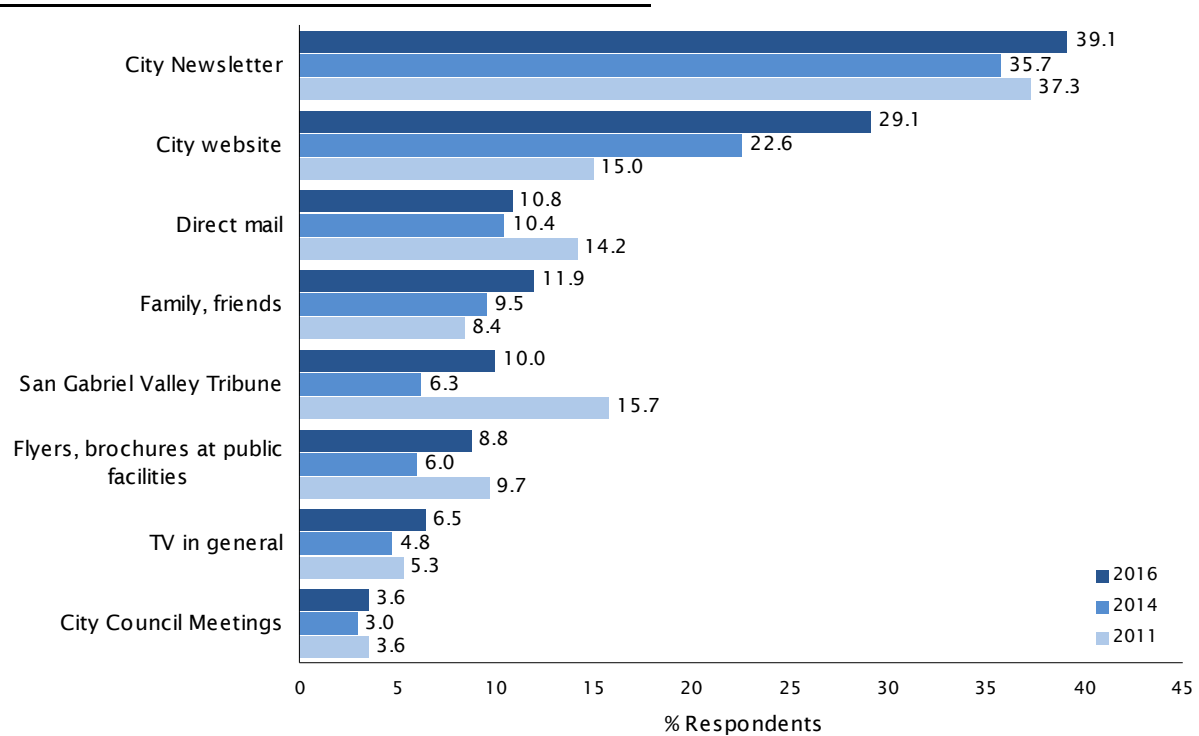


TABLE 13 CITY INFORMATION SOURCES BY YEARS IN GLENDORA & AGE

	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	37.6	34.3	33.9	41.1	12.4	37.7	42.9	46.2	46.5	44.1
City website	22.0	27.7	28.2	31.4	21.2	37.5	31.3	34.6	29.6	22.1
Glendora City News	18.3	21.5	28.0	15.9	24.8	17.4	20.3	18.1	14.1	15.1
Friends, family	10.8	9.1	9.0	13.2	21.5	12.6	10.1	12.1	6.9	10.4
City's Facebook or Twitter	17.2	9.7	14.0	9.7	14.2	18.9	12.3	11.8	7.7	6.6
Direct mail	23.3	6.3	11.3	8.4	6.2	5.1	8.9	12.6	15.6	13.9
Street banners	10.1	14.7	6.6	10.2	13.4	16.1	8.6	8.3	11.8	6.3
San Gabriel Valley Tribune	4.3	5.9	12.1	11.7	3.6	3.5	10.5	9.0	14.1	15.9
Flyers, brochures or posters at public facilities	16.4	2.7	8.2	8.0	0.0	5.1	7.9	10.3	14.4	12.1
Other website or social media	7.6	6.3	5.2	7.3	8.0	9.1	6.7	6.6	8.5	4.5

TABLE 14 CITY INFORMATION SOURCES BY SATISFACTION WITH CITY-RESIDENT COMMUNICATION & SATISFACTION WITH RESIDENT-CITY COMMUNICATION

	Satisfaction With City-Resident Com (Q15)		Satisfaction With Resident-City Com (Q16)	
	Satisfied	Dissatisfied	Satisfied	Dissatisfied
City newsletter	40.2	34.7	42.8	40.1
City website	31.7	14.4	31.5	19.4
Glendora City News	18.1	16.5	17.1	17.7
Friends, family	10.4	20.5	10.7	17.0
City's Facebook or Twitter	12.0	8.4	10.1	10.3
Direct mail	10.8	10.0	9.8	6.2
Street banners	9.2	16.4	7.8	11.3
San Gabriel Valley Tribune	8.8	17.2	10.1	12.6
Flyers, brochures or posters at public facilities	9.2	5.2	9.3	7.1
Other website or social media	7.1	7.0	8.4	4.6

CITY WEBSITE Respondents were next asked a two questions about the City’s website. The first (Question 21) simply asked whether or not the respondent had visited the City of Glendora’s website in the past 12 months. As shown in Figure 36, 62% of residents indicated that they had visited the website during this period, which is slightly higher than in 2014 and substantially higher than found in 2011. Figures 37 and 38 show how visits to the City’s website varied by length of residence, satisfaction with city-to-resident and resident-to-city communication, presence of a child in the home, and age.

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

FIGURE 36 CITY WEBSITE VISIT IN PAST 12 MONTHS BY STUDY YEAR

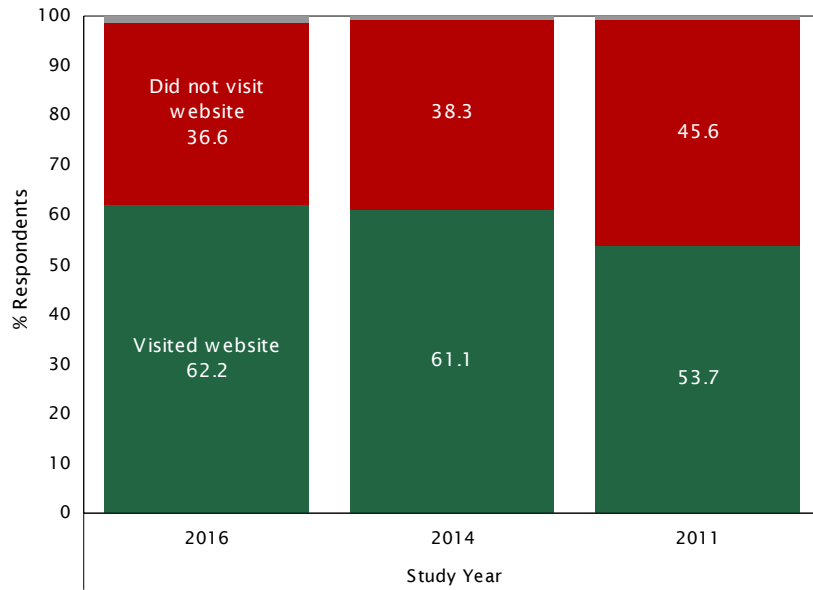


FIGURE 37 CITY WEBSITE VISIT IN PAST 12 MONTHS BY YEARS IN GLENDORA, SATISFACTION WITH CITY-RESIDENT COMMUNICATION, SATISFACTION WITH RESIDENT-CITY COMMUNICATION

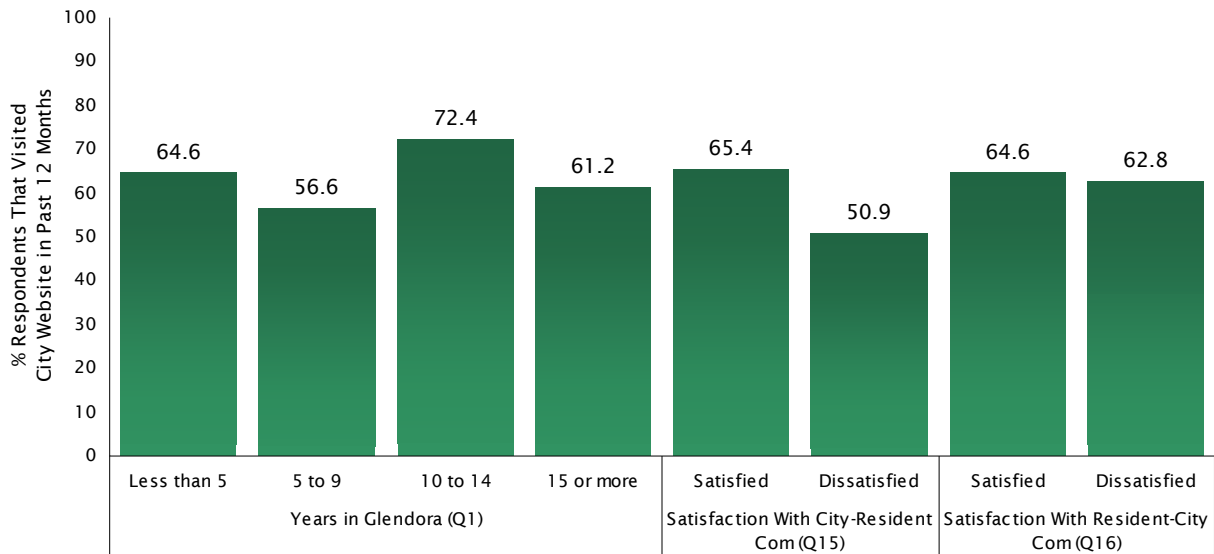
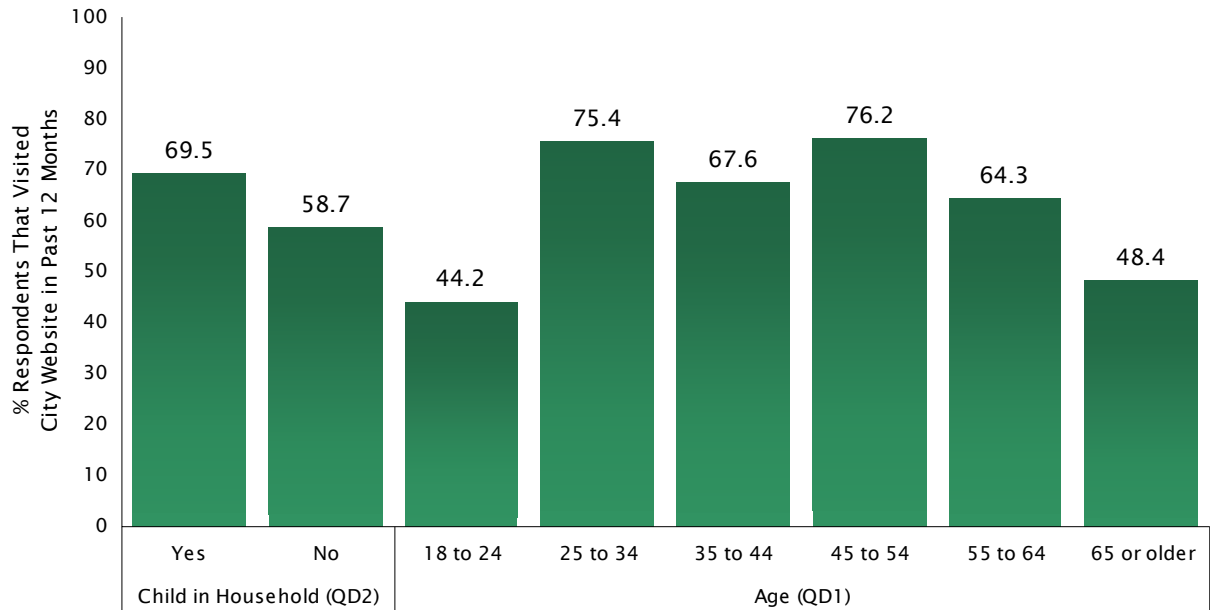


FIGURE 38 CITY WEBSITE VISIT IN PAST 12 MONTHS BY CHILD IN HOUSEHOLD & AGE



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 39, two-thirds (67%) of residents who had visited the City’s website rated the overall quality as excellent or good. The variety of content and resources (70%) and the ability of the respondent to find what he or she was looking for (67%) received similarly high ratings. There was one statistically significant change between the 2014 and 2016 studies with respect to the perceived overall quality of the website (see Table 15).

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

FIGURE 39 RATING ASPECTS OF CITY WEBSITE



TABLE 15 RATING ASPECTS OF CITY WEBSITE BY STUDY YEAR

	Study Year		Change in Excellent + Good 2014 to 2016
	2016	2014	
Ability to find what you are looking for on the website	66.5	68.7	-2.3
Variety of content and resources available on the website	69.7	74.1	-4.4
Overall quality of the website	66.9	78.9	-12.0†

† Statistically significant difference (p < 0.05) between the 2014 and 2016 studies.

INFORMATION ON CURRENT AND PLANNED DEVELOPMENT PROJECTS

In response to the interest expressed by residents in 2014, the City of Glendora began distributing additional information to residents regarding current and planned local development projects. Question 23 asked residents whether they are generally satisfied or dissatisfied with the quality and quantity of information made available by the City on this topic. Overall, the majority of respondents (56%) indicated they were satisfied with the quantity and quality of development-related information made available by the City, whereas 35% indicated they were dissatisfied and 9% were unsure or unwilling to share their opinion (Figure 40). When compared to their respective counterparts, new residents (less than 5 years residence), younger residents (under 45 years of age), students, and those who were generally satisfied with the City’s communication efforts and overall performance providing municipal services were the most likely to report being satisfied with the quality and quantity of development information made available by the City (see figures 41-43).

Question 23 *Are you generally satisfied or dissatisfied with the quality and quantity of information made available by the City regarding current and planned local development projects?*

FIGURE 40 OVERALL SATISFACTION WITH QUALITY & QUANTITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY

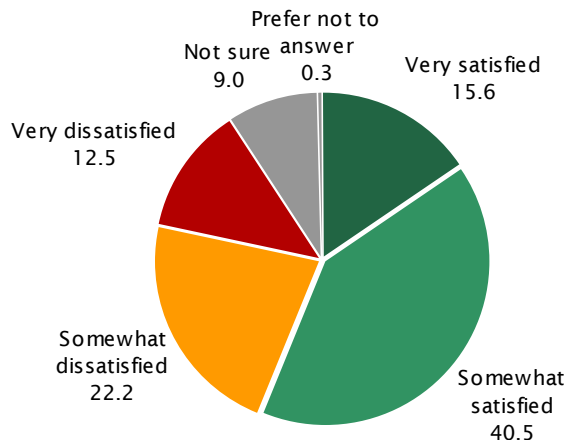


FIGURE 41 OVERALL SATISFACTION WITH QUALITY & QUANTITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD & HOME OWNERSHIP STATUS

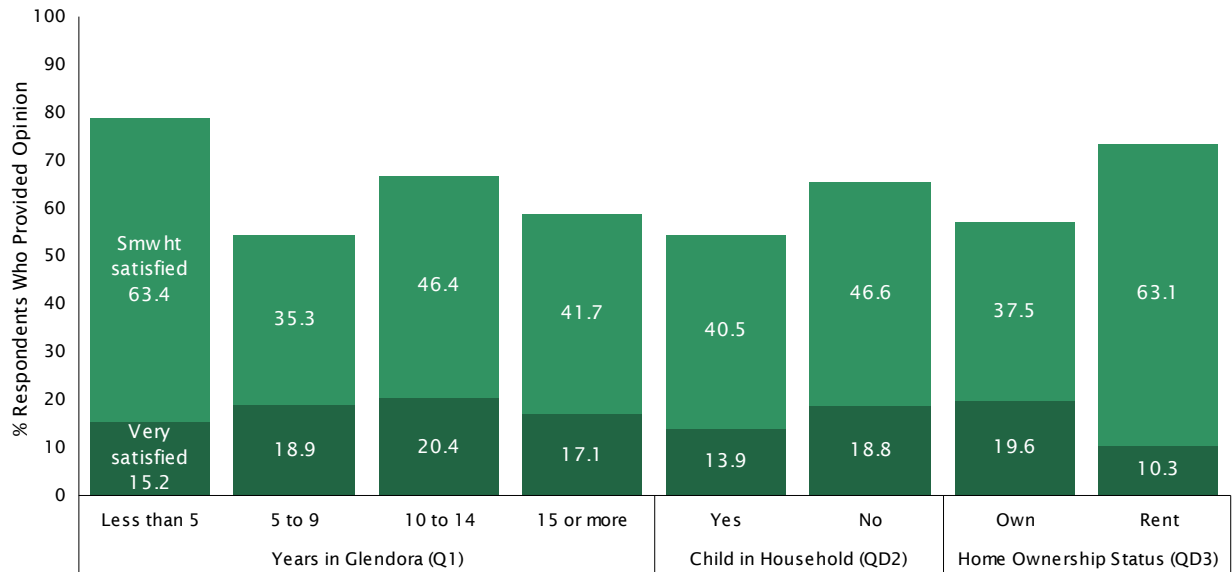


FIGURE 42 OVERALL SATISFACTION WITH QUALITY & QUANTITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY BY AGE, & GENDER

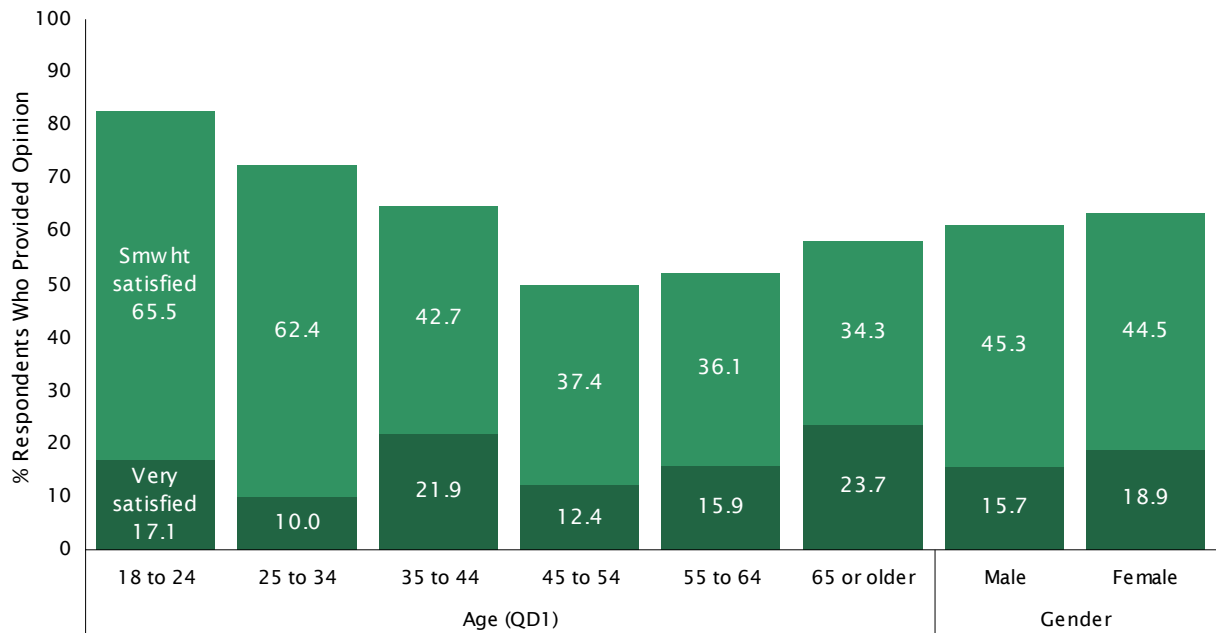
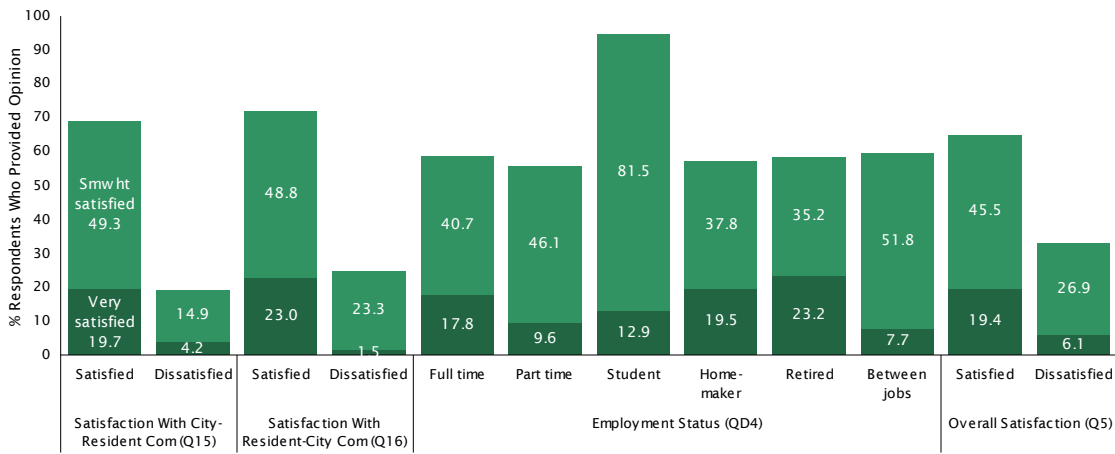


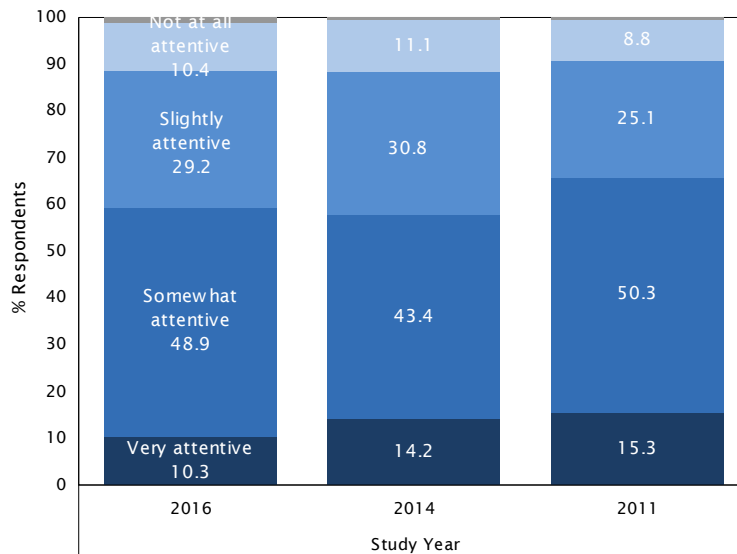
FIGURE 43 OVERALL SATISFACTION WITH QUALITY & QUANTITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY BY SATISFACTION WITH CITY-RESIDENT COMMUNICATION, SATISFACTION WITH RESIDENT-CITY COMMUNICATION, EMPLOYMENT STATUS & OVERALL SATISFACTION



ATTENTION PAID TO LOCAL GOVERNMENT The final substantive question of the 2016 survey asked respondents to rate how attentive they are to the issues, decisions, and activities of local City government using a scale of very attentive, somewhat attentive, slightly attentive, or not at all attentive. Overall, 10% of respondents claimed to be very attentive to matters of local government, 49% somewhat attentive, and 29% slightly attentive. Another 10% of respondents said they do not pay any attention to the activities of their City government (see Figure 44). Figures 45 and 46 display how attentiveness to local government differed across a variety of demographic subgroups.

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?*

FIGURE 44 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY STUDY YEAR



† Statistically significant difference ($p < 0.05$) between the 2014 and 2016 studies.

FIGURE 45 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY YEARS IN GLENDORA, WEBSITE VISIT IN PAST 12 MONTHS, CONTACT WITH CITY IN PAST 12 MONTHS & CHILD IN HOUSEHOLD

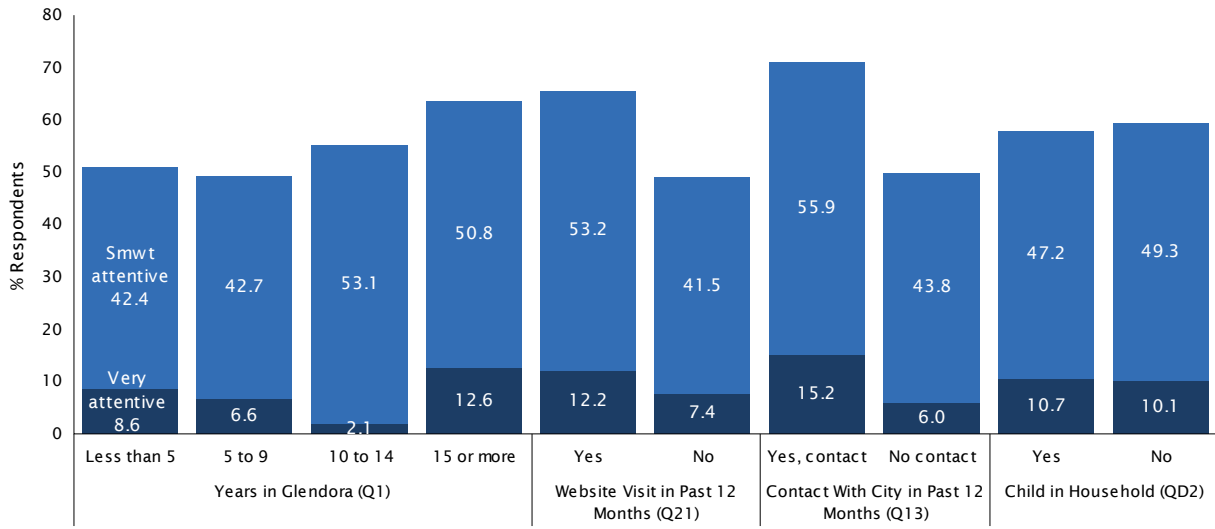
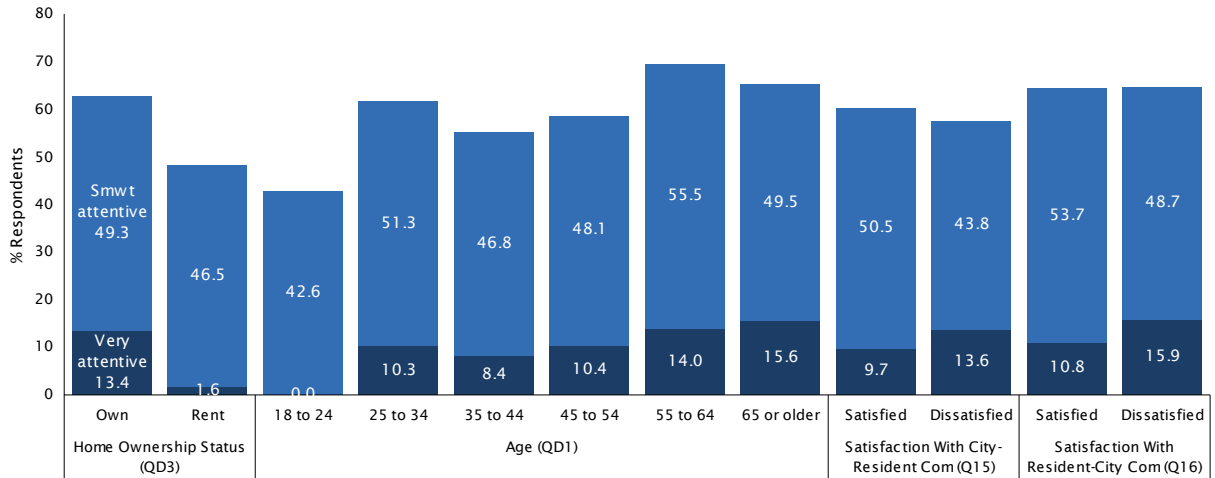


FIGURE 46 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY HOME OWNERSHIP STATUS, AGE, SATISFACTION WITH CITY-RESIDENT COMMUNICATION & SATISFACTION WITH RESIDENT-CITY COMMUNICATION





BACKGROUND & DEMOGRAPHICS

TABLE 16 DEMOGRAPHICS OF SAMPLE

	Study Year		
	2016	2014	2011
<i>Total Respondents</i>	622	400	400
Years in Glendora (Q1)			
Less than 5	16.4	13.9	15.3
5 to 9	11.3	15.6	17.4
10 to 14	8.8	14.4	12.9
15 or more	63.2	56.0	53.7
Prefer not to answer	0.3	0.1	0.5
Age (QD1)			
18 to 24	14.5	13.5	12.4
25 to 34	14.2	12.8	13.4
35 to 44	14.6	15.8	16.6
45 to 54	17.7	20.3	18.6
55 to 64	17.1	15.5	18.1
65 or older	21.4	16.4	17.9
Prefer not to answer	0.5	5.5	3.0
Child in Household (QD2)			
Yes	32.1	37.0	39.0
No	66.9	61.4	59.0
Prefer not to answer	1.0	1.6	2.0
Home Ownership Status (QD3)			
Own	74.2	71.2	75.1
Rent	22.2	25.6	21.2
Prefer not to answer	3.6	3.1	3.7
Employment Status (QD4)			
Full time	46.8	45.0	42.5
Part time	8.9	12.0	10.9
Student	10.2	9.1	8.4
Home- maker	6.1	5.6	5.5
Retired	22.3	21.1	21.9
Between jobs	2.1	4.4	8.0
Prefer not to answer	3.5	2.8	2.7
Gender			
Male	53.0	49.7	50.2
Female	45.4	50.3	49.8
Prefer not to answer	1.6	0.0	0.0

Table 16 presents the key demographic and background information collected during the survey. Because of the probability-based sampling methodology used in this study, the results shown in the table are representative of adult residents in the City of Glendora. The primary motivation for collecting the background and demographic information was to provide a better insight into how the results of the substantive questions of the survey vary by demographic characteristics (see Appendix A for more details).



M E T H O D O L O G Y

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

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

Some of the questions asked in this study were presented only to a subset of respondents. For example, only respondents who had been in contact with City staff in the past 12 months (Question 13) were asked to rate aspects of the staff (Question 14). The questionnaire included with this report (see *Questionnaire & Toplines* on page 53) identifies the skip patterns used during the interview to ensure that each respondent received the appropriate questions. Moreover, most of the questions asked in the 2016 survey were tracked directly from the 2014 and 2011 surveys to allow the City to assess its performance reliably over time.

PROGRAMMING & PRE-TEST 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 happen during the interview. The survey was also programmed into a passcode-protected online survey application to allow online participation for sampled residents. The integrity of the questionnaire was pre-tested internally by True North and by dialing into households in the City prior to formally beginning the survey.

SAMPLE The sample for the 2016 survey was developed by compiling a list of residential addresses in Glendora and then cross-referencing multiple public and private databases to append additional contact information, including occupant names, telephone numbers, and email addresses where available. From this master database, True North developed a stratified, random sample of residents to recruit to participate in the survey and used additional screening questions to confirm eligibility.

RECRUITING AND DATA COLLECTION The survey followed a mixed-method design that employed multiple recruiting methods (telephone and email) and multiple data collection methods (telephone and online). Telephone interviews averaged 20 minutes in length and were conducted during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM). 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 likely bias the sample.

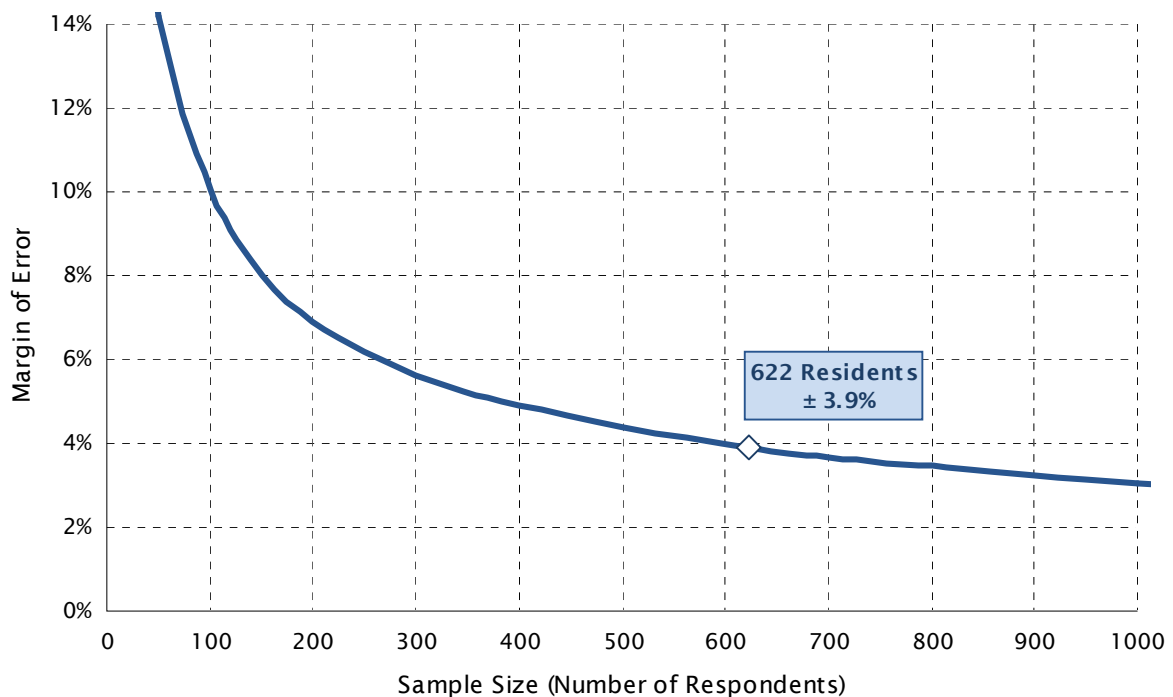
Residents recruited via email were assigned a unique passcode to ensure that only individuals who received an invitation could access the online survey site, and that each individual could complete the survey only one time. During the data collection period, an email reminder notice was also sent to encourage participation among those who had yet to take the survey. Adminis-

tered in English and Spanish between August 31 and September 15, 2016, a total of 622 residents completed the survey.

STATISTICAL MARGIN OF ERROR By using a probability-based sample and monitoring the sample characteristics as data collection proceeded, True North ensured that the sample was representative of adult residents in the City of Glendora. The results of the survey can thus be used to estimate the opinions of *all* adult residents in the City. Because not all adult residents participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 622 respondents for a particular question and what would have been found if all of the estimated 40,605 adult residents³ had been interviewed.

Figure 47 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 $\pm 3.9\%$ for questions answered by all 622 respondents.

FIGURE 47 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 47 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.

3. Source: estimate based on 2016 California Finance Department projections and the 2010 Census.

DATA PROCESSING Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing open-ended responses, and preparing frequency analyses and crosstabulations. Tests of statistical significance were also conducted when comparing 2016 and 2014 survey responses for identical questions.

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
September 2016

Section 1: Introduction to Study

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

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

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

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

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

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

Section 2: Screener for Inclusion in the Study

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

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

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

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

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

Section 3: Quality of Life

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

Q1	How long have you lived in Glendora?	
1	Less than 1 year	3%
2	1 to 4 years	13%
3	5 to 9 years	11%
4	10 to 14 years	9%
5	15 years or longer	63%
99	Not sure / Prefer not to answer	0%

Q2	How would you rate the overall quality of life in Glendora? Would you say it is excellent, good, fair, poor or very poor?		
	1	Excellent	41%
	2	Good	49%
	3	Fair	8%
	4	Poor	1%
	5	Very Poor	0%
	98	Not sure	0%
	99	Prefer not to answer	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		23%
	Small town atmosphere		21%
	Quiet, peaceful		20%
	Good schools		15%
	Friendly people, neighbors		13%
	Beautiful community, city		12%
	Convenient layout, easy to get around		10%
	Clean, well-maintained		9%
	Mountains, hills		8%
	Shopping opportunities		7%
	Recreational facilities		6%
	Good city services in general		5%
	Family-oriented		4%
	Community activities, events		2%
	Not much traffic		2%
	Sense of community		2%
	Well-maintained infrastructure, streets		2%
	Good government leadership		1%
	Libraries		1%
	Senior Center, services		1%
	Like everything		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.	
	Limit growth, development	30%
	Improve streets, roads, infrastructure	14%
	Improve shopping opportunities	9%
	Not sure, cannot think of anything	9%
	Reduce traffic congestion	7%
	No changes, everything is fine	7%
	Improve parking	5%
	Improve public safety	3%
	Provide additional parks, rec facilities	3%
	Address water issues	3%
	Provide additional youth, family activities, events	3%
	Improve environmental efforts	3%
	Improve downtown area	3%
	Address homeless issues, poverty	2%
	Improve public transportation	2%
	Provide low cost housing	2%
	Improve City-resident communication, transparency	2%
	Improve schools, education	2%
	Reduce taxes, fees	1%
	Improve zoning laws, building permits	1%
	Reduce cost of living	1%
	Improve city planning	1%
	Improve government, leadership	1%
	Enforce codes	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	44%
2	Somewhat satisfied	42%
3	Somewhat dissatisfied	7%
4	Very dissatisfied	3%
98	Not sure	4%
99	Prefer not to answer	0%

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	Not sure	Prefer not to answer
A	Providing police services	55%	38%	6%	1%	0%	0%
B	Preparing the City for emergencies	40%	46%	12%	2%	1%	0%
C	Maintaining streets and roads	43%	46%	10%	0%	0%	0%
D	Managing traffic congestion in the city	35%	43%	18%	4%	0%	0%
E	Providing library services	24%	45%	24%	6%	1%	0%
F	Providing trash collection and recycling services	36%	48%	13%	3%	0%	0%
G	Promoting economic development for a healthy business community	23%	41%	27%	8%	1%	0%
H	Managing growth and development	33%	41%	20%	5%	1%	0%
I	Providing programs for youth, adults and seniors	25%	45%	25%	5%	0%	0%
J	Maintaining parks and recreation areas	35%	50%	14%	1%	0%	0%
K	Providing cultural and performing arts	14%	30%	42%	12%	1%	0%
L	Preserving and protecting open space	38%	40%	17%	4%	1%	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	Not sure	Prefer not to answer
A	Provide police services	65%	26%	7%	0%	2%	0%
B	Prepare the City for emergencies	34%	40%	9%	2%	14%	1%
C	Maintain streets and roads	24%	39%	24%	11%	1%	0%
D	Manage traffic congestion in the city	27%	42%	17%	11%	2%	1%
E	Provide library services	54%	35%	4%	0%	6%	1%
F	Provide trash collection and recycling services	59%	31%	4%	3%	3%	0%
G	Promote economic development for a healthy business community	22%	47%	14%	8%	9%	1%
H	Manage growth and development	15%	35%	22%	18%	8%	0%
I	Provide programs for youth, adults and seniors	41%	42%	5%	2%	9%	2%
J	Maintain parks and recreation areas	48%	41%	5%	2%	4%	0%
K	Provide cultural and performing arts	22%	47%	11%	4%	15%	1%
L	Preserve and protect open space	20%	41%	16%	14%	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	Prefer not to answer
A	The City	28%	53%	16%	2%	1%	0%	0%
B	Your neighborhood	33%	49%	12%	4%	2%	0%	0%
C	Residential areas in general	26%	55%	17%	1%	1%	0%	0%
D	Shopping and commercial areas	24%	47%	23%	5%	1%	0%	0%
E	Street medians and sidewalk areas	19%	53%	20%	4%	3%	0%	0%

Section 6: Economic Development		
Q9	Excluding grocery shopping, what percentage of your household's retail shopping dollars do you spend in the City of Glendora? <i>If they are uncertain, ask them to estimate.</i>	
	1	Less than 10%
	2	10% to 19%
	3	20% to 29%
	4	30% to 39%
	5	40% to 49%
	6	50% to 59%
	7	60% to 69%
	8	70% to 79%
	9	80% to 89%
	10	90% to 100%
	98	Not sure
	99	Prefer not to answer
Q10	What are the names of the two or three stores or shopping centers you shop at <u>most</u> often in Glendora? <i>Verbatim responses recorded and later grouped into categories shown below.</i>	
	Albertsons	32%
	Home Depot	24%
	Vons	18%
	Walmart	17%
	Stater Bros	14%
	Sam's Club	14%
	Glendora Marketplace	13%
	Kohl's	10%
	Andrews Inc.	9%
	Costco	8%
	Barnes and Noble	7%
	Best Buy	7%
	CVS Pharmacy	5%
	Other shopping centers (The Village, Long Hill, Gladstone, Foothill)	5%
	Discount retail stores (Tuesday Morning, Target, Ross)	4%
	Clothing stores (Old Navy, Tillys)	3%
	Hardware stores	3%
	Auto parts stores (Arrow Highway)	3%

Grocery stores	3%
PetSmart	2%
Other pharmacies (Walgreens, Nelsons)	2%
Movie theater	2%
Diamond Ridge Shopping Center	1%
HomeGoods	1%
Bed Bath & Beyond	1%
Staples	1%
Coffee places	1%
Family Restaurants in general	1%
Martha's Candy	1%
In-N-Out Burger	1%

Section 7: Priorities

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

Q11 As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.
Here is the (first/next) one:_____. Should this item be a high, medium or low priority for the City - or should the City not spend any money on this item?

		High Priority	Medium Priority	Low Priority	Should not spend money	Not sure	Prefer not to answer
	<i>Randomize</i>						
A	Provide programs to improve the local economy and attract new employers and jobs to Glendora	37%	44%	17%	2%	0%	0%
B	Improve the overall appearance of public buildings and landscapes	18%	51%	27%	3%	0%	0%
C	Assist in revitalizing older, outdated commercial areas in the city	25%	47%	23%	5%	0%	0%
D	Maintain the quality of police services	74%	22%	3%	1%	0%	0%
E	Maintain the quality of street maintenance	61%	32%	6%	1%	0%	0%
F	Maintain the quality of parks and recreation facilities	39%	51%	9%	0%	1%	0%
G	Maintain the quality of recreation and cultural programs	23%	51%	22%	3%	1%	0%
H	Maintain the quality of library services	28%	45%	23%	4%	0%	0%
I	Provide support to resident property owners who are impacted by fires, flooding or other natural disasters	44%	35%	18%	3%	1%	0%

J	Make use of new technologies to improve city-resident communication	20%	44%	29%	5%	1%	0%
K	Develop programs to conserve water, protect the environment, and preserve our natural resources	48%	34%	13%	4%	0%	0%
L	Ensure that the City has the staff, facilities and equipment needed to respond effectively to emergencies and natural disasters	63%	28%	8%	0%	0%	0%

Section 8: Public Trust & Service

Q12	Next, I'm going to read you a series of statements about the City of Glendora. For each, I'd like you to tell me whether you agree or disagree with the statement. Here is the (first/next) one: _____. Do you agree or disagree, or do you not have an opinion? <i>If agree or disagree, ask: Would that be strongly (agree/disagree) or somewhat (agree/disagree)?</i>						
	<i>Randomize</i>	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Prefer not to answer
A	The City is responsive to residents' needs	17%	50%	16%	6%	11%	0%
B	The City manages its finances well	18%	37%	14%	5%	26%	1%
C	The City listens to residents when making important decisions	8%	40%	21%	14%	16%	0%
D	I trust the City of Glendora	29%	43%	15%	6%	6%	0%
E	The City is transparent in how it operates	11%	37%	19%	10%	22%	0%
Q13	In the past 12 months, have you been in contact with staff from the City of Glendora?						
	1	Yes	43%		Ask Q14		
	2	No	54%		Skip to Q15		
	98	Don't Know/No opinion	2%		Skip to Q15		
	99	Refused	1%		Skip to Q15		
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>						
	<i>Randomize</i>	Very	Somewhat	Not at all	Not sure	Prefer not to answer	
A	Helpful	54%	32%	12%	1%	1%	
B	Professional	66%	27%	7%	0%	1%	
C	Accessible	60%	33%	6%	1%	1%	

Section 9: Communication & e-Government		
Q15	Overall, are you satisfied or dissatisfied with the City's efforts to share information with you through newsletters, the Internet, and other means? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>	
	1 Very satisfied	37%
	2 Somewhat satisfied	46%
	3 Somewhat dissatisfied	9%
	4 Very dissatisfied	3%
	98 Not sure	5%
	99 Prefer not to answer	0%
Q16	Now let me ask about communication in the <u>other</u> direction. Overall, are you satisfied or dissatisfied with the opportunities you have to communicate information to the City of Glendora? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>	
	1 Very satisfied	26%
	2 Somewhat satisfied	41%
	3 Somewhat dissatisfied	13%
	4 Very dissatisfied	2%
	98 Not sure	17%
	99 Prefer not to answer	1%
Q17	How would you prefer to communicate information to the City of Glendora? <i>Read list if needed. Multiple responses allowed.</i>	
	1 Telephone	37%
	2 Email	51%
	3 Write a Letter/Mail	10%
	4 In-person Meeting	32%
	5 Website/through City's website	24%
	6 Mobile App/Smart Phone App	12%
	7 Facebook	9%
	8 Twitter	3%
	9 Other	1%
	98 Not sure	2%
	99 Prefer not to answer	0%

Q18	Is there a particular topic or issue that you'd like to receive more information about from the City?			
	1	Yes	37%	Ask Q19
	2	No	50%	Skip to Q20
	98	Not sure	12%	Skip to Q20
	99	Prefer not to answer	1%	Skip to Q20
Q19	Please briefly describe the topic. Verbatim responses recorded and later grouped into categories shown below.			
	City growth, development		32%	
	Affordable housing		14%	
	Recreation, community events		10%	
	Streets, roads, infrastructure		9%	
	Economic development, jobs		8%	
	Water quality, supply, rates		8%	
	Traffic, transportation		7%	
	Public safety		6%	
	Recycling, environmental programs		6%	
	General info about City		6%	
	Schools, education		5%	
	Budget, spending		5%	
	Redevelopment		5%	
	General info about council meetings		3%	
	Programs, info for seniors, vets		2%	
	Programs for, info about homeless issue		1%	
	Emergency preparedness		1%	
	Parking		1%	
Q20	What information sources do you use to find out about City of Glendora news, events, and programs? <i>Don't read list. Record up to first 3 responses.</i>			
	1	Glendora Report/City Newsletter	39%	
	2	Glendora City News/(online newspaper)	18%	
	3	Los Angeles Times/(daily newspaper)	4%	
	4	San Gabriel Valley Tribune/(daily newspaper)	10%	
	5	San Gabriel Valley Examiner/(weekly newspaper)	2%	
	6	Recreation Guide	7%	

7	Channel 3/Government Access TV	2%
8	Television (general)	6%
9	City Council Meetings	4%
10	Radio	1%
11	City's website	29%
12	City's Facebook or Twitter pages/accounts	12%
13	Other website or social media (<i>not</i> City's website, Facebook, or Twitter)	7%
14	Utility bill insert	4%
15	Email notification from City	6%
16	Flyers, brochures or posters (displayed at public facilities)	9%
17	Postcards, letters, flyers or brochures (mailed to home)	11%
18	Street banners	10%
19	Friends/Family/Associates	12%
20	Other source	13%
21	Do Not Receive Information about City	1%
98	Not sure	0%
99	Prefer not to answer	1%
Q21	In the past 12 months, have you visited the City's website?	
1	Yes	62% Ask Q22
2	No	37% Skip to Q23
98	Not sure	1% Skip to Q23
99	Prefer not to answer	0% Skip to Q23
Q22	Overall, how would you rate: ____? Would you say it is excellent, good, fair, poor, or very poor?	
	<i>Randomize</i>	Excellent Good Fair Poor Very Poor Not sure Prefer not to answer
A	The overall quality of the website	16% 51% 30% 2% 1% 1% 0%
B	The ability to find what you are looking for on the website	17% 49% 25% 8% 1% 1% 0%
C	The variety of content and resources available on the website	18% 52% 25% 2% 1% 2% 0%

Q23	Are you generally satisfied or dissatisfied with the quality and quantity of information made available by the City regarding current and planned local development projects? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>		
	1	Very satisfied	16%
	2	Somewhat satisfied	40%
	3	Somewhat dissatisfied	22%
	4	Very dissatisfied	12%
	98	Not sure	9%
	99	Prefer not to answer	0%
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	10%
	2	Somewhat attentive	49%
	3	Slightly attentive	29%
	4	Not at all attentive	10%
	98	Not sure	1%
	99	Prefer not to answer	0%

Section 10: Background & Demographics

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

D1	In what year were you born?		
	18 to 24	15%	
	25 to 34	14%	
	35 to 44	15%	
	45 to 54	18%	
	55 to 64	17%	
	65 or older	21%	
	Prefer not to answer	0%	
D2	Do you have one or more children under the age of 18 living in your household?		
	1	Yes	32%
	2	No	67%
	99	Prefer not to answer	1%

D3 Do you own or rent your residence in Glendora?		
1	Own	74%
2	Rent	22%
99	Prefer not to answer	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	47%
2	Employed part-time	9%
3	Student	10%
4	Homemaker	6%
5	Retired	22%
6	In-between jobs	2%
98	Not sure	0%
99	Prefer not to answer	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	53%
2	Female	45%
3	Prefer not to answer	2%