

COMMUNITY OPINION SURVEY
SUMMARY REPORT

PREPARED FOR THE
CITY OF GLENDORA



DECEMBER 27, 2018



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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 52,700 residents¹ who are focused on maintaining its small-town values and charm. The City maintains a team of full- and part-time employees to provide a comprehensive suite of services through nine main departments: City Clerk, City Manager, Community Services, Finance, Library, Human Resources, Planning and Redevelopment, Police, and Public Works.

To monitor its progress in meeting residents’ needs, the City of Glendora engages residents on a daily basis and receives periodic *subjective* feedback regarding its performance. Although these informal feedback mechanisms are a valuable source of information for the City in that they provide timely and accurate information about the opinions of specific residents, it is important to recognize that they do not necessarily provide an accurate picture of the community as a whole. For the most part, informal feedback mechanisms rely on the resident to initiate feedback, which creates a self-selection bias—the City receives feedback only from those residents who are motivated enough to initiate the feedback process. Because these residents tend to be either very pleased or very displeased with the service they received, their collective opinions are not necessarily representative of the City’s resident population as a whole.

PURPOSE OF STUDY The motivation for the current study was to design and employ a methodology that would avoid the self-selection bias noted above and thereby provide the City with a *statistically reliable* understanding of its residents’ satisfaction, priorities, and concerns as they relate to services provided by the City. Ultimately, the survey results and analyses presented in this report provide City 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, planning, and community engagement.

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;
- Gather opinions on topics such as communication preferences, economic development, spending priorities, and the City’s website; *and*
- Collect additional background and demographic data relevant to understanding residents’ perceptions, needs, and interests.

1. Source: California Department of Finance estimate for January 2018.

This is not the first statistically reliable community survey conducted for the City of Glendora. Similar studies were conducted by True North in 2011, 2014, and 2016, and many of the questions included in the 2018 survey were purposely drawn from these prior studies. 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 asked in the 2011, 2014, and/or 2016 studies.

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 41). In brief, the survey was administered to a random sample of 608 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 between November 26 and December 5, 2018, the average interview lasted 17 minutes.

STATISTICAL SIGNIFICANCE As discussed above, many of the figures and tables in this report present the results of questions asked in 2018 alongside the results found in the prior surveys for identical questions. In such cases, True North conducted the appropriate tests of statistical significance to identify changes that likely reflect actual changes in public opinion from the last survey (2016) to the current survey (2018)—as opposed to being due to chance associated with independently selected samples. Differences between the two studies are identified as *statistically significant* if we can be 95% confident that the differences reflect an actual change in public opinion between the two studies. 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 2018.

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

ACKNOWLEDGEMENTS True North thanks the City of Glendora for the opportunity to conduct the study and for contributing valuable input during the design stage of this study. The collective experience, insight, and local knowledge provided by city representatives and staff 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, establishing fiscal priorities, passing revenue measures, and developing effective public information campaigns.

During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 1,000 survey research studies for public agencies—including more than 350 studies for California municipalities and special districts.



JUST THE FACTS

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

QUALITY OF LIFE

- Glendora residents provided the most positive ratings for Glendora as a place to live (92% excellent or good), a place to raise a family (91%), and the overall quality of life in the City (89%).
- Although still positive, residents provided somewhat softer ratings for Glendora as a place to retire (70%) and as a place to shop and dine (52%). Less than half of residents surveyed provided an excellent or good rating for Glendora as a place to work (42%), although approximately one-quarter (26%) held no opinion and did not provide a rating.
- 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, 22% could not think of any desired changes (14%) or reported that no changes are needed (8%). Among specific changes desired, limiting growth and development was mentioned most frequently (20%), followed by improving dining and shopping opportunities (10%), improving roads and infrastructure (9%), addressing homeless issues (8%), improving public safety (6%), and improving parking (4%).

CITY SERVICES

- Eighty-five percent (85%) of Glendora residents indicated they were either very (40%) or somewhat (45%) satisfied with the City's efforts to provide municipal services. Approximately 9% were very or somewhat dissatisfied, and the remaining 6% were unsure or did not provide a response.
- Residents were asked to rate their satisfaction with 12 specific services provided by the City of Glendora. Although the majority of residents surveyed were satisfied with all services tested, they were most satisfied with the City's efforts to provide library services (96% very or somewhat satisfied), followed by maintain parks and recreation areas (92%), provide programs for youth, adults, and seniors (92%), provide police services (89%), prepare the City for emergencies (85%), and provide trash collection and recycling services (85%).
- At the other end of the spectrum, respondents were less satisfied with the City's performance in managing growth and development (54%), maintaining streets and roads (65%), and preserving and protecting open space (66%).

ECONOMIC DEVELOPMENT

- Approximately one-quarter (24%) of Glendora households reported that they spend the majority of their retail shopping dollars in Glendora, whereas 73% indicated that they spend half or less of their retail shopping dollars in the City.
- When asked to name the two or three Glendora stores or shopping centers they shop at most frequently, Wal-Mart topped the list, mentioned by 19% of respondents, followed by Home Depot (18%), Stater Bros (15%), Vons (14%), Albertsons (13%), Sprouts (11%), Sam's Club (11%), and Glendora Marketplace (10%). All other categories and specific stores were mentioned by less than 10% of respondents.

FUNDING PRIORITIES

- When asked to prioritize among a comprehensive list of 27 projects and programs that the City could devote resources to in the future, streets and roads was assigned the highest priority (93% high or medium priority), followed by police services (91%), parks and recreation space (85%), taking a long-term view when planning the City's future (85%), equal access to city services for people with disabilities and special needs (83%), strengthening the business community (82%), disaster assistance (81%), and communicating with residents (81%).
- At the other end of the spectrum, extending the hours that City Hall is open (25%), resident recognition programs (25%), and beautifying City Hall and public buildings (39%) were rated as a high or medium priority by less than a majority of residents.

PUBLIC TRUST & SERVICE

- Overall, 81% of residents said that they trust the City of Glendora, 70% agreed that the City is responsive to residents' needs, and 66% agreed that the City manages its finances well. Residents were somewhat less in agreement that the City is transparent in how it operates (59%) and that the City listens to residents when making important decisions (57%).
- Forty-two percent (42%) 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 nine-in-ten rating staff as accessible (95%), professional (95%), and helpful (90%).

COMMUNICATION & E-GOVERNMENT

- Overall, 79% of respondents said they were satisfied with the City's efforts to communicate with residents through newsletters, the Internet, and other means. The remaining respondents were either dissatisfied with the City's efforts (15%) or unsure of their opinion (6%).
- Approximately two-thirds (64%) of respondents said they were satisfied with the opportunities they have to communicate information to the City. The remaining respondents were either dissatisfied (20%) or did not provide an opinion (16%).
- Residents cited the City's website as the most effective method of communicating with them (86% very or somewhat effective), followed by email and electronic newsletters (85%) and a smart phone app that would allow them to communicate with the City, report issues, and receive updates (84%).
- Approximately six-in-ten (59% of) residents surveyed indicated that they had visited the City's website in the 12 months prior to the interview.
- About two-thirds (68%) of residents who had visited the City's website rated its overall quality as excellent or good. The variety of content and resources (71%) and the ability to navigate the website (62%) received similarly positive ratings.
- Almost a quarter (23%) of residents who had visited the City's website in the past year did not provide an opinion regarding its new search function, but among those who did the ratings were favorable, with approximately seven-in-ten (71%) saying it was excellent or good.
- The majority of respondents (55%) indicated they were satisfied with the quantity and quality of development-related information made available by the City, whereas 32% indicated they were dissatisfied and 9% were unsure or unwilling to share their opinion.
- Sixteen percent (16%) of respondents claimed to be very attentive to matters of local government, 44% 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' opinions, satisfaction, and priorities as they relate to services provided by the City. As such, the findings of this study 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 detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the results of the survey answer some of the key questions that motivated the research. The following conclusions are based on True North's interpretations of the results, as well as the firm's experience conducting similar studies for government agencies throughout the State.

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

Glendora residents continue to be satisfied with the City's efforts to provide services, as well as the quality of life in their city. Nearly nine-in-ten residents (85%) surveyed in 2018 indicated 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 also mirrored in residents' assessments of the City's performance in providing most specific services, with the highest satisfaction scores assigned to the City's efforts to provide library services, maintain parks and recreation areas, provide programs for youth, adults, and seniors, provide police services, prepare the City for emergencies, and provide trash collection and recycling services (see *Specific Services* on page 16).

The City's strong performance providing municipal services has also contributed to a high quality of life for residents. Nine-in-ten residents surveyed in 2018 provided excellent or good ratings to Glendora as a place to live (92%), a place to raise a family (91%), and the overall quality of life in the City (89%). This sentiment was widespread, with at least 84% of respondents within *all* identified demographic subgroups rating the quality of life in Glendora as excellent or good (see *Quality of Life* on page 10).

How is the City perceived with respect to governance?

Although much of the survey focused on residents' satisfaction with the City's efforts to provide specific services, as with 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.

Ratings for City of Glendora staff were extremely positive. Among those who had interacted with staff during the 12 months prior to the survey, approximately nine-in-ten rated staff as accessible (95%), professional

(95%), and helpful (90%). Regarding perceptions of local government, the City was rated highest with regard to resident trust (81% of those with an opinion strongly or somewhat agreed with the statement ‘I trust the City of Glendora’), being responsive to residents’ needs (70%), and managing its finances well (66%, see *Public Trust & Service* on page 24).

Where should the City focus its efforts in the future?

In addition to measuring the City’s current performance, a primary goal of this study is to look *forward* and identify opportunities to adjust services and/or refine communications strategies to best meet the community’s evolving needs and expectations. Although residents are generally satisfied with the City’s performance, there is always room for improvement. Below we note some of the areas that present the best opportunities in this respect.

Considering respondents’ verbatim answers regarding what city government could do to make Glendora a better place to live (see *Ways to Improve Quality of Life* on page 12), specific service ratings among satisfied and dissatisfied residents (see *Differentiators of Opinion* on page 17), and the manner in which residents prioritize potential funding areas (see *Funding Priorities* on page 21), the themes of maintaining streets and roads, managing traffic in the City, promoting economic development for a healthy business community, managing growth and development, and preserving and protecting open space stood out as key areas of opportunity and interest for Glendora residents. Interest in strengthening the business community was underscored by residents’ current shopping behaviors: close to half (45%) of Glendora residents spend no more than one quarter of their retail shopping dollars in Glendora (see *Economic Development* on page 18).

Having identified the above themes as areas of focus for residents and opportunities to further enhance satisfaction, it is important to stress that the appropriate strategy is often a *combination* of communication and actual service improvements. It may be, for example, that many residents are unaware of the City’s housing, infrastructure, and community improvement objectives or the limits of what a city can do to reduce traffic congestion. Choosing the appropriate balance of service improvements and efforts to raise awareness on these matters will be key to maintaining and improving residents’ overall satisfaction in the future.

It is also important to keep in mind that although these areas represent opportunities to improve resident satisfaction, the City should not oversteer. Indeed, the main takeaway from this study is that the City does many things very well, and emphasis should be on continuing to perform at that high level. The vast majority of residents are pleased with the City’s efforts to provide services and programs, and have a favorable opinion of the City’s performance in most areas. The *top priority* for the

City should thus be to do what it takes to maintain the high quality of services that it currently provides.

What were the most notable changes in the survey results between 2016 and 2018?

A primary theme of the 2018 study is one of *consistency*. Over the past two years, the City of Glendora continued to receive high marks across its key performance metrics. No statistically significant changes were evidenced with regard to quality of life ratings, satisfaction with the City's overall performance, trust in local government, contact with city staff and opinion of staff, overall satisfaction with communication efforts in both directions (city to resident and resident to city), or website use and ratings for specific aspects of the website. Moreover, the issues of growth/development, protection of natural open space, traffic management, and street maintenance that emerged as areas of focus between 2014 and 2016 continue to be at the forefront in 2018.

With that said, some statistically significant differences did emerge between the two studies. Although satisfaction remained consistent for seven of the eleven specific services tested in both studies, declines were found for four services: providing cultural and performing arts (-10%), providing trash collection and recycling services (-8%), promoting economic development for a healthy business community (-6%), and providing police services (-4%). Additionally, declines in agreement were recorded for the statements 'The City manages its finances well' (-8%) and 'The City is responsive to residents' needs' (-6%). One other change from 2016 to 2018 was that a higher percentage of residents claimed to be *very* attentive to matters of local government (+6%).

How well is the City communicating with Glendora residents, and what are some of the main challenges?

The public's preferences for communication are growing increasingly diverse. Whereas older and long-time residents continue to rely on newsletters and printed forms of communication, younger and often newer residents generally show greater interest and reliance in digital forms of communication including social media, text messaging, and smart phone apps. This pattern makes the challenge of city-resident communication more difficult than in the past, when the sources residents relied on for information were fewer and more consistent across demographic subgroups. In turn, satisfaction with public agency communications has generally declined over the past few years.

Against this backdrop of declining satisfaction with public agency communications *in general*, the survey results suggest the City of Glendora is doing an admirable job communicating and exchanging information with its residents in both directions, from the City to its residents and vice-versa. Nearly eight-in-ten residents (79%) said they were satisfied with the City's efforts to communicate through newsletters, the Internet, and other means. Approximately two-thirds (64%) of respondents said they were satisfied with the opportunities they have to communicate information *to* the City. Moreover, when asked specifically if they had vis-

ited the City's website in the past year, nearly six-in-ten respondents (59%) answered in the affirmative.

Looking to the future, there are a variety of communication methods that residents generally viewed as being effective ways for the City to communicate with them (see *Communication Preferences* on page 32). Some of these methods the City appears already to be using effectively, including the City's website and social media. Others—including direct mail and a smart phone application—may require additional investment on the part of the City, but were widely noted by residents as being effective means for the City to communicate with them.

Although there is cost-savings to be had from relying *exclusively* on electronic communication channels, it is not a recommended practice, as research has shown that it will reduce readership and substantially lower residents' overall satisfaction with an agency's communication efforts. It also has a tendency to skew an agency's communication performance away from demographic subgroups that prefer traditional printed media. To the extent that the City can balance digital channels with traditional paper-based information sources like postcards and newsletters, it will optimize city-resident communication.

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, as well as what city government could do to improve the quality of life, now and in the future.

OVERALL QUALITY OF LIFE At the outset of the interview, respondents were asked to rate the City of Glendora on a number of key dimensions—including overall quality of life, as a place to raise a family, and as a place to work—using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, residents generally shared favorable opinions of Glendora on each aspect tested, with the most positive ratings provided for Glendora as a place to live (92% excellent or good), Glendora as a place to raise a family (91%), and the overall quality of life in the City (89%). Although still positive, residents provided somewhat softer ratings for Glendora as a place to retire (70%) and as a place to shop and dine (52%). Less than half of residents surveyed provided an excellent or good rating for Glendora as a place to work (42%), although approximately one-quarter (26%) held no opinion and did not provide a rating.

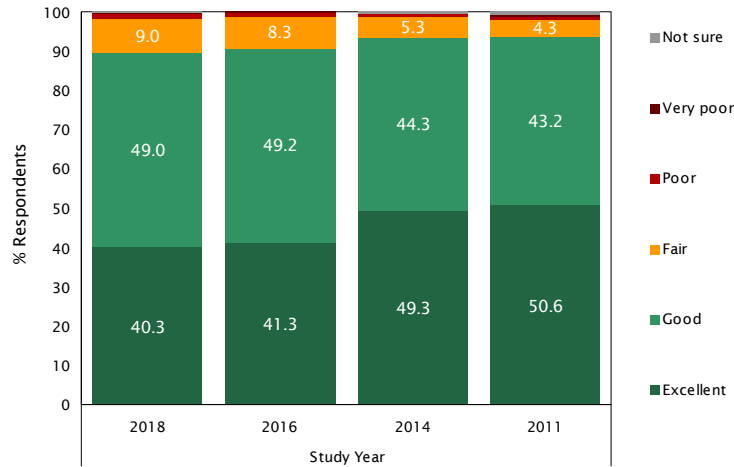
Question 2 *How would you rate: _____? Would you say it is excellent, good, fair, poor, or very poor?*

FIGURE 1 RATING GLENDORA



Figure 2 on the next page shows residents’ perceptions of the overall quality of life in Glendora by study year. The overall quality of life rating remained virtually unchanged between 2016 and 2018.

FIGURE 2 QUALITY OF LIFE BY STUDY YEAR



For the interested reader, tables 1 and 2 show how the ratings for each dimension tested in Question 2 varied by years in Glendora, age, household income, and ethnicity. The numbers shown in the table identify the percentage of respondents in each subgroup that rated a dimension as excellent or good, among those who offered an opinion. Responses of *Not sure* and *Prefer not to answer* were removed for this analysis. Perceptions of the overall quality of life in Glendora, and Glendora as a place to live, were quite positive among all subgroups, with the highest ratings seen among those who had lived in the City for less than 5 years, those between the ages of 18 and 24, residents with household incomes of \$75K or more, and Asian American residents. Those in the highest income category (\$200K+) and Asian American respondents were the least likely subgroups to rate Glendora as a place to shop and dine as excellent or good. Respondents between 18 and 44 and those 65 and older had more favorable opinions of Glendora as a place to retire than those between 45 and 64. Meanwhile, newer residents, those between 25 and 34, those with household incomes of less than \$75K, and Asian American respondents were less positive than their counterparts about Glendora as a place to work.

TABLE 1 RATING GLENDORA BY YEARS IN GLENDORA & AGE (SHOWING % EXCELLENT OR GOOD AMONG THOSE WITH OPINION)

	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
Glendora as a place to raise a family	90.3	91.5	97.0	93.4	95.2	84.9	96.1	95.5	92.8	93.4
Glendora as a place to live	94.1	92.6	92.6	91.5	92.5	91.8	93.9	93.2	88.9	92.5
The overall quality of life in Glendora	91.6	90.6	89.7	88.7	97.2	88.7	90.0	90.3	87.9	84.0
Glendora as a place to retire	85.7	68.6	77.6	71.8	89.9	76.8	77.3	66.2	65.6	74.8
Glendora as a place to work	45.5	44.7	57.5	62.8	56.4	47.0	61.6	60.0	59.7	59.8
Glendora as a place to shop and dine	51.5	43.9	59.7	52.8	50.6	52.7	53.1	47.2	53.9	56.9

TABLE 2 RATING GLENDORA BY HOUSEHOLD INCOME & ETHNICITY (SHOWING % EXCELLENT OR GOOD AMONG THOSE WITH OPINION)

	Household Income (QD6)						Ethnicity (QD5)			
	Less than \$50K	\$50K to \$74K	\$75K to \$99K	\$100K to \$149K	\$150K to \$199K	\$200K or more	Caucasian	Latino	Asian American	Mixed or other
Glendora as a place to raise a family	92.5	89.6	91.9	92.4	97.8	96.4	94.5	89.0	92.0	98.2
Glendora as a place to live	90.1	89.9	93.4	94.6	95.7	92.3	92.1	88.7	97.9	97.7
The overall quality of life in Glendora	88.8	85.0	93.0	87.9	95.2	92.8	88.9	87.2	100.0	91.1
Glendora as a place to retire	70.1	78.5	71.0	74.5	78.5	80.3	73.3	76.9	74.9	81.8
Glendora as a place to work	53.0	51.7	65.2	57.0	54.9	63.3	57.8	62.9	42.7	55.9
Glendora as a place to shop and dine	61.0	57.2	54.7	41.7	59.2	32.8	53.1	58.2	21.0	57.1

WAYS TO IMPROVE QUALITY OF LIFE Respondents were next asked to indicate the one thing that city government could *change* to make Glendora a better place to live, now and in the future. Question 3 was posed in an open-ended manner, allowing residents to mention any aspect or attribute that came to mind without being prompted by, or restricted to, a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 3 below.

Twenty-two percent (22%) of respondents could not think of any desired changes (14%) or reported that no changes are needed (8%), both of which are indicative of a respondent who does not perceive any pressing issues or problems in the City. Among specific changes desired, limiting growth and development was mentioned most frequently (20%), followed by improving dining and shopping opportunities (10%), improving roads and infrastructure (9%), addressing homeless issues (8%), improving public safety (6%), and improving parking (4%). All other improvements were mentioned by less than 4% of respondents.

Question 3 *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 3 CHANGES TO IMPROVE GLENDORA

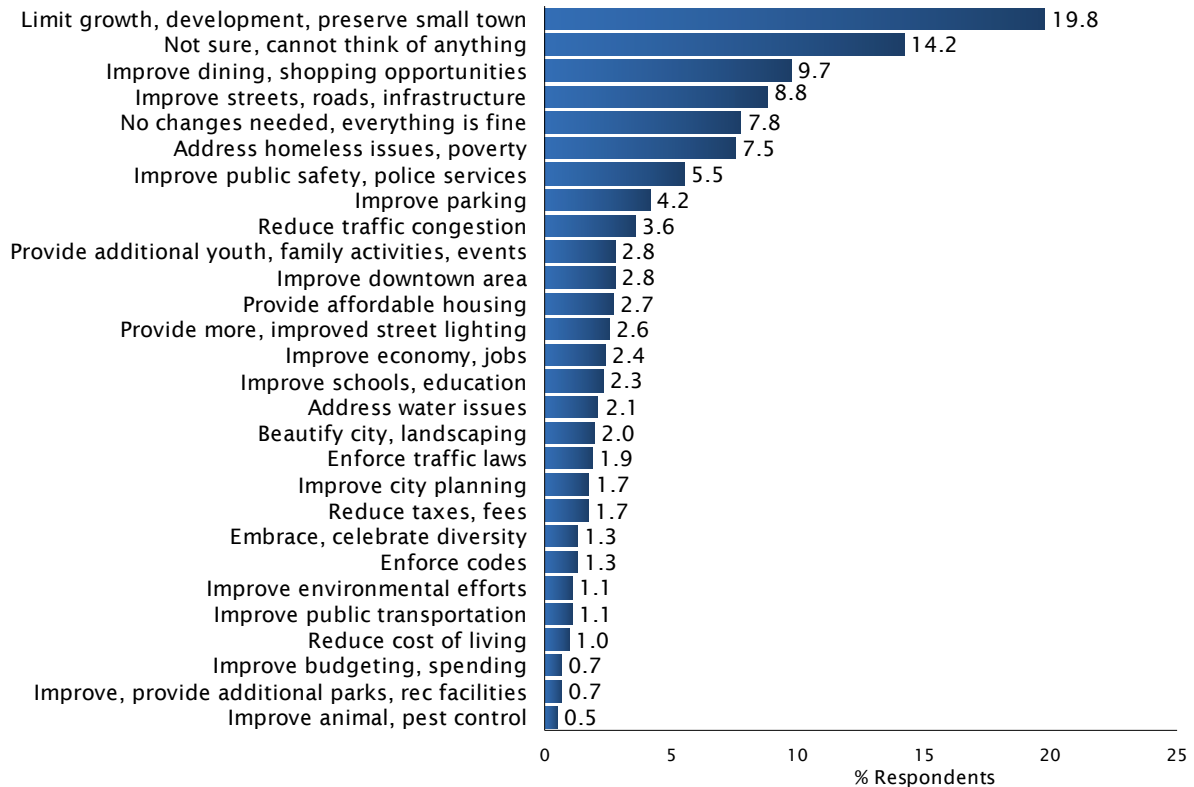


Table 3 on the next page displays the top five response categories by study year, whereas Table 4 shows how the 2018 responses varied by length of residence and age (with the top five in each category highlighted green). Although the order shifted, the top five response categories remained consistent from 2016 to 2018.

TABLE 3 CHANGES TO IMPROVE GLENDORA BY STUDY YEAR

Study Year			
2018	2016	2014	2011
Limit growth, development	Limit growth, development	Limit growth, development	Not sure, cannot think of anything
Not sure, cannot think of anything	Improve streets, roads, infrastructure	Not sure, cannot think of anything	No changes, everything is fine
Improve dining, shopping opportunities	Not sure, cannot think of anything	No changes, everything is fine	Improve streets, roads
Improve streets, roads, infrastructure	Improve shopping opportunities	Improve streets, roads	Improve parking
No changes needed, everything is fine	No changes, everything is fine	Improve environmental efforts	Improve public safety

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

	Years in Glendora (Q1)				Age (QD1)					
	Less than 5	5 to 9	10 to 14	15 or more	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Limit growth, development, preserve small town feel	0.6	17.6	17.2	26.2	20.4	18.5	14.6	14.1	26.3	25.3
Not sure, cannot think of anything	18.5	10.0	22.4	12.4	26.2	15.0	11.7	10.0	11.8	12.5
Improve dining, shopping opportunities	15.3	12.8	9.0	7.6	6.0	14.7	13.1	11.2	8.5	5.1
Improve streets, roads, infrastructure	9.3	11.4	5.9	8.7	10.7	9.2	1.9	12.1	8.6	9.2
No changes needed / Everything is fine	7.7	6.4	10.8	7.5	6.5	7.3	5.4	6.1	7.2	13.7
Address homeless issues, poverty	8.4	6.5	11.7	6.8	1.4	9.4	13.3	11.3	3.8	5.4
Improve public safety, police services	5.1	0.8	8.4	6.1	3.2	3.3	8.0	9.5	4.4	4.1
Improve parking	3.6	3.5	1.0	5.1	6.5	10.9	2.1	1.1	2.8	2.0
Reduce traffic congestion	0.8	1.5	0.9	5.3	7.9	2.5	2.7	1.7	3.9	3.6
Provide additional youth, family activities, events	2.6	6.4	2.9	2.1	0.0	4.5	6.2	1.1	2.2	3.1
Improve downtown area	2.6	4.3	1.8	2.7	1.4	3.4	5.9	3.6	2.6	0.0
Provide affordable housing	4.6	0.0	0.0	3.3	6.5	1.9	4.3	1.8	1.2	1.5

CITY SERVICES

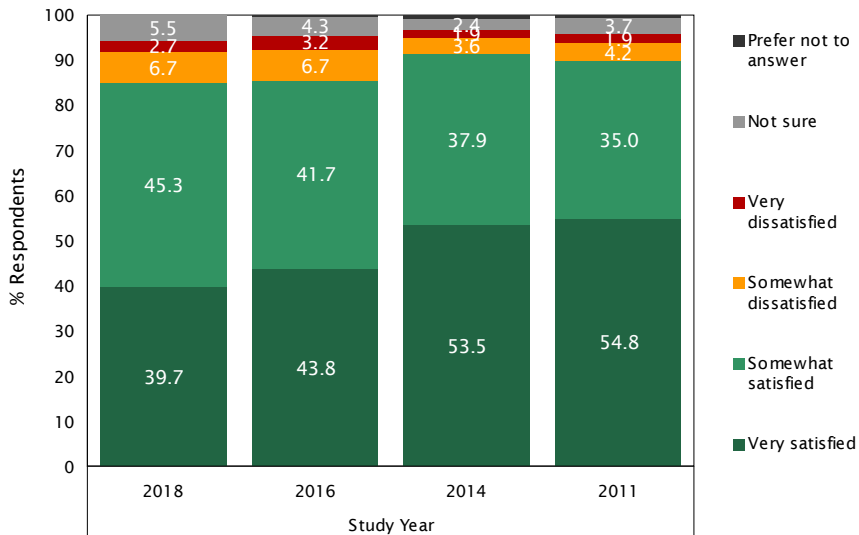
After measuring residents' perceptions about the quality of life in Glendora and what they would like to see changed, the survey next turned to assessing their opinions about the City's performance in providing municipal services.

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 4, 85% of Glendora residents indicated they were either very (40%) or somewhat (45%) satisfied with the City's efforts to provide municipal services. Approximately 9% were very or somewhat dissatisfied, and the remaining 6% were unsure or did not provide a response. Satisfaction with the City's overall performance remained statistically consistent from 2016 to 2018.

Question 4 *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 4 OVERALL SATISFACTION BY STUDY YEAR



Figures 5 through 7 on the next page display the percentage of respondents who were satisfied with the City's performance by a variety of demographic subgroups. The most striking pattern in the figures is that the high levels of satisfaction exhibited by respondents as a whole (see Figure 4 above) were generally echoed across resident subgroups, with satisfaction ranging from a low of 77% to a high of 93%.

FIGURE 5 OVERALL SATISFACTION BY YEARS IN GLENDORA, CHILD IN HSLD, HOME OWNERSHIP STATUS & GENDER

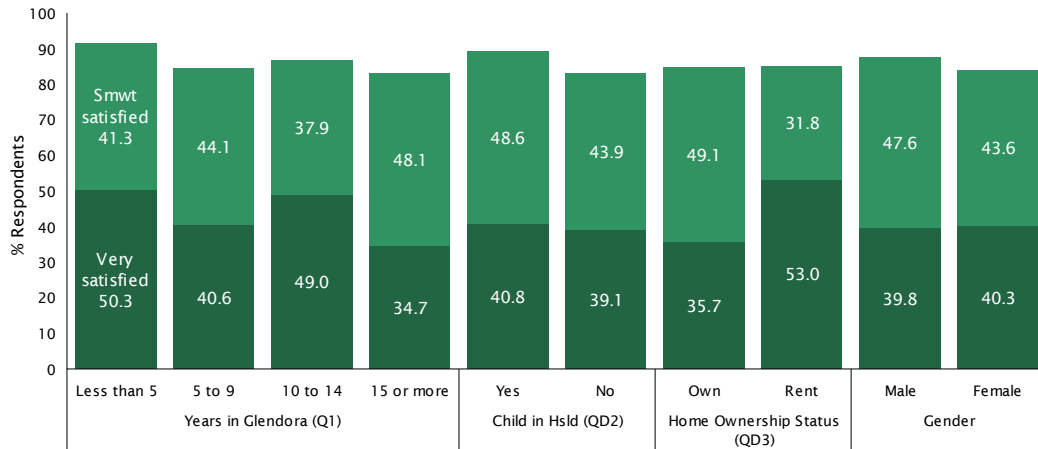


FIGURE 6 OVERALL SATISFACTION BY AGE & EMPLOYMENT STATUS

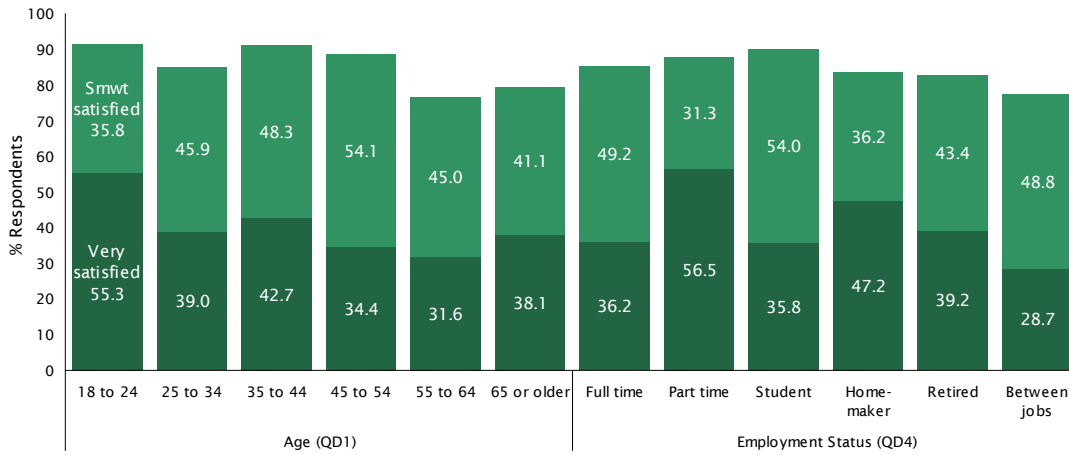
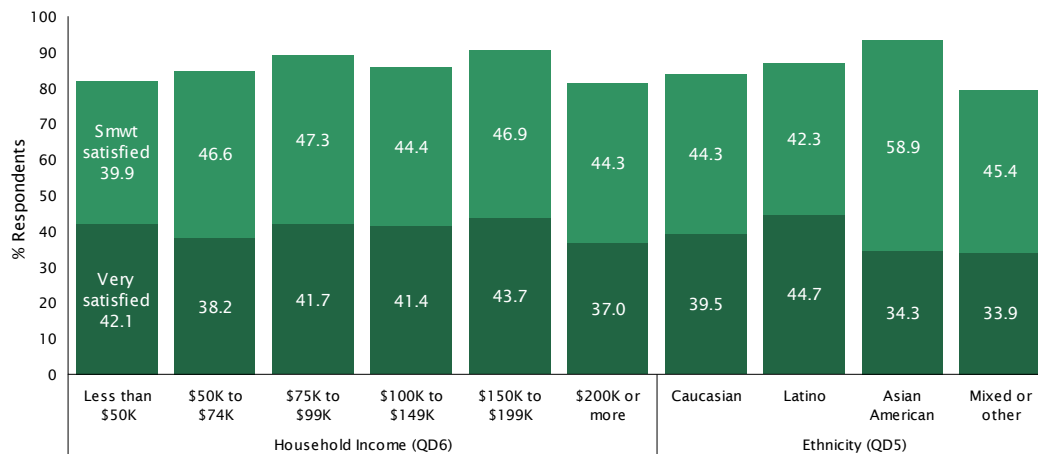


FIGURE 7 OVERALL SATISFACTION BY HOUSEHOLD INCOME & ETHNICITY



SPECIFIC SERVICES Whereas Question 4 addressed the City’s overall performance, Question 5 asked respondents to rate their level of satisfaction with the City’s efforts to provide 12 specific services. The order of the items was randomized for each respondent to avoid a systematic position bias. Figure 8 sorts the list of services according to the percentage of respondents who indicated they were either very or somewhat satisfied with the City’s efforts to provide the service. For comparison purposes between the services, only respondents who provided an opinion (satisfied or dissatisfied) are included in the figure. Those who did not have an opinion were removed from this analysis. The percentage of respondents who provided an opinion (satisfied or dissatisfied) is presented in brackets beside the service label in the figure, while the bars represent the answers of those with an opinion.

At the top of the list, 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 (92%), provide programs for youth, adults, and seniors (92%), provide police services (89%), prepare the City for emergencies (85%), and provide trash collection and recycling services (85%). At the other end of the spectrum, respondents were less satisfied with the City’s performance in managing growth and development (54%), maintaining streets and roads (65%), and preserving and protecting open space (66%).

When compared with the 2016 survey results (see Table 5 on the next page), four of the services tested in both studies experienced a statistically significant decline in satisfaction. Specifically, decreases were seen in residents’ satisfaction with the City’s efforts to provide cultural and performing arts (-10%), provide trash collection and recycling services (-8%), promote economic development for a healthy business community (-6%), and provide police services (-4%).

Question 5 For each of the services I 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 8 SATISFACTION WITH SERVICES

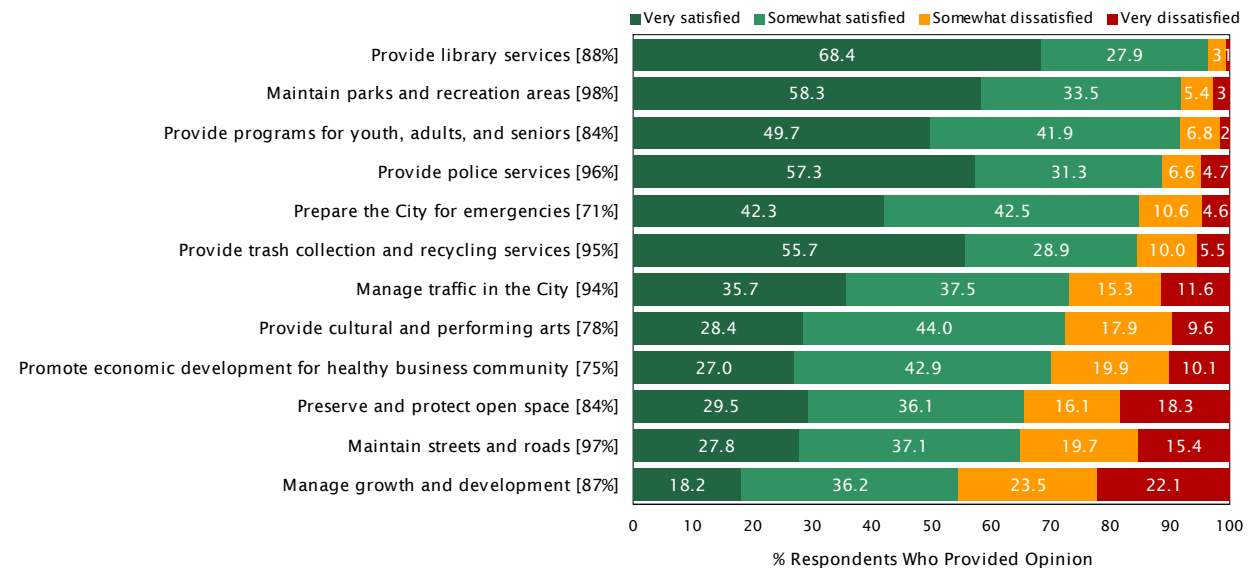


TABLE 5 SATISFACTION WITH SERVICES BY STUDY YEAR (SHOWING % VERY & SOMEWHAT SATISFIED)

	Study Year		Change in Satisfaction 2016 to 2018
	2018	2016	
Maintain streets and roads	64.9	64.0	+0.9
Provide library services	96.4	95.6	+0.8
Manage growth and development	54.5	55.2	-0.8
Preserve and protect open space	65.6	66.4	-0.8
Maintain parks and recreation areas	91.8	92.7	-0.9
Provide programs for youth, adults, and seniors	91.6	92.6	-1.0
Prepare the City for emergencies	84.8	87.4	-2.6
Provide police services	88.6	92.7	-4.1 †
Promote economic development for healthy business community	69.9	75.9	-6.0 †
Provide trash collection and recycling services	84.6	92.7	-8.1 †
Provide cultural and performing arts	72.4	82.3	-9.8 †
Manage traffic in the City	73.2	N/A	N/A

† Statistically significant difference (p < 0.05) between the 2016 and 2018 studies.

DIFFERENTIATORS OF OPINION Table 6 displays how the level of satisfaction with each specific service tested in Question 5 varied according to residents’ overall performance ratings for the City (see *Overall Satisfaction* on page 14). The table divides residents who were satisfied with the City’s *overall performance* into one group and those dissatisfied into a second group. Also displayed is the difference between the two groups in terms of the percentage who indicated they were satisfied with the City’s efforts to provide each service tested in Question 5 (far right column). For convenience, the services are sorted by that difference, with the greatest differentiators of opinion near the top of the table.

When compared with their counterparts, residents satisfied with the City’s *overall performance* in providing city services were also more likely to express satisfaction with the City’s efforts to provide each of the services tested in Question 5. That said, the greatest specific differentiators of opinion between satisfied and dissatisfied residents were found with respect to the City’s efforts to maintain streets and roads, manage traffic in the City, promote economic development for a healthy business community, manage growth and development, and preserve and protect open space.

At the other end of the spectrum, there was much less difference between the two resident groups regarding their satisfaction with the City’s efforts to provide library services, provide police services, maintain parks and recreation areas, and provide trash and recycling services.

TABLE 6 SATISFACTION WITH SERVICES BY OVERALL SATISFACTION WITH CITY

		Satisfaction With City’s Overall Performance (Q4)		Difference Between Groups For Each Service
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Respondents Satisfied With Each Service	Maintain streets and roads	70.9	19.8	51.1
	Manage traffic in the City	78.0	31.1	46.9
	Promote economic development for healthy business community	74.5	31.6	42.9
	Manage growth and development	59.4	17.5	41.9
	Preserve and protect open space	69.3	28.3	41.0
	Prepare the City for emergencies	89.6	50.8	38.8
	Provide programs for youth, adults, and seniors	95.4	57.0	38.4
	Provide cultural and performing arts	76.7	38.6	38.1
	Provide trash collection and recycling services	88.0	63.6	24.3
	Maintain parks and recreation areas	94.0	71.0	23.0
	Provide police services	91.1	70.8	20.3
	Provide library services	97.2	90.8	6.4

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 most often frequent.

RETAIL SHOPPING BEHAVIOR The first question in this series was designed to profile residents’ retail shopping habits, focusing on the proportion of retail shopping dollars they spend within the City. As shown in Figure 9, only one-quarter (24%) of Glendora households reported that they spend the majority of their retail shopping dollars in the City of Glendora, whereas 73% indicated that they spend half or less in the City. As shown in figures 10 and 11 on the next page, this pattern was fairly consistent regardless of length of residence, home ownership status, presence of a child in the home, and ethnicity. It is worth noting, however, that less than one-in-five respondents from higher household income categories indicated that they spend the majority of their household’s retail shopping dollars in Glendora.

Question 6 *Excluding grocery shopping, what percentage of your household's retail shopping dollars do you spend in the City of Glendora?*

FIGURE 9 PERCENTAGE OF HOUSEHOLD RETAIL SHOPPING DOLLARS SPENT IN GLENDORA

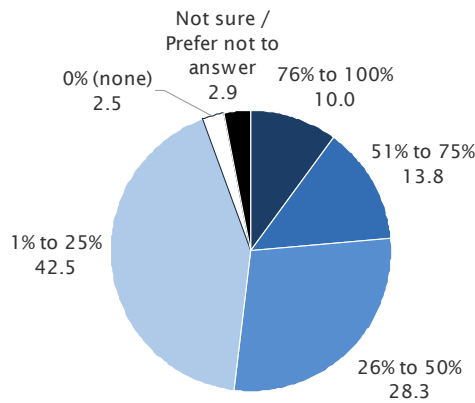


FIGURE 10 PERCENTAGE OF HOUSEHOLD RETAIL SHOPPING DOLLARS SPENT IN GLENDORA BY YEARS IN GLENDORA, HOME OWNERSHIP STATUS & CHILD IN HSLD

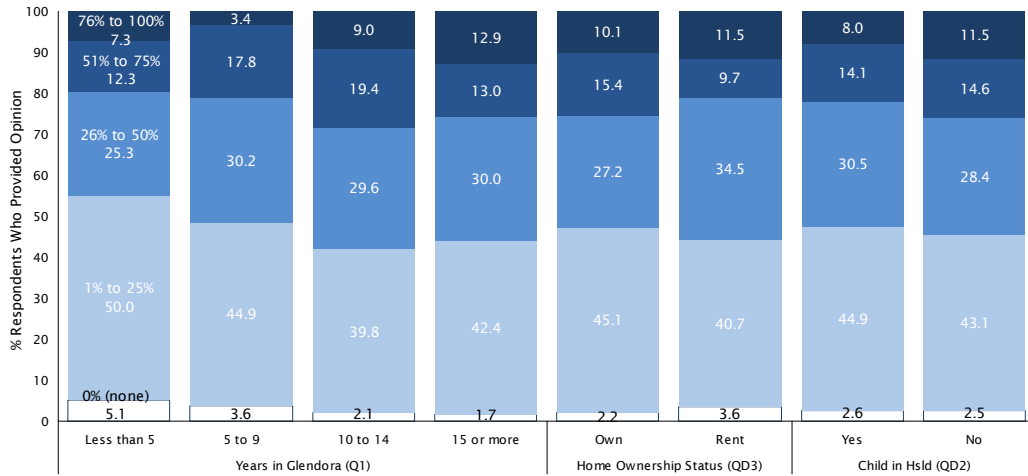
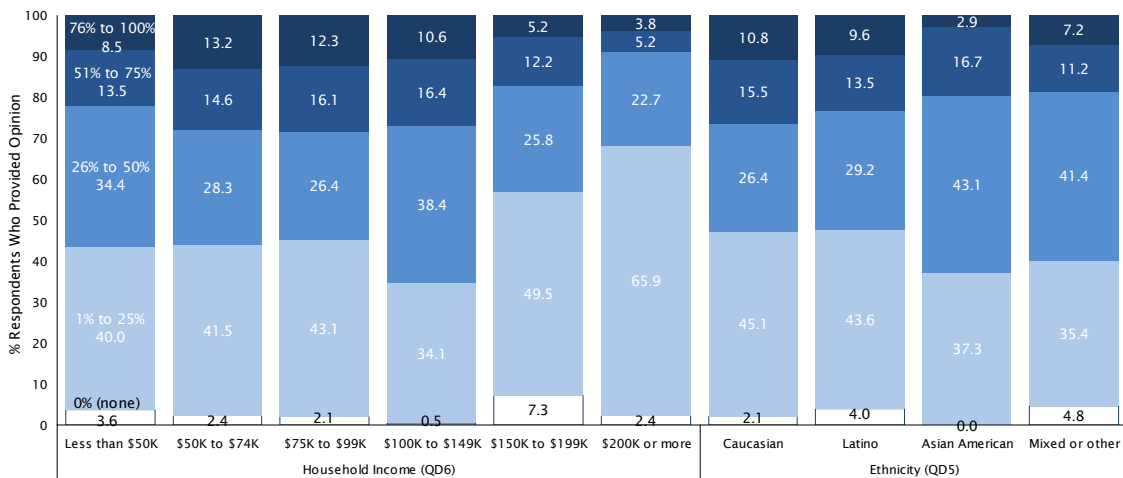


FIGURE 11 PERCENTAGE OF HOUSEHOLD RETAIL SHOPPING DOLLARS SPENT IN GLENDORA BY HOUSEHOLD INCOME & ETHNICITY



All respondents were next asked to name the two or three Glendora stores or shopping centers they shop at most frequently. Question 7 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 12 on the next page.

Wal-Mart topped the list in 2018, being mentioned by 19% of respondents, followed by Home Depot (18%), Stater Bros (15%), Vons (14%), Albertsons (13%), Sprouts (11%), Sam’s Club (11%), and Glendora Marketplace (10%). All other categories and specific stores were mentioned by less than 10% of respondents.

Question 7 *What are the names of the two or three stores or shopping centers you shop at most often in Glendora?*

FIGURE 12 STORES, SHOPPING CENTERS VISITED MOST OFTEN

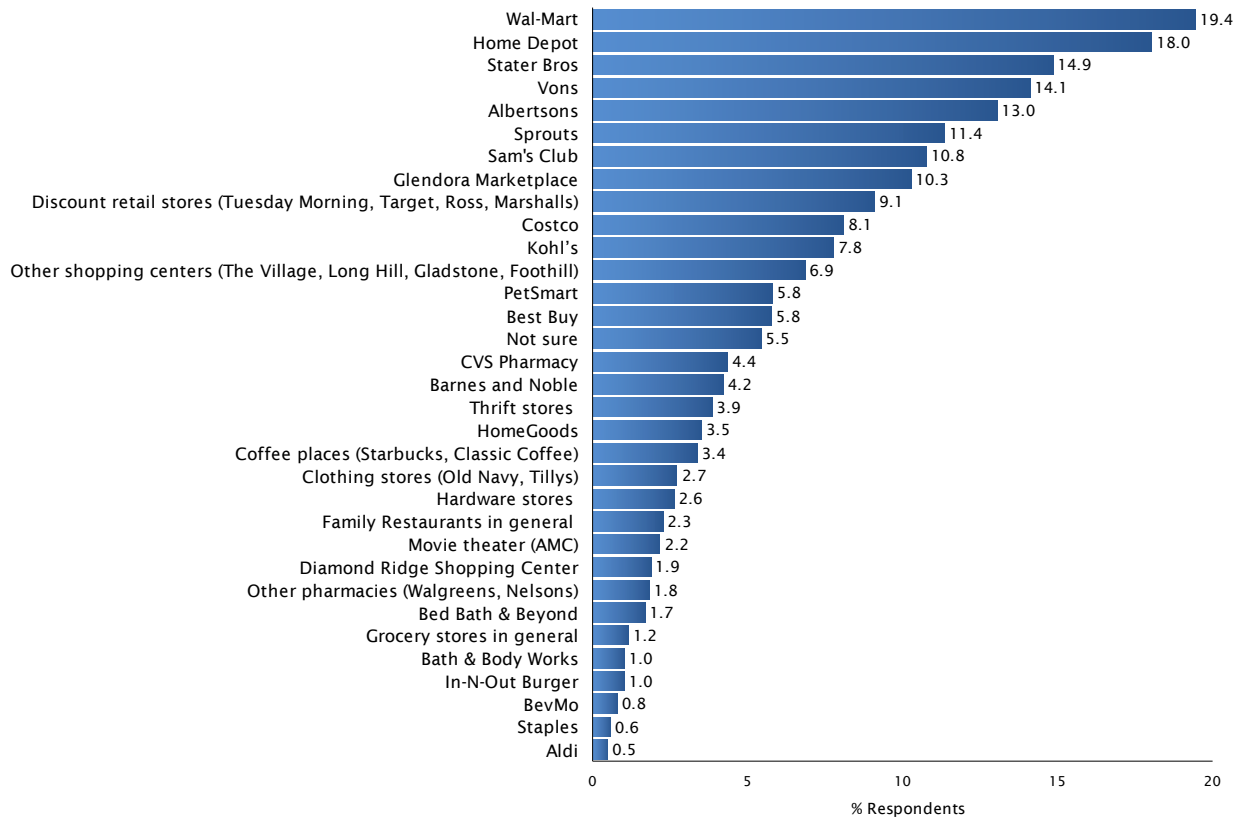


Table 7 below lists the top five stores mentioned in each of the past three studies and shows that despite shifts in relative ranking of the stores, Wal-Mart, Home Depot, Stater Bros, Vons, and Albertsons have all remained in the top-five mentions since 2014.

TABLE 7 STORES, SHOPPING CENTERS VISITED MOST OFTEN BY STUDY YEAR

	Study Year	
	2018	2016
Wal-Mart	Albertsons	Vons
Home Depot	Home Depot	Stater Bros
Stater Bros	Vons	Albertsons
Vons	Wal-Mart	Wal-Mart
Albertsons	Stater Bros	Home Depot

FUNDING PRIORITIES

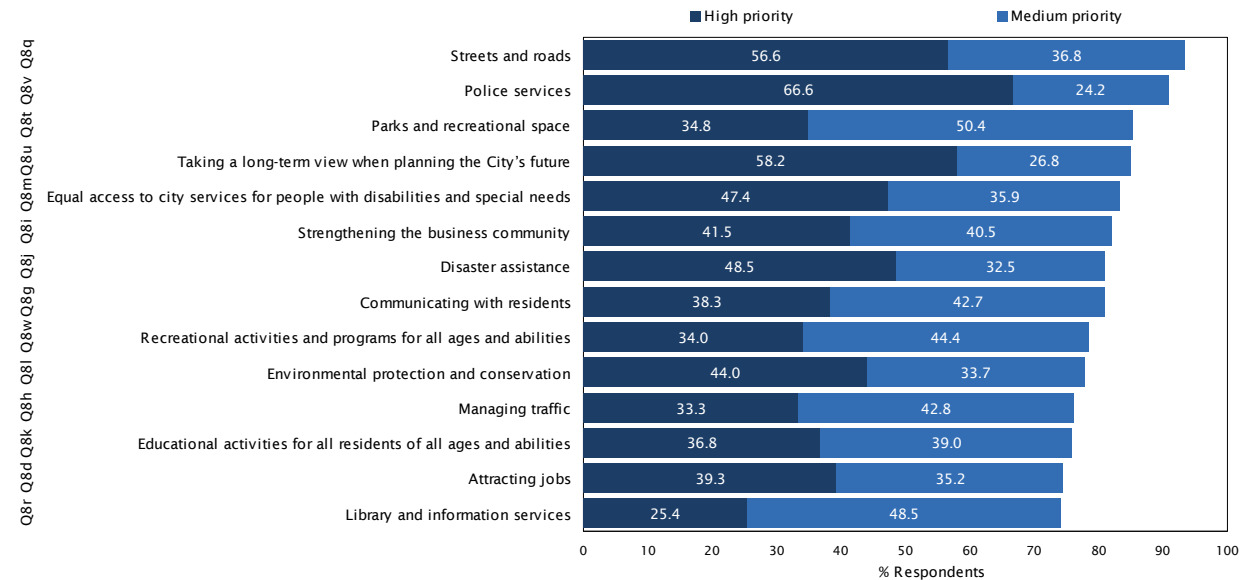
It is often the case that residents’ desires for public facilities, programs, and services exceed a city’s financial resources. In such cases, a city must prioritize projects and services based upon a variety of factors, including the preferences and needs of residents.

Question 8 was designed to provide the City of Glendora with a reliable measure of how residents, as a whole, prioritize a variety of services and projects to which the City could allocate resources in the future. The format of the question was straightforward: after informing respondents that the City does not have the financial resources to fund *all* of the services and projects that may be desired by residents, respondents were asked whether each of 27 services or projects 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. To encourage a sense of competition, respondents were instructed that not all of the services and projects could be high priorities.

The services and projects tested have been sorted and divided into two figures (Tier 1 and Tier 2) from high to low based on the percentage of respondents who indicated that an item was *at least* a medium priority for future city spending. Among the services and projects tested, streets and roads topped the list (93% high or medium priority), followed by police services (91%), parks and recreation space (85%), taking a long-term view when planning the City’s future (85%), equal access to city services for people with disabilities and special needs (83%), strengthening the business community (82%), disaster assistance (81%), and communicating with residents (81%).

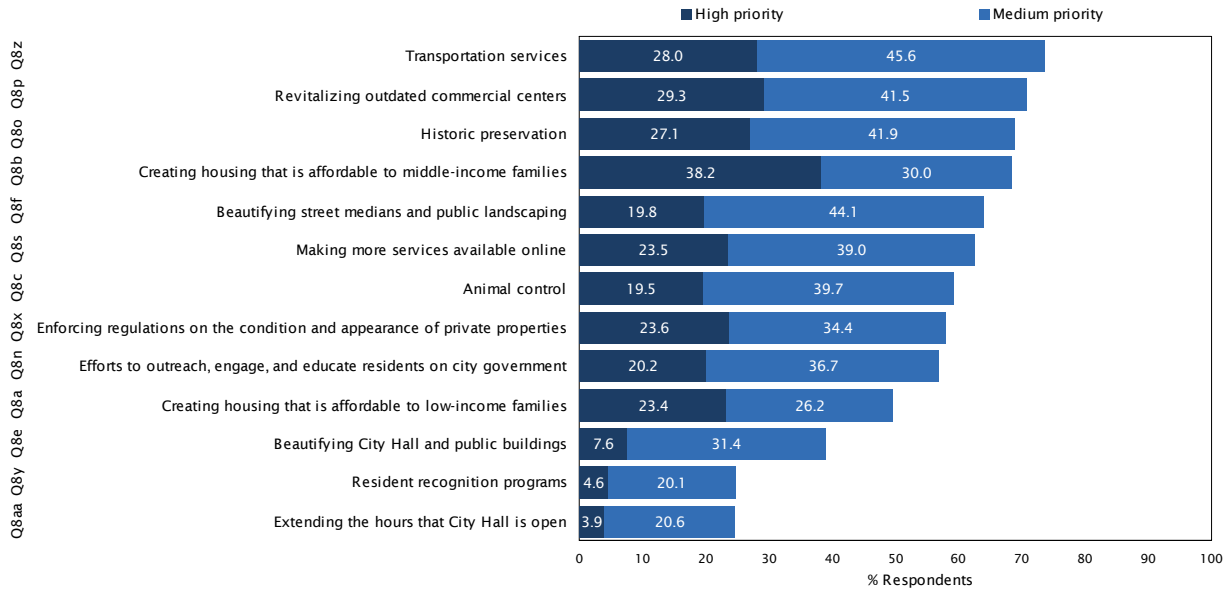
Question 8 *The City of Glendora has limited financial resources to provide some of the projects and services desired by residents. Because it can not fund every project and service, however, the City must set priorities. As I read each of the following items, please indicate whether you think the City 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 13 FUNDING PRIORITIES TIER 1



At the other end of the spectrum, extending the hours that City Hall is open (25%), resident recognition programs (25%), and beautifying City Hall and public buildings (39%) were rated as a high or medium priority by less than a majority of residents.

FIGURE 14 FUNDING PRIORITIES TIER 2



For the interested reader, tables 8 and 9 provide the percentage of respondents who considered a project or program a *high priority* by their length of residence, age, overall satisfaction with the City’s performance, presence of a child in the home, and home ownership status, with the top five priorities within each subgroup highlighted green to aid comparisons.

TABLE 8 FUNDING PRIORITIES BY YEARS IN GLENDORA & AGE (SHOWING % HIGH PRIORITY)

	Years in Glendora (Q1)				Age (QD1)						
	Less than 5	5 to 9	10 to 14	15 or more	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older	
Police services	65.5	62.8	61.9	68.6	47.7	55.8	70.8	73.4	79.1	69.8	
Taking a long-term view when planning the City's future	59.7	53.2	56.2	59.1	67.0	53.6	57.3	50.6	62.0	61.0	
Streets and roads	55.5	45.2	49.4	60.6	53.7	55.1	47.4	53.7	67.1	62.3	
Disaster assistance	47.1	39.3	68.2	47.2	59.6	44.6	41.7	48.7	50.9	45.8	
Equal access to services for people with disabilities, special needs	50.7	34.9	57.0	47.2	68.8	61.9	36.0	37.0	38.0	45.4	
Environmental protection and conservation	49.4	38.3	48.5	42.9	67.1	49.9	34.7	33.8	38.8	43.2	
Strengthening the business community	46.4	41.1	35.9	41.1	44.9	34.0	45.4	39.9	47.4	38.2	
Attracting jobs	45.9	49.6	45.0	34.2	42.7	42.9	33.3	38.0	39.0	39.4	
Communicating with residents	34.4	40.9	34.4	39.5	29.8	46.8	39.7	36.1	39.2	38.2	
Creating housing that is affordable to middle-income families	40.1	38.1	50.5	35.4	49.9	61.4	34.9	27.8	31.5	27.9	
Educational activities for all residents of all ages and abilities	41.5	36.0	38.4	35.4	65.0	42.0	41.2	22.7	29.8	26.4	
Parks and recreational space	42.6	31.0	30.9	34.0	41.6	28.4	47.8	32.0	27.9	32.7	
Recreational activities and programs for all ages and abilities	38.2	36.5	33.0	32.5	48.8	37.5	44.5	20.5	28.5	29.3	
Managing traffic	35.3	23.6	23.5	36.5	25.1	27.2	29.7	33.4	38.0	44.4	
Revitalizing outdated commercial centers	31.7	34.9	27.7	27.7	26.5	24.6	37.9	26.9	32.5	28.5	
Transportation services	30.9	27.2	33.4	26.4	39.1	32.5	19.0	24.7	27.7	26.0	
Historic preservation	33.6	26.8	18.2	26.9	39.4	32.7	32.0	17.2	26.8	18.8	
Library and information services	23.9	25.1	29.1	25.3	29.4	37.2	20.2	22.2	20.0	24.0	
Enforcing regs on condition, appearance of private properties	24.7	17.5	14.6	26.2	16.1	25.8	20.0	21.3	31.7	26.5	
Making more services available online	23.8	32.7	17.9	22.5	23.7	24.9	29.6	17.7	22.9	23.9	
Creating housing that is affordable to low-income families	32.9	19.2	31.3	20.1	50.3	29.5	17.5	14.0	18.2	15.9	
Efforts to outreach, engage, educate residents on city gov	19.1	21.5	21.6	20.0	30.1	29.0	20.5	13.9	17.7	13.2	
Beautifying street medians and public landscaping	27.5	12.4	14.4	20.0	30.5	17.7	22.1	13.7	21.9	15.5	
Animal control	14.7	8.9	23.0	22.4	29.5	13.7	16.4	16.5	20.2	22.0	
Beautifying City Hall and public buildings	11.4	3.8	5.3	7.7	16.2	11.3	4.5	4.2	7.7	3.5	
Resident recognition programs	4.7	1.6	1.9	5.7	0.0	4.4	4.0	5.1	6.1	7.3	
Extending the hours that City Hall is open	2.7	2.2	0.9	5.1	6.5	0.0	5.6	4.7	4.6	2.2	

TABLE 9 FUNDING PRIORITIES BY OVERALL SATISFACTION, CHILD IN HSLD & HOME OWNERSHIP STATUS (SHOWING % HIGH PRIORITY)

	Overall Satisfaction (Q4)		Child in Hsld (QD2)		Home Ownership Status (QD3)	
	Satisfied	Dis-satisfied	Yes	No	Own	Rent
Police services	67.7	56.3	65.5	66.8	65.4	71.5
Taking a long-term view when planning the City's future	58.5	58.6	53.9	60.2	58.2	55.9
Streets and roads	57.3	55.1	52.1	58.9	59.1	48.0
Disaster assistance	49.7	33.6	42.2	52.0	48.7	48.5
Equal access to services for people with disabilities, special needs	48.3	31.3	38.0	52.9	44.7	57.5
Environmental protection and conservation	43.6	42.3	38.8	46.6	39.7	57.7
Strengthening the business community	42.3	29.4	39.8	43.1	40.4	46.7
Attracting jobs	40.3	30.3	37.2	41.5	34.7	52.5
Communicating with residents	37.5	38.7	35.4	40.6	36.5	43.6
Creating housing that is affordable to middle-income families	39.9	24.2	36.2	39.4	30.4	59.4
Educational activities for all residents of all ages and abilities	37.5	24.9	37.9	36.1	33.5	46.6
Parks and recreational space	36.1	21.8	39.0	31.6	32.1	41.4
Recreational activities and programs for all ages and abilities	35.3	27.2	37.1	32.5	31.2	43.8
Managing traffic	32.3	45.3	30.4	34.7	32.4	35.6
Revitalizing outdated commercial centers	28.5	32.1	28.0	29.9	31.7	21.8
Transportation services	27.2	30.2	24.9	30.1	24.1	41.3
Historic preservation	27.0	24.8	24.7	27.5	23.5	35.9
Library and information services	26.9	15.8	23.9	26.1	22.4	34.2
Enforcing regs on condition, appearance of private properties	23.2	29.3	19.6	26.3	25.7	18.4
Making more services available online	22.9	27.0	23.3	23.3	23.7	24.7
Creating housing that is affordable to low-income families	23.7	15.7	21.1	24.5	15.5	44.4
Efforts to outreach, engage, educate residents on city gov	20.1	18.4	16.1	22.8	18.6	25.2
Beautifying street medians and public landscaping	20.2	19.5	18.7	20.4	18.8	22.5
Animal control	20.1	17.5	15.1	21.6	17.0	26.5
Beautifying City Hall and public buildings	8.4	5.2	5.7	8.2	5.5	11.2
Resident recognition programs	4.1	7.6	3.4	5.0	4.6	5.0
Extending the hours that City Hall is open	3.9	2.2	3.8	3.7	3.7	4.7

PUBLIC TRUST & SERVICE

Although much of the survey focused on quality of life and residents' satisfaction with the City's efforts to provide specific services, 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 survey.

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 on the left of Figure 15, respondents were asked if they agreed or disagreed with the statement, or if they had no opinion. The percentages shown are among those who provided an opinion.

Overall, 81% of residents said that they trust the City of Glendora, 70% agreed that the City is responsive to residents' needs, and 66% agreed that the City manages its finances well. Residents were somewhat less in agreement that the City is transparent in how it operates (59%) and that the City listens to residents when making important decisions (57%). Table 10 on the next page displays the level of agreement with each statement for the current study and the 2016 study, and shows that there were two statistically significant decreases in agreement between the two studies.

Question 9 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 15 AGREEMENT WITH STATEMENTS ABOUT GLENDORA AMONG THOSE WITH OPINION

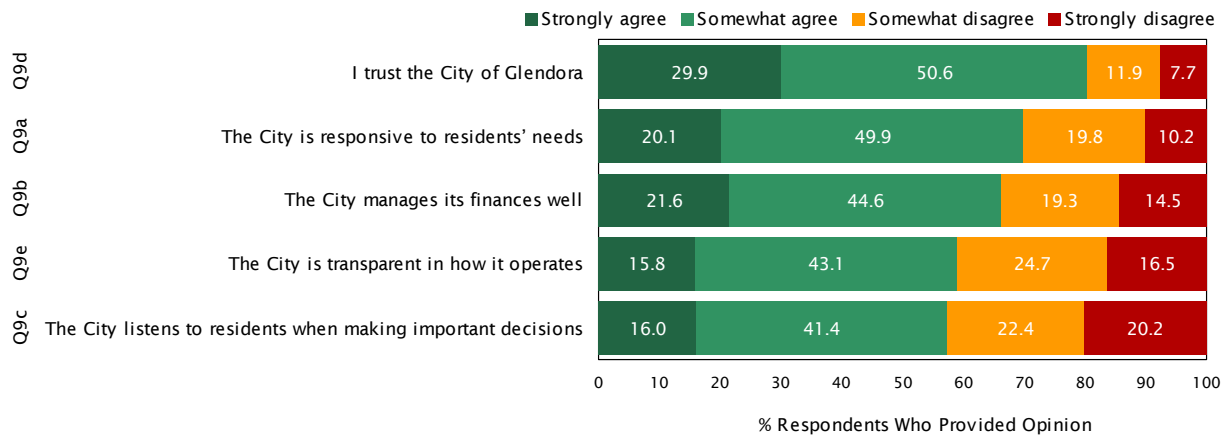


TABLE 10 AGREEMENT WITH STATEMENTS ABOUT GLENDORA AMONG THOSE WITH OPINION BY STUDY YEAR

	Study Year		Change in Agreement 2016 to 2018
	2018	2016	
I trust the City of Glendora	80.5	77.1	+3.4
The City listens to residents when making important decisions	57.4	58.1	-0.7
The City is transparent in how it operates	58.8	62.9	-4.1
The City is responsive to residents' needs	70.0	75.5	-5.6†
The City manages its finances well	66.2	74.4	-8.1†

† Statistically significant difference ($p < 0.05$) between the 2016 and 2018 studies.

CITY STAFF Residents were next asked if they had been in contact with City of Glendora staff in the past 12 months. Figure 16 provides the findings of this question and shows that 42% of residents indicated they had contact with city staff in the 12 months prior to the interview, which is virtually identical to the percentage in each previous study. Figures 17 through 19 on the next page show how contact with city staff in the past 12 months differed by a variety of demographics. A majority of residents who have lived in Glendora five to nine years, those 35 to 44 years of age, home-makers and those in-between jobs, residents with a household income of \$150,000 or more, and mixed or other ethnicity respondents had been in contact with city staff in the past year.

Question 10 *In the past 12 months, have you been in contact with staff from the City of Glendora?*

FIGURE 16 CONTACT WITH CITY STAFF IN PAST 12 MONTHS BY STUDY YEAR

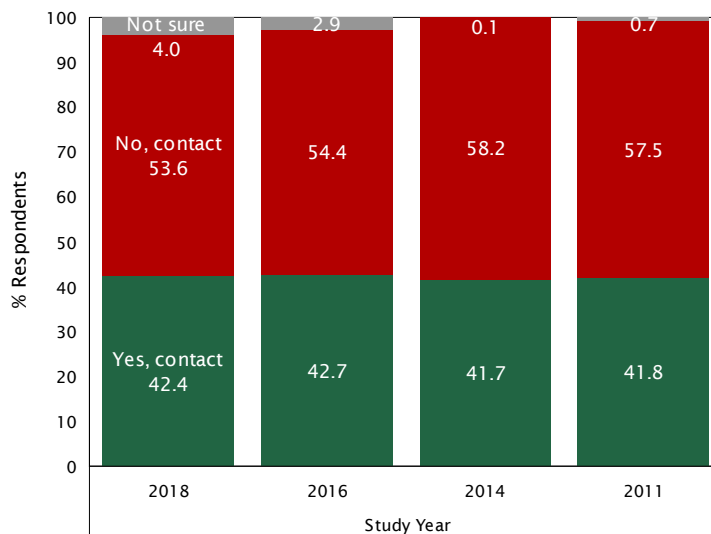


FIGURE 17 CONTACT WITH CITY STAFF IN PAST 12 MONTHS BY YEARS IN GLENDORA, CHILD IN HSLD & AGE

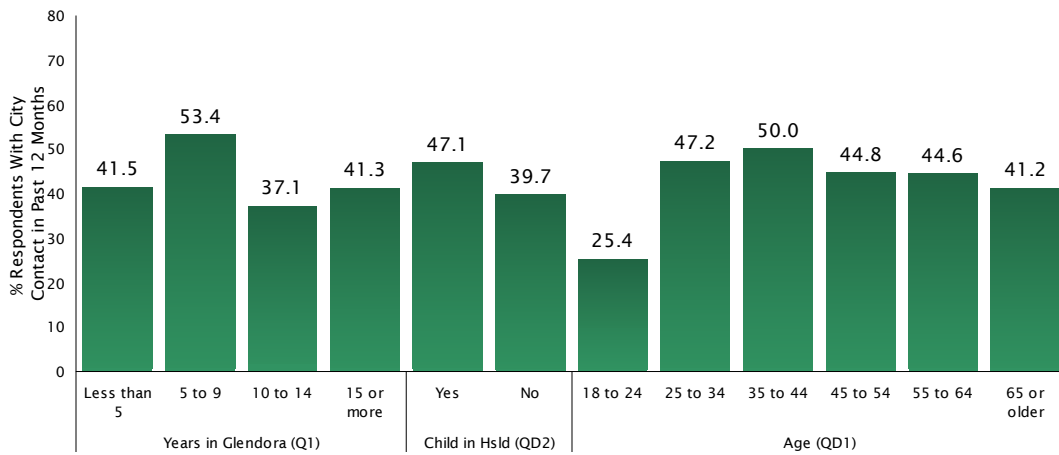


FIGURE 18 CONTACT WITH CITY STAFF IN PAST 12 MONTHS BY EMPLOYMENT STATUS, GENDER & HOME OWNERSHIP STATUS

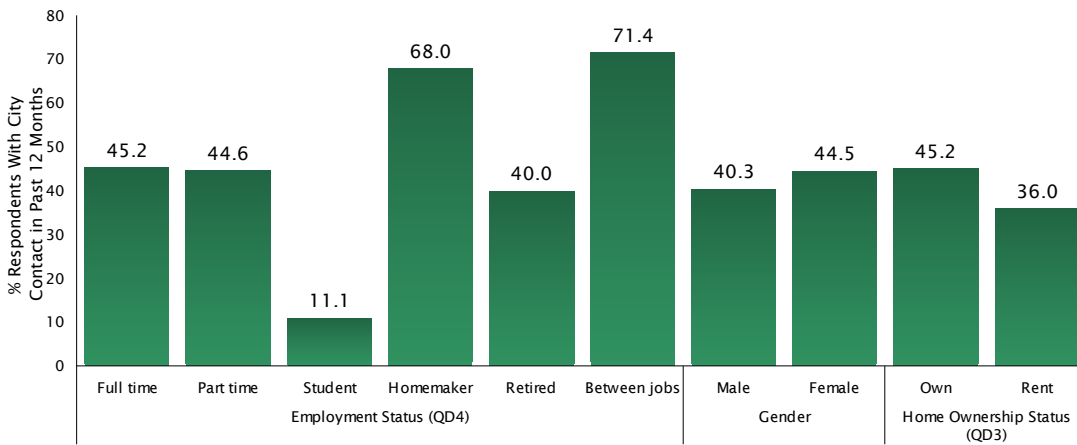
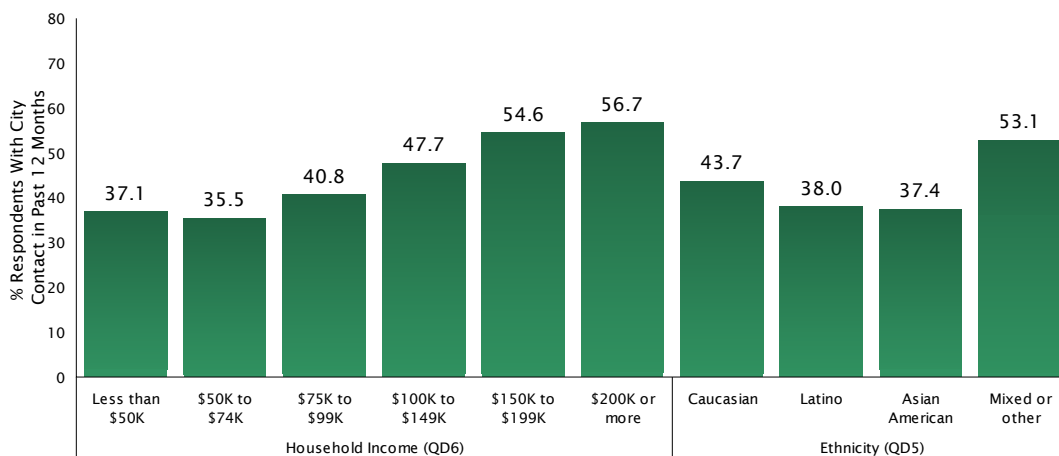


FIGURE 19 CONTACT WITH CITY STAFF IN PAST 12 MONTHS BY HOUSEHOLD INCOME & ETHNICITY



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 nine-in-ten rating staff as accessible (95%), professional (95%), and helpful (90%). There were no statistically significant changes in how residents rated staff between 2016 and 2018 (see Table 11).

Question 11 *In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____.*

FIGURE 20 OPINION OF STAFF

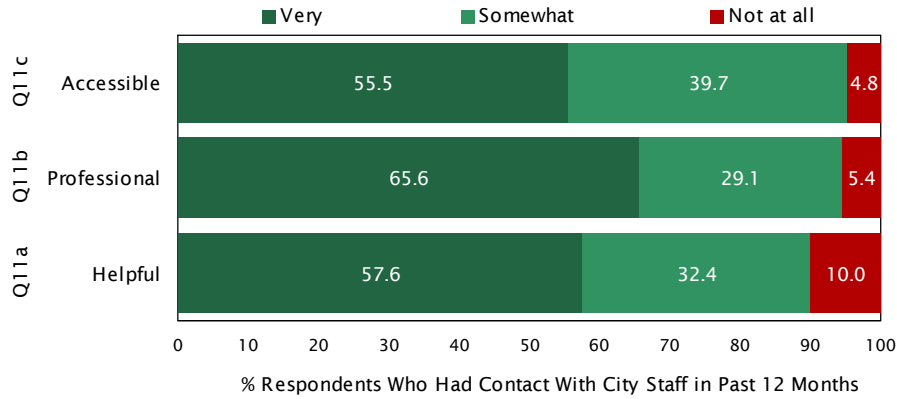


TABLE 11 OPINION OF STAFF BY STUDY YEAR

	Study Year		Change in % Very + Somewhat 2016 to 2018
	2018	2016	
Helpful	90.0	87.7	+2.3
Accessible	95.2	93.9	+1.3
Professional	94.6	93.4	+1.2

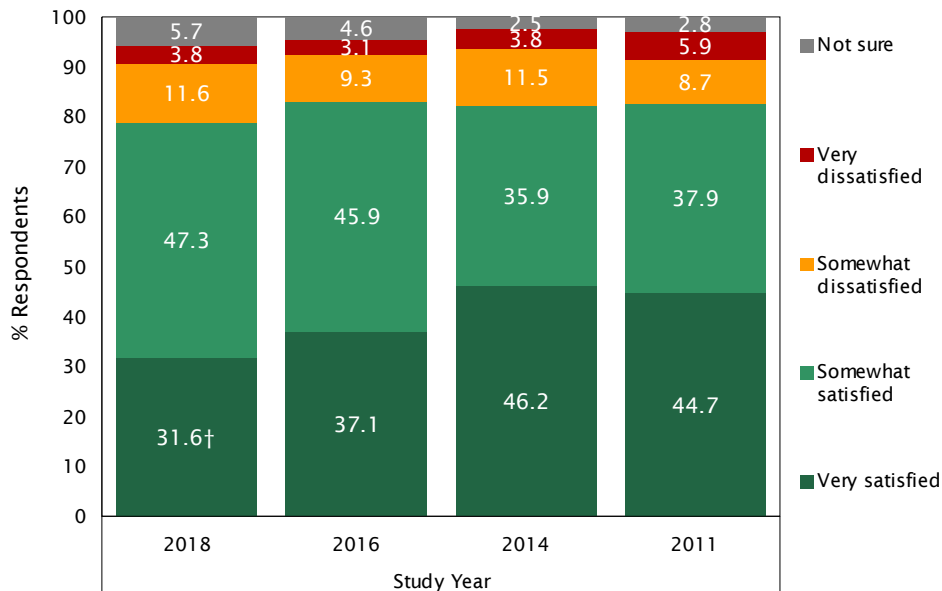
COMMUNICATION & E-GOVERNMENT

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. Some of Glendora's many efforts to communicate with its residents include its newsletters, emails, timely press releases, and its website. In this section, we present the results of several communication-related questions.

SATISFACTION: CITY-RESIDENT COMMUNICATION Question 12 of the survey asked residents to report their satisfaction with the City's efforts to share information with its residents. Overall, 79% of respondents indicated they were satisfied with the City's efforts to communicate with residents through newsletters, the Internet, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (15%) or unsure of their opinion (6%). Although the intensity of satisfaction was lower in 2018 than 2016, the overall satisfaction level (very + somewhat) was statistically comparable (see Figure 21).

Question 12 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 2016 and 2018 studies.

For the interested reader, figures 22 to 24 on the next page display how opinions about the City's efforts to communicate with residents varied by demographic subgroups. Satisfaction with the City's communication efforts was widespread, with at least 70% of respondents in all but one subgroup reporting they were either very or somewhat satisfied. As might be expected, residents dissatisfied with the City's overall performance also tended to be less satisfied with the City's communication efforts when compared with those generally satisfied with the City (85% vs. 34%).

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

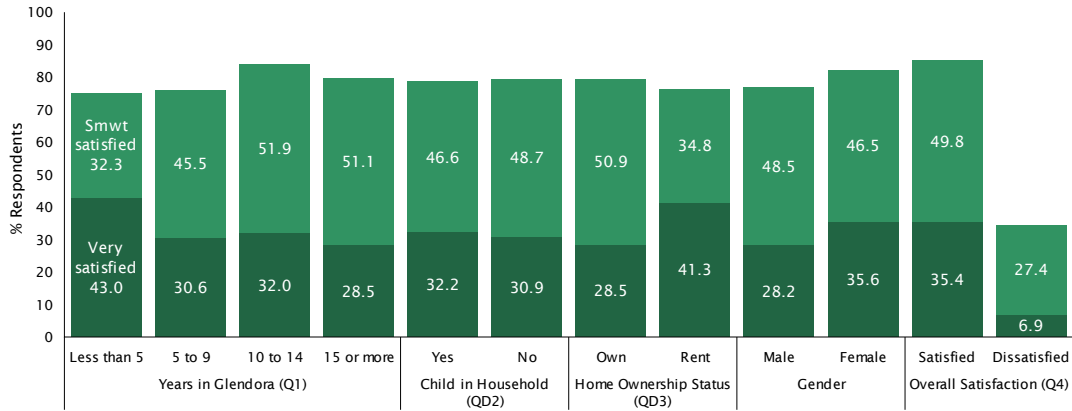


FIGURE 23 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY AGE & EMPLOYMENT STATUS

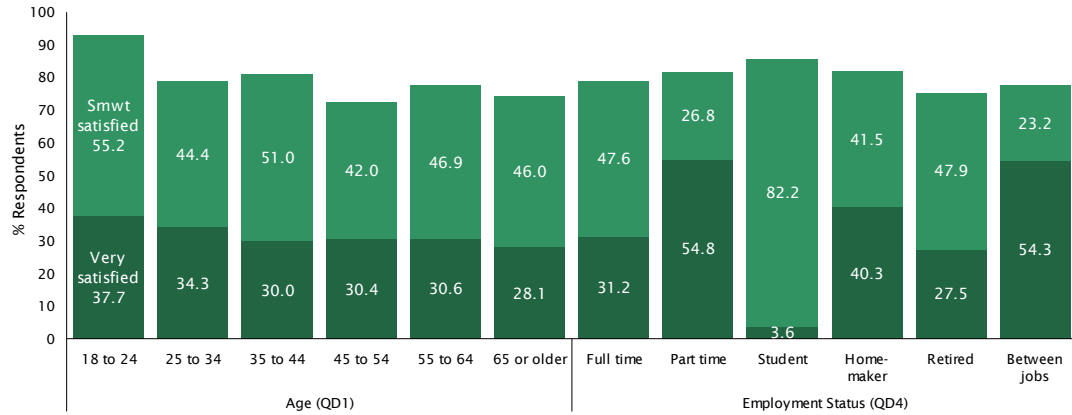
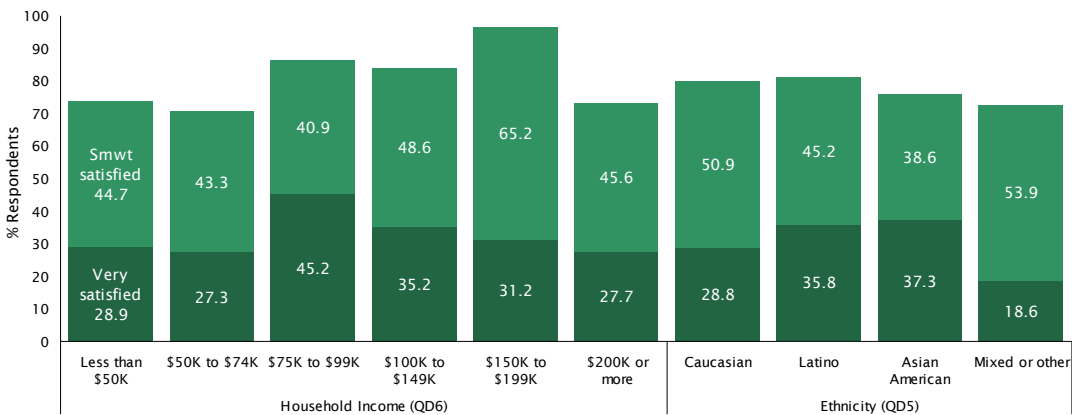


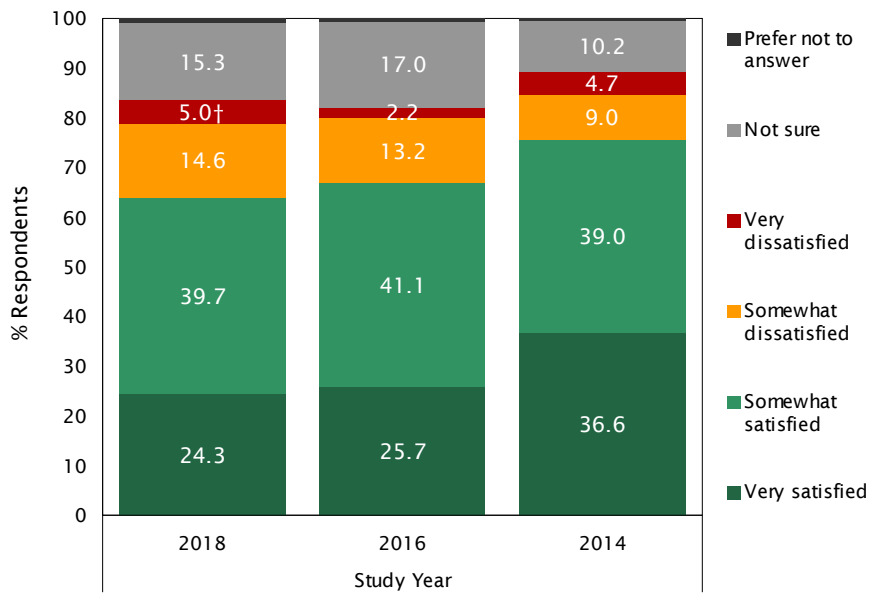
FIGURE 24 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY HOUSEHOLD INCOME & ETHNICITY



SATISFACTION: RESIDENT-CITY COMMUNICATION Residents were next asked about their satisfaction with the opportunities they have to communicate information to the City of Glendora. As shown in Figure 25, 64% of respondents said they were satisfied with the opportunities they have to communicate with the City. The remaining respondents were either dissatisfied (20%) or did not provide an opinion (16%). When compared with the 2016 study, the intensity of dissatisfaction was slightly higher in the current study, although both the *overall* (very + somewhat) satisfaction and dissatisfaction levels remained statistically comparable.

Question 13 *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 25 SATISFACTION WITH RESIDENT COMMUNICATION BY STUDY YEAR



† Statistically significant difference ($p < 0.05$) between the 2016 and 2018 studies.

For the interested reader, figures 26 through 28 on the next page display how responses to this question varied by demographic subgroups among those with an opinion.

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

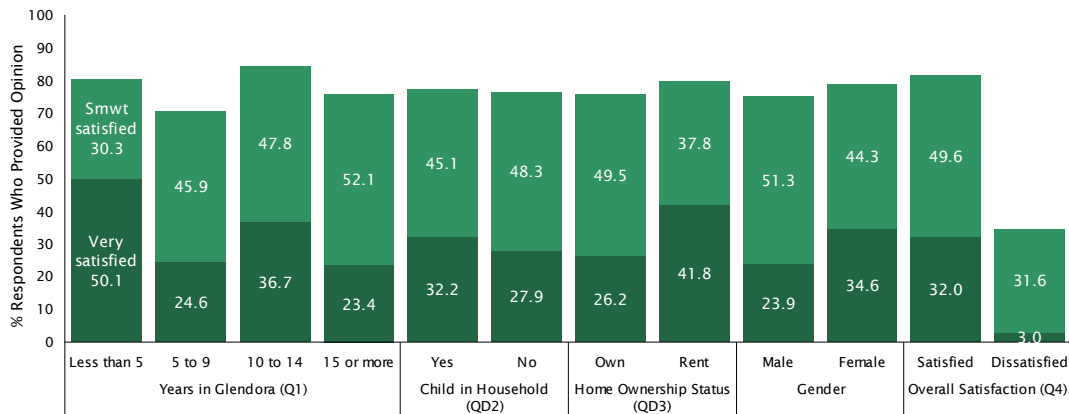


FIGURE 27 SATISFACTION WITH RESIDENT COMMUNICATION BY AGE & EMPLOYMENT STATUS

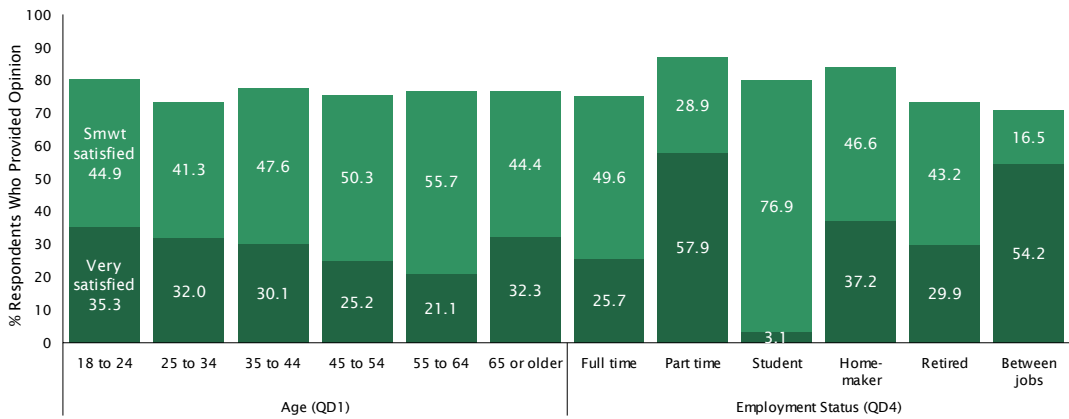
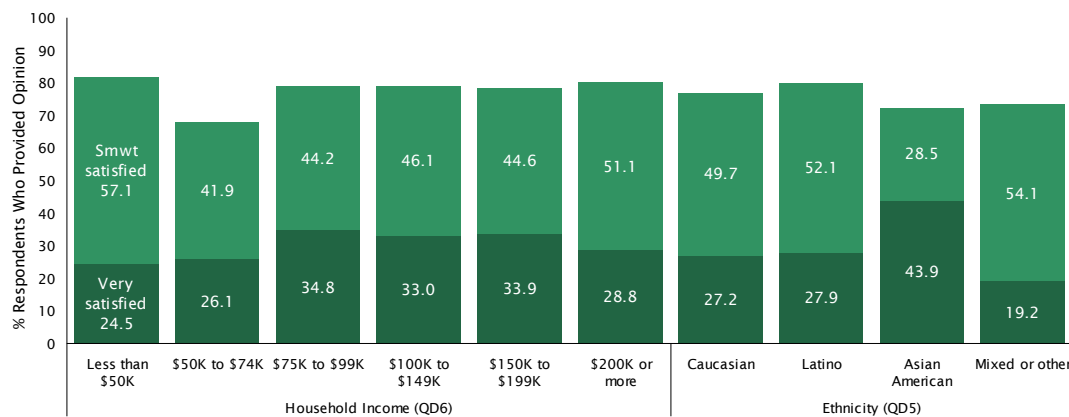


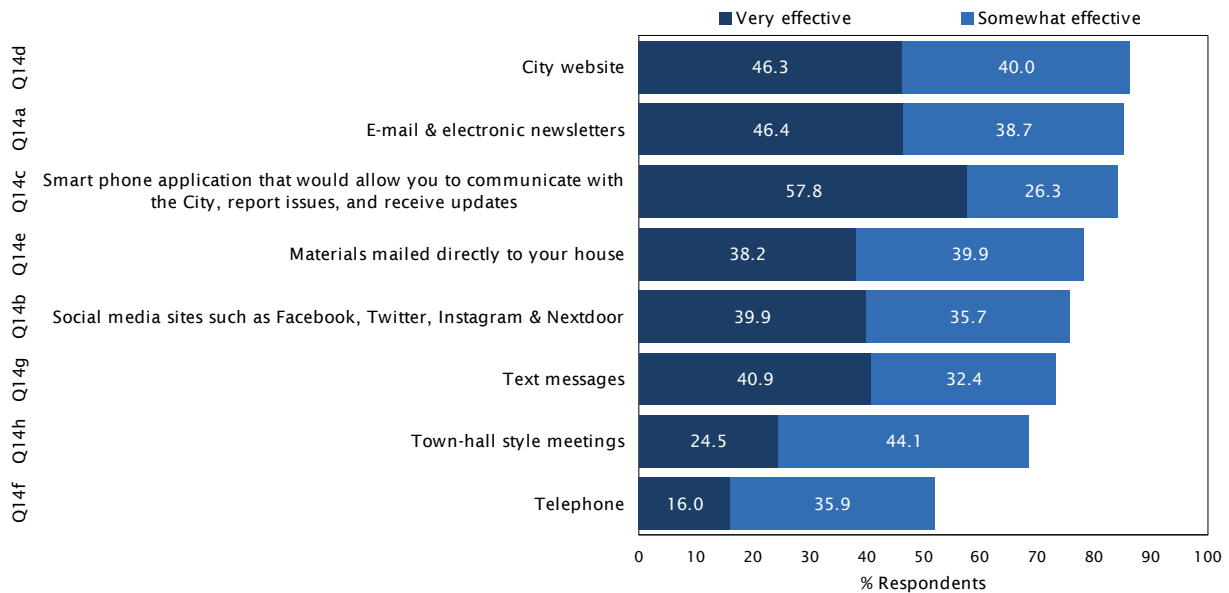
FIGURE 28 SATISFACTION WITH RESIDENT COMMUNICATION BY HOUSEHOLD INCOME & ETHNICITY



COMMUNICATION PREFERENCES The next communication-related question presented respondents with each of the methods shown on the left of Figure 29 and simply asked—for each—whether it would be an effective way for the City to communicate with them. The order of the items was randomized for each respondent to avoid a systematic position bias. Overall, respondents cited the City’s website as the most effective method (86% very or somewhat effective), followed by email and electronic newsletters (85%) and a smart phone app that would allow them to communicate with the City, report issues, and receive updates (84%). When compared with the other methods tested, respondents perceived the telephone (52%) and Town-hall style meetings (69%) as less effective ways for the City to communicate with them.

Question 14 *As I read the following ways that the City can communicate with residents, I'd like to know if you think they would be a very effective, somewhat effective, or not at all effective way for the City to communicate with you.*

FIGURE 29 EFFECTIVENESS OF COMMUNICATION METHODS



The net two tables display the percentage of respondents who perceived each proposed communication method as *very effective* by their overall satisfaction with the City’s performance, age, years in Glendora, presence of a child in the home, and ethnicity. To aid comparisons, the top three most effective methods cited by each subgroup are highlighted green.

TABLE 12 EFFECTIVENESS OF COMMUNICATION METHODS BY OVERALL SATISFACTION & AGE (SHOWING % VERY EFFECTIVE)

	Overall Satisfaction (Q4)		Age (QD1)					
	Satisfied	Dis-satisfied	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Smart phone app to communicate with City	59.5	46.4	68.5	60.6	74.6	59.4	49.7	38.0
E-mail & electronic newsletters	46.5	44.3	35.6	51.3	57.4	52.0	41.6	40.3
City website	47.3	32.2	45.1	50.2	57.0	46.1	47.6	34.0
Text messages	42.9	30.6	45.2	44.7	51.7	42.9	37.0	26.5
Social media sites	41.9	26.5	54.9	52.1	51.1	40.0	24.9	19.9
Materials mailed directly to your house	39.9	30.1	40.2	51.9	37.4	24.1	36.7	41.8
Town-hall style meetings	24.1	24.6	18.3	19.9	26.3	26.9	26.9	27.4
Telephone	15.7	19.4	17.6	23.5	13.8	5.9	14.3	22.3

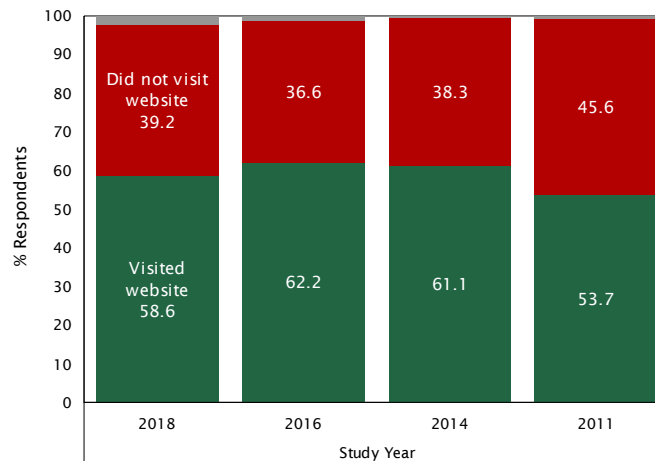
TABLE 13 EFFECTIVENESS OF COMMUNICATION METHODS BY YEARS IN GLENDORA, CHILD IN HSLD & ETHNICITY (SHOWING % VERY EFFECTIVE)

	Years in Glendora (Q1)				Child in Household (QD2)		Ethnicity (QD5)			
	Less than 5	5 to 9	10 to 14	15 or more	Yes	No	Caucasian	Latino	Asian American	Mixed or other
Smart phone app to communicate with City	62.9	61.8	65.2	54.2	65.3	53.9	54.9	59.4	72.0	63.2
E-mail & electronic newsletters	58.8	43.5	52.6	42.4	53.6	43.8	47.6	49.2	46.6	33.4
City website	47.6	38.2	52.1	46.5	46.8	46.8	43.3	49.4	53.1	53.9
Text messages	47.9	35.1	62.7	36.2	47.1	38.6	38.3	44.6	49.4	45.2
Social media sites	52.9	43.2	52.3	33.2	49.5	34.6	34.3	49.2	48.1	44.3
Materials mailed directly to your house	38.5	26.0	34.6	41.3	33.1	40.9	40.4	36.3	35.4	35.8
Town-hall style meetings	25.9	25.4	22.0	24.3	22.0	24.4	20.3	25.0	33.9	31.8
Telephone	22.1	11.5	7.4	16.7	14.8	17.1	17.4	17.6	7.6	18.9

CITY WEBSITE Having identified the communication methods that residents view as most effective, the survey next asked specifically if the respondent had visited the City’s website during the 12 months prior to the interview. As shown in Figure 30, approximately six-in-ten (59% of) residents in 2018 reported that they had visited the site during this period, which is similar to the 62% recorded in 2016.

Question 15 *In the past 12 months, have you visited the City's website?*

FIGURE 30 VISITED CITY'S WEBSITE IN PAST 12 MONTHS BY STUDY YEAR



Figures 31 to 33 on the next page 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, age, household income, and ethnicity.

FIGURE 31 VISITED CITY'S WEBSITE IN PAST 12 MONTHS BY YEARS IN GLENDDORA, SATISFACTION WITH CITY-RESIDENT COMMUNICATION & SATISFACTION WITH RESIDENT-CITY COMMUNICATION

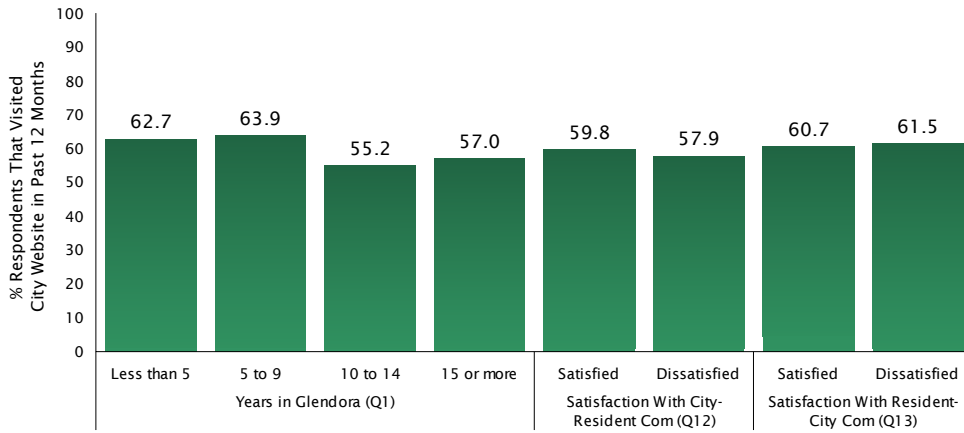


FIGURE 32 VISITED CITY'S WEBSITE IN PAST 12 MONTHS BY CHILD IN HOUSEHOLD & AGE

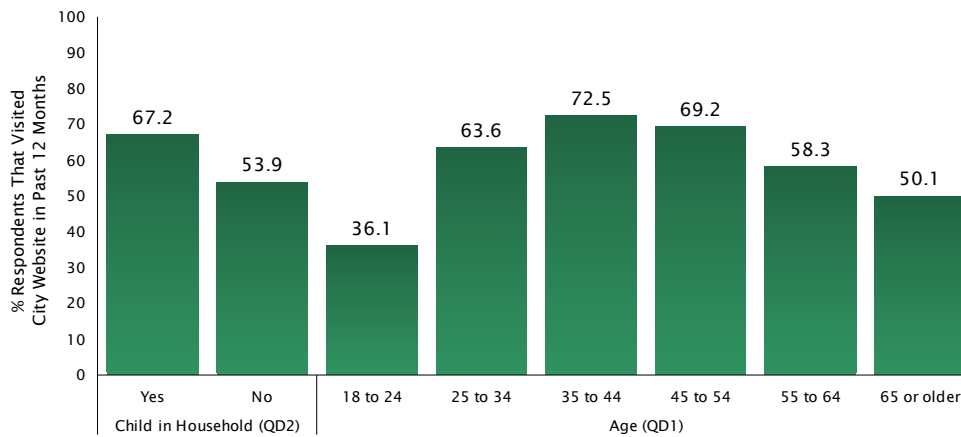
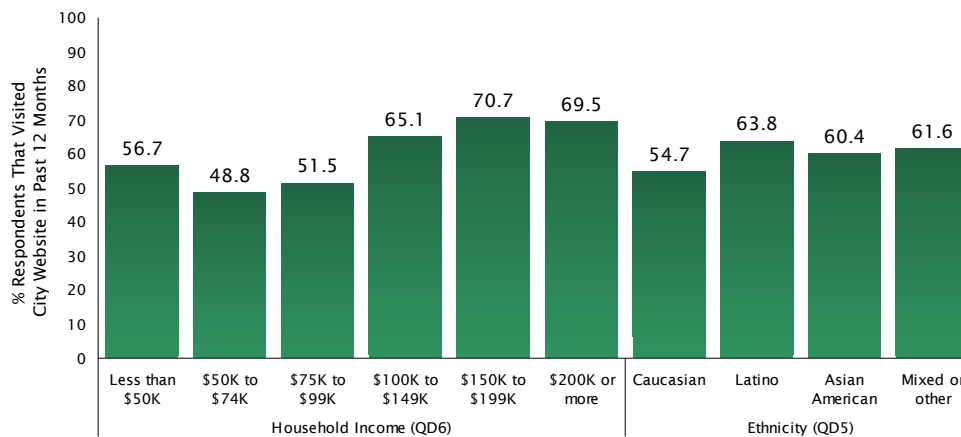


FIGURE 33 VISITED CITY'S WEBSITE IN PAST 12 MONTHS BY HOUSEHOLD INCOME & ETHNICITY



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 its content and resources, the ease of finding desired information, and the website’s new search function, using a five-point scale of excellent, good, fair, poor, or very poor (see Figure 34). Website users provided the most favorable rating to the variety of content and resources available on the website (71% excellent or good), followed by the overall quality (68%) and ability to navigate the website and find desired information (62%). Almost one quarter (23%) of residents who had visited the City’s website in the past 12 months did not provide an opinion regarding the new search function, but among those who did the ratings were favorable, with approximately seven-in-ten (71%) saying it was excellent or good.

Question 16 Overall, how would you rate: _____? Would you say it is excellent, good, fair, poor, or very poor?

FIGURE 34 RATING ASPECTS OF CITY WEBSITE



As shown in Table 14, there were no statistically significant changes between the 2016 and 2018 studies with respect to the three dimensions tested in both studies.

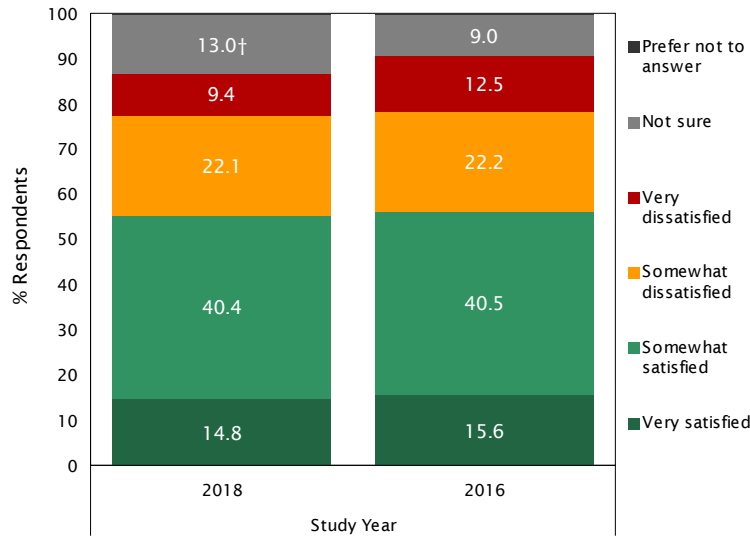
TABLE 14 RATING ASPECTS OF CITY WEBSITE BY STUDY YEAR

	Study Year		Change in Excellent + Good 2016 to 2018
	2018	2016	
Variety of content and resources available on the website	71.3	69.7	+1.6
Overall quality of the website	68.4	66.9	+1.5
Ability to find what you are looking for on the website	61.7	66.5	-4.7
The new search function on the City’s website	55.0	N/A	N/A

INFO ON CURRENT AND PLANNED DEVELOPMENT PROJECTS In response to interest expressed by residents in 2014, the City of Glendora began distributing additional information to residents regarding current and planned local development projects. Question 17 of the 2018 survey asked residents if 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 (55%) indicated they were satisfied with the quantity and quality of development-related information made available by the City, whereas 32% indicated they were dissatisfied and 13% were unsure or unwilling to share their opinion. Although the percentage of respondents that were unsure increased, satisfaction remained virtually unchanged from 2016 to 2018 (see Figure 35 on the next page).

Question 17 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 35 OVERALL SATISFACTION WITH QUALITY & QUANTITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY



† Statistically significant difference ($p < 0.05$) between the 2016 and 2018 studies.

When compared with their respective counterparts, residents who have lived in Glendora 10 to 14 years, part-time employees and students, those generally satisfied with city-resident communication in both directions and the City’s overall performance providing municipal services, residents with a household income of less than \$50K per year or between \$100K and \$149K, and Latino and Asian American respondents were the subgroups most likely to report being satisfied with the quality and quantity of development information made available by the City (see figures 36 to 38).

FIGURE 36 OVERALL SATISFACTION WITH QUALITY & QUANTITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY BY YEARS IN GLENDORA, CHILD IN HOUSEHOLD & HOME OWNERSHIP STATUS

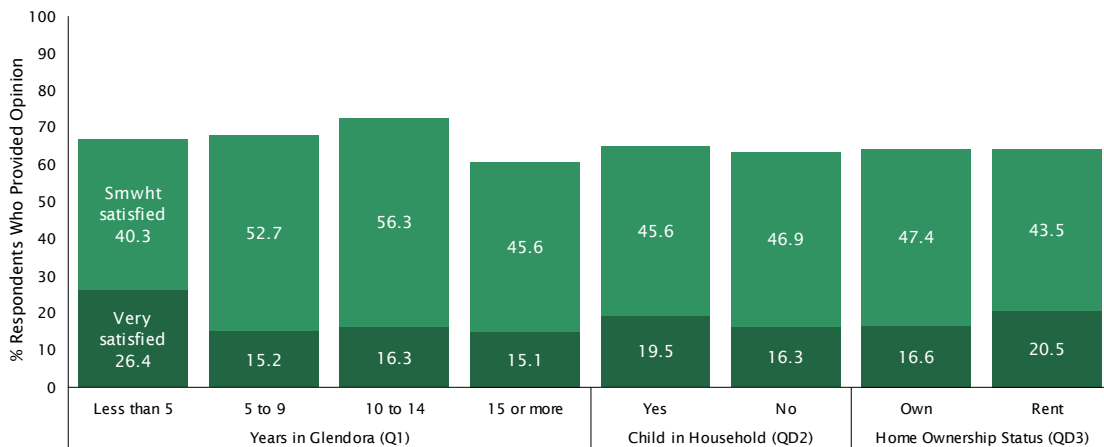


FIGURE 37 OVERALL SATISFACTION WITH QUALITY & QUANTITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY BY SATISFACTION WITH CITY-RESIDENT COMMUNICATION, SATISFACTION WITH RESIDENT-CITY COMMUNICATION, EMPLOYMENT STATUS & OVERALL SATISFACTION

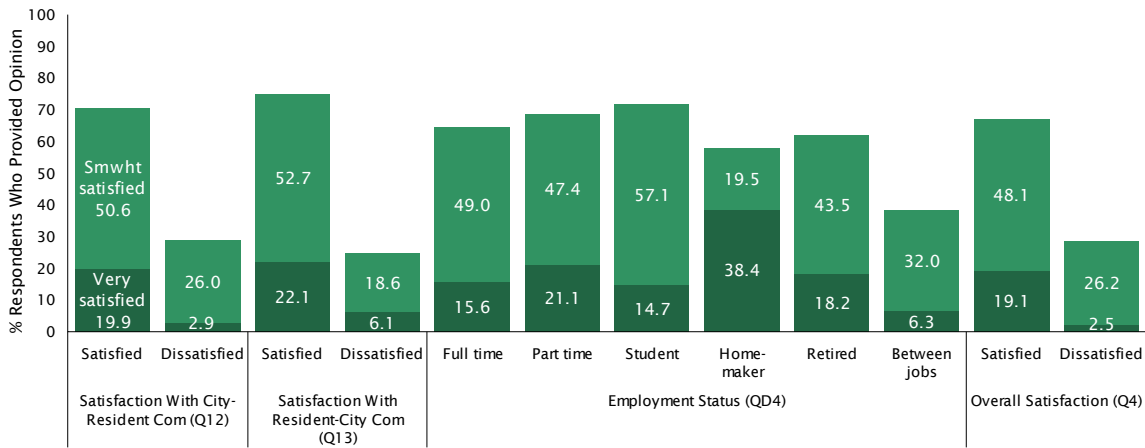
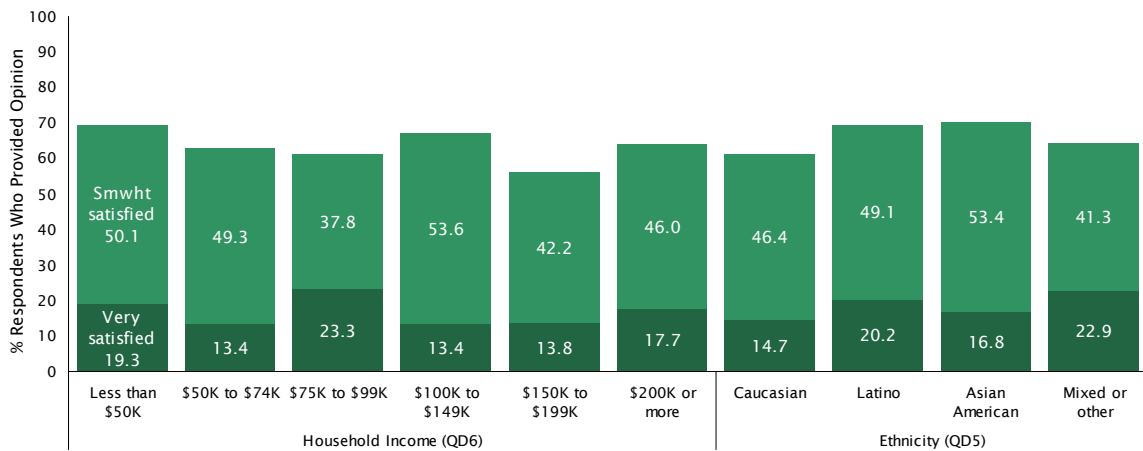


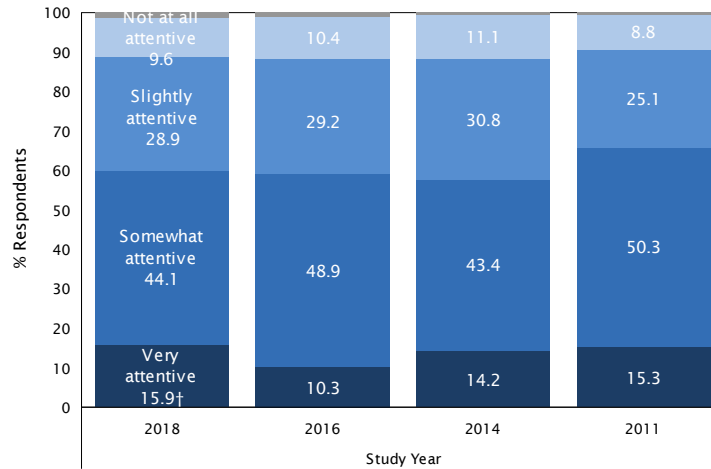
FIGURE 38 OVERALL SATISFACTION WITH QUALITY & QUANTITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY BY HOUSEHOLD INCOME & ETHNICITY



ATTENTION PAID TO LOCAL GOVERNMENT The final substantive question of the 2018 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, 16% of respondents claimed to be very attentive to matters of local government (a statistically significant increase from the 2016 study), 44% 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 39 on the next page). For the interested reader, figures 40 to 42 on the next pages display how attentiveness to local government differed across a variety of demographic subgroups.

Question 18 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 39 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY STUDY YEAR



† Statistically significant difference (p < 0.05) between the 2016 and 2018 studies.

FIGURE 40 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

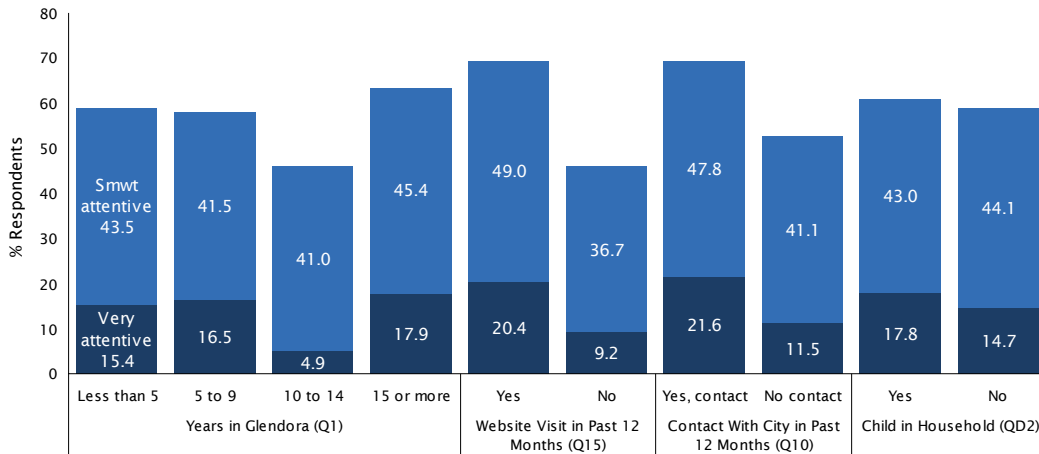


FIGURE 41 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY HOME OWNERSHIP STATUS, AGE, SATISFACTION WITH CITY-RESIDENT COMMUNICATION & SATISFACTION WITH RESIDENT-CITY COMMUNICATION

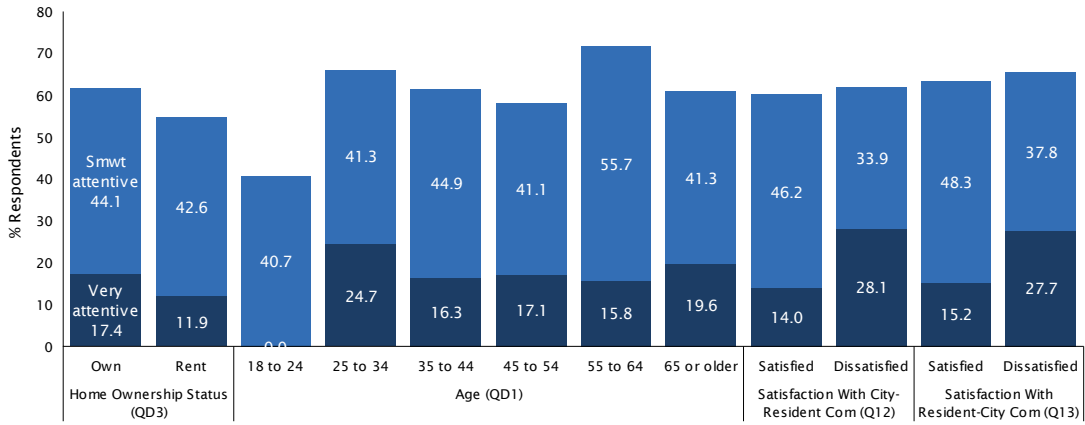
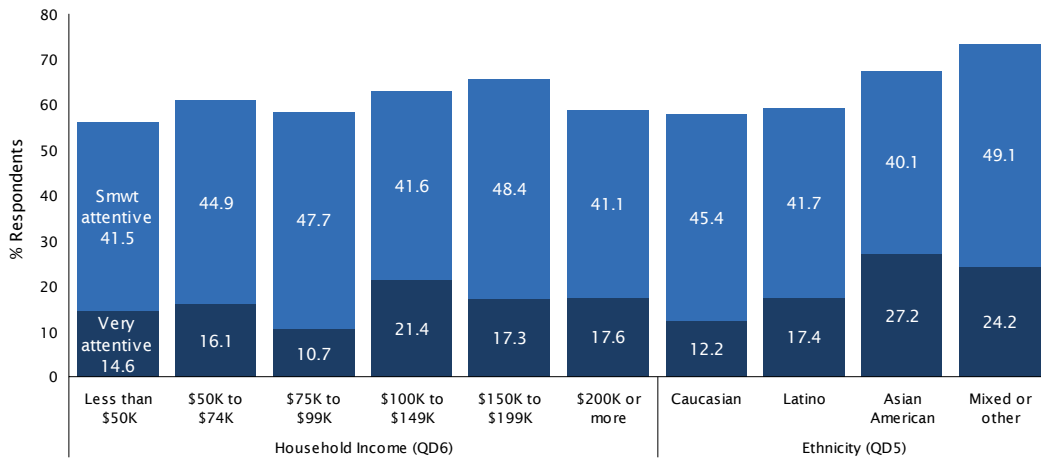


FIGURE 42 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY HOUSEHOLD INCOME & ETHNICITY





BACKGROUND & DEMOGRAPHICS

TABLE 15 DEMOGRAPHICS OF SAMPLE

	Study Year			
	2018	2016	2014	2011
Total Respondents	608	622	400	400
Years in Glendora (Q1)				
Less than 5	17.1	16.4	13.9	15.3
5 to 9	12.3	11.3	15.6	17.4
10 to 14	10.9	8.8	14.4	12.9
15 or more	59.7	63.2	56.0	53.7
Prefer not to answer	0.0	0.3	0.1	0.5
Age (QD1)				
18 to 24	14.9	14.5	13.5	12.4
25 to 34	16.2	14.2	12.8	13.4
35 to 44	15.1	14.6	15.8	16.6
45 to 54	19.8	17.7	20.3	18.6
55 to 64	16.1	17.1	15.5	18.1
65 or older	17.8	21.4	16.4	17.9
Prefer not to answer	0.1	0.5	5.5	3.0
Child in Household (QD2)				
Yes	35.3	32.1	37.0	39.0
No	62.5	66.9	61.4	59.0
Prefer not to answer	2.3	1.0	1.6	2.0
Home Ownership Status (QD3)				
Own	75.3	74.2	71.2	75.1
Rent	22.7	22.2	25.6	21.2
Prefer not to answer	2.1	3.6	3.1	3.7
Employment Status (QD4)				
Full time	54.1	46.8	45.0	42.5
Part time	10.1	8.9	12.0	10.9
Student	7.9	10.2	9.1	8.4
Home- maker	4.9	6.1	5.6	5.5
Retired	18.1	22.3	21.1	21.9
Between jobs	1.4	2.1	4.4	8.0
Prefer not to answer	3.4	3.5	2.8	2.7
Ethnicity (QD5)				
Caucasian	53.2	N/A	N/A	N/A
Latino	27.5	N/A	N/A	N/A
Asian American	9.0	N/A	N/A	N/A
Mixed or other	5.3	N/A	N/A	N/A
Prefer not to answer	5.0	N/A	N/A	N/A
Household Income (QD6)				
Less than \$50K	18.1	N/A	N/A	N/A
\$50K to \$74K	21.9	N/A	N/A	N/A
\$75K to \$99K	16.5	N/A	N/A	N/A
\$100K to \$149K	17.0	N/A	N/A	N/A
\$150K to \$199K	8.3	N/A	N/A	N/A
\$200K or more	9.1	N/A	N/A	N/A
Prefer not to answer	9.1	N/A	N/A	N/A
Gender				
Male	47.4	53.0	49.7	50.2
Female	51.1	45.4	50.3	49.8
Prefer not to answer	1.5	1.6	0.0	0.0

Table 15 presents demographic information collected during the survey. 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, and ensure that the resulting sample matched the profile of Glendora's adult population on key characteristics.



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 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 items in a set order can lead to a systematic position bias in responses, 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 10) were asked to rate aspects of the staff (Question 11). The questionnaire included with this report (see *Questionnaire & Toplines* on page 44) identifies the skip patterns used during the interview to ensure that each respondent received the appropriate questions. Many of the questions asked in the 2018 survey were tracked directly from prior 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.

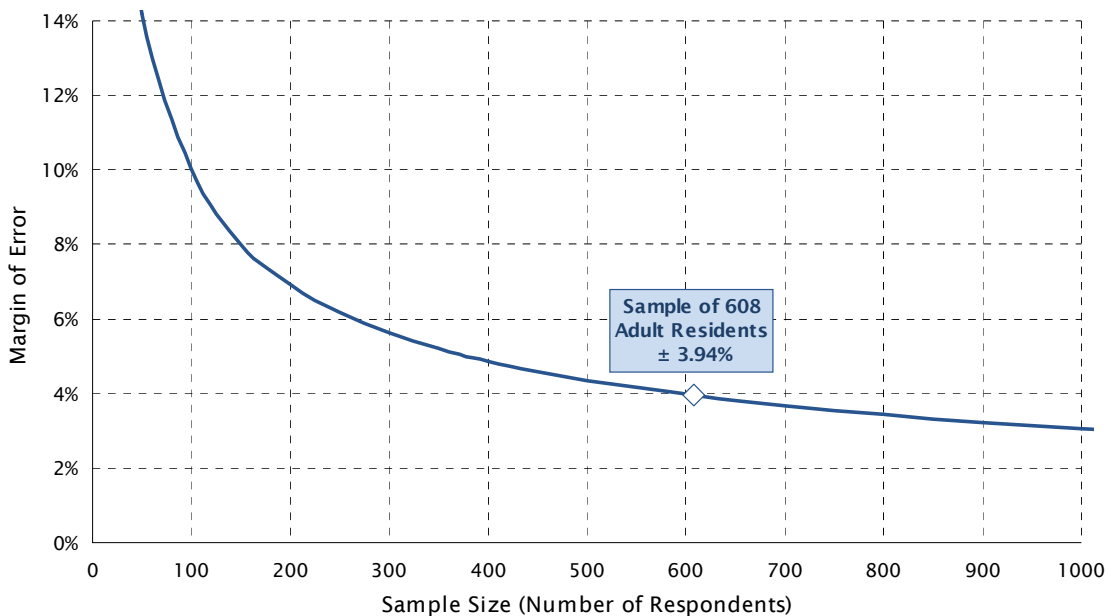
SAMPLE, RECRUITING & DATA COLLECTION A comprehensive database of Glendora households was utilized for this study, ensuring that all households in Glendora had the opportunity to participate in the survey. Households were recruited to participate in the survey through multiple recruiting methods. Using a combination of emailed invitations and phone calls, a random selection of households was initially invited to participate in the survey online at a secure, passcode-protected website designed and hosted by True North. Each household was assigned a unique passcode to ensure that only Glendora residents who received an invitation could access the online survey site, and that the survey could be completed only one time per passcode. An email reminder notice was also sent to encourage participation among those who had yet to take the survey. Following a period of online data collection, True North began placing telephone calls to land lines and cell phone numbers of households throughout the City that had yet to participate in the online survey as a result of the emailed invitation.

Telephone interviews averaged 17 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 bias the sample. A total of 608 completed surveys were gathered online and by telephone between November 26 and December 5, 2018.

MARGIN OF ERROR DUE TO SAMPLING The results of the survey can be used to estimate the opinions of all adult residents of the City. Because not every adult resident of the City 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 608 adult residents for a particular question and what would have been found if all of the estimated 39,681 adult residents² had been interviewed.

Figure 43 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. For this survey, the maximum margin of error is $\pm 3.94\%$ for questions answered by all 608 respondents.

FIGURE 43 MAXIMUM MARGIN OF ERROR



Within this report, figures and tables show how responses to certain questions varied by demographic characteristics such as length of residence and age of the respondent. Figure 43 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

DATA PROCESSING & WEIGHTING Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing verbatim responses, and preparing frequency analyses and cross-tabulations. The final data were weighted to balance the sample by age and ethnicity according to Census estimates.

2. Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

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 charts for a given question.

QUESTIONNAIRE & TOPLINES



City of Glendora
Community Satisfaction Survey
Final Toplines (n=608)
December 2018

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 if Land Line

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? <i>Read ZIP Code back to them to confirm correct</i>	
	1	91740, 91741
	2	Any other ZIP Code
		<i>Qualified, go to intro preceding Q1</i>
		<i>Terminate</i>

Section 3: Quality of Life

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

Q1	How long have you lived in Glendora?	
	1	Less than 1 year
	2	1 to 4 years
	3	5 to 9 years
	4	10 to 14 years
	5	15 years or longer
	99	Prefer not to answer
		5%
		12%
		12%
		11%
		60%
		0%

Q2		How would you rate: _____? Would you say it is excellent, good, fair, poor or very poor?						
<i>Randomize A-E, always ask F last</i>		Excellent	Good	Fair	Poor	Very Poor	Not Sure	Prefer not to answer
A	Glendora as a place to live	52%	40%	6%	2%	1%	0%	0%
B	Glendora as a place to raise a family	57%	34%	6%	1%	0%	2%	0%
C	Glendora as a place to retire	34%	37%	15%	7%	2%	5%	0%
D	Glendora as a place to work	15%	27%	22%	7%	3%	24%	2%
E	Glendora as a place to shop and dine	16%	36%	35%	9%	3%	0%	0%
F	The overall quality of life in Glendora	40%	49%	9%	1%	0%	0%	0%
Q3		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, preserve small town feel							20%
	Not sure, cannot think of anything							14%
	Improve dining, shopping opportunities							10%
	Improve streets, roads, infrastructure							9%
	No changes needed / Everything is fine							8%
	Address homeless issues, poverty							8%
	Improve public safety, police services							6%
	Improve parking							4%
	Reduced traffic congestion							4%
	Provide additional youth, family activities, events							3%
	Improve downtown area							3%
	Provide affordable housing							3%
	Provide more, improved street lighting							3%
	Improve economy, jobs							2%
	Improve schools, education							2%
	Address water issues							2%
	Beautify city, landscaping							2%
	Enforce traffic laws							2%
	Prefer not to answer							2%
	Improve city planning							2%
	Reduce taxes, fees							2%
	Embrace, celebrate diversity							1%

Enforce codes	1%
Improve environmental efforts	1%
Improve public transportation	1%
Reduce cost of living	1%
Improve budgeting, spending	1%
Improve, provide additional parks, rec facilities	1%
Improve animal, pest control	1%

Section 4: City Services

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

<p>Q4 Generally speaking, are you satisfied or dissatisfied with the job the City of Glendora is doing to provide city services? <i>Get answer, then ask:</i> Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</p>							
1	Very satisfied	40%					
2	Somewhat satisfied	45%					
3	Somewhat dissatisfied	7%					
4	Very dissatisfied	3%					
98	Not sure	6%					
99	Prefer not to answer	0%					
<p>Q5 For each of the services I read, I'd like you to tell me how satisfied you are with the job the city is doing to provide the service. Are you satisfied or dissatisfied with the city's efforts to: _____, or do you not have an opinion? <i>Get answer. If 'satisfied' or 'dissatisfied', then ask:</i> Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</p>							
	<i>Randomize</i>	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Not sure	Prefer not to answer
A	Provide police services	55%	30%	6%	5%	3%	1%
B	Prepare the City for emergencies	30%	30%	7%	3%	29%	0%
C	Maintain streets and roads	27%	36%	19%	15%	3%	0%
D	Manage traffic in the city	34%	35%	14%	11%	5%	0%
E	Provide library services	60%	25%	3%	1%	11%	1%
F	Provide trash collection and recycling services	53%	27%	9%	5%	4%	1%
G	Promote economic development for a healthy business community	20%	32%	15%	8%	23%	1%
H	Manage growth and development	16%	31%	20%	19%	13%	0%

I	Provide programs for youth, adults and seniors	42%	35%	6%	1%	15%	1%
J	Maintain parks and recreation areas	57%	33%	5%	3%	2%	0%
K	Provide cultural and performing arts	22%	34%	14%	7%	22%	0%
L	Preserve and protect open space	25%	30%	14%	15%	16%	1%

Section 5: Economic Development

Q6	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	0% (none)	3%
	2	1% to 25%	43%
	3	26% to 50%	28%
	4	51% to 75%	14%
	5	76% to 100%	10%
	98	Not sure	3%
	99	Prefer not to answer	0%
Q7	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>		
	Wal-Mart	19%	
	Home Depot	18%	
	Stater Bros	15%	
	Vons	14%	
	Albertson's	13%	
	Sam's Club	11%	
	Sprouts	11%	
	Glendora Marketplace	10%	
	Discount retail stores (Tuesday Morning, Target, Ross, Marshall's)	9%	
	Costco	8%	
	Kohl's	8%	
	Other shopping centers (The Village, Long Hill, Gladstone, Foothill)	7%	
	Best Buy	6%	
	PetSmart	6%	
	Barnes and Noble	4%	
	CVS Pharmacy	4%	
	HomeGoods	4%	
	Thrift stores	4%	

Clothing stores (Old Navy, Tilly's)	3%
Hardware stores	3%
Coffee places (Starbucks, Classic Coffee)	3%
Diamond Ridge Shopping Center	2%
Bed Bath & Beyond	2%
Other pharmacies (Walgreens, Nelsons)	2%
Movie theater (AMC)	2%
Family Restaurants in general	2%
Staples	1%
BevMo	1%
In-N-Out Burger	1%
Grocery stores in general	1%
Bath & Body Works	1%
Aldi	1%

Section 6: Priorities

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

Q8 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	Creating housing that is affordable to <u>low-income</u> families	23%	26%	27%	22%	1%	0%
B	Creating housing that is affordable to <u>middle-income</u> families	38%	30%	20%	10%	2%	0%
C	Animal control	20%	40%	34%	5%	2%	0%
D	Attracting jobs	39%	35%	18%	5%	3%	0%
E	Beautifying City Hall and public buildings	8%	31%	44%	16%	1%	0%
F	Beautifying street medians and public landscaping	20%	44%	28%	8%	0%	0%
G	Communicating with residents	38%	43%	15%	3%	1%	0%
H	Managing traffic	33%	43%	19%	4%	1%	0%
I	Strengthening the business community	41%	40%	11%	5%	2%	0%

Glendora Resident Survey

December 2018

J	Disaster assistance	48%	32%	15%	3%	1%	0%
K	Educational activities for all residents of all ages and abilities	37%	39%	20%	3%	1%	0%
L	Environmental protection and conservation	44%	34%	17%	5%	1%	0%
M	Equal access to city services for people with disabilities and special needs	47%	36%	13%	3%	1%	0%
N	Efforts to outreach, engage, and educate residents on city government	20%	37%	33%	9%	2%	0%
O	Historic preservation	27%	42%	24%	7%	1%	0%
P	Revitalizing outdated commercial centers	29%	41%	21%	7%	1%	0%
Q	Streets and roads	57%	37%	6%	0%	0%	0%
R	Library and information services	25%	49%	21%	4%	2%	0%
S	Making more services available online	23%	39%	29%	6%	3%	0%
T	Parks and recreational space	35%	50%	12%	2%	0%	0%
U	Taking a long-term view when planning the City's future	58%	27%	9%	4%	2%	0%
V	Police services	67%	24%	7%	2%	0%	0%
W	Recreational activities and programs for all ages and abilities	34%	44%	18%	3%	1%	0%
X	Enforcing regulations on the condition and appearance of private properties	24%	34%	30%	11%	1%	0%
Y	Resident recognition programs	5%	20%	47%	22%	6%	0%
Z	Transportation services	28%	46%	20%	5%	1%	0%
AA	Extending the hours that City Hall is open	4%	21%	49%	24%	3%	0%

Section 7: Public Trust & Service

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.

Q9 Here is the (first/next) one: _____. Do you agree or disagree, or do you not have an opinion? *If agree or disagree, ask: Would that be strongly (agree/disagree) or somewhat (agree/disagree)?*

	<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	16%	41%	16%	8%	17%	1%
B	The City manages its finances well	15%	30%	13%	10%	30%	3%
C	The City listens to residents when making important decisions	12%	31%	17%	15%	23%	2%
D	I trust the City of Glendora	27%	46%	11%	7%	8%	1%
E	The City is transparent in how it operates	12%	33%	19%	13%	21%	2%

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Q10	In the past 12 months, have you been in contact with staff from the City of Glendora?						
	1	Yes	42%	Ask Q11			
	2	No	54%	Skip to Q12			
	98	Not sure	3%	Skip to Q12			
	99	Prefer not to answer	1%	Skip to Q12			
Q11	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>						
	Randomize		Very	Somewhat	Not at all	Not sure	Prefer not to answer
A	Helpful		55%	31%	10%	4%	0%
B	Professional		64%	28%	5%	2%	0%
C	Accessible		54%	39%	5%	2%	0%

Section 8: Communication & e-Government

Q12	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	32%		
	2	Somewhat satisfied	47%		
	3	Somewhat dissatisfied	12%		
	4	Very dissatisfied	4%		
	98	Not sure	5%		
	99	Prefer not to answer	0%		
Q13	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 <u>to</u> the City of Glendora? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>				
	1	Very satisfied	24%		
	2	Somewhat satisfied	40%		
	3	Somewhat dissatisfied	15%		
	4	Very dissatisfied	5%		
	98	Not sure	15%		
	99	Prefer not to answer	1%		

Q14		As I read the following ways that the City can communicate with residents, I'd like to know if you think they would be a very effective, somewhat effective, or not at all effective way for the City to communicate with you.						
	<i>Randomize</i>	Very	Somewhat	Not at all	Not sure / Prefer not to answer			
A	Email & Electronic Newsletters	46%	39%	11%	4%			
B	Social Media sites such as Facebook, Twitter, Instagram & Nextdoor	40%	36%	20%	4%			
C	A Smart Phone application that would allow you to communicate with the City, report issues, and receive updates	58%	26%	11%	5%			
D	City website	46%	40%	10%	3%			
E	Materials mailed directly to your house	38%	40%	20%	2%			
F	Telephone	16%	36%	44%	4%			
G	Text messages	41%	32%	23%	4%			
H	Town-hall style meetings	24%	44%	26%	6%			
Q15		In the past 12 months, have you visited the City's website?						
	1 Yes	59%		Ask Q16				
	2 No	39%		Skip to Q17				
	98 Not sure	2%		Skip to Q17				
	99 Prefer not to answer	1%		Skip to Q17				
Q16		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	15%	53%	27%	2%	1%	0%	0%
B	The ability to navigate the website and find what you are looking for	15%	47%	31%	5%	2%	1%	0%
C	The variety of content and resources available on the website	18%	53%	24%	2%	1%	1%	0%
D	The new Search function on the City's website	13%	42%	20%	2%	1%	22%	1%

Q17	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	15%
	2	Somewhat satisfied	40%
	3	Somewhat dissatisfied	22%
	4	Very dissatisfied	9%
	98	Not sure	13%
	99	Prefer not to answer	0%
Q18	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	16%
	2	Somewhat attentive	44%
	3	Slightly attentive	29%
	4	Not at all attentive	10%
	98	Not sure	1%
	99	Prefer not to answer	0%

Section 9: Background & Demographics

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

D1	In what year were you born? Year recorded and later grouped into age categories shown below.		
	18 to 24	15%	
	25 to 34	16%	
	35 to 44	15%	
	45 to 54	20%	
	55 to 64	16%	
	65 or older	18%	
	Prefer not to answer	0%	
D2	Do you have one or more children under the age of 18 living in your household?		
	1	Yes	35%
	2	No	62%
	99	Prefer not to answer	2%

D3	Do you own or rent your residence in Glendora?		
	1	Own	75%
	2	Rent	23%
	99	Prefer not to answer	2%
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	54%
	2	Employed part-time	10%
	3	Student	8%
	4	Homemaker	5%
	5	Retired	18%
	6	In-between jobs	1%
	98	Not sure	0%
	99	Prefer not to answer	3%
D5	What ethnic group do you consider yourself a part of or feel closest to? <i>Read list if respondent hesitates.</i>		
	1	Caucasian/White	53%
	2	Latino/Hispanic/Mexican	27%
	3	African-American/Black	1%
	4	Native American Indian or Alaskan Native	0%
	5	Asian -- Korean, Japanese, Chinese, Vietnamese, Filipino or other Asian	9%
	6	Pacific Islander	0%
	7	Mixed Heritage	3%
	8	Other	0%
	98	Not Sure / Prefer not to answer	5%
D6	This next question is for statistical purposes only. As I read the following income categories, please stop me when I reach the category that best represents your household's total annual income before taxes.		
	1	Less than \$50,000	18%
	2	\$50,000 to \$74,999	22%
	3	\$75,000 to \$99,999	17%
	4	\$100,000 to \$149,999	17%
	5	\$150,000 to \$199,999	8%
	6	\$200,000 or more	9%
	98	Not Sure / Prefer not to answer	9%

D7	What is your gender?		
	1	Male	47%
	2	Female	51%
	99	Prefer not to answer	1%

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.