



COMMUNITY OPINION SURVEY
SUMMARY REPORT

PREPARED FOR THE
CITY OF GLENDORA



AUGUST 16, 2022



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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 51,800 residents¹ who are focused on supporting a charming, vibrant, and inclusive community. The City maintains a team of full- and part-time employees to provide a comprehensive suite of services through 11 main departments: City Council, City Attorney, City Manager, City Clerk, Administrative Services, Police, Community Development, Public Works, Library, Information Technology, and Community Services.

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 experiences 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, land use, spending priorities, drought, and water conservation; *and*
- Collect additional background and demographic data relevant to understanding residents’ perceptions, needs, and interests.

1. Source: California Department of Finance Estimate, January 2022.

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, 2016, 2018, and 2019, and many of the questions included in the 2022 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 prior studies.

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 47). In brief, the survey was administered to a random sample of 571 adults who reside within the City of Glendora. The survey followed a mixed-method design that employed multiple recruiting methods (telephone, text, and email) and multiple data collection methods (telephone and online). Administered between July 26 and July 31, 2022, 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 2022 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 to the current survey—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 2022.

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.

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 opinions, 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 1,200 survey research studies for public agencies—including more than 400 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 the overall quality of life in the City (87% excellent or good) and Glendora as a place to raise a family (84%). Although still positive, residents provided a softer rating for Glendora as a place to retire (61%).
- Approximately half (49%) of residents surveyed provided an excellent or good rating for Glendora as a place to shop and dine, while one-third (34%) rated this aspect as fair. Less than half (45%) of residents provided a positive rating for Glendora as a place to work, although just over one-quarter (28%) 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, 18% could not think of any desired changes (13%) or reported that no changes are needed (5%). Among specific changes desired, addressing homeless issues/poverty was mentioned most frequently (22%), followed by improving dining and shopping opportunities (13%), improving public safety and police services (10%), limiting growth and development and preserving Glendora's small-town feel (7%), improving streets, roads, and infrastructure (7%), and beautifying the City and its landscaping (5%).

CITY SERVICES

- Eight-in-ten (80% of) Glendora residents indicated they were either very (30%) or somewhat (50%) satisfied with the City's efforts to provide municipal services. Approximately 13% were very or somewhat dissatisfied, and the remaining 7% were unsure or did not provide a response.
- When asked to rate their satisfaction with 16 specific services provided by the City of Glendora, respondents were most satisfied with the City's efforts to provide library services (97% very or somewhat satisfied), followed by efforts to provide programs for youth, adults, and seniors (90%), provide police services (89%), provide online access to city services, information, and resources (88%), provide trash collection and recycling services (86%), and maintain parks and recreation areas (84%).
- At the other end of the spectrum, respondents were less satisfied with the City's performance in addressing homelessness (36%), maintaining streets and roads (63%), and managing growth and development (65%).

LAND USE

- More than half of residents indicated that there are currently not enough fine dining restaurants (57% too little) and affordable housing for middle-income families (53%). More than one-third also perceived a deficiency in the amount of entertainment options such as movie houses, music, and arts (45%), public art (38%), affordable housing for low-income families (36%), designated areas for walking and biking (35%), and good-paying jobs and employment opportunities (35%) available in Glendora. Only one building type—commercial offices—had more respondents say there were too many (11%) than too few (6%) in Glendora.

COMMUNITY FACILITIES

- When asked to prioritize among a list of nine facilities and amenities that the City could devote resources to in the future, trails and paths for walking and biking was assigned the highest priority (80% high or medium priority), followed by modern library facilities (69%), acquiring land to create additional parks and green spaces (68%), sports fields that can be used for multiple sports such as soccer, football, and rugby (65%), and community gardens for growing food (59%).
- Approximately three-quarters (74%) of respondents couldn't think of anything specific (61%) or declined to provide a response (13%) when asked to suggest *additional* community facilities or amenities they deemed a high priority. Among those who offered suggestions, a community theater and event center, sports parks and courts, and improved access to parks, recreation facilities, and school fields were the top specific response categories at 3% each.

PUBLIC TRUST & SERVICE

- More than three-quarters of residents said they trust the City of Glendora (79%) and agreed that the City manages its finances well (77%). Two-thirds agreed that the City is responsive to residents' needs (69%) and that the City is transparent in how it operates (67%).
- Just under two-thirds (66%) of residents indicated that the City treats all residents the same regardless of color, age, income, or identity. Respondents were somewhat less in agreement that the City listens to residents when making important decisions (59%).
- Forty percent (40%) of residents indicated they had contact with city staff in the 12 months prior to the interview.
- Residents who had contact with city staff rated staff high on all three dimensions tested, with approximately nine-in-ten rating staff as professional (97%), accessible (95%), and helpful (89%).

COMMUNICATION & E-GOVERNMENT

- Overall, 77% of respondents indicated they were satisfied with the City's efforts to communicate with residents through newsletters, the Internet, social media, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (17%) or unsure of their opinion (7%).
- Six-in-ten (61% of) respondents said they were satisfied with the opportunities they have to communicate information *to* the City. The remaining respondents were either dissatisfied (18%) or did not provide an opinion (21%).
- Residents cited the City's website as the most effective method of communicating with them (91% very or somewhat effective), followed by email and electronic newsletters (90%) and a smart phone app that would allow them to communicate with the City, report issues, and receive updates (84%).
- The majority (58%) of respondents indicated they were satisfied with the quantity and quality of development-related information made available by the City, whereas 28% indicated they were dissatisfied and 15% were unsure or unwilling to share their opinion.
- Seventeen percent (17%) of respondents claimed to be very attentive to matters of local government, 44% somewhat attentive, and 30% slightly attentive. Another 8% of respondents confided that they do not pay any attention to the activities of their city government.

DROUGHT & CONSERVATION

- Overall, 87% of Glendora residents were aware that the state is currently experiencing a drought, whereas 5% did not think there is a drought and the remainder (8%) were either unsure or unwilling to share their opinion
- Sixty-three percent (63%) of respondents reported that they are very attentive to their household's water use, 28% somewhat attentive, and 5% slightly attentive. Another 3% of respondents confided they do not pay any attention to how much water their household uses and 1% were unsure or declined to state
- In terms of their current efforts to conserve water, 48% of respondents indicated that they are already doing everything they can and cannot do any more to conserve water, whereas 46% revealed that they can probably do a little bit more to conserve water and 5% confided they can probably do much more.



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?

The two years leading up to the *2022 Community Opinion Survey* were punctuated by difficult and dramatic events in Glendora. The coronavirus pandemic that arrived in early 2020 has taken lives, threatened livelihoods, and forced dramatic changes in the way residents live, work, socialize, and play. Non-essential businesses were shuttered for weeks or months at a time to curb the spread of COVID-19, and the City's operations were also adjusted to protect public health and adhere to State and County guidelines. Services that could be effectively moved to an online format were able to continue in that form, whereas other programs and services were modified, curtailed, or canceled to protect the safety of the public and city employees. Many city facilities were also closed periodically to prevent the spread of COVID-19, including City Hall.

Of course, the pandemic was not the only challenge during this period. The killing of George Floyd in May 2020 during an arrest in Minneapolis sparked outrage, prompted thousands of protests across the nation, and prompted a national discussion about structural racism and calls for social justice reforms. On the economic front, inflation reached a 40-year high earlier this year, supply chain issues persist, and both the cost of housing and the cost of borrowing for a mortgage trended upward. Environmental factors have also conspired to make this a difficult period, as severe drought, heat waves, and wild fires impact many aspects of our lives, such as the cost of utilities, the availability and cost of home insurance, and the quality of the air we breathe.

Against this turbulent backdrop, it isn't surprising that residents' opinions about the City's performance in providing municipal services dipped from pre-pandemic levels. What is surprising is how modest the magnitude of change in opinions was considering the challenging circumstances and that the City had to reinvent how it provides many services during this period. Overall, eight-in-ten respondents (80%) indicated that they were satisfied with the City's efforts to provide municipal services, down just 5% from the level recorded in 2018. Additionally, satisfaction

was widespread among Glendora subgroups, ranging from a low of 74% to a high of 88% (see *Overall Satisfaction* on page 15).

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, provide programs for youth, adults, and seniors, provide police services, provide online access to city services, information, and resources, provide trash collection and recycling services, and maintain parks and recreation areas. Although satisfaction with efforts to maintain parks and recreation areas was strong, the level recorded was statistically lower than 2018 (-8%). However, the study did find a statistically significant increase in resident satisfaction with the City's efforts to manage growth and development (+11%) during that same time period (see *Specific Services* on page 17).

The City's strong performance providing municipal services has also contributed to a high quality of life for residents. Close to nine-in-ten residents (87%) surveyed in 2022 provided excellent or good ratings for the overall quality of life in the City, which was comparable to the most recent surveys conducted prior to the pandemic (2019: 87%, 2018: 89%). This sentiment was widespread, with at least seven-in-ten respondents within *all* identified demographic subgroups rating the quality of life in Glendora as excellent or good (see *Overall Quality of Life* on page 11).

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 professional (97%), accessible (95%), and helpful (89%)—which were each consistent with pre-pandemic levels. Regarding perceptions of local government, the City was rated highest with regard to resident trust (79% of those with an opinion agreed with the statement 'I trust the City of Glendora'), managing its finances (77%), and being responsive to residents' needs (69%). Moreover, there were statistically significant increases in agreement for *The City manages its finances well* (+11%) and *The City is transparent in how*

it operates (+8%) from 2018 to 2022 (see *Public Trust & Service* on page 26).

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 13), specific service ratings among satisfied and dissatisfied residents (see *Differentiators of Opinion* on page 18), and the manner in which residents prioritize potential funding areas for community facilities and amenities (see *Community Facilities* on page 23), the themes of addressing homeless issues, maintaining streets and roads, managing growth and development, operating in an environmentally-friendly and sustainable way, promoting economic development for a healthy business community, and funding trails and paths for walking and biking stood out as key areas of opportunity and interest for Glendora residents.

With the recommendation that the City focus on these areas, it is equally important to stress that when it comes to improving satisfaction in service areas, the appropriate strategy is often a combination of better communication and actual service improvements. It may be, for example, that many residents are simply not aware of the City's ongoing infrastructure improvement efforts, or the limits of what a city can do to address homelessness. Choosing the appropriate balance of actual service improvements and efforts to raise awareness on these matters will be a key to maintaining and improving the community's overall satisfaction in the short- and long-term.

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.

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

The importance of city communication with 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 the community and from the community to the City. This study is just one example of Glendora's efforts to enhance the information flow to the City to better understand the community's concerns, perceptions, and needs. Some of Glendora's many efforts to communicate with its residents include its newsletters, timely press releases, website, and various social media accounts.

Keeping up with the challenge of communicating with residents has been difficult for many public agencies over the past decade. As the number of information sources and channels available to the public have dramatically increased, so too has the diversity in where residents regularly turn for their information. Not only have entirely new channels arisen to become mainstream and nearly ubiquitous (e.g., social media), within these channels there exists a proliferation of alternative services. To add to the challenge, residents' preferences for information sources are also dynamic, subject to change as new services are made available while others may fade in popularity, making thorough, effective communication a *moving* target for public agencies.

The present survey provides positive news with respect to city-resident communication. More than three-quarters (77%) of residents said they were satisfied with the City's efforts to communicate through newsletters, the Internet, social media, and other means. Six-in-ten (61%) of respondents said they were satisfied with the opportunities they have to communicate information to the City. Although both of these metrics have trended downward since the questions were first asked in 2011 and 2014, respectively, this pattern is consistent with what we have seen in most other cities throughout the state. Notable, however, is that both of these metrics stayed consistent with their pre-pandemic levels. Even among the minority of residents displeased with the City's *overall* performance in providing municipal services, almost half (48%) said they were satisfied with the City's *communication* efforts.

Looking forward, the 2022 survey does provide some guidance as to the most effective ways that the City can communicate with residents, as well as how preferred methods of communication may vary based on factors such as age, ethnicity, and satisfaction with the City's performance (see *Communication Preferences* on page 33). It is important to recognize that the challenges associated with city-resident communication will continue to change (and may continue to grow) as secondary sources proliferate and technology changes. To stay ahead of the curve, Glendora, like other cities, should periodically conduct a careful review of its communications strategies and budget to ensure that both are evolving accordingly.

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 provided the most positive ratings for the overall quality of life in the City (87% excellent or good) and Glendora as a place to raise a family (84%). Although still positive, residents provided a softer rating for Glendora as a place to retire (61%).

Approximately half (49%) of residents surveyed provided an excellent or good rating for Glendora as a place to shop and dine, while one-third (34%) rated this aspect as fair. Less than half (45%) of residents provided a positive rating for Glendora as a place to work, although just over one-quarter (28%) held no opinion and did not provide a rating for this dimension.

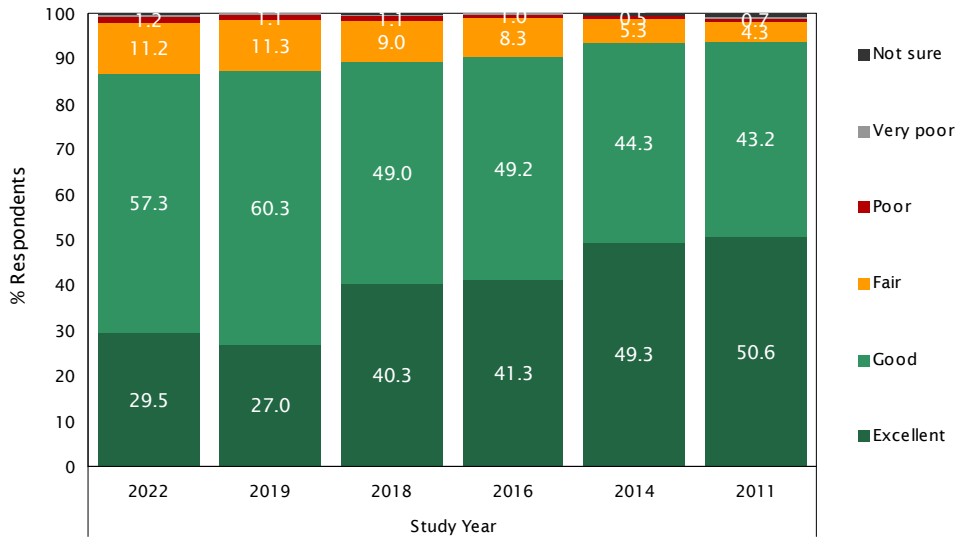
Question 2 *How would you rate: _____? Would you say it is excellent, good, fair, poor or very poor?*

FIGURE 1 RATING GLENDORA



Figure 2 on the next page shows residents’ perceptions of the overall quality of life in Glendora by study year. Although quality of life ratings have slowly declined since the first survey was conducted in 2011, it is noteworthy that the 2022 results showed little change from those found in 2019 prior to the pandemic. In other words, despite all of the challenges and turmoil created by the pandemic, residents’ views of the quality of life in Glendora changed little during this period.

FIGURE 2 QUALITY OF LIFE BY STUDY YEAR



Tables 1 and 2 show how the ratings for each dimension tested in Question 2 varied among subgroups. The numbers shown in the table denote 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 were quite positive among all subgroups, with the highest ratings found among new residents (less than 5 years), those 65 years and older, and Caucasians. For Glendora as a place to raise a family, positive ratings were highest among residents 65 years and older and those whose household income was \$75K to \$99K or \$150K to \$199K. Respondents 18 to 24 years of age or 65 and older had more favorable opinions of Glendora as a place to retire than those in between, while Asian-American respondents provided much lower than average ratings for Glendora as a place to work. Finally, it is worth noting that those in the lowest income category (<\$50K) were the most likely to give a positive rating for Glendora as a place to shop and dine, whereas those in the highest income category (\$200K+) were the least likely.

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
Overall quality of life	95.3	87.2	90.3	83.2	81.6	84.6	83.0	86.1	88.0	96.3
Place to raise a family	86.4	89.2	87.9	83.9	83.6	87.9	79.2	81.6	87.8	94.2
Place to retire	77.9	62.6	73.7	60.2	80.6	73.0	61.2	46.9	53.7	80.1
Place to work	66.8	51.5	75.3	61.1	70.6	58.8	55.6	62.1	57.8	69.8
Place to shop and dine	63.3	42.9	55.6	44.1	56.8	60.5	40.0	39.2	45.8	55.7

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

	Household Income (QD7)						Ethnicity (QD6)			
	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
Overall quality of life	85.3	87.6	87.0	84.6	92.0	89.7	90.8	82.9	83.0	86.6
Place to raise a family	84.0	86.4	94.5	79.5	92.3	84.4	91.1	81.0	81.3	86.7
Place to retire	58.9	62.0	76.4	61.3	77.5	57.6	67.3	68.1	62.2	64.6
Place to work	61.3	55.2	61.2	63.2	74.7	65.6	65.0	67.9	40.6	65.5
Place to shop and dine	67.3	50.5	48.2	49.4	54.2	33.9	45.7	58.2	43.4	45.6

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.

Eighteen percent (18%) of respondents could not think of any desired changes (13%) or reported that no changes are needed (5%), both of which are indicative of a respondent who does not perceive any pressing issues or problems in the City. Among specific changes desired, addressing homeless issues/poverty was mentioned most frequently (22%), followed by improving dining and shopping opportunities (13%), improving public safety and police services (10%), limiting growth and development/preserving Glendora’s small-town feel (7%), improving streets, roads, and infrastructure (7%), and beautifying the City and its landscaping (5%). All other individual categories were mentioned by less than 5% 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

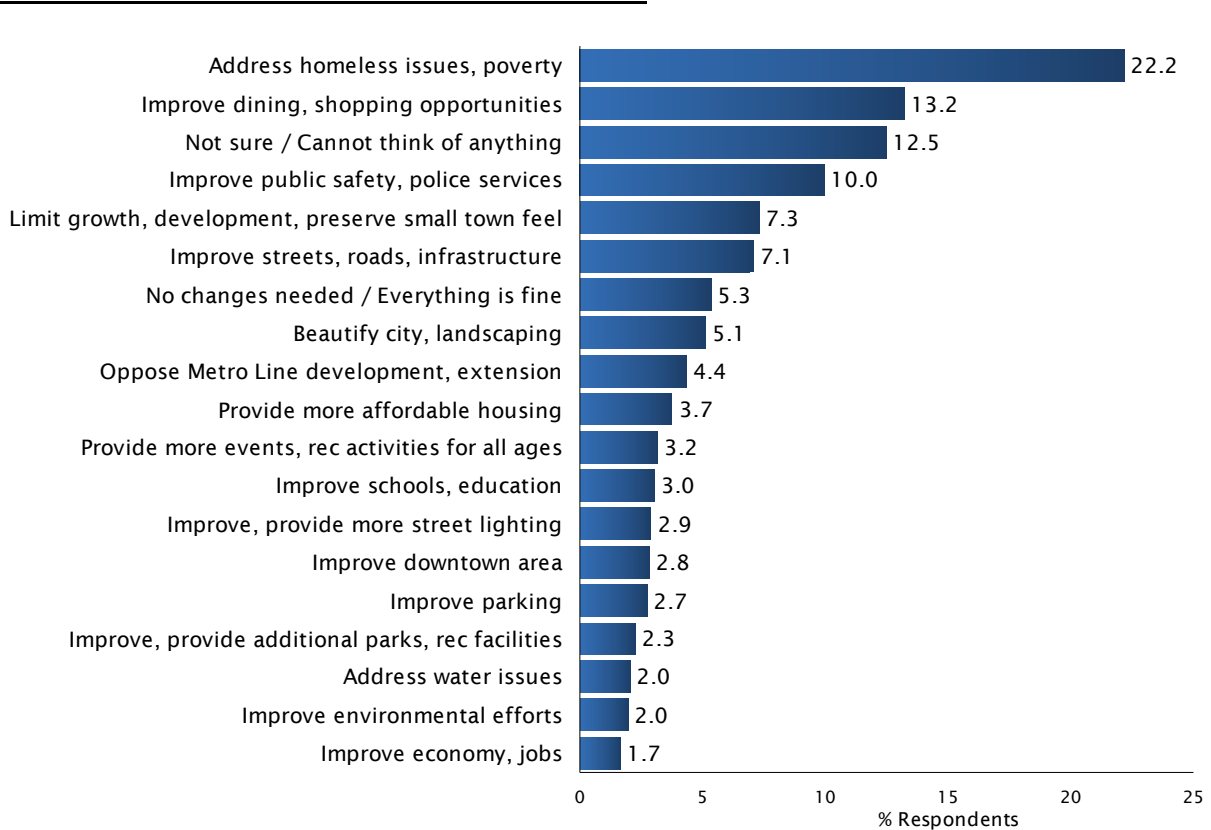


Table 3 displays the top five response categories by study year, whereas Table 4 shows how responses in 2022 varied by length of residence and age (with the top five in each category highlighted green). Over the past four years, the topic of limiting growth and development has become less salient, dropping from the *most* important issue to fifth in the list. Meanwhile, addressing homeless issues/poverty, improving public safety/police services, and improving dining and shopping opportunities have all increased in importance.

TABLE 3 CHANGES TO IMPROVE GLENDORA BY STUDY YEAR

2022	Study Year				
	2019	2018	2016	2014	2011
Address homeless issues, poverty	Address homeless issues, poverty	Limit growth, development	Limit growth, development	Limit growth, development	Not sure, cannot think of anything
Improve dining, shopping opportunities	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
Not sure / Cannot think of anything	Improve streets, roads, infrastructure	Improve dining, shopping opportunities	Not sure, cannot think of anything	No changes, everything is fine	Improve streets, roads
Improve public safety, police services	Limit growth, development, preserve small town feel	Improve streets, roads, infrastructure	Improve shopping opportunities	Improve streets, roads	Improve parking
Limit growth, development, preserve small town feel	Improve public safety, police services	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
Address homeless issues, poverty	16.4	24.4	18.8	24.0	16.2	24.4	32.6	24.0	23.7	10.2
Improve dining, shopping opportunities	6.8	22.2	11.0	12.6	5.6	14.0	17.8	19.1	9.8	10.4
Not sure / Cannot think of anything	13.6	12.0	12.3	12.4	19.1	8.2	9.8	11.1	12.8	15.0
Improve public safety, police services	8.6	8.1	18.1	9.1	4.6	7.9	14.1	10.4	13.4	6.3
Limit growth, development, preserve small town feel	0.8	2.3	3.1	12.8	2.6	1.5	5.5	7.9	11.2	12.8
Improve streets, roads, infrastructure	3.1	5.8	11.1	8.0	4.6	0.0	4.3	9.4	8.4	14.6
No changes needed / Everything is fine	8.8	3.6	5.0	4.9	4.3	5.4	2.0	3.0	4.7	10.9
Beautify city, landscaping	5.3	1.4	2.6	6.8	0.0	2.4	5.5	8.3	5.8	4.9
Oppose Metro Line development, extension	1.3	6.5	3.6	4.8	4.6	8.0	5.9	3.9	4.0	0.8
Provide more affordable housing	4.4	6.2	3.7	2.5	6.2	8.8	1.2	1.0	4.8	1.8
Provide more events, rec activities for all ages	1.5	5.9	3.3	2.7	3.8	4.4	2.1	5.1	1.5	3.0
Improve schools, education	1.8	4.3	4.1	2.7	6.1	0.0	4.4	3.9	0.0	4.7

CITY SERVICES

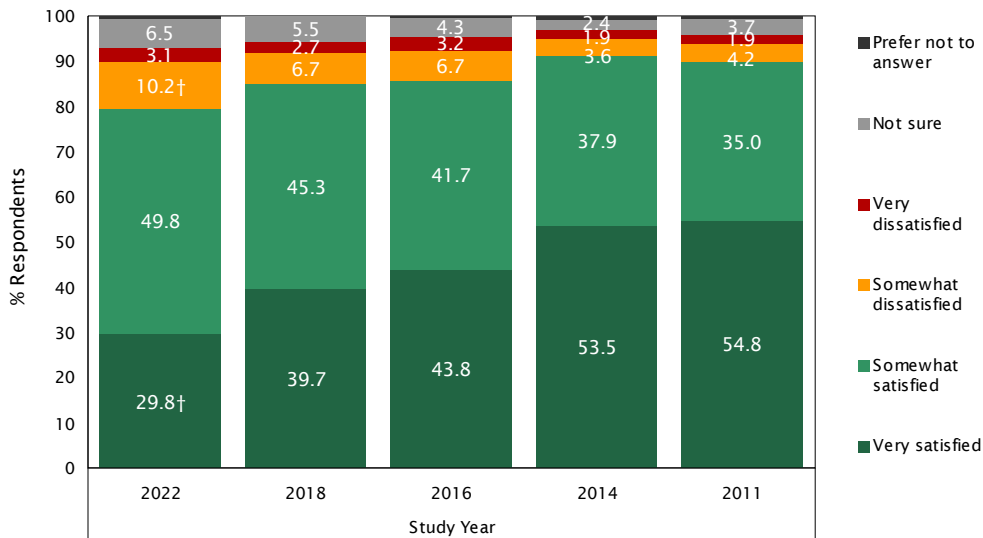
After measuring residents’ perceptions about the quality of life in Glendora and what they would like to see changed, the survey next turned to assessing their opinions about the City’s performance in providing municipal services.

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, eight-in-ten Glendora residents (80%) indicated they were either very (30%) or somewhat (50%) satisfied with the City’s efforts to provide municipal services. Approximately 13% were very or somewhat dissatisfied, and the remaining 7% were unsure or did not provide a response. The percentage of respondents generally satisfied with the City’s overall performance in providing municipal services declined by 5% between 2018 and 2022, although there was a significant shift among those who reported being *very* satisfied. It is important to keep in mind, of course, that the 2022 survey was conducted more than two years into an ongoing pandemic that has had widespread impacts on the City’s operations, aggravated certain underlying issues including housing affordability and homelessness, and presented entirely new public health challenges.

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



† Statistically significant change (p < 0.05) between the 2018 and 2022 studies.

Figures 5 through 7 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 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 74% to a high of 88%.

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

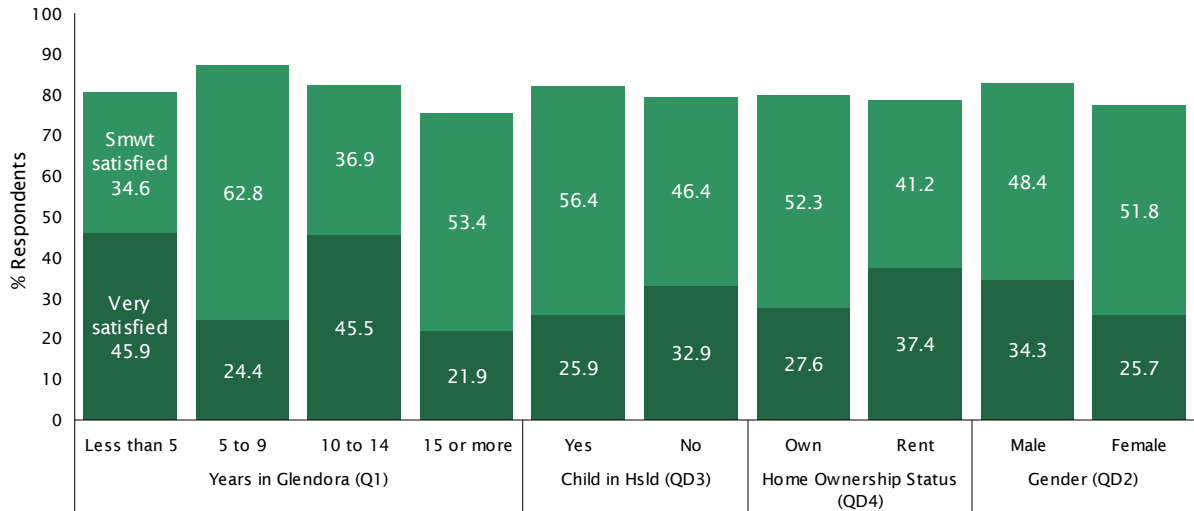


FIGURE 6 OVERALL SATISFACTION BY AGE & EMPLOYMENT STATUS

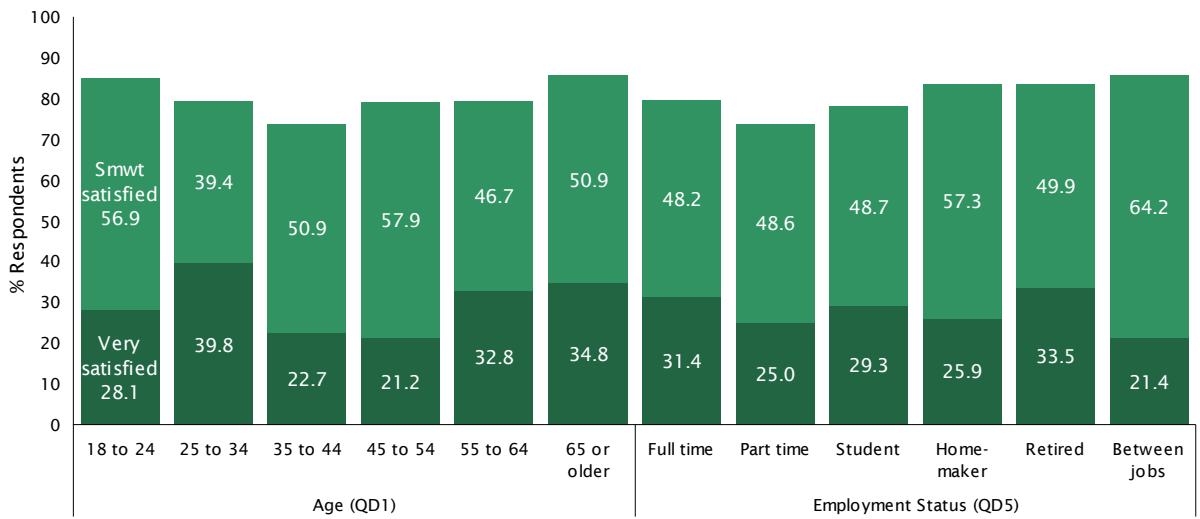
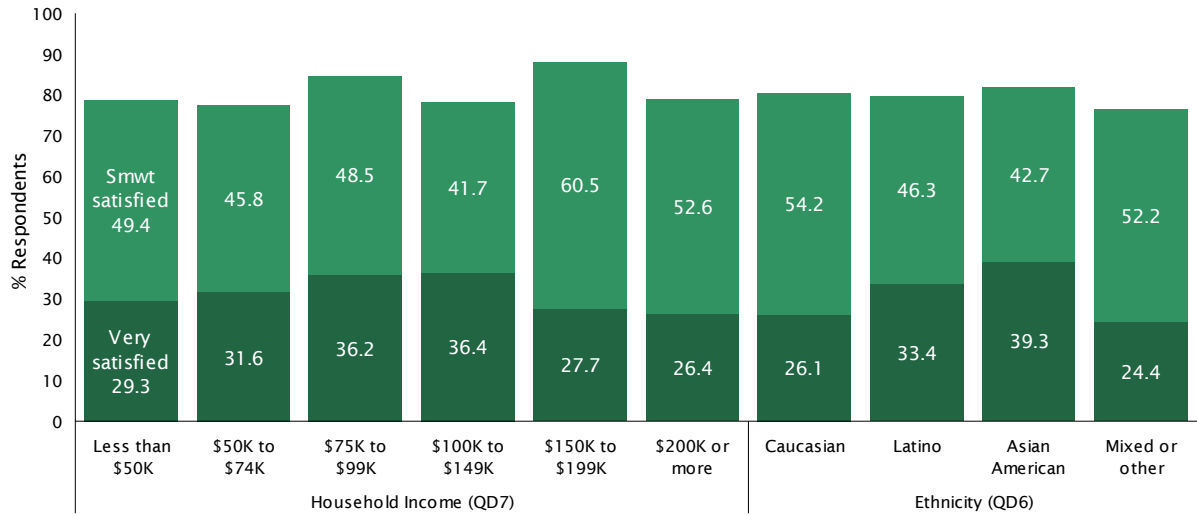


FIGURE 7 OVERALL SATISFACTION BY HOUSEHOLD INCOME & ETHNICITY



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 16 *specific* services. The order of the items was randomized for each respondent to avoid a systematic position bias. Figure 8 on the next page 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 (97% very or somewhat satisfied), followed by efforts to provide programs for youth, adults, and seniors (90%), provide police services (89%), provide online access to city services, information, and resources (88%), provide trash collection and recycling services (86%), and maintain parks and recreation areas (84%). At the other end of the spectrum, respondents were less satisfied with the City’s performance in addressing homelessness (36%), maintaining streets and roads (63%), and managing growth and development (65%).

When compared with the 2018 survey results (see Table 5), two services tested in both studies experienced statistically significant changes in satisfaction. Specifically, there was an increase in resident satisfaction with the City’s efforts to manage growth and development (+11%) and a decline in efforts to maintain parks and recreation areas (-8%).

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

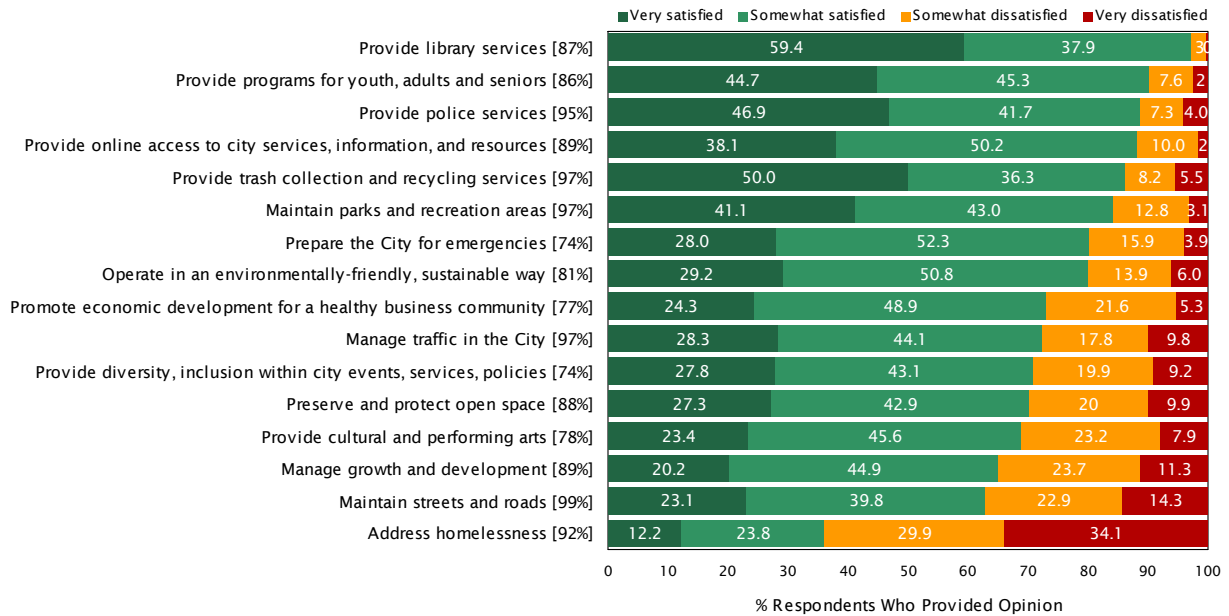


TABLE 5 SATISFACTION WITH SERVICES BY STUDY YEAR

	Study Year			Change in Satisfaction 2018 to 2022
	2022	2018	2016	
Manage growth and development	65.0	54.5	55.2	+10.6†
Preserve and protect open space	70.2	65.6	66.4	+4.6
Promote economic development for a healthy business community	73.2	69.9	75.9	+3.2
Provide trash collection and recycling services	86.4	84.6	92.7	+1.8
Provide library services	97.3	96.4	95.6	+1.0
Provide police services	88.7	88.6	92.7	+0.0
Manage traffic in the City	72.4	73.2	71.3	-0.7
Provide programs for youth, adults and seniors	90.1	91.6	92.6	-1.5
Maintain streets and roads	62.9	64.9	64.0	-2.0
Provide cultural and performing arts	69.0	72.4	82.3	-3.5
Prepare the City for emergencies	80.2	84.8	87.4	-4.5
Maintain parks and recreation areas	84.1	91.8	92.7	-7.7†
Address homelessness	36.0	N/A	N/A	N/A
Provide diversity, inclusion within city events, services, policies	71.0	N/A	N/A	N/A
Provide online access to city services, information, and resources	88.3	N/A	N/A	N/A
Operate in an environmentally-friendly, sustainable way	80.1	N/A	N/A	N/A

† Statistically significant change (p < 0.05) between the 2018 and 2022 studies.

DIFFERENTIATORS OF OPINION Table 6 on the next page 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 15). 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 growth and development, operate in an environmentally-friendly and sustainable way, and promote economic development for a healthy business community.

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 for diversity and inclusion within city events, services, and policies, provide trash and recycling services, and provide cultural and performing arts.

TABLE 6 SATISFACTION WITH SERVICES BY OVERALL SATISFACTION WITH CITY

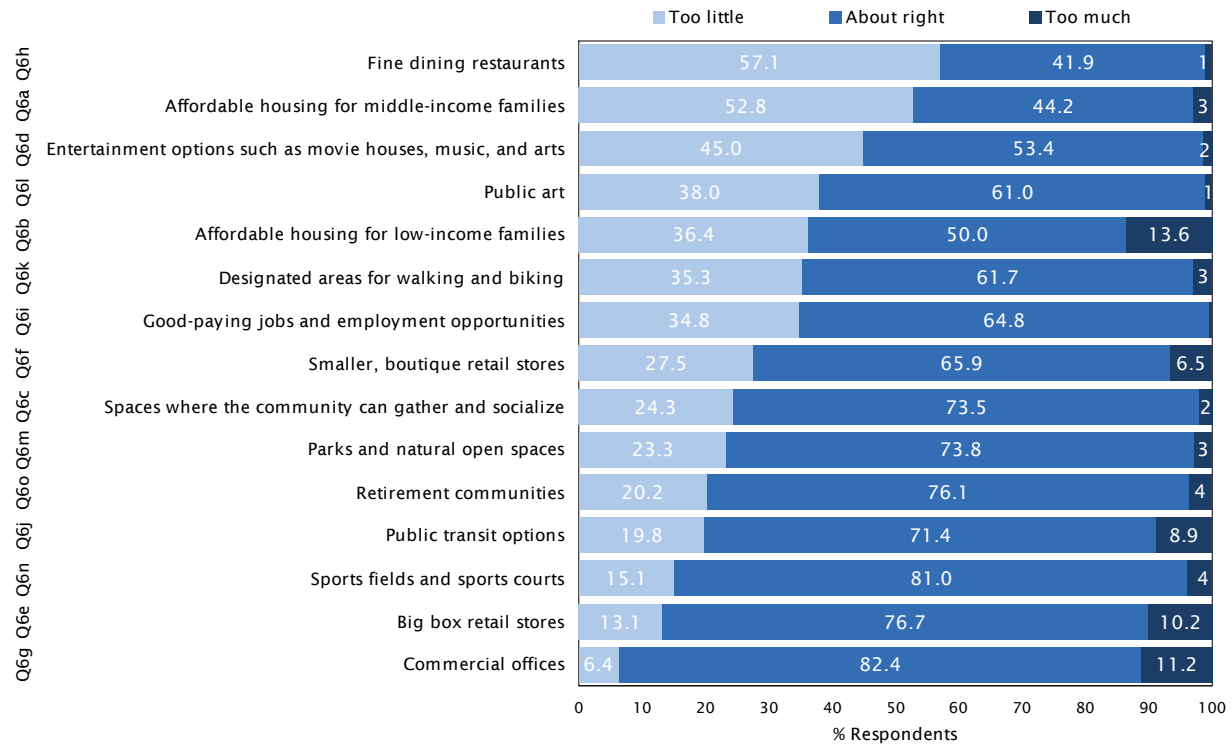
		Satisfaction With		Difference Between Groups For Each Service
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Respondents Satisfied With Each Service	Maintain streets and roads	68.8	31.7	37.1
	Manage growth and development	69.9	37.8	32.2
	Operate in an environmentally-friendly, sustainable way	84.6	52.7	31.9
	Promote economic development for a healthy business community	78.1	46.8	31.3
	Preserve and protect open space	75.2	45.8	29.4
	Maintain parks and recreation areas	89.8	63.1	26.7
	Provide police services	93.3	66.6	26.6
	Provide programs for youth, adults and seniors	94.0	67.7	26.3
	Prepare the City for emergencies	84.4	59.8	24.6
	Provide online access to city services, information, and resources	91.2	68.1	23.2
	Address homelessness	40.9	18.4	22.5
	Manage traffic in the City	76.7	55.5	21.2
	Provide cultural and performing arts	72.9	55.4	17.5
	Provide trash collection and recycling services	89.0	71.9	17.2
	Provide diversity, inclusion within city events, services, policies	74.3	57.2	17.1
	Provide library services	98.0	93.0	5.0

LAND USE

The survey next turned to assessing residents’ opinions related to housing, land use, and the types of businesses and community amenities available in Glendora. Respondents were presented with the items shown on the left of Figure 9 and asked—for each one—whether there is currently too much, about the right amount, or too little in Glendora.

Question 6 *As I read the following list of items, please tell me whether you feel there is currently too much, about the right amount, or too little of this item in the City of Glendora.*

FIGURE 9 AVAILABILITY OF HOUSING, BUSINESSES & AMENITIES IN CITY



As expected, residents expressed quite different opinions depending on the *type* of housing, business, land use, or community amenity being considered. More than half of residents indicated that there are currently not enough fine dining restaurants (57% too little) and affordable housing for middle-income families (53%). More than one-third also perceived a deficiency in the amount of entertainment options such as movie houses, music, and arts (45%), public art (38%), affordable housing for low-income families (36%), designated areas for walking and biking (35%), and good-paying jobs and employment opportunities (35%) available in Glendora.

Although the most common response for the remaining items was that the current amount is about right, there was still a tendency to view too little rather than too much of a particular type of development among those who felt the balance was not right. Only one building type—commercial offices—had more respondents say there were too many (11%) than too few (6%) in Glendora.

For the interested reader, tables 7-11 show how the percentage of residents who perceived too little of each type of development in Glendora varied by demographic groups. To ease comparisons, the five housing, business, and land use types with the highest percentage of respondents indicating there are too few in Glendora are highlighted in green for each subgroup.

TABLE 7 AVAILABILITY OF HOUSING, BUSINESSES & AMENITIES IN CITY BY YEARS IN GLENDORA & OVERALL SATISFACTION (SHOWING % TOO LITTLE)

	Years in Glendora (Q1)				Overall Satisfaction (Q4)	
	Less than 5	5 to 9	10 to 14	15 or more	Satisfied	Dissatisfied
Fine dining restaurants	46.9	57.0	52.9	62.0	54.7	62.4
Affordable housing for middle-income families	60.6	61.7	38.7	48.8	51.5	51.6
Entertainment options (movie houses, music, and arts)	45.3	48.0	32.9	47.3	42.8	55.2
Public art	44.6	39.7	29.0	36.8	38.0	34.4
Affordable housing for low-income families	42.2	38.5	29.8	34.0	35.8	32.2
Designated areas for walking and biking	37.7	39.6	20.8	36.7	33.6	43.5
Good-paying jobs and employment opportunities	33.8	38.0	31.5	34.5	30.9	50.5
Smaller, boutique retail stores	29.5	28.1	16.4	29.7	23.9	48.4
Spaces where the community can gather and socialize	21.2	29.4	15.8	25.9	22.2	33.6
Parks and natural open spaces	14.5	23.1	18.0	28.0	20.3	32.4
Retirement communities	15.6	18.5	13.2	24.0	19.6	24.6
Public transit options	20.6	26.3	23.1	15.5	19.6	22.6
Sports fields and sports courts	24.5	16.4	13.1	11.5	12.9	29.0
Big box retail stores	14.9	15.6	8.1	12.8	12.2	16.1
Commercial offices	4.4	7.4	7.2	6.4	6.4	7.5

TABLE 8 AVAILABILITY OF HOUSING, BUSINESSES & AMENITIES IN CITY BY AGE (SHOWING % TOO LITTLE)

	Age (QD1)					
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Fine dining restaurants	31.7	44.6	54.1	67.6	61.1	66.9
Affordable housing for middle-income families	66.5	53.9	52.1	52.8	50.2	47.2
Entertainment options (movie houses, music, and arts)	48.9	40.6	41.7	50.3	46.8	43.5
Public art	46.8	41.5	35.5	44.7	40.2	26.5
Affordable housing for low-income families	70.4	53.6	27.3	25.1	26.8	31.5
Designated areas for walking and biking	29.3	34.2	31.7	45.9	39.2	29.6
Good-paying jobs and employment opportunities	41.6	48.4	36.3	33.4	36.2	19.4
Smaller, boutique retail stores	29.7	26.8	23.0	36.3	31.4	19.4
Spaces where the community can gather and socialize	28.4	25.2	25.1	26.9	24.7	18.2
Parks and natural open spaces	25.3	19.1	21.8	21.8	30.9	21.1
Retirement communities	10.2	15.3	10.9	18.9	27.8	31.2
Public transit options	35.3	26.1	15.3	20.4	14.5	14.5
Sports fields and sports courts	9.3	19.4	24.5	17.2	13.4	5.9
Big box retail stores	11.7	11.8	14.0	15.9	14.1	11.0
Commercial offices	5.9	5.1	6.2	6.6	7.5	7.0

TABLE 9 AVAILABILITY OF HOUSING, BUSINESSES & AMENITIES IN CITY BY GENDER, CHILD IN HSLD & HOME OWNERSHIP STATUS (SHOWING % TOO LITTLE)

	Gender (QD2)		Child in HslD (QD3)		Home Ownership Status (QD4)	
	Male	Female	Yes	No	Own	Rent
Fine dining restaurants	54.6	57.4	57.1	56.9	64.7	44.1
Affordable housing for middle-income families	42.8	61.4	54.4	50.9	43.7	70.7
Entertainment options (movie houses, music, and arts)	42.1	46.6	45.7	45.1	45.8	43.0
Public art	32.4	42.0	39.6	37.1	35.2	41.6
Affordable housing for low-income families	31.7	40.3	34.0	37.8	24.3	57.0
Designated areas for walking and biking	30.5	39.2	34.0	35.3	36.7	30.7
Good-paying jobs and employment opportunities	35.0	34.6	36.4	34.7	30.2	43.6
Smaller, boutique retail stores	27.5	26.6	26.1	26.8	30.8	17.2
Spaces where the community can gather and socialize	20.4	26.9	26.3	23.0	23.7	22.0
Parks and natural open spaces	19.7	25.6	23.4	21.9	22.3	24.3
Retirement communities	15.1	24.4	12.5	24.7	20.2	20.2
Public transit options	21.2	18.9	17.8	21.1	18.4	19.5
Sports fields and sports courts	15.8	14.4	23.9	10.2	17.0	10.8
Big box retail stores	11.3	14.5	16.8	11.6	13.9	10.1
Commercial offices	10.2	3.1	9.2	5.0	7.9	2.5

TABLE 10 AVAILABILITY OF HOUSING, BUSINESSES & AMENITIES IN CITY BY EMPLOYMENT STATUS (SHOWING % TOO LITTLE)

	Employment Status (QD5)					
	Full time	Part time	Student	Home-maker	Retired	Between jobs
Fine dining restaurants	54.7	53.8	34.7	62.9	67.3	41.8
Affordable housing for middle-income families	54.5	57.0	57.7	43.7	40.2	64.2
Entertainment options (movie houses, music, and arts)	46.0	46.3	56.3	47.4	35.5	35.2
Public art	41.2	34.2	50.1	40.5	22.5	71.0
Affordable housing for low-income families	38.7	40.1	62.3	29.5	19.6	59.8
Designated areas for walking and biking	36.8	33.1	24.3	42.8	27.2	51.2
Good-paying jobs and employment opportunities	38.6	36.5	40.2	22.3	17.8	69.2
Smaller, boutique retail stores	29.4	23.1	16.2	48.4	20.0	0.0
Spaces where the community can gather and socialize	24.3	23.7	16.8	38.2	15.6	46.3
Parks and natural open spaces	23.3	21.6	15.2	22.5	20.0	40.4
Retirement communities	18.5	14.3	11.5	24.2	26.0	41.1
Public transit options	19.7	12.4	40.1	12.3	16.1	57.5
Sports fields and sports courts	18.5	9.3	13.3	28.7	3.3	0.0
Big box retail stores	13.1	14.6	11.2	17.0	10.1	8.5
Commercial offices	6.7	5.0	3.1	2.9	5.8	0.0

TABLE 11 AVAILABILITY OF HOUSING, BUSINESSES & AMENITIES IN CITY BY ETHNICITY (SHOWING % TOO LITTLE)

	Ethnicity (QD6)			
	Caucasian	Latino	Asian American	Mixed or other
Fine dining restaurants	62.3	49.1	58.0	49.0
Affordable housing for middle-income families	48.1	60.5	41.3	54.6
Entertainment options (movie houses, music, and arts)	41.6	45.8	52.5	51.1
Public art	36.5	38.6	37.0	45.0
Affordable housing for low-income families	30.5	45.1	25.9	47.1
Designated areas for walking and biking	35.2	29.4	45.4	39.4
Good-paying jobs and employment opportunities	31.1	36.9	37.2	35.0
Smaller, boutique retail stores	23.8	28.4	36.8	27.0
Spaces where the community can gather and socialize	21.9	22.9	29.6	32.9
Parks and natural open spaces	23.7	16.9	31.6	27.7
Retirement communities	23.7	16.3	18.6	15.7
Public transit options	18.2	16.7	29.9	23.2
Sports fields and sports courts	11.1	19.6	21.5	7.2
Big box retail stores	9.4	16.9	19.5	8.7
Commercial offices	6.0	4.7	14.2	5.0

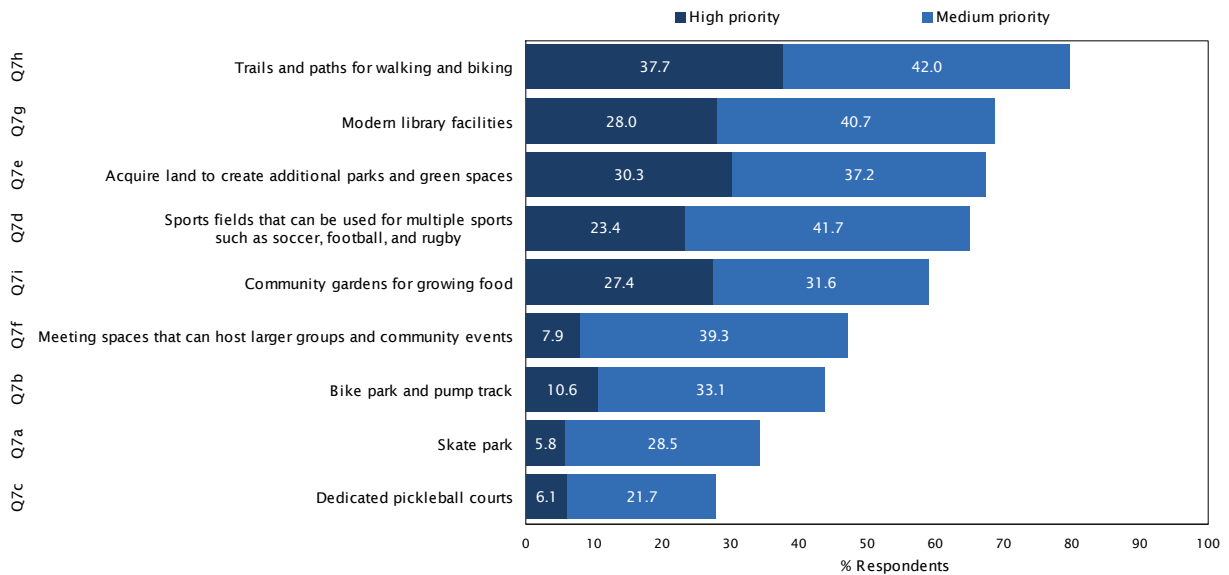
COMMUNITY FACILITIES

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

Question 7 was designed to provide the City of Glendora with a reliable measure of how residents as a whole prioritize a variety of projects and improvements to which the City could allocate resources in the future. The format of the question was straightforward: after informing respondents that the City does not have the financial resources to fund *all* facilities and amenities that may be desired by residents, respondents were asked whether each project shown in Figure 10 should be a high, medium, or low priority for future city spending—or if the City should not spend money on the project at all.

Question 7 *The City of Glendora has the resources to provide some of the facilities and amenities desired by residents. However, because it can't fund every project, 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 10 SPENDING PRIORITIES



The facilities and amenities are sorted in Figure 10 by the percentage of respondents who indicated that an item was a *high* or *medium* priority for future city spending. Among the items tested, trails and paths for walking and biking was assigned the highest priority (80% high or medium priority), followed by modern library facilities (69%), acquiring land to create additional parks and green spaces (68%), sports fields that can be used for multiple sports such as soccer, football, and rugby (65%), and community gardens for growing food (59%).

For the interested reader, the tables below provide the percentage of respondents who considered a facility or amenity at least a medium priority by their length of residence, overall satisfaction with the City’s performance, age, gender, presence of a child in the home, home ownership status, and ethnicity, with the top three priorities within each subgroup highlighted green to aid comparisons. As shown in the tables, trails and paths for walking and biking was a top priority for every subgroup. Community gardens for growing food, which ranked fifth overall, was in the top three for new residents, those 18 to 24 years of age, and renters.

TABLE 12 SPENDING PRIORITIES BY YEARS IN GLENDORA & OVERALL SATISFACTION (SHOWING % HIGH & MEDIUM PRIORITY)

	Years in Glendora (Q1)				Overall Satisfaction (Q4)	
	Less than 5	5 to 9	10 to 14	15 or more	Satisfied	Dissatisfied
Trails and paths for walking and biking	86.8	81.7	83.0	76.3	81.1	73.7
Modern library facilities	66.5	70.9	70.0	68.0	70.3	63.8
Acquire land to create additional parks and green spaces	69.1	72.5	70.2	64.3	69.5	55.7
Sports fields for multiple sports such as soccer, football, and rugby	76.3	61.7	67.5	61.4	66.2	59.0
Community gardens for growing food	74.1	52.6	68.5	53.7	60.3	48.5
Meeting spaces that can host larger groups and community events	52.7	44.5	53.6	45.1	50.5	32.6
Bike park and pump track	51.3	43.9	40.4	42.2	44.0	45.1
Skate park	42.2	31.1	38.9	31.4	34.7	31.8
Dedicated pickleball courts	27.3	30.3	31.7	25.7	27.8	26.8

TABLE 13 SPENDING PRIORITIES BY AGE (SHOWING % HIGH & MEDIUM PRIORITY)

	Age (QD1)					
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Trails and paths for walking and biking	83.3	84.0	82.8	81.0	77.7	72.4
Modern library facilities	75.6	72.4	68.7	71.9	65.4	62.1
Acquire land to create additional parks and green spaces	76.4	79.5	72.2	69.2	59.7	56.1
Sports fields for multiple sports such as soccer, football, and rugby	62.2	76.4	65.8	68.1	56.5	60.2
Community gardens for growing food	82.9	73.5	62.7	53.5	52.2	45.5
Meeting spaces that can host larger groups and community events	64.1	54.7	45.7	37.8	42.2	46.4
Bike park and pump track	59.6	48.5	33.9	53.3	42.1	35.5
Skate park	44.9	51.7	29.7	31.1	25.8	29.9
Dedicated pickleball courts	23.4	30.9	28.7	31.1	22.0	27.7

TABLE 14 SPENDING PRIORITIES BY GENDER, CHILD IN HSLD & HOME OWNERSHIP STATUS (SHOWING % HIGH & MEDIUM PRIORITY)

	Gender (QD2)		Child in HslD (QD3)		Home Ownership Status (QD4)	
	Male	Female	Yes	No	Own	Rent
	Trails and paths for walking and biking	77.2	81.7	83.3	78.8	79.7
Modern library facilities	65.9	70.3	70.8	68.2	68.3	67.6
Acquire land to create additional parks and green spaces	68.4	66.1	70.9	66.0	67.8	64.3
Sports fields for multiple sports such as soccer, football, and rugby	66.3	63.4	71.3	62.2	66.3	61.3
Community gardens for growing food	50.7	65.6	61.7	58.0	54.3	67.8
Meeting spaces that can host larger groups and community events	49.0	46.0	49.9	46.9	44.0	52.1
Bike park and pump track	46.6	40.8	44.7	43.3	41.9	44.7
Skate park	36.7	31.9	36.2	34.7	30.7	41.2
Dedicated pickleball courts	28.7	27.2	31.4	25.9	29.8	25.0

TABLE 15 SPENDING PRIORITIES BY ETHNICITY (SHOWING % HIGH & MEDIUM PRIORITY)

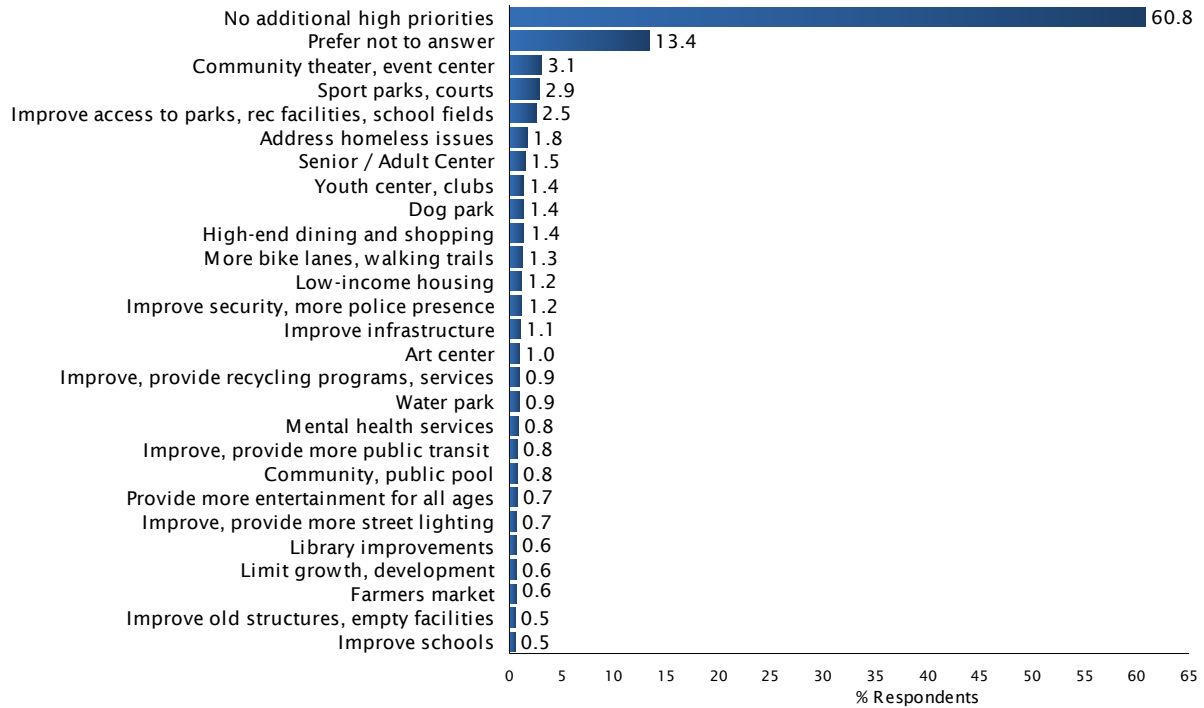
	Ethnicity (QD6)			
	Caucasian	Latino	Asian American	Mixed or other
Trails and paths for walking and biking	79.8	78.1	83.6	82.3
Modern library facilities	65.7	71.3	65.5	77.5
Acquire land to create additional parks and green spaces	65.5	69.2	70.0	75.9
Sports fields for multiple sports such as soccer, football, and rugby	63.3	71.2	64.4	54.5
Community gardens for growing food	53.4	64.0	56.0	75.5
Meeting spaces that can host larger groups and community events	41.7	50.9	47.6	61.0
Bike park and pump track	41.3	46.0	45.1	53.5
Skate park	31.2	41.5	24.1	45.6
Dedicated pickleball courts	29.8	24.5	33.6	24.4

As a follow-up to Question 7, respondents were asked to suggest a community facility or amenity *not* previously mentioned that they considered a high priority for future city spending. Question 8 was asked in an open-ended manner, allowing respondents to mention any item that came to mind without being prompted by or restricted to a particular list of options. True North reviewed the verbatim responses and grouped them into the categories shown in Figure 11.

Approximately three-quarters (74%) of respondents couldn't think of anything specific (61%) or declined to provide a response (13%). Among those who offered suggestions, responses were so varied that no single category collectively captured more than 3% of respondents. A community theater and event center, sports parks and courts, and improved access to parks, recreation facilities, and school fields were the top specific response categories at 3% each.

Question 8 *Is there a community facility or amenity that I didn't mention that you think should be a high priority for future city spending?*

FIGURE 11 DESIRED COMMUNITY FACILITY, AMENITY



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 six statements shown on the left of Figure 12, 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.

More than three-quarters of residents said they trust the City of Glendora (79%) and agreed that the City manages its finances well (77%). Two-thirds agreed that the City is responsive to residents’ needs (69%) and that the City is transparent in how it operates (67%). Just under two-thirds (66%) of residents indicated that the City treats all residents the same regardless of color, age, income, or identity, with *strong* agreement at 31%—the highest of the six statements tested. Respondents were less in agreement that the City listens to residents when making important decisions (59%). Table 16 on the next page displays the level of agreement with each statement for the current study and the 2018 study, and shows that there were statistically significant increases in agreement for two statements: *The City manages its finances well* (+11%) and *The City is transparent in how it operates* (+8%).

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. Here is the (first/next) one: _____. Do you agree or disagree, or do you not have an opinion?*

FIGURE 12 AGREEMENT WITH STATEMENTS ABOUT GLENDORA AMONG THOSE WITH OPINION

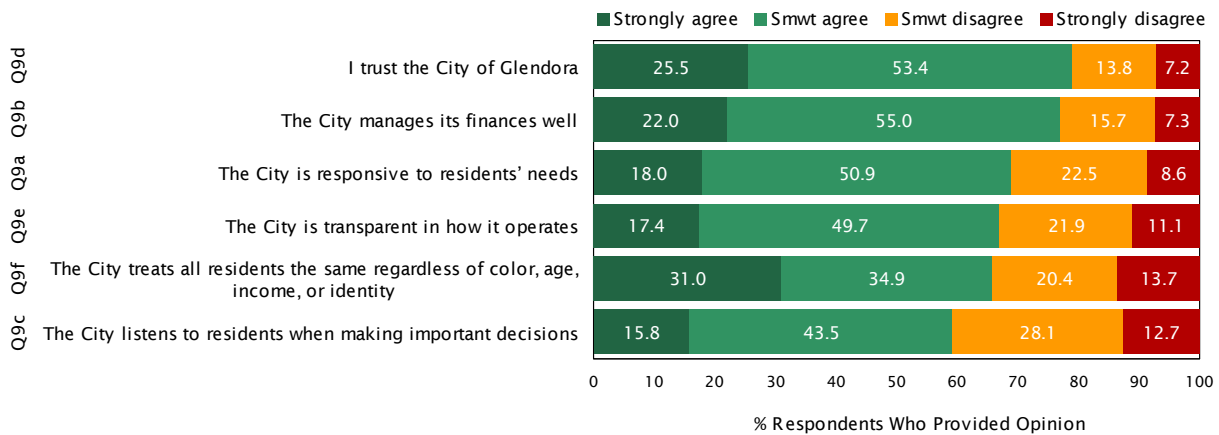


TABLE 16 AGREEMENT WITH STATEMENTS ABOUT GLENDORA AMONG THOSE WITH OPINION BY STUDY YEAR

	Study Year			Change in Agreement 2018 to 2022
	2022	2018	2016	
The City manages its finances well	77.0	66.2	74.4	+10.7†
The City is transparent in how it operates	67.1	58.8	62.9	+8.2†
The City listens to residents when making important decisions	59.2	57.4	58.1	+1.9
The City is responsive to residents' needs	68.9	70.0	75.5	-1.0
I trust the City of Glendora	78.9	80.5	77.1	-1.6
The City treats all residents the same regardless of color, age, income, or identity	65.9	N/A	N/A	N/A

† Statistically significant change (p < 0.05) between the 2018 and 2022 studies.

CITY STAFF Residents were next asked if they had been in contact with City of Glendora staff in the past 12 months. Figure 13 provides the findings of this question and shows that 40% of residents indicated they had contact with city staff in the 12 months prior to the interview, which is consistent with the percentage from each previous study. Figures 14 through 16 on the next page show how contact with city staff in the past 12 months differed by a variety of demographics. Compared with their subgroup counterparts, residents with a child in the household, those 35 to 54 years of age, respondents employed full-time, home-makers, and retirees, home owners, and residents with a household income of at least \$100K were more likely to have 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 13 CONTACT WITH CITY STAFF IN PAST 12 MONTHS BY STUDY YEAR

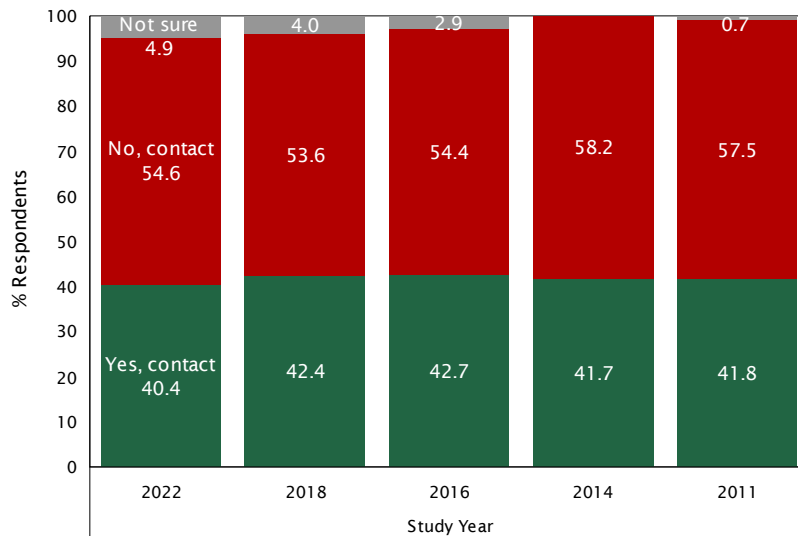


FIGURE 14 CONTACT WITH CITY STAFF IN PAST 12 MONTHS BY YEARS IN GLENDORA, CHILD IN HSLD & AGE

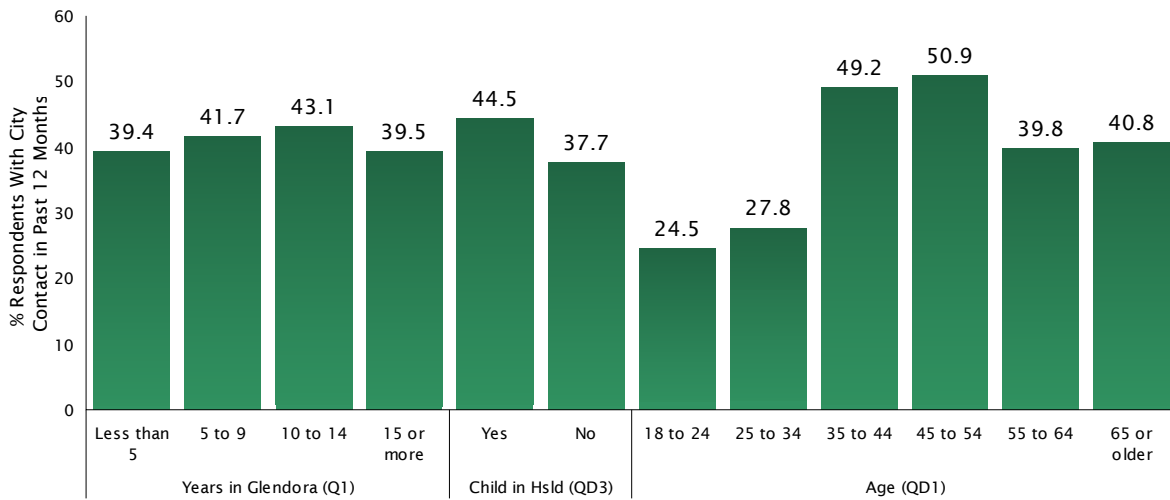


FIGURE 15 CONTACT WITH CITY STAFF IN PAST 12 MONTHS BY EMPLOYMENT STATUS, GENDER & HOME OWNERSHIP STATUS

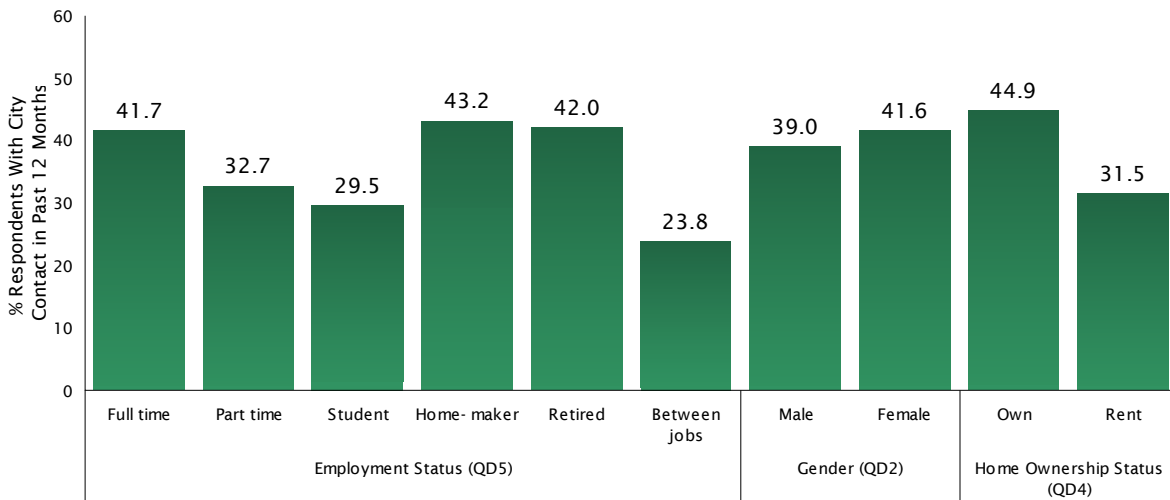
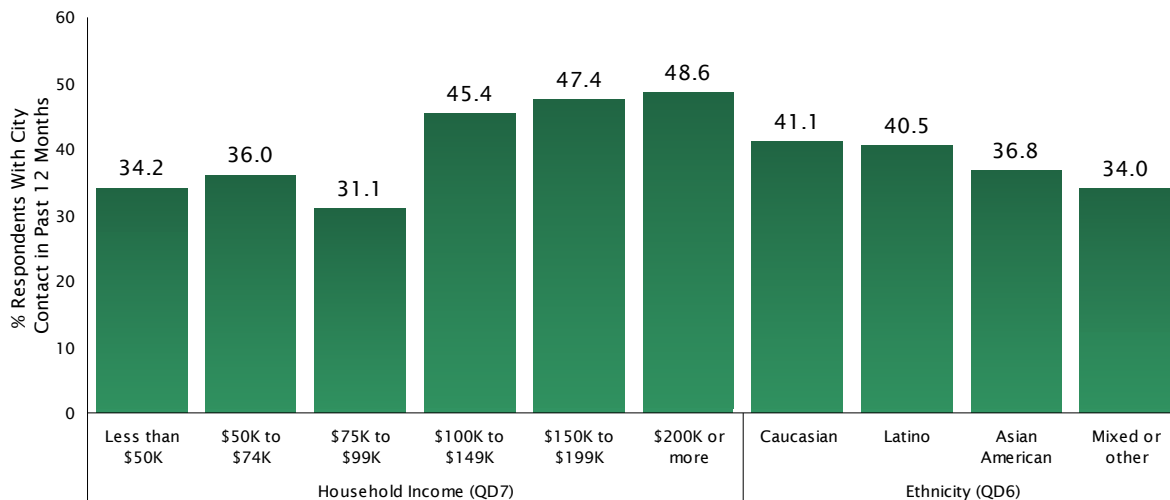


FIGURE 16 CONTACT WITH CITY STAFF IN PAST 12 MONTHS BY HOUSEHOLD INCOME & ETHNICITY



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 approximately nine-in-ten rating staff as professional (97%), accessible (95%), and helpful (89%). There were no statistically significant changes in how residents rated staff between 2018 and 2022 (see Table 17).

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

FIGURE 17 OPINION OF STAFF

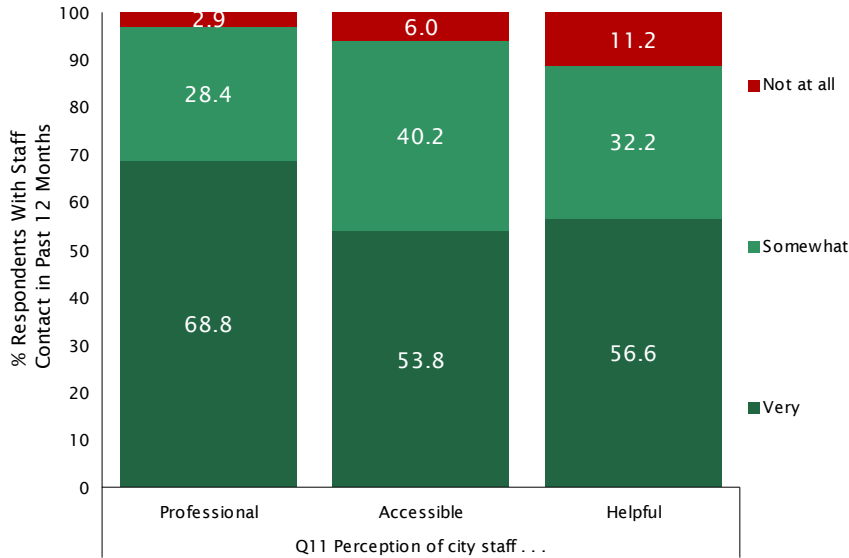


TABLE 17 OPINION OF STAFF BY STUDY YEAR

	Study Year			Change in % Very + Somewhat 2018 to 2022
	2022	2018	2016	
Helpful	88.8	90.0	87.7	-1.3
Accessible	94.0	95.2	93.9	-1.2
Professional	97.1	94.6	93.4	+2.5

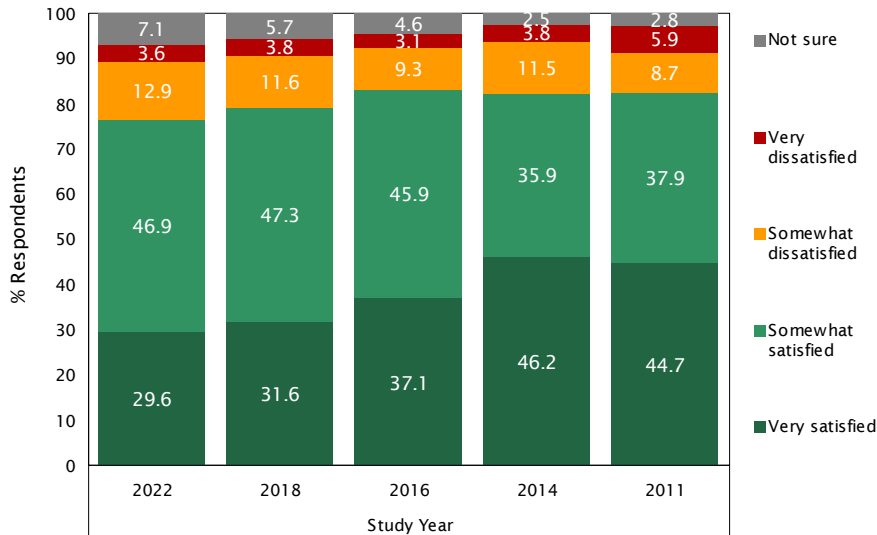
COMMUNICATION & E-GOVERNMENT

The importance of communication between a city and its residents cannot be overstated. Much of a city’s success is shaped by the quality of information that is exchanged in both directions, from the City to its residents and vice-versa. This study is just one example of Glendora’s efforts to enhance the information flow to the City to better understand residents’ concerns, perceptions, and needs. Some of Glendora’s many efforts to communicate with its residents include its newsletters, emails, timely press releases, social media, 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, 77% of respondents indicated they were satisfied with the City’s efforts to communicate with residents through newsletters, the Internet, social media, and other means. The remaining respondents were either dissatisfied with the City’s efforts in this respect (17%) or unsure of their opinion (7%). Satisfaction remained statistically consistent from 2018 to 2022 (Figure 18).

Question 12 *Overall, are you satisfied or dissatisfied with the City’s efforts to share information with you through newsletters, the Internet, social media, and other means?*

FIGURE 18 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY STUDY YEAR



Figures 19 to 21 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 that they were either very or somewhat satisfied. As might be expected, residents dissatisfied with the City’s overall performance in providing municipal services were the least satisfied with the City’s communication efforts.

FIGURE 19 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY YEARS IN GLENDORA, CHILD IN HSLD, HOME OWNERSHIP STATUS, GENDER & OVERALL SATISFACTION

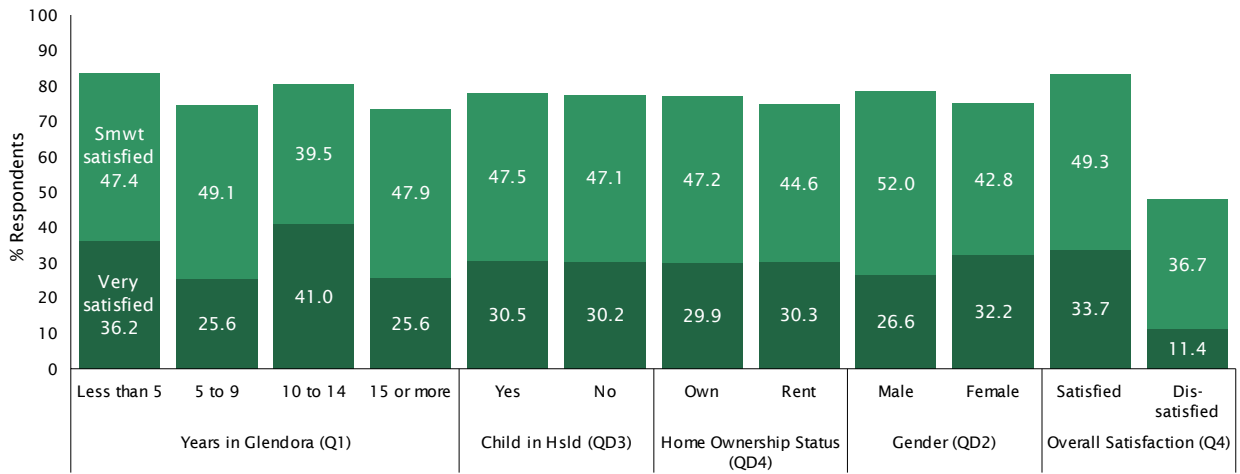


FIGURE 20 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY AGE & EMPLOYMENT STATUS

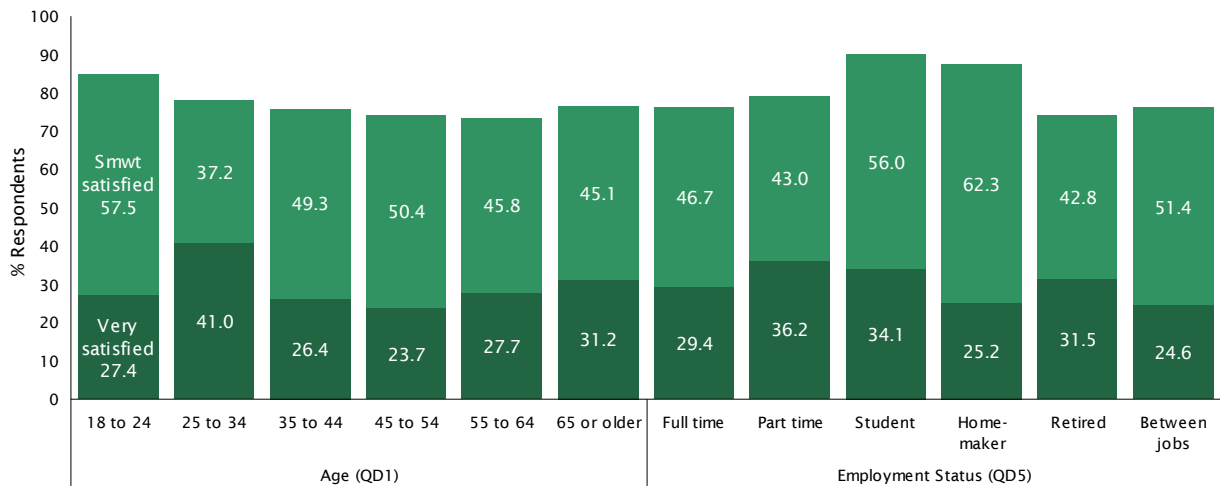
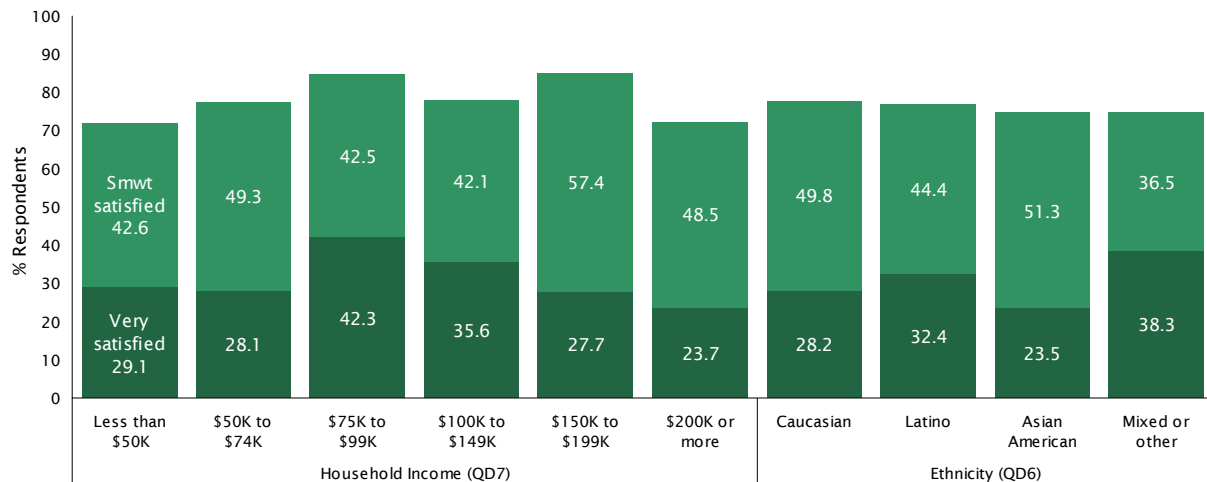


FIGURE 21 SATISFACTION WITH CITY-RESIDENT COMMUNICATION BY HOUSEHOLD INCOME & ETHNICITY



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 22, 61% of respondents said they were satisfied with the opportunities they have to communicate with the City. The remaining respondents were either dissatisfied (18%) or did not provide an opinion (21%). Although satisfaction with City-resident communication has generally declined since 2014, there were no statistically significant changes between 2018 and 2022. For the interested reader, figures 23 through 25 display how responses to this question varied by demographic subgroups (among those with an opinion).

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 22 SATISFACTION WITH RESIDENT-CITY COMMUNICATION BY STUDY YEAR

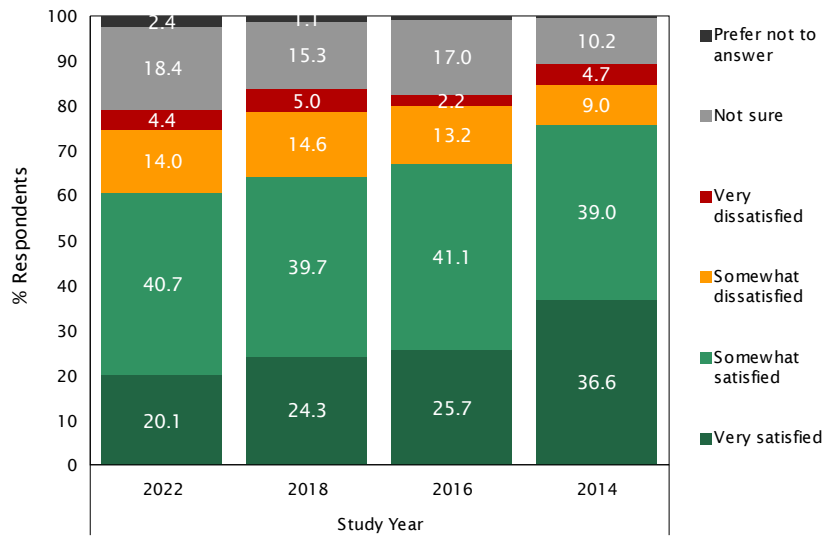


FIGURE 23 SATISFACTION WITH RESIDENT-CITY COMMUNICATION BY YEARS IN GLENDORA, CHILD IN HSLD, HOME OWNERSHIP STATUS, GENDER & OVERALL SATISFACTION

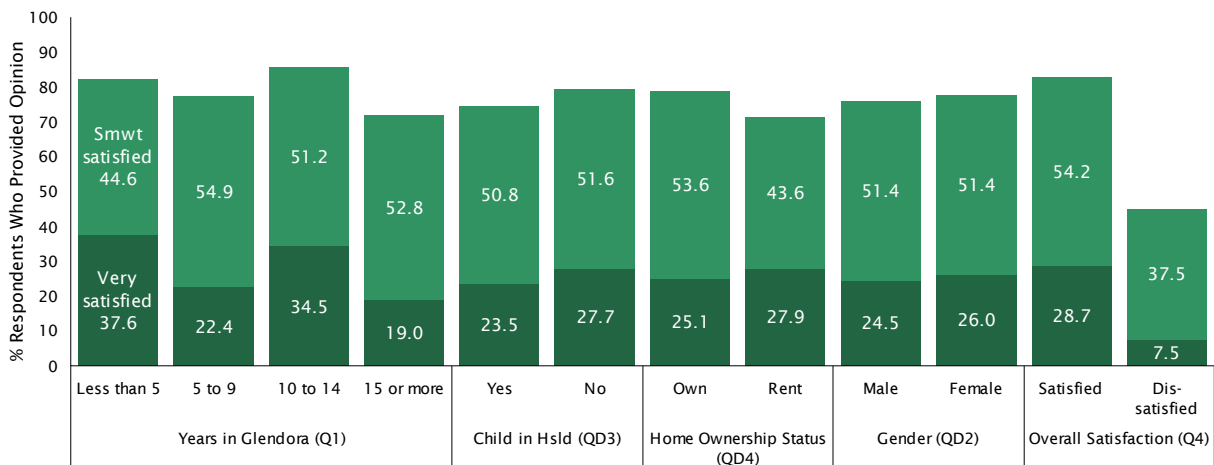


FIGURE 24 SATISFACTION WITH RESIDENT-CITY COMMUNICATION BY AGE & EMPLOYMENT STATUS

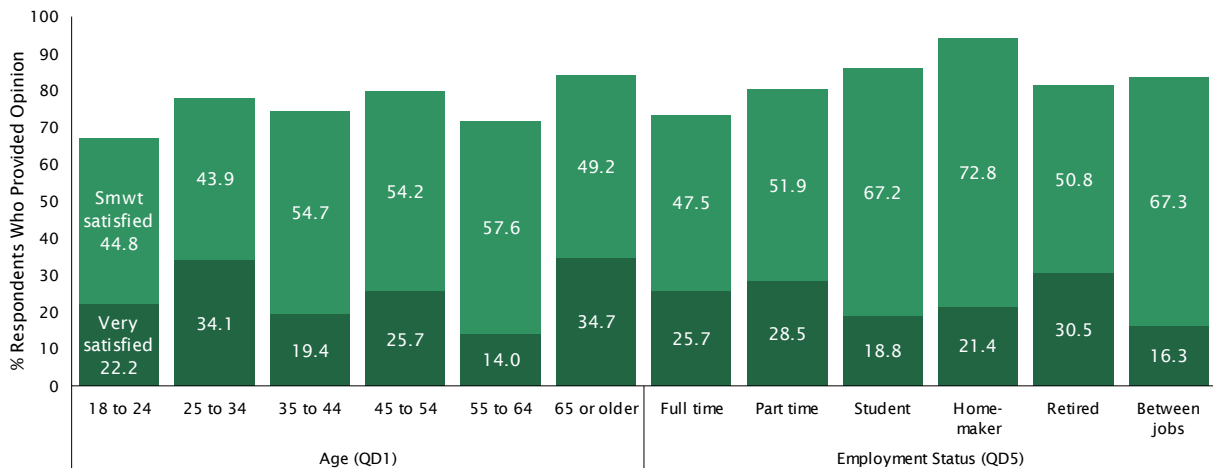
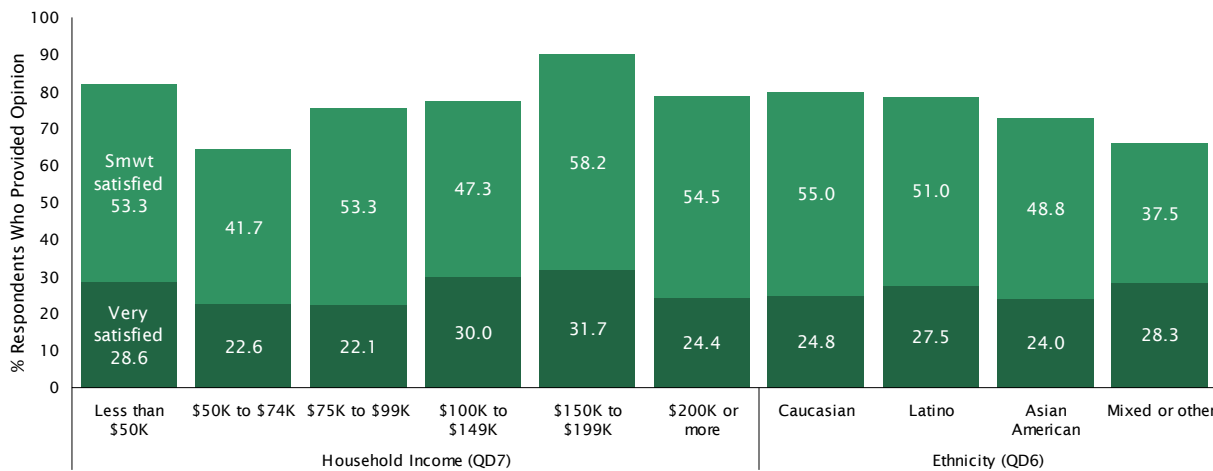


FIGURE 25 SATISFACTION WITH RESIDENT-CITY COMMUNICATION BY HOUSEHOLD INCOME & ETHNICITY



COMMUNICATION PREFERENCES The next communication-related question presented respondents with each of the methods shown on the left of Figure 26 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 (91% very or somewhat effective), followed by email and electronic newsletters (90%) 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 (53%) and town-hall style meetings (71%) 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 26 EFFECTIVENESS OF COMMUNICATION EFFORTS

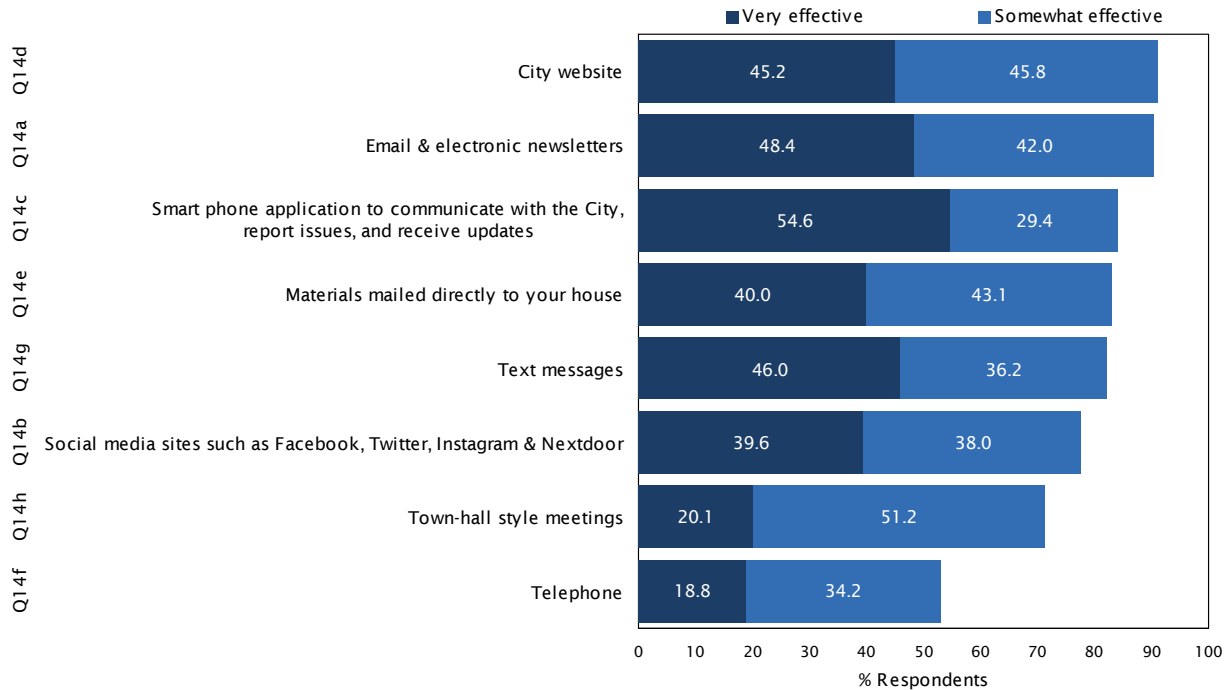


Table 18 on the next page displays the percentage of respondents that considered each of the communication methods as *very effective* by study year. Although there were no statistically significant changes in the percentage very effective from 2018 to 2022, there were statistically significant increases in the percentage of residents who cited text messages (+9%), email and electronic newsletters (+5%), the City’s website (+5%), and direct mail (+5%) as somewhat or very effective ways for the City to communicate with them.

TABLE 18 EFFECTIVENESS OF COMMUNICATION EFFORTS BY STUDY YEAR

	Study Year		Change in % Very Effective 2018 to 2022
	2022	2018	
Text messages	46.0	40.9	+5.1
Telephone	18.8	16.0	+2.8
Email & electronic newsletters	48.4	46.4	+2.0
Materials mailed directly to your house	40.0	38.2	+1.8
Social media sites such as Facebook, Twitter, Instagram & Nextdoor	39.6	39.9	-0.3
City website	45.2	46.3	-1.1
Smart phone app to communicate with City	54.6	57.8	-3.2
Town-hall style meetings	20.1	24.5	-4.4

The next two tables display the percentage of respondents that 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 19 EFFECTIVENESS OF COMMUNICATION EFFORTS BY OVERALL SATISFACTION & AGE (SHOWING % VERY EFFECTIVE)

	Overall Satisfaction (Q4)		Age (QD1)					
	Satisfied	Dissatisfied	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	56.4	43.2	68.6	65.6	62.4	59.3	44.3	39.8
Email & electronic newsletters	49.3	46.6	43.8	53.9	49.0	48.0	47.4	46.9
Text messages	46.4	42.9	56.4	57.8	49.9	51.3	37.6	33.1
City website	47.6	27.8	39.2	53.1	46.5	46.3	43.9	41.9
Materials mailed directly to your house	42.1	40.2	34.0	52.8	30.7	33.4	33.4	50.9
Social media sites	40.8	28.6	59.1	56.6	44.4	44.6	29.0	17.5
Town-hall style meetings	20.9	23.7	25.7	14.3	18.7	22.6	22.6	20.5
Telephone	20.3	14.0	31.1	24.3	15.4	13.6	15.6	19.1

TABLE 20 EFFECTIVENESS OF COMMUNICATION EFFORTS BY YEARS IN GLENDORA, CHILD IN HSLD & ETHNICITY (SHOWING % VERY EFFECTIVE)

	Years in Glendora (Q1)				Child in HslD (QD3)		Ethnicity (QD6)			
	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	60.7	53.7	59.1	52.1	57.5	54.4	51.8	59.4	47.5	58.1
Email & electronic newsletters	61.3	49.4	54.7	42.2	54.1	45.8	47.2	54.7	41.9	41.1
Text messages	48.4	42.5	58.5	43.6	49.4	45.1	43.5	49.7	45.2	47.8
City website	60.3	44.3	42.3	41.4	48.7	43.5	41.6	53.9	42.4	32.8
Materials mailed directly to your house	40.6	46.3	37.2	37.9	38.6	40.3	35.4	49.9	43.5	24.9
Social media sites	54.2	34.3	39.6	36.9	45.9	36.4	32.7	50.0	39.8	36.7
Town-hall style meetings	25.1	16.3	21.2	19.7	20.0	20.3	16.6	22.2	20.0	23.6
Telephone	27.3	19.5	22.1	14.7	17.4	20.0	14.0	28.3	14.2	20.2

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 15 of the 2022 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 (58%) of respondents indicated they were satisfied with the quantity and quality of development-related information made available by the City, whereas 28% indicated they were dissatisfied and 15% were unsure or unwilling to share their opinion. The percentages remained statistically consistent with the 2018 results for this question (see Figure 27 on the next page).

When compared with their respective counterparts, residents who have lived in Glendora 10 to 14 years, those without a child in the home, those generally satisfied with city-resident communication in both directions and the City’s overall performance providing municipal services, residents under 35 years of age, students and those between jobs, residents with a household income between \$75K and \$199K per year, those who described their ethnicity as mixed/other, and renters were the subgroups most likely to report being satisfied with the quality and quantity of development information made available by the City (see figures 28 to 30).

Question 15 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 27 OVERALL SATISFACTION WITH QUALITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY BY STUDY YEAR

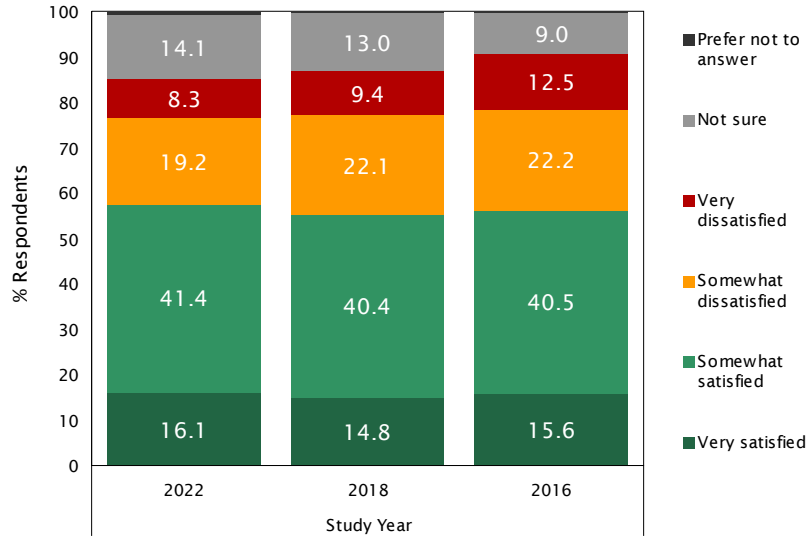


FIGURE 28 OVERALL SATISFACTION WITH QUALITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY BY YEARS IN GLENDORA, CHILD IN HSLD, OVERALL SATISFACTION, SATISFACTION WITH CITY-RESIDENT COMMUNICATION & SATISFACTION WITH RESIDENT-CITY COMMUNICATION

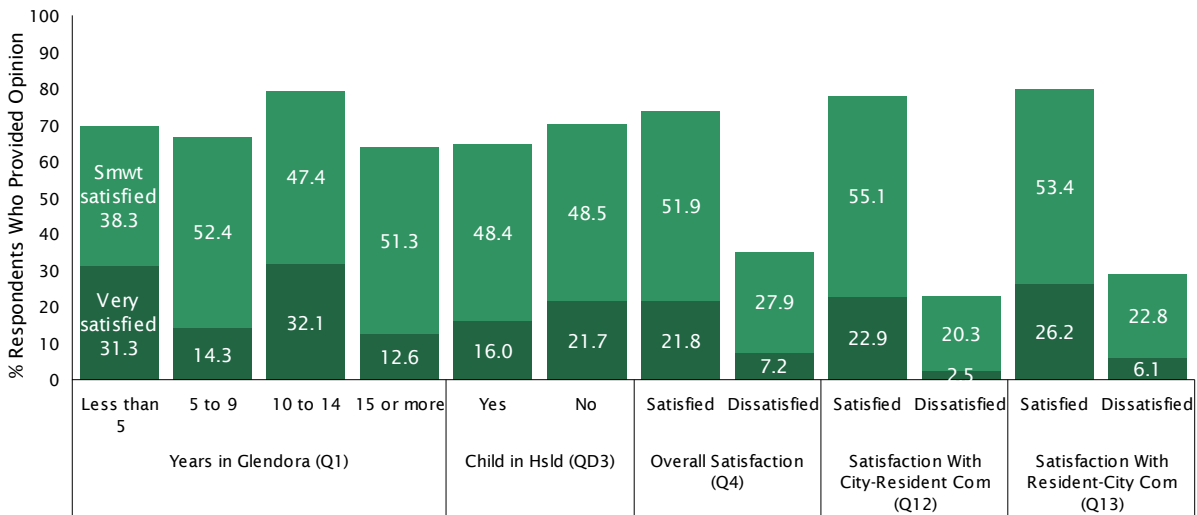


FIGURE 29 OVERALL SATISFACTION WITH QUALITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY BY AGE & EMPLOYMENT STATUS

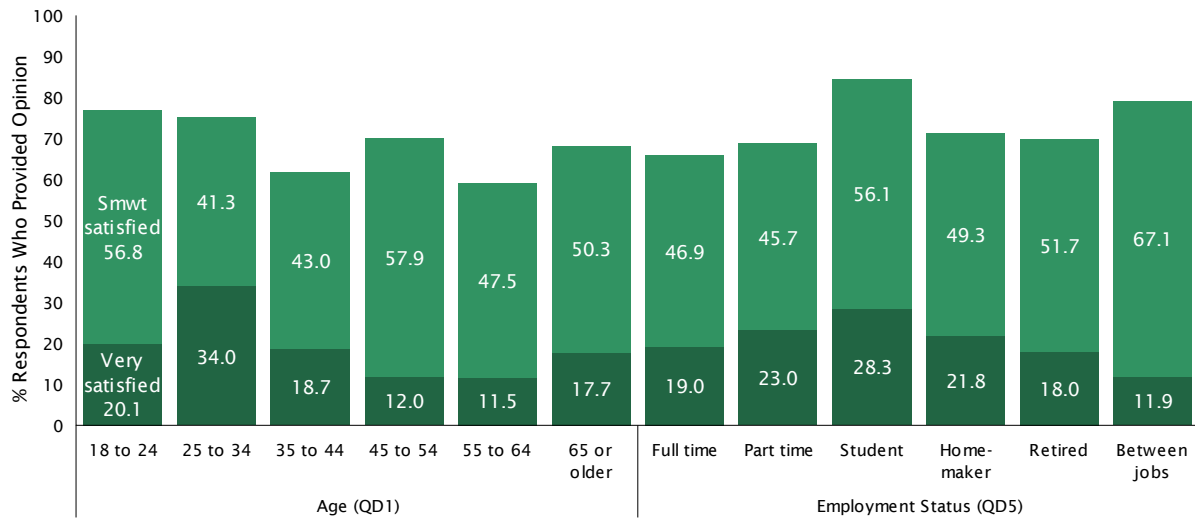
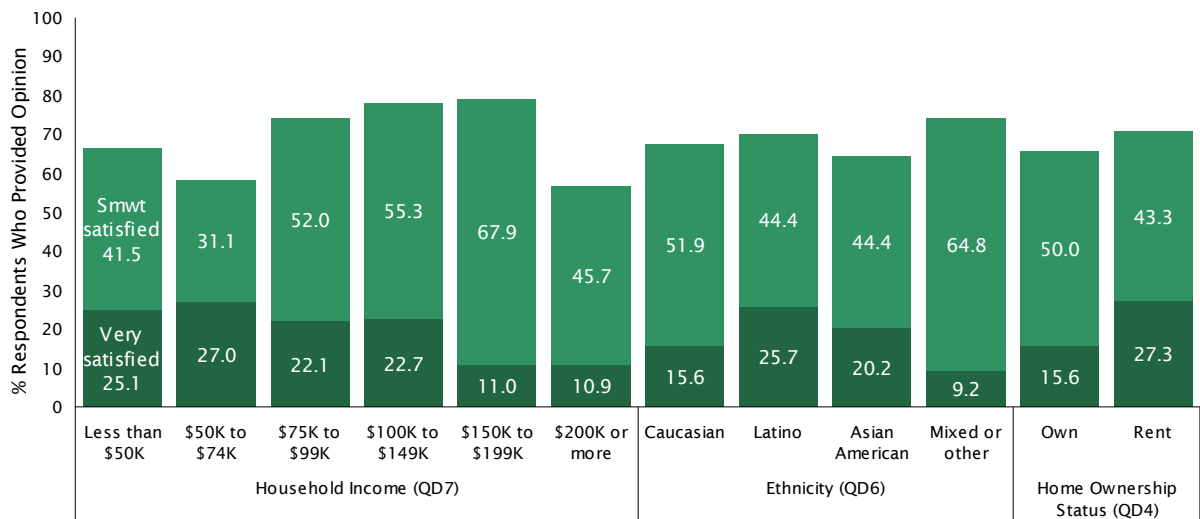


FIGURE 30 OVERALL SATISFACTION WITH QUALITY OF DEVELOPMENT INFORMATION PROVIDED BY CITY BY HOUSEHOLD INCOME, ETHNICITY & HOME OWNERSHIP STATUS



ATTENTION PAID TO LOCAL GOVERNMENT The final question in this section 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. Statistically consistent with the last survey, 17% of respondents claimed to be very attentive to matters of local government, 44% somewhat attentive, and 30% slightly attentive. Another 8% of respondents confided that they do not pay any attention to the activities of their city government (see Figure 31 on the next page). For the interested reader, figures 32 to 34 display how attentiveness to local government differed across a variety of demographic subgroups.

Question 16 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 31 ATTENTIVENESS TO ISSUES, DECISIONS, ACTIVITIES OF CITY GOVERNMENT BY STUDY YEAR

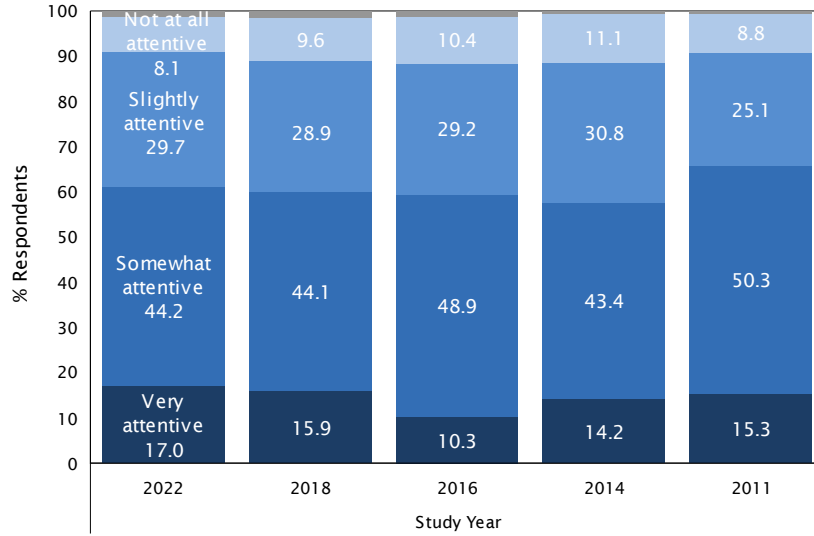


FIGURE 32 ATTENTIVENESS TO ISSUES, DECISIONS, ACTIVITIES OF CITY GOVERNMENT BY YEARS IN GLENDORA, CITY STAFF CONTACT IN PAST 12 MONTHS, CHILD IN HSLD & HOME OWNERSHIP STATUS

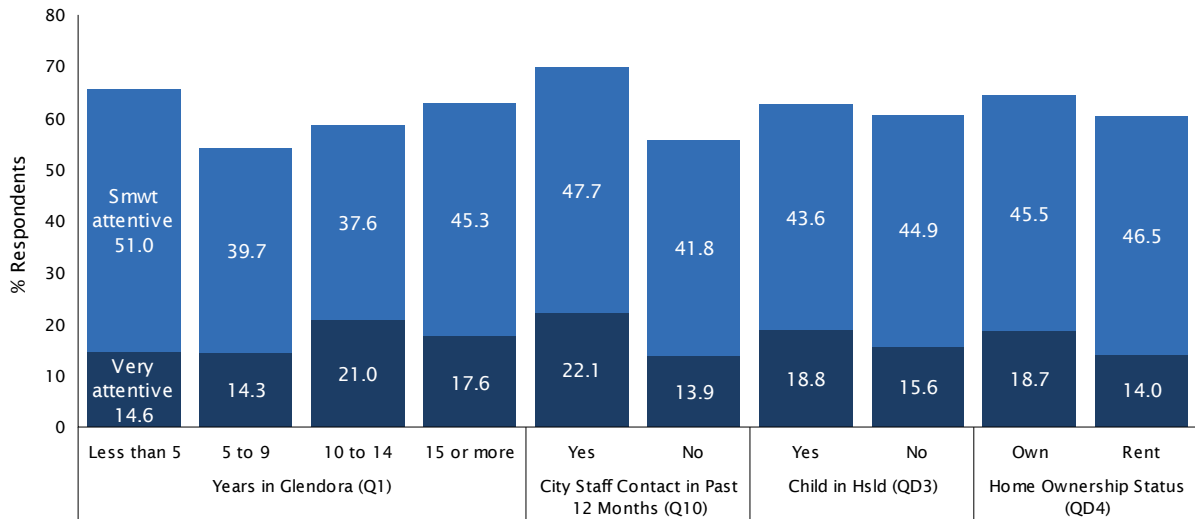


FIGURE 33 ATTENTIVENESS TO ISSUES, DECISIONS, ACTIVITIES OF CITY GOVERNMENT BY AGE, SATISFACTION WITH CITY-RESIDENT COMMUNICATION & SATISFACTION WITH RESIDENT-CITY COMMUNICATION

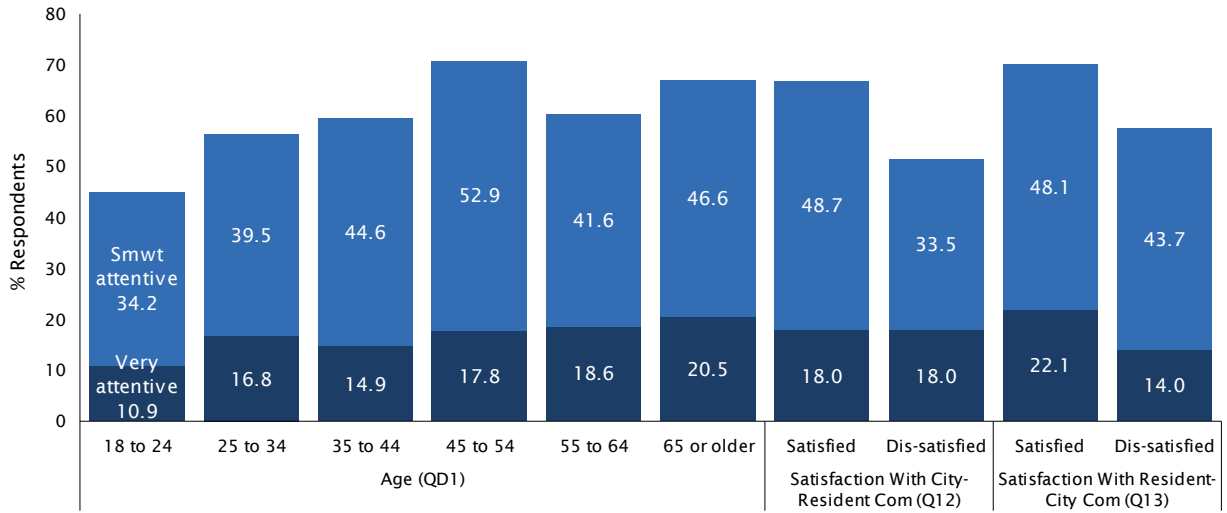
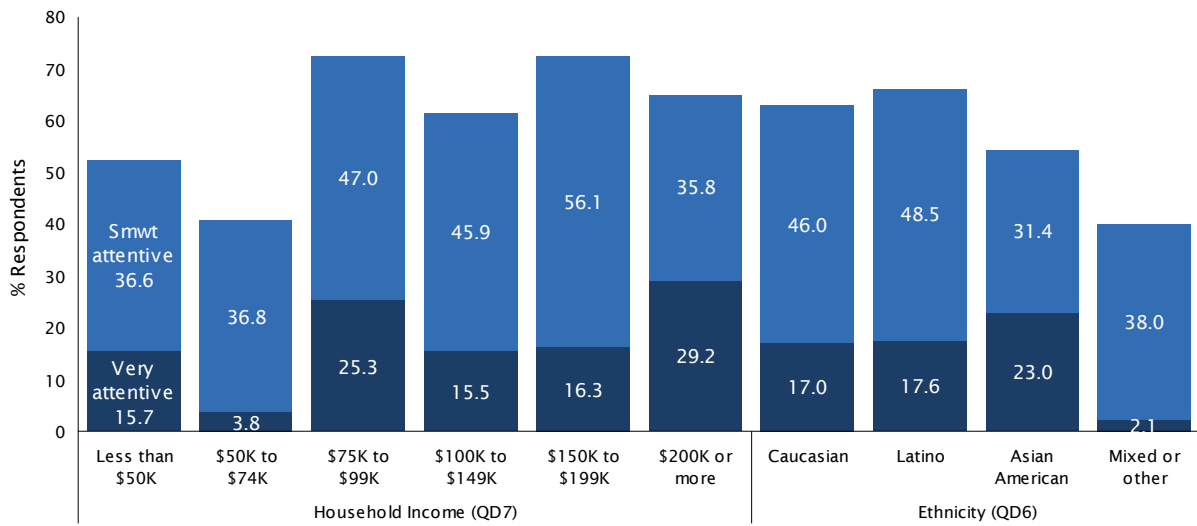


FIGURE 34 ATTENTIVENESS TO ISSUES, DECISIONS, ACTIVITIES OF CITY GOVERNMENT BY HOUSEHOLD INCOME & ETHNICITY



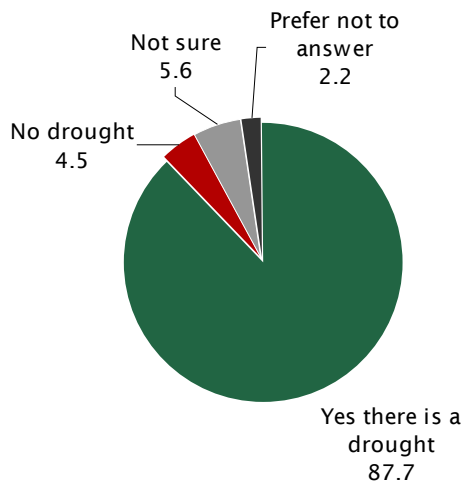
DROUGHT & CONSERVATION

After several years of average and above-average rainfall, more than 97% of areas in California are once again in a severe drought, and 60% are classified as *extreme* drought by the National Drought Mitigation Center in coordination with the United States Department of Agriculture (USDA) and National Oceanic and Atmospheric Administration (NOAA).² The last section of the report presents the findings of questions related to drought awareness and water conservation.

DROUGHT Understanding that public recognition of the drought is a key step to taking actions to use water more efficiently, Question 17 simply asked respondents whether or not they think California is experiencing a drought. Overall, 87% of residents were aware that the state is currently experiencing a drought, whereas 5% did not think there is a drought and the remainder (8%) were either unsure or unwilling to share their opinion (Figure 35).

Question 17 *Is California currently experiencing a drought - or are you not sure?*

FIGURE 35 CALIFORNIA EXPERIENCING A DROUGHT



Figures 36-38 show how awareness of the drought gripping California varied across resident subgroups. With the exception of residents who do not pay much attention to their households' water use, at least eight-in-ten residents in every subgroup exhibited drought awareness.

2. Source: <https://www.drought.gov/states/california>, August 5, 2022.

FIGURE 36 CALIFORNIA EXPERIENCING A DROUGHT BY YEARS IN GLENDORA, ATTENTIVE TO HSLD WATER USE, GENDER, CHILD IN HSLD & HOME OWNERSHIP STATUS

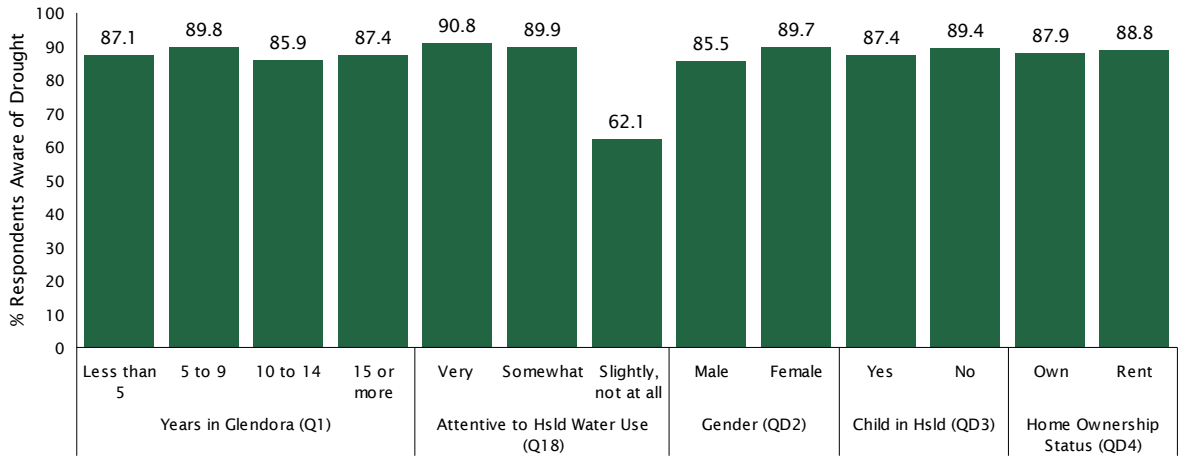


FIGURE 37 CALIFORNIA EXPERIENCING A DROUGHT BY AGE & EMPLOYMENT

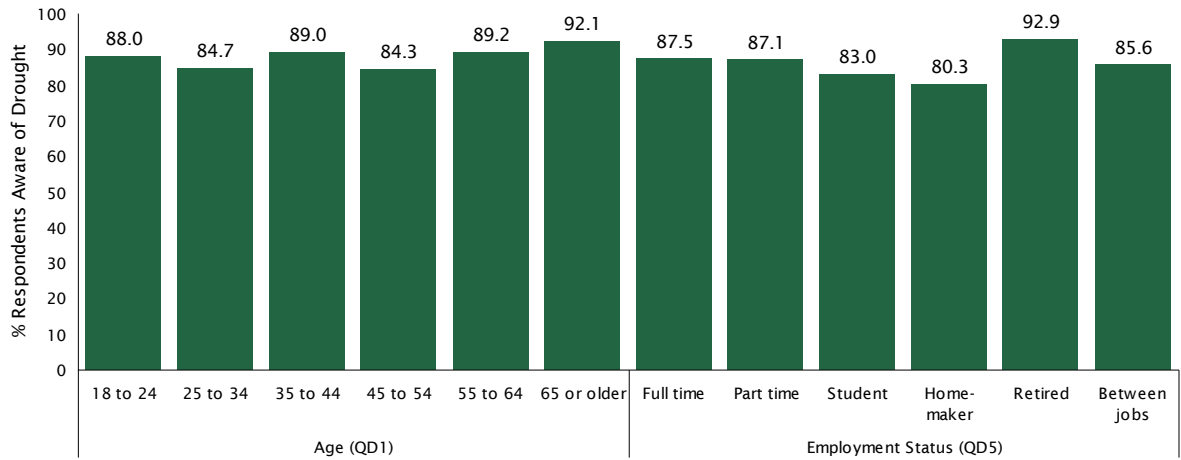
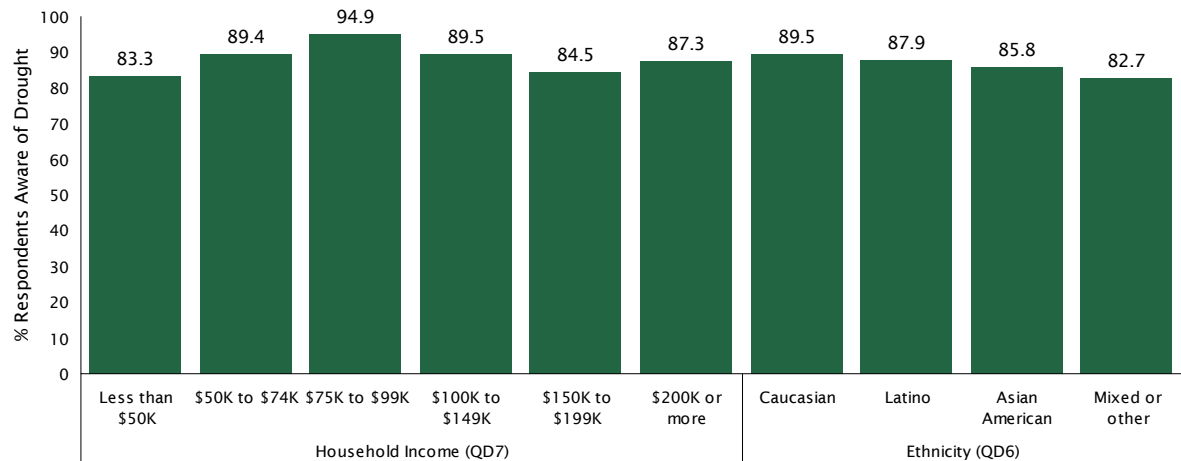


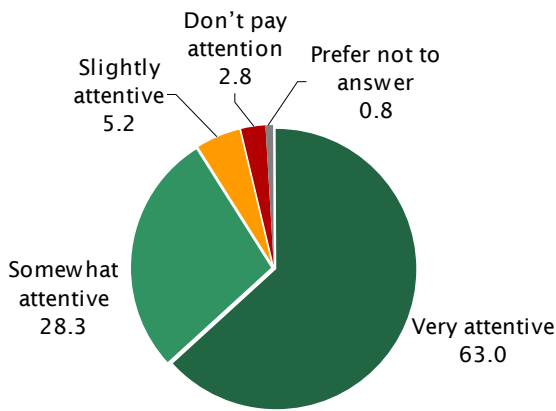
FIGURE 38 CALIFORNIA EXPERIENCING A DROUGHT BY HOUSEHOLD INCOME & ETHNICITY



ATTENTION PAID TO HOUSEHOLD WATER USE Respondents were next asked to rate how attentive they are to the amount of water their household uses. Overall, 63% of respondents reported that they are very attentive to their household’s water use, 28% somewhat attentive, and 5% slightly attentive. Another 3% of respondents confided they do not pay any attention to how much water their household uses and 1% were unsure or declined to state (Figure 39).

Question 18 *In general, how much attention do you pay to the amount of water your household uses? Would you say you are very attentive, somewhat attentive, slightly attentive, or do you not pay attention to your water use?*

FIGURE 39 ATTENTIVENESS TO HSLD WATER USE



Figures 40 to 42 show how attentiveness to household water use varied by a host of demographic traits. Although most subgroups expressed a high level of attentiveness, it is worth noting that respondents who indicated that California is not experiencing a drought or were unsure, those who described their ethnicity as mixed/other, and students were the most likely to confide that they do not pay any attention to their households’ water use.

FIGURE 40 ATTENTIVENESS TO HSLD WATER USE BY AWARE OF DROUGHT, YEARS IN GLENDORA, GENDER, CHILD IN HSLD & HOME OWNERSHIP STATUS

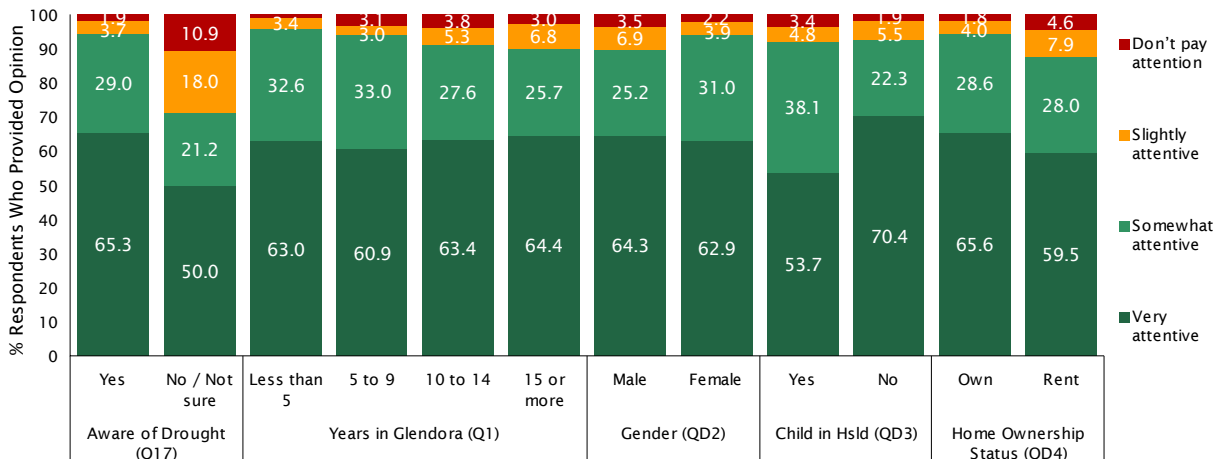


FIGURE 41 ATTENTIVENESS TO HSLD WATER USE BY AGE & EMPLOYMENT STATUS

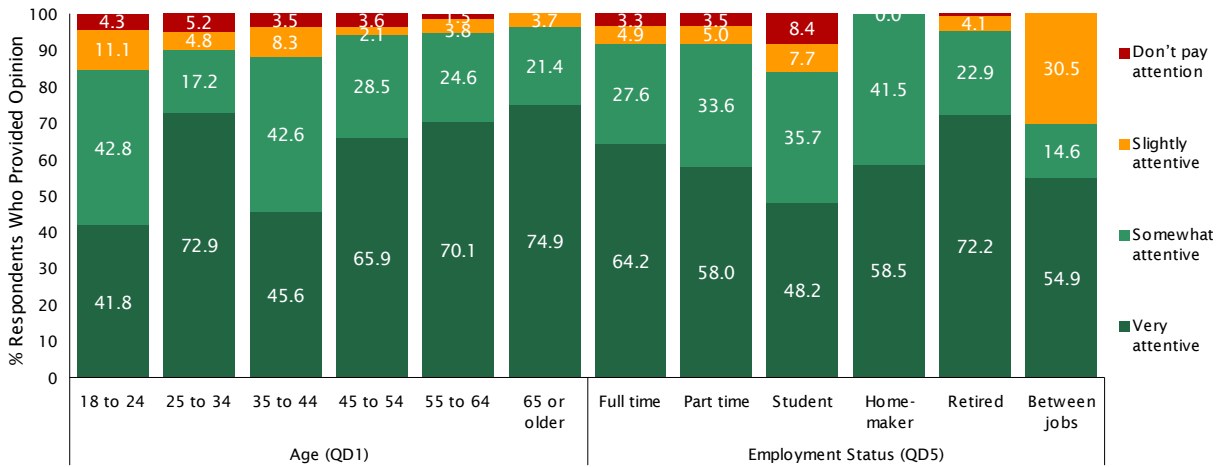
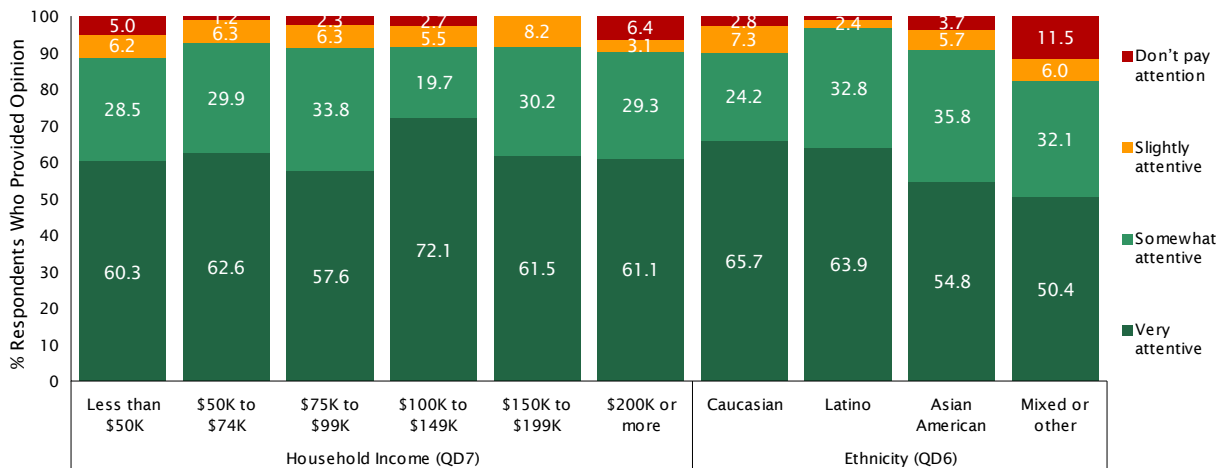


FIGURE 42 ATTENTIVENESS TO HSLD WATER USE BY HOUSEHOLD INCOME & ETHNICITY



EFFORTS TO CONSERVE In terms of their current efforts to conserve water, 48% of respondents indicated that they are already doing everything they can and cannot do any more to conserve water, whereas 46% revealed that they can probably do a little bit more to conserve water and 5% confided they can probably do much more. The remainder of respondents (1%) preferred not to answer the question (Figure 43 on next page).

Figures 44-46 show respondents' self assessment of how much more they could do to conserve water (among those who provided an opinion) by subgroups. Compared with their counterparts, respondents who were aware of the state drought, those who were not very attentive to their households' water use, residents 18 to 24 years of age, and those who described their ethnicity as mixed/other were the most likely to indicate that they could do more to conserve water.

Question 19 Which of the following statements best describes your current efforts to conserve water: _____?

FIGURE 43 CURRENT EFFORTS TO CONSERVE WATER

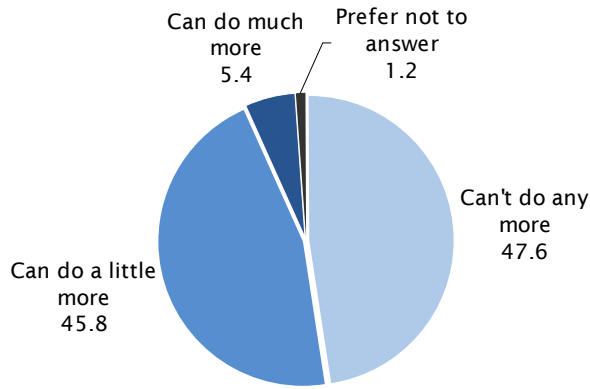


FIGURE 44 CURRENT EFFORTS TO CONSERVE WATER BY AWARE OF DROUGHT, ATTENTIVE TO HSLD WATER USE, GENDER, CHILD IN HSLD & HOME OWNERSHIP STATUS

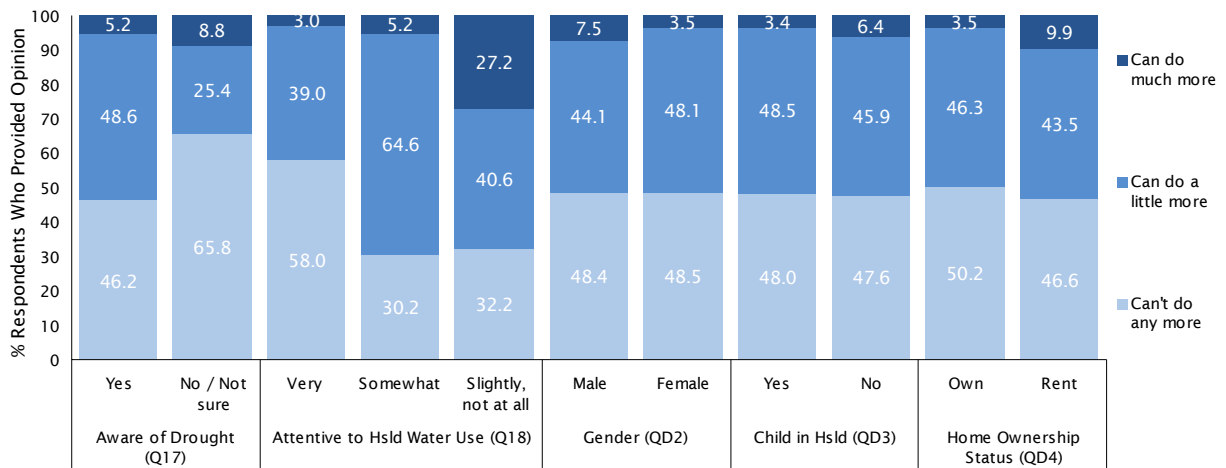


FIGURE 45 CURRENT EFFORTS TO CONSERVE WATER BY YEARS IN GLENDORA & AGE

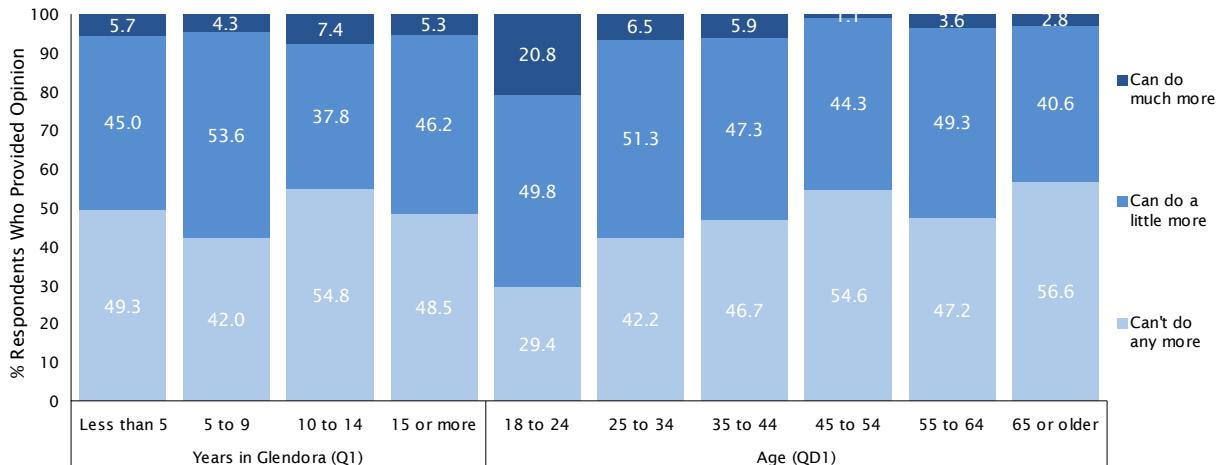
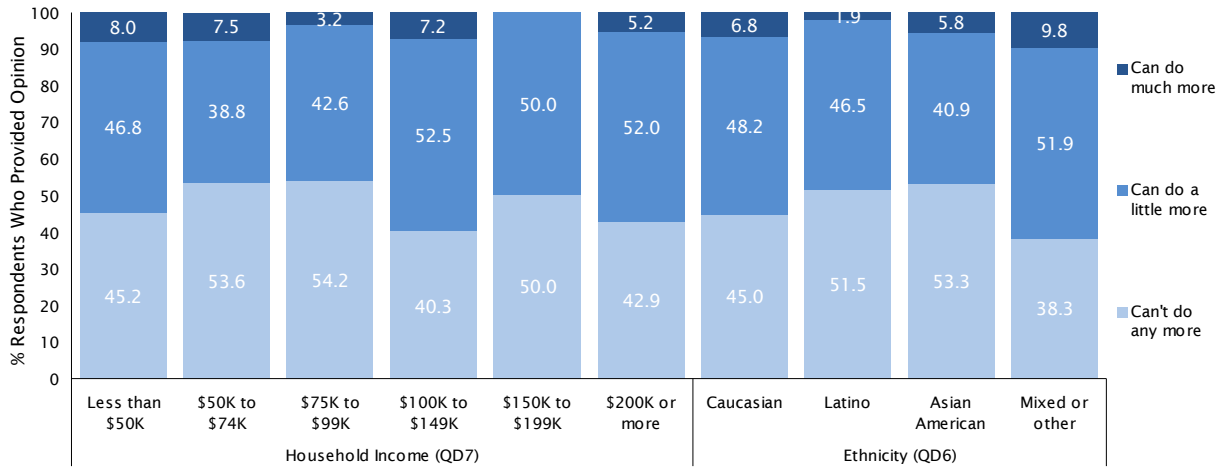


FIGURE 46 CURRENT EFFORTS TO CONSERVE WATER BY HOUSEHOLD INCOME & ETHNICITY





BACKGROUND & DEMOGRAPHICS

Table 21 presents the 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.

TABLE 21 DEMOGRAPHICS OF SAMPLE

	Study Year					
	2022	2019	2018	2016	2014	2011
Total Respondents	571	883	608	622	400	400
Years in Glendora (Q1)						
Less than 5	17.4	20.1	17.1	16.4	13.9	15.3
5 to 9	19.7	14.9	12.3	11.3	15.6	17.4
10 to 14	13.3	10.8	10.9	8.8	14.4	12.9
15 or more	49.2	53.8	59.7	63.2	56.0	53.7
Prefer not to answer	0.4	0.5	0.0	0.3	0.1	0.5
Age (QD1)						
18 to 24	9.1	11.5	14.9	14.5	13.5	12.4
25 to 34	17.5	14.8	16.2	14.2	12.8	13.4
35 to 44	17.1	15.6	15.1	14.6	15.8	16.6
45 to 54	17.0	20.4	19.8	17.7	20.3	18.6
55 to 64	17.9	17.6	16.1	17.1	15.5	18.1
65 or older	19.6	20.1	17.8	21.4	16.4	17.9
Prefer not to answer	1.9	0.0	0.1	0.5	5.5	3.0
Child in Household (QD3)						
Yes	35.8	35.7	35.3	32.1	37.0	39.0
No	60.7	60.2	62.5	66.9	61.4	59.0
Prefer not to answer	3.5	4.0	2.3	1.0	1.6	2.0
Home Ownership Status (QD4)						
Own	64.0	69.5	75.3	74.2	71.2	75.1
Rent	26.3	24.1	22.7	22.2	25.6	21.2
Prefer not to answer	9.7	6.4	2.1	3.6	3.1	3.7
Employment Status (QD5)						
Full time	56.8	57.9	54.1	46.8	45.0	42.5
Part time	9.6	7.2	10.1	8.9	12.0	10.9
Student	4.6	6.5	7.9	10.2	9.1	8.4
Home- maker	4.7	4.0	4.9	6.1	5.6	5.5
Retired	18.2	19.2	18.1	22.3	21.1	21.9
Between jobs	1.6	0.8	1.4	2.1	4.4	8.0
Prefer not to answer	4.3	4.3	3.4	3.5	2.8	2.7
Ethnicity (QD6)						
Caucasian	46.5	N/A	53.2	N/A	N/A	N/A
Latino	31.6	N/A	27.5	N/A	N/A	N/A
Asian American	12.1	N/A	9.0	N/A	N/A	N/A
Mixed or other	6.5	N/A	5.3	N/A	N/A	N/A
Prefer not to answer	3.3	N/A	5.0	N/A	N/A	N/A
Household Income (QD7)						
Less than \$50K	15.8	N/A	18.1	N/A	N/A	N/A
\$50K to \$74K	15.2	N/A	21.9	N/A	N/A	N/A
\$75K to \$99K	13.1	N/A	16.5	N/A	N/A	N/A
\$100K to \$149K	17.0	N/A	17.0	N/A	N/A	N/A
\$150K to \$199K	12.4	N/A	8.3	N/A	N/A	N/A
\$200K or more	16.0	N/A	9.1	N/A	N/A	N/A
Prefer not to answer	10.5	N/A	9.1	N/A	N/A	N/A
Gender						
Male	46.3	48.8	47.4	53.0	49.7	50.2
Female	51.4	48.0	51.1	45.4	50.3	49.8
Prefer not to answer	2.2	3.2	1.5	1.6	0.0	0.0



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 staff's performance (Question 11). The questionnaire included with this report (see *Questionnaire & Toplines* on page 50) identifies the skip patterns used during the interview to ensure that each respondent received the appropriate questions. Many of the questions asked in the 2022 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 be selected to participate in the survey. Once selected at random, contact information was appended to each record including email addresses and telephone numbers for adult residents. Individuals were subsequently recruited to participate in the survey through multiple recruiting methods. Using a combination of email and text invitations, sampled residents were initially invited to participate in the survey online at a secure, passcode-protected website designed and hosted by True North. Each individual 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 placed telephone calls to land lines and cell phone numbers of sampled residents that had yet to participate in the online survey or for whom only telephone contact information was available.

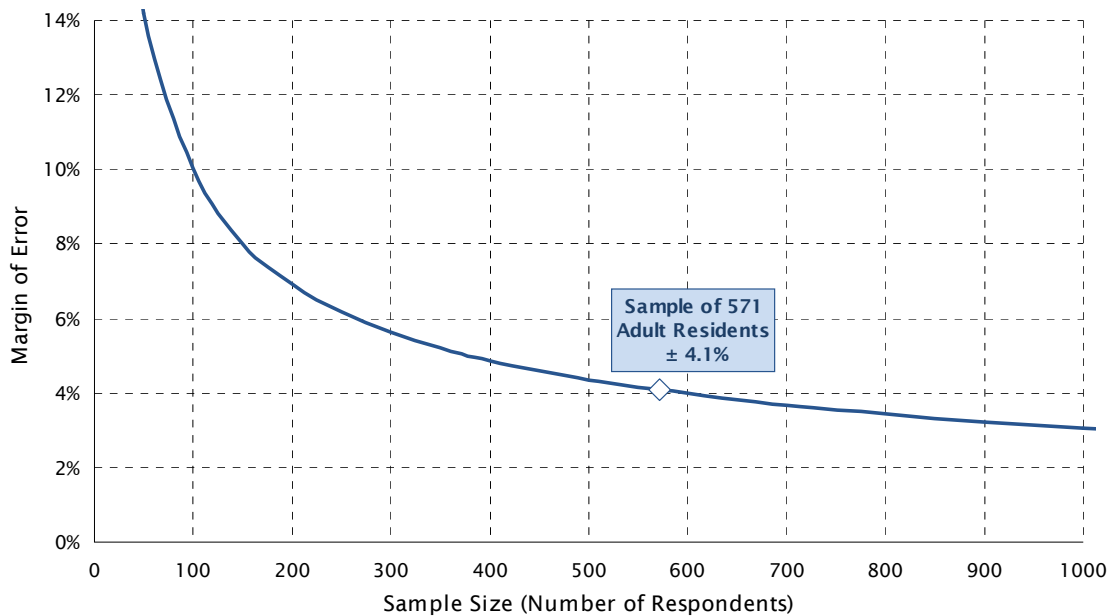
Telephone interviews averaged 17 minutes in length and were conducted during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM). It is standard practice not to call during the day on weekdays because most working adults are unavailable and thus calling during those

hours would bias the sample. A total of 571 completed surveys were gathered online and by telephone between July 26 and July 31, 2022.

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 571 adult residents for a particular question and what would have been found if all of the estimated 39,372 adult residents³ had been interviewed.

Figure 47 provides a plot of the *maximum* margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response. For this survey, the maximum margin of error is $\pm 4.1\%$ for questions answered by all 571 respondents.

FIGURE 47 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 47 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

DATA PROCESSING & WEIGHTING Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing verbatim responses, and

3. Source: U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates.

preparing frequency analyses and cross-tabulations. The final data were weighted to balance the sample by key demographic variables according to Census 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 tables. 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 Opinion Survey
Final Toplines (n= 571)
August 2022

Section 1: Introduction to Study

Hi, may I please speak to: _____. Hi, my name is _____ and I'm calling from TNR on behalf of the City of Glendora. The City is conducting a survey of residents about important issues in Glendora and would like to get your opinions.

If needed: This is a survey about important issues in your community. 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: TNR is an independent public opinion research firm. We've been hired by the City to design and conduct the survey.

Section 2: Quality of Life

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

Q1	How long have you lived in Glendora?							
	1	Less than 1 year						3%
	2	1 to 4 years						15%
	3	5 to 9 years						20%
	4	10 to 14 years						13%
	5	15 years or longer						49%
	99	Prefer not to answer						0%

Q2	How would you rate: _____? Would you say it is excellent, good, fair, poor or very poor?							
	<i>Ask A First, then Randomize B-E</i>							
		Excellent	Good	Fair	Poor	Very Poor	Not Sure	Prefer not to answer
A	The overall quality of life in Glendora	29%	57%	11%	1%	0%	0%	0%
B	Glendora as a place to raise a family	35%	49%	11%	1%	1%	2%	0%
C	Glendora as a place to retire	24%	37%	22%	7%	3%	6%	0%
D	Glendora as a place to work	13%	32%	20%	4%	2%	25%	3%
E	Glendora as a place to shop and dine	14%	34%	34%	11%	5%	1%	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.	
	Address homeless issues, poverty	22%
	Improve dining, shopping opportunities	13%
	Not sure / Cannot think of anything	12%
	Improve public safety, police services	10%
	Improve street, roads, infrastructure	7%
	Limit growth, development, preserve small town feel	7%
	Beautify city, landscaping	5%
	No changes needed / Everything is fine	5%
	Provide more affordable housing	4%
	Oppose Metro Line development, extension	4%
	Improve parking	3%
	Provide more events, rec activities for all ages	3%
	Improve schools, education	3%
	Improve, provide more street lighting	3%
	Improve downtown area	3%
	Improve, provide additional parks, rec facilities	2%
	Address water issues	2%
	Improve environmental efforts	2%
	Improve economy, jobs	2%

Section 3: City Services

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

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: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>	
	1 Very satisfied	30%
	2 Somewhat satisfied	50%
	3 Somewhat dissatisfied	10%
	4 Very dissatisfied	3%
	98 Not sure	7%
	99 Prefer not to answer	1%

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: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>							
	<i>Randomize</i>	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Not sure	Prefer not to answer
A	Provide police services	45%	40%	7%	4%	4%	1%
B	Prepare the City for emergencies	21%	39%	12%	3%	25%	1%
C	Maintain streets and roads	23%	39%	23%	14%	1%	0%
D	Manage traffic in the city	28%	43%	17%	10%	3%	0%
E	Provide library services	52%	33%	2%	0%	12%	0%
F	Provide trash collection and recycling services	48%	35%	8%	5%	3%	0%
G	Promote economic development for a healthy business community	19%	37%	17%	4%	22%	2%
H	Manage growth and development	18%	40%	21%	10%	11%	1%
I	Provide programs for youth, adults and seniors	38%	39%	7%	2%	14%	0%
J	Maintain parks and recreation areas	40%	42%	12%	3%	3%	0%
K	Provide cultural and performing arts	18%	36%	18%	6%	21%	1%
L	Preserve and protect open space	24%	38%	18%	9%	11%	1%
M	Address homelessness	11%	22%	28%	32%	7%	0%
N	Provide for diversity and inclusion within City events, services, and policies	21%	32%	15%	7%	22%	4%
O	Provide online access to City services, information, and resources	34%	45%	9%	2%	11%	0%
P	Operate in an environmentally-friendly, sustainable way	24%	41%	11%	5%	18%	1%

Section 4: Land Use						
Q6 As I read the following list of items, please tell me whether you feel there is <u>currently</u> too much, about the right amount, or too little of this item in the City of Glendora.						
	<i>Randomize</i>	Too Much	About Right	Too Little	Not sure	Prefer not to answer
A	Affordable housing for middle- income families	3%	31%	52%	13%	1%
B	Affordable housing for low- income families	13%	24%	36%	25%	2%

C	Spaces where the community can gather and socialize	2%	64%	24%	9%	0%
D	Entertainment options such as movie houses, music, and arts	2%	49%	45%	5%	0%
E	Big box retail stores	10%	72%	13%	4%	0%
F	Smaller, boutique retail stores	7%	58%	27%	8%	0%
G	Commercial offices	11%	62%	6%	20%	1%
H	Fine dining restaurants	1%	37%	57%	5%	0%
I	Good-paying jobs and employment opportunities	0%	31%	35%	34%	1%
J	Public transit options	9%	56%	20%	15%	0%
K	Designated areas for walking and biking	3%	57%	35%	5%	0%
L	Public art	1%	37%	38%	24%	1%
M	Parks and natural open spaces	3%	71%	23%	3%	0%
N	Sports fields and sports courts	4%	71%	15%	10%	0%
O	Retirement communities	4%	45%	20%	30%	0%

Section 5: Community Facilities

The City of Glendora has the resources to provide some of the facilities and amenities desired by residents. However, because it can't fund every project, the City must set priorities.

Q7 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.

	<i>Randomize</i>	High Priority	Medium Priority	Low Priority	Should not spend money	Not sure	Prefer not to answer
A	Skate park	6%	28%	44%	17%	5%	0%
B	Bike park and pump track	11%	33%	36%	13%	7%	0%
C	Dedicated pickleball courts	6%	22%	40%	22%	9%	0%
D	Sports fields that can be used for multiple sports such as soccer, football, and rugby	23%	42%	24%	7%	4%	0%
E	Acquire land to create additional parks and green spaces	30%	37%	22%	7%	4%	0%
F	Meeting spaces that can host larger groups and community events	8%	39%	36%	11%	6%	0%
G	Modern library facilities	28%	41%	21%	4%	5%	0%
H	Trails and paths for walking and biking	38%	42%	16%	3%	2%	0%
I	Community gardens for growing food	27%	32%	25%	12%	4%	0%

Q8	Is there a community facility or amenity that I <i>didn't</i> mention that you think should be a high priority for future city spending? <i>If yes, ask:</i> Please describe it to me. Verbatim responses recorded and later grouped into categories shown below.	
	No additional high priorities	61%
	Prefer not to answer	13%
	Sport parks, courts	3%
	Community theater, event center	3%
	Improve access to parks, rec facilities, including school fields	3%
	Senior / Adult Center	2%
	Address homeless issues	2%
	Community, public pool	1%
	High-end dining and shopping	1%
	Dog park	1%
	Water park	1%
	Low-income housing	1%
	Mental health services	1%
	More bike lanes, walking trails	1%
	Art center	1%
	Library improvements	1%
	Improve infrastructure	1%
	Farmers market	1%
	Improve security, more police presence	1%
	Youth center, clubs	1%
	Improve, provide more public transit	1%
	Improve, provide more street lighting	1%
	Provide more entertainment for all ages	1%
	Improve, provide recycling programs, services	1%
	Improve old structures, empty facilities	1%
	Limit growth, development	1%
	Improve schools	1%

Section 6: Public Trust & Service								
<p>Q9 Next, I'm going to read you a series of statements about the City of Glendora. For each, I'd like you to tell me whether you agree or disagree with the statement.</p> <p>Here is the (first/next) one: _____. Do you agree or disagree, or do you not have an opinion? <i>If agree or disagree, ask: Would that be strongly (agree/disagree) or somewhat (agree/disagree)?</i></p>								
	<i>Randomize</i>						Strongly Agree	Prefer not to answer
A	The City is responsive to residents' needs						15%	1%
B	The City manages its finances well						14%	1%
C	The City listens to residents when making important decisions						12%	1%
D	I trust the City of Glendora						22%	1%
E	The City is transparent in how it operates						13%	1%
F	The City treats all residents the same regardless of color, age, income, or identity						24%	1%
<p>Q10 In the past 12 months, have you been in contact with staff from the City of Glendora?</p>								
	1	Yes	40%			Ask Q11		
	2	No	55%			Skip to Q12		
	98	Not sure	4%			Skip to Q12		
	99	Prefer not to answer	1%			Skip to Q12		
<p>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></p>								
	<i>Randomize</i>						Very	Prefer not to answer
A	Helpful						56%	0%
B	Professional						68%	0%
C	Accessible						53%	1%

Section 7: Communication & e- Government						
Q12	Overall, are you satisfied or dissatisfied with the City's efforts to share information with you through newsletters, the Internet, social media, and other means? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>					
	1	Very satisfied	30%			
	2	Somewhat satisfied	47%			
	3	Somewhat dissatisfied	13%			
	4	Very dissatisfied	4%			
	98	Not sure	6%			
	99	Prefer not to answer	1%			
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	20%			
	2	Somewhat satisfied	41%			
	3	Somewhat dissatisfied	14%			
	4	Very dissatisfied	4%			
	98	Not sure	18%			
	99	Prefer not to answer	2%			
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	E-mail & Electronic Newsletters		48%	42%	7%	2%
B	Social Media sites such as Facebook, Twitter, Instagram & Nextdoor		40%	38%	16%	6%
C	A Smart Phone application that would allow you to communicate with the City, report issues, and receive updates		55%	29%	9%	7%
D	City website		45%	46%	7%	2%
E	Materials mailed directly to your house		40%	43%	15%	2%
F	Telephone		19%	34%	41%	6%
G	Text messages		46%	36%	12%	6%
H	Town-hall style meetings		20%	51%	21%	7%

Q15	Are you generally satisfied or dissatisfied with the quality and quantity of information made available by the City regarding current and planned local development projects? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>	
	1	Very satisfied 16%
	2	Somewhat satisfied 41%
	3	Somewhat dissatisfied 19%
	4	Very dissatisfied 8%
	98	Not sure 14%
	99	Prefer not to answer 1%
Q16	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 17%
	2	Somewhat attentive 44%
	3	Slightly attentive 30%
	4	Not at all attentive 8%
	99	Prefer not to answer 0%

Section 8: Drought & Conservation

Q17	Is California currently experiencing a drought – or are you not sure?	
	1	Yes, there is a drought 88%
	2	No 5%
	98	Not sure 6%
	99	Prefer not to answer 2%
Q18	In general, how much attention do you pay to the amount of water your household uses? Would you say you are very attentive, somewhat attentive, slightly attentive, or do you not pay attention to your water use?	
	1	Very attentive 63%
	2	Somewhat attentive 28%
	3	Slightly attentive 5%
	4	I don't pay attention 3%
	99	Prefer not to answer 1%

Q19	Which of the following statements best describes your current efforts to conserve water: _____? <i>Read in order.</i>		
	1	I am already doing everything I can, I can't do any more to conserve water	48%
	2	I can probably do a little bit more to conserve water	46%
	3	I can probably do much more to conserve water	5%
	98	Not sure	0%
	99	Prefer not to answer	1%

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 recoded into age groups shown below.		
		18 to 24	9%
		25 to 34	17%
		35 to 44	17%
		45 to 54	17%
		55 to 64	18%
		65 or older	20%
		Prefer not to answer	2%
D2	What is your gender?		
	1	Male	46%
	2	Female	51%
	3	Non-binary	0%
	99	Prefer not to answer	2%
D3	Do you have one or more children under the age of 18 living in your household?		
	1	Yes	36%
	2	No	61%
	99	Prefer not to answer	4%

D4	Do you own or rent your residence in Glendora?		
	1	Own	64%
	2	Rent	26%
	3	Live rent free with friends/relatives	5%
	99	Prefer not to answer	4%
D5	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	57%
	2	Employed part-time	10%
	3	Student	5%
	4	Homemaker	5%
	5	Retired	18%
	6	In-between jobs	2%
	99	Prefer not to answer	4%
D6	What ethnic group do you consider yourself a part of or feel closest to? <i>Read list if respondent hesitates.</i>		
	1	Caucasian/White	46%
	2	Latino/Hispanic	32%
	3	African-American/Black	2%
	4	Native American Indian or Alaskan Native	<1%
	5	Asian -- Korean, Japanese, Chinese, Vietnamese, Filipino or other Asian	12%
	6	Pacific Islander	<1%
	7	Mixed Heritage	3%
	8	Other	<1%
	99	Prefer not to answer	3%

D7	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	16%
2	\$50,000 to \$74,999	15%
3	\$75,000 to \$99,999	13%
4	\$100,000 to \$149,999	17%
5	\$150,000 to \$199,999	12%
6	\$200,000 or more	16%
99	Prefer not to answer	10%
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.		