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INTRODUCTION

Listed by CNN Money as one of the “Best Places to Live”¹ four separate times from 2007 to 2015, the City of La Palma encompasses 1.8 square miles in Orange County, just south of the Los Angeles County border. Incorporated in 1955, La Palma is home to an estimated 15,948 residents² and prides itself on a strong sense of community and having one of the lowest crime rates and fastest police response times in Orange County.

To monitor its progress in meeting residents’ needs, the City of La Palma 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 have received, their collective opinions are not necessarily representative of the City’s resident population as a whole.

PURPOSE OF STUDY The motivation for the current study was to design and employ a methodology that would avoid the self-selection bias noted above and thereby provide the City with a *statistically reliable* understanding of its residents’ satisfaction, priorities, and concerns as they relate to services and facilities provided by the City. Ultimately, the survey results and analyses presented in this report 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 importance for residents, as well as their perceptions of the quality of life in La Palma;
- Measure residents’ overall satisfaction with the City’s efforts to provide municipal services, and their satisfaction with a variety of specific services;
- Gather opinions on topics such as customer service, economic development, funding priorities, and policies;
- Determine satisfaction with (and perceived effectiveness of) the City’s communication with residents; *and*
- Collect additional background and demographic data that are relevant to understanding residents’ perceptions, needs, and interests.

1. “Best Places to Live 2015” CNNMoney, Cable News Network, time.com/money/collection/best-places-to-live-2015.
2. California Department of Finance estimate, January 2018.

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 45). In brief, the survey was administered to a random sample of 336 adults who reside within the City of La Palma. The study followed a mixed-method design that employed multiple recruiting methods (mail, email, and telephone) and multiple data collection methods (telephone and online). Administered in English, Spanish, and Korean between November 28 and December 16, 2018, the average interview lasted 18 minutes.

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 (see *Questionnaire & Toplines* on page 48), and a complete set of crosstabulations for the survey results is contained in Appendix A.

ACKNOWLEDGEMENTS True North thanks the City of La Palma 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 La Palma. Any errors and omissions are the responsibility of the authors.

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

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



JUST THE FACTS

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

QUALITY OF LIFE

- Residents shared generally favorable opinions of La Palma on most aspects tested, with the most positive ratings provided for La Palma as a place to raise a family (95% excellent or good) and the overall quality of life in the City (91%). Although still positive, residents provided somewhat softer ratings for La Palma as a place to retire (78%).
- At the other end of the spectrum, just over a third (34%) of residents surveyed provided an excellent or good rating for La Palma as a place to work, although 30% held no opinion or did not provide a rating. Responses for La Palma as a place to shop and dine were almost evenly split between favorable (33% excellent and good), neutral (36% fair), and unfavorable (30% poor or very poor).
- When asked to identify what they like most about living in the City of La Palma that city government should preserve in the future, residents were most likely to cite public safety/low crime rate (24%), followed by La Palma as a quiet/friendly/family-oriented city (15%), its small town atmosphere (14%), and that the City has its own police and fire departments (13%). Other specific attributes mentioned by at least 9% of respondents included the clean, well-maintained city/landscape/trees (10%) and parks/recreation areas (10%).
- When asked what city government could do to make La Palma a better place to live, more than one-third of respondents (35%) could not think of any desired changes (19%) or reported that no changes are needed (16%). Among specific changes desired, the most common were providing a better variety of restaurants and stores (8%), improving education/schools/district boundaries (5%), and improving the economy/jobs/local businesses (5%).

CITY SERVICES

- Eighty-six percent (86%) of La Palma residents indicated they were either very (44%) or somewhat (42%) satisfied with the City's efforts to provide municipal services. Approximately 9% were very or somewhat dissatisfied, whereas 5% were unsure or unwilling to share their opinion.
- Among 17 specific service areas tested, those viewed as most important included providing quality drinking water (98% extremely or very important), managing the City's finances (95%), providing fire protection and emergency medical services (93%), maintaining city streets and roads (92%), and providing police services (91%).
- The survey also asked about satisfaction with the City's efforts to provide the same 17 services. Respondents were most satisfied with efforts to provide fire protection and emergency medical services (96% very or somewhat satisfied), followed by provide police services (94%), maintain city streets and roads (91%), provide school safety programs (91%), and maintain parks and recreation areas (90%).

CUSTOMER SERVICE

- Overall, 42% of residents had been in contact with city staff in the year prior to the interview.
- Residents with recent staff contact provided high ratings for city staff across the three dimensions tested, with more than nine-in-ten residents indicating that La Palma staff are accessible (97%), professional (95%), and helpful (94%).

ECONOMIC DEVELOPMENT

- When asked for their opinions on the current amount of nine different types of businesses and amenities in the City, residents expressed quite different opinions depending on the type of development. Sixty-five percent (65%) of residents indicated that there is currently too little development devoted to movie theaters, compared with 33% who said it is about right or were unsure, and just 3% who said there is too much.
- The majority of residents also desired more restaurants (61%), entertainment options for adults (58%), and smaller, boutique stores (52%). Responses were close to evenly split between *too little* and *about the right amount* for entertainment options for children (51% too little and 48% about right/not sure) and venues for performing arts, concerts, and events (49% vs. 48%). The predominant opinion for all other development types was that the current amount is about right.
- Over a quarter of respondents (27%) who felt there are not enough retail stores and restaurants in La Palma could not provide specifics when asked what they would most like to have located in the City, and no single store or restaurant type stood out as the most preferred. With that said, family restaurant chains such as Applebee's, California Pizza Kitchen, and Cracker Barrel, and specialty, organic food stores such as Whole Foods, Trader Joe's, and Sprouts were the most commonly mentioned at 11% each, followed by small bakeries, cafes, and tea stores (9%), fast-food restaurants (8%), and a greater variety of cuisine in general (8%).
- When respondents who felt there are not enough entertainment options in La Palma were asked what specific entertainment options they would like available in the City, the most common response was *Not sure* or *Cannot think of anything specific* (42%). Among the specifics cited, a movie theater topped the list (23%), followed by bars/clubs/night life (10%), a performing arts center (8%), and community/family entertainment center (6%).

FUNDING PRIORITIES

- When asked to prioritize among seven services and projects that could receive funding in the future, working with property owners to revitalize older, outdated commercial centers was assigned the highest priority (78% high or medium priority), followed by improving street medians by installing drought-tolerant landscaping (65%) and expanding the services and programs offered to seniors (63%).
- As a follow-up question, the 56% of residents who assigned a high or medium priority rating to offering more community events and festivals were asked to describe the type of community event or festival that they would most like the City to offer. A greater variety of Concerts in the Park was cited most frequently (13%), followed by food festivals/food trucks/Harvest Festival (8%), celebrating national holidays (6%), farmers' markets (6%), holiday carnivals (6%), and La Palma Days (6%). Close to four-in-ten respondents (39%) presented with this question could not name any specific entertainment options.

COMMUNICATION

- Overall, 87% of respondents indicated they were satisfied with the City's efforts to communicate with residents through newsletters, the Internet, local media, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (10%) or unsure of their opinion (3%).
- The most frequently-cited source for city information was the City's newsletter—*The Mosaic*, mentioned by 31% of respondents. The City's newsletter was followed by the City's website (19%), the internet in general (16%), and the neighborhood watch newsletter—*The Source* (14%).
- Respondents cited email and electronic newsletters as the most effective method for the City to communicate with them (89% very or somewhat effective), followed by the City's website (88%), a smart phone app (86%), direct mail (85%), and text messages (81%).
- Overall, 20% of respondents claimed to be very attentive to matters of local government, 53% somewhat attentive, and 22% slightly attentive. Another 5% of respondents confided they do not pay any attention to the activities of their city government.

POLICY

- The majority (57%) of respondents thought the City of La Palma was moving in the right direction, 35% were unsure or unwilling to state, and only 8% felt that La Palma was not moving in the right direction.
- Fifty-seven percent (57%) of residents indicated support for the City to continue funding school resource officers once grant funding for the program expires in two years, whereas 16% reported opposition and 27% were unsure or unwilling to share their opinion on the matter.
- When asked whether they preferred that all five council members be elected by voters city-wide, or that the City be divided into five geographic districts and that voters living in each district elect a single council member, residents overwhelmingly preferred the city-wide approach (70%). Eighteen percent (18%) of respondents preferred the individual-district approach and the remaining 12% were unsure or unwilling to state their opinion.



CONCLUSIONS

As noted in the *Introduction*, this study was designed to provide the City of La Palma with a statistically reliable understanding of its residents' opinions, satisfaction, and priorities as they relate to services and facilities 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 performance management, strategic planning, establishing budget priorities, and community engagement. Whereas subsequent sections of this report are devoted to conveying the detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the 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 La Palma residents?

La Palma residents are generally quite satisfied with the City's efforts to provide municipal services and facilities, as well as the quality of life in the City.

Nearly nine-in-ten residents (86%) indicated they were satisfied with the City's overall efforts to provide municipal services, whereas just 9% were dissatisfied and the remaining 5% were unsure or did not provide a response. 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 fire protection and emergency medical services, provide police services, maintain city streets and roads, provide school safety programs, and maintain parks and recreation areas (see *Specific Services* on page 15). For all but three of the seventeen service areas tested, the City is meeting or exceeding the needs and expectations of at least three-quarters of its residents—and for the majority of services the City is meeting the needs of at least 85% of residents (see *Performance Needs & Priorities* on page 18).

The City's performance in providing municipal services has also contributed to a high quality of life for residents. The vast majority of residents surveyed (91%) rated the quality of life in La Palma as excellent or good. This sentiment was also widespread, with the percentage who rated the quality of life as excellent or good exceeding 80% across *all* age groups, *all* ethnic groups, and for both new and long-time residents (see *Quality of Life* on page 9).

Additional indicators of a well-managed city meeting its residents' needs were that more than nine-in-ten residents who had interacted with La Palma staff in the 12 months prior to the survey rated staff as accessible (97%), professional (95%), and helpful (94%). And, when asked what the city government could do to improve the quality of life in the City, more

Where should the City focus its efforts in the future?

than one-third of residents responded with a shrug of the shoulders (not sure) or by stating that no changes are needed—everything is fine.

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, improve facilities, 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 regard.

Considering respondents' verbatim answers regarding what they most want to preserve about La Palma in the future (see *What Do You Like Most About Living in La Palma?* on page 10), what city government could do to make La Palma a better place to live (see *What Should Be Changed?* on page 11), the list of services and their respective priority status for future attention (see *Performance Needs & Priorities* on page 18), and the manner in which residents prioritize among potential funding areas (see *Funding Priorities* on page 28), the theme of promoting economic development was by far the most prevalent, followed by second-tier priorities that included addressing homelessness, improving public safety, and managing growth and development.

The topic of promoting economic development is worth unpacking, as La Palma residents expressed an extraordinary level of support for various initiatives in this area—including attracting businesses and good-paying jobs to the City, working with property owners to revitalize older/outdated commercial centers, and improving shopping and dining opportunities (with the emphasis on the latter). Indeed, despite their interest in managing growth and development, the majority of La Palma residents nevertheless saw a need for more movie theaters, restaurants, entertainment options for adults, small boutique retail stores, and entertainment options for kids.

Having identified the above themes as areas of focus for residents and potential opportunities to further enhance resident satisfaction, it is also important to stress that the City should not oversteer when addressing these areas. Indeed, the primary takeaway from this study is that the City does many things very well, and the emphasis should be on continuing to perform at that high level in those areas. The vast majority of residents were pleased with the City's efforts to provide services, programs, and facilities 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 La Palma residents, and what are some of the main challenges?

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

Against this backdrop of declining satisfaction with public agency communications *in general*, the survey results indicate the City of La Palma is doing an admirable job communicating with its residents. Close to nine-in-ten respondents (87%) said they were satisfied with the City's efforts to communicate through newsletters, the Internet, local media, and other means. Even among the minority of residents who were displeased with the City's *overall* performance in providing municipal services, almost eight-in-ten (79%) nevertheless indicated satisfaction with the City's *communication* efforts.

Looking to the future, there are a variety of communication methods that residents generally viewed as being effective ways for the City to communicate with them (see *Communication Preferences* on page 34). Although there is cost-savings to be had from relying *exclusively* on electronic communication channels, it is not a recommended practice, as research has shown that it will reduce readership and substantially lower residents' overall satisfaction with an agency's communication efforts. It also has a tendency to skew an agency's communication performance away from demographic subgroups that prefer traditional printed media. To the extent that the City can balance digital channels with traditional paper-based information sources like postcards and newsletters, it will optimize city-resident communication.

QUALITY OF LIFE

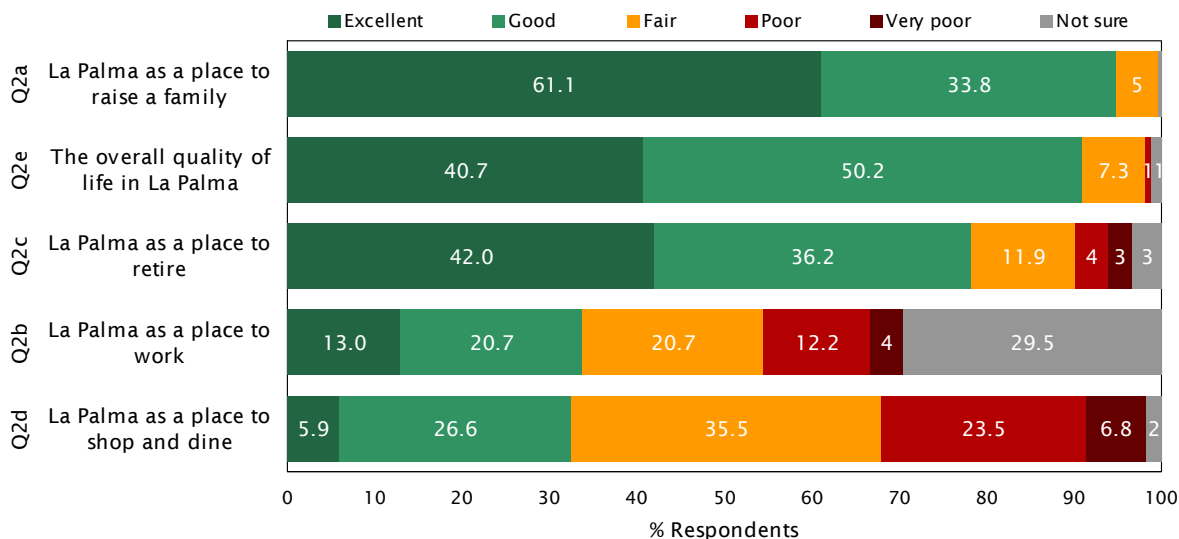
The opening series of questions in the survey was designed to assess residents' top-of-mind perceptions about the quality of life in La Palma, what they would most like to preserve about the City, as well as ways to improve the quality of life in La Palma.

OVERALL QUALITY OF LIFE At the outset of the interview, respondents were asked to rate the City of La Palma 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 shared generally favorable opinions of La Palma on most aspects tested, with the most positive ratings provided for La Palma as a place to raise a family (95% excellent or good) and the overall quality of life in the City (91%). Although still positive, residents provided somewhat softer ratings for La Palma as a place to retire (78%).

At the other end of the spectrum, just over one-third (34%) of residents surveyed provided an excellent or good rating for La Palma as a place to work, although 30% held no opinion or did not provide a rating. Responses for La Palma as a place to shop and dine were close to evenly split between favorable (33% excellent and good), neutral (36% fair), and unfavorable (30% poor or very poor).

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

FIGURE 1 RATING CITY OF LA PALMA



Tables 1 and 2 on the next page show how the ratings for each dimension tested in Question 2 varied by years in La Palma, ethnicity, age, and overall satisfaction with the City's performance. The numbers shown in the table identify the percentage of respondents in each subgroup that rated a dimension as excellent or good. Perceptions of the overall quality of life in La Palma and La Palma as a place to raise a family were quite positive among all subgroups, with ratings ranging from 80% to 97%. The highest ratings for these two dimensions were reported among resi-

dents who have lived in the City for 15 or more years, respondents 45 to 54 years of age or 65 years and older, and Asian American (place to raise a family) or Other/Mixed residents (overall quality of life).

Respondents who have lived in La Palma less than five years were the least likely to provide a favorable rating to La Palma as a place to retire, whereas those 65 years and older provided the highest rating among all subgroups for this item. Those who have lived in the City five to nine years provided higher than average ratings to La Palma as a place to work, whereas residents who identified their ethnicity as Other/Mixed and those 45 to 54 years of age provided lower than average ratings for this dimension.

Other/Mixed residents, those living in the City 15 years or more, and respondents 45 to 54 years of age provided the lowest ratings to La Palma as a place to shop and dine, whereas residents 65 years and older were the most likely to rate shopping and dining as excellent or good.

Residents satisfied with the City’s overall performance provided much more favorable ratings to each statement than dissatisfied residents, with the largest gaps evidenced for La Palma as a place to shop and dine (35% vs. 3%) and work (35% vs. 14%).

TABLE 1 RATING CITY OF LA PALMA BY YEARS IN LA PALMA & ETHNICITY (SHOWING % EXCELLENT + GOOD)

	Years in La Palma (Q1)				Ethnicity (QD7)			
	Less than 5	5 to 9	10 to 14	15 or longer	Caucasian / White	Latino / Hispanic	Asian American	Other / Mixed
La Palma as a place to raise a family	90.2	95.5	89.7	98.0	92.9	94.5	97.3	90.9
The overall quality of life in La Palma	84.1	90.1	85.4	95.4	91.4	89.1	91.2	97.3
La Palma as a place to retire	66.3	77.3	80.9	83.0	73.8	82.9	80.5	77.7
La Palma as a place to work	32.2	40.8	29.5	31.7	38.2	38.5	33.4	27.7
La Palma as a place to shop and dine	38.6	38.5	36.1	26.9	32.3	30.8	38.1	15.1

TABLE 2 RATING CITY OF LA PALMA BY AGE & OVERALL SATISFACTION (SHOWING % EXCELLENT + GOOD)

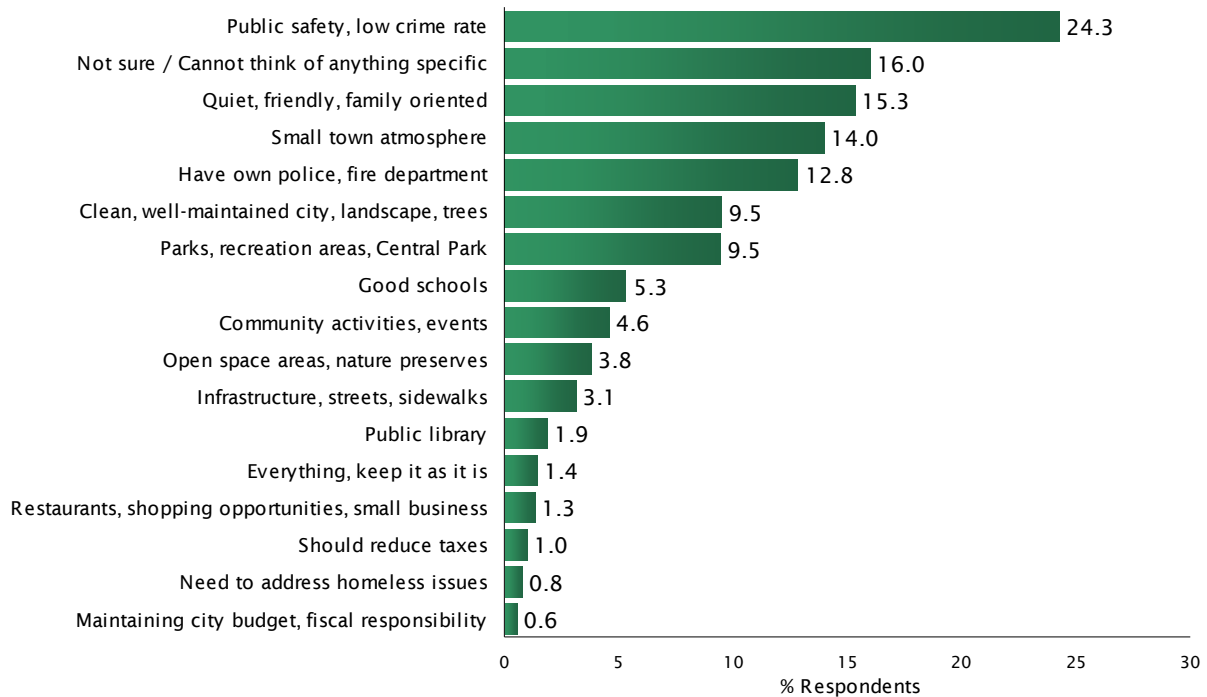
	Age (QD1)					Overall Satisfaction (Q5)	
	Under 35	35 to 44	45 to 54	55 to 64	65 or older	Satisfied	Dissatisfied
La Palma as a place to raise a family	94.1	93.0	97.5	94.0	95.3	96.1	80.2
The overall quality of life in La Palma	83.4	91.6	95.2	92.4	95.3	93.4	80.3
La Palma as a place to retire	80.6	72.8	73.4	71.9	86.9	79.9	65.7
La Palma as a place to work	36.9	30.0	26.0	38.1	32.8	35.1	14.0
La Palma as a place to shop and dine	31.6	28.8	21.4	34.6	43.8	35.4	2.7

WHAT DO YOU LIKE MOST ABOUT LIVING IN LA PALMA? The next question in this series asked residents to identify what they like most about living in the City of La Palma that city government should make sure to preserve in the future. Question 3 was posed in an open-ended manner, thereby 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 2 on the next page.

La Palma residents were most apt to cite public safety/low crime rate (24%) as what they like most about living in the City of La Palma and would like to preserve, followed by La Palma being a quiet/friendly/family oriented city (15%), its small town atmosphere (14%), and that the City has its own police and fire departments (13%). Other specific attributes that were mentioned by at least 9% of respondents included the clean, well-maintained city/landscape/trees (10%) and parks/recreation areas (10%). Sixteen percent (16%) of residents could not think of anything specific when asked what they like most about La Palma that should be preserved in the future.

Question 3 *What do you like most about La Palma that the city government should make sure to preserve in the future?*

FIGURE 2 LIKE MOST ABOUT CITY OF LA PALMA

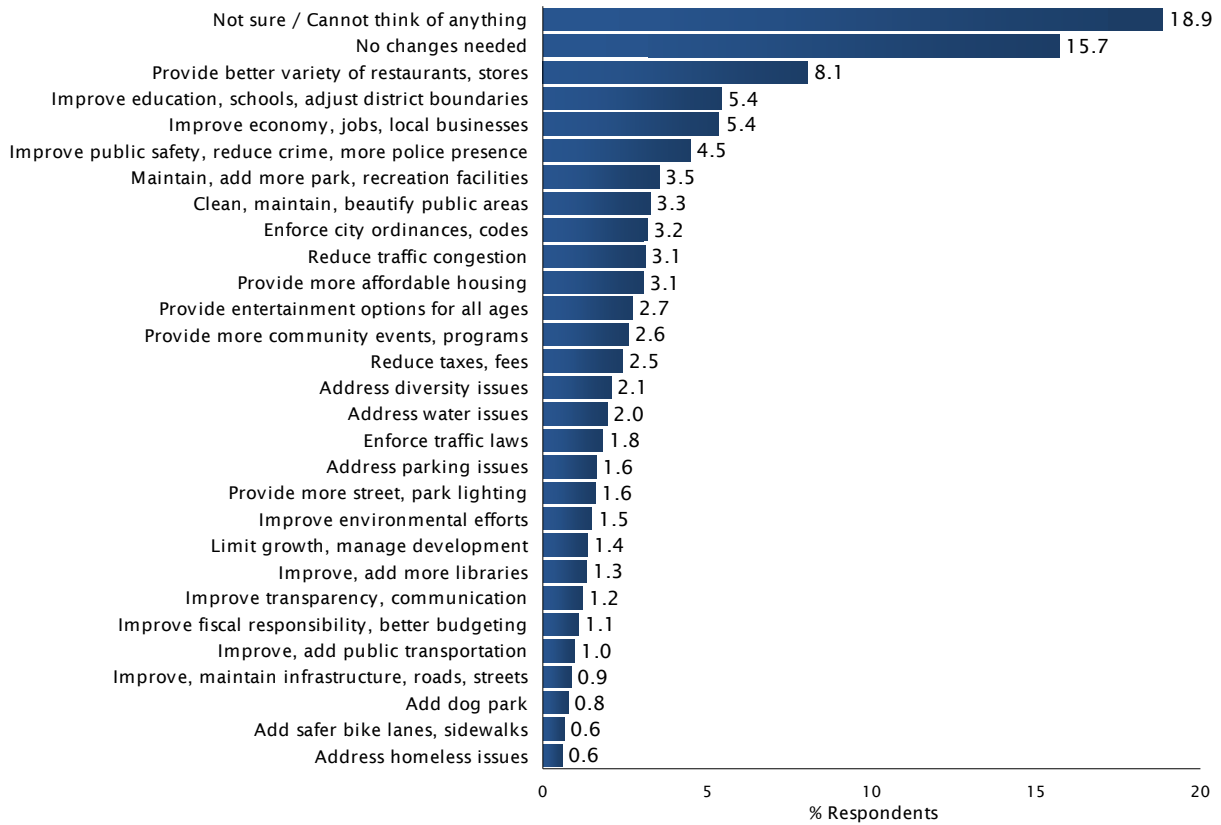


WHAT SHOULD BE CHANGED? In an open-ended manner similar to that described above for Question 3, all respondents were also asked to indicate the one thing that city government could *change* to make La Palma a better place to live. True North reviewed the verbatim responses to Question 4 and grouped them into the categories shown in Figure 3 on the next page.

More than one-third of respondents (35%) could not think of any desired changes (19%) or reported that no changes are needed (16%), both of which are indicative of a respondent who does not perceive any pressing issues or problems in the City. Among specific changes desired, the most common were providing a better variety of restaurants and stores (8%), improving education/schools/district boundaries (5%), and improving the economy/jobs/local businesses (5%). Each of the other changes were mentioned by no more than five percent of respondents.

Question 4 *If the city government could change one thing to make La Palma a better place to live, what change would you like to see?*

FIGURE 3 CHANGES TO IMPROVE CITY OF LA PALMA



CITY SERVICES

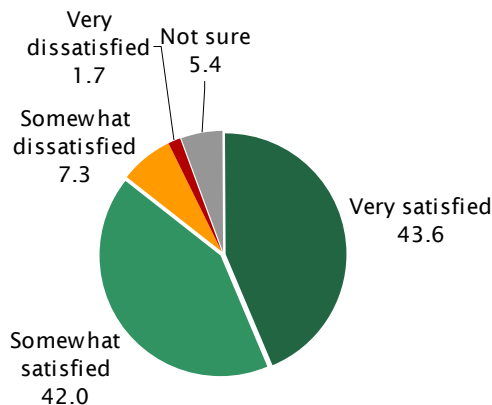
After measuring respondents' perceptions of the quality of life in La Palma, the survey next turned to assessing their opinions about the City's performance in providing various municipal services.

OVERALL SATISFACTION The first question in this series asked respondents to indicate if, overall, they were satisfied or dissatisfied with the job the City of La Palma 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, the vast majority (86%) of La Palma residents indicated they were either very (44%) or somewhat (42%) satisfied with the City's efforts to provide municipal services. Approximately 9% were very or somewhat dissatisfied, whereas 5% were unsure or unwilling to share their opinion.

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

FIGURE 4 OVERALL SATISFACTION



The next three figures display how residents' opinions about the City's overall performance in providing municipal services varied by years in La Palma, age, ethnicity, home ownership status, presence of a child in the household, employment status, dog in the household, and gender. The most striking pattern in the figures is that the high levels of satisfaction exhibited by respondents as a whole (see Figure 4 above) were generally echoed across resident subgroups, with satisfaction ranging from a low of 76% to a high of 95%.

FIGURE 5 OVERALL SATISFACTION BY YEARS IN LA PALMA & AGE

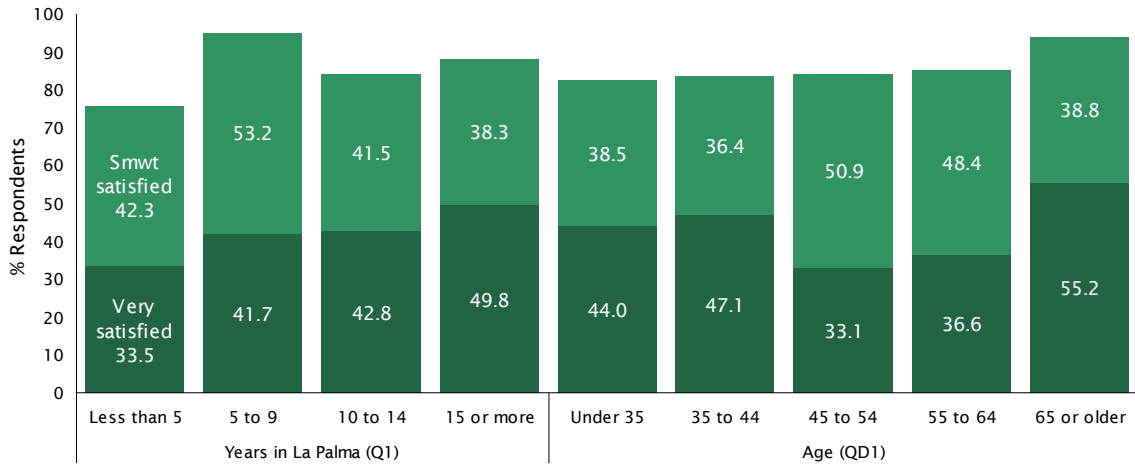
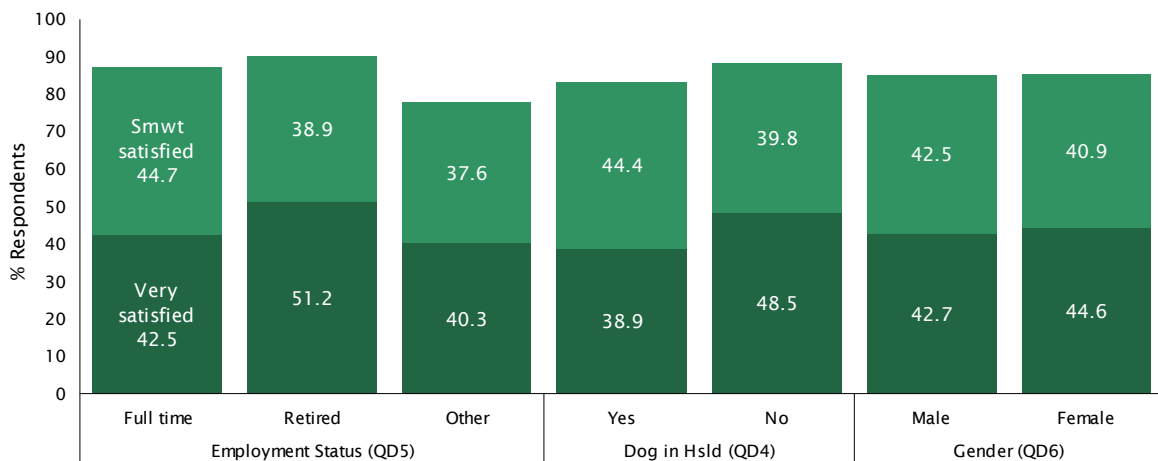


FIGURE 6 OVERALL SATISFACTION BY ETHNICITY, HOME OWNERSHIP STATUS & CHILD IN HSLD



FIGURE 7 OVERALL SATISFACTION BY EMPLOYMENT STATUS, DOG IN HSLD & GENDER



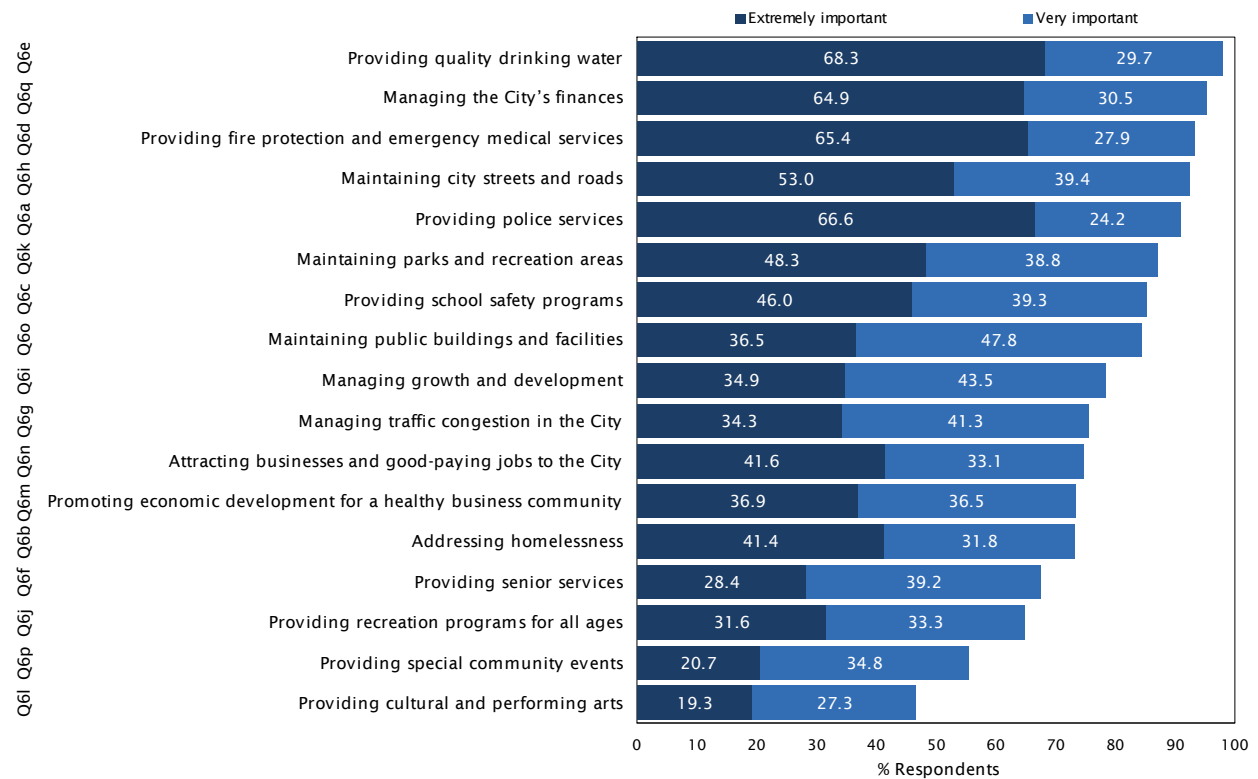
SPECIFIC SERVICES Whereas Question 5 addressed the City’s *overall* performance, the next series of questions asked respondents to rate the importance of *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents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

Figure 8 presents the services in rank order of importance according to the proportion of respondents who rated a service as *at least* very important. In general, La Palma residents rated public safety, public works, public utilities, and fiscal responsibility as the most important service areas. More specifically, providing quality drinking water (98% extremely or very important), managing the City’s finances (95%), providing fire protection and emergency medical services (93%), maintaining city streets and roads (92%), and providing police services (91%) received the highest importance ratings from residents.

At the other end of the spectrum, providing cultural and performing arts (47%) and special community events (56%) were viewed as less important.

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

FIGURE 8 IMPORTANCE OF SERVICES



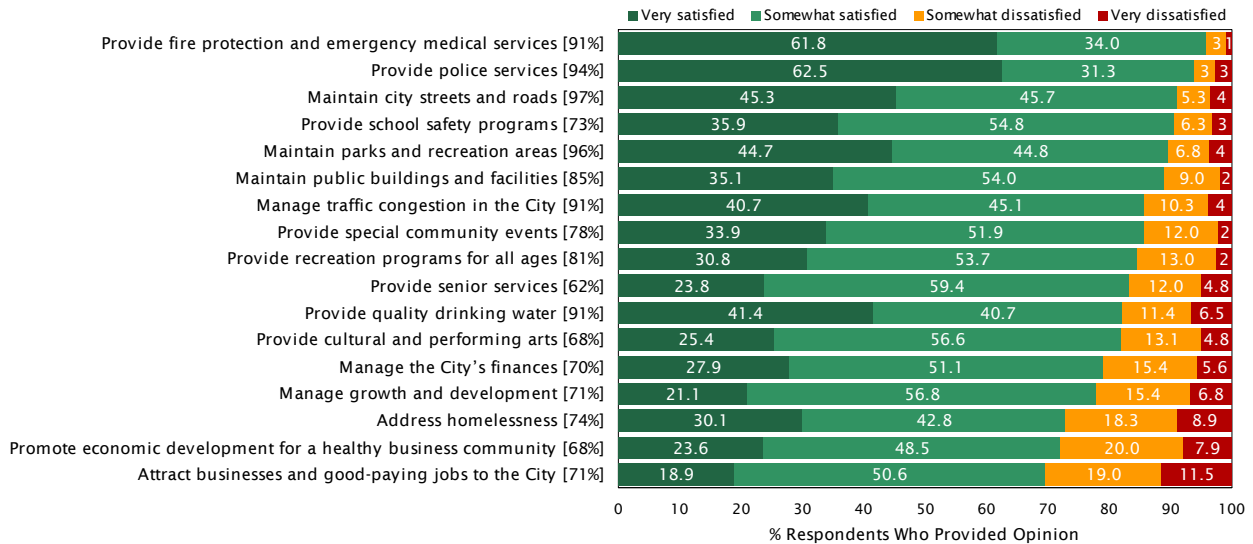
Turning to the satisfaction component, Figure 9 sorts the same list of services according to the percentage of respondents who indicated they were either very or somewhat satisfied with the City’s efforts to provide the service. For comparison purposes between the services, only respondents who held an opinion (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 fire protection and emergency medical services (96% very or somewhat satisfied), followed by provide police services (94%), maintain city streets and roads (91%), provide school safety programs (91%), and maintain parks and recreation areas (90%).

Although still positive, respondents were somewhat less satisfied with the City’s efforts to attract businesses and good-paying jobs to the City (70%), promote economic development for a healthy business community (72%), and address homelessness (73%).

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

FIGURE 9 SATISFACTION WITH SERVICES



DIFFERENTIATORS OF OPINION For the interested reader, Table 3 on the next page displays how the level of satisfaction with each specific service tested in Question 7 varied according to residents’ overall performance ratings for the City (see *Overall Satisfaction* on page 13). 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 7 (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 to their counterparts, those who were 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 7. That said, the greatest specific differentiators of opinion between satisfied and dissatisfied residents were found with respect to the City’s efforts to manage the City’s finances, manage growth and development, manage traffic congestion in the City, promote economic development for a healthy business community, and provide recreation programs for all ages.

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 fire protection and emergency medical services, provide police services, maintain parks and recreation areas, provide school safety programs, and address homelessness.

TABLE 3 SATISFACTION WITH SERVICES BY OVERALL SATISFACTION WITH CITY

	Satisfaction With City's Overall Performance (Q5)		Difference Between Groups For Each Service	
	Very or somewhat satisfied	Very or somewhat dissatisfied		
% Respondents Satisfied With Each Service	Manage the City's finances	84.2	27.6	56.6
	Manage growth and development	81.9	39.5	42.5
	Manage traffic congestion in the City	89.1	53.5	35.6
	Promote economic development for a healthy business community	74.9	39.4	35.5
	Provide recreation programs for all ages	88.1	53.0	35.1
	Provide senior services	86.1	52.4	33.7
	Provide cultural and performing arts	84.3	52.6	31.8
	Attract businesses and good-paying jobs to the City	71.9	41.1	30.8
	Maintain public buildings and facilities	93.6	65.3	28.3
	Provide special community events	87.7	59.5	28.1
	Maintain city streets and roads	93.1	65.0	28.1
	Provide quality drinking water	83.9	55.9	28.1
	Address homelessness	74.4	50.2	24.3
	Provide school safety programs	92.3	69.0	23.3
	Maintain parks and recreation areas	91.1	68.3	22.8
	Provide police services	95.4	76.2	19.2
	Provide fire protection and emergency medical services	96.6	85.6	10.9



PERFORMANCE NEEDS & PRIORITIES

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

Rather than rely on *averages* to conduct this analysis, True North has developed an *individualized* approach to identifying priorities. This approach is built on the recognition that opinions will vary from resident to resident and that understanding this variation is required for assessing how well the City is meeting residents' needs.³ Table 4 on the next page presents a grid based on the importance and satisfaction scales. The horizontal axis corresponds to the four *importance* options, and the vertical scale corresponds to the four *satisfaction* options. The 16 cells within the grid are grouped into one of six categories based on how well the City is meeting, or not meeting, a resident's needs for a particular service. The six groups are as follows:

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

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

TABLE 4 RESIDENT SERVICE NEEDS & PRIORITIES MATRIX

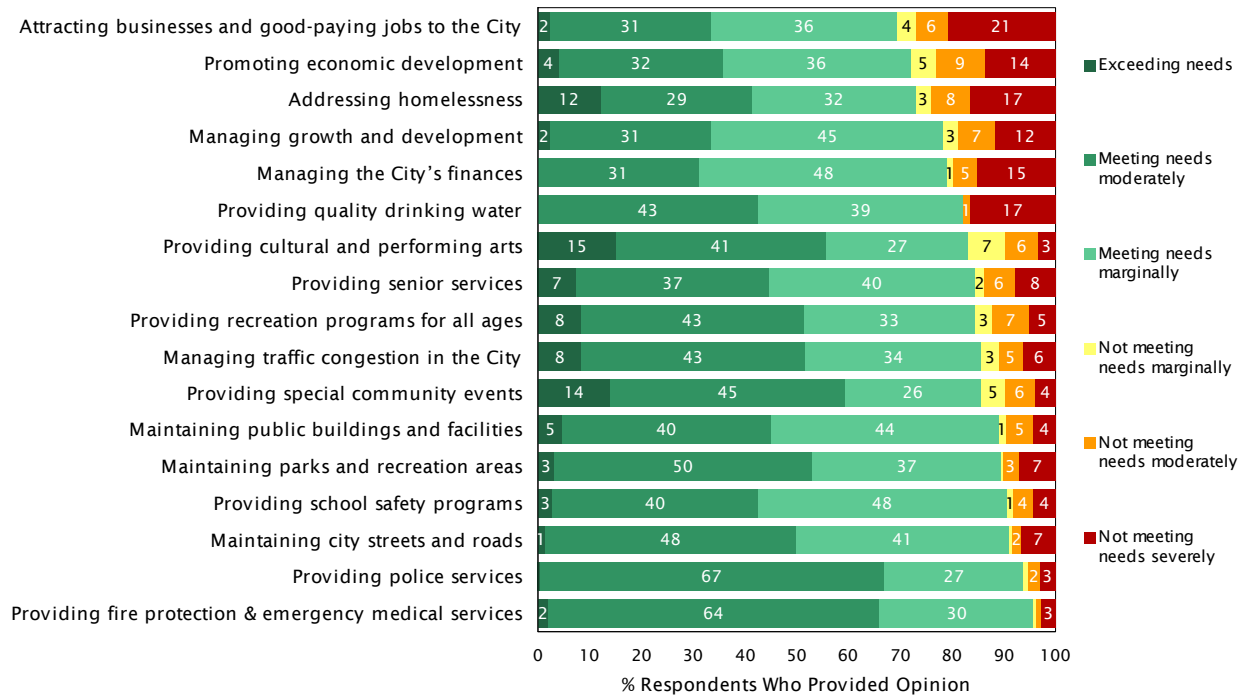
		Importance			
		Not at all important	Somewhat important	Very important	Extremely important
Satisfaction	Very satisfied	Exceeding needs	Exceeding needs	Meeting needs, moderately	Meeting needs, moderately
	Somewhat satisfied	Exceeding needs	Meeting needs, moderately	Meeting needs, marginally	Meeting needs,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

Using this framework, True North categorized respondents individually for each of the 17 services tested in the study. Thus, for example, a respondent who indicated that attracting businesses and good-paying jobs to the City was somewhat important and they were very satisfied with the City’s efforts in this service area would be categorized in the *exceeding needs* group for this service. The same respondent may be grouped in the *marginally not meeting needs* group for another service (e.g., promoting economic development for a healthy business community) if they were somewhat dissatisfied with the City’s efforts to provide the service, but the service was viewed as only somewhat important.

Figure 10 presents the 17 services tested, along with the percentage of respondents who were grouped into each of the six possible categories. For ease of interpretation, the color-coding in Figure 10 is consistent with that presented in Table 4. Thus, for example, in the service area of attracting businesses and good-paying jobs to the City, the City is exceeding the needs of 2% of respondents, moderately meeting the needs of 31% of respondents, marginally meeting the needs of 36% of respondents, marginally not meeting the needs of 4% of respondents, moderately not meeting the needs of 6% of respondents, and severely not meeting the needs of 21% of respondents.

As shown in the figure, the City is meeting the needs of at least three-quarters of residents for 14 of the 17 services tested. Operating from the management philosophy that, all other things being equal, the City should focus on improving those services that have the highest percentage of residents for which the City is currently *not* meeting their needs, the services have been sorted by order of priority. Thus, attracting businesses and good-paying jobs to the City is the top priority, followed by promoting economic development for a healthy business community and addressing homelessness.

FIGURE 10 RESIDENT SERVICE NEEDS



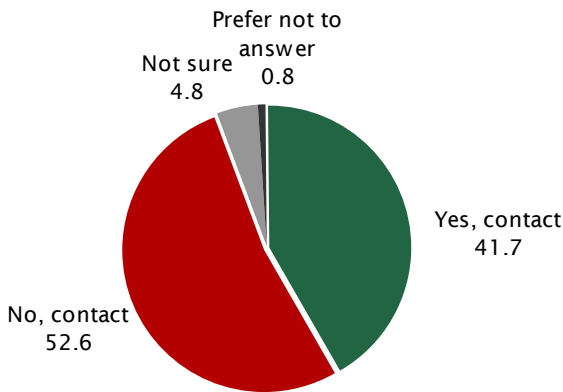
CUSTOMER SERVICE

In many ways, city staff are the face of the organization. When residents have an issue they need addressed, a question answered, or simply require assistance on a city-related manner, it is typically staff that handles these interactions. Accordingly, the survey included questions to gauge the frequency of staff interaction with residents, as well as profile staff's accessibility, helpfulness, and professionalism.

CONTACT WITH CITY STAFF Residents were first asked if they had been in contact with City of La Palma staff in the past 12 months. Figure 11 provides the findings of this question and shows that 42% of residents indicated they had contact with city staff in the year prior to the interview.

Question 8 *In the past 12 months, have you been in contact with staff from the City of La Palma?*

FIGURE 11 CONTACT WITH CITY STAFF IN PAST 12 MOS



Figures 12 to 14 show how contact with city staff in the past 12 months differed across a variety of resident subgroups. Interaction with city staff was most commonly reported by residents who have lived in the City 15 or more years, residents at least 65 years of age, Caucasian/White respondents, retirees, and residents who are very attentive to the issues, decisions, and activities of city government.

FIGURE 12 CONTACT WITH CITY STAFF IN PAST 12 MOS BY YEARS IN LA PALMA & AGE

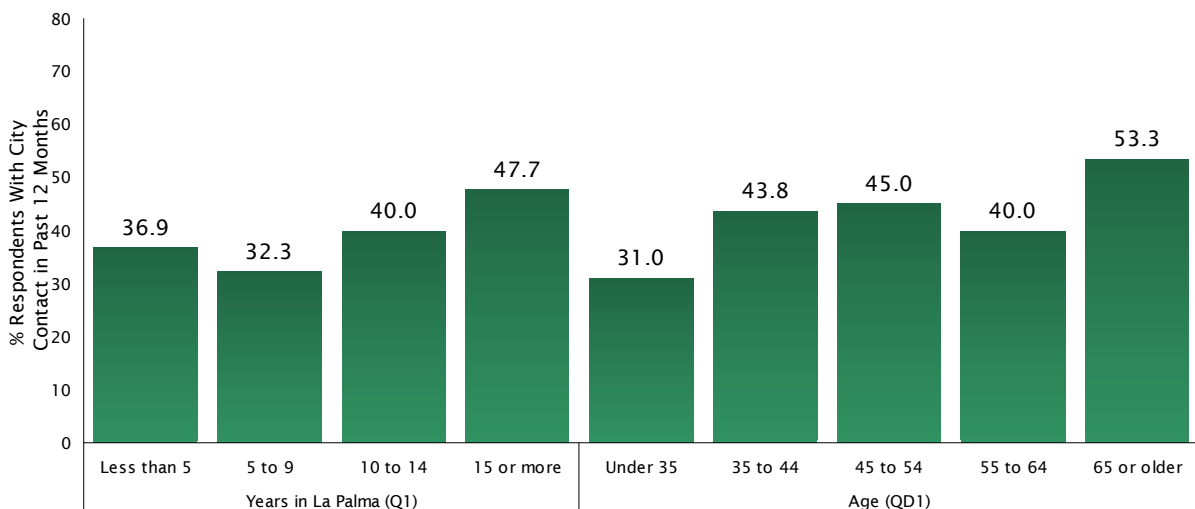


FIGURE 13 CONTACT WITH CITY STAFF IN PAST 12 MOS BY ETHNICITY, HOME OWNERSHIP STATUS & CHILD IN HSLD

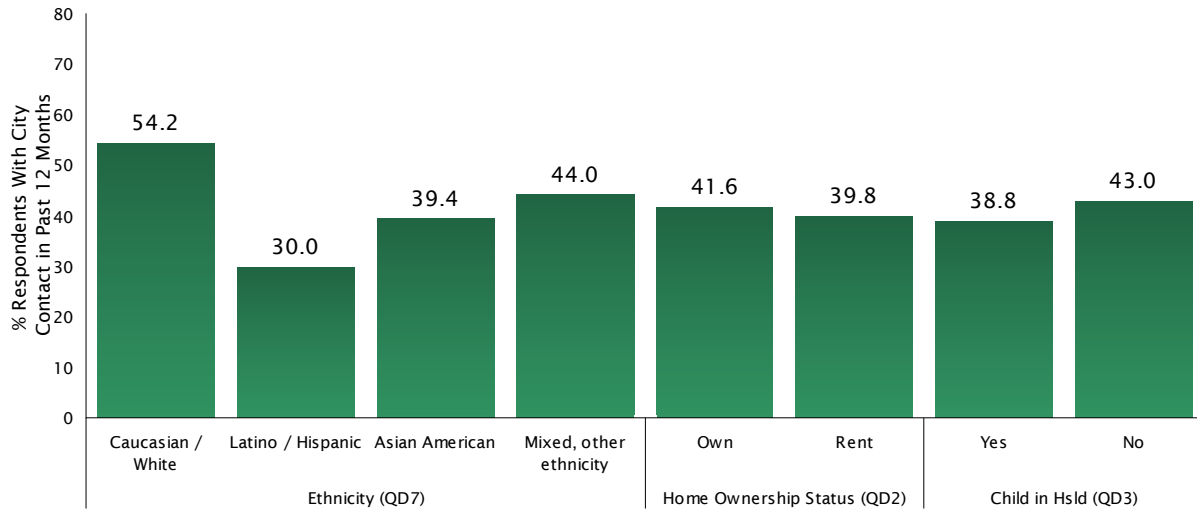
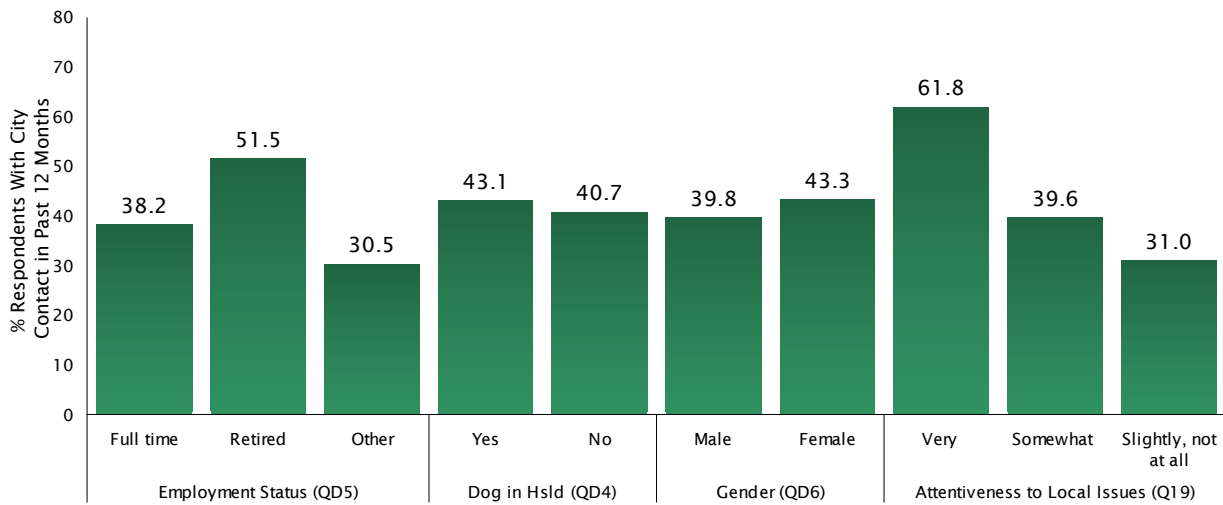


FIGURE 14 CONTACT WITH CITY STAFF IN PAST 12 MOS BY EMPLOYMENT STATUS, DOG IN HSLD, GENDER & ATTENTIVENESS TO LOCAL ISSUES



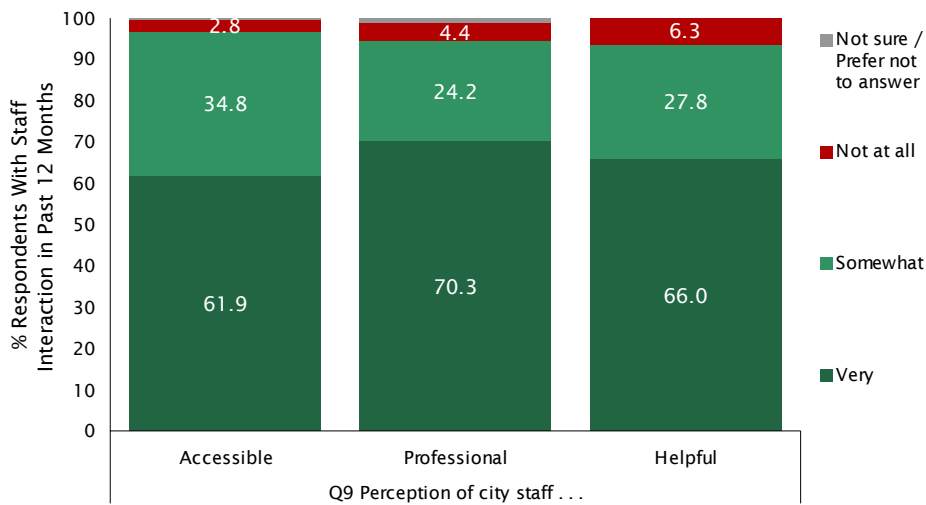
ASSESSMENT OF CITY STAFF The final question in this section asked residents with recent city staff contact to rate staff on three dimensions: accessibility, professionalism, and helpfulness. Respondents provided high ratings for staff across all three dimensions (see Figure 15), with more than nine-in-ten residents indicating that La Palma staff are accessible (97%), professional (95%), and helpful (94%).

The small percentage of respondents who rated city staff as not at all accessible, professional, or helpful (8 total respondents, 6% of respondents who had contacted city staff in the past year, 2% of all residents), were asked to reveal why they were displeased with the customer service they received. Responses varied and included items such as having to repeatedly report the same issue, not having their question answered by the first person they spoke with, and critiques of specific staff members or departments.

Question 9 *In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____.* Read one item at a time, continue until all items are read.

Question 10 *Thinking of when you weren't pleased with the customer service you received, can you briefly describe the issue you contacted the City about?*

FIGURE 15 OPINION OF STAFF



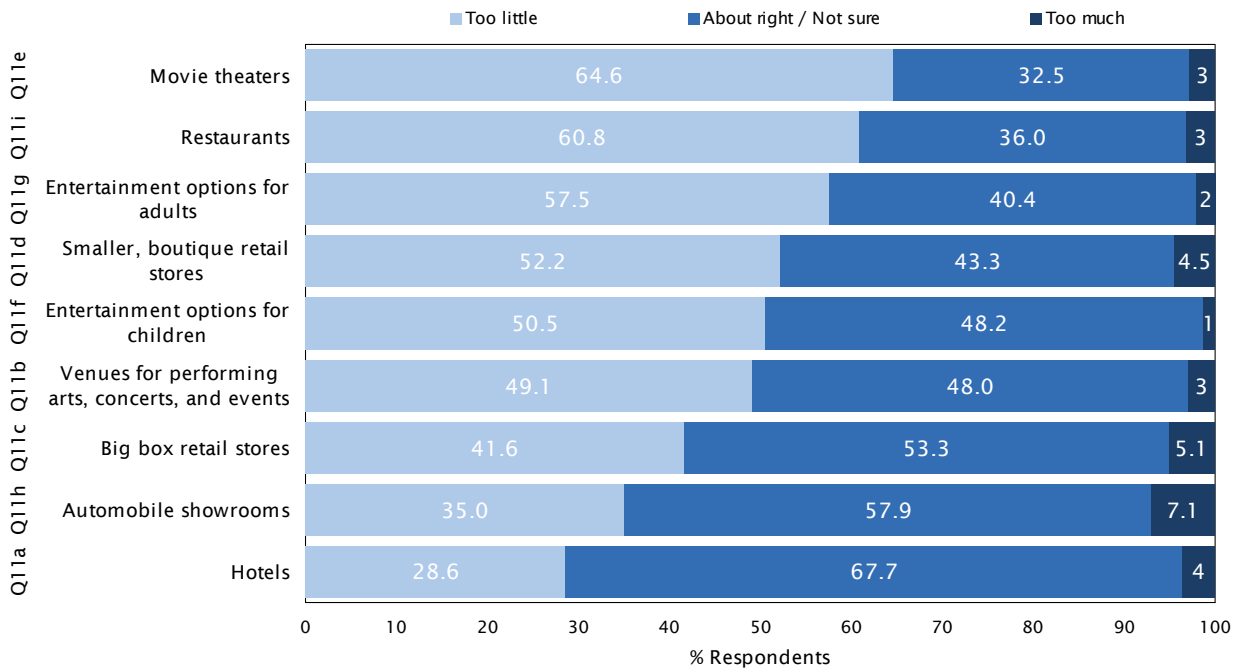
ECONOMIC DEVELOPMENT

One of the challenges for any city is to create sustainable economic development initiatives that will support the tax base required for current and future needs. Naturally, the success and sustainability of future retail economic initiatives will depend in part on the preferences of La Palma residents. Businesses that meet these preferences will thrive, whereas those that do not will not succeed. Accordingly, the survey included questions designed to assess residents' perceptions about potential redevelopment of run-down commercial properties in the City, including an assessment of the amount of current types of development and residents' desire for new shopping, dining, and entertainment opportunities.

DEVELOPMENT TYPES After explaining to respondents that there are several older, run-down commercial properties that need to be revitalized, Question 11 asked respondents to identify the types of businesses they think are needed in La Palma. For each of the types of businesses shown on the left of Figure 16, respondents were simply asked if they felt there is currently too much, about the right amount, or too little in La Palma.

Question 11 *There are several older, run-down commercial properties in the City that need to be revitalized. Redeveloping these properties would attract new types of businesses and improve the local economy. We're interested in the types of businesses you think are needed in La Palma. As I read the following types of businesses and amenities, please tell me whether you feel there is currently too much, about the right amount, or too little of this type of business or amenity in the City of La Palma.*

FIGURE 16 OPINION OF DEVELOPMENT OF PROPERTIES IN CITY



As expected, residents expressed quite different opinions depending on the type of development. At the top of the figure, 65% of residents indicated that there are currently too few movie theaters, compared with 33% who said the number is about right or were unsure, and just 3% who said there are too many. The majority of residents also desired more restaurants (61%), entertainment options for adults (58%), and smaller, boutique stores (52%). Responses were close to evenly split between *too little* and *about the right amount* for entertainment options for children (51% too little and 48% about right/not sure) and venues for performing arts, concerts, and events (49% vs. 48%). The predominant opinion for all other development types was that the current amount is about right.

Tables 5 and 6 display the percentage of residents who felt there is currently too little of each development type in La Palma by length of residence, ratings of La Palma as a place to shop and dine, respondent age, and presence of a child in the household (with the top three responses in each subgroup highlighted green). Each subgroup was in line with the overall results for at least two of the three top development types needed (movie theaters, restaurants, entertainment options for adults). Smaller, boutique retail stores was in the top three among those who have lived in La Palma 10 to 14 years, residents who provided an excellent or good rating to La Palma as a place to shop and dine, and residents 45 to 54 years of age. Entertainment options for children was placed in the top three by newer residents (less than 5 years), those 35 to 44 years or 55 to 64 years of age, and residents with a child in their household. Venues for performing arts, concerts, and events was placed in the top three by respondents who have lived in the City five to nine years.

TABLE 5 OPINION OF DEVELOPMENT OF PROPERTIES IN CITY BY YEARS IN LA PALMA & LA PALMA AS A PLACE TO SHOP & DINE (SHOWING % TOO LITTLE)

	Years in La Palma (Q1)				La Palma as a Place to Shop & Dine (Q2d)		
	Less than 5	5 to 9	10 to 14	15 or longer	Favorable	Neutral	Unfavorable
Movie theaters	67.4	84.4	61.4	56.9	58.6	62.5	62.5
Restaurants	57.8	65.0	56.3	61.6	33.8	63.1	63.1
Entertainment options for adults	60.2	58.7	47.9	58.7	52.3	54.8	54.8
Smaller, boutique retail stores	53.6	53.1	55.3	49.9	53.8	43.3	43.3
Entertainment options for children	58.1	55.9	46.7	45.4	40.2	53.6	53.6
Venues for performing arts, concerts, and events	48.0	72.3	36.0	44.2	49.2	46.0	46.0
Big box retail stores	38.2	44.9	52.0	38.4	26.5	44.5	44.5
Automobile showrooms	30.6	42.9	40.8	31.7	36.3	32.6	32.6
Hotels	24.3	35.5	28.6	27.1	27.5	27.4	27.4

TABLE 6 OPINION OF DEVELOPMENT OF PROPERTIES IN CITY BY AGE & CHILD IN HSLD (SHOWING % TOO LITTLE)

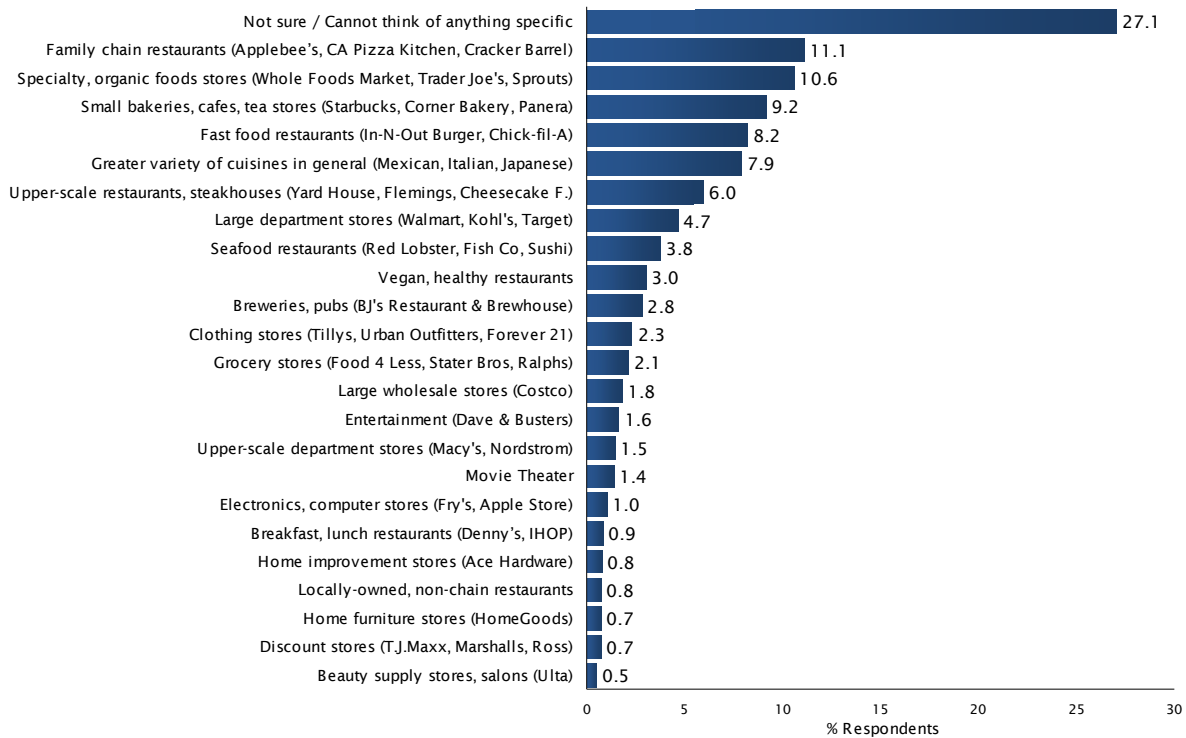
	Age (QD1)					Child in HslD (QD3)	
	Under 35	35 to 44	45 to 54	55 to 64	65 or older	Yes	No
Movie theaters	81.6	62.0	62.3	52.3	54.0	70.2	61.8
Restaurants	62.8	70.7	72.1	56.6	48.0	72.4	53.9
Entertainment options for adults	68.3	68.7	55.8	47.5	43.4	59.8	55.4
Smaller, boutique retail stores	61.6	54.7	56.0	47.5	38.6	56.5	48.1
Entertainment options for children	56.1	63.0	54.2	49.2	29.6	69.0	38.3
Venues for performing arts, concerts, and events	61.3	53.8	49.4	38.2	37.2	51.3	48.2
Big box retail stores	50.0	45.1	40.5	34.9	35.9	51.8	35.0
Automobile showrooms	47.3	35.0	29.0	32.9	25.7	34.9	36.5
Hotels	41.0	26.6	20.9	28.1	21.5	27.2	29.7

ADDITIONAL STORES & RESTAURANTS Respondents who indicated in Question 11 that there are not enough big box retail stores, smaller boutique retail stores, or restaurants in La Palma were next asked to name the one or two stores or restaurants they were most interested in having located in La Palma. This question was asked in an open-ended manner, allowing respondents to name any business that came to mind without being limited to a list of options. True North later reviewed the verbatim responses and grouped them into the broader categories shown in Figure 17, which also provides examples of each category in parentheses.

Over a quarter of respondents (27%) who felt there are not enough retail stores and restaurants in La Palma could not name anything specific when prompted, and no single store or restaurant type stood out as the most preferred. With that said, family restaurant chains such as Applebee’s, California Pizza Kitchen, and Cracker Barrel and specialty, organic food stores such as Whole Foods, Trader Joe’s, and Sprouts were the most commonly mentioned at 11% each, followed by small bakeries, cafes, and tea stores (9%), fast-food restaurants (8%), and a greater variety of cuisine in general (8%). It is notable that restaurants and specialty food stores occupied the top-six categories, whereas retail stores were less frequently mentioned.

Question 12 *What are the names of one or two stores or restaurants you would most like to have located in La Palma?*

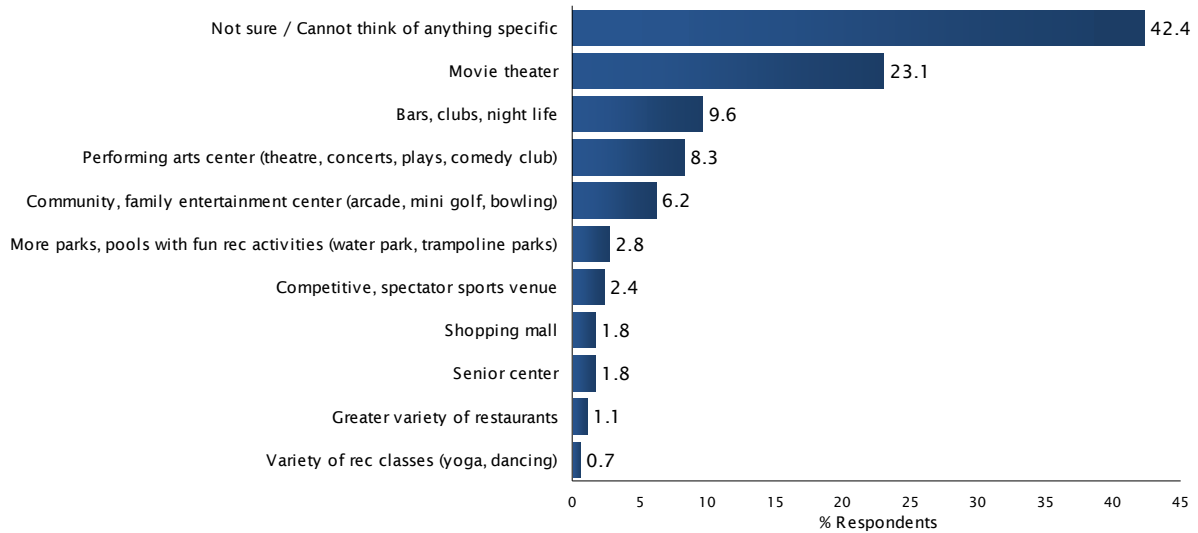
FIGURE 17 ADDITIONAL STORES OR RESTAURANTS DESIRED IN LA PALMA



ADDITIONAL ENTERTAINMENT OPTIONS In an open-ended manner similar to Question 12, respondents who indicated that there are not enough entertainment options for adults or children in Question 11 were asked what specific entertainment options they would like available in the City. The most common response to this question was *Not sure* or *Cannot think of anything specific* (42%). Among the specifics cited, a movie theater topped the list (23%), followed by bars/clubs/night life (10%), a performing arts center (8%), and community/family entertainment center (6%).

Question 13 *Do you have any specific entertainment options that you'd like available in the City of La Palma?*

FIGURE 18 ADDITIONAL ENTERTAINMENT OPTIONS DESIRED IN LA PALMA



FUNDING PRIORITIES

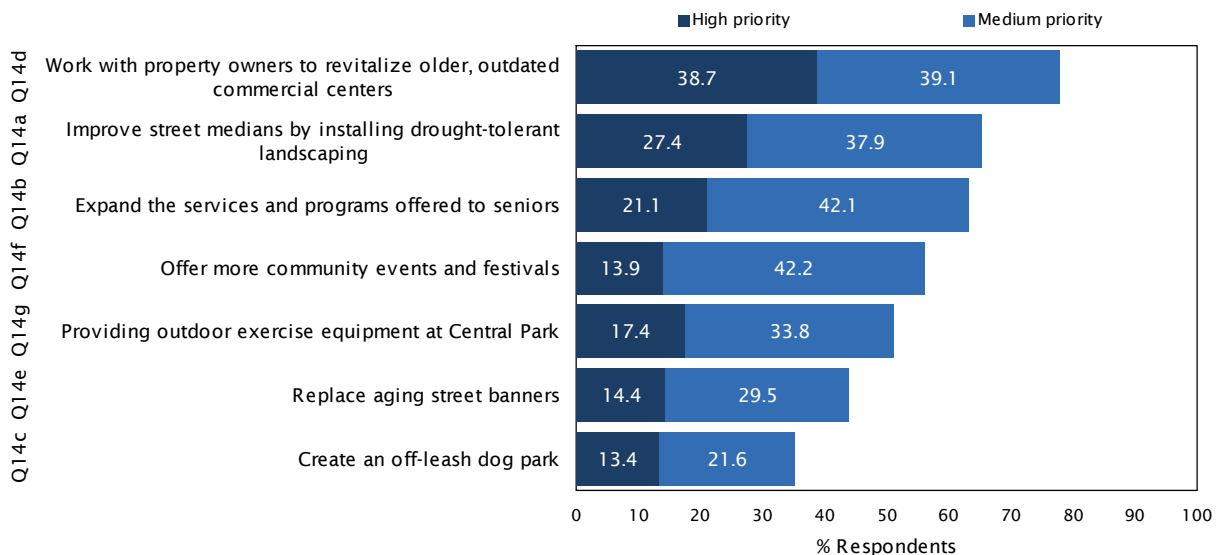
It is often the case that residents’ desires for public facilities, programs, and services exceed a city’s financial resources. In such cases, a city must prioritize projects and services based upon a variety of factors, including the preferences and needs of residents.

Question 14 was designed to provide the City of La Palma with a reliable measure of how residents, as a whole, prioritize a variety of services and projects to which the City could allocate resources in the future. The format of the question was straightforward: after informing respondents that the City does not have the financial resources to fund *all* of the services and projects that may be desired by residents, respondents were asked whether each of seven services or projects should be a high, medium, or low priority for future city spending—or if the City should not spend money on the project at all. To encourage a sense of competition, respondents were instructed that not all of the services and projects could be high priorities.

The services and projects tested have been sorted from high to low based on the percentage of respondents who indicated that an item was *at least* a medium priority for future city spending. Among the services and projects tested, working with property owners to revitalize older, outdated commercial centers was assigned the highest priority (78% high or medium priority), followed by improving street medians by installing drought-tolerant landscaping (65%) and expanding the services and programs offered to seniors (63%).

Question 14 *The City of La Palma has limited financial resources to provide local services and projects desired by residents. Because it can't fund every service and 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 19 FUNDING PRIORITIES



For the interested reader, tables 7 and 8 provide the percentage of respondents who considered a project or service a *high priority* by their length of residence, overall satisfaction with the City’s performance, home ownership status, age, and ethnicity, with the top three priorities within each subgroup highlighted green to aid comparisons.

TABLE 7 FUNDING PRIORITIES BY YEARS IN LA PALMA, OVERALL SATISFACTION & HOME OWNERSHIP STATUS (SHOWING % HIGH PRIORITY)

	Years in La Palma (Q1)				Overall Satisfaction (Q5)		Home Ownership Status (QD2)	
	Less than 5	5 to 9	10 to 14	15 or longer	Satisfied	Dissatisfied	Own	Rent
Work with property owners to revitalize older, outdated commercial centers	45.3	34.4	35.6	38.7	36.4	50.3	42.5	31.2
Improve street medians by installing drought-tolerant landscaping	30.0	23.1	36.5	26.0	25.2	32.9	23.1	37.7
Expand the services and programs offered to seniors	18.3	21.1	39.0	15.6	19.7	23.5	15.9	34.9
Providing outdoor exercise equipment at Central Park	20.0	23.8	28.1	9.8	16.6	13.9	14.0	25.2
Replace aging street banners	16.6	15.7	20.8	10.1	13.7	3.4	13.0	19.3
Offer more community events and festivals	15.6	6.7	22.2	12.6	12.5	25.5	14.8	10.7
Create an off-leash dog park	27.8	9.2	20.3	7.3	11.4	12.7	11.3	17.8

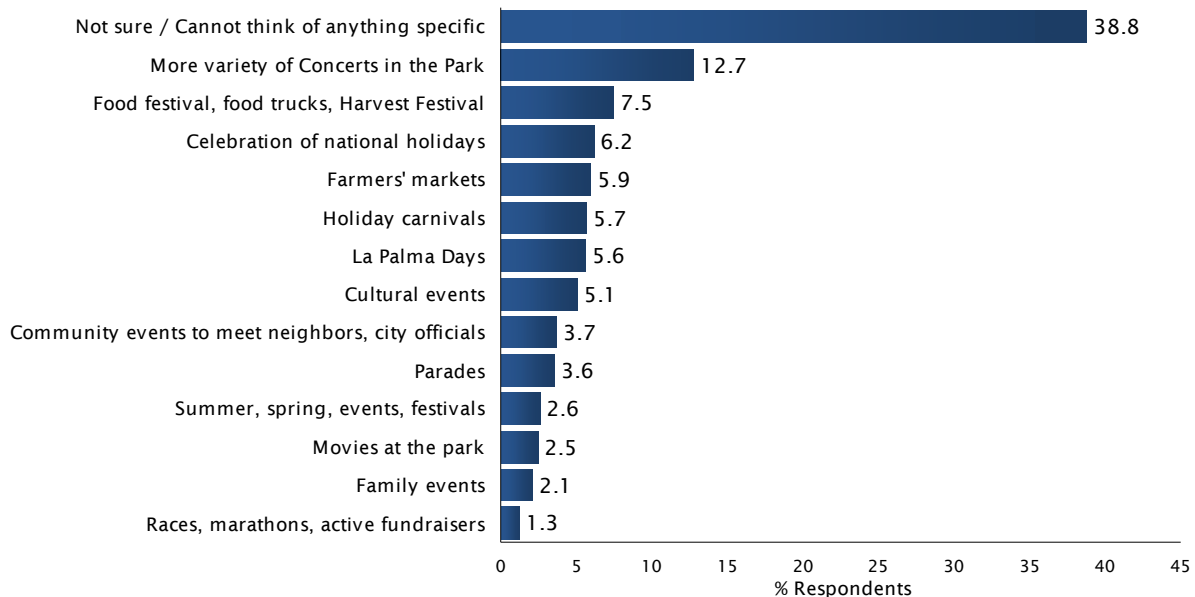
TABLE 8 FUNDING PRIORITIES AGE & ETHNICITY (SHOWING % HIGH PRIORITY)

	Age (QD1)					Ethnicity (QD7)			
	Under 35	35 to 44	45 to 54	55 to 64	65 or older	Caucasian / White	Latino / Hispanic	Asian American	Other / Mixed
Work with property owners to revitalize older, outdated commercial centers	36.0	40.1	53.2	38.7	30.0	29.1	41.7	43.5	44.1
Improve street medians by installing drought-tolerant landscaping	30.2	24.1	35.2	19.8	26.4	23.1	27.7	28.5	30.2
Expand the services and programs offered to seniors	18.1	7.2	23.9	22.9	32.4	20.1	17.7	17.6	39.3
Providing outdoor exercise equipment at Central Park	24.2	18.1	22.5	10.0	10.6	10.2	24.5	14.6	32.8
Replace aging street banners	17.1	14.7	18.1	9.1	12.7	6.7	21.1	16.0	8.1
Offer more community events and festivals	18.9	6.7	20.3	12.7	7.9	14.7	8.7	11.1	27.7
Create an off-leash dog park	18.6	15.7	16.0	10.2	6.0	11.9	19.8	12.5	8.8

ADDITIONAL COMMUNITY EVENTS & FESTIVALS As a follow-up, the 56% of respondents who rated offering more community events and festivals as a high or medium priority in Question 14 were asked to describe the type of community event or festival that they would most like the City to offer. This question was asked in an open-ended manner, allowing respondents to name any type of event that came to mind without being limited to a list of options (see Figure 20).

Question 15 *Can you describe the type of community event or festival that you would most like to see offered by the City?*

FIGURE 20 ADDITIONAL EVENTS OR FESTIVALS DESIRED IN LA PALMA



Close to four-in-ten respondents (39%) presented with this question could not name anything specific when asked. A greater variety of Concerts in the Park was cited by 13% of respondents who viewed community events and festivals as at least a medium priority, followed by food festivals/food trucks/Harvest Festival (8%), celebrating national holidays (6%), farmers' markets (6%), holiday carnivals (6%), and La Palma Days (6%).

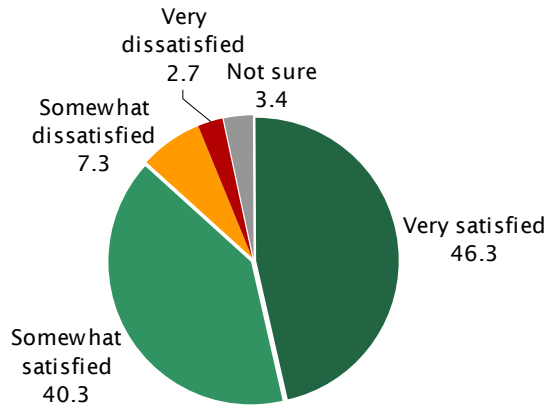
COMMUNICATION

The importance of city communication with residents cannot be over-stated. 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 La Palma’s efforts to enhance the information flow *to* the City to better understand the community’s concerns, perceptions, and needs. Some of La Palma’s many efforts to communicate with its residents include its newsletters, timely press releases, and its website. In this section, we present the results of several communication-related questions.

SATISFACTION WITH COMMUNICATION Question 16 asked La Palma residents to report their satisfaction with city-resident communication. Overall, 87% of respondents indicated they were satisfied with the City’s efforts to communicate with residents through newsletters, the Internet, local media, and other means. The remaining respondents were either dissatisfied with the City’s efforts in this respect (10%) or unsure of their opinion (3%).

Question 16 *Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, local media, and other means?*

FIGURE 21 SATISFACTION WITH CITY-RESIDENT COMMUNICATION



The next three figures display how satisfaction with the City’s efforts to communicate with residents varied by a number of demographics. Satisfaction with the City’s communication efforts was widespread, with at least 71% of respondents in every subgroup reporting they were either very or somewhat satisfied. In general, respondents who have lived in the City 15 years or longer, residents 65 years and older, Latino/Hispanic respondents, residents without children in their household, retirees, and respondents who had been in contact with city staff in the past year expressed higher satisfaction than their subgroup counterparts. As might be expected, residents dissatisfied with the City’s overall performance also tended to be less satisfied with the City’s communication efforts when compared with those who were generally satisfied with the City (87% vs. 79%). Nevertheless, it is striking that even among those dissatisfied with the City’s performance in general, close to eight-in-ten expressed that they were satisfied with the City’s efforts to communicate with residents.

FIGURE 22 SATISFACTION WITH COMMUNICATION BY YEARS IN LA PALMA & AGE

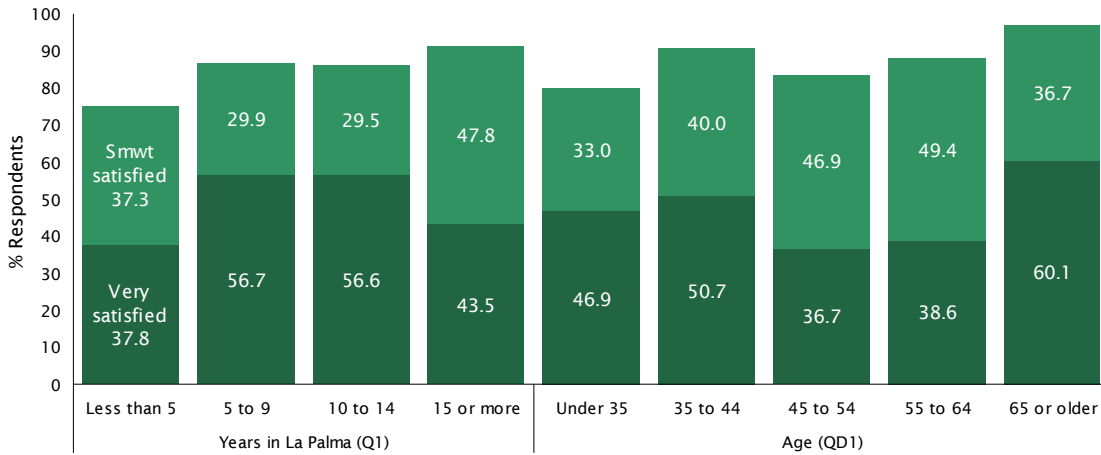


FIGURE 23 SATISFACTION WITH COMMUNICATION BY ETHNICITY, HOME OWNERSHIP STATUS, CHILD IN HSLD & OVERALL SATISFACTION

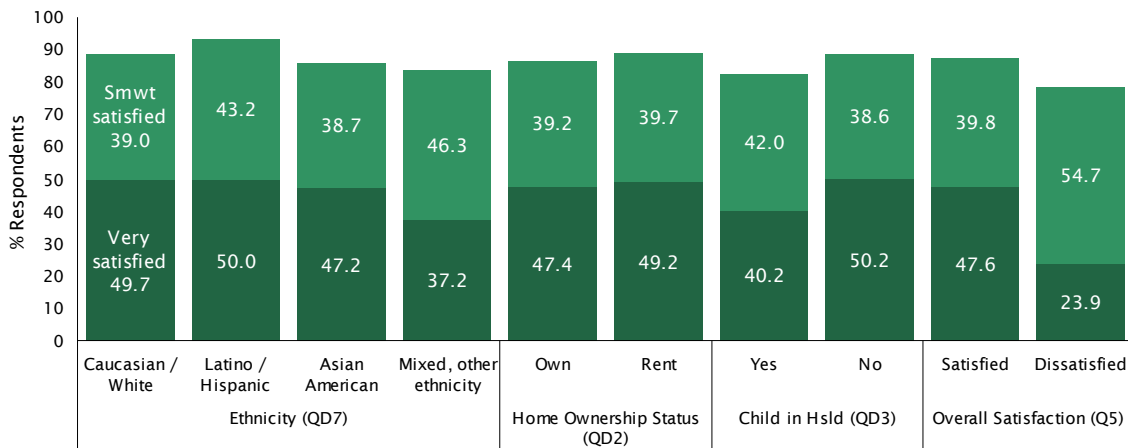
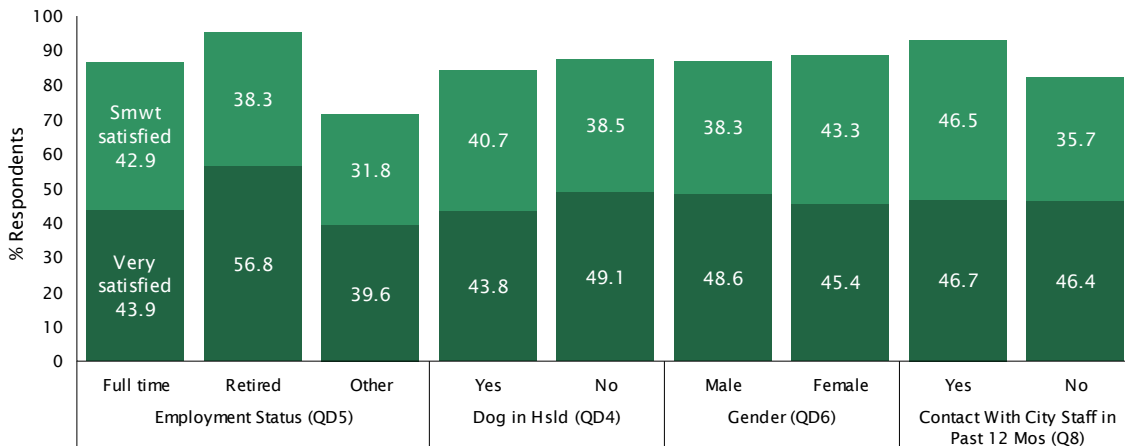


FIGURE 24 SATISFACTION WITH COMMUNICATION BY EMPLOYMENT STATUS, DOG IN HSLD, GENDER & CONTACT WITH CITY STAFF IN PAST 12 MOS



INFORMATION SOURCES To help the City identify the most effective means of communicating with residents, it is helpful to understand what sources they currently rely on for this type of information. In an open-ended manner, residents were asked to list the sources they typically use to find out about City of La Palma news, information, and programming. Because respondents were allowed to provide two sources, the percentages shown in Figure 25 represent the percentage of residents who mentioned a source, and thus sum to more than 100.

The most frequently-cited source for city information was the City’s newsletter—*The Mosaic*, mentioned by 31% of respondents. The City’s newsletter was followed by the City’s website (19%), the internet in general (16%), and the neighborhood watch newsletter—*The Source* (14%). Fifteen percent (15%) of respondents were not sure which information sources they used to find out about City of La Palma news, information, and programming. Figures 26 and 27 on the next page show how the information sources residents cited varied by age, home ownership status, the presence of a child in the home, and whether they were satisfied or dissatisfied with the City’s communication efforts.

Question 17 *What information sources do you use to find out about City of La Palma news, information, and programming?*

FIGURE 25 CITY INFORMATION SOURCES

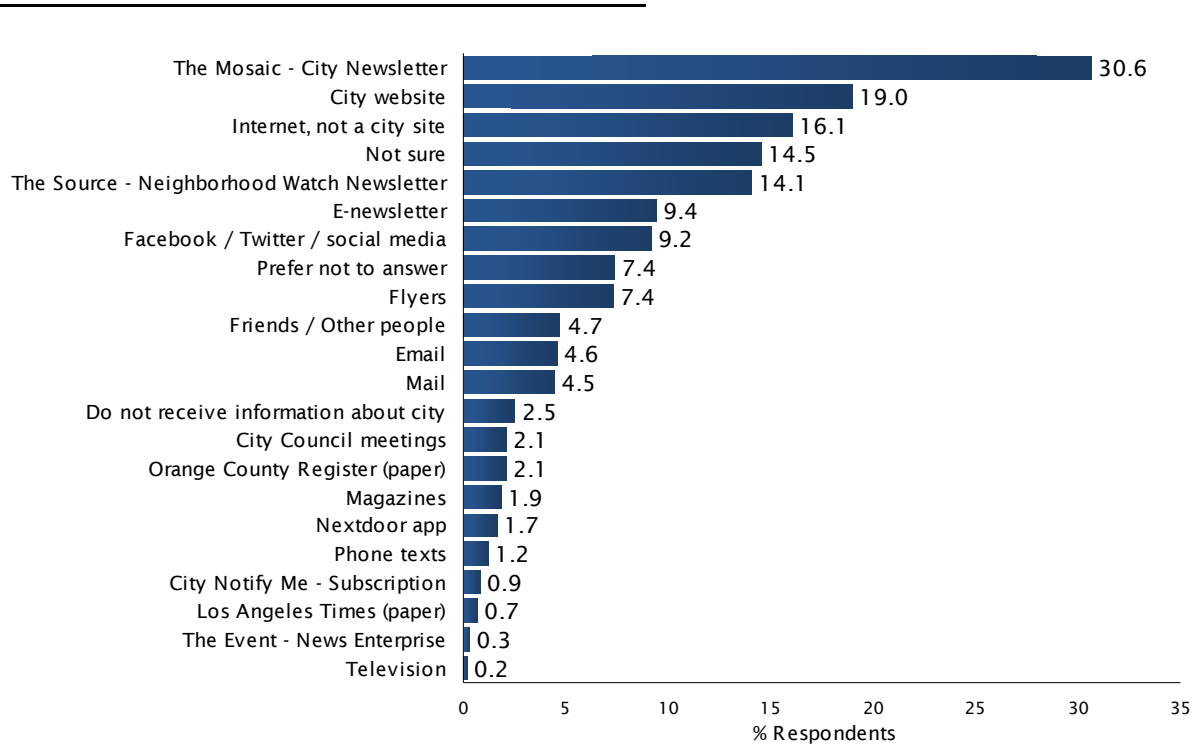


FIGURE 26 INFORMATION SOURCE CATEGORIES BY AGE

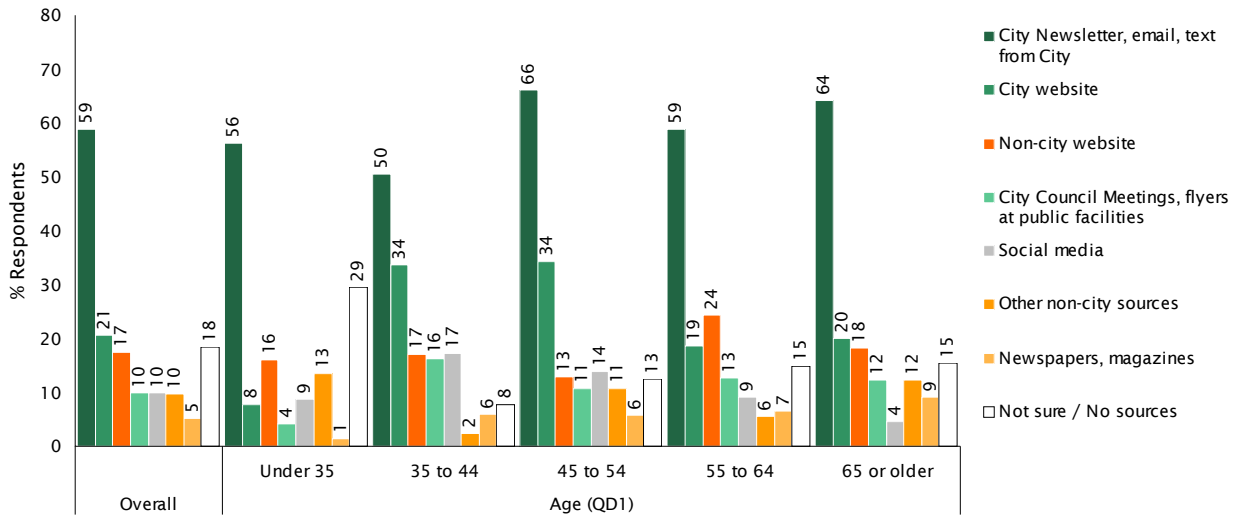
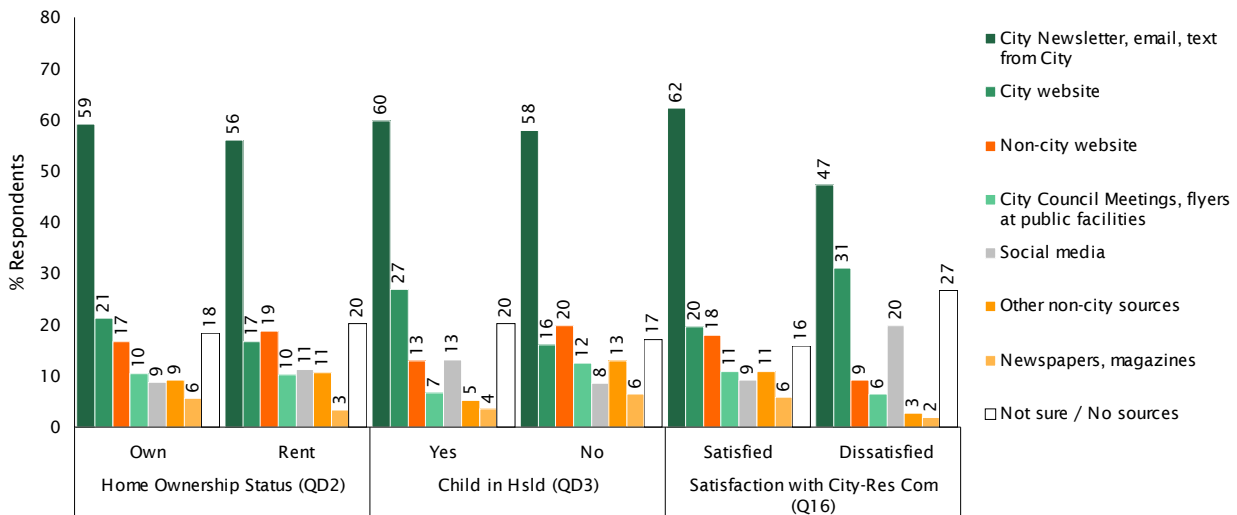


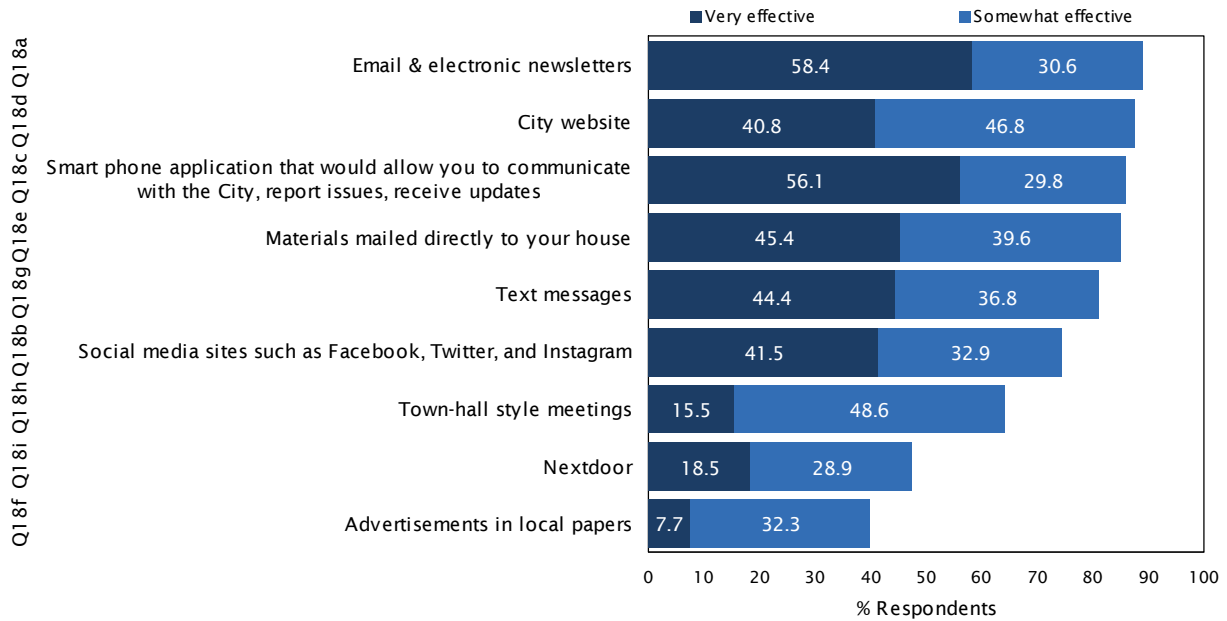
FIGURE 27 INFORMATION SOURCE CATEGORIES BY HOME OWNERSHIP STATUS, CHILD IN HSLD & SATISFACTION WITH COMMUNICATION



COMMUNICATION PREFERENCES The next communication-related question presented residents with the methods shown to the left of Figure 28 on the next page and asked whether each would be an effective way for the City to communicate with them. Overall, respondents cited email and electronic newsletters as the most effective method (89% very or somewhat effective), followed by the City’s website (88%), a smart phone app (86%), direct mail (85%), and text messages (81%). At the other end of the spectrum, fewer than half of respondents perceived advertisements in local papers (40%) and Nextdoor (47%) as effective ways for the City to communicate with them.

Question 18 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 28 EFFECTIVENESS OF COMMUNICATION METHODS



The following tables display the percentage of respondents who perceived each proposed communication method as *very effective* by their years in La Palma, overall satisfaction with the City's performance, home ownership status, age, and ethnicity, with the top three most effective methods within each subgroup highlighted green.

TABLE 9 EFFECTIVENESS OF COMMUNICATION METHODS BY YEARS IN LA PALMA, OVERALL SATISFACTION & HOME OWNERSHIP STATUS

	Years in La Palma (Q1)				Overall Satisfaction (Q5)		Home Ownership Status (QD2)	
	Less than 5	5 to 9	10 to 14	15 or longer	Satisfied	Dissatisfied	Own	Rent
Email & electronic newsletters	55.9	52.6	59.9	62.2	58.4	62.2	58.5	59.1
Smart phone app to communicate with city	60.7	63.1	54.0	52.1	53.5	59.5	51.1	69.4
Materials mailed directly to your house	36.0	45.8	50.9	47.0	47.1	35.8	46.4	44.7
Text messages	58.4	37.1	46.9	40.4	42.0	45.2	42.9	51.2
Social media sites	64.5	34.7	43.4	34.1	40.4	48.1	37.8	53.0
City website	35.1	45.4	50.5	38.4	43.1	37.2	37.6	52.9
Nextdoor	29.5	12.7	18.3	16.6	16.9	19.7	17.0	22.1
Town-hall style meetings	13.0	10.2	10.4	20.6	16.0	17.0	14.1	15.1
Advertisements in local papers	3.2	6.0	4.8	11.2	7.6	9.4	8.5	6.7

TABLE 10 EFFECTIVENESS OF COMMUNICATION METHODS BY AGE & ETHNICITY

	Age (QD1)					Ethnicity (QD7)			
	Under 35	35 to 44	45 to 54	55 to 64	65 or older	Caucasian / White	Latino / Hispanic	Asian American	Other / Mixed
Email & electronic newsletters	49.5	66.9	70.7	58.9	55.2	55.7	51.8	54.8	80.3
Smart phone app to communicate with city	65.1	64.5	64.5	48.8	37.8	46.7	74.8	48.7	73.6
Materials mailed directly to your house	36.3	38.4	47.5	61.1	47.3	56.7	43.8	40.6	59.5
Text messages	48.1	55.2	46.8	42.2	34.8	41.3	44.9	46.8	45.0
Social media sites	59.2	54.7	47.9	30.6	12.7	31.8	61.2	39.9	41.0
City website	29.7	48.9	52.9	44.0	37.6	34.3	46.3	40.5	56.9
Nextdoor	15.3	18.4	30.5	21.9	9.2	14.9	18.4	18.9	26.4
Town-hall style meetings	11.7	12.3	10.3	23.4	20.5	18.8	11.3	9.7	29.1
Advertisements in local papers	4.8	6.4	7.8	13.1	8.1	6.3	11.3	5.2	22.1

ATTENTION PAID TO LOCAL GOVERNMENT The last question in the communication section asked respondents to rate how attentive they are to the issues, decisions, and activities of their local city government using a scale of very attentive, somewhat attentive, slightly attentive, or not at all attentive. Overall, 20% of respondents claimed to be very attentive to matters of local government, 53% somewhat attentive, and 22% slightly attentive. Another 5% of respondents confided they do not pay any attention to the activities of their city government (see Figure 29). Figures 30 through 32 display how attentiveness to local government differed across a variety of demographic subgroups.

Question 19 *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 29 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES

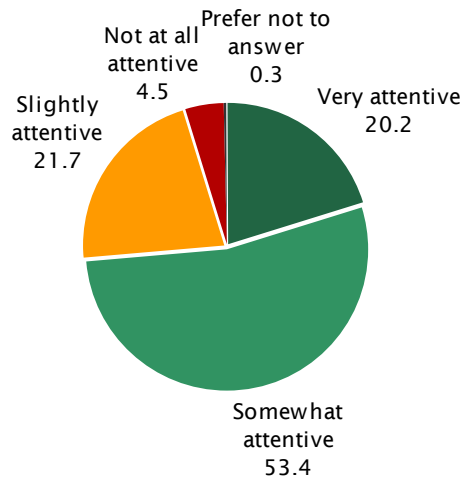


FIGURE 30 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY YEARS IN LA PALMA & AGE

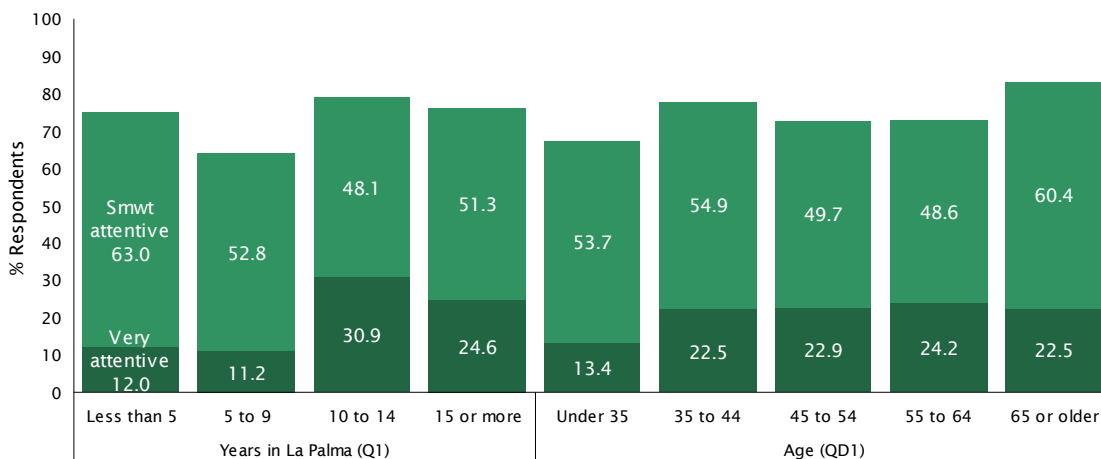


FIGURE 31 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY ETHNICITY, HOME OWNERSHIP STATUS & CHILD IN HSLD

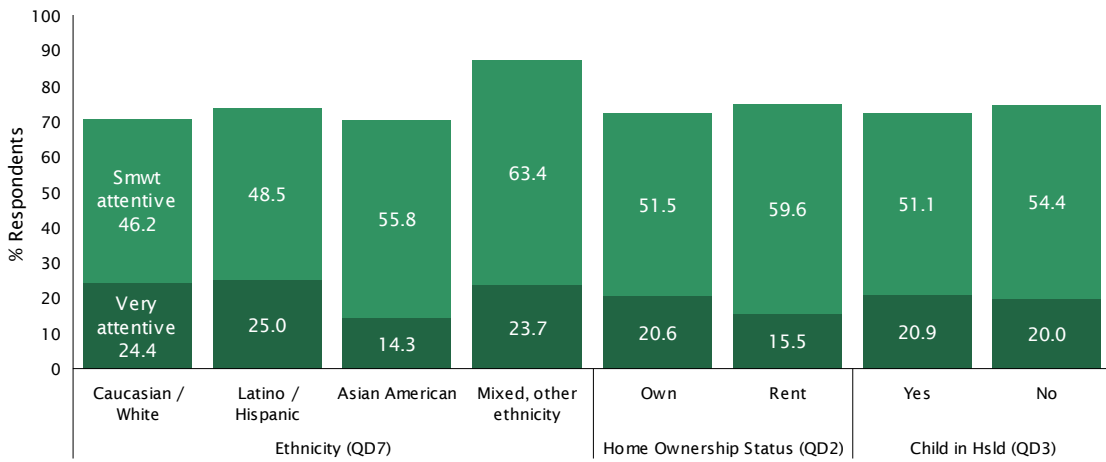


FIGURE 32 ATTENTIVENESS TO LOCAL ISSUES, DECISIONS, ACTIVITIES BY EMPLOYMENT STATUS, OVERALL SATISFACTION, GENDER & CONTACT WITH CITY STAFF IN PAST 12 MOS



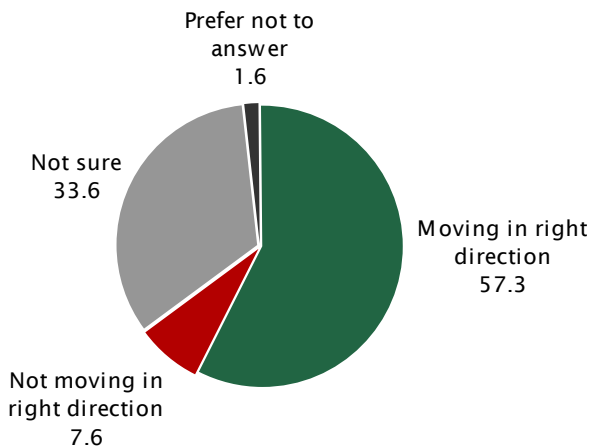
POLICY

Although the focus of the survey was on measuring residents' priorities and satisfaction as they relate to city-provided services and facilities, the study also represented an opportunity to gather feedback on policy-related matters of interest to La Palma.

DIRECTION OF CITY The first question in this series (Question 20) simply asked residents whether they thought the City of La Palma was moving in the right direction. The majority (57%) of respondents answered in the affirmative, 35% were unsure or unwilling to state, and only 8% felt that La Palma was not moving in the right direction (see Figure 33).

Question 20 *Next are a few policy-related questions. Overall, would you say the City of La Palma is moving in the right direction?*

FIGURE 33 CITY MOVING IN RIGHT DIRECTION



Figures 34 to 36 show how perceptions of the City's direction varied by demographic subgroups. Residents who have lived in the City between 10 and 14 years, those 65 years and older, Caucasian/White respondents, retirees, those satisfied with the City's overall performance, female respondents, and residents who are very attentive to matters of local government were the most likely to feel that the City of La Palma is moving in the right direction.

FIGURE 34 CITY MOVING IN RIGHT DIRECTION BY YEARS IN LA PALMA & AGE

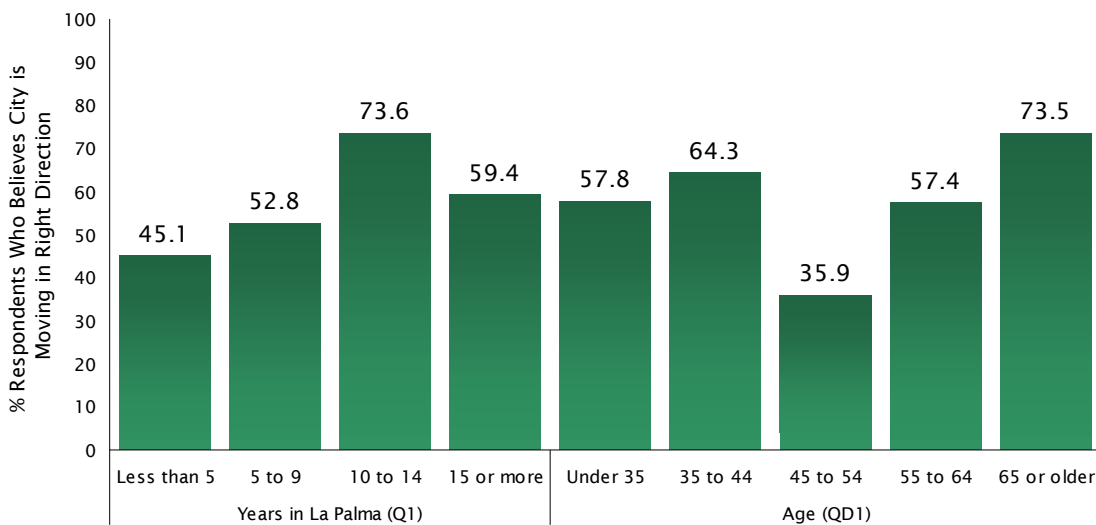


FIGURE 35 CITY MOVING IN RIGHT DIRECTION BY ETHNICITY, HOME OWNERSHIP STATUS & CHILD IN HSLD

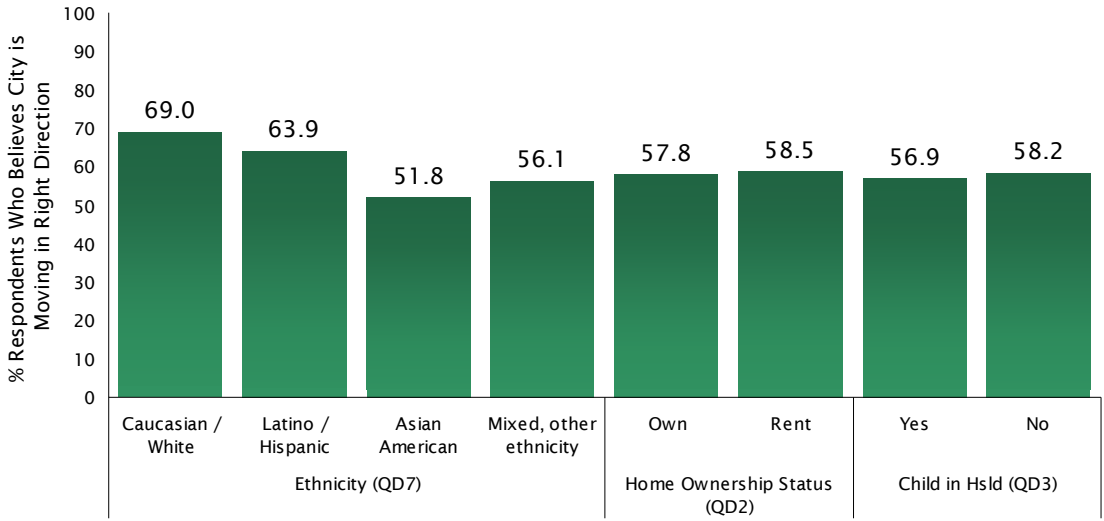
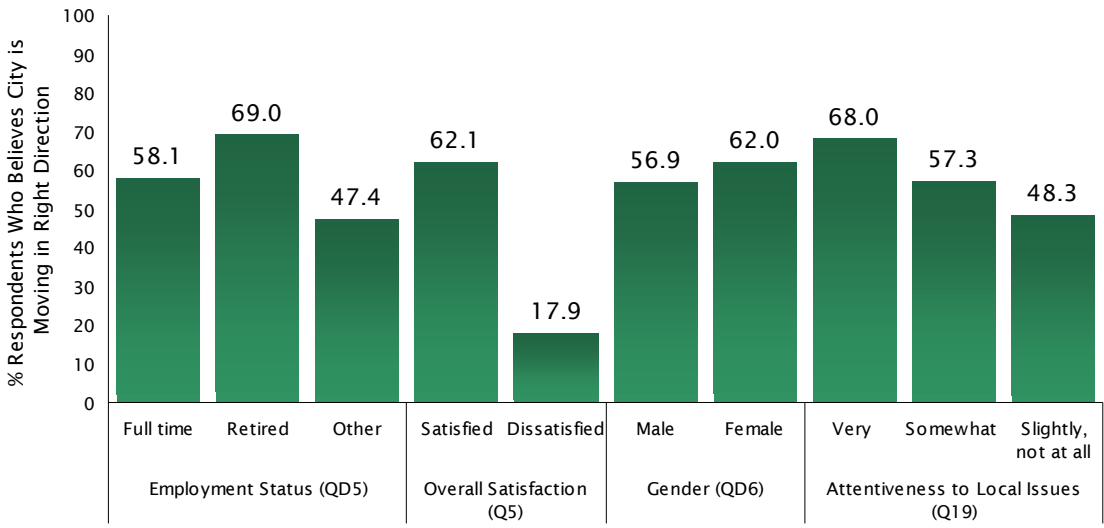


FIGURE 36 CITY MOVING IN RIGHT DIRECTION BY EMPLOYMENT STATUS, OVERALL SATISFACTION & GENDER



SCHOOL RESOURCE OFFICERS Respondents were next asked whether they would support or oppose the City continuing to fund school resource officers once the grant funding for the program expires in two years. As shown in Figure 37 on the next page, 57% of residents offered support for continuing to fund the program, 16% were opposed to continued funding, whereas 27% were unsure or unwilling to share their opinion on the matter. Figures 38 through 40 display support for continued funding of the school resource officer program by resident sub-groups.

Question 21 *The City was able to fund school resource officers through grant funding. After the grant funding expires in two years, would you support or oppose the City continuing to fund the program?*

FIGURE 37 CONTINUE FUNDING SCHOOL RESOURCE OFFICERS

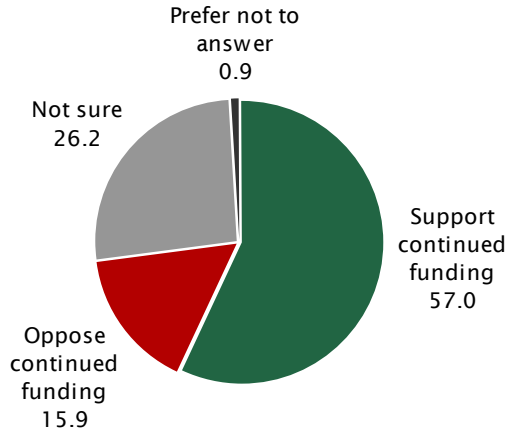


FIGURE 38 CONTINUE FUNDING SCHOOL RESOURCE OFFICERS BY YEARS IN LA PALMA & AGE

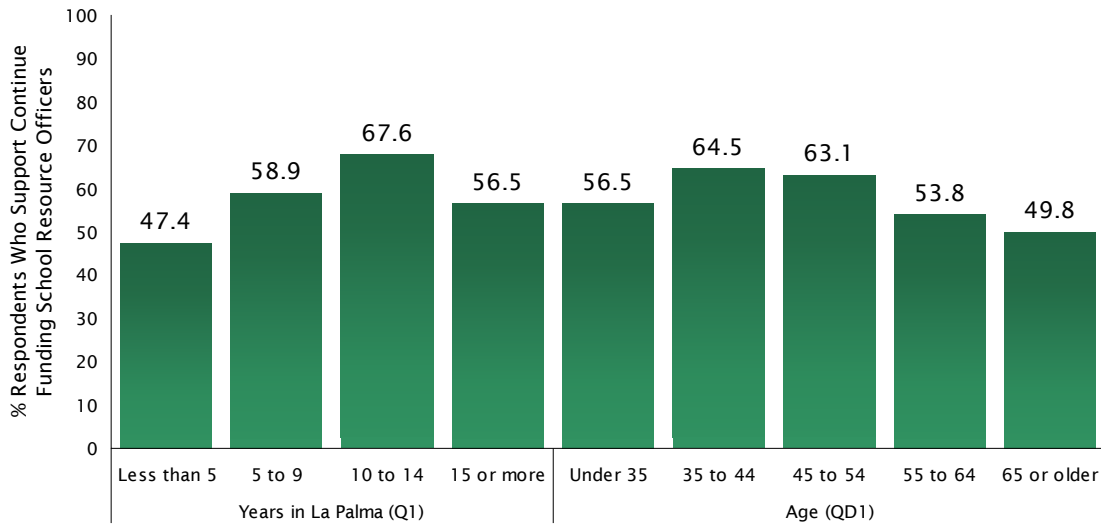


FIGURE 39 CONTINUE FUNDING SCHOOL RESOURCE OFFICERS BY ETHNICITY, HOME OWNERSHIP STATUS & CHILD IN HSLD

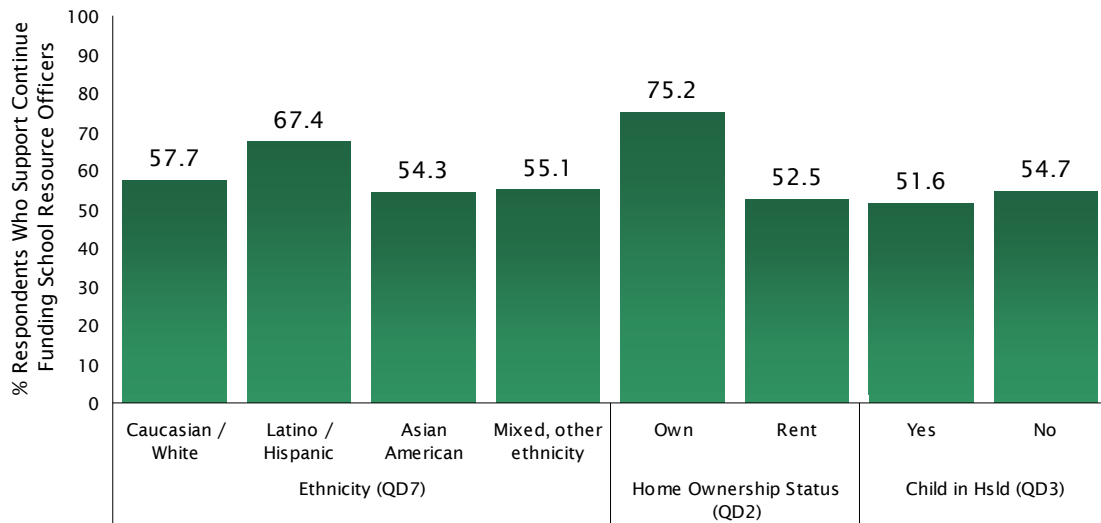
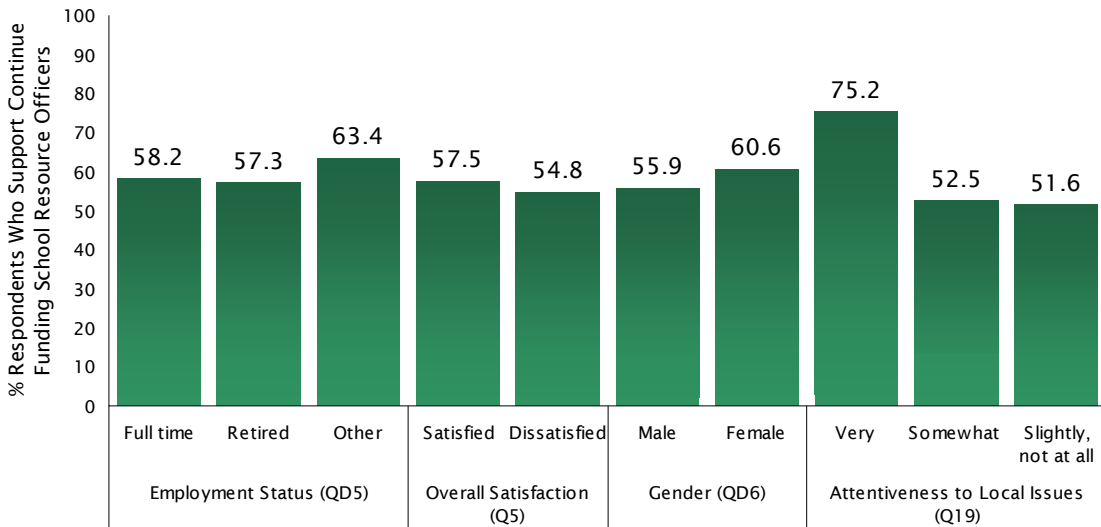


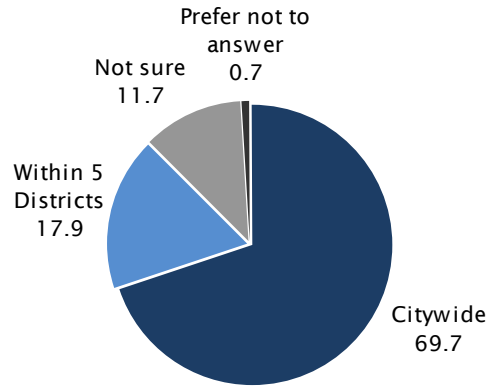
FIGURE 40 CONTINUE FUNDING SCHOOL RESOURCE OFFICERS BY EMPLOYMENT STATUS, OVERALL SATISFACTION, GENDER & ATTENTIVENESS TO LOCAL ISSUES



CITY COUNCIL ELECTIONS The final substantive question of the survey asked residents to weigh in on the process for electing city council members. Residents were asked whether they preferred that all five council members represent the entire city and be elected by voters city-wide or that the City be divided into five geographic districts, with voters residing in each district electing a single council member. Residents overwhelmingly preferred the city-wide approach, with 70% indicating that they want to be able to vote for all five council members. Eighteen percent (18%) of respondents preferred the individual-district approach and the remaining 12% were unsure or unwilling to state their opinion (see Figure 41 on the next page).

Question 22 When it comes to electing city council members, which of the following do you prefer? _____ or _____?

FIGURE 41 CITY COUNCIL ELECTIONS



Figures 42 to 44 show how residents' preference for city council elections varied by demographic subgroups. At least 60% of residents within each subgroup preferred that all five council members represent the entire city and be elected by voters city-wide.

FIGURE 42 CITY COUNCIL ELECTIONS BY YEARS IN LA PALMA & AGE

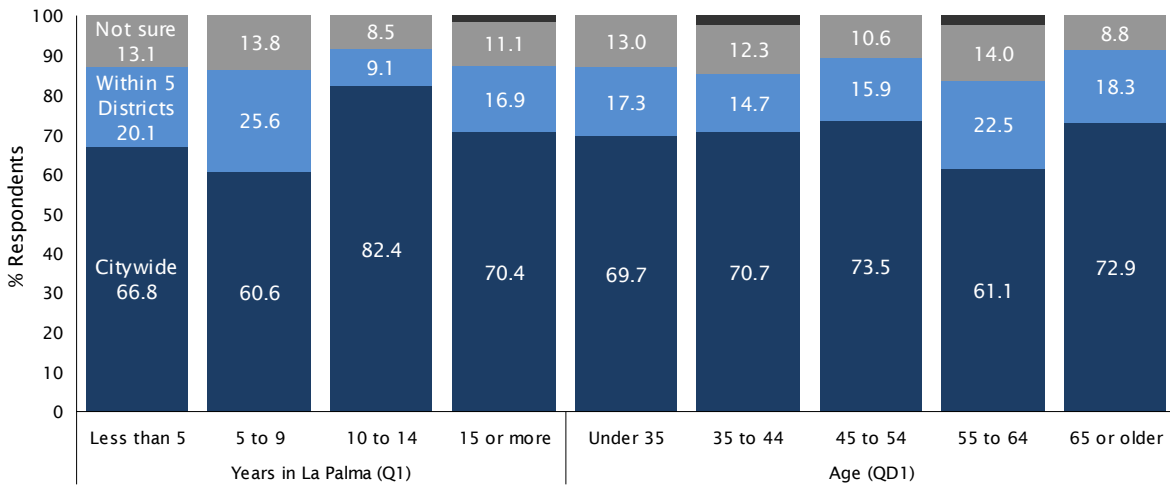


FIGURE 43 CITY COUNCIL ELECTIONS BY ETHNICITY, HOME OWNERSHIP STATUS & CHILD IN HSLD

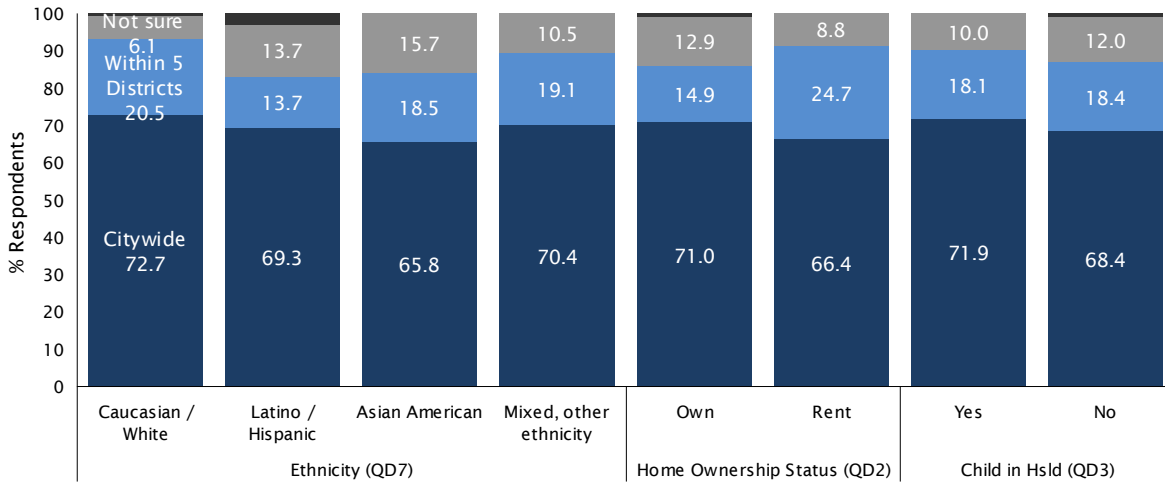
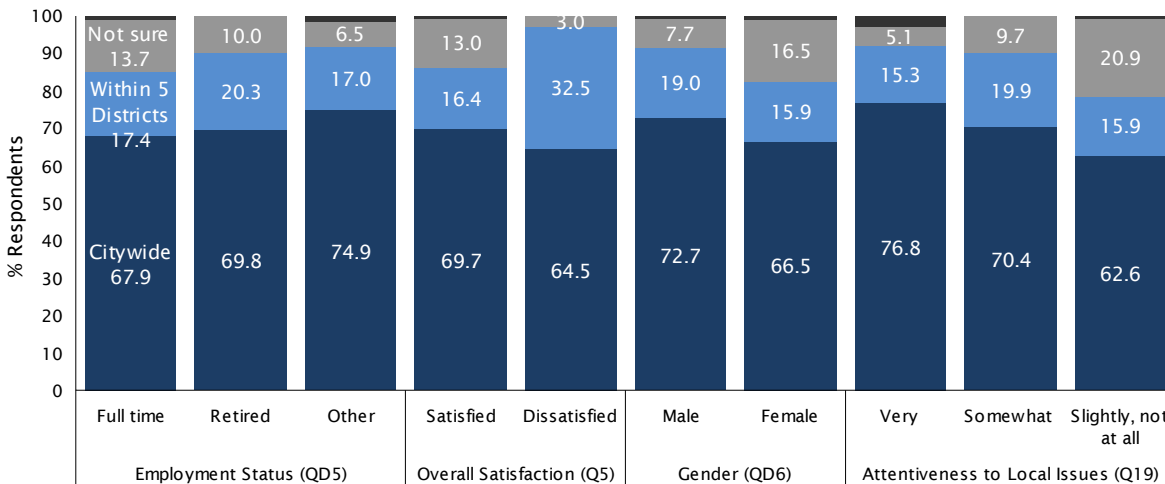


FIGURE 44 CITY COUNCIL ELECTIONS BY EMPLOYMENT STATUS, OVERALL SATISFACTION, GENDER & ATTENTIVENESS TO LOCAL ISSUES





BACKGROUND & DEMOGRAPHICS

TABLE 11 DEMOGRAPHICS OF SAMPLE

<i>Total Respondents</i>	336
Years in La Palma (Q1)	
Less than 5	19.9
5 to 9	18.3
10 to 14	13.8
15 or more	46.9
Prefer not to answer	1.1
Age (QD1)	
Under 35	28.9
35 to 44	13.4
45 to 54	18.0
55 to 64	18.3
65 or older	19.9
Prefer not to answer	1.4
Home Ownership Status (QD2)	
Own	67.2
Rent	29.3
Prefer not to answer	3.5
Child in Hsld (QD3)	
Yes	35.7
No	61.2
Prefer not to answer	3.1
Dog in Hsld (QD4)	
Yes	44.7
No	50.8
Prefer not to answer	4.5
Employment Status (QD5)	
Full time	62.5
Retired	22.4
Other	10.6
Prefer not to answer	4.5
Gender (QD6)	
Male	48.6
Female	47.8
Prefer not to answer	3.6
Ethnicity (QD7)	
Caucasian / White	24.1
Latino / Hispanic	18.0
Asian American	43.4
Mixed, other ethnicity	8.3
Prefer not to answer	6.1

Table 11 presents the key 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 La Palma's adult population on key characteristics.



M E T H O D O L O G Y

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

QUESTIONNAIRE DEVELOPMENT Dr. McLarney of True North Research worked closely with the City of La Palma 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 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 8) were asked to rate city staff (Question 9). The questionnaire included with this report (see *Questionnaire & Toplines* on page 48) identifies the skip patterns used during the interview to ensure that each respondent received the appropriate questions.

PROGRAMMING, PRE-TEST & TRANSLATION Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist interviewers when conducting the telephone interviews. The CATI program automatically navigates the skip patterns, randomizes the appropriate question items, and alerts interviewers 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 random homes in the City prior to formally beginning the survey. The final questionnaire was also professionally translated into Spanish and Korean to allow for data collection in English, Spanish, and Korean.

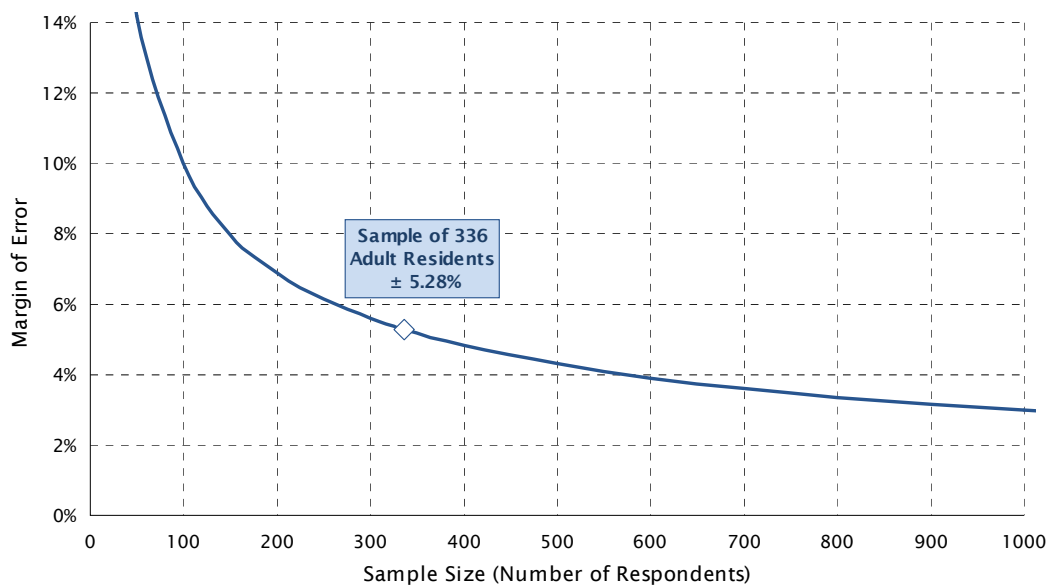
SAMPLE, RECRUITING & DATA COLLECTION A comprehensive database of La Palma households was utilized for this study, ensuring that all households in La Palma had the opportunity to participate in the survey. Households were recruited to participate in the survey through multiple recruiting methods. Using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

Telephone interviews averaged 18 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 336 completed surveys (286 English, 26 Spanish, and 24 Korean) were gathered online and by telephone between November 28 and December 16, 2018.

MARGIN OF ERROR DUE TO SAMPLING The results of the survey can be used to estimate the opinions of all adult residents of the City. Because not every adult resident of the City participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 336 adult residents for a particular question and what would have been found if all of the estimated 12,942 adult residents⁴ had been interviewed.

Figure 45 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 $\pm 5.28\%$ for questions answered by all 336 respondents.

FIGURE 45 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 45 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

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

4. Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

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

QUESTIONNAIRE & TOPLINES



*City of La Palma
Community Opinion Survey
Final Toplines (n = 336)
December 2018*

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 La Palma. We're conducting a survey about important issues in La Palma and we 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 14 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: Your responses to the survey will be confidential.

Section 2: Quality of Life

To begin, I'd like to ask you a few questions about what it is like to live in La Palma.

Q1 How long have you lived in the City of La Palma?

1	Less than 1 year	2%
2	1 to 4 years	18%
3	5 to 9 years	18%
4	10 to 14 years	14%
5	15 years or longer	47%
99	Prefer not to answer	1%

Q2 How would you rate: ____? Would you say it is excellent, good, fair, poor or very poor?

		Excellent	Good	Fair	Poor	Very Poor	Not Sure	Prefer not to answer
	<i>Randomize A-D, always ask E last</i>							
A	La Palma as a place to raise a family	61%	34%	5%	0%	0%	0%	0%
B	La Palma as a place to work	13%	21%	21%	12%	4%	26%	3%
C	La Palma as a place to retire	42%	36%	12%	4%	3%	3%	0%
D	La Palma as a place to shop and dine	6%	27%	35%	24%	7%	1%	1%
E	The overall quality of life in La Palma	41%	50%	7%	1%	0%	1%	0%

Q3 What do you like most about La Palma that the city government should make sure to preserve in the future? Verbatim responses recorded and later grouped into categories shown below.

Public safety, low crime rate	24%
Not sure / Cannot think of anything specific	16%
Quiet, friendly, family oriented	15%
Small town atmosphere	14%

	Have own police, fire department	13%
	Clean, well-maintained city, landscape, trees	10%
	Parks, recreation areas, Central Park	9%
	Community activities, events	5%
	Good schools	5%
	Open space areas, nature preserves	4%
	Infrastructure, streets, sidewalks	3%
	Public library	2%
	Should reduce taxes	1%
	Everything, keep it as it is	1%
	Restaurants, shopping opportunities, small business	1%
	Maintaining city budget, fiscal responsibility	1%
	Need to address homeless issues	1%
Q4	If the city government could change one thing to make La Palma a better place to live, what change would you like to see? Verbatim responses recorded and later grouped into categories shown below.	
	Not sure / Cannot think of anything	19%
	No changes needed	16%
	Provide better variety of restaurants, stores	8%
	Improve education, schools, adjust District boundaries	5%
	Improve economy, jobs, local businesses	5%
	Improve public safety, reduce crime, more police presence	4%
	Maintain, add more park, recreation facilities	4%
	Clean, maintain, beautify public areas	3%
	Enforce city ordinances, codes	3%
	Reduce traffic congestion	3%
	Provide more affordable housing	3%
	Provide entertainment options for all ages	3%
	Provide more community events, programs	3%
	Reduce taxes, fees	2%
	Address diversity issues	2%
	Address water issues	2%
	Enforce traffic laws	2%
	Address parking issues	2%
	Provide more street, park lighting	2%

Improve environmental efforts	1%
Limit growth, manage development	1%
Improve, add more libraries	1%
Improve transparency, communication	1%
Improve fiscal responsibility, better budgeting	1%
Improve, add public transportation	1%
Improve, maintain infrastructure, roads, streets	1%
Add dog park	1%
Add safer bike lanes, sidewalks	1%
Address homeless issues	1%

Section 3: City Services

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

Q5	Generally speaking, are you satisfied or dissatisfied with the job the City of La Palma is doing to provide city services? <i>Get answer, then ask:</i> Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?							
	1	Very satisfied						44%
	2	Somewhat satisfied						42%
	3	Somewhat dissatisfied						7%
	4	Very dissatisfied						2%
	98	Not sure						5%
	99	Prefer not to answer						0%
Q6	For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.							
		<i>Randomize.</i>	Extremely Important	Very Important	Somewhat Important	Not at all Important	Not sure	Prefer not to answer
A	Providing police services		67%	24%	8%	1%	0%	0%
B	Addressing homelessness		41%	32%	17%	8%	1%	1%
C	Providing school safety programs		46%	39%	12%	2%	1%	0%
D	Providing fire protection and emergency medical services		65%	28%	7%	0%	0%	0%
E	Providing quality drinking water		68%	30%	2%	0%	0%	0%
F	Providing senior services		28%	39%	25%	5%	0%	1%
G	Managing traffic congestion in the city		34%	41%	19%	4%	1%	0%
H	Maintaining city streets and roads		53%	39%	7%	0%	0%	0%

I	Managing growth and development	35%	43%	18%	1%	2%	0%
J	Providing recreation programs for all ages	32%	33%	28%	7%	0%	0%
K	Maintaining parks and recreation areas	48%	39%	12%	1%	0%	0%
L	Providing cultural and performing arts	19%	27%	36%	16%	1%	0%
M	Promoting economic development for a healthy business community	37%	36%	25%	2%	0%	0%
N	Attracting businesses and good-paying jobs to the city	42%	33%	23%	2%	1%	0%
O	Maintaining public buildings and facilities	37%	48%	15%	1%	0%	0%
P	Providing special community events	21%	35%	35%	9%	0%	0%
Q	Managing the City's finances	65%	31%	3%	1%	1%	0%
Q7	For the same list of services I just read, I'd like you to tell me how satisfied you are with the job the City is doing to provide the service. 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	59%	30%	3%	3%	5%	0%
B	Address homelessness	22%	32%	13%	7%	25%	1%
C	Provide school safety programs	26%	40%	5%	2%	27%	0%
D	Provide fire protection and emergency medical services	56%	31%	3%	1%	9%	0%
E	Provide quality drinking water	38%	37%	10%	6%	8%	0%
F	Provide senior services	15%	37%	7%	3%	35%	3%
G	Manage traffic congestion in the city	37%	41%	9%	4%	8%	0%
H	Maintain city streets and roads	44%	44%	5%	4%	3%	0%
I	Manage growth and development	15%	40%	11%	5%	28%	1%
J	Provide recreation programs for all ages	25%	44%	11%	2%	18%	1%
K	Maintain parks and recreation areas	43%	43%	6%	4%	4%	0%
L	Provide cultural and performing arts	17%	39%	9%	3%	30%	2%
M	Promote economic development for a healthy business community	16%	33%	14%	5%	30%	2%
N	Attract businesses and good-paying jobs to the city	13%	36%	14%	8%	28%	2%
O	Maintain public buildings and facilities	30%	46%	8%	2%	13%	1%
P	Provide special community events	27%	41%	9%	2%	21%	1%
Q	Manage the City's finances	19%	36%	11%	4%	29%	1%

Section 4: Customer Service							
Q8	In the past 12 months, have you been in contact with staff from the City of La Palma?						
	1	Yes	42%	Ask to Q9			
	2	No	53%	Skip to Q11			
	98	Not sure	5%	Skip to Q11			
	99	Prefer not to answer	1%	Skip to Q11			
Q9	In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____. <i>Read one item at a time, continue until all items are read.</i>						
	<i>Randomize</i>		Very	Somewhat	Not at all	Not sure	Prefer not to answer
A	Helpful		66%	28%	6%	0%	0%
B	Professional		70%	24%	4%	0%	1%
C	Accessible		62%	35%	3%	0%	0%
<i>Ask Q10 if Q9A, Q9B, OR Q9C = 3.</i>							
Q10	Thinking of when you weren't pleased with the customer service you received, can you briefly describe the issue you contacted the City about?						
	Record verbatim response		Data on file for 8 respondents.				

Section 5: Economic Development							
There are several older, run-down commercial properties in the City that need to be revitalized. Redeveloping these properties would attract new types of businesses and improve the local economy. We're interested in the types of businesses you think are needed in La Palma.							
Q11	As I read the following types of businesses and amenities, please tell me whether you feel there is <u>currently</u> too much, about the right amount, or too little of this type of business or amenity in the City of La Palma.						
	<i>Randomize</i>		Too Much	About Right	Too Little	Not sure	Prefer not to answer
A	Hotels		4%	53%	29%	13%	1%
B	Venues for performing arts, concerts, and events		3%	37%	49%	10%	1%
C	Big box retail stores		5%	40%	42%	12%	2%
D	Smaller, boutique retail stores		4%	34%	52%	9%	1%
E	Movie theaters		3%	22%	65%	10%	1%
F	Entertainment options for children		1%	31%	50%	16%	1%
G	Entertainment options for adults		2%	26%	58%	13%	1%

H	Automobile showrooms	7%	29%	35%	24%	5%
I	Restaurants	3%	32%	61%	3%	0%
<i>Ask Q12 if Q11I = 3, Q11C = 3, or Q11D = 3.</i>						
79% of respondents received Q12.						
Q12	What are the names of one or two stores or restaurants you would <u>most</u> like to have located in La Palma? Verbatim responses recorded and later grouped into categories shown below.					
	Not sure / Cannot think of anything specific	27%				
	Family chain restaurants (Applebee's, CA Pizza Kitchen, Cracker Barrel)	11%				
	Specialty, organic foods stores (Whole Foods Market, Trader Joes, Sprouts)	11%				
	Small bakeries, cafes, tea stores (Starbuck's, Corner Bakery, Panera)	9%				
	Fast food restaurants (In-N-Out Burger, Chick-fil-A)	8%				
	Greater variety of cuisines in general (Mexican, Italian, Japanese)	8%				
	Upper-scale restaurants, steakhouses (Yard House, Flemings, Cheesecake Factory)	6%				
	Other (unique responses)	5%				
	Large department stores (Walmart, Kohl's, Target)	5%				
	Seafood restaurants (Red Lobster, Fish Co, Sushi)	4%				
	Vegan, healthy restaurants	3%				
	Breweries, pubs (BJ's Restaurant & Brewhouse)	3%				
	Clothing stores (Tilly's, Urban Outfitters, Forever 21)	2%				
	Grocery stores (Food 4 Less, Stater Bros, Ralph's)	2%				
	Large wholesale stores (Costco)	2%				
	Entertainment (Dave & Busters)	2%				
	Upper-scale department stores (Macy's, Nordstrom)	1%				
	Movie Theater	1%				
	Electronics, computer stores (Fry's, Apple Store)	1%				
	Breakfast, lunch restaurants (Denny's, IHOP)	1%				
	Home improvement stores (Ace Hardware)	1%				
	Locally-owned, non-chain restaurants	1%				
	Home furniture stores (HomeGoods)	1%				
	Discount stores (T.J. Maxx, Marshalls, Ross)	1%				
	Beauty supply stores, salons (Ulta)	1%				

Ask Q13 if Q11F = 3 or Q11G = 3.	
70% of respondents received Q13.	
Q13	Do you have any specific entertainment options that you'd like available in the City of La Palma? <i>If yes, ask: Please briefly describe them to me. Verbatim responses recorded and later grouped into categories shown below.</i>
	Not sure / Cannot think of anything specific 42%
	Movie theater 23%
	Bars, clubs, night life 10%
	Performing arts center (theatre, concerts, plays, comedy club) 8%
	Community, family entertainment center (arcade, mini golf, bowling, rock climbing) 6%
	More parks, pools with fun rec activities (water park, trampoline parks) 3%
	Competitive, spectator sports venue 2%
	Shopping mall 2%
	Senior center 2%
	Greater variety of restaurants 1%
	Variety of rec classes (yoga, dancing) 1%

Section 6: Priorities

The City of La Palma has limited financial resources to provide local services and projects desired by residents. Because it can't fund every service and project, the City must set priorities.

Q14 As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities. Here is the (first/next) one: _____. Should this item be a high, medium or low priority for the City - or should the City not spend any money on this item?

		High Priority	Medium Priority	Low Priority	Should not spend money	Not Sure	Prefer not to answer
	<i>Randomize</i>						
A	Improve street medians by installing drought-tolerant landscaping	27%	38%	25%	10%	0%	0%
B	Expand the services and programs offered to seniors	21%	42%	26%	8%	3%	0%
C	Create an off-leash dog park	13%	22%	29%	34%	1%	0%
D	Work with property owners to revitalize older, outdated commercial centers	39%	39%	13%	7%	2%	0%
E	Replace aging street banners	14%	29%	42%	11%	2%	0%
F	Offer more community events and festivals	14%	42%	29%	12%	2%	0%
G	Providing outdoor exercise equipment at Central Park	17%	34%	31%	17%	1%	0%

Ask Q15 if Q14F = (1,2).

56% of respondents received Q15.

Q15	Can you describe the type of community event or festival that you would <u>most</u> like to see offered by the City? Verbatim responses recorded and later grouped into categories shown below.	
	Not sure / Cannot think of anything specific	39%
	More variety of concerts at the park	13%
	Food festival, food trucks, Harvest Festival	8%
	Celebration of national holidays	6%
	Farmers markets	6%
	Holiday carnivals	6%
	La Palma Days	6%
	Cultural events	5%
	Community events to meet neighbors, City officials	4%
	Parades	4%
	Summer, spring, events, festivals	3%
	Movies at the park	2%
	Family events	2%
	Races, marathons, active fundraisers	1%

Section 7: Communication

Q16	Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, local media, and other means? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>		
	1	Very satisfied	46%
	2	Somewhat satisfied	40%
	3	Somewhat dissatisfied	7%
	4	Very dissatisfied	3%
	98	Not Sure	3%
	99	Prefer not to answer	0%
Q17	What information sources do you use to find out about City of La Palma news, information and programming? <i>Don't read list. Record up to first 2 responses. If they say Internet or web, probe to see if a City website and - if yes - which one.</i>		
	1	The <i>Mosaic</i> - City Newsletter	31%
	2	E-Newsletter	9%
	3	The <i>Source</i> - Neighborhood Watch Newsletter	14%
	4	<i>Orange County Register</i> (paper)	2%
	5	<i>Los Angeles Times</i> (paper)	1%

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6	The Event - News Enterprise	0%				
7	Facebook/Twitter/Social Media	9%				
8	City Council Meetings	2%				
9	City Website	19%				
10	Internet, not a City site	16%				
11	City Notify Me - Subscription	1%				
12	Flyers	7%				
13	Radio	0%				
14	Television	0%				
15	Friends / Other People	5%				
16	Other	2%				
17	Do Not Receive Information about City	2%				
18	Mail	4%				
19	Magazines	2%				
20	Email	5%				
21	Nextdoor	2%				
22	Phone texts	1%				
98	Not sure	15%				
99	Prefer not to answer	7%				
Q18	As I read the following ways that the City can communicate with residents, I'd like to know if you think they would be a very effective, somewhat effective, or not at all effective way for the City to communicate with you.					
	<i>Randomize</i>		Very	Somewhat	Not at all	Not sure / Prefer not to answer
A	Email & Electronic newsletters	58%	31%	9%	2%	
B	Social Media sites such as Facebook, Twitter and Instagram	42%	33%	21%	5%	
C	A Smart Phone application that would allow you to communicate with the City, report issues, and receive updates	56%	30%	11%	3%	
D	City website	41%	47%	12%	1%	
E	Materials mailed directly to your house	45%	40%	15%	0%	
F	Advertisements in local papers	8%	32%	54%	6%	
G	Text messages	44%	37%	14%	4%	
H	Town-hall style meetings	16%	49%	33%	3%	
I	Nextdoor	19%	29%	22%	31%	

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Q19	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	20%
	2	Somewhat attentive	53%
	3	Slightly attentive	22%
	4	Not at all attentive	4%
	98	Not sure	0%
	99	Prefer not to answer	0%

Section 8: Policy

Next are a few policy-related questions.

Q20	Overall, would you say the City of La Palma is moving in the right direction?		
	1	Yes	57%
	2	No	8%
	98	Not sure	34%
	99	Prefer not to answer	2%
Q21	The City was able to fund school resource officers through grant funding. After the grant funding expires in two years, would you support or oppose the City continuing to fund the program?		
	1	Support	57%
	2	Oppose	16%
	98	Not sure	26%
	99	Prefer not to answer	1%
Q22	When it comes to electing city council members, which of the following do you prefer? _____ or _____? <i>Randomize order of options 1 and 2.</i>		
	1	All five council members represent the entire City and are elected by voters city-wide	70%
	2	The City is divided into five geographic districts, with voters who live in each district electing a single council member	18%
	98	Not sure/No preference	12%
	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 below.	
	18 to 24	11%
	25 to 34	18%
	35 to 44	13%
	45 to 54	18%
	55 to 64	18%
	65 or older	20%
	Prefer not to answer	1%
D2	Do you own or rent your residence in La Palma?	
	1 Own	67%
	2 Rent	29%
	99 Prefer not to answer	3%
D3	Do you have one or more children under 18 years of age in your household?	
	1 Yes	36%
	2 No	61%
	99 Prefer not to answer	3%
D4	Do you have a dog in your household?	
	1 Yes	45%
	2 No	51%
	99 Prefer not to answer	5%

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	58%
2	Employed part-time	5%
3	Student	6%
4	Homemaker	3%
5	Retired	22%
6	In-between jobs	2%
98	Not sure	0%
99	Prefer not to answer	4%
D6 What is your gender? (record by voice if telephone interview)		
1	Male	49%
2	Female	48%
99	Prefer not to answer	4%
D7 What ethnic group do you consider yourself a part of or feel closest to? <i>Read list if respondent hesitates</i>		
1	Caucasian/White	24%
2	Latino/Hispanic	18%
3	African-American/Black	5%
4	American Indian or Alaskan Native	0%
Asian - Probe if needed		
5	Korean	12%
6	Japanese	5%
7	Chinese	5%
8	Vietnamese	3%
9	Filipino	8%
10	Indian	7%
11	Other Asian	4%
12	Middle Eastern	1%
13	Mixed Heritage	3%
14	Other	0%
99	Prefer not to answer	6%
Thanks so much for participating in this important survey! This survey was conducted for the City of La Palma.		