COMMUNITY OPINION SURVEY
FINAL REPORT

PREPARED FOR THE
CITY OF EAST PALO ALTO

AUGUST 31, 2012

TRUE NORTH
RESEARCH

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INTRODUCTION

Encompassing 2.5 square miles in San Mateo County, the City of East Palo Alto was incorporated in 1983 and is currently home to an estimated 28,155 residents[1]. The City's dedicated team of full-time and part-time employees provides a full suite of services to residents, local businesses, and visitors alike.

To monitor its progress in meeting residents' needs, the City engages its 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 those who are either very pleased or very displeased with the service they have received, their collective opinions are not necessarily representative of the City's resident population as a whole.

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

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

· Identify key issues of concern for residents, as well as their perceptions of the City.

· Measure residents' overall satisfaction with the City's efforts to provide municipal services, and their satisfaction with a variety of specific services.

· Gather opinions on topics such as public safety and neighborhood issues.

· Evaluate perceptions of local government and customer service.

· Determine the satisfaction with and effectiveness of the City's communication with residents.

· Collect additional background and demographic data that is relevant to understanding residents' perceptions, needs, and interests.

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 34). In brief, a total of 400 randomly selected adult residents participated in the survey between July 17 and August 6, 2012. The telephone interviews were conducted in English and Spanish and averaged 20 minutes in length.

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

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

ACKNOWLEDGEMENTS   True North thanks the City of East Palo Alto for the opportunity to conduct the study and for contributing valuable input during the design stage of this study. City staff's collective experience, insight, and local knowledge improved the overall quality of the research presented here.

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

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

During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 800 survey research studies for public agencies, including more than 300 studies for California municipalities and special districts.

J UST THE F ACTS

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

QUALITY OF LIFE

· Half (50%) of respondents surveyed rated the quality of life in East Palo Alto as excellent or good, with 9% rating it excellent and 41% rating it good. An additional one-third (34%) indicated that the quality of life in the City is fair. Overall, just 17% used poor (12%) or very poor (5%) to describe the quality of life in East Palo Alto.

· When provided with an open-ended opportunity to suggest a change the city government could take to make East Palo Alto a better place to live, approximately one-fifth (18%) of respondents were either unsure of a change that would make the City a better place to live (12%) or indicated they desired no changes (6%). The most common specific suggestions were improving public safety (32%), improving the City's infrastructure, such as streets, roads, and public facilities (18%), improving schools and education (11%), attracting new stores and restaurants (6%), addressing parking issues (6%), improving the housing stock (5%), improving local economy and employment opportunities (5%), and improving parks and recreation opportunities (5%).

CITY SERVICES

· Seventy percent (70%) of East Palo Alto residents indicated they were either very satisfied (21%) or somewhat satisfied (48%) with the City's efforts to provide municipal services. Twenty percent (20%) of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 11% indicated that they were unsure or unwilling to share their opinion.

· Residents were asked to rate the importance of 14 specific services provided by the City of East Palo Alto. Overall, residents rated public safety services as the most important, including providing fire protection services (94%), providing police services (91%), and preparing the City for emergencies (88%). Other services that were ranked toward the top of the list included maintaining streets and roads (87%), providing library services (86%), and promoting economic development to strengthen the local economy and job market (85%).

· The survey also asked about satisfaction with the City's efforts to provide the same 14 services. Residents were most satisfied with the City's efforts to provide fire protection services (89%), library services (87%), trash and recycling services (82%), and street-sweeping services (79%). Respondents were less satisfied with the City's efforts to address homelessness (59%), provide affordable housing and housing assistance programs (60%), and promote economic development to strengthen the local economy and job market (60%).

PUBLIC SAFETY

· Approximately three-quarters of residents indicated they felt safe walking by themselves in business areas of East Palo Alto (76%) and their neighborhood (74%) during the day.

· The percentage of residents who feel safe drops considerably when walking alone at night, with 43% of respondents indicating they feel safe walking alone in business areas after dark, and 37% saying they feel safe walking alone in their neighborhood after dark.

- The majority (61%) of respondents felt that East Palo Alto has become a *safer* place to live in the past five years, 27% felt it was about the same, and only 6% said it was *less safe*.

- When asked about the Police Department's relationship with the community, 38% of respondents felt the relationship was better now than five years ago. Forty-four percent (44%) said it was about the same, and 3% felt it was worse. The remaining 14% were unsure.

NEIGHBORHOOD ISSUES

- The most commonly experienced neighborhood problem among those tested was the presence of too many vehicles for a single home (61% at least a moderate problem), followed by gang activity (54%), excessive noise (52%), and landscapes and buildings not being properly maintained (51%).

- More than one-third (36%) of all residents surveyed did not have an opinion about the City's code enforcement efforts. Just over half (56%) of respondents with an opinion were either very (20%) or somewhat (36%) satisfied with the City's code enforcement efforts, whereas the remaining 44% were either very (26%) or somewhat (17%) dissatisfied.

- Among those who were dissatisfied with the City's code enforcement efforts, the most commonly mentioned issues underlying their dissatisfaction were concerns about parking violations, cited by 40% of respondents, followed by general cleanliness and property maintenance issues (15%), and multiple families living in a single home (11%).

PRIORITIES

- When provided with eight projects and programs that are candidates for future City spending and asked to indicate the priority they would assign to each, enhancing public safety was assigned the highest priority, followed by better preparing the City for emergencies, promoting economic development to improve the local business climate and job market, and improving and maintaining city facilities, streets, and infrastructure.

PUBLIC TRUST & SERVICE

- Overall, 80% of residents who provided an opinion agreed that overall, the City is headed in the right direction, 69% said they trust the City of East Palo Alto, and 65% agreed that the City is responsive to residents' needs.

- Residents were less in agreement that the City manages its finances well (49%), and that the City listens to residents when making important decisions (56%).

- Approximately one-third (35%) of respondents indicated they had been in contact with staff in the past 12 months.

- Respondents rated staff high on all three customer service dimensions tested, with more than eight-in-ten citing staff as helpful (90%), professional (84%), and accessible (88%).

COMMUNICATION

- Overall, 57% of respondents indicated they were satisfied with City's efforts to communicate with residents through newsletters, the Internet, and other means, 30% were dissatisfied with the City's efforts, and 13% were unsure of or chose not to share their opinion.

- The most frequently cited source for city-related information, mentioned by more than one-third (35%) of respondents, was the Internet in general, followed by television (19%), the City Newsletter (17%), Palo Alto Daily News (14%), friends and family (11%), and flyers, brochures, and posters displayed at public facilities (10%).

CONCLUSIONS

As noted in the *Introduction*, this study was designed to provide the City of East Palo Alto with a statistically reliable understanding of its residents' satisfaction, priorities and needs as they relate to services and facilities provided by the City. As such, it can provide the City with information needed to make sound, strategic decisions in a variety of areas—including service improvements and enhancements, measuring and tracking internal performance, budgeting, and planning. Whereas subsequent sections of this report are devoted to conveying the detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the collective results of the survey answer some of the key questions that motivated the research.

The following conclusions are based on True North's interpretations of the results, as well as the firm's collective experience conducting hundreds of similar studies for cities throughout the State.

How well is the City performing in meeting the needs of East Palo Alto residents?

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

More than two-thirds (70%) of East Palo Alto residents indicated that they were satisfied with the City's overall performance in providing municipal services. The high level of satisfaction expressed with the City's performance in general was also echoed when residents were asked to comment on the City's efforts to provide 14 specific services. For 10 of the 14 services, the City is meeting the needs of at least two-thirds of residents, and for many services the City is meeting the needs of more than 75% of residents. To the extent that the survey results can be viewed as a report card on the City's performance, the City receives a mix of A's, B's and C's for all service areas.

The City's performance in providing municipal services has also contributed to residents' general positive outlook on the quality of life in the City and the general direction that the City has taken in recent years. Approximately half of East Palo Alto residents rated the quality of life in the City as excellent or good, and more than two-thirds indicated that they feel the City is headed in the right direction and that they trust the City of East Palo Alto. The vast majority also feel that the City has become a safer place to live during the past five years, and the perceived relationship between the Police Department and the community has also improved.

Where should the City focus its efforts in the future?

Perhaps the most important recommendation—one that is occasionally overlooked in customer satisfaction research—is for the City to recognize the many things that it does well and to focus on continuing to perform at a high level in these areas. As noted throughout this report, residents were generally pleased with the City's efforts to provide ser-

vices and facilities, and have a positive 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 quality of services that it currently provides.

Nevertheless, in the spirit of continuous improvement, the survey results do suggest several opportunities to increase resident satisfaction even further. Considering the detailed list of services and their respective priority status for future City attention provided in the body of this report (see *Performance Needs & Priorities* on page 15), residents' open-ended responses about ways that the City can improve the quality of life in the city (see Figure 4 on page 9), as well as the rankings they assigned to potential strategic priorities (see Figure on page 26), the top candidates for the City's attention are: addressing homelessness and providing affordable housing/housing assistance programs, promoting economic development, managing traffic congestion, improving public safety, and improving public infrastructure.

Having recommended that the City focus on these areas, it is equally important to stress that the appropriate strategy for improving resident satisfaction would likely be a combination of focused communication and actual service improvements. That is, in some cases actual service improvements are needed to raise residents' satisfaction with the City's performance. In other cases, particularly those that involve policies affecting services that aren't readily apparent as are road maintenance or park maintenance, the key may simply be to communicate better with residents about the City's existing efforts with respect to a particular service area. It may be, for example, that many residents are simply not aware of the City's existing economic development plans. Choosing the appropriate *balance* of actual service improvements and efforts to raise public awareness and understanding on matters like this is key to setting appropriate expectations and maintaining a high level of resident satisfaction in the long-term.

How well is the City communicating with East Palo Alto residents?

The aforementioned recommendations regarding public information are underscored by residents' current levels of satisfaction with the City's efforts to communicate with them through newsletters, the Internet and other means. Overall, just over half (57%) of residents indicated that they were satisfied with the City's communication efforts. When compared to similar studies conducted for other cities which regularly post satisfaction levels between 75% and 85%, the results for East Palo Alto suggest that communication is one of the key areas that the City should focus on improving in the near-term.

In True North's experience, a high level of satisfaction relative to a city's communication efforts is generally associated with and likely caused by a greater reliance among residents on city-sponsored sources of information such as newsletters, websites, and related publications. In

reviewing the dominant sources that East Palo Alto residents turn to for their information, the top sources are *secondary* in nature—Internet and television. Just 17% mentioned the City's newsletter and less than 10% mentioned the City's website.

Looking to the future, the City's newsletter represents the most effective means by which the City can communicate with residents and bolster residents' satisfaction with the City's outreach efforts. It is important, however, that the City distribute a *printed* newsletter. Although there is cost-savings to be had from relying exclusively on electronic communication channels (e.g., an e-Newsletter), its not a recommended practice as research has shown that it will reduce readership and substantially lower residents' overall satisfaction with an agency's communication efforts. 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' perceptions of the quality of life in East Palo Alto, as well as their ideas for what the city government could do to improve the quality of life in the city, now and in the future.

OVERALL QUALITY OF LIFE   At the outset of the interview, respondents were asked to rate the quality of life in the city using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, half (50%) of respondents surveyed rated the quality of life in East Palo Alto as excellent or good, with 9% rating it excellent and 41% rating it good. An additional one-third (34%) indicated that the quality of life in the City is fair. Overall, just 17% used poor (12%) or very poor (5%) to describe the quality of life in East Palo Alto..

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

FIGURE 1 QUALITY OF LIFE
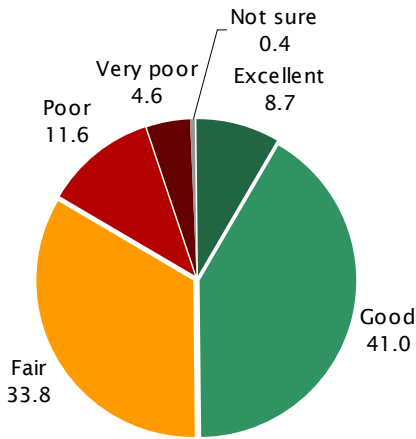
For the interested reader, Figures 2 and 3 show how ratings of the quality of life in the City varied by length of residence, presence of a child in the home, ethnicity, home ownership status, gender, and age. The subgroups most likely to rate the quality of life in the City as excellent or good included: those residing in the City for 5 or more years, those with children in the home, African American respondents and those of some 'other heritage', renters, men, and respondents between the ages of 18 and 24.

FIGURE 2 QUALITY OF LIFE BY YEARS IN EAST PALO ALTO, CHILD IN HOME & ETHNICITY
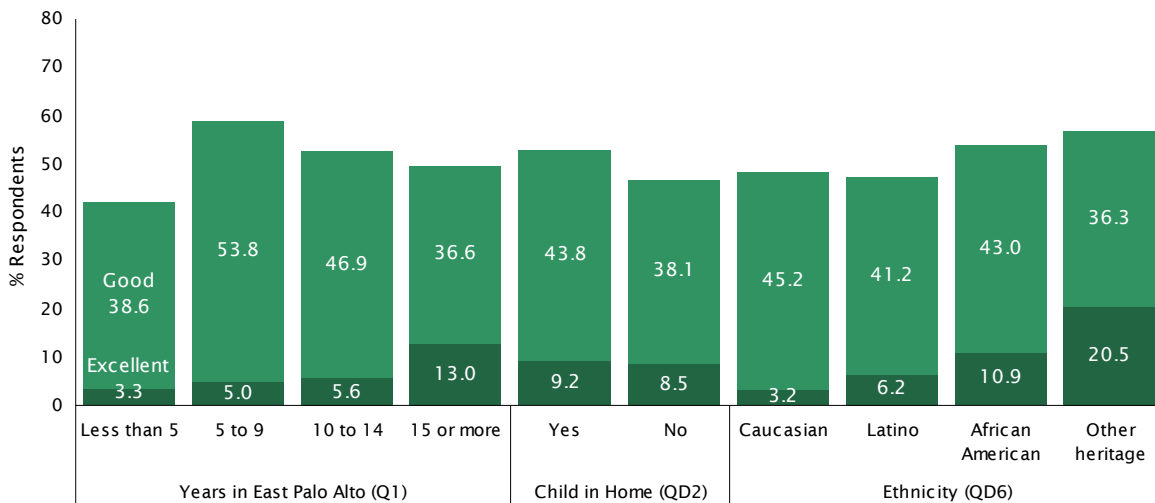
FIGURE 3 QUALITY OF LIFE BY HOME OWNERSHIP STATUS, GENDER & AGE
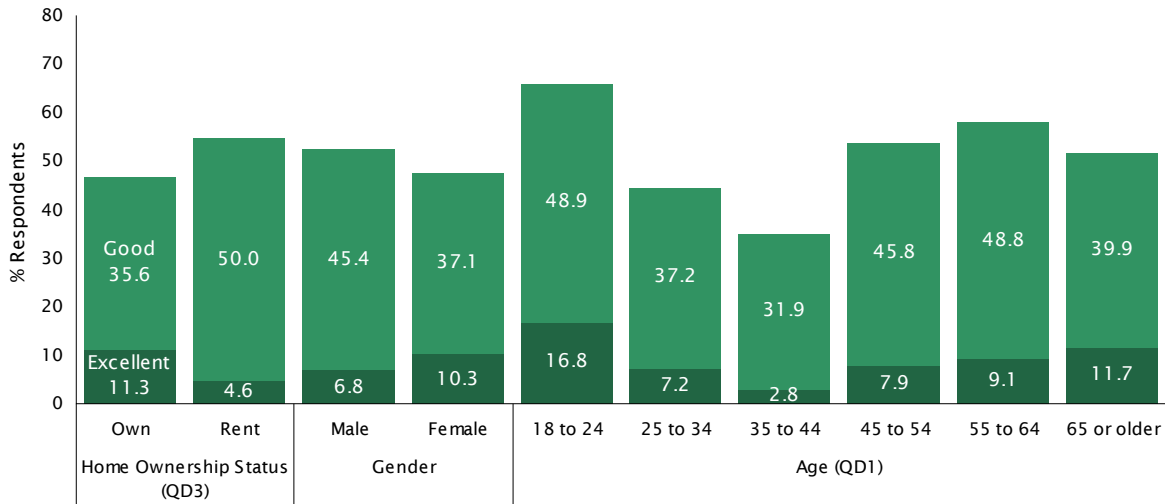
WAYS TO IMPROVE QUALITY OF LIFE   Respondents were next asked to indicate one thing city government could change to make East Palo Alto a better place to live, now and in the future. This question was asked in an open-ended manner, which allowed respondents to mention any change that came to mind without 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 4.

Question 3   *If the city government could change one thing to make East Palo Alto a better place to live now and in the future, what change would you like to see?*

FIGURE 4 CHANGES TO IMPROVE EAST PALO ALTO
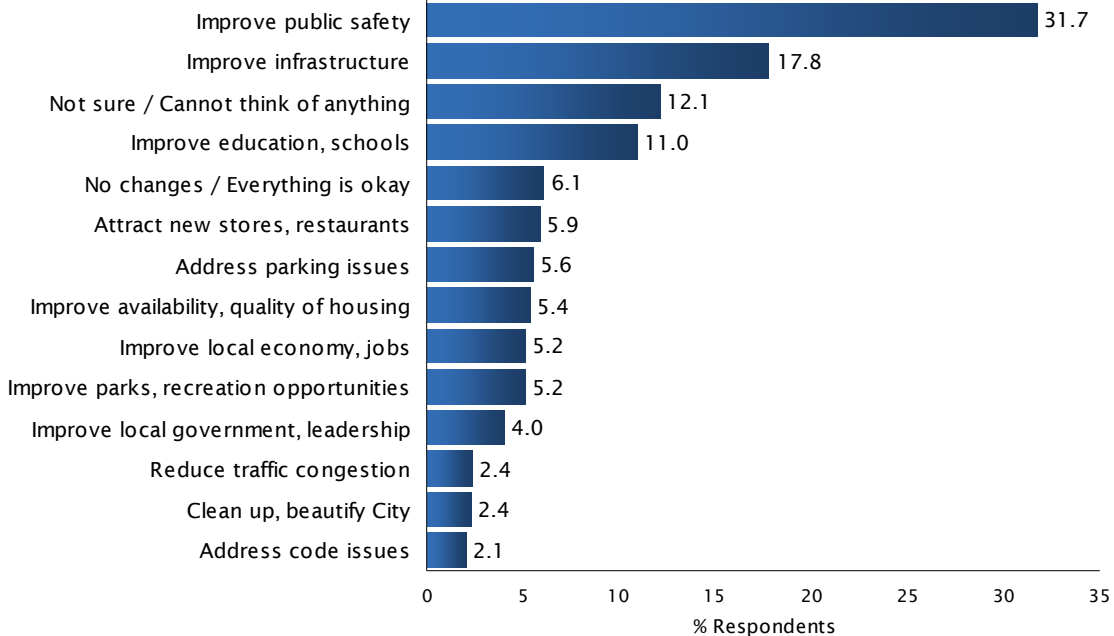
Approximately one-fifth (18%) of respondents were either unsure of a change that would make East Palo Alto a better place to live (12%) or indicated they desired no changes from the City (6%). Of the specific suggestions, the most common were improving public safety (32%), improving the City's infrastructure, such as streets, roads, and public facilities (18%), improving schools and education (11%), attracting new stores and restaurants (6%), addressing parking issues (6%), improving the housing stock (5%), improving local economy and employment opportunities (5%), and improving parks and recreation opportunities (5%). No other single improvement was mentioned by at least 5% of respondents.

C I T Y   S E R V I C E S

After measuring respondents' perceptions of the quality of life in East Palo Alto, 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 East Palo Alto 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.

Question 4   *Generally speaking, are you satisfied or dissatisfied with the job the City is doing to provide city services?*

FIGURE 5 OVERALL SATISFACTION
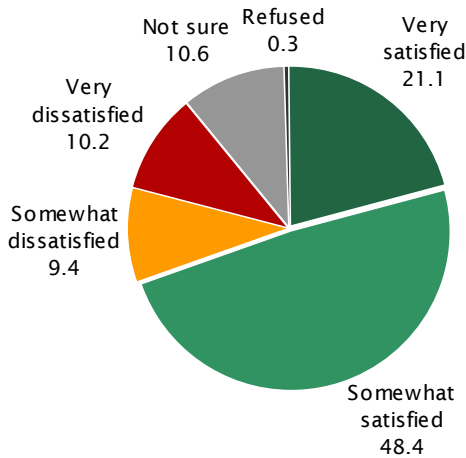
As shown in Figure 5, 70% of East Palo Alto residents indicated they were either very satisfied (21%) or somewhat satisfied (48%) with the City's efforts to provide municipal services. Twenty percent (20%) of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 11% indicated that they were unsure or unwilling to share their opinion.

Figures 6 and 7 display how the percentage of respondents who were satisfied with the City's overall performance varied across a variety of demographic subgroups.

FIGURE 6 OVERALL SATISFACTION BY YEARS IN EAST PALO ALTO, CHILD IN HOME & ETHNICITY
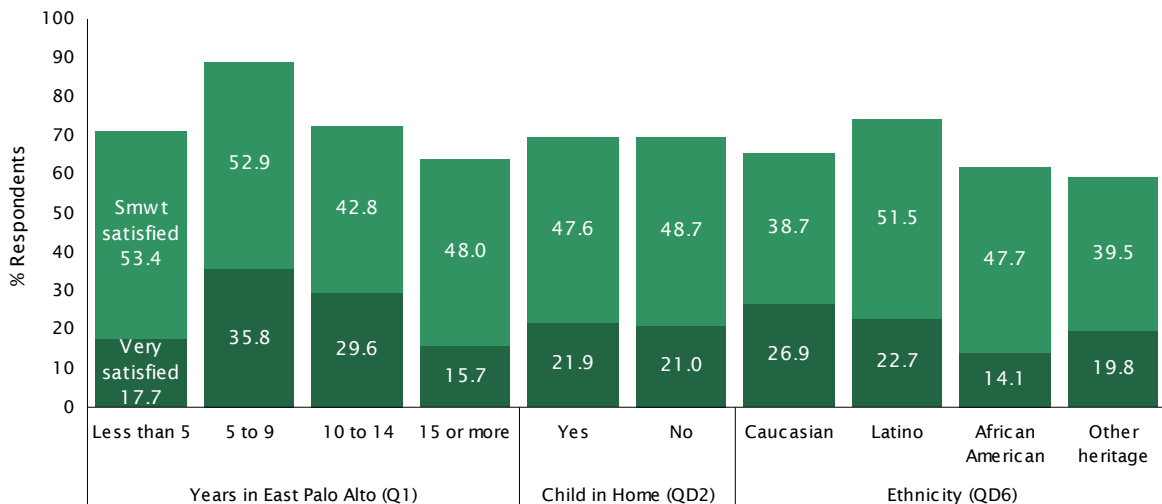
FIGURE 7 OVERALL SATISFACTION BY HOME OWNERSHIP STATUS, GENDER & AGE
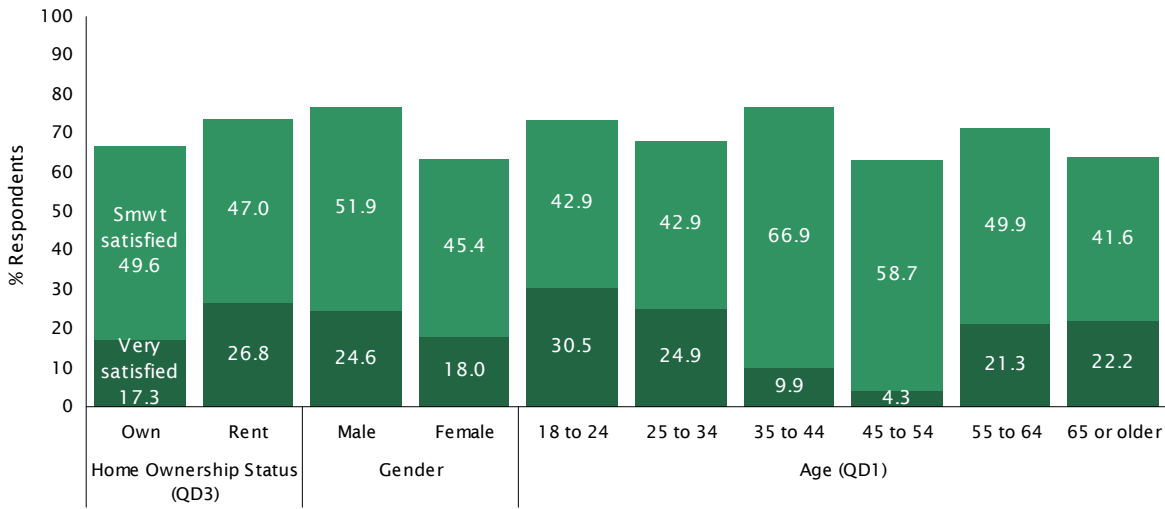
SPECIFIC SERVICES   Whereas Question 4 addressed the City's *overall* performance, the next two questions asked respondents to rate the importance of *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents were first asked whether they thought a service was extremely important, very important, somewhat important, or not at all important. The order of the items was randomized for each respondent to avoid a systematic position bias.

Figure 8 on the next page presents the services sorted by order of importance according to the percentage of respondents who rated a service as *at least* very important. Overall, East Palo Alto residents rated public safety services as the most important, including providing fire protection services (94%), providing police services (91%), and preparing the City for emergencies (88%). Other services that were ranked toward the top of the list included maintaining streets and roads (87%), providing library services (86%), and promoting economic development to strengthen the local economy and job market (85%).

At the other end of the spectrum, providing street-sweeping services (74%) and addressing homelessness (76%) were viewed as less important.

Question 5 *For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.*

FIGURE 8 IMPORTANCE OF SERVICES
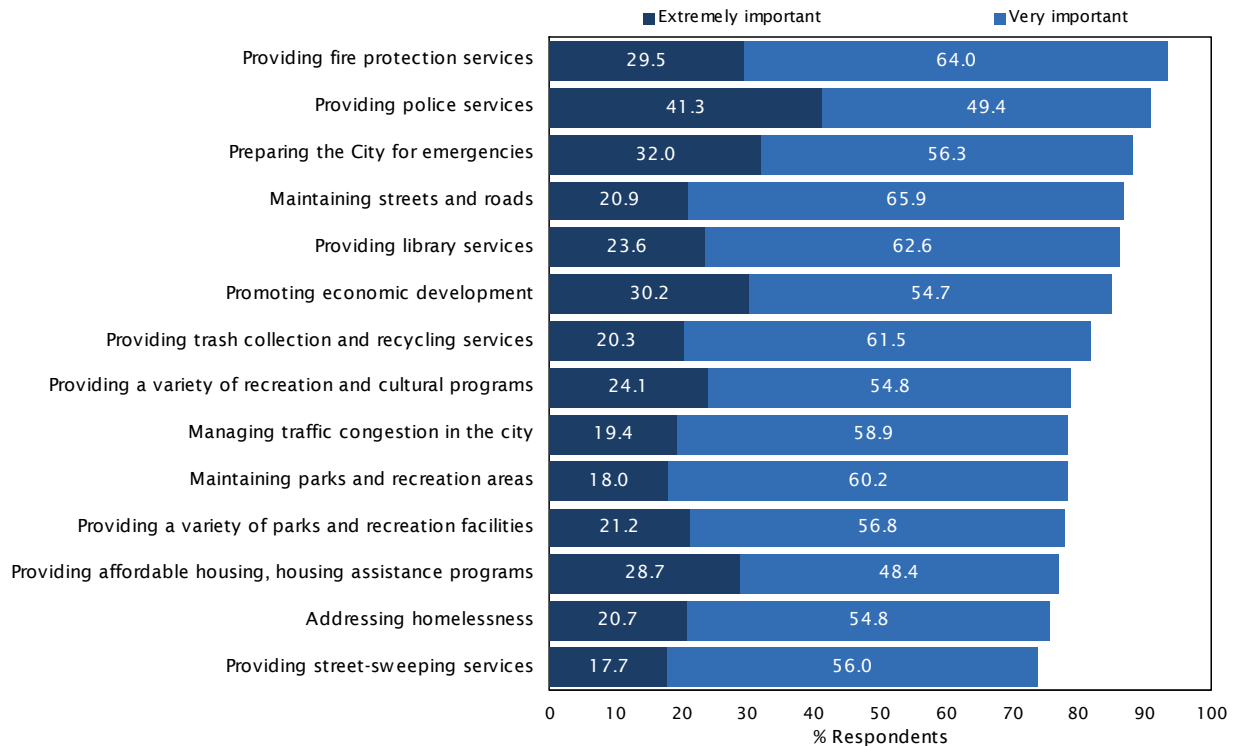
Turning to the satisfaction component, Figure 9 on the next page sorts the same list of services according to the percentage of respondents who indicated they were either very or somewhat satisfied with the City's efforts to provide the service. For comparison purposes between services, only respondents who held an opinion (either satisfied or dissatisfied) are included in the figure. Those who did not have an opinion were removed from this analysis. The percentage of respondents who provided an opinion (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 services (89%), library services (87%), trash and recycling services (82%), and street-sweeping services (79%). Respondents were less satisfied with the City's efforts to address homelessness (59%), provide affordable housing and housing assistance programs (60%), and promote economic development to strengthen the local economy and job market (60%).

Question 6   *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

Legend: ■ Very satisfied ■ Somewhat satisfied ■ Somewhat dissatisfied ■ Very dissatisfied

Service	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied
Provide fire protection services [94%]	47.8	40.8	7.1	4.3
Provide library services [96%]	42.3	44.4	10.1	3.2
Provide trash collection and recycling services [98%]	46.2	35.5	10.8	7.5
Provide street-sweeping services [97%]	39.9	39.4	13.5	7.1
Maintain parks and recreation areas [91%]	25.6	51.7	17.4	5.4
Provide a variety of recreation and cultural programs [90%]	23.0	53.3	13.4	10.3
Prepare the City for emergencies [82%]	29.1	44.3	16.0	10.5
Provide a variety of parks and recreation facilities [92%]	31.3	39.6	18.6	10.6
Provide police services [94%]	30.9	38.5	10.3	20.3
Maintain streets and roads [97%]	22.1	45.2	15.8	17.0
Manage traffic congestion in the city [93%]	21.8	42.2	18.5	17.5
Promote economic development [91%]	20.5	39.9	22.1	17.5
Provide affordable housing, housing assistance programs [81%]	25.1	34.8	25.8	14.2
Address homelessness [81%]	18.7	40.0	23.8	17.5

% Respondents Who Provided Opinion

PERFORMANCE NEEDS & PRIORITIES

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

Rather than rely on sample *averages* to conduct this analysis, True North has developed and refined an *individualized* approach to identifying priorities. This approach is built on the recognition that opinions will vary from resident to resident and that understanding this *variation* is required for assessing how well the City is meeting the needs of its residents.[2] Table 1 on the next page presents a two-dimensional grid based on the importance and satisfaction scales. The horizontal axis corresponds to the four *importance* response options, whereas the vertical scale corresponds to the four *satisfaction* response options.

The 16 cells within the grid are grouped into one of six categories based on how well the City is meeting, or not meeting, a resident's needs for a particular service. The six groups are as follows:

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

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

Not Meeting Needs, Severely

The City is severely *not* meeting a respondent's needs if a) a respondent is dissatisfied and the service is viewed as extremely important, or b) a respondent is very dissatisfied and the service is viewed as very important.

TABLE 1   NEEDS & PRIORITY MATRIX

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

Using this framework, True North categorized respondents individually for each of the 14 services tested in the survey. For example, a respondent who indicated that maintaining streets and roads was somewhat important and they were very satisfied with the City's efforts in this service area would be categorized in the *exceeding needs* group for this service. The same respondent may be grouped in the *marginally not meeting needs* group for another service if he or she was somewhat dissatisfied with the City's efforts to provide the service, but the service was viewed as only somewhat important.

Figure 10 on the next page presents each of the 14 services tested in the survey, along with the percentage of respondents grouped into each of the six possible categories. For ease of interpretation, the color-coding in Figure 10 is consistent with that presented in Table 1. For example, in the service area of addressing homelessness, the City is exceeding the needs of 5% of respondents, moderately meeting the needs of 24% of respondents, marginally meeting the needs of 29% of respondents, marginally not meeting the needs of 4% of respondents, moderately not meeting the needs of 17% of respondents, and severely not meeting the needs of 20% of respondents.

Operating from the management philosophy that, all other things being equal, the City should focus on improving services that have the highest percentage of residents for which the City is currently *not* meeting their needs, the services have been sorted by order of priority. Thus, addressing homelessness is the top priority, followed by providing affordable housing and housing assistance programs, and promoting economic development to strengthen the local economy and job market.

FIGURE 10 RESIDENT SERVICE NEEDS & PRIORITIES

|	Exceeding needs	Meeting needs moderately	Meeting needs marginally	Not meeting needs marginally	Not meeting needs moderately	Not meeting needs severely
Addressing homelessness	5	24	29	4	17	20
Providing affordable housing, housing assistance programs	5	28	26	8	10	22
Promoting economic development	4	23	34	2	14	24
Managing traffic congestion in the city	7	22	34	2	14	20
Maintaining streets and roads	3	28	38	1	12	19
Providing police services	1	34	35	0	8	22
Providing a variety of parks and recreation facilities	12	27	33	2	12	15
Preparing the City for emergencies	5	26	42	3	12	12
Providing a variety of recreation and cultural programs	8	28	41	2	9	14
Maintaining parks and recreation areas	4	33	40	3	11	9
Providing street-sweeping services	12	41	27	4	7	10
Providing trash collection and recycling services	5	53	24	2	8	8
Providing library services	5	47	35	1	4	9
Providing fire protection services	3	47	38	0	5	6

% Respondents Who Provided Opinion

PUBLIC SAFETY

Ensuring the personal safety of residents is the most basic function of local government. It is important to keep in mind, of course, that public safety is as much a matter of perceptions as it is a matter of reality. Regardless of actual crime statistics, if residents don't *feel* safe then they will not enjoy the many cultural, recreational, and shopping opportunities available in the City of East Palo Alto that will enhance their quality of life.

PERCEIVED SAFETY   The survey included questions designed to measure respondents' perceptions of safety walking by themselves in the four scenarios described at the bottom of Figure 11. For each scenario, respondents were asked to rate how safe they feel according to the scale shown to the right of the figure. As shown in the figure, residents' feelings of safety varied considerably depending on the setting. Approximately three-quarters of residents indicated they felt safe walking by themselves in business areas of East Palo Alto (76%) and their neighborhood (74%) during the day. The percentage who feel safe drops considerably when walking alone in those areas after dark: 43% of respondents said they felt safe walking alone in business areas after dark, and 37% felt safe walking alone in their neighborhood after dark.

Question 7   *Next, I'd like to ask a few questions about personal safety and security in the City of East Palo Alto. When you are: _____, would you say that you feel very safe, reasonably safe, somewhat unsafe, or very unsafe?*

FIGURE 11 PERCEPTION OF PUBLIC SAFETY
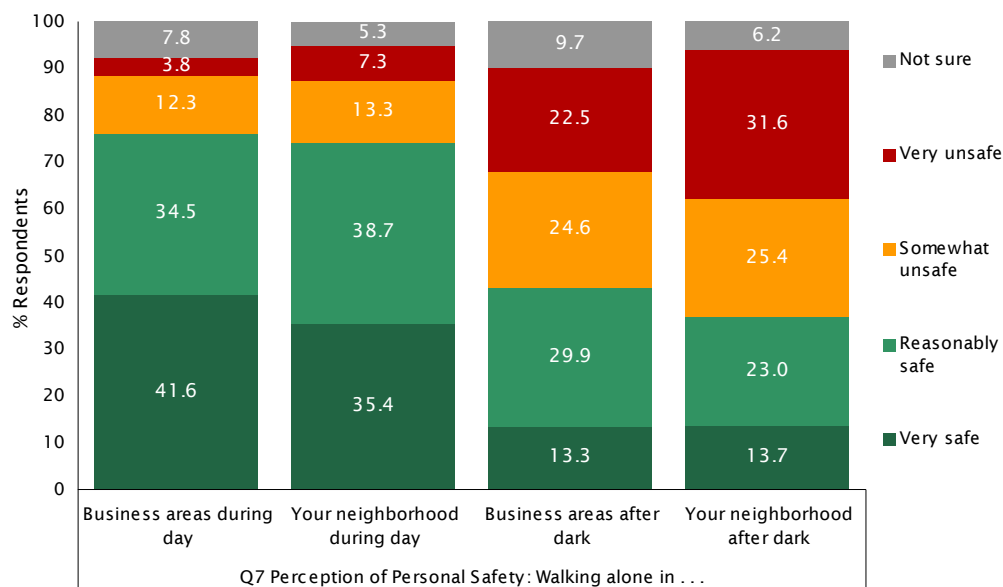
As one might expect, feelings of safety are often related to respondent age and gender. Figure 12 on the next page presents the percentage of respondents who indicated that they felt *very safe* in each scenario by their age and gender group. Women were somewhat less likely than men to feel *very safe* in business areas and their neighborhood during the day, but were comparable in both scenarios after dark. Feelings of safety differed considerably by age and scenario, with younger residents less likely than their older counterparts to feel very safe after dark, while seniors were comparable to young adult residents during the day.

FIGURE 12 PERCEPTION OF PUBLIC SAFETY BY AGE & GENDER
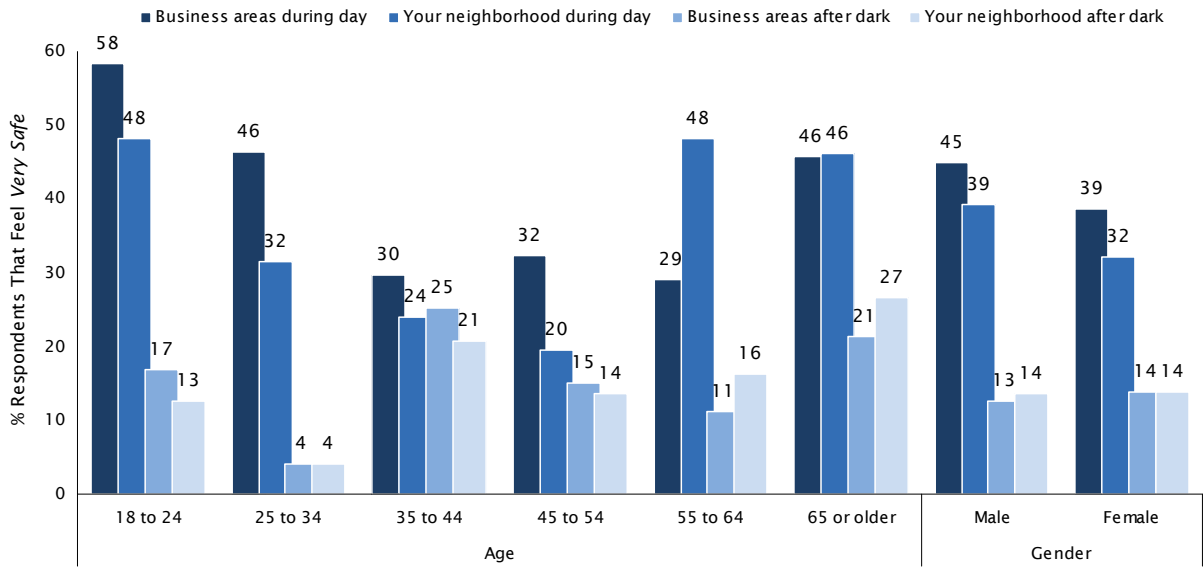
The next question in this section of the survey asked respondents if they felt that East Palo Alto, compared with five years ago, has become a safer place to live, a less safe place to live, or is about the same. As shown below in Figure 13, the majority (61%) of respondents felt that East Palo Alto has become a *safer* place to live in the past five years, 27% felt it was about the same, and only 6% said it was *less safe*.

FIGURE 13 PUBLIC SAFETY IN PAST FIVE YEARS
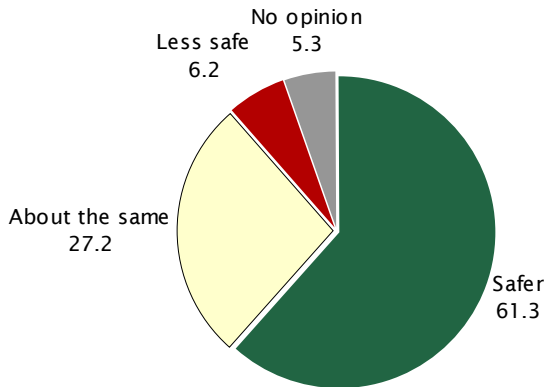
Question 8   *In the past 5 years, would you say that East Palo Alto has become a safer place to live, less safe, or is it about the same now as it was then?*

The two figures on the next page display the percentage of respondents who provided an opinion and felt that East Palo Alto has become a safer place to live (green bars) and the percentage who felt the City has become a less safe place to live (red bars) by a variety of subgroups. The most notable finding is that all subgroups were considerably more likely to report that East Palo Alto has become a safer place to live in the past five years.

FIGURE 14 PUBLIC SAFETY IN PAST FIVE YEARS BY YEARS IN EAST PALO ALTO & AGE
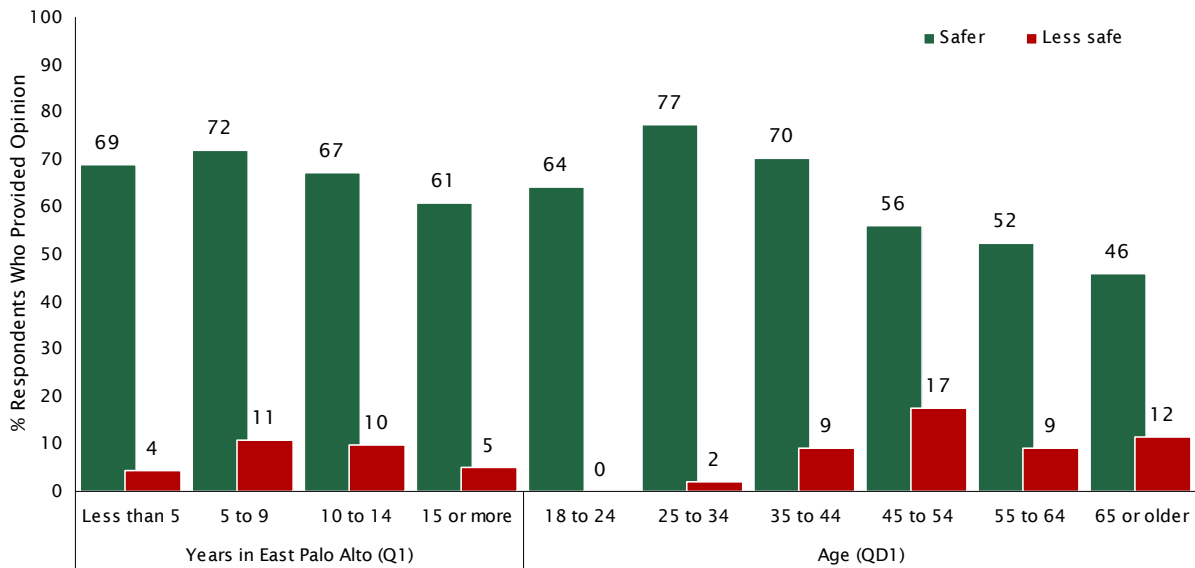
FIGURE 15 PUBLIC SAFETY IN PAST FIVE YEARS BY ETHNICITY, GENDER & OVERALL SATISFACTION
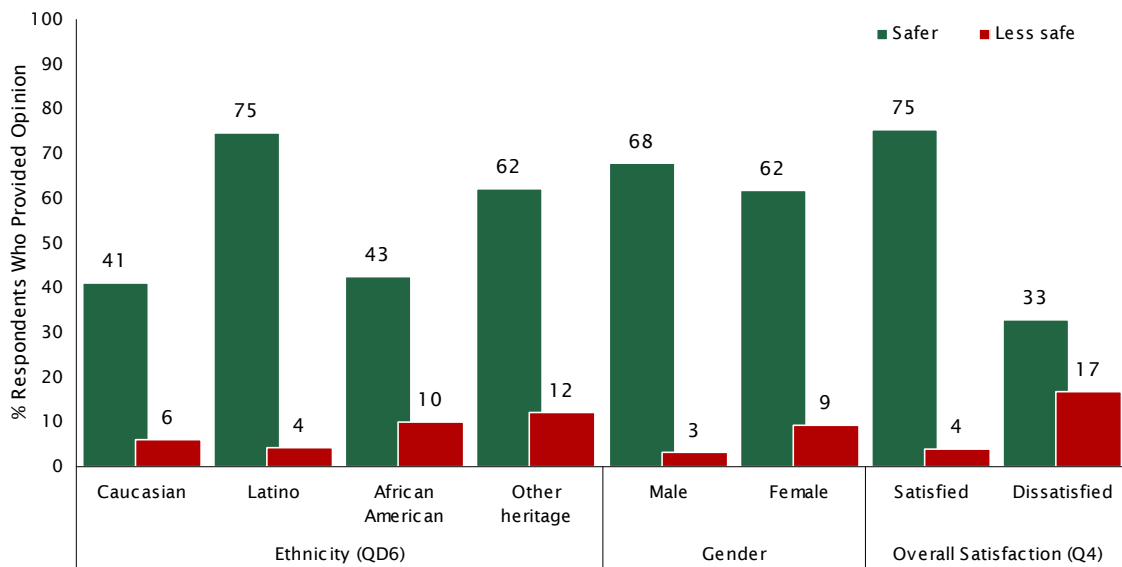
POLICE DEPARTMENT   The final question of this series sought to assess residents' perception of the local Police Department's relationship with the community. Respondents were asked if they felt that, in the past five years, the Police Department has a better relationship with the community, a worse relationship, or about the same relationship as in the past. Figure 16 on the next page shows that 38% of respondents felt the Police Department's relationship was better now than five years ago. Forty-four percent (44%) said it was about the same, and 3% felt it was worse. The remaining 14% of respondents were unsure or chose not to share their opinion.

Question 9   *In the past 5 years, would you say that the Police Department has a better relation-ship with the community, a worse relationship, or is it about the same now as it was then?*

FIGURE 16 POLICE DEPARTMENT'S RELATIONSHIP WITH COMMUNITY IN PAST FIVE YEARS
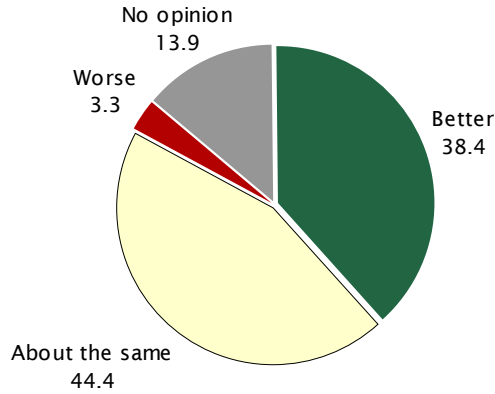
The next two figures display the percentage of respondents who provided an opinion and felt that the Police Department's relationship with the community is better in the past five years (green bars) and the percentage of respondents who felt it is worse (red bars) by a variety of sub-groups. Aside from respondents who expressed dissatisfaction with the City's overall perfor-mance (Question 4), a substantial percentage of all subgroups felt that the Police Department's relationship with the community is better in the past five years.

FIGURE 17 POLICE DEPARTMENT'S RELATIONSHIP WITH COMMUNITY IN PAST FIVE YEARS BY YEARS IN EAST PALO ALTO & AGE
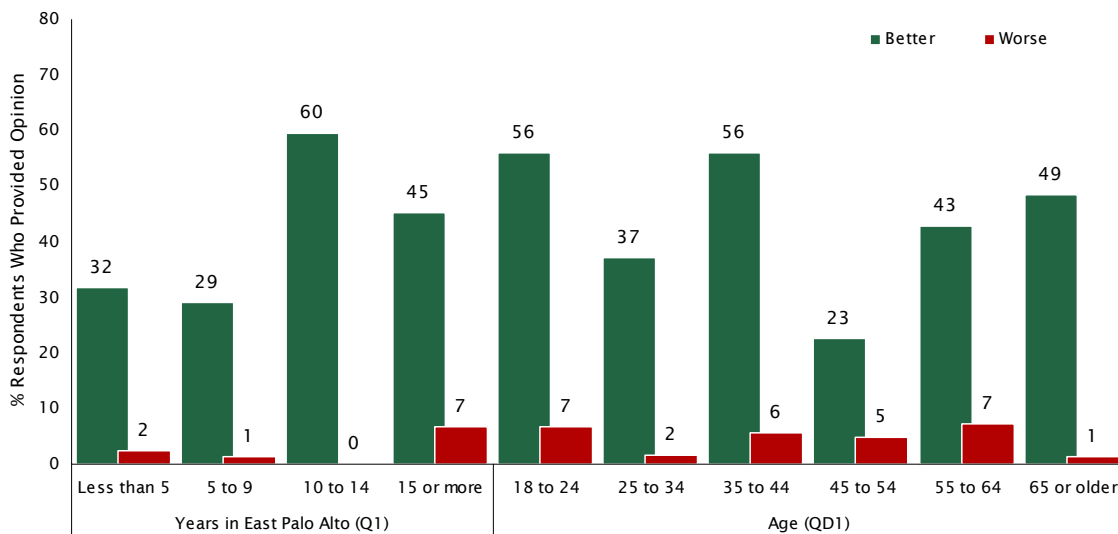
FIGURE 18 POLICE DEPARTMENT'S RELATIONSHIP WITH COMMUNITY IN PAST FIVE YEARS BY ETHNICITY, GENDER & OVERALL SATISFACTION
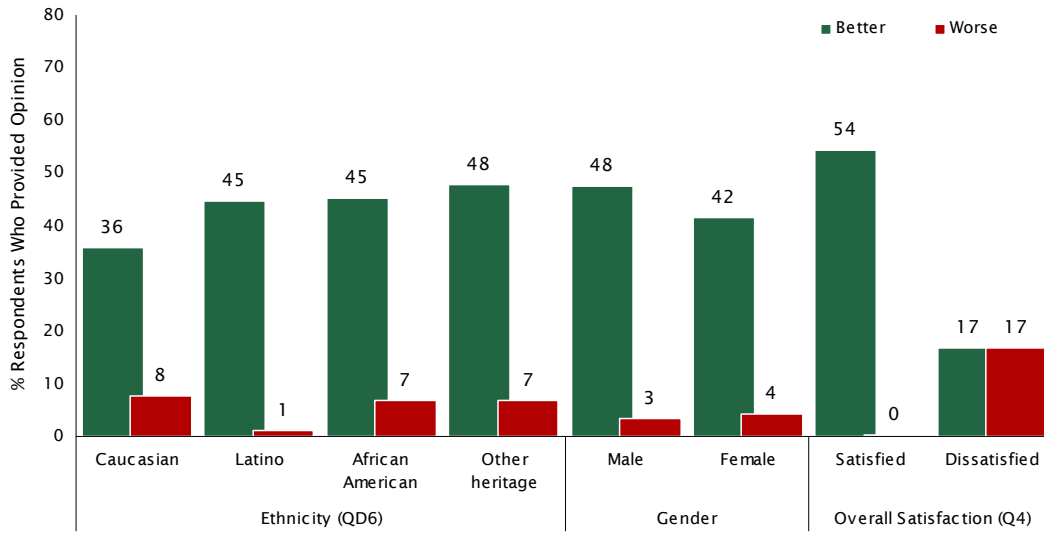
NEIGHBORHOOD ISSUES

Research has shown that fear of crime and perceptions of personal safety can be influenced by factors that, although not directly related to crime, when present in a community are suggestive of an unsafe environment. Graffiti, unkempt yards and abandoned vehicles, for example, are problems that can lead a resident to feel that their neighborhood is not safe.

Accordingly, the survey next presented respondents with each of the issues shown across the bottom of Figure 19 and asked, for each, whether the issue is a big problem, moderate problem, small problem, or not a problem in their neighborhood. The most commonly experienced neighborhood problem among those tested was the presence of too many vehicles for a single home (61% at least a moderate problem), followed by gang activity (54%), excessive noise (52%), and landscapes and buildings not being properly maintained (51%).

Question 10 *As I read the following issues, please indicate whether each issue is a big problem, a moderate problem, a small problem, or not a problem in your neighborhood.*

FIGURE 19 RATING NEIGHBORHOOD ISSUES
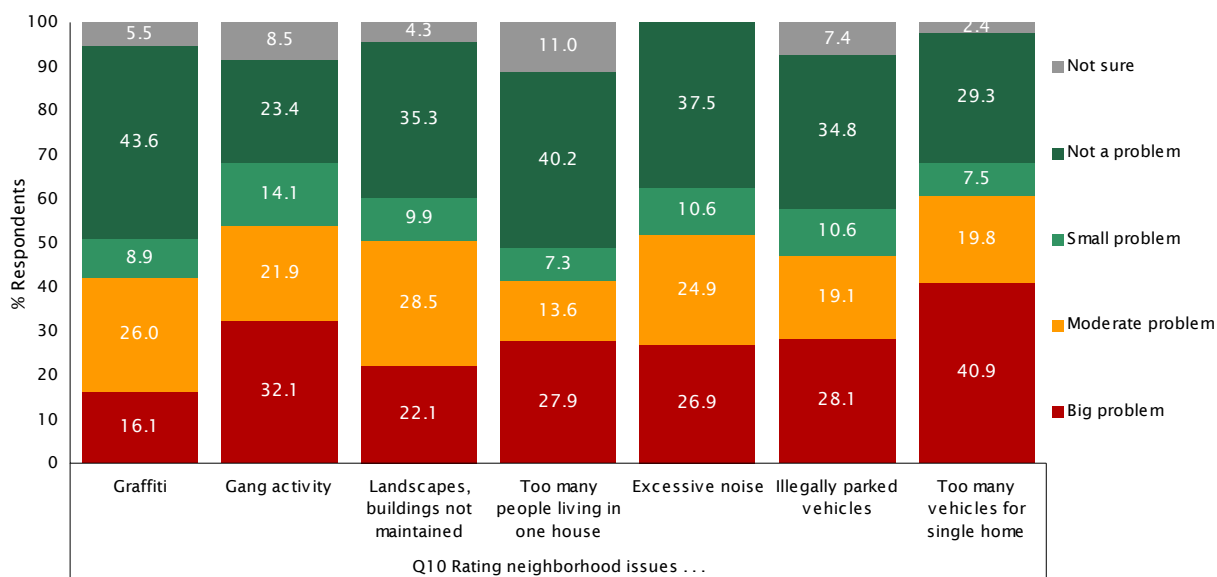
Respondents were next informed that the City has created codes to address and prevent a variety of issues that can affect a neighborhood, including illegal parking, abandoned vehicles, non-permitted construction, junk storage, and properties not being properly maintained. They were then asked if, in general, they are satisfied or dissatisfied with the City's efforts to *enforce* code violations, or if they do not have an opinion on the matter.

More than one-third (36%) of all residents surveyed did not have or provide an opinion. Figure 20 on the next page provides the responses to this question among those who provided an opinion. Just over half (56%) of respondents with an opinion were either very (20%) or somewhat (36%) satisfied with the City's code enforcement efforts, whereas the remaining 44% were either very (26%) or somewhat (17%) dissatisfied.

FIGURE 20 SATISFACTION WITH CODE ENFORCEMENT
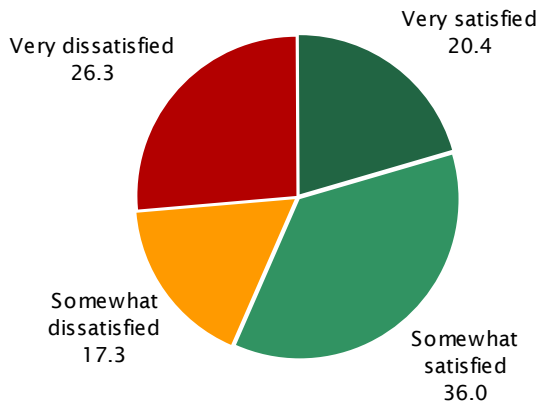
Question 11 *The City has created codes to address a variety of issues that can affect a neighborhood, such as illegal parking, abandoned vehicles, non-permitted construction, junk storage and properties not being properly maintained. Overall, are you satisfied or dissatisfied with the City's efforts to enforce code violations, or do you not have an opinion?*

Below, Figure 21 shows how satisfaction with the City's code enforcement efforts varied by years of residence in the City, home ownership status, and overall satisfaction with the City's service provision.

FIGURE 21 SATISFACTION WITH CODE ENFORCEMENT BY YEARS IN EAST PALO ALTO, HOME OWNERSHIP STATUS & OVERALL SATISFACTION
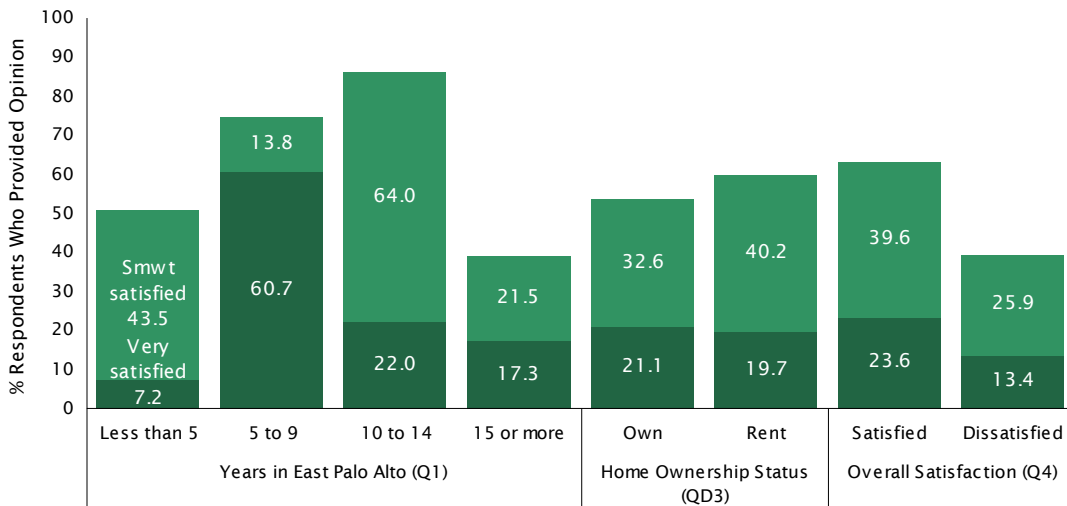
Respondents who were dissatisfied with code enforcement efforts were asked if their dissatisfaction was motivated by a particular issue or code violation. As shown in Figure 22 on the next page, concern about parking violations was cited by 40% of respondents who were dissatisfied with the City's code enforcement efforts, followed by general cleanliness and property maintenance issues (15%), and multiple families living in a single home (11%).

Question 12 *Is there a particular issue or code violation that the City isn't addressing that leads you to be dissatisfied?*

FIGURE 22 REASON FOR DISSATISFACTION WITH CODE ENFORCEMENT

% Respondents Dissatisfied With Code Enforcement
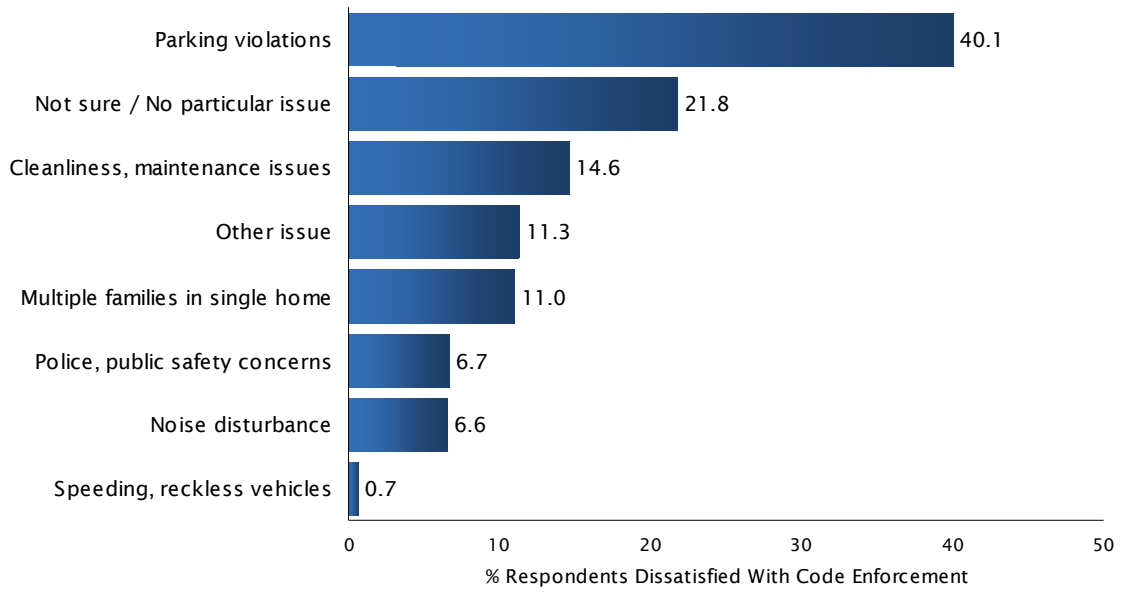
PRIORITIES

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

Question 13 was designed to provide East Palo Alto with a reliable measure of how residents, as a whole, prioritize a variety of projects and programs to which the City could allocate resources in the future. The format of the question was straightforward: after informing respondents that the City does not have the financial resources to fund *all* of the projects and programs that may be desired by residents, respondents were asked whether each project or program shown in Figure 23 should be a high, medium, or low priority for future city spending—or if the City should not spend money on the project at all.

The projects and programs are sorted in Figure 23 from high to low based on the percentage of respondents who indicated that an item was *at least* a medium priority for future city spending. Among the projects and programs tested, enhancing public safety was assigned the highest priority (95% high or medium priority), followed by better preparing the City for emergencies (91%), promoting economic development to improve the local business climate and job market (88%), and improving and maintaining city facilities, streets, and infrastructure (87%).

Question 13 *The City of East Palo Alto has the financial resources to provide some of the projects and programs desired by residents. Because it can not fund every project and program, however, the City must set priorities. As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.*

FIGURE 23 SPENDING PRIORITIES
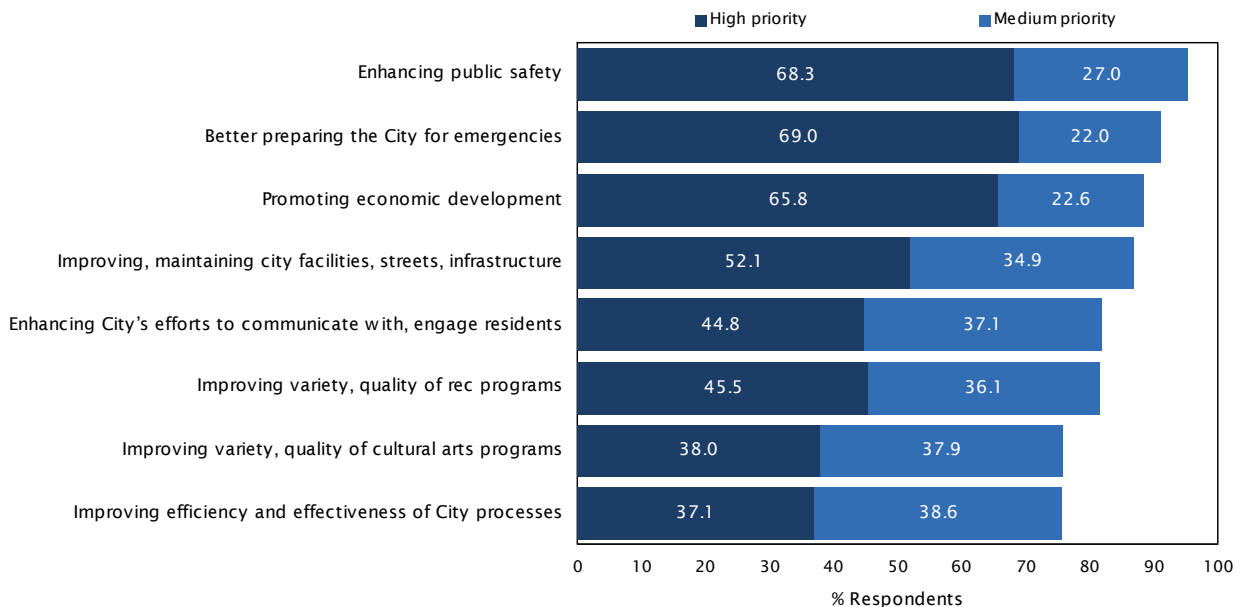
PUBLIC TRUST & SERVICE

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

PERCEPTIONS OF CITY GOVERNMENT   The first question in this series was designed to profile respondents' perceptions of city government on a variety of dimensions, including fiscal responsibility and responsiveness. For each of the five statements shown in truncated form on the left of Figure 14, respondents were asked whether they agreed or disagreed with the statement, or if they had no opinion. The percentages shown are among those who provided an opinion.

Overall, 80% of residents who provided an opinion agreed that overall, the City is headed in the right direction, 69% said they trust the City of East Palo Alto, and 65% agreed that the City is responsive to residents' needs. Residents were less in agreement that the City manages its finances well (49%), and that the City listens to residents when making important decisions (56%).

Question 14   *Next, I'm going to read you a series of statements about the City of East Palo Alto. For each, I'd like you to tell me whether you agree or disagree with the statement.*

FIGURE 24 AGREEMENT WITH STATEMENTS ABOUT CITY
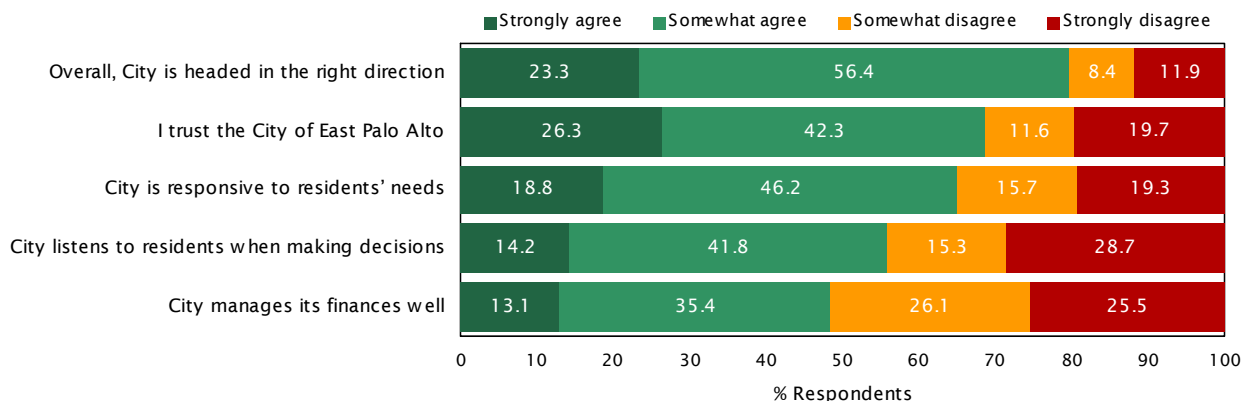
CITY STAFF The next question in this series asked if the respondent had been in contact with City of East Palo Alto staff in the 12 months prior to the interview. As shown in Figure 25, 35% of respondents indicated they had been in contact with staff in the past 12 months.

FIGURE 25 STAFF CONTACT IN PAST 12 MONTHS
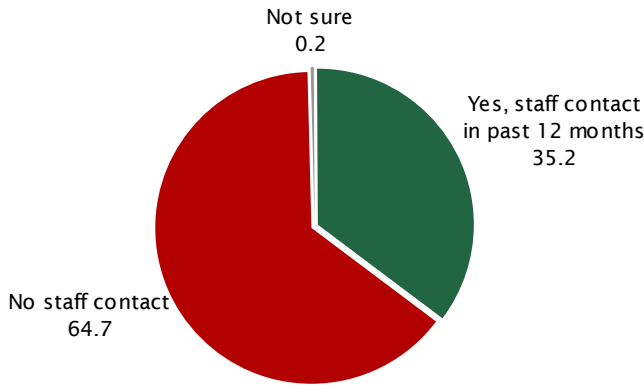
Question 15 *In the past 12 months, have you been in contact with staff from the City of East Palo Alto?*

For the interested reader, figures 26 and 27 display the percentage of respondents in contact with City staff across a variety of demographic sub-groups.

FIGURE 26 STAFF CONTACT IN PAST 12 MONTHS BY YEARS IN EAST PALO ALTO, CHILD IN HOME & HOME OWNERSHIP STATUS
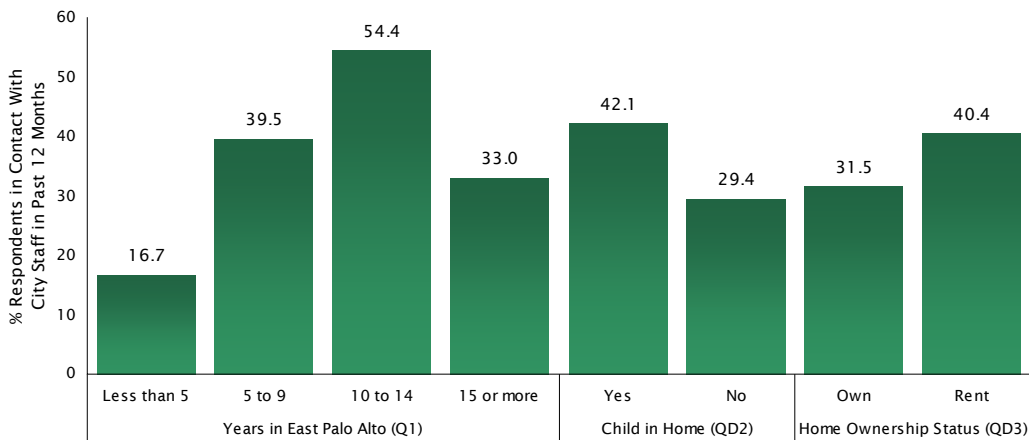
FIGURE 27 STAFF CONTACT IN PAST 12 MONTHS BY ETHNICITY & AGE
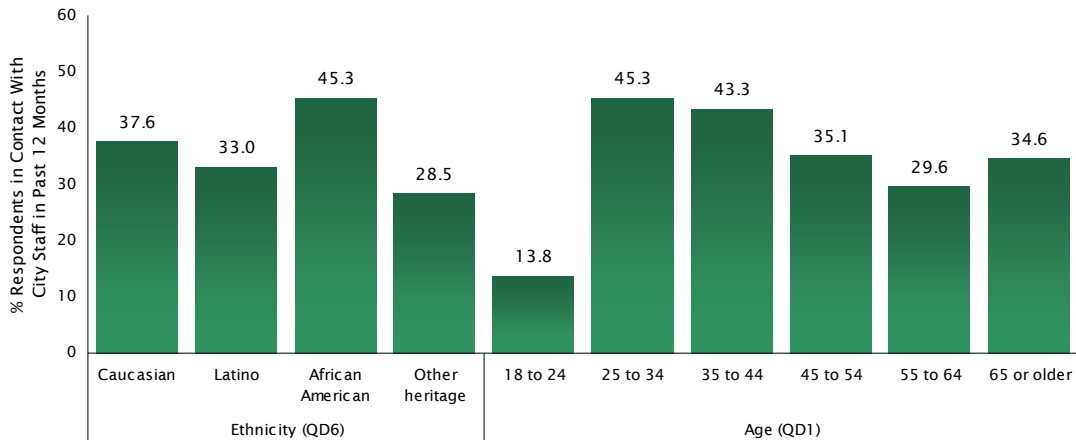
Respondents who had contact with City staff in the past 12 months were asked to rate City staff on three dimensions: helpfulness, professionalism, and accessibility. Respondents rated staff high on all three dimensions tested, with more than eight-in-ten reporting that staff were helpful (90%), professional (84%), and accessible (88%).

Question 16   *In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____?*

FIGURE 28 PERCEPTION OF CITY STAFF
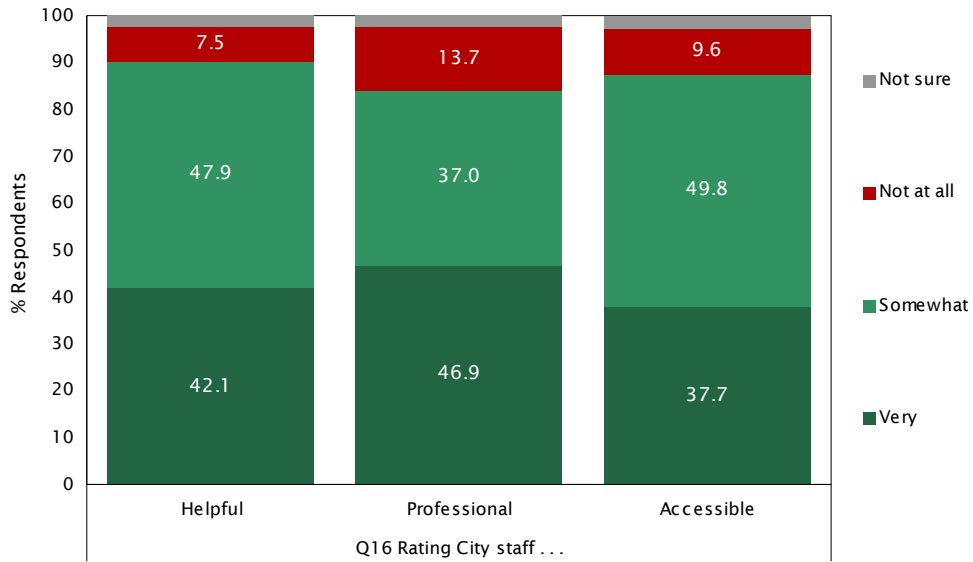
COMMUNICATION

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

OVERALL SATISFACTION   Question 17 of the survey asked residents to report their satisfaction with city-resident communication in the City of East Palo Alto. Overall, 57% of respondents indicated they were satisfied with City's efforts to communicate with residents through newsletters, the Internet, and other means, 30% were dissatisfied with the City's efforts in this respect, and 13% were unsure of or chose not to share their opinion.

FIGURE 29 SATISFACTION WITH COMMUNICATION
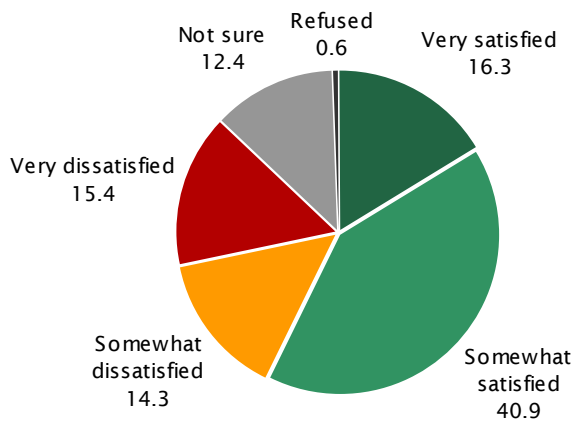
Question 17 *Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, and other means?*

The next two figures display how overall satisfaction with the City's efforts to communicate with residents varied by length of residence, overall satisfaction with the City's performance, ethnicity, home ownership status, gender, and age.

FIGURE 30 SATISFACTION WITH COMMUNICATION BY YEARS IN EAST PALO ALTO, OVERALL SATISFACTION & ETHNICITY
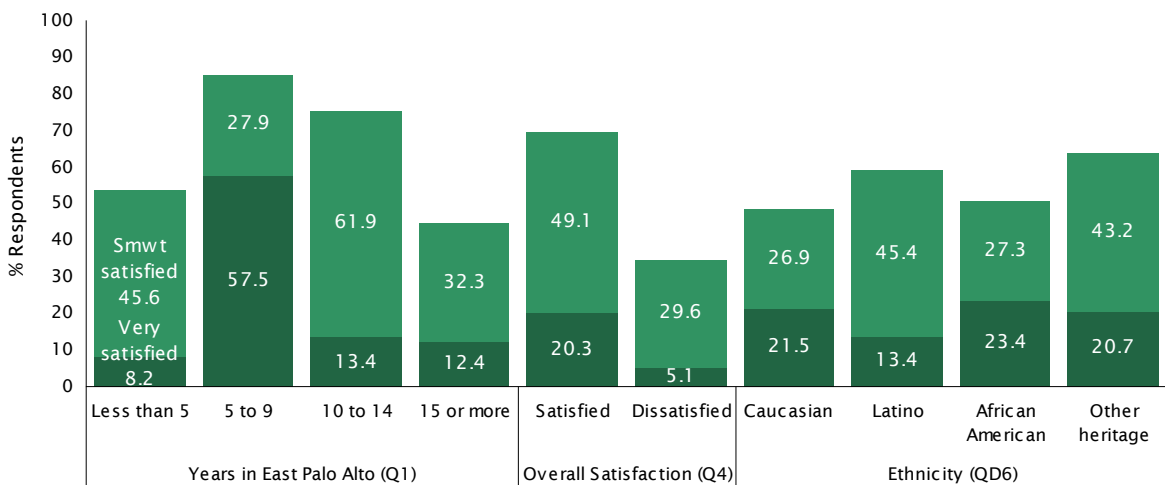
FIGURE 31 SATISFACTION WITH COMMUNICATION BY HOME OWNERSHIP STATUS, GENDER & AGE
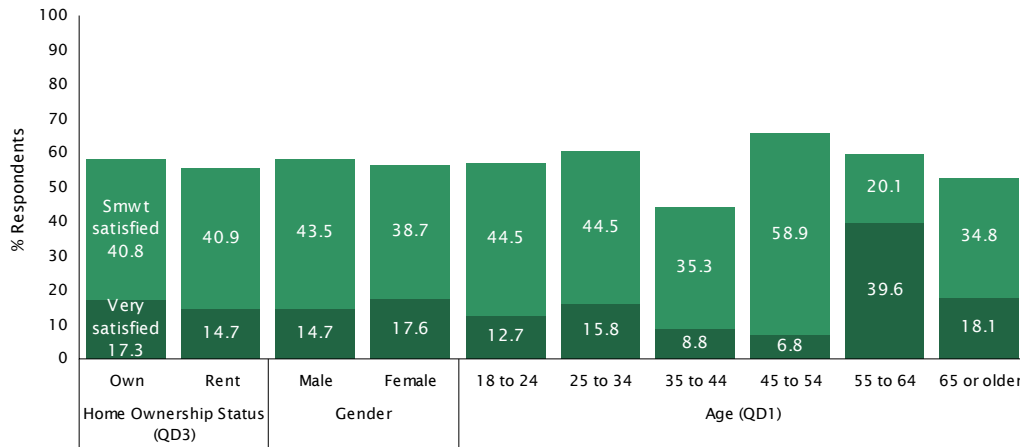
SOURCES OF INFORMATION   To help the City identify the most effective means of communicating with residents, it is helpful to understand what information sources they currently rely on for this type of information. In an open-ended manner, residents were asked to list the information sources they typically use to find out about City of East Palo Alto news, events, and programs. Because respondents were allowed to provide up to three sources, the percentages shown in Figure 32 below represent the percentage of residents who mentioned a particular source, and thus sum to more than 100.

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

FIGURE 32 CITY INFORMATION SOURCES
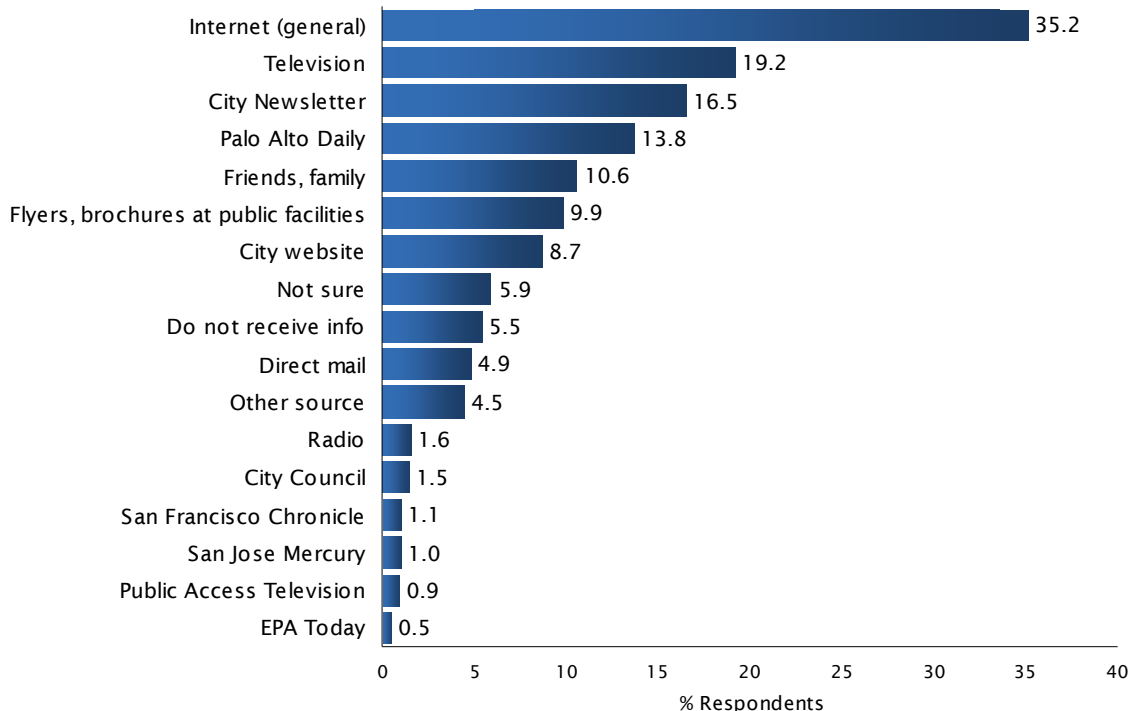
As shown in Figure 32 on the previous page, the most frequently cited source for city-related information, mentioned by more than one-third (35%) of respondents, was the Internet in general, followed by television (19%), the City Newsletter (17%), Palo Alto Daily News (14%), friends and family (11%), and flyers, brochures, and posters displayed at public facilities (10%). No other sources were mentioned by at least 10% of respondents. For the interested reader, Table 2 below displays the most frequently mentioned sources according to the respondent's ethnicity and age, with the top three mentions in each subgroup highlighted green.

TABLE 2 TOP CITY INFORMATION SOURCES BY ETHNICITY & AGE

	Ethnicity (QD6)				Age (QD1)					
	Caucasian	Latino	African American	Other heritage	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Internet (general)	42	38	18	42	53	53	7	31	27	9
Television	9	23	10	18	25	15	21	6	20	24
City Newsletter	14	12	19	27	4	14	19	28	15	25
Palo Alto Daily	22	9	27	10	1	10	22	18	17	22
Friends, family	6	8	14	18	10	2	5	33	14	11
Flyers, brochures at public facilities	0	10	15	9	5	12	10	16	8	7
City website	2	9	8	12	11	7	17	1	8	12
Not sure	4	7	5	1	0	11	1	3	12	2
Do not receive info	3	7	1	5	13	4	10	1	5	2
Direct mail	11	5	5	1	0	1	20	3	10	3

BACKGROUND & DEMOGRAPHICS

TABLE 3 DEMOGRAPHICS OF SAMPLE

Total Respondents	*400*
Q1 Years in East Palo Alto	
Less than 1	1.5
1 to 4	17.9
5 to 9	9.9
10 to 14	22.0
15 or more	48.6
Refused	0.1
QD1 Age	
18 to 24	15.4
25 to 34	32.2
35 to 44	13.1
45 to 54	12.2
55 to 64	12.5
65 or older	11.3
Refused	3.3
QD2 Child in home	
Yes	43.7
No	55.0
Refused	1.4
QD3 Home ownership status	
Own	61.3
Rent	38.4
Refused	0.4
QD5 Employment status	
Full time	51.5
Part time	9.2
Student	7.9
Homemaker	2.2
Retired	11.0
Between jobs	10.2
Refused	8.0
QD6 Ethnicity	
Caucasian	6.1
Latino	62.7
Af American	15.4
American Indian	0.1
Asian	3.5
Pacific Islander	7.2
Mixed heritage	2.3
Refused	2.8
QD7 Gender	
Male	46.6
Female	53.4
QD8 Interview language	
English	89.0
Spanish	11.0

Table 3 presents the key demographic and background information that was collected during the survey. Because of the probability-based sampling methodology used in this study (see *Sample* on page 34), the results shown in the table are representative of adult residents in the City of East Palo Alto. The primary motivation for collecting the background and demographic information was to provide a better insight into how the results of the substantive questions of the survey vary by demographic characteristics (see Appendix A for more details).

Methodology

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 East Palo Alto to develop a questionnaire that covered the topics of interest and avoided the many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects and priming. Several questions included multiple individual items. Because asking the items in a set order can lead to a systematic position bias, the items were asked in a random order for each respondent.

Some of the questions asked in this study were presented only to a subset of respondents. For example, only respondents who had been in contact with City staff in the past 12 months (Question 15) were asked to rate the performance of staff in providing customer service (Question 16). The questionnaire included with this report (see *Questionnaire & Toplines* on page 37) identifies the skip patterns that were used during the interview to ensure that each respondent received the appropriate questions.

PROGRAMMING, PRE-TEST & TRANSLATION   Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist interviewers when conducting the telephone interviews. The CATI program automatically navigates the skip patterns, randomizes the appropriate question items, and alerts the interviewer to certain types of keypunching mistakes should they occur. The integrity of the questionnaire was pre-tested internally by True North and by dialing into random homes in East Palo Alto prior to formally beginning the survey. The survey was also professionally translated into Spanish.

SAMPLE   Households within the City of East Palo Alto were chosen for this study using a random digit dial (RDD) sampling method for land lines, as well as a supplement of random mobile phone numbers that service the City. An RDD sample is drawn by first selecting all of the active phone exchanges (first three digits in a seven digit phone number) and working blocks that service the area. After estimating the number of listed households within each phone exchange that are located within the area, a sample of randomly selected phone numbers is generated with the number of phone numbers per exchange being proportional to the estimated number of households within each exchange in the area. This method ensures that both listed, unlisted, and cellphone only households are included in the sample. It also ensures that new residents and new developments have an opportunity to participate in the study, which is not true if the sample were based on a telephone directory.

Although the RDD method is widely used for community surveys, the method also has several known limitations that must be adjusted for to ensure representative data. Research has shown, for example, that individuals with certain demographic profiles (e.g., older women) are more likely to be at home and are more likely to answer the phone even when other members of the household are available. If this tendency is not adjusted for, the RDD sampling method will produce a survey that is biased in favor of women—particularly older women. To adjust for this behavioral tendency, the survey included a screening question which initially asked to speak to the youngest male available in the home. If a male was not available, then the interviewer was

instructed to speak to the youngest female currently available. This protocol was followed—to the extent needed—to ensure a representative sample. In addition to following this protocol, the sample demographics were monitored as the interviewing proceeded to make sure they were within certain tolerances.

Additionally, because the City of East Palo Alto shares phone exchanges with neighboring cities, respondents were initially asked the ZIP code of their residence (see Question SC1). Only those in ZIP code 94303 who indicated that they lived in East Palo Alto (Question SC2) were eligible to participate in the study.

STATISTICAL MARGIN OF ERROR   By using an probability-based sample and monitoring the sample characteristics as data collection proceeded, True North ensured that the sample was representative of adult residents in the City of East Palo Alto. The results of the survey can thus be used to estimate the opinions of *all* adult residents in the City. Because not all adult residents participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 400 respondents for a particular question and what would have been found if all of the estimated 19,179 adult residents[3] had been interviewed.

For example, in estimating the percentage of adult residents who have been in contact with City staff in the past 12 months (Question 15), the margin of error can be calculated if one knows the size of the population, the size of the sample, a desired confidence level, and the distribution of responses to the question. The appropriate equation for estimating the margin of error, in this case, is shown below:

$$\hat{p} \pm t \sqrt{\left(\frac{N-n}{N}\right) \frac{\hat{p}(1-\hat{p})}{n-1}}$$

where $\hat{p}$ is the proportion of respondents in contact with staff in the past 12 months (0.35 for 35% in this example), N is the population size of all adult residents (19,179), n is the sample size that received the question (400), and t is the upper $\alpha/2$ point for the t-distribution with $n-1$ degrees of freedom (1.96 for a 95% confidence interval). Solving the equation using these values reveals a margin of error of ± 4.65%. This means that with 35% of survey respondents indicating they had been in contact with City staff in the past 12 months, we can be 95% confident that the actual percentage of all adult residents in the City in contact with staff during this period is between 30% and 40%.

Figure 33 on the next page provides a plot of the *maximum* margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response (i.e., $\hat{p}$ = 0.5). For this survey, the maximum margin of error is ± 4.87% for questions answered by all 400 respondents.

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

FIGURE 33 MAXIMUM MARGIN OF ERROR DUE TO SAMPLING
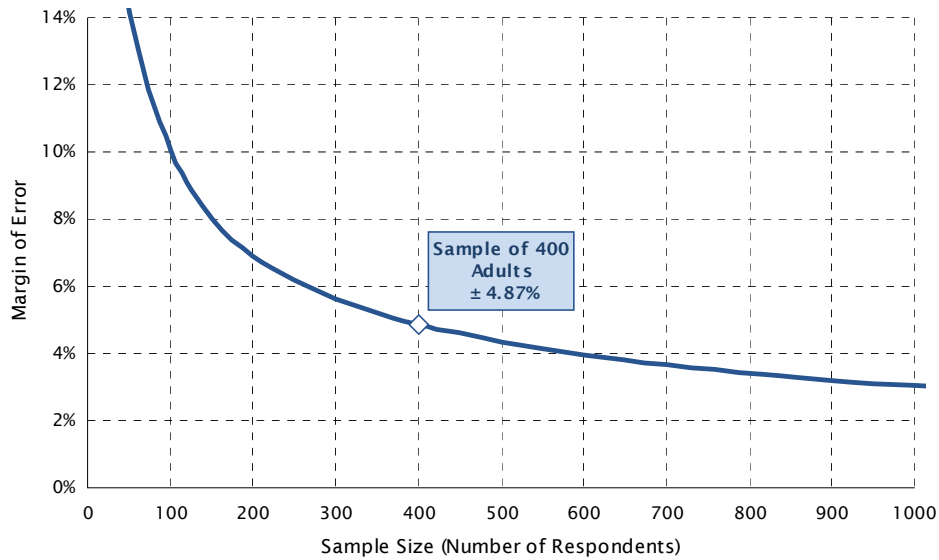
Within this report, figures and tables show how responses to certain questions varied by sub-groups such as years living in East Palo Alto, age of the respondent, and home ownership status. Figure 33 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

DATA COLLECTION   The primary method of data collection for this study was telephone interviewing. Interviews were conducted in English and Spanish during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM) between July 17 and August 6, 2012. It is standard practice not to call during the day on weekdays because most working adults are unavailable and thus calling during those hours would bias the sample. The interviews averaged 20 minutes in length.

DATA PROCESSING   Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing open-ended responses, and preparing frequency analyses and crosstabulations.

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

Section 1: Introduction to Study

Hi, my name is _____ and I'm calling on behalf of TNR, an independent public opinion research company. We're conducting a survey about important issues in East Palo Alto (Pal-o Al-tow) and we would like to get your opinions.

If needed: This is a survey about issues in your community. I'm NOT trying to sell anything and I won't ask for a donation.
If needed: The survey should take about 12 minutes to complete.
If needed: If now is not a convenient time, can you let me know a better time so I can call back?

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

Section 2: Screener for Inclusion in the Study

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

If there is no adult currently available, then ask for a callback time.
NOTE: Adjust this screener as needed to match sample quotas on gender & age

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

SC1	To begin, I have a few screening questions. What is the ZIP code at your residence? *Read zip code back to them to confirm correct*		
	1	94303	100%	*Ask SC2*
	2	Any other ZIP code	0%	*Terminate*

SC2	Do you live in East Palo Alto (Pal-o Al-tow)?		
	1	Yes	100%	*Qualified, Ask Q1*
	2	No	0%	*Terminate*

Section 3: Quality of Life			
I'd like to begin by asking you a few questions about what it is like to live in the City of East Palo Alto.			
Q1	How long have you lived in East Palo Alto?		
	1	Less than 1 year	2%
	2	1 to 4 years	18%
	3	5 to 9 years	10%
	4	10 to 14 years	22%
	5	15 years or longer	49%
	99	Refused	0%
Q2	How would you rate the overall quality of life in the City? Would you say it is excellent, good, fair, poor or very poor?		
	1	Excellent	9%
	2	Good	41%
	3	Fair	34%
	4	Poor	12%
	5	Very Poor	5%
	98	Not sure	0%
	99	Refused	0%
Q3	If the city government could change one thing to make East Palo Alto a better place to live now and in the future, what change would you like to see? Verbatim responses recorded and later grouped into categories shown below.		
	Improve public safety		32%
	Improve infrastructure		18%
	Not sure / Cannot think of anything		12%
	Improve education, schools		11%
	Address parking issues		6%
	Attract new stores, restaurants		6%
	No changes / Everything is okay		6%
	Improve local economy, jobs		5%
	Improve parks, recreation opportunities		5%
	Improve availability, quality of housing		5%
	Improve local government, leadership		4%
	Reduce traffic congestion		2%
	Clean up, beautify City		2%

Questionnaire & Toplines

Address code issues	2%
Other issue	1%

	Section 4: City Services

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

Q4	Generally speaking, are you satisfied or dissatisfied with the job the City is doing to provide city services? *Get answer, then ask:* Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?	
	1	Very satisfied	21%
	2	Somewhat satisfied	48%
	3	Somewhat dissatisfied	9%
	4	Very dissatisfied	10%
	98	Not sure	11%
	99	Refused	0%

Q5	For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important. *Make sure respondent understands the 4 point scale.*

	Randomize	Extremely Important	Very Important	Somewhat Important	Not at all Important	No Opinion	Refused
A	Providing police services	41%	49%	8%	0%	0%	0%
B	Providing fire protection services	29%	64%	6%	0%	0%	0%
C	Preparing the City for emergencies	32%	56%	7%	1%	2%	1%
D	Maintaining streets and roads	21%	66%	11%	1%	1%	0%
E	Managing traffic congestion in the city	19%	59%	14%	8%	0%	0%
F	Providing library services	24%	63%	9%	4%	0%	0%
G	Providing trash collection and recycling services	20%	61%	17%	1%	0%	1%
H	Providing street-sweeping services	18%	56%	22%	4%	0%	0%
I	Promoting economic development to strengthen the local economy and job market	30%	55%	12%	2%	0%	1%
J	Providing a variety of parks and recreation facilities	21%	57%	15%	6%	2%	0%
K	Providing a variety of recreation and cultural programs for all ages	24%	55%	15%	5%	1%	1%
L	Maintaining parks and recreation areas	18%	60%	17%	4%	0%	0%
M	Addressing homelessness	21%	55%	19%	3%	2%	1%
N	Providing affordable housing and housing assistance programs	29%	48%	17%	4%	1%	1%

Q6	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? *Get answer. If 'satisfied' or 'dissatisfied', then ask*: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?						
	Randomize	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	No Opinion	Refused
A	Provide police services	29%	36%	10%	19%	5%	1%
B	Provide fire protection services	45%	38%	7%	4%	5%	0%
C	Prepare the City for emergencies	24%	37%	13%	9%	17%	1%
D	Maintain streets and roads	21%	44%	15%	16%	3%	0%
E	Manage traffic congestion in the city	20%	39%	17%	16%	4%	3%
F	Provide library services	41%	42%	10%	3%	4%	0%
G	Provide trash collection and recycling services	45%	35%	11%	7%	1%	1%
H	Provide street-sweeping services	39%	38%	13%	7%	3%	1%
I	Promote economic development to strengthen the local economy and job market	19%	37%	20%	16%	7%	2%
J	Provide a variety of parks and recreation facilities	29%	36%	17%	10%	8%	1%
K	Provide a variety of recreation and cultural programs for all ages	21%	48%	12%	9%	9%	1%
L	Maintain parks and recreation areas	23%	47%	16%	5%	9%	0%
M	Address homelessness	15%	33%	19%	14%	18%	1%
N	Provide affordable housing and housing assistance programs	20%	28%	21%	12%	16%	2%

Section 5: Public Safety							
Q7	Next, I'd like to ask a few questions about personal safety and security in the City of East Palo Alto. When you are: _____, would you say that you feel very safe, reasonably safe, somewhat unsafe, or very unsafe?						
	Randomize	Very Safe	Reasonably Safe	Somewhat Unsafe	Very Unsafe	Not sure	Refused
A	Walking alone in your neighborhood during the day	35%	39%	13%	7%	5%	0%
B	Walking alone in your neighborhood after dark	14%	23%	25%	32%	5%	1%
C	Walking alone in business areas during the day	42%	34%	12%	4%	6%	2%
D	Walking alone in business areas after dark	13%	30%	25%	22%	9%	1%

Questionnaire & Toplines

Q8	In the past 5 years, would you say that East Palo Alto has become a safer place to live, less safe, or is it about the same now as it was then?	
1	Safer	61%
2	Less safe	6%
3	About the same	27%
98	No opinion	5%
99	Refused	0%
Q9	In the past 5 years, would you say that the Police Department has a better relationship with the community, a worse relationship, or is it about the same now as it was then?	
1	Better	38%
2	Worse	3%
3	About the same	44%
98	No opinion	13%
99	Refused	1%

Section 6: Neighborhood Issues							
Q10	As I read the following issues, please indicate whether each issue is a big problem, a moderate problem, a small problem, or not a problem in your neighborhood.						
	Randomize	Big Problem	Moderate Problem	Small Problem	Not a Problem	Not sure	Refused
A	Graffiti	16%	26%	9%	44%	5%	1%
B	Gang activity	32%	22%	14%	23%	8%	1%
C	Landscapes and buildings not being properly maintained	22%	29%	10%	35%	4%	0%
D	Too many people living in one house	28%	14%	7%	40%	10%	1%
E	Excessive noise	27%	25%	11%	37%	0%	0%
F	Illegally parked vehicles	28%	19%	11%	35%	7%	1%
G	Too many vehicles for a single home	41%	20%	8%	29%	2%	0%

Q11	The City has created codes to address a variety of issues that can affect a neighborhood, such as illegal parking, abandoned vehicles, non-permitted construction, junk storage and properties not being properly maintained. Overall, are you satisfied or dissatisfied with the City's efforts to enforce code violations, or do you not have an opinion? *Get answer. If 'satisfied' or 'dissatisfied', then ask*: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?		
	1	Very satisfied	13%	*Skip to Q13*
	2	Somewhat satisfied	23%	*Skip to Q13*
	3	Somewhat dissatisfied	11%	*Ask Q12*
	4	Very dissatisfied	17%	*Ask Q12*
	98	Not sure	36%	*Skip to Q13*
	99	Refused	0%	*Skip to Q13*

Q12	Is there a particular issue or code violation that the City isn't addressing that leads you to be dissatisfied? *If yes, ask*: Please briefly describe it to me. Verbatim responses recorded and later grouped into categories shown below.	
	Parking violations	40%
	Not sure / No particular issue	22%
	Cleanliness, maintenance issues	15%
	Multiple families in single home	11%
	Police, public safety concerns	7%
	Noise disturbance	7%
	Speeding, reckless vehicles	1%

Section 7: Policy Questions & Priorities

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

Q13	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?

	Randomize	High Priority	Medium Priority	Low Priority	Should not spend money	No Opinion	Refused
A	Enhancing public safety	68%	27%	2%	0%	2%	1%
B	Better preparing the City for emergencies	69%	22%	6%	2%	2%	0%
C	Promoting economic development to improve the local business climate and job market	66%	23%	5%	0%	6%	1%

D	Improving the efficiency and effectiveness of the City's organization and internal processes	37%	39%	11%	3%	9%	1%
E	Improving and maintaining city facilities, streets and infrastructure	52%	35%	10%	2%	1%	0%
F	Enhancing the City's efforts to communicate with and engage residents	45%	37%	12%	2%	5%	0%
G	Improving the variety and quality of recreation programs offered in the city	45%	36%	10%	2%	6%	0%
H	Improving the variety and quality of cultural arts programs offered in the city	38%	38%	14%	4%	5%	1%

Section 8: Public Trust & Service							
Q14	Next, I'm going to read you a series of statements about the City of East Palo Alto. For each, I'd like you to tell me whether you agree or disagree with the statement. Here is the (first/next) one: _____. Do you agree or disagree, or do you not have an opinion? *If agree or disagree, ask*: Would that be strongly (agree/disagree) or somewhat (agree/disagree)?						
	Randomize	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know	Refused
A	The City is responsive to residents' needs	17%	42%	14%	18%	8%	1%
B	The City manages its finances well	10%	26%	19%	19%	26%	1%
C	The City listens to residents when making important decisions	12%	36%	13%	25%	12%	2%
D	I trust the City of East Palo Alto	24%	38%	11%	18%	9%	0%
E	Overall, the City is headed in the right direction	21%	50%	7%	10%	11%	1%

Q15	In the past 12 months, have you been in contact with staff from the City of East Palo Alto?		
	1	Yes	35%	*Ask Q16*
	2	No	65%	*Skip to Q17*
	98	Not sure	0%	*Skip to Q17*
	99	Refused	0%	*Skip to Q17*

Q16	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.*					
Randomize		Very	Somewhat	Not at all	Not sure	Refused
A	Helpful	42%	48%	8%	2%	0%
B	Professional	47%	37%	14%	2%	0%
C	Accessible	38%	50%	10%	3%	0%

Section 9: Communication			
Q17	*	Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, and other means? *Get answer, then ask:* Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?	
	1	Very satisfied	16%
	2	Somewhat satisfied	41%
	3	Somewhat dissatisfied	14%
	4	Very dissatisfied	15%
	98	Not sure	12%
	99	Prefer not to answer	1%
Q18		What information sources do you use to find out about City of East Palo Alto news, events, and programs? *Don't read list. Record up to first 3 responses.*	
	1	City Newsletter	17%
	2	*Palo Alto Daily*/(newspaper)	14%
	3	*San Francisco Chronicle/*(newspaper)	1%
	4	*San Jose Mercury/*(newspaper)	1%
	5	*E.P.A. Today*	1%
	6	The Media Center/Government Access TV/Public Access TV	1%
	7	Television (general)	19%
	8	City Council Meetings	1%
	9	Radio	2%
	10	City's website	9%
	11	Internet (not City's site)	35%
	12	Flyers, brochures or posters (displayed at public facilities)	10%
	13	Postcards, letters, flyers or brochures (mailed to home)	5%
	14	Friends/Family/Associates	11%
	15	Other source	4%
	16	Do Not Receive Information about City	5%
	98	Not sure	6%
	99	Refused	4%

Section 10: Background & Demographics			
Thank you so much for your participation. I have just a few background questions for statistical purposes.			
D1	In what year were you born? Year recoded into age groups shown below.		
	1	18 to 24	15%
	2	25 to 34	32%
	3	35 to 44	13%
	4	45 to 54	12%
	5	55 to 64	13%
	6	65 and over	11%
	99	Refused	3%
D2	Do you have one or more children under the age of 18 living in your household?		
	1	Yes	44%
	2	No	55%
	99	Refused	1%
D3	Do you own or rent your residence in East Palo Alto?		
	1	Own	61%	*Skip to D5*
	2	Rent	38%	*Ask D4*
	99	Refused	0%	*Skip to D5*
D4	Prior to taking this survey, were you aware of the City's Rent Stabilization Program, which limits how much landlords can charge for a unit, and requires that landlords must properly repair and maintain their rental units?		
	1	Yes, was aware	73%
	2	No, was not aware	27%
	99	Refused	0%
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	51%
	2	Employed part-time	9%
	3	Student	8%
	4	Homemaker	2%
	5	Retired	11%
	6	In-between jobs	10%
	99	Refused	8%

Questionnaire & Toplines

D6	What ethnic group do you consider yourself a part of or feel closest to? *Read list if respondent hesitates*	
1	Caucasian/White	6%
2	Latino/Hispanic/Mexican	63%
3	African-American/Black	15%
4	American Indian or Alaskan Native	0%
5	Asian—Korean, Japanese, Chinese, Vietnamese, Filipino or other Asian	4%
6	Pacific Islander	7%
7	Mixed Heritage	2%
98	Other	0%
99	Refused	3%

Those are all of the questions that I have for you! Thanks so much for participating in this important survey! This survey was conducted for the City of East Palo Alto

Post-Interview Items		
D7	Gender	
1	Male	47%
2	Female	53%
D8	Interview Language	
1	English	89%
2	Spanish	11%