Community Opinion Survey
Research Report

prepared for the
Town of Apple Valley

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INTRODUCTION

Located in the heart of the Victor Valley, the Town of Apple Valley was incorporated in 1988, more than 125 years after its first road was laid. Once known primarily for its ranches, orchards, and destination resorts, Apple Valley is now a balanced mix of homes, businesses, and recreation facilities. Home to an estimated 70,040 residents,[1] the Town maintains a team of full- and part-time employees to provide a comprehensive suite of services through 15 main departments: Animal Services and Shelter, Building and Safety, Code Enforcement, Economic Development, Engineering, Finance and Administration, Human Resources, Information Systems, Parks, Recreation and Facilities, Planning, Police[2], Public Information, Public Works, Town Clerk, and Town Manager.

To monitor its progress in meeting residents' needs, the Town engages its residents on a daily basis and receives constant *subjective* feedback regarding its performance. Although these informal feedback mechanisms are a valuable source of information for the Town 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 the feedback, which creates a self-selection bias. The Town 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 Town'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 Town with a *statistically reliable* understanding of its residents' satisfaction, priorities and concerns as they relate to services and facilities provided by the Town. 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 Town 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 Town.
- Measure residents' overall satisfaction with the Town's efforts to provide municipal services, and their satisfaction with a variety of specific services.
- Evaluate the use and perception of a variety of parks and recreation facilities and programs.
- Gather perceptions of local issues such as traffic, economic development, and code enforcement.
- Determine the effectiveness of the Town's communication with residents.
- Collect additional background and demographic data that is relevant to understanding residents' perceptions, needs, and interests.

1. Source: 2010 California Department of Finance Projections.
2. Since its incorporation, the Town has contracted with the San Barnardino County Sheriff's Department.

It should be noted that this is not the first resident satisfaction survey commissioned by Apple Valley—a similar study was conducted by True North for the Town in 2009. Because there is a natural interest in tracking the City's performance in meeting the evolving needs of its residents, where appropriate the results of the current study are compared with the results of identical questions included in the 2009 study.

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 50). In brief, a total of 500 randomly selected adult residents participated in the survey between March 20, 2011 and March 25, 2011. The telephone interviews were conducted in English and Spanish and averaged 20 minutes in length.

STATISTICAL SIGNIFICANCE Many of the figures and tables in this report present the results of questions asked in 2011 alongside the results found in the prior 2009 survey for identical questions. In such cases, True North conducted the appropriate tests of statistical significance to identify changes that likely reflect actual changes in public opinion during this period—as opposed to being due to chance associated with selecting two samples independently and at random. Differences between the two studies are identified as *statistically significant* if we can be 95% confident that the differences reflect an actual change in public opinion between the two studies. Statistically significant differences within response categories over time are denoted by the † symbol which appears in the figure next to the appropriate response value for 2011.

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 Kathie Martin, Marketing and Public Affairs Officer at the Town of Apple Valley, and other staff members for contributing valuable input during the design stage of this study. Their collective experience, insight, and local knowledge improved the overall quality of the research presented here.

DISCLAIMER The statements and conclusions in this report are those of the authors (Dr. Timothy McLarney and Richard Sarles) at True North Research, Inc. and not necessarily those of the Town of Apple Valley. 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 600 survey research studies for public agencies, including more than 300 studies for California municipalities and special districts.

Just the Facts

The following is an outline of the main factual findings from the 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

- A large majority (78%) of respondents shared favorable opinions of the quality of life in Apple Valley, with 17% reporting it is excellent and 61% stating it is good. Sixteen percent (16%) of residents indicated that the quality of life in the Town is fair, and only 6% of residents used poor or very poor to describe the quality of life in the Town.
- When asked to indicate the one change the Town could make to improve the quality of life in Apple Valley, 17% of residents were either unsure or indicated they desired no changes from the Town, which together were the most common responses overall. Regarding specific suggestions for change and improvement, regulating water rates/addressing water issues (9%), improving and maintaining streets and roads (8%), improving public safety (7%), improving local shopping and dining opportunities (6%), and improving the local economy/job opportunities (6%) were the most common mentions.

TOWN SERVICES

- The vast majority (81%) of Apple Valley residents indicated they were either very satisfied (33%) or somewhat satisfied (48%) with the Town's overall performance in providing municipal services. A small portion of residents (15%) reported that they were dissatisfied, and 4% were unsure.
- When asked to rate the importance of 14 different services, Apple Valley residents rated providing police services as the most important of the services tested (93% extremely or very important), followed by maintaining local streets and roads (90%), and preparing the Town for emergencies (86%).
- The survey also asked about satisfaction with the Town's efforts to provide the same 14 services. Although residents were generally satisfied, they were most satisfied with efforts to provide reliable garbage and recycling services (95% very or somewhat satisfied), followed by provide special community events such as the Freedom Festival and Sunset Concert Series (90%), and police services (89%).

PERCEIVED SAFETY

- Nearly all residents stated that they feel safe walking alone in their neighborhoods (88%) and in business areas (88%) during the day.
- After dark, the proportion who indicated that they feel safe in residential and business areas declined substantially to 63% and 55%, respectively.

PARKS, RECREATION & SPECIAL EVENTS

- Approximately three-quarters (73%) of respondents indicated that they or someone in their household had visited a park or recreation facility in Apple Valley during the past year.

- In terms of frequency of use, nearly half (49%) of households surveyed visited a park or recreation facility in Apple Valley at least once per month, whereas 16% of households reported visiting a park or recreation facility at least once per week.
- The majority of all respondents rated the parks and recreation facilities in Apple Valley as excellent or good with respect to their appearance and cleanliness (71%), the quality of amenities and equipment (59%), and safety (60%).
- Approximately one-third (30%) of Apple Valley households surveyed in 2011 had participated in a recreational program offered by the Town in the past year.
- Of those whose households had participated in a Town-sponsored recreation program, 85% rated the quality of the programs as excellent (28%) or good (57%), 14% felt they were fair, and 1% cited them as poor or very poor.
- Three-quarters of residents surveyed (75%) reported that they did *not* play golf during the past year. Of those that did play golf, 4% typically played once per week, 2% played two to three times per month, 7% played once per month, and 13% played less often than once per month.
- Overall, less than half of those who had golfed during the past year (10% of residents overall) indicated that they had played golf at the Apple Valley Country Club during the period of interest.
- Approximately 28% of adult residents in Apple Valley had visited the Apple Valley Country Club in the 12 months prior to the interview—for golfing and/or other purposes.

TRAFFIC

- More than three quarters (80%) of residents rated traffic circulation in residential areas of Apple Valley as excellent or good.
- Perceptions of overall circulation (56%) and circulation on major streets (46%) were somewhat less positive.
- Just one-third (33%) of residents rated traffic circulation on the way into and out of town as excellent or good.

NEIGHBORHOOD ISSUES

- The most commonly experienced neighborhood problem among those tested was insufficient street lighting (mentioned by 50% as a big or moderate problem), followed by speeding vehicles (48%), and foreclosed homes that are not being maintained (40%).
- Among those with an opinion, 27% indicated that they were dissatisfied with the Town's code enforcement efforts, whereas the remaining respondents were either somewhat (33%) or very (39%) satisfied with the Town's code enforcement efforts.
- When those who were dissatisfied with the Town's code enforcements efforts were asked if there was a particular reason for their dissatisfaction, the most common response was that there was no particular issue that came to mind (25%), followed by unkempt yards and properties (24%), trash and dumping violations (20%), and abandoned/foreclosed properties (12%). Graffiti and abandoned vehicles were also cited by 9% of residents who were dissatisfied with code enforcement, respectively.

SHOPPING & ECONOMIC DEVELOPMENT

- More than two-thirds (69%) of residents indicated that there were retail stores and/or restaurants that they currently patronize outside of town that they would like to have available locally in Apple Valley.
- When asked to name the types of restaurants or businesses they desired in Apple Valley, more than one-third (35%) of the responses were requests for family restaurant chains such as Claim Jumper and Sizzler. Gourmet and organic grocery stores such as Trader Joe's and Whole Foods were also popular mentions, cited by 24% of respondents. Fast food restaurants (23%), large discount stores such as Costco and Wal-Mart (17%), and Department Stores such as Sears and Kohl's (9%) rounded out the top five categories.

SPENDING PRIORITIES

- When asked to prioritize among a series of projects and programs that could be funded by the Town of Apple Valley in the future, providing incentives to attract new employers and jobs to town was assigned the highest priority (71% high priority), followed by improving the maintenance of streets and roads (52%), and hiring more police officers (41%).

COMMUNICATION

- Overall, 79% of respondents indicated they were satisfied with the Town's efforts to communicate with residents through newsletters, the Internet, or other means.
- The most frequently-cited sources for town information were the Town Newsletter (38%) and the *Daily Press* (35%), followed by the Internet in general (29%), the Town's website (12%), and direct mail (12%). No other sources were mentioned by at least 10% of respondents.
- Apple Valley residents indicated that newsletters mailed directly to the home was the most effective method for the Town to communicate with them (90% very or somewhat effective), followed by advertisements in local papers (83%), Town Hall and community meetings (78%), and the Town's web site (72%).
- When compared to the other methods tested, Apple Valley residents indicated that Twitter (27%), automated phone calls (46%), and Facebook (49%) were the least effective ways for the Town to communicate with them.
- Twenty-nine percent (29%) of those surveyed indicated that they periodically view web pages using a mobile device like an iPhone or smart phone.
- Nearly half (46%) of residents indicated they had visited the Town's web site during the 12 months prior to the interview.

Conclusions

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

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

How well is the Town performing in meeting the needs of Apple Valley residents?

Like most public agencies in the State, the Town of Apple Valley has been challenged during the past three years by the economic recession, State budget crisis, and their collective impact on the Town's revenue streams. Facing millions in declining revenues from local, state and federal levels, the Town has been proactive in doing what it can to maintain a balanced budget—including reducing staff positions, deferring maintenance, trimming programs and expenditures, and postponing investments in some capital infrastructure projects—while at the same time meeting residents' expectations with respect to municipal services and facilities.

The results of the 2011 Community Survey must be viewed in the context of the difficult economic position facing the Town, and its need to balance residents' demands for municipal services against the need to remain fiscally sound. Indeed, what the results of the survey indicate is that the Town has done an admirable job over the past two years striking the appropriate balance, as it has succeeded in maintaining a high level of resident satisfaction—overall and in most specific service areas—despite the challenging conditions it has faced.

In 2009, 85% of Apple Valley residents reported being satisfied with the Town's overall performance in providing municipal services. During the past two years, little has changed in how residents view the Town's overall performance, as 81% of residents in the 2011 survey also reported being satisfied in this respect. This pattern of stability also translated to the vast majority of the specific service areas tested, with residents in 2011 reporting levels of satisfaction that were statistically comparable to those found in 2009.

The Town's continued performance in providing high quality municipal services has also contributed to a high quality of life in Apple Valley.

Nearly 8 in 10 residents surveyed (78%) rated the quality of the life in the Town as excellent or good. Moreover, when asked about desired changes to improve Apple Valley, no single category stood out as being widely perceived as a problem. In fact, the most common response among respondents was that they could not think of any changes that were needed or that everything is fine—no changes are needed.

To the extent that the survey results can be viewed as a report card on the Town's performance, Apple Valley receives A's and B's for all but a few service areas. When compared with more than one hundred similar studies for California municipalities conducted by the Principals at True North, the results found in this study place the Town of Apple Valley comfortably within the top one-third in terms of service performance and overall quality of life.

Where should the Town focus its efforts in the future?

Perhaps the most important recommendation, and one that is occasionally overlooked in customer satisfaction research, is for the Town 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 Town's efforts to provide services and facilities and have a favorable opinion of the Town's performance in most areas. The top priority for the Town should thus be to do what it takes to maintain the high quality of services that it currently provides.

However, as the Town continues to strive for improvement, the results of this study do suggest opportunities to further bolster resident satisfaction. Considering the list of services and their respective priority status for future Town attention provided in the body of this report (see *Performance Needs & Priorities* on page 18), respondents' open-ended responses about ways the Town can be improved (see Figure 4 on page 12), and the priority they assigned for potential funding projects (see *Spending Priorities* on page 40), the top candidates for improvement are: attracting new businesses and jobs to the area/economic development, managing traffic congestion, maintaining local streets and roads, and addressing water issues/regulating water rates. Although the Town is not responsible for supplying water or setting water rates, its worth noting that some residents are looking to the Town to intervene in what ways that it can.

Having recommended that the Town focus on these service areas, we feel it is equally important to stress that the appropriate strategy for improving resident satisfaction in these areas would likely be a combination of focused communication and actual service improvements. It may be, for example, that many residents are simply not aware of the Town's economic development plans, or its plans for managing the impacts of future developments. Choosing the appropriate balance of actual service

improvements and efforts to raise public awareness/understanding on these matters will be a key to maintaining and improving residents' overall satisfaction in the short- and long-term.

How well is the Town communicating with Apple Valley residents?

The Town of Apple Valley continues to do a very good job communicating with residents through newsletters, its website, and other means. In 2011, nearly 8 out of 10 residents (79%) indicated that they were satisfied with the Town's efforts to communicate with them, and nearly half (46%) had visited the Town's website in the 12 months prior to the survey.

In True North's experience, a high level of satisfaction relative to a town's communication efforts is generally associated with/caused by a greater reliance among residents on town-sponsored sources of information such as town newsletters, websites, and related publications. This pattern holds true for the Town of Apple Valley. The Town Newsletter (*Our Town*) is the most frequently cited source of information when residents are asked about where they find out about Apple Valley news, information, and programming.

Looking to the future, there are a variety of communication methods that residents generally viewed as being effective ways for the Town to communicate with them—including advertisements in local papers, Town Hall and community meetings, the Town's website, and email. More than two-thirds of residents offered that each of these methods would be at least *somewhat* effective in reaching them. However, the top-rated method of communication continues to be newsletters mailed directly to the home. Although there is cost-savings to be had from transitioning to electronic newsletters as some cities have done in response to the economic downturn, 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. For the foreseeable future, mailed newsletters continue to be the best investment for communicating with residents.

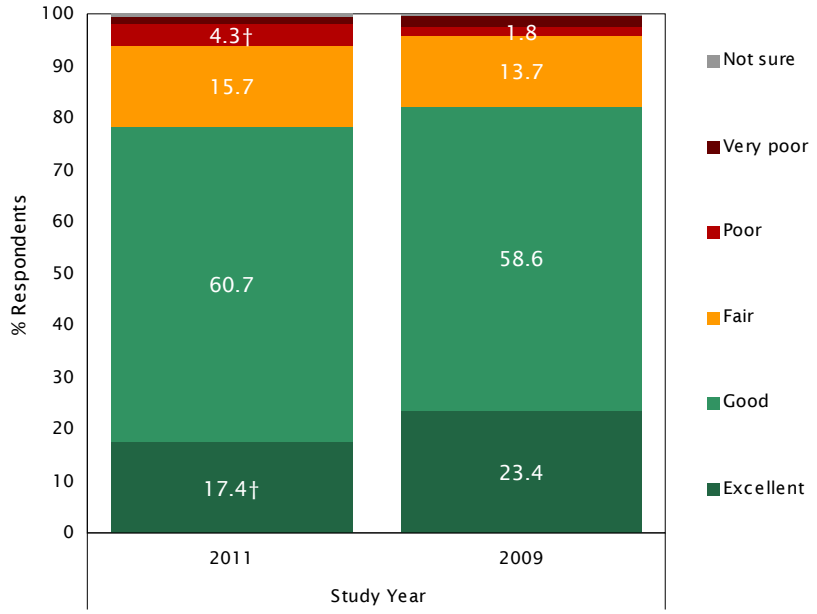
Quality of Life

The opening series of questions in the survey was designed to assess residents' perceptions of the quality of life in Apple Valley, as well as what the Town government could do to improve the quality of life in the Town, 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 Town, using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, a large majority (78%) of respondents shared favorable opinions of the quality of life in Apple Valley, with 17% reporting it is excellent and 61% stating it is good. Sixteen percent (16%) of residents indicated that the quality of life in the Town is fair, and only 6% of residents used poor or very poor to describe the quality of life in the Town. When compared to 2009, there was a statistically significant decrease in the percentage of residents who rated the quality of life in Apple Valley as excellent, and a corresponding slight increase in the percentage who described it as poor.

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

FIGURE 1 QUALITY OF LIFE: 2009 TO 2011



† Statistically significant change ($p < 0.05$) between the 2009 and 2011 studies.

For the interested reader, figures 2 and 3 on the next page show how ratings of the quality of life in the Town varied by years of residence in the Town, age of the respondent, presence of a child in the home, home ownership status, whether or not the respondent regularly commutes outside Apple Valley to work or school, and employment status.

FIGURE 2 QUALITY OF LIFE BY YEARS IN APPLE VALLEY, AGE & CHILD IN HSLD

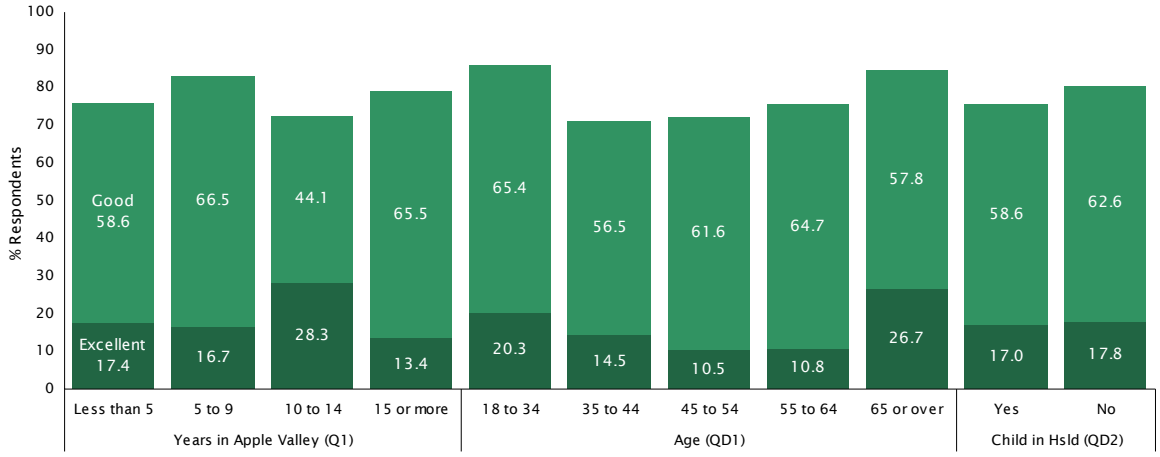
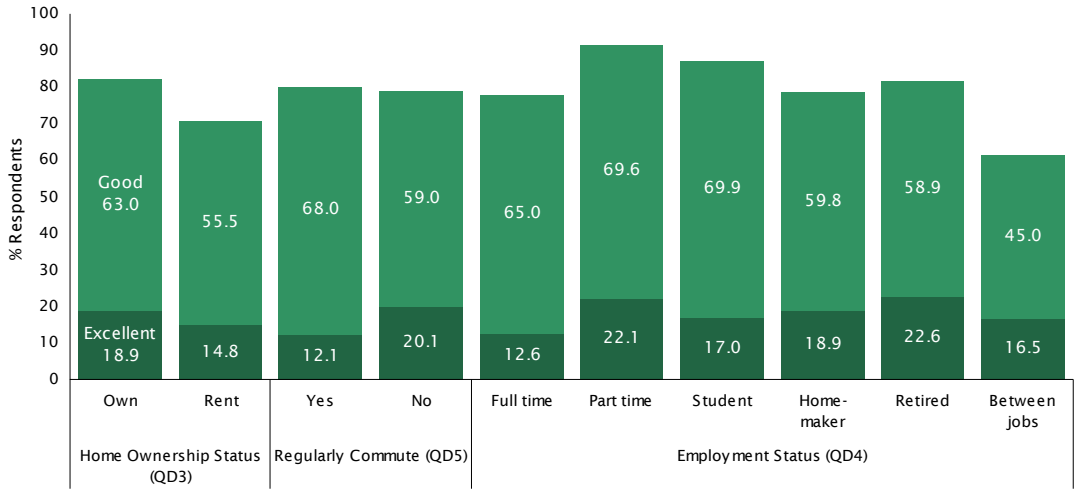


FIGURE 3 QUALITY OF LIFE BY HOME OWNERSHIP STATUS, REGULARLY COMMUTE & EMPLOYMENT STATUS

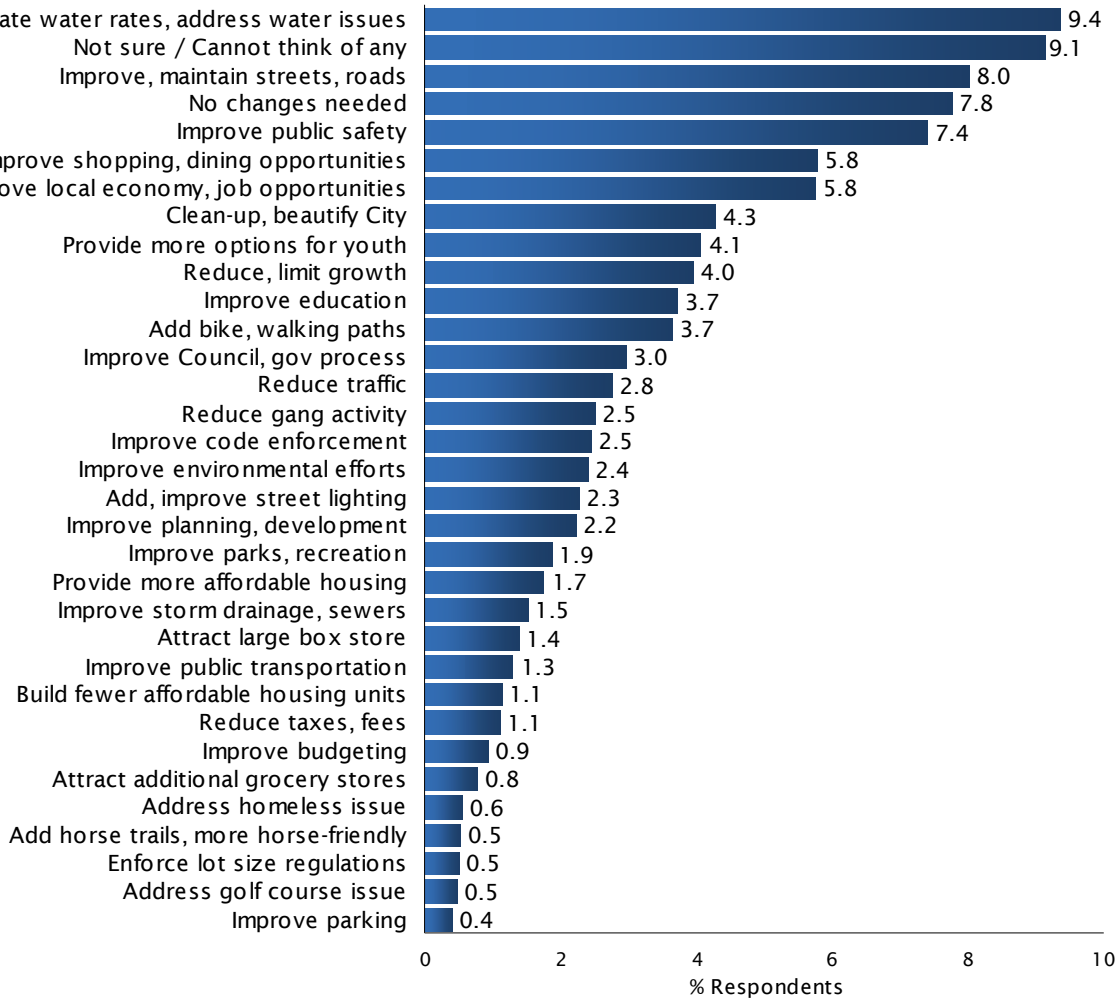


WAYS TO IMPROVE QUALITY OF LIFE Respondents were next asked to indicate one thing the Town could change to make Apple Valley a better place to live, now and in the future. This question was asked in an open-ended manner, which allowed respondents to mention any improvement that came to mind without being prompted by or restricted to a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown on the next page in Figure 4.

Approximately 17% of respondents were either unsure of a change that would make Apple Valley a better place to live or indicated they desired no changes from the Town, which together were the most common responses overall. Regarding specific suggestions for change and improvement, regulating water rates/addressing water issues (9%), improving and maintaining streets and roads (8%), improving public safety (7%), improving local shopping and dining opportunities (6%), and improving the local economy/job opportunities (6%) were the most common mentions.

Question 3 *If the Town government could change one thing to make Apple Valley a better place to live now and in the future, what change would you like to see?*

FIGURE 4 ONE CHANGE TO IMPROVE APPLE VALLEY



Town Services

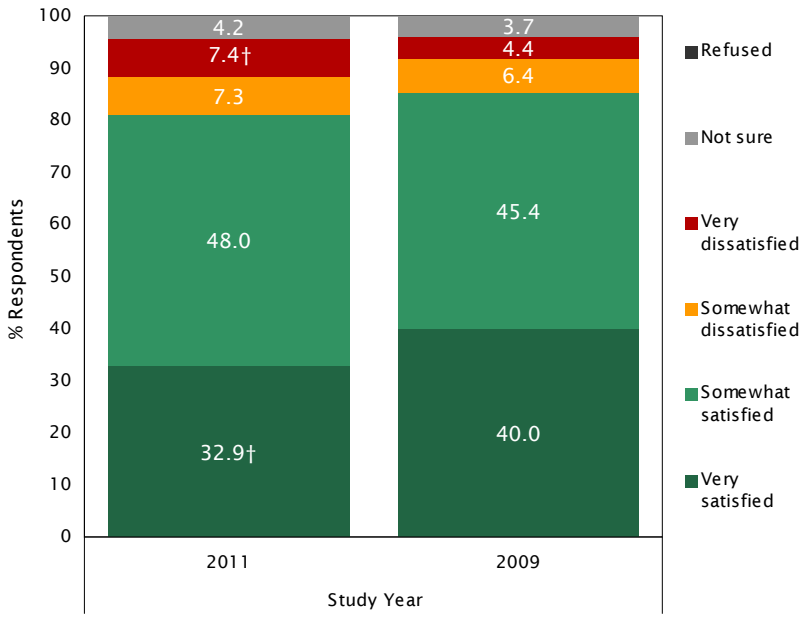
After measuring respondents' perceptions of the quality of life in Apple Valley, the survey next turned to assessing their opinions about the Town's performance in providing various municipal services.

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

As shown in Figure 5, the vast majority (81%) of Apple Valley residents indicated they were either very satisfied (33%) or somewhat satisfied (48%) with the Town's efforts to provide municipal services. A small portion of residents (15%) reported that they were dissatisfied, and 4% were unsure. Although the *overall* percentage of respondents who stated that they were satisfied in 2011 was not significantly different than that recorded in 2009, the intensity of satisfaction did change somewhat. The percentage who indicated that they were *very* satisfied experienced a significant decrease of 7%.

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

FIGURE 5 OVERALL SATISFACTION: 2009 TO 2011



† Statistically significant change ($p < 0.05$) between the 2009 and 2011 studies.

For the interested reader, figures 6 and 7 on the next page show how ratings of the Town's performance varied by years of residence, age of the respondent, presence of a child in the home, home ownership status, whether or not the respondent regularly commutes outside Apple Valley

to work or school, and employment status. Overall satisfaction levels were fairly consistent across the groups, with all sub-groups at or above 75% very or somewhat satisfied.

FIGURE 6 OVERALL SATISFACTION BY YEARS IN APPLE VALLEY, AGE & CHILD IN HSLD

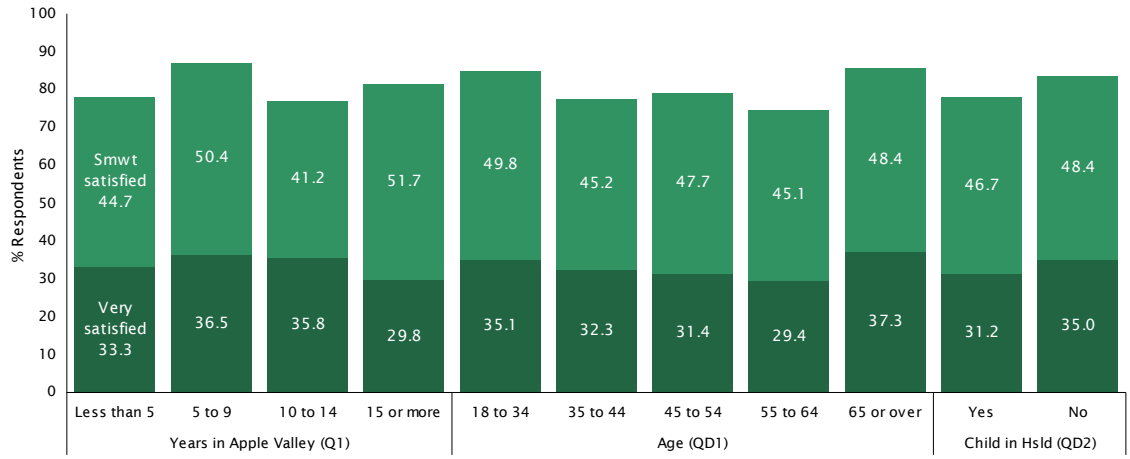
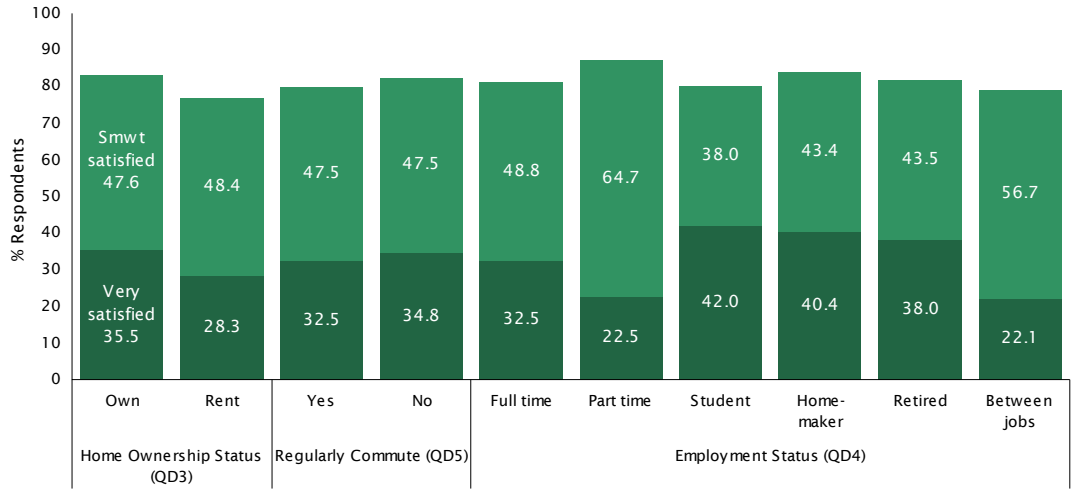


FIGURE 7 OVERALL SATISFACTION BY HOME OWNERSHIP STATUS, REGULARLY COMMUTE & EMPLOYMENT STATUS



SPECIFIC SERVICES Whereas Question 4 addressed the Town's *overall* performance, the next two questions asked respondents to rate the importance of *specific* services offered by the Town, 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 presents the services ranked by order of importance according to the proportion of respondents who rated a service as *at least* very important. Overall, Apple Valley residents rated providing police services as the most important of the services tested (93% extremely or very important), followed by maintaining local streets and roads (90%), and preparing the Town for emergencies (86%).

At the other end of the spectrum, providing special community events, such as the Freedom Festival and Sunset Concert Series (43%), providing a variety of recreation programs (58%), and providing a variety of parks and recreation facilities (62%) were viewed as comparatively 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

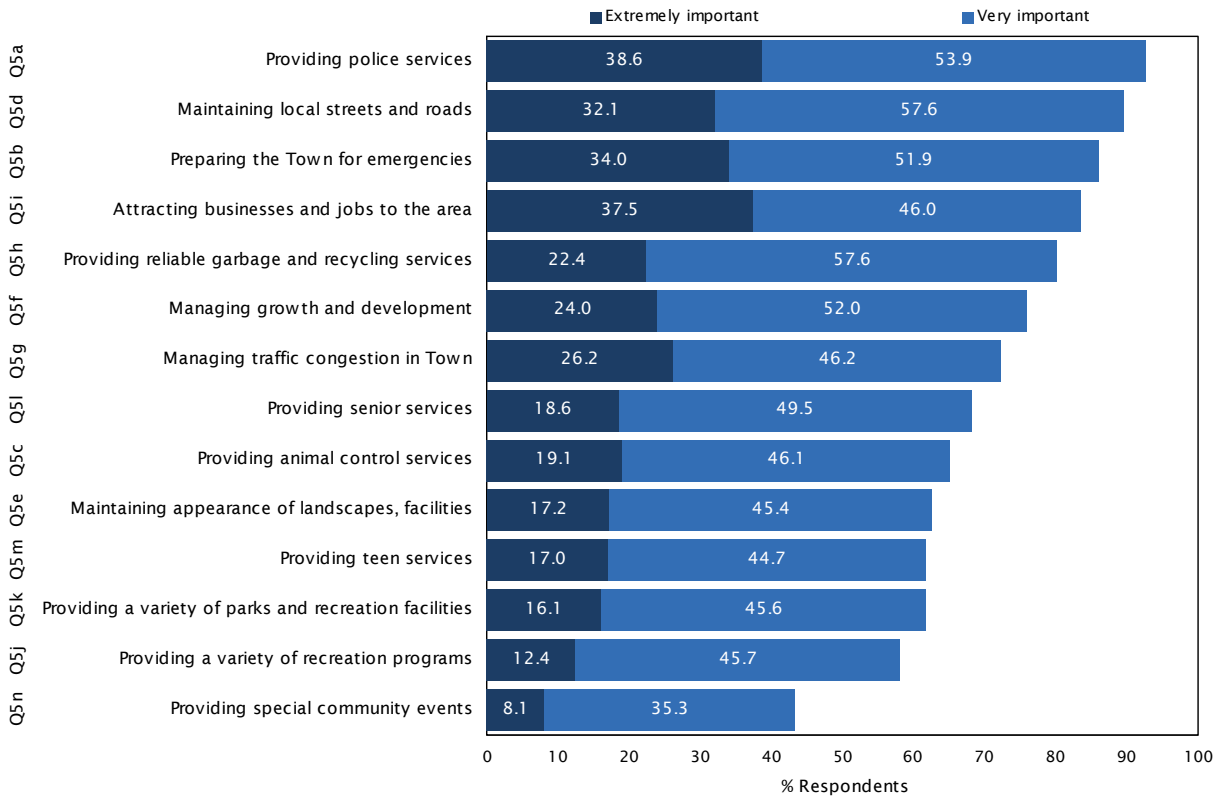


Table 1 on the next page displays the percentage of respondents who viewed each service as extremely or very important for 2011 and 2009, as well as the difference between the two studies. During the past two years, there was a statistically significant decline in the perceived importance of four of the services tested in Question 5.

TABLE 1 CHANGE IN IMPORTANCE OF SERVICES: 2009 TO 2011

	Study Year		Change in Extremely + Very Important
	2011	2009	
Providing animal control services	65.2	62.1	+3.1
Providing special community events	43.3	40.6	+2.7
Providing police services	92.6	91.9	+0.7
Managing growth and development	76.0	76.3	-0.3
Attracting businesses and jobs to the area	83.5	84.0	-0.6
Preparing the Town for emergencies	85.9	86.7	-0.8
Providing senior services	68.1	69.7	-1.6
Maintaining local streets and roads	89.7	92.5	-2.8
Maintaining appearance of landscapes, facilities	62.6	67.0	-4.4
Providing reliable garbage and recycling services	80.1	84.6	-4.5
Providing a variety of parks and recreation facilities	61.7	68.1	-6.5†
Providing a variety of recreation programs	58.2	65.9	-7.7†
Providing teen services	61.7	69.9	-8.1†
Managing traffic congestion in Town	72.4	83.6	-11.2†

Turning to the satisfaction component, Figure 9 on the next page sorts the same list of services according to the proportion of respondents who indicated they were either very or somewhat satisfied with the Town's efforts to provide the service. For comparison purposes between the services, only respondents who held an opinion (either satisfied or dissatisfied) are included in the figures. Those who did not have an opinion were removed from this analysis.[3]

At the top of the list (see Figure 9), respondents were most satisfied with the Town's efforts to provide reliable garbage and recycling services (95% very or somewhat satisfied), followed by provide special community events such as the Freedom Festival and Sunset Concert Series (90%), and police services (89%). Respondents were comparatively less satisfied with the Town's efforts to attract businesses and jobs to the area (59%), maintain local streets and roads (69%), and provide teen services (69%). It is important to note, however, that even for these latter services a clear majority of respondents indicated they were satisfied with the Town's performance.

When compared to the 2009 survey results (see Table 2), four of the services tested experienced a significant decline in satisfaction: attracting businesses and jobs to the area, maintaining local streets and roads, providing teen services, and managing traffic congestion in Town. All other services received satisfaction ratings in 2011 that were comparable to those received in 2009.

3. The percentage of respondents who provided an opinion (either satisfied or dissatisfied) is presented in brackets beside the service label in the figure.

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 Town is doing to provide the service. Are you satisfied or dissatisfied with the Town's efforts to: _____, or do you not have an opinion?*

FIGURE 9 SATISFACTION WITH SERVICES

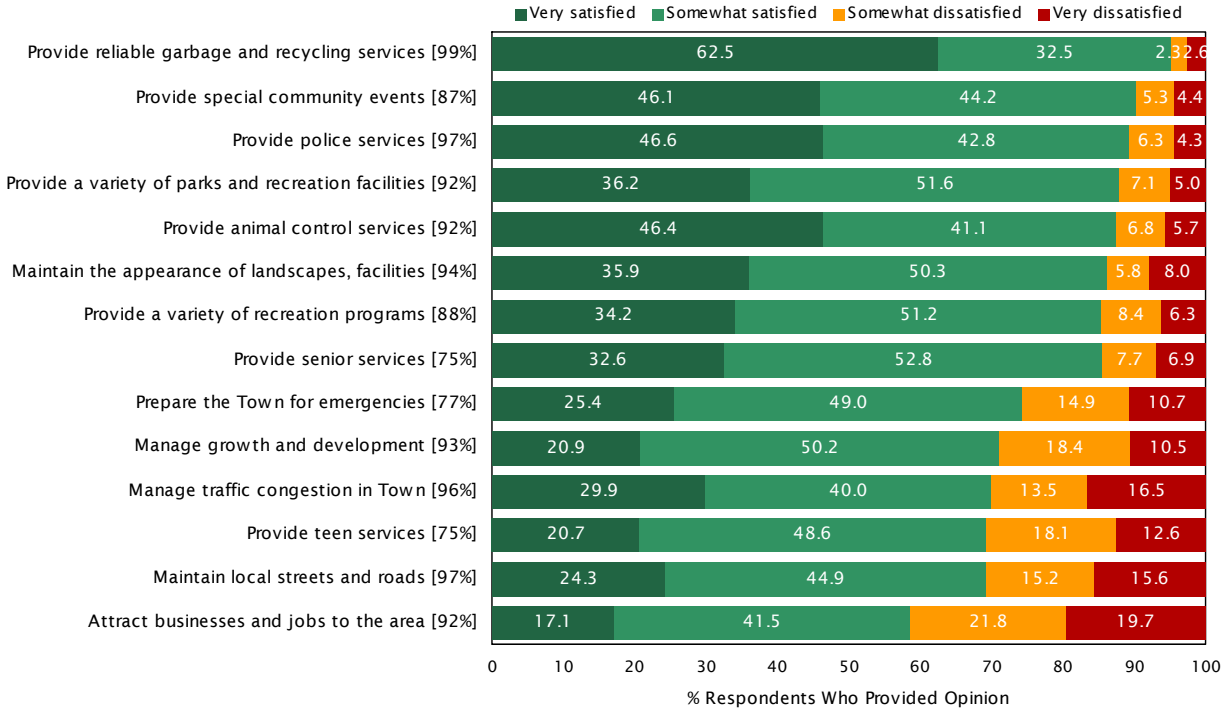


TABLE 2 CHANGE IN SATISFACTION WITH SERVICES: 2009 TO 2011

	Study Year 2011	Study Year 2009	Change in Satisfaction
Provide a variety of parks and recreation facilities	87.9	83.8	+4.1
Provide police services	89.3	88.1	+1.2
Manage traffic congestion in Town	69.9	69.6	+0.3
Provide a variety of recreation programs	85.4	86.5	-1.1
Provide reliable garbage and recycling services	95.1	96.4	-1.3
Provide animal control services	87.5	89.0	-1.5
Maintain the appearance of landscapes, facilities	86.3	88.1	-1.9
Provide senior services	85.4	88.2	-2.8
Provide special community events	90.3	93.3	-3.0
Maintain local streets and roads	69.3	72.4	-3.1
Manage growth and development	71.1	76.8	-5.8†
Provide teen services	69.3	76.1	-6.8†
Prepare the Town for emergencies	74.4	81.7	-7.3†
Attract businesses and jobs to the area	58.5	70.5	-11.9†

Performance Needs & Priorities

With a measure of the importance of a service to residents as well as a measure of satisfaction with the Town's efforts to provide the service, True North is able to examine the relationship between these two dimensions and identify service areas where the Town has the greatest opportunities to improve resident satisfaction—and identify for which services the Town 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 Town is meeting the needs of its residents.[4] Table 3 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 Town is meeting, or not meeting, a resident's needs for a particular service. The six groups are as follows:

Exceeding Needs	The Town 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 Town 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 Town is marginally meeting a respondent's needs if the respondent is satisfied with the Town'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 Town 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 Town is moderately *not* meeting a respondent's needs if a) a respondent is very dissatisfied with the Town'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.

4. 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 Town is not comprised of *average* residents—it is comprised of unique individuals who vary substantially in their opinions of the Town'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 Town is meeting the needs of its residents.

Not Meeting Needs, Severely — The Town 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 3 NEEDS & PRIORITY MATRIX

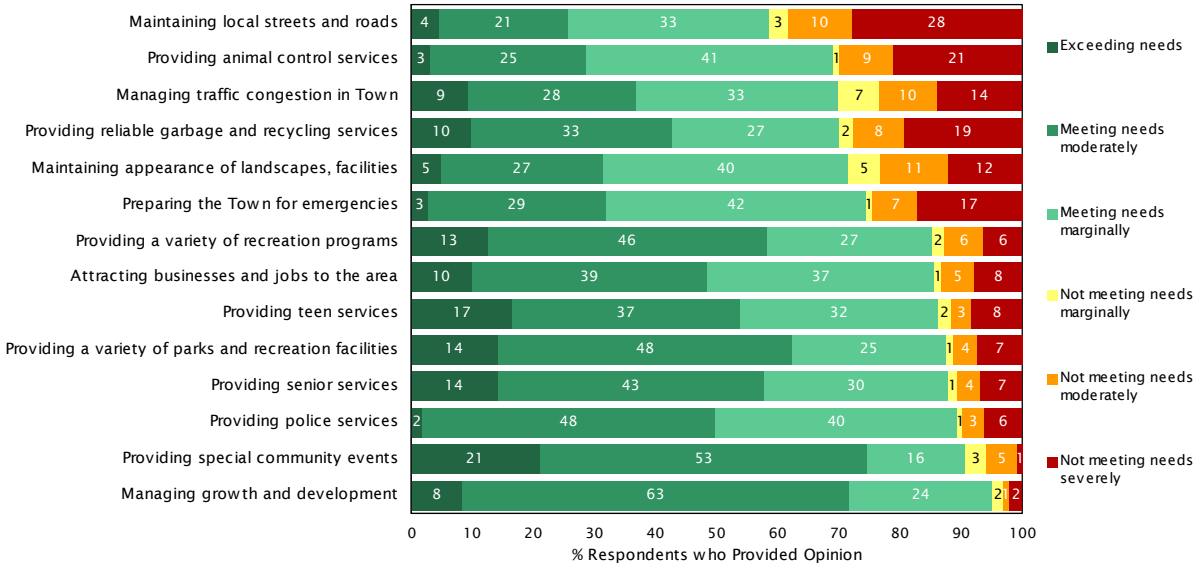
		Importance			
		Not at all important	Somewhat important	Very important	Extremely important
Satisfaction	Very satisfied	Exceeding needs	Exceeding needs	Meeting needs, moderately	Meeting needs, moderately
	Somewhat satisfied	Exceeding needs	Meeting needs, moderately	Meeting needs, marginally	Meeting needs, 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. For example, a respondent who indicated that managing traffic congestion in Town was somewhat important and they were very satisfied with the Town'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 they were somewhat dissatisfied with the Town'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, 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 3. For example, in the service area of maintaining local streets and roads in Town, the Town is exceeding the needs of 4% of respondents, moderately meeting the needs of 21% of respondents, marginally meeting the needs of 33% of respondents, marginally not meeting the needs of 3% of respondents, moderately not meeting the needs of 10% of respondents, and severely not meeting the needs of 28% of respondents.

Operating from the management philosophy that, all other things being equal, the Town should focus on improving services that have the highest percentage of residents for which the Town is currently *not* meeting their needs, the services have been sorted by order of priority. Thus, maintaining local streets and roads is the top priority, followed by providing animal control services, managing traffic congestion in Town, and providing reliable garbage and recycling services.

FIGURE 10 RESIDENT SERVICE NEEDS



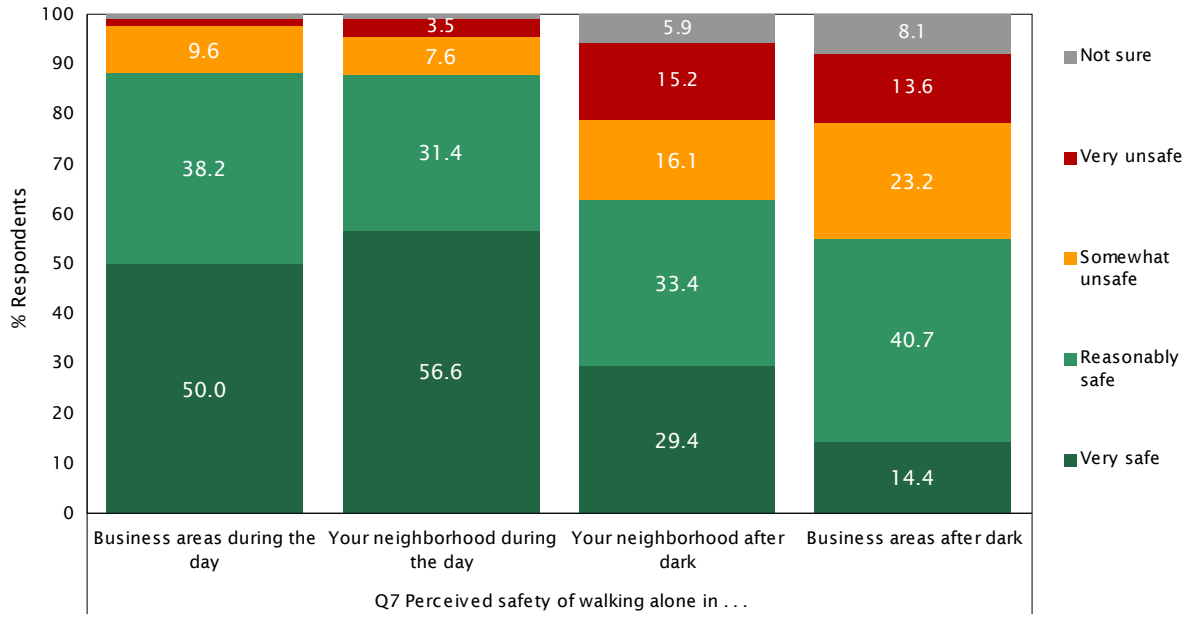
Perceived Safety

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 do not *feel* safe then they will not enjoy the many cultural, recreational, and shopping opportunities available in the Town of Apple Valley that will enhance their quality of life.

Accordingly, Question 7 was designed to measure how safe respondents feel in each of the four scenarios presented at the bottom of Figure 11 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. Nearly all residents stated that they feel safe walking alone in their neighborhoods (88%) and in business areas (88%) during the day. After dark, the proportion who indicated that they feel safe in residential and business areas declined substantially to 63% and 55%, respectively. Although there were slight changes in how residents responded to Question 7 in 2011 when compared to 2009, none of the changes were statistically significant (see Table 4).

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

Figure 11 Perception of Personal Safety

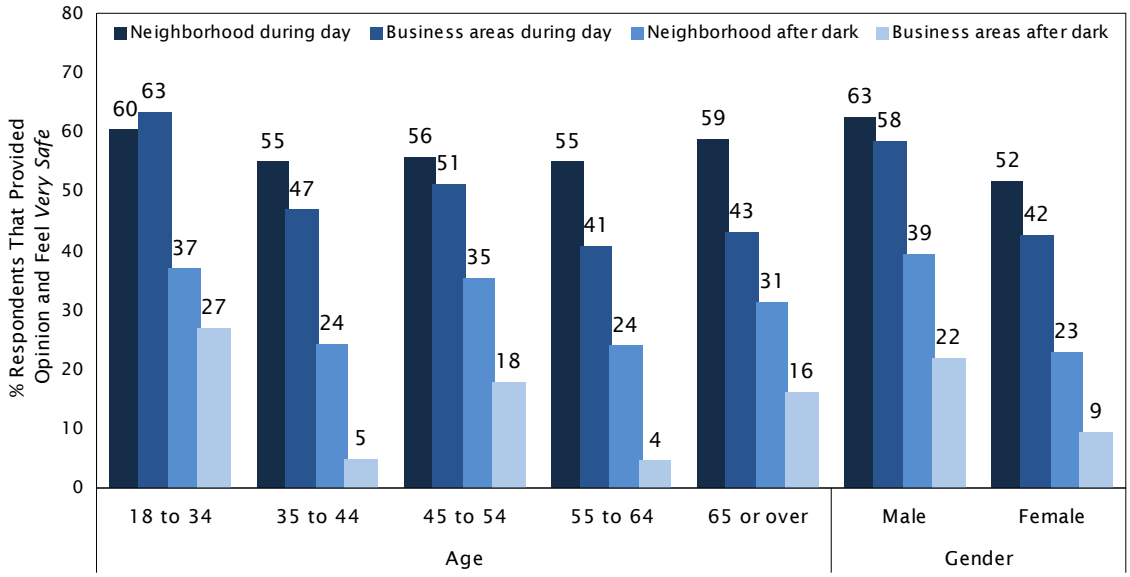


Feelings of safety were related to respondent age and gender. Figure 12 displays the percentage of respondents who indicated that they felt very or reasonably in each scenario by their age and gender group, respectively. Consistent with most research on fear of crime and victimization, women were less likely than men to feel safe in all settings, and older individuals were generally less likely than their younger counterparts to feel safe in all settings other than their own neighborhoods during the day.

TABLE 4 PERCEPTION OF PERSONAL SAFETY: 2009 TO 2011

	Study Year		Change in Very + Reasonably Safe
	2011	2009	
Business areas after dark	55.1	55.6	-0.6
Business areas during the day	88.2	89.5	-1.3
Your neighborhood after dark	62.9	65.5	-2.6
Your neighborhood during the day	88.0	90.3	-2.3

FIGURE 12 PERCEPTION OF PERSONAL SAFETY BY AGE & GENDER



Parks, Recreation & Special Events

By providing areas and opportunities to recreate, relax, and play, the Town of Apple Valley's parks, recreation facilities, and scheduled activities, classes, and special events help to promote a sense of community in the Town, improve property values, enhance the business climate and local economy, and generally contribute to a higher quality of life for residents and visitors. The next eight questions of the survey sought to profile residents' use and perceptions of community parks and recreational facilities, as well as their participation in, and opinions about, Town-sponsored programs and special events.

HOUSEHOLD PARK OR RECREATION FACILITY VISITS

The first question in this series asked about household visits to an Apple Valley park or recreation facility in the past 12 months. As shown in the Figure 13, 73% of respondents in 2011 indicated that they or someone in their household had visited a park or recreation facility in the past year, which is comparable to the 70% recorded in 2009.

Question 8 *Have you or anyone else in your household visited a park or recreation facility in Apple Valley in the past 12 months?*

FIGURE 13 HOUSEHOLD PARK OR REC FACILITY VISIT IN PAST 12 MONTHS: 2009 TO 2011

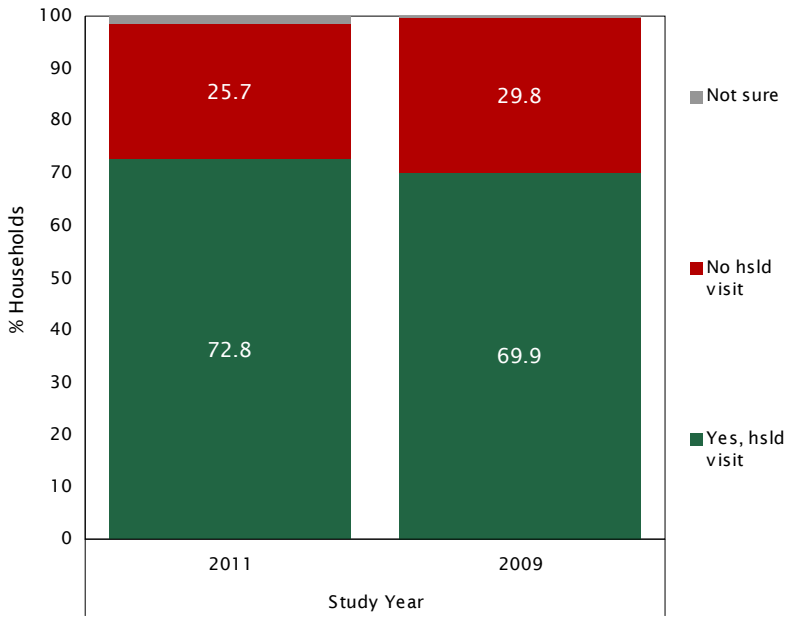
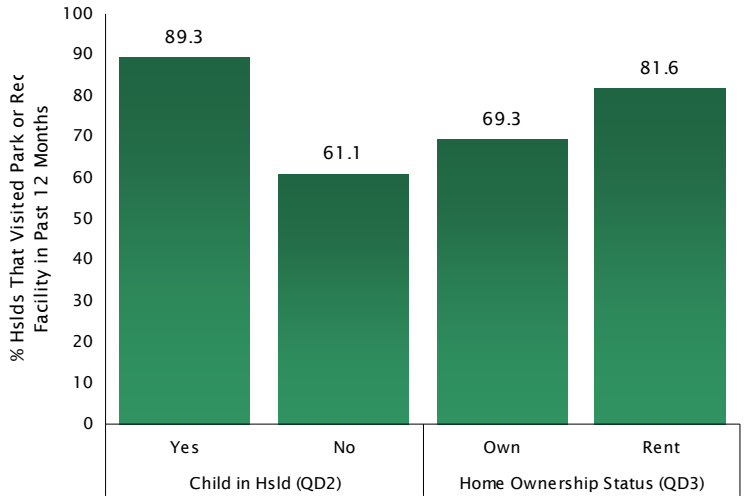


Figure 14 on the next page examines the responses to Question 8 by presence of a child in the home and home ownership status. In general, those with children in the home and renters were more likely than their counterparts to have visited an Apple Valley park or recreation facility in the past 12 months.

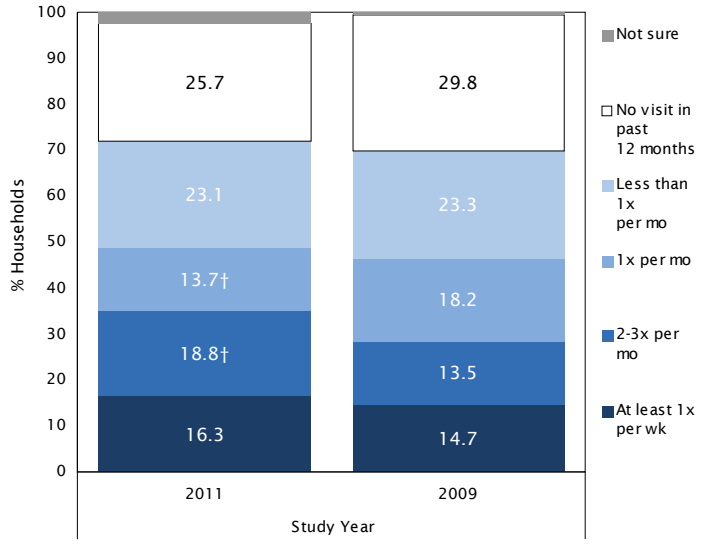
FIGURE 14 HOUSEHOLD PARK OR REC FACILITY VISIT IN PAST 12 MONTHS BY CHILD IN HSLD & HOME OWNERSHIP STATUS



The next question asked those in households that had visited a park and recreation facility how often they do so. Figure 15 presents the findings of this question, also including those who had not visited in the past 12 months, so the numbers reflect the percentage of *all* households. As shown in the figure, 16% of all Apple Valley households reported visiting a park or recreation facility at least once per week in 2011, and an additional 19% reported visiting two to three times per month. Combining categories, we see that nearly half (49%) of households surveyed visited a park or recreation facility in Apple Valley at least once per month. When compared to 2009, there was a significant increase in the frequency with which residents visited a park or recreation facility in Apple Valley.

Question 9 *How frequently do you or other members of your household typically visit the parks and recreation facilities in Apple Valley? At least once per week, two to three times per month, once per month, or less often than once per month?*

FIGURE 15 FREQUENCY OF PARK AND REC FACILITY VISITS: 2009 TO 2011



† Statistically significant change ($p < 0.05$) between the 2009 and 2011 studies.

PARKS AND RECREATION FACILITY RATINGS All respondents, regardless of a personal or household visits identified in Question 8, were next asked to rate the appearance and cleanliness, amenities and equipment, and safety of the Town's parks and recreation facilities using a using a five-point scale of excellent, good, fair, poor, or very poor.

As shown in Figure 16, the majority of all respondents rated the parks and recreation facilities in Apple Valley as excellent or good on each of the three aspects tested. Moreover, when compared to 2009, respondents in 2011 provided more positive ratings for each aspect of Apple Valley's parks and recreation facilities, although the differences were not statistically significant (see Table 5).

Question 10 *How do you rate the: _____ Apple Valley parks and recreation facilities? Would you say it is excellent, good, fair, poor, or very poor?*

FIGURE 16 QUALITY OF PARKS AND REC FACILITIES

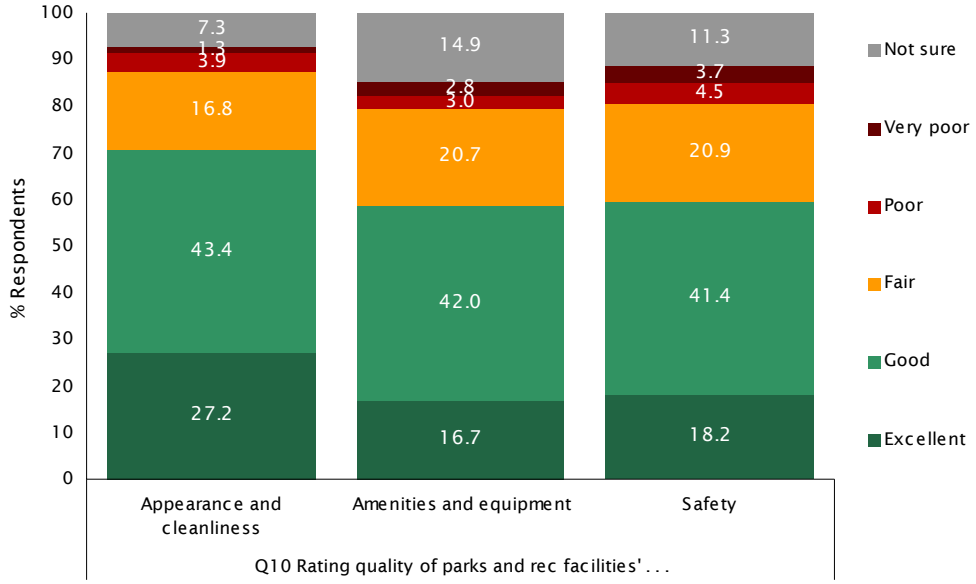
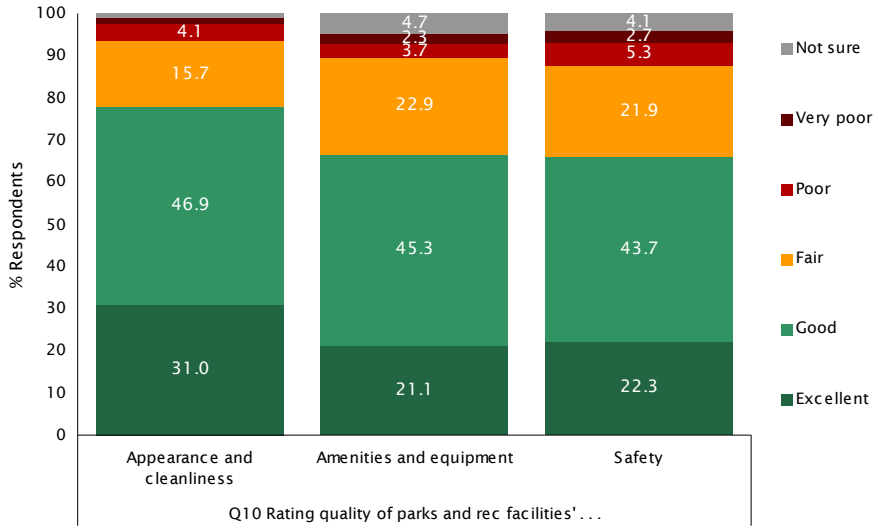


TABLE 5 QUALITY OF PARKS AND REC FACILITIES: 2009 TO 2011

	Study Year 2011	Study Year 2009	Change in Excellent + Good
Amenities and equipment	69.0	63.5	+5.4
Safety	67.2	63.3	+3.9
Appearance and cleanliness	76.2	74.5	+1.7

Whereas Figure 16 presents the results to Question 10 among *all* respondents, Figure 17 on the next page looks at the responses from only those residents in households with a park or recreation facility visit. Among those whose household had visited an Apple Valley park or recreation facility in the prior 12 month period, opinions of the appearance and cleanliness (78% excellent or good), amenities and equipment (66%), and safety (66%) were consistently higher than the ratings provided by residents in general.

FIGURE 17 QUALITY OF PARKS AND REC FACILITIES SHOWING ONLY HSLDS WITH A PARK OR REC FACILITY VISIT

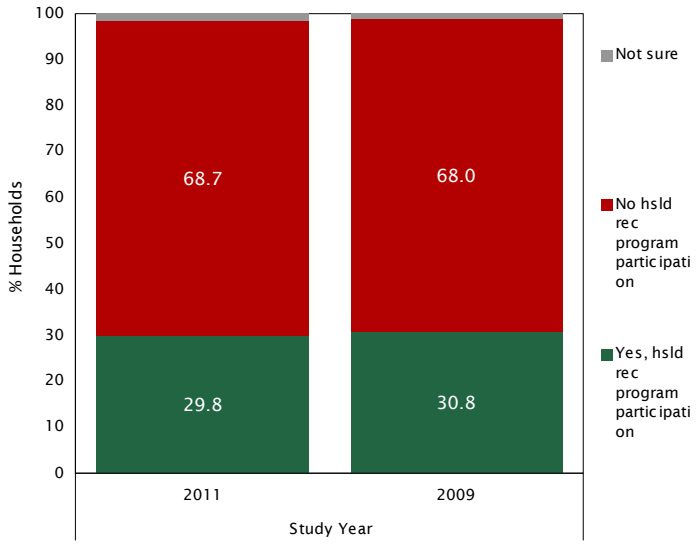


HOUSEHOLD RECREATION PROGRAM PARTICIPATION

The Town of Apple Valley provides extensive opportunities for active and passive recreation and personal enrichment for its residents. Question 11 of the survey asked respondents if they or anyone in their household had participated in such a program in the past 12 months. As shown in the next figure, approximately one-third (30%) of Apple Valley households surveyed in 2011 had participated in a recreational program in the past year, which is comparable to the result found in 2009.

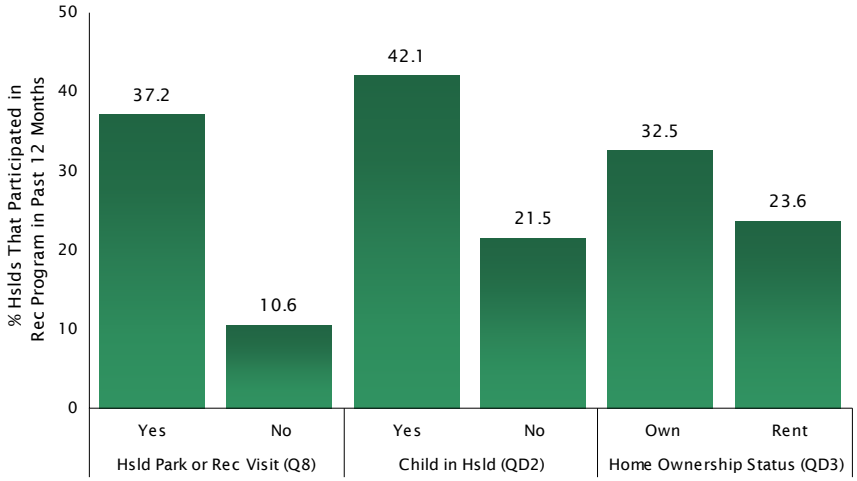
Question 11 *In the past 12 months, have you or any member of your household participated in a recreational program offered by the Town of Apple Valley?*

FIGURE 18 HOUSEHOLD REC PROGRAM PARTICIPATION IN PAST 12 MONTHS: 2009 TO 2011



The next figure examines household recreation program participation by several variables and shows that those whose household had visited an Apple Valley park or recreation facility in the past year, those with children in the household, and home owners were substantially more likely than their respective counterparts to have participated in a recreation program.

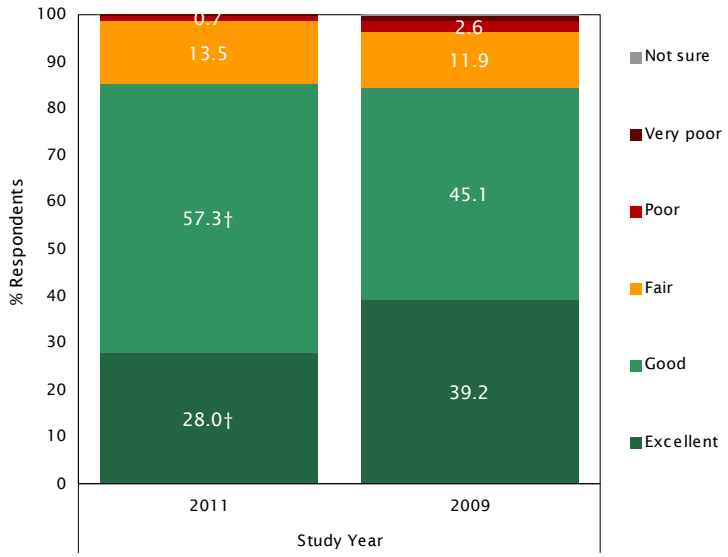
FIGURE 19 HOUSEHOLD REC PROGRAM PARTICIPATION IN PAST 12 MONTHS BY HSLD PARK OR REC VISIT, CHILD IN HSLD & HOME OWNERSHIP STATUS



Respondents who reported that one or more members of their household had participated in an Apple Valley recreational program in the past 12 months were subsequently asked to rate the overall quality of the program(s) using a five-point scale of excellent, good, fair, poor, or very poor. As displayed in Figure 20, 85% of those surveyed in 2011 rated the quality of Apple Valley's recreation programs as excellent (28%) or good (57%), 14% felt they were fair, and 1% cited them as poor or very poor. When compared to 2009, there was a significant decline in the percentage who rated the programs as excellent, and a corresponding increase in the percentage who rated the programs as good overall.

Question 12 *Overall, how would you rate the quality of Apple Valley's recreational programs that your household participated in? Would you say it was excellent, good, fair, poor, or very poor?*

FIGURE 20 QUALITY OF REC PROGRAMS: 2009 TO 2011



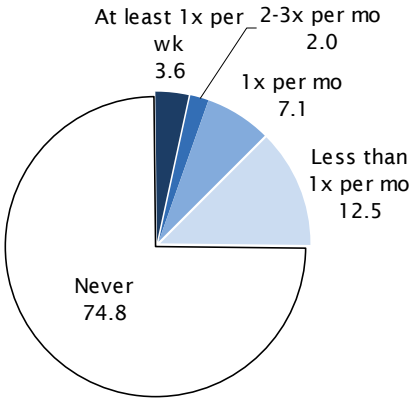
† Statistically significant change ($p < 0.05$) between the 2009 and 2011 studies.

GOLFING & APPLE VALLEY COUNTRY CLUB New to the 2011 survey were three questions related to golfing and the Apple Valley Country Club. The first two questions simply asked how often the respondent played golf during the past 12 months (Question 13), while Question 14 followed-up with those who had played golf during this period to ask whether they had played golf at the Apple Valley Country Club during this period.

As shown in Figure 21, three-quarters of residents surveyed (75%) reported that they did *not* play golf during the past year. Of those that did play golf, 4% typically played once per week, 2% played two to three times per month, 7% played once per month, and 13% played less often than once per month. Overall, less than half of those who had golfed during the past year (10% of residents overall) indicated that they had played golf at the Apple Valley Country Club during the period of interest (see Figure 22).

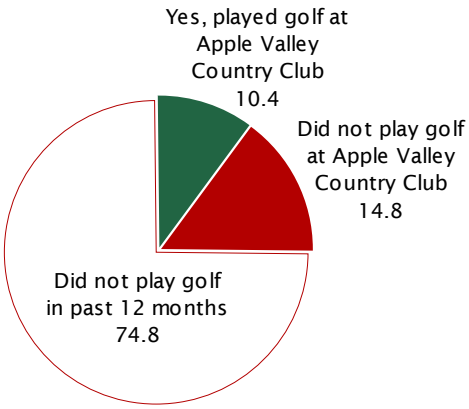
Question 13 *In the past 12 months, how often would you say you have played golf? At least once per week, two to three times per month, once per month, less often than once per month, or never?*

FIGURE 21 FREQUENCY OF PLAYING GOLF IN PAST 12 MONTHS



Question 14 *In the past 12 months, have you played golf at the Apple Valley Country Club?*

FIGURE 22 PLAYED GOLF AT APPLE VALLEY COUNTRY CLUB IN PAST 12 MONTHS



Regardless of their golfing habits, all respondents were next asked whether they had visited the Apple Valley Country Club for any purpose during the prior 12 month period. Overall, just under one-quarter (23%) of residents indicated that they had visited the Club for purposes other than golfing during this period (see Figure 23). Combining the responses to Questions 14 and 15 (see Figure 24) reveals that approximately 28% of adult residents in Apple Valley had visited the Apple Valley Country Club in the 12 months prior to the interview—for golfing and/or other purposes. Visits to the Club for any purpose were most common among those who had lived in Town between 5 and 9 years, and generally increased with age (see Figure 25 on the next page).

Question 15 In the past 12 months, have you visited the Apple Valley Country Club for any purpose aside from golfing?

FIGURE 23 VISITED APPLE VALLEY COUNTRY CLUB FOR OTHER PURPOSE IN PAST 12 MONTHS

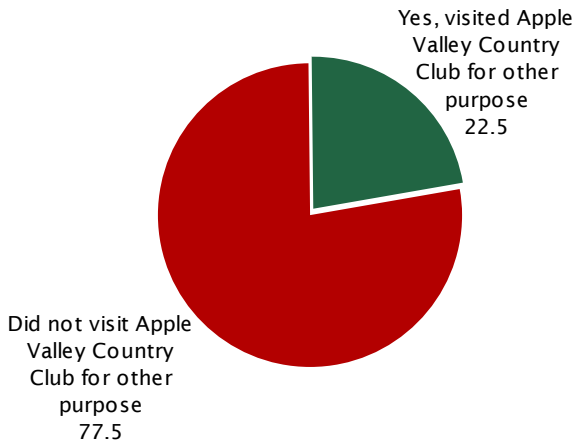


FIGURE 24 VISITED APPLE VALLEY COUNTRY CLUB FOR ANY PURPOSE IN PAST 12 MONTHS

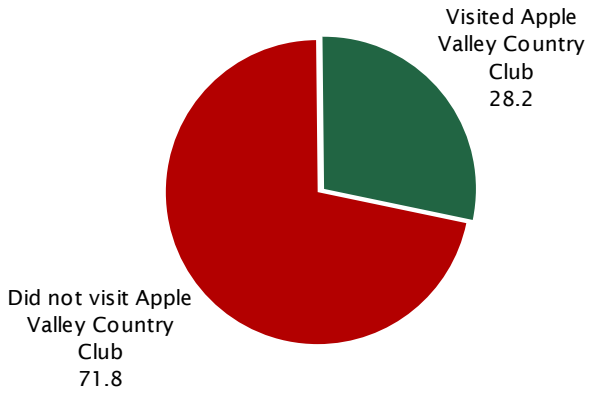
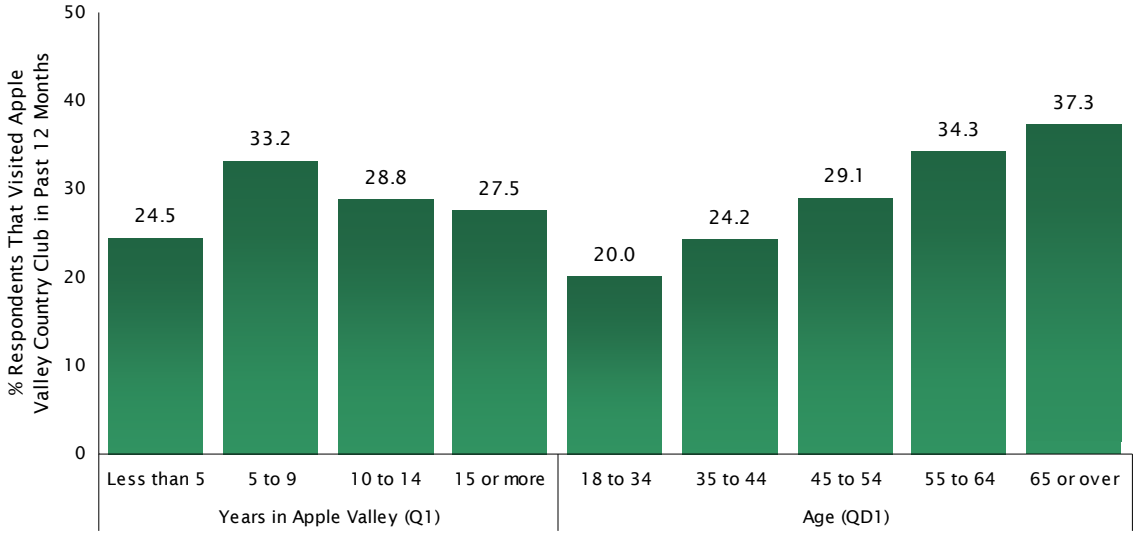


FIGURE 25 VISITED APPLE VALLEY COUNTRY CLUB FOR ANY PURPOSE IN PAST 12 MONTHS BY YEARS IN APPLE VALLEY & AGE



TRAFFIC

In most California cities and towns, traffic congestion ranks among the most pressing problems that residents would like local and regional governments to solve. As noted previously (see *Performance Needs & Priorities* on page 18), when considering perceived importance and current satisfaction levels, managing traffic congestion in Town was found to be among the top priorities for residents.

TRAFFIC CIRCULATION To drill deeper on this issue and track the results from prior surveys, the 2011 survey measured residents' perceptions of traffic circulation in the Town *overall*, on the way into and out of town, on major streets, and in residential areas. As shown in Figure 26, more than three quarters (80%) of residents rated traffic circulation in residential areas as excellent or good. Perceptions of overall circulation (56%) and circulation on major streets (46%) were considerably less positive, although residents voiced the greatest amount of concern regarding circulation on the way into and out of town, with only 33% citing it as excellent or good compared with 39% citing it as poor or very poor. The 2011 ratings for traffic circulation in Apple Valley were comparable to those recorded in 2009 (see Table 6).

Question 16 *Next, I'd like to ask you a few questions about traffic circulation. By traffic circulation, I mean the ability to drive around Apple Valley without encountering long delays. Would you rate: _____ as excellent, good, fair, poor or very poor?*

FIGURE 26 QUALITY OF TRAFFIC CIRCULATION

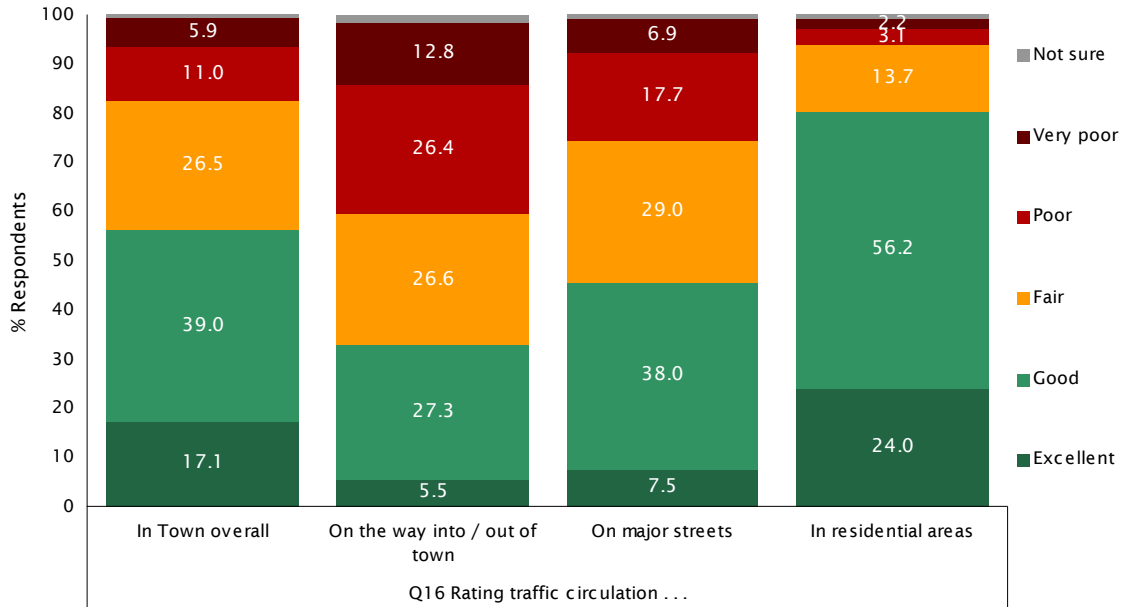
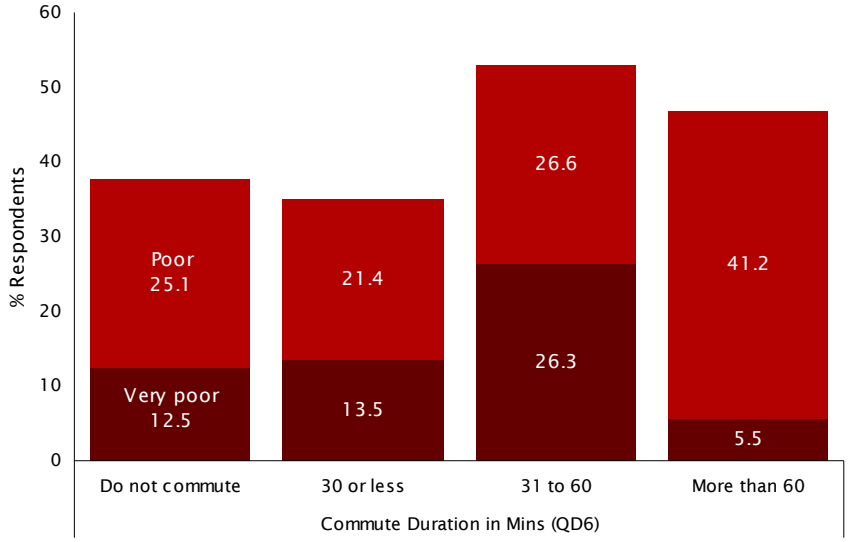


TABLE 6 QUALITY OF TRAFFIC CIRCULATION: 2009 TO 2011

	Study Year 2011	Study Year 2009	Change in Very Poor + Poor
In Town overall	16.9	12.9	+4.0
On major streets	24.6	21.5	+3.1
In residential areas	5.3	3.7	+1.6
On the way into / out of town	39.2	37.9	+1.2

Looking more specifically at circulation into and out of town, Figure 27 shows that residents who regularly commute more than 30 minutes outside of the Town for work or school were the most likely to assign the poorest ratings to this aspect of traffic circulation in Apple Valley.

FIGURE 27 RATING OF TRAFFIC CIRCULATION ON WAY INTO / OUT OF TOWN BY COMMUTE DISTANCE



Neighborhood Issues

Research has shown that personal fear of crime and perceptions of safety can be influenced by factors that, although they are 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. If nothing else, these things can detract from the overall quality of life in a neighborhood.

Accordingly, the survey presented respondents with each of the issues shown at the bottom of Figure 28 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 in 2011 among those tested was insufficient street lighting (mentioned by 50% as a big or moderate problem), followed by speeding vehicles (48%), and foreclosed homes that are not being maintained (40%). When compared to the 2009 findings, there was a statistically significant increase in the percentage of respondents who cited landscapes and buildings in their neighborhood not being maintained as a big problem (see Table 7)—all other issues were rated comparably.

Question 17 *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 28 Perception of Neighborhood Issues

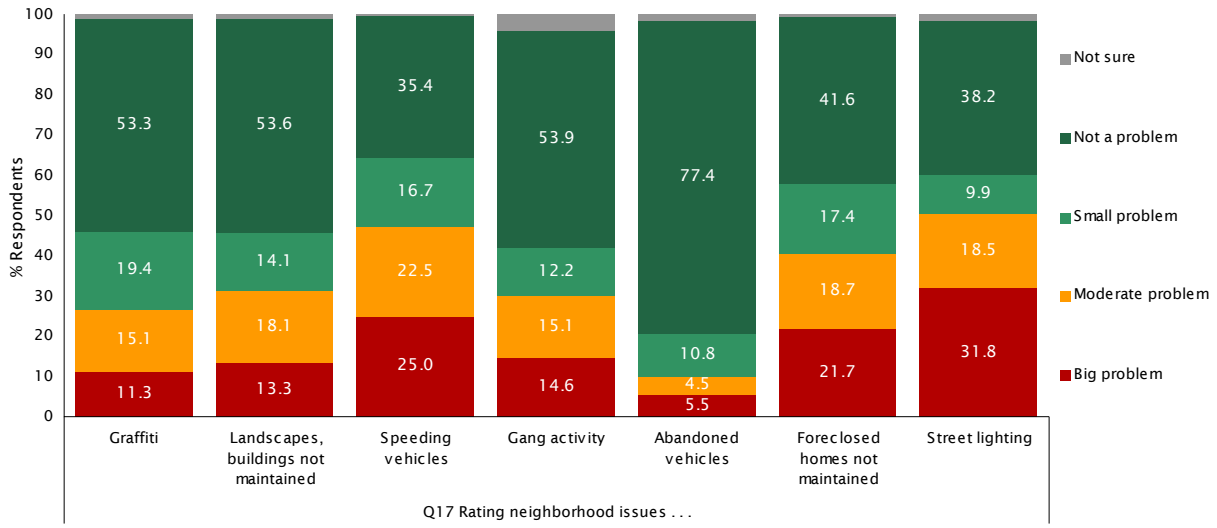


Table 7 Perception of Neighborhood Issues: 2009 to 2011

	Study Year 2011	Study Year 2009	Change in Very Poor + Poor
Landscapes, buildings not maintained	31.4	24.7	+6.7†
Gang activity	29.8	26.7	+3.0
Graffiti	26.4	23.9	+2.5
Speeding vehicles	47.4	46.2	+1.3
Foreclosed homes not maintained	40.4	39.9	+0.5
Street lighting	50.3	52.6	-2.3
Abandoned vehicles	10.0	12.8	-2.8

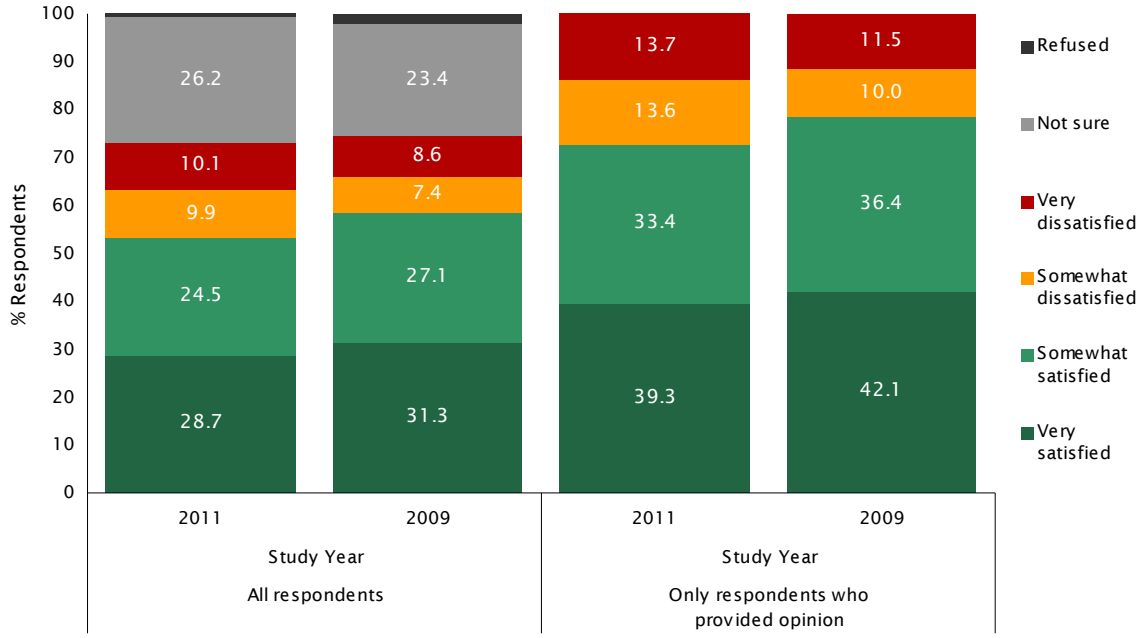
† Statistically significant change ($p < 0.05$) between the 2009 and 2011 studies.

CODE ENFORCEMENT Respondents were next informed that the Town has created codes to address and prevent a variety of issues that can affect a neighborhood, such as abandoned vehicles, non-permitted construction, junk storage, and yards not being properly maintained. They were then asked if, in general, they are satisfied or dissatisfied with the Town's efforts to *enforce* code violations, or if they do not have an opinion on the matter.

As shown in the left side of Figure 29, approximately 26% of respondents in 2011 did not have an opinion. Looking only at those who provided an opinion (the right side of the figure), we see that 27% of respondents in 2011 indicated that they were dissatisfied with the Town's efforts in this respect, whereas the remaining respondents were either somewhat (33%) or very (39%) satisfied with the Town's code enforcement efforts. When compared to 2009, there were no statistically significant changes in residents' rating of the Town's code enforcement efforts.

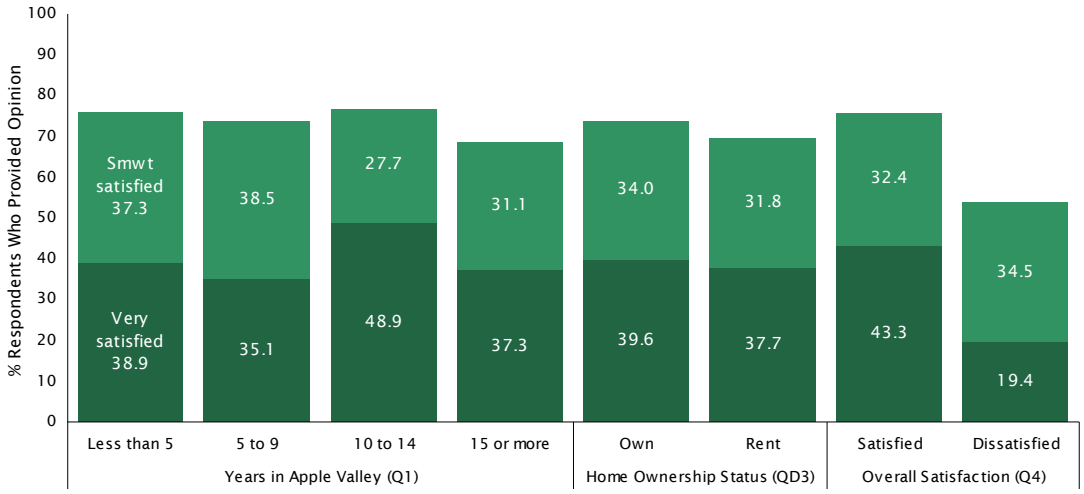
Question 18 *The Town of Apple Valley has created codes to address and prevent a variety of issues that can affect a neighborhood, such as abandoned vehicles, non-permitted construction, junk storage, and yards not being properly maintained. Overall, are you satisfied or dissatisfied with the Town's efforts to enforce code violations, or do you not have an opinion?*

FIGURE 29 SATISFACTION WITH CODE ENFORCEMENT: 2009 TO 2011



On the next page, Figure 30 displays responses to Question 18 by length of residence, home ownership status, and whether the person was satisfied with the Town's *overall* performance in providing municipal services. Satisfaction levels were fairly consistent across the demographic characteristics, although those who were less satisfied with the Town's *overall* performance were also less likely to state that they were satisfied with the Town's code enforcement efforts.

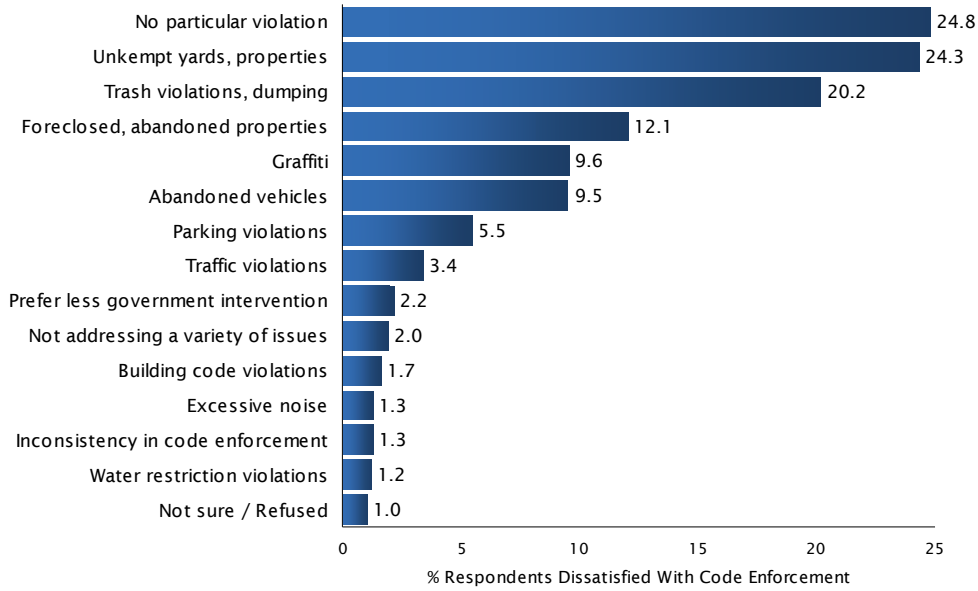
FIGURE 30 SATISFACTION WITH CODE ENFORCEMENT BY YEARS IN APPLE VALLEY, HOME OWNERSHIP STATUS & OVERALL SATISFACTION



Residents who were dissatisfied with the Town's efforts to enforce code violations were presented with Question 19, which asked if there was a particular issue or code violation to blame for their dissatisfaction. This question was asked in an open-ended manner, which allowed respondents to mention any issue that came to mind without being prompted by or restricted to a particular list of options. The responses were later grouped into the categories presented in the figure below. The most common response was that there was no particular issue that came to mind (25%), followed by unkempt yards and properties (24%), trash and dumping violations (20%), and abandoned/foreclosed properties (12%). Graffiti and abandoned vehicles were also cited by 9% of residents who were dissatisfied with code enforcement, respectively.

Question 19 *Is there a particular issue or code violation that the Town isn't addressing that leads you to be dissatisfied?*

FIGURE 31 ISSUE OR CODE VIOLATION CAUSING DISSATISFACTION



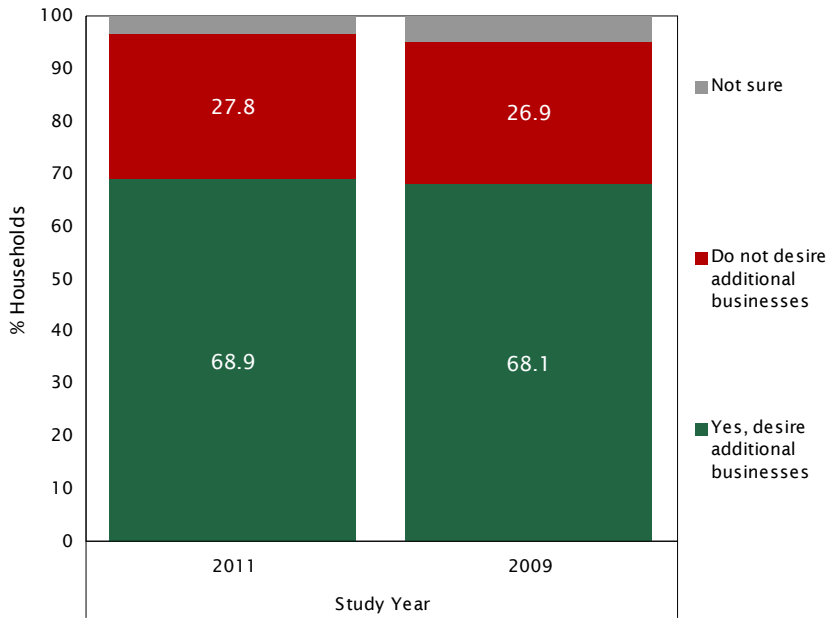
Shopping & Economic Development

One of the key challenges for any Town is to create sustainable economic development and redevelopment 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 shopping behaviors and preferences of Apple Valley residents. Businesses that meet these preferences will thrive, whereas those that do not will not succeed. Accordingly, the survey included two questions designed to identify residents' desire for new shopping opportunities.

All residents were first asked to indicate whether, among the retails stores and restaurants their household currently visits outside of Town, there are any they would like to have available in Apple Valley. More than two-thirds of residents answered this question in the affirmative in both 2011 (69%) and 2009 (68%).

Question 20 *Thinking of the retail stores and restaurants that your household visits outside of Town, are there any that you would like to have available in Apple Valley?*

Figure 32 Desire Additional Retail Stores and Restaurants in Apple Valley: 2009 to 2011



For the interested reader, the next two figures examine responses to Question 14 by a variety of demographics. When compared to their respective counterparts, those who have lived in Apple Valley between 10 and 14 years, residents between 35 and 44 years of age, individuals who do not commute outside of Apple Valley for work or school, females, and those who are generally dissatisfied with the Town's overall performance in providing municipal services were the most likely to desire additional retail stores or restaurants in Apple Valley.

FIGURE 33 DESIRE ADDITIONAL RETAIL STORES AND RESTAURANTS IN APPLE VALLEY BY YEARS IN APPLE VALLEY & AGE

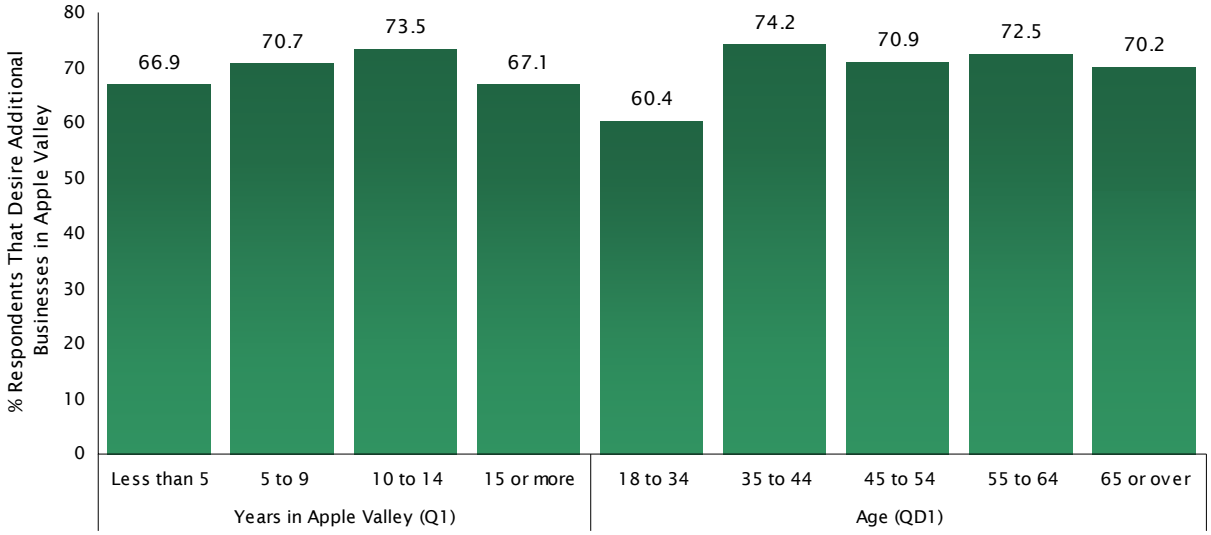
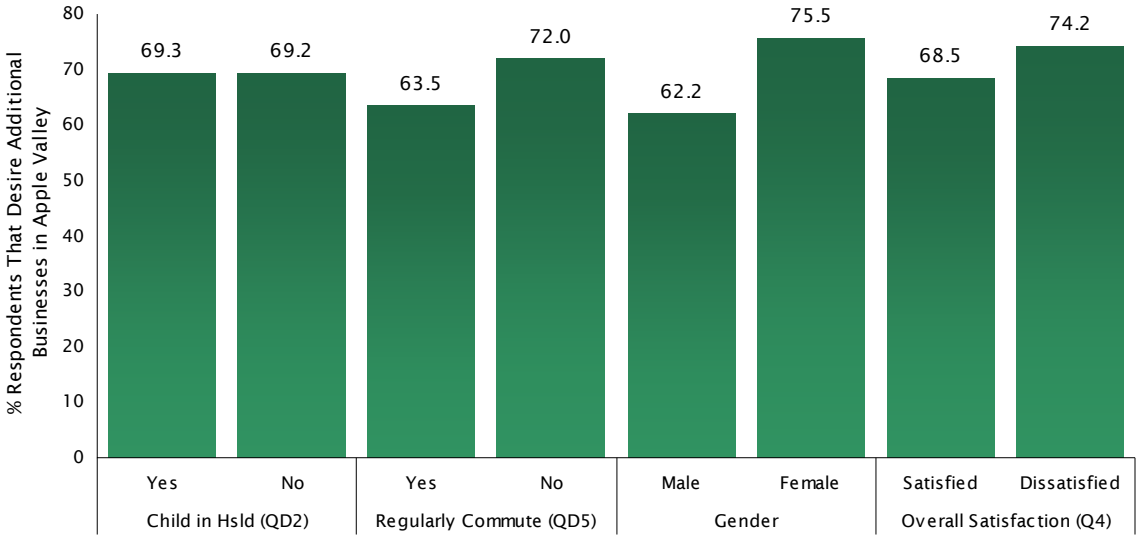


FIGURE 34 DESIRE ADDITIONAL RETAIL STORES AND RESTAURANTS IN APPLE VALLEY BY CHILD IN HSLD, REGULARLY COMMUTE, GENDER & OVERALL SATISFACTION

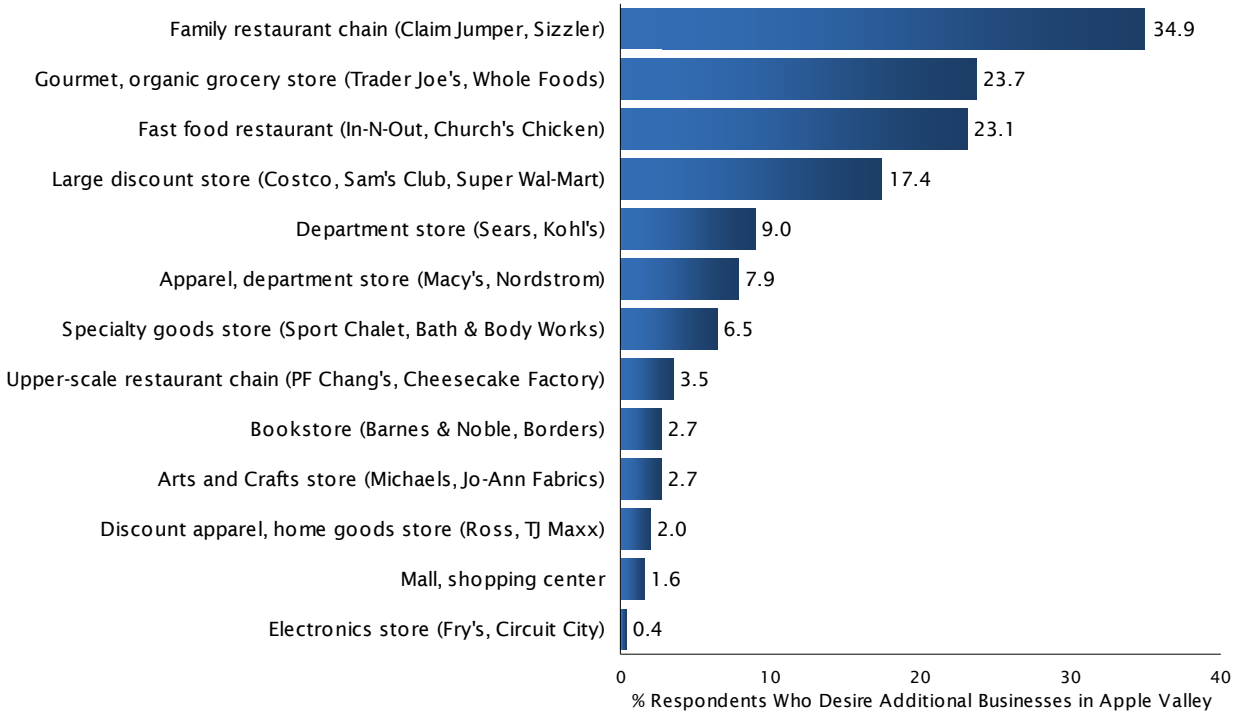


Those who were interested in new businesses in Town were next asked to name the one or two retail stores or restaurants they were most interested in having located in Apple Valley. This question was asked in an open-ended manner, allowing respondents to name any business that came to mind without being limited to a list of options. In total, more than 60 specific businesses were mentioned, along with more general categories of shops and places to eat. True North reviewed these verbatim responses and grouped them into the broader categories shown in Figure 35, which also provides examples of each category in parentheses.

As shown in the figure, more than one-third (35%) of the responses were requests for family restaurant chains such as Claim Jumper and Sizzler. Gourmet and organic grocery stores such as Trader Joe's and Whole Foods were also popular mentions, cited by 24% of respondents. Fast food restaurants (23%), large discount stores such as Costco and Wal-Mart (17%), and Department Stores such as Sears and Kohl's (9%) rounded out the top five categories.

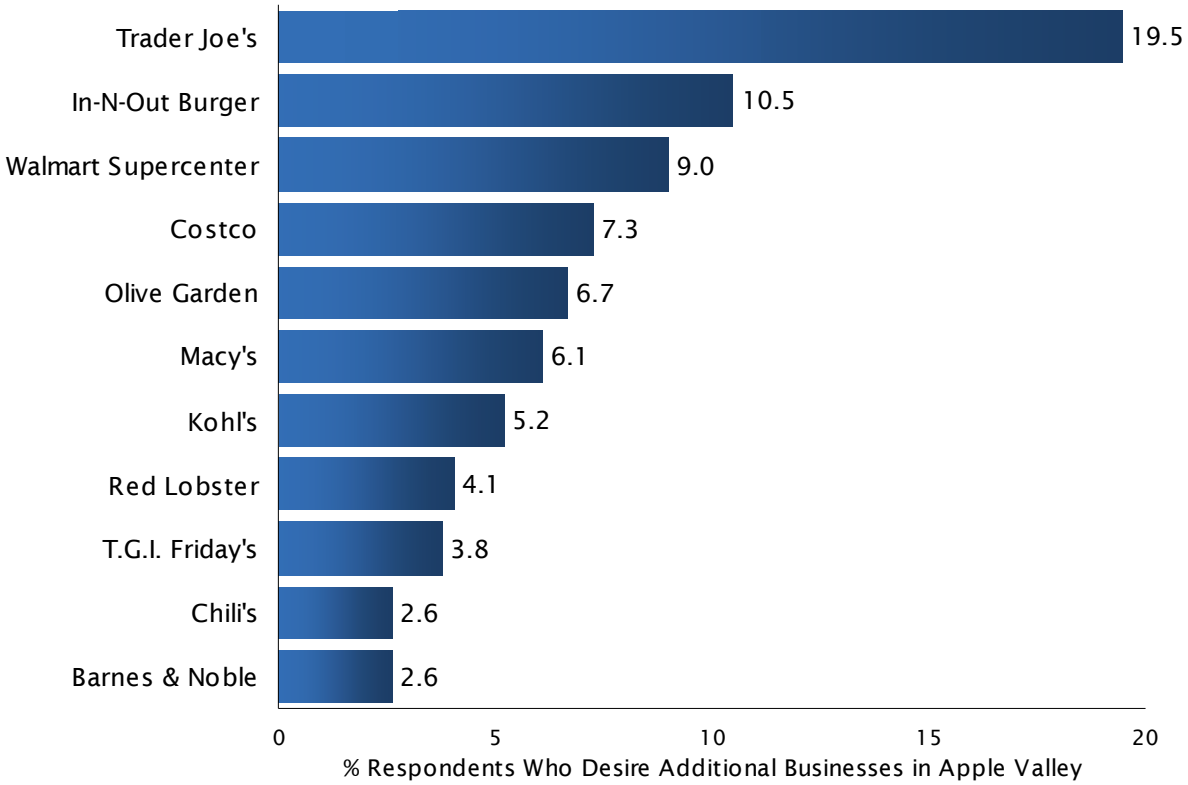
Question 21 *What are the names of the one or two stores or restaurants you would most like to have located in Apple Valley?*

FIGURE 35 TYPES OF STORES AND RESTAURANTS DESIRED IN APPLE VALLEY



For the interested reader, Figure 36 on the next page lists the top 11 specific businesses that were named by Apple Valley residents when asked to identify the retail stores or restaurants they most want to have available in Town.

FIGURE 36 TOP SPECIFIC STORES AND RESTAURANTS DESIRED IN APPLE VALLEY



Spending Priorities

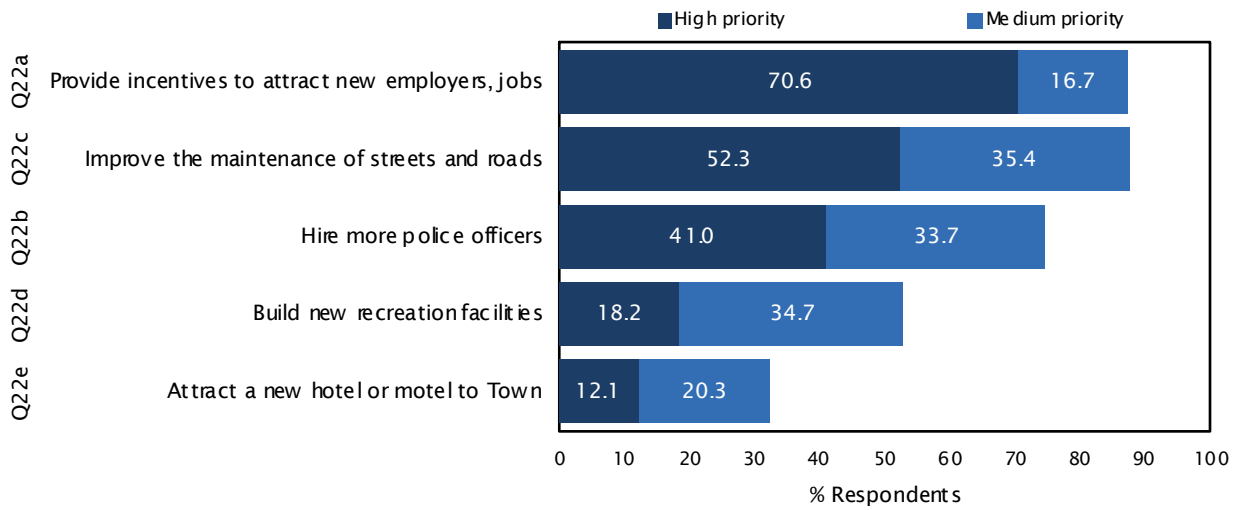
It is often the case that residents' desires for public facilities and programs exceed a town's financial resources. In such cases, a town must prioritize projects and programs based upon a variety of factors, including the preferences and needs of residents.

Question 22 was designed to provide Apple Valley with a reliable measure of how residents as a whole prioritize a variety of projects, programs, and improvements to which the Town could allocate resources in the future. The format of the question was straightforward: after informing respondents that the Town 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 37 should be a high, medium, or low priority for future Town spending—or if the Town should not spend money on the project at all.

The projects and programs are sorted in Figure 37 from high to low based on the proportion of respondents who indicated that an item was a *high* priority for future Town spending. Among the projects and programs tested, providing incentives to attract new employers and jobs to town was assigned the highest priority (71% high priority), followed by improving the maintenance of streets and roads (52%), and hiring more police officers (41%).

Question 22 *The Town of Apple Valley 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 Town must set priorities. As I read each of the following items, I'd like you to indicate whether you think the Town should make the item a high priority, a medium priority, or a low priority for future Town spending. If you feel the Town 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 37 Spending Priorities



Of the five items tested in Question 22, three were also tested in the 2009 survey. As shown in Table 8 on the next page, there were no statistically significant changes in the percentage of respondents who rated each of the items as a high priority during the past two years.

TABLE 8 SPENDING PRIORITIES: 2009 TO 2011

	Study Year 2011	Study Year 2009	Change in High Priority
Provide incentives to attract new employers, jobs	70.6	67.4	+3.2
Improve the maintenance of streets and roads	52.3	55.1	-2.8
Hire more police officers	41.0	45.6	-4.6
Build new recreation facilities	18.2	N/A	N/A
Attract a new hotel or motel to Town	12.1	N/A	N/A

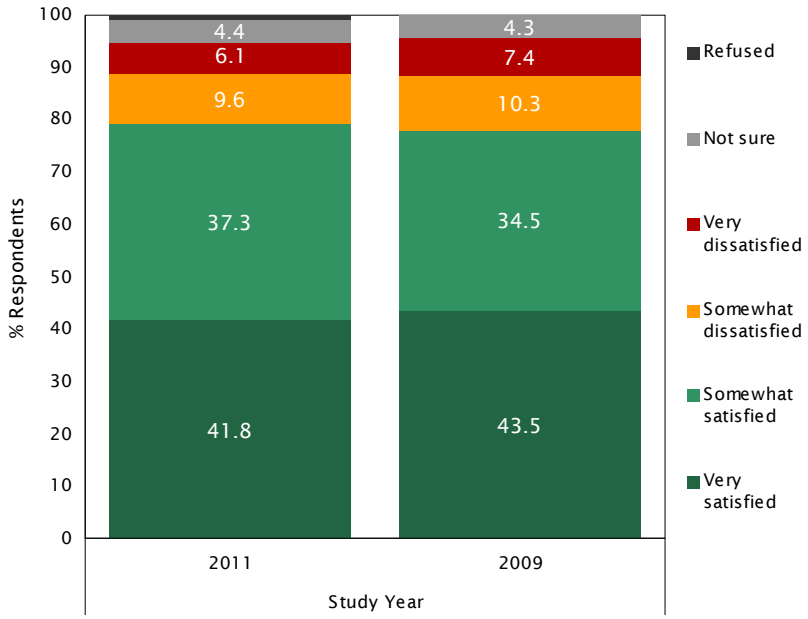
Communication

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

OVERALL SATISFACTION Question 23 of the survey asked residents to report their satisfaction with Town-resident communication in the Town of Apple Valley. Overall, 79% of respondents indicated they were satisfied with the Town's efforts to communicate with residents through newsletters, the Internet, or other means in 2011, which is strikingly similar to the findings of this question in 2009. The remaining respondents were either dissatisfied with the Town's efforts in this respect (16%) or unsure of their opinion (4%).

Question 23 *Are you satisfied or dissatisfied with the Town's efforts to communicate with residents through newsletters, the Internet, and other means?*

FIGURE 38 SATISFACTION WITH COMMUNICATION: 2009 TO 2011



Figures 39 and 40 on the next page display how overall satisfaction with the Town's efforts to communicate with residents varied by length of residence, age, the presence of children in the home, home ownership status, whether or not the respondent regularly commutes outside of Apple Valley, employment status, and satisfaction with the Town's overall performance in providing municipal services.

FIGURE 39 SATISFACTION WITH COMMUNICATION BY YEARS IN APPLE VALLEY, AGE & CHILD IN HSLD

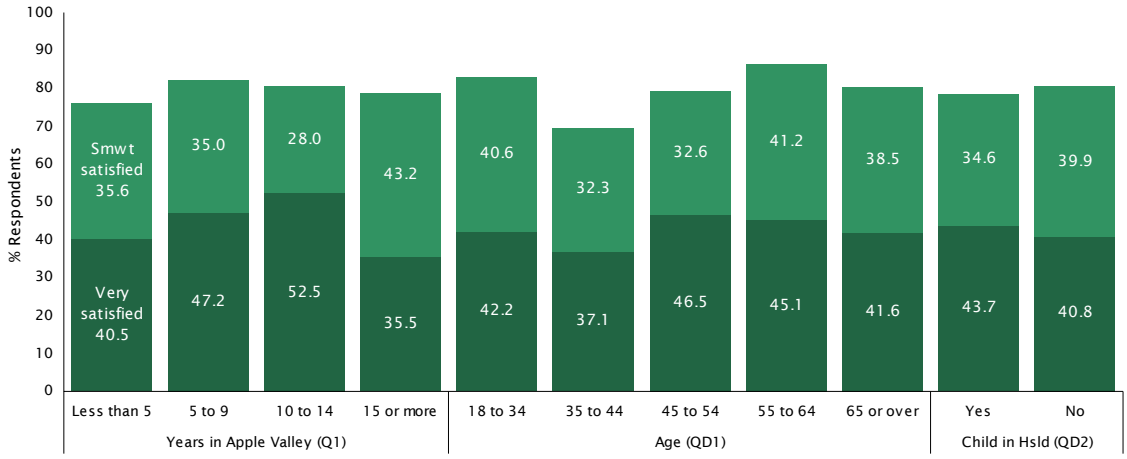
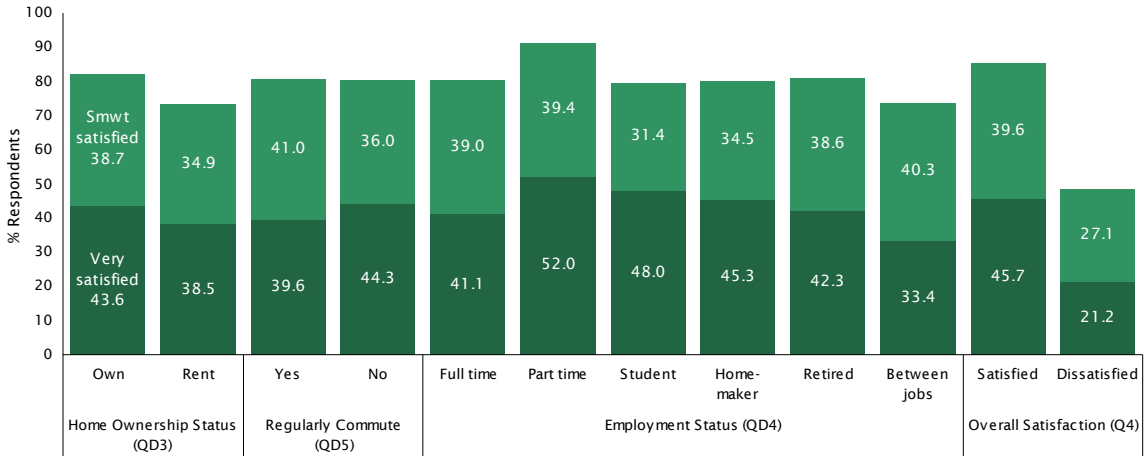


FIGURE 40 SATISFACTION WITH COMMUNICATION BY HOME OWNERSHIP STATUS, REGULARLY COMMUTE, EMPLOYMENT STATUS & OVERALL SATISFACTION

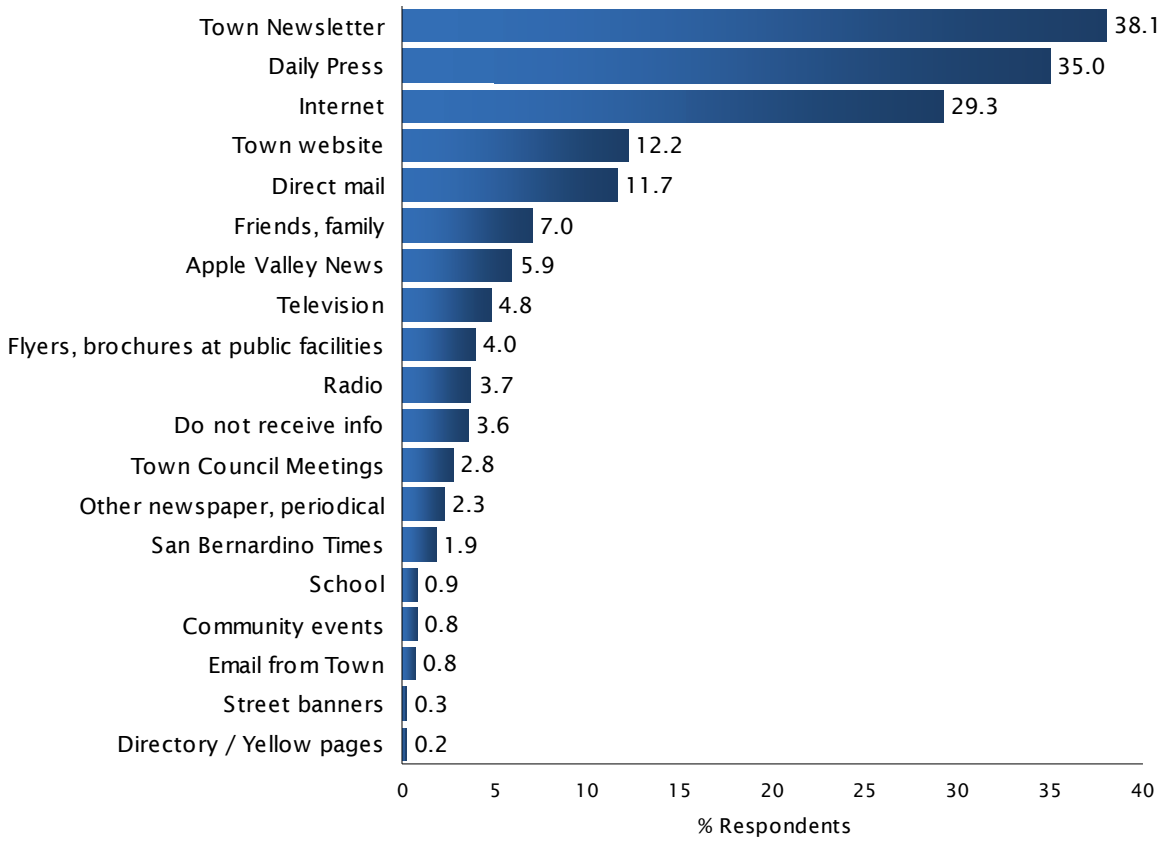


INFORMATION SOURCES To help the Town identify the most effective means of communicating with residents, it is helpful to understand what information sources they currently rely on for this type of information. In an open-ended manner, residents were asked to list the information sources they typically use to find out about Apple Valley news, information, and programming. Because respondents were allowed to provide up to three sources, the percentages shown in Figure 41 represent the percentage of residents who mentioned a particular source, and thus sum to more than 100.

The most frequently-cited sources for town information were the Town Newsletter (38%) and the *Daily Press* (35%), followed by the Internet in general (29%), the Town's website (12%), and direct mail (12%). No other sources were mentioned by at least 10% of respondents.

Question 24 *What information sources do you use to find out about Apple Valley news, information and programming?*

FIGURE 41 SOURCES FOR TOWN INFO



EFFECTIVENESS OF COMMUNICATION The next communication-related question presented respondents with each of the methods shown on the left of Figure 42 and simply asked—for each—whether it would be an effective way for the Town to communicate with them. Overall, respondents indicated that newsletters mailed directly to the home was the most effective method (90% very or somewhat effective), followed by advertisements in local papers (83%), Town Hall and community meetings (78%), and the Town's web site (72%).

When compared to the other methods tested, Apple Valley residents indicated that Twitter (27%), automated phone calls (46%), and Facebook (49%) were the least effective ways for the Town to communicate with them. Table 9 highlights the top five most effective methods of communication according to residents' age and satisfaction with the Town's overall performance.

Question 25 *As I read the following ways that the Town of Apple Valley 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 Town to communicate with you.*

FIGURE 42 EFFECTIVENESS OF COMMUNICATION METHODS

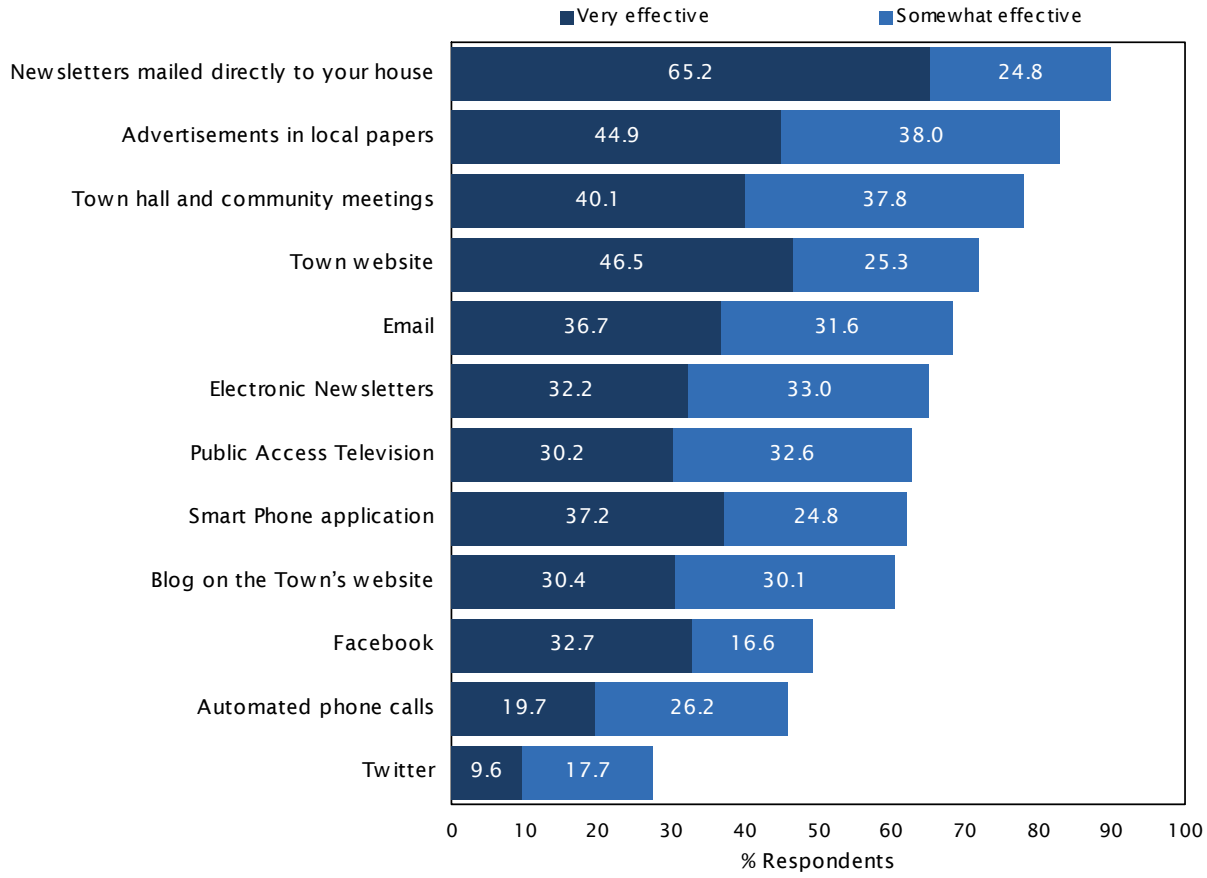


TABLE 9 EFFECTIVENESS OF COMMUNICATION METHODS BY AGE & OVERALL SATISFACTION

	Age (QD1)					Overall Satisfaction (Q4)	
	18 to 34	35 to 44	45 to 54	55 to 64	65 or over	Satisfied	Dissatisfied
Newsletters mailed directly to house	69.0	69.4	66.3	63.7	60.2	68.0	52.3
Town website	53.9	54.8	52.3	43.1	32.9	49.6	33.8
Advertisements in local papers	50.8	38.7	46.5	46.1	41.0	47.2	34.0
Town hall and community meetings	37.8	40.3	45.3	41.2	37.9	39.5	41.2
Smart Phone application	61.7	38.7	36.0	25.5	14.3	39.4	24.9
Email	47.9	35.5	38.4	36.3	26.7	38.7	28.0
Facebook	64.4	33.9	31.4	14.7	5.6	34.6	22.7
Electronic Newsletters	44.0	35.5	30.2	29.4	19.3	32.9	26.6
Blog on the Town's website	38.0	32.3	36.0	30.4	16.1	30.5	28.8
Public Access Television	30.0	30.6	32.6	29.4	29.8	29.0	34.2
Automated phone calls	17.4	27.4	20.9	20.6	13.7	18.9	24.0
Twitter	18.0	9.7	7.0	5.9	3.7	9.5	7.6

SMART PHONE USAGE One of the new questions for the 2011 survey inquired of Apple Valley residents whether they currently use a mobile device like an iPhone or smart phone to view web pages. Overall, 29% of those surveyed indicated that they do periodically view web pages using a mobile device like an iPhone or smart phone (Figure 43), although as shown in Figure 44 this practice varied substantially according to respondent age, presence of children in the home, and employment status.

Question 26 *Do you use a mobile device like an iPhone or smart phone to view web pages?*

FIGURE 43 SMART PHONE USED TO VIEW WEB PAGES

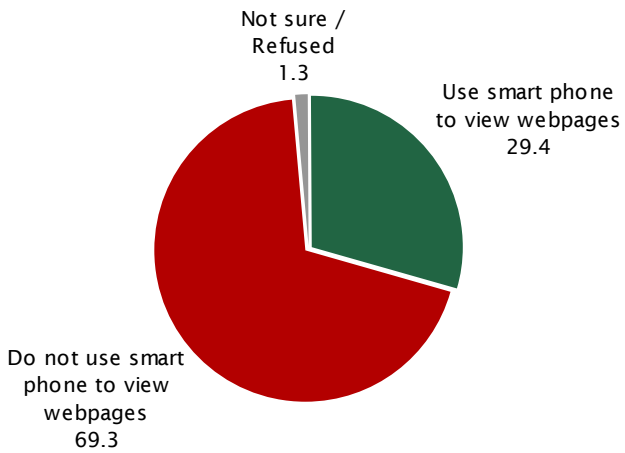
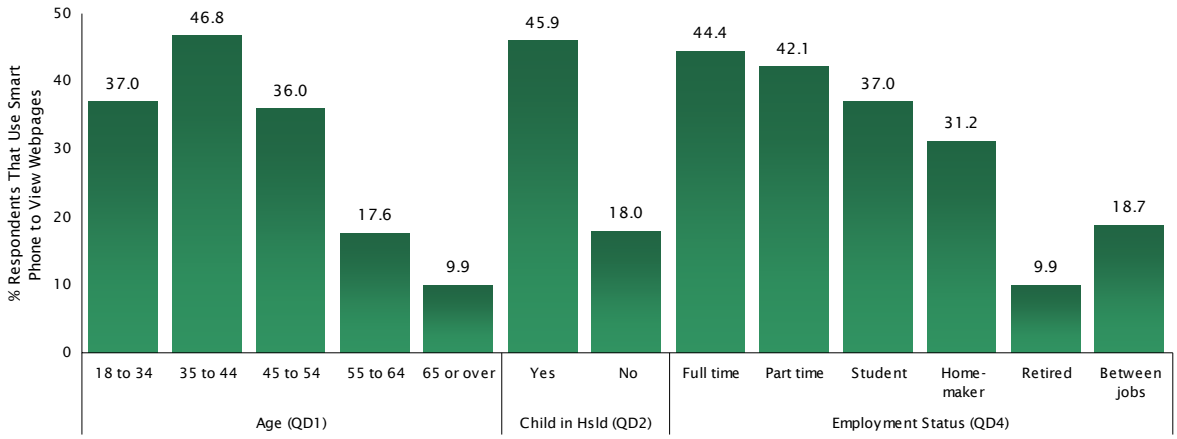


FIGURE 44 SMART PHONE USED TO VIEW WEB PAGES BY AGE, CHILD IN HSLD & EMPLOYMENT STATUS



TOWN WEBSITE The series of questions regarding communication concluded by asking all respondents if they had visited the Town of Apple Valley's website in the past 12 months. As shown in Figure 45 on the next page, nearly half (46%) of residents surveyed in 2011 indicated they had visited the site during this period, which is comparable to the findings of the 2009 survey.

Visiting the Town's website was related to several resident characteristics, with those who had lived in the Town 15 years or more, residents between 35 and 44 years of age, those with children in the home, home owners, and homemakers being the most likely to have visited the Town's website during the past year (see figures 46 & 47).

Question 27 *In the past 12 months, have you visited the Town of Apple Valley's website?*

FIGURE 45 VISITED TOWN WEBSITE IN PAST 12 MONTHS: 2009 TO 2011

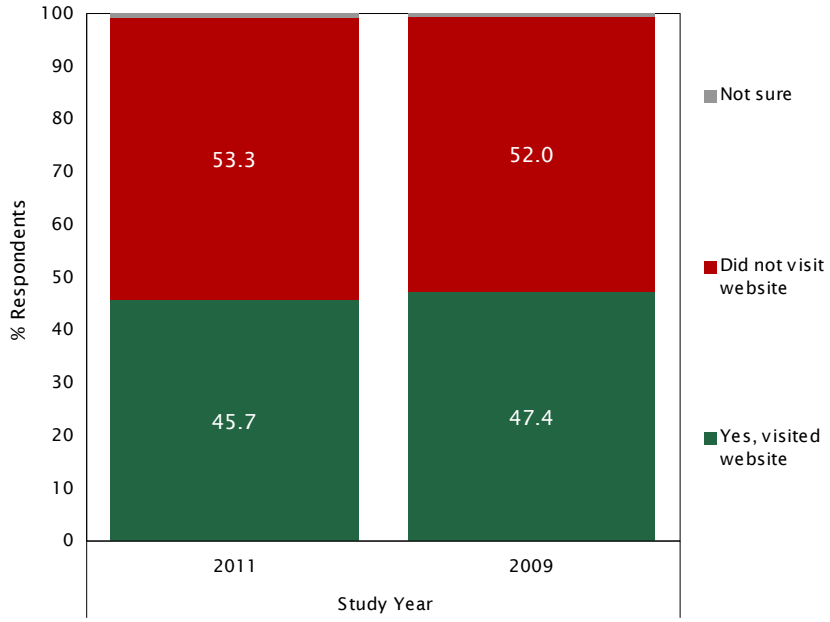


FIGURE 46 VISITED TOWN WEBSITE IN PAST 12 MONTHS BY YEARS IN APPLE VALLEY & AGE

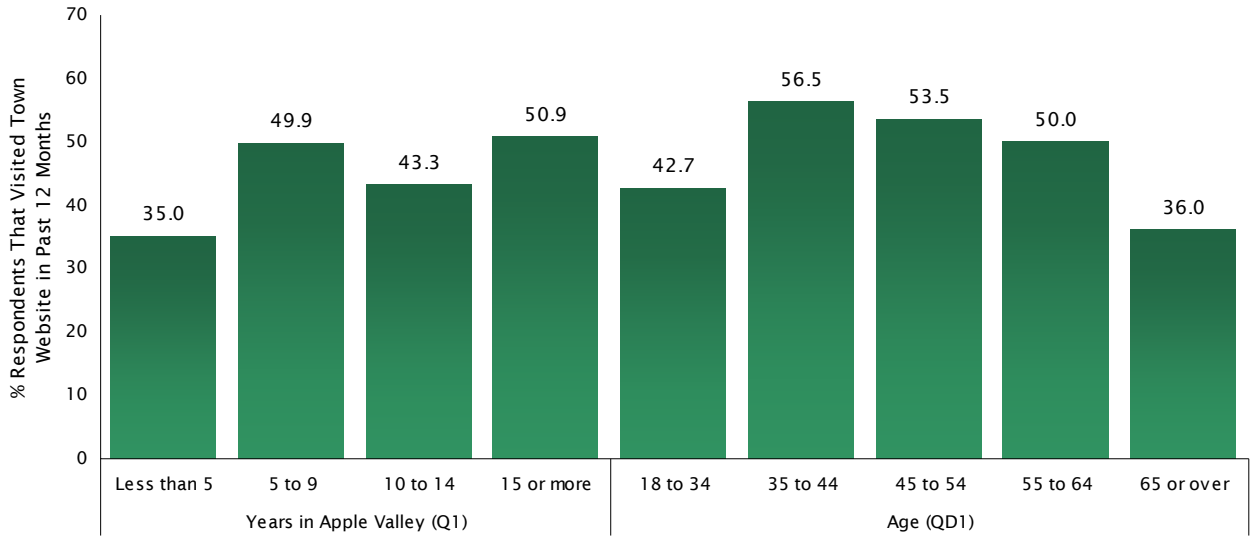
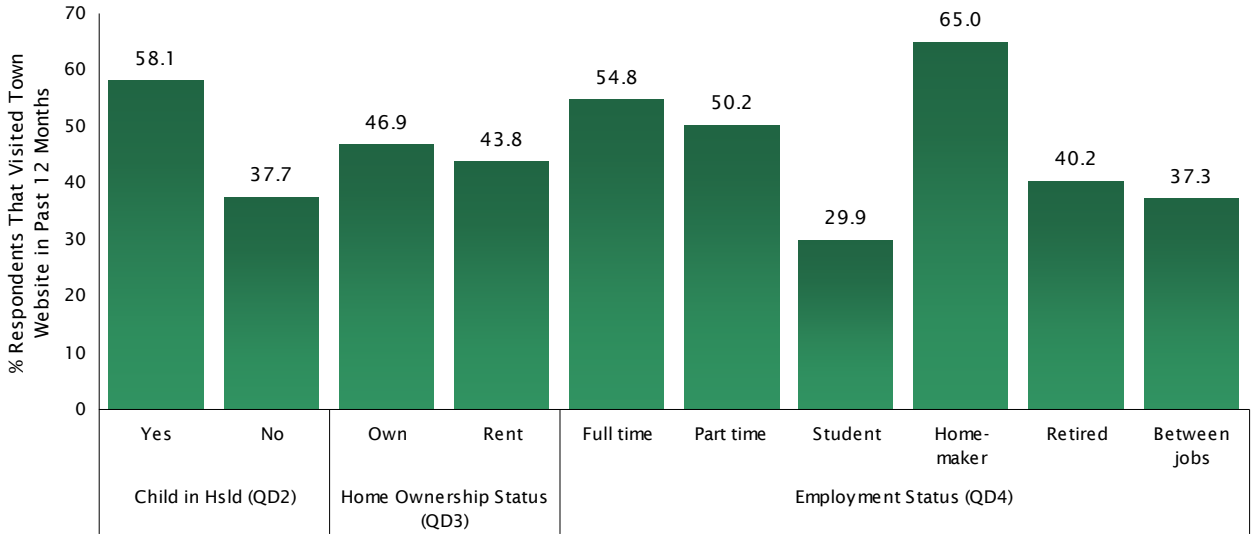


FIGURE 47 VISITED TOWN WEBSITE IN PAST 12 MONTHS BY CHILD IN HSLD, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS



Background & Demographics

Table 10 Demographics of Sample: 2009 to 2011

	Study Year 2011	2009
Total Respondents	*500*	*600*
QD1 Age	%	%
18 to 34	27.7	31.5
35 to 44	16.9	17.1
45 to 54	18.0	18.3
54 to 64	13.7	12.9
65 or over	19.5	18.3
Refused	4.2	2.0
QD2 Children in household		
Yes	41.6	45.6
No	57.0	53.8
Refused	1.4	0.6
QD3 Home ownership status		
Own	70.3	68.7
Rent	26.9	29.3
Refused	2.8	1.9
QD4 Employment status		
Full time	32.9	35.2
Part time	7.4	9.5
Student	11.5	8.8
Home- maker	9.2	10.9
Retired	25.5	25.6
Between jobs	9.7	7.6
Refused	3.8	2.5
QD5 Regularly commute outside Apple Valley for work or school		
Yes	30.8	33.2
No	20.9	20.2
Do not work or attend school	44.4	44.0
Refused	4.0	2.6
QD6 Typical commute length in minutes		
Do not commute to work or school	65.2	64.2
30 or less	9.5	9.3
31 to 59	6.1	5.5
60 to 89	4.8	6.1
90 to 119	2.1	2.0
120 or more	7.4	8.6
Refused	5.0	4.2
QD7 Gender		
Male	50.0	50.6
Female	50.0	49.4
QD8 Interview language		
English	98.1	97.6
Spanish	1.9	2.4

Table 10 presents the key demographic and background information that was collected during the survey. Because of the probability-based sampling methodology used in this study, the results shown in the table are representative of adult residents in the Town of Apple Valley. 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 Town of Apple Valley 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 desired additional stores and restaurants in the Town of Apple Valley (Question 20) were asked to name the stores and/or restaurants (Question 21). The questionnaire included with this report (see *Questionnaire & Toplines* on page 53) identifies the skip patterns that were used during the interview to ensure that each respondent received the appropriate questions.

Most of the questions asked in the 2011 survey were tracked directly from the 2009 survey to allow the Town to reliably track its performance over time

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 pretested internally by True North and by dialing into random homes in Apple Valley prior to formally beginning the survey. Once finalized, the survey was also professionally translated into Spanish to give respondents the option of participating in English or Spanish.

SAMPLE Households within the Town of Apple Valley were chosen for this study using a random digit dial (RDD) sampling method. 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 and unlisted 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 pro-

duce 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 Town of Apple Valley shares phone exchanges with neighboring cities and unincorporated areas of the County, respondents were initially asked the ZIP code of their residence (see Question SC1). Only those in ZIP codes 92307 and 92308 who indicated that they live inside the Town limits of Apple Valley (SC2) were eligible to participate in the study.

STATISTICAL MARGIN OF ERROR By using an RDD 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 Town of Apple Valley. The results of the survey can thus be used to estimate the opinions of *all* adult residents in the Town. 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 500 respondents for a particular question and what would have been found if all of the estimated 47,987 adult residents[5] had been interviewed.

For example, in estimating the percentage of adult residents who have visited the Town's website in the past 12 months (Question 27), 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:

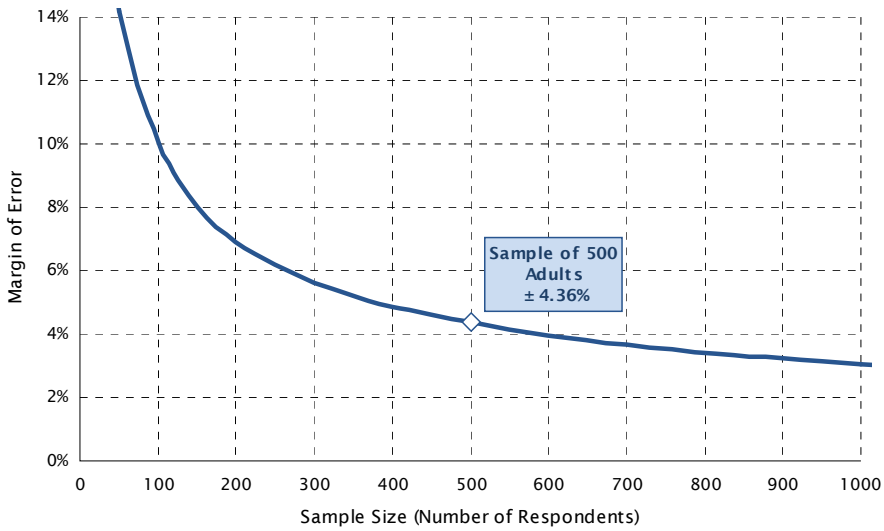
$$\hat{p} \pm t\sqrt{\left(\frac{N-n}{N}\right)\frac{\hat{p}(1-\hat{p})}{n-1}}$$

where $\hat{p}$ is the proportion of respondents who visited the Town's website in the past 12 months (0.46 for 46% in this example), N is the population size of all adult residents (47,987), n is the sample size that received the question (500), 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 this equation using these values reveals a margin of error of ± 4.35%. This means that, with 46% of survey respondents indicating they had visited the Town's website in the past 12 months, we can be 95% confident that the actual percentage of all adult residents who visited the website during this period is between 42% and 50%.

Figure 48 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 ± 4.36% for questions answered by all 500 respondents.

5. Source: 2009 American Community Survey Population Estimates.

FIGURE 48 MAXIMUM MARGIN OF ERROR DUE TO SAMPLING



Within this report, figures and tables show how responses to certain questions varied by subgroups such as years living in Apple Valley, age of the respondent, and home ownership status. Figure 48 above 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 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 March 20, 2011 and March 25, 2011. 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 cross-tabulations. Tests of statistical significance were also conducted to evaluate whether a change in responses between 2009 and 2011 was due to an actual change in opinions or was likely an artifact of independently drawn cross-sectional samples.

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.

TRUE NORTH RESEARCH

Town of Apple Valley
Resident Satisfaction Survey
Final Toplines

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 the Town of Apple Valley and we would like to get your opinions.
If needed: This is a survey about community issues in Apple Valley. 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: Its important that the sample of people for the survey is representative of the adult population in the Town 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	92307, 92308	100%	*Go to SC2*
	2	Any Other Zip Code	0%	*Terminate*
SC2	Do you live in the Town of Apple Valley, or outside of the Town limits, or are you not sure?			
	1	Inside	100%	*Qualified for Study*
	2	Outside	0%	*Terminate*
	3	Not sure	0%	*Terminate*
	99	Refused	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 Town of Apple Valley.			
Q1	How long have you lived in Apple Valley?		
	1	Less than 1 year	8%
	2	1 to 4 years	16%
	3	5 to 9 years	21%
	4	10 to 14 years	16%
	5	15 years or longer	39%
	99	Refused	0%
Q2	How would you rate the overall quality of life in Apple Valley? Would you say it is excellent, good, fair, poor or very poor?		
	1	Excellent	17%
	2	Good	61%
	3	Fair	16%
	4	Poor	4%
	5	Very Poor	1%
	98	Not sure	1%
	99	Refused	0%
Q3	If the Town government could change one thing to make Apple Valley a better place to live now and in the future, what change would you like to see? Verbatim responses recorded and grouped into categories shown below.		
	Regulate water rates, address water issues		9%
	Not sure / Cannot think of any		9%
	No changes needed		8%
	Improve, maintain streets, roads		8%
	Improve public safety		7%
	Improve local economy, job opportunities		6%
	Improve shopping, dining opportunities		6%
	Improve education		4%
	Reduce, limit growth		4%
	Provide more options for youth		4%
	Clean-up, beautify City		4%
	Add bike, walking paths		4%
	Reduce traffic		3%

	Reduce gang activity	3%
	Improve Council, government process	3%
	Provide more affordable housing	2%
	Improve parks, recreation	2%
	Improve planning, development	2%
	Improve environmental efforts	2%
	Add, improve street lighting	2%
	Improve storm drainage, sewers	2%
	Improve code enforcement	2%
	Improve budgeting	1%
	Reduce taxes, fees	1%
	Attract additional grocery stores	1%
	Address homeless issue	1%
	Improve public transportation	1%
	Add horse trails, more horse-friendly	1%
	Build fewer affordable housing units	1%
	Enforce lot size regulations	1%
	Attract large box store	1%

Section 4: Town Services			
Next, I'm going to ask a series of questions about services provided by the Town of Apple Valley.			
Q4	Generally speaking, are you satisfied or dissatisfied with the job the Town is doing to provide services? *Get answer, then ask:* Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?		
	1	Very satisfied	33%
	2	Somewhat satisfied	48%
	3	Somewhat dissatisfied	7%
	4	Very dissatisfied	7%
	98	Not sure	4%
	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	39%	54%	6%	1%	0%	0%
B	Preparing the Town for emergencies	34%	52%	11%	2%	1%	0%
C	Providing animal control services	19%	46%	29%	5%	1%	0%
D	Maintaining local streets and roads	32%	58%	10%	1%	0%	0%
E	Maintaining the appearance of public landscapes and facilities	17%	45%	32%	5%	0%	0%
F	Managing growth and development	24%	52%	19%	4%	1%	0%
G	Managing traffic congestion in Town	26%	46%	22%	4%	1%	0%
H	Providing reliable garbage and recycling services	22%	58%	17%	2%	1%	0%
I	Attracting businesses and jobs to the area	37%	46%	12%	4%	0%	0%
J	Providing a variety of recreation programs	12%	46%	35%	5%	2%	0%
K	Providing a variety of parks and recreation facilities	16%	46%	33%	4%	1%	0%
L	Providing senior services	19%	49%	24%	5%	3%	0%
M	Providing teen services	17%	45%	27%	7%	3%	0%
N	Providing special community events, such as the Freedom Festival and Sunset Concert Series	8%	35%	41%	13%	2%	0%
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 Town is doing to provide the service. Are you satisfied or dissatisfied with the Town'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	45%	42%	6%	4%	3%	0%
B	Prepare the Town for emergencies	19%	38%	11%	8%	22%	1%
C	Provide animal control services	43%	38%	6%	5%	7%	1%
D	Maintain local streets and roads	24%	44%	15%	15%	2%	1%
E	Maintain the appearance of public landscapes and facilities	34%	47%	5%	8%	5%	1%

F	Manage growth and development	19%	46%	17%	10%	7%	0%
G	Manage traffic congestion in Town	29%	38%	13%	16%	4%	0%
H	Provide reliable garbage and recycling services	62%	32%	2%	3%	1%	0%
I	Attract businesses and jobs to the area	16%	38%	20%	18%	8%	0%
J	Provide a variety of recreation programs	30%	45%	7%	6%	11%	0%
K	Provide a variety of parks and recreation facilities	33%	47%	7%	5%	8%	1%
L	Provide senior services	25%	40%	6%	5%	24%	1%
M	Provide teen services	15%	36%	14%	9%	24%	1%
N	Provide special community events, such as the Freedom Festival and Sunset Concert Series	40%	38%	5%	4%	13%	1%

Section 5: Perceived Safety

Q7 Next, I'd like to ask a few questions about personal safety and security in the Town of Apple Valley.

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	No Opinion	Refused
A	Walking alone in your neighborhood during the day	57%	31%	8%	4%	1%	0%
B	Walking alone in your neighborhood after dark	29%	33%	16%	15%	5%	1%
C	Walking alone in business areas during the day	50%	38%	10%	1%	1%	0%
D	Walking alone in business areas after dark	14%	41%	23%	14%	8%	1%

Section 6: Parks, Recreation & Special Events

Q8 Have you or anyone else in your household visited a park or recreation facility in Apple Valley in the past 12 months?

1	Yes	73%	*Ask Q9*
2	No	26%	*Skip to Q10*
98	Not sure	1%	*Skip to Q10*
99	Refused	0%	*Skip to Q10*

Q9	How frequently do you or other members of your household typically visit the parks and recreation facilities in Apple Valley? At least once per week, two to three times per month, once per month, or less often than once per month?	
1	At least once per week	22%
2	2 to 3 times per month	26%
3	Once per month	19%
4	Less often than once per month	32%
98	Not sure	1%
99	Refused	0%

Q10	How do you rate the _____ Apple Valley parks and recreation facilities? Would you say it is excellent, good, fair, poor, or very poor?							
Randomize		Excellent	Good	Fair	Poor	Very Poor	Not Sure	Refused
A	Appearance and cleanliness of	27%	43%	17%	4%	1%	7%	0%
B	Amenities and equipment at	17%	42%	21%	3%	3%	14%	1%
C	Safety of	18%	41%	21%	4%	4%	11%	1%

Q11	In the past 12 months, have you or any member of your household participated in a recreational program offered by the Town of Apple Valley?		
1	Yes	30%	*Ask Q12*
2	No	69%	*Skip to Q16*
98	Not sure	1%	*Skip to Q16*
99	Refused	0%	*Skip to Q16*

Q12	Overall, how would you rate the quality of Apple Valley's recreational programs that your household participated in? Would you say it was excellent, good, fair, poor or very poor?	
1	Excellent	28%
2	Good	57%
3	Fair	13%
4	Poor	1%
5	Very poor	0%
98	Not sure	0%
99	Refused	0%

Q13	In the past 12 months, how often would you say you have played golf? At least once per week, two to three times per month, once per month, less often than once per month, or never?			
	1	At least once per week	4%	*Ask Q14*
	2	Two to three times per month	2%	*Ask Q14*
	3	Once per month	7%	*Ask Q14*
	4	Less often than once per month	13%	*Ask Q14*
	5	Never	75%	*Skip to Q15*
	98	Not sure	0%	*Skip to Q15*
	99	Refused	0%	*Skip to Q15*
Q14	In the past 12 months, have you played golf at the Apple Valley Country Club?			
	1	Yes	41%	
	2	No	59%	
	98	Not sure	0%	
	99	Refused	0%	
Q15	In the past 12 months, have you visited the Apple Valley Country Club for any purpose aside from golfing?			
	1	Yes	23%	
	2	No	77%	
	98	Not sure	0%	
	99	Refused	0%	

Section 7: Traffic

Q16 Next, I'd like to ask you a few questions about traffic circulation. By traffic circulation, I mean the ability to drive around Apple Valley without encountering long delays.

Would you rate: _____ as excellent, good, fair, poor or very poor?

	Read in Order	Excellent	Good	Fair	Poor	Very Poor	No Opinion	Refused
A	Overall traffic circulation in Town	17%	39%	26%	11%	6%	0%	0%
B	Traffic on the way in or out of Town	5%	27%	27%	26%	13%	1%	0%
C	Traffic circulation on major streets in Town	8%	38%	29%	18%	7%	1%	0%
D	Traffic circulation in residential areas in Town	24%	56%	14%	3%	2%	1%	0%

Section 8: Neighborhood Issues							
Q17	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	11%	15%	19%	53%	1%	0%
B	Landscapes and buildings not being properly maintained	13%	18%	14%	54%	1%	0%
C	Speeding vehicles	25%	22%	17%	35%	0%	0%
D	Gang activity	15%	15%	12%	54%	4%	1%
E	Abandoned vehicles	5%	4%	11%	77%	1%	1%
F	Foreclosed homes that aren't being maintained	22%	19%	17%	42%	0%	0%
G	Street lighting	32%	18%	10%	38%	1%	0%

Q18	The Town of Apple Valley has created codes to address and prevent a variety of issues that can affect a neighborhood, such as abandoned vehicles, non-permitted construction, junk storage, and yards not being properly maintained. Overall, are you satisfied or dissatisfied with the Town'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	29%	*Skip to Q20*
	2	Somewhat satisfied	24%	*Skip to Q20*
	3	Somewhat dissatisfied	10%	*Ask Q19*
	4	Very dissatisfied	10%	*Ask Q19*
	98	Not sure	26%	*Skip to Q20*
	99	Refused	1%	*Skip to Q20*

Q19	Is there a particular issue or code violation that the Town isn't addressing that leads you to be dissatisfied? *If yes, ask*: Please briefly describe it to me. Verbatim responses recorded and grouped into categories shown below.	
	No particular violation	25%
	Unkempt yards, properties	24%
	Trash violations, dumping	20%
	Foreclosed, abandoned properties	12%
	Abandoned vehicles	10%
	Graffiti	10%
	Parking violations	5%
	Traffic violations	3%

	Building code violations	2%
	Not addressing a variety of issues	2%
	Prefer less government intervention	2%
	Inconsistency in code enforcement	1%
	Water restriction violations	1%
	Excessive noise	1%
	Not sure / Refused	1%

Section 9: Shopping & Economic Development

Next, I'd like to ask you a few questions about your shopping preferences.

Q20	Thinking of the retail stores and restaurants that your household visits outside of Town, are there any that you would like to have available in Apple Valley?			
	1	Yes	69%	*Ask Q21*
	2	No	28%	*Skip to Q22*
	98	Not sure	3%	*Skip to Q22*
	99	Refused	1%	*Skip to Q22*

Q21	What are the names of the one or two stores or restaurants you would most like to have located in Apple Valley? Verbatim responses recorded and grouped into categories shown below. Of specific mentions, the top five were: Trader Joe's, Super Wal-Mart, Macy's, In-N-Out Burger, and Olive Garden.	
	Family restaurant (Olive Garden, Red Lobster)	35%
	Gourmet, organic grocery store (Trader Joe's, Whole Foods)	24%
	Fast food restaurant (In-N-Out, Long John Silver's)	23%
	Large discount store (Costco, Sam's Club, Super Wal-Mart)	17%
	Department store (JC Penny, Kohl's)	9%
	Apparel, department store (Macy's, Nordstrom)	8%
	Specialty goods store (Sport Chalet, Party City)	7%
	Upper-scale restaurant chain (PF Chang's, Cheesecake Factory)	4%
	Bookstore (Barnes & Noble, Borders)	3%
	Arts and Crafts store (Michaels, Jo-Ann Fabrics)	3%
	Discount apparel, home goods store (Ross, TJ Maxx)	2%
	Mall, shopping center	2%
	Not sure / Refused	2%

Section 10: Spending Priorities							
The Town of Apple Valley has the financial resources to provide some of the projects and programs desired by residents. Because it cannot fund every project and program, however, the Town must set priorities.							
Q22	As I read each of the following items, I'd like you to indicate whether you think the Town should make the item a high priority, a medium priority, or a low priority for future Town spending. If you feel the Town 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 Town – or should the Town not spend any money on this item?						
	Randomize	High Priority	Medium Priority	Low Priority	Should not spend money	No Opinion	Refused
A	Provide incentives to attract new employers and jobs to town	71%	17%	8%	3%	1%	1%
B	Hire more police officers	41%	34%	14%	7%	3%	1%
C	Improve the maintenance of streets and roads	52%	35%	9%	2%	0%	1%
D	Build new recreation facilities	18%	35%	33%	12%	1%	1%
E	Provide incentives to attract a new hotel or motel to Town	12%	20%	46%	19%	2%	1%

Section 11: Communication			
Q23	Are you satisfied or dissatisfied with the Town'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	42%
	2	Somewhat satisfied	37%
	3	Somewhat dissatisfied	10%
	4	Very dissatisfied	6%
	98	Not sure	4%
	99	Refused	1%

Q24	What information sources do you use to find out about Apple Valley news, information and programming? *Don't read list. Record up to first 3 responses.*		
	1	Town Newsletter/*Our Town* (quarterly)	38%
	2	*Daily Press* (daily paper)	35%
	3	*San Bernardino Times* (daily paper)	2%
	4	*Apple Valley News* (weekly paper)	6%
	5	Town Council Meetings	3%
	6	Radio	4%
	7	Television (general)	5%
	8	Town's website	12%
	9	Internet (not Town's site)	29%
	10	Email notification from Town	1%
	11	Flyers or brochures (mailed to house)	12%
	12	Flyers or brochures (displayed at public facilities)	4%
	13	Street banners	0%
	14	Community events	1%
	15	Friends/Family/Associates	7%
	18	Directory/Yellow pages	0%
	19	Other Newspaper, periodical	2%
	20	Local school	1%
	16	Other (unique responses)	1%
	17	Do Not Receive Information about Town	4%
	98	Not sure	3%
	99	Refused	1%

Q25	As I read the following ways that the Town of Apple Valley 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 Town to communicate with you.				
	Randomize	Very	Somewhat	Not at all	Not sure / Refused
A	Email	37%	32%	28%	4%
B	Electronic Newsletters	32%	33%	30%	5%
C	Twitter	10%	18%	64%	9%
D	Facebook	33%	17%	43%	8%
E	A Smart Phone application that would allow you to communicate with the Town, report issues, and receive updates	37%	25%	32%	6%

F	Town website	47%	25%	23%	5%
G	A Blog on the Town's website	30%	30%	33%	6%
H	Newsletters and other materials mailed directly to your house	65%	25%	9%	1%
I	Automated phone calls	20%	26%	51%	3%
J	Town hall and community meetings	40%	38%	18%	4%
K	Advertisements in local papers	45%	38%	15%	2%
L	Public Access Television	30%	33%	32%	5%

Q26	Do you use a mobile device like an iPhone or smart phone to view web pages?		
	1	Yes	29%
	2	No	69%
	99	Not sure / Refused	1%
Q27	In the past 12 months, have you visited the Town of Apple Valley's website?		
	1	Yes	46%
	2	No	53%
	98	Not sure	0%
	99	Refused	1%

Section 12: Background & Demographics

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

D1	In what year were you born?		
	18 to 24		13%
	25 to 34		15%
	35 to 44		17%
	45 to 54		18%
	54 to 64		14%
	65 and over		20%
	Refused		4%
D2	Do you have one or more children under the age of 18 living in your household?		
	1	Yes	42%
	2	No	57%
	99	Refused	1%

D3	Do you own or rent your residence in Apple Valley?			
	1	Own	70%	
	2	Rent	27%	
	99	Refused	3%	
D4	Which of the following best describes your employment status? Would you say you are employed full-time, part-time, a student, a homemaker, retired, or are you in-between jobs right now?			
	1	Employed full-time	33%	*Ask D5*
	2	Employed part-time	7%	*Ask D5*
	3	Student	11%	*Ask D5*
	4	Homemaker	9%	*Skip to end*
	5	Retired	25%	*Skip to end*
	6	In-between jobs	10%	*Skip to end*
	98	Not sure	4%	*Skip to end*
	99	Refused	33%	*Skip to end*
D5	Do you commute outside of Apple Valley on a regular basis for (your job/school)? *Response from D4.*			
	1	Yes	59%	*Ask D6*
	2	No	40%	*Skip to end*
	99	Refused	0%	*Skip to end*
D6	How much time does it typically take you to commute to (your job/school), round-trip? Verbatim responses recorded in minutes, then grouped into categories shown below.			
	30 or less		32%	
	31 to 59		20%	
	60 to 89		16%	
	90 to 119		7%	
	120 or more		25%	
	Not sure / Refused		0%	
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 Town of Apple Valley.				

Post-Interview Items			
D7	Gender		
	1	Male	50%
	2	Female	50%