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INTRODUCTION

The Town of Apple Valley is located in the heart of the Victor Valley in the County of San Bernardino. Also known as the “High Desert,” 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 72,550 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, Police², 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 parks and recreation facilities.
- Gather perceptions of local issues such as safety, road conditions, and neighborhood issues.
- 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: 2016 American Community Survey Population Estimate.

2. Since its incorporation, the Town has contracted with the San Bernardino County Sheriff’s Department.

It should be noted that this is not the first resident satisfaction survey commissioned by Apple Valley—similar studies were conducted by True North for the Town in 2009 and 2011. Because there is a natural interest in tracking the Town’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 and 2011 studies.

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 43). In brief, the survey was administered to a random sample of 602 adults who reside within the Town of Apple Valley. The survey followed a mixed-method design that employed multiple recruiting methods (email and telephone) and multiple data collection methods (telephone and online). Administered in English and Spanish between September 18 and September 28, 2017, the average interview lasted 16 minutes.

STATISTICAL SIGNIFICANCE Many of the figures and tables in this report present the results of questions asked in 2017 alongside the results found in the prior 2009 and 2011 surveys for identical questions. In such cases, True North conducted the appropriate tests of statistical significance to identify changes from 2011 to 2017 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 2017.

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, Director of Communications 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 opinions of their residents and customers. Through designing and implementing scientific surveys, focus groups and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, policy evaluation, performance management, establishing fiscal priorities, passing revenue measures, and developing effective public information campaigns.

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

- More than two-thirds (68%) of respondents shared favorable opinions of the quality of life in Apple Valley, with 11% describing it as excellent and 57% rating it as good. Just over one-quarter (26%) of residents reported that the quality of life in the Town is fair, and only 5% 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, 16% 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 was the most common response overall. Regarding specific suggestions for change, improving public safety and increasing police presence (13%), regulating water rates/addressing water issues (13%), improving local shopping and dining opportunities (10%), and improving and maintaining streets and roads (9%) were the most common mentions.

TOWN SERVICES

- Approximately seven-in-ten (71% of) Apple Valley residents indicated they were either very satisfied (24%) or somewhat satisfied (47%) with the Town's efforts to provide municipal services. Twenty-three percent of residents (23%) reported that they were dissatisfied, and 6% were unsure or preferred not sure answer.
- When asked to rate the importance of 13 different services, Apple Valley residents rated maintaining local streets and roads as the most important of the services tested (94% extremely or very important), followed by providing police services (93%), attracting businesses and jobs to the area (88%), preparing the Town for emergencies (86%), and providing reliable garbage and recycling services (85%).
- The survey also asked about satisfaction with the Town's efforts to provide the same 13 services. Although the majority of residents were satisfied with each service, they were most satisfied with the Town's efforts to provide special community events, such as the Freedom Festival and Sunset Concert Series (91% very or somewhat satisfied), followed by provide reliable garbage and recycling services (91%), and provide animal sheltering and adoption services (90%).

PERCEIVED SAFETY

- Overall, 87% of residents stated that they feel safe walking alone in business areas during the day as well as in their neighborhoods.
- After dark, the proportion who indicated that they feel safe in residential and business areas declined substantially to 43% and 57%, respectively. In addition, 56% of residents reported that they feel safe walking alone in Town parks.

PARKS, RECREATION & SPECIAL EVENTS

- Overall, 79% of respondents indicated that they or someone in their household had visited a park or recreation facility in the past year.
- In terms of frequency of use, 45% of households surveyed visited a park or recreation facility in Apple Valley at least once per month, with 13% of all Apple Valley households 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 (66%), safety (60%), and amenities and equipment (59%).

ROAD CONDITIONS

- The majority of residents (59%) rated road conditions on major streets in Town as excellent or good.
- Perceptions of overall condition (40%) and condition in residential areas (30%) were considerably less positive.

NEIGHBORHOOD ISSUES

- The most commonly experienced neighborhood problem among those tested was speeding vehicles (cited by 56% as a big or moderate problem), distantly followed by landscapes and buildings not being properly maintained (30%), gang activity (23%), and foreclosed homes that are not maintained (21%).

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, more than eight-in-ten residents viewed improving the maintenance of streets and roads (89%), providing incentives to attract new employers and jobs to town (84%), and hiring more police officers (81%) as high or medium priorities.

COMMUNICATION

- The content of the *Our Town* newsletter received the highest satisfaction rating (63% very or somewhat satisfied), of four communication items tested, followed by the usefulness of the Town's website (56%), opportunities to engage and provide input into decisions made by the Town government (55%), and the Town's use of social media (53%). For each of the four items, between 20% and 33% of residents did not to provide an opinion either way.
- Approximately two-thirds (67%) of residents have read the *Our Town* newsletter or read an article about Apple Valley in the Daily Press newspaper in the 12 months prior to the survey. Six-in-ten (60% of) residents have visited the Town's website and approximately four-in-ten (41% of) residents have viewed social media posts from the Town on Facebook, Instagram, or Twitter.
- Apple Valley residents indicated that the *Our Town* newsletter and other materials mailed directly to the home was the most effective communication method (84% very or somewhat effective), followed by the Town website (77%), e-mail and e-newsletters (76%), a mobile app to communicate with the Town, report issues, and receive updates (75%), and Town hall and community meetings (74%).

- When compared with the other methods tested, Apple Valley residents indicated that automated phone calls (35% very or somewhat effective) and Instagram (38%) were the least effective ways for the Town to communicate with them.
- Overall, 66% of Apple Valley residents use social media. Facebook was the preferred social media site among Apple Valley residents, with 53% indicating that they use it most often. Instagram was a distant second, preferred by 10% of residents, and Twitter third, favored by 4% of residents.



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 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?

Apple Valley residents are generally satisfied with the Town's efforts to provide municipal services and facilities, as well as the quality of life in the area. Overall, 71% of Apple Valley residents were either very or somewhat satisfied with the Town's efforts to provide municipal services, 23% were dissatisfied, and 6% were unsure or preferred not sure answer. The majority of residents were also satisfied when asked to comment on the Town's performance in providing 13 specific services, with the highest satisfaction scores assigned to the Town's efforts to provide special community events (91% satisfied), provide reliable garbage and recycling services (91%), and provide animal sheltering and adoption services (90%).

The Town's performance in providing municipal services has also contributed to a positive quality of life for residents. More than two-thirds (68%) of respondents described the quality of life in Apple Valley as excellent or good, 26% rated it as fair, and only 5% of residents used poor or very poor to describe the quality of life in the Town.

Another indicator of a well-managed town meeting its residents' needs is that when asked to indicate one thing that town government could do to make Apple Valley a better place to live, the most common response from residents was a request that the Town continue what it is already doing (i.e., no changes) or a shrug of the shoulders (i.e., not sure).

Has the proposed acquisition of the Apple Valley Water System impacted public opinion?

Since 2014, the Town of Apple Valley has been working toward the acquisition of the Apple Valley Water System to convert it from a for-profit utility owned by an investment firm to a publicly-owned, locally controlled water system. This process has involved contentious legal battles between the Town and Liberty Utilities, as well as multiple ballot measures and an ongoing campaign by those opposed to the acquisition that questions the Town's motives, competency, transparency, and use of public funds.

Against this backdrop, it is not surprising that water-related issues remain near the top of residents' concerns. When asked in an open-ended manner what one thing the Town government could change to make Apple Valley a better place to live now and in the future, regulating water rates/addressing water issues and addressing the Liberty Utilities issue combined to be the most frequently desired change.

It is also not surprising that opinions related to the Town's performance have declined somewhat when compared to 2011. When compared to the 2011 survey results which pre-dated the battles over Measure V and Measure F and their associated campaign communications, the overall percentage of respondents who reported being satisfied with the job the Town is doing to provide municipal services was 10% lower in 2017. Statistically significant drops were also found in select service areas including street maintenance, police services, and maintaining the appearance of public landscapes and facilities.

Where should the Town focus its efforts in the future?

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

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 19), respondents' open-ended responses about ways the Town can be improved (see Figure 4 on page 12), and the priority assigned for potential funding projects (see *Spending Priorities* on page 33), the top candidates for improvement are: attracting businesses and jobs to the area, maintaining local streets and roads, preparing the Town for emergencies, and enforcing town codes and ordinances. As noted above, many residents are also looking to the Town to do what it can to address escalating water rates.

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 ongoing and upcoming economic development plans. 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 public's preferences for communication are growing increasingly diverse. Whereas older residents continue to rely on newsletters and printed forms of communication, younger residents generally show great interest in digital forms of communication including social media, text, and smart phone apps. This pattern makes the challenge of town-resident communication more difficult than in the past.

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 (see *Effectiveness of Communication* on page 37). Some of these methods the Town appears already to be using effectively, including the Town's website and social media (Facebook in particular). Other methods, including direct mail newsletters and a smart phone application, would require additional investment on the part of the Town, but were widely noted by residents as being an effective means for the Town to communicate with them.

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

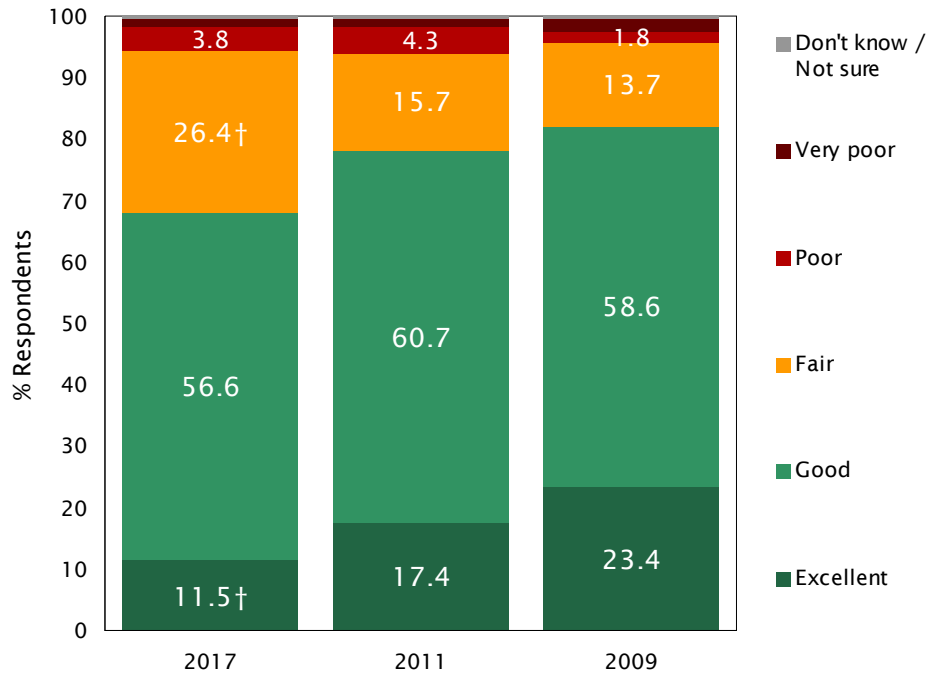
QUALITY OF LIFE

The opening series of questions in the survey was designed to assess residents' perceptions of the quality of life in 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 beginning 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, more than two-thirds (68%) of respondents shared favorable opinions of the quality of life in Apple Valley, with 11% describing it as excellent and 57% as good. Just over one-quarter (26%) of residents reported that the quality of life in the Town is fair, and only 5% of residents used poor or very poor to describe the quality of life in the Town. When compared to 2011, the overall favorability rating decreased from 78% to 68% driven by a statistically significant decrease in the percentage of residents who rated the quality of life in Apple Valley as excellent, and a corresponding increase in the percentage who described it as fair.

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 BY SURVEY YEAR



† Statistically significant change ($p < 0.05$) between the 2011 and 2017 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, and employment status. Compared to their respective counterparts, Town favorability ratings were higher among residents who have lived in Apple

Valley fewer than five years, respondents 55 years and older, those without children in the home, residents who owned their home, and those with an employment status other than homemaker.

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

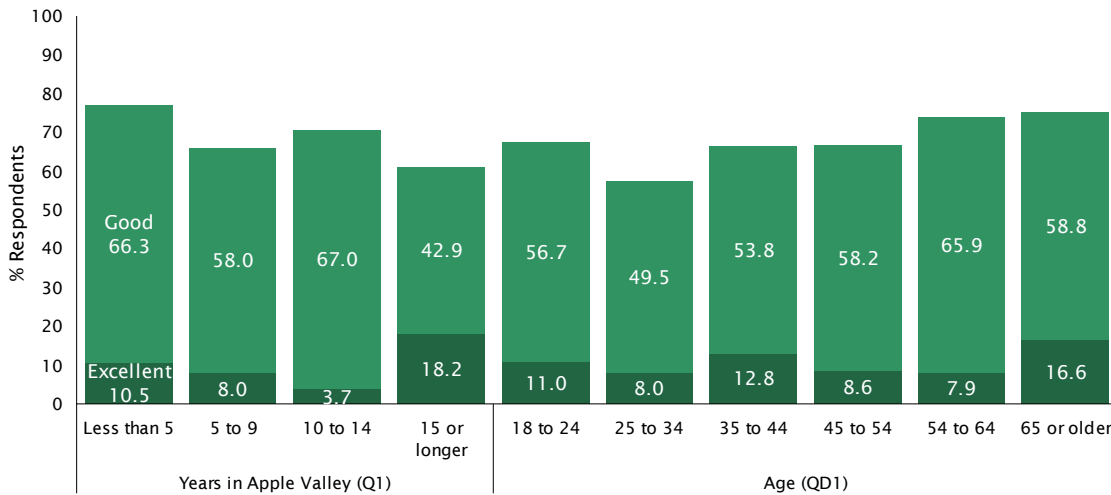


FIGURE 3 QUALITY OF LIFE BY CHILD IN HOUSEHOLD, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS



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. Because respondents were not constrained to choose from a list, some mentioned more than one response. As such, the percentages shown in Figure 4 on the next page represent the percentage of residents who mentioned a particular improvement, and thus sum to more than 100.

Approximately 16% 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 was the most common response overall. Regarding specific suggestions for change, improving public safety and increasing police presence (13%, a statistically significant increase from 7% in 2011), regulating water rates/addressing water issues (13%, a statistically significant increase from 9% in 2011), improving local shopping and dining opportunities (10%, a statistically significant increase from 6% in 2011), and improving and maintaining streets and roads (9%) 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

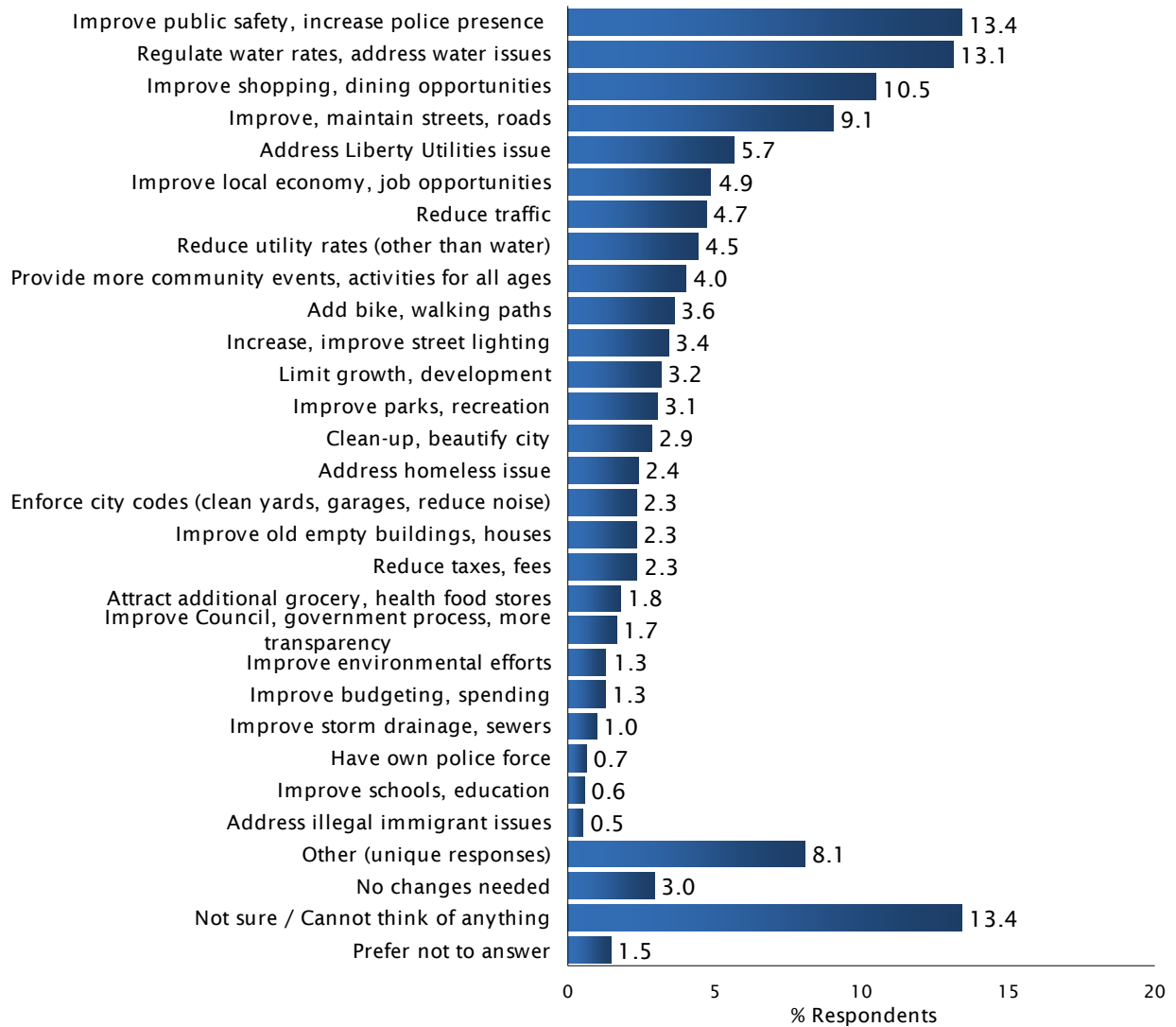


Table 1 shows the five most frequently cited improvements by respondents in each study year. Although the order has shifted, the top five issues generally remained the same in 2017 as 2011—with the exception of improving local shopping and dining opportunities which was not in the top tier in 2011. Looking back to 2009, improving the local economy and reducing and limiting growth dropped out of the top five in 2011 when regulating water rates and addressing water issues became a top concern.

TABLE 1 TOP CHANGES TO IMPROVE APPLE VALLEY BY STUDY YEAR

Study Year		
2017	2011	2009
Not sure / Cannot think of anything	Regulate water rates, address water issues	Not sure / Cannot think of anything
Improve public safety, increase police presence	Not sure / Cannot think of any	Improve, maintain streets, roads
Regulate water rates, address water issues	Improve, maintain streets, roads	Improve local economy
Improve shopping, dining opportunities	No changes needed	Reduce, limit growth
Improve, maintain streets, roads	Improve public safety	Improve public safety

TOWN SERVICES

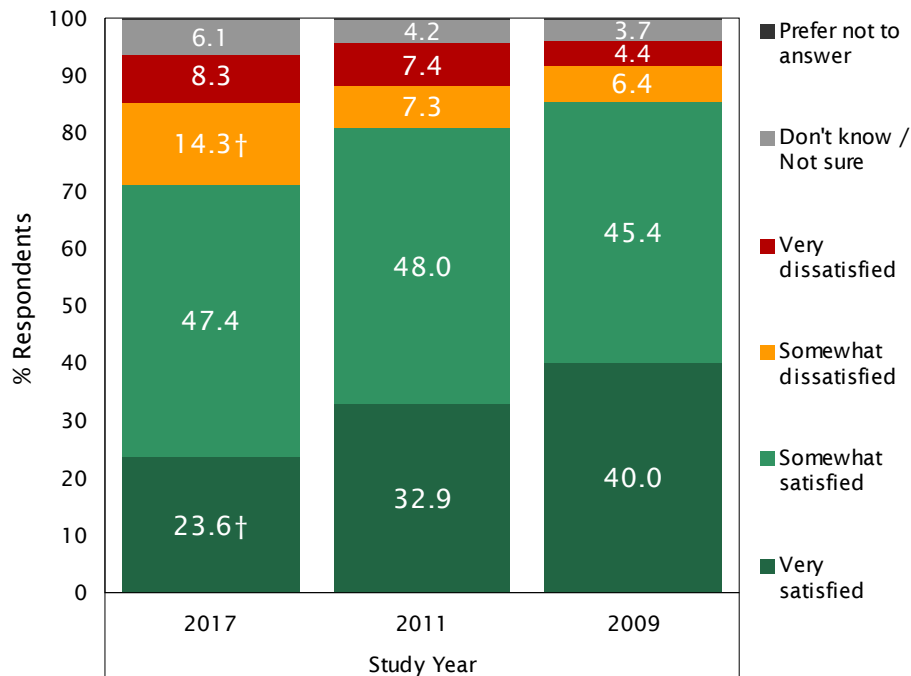
After measuring residents' perceptions of the quality of life in Apple Valley, the survey next turned to assessing their opinions about the Town's performance in providing various municipal services.

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 may be regarded as an *overall performance rating* for the Town of Apple Valley.

As shown in Figure 5, approximately seven-in-ten Apple Valley residents (71%) indicated they were either very satisfied (24%) or somewhat satisfied (47%) with the Town's efforts to provide municipal services. Twenty-three percent of residents (23%) reported that they were dissatisfied, and 6% were unsure or preferred not sure answer. The *overall* percentage of respondents who were satisfied decreased from 81% to 71% during the 2011 to 2017 time frame, driven by a statistically significant decline in the percentage *very* satisfied (24% vs. 33%) and a corresponding increase in the percentage of respondents somewhat dissatisfied (14% vs. 7%).

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

FIGURE 5 OVERALL SATISFACTION BY SURVEY YEAR



† Statistically significant change ($p < 0.05$) between the 2011 and 2017 studies.

For the interested reader, figures 6 and 7 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, and employment status. Comparatively, the following subgroups reported the highest overall satisfaction: new Apple Valley residents (fewer than five years), those 18 to 24 years of age or 54 to 64 years of age, residents without children in the home, home owners, and residents with an employment status of student or homemaker.

Although satisfaction levels varied across the demographic groups, at least 60% of all subgroups reported being very or somewhat satisfied.

FIGURE 6 OVERALL SATISFACTION BY YEARS IN APPLE VALLEY & AGE

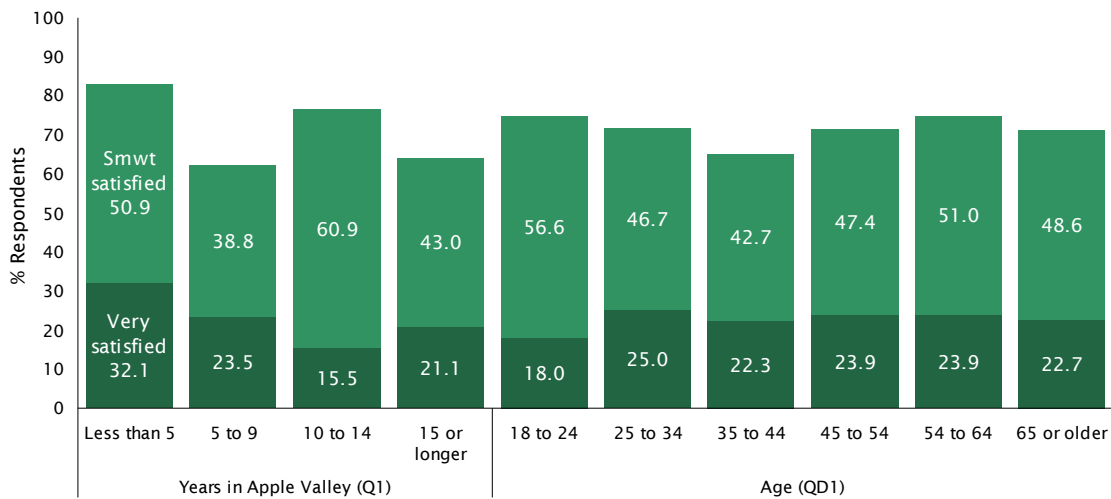
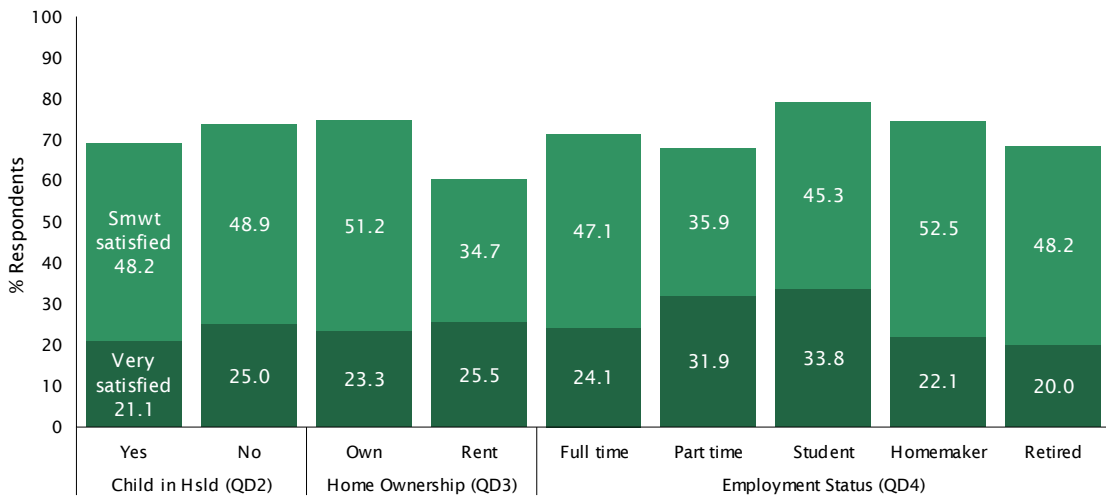


FIGURE 7 OVERALL SATISFACTION BY CHILD IN HOUSEHOLD, HOME OWNERSHIP STATUS & EMPLOYMENT STATUS



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 maintaining local streets and roads as the most important of the services tested (94% extremely or very important), followed closely by providing police services (93%) and then attracting businesses and jobs to the area (88%), preparing the Town for emergencies (86%), and providing reliable garbage and recycling services (85%).

At the other end of the spectrum, providing special community events, such as the Freedom Festival and Sunset Concert Series (49%), providing a variety of recreation programs (59%), and enforcing animal control codes (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

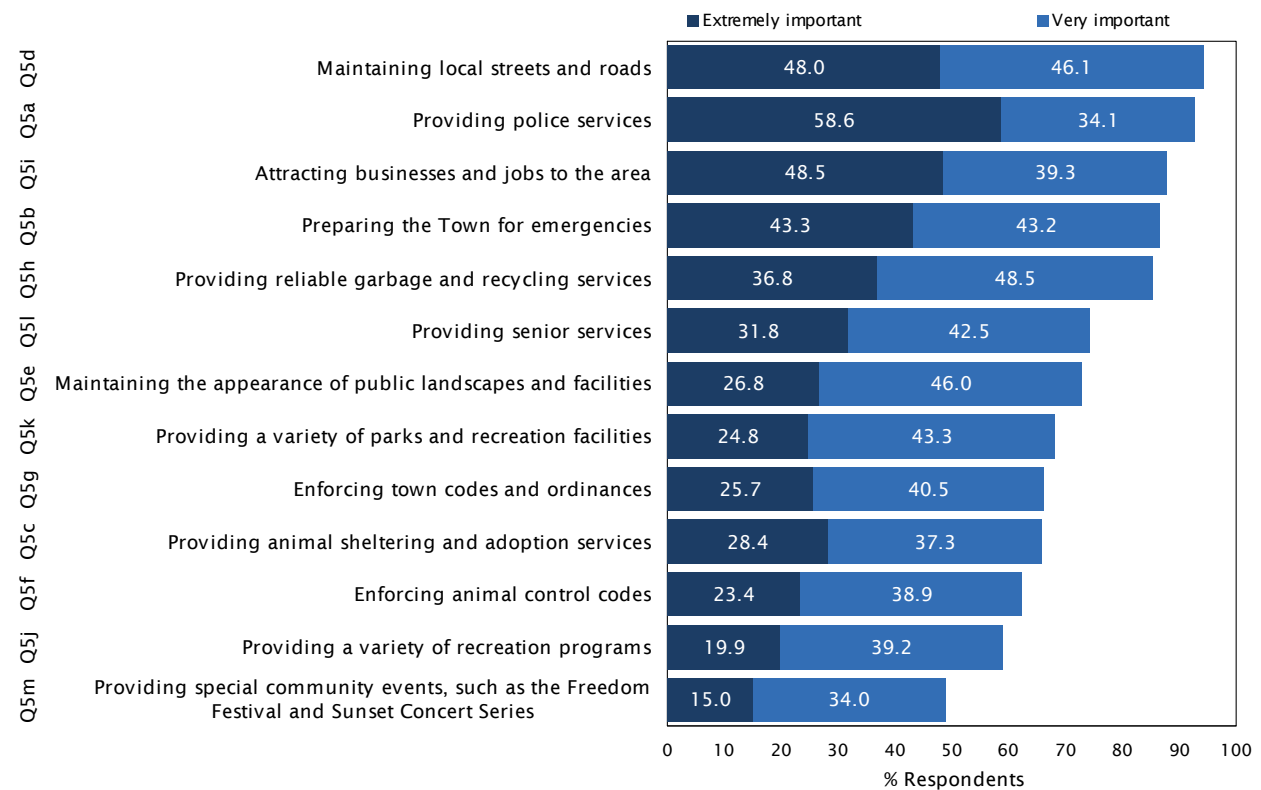


Table 2 displays the percentage of respondents who viewed each service as extremely or very important in 2017 and 2011, as well as the difference between the two study years. Statistically significant differences in importance ratings were reported for seven of the ten services evaluated in both studies. There was a statistically significant increase in the perceived importance of six of the services, with the most notable being a ten percentage point increase for maintaining the appearance of public landscapes and facilities. Over the past six years, there was a statistically significant decline of 13 percentage points in the perceived importance of one of the services tested in Question 5: providing special community events, such as the Freedom Festival and Sunset Concert Series.

TABLE 2 CHANGE IN IMPORTANCE OF SERVICES BY SURVEY YEAR³

	Study Year		Change in Extremely + Very Important
	2017	2011	
Maintaining the appearance of landscapes, facilities	72.8	62.6	+10.2†
Providing a variety of parks and recreation facilities	68.1	61.7	+6.4†
Providing senior services	74.3	68.1	+6.1†
Providing reliable garbage and recycling services	85.4	80.1	+5.3†
Maintaining local streets and roads	94.1	89.7	+4.5†
Attracting businesses and jobs to the area	87.8	83.5	+4.3†
Providing a variety of recreation programs	59.1	58.2	+0.9
Preparing the Town for emergencies	86.5	85.9	+0.6
Providing police services	92.7	92.6	+0.1
Providing special community events	49.0	61.7	-12.8†

† Statistically significant change ($p < 0.05$) between the 2011 and 2017 studies.

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.⁴

At the top of the list (see Figure 9), respondents were most satisfied with the Town's efforts to provide special community events, such as the Freedom Festival and Sunset Concert Series (91% very or somewhat satisfied), followed by provide reliable garbage and recycling services (91%), and provide animal sheltering and adoption services (90%). Comparatively, respondents were less satisfied with the Town's efforts to attract businesses and jobs to the area (57%), maintain local streets and roads (61%), and prepare the Town for emergencies (73%). It is important to note, however, that even for these latter services a majority of respondents indicated they were satisfied with the Town's performance.

When compared to the 2011 survey results (see Table 3), half of the services tested in both studies experienced a statistically significant decline in satisfaction. Specifically, decreases were evidenced for residents' satisfaction with the Town's efforts to: maintain local streets and roads (-

3. Table 2 displays only those services that were presented in both 2011 and 2017.

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

8%), provide police services (-8%), maintain the appearance of public landscapes and facilities (-5%), provide senior services (-5%), and provide reliable garbage and recycling services (-5%).

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

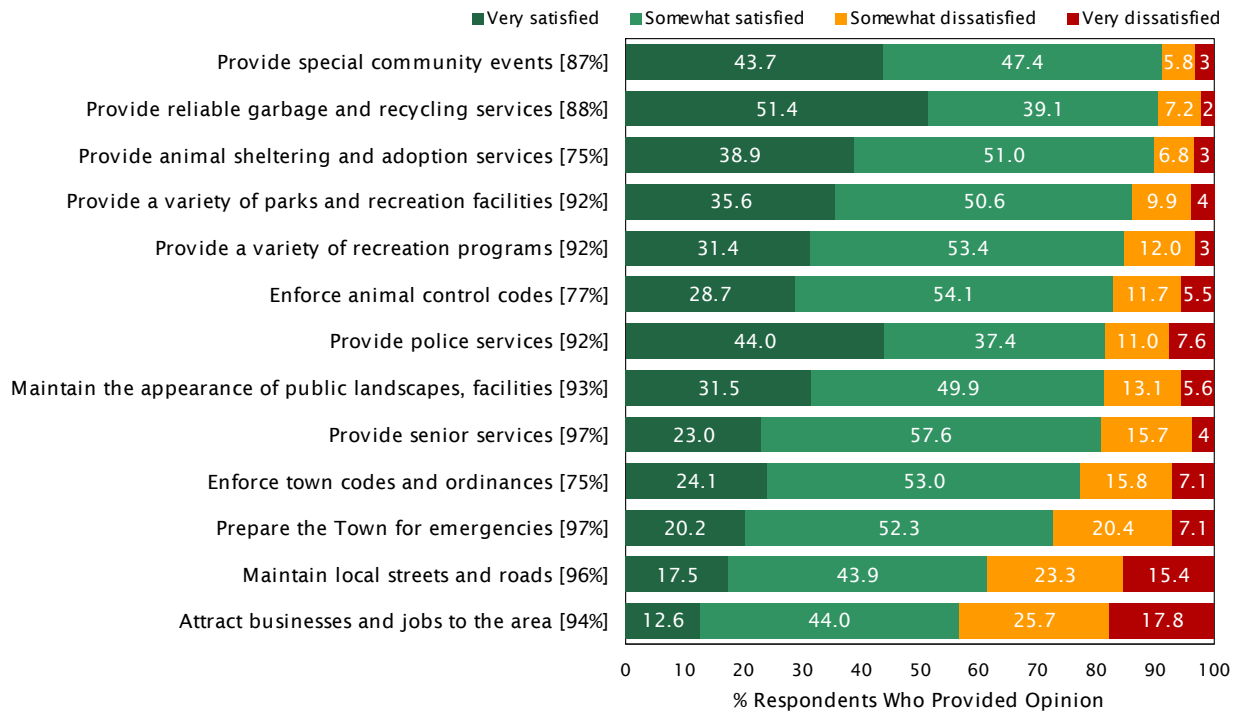


TABLE 3 CHANGE IN SATISFACTION WITH SERVICES BY SURVEY YEAR

	Study Year		Change in Satisfaction
	2017	2011	
Provide special community events	91.1	90.3	+0.8
Provide a variety of recreation programs	84.8	85.4	-0.6
Provide a variety of parks and recreation facilities	86.1	87.9	-1.7
Prepare the Town for emergencies	72.5	74.4	-1.9
Attract businesses and jobs to the area	56.5	58.5	-2.0
Provide reliable garbage and recycling services	90.6	95.1	-4.5†
Provide senior services	80.7	85.4	-4.7†
Maintain the appearance of landscapes, facilities	81.4	86.3	-4.9†
Provide police services	81.4	89.3	-7.9†
Maintain local streets and roads	61.3	69.3	-7.9†

† Statistically significant change (p < 0.05) between the 2011 and 2017 studies.



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.⁵ Table 4 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:

<i>Exceeding Needs</i>	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.
<i>Meeting Needs, Moderately</i>	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.
<i>Meeting Needs, Marginally</i>	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.
<i>Not Meeting Needs, Marginally</i>	The Town is marginally <i>not</i> meeting a respondent's needs if the respondent is somewhat dissatisfied, but the service is also viewed as just somewhat or not at all important.
<i>Not Meeting Needs, Moderately</i>	The Town is moderately <i>not</i> 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.

5. 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 4 NEEDS & PRIORITY MATRIX

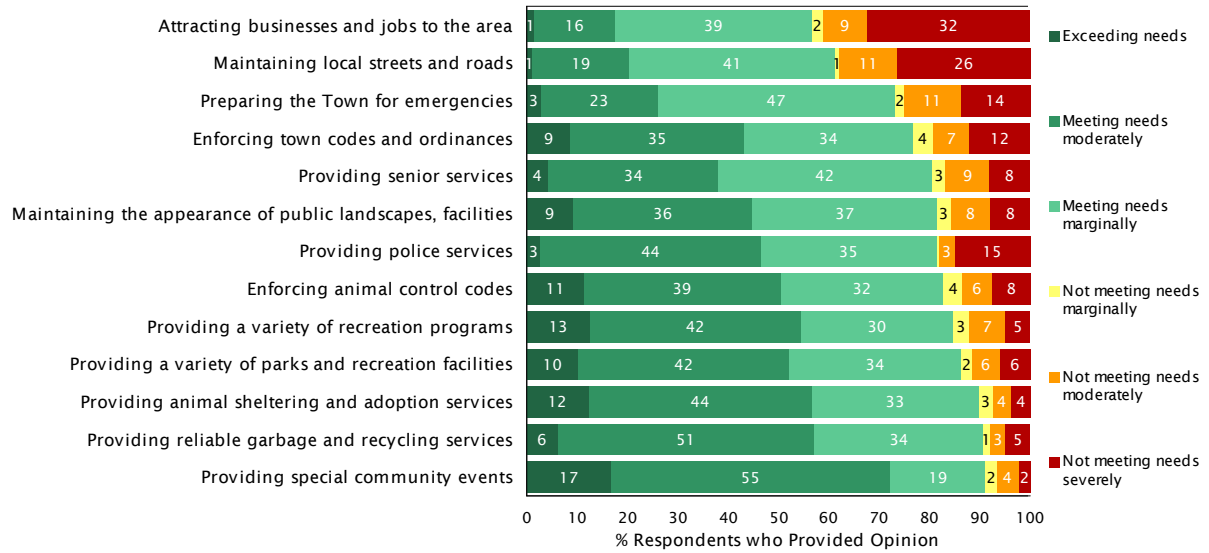
		Importance			
		Not at all important	Somewhat important	Very important	Extremely important
Satisfaction	Very satisfied	Exceeding needs	Exceeding needs	Meeting needs, moderately	Meeting needs, moderately
	Somewhat satisfied	Exceeding needs	Meeting needs, moderately	Meeting needs, marginally	Meeting needs, 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 13 services tested. For example, a respondent who indicated that attracting businesses and jobs to the area 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 13 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 4. For example, in the service area of attracting businesses and jobs to the area, the Town is exceeding the needs of 1% of respondents, moderately meeting the needs of 16% of respondents, marginally meeting the needs of 39% of respondents, marginally not meeting the needs of 2% of respondents, moderately not meeting the needs of 9% of respondents, and severely not meeting the needs of 32% 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, attracting businesses and jobs to the area is the top priority, followed by maintaining local streets and roads, preparing the Town for emergencies, and enforcing town codes and ordinances.

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 and the order of the items was randomized for each respondent to avoid a systematic position bias. As shown in the figure, residents' feelings of safety varied considerably depending on the setting. Overall, 87% of residents stated that they feel safe walking alone in business areas during the day as well as in their neighborhoods. After dark, the proportion who indicated that they feel safe in residential and business areas declined substantially to 43% and 57%, respectively. New to the 2017 survey, residents were also asked about Town parks, and 56% of residents reported that they feel safe walking alone in Town parks.

Comparing the settings asked in both 2011 and 2017, there was a statistically significant decline in overall feelings of safety after dark, both in business areas (55% in 2011 vs. 43% in 2017) and in their neighborhoods (63% in 2011 vs. 57% in 2017, see Table 5). Although perceived safety remained statistically consistent from 2011 to 2017 for feelings of safety during the day, there was a significant change in the degree of safety. There was an overall decline in the percentage of respondents who felt *very safe* and an increase in the percentage that felt *somewhat safe* in both business areas and in neighborhoods during the day.

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

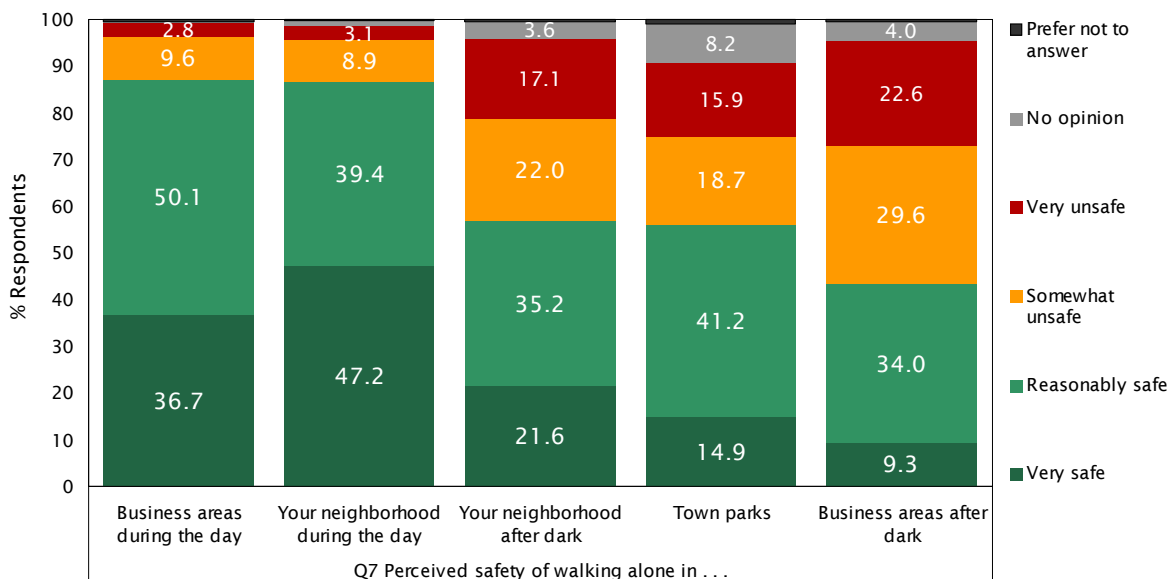


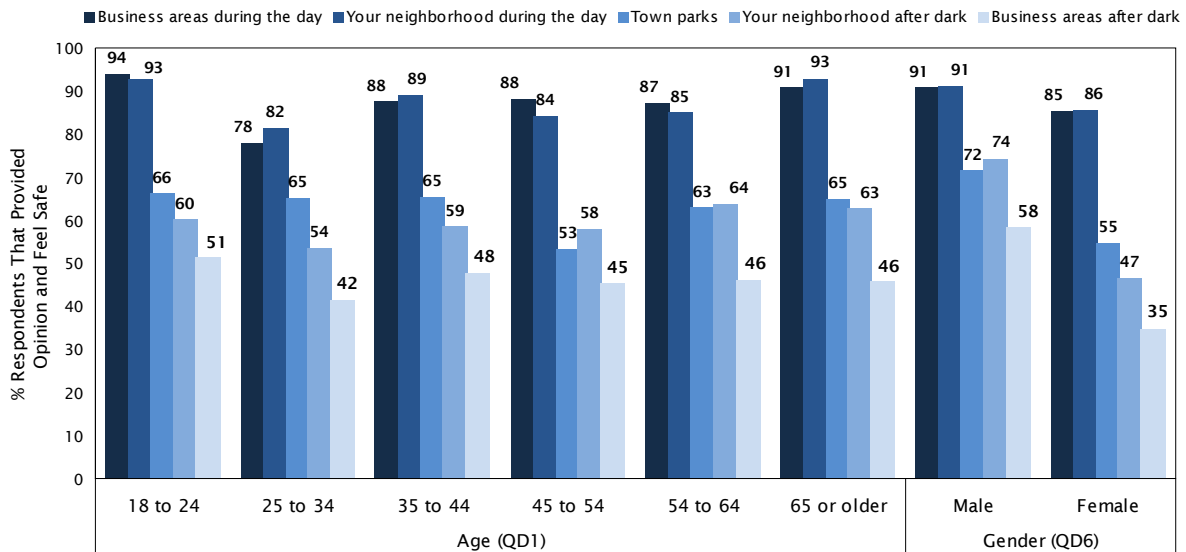
Figure 12 displays the percentage of respondents who indicated that they feel very or reasonably safe in each scenario by their age and gender group, respectively. Consistent with most research on fear of crime and victimization, women were less likely than men to feel safe in all settings. Research often shows that feelings of safety decrease with age but that is not the case in Apple Valley, where older individuals were just as likely to feel safe as other age groups. Examining age more closely, respondents in the 25 to 34 year age group were generally less likely than their counterparts to feel safe in all settings, driven by a higher proportion of women within the 25 to 34 year age group.

TABLE 5 PERCEPTION OF PERSONAL SAFETY BY SURVEY YEAR

	Study Year		Change in Very + Reasonably Safe
	2017	2011	
Your neighborhood during the day	86.7	88.0	-1.3
Business areas during the day	86.8	88.2	-1.4
Your neighborhood after dark	56.8	62.9	-6.1†
Business areas after dark	43.4	55.1	-11.7†

† Statistically significant change ($p < 0.05$) between the 2011 and 2017 studies.

FIGURE 12 PERCEPTION OF PERSONAL SAFETY BY AGE & GENDER



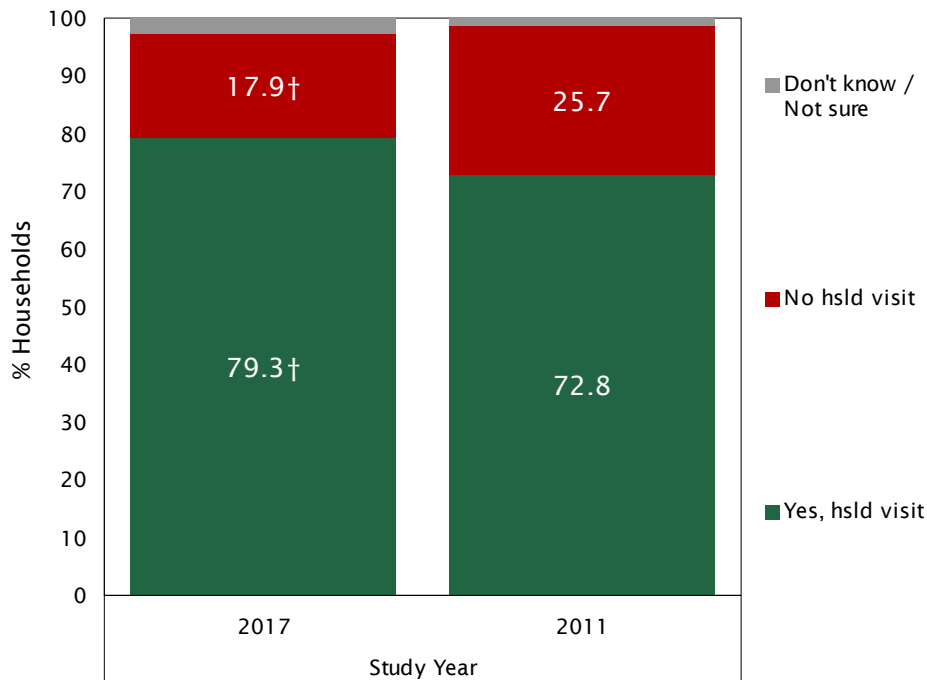
PARKS, RECREATION & SPECIAL EVENTS

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 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 three questions of the survey sought to profile residents’ use and perceptions of community parks and recreational facilities.

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, 79% of respondents in 2017 indicated that they or someone in their household had visited a park or recreation facility in the past year, which is significantly higher than the 73% reported in 2011.

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 BY SURVEY YEAR



† Statistically significant change ($p < 0.05$) between the 2011 and 2017 studies.

Figure 14 and Figure 15 on the next page examine the responses to Question 8 by presence of a child in the home, home ownership status, and age of respondent. In general, those with children in the home, renters, and individuals 25 to 44 years of age were more likely than their counterparts to live in a household that has 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 HOUSEHOLD & HOME OWNERSHIP STATUS

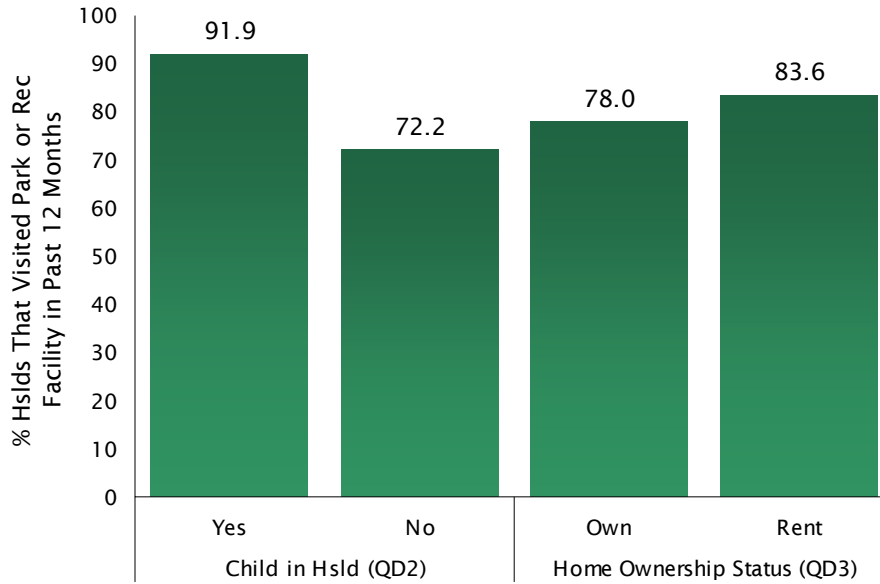
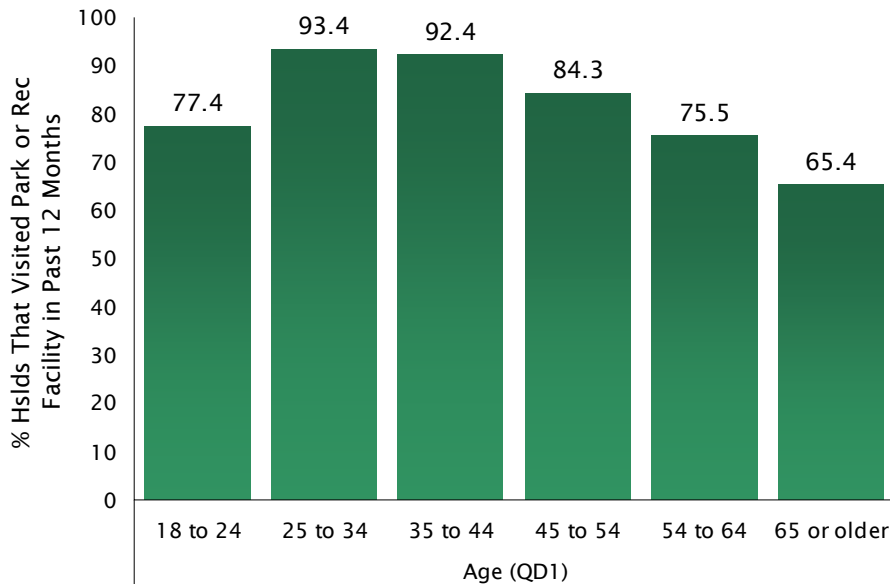


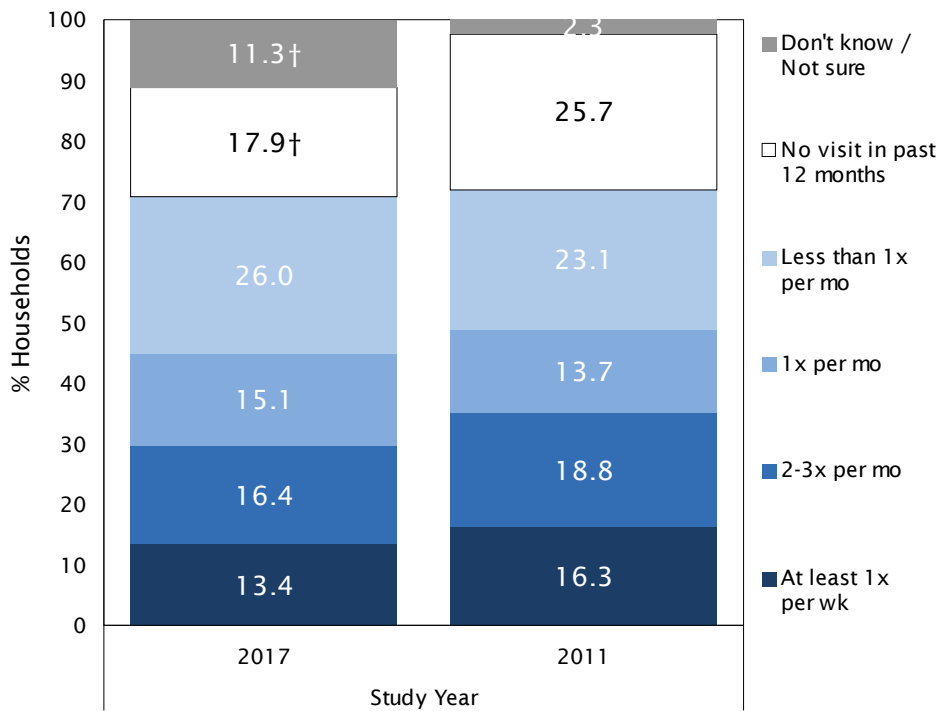
FIGURE 15 HOUSEHOLD PARK OR REC FACILITY VISIT IN PAST 12 MONTHS BY RESPONDENT AGE



The next question asked those in households that have visited a park or recreation facility how often they do so. Figure 16 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, 13% of all Apple Valley households reported visiting a park or recreation facility at least once per week in 2017, and an additional 16% reported visiting two to three times per month. Combining categories, we see that 45% of households surveyed visited a park or recreation facility in Apple Valley at least once per month. When compared to 2011, there was a statistically significant increase in the percentage of respondents who were uncertain about how frequently their household visited a park or recreation facility and a corresponding decrease in the percentage that reported no visits. However, the substantive responses to this question remained statistically unchanged from 2011 to 2017.

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 16 FREQUENCY OF PARK AND RECREATION FACILITY VISITS BY SURVEY YEAR



† Statistically significant change ($p < 0.05$) between the 2011 and 2017 studies.

PARKS AND RECREATION FACILITY RATINGS All respondents, regardless of personal or household visits to a park or recreation facility (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 five-point scale of excellent, good, fair, poor, or very poor. In addition, the order of the items was randomized for each respondent to avoid a systematic position bias.

As shown in Figure 17, the majority of all respondents surveyed rated the parks and recreation facilities in Apple Valley as excellent or good on each of the three aspects tested. Appearance and cleanliness received the highest positive rating (66% excellent or good), followed by safety (60%), and amenities and equipment (59%). Favorability ratings remained statistically consistent from 2011 to 2017, both when examining the percentage of excellent and good ratings individually as well as when combining the two categories (see Table 6).

Figure 18 displays the percentage of residents who rated each aspect as excellent or good according to whether they live in a household that has visited a park or recreation facility, presence of a child in the home, and years in Apple Valley. As one would expect, quality ratings were higher among parks and recreation user households (those in non-user households were the most likely to respond with not sure or prefer not to answer). Residents with children in the home as well as those who have lived in Apple Valley less than ten years were more likely than their counterparts to provide a favorable rating to the appearance and cleanliness, safety, and amenities and equipment at parks and recreation facilities within the Town of Apple Valley.

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 17 QUALITY OF PARKS AND RECREATION FACILITIES

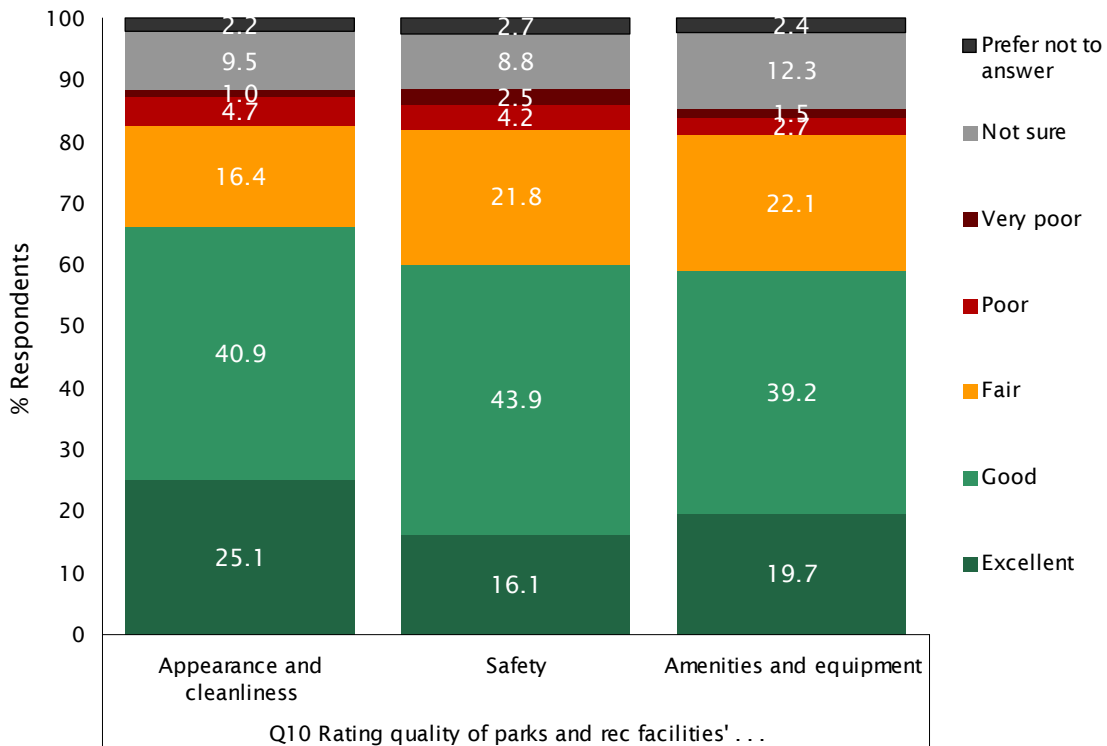
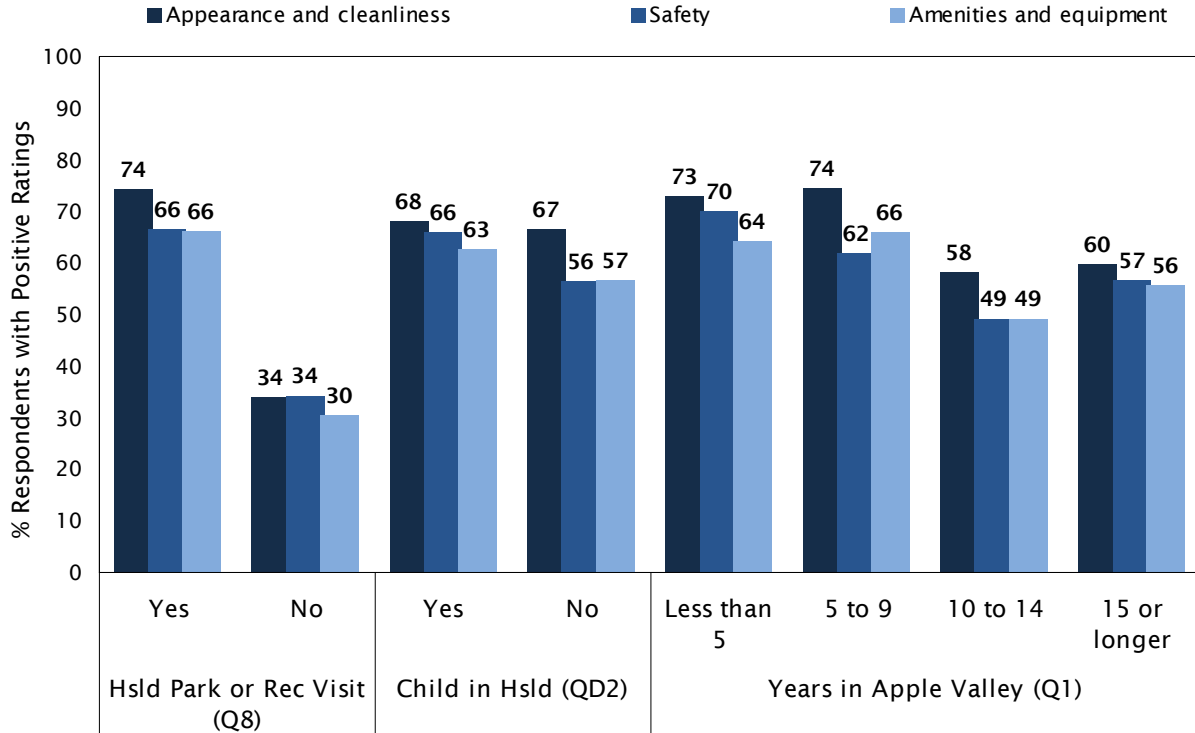


TABLE 6 QUALITY OF PARKS AND RECREATION FACILITIES BY SURVEY YEAR

	Study Year		Change in Excellent + Good
	2017	2011	
Safety	60.0	59.6	+0.4
Amenities and equipment	58.9	58.7	+0.2
Appearance and cleanliness	66.1	70.6	-4.5

FIGURE 18 QUALITY OF PARKS AND RECREATION FACILITIES BY HOUSEHOLD PARK OR RECREATION VISIT, CHILD IN HOUSEHOLD & YEARS IN APPLE VALLEY (% EXCELLENT + GOOD)



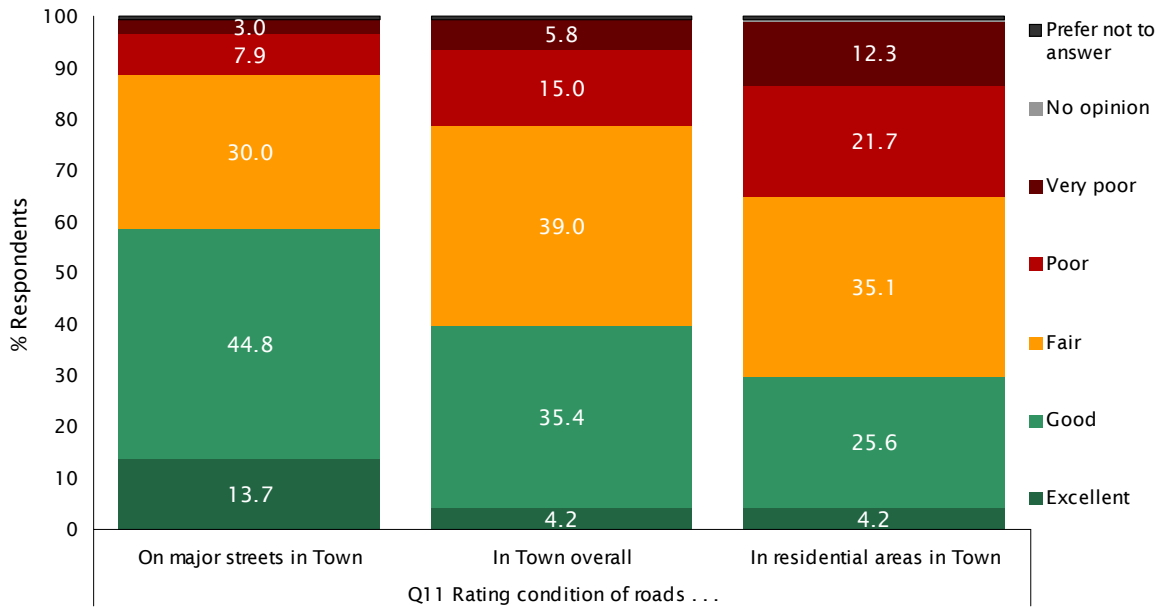
ROAD CONDITIONS

In most California cities and towns, road maintenance 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 19), when considering perceived importance and current satisfaction levels, maintaining local streets and roads was among the top priorities for Town residents.

New in 2017, the survey assessed residents' perceptions of road conditions in the Town *overall*, on major streets, and in residential areas to drill deeper on this issue. The order of the items was randomized for each respondent to avoid a systematic position bias. As shown in Figure 19, the majority of residents rated road conditions on major streets in Town as excellent or good (59%). Perceptions of overall condition (40%) and condition in residential areas (30%) were considerably less positive. Residents voiced the greatest amount of concern regarding road conditions in residential areas, with only 30% citing it as excellent or good compared with 34% citing it as poor or very poor.

Question 11 *Next, I'd like to ask you a few questions about the condition of roads in Apple Valley. Would you rate: _____ as excellent, good, fair, poor or very poor?*

FIGURE 19 QUALITY OF ROAD CONDITIONS



Looking more specifically at road conditions in residential areas in Town, the two figures on the next page show that female residents, those who have lived in Apple Valley 5 to 9 years or 15 years or longer, and those 45 to 54 years of age were the most likely to assign the poorest ratings to this aspect of road conditions in Apple Valley.

FIGURE 20 RATING OF ROAD CONDITIONS BY COMMUTE STATUS BY GENDER & YEARS IN APPLE VALLEY

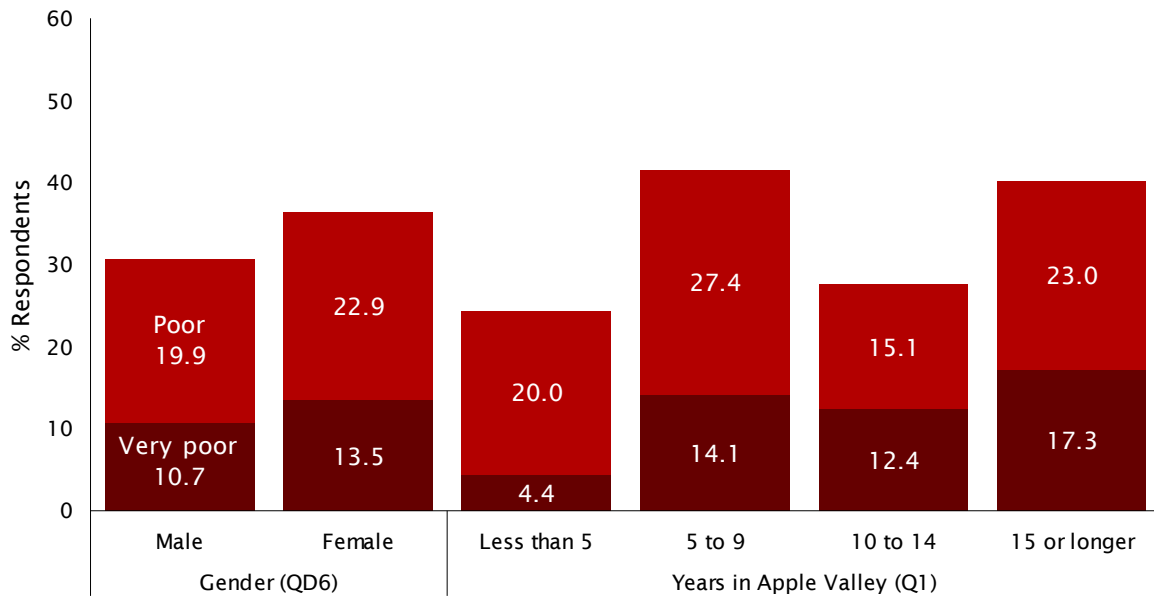
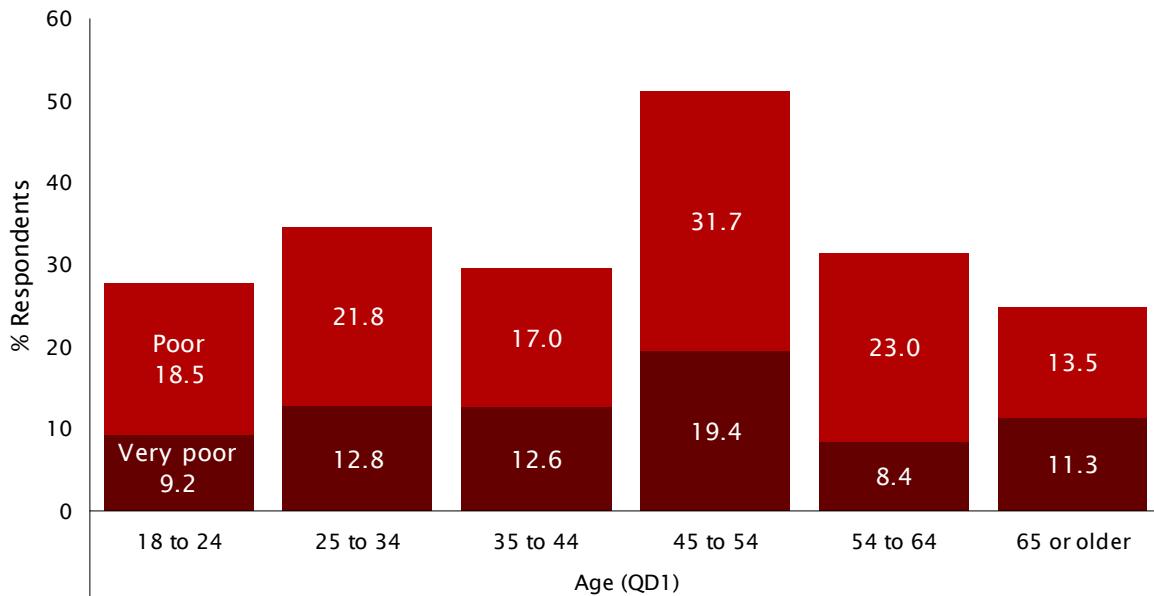


FIGURE 21 RATING OF ROAD CONDITIONS BY AGE



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 22 and asked, for each, whether the issue is a big problem, moderate problem, small problem, or not a problem in their neighborhood. Additionally, the order of the items was randomized for each respondent to avoid a systematic position bias. The most commonly experienced neighborhood problem in 2017 among those tested was speeding vehicles (cited by 56% as a big or moderate problem), distantly followed by landscapes and buildings not being properly maintained (30%), gang activity (23%), and foreclosed homes that are not maintained (21%).

When compared to the 2011 findings, there was a statistically significant increase in the percentage of respondents who cited speeding vehicles as a big or moderate problem and a decrease in the percentage who reported gang activity, graffiti, and foreclosed homes not being maintained. Most notably, the percentage who cited poor maintenance of foreclosed homes decreased by 20 percentage points from 2011 to 2017, as shown in Table 7.

Question 12 *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 22 PERCEPTION OF NEIGHBORHOOD ISSUES

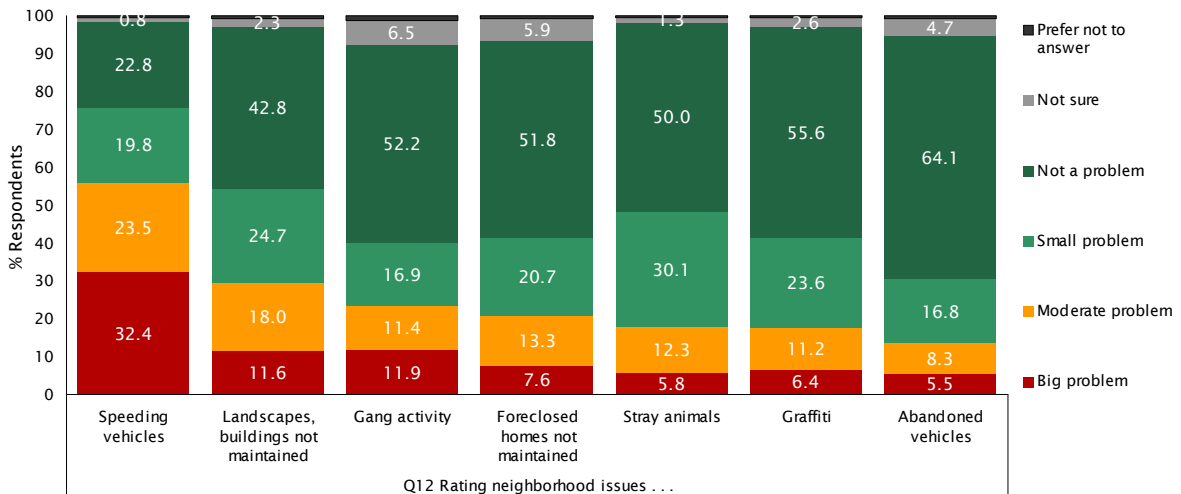


TABLE 7 PERCEPTION OF NEIGHBORHOOD ISSUES BY SURVEY YEAR⁶

	Study Year		Change in Big + Moderate Problem
	2017	2011	
Speeding vehicles	55.9	47.4	+8.5†
Abandoned vehicles	13.7	10.0	+3.7
Landscapes, buildings not maintained	29.6	31.4	-1.8
Gang activity	23.2	29.8	-6.5†
Graffiti	17.6	26.4	-8.8†
Foreclosed homes not maintained	20.9	40.4	-19.5†

† Statistically significant change ($p < 0.05$) between the 2011 and 2017 studies.

6. Stray animals was a new item in 2017 and is thereby not displayed in Table 7.

SPENDING PRIORITIES

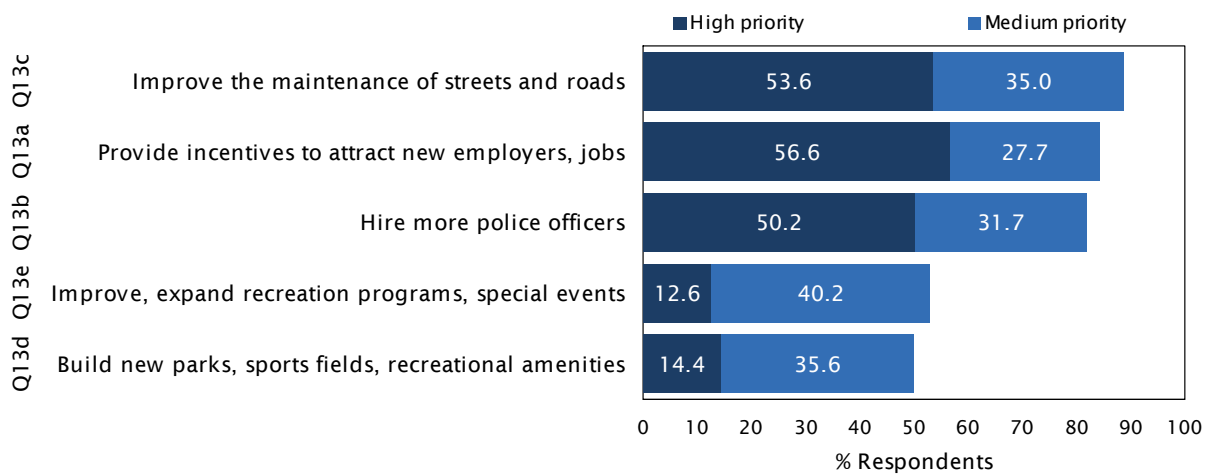
It is often the case that residents' desires for public facilities and programs exceed a town's financial resources. In such cases, a town must prioritize projects and programs based upon a variety of factors, including the preferences and needs of residents.

Question 13 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 23 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. To avoid a systematic position bias, the order of the items was randomized for each respondent.

The projects and programs are sorted in Figure 23 from high to low based on the proportion of respondents who indicated that an item was at least a *medium* priority for future Town spending. Among the projects and programs tested, more than eight-in-ten residents viewed improving the maintenance of streets and roads (89%), providing incentives to attract new employers and jobs to town (84%), and hiring more police officers (81%) as priorities.

Question 13 *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 23 SPENDING PRIORITIES



The two tables on the next page focus on the percentage of residents that viewed each project or program as a *high priority*. Of the five items tested in Question 13, three were also tested in the 2011 survey. As shown in Table 8 on the next page, there was a statistically significant increase

in the percentage of respondents who rated hiring more police officers as a high priority (41% in 2011 vs. 54% in 2017) and a statistically significant decrease in the percentage that assigned a high priority level to providing incentives to attract new employers and jobs to town (71% in 2011 vs. 57% in 2017).

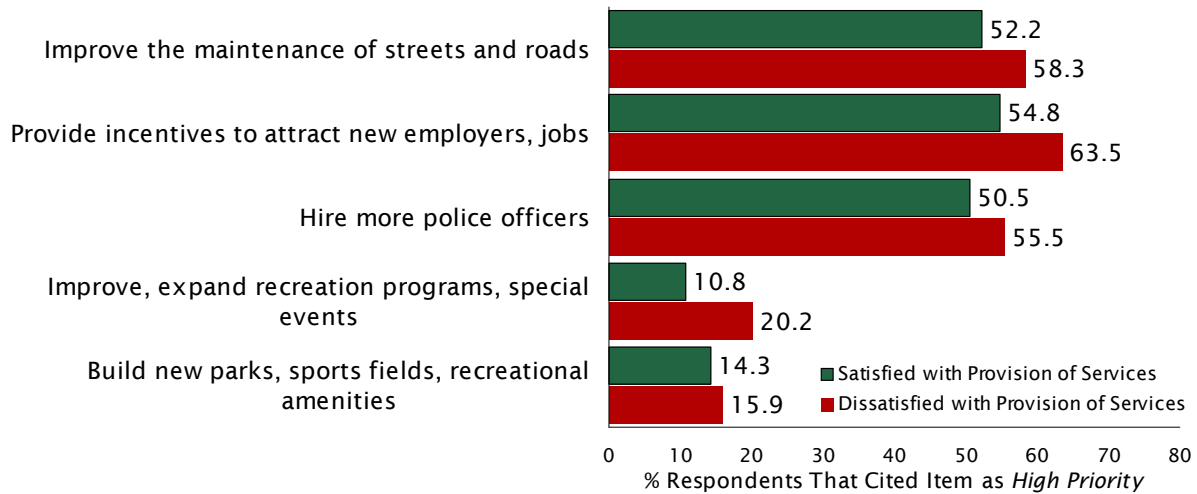
Figure 24 examines spending priorities by residents’ overall satisfaction with the job the Town is doing to provide services (Question 4 of the survey). Overall, dissatisfied residents assigned a higher priority rating to each of the five items tested, and the gap was widest for providing incentives to attract new employers and jobs to town (64% high priority among those dissatisfied vs. 55% among those satisfied) and improve and expand recreation programs and special events (20% vs. 11%).

TABLE 8 SPENDING PRIORITIES BY SURVEY YEAR⁷

	Study Year		Change in High Priority
	2017	2011	
Hire more police officers	53.6	41.0	+12.6†
Improve the maintenance of streets and roads	50.2	52.3	-2.1
Provide incentives to attract new employers, jobs	56.6	70.6	-14.0†

† Statistically significant change (p < 0.05) between the 2011 and 2017 studies.

FIGURE 24 SPENDING PRIORITIES BY OVERALL SATISFACTION (% HIGH PRIORITY)



7. Table 8 displays only those spending priorities that were tested in both 2011 and 2017.

COMMUNICATION

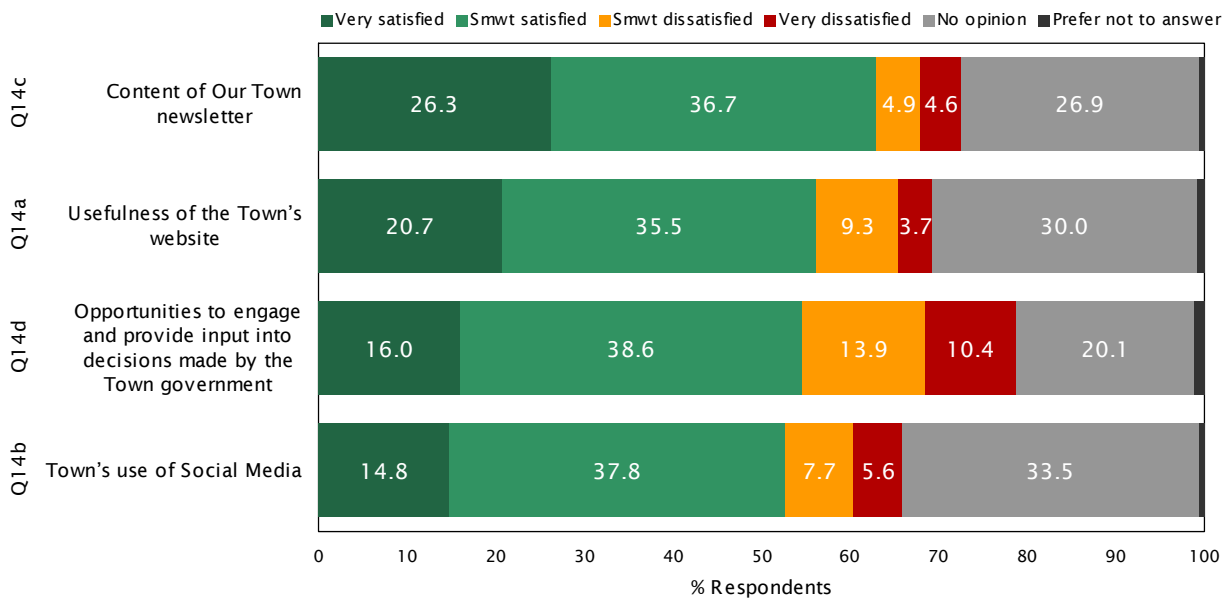
The importance of town-resident communication cannot be overstated. Much of a town’s success is shaped by the quality of information that is exchanged in both directions, from the Town to its residents and vice-versa. This study is just one example of Apple Valley’s efforts to enhance the information 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.

SATISFACTION WITH ASPECTS OF COMMUNICATION Question 14 of the survey asked residents to report their satisfaction with various aspects of Apple Valley’s town-resident communication. This question series was asked of all residents, regardless of whether or not they had utilized each communication resource and thereby represents opinions of all residents. Similar to other series questions, the order of the items was randomized for each respondent to avoid a systematic position bias.

As shown in Figure 25, the majority of residents were satisfied with each of the four aspects tested. The content of the *Our Town* newsletter received the highest satisfaction rating (63% very or somewhat satisfied), followed by the usefulness of the Town’s website (56%), opportunities to engage and provide input into decisions made by the Town government (55%), and the Town’s use of social media (53%). Since this question was posed to all respondents, the percentage of no opinion and prefer not to answer responses is understandably high (see Figure 27 for an analysis of satisfaction among users).

Question 14 *Are you satisfied or dissatisfied with: _____?*

FIGURE 25 SATISFACTION WITH ASPECTS OF COMMUNICATION



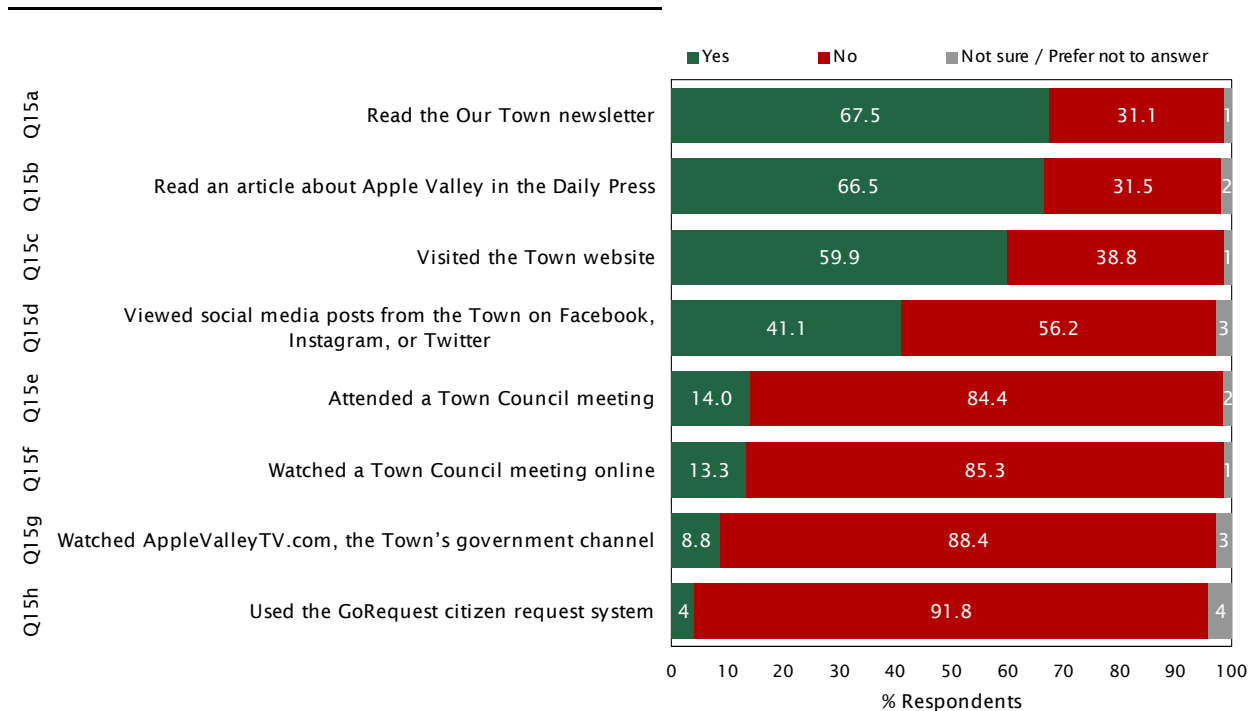
USE OF RESOURCES Residents were next asked whether or not they had taken advantage of a variety of resources available to them to foster town-resident communication. To avoid a systematic position bias, the order of the items was randomized for each respondent. Approxi-

mately two-thirds of residents (67%) have read the *Our Town* newsletter or read an article about Apple Valley in the Daily Press newspaper in the 12 months prior to the survey. Six-in-ten (60% of) residents have visited the Town’s website, a statistically significant increase from the 46% recorded in 2011, and approximately four-in-ten (41% of) residents have viewed social media posts from the Town on Facebook, Instagram, or Twitter.

Comparatively, considerably fewer residents have attended a Town Council meeting (14%), watched a council meeting online (13%), watched AppleValleyTV.com (9%), or used GoRequest (4%) within the past year.

Question 15 *In the past 12 months, have you: _____?*

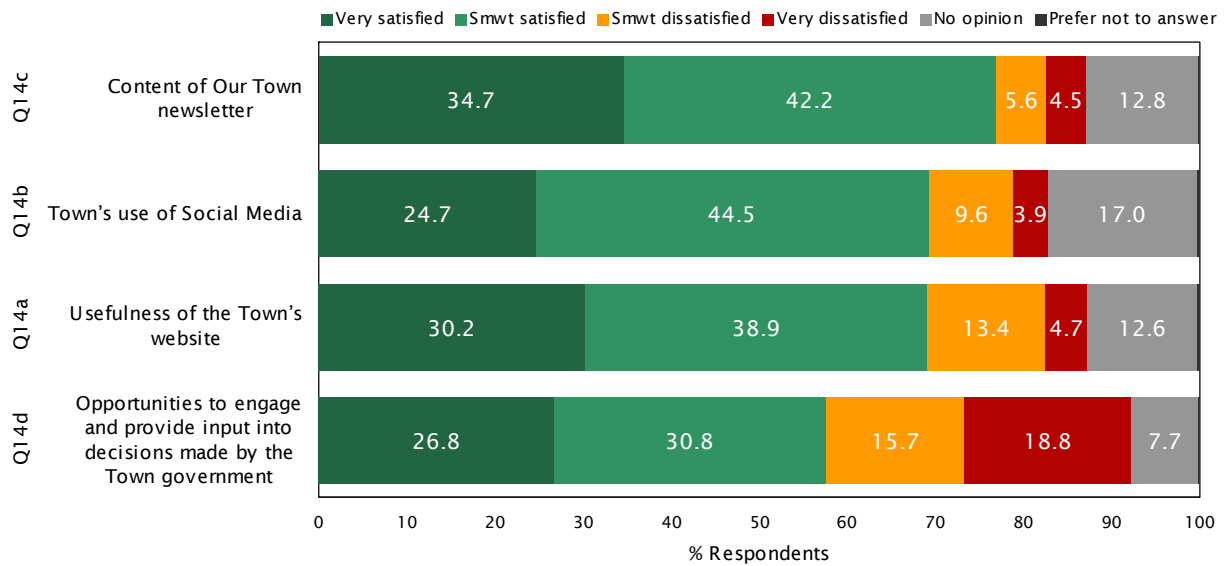
FIGURE 26 USE OF RESOURCES IN PAST 12 MONTHS



Having a measure of residents’ use of each communication resource allows for an analysis of satisfaction among users. Only those residents who reported utilizing each one⁸ within the past 12 months were included in the analysis shown in Figure 27 on the next page. Overall, 77% of residents who have read the *Our Town* newsletter within the past year were satisfied with its content. Among residents who have viewed social media posts from the Town, 69% were satisfied with the Town’s use of social media. Assessing the Town’s website, 69% of residents who have visited the website were satisfied with the usefulness of the site. Overall, 28% of residents have utilized an opportunity to engage and provide input into decisions made by the Town via a Town Council meeting, AppleValleyTV.com, or the GoRequest system, and of those, 58% reported being satisfied.

8. Questions Q15e-h (attended or watched a Town Council meeting, watched AppleValleyTV.com, and used GoRequest) were combined to assess users’ satisfaction with opportunities to engage and provide input into decisions made by the Town government.

FIGURE 27 SATISFACTION WITH ASPECTS OF COMMUNICATION AMONG USERS



EFFECTIVENESS OF COMMUNICATION The next communication-related question presented respondents with each of the methods shown on the left of Figure 28 on the next page and simply asked—for each—whether it would be an effective way for the Town to communicate with them. The order of the items was randomized for each respondent to avoid a systematic position bias. Overall, respondents indicated that the *Our Town* newsletter and other materials mailed directly to the home was the most effective method (84% very or somewhat effective), followed by the Town website (77%), e-mail and e-newsletters (76%), a mobile app that would allow residents to communicate with the Town, report issues, and receive updates (75%), and Town hall and community meetings (74%). Moreover, the majority of residents felt that a mobile app and the *Our Town* newsletter and other direct mail were *very effective* ways for the Town to communicate with them (53% and 52%, respectively). When compared to the other methods tested, Apple Valley residents indicated that automated phone calls (35% very or somewhat effective) and Instagram (38%) were the least effective ways for the Town to communicate with them.

Seven of the ten communication methods were tested in both 2011 and 2017. Compared with 2011, effectiveness ratings were statistically higher for Facebook, a mobile app, and the Town website. Residents in 2017 viewed advertisements in local papers and automated phone calls as less effective than 2011 (statistically significant declines). Effectiveness ratings remained statistically unchanged from 2011 to 2017 for e-mail and e-newsletters and Town hall and community meetings.

Question 16 *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 28 EFFECTIVENESS OF COMMUNICATION METHODS

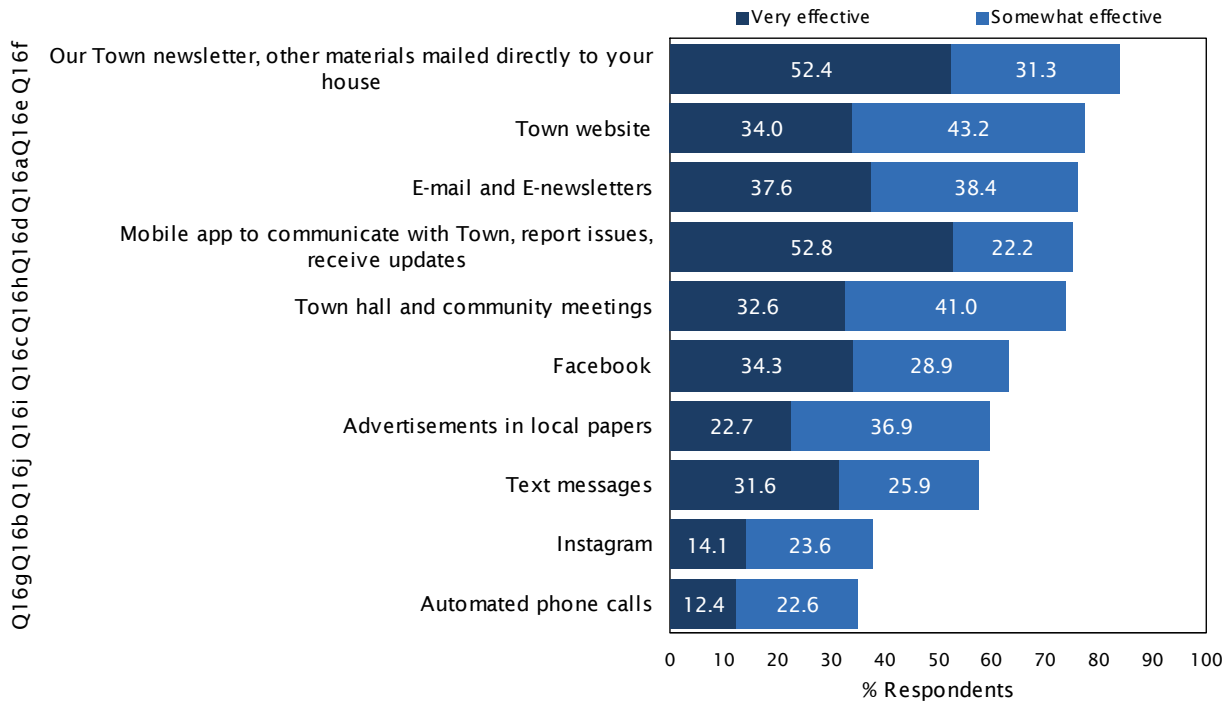


TABLE 9 EFFECTIVENESS OF COMMUNICATION METHODS BY SURVEY YEAR⁹

	Study Year		Change in Very + Somewhat Effective
	2017	2011	
Facebook	63.2	49.3	+14.0†
Mobile app to communicate with Town, report issues, receive updates	75.0	62.0	+13.0†
Town website	77.3	71.9	+5.4†
E-mail and E-newsletters	76.0	77.6	-1.7
Town hall and community meetings	73.7	77.9	-4.2
Automated phone calls	34.9	45.9	-11.0†
Advertisements in local papers	59.6	82.9	-23.3†

† Statistically significant change ($p < 0.05$) between the 2011 and 2017 studies.

Table 10 highlights the top five most effective methods of communication according to residents' age and satisfaction with the Town's overall performance. As shown in the table, the top five methods were fairly consistent across age and overall satisfaction. Notable exceptions are Facebook ranked as a top method among those under 45 years of age and advertisements in

9. The "mobile app to communicate with the Town, report issues, and receive updates" was tested as a "smart phone app" in 2011. Only methods that were presented in both 2011 and 2017 as shown in the table.

local newspapers ranked as a top method among those 65 years and older. The 65 and older age group was the only age subgroup in which the mobile app was not ranked in the top five.

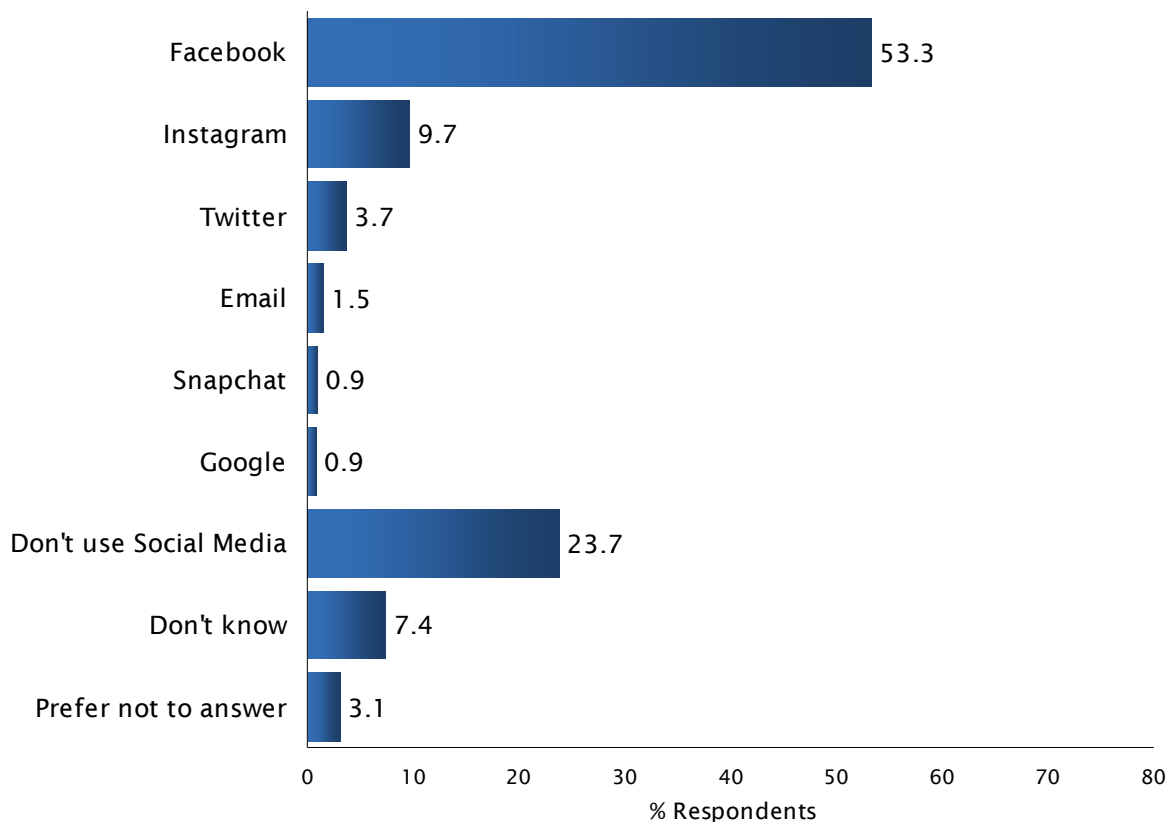
TABLE 10 EFFECTIVENESS OF COMMUNICATION METHODS BY AGE & OVERALL SATISFACTION (% VERY + SOMEWHAT)

	Age (QD1)						Overall Satisfaction (Q4)	
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or over	Satisfied	Dissatisfied
Our Town newsletter, other materials mailed directly to your house	71.7	83.0	83.9	84.3	95.6	84.8	88.1	72.1
Town website	74.6	83.0	91.0	82.1	78.1	68.2	80.3	73.2
E-mail and E-newsletters	71.6	87.2	79.8	81.7	75.5	73.9	79.6	69.3
Mobile app to communicate with Town, report issues, receive updates	79.8	94.3	88.2	80.6	78.4	55.2	75.8	73.8
Town hall and community meetings	79.8	75.5	74.4	72.4	77.8	71.0	76.4	68.1
Facebook	74.0	83.0	78.0	65.7	57.7	43.9	67.0	57.6
Advertisements in local papers	58.4	54.6	60.4	56.7	63.3	66.3	62.1	52.7
Text messages	68.8	72.1	68.0	57.8	57.1	43.0	58.3	51.5
Instagram	54.9	48.6	52.6	40.7	29.7	21.3	38.5	39.6
Automated phone calls	40.5	42.5	35.6	32.8	33.5	32.6	38.1	27.6

PREFERRED SOCIAL MEDIA SITE The series of questions regarding communication concluded with a new question for the 2017 survey. Apple Valley residents were asked to report their preferred social media site, the one they currently use most often. This question was asked in an open-ended manner, which allowed respondents to mention their preferred social media site 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 below in the figure. Because respondents were not constrained to choose from a list, some respondents mentioned more than one response. As such, the percentages shown in Figure 29 represent the percentage of residents who mentioned a particular site, and thus sum to more than 100. Overwhelmingly, Facebook was the preferred social media site, with 53% of Apple Valley residents indicating that they use it most often. Instagram was a distant second, preferred by 10% of residents, and Twitter third, favored by 4% of residents (Figure 29). Overall, 66% of Apple Valley residents use social media.

Question 17 *What s your preferred Social Media site - the one you currently use most often?*

FIGURE 29 PREFERRED SOCIAL MEDIA SITE



The two figures on the following page display how social media preferences varied according to respondent age, gender, years in Apple Valley, presence of a child in the home, and home ownership status. Although Facebook was preferred by 48% or more of residents within each subgroup, Instagram had higher than average popularity among residents under 45 years of age,

and especially those in the 18 to 24 year age group. As one might expect, lack of social media use generally increased as both age and length of residence increased.

FIGURE 30 PREFERRED SOCIAL MEDIA SITE BY AGE & GENDER

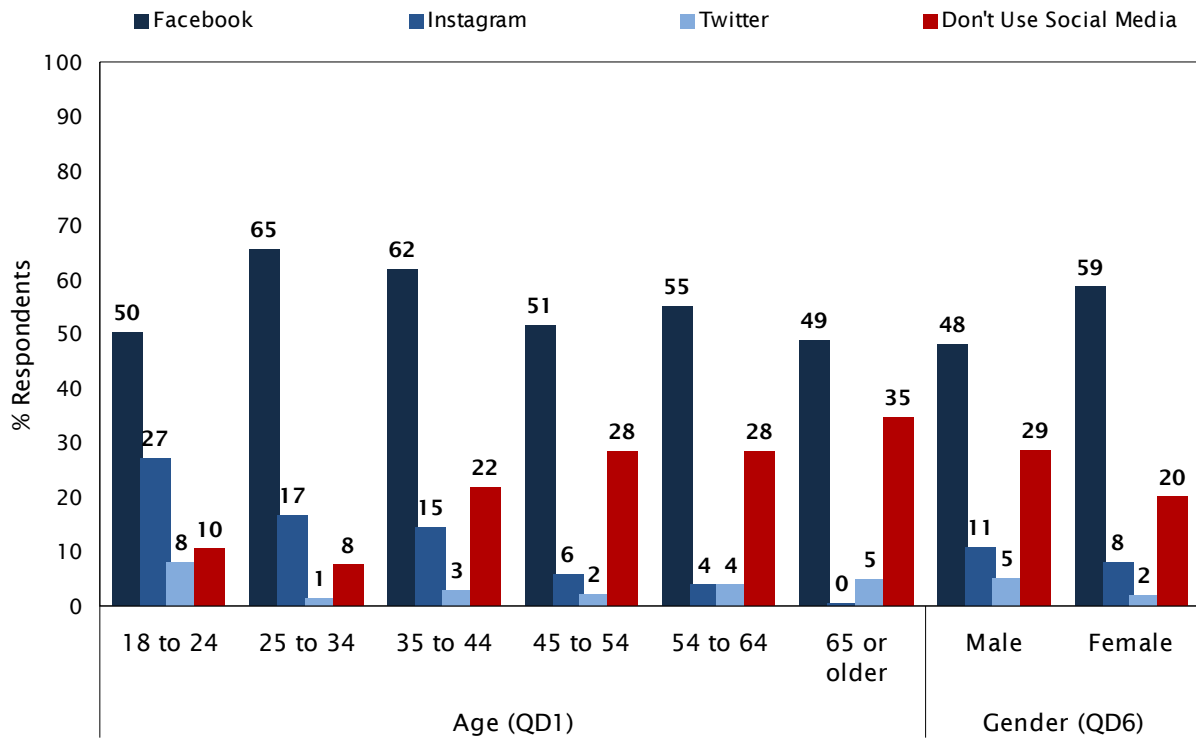
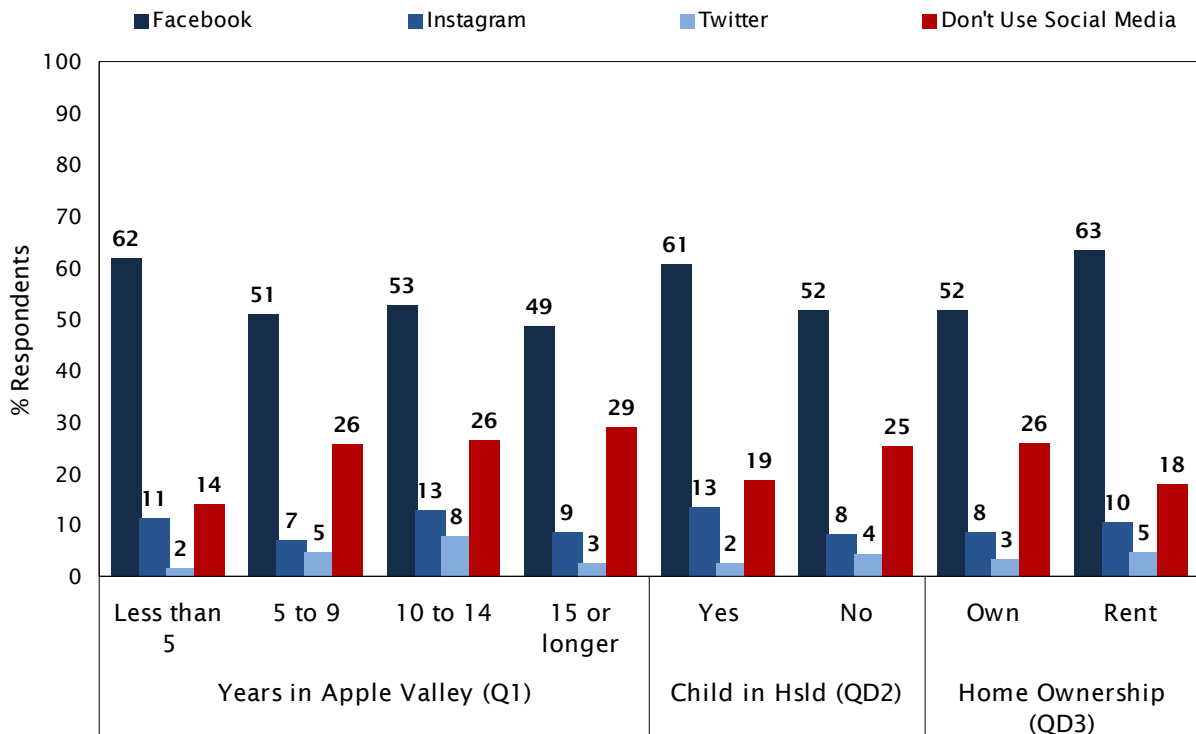


FIGURE 31 PREFERRED SOCIAL MEDIA SITE BY LENGTH OF RESIDENCE, CHILD IN HOUSEHOLD & OWNERSHIP STATUS





BACKGROUND & DEMOGRAPHICS

TABLE 11 DEMOGRAPHICS OF SAMPLE BY SURVEY YEAR

	Study Year		
	2017	2011	2009
<i>Total Respondents</i>	602	500	600
QD1 Age			
18 to 34	28.5	27.7	31.5
35 to 44	12.8	16.9	17.1
45 to 54	16.7	18.0	18.3
54 to 64	16.2	13.7	12.9
65 or over	21.5	19.5	18.3
Prefer Not to Answer	4.3	4.2	2.0
QD2 Children in household			
Yes	34.4	41.6	45.6
No	62.1	57.0	53.8
Prefer Not to Answer	3.5	1.4	0.6
QD3 Home ownership status			
Own	69.5	70.3	68.7
Rent	23.5	26.9	29.3
Prefer Not to Answer	7.1	2.8	1.9
QD4 Employment status			
Full time	42.1	32.9	35.2
Part time	6.2	7.4	9.5
Student	6.1	11.5	8.8
Homemaker	5.7	9.2	10.9
Retired	32.0	25.5	25.6
In-between jobs	2.4	9.7	7.6
Don't Know / Prefer Not to Answer	5.4	3.8	2.5
QD5 Regularly commute outside Apple Valley for work or school			
Yes	37.0	30.8	33.2
No	17.1	20.9	20.2
Do not work or attend school	45.5	44.4	44.0
Prefer Not to Answer	0.4	4.0	2.6
QD6 Gender			
Male	46.5	50.0	50.6
Female	51.8	50.0	49.4
Prefer Not to Answer	1.8	0.0	0.0

Table 11 presents the key demographic and background information that was collected during the survey by study year. 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).



M E T H O D O L O G Y

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

QUESTIONNAIRE DEVELOPMENT Dr. McLarney of True North Research worked closely with the 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 had visited a park or recreation facility in the Town of Apple Valley (Question 8) were asked about their frequency of use (Question 9). The questionnaire included with this report (see *Questionnaire & Toplines* on page 46) 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 2017 survey were tracked directly from the 2011 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 interviewers to certain types of keypunching mistakes should they happen during the interview. The survey was also programmed into a passcode-protected online survey application to allow online participation for sampled residents. The integrity of the questionnaire was pre-tested internally by True North and by dialing into random homes in Apple Valley prior to formally beginning the survey. The final questionnaire was also professionally translated into Spanish to allow for data collection in English and Spanish.

SAMPLE, RECRUITING & DATA COLLECTION A random selection of households within the Town of Apple Valley was selected for this study using a comprehensive database of households and stratified sampling methods. This approach ensured that all households in Apple Valley had an equal probability of being selected for the survey, not just those that have land lines or published cell phone numbers.

Sampled households were recruited to participate in the survey using multiple recruiting methods. Using a combination of emailed invitations and phone calls, sampled households were initially invited to participate in the survey online at a secure, passcode-protected website designed and hosted by True North. Each household was assigned a unique passcode to ensure that only Apple Valley residents who received an invitation could access the online survey site, and that each household could complete the survey only one time. During the data collection period, email reminder notices were sent to encourage participation among those who had yet to take the survey. True North also placed telephone calls to land lines and cell phone numbers of sampled households throughout the Town that had not yet participated in the online survey as a result of an emailed invitation.

Telephone interviews averaged 16 minutes in length and were conducted during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM). It is standard practice not to call during the day on weekdays because most working adults are unavailable and thus calling during those hours would bias the sample. A total of 602 interviews were gathered online and by telephone between September 18 and September 28, 2017.

STATISTICAL MARGIN OF ERROR By using the probability-based sample as discussed above 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 sample can thus be used to estimate the opinions of *all* adult residents in the Town. Because not every adult in the Town 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 602 adults for a particular question and what would have been found if all of the estimated 52,899 adults in the Town¹⁰ 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 15c), 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:

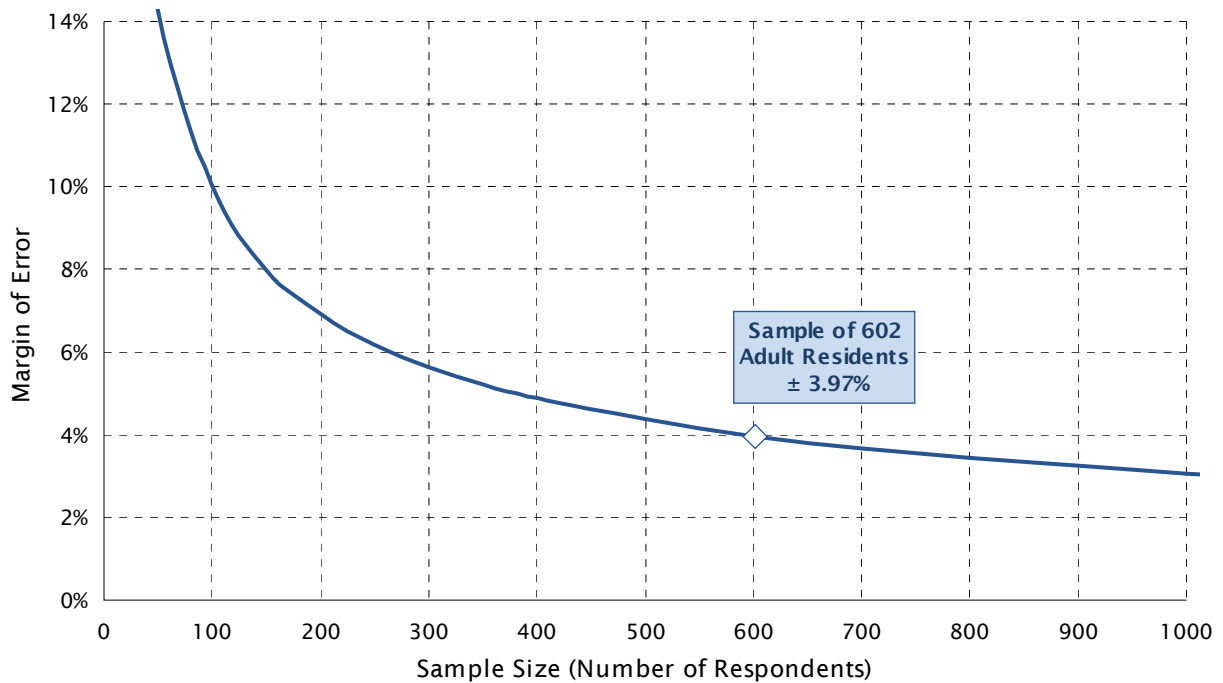
$$\hat{p} \pm t \sqrt{\left(\frac{N-n}{N}\right) \frac{\hat{p}(1-\hat{p})}{n-1}}$$

where \hat{p} is the proportion of respondents who visited the Town’s website in the past 12 months (0.60 for 60% in this example), N is the population size of all adult residents (52,899), n is the sample size that received the question (602), 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 $\pm 3.97\%$. This means that, with 60% 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 56% and 64%.

Figure 32 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 $\pm 3.97\%$ for questions answered by all 602 respondents.

10.Source: 2015 American Community Survey 5-Year Population Estimate.

FIGURE 32 MAXIMUM MARGIN OF ERROR DUE TO SAMPLING



Within this report, figures and tables show how responses to certain questions varied by sub-groups such as years living in Apple Valley, age of the respondent, and home ownership status. Figure 32 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 sub-group) 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 sub-groups.

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 2011 and 2017 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.

QUESTIONNAIRE & TOPLINES



Town of Apple Valley
Resident Satisfaction Survey
Final Toplines (n = 602)
October 2017

Section 1: Introduction to Study

Standard Intro: Hi, may I please speak to: _____. Hi, my name is _____ and I'm calling from 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 Land Line, no name on file: Hi, my name is _____ and I'm calling from 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 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 if Land Line & No Name

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

If there is no adult currently available, then ask for a callback time.

NOTE: Adjust this screener as needed to match sample quotas on gender & age

If respondent asks why we want to speak to a particular demographic group, explain: It's important that the sample of people for the survey is representative of the adult population in the county 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.

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		3%
2	1 to 4 years		24%
3	5 to 9 years		20%
4	10 to 14 years		18%
5	15 years or longer		35%
6	Doesn't live in Apple Valley		0% <i>Terminate</i>
99	Don't Know/Prefer not to answer		0% <i>Terminate</i>

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	11%
2	Good	57%
3	Fair	26%
4	Poor	4%
5	Very Poor	1%
98	Don't Know	0%
99	Prefer not to answer	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.		
	Improve public safety, increase police presence	13%
	Regulate, reduce water rates, address water issues	13%
	Improve shopping, dining opportunities	10%
	Improve, maintain streets, roads	9%
	Address Liberty Utilities issue	6%
	Improve local economy, job opportunities	5%
	Reduce traffic	5%
	Add bike, walking paths	4%
	Reduce utility rates (other than water)	4%
	Provide more community events, activities for all ages	4%
	Clean-up, beautify city	3%
	Improve parks, recreation	3%
	Increase, improve street lighting	3%
	Limit growth, development	3%
	Address homeless issue	2%
	Attract additional grocery, health food stores	2%
	Enforce city codes (clean yards, garages, reduce noise)	2%
	Improve Council, government process, more transparency	2%
	Improve old empty buildings, houses	2%
	Reduce taxes, fees	2%
	Address illegal immigrant issues	1%
	Have own police force	1%

	Improve budgeting, spending	1%
	Improve environmental efforts	1%
	Improve schools, education	1%
	Improve storm drainage, sewers	1%
	Other (unique responses)	8%
	No changes needed	3%
	Not sure/Cannot think of anything	13%
	Prefer not to answer	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	24%
	2	Somewhat satisfied	47%
	3	Somewhat dissatisfied	14%
	4	Very dissatisfied	8%
	98	Don't Know	6%
	99	Prefer not to answer	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.

		Extremely Important	Very Important	Somewhat Important	Not at all Important	No Opinion	Prefer not to answer
	<i>Randomize</i>						
A	Providing police services	59%	34%	5%	0%	2%	0%
B	Preparing the Town for emergencies	43%	43%	10%	2%	2%	0%
C	Providing animal sheltering and adoption services	28%	37%	25%	7%	2%	0%
D	Maintaining local streets and roads	48%	46%	5%	1%	0%	0%
E	Maintaining the appearance of public landscapes and facilities	27%	46%	22%	4%	1%	0%
F	Enforcing animal control codes	23%	39%	28%	8%	2%	0%
G	Enforcing town codes and ordinances	26%	40%	27%	4%	3%	0%
H	Providing reliable garbage and recycling services	37%	49%	13%	1%	1%	0%
I	Attracting businesses and jobs to the area	49%	39%	9%	2%	1%	0%

Town of Apple Valley Resident Survey

October 2017

J	Providing a variety of recreation <u>programs</u>	20%	39%	31%	8%	2%	0%
K	Providing a variety of parks and recreation <u>facilities</u>	25%	43%	26%	4%	1%	0%
L	Providing senior services	32%	42%	20%	4%	2%	0%
M	Providing special community events, such as the Freedom Festival and Sunset Concert Series	15%	34%	33%	12%	5%	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? <i>Get answer. If 'satisfied' or 'dissatisfied', then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>						
	<i>Randomize</i>	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	No Opinion	Prefer not to answer
A	Provide police services	41%	35%	10%	7%	6%	2%
B	Prepare the Town for emergencies	17%	43%	17%	6%	13%	5%
C	Provide animal sheltering and adoption services	35%	47%	6%	3%	6%	3%
D	Maintain local streets and roads	16%	41%	22%	14%	5%	1%
E	Maintain the appearance of public landscapes and facilities	30%	47%	12%	5%	4%	2%
F	Enforce animal control codes	25%	46%	10%	5%	10%	4%
G	Enforce town codes and ordinances	21%	46%	14%	6%	10%	3%
H	Provide reliable garbage and recycling services	50%	38%	7%	2%	2%	1%
I	Attract businesses and jobs to the area	11%	39%	23%	16%	9%	2%
J	Provide a variety of recreation <u>programs</u>	27%	46%	10%	3%	10%	4%
K	Provide a variety of parks and recreation <u>facilities</u>	32%	46%	9%	4%	7%	3%
L	Provide senior services	18%	46%	12%	3%	13%	7%
M	Provide special community events, such as the Freedom Festival and Sunset Concert Series	38%	41%	5%	3%	8%	5%

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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?

<i>Randomize</i>		Very Safe	Reasonably Safe	Somewhat Unsafe	Very Unsafe	No Opinion	Prefer not to answer
A	Walking alone in your neighborhood during the day	47%	39%	9%	3%	1%	0%
B	Walking alone in your neighborhood after dark	22%	35%	22%	17%	4%	0%
C	Walking alone in business areas during the day	37%	50%	10%	3%	0%	0%
D	Walking alone in business areas after dark	9%	34%	30%	23%	4%	1%
E	Walking alone in Town parks	15%	41%	19%	16%	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	79%	Ask Q9
2	No	18%	Skip to Q10
98	Don't Know/No opinion	3%	Skip to Q10
99	Prefer not to answer	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	17%
2	2 to 3 times per month	21%
3	Once per month	19%
4	Less often than once per month	33%
98	Don't Know/No opinion	10%
99	Prefer not to answer	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?						
<i>Randomize</i>		Excellent	Good	Fair	Poor	Very Poor	Not Sure	Prefer not to answer
A	Appearance and cleanliness of	25%	41%	16%	5%	1%	10%	2%
B	Amenities and equipment at	20%	39%	22%	3%	1%	12%	2%
C	Safety of	16%	44%	22%	4%	2%	9%	16%

Section 7: Road Conditions

Q11		Next, I'd like to ask you a few questions about the condition of roads in Apple Valley. Would you rate: _____ as excellent, good, fair, poor or very poor?						
<i>Read in Order</i>		Excellent	Good	Fair	Poor	Very Poor	No Opinion	Prefer not to answer
A	Overall road conditions in Town	4%	35%	39%	15%	6%	0%	1%
B	The condition of roads on major streets in Town	14%	45%	30%	8%	3%	0%	1%
C	The condition of roads in residential areas in Town	4%	26%	35%	22%	12%	1%	1%

Section 8: Neighborhood Issues

Q12		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.					
<i>Randomize</i>		Big Problem	Moderate Problem	Small Problem	Not a Problem	Not Sure	Prefer not to answer
A	Graffiti	6%	11%	24%	56%	3%	1%
B	Landscapes and buildings <u>not</u> being properly maintained	12%	18%	25%	43%	2%	1%
C	Speeding vehicles	32%	24%	20%	23%	1%	1%
D	Gang activity	12%	11%	17%	52%	6%	1%
E	Abandoned vehicles	5%	8%	17%	64%	5%	1%
F	Foreclosed homes that aren't being maintained	8%	13%	21%	52%	6%	1%
G	Stray animals	6%	12%	30%	50%	1%	1%

Section 9: 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.

Q13 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?

		High Priority	Medium Priority	Low Priority	Should not spend money	No Opinion	Prefer not to answer
	<i>Randomize</i>						
A	Provide incentives to attract new employers and jobs to town	57%	28%	8%	5%	3%	1%
B	Hire more police officers	50%	32%	12%	3%	2%	1%
C	Improve the maintenance of streets and roads	54%	35%	8%	2%	1%	1%
D	Build new parks, sports fields, and recreational amenities	14%	36%	33%	15%	1%	1%
E	Improve and expand recreation programs and special events	13%	40%	32%	12%	2%	1%

Section 10: Communication

Q14 Are you satisfied or dissatisfied with: _____?

		Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	No Opinion	Prefer not to answer
	<i>Randomize</i>						
A	The usefulness of the Town's website	21%	35%	9%	4%	30%	1%
B	The Town's use of Social Media	15%	38%	8%	6%	33%	1%
C	The content of the <i>Our Town</i> newsletter	26%	37%	5%	5%	27%	1%
D	The opportunities to engage and provide input into decisions made by the Town government	16%	39%	14%	10%	20%	1%

Q15 In the past 12 months, have you: -----?					
	<i>Randomize</i>	Yes	No	Not sure / Prefer not to answer	
A	Read the <i>Our Town</i> newsletter	67%	31%	1%	
B	Read an article about Apple Valley in the <i>Daily Press</i>	67%	31%	2%	
C	Visited the Town website	60%	39%	1%	
D	Viewed social media posts from the Town on Facebook, Instagram or Twitter	41%	56%	3%	
E	Attended a Town Council meeting	14%	84%	2%	
F	Watched a Town Council meeting online	13%	85%	1%	
G	Watched AppleValleyTV.com, the Town's government channel	9%	88%	3%	
H	Used the GoRequest citizen request system	4%	92%	4%	
Q16 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.					
	<i>Randomize</i>	Very	Somewhat	Not at all	Not sure / Prefer not to answer
A	E-mail and E-newsletters	38%	38%	20%	5%
B	Instagram	14%	24%	54%	8%
C	Facebook	34%	29%	31%	5%
D	A mobile app that would allow you to communicate with the Town, report issues, and receive updates	53%	22%	20%	5%
E	Town website	34%	43%	18%	4%
F	The <i>Our Town</i> newsletter and other materials mailed directly to your house	52%	31%	13%	3%
G	Automated phone calls	12%	23%	60%	5%
H	Town hall and community meetings	33%	41%	21%	5%
I	Advertisements in local papers	23%	37%	37%	4%
J	Text messages	32%	26%	37%	5%

Q17	What is your <i>preferred</i> Social Media site - the one you currently use most often? Verbatim responses recorded and grouped into categories shown below.	
	Facebook	53%
	Instagram	10%
	Twitter	4%
	Email	2%
	Snapchat	1%
	Google	1%
	I do not use Social Media	24%
	Don't know	7%
	Prefer not to answer	3%

Section 11: Background & Demographics

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

D1	In what year were you born? Year recorded and recoded into year categories as shown below.	
	18 to 24	13%
	25 to 34	15%
	35 to 44	13%
	45 to 54	17%
	54 to 64	16%
	65 and over	22%
	Prefer not to answer	4%
D2	Do you have one or more children under the age of 18 living in your household?	
	1 Yes	34%
	2 No	62%
	99 Prefer not to answer	4%
D3	Do you own or rent your residence in Apple Valley?	
	1 Own	69%
	2 Rent	23%
	99 Prefer not to answer	7%

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	42% Ask D5
	2	Employed part-time	6% Ask D5
	3	Student	6% Ask D5
	4	Homemaker	6% Skip to end
	5	Retired	32% Skip to end
	6	In-between jobs	2% Skip to end
	98	Don't Know	1% Skip to end
	99	Prefer not to answer	4% Skip to end
D5	Do you commute outside of Apple Valley on a regular basis for (your job/school)? <i>Response from 0.</i>		
	1	Yes	68%
	2	No	31%
	98	Don't Know	0%
	99	Prefer not to answer	1%
Those are all of the questions that I have for you! Thanks so much for participating in this important survey! This survey was conducted for the Town of Apple Valley			

Post-Interview Items

D6	Gender		
	1	Male	47%
	2	Female	52%
	99	Prefer not to answer	2%