



## INTRODUCTION

Incorporated in 1958, the City of Pico Rivera is located on the southern end of the San Gabriel Valley, approximately 13 miles southeast of downtown Los Angeles. Originally an agricultural area, the community has evolved into a dynamic mix of residential, industrial, and commercial businesses and is currently home to an estimated 62,027 residents.<sup>1</sup> The City of Pico Rivera's mission is to positively impact the community by optimizing and engaging the local workforce to improve the human experience and quality of life in the City.

As part of its commitment to provide high quality services and responsive local governance, the City of Pico Rivera engages its residents on a daily basis and receives regular feedback on issue, policy, and performance matters. Although these informal feedback mechanisms are a valuable source of information for the City in that they provide timely and accurate information about the opinions of specific residents, it is important to recognize that they do not necessarily provide an accurate picture of the community as a whole. For the most part, informal feedback mechanisms rely on the resident to initiate feedback, which creates a self-selection bias—the City receives feedback only from those residents who are motivated enough to initiate the feedback process. Because these residents tend to be either *very* pleased or *very* displeased with the service they have received, their collective opinions are not necessarily representative of the City's resident population as a whole.

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

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

- Identify key issues of importance for residents, as well as their perceptions of the quality of life in Pico Rivera;
- Measure residents' overall satisfaction with the City's efforts to provide municipal services, and their satisfaction with a variety of specific services;
- Gather opinions on topics including economic development, land use, homelessness, cannabis, and strategic priorities.
- Determine satisfaction with and perceived effectiveness of the City's communication with residents, along with preferred methods of communication and community engagement; *and*
- Collect additional background and demographic data that are relevant to understanding residents' perceptions, needs, and interests.

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1. Source: U.S. Census American Community Survey (ACS) estimate for July 2019.

**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 483 adults who reside within the City of Pico Rivera. The survey followed a mixed-method design that employed multiple recruiting methods (email, text, and phone) and multiple data collection methods (phone and online). Administered in English and Spanish between September 15 and September 30, 2021, the average interview lasted 20 minutes.

**ORGANIZATION OF REPORT** This report is designed to meet the needs of readers who prefer a summary of the findings as well as those who are interested in the details of the results. For those who seek an overview of the findings, the sections titled *Just the Facts* and *Conclusions* are for you. They provide a summary of the most important factual findings of the survey in bullet-point format and a discussion of their implications. For the interested reader, this section is followed by a more detailed question-by-question discussion of the results from the survey by topic area (see *Table of Contents*), as well as a description of the methodology employed for collecting and analyzing the data. And, for the truly ambitious reader, the questionnaire used for the interviews is contained at the back of this report (see *Questionnaire & Toplines* on page 46), and a complete set of crosstabulations for the survey results is contained in Appendix A.

**ACKNOWLEDGEMENTS** True North thanks the City of Pico Rivera for the opportunity to conduct the study and for contributing valuable input during the design stage of this study. The collective experience, insight, and local knowledge provided by city representatives and staff improved the overall quality of the research presented here.

**DISCLAIMER** The statements and conclusions in this report are those of the authors (Dr. Timothy McLarney and Richard Sarles) at True North and not necessarily those of the City of Pico Rivera. Any errors and omissions are the responsibility of the authors.

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

During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 1,000 survey research studies for public agencies—including more than 400 studies for California municipalities and special districts.



## JUST THE FACTS

The following section is an outline of the main factual findings from the survey. For the reader's convenience, the findings are organized by 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

- Respondents generally shared favorable opinions of the overall quality of life in Pico Rivera (61% rating it excellent or good), Pico Rivera as a place to live (58%), and as a place raise a family (52%).
- Opinions were more mixed regarding Pico Rivera as a place to shop and dine (43% excellent or good), retire (38%), and work (29%), although it should be noted that one-in-four respondents (25%) were also unsure how to rate the City as a place to work.
- When asked what *one* change they would like the city government to make to improve the quality of life in Pico Rivera, approximately one-in-five respondents could not think of a desired change (9%) or stated flatly that no changes are needed (9%). Among the specific changes desired to make Pico Rivera a better place to live, addressing homelessness/homeless issues was the most commonly mentioned (16%), followed by improving public safety/reducing crime and drugs (15%), reducing taxes (13%), beautifying the City/landscaping (12%), improving infrastructure/streets and roads (9%), and attracting more businesses (9%).

### CITY SERVICES

- Approximately two-thirds of Pico Rivera residents (66%) indicated they were satisfied with the City's overall efforts to provide municipal services. One-quarter (26%) were dissatisfied with the City's overall performance, whereas 8% were unsure or unwilling to share their opinion.
- When asked to rate the importance of 15 specific services, providing safe and reliable drinking water (97% extremely or very important), maintaining and repairing city streets (96%), providing fire protection and emergency medical services (96%), providing reliable trash and recycling services (94%), keeping public buildings, facilities, and parks clean, attractive and updated (93%), addressing homelessness (91%), and providing police and crime prevention services (90%) were viewed as the most important services.
- At the other end of the spectrum, enforcing parking regulations and code enforcement (62%), facilitating the development of affordable housing (73%), and providing a variety of recreation programs and summer events for all ages (77%) were viewed as less important overall.
- With respect to how satisfied they were with the City's efforts to provide the same list of 15 services, respondents were most satisfied with the City's efforts to provide reliable trash and recycling services (91% very or somewhat satisfied), followed by provide fire protection and emergency medical services (91%), provide street sweeping services (90%), provide a variety of recreation programs and summer events for all ages (80%), remove graffiti (79%), and keep public buildings, facilities, and parks clean, attractive, and updated (77%).
- Respondents were somewhat less satisfied with the City's efforts to address homelessness (40%), facilitate the development of affordable housing (55%), and maintain and repair city streets (61%).

## ADDRESSING HOMELESSNESS

- When presented with six strategies the City of Pico Rivera could pursue to address homelessness, connecting homeless people to treatment for mental health and drug addiction (90%) and to shelters in LA County (88%) garnered the most support.
- Approximately three-quarters of respondents also favored the City clearing-out homeless camps (76%), creating and enforcing a ban on aggressive panhandling (75%), and following other cities by enforcing a ‘no tolerance’ policy for any bad behavior (74%).
- When compared to the other strategies tested, creating a homeless shelter in Pico Rivera that provides on-site services including mental health and addiction counseling found more mixed opinions with 50% supporting the strategy, 34% opposed, and 16% unsure or unwilling to share their opinion.

## ECONOMIC DEVELOPMENT

- Among six economic development strategies the City could pursue to stimulate the local economy and bring good paying jobs to Pico Rivera, residents expressed the strongest support for promoting local workforce training and skills development classes (93% strongly or somewhat support), followed by working with private property owners to revitalize older, out-dated shopping and commercial centers (90%), and providing financial incentives to help existing businesses expand and grow (90%).
- Seventy-seven percent (77%) of respondents indicated there are retail stores and restaurants their household currently visits outside of the City that they would like to have available in Pico Rivera.
- Family chain restaurants such as The Cheesecake Factory, TGI Fridays and Olive Garden were the most commonly mentioned type of business that residents would like to have located in Pico Rivera (29%), followed by specialty organic food stores such as Trader Joes, Sprouts and Whole Foods (23%), large discount retailers/warehouse stores like Costco and Sam’s Club (18%), grocery stores (11%), and a greater variety of restaurants (9%).
- Overall, 37% of respondents indicated that the City of Pico Rivera should allow cannabis businesses to operate in the City, whereas 41% opposed the idea, and 22% were unsure or unwilling to state.
- When asked their opinions about different *types* of cannabis businesses, the majority of all respondents (56%) were in favor of allowing medicinal retail cannabis dispensaries to operate in the City.
- Opinions were fairly evenly split regarding allowing businesses that research and test cannabis products (44% support) and that deliver cannabis products to private residences (42%) to be headquartered in Pico Rivera.
- Less than four-in-ten respondents favored allowing businesses that manufacture cannabis products including edibles (37%), recreational cannabis dispensaries (35%), and the indoor cultivation of cannabis on private property (30%) in Pico Rivera.
- A clear majority of residents (58%) indicated they would support a special tax on cannabis businesses if they were allowed in Pico Rivera, whereas 24% opposed the concept of taxing cannabis businesses and 17% were unsure or unwilling to share their opinion.

## LAND USE, HOUSING & AMENITIES

- More than half of residents indicated that there are currently not enough fine dining restaurants (66% too little), entertainment options such as movie theaters, music, and arts (62%), affordable housing for middle-income families (52%), and affordable housing for seniors (51%) in Pico Rivera.
- Many also viewed a deficiency in the amount of affordable housing for low-income families (45% too little), smaller, boutique retail stores (45%), casual dining restaurants (41%), and big box retail stores (38%) in the City.
- Although the most common response for the remaining types of developments was that the current amount is about right, among those who felt the balance was not right there was still a tendency to view too little rather than too much of a particular type of development. This was the case for mixed-use housing (30% too little vs. 8% too much), parks and green spaces (29% vs. 4%), manufacturing, assembly and industrial properties (21% vs. 10%), and commercial offices (18% vs. 7%).
- Only one building type—fast food restaurants—had more respondents say there were too many (28%) than too few (10%) in Pico Rivera.
- When presented with five potential community amenities, repairing the public swimming pool had the highest percentage of respondents rate the item as a high or medium priority (85%), followed by additional walking trails with trail-side fitness equipment (83%), and additional bike paths (77%).
- Although still popular, a slightly smaller percentage of Pico Rivera residents rated creating urban, street-side parks with public seating (75%) and a dog park (68%) as a high or medium priority.

## STRATEGIC PRIORITIES

- When asked to rate 14 potential strategic priorities, repairing and maintaining city streets was viewed as the highest priority for the City's future (96% high or medium priority), followed by ensuring the City remains financially stable with sufficient financial reserves (94%), repairing and maintaining the City's utility and facility infrastructure (91%), building stronger, positive relations between the Police Department and the community (88%), protecting the local environment using renewable energy sources (88%), dedicating resources to reduce homelessness (87%), and increasing the City's engagement and communication with residents (87%).

## COMMUNICATION

- Overall, 78% of respondents indicated they were satisfied with the City's efforts to communicate with residents through newsletters, the Internet, social media, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (18%), unsure of their opinion (4%), or unwilling to share their opinion (<1%).
- Approximately three-quarters of all respondents (74%) indicated that they had visited the City's website, read the City's newsletter, and/or viewed the City's social media posts during the 12 months preceding the interview.
- Among eight different communication methods tested, respondents indicated that a smart phone app that would allow residents to communicate with the City, report issues, and receive updates would be the most effective method way for the City to communicate with them (88% very or somewhat effective), followed by email and electronic newsletters (86%),

the City's website (86%), postcards, letters, and newsletters mailed to your home (82%), and social media (81%).

- When compared to the other methods tested, respondents were somewhat less apt to rate Townhall meetings (69%), text messages (77%), and local news media coverage (78%) as very or somewhat effective ways for the City to communicate with them.



## CONCLUSIONS

As noted in the *Introduction*, this study was designed to provide the City of Pico Rivera with a statistically reliable understanding of its residents' opinions, satisfaction, and priorities as they relate to services, facilities, and policies provided by the City. As such, the findings of this study can provide the City with information needed to make sound, strategic decisions in a variety of areas including performance management, planning, establishing budget priorities, and community engagement.

Whereas subsequent sections of this report are devoted to conveying the detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the survey results answer key questions that motivated the research. The following conclusions are based on True North's interpretations of the results, as well as the firm's experience conducting similar studies for government agencies throughout the State.

*How well is the City performing in meeting the needs of Pico Rivera residents?*

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

Approximately two-thirds of residents (66%) indicated they were satisfied with the City's overall efforts to provide municipal services, whereas 26% were dissatisfied and the remaining 8% were unsure or did not provide a response. The solid level of satisfaction expressed with the City's performance *in general* was also mirrored in residents' assessments of the City's performance in providing most specific services, with the highest satisfaction scores assigned to the City's efforts to provide reliable trash and recycling services (91% very or somewhat satisfied), fire protection and emergency medical services (91%), street sweeping services (90%), and a variety of recreation programs and summer events for all ages (80%), remove graffiti (79%), and keep public buildings, facilities, and parks clean, attractive, and updated (77%). For 12 of the 15 services tested, the City is meeting the needs of *at least* two-thirds of residents.

The City's performance in providing municipal services has also contributed to a favorable quality of life for residents. The majority of residents surveyed rated the quality of life in Pico Rivera as excellent or good (61%), whereas just 7% described it as poor or very poor.

*Where should the City focus its efforts in the future?*

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

Considering respondents' verbatim answers regarding what the city government could do to make Pico Rivera a better place to live (see *Changes to Improve Pico Rivera* on page 11), the list of services and their respective priority status for future attention (see *Performance Needs & Priorities* on page 19), and the manner in which residents prioritize among potential strategic goals (see *Strategic Priorities* on page 35), the topics of addressing homelessness, facilitating the development of affordable housing, maintaining and repairing city streets and infrastructure, promoting economic development, ensuring the City remains financially stable, improving community policing and public safety, and protecting the environment stood out as key areas of opportunity and interest for residents.

Having identified the above topics as areas of focus for residents and potential opportunities to further enhance resident satisfaction, it is also important to stress that the appropriate strategy is often a combination of communication and actual service improvements. It may be, for example, that many residents are simply not aware of the City's current plans to facilitate affordable housing in Pico Rivera or the limits of what a city can do to address homelessness. Choosing the appropriate balance of actual service improvements and efforts to raise public awareness/understanding on these matters will be key to maintaining and improving residents' overall satisfaction in the future.

It is also important to keep in mind that although these areas represent opportunities to improve resident satisfaction, the City should not oversteer. Indeed, the primary takeaway from this study is that the City does many things well, and the emphasis should be on continuing to perform at a high level in those areas. A super-majority of residents were pleased with the City's efforts to provide services, programs, and facilities and have a favorable opinion of the City's performance in most areas. The *top priority* for the City should thus be to do what it takes to maintain the quality of services that it currently provides.

*Is economic development a priority for residents?*

Yes. Pico Rivera residents strongly support strategies to help the local economy and bring good paying jobs to the City, including promoting local workforce training and skills development classes, working with private property owners to revitalize older, out-dated shopping and commercial centers, providing financial incentives to help existing businesses expand and grow, creating special business districts to attract specific industries, providing financial incentives to attract new businesses, and selling or leasing city-owned land or facilities that are underutilized.

Pico Rivera residents also expressed a very big appetite for attracting new retail shopping and dining opportunities, with nearly eight-in-ten respondents stating that there are businesses and restaurants they cur-



rently patronize outside of the City that they would like to have available in Pico Rivera—with family chain restaurants, speciality organic food stores, large discount retail/warehouse stores, fine dining restaurants, entertainment options, and grocery stores topping the list. At a level beyond found in most California communities, Pico Rivera residents’ recognize the need for—and are strong supporters of—economic development.

*How well is the City communicating with Pico Rivera residents?*

The past few years have witnessed a shift in communication preferences, particularly among older cohorts. Whereas in the past there was a strong preference for printed forms of communication among older residents, while younger residents gravitated toward digital sources, these differences have eroded over time. In the City’s current survey, digital forms of communication (smart phone app, email, electronic newsletters, and City’s website) were not only perceived to be the most effective methods of city-resident communication overall, they were also at the top of the list in *every* demographic subgroup. Even among seniors, a smart phone app, email, and electronic newsletters were viewed as more effective than postcards, letters, and newsletters mailed to their home (direct mail).

That is not to say that direct mail is unpopular—it is fourth on the list in terms of perceived effectiveness overall, and is in the top-three most effective methods in several subgroups. It is simply to point out that the digital divide in terms of city-resident communications is not nearly as pronounced as it has been in the past, and we expect that the trend will continue in other areas where (currently) there are still pronounced differences in use by age (e.g., social media).

Overall, the survey results suggest the City of Pico Rivera is doing a very good job communicating with its residents. Nearly eight-in-ten respondents (78%) said they were satisfied with the City’s efforts to communicate through newsletters, the Internet, social media, and other means. Although Pico Rivera has been successful in maintaining a solid level of resident satisfaction despite the proliferation of information sources and accelerating pace of change, it is important to recognize that the challenges will continue to change (and may continue to grow). To stay ahead of the curve, Pico Rivera, like other cities, should periodically conduct a careful review of its communications strategies and budget to ensure that both are evolving accordingly.

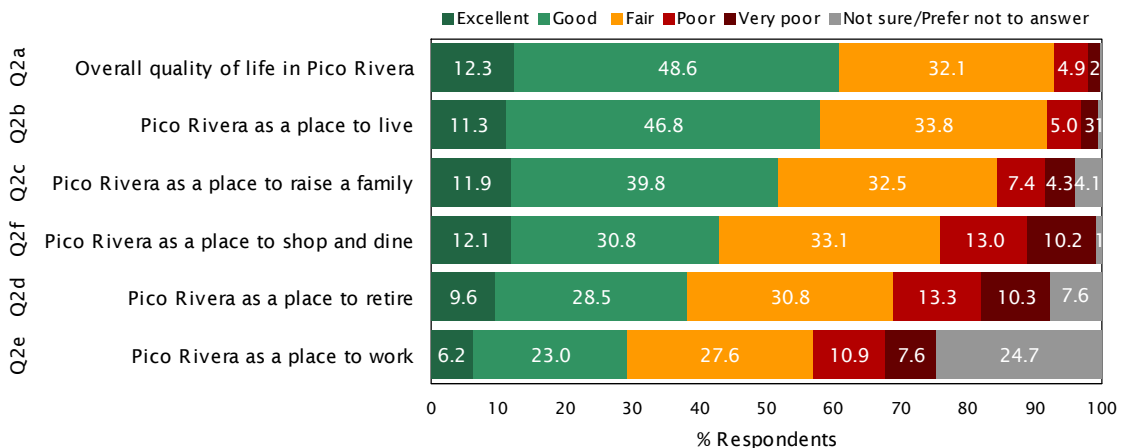
# QUALITY OF LIFE

The opening series of questions in the survey was designed to assess residents' top of mind perceptions about the quality of life in the City of Pico Rivera, as well as their ideas on changes the city government could implement to make the community a better place to live, now and in the future.

**OVERALL QUALITY OF LIFE** At the outset of the survey, residents were asked to rate the City of Pico Rivera on a number of key dimensions including overall quality of life, as a place to raise a family, and as a place to work, using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, respondents generally shared favorable opinions of the overall quality of life in the City (61% excellent or good), Pico Rivera as a place to live (58%), and as a place raise a family (52%). Opinions were more mixed regarding Pico Rivera as a place to shop and dine (43%), retire (38%), and work (29%), although it should be noted that one-in-four respondents (25%) were also unsure how to rate the City as a place to work.

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

**FIGURE 1 RATING CITY OF PICO RIVERA**



For the interested reader, tables 1-4 show how ratings of *excellent* or *good* for each dimension varied by years in Pico Rivera, home ownership status, presence of a child in the home, age, household income, ethnicity, and the language in which the survey was administered.

**TABLE 1 RATING CITY OF PICO RIVERA BY YEARS IN PICO RIVERA, HOME OWNERSHIP STATUS & CHILD IN HSLD (SHOWING % EXCELLENT & GOOD)**

	Years in Pico Rivera (Q1)				Home Ownership Status (QD2)		Child in HslD (QD3)	
	Less than 5	5 to 9	10 to 14	15 or more	Own	Rent	Yes	No
Overall quality of life in Pico Rivera	63.9	60.6	52.8	61.5	61.0	64.5	60.5	61.9
Pico Rivera as a place to live	63.7	60.6	48.2	58.1	59.6	58.5	57.0	59.5
Pico Rivera as a place to raise a family	50.0	59.1	37.8	52.5	53.9	51.8	50.6	53.3
Pico Rivera as a place to shop and dine	55.7	40.9	30.7	42.5	41.2	47.6	37.6	47.1
Pico Rivera as a place to retire	42.0	41.0	25.1	38.7	38.7	41.2	38.7	38.8
Pico Rivera as a place to work	29.9	27.9	14.3	31.7	27.3	34.1	28.3	31.1

**TABLE 2 RATING CITY OF PICO RIVERA BY AGE (SHOWING % EXCELLENT & GOOD)**

	Age (QD1)					
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Overall quality of life in Pico Rivera	68.2	51.9	50.7	59.0	77.4	62.3
Pico Rivera as a place to live	56.3	50.6	50.0	57.2	68.7	67.1
Pico Rivera as a place to raise a family	52.8	44.1	44.7	52.0	60.4	56.0
Pico Rivera as a place to shop and dine	52.6	34.3	31.6	32.2	51.4	58.0
Pico Rivera as a place to retire	33.7	25.9	28.7	39.0	46.1	51.8
Pico Rivera as a place to work	41.2	18.7	16.9	26.3	39.1	38.2

**TABLE 3 RATING CITY OF PICO RIVERA BY HSLD INCOME (SHOWING % EXCELLENT & GOOD)**

	HslD Income (QD7)					
	Less than \$25K	\$25K to \$49K	\$50K to \$74K	\$75K to \$99K	\$100K to \$149K	\$150K or more
Overall quality of life in Pico Rivera	60.3	61.3	68.0	56.0	69.2	45.9
Pico Rivera as a place to live	53.7	62.6	57.2	53.8	62.1	39.1
Pico Rivera as a place to raise a family	53.3	53.6	45.2	48.9	57.6	37.3
Pico Rivera as a place to shop and dine	46.8	48.2	79.7	35.7	34.8	21.3
Pico Rivera as a place to retire	41.5	45.8	36.5	27.3	37.6	30.8
Pico Rivera as a place to work	39.0	29.0	51.7	20.9	24.1	17.9

**TABLE 4 RATING CITY OF PICO RIVERA BY ETHNICITY & SURVEY LANGUAGE (SHOWING % EXCELLENT & GOOD)**

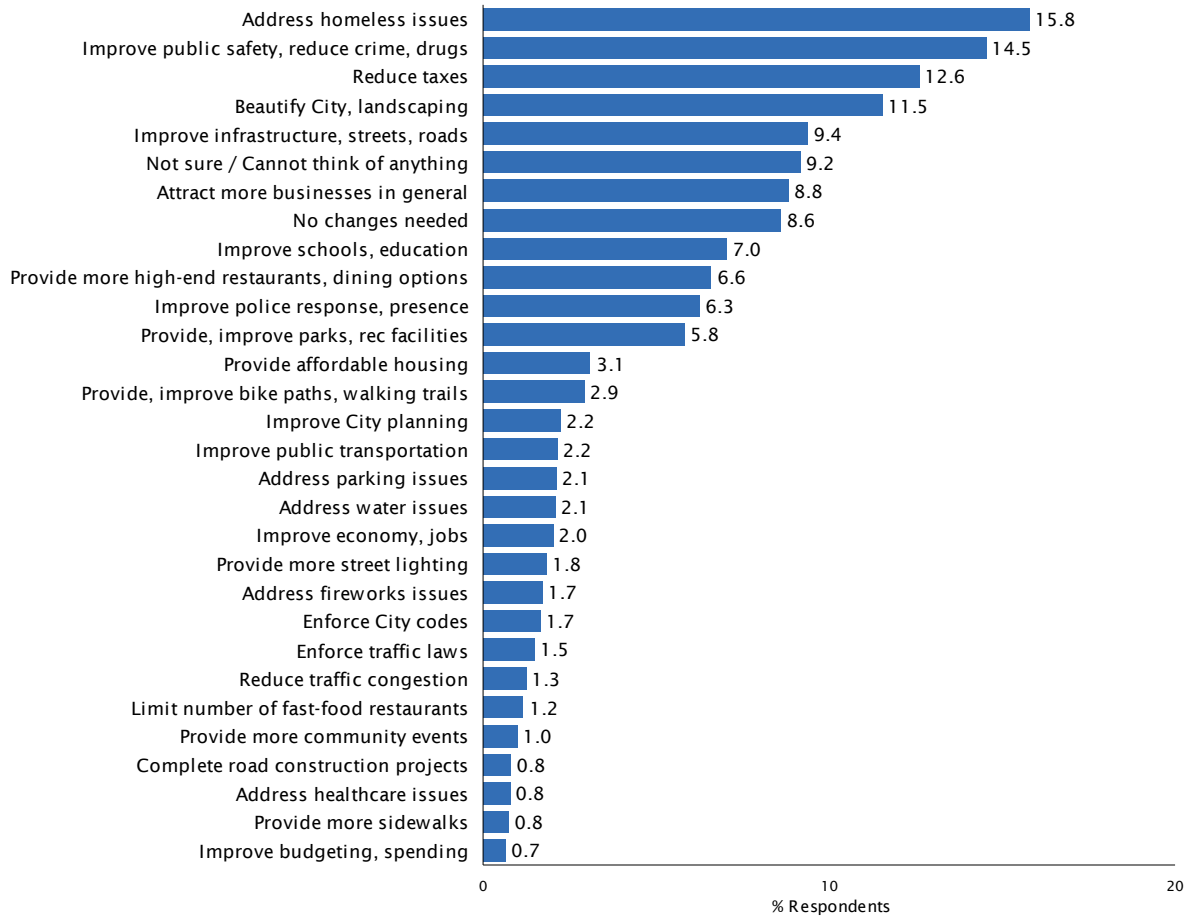
	Ethnicity (QD6)				Survey Language	
	Latino/Hispanic	Asian American	Caucasian / White	Mixed or other	English	Spanish
Overall quality of life in Pico Rivera	61.5	32.6	71.9	66.9	57.1	79.6
Pico Rivera as a place to live	58.9	38.3	71.6	46.5	53.6	79.8
Pico Rivera as a place to raise a family	53.1	38.3	55.1	32.9	46.6	77.1
Pico Rivera as a place to shop and dine	43.9	47.9	45.8	15.3	36.9	72.1
Pico Rivera as a place to retire	38.6	35.8	37.0	32.9	31.9	68.4
Pico Rivera as a place to work	29.7	35.5	36.1	8.1	25.5	47.3

**CHANGES TO IMPROVE PICO RIVERA** The next question in this series asked residents to indicate the one thing that city government could *change* to make Pico Rivera a better place to live. Question 3 was presented in an open-ended manner, allowing residents to mention any change that came to mind without being prompted by, or restricted to, a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 2 on the next page.

Approximately one-in-five respondents could not think of a desired change (9%) or stated flatly that no changes are needed (9%). Among the specific changes desired to make Pico Rivera a better place to live, addressing homelessness/homeless issues was the most commonly mentioned (16%), followed by improving public safety/reducing crime and drugs (15%), reducing taxes (13%), beautifying the City/landscaping (12%), improving infrastructure/streets and roads (9%), and attracting more businesses (9%).

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

**FIGURE 2 CHANGES TO IMPROVE CITY**



## CITY SERVICES

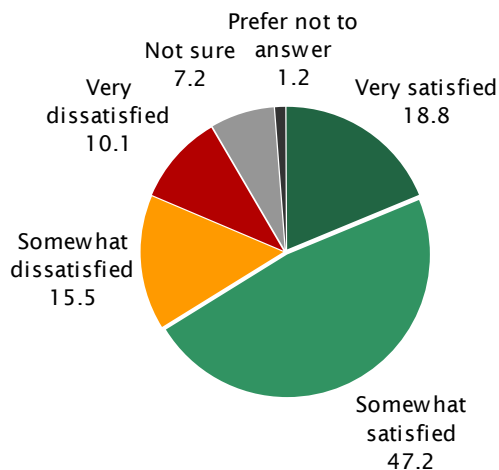
After measuring respondents' perceptions of the quality of life in Pico Rivera, the survey next turned to assessing their opinions about the City's performance in providing various municipal services.

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

As shown in Figure 3, approximately two-thirds of Pico Rivera residents (66%) indicated they were either very or somewhat satisfied with the City's efforts to provide municipal services. One-quarter (26%) were very or somewhat dissatisfied, whereas 8% were unsure or unwilling to share their opinion.

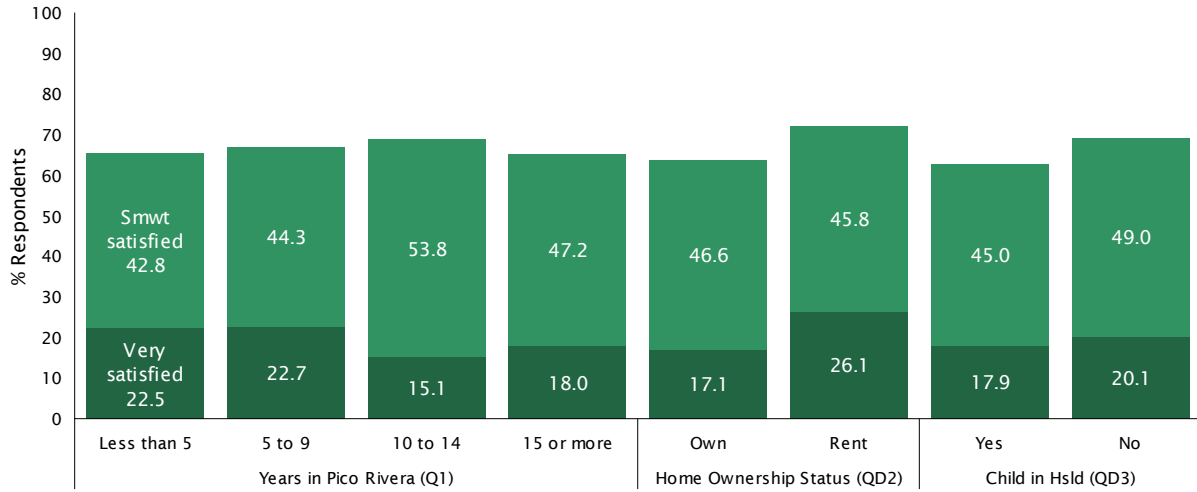
**Question 4** *Next, I would like to ask a series of questions about services provided by the City of Pico Rivera. Generally speaking, are you satisfied or dissatisfied with the job the City is doing to provide city services?*

FIGURE 3 OVERALL SATISFACTION

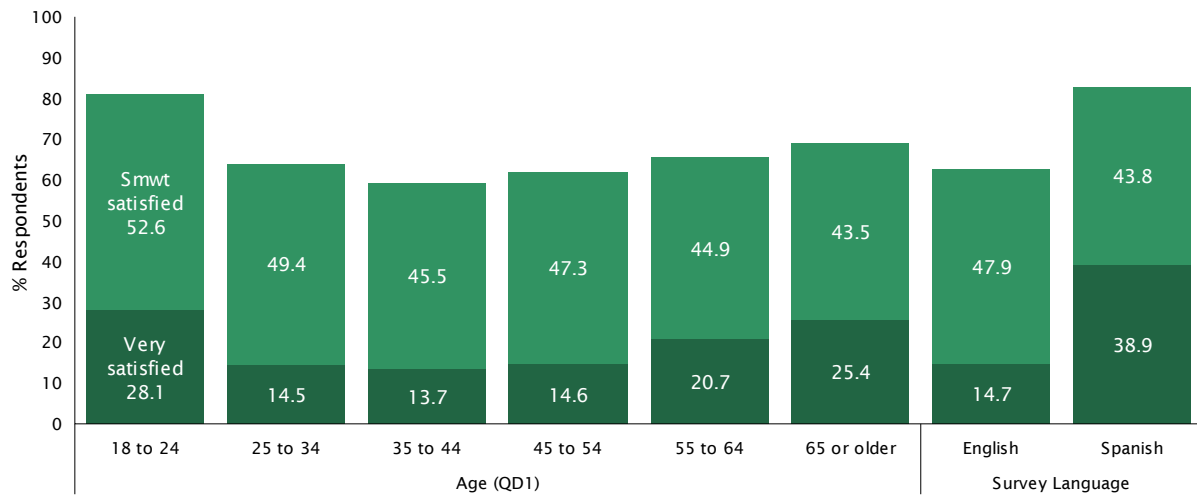


The next three figures display how residents' opinions about the City's overall performance in providing municipal services varied by years in Pico Rivera, home ownership status, presence of a child in the household, age, survey language, household income, and ethnicity. Overall, the dominant pattern in the figures in *consistency*, as most subgroups expressed reasonably similar levels of satisfaction. Positive exceptions to this pattern were found among younger residents (under 25) and those who preferred to take the survey in Spanish, with both subgroups expressing higher than average satisfaction ratings. Conversely, individuals living in high income households (\$150,000 or more annually) and those identifying as ethnically mixed were notably less likely than their counterparts to describe themselves as being satisfied with the City's performance in providing municipal services.

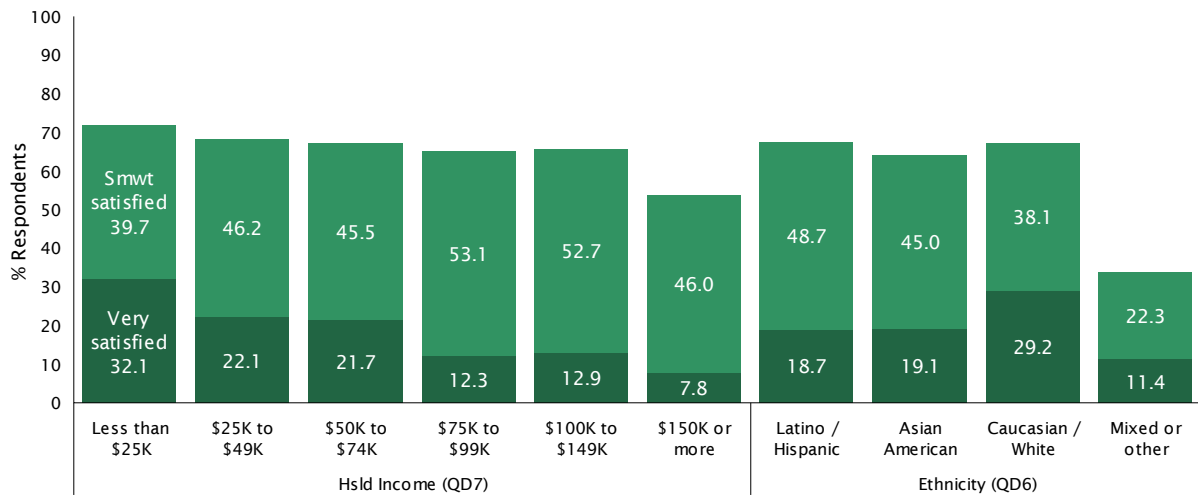
**FIGURE 4 OVERALL SATISFACTION BY YEARS IN PICO RIVERA, HOME OWNERSHIP STATUS & CHILD IN HSLD**



**FIGURE 5 OVERALL SATISFACTION BY AGE & SURVEY LANGUAGE**



**FIGURE 6 OVERALL SATISFACTION BY HSLD INCOME & ETHNICITY**



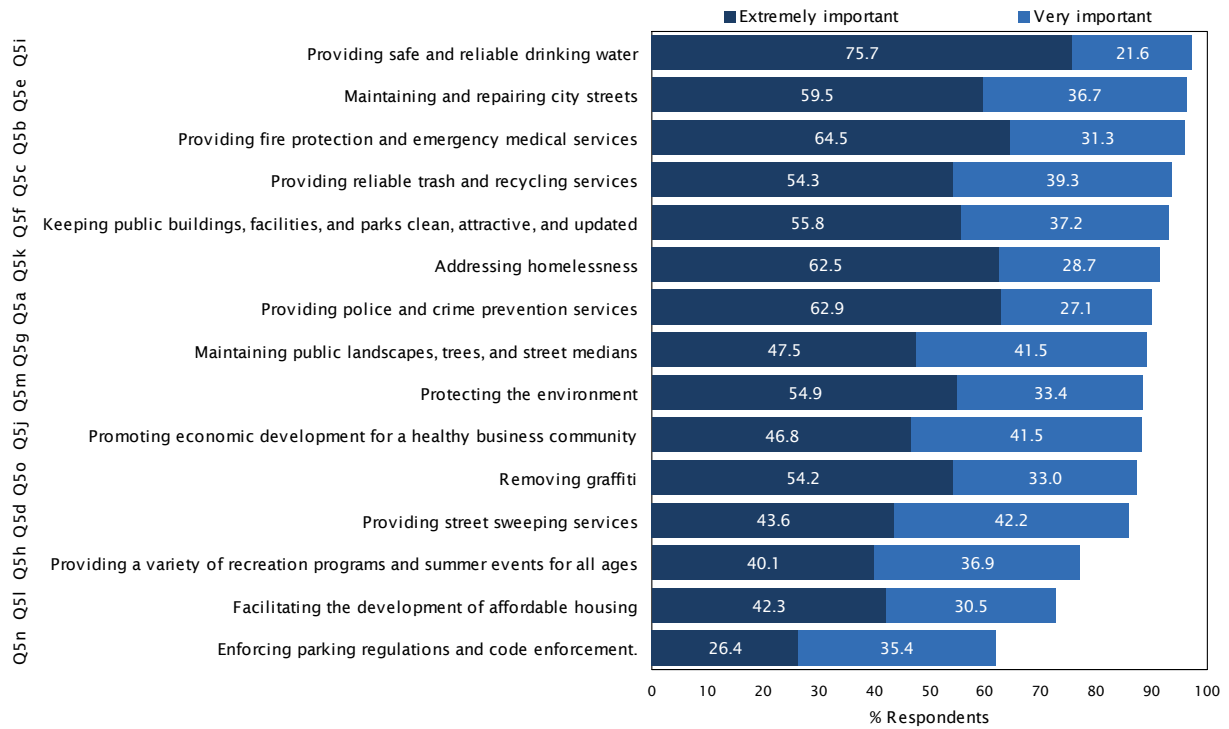
**SPECIFIC SERVICES** Whereas Question 4 addressed the City’s *overall* performance, the next two-question series asked respondents to rate the importance of *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents were first asked if they thought the service was extremely important, very important, somewhat important, or not at all important. Respondents were then asked about their satisfaction with these same services. The order of the items was randomized for each respondent to avoid a systematic position bias.

Figure 7 presents the services sorted in order of importance according to the percentage of respondents who rated a service as *at least* very important. In general, Pico Rivera residents rated public utilities, public safety, and public works as the most important service areas. More specifically, providing safe and reliable drinking water (97% extremely or very important), maintaining and repairing city streets (96%), providing fire protection and emergency medical services (96%), providing reliable trash and recycling services (94%), keeping public buildings, facilities, and parks clean, attractive and updated (93%), addressing homelessness (91%), and providing police and crime prevention services (90%) were viewed as the most important services.

At the other end of the spectrum, enforcing parking regulations and code enforcement (62%), facilitating the development of affordable housing (73%), and providing a variety of recreation programs and summer events for all ages (77%) were viewed as less important overall.

**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 7 IMPORTANCE OF SERVICES**



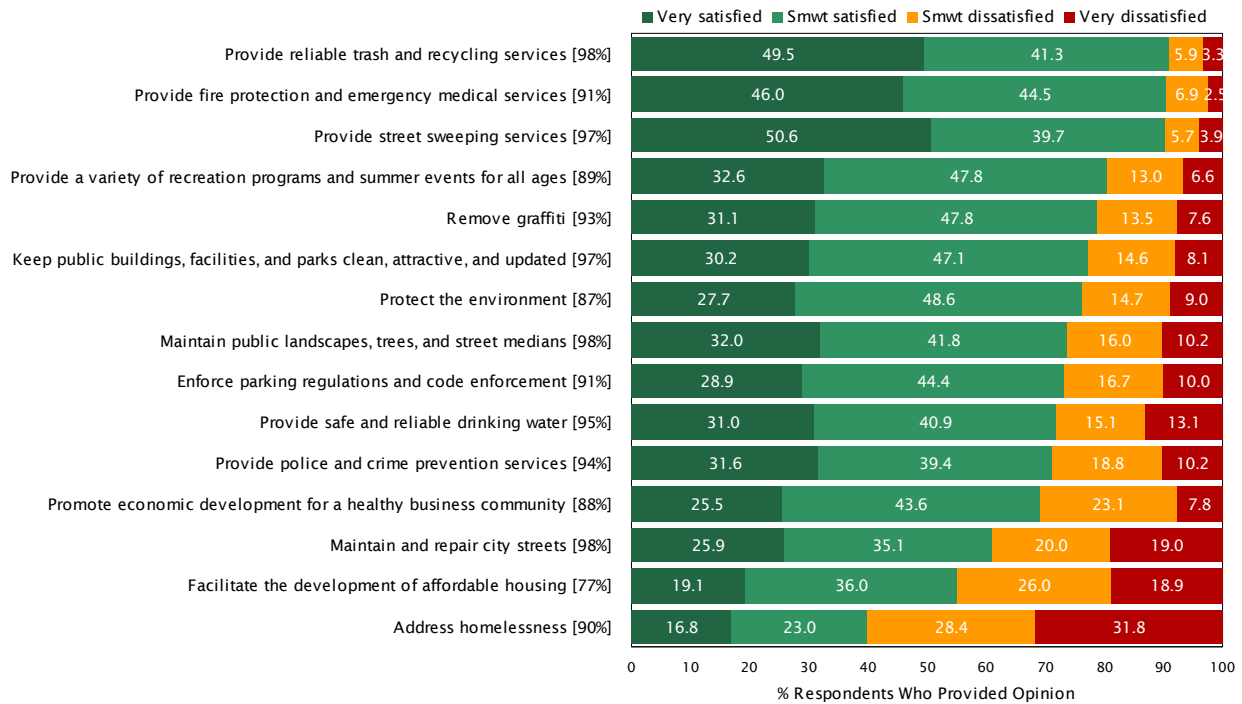
Turning to the satisfaction component, Figure 8 sorts the same list of services according to the percentage of respondents who said they were either very or somewhat satisfied with the City’s efforts to provide the service. For comparison purposes between the services, only respondents who held an opinion (satisfied or dissatisfied) are included in the figure. Those who did not have an opinion were removed from this analysis.

At the top of the list, respondents were most satisfied with the City’s efforts to provide reliable trash and recycling services (91% very or somewhat satisfied), followed by provide fire protection and emergency medical services (91%), provide street sweeping services (90%), provide a variety of recreation programs and summer events for all ages (80%), remove graffiti (79%), and keep public buildings, facilities, and parks clean, attractive, and updated (77%). At the other end of the spectrum, respondents were somewhat less satisfied with the City’s efforts to address homelessness (40%), facilitate the development of affordable housing (55%), and maintain and repair city streets (61%).



**Question 6** For the same list of services, I just read, please tell me how satisfied you are with the job the City is doing to provide the service. Are you satisfied or dissatisfied with the City's efforts to: \_\_\_\_\_, or do you not have an opinion?

**FIGURE 8 SATISFACTION WITH SERVICES**



**DIFFERENTIATORS OF OPINION** For the interested reader, Table 5 on the next page displays how the level of satisfaction with each specific service tested in Question 6 varied according to residents' overall performance ratings for the City (see *Overall Satisfaction* on page 13). The table divides residents who were satisfied with the City's *overall performance* into one group and those dissatisfied into a second group. Also displayed is the difference between the two groups in terms of the percentage who indicated they were satisfied with the City's efforts to provide each service tested in Question 6 (far right column). For convenience, the services are sorted by that difference, with the greatest differentiators of opinion near the top of the table.

When compared with their counterparts, those satisfied with the City's *overall* performance in providing city services were also more likely to express satisfaction with the City's efforts to provide each of the specific services tested in Question 6. With that said, the greatest specific differentiators of opinion between satisfied and dissatisfied residents were found with respect to the City's efforts to maintain and repair city streets, maintain public landscapes, trees, and street medians, remove graffiti, protect the environment, and keep public buildings, facilities, and parks clean, attractive, and updated.

**TABLE 5 SATISFACTION WITH CITY SERVICES BY OVERALL SATISFACTION WITH CITY**

		City's Overall Performance (Q4)		Difference Between Groups For Each Service
		Very or somewhat satisfied	Very or somewhat dissatisfied	
% Respondents Satisfied With Each Service	Maintain and repair city streets	72.4	31.0	41.4
	Maintain public landscapes, trees, and street medians	83.8	46.9	36.9
	Remove graffiti	88.8	53.5	35.3
	Protect the environment	86.9	52.8	34.0
	Keep public buildings, facilities, and parks clean, attractive, and updated	87.2	53.2	34.0
	Provide a variety of recreation programs and summer events for all ages	90.3	57.5	32.8
	Provide police and crime prevention services	78.7	48.1	30.5
	Enforce parking regulations and code enforcement	82.4	52.9	29.5
	Address homelessness	48.7	19.5	29.2
	Facilitate the development of affordable housing	63.4	34.2	29.2
	Promote economic development for a healthy business community	78.0	50.1	28.0
	Provide safe and reliable drinking water	78.9	52.4	26.6
	Provide reliable trash and recycling services	95.6	77.4	18.2
	Provide fire protection and emergency medical services	95.6	77.5	18.1
	Provide street sweeping services	94.7	78.0	16.7



## PERFORMANCE NEEDS & PRIORITIES

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

Rather than rely on *averages* to conduct this analysis, True North has developed an *individualized* approach to identifying priorities. This approach is built on the recognition that opinions will vary from resident to resident and that understanding this variation is required for assessing how well the City is meeting residents' needs.<sup>2</sup> Table 6 on the next page presents a grid based on the importance and satisfaction scales. The horizontal axis corresponds to the four *importance* options, and the vertical scale corresponds to the four *satisfaction* options. The 16 cells within the grid are grouped into one of six categories based on how well the City is meeting, or not meeting, a resident's needs for a particular service. The six groups are as follows:

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

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

TABLE 6 NEEDS & PRIORITIES

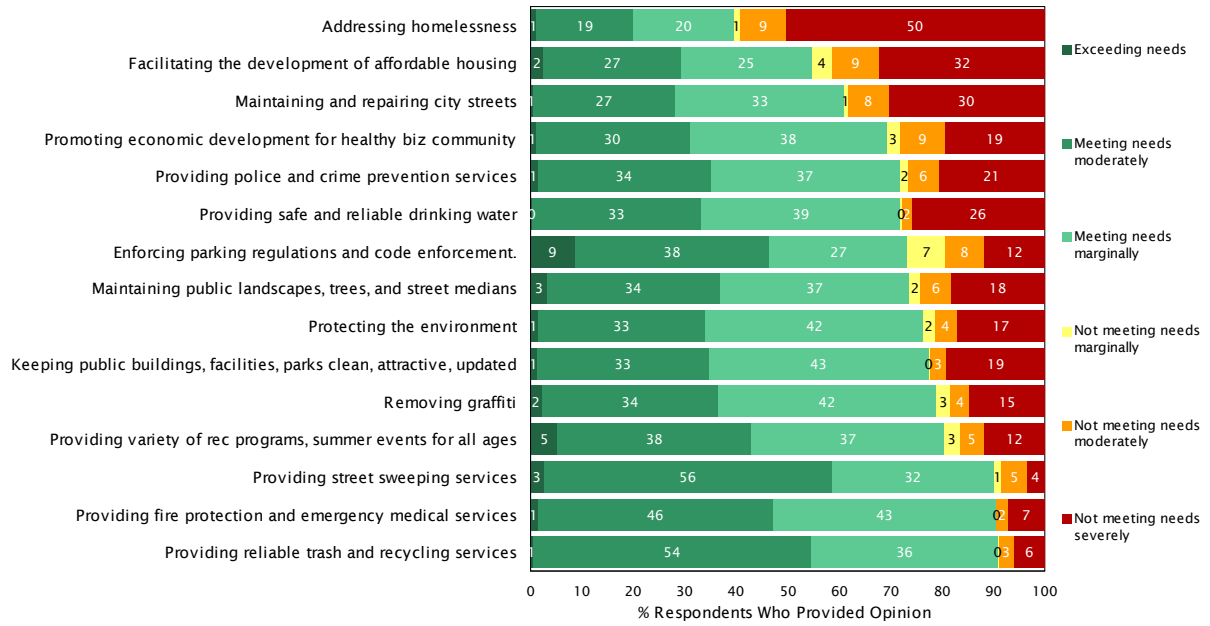
		Importance			
		Not at all important	Somewhat important	Very important	Extremely important
Satisfaction	Very satisfied	Exceeding needs	Exceeding needs	Meeting needs, moderately	Meeting needs, moderately
	Somewhat satisfied	Exceeding needs	Meeting needs, moderately	Meeting needs, marginally	Meeting needs, 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 15 services tested in the study. Thus, for example, a respondent who indicated that addressing homelessness was somewhat important and they were very satisfied with the City’s efforts in this service area would be categorized in the *exceeding needs* group for this service. The same respondent may be grouped in the *marginally not meeting needs* group for another service (e.g., maintaining and repairing city streets) if they were somewhat dissatisfied with the City’s efforts to provide the service, but the service was viewed as only somewhat important.

Figure 9 on the next page presents the 15 services tested, along with the percentage of respondents who were grouped into each of the six possible categories. For ease of interpretation, the color-coding in Figure 9 is consistent with that presented in Table 6. Thus, for example, in the service area of addressing homelessness, the City is exceeding the needs of 1% of respondents, moderately meeting the needs of 19% of respondents, marginally meeting the needs of 20% of respondents, marginally not meeting the needs of 1% of respondents, moderately not meeting the needs of 9% of respondents, and severely not meeting the needs of 50% of respondents.

As shown in the figure, the City is meeting the needs of at least two-thirds of residents for 12 of the 15 services tested. Operating from the management philosophy that, all other things being equal, the City should focus on improving those services that have the highest percentage of residents for which the City is currently *not* meeting their needs, the services have been sorted by order of priority. Thus, addressing homelessness is the top priority, followed by facilitating the development of affordable housing, and maintaining and repairing city streets.

**FIGURE 9 RESIDENT SERVICE NEEDS**



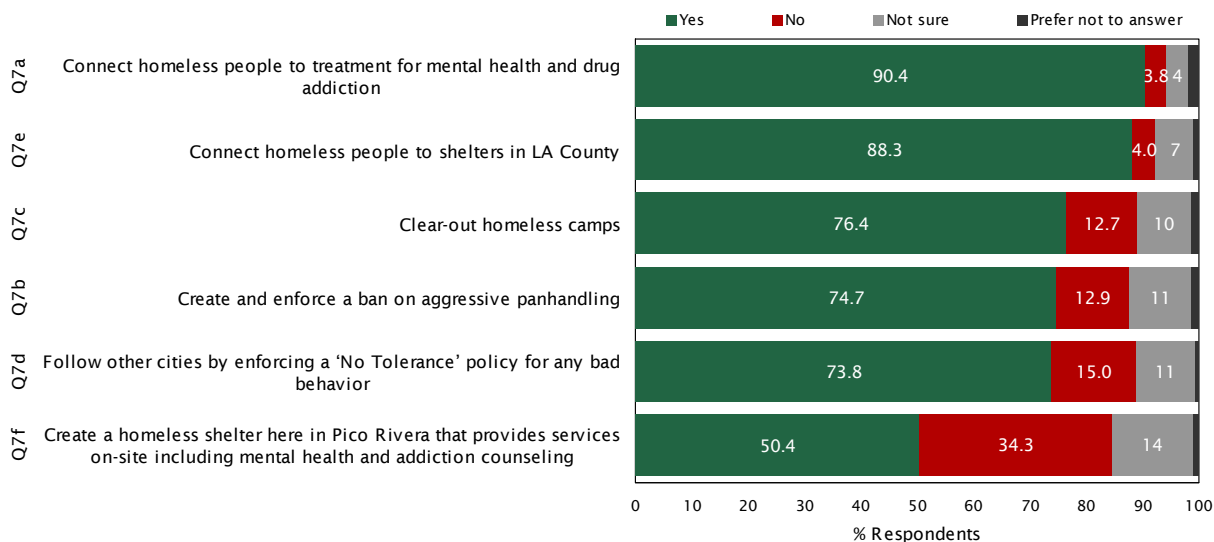
## ADDRESSING HOMELESSNESS

Most cities in Los Angeles County witnessed an increase in homelessness over the past few years, including a 12.7% increase between 2019 and 2020 countywide.<sup>3</sup> Although the City of Pico Rivera’s homeless population declined during this period when comparing single night counts in 2019 and 2020 (from 205 to 170 individuals), addressing homelessness remains one of residents’ top priorities (see Figure 2) and the service area where residents perceive the most room for improvement (see Figure 8). Anticipating that homelessness would be an important topic for residents, the 2021 survey addressed this issue head-on by asking respondents how they think the City should deal with homelessness.

For each of the strategies shown in Figure 10, respondents were simply asked if the City should pursue this action in the interest of addressing homelessness. The results make it clear that Pico Rivera residents favor a wide range of both supportive and enforcement strategies to deal with homeless issues. Of the strategies tested, connecting homeless people to treatment for mental health and drug addiction (90%) and to shelters in LA County (88%) garnered the most support. Approximately three-quarters of respondents also favored the City clearing-out homeless camps (76%), creating and enforcing a ban on aggressive panhandling (75%), and following other cities by enforcing a ‘no tolerance’ policy for any bad behavior (74%). When compared to the other strategies tested, creating a homeless shelter in Pico Rivera that provides on-site services including mental health and addiction counseling found more mixed opinions with 50% supporting the strategy, 34% opposed, and 16% unsure or unwilling to share their opinion.

### Question 7 How do you think the City should deal with the homeless issue? Should it: \_\_\_\_\_?

FIGURE 10 MANAGING HOMELESS IN CITY



3. Source: Los Angeles County Homeless Services Authority 2020 Homeless Count.

# ECONOMIC DEVELOPMENT

One of the challenges for any city is to create sustainable economic development initiatives that will support the tax base required for current and future needs. Naturally, the success of these initiatives and the businesses they attract will depend, in part, on the preferences and shopping behaviors of Pico Rivera residents. Accordingly, the survey included questions designed to identify residents' support for various economic development strategies, their desire for new shopping and dining opportunities, as well as their opinions related to cannabis businesses.

**ECONOMIC DEVELOPMENT INITIATIVES** The first question in this series asked respondents the extent to which they would support or oppose the City of Pico Rivera taking the actions shown on the left of Figure 11 in the interest of stimulating the local economy and bringing good paying jobs to the City. As shown in the figure, all of the strategies tested in Question 8 found widespread approval, ranging from 85% to 93% support. Of the strategies tested, residents expressed the strongest support for promoting local workforce training and skills development classes (93% strongly or somewhat support), followed by working with private property owners to revitalize older, out-dated shopping and commercial centers (90%), and providing financial incentives to help existing businesses expand and grow (90%).

**Question 8** *There are variety of things that the City can do to help stimulate the local economy and bring good paying jobs to Pico Rivera. Would you support or oppose the City: \_\_\_\_\_?*

**FIGURE 11 SUPPORT FOR ECONOMIC DEVELOPMENT INITIATIVES**

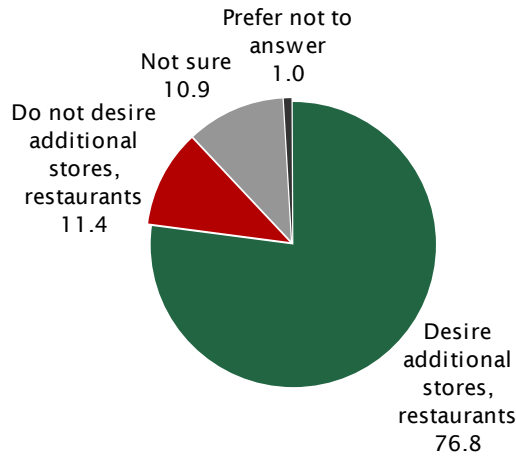


**INTEREST IN ADDITIONAL STORES OR RESTAURANTS** All residents were next asked to indicate whether, among the retail stores and restaurants their household currently visits outside of the City, there are any they would like to have available in Pico Rivera. As shown on Figure 12 on the next page, more than three-quarters of respondents (77%) answered this question in the affirmative. When compared to their respective counterparts, those who had lived in the City 10 to 14 years, homeowners, those with children in the home, those dissatisfied with the City's overall performance in providing services, individuals between 25 and 54 years of age,

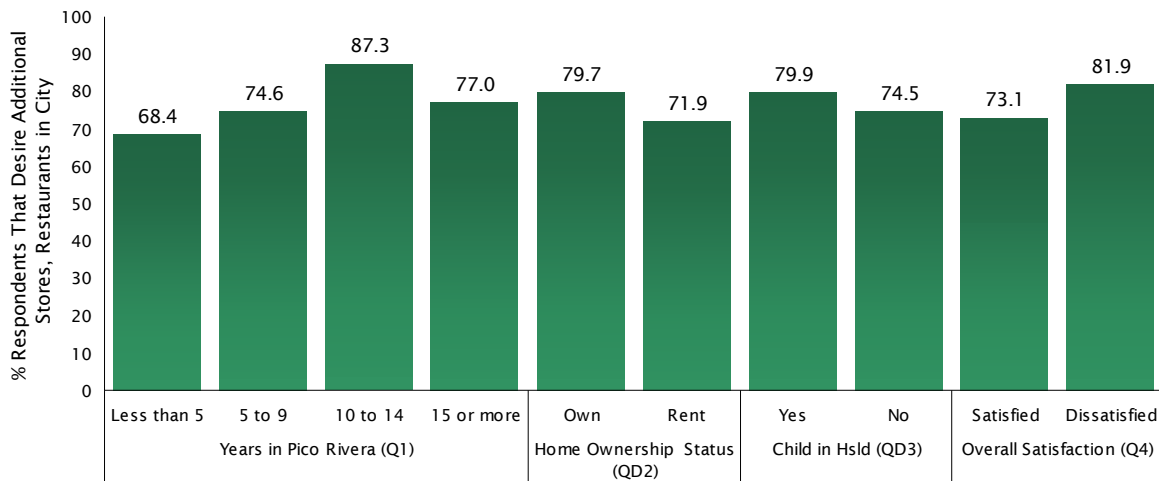
those who completed the survey in English, higher-income households, and Latino/Hispanic and Asian residents were the most likely to express an interest in having additional shopping and dining opportunities in Pico Rivera (see Figures 13-15).

**Question 9** *Thinking of the retail stores and restaurants that your household visits outside of the city, are there any that you would like to have available in Pico Rivera?*

**FIGURE 12 DESIRE STORES, RESTAURANTS IN CITY**

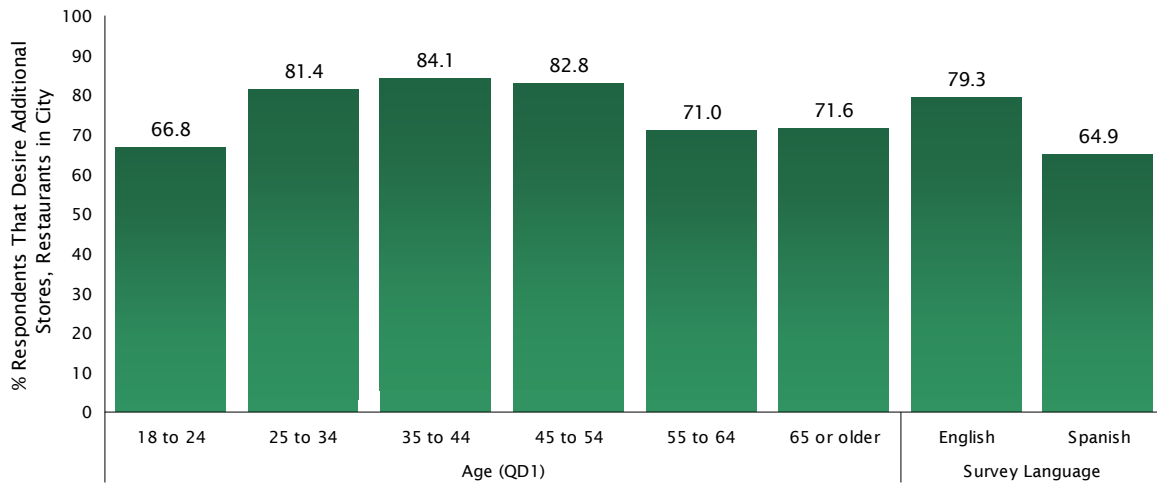


**FIGURE 13 DESIRE STORES, RESTAURANTS IN CITY BY YEARS IN PICO RIVERA, HOME OWNERSHIP STATUS, CHILD IN HSLD & OVERALL SATISFACTION**

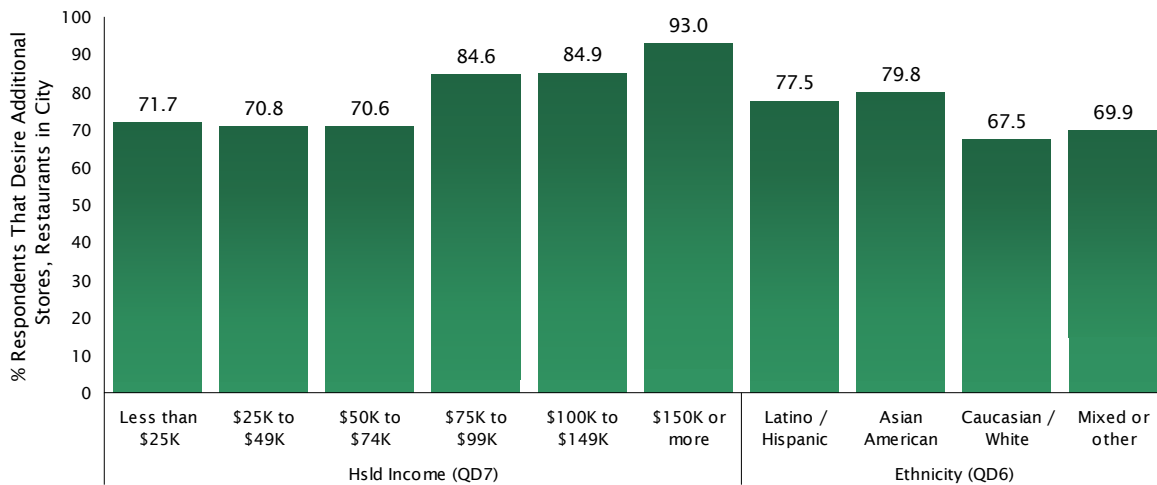




**FIGURE 14 DESIRE STORES, RESTAURANTS IN CITY BY AGE & SURVEY LANGUAGE**



**FIGURE 15 DESIRE STORES, RESTAURANTS IN CITY BY HSLD INCOME & ETHNICITY**

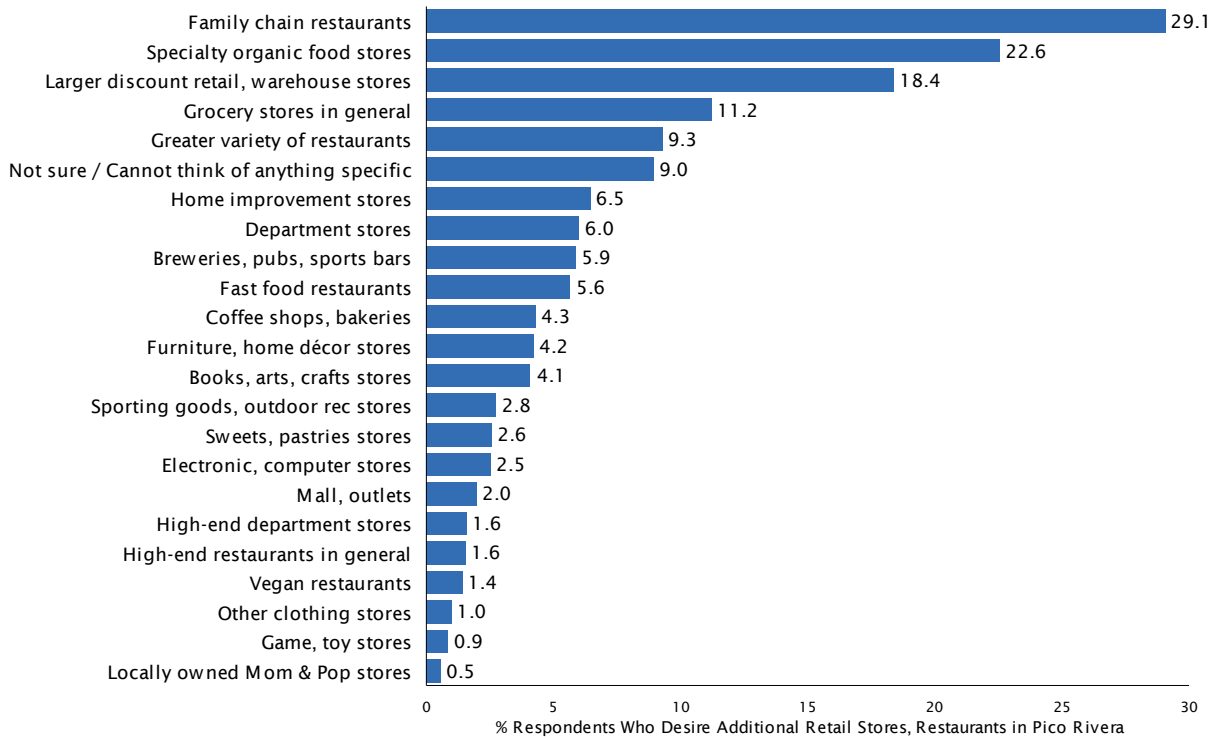


Those interested in new businesses in the City were next asked to name the retail store or restaurant they were *most* interested in having located in Pico Rivera. Question 10 was asked in an open-ended manner, allowing respondents to name any business that came to mind without being prompted by or restricted to a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 16 on the next page.

Family chain restaurants such as The Cheesecake Factory, TGI Fridays and Olive Garden were the most commonly mentioned type of business that residents would like to have located in Pico Rivera (29%), followed by specialty organic food stores such as Trader Joes, Sprouts and Whole Foods (23%), large discount retailers/warehouse stores like Costco and Sam’s Club (18%), grocery stores (11%), and a greater variety of restaurants (9%).

**Question 10** *What is the name of the retail store or restaurant you would most like to have located in Pico Rivera?*

**FIGURE 16** ADDITIONAL RETAIL STORES, RESTAURANTS, DESIRED IN PICO RIVERA

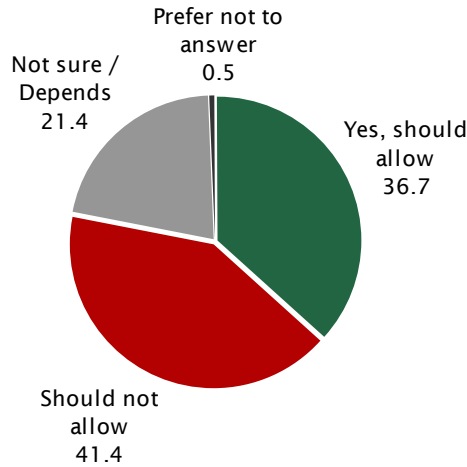


**CANNABIS BUSINESSES** Under California law, it is legal for adults to use cannabis for medical and recreational purposes. The law also allows local cities like Pico Rivera to decide whether to allow cannabis businesses to operate within their boundaries, as well as the types of restrictions and regulations to place on cannabis businesses.

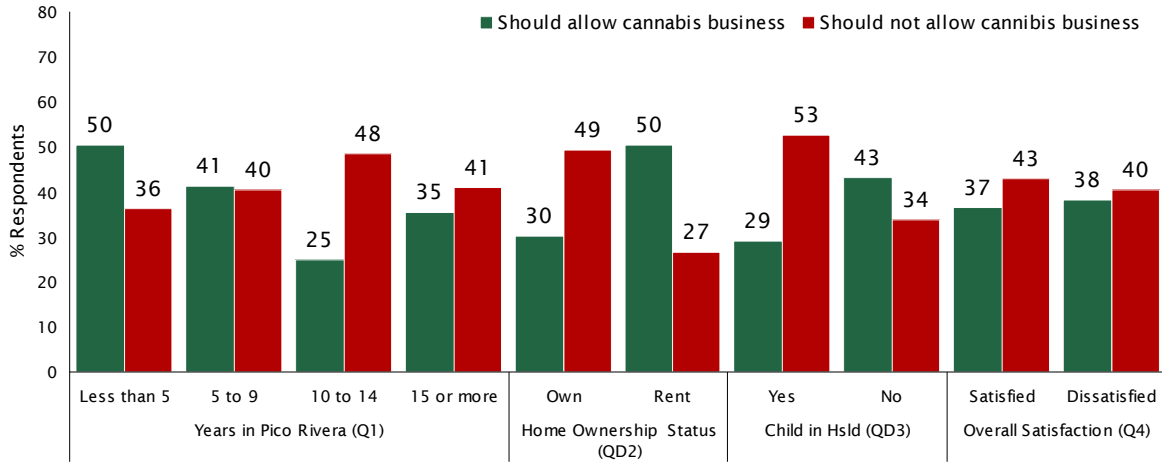
After providing respondents with the aforementioned legal and background information, Question 11 assessed whether residents feel cannabis businesses should be allowed to operate in Pico Rivera. Overall, 37% of respondents indicated that the City of Pico Rivera should allow cannabis businesses to operate in the City, whereas 41% opposed the idea, and 22% were unsure or unwilling to state (Figure 17). The mixed opinions found among residents in general were magnified at the subgroup level, with some subgroups being strongly supportive and others being strongly opposed to allowing cannabis businesses to operate in the City. When compared to their respective counterparts, newer residents (less than 5 years), renters, those under 35 years of age, residents living in low-income households (less than \$25,000 annually), and individuals identifying as mixed ethnicity were the strongest supporters of allowing cannabis businesses in Pico Rivera. Conversely, those who had lived in the City between 10 and 14 years, home owners, households with children, residents between 45 and 64 years of age, those who completed the survey in Spanish, and Asians were disproportionately opposed to allowing cannabis businesses in Pico Rivera (see Figures 18-20).

**Question 11** Under California law, it is legal for adults to use cannabis for medical and recreational purposes. The law also allows local cities like Pico Rivera to decide whether to allow cannabis businesses to operate within their boundaries, as well as the types of restrictions and regulations to place on cannabis businesses. In general, do you think the City of Pico Rivera should allow cannabis businesses to operate in the city - or are you not sure?

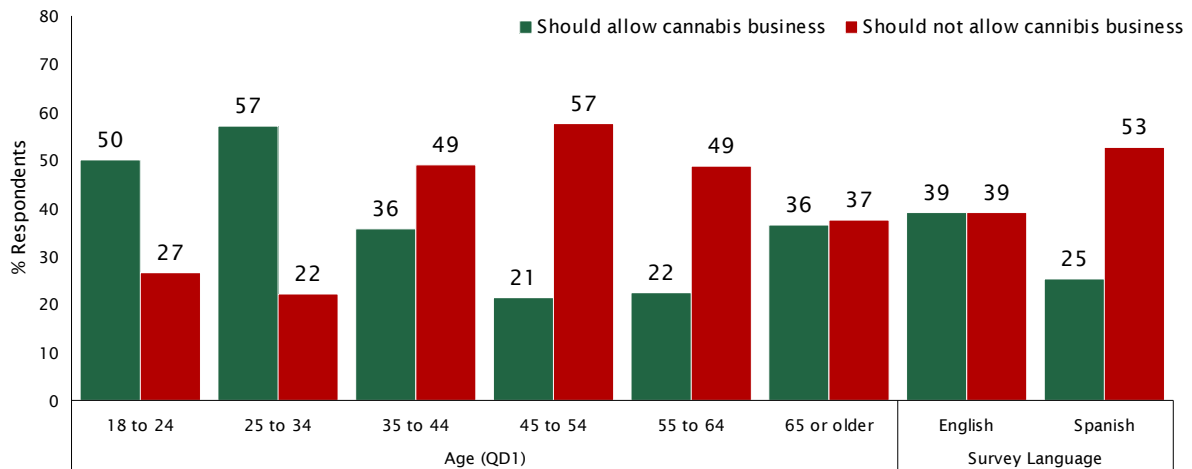
**FIGURE 17 ALLOW CANNABIS BUSINESS**



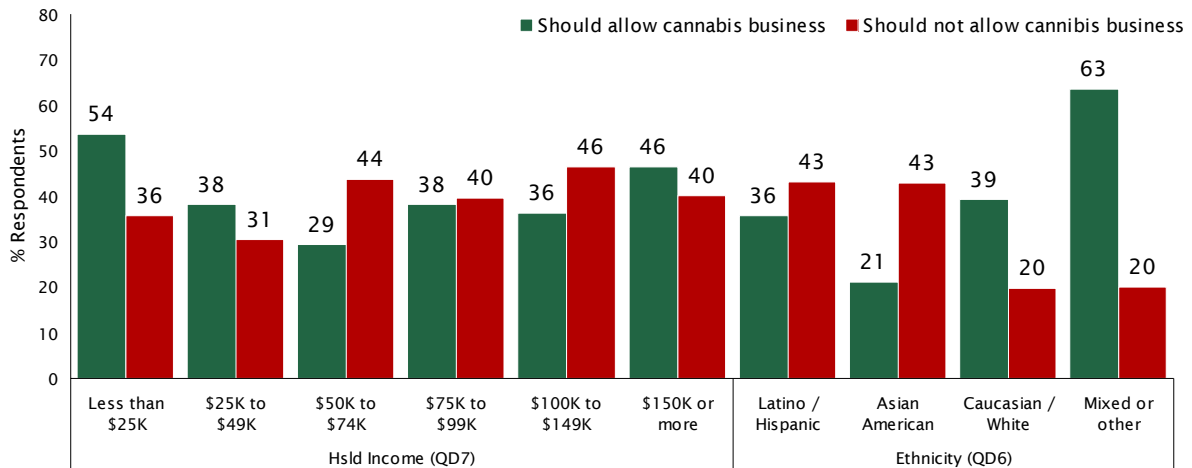
**FIGURE 18 ALLOW CANNABIS BUSINESS BY YEARS IN PICO RIVERA, HOME OWNERSHIP STATUS, CHILD IN HSLD & OVERALL SATISFACTION**



**FIGURE 19 ALLOW CANNABIS BUSINESS BY AGE & SURVEY LANGUAGE**



**FIGURE 20 ALLOW CANNABIS BUSINESS BY HSLD INCOME & ETHNICITY**

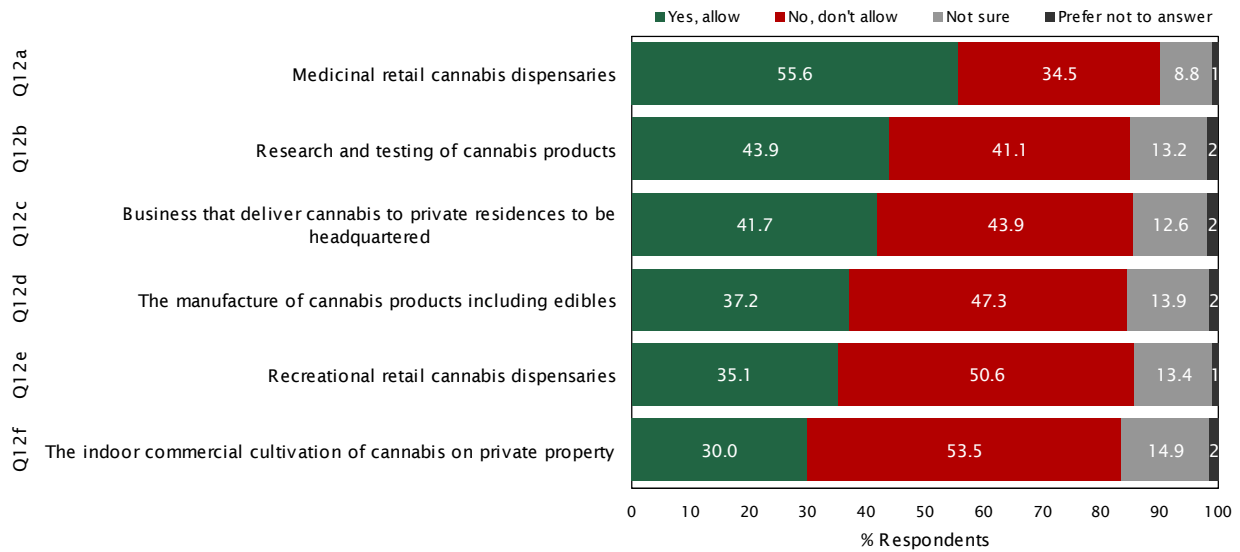


**OPINION BY TYPE OF CANNABIS BUSINESS** The next question assessed whether opinions of cannabis businesses vary based on the *type* of operation (cultivation, manufacturing, research and testing, distribution, and delivery). Figure 21 shows that the majority of all respondents were in favor of allowing medicinal retail cannabis dispensaries to operate in the City (56%). Opinions were fairly evenly split regarding allowing businesses that research and test cannabis products (44%) and that deliver cannabis products to private residences (42%) to be headquartered in Pico Rivera. For the remaining types of businesses, those that favored allowing the business to operate in the City were outnumbered by those who opposed. Specifically, less than four-in-ten respondents favored allowing businesses that manufacture cannabis products including edibles (37%), recreational cannabis dispensaries (35%), and the indoor cultivation of cannabis on private property (30%) in Pico Rivera.

For the interested reader, Table 7 shows how the percentage who supported allowing specific types of cannabis businesses in Pico Rivera varied according to their *overall* opinion of cannabis businesses operating in the City and their overall satisfaction with the City’s performance in providing municipal services.

**Question 12** *There are different types of cannabis businesses. In your opinion, should the City allow a limited number of: ----- within the city?*

**FIGURE 21 SUPPORT FOR ALLOWING SPECIFIC TYPES OF CANNABIS BUSINESS**



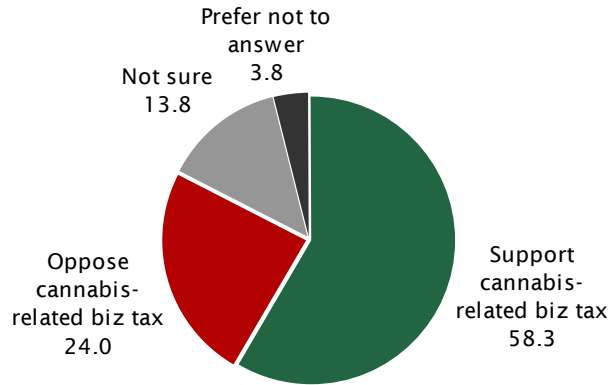
**TABLE 7 SUPPORT FOR ALLOWING SPECIFIC TYPES OF CANNABIS BUSINESS BY OVERALL OPINION OF CANNABIS BUSINESS IN CITY & OVERALL SATISFACTION (SHOWING % YES)**

	Opinion of Cannabis Biz in City (Q11)			Overall Satisfaction (Q4)	
	Should allow	Should not allow	Not sure / Depends	Satisfied	Dissatisfied
Medicinal retail cannabis dispensaries	96.8	18.3	58.6	56.0	51.1
Research and testing of cannabis products	81.7	12.6	40.6	43.8	44.2
Business that deliver cannabis to private residences to be headquartered	82.1	9.9	35.0	41.4	40.5
The manufacture of cannabis products including edibles	79.8	8.4	21.1	35.9	37.9
Recreational retail cannabis dispensaries	83.4	1.5	17.8	34.9	35.3
The indoor commercial cultivation of cannabis on private property	64.4	5.9	18.2	31.2	26.7

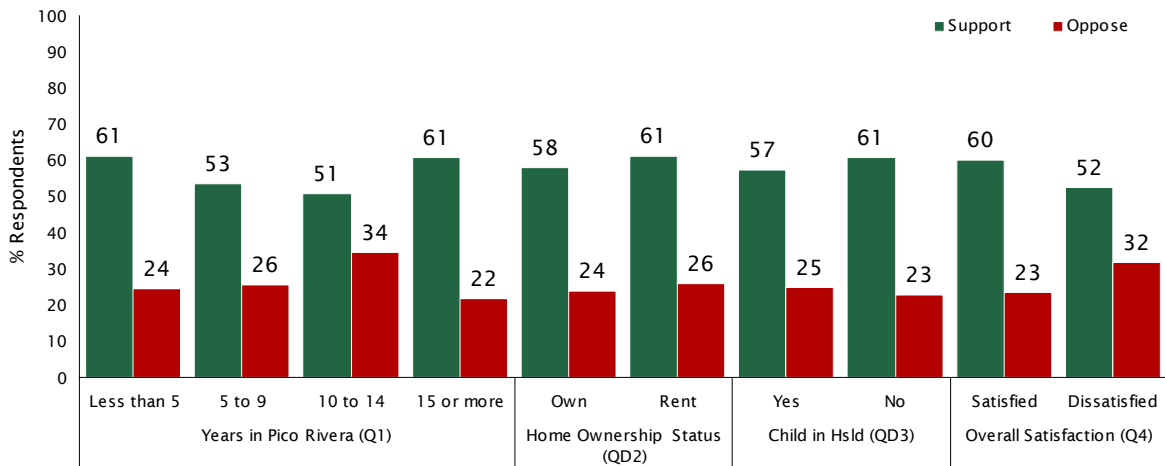
**SPECIAL TAX FOR CANNABIS BUSINESSES** The final question in this series asked residents if, assuming cannabis businesses were allowed in Pico Rivera, they would support or oppose the City establishing a special tax for cannabis-related businesses to help pay for city services and the cost of regulating cannabis businesses. Overall, a clear majority of residents (58%) indicated they would support a special tax on cannabis businesses if they were allowed in Pico Rivera, whereas 24% opposed the concept of taxing cannabis businesses and 17% were unsure or unwilling to share their opinion (Figure 22). Although support for taxing cannabis business ranged between 46% and 77% across subgroups, it is striking that the percentage who supported taxing cannabis businesses exceeded the percentage who opposed in every identified subgroup (see Figures 23-25).

**Question 13** *If cannabis businesses were allowed in Pico Rivera, would you support or oppose the City establishing a special tax for cannabis-related businesses to help pay for city services and the cost of regulating cannabis businesses?*

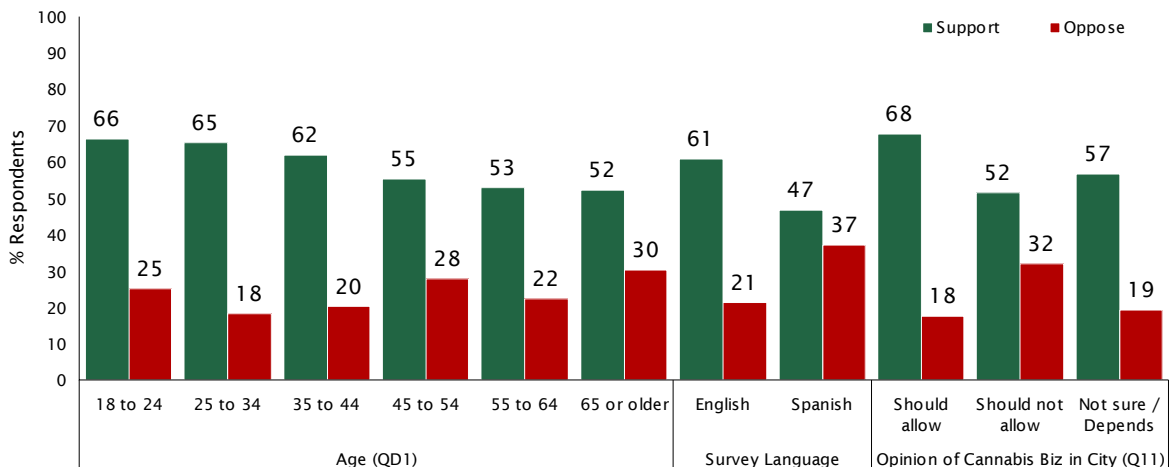
**FIGURE 22 SUPPORT OF SPECIAL TAX FOR CANNABIS-RELATED BUSINESS**



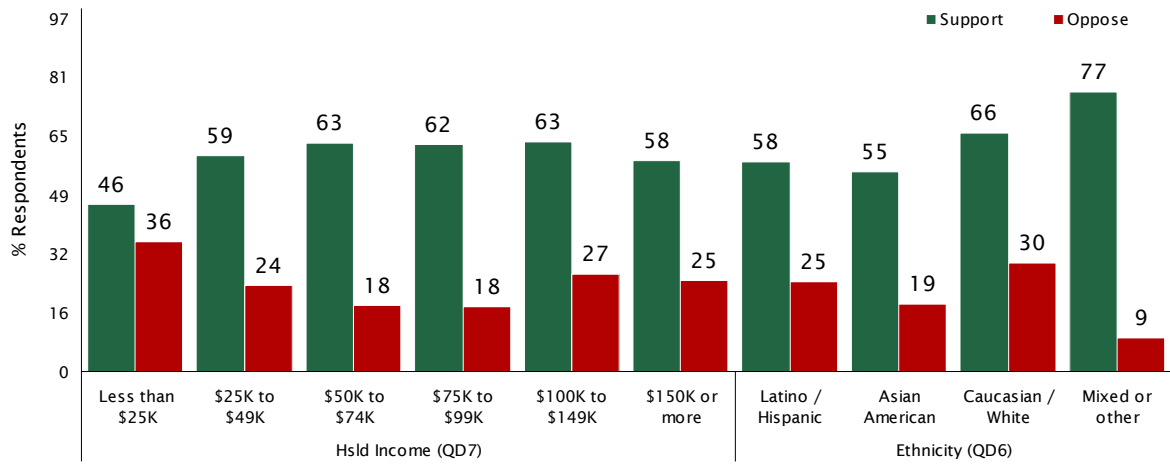
**FIGURE 23 SUPPORT OF SPECIAL TAX FOR CANNABIS-RELATED BUSINESS BY YEARS IN PICO RIVERA, HOME OWNERSHIP STATUS, CHILD IN HSLD & OVERALL SATISFACTION**



**FIGURE 24 SUPPORT OF SPECIAL TAX FOR CANNABIS-RELATED BUSINESS BY AGE, SURVEY LANGUAGE & OPINION OF CANNABIS BUSINESS IN CITY**



**FIGURE 25 SUPPORT OF SPECIAL TAX FOR CANNABIS-RELATED BUSINESS BY HSLD INCOME & ETHNICITY**



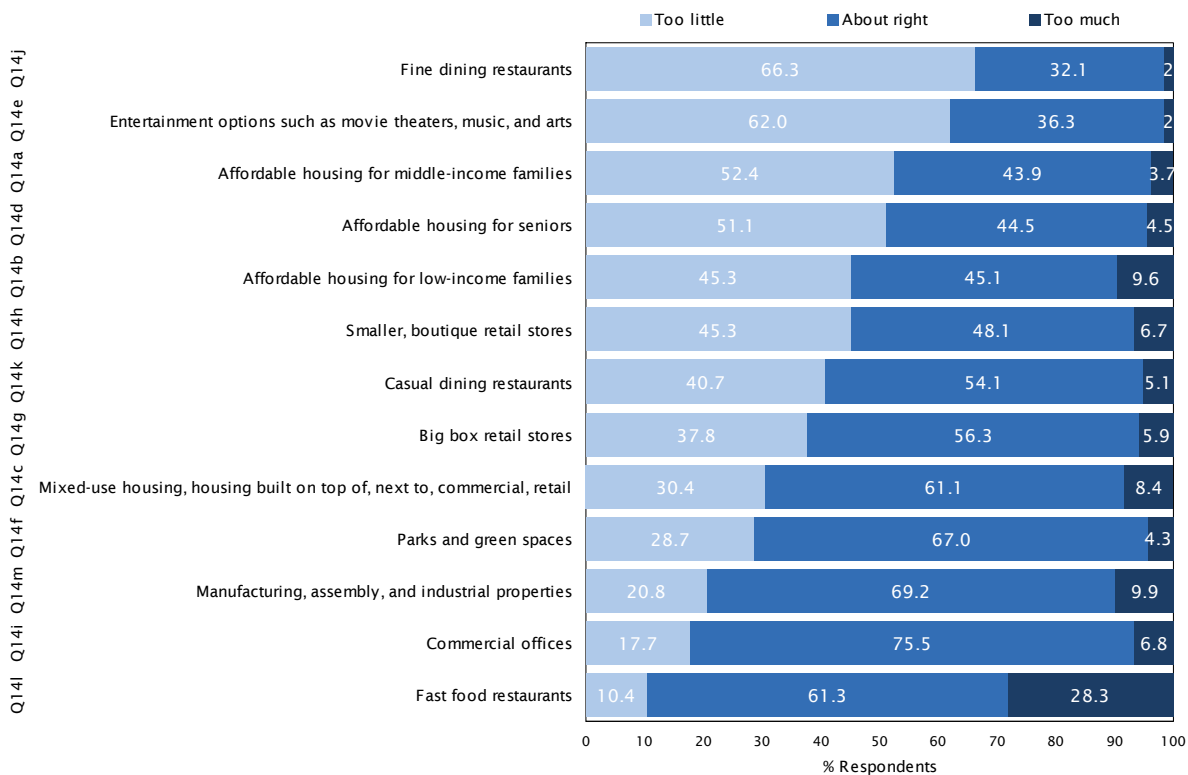
## LAND USE, HOUSING & AMENITIES

Issues of land use, housing, and community amenities are often “hot topics” for residents in southern California. Whether it be an interest in more affordable housing, concerns about growth and development, a desire to attract better jobs, dining, and shopping opportunities to the community, or a perceived need for community spaces and amenities, residents typically have strong opinions when it comes to the types of development and redevelopment that are appropriate for their community. Recognizing the importance of these topics, the 2021 survey offered Pico Rivera residents the opportunity to share their perspectives.

**BUILDING TYPES** The first question in this series sought to profile how residents view different types of buildings and land uses in the Pico Rivera. After explaining that there are a number of properties in the City of Pico Rivera that have yet to be developed, as well as existing properties that can be redeveloped or rezoned to serve a different purpose, respondents were presented with the building types shown on the left of Figure 26 and asked—for each type—whether there is currently too much, about the right amount, or too little in Pico Rivera.

**Question 14** *There are properties in Pico Rivera that have yet to be developed, as well as properties that may be redeveloped or rezoned in the future for a different purpose. To help the City plan for the future, it's helpful to know how residents view the current mix buildings and spaces in the city. As I read the following list of items, please tell me whether you feel there is currently too much, about the right amount, or too little of this item in Pico Rivera.*

**FIGURE 26 OPINION OF BUILDING TYPES AND LAND USES IN CITY**





As expected, residents expressed quite different opinions depending on the *type* of building and land use being considered. More than half of residents indicated that there is currently not enough fine dining restaurants (66% too little), entertainment options such as movie theaters, music, and arts (62%), affordable housing for middle-income families (52%), and affordable housing for seniors (51%). Many also viewed a deficiency in the amount of affordable housing for low-income families (45%), smaller, boutique retail stores (45%), casual dining restaurants (41%), and big box retail stores (38%).

Although the most common response for the remaining types of developments was that the current amount is about right, among those who felt the balance was not right there was still a tendency to view too little rather than too much of a particular type of development. This was the case for mixed-use housing (30% too little vs. 8% too much), parks and green spaces (29% vs. 4%), manufacturing, assembly and industrial properties (21% vs. 10%), and commercial offices (18% vs. 7%). Only one building type—fast food restaurants—had more respondents say there were too many (28%) than too few (10%) in Pico Rivera.

For the interested reader, Tables 8 and 9 show how the percentage of residents who perceived too little of each type of development in Pico Rivera varied by overall satisfaction with the City’s performance, presence of a child in the home, length of residence, and age. To ease comparisons, the building and land use types with the highest percentage of respondents indicating there are too few in Pico Rivera are highlighted in green for each subgroup.

**TABLE 8 OPINION OF BUILDING TYPES AND LAND USES IN CITY BY OVERALL SATISFACTION, CHILD IN HSLD & YEARS IN PICO RIVERA (SHOWING % TOO LITTLE)**

	Overall Satisfaction (Q4)		Child in HslD (QD3)		Years in Pico Rivera (Q1)			
	Satisfied	Dissatisfied	Yes	No	Less than 5	5 to 9	10 to 14	15 or more
Fine dining restaurants	64.0	71.3	72.8	62.0	63.6	62.1	70.7	66.8
Entertainment options such as movie theaters, music, arts	58.8	67.7	66.7	59.1	70.6	66.4	67.2	58.3
Affordable housing for middle-income families	53.9	50.6	53.4	51.7	46.5	58.8	41.3	54.4
Affordable housing for seniors	52.2	48.7	46.3	54.1	39.6	41.2	46.3	55.9
Affordable housing for low-income families	47.1	44.0	40.5	48.6	39.5	42.6	34.4	48.8
Smaller, boutique retail stores	43.3	52.0	45.5	44.4	52.1	50.6	37.6	44.0
Casual dining restaurants	40.0	43.3	46.0	38.6	38.0	42.8	49.5	39.3
Big box retail stores	34.4	44.4	46.5	31.8	31.2	37.4	35.5	39.5
Mixed-use housing - which is housing built on top of, or next to, commercial and retail stores	34.1	22.5	28.0	32.7	28.0	23.0	34.4	32.1
Parks and green spaces	26.4	33.9	22.9	33.1	34.0	30.5	42.7	25.1
Manufacturing, assembly, and industrial properties	21.8	20.4	21.1	20.4	13.0	15.4	17.9	24.2
Commercial offices	16.1	23.7	19.5	16.1	22.9	15.4	6.2	19.2
Fast food restaurants	7.5	16.9	12.7	8.9	10.1	9.3	17.1	9.7

**TABLE 9 OPINION OF BUILDING TYPES AND LAND USES IN CITY BY AGE (SHOWING % TOO LITTLE)**

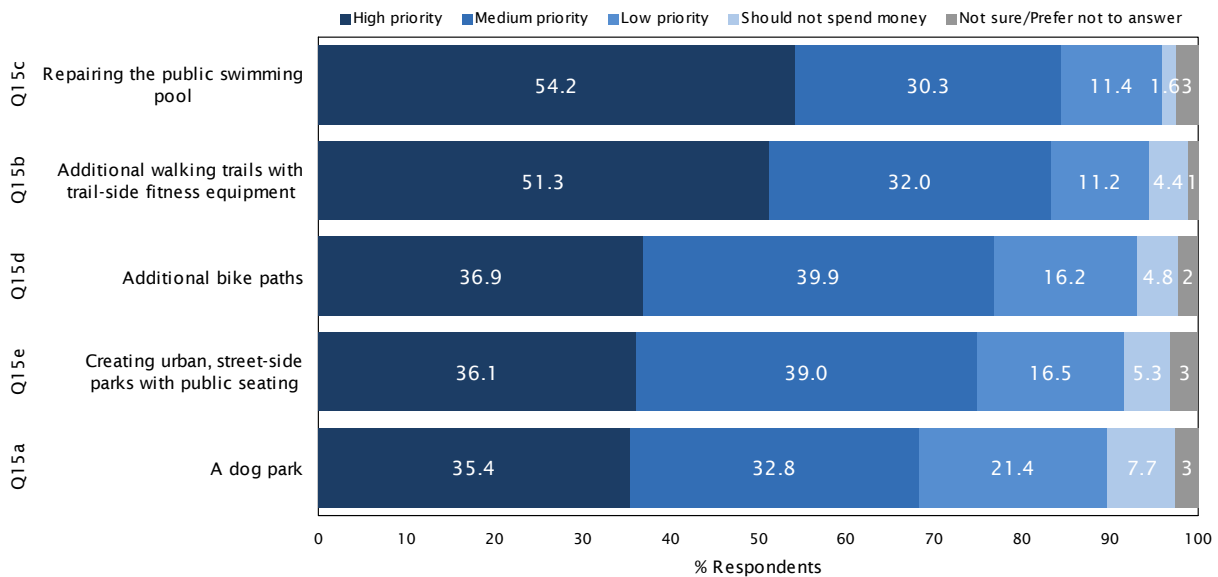
	Age (QD1)					
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older
Fine dining restaurants	60.9	64.7	77.9	71.2	67.7	54.8
Entertainment options such as movie theaters, music, arts	63.5	57.5	77.4	67.8	50.4	54.5
Affordable housing for middle-income families	70.7	52.8	55.9	51.0	49.9	43.5
Affordable housing for seniors	48.0	42.5	39.8	44.0	63.7	65.1
Affordable housing for low-income families	85.6	45.8	34.2	38.0	35.8	43.2
Smaller, boutique retail stores	59.1	46.5	49.9	46.1	43.0	32.7
Casual dining restaurants	26.6	38.5	58.2	52.2	34.7	32.4
Big box retail stores	31.2	20.4	45.8	47.0	52.2	33.2
Mixed-use housing - which is housing built on top of, or next to, commercial and retail stores	34.9	33.5	29.1	32.6	39.7	19.1
Parks and green spaces	26.0	28.7	34.2	31.2	27.8	25.9
Manufacturing, assembly, and industrial properties	20.0	15.4	15.4	21.9	19.3	32.2
Commercial offices	29.3	18.5	12.9	22.1	17.7	10.8
Fast food restaurants	3.0	12.1	16.2	9.8	15.2	6.3

**COMMUNITY SPACES AND AMENITIES** Turning next to community spaces and amenities, Question 15 asked respondents whether each of the items shown on the left of Figure 27 should be a high, medium, or low priority for the City’s future—or if no money should be spent on the item. To encourage a sense of competition, respondents were instructed that not all of the items could be high priorities.

Among the amenities tested, repairing the public swimming pool had the highest percentage of respondents rate the item as a high or medium priority (85%), followed by additional walking trails with trail-side fitness equipment (83%), and additional bike paths (77%). Although still popular, a slightly smaller percentage of Pico Rivera residents rated creating urban, street-side parks with public seating (75%) and a dog park (68%) as a high or medium priority. Tables 10 and 11 show how the percentage of respondents who rated an item as a *high* priority varied across sub-groups of Pico Rivera residents.

**Question 15** *Thinking about community spaces and amenities, should \_\_\_\_\_ be a high priority, medium priority, or low priority for the City's future?*

**FIGURE 27 PRIORITY OF COMMUNITY SPACES, AMENITIES**



**TABLE 10 PRIORITY OF COMMUNITY SPACES, AMENITIES BY OVERALL SATISFACTION, CHILD IN HSLD & YEARS IN PICO RIVERA (SHOWING % HIGH)**

	Overall Satisfaction (Q4)		Child in HslD (QD3)		Years in Pico Rivera (Q1)			
	Satisfied	Dissatisfied	Yes	No	Less than 5	5 to 9	10 to 14	15 or more
Repairing the public swimming pool	52.3	56.6	59.4	50.5	46.2	48.4	53.7	56.7
Additional walking trails with trail-side fitness equipment	50.1	55.9	55.6	47.7	50.2	64.3	47.9	48.9
Additional bike paths	36.5	43.7	38.8	35.2	39.4	42.8	34.8	35.3
Creating urban, street-side parks with public seating	38.7	34.5	41.8	32.8	35.5	42.3	33.6	35.1
A dog park	37.2	35.4	31.5	38.7	37.0	38.6	33.3	34.7

**TABLE 11 PRIORITY OF COMMUNITY SPACES, AMENITIES AGE (SHOWING % HIGH)**

	Age (QD1)						Survey Language	
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older	English	Spanish
Repairing the public swimming pool	45.0	42.7	61.8	61.7	47.1	61.1	54.2	54.3
Additional walking trails with trail-side fitness equipment	50.0	62.0	51.9	58.8	46.6	38.9	50.4	55.7
Additional bike paths	40.2	51.2	41.0	39.2	32.5	18.8	34.6	48.1
Creating urban, street-side parks with public seating	50.4	38.9	38.8	42.0	24.0	27.4	33.5	48.4
A dog park	47.3	41.8	37.5	36.2	34.6	21.4	35.2	36.7

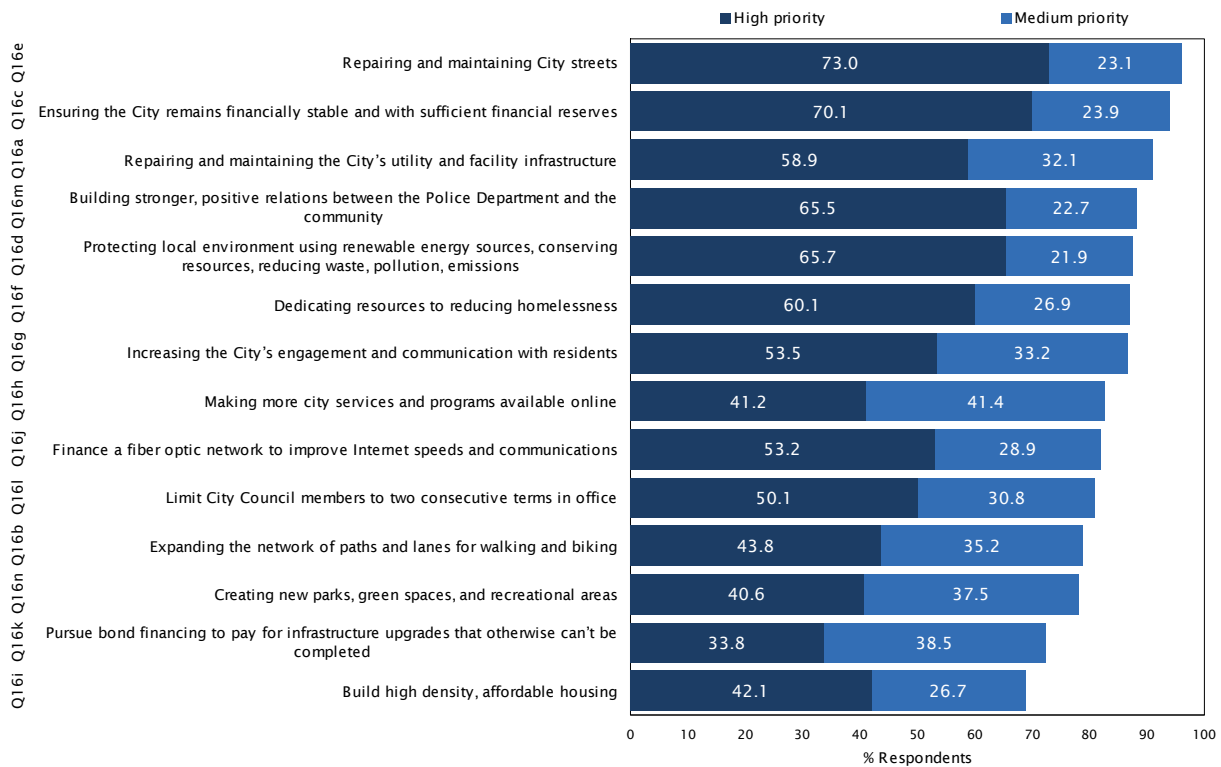
## STRATEGIC PRIORITIES

The City of Pico Rivera is in the process of updating its Strategic Plan, which will guide the City's future decisions on a variety of topics that affect the quality of life in the City including economic development, public safety, parks and recreation, and land use. To help inform the Strategic Plan, the 2021 survey included a question series examining proposed priorities for the future of Pico Rivera.

The format of Question 16 was straightforward: respondents were asked whether each item shown in Figure 28 should be a high, medium, or low priority for Pico Rivera's future. To encourage a sense of competition, respondents were instructed that not all of the items could be high priorities. The items are sorted from high to low in the figure based on the percentage of respondents who indicated that an item was at least a *medium* priority.

**Question 16** *The City of Pico Rivera is in the process of updating its Strategic Plan. The Strategic Plan will guide the City's future decisions on a variety of topics that affect the quality of life in Pico Rivera. As I read each of the following items, please indicate whether you think the item should be a high priority, a medium priority, or a low priority for Pico Rivera's future. If you feel the item should not be part of Pico Rivera's future, just say so. Please keep in mind that not all of the items can be high priorities.*

**FIGURE 28 STRATEGIC PRIORITIES**



Although *all* of the items tested were viewed as a high or medium priority for the City’ future by at least two-thirds of respondents, repairing and maintaining city streets was viewed as the highest priority (96% high or medium priority), followed by ensuring the City remains financially stable with sufficient financial reserves (94%), repairing and maintaining the City’s utility and facility infrastructure (91%), building stronger, positive relations between the Police Department and the community (88%), protecting the local environment using renewable energy sources (88%), dedicating resources to reduce homelessness (87%), and increasing the City’s engagement and communication with residents (87%). Tables 12 and 13 how show the percentage that rated each item as a high priority varied across subgroups of Pico Rivera residents, with the top five items in each subgroup highlighted green to ease comparisons.

**TABLE 12 STRATEGIC PRIORITIES BY OVERALL SATISFACTION, CHILD IN HSLD & YEARS IN PICO (SHOWING % HIGH PRIORITY)**

	Overall Satisfaction (Q4)		Child in HslD (QD3)		Years in Pico Rivera (Q1)			
	Satisfied	Dissatisfied	Yes	No	Less than 5	5 to 9	10 to 14	15 or more
Repairing and maintaining City streets	71.8	75.1	74.5	72.2	74.6	68.0	76.3	73.0
Ensuring the City remains financially stable and with sufficient financial reserves	72.5	67.8	71.6	70.3	79.1	61.7	64.8	70.8
Protecting local environment using renewable energy sources, conserving resources, reducing waste, pollution, emissions	70.2	60.3	62.6	68.1	70.7	65.5	63.4	64.8
Building stronger, positive relations between the Police Department and the community	65.6	67.0	68.1	62.5	72.5	61.6	63.8	65.1
Dedicating resources to reducing homelessness	64.8	54.5	64.0	56.8	63.8	58.4	57.4	60.3
Repairing and maintaining the City’s utility and facility infrastructure	61.2	60.6	54.9	62.0	65.0	54.9	57.7	58.5
Increasing the City’s engagement and communication with residents	51.6	60.9	54.2	51.8	59.1	49.8	52.3	53.1
Finance a fiber optic network to improve Internet speeds and communications	52.5	57.8	54.6	53.1	59.6	43.0	52.5	54.3
Limit City Council members to two consecutive terms in office	43.4	66.0	53.9	48.0	55.1	43.2	39.5	52.4
Expanding the network of paths and lanes for walking and biking	45.1	41.9	49.8	40.1	54.8	48.3	37.5	41.6
Build high density, affordable housing	44.2	39.4	36.8	45.6	44.4	36.8	36.5	44.0
Making more city services and programs available online	43.7	40.5	44.4	39.9	55.4	48.9	39.5	37.0
Creating new parks, green spaces, and recreational areas	42.0	40.5	43.7	38.4	50.7	43.7	40.5	37.9
Pursue bond financing to pay for infrastructure upgrades that otherwise can't be completed	35.9	33.4	33.8	34.7	37.3	31.3	35.4	33.3

**TABLE 13 STRATEGIC PRIORITIES AGE & SURVEY LANGUAGE (SHOWING % HIGH PRIORITY)**

	Age (QD1)						Survey Language	
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older	English	Spanish
Repairing and maintaining City streets	60.2	65.9	73.2	77.9	65.9	89.2	71.1	82.4
Ensuring the City remains financially stable and with sufficient financial reserves	61.2	64.1	73.8	69.3	70.6	78.4	69.0	75.1
Protecting local environment using renewable energy sources, conserving resources, reducing waste, pollution, emissions	89.8	61.0	61.0	63.5	62.1	64.8	61.4	86.6
Building stronger, positive relations between the Police Department and the community	58.4	51.7	63.6	72.7	70.2	74.6	62.6	79.9
Dedicating resources to reducing homelessness	76.0	57.3	61.0	63.7	60.1	50.0	59.4	63.5
Repairing and maintaining the City’s utility and facility infrastructure	53.9	55.6	60.6	62.9	55.4	62.8	56.0	73.1
Increasing the City’s engagement and communication with residents	44.0	50.9	46.8	58.2	56.7	58.3	48.0	80.5
Finance a fiber optic network to improve Internet speeds and communications	63.1	59.3	52.2	54.5	46.6	47.2	49.8	69.7
Limit City Council members to two consecutive terms in office	33.5	44.9	57.7	55.7	62.5	45.2	49.1	55.1
Expanding the network of paths and lanes for walking and biking	34.2	49.6	37.7	47.6	41.9	48.0	39.8	63.2
Build high density, affordable housing	73.6	42.0	30.4	30.2	42.1	45.5	37.5	64.6
Making more city services and programs available online	53.3	41.3	40.0	45.8	40.1	32.4	38.3	55.2
Creating new parks, green spaces, and recreational areas	46.7	47.4	40.9	43.0	34.5	32.2	36.4	61.0
Pursue bond financing to pay for infrastructure upgrades that otherwise can't be completed	31.5	27.7	27.0	43.2	32.9	41.0	29.1	56.7

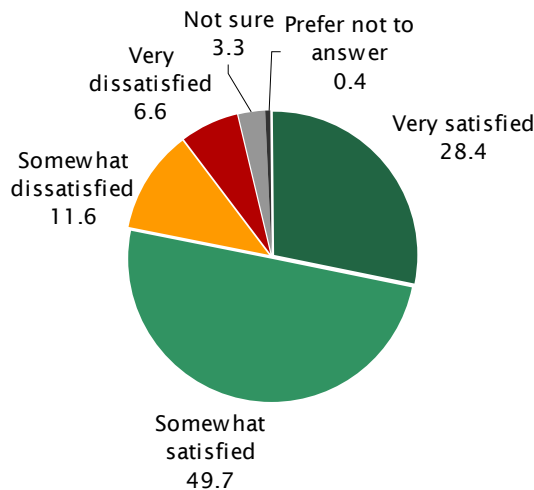
## COMMUNICATION

The importance of a city’s communication with its residents cannot be overstated. Much of a city’s success is shaped by the quality of information that is exchanged in both directions, from the city to the community and from the community to the city. This study is just one example of Pico Rivera’s efforts to enhance the information flow to the City to better understand the community’s concerns, perceptions, and needs. Some of Pico Rivera’s many efforts to communicate with its residents include its newsletters, timely press releases, social media posts, and its website. The following section presents the results of several communication-related questions.

**SATISFACTION WITH COMMUNICATION** Question 17 asked Pico Rivera residents to report their satisfaction with city-resident communication. Overall, 78% of respondents indicated they were satisfied with the City’s efforts to communicate with residents through newsletters, the Internet, social media, and other means. The remaining respondents were either dissatisfied with the City’s efforts in this respect (18%), unsure of their opinion (4%), or unwilling to share their opinion (<1%).

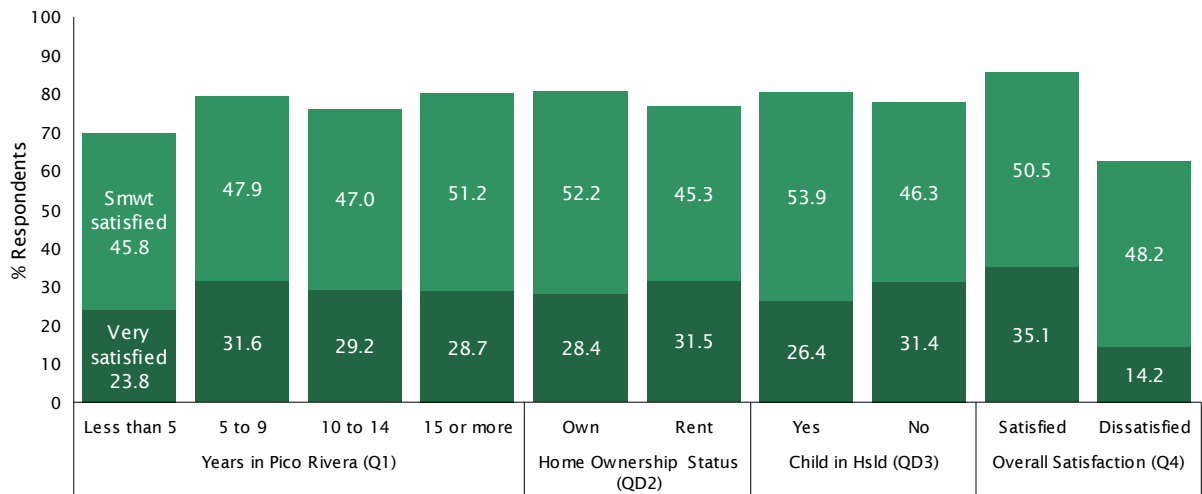
**Question 17** Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, social media, and other means?

FIGURE 29 SATISFACTION WITH COMMUNICATION

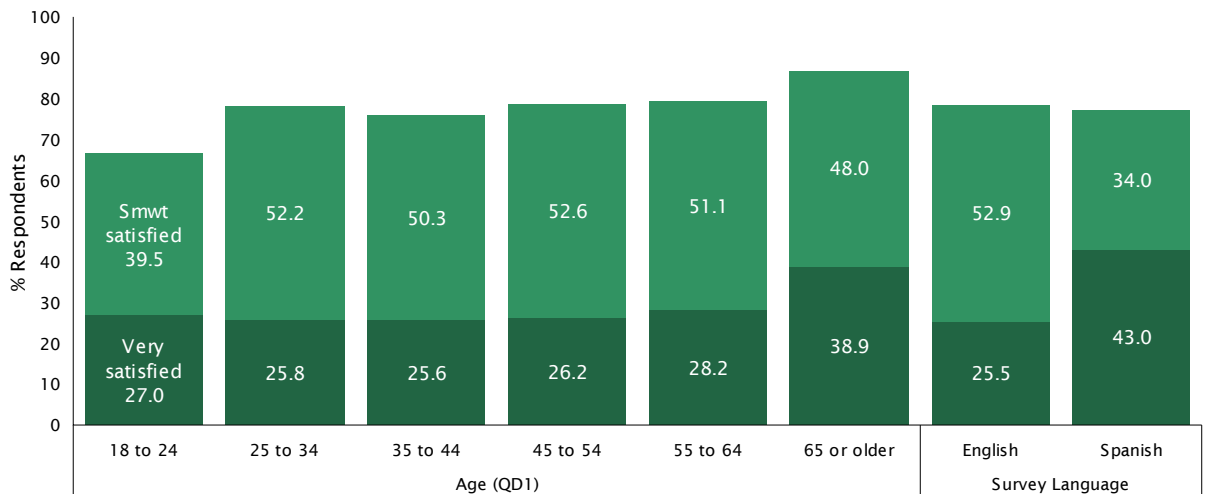


The next three figures display how satisfaction with the City’s efforts to communicate with residents varied across a number of demographic subgroups. Satisfaction with the City’s communication efforts varied somewhat across demographic subgroups, ranging between 61% and 87% at the extremes. It is also noteworthy that seniors and those generally satisfied with the City’s overall performance in providing municipal services were among the most satisfied subgroups with respect to the City’s communication efforts.

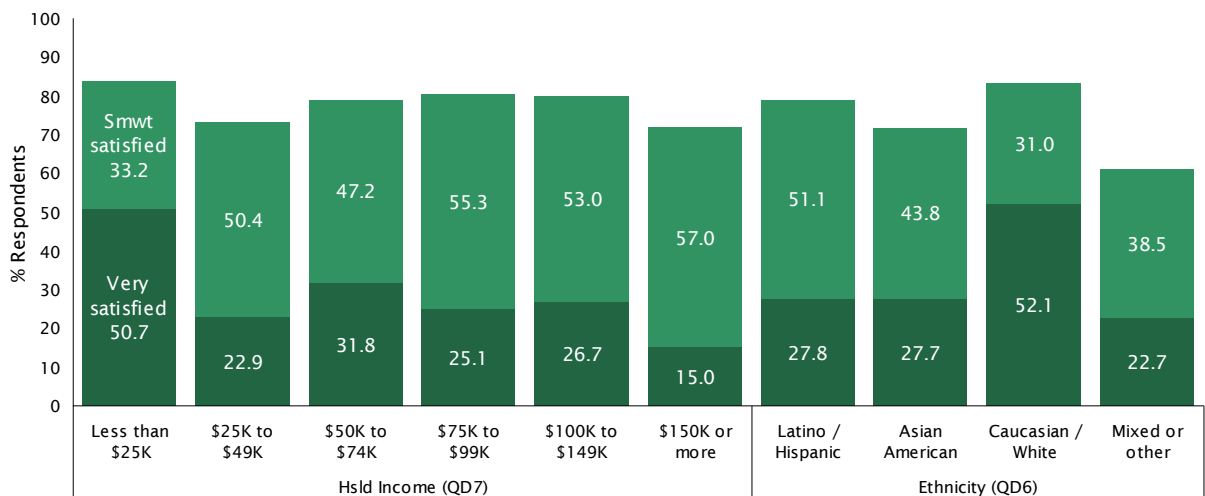
**FIGURE 30 SATISFACTION WITH COMMUNICATION BY YEARS IN PICO RIVERA, HOME OWNERSHIP STATUS, CHILD IN HSLD & OVERALL SATISFACTION**



**FIGURE 31 SATISFACTION WITH COMMUNICATION BY AGE & SURVEY LANGUAGE**



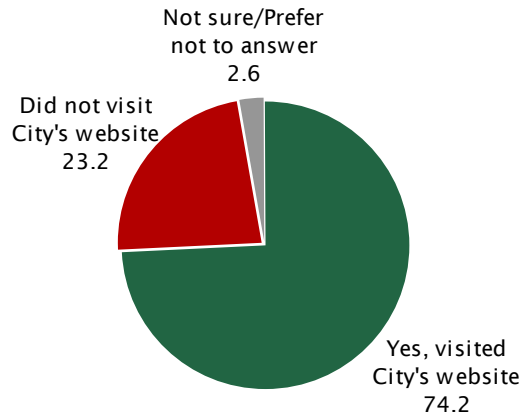
**FIGURE 32 SATISFACTION WITH COMMUNICATION BY HSLD INCOME & ETHNICITY**



**EXPOSURE TO CITY COMMUNICATIONS** All respondents were next asked if, in the 12 months prior to the survey, they had visited the City of Pico Rivera’s website, read the City’s newsletter, and/or viewed the City’s social media posts. As shown in Figure 33, approximately three-quarters of all respondents (74%) indicated that they had visited the City’s website, read the City’s newsletter, and/or viewed the City’s social media posts during the period of interest.

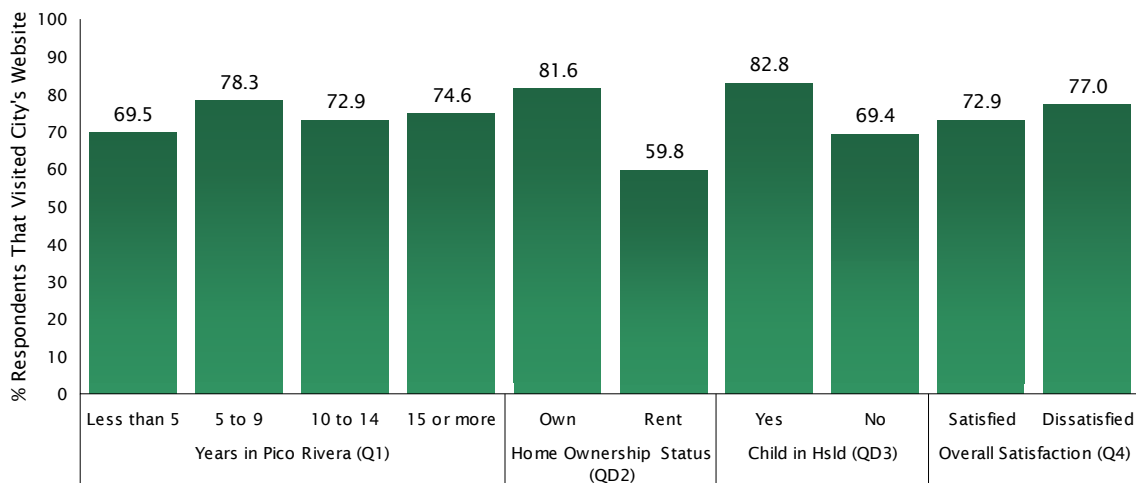
**Question 18** *In the past 12 months, have you visited the City of Pico Rivera's website, read the City's newsletter, or viewed the City's social media posts?*

**FIGURE 33 EXPOSURE TO CITY’S WEBSITE, NEWSLETTER, AND/OR SOCIAL MEDIA POSTS**

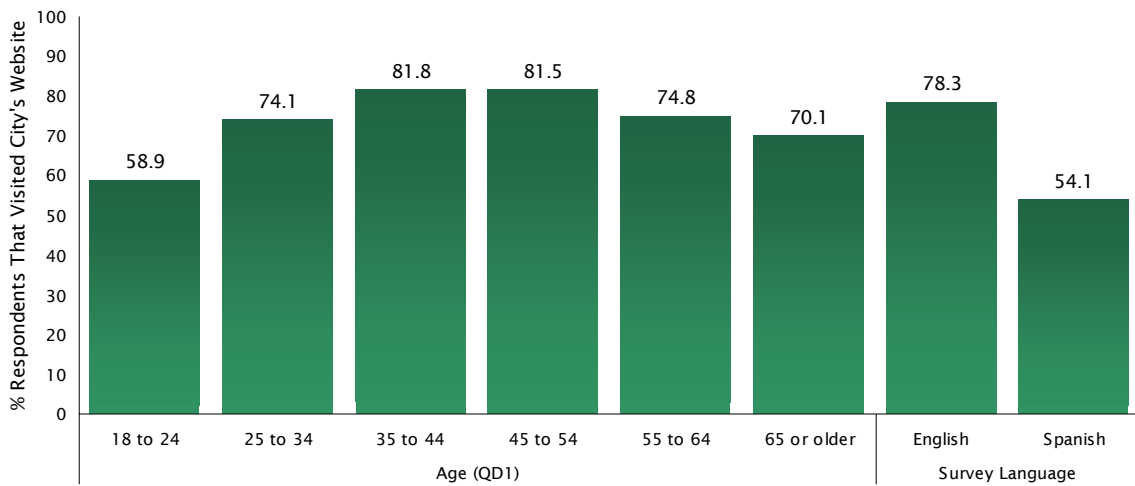


More than half of respondents in every subgroup recalled being exposed to communications from the City of Pico Rivera during the 12 months preceding the interview, although recalled exposure was most prevalent among home owners, those with a child in the home, respondents between 35 and 54 years of age, those who completed the survey in English, high income households, and individuals of mixed ethnic identities (see Figures 34-36).

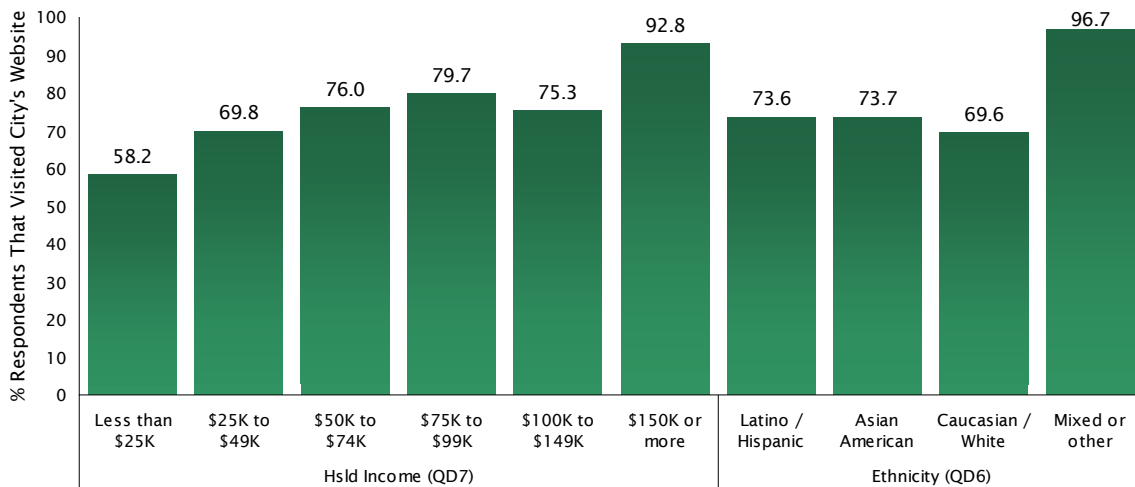
**FIGURE 34 EXPOSURE TO CITY’S WEBSITE, NEWSLETTER, AND/OR SOCIAL MEDIA POSTS BY YEARS IN PICO RIVERA, HOME OWNERSHIP STATUS & OVERALL SATISFACTION**



**FIGURE 35 EXPOSURE TO CITY’S WEBSITE, NEWSLETTER, AND/OR SOCIAL MEDIA POSTS BY AGE & SURVEY LANGUAGE**



**FIGURE 36 EXPOSURE TO CITY’S WEBSITE, NEWSLETTER, AND/OR SOCIAL MEDIA POSTS BY HSLD INCOME & ETHNICITY**

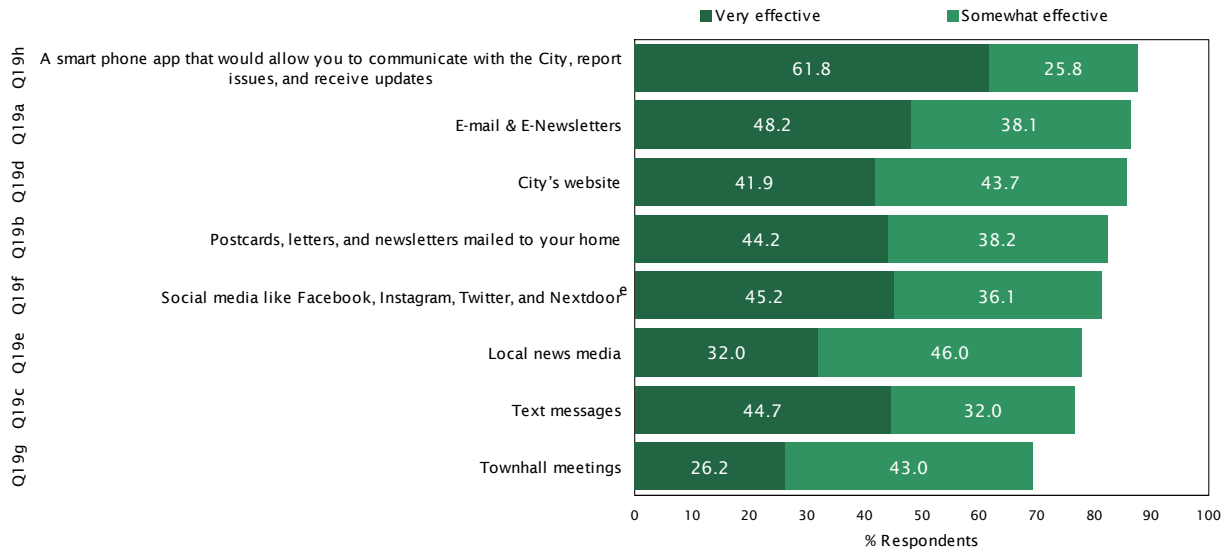


**COMMUNICATION PREFERENCES** The final substantive question of the survey presented residents with the methods shown to the left of Figure 37 and asked if each would be an effective way for the City to communicate with them. Overall, respondents indicated that a smart phone app that would allow residents to communicate with the City, report issues, and receive updates would be the most effective method (88% very or somewhat effective), followed by email and electronic newsletters (86%), the City’s website (86%), postcards, letters, and newsletters mailed to your home (82%), and social media (81%). Although still perceived to be at least somewhat effective by at least two-thirds of respondents, when compared to the other methods tested respondents were somewhat less apt to rate Townhall meetings (69%), text messages (77%), and local news media coverage (78%) as very or somewhat effective ways for the City to communicate with them.



**Question 19** As I read the following ways that the City of Pico Rivera can communicate with residents, I'd like to know if you think they would be very effective, somewhat effective, or not an effective way for the City to communicate with you.

**FIGURE 37 EFFECTIVENESS OF COMMUNICATION METHODS**



Tables 14 and 15 show how the percentage of residents that rated each communication method as *very effective* varied by demographic traits. It is noteworthy that even among seniors, digital forms of communication (smart phone app, email, electronic newsletters) were viewed as the most effective ways for the City to communicate.

**TABLE 14 EFFECTIVENESS OF COMMUNICATION METHODS BY OVERALL SATISFACTION, CHILD IN HSLD & YEARS IN PICO RIVERA (SHOWING % VERY EFFECTIVE)**

	Overall Satisfaction (Q4)		Child in HslD (QD3)		Years in Pico Rivera (Q1)			
	Satisfied	Dissatisfied	Yes	No	Less than 5	5 to 9	10 to 14	15 or more
A smart phone app that would allow you to communicate with the City, report issues, and receive updates	63.1	61.9	69.1	58.1	63.6	65.8	70.3	59.2
E-mail & E-Newsletters	51.0	42.1	54.3	45.6	43.8	59.8	61.0	44.7
Social media like Facebook, Instagram, Twitter, and Nextdoor	47.5	41.9	58.5	38.0	42.1	55.2	44.1	44.2
Text messages	45.8	43.9	49.6	42.7	49.4	52.0	50.4	41.5
Postcards, letters, and newsletters mailed to your home	46.8	39.7	48.0	42.2	49.7	40.4	37.3	44.7
City's website	46.0	33.7	47.4	39.9	42.6	48.4	40.1	40.6
Local news media	32.1	33.3	34.9	31.3	33.7	42.1	33.8	29.0
Townhall meetings	28.8	23.0	33.4	21.2	29.7	26.5	24.4	25.3

**TABLE 15 EFFECTIVENESS OF COMMUNICATION METHODS BY AGE & SURVEY LANGUAGE (SHOWING % VERY EFFECTIVE)**

	Age (QD1)						Survey Language	
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 or older	English	Spanish
A smart phone app that would allow you to communicate with the City, report issues, and receive updates	64.6	68.3	75.6	61.9	52.0	52.3	61.7	62.4
E-mail & E-Newsletters	34.6	38.6	57.4	54.7	52.0	52.3	46.0	58.9
Social media like Facebook, Instagram, Twitter, and Nextdoor	62.8	50.3	54.9	49.1	36.3	27.9	43.8	52.4
Text messages	42.1	42.5	54.6	49.7	44.6	36.7	41.0	62.8
Postcards, letters, and newsletters mailed to your home	50.7	42.2	38.6	40.0	46.8	49.7	42.1	54.5
City's website	52.8	34.6	36.1	45.7	46.8	41.7	38.4	59.1
Local news media	29.7	25.9	29.8	36.5	36.5	32.7	29.3	45.1
Townhall meetings	15.8	26.3	32.2	26.6	29.1	21.9	22.7	43.4



# BACKGROUND & DEMOGRAPHICS

**TABLE 16 DEMOGRAPHICS OF SAMPLE**

<i>Total Respondents</i>	483
<b>Years in Pico Rivera (Q1)</b>	
Less than 5	12.3
5 to 9	13.7
10 to 14	10.5
15 or more	63.1
Prefer not to answer	0.4
<b>Age (QD1)</b>	
18 to 24	11.8
25 to 34	18.5
35 to 44	16.9
45 to 54	17.4
55 to 64	14.6
65 or older	18.6
Prefer not to answer	2.2
<b>Home Ownership Status (QD2)</b>	
Own	63.4
Rent	29.5
Prefer not to answer	7.0
<b>Child in Hsld (QD3)</b>	
Yes	39.1
No	56.2
Prefer not to answer	4.7
<b>Employment Status (QD4)</b>	
Full-time	51.0
Part-time	8.4
Self-employed	5.8
Student	5.0
Home-maker	3.0
Retired	17.2
Prefer not to answer	9.6
<b>Gender (QD5)</b>	
Male	47.9
Female	50.0
Prefer not to answer	2.1
<b>Ethnicity (QD6)</b>	
Latino / Hispanic	88.9
Asian American	3.3
Caucasian / White	3.8
Mixed or other	3.6
Prefer not to answer	0.4
<b>Hsld Income (QD7)</b>	
Less than \$25K	12.5
\$25K to \$49K	16.5
\$50K to \$74K	23.2
\$75K to \$99K	15.2
\$100K to \$149K	14.3
\$150K or more	8.0
Prefer not to answer	10.4
<b>Survey Language</b>	
English	83.0
Spanish	17.0

Table 16 presents the key demographic information collected during the survey. Although 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, it was also a means to ensure that the resulting sample matched the profile of Pico Rivera's adult resident population on key characteristics.



## M E T H O D O L O G Y

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

**QUESTIONNAIRE DEVELOPMENT** Dr. McLarney of True North Research worked closely with the City of Pico Rivera to develop a questionnaire that covered the topics of interest and avoided many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects, and priming. Several questions included multiple individual items. Because asking items in a set order can lead to a systematic position bias in responses, the items were asked in a random order for each respondent.

Some questions asked in this study were presented only to a subset of respondents. For example, only respondents who indicated they visit businesses outside of the City that they would like to have available in Pico Rivera (Question 9) were asked to name the specific businesses they would like to have available locally (Question 10). The questionnaire included with this report (see *Questionnaire & Toplines* on page 46) identifies the skip patterns used during the interview to ensure that each respondent received the appropriate questions.

**PROGRAMMING, PRE-TEST & TRANSLATION** Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist interviewers when conducting the telephone interviews. The CATI program automatically navigates the skip patterns, randomizes the appropriate question items, and alerts interviewers to certain types of keypunching mistakes should they happen during the interview. The survey was also programmed into a passcode-protected online survey application to allow online participation for sampled residents. The integrity of the questionnaire was pre-tested internally by True North and by dialing into random homes in the City prior to formally beginning the survey. The final questionnaire was also professionally translated into Spanish in order to allow for data collection in English and Spanish according to the preference of the respondent.

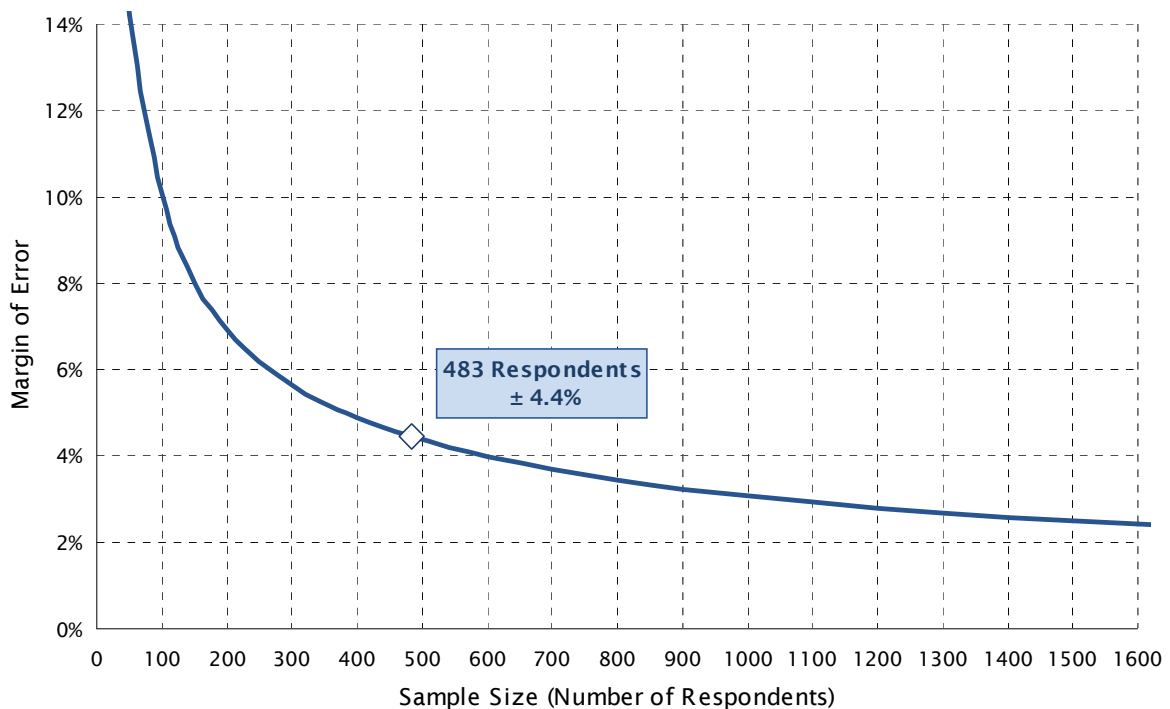
**SAMPLE, RECRUITING & DATA COLLECTION** A comprehensive database of Pico Rivera households was utilized for this study, ensuring that all households in Pico Rivera had the opportunity to be selected to participate in the survey. Once selected at random, contact information was appended to each record including email addresses and telephone numbers for adult residents. Individuals were subsequently recruited to participate in the survey through multiple recruiting methods. Using a combination of email and text invitations, sampled residents were initially invited to participate in the survey online at a secure, passcode-protected website designed and hosted by True North. Each individual was assigned a unique passcode to ensure that only Pico Rivera residents who received an invitation could access the online survey site, and that the survey could be completed only one time per passcode. An email reminder notice was also sent to encourage participation among those who had yet to take the survey. Following a period of online data collection, True North placed telephone calls to land lines and cell phone numbers of sampled residents that had yet to participate in the online survey or for whom only telephone contact information was available.

Telephone interviews averaged 20 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 483 completed surveys were gathered online and by telephone between September 15 and September 30, 2021.

**MARGIN OF ERROR DUE TO SAMPLING** The results of the survey can be used to estimate the opinions of all adult residents in the City. Because not every adult resident of the City participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 483 adult residents for a particular question and what would have been found if all of the estimated 47,947 adult residents<sup>4</sup> had been interviewed.

Figure 38 provides a plot of the *maximum* margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response. For this survey, the maximum margin of error is  $\pm 4.4\%$  for questions answered by all 483 respondents.

**FIGURE 38 MAXIMUM MARGIN OF ERROR**



Within this report, figures and tables show how responses to certain questions varied by demographic characteristics such as length of residence and age of the respondent. Figure 38 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

4. Source: U.S. Census Bureau American Community Survey (ACS) estimate for July 2019.

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

**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 figures for a given question.