



Agenda Item #: _____



Staff Report

City of Manhattan Beach

TO: Honorable Mayor Tell and Members of the City Council

THROUGH: ^{OK} David N. Carmany, City Manager

FROM: Bruce Moe, Finance Director
Eden Serina, Budget Analyst 

DATE: November 1, 2011

SUBJECT: Consideration of City Council Work Plan Item Regarding Budget Review Process

RECOMMENDATION:

Staff recommends that the City Council adopt the suggested improvements to the budget process.

FISCAL IMPLICATION:

There are no fiscal implications associated with the recommended action.

BACKGROUND:

The City Council's Work Plan includes a review of the City's budget process. This report is intended to summarize the issues and seek Council approval of a process for fiscal year 2012-2013.

Policy-making capabilities of the City Council are strengthened by development of a strategic agenda to guide decision making, structuring the budget process so that the City Council understands the budget and feels that it addresses the goals and agreed-upon service levels. Incorporation of the annual calendar into the City's operating procedures is a cornerstone and helps coordinate long-range policy issues. Citizen input and expertise yields useful information affecting the City's major mission and policy choices.

DISCUSSION:

Constructing the City's annual budget is a process that starts in January with a staff budget kickoff meeting and culminates with the adoption of the budget by the City Council, generally at the first City Council meeting in June. During that five month process, staff diligently works analyzing current year revenue and expenditure trends, determining program needs, reviewing personnel rosters, developing program narratives for the budget document and creating detailed descriptions of each program expense which are input into the financial system for proper documentation (see Attachment "A" – Budget calendar for major milestones).

The Proposed Budget has traditionally been presented for City Council review at the second City Council meeting in May, at which time Finance discusses an overview of revenues, expenditures, major assumptions and cost items, and any other significant issues being addressed in the spending

plan. In the days following budget introduction, study sessions are held at which each operating department provides City Council and the public an overview of their programs and the associated budgets, typically with a focus on major expenditures or changes in funding levels. Departments also discuss select Performance Measurements and any major initiatives planned for the coming fiscal year.

Building the Budget

Before discussing the options for the Work Plan item, a review of the budget creation process may be helpful. From this, a sense of the effort and scrutiny may be established.

The process of creating the budget involves all departments and multiple staff members. After receiving direction from the City Manager in the budget kickoff, the departments internally hold meetings to review their spending patterns from the current year, analyze their program plans and needs for the upcoming year, identify areas of additional spend or savings, and create the text and financial detail of the expenditures in each “controllable” object (e.g. those items budgeted by the departments as opposed to those budgeted by Finance, including contract services, part time salaries, departmental supplies, etc.) emphasizing a bottom-up approach. Each department gives careful consideration to the City’s economic challenges and its ability to maintain a high level of service to its customers. This part of the process takes approximately five weeks to complete (some departments may start the process earlier if necessary).

At this time, each department’s baseline budget excludes any supplemental request by departments for additional staffing, equipment, service levels, vehicles, etc. Those supplemental requests are first submitted on a separate form that provides the rationale for the request as well as identifies all associated costs. These requests are vetted through Human Resources if personnel-related, Information Systems if technology-centric or Public Works if fleet-related. All non-technological purchase requests also go through Purchasing for cost verification. Once those reviews occur and any issues have been resolved, the requests are reviewed with the department head by the Finance Department and then the City Manager in the department review meetings. If the City Manager deems the request to be desirable, the amount is included in the proposed budget as presented to the City Council.

After the departments build their baseline budget, each department team meets individually with the Finance department (Director of Finance, Controller and Budget Analyst) to review each item line by line within the budget. The meetings begin with the department head providing a general overview for the upcoming year which may include significant program changes and goals. Then, program by program, each budgeted line-item is scrutinized and compared to the current year’s budgeted amount, year-end estimates and year-to-date actuals, and prior year actuals. Proper justification must be made for any significant changes in budgetary requests and any variances in the current year spending from the adopted budget. There are also discussions surrounding program initiatives for the upcoming year and any additional needs or savings. The Director of Finance, with the goals of each program in mind, directs necessary changes to the budget, and approves each line-item request. Supplemental requests are also addressed.

With the feedback from the Finance department, budgets are then revised and prepared for individual department meetings with the City Manager. Similar to the previous round of review meetings, the department head provides a general overview of the department and its goals for the upcoming year. Each program is then discussed as the City Manager examines the individual line-

item financials, which include the requested budget amount, current year budget, year-end estimate and year-to-date actuals, and prior year actuals. In-depth discussion of each program's goals and initiatives occurs, as well as cost effective alternatives to providing service. The City Manager directs necessary changes to the budget and approves the line-item detail. The City Manager also reviews the Supplemental requests and determines which will be included in the proposed budget.

Concurrent with the review meetings, departments assemble their respective narrative sections of the budget. Each department is broken down into its major programs and includes the following program information: description, goals, initiatives, staffing, performance measures and budget line-item detail. The Finance department also generates the revenue estimates with the assistance of relevant departments, and discusses the results separately with the City Manager. Salary and benefit costs, allocations and all other universal costs such as postage, telephone and utility expenses are generated by the Finance department. The Public Works department meets internally and then with Finance to generate the Capital Improvement Plan (CIP) which is included in the proposed budget document. Once the financials and narratives are completed, a draft of the proposed budget is created and submitted to the City Manager for review and input prior to generating a final version for City Council.

The proposed budget that is presented to City Council is the result of several iterations of careful examination of each individual line-item detail by the department, the Director of Finance and the City Manager. Changes to the budget from prior years are thoroughly discussed and challenged for proper justification. Throughout the budget process there are lengthy discussions involving the overall direction of each department, the purpose and goals of its programs, as well as any cost-efficient alternatives to providing services. It is these efforts as a whole that produce a sound, balanced budget that supports the City's high level of services provided to the community, reducing expenses wherever practical, meeting employee obligations and maintaining acceptable and appropriate reserves.

Recommendations for Public Input & Council Review

Having reviewed the existing budget process, staff has several recommendations in order to meet the City Council's Work Plan objectives for improved public input and City Council review of the budget:

Recommendation #1 - Provide for Public Input at the Beginning of the Budget Process

The current budget process provides for public input towards the end of the budget timeline mainly during budget study sessions. Staff recommends that additional public input be facilitated at the beginning of the process. This can be accomplished at a regularly scheduled City Council meeting, or a Strategic/Work Plan meeting, held in January. From this meeting, the City Council can receive public input on programs and services, and provide budgetary direction to staff at the beginning of the budget cycle. It is important to note that that the Strategic/Work Plan meeting be held early in the process so that staff may continue to meet the timelines for budget creation.

Recommendation #2 – Conduct a Statistically Valid Resident Survey

A planning tool used by the City in the past (but discontinued after 2006) was a statistically valid resident satisfaction survey (see Attachment “B” for 2006 report). The survey covered a series of questions designed to gauge residents’ satisfaction with City services, and track performance over time. It also provided for a number of current event type questions to measure the community’s sentiment (past topics included library, cable television, the Facilities Strategic Plan, etc.). Renewed use of the survey would provide a tool to gather data about program demand, program quality, level of service, or new services that are needed. The information can then be used to guide budgetary decisions.

The 2006 survey cost approximately \$22,000 and was conducted by True North Research. It involved 20 minute telephone interviews with 400 residents, with a margin of error of +/- 4.87%. If this recommendation is approved, staff recommends that the same firm be retained to perform the next survey given their experience with our community and the historical comparative data (True North has indicated that they will perform the next survey at approximately the same cost as the 2006 survey). Staff will return to City Council with a contract award, timelines and further information for the survey as well as an appropriation.

Recommendation #3 – Expand the Number of Budget Study Sessions

This past budget cycle, two sessions were held which covered all departments and included the Capital Improvement Plan. Some Councilmembers stated a desire for more time to review the budget. As a result, staff recommends that one additional date be added to the schedule which will permit more review time at each meeting.

In addition to the above recommendations, it is worth mentioning that staff is always available to meet with Councilmembers and members of the community to review the budget. Some Councilmembers may prefer more in-depth review and discussion of the budget than others. Individual or small group meetings allow for that level of review without involving those Councilmembers or members of the community who may not share that desired level of detail. This may also facilitate more efficient use of the public meetings. Additionally, informal meetings with staff may allow for more focused response to inquiries as opposed to the limited time provided at public meetings.

CONCLUSION:

Creation of the City’s budget is a lengthy and time intensive process which encompasses approximately five or more months of work by all departments, as well as the deliberative efforts of the City Council as representatives of the community. Public participation in the budget process is important, and as it currently stands, the community has the ability to provide input at four public meetings (budget introduction, two study sessions and the City Council meeting when the budget is adopted). With the recommendations presented, the opportunity for public input will be expanded and the City Council will have more time for budget review. With the commencement of the budget process for fiscal year 2012-2013 set to begin in January, staff will make every effort to include the City Council’s final direction in the coming budget cycle.

- Attachments: A. Tentative Budget Calendar for Fiscal Year 2012-2013 Budget
B. 2006 Resident Satisfaction Survey Results Report

CITY OF MANHATTAN BEACH
Budget Calendar - DRAFT
Fiscal Year 2012-2013



Date	Action	Responsibility
January 11 Wednesday	Budget Kick Off! 10AM Council Chambers	All Departments
January 13 Friday	City Council Work Plan / Budgetary Direction from Council	City Council
January 12 - 20	Eden System Line-Item Budget Training Personnel Rosters distributed	All Departments
January 23 Monday	CIP Requests due to Public Works	All Departments
January 26 Thursday	Revenue Estimates due to Finance	Select Departments
January 31 Tuesday	Personnel Rosters, Position Request Forms, and Information Technology Requests due to Finance	All Departments
February 15 Wednesday	Department Budget Detail, Supplemental Requests, Budget Savings Forms and Revenue Enhancement Forms Due to Finance	All Departments
February 16 - 23	Finance Reviews Department Detail Requests	Finance
February 27 - March 9	Department Review of Line-Item Detail with Finance	All Departments
March 12 Monday	Department Narratives & Performance Measures Due to Finance	All Departments
March 16 Friday	Revenue Estimates Due to City Manager	Finance
March 19 - April 4	Department Review of Line-Item Detail and Supplemental Requests with City Manager	All Departments
April 9 Monday	CIP 2012-2016 Projections Due to Finance	Finance Public Works
April 9 - 13	Final Revisions to Approved Supplemental Requests and Finalized Allocations	Finance
April 23 Monday	Proposed Budget to City Manager	Finance
May 7 - 10	Printing of Proposed Budget	Finance
May 15 Tuesday	Proposed Budget & CIP to City Council	Finance
TBD	City Council Budget Study Session #1	All Departments
TBD	City Council Budget Study Session #2	All Departments
TBD	City Council Budget Study Session #3	All Departments
June 5 Tuesday	Public Hearing and Vote to Adopt Budget	City Council



REPORT ON THE
2006 RESIDENT SATISFACTION STUDY

PREPARED FOR THE
CITY OF MANHATTAN BEACH

JANUARY 10, 2007

True North
RESEARCH

741 GARDEN VIEW COURT SUITE 208
ENCINITAS, CALIFORNIA 92024
PHONE 760.632.9900 FAX 760.632.9993
WEB WWW.TN-RESEARCH.COM

THIS PAGE INTENTIONALLY LEFT BLANK

TABLE OF CONTENTS

Table of Contents	i
List of Tables	iii
List of Figures	iv
Introduction	1
Purpose of Study.....	1
Overview of Methodology.....	2
Statistical Significance.....	2
Organization of Report.....	2
Acknowledgements.....	2
Disclaimer.....	2
About True North.....	2
Just the Facts	3
Quality of Life & Local Issues.....	3
Overall City Satisfaction.....	3
Services by Department.....	3
Personal Safety.....	4
Staff & Council.....	4
Communication.....	4
Community Facilities.....	4
Impressions of City.....	5
Conclusions	6
Quality of Life & Local Issues	10
Quality of Life.....	10
Question 1.....	10
Local Issues.....	12
Question 3.....	12
Overall City Satisfaction	14
Overall Performance Rating.....	14
Question 4.....	14
Satisfaction by Subgroups.....	15
Services by Department	16
Police & Fire Departments.....	16
Question 5.....	16
Question 6.....	17
Public Works Department.....	17
Question 5.....	18
Question 6.....	18
Community Development Department.....	19
Question 5.....	19
Question 6.....	19
Parks & Recreation Department.....	20
Question 5.....	20
Question 6.....	20
Changes in Satisfaction from 2004.....	20
Performance Needs & Priorities	22
Personal Safety	25
Question 7.....	25
Staff & Council	27
City Staff.....	27
Question 8.....	27
Question 9.....	28
Question 10.....	28

City Council	29
Question 11	29
Question 12	30
Communication	31
Overall Satisfaction	31
Question 13	31
Information Sources	32
Question 14	33
Community Facilities	35
Awareness of Planning Process	35
Question 15	35
Community Center	36
Question 16	37
Question 17	38
Library	39
Question 18	39
Question 19	40
Aquatics Center	40
Question 20	41
Question 21	42
Cultural Center	42
Question 22	43
Question 23	43
Other Facility Priorities	44
Question 24	44
Impressions of City	45
What I Like Most about the City	45
Question 25	45
What Changes are Most Needed	46
Question 26	46
Background & Demographics	48
Methodology	49
Questionnaire Development	49
CATI & Pre-Test	49
Sample	49
Weighting	50
Margin of Error due to Sampling	50
Data Collection	51
Data Processing	51
Rounding	51
Questionnaire & Toplines	52

LIST OF TABLES

Table 1	Satisfaction With Services: 2004 ~ 2006	21
Table 2	Needs & Priority Matrix	23
Table 3	Top Information Sources by Age	34
Table 4	Community Center Priorities by Child in Home & Age Showing % Medium or High Priority	37
Table 5	Library Priorities by Child in Home & Age Showing % Medium or High Priority	39
Table 6	Aquatics Center Priorities by Child in Home & Age Showing % Medium or High Priority	41
Table 7	Cultural Center Priorities by Child in Home & Age Showing % Medium or High Priority	43
Table 8	Like Most About City: 2000 ~ 2006 Showing Top Five Responses	46
Table 9	Changes to Improve City: 2000 ~ 2006 Showing Top Five Responses	47
Table 10	Demographics of Sample	48

LIST OF FIGURES

Figure 1	Quality of Life: 2004 ~ 2006	10
Figure 2	Quality of Life by Years in Manhattan Beach, Contact With City Staff & Contact With Council	11
Figure 3	Quality of Life by Child in Home, Age & Gender	11
Figure 4	Importance of Issues.	12
Figure 5	Importance of Issues: 2000 ~ 2006.	13
Figure 6	Overall Satisfaction: 2000 ~ 2006	14
Figure 7	Overall Satisfaction by Years in Manhattan Beach, Contact With City Staff & Contact With Council	15
Figure 8	Overall Satisfaction by Child in Home, Age & Gender	15
Figure 9	Importance of Police & Fire Department Services.	16
Figure 10	Satisfaction With Police & Fire Department Services.	17
Figure 11	Importance of Public Works Department Services	18
Figure 12	Satisfaction With Public Works Department Services	18
Figure 13	Importance of Community Development Department Services.	19
Figure 14	Satisfaction With Community Development Department Services.	19
Figure 15	Importance of Parks & Recreation Department Services.	20
Figure 16	Satisfaction With Parks & Recreation Department Services.	20
Figure 17	Resident Service Needs	24
Figure 18	Perception of Safety in Own Neighborhood: 2000 ~ 2006	25
Figure 19	Perception of Safety in Non-Residential Areas: 2000 ~ 2006	26
Figure 20	Personal Safety by Age & Gender.	26
Figure 21	Contact With City Staff in Past 12 Months: 2000 ~ 2006	27
Figure 22	Departments Contacted in Past 12 Months	28
Figure 23	Rating Aspects of Service From Staff: 2000 ~ 2006	28
Figure 24	Rating Aspects of Service From Staff by Contact With Staff	29
Figure 25	Contact With City Council in Past 12 Months: 2000 ~ 2006	29
Figure 26	Rating Aspects of Service From Council: 2000 ~ 2006.	30
Figure 27	Rating Aspects of Service From Council by Contact With Council.	30
Figure 28	Satisfaction With Communication: 2000 ~ 2006	31
Figure 29	Satisfaction With Communication by Years in Manhattan Beach, Contact With City Staff & Contact With Council	32
Figure 30	Satisfaction With Communication by Child in Home, Age & Gender	32
Figure 31	Information Sources	33
Figure 32	Top Information Sources: 2000 ~ 2006.	33
Figure 33	Awareness of Community Facilities Strategic Plan	35
Figure 34	Awareness of Community Facilities Strategic Plan by Years in Manhattan Beach, Contact With City Staff & Contact With Council	36
Figure 35	Awareness of Community Facilities Strategic Plan by Child in Home, Age & Gender	36
Figure 36	Community Center Priorities	37
Figure 37	Additional Community Center Priorities	38
Figure 38	Library Priorities	39
Figure 39	Additional Library Priorities.	40
Figure 40	Aquatics Center Priorities	41
Figure 41	Additional Aquatics Center Priorities.	42
Figure 42	Cultural Center Priorities.	43
Figure 43	Additional Cultural Center Priorities	43
Figure 44	Other Facility Priorities	44
Figure 45	Like Most About City.	45
Figure 46	Changes to Improve City.	46
Figure 47	Maximum Margin of Error	51

I N T R O D U C T I O N

Located along the coastal edge of Los Angeles County, the City of Manhattan Beach is home to an estimated 36,503 residents.¹ Incorporated in 1912 as a General Law city, Manhattan Beach's current team of 267 full-time and 131 part-time employees provides a full suite of services through 10 departments—City Attorney, City Clerk, City Manager, Community Development, Finance, Fire, Parks & Recreation, Human Resources, Police, and Public Works.

As part of its commitment to provide high quality services and facilities that meet the varied needs of its residents, the City of Manhattan Beach engages its residents on a daily basis and receives constant feedback regarding 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, they do not necessarily provide an accurate picture of the community as a whole. For the most part, informal feedback mechanisms rely on the resident to initiate the feedback, which creates a self-selection bias. The City receives feedback only from those residents who are motivated enough to initiate the feedback process. Because these residents tend to be those who are either very pleased or very displeased regarding a particular topic, 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 residents' satisfaction, priorities and concerns as they relate to services and facilities provided by the City of Manhattan Beach. Ultimately, the survey results and analyses presented in this report will provide Council and staff with information that can be used to make sound, strategic decisions in a variety of areas, including service improvements and enhancements, measuring and tracking internal performance, budgeting, and planning.

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

- Identify key issues of concern for residents.
- Measure residents' overall satisfaction with the City's efforts to provide municipal services.
- Measure the importance of *specific* services to residents, as well as their satisfaction with the City's efforts to provide each service.
- Determine the effectiveness of the City's communication with residents.
- Evaluate residents' experiences interacting with City staff and Council.
- Gather data to help advise the development of the Community Facilities Strategic Plan.
- Collect additional background and demographic data that is relevant to understanding residents' perceptions, needs and interests.

It should be noted that this is not the first statistically reliable 'resident satisfaction' survey conducted for the City. Similar studies were conducted in 2000, 2002 and 2004. Because there is a

1. Source: California Department of Finance estimate, January 2006.

natural interest in tracking the City's performance in meeting the evolving needs of its residents, where appropriate the results of the current study are compared to the results of identical questions that were used in the prior studies.

OVERVIEW OF METHODOLOGY A full description of the methodology used for this study is included later in this report (see *Methodology* on page 49). In brief, a total of 400 randomly selected adult residents participated in the survey between November 27 and November 30, 2006. The interviews, which were administered by telephone, averaged 20 minutes in length.

STATISTICAL SIGNIFICANCE Many of the figures and tables in this report present the results of questions asked in 2006 alongside the results found in prior years for identical questions. In such cases, True North conducted the appropriate tests of statistical significance to identify changes that likely reflect actual changes in public opinion over time—as opposed to being due to chance associated with selecting two cross-sectional samples independently and at random. Differences between studies are identified as *statistically significant* if we can be 95% confident that the differences reflect an actual change in public opinion between the two studies. Statistically significant differences within response categories over time are denoted by the † symbol which appears in the figure next to the appropriate response value for 2006.

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, a complete set of crosstabulations for the survey results is contained in Appendix A, and verbatim responses to select open-ended questions are contained in Appendix B. Both appendices are bound separately.

ACKNOWLEDGEMENTS True North would like to thank the staff at the City of Manhattan Beach who contributed their valuable input during the design stage of this study. Their collective experience, local knowledge and insight improved the overall quality of the research.

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

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

JUST THE FACTS

The following is an outline of the main factual findings from the 2006 resident survey. For the reader's convenience, we have organized the findings according to the section titles used in the body of this report. Thus, to learn more about a particular finding, simply turn to the appropriate report section.

QUALITY OF LIFE & LOCAL ISSUES

- The overwhelming majority of respondents shared favorable opinions of the quality of life in Manhattan Beach in 2006, with 75% reporting it is 'excellent' and 19% stating it is 'good'. An additional 3% of residents indicated that the quality of life in the City is 'fair', and just 3% used 'poor' or 'very poor' to describe the quality of life in the City.
- When presented with a list of five local issues, residents indicated that protecting the beaches and ocean from pollution was the most important issue, followed by reducing traffic congestion and improving the quality of education.

OVERALL CITY SATISFACTION

- The vast majority (91%) of Manhattan Beach residents indicated that, overall, they were either very satisfied (62%) or somewhat satisfied (30%) with the City's efforts to provide municipal services. A very small portion of residents (7%) reported that they were dissatisfied, and 1% were unsure or unwilling to share their opinion.

SERVICES BY DEPARTMENT

- Among the services provided by the **Police and Fire Departments**, respondents rated providing emergency medical services, providing fire protection and prevention services, and maintaining a low crime rate as being *both* the most important services provided by the departments and the services with which they were most satisfied.
- Among the services provided by the **Public Works Department**, respondents rated maintaining sewer and stormdrain systems, providing reliable garbage and recycling services, and maintaining and repairing local streets and roads as being the most important. Respondents were most satisfied with the Department's efforts to keep the downtown area clean, provide reliable garbage and recycling services, and remove graffiti.
- Among the services provided by the **Community Development Department**, respondents rated enforcing zoning regulations and enforcing restrictions on the visibility of stored trash as most important. Respondents were most satisfied with the Department's efforts to enforce codes about the display of merchandise on City streets, as well as its efforts to enforce sign restrictions.
- Among the two services tested in 2006 for the **Parks and Recreation Department**, respondents rated provided special events like concerts in the park and providing dial-a-ride services similarly in terms of both importance and satisfaction.

PERSONAL SAFETY

- Almost all residents (99%) indicated that they felt safe walking alone in their neighborhood during the day, 92% felt safe walking alone in their neighborhood after dark, 90% felt safe walking alone downtown after dark, 80% felt safe walking alone in commercial areas after dark, and 71% felt safe walking alone on the Strand after dark.

STAFF & COUNCIL

- Forty-six percent (46%) of respondents indicated that they had some form of contact with Manhattan Beach City staff during the 12 months prior to the interview. Of these individuals, 33% contacted the Parks and Recreation Department, 28% contacted the Public Works Department, and 26% contacted the Police Department.
- When asked to rate City staff on three dimensions—courteousness, professionalism, and helpfulness—respondents with an opinion provided high ratings for staff on all three dimensions.
- Approximately 18% of respondents indicated that they had contact with the Manhattan Beach City Council during the 12 months prior to the interview.
- When asked to rate the City Council on three dimensions—courteousness, responsiveness, and helpfulness—respondents with an opinion provided high ratings for Council on all three dimensions.

COMMUNICATION

- Overall, 73% of respondents indicated that they were satisfied with City's efforts to communicate with residents through newsletters, the Internet, or other means, with 39% indicating that they were *very* satisfied. The remaining respondents were either dissatisfied with the City's efforts in this respect (21%) or unsure of their opinion (6%).
- By far the most frequently cited source for city-related information—mentioned by 62% of respondents—was the *Beach Reporter*, followed by the City's website/Internet (28%), the *City Newsletter* (18%), the *Daily Breeze* (14%), and the *Easy Reader* (12%).

COMMUNITY FACILITIES

- Prior to taking the survey, 42% of respondents were aware that the City is in the process of creating a Community Facilities Strategic Plan.
- When asked to prioritize among a list of nine amenities that could be included in a new multi-purpose **Community Center**, residents were most enthused about the prospect of including a dedicated Teen Center, followed by general purpose rooms that can be used for meetings, conferences and classes, a dedicated Senior Center, and special purpose rooms that can be used for activities like fitness classes.
- With respect to the amenities that could be included in an expanded **Community Library**, residents assigned the highest priority to a children's storytelling room, followed closely by an expanded collection of children's materials and reading rooms. Other amenities that were mentioned by three-quarters of respondents as at least a medium priority were a

young adult reading area, a computer lab with public Internet access, and expanded adult collections and reading rooms.

- If a new **Aquatics Center** were built in Manhattan Beach, residents were most interested in including a water playground for kids, followed by a pool for water aerobics and exercise, a 25 meter competitive lap pool, and a 50 meter competitive lap pool.
- When asked to prioritize several amenities that could be included in a new multi-purpose **Cultural Center**, classrooms for performing arts including dance, acting and musical instruments were most popular, followed closely by classrooms for painting, drawing, sculpting and other visual arts.
- More than three-quarters (78%) of respondents indicated that there were no facilities that came to mind (in addition to those identified above) that should be considered high priorities for completion as part of the planning process. Of the facilities that were identified, a dog park was mentioned most frequently, followed by a skate park, a Senior Center, and improved public landscaping.

IMPRESSIONS OF CITY

- When asked to indicate the one or two things that they like most about the City of Manhattan Beach, the most common responses pertained to the safety of the City, the natural surroundings including the beach and ocean, the proximity to friends, family and good neighbors, and the small town feel of the City.
- When asked what changes they think are needed to make the City a better place to live, responses tended to center on three areas: addressing traffic congestion, enforcing building codes/dealing with mansionization, and improving the availability of parking.

C O N C L U S I O N S

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

The following conclusions are based on the True North's interpretations of the 2006 survey results, comparisons to past surveys of Manhattan Beach residents, as well as the firm's collective experience conducting similar studies for other municipalities throughout the State.

How well is the City performing in meeting the needs of Manhattan Beach residents?

Manhattan Beach residents are one of the most satisfied resident groups that True North has ever encountered. Moreover, the results of the 2006 study indicate that the City of Manhattan Beach has once again managed to maintain its exceptionally high level of performance in providing services and facilities to the community.

In 2000, 93% of residents reported that they were satisfied with the City's overall performance in providing municipal services—with 58% stating that they were *very* satisfied. Although the overall satisfaction rating remained about the same in 2002, 2004 and 2006, the percentage of residents who indicated that they were *very* satisfied with the City's performance has increased over time—reaching a high of 66% in 2004. The satisfaction ratings in 2006 were statistically similar to those of 2004 at 91% satisfied overall, 62% *very* satisfied.

The high level of satisfaction expressed with the City's performance in general was in almost all cases echoed when residents were asked to comment on the City's efforts to provide 24 specific services. For all services tested, the City is meeting the needs of at least 80% of residents. Moreover, for all but five services tested, the City is meeting the needs of more than 90% of residents.

To the extent that the survey results can be viewed as a report card on the City's performance, the City receives straight A's for all but a few service areas. When compared to similar studies that True North's research team has conducted for California municipalities—as well as a nationwide survey sponsored by True North regarding residents' perceptions of local government performance—the scores found in this study place the City of Manhattan Beach comfortably within the top 5% of municipalities in terms of service performance.

Where should the City focus its efforts in the future?

Perhaps the most important recommendation—one that is occasionally overlooked in customer satisfaction research—is for the City to recognize the many things that it does exceptionally well and to focus on continuing to perform at a high level in these areas. As noted throughout this report, residents were generally pleased with the City's efforts to provide services and facilities, and have a high opinion of the City's performance in all areas. The top priority for the City should thus be to do what it takes to maintain the high quality of services that it currently provides.

Nevertheless, in the spirit of constant improvement, the results of the survey do suggest several opportunities to increase resident satisfaction even further. Considering the list of services and their respective priority status for future City attention provided in the body of this report (see *Performance Needs & Priorities* on page 22), the importance residents assigned to local issues (see *Local Issues* on page 12), and residents' open-ended statements about what they would most like changed in the City to make it a better place to live (see *What Changes are Most Needed* on page 46), six priorities stand out: managing traffic congestion, enforcing animal control laws, enforcing zoning regulations/addressing mansionization, maintaining and repairing local streets and roads, protecting beaches and the ocean from pollution, and maintaining sewer and storm drain systems. Considering the perceived importance of these service areas to residents, they are among the best candidates for the City's attention as they represent the best opportunities for increasing residents' overall satisfaction in the short and long-term.

Having recommended that the City focus on these service areas, we feel it is equally important to recognize that events and service levels in some of these areas are impacted by agencies and organizations other than the City. For example, residents' opinions about beach pollution and the management of the sewer system were undoubtedly influenced by sewage spills in January and March of 2006. The first spill was the responsibility of the Los Angeles County Sanitation District, whereas the second was caused by Adelphia Cable mistakenly breaking a sanitation pipe. Although neither event was the direct cause or responsibility of the City, the events nevertheless shape how some residents respond to questions about the City's performance in managing these general service areas.

It is also important to stress that, when it comes to improving resident satisfaction in service areas, the appropriate strategy is often a combination of better communication and actual service improvements. It may be, for example, that many individuals are simply not aware of the City's efforts in a particular service area such as enforcing zoning regulations. Choosing the appropriate balance of actual service improvements and

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

Is City-Resident communication a concern for the City?

The aforementioned recommendations regarding public information are underscored by residents' current levels of satisfaction with the City's efforts to communicate with them through newsletters, the Internet and other means. Although nearly three-quarters (73%) of residents indicated that they were satisfied with the City's communication efforts, the intensity of satisfaction was not strong and—when compared to past surveys in Manhattan Beach as well as studies conducted for other high-performing cities—the 2006 survey results suggest that communication is one of the key areas that the City should focus on improving in the near-term.

One change the City could consider is distributing the City Newsletter separate from the recreation brochure. Currently, readership of the City Newsletter is fairly low—just 18% cited the Newsletter as a primary or secondary source of city-related information. The strategy of distributing the newsletter independent of the recreation brochure would undoubtedly improve communication with some residents by drawing more attention to the newsletter, especially among those who may mistake the combined document to be just a recreation brochure or are intimidated by its girth. In addition to improving readership of the newsletter and increasing satisfaction with the City's communication efforts in general, a revitalized newsletter would also benefit the City by providing it with a more effective vehicle for addressing topics of interest to residents and providing the City's perspective on these topics.

Do the survey results provide clear direction with respect to the Community Facilities Strategic Plan?

In June 2006, the City of Manhattan Beach embarked upon a year long planning process that will create a comprehensive master plan and long-term vision for community and recreation facilities throughout the City. In addition to renovating some existing facilities, as part of this process the City and the community will consider the possibility of building new and/or different facilities to complement and/or replace several existing facilities. Among the new and/or replacement facilities being considered are a multi-purpose Community Center, a Library, an Aquatics Center, and a multi-purpose Cultural Center.

Although City Council, staff and consultants have played an important role in gathering data, organizing the planning process, and assisting in the production of documents, the citizens of Manhattan Beach are the true inspiration and authors of the Plan. Through their enthusiastic participation in community meetings, the Steering process, and through sharing their opinions in this survey, they have ensured that the Strategic Plan will be consistent with their values, priorities and concerns for the City and its future.

The survey results provide clear direction with respect to the amenities that residents feel should be high priorities for inclusion in the multi-purpose Community Center, Community Library, Aquatics Center, and multi-purpose Cultural Center, respectively. The top priorities for each facility are listed below:

Community Center: A dedicated Teen Center, general purpose rooms that can be used for meetings, conferences and classes, a dedicated Senior Center, and special purpose rooms that can be used for activities like fitness classes.

Community Library: A children's storytelling room, an expanded collection of children's materials and reading rooms, a young adult reading area, a computer lab with public Internet access, and expanded adult collections and reading rooms.

Aquatics Center: A water playground for kids, a pool for water aerobics and exercise, a 25 meter competitive lap pool, and a 50 meter competitive lap pool.

Cultural Center: Classrooms for performing arts including dance, acting and musical instruments, along with classrooms for painting, drawing, sculpting and other visual arts.

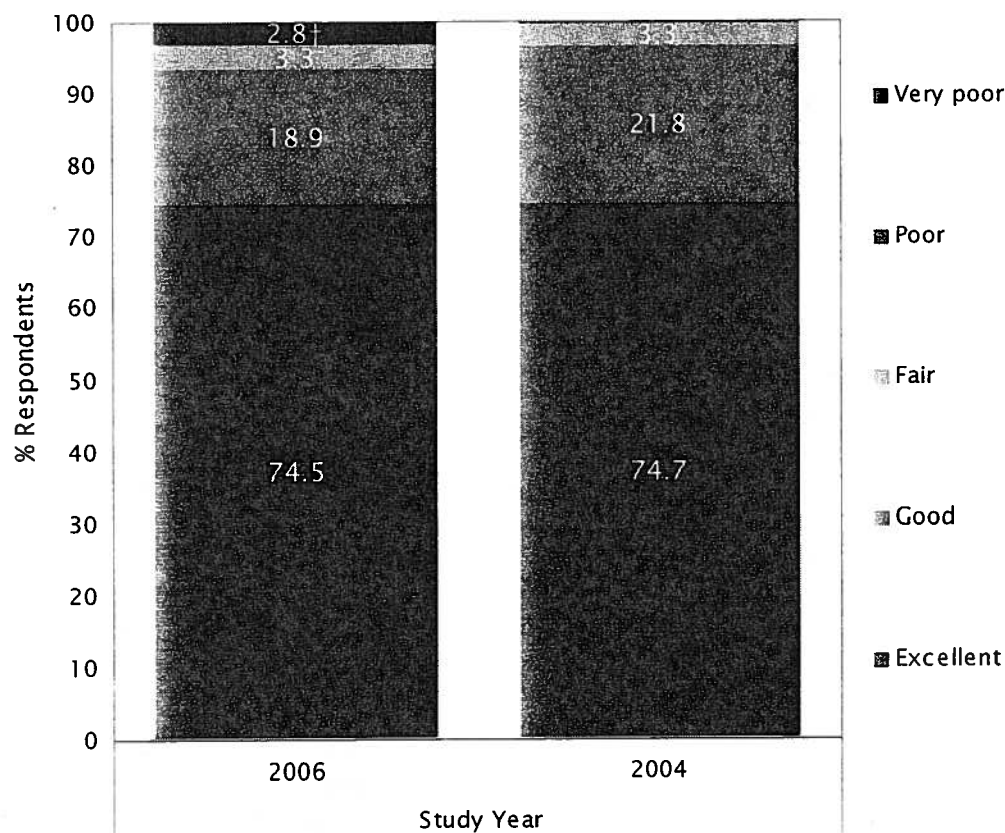
QUALITY OF LIFE & LOCAL ISSUES

The opening series of questions in the survey was designed to assess residents' top of mind perceptions about the quality of life in Manhattan Beach, as well as gauge the importance that residents' assign to specific issues.

QUALITY OF LIFE At the outset of the interview, respondents were asked to rate the quality of life in the City using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, the overwhelming majority of respondents shared favorable opinions of the quality of life in Manhattan Beach in 2006, with 75% reporting it is 'excellent' and 19% stating it is 'good'. An additional 3% of residents indicated that the quality of life in the City is 'fair', and just 3% used 'poor' or 'very poor' to describe the quality of life in the City. When compared to the 2004 results, there was a small, but significant increase in the proportion of respondents who rated the quality of life in the City as poor or very poor.

Question 1 *How would you rate the overall quality of life in Manhattan Beach? Would you say it is excellent, good, fair, poor or very poor?*

FIGURE 1 QUALITY OF LIFE: 2004 ~ 2006



† Statistically significant change ($p < 0.05$) between the 2004 and 2006 studies

For the interested reader, Figures 2 and 3 show how ratings of the quality of life in the City varied by length of residence, contact with City staff in the past year, contact with City Council in the past year, the presence of a child in the home, age, and gender. Although there was some

variation in opinion—e.g., residents who have lived in the City less than 10 years were more likely than those who have lived in the City at least 10 years to view the quality of life as excellent—the most striking pattern in these figures is the consistency of opinion. Regardless of subgroup category, respondents generally held a very positive assessment of the quality of life in the City.

FIGURE 2 QUALITY OF LIFE BY YEARS IN MANHATTAN BEACH, CONTACT WITH CITY STAFF & CONTACT WITH COUNCIL

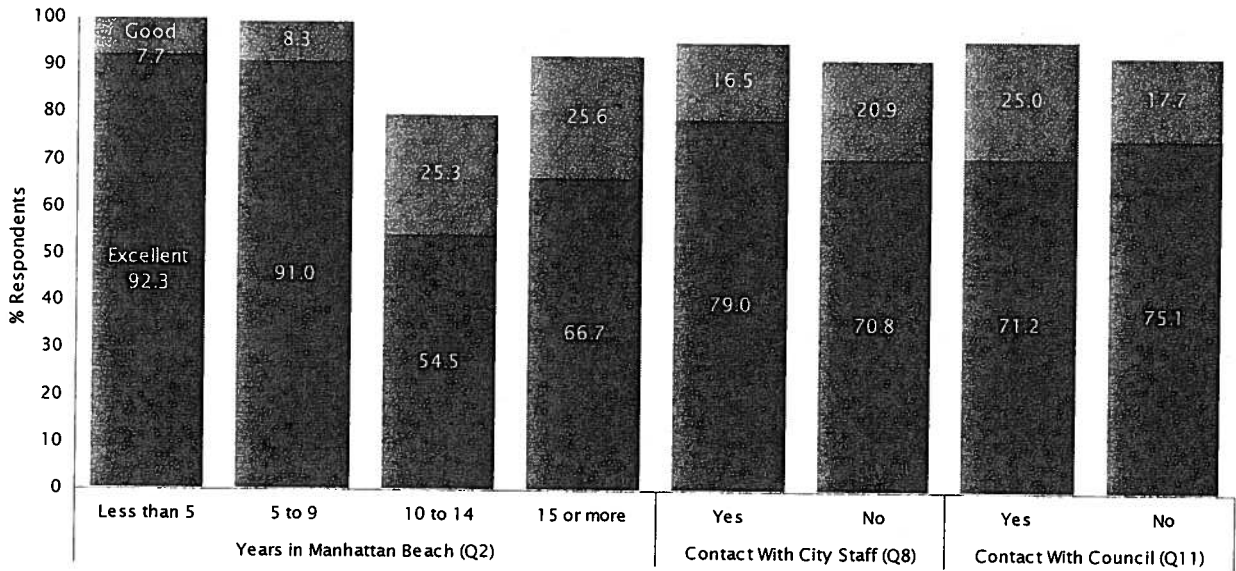
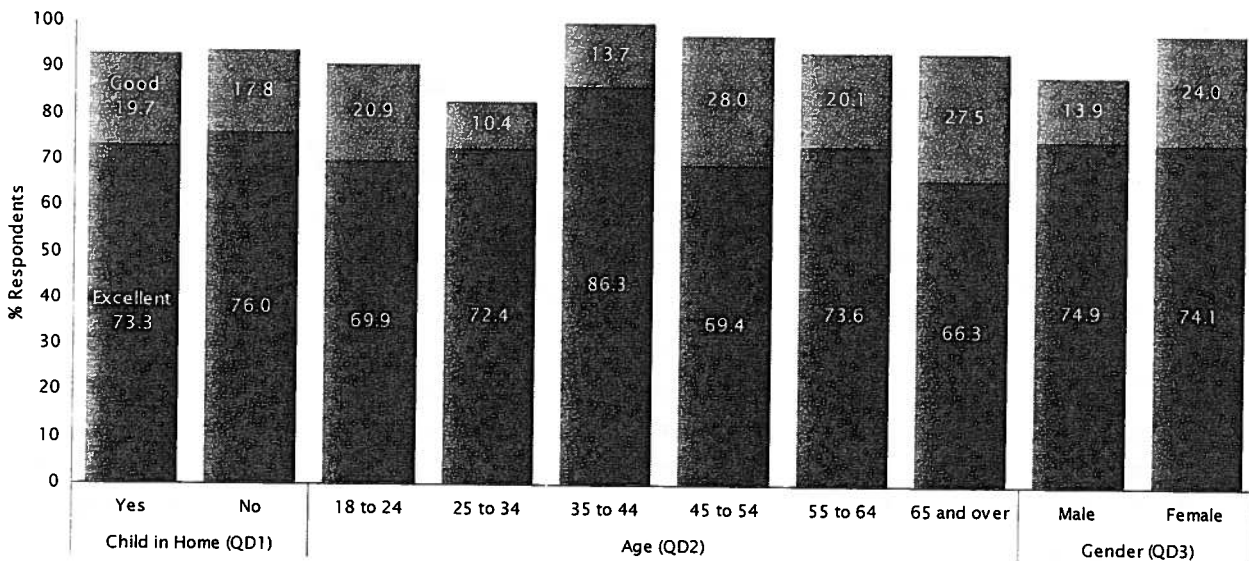


FIGURE 3 QUALITY OF LIFE BY CHILD IN HOME, AGE & GENDER



LOCAL ISSUES Respondents were next presented with five issues facing residents in the City of Manhattan Beach and asked to indicate whether they thought each issue was extremely important, very important, somewhat important, or not too important. Because the same response scale was used for each issue, the results provide an insight into how important each issue is on a scale of importance, *as well as* how each issue ranks in importance relative to the other issues tested. To avoid a systematic position bias, the order in which the issues were read to respondents was randomized for each respondent.

Figure 4 presents each issue tested, as well as the importance assigned to each issue by survey participants, in rank order of importance.² Overall, protecting the beaches and ocean from pollution received the highest percentage of respondents indicating that the issue was either extremely or very important (91%), followed by reducing traffic congestion (68%), improving the quality of education (59%) and reducing crime (50%). When compared to the other issues tested, reducing airplane noise (22%) was rated considerably lower in importance by Manhattan Beach residents.

Question 3 *Next, I'm going to read a list of issues. For each one, please tell me if you think the issue is 'extremely important', 'very important', 'somewhat important' or 'not too important' for the City of Manhattan Beach. Here's the (first/next) one: _____. Is this issue extremely important, very important, somewhat important, or not too important?*

FIGURE 4 IMPORTANCE OF ISSUES

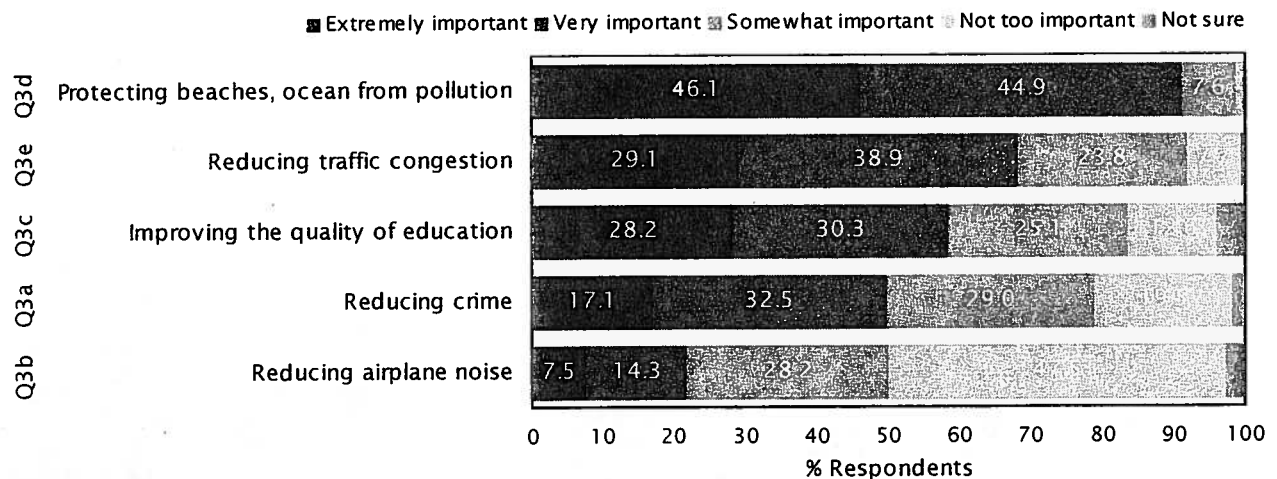
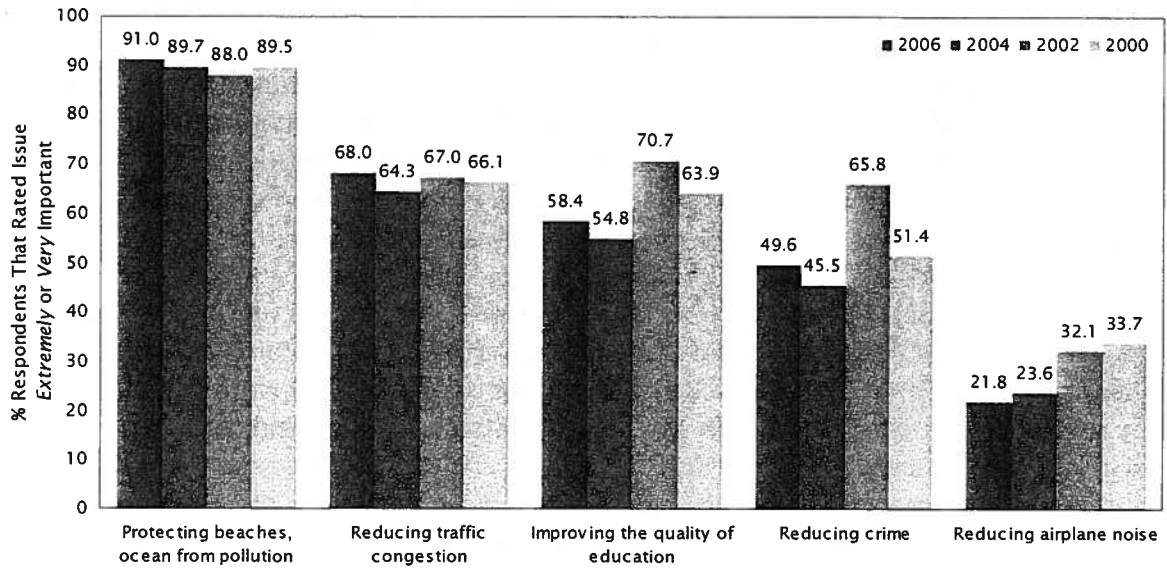


Figure 5 on the next page shows how the perceived importance of these five issues has changed since 2000. The bars represent the percentage of respondents who indicated that the issue was either extremely or very important. The perceived importance of protecting the beaches and ocean from pollution and reducing traffic congestion have remained relatively stable over the past eight years, whereas the importance of the remaining issues has declined somewhat.

2. Issues were ranked based on the percentage of respondents who indicated that the issue was either extremely important or very important.

FIGURE 5 IMPORTANCE OF ISSUES: 2000 ~ 2006



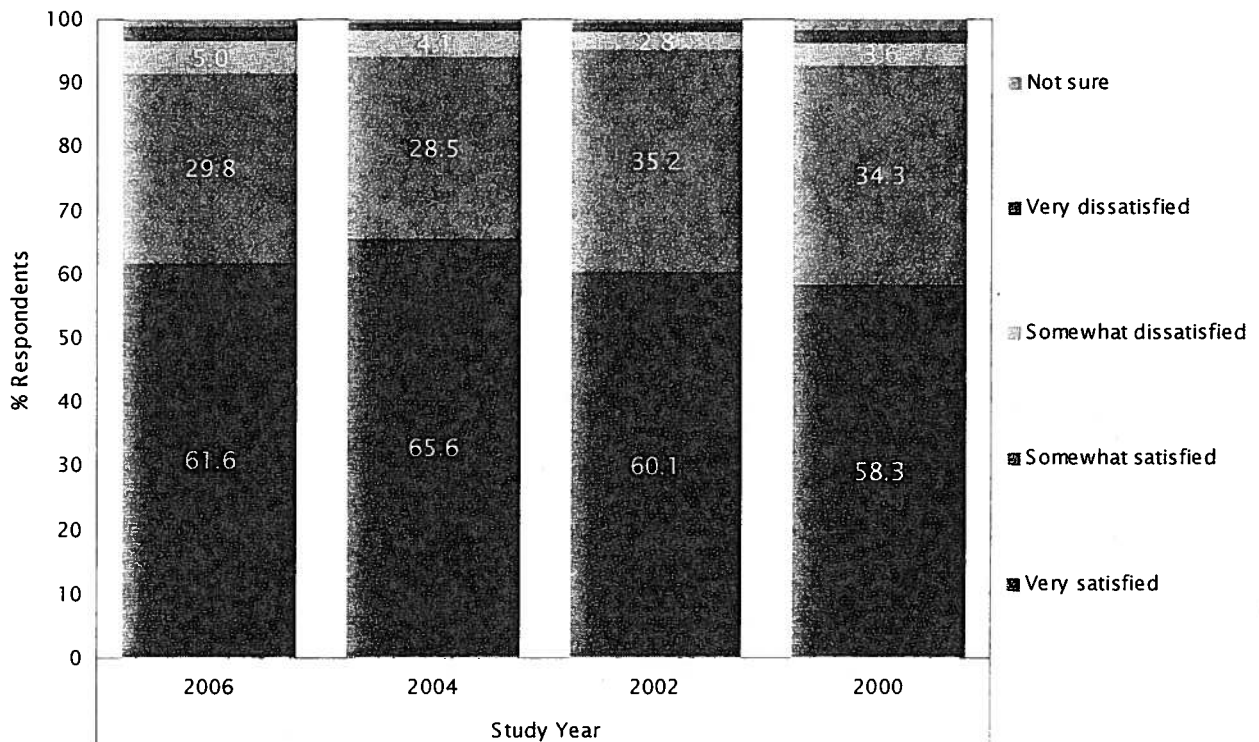
OVERALL CITY SATISFACTION

Having measured respondents' perceptions of the quality of life in Manhattan Beach and the importance of local issues, the survey next turned to assessing their opinions about the City's performance in providing municipal services. Question 4 asked respondents to indicate if, overall, they were satisfied or dissatisfied with the job the City of Manhattan Beach 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.

OVERALL PERFORMANCE RATING Figure 6 presents the results to this question for 2006, as well as for the 2004, 2002 and 2000 resident surveys. As shown in the figure, an overwhelming majority (91%) of Manhattan Beach residents indicated they were either very satisfied (62%) or somewhat satisfied (30%) with the City's efforts to provide municipal services. A very small portion of residents (7%) reported that they were dissatisfied, and 1% were unsure or unwilling to share their opinion. Residents' positive assessments of the City's overall performance in 2006 were similar to the high levels recorded in prior years—there were no statistically significant changes in 2006.

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

FIGURE 6 OVERALL SATISFACTION: 2000 ~ 2006



SATISFACTION BY SUBGROUPS Figures 7 and 8 display how residents' opinions about the City's overall performance in providing municipal services varied across a variety of subgroups. Once again, the most striking pattern is one of consistency. Regardless of subgroup category, Manhattan Beach residents shared very favorable opinions of the City's performance in providing services.

FIGURE 7 OVERALL SATISFACTION BY YEARS IN MANHATTAN BEACH, CONTACT WITH CITY STAFF & CONTACT WITH COUNCIL

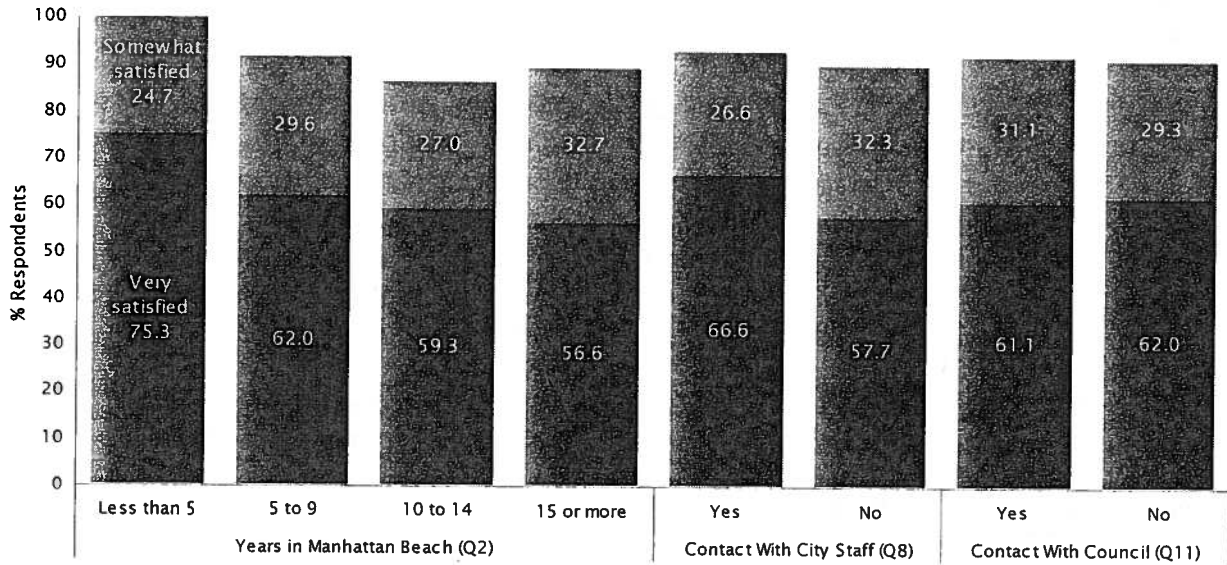
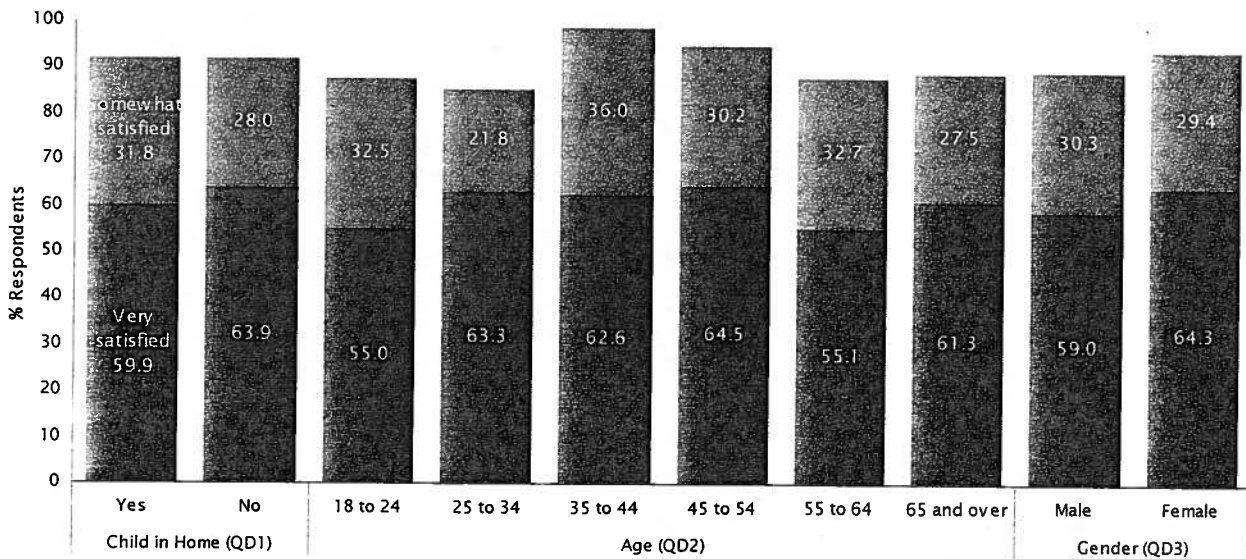


FIGURE 8 OVERALL SATISFACTION BY CHILD IN HOME, AGE & GENDER



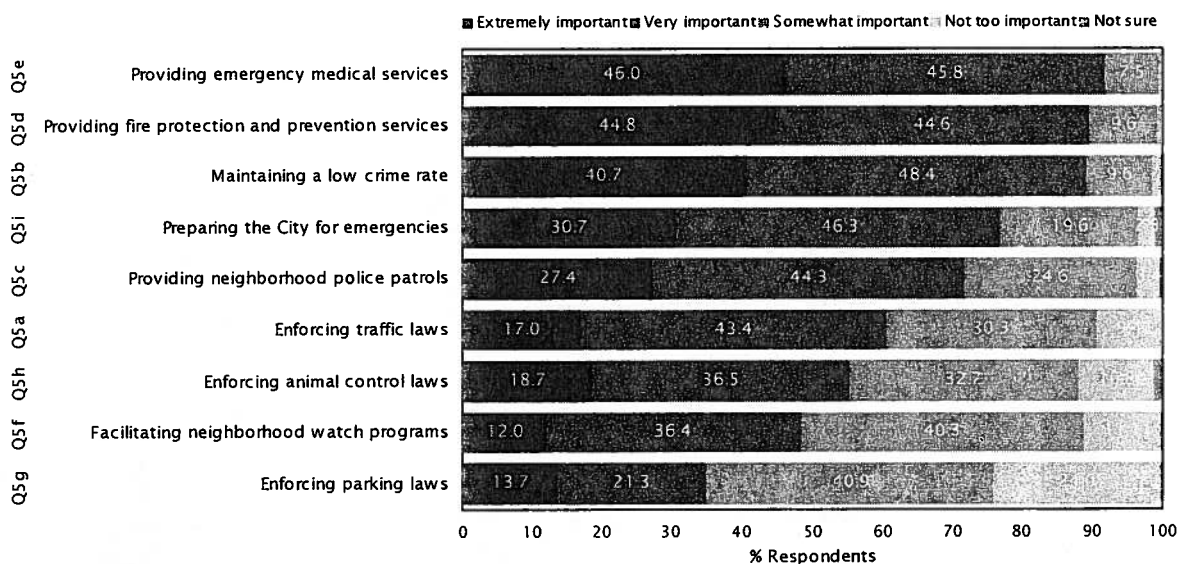
SERVICES BY DEPARTMENT

Whereas Question 4 addressed the City's *overall* performance, the next series of questions asked respondents to rate the importance of 24 *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents were first asked whether they thought a service was extremely important, very important, somewhat important or not at all important. Respondents were then asked about their level of satisfaction with these same services. The order of the items was randomized for each respondent to avoid a systematic position bias. For the reader's convenience, the results are organized by department.

POLICE & FIRE DEPARTMENTS Figure 9 presents the services provided by the Police and Fire Departments in rank order of importance according to the proportion of respondents who rated a service as *at least* very important. Overall, residents rated providing emergency medical services as the most important service (92% extremely or very important), followed by providing fire protection and prevention services (89%), and maintaining a low crime rate (89%). At the other end of the spectrum, enforcing parking laws (35%) and facilitating neighborhood watch programs (48%) were viewed as comparatively less important.

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

FIGURE 9 IMPORTANCE OF POLICE & FIRE DEPARTMENT SERVICES



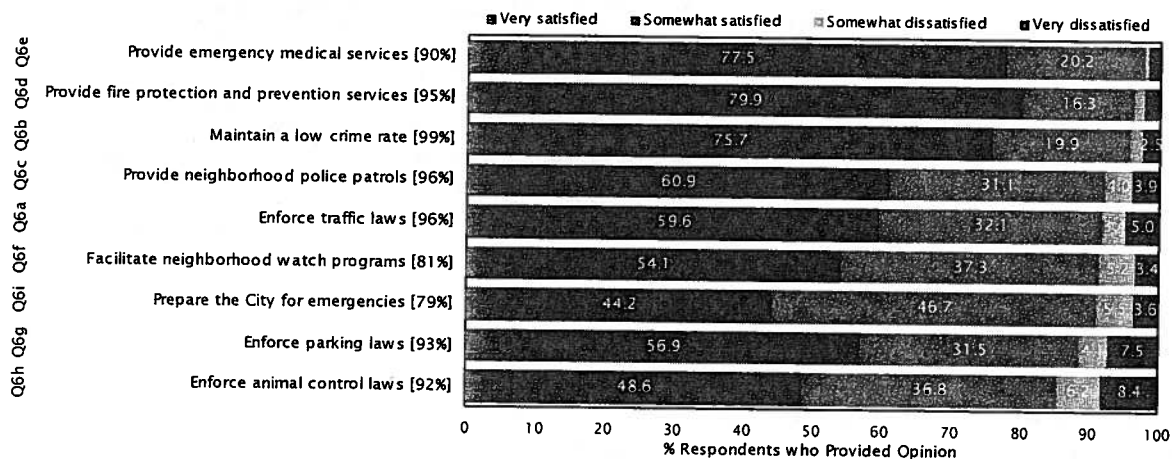
Turning to the satisfaction component, Figure 10 sorts the same list of services according to the proportion of respondents who indicated that they were either very or somewhat satisfied with the City's efforts to provide the service. To allow for an apples-to-apples comparison of the satisfaction ratings, only respondents who held an opinion (either satisfied or dissatisfied) were included in Figure 10. Those who did not have an opinion were removed from this analysis. The percentage who held an opinion for each service is shown to the right of the service label in parentheses. Thus, for example, among the 90% of respondents who expressed an opinion

about the City's efforts to provide emergency medical services, 78% were very satisfied and 20% were somewhat satisfied. This reporting convention is followed for all departments in subsequent sections.

Overall, respondents were most satisfied with the departments' efforts to provide emergency medical services (98%), followed by provide fire protection and prevention services (96%), and maintain a low crime rate (96%). When compared to the other services tested, respondents were slightly less satisfied with the departments' efforts to enforce animal control laws (85%) and enforce parking laws (88%). When compared to the 2004 survey results for public safety services, there were no statistically significant changes in resident satisfaction (see Table 1 on page 21).

Question 6 For the same list of services I just read I'd like you to tell me how satisfied you are with the job the City of Manhattan Beach 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 10 SATISFACTION WITH POLICE & FIRE DEPARTMENT SERVICES



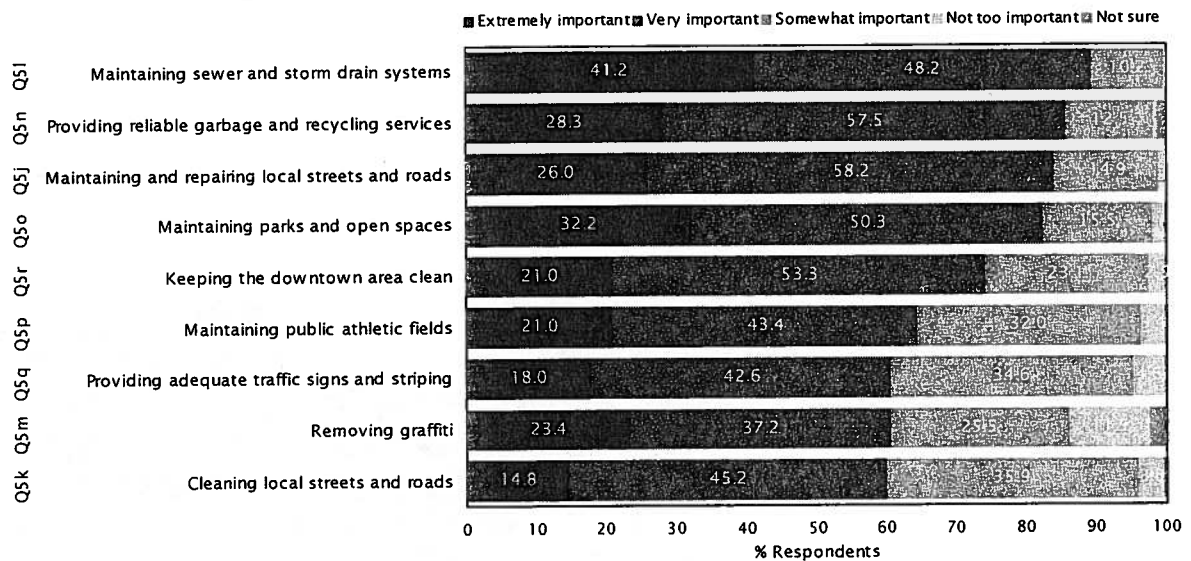
PUBLIC WORKS DEPARTMENT In a format identical to that described previously for Police and Fire services, respondents were next asked to indicate the level of importance they associated with services provided by the Public Works Department. Figure 11 presents each of the services tested, in rank order of importance. Overall, residents assigned the highest importance to maintaining sewer and stormdrain systems (89%), followed by providing reliable garbage and recycling services (86%), maintaining and repairing local streets and roads (84%), and maintaining parks and open spaces (83%). At the other end of the spectrum, cleaning local streets and roads (60%), removing graffiti (61%), and providing adequate traffic signs and striping (61%) were viewed as comparatively less important.

When asked about their satisfaction with the same list of services (see Figure 12), residents indicated that they were quite satisfied with every service tested—which is similar to the patterns found in other departments. Overall, residents expressed the greatest levels of satisfaction with respect to the Department's efforts to keep the downtown area clean (96%), provide reliable garbage and recycling services (96%), and remove graffiti (95%). Two services stood out as having comparatively lower levels of satisfaction—maintaining and repairing local streets and roads

(81%) and maintaining sewer and storm drain systems (85%). Although both of these services were viewed as satisfactory by more than 80% of residents, they were also the only two services across all departments that experienced statistically significant declines in satisfaction during the past two years (see Table 1 on page 21).

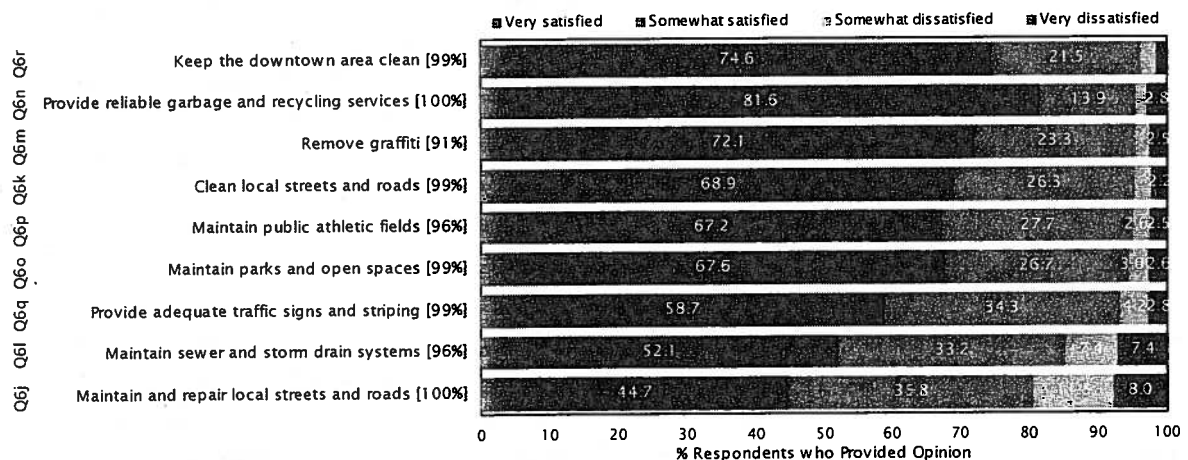
Question 5 For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.

FIGURE 11 IMPORTANCE OF PUBLIC WORKS DEPARTMENT SERVICES



Question 6 For the same list of services I just read I'd like you to tell me how satisfied you are with the job the City of Manhattan Beach 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 12 SATISFACTION WITH PUBLIC WORKS DEPARTMENT SERVICES



COMMUNITY DEVELOPMENT DEPARTMENT The next figure presents the importance that residents assigned to four services provided by the Community Development Department, in rank order. Overall, enforcing zoning regulations (57%) was considered the most important of those tested, followed by enforcing restrictions on the visibility of stored trash (32%), enforcing sign restrictions (30%), and enforcing codes about the display of merchandise on City streets (22%).

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 13 IMPORTANCE OF COMMUNITY DEVELOPMENT DEPARTMENT SERVICES

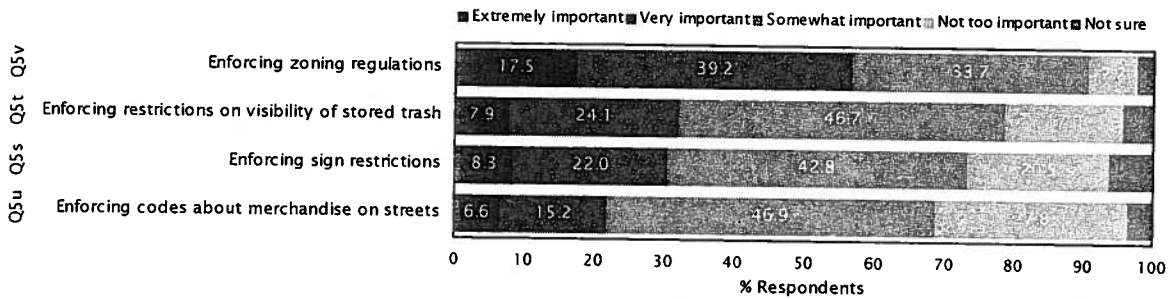
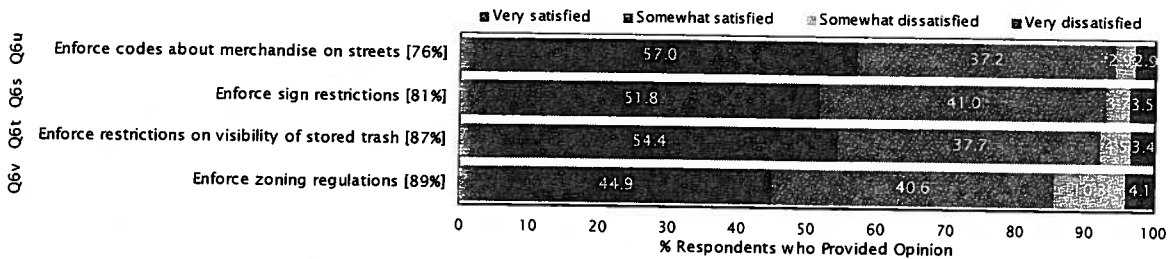


Figure 14 presents the overall levels of satisfaction with the same list of services provided by the Community Development Department. Residents were most satisfied with the Department's efforts to enforce codes about the display of merchandise on City streets (94%), followed closely by its efforts to enforce sign restrictions (93%), restrictions on the visibility of trash (92%), and zoning regulations (86%). When compared to the 2004 survey results, there were no statistically significant changes in resident satisfaction pertaining to these four services provided by the Community Development Department (see Table 1 on page 21).

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

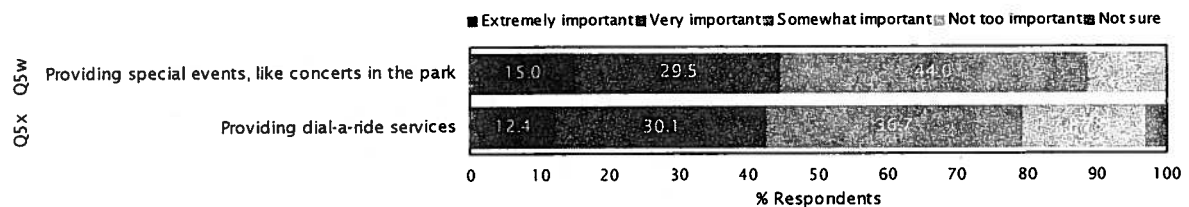
FIGURE 14 SATISFACTION WITH COMMUNITY DEVELOPMENT DEPARTMENT SERVICES



PARKS & RECREATION DEPARTMENT The final series of services tested were those provided by the Parks & Recreation Department. To make room for the community facilities questions that were added to the 2006 survey (see *Community Facilities* on page 35), the list of Parks & Recreation services was shortened to just two items. Both items were rated similarly in terms of their importance: providing special events such as concerts in the park (45%) and providing dial-a-ride services (43%).

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.

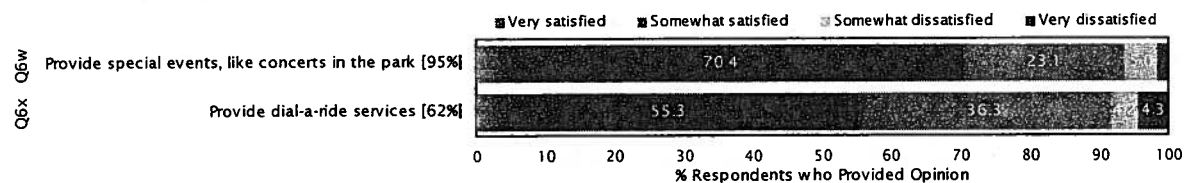
FIGURE 15 IMPORTANCE OF PARKS & RECREATION DEPARTMENT SERVICES



With respect to their satisfaction with the two Parks & Recreation services tested, residents were slightly more satisfied with the Department's efforts to provide special events (94%) when compared to dial-a-ride services (92%). Neither service experienced a statistically significant change in resident satisfaction when compared to the 2004 survey results (see Table 1 on page 21).

Question 6 For the same list of services I just read I'd like you to tell me how satisfied you are with the job the City of Manhattan Beach 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 16 SATISFACTION WITH PARKS & RECREATION DEPARTMENT SERVICES



CHANGES IN SATISFACTION FROM 2004 For the interested reader, Table 1 shows the percentage of respondents who were satisfied with each of the specific services tested in both the 2004 and 2006 surveys, by year. The far right column also displays the difference in satisfaction between the two studies. Positive values represent increasing satisfaction during this period, whereas negative values represent a decline in satisfaction when compared to 2004.

Although some services experienced increases in satisfaction and others experienced decreases during this period, in only two cases are the differences statistically significant: maintaining and repairing local streets and roads, and maintaining sewer and storm drain systems. Both of these services experienced a decline in overall satisfaction when compared to the results of the 2004 survey. It should be noted, however, that in both of these service areas there were significant

events in 2006 that were beyond the City's control. There were two significant sewage spills in January and March of 2006. The first spill was the responsibility of the Los Angeles County Sanitation District, whereas the second was caused by Adelphia Cable mistakenly breaking a sanitation pipe. There were also several large-scale road construction projects in 2006, including utility undergrounding in the Sand and Hill sections of the City and along the entire length of Sepulveda Boulevard, as well as the replacement of natural gas infrastructure on the West side of the City that caused street disruption. Although none of these events was the direct cause or responsibility of the City, the events nevertheless shape how some residents respond to questions about the City's performance in managing these service areas.

TABLE 1 SATISFACTION WITH SERVICES: 2004 ~ 2006

	Study Year		Difference in Satisfaction
	2006	2004	
Enforce parking laws	88.4	84.3	+4.1
Provide neighborhood police patrols	92.1	89.5	+2.6
Facilitate neighborhood watch programs	91.3	88.9	+2.4
Enforce traffic laws	91.7	90.4	+1.3
Enforce restrictions on visibility of stored trash	92.1	91.1	+1.0
Enforce sign restrictions	92.8	92.1	+0.6
Provide emergency medical services	97.7	98.0	-0.4
Enforce codes about merchandise on streets	94.2	94.8	-0.6
Maintain parks and open spaces	94.4	95.3	-1.0
Provide fire protection and prevention services	96.2	97.8	-1.6
Maintain public athletic fields	94.9	96.5	-1.6
Provide special events, like concerts in the park	93.5	95.2	-1.7
Keep the downtown area clean	96.1	98.0	-1.8
Clean local streets and roads	95.2	97.2	-2.0
Provide adequate traffic signs and striping	93.0	95.1	-2.0
Provide reliable garbage and recycling services	95.4	97.5	-2.1
Enforce animal control laws	85.4	87.6	-2.2
Prepare the City for emergencies	90.9	93.3	-2.4
Maintain a low crime rate	95.6	98.1	-2.4
Remove graffiti	95.4	97.9	-2.5
Enforce zoning regulations	85.6	88.4	-2.8
Provide dial-a-ride services	91.5	95.9	-4.3
Maintain and repair local streets and roads	80.5	89.5	-9.0†
Maintain sewer and storm drain systems	85.3	94.3	-9.1†

† Statistically significant change ($p < 0.05$) between the 2004 and 2006 studies

PERFORMANCE NEEDS & PRIORITIES

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

Rather than rely on sample *averages* to conduct this analysis, True North has developed and refined an *individualized* approach to identifying priorities that is built on the recognition that opinions will vary from resident to resident, and that understanding this variation is required for assessing how well the City is meeting the needs of its residents.³ Table 2 presents a two-dimensional space, or grid, based on the importance and satisfaction scales. The horizontal axis corresponds to the four *importance* response options, whereas the vertical scale corresponds to the four *satisfaction* response options. The 16 cells within the grid are grouped into one of six categories based on how well the City is meeting, or not meeting, a resident's needs for a particular service. The six groups are as follows:

<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 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 just somewhat or not at all important, or b) a respondent is somewhat dissatisfied and the service is viewed as very important.

3. Any tool that relies solely on the opinions of the average respondent will provide a limited and occasionally somewhat 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 will 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. This is why True North conducts the priority analysis at the individual respondent level, rather than at an aggregated level using the *average* of respondents' opinions.

*Not Meeting Needs,
Severely*

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

TABLE 2 NEEDS & PRIORITY MATRIX

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

Using this framework, True North categorized each respondent *individually* for *each* of the 24 services tested in the study. Thus, for example, a respondent who indicated that maintaining and repairing local streets and roads was somewhat important and they were very satisfied with the City's efforts in this service area would be categorized in the *exceeding needs* group for this service. The same respondent may be grouped in the *marginally not meeting needs* group for another service—e.g., preparing the City for emergencies—if they were somewhat dissatisfied with the City's efforts to provide the service, but the service was viewed as only somewhat important.

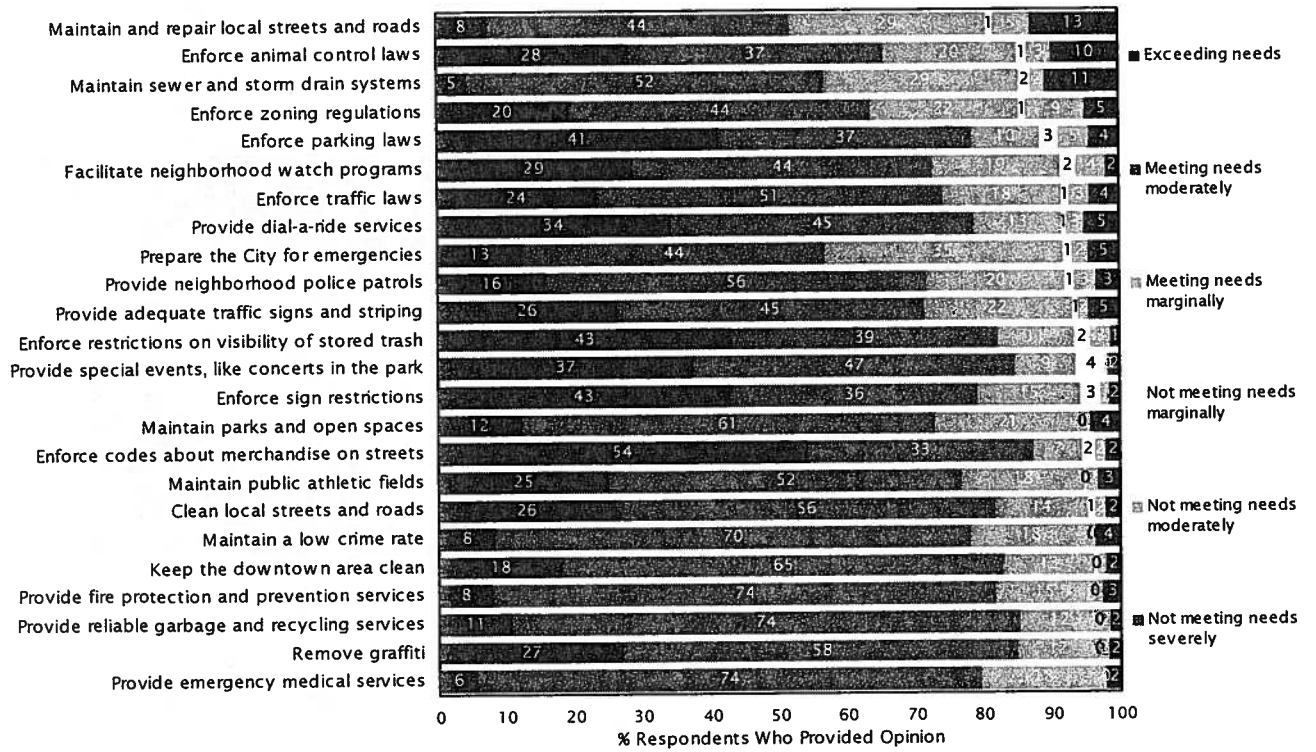
Figure 17 presents each of the 24 services tested, along with the percentage of respondents who were grouped into each of the six possible categories. For ease of interpretation, the color-coding in Figure 17 is consistent with that presented in Table 2. Thus, for example, in the service area of maintaining and repairing local streets and roads, the City is exceeding the needs of 8% of respondents, moderately meeting the needs of 44% of respondents, marginally meeting the needs of 29% of respondents, marginally not meeting the needs of 1% of respondents, moderately not meeting the needs of 5% of respondents, and severely not meeting the needs of 13% of respondents.

Perhaps the most important pattern that is shown in Figure 17 is that—for the vast majority of services tested—the City is meeting the needs of at least 90% of residents. Moreover, for *all* services tested, the City is meeting the needs of at least 80% of residents.

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 in rank order of priority.

Thus, maintaining and repairing local streets and roads is the top priority, followed by enforcing animal control laws, maintaining sewer and storm drain systems, enforcing zoning regulations, and enforcing parking laws.

FIGURE 17 RESIDENT SERVICE NEEDS



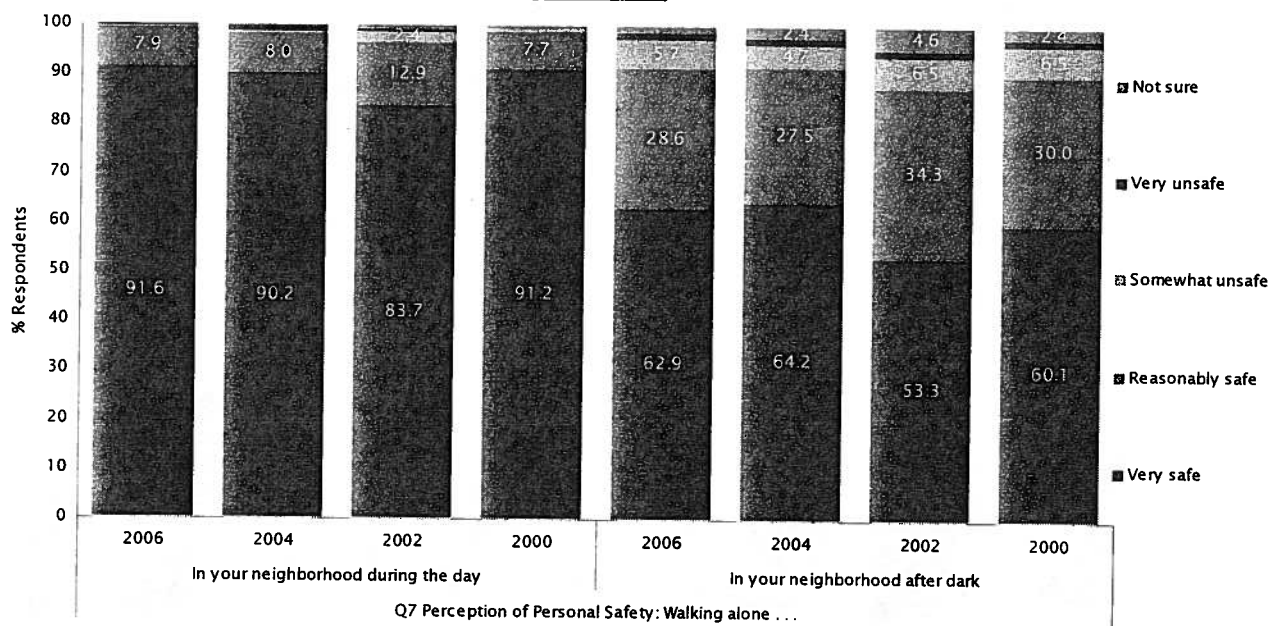
PERSONAL SAFETY

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

Accordingly, the 2006 survey included a question designed to measure respondents' perceptions of safety in a variety of settings in Manhattan Beach. For each of the five scenarios listed at the bottom of Figures 18 and 19, respondents were asked to rate how safe they feel in the scenario using the scale shown on the right of the figures. For comparison, Figures 18 and 19 present the 2006 survey results alongside those recorded in 2004, 2002 and 2000 for each scenario.

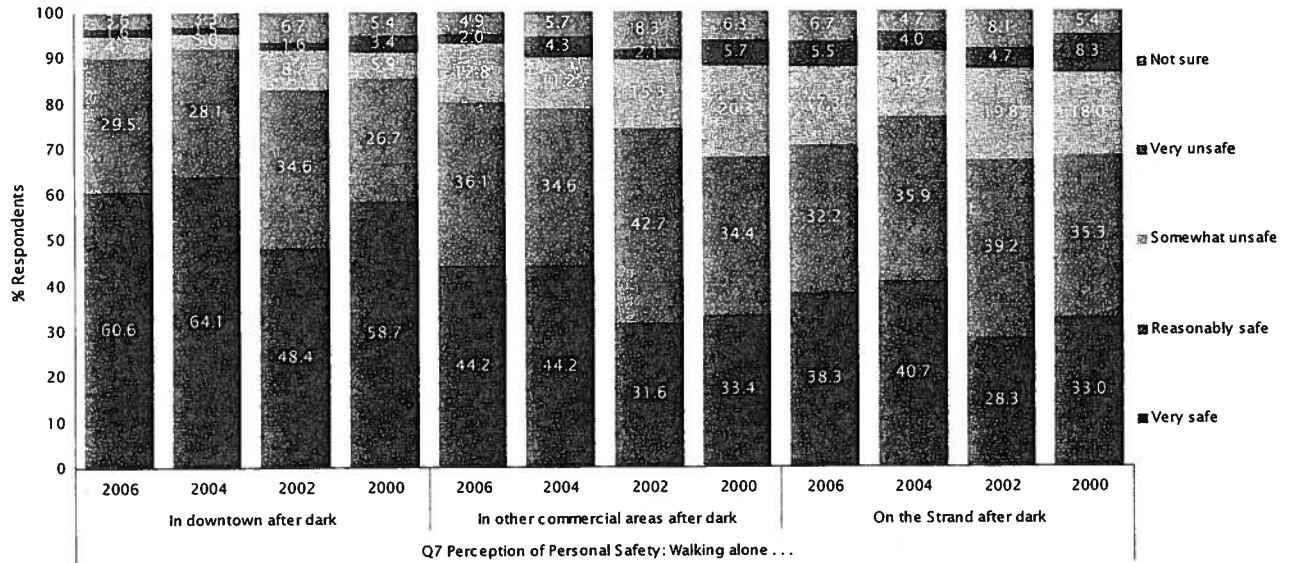
Question 7 *Next, I'd like to ask a few questions about personal safety and security in the City of Manhattan Beach. When you are ----- would you say that you feel very safe, reasonably safe, somewhat unsafe, or very unsafe?*

FIGURE 18 PERCEPTION OF SAFETY IN OWN NEIGHBORHOOD: 2000 ~ 2006



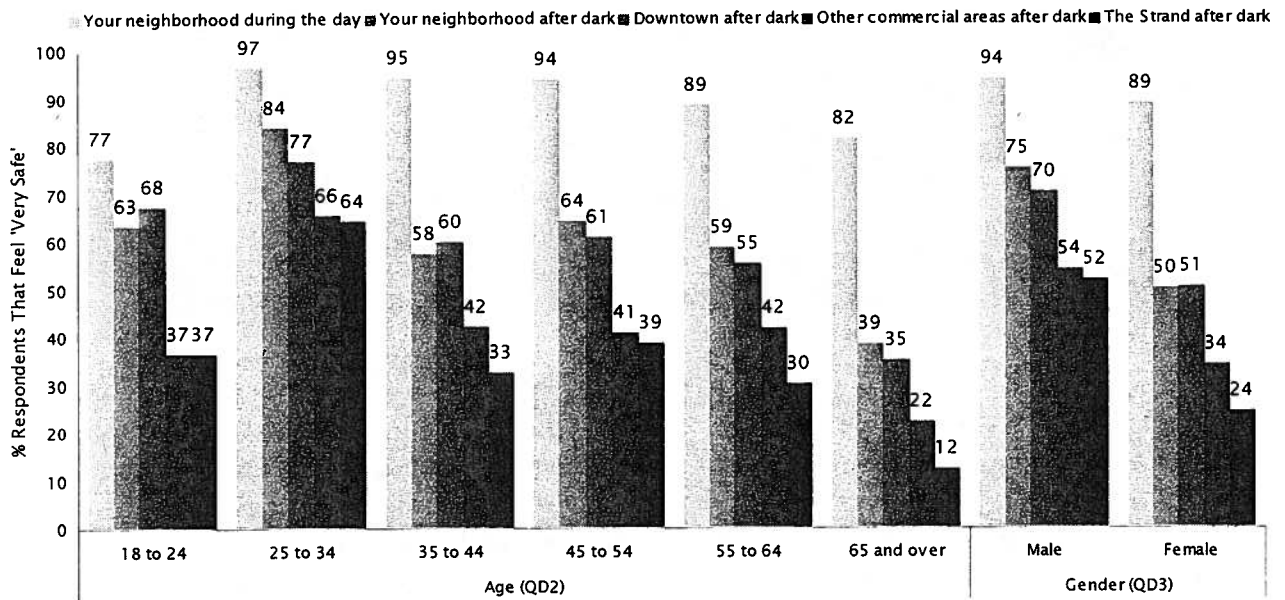
As shown in the figures, residents' feelings of safety varied considerably depending on the setting. In 2006, nearly all residents (99%) indicated that they felt safe walking alone in their neighborhood during the day, although the percentage dropped to 92% when walking alone in one's neighborhood after dark (Figure 18). Perceptions of safety while walking alone after dark in non-residential areas were somewhat lower at 90% for downtown, 80% in other commercial areas, and 71% on the Strand (see Figure 19). Over time, feelings of personal safety have remained stable in residential settings, downtown and on the Strand. Perceptions of safety have generally increased, meanwhile, when walking alone in other commercial areas after dark.

FIGURE 19 PERCEPTION OF SAFETY IN NON-RESIDENTIAL AREAS: 2000 ~ 2006



As one might expect, feelings of safety were related to respondent age and gender. Figure 20 presents the percentage of respondents who indicated that they felt 'very safe' in each scenario by their age and gender group. In general, seniors and women were less likely to feel very safe in each of the five settings when compared to their respective counterparts.

FIGURE 20 PERSONAL SAFETY BY AGE & GENDER



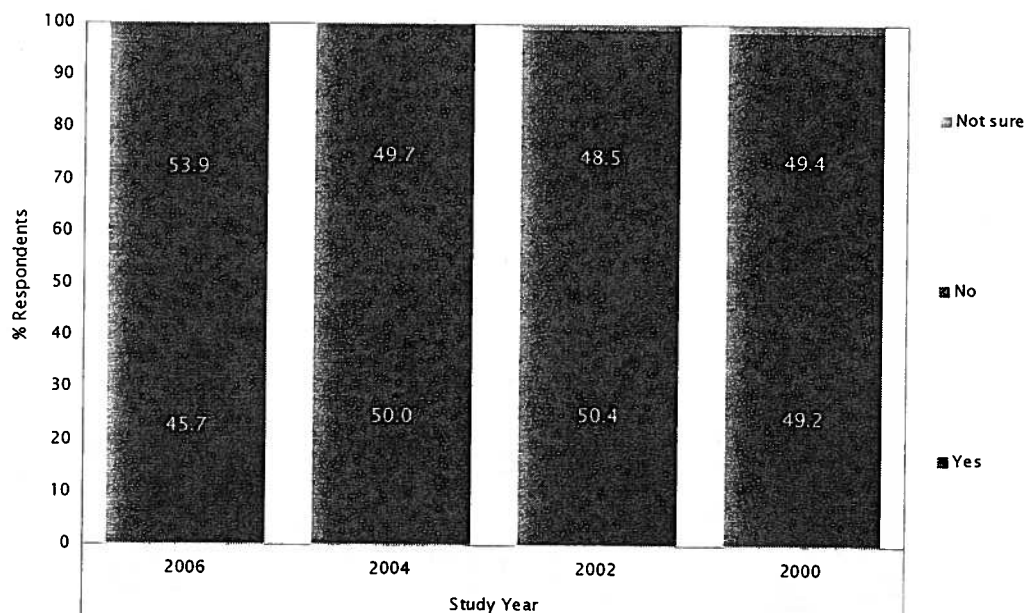
STAFF & COUNCIL

Although much of the community survey focused on residents' satisfaction with the City's efforts to provide specific services, like other progressive cities Manhattan Beach recognizes that there is much more to good local governance than simply providing satisfactory services. Do residents perceive that the City staff serve their needs in a professional and courteous manner? Is the City Council responsive to residents needs? Answers to questions like these are just as important as service or policy-related questions in measuring the City's performance in meeting the needs and expectations of residents. Accordingly, they were a focus of the 2006 survey.

CITY STAFF Three questions were included in the survey to examine residents' perceptions of—and experiences with—City of Manhattan Beach staff. The first of these questions asked respondents if they had been in contact with City staff in the 12 months prior to the interview. Figure 21 presents the results to this question in 2006, as well as the results for the same question dating back to 2000. As shown in the figure, 46% of residents indicated that they had contact with City staff in the 12 months prior to the interview, which is similar to the results found in the prior three surveys.

Question 8 *In the past 12 months, have you been in contact with City of Manhattan Beach staff?*

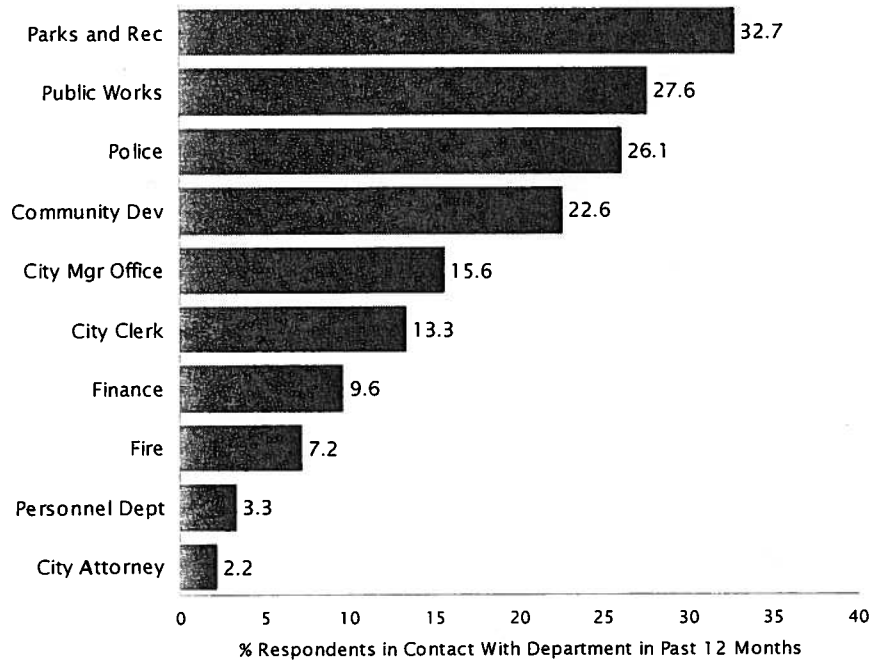
FIGURE 21 CONTACT WITH CITY STAFF IN PAST 12 MONTHS: 2000 ~ 2006



Respondents who indicated they had contact with City staff were next asked to list the department or departments they had contacted or from which they had received services. Because a respondent could have contact with more than one department during this period, multiple responses were allowed for this question. Accordingly, the values shown in Figure 22 indicate the percentage of respondents who stated they had contact with the associated department. The most frequently mentioned department in 2006 was Parks and Recreation (33%), followed by Public Works (28%) and Police (26%).

Question 9 In which Departments did the staff members work?

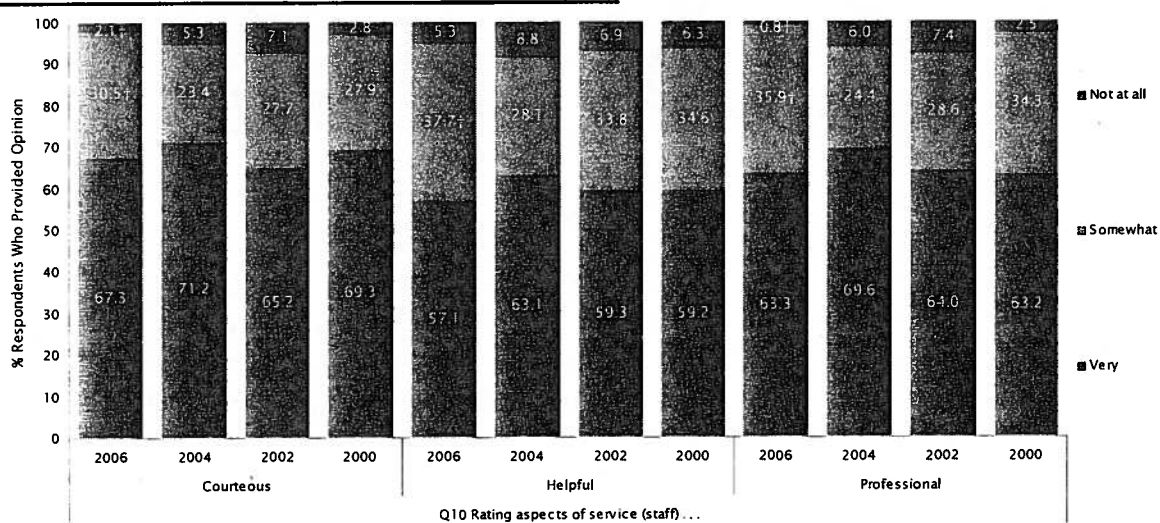
FIGURE 22 DEPARTMENTS CONTACTED IN PAST 12 MONTHS



The final question in this series asked all residents (those with and without recent staff contact) to rate City staff on three dimensions: courteousness, professionalism and helpfulness. Overall, respondents with an opinion provided similarly high ratings for City staff on all three dimensions (see Figure 23). Moreover, the percentage who used *somewhat* to describe staff increased significantly in 2006 for all three dimensions, resulting in a significant increase in positive assessments overall.

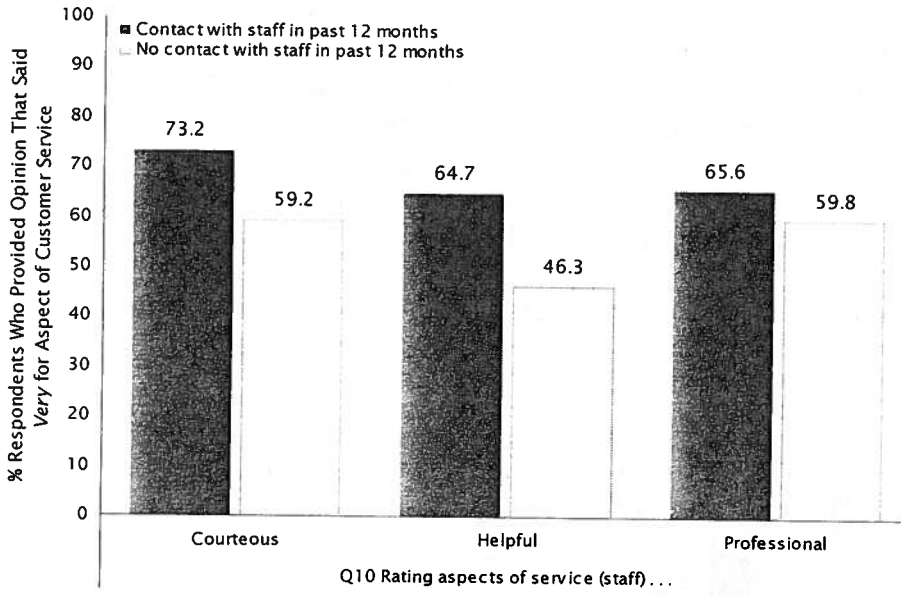
Question 10 In your opinion, is the staff at the City of Manhattan Beach very _____, somewhat _____, or not at all _____.

FIGURE 23 RATING ASPECTS OF SERVICE FROM STAFF: 2000 ~ 2006



† Statistically significant change (p < 0.05) between the 2004 and 2006 studies

FIGURE 24 RATING ASPECTS OF SERVICE FROM STAFF BY CONTACT WITH STAFF

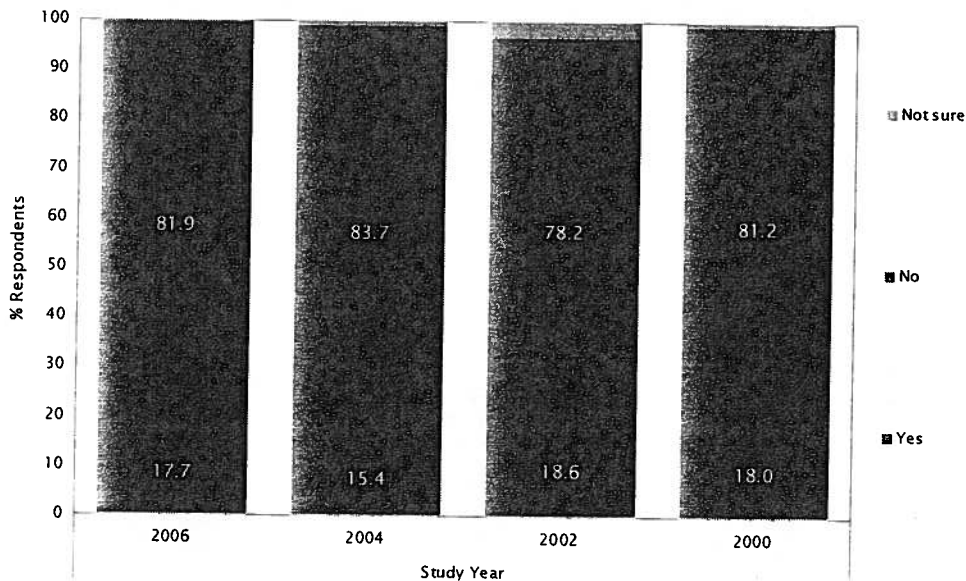


Consistent with past surveys, those respondents who had recent contact with City staff held more positive views of staff on all three performance dimensions when compared to their counterparts who did not have contact during this period (Figure 24).

CITY COUNCIL Similar to the previous section that addressed residents' contact with—and perceptions of—City staff, the survey next asked about respondents' experiences and opinions with respect to the Manhattan Beach City Council. The first of these questions simply asked whether the respondent had any contact with the City Council in the 12 months prior to the interview. Overall, 18% of respondents indicated that they had contact with the City Council during this period (Figure 25). This percentage is statistically similar to the figures found in the prior three resident surveys dating back to 2000.

Question 11 *How about the Manhattan Beach City Council? In the past 12 months have you had any contact with the City Council?*

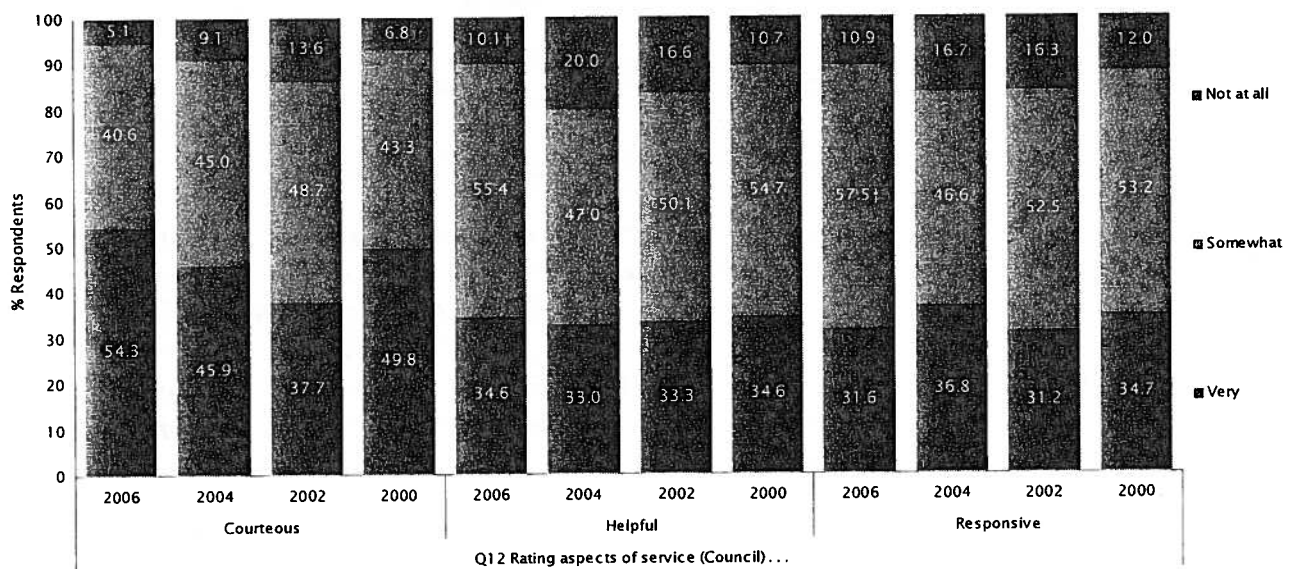
FIGURE 25 CONTACT WITH CITY COUNCIL IN PAST 12 MONTHS: 2000 ~ 2006



The next question asked all residents (those with and without recent Council contact) to rate the City Council on three qualities: courteousness, responsiveness and helpfulness. As with City staff, respondents with an opinion provided similarly high ratings for Council across the three dimensions. It is worth noting, moreover, that there was a statistically significant decline in the percentage of respondents who described the Council as *not* helpful, and a significant increase in the percentage who described them as *somewhat* responsive, when compared to the 2004 survey results (Figure 26). Figure 27 shows how responses to Question 12 varied according to whether the respondent had contact with Council in the 12 months prior to the interview.

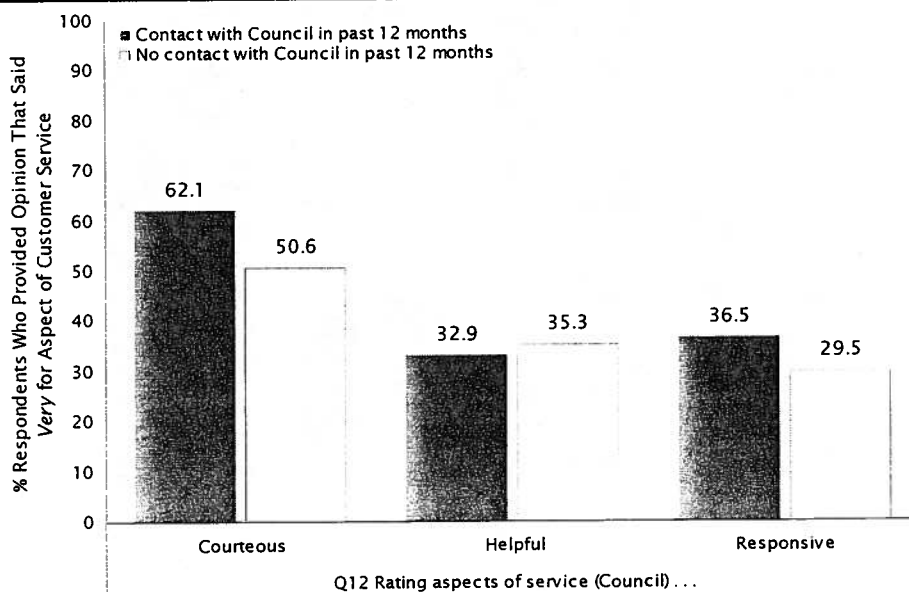
Question 12 *In your opinion, is the City Council very _____, somewhat _____, or not at all _____.*

FIGURE 26 RATING ASPECTS OF SERVICE FROM COUNCIL: 2000 ~ 2006



† Statistically significant change (p < 0.05) between the 2004 and 2006 studies

FIGURE 27 RATING ASPECTS OF SERVICE FROM COUNCIL BY CONTACT WITH COUNCIL



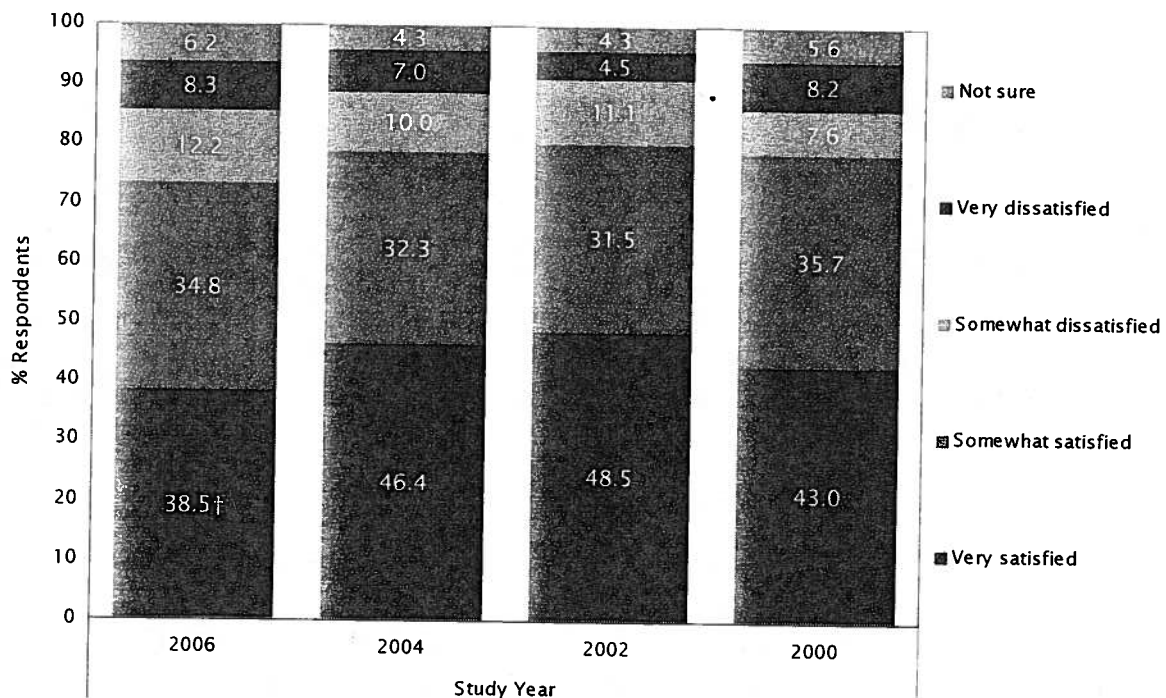
COMMUNICATION

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

OVERALL SATISFACTION Question 13 of the survey asked residents to report their overall satisfaction with City-resident communication in the City of Manhattan Beach. Overall, 73% of respondents indicated that they were satisfied with City's efforts to communicate with residents through newsletters, the Internet, or other means, with 39% indicating that they were *very* satisfied. The remaining respondents were either dissatisfied with the City's efforts in this respect (21%) or unsure of their opinion (6%). When compared to the 2004 survey results, there was a statistically significant decline in the percentage who indicated that they were *very* satisfied with the City's performance in this respect (Figure 28).

Question 13 *Are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, and other means?*

FIGURE 28 SATISFACTION WITH COMMUNICATION: 2000 ~ 2006



† Statistically significant change ($p < 0.05$) between the 2004 and 2006 studies

The following figures display how overall satisfaction with the City's efforts to communicate with residents varied by length of residence, contact with City staff in the past year, contact with City Council in the past year, the presence of a child in the home, age, and gender. When compared to their respective counterparts, overall satisfaction was notably higher among those who had lived in the City between 5 and 9 years and those over the age of 24.

FIGURE 29 SATISFACTION WITH COMMUNICATION BY YEARS IN MANHATTAN BEACH, CONTACT WITH CITY STAFF & CONTACT WITH COUNCIL

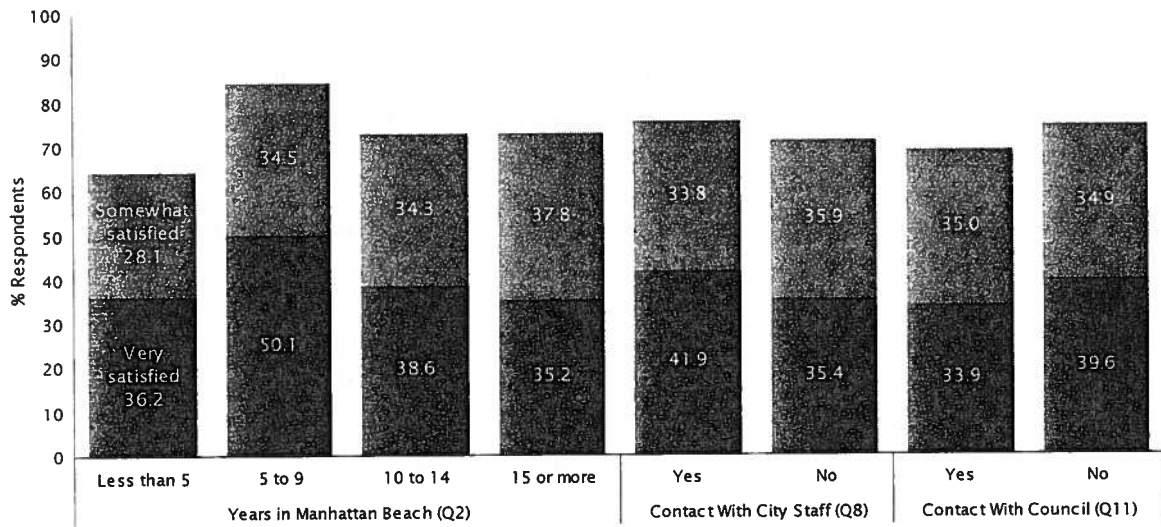
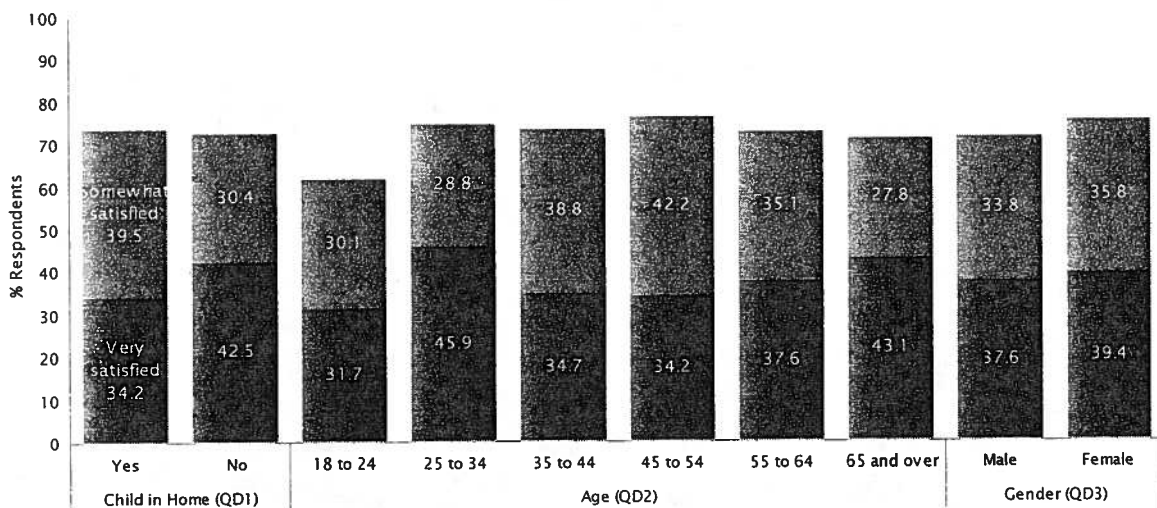


FIGURE 30 SATISFACTION WITH COMMUNICATION BY CHILD IN HOME, AGE & GENDER



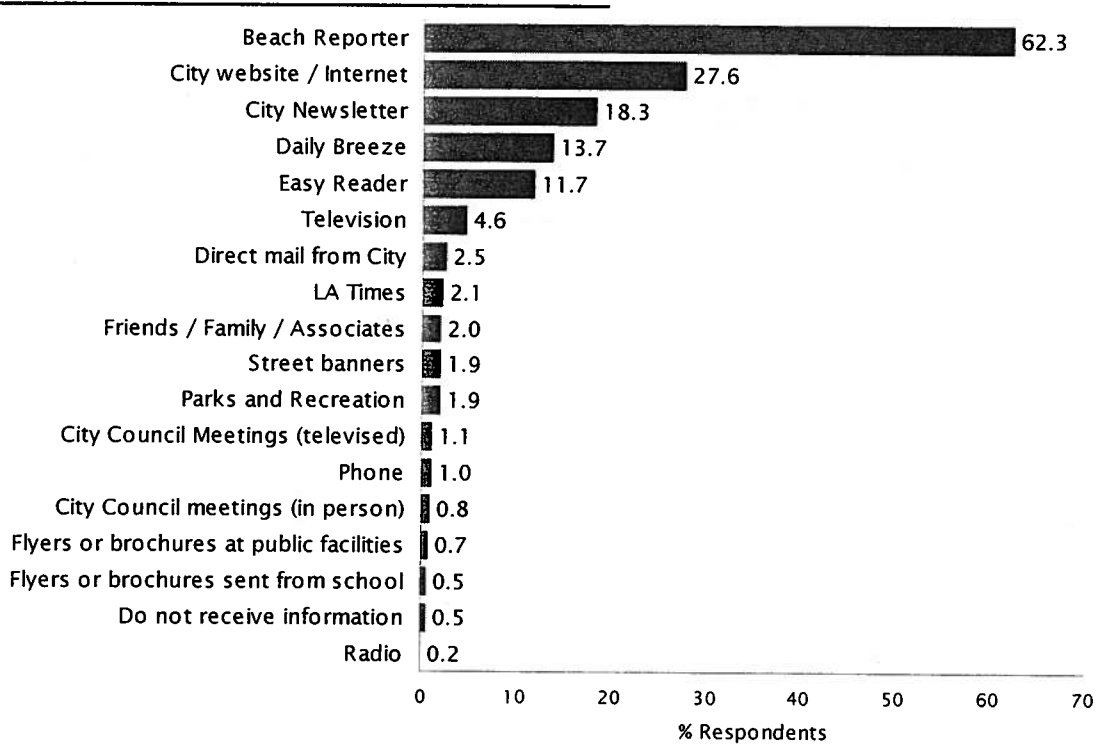
INFORMATION SOURCES To help the City identify the most effective means of communicating with residents, it is helpful to understand what information sources they currently rely on for this type of information. In an open-ended manner, residents were asked to list the information sources they typically use to find out about City of Manhattan Beach news, information and programming. Because respondents were allowed to provide up to two sources, the percentages shown in Figure 31 represent the percentage of residents who mentioned a particular source.

By far the most frequently cited source for city-related information—mentioned by 62% of respondents—was the *Beach Reporter*, followed by the City’s website/Internet (28%), the *City Newsletter* (18%), the *Daily Breeze* (14%), and the *Easy Reader* (12%). No other single sources were mentioned by at least 5% of respondents, respectively.

42

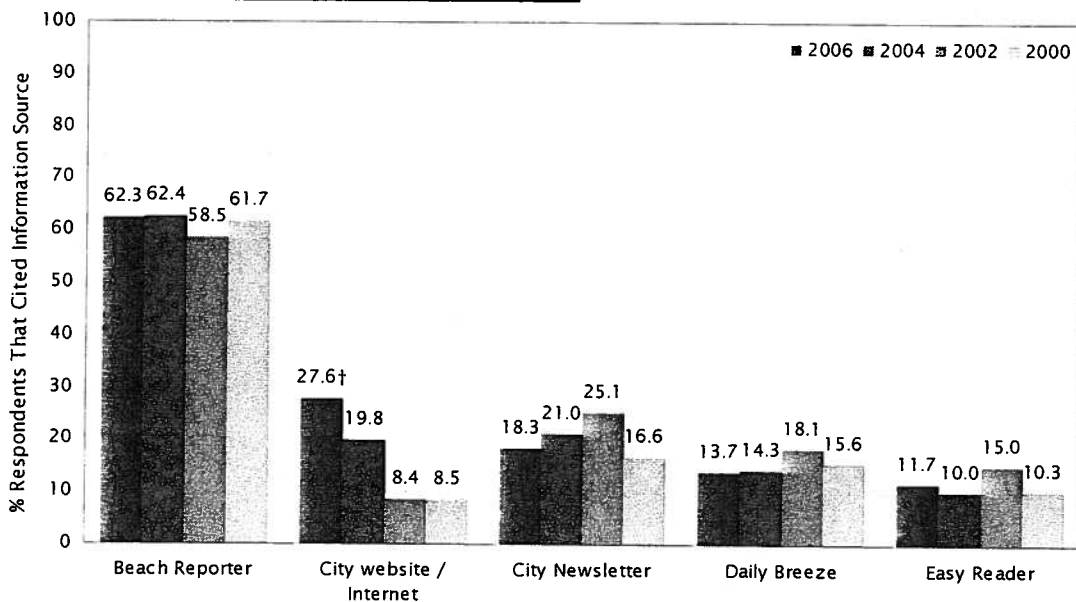
Question 14 *What information sources do you use to find out about City of Manhattan Beach news, information and programming?*

FIGURE 31 INFORMATION SOURCES



The proportion of residents who rely on each of the top-mentioned information sources has remained relatively stable in recent years with exception of those who rely on the City's website/Internet. Since 2000, the percentage of residents who rely on the City's website/Internet as a primary source of city-related information has more than tripled from 9% to 28% (Figure 32).

FIGURE 32 TOP INFORMATION SOURCES: 2000 ~ 2006



† Statistically significant change ($p < 0.05$) between the 2004 and 2006 studies

For the interested reader, Table 3 displays the most frequently cited sources of city-related information—in rank order—according to respondent age. The most striking pattern is that younger age groups (those under 45) rank the City’s website/Internet in their top three sources, whereas seniors do not even list the City’s website in their top five for city-related information. Regardless of age, however, the *Beach Reporter* is the dominant source for city-related information.

TABLE 3 TOP INFORMATION SOURCES BY AGE

Age (QD2)					
18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
Beach Reporter	Beach Reporter	Beach Reporter	Beach Reporter	Beach Reporter	Beach Reporter
Television	City website / Internet	City website / Internet	City website / Internet	Daily Breeze	Easy Reader
City website / Internet	City Newsletter	City Newsletter	Easy Reader	City Newsletter	City Newsletter
Daily Breeze	Daily Breeze	Daily Breeze	City Newsletter	City website / Internet	Daily Breeze
City Newsletter	Street banners	Easy Reader	Daily Breeze	Television	Television

COMMUNITY FACILITIES

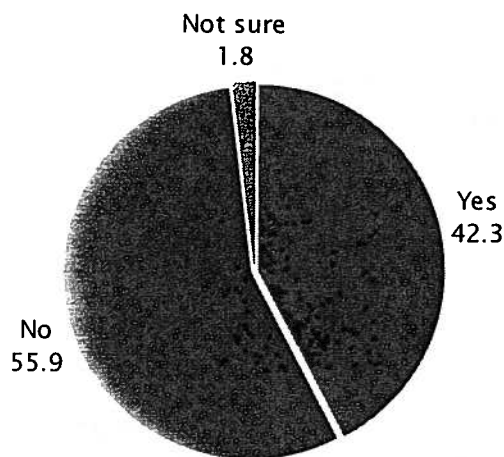
In June 2006, the City of Manhattan Beach embarked upon a year long planning process that will create a comprehensive master plan and long-term vision for community and recreation facilities throughout the City. In addition to renovating some existing facilities, as part of this process the City and the community will consider the possibility of building new and/or different facilities to complement and/or replace several existing facilities. Among the new and/or replacement facilities being considered are a multi-purpose Community Center, a Library, an Aquatics Center, and a multi-purpose Cultural Center.

Although City Council, staff and consultants have played an important role in gathering data, organizing the planning process, and assisting in the production of documents, the citizens of Manhattan Beach are the true inspiration and authors of the Plan. Through their enthusiastic participation in community meetings, the Steering process, and through sharing their opinions in this survey, they have ensured that the Strategic Plan will be consistent with their values, priorities and concerns for the City and its future. This section of the report presents the results of several questions that were designed to help inform the development of the Community Facilities Strategic Plan.

AWARENESS OF PLANNING PROCESS The opening question in this series first informed respondents that the City is in the process of creating a Community Facilities Strategic Plan, then asked whether—prior to taking this survey—they were aware that the City had embarked on this process. As shown in Figure 33, 42% of residents answered in the affirmative. When compared to their respective counterparts, awareness was greatest among those who had resided in the City between 10 and 14 years, residents who had contacted staff or Council in the year prior to the interview, respondents with children in the home, those over the age of 34, and males (see Figures 34 and 35).

Question 15 *The City of Manhattan Beach is in the process of creating a Strategic Plan for renovating and replacing aging community facilities, as well as constructing new facilities to meet the needs of Manhattan Beach residents, now and in the future. Prior to taking this survey, were you aware that the City was in the process of developing a Community Facilities Strategic Plan?*

FIGURE 33 AWARENESS OF COMMUNITY FACILITIES STRATEGIC PLAN



45

FIGURE 34 AWARENESS OF COMMUNITY FACILITIES STRATEGIC PLAN BY YEARS IN MANHATTAN BEACH, CONTACT WITH CITY STAFF & CONTACT WITH COUNCIL

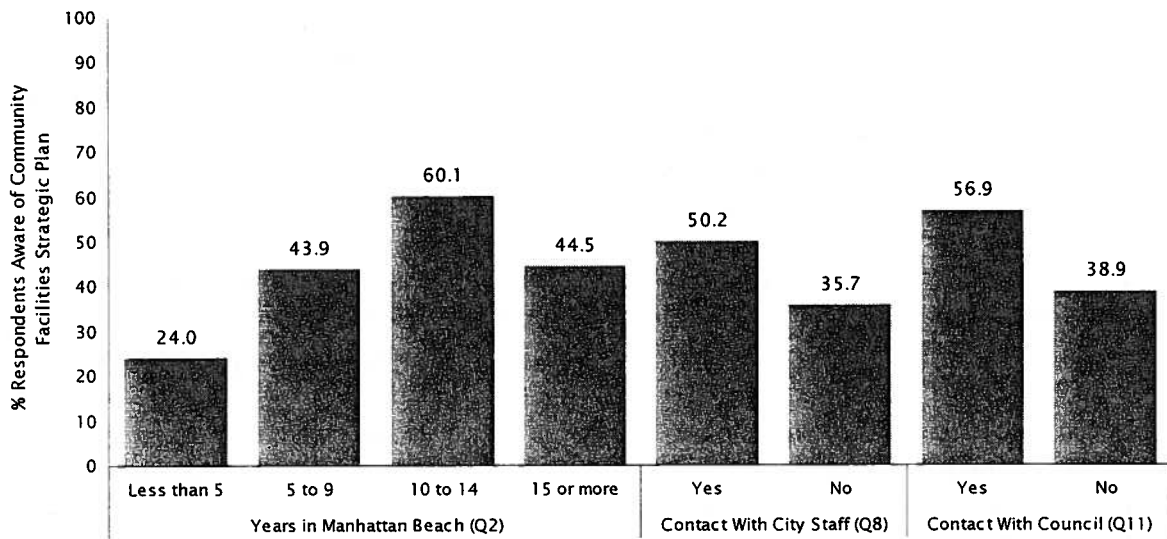
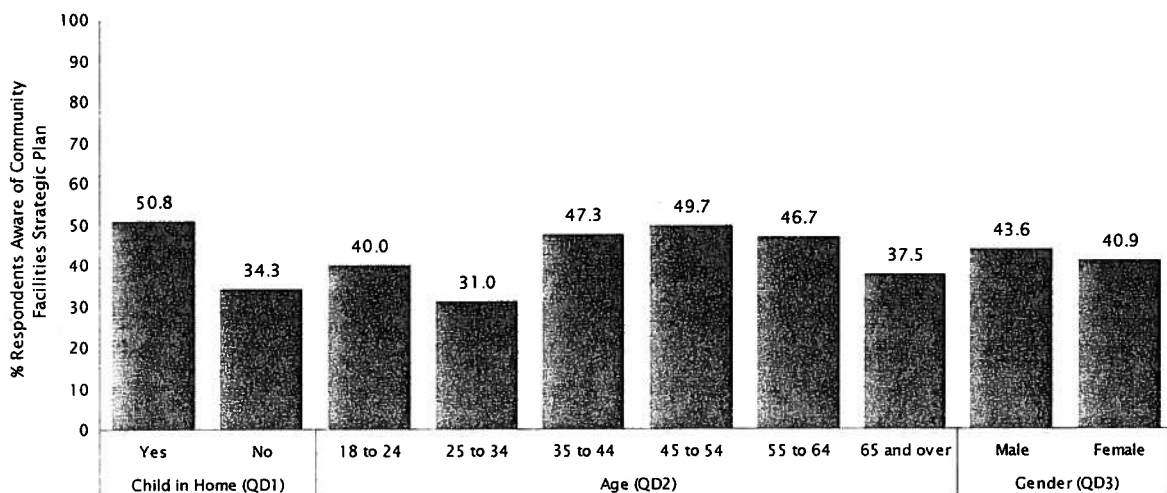


FIGURE 35 AWARENESS OF COMMUNITY FACILITIES STRATEGIC PLAN BY CHILD IN HOME, AGE & GENDER



COMMUNITY CENTER Having measured respondents' awareness of the planning process, the survey next focused on gathering their opinions regarding specific amenities that may be included in four different facilities—the first of which was a multi-purpose Community Center. For each of the amenities listed on the left of Figure 36, residents were asked to indicate whether they think the amenity should be a high, medium or low priority for inclusion in the Community Center, assuming it is built. They were also offered the option of indicating that the amenity should *not* be part of the Center. To encourage respondents to prioritize—rather than indicate that all of the amenities are a high priority—they were instructed to keep in mind that not all of the amenities can be high priorities.

Figure 36 sorts the amenities from high to low based on the proportion of residents who indicated that the amenity is at least a medium priority. Overall, residents were most enthused about

the prospect of including a dedicated Teen Center (82%) in the Community Center, followed by general purpose rooms that can be used for meetings, conferences and classes (79%), a dedicated Senior Center (78%), and special purpose rooms that can be used for activities like fitness classes (76%). At the other end of the spectrum, residents generally assigned a lower priority to including a computer lab for drop-in use (47%), dedicated fitness and exercise facilities such as an indoor gymnasium and weight room (53%), and banquet facilities (54%) in the Center. For the interested reader, Table 4 shows how the proportion of respondents who assigned each amenity at least a medium priority varied by whether they lived with a child and respondent age. Additional crosstabulations for this question can be found in Appendix A.

Question 16 *The City is considering building a multi-purpose Community Center. As I read each of the following amenities, I'd like you to indicate whether you think the amenity should be a high, medium or low priority for inclusion in the Community Center - or if you think it should not be a part of the Community Center. Please keep in mind that not all of the amenities can be high priorities. Here is the (first/next) one: _____. Should this amenity be a high, medium or low priority for the Center - or should it not include this amenity?*

FIGURE 36 COMMUNITY CENTER PRIORITIES

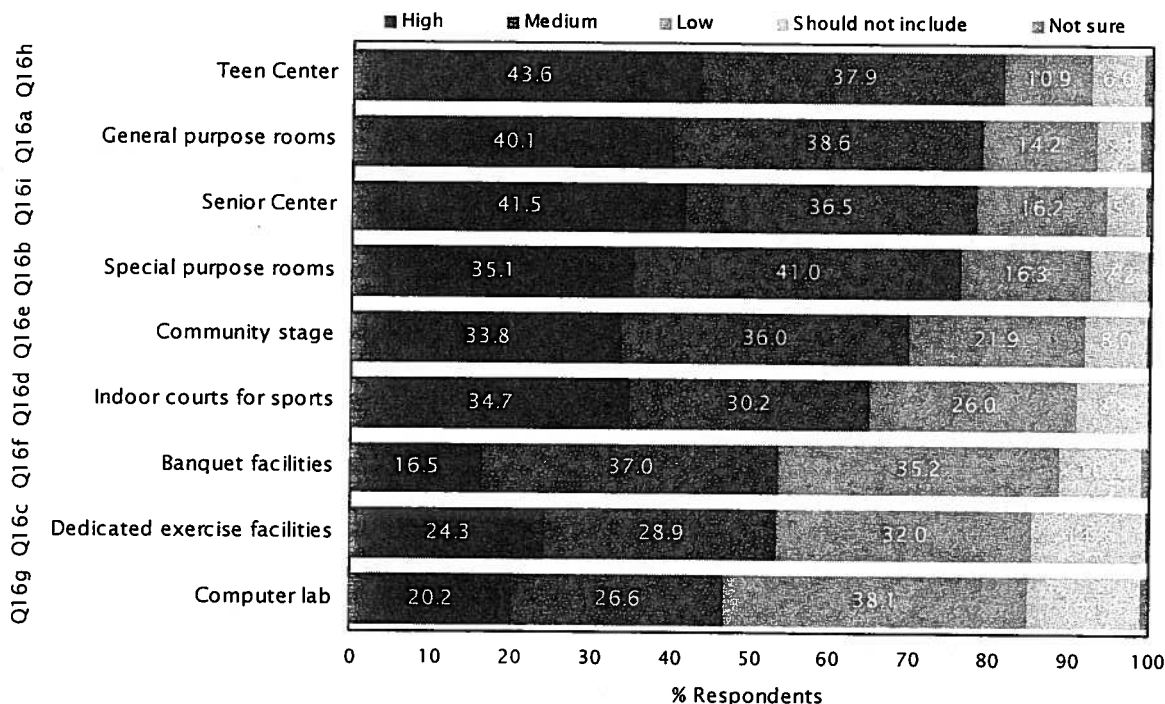


TABLE 4 COMMUNITY CENTER PRIORITIES BY CHILD IN HOME & AGE SHOWING % MEDIUM OR HIGH PRIORITY

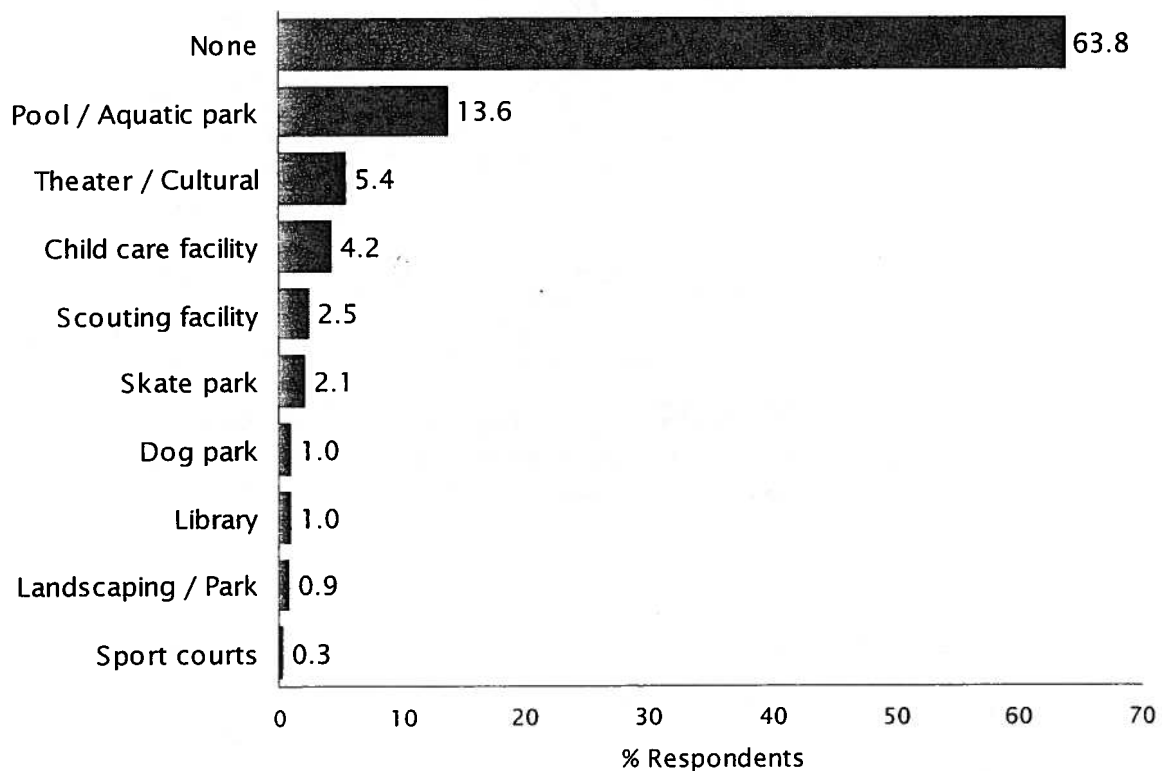
	Child in Home (QD1)		Age (QD2)					
	Yes	No	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
Teen Center	83.0	80.1	85.9	88.6	87.5	70.5	79.9	74.7
General purpose rooms	79.5	78.1	81.7	72.4	84.6	77.9	83.0	74.6
Senior Center	75.4	80.8	81.7	79.4	73.5	78.8	84.3	75.5
Special purpose rooms	78.3	73.5	86.7	74.7	83.5	73.0	78.0	63.5
Community stage	78.4	60.8	72.5	66.7	80.4	66.8	68.0	60.0
Indoor courts for sports	74.0	56.9	73.3	87.3	69.3	54.3	52.2	43.3
Banquet facilities	54.1	53.1	72.5	65.5	51.2	47.1	50.2	43.0
Dedicated fitness and exercise facilities	52.4	53.4	58.4	71.2	48.5	45.0	49.1	46.1
Computer lab	42.8	50.3	63.3	58.6	44.3	41.2	34.8	44.3

Recognizing that the list of amenities provided in Question 16 does not exhaust the list of possibilities that Manhattan Beach residents may envision for a Community Center, respondents were also provided an opportunity to suggest additional amenities for inclusion in the Center. Question 17 was asked in an open-ended manner, thereby allowing respondents to mention any amenity that came to mind without being prompted by—or restricted to—a particular list of options. The verbatim responses were later reviewed by True North and grouped into the categories shown in Figure 37.

Nearly two-thirds (64%) of respondents indicated that they could not think of an additional amenity that should be a high priority for inclusion in the Center beyond the list that was provided in Question 16. Moreover, the top two specific suggestions were actually separate facilities—a Pool/Aquatic park (14%) and a Theater/Cultural Center (5%)—that were the subject of subsequent questions (see *Aquatics Center* on page 40 and *Cultural Center* on page 42). The top three amenities that were mentioned were a child care facility (4%), a scouting facility (3%), and a skate park (2%).

Question 17 *Are there any particular amenities that I did not mention that you think should be a high priority for inclusion in the Community Center?*

FIGURE 37 ADDITIONAL COMMUNITY CENTER PRIORITIES



LIBRARY In a manner identical to that described previously for the Community Center, residents were next informed that the City is considering renovating and expanding the Community Library and asked to prioritize a list of amenities that are candidates for inclusion in the Library. The list of amenities, as well as the relative priority assigned to each amenity, are shown in Figure 38 below.

Overall, residents assigned the highest priority to a children's storytelling room (89%), followed closely by an expanded collection of children's materials and reading rooms (88%). Other amenities that were mentioned by three-quarters of respondents as at least a medium priority were a young adult reading area (80%), a computer lab with public Internet access (77%), and expanded adult collections and reading rooms (77%). At the bottom of the list was a coffee and beverage bar, mentioned by 27% as at least a medium priority. Table 5 shows how the proportion of respondents who assigned each amenity at least a medium priority varied by whether they lived with a child and respondent age. Additional crosstabulations for this question can be found in Appendix A.

Question 18 *City is considering renovating and expanding the Community Library. As I read each of the following amenities, I'd like you to indicate whether you think the amenity should be a high, medium or low priority for inclusion in the new Library - or if you think it should not be a part of the Library. Please keep in mind that not all of the amenities can be high priorities. Here is the (first/next) one: _____. Should this amenity be a high, medium or low priority for the Library - or should it not include this amenity?*

FIGURE 38 LIBRARY PRIORITIES

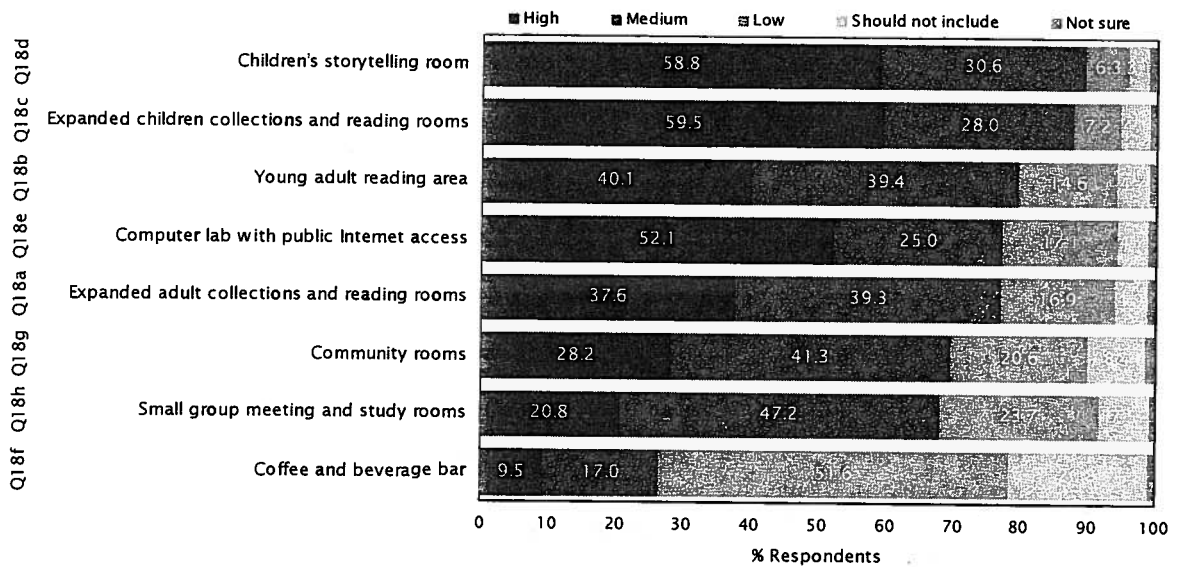


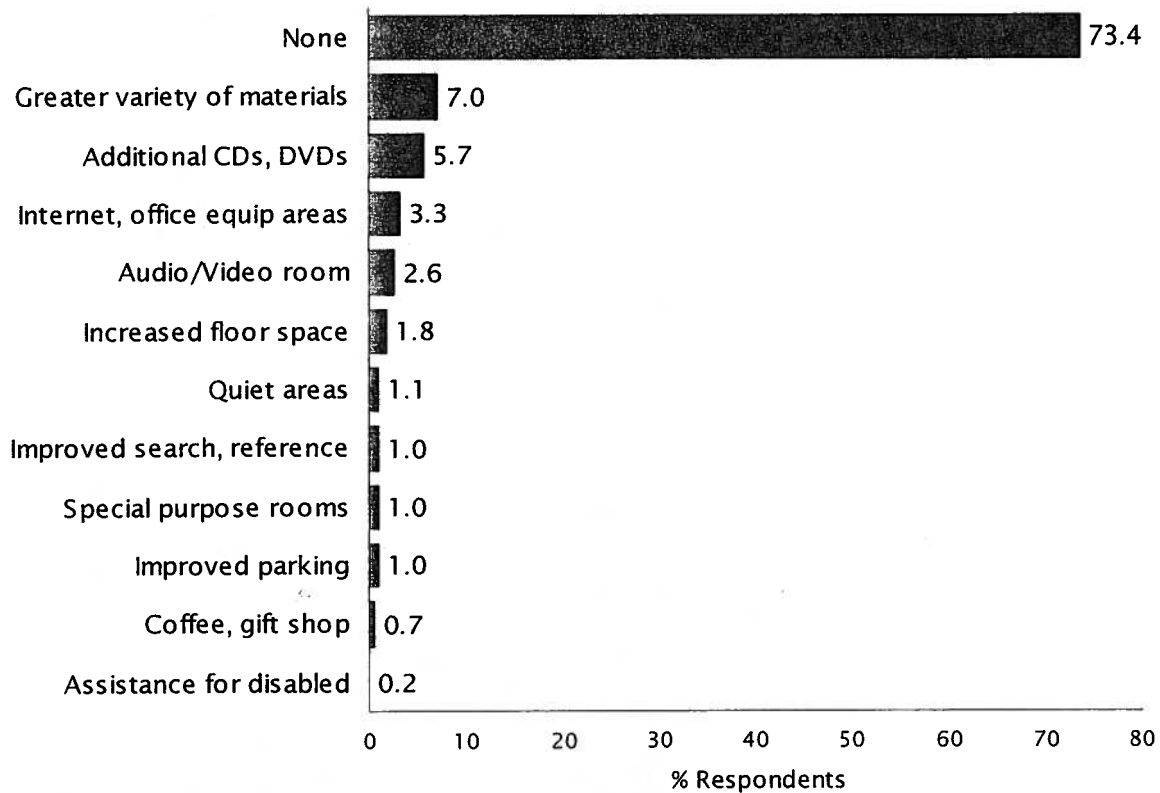
TABLE 5 LIBRARY PRIORITIES BY CHILD IN HOME & AGE SHOWING % MEDIUM OR HIGH PRIORITY

	Child in Home (QD1)		Age (QD2)					
	Yes	No	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
Children's storytelling room	91.9	86.9	90.0	94.3	91.6	90.2	88.5	75.8
Expanded children collections and reading rooms	91.9	83.2	81.7	85.1	98.6	82.8	84.4	82.9
Young adult reading area	83.3	76.0	86.7	79.4	90.2	77.5	75.2	63.6
Computer lab with public Internet access	76.1	77.8	90.0	78.2	74.8	76.1	79.0	74.4
Expanded adult collections and reading rooms	77.5	76.2	87.5	81.6	84.6	69.0	74.2	64.6
Community rooms	69.9	68.8	73.3	59.8	79.2	65.7	73.8	68.0
Small group meeting and study rooms	65.9	69.3	86.7	65.5	69.3	64.8	68.2	67.4
Coffee and beverage bar	27.4	25.5	60.0	33.3	24.9	23.6	14.6	20.4

When provided with an open-ended opportunity to suggest additional amenities that should be considered a high priority for inclusion in the Library, nearly three-quarters of respondents could not identify an amenity not already listed in Question 18 (Figure 39). Of the specific suggestions that were offered, a greater variety of materials in general was mentioned most frequently (7%), followed by additional CDs and DVDs (6%), and areas equipped with Internet access/office equipment (3%).

Question 19 *Are there any particular amenities that I did not mention that you think should be a high priority for inclusion in the Library?*

FIGURE 39 ADDITIONAL LIBRARY PRIORITIES



AQUATICS CENTER Residents were next informed that the City is considering building a new Aquatics Center and asked to prioritize a list of amenities that are candidates for inclusion in the Center, assuming it is built. The list of amenities, as well as the relative priority assigned to each amenity, are shown in Figure 40 on the next page.

Overall, residents were most interested in including a water playground for kids (75%) in the Center, followed by a pool for water aerobics and exercise (73%), a 25 meter competitive lap pool (69%), and a 50 meter competitive lap pool (67%). At the bottom of the list were a diving pool with diving boards and platforms (59%) and stadium seating or bleachers for competitive swim meets (65%). Table 6 shows how the proportion of respondents who assigned each amenity at least a medium priority varied by whether they lived with a child and respondent age. Additional crosstabulations for this question can be found in Appendix A.

Question 20 *The City is considering building a new Aquatics Center. As I read each of the following amenities, I'd like you to indicate whether you think the amenity should be a high, medium or low priority for inclusion in the community Aquatics Center - or if you think it should not be a part of the Aquatics Center. Please keep in mind that not all of the amenities can be high priorities. Here is the (first/next) one: _____. Should this amenity be a high, medium or low priority for the Aquatics Center - or should it not include this amenity?*

FIGURE 40 AQUATICS CENTER PRIORITIES

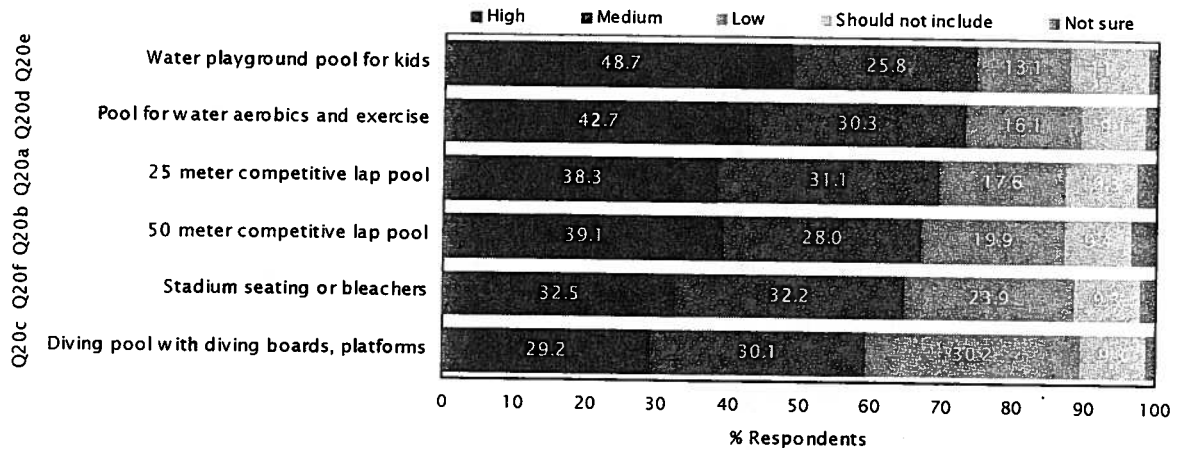


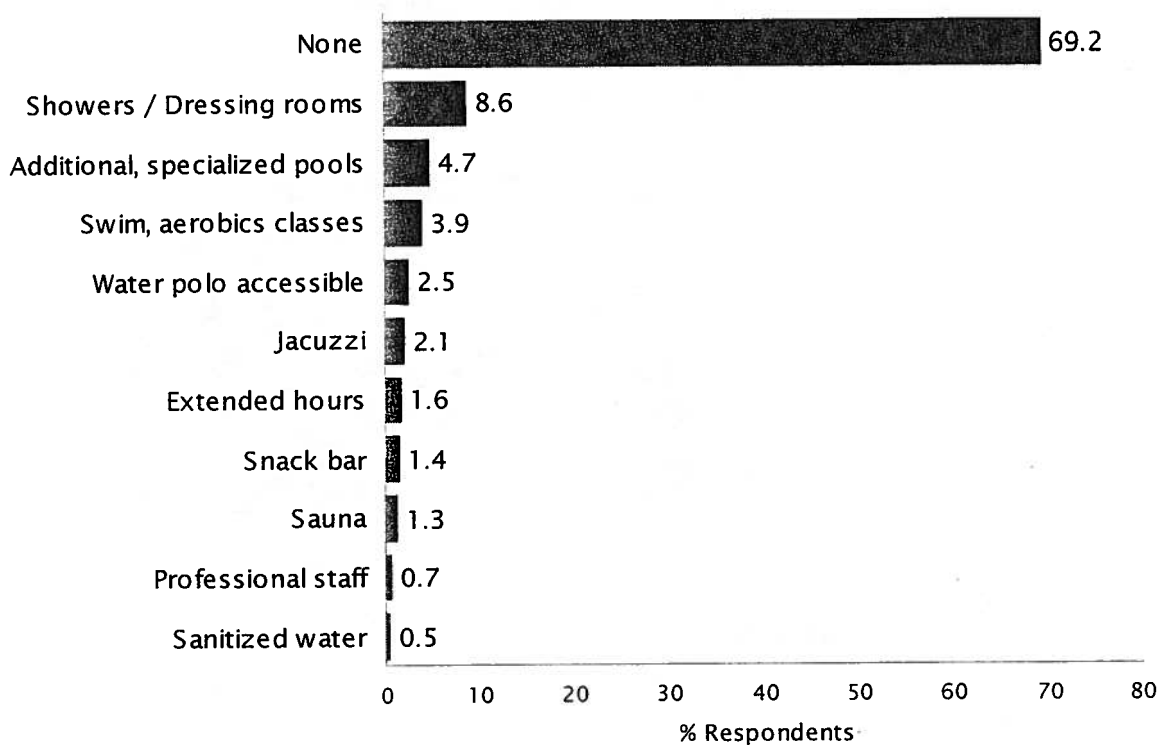
TABLE 6 AQUATICS CENTER PRIORITIES BY CHILD IN HOME & AGE SHOWING % MEDIUM OR HIGH PRIORITY

	Child in Home (QD1)		Age (QD2)					
	Yes	No	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
Water playground pool for kids	80.9	68.4	82.5	82.9	77.6	68.3	68.9	66.2
Pool for water aerobics and exercise	79.3	67.0	85.1	75.9	74.7	75.0	67.3	62.6
25 meter competitive lap pool	79.2	59.8	90.0	85.1	73.5	61.8	58.9	48.1
50 meter competitive lap pool	73.6	61.0	67.5	78.2	77.6	60.0	59.0	46.6
Stadium seating or bleachers	78.5	51.4	68.3	75.9	70.6	64.9	52.2	43.9
Diving pool with diving boards and platforms	66.5	52.8	86.7	72.4	65.1	52.2	44.0	39.9

When provided with an open-ended opportunity to suggest additional amenities that should be considered high priorities for inclusion in the Aquatics Center beyond those already presented in Question 20, two-thirds (69%) of residents offered none (see Figure 41). Of the specific suggestions, showers/dressing rooms were mentioned most frequently (9%), followed by additional specialized pools (5%), swim and aerobics classes (4%), and a pool suitable for water polo (3%).

Question 21 *Are there any particular amenities that I did not mention that you think should be a high priority for inclusion in the Aquatics Center?*

FIGURE 41 ADDITIONAL AQUATICS CENTER PRIORITIES



CULTURAL CENTER The final facility included in this series was a multi-purpose Cultural Center. In a manner identical to that described previously, residents were informed that the City is considering building a new multi-purpose Cultural Center and asked to prioritize a list of amenities that are candidates for inclusion in the Center. The list of amenities, as well as the relative priority assigned to each amenity, are shown in Figure 42 on the next page.

Of the amenities tested, classrooms for performing arts including dance, acting and musical instruments were most popular (79%), followed closely by classrooms for painting, drawing, sculpting and other visual arts (78%). A public exhibition gallery space (67%) and a 99-seat theater (67%) were similarly popular. For the interested reader, Table 7 shows how the proportion of respondents who assigned each amenity at least a medium priority varied by whether they lived with a child and respondent age. Additional crosstabulations for this question can be found in Appendix A.

When asked whether there were additional amenities that should be high priorities for inclusion in the Cultural Center beyond those specifically mentioned in Question 22, the vast majority of respondents (84%) indicated that there were none that came to mind (see Figure 43). Of the specific suggestions, additional specialized rooms was mentioned most frequently (3%), followed by a larger capacity/floor space (2%), and arts and crafts classes (2%).

Question 22 The City is considering building a new Multi-purpose Cultural Center. As I read each of the following amenities, I'd like you to indicate whether you think the amenity should be a high, medium or low priority for inclusion in the Cultural Center - or if you think it should not be a part of the Center. Please keep in mind that not all of the amenities can be high priorities. Here is the (first/next) one: _____. Should this amenity be a high, medium or low priority for the Cultural Center - or should it not include this amenity?

FIGURE 42 CULTURAL CENTER PRIORITIES

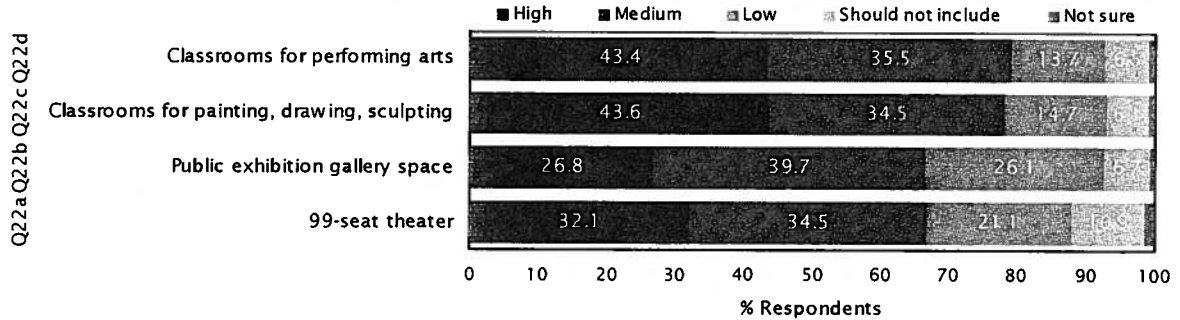
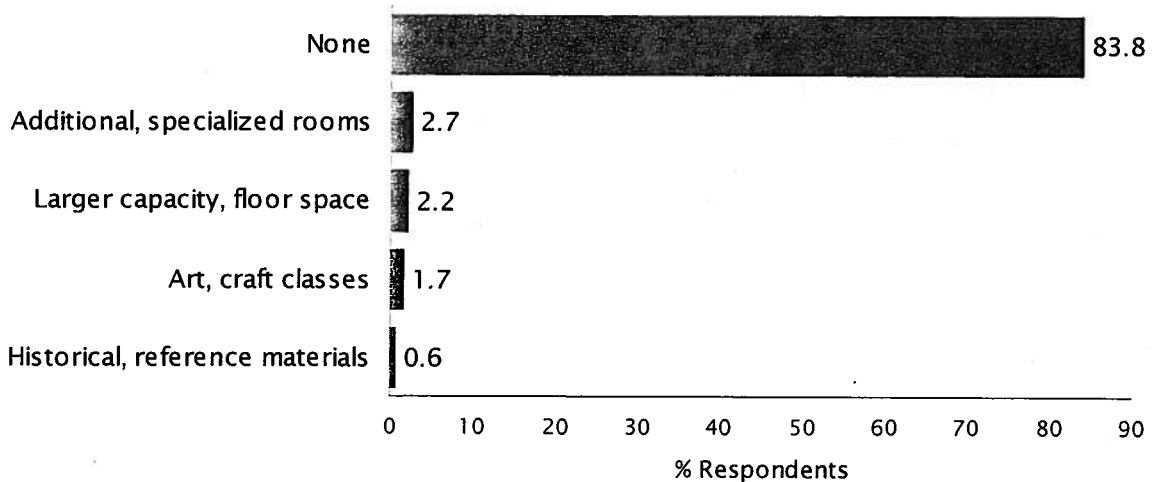


TABLE 7 CULTURAL CENTER PRIORITIES BY CHILD IN HOME & AGE SHOWING % MEDIUM OR HIGH PRIORITY

	Child In Home (QD1)		Age (QD2)					
	Yes	No	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
Classrooms for performing arts	84.4	73.4	85.9	90.8	84.8	72.2	67.0	66.0
Classrooms for painting, drawing, sculpting	81.3	75.1	85.9	90.8	82.0	69.7	72.5	64.2
99-seat theater	67.2	66.4	64.1	78.2	75.1	59.0	57.5	52.6
Public exhibition gallery space	70.4	63.4	77.5	74.7	73.6	58.6	58.9	54.5

Question 23 Are there any particular amenities that I did not mention that you think should be a high priority for inclusion in the Cultural Center?

FIGURE 43 ADDITIONAL CULTURAL CENTER PRIORITIES

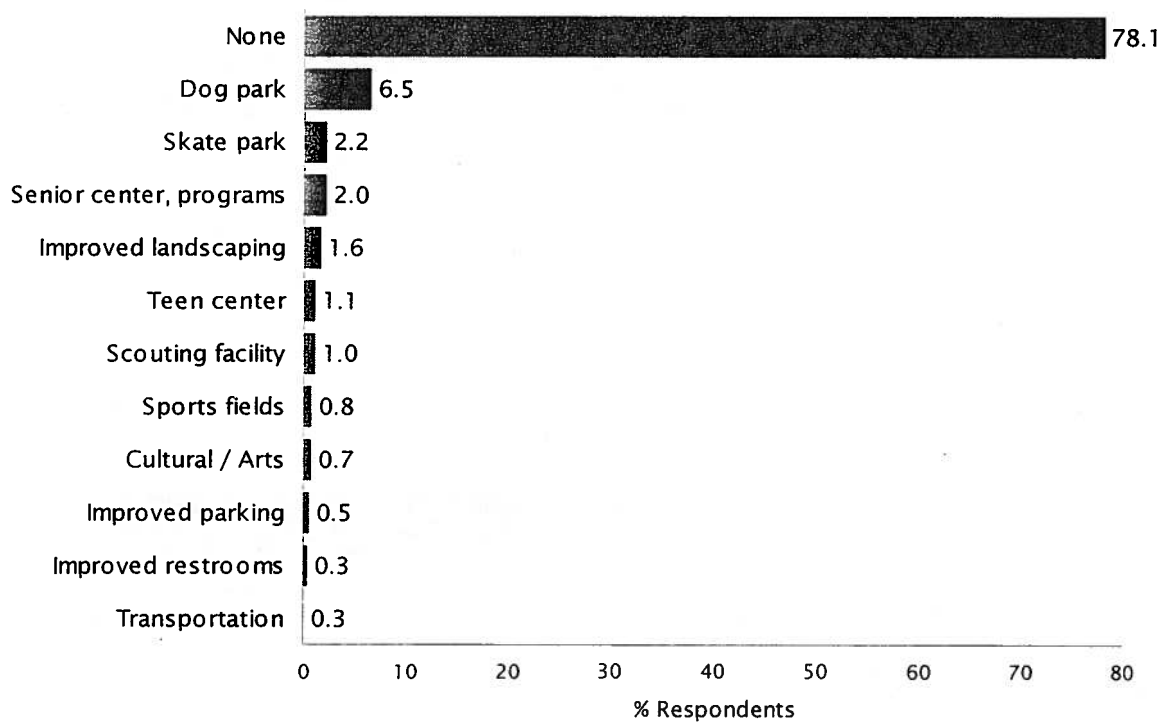


OTHER FACILITY PRIORITIES The final question in this series provided residents with the opportunity to suggest community facilities that should be high priorities for completion in addition to the four already mentioned. Question 24 was asked in an open-ended manner to allow respondents the flexibility to mention any facility that came to mind without being prompted by—or restricted to—a particular list of options. The verbatim responses were later reviewed by True North and grouped into the categories shown in Figure 44 below.

More than three-quarters (78%) of respondents indicated that there were no facilities that came to mind in response to Question 24. Of the facilities that were identified, a dog park was mentioned most frequently (7%), followed by a skate park (2%), a Senior Center (2%), and improved public landscaping (2%).

Question 24 *Are there any community facilities that I did not mention that you think should be a high priority for completion as part of the City's Community Facilities Strategic Plan?*

FIGURE 44 OTHER FACILITY PRIORITIES



IMPRESSIONS OF CITY

The last two substantive questions in the survey were designed to allow residents the opportunity to indicate the things they like most about the City of Manhattan Beach, as well as the things that they would most like to change in the City to make it a better place to live. As with several other questions in the survey, both Questions 25 and 26 were asked in an open-ended manner so that respondents were free to mention any issue or aspect that came to mind without being prompted by—or restricted to—a particular list of options. The verbatim responses were later reviewed by True North and grouped into the categories shown in Figures 45 and 46. Because respondents could identify up to two responses for each question, the percentages reflect the percentage of respondents who mentioned a given item, and thus add to more than 100%.

WHAT I LIKE MOST ABOUT THE CITY When asked to indicate the one or two things that they like most about the City of Manhattan Beach, the most common responses pertained to the safety of the City (31%), the natural surroundings including the beach and ocean (24%), the proximity to friends, family and good neighbors (18%), and the small town feel of the City (18%). Table 8 shows that although the rank ordering of these aspects has changed somewhat over time, the things that residents value most about the City have remained quite similar since 2000.

Question 25 *Please tell me one or two things that you really like about the City of Manhattan Beach.*

FIGURE 45 LIKE MOST ABOUT CITY

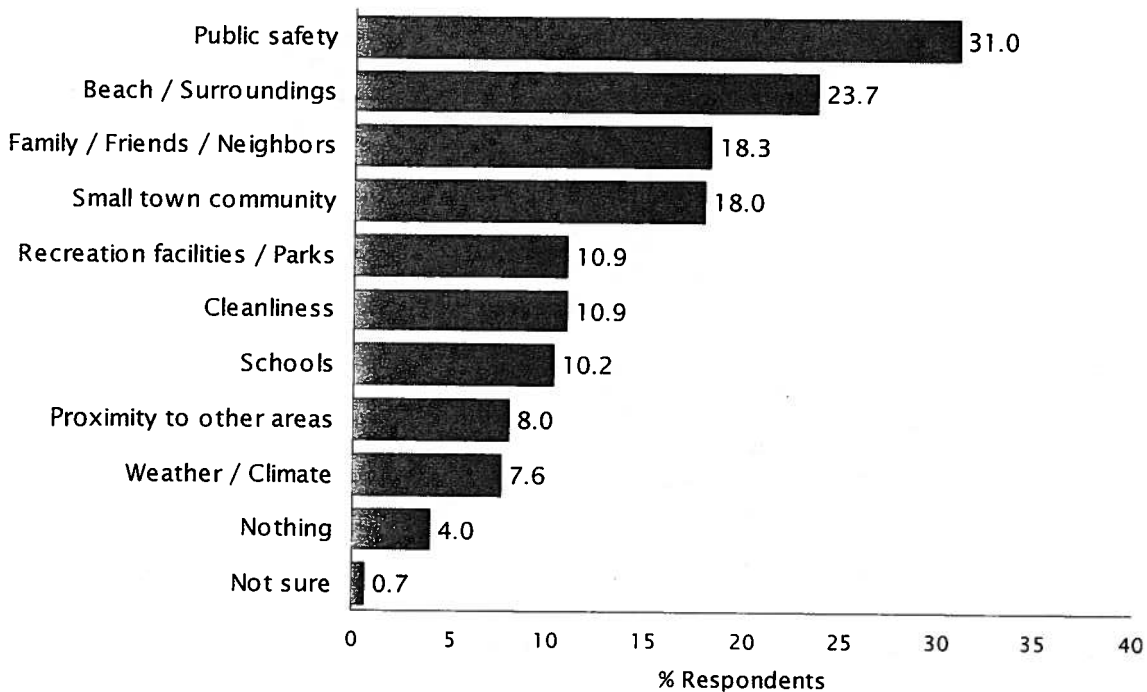


TABLE 8 LIKE MOST ABOUT CITY: 2000 ~ 2006 SHOWING TOP FIVE RESPONSES

Study Year			
2006	2004	2002	2000
Public safety	Beach / Surroundings	Beach / Surroundings	Small town community
Beach / Surroundings	Family / Friends / Neighbors	Public safety	Public safety
Family / Friends / Neighbors	Public safety	Small town community	Beach / Surroundings
Small town community	Small town community	Proximity to other areas	Cleanliness
Recreation facilities / Parks	Schools	Recreation facilities / Parks	Schools

WHAT CHANGES ARE MOST NEEDED When asked what changes they think are needed to make the City a better place to live, responses tended to center on three areas: addressing traffic congestion (17%), enforcing building codes/dealing with mansionization (12%), and improving the availability of parking (12%). When compared to the 2004 results, mansionization appears to have become a more salient issue with residents (see Table 9), whereas the affordability of housing has become less salient.

Question 26 *What are the one or two changes that are most needed to make the City better?*

FIGURE 46 CHANGES TO IMPROVE CITY

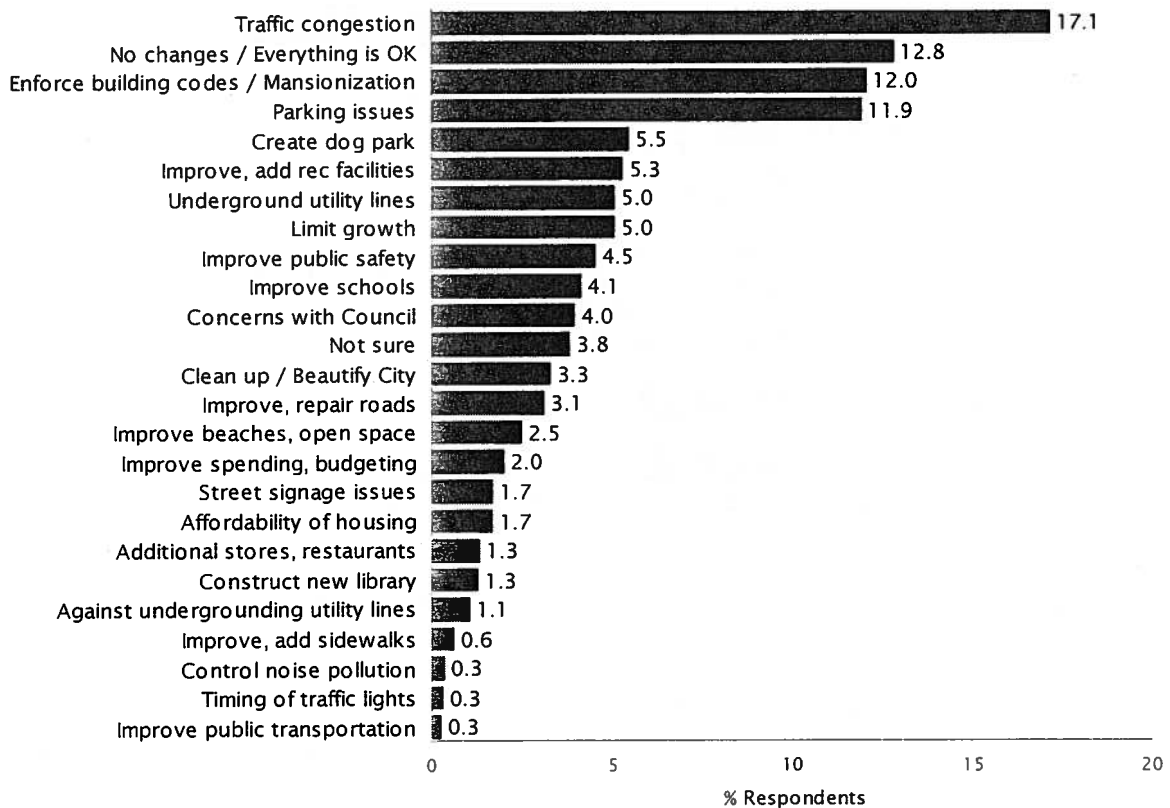


TABLE 9 CHANGES TO IMPROVE CITY: 2000 ~ 2006 SHOWING TOP FIVE RESPONSES

Study Year			
2006	2004	2002	2000
Traffic congestion	Traffic congestion	No changes / Everything is OK	Traffic congestion
No changes / Everything is OK	Affordability of housing	Traffic congestion	Limit growth
Enforce building codes / Mansionization	Parking issues	Parking issues	Parking issues
Parking issues	No changes / Everything is OK	Limit growth	Affordability of housing
Create dog park	Limit growth	Improve public safety	No changes / Everything is OK

BACKGROUND & DEMOGRAPHICS

TABLE 10 DEMOGRAPHICS OF SAMPLE

<i>Total Respondents</i>	400
Q2 Years in Manhattan Beach	%
Less than 1	5.3
1 to 4	14.8
5 to 9	17.6
10 to 14	12.9
15 or more	49.5
QD1 Children in home	
Yes	48.5
No	50.4
Refused	1.1
QD2 Age	
18 to 24	5.3
25 to 34	22.8
35 to 44	25.4
45 to 54	20.7
55 to 64	12.4
65 and over	13.4
QD3 Gender	
Male	50.4
Female	49.6

Table 10 presents the key demographic and background information that was collected during the survey. Because of the probability-based sampling methodology used in creating the sample, the results shown are representative of the universe of adults within the City of Manhattan Beach. The primary motivations for collecting the background and demographic information were to manage the sampling process and provide insight into how the results of the substantive questions of the survey vary by demographic characteristics (see crosstabulations in Appendix A for a full breakdown of each question).

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

Many of the questions asked in the 2006 survey were drawn from the 2004 survey (and in some cases, the 2002 and 2000 surveys as well) to allow the City to reliably track its performance over time.

CATI & PRE-TEST Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist the live interviewers when conducting the interviews. The CATI program automatically navigates the skip patterns, randomizes the appropriate question items, and alerts the interviewer to certain types of keypunching mistakes should they happen during the interview. The integrity of the questionnaire was pre-tested internally by True North and also by dialing into random homes in the City of Manhattan Beach prior to formally beginning the survey.

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

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

sample demographics were monitored as the interviewing proceeded to make sure they were within certain tolerances.

Additionally, because the City of Manhattan Beach shares phone exchanges with neighboring cities, respondents were initially asked the ZIP code of their residence (see Question SC1) so that only those within the City's boundaries were included in the study.

WEIGHTING Once all data were collected and processed, the demographic characteristics of the sample were compared with the adult population identified in the most recent Census data available. Based on this information, True North determined that the final sample slightly under-represented younger residents. To correct for this age discrepancy, the final data were weighted to accurately represent the adult population of Manhattan Beach.

MARGIN OF ERROR DUE TO SAMPLING By using an RDD probability-based sample and monitoring the sample characteristics as data collection proceeded, True North ensured that the resulting sample was representative of adults in the City of Manhattan Beach. The results of the sample can thus be used to estimate the opinions of *all* adults in the City. Because not every adult in 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 400 adults for a particular question and what would have been found if all of the estimated 28,377 adults in the City had been interviewed.⁴

For example, in estimating the percentage of adults who had been in contact with City Council in the past 12 months (Question 11), the margin of error can be calculated if one knows the size of the population, the size of the sample, a chosen confidence level, and the distribution of responses to the question. The appropriate equation for estimating the margin of error, in this case, is shown below:

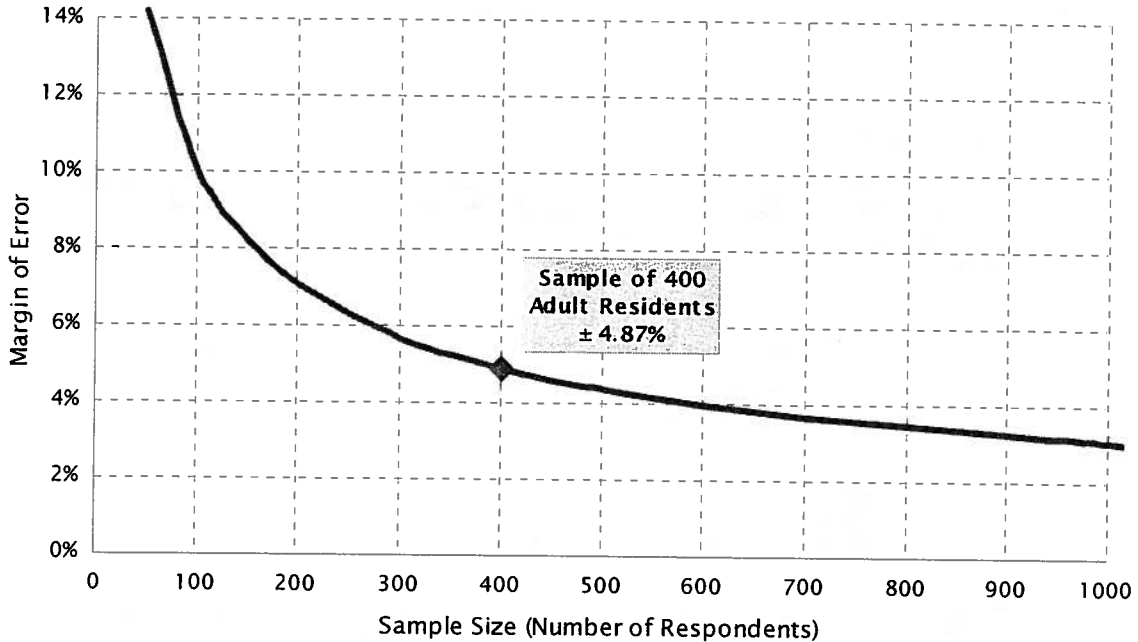
$$\hat{p} \pm t \sqrt{\left(\frac{N-n}{N}\right) \frac{\hat{p}(1-\hat{p})}{n-1}}$$

where \hat{p} is the proportion of adult residents of have been in contact with City Council in the past 12 months (0.18 for 18%, in this example), N is the population size of all adult residents (28,377), n is the sample size that received the question (400), and t is the upper $\alpha/2$ point for the t-distribution with $n - 1$ degrees of freedom (1.96 for a 95% confidence interval). Solving this equation using these values reveals a margin of error of $\pm 3.74\%$. This means that with 18% of adult residents indicating they had been in contact with the Manhattan Beach City Council in the past 12 months, we can be 95% confident that the actual percentage of all adult residents in contact with Council during this period is between 14% and 22%.

Figure 47 provides a plot of the *maximum* margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response (i.e., $\hat{p} = 0.5$). For this survey, the maximum margin of error is $\pm 4.87\%$ for questions answered by all 400 respondents.

4. Source: State of California Department of Finance, January 2006 estimate.

FIGURE 47 MAXIMUM MARGIN OF ERROR



Within this report, figures and tables show how responses to certain questions varied by subgroups such as years living in Manhattan Beach, age of the respondent, and presence of children in the home. Figure 47 above is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question, or in a particular subgroup, shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

DATA COLLECTION The primary method of data collection for this study was telephone interviewing. Interviews were conducted during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM) between November 27 and November 30, 2006. 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. Telephone interviews averaged 20 minutes in length.

DATA PROCESSING 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. Where appropriate, tests of statistical significance were conducted to evaluate whether a change in responses between the 2004 and 2006 studies was due to an actual change in opinions or was likely an artifact of independently drawn cross-sectional samples.

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

QUESTIONNAIRE & TOPLINES



City of Manhattan Beach
Resident Satisfaction Survey
Final Toplines
January 2007

Section 1: Introduction to Study

Hi, my name is _____ and I'm calling on behalf of TNR, a public opinion research company. We're conducting a survey about issues in your community and we would like to get your opinions.

If needed: This is a survey about important issues in your community - I'm NOT trying to sell anything.

If needed: The survey should take around 15 minutes to complete.

If needed: If now is not a convenient time, can you let me know a better time so I can call back?

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

Section 2: Screener for Inclusion in the Study

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

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

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

SC1	What is the zip code at your residence? <i>(Read zip code back to them to confirm correct)</i>		
1	90266 (City of Manhattan Beach)	100%	Qualified for Study
2	Any other zip code	0%	Terminate

Section 3: Quality of Life

I'd like to begin by asking you a few questions about what it is like to live in the City of Manhattan Beach.

Q1	How would you rate the overall quality of life in Manhattan Beach? Would you say it is excellent, good, fair, poor or very poor?	
1	Excellent	75%
2	Good	19%
3	Fair	3%
4	Poor	0%
5	Very Poor	3%
98	Not sure	0%
99	Refused	0%

Q2 How long have you lived in the City of Manhattan Beach?		
1	Less than 1 year	5%
2	1 to 4 years	15%
3	5 to 9 years	18%
4	10 to 14 years	13%
5	15 years or longer	49%
99	Refused	0%

Section 4: Local Issues

Q3 Next, I'm going to read a list of issues. For each one, please tell me if you think the issue is 'extremely important', 'very important', 'somewhat important' or 'not too important' for the City of Manhattan Beach. Here's the (first/next) one: _____. Is this issue extremely important, very important, somewhat important, or not too important?		Extremely Important	Very Important	Somewhat Important	Not too Important	Not sure	Refused
<i>Randomize</i>							
A	Reducing crime	17%	32%	29%	19%	2%	0%
B	Reducing noise currently made by airplanes flying over the City	7%	14%	28%	47%	2%	0%
C	Improving the quality of education	28%	30%	25%	13%	4%	0%
D	Protecting the beaches and ocean from pollution	46%	45%	8%	1%	0%	0%
E	Reducing traffic congestion	29%	39%	24%	8%	1%	0%

Section 5: City Services

Next, I'm going to ask a series of questions about services provided by the City of Manhattan Beach.

Q4 Generally speaking, are you satisfied or dissatisfied with the job the City of Manhattan Beach is doing to provide city services? (<i>get answer, then ask</i>): Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?		
1	Very satisfied	62%
2	Somewhat satisfied	30%
3	Somewhat dissatisfied	5%
4	Very dissatisfied	2%
98	Not sure	1%
99	Refused	0%

Q5 For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important. Make sure respondent understands the 4 point scale.							
	Randomize	Extremely Important	Very Important	Somewhat Important	Not at all Important	Not sure	Refused
A	Enforcing traffic laws	17%	43%	30%	9%	0%	0%
B	Maintaining a low crime rate	41%	48%	10%	1%	0%	0%
C	Providing neighborhood police patrols	27%	44%	25%	3%	0%	0%
D	Providing fire protection and prevention services	45%	45%	10%	1%	0%	0%
E	Providing emergency medical services	46%	46%	7%	1%	0%	0%
F	Facilitating neighborhood watch programs	12%	36%	40%	11%	0%	0%
G	Enforcing parking laws	14%	21%	41%	24%	0%	0%
H	Enforcing animal control laws such as leash-laws and waste cleanup	19%	37%	33%	11%	1%	0%
I	Preparing the City for emergencies	31%	46%	20%	2%	1%	0%
J	Maintaining and repairing local streets and roads	26%	58%	15%	1%	0%	0%
K	Cleaning local streets and roads	15%	45%	36%	4%	0%	0%
L	Maintaining sewer and storm drain systems	41%	48%	10%	0%	0%	0%
M	Removing graffiti	23%	37%	26%	12%	2%	0%
N	Providing reliable garbage and recycling services	28%	57%	13%	0%	1%	0%
O	Maintaining parks and open spaces	32%	50%	15%	2%	0%	0%
P	Maintaining public athletic fields	21%	43%	32%	3%	0%	0%
Q	Providing adequate traffic signs and striping	18%	43%	35%	5%	0%	0%
R	Keeping the downtown area clean	21%	53%	23%	3%	0%	0%
S	Enforcing sign restrictions	8%	22%	43%	21%	6%	0%
T	Enforcing restrictions on the visibility of stored trash	8%	24%	47%	17%	4%	0%
U	Enforcing codes about the display of merchandise on City streets	7%	15%	47%	28%	4%	0%
V	Enforcing zoning regulations	17%	39%	34%	7%	2%	0%
W	Providing special events such as concerts in the park	15%	30%	44%	11%	0%	0%
X	Providing dial-a-ride services	12%	30%	37%	18%	3%	0%

64

Q6 For the same list of services I just read I'd like you to tell me how satisfied you are with the job the City of Manhattan Beach is doing to provide the service. Are you satisfied or dissatisfied with the City's efforts to: _____, or do you not have an opinion? (Get answer. If 'satisfied' or 'dissatisfied', then ask): Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?							
Randomize		Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Not sure	Refused
A	Enforce traffic laws	57%	31%	3%	5%	4%	0%
B	Maintain a low crime rate	75%	20%	2%	2%	1%	0%
C	Provide neighborhood police patrols	58%	30%	4%	4%	4%	0%
D	Provide fire protection and prevention services	76%	16%	2%	2%	5%	0%
E	Provide emergency medical services	69%	18%	1%	2%	10%	0%
F	Facilitate neighborhood watch programs	44%	30%	4%	3%	19%	0%
G	Enforce parking laws	53%	29%	4%	7%	6%	1%
H	Enforce animal control laws such as leash-laws and waste cleanup	45%	34%	6%	8%	7%	0%
I	Prepare the City for emergencies	35%	37%	4%	3%	21%	0%
J	Maintain and repair local streets and roads	45%	36%	11%	8%	0%	0%
K	Clean local streets and roads	68%	26%	3%	2%	1%	0%
L	Maintain sewer and storm drain systems	50%	32%	7%	7%	4%	0%
M	Remove graffiti	66%	21%	2%	2%	9%	0%
N	Provide reliable garbage and recycling services	81%	14%	2%	3%	0%	0%
O	Maintain parks and open spaces	67%	26%	3%	3%	1%	0%
P	Maintain public athletic fields	64%	27%	2%	2%	4%	0%
Q	Provide adequate traffic signs and striping	58%	34%	4%	3%	1%	0%
R	Keep the downtown area clean	74%	21%	2%	1%	1%	0%
S	Enforce sign restrictions	42%	33%	3%	3%	19%	0%
T	Enforce restrictions on the visibility of stored trash	47%	33%	4%	3%	13%	0%
U	Enforce codes about the display of merchandise on City streets	43%	28%	2%	2%	24%	0%
V	Enforce zoning regulations	40%	36%	9%	4%	10%	0%
W	Provide special events such as concerts in the park	67%	22%	5%	1%	5%	0%
X	Provide dial-a-ride services	34%	23%	3%	3%	38%	0%

Section 6: Personal Safety

Q7 Next, I'd like to ask a few questions about personal safety and security in the City of Manhattan Beach.										
Q7 When you are _____ would you say that you feel very safe, reasonably safe, somewhat unsafe, or very unsafe?										
<i>Randomize</i>					Very Safe	Reasonably Safe	Somewhat Unsafe	Very Unsafe	Not sure	Refused
A	Walking alone in your neighborhood during the day				92%	8%	0%	0%	0%	0%
B	Walking alone in your neighborhood after dark				63%	29%	6%	1%	1%	0%
C	Walking alone in downtown after dark				61%	29%	5%	2%	4%	0%
D	Walking alone in other commercial areas after dark				44%	36%	13%	2%	5%	0%
E	Walking alone on the Strand after dark				38%	32%	17%	6%	7%	0%

Section 7: Staff & Council

Now I'd like to ask you a few questions about City of Manhattan Beach staff and Council.			
Q8 In the past 12 months, have you been in contact with City of Manhattan Beach staff?			
1	Yes	46%	Ask Q9
2	No	54%	Skip to Q10
98	Not sure	0%	Skip to Q10
99	Refused	0%	Skip to Q10
Q9 In which Departments did the staff members work? (Read options if needed - Multiple responses allowed)			
1	Police	26%	
2	Fire	7%	
3	Public Works	28%	
4	Parks and Recreation	33%	
5	Community Development	23%	
6	Finance	10%	
7	City Clerk	13%	
8	City Manager's office	16%	
9	Personnel Department	3%	
10	City Attorney	2%	
98	Not sure	5%	

Q10		In your opinion, is the staff at the City of Manhattan Beach very _____, somewhat _____, or not at all _____. (Read one item at a time. Continue until all items are read).				
<i>Randomize</i>		Very	Somewhat	Not at all	Not sure	Refused
A	Courteous	54%	25%	2%	19%	1%
B	Helpful	45%	30%	4%	20%	1%
C	Professional	51%	29%	1%	18%	1%
Q11		How about the Manhattan Beach City Council? In the past 12 months have you had any contact with the City Council?				
	1	Yes				18%
	2	No				82%
	98	Not sure				0%
	99	Refused				0%
Q12		In your opinion, is the City Council very _____, somewhat _____, or not at all _____. (Read one item at a time. Continue until all items are read).				
<i>Randomize</i>		Very	Somewhat	Not at all	Not sure	Refused
A	Courteous	29%	22%	3%	44%	2%
B	Helpful	20%	33%	6%	39%	2%
C	Responsive	18%	32%	6%	42%	2%

Section 8: Communication						
Q13		Are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, and other means? (get answer, then ask): Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?				
	1	Very satisfied				38%
	2	Somewhat satisfied				35%
	3	Somewhat dissatisfied				12%
	4	Very dissatisfied				8%
	98	Not sure				6%
	99	Refused				0%

Q14 What information sources do you use to find out about City of Manhattan Beach news, information and programming? (Don't read list. Record up to first 2 responses).		
1	City Newsletter (Manhattan Beach newsletter, mailed quarterly)	18%
2	Daily Breeze (daily)	14%
3	Beach Reporter (weekly)	62%
4	Easy Reader (weekly)	12%
5	LA Times (daily)	2%
6	City Council Meetings (in person)	1%
7	City Council Meetings (televised)	1%
8	Radio	0%
9	Television (general)	5%
10	City's website /Internet	28%
11	Flyers or brochures (mailed to house)	3%
12	Flyers or brochures (sent with kids from school)	1%
13	Flyers or brochures (displayed at City Hall or Community Center)	1%
14	Street banners	2%
15	Friends/Family/Associates	2%
16	Phone	1%
17	Parks and Recreation Dept	2%
18	Other	7%
19	Do not receive information	1%
98	Not sure	2%
99	Refused	0%

Section 9: Community Facilities Intro		
The City of Manhattan Beach is in the process of creating a Strategic Plan for renovating and replacing aging community facilities, as well as constructing new facilities to meet the needs of Manhattan Beach residents, now and in the future.		
Q15 Prior to taking this survey, were you aware that the City was in the process of developing a Community Facilities Strategic Plan?		
1	Yes	42%
2	No	56%
98	Not sure	2%
99	Refused	0%

Section 10: Community Center							
Q16	<p>The City is considering building a multi-purpose Community Center. As I read each of the following amenities, I'd like you to indicate whether you think the amenity should be a high, medium or low priority for inclusion in the Community Center - or if you think it should not be a part of the Community Center. Please keep in mind that not all of the amenities can be high priorities.</p> <p>Here is the (first/next) one: _____. Should this amenity be a high, medium or low priority for the Center—or should it not include this amenity?</p>						
	Randomize	High Priority	Medium Priority	Low Priority	Should not include in facility	Not sure	Refused
A	General purpose rooms that can be used for meetings, conferences and classes	40%	39%	14%	6%	1%	0%
B	Special purpose rooms that can be used for activities like fitness classes	35%	41%	16%	7%	0%	0%
C	Dedicated fitness and exercise facilities such as an indoor gymnasium and weight room	24%	29%	32%	14%	0%	0%
D	Indoor courts for sports like basketball, volleyball and racquetball	35%	30%	26%	9%	0%	0%
E	A community stage for ceremonies, public meetings and events	34%	36%	22%	8%	0%	0%
F	Banquet facilities including a full-service kitchen for rent	16%	37%	35%	10%	1%	0%
G	A computer lab for drop-in use	20%	27%	38%	14%	1%	0%
H	A dedicated Teen Center	44%	38%	11%	7%	1%	0%
I	A dedicated Senior Center	41%	36%	16%	5%	1%	0%
Q17	Are there any particular amenities that I did not mention that you think should be a high priority for inclusion in the Community Center? If yes, ask: Please describe the amenity.						
	None	64%					
	Pool / Aquatic park	14%					
	Theater / Cultural	5%					
	Child care facility	4%					
	Scouting facility	2%					
	Skate park	2%					
	Not sure	2%					
	Library	1%					
	Landscaping / Park	1%					
Dog park	1%						

Section 11: Library

Q18 The City is considering renovating and expanding the Community Library. As I read each of the following amenities, I'd like you to indicate whether you think the amenity should be a high, medium or low priority for inclusion in the new Library – or if you think it should not be a part of the Library. Please keep in mind that not all of the amenities can be high priorities.

Here is the (first/next) one: _____. Should this amenity be a high, medium, or low priority for the Library—or should it not include this amenity?

	Randomize	High Priority	Medium Priority	Low Priority	Should not include in facility	Not sure	Refused
A	Expanded adult collections and reading rooms	38%	39%	17%	5%	1%	0%
B	Young adult reading area	40%	39%	15%	5%	1%	0%
C	Expanded children collections and reading rooms	59%	28%	7%	4%	1%	0%
D	Children's storytelling room	59%	31%	6%	3%	1%	0%
E	Computer lab with public Internet access	52%	25%	17%	5%	1%	0%
F	Coffee and beverage bar	9%	17%	52%	21%	1%	0%
G	Community rooms for meetings and library programs	28%	41%	21%	8%	2%	0%
H	Small group meeting and study rooms	21%	47%	24%	7%	1%	0%

Q19 Are there any particular amenities that I did not mention that you think should be a high priority for inclusion in the Library? *If yes, ask: Please describe the amenity.*

None	73%
Greater variety of materials	7%
Additional CDs, DVDs	6%
Audio/Video room	3%
Internet, office equip areas	3%
Increased floor space	2%
Improved parking	1%
Special purpose rooms	1%
Improved search, reference	1%
Coffee, gift shop	1%
Quiet areas	1%
Not sure	1%

Section 12: Aquatics Center

Q20 The City is considering building a new Aquatics Center. As I read each of the following amenities, I'd like you to indicate whether you think the amenity should be a high, medium or low priority for inclusion in the community Aquatics Center - or if you think it should not be a part of the Aquatics Center. Please keep in mind that not all of the amenities can be high priorities.

Here is the (first/next) one: _____. Should this amenity be a high, medium or low priority for the Aquatics Center—or should it not include this amenity?

	Randomize	High Priority	Medium Priority	Low Priority	Should not include in facility	Not sure	Refused
A	25 meter competitive lap pool	38%	31%	18%	10%	3%	0%
B	50 meter competitive lap pool	39%	28%	20%	9%	3%	0%
C	Diving pool with diving boards and platforms	29%	30%	30%	9%	1%	0%
D	Pool for water aerobics and exercise	43%	30%	16%	9%	2%	0%
E	Water playground pool for kids	49%	26%	13%	11%	1%	0%
F	Stadium seating or bleachers for competitive swim meets	32%	32%	24%	9%	2%	0%

Q21 Are there any particular amenities that I did not mention that you think should be a high priority for inclusion in the Aquatics Center? *If yes, ask: Please describe the amenity.*

None	69%
Showers / Dressing rooms	9%
Additional, specialized pools	5%
Swim, aerobics classes	4%
Water polo accessible	3%
Jacuzzi	2%
Extended hours	2%
Snack bar	1%
Sauna	1%
Professional staff	1%
Sanitized water	1%
Not sure	1%

Section 13: Cultural Center							
Q22	The City is considering building a new Multi-purpose Cultural Center. As I read each of the following amenities, I'd like you to indicate whether you think the amenity should be a high, medium or low priority for inclusion in the Cultural Center - or if you think it should not be a part of the Center. Please keep in mind that not all of the amenities can be high priorities. Here is the (first/next) one: _____. Should this amenity be a high, medium or low priority for the Cultural Center—or should it not include this amenity?						
	Randomize	High Priority	Medium Priority	Low Priority	Should not include in facility	Not sure	Refused
A	99-seat theater	32%	35%	21%	11%	1%	0%
B	Public exhibition gallery space	27%	40%	26%	7%	1%	0%
C	Classrooms for painting, drawing, sculpting and other visual arts	44%	35%	15%	6%	1%	0%
D	Classrooms for performing arts including dance, acting and musical instruments	43%	35%	14%	6%	1%	0%
Q23	Are there any particular amenities that I did not mention that you think should be a high priority for inclusion in the Cultural Center? If yes, ask: Please describe the amenity.						
	None						84%
	Additional, specialized rooms						3%
	Art, craft classes						2%
	Larger capacity, floor space						2%
	Not sure						2%
	Historical, reference materials						1%

Section 14: Other Facility Priorities	
Q24	Are there any community facilities that I did not mention that you think should be a high priority for completion as part of the City's Community Facilities Strategic Plan? If yes, ask: What facility did you have in mind?
	None 78%
	Dog park 6%
	Other 5%
	Senior center, programs 2%
	Skate park 2%
	Improved landscaping 2%
	Scouting facility 1%
	Cultural / Arts 1%
	Teen center 1%
	Sports fields 1%
	Not sure 1%

Section 15: Summary Open Ends

We've covered a lot of topics this evening. Now I would like you to think about your overall quality of life in the City.

Q25 Please tell me one or two things that you really like about the City of Manhattan Beach.

Public safety	31%
Beach / Surroundings	24%
Small town community	18%
Family / Friends / Neighbors	18%
Cleanliness	11%
Recreation facilities / Parks	11%
Schools	10%
Weather / Climate	8%
Proximity to other areas	8%
Nothing	4%
Not sure	1%

Q26 What are the one or two changes that are most needed to make the City better?

Traffic congestion	17%
No changes / Everything is OK	13%
Parking issues	12%
Enforce building codes / Zoning / Mansionization	12%
Limit growth	5%
Improve public safety	5%
Improve, add rec facilities	5%
Underground utility lines	5%
Create dog park	5%
Improve schools	4%
Concerns with Council	4%
Not sure	4%
Clean up / Beautify City	3%
Improve, repair roads	3%
Other	3%
Affordability of housing	2%
Improve beaches, open space	2%

Street signage issues	2%
Improve spending, budgeting	2%
Additional stores, restaurants	1%
Construct new library	1%
Improve, add sidewalks	1%
Against undergrounding utility lines	1%

Section 16: Background/Demographics

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

D1	Do you currently have any children under the age of 19 living in your home?	
	1 Yes	48%
	2 No	50%
	99 Refused	1%
D2	In what year were you born? (Recoded into age)	
	18 to 24	5%
	25 to 34	23%
	35 to 44	25%
	45 to 54	21%
	55 to 64	12%
	65 and over	13%

Thank you for participating! This survey was conducted for the City of Manhattan Beach.

Post-Interview Items

D3	Gender	
	1 Male	50%
	2 Female	50%