



# CITY OF CLOVIS, CA 2013



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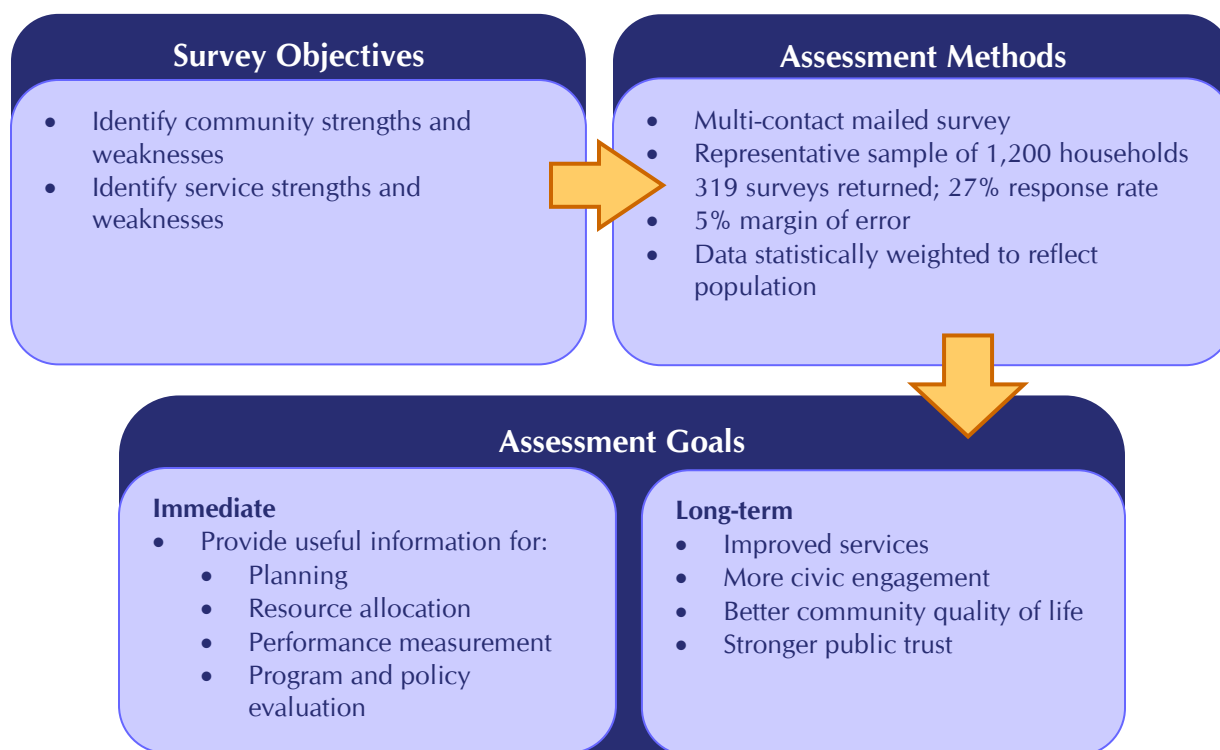
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## SURVEY BACKGROUND

### ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 319 completed surveys were obtained, providing an overall response rate of 27%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for the City of Clovis was developed in close cooperation with local jurisdiction staff. Clovis staff selected items from a menu of questions about services and community issues and provided the appropriate letterhead and signatures for mailings. City of Clovis staff also augmented The National Citizen Survey™ basic service through a variety of options including a custom set of benchmark comparisons, crosstabulations of results by geographic area, crosstabulations of results by demographic characteristics and several custom questions.

## UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each report section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

### Margin of Error

The margin of error around results for the City of Clovis survey (319 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

### Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in the City of Clovis, but from City of Clovis services to services like them provided by other jurisdictions.

### Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The City of Clovis chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database, which included cities selected by City of Clovis staff. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Clovis survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City of Clovis results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City of Clovis' rating to the benchmark.

### **“Don’t Know” Responses and Rounding**

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

## EXECUTIVE SUMMARY

This report of the City of Clovis survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experienced a good quality of life in the City of Clovis and believed the City was a good place to live. The overall quality of life in the City of Clovis was rated as “excellent” or “good” by 88% of respondents. Almost all reported they plan on staying in the City of Clovis for the next five years.

A variety of characteristics of the community were evaluated by those participating in the study. The three characteristics receiving the most favorable ratings were the cleanliness of Clovis, educational opportunities and the overall image or reputation of Clovis. The two characteristics receiving the least positive ratings were air quality and employment opportunities.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, 22 were above the national benchmark comparison, six were similar to the national benchmark comparison and three were below.

Residents in the City of Clovis were somewhat civically engaged. While only 19% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 94% had provided help to a friend or neighbor. Less than half had volunteered their time to some group or activity in the City of Clovis, which was lower than the national benchmark.

In general, survey respondents demonstrated strong trust in local government. A majority rated the overall direction being taken by the City of Clovis as “good” or “excellent.” This was higher than the national benchmark. Those residents who had interacted with an employee of the City of Clovis in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as “excellent” or “good.”

On average, residents gave favorable ratings to most local government services. City services rated were able to be compared to the benchmark database. Of the 35 services for which comparisons were available, 18 were above the national benchmark comparison, 14 were similar to the national benchmark comparison and 3 were below.

Respondents were asked to rate how frequently they participated in various activities in Clovis. The most popular activities included providing help to a friend or neighbor and volunteering time to some group or activity in Clovis; while the least popular activities were attending a meeting of local elected officials or other local public meeting and participating in a club or civic group in Clovis. Generally, participation rates in the various activities in the community were lower than other communities.

A Key Driver Analysis was conducted for the City of Clovis which examined the relationships between ratings of each service and ratings of the City of Clovis' services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Clovis can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Police services
- Public information

For both services, the City of Clovis was above the benchmark and should continue to ensure high quality performance.

## COMMUNITY RATINGS

### OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in the City of Clovis – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents' commitment to the City of Clovis. Residents were asked whether they planned to move soon or if they would recommend the City of Clovis to others. Intentions to stay and willingness to make recommendations provide evidence that the City of Clovis offers services and amenities that work.

Most of the City of Clovis' residents gave favorable ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY

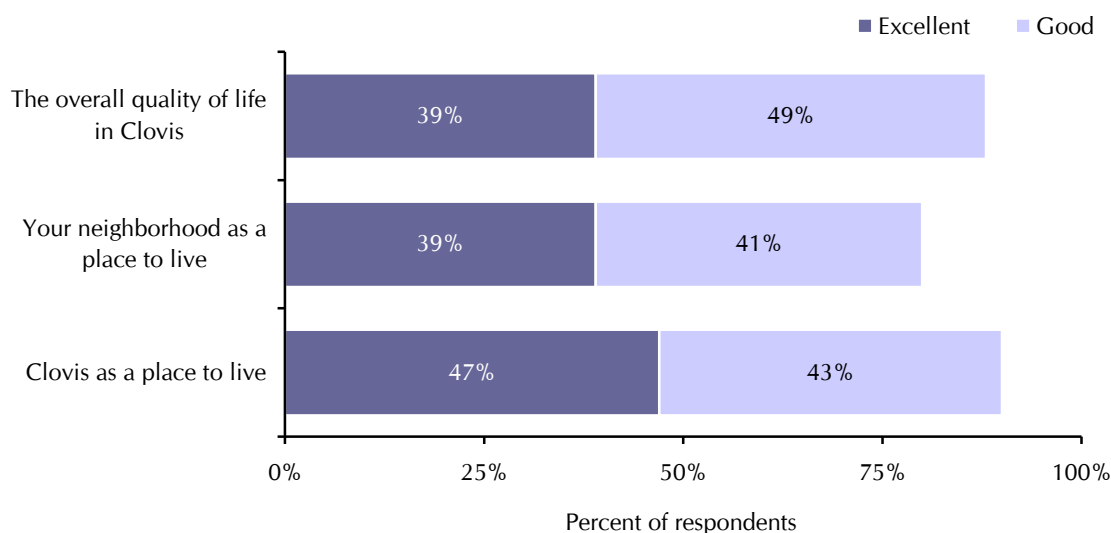


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

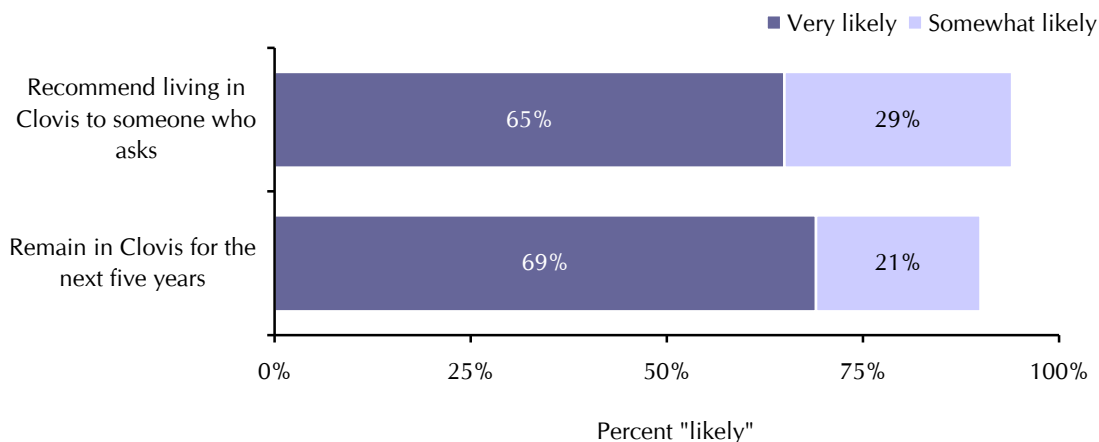


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	National comparison	Select cities comparison
Overall quality of life in Clovis	Much above	Much above
Your neighborhood as place to live	Similar	Above
Clovis as a place to live	Above	Much above
Recommend living in Clovis to someone who asks	Much above	Much above
Remain in Clovis for the next five years	Above	Above

## COMMUNITY DESIGN

### Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” The availability of paths and walking trails and ease of walking were given the most positive ratings, followed by ease of car travel.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

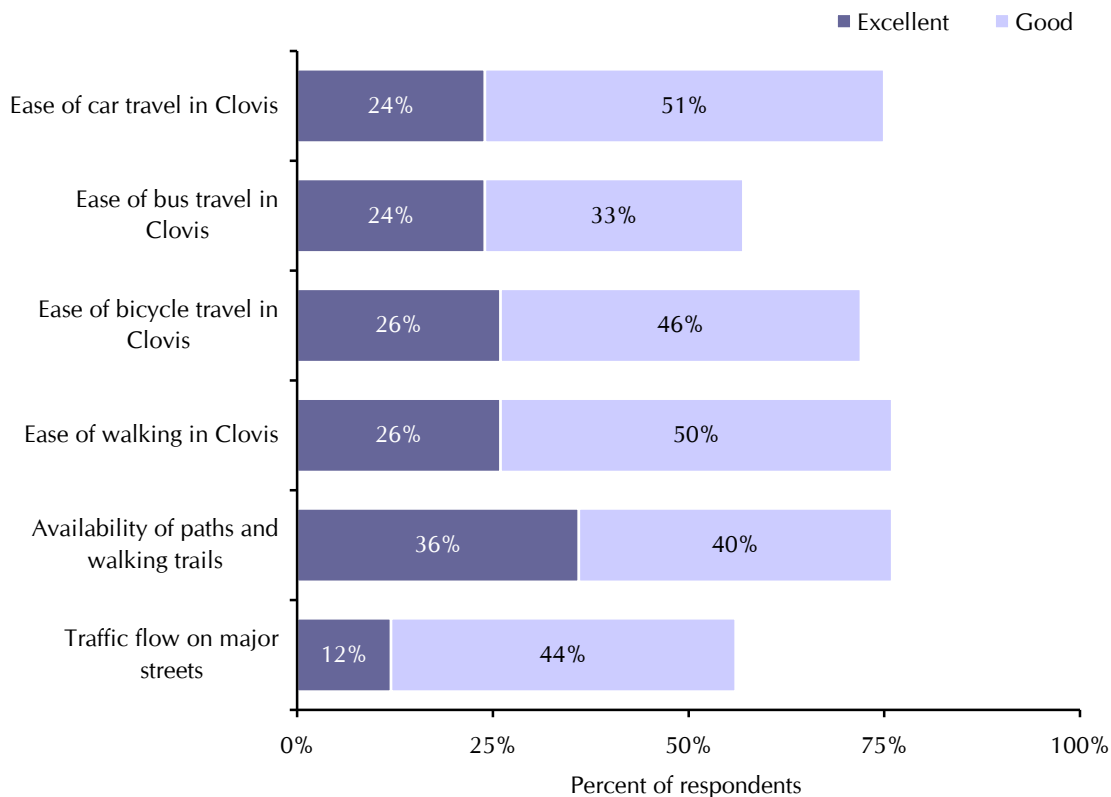


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	National comparison	Select cities comparison
Ease of car travel in Clovis	Much above	Much above
Ease of bus travel in Clovis	Much above	Much above
Ease of bicycle travel in Clovis	Much above	Much above
Ease of walking in Clovis	Much above	Much above
Availability of paths and walking trails	Much above	Much above
Traffic flow on major streets	Above	Much above

Seven transportation services were rated in Clovis. Compared to most communities across America, ratings tended to be favorable. Six were above the national benchmark, and one was similar to the national benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

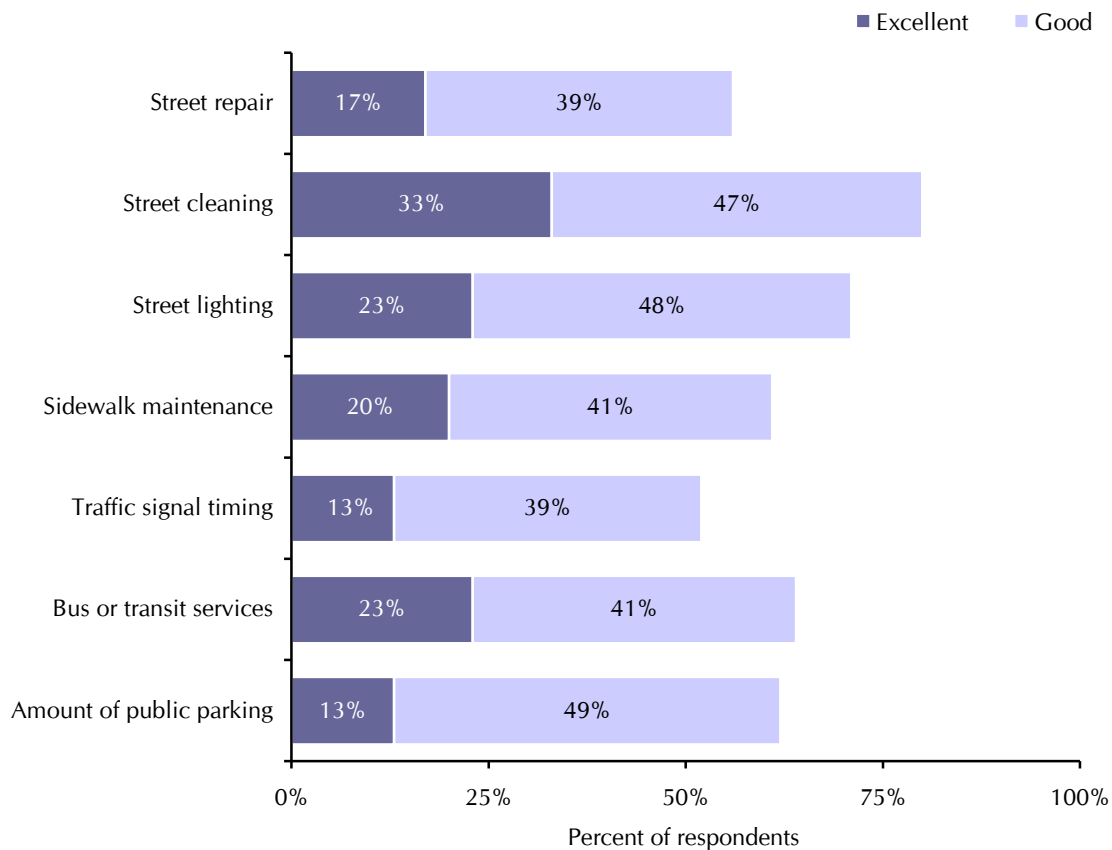


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	National comparison	Select cities comparison
Street repair	Above	Above
Street cleaning	Much above	Much above
Street lighting	Above	Much above
Sidewalk maintenance	Above	Much above
Traffic signal timing	Similar	Above
Bus or transit services	Much above	Much above
Amount of public parking	Much above	Similar

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 1% of work commute trips were made by transit, 1% by bicycle and 3% by foot.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS

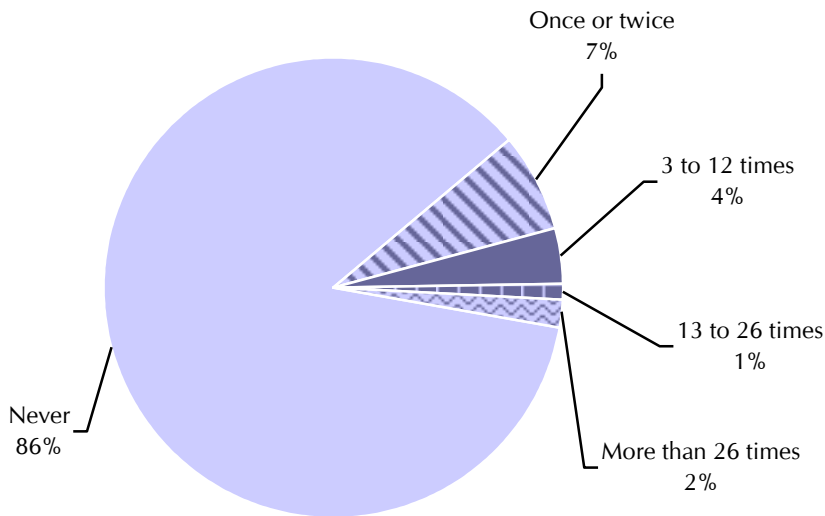


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	National comparison	Select cities comparison
Ridden a local bus within Clovis	Much less	Much less

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE

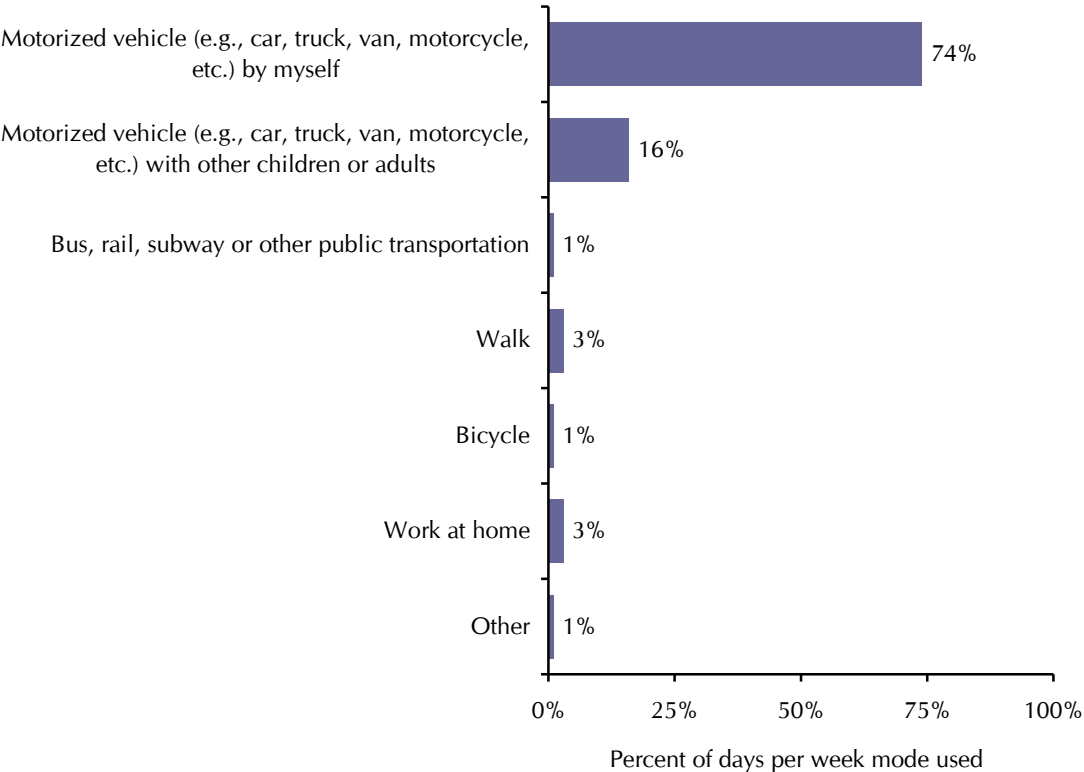


FIGURE 13: DRIVE ALONE BENCHMARKS

	National comparison	Select cities comparison
Average percent of work commute trips made by driving alone	Similar	Similar

## Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of the City of Clovis residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 60% of respondents, while the variety of housing options was rated as “excellent” or “good” by 73% of respondents. The rating of perceived affordable housing availability was much better in the City of Clovis than the ratings, on average, in comparison jurisdictions.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY

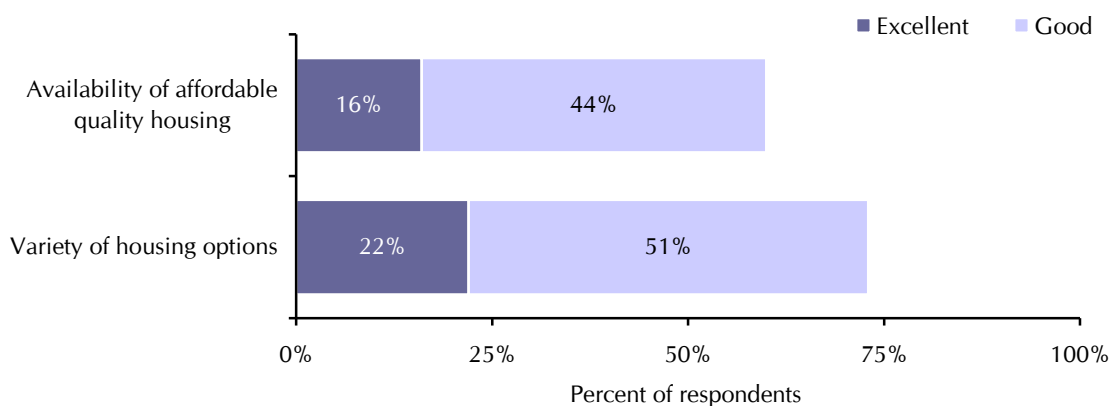


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	National comparison	Select cities comparison
Availability of affordable quality housing	Much above	Much above
Variety of housing options	Much above	Much above

To augment the perceptions of affordable housing in Clovis, the cost of housing as reported in the survey was compared to residents’ reported monthly income to create a rough estimate of the proportion of residents of the City of Clovis experiencing housing cost stress. About 40% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 16: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

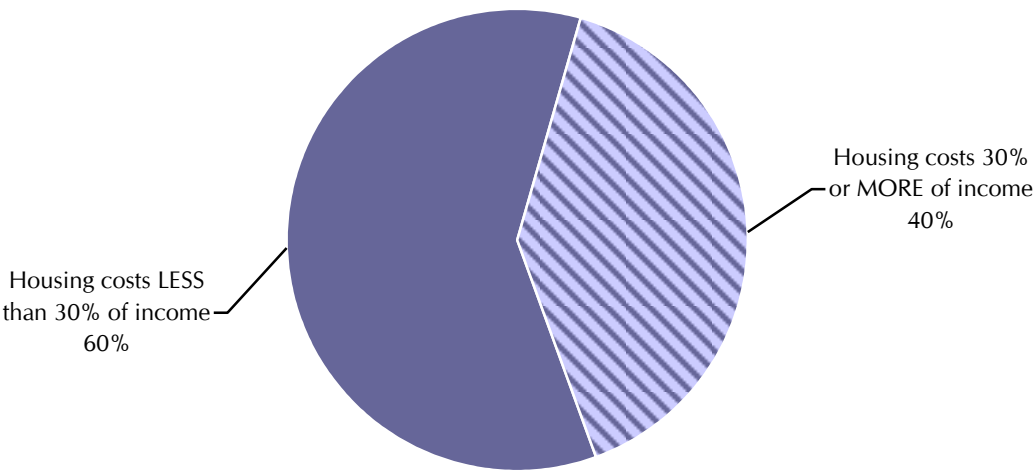


FIGURE 17: HOUSING COSTS BENCHMARKS

	National comparison	Select cities comparison
Experiencing housing costs stress (housing costs 30% or MORE of income)	More	Similar

## Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community's overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of the City of Clovis and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in the City of Clovis was rated as "excellent" by 28% of respondents and as "good" by an additional 49%. The overall appearance of Clovis was rated as "excellent" or "good" by 81% of respondents and was higher than the benchmarks. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in the City of Clovis, only 7% thought they were a "major" problem. The services of land use, planning and zoning, animal control and code enforcement were rated similar to the national benchmark, but were above the select cities benchmark.

FIGURE 18: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

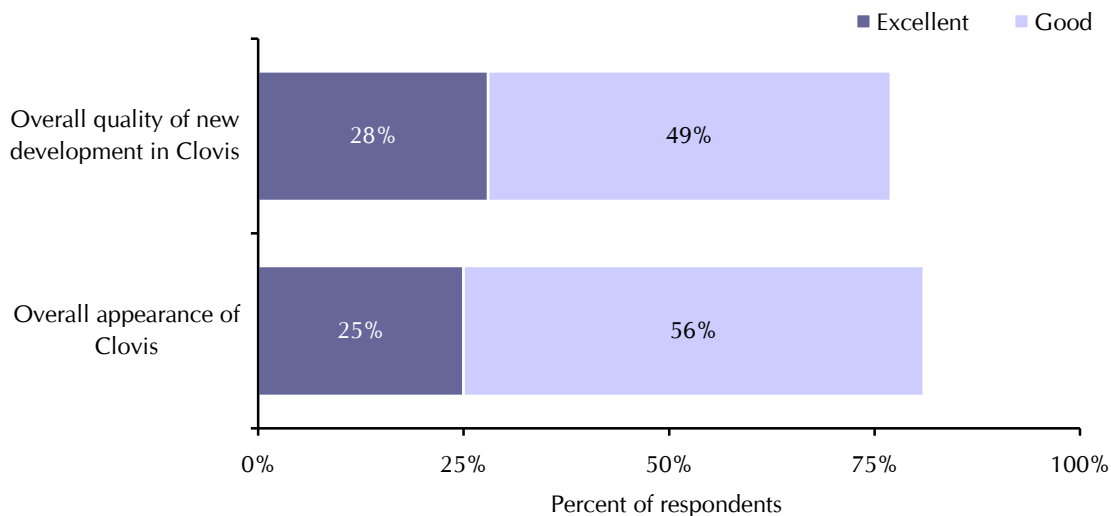


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	National comparison	Select cities comparison
Quality of new development in Clovis	Much above	Much above
Overall appearance of Clovis	Above	Much above

FIGURE 20: RATINGS OF POPULATION GROWTH

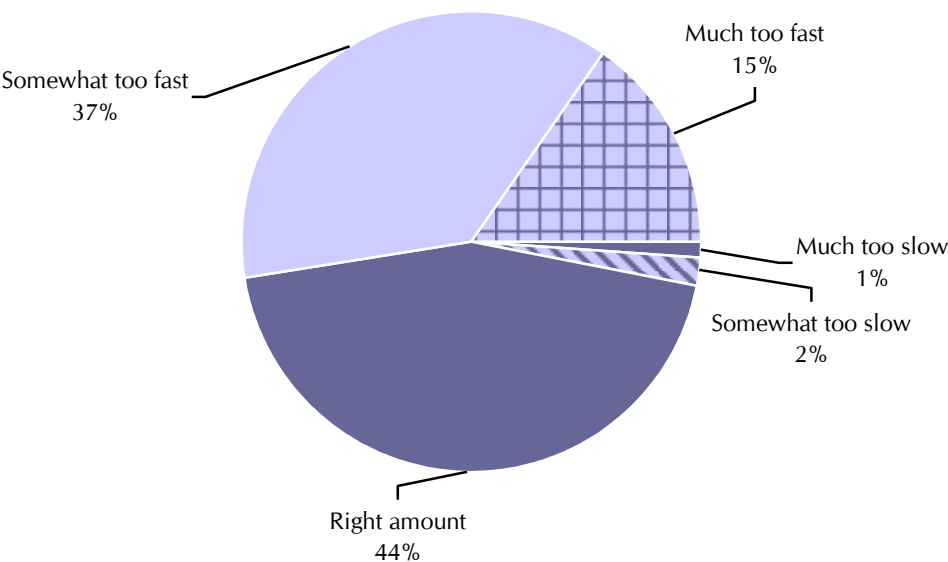


FIGURE 21: POPULATION GROWTH BENCHMARKS

	National comparison	Select cities comparison
Population growth seen as too fast	Much more	Much more

FIGURE 22: RATINGS OF NUISANCE PROBLEMS

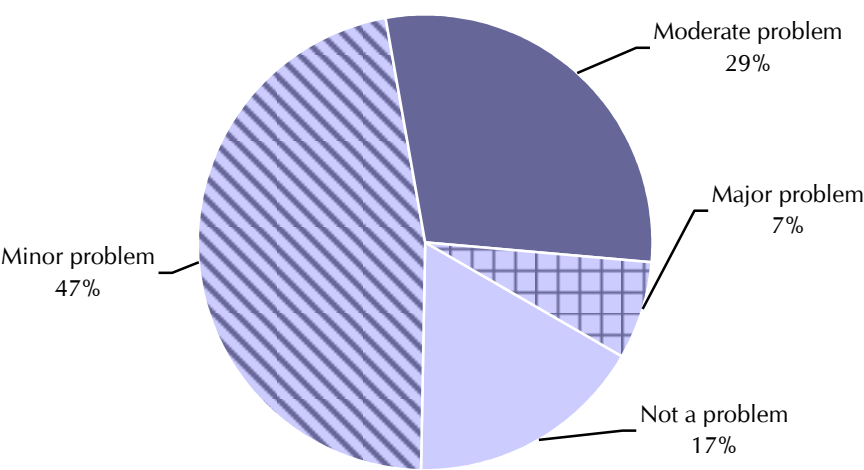


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

	National comparison	Select cities comparison
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Less	Similar

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

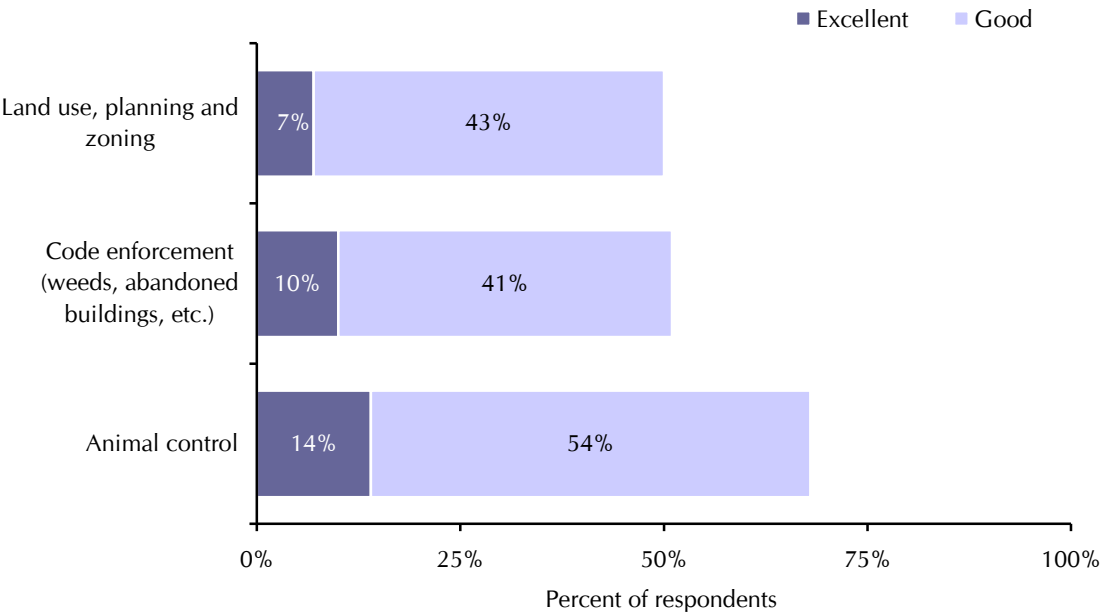


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	National comparison	Select cities comparison
Land use, planning and zoning	Similar	Above
Code enforcement (weeds, abandoned buildings, etc.)	Similar	Above
Animal control	Similar	Above

## ECONOMIC SUSTAINABILITY

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated feature was Clovis as a place to work. Employment opportunities received the lowest ratings; however it was much above both benchmarks.

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

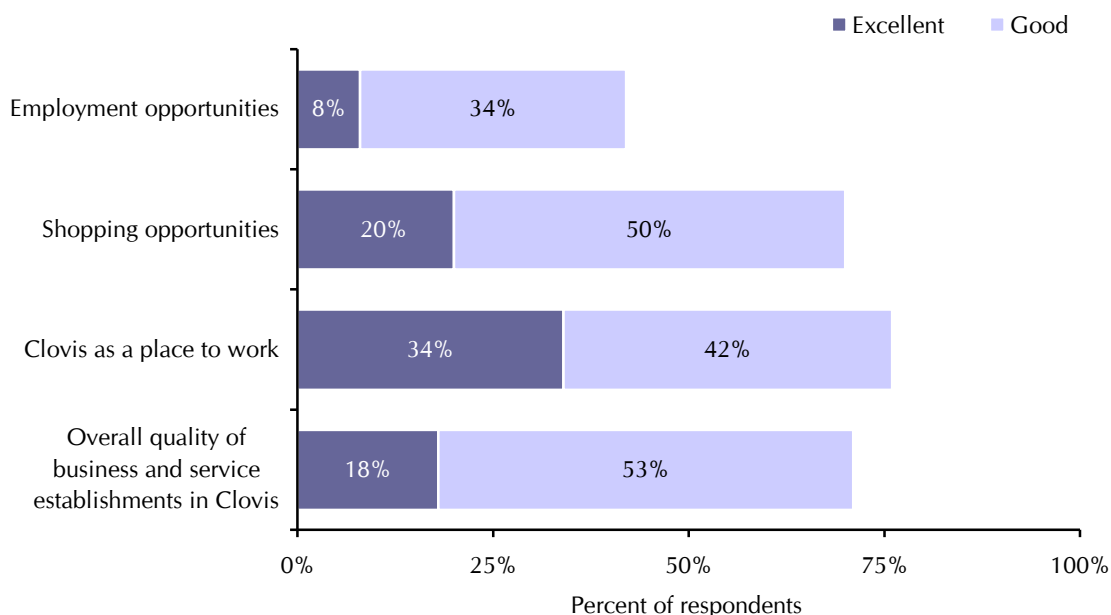


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	National comparison	Select cities comparison
Employment opportunities	Much above	Much above
Shopping opportunities	Much above	Much above
Clovis as a place to work	Much above	Much above
Overall quality of business and service establishments in Clovis	Above	Much above

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of jobs growth in Clovis, 64% responded that it was “too slow,” while 30% reported retail growth as “too slow.” Fewer residents in Clovis compared to other jurisdictions believed that retail growth and jobs growth were too slow.

FIGURE 28: RATINGS OF RETAIL AND JOBS GROWTH

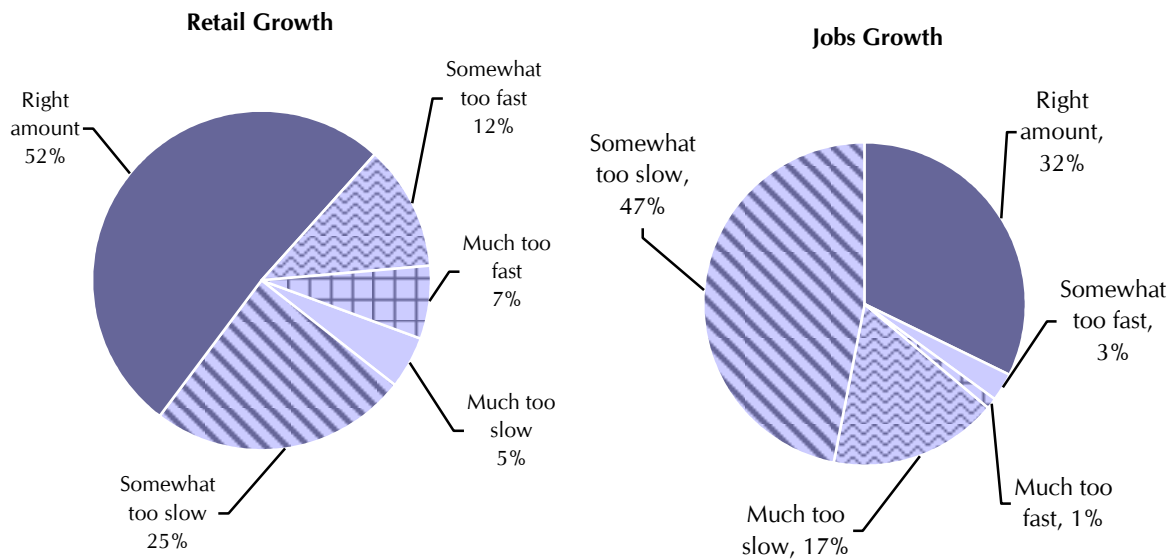


FIGURE 29: RETAIL AND JOBS GROWTH BENCHMARKS

	National comparison	Select cities comparison
Retail growth seen as too slow	Much less	Much less
Jobs growth seen as too slow	Much less	Much less

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

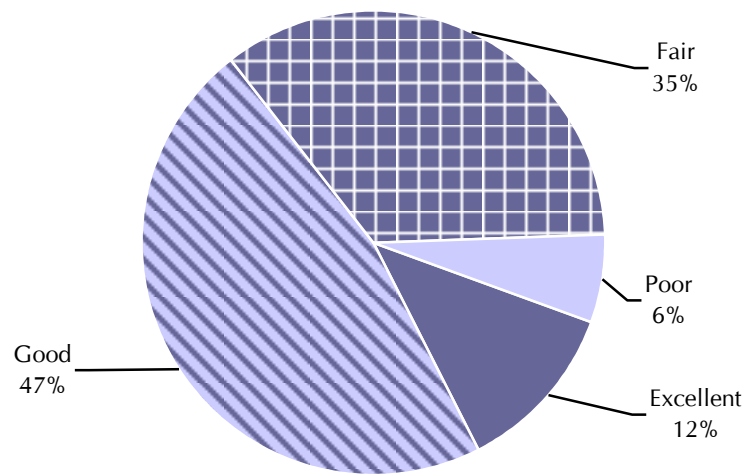


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	National comparison	Select cities comparison
Economic development	Much above	Much above

Residents were asked to reflect on their economic prospects in the near term. Twenty-seven percent of the City of Clovis residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 26% felt that the impact would be “somewhat” or “very” negative. The percent of residents with an optimistic outlook on their household income was much more than comparison jurisdictions.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE

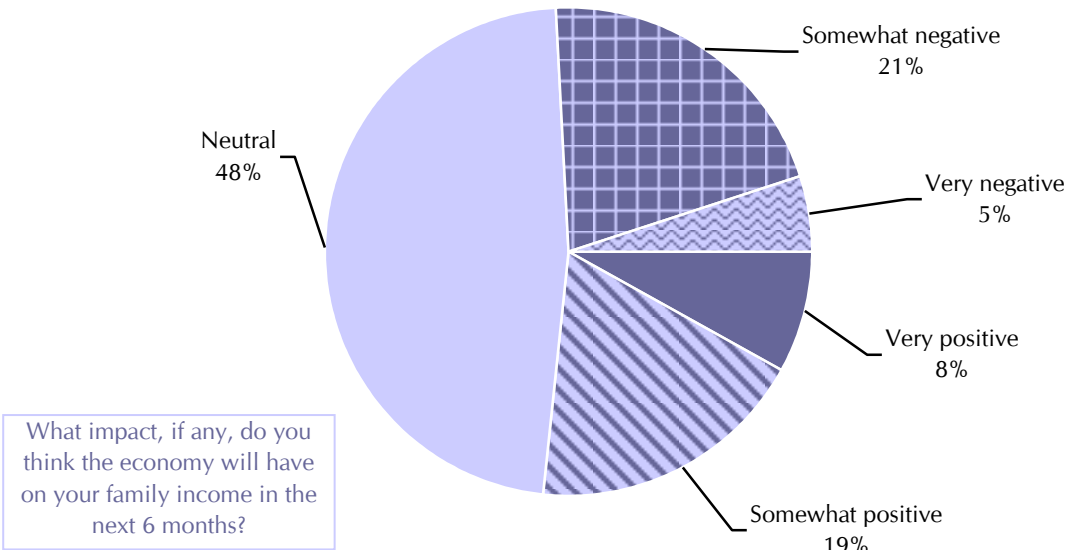


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

	National comparison	Select cities comparison
Positive impact of economy on household income	Much above	Much above

## PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Most gave positive ratings of safety in the City of Clovis. About 82% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 78% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY

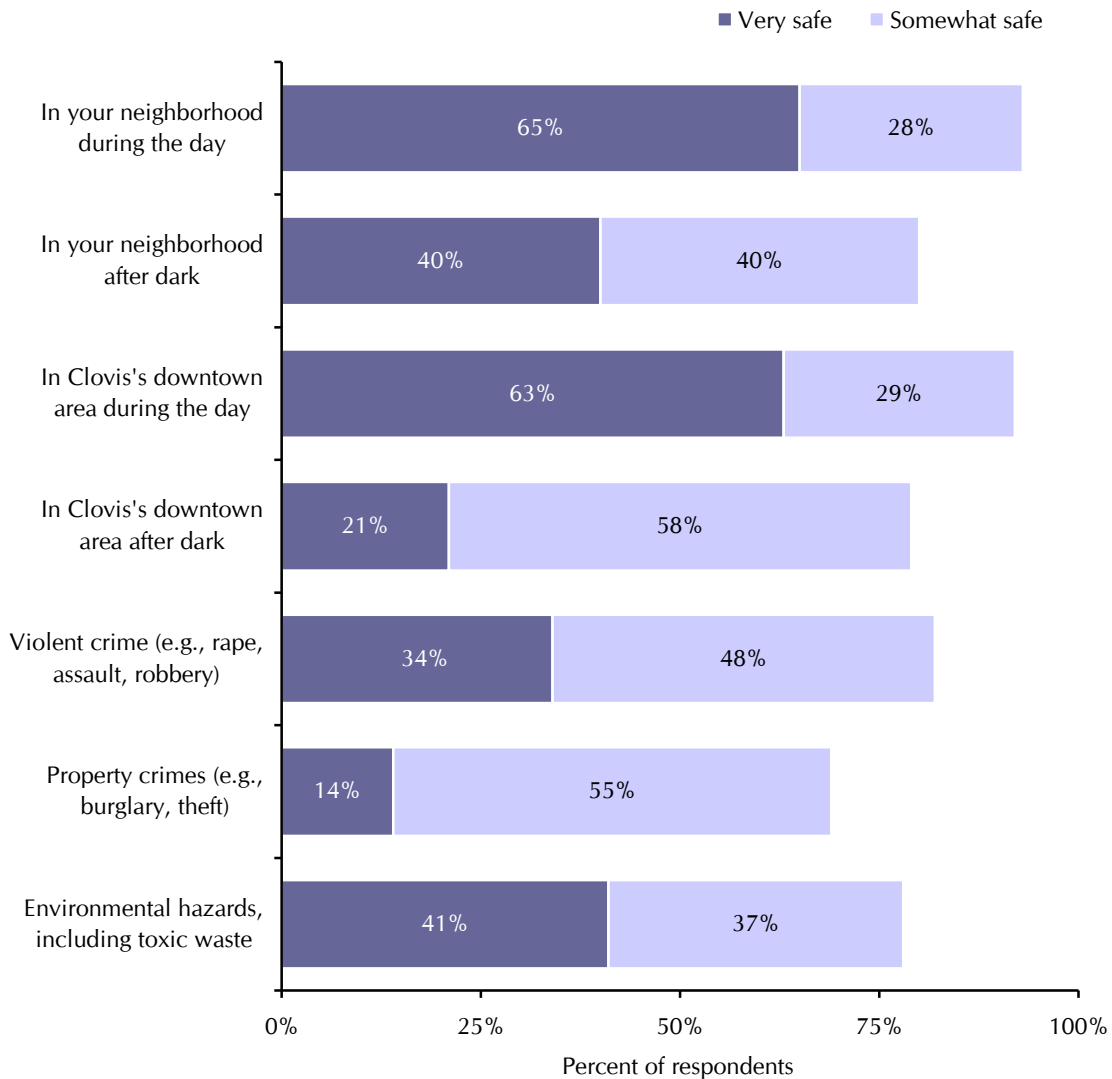


FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	National comparison	Select cities comparison
In your neighborhood during the day	Similar	Above
In your neighborhood after dark	Similar	Above
In Clovis' downtown area during the day	Similar	Much above
In Clovis' downtown area after dark	Much above	Much above
Violent crime (e.g., rape, assault, robbery)	Similar	Above
Property crimes (e.g., burglary, theft)	Similar	Above
Environmental hazards, including toxic waste	Similar	Similar

As assessed by the survey, 20% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 66% had reported it to police. Compared to other jurisdictions more Clovis residents had been victims of crime in the 12 months preceding the survey and fewer Clovis residents had reported their most recent crime victimization to the police.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING

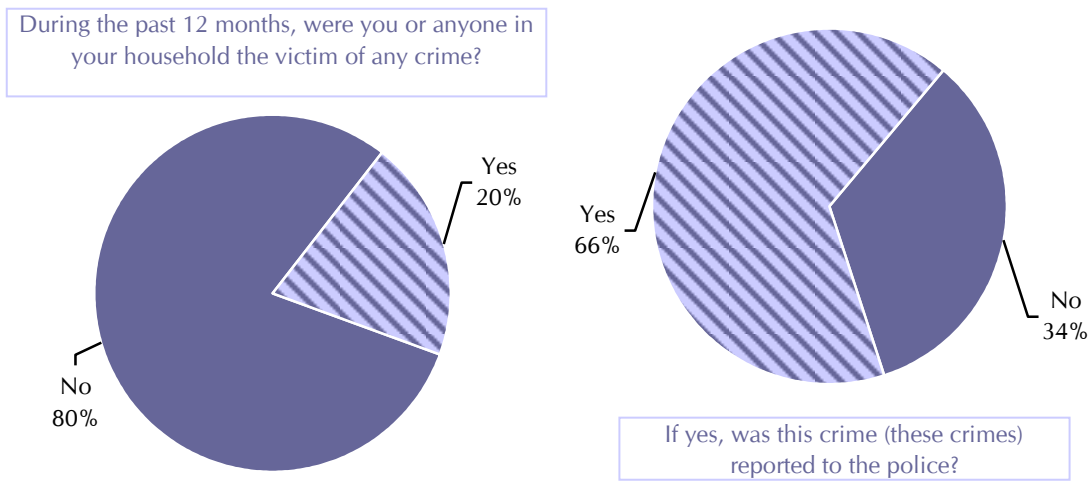


FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	National comparison	Select cities comparison
Victim of crime	Much more	More
Reported crimes	Much less	Much less

Residents rated seven City public safety services; of these, five were rated above the national benchmark comparison, one was rated similar to the national benchmark comparison and one was rated below the national benchmark comparison. Fire services and ambulance or emergency medical services received the highest ratings, while emergency preparedness and traffic enforcement received the lowest ratings.

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES

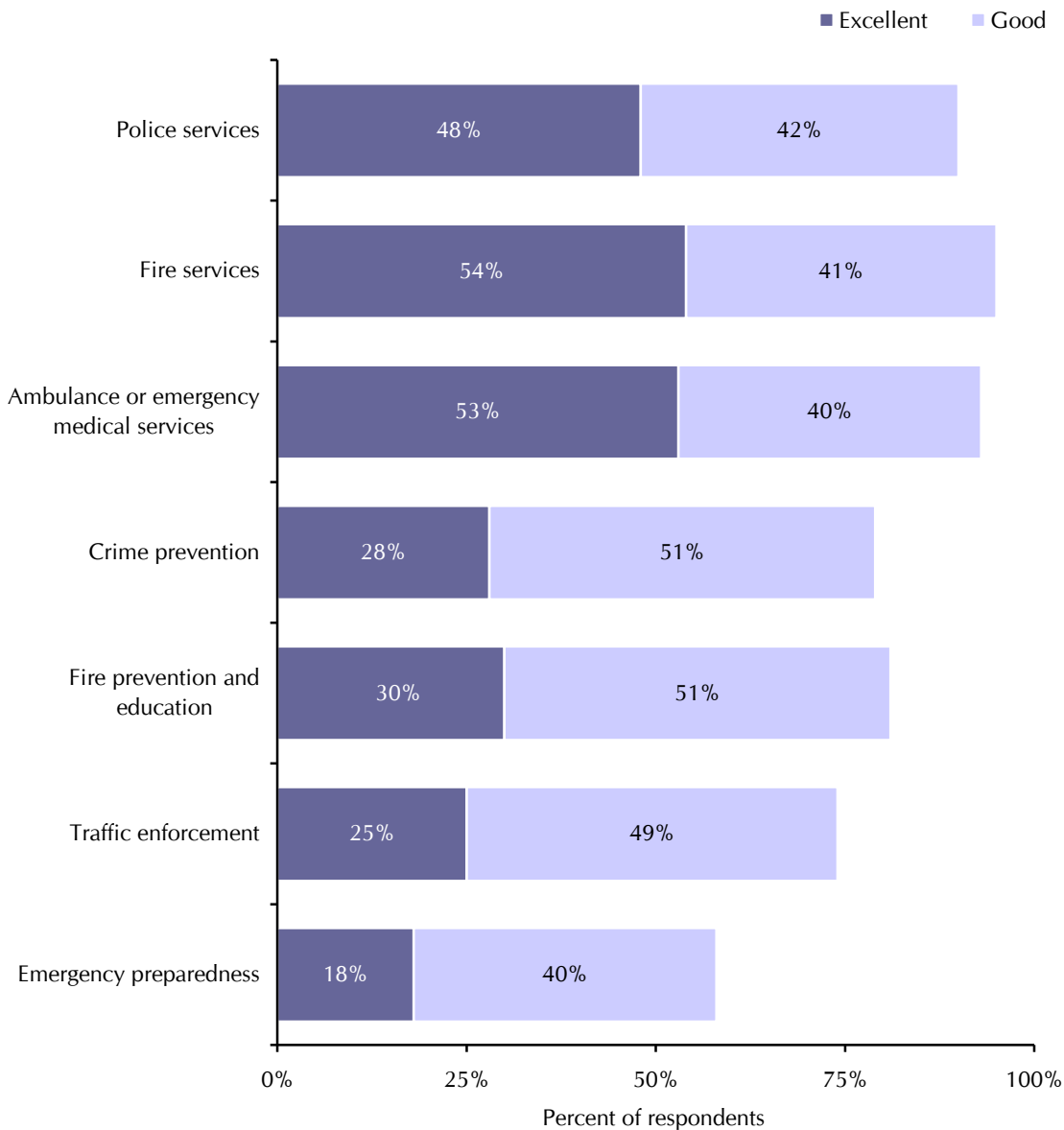


FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

	National comparison	Select cities comparison
Police services	Much above	Much above
Fire services	Above	Much above
Ambulance or emergency medical services	Above	Much above
Crime prevention	Much above	Much above
Fire prevention and education	Similar	Much above
Traffic enforcement	Much above	Much above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Below	Much above

## ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going “Green”. These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears.

Residents of the City of Clovis were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 65% of survey respondents. The cleanliness of Clovis received the highest rating, and it was much above both benchmarks.

FIGURE 40: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

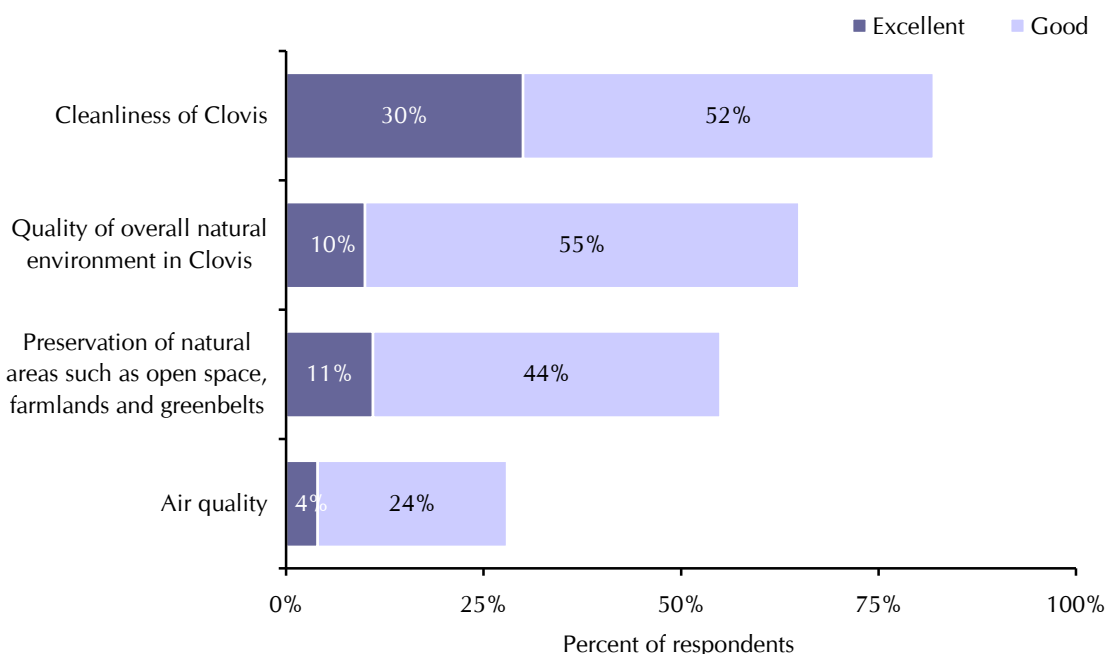


FIGURE 41: COMMUNITY ENVIRONMENT BENCHMARKS

	National comparison	Select cities comparison
Cleanliness of Clovis	Much above	Much above
Quality of overall natural environment in Clovis	Much below	Similar
Preservation of natural areas such as open space, farmlands and greenbelts	Below	Similar
Air quality	Much below	Much below

Resident recycling was greater than recycling reported in comparison communities.

FIGURE 42: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

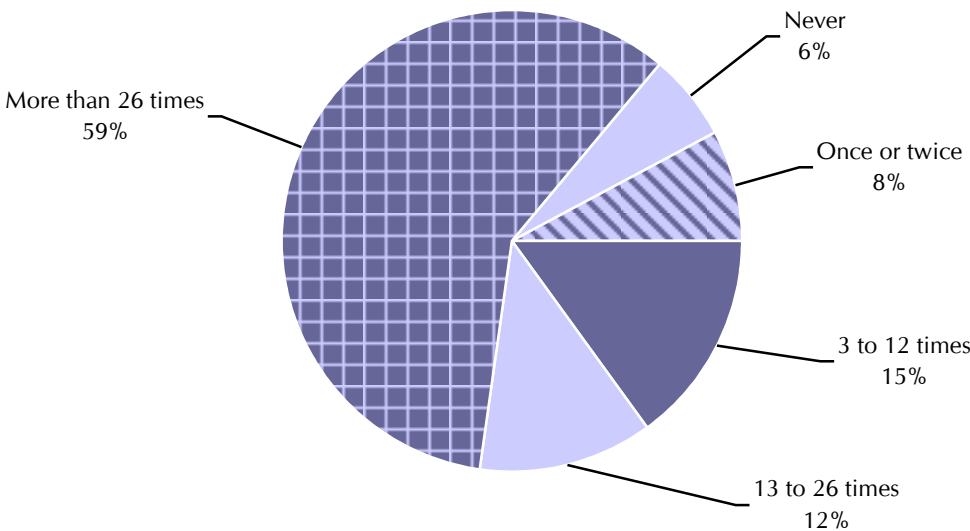


FIGURE 43: FREQUENCY OF RECYCLING BENCHMARKS

	National comparison	Select cities comparison
Recycled used paper, cans or bottles from your home	Much more	More

Of the six utility services rated by those completing the questionnaire, three were higher than the benchmark comparisons, two were similar and one was below the benchmark comparisons.

FIGURE 44: RATINGS OF UTILITY SERVICES

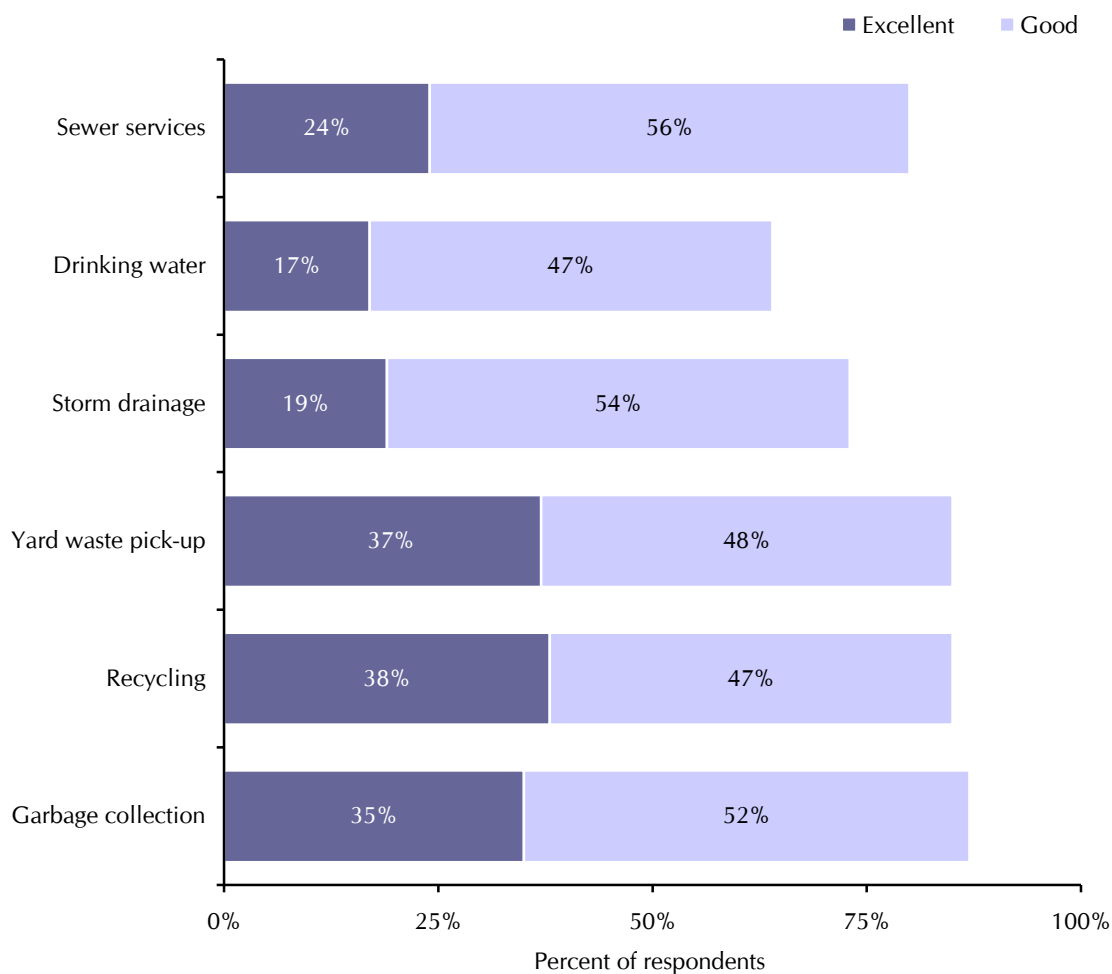


FIGURE 45: UTILITY SERVICES BENCHMARKS

	National comparison	Select cities comparison
Sewer services	Similar	Similar
Drinking water	Below	Below
Storm drainage	Above	Above
Yard waste pick-up	Much above	Much above
Recycling	Above	Much above
Garbage collection	Similar	Similar

RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents’ perspectives about opportunities and services related to the community’s parks and recreation services.

Recreation opportunities in the City of Clovis were rated somewhat positively as were services related to parks and recreation. Recreation opportunities were rated lower compared to the national benchmark, but were similar to the select cities benchmark.

Resident use of Clovis parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Clovis recreation centers was smaller than the percent of users in comparison jurisdictions. However, neighborhood or City park use in Clovis was about the same as use in comparison jurisdictions.

FIGURE 46: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

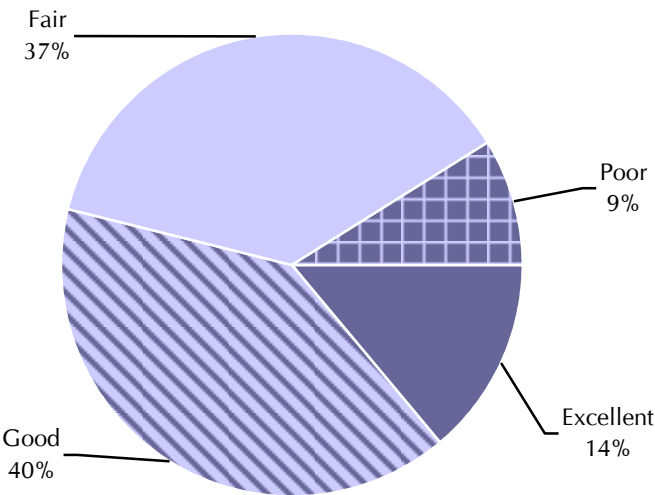


FIGURE 47: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Select cities comparison
Recreation opportunities	Below	Similar

FIGURE 48: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

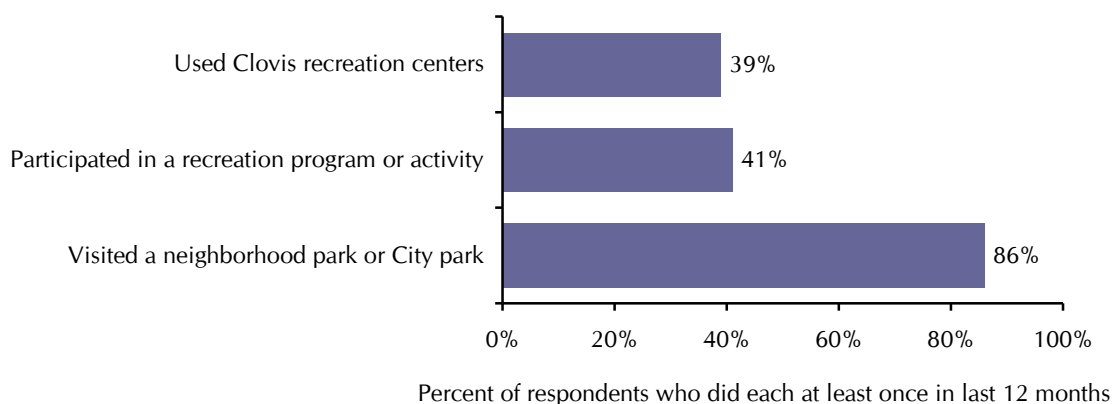


FIGURE 49: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	National comparison	Select cities comparison
Used Clovis recreation centers	Much less	Much less
Participated in a recreation program or activity	Less	Much less
Visited a neighborhood park or City park	Similar	Similar

FIGURE 50: RATINGS OF PARKS AND RECREATION SERVICES

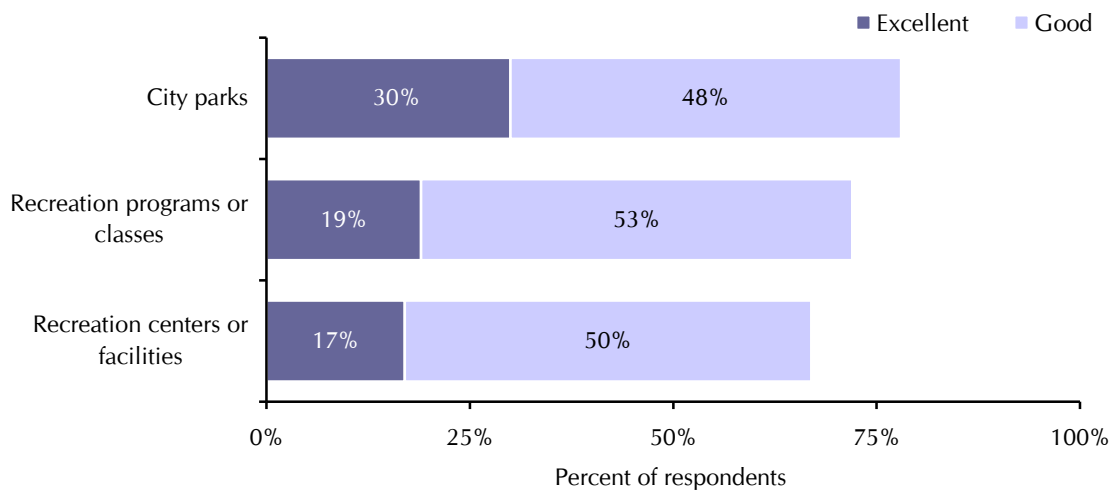


FIGURE 51: PARKS AND RECREATION SERVICES BENCHMARKS

	National comparison	Select cities comparison
City parks	Similar	Similar
Recreation programs or classes	Similar	Similar
Recreation centers or facilities	Similar	Similar

### Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities were rated as “excellent” or “good” by 51% of respondents. Educational opportunities were rated as “excellent” or “good” by 82% of respondents. Compared to the benchmarks, educational opportunities were much above the average of comparison jurisdictions, while cultural activity opportunities were rated similar to the benchmark comparisons.

About 55% of Clovis residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was below comparison jurisdictions.

FIGURE 52: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

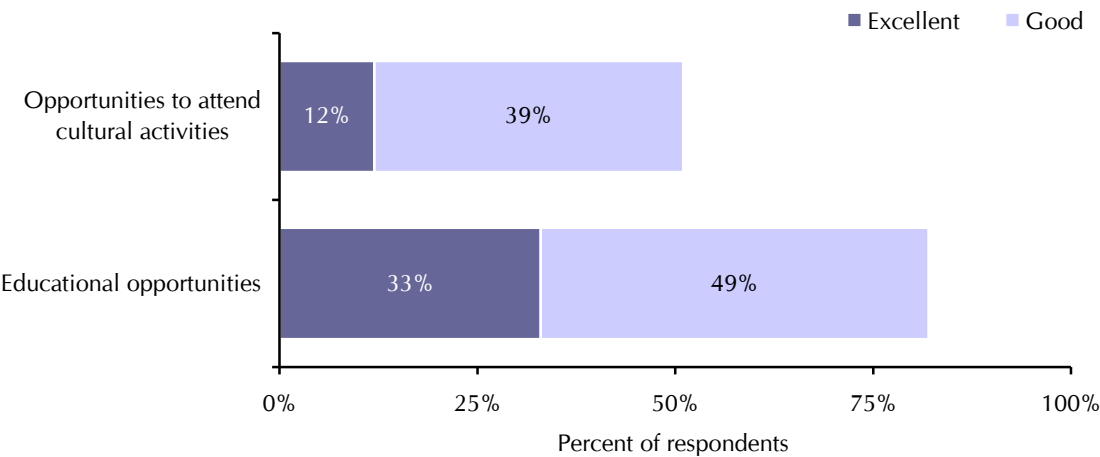


FIGURE 53: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Select cities comparison
Opportunities to attend cultural activities	Similar	Similar
Educational opportunities	Much above	Much above

FIGURE 54: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

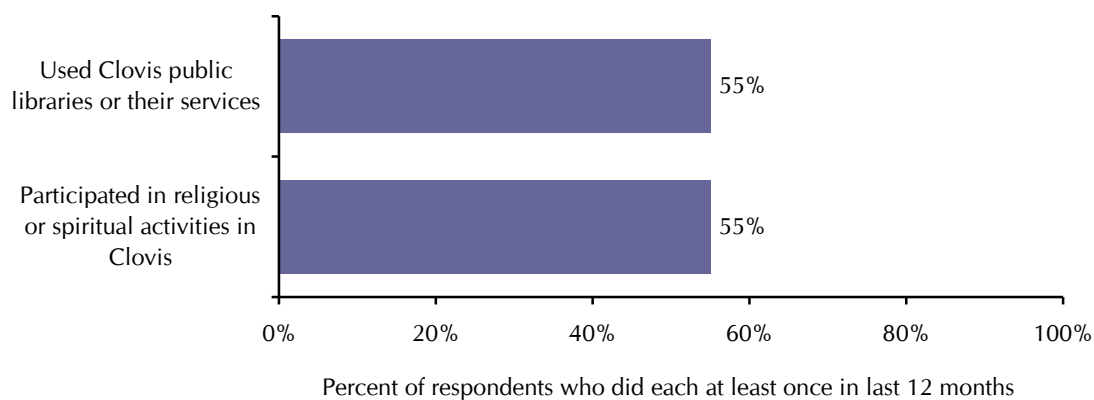


FIGURE 55: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	National comparison	Select cities comparison
Used Clovis public libraries or their services	Much less	Much less
Participated in religious or spiritual activities in Clovis	More	Similar

FIGURE 56: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

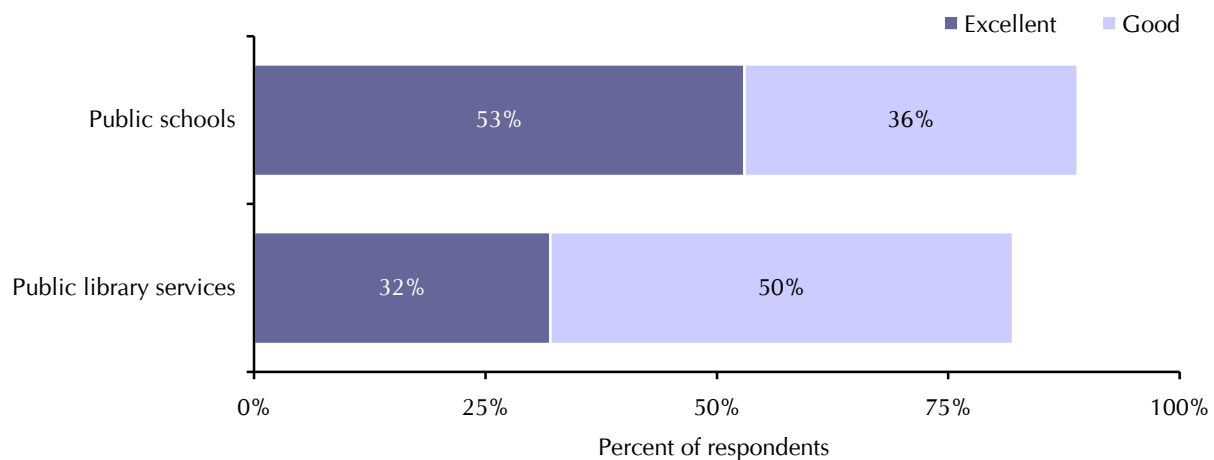


FIGURE 57: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	National comparison	Select cities comparison
Public schools	Much above	Much above
Public library services	Similar	Similar

## Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of the City of Clovis were asked to rate the community's health services as well as the availability of affordable quality health care, affordable quality food and preventive health services. The availability of affordable quality food was rated most positively for the City of Clovis.

Among Clovis residents, 21% rated the availability of affordable quality health care as "excellent" while 45% rated it as "good." These ratings were much above the ratings of comparison communities.

FIGURE 58: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

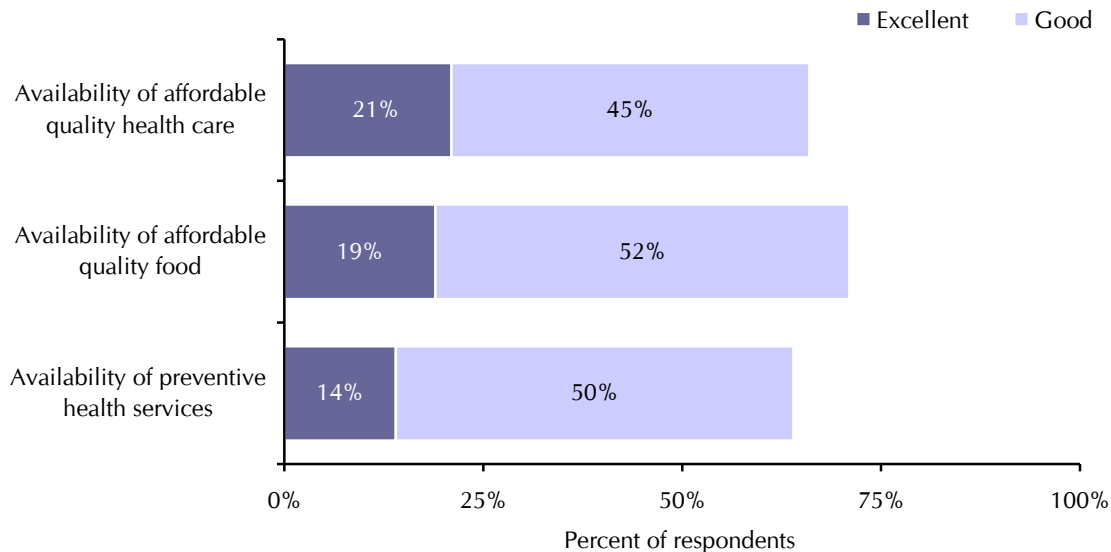


FIGURE 59: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	National comparison	Select cities comparison
Availability of affordable quality health care	Much above	Much above
Availability of affordable quality food	Above	Above
Availability of preventive health services	Similar	Above

Health services in Clovis were rated “excellent” or “good” by 71% of respondents and were above the national benchmark and much above the select cities benchmark.

FIGURE 60: RATINGS OF HEALTH AND WELLNESS SERVICES

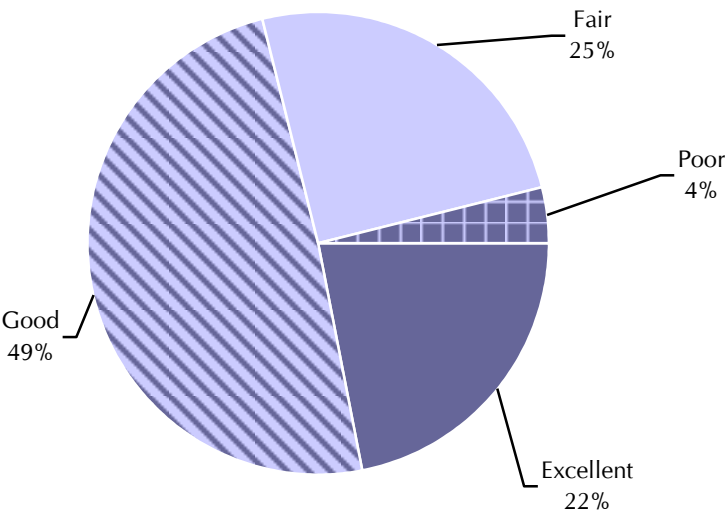


FIGURE 61: HEALTH AND WELLNESS SERVICES BENCHMARKS

	National comparison	Select cities comparison
Health services	Above	Much above

## COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of the City of Clovis as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

About 9 in 10 residents rated the City of Clovis as an “excellent” or “good” place to raise kids and a high percentage rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” A majority of respondents felt the City of Clovis was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents but was higher than the benchmarks.

FIGURE 62: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS

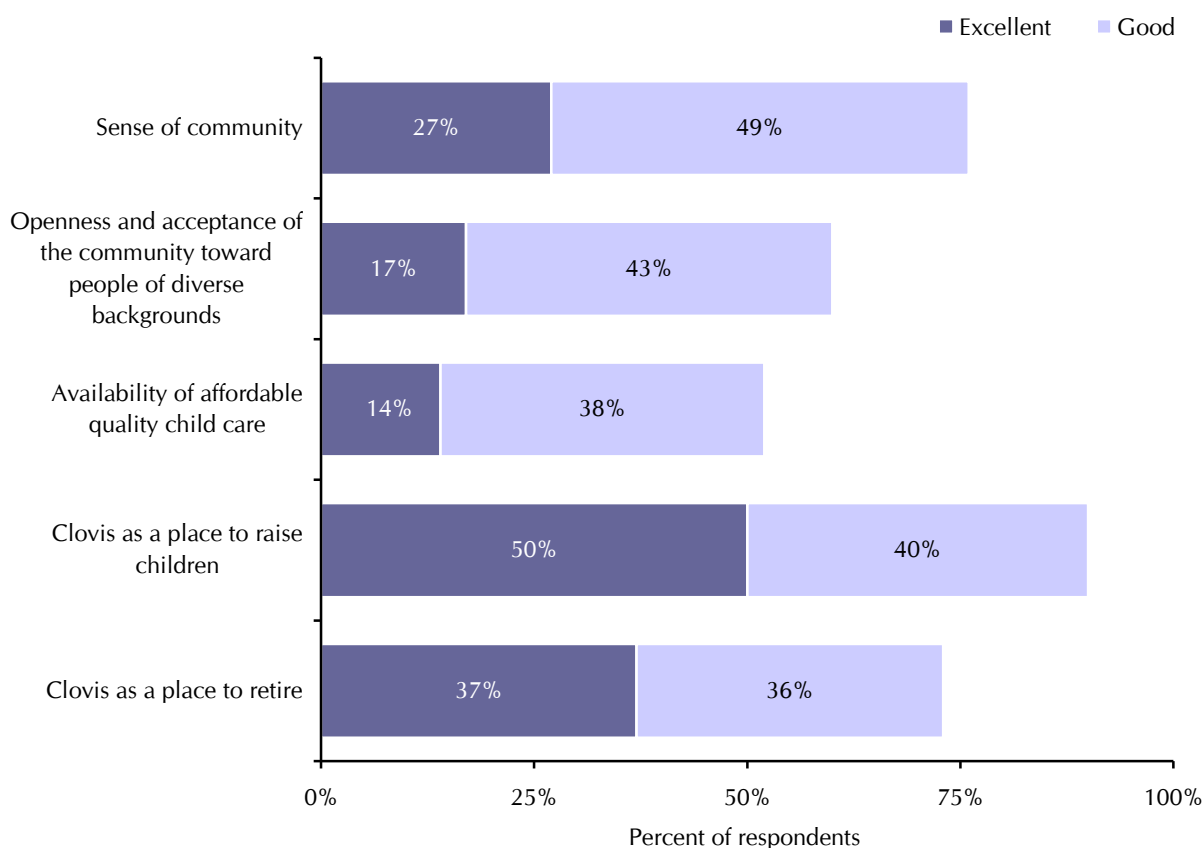


FIGURE 63: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	National comparison	Select cities comparison
Sense of community	Much above	Much above
Openness and acceptance of the community toward people of diverse backgrounds	Similar	Similar
Availability of affordable quality child care	Above	Much above
Clovis as a place to raise kids	Much above	Much above
Clovis as a place to retire	Much above	Much above

Services to more vulnerable populations (e.g. seniors, youth or low-income residents) ranged from 43% to 70% with ratings of “excellent” or “good.” Ratings for services to seniors were above the select cities benchmark, but similar to the national benchmark comparison. Services to youth and low income people were rated similar to all the benchmarks.

FIGURE 64: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS

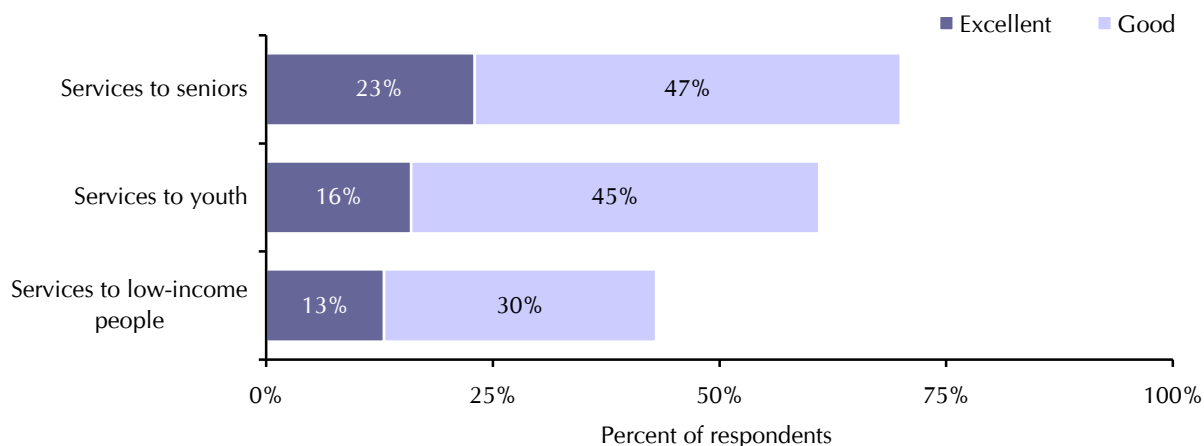


FIGURE 65: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	National comparison	Select cities comparison
Services to seniors	Similar	Above
Services to youth	Similar	Similar
Services to low income people	Similar	Similar

## CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the City can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. Communities with strong civic engagement may be more likely to see the benefits of programs intended to improve the quality of life of all residents and therefore would be more likely to support those new policies or programs.

### Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of the City of Clovis. Survey participants rated the volunteer opportunities in the City of Clovis favorably. Opportunities to attend or participate in community matters were rated similarly.

The rating for opportunities to participate in community matters and the rating for opportunities to volunteer were both similar to the national benchmark.

FIGURE 66: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

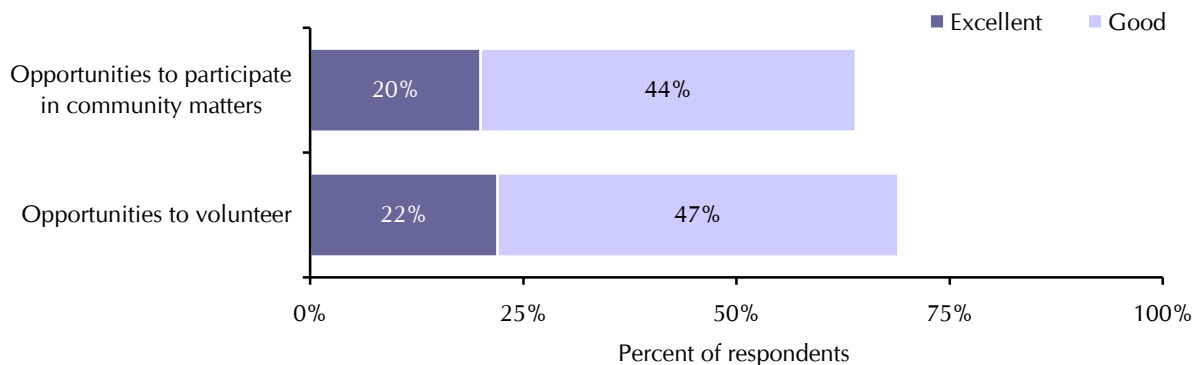


FIGURE 67: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Select cities comparison
Opportunities to participate in community matters	Similar	Much above
Opportunities to volunteer	Similar	Similar

Most of the participants in this survey had not attended a public meeting, volunteered time to a group or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Attending a public meeting, volunteering time to a group and participating in a club all showed lower rates of participation compared to the national benchmark. Providing help to a friend or neighbor was similar to the national benchmark.

FIGURE 68: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

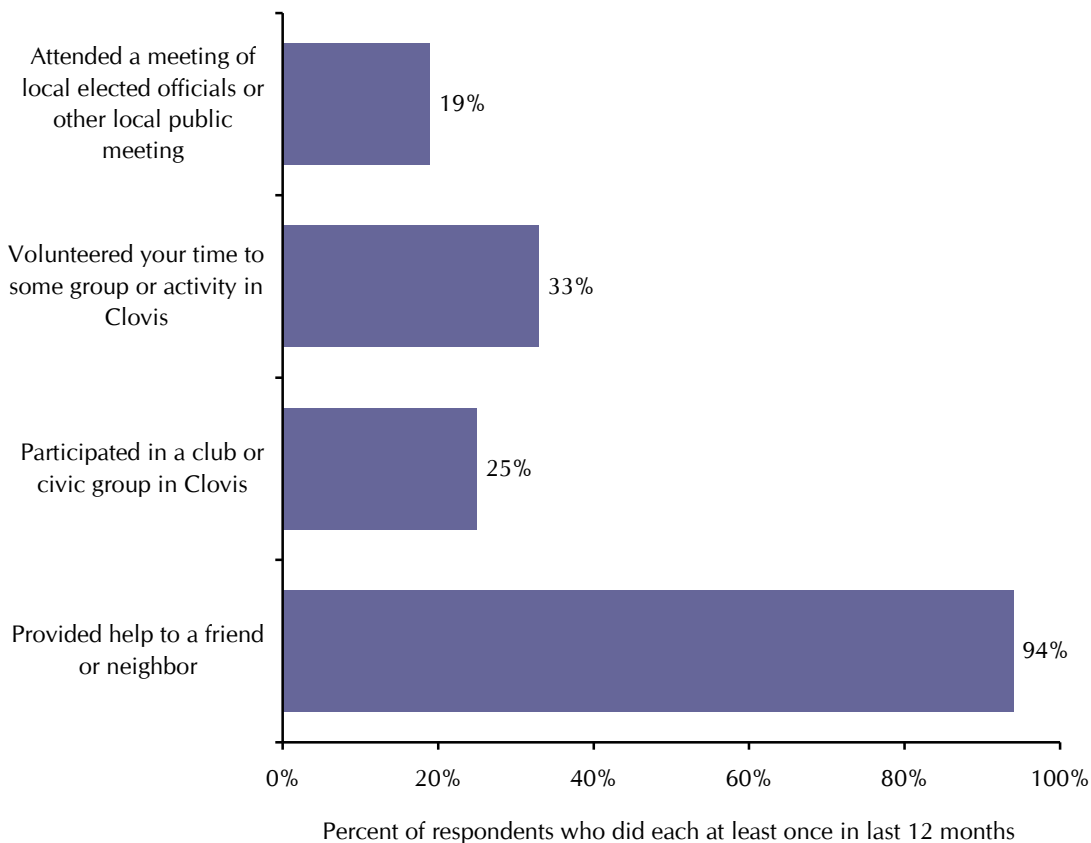


FIGURE 69: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Select cities comparison
Attended a meeting of local elected officials or other local public meeting	Less	Similar
Volunteered your time to some group or activity in Clovis	Much less	Much less
Participated in a club or civic group in Clovis	Less	Similar
Provided help to a friend or neighbor	Similar	Similar

City of Clovis residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-two percent reported they were registered to vote and 74% indicated they had voted in the last general election. This rate of self-reported voting was about the same as that of comparison communities.

FIGURE 70: REPORTED VOTING BEHAVIOR

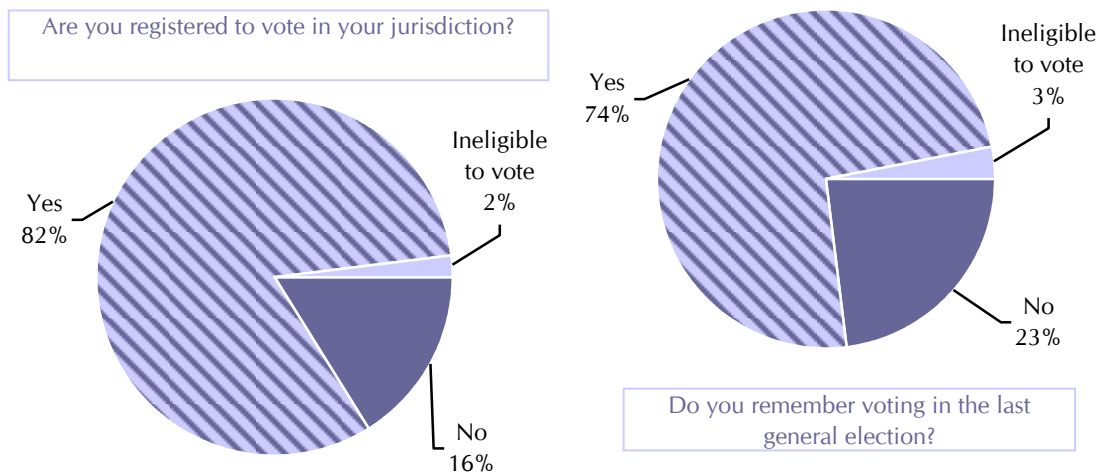


FIGURE 71: VOTING BEHAVIOR BENCHMARKS

	National comparison	Select cities comparison
Registered to vote	Similar	Similar
Voted in last general election	Similar	Similar

## Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the City of Clovis Web site in the previous 12 months, 65% reported they had done so at least once. Public information services were rated favorably compared to benchmark comparisons.

FIGURE 72: USE OF INFORMATION SOURCES

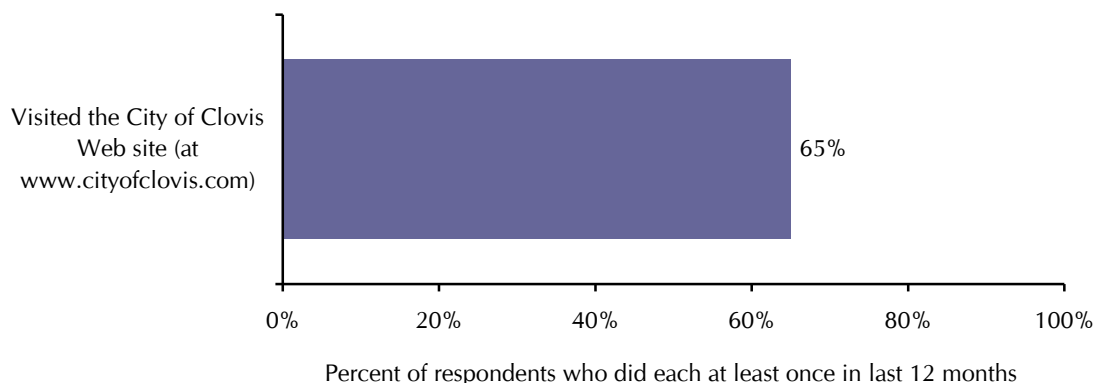


FIGURE 73: USE OF INFORMATION SOURCES BENCHMARKS

	National comparison	Select cities comparison
Visited the City of Clovis Web site	Similar	More

FIGURE 74: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

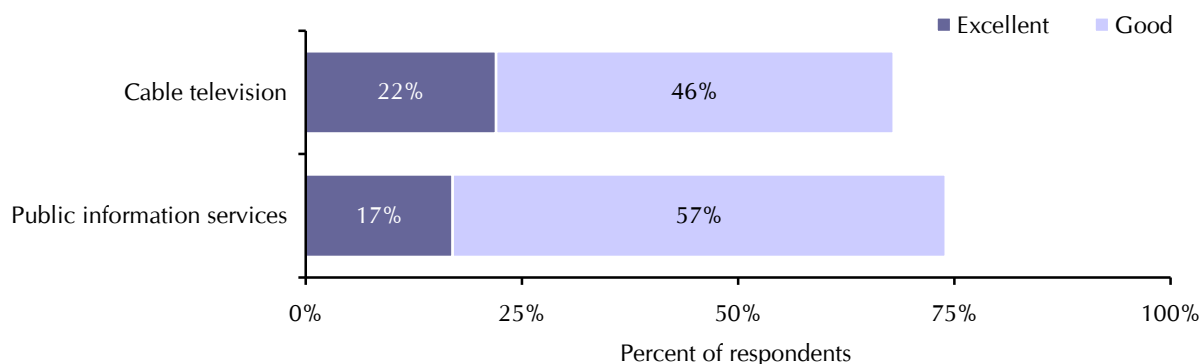


FIGURE 75: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	National comparison	Select cities comparison
Cable television	Much above	Above
Public information services	Above	Above

### Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 69% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 76: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

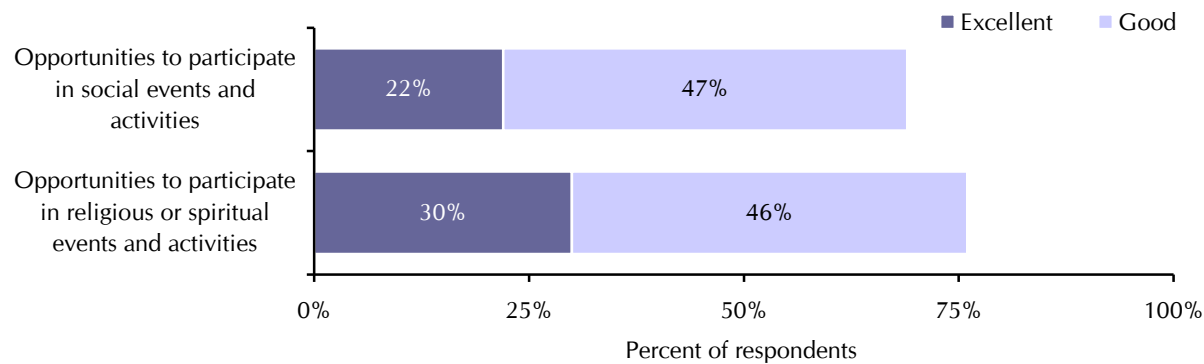


FIGURE 77: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	National comparison	Select cities comparison
Opportunities to participate in social events and activities	Above	Much above
Opportunities to participate in religious or spiritual events and activities	Similar	Above

Residents in Clovis reported a fair amount of neighborliness. More than half indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was more than the amount of contact reported in comparison communities.

FIGURE 78: CONTACT WITH IMMEDIATE NEIGHBORS

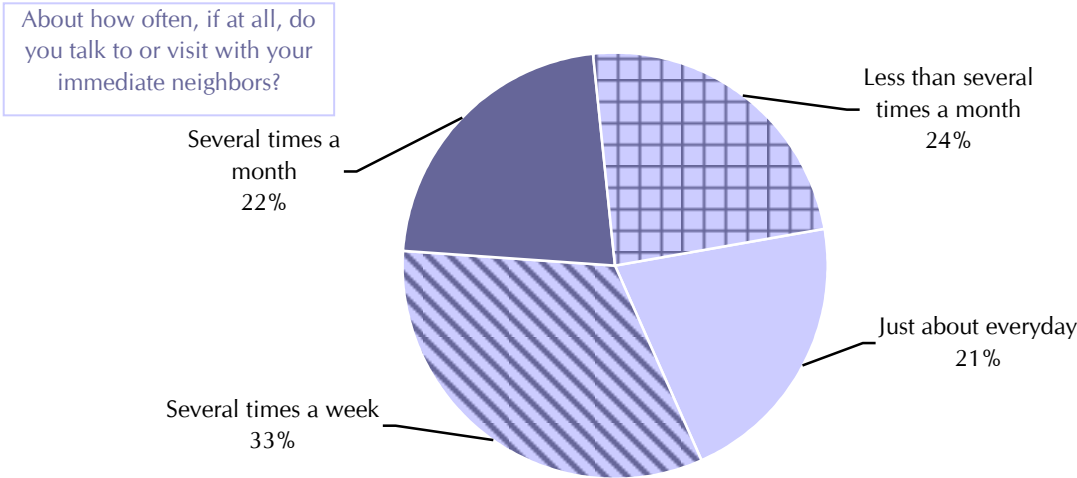


FIGURE 79: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	National comparison	Select cities comparison
Has contact with neighbors at least several times per week	More	More

## PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction the City of Clovis is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by the City of Clovis could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about the City of Clovis may be colored by their dislike of what all levels of government provide.

A majority of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job the City of Clovis does at welcoming citizen involvement, 60% rated it as "excellent" or "good." Of these four ratings, all were above the benchmark comparison communities.

FIGURE 80: PUBLIC TRUST RATINGS

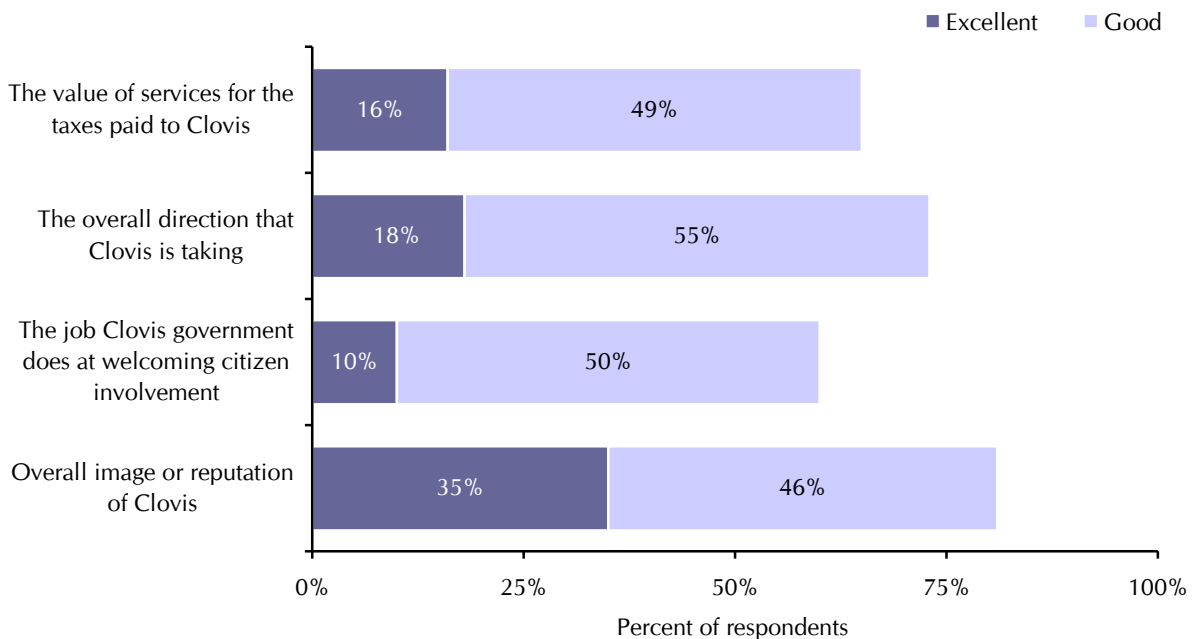


FIGURE 81: PUBLIC TRUST BENCHMARKS

	National comparison	Select cities comparison
Value of services for the taxes paid to Clovis	Much above	Much above
The overall direction that Clovis is taking	Much above	Much above
Job Clovis government does at welcoming citizen involvement	Above	Much above
Overall image or reputation of Clovis	Much above	Much above

On average, residents of the City of Clovis gave the highest evaluations to their own local government and the lowest average rating to services provided by the State Government. The overall quality of services delivered by the City of Clovis was rated as “excellent” or “good” by 85% of survey participants. The City of Clovis’ rating was much above the benchmarks when compared to other communities.

FIGURE 82: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

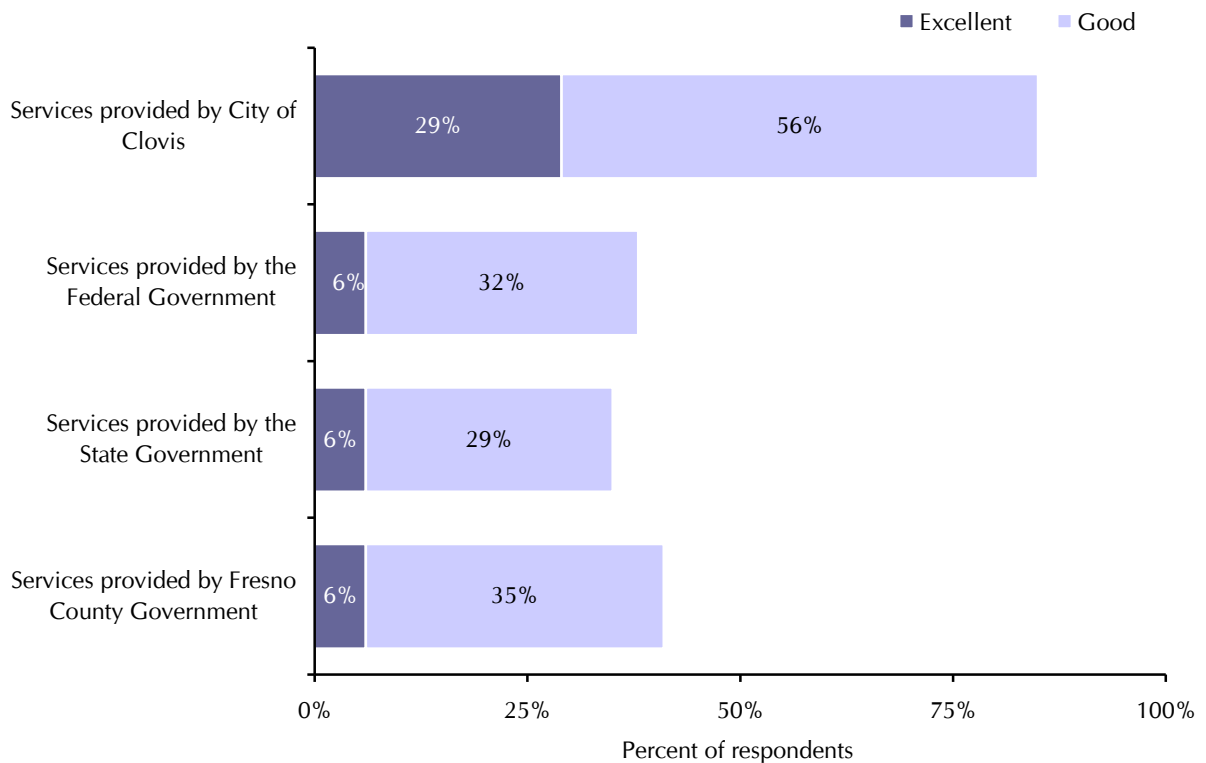


FIGURE 83: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	National comparison	Select cities comparison
Services provided by the City of Clovis	Much above	Much above
Services provided by the Federal Government	Similar	Similar
Services provided by the State Government	Below	Similar
Services provided by Fresno County Government	Much below	Similar

### City of Clovis Employees

The employees of the City of Clovis who interact with the public create the first impression that most residents have of the City of Clovis. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of the City of Clovis. As such, it is important to know about residents’ experience talking with that “face.” When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with the City of Clovis staff.

Those completing the survey were asked if they had been in contact with a City employee either in-person, over the phone or via email in the last 12 months; the 50% who reported that they had been in contact (a percent that is much more than the select cities benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 81% of respondents rated their overall impression as “excellent” or “good.”

FIGURE 84: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

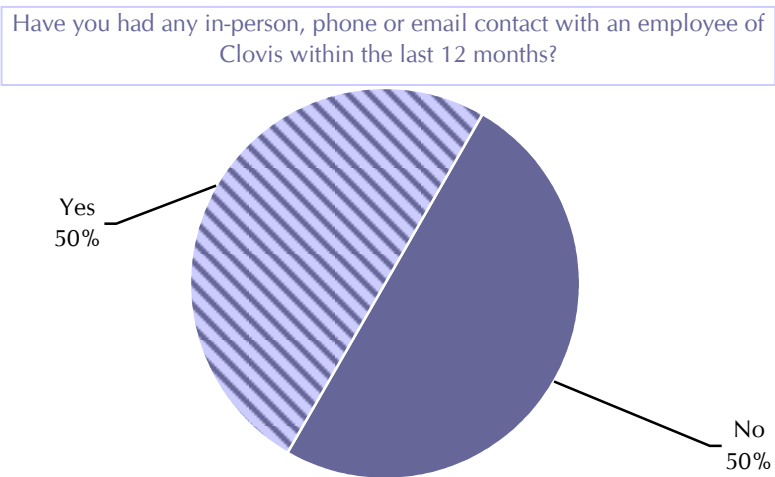


FIGURE 85: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	National comparison	Select cities comparison
Had contact with City employee(s) in last 12 months	Similar	Much more

FIGURE 86: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

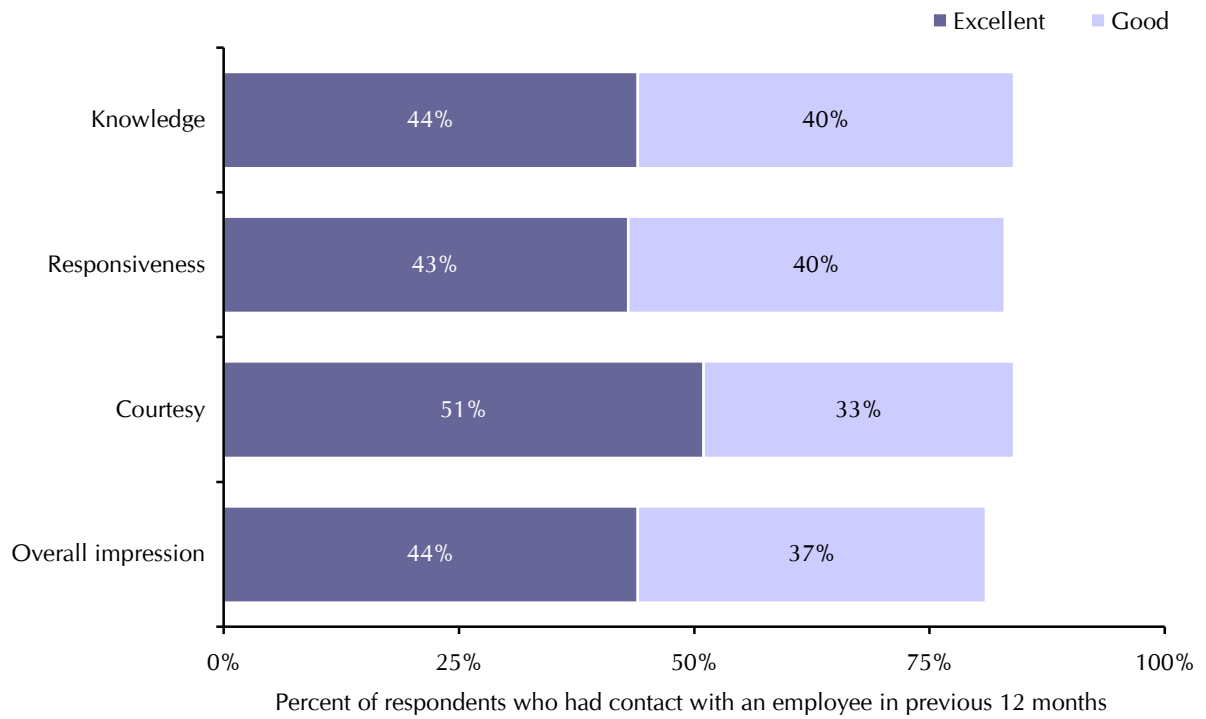


FIGURE 87: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	National comparison	Select cities comparison
Knowledge	Similar	Above
Responsiveness	Above	Above
Courteousness	Similar	Above
Overall impression	Above	Much above

## FROM DATA TO ACTION

### RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (KDA). The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using KDA, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A KDA was conducted for the City of Clovis by examining the relationships between ratings of each service and ratings of the City of Clovis' overall services. Those Key Driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Clovis can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve ratings. What is certain from these analyses is that key drivers are good predictors of overall resident opinion and that the key drivers presented may be useful focus areas to consider for enhancement of overall service ratings.

Services found to be most strongly correlated with ratings of overall service quality from the Clovis Key Driver Analysis were:

- Police services
- Public information services

## CITY OF CLOVIS ACTION CHART™

The 2013 City of Clovis Action Chart™ on the following page combines two dimensions of performance:

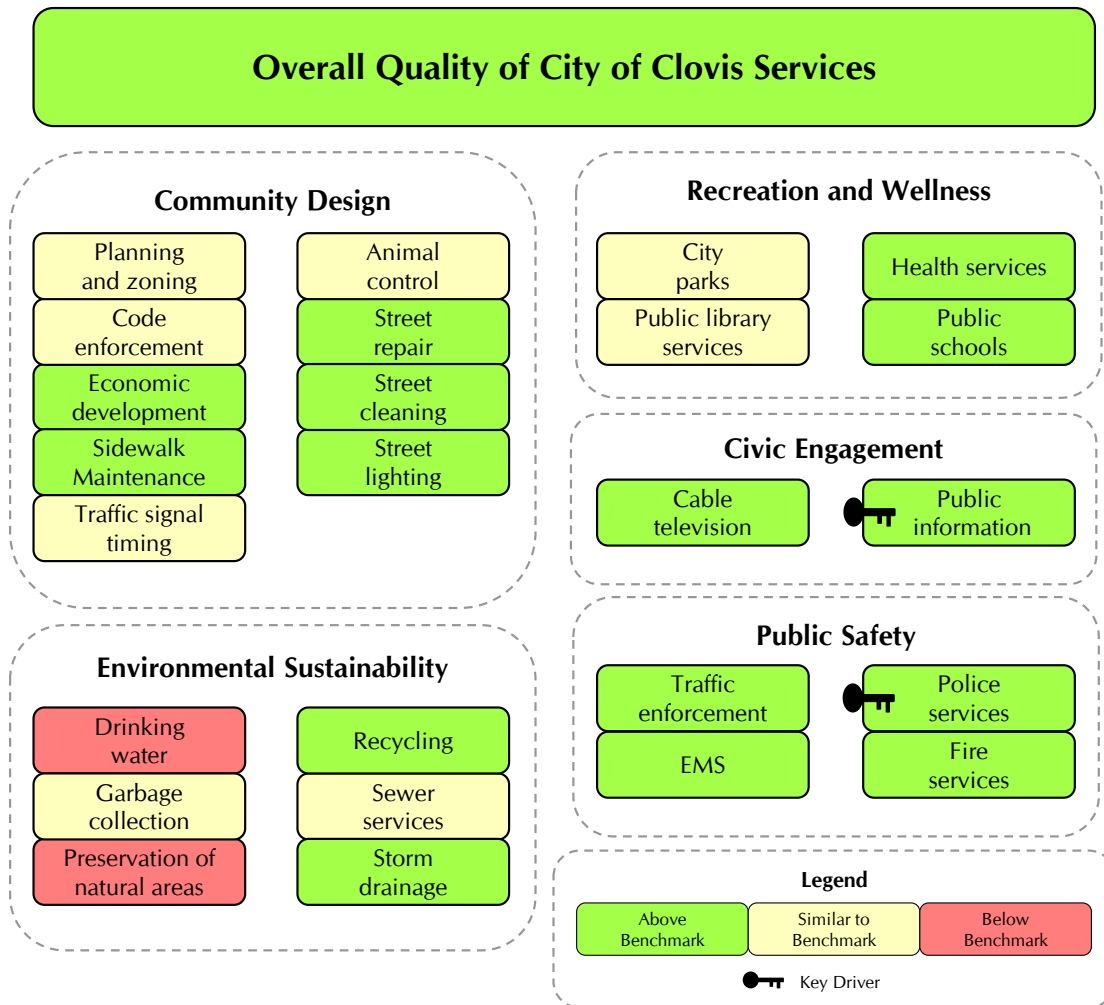
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon (🔑) next to a service box indicates it as a key driver for the City.

Twenty-five services were included in the KDA for the City of Clovis. Of these, 15 were above the national benchmark, two were below and eight were similar to the national benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In the case of Clovis, no key drivers were below the benchmark. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering “don’t know” were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Excluding “Don’t Know” Responses for the percent “don’t know” for each service.

FIGURE 88: CITY OF CLOVIS ACTION CHART



## Using Your Action Chart™

The key drivers derived for the City of Clovis provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the City of Clovis, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

As staff review key drivers, not all drivers may resonate as likely links to residents' perspectives about overall service quality. For example, in Clovis, planning and zoning and police services may be obvious links to overall service delivery (and each is a key driver from our national database), since it could be easy for staff to see how residents' view of overall service delivery could be colored by how well they perceive police and land use planning to be delivered. But animal control could be a surprise. Before rejecting a key driver that does not pass the first test of conventional wisdom, consider whether residents' opinions about overall service quality could reasonably be influenced by this unexpected driver. For example, in the case of animal control, was there a visible case of violation prior to the survey data collection? Do Clovis residents have different expectations for animal control than what current policy provides? Are the rare instances of violation serious enough to cause a word of mouth campaign about service delivery?

If, after deeper review, the "suspect" driver still does not square with your understanding of the services that could influence residents' perspectives about overall service quality (and if that driver is not a core service or a key driver from NRC's national research), put action in that area on hold and wait to see if it appears as a key driver the next time the survey is conducted.

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in bold typeface and with the symbol "•"), the City of Clovis key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol "°") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

FIGURE 89: KEY DRIVERS COMPARED

Service	City of Clovis Key Driver	National Key Driver	Core Service
• <b>Police services</b>	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Sidewalk maintenance			
◦ Traffic signal timing			
Garbage collection			✓
◦ Recycling			
Storm drainage			✓
Drinking water			✓
Sewer services			✓
◦ City parks			
Land use planning and zoning		✓	
Code enforcement			✓
◦ Animal control			
Economic development		✓	
Health services			✓
◦ Public library			
• <b>Public information services</b>	✓	✓	
Public schools		✓	
◦ Cable television			
◦ Preservation of natural areas			

• Key driver overlaps with national and or core services

◦ Service may be targeted for reductions it is not a key driver or core service

## CUSTOM QUESTIONS

“Don’t know” responses have been removed from the following questions, when applicable.

Custom Question 1					
Please indicate how important, if at all, it is for the City of Clovis to invest in the following:	Essential	Very important	Somewhat important	Not at all important	Total
Public safety (police/fire)	75%	21%	3%	0%	100%
Street repair and maintenance	41%	49%	9%	1%	100%
Economic development	41%	46%	11%	2%	100%
Affordable housing	31%	39%	25%	5%	100%
Land use planning	29%	44%	24%	4%	100%
Senior services	27%	48%	23%	2%	100%
Parks/trails	25%	45%	30%	1%	100%
Public transportation	22%	42%	30%	6%	100%
Recreation	15%	45%	36%	4%	100%

Custom Question 2	
If you are employed for pay, which of the following best describes where you work? (Select only one.)	Percent of respondents
Fresno	38%
Not employed for pay	22%
Clovis, outside of my home	21%
Other	16%
Clovis, in my home	3%
Total	100%

Custom Question 3					
Please indicate how important, if at all, it is for the City of Clovis to work on attracting the following types of businesses to Clovis:	Essential	Very important	Somewhat important	Not at all important	Total
Technology	41%	37%	19%	2%	100%
Restaurants	31%	36%	27%	6%	100%
Retail	31%	37%	28%	4%	100%
Agricultural based businesses	29%	38%	27%	6%	100%
Manufacturing	27%	30%	34%	9%	100%
Professional services	25%	45%	28%	2%	100%
Industrial	23%	32%	34%	11%	100%
Recreation	21%	43%	32%	3%	100%

Custom Question 4						
Excluding groceries and gas, what percentage of the time, if any, do you shop... (total must equal 100%)	100% of the time	75% of the time	50% of the time	25% of the time	0% of the time	Total
In the City of Clovis	16%	34%	35%	15%	0%	100%
In the City of Fresno	1%	8%	25%	59%	7%	100%
On the Internet	1%	3%	8%	48%	41%	100%
Other	0%	2%	2%	17%	79%	100%

## APPENDIX A: COMPLETE SURVEY FREQUENCIES

### FREQUENCIES EXCLUDING “DON’T KNOW” RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Clovis:	Excellent	Good	Fair	Poor	Total
Clovis as a place to live	47%	43%	9%	1%	100%
Your neighborhood as a place to live	39%	41%	15%	5%	100%
Clovis as a place to raise children	50%	40%	8%	2%	100%
Clovis as a place to work	34%	42%	19%	5%	100%
Clovis as a place to retire	37%	36%	21%	6%	100%
The overall quality of life in Clovis	39%	49%	10%	2%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Clovis as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	27%	49%	20%	3%	100%
Openness and acceptance of the community toward people of diverse backgrounds	17%	43%	30%	10%	100%
Overall appearance of Clovis	25%	56%	16%	3%	100%
Cleanliness of Clovis	30%	52%	17%	2%	100%
Overall quality of new development in Clovis	28%	49%	19%	3%	100%
Variety of housing options	22%	51%	23%	5%	100%
Overall quality of business and service establishments in Clovis	18%	53%	25%	4%	100%
Shopping opportunities	20%	50%	24%	6%	100%
Opportunities to attend cultural activities	12%	39%	36%	13%	100%
Recreational opportunities	14%	40%	37%	9%	100%
Employment opportunities	8%	34%	44%	14%	100%
Educational opportunities	33%	49%	14%	4%	100%
Opportunities to participate in social events and activities	22%	47%	24%	7%	100%
Opportunities to participate in religious or spiritual events and activities	30%	46%	20%	4%	100%
Opportunities to volunteer	22%	47%	28%	3%	100%
Opportunities to participate in community matters	20%	44%	33%	3%	100%
Ease of car travel in Clovis	24%	51%	21%	4%	100%
Ease of bus travel in Clovis	24%	33%	31%	11%	100%
Ease of bicycle travel in Clovis	26%	46%	23%	5%	100%
Ease of walking in Clovis	26%	50%	19%	6%	100%
Availability of paths and walking trails	36%	40%	19%	6%	100%
Traffic flow on major streets	12%	44%	31%	13%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Clovis as a whole:	Excellent	Good	Fair	Poor	Total
Amount of public parking	13%	49%	29%	8%	100%
Availability of affordable quality housing	16%	44%	27%	13%	100%
Availability of affordable quality child care	14%	38%	35%	13%	100%
Availability of affordable quality health care	21%	45%	28%	7%	100%
Availability of affordable quality food	19%	52%	24%	5%	100%
Availability of preventive health services	14%	50%	28%	8%	100%
Air quality	4%	24%	41%	31%	100%
Quality of overall natural environment in Clovis	10%	55%	28%	7%	100%
Overall image or reputation of Clovis	35%	46%	14%	4%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Clovis over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	1%	2%	44%	37%	15%	100%
Retail growth (stores, restaurants, etc.)	5%	25%	52%	12%	7%	100%
Jobs growth	17%	47%	32%	3%	1%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Clovis?	Percent of respondents
Not a problem	17%
Minor problem	47%
Moderate problem	29%
Major problem	7%
Total	100%

Question 5: Community Safety						
Please rate how safe or unsafe you feel from the following in Clovis:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
Violent crime (e.g., rape, assault, robbery)	34%	48%	9%	6%	3%	100%
Property crimes (e.g., burglary, theft)	14%	55%	12%	14%	5%	100%
Environmental hazards, including toxic waste	41%	37%	13%	6%	3%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	65%	28%	3%	4%	1%	100%
In your neighborhood after dark	40%	40%	8%	8%	4%	100%
In Clovis' downtown area during the day	63%	29%	4%	3%	1%	100%
In Clovis' downtown area after dark	21%	58%	11%	7%	3%	100%

Question 7: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	80%
Yes	20%
Total	100%

Question 8: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	34%
Yes	66%
Total	100%

Question 9: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Clovis?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Clovis public libraries or their services	45%	21%	20%	4%	9%	100%
Used Clovis recreation centers	61%	20%	13%	4%	2%	100%
Participated in a recreation program or activity	59%	26%	11%	3%	2%	100%
Visited a neighborhood park or City park	14%	26%	35%	16%	8%	100%
Ridden a local bus within Clovis	86%	7%	4%	1%	2%	100%
Attended a meeting of local elected officials or other local public meeting	81%	17%	2%	1%	0%	100%
Visited the City of Clovis Web site (at <a href="http://www.cityofclovis.com">www.cityofclovis.com</a> )	35%	33%	23%	6%	3%	100%
Recycled used paper, cans or bottles from your home	6%	8%	15%	12%	59%	100%
Volunteered your time to some group or activity in Clovis	67%	16%	10%	3%	4%	100%

Question 9: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Clovis?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Participated in religious or spiritual activities in Clovis	45%	13%	18%	5%	19%	100%
Participated in a club or civic group in Clovis	75%	13%	7%	1%	4%	100%
Provided help to a friend or neighbor	6%	25%	36%	18%	14%	100%

Question 10: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	21%
Several times a week	33%
Several times a month	22%
Less than several times a month	24%
Total	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Clovis:	Excellent	Good	Fair	Poor	Total
Police services	48%	42%	8%	2%	100%
Fire services	54%	41%	5%	0%	100%
Ambulance or emergency medical services	53%	40%	5%	1%	100%
Crime prevention	28%	51%	16%	4%	100%
Fire prevention and education	30%	51%	17%	2%	100%
Traffic enforcement	25%	49%	21%	5%	100%
Street repair	17%	39%	32%	12%	100%
Street cleaning	33%	47%	17%	2%	100%
Street lighting	23%	48%	21%	9%	100%
Sidewalk maintenance	20%	41%	30%	9%	100%
Traffic signal timing	13%	39%	30%	18%	100%
Bus or transit services	23%	41%	30%	5%	100%
Garbage collection	35%	52%	11%	2%	100%
Recycling	38%	47%	13%	2%	100%
Yard waste pick-up	37%	48%	12%	3%	100%
Storm drainage	19%	54%	22%	5%	100%
Drinking water	17%	47%	20%	16%	100%
Sewer services	24%	56%	18%	2%	100%
City parks	30%	48%	18%	4%	100%
Recreation programs or classes	19%	53%	28%	1%	100%
Recreation centers or facilities	17%	50%	31%	2%	100%

Question 11: Service Quality					
Please rate the quality of each of the following services in Clovis:	Excellent	Good	Fair	Poor	Total
Land use, planning and zoning	7%	43%	42%	8%	100%
Code enforcement (weeds, abandoned buildings, etc.)	10%	41%	36%	13%	100%
Animal control	14%	54%	25%	7%	100%
Economic development	12%	47%	35%	6%	100%
Health services	22%	49%	25%	4%	100%
Services to seniors	23%	47%	24%	6%	100%
Services to youth	16%	45%	30%	10%	100%
Services to low-income people	13%	30%	42%	15%	100%
Public library services	32%	50%	18%	1%	100%
Public information services	17%	57%	25%	1%	100%
Public schools	53%	36%	9%	3%	100%
Cable television	22%	46%	21%	12%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	18%	40%	23%	19%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	11%	44%	32%	14%	100%
Graffiti abatement	25%	50%	21%	4%	100%
Police Department at-risk youth services	17%	51%	27%	6%	100%

Question 12: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
The City of Clovis	29%	56%	15%	1%	100%
The Federal Government	6%	32%	33%	28%	100%
The State Government	6%	29%	36%	29%	100%
Fresno County Government	6%	35%	41%	18%	100%

Question 13: Contact with City Employees	
Have you had any in-person, phone or email contact with an employee of the City of Clovis within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	50%
Yes	50%
Total	100%

Question 14: City Employees					
What was your impression of the employee(s) of the City of Clovis in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	44%	40%	12%	4%	100%
Responsiveness	43%	40%	9%	8%	100%
Courtesy	51%	33%	11%	6%	100%
Overall impression	44%	37%	11%	8%	100%

Question 15: Government Performance					
Please rate the following categories of Clovis government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Clovis	16%	49%	29%	7%	100%
The overall direction that Clovis is taking	18%	55%	22%	4%	100%
The job Clovis government does at welcoming citizen involvement	10%	50%	33%	6%	100%

Question 16: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Clovis to someone who asks	65%	29%	4%	2%	100%
Remain in Clovis for the next five years	69%	21%	5%	5%	100%

Question 17: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	8%
Somewhat positive	19%
Neutral	48%
Somewhat negative	21%
Very negative	5%
Total	100%

Question 18a: Custom Question 1					
Please indicate how important, if at all, it is for the City of Clovis to invest in the following:	Essential	Very important	Somewhat important	Not at all important	Total
Public safety (police/fire)	75%	21%	3%	0%	100%
Parks/trails	25%	45%	30%	1%	100%
Street repair and maintenance	41%	49%	9%	1%	100%
Senior services	27%	48%	23%	2%	100%

Question 18a: Custom Question 1					
Please indicate how important, if at all, it is for the City of Clovis to invest in the following:	Essential	Very important	Somewhat important	Not at all important	Total
Affordable housing	31%	39%	25%	5%	100%
Land use planning	29%	44%	24%	4%	100%
Public transportation	22%	42%	30%	6%	100%
Recreation	15%	45%	36%	4%	100%
Economic development	41%	46%	11%	2%	100%

Question 18b: Custom Question 2	
If you are employed for pay, which of the following best describes where you work? (Select only one.)	Percent of respondents
Clovis, outside of my home	21%
Clovis, in my home	3%
Fresno	38%
Other	16%
Not employed for pay	22%
Total	100%

Question 18c: Custom Question 3					
Please indicate how important, if at all, it is for the City of Clovis to work on attracting the following types of businesses to Clovis:	Essential	Very important	Somewhat important	Not at all important	Total
Restaurants	31%	36%	27%	6%	100%
Retail	31%	37%	28%	4%	100%
Professional services	25%	45%	28%	2%	100%
Recreation	21%	43%	32%	3%	100%
Manufacturing	27%	30%	34%	9%	100%
Industrial	23%	32%	34%	11%	100%
Technology	41%	37%	19%	2%	100%
Agricultural based businesses	29%	38%	27%	6%	100%

Question 18d: Custom Question 4						
Excluding groceries and gas, what percentage of the time, if any, do you shop... (total must equal 100%)	100% of the time	75% of the time	50% of the time	25% of the time	0% of the time	Total
In the City of Clovis	16%	34%	35%	15%	0%	100%
In the City of Fresno	1%	8%	25%	59%	7%	100%
On the Internet	1%	3%	8%	48%	41%	100%
Other	0%	2%	2%	17%	79%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	29%
Yes, full-time	62%
Yes, part-time	9%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	74%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	16%
Bus, rail, subway or other public transportation	1%
Walk	3%
Bicycle	1%
Work at home	3%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Clovis?	Percent of respondents
Less than 2 years	11%
2 to 5 years	24%
6 to 10 years	17%
11 to 20 years	17%
More than 20 years	31%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	74%
House attached to one or more houses (e.g., a duplex or townhome)	4%
Building with two or more apartments or condominiums	22%
Mobile home	0%
Other	1%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	37%
Owned by you or someone in this house with a mortgage or free and clear	63%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	5%
\$300 to \$599 per month	9%
\$600 to \$999 per month	25%
\$1,000 to \$1,499 per month	26%
\$1,500 to \$2,499 per month	30%
\$2,500 or more per month	7%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	52%
Yes	48%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	73%
Yes	27%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	19%
\$25,000 to \$49,999	23%
\$50,000 to \$99,999	32%
\$100,000 to \$149,999	15%
\$150,000 or more	12%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	80%
Yes, I consider myself to be Spanish, Hispanic or Latino	20%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	5%
Asian, Asian Indian or Pacific Islander	12%
Black or African American	2%
White	77%
Other	10%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	2%
25 to 34 years	28%
35 to 44 years	16%
45 to 54 years	22%
55 to 64 years	13%
65 to 74 years	10%
75 years or older	9%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	53%
Male	47%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	16%
Yes	82%
Ineligible to vote	2%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	23%
Yes	74%
Ineligible to vote	3%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	4%
Yes	96%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	47%
Yes	53%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	35%
Land line	47%
Both	17%
Total	100%

## FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

These tables contain the percentage of respondents for each response category as well as the “n” or total number of respondents for each category, next to the percentage.

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Clovis:	Excellent		Good		Fair		Poor		Don't know		Total	
Clovis as a place to live	47%	148	43%	135	9%	28	1%	2	1%	3	100%	315
Your neighborhood as a place to live	39%	121	41%	128	15%	46	5%	16	0%	0	100%	312
Clovis as a place to raise children	48%	150	38%	119	8%	23	2%	7	4%	13	100%	312
Clovis as a place to work	27%	83	33%	102	15%	47	4%	12	21%	65	100%	308
Clovis as a place to retire	33%	103	32%	99	18%	57	5%	16	12%	37	100%	311
The overall quality of life in Clovis	39%	123	49%	151	10%	31	2%	6	0%	0	100%	312

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Clovis as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	27%	82	48%	148	20%	60	3%	10	2%	6	100%	305
Openness and acceptance of the community toward people of diverse backgrounds	16%	51	40%	125	28%	87	9%	28	6%	20	100%	311
Overall appearance of Clovis	25%	78	56%	177	16%	51	3%	9	0%	0	100%	316
Cleanliness of Clovis	30%	93	51%	161	17%	52	2%	5	0%	1	100%	312
Overall quality of new development in Clovis	26%	83	47%	147	18%	57	3%	10	5%	16	100%	314
Variety of housing options	21%	64	47%	146	21%	65	5%	14	6%	20	100%	309
Overall quality of business and service establishments in Clovis	18%	56	53%	166	25%	78	3%	11	1%	4	100%	314
Shopping opportunities	20%	63	50%	158	24%	76	6%	17	0%	2	100%	315
Opportunities to attend cultural activities	11%	35	36%	114	33%	103	12%	36	8%	24	100%	312
Recreational opportunities	13%	42	37%	116	34%	107	8%	26	7%	22	100%	312
Employment opportunities	7%	21	28%	85	36%	111	12%	36	18%	56	100%	309
Educational opportunities	31%	97	47%	146	13%	40	4%	13	4%	14	100%	309
Opportunities to participate in social events and activities	20%	63	43%	135	22%	69	7%	21	8%	24	100%	312

## Question 2: Community Characteristics

Please rate each of the following characteristics as they relate to Clovis as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Opportunities to participate in religious or spiritual events and activities	25%	78	39%	122	17%	54	3%	10	15%	47	100%	310
Opportunities to volunteer	18%	55	39%	120	24%	72	2%	7	17%	52	100%	305
Opportunities to participate in community matters	16%	49	35%	109	27%	83	2%	6	20%	61	100%	308
Ease of car travel in Clovis	23%	73	50%	158	20%	63	4%	14	2%	6	100%	314
Ease of bus travel in Clovis	13%	39	18%	54	16%	50	6%	18	47%	146	100%	308
Ease of bicycle travel in Clovis	21%	67	37%	117	18%	58	4%	13	19%	58	100%	312
Ease of walking in Clovis	25%	77	48%	151	18%	58	5%	17	4%	11	100%	315
Availability of paths and walking trails	34%	107	38%	121	18%	56	5%	17	5%	15	100%	315
Traffic flow on major streets	12%	37	44%	139	31%	97	13%	40	0%	2	100%	314
Amount of public parking	12%	39	48%	149	29%	88	8%	26	2%	7	100%	309
Availability of affordable quality housing	15%	46	39%	123	24%	75	12%	37	10%	33	100%	314
Availability of affordable quality child care	8%	26	22%	68	21%	64	8%	23	42%	129	100%	311
Availability of affordable quality health care	17%	52	36%	112	22%	69	6%	17	20%	62	100%	311
Availability of affordable quality food	19%	60	51%	161	24%	75	5%	14	1%	3	100%	314
Availability of preventive health services	11%	35	42%	130	23%	72	7%	21	18%	55	100%	313
Air quality	4%	13	24%	74	40%	124	30%	93	2%	6	100%	310
Quality of overall natural environment in Clovis	10%	31	53%	166	27%	84	7%	22	3%	9	100%	312
Overall image or reputation of Clovis	35%	110	46%	146	14%	45	4%	13	0%	0	100%	315

## Question 3: Growth

Please rate the speed of growth in the following categories in Clovis over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
Population growth	1%	2	2%	6	37%	115	31%	97	13%	39	17%	52	100%	312
Retail growth (stores, restaurants, etc.)	5%	14	24%	74	49%	154	11%	35	6%	19	5%	15	100%	312
Jobs growth	12%	37	32%	100	22%	67	2%	7	0%	1	31%	98	100%	310

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Clovis?	Percent of respondents	Count
Not a problem	16%	48
Minor problem	43%	130
Moderate problem	27%	82
Major problem	6%	20
Don't know	8%	26
Total	100%	305

Question 5: Community Safety													
Please rate how safe or unsafe you feel from the following in Clovis:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total
Violent crime (e.g., rape, assault, robbery)	33%	104	46%	146	9%	28	6%	19	3%	9	3%	8	100% 314
Property crimes (e.g., burglary, theft)	13%	42	55%	172	11%	36	14%	44	5%	17	1%	4	100% 314
Environmental hazards, including toxic waste	35%	110	31%	98	11%	34	5%	15	3%	9	15%	48	100% 314

Question 6: Personal Safety													
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total
In your neighborhood during the day	65%	205	28%	87	3%	9	4%	11	1%	2	0%	0	100% 314
In your neighborhood after dark	40%	126	40%	126	8%	24	8%	24	4%	11	0%	1	100% 313
In Clovis' downtown area during the day	61%	193	29%	90	4%	12	3%	8	1%	3	3%	9	100% 314
In Clovis' downtown area after dark	20%	61	54%	168	11%	33	7%	21	2%	8	7%	23	100% 314

Question 7: Crime Victim		
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents	Count
No	80%	247
Yes	20%	63
Don't know	0%	0
Total	100%	311

Question 8: Crime Reporting		
If yes, was this crime (these crimes) reported to the police?	Percent of respondents	Count
No	34%	21
Yes	64%	40
Don't know	2%	1
Total	100%	63

Question 9: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Clovis?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Clovis public libraries or their services	45%	140	21%	67	20%	63	4%	14	9%	27	100%	310
Used Clovis recreation centers	61%	188	20%	61	13%	41	4%	13	2%	6	100%	309
Participated in a recreation program or activity	59%	181	26%	80	11%	33	3%	8	2%	7	100%	310
Visited a neighborhood park or City park	14%	44	26%	78	35%	108	16%	50	8%	26	100%	305
Ridden a local bus within Clovis	86%	260	7%	22	4%	11	1%	4	2%	5	100%	301
Attended a meeting of local elected officials or other local public meeting	81%	249	17%	51	2%	5	1%	2	0%	0	100%	307
Visited the City of Clovis Web site (at <a href="http://www.cityofclovis.com">www.cityofclovis.com</a> )	35%	108	33%	102	23%	71	6%	17	3%	8	100%	306
Recycled used paper, cans or bottles from your home	6%	19	8%	24	15%	46	12%	36	59%	180	100%	304

Question 9: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Clovis?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Volunteered your time to some group or activity in Clovis	67%	203	16%	49	10%	31	3%	9	4%	12	100%	303
Participated in religious or spiritual activities in Clovis	45%	139	13%	39	18%	56	5%	15	19%	59	100%	308
Participated in a club or civic group in Clovis	75%	232	13%	39	7%	20	1%	4	4%	12	100%	308
Provided help to a friend or neighbor	6%	19	25%	78	36%	111	18%	57	14%	44	100%	310

Question 10: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	21%	66
Several times a week	33%	103
Several times a month	22%	68
Less than several times a month	24%	75
Total	100%	311

Question 11: Service Quality												
Please rate the quality of each of the following services in Clovis:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	45%	139	40%	123	8%	23	2%	7	5%	15	100%	307
Fire services	47%	145	35%	109	5%	14	0%	0	13%	40	100%	308
Ambulance or emergency medical services	42%	130	32%	98	4%	12	1%	4	21%	64	100%	307
Crime prevention	23%	70	42%	129	13%	40	4%	11	18%	55	100%	306
Fire prevention and education	21%	63	36%	109	12%	37	1%	4	30%	90	100%	304
Traffic enforcement	22%	68	44%	134	19%	57	4%	13	12%	35	100%	306
Street repair	16%	50	38%	117	31%	97	11%	35	3%	9	100%	307
Street cleaning	33%	101	47%	142	17%	52	2%	8	1%	3	100%	306
Street lighting	23%	70	47%	145	20%	63	9%	27	1%	4	100%	308

Question 11: Service Quality												
Please rate the quality of each of the following services in Clovis:	Excellent		Good		Fair		Poor		Don't know		Total	
Sidewalk maintenance	19%	58	39%	119	28%	86	9%	27	5%	14	100%	304
Traffic signal timing	13%	40	38%	116	29%	88	18%	54	2%	5	100%	303
Bus or transit services	11%	33	20%	60	14%	44	3%	8	53%	161	100%	305
Garbage collection	34%	105	51%	156	10%	32	2%	7	2%	7	100%	307
Recycling	36%	110	45%	137	12%	38	2%	6	5%	14	100%	306
Yard waste pick-up	34%	105	45%	137	11%	34	3%	8	7%	21	100%	306
Storm drainage	18%	54	50%	152	20%	62	5%	15	8%	24	100%	306
Drinking water	17%	51	45%	136	19%	58	15%	46	5%	15	100%	306
Sewer services	22%	67	52%	158	17%	50	2%	6	7%	21	100%	302
City parks	28%	84	45%	136	17%	51	4%	12	7%	22	100%	305
Recreation programs or classes	11%	32	30%	91	16%	47	1%	2	43%	132	100%	304
Recreation centers or facilities	10%	30	29%	88	18%	55	1%	4	42%	126	100%	302
Land use, planning and zoning	5%	15	30%	90	29%	87	6%	18	30%	88	100%	299
Code enforcement (weeds, abandoned buildings, etc.)	8%	25	34%	103	30%	90	11%	33	17%	52	100%	302
Animal control	11%	33	44%	133	20%	61	6%	18	19%	57	100%	303
Economic development	8%	26	34%	102	25%	75	5%	14	29%	87	100%	303
Health services	16%	50	36%	111	18%	56	3%	8	26%	80	100%	305
Services to seniors	13%	40	26%	79	13%	41	3%	10	45%	137	100%	307
Services to youth	9%	28	26%	81	17%	53	6%	18	41%	126	100%	307
Services to low-income people	5%	16	12%	38	17%	52	6%	19	59%	179	100%	304
Public library services	24%	74	39%	117	14%	42	0%	1	23%	68	100%	303
Public information services	12%	36	39%	118	17%	51	1%	3	31%	95	100%	304
Public schools	48%	145	33%	98	8%	25	3%	8	8%	25	100%	301
Cable television	18%	54	37%	112	17%	51	10%	29	18%	54	100%	300
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	9%	26	20%	60	12%	35	9%	28	50%	151	100%	300

Question 11: Service Quality												
Please rate the quality of each of the following services in Clovis:	Excellent		Good		Fair		Poor		Don't know		Total	
Preservation of natural areas such as open space, farmlands and greenbelts	7%	21	28%	84	21%	62	9%	27	35%	105	100%	299
Graffiti abatement	21%	63	41%	125	17%	51	3%	9	18%	53	100%	302
Police Department at-risk youth services	6%	19	19%	57	10%	30	2%	6	63%	188	100%	300

Question 12: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
The City of Clovis	27%	83	52%	160	14%	42	1%	2	6%	18	100%	306
The Federal Government	5%	16	29%	87	29%	89	25%	76	11%	35	100%	304
The State Government	6%	17	25%	77	32%	97	26%	79	11%	32	100%	303
Fresno County Government	5%	15	30%	93	36%	108	16%	47	13%	40	100%	304

Question 13: Contact with City Employees		
Have you had any in-person, phone or email contact with an employee of the City of Clovis within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	50%	150
Yes	50%	150
Total	100%	301

Question 14: City Employees												
What was your impression of the employee(s) of the City of Clovis in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
Knowledge	42%	63	39%	59	11%	17	4%	6	3%	4	100%	150
Responsiveness	42%	63	40%	59	9%	13	8%	11	2%	3	100%	150
Courtesy	49%	74	32%	47	10%	15	6%	9	3%	4	100%	150
Overall impression	43%	64	36%	54	11%	16	8%	12	2%	3	100%	149

Question 15: Government Performance												
Please rate the following categories of Clovis government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Clovis	15%	45	43%	135	25%	79	6%	18	11%	35	100%	313
The overall direction that Clovis is taking	17%	52	50%	155	20%	61	4%	12	10%	31	100%	311
The job Clovis government does at welcoming citizen involvement	7%	22	34%	106	22%	69	4%	13	32%	101	100%	311

Question 16: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Clovis to someone who asks	64%	200	29%	90	4%	13	2%	7	1%	4	100%	314
Remain in Clovis for the next five years	67%	209	20%	62	5%	16	5%	16	2%	7	100%	311

Question 17: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	8%	25
Somewhat positive	19%	56
Neutral	48%	145
Somewhat negative	21%	62
Very negative	5%	14
Total	100%	302

Question 18a: Custom Question 1										
Please indicate how important, if at all, it is for the City of Clovis to invest in the following:	Essential		Very important		Somewhat important		Not at all important		Total	
Public safety (police/fire)	75%	233	21%	65	3%	10	0%	1	100%	309
Parks/trails	25%	78	45%	138	30%	92	1%	3	100%	311
Street repair and maintenance	41%	129	49%	154	9%	27	1%	2	100%	312
Senior services	27%	83	48%	149	23%	72	2%	7	100%	312
Affordable housing	31%	97	39%	120	25%	77	5%	16	100%	310
Land use planning	29%	89	44%	135	24%	73	4%	11	100%	308
Public transportation	22%	69	42%	130	30%	93	6%	19	100%	310
Recreation	15%	48	45%	140	36%	112	4%	11	100%	311
Economic development	41%	128	46%	144	11%	34	2%	5	100%	311

Question 18b: Custom Question 2		
If you are employed for pay, which of the following best describes where you work? (Select only one.)	Percent of respondents	Count
Clovis, outside of my home	21%	63
Clovis, in my home	3%	10
Fresno	38%	112
Other	16%	47
Not employed for pay	22%	66
Total	100%	298

Question 18c: Custom Question 3												
Please indicate how important, if at all, it is for the City of Clovis to work on attracting the following types of businesses to Clovis:	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
Restaurants	30%	94	36%	110	27%	83	6%	18	1%	3	100%	308
Retail	31%	96	37%	112	28%	85	4%	12	1%	2	100%	307
Professional services	25%	76	44%	136	27%	84	2%	7	2%	5	100%	307

Question 18c: Custom Question 3												
Please indicate how important, if at all, it is for the City of Clovis to work on attracting the following types of businesses to Clovis:	Essential		Very important		Somewhat important		Not at all important		Don't know		Total	
Recreation	21%	64	42%	129	32%	97	3%	10	2%	7	100%	306
Manufacturing	26%	79	29%	90	33%	101	8%	26	4%	13	100%	310
Industrial	21%	66	30%	93	32%	97	11%	33	6%	18	100%	308
Technology	40%	123	36%	112	18%	57	2%	7	4%	11	100%	311
Agricultural based businesses	28%	87	37%	114	26%	81	6%	18	3%	9	100%	309

Question 18d: Custom Question 4												
Excluding groceries and gas, what percentage of the time, if any, do you shop... (total must equal 100%)	100% of the time		75% of the time		50% of the time		25% of the time		0% of the time		Total	
In the City of Clovis	16%	48	34%	104	35%	108	15%	48	0%	1	100%	309
In the City of Fresno	1%	4	8%	21	25%	70	59%	165	7%	18	100%	279
On the Internet	1%	3	3%	8	8%	20	48%	122	41%	104	100%	255
Other	0%	1	2%	3	2%	4	17%	31	79%	147	100%	185

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	29%	89
Yes, full-time	62%	192
Yes, part-time	9%	27
Total	100%	308

Question D2: Mode of Transportation Used for Commute		
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used	Count
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	74%	316
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	16%	316
Bus, rail, subway or other public transportation	1%	316
Walk	3%	316
Bicycle	1%	316
Work at home	3%	316
Other	1%	316

Question D3: Length of Residency		
How many years have you lived in Clovis?	Percent of respondents	Count
Less than 2 years	11%	34
2 to 5 years	24%	74
6 to 10 years	17%	54
11 to 20 years	17%	54
More than 20 years	31%	98
Total	100%	314

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	74%	231
House attached to one or more houses (e.g., a duplex or townhome)	4%	12
Building with two or more apartments or condominiums	22%	67
Mobile home	0%	0
Other	1%	2
Total	100%	313

Question D5: Housing Tenure (Rent/Own)		
Is this house, apartment or mobile home...	Percent of respondents	Count
Rented for cash or occupied without cash payment	37%	111
Owned by you or someone in this house with a mortgage or free and clear	63%	191
Total	100%	302

Question D6: Monthly Housing Cost		
About how much is the monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	5%	14
\$300 to \$599 per month	9%	26
\$600 to \$999 per month	25%	77
\$1,000 to \$1,499 per month	26%	79
\$1,500 to \$2,499 per month	30%	92
\$2,500 or more per month	7%	21
Total	100%	308

Question D7: Presence of Children in Household		
Do any children 17 or under live in your household?	Percent of respondents	Count
No	52%	161
Yes	48%	151
Total	100%	313

## Question D8: Presence of Older Adults in Household

Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	73%	230
Yes	27%	85
Total	100%	314

## Question D9: Household Income

How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than \$24,999	19%	56
\$25,000 to \$49,999	23%	66
\$50,000 to \$99,999	32%	93
\$100,000 to \$149,999	15%	43
\$150,000 or more	12%	35
Total	100%	292

## Question D10: Ethnicity

Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	80%	244
Yes, I consider myself to be Spanish, Hispanic or Latino	20%	62
Total	100%	306

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	5%	14
Asian, Asian Indian or Pacific Islander	12%	35
Black or African American	2%	5
White	77%	235
Other	10%	30
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	2%	6
25 to 34 years	28%	88
35 to 44 years	16%	50
45 to 54 years	22%	69
55 to 64 years	13%	41
65 to 74 years	10%	30
75 years or older	9%	27
Total	100%	311

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	53%	167
Male	47%	146
Total	100%	313

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	16%	49
Yes	79%	249
Ineligible to vote	2%	5
Don't know	4%	12
Total	100%	315

Question D15: Voted in Last General Election		
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	23%	73
Yes	73%	231
Ineligible to vote	3%	9
Don't know	1%	2
Total	100%	315

Question D16: Has Cell Phone		
Do you have a cell phone?	Percent of respondents	Count
No	4%	14
Yes	96%	301
Total	100%	315

Question D17: Has Land Line		
Do you have a land line at home?	Percent of respondents	Count
No	47%	147
Yes	53%	168
Total	100%	315

Question D18: Primary Phone		
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	35%	55
Land line	47%	73
Both	17%	27
Total	100%	155

## APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ (The NCS™) was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The NCS™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The NCS™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The NCS™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

### SURVEY VALIDITY

The question of survey validity has two parts: 1) how can a jurisdiction be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire jurisdiction. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by City officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the “objective” quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident’s report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward “oppressed groups,” likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents’ tendency to report what they think the “correct” response should be.

Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services and training provided). Whether or not some research confirms the relationship between what residents think about a community and what can be seen “objectively” in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, “If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem.”

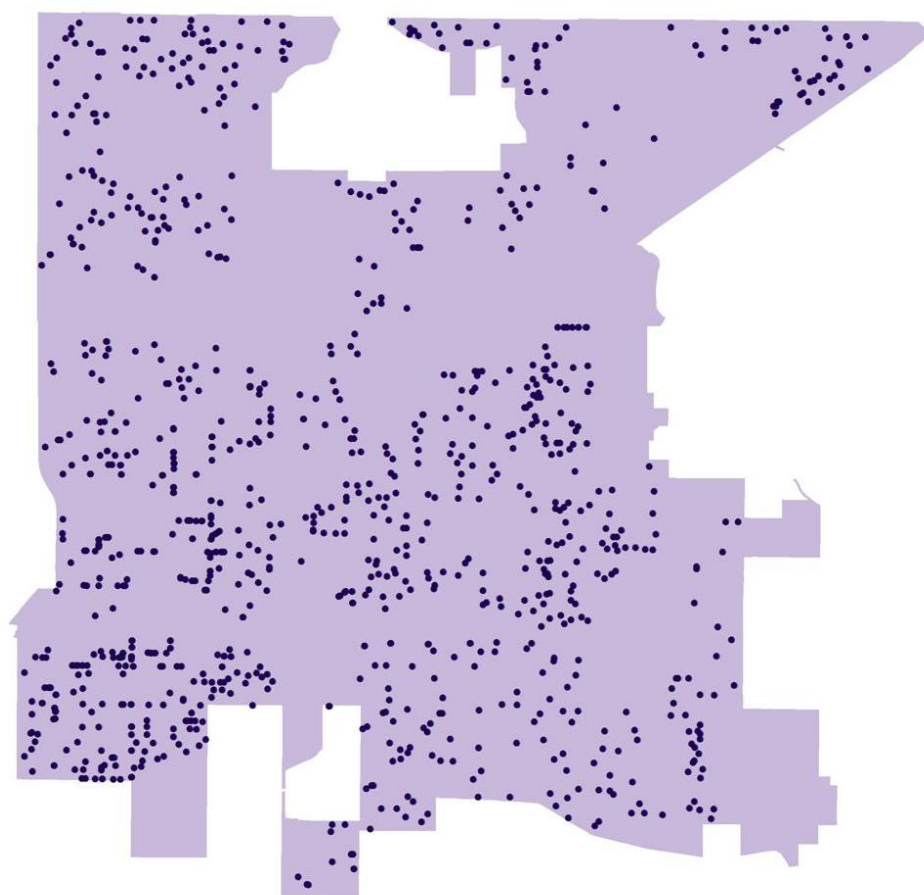
## SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within the City of Clovis were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within the City of Clovis boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve the City of Clovis households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of the City of Clovis boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within the City of Clovis. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 90: LOCATION OF SURVEY RECIPIENTS

The National Citizen Survey™  
Clovis, CA 2013

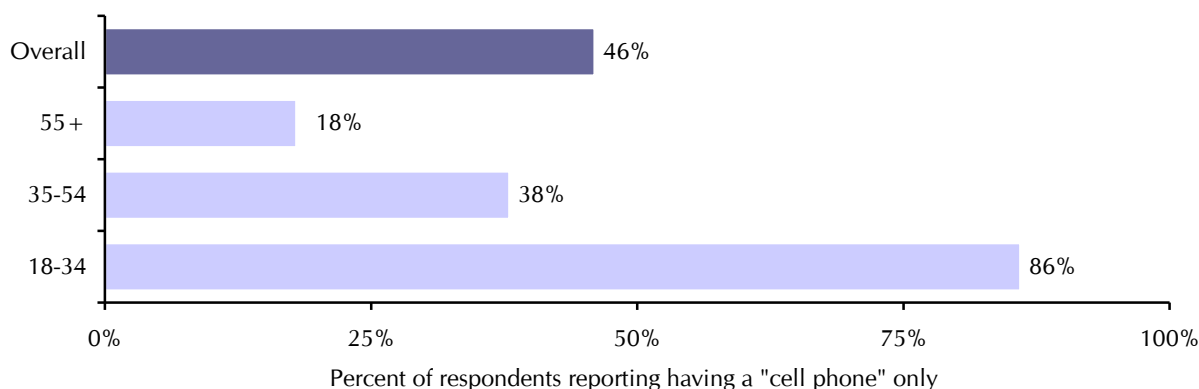


● Survey Recipient

An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.<sup>1</sup> Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Clovis has a “cord cutter” population greater than the nationwide 2010 estimates

FIGURE 91: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN CLOVIS



## SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning August 26, 2013. The first mailing was a prenotification postcard, which included a Spanish paragraph, announcing the upcoming survey. The next mailing contained a letter from the City Manager inviting the household to participate, an invitation for recipients to request a Spanish language survey, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter an invitation for recipients to request a Spanish language survey, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. All participants were also given the option to completing the survey online. Completed surveys were collected over the following six weeks.

## SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the City of Clovis survey is no greater than plus or minus three percentage points around any given percent reported for the entire sample (319 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as

<sup>1</sup> <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

“excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

For subgroups of responses, the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points

## SURVEY PROCESSING (DATA ENTRY)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

Once all surveys were assigned a unique identification number, they were entered into an electronic dataset. This dataset was subject to a data entry protocol of “key and verify,” in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

## SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2010 Census estimates and other population norms for adults in the City of Clovis. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, ethnicity and race and gender and age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The importance to the community of correct ethnic representation

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to five demographic variables. Several different weighting “schemes” may be tested to ensure the best fit for the data.

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers.

The results of the weighting scheme are presented in the table on the following page.

Clovis, CA Citizen Survey Weighting Table			
Characteristic	Population Norm <sup>1</sup>	Unweighted Data	Weighted Data
<b>Housing</b>			
Rent home	38%	32%	37%
Own home	62%	68%	63%
Detached unit	75%	73%	74%
Attached unit	25%	27%	26%
<b>Race and Ethnicity</b>			
White	74%	80%	74%
Not white	26%	20%	27%
Not Hispanic	77%	85%	80%
Hispanic	23%	15%	20%
White alone, not Hispanic	62%	73%	63%
Hispanic and/or other race	38%	27%	37%
<b>Sex and Age</b>			
Female	53%	61%	53%
Male	47%	39%	47%
18-34 years of age	32%	12%	30%
35-54 years of age	38%	30%	38%
55+ years of age	30%	58%	32%
Females 18-34	16%	7%	15%
Females 35-54	20%	20%	21%
Females 55+	16%	34%	18%
Males 18-34	16%	4%	15%
Males 35-54	18%	10%	17%
Males 55+	13%	25%	14%

<sup>1</sup> Source: 2010 Census/2011 ACS

## SURVEY DATA ANALYSIS AND REPORTING

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

### Use of the “Excellent, Good, Fair, Poor” Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

### “Don’t Know” Responses

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

### Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called “In Search of Standards.” “What has been missing from a local government’s analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems...”

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that are conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the *Citizen Surveys* book, but also in *Public Administration Review*, *Journal of Policy Analysis and Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. &

Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC's proprietary databases. NRC's work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

### The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up "good" citizen evaluations, jurisdictions need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents' ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes and keeps the crime rate low – still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to ratings given by residents to their own objectively "worse" departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

### Comparison of Clovis to the Benchmark Database

The City of Clovis chose to have comparisons made to the entire database and a subset of similar jurisdictions from the database, which included cities hand selected by City of Clovis staff. A

benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the City of Clovis Survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, the City of Clovis' results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of the City of Clovis' rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

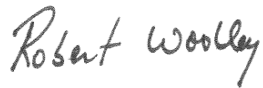
## **APPENDIX C: SURVEY MATERIALS**

The following pages contain copies of the survey materials sent to randomly selected households within the City of Clovis.

Dear City of Clovis Resident,

Your household has been randomly selected to participate in a citizen survey about the City of Clovis. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Please be assured that your answers will be kept anonymous. Thank you in advance for helping us with this important project!

Sincerely,



City Manager/Administrador de la Ciudad  
City of Clovis

Estimado residente de la ciudad de Clovis,

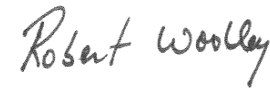
Su hogar ha sido seleccionado para participar en una encuesta anónima de ciudadanos sobre la Ciudad de Clovis. Usted recibirá por correo una copia de la encuesta la próxima semana con instrucciones para completar y devolver la encuesta. ¡Gracias de antemano por su ayuda con este proyecto importante!

Atentamente,

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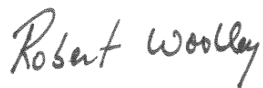
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Atentamente,



CITY OF CLOVIS  
City Hall  
1033 Fifth Street  
Clovis, CA 93612

Presorted  
First Class Mail  
US Postage  
PAID  
Boulder, CO  
Permit NO. 94



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# CITY OF CLOVIS

CITY HALL • 1033 FIFTH STREET • CLOVIS, CA 93612

September 2013

Dear City of Clovis Resident:

The City of Clovis wants to know what you think about our community and City government. You have been randomly selected to participate in Clovis' 2013 Citizen Survey.

A través de este documento, la Ciudad le da a usted una oportunidad importante para decirnos lo que piensa de los servicios que le proporcionamos y su opinión de la calidad de vida aquí en Clovis. Se seleccionó su hogar al azar para participar en esta encuesta. Si usted no puede completar la encuesta incluida en inglés, por favor llámenos al número 559-324-2060 para pedir una copia de la encuesta en español. Todas sus respuestas se mantendrán completamente anónimas. ¡Realmente deseamos sus opiniones! Favor de devolver la encuesta en el sobre pre-pagado adjunto. Muchas gracias.

Please take a few minutes to fill out the enclosed Citizen Survey. Your answers will help the Clovis City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

**To get a representative sample of Clovis residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.**

Please have the appropriate member of the household spend the few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

You may complete the survey online if you would prefer, at:  
<http://www.n-r-c.com/survey/clovis2013.htm>

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Citizen Survey please call 559-324-2060.

Please help us shape the future of Clovis. Thank you for your time and participation.

Sincerely,

Robert Woolley  
City Manager

City Manager (559) 324-2060 • Community Services (559) 324-2750 • Engineering (559) 324-2350  
Finance (559) 324-2101 • Fire (559) 324-2200 • General Services (559) 324-2060 • Personnel/Risk Management 324-2735  
Planning & Development Services (559) 324-2340 • Police (559) 324-2400 • Public Utilities (559) 324-2600

[www.cityofclovis.com](http://www.cityofclovis.com)

TTY – Dial California Relay @711



# CITY OF CLOVIS

CITY HALL • 1033 FIFTH STREET • CLOVIS, CA 93612

September 2013

Dear City of Clovis Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to recycle this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Clovis wants to know what you think about our community and municipal government. You have been randomly selected to participate in the City of Clovis' 2013 Citizen Survey.

A través de este documento, la Ciudad le da a usted una oportunidad importante para decirnos lo que piensa de los servicios que le proporcionamos y su opinión de la calidad de vida aquí en Clovis. Se seleccionó su hogar al azar para participar en esta encuesta. Si usted no puede completar la encuesta incluida en inglés, por favor llámenos al número 559-324-2060 para pedir una copia de la encuesta en español. Todas sus respuestas se mantendrán completamente anónimas. ¡Realmente deseamos sus opiniones! Favor de devolver la encuesta en el sobre pre-pagado adjunto. Muchas gracias.

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[www.cityofclovis.com](http://www.cityofclovis.com)

TTY – Dial California Relay @711

# The City of Clovis 2013 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

## 1. Please rate each of the following aspects of quality of life in Clovis:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Clovis as a place to live.....	1	2	3	4	5
Your neighborhood as a place to live.....	1	2	3	4	5
Clovis as a place to raise children .....	1	2	3	4	5
Clovis as a place to work .....	1	2	3	4	5
Clovis as a place to retire .....	1	2	3	4	5
The overall quality of life in Clovis.....	1	2	3	4	5

## 2. Please rate each of the following characteristics as they relate to Clovis as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Sense of community.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds .....	1	2	3	4	5
Overall appearance of Clovis .....	1	2	3	4	5
Cleanliness of Clovis.....	1	2	3	4	5
Overall quality of new development in Clovis .....	1	2	3	4	5
Variety of housing options .....	1	2	3	4	5
Overall quality of business and service establishments in Clovis .....	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Opportunities to attend cultural activities.....	1	2	3	4	5
Recreational opportunities .....	1	2	3	4	5
Employment opportunities .....	1	2	3	4	5
Educational opportunities .....	1	2	3	4	5
Opportunities to participate in social events and activities .....	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities .....	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Clovis .....	1	2	3	4	5
Ease of bus travel in Clovis.....	1	2	3	4	5
Ease of bicycle travel in Clovis.....	1	2	3	4	5
Ease of walking in Clovis .....	1	2	3	4	5
Availability of paths and walking trails .....	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking .....	1	2	3	4	5
Availability of affordable quality housing .....	1	2	3	4	5
Availability of affordable quality child care .....	1	2	3	4	5
Availability of affordable quality health care .....	1	2	3	4	5
Availability of affordable quality food .....	1	2	3	4	5
Availability of preventive health services .....	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Clovis.....	1	2	3	4	5
Overall image or reputation of Clovis .....	1	2	3	4	5

## 3. Please rate the speed of growth in the following categories in Clovis over the past 2 years:

	<i>Much too slow</i>	<i>Somewhat too slow</i>	<i>Right amount</i>	<i>Somewhat too fast</i>	<i>Much too fast</i>	<i>Don't know</i>
Population growth .....	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.).....	1	2	3	4	5	6
Jobs growth.....	1	2	3	4	5	6

**4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Clovis?**

- ☐ Not a problem    ☐ Minor problem    ☐ Moderate problem    ☐ Major problem    ☐ Don't know

**5. Please rate how safe or unsafe you feel from the following in Clovis:**

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery) .....	1	2	3	4	5	6
Property crimes (e.g., burglary, theft).....	1	2	3	4	5	6
Environmental hazards, including toxic waste.....	1	2	3	4	5	6

**6. Please rate how safe or unsafe you feel:**

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day.....	1	2	3	4	5	6
In your neighborhood after dark.....	1	2	3	4	5	6
In Clovis' downtown area during the day.....	1	2	3	4	5	6
In Clovis' downtown area after dark.....	1	2	3	4	5	6

**7. During the past 12 months, were you or anyone in your household the victim of any crime?**

- ☐ No → Go to Question 9    ☐ Yes → Go to Question 8    ☐ Don't know → Go to Question 9

**8. If yes, was this crime (these crimes) reported to the police?**

- ☐ No    ☐ Yes    ☐ Don't know

**9. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Clovis?**

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Clovis public libraries or their services.....	1	2	3	4	5
Used Clovis recreation centers.....	1	2	3	4	5
Participated in a recreation program or activity .....	1	2	3	4	5
Visited a neighborhood park or City park.....	1	2	3	4	5
Ridden a local bus within Clovis.....	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting .....	1	2	3	4	5
Visited the City of Clovis Web site (at <a href="http://www.cityofclovis.com">www.cityofclovis.com</a> ).....	1	2	3	4	5
Recycled used paper, cans or bottles from your home.....	1	2	3	4	5
Volunteered your time to some group or activity in Clovis.....	1	2	3	4	5
Participated in religious or spiritual activities in Clovis.....	1	2	3	4	5
Participated in a club or civic group in Clovis .....	1	2	3	4	5
Provided help to a friend or neighbor .....	1	2	3	4	5

**10. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?**

- ☐ Just about every day  
☐ Several times a week  
☐ Several times a month  
☐ Less than several times a month

# The City of Clovis 2013 Citizen Survey

## 11. Please rate the quality of each of the following services in Clovis:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services .....	1	2	3	4	5
Fire services .....	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Crime prevention .....	1	2	3	4	5
Fire prevention and education .....	1	2	3	4	5
Traffic enforcement .....	1	2	3	4	5
Street repair .....	1	2	3	4	5
Street cleaning .....	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Sidewalk maintenance .....	1	2	3	4	5
Traffic signal timing .....	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Yard waste pick-up .....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services .....	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes .....	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning .....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.) .....	1	2	3	4	5
Animal control.....	1	2	3	4	5
Economic development .....	1	2	3	4	5
Health services .....	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Services to low-income people .....	1	2	3	4	5
Public library services .....	1	2	3	4	5
Public information services .....	1	2	3	4	5
Public schools.....	1	2	3	4	5
Cable television .....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) .....	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts .....	1	2	3	4	5
Graffiti abatement .....	1	2	3	4	5
Police Department at-risk youth services.....	1	2	3	4	5

## 12. Overall, how would you rate the quality of the services provided by each of the following?

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The City of Clovis .....	1	2	3	4	5
The Federal Government .....	1	2	3	4	5
The State Government .....	1	2	3	4	5
Fresno County Government .....	1	2	3	4	5

## 13. Have you had any in-person, phone or email contact with an employee of the City of Clovis within the last 12 months (including police, receptionists, planners or any others)?

☐ No ➔ Go to Question 15      ☐ Yes ➔ Go to Question 14

## 14. What was your impression of the employee(s) of the City of Clovis in your most recent contact? (Rate each characteristic below.)

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Knowledge.....	1	2	3	4	5
Responsiveness.....	1	2	3	4	5
Courtesy .....	1	2	3	4	5
Overall impression.....	1	2	3	4	5

**15. Please rate the following categories of Clovis government performance:**

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to Clovis .....	1	2	3	4	5
The overall direction that Clovis is taking.....	1	2	3	4	5
The job Clovis government does at welcoming citizen involvement .....	1	2	3	4	5

**16. Please indicate how likely or unlikely you are to do each of the following:**

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Recommend living in Clovis to someone who asks .....	1	2	3	4	5
Remain in Clovis for the next five years .....	1	2	3	4	5

**17. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:**

- ☐ Very positive
 ☐ Somewhat positive
 ☐ Neutral
 ☐ Somewhat negative
 ☐ Very negative

**18. Please check the response that comes closest to your opinion for each of the following questions:**
**a. Please indicate how important, if at all, it is for the City of Clovis to invest in the following:**

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>
Public safety (police/fire) .....	1	2	3	4
Parks/trails .....	1	2	3	4
Street repair and maintenance .....	1	2	3	4
Senior services .....	1	2	3	4
Affordable housing .....	1	2	3	4
Land use planning .....	1	2	3	4
Public transportation .....	1	2	3	4
Recreation .....	1	2	3	4
Economic development .....	1	2	3	4

**b. If you are employed for pay, which of the following best describes where you work? (Select only one.)**

- ☐ Clovis, outside of my home  
☐ Clovis, in my home  
☐ Fresno  
☐ Other  
☐ Not employed for pay

**c. Please indicate how important, if at all, it is for the City of Clovis to work on attracting the following types of businesses to Clovis:**

	<i>Essential</i>	<i>Very important</i>	<i>Somewhat important</i>	<i>Not at all important</i>	<i>Don't know</i>
Restaurants .....	1	2	3	4	5
Retail .....	1	2	3	4	5
Professional services.....	1	2	3	4	5
Recreation .....	1	2	3	4	5
Manufacturing.....	1	2	3	4	5
Industrial .....	1	2	3	4	5
Technology .....	1	2	3	4	5
Agricultural based businesses .....	1	2	3	4	5

**d. Excluding groceries and gas, what percentage of the time, if any, do you shop...(total must equal 100%)**

	<i>100% of the time</i>	<i>75% of the time</i>	<i>50% of the time</i>	<i>25% of the time</i>	<i>0% of the time</i>
In the City of Clovis.....	1	2	3	4	5
In the City of Fresno .....	1	2	3	4	5
On the Internet.....	1	2	3	4	5
Other .....	1	2	3	4	5

# The City of Clovis 2013 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

**D1. Are you currently employed for pay?**

- ☐ No → Go to Question D3
- ☐ Yes, full time → Go to Question D2
- ☐ Yes, part time → Go to Question D2

**D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)**

Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself ..... days

Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults ..... days

Bus, rail, subway or other public transportation ..... days

Walk ..... days

Bicycle ..... days

Work at home ..... days

Other ..... days

**D3. How many years have you lived in Clovis?**

- ☐ Less than 2 years
- ☐ 2-5 years
- ☐ 6-10 years
- ☐ 11-20 years
- ☐ More than 20 years

**D4. Which best describes the building you live in?**

- ☐ One family house detached from any other houses
- ☐ House attached to one or more houses (e.g., a duplex or townhome)
- ☐ Building with two or more apartments or condominiums
- ☐ Mobile home
- ☐ Other

**D5. Is this house, apartment or mobile home...**

- ☐ Rented for cash or occupied without cash payment?
- ☐ Owned by you or someone in this house with a mortgage or free and clear?

**D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?**

- ☐ Less than \$300 per month
- ☐ \$300 to \$599 per month
- ☐ \$600 to \$999 per month
- ☐ \$1,000 to \$1,499 per month
- ☐ \$1,500 to \$2,499 per month
- ☐ \$2,500 or more per month

**D7. Do any children 17 or under live in your household?**

- ☐ No
- ☐ Yes

**D8. Are you or any other members of your household aged 65 or older?**

- ☐ No
- ☐ Yes

**D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)**

- ☐ Less than \$24,999
- ☐ \$25,000 to \$49,999
- ☐ \$50,000 to \$99,999
- ☐ \$100,000 to \$149,999
- ☐ \$150,000 or more

**Please respond to both question D10 and D11:**

**D10. Are you Spanish, Hispanic or Latino?**

- ☐ No, not Spanish, Hispanic or Latino
- ☐ Yes, I consider myself to be Spanish, Hispanic or Latino

**D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)**

- ☐ American Indian or Alaskan Native
- ☐ Asian, Asian Indian or Pacific Islander
- ☐ Black or African American
- ☐ White
- ☐ Other

**D12. In which category is your age?**

- ☐ 18-24 years
- ☐ 25-34 years
- ☐ 35-44 years
- ☐ 45-54 years
- ☐ 55-64 years
- ☐ 65-74 years
- ☐ 75 years or older

**D13. What is your sex?**

- ☐ Female
- ☐ Male

**D14. Are you registered to vote in your jurisdiction?**

- ☐ No
- ☐ Yes
- ☐ Ineligible to vote
- ☐ Don't know

**D15. Many people don't have time to vote in elections. Did you vote in the last general election?**

- ☐ No
- ☐ Yes
- ☐ Ineligible to vote
- ☐ Don't know

**D16. Do you have a cell phone?**

- ☐ No
- ☐ Yes

**D17. Do you have a land line at home?**

- ☐ No
- ☐ Yes

**D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?**

- ☐ Cell
- ☐ Land line
- ☐ Both

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to:  
National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



# CITY OF CLOVIS

CITY HALL • 1033 FIFTH STREET • CLOVIS, CA 93612

Septiembre 2013

Estimado Residente de Ciudad de Clovis:

La Ciudad de Clovis quiere saber qué piensa usted sobre nuestra comunidad y nuestro gobierno municipal. Usted ha sido seleccionado al azar para participar en la Encuesta de Ciudadanos de Clovis del 2013.

Por favor tome unos minutos para llenar la Encuesta de Ciudadanos incluida. Sus observaciones le ayudarán a la Ciudad a establecer puntos de referencia para el seguimiento de la calidad de servicios proporcionados a los residentes. Sus respuestas le ayudarán al Concejo de la Ciudad a tomar decisiones que afectan nuestra comunidad. Creemos que usted encontrará las preguntas interesantes y nosotros definitivamente encontraremos sus respuestas útiles. ¡Por favor participe!

**Para obtener una muestra representativa de los residentes de Clovis, el adulto (cualquiera de 18 años o más) en su hogar que haya celebrado su cumpleaños más recientemente debe completar esta encuesta. El año de nacimiento del adulto no importa.**

Por favor haga que el miembro apropiado del hogar tome unos minutos para contestar todas las preguntas y devolver la encuesta en el sobre pre-pagado adjunto. **Sus respuestas permanecerán completamente anónimas.**

Usted puede completar la encuesta en nuestro sitio en red, si usted prefiere, en:  
<http://www.n-r-c.com/survey/2013clovisencuesta.htm>

Su participación en esta encuesta es muy importante – especialmente porque su hogar es uno de solamente un número pequeño de hogares que se están encuestando. Si tiene alguna pregunta sobre la Encuesta de Ciudadanos por favor llame al 559-324-2060.

Por favor ayúdenos a moldear el futuro de Clovis. Gracias por su tiempo y participación.

Atentamente,

Robert Woolley  
Administrator de la ciudad

# Encuesta Ciudadana del 2013 de la Ciudad de Clovis

Por favor complete este cuestionario si usted es el adulto (18 años o más) de su casa que más recientemente haya celebrado su cumpleaños. El año de nacimiento del adulto no importa. Por favor encierre en un círculo la respuesta que mejor represente su opinión en cada pregunta. Sus respuestas son anónimas y solo serán reportadas en forma general.

## 1. Por favor clasifique cada uno de los siguientes aspectos de la calidad de vida en Clovis:

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Clovis como lugar en donde vivir .....	1	2	3	4	5
Su vecindario como lugar en donde vivir .....	1	2	3	4	5
Clovis como lugar para criar niños.....	1	2	3	4	5
Clovis como lugar para trabajar.....	1	2	3	4	5
Clovis como lugar para jubilarse/retirarse.....	1	2	3	4	5
La calidad general de vida en Clovis .....	1	2	3	4	5

## 2. Por favor evalúe la forma en que cada una de las siguientes características se relaciona en general con la Ciudad de Clovis:

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Sentido de cooperación comunitaria .....	1	2	3	4	5
Aceptación de la comunidad a gente de diferentes antecedentes.....	1	2	3	4	5
Aspecto general de la Ciudad de Clovis .....	1	2	3	4	5
Limpieza de Clovis .....	1	2	3	4	5
Calidad general de desarrollo nuevo en Clovis .....	1	2	3	4	5
Variedad de opciones de vivienda .....	1	2	3	4	5
Calidad general de empresas y establecimientos de servicio en Clovis.....	1	2	3	4	5
Suficientes lugares de compra .....	1	2	3	4	5
Oportunidades para asistir a actividades culturales .....	1	2	3	4	5
Oportunidades de recreación.....	1	2	3	4	5
Oportunidades para empleo .....	1	2	3	4	5
Oportunidades educativas.....	1	2	3	4	5
Oportunidades para participar en eventos y actividades sociales.....	1	2	3	4	5
Oportunidades para participar en eventos y actividades religiosos o espirituales .....	1	2	3	4	5
Oportunidades para ser voluntario.....	1	2	3	4	5
Oportunidades para participar en asuntos de comunidad.....	1	2	3	4	5
Facilidad para andar en carro.....	1	2	3	4	5
Facilidad para andar en autobús.....	1	2	3	4	5
Facilidad para andar en bicicleta.....	1	2	3	4	5
Facilidad para caminar.....	1	2	3	4	5
Disponibilidad de caminos y senderos para caminar.....	1	2	3	4	5
Flujo de tráfico sobre las calles principales .....	1	2	3	4	5
Disponibilidad de Estacionamiento Público .....	1	2	3	4	5
Disponibilidad de viviendas a precios accesibles .....	1	2	3	4	5
Guarderías infantiles a precios accesibles.....	1	2	3	4	5
Asistencia médica a precios accesibles.....	1	2	3	4	5
Acceso a comida de buena calidad a un costo razonable.....	1	2	3	4	5
Disponibilidad de servicios preventivos de salud .....	1	2	3	4	5
Calidad del medio ambiente (aire) .....	1	2	3	4	5
Calidad del ambiente natural general en Clovis .....	1	2	3	4	5
Imagen/reputación general de Clovis .....	1	2	3	4	5

## 3. Por favor evalúe la rapidez de crecimiento durante los últimos 2 años en las siguientes categorías:

	<i>Demasiado lento</i>	<i>Un poco lento</i>	<i>Cantidad apropiada</i>	<i>Un poco rápido</i>	<i>Muy rápido</i>	<i>No sé</i>
Crecimiento de la población .....	1	2	3	4	5	6
Crecimiento del comercio (tiendas, restaurantes, etc.) .....	1	2	3	4	5	6
Aumento de oportunidad de empleo .....	1	2	3	4	5	6

4. ¿Hasta qué grado son problema los edificios en ruinas, lotes de hierba mala o vehículos chatarra en Clovis?

☐ No son problema ☐ Problema menor ☐ Problema moderado ☐ Problema mayor ☐ No sé

5. Por favor clasifique qué tan seguro o inseguro se siente usted de lo siguiente en Clovis:

	Muy seguro	Más o menos seguro	Ni seguro ni inseguro	Más o menos inseguro	Muy inseguro	No sé
Crimen violento (Ej. violación, ataque, robo) .....	1	2	3	4	5	6
Crímenes de propiedad (Ej. robo, asalto) .....	1	2	3	4	5	6
Peligros ambientales, incluyendo desecho tóxico.....	1	2	3	4	5	6

6. Por favor clasifique qué tan seguro o inseguro se siente usted:

	Muy seguro	Más o menos seguro	Ni seguro ni inseguro	Más o menos inseguro	Muy inseguro	No sé
En su vecindario durante el día .....	1	2	3	4	5	6
En su vecindario durante la noche .....	1	2	3	4	5	6
En el centro de la Ciudad durante el día.....	1	2	3	4	5	6
En el centro de la Ciudad durante la noche.....	1	2	3	4	5	6

7. Durante los últimos 12 meses, ¿usted o alguno de los miembros de su familia fue víctima de algún crimen?

☐ No → Vaya a la pregunta 9 ☐ Sí → Vaya a la pregunta 8 ☐ No sé → Vaya a la pregunta 9

8. ¿Si usted marcó sí, denunció esos crímenes a la policía?

☐ No ☐ Sí ☐ No sé

9. Durante los últimos 12 meses, ¿cuántas veces (usted o algún miembro de su familia) participó en las siguientes actividades en la Ciudad de Clovis?

	Nunca	1 ó 2 veces	3 a 12 veces	13 a 26 veces	Más de 26 veces
Utilizó las bibliotecas públicas de Clovis y sus servicios .....	1	2	3	4	5
Utilizó los centros de recreación de Clovis .....	1	2	3	4	5
Participó en programas o actividades recreativas.....	1	2	3	4	5
Visitó un parque del vecindario o de la Ciudad.....	1	2	3	4	5
Utilizó un autobús local dentro de la Ciudad .....	1	2	3	4	5
Asistió a una reunión de autoridades locales u otra reunión pública .....	1	2	3	4	5
Visitó la Ciudad del sitio en red Clovis (en www.cityofclovis.com) .....	1	2	3	4	5
Recicló papel, latas o botellas en su casa .....	1	2	3	4	5
Trabajó de voluntario en algún grupo o actividad .....	1	2	3	4	5
Participó en actividades religiosas o espirituales en Clovis .....	1	2	3	4	5
Participó en un club o grupo cívico en Clovis.....	1	2	3	4	5
Proporcionó ayuda a un amigo o vecino.....	1	2	3	4	5

10. ¿Como qué tan a menudo, si lo hace, habla o tiene visita con sus vecinos inmediatos (gente que vive en los 10 o 20 hogares más cercanos a usted)?

☐ Casi todos los días  
☐ Varias veces por semana  
☐ Varias veces al mes  
☐ Menos de varias veces al mes

# Encuesta Ciudadana del 2013 de la Ciudad de Clovis

## 11. Por favor clasifique la calidad de cada uno de los siguientes servicios en Clovis:

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Servicios de la Policía .....	1	2	3	4	5
Servicios de Bomberos.....	1	2	3	4	5
Servicios de Ambulancia / Médicos de Emergencia.....	1	2	3	4	5
Prevención de Crímenes .....	1	2	3	4	5
Educación y Prevención contra Incendios .....	1	2	3	4	5
Imposición de las Leyes de Tránsito .....	1	2	3	4	5
Reparación de Calles .....	1	2	3	4	5
Limpieza de Calles.....	1	2	3	4	5
Iluminación de Calles .....	1	2	3	4	5
Mantenimiento de Aceras / Veredas.....	1	2	3	4	5
Regulación de Semáforos / Señales de Tránsito .....	1	2	3	4	5
Servicios de Autobús / Transporte .....	1	2	3	4	5
Recolección de Basura.....	1	2	3	4	5
Reciclaje.....	1	2	3	4	5
Recolección de Desechos del Patio (jardín) .....	1	2	3	4	5
Drenajes .....	1	2	3	4	5
Agua Potable .....	1	2	3	4	5
Servicios de Cañería .....	1	2	3	4	5
Parques de Ciudad.....	1	2	3	4	5
Clases o Programas Recreativos .....	1	2	3	4	5
Centros de Recreación .....	1	2	3	4	5
Uso, Planificación y Zonificación de Terreno.....	1	2	3	4	5
Imposición de las Ordenanzas (mala hierba, maleza, edificios abandonados, etc.) .....	1	2	3	4	5
Control de Animales .....	1	2	3	4	5
Desarrollo Económico .....	1	2	3	4	5
Servicios de Salud.....	1	2	3	4	5
Servicios para Personas Mayores (de la tercera edad, Ciudadanos de oro, "seniors") .....	1	2	3	4	5
Servicios para la juventud .....	1	2	3	4	5
Servicios para Personas de Bajos Recursos .....	1	2	3	4	5
Servicios de Bibliotecas Públicas.....	1	2	3	4	5
Servicios de Información Pública .....	1	2	3	4	5
Escuelas Públicas .....	1	2	3	4	5
Televisión por Cable.....	1	2	3	4	5
Preparación de emergencia (servicios que preparan a la comunidad para desastres u otras situaciones de emergencia). .....	1	2	3	4	5
Preservación de áreas naturales tales como espacio abierto, tierra de cultivo y áreas verdes.....	1	2	3	4	5
Disminución de Graffiti .....	1	2	3	4	5
Servicios de juventud en riesgo del Departamento de Policía .....	1	2	3	4	5

## 12. En general, ¿cómo evalúa usted los servicios suministrados por...

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
La Ciudad de Clovis.....	1	2	3	4	5
El Gobierno Federal .....	1	2	3	4	5
El Gobierno Estatal.....	1	2	3	4	5
Gobierno del Condado de Fresno .....	1	2	3	4	5

## 13. ¿Ha tenido contacto personal, teléfono o por correo electrónico con algún empleado de la Ciudad de Clovis durante los últimos 12 meses (incluyendo policías, recepcionistas, planificadores u otros)?

☐ No → Vaya a la pregunta 15      ☐ Sí → Vaya a la pregunta 14

**14. ¿Cuál fue su impresión de los empleados de la Ciudad de Clovis en su más reciente contacto? (Evalúe cada característica abajo.)**

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
Conocimiento .....	1	2	3	4	5
Simpatía.....	1	2	3	4	5
Cortesía .....	1	2	3	4	5
Impresión General .....	1	2	3	4	5

**15. Por favor clasifique las siguientes categorías del desempeño gubernamental en Clovis:**

	<i>Excelente</i>	<i>Bueno</i>	<i>Pasable</i>	<i>Bajo</i>	<i>No sé</i>
El valor de servicios para los impuestos pagados a Clovis .....	1	2	3	4	5
La dirección general que está tomando Clovis .....	1	2	3	4	5
La labor del gobierno de Clovis para incluir la participación ciudadana .....	1	2	3	4	5

**16. Por favor indique qué tan probable o improbable es usted para hacer cada uno de los siguientes:**

	<i>Muy probable</i>	<i>Algo probable</i>	<i>Algo improbable</i>	<i>Muy improbable</i>	<i>No sé</i>
Recomendarle vivir en Clovis a alguien que pregunta .....	1	2	3	4	5
Permanecer en Clovis para los próximos cinco años .....	1	2	3	4	5

**17. ¿Qué impacto, si existe, piensa usted que la economía tendrá en los ingresos de su familia en los próximos 6 meses?**

**Usted piensa que el impacto será:**

☐ Muy positivo    ☐ Más o menos positivo    ☐ Neutral    ☐ Más o menos negativo    ☐ Muy negativo

**18. Por favor marque la respuesta que más se acerca a su opinión para cada una de las siguientes preguntas:**

**a. Por favor indique qué tan importante, si lo fuera, es que la Ciudad de Clovis invierta en lo siguiente:**

	<i>Esencial</i>	<i>Muy importante</i>	<i>Algo importante</i>	<i>No importante en absoluto</i>
Seguridad pública (policía/incendio).....	1	2	3	4
Parques/senderos.....	1	2	3	4
Reparación y mantenimiento de calles .....	1	2	3	4
Servicios para personas de tercera edad .....	1	2	3	4
Vivienda a precios accesibles .....	1	2	3	4
Planificación del uso de la tierra.....	1	2	3	4
Transporte público .....	1	2	3	4
Recreación .....	1	2	3	4
Desarrollo económico .....	1	2	3	4

**b. Si usted está empleado para pago, ¿cuál de los siguientes describe mejor donde usted trabaja? (Seleccione sólo uno.)**

☐ Clovis, fuera de mi hogar    ☐ Clovis, en mi hogar    ☐ Fresno    ☐ Otro    ☐ No estoy empleado para pago

**c. Por favor indique qué tan importante, si lo fuera, es que la Ciudad de Clovis trabaje para atraer a los siguientes tipos de negocios a Clovis:**

	<i>Esencial</i>	<i>Muy importante</i>	<i>Algo importante</i>	<i>No importante en absoluto</i>	<i>No sé</i>
Restaurantes .....	1	2	3	4	5
Venta al por menor .....	1	2	3	4	5
Servicios profesionales .....	1	2	3	4	5
Recreación .....	1	2	3	4	5
Manufactura .....	1	2	3	4	5
Industrial .....	1	2	3	4	5
Tecnología .....	1	2	3	4	5
Negocios basados en agricultura .....	1	2	3	4	5

**d. Excluyendo comestibles y gasolina, ¿qué porcentaje del tiempo, si alguno, hace compras...(el total debe equivaler el 100%)**

	<i>100% del tiempo</i>	<i>75% del tiempo</i>	<i>50% del tiempo</i>	<i>25% del tiempo</i>	<i>0% del tiempo</i>
En la Ciudad de Clovis .....	1	2	3	4	5
En la Ciudad de Fresno.....	1	2	3	4	5
Por Internet .....	1	2	3	4	5
Otro .....	1	2	3	4	5

# Encuesta Ciudadana del 2013 de la Ciudad de Clovis

Nuestras últimas preguntas son acerca de usted y su hogar. De nuevo, todas las respuestas son anónimas y serán reportadas en forma general.

**D1. ¿Actualmente está empleado con sueldo?**

- ☐ No → Vaya a la Pregunta D3
- ☐ Sí, tiempo completo → Vaya a la Pregunta D2
- ☐ Sí, medio tiempo → Vaya a la Pregunta D2

**D2. Durante una semana típica, ¿cuántos días hace un recorrido hasta el trabajo (para la mayor distancia que recorre) de cada manera en la lista de abajo? (Ponga el número total de días, usando números enteros.)**

Vehículo motorizado (Ej. carro, camión, motocicleta, etc...) solo ..... días

Vehículo motorizado (Ej. carro, camión, motocicleta, etc...) con otros niños o adultos ..... días

Autobús, Vía férrea, metro u otro transporte público ..... días

Caminar ..... días

Bicicleta ..... días

Trabajar en el hogar ..... días

Otro ..... días

**D3. ¿Cuántos años tiene usted viviendo en Clovis?**

- ☐ Menos de 2 años
- ☐ 2-5 años
- ☐ 6-10 años
- ☐ 11-20 años
- ☐ Más de 20 años

**D4. ¿Cuál describe mejor el edificio en el que vive?**

- ☐ Casa de una sola familia separada de cualquier otra casa
- ☐ Casa adjunta a una o más casas (p.ej., un dúplex o townhome)
- ☐ Edificio con dos o más apartamentos o condominios
- ☐ Hogar móvil
- ☐ Otro

**D5. ¿Es esta casa, apartamento o casa rodante / trailer es...**

- ☐ Alquilada o la ocupa sin pago?
- ☐ Propia, o alguno de su familia la paga con hipoteca o ya está pagado?

**D6. ¿Como cuánto es su costo mensual de vivienda para el lugar donde vive? (incluyendo renta, pago de hipoteca, impuesto de propiedad, seguro de propiedad y cuotas de asociación de propietarios (HOA))?**

- ☐ Menos de \$300 por mes
- ☐ \$300 a \$599 por mes
- ☐ \$600 a \$999 por mes
- ☐ \$1,000 a \$1,499 por mes
- ☐ \$1,500 a \$2,499 por mes
- ☐ \$2,500 o más por mes

**D7. ¿Algún niño de 17 años o menos vive en su hogar?**

- ☐ No
- ☐ Sí

**D8. ¿Tiene usted o cualquiera de los miembros de su familia 65 años o más?**

- ☐ No
- ☐ Sí

**D9. ¿Cuánto cree usted que será el ingreso de su familia antes de impuestos para el año actual? (Por favor incluya en su ingreso total todo ingreso de todas las personas de su casa.)**

- ☐ Menos de \$24,999
- ☐ \$25,000 a \$49,999
- ☐ \$50,000 a \$99,999
- ☐ \$100,000 a \$149,999
- ☐ \$150,000 o más

**Por favor responda a ambas preguntas D10 y D11:**

**D10. ¿Es usted Español, Hispano o Latino?**

- ☐ No, no soy Español, Hispano o Latino
- ☐ Sí, me considero Español, Hispano o Latino

**D11. ¿Cuál es su raza? (Marque uno o más grupos que indiquen lo que usted se considera.)**

- ☐ Indio Americano o nativo de Alaska
- ☐ Asiático o de las Islas del Pacífico
- ☐ Negro, Afro-americano
- ☐ Blanco / Caucásico
- ☐ Otro

**D12. ¿En que categoría está su edad?**

- ☐ 18-24 años
- ☐ 25-34 años
- ☐ 35-44 años
- ☐ 45-54 años
- ☐ 55-64 años
- ☐ 65-74 años
- ☐ 75 años o más

**D13. ¿Cuál es su sexo?**

- ☐ Femenino
- ☐ Masculino

**D14. ¿Está registrado para votar en su jurisdicción?**

- ☐ No
- ☐ Sí
- ☐ No tengo derecho a votar
- ☐ No sé

**D15. Muchas personas no tienen tiempo para votar en las elecciones. ¿Recuerda usted haber votado en la última elección general?**

- ☐ No
- ☐ Sí
- ☐ No tengo derecho a votar
- ☐ No sé

**D16. ¿Usted tiene un teléfono celular?**

- ☐ No
- ☐ Sí

**D17. ¿Usted tiene una línea de tierra (conexión a la pared) en el hogar?**

- ☐ No
- ☐ Sí

**D18. Si usted tiene tanto un teléfono celular como una línea de tierra, ¿a cuál considera como su número primordial de teléfono?**

- ☐ Celular
- ☐ Línea de tierra
- ☐ Ambos

Gracias por completar esta encuesta. Por favor regrese la encuesta en el sobre prepagado a:  
National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



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