

# 2022 Survey of Pleasanton Business Leaders

*Results of a Study Conducted from  
January 18 – February 18, 2022*

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## 1 METHODOLOGY

From January 18 – February 18, 2022, FM3 completed 313 online and telephone (landline and wireless) interviews with Pleasanton business owners and managers. The licensed business population size is 4,452. Subsequently, the margin of sampling error for the study is +/-5.4% at the 95% confidence level; margins of error for population subgroups within the sample will be higher. Due to rounding, not all totals will sum to 100%.

The sample is based on a list of business licenses registered to and provided by the City of Pleasanton. Businesses were contacted with the email addresses and phone numbers on file with the license. Phone operators specifically asked to interview and confirm if the respondents were owners and managers authorized to make decisions on behalf of their organization. Responses were weighted based on their business ZIP code (94588 and 94566 -- areas of the city north and south of the Arroyo Valle, respectively), the number of employees their business has, and the type of business that they fall under to ensure that sample demographics are proportional to the overall population (seen in Figure 2).

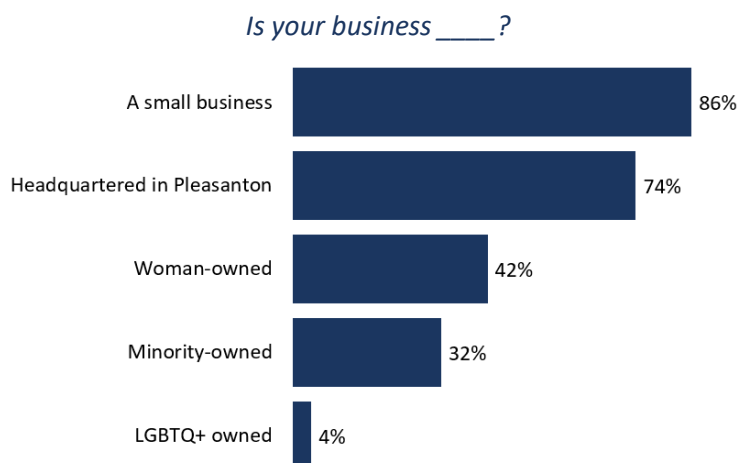
The 2022 survey is based on previous surveys conducted Pleasanton in 2015 and 2012 by JD Franz, another polling firm, and a majority of the questions were brought back to maintain consistency across time. That said, due to the lack of unabridged datasets from the previous surveys, only a few results in this report (Figures 10, 26, and 31) are directly comparable with past results. FM3 also worked with City staff with input from the Economic Vitality Committee, over the course of several meetings and drafts to develop new questions that would better reflect the state of business in Pleasanton in 2022.

## 2 PROFILE OF BUSINESS RESPONDENTS

### 2.1 Demographics

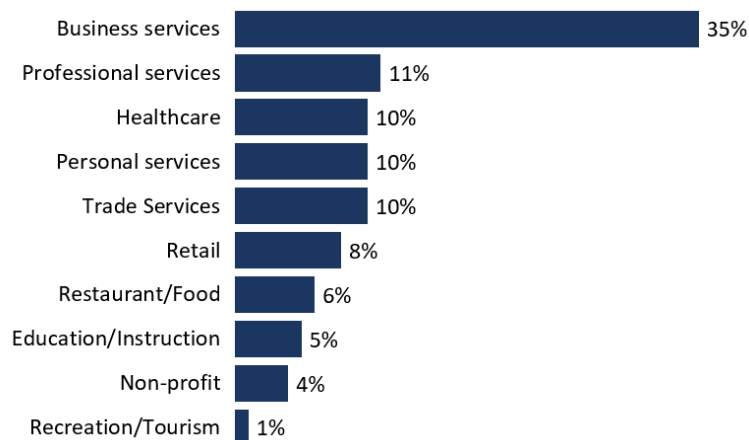
Most respondents represented small businesses (86%) and businesses headquartered in Pleasanton (74%), with roughly two in five (42%) woman-owned and one-third (32%) minority owned (Figure 1).

**Figure 1: Business Demographics**



From the City's business license list, administrative staff created categories for businesses that were subsequently contacted for this survey. Those working in "business services" made up the largest portion of respondents (35%), while roughly one in ten fell into each of the following categories: professional services, healthcare, personal services, and trade services (Figure 2). Business services broadly includes industries such as real estate, property management, information technology, along with numerous small and non-specialized services that do not fit neatly into professional, personal, or trade services.

**Figure 2: Business Type**



In general, business demographics collected in the survey were similarly distributed across the largest business type categories. For example, more than 80% of each business type analyzed<sup>1</sup> described itself as a "small business." Notable outliers were woman-owned businesses, which were a majority of healthcare and personal services businesses, but only 29% of businesses services and 25% of trade services. Personal service businesses were also more likely to identify as minority-owned (13%) than other business types.

**Figure 3: Small Businesses, Headquarter, and Ownership Status by Most Common Business Types**

*Only business types represented by at least 10% of respondents are included*

	Business Services	Healthcare	Personal Services	Professional Services	Trade Services
Small business	83%	89%	93%	90%	95%
Headquartered in Pleasanton	73%	70%	77%	82%	90%
Woman owned	29%	61%	77%	44%	25%
Minority owned	30%	32%	33%	38%	25%
LGBTQ+ owned	1%	5%	13%	3%	2%

<sup>1</sup> For analytical purposes, we limited the analysis by business type to the five largest groups: business services, professional services, healthcare, personal services, and trade services.

Older and newer businesses were evenly represented (Figure 4). Twenty percent have been in Pleasanton for fewer than five years, a quarter (25%) for 5-10 years, and 21% for 11-20 years. Nearly a third (31%) have been in business in the City for at least 21 years.

**Figure 4: Time in Business in Pleasanton**

*How many years has your business been in Pleasanton?*

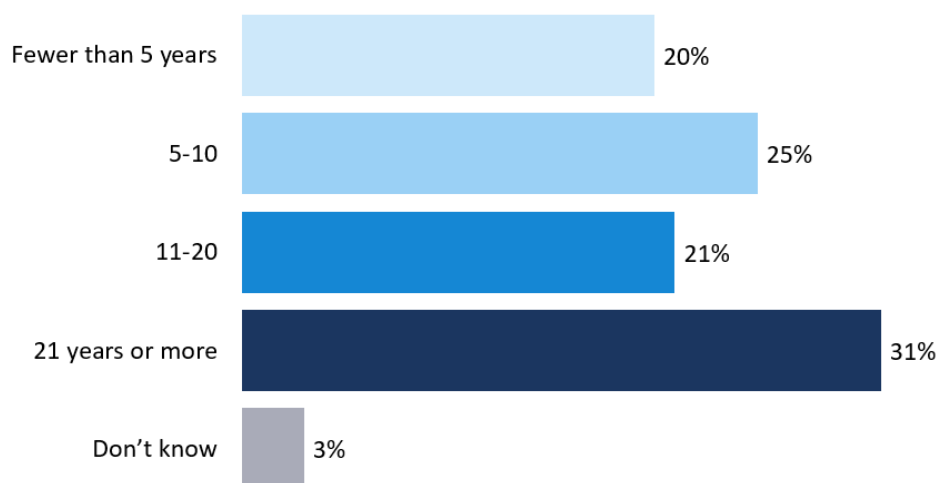


Figure 5 breaks down how long the largest sectors have operated in Pleasanton. Trade and business services are most likely to have been operating in Pleasanton for more than 20 years (44% and 39%, respectively). Healthcare and personal services are more likely to have been operated for fewer than five years (34%, each).

**Figure 5: Time in Business in Pleasanton by Most Common Business Types**

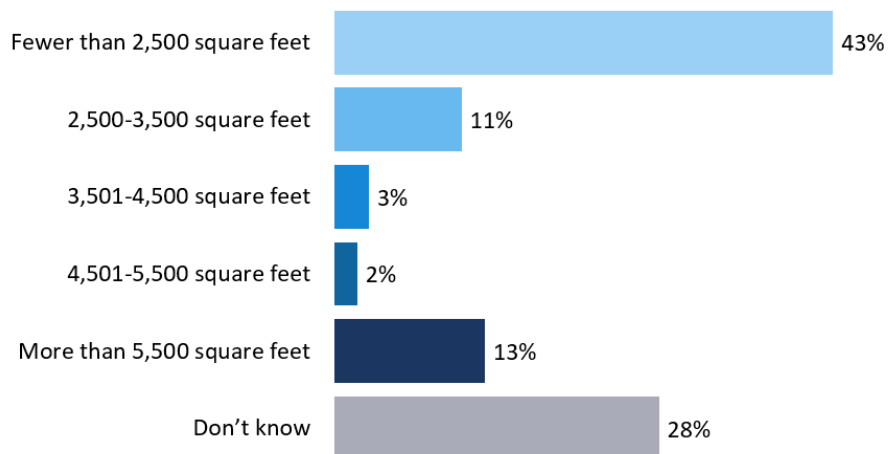
*Only business types represented by at least 10% of respondents are included*

	Business Services	Healthcare	Personal Services	Professional Services	Trade Services
Fewer than 5 years	13%	34%	34%	24%	14%
5-10 years	24%	33%	30%	28%	24%
11-20 years	21%	14%	15%	29%	13%
21 years or more	39%	18%	18%	15%	44%
Don't Know	4%	3%	3%	5%	5%

Square footage follows somewhat of a bimodal distribution as seen in Figure 6. Forty-three percent operate with fewer than 2,500 square feet in Pleasanton and 11% operate with 2,500-3,500 square feet. Few have between 3,500-5,500 square feet, while 13% operate with more than 5,500 square feet.

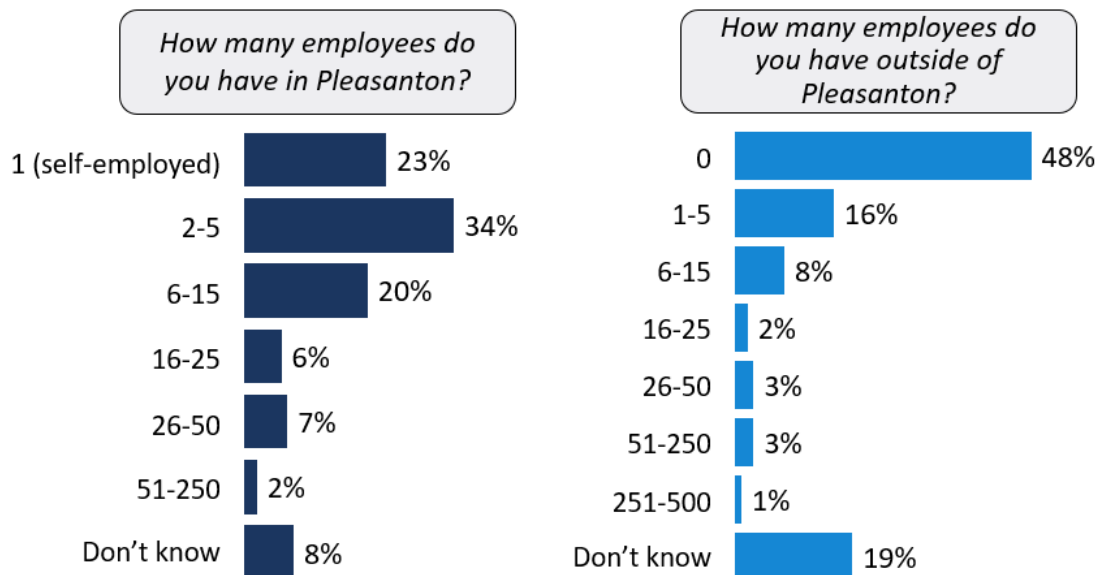
**Figure 6: Square Footage**

*Approximately how many square feed foes your business have in Pleasanton?*



The typical respondent also had five or fewer employees in the City and none outside it (Figure 7). Over a fifth of Pleasanton businesses interviewed were self-employed businesses.

**Figure 7: Employee Count**

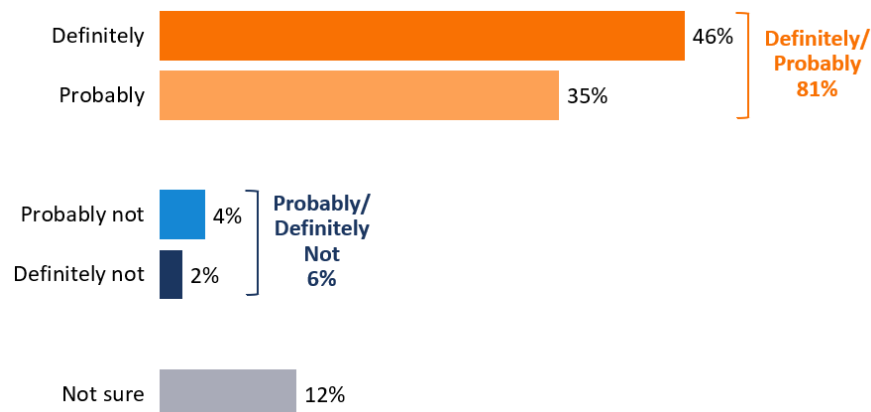


## 2.2 Future Expectations

Four in five (81%) said their business are "definitely" or "probably" likely to still be in Pleasanton two years from now and only 6% feel this will not be the case (Figure 8). Notably, only 56% of restaurant and food service businesses said they were likely to stay in Pleasanton two years from now, compared to at least 77% of other business types. Fifteen percent of respondents in food services say they were unlikely to stay and 28% were uncertain.

**Figure 8: Likelihood of Being in Pleasanton in the Near Future**

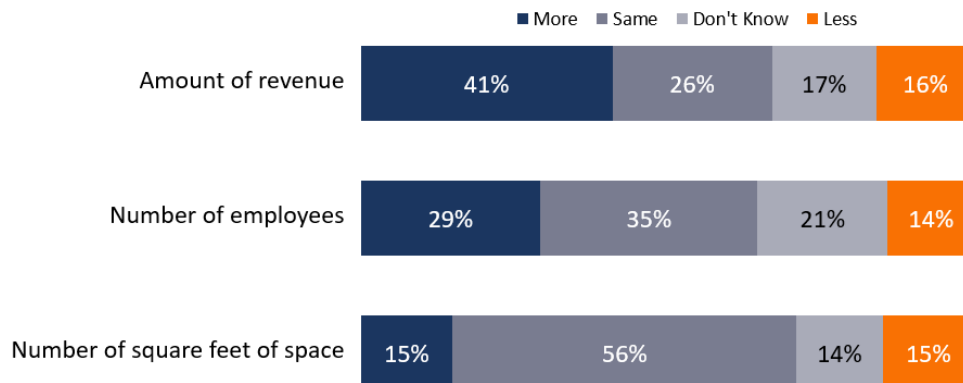
*Do you feel your business will definitely, probably, probably not, or definitely not be in Pleasanton two years from now?*



As seen in Figure 9, many were optimistic about their revenue in two years, though most expected to maintain the same number of employees and square footage. Those in education, healthcare, and the restaurant and food industry were most likely to expect more revenue. Respondents from the education sector were also most likely to expect expansion of employees and square footage.

**Figure 9: Expectations for Growth**

*Also, two years from now, do you feel your business will have more, less, or about the same\_\_\_\_\_?*



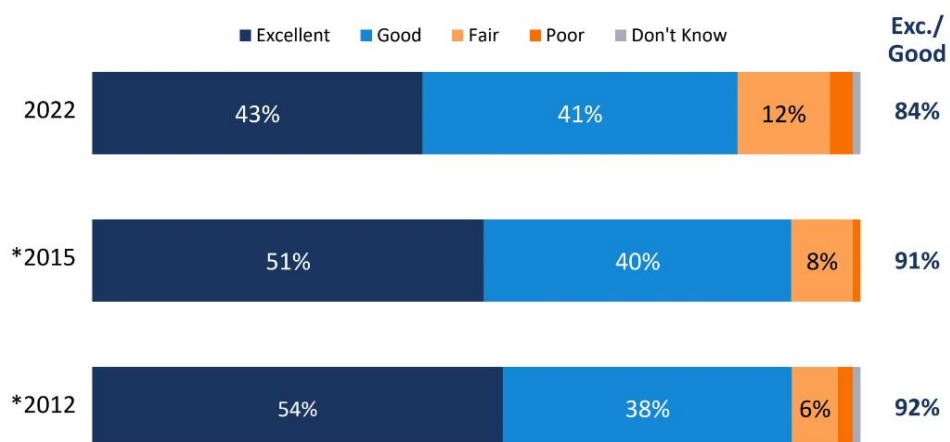
### 3 DOING BUSINESS IN PLEASANTON

#### 3.1 Views of Pleasanton as a Place to do Business

**Pleasanton is still overwhelmingly viewed as an excellent or good place to do business.** As shown in Figure 10 below, more than four in five (84%) say Pleasanton is an excellent or good place to do business. While this rating is lower than when the survey was last conducted seven years prior, such a trend in ratings is consistent with other surveys conducted in the region since the start of the coronavirus pandemic. As shown in Figure 11 below and on the next page, these views are also consistent across several organizational and demographic factors: years in operation in Pleasanton, employee count, ZIP code of operation, business type, and minority- and women-owned status.

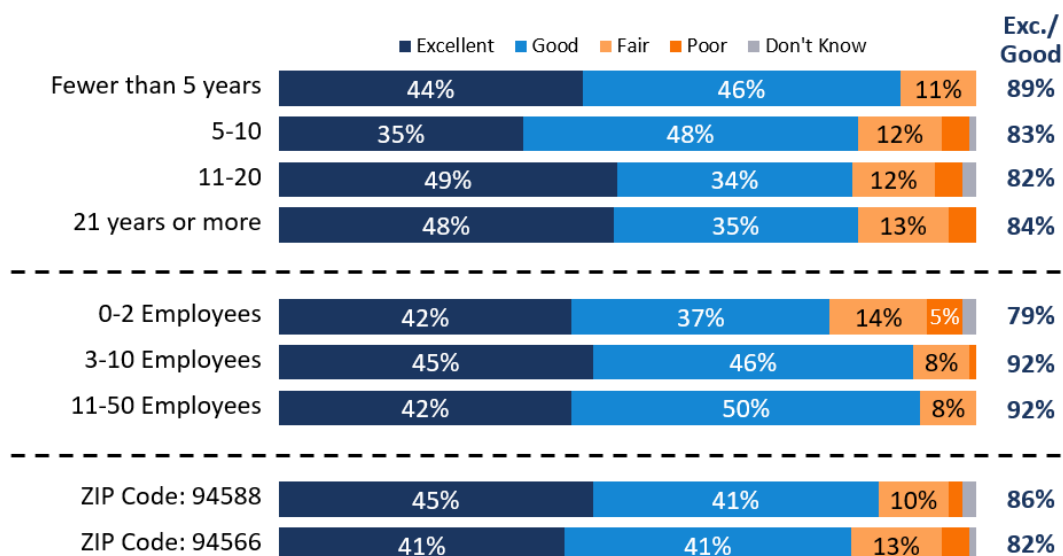
**Figure 10: Pleasanton as a Place to Do Business**

*In general, would you say that Pleasanton is an excellent, good, fair, or poor place to do business?*



**Figure 11: Pleasanton as a Place to Do Business by Demographics**

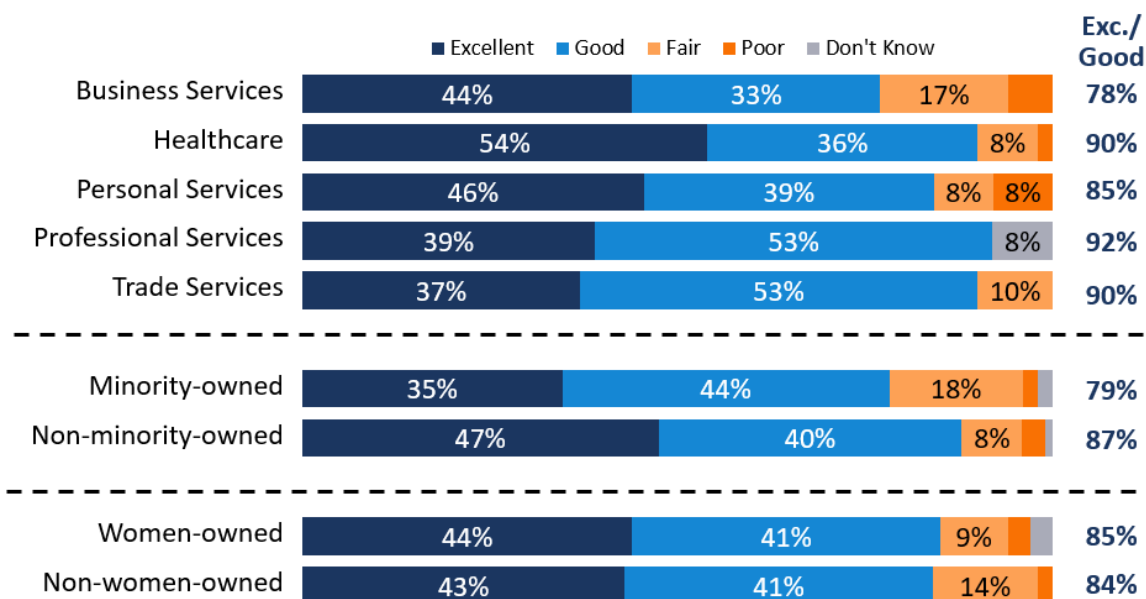
*By Years in City, Number of Employees, and ZIP Code*





**Figure 11: Pleasanton as a Place to Do Business by Demographics (continued)**

*By Type of Business and Minority- and Women-owned Status*

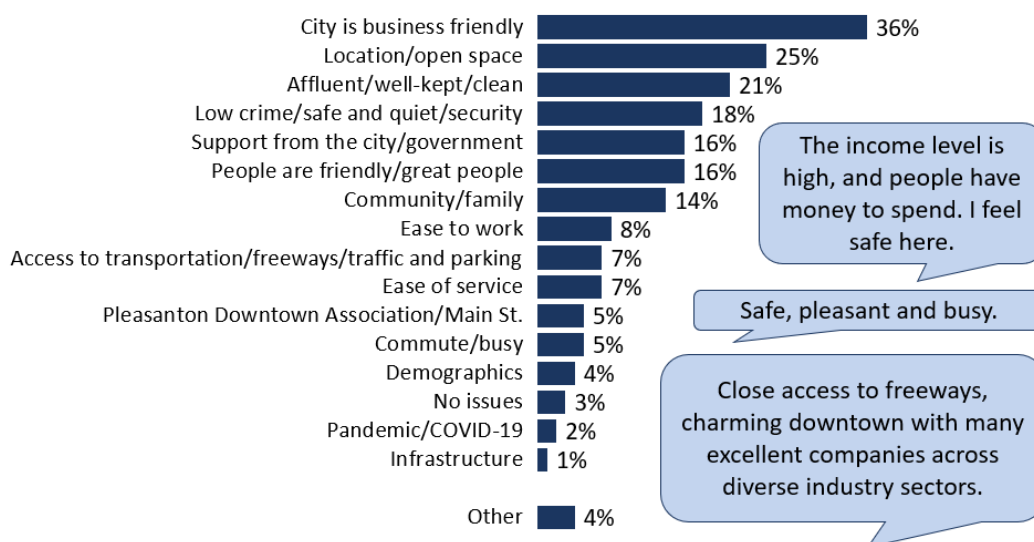


Those who rate the city as an "excellent" or "good" place to do business see the city as business-friendly and well-kept, and are fond of its location and open space. Low crime and safety, local government, and community were also commonly cited factors. As shown in Figures 12 and 13 below and on the next page, those who give an "excellent" or "good" rating do so for similar reasons.

**Figure 12: Reasons for Calling Pleasanton an "Excellent" Place to Do Business**

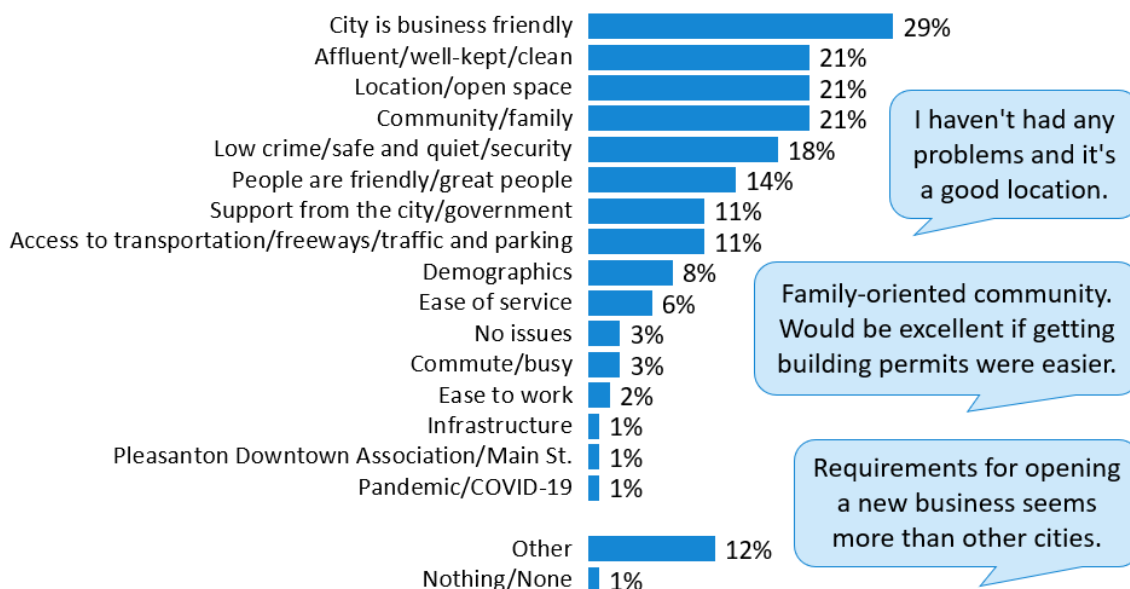
*Why would you say that it is an excellent place to do business?*

*(Open-ended; Asked of those who said Pleasanton is an "excellent" place to do business, n=143)*



**Figure 13: Reasons for Calling Pleasanton a "Good" Place to Do Business**

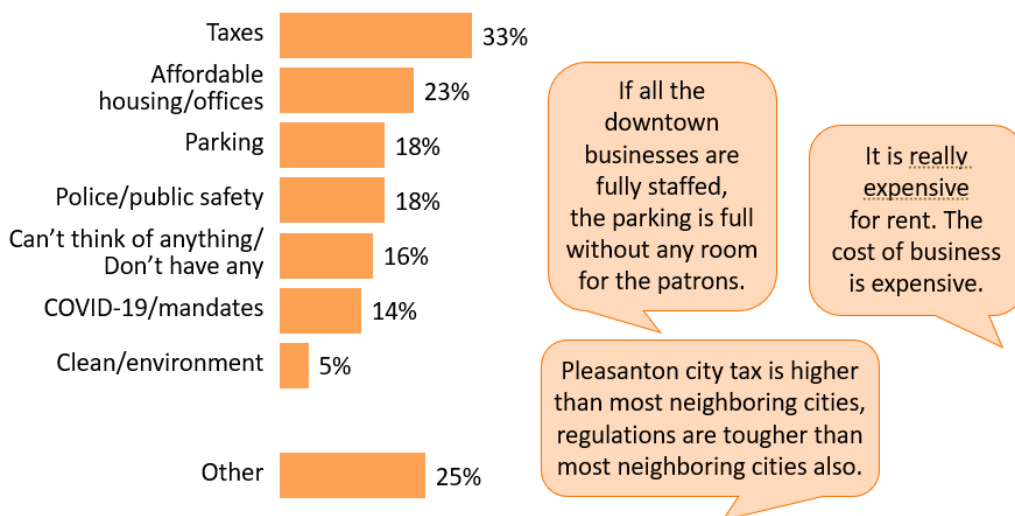
*Why would you say that it is a good place to do business?  
(Open-ended; Asked of those who said Pleasanton is a "good" place to do business, n=139)*



A third (33%) of those who rate the city as a "fair" place to do business cited taxes as the reason for the rating. This is followed with housing and office costs (23%), parking (18%), public safety (18%), and COVID-19-related issues (14%). Among the nine respondents who rated Pleasanton a "poor" place to live, taxes, COVID-19 mandates, and housing costs were also mentioned.

**Figure 13: Reasons for Calling Pleasanton a "Fair" Place to Do Business**

*Why would you say that it is a fair place to do business?  
(Open-ended; Asked of those who said Pleasanton is a "fair" place to do business, n=36)*



### 3.2 Views of Pleasanton's Location, Amenities, Infrastructure, and Services

Pleasanton received high marks for attracting and accessing customers and vendors, but lower ones for attracting and retaining employees. Figure 14 shows ratings for various aspects of Pleasanton's commercial geography. About four in five rate attracting (80%) and accessing (77%) customers as "excellent" or "good," while two-thirds (65%) say the same of access vendors. However, they give moderate ratings for attracting (52%) and retaining (51%) employees. As seen in Figure 15, this is an issue for the most common sectors aside from business services.

**Figure 14: Rating Pleasanton's Location**

*Thinking more specifically about Pleasanton's location. Would you say the city's location is excellent, good, fair, or poor in terms of \_\_\_\_?*

Aspect of Location	Excellent/ Good	Excellent	Good	Fair	Poor	Don't Know
Attracting customers	80%	38%	42%	10%	2%	8%
Accessing customers	77%	37%	40%	12%	3%	9%
Accessing vendors	65%	29%	36%	12%	4%	19%
Finding appropriate business space	59%	21%	39%	20%	10%	10%
Attracting qualified employees	52%	18%	34%	23%	8%	17%
Retaining quality employees	51%	18%	33%	23%	6%	19%

**Figure 15: Attracting and Retaining Employees by Most Common Business Types**

*Only business types represented by at least 10% of respondents are included  
(% Excellent and Good)*

Aspect of Location	Business Services	Healthcare	Personal Services	Professional Services	Trade Services
Attracting qualified employees	65%	46%	37%	49%	41%
Retaining quality employees	61%	45%	43%	34%	43%

Pleasanton's roads are well-regarded, with 79% rating them as "excellent" or "good" (Figure 16). Upwards to 73% viewed sewer, telecommunication, utility, and water services in the same light. Public transit services received fewer positive ratings due to its unfamiliarity to many respondents (27% said they "don't know" how they would rate public transportation services).

**Figure 16: Rating Pleasanton's Infrastructure**

*Thinking about the infrastructure in Pleasanton. Would you say that the quality of the \_\_\_\_\_ in Pleasanton is excellent, food, fair, or poor?*

Aspect of Infrastructure	Excellent/ Good	Excellent	Good	Fair	Poor	Don't Know
Roads	79%	29%	50%	18%	2%	1%
Sewer services	73%	29%	44%	11%	2%	14%
Telecommunication services	69%	25%	44%	16%	7%	9%
Electricity utility services	68%	28%	39%	16%	7%	9%
Water services	67%	26%	41%	12%	9%	11%
Public transportation services	47%	13%	34%	18%	8%	27%

Businesses valued Pleasanton's downtown, recreational activities, schools, and restaurants and shops - but they were very unhappy with housing costs. Notably, Pleasanton's public schools received more "excellent" ratings than most other amenities. As shown in Figure 17 below, nearly half (47%) rated the amount of affordable housing for employees as "poor."

**Figure 17: Rating Pleasanton's Amenities**

*Thinking about the amenities or quality of life elements in Pleasanton. Would you say that the quality of the \_\_\_\_\_ in Pleasanton (is)(are) excellent, food, fair, or poor?*

Amenity	Excellent/ Good	Excellent	Good	Fair	Poor	Don't Know
Downtown	81%	42%	39%	13%	3%	3%
Recreational activities	79%	27%	52%	13%	1%	8%
Variety of restaurants	77%	34%	43%	18%	3%	1%
Shopping and retail options	75%	27%	48%	17%	5%	3%
Public schools	71%	39%	33%	6%	1%	22%
Entertainment options	56%	14%	42%	29%	8%	7%
Amount of affordable housing for employees	12%	2%	10%	27%	47%	14%

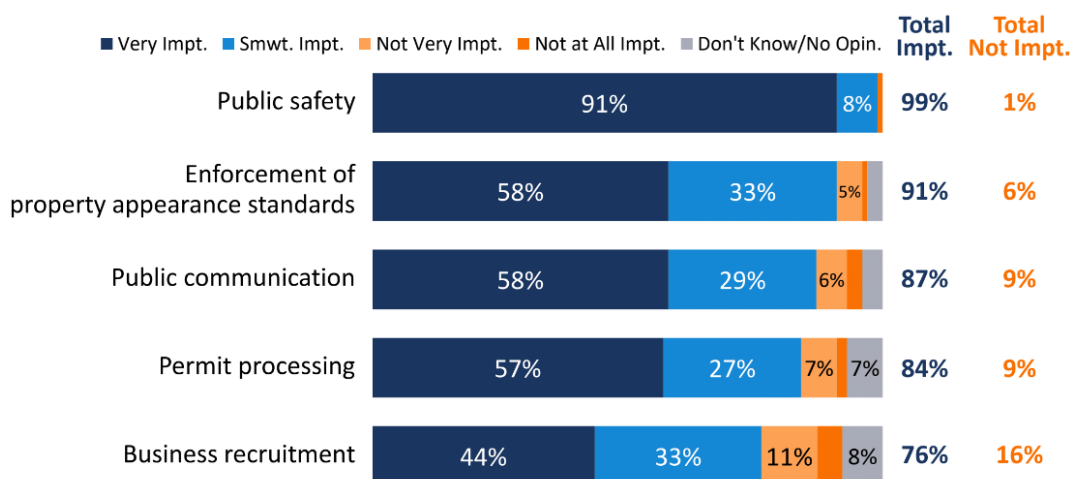
About half of businesses were interested in working with local students more. When asked about their interest in having more opportunities to work with local students, 48% said they were at least "somewhat interested." Those most likely to say they were "very interested" are in food service, education, and tourism businesses. Those most likely to say they were "not at all interested" are in professional and personal services, and whose businesses are more likely to only have one or two employees.

## 4 VIEWS OF CITY PROVIDED SERVICES

Respondents reported higher satisfaction with business-related City services they deem more important. Notably, public safety is near-unanimously considered an important city-provided service (Figure 18) and 88% believe the City is doing an "excellent" or "good" job providing it. Services seen with less importance are also met with proportional ratings in quality.

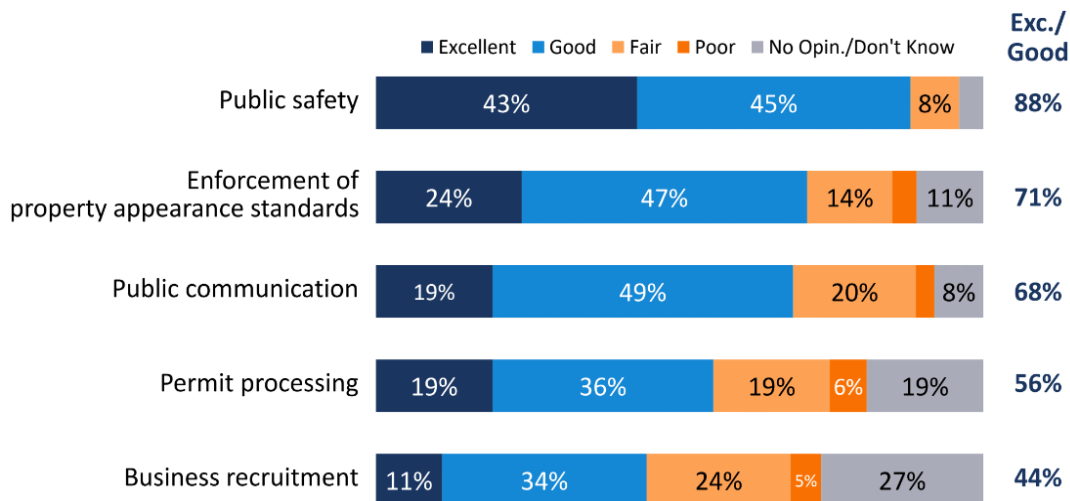
**Figure 18: Importance of City Services**

*I would like to ask you about some of the services the City of Pleasanton provides. I am going to read you a list of five of these services. Please tell me whether you think it is a very, somewhat, not very, or not at all important service for the City to provide.*



**Figure 19: Rating City Services**

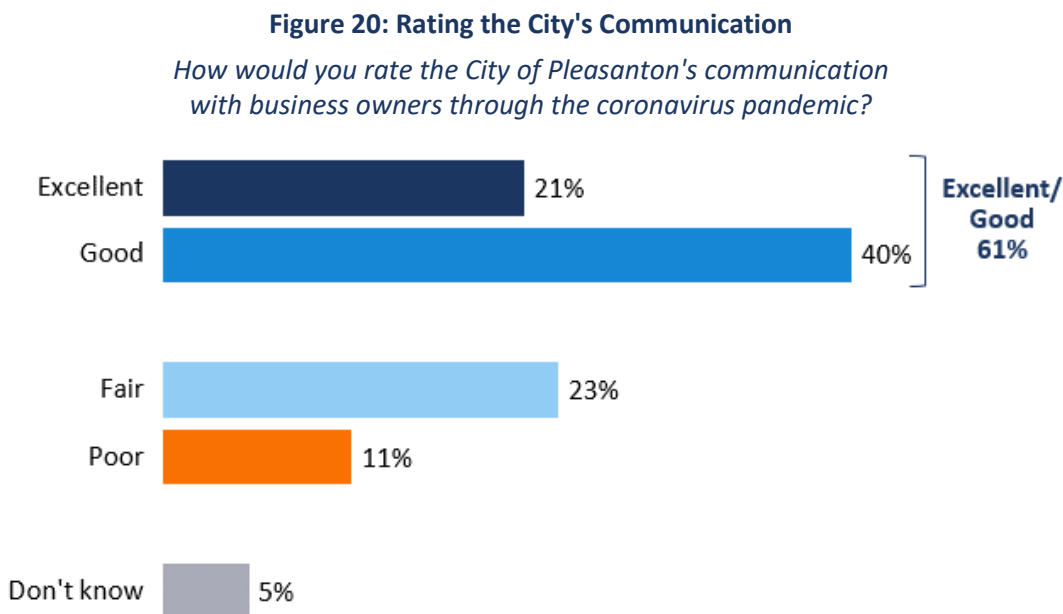
*I'm going to read the same list of City of Pleasanton services. This time, please tell me whether the City is doing an excellent, good, fair, or poor job of providing it.*



## 5 EXPERIENCES WITH THE COVID-19 PANDEMIC

### 5.1 Rating the City's Performance During the Pandemic

Three in five (61%) rated the City's communication with business owners through the pandemic "excellent" or "good" (Figure 20).

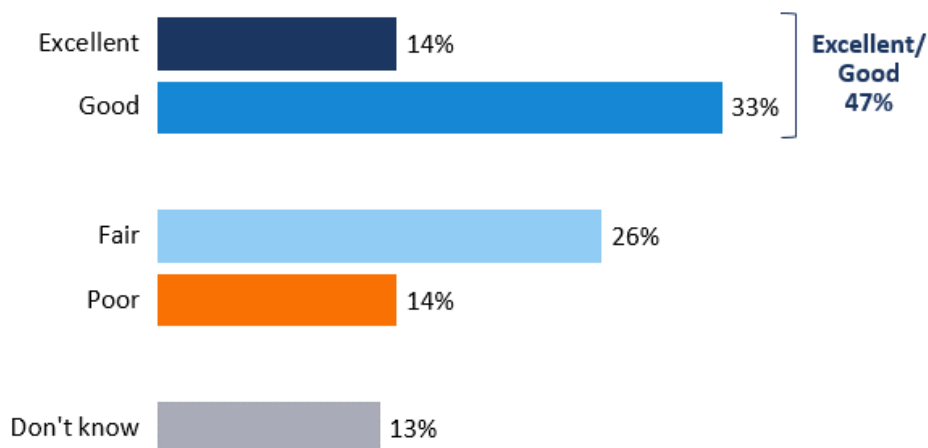


Nearly half (47%) rated the services provided during that time the same (Figure 21 on the next page). Notable breakdowns for City service ratings across several organizational and demographic factors are as follows:

- Businesses in operation for fewer than five years and between five and 10 years are more likely to give at least a "good" rating (57% and 50%, respectively) than businesses in operation for 11 to 20 years (45%) and over 20 years (43%).
- Larger businesses (at least ten employees) are slightly more likely to give higher ratings (55%) than small businesses with 3-10 employees (48%) and fewer than three (44%).
- Those operating in the 94588 ZIP code region north of the Arroyo Valle and west of Interstate 580 gave slightly higher ratings than those in the 94566 ZIP code region south of the Arroyo Valle (50% to 44%).
- Those in healthcare (60%) and business services (51%) gave noticeably higher ratings compared to those in professional services (40%), trade services (36%), and personal services (33%).
- Minority-owned businesses (43%) gave slightly lower ratings compared to non-minority-owned businesses (49%).
- Women-owned businesses (48%) gave similar same ratings as non-women-owned businesses (46%).

**Figure 21: Rating the City's Services**

*How would you rate the services provided by the City of Pleasanton to support and aid businesses through the coronavirus pandemic?*



## 5.2 Impact of the COVID-19 Pandemic on Businesses

Many businesses introduced greater flexibility in work hours (51%), remote or contactless services for customers (46%), and work-from-home (45%) in response to the pandemic. Smaller shares paused operations entirely (25%) or laid off employees (18%).

**Figure 22: Actions Taken in Response to Pandemic**

*I'm going to read you a list of actions some business-owners have taken over the last 2 years in response to the coronavirus pandemic. Please tell me if you had or have taken that action for your business.*

Action	% Who Took Said Action
Introduced greater flexibility in work hours	51%
Introduced or increased remote or contactless services	46%
Allowed or increased work from home	45%
Reduced employee work hours	37%
Decreased hours of operation	35%
Reduced the number of services offered	28%
Paused all services or operations completely	25%
Laid off employees	18%
Increased hours of operation	8%
Other	4%
Did not take any actions	11%

**Two in three businesses received some form of financial aid.** As shown in Figure 23 below, the federal government was the most common source of aid, with upwards to nearly half receiving Paycheck Protection Program (PPP) loans. Upwards to 17% received state aid and upwards to 9% received local aid.

**Figure 23: Types of Aid Received**

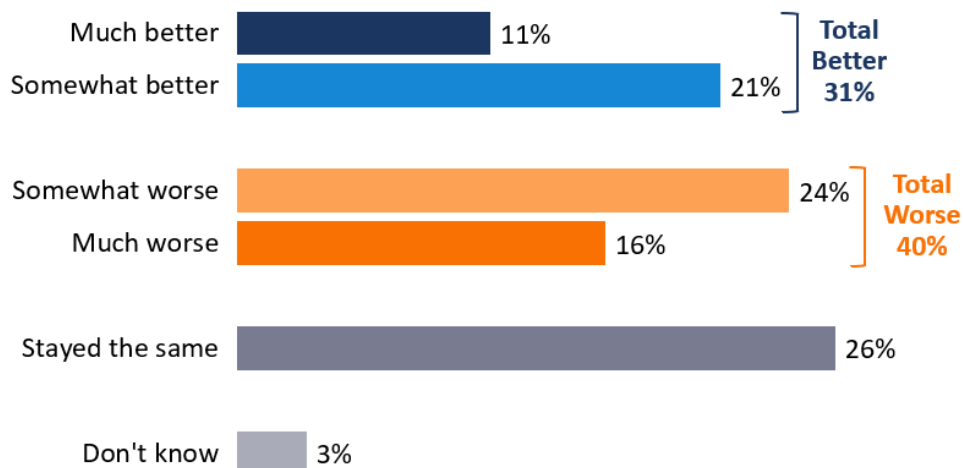
*I'm going to read you a list of ways in which some business owners have sought aid in the last two years. Please tell me if you have received aid or relief through that means.*

Provider of Aid	Type of Aid	% Who Received Aid
Federal	A Paycheck Protection Program (PPP) Loan	48%
	A COVID-19 Economic Injury Disaster Loan	15%
	Federal Tax Credits	9%
	Small Business Administration debt relief	6%
	Restaurant Revitalization funding	3%
State	CA Small Business COVID-19 Relief Grant	17%
	State tax credits	6%
Local	Alameda County CARES Act Grant	9%
	City business support loan program	7%
Private/Other	Private donations through platforms such as GoFundMe	1%
	Other	4%
	Did not receive aid	34%

**Two in five say their business is doing worse financially than before the pandemic, while one third say they are doing better.** Older businesses were twice as likely to say they were facing financial challenges compared to businesses in operation for less than five years. Nearly seven in ten in the personal services sector say they are doing financially worse -- a rate significantly higher than all other common sectors in Pleasanton. As noted earlier in Section 2.1, personal service businesses are more likely to identify as woman-owned. Subsequently, woman-owned businesses were also more likely to say they are doing worse compared non-woman-owned businesses (48% to 33%).

**Figure 24: Businesses' Current Financial Situation**

*Would you say that your business is currently doing better, worse, or staying the same financially as it was before the coronavirus pandemic?*





**Employee exposure to COVID-19 has been a substantial concern throughout the pandemic.** As seen in Figure 25 below and on the next page, concern about exposure to COVID-19 is a more common concern than other financial issues including offering competitive wages and declines in sales.

**Figure 25: Businesses' Top Concerns**

*Now I would like you to rate how much of a problem, if at all, each of the following are for your business as a result of the coronavirus pandemic: an extremely serious problem, a very serious problem, somewhat serious problem, or not too serious a problem in your business*

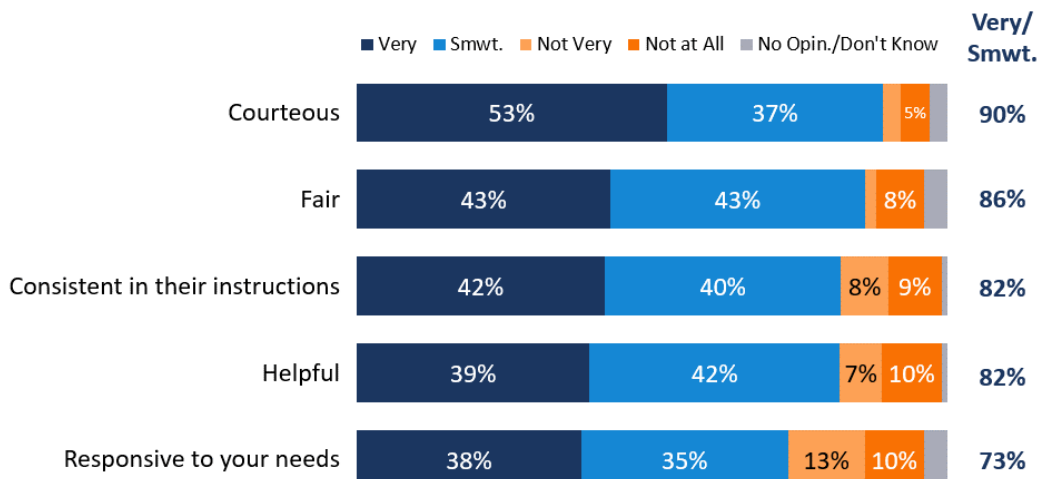
Concern	% Extremely/Very Serious Problem
Concern about the well-being of employees being exposed to COVID-19 on the job	47%
Offering competitive wages	39%
Decline in business or sales	36%
The emotional health of employees	36%
Difficulty purchasing and receiving new inventory for your business	32%
Hiring employees to keep up with increased workflow	32%
Daycare or childcare challenges for employees	17%
Lack of technology and web resources to compete online sales	8%

## 6 GENERAL INTERACTIONS WITH THE CITY

**City staff received high marks for their courtesy, fairness, and helpfulness in the building permitting process.** Few businesses have been involved in the building permitting process lately (Figure 26). Only 14% said they've been involved in the building permitting process -- with 3% having done so in person, 5% online, and 6% both. Businesses most likely to have been involved were in trade and food services; they also tend to be larger businesses. City staff received high ratings across the board from those with personal experience of the process.

**Figure 26: Ratings for Staff in Permitting Process**

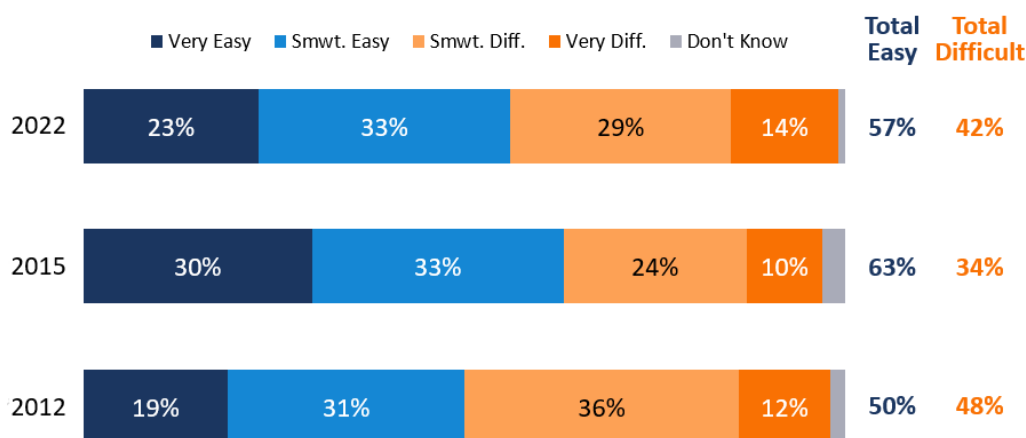
*In general, would you say that the City staff involved in that process were very, somewhat, not very, or not at all \_\_\_\_\_?  
(Asked of Those Involved in Permitting Process, n=46)*



As shown in Figure 27, a majority said the permitting process was easy (57%), though the share who said it was "very easy" (23%) is lower than in 2015 (30%). The total share of those who said it was difficult (42%) has also increased since 2015 (34%). That said, these ratings are still more positive than results from 2012.

**Figure 27: Permitting Process Difficulty**

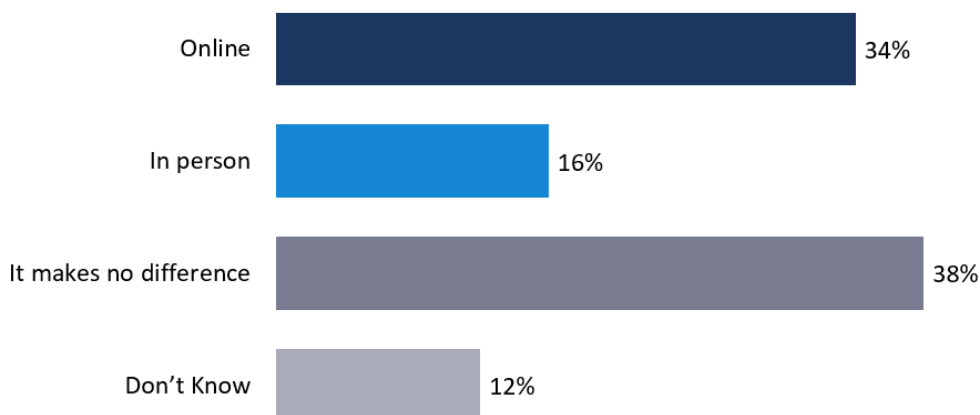
*Overall, would you say that the permitting process was very easy, somewhat easy, somewhat difficult, or very difficult?*



Nearly two in five (38%) respondents had no preference for whether the permitting process should be online or in person. Among those that had a preference, permitting online was preferred over going in person by a two to one margin (Figure 28).

**Figure 28: Online or In Person Preference**

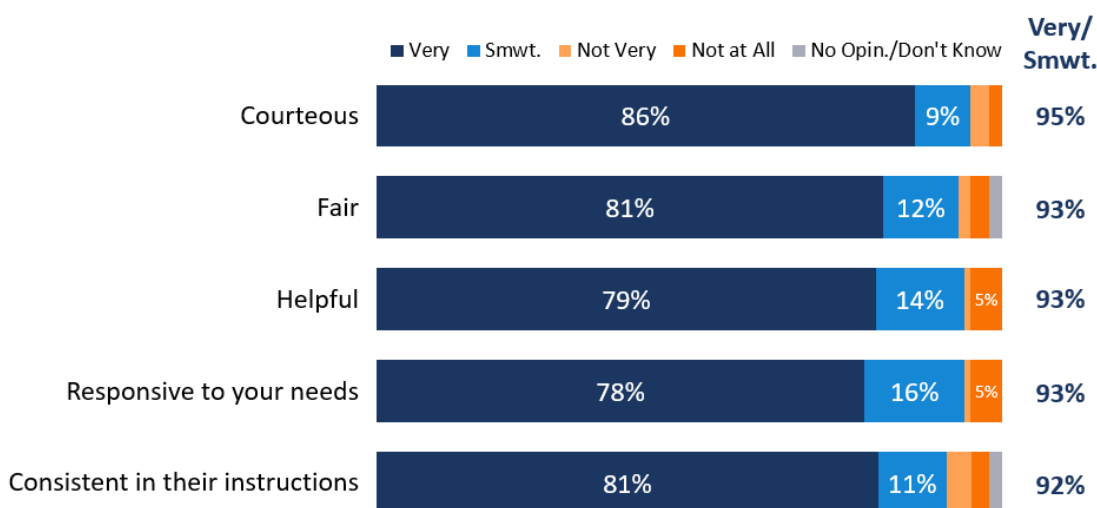
*Do you prefer utilizing the permitting process online or in person, or does it make no difference to you?*



**City staff also received high ratings across all categories for general information and assistance.** One in three (34%) say they've contacted the City for general information or assistance in the past year. Twelve percent said they interacted with staff in person, while 15% said they had contact online and 8% through both means. Nonprofits, new businesses, and trade services were most likely to have had such interactions. As shown in Figure 29 below, four in five or more give the highest rating to City staff for: courtesy, fairness, helpfulness, responsiveness to needs, and consistency in instructions.

**Figure 29: Ratings for Staff for General Assistance**

*In general, would you say that the City staff involved in that process were very, somewhat, not very, or not at all \_\_\_\_\_?  
(Asked of Those with Other City Staff Contact, n=39)*

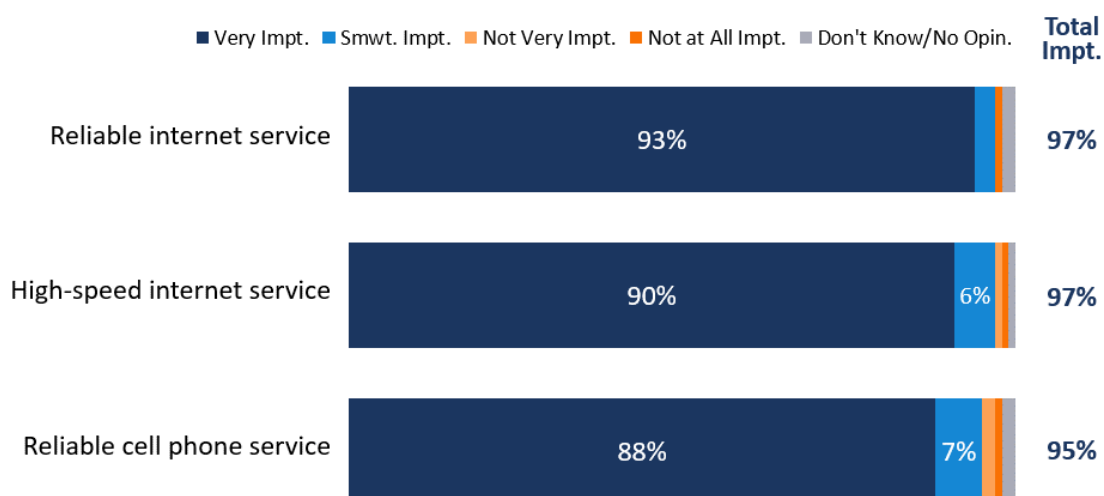


## 7 VIEWS OF INTERNET AND PHONE SERVICES

Businesses overwhelmingly see reliable and high-speed internet and phone service as important - as shown in Figure 30, at least 88% say each is "very important" to their business. At the same time, as seen in Figure 31, most do not see obtaining these services as a problem in Pleasanton and less than a fifth (18%) say it is a major problem. That said, minority-, women-, and LGBT-owned businesses are more likely to say that obtaining reliable and high-speed internet access is a "major" problem.

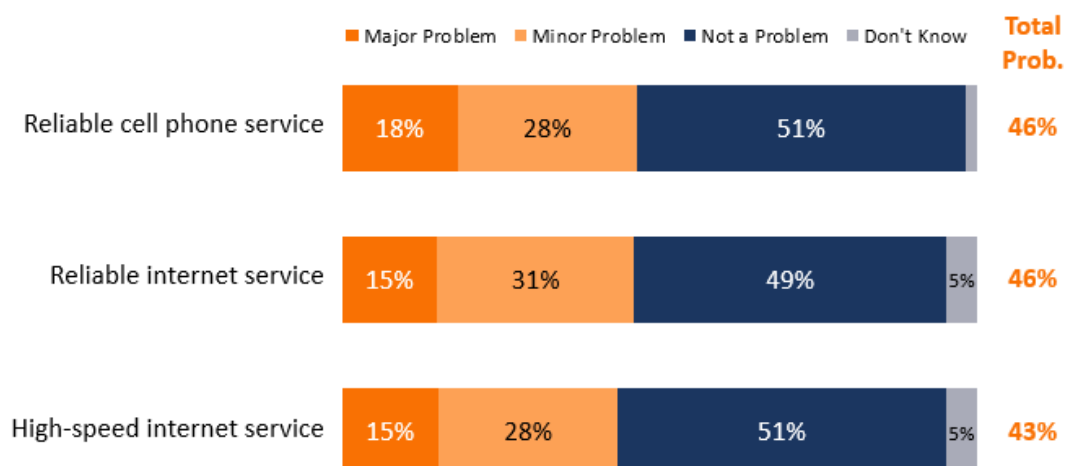
**Figure 30: Importance of Telecom Services**

*Thinking about internet and cell phone service, would you say that \_\_\_\_\_ is very important, somewhat important, not very important, or not at all important to your business?*



**Figure 31: Difficulty of Obtaining Telecom Services**

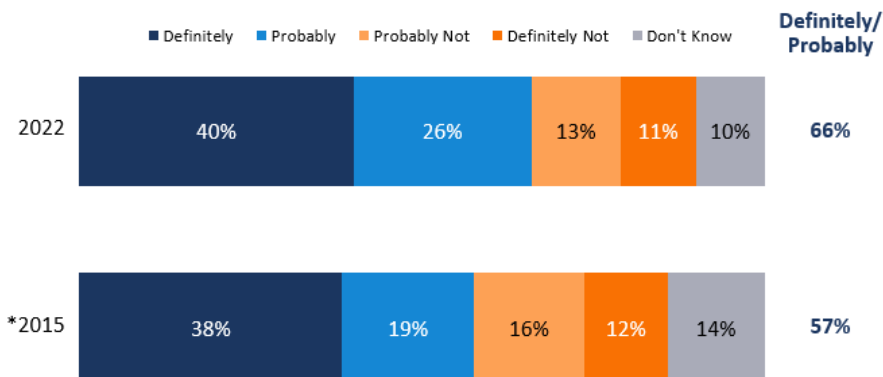
*Have you found that obtaining \_\_\_\_\_ is a major problem, a minor problem, or not a problem at all in Pleasanton?*



Two thirds also believe that the City should have a role in developing these services (Figure 32). This an increase by 9% from 2015 (57% to 66%), though the bulk of that increase is in the "probably" category (19% to 26%).

**Figure 32: The City's Role in Developing Telecom Services in Pleasanton**

*Do you feel the City of Pleasanton should definitely, probably, probably no, or definitely not play a role in the development of internet and cell phone service in Pleasanton?*

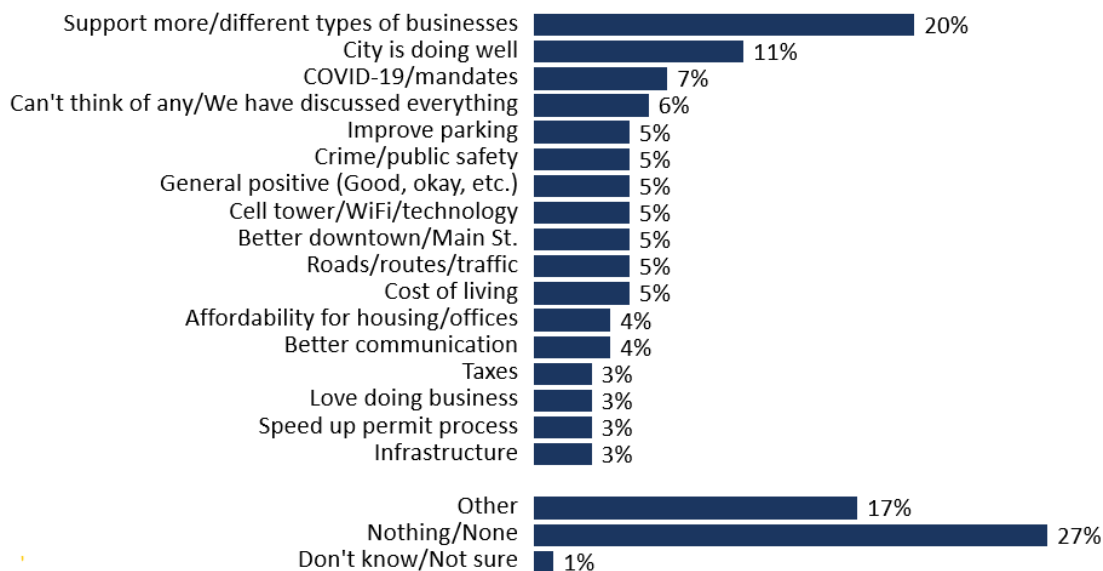


## 8 OTHER IMPORTANT ISSUES

At the end of the survey, respondents were given an opportunity to voice other important issues relevant to doing business in Pleasanton. As seen in Figure 33, 20% say they would like to see a broader degree of support from the City. This is followed by 11% saying the City is doing well and 7% voicing concerns about COVID-19-related issues. A plurality of respondents had nothing to add. Verbatim responses are seen on the next page in Figure 34.

**Figure 33: Other Important Issues for the City to Consider**

*Now thinking about everything we have been discussing, plus anything else that may be important to you, what else would you like to tell the City about doing business in Pleasanton?*



**Figure 34: Verbatim Issues for the City to Consider**



## 9 CONCLUSIONS

On the whole, businesses are largely satisfied with Pleasanton's location, amenities, and quality of services they deem most important.

**Pleasanton is still overwhelmingly viewed as an "excellent" or "good place" to do business**, with four in five rating it so. They cited Pleasanton as being business friendly, having lots of open spaces, cleanliness, and safety. Many respondents were also optimistic about their revenues in the next two years.

**Public safety is near-unanimously seen as the City's most important service and 88% believe the City is doing an "excellent" or "good" job in providing it.** Ninety-one percent view public safety as "very important," and 99% consider at least "somewhat important." In general, respondents reported higher satisfaction with business-related City services they deem more important -- a signal that the City is doing well in prioritizing their services.

Attracting and retaining qualified employees is a challenge for some - and **housing affordability for workers is a deep concern.** However, they were happy with the City's amenities including the downtown, recreational activities, restaurant and retail variety, and public schools.

**The difficulty of the City's building permitting process has increased since 2015, but those who have interacted with City staff as part of that process gave staffers high marks for courtesy, helpfulness, and fairness.** Those who've interactive with City staff for general information and assistance gave similar high reviews. A plurality

preferred going through the permitting process online rather than in person, but a significant share were fine with either.

**Businesses also highly valued high-speed internet and cell coverage**, though some reported challenges with the cost and availability there. Broadly, two-thirds believed the City should have a role in developing these services.

**A plurality (47%) gave the City positive ratings for their services throughout the pandemic, while three in five rated the City's communication as "excellent" or "good."** During the pandemic, many businesses cut back hours or introduced more flexibility. Forty percent report their business is doing worse than before the pandemic, while 31% say they are doing better and 26% are doing about the same as before.

## **APPENDIX A**

### **TOPLINE**





**2022 PLEASANTON BUSINESS SURVEY**  
**320-990-WT (TRACKING)**  
**N=313**  
**MARGIN OF SAMPLING ERROR ±5.4% (95% CONFIDENCE LEVEL)**

**(ASK FOR RESPONDENT BY NAME.)** Mr./Ms. \_\_\_\_\_, my name is \_\_\_\_\_ and I am calling on behalf of the City of Pleasanton. We are conducting a survey of businesses in the City and would like to include your organization. Participation in this survey is important for helping the City know how best to support local businesses I would like to interview the owner or a manager who is authorized to make decisions on behalf of the organization. Would that be you? **(IF NO, ASK FOR SUCH A PERSON, SCHEDULE CALLBACK AS NEEDED; IF NO OWNER OR DECISION-MAKER IN PLEASANTON, THANK AND TERMINATE).**

A. Before we begin, I need to know if I have reached you on a cell phone, and if so, are you in a place where you can talk safely without endangering yourself or others?

Yes, cell and can talk safely -----36%  
 Yes, cell but cannot talk safely -----**TERMINATE**  
 No, not on cell -----64%  
**(DON'T READ) DK/NA/REFUSED-----TERMINATE**

**MY FIRST QUESTIONS ARE BROADLY ABOUT PLEASANTON AS A PLACE TO DO BUSINESS.**

1. First ... In general, would you say that Pleasanton is an excellent, good, fair, or poor place to do business?

	<u>2012</u>	<u>2015</u>	<u>2022</u>
Excellent -----	54%	51%	43%
Good -----	38%	40%	41%
Fair-----	6%	8%	12%
Poor-----	2%	1%	3%
<b>(DON'T READ) Don't know/NA</b> ----	1%	0%	1%

(ASK IF Q1 = CODES 1-4)

2. (T- JDF) And why would you say that it is \_\_\_\_\_ place to do business? (PROBE FOR CLARITY AND SPECIFICS. PROBE FOR OTHER REASONS: Why else? RECORD VERBATIM; RECORD UP TO 3 REASONS)

a. An excellent (n=143)

For business/been in business for years -----	36 %
Location/open space -----	25 %
Affluent/well-kept/clean -----	21 %
Low crime/safe and quiet/security -----	18 %
Support from the city/government-----	16 %
People are friendly/great people -----	16 %
Community/family -----	14 %
Ease to work -----	8 %
Access to transportation/freeways/traffic and parking -----	7 %
Ease of service-----	7 %
Pleasanton Downtown Association/Main St. -----	5 %
Commute/busy -----	5 %
Demographics-----	4 %
No issues -----	3 %
Pandemic/COVID-19-----	2 %
Infrastructure-----	1 %
Other -----	4 %

b. A good (n=139)

For business/been in business for years -----	29 %
Affluent/well-kept/clean -----	21 %
Location/open space -----	21 %
Community/family -----	21 %
Low crime/safe and quiet/security -----	18 %
People are friendly/great people -----	14 %
Support from the city/government-----	11 %
Access to transportation/freeways/traffic and parking -----	11 %
Demographics-----	8 %
Ease of service-----	6 %
No issues -----	3 %
Commute/busy -----	3 %
Ease to work -----	2 %
Infrastructure-----	1 %
Pleasanton Downtown Association/Main St. -----	1 %
Pandemic/COVID-19-----	1 %
Other -----	12 %
Nothing/None-----	1 %

c. A fair (n=36)

Taxes-----	33 %
Affordable housing/offices-----	23 %
Parking-----	18 %
Police/public safety -----	18 %
Can't think of anything/Don't have any -----	16 %
COVID-19/mandates -----	14 %
Clean/environment-----	5 %
Other-----	25 %

d. A poor (n=9)

Taxes-----	61 %
COVID-19/mandates -----	41 %
Affordable housing/offices-----	24 %
Police/public safety -----	18 %
Other-----	16 %

**(RESUME ASKING ALL RESPONDENTS)**

3. Now thinking more specifically about Pleasanton's location. Would you say the city's location is excellent, good, fair, or poor in terms of \_\_\_\_\_? How about \_\_\_\_\_?  
**(RANDOMIZE)**

	<u>EXC</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>(NO OP/ DK/NA)</u>	<u>EXC/ GOOD</u>
[ ]a. <b>(T- JDF)</b> Attracting qualified employees -----	18 %	34 %	23 %	8 %	17 %	52 %
[ ]b. <b>(T- JDF)</b> Retaining quality employees -----	18 %	33 %	23 %	6 %	19 %	51 %
[ ]c. <b>(T- JDF)</b> Attracting customers -----	38 %	42 %	10 %	2 %	8 %	80 %
[ ]d. <b>(T- JDF)</b> Accessing customers -----	37 %	40 %	12 %	3 %	9 %	77 %
[ ]e. <b>(T- JDF)</b> Accessing vendors-----	29 %	36 %	12 %	4 %	19 %	65 %
[ ]f. <b>(T- JDF)</b> Finding appropriate business space -----	21 %	39 %	20 %	10 %	10 %	59 %

4. And thinking about the infrastructure in Pleasanton. Would you say that the quality of the \_\_\_\_\_ in Pleasanton is excellent, good, fair, or poor? How about the \_\_\_\_\_?  
**(RANDOMIZE)**

	<u>EXC</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>(NO OP/ DK/NA)</u>	<u>EXC/ GOOD</u>
[ ]a. <b>(T- JDF)</b> Roads -----	29 %	50 %	18 %	2 %	1 %	79 %
[ ]b. <b>(T- JDF)</b> Telecommunication services -----	25 %	44 %	16 %	7 %	9 %	69 %
[ ]c. <b>(T- JDF)</b> Public transportation services-----	13 %	34 %	18 %	8 %	27 %	47 %
[ ]d. <b>(T- JDF)</b> Electric utility services-----	28 %	39 %	16 %	7 %	9 %	68 %
[ ]e. <b>(T- JDF)</b> Water services-----	26 %	41 %	12 %	9 %	11 %	67 %
[ ]f. <b>(T- JDF)</b> Sewer services -----	29 %	44 %	11 %	2 %	14 %	73 %

5. Now thinking about the amenities or quality of life elements Pleasanton has to offer, would you say that the \_\_\_\_\_ in Pleasanton (is) (are) excellent, good, fair, or poor? How about the \_\_\_\_\_? (RANDOMIZE)

	<u>EXC</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>(NO OP/ DK/NA)</u>	<u>EXC/ GOOD</u>
[ ]a. (T- JDF) Public schools-----	39%	33%	6%	1%	22%	71%
[ ]b. (T- JDF) Recreational activities-----	27%	52%	13%	1%	8%	79%
[ ]c. (T- JDF) Variety of restaurants-----	34%	43%	18%	3%	1%	77%
[ ]d. (T- JDF) Entertainment options-----	14%	42%	29%	8%	7%	56%
[ ]e. Shopping and retail options-----	27%	48%	17%	5%	3%	75%
[ ]f. Amount of affordable housing for employees-----	2%	10%	27%	47%	14%	12%
[ ]g. Downtown-----	42%	39%	13%	3%	3%	81%

6. How interested are you in having more opportunities for your business to work with local students? Are you: (READ LIST) ...?

<b>TOTAL INTERESTED-----</b>	<b>48%</b>
Very interested-----	24%
Somewhat interested-----	25%
<b>TOTAL NOT INTERESTED-----</b>	<b>45%</b>
Not too interested-----	21%
Not at all interested-----	24%
<b>(DON'T READ) DK/NA-----</b>	<b>7%</b>

7. Now I would like to ask you about some of the services the City of Pleasanton provides. I am going to read you a list of five of these services. As I read each one, please tell me whether you think it is a very, somewhat, not very, or not at all important service for the City to provide. (RANDOMIZE)

	<u>VERY IMPT</u>	<u>SMWT IMPT</u>	<u>NOT VERY IMPT</u>	<u>NOT AT ALL IMPT</u>	<u>(DK/NA NO OPIN)</u>	<u>TOTAL IMPT</u>	<u>TOTAL NOT IMPT</u>
[ ]a. (T- JDF) Public safety-----	91%	8%	0%	1%	0%	99%	1%
[ ]b. (T- JDF) Public communication-----	58%	29%	6%	3%	4%	87%	9%
[ ]c. (T- JDF) Enforcement of property appearance standards-----	58%	33%	5%	1%	3%	91%	6%
[ ]d. (T- JDF) Permit processing-----	57%	27%	7%	2%	7%	84%	9%
[ ]e. (T- JDF) Business recruitment-----	44%	33%	11%	5%	8%	76%	16%

8. Now I'm going to read the same the list of City of Pleasanton services. This time, please tell me whether the City is doing an excellent, good, fair, or poor job of providing it. **(RANDOMIZE)**

	<u>EXC</u>	<u>GOOD</u>	<u>FAIR</u>	<u>POOR</u>	<u>(NO OP/ DK/NA)</u>	<u>EXC/ GOOD</u>
[ ]a. <b>(T- JDF)</b> Public safety-----	43 %	45 %	8 %	0 %	4 %	88 %
[ ]b. <b>(T- JDF)</b> Public communication-----	19 %	49 %	20 %	3 %	8 %	68 %
[ ]c. <b>(T- JDF)</b> Enforcement of property appearance standards-----	24 %	47 %	14 %	4 %	11 %	71 %
[ ]d. <b>(T- JDF)</b> Permit processing-----	19 %	36 %	19 %	6 %	19 %	56 %
[ ]e. <b>(T- JDF)</b> Business recruitment-----	11 %	34 %	24 %	5 %	27 %	44 %

**THESE NEXT QUESTIONS ARE ABOUT YOUR BUSINESS' EXPERIENCE WITH THE CORONAVIRUS PANDEMIC.**

9. How would you rate the City of Pleasanton's communication with business owners through the coronavirus pandemic? Would you say it was ...?

- Excellent-----21 %
- Good-----40 %
- Fair-----23 %
- Poor-----11 %
- (DON'T READ)** Don't know/NA----- 5 %

10. How would you rate the services provided by the City of Pleasanton to support and aid businesses through the coronavirus pandemic? Would you say it was ...? **(READ LIST)**

- Excellent-----14 %
- Good-----33 %
- Fair-----26 %
- Poor-----14 %
- (DON'T READ)** Don't know/NA-----13 %

11. Next, I'm going to read you a list of actions some business-owners have taken over the last two years in response to the coronavirus pandemic. Please tell me if you had or have taken that action for your business. **(READ LIST; ACCEPT MULTIPLE RESPONSES)**

- Reduced employee work hours-----37%
- Laid off employees-----18%
- Introduced greater flexibility in work hours-----51%
- Allowed or increased work from home-----45%
- Introduced or increased remote or contactless services-----46%
- Reduced the number of services offered-----28%
- Decreased hours of operation-----35%
- Increased hours of operation----- 8%
- Paused all services or operations completely-----25%
- Other (SPECIFY)----- 4%
- (DON'T READ)** Did not take any actions-----11%
- (DON'T READ)** DK/NA----- 2%

12. Would you say your business is currently doing [ ] better, [ ] worse, or staying the same financially as it was before the coronavirus pandemic? **(IF BETTER/WORSE: Is that much BETTER/WORSE or just somewhat?)**

- TOTAL BETTER**-----**31%**
- Much better-----11%
- Somewhat better-----21%
- TOTAL WORSE**-----**40%**
- Somewhat worse-----24%
- Much worse-----16%
- Stayed the same-----26%
- (DON'T READ)** DK/NA----- 3%

13. Now I would like you to rate how much of a problem, if at all, each of the following are for your business as a result of the coronavirus pandemic: an extremely serious problem, a very serious problem, somewhat serious problem, or not too serious a problem in your business. **(RANDOMIZE)**

	<u>EXT SER PROB</u>	<u>VERY SER PROB</u>	<u>SMWT SER PROB</u>	<u>NT TOO SER PROB</u>	<u>(DK/NA)</u>	<u>EXT/VERY</u>
[ ]a. Hiring employees to keep up with increased workflow-----	15%	17%	21%	29%	19%	32%
[ ]b. Difficulty purchasing and receiving new inventory for your business-----	17%	16%	23%	35%	9%	32%
[ ]c. Decline in business or sales-----	20%	16%	23%	34%	6%	36%
[ ]d. Lack of technology and web resources to complete online sales-----	3%	6%	13%	61%	17%	8%

	<u>EXT SER PROB</u>	<u>VERY SER PROB</u>	<u>SMWT SER PROB</u>	<u>NT TOO SER PROB</u>	<u>(DK/NA)</u>	<u>EXT/ VERY</u>
[ ]e. Concern about the well-being of employees being exposed to COVID-19 on the job-----	20 %	27 %	19 %	25 %	10 %	47%
[ ]f. Daycare or childcare challenges for employees-----	7 %	10 %	16 %	35 %	32 %	17%
[ ]g. The emotional health of employees-----	13 %	23 %	27 %	26 %	12 %	36%
[ ]h. Offering competitive wages-----	15 %	24 %	19 %	26 %	16 %	39%

14. Next, I'm going to read you a list of ways in which some business owners have sought aid in the last two years. For each one I read, please tell me if you have received aid or relief through that means. **(READ LIST; ACCEPT MULTIPLE RESPONSES)**

- Alameda County CARES Act Grant----- 9%
- City business support loan program ----- 7%
- State tax credits ----- 6%
- CA Small Business COVID-19 Relief grant-----17%
- A Paycheck Protection Program loan -----48%
- Restaurant Revitalization funding ----- 3%
- A COVID-19 Economic Injury
- Disaster Loan-----15%
- Small Business Association debt relief ----- 6%
- Federal tax credits ----- 9%
- Private donations through platforms
- such as GoFundMe ----- 1%
- Other (SPECIFY) ----- 4%
- (DON'T READ)** Did not receive aid-----34%
- (DON'T READ)** DK/NA ----- 6%

**MY NEXT QUESTIONS WILL TURN TO INTERACTIONS YOU MAY HAVE HAD WITH THE CITY.**

15. **(T- JDF)** In the past year, have you been involved in the City's building permitting process? **(IF YES, ASK: Was that interaction in person or online?)**

- TOTAL YES**-----**14%**
- Yes, in person----- 3%
- Yes, online----- 5%
- Yes, both----- 6%
- No -----84%
- (DON'T READ)** DK/NA ----- 2%

**(ASK IF Q15 = CODE 1 OR 2 OR 3); n=46**

16. In general, would you say that the City staff involved in that process were very, somewhat, not very, or not at all \_\_\_\_\_? How about \_\_\_\_\_? **(IF INTERACTED WITH MORE THAN ONE STAFF MEMBER, SAY: What about the most recent staff member you talked to, or City staff overall?) (RANDOMIZE)**

	<u>VERY</u>	<u>SMWT</u>	<u>NOT VERY</u>	<u>NOT AT ALL</u>	<u>(IT VARIES)</u>	<u>(NO OP/DK/NA)</u>	<u>VERY/SMWT</u>	<u>TOTAL NOT</u>
[ ]a. <b>(T- JDF)</b> Courteous-----	53 %	37 %	3 %	5 %	0 %	3 %	90 %	7 %
[ ]b. <b>(T- JDF)</b> Helpful-----	39 %	42 %	7 %	10 %	0 %	1 %	82 %	17 %
[ ]c. <b>(T- JDF)</b> Fair-----	43 %	43 %	2 %	8 %	0 %	4 %	86 %	10 %
[ ]d. <b>(T- JDF)</b> Responsive to your needs-----	38 %	35 %	13 %	10 %	0 %	4 %	73 %	23 %
[ ]e. <b>(T- JDF)</b> Consistent in their instructions-----	42 %	40 %	8 %	9 %	0 %	1 %	82 %	17 %

**(ASK IF Q15 = CODE 1 OR 2 OR 3)**

17. Overall, would you say that the permitting process was very easy, somewhat easy, somewhat difficult, or very difficult?

	<u>2012</u>	<u>2015</u>	<u>2022</u>
<b>TOTAL EASY</b> -----	<b>50%</b>	<b>63%</b>	<b>57%</b>
Very easy-----	19%	30%	23%
Somewhat easy-----	31%	33%	33%
<b>TOTAL DIFFICULT</b> -----	<b>48%</b>	<b>34%</b>	<b>42%</b>
Somewhat difficult-----	36%	24%	29%
Very difficult-----	12%	10%	14%
<b>(DON'T READ) DK/NA</b> -----	<b>2%</b>	<b>3%</b>	<b>1%</b>

**(RESUME ASKING ALL RESPONDENTS)**

18. Do you prefer utilizing the permitting process online or in person, or does it make no difference to you?

Online-----	34%
In person-----	16%
It makes no difference-----	38%
<b>(DON'T READ) DK/NA</b> -----	<b>12%</b>

19. **(T- JDF)** Also in the past year, have you contacted any **(IF Q15 = CODE 1: other)** member(s) of the City staff for information or assistance? **(IF YES, ASK: Was that interaction in person or online?)**

<b>TOTAL YES</b> -----	<b>34%</b>
Yes, in person-----	12%
Yes, online-----	15%
Yes, both-----	8%
No-----	64%
<b>(DON'T READ) DK/NA</b> -----	<b>2%</b>



**(ASK IF Q19 = CODE 1); n=39**

20. In general, would you say that the City staff involved in that process were very, somewhat, not very, or not at all \_\_\_\_\_? How about \_\_\_\_\_? **(IF INTERACTED WITH MORE THAN ONE STAFF MEMBER, SAY: What about the most recent staff member you talked to, or City staff overall?) (RANDOMIZE)**

	<u>VERY</u>	<u>SMWT</u>	<u>NOT VERY</u>	<u>NOT AT ALL</u>	<u>(IT VARIES)</u>	<u>(NO OP/DK/NA)</u>	<u>VERY/SMWT</u>	<u>TOTAL NOT</u>
[ ]a. <b>(T- JDF)</b> Courteous-----	86 %	9 %	3 %	2 %	0 %	0 %	95 %	5 %
[ ]b. <b>(T- JDF)</b> Helpful-----	79 %	14 %	1 %	5 %	0 %	0 %	93 %	7 %
[ ]c. <b>(T- JDF)</b> Fair-----	81 %	12 %	2 %	3 %	0 %	2 %	93 %	5 %
[ ]d. <b>(T- JDF)</b> Responsive to your needs-----	78 %	16 %	1 %	5 %	0 %	0 %	93 %	7 %
[ ]e. <b>(T- JDF)</b> Consistent in their instructions-----	81 %	11 %	4 %	3 %	0 %	2 %	92 %	7 %

**(RESUME ASKING ALL RESPONDENTS)**

21. **(T- JDF)** And turning toward the future ... Do you feel your business will definitely, probably, probably not, or definitely not be in Pleasanton two years from now?

Definitely-----	46 %
Probably-----	35 %
Probably not-----	4 %
Definitely not-----	2 %
Not sure-----	12 %
Will not be in business then/retiring -----	0 %
<b>(DON'T READ)</b> DK/NA -----	0 %

**(ASK IF Q21 = CODES 1-5 OR 7); n=328**

22. Also two years from now, do you feel your business will have more, less, or about the same \_\_\_\_\_? How about \_\_\_\_\_? **(RANDOMIZE)**

	<u>MORE</u>	<u>LESS</u>	<u>SAME</u>	<u>(DK/NA)</u>
[ ]a. <b>(T- JDF)</b> Amount of revenue-----	41 %	16 %	26 %	17 %
[ ]b. <b>(T- JDF)</b> Number of square feet of space -----	15 %	15 %	56 %	14 %
[ ]c. <b>(T- JDF)</b> Number of employees-----	29 %	14 %	35 %	21 %

**(RESUME ASKING ALL RESPONDENTS)**

**MY NEXT QUESTIONS HAVE TO DO WITH INTERNET AND PHONE SERVICE.**

23. Now thinking about internet and cell phone service. Would you say that \_\_\_\_\_ is very important, somewhat important, not very important, or not at all important to your business? How about \_\_\_\_\_? (RANDOMIZE)

	<u>VERY</u> <u>IMPT</u>	<u>SMWT</u> <u>IMPT</u>	<u>NOT</u> <u>VERY</u> <u>IMPT</u>	<u>NOT</u> <u>AT ALL</u> <u>IMPT</u>	<u>(DK/NA</u> <u>NO OPIN)</u>	<u>TOTAL</u> <u>IMPT</u>	<u>TOTAL</u> <u>NOT</u> <u>IMPT</u>
[ ]a. (T- JDF) Reliable internet service-----	93%	3%	0%	1%	2%	97%	1%
[ ]b. (T- JDF) High-speed internet service-----	90%	6%	1%	1%	1%	97%	2%
[ ]c. (T- JDF) Reliable cell phone service-----	88%	7%	2%	1%	2%	95%	3%

24. Have you found that obtaining \_\_\_\_\_ is (ROTATE) [ ] a major problem, a minor problem, or [ ] not a problem at all) in Pleasanton? How about \_\_\_\_\_? (RANDOMIZE)

	<u>MAJOR</u> <u>PROB</u>	<u>MINOR</u> <u>PROB</u>	<u>NOT A</u> <u>PROB</u>	<u>(DK/NA)</u>	<u>TOTAL</u> <u>PROB</u>
[ ]a. (T- JDF) Reliable internet service-----	15%	31%	49%	5%	46%
[ ]b. (T- JDF) High-speed internet service-----	15%	28%	51%	5%	43%
[ ]c. (T- JDF) Reliable cell phone service-----	18%	28%	51%	2%	46%

25. Do you feel the City of Pleasanton should definitely, probably, probably not, or definitely not play a role in the development of internet and cell phone service in Pleasanton?

	<u>2015</u>	<u>2022</u>
Definitely-----	38%	40%
Probably-----	19%	26%
Probably not -----	16%	13%
Definitely not -----	12%	11%
(DON'T READ) DK/NA -----	14%	10%

26. (T- JDF) Now thinking about everything we have been discussing, plus anything else that may be important to you, what else would you like to tell the City about doing business in Pleasanton? (**PROBE FOR CLARITY AND SPECIFICS. PROBE FOR OTHER REASONS: What else? RECORD VERBATIM; RECORD UP TO 3 REASONS**)

Business support-----	20%
City support-----	11%
COVID-19/mandates -----	7%
Can't think of any/We have discussed everything -----	6%
Improve parking-----	5%
Crime/public safety -----	5%
General positive (Good, okay, etc.)-----	5%
Cell tower/WIFI/technology-----	5%
Better downtown/Main St.-----	5%
Roads/routes/traffic-----	5%
Cost of living -----	5%
Affordability for housing/offices -----	4%
Better communication -----	4%
Taxes-----	3%
Love doing business -----	3%
Speed up permit process -----	3%
Infrastructure-----	3%
Address homelessness -----	2%
More street events-----	2%
More signage/advertisements-----	2%
Water quality-----	1%
No government-----	1%
Work with non-profits-----	1%
No issues -----	1%
Other-----	7%
Nothing/None-----	27%
Don't know/Not sure -----	1%

**IN ORDER TO CLASSIFY YOUR RESPONSES ALONG WITH OTHERS, I NEED TO ASK JUST A FEW QUESTIONS ABOUT YOUR BUSINESS.**

27. Is your business \_\_\_\_\_ (**READ EACH, RECORD RESPONSE**)? (**RANDOMIZE**)

	<u>YES</u>	<u>NO</u>	<u>DK/NA</u>
[ ]a. A small business-----	86%	11%	2%
[ ]b. Headquartered in Pleasanton-----	74%	24%	2%
[ ]c. Minority-owned-----	32%	63%	5%
[ ]d. Woman-owned -----	42%	55%	3%
[ ]e. LGBTQ+ owned -----	4%	89%	7%

(DON'T READ)

28. (T- JDF) How many years has your business been in Pleasanton? (OPEN-ENDED; RECORD VERBATIM AND THEN CODE BELOW)

Fewer than 5 years -----	20%
5-10 -----	25%
11-20-----	21%
21 years or more-----	31%
(DON'T READ) DK/NA -----	3%

29. (T- JDF) Approximately how many square feet does your business have in Pleasanton? (OPEN-ENDED; RECORD VERBATIM AND THEN CODE TO BELOW)

Fewer than 2,500 square feet-----	43%
2,500-3,500 square feet-----	11%
3,501-4,500 square feet-----	3%
4,501-5,500 square feet-----	2%
More than 5,500 square feet-----	13%
(DON'T READ) DK/NA -----	28%

30. (T- JDF) How many employees do you have in Pleasanton? (OPEN-ENDED; RECORD VERBATIM AND THEN CODE TO BELOW)

1 (self-employed) -----	23%
2-5-----	34%
6-15 -----	20%
16-25-----	6%
26-50-----	7%
51-250 -----	2%
(DON'T READ) DK/NA -----	8%

31. And how many employees do you have outside of Pleasanton? (OPEN-ENDED; RECORD VERBATIM AND THEN CODE TO BELOW)

0 -----	48%
1-5-----	16%
6-15 -----	8%
16-25-----	2%
26-50-----	3%
51-250 -----	3%
251-500-----	1%
(DON'T READ) DK/NA -----	19%

<b>THANK AND TERMINATE</b>
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**MODE**

Phone -----48 %  
 Online-----52 %

**ZIP**

94588 -----50 %  
 94566 -----50 %

**NUMBER OF EMPLOYEES**

0-2-----55 %  
 3-10 -----28 %  
 11-50-----16 %  
 50+ ----- 1 %

**BUSINESS TYPE**

Business services -----35 %  
 Education/Instruction ----- 5 %  
 Healthcare -----10 %  
 Non-profit----- 4 %  
 Personal services-----10 %  
 Professional services-----11 %  
 Recreation/Tourism ----- 1 %  
 Restaurant/Food ----- 6 %  
 Retail ----- 8 %  
 Trade Services -----10 %