
2017 Winchester Community Survey

Executive Summary Report

Overview and Methodology

The City of Winchester conducted its fourth community survey during September and October of 2017. Previous surveys were administered in 2008, 2011, and 2014. The purpose of the survey was to assess citizen satisfaction with the delivery of major city services and to help determine priorities for the community as part of the City's on-going planning process.

The survey was six pages long and took approximately 15-20 minutes to complete. It was administered by mail and online to a random sample of 628 residents. The overall results of the survey have a precision of at least +/-3.9% at the 95% level of confidence.

Interpretation of “Don’t Know” Responses. The percentage of persons who gave “don’t know” responses is important because it often reflects the level of utilization of City services. For graphical purposes, the percentage of “don’t know” responses has been excluded to facilitate valid comparisons with other communities and the results of previous surveys. The percentage of “don’t know” responses for each question is provided in the Tabular Data Section of this report. When the “don’t know” responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “*who had an opinion.*”

This report contains the following:

- a summary of the methodology for administering the survey and major findings
- charts showing the overall results for the survey (Section 1)
- Trend charts that show how the 2017 results compare to results in 2014 and 2008 (Section 2)
- benchmarking data that show how the results for the City of Winchester compare to other cities in the United States and the Atlantic region (Section 3)
- Importance-Satisfaction analysis that identifies priorities for investment (Section 4)
- tabular data showing the overall results for all questions on the survey (Section 5)
- a copy of the cover letter and survey instrument (Section 6)

GIS mapping of the survey results are published separately as Appendix A.

- **Overall Satisfaction With Services Provided by the City of Winchester:** The highest levels of satisfaction with City services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were the quality of public safety services (89%), the quality of parks and recreation facilities (80%), and efforts to revitalize downtown (75%).
- **Services That Residents Thought Should Receive the Most Emphasis from City Leaders Over the Next Two Years:** The three City services that residents thought were the most important to emphasize over the next two years were: (1) management of traffic flow on City streets (45%), (2) the maintenance of city streets (43%) and (3) the quality of public schools (39%).
- **Perceptions of Life in the City:** Eighty percent (80%) of residents, *who had an opinion*, were either “very satisfied” or “satisfied” with the quality of life in the City; 14% were “neutral” and only 7% were “dissatisfied.” Sixty-nine percent (69%) were “very satisfied” or “satisfied” with the overall quality of services provided by the City.
- **Parks and Recreation:** The parks and recreation services with the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the maintenance of City parks (80%), the availability of information about recreation programs (69%), and the availability of City recreation facilities (68%). Residents were least with the quality of quality of recreation programs for adults (52%) and the quality of the indoor pool in Jim Barnett Park (52%). Residents indicated walking and biking trails and maintenance of City parks should receive the most emphasis over the next two years.
- **Public Safety:** Residents were generally satisfied with the quality of public safety services provided by the City. The public safety services with the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of fire services (90%), how quickly fire and emergency services respond (89%), and the overall quality of emergency medical service (88%). Residents were least satisfied with the amount of street lighting (56%). Residents indicated visibility of police in neighborhoods and efforts by the City to prevent crime should receive the most emphasis over the next two years.
- **How Safe Residents Feel in Certain Situations:** Based on the percentage of respondents who indicated they felt “very safe” or “safe,” 93% of respondents felt safe walking in their neighborhood during the day. Other places where residents felt safe include: downtown Winchester during the day (93%) and in City parks during the day (84%). Respondents felt the most “unsafe” in City parks after dark (49% “unsafe”).

- **City Maintenance:** The maintenance services with the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the cleanliness of downtown Winchester (79%) and condition of street signs and traffic signals (78%). Residents were least satisfied with the condition of sidewalks in their neighborhood (43%). Residents indicated management of traffic flow at major City intersections and condition of sidewalks in their neighborhood should receive the most emphasis over the next two years.
- **City Communication:** The City communication services with the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the availability of information about city services and activities (64%) and timeliness of information provided by the City (58%). Residents were least satisfied with the public’s ability to be involved in local decisions (31%). Residents indicated opportunities for citizens to be involved in local decisions and efforts to inform citizens about local issues should receive the most emphasis over the next two years.
- **Code Enforcement:** The highest levels of satisfaction with the enforcement of City codes and ordinances, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the enforcement of sign regulations (52%), and the enforcement of the cleanup of litter and debris on private property (45%). Residents were least satisfied with the enforcement of removal of dilapidated housing and blighted property (31%). Residents indicated enforcing removal of dilapidated housing and blighted property and enforcing cleanup of junk and debris on private property should receive the most emphasis over the next two years.
- **Utility Services and Public Works:** The highest levels of satisfaction with the City’s utility services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: yard waste curbside collection (86%), curbside recycling services (86%), and residential trash collection services (85%). Respondents were least satisfied with snow removal on streets in their neighborhood (61%). Residents indicated snow removal on streets in their neighborhood and snow removal on major City streets should receive the most emphasis over the next two years.
- **How Respondents Rate Aspects of Winchester:** Based on the sum of respondents who rated the aspect as “excellent” or “good,” 82% rated Winchester as an excellent or good place to live and 77% as a place to raise children. Sixteen percent (16%) of respondents rated the direction that the City is currently moving as “fair” or “poor.”

Short-Term Trends

From 2014 to 2017, satisfaction ratings **improved in 63 of the 74 areas** that were assessed, stayed the same in 7 areas, and decreased in 4 areas. There were significant increases (4% or more) in satisfaction in 33 of these areas and no significant decreases. The 33 areas that have had a significant increase in satisfaction since 2014 are listed below:

Service	2017	2014	Difference	Category
Outdoor athletic facilities	60%	44%	16%	Parks and Recreation
Walking and biking trails	61%	47%	14%	Parks and Recreation
Attractiveness of streetscapes/medians	74%	61%	13%	Maintenance Services
Snow removal on neighborhood streets	61%	48%	13%	Utility Services & Public Works
Snow removal on major City streets	76%	65%	11%	Utility Services & Public Works
Management of traffic flow on city streets	60%	50%	10%	Overall City Services
Enforcing overcrowding regulations	32%	23%	9%	Code Enforcement
Feeling of safety in commercial/retails areas outside of downtown	64%	56%	8%	Perceptions of Safety
Ease of paying bills, etc. on City's website	51%	43%	8%	Communication
Availability of information about recreation programs	69%	62%	7%	Parks and Recreation
Quality of recreation programs for seniors	53%	46%	7%	Parks and Recreation
Feeling of safety in downtown Winchester after dark	49%	42%	7%	Perceptions of Safety
Enforcing cutting of weeds/grass on private property	43%	36%	7%	Code Enforcement
Efforts to remove abandoned/inoperative vehicles	41%	34%	7%	Code Enforcement
Ratings of the City as a place to work	69%	62%	7%	Overall Ratings
Customer service	73%	67%	6%	Overall City Services
Effectiveness of communication	57%	51%	6%	Overall City Services
Availability of City recreation facilities	68%	62%	6%	Parks and Recreation
Police efforts to reduce gang related activity	60%	54%	6%	Public Safety
Efforts by the City to prevent crime	65%	60%	5%	Public Safety
Amount of street lighting	56%	51%	5%	Public Safety
Feeling of safety in City parks after dark	21%	16%	5%	Perceptions of Safety
Condition of streets in your neighborhood	67%	62%	5%	Maintenance Services
Condition of sidewalks in your neighborhood	43%	38%	5%	Maintenance Services
City efforts to keep residents informed	56%	51%	5%	Communication
Enforcement of sign regulations	52%	47%	5%	Code Enforcement
Clean-up of junk/debris on private property	45%	40%	5%	Code Enforcement
Parks and recreation programs and facilities	80%	76%	4%	Overall City Services
Overall quality of City services provided	69%	65%	4%	Perceptions of the City
Maintenance of City parks	80%	76%	4%	Parks and Recreation
Visibility of police in downtown Winchester	68%	64%	4%	Public Safety
Cleanliness of public areas	70%	66%	4%	Maintenance Services
Availability of information about City services/programs	64%	60%	4%	Communication

Long-Term Trends

From 2008 to 2017, satisfaction ratings **improved in 46 of the 63 areas** that were assessed, stayed the same in 7 areas, and decreased in 10 areas. There were significant increases in satisfaction (4% or more) in 29 of these areas, and only one significant decrease. The areas that have had the most significant increases in satisfaction since 2008 are listed below:

Service	2017	2008	Difference	Category
Management of traffic flow on city streets	60%	33%	27%	Overall City Services
Walking and biking trails	61%	40%	21%	Parks and Recreation
Feeling of safety in commercial/retail areas outside of	64%	47%	17%	Perceptions of Safety
Visibility of police in neighborhoods	62%	49%	13%	Public Safety
Attractiveness of streetscapes/medians	74%	61%	13%	Maintenance Services
How well the City is managing growth	48%	37%	11%	Perceptions of the City
Value received for local tax dollars/fees	53%	43%	10%	Perceptions of the City
Condition of major city streets	74%	64%	10%	Maintenance Services
Direction that the City is currently moving	62%	52%	10%	Overall Ratings
Maintenance of streets	62%	53%	9%	Overall City Services
Effectiveness of communication	57%	48%	9%	Overall City Services
Availability of City recreation facilities	68%	59%	9%	Parks and Recreation
Condition of street signs and traffic signals	78%	69%	9%	Maintenance Services
Cleanliness of public areas	70%	62%	8%	Maintenance Services
Availability of information about recreation programs	69%	63%	6%	Parks and Recreation
How quickly police respond to emergencies	76%	70%	6%	Public Safety
Snow removal on major City streets	76%	70%	6%	Utility Services & Public Works
Police efforts to reduce gang related activity	60%	55%	5%	Public Safety
Cleanliness of stormwater drains in neighborhood	64%	59%	5%	Maintenance Services
Availability of information about City services/programs	64%	59%	5%	Communication
Timeliness of information provided by government	58%	53%	5%	Communication
Enforcing overcrowding regulations	32%	27%	5%	Code Enforcement
Public safety services	89%	85%	4%	Overall City Services
Customer service	73%	69%	4%	Overall City Services
Emergency preparedness	70%	66%	4%	Overall City Services
Public transportation services	51%	47%	4%	Overall City Services
Efforts by the City to prevent crime	65%	61%	4%	Public Safety
City efforts to keep residents informed	56%	52%	4%	Communication
How quickly City staff responded to request	71%	67%	4%	Customer Service

How Winchester Compares to Other Communities

Satisfaction ratings for Winchester **rated above the U.S. average in 49 of the 61 areas** that were assessed. Winchester rated significantly higher than the U.S. average (4% or more above) in 43 of these areas. Listed below are the comparisons between Winchester and the U.S. average:

Service	Winchester	U.S.	Difference	Category
Customer service by water/sewer employees	81%	48%	33%	Utility Services & Public Works
Quality of customer service	73%	47%	26%	Overall City Services
Condition of major City streets	74%	50%	24%	Maintenance Services
Maintenance of streets	62%	41%	21%	Overall City Services
Overall quality of City services provided	69%	49%	20%	Perceptions of the City
Attractiveness of streetscapes/medians	74%	54%	20%	Maintenance Services
Yard waste curbside collection	86%	66%	20%	Utility Services & Public Works
Condition of streets in your neighborhood	67%	48%	19%	Maintenance Services
Cleanliness of stormwater drains in neighborhood	64%	46%	18%	Maintenance Services
Availability of info on City services/activities	64%	46%	18%	Communication
Snow removal on major City streets	76%	58%	18%	Utility Services & Public Works
Curbside recycling services	86%	69%	17%	Utility Services & Public Works
Quality of parks & recreation facilities	80%	64%	16%	Overall City Services
Value received for City tax dollars/fees	53%	38%	15%	Perceptions of the City
As a place to work	69%	54%	15%	Overall Ratings
The accuracy of the info/assistance given	72%	58%	14%	Customer Service
How well your issue was handled	64%	50%	14%	Customer Service
Snow removal on streets in your neighborhood	61%	48%	13%	Utility Services & Public Works
Quality of public safety services	89%	77%	12%	Overall City Services
Residential trash collection services	85%	73%	12%	Utility Services & Public Works
How quickly City staff responded to request	71%	59%	12%	Customer Service
As a place to live	82%	70%	12%	Overall Ratings
How quickly police respond to emergencies	76%	65%	11%	Public Safety
Effectiveness of communication by City government	57%	47%	10%	Overall City Services
Maintenance of City parks	80%	70%	10%	Parks and Recreation
Overall quality of police protection	80%	70%	10%	Public Safety
Efforts to keep you informed about local issues	56%	46%	10%	Communication
Efforts by City to prevent crime	65%	56%	9%	Public Safety
As a place to raise children	77%	68%	9%	Overall Ratings
Direction that the City is currently moving	62%	53%	9%	Overall Ratings
Quality of public (bus) transportation services	51%	43%	8%	Overall City Services
Overall quality of emergency medical service	88%	80%	8%	Public Safety
Cleanliness of public areas	70%	62%	8%	Maintenance Services
Timeliness of information provided by City	58%	50%	8%	Communication
Quality of public schools	63%	56%	7%	Overall City Services
Overall quality of life in the City	80%	73%	7%	Perceptions of the City
Visibility of police in downtown/retail area	68%	61%	7%	Public Safety
Overall quality of fire services	90%	83%	7%	Public Safety
Condition of street signs/traffic signals	78%	71%	7%	Maintenance Services
Condition of sidewalks on major City streets	54%	47%	7%	Maintenance Services
Emergency preparedness	70%	65%	5%	Overall City Services
How quickly fire & emergency services respond	89%	84%	5%	Public Safety
Enforcing cleanup of junk/debris on private property	45%	41%	4%	Code Enforcement
Visibility of police in neighborhoods	62%	59%	3%	Public Safety
Walking & biking trails in City	61%	59%	2%	Parks and Recreation
Enforcing cutting of weeds/grass on private property	43%	41%	2%	Code Enforcement
How well the City is managing growth	48%	47%	1%	Perceptions of the City
Condition of sidewalks in your neighborhood	43%	42%	1%	Maintenance Services
Enforcing sign regulations	52%	51%	1%	Code Enforcement

Investment Priorities

Recommended Priorities for the Next Two Years. In order to help the City identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance that residents placed on each City service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City services over the next two years. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings.

Details regarding the methodology for the analysis are provided in the Section 4 of this report. Based on the results of the Importance-Satisfaction (I-S) Analysis, ETC Institute recommends the following:

- **Overall Priorities for the City by Major Category.** This analysis reviewed the importance of and satisfaction with major categories of City services. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the major services that are recommended as the top priorities for investment over the next two years in order to raise the City’s overall satisfaction rating are listed below:
 - Management of traffic flow on City streets (I-S Rating=0.2245)
 - Maintenance of streets (I-S Rating=0.1623)
 - Quality of public schools (I-S Rating=0.1439)

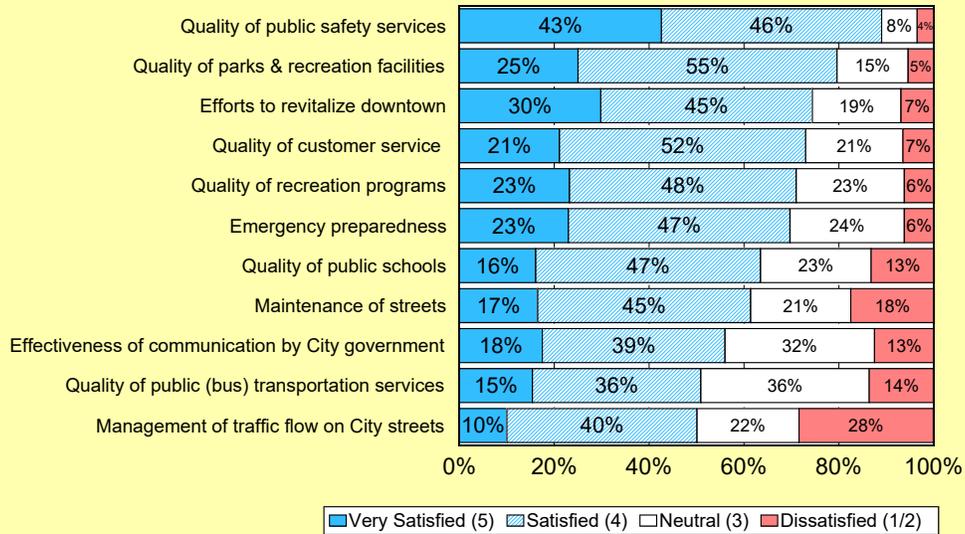
The table below shows the Importance-Satisfaction rating for all eleven major categories of City services that were rated.

Importance-Satisfaction Rating						
City of Winchester - 2017						
OVERALL - CITY SERVICES						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Ranking
<i>Very High Priority (IS > .20)</i>						
Management of traffic flow on City streets	45%	1	50%	11	0.2245	1
<i>High Priority (IS .10-.20)</i>						
Maintenance of streets	43%	2	62%	8	0.1623	2
Quality of public schools	39%	3	63%	7	0.1439	3
<i>Medium Priority (IS < .10)</i>						
Emergency preparedness	26%	5	70%	6	0.0771	4
Effectiveness of communication by City government	17%	7	57%	9	0.0735	5
Efforts to revitalize downtown	22%	6	75%	3	0.0558	6
Quality of public (bus) transportation services	11%	8	51%	10	0.0534	7
Quality of public safety services	34%	4	89%	1	0.0375	8
Quality of customer service	8%	10	73%	4	0.0216	9
Quality of parks & recreation facilities	11%	9	80%	2	0.0214	10
Quality of recreation programs	6%	11	71%	5	0.0186	11

Section 1:
Charts and Graphs

Q1. Overall Satisfaction With City Services by Major Category

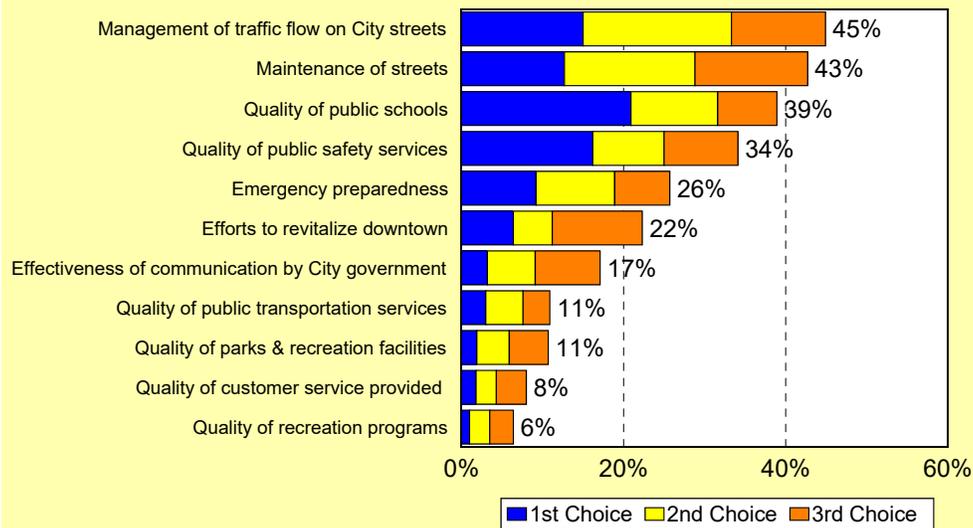
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



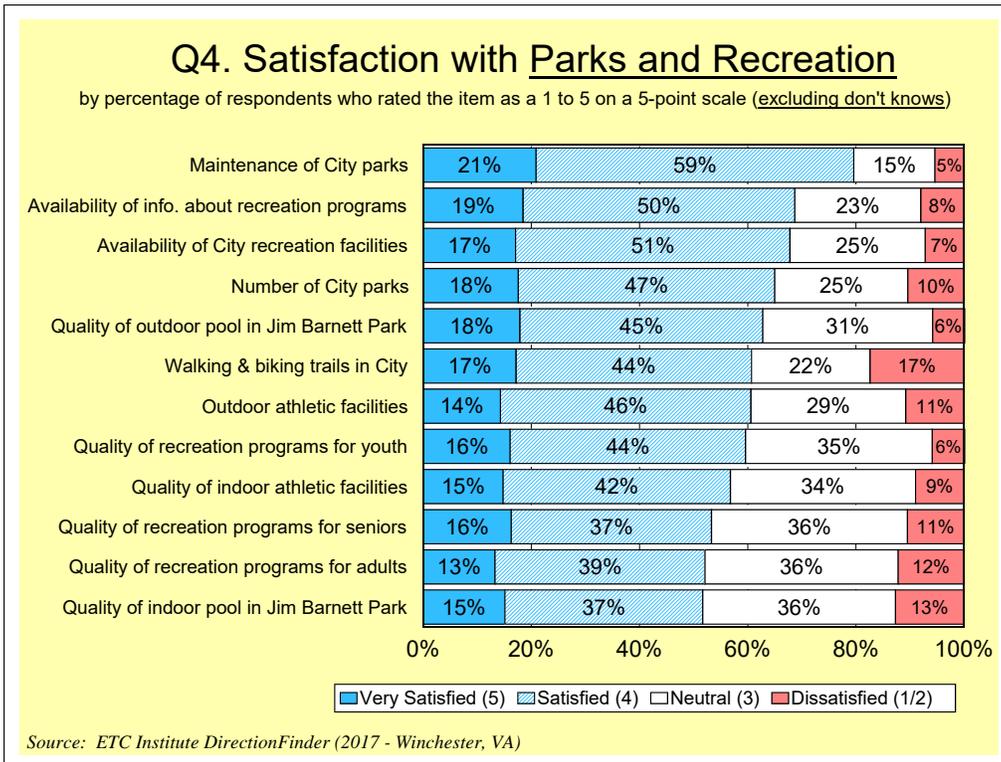
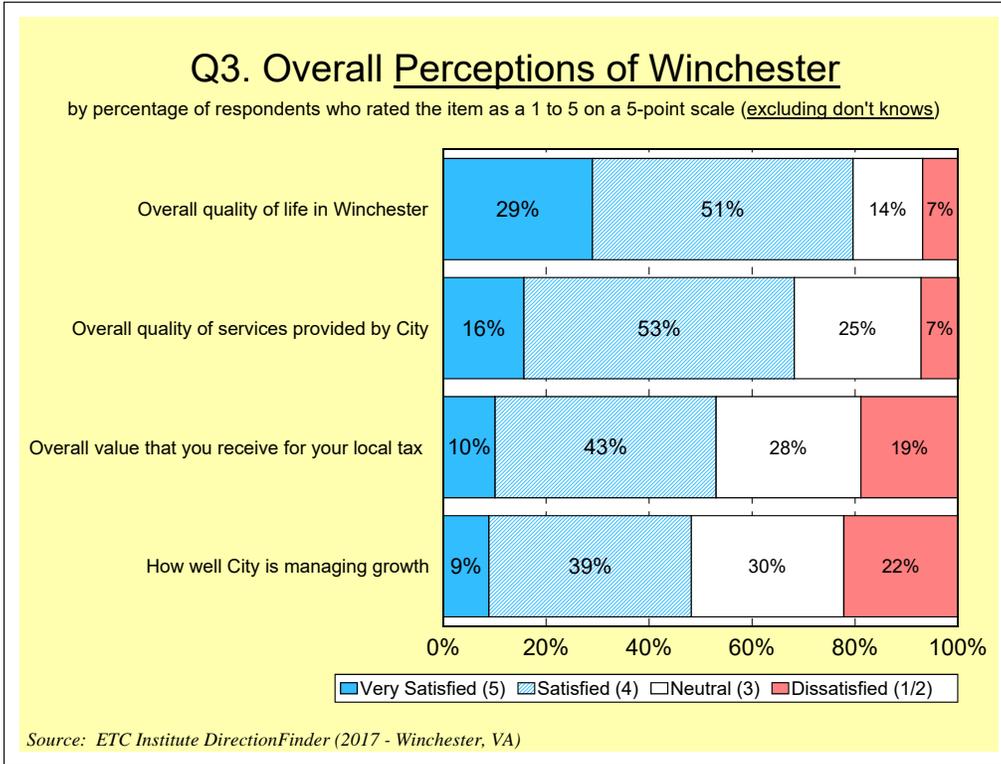
Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q2. City Issues That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices

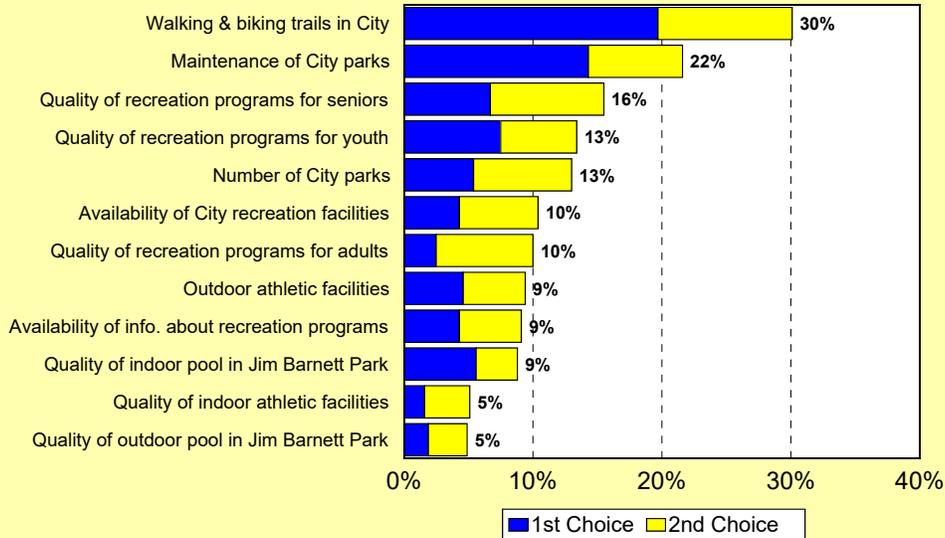


Source: ETC Institute DirectionFinder (2017 - Winchester, VA)



Q5. Parks and Recreation Issues That Should Receive the Most Emphasis Over the Next Two Years

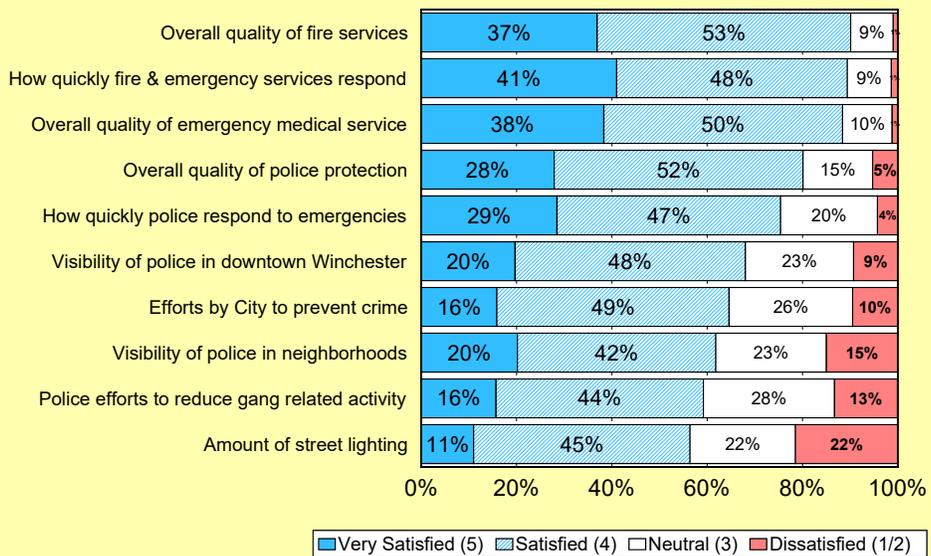
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q6. Satisfaction with Public Safety

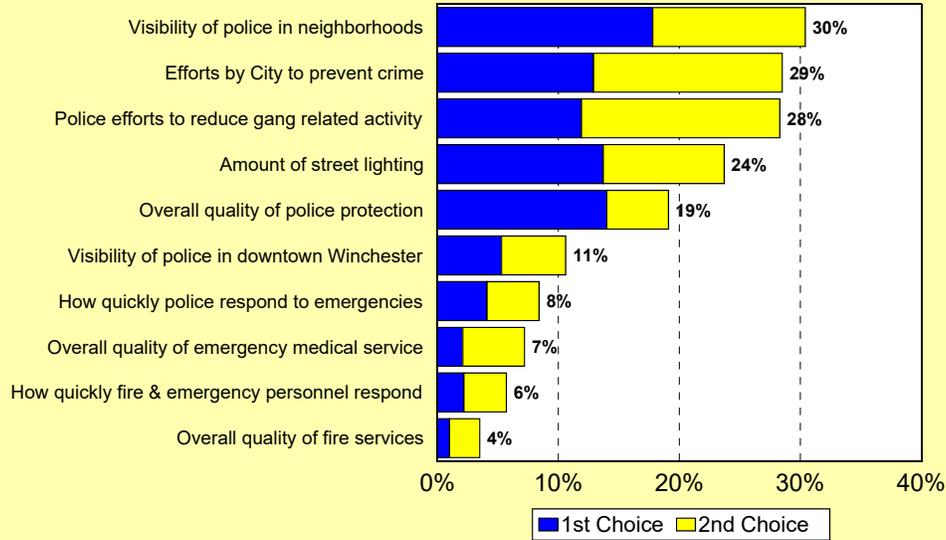
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q7. Public Safety Issues That Should Receive the Most Emphasis Over the Next Two Years

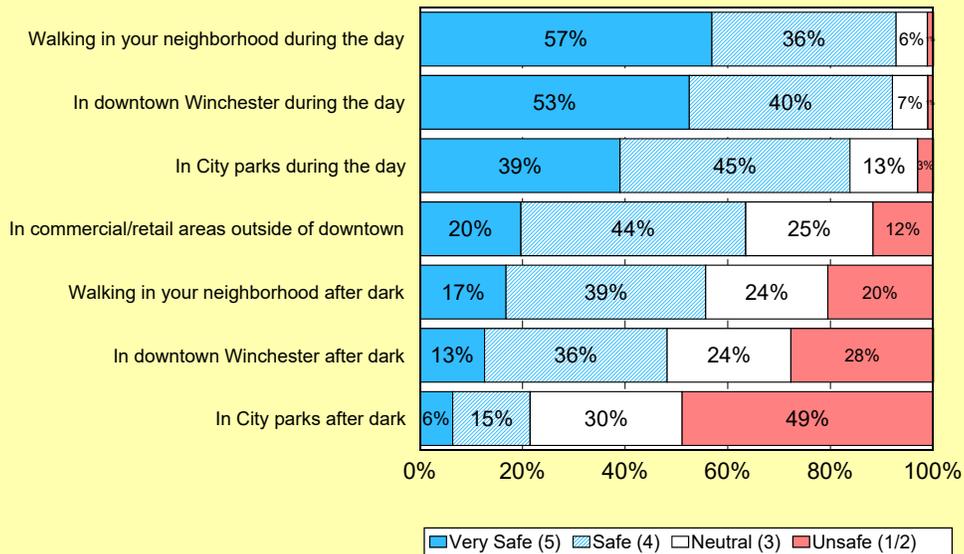
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q8. How Safe Residents Feel in Certain Situations

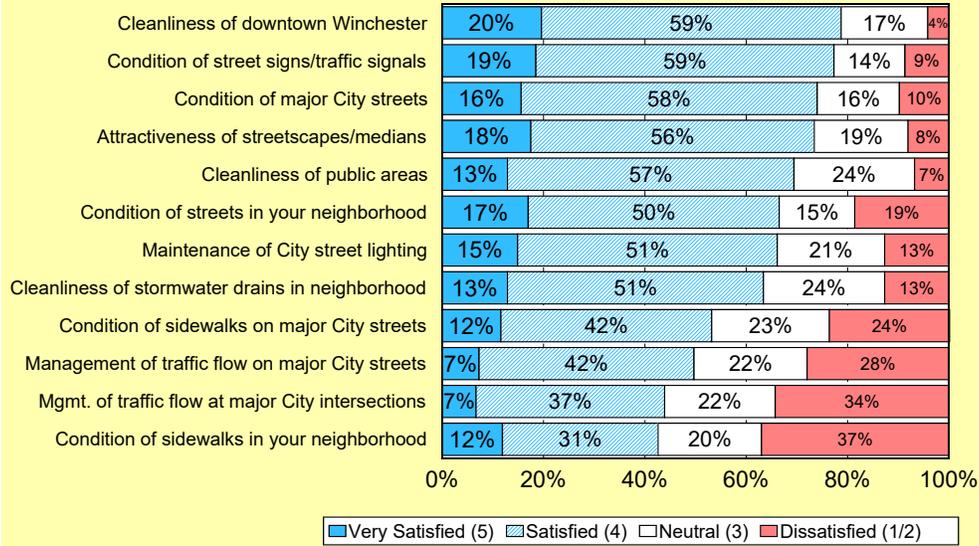
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q9. Satisfaction with Maintenance in the City of Winchester

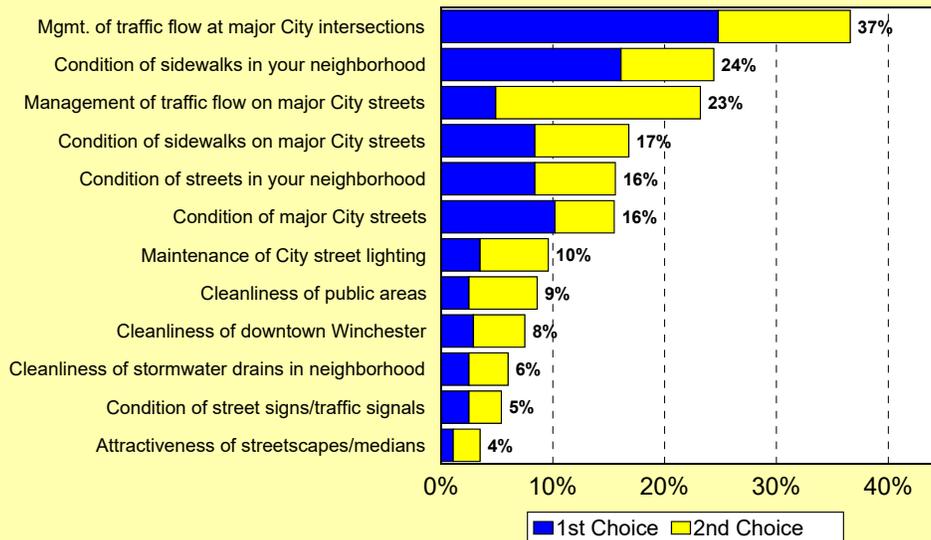
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q10. Maintenance Issues That Should Receive the Most Emphasis Over the Next Two Years

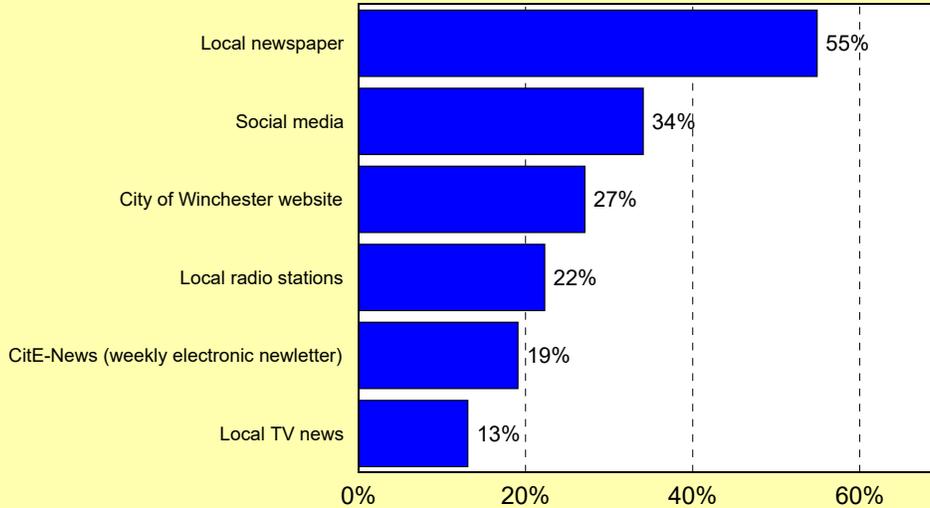
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q11. How Residents Prefer to Get News About the City of Winchester Government

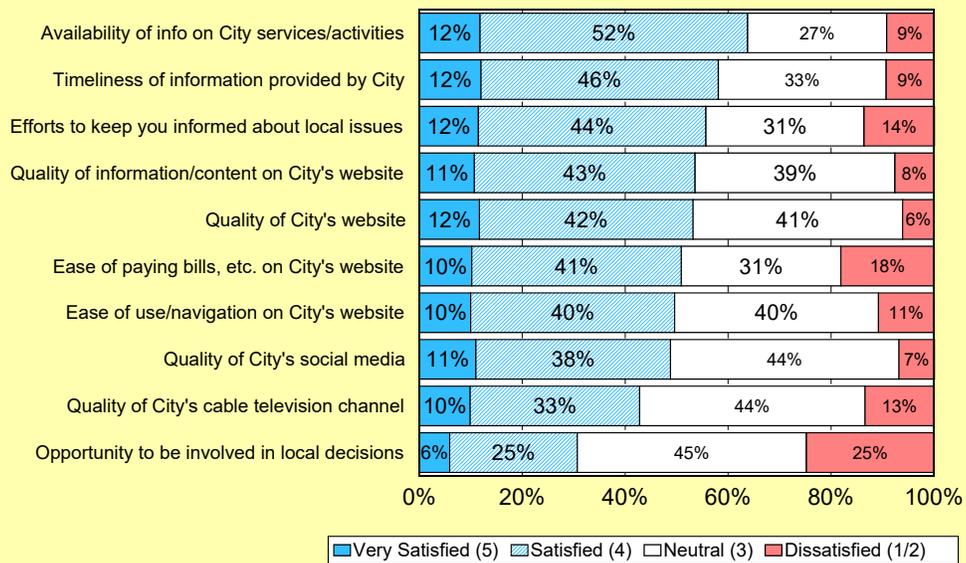
by percentage of respondents (multiple selections could be made)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q12. Satisfaction with Communication

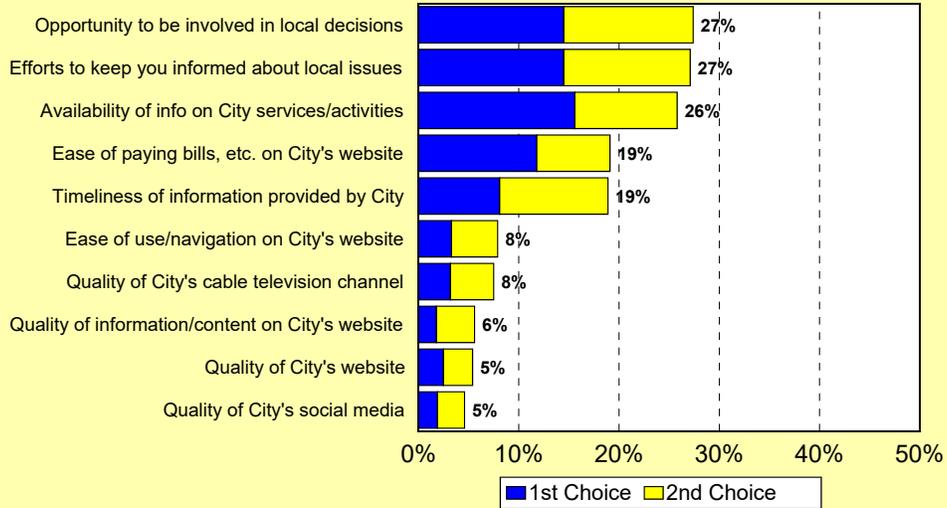
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q13. Communication Issues That Should Receive the Most Emphasis Over the Next Two Years

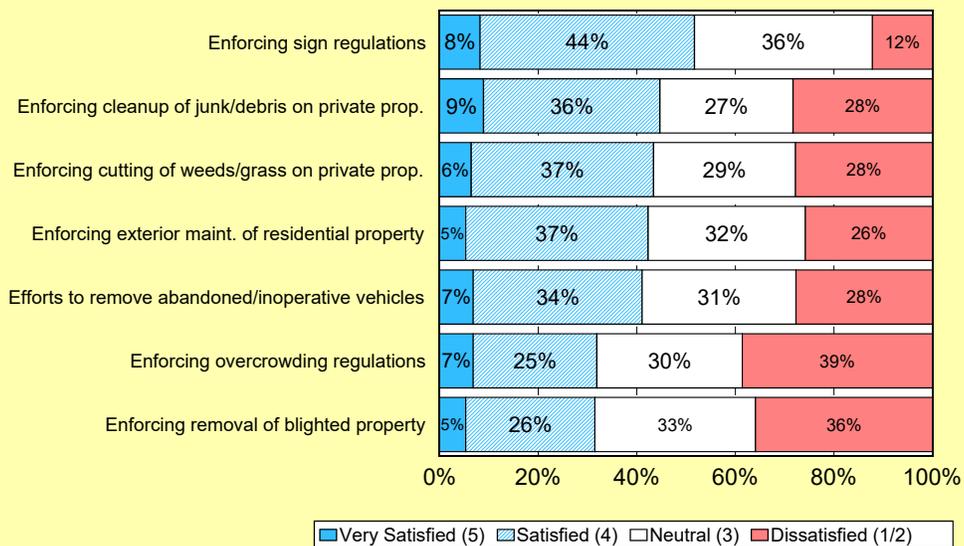
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q14. Overall Satisfaction With Code Enforcement

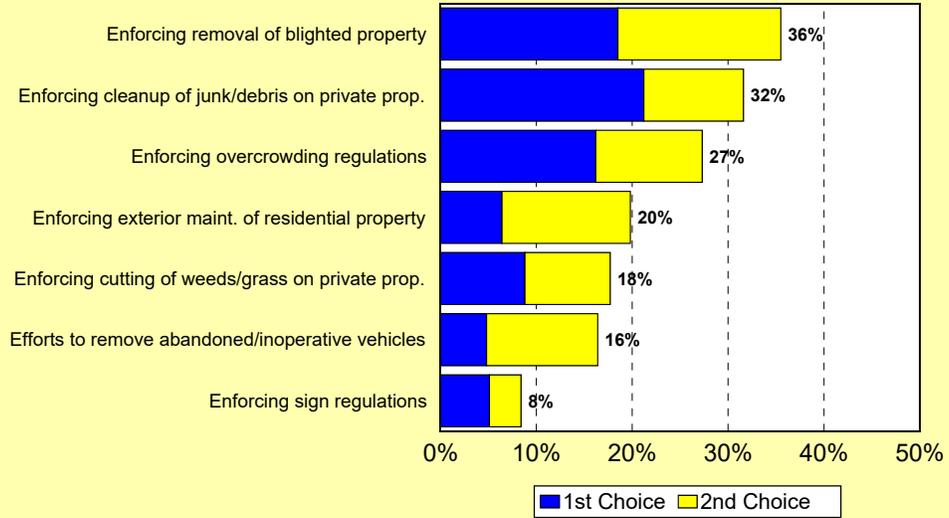
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q15. Code Enforcement Issues that Should Receive the Most Emphasis Over the Next Two Years

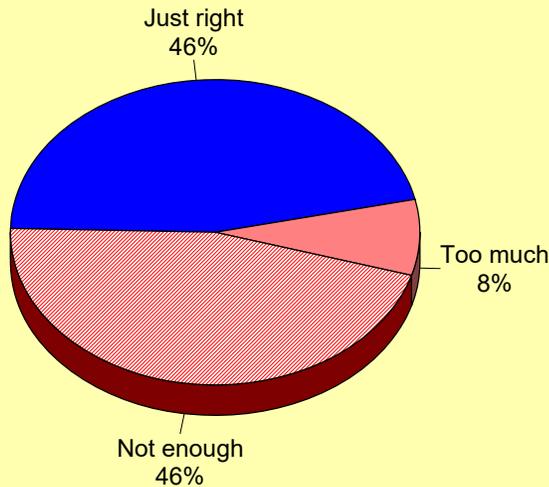
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q16. Do you think the current level of code enforcement is too much, just right, or not enough?

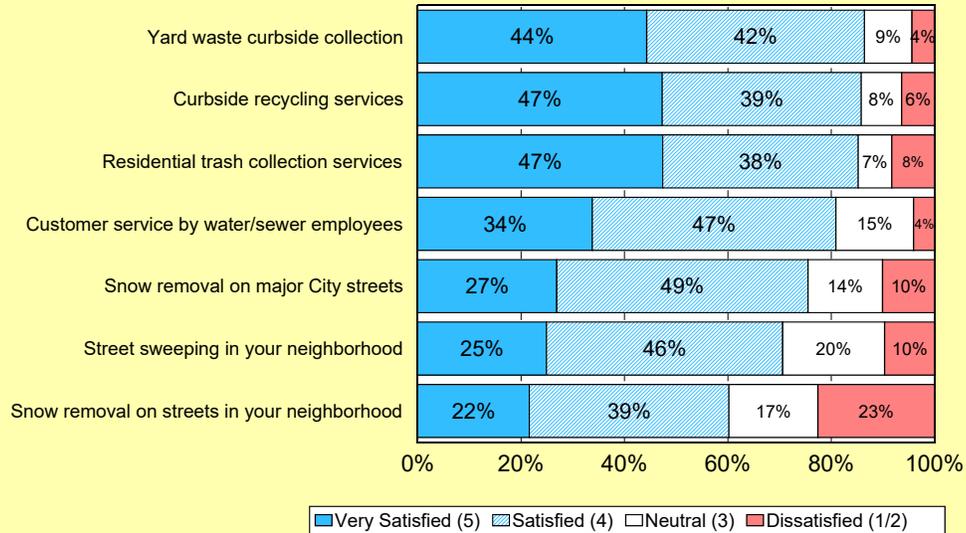
by percentage of respondents (excluding don't knows)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q17. Satisfaction With Utility Services and Public Works

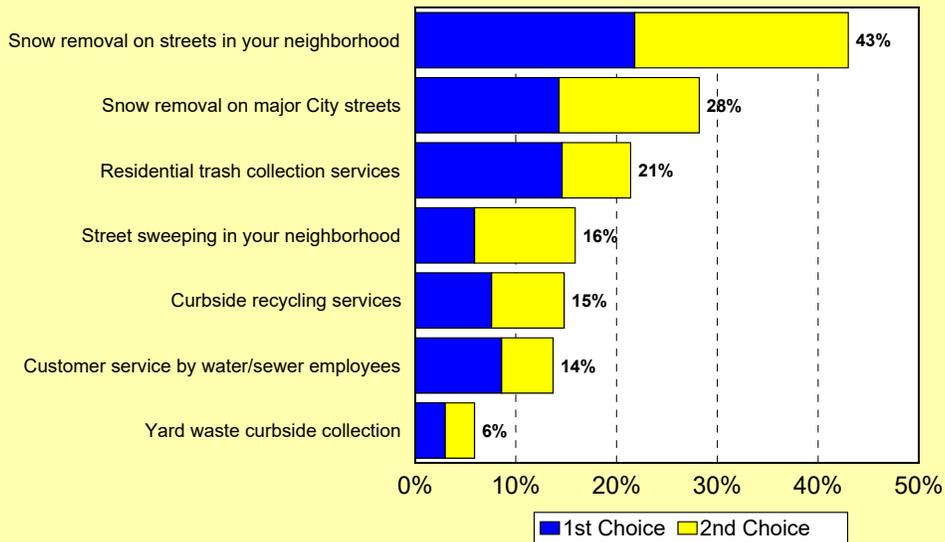
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q18. Utility Services and Public Works That Should Receive the Most Emphasis Over the Next Two Years

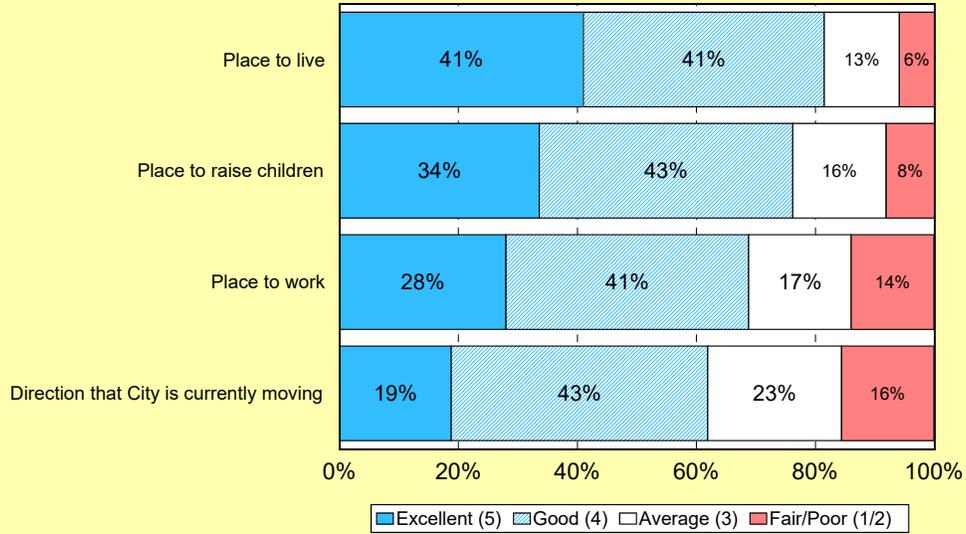
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

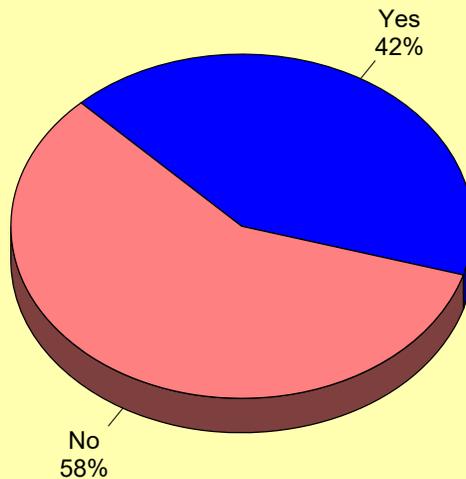
Q19. How Respondents Rate the City of Winchester on the Following Qualities

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

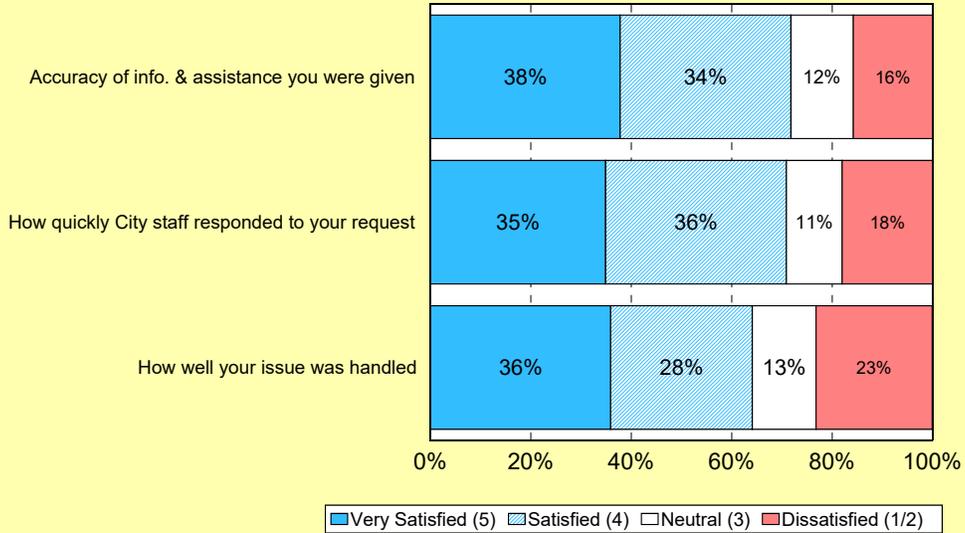
Q20. Have you contacted the City of Winchester with a question, problem, or complaint in the past year?



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q20a-c. Satisfaction with Customer Service From Government Employees

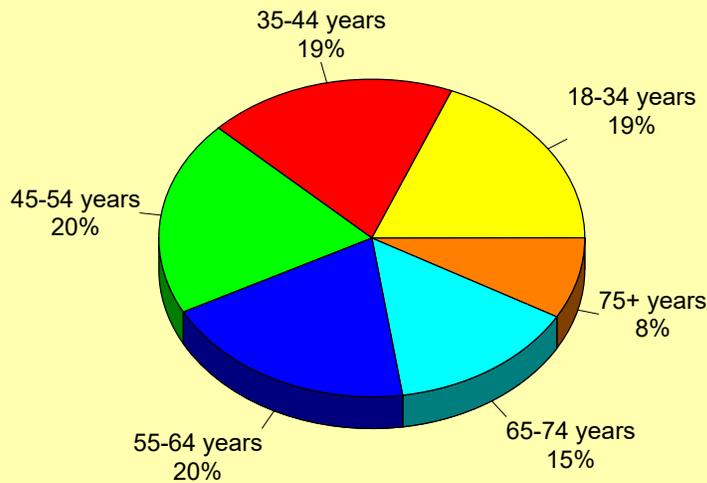
by percentage of respondents who had contacted the City during the past year and rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q22. Demographics: Age of Respondents

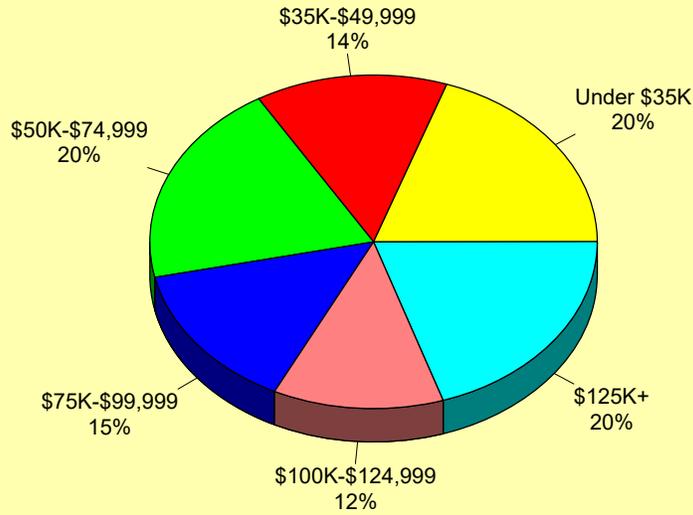
by percentage of respondents (excluding not provided)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q23. Demographics: Household Income

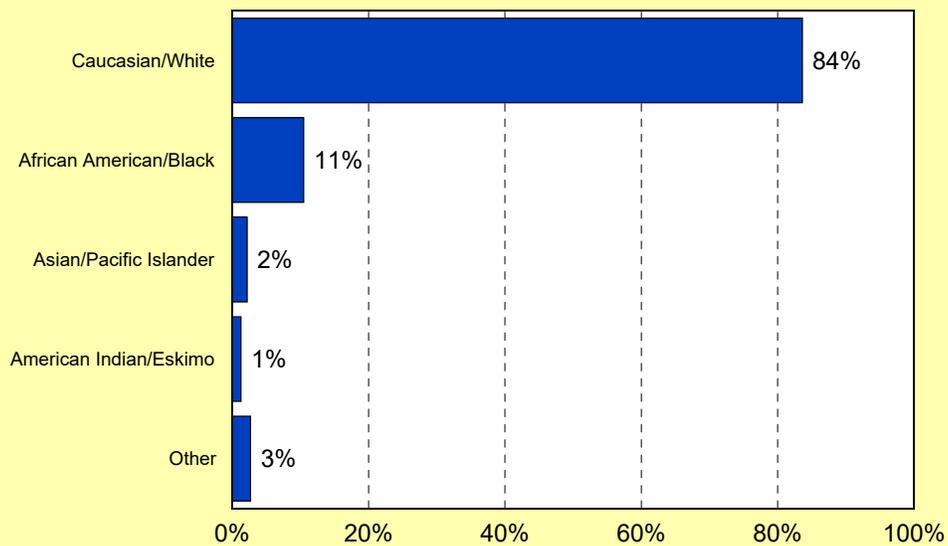
by percentage of respondents (excluding not provided)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q24. Demographics: Race/Ethnicity

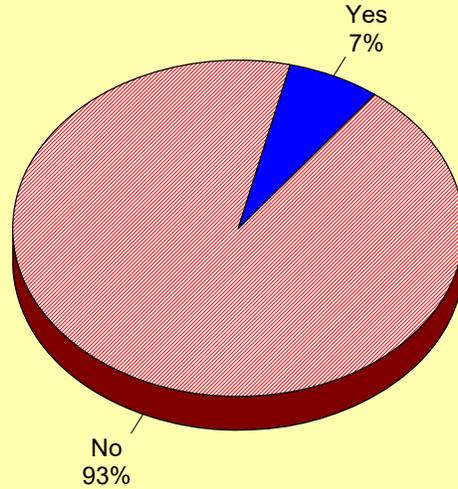
by percentage of respondents



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q25. Demographics: Are you of Hispanic, Latino, or other Spanish origin?

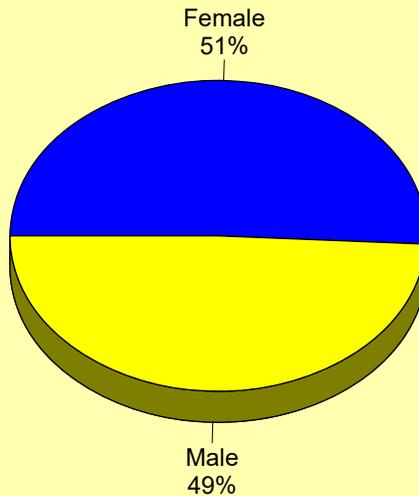
by percentage of respondents (excluding not provided)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)

Q26. Demographics: Gender

by percentage of respondents (excluding not provided)



Source: ETC Institute DirectionFinder (2017 - Winchester, VA)