CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: _1/27/15__ **CUT OFF DATE:** _____

RESOLUTION ___ **ORDINANCE** ___ **PUBLIC HEARING** ___

ITEM TITLE:
2014 Citizen Satisfaction Survey

STAFF RECOMMENDATION:

PUBLIC NOTICE AND HEARING:

ADVISORY BOARD RECOMMENDATION:

FUNDING DATA:

INSURANCE:

The initiating Department Director will place below, in sequence of transmittal, the names of each department that must initial their review in order for this item to be placed on the City Council agenda. The Director's initials for approval or disapproval address only the readiness of the issue for Council consideration. This does not address the Director's recommendation for approval or denial of the issue.

DEPARTMENT	INITIALS FOR APPROVAL	INITIALS FOR DISAPPROVAL	DATE
1.			
2.			
3.			
4.			
5. City Attorney			1/21/2015
6. City Manager			21 Jan 2015
7. Clerk of Council			

Initiating Department Director's Signature: Amy Simmons _1/21/15__
Date

RECEIVED
JAN 21 2015
CITY ATTORNEY

APPROVED AS TO FORM:
1/21/2015
CITY ATTORNEY

Revised: October 23, 2009

CITY COUNCIL ACTION MEMO

To: Mayor and Members of City Council

From: Amy Simmons, Public Information/FOIA Officer

Date: January 27, 2015

Re: 2014 Citizen Satisfaction Survey

THE ISSUE:
Evaluating the level of our citizens' satisfaction with City services as well as benchmarking progress made since the previous surveys and determining areas in need of improvement.

RELATIONSHIP TO STRATEGIC PLAN:
Goal 2: Creating a more livable city for all, Goal 3: developing a high performing organization, and Goal 3: Continuing the revitalization of Old Town

BACKGROUND:
The City conducts a citizen satisfaction survey every three years with the first being conducted in 2008 and the second in 2011. ETC Institute has conducted the survey all three years.

BUDGET IMPACT:
Funding for this activity was budgeted for during the FY15 budget process.

City of Winchester, VA 2014 Community Survey Findings

Presented by

January 2015

1

Purpose

- To objectively assess citizen satisfaction with the delivery of City services
- To help determine priorities for the community so that tax dollars are spent wisely
- To measure success over time –Trends (2008, 2011, 2014)
- To benchmark the performance of the City with other communities and regions
- To have defendable data to balance needs of residents with special interests

2

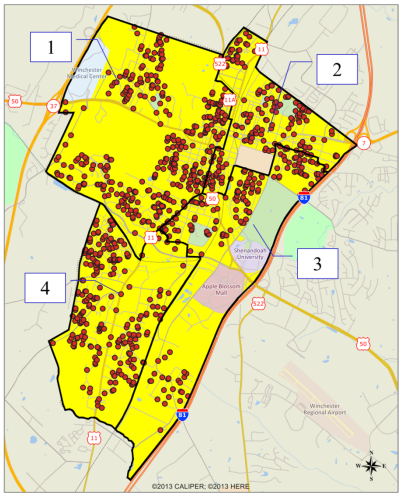
Methodology

- Survey Description
  - Five-page survey
- Method of Administration
  - By mail to a randomly selected sample of households
  - Each survey took approximately 15-20 minutes to complete
- Sample size:
  - Goal number of surveys: 600
  - Goal far exceeded: 914 completed surveys (30% response rate)
- Confidence level: 95%
- Margin of error: +/- 3% overall

3

Location of Survey Respondents

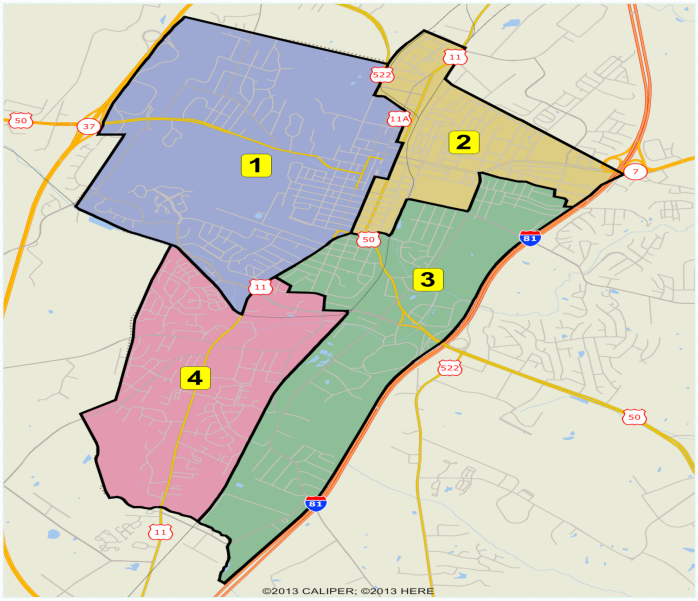
Location of Survey Respondents



Winchester, Virginia
2014 DirectionFinder® Survey

2014 City of Winchester Community Survey

Wards



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Bottom Line Up Front (BLUF)

- **City issues that should receive the most emphasis over the next 2 years**
  - Maintenance of city streets
  - Quality of public schools
  - Management of traffic flow on City streets
  - Quality of public safety services
- **Performance measurements show high satisfaction with major city services compared to other communities**
- **There is strong consistency in issues to emphasize compared to 2011 Survey Results**

6

Overall City Findings

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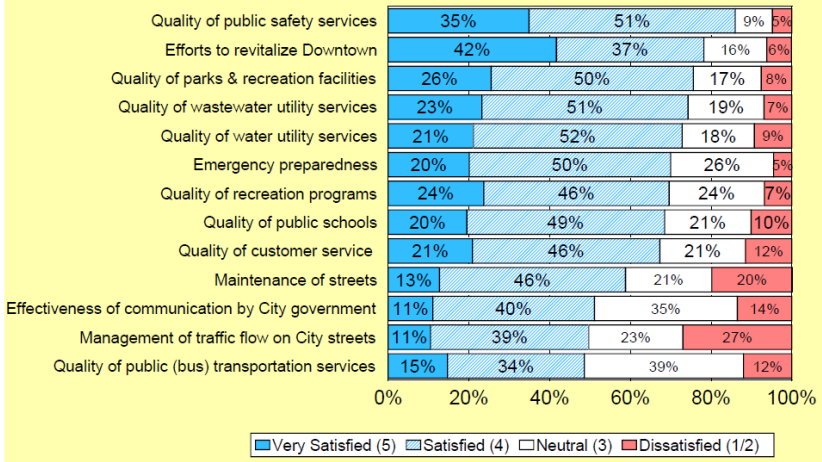
Q1. Overall Satisfaction With City Services by Major Category

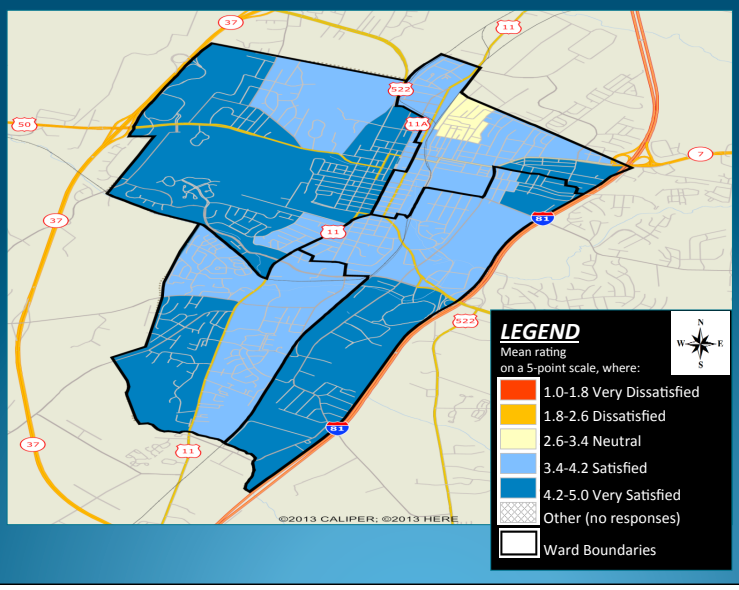
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)

8

Q1a: Respondent Satisfaction with Quality of Public Safety Service (police, fire and rescue)



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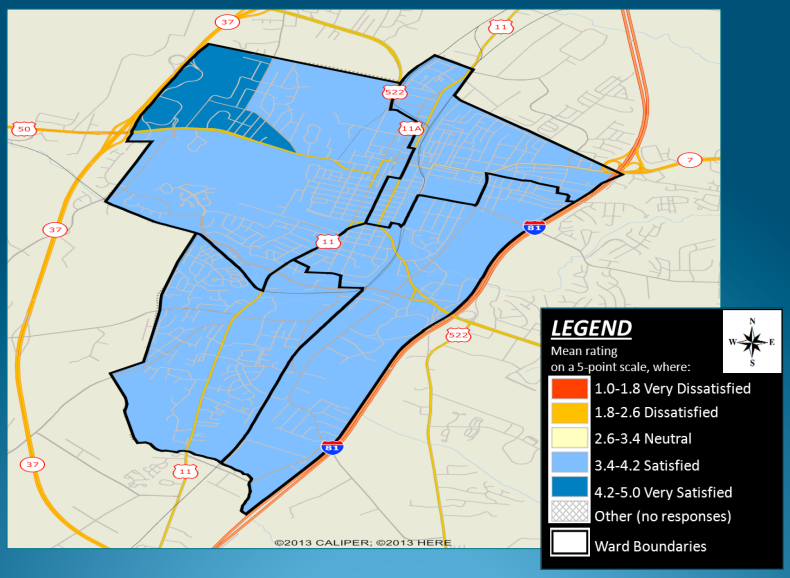
Q1h: Respondent Satisfaction with the Quality of Parks and Recreation Facilities



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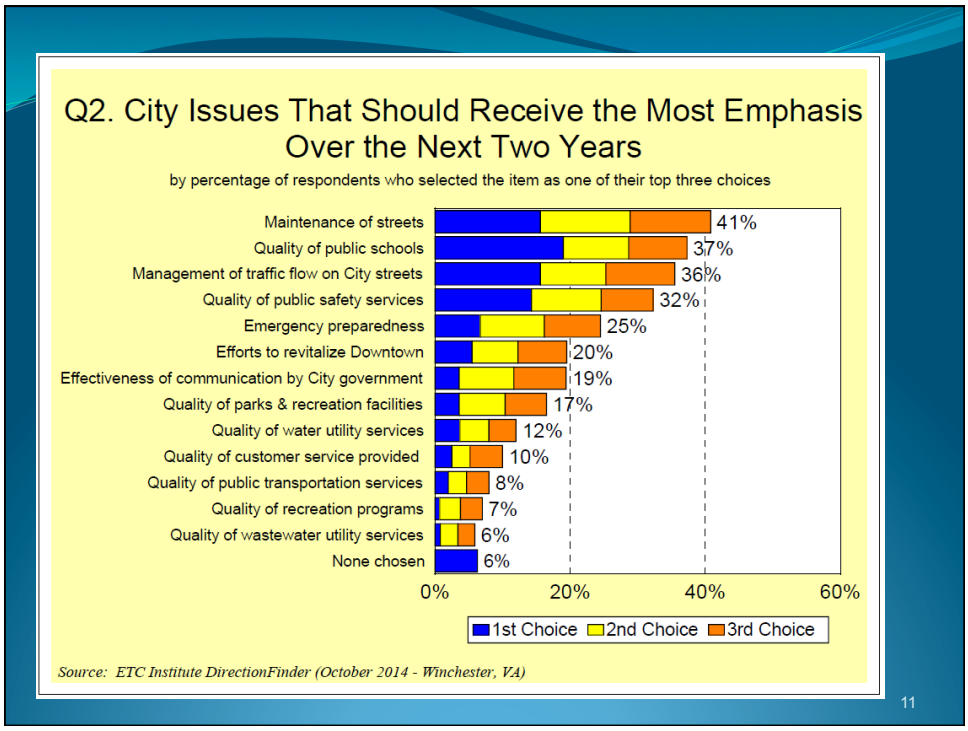
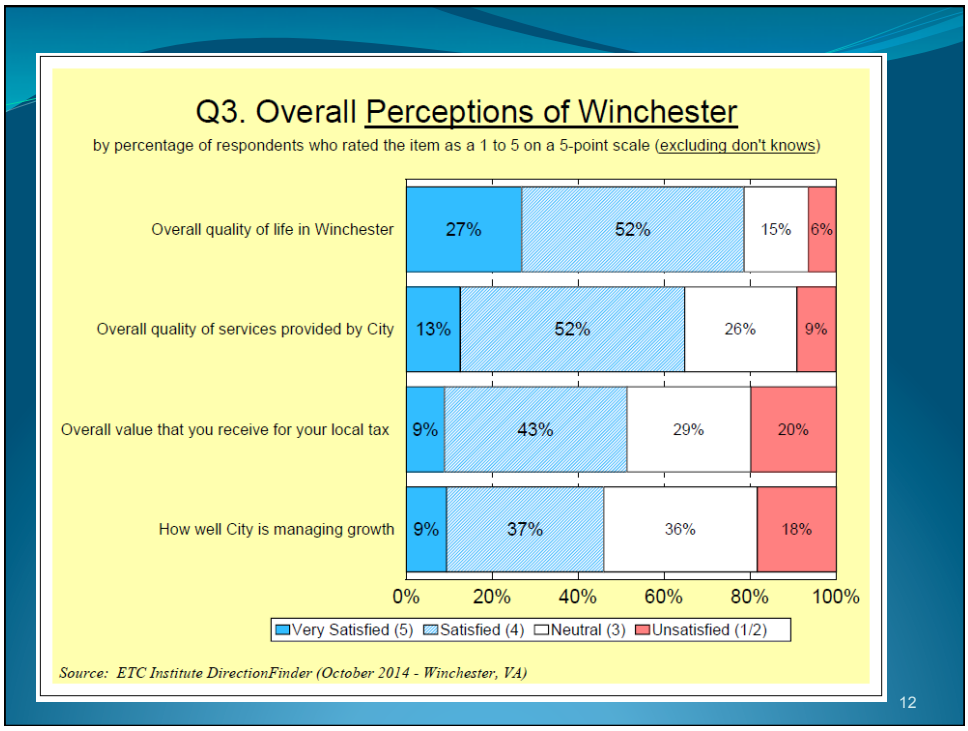
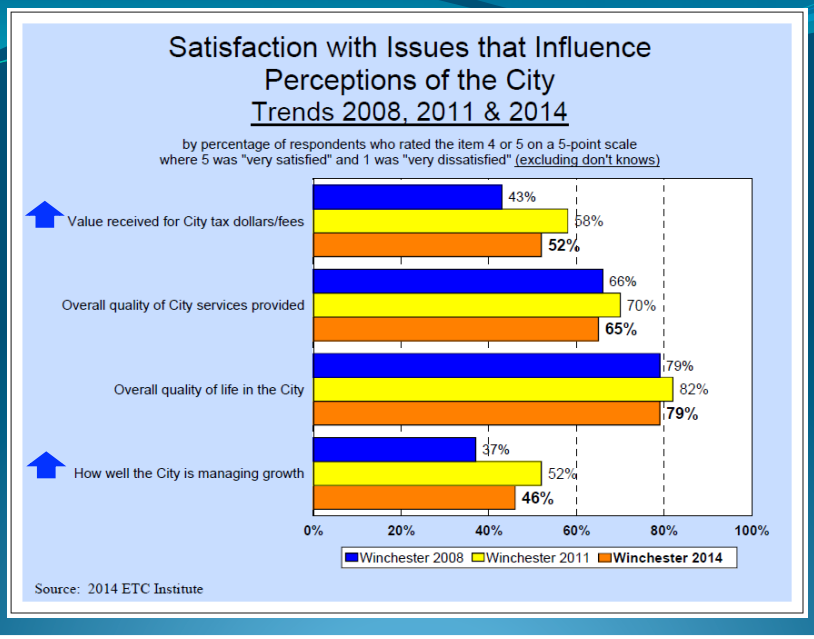
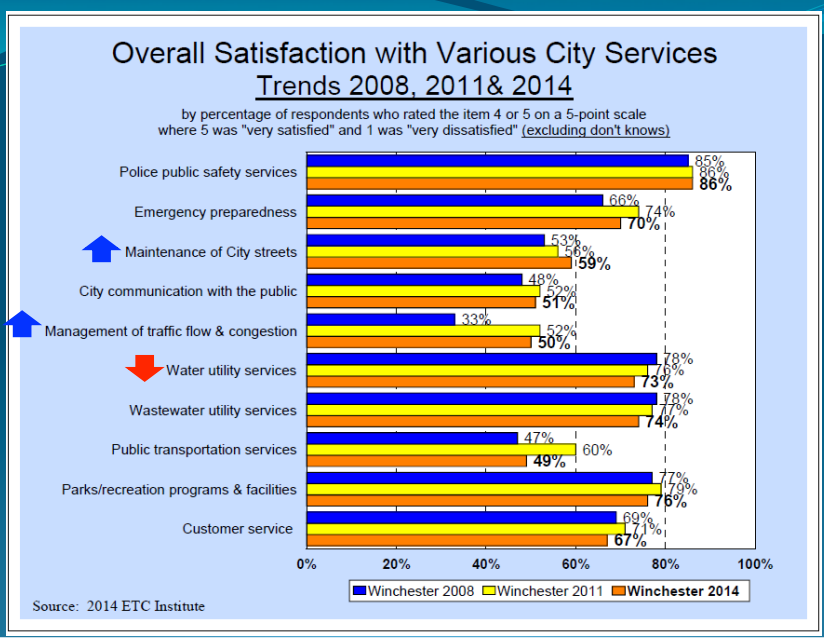

Q2. City Issues That Should Receive the Most Emphasis Over the Next Two Years
by percentage of respondents who selected the item as one of their top three choices
Maintenance of streets 41%
Quality of public schools 37%
Management of traffic flow on City streets 36%
Quality of public safety services 32%
Emergency preparedness 25%
Efforts to revitalize Downtown 20%
Effectiveness of communication by City government 19%
Quality of parks & recreation facilities 17%
Quality of water utility services 12%
Quality of customer service provided 10%
Quality of public transportation services 8%
Quality of recreation programs 7%
Quality of wastewater utility services 6%
None chosen 6%
0%
20%
40%
60%
1st Choice
2nd Choice
3rd Choice
Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)
11


Q3. Overall Perceptions of Winchester
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)
Overall quality of life in Winchester 27% 52% 15% 6%
Overall quality of services provided by City 13% 52% 26% 9%
Overall value that you receive for your local tax 9% 43% 29% 20%
How well City is managing growth 9% 37% 36% 18%
0%
20%
40%
60%
80%
100%
Very Satisfied (5)
Satisfied (4)
Neutral (3)
Unsatisfied (1/2)
Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)
12



Satisfaction Significantly Higher: ↑ **Satisfaction Significantly Lower:** ↓



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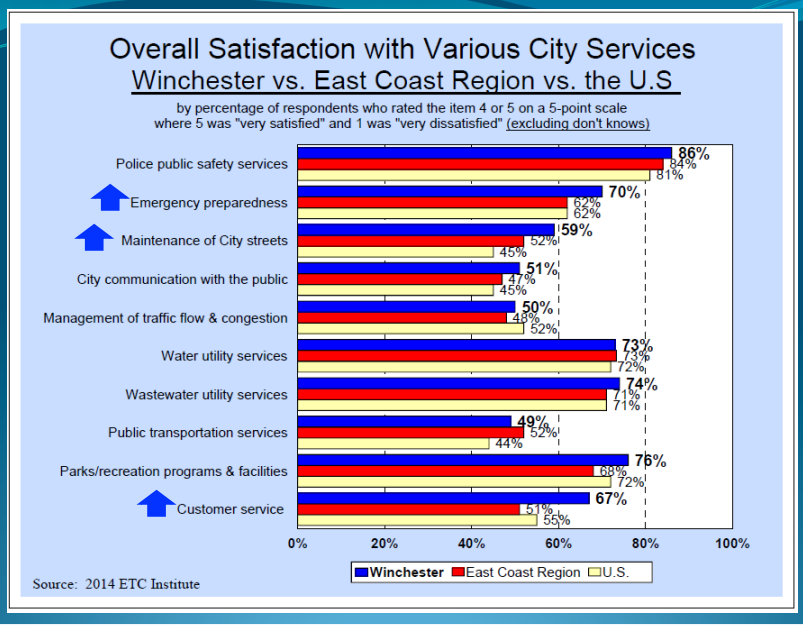

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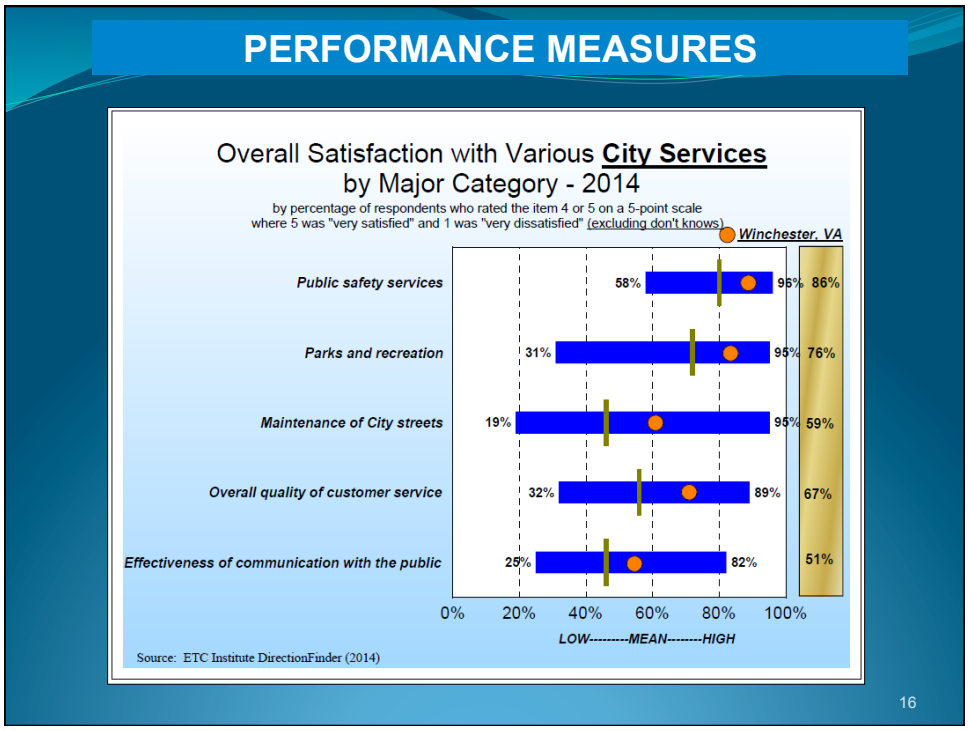
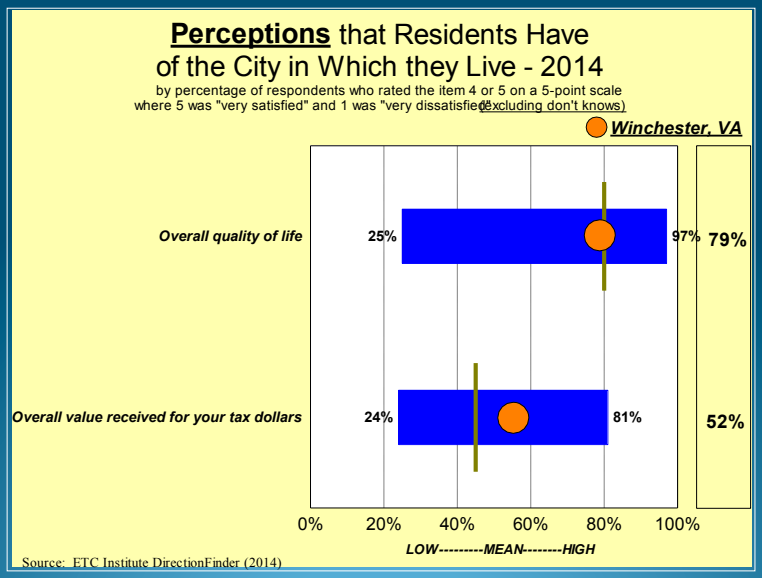


PERFORMANCE MEASURES



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IMPORTANCE/SATISFACTION ANALYSIS

Emphasis-Satisfaction Rating

City of Winchester

OVERALL

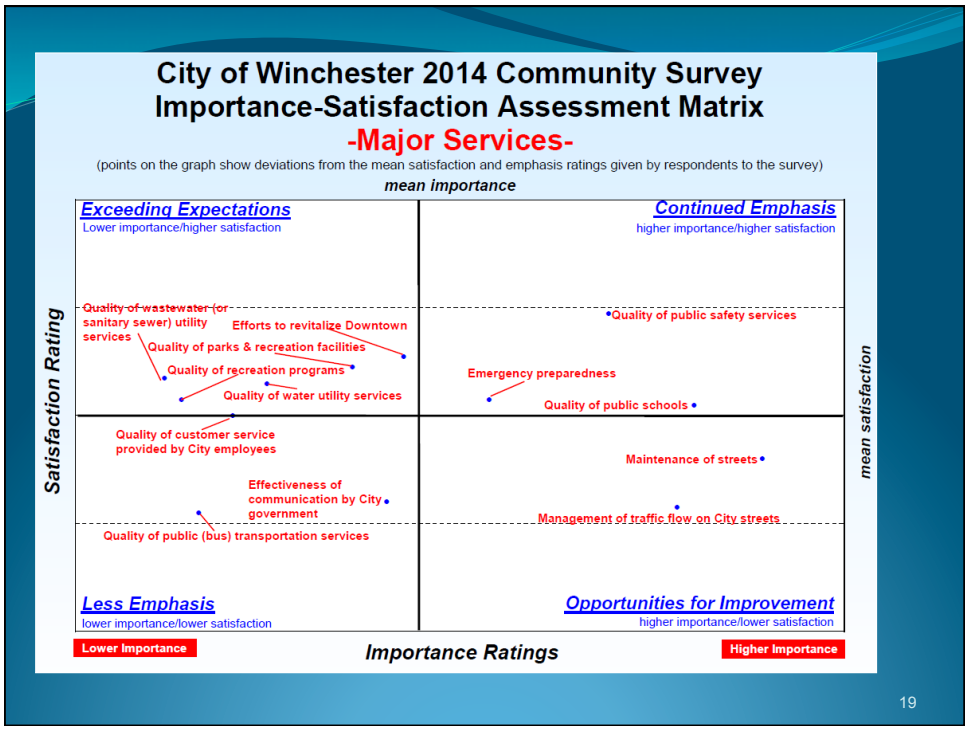
Major Services	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Q1k. Management of traffic flow on City streets	36%	3	50%	12	0.1800	1
Q1c. Maintenance of streets	41%	1	59%	10	0.1681	2
Q1l. Quality of public schools	37%	2	69%	8	0.1147	3
Medium Priority (IS <.10)						
Q1d. Effectiveness of communication by City government	19%	7	51%	11	0.0931	4
Q1b. Efforts to ensure community is prepared for emergencies	25%	5	70%	6	0.0750	5
Q1a. Quality of public safety services	32%	4	86%	1	0.0448	6
Q1m. Efforts to revitalize Downtown	20%	6	78%	2	0.0440	7
Q1h. Quality of parks & recreation facilities	17%	8	76%	3	0.0408	8
Q1g. Quality of public (bus) transportation services	8%	11	49%	13	0.0408	9
Q1j. Quality of customer service provided by City employees	10%	10	67%	9	0.0330	10
Q1e. Quality of water utility services	12%	9	73%	5	0.0324	11
Q1i. Quality of recreation programs	7%	12	70%	7	0.0210	12
Q1f. Quality of wastewater (or sanitary sewer) utility services	6%	13	74%	4	0.0156	13

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %: The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %: The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.'

18



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Public Safety Findings

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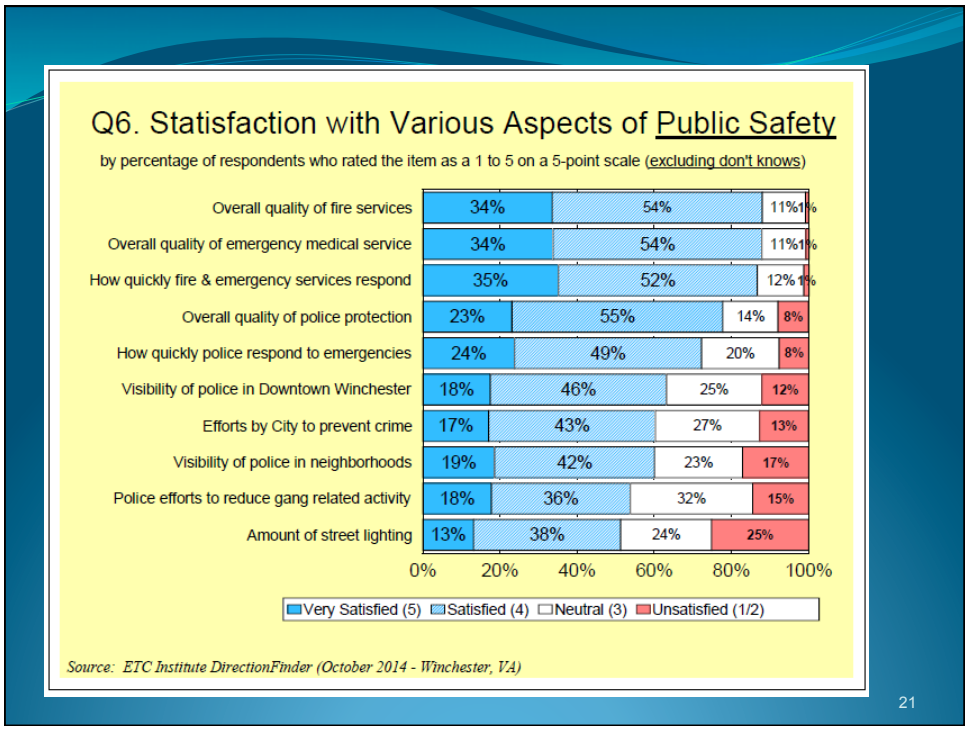
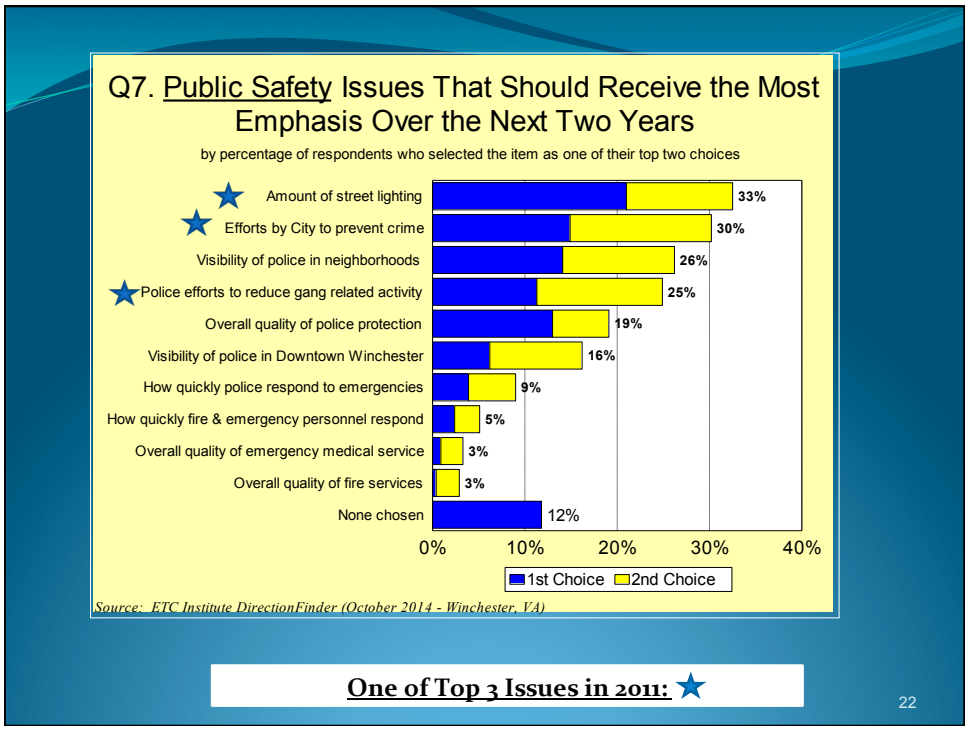
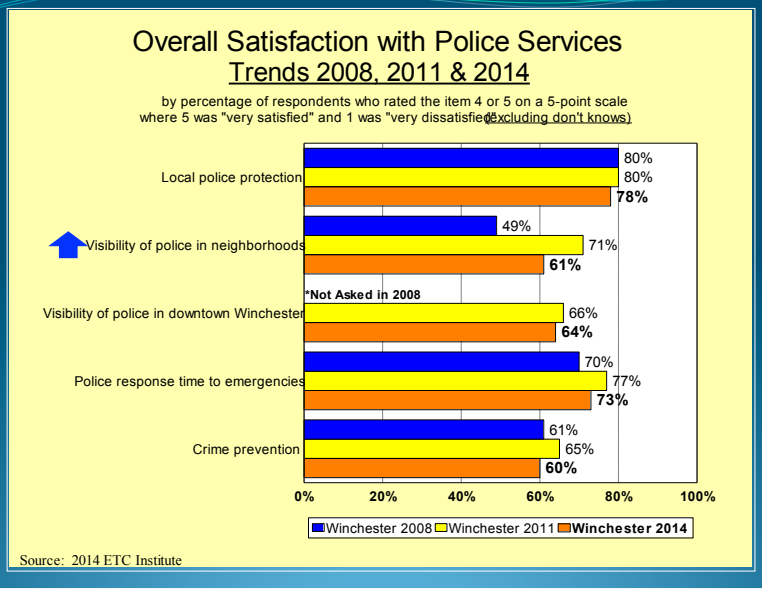
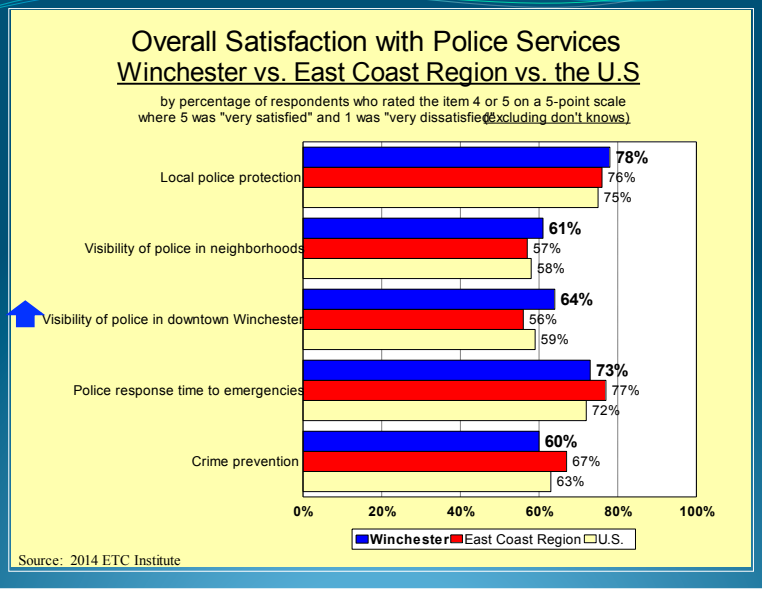

Q6. Statisfaction with Various Aspects of Public Safety
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)
Overall quality of fire services 34% 54% 11% 1%
Overall quality of emergency medical service 34% 54% 11% 1%
How quickly fire & emergency services respond 35% 52% 12% 1%
Overall quality of police protection 23% 55% 14% 8%
How quickly police respond to emergencies 24% 49% 20% 8%
Visibility of police in Downtown Winchester 18% 46% 25% 12%
Efforts by City to prevent crime 17% 43% 27% 13%
Visibility of police in neighborhoods 19% 42% 23% 17%
Police efforts to reduce gang related activity 18% 36% 32% 15%
Amount of street lighting 13% 38% 24% 25%
0% 20% 40% 60% 80% 100%
Very Satisfied (5) Satisfied (4) Neutral (3) Unsatisfied (1/2)
Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)
21


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
Amount of street lighting 33%
Efforts by City to prevent crime 30%
Visibility of police in neighborhoods 26%
Police efforts to reduce gang related activity 25%
Overall quality of police protection 19%
Visibility of police in Downtown Winchester 16%
How quickly police respond to emergencies 9%
How quickly fire & emergency personnel respond 5%
Overall quality of emergency medical service 3%
Overall quality of fire services 3%
None chosen 12%
0% 10% 20% 30% 40%
1st Choice 2nd Choice
Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)
One of Top 3 Issues in 2011:
22



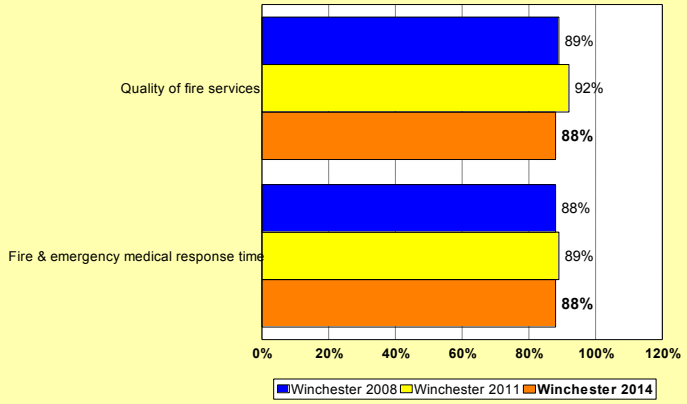
Satisfaction Significantly Higher: **Satisfaction Significantly Lower:**



Satisfaction Significantly Higher: **Satisfaction Significantly Lower:**

Overall Satisfaction with Fire and Ambulance Services
Trends 2008, 2011 & 2014

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)

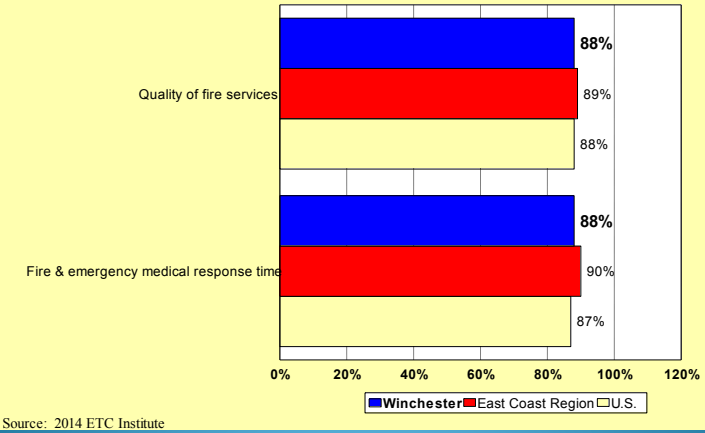


Source: 2014 ETC Institute

25

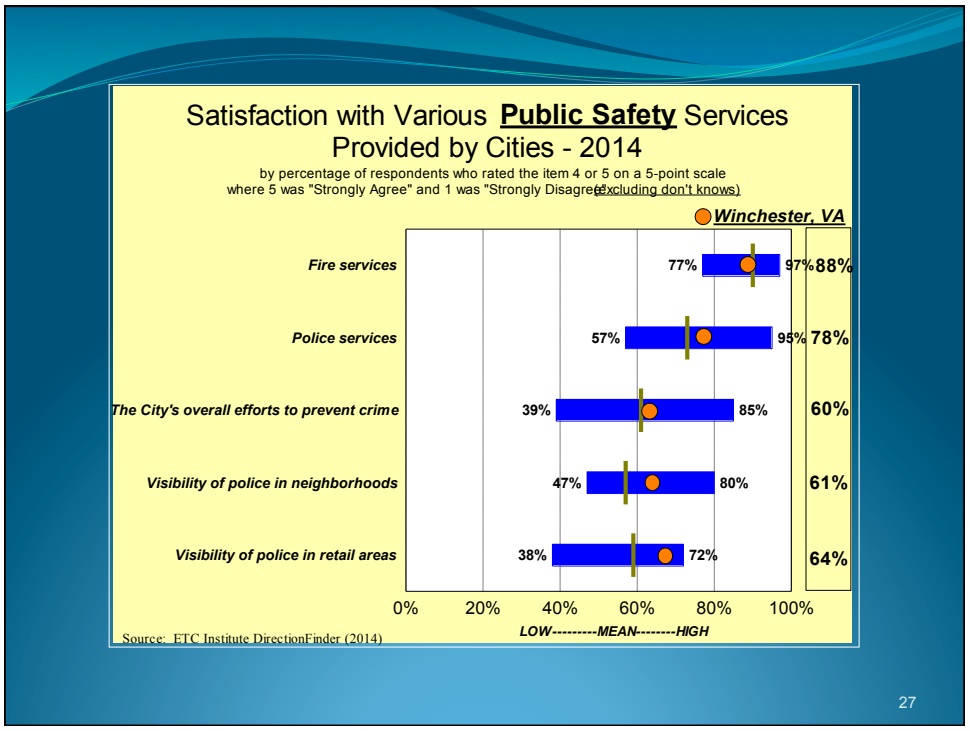
Overall Satisfaction with Fire and Ambulance Services
Winchester vs. East Coast Region vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)

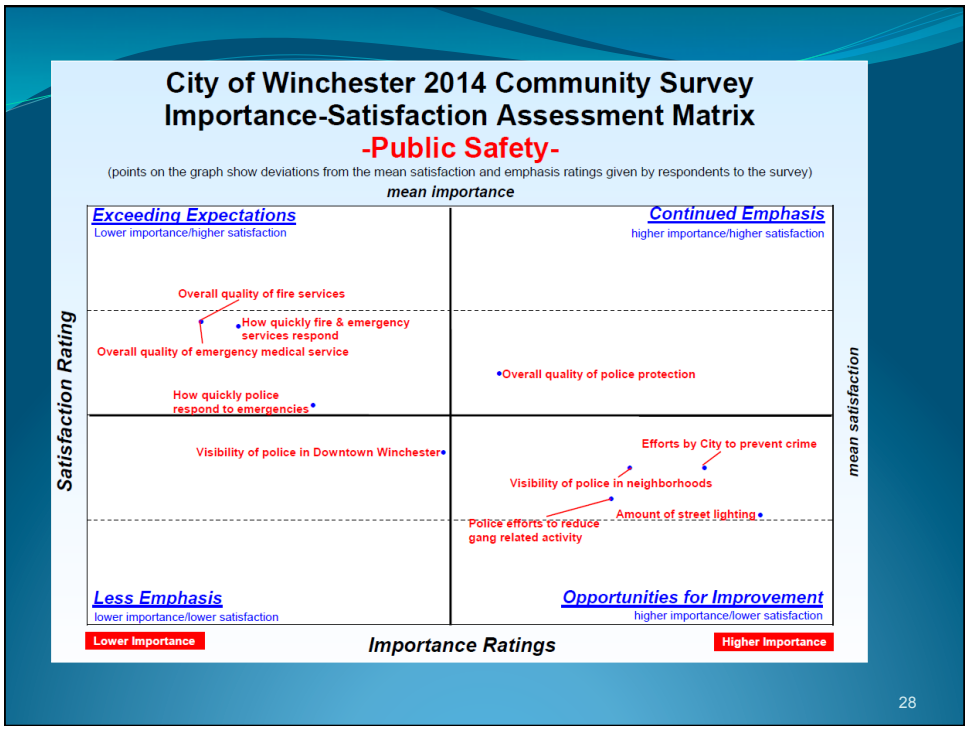


Source: 2014 ETC Institute

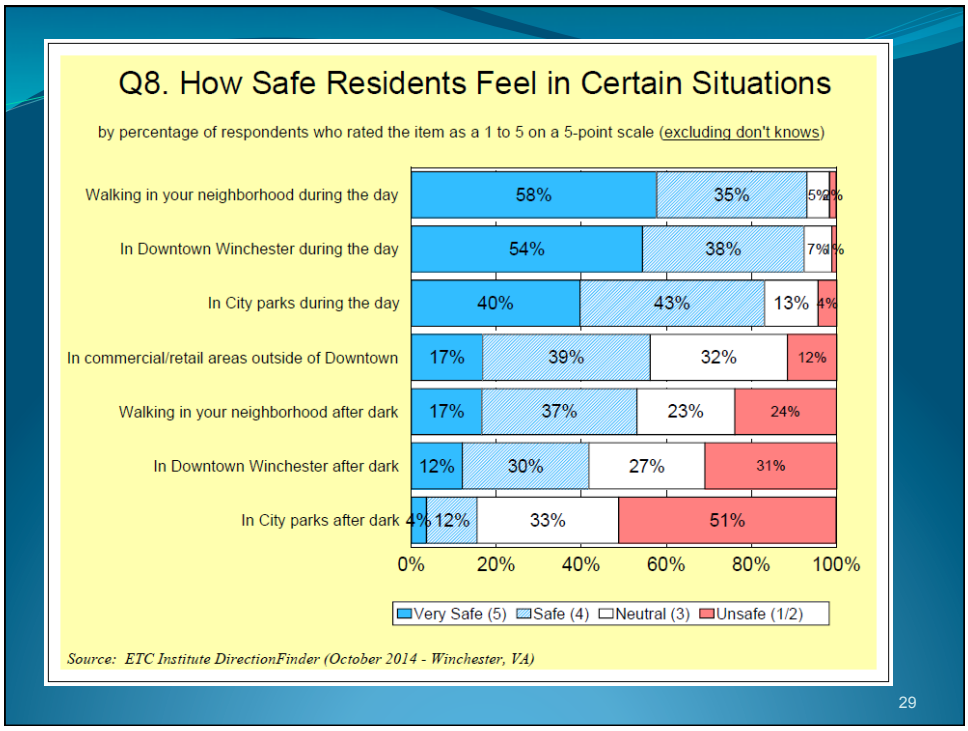
26

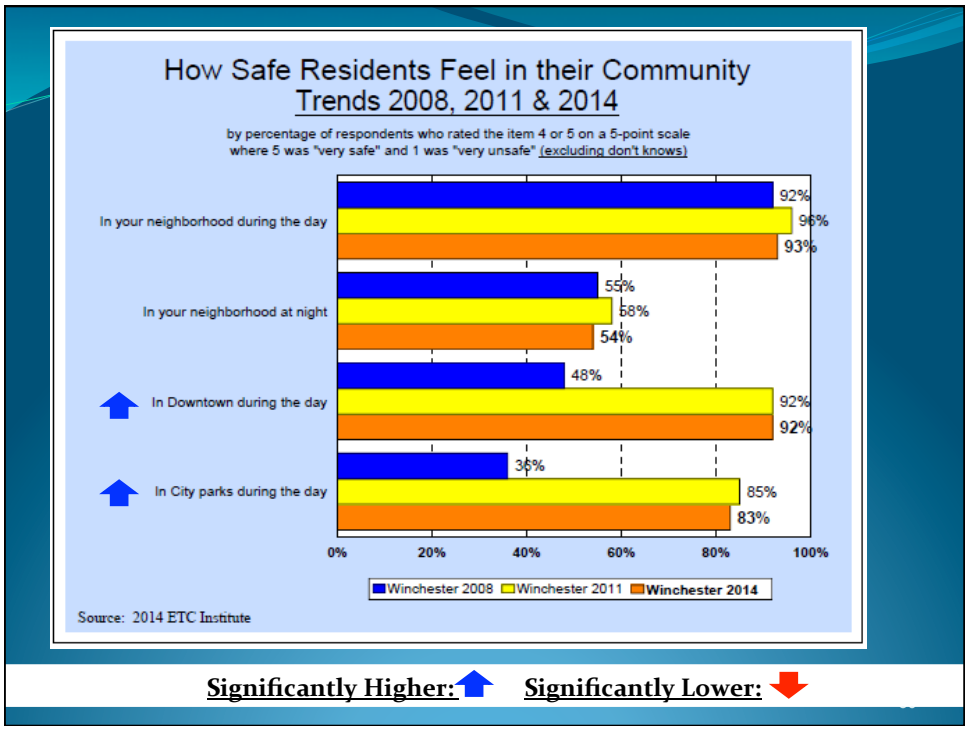

Satisfaction with Various Public Safety Services
Provided by Cities - 2014
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "Strongly Agree" and 1 was "Strongly Disagree" (excluding don't knows)
Winchester, VA
Fire services
77%
97%
88%
Police services
57%
95%
78%
The City's overall efforts to prevent crime
39%
85%
60%
Visibility of police in neighborhoods
47%
80%
61%
Visibility of police in retail areas
38%
72%
64%
0%
20%
40%
60%
80%
100%
LOW---------MEAN--------HIGH
Source: ETC Institute DirectionFinder (2014)

27


City of Winchester 2014 Community Survey
Importance-Satisfaction Assessment Matrix
-Public Safety-
(points on the graph show deviations from the mean satisfaction and emphasis ratings given by respondents to the survey)
mean importance
Exceeding Expectations
Lower importance/higher satisfaction
Continued Emphasis
higher importance/higher satisfaction
Overall quality of fire services
How quickly fire & emergency services respond
Overall quality of emergency medical service
How quickly police respond to emergencies
Overall quality of police protection
Satisfaction Rating
mean satisfaction
Visibility of police in Downtown Winchester
Efforts by City to prevent crime
Visibility of police in neighborhoods
Amount of street lighting
Police efforts to reduce gang related activity
Less Emphasis
lower importance/lower satisfaction
Opportunities for Improvement
higher importance/lower satisfaction
Lower Importance
Importance Ratings
Higher Importance

28





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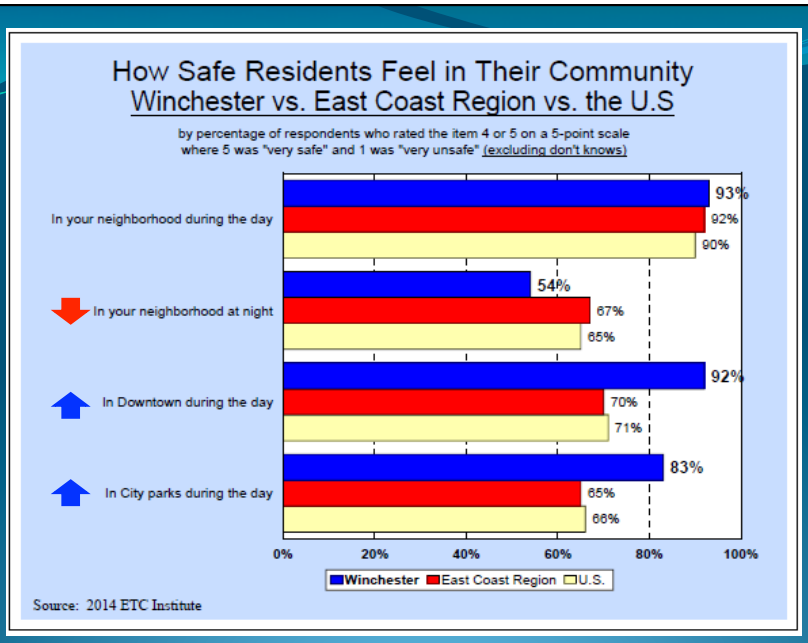

Significantly Higher: ⬆ **Significantly Lower:** ⬇

Parks and Recreation Findings

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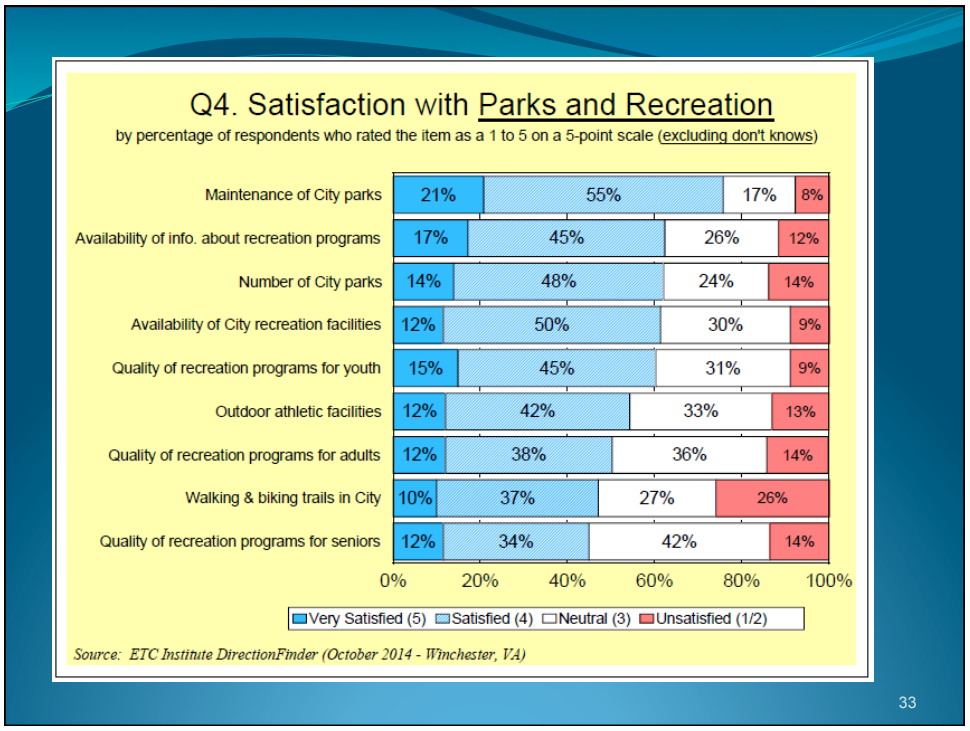

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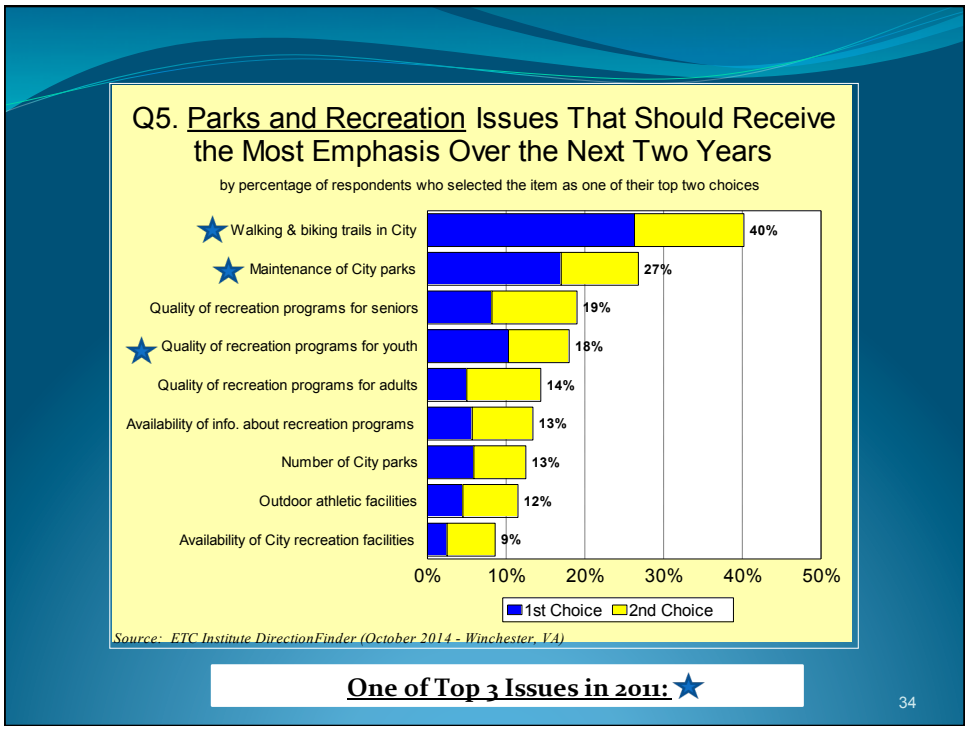
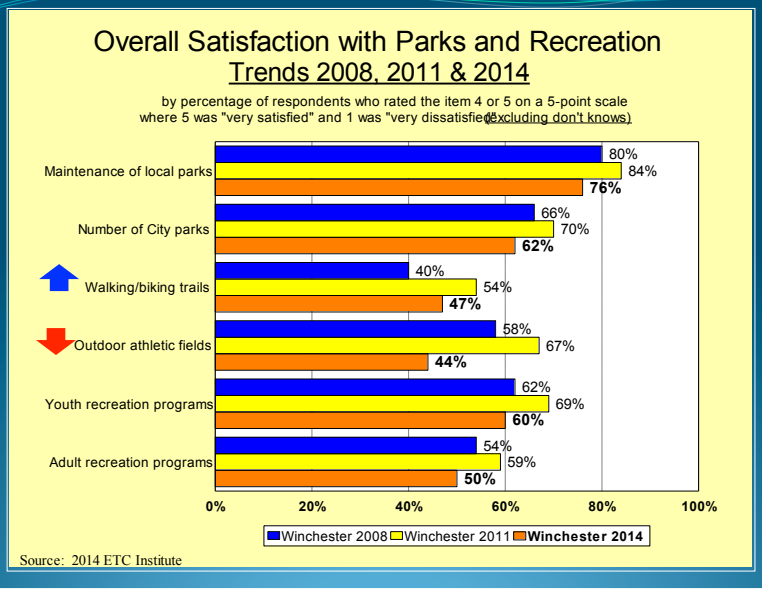
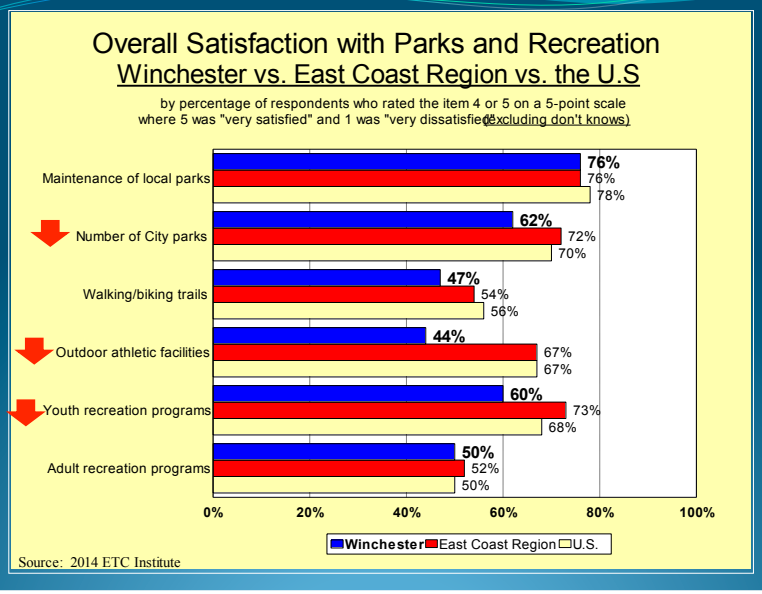


One of Top 3 Issues in 2011: ★

34



Satisfaction Significantly Higher: **Satisfaction Significantly Lower:**



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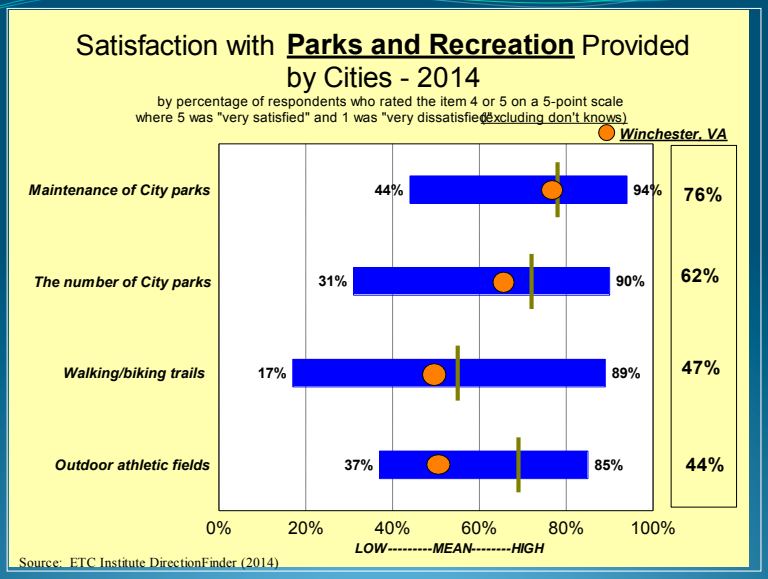
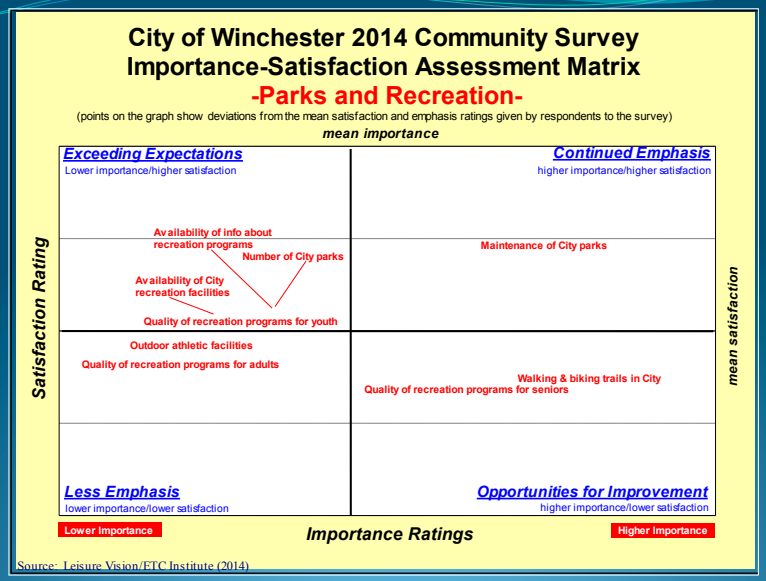

Satisfaction with Parks and Recreation Provided by Cities - 2014
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)
Winchester, VA
Maintenance of City parks
44%
94%
76%
The number of City parks
31%
90%
62%
Walking/biking trails
17%
89%
47%
Outdoor athletic fields
37%
85%
44%
0%
20%
40%
60%
80%
100%
LOW---------MEAN--------HIGH
Source: ETC Institute DirectionFinder (2014)

37


City of Winchester 2014 Community Survey
Importance-Satisfaction Assessment Matrix
-Parks and Recreation-
(points on the graph show deviations from the mean satisfaction and emphasis ratings given by respondents to the survey)
mean importance
Exceeding Expectations
Lower importance/higher satisfaction
Continued Emphasis
higher importance/higher satisfaction
Availability of info about recreation programs
Number of City parks
Availability of City recreation facilities
Quality of recreation programs for youth
Maintenance of City parks
Outdoor athletic facilities
Quality of recreation programs for adults
Walking & biking trails in City
Quality of recreation programs for seniors
Less Emphasis
lower importance/lower satisfaction
Opportunities for Improvement
higher importance/lower satisfaction
Satisfaction Rating
mean satisfaction
Lower Importance
Importance Ratings
Higher Importance
Source: Leisure Vision/ETC Institute (2014)

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Maintenance Findings

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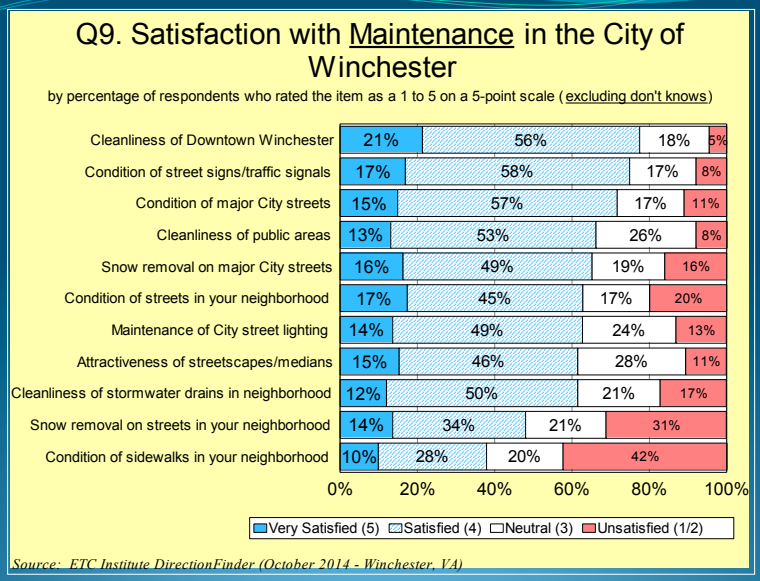

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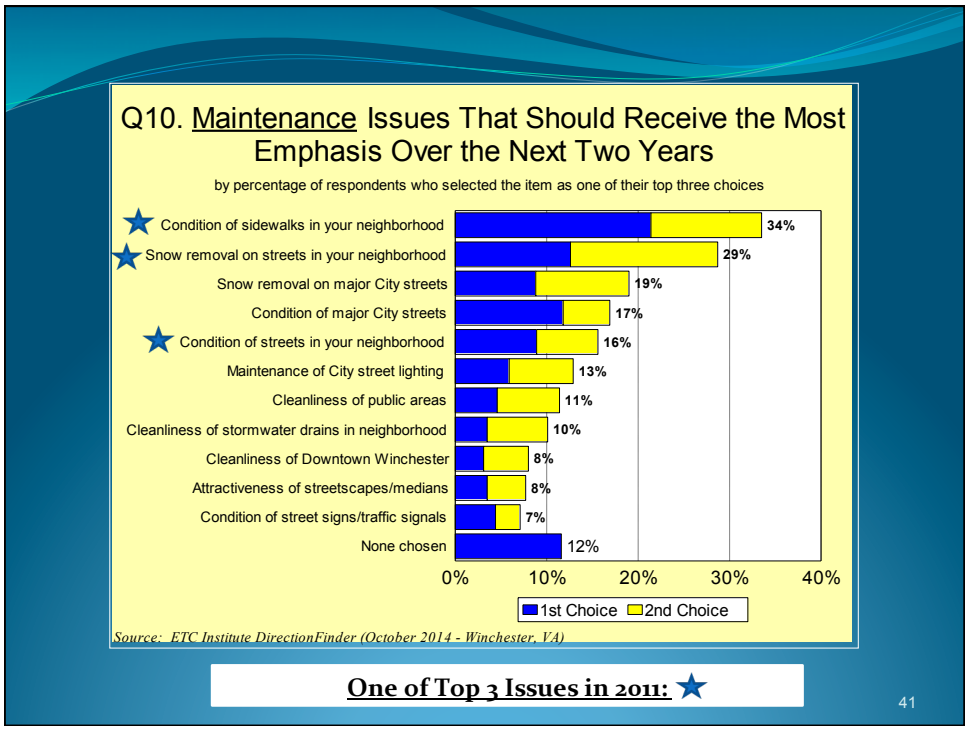
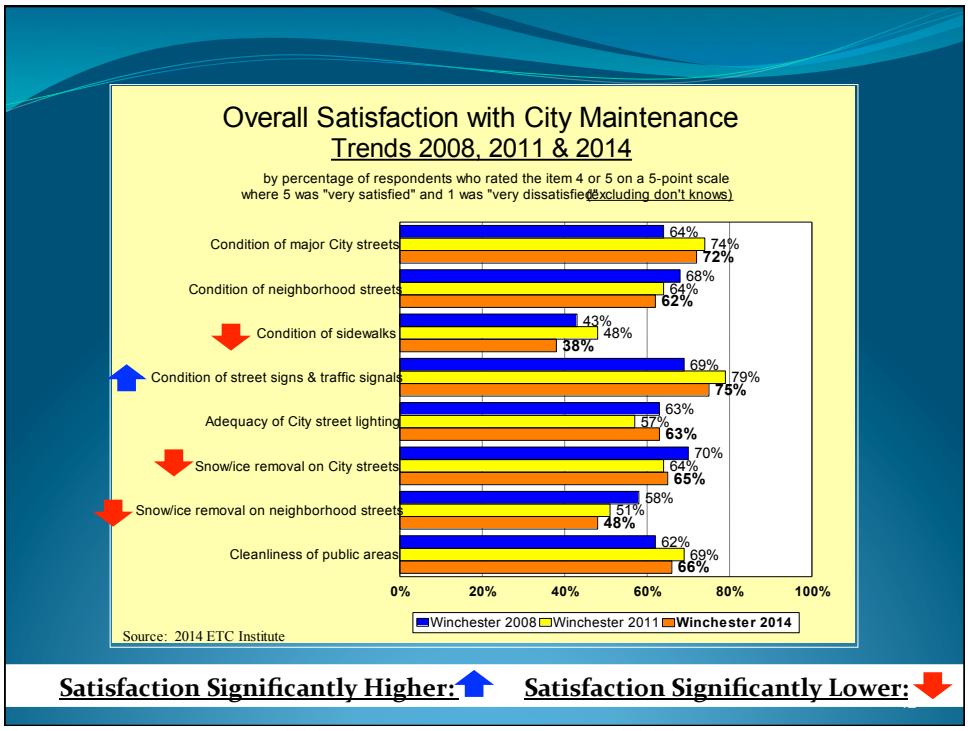
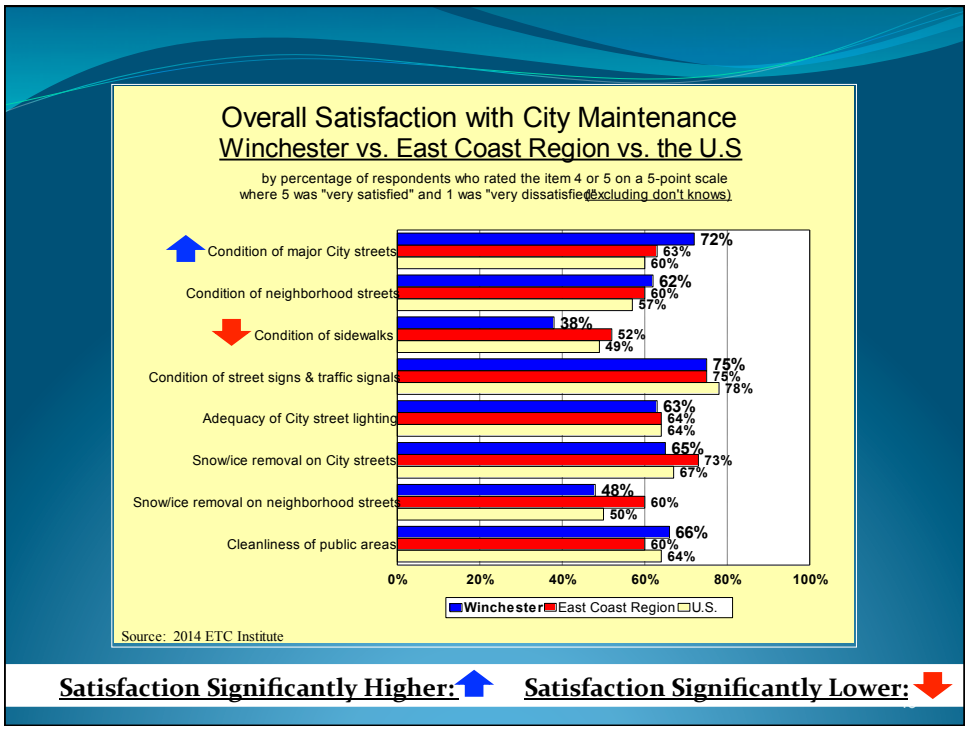
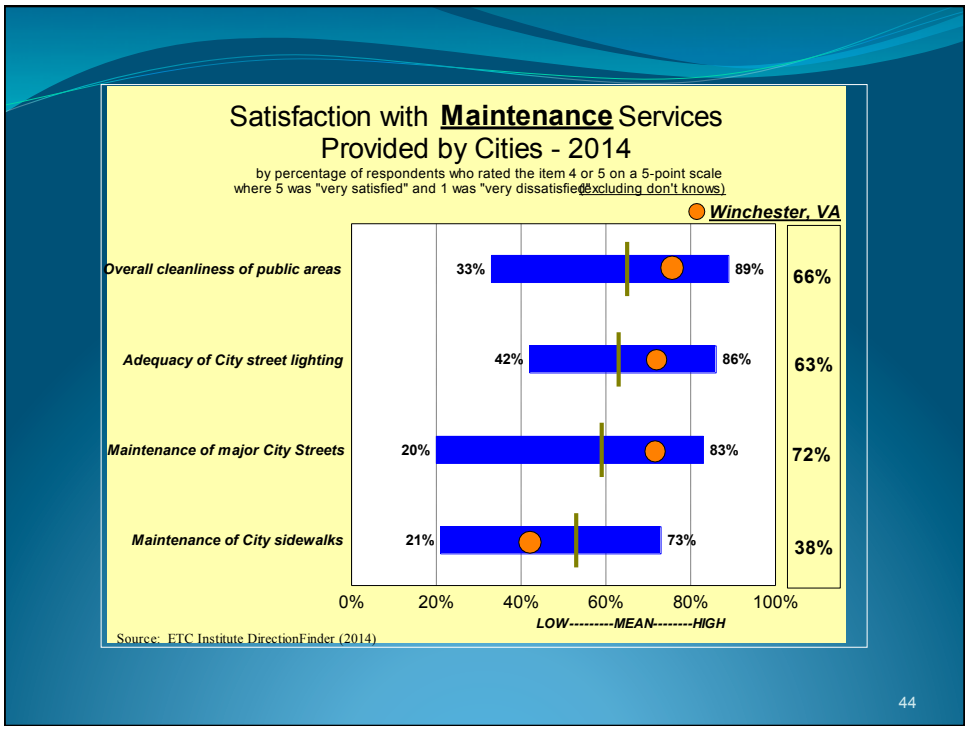
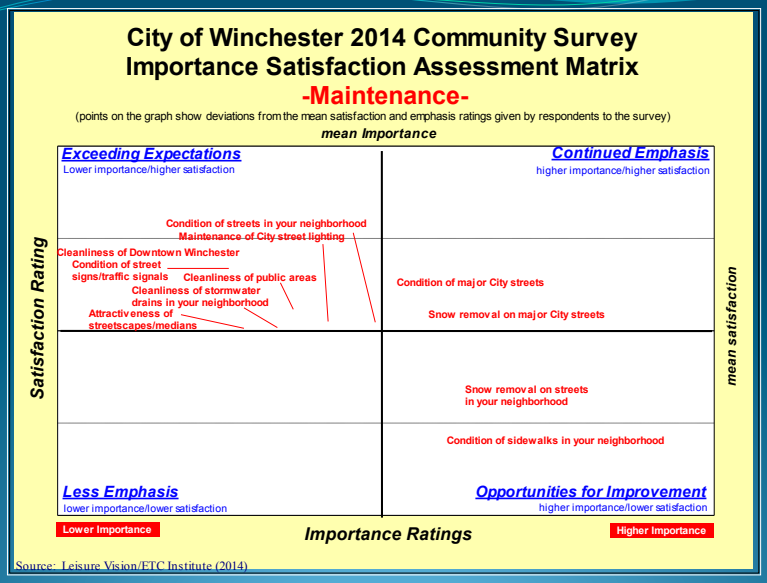

Q10. Maintenance Issues That Should Receive the Most Emphasis Over the Next Two Years
by percentage of respondents who selected the item as one of their top three choices
Condition of sidewalks in your neighborhood 34%
Snow removal on streets in your neighborhood 29%
Snow removal on major City streets 19%
Condition of major City streets 17%
Condition of streets in your neighborhood 16%
Maintenance of City street lighting 13%
Cleanliness of public areas 11%
Cleanliness of stormwater drains in neighborhood 10%
Cleanliness of Downtown Winchester 8%
Attractiveness of streetscapes/medians 8%
Condition of street signs/traffic signals 7%
None chosen 12%
0% 10% 20% 30% 40%
1st Choice
2nd Choice
Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)
One of Top 3 Issues in 2011:
41


Overall Satisfaction with City Maintenance
Trends 2008, 2011 & 2014
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)
Condition of major City streets 64% 74% 72%
Condition of neighborhood streets 68% 64% 62%
Condition of sidewalks 43% 48% 38%
Condition of street signs & traffic signals 69% 79% 75%
Adequacy of City street lighting 63% 57% 63%
Snow/ice removal on City streets 70% 64% 65%
Snow/ice removal on neighborhood streets 58% 51% 48%
Cleanliness of public areas 62% 69% 66%
0% 20% 40% 60% 80% 100%
Winchester 2008
Winchester 2011
Winchester 2014
Source: 2014 ETC Institute
Satisfaction Significantly Higher:
Satisfaction Significantly Lower:



Satisfaction Significantly Higher: **Satisfaction Significantly Lower:**





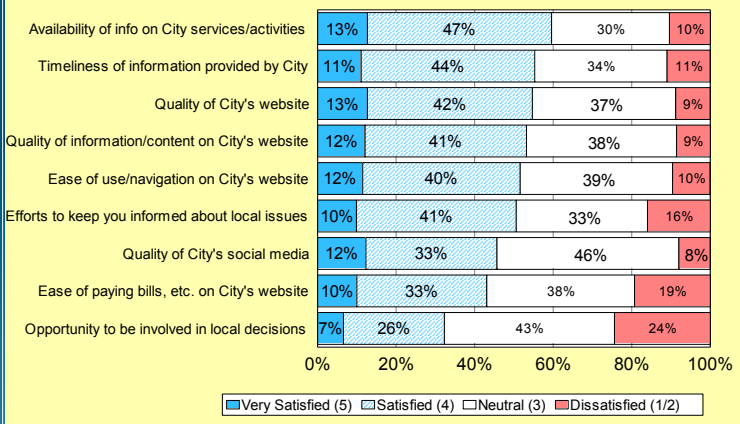
45

Communication Findings

46

Q11. Satisfaction with Various Aspects of Communication

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

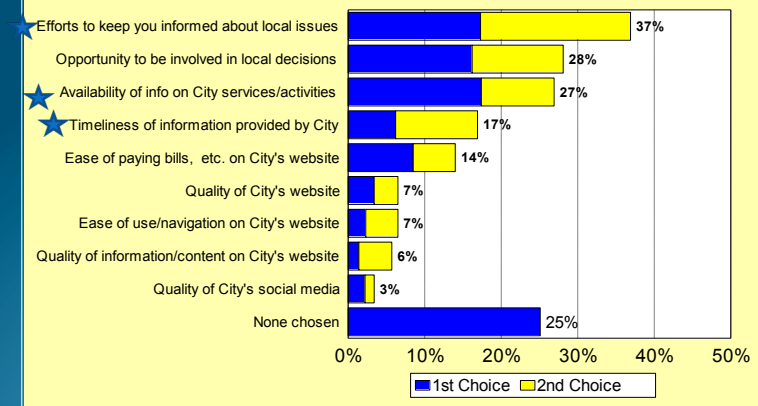


Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)

47

Q12. Communication Issues That Should Receive the Most Emphasis Over the Next Two Years

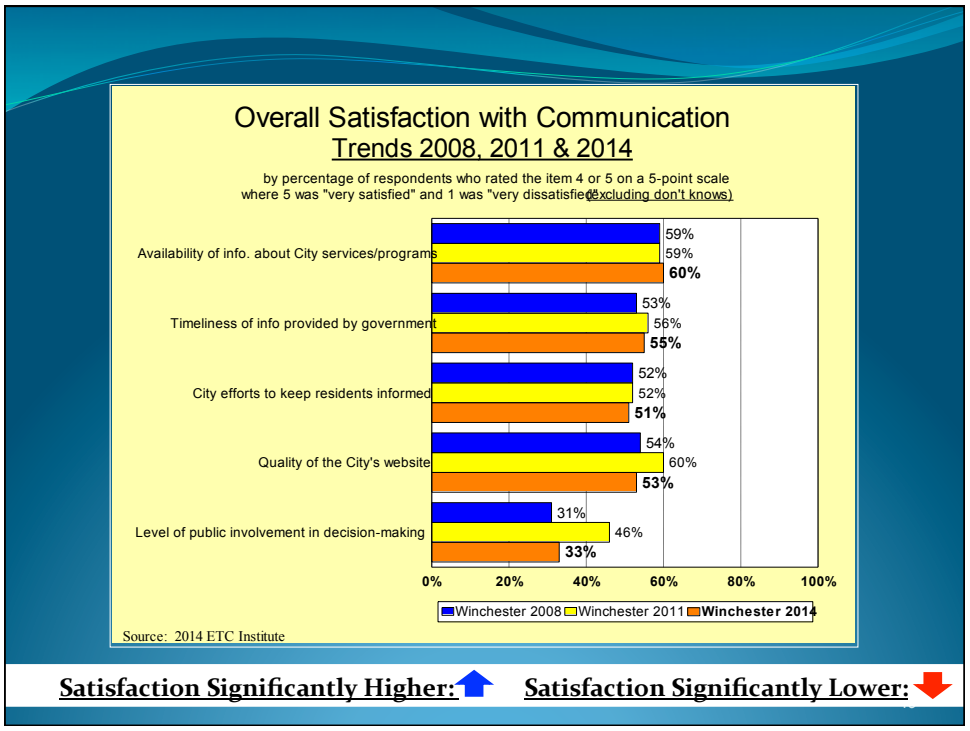
by percentage of respondents who selected the item as one of their top three choices

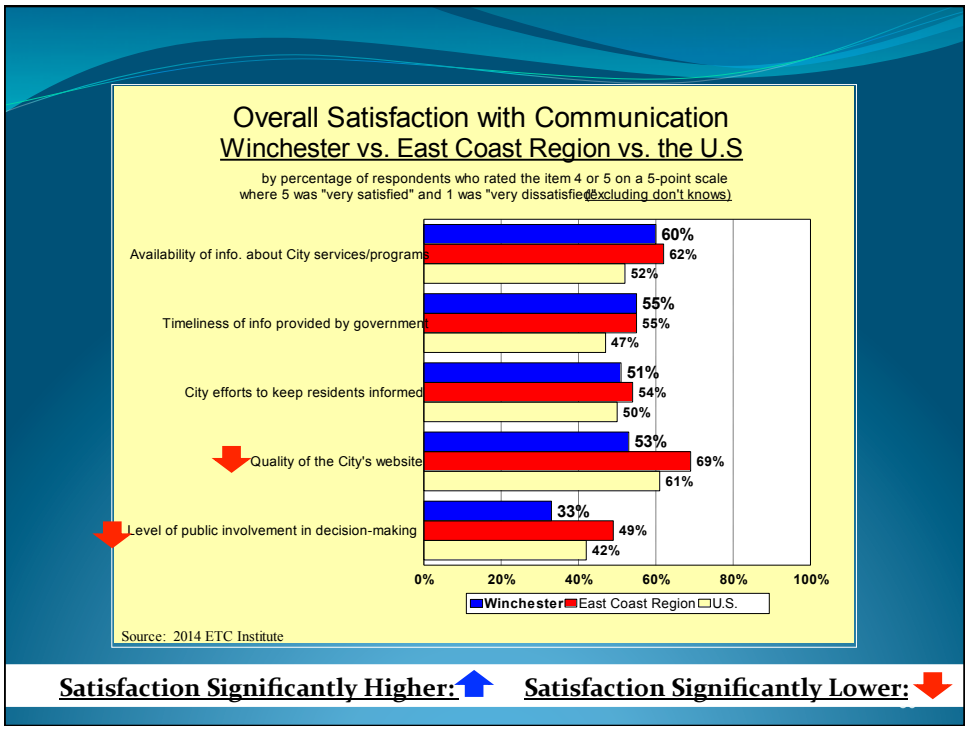


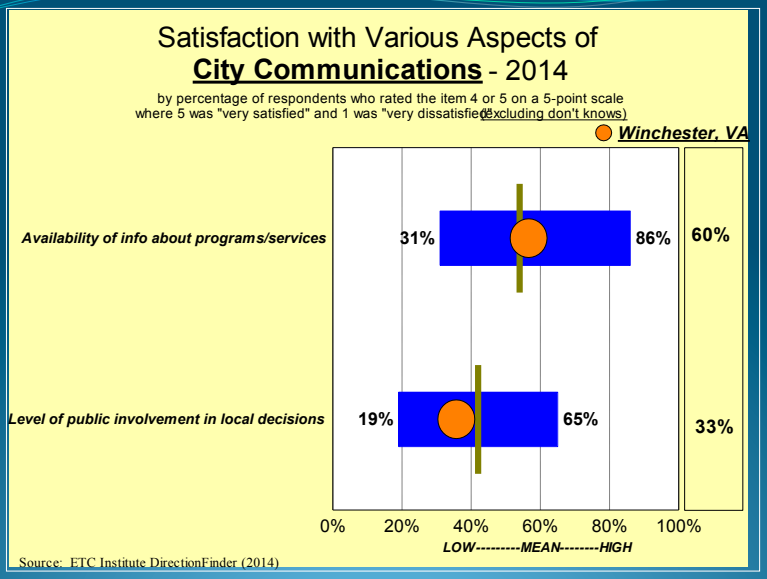
Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)

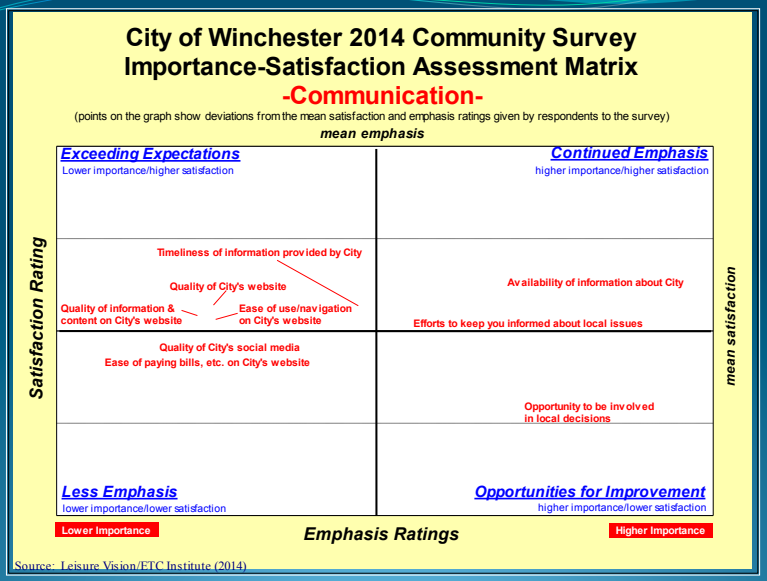
One of Top 3 Issues in 2011: ★

48


Overall Satisfaction with Communication
Trends 2008, 2011 & 2014
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)
Availability of info. about City services/programs
59%
59%
60%
Timeliness of info provided by government
53%
56%
55%
City efforts to keep residents informed
52%
52%
51%
Quality of the City's website
54%
60%
53%
Level of public involvement in decision-making
31%
46%
33%
0%
20%
40%
60%
80%
100%
Winchester 2008
Winchester 2011
Winchester 2014
Source: 2014 ETC Institute
Satisfaction Significantly Higher:
Satisfaction Significantly Lower:


Overall Satisfaction with Communication
Winchester vs. East Coast Region vs. the U.S
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)
Availability of info. about City services/programs
60%
62%
52%
Timeliness of info provided by government
55%
55%
47%
City efforts to keep residents informed
51%
54%
50%
Quality of the City's website
53%
69%
61%
Level of public involvement in decision-making
33%
49%
42%
0%
20%
40%
60%
80%
100%
Winchester
East Coast Region
U.S.
Source: 2014 ETC Institute
Satisfaction Significantly Higher:
Satisfaction Significantly Lower:


Satisfaction with Various Aspects of
City Communications - 2014
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)
Winchester, VA
Availability of info about programs/services
31%
86%
60%
Level of public involvement in local decisions
19%
65%
33%
0%
20%
40%
60%
80%
100%
LOW---------MEAN--------HIGH
Source: ETC Institute DirectionFinder (2014)


City of Winchester 2014 Community Survey
Importance-Satisfaction Assessment Matrix
-Communication-
(points on the graph show deviations from the mean satisfaction and emphasis ratings given by respondents to the survey)
mean emphasis
Exceeding Expectations
Lower importance/higher satisfaction
Continued Emphasis
higher importance/higher satisfaction
Timeliness of information provided by City
Quality of City's website
Quality of information & content on City's website
Ease of use/navigation on City's website
Availability of information about City
Efforts to keep you informed about local issues
Quality of City's social media
Ease of paying bills, etc. on City's website
Opportunity to be involved in local decisions
Less Emphasis
lower importance/lower satisfaction
Opportunities for Improvement
higher importance/lower satisfaction
Satisfaction Rating
mean satisfaction
Lower Importance
Emphasis Ratings
Higher Importance
Source: Leisure Vision/ETC Institute (2014)

Code Enforcement Findings

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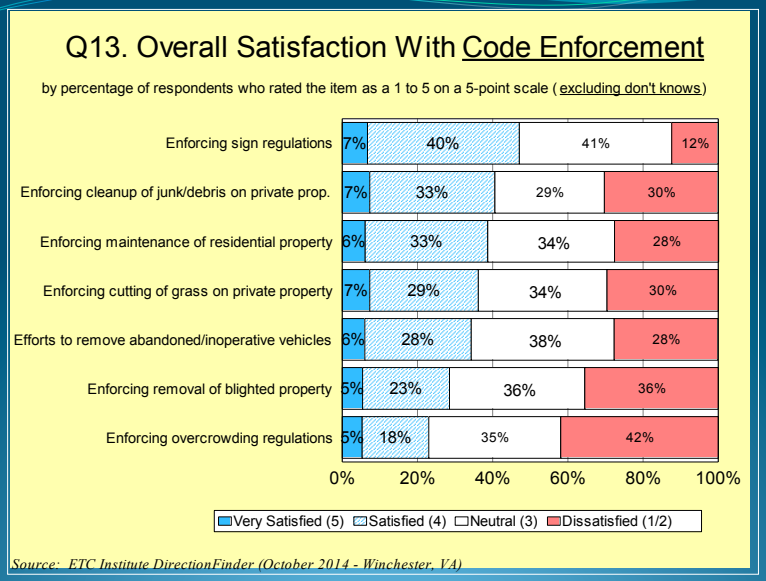
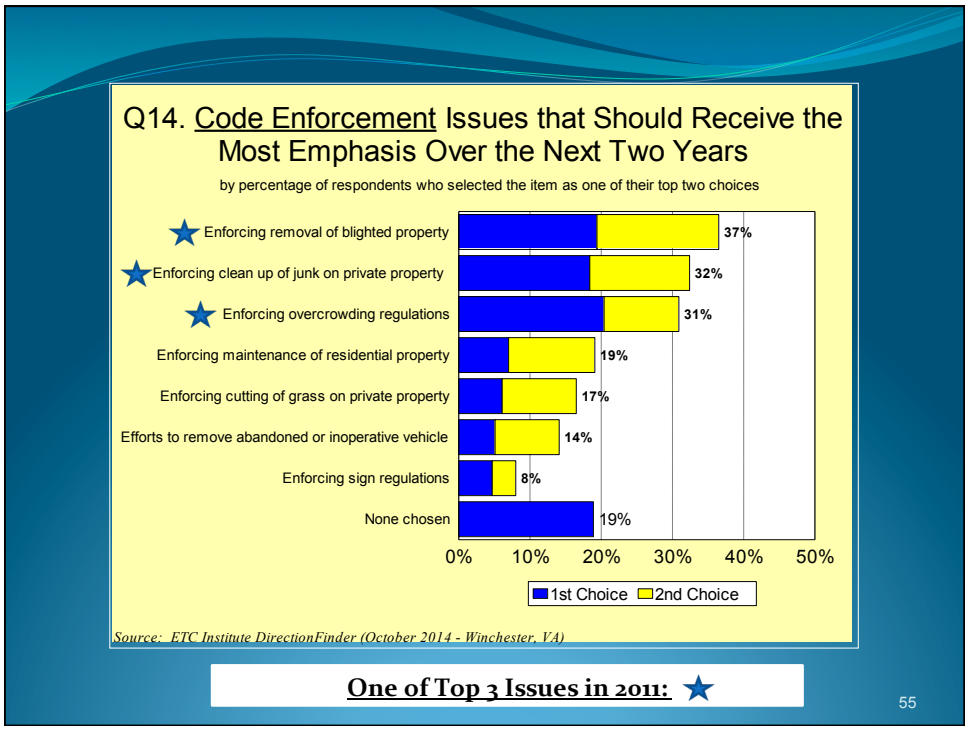
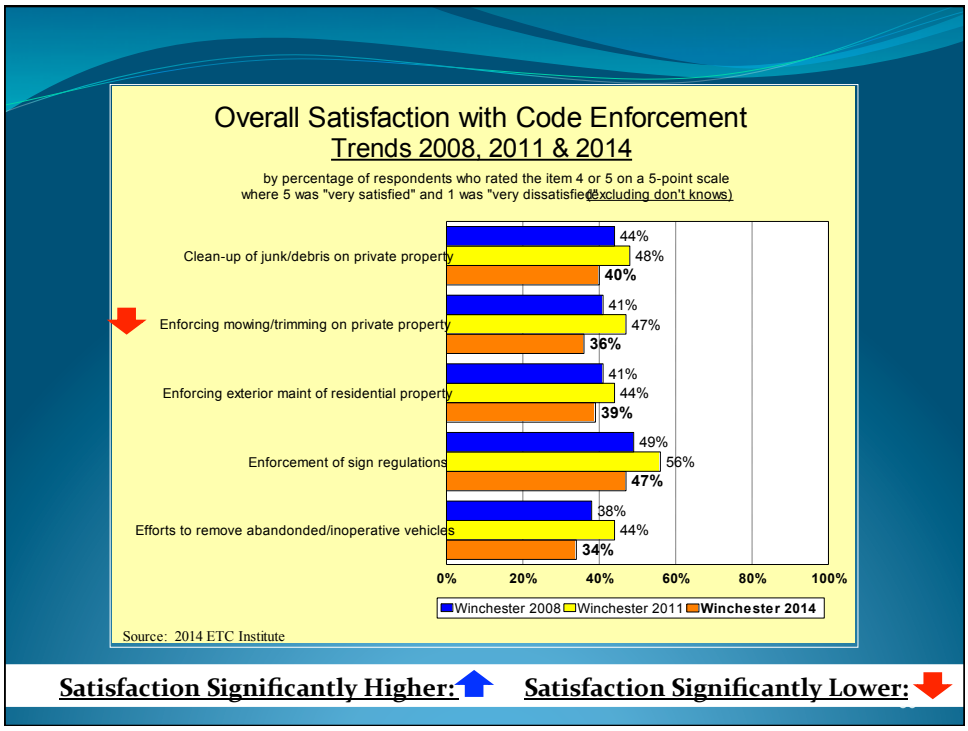
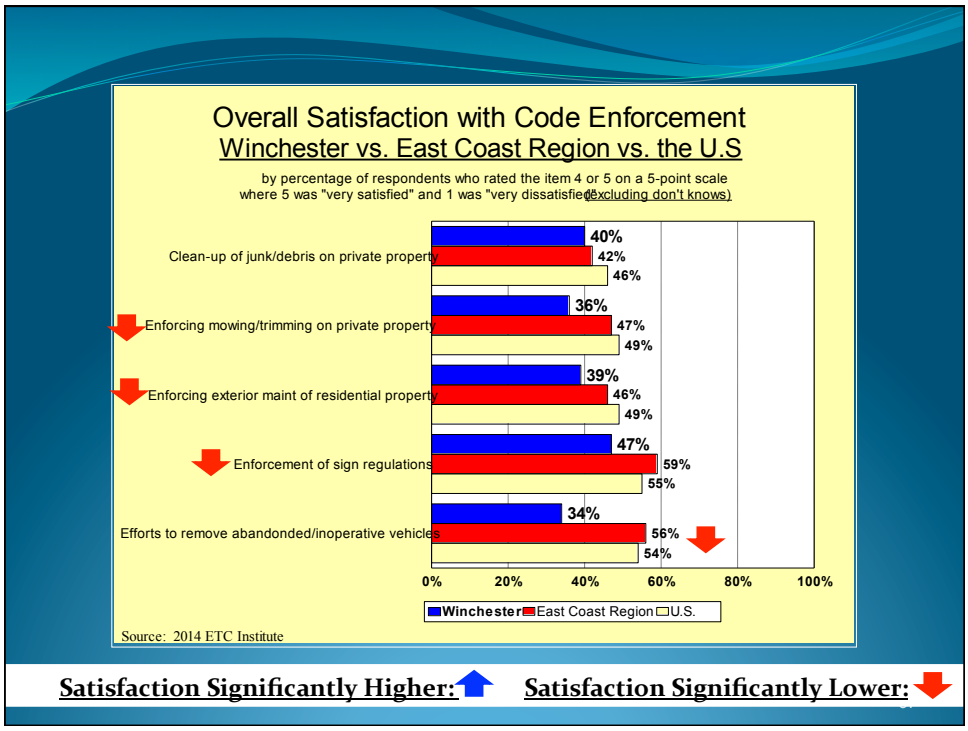
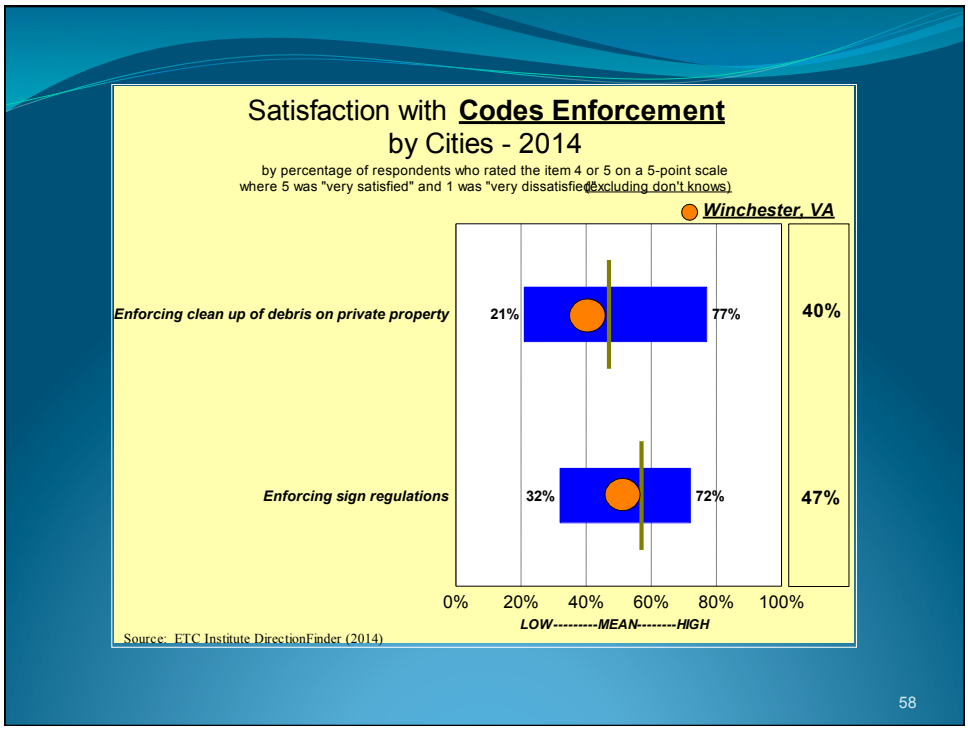


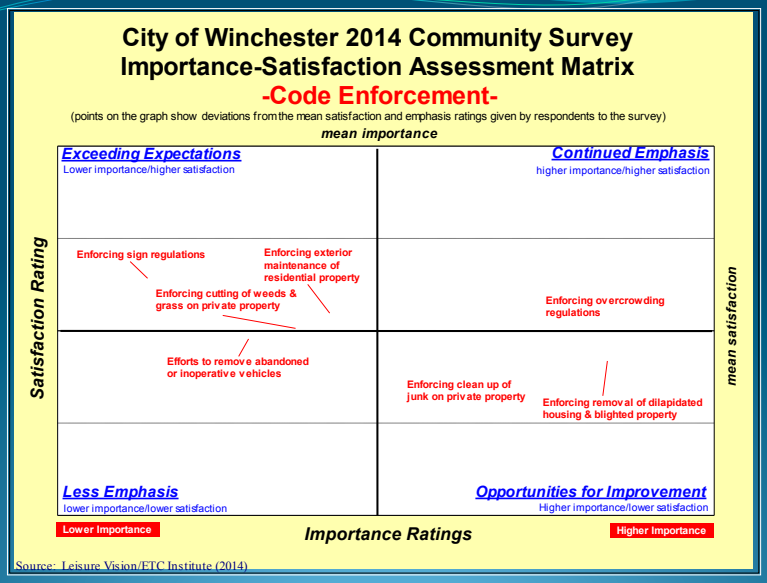
54


Q14. 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
Enforcing removal of blighted property
Enforcing clean up of junk on private property
Enforcing overcrowding regulations
Enforcing maintenance of residential property
Enforcing cutting of grass on private property
Efforts to remove abandoned or inoperative vehicle
Enforcing sign regulations
None chosen
37%
32%
31%
19%
17%
14%
8%
19%
0%
10%
20%
30%
40%
50%
1st Choice
2nd Choice
Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)
One of Top 3 Issues in 2011:
55


Overall Satisfaction with Code Enforcement
Trends 2008, 2011 & 2014
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)
Clean-up of junk/debris on private property
44%
48%
40%
Enforcing mowing/trimming on private property
41%
47%
36%
Enforcing exterior maint of residential property
41%
44%
39%
Enforcement of sign regulations
49%
56%
47%
Efforts to remove abandonded/inoperative vehicles
38%
44%
34%
0%
20%
40%
60%
80%
100%
Winchester 2008
Winchester 2011
Winchester 2014
Source: 2014 ETC Institute
Satisfaction Significantly Higher:
Satisfaction Significantly Lower:


Overall Satisfaction with Code Enforcement
Winchester vs. East Coast Region vs. the U.S
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)
Clean-up of junk/debris on private property
40%
42%
46%
Enforcing mowing/trimming on private property
36%
47%
49%
Enforcing exterior maint of residential property
39%
46%
49%
Enforcement of sign regulations
47%
59%
55%
Efforts to remove abandonded/inoperative vehicles
34%
56%
54%
0%
20%
40%
60%
80%
100%
Winchester
East Coast Region
U.S.
Source: 2014 ETC Institute
Satisfaction Significantly Higher:
Satisfaction Significantly Lower:


Satisfaction with Codes Enforcement
by Cities - 2014
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)
Winchester, VA
Enforcing clean up of debris on private property
21%
77%
40%
Enforcing sign regulations
32%
72%
47%
0%
20%
40%
60%
80%
100%
LOW---------MEAN--------HIGH
Source: ETC Institute DirectionFinder (2014)
58



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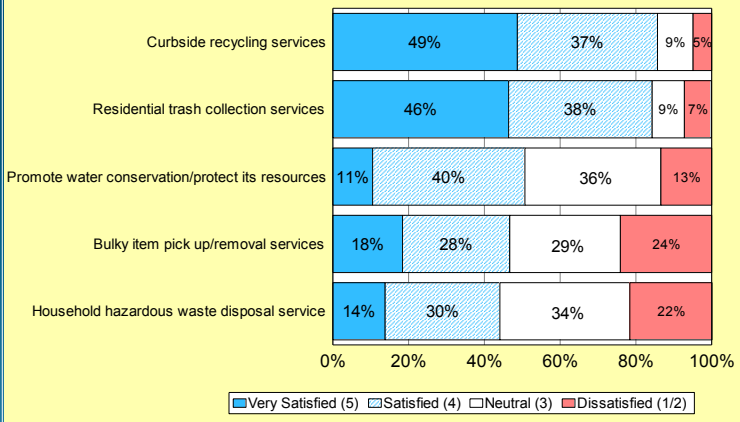
Utilities Findings

60

Q15. Satisfaction With Utility Services

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

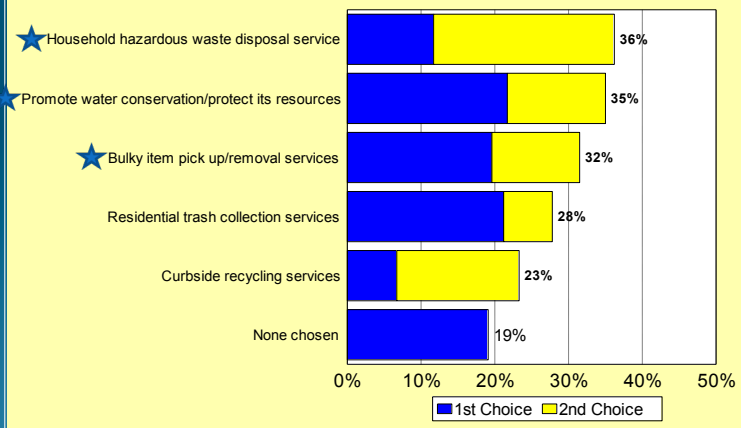


Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)

61

Q16. Utility Service Issues That Should Receive the Most Emphasis Over the Next Two Years

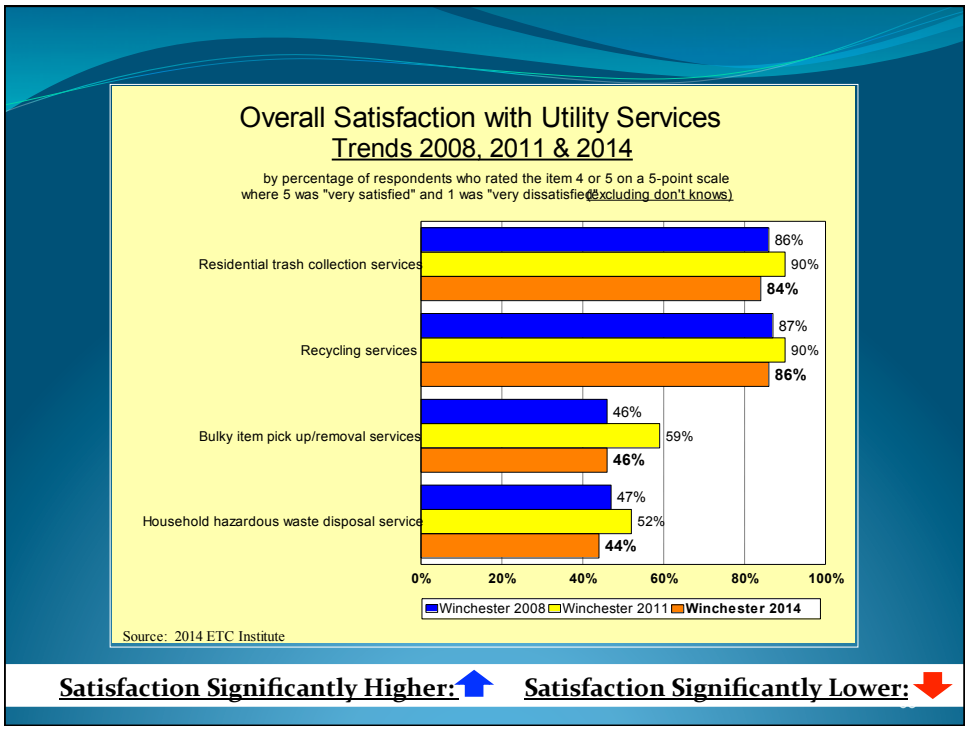
by percentage of respondents who selected the item as one of their top two choices



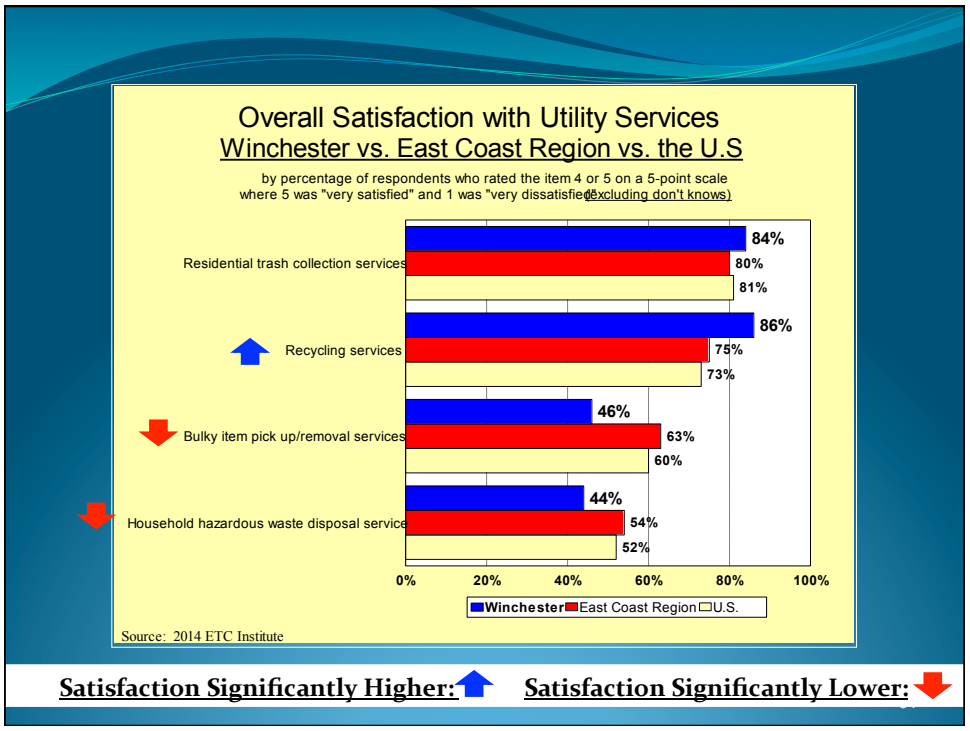
Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)

One of Top 3 Issues in 2011: ★

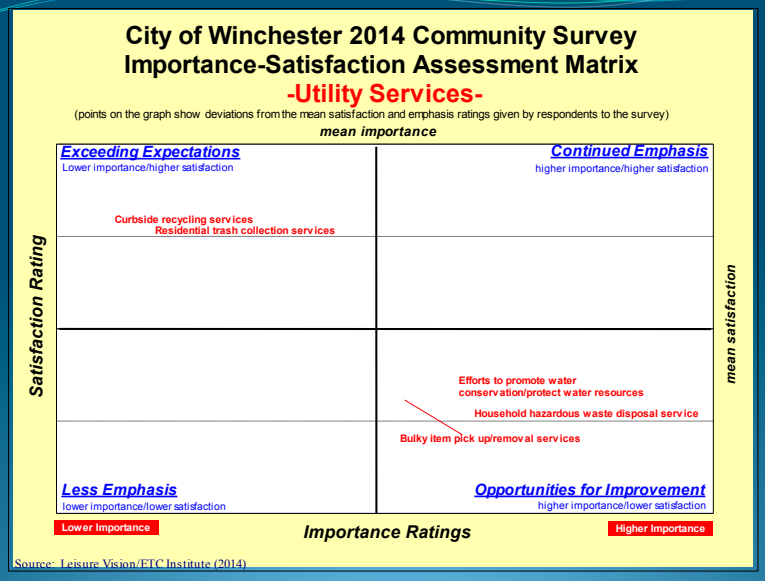
62



Satisfaction Significantly Higher: **Satisfaction Significantly Lower:**



Satisfaction Significantly Higher: **Satisfaction Significantly Lower:**

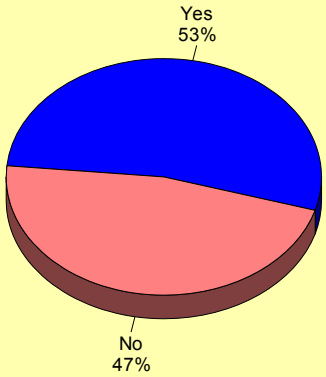


65

Customer Service Findings

66

Q18. Have you contacted the City of Winchester with a question, problem, or complant in the past year?



Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)

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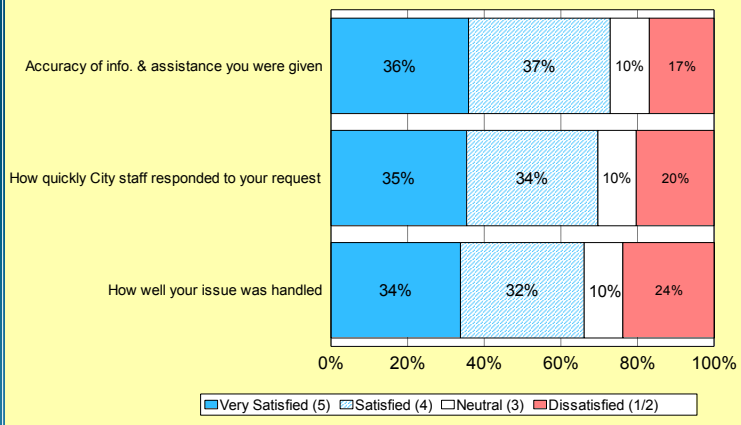
Q18a-c. Statisfaction with Various Aspects of Customer Service From Government Employees

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 (October 2014 - Winchester, VA)

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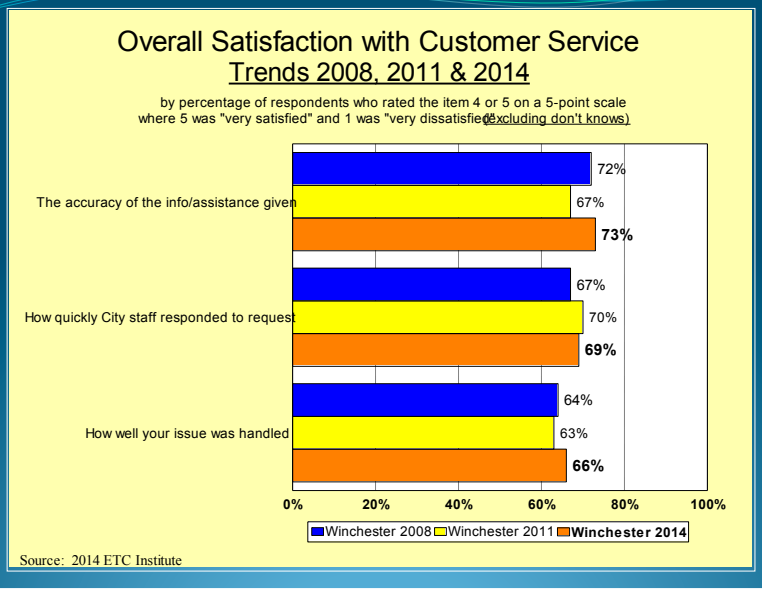
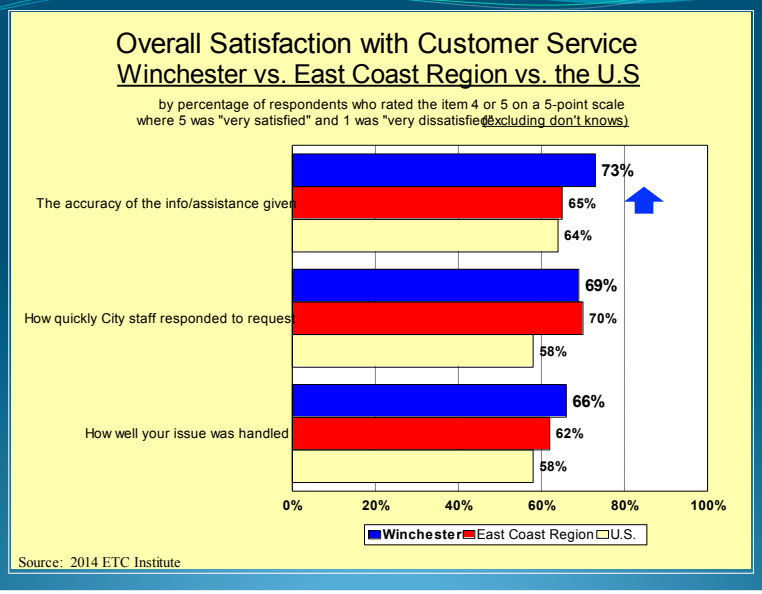


Satisfaction Significantly Higher: **Satisfaction Significantly Lower:**



Satisfaction Significantly Higher: **Satisfaction Significantly Lower:**

Other Community Findings

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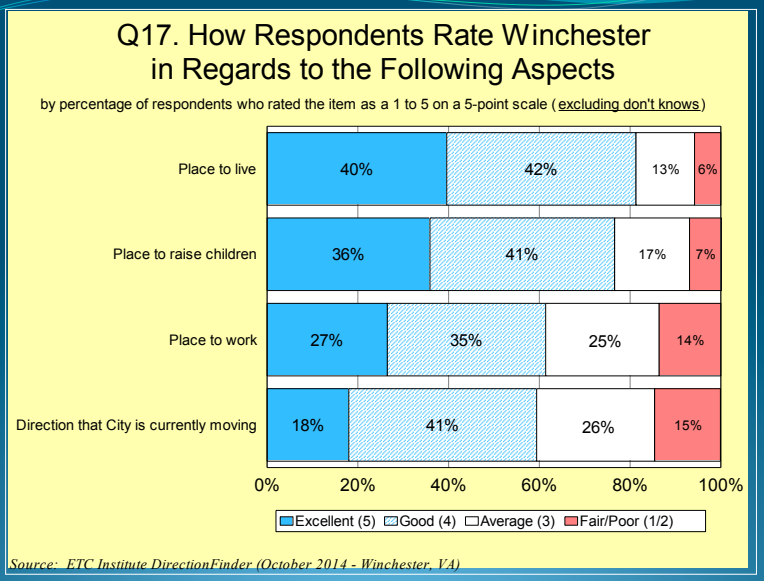
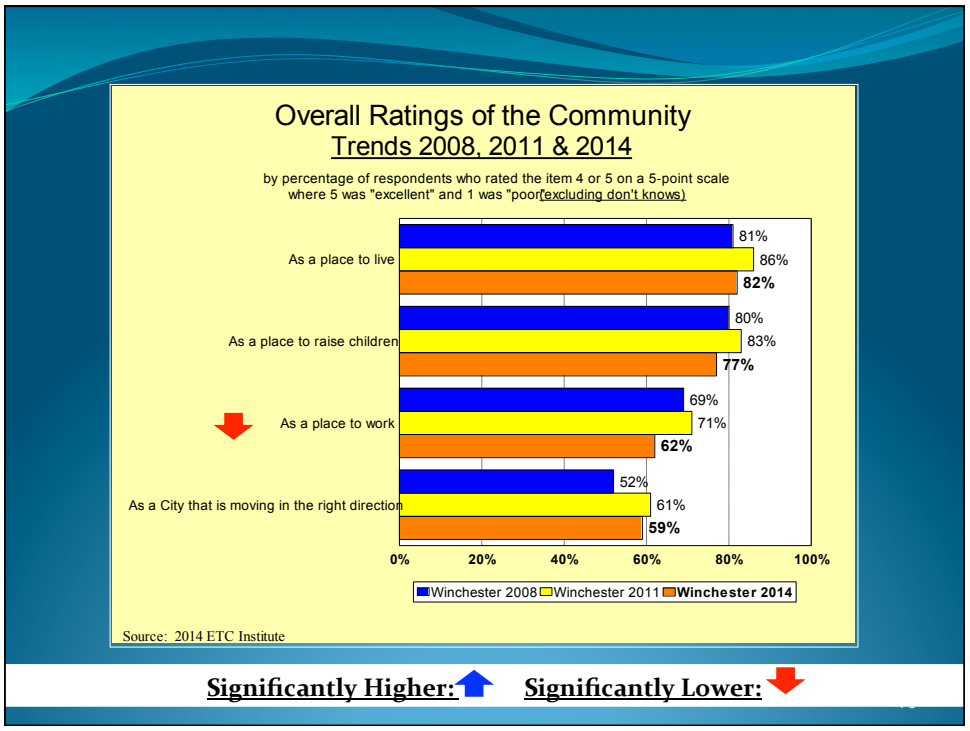
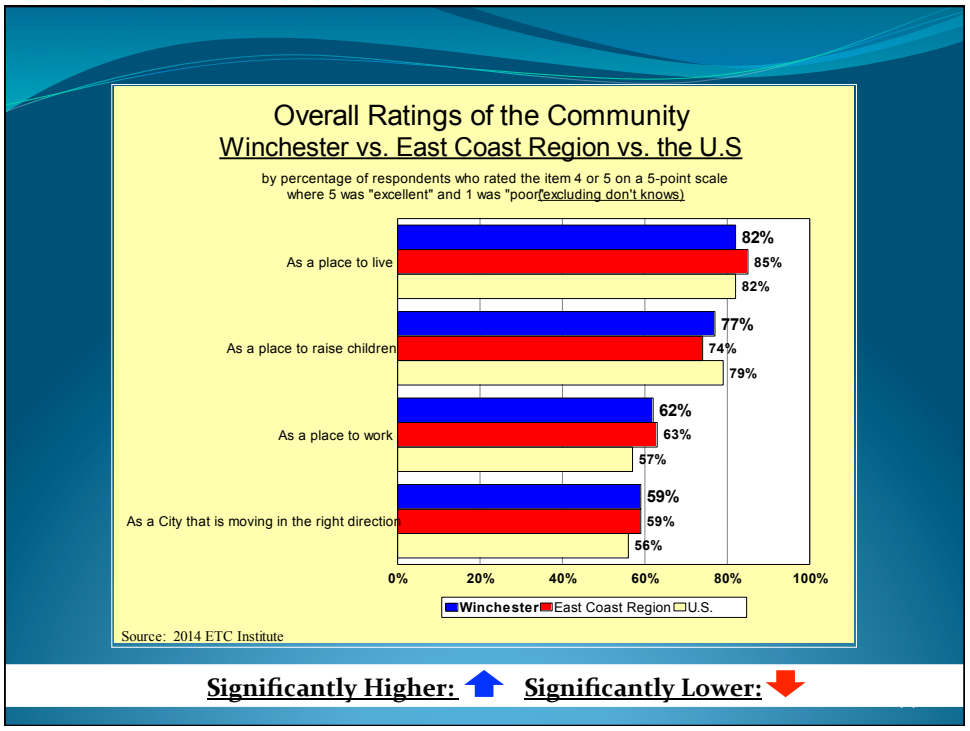


72


Overall Ratings of the Community
Trends 2008, 2011 & 2014
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "excellent" and 1 was "poor" (excluding don't knows)
As a place to live
81%
86%
82%
As a place to raise children
80%
83%
77%
As a place to work
69%
71%
62%
As a City that is moving in the right direction
52%
61%
59%
0%
20%
40%
60%
80%
100%
Winchester 2008
Winchester 2011
Winchester 2014
Source: 2014 ETC Institute
Significantly Higher:
Significantly Lower:


Overall Ratings of the Community
Winchester vs. East Coast Region vs. the U.S
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "excellent" and 1 was "poor" (excluding don't knows)
As a place to live
82%
85%
82%
As a place to raise children
77%
74%
79%
As a place to work
62%
63%
57%
As a City that is moving in the right direction
59%
59%
56%
0%
20%
40%
60%
80%
100%
Winchester
East Coast Region
U.S.
Source: 2014 ETC Institute
Significantly Higher:
Significantly Lower:

Summary

The Vast Majority of Residents are Satisfied with the Full-Range of City Services

City Issues that Should Receive the Most Emphasis Over the Next 2 Years

- Maintenance of city streets
- Quality of public schools
- Management of traffic flow on City streets
- Quality of public safety services

Performance Measurements Show High Satisfaction with Major City Services Compared to Other Communities

There is strong consistency in issues to emphasize compared to 2011 Survey Results

75

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Demographics

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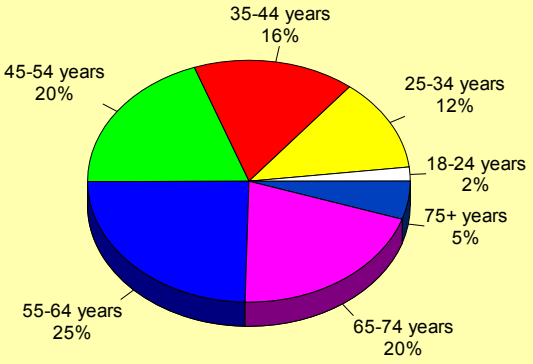
Q20. Demographics: Age of Respondents

by percentage of respondents (excluding not provided)



Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)

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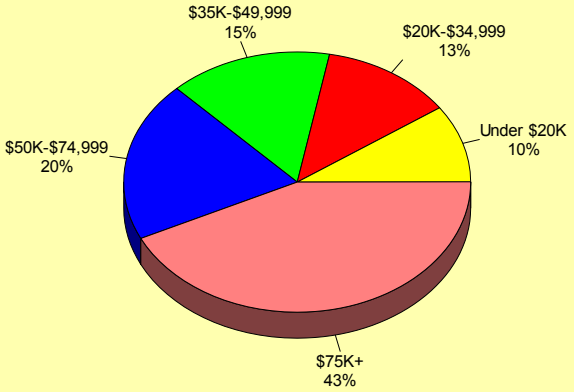
Q21. Demographics: Household Income

by percentage of respondents (excluding not provided)



Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)

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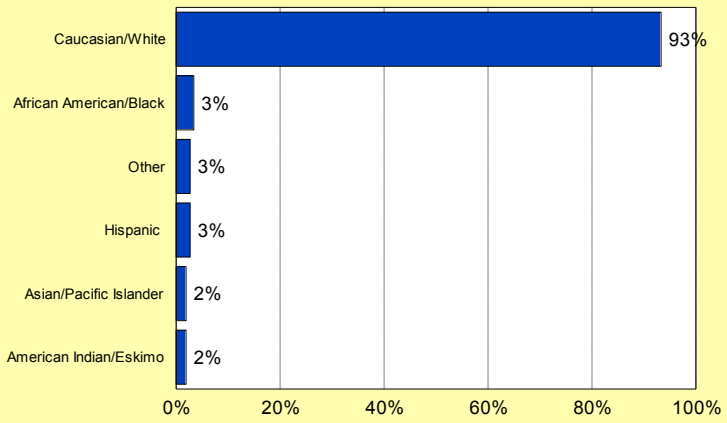
Q22. Demographics: Race/Ethnicity

by percentage of respondents (excluding not provided)



Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)

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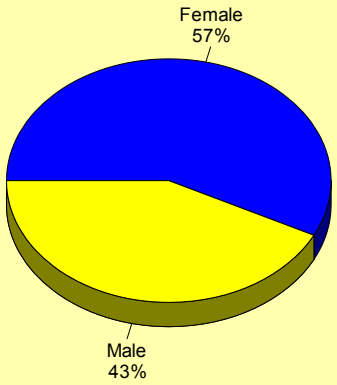
Q24. Demographics: Respondents Gender

by percentage of respondents



Source: ETC Institute DirectionFinder (October 2014 - Winchester, VA)

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