Customer Satisfaction Survey Report
For
City of El Segundo – Residents
Reporting Period: December 2018
Key Findings

Methodology

Web surveys were conducted with Residents within the City of El Segundo. Respondents were selected from the master survey list supplied by City of El Segundo. A final sample of customers was obtained. We sent 1269 invitations, 221 were undeliverable for a total of 1048 sent out. We had a 24% response rate or 248 total responses. Mail surveys were also sent out from the City of El Segundo offices. A total of 319 residents responded via mail. A total of 557 residents responded to some portion of the survey. There were 542 responses to the Net Promoter Score question. It is very important to note we received feedback from 347 residents last year meaning we received over 55% more respondent feedback than last year!

Results

The city should be delighted 60% of the respondents have seen improvements in the last year!

As we have discussed in the past, Net Promoter Score is a tool to measure customer loyalty and the predictive indicators for customer defection. In case study after case study, companies with higher NPS scores generally are more profitable than their competition.

A Net Promoter Score of 57% is very respectable given that secondary research suggests that cities using NPS will score in the range of 23 to 28%. The NPS score did declined by 2% from last year which is negligible.

When comparing the results of the 2017 survey with this years results, the numbers hardly changed. Last year the city earned a 59% NPS. The percentage of Promoters declined by 2% whereas the percent of passive increased by 2% this year.

This is still a remarkable accomplishment given the more than 55% increase in respondents to this year’s survey. Targeted action plans should also be developed for select companies who make up the Detractor Residents. The detailed responses will be provided as part of this report in a separate file. City Managers are encouraged to examine this raw feedback in more detail.
Key Findings

The following areas are viewed as modest strengths by the majority of Residents: (4.00 to 4.33)

- Availability & Responsiveness of Police Department- **Mean Score 4.37**
- Responsiveness, knowledge and competency of Fire & Paramedic services – **Mean Score 4.48**
- Quality of Recreation and Parks Program offered – **Mean Score 4.10**
- Maintenance and upkeep of Recreation and Parks facilities- **Mean Score 4.15**
- Resources and services provided by the Public Library- **Mean Score 4.14**

Ideally we would like all of these scores to rise to above 4.33, which would most likely occur if some of the NPS issues with individual Residents were addressed.

There are three areas which represent an Issue & Opportunity due to their mean scores coming in below 4.00)

- Responsiveness and overall vision of City Council
- Water and Sewer Billing Department Customer Service (complaint handling & responsiveness)
- Condition of City Infrastructure: streets, sidewalks and public facilities

Detractors were most concerned about cost of living and taxes. To a lesser extent Detractors are concerned about noise pollution and the airport and the desire for a more resident friendly environment.
Measuring your Net Promoter Score™

Promoters are your customers who are so enthusiastic about your company or brand that they buy more than the average customer and delight in referring your business to their friends, peers, and colleagues. These customers give you a rating of 9 or 10.

Customers who give you a rating of 7 or 8 are Passive customers. They may become Promoters if you improve your product, service or overall customer experience, but for now they do not factor into the Net Promoter Score.

Detractors feel mistreated, abused, and hurt. Their experience is going to drive them to cut back what they purchase from you and switch to your competition. They are also not shy about sharing with others their plight and warning current and potential customers to stay away from your company. Detractors are customers who give ratings of 6 or lower.

Your Net Promoter Score is calculated by subtracting the percentage of Detractors from Promoters to get an overall NPS as number as shown below:

% of Promoters - % of Detractors = Net Promoter Score (NPS)

**Example:**
Promoters = 56%
Passives = 36%
Detractors = 8%
Net Promoter Score: 56% - 8% = 48%

**NPS Methodology**

We begin with the ultimate question. **“How likely would you be to recommend this company to a friend or colleague?”** Respondents are asked to respond using a 0 to 10 scale where 5 is neutral. An effective Net Promoter process is not simply based on asking customers a single question and ending the survey. It is important to understand why each respondent gave you the score they did. Understanding what needs to be improved (or specific actions taken) to raise your score to a 9 or 10 gives you actionable information which can be targeted for corrective action or process improvement. Understanding why a customer gave you a 9 or 10 helps you to better understand your core competencies. Our qualitative analysis of follow-up comments from Promoter, Passives, and Detractors is the key to increasing customer loyalty and profitable growth.
Promoters 68% - Detractors = NPS of 57%

A Net Promoter Score of 57% is very respectable given that secondary research suggests that cities using NPS will score in the range of 23 to 28%.

When comparing the results of the 2017 survey with this year’s results, the numbers hardly changed. Last year the city earned a 59% NPS. The percentage of Detractors declined by 1% this year.

City of El Segundo needs to develop plans to address some of the concerns of the Resident Detractors (Those giving scores of 6 or less).

Cost of living and taxes appears to be the primary driver among the Detractors.

Some effort should also be made to address some of the concerns of the Passives (scores of 7 & 8).

The comments of the individual Detractors and Passives provide specific guidance.

Each comment should be reviewed independently. NPS is a customer-centric process; meaning that action plans address individual customer concerns. It is important that each of these Residents are contacted for follow-up and attempts made to address their concerns.
These areas represent significant opportunities for improvement among Detractors. Individual comments follow for Passive and Detractors.
# Satisfaction Data Summary

## Exhibit 2.1 - Resident Respondents

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Importance</th>
<th>Satisfaction City of El Segundo Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>n= 557</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsiveness and overall vision of City Council</td>
<td>0.48</td>
<td>3.55</td>
</tr>
<tr>
<td>Availability &amp; Responsiveness of Police Department</td>
<td>0.40</td>
<td>4.37</td>
</tr>
<tr>
<td>Water and Sewer Billing Department Customer Service (complaint handling &amp; responsiveness)</td>
<td>0.36</td>
<td>3.70</td>
</tr>
<tr>
<td>Responsiveness, knowledge and competency of Fire &amp; Paramedic services</td>
<td>0.35</td>
<td>4.48</td>
</tr>
<tr>
<td>Quality of Recreation and Parks Program offered</td>
<td>0.34</td>
<td>4.10</td>
</tr>
<tr>
<td>Maintenance and upkeep of Recreation and Parks facilities</td>
<td>0.32</td>
<td>4.15</td>
</tr>
<tr>
<td>Condition of City Infrastructure: streets, sidewalks and public facilities</td>
<td>0.30</td>
<td>3.71</td>
</tr>
<tr>
<td>Resources and services provided by the Public Library</td>
<td>0.29</td>
<td>4.14</td>
</tr>
</tbody>
</table>

## Strengths:
- Availability & Responsiveness of Police Department
- Responsiveness, knowledge and competency of Fire & Paramedic services
- Quality of Recreation and Parks Program offered
- Maintenance and upkeep of Recreation and Parks facilities
- Resources and services provided by the Public Library

## Issues & Opportunities:
- Responsiveness and overall vision of City Council
- Water and Sewer Billing Department Customer Service (complaint handling & responsiveness)
- Condition of City Infrastructure: streets, sidewalks and public facilities
City of El Segundo

Exhibit 2.2 - All Resident Respondents
"How has the city improved over the last year?"
## Comparing last year to this year

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of participants</td>
<td>355</td>
<td>557</td>
<td>57% increase in participation</td>
</tr>
<tr>
<td>Net Promoter Score</td>
<td>59%</td>
<td>57%</td>
<td>2% decline yet 60% of respondents said there was improvement in city services from last year</td>
</tr>
<tr>
<td>Primary Issue Among Detractors</td>
<td>Improve public works and infrastructure 21%</td>
<td>Too Expensive / High Taxes 21%</td>
<td>Infrastructure declined to 6% this year!</td>
</tr>
<tr>
<td>Attribute with Highest Score</td>
<td>Responsiveness, Knowledge and Competency of Fire and Paramedic services 4.59</td>
<td>Responsiveness, Knowledge and Competency of Fire and Paramedic services 4.48</td>
<td></td>
</tr>
<tr>
<td>Attribute with lowest score</td>
<td>Responsiveness and overall vision of city council 3.29</td>
<td>Responsiveness and overall vision of city council 3.55</td>
<td>Increase by .26 or 8% improvement over last year</td>
</tr>
</tbody>
</table>