

4 Importance-Satisfaction Analysis

Importance-Satisfaction Analysis



Overview

Today, community leaders have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction (I-S) rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high.

The rating is calculated by summing the percentage of responses for items selected as the first, second, and third most important services for the City to emphasize over the next two years. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "Don't Know" responses). "Don't Know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable.

$$\text{I-S Rating} = \text{Importance} \times (1 - \text{Satisfaction})$$

Example of the Calculation

Respondents were asked to identify the public safety services that were most important to their household. Just over half (50.2%) of the respondent households selected "*City's efforts to prevent crime*" as one of the most important services for the City to emphasize.

With regard to satisfaction, 48% of respondents surveyed rated "*City's efforts to prevent crime*" as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "Don't Know" responses. The I-S rating was calculated by multiplying the sum of the most important percentages by one minus the sum of the satisfaction percentages. In this example, 50.2% was multiplied by 52% (1-0.48). This calculation yielded an I-S rating of 0.2610, which ranked first out of thirteen categories of public safety services analyzed.

Importance-Satisfaction Analysis



The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices of importance and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one of the three most important areas.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis (I-S > 0.20)
- Increase Current Emphasis (I-S = 0.10 - 0.20)
- Maintain Current Emphasis (I-S < 0.10)

Tables showing the results for the City of Manassas are provided on the following pages.

2022 Importance-Satisfaction Rating

City of Manassas

Major Categories of City Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Flow of traffic & ease of getting around the City	45%	1	38%	19	0.2765	1
Quality of public education	42%	2	41%	18	0.2460	2
<u>High Priority (IS .10-.20)</u>						
Quality of economic development	32%	3	54%	14	0.1449	3
Enforcement of City codes & ordinances	21%	6	44%	16	0.1148	4
Maintenance of streets, sidewalks & infrastructure	27%	4	61%	11	0.1037	5
<u>Medium Priority (IS <.10)</u>						
Effectiveness of communication with the community	18%	7	53%	15	0.0851	6
Quality of social services	12%	9	41%	17	0.0708	7
Quality of parks & rec programs & facilities	15%	8	61%	12	0.0573	8
Quality of police services	26%	5	80%	4	0.0514	9
Quality of trash, recycling & yard waste services	8%	10	78%	6	0.0169	10
Quality of landscaping parks, medians, other areas	5%	13	74%	7	0.0133	11
Quality of water & sewer utilities	7%	12	81%	3	0.0124	12
Quality of customer service from City employees	4%	14	72%	8	0.0115	13
Quality of fire & rescue services	8%	11	87%	2	0.0098	14
Quality of voter registration	4%	15	80%	5	0.0078	15
Maintenance of City buildings & facilities	2%	17	70%	9	0.0069	16
Quality of library services	2%	18	70%	10	0.0063	17
Quality of electric utility services	3%	16	88%	1	0.0036	18
Quality of Manassas Regional airport services	0%	19	55%	13	0.0009	19

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 be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "1" and "2" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2022 Importance-Satisfaction Rating

City of Manassas

Public Safety Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
City's efforts to prevent crime	50%	1	48%	12	0.2610	1
Visibility of police in neighborhoods	48%	2	54%	10	0.2208	2
<u>High Priority (IS .10-.20)</u>						
Visibility of police in retail areas	29%	5	45%	13	0.1606	3
City's efforts to enforce local traffic laws	31%	4	49%	11	0.1576	4
<u>Medium Priority (IS <.10)</u>						
Quality of local police protection	31%	3	76%	7	0.0751	5
Quality of shared services with County	15%	6	58%	9	0.0622	6
Quality of Animal Control	8%	10	59%	8	0.0308	7
How quickly police respond to 911 emergencies	10%	8	77%	6	0.0223	8
Professionalism of police employees	12%	7	83%	5	0.0201	9
Quality of Emergency Medical Services	9%	9	84%	4	0.0149	10
Quality of local fire protection	7%	11	86%	3	0.0102	11
How quickly fire & rescue responds	6%	12	86%	2	0.0090	12
Professionalism of fire & EMT employees	3%	13	87%	1	0.0036	13

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Most Important %:

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Satisfaction %:

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2022 Importance-Satisfaction Rating

City of Manassas

Transportation and Mobility Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
How traffic signal system provides traffic flow	45%	1	43%	12	0.2537	1
<u>High Priority (IS .10-.20)</u>						
Ease of traveling from home to regional roadways	34%	2	55%	8	0.1548	2
Availability of public parking - historic downtown	24%	4	54%	9	0.1109	3
<u>Medium Priority (IS <.10)</u>						
Ease of getting around the City of Manassas	27%	3	64%	3	0.0976	4
Availability of pathways for walking or biking	19%	7	51%	10	0.0951	5
Maintenance of streets in your neighborhood	24%	5	63%	4	0.0884	6
Availability of public transit options	21%	6	61%	5	0.0800	7
Availability of public parking	16%	10	59%	7	0.0672	8
Availability of sidewalks	17%	9	61%	6	0.0644	9
Availability of biking lanes & amenities	10%	11	45%	11	0.0572	10
Adequate street lighting	18%	8	69%	2	0.0558	11
Maintenance of street signs/pavement markings	10%	12	69%	1	0.0301	12

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2022 Importance-Satisfaction Rating

City of Manassas

Community Appearance

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS .10-.20)</u>						
Enforcing the cleanup of litter & debris	34%	1	45%	13	0.1892	1
Enforcing mowing & cutting of weeds & grass	28%	2	46%	11	0.1496	2
Enforcing the maintenance of residential property	26%	3	46%	12	0.1377	3
Enforcing removal of blighted/abandoned buildings	21%	6	38%	14	0.1283	4
<u>Medium Priority (IS <.10)</u>						
Condition of sidewalks	24%	4	63%	8	0.0892	5
Enforcing maintenance of business property	17%	7	54%	9	0.0782	6
Overall cleanliness of streets	23%	5	72%	6	0.0650	7
Enforcing sign regulations	12%	11	52%	10	0.0557	8
Appearance of city right-of-way & medians	14%	10	67%	7	0.0455	9
Appearance/maintenance of City parks	15%	8	75%	4	0.0378	10
Residential garbage & bulk trash collection	14%	9	74%	5	0.0364	11
Residential curbside recycling	7%	12	79%	2	0.0155	12
Residential yard waste collection	7%	13	79%	3	0.0139	13
Appearance of city buildings	4%	14	82%	1	0.0077	14

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

Most Important %:

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Satisfaction %:

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2022 Importance-Satisfaction Rating

City of Manassas

Planning and Economic Development

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Efforts to improve existing commercial corridors	37%	1	29%	10	0.2641	1
<u>High Priority (IS .10-.20)</u>						
Efforts to manage & plan for growth/development	30%	2	40%	5	0.1812	2
Availability of quality housing	28%	3	40%	6	0.1704	3
Provide for & encourage new detached single-family homes	21%	7	28%	11	0.1541	4
Developing vacant commercial & industrial areas	20%	8	29%	9	0.1406	5
Attract & retain full-time private sector jobs	22%	5	39%	7	0.1360	6
Attract & promote retail businesses & restaurants	22%	6	50%	4	0.1105	7
Efforts to encourage a variety of housing types	17%	10	37%	8	0.1052	8
<u>Medium Priority (IS <.10)</u>						
Efforts to continue the revitalization of downtown	23%	4	69%	1	0.0725	9
Preserve & promote residential-scale architecture	14%	11	50%	3	0.0685	10
Attract visitors & promote Historic Manassas	18%	9	63%	2	0.0666	11

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

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Satisfaction %:

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2022 Importance-Satisfaction Rating

City of Manassas

Culture and Recreation

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Availability of info about parks & rec programs	30%	1	44%	14	0.1702	1
Availability of walking/biking trails	27%	2	46%	13	0.1463	2
Number of parks & open spaces	26%	3	61%	9	0.1022	3
Medium Priority (IS <.10)						
Quality & number of athletic fields	20%	5	51%	12	0.0975	4
Variety of recreational programs	16%	6	41%	15	0.0915	5
Programs at the Freedom Center	12%	9	57%	10	0.0507	6
Variety of cultural programs	15%	7	67%	7	0.0479	7
Ease of registering for programs	8%	13	54%	11	0.0368	8
Special events & festivals	21%	4	84%	1	0.0341	9
Variety/quality of programs at Harris Pavilion	14%	8	76%	3	0.0331	10
Programs at Stonewall Pool	5%	15	35%	16	0.0325	11
Manassas Museum programs & facilities	10%	11	69%	5	0.0304	12
Hours of operation & services provided by library	8%	12	67%	6	0.0274	13
Proximity of your home to parks & green spaces	11%	10	77%	2	0.0255	14
Variety/quality of programs-Hylton Performing Arts Center	6%	14	71%	4	0.0177	15
Variety/quality of programs at Center for the Arts	5%	16	64%	8	0.0162	16

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2022 Importance-Satisfaction Rating

City of Manassas

Utilities

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS .10-.20)</u>						
Value received for water/sewer utility rates	34%	2	60%	11	0.1376	1
Value received for electric utility rates	35%	1	67%	9	0.1158	2
<u>Medium Priority (IS <.10)</u>						
Efforts to bury utility lines	30%	3	71%	8	0.0856	3
Taste/odor of your drinking water	28%	4	73%	6	0.0767	4
How well City keeps you informed about disruptions	19%	5	61%	10	0.0729	5
Availability of services from the Airport	11%	10	51%	12	0.0554	6
Reliability of stormwater systems	15%	9	73%	7	0.0392	7
Reliability of water services	17%	7	88%	3	0.0203	8
How quickly power is restored after an outage	15%	8	89%	2	0.0168	9
Reliability of City electric services	19%	6	91%	1	0.0167	10
Reliability of sewer services	10%	11	86%	4	0.0143	11
Courtesy of field crews & employees	3%	12	76%	5	0.0077	12

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

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2022 Importance-Satisfaction Rating

City of Manassas

Health and Human Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Preserve & increase affordable housing	29%	2	22%	8	0.2285	1
Availability of services to seniors	33%	1	36%	3	0.2106	2
<u>High Priority (IS .10-.20)</u>						
Supporting persons w/ disabilities/substance abuse	24%	3	28%	7	0.1706	3
Availability of info on social service programs	23%	4	38%	2	0.1407	4
Availability of services to people on low/fixed income	17%	5	30%	6	0.1183	5
<u>Medium Priority (IS <.10)</u>						
Availability of transportation for people with disabilities	10%	7	33%	4	0.0690	6
Availability of services to families & children	11%	6	40%	1	0.0636	7
Availability of services to the unemployed	7%	8	33%	5	0.0469	8

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Importance-Satisfaction Analysis



Importance-Satisfaction Matrix Analysis

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the City is performing significantly better than customers expect the City to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with City services. The City should maintain (or slightly decrease) emphasis on items in this area.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as residents expect the City to perform. This area has a significant impact on customer satisfaction, and the City should DEFINITELY increase emphasis on items in this area.
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to its performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with City services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

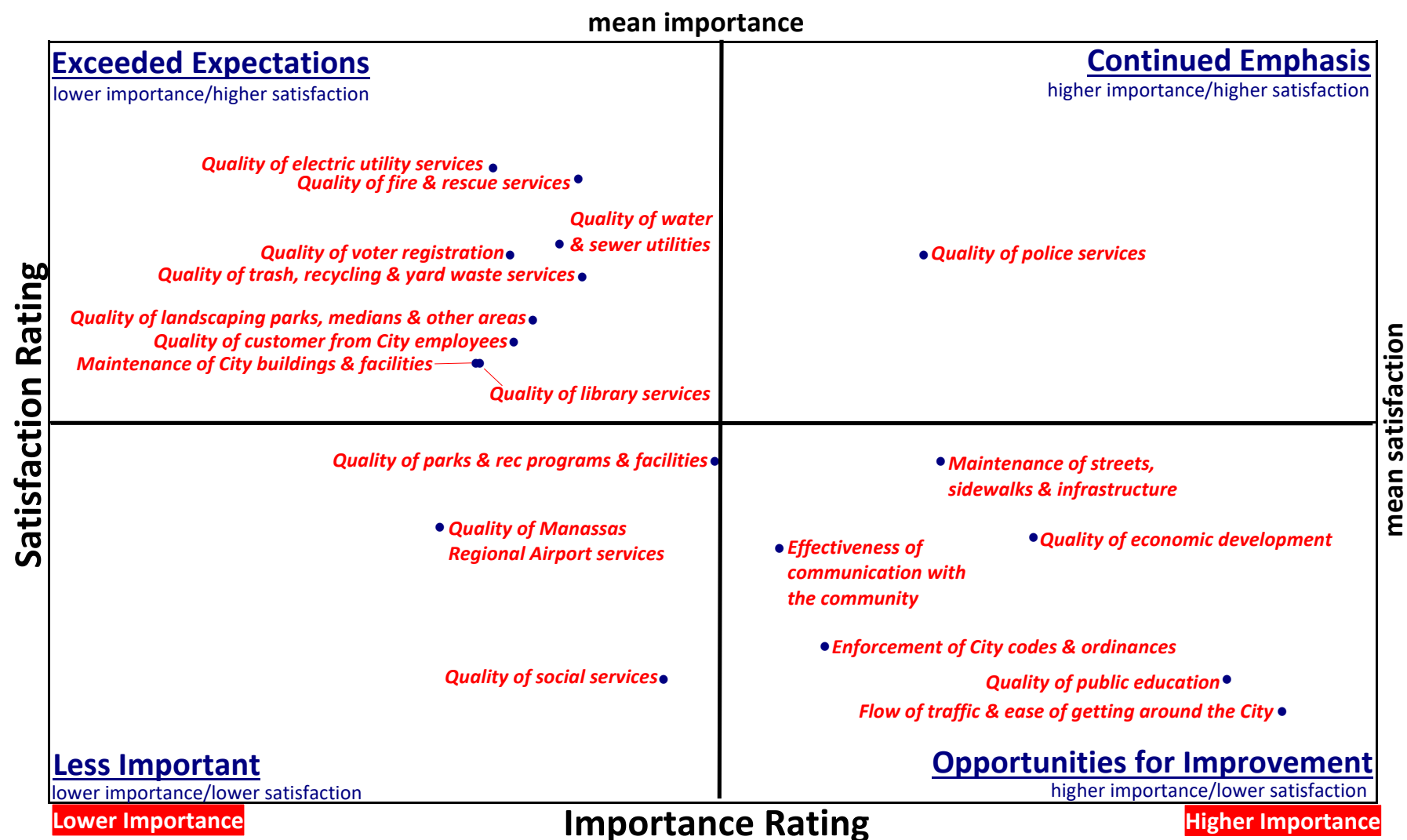
Matrix charts showing the results for the City of Manassas are provided on the following pages.

2022 City of Manassas DirectionFinder

Importance-Satisfaction Assessment Matrix

-Overall-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

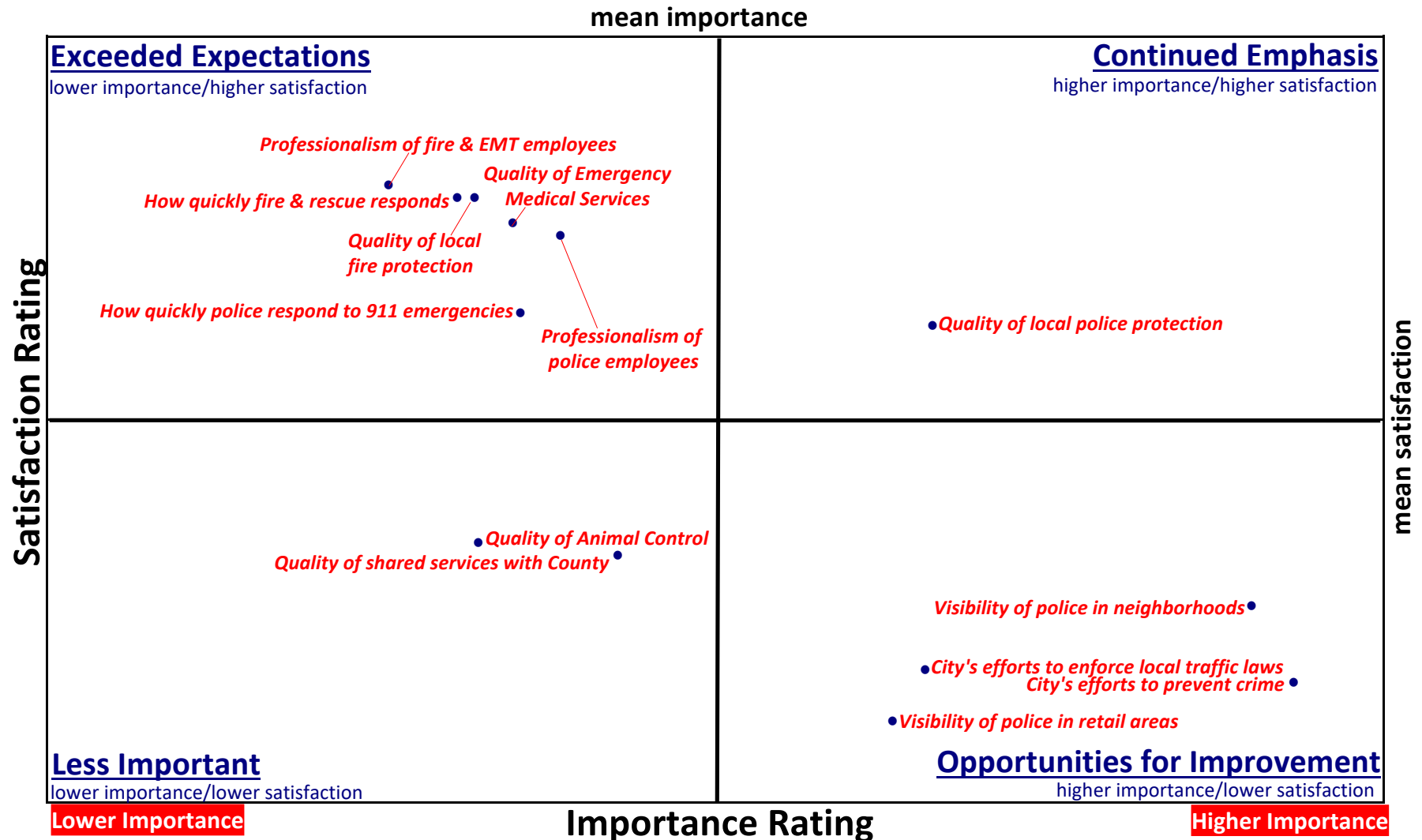


2022 City of Manassas DirectionFinder

Importance-Satisfaction Assessment Matrix

-Public Safety Services-

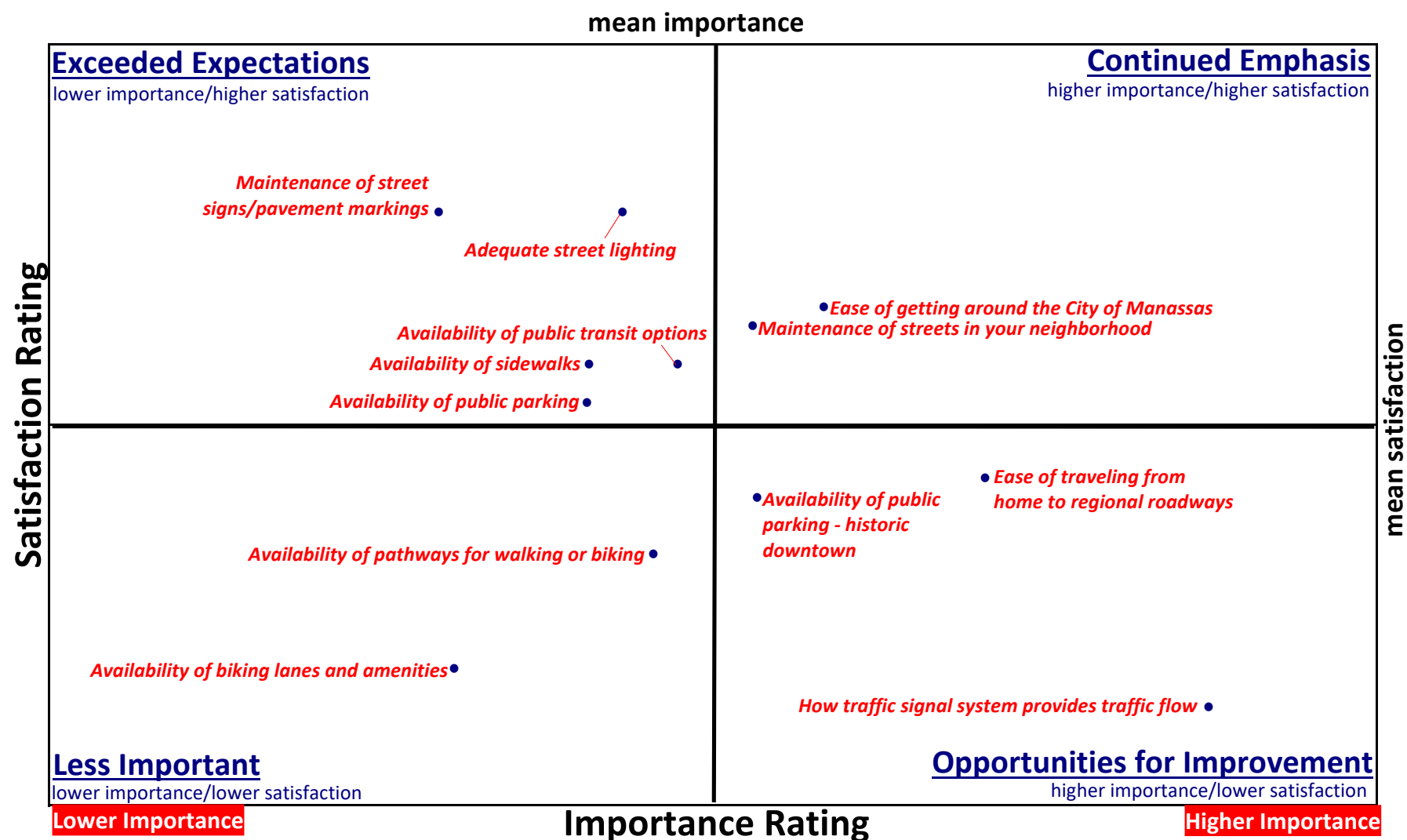
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2022 City of Manassas DirectionFinder Importance-Satisfaction Assessment Matrix

-Transportation and Mobility-

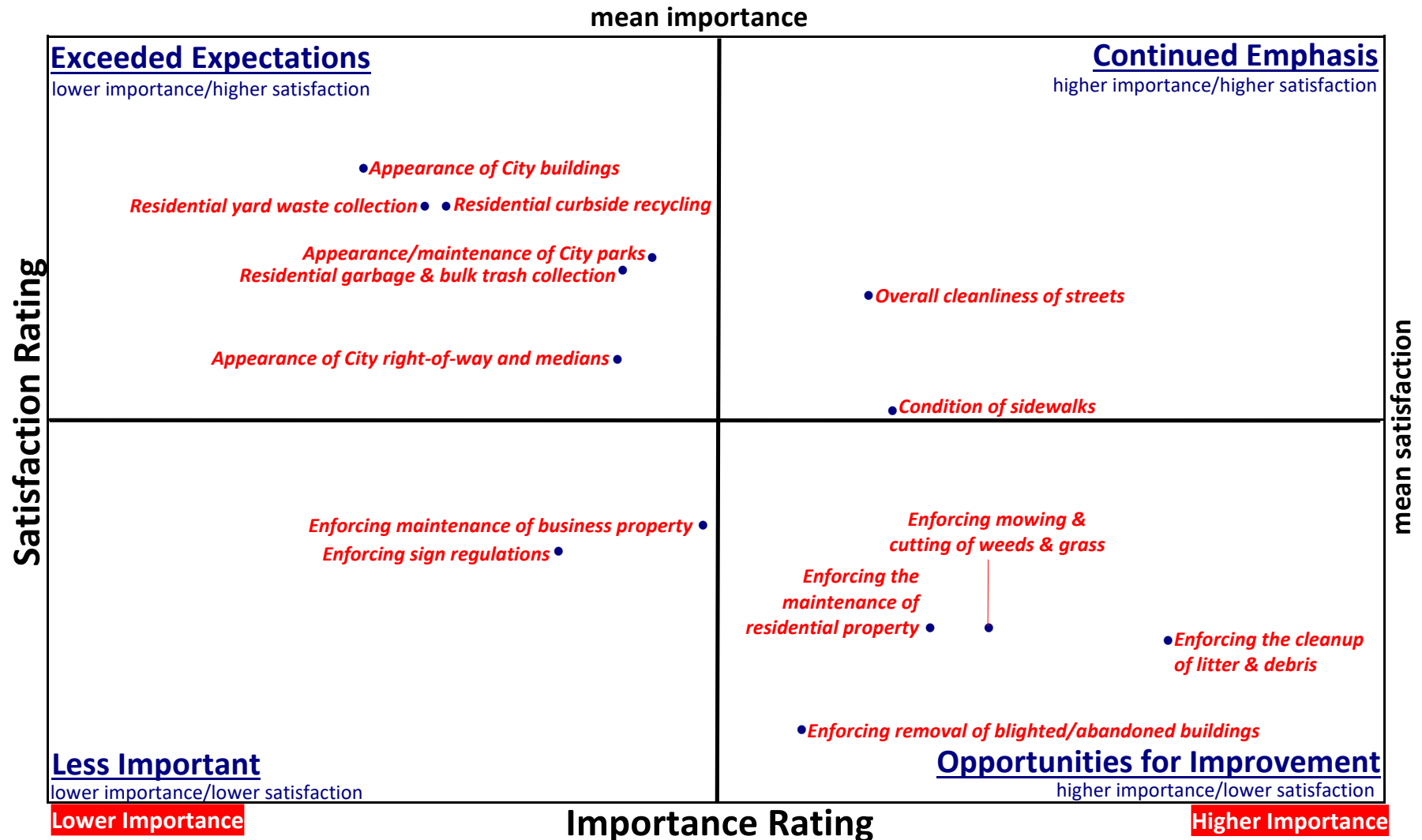
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2022 City of Manassas DirectionFinder Importance-Satisfaction Assessment Matrix

-Community Appearance-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

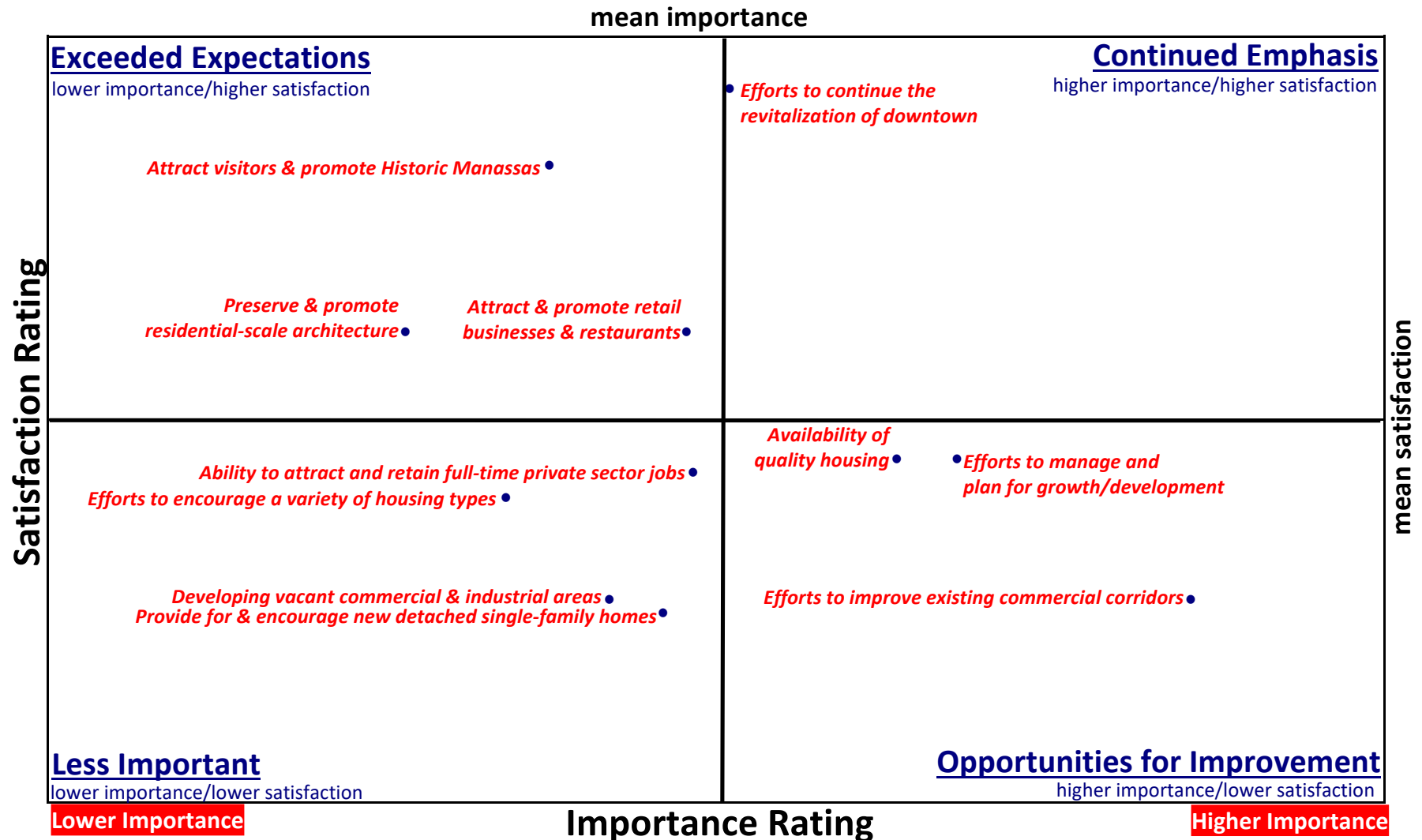


2022 City of Manassas DirectionFinder

Importance-Satisfaction Assessment Matrix

-Planning and Economic Development-

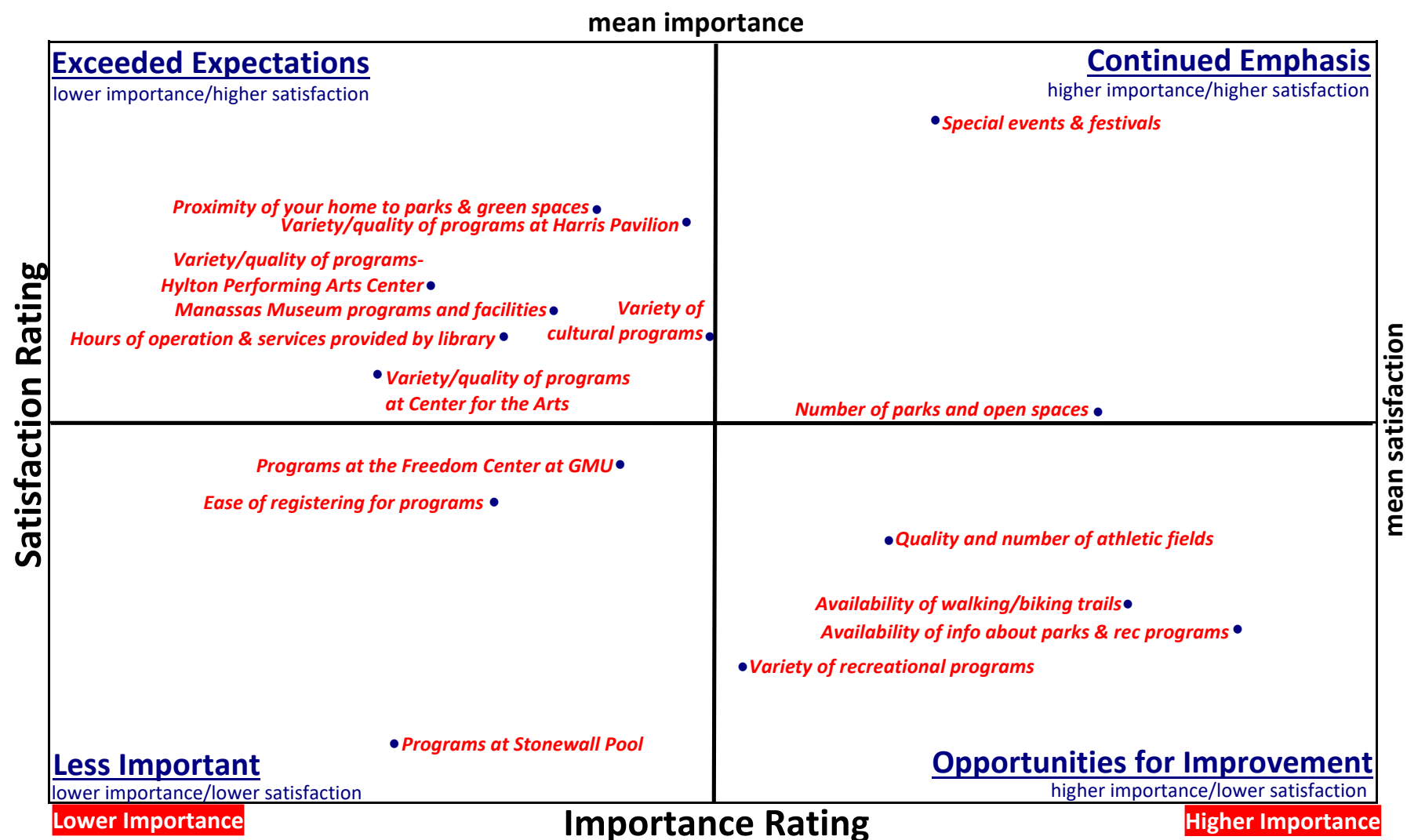
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2022 City of Manassas DirectionFinder Importance-Satisfaction Assessment Matrix

-Culture and Recreation-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

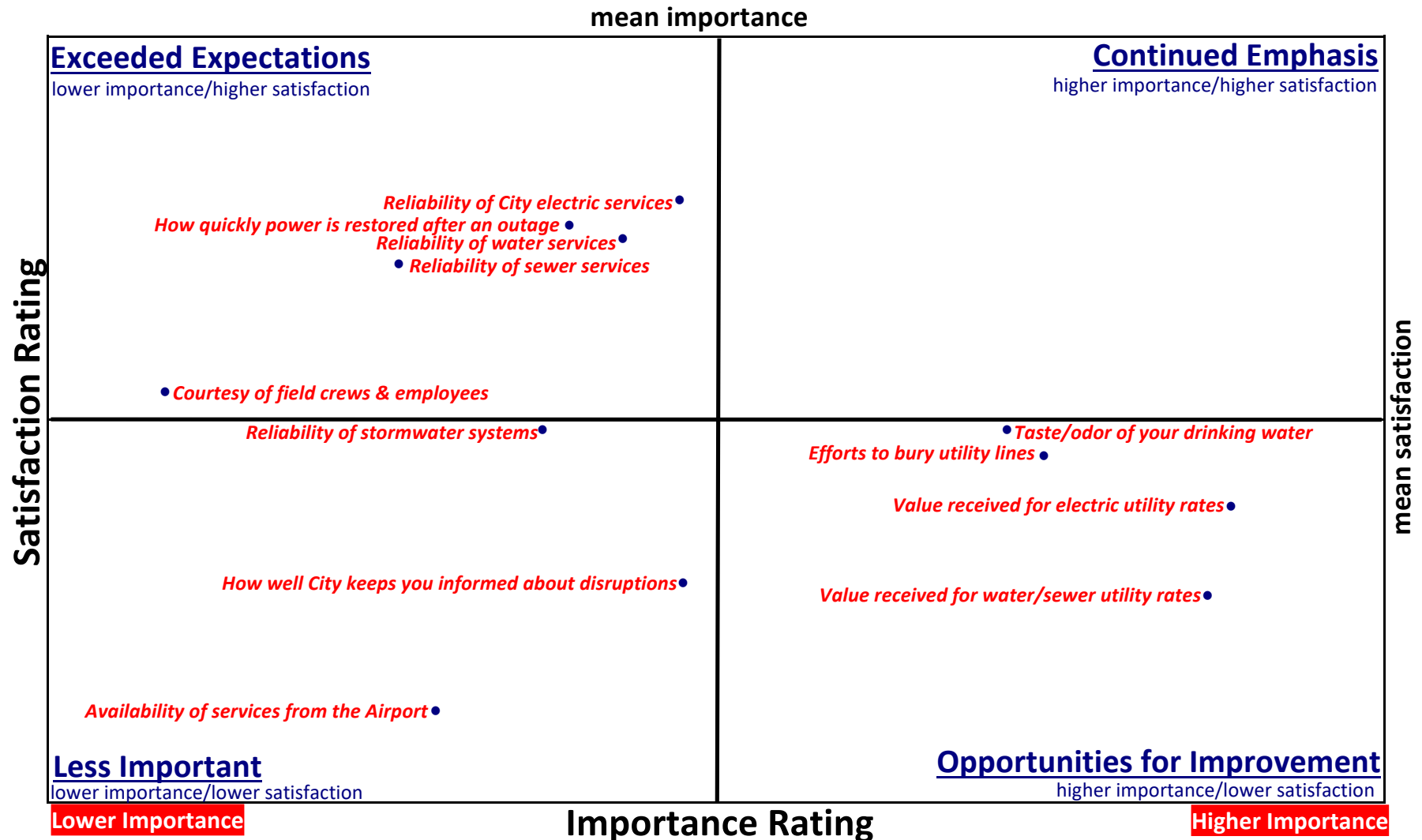


2022 City of Manassas DirectionFinder

Importance-Satisfaction Assessment Matrix

-Utilities-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2022 City of Manassas DirectionFinder

Importance-Satisfaction Assessment Matrix

-Health and Human Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)

