

Section 5
Importance-Satisfaction Matrices

Importance-Satisfaction Matrix Analysis

City of Manassas, VA

Overview

Today, City and County officials 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 (IS) 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 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 and County is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City and County 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 and County is performing significantly better than customers expect the City and County to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with City and County services. The City and County 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 and County is not performing as well as residents expect the City and County to perform. This area has a significant impact on customer satisfaction, and the City and County should DEFINITELY increase emphasis on items in this area.

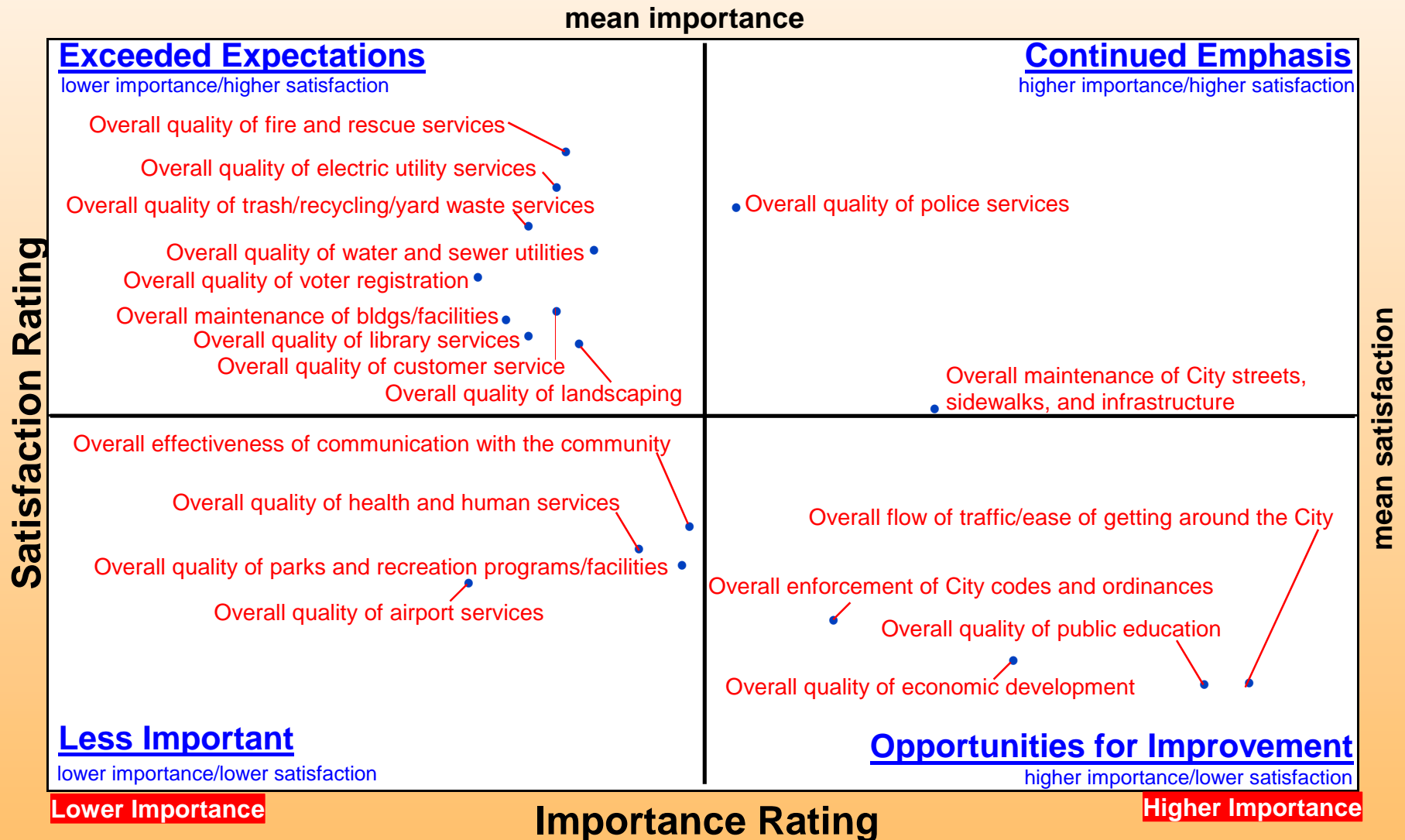
- **Less Important (below average importance and below average satisfaction).** This area shows where the City and County is not performing well relative to performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with City and County services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

Matrices showing the results for the City and County are provided on the following pages.

2014 City of Manassas Community Survey Importance-Satisfaction Assessment Matrix

-Overall-

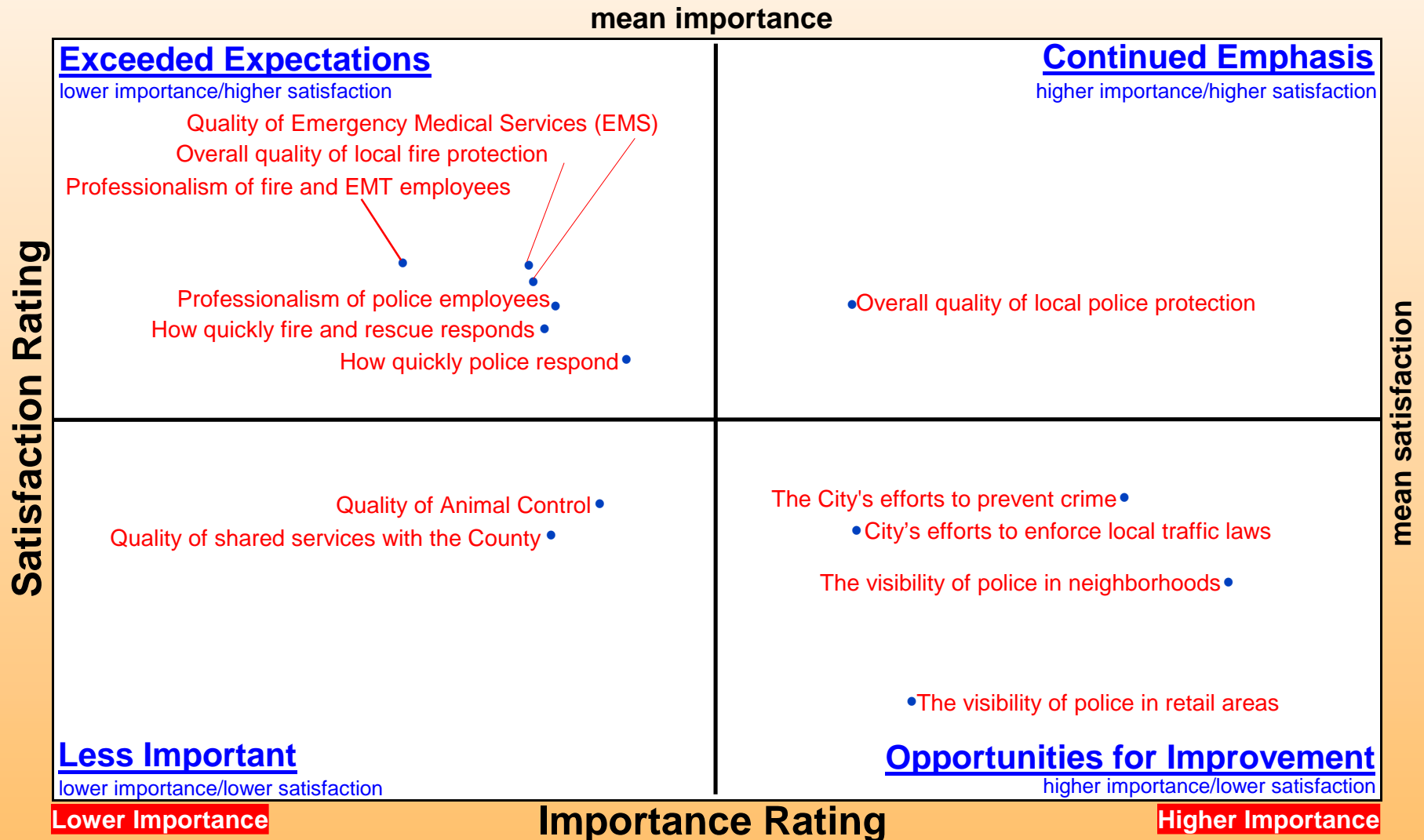
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2014 City of Manassas Community Survey Importance-Satisfaction Assessment Matrix

-Public Safety-

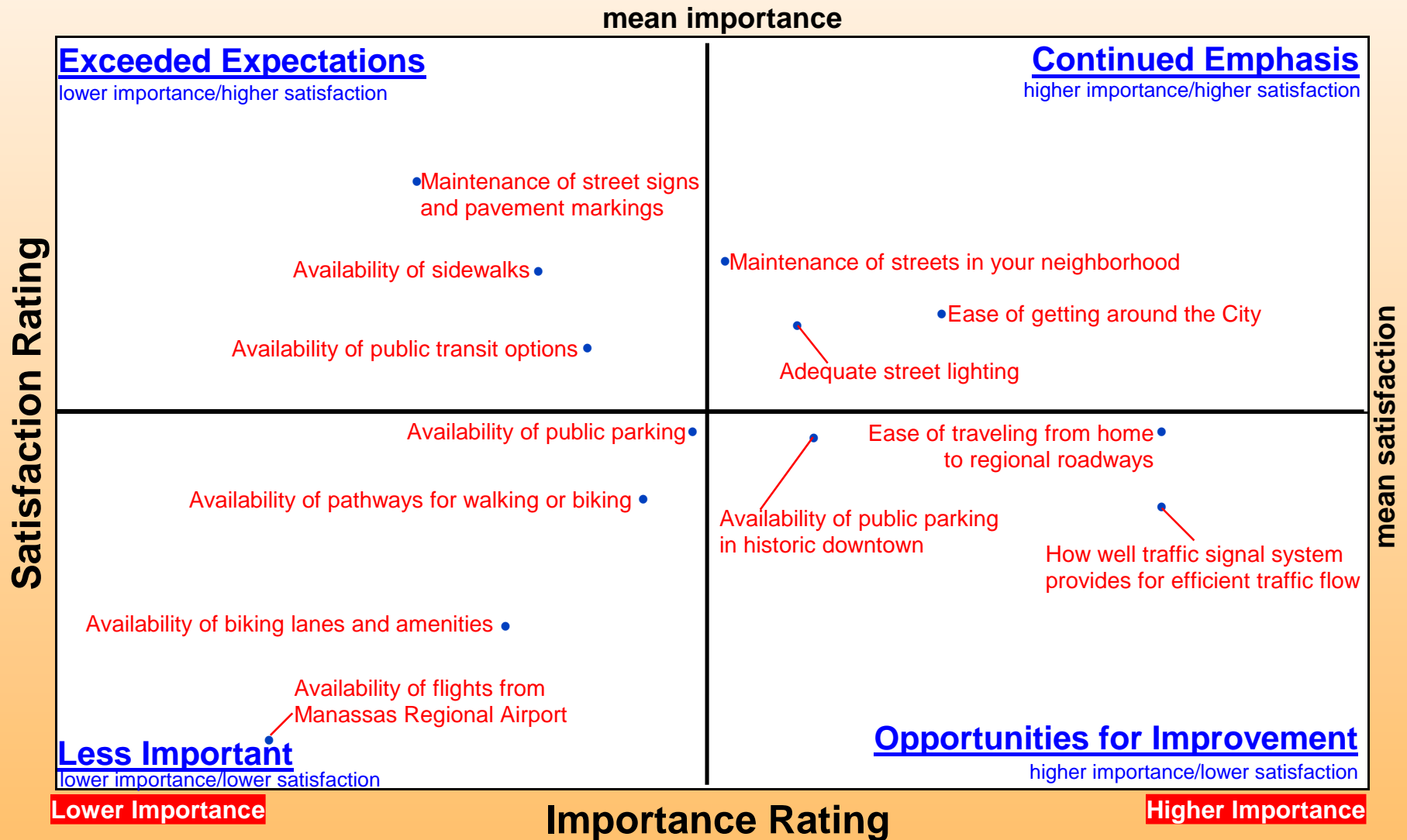
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2014 City of Manassas Community Survey Importance-Satisfaction Assessment Matrix

-Transportation and Mobility-

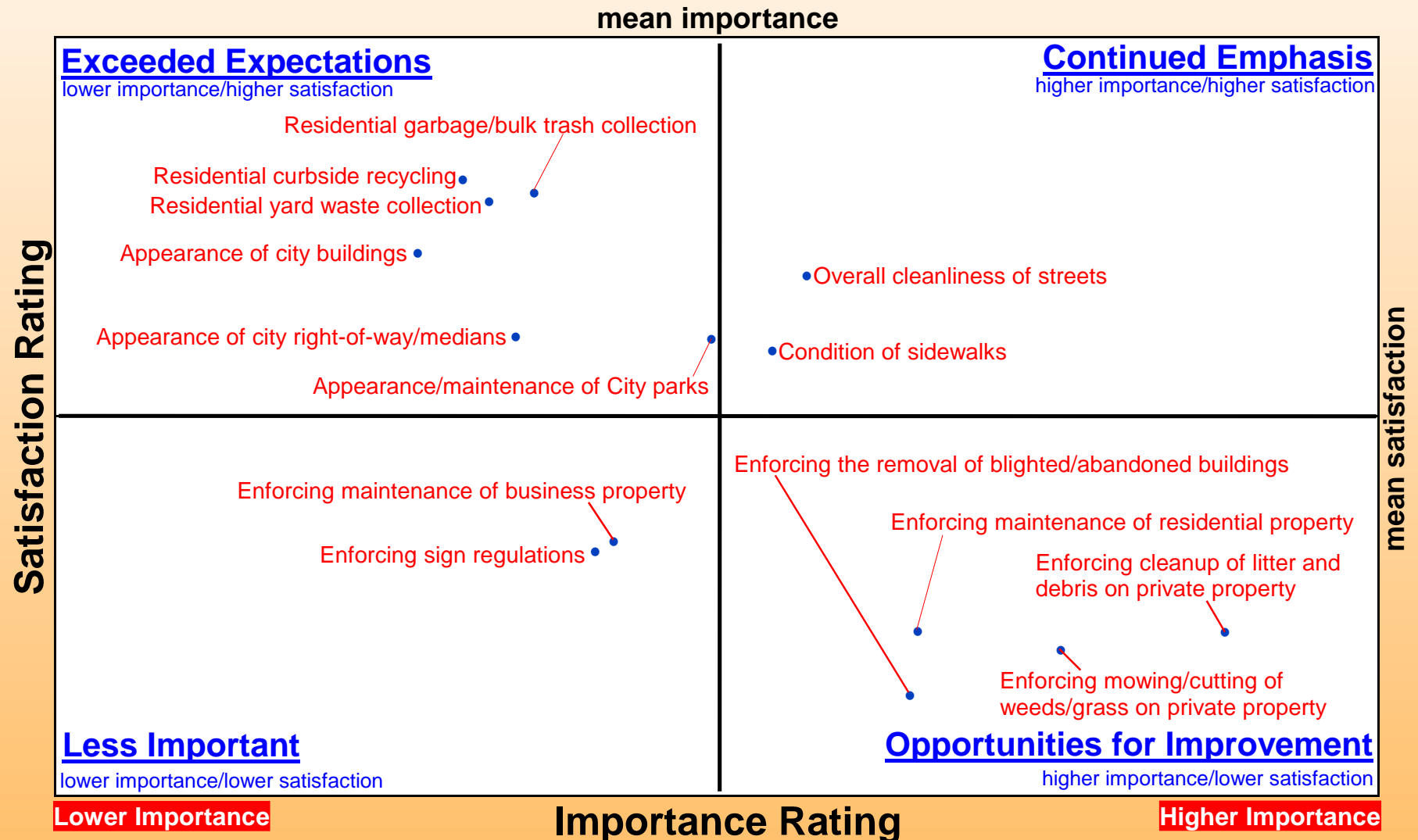
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2014 City of Manassas Community Survey Importance-Satisfaction Assessment Matrix

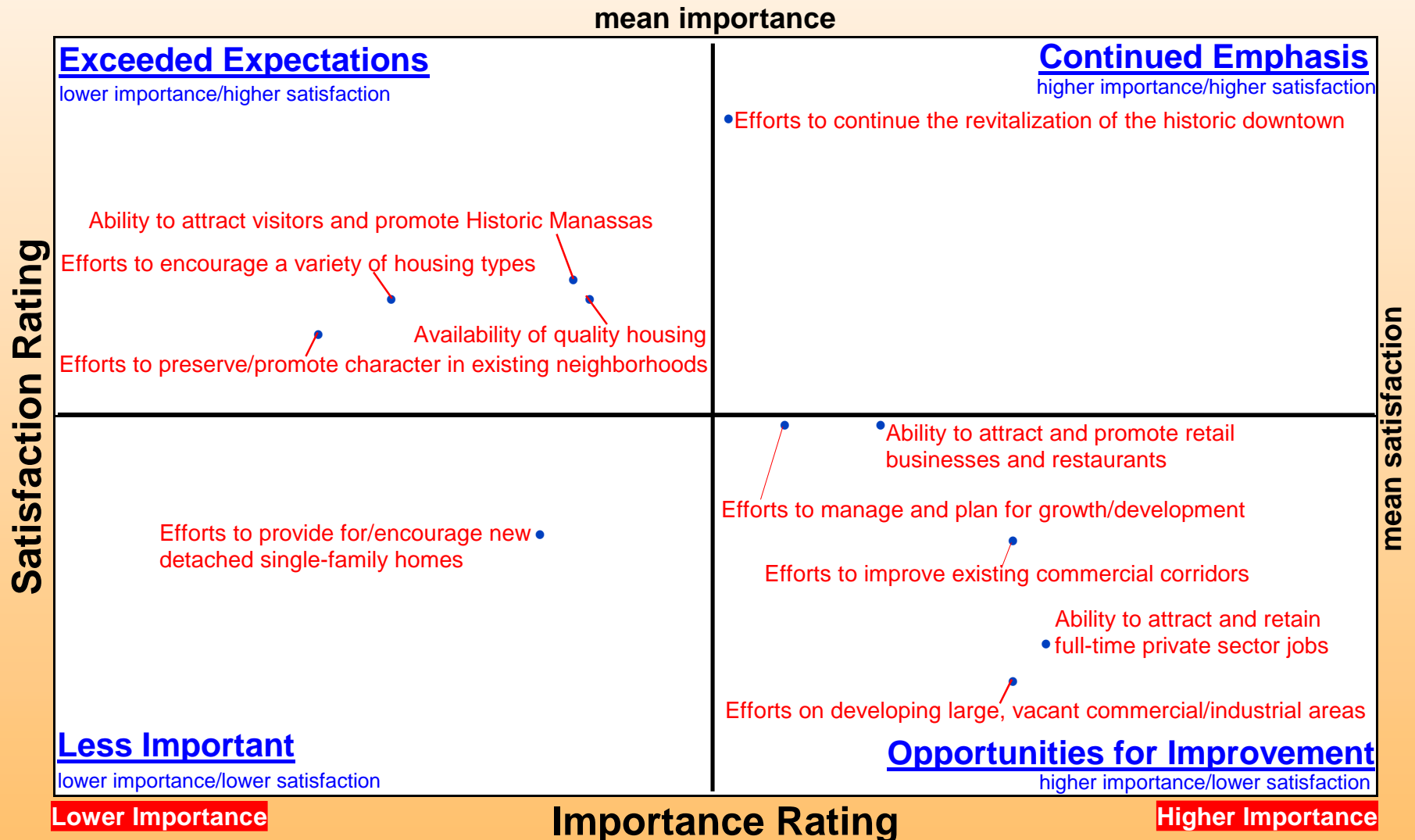
-Community Appearance-

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



2014 City of Manassas Community Survey Importance-Satisfaction Assessment Matrix -Planning and Economic Development-

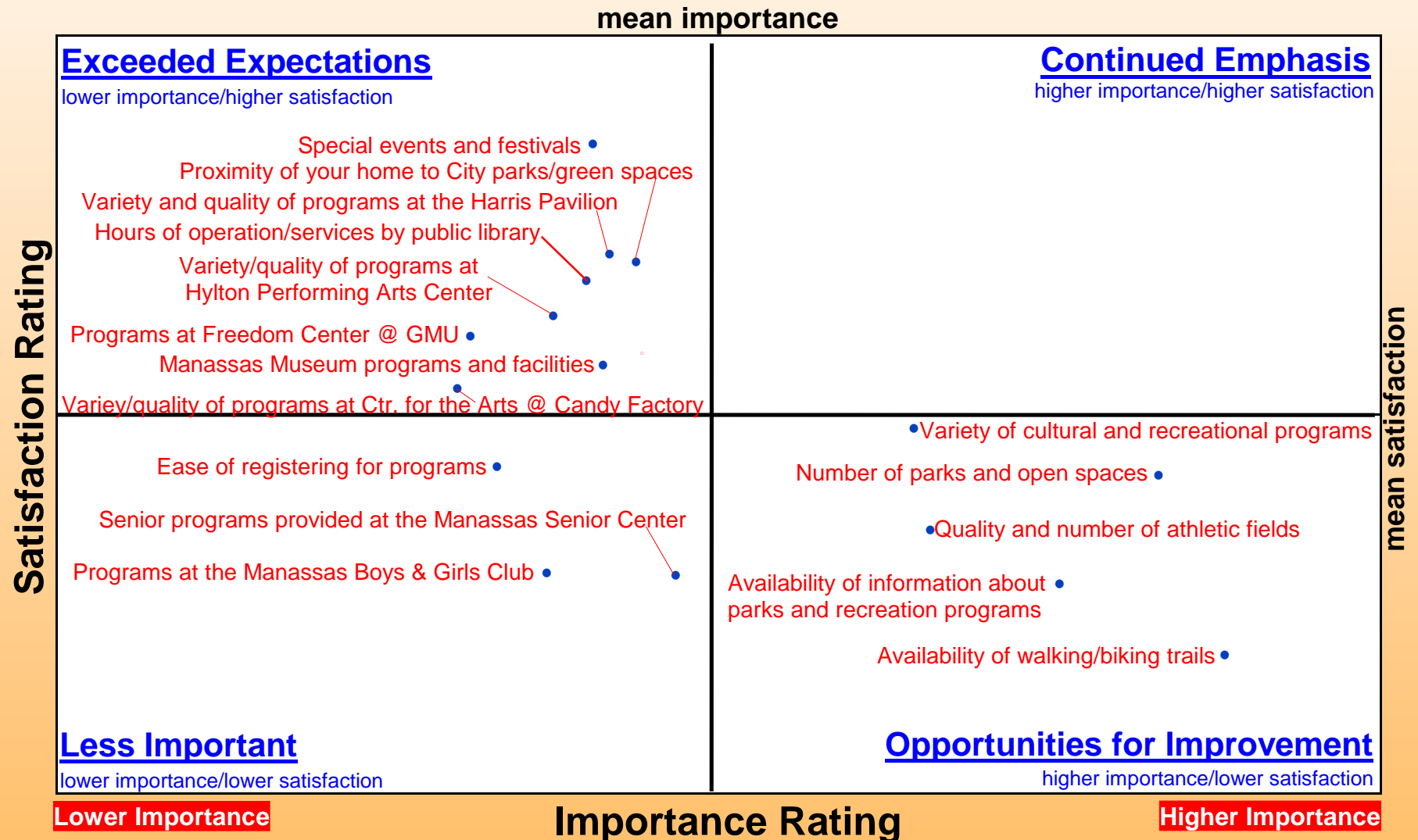
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2014 City of Manassas Community Survey Importance-Satisfaction Assessment Matrix

-Culture and Recreation-

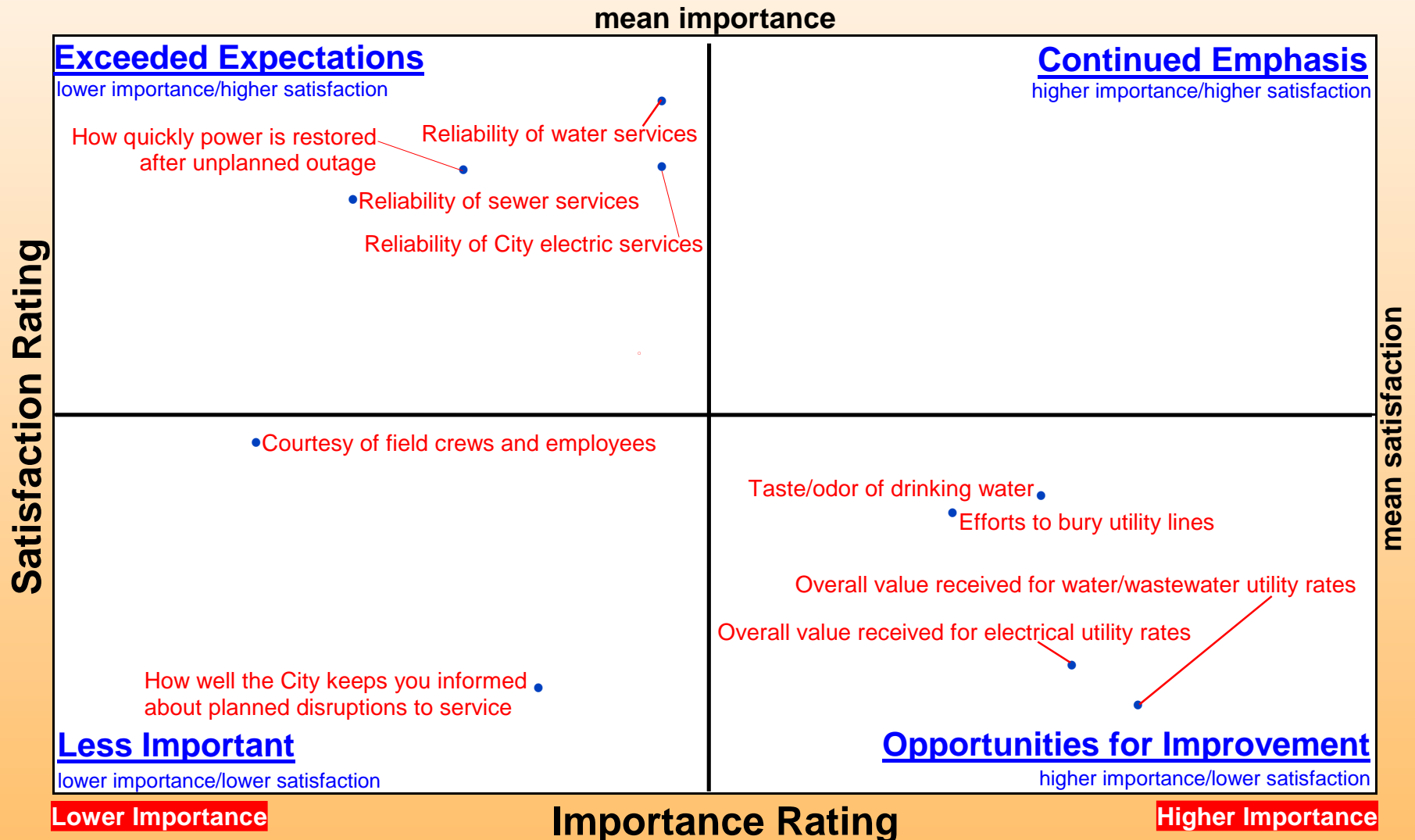
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2014 City of Manassas Community Survey Importance-Satisfaction Assessment Matrix

-Utilities-

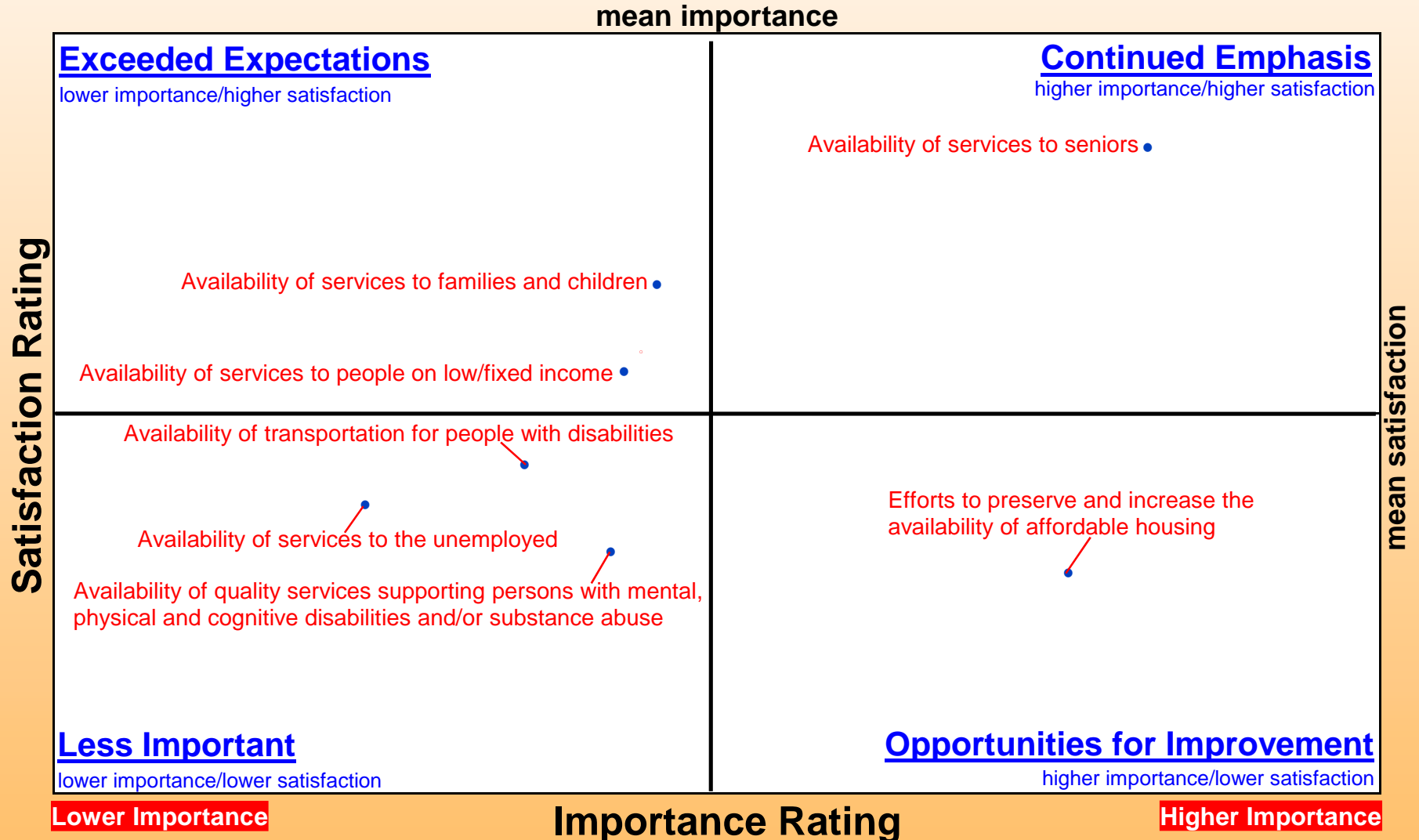
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2014 City of Manassas Community Survey 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)





Importance-Satisfaction Analysis

City of Manassas, VA

Overview

Today, community officials have limited resources which need to be targeted to activities that are of the most benefit to their businesses. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to businesses; and (2) to target resources toward those services where businesses 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 rating is based on the concept that cities will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

Methodology

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 and County to emphasize over the next two years. This sum is then multiplied by 1 minus the percentage of Businesses that 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 that the satisfaction ratings among service categories are comparable. $[IS=Importance \times (1-Satisfaction)]$.

Example of the Calculation: Citizens were asked to identify the major categories of City and County services they thought were the most important, thirty-six percent (42%) ranked "Overall flow of traffic and ease of getting around the City" as one of the most important services.

With regard to satisfaction, "Overall flow of traffic and ease of getting around the City" was ranked first overall with 50% rating "Overall flow of traffic and ease of getting around the City" as a "4" or a "5" on a 5-point scale excluding "Don't know" responses. The I-S rating for "Overall flow of traffic and ease of getting around the City" was calculated by multiplying the

sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 42% was multiplied by (1-0.50). This calculation yielded an I-S rating of **0.21**, which was ranked first out of nineteen major service categories.

The maximum rating is 1.00 and would be achieved when 100% of the citizen respondents select an item as one of their top three choices to emphasize over the next two years and 0% indicates that they are positively satisfied with the delivery of the service.

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

- If 100% of the citizen respondents were positively satisfied with the delivery of the service
- If none (0%) of the citizen 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 .10 to .20 identify service areas that should receive increased emphasis. Ratings less than .10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis ($IS \geq 0.20$)
- Increase Current Emphasis ($0.10 \leq IS < 0.20$)
- Maintain Current Emphasis ($IS < 0.10$)

The results for the City of Winchester are provided on the following pages.

Importance-Satisfaction Rating

Manassas, VA

OVERALL

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Overall flow of traffic and ease of getting around the City	42%	1	50%	18	0.2100	1
High Priority (IS .10-.20)						
Overall quality of public education	40%	2	50%	19	0.2000	2
Overall quality of economic development	30%	3	52%	17	0.1440	3
Medium Priority (IS <.10)						
Overall enforcement of City codes and ordinances	20%	5	55%	16	0.0900	4
Overall maintenance of City streets, sidewalks, and infrastructure	25%	4	72%	11	0.0700	5
Overall quality of parks and recreation programs and facilities	12%	8	59%	14	0.0492	6
Overall effectiveness of communication with the community	12%	7	62%	12	0.0456	7
Overall quality of health and human services	10%	9	61%	13	0.0390	8
Overall quality of police services	15%	6	88%	3	0.0180	9
Overall quality of landscaping in parks, medians and other public areas	6%	11	77%	10	0.0138	10
Overall quality of water and sewer utilities	7%	10	85%	5	0.0105	11
Overall quality of customer service you receive from City employees	5%	14	80%	7	0.0100	12
Overall quality of library services	4%	16	78%	9	0.0088	13
Overall maintenance of City buildings and facilities	3%	17	79%	8	0.0063	14
Overall quality of electric utility services	5%	13	90%	2	0.0050	15
Overall quality of trash, recycling and yard waste services	4%	15	86%	4	0.0056	16
Overall quality of fire and rescue services	6%	12	92%	1	0.0048	17
Overall quality of airport services	1%	19	58%	15	0.0042	18
Overall quality of voter registration	1%	18	82%	6	0.0018	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 were the most important for the City to provide.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

Importance-Satisfaction Rating

Manassas, VA

Public Safety

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
The visibility of police in neighborhoods	40%	1	60%	12	0.1584	1
The visibility of police in retail areas	26%	3	51%	13	0.1259	2
The City's efforts to prevent crime	35%	2	67%	8	0.1161	3
Medium Priority (IS <.10)						
The City's efforts to enforce local traffic laws such as speeding	23%	4	65%	10	0.0824	4
Overall quality of local police protection	23%	6	82%	4	0.0407	5
Quality of Animal Control	12%	8	67%	9	0.0387	6
Quality of shared services with the County	9%	10	64%	11	0.0337	7
Overall quality of local fire protection	23%	5	85%	2	0.0336	8
How quickly police respond to 911 emergencies	13%	7	78%	7	0.0282	9
How quickly fire and rescue responds to 911 emergencies	9%	11	80%	6	0.0178	10
Professionalism of police employees responding to emergencies	10%	9	82%	5	0.0171	11
Quality of Emergency Medical Services (EMS)	9%	12	84%	3	0.0137	12
Professionalism of fire and EMT employees responding to emergencies	3%	13	86%	1	0.0039	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 were the most important for the City to provide.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

Importance-Satisfaction Rating

Manassas, VA

Transportation and Mobility

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
How well the traffic signal system provides for efficient traffic flow	32%	2	50%	11	0.1602	1
Ease of traveling from your home to regional roadways	32%	1	56%	7	0.1409	2
Medium Priority (IS <.10)						
Availability of public parking in the historic downtown	22%	4	56%	9	0.0955	3
Ease of getting around the City of Manassas	25%	3	66%	4	0.0876	4
Availability of pathways for walking or biking	16%	8	51%	10	0.0804	5
Availability of public parking	18%	7	56%	8	0.0781	6
Adequate street lighting	21%	5	65%	5	0.0743	7
Availability of biking lanes and amenities	12%	11	41%	12	0.0719	8
Maintenance of streets in your neighborhood	19%	6	70%	2	0.0570	9
Availability of public transit options	15%	9	63%	6	0.0543	10
Availability of sidewalks	13%	10	69%	3	0.0407	11
Availability of flights from the Manassas Regional Airport	5%	13	32%	13	0.0336	12
Overall maintenance of street signs/pavement markings	9%	12	76%	1	0.0225	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 and second most important responses for each item. Respondents were asked to identify the items they thought were the most important for the City to provide.

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Importance-Satisfaction Rating

Manassas, VA

Community Appearance

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Enforcing the cleanup of litter and debris on private property	35%	1	51%	12	0.1720	1
Enforcing mowing and cutting of weeds and grass on private property	29%	2	50%	13	0.1457	2
Enforcing the removal of blighted/ abandoned buildings	23%	4	46%	14	0.1253	3
Enforcing the maintenance of residential property (exterior of homes)	24%	3	51%	11	0.1149	4
Medium Priority (IS <.10)						
Enforcing maintenance of business property (exterior of businesses)	12%	8	58%	9	0.0506	5
Enforcing sign regulations	11%	9	57%	10	0.0486	6
Condition of sidewalks	18%	6	73%	8	0.0481	7
Appearance/maintenance of City parks	16%	7	74%	7	0.0408	8
Overall cleanliness of streets	19%	5	79%	5	0.0401	9
Appearance of city right-of-way and medians	8%	11	74%	6	0.0215	10
Residential garbage collection and bulk trash collection	9%	10	86%	2	0.0129	11
Residential yard waste collection	7%	12	85%	3	0.0110	12
Appearance of city buildings	5%	14	81%	4	0.0089	13
Residential curbside recycling	6%	13	87%	1	0.0084	14

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

Most Important %:

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Importance-Satisfaction Rating

Manassas, VA

Planning and Economic Development

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-20)						
Efforts on developing large, vacant commercial and industrial areas to attract more employers	28%	2	31%	11	0.1948	1
Ability to attract and retain full-time private sector jobs	29%	1	34%	10	0.1943	2
Efforts to improve existing commercial corridors by redeveloping blighted or vacant businesses	28%	3	41%	9	0.1684	3
Ability to attract and promote retail businesses and restaurants	24%	4	48%	7	0.1261	4
Efforts to manage and plan for growth/development	22%	5	48%	6	0.1112	5
Medium Priority (IS <.10)						
Efforts to provide for and encourage new detached single-family homes	14%	9	41%	8	0.0830	6
Availability of quality housing	16%	7	57%	3	0.0677	7
Ability to attract visitors and promote Historic Manassas	15%	8	58%	2	0.0636	8
Efforts to continue the revitalization of the historic downtown	20%	6	69%	1	0.0624	9
Efforts to encourage a variety of housing types such as single family, townhouse and condos or	10%	10	57%	4	0.0417	10
Efforts to preserve and promote residential-scale architecture and character in existing neighbc	7%	11	54%	5	0.0338	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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Importance-Satisfaction Rating

Manassas, VA

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 walking/biking trails	27%	1	45%	16	0.1493	1
Availability of information about City parks and recreation programs	22%	3	51%	15	0.1094	2
Number of parks and open spaces	25%	2	59%	11	0.1026	3
Medium Priority (IS <.10)						
Quality and number of athletic fields	18%	4	55%	12	0.0824	4
Variety of cultural and recreational programs	18%	5	63%	9	0.0659	5
Senior programs provided at the Manassas Senior Center	11%	6	51%	14	0.0515	6
Programs at the Manassas Boys and Girls Club	7%	13	52%	13	0.0324	7
Manassas Museum programs and facilities	8%	9	68%	7	0.0269	8
Proximity of your home to City parks and green spaces	9%	7	76%	3	0.0224	9
Ease of registering for programs	5%	14	60%	10	0.0208	10
Hours of operation and services provided by the public library	8%	11	75%	4	0.0200	11
Variety and quality of programs at the Harris Pavilion	9%	8	77%	2	0.0200	12
Variety and quality of programs at the Hylton Performing Arts Center @ GMU	7%	12	72%	5	0.0194	13
Variety and quality of programs at the Center for the Arts @ the Candy Factory	4%	16	66%	8	0.0135	14
Programs at the Freedom Center @ GMU	4%	15	70%	6	0.0131	15
Special events and festivals (Celebrate America/Fall Jubilee/Farmers Market)	8%	10	86%	1	0.0117	16

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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Importance-Satisfaction Rating

Manassas, VA

Utilities

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Medium Priority (IS <.10)						
Overall value that you receive for water and wastewater utility rates	23%	1	70%	10	0.0688	1
Overall value that you receive for electrical utility rates	21%	2	71%	8	0.0608	2
Taste/odor of your drinking water	21%	3	78%	6	0.0451	3
Efforts to bury utility lines	19%	4	77%	7	0.0420	4
How well the City keeps you informed about planned disruptions to service	9%	7	70%	9	0.0269	5
Reliability of City electric services	12%	5	91%	2	0.0107	6
Reliability of water services	12%	6	94%	1	0.0076	7
How quickly power is restored after an unplanned outage	7%	8	91%	3	0.0067	8
Courtesy of field crews and employees	3%	10	80%	5	0.0054	9
Reliability of sewer services	5%	9	90%	4	0.0050	10

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Importance-Satisfaction Rating

Manassas, VA

Health and Human Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Efforts to preserve and increase the availability of affordable housing	22%	2	31%	7	0.1484	1
Availability of services to seniors	23%	1	53%	1	0.1058	2
Medium Priority (IS <.10)						
Availability of quality services supporting persons with mental, physical and cognitive disabilities ar	15%	5	32%	6	0.0991	3
Availability of services to people on a low or fixed income	15%	4	42%	3	0.0864	4
Availability of transportation for people with disabilities	13%	6	37%	4	0.0842	5
Availability of services to families and children	15%	3	46%	2	0.0823	6
Availability of services to the unemployed	11%	7	35%	5	0.0713	7

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

Most Important %:

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