

Section 4

Importance Satisfaction Analysis

Importance-Satisfaction Analysis

City of Manassas, VA

Overview

Today, City 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.

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 to provide. 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. [IS=Importance x (1-Satisfaction)].

Example of the Calculation: Respondents were asked to identify the major categories of city services they thought should receive the most emphasis over the next two years. Approximately forty-one percent (41.3%) of respondents selected *flow of traffic and ease of getting around the City* as one of the most important services for the City to provide.

With regard to satisfaction, 43% of respondents surveyed rated the City's overall performance in the *flow of traffic and ease of getting around the City* as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "Don't Know" responses. The I-S rating for *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 41.3% was multiplied by 57% (1-0.43). This calculation yielded an I-S rating of 0.2354, which ranked first out of 19 major service categories.

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 to emphasize over the next two years 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 for the three most important areas for the City to emphasize over the next two years.

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

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

2018 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	41%	1	43%	19	0.2354	1
<u>High Priority (IS .10-.20)</u>						
Quality of public education	35%	2	46%	18	0.1912	2
Quality of economic development	29%	3	56%	15	0.1294	3
<u>Medium Priority (IS <.10)</u>						
Enforcement of City codes & ordinances	18%	6	48%	17	0.0936	4
Maintenance of streets, sidewalks & infrastructure	21%	4	66%	11	0.0697	5
Effectiveness of communication with the community	17%	7	59%	14	0.0693	6
Quality of social services	9%	9	52%	16	0.0451	7
Quality of parks & rec programs & facilities	11%	8	63%	13	0.0403	8
Quality of police services	20%	5	84%	2	0.0314	9
Quality of customer service you receive	8%	11	72%	9	0.0210	10
Quality of trash, recycling & yard waste services	7%	12	83%	4	0.0126	11
Quality of voter registration	5%	14	76%	6	0.0113	12
Quality of water & sewer utilities	6%	13	80%	5	0.0112	13
Quality of landscaping parks, medians & other areas	4%	15	73%	8	0.0108	14
Quality of library services	3%	16	67%	10	0.0106	15
Quality of fire & rescue services	9%	10	90%	1	0.0087	16
Maintenance of City buildings & facilities	2%	17	76%	7	0.0058	17
Quality of Manassas Regional airport services	1%	19	63%	12	0.0052	18
Quality of electric utility services	2%	18	84%	3	0.0032	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.

2018 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
High Priority (IS .10-.20)						
Visibility of police in neighborhoods	42%	1	58%	11	0.1768	1
City's efforts to prevent crime	41%	2	61%	9	0.1599	2
Visibility of police in retail areas	26%	4	53%	13	0.1208	3
Medium Priority (IS <.10)						
City's efforts to enforce local traffic laws	24%	5	58%	12	0.0987	4
Quality of local police protection	27%	3	83%	6	0.0462	5
Quality of shared services with County	11%	8	60%	10	0.0444	6
Quality of Animal Control	10%	9	62%	8	0.0395	7
How quickly police respond to 911 emergencies	11%	6	79%	7	0.0235	8
Quality of Emergency Medical Services	11%	7	84%	4	0.0178	9
Professionalism of police employees	10%	10	83%	5	0.0173	10
How quickly fire & rescue responds	7%	11	85%	3	0.0108	11
Quality of local fire protection	7%	12	87%	2	0.0094	12
Professionalism of fire & EMT employees	4%	13	88%	1	0.0047	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 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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2018 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
High Priority (IS .10-.20)						
How traffic signal system provides traffic flow	37%	1	46%	10	0.1982	1
Ease of traveling from home to regional roadways	26%	2	55%	8	0.1170	2
Medium Priority (IS <.10)						
Ease of getting around the City of Manassas	25%	3	65%	4	0.0889	3
Availability of pathways for walking or biking	16%	10	46%	11	0.0842	4
Availability of public parking - historic downtown	18%	5	54%	9	0.0823	5
Availability of public parking	17%	7	57%	7	0.0710	6
Availability of biking lanes & amenities	12%	11	39%	12	0.0708	7
Availability of sidewalks	17%	6	60%	6	0.0680	8
Maintenance of streets in your neighborhood	19%	4	66%	2	0.0639	9
Availability of public transit options	16%	9	60%	5	0.0632	10
Adequate street lighting	16%	8	65%	3	0.0571	11
Maintenance of street signs/pavement markings	10%	12	71%	1	0.0287	12

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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2018 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
High Priority (IS .10-.20)						
Enforcing the cleanup of litter & debris	36%	1	47%	13	0.1903	1
Enforcing mowing & cutting of weeds & grass	26%	2	48%	11	0.1362	2
Enforcing the maintenance of residential property	24%	3	47%	12	0.1288	3
Enforcing removal of blighted/abandoned buildings	21%	4	44%	14	0.1148	4
Medium Priority (IS <.10)						
Condition of sidewalks	20%	5	67%	8	0.0670	5
Enforcing maintenance of business property	14%	8	56%	9	0.0620	6
Overall cleanliness of streets	20%	6	71%	6	0.0577	7
Enforcing sign regulations	12%	9	54%	10	0.0538	8
Appearance/maintenance of City parks	15%	7	71%	7	0.0438	9
Appearance of city right-of-way & medians	9%	11	73%	5	0.0235	10
Residential garbage & bulk trash collection	9%	10	82%	2	0.0166	11
Residential yard waste collection	6%	13	81%	3	0.0108	12
Appearance of city buildings	5%	14	77%	4	0.0108	13
Residential curbside recycling	6%	12	83%	1	0.0104	14

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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2018 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
High Priority (IS .10-.20)						
Efforts to improve existing commercial corridors	29%	2	36%	10	0.1843	1
Attract & retain full-time private sector jobs	28%	3	38%	8	0.1730	2
Efforts to manage & plan for growth/development	29%	1	44%	6	0.1624	3
Developing vacant commercial & industrial areas	20%	7	38%	9	0.1246	4
Availability of quality housing	21%	6	47%	5	0.1118	5
Attract & promote retail businesses & restaurants	23%	4	51%	3	0.1107	6
Provide for & encourage new detached single-family homes	15%	8	35%	11	0.1001	7
Medium Priority (IS <.10)						
Efforts to continue the revitalization of downtown	22%	5	69%	1	0.0676	8
Efforts to encourage a variety of housing types	12%	10	44%	7	0.0655	9
Preserve & promote residential-scale architecture	11%	11	51%	4	0.0515	10
Attract visitors & promote Historic Manassas	13%	9	65%	2	0.0448	11

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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2018 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 walking/biking trails	27%	1	45%	14	0.1458	1
Availability of info about parks & rec programs	22%	3	52%	13	0.1070	2
Medium Priority (IS <.10)						
Number of parks & open spaces	24%	2	61%	10	0.0924	3
Variety of recreational programs	16%	5	45%	15	0.0897	4
Quality & number of athletic fields	13%	6	56%	12	0.0590	5
Variety of cultural programs	12%	7	66%	7	0.0398	6
Special events & festivals	20%	4	81%	1	0.0380	7
Programs at the Freedom Center	8%	11	63%	9	0.0296	8
Hours of operation & services provided by library	8%	12	69%	6	0.0245	9
Ease of registering for programs	6%	14	60%	11	0.0236	10
Proximity of your home to parks & green spaces	10%	8	78%	2	0.0229	11
Manassas Museum programs & facilities	9%	10	76%	4	0.0226	12
Variety/quality of programs at Harris Pavilion	10%	9	77%	3	0.0221	13
Variety/quality of programs-Hylton Performing Arts Center	7%	13	71%	5	0.0200	14
Variety/quality of programs at Center for the Arts	5%	15	64%	8	0.0194	15
Programs at Stonewall Pool	3%	16	44%	16	0.0190	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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2018 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
Medium Priority (IS <.10)						
Value received for water/wastewater utility rates	28%	1	67%	10	0.0931	1
Value received for electrical utility rates	24%	3	68%	9	0.0768	2
Taste/odor of your drinking water	27%	2	74%	7	0.0705	3
Efforts to bury utility lines	22%	4	75%	5	0.0538	4
How well City keeps you informed about disruptions	15%	6	66%	11	0.0513	5
Availability of services from the Airport	11%	11	53%	12	0.0503	6
Reliability of stormwater systems	14%	8	75%	6	0.0345	7
Reliability of sewer services	13%	9	85%	4	0.0191	8
Reliability of City electric services	15%	7	88%	3	0.0179	9
Reliability of water services	15%	5	89%	2	0.0169	10
Courtesy of field crews & employees	5%	12	69%	8	0.0167	11
How quickly power is restored after an outage	12%	10	89%	1	0.0128	12

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

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Satisfaction %:

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2018 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
High Priority (IS .10-.20)						
Preserve & increase affordable housing	22%	2	23%	7	0.1679	1
Availability of services to seniors	27%	1	39%	2	0.1665	2
Supporting persons w/ disabilities/substance abuse	20%	3	33%	5	0.1307	3
Availability of services to people on low income	18%	4	34%	4	0.1162	4
Availability of services to families & children	17%	5	40%	1	0.1008	5
Medium Priority (IS <.10)						
Availability of services to the unemployed	11%	7	28%	6	0.0770	6
Availability of transportation for disabled	12%	6	38%	3	0.0769	7

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 Assessment Matrix

City of Manassas, Virginia

Overview

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.

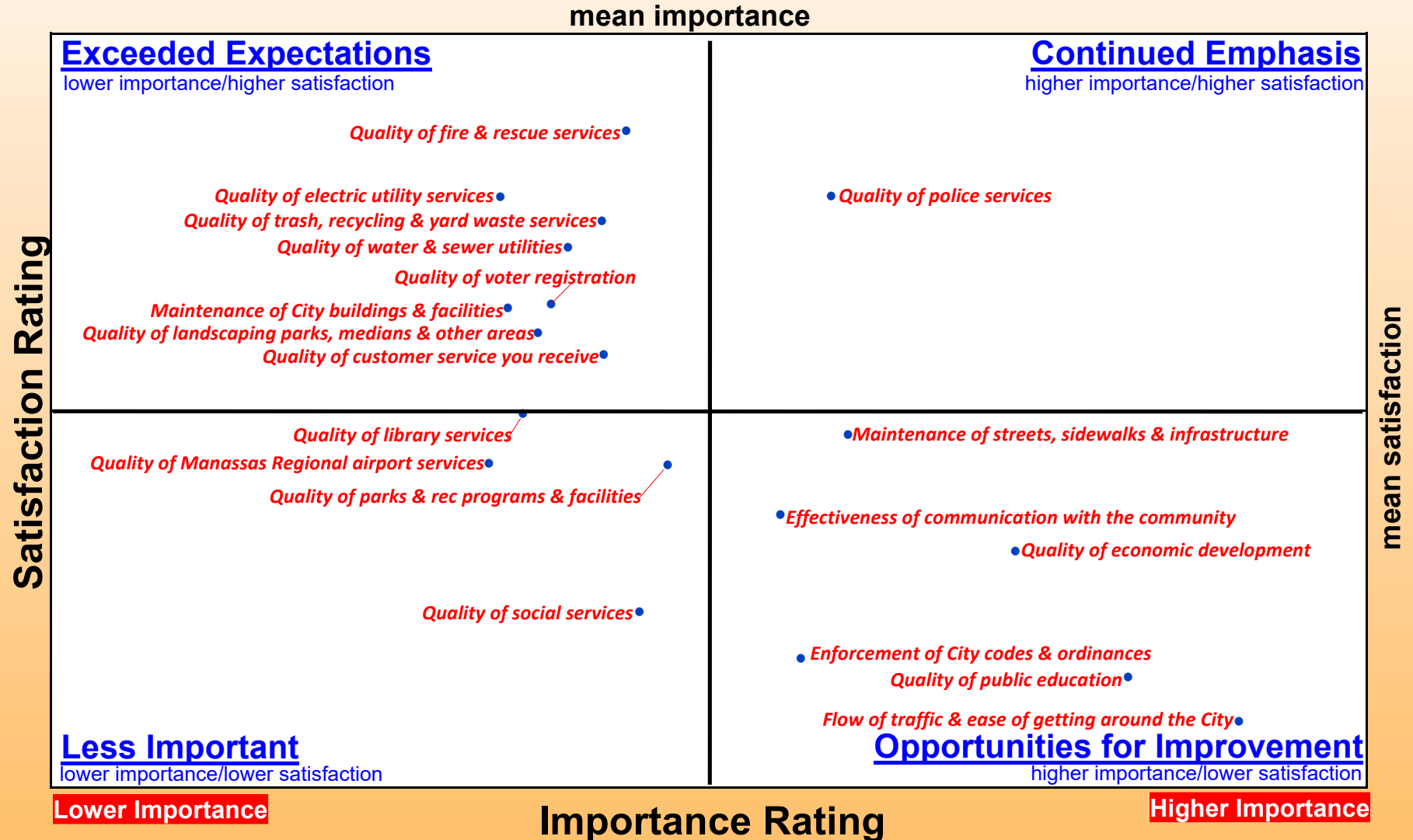
- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on 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 the City's 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.

I-S Matrices for the City are on the following pages.

2018 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)

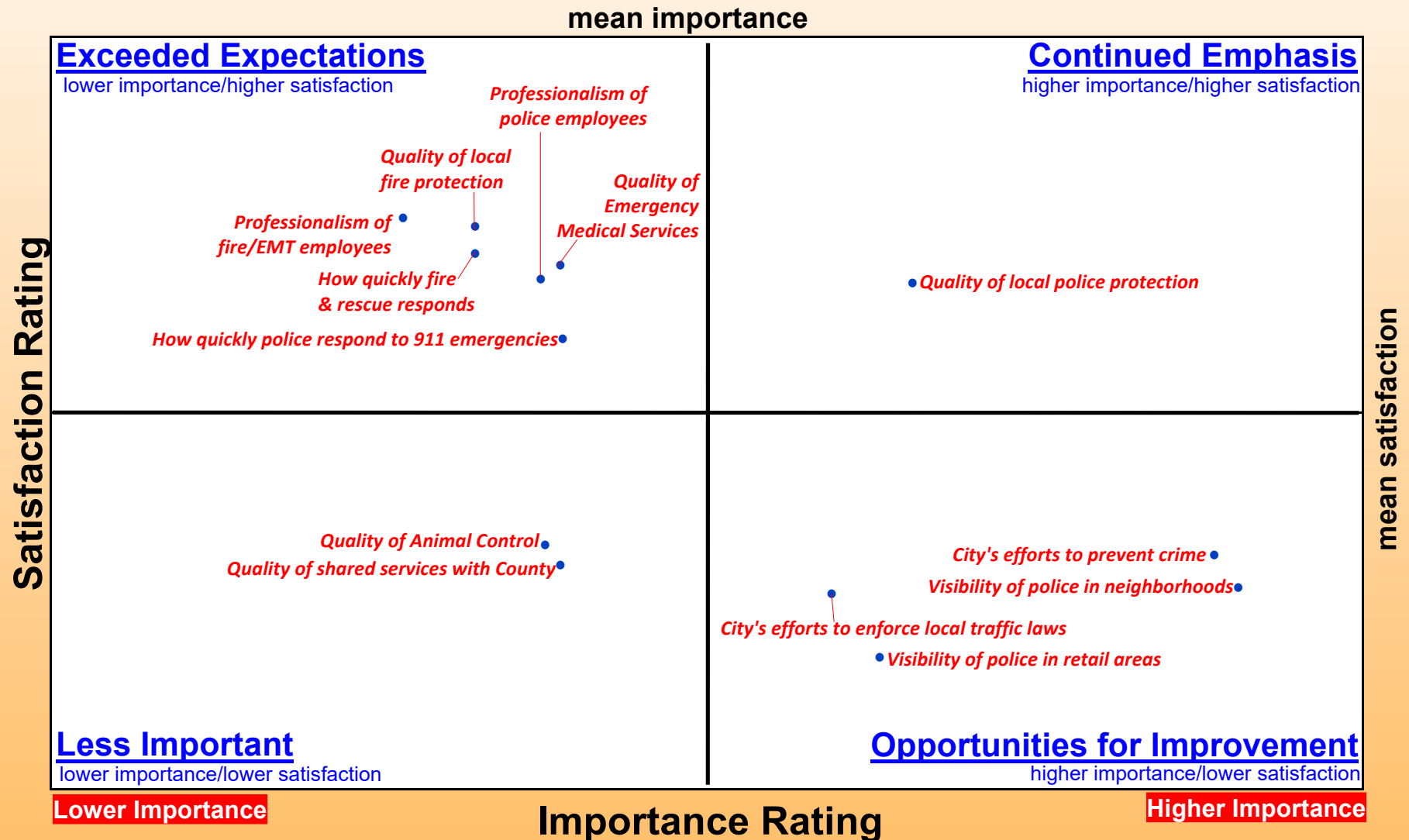


Source: ETC Institute (2018)

2018 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)

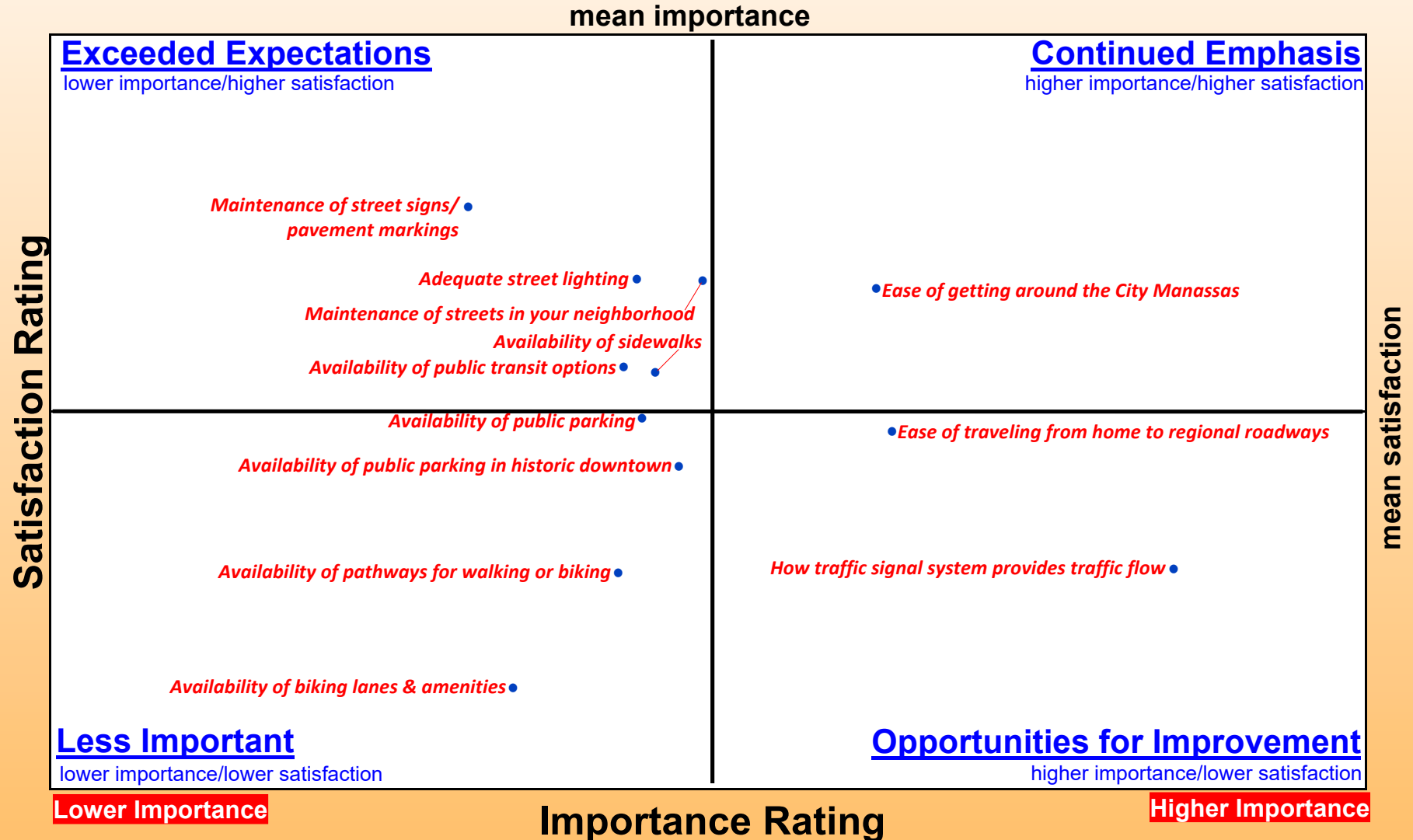


Source: ETC Institute (2018)

2018 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)

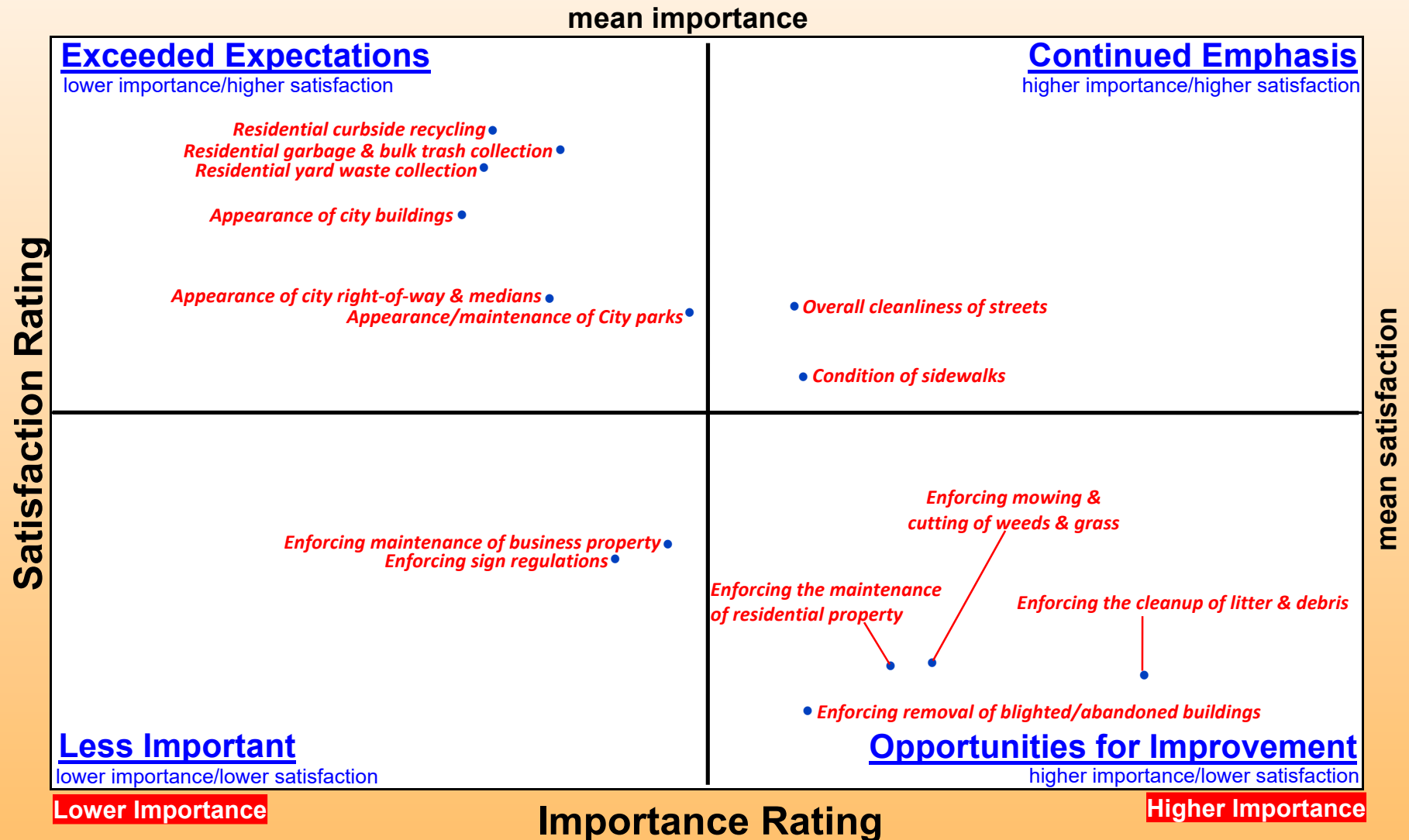


Source: ETC Institute (2018)

2018 City of Manassas DirectionFinder Importance-Satisfaction Assessment Matrix

-Community Appearance-

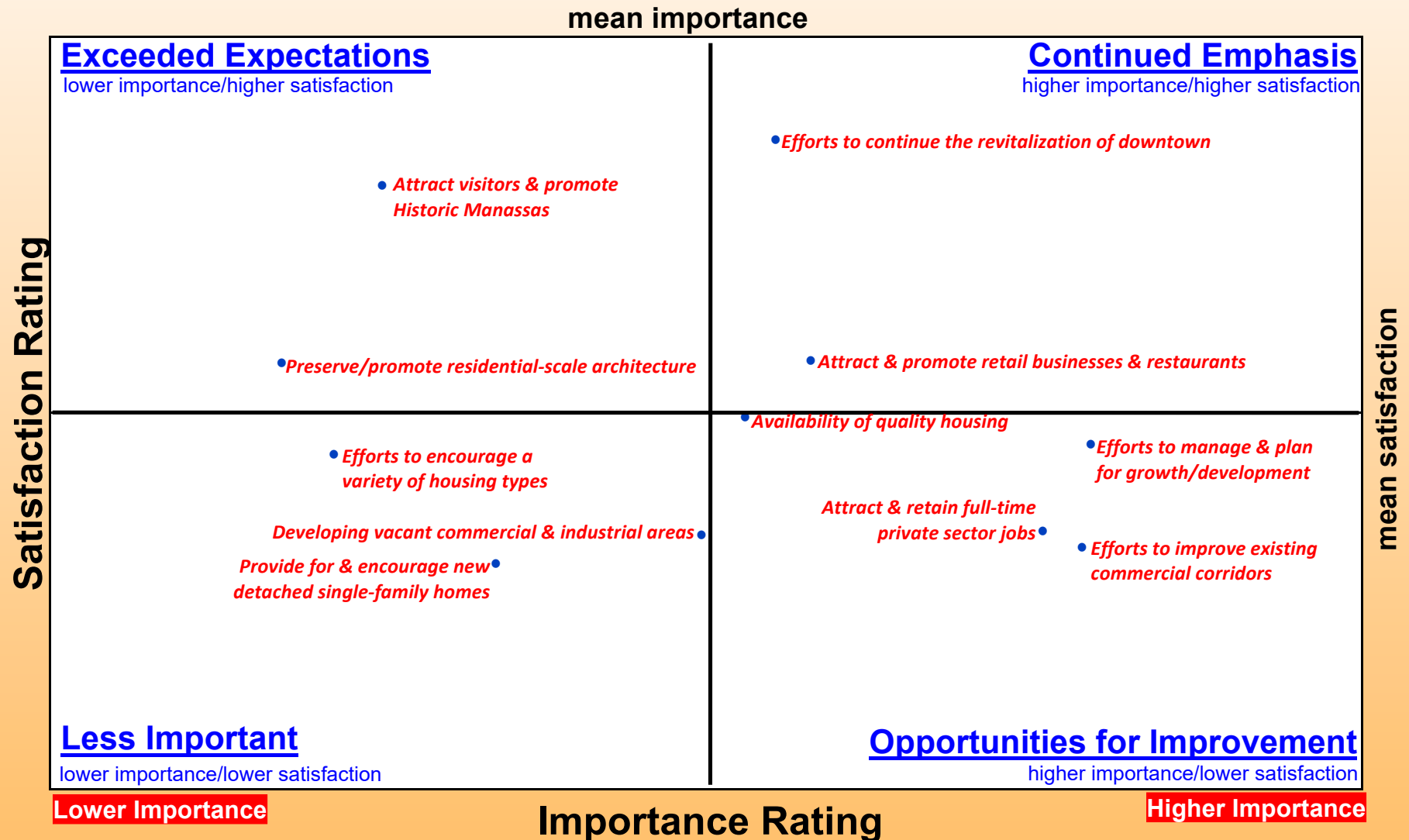
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2018)

2018 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)

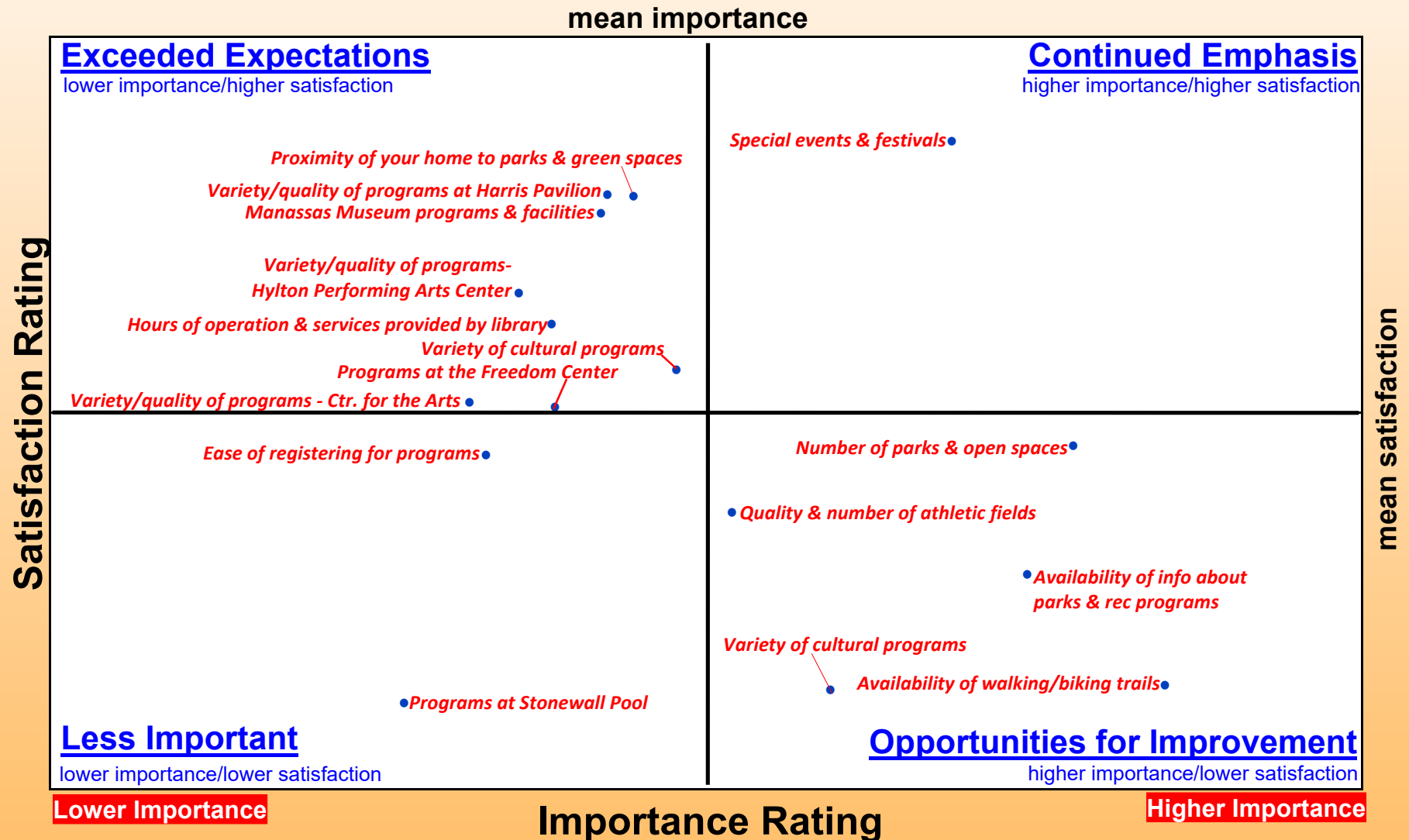


Source: ETC Institute (2018)

2018 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)

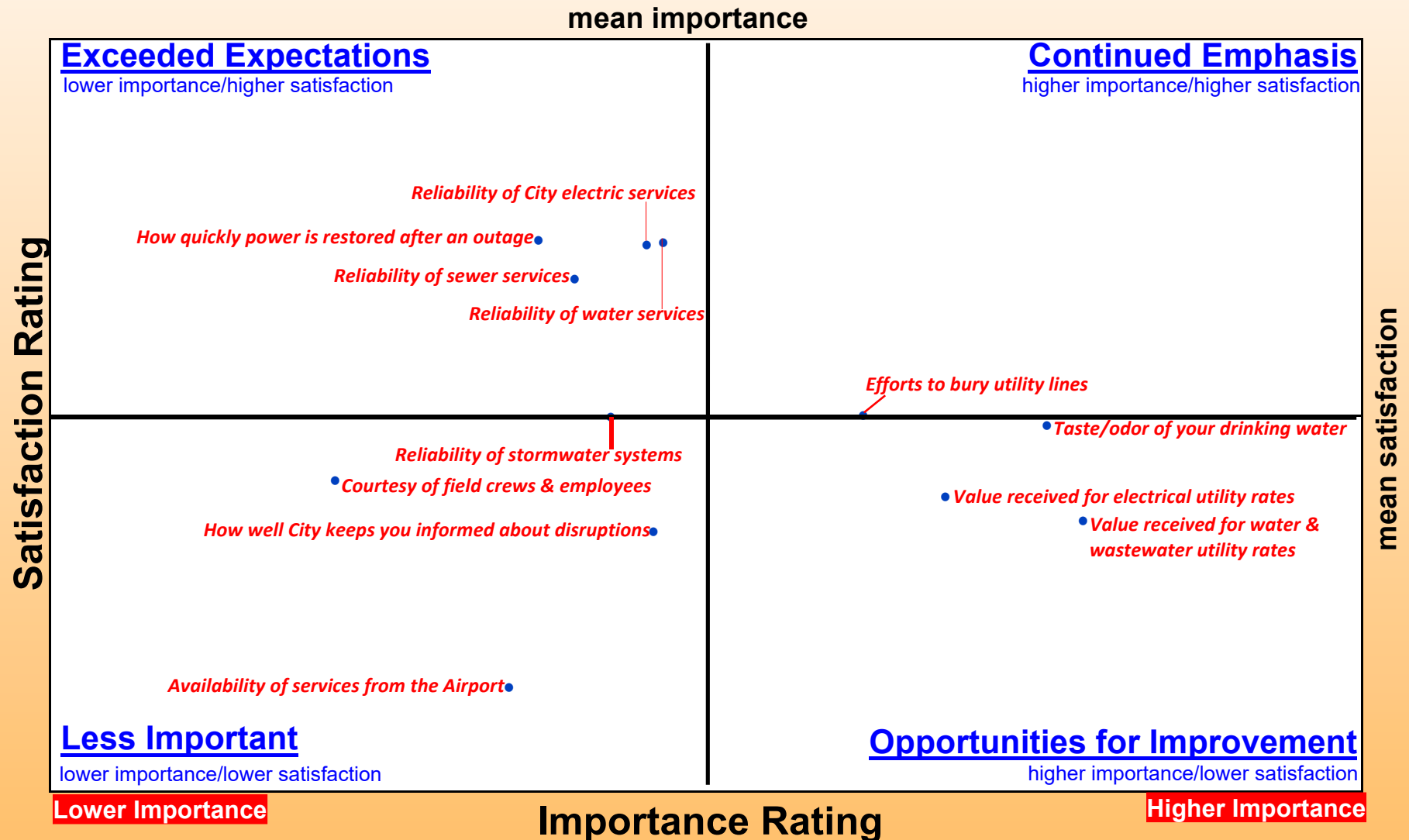


Source: ETC Institute (2018)

2018 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)

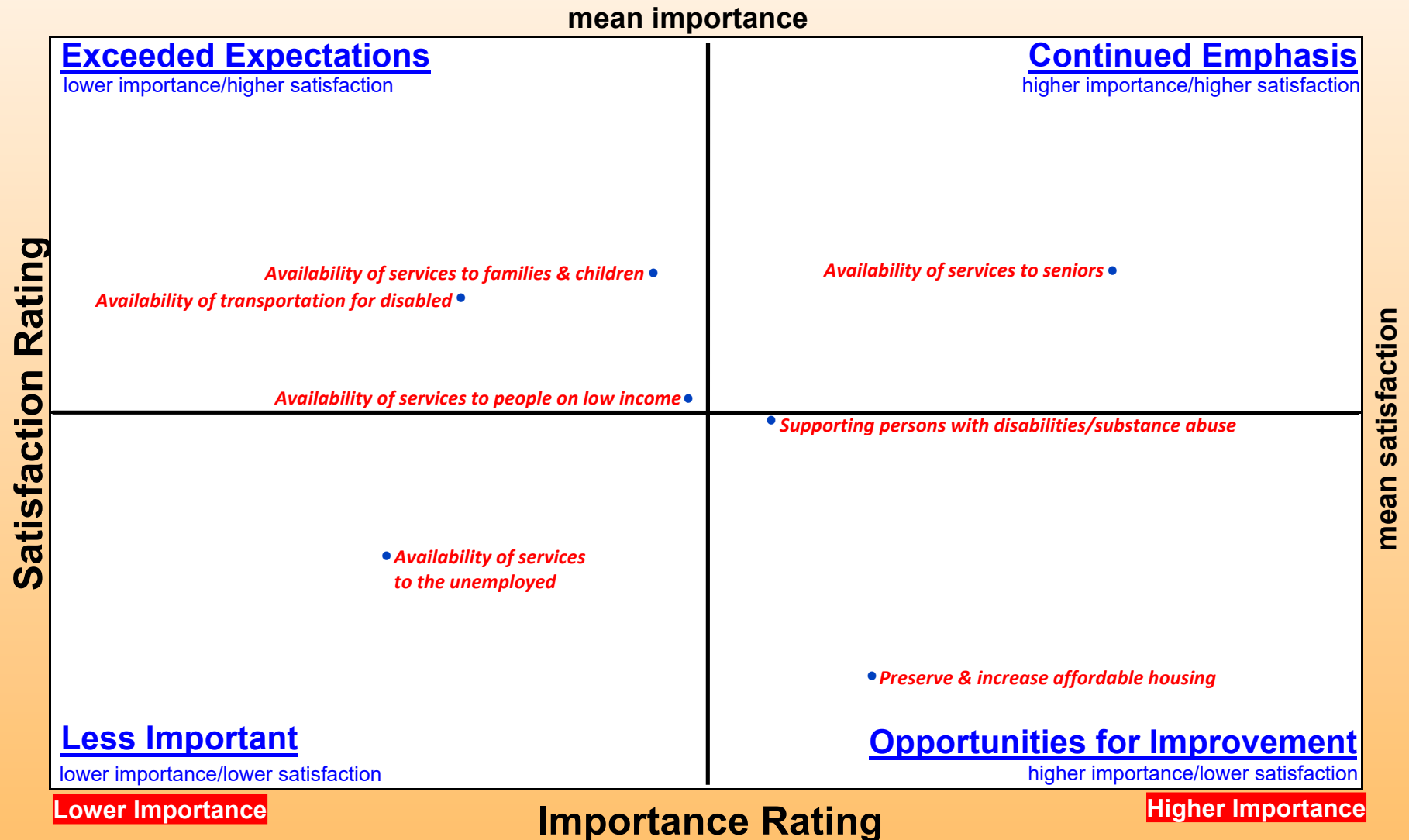


Source: ETC Institute (2018)

2018 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)



Source: ETC Institute (2018)