

## **Section 4**

# ***Importance Satisfaction Analysis***

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# Importance-Satisfaction Analysis

## City of Manassas, Virginia

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### 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. Thirty-nine percent (39%) 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, 49% 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 the *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 39% was multiplied by 49% (1-0.49). This calculation yielded an I-S rating of 0.1974 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.

## 2016 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
<b>High Priority (IS .10-.20)</b>						
Flow of traffic & ease of getting around the City	39%	1	49%	19	0.1974	1
Quality of public education	36%	2	51%	18	0.1749	2
Quality of economic development	33%	3	59%	14	0.1382	3
Enforcement of City codes & ordinances	23%	4	52%	17	0.1119	4
<b>Medium Priority (IS &lt;.10)</b>						
Effectiveness of communication with the community	15%	7	58%	15	0.0641	5
Maintenance of streets, sidewalks & infrastructure	20%	5	69%	11	0.0621	6
Quality of parks & rec programs & facilities	13%	8	64%	12	0.0453	7
Quality of social services	9%	9	55%	16	0.0412	8
Quality of police services	19%	6	86%	2	0.0264	9
Quality of landscaping parks, medians & other areas	6%	13	75%	8	0.0145	10
Quality of water & sewer utilities	7%	11	83%	5	0.0122	11
Quality of trash, recycling & yard waste services	7%	12	84%	4	0.0117	12
Quality of library services	4%	16	70%	10	0.0109	13
Quality of customer service you receive	4%	14	75%	9	0.0102	14
Quality of fire & rescue services	8%	10	92%	1	0.0067	15
Quality of electric utility services	4%	15	86%	3	0.0054	16
Quality of Manassas Regional airport services	1%	19	62%	13	0.0054	17
Quality of voter registration	2%	17	76%	6	0.0050	18
Maintenance of City buildings & facilities	2%	18	75%	7	0.0045	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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## 2016 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
<b>High Priority (IS .10-.20)</b>						
Visibility of police in neighborhoods	44%	1	61%	12	0.1687	1
City's efforts to prevent crime	40%	2	65%	10	0.1404	2
<b>Medium Priority (IS &lt;.10)</b>						
Visibility of police in retail areas	21%	4	60%	13	0.0828	3
City's efforts to enforce local traffic laws	20%	5	64%	11	0.0696	4
Quality of shared services with County	14%	6	66%	9	0.0476	5
Quality of local police protection	24%	3	85%	4	0.0370	6
Quality of Animal Control	11%	9	67%	8	0.0347	7
How quickly police respond to 911 emergencies	12%	7	78%	7	0.0265	8
Quality of Emergency Medical Services	10%	10	82%	6	0.0190	9
Professionalism of police employees	11%	8	83%	5	0.0179	10
How quickly fire & rescue responds	8%	11	85%	3	0.0116	11
Quality of local fire protection	7%	12	86%	1	0.0090	12
Professionalism of fire & EMT employees	3%	13	86%	2	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 %:**

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## 2016 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
<b>High Priority (IS .10-.20)</b>						
How traffic signal system provides traffic flow	37%	1	46%	11	0.1962	1
Ease of traveling from home to regional roadways	35%	2	55%	9	0.1549	2
<b>Medium Priority (IS &lt;.10)</b>						
Availability of biking lanes & amenities	16%	9	41%	12	0.0914	3
Availability of pathways for walking or biking	19%	7	51%	10	0.0907	4
Ease of getting around the City Manassas	27%	3	67%	4	0.0895	5
Adequate street lighting	21%	4	65%	5	0.0747	6
Availability of public transit options	20%	5	63%	6	0.0723	7
Availability public parking in historic downtown	16%	8	59%	8	0.0667	8
Maintenance of streets in your neighborhood	19%	6	68%	2	0.0600	9
Availability of public parking	13%	10	60%	7	0.0525	10
Availability of sidewalks	13%	11	68%	3	0.0411	11
Maintenance of street signs/pavement markings	11%	12	73%	1	0.0311	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.

## 2016 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
<b>High Priority (IS .10-.20)</b>						
Enforcing the cleanup of litter & debris	37%	1	50%	11	0.1840	1
Enforcing mowing & cutting of weeds & grass	29%	2	46%	14	0.1571	2
Enforcing the maintenance of residential property	26%	3	47%	13	0.1378	3
<b>Medium Priority (IS &lt;.10)</b>						
Enforcing removal of blighted/abandoned buildings	19%	5	48%	12	0.0977	4
Condition of sidewalks	19%	6	72%	8	0.0525	5
Enforcing maintenance of business property	11%	8	55%	10	0.0497	6
Overall cleanliness of streets	19%	4	76%	5	0.0455	7
Enforcing sign regulations	9%	11	55%	9	0.0410	8
Appearance/maintenance of City parks	12%	7	72%	7	0.0326	9
Appearance of city right-of-way & medians	10%	9	74%	6	0.0261	10
Residential garbage & bulk trash collection	10%	10	81%	3	0.0179	11
Residential curbside recycling	7%	12	85%	1	0.0095	12
Residential yard waste collection	5%	13	84%	2	0.0083	13
Appearance of city buildings	3%	14	79%	4	0.0062	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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## 2016 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
<b>Very High Priority (IS &gt;.20)</b>						
Attract & retain full-time private sector jobs	31%	1	33%	11	0.2059	1
<b>High Priority (IS .10-.20)</b>						
Efforts to improve existing commercial corridors	29%	2	38%	8	0.1820	2
Developing vacant commercial & industrial areas	23%	4	35%	10	0.1458	3
Efforts to manage & plan for growth/development	25%	3	47%	6	0.1356	4
Availability of affordable housing	22%	5	51%	4	0.1099	5
Attract & promote retail businesses & restaurants	21%	6	50%	5	0.1043	6
<b>Medium Priority (IS &lt;.10)</b>						
Provide for & encourage new detached single-family homes	14%	8	36%	9	0.0915	7
Efforts to encourage a variety of housing types	11%	10	45%	7	0.0617	8
Efforts to continue the revitalization of downtown	19%	7	69%	1	0.0608	9
Attract visitors & promote Historic Manassas	12%	9	65%	2	0.0424	10
Preserve & promote residential-scale architecture	8%	11	54%	3	0.0376	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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## 2016 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
<b>High Priority (IS .10-.20)</b>						
Availability of walking/biking trails	29%	1	50%	15	0.1447	1
<b>Medium Priority (IS &lt;.10)</b>						
Availability of info about parks & rec programs	20%	3	53%	13	0.0949	2
Number of parks & open spaces	23%	2	60%	11	0.0926	3
Variety of cultural & recreational programs	16%	5	61%	10	0.0643	4
Senior programs provided at Manassas Senior Center	11%	6	52%	14	0.0525	5
Quality & number of athletic fields	10%	7	58%	12	0.0415	6
Programs at the Manassas Boys & Girls Club	8%	11	50%	16	0.0384	7
Special events & festivals	19%	4	82%	1	0.0344	8
Ease of registering for programs	7%	12	63%	8	0.0275	9
Manassas Museum programs & facilities	8%	9	70%	6	0.0241	10
Proximity of your home to parks & green spaces	9%	8	75%	2	0.0215	11
Variety/quality of programs at Harris Pavilion	8%	10	75%	3	0.0202	12
Variety/quality of programs-Hylton Performing Arts Center	7%	14	70%	5	0.0192	13
Hours of operation & services provided by library	7%	13	72%	4	0.0186	14
Programs at the Freedom Center	6%	15	68%	7	0.0179	15
Variety/quality of programs at Center for the Arts	3%	16	62%	9	0.0129	16

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

**Most Important %:**

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## 2016 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
<b>Medium Priority (IS &lt;.10)</b>						
Value receive for water & wastewater utility rates	27%	1	64%	11	0.0943	1
Taste/odor of your drinking water	25%	2	72%	8	0.0690	2
Value you receive for electrical utility rates	21%	3	70%	9	0.0635	3
How well City keeps you informed about disruptions	16%	7	67%	10	0.0520	4
Efforts to bury utility lines	20%	4	77%	5	0.0468	5
Availability of services from the Airport	6%	11	53%	12	0.0289	6
Reliability of stormwater systems	10%	10	73%	6	0.0273	7
Reliability of City electric services	16%	6	88%	3	0.0199	8
How quickly power is restored after an outage	13%	8	86%	4	0.0184	9
Reliability of water services	19%	5	91%	1	0.0182	10
Reliability of sewer services	10%	9	88%	2	0.0126	11
Courtesy of field crews & employees	2%	12	73%	7	0.0065	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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## 2016 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
<b>High Priority (IS .10-.20)</b>						
Preserve & increase affordable housing	25%	1	29%	7	0.1742	1
Availability of services to seniors	23%	2	42%	2	0.1312	2
Availability of services to people on low income	20%	3	38%	3	0.1240	3
<b>Medium Priority (IS &lt;.10)</b>						
Supporting persons with disabilities & abuse	16%	4	36%	5	0.0994	4
Availability of services to families & children	15%	5	45%	1	0.0845	5
Availability of transportation for disabled	13%	6	37%	4	0.0799	6
Availability of services to the unemployed	11%	7	33%	6	0.0754	7

**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 should be the City's top priorities.

**Satisfaction %:**

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# Importance-Satisfaction Assessment Matrix

## City of Manassas, Virginia

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### 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.

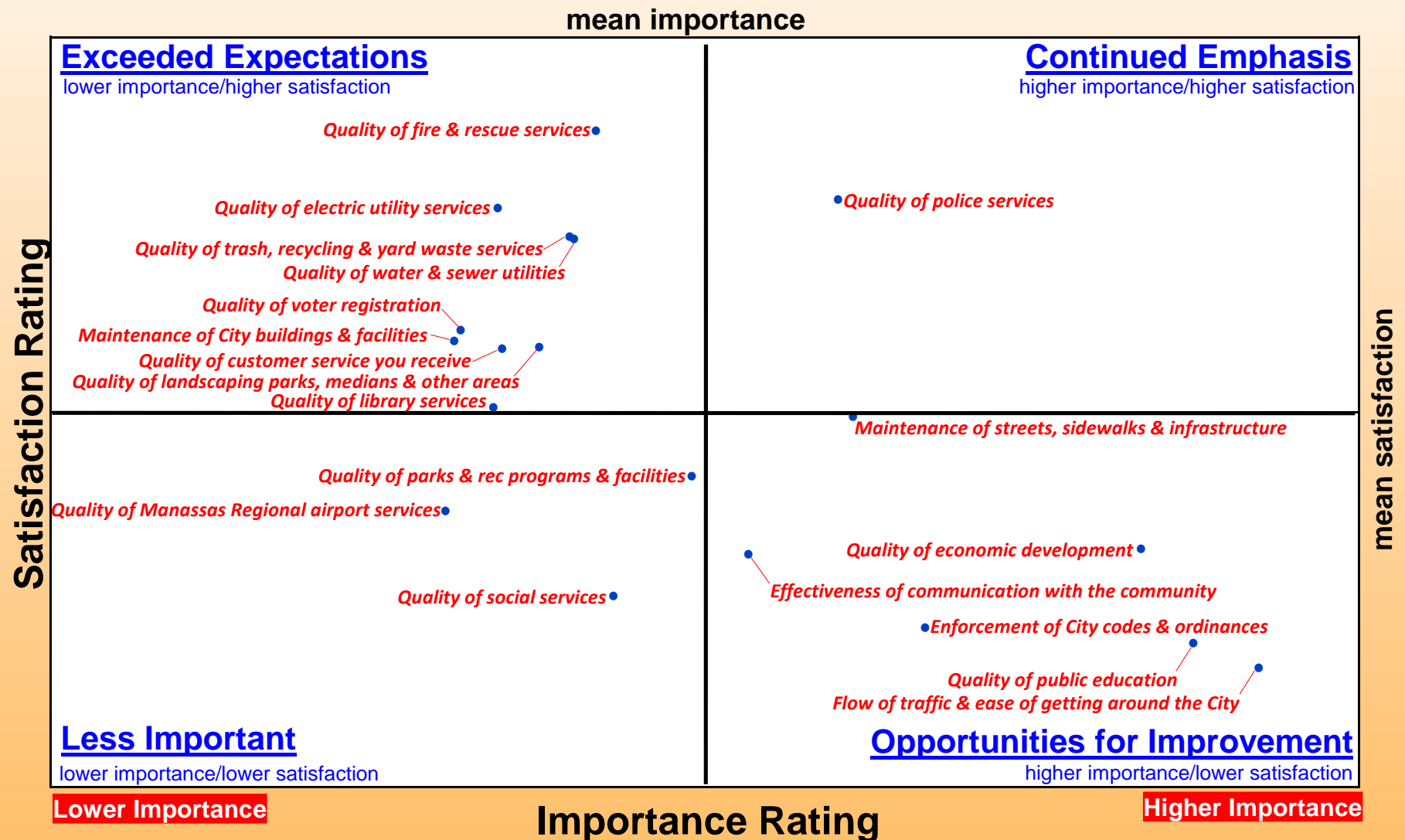
- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on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

# 2016 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)

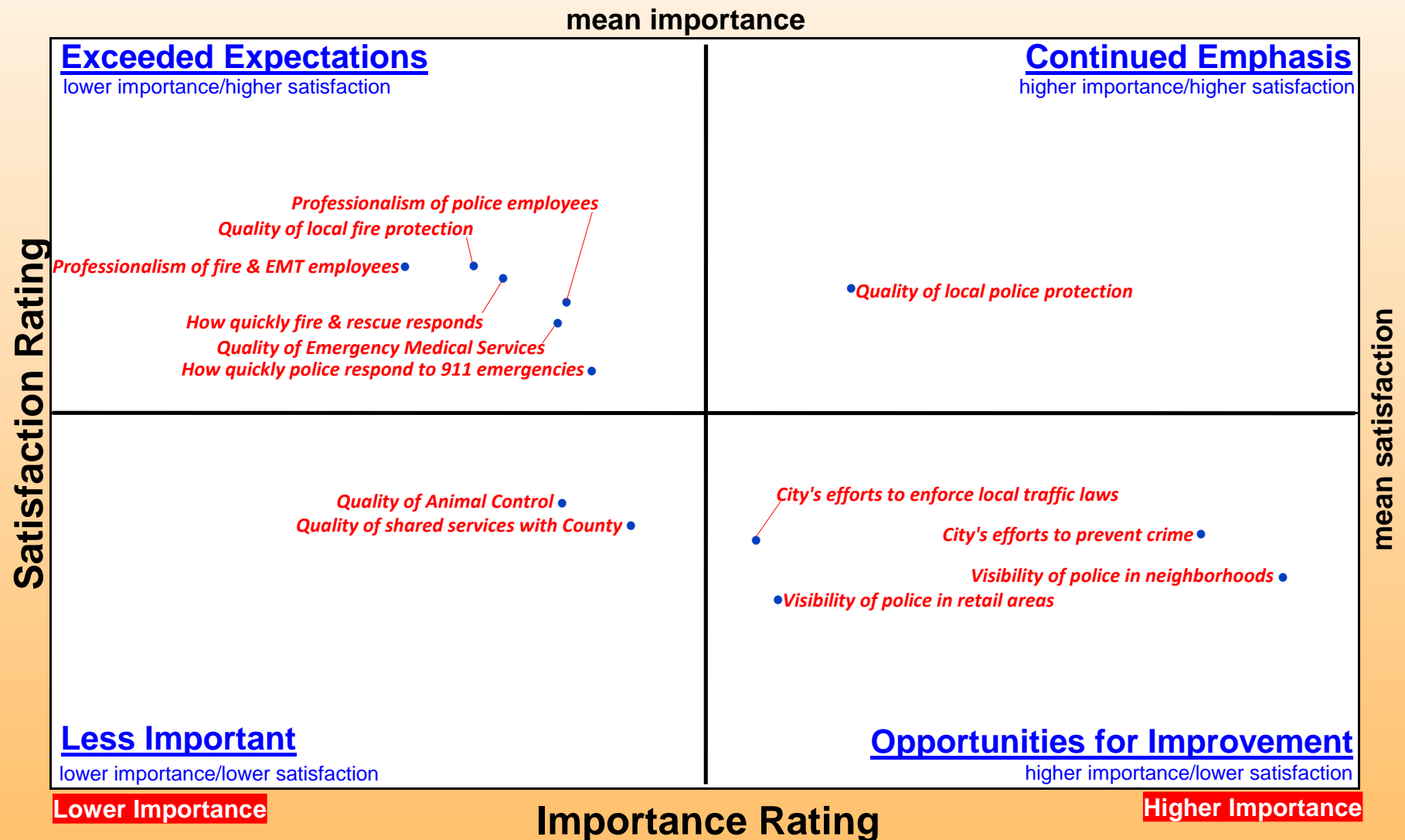


Source: ETC Institute (2016)

# 2016 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)

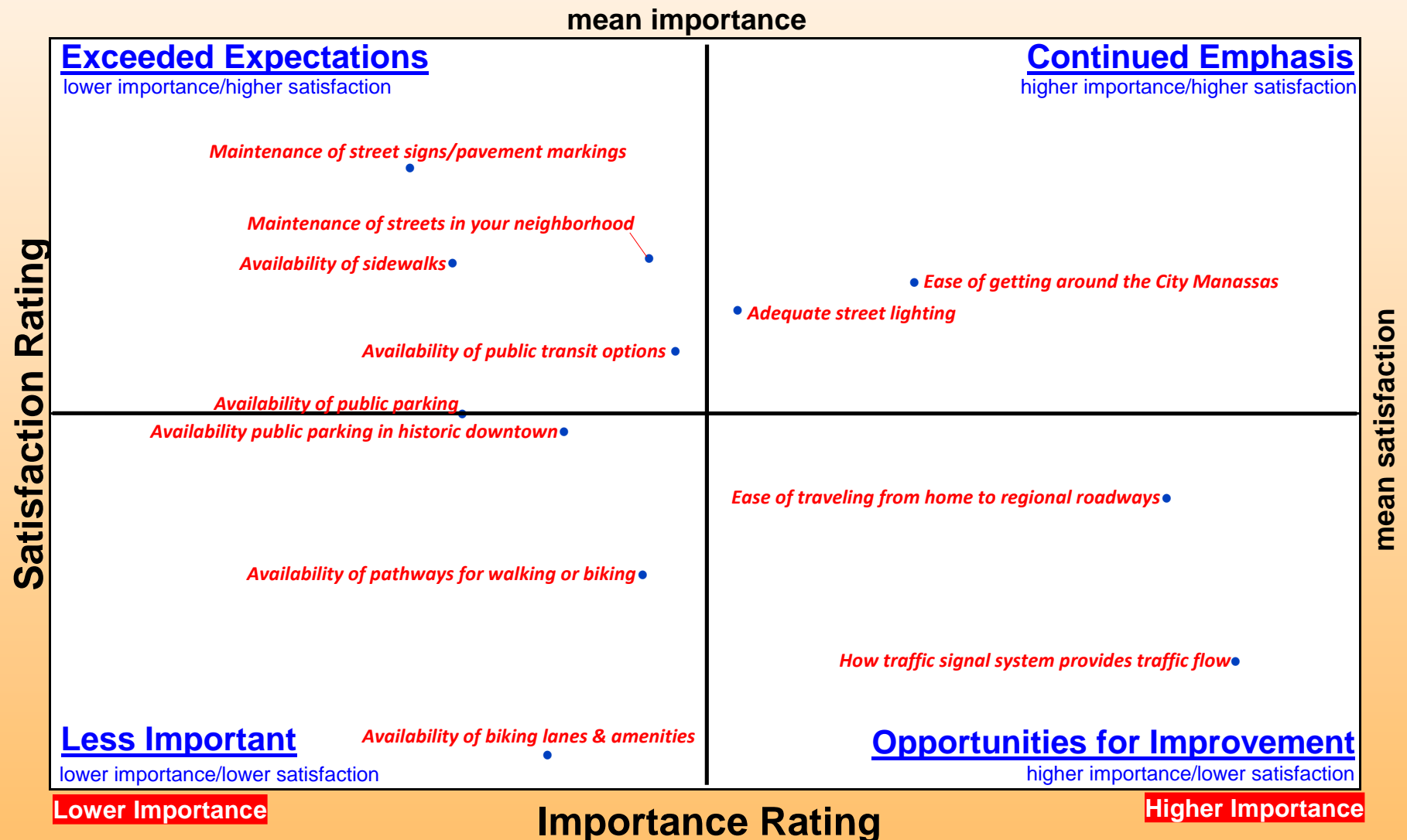


Source: ETC Institute (2016)

# 2016 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)

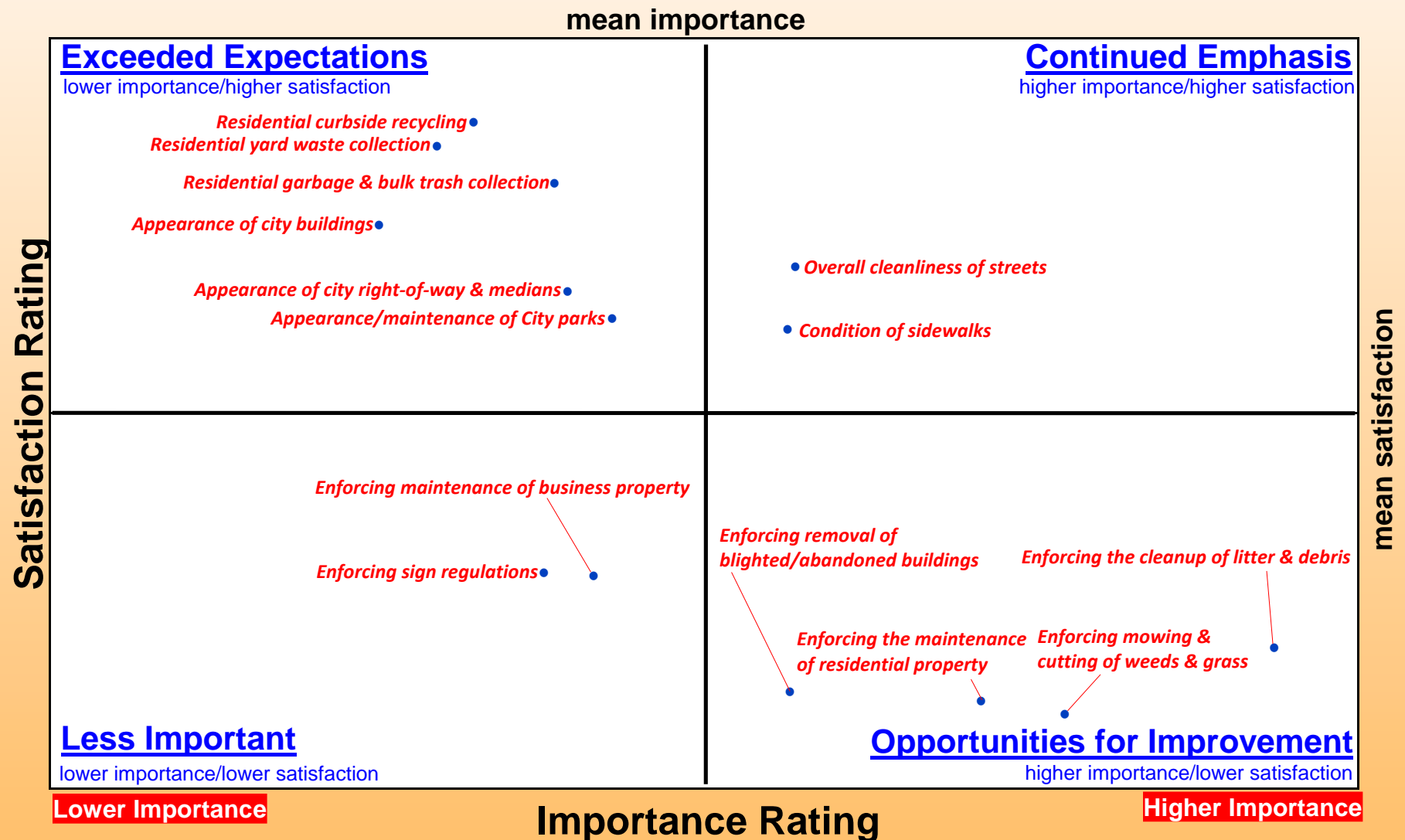


Source: ETC Institute (2016)

# 2016 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)



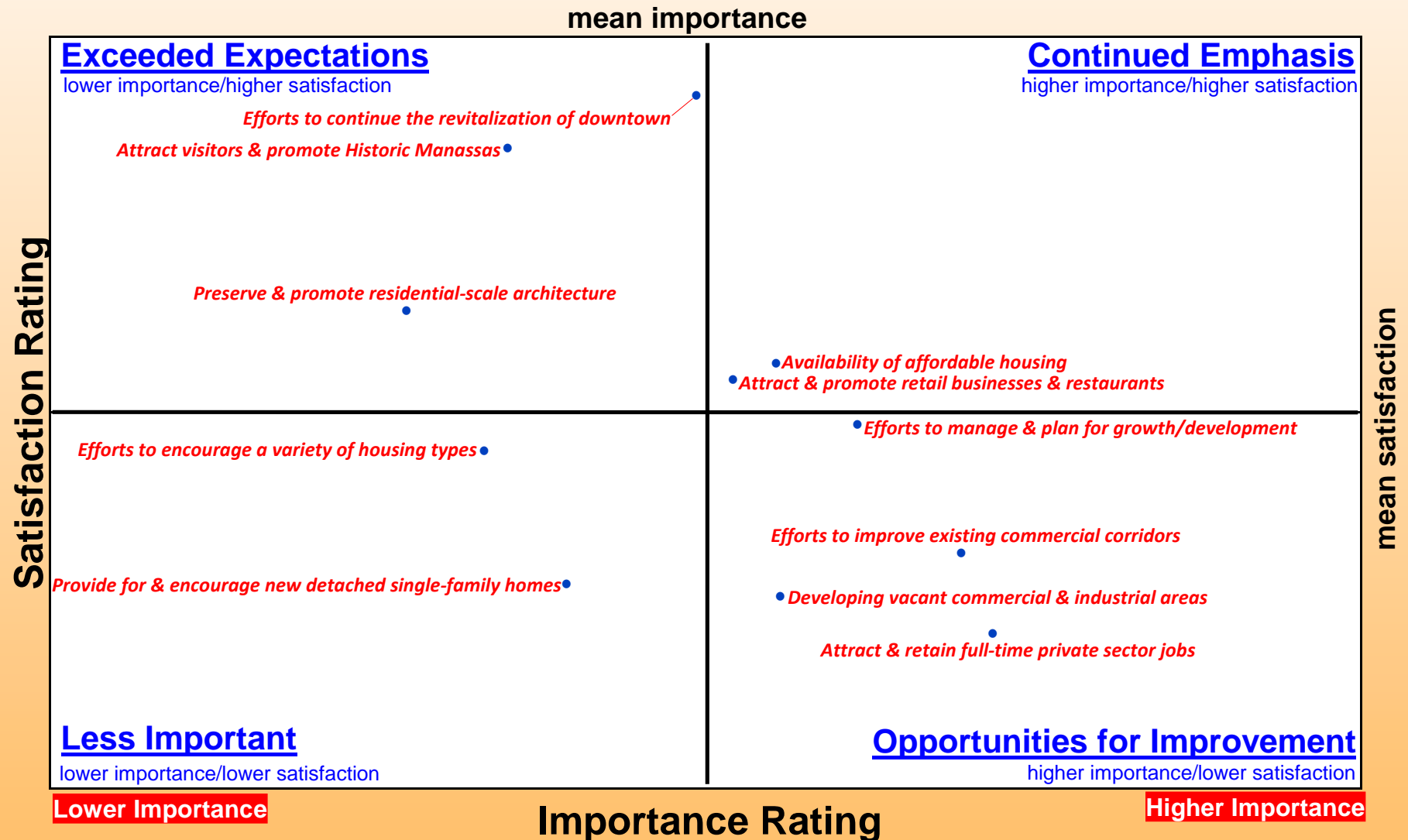
Source: ETC Institute (2016)



# 2016 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)

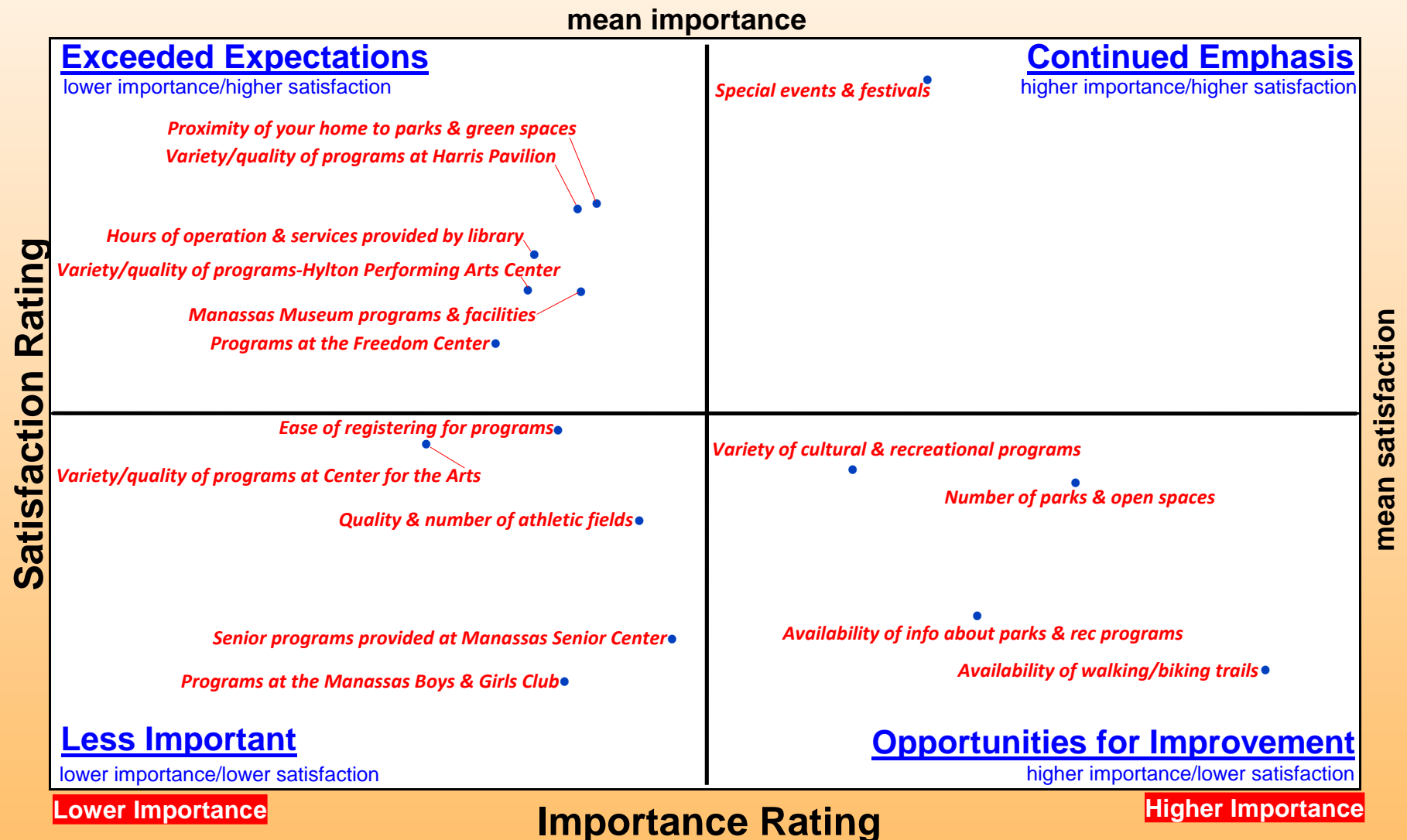


Source: ETC Institute (2016)

# 2016 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)

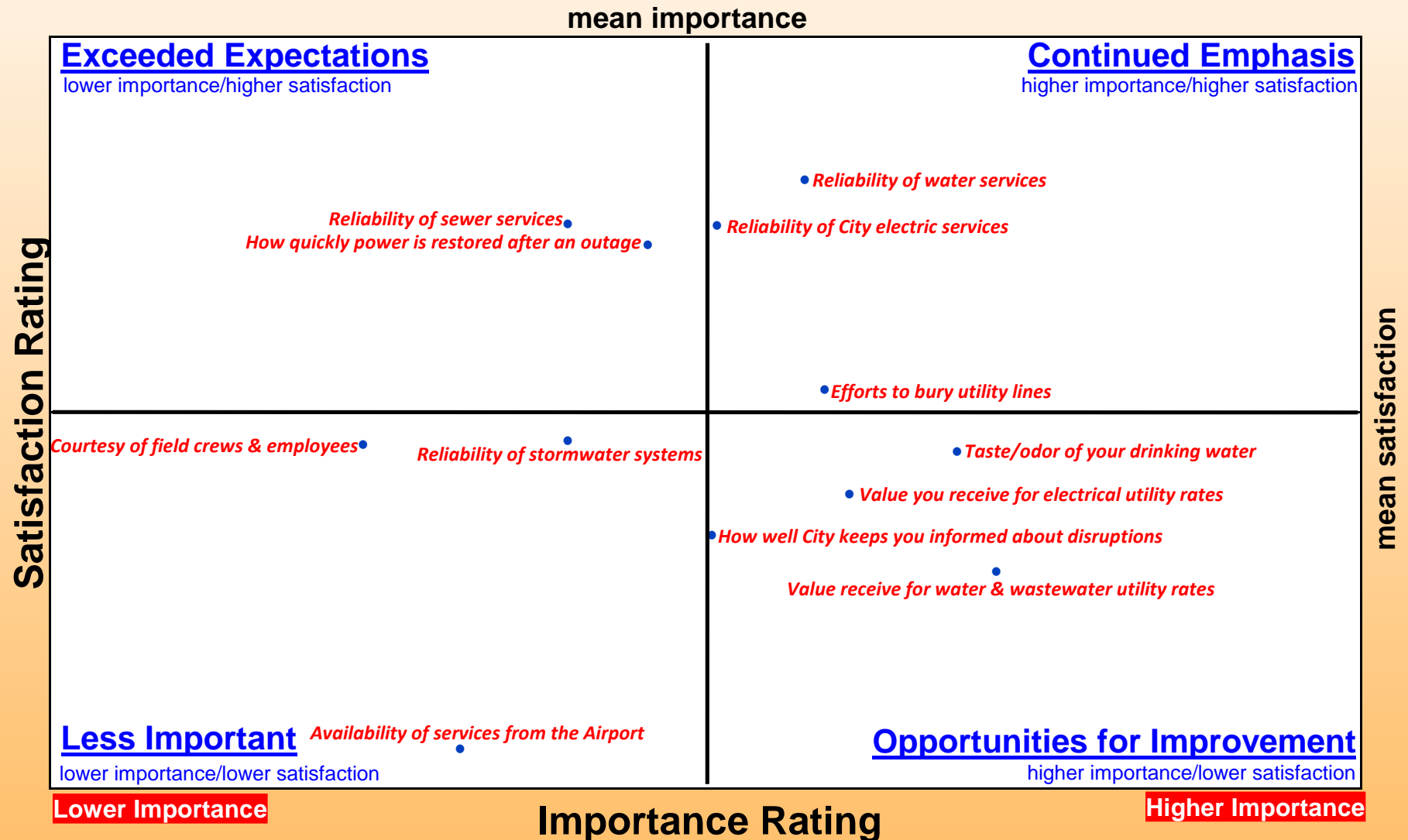


Source: ETC Institute (2016)

# 2016 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)

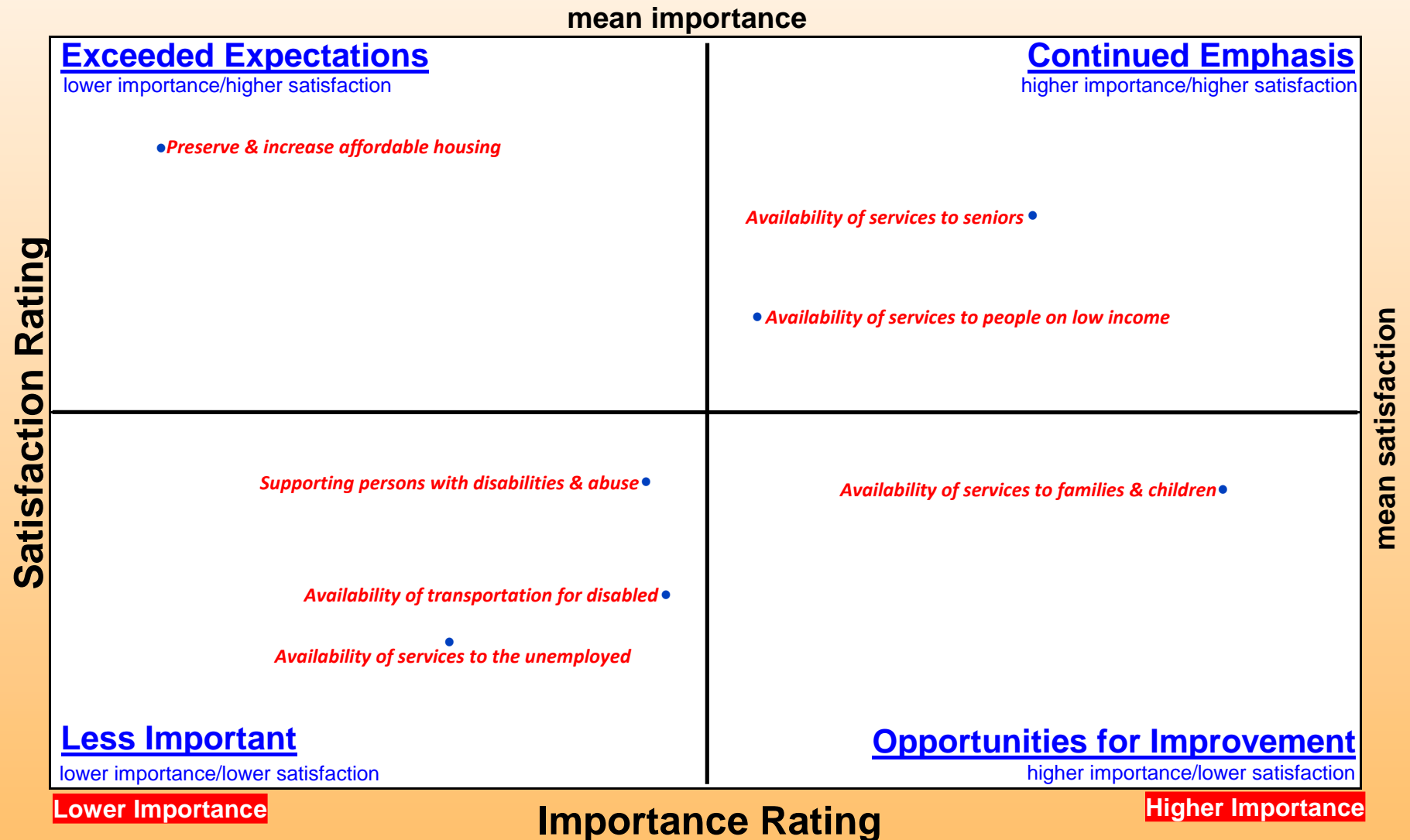


Source: ETC Institute (2016)

# 2016 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 (2016)