

**Section 4:**

***Importance-Satisfaction Analysis***

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# Importance-Satisfaction Analysis

## Newport News, 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 cities will maximize overall citizen 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 to emphasize over the next two years. This sum is then multiplied by 1 minus the percentage of respondents 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.** Respondents were asked to identify the Major City services they thought were the most important for the City to provide. Approximately forty-five percent (45.1%) of residents selected the "flow of traffic" as one of the most important Major City services to provide.

With regard to satisfaction, thirty-one percent (31%) of the residents surveyed rated their overall satisfaction with the “flow of traffic” as a “4” or a “5” on a 5-point scale (where “5” means “very satisfied”). The I-S rating for the “flow of traffic” was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 45.1% was multiplied by 69% (1-0.31). This calculation yielded an I-S rating of 0.3112, which ranked first out of thirteen Major City Services.

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 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 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 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 .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 Newport News are provided on the following page.

# Importance-Satisfaction Rating

## Newport News, VA

### OVERALL

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>Very High Priority (IS &gt;.20)</u></b>						
Flow of traffic	45%	1	31%	13	0.3112	1
Maintenance of streets/sidewalks/infrastructure	37%	2	41%	11	0.2168	2
<b><u>High Priority (IS .10-.20)</u></b>						
Overall quality of economic development	33%	3	44%	8	0.1817	3
How well the City is preparing for the future	25%	4	39%	12	0.1556	4
How well the City is prepared for disasters	24%	5	44%	9	0.1334	5
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Effectiveness of communication with the community	15%	7	42%	10	0.0878	6
Enforcement of City ordinances	13%	9	49%	7	0.0634	7
Overall quality of City services	13%	8	66%	4	0.0433	8
Overall quality of police and fire services	19%	6	79%	1	0.0397	9
Customer service from City employees	9%	11	63%	5	0.0320	10
Parks and recreation programs and facilities	10%	10	75%	2	0.0249	11
Maintenance of buildings and facilities	5%	13	57%	6	0.0200	12
Landscaping in parks/medians/public areas	5%	12	68%	3	0.0170	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 emphasize over the next two years.

**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

## Newport News, VA

### PUBLIC SAFETY SERVICES

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>Very High Priority (IS &gt;.20)</u></b>						
City's efforts to prevent crime	51%	1	49%	11	0.2586	1
<b><u>High Priority (IS .10-.20)</u></b>						
Visibility of police in neighborhoods	41%	2	58%	9	0.1709	2
Visibility of police in retail areas	28%	4	54%	10	0.1312	3
Quality of local police protection	34%	3	67%	7	0.1106	4
<b><u>Medium Priority (IS &lt;.10)</u></b>						
City's efforts to enforce local traffic laws	17%	6	63%	8	0.0636	5
How quickly police respond to 911 emergencies	18%	5	68%	6	0.0572	6
Professionalism of police employees	14%	7	72%	5	0.0377	7
Quality of Emergency Medical Services (EMS)	9%	8	82%	4	0.0170	8
How quickly fire rescue responds to 911 emergent	8%	9	85%	2	0.0120	9
Quality of local fire protection	8%	10	84%	3	0.0120	10
Professionalism of fire and EMT employees	4%	11	86%	1	0.0053	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 were the most important for the City to emphasize over the next two years.

**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

## Newport News, VA

### Codes and Ordinances

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>Very High Priority (IS &gt;.20)</u></b>						
Enforcing removal of blighted/abandoned building:	51%	1	30%	6	0.3591	1
<b><u>High Priority (IS .10-.20)</u></b>						
Cleanup of litter and debris on private property	35%	2	46%	3	0.1881	2
Mowing/cutting of weeds/grass on private property	23%	3	45%	4	0.1288	3
Maintenance of residential property	19%	5	43%	5	0.1070	4
Maintenance of business property	20%	4	47%	2	0.1037	5
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Enforcing sign regulations	11%	6	51%	1	0.0541	6

**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 emphasize over the next two years.

**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.

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# Importance-Satisfaction Rating

## Newport News, VA

### PARKS 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>						
Quality of animal control	27%	2	58%	10	0.1127	1
<b>Medium Priority (IS &lt;.10)</b>						
The City's youth athletic programs	22%	5	58%	9	0.0926	2
City special events and festivals	24%	3	62%	5	0.0912	3
Availability of information about parks & rec programs	23%	4	62%	6	0.0866	4
Cost of parks programs and facility fees	19%	6	60%	7	0.0786	5
Variety of parks programs	19%	7	64%	4	0.0675	6
The City's adult athletic programs	13%	8	52%	12	0.0635	7
Maintenance of City parks	28%	1	82%	1	0.0506	8
Quantity of athletic fields	11%	10	57%	11	0.0449	9
Ease of registering for programs	9%	11	59%	8	0.0373	10
Quality of athletic fields	11%	9	68%	3	0.0361	11
Proximity to City parks and green spaces	9%	12	78%	2	0.0190	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 were the most important for the City to emphasize over the next two years.

#### 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 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.

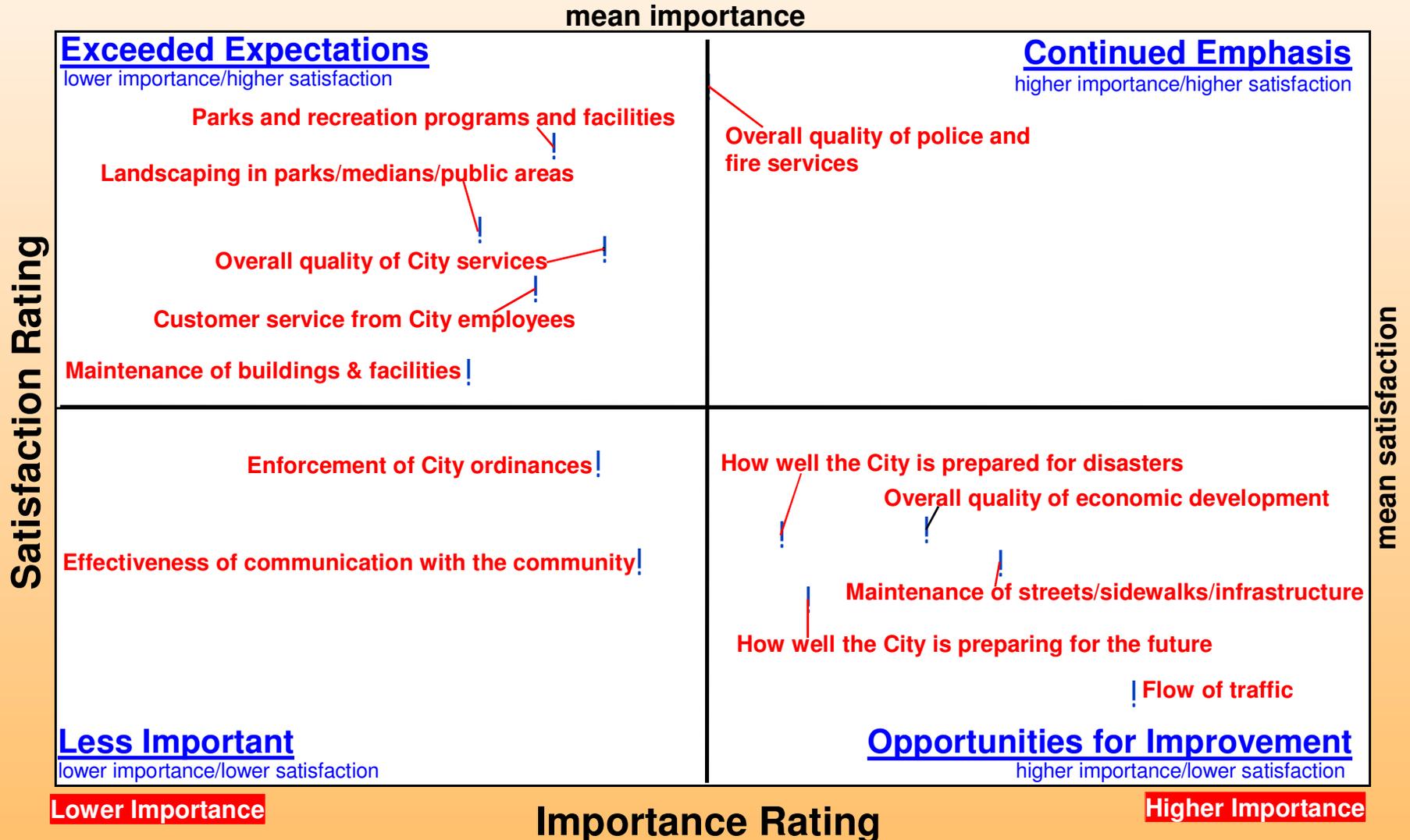
- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on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

Matrices showing the results for Newport News are provided on the following pages.

# 2013 City of Newport News DirectionFinder Importance-Satisfaction Assessment Matrix

## -Major Categories of City Services-

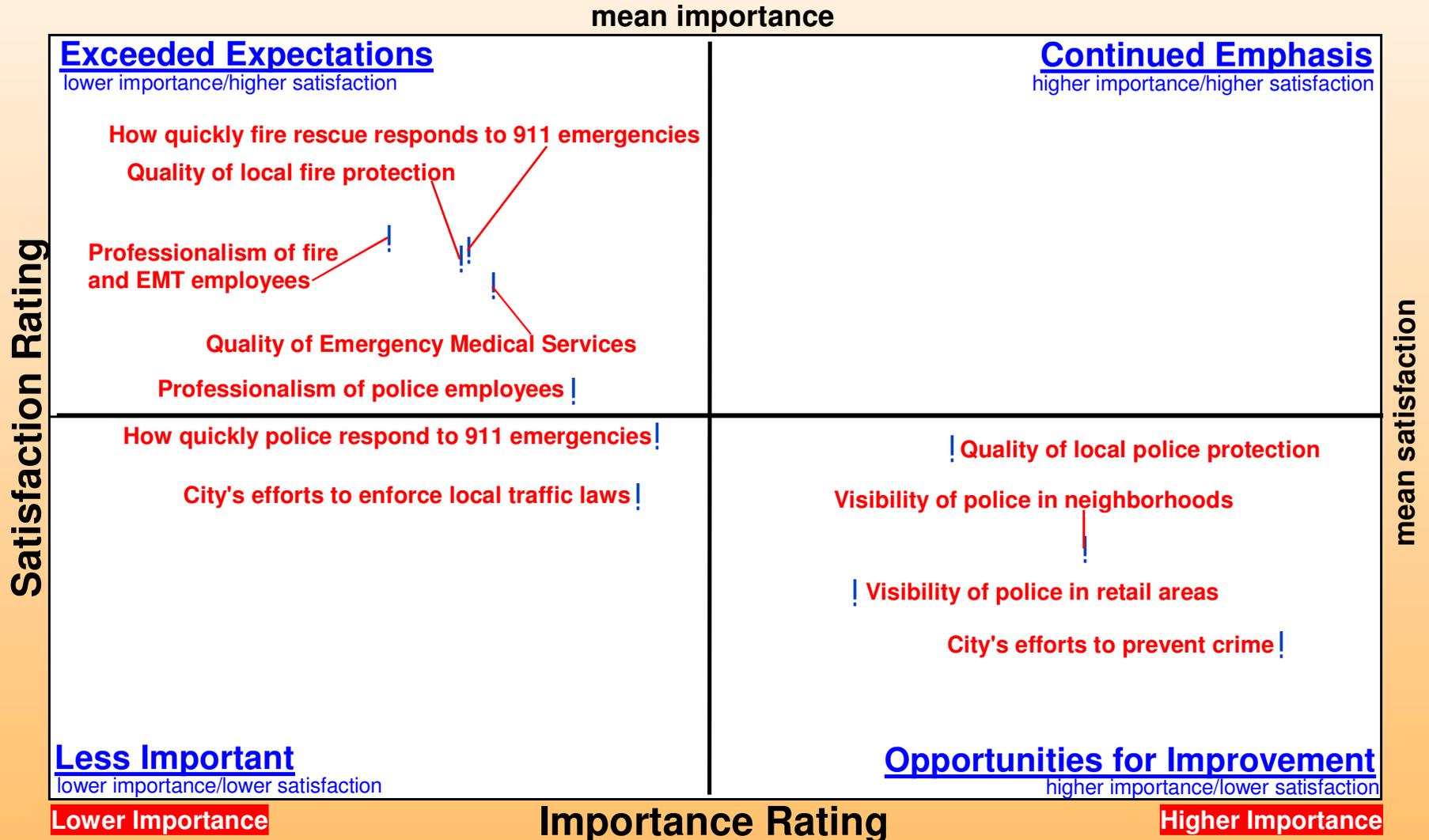
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



# 2013 City of Newport News DirectionFinder Importance-Satisfaction Assessment Matrix

## -Public Safety Services-

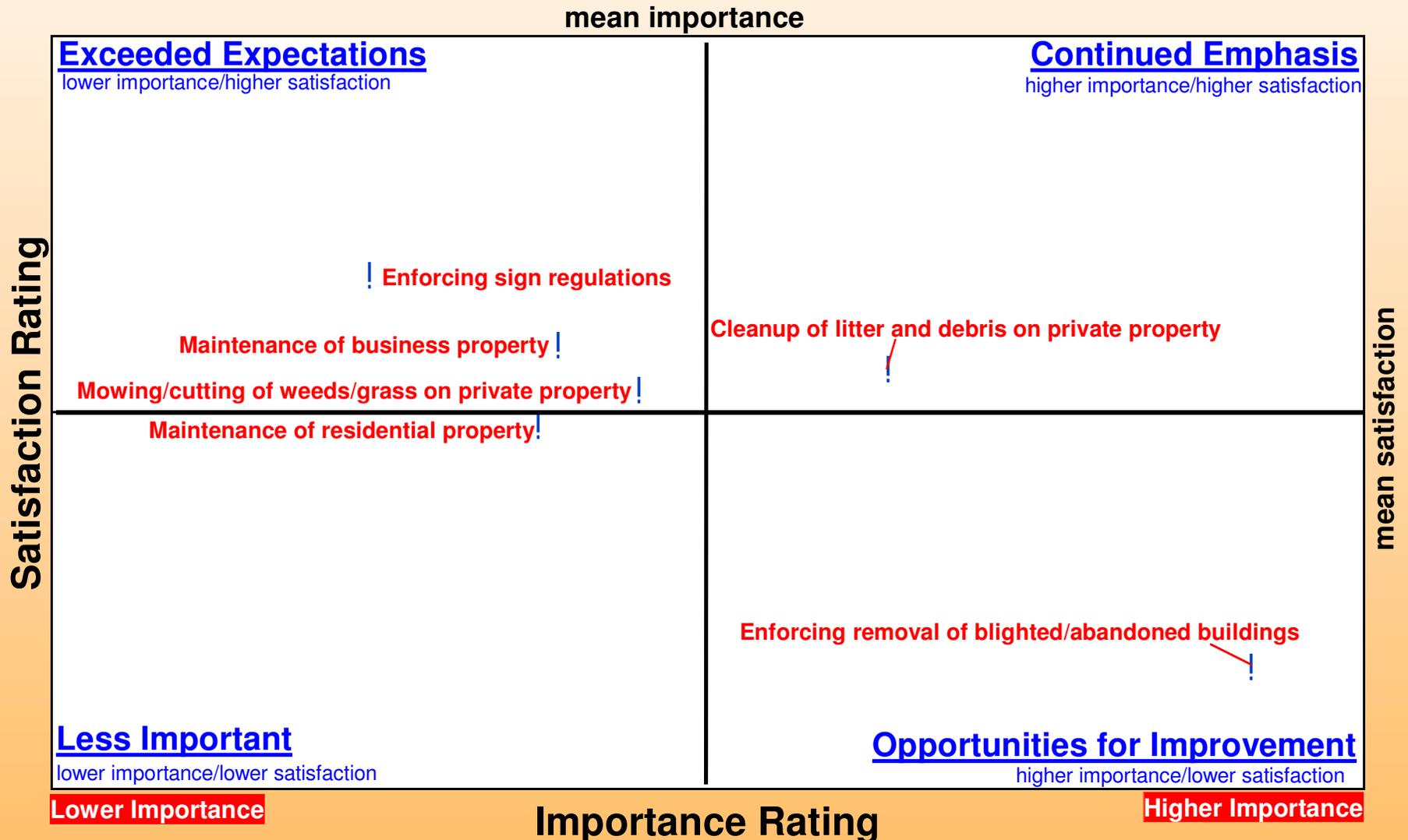
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



# 2013 City of Newport News DirectionFinder Importance-Satisfaction Assessment Matrix

## -Codes and Ordinances-

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



# 2013 City of Newport News DirectionFinder Importance-Satisfaction Assessment Matrix -Park and Recreation Services-

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

