

Section 3:
***Importance-Satisfaction
Analysis***

Importance-Satisfaction Analysis

Wilmington, North Carolina

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 most important services for the City to provide. 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"). "Don't know" responses are excluded from the calculation to ensure that 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 were most important for the City to provide. Approximately forty-seven percent (46.7%) selected "management of traffic flow on City streets" as one of the most important services for the City to provide.

With regard to satisfaction, 18% of residents surveyed rated "management of traffic flow on City streets" as a "4" or a "5" on a 5-point scale (where "5" means "very satisfied"), excluding "don't know" responses. The I-S rating for "management of traffic flow on City streets" was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 46.7% was multiplied by 82% (1-0.18). This calculation yielded an I-S rating of 0.3829, which was ranked first out of ten major service categories.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of the most important services for the City to provide 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 respondents were positively satisfied with the delivery of the service
- if none (0%) of the respondents selected the service as one of the most important areas for the City to provide.

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 Wilmington are provided on the following pages.

Importance-Satisfaction Rating City of Wilmington Overall

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>						
Management of traffic flow on City streets	47%	3	18%	10	0.3829	1
Maintenance of City streets and sidewalks	50%	2	25%	9	0.3758	2
<u>High Priority (IS .10-.20)</u>						
Overall quality of police services	58%	1	68%	3	0.1866	3
Management of stormwater runoff by the City	20%	5	29%	8	0.1413	4
<u>Medium Priority (IS <.10)</u>						
Enforcement of City codes and ordinances	13%	8	42%	7	0.0731	5
Overall quality of fire services	35%	4	83%	1	0.0598	6
Effectiveness of City communication w/ public	10%	9	46%	6	0.0551	7
Quality of trash/recycling/yard waste collection	19%	6	73%	2	0.0513	8
Quality of parks & recreation programs	14%	7	67%	4	0.0449	9
Quality of customer service from City employees	5%	10	56%	5	0.0220	10

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 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.

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Importance-Satisfaction Rating

City of Wilmington

Public Safety

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 efforts to prevent crimes	44%	2	43%	5	0.2525	1
<u>High Priority (IS .10-.20)</u>						
How quickly police respond to emergencies	47%	1	65%	2	0.1652	2
Frequency police patrol your neighborhood	20%	3	42%	6	0.1154	3
<u>Medium Priority (IS <.10)</u>						
Enforcement of local traffic laws	18%	4	52%	4	0.0869	4
City efforts to prevent fires	12%	5	76%	1	0.0288	5
Enforcement of fire codes	4%	6	59%	3	0.0156	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 and second most important responses for each item. Respondents were asked to identify the items they thought were 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.

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Importance-Satisfaction Rating

City of Wilmington

Parks and Recreation

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>						
Maintenance and appearance of City parks	47%	1	77%	1	0.1074	1
<u>Medium Priority (IS <.10)</u>						
Walking trails in the City	24%	2	59%	3	0.0976	2
Biking trails in the City	20%	4	52%	4	0.0950	3
Number of City parks	20%	3	63%	2	0.0747	4
Quality of outdoor athletic facilities	13%	5	51%	5	0.0652	5
Variety of City recreation programs/classes	10%	6	40%	9	0.0606	6
Quality of City recreation programs/classes	10%	7	41%	8	0.0590	7
City recreation centers	8%	8	42%	7	0.0464	8
City swimming pools	6%	9	30%	10	0.0420	9
City golf course	5%	10	47%	6	0.0265	10

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 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.

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Importance-Satisfaction Rating City of Wilmington Maintenance

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>						
Maintenance of major City streets	54%	1	29%	9	0.3799	1
How quickly street repairs are made	27%	2	16%	11	0.2302	2
<u>High Priority (IS .10-.20)</u>						
Maintenance of neighborhood streets	27%	3	28%	10	0.1930	3
Timing of traffic signals in the City	19%	4	30%	8	0.1358	4
<u>Medium Priority (IS <.10)</u>						
Cleanliness of City streets and other public areas	13%	5	44%	5	0.0717	5
Cleanliness of stormwater drains	8%	6	31%	7	0.0573	6
Maintenance of neighborhood sidewalks	7%	8	33%	6	0.0476	7
Adequacy of City street lighting	8%	7	49%	4	0.0398	8
Mowing/trimming along City streets/public areas	6%	9	49%	3	0.0286	9
Condition of street signs and traffic signals	5%	10	57%	1	0.0202	10
Maintenance of city buildings	1%	11	49%	2	0.0071	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 and second most important responses for each item. Respondents were asked to identify the items they thought were 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.

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Importance-Satisfaction Rating City of Wilmington Code Enforcement

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>						
Enforcing cleanup of debris on private property	61%	1	32%	4	0.4168	1
<u>High Priority (IS .10-.20)</u>						
Enforcing the mowing of grass on private property	27%	2	31%	5	0.1891	2
Enforcing exterior maint. of residential property	23%	3	28%	6	0.1678	3
Enforcing exterior maint. of commercial property	22%	4	35%	2	0.1417	4
City efforts to remove inoperable vehicles	21%	5	35%	3	0.1333	5
<u>Medium Priority (IS <.10)</u>						
Enforcement of sign regulations	13%	6	36%	1	0.0851	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 and second most important responses for each item. Respondents were asked to identify the items they thought were 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 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 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.

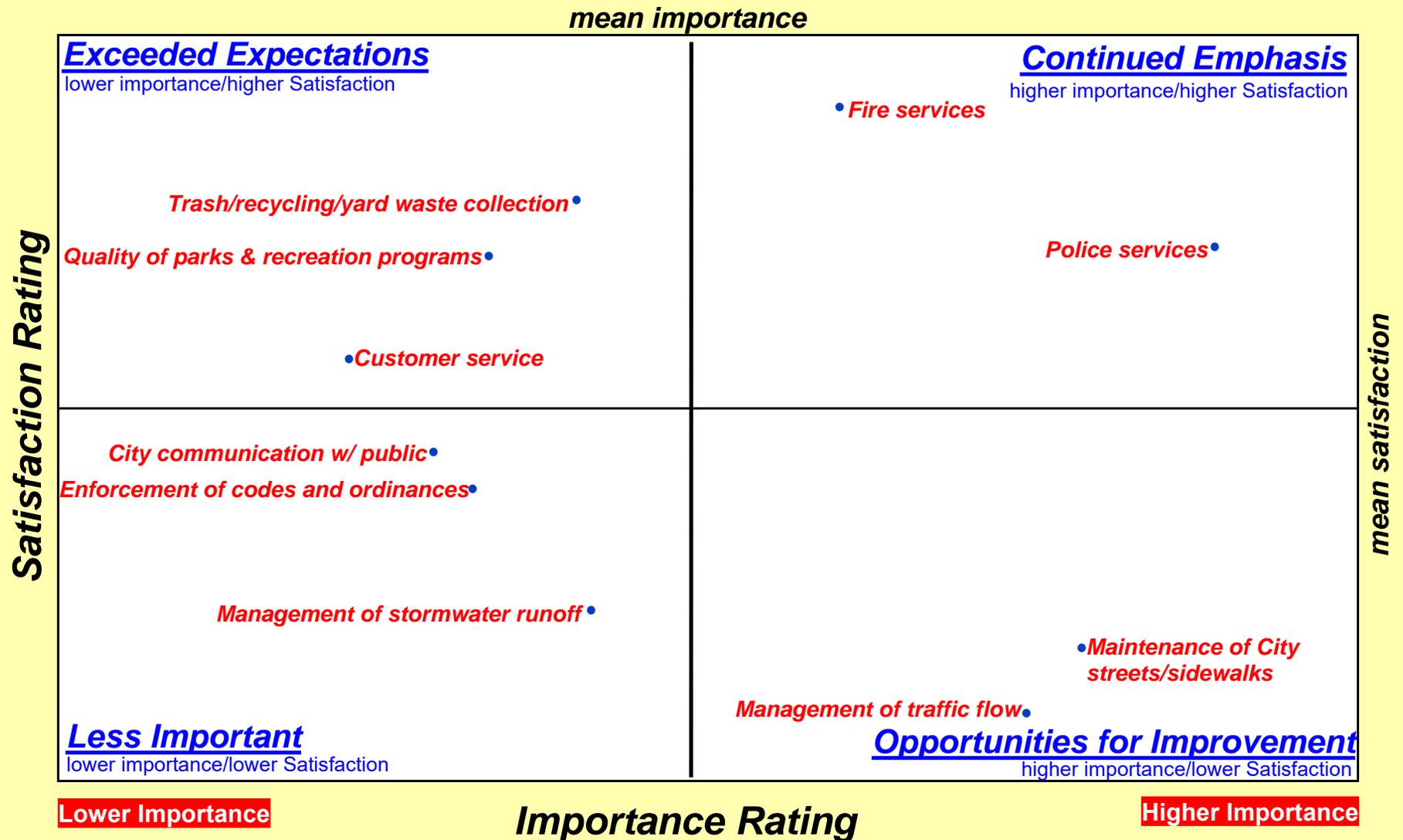
- *Continued Emphasis (above average importance and above average satisfaction).* This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on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

2019 Wilmington Community Survey Importance-Satisfaction Assessment Matrix

-Overall City Services-

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

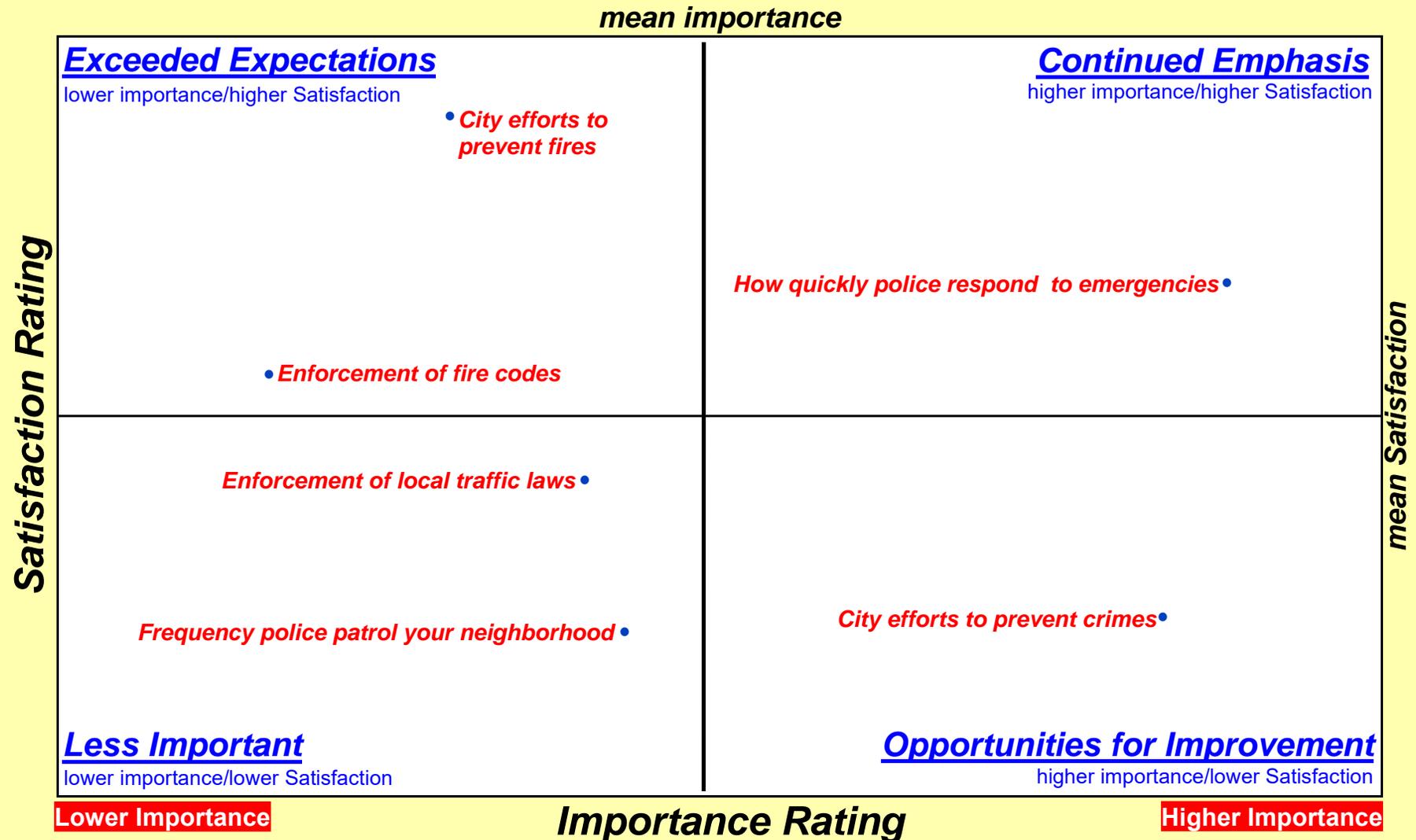


Source: ETC Institute (2019)

2019 Wilmington 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)

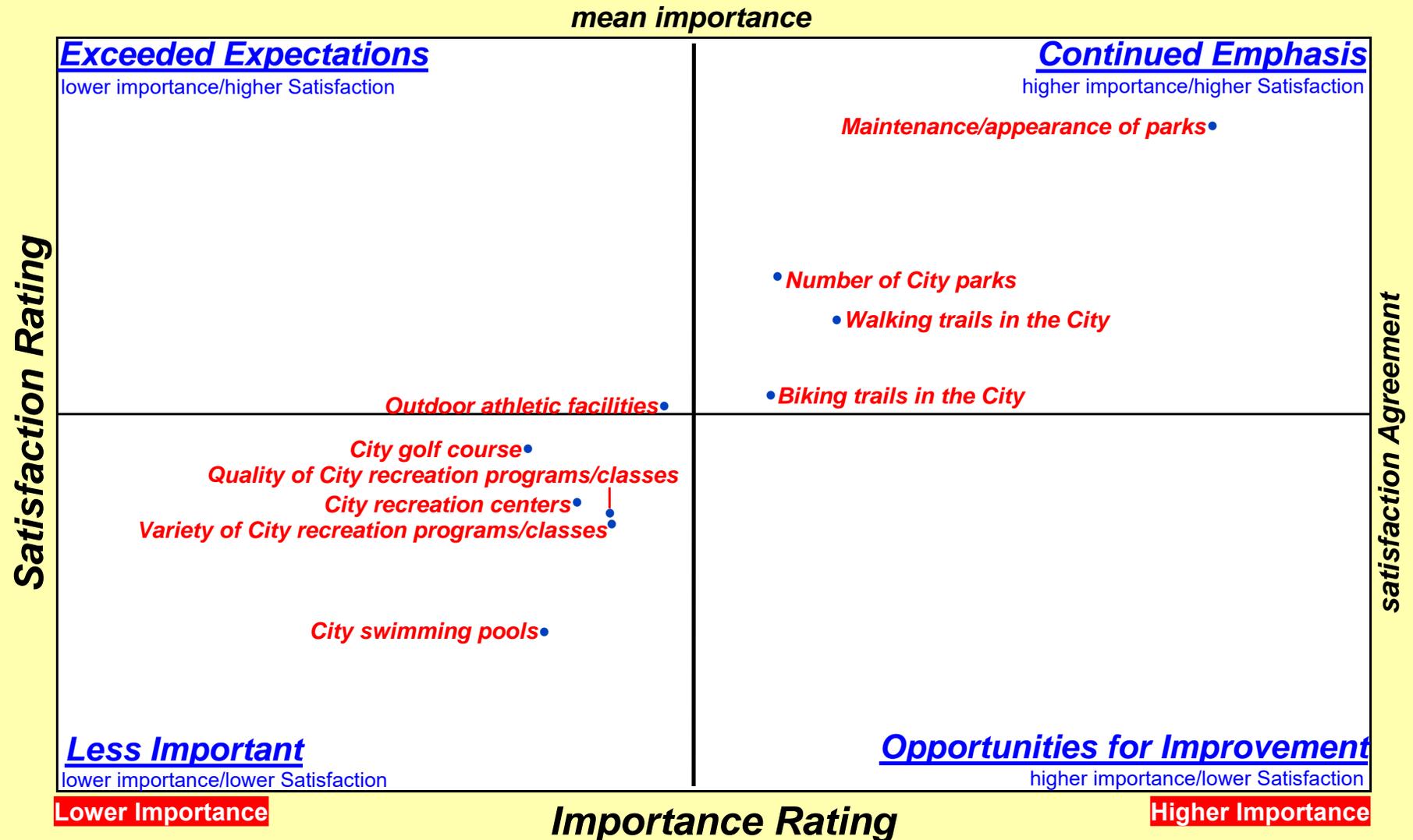


Source: ETC Institute (2019)

2019 Wilmington Community Survey Importance-Satisfaction Assessment Matrix

-Parks and Recreation-

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

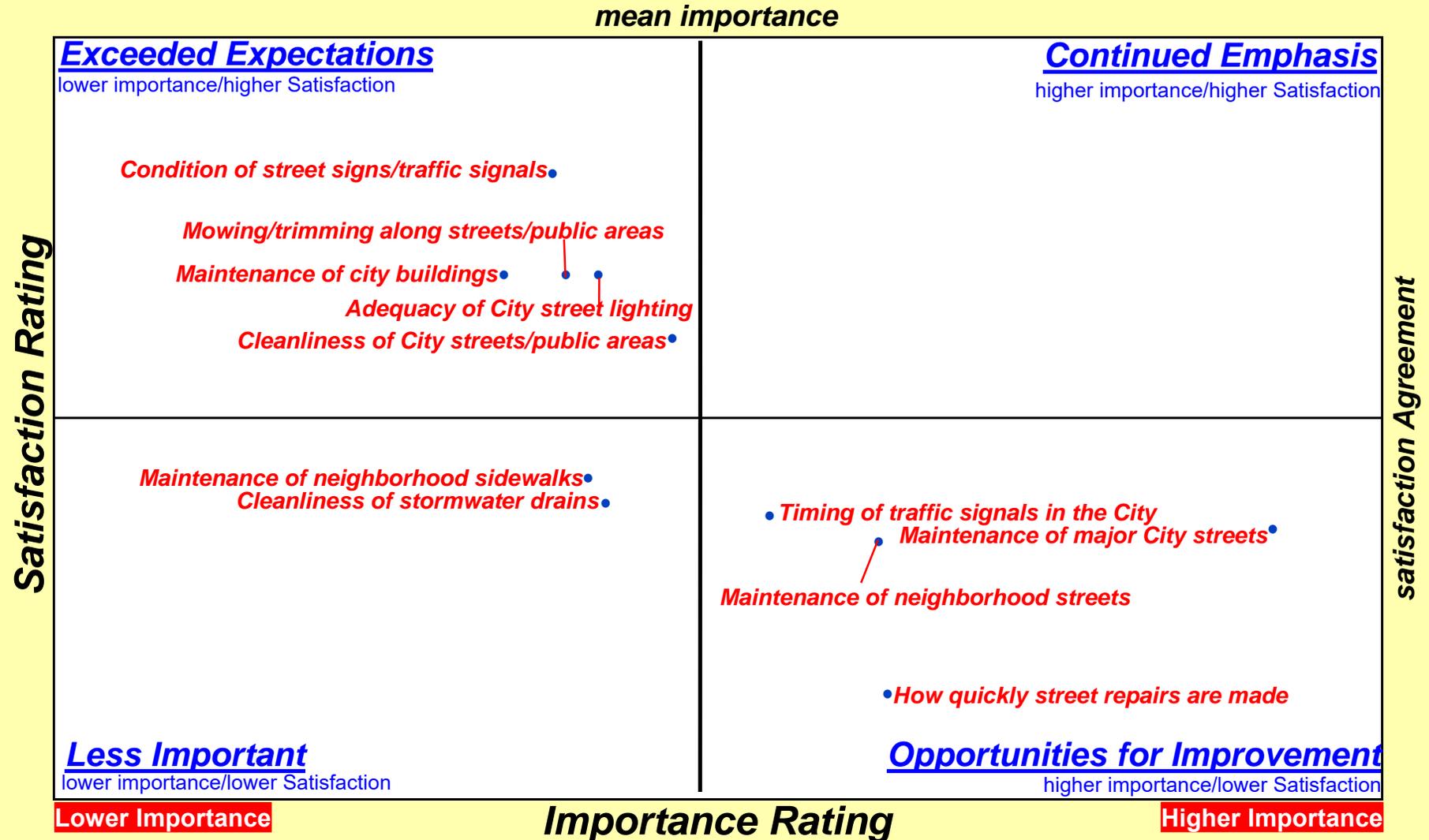


Source: ETC Institute (2019)

2019 Wilmington Community Survey Importance-Satisfaction Assessment Matrix

-Maintenance-

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

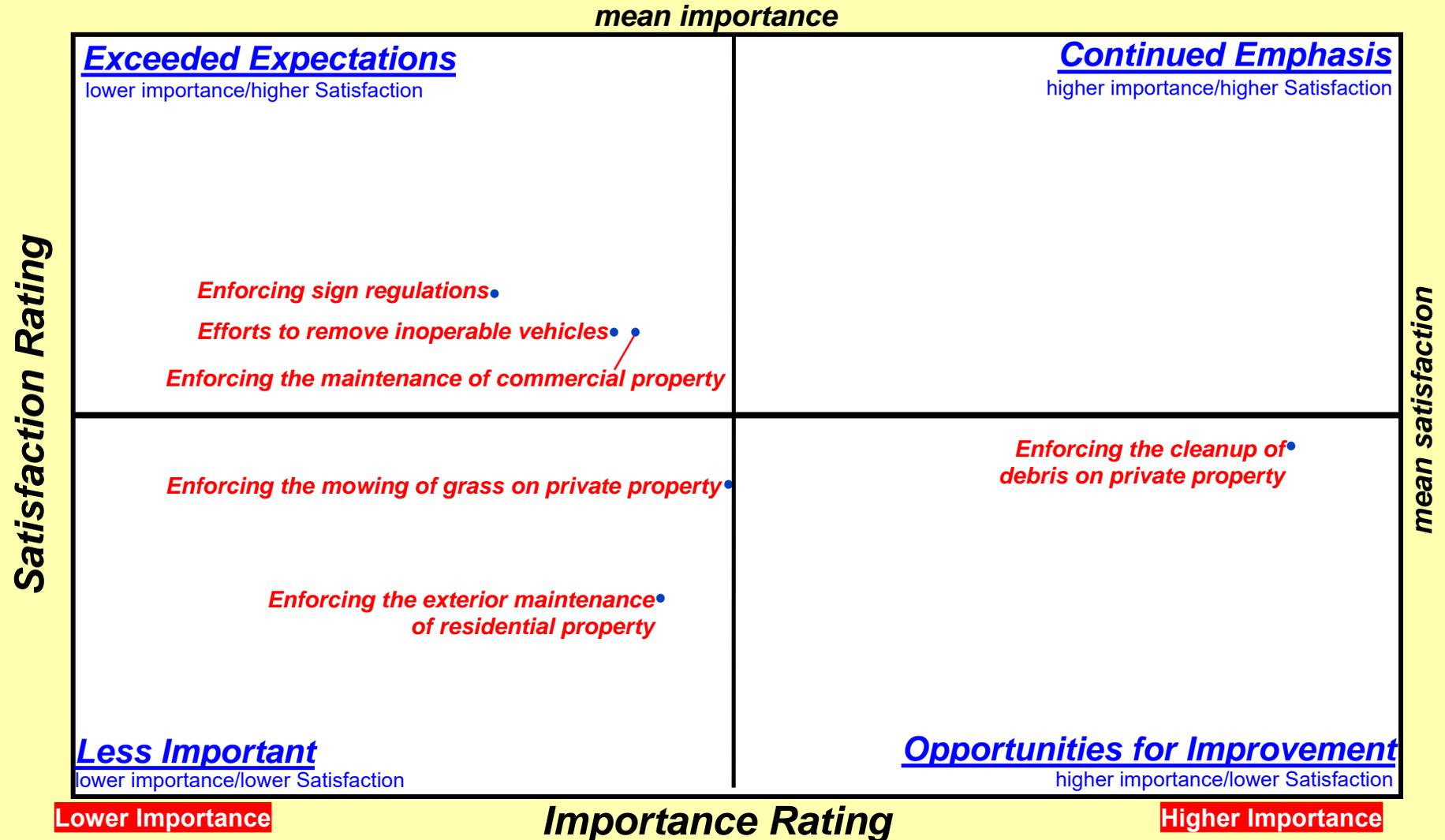


Source: ETC Institute (2019)

2019 Wilmington Community Survey Importance-Satisfaction Assessment Matrix

-Code Enforcement-

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



Source: ETC Institute (2019)