

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

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# Importance-Satisfaction Analysis

## The Town of Chapel Hill, North Carolina

### Overview

Today, community 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 Town 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 Town'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.  $[IS = \text{Importance} \times (1 - \text{Satisfaction})]$ .

**Example of the Calculation.** Respondents were asked to identify the major categories of town services they thought should receive the most emphasis over the next two years. Thirteen percent (13%) ranked "Quality of Town parks and recreation programs and facilities" as one of the most important service to emphasize over the next two years.

With regard to satisfaction, “Quality of Town parks and recreation programs and facilities” was ranked fourth overall with 81% rating “Quality of Town parks and recreation programs and facilities” as a “4” or a “5” on a 5-point scale excluding “Don't know” responses. The I-S rating for “Quality of Town parks and recreation programs and facilities” was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 13% was multiplied by 19% (1-0.81). This calculation yielded an I-S rating of **0.0247**, which was ranked tenth out of seventeen 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 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 Town 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 the Town of Chapel Hill are provided on the following page.

# Importance-Satisfaction Rating

## Town of Chapel Hill

### PUBLIC SAFETY

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><i>Medium Priority (IS &lt;.10)</i></b>						
Level of safety & security in your neighborhood	31%	1	78%	8	0.0682	1
Enforcement of local traffic laws	17%	2	68%	12	0.0544	2
The Town's efforts to prevent crime	16%	4	73%	10	0.0432	3
The attitude and behavior of Police Department	17%	3	80%	6	0.0340	4
The visibility of police in neighborhoods	9%	7	68%	12	0.0288	5
Police safety education programs	8%	9	71%	11	0.0232	6
Chapel Hill Police Department overall performance	11%	6	79%	7	0.0231	7
Overall quality of local police protection	11%	5	84%	3	0.0176	8
How quickly police respond to emergencies	7%	10	83%	4	0.0119	9
Fire safety education programs	4%	12	74%	9	0.0104	10
Overall quality of local fire protection	9%	8	93%	1	0.0063	11
How quickly fire units respond to emergencies	6%	11	90%	2	0.0060	12
The fire safety you feel while visiting businesses	2%	13	82%	5	0.0036	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 receive the most emphasis over the next two years.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't know'. 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 Rating

## Town of Chapel Hill

### 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>						
Overall flow of traffic and congestion	40%	1	42%	16	0.2320	1
<b><u>High Priority (IS .10-.20)</u></b>						
How well the Town is prepared future	35%	2	45%	15	0.1925	2
Value you receive for your town tax dollars/fees	26%	3	55%	14	0.1170	3
How well the Town is managing Change	18%	6	42%	17	0.1044	4
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Overall maintenance of Town streets	16%	7	68%	10	0.0512	5
Enforcement of Town codes and ordinances	11%	10	58%	12	0.0462	6
Quality of Town's bus service	18%	5	80%	5	0.0378	7
Effectiveness of Town communication w/public	8%	12	58%	13	0.0336	8
Overall quality of Public Safety services	20%	4	85%	1	0.0300	9
Quality of Town parks programs/facilities	13%	8	81%	4	0.0247	10
Maintenance of public housing buildings	6%	14	64%	11	0.0216	11
Quality of services provided by Chapel Hill	12%	9	84%	2	0.0192	12
Overall quality Public Library services	10%	11	82%	3	0.0180	13
Emergency preparedness	6%	13	70%	9	0.0180	14
Quality of customer service provided	5%	16	74%	8	0.0130	15
Quality landscaping in parks/medians/public areas	5%	15	75%	6	0.0125	16
Maintenance of Town buildings and facilities	3%	17	74%	7	0.0078	17

**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 receive the most emphasis over the next two years.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't k. 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.

2011 DirectionFinder by ETC Institute

# Importance-Satisfaction Rating

## Town of Chapel Hill

### PARKS and RECREATION

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>High Priority (IS .10-.20)</u></b>						
Number of walking/biking trails	40%	1	65%	9	0.1400	1
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Town special events and festivals	18%	3	63%	11	0.0666	2
The Town's youth athletic programs	17%	4	70%	5	0.0510	3
Availability of information parks & recreation program	16%	5	69%	6	0.0496	4
Maintenance of Town parks	28%	2	84%	1	0.0448	5
Number of Town parks	16%	6	73%	2	0.0432	6
Cultural arts programs (ceramics)	12%	7	66%	8	0.0408	7
Public art	11%	8	65%	10	0.0385	8
Number of outdoor athletic fields	10%	10	66%	7	0.0340	9
Quality of outdoor athletic fields	10%	9	72%	4	0.0280	10
The Town's adult athletic programs	7%	11	60%	12	0.0280	11
Therapeutic recreation programs	6%	13	60%	13	0.0240	12
Landscaping & appearance of Town Cemeteries	6%	12	73%	3	0.0162	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 receive the most emphasis 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.

2011 DirectionFinder by ETC Institute

# Importance-Satisfaction Rating

## Town of Chapel Hill

### MAINTENANCE

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>High Priority (IS .10-.20)</u></b>						
Adequacy of street lighting	36%	1	53%	8	0.1692	1
Condition of sidewalks	32%	2	55%	7	0.1440	2
Maintenance/preservation of downtown	28%	4	62%	5	0.1064	3
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Quality of the stormwater runoff/mgmt system	22%	6	57%	6	0.0946	4
Maintenance of main Town street thoroughfares	32%	2	73%	3	0.0864	5
Maintenance of streets in your neighborhood	23%	5	73%	2	0.0621	6
cleanliness of streets and other public areas	22%	7	72%	4	0.0616	7
Maintenance of street signs/pavement markings	15%	8	74%	1	0.0390	8

**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 receive the most emphasis over the next two years.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't know'. 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.

2011 DirectionFinder by ETC Institute



## **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 Town is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The Town 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 Town is performing significantly better than customers expect the Town to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with Town services. The Town 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 Town is not performing as well as residents expect the Town to perform. This area has a significant impact on customer satisfaction, and the Town should DEFINITELY increase emphasis on items in this area.
- *Less Important (below average importance and below average satisfaction).* This area shows where the Town is not performing well relative to the Town'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 Town 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 Town of Chapel Hill are provided on the following pages.**

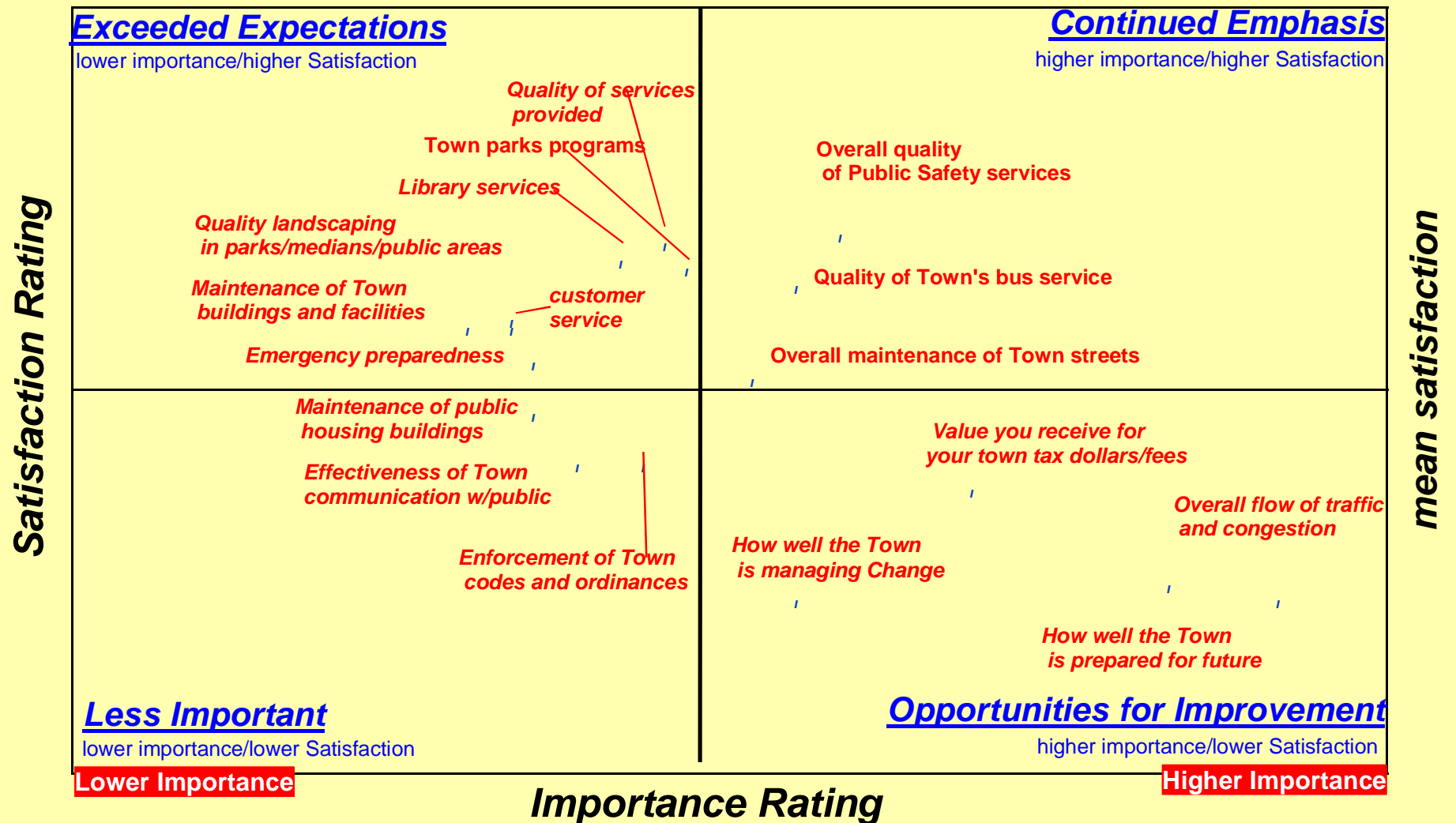


# 2011 Chapel Hill DirectionFinder Survey Importance-Satisfaction Assessment Matrix

## -Overall City Services-

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

*mean importance*

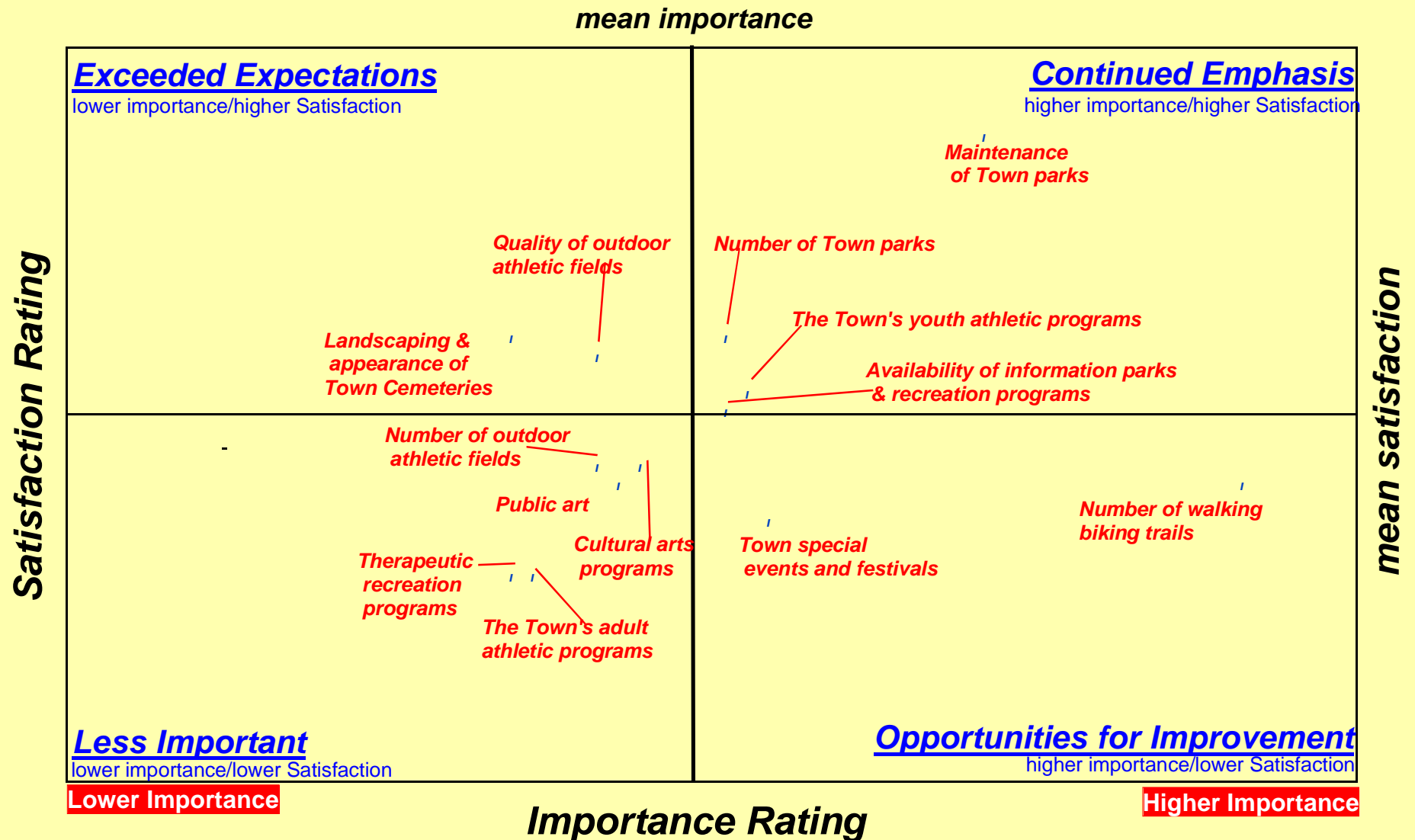


Source: ETC Institute (2011)

# 2011 Chapel Hill DirectionFinder Survey Importance-Satisfaction Assessment Matrix

## -Parks and Recreation-

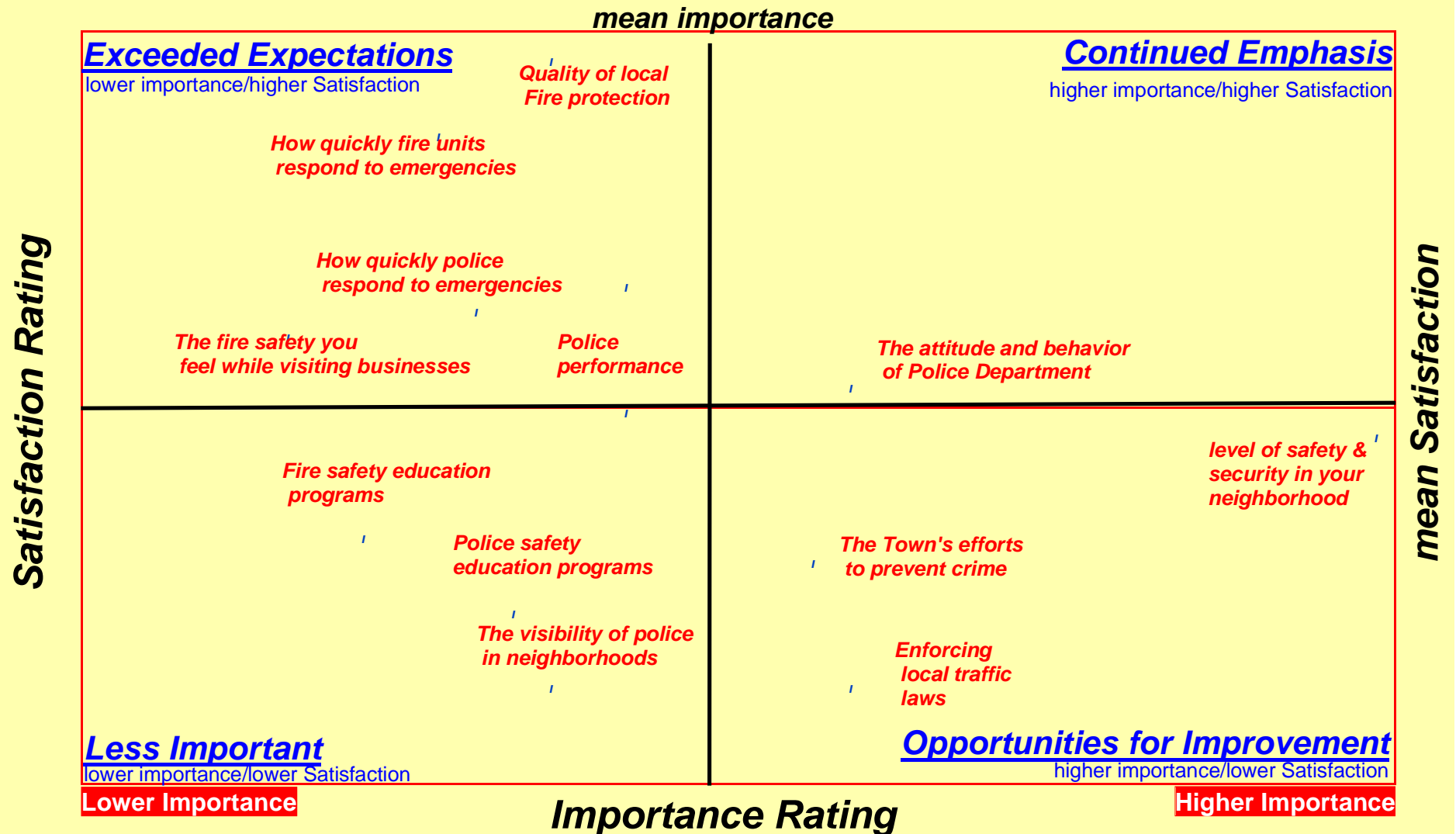
(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



# 2011 Chapel Hill DirectionFinder 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)

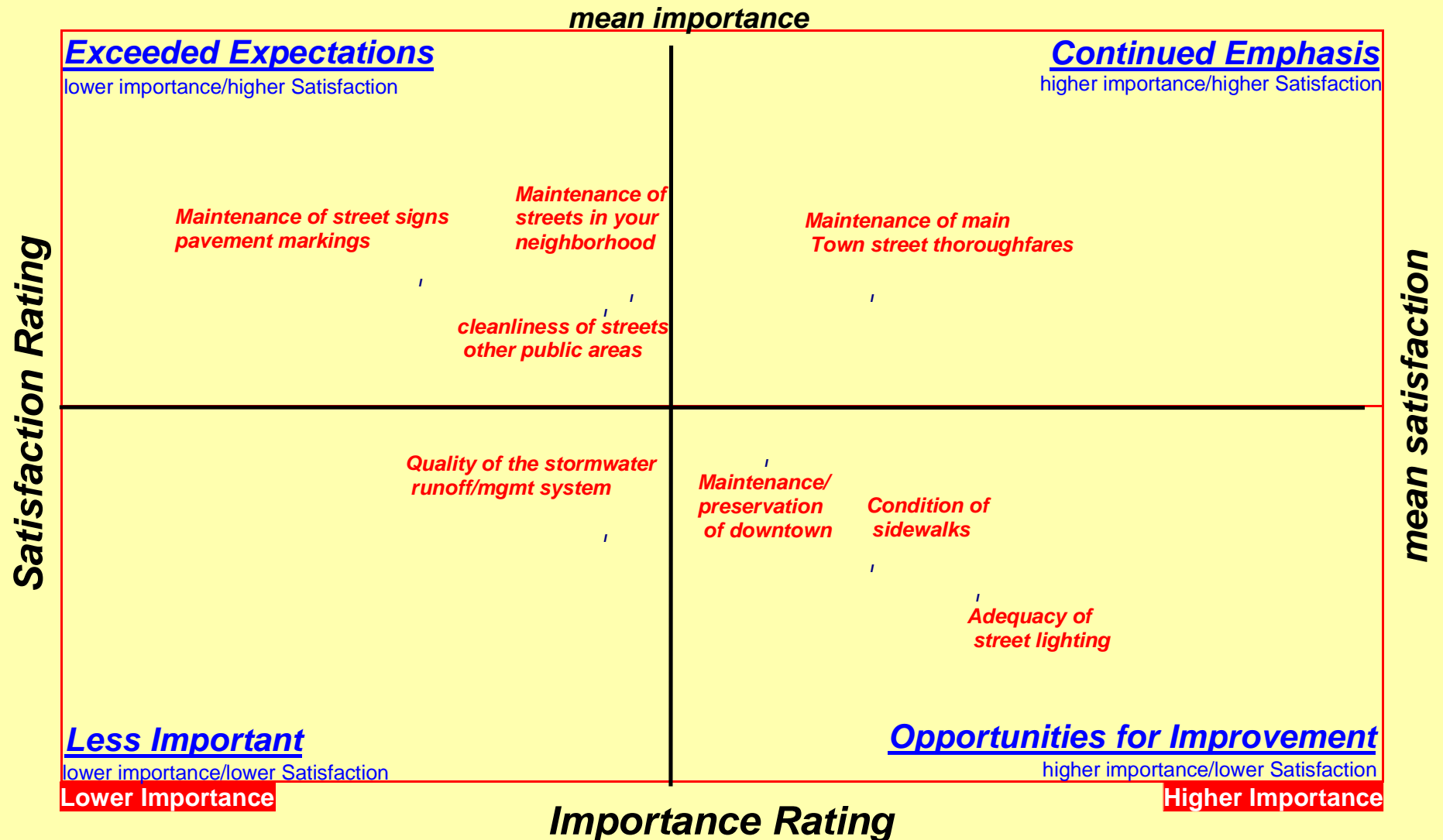


Source: ETC Institute (2011)

# 2011 Chapel Hill DirectionFinder 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 (2011)