

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

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# Importance-Satisfaction Analysis

## Columbia, Missouri

### 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, third and fourth 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 knows"). "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 should receive the most emphasis over the next two years. Fifty-nine percent (59%) selected *the condition of City streets* as the most important service for the City to provide.

With regard to satisfaction, 32% of the residents surveyed rated the city's overall performance in *the condition of 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 *the condition of 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, 59% was multiplied by 68% (1-0.32). This calculation yielded an I-S rating of 0.4032, which was ranked first out of twelve 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 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 Columbia are provided on the following pages.

<b>Importance-Satisfaction Rating</b> <b>City of Columbia, Missouri</b> <b>Major Categories of City Services</b>						
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>						
Condition of City streets	59%	3	32%	12	0.4032	1
Public safety services provided by the City	85%	1	67%	5	0.2808	2
<b>Medium Priority (IS &lt;.10)</b>						
City water, electric, and sewer services	64%	2	85%	3	0.0960	3
The City's runoff/stormwater management system	16%	7	43%	9	0.0929	4
Public health services provided by the City	23%	6	65%	6	0.0812	5
Enforcement of City codes and ordinances	15%	8	46%	8	0.0788	6
Public transit services (bus)	11%	9	39%	10	0.0689	7
Solid waste services (trash, recycling, etc.)	47%	4	86%	2	0.0658	8
Effectiveness of City communication with public	10%	10	55%	7	0.0459	9
Parks and recreation programs and facilities	30%	5	88%	1	0.0358	10
Quality of customer service from City employees	7%	11	72%	4	0.0193	11
Quality of City permitting services for buildings	2%	12	36%	11	0.0147	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, third and fourth 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.

<b>Importance-Satisfaction Rating</b>						
<b>City of Columbia, Missouri</b>						
<b>Public Safety</b>						
<b>Category of Service</b>	<b>Most Important %</b>	<b>Most Important Rank</b>	<b>Satisfaction %</b>	<b>Satisfaction Rank</b>	<b>Importance-Satisfaction Rating</b>	<b>I-S Rating Rank</b>
<b><u>Very High Priority (IS &gt;.20)</u></b>						
Police efforts to prevent crime	70%	1	51%	5	0.3410	<b>1</b>
How quickly police respond to emergencies	66%	2	53%	4	0.3107	<b>2</b>
<b><u>High Priority (IS .10 - .20)</u></b>						
Overall quality of local police services	40%	4	59%	3	0.1656	<b>3</b>
<b><u>Medium Priority (IS &lt;.10)</u></b>						
How quickly Fire Dept. responds to emergencies	59%	3	86%	2	0.0825	<b>4</b>
The City's municipal court	12%	6	44%	6	0.0661	<b>5</b>
Overall quality of City fire protection	24%	5	87%	1	0.0313	<b>6</b>

**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, third and fourth 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.

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<b>Importance-Satisfaction Rating</b> <b>City of Columbia, Missouri</b> <b>Parks and Recreation</b>						
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>						
Quality of City parks	68%	1	91%	1	0.0608	<b>1</b>
Quality of walking/biking trails in the city	51%	2	90%	2	0.0511	<b>2</b>
City pools & aquatic facilities	15%	5	70%	6	0.0462	<b>3</b>
Quality of recreation programs and classes	17%	4	79%	5	0.0347	<b>4</b>
Quality of outdoor athletic fields	17%	3	83%	3	0.0287	<b>5</b>
Availability of info on City parks & rec programs	8%	6	79%	4	0.0164	<b>6</b>

**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, third and fourth 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.

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## Importance-Satisfaction Rating City of Columbia, Missouri Streets and Sidewalks

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 maint/repair services for major City streets	76%	1	42%	5	0.4402	<b>1</b>
Snow removal on neighborhood streets	32%	4	31%	8	0.2236	<b>2</b>
<b><u>High Priority (IS .10 - .20)</u></b>						
Snow removal on major City streets	55%	2	65%	1	0.1932	<b>3</b>
City maint/repair svcs. for neighborhood streets	36%	3	47%	4	0.1913	<b>4</b>
Condition of pavement markings	24%	5	32%	7	0.1646	<b>5</b>
Condition of City sidewalks	22%	6	42%	6	0.1270	<b>6</b>
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Availability of sidewalks in the city	15%	7	51%	2	0.0715	<b>7</b>
City street cleaning services	7%	8	48%	3	0.0385	<b>8</b>

**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, third and fourth 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.

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## Importance-Satisfaction Rating City of Columbia, Missouri Code Enforcement and Neighborhood Services

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>						
Clean-up of trash and litter	56%	1	52%	4	0.2702	<b>1</b>
Maintenance of residential property	51%	2	56%	1	0.2244	<b>2</b>
<b>High Priority (IS .10 - .20)</b>						
Enforcement of residential building codes	39%	3	52%	3	0.1877	<b>3</b>
Enforcement of business building codes	35%	5	49%	5	0.1805	<b>4</b>
Maintenance of business property	36%	4	53%	2	0.1683	<b>5</b>
Parking on neighborhood streets	29%	6	46%	6	0.1539	<b>6</b>

**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, third and fourth 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.

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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.

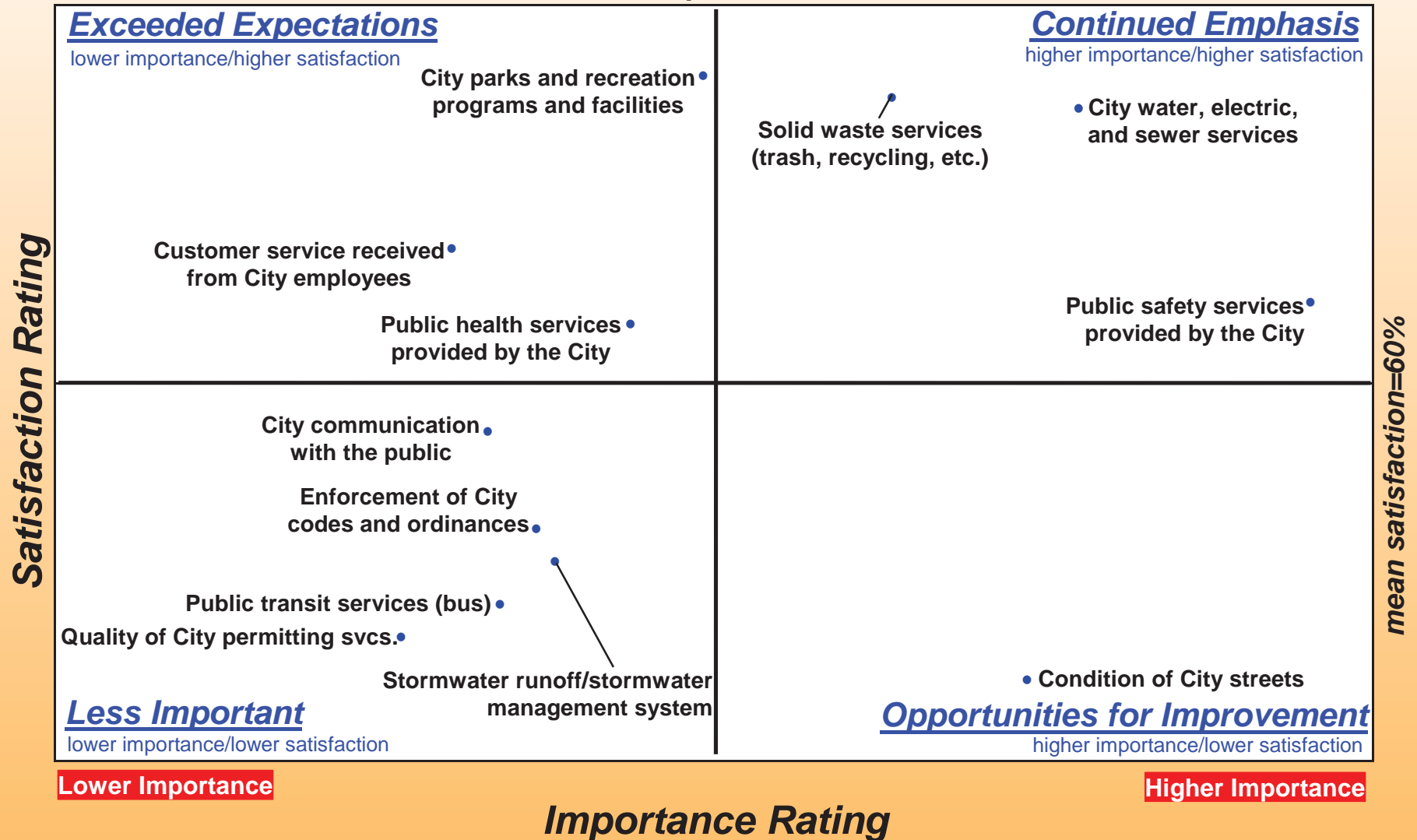
Matrices showing the results for Columbia are provided on the following pages.

# 2015 City of Columbia Community Survey 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)

mean importance=31%



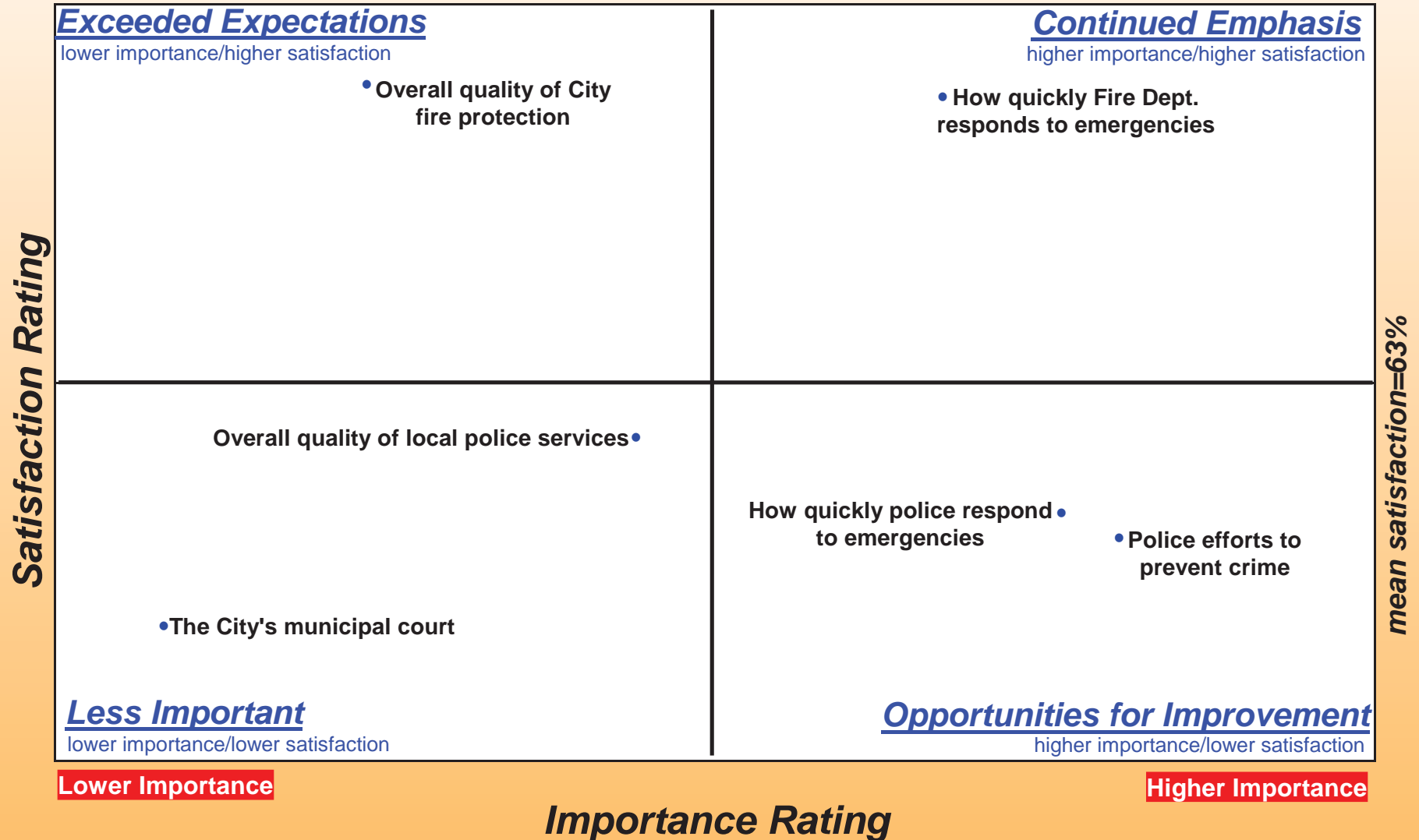
Source: ETC Institute (2015)

# 2015 City of Columbia 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)

**mean importance=45%**



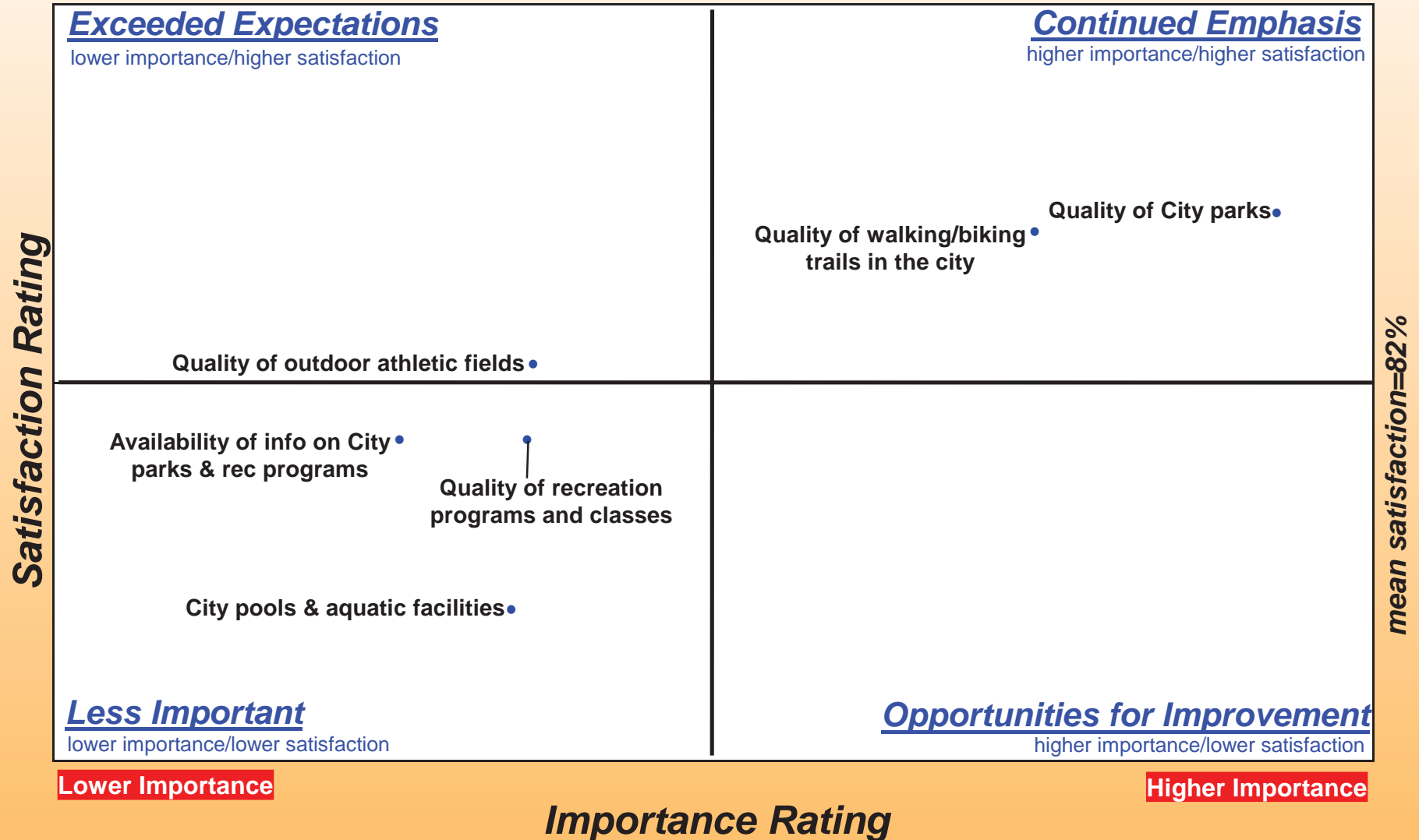
Source: ETC Institute (2015)

# 2015 City of Columbia 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)

mean importance=29%



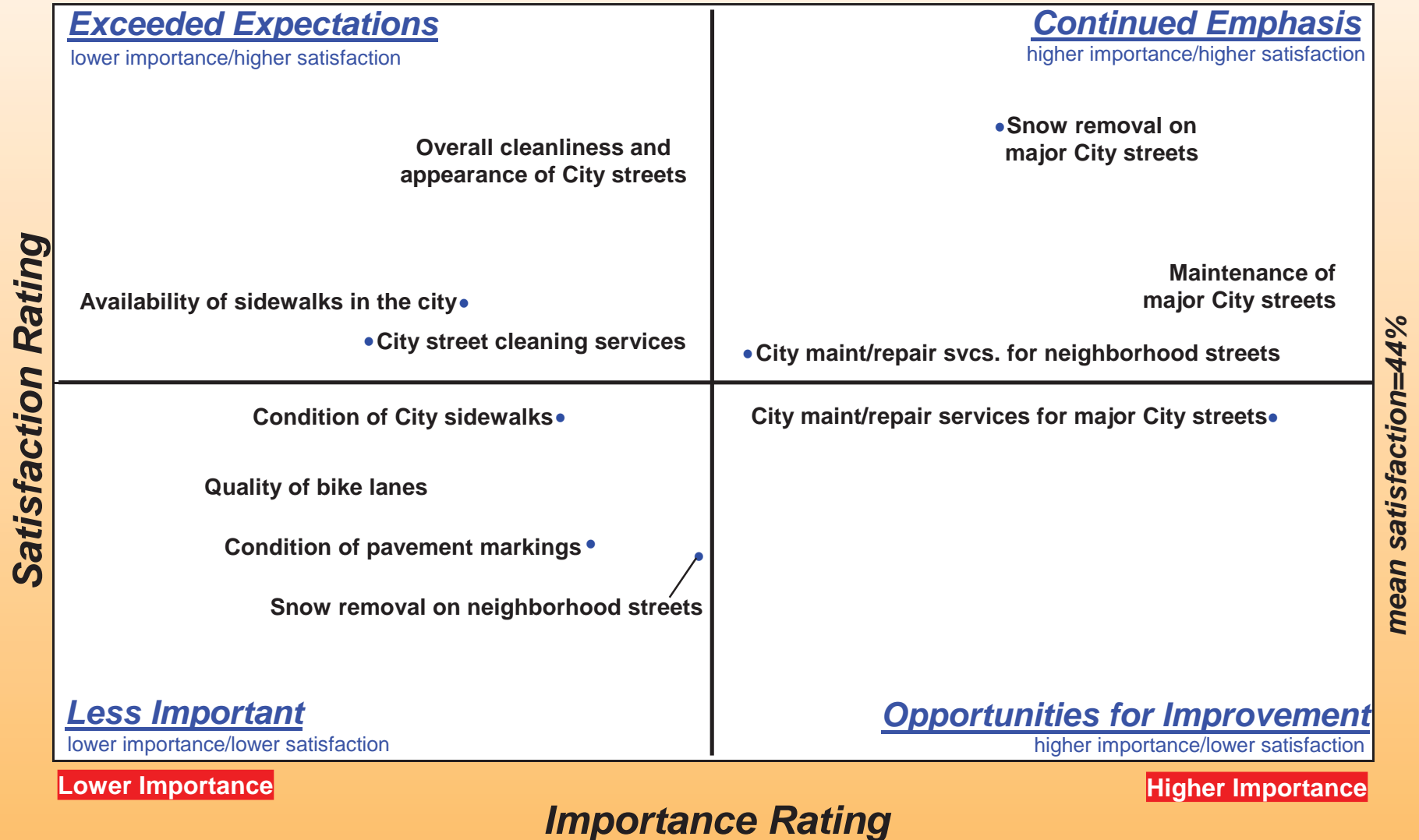
Source: ETC Institute (2015)

# 2015 City of Columbia Community Survey Importance-Satisfaction Assessment Matrix

## -Streets and Sidewalks-

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

mean importance=33%



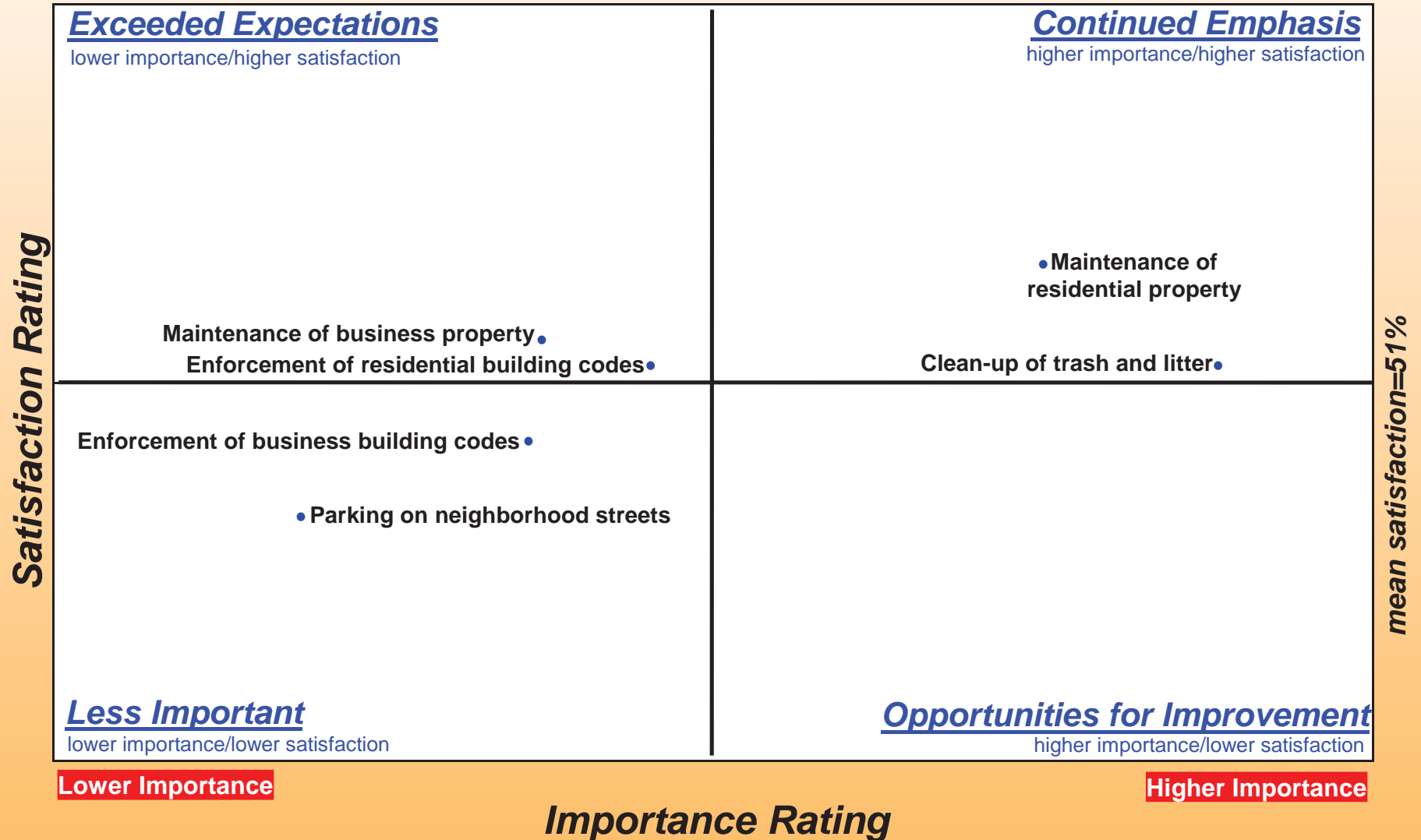
Source: ETC Institute (2015)

# 2015 City of Columbia 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)

mean importance=41%



Source: ETC Institute (2015)