

Section 4:
***Importance-Satisfaction
Analysis***

Importance-Satisfaction Analysis

Des Moines, Iowa

Overview

Today, city officials have limited resources which need to be targeted to activities that are of the most benefit to their residents. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to residents; and (2) to target resources toward those services where residents 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 satisfaction among residents 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 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 public works services they thought should receive the most emphasis over the next two years. Nineteen percent (19%) selected the *condition of city sidewalks* as the most important public works service to emphasize over the next two years.

With regard to satisfaction, *the condition of city street* was ranked thirteenth among the 17 public works services that were assessed with 44% rating *the condition of city sidewalks* as a "4" or a "5" on a 5-point scale excluding "Don't know" responses. The I-S rating for *the condition of city sidewalks* was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 19% was multiplied by 56% (1-0.44).

This calculation yielded an I-S rating of 0.1062, which was fifth out of seventeen public works categories.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an activity as one of their top 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 I-S Ratings for Des Moines are provided on the following pages.

Importance-Satisfaction Rating

City of Des Moines - 2007

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>						
Overall fairness of city taxes/fees	55%	1	21%	13	0.4319	1
<u>High Priority (IS .10-.20)</u>						
Overall quality of jobs and the economy	28%	2	50%	10	0.1412	2
City's efforts to conserve energy, prtct envrmnt	21%	4	41%	12	0.1247	3
<u>Medium Priority (IS < .10)</u>						
Quality of neighborhood/commercial retail	21%	3	54%	9	0.0988	4
The city as a supportive comm for youth/family	17%	6	57%	7	0.0714	5
The city's efforts to communicate w/ you	13%	9	48%	11	0.0655	6
The city as as welcoming community	13%	8	55%	8	0.0602	7
Quality of public safety	18%	5	71%	2	0.0524	8
Quality of downtown Des Moines	11%	11	63%	5	0.0424	9
Quality of customer service from City employees	12%	10	65%	4	0.0419	10
City's entertainment destinations	11%	12	61%	6	0.0413	11
Quality of community assets (parks, bridges etc)	13%	7	73%	1	0.0366	12
Quality of learning opportunities	9%	13	67%	3	0.0307	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.

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Importance-Satisfaction Rating

City of Des Moines - 2007

Police Department

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>						
Visibility of police in neighborhoods	33%	1	56%	5	0.1444	1
<u>Medium Priority (IS <.10)</u>						
How quickly police respond to emergencies	24%	2	67%	3	0.0790	2
Responsiveness of police to traffic complaints	16%	4	55%	8	0.0732	3
Quality of animal control	16%	5	56%	6	0.0710	4
Responsiveness of police to criminal offenses	15%	6	60%	4	0.0598	5
Visibility of police in retail areas	12%	7	55%	7	0.0531	6
Overall quality of police protection	22%	3	76%	1	0.0526	7
Professionalism of City police officers	11%	8	72%	2	0.0301	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 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

City of Des Moines - 2007

Fire Department

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Medium Priority (IS < .10)</u>						
The City's fire safety education program	24%	3	70%	5	0.0701	1
Fire Department's fire inspection program	18%	5	72%	4	0.0504	2
Fire personnel response time to emergencies	30%	1	88%	2	0.0350	3
Overall quality of ambulance/paramedic services	25%	2	87%	3	0.0323	4
Overall quality of fire protection	21%	4	90%	1	0.0224	5

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

Most Important %:

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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

City of Des Moines - 2007

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>						
Availability of special recreation facilities	22%	3	48%	11	0.1123	1
<u>Medium Priority (IS <.10)</u>						
Use of "green" practices	17%	8	54%	10	0.0792	2
Pools	18%	6	59%	9	0.0739	3
Overall quality of city parks	27%	1	74%	1	0.0700	4
Landscaping along City streets	21%	5	67%	6	0.0691	5
Overall beauty of the city	24%	2	72%	2	0.0665	6
Walking and biking trails in City of Des Moines	21%	4	69%	4	0.0665	7
Condition of City buildings	17%	7	64%	8	0.0626	8
The number and location of City parks	14%	9	70%	3	0.0435	9
Special events sponsored by the City	13%	10	68%	5	0.0428	10
Condition of sports facilities	7%	11	67%	7	0.0223	11

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

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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

City of Des Moines - 2007

Public Works

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>						
Overall condition of city streets	44%	1	25%	16	0.3308	1
<u>High Priority (IS .10-.20)</u>						
Condition of major City streets	29%	2	37%	15	0.1867	2
Condition of streets in your neighborhood	29%	3	39%	14	0.1782	3
Ability to safely ride bicycle on streets	19%	5	23%	17	0.1428	4
Condition of City sidewalks	19%	4	44%	13	0.1062	5
<u>Medium Priority (IS <.10)</u>						
Snow removal on streets in your neighborhood	14%	6	57%	7	0.0575	6
Overall flow of traffic	13%	7	57%	8	0.0560	7
Neighborhood cleanups	11%	8	57%	9	0.0474	8
Special item collection	9%	10	50%	12	0.0446	9
City's stormwater sewer system	9%	9	57%	10	0.0402	10
City's sanitary sewer system	7%	13	61%	6	0.0268	11
Yard waste collection	7%	12	66%	5	0.0247	12
Recyclables collection	9%	11	72%	4	0.0245	13
Maintenance of traffic signals/street signs	7%	14	72%	3	0.0180	14
Responsiveness of City staff to requests	4%	17	56%	11	0.0170	15
Snow removal on major City streets	6%	15	74%	2	0.0163	16
Garbage collection	4%	16	83%	1	0.0068	17

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

Most Important %:

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Satisfaction %:

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Importance-Satisfaction Rating

City of Des Moines - 2007

Community Development

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>						
Enforcement of clean up of litter/debris	44%	1	29%	9	0.3160	1
Enforcement of maintenance of rental property	39%	2	28%	10	0.2822	2
Enforcement of clean up of junk cars	30%	3	30%	8	0.2068	3
<u>High Priority (IS .10-.20)</u>						
How well the City is planning growth	23%	4	49%	4	0.1175	4
<u>Medium Priority (IS <.10)</u>						
Overall enforcement of city ordinances	19%	6	51%	3	0.0908	5
Quality of redevelopment in the City	19%	5	57%	1	0.0823	6
Overall quality of new development	14%	7	56%	2	0.0622	7
Process for getting a permit	8%	8	41%	7	0.0472	8
Enforcement of land use regulations	8%	9	42%	6	0.0438	9
Enforcement of sign regulations	6%	10	46%	5	0.0334	10

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Satisfaction %:

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Importance-Satisfaction Rating

City of Des Moines - 2007

City Communication

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>						
Public involvement in local decision-making	40%	1	36%	7	0.2579	1
<u>High Priority (IS .10-.20)</u>						
Overall effectiveness of city communication	28%	2	54%	2	0.1310	2
City efforts to keep you informed	23%	3	47%	5	0.1207	3
Availability of info about City programs/services	21%	4	48%	3	0.1094	4
<u>Medium Priority (IS <.10)</u>						
Quality of City's cable television channel	11%	5	42%	6	0.0657	5
Quality of City's web page	6%	6	48%	4	0.0326	6
Quality of the CitySource newsletter	6%	7	61%	1	0.0225	7

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Importance-Satisfaction Rating

City of Des Moines - 2007

Libraries

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Medium Priority (IS <.10)</u>						
Hours libraries are open	20%	1	73%	7	0.0528	1
Number of public access computers in libraries	7%	5	74%	6	0.0182	2
Availability of materials you need	14%	2	89%	2	0.0158	3
Quality of children's programs	8%	4	80%	5	0.0150	4
Overall quality of city libraries	11%	3	91%	1	0.0096	5
Adequacy of on-line (Internet) information/services	3%	7	84%	4	0.0053	6
Helpfulness of library staff	4%	6	89%	3	0.0050	7

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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).

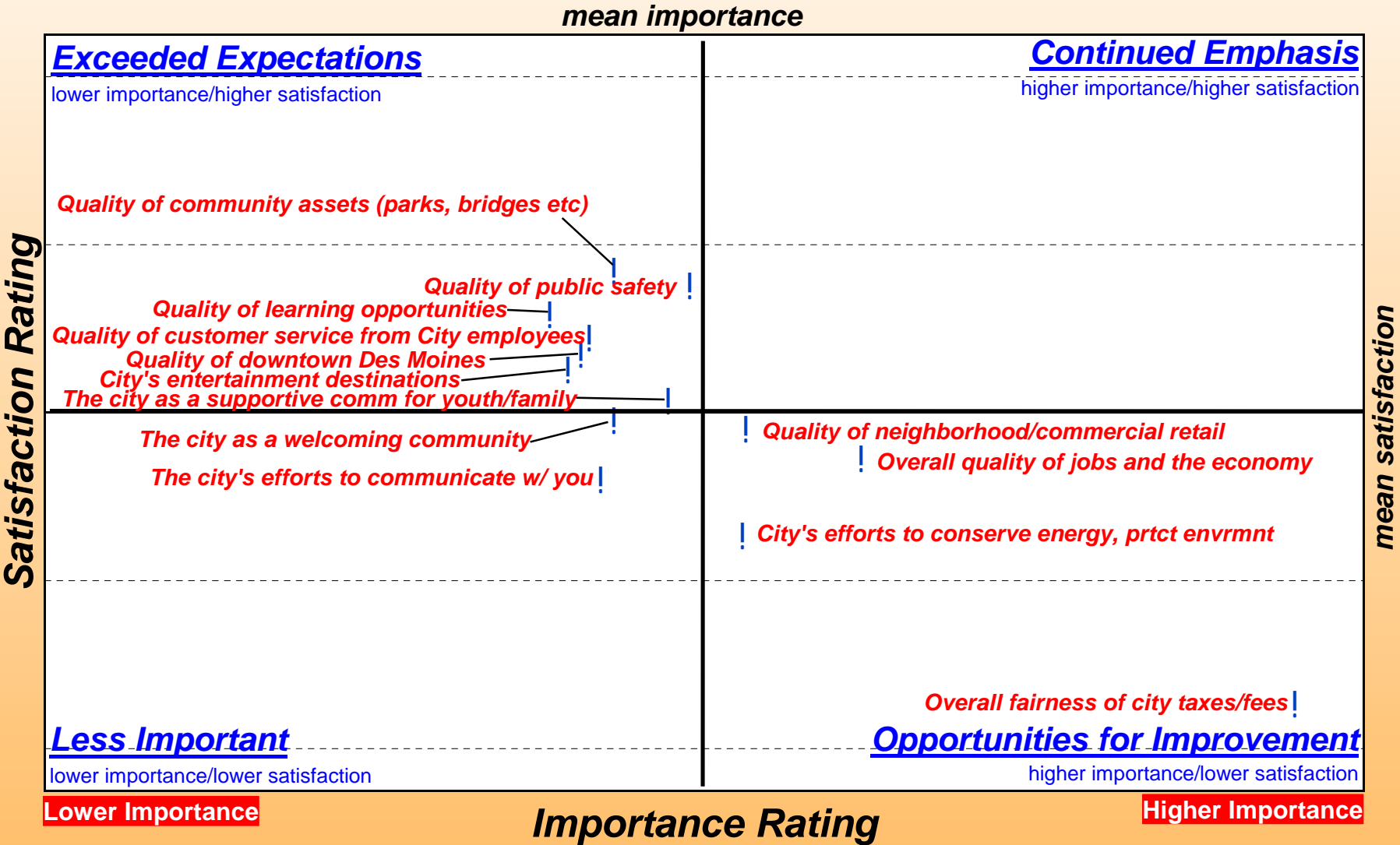
The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

- *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 the Des Moines are provided on the following pages.

2007 Des Moines DF Survey Importance-Satisfaction Assessment Matrix -Overall-

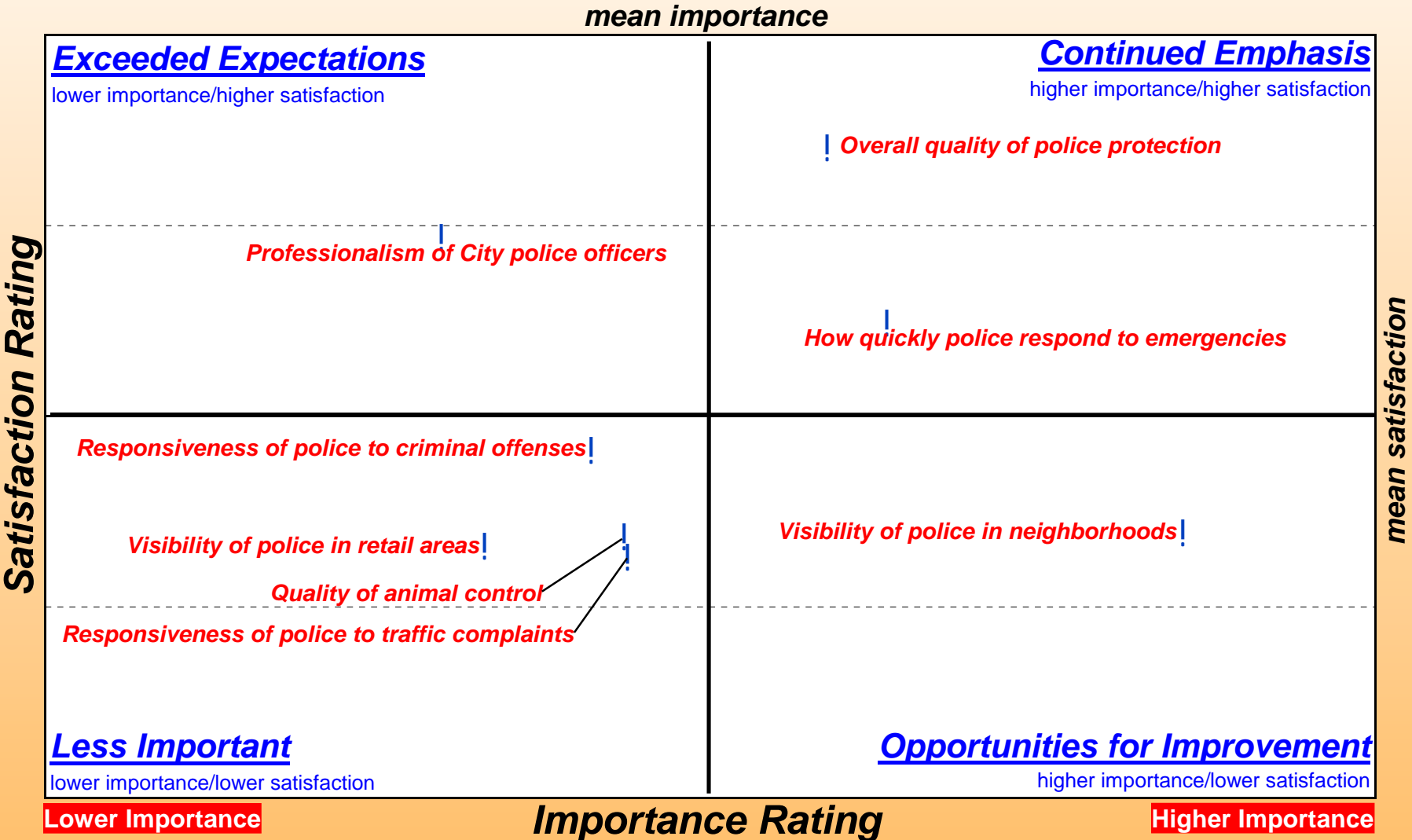
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2007)

2007 Des Moines DF Survey Importance-Satisfaction Assessment Matrix -Police Department-

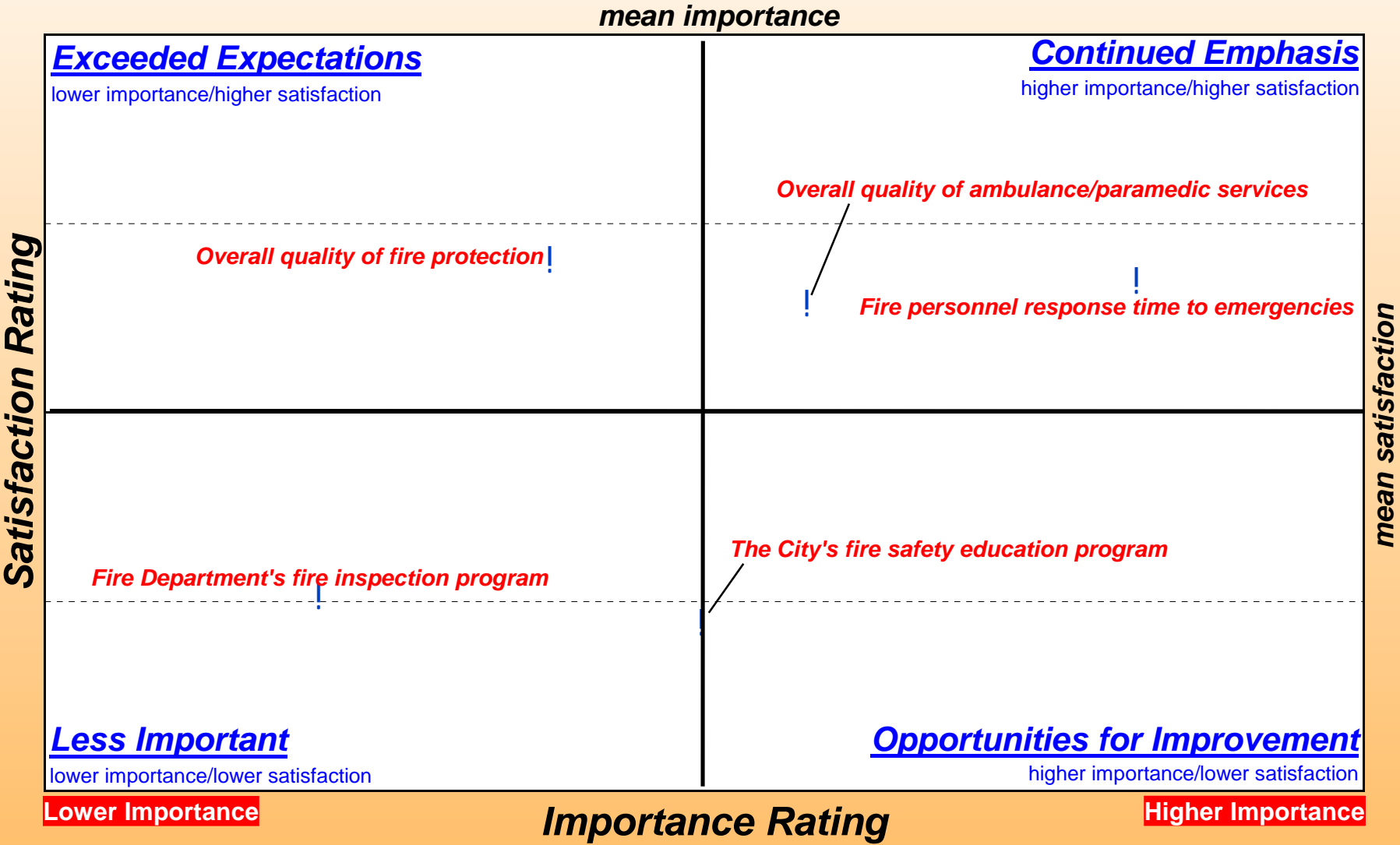
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2007)

2007 Des Moines DF Survey Importance-Satisfaction Assessment Matrix -Fire Department-

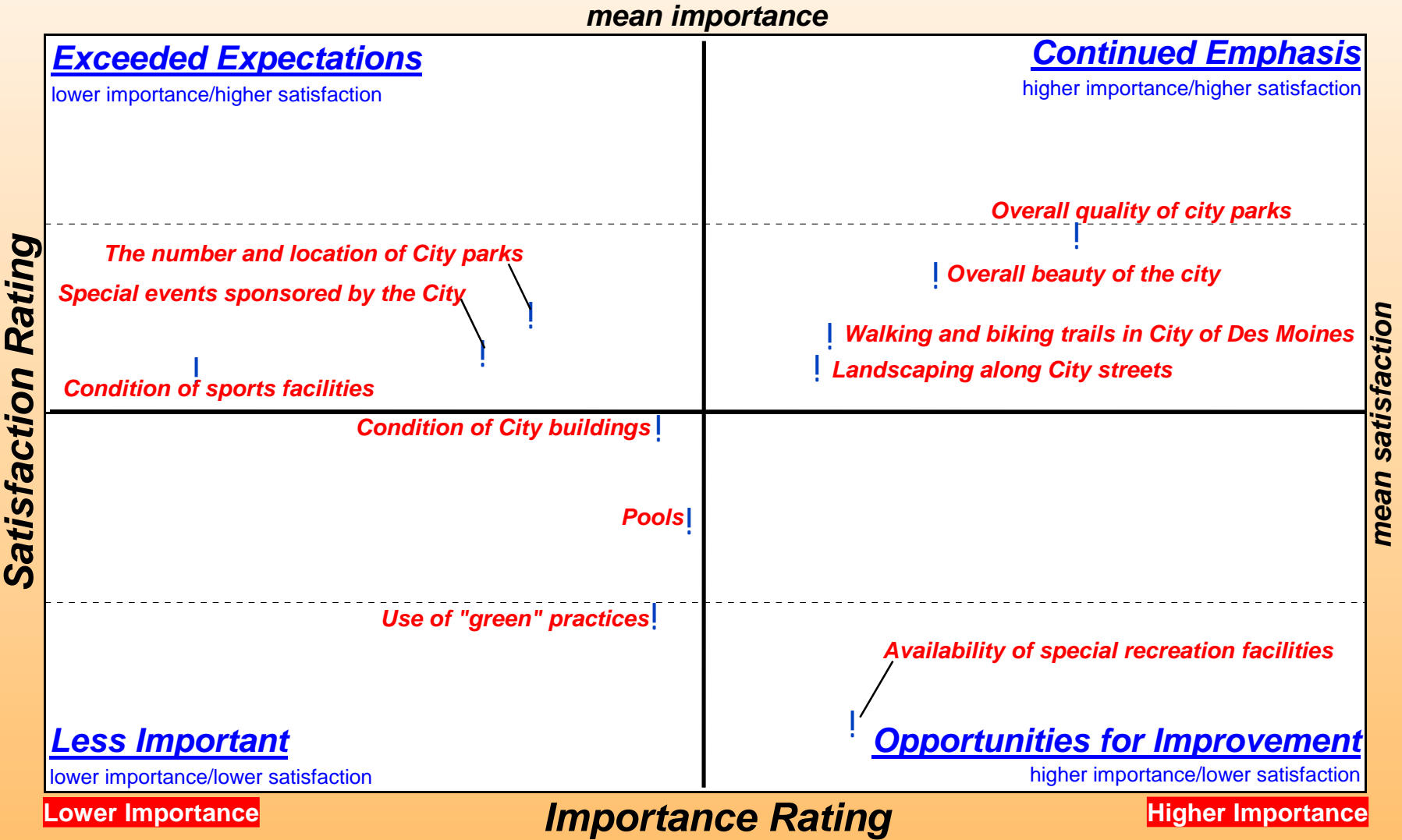
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2007)

2007 Des Moines DF Survey Importance-Satisfaction Assessment Matrix -Parks and Recreation-

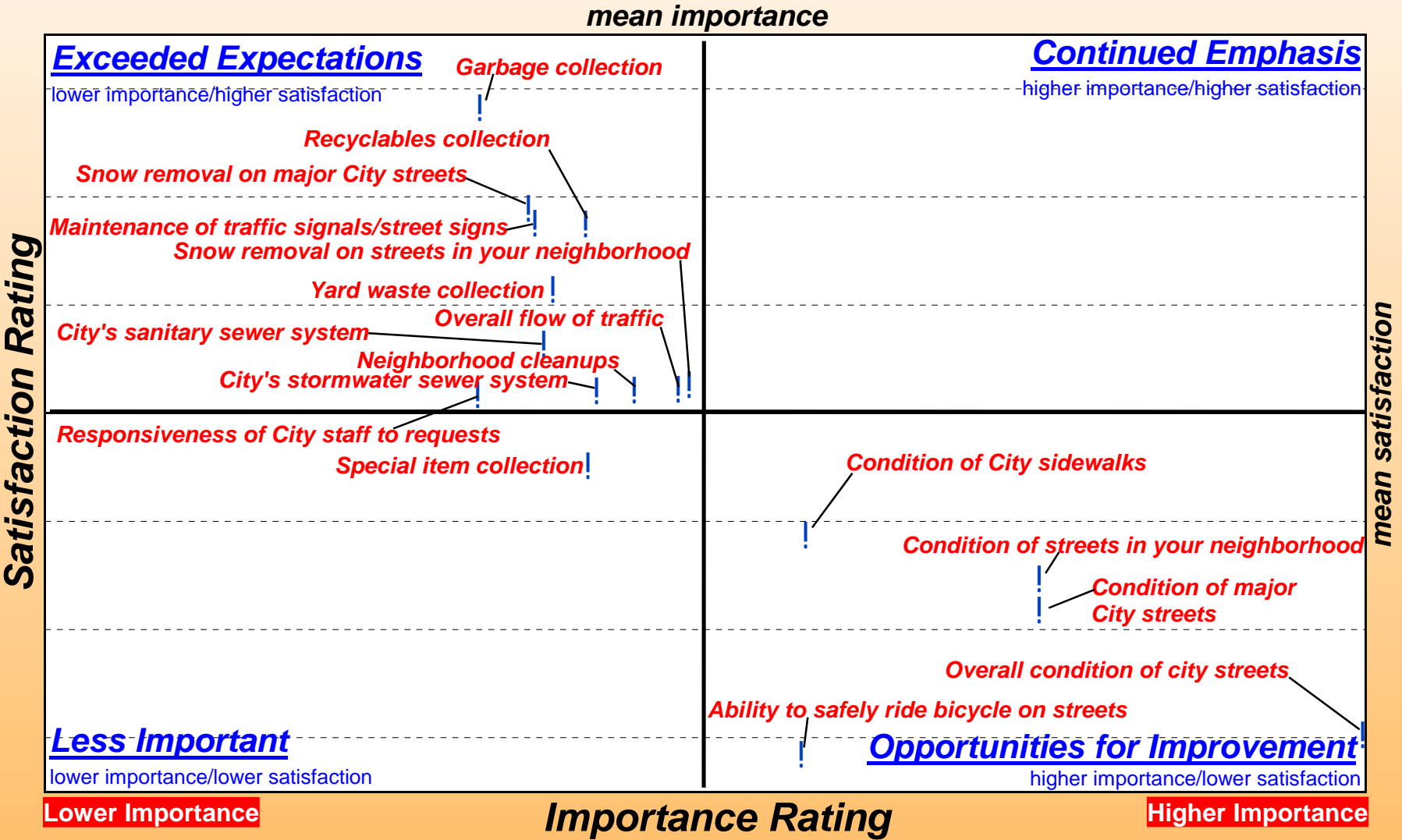
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2007)

2007 Des Moines DF Survey Importance-Satisfaction Assessment Matrix -Public Works-

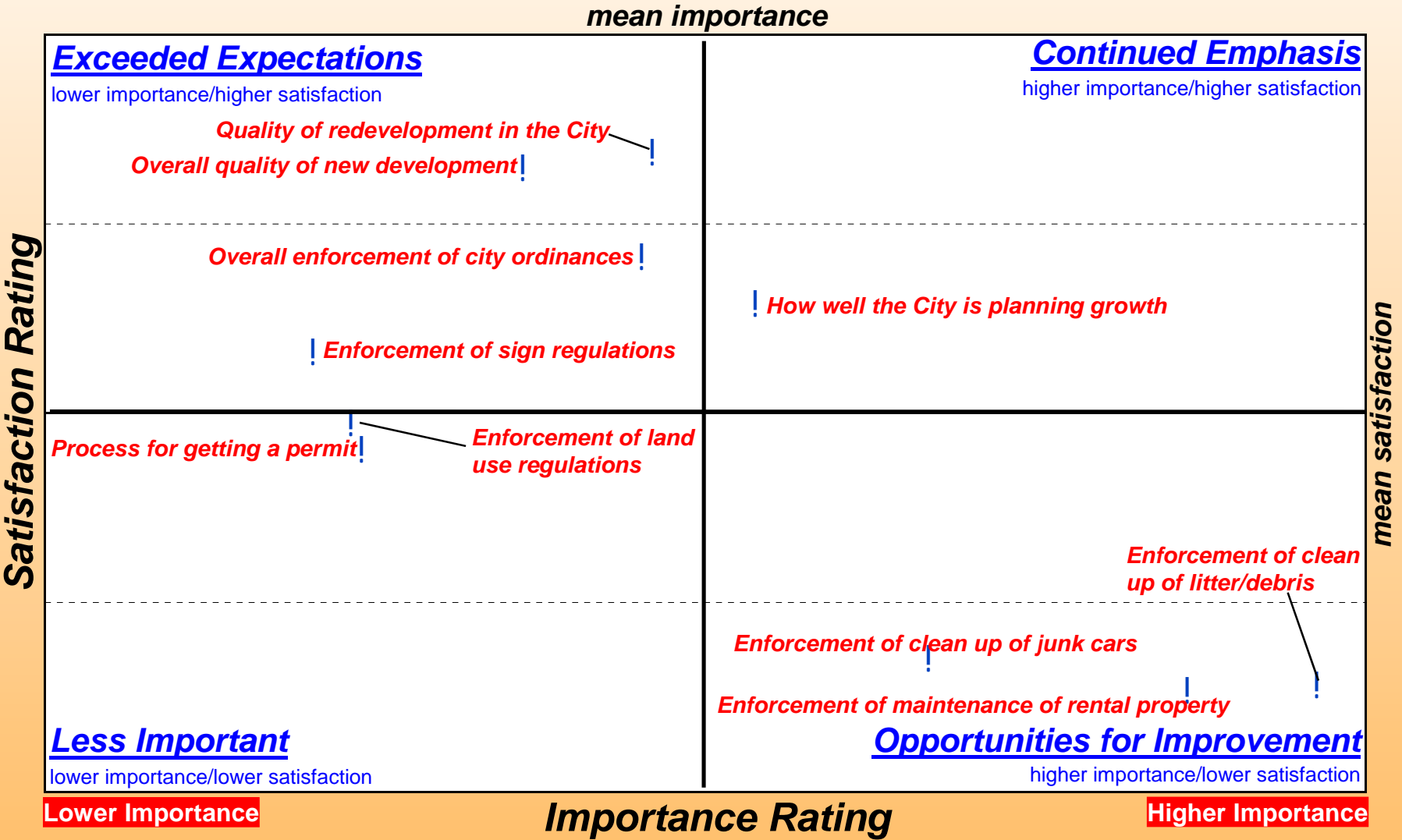
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2007)

2007 Des Moines DF Survey Importance-Satisfaction Assessment Matrix -Community Development-

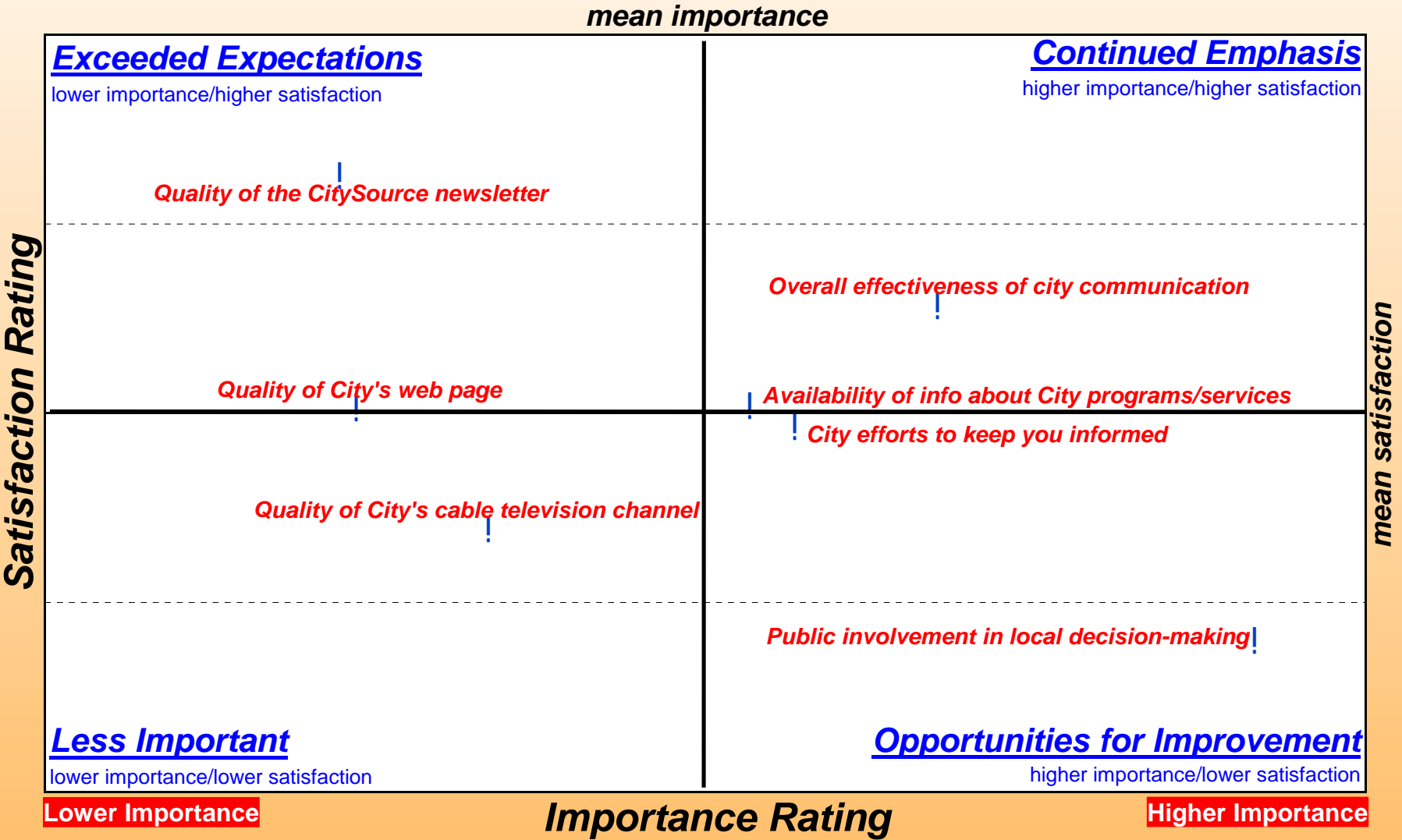
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2007)

2007 Des Moines DF Survey Importance-Satisfaction Assessment Matrix -Communication-

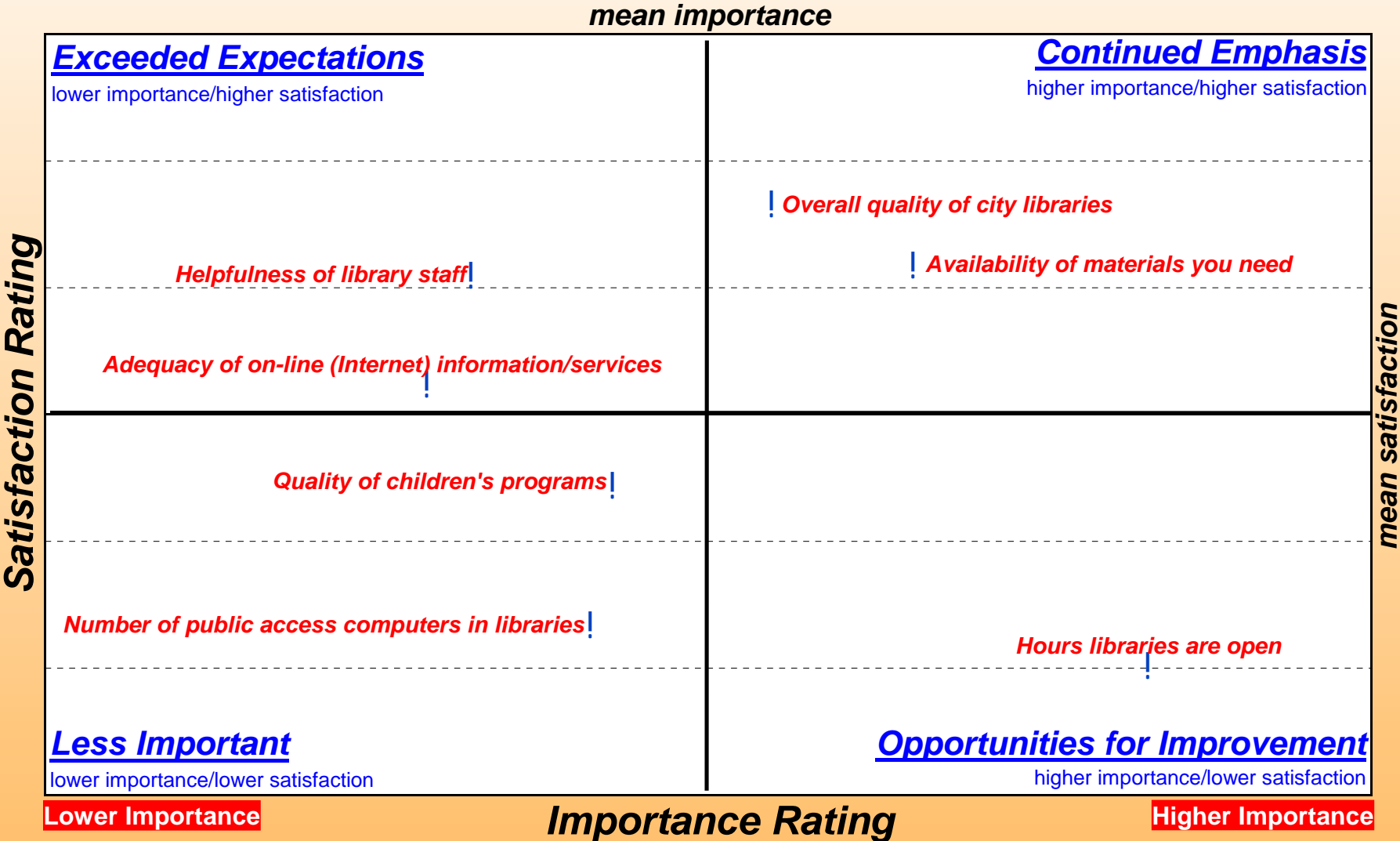
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2007)

2007 Des Moines DF Survey Importance-Satisfaction Assessment Matrix -Libraries-

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



Source: ETC Institute (2007)