

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 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 overall services they felt should receive the most emphasis from city leaders over the next two years. Fifty-one percent (51%) of residents felt *the overall fairness of city taxes and fees* was the most important city service to emphasize over the next two years.

With regard to satisfaction, *the overall fairness of city taxes and fees* was ranked thirteenth among the 13 overall city services that were assessed with 30% rating *the overall fairness of city taxes and fees* as a "4" or a "5" on a 5-point scale excluding "Don't know" responses. The I-S rating for the *overall fairness of city taxes and fees* was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 51% was multiplied by 70% (1-0.30). This calculation yielded an I-S rating of 0.3570, which was first out of the thirteen city services.

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 - 2008

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	51%	1	30%	13	0.3570	1
Overall quality of jobs and the economy	35%	2	42%	12	0.2030	2
<u>High Priority (IS .10-.20)</u>						
Efforts to conserve energy/protect environment	24%	3	48%	11	0.1248	3
<u>Medium Priority (IS < .10)</u>						
Quality of neighborhood/commercial retail	20%	5	59%	7	0.0820	4
The city as a supportive comm for youth/family	15%	7	58%	9	0.0630	5
Quality of public safety	21%	4	72%	1	0.0588	6
Quality of community assets (parks, bridges etc)	19%	6	70%	2	0.0570	7
The city's efforts to communicate w/ you	12%	8	56%	10	0.0528	8
The city as a welcoming community	11%	11	58%	8	0.0462	9
Quality of learning opportunities	12%	10	65%	5	0.0420	10
Quality of customer service from City employees	12%	9	69%	3	0.0372	11
City's entertainment destinations	9%	13	64%	6	0.0324	12
Quality of downtown Des Moines	10%	12	68%	4	0.0320	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 - 2008

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	37%	1	58%	6	0.1554	1
<u>Medium Priority (IS <.10)</u>						
Responsiveness of police to traffic complaints	19%	5	58%	7	0.0798	2
How quickly police respond to emergencies	23%	2	66%	3	0.0782	3
Responsiveness of police to criminal offenses	20%	4	61%	4	0.0780	4
Visibility of police in retail areas	17%	6	56%	8	0.0748	5
Quality of animal control	13%	7	60%	5	0.0520	6
Overall quality of police protection	21%	3	77%	1	0.0483	7
Professionalism of City police officers	10%	8	76%	2	0.0240	8

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Most Important %:

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Importance-Satisfaction Rating

City of Des Moines - 2008

Fire Department

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Medium Priority (IS <.10)						
The City's fire safety education program	27%	3	70%	5	0.0810	1
Fire Department's fire inspection program	22%	5	72%	4	0.0616	2
Fire personnel response time to emergencies	32%	1	88%	2	0.0384	3
Overall quality of ambulance/paramedic services	30%	2	88%	3	0.0360	4
Overall quality of fire protection	23%	4	90%	1	0.0230	5

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Importance-Satisfaction Rating

City of Des Moines - 2008

Parks and Recreation

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<i>Medium Priority (IS < .10)</i>						
Availability of special recreation facilities	16%	6	47%	11	0.0848	1
Use of "green" practices	19%	1	56%	10	0.0836	2
Condition of City buildings	18%	2	60%	9	0.0720	3
Walking and biking trails in City of Des Moines	18%	4	69%	6	0.0558	4
Quality of pools	14%	7	62%	8	0.0532	5
Overall beauty of the city	17%	5	72%	2	0.0476	6
Landscaping along City streets	14%	8	69%	5	0.0434	7
Overall quality of city parks	18%	3	77%	1	0.0414	8
The number and location of City parks	11%	9	71%	3	0.0319	9
Special events sponsored by the City	9%	10	67%	7	0.0297	10
Condition of sports facilities	5%	11	70%	4	0.0150	11

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Importance-Satisfaction Rating

City of Des Moines - 2008

Public Works

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction n Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS > .20)</u>						
Overall condition of city streets	40%	1	23%	16	0.3080	1
<u>High Priority (IS .10-.20)</u>						
Ability to safely ride a bicycle on streets	16%	4	23%	17	0.1232	2
Condition of streets in your neighborhood	18%	2	37%	15	0.1134	3
<u>Medium Priority (IS < .10)</u>						
Condition of major City streets	15%	5	40%	14	0.0900	4
City's flood protection system	16%	3	44%	12	0.0896	5
Snow removal on streets in your neighborhood	14%	6	52%	11	0.0672	6
Condition of City sidewalks	12%	7	44%	13	0.0672	7
City's sanitary sewer system	12%	8	56%	8	0.0528	8
Neighborhood cleanups	6%	10	58%	7	0.0252	9
Special item collection	5%	12	55%	10	0.0225	10
Overall flow of traffic	5%	11	63%	6	0.0185	11
Recyclable collection	6%	9	74%	3	0.0156	12
Yard waste collection	4%	13	66%	5	0.0136	13
Responsiveness of City staff to requests	3%	15	55%	9	0.0135	14
Snow removal on major City streets	4%	14	71%	4	0.0116	15
Maintenance of traffic signals/street signs	2%	16	76%	2	0.0048	16
Garbage collection	2%	17	85%	1	0.0030	17

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

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Importance-Satisfaction Rating

City of Des Moines - 2008

Community Development

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction n Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS > .20)</u>						
Enforcement of clean up of litter/debris	36%	1	33%	9	0.2412	1
Enforcement of maintenance of rental property	30%	2	29%	10	0.2130	2
<u>High Priority (IS .10-.20)</u>						
Enforcement of clean up of junk cars	17%	3	35%	8	0.1105	3
<u>Medium Priority (IS < .10)</u>						
How well the City is planning growth	16%	4	52%	4	0.0768	4
Quality of redevelopment in the City	16%	5	53%	3	0.0752	5
Overall enforcement of city ordinances	15%	6	54%	2	0.0690	6
Overall quality of new development	12%	7	56%	1	0.0528	7
Process for getting a permit	7%	8	43%	6	0.0399	8
Enforcement of land use regulations	5%	9	42%	7	0.0290	9
Enforcement of sign regulations	4%	10	49%	5	0.0204	10

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Importance-Satisfaction Rating

City of Des Moines - 2008

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	46%	7	0.2160	1
<u>High Priority (IS .10-.20)</u>						
City efforts to keep you informed	29%	3	52%	5	0.1392	2
Availability of info about City programs/services	29%	2	54%	3	0.1334	3
<u>Medium Priority (IS < .10)</u>						
Overall effectiveness of city communication	27%	4	64%	2	0.0972	4
Quality of City's cable television channel	11%	5	50%	6	0.0550	5
Quality of City's web page	10%	6	53%	4	0.0470	6
Quality of the CitySource newsletter	8%	7	65%	1	0.0280	7

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Importance-Satisfaction Rating

City of Des Moines - 2008

Libraries

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<i>Medium Priority (IS <.10)</i>						
Hours libraries are open	15%	2	76%	9	0.0360	1
Quality of programs for adults	10%	5	71%	10	0.0290	2
Quality of children's programs	10%	4	81%	7	0.0190	3
Availability of materials you need	16%	1	89%	3	0.0176	4
Number of public access computers	8%	6	78%	8	0.0176	5
Overall quality of city libraries	11%	3	91%	1	0.0099	6
Adequacy of library buildings	6%	8	86%	6	0.0084	7
Helpfulness of library staff	6%	7	89%	4	0.0066	8
Adequacy of on-line information/services	5%	9	87%	5	0.0065	9
Location of library buildings	3%	10	89%	2	0.0033	10

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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.

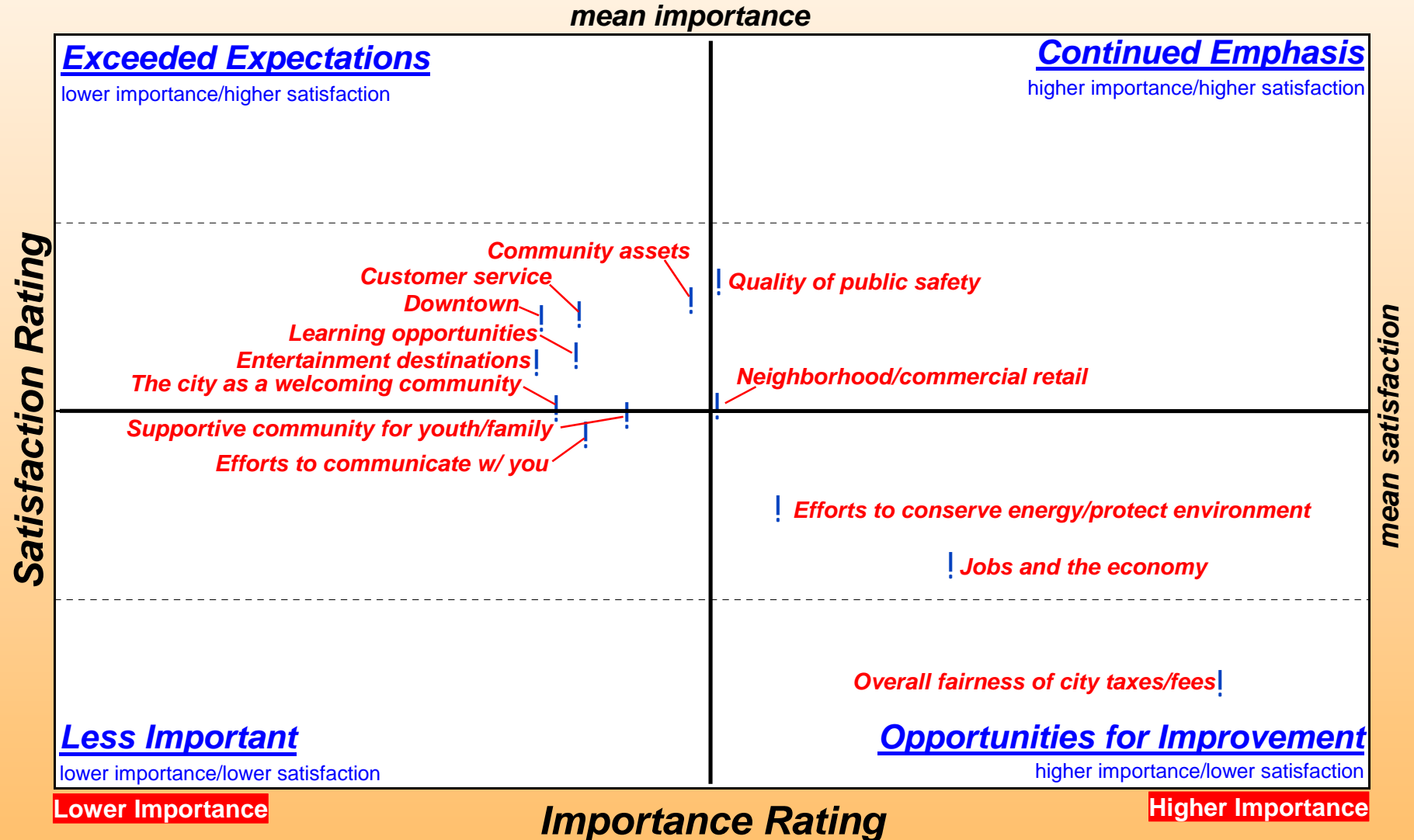
Matrices showing the results for the Des Moines are provided on the following pages.

2008 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)



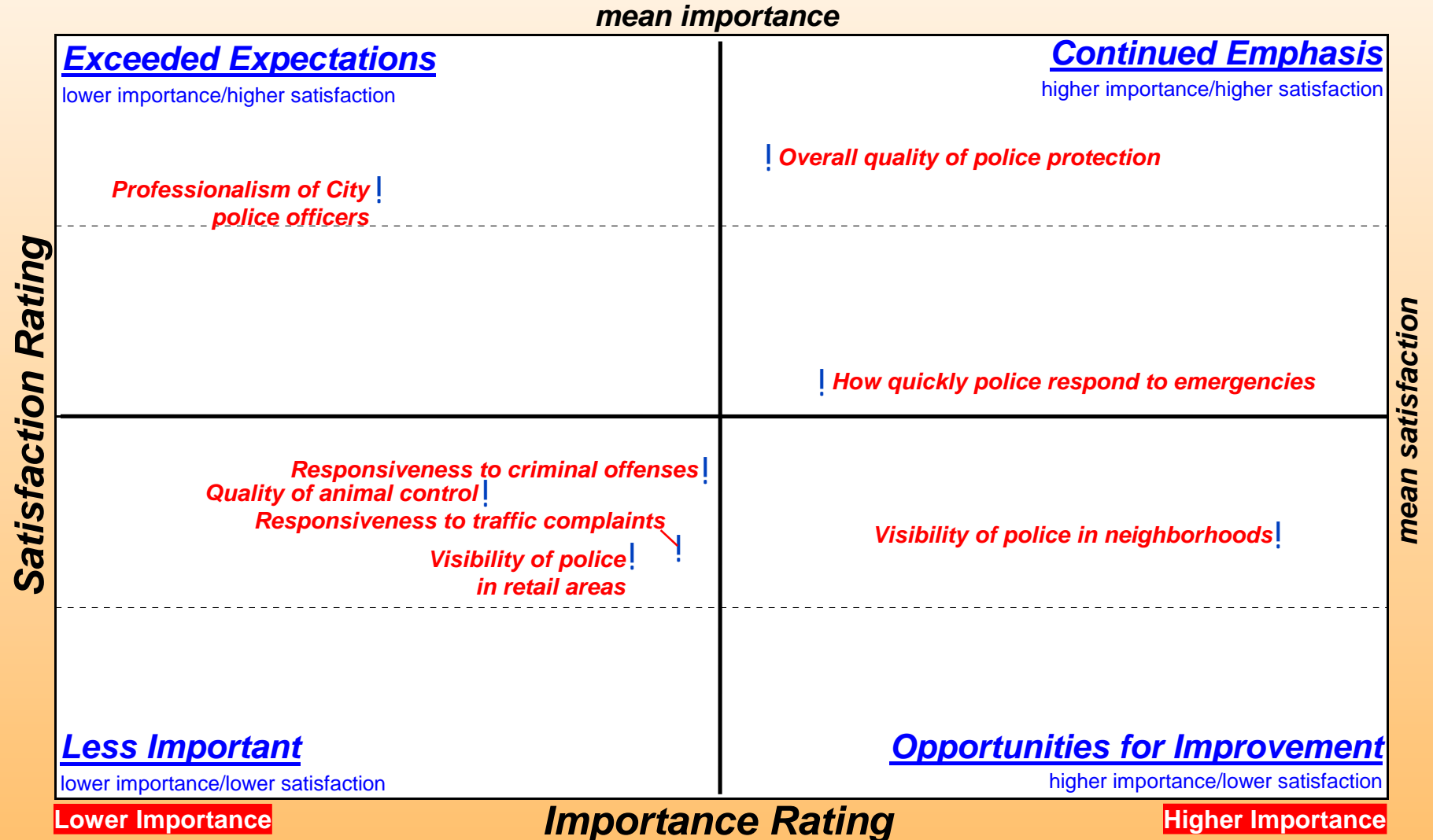
Source: ETC Institute (2008)

2008 Des Moines DF Survey

Importance-Satisfaction Assessment Matrix

-Police Department-

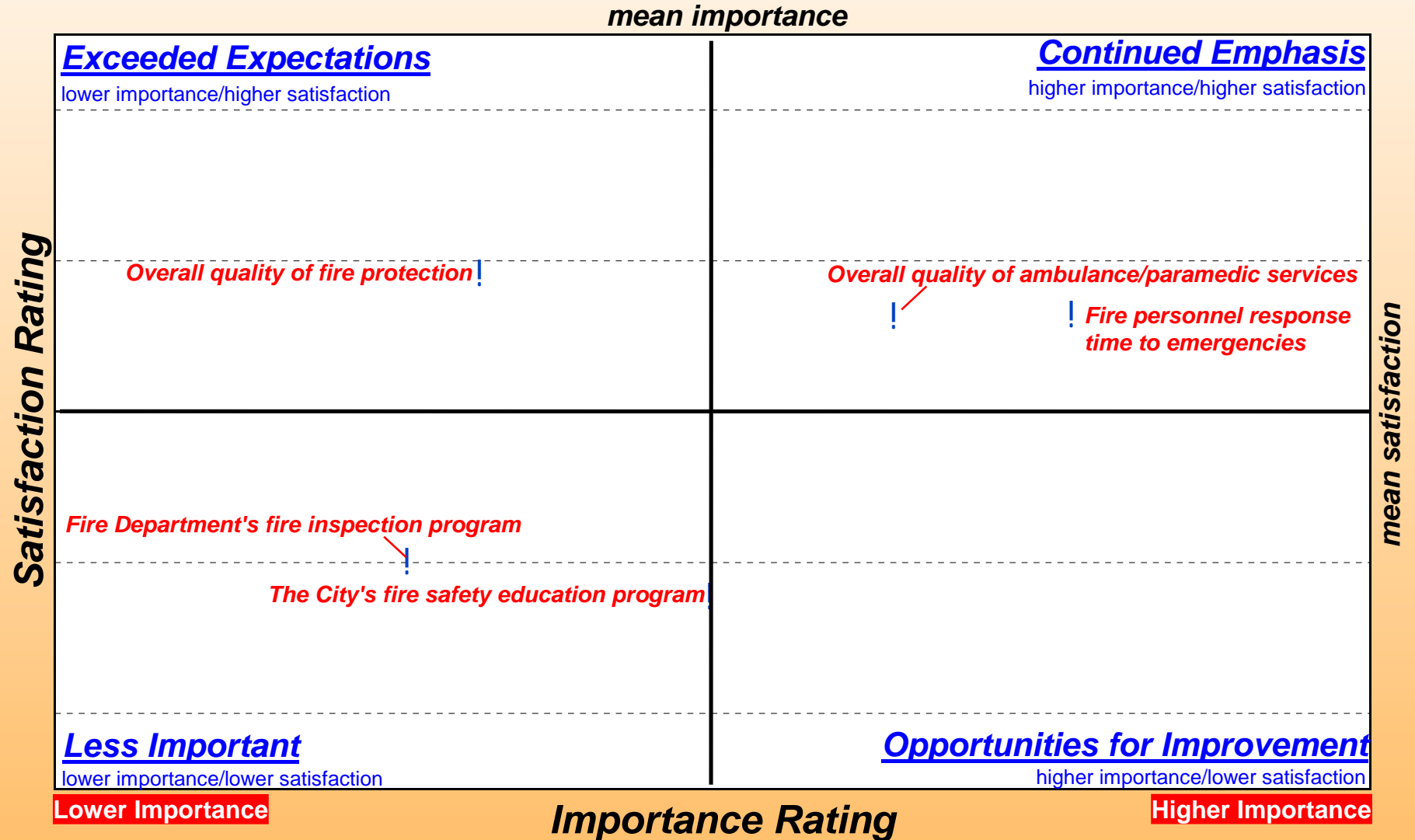
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2008)

2008 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)



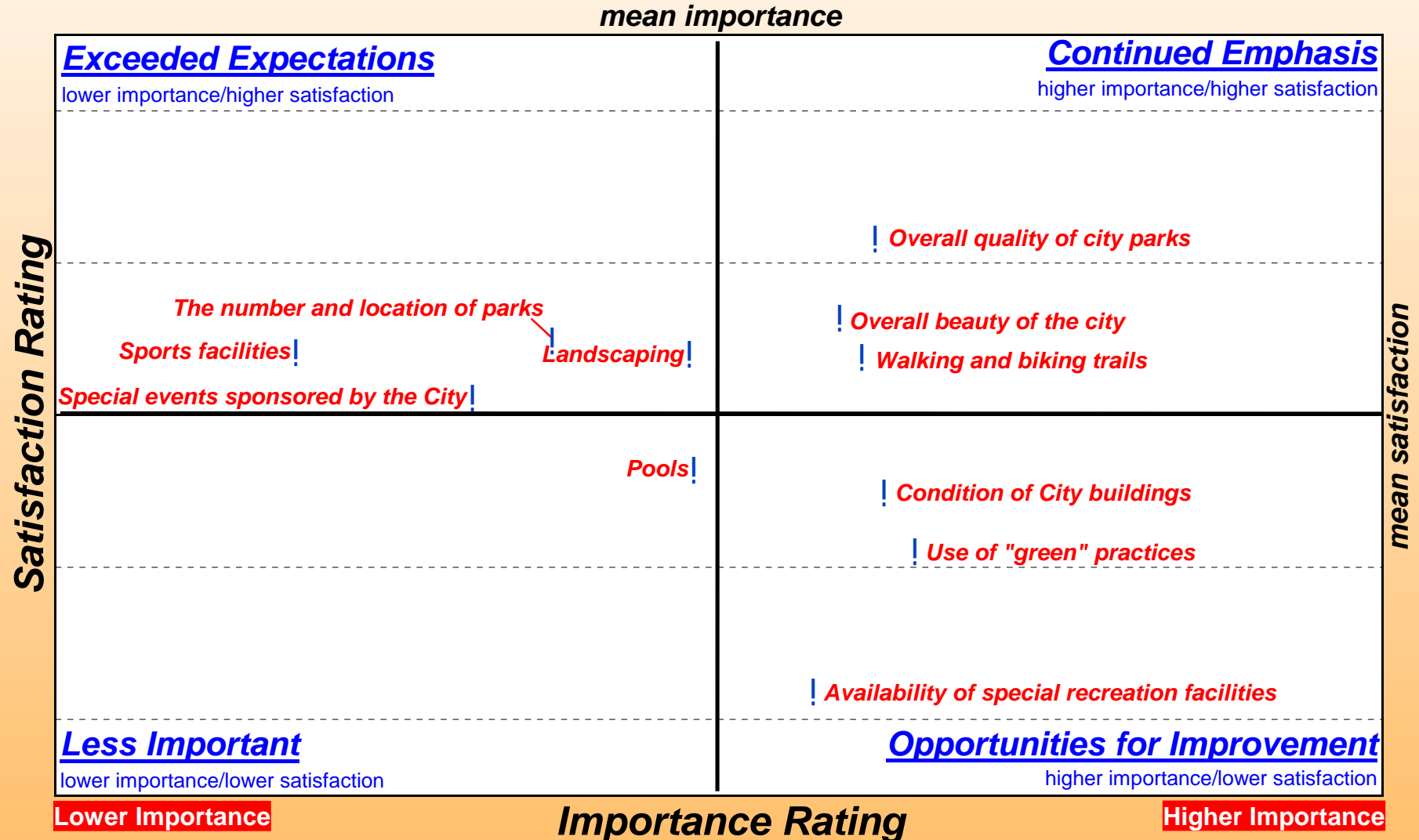
Source: ETC Institute (2008)

2008 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)



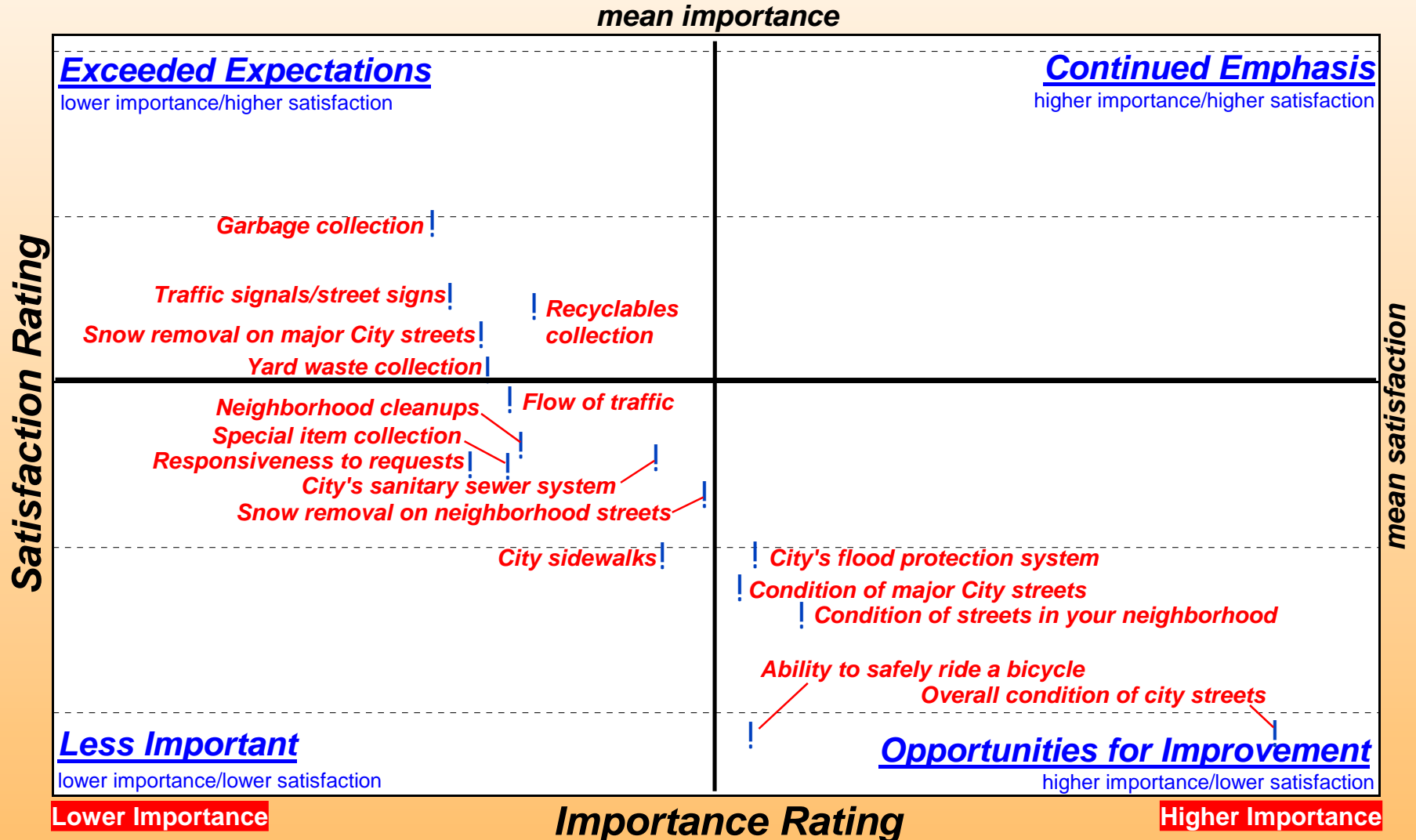
Source: ETC Institute (2008)

2008 Des Moines DF Survey

Importance-Satisfaction Assessment Matrix

-Public Works-

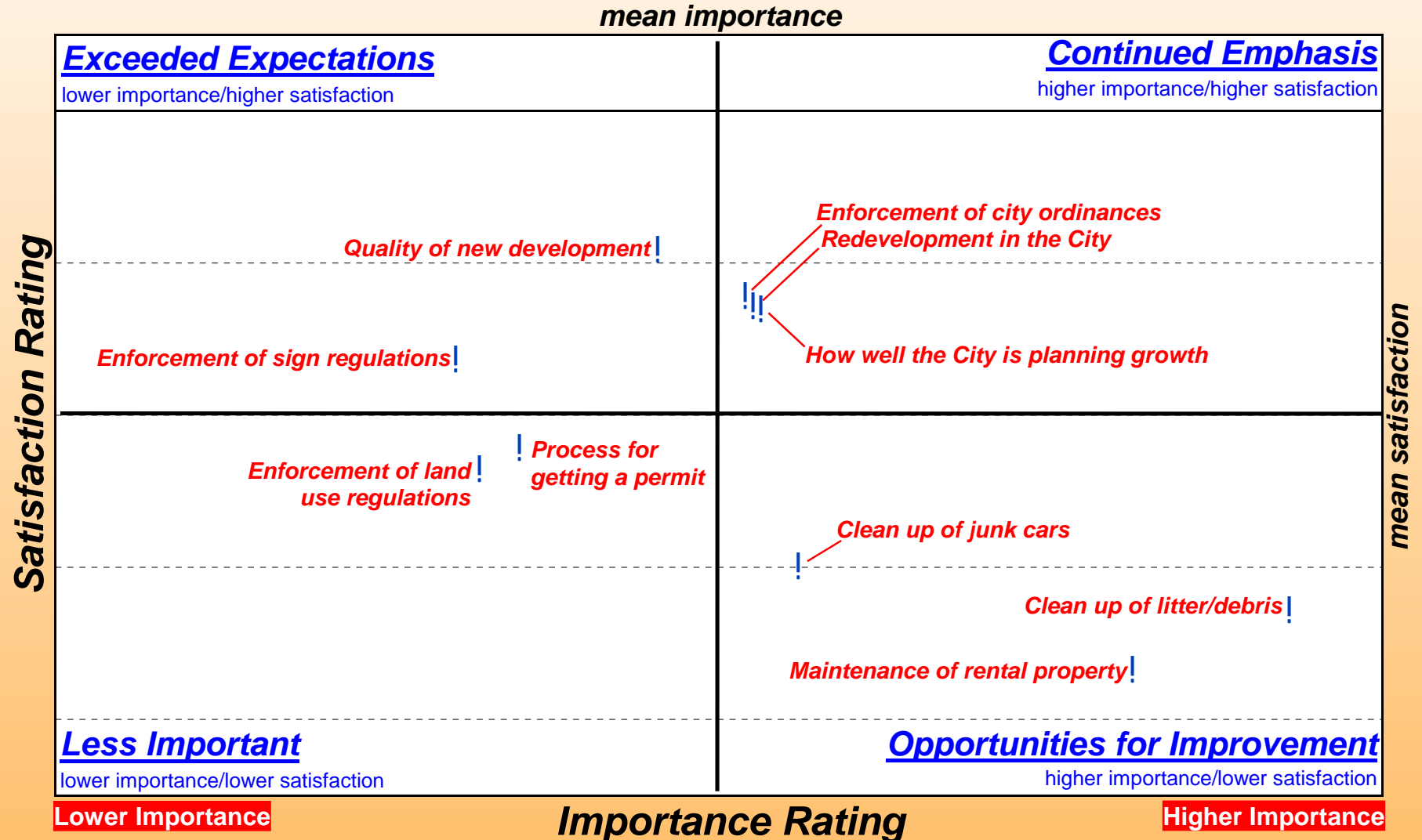
(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2008)

2008 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)



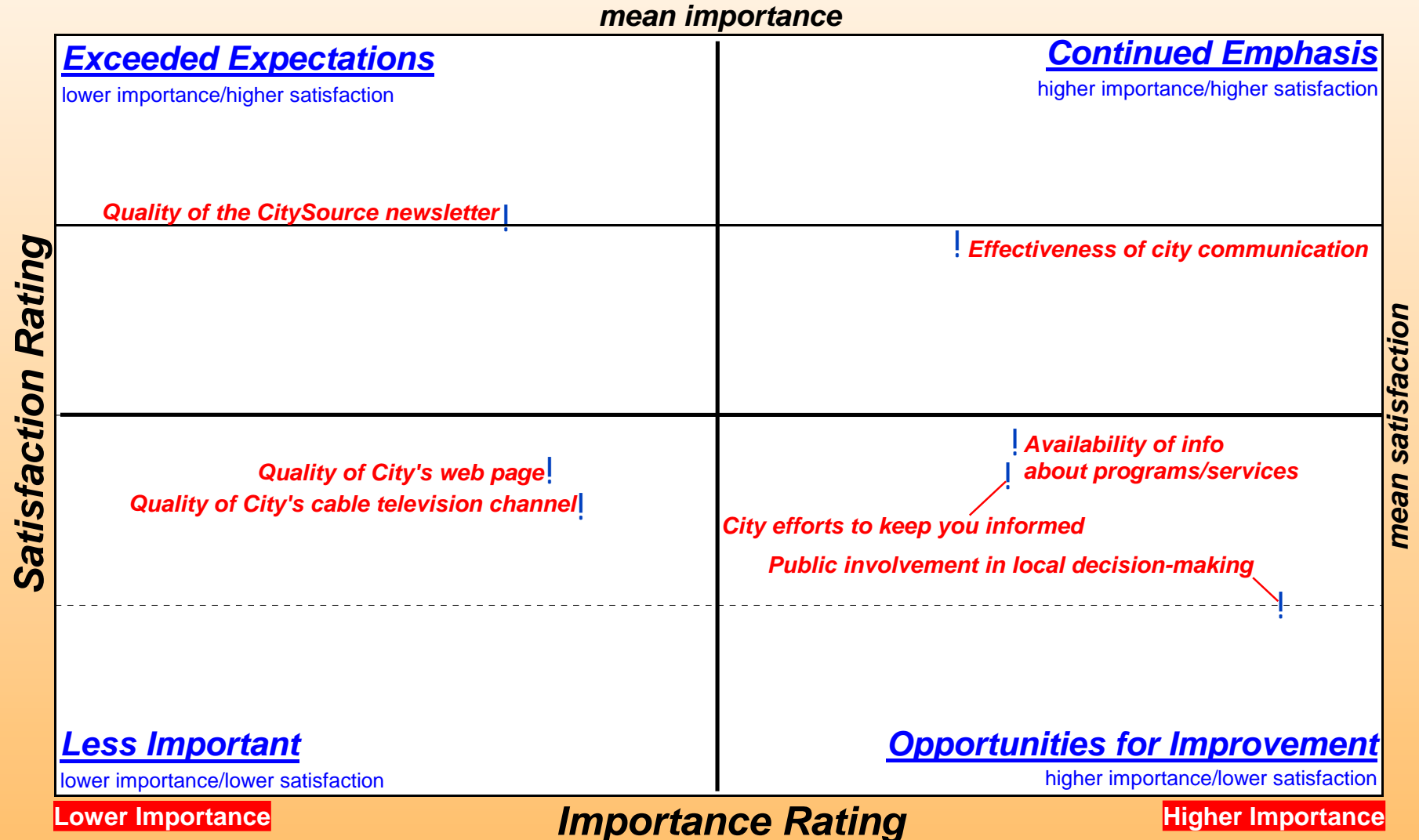
Source: ETC Institute (2008)

2008 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 (2008)

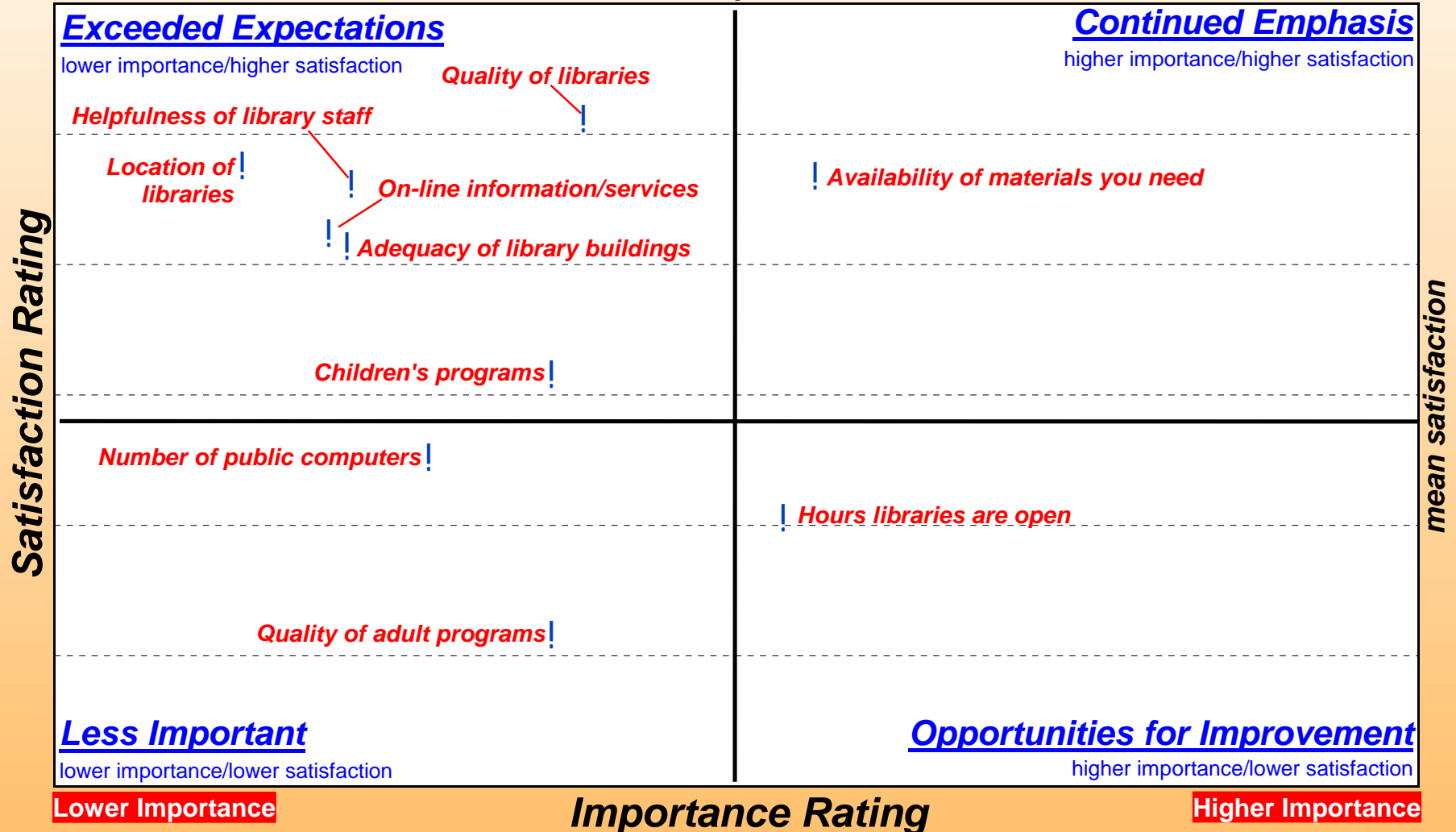
2008 Des Moines DF Survey

Importance-Satisfaction Assessment Matrix

-Libraries-

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

mean importance



Source: ETC Institute (2008)