



CITY OF SIOUX FALLS, SD
KEY DRIVER ANALYSIS
2008



3005 30th Street
Boulder, CO 80301
www.n-r-c.com • 303-444-7863



777 North Capitol Street NE, Suite 500
Washington, DC 20002
www.icma.org • 202-289-ICMA

CONTENTS

From Data to Action	1
Resident Priorities	1
City of Sioux Falls Action Chart™	2
Using Your Action Chart™	4

FROM DATA TO ACTION

The Key Driver results reported here come from a Key Driver Analysis (KDA) conducted by National Research Center, Inc. (NRC) using responses from the City of Sioux Falls 2008 Citizen Survey. For a complete description of the methods and findings of that survey, please refer to the full report titled, Report of Results, Sioux Falls, South Dakota 2008.

RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis. The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using Key Driver Analysis, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A Key Driver Analysis (KDA) was conducted for the City of Sioux Falls by examining the relationships between ratings of each service and ratings of the City of Sioux Falls' overall services. Those key driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, the City of Sioux Falls can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality.

Services found to be most strongly correlated with ratings of overall service quality from the Sioux Falls Key Driver Analysis were:

- Police services
- Health services
- Public information services
- Garbage collection
- Code enforcement (weeds, abandoned buildings, etc.)
- Parks and recreation centers/facilities

CITY OF SIOUX FALLS ACTION CHART™

The 2008 City of Sioux Falls Action Chart™ on the following page combines three dimensions of performance:

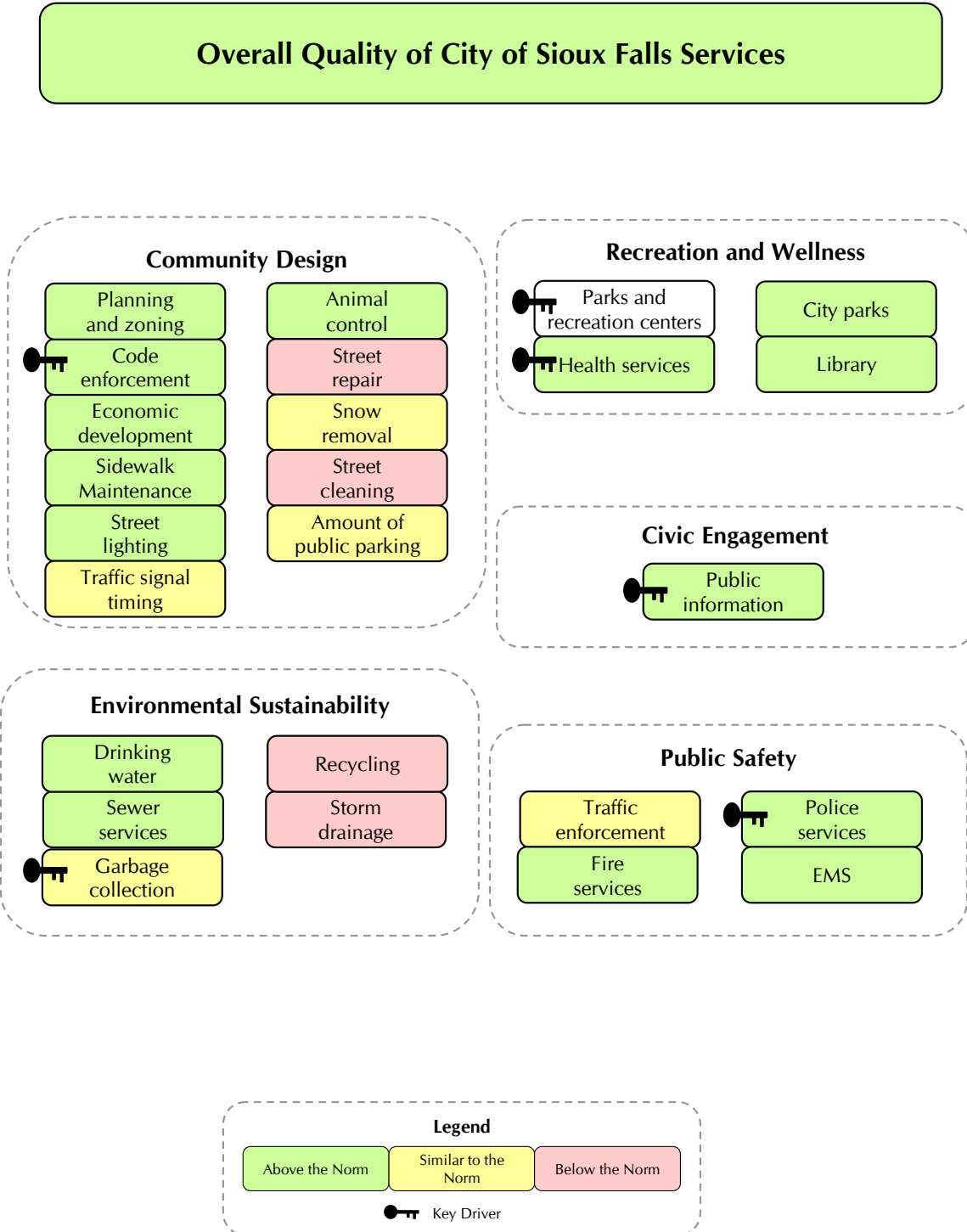
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon next to a service box indicates that service is key (either core or key driver)

Twenty-five services were included in the KDA for the City of Sioux Falls. Of these, 15 were above the benchmark, four were below the benchmark and five were similar to the benchmark (no comparison was available for one service). The six key drivers are shown.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In the case of Sioux Falls, no key drivers were below the benchmark. Therefore, Sioux Falls may wish to seek improvements to garbage collection, as this key driver received ratings similar to other benchmark jurisdictions. Because parks and recreation centers/facilities does not have benchmark data, this is an area for watchful waiting and potential action following the next survey's results. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering "don't know" were excluded from the analysis and were considered services that would be less influential.

FIGURE 1: CITY OF SIOUX FALLS ACTION CHART™



Using Your Action Chart™

The key drivers derived for The City of Sioux Falls provide a list of those services that are uniquely related to overall service quality here. Those key drivers are marked by key symbols in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit the City of Sioux Falls, NRC lists the key drivers derived from tens of thousands of resident responses from across the county. This list is updated every three years so that you can compare your key drivers to the key drivers from the entire NRC data set. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services. In the following table, we have listed your key drivers, core services and the national key drivers below and we have indicated the City of Sioux Falls key drivers that overlap core services or the nationally derived keys.

FIGURE 1: KEY DRIVERS COMPARED

Service	City of Sioux Falls Key Drivers	National Key Drivers	Core Services
Code enforcement	✓		✓
Economic development		✓	
EMS			✓
Fire			✓
Garbage collection	✓		✓
Health services	✓		
Land use planning and zoning		✓	
Parks and recreation centers/facilities	✓		
Police services	✓	✓	✓
Power utility			
Public information services	✓	✓	
Public schools		✓	
Sewer			✓
Storm drainage			✓
Street repair			✓
Water			✓