

Economic Revitalization Team
2010 Customer Satisfaction Survey
Final Report

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August 2010

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Acknowledgements

The author gratefully acknowledges the valuable input provided during the design and implementation of the 2010 survey from the following individuals: the ERT Office staff; Mary Camarata, DEQ; Mikell O'Meally, formerly with DEQ; Tom Hogue, DLCD; Kirk Jarvie, DSL; and Scott Bassett, ODOT.

Introduction

This report summarizes the survey process and findings for the 2010 customer satisfaction survey conducted by the Economic Revitalization Team (ERT) Office to assess services provided by the ERT. For purposes of this report, the terminology ERT refers to the ten agency team and associated field teams while ERT Office refers to the Governor's Office staff assigned to oversee the ERT's efforts.

The ERT Office implemented the 2010 survey to understand how customers rate the service delivery of the ERT. The ERT Office conducts a survey every two years in order to assess the ERT's progress in meeting its customer satisfaction performance measure, known as ERT key performance measure (KPM) #1 in the state performance management system. The ERT Office also uses the results of customer satisfaction surveys to highlight successes and possible enhancements to the ERT structure and processes.

The ERT KPM # 1 is as follows:

CUSTOMER SERVICE: Percent (%) of participants (customers) who rate the ERT process very good to excellent.

Organization of Report

We have divided this report into sections addressing the: (1) survey instrument, (2) survey methodology, (3) survey response factors, (4) survey respondents, and (5) survey findings. See also the Table of Contents. We present recommendations for further consideration by the ERT Office and ERT agencies in terms of performance management as part of the analysis of survey findings.

Survey Instrument

The ERT survey instrument integrated the customer service questions outlined in the Recommended Statewide Customer Service Guidance of the Department of Administrative Services (DAS).¹ As in past surveys, the ERT survey also included questions asking about the performance of certain ERT agencies. For the 2010 ERT survey, the participating agencies were: Department of Environmental Quality (DEQ), Department of Land Conservation and Development (DLCD), Department of State Lands (DSL), and Oregon Department of Transportation (ODOT). These 4 agencies have legislatively-approved KPMs requiring measurement of customer service in the context of how the agencies participate in the ERT.

For the 2010 survey, the ERT Office included a few questions asking about the characteristics of the respondents. This was a change from the 2008 survey but similar to an approach used in an earlier survey. The ERT Office included a question asking respondents to identify the ERT region(s) where services were received. Also included was a question asking the respondents to identify their affiliation (e.g., city, county, business, elected, non-elected, etc.).

The ERT Office experimented with using the survey as a means to solicit interest from potential customers in learning more about the ERT, as is further explained under the Response Factors section of this report. We designed the survey to allow a respondent that had not worked with the ERT to participate by providing input on needed services and to request follow-up contact from the ERT Office. All respondents were automatically directed to the ERT website at the end of the survey to learn more about the ERT.

A copy of the survey instrument is included as Appendix A.

Survey Methodology

The ERT Office used the eSurvey tool made available for state agency use through the Oregon State Library. The eSurvey, as the name implies, is an online, e-mail based survey tool. Information about the eSurvey tool can be found at: <http://library.state.or.us/services/surveys/docs/#introduction>. The ERT Office started with a default customer satisfaction survey that

¹ See http://oregon.gov/DAS/BAM/KPM_Coord_Materials_CSguide.shtml for a copy of Recommended Statewide Customer Service Performance Measure Guidance, prepared for the Department of Administrative Services by the Oregon Progress Board, August 2005, 7 pages.

the Library prepared for state agencies to use to address KPMs in accordance with DAS guidance (2005). The ERT Office then customized the survey instrument as necessary to meet program specific needs.

The ERT Office compiled an e-mail list of potential customers and setup a listserv via the Oregon State Library including all the e-mails. The ERT Office used the following data sources to compile the list:

- Key contacts provided by the 5 ERT Regional Coordinators (i.e. Governor's Office field staff),
- The League of Oregon Cities database
- The Association of Oregon Counties database
- The Oregon Legislature membership database

As mentioned in the DAS Guidelines (2005), defining the “customer” can be challenging for public sector business. The ERT Office included customers that would fall into three of the four customer types identified by DAS:

- “Consumers” - the end users of an agency's programs, services, or information;
- “Constituents” - the individuals and groups who have some vested interest in the agency's work; and
- “Clients” – Those individuals or entities that fund the service or program (e.g., Oregon legislators).

Since the ERT is not regulatory in nature, our customers do not include the fourth customer type identified by DAS, the “Compliers – those individuals or entities on the receiving end of enforcement activities” (DAS, 2005). We also found it difficult to distinguish between “consumers” and “constituents” per the DAS definitions in the context of the ERT. There are not many stakeholder groups that fit under the “constituents” definition that are active in ERT business.

The final customer list included 792 individual e-mails for potential or known ERT customers. Except in a few isolated instances where e-mail addresses were not available, the ERT Office customer list included but was not limited to: (1) all Oregon legislators, (2) all county commissioners, (3) all county administrators, (4) all city mayors (or recorders if a mayor's e-mail address was not available), and (5) all city managers. The approach was similar to a “census” type survey because we made an effort to include the entire population of potential customers. For the web-based surveys, this approach was the most cost-effective. We also believe this approach was potentially the least biased in that the ERT Office was not involved in selecting just a sample of the population. The ERT Office had no control over which members of the target audience responded to the survey as the eSurvey was completely voluntarily on the behalf of all receiving the initial invitation to participate and follow-up reminders. The ERT Office had no way of

tracking the identities of individuals that responded. Essentially, the eSurvey resulted in a sample defined through the self-selecting of survey respondents. The distribution of respondents by affiliation and region is addressed later in this report (see Figures 1 and 2 on pages 8 and 9).

The ERT Office sent the initial invitation to participate in the survey as well as a follow-up reminder to the listserv. The e-mails provided the web link necessary to take the survey. The initial invitation to participate in the ERT 2010 survey was sent on May 11, 2010. A reminder about the survey was sent on May 24, 2010. Copies of these e-mails are included in Appendix B. Participation in the survey was promoted in newsletters sent out by the League of Oregon Cities (LOC) and Association of Oregon Counties (AOC) as the ERT Office felt these publications would reach nearly all of the customers included in the final customer service list. Copies of the newsletter articles are included in Appendix C. The survey ran from May 11th through June 4th. While it is possible that the ERT Office could have increased response rate by sending additional e-mail prompts, we decided to close the survey as originally planned to accommodate timely preparation of KPM reports.

The eSurvey access control used was the “cookies” option. In computer speak, “cookies” (also known as web or browser cookies) are text strings stored by your web browser when you visit websites. This means that eSurvey stored a “cookie” on the respondent’s computer when he/she took the survey. In the event that a respondent were to try taking the survey a second time, eSurvey would first check for the cookie and would stop the respondent from taking the survey again unless he/she was savvy about how to clear the cookie. We do not anticipate any problems associated with individuals taking the survey multiple times.

Survey Response Factors

The sample population for the 2010 survey was much larger than in past ERT surveys. This larger sample population was feasible given the switch from a phone survey to the eSurvey as the cost to target additional persons is nominal when using an eSurvey compared to potential significant increase in costs for targeting additional persons in a phone survey. The ERT Office decided to increase the target population for two primary reasons. The first reason was to limit any bias in the sample pool resulting from the ERT Office limiting the customers in the sample. The second reason was to experiment with the online survey approach to see if the survey could serve as an outreach tool to connect with potential customers in addition to measuring satisfaction of known, recent customers.

With respect to this second reason, the ERT Office took a gamble. Past ERT surveys have not been used to connect with potential customers in this way, and we had no empirical data available to suggest whether this technique was likely to work. But given the nominal cost to expand the target population using eSurvey, the ERT Office decided it was an experiment worth trying. We realized this approach could create problems with ensuring that those responding to the full suite of customer service questions had the experience necessary to answer the survey questions (e.g., customers who have had a recent interaction with the ERT). Our approach to this was to include upfront questions that asked about the respondents experience with the ERT. Survey respondents that had not worked with ERT were given the option to share thoughts about their needs and interests with respect to the ERT but were not asked to answer the questions about customer satisfaction parameters. All respondents were able to request follow-up from the ERT Office.

The response to the ERT survey can be viewed differently depending on how one decides to measure success. Typically, a survey statistician would look at a higher response rate (i.e., percent of target population that responds) as equating to a lower potential for non-response bias in the data. If one were to only look at the percentage of the target population (792) that responded (166), the response percentage (~21%) is low. However, the ERT Office considers the 2010 survey a big success considering that we received the highest # of overall responses to the 2010 survey compared to all other past ERT surveys. The low percentage is the direct result of inflating the target population to include potential customers as well as known, recent customers. If the only interest of the ERT Office was to maximize response rate, then an approach of defining the target population as only those customers known to have interfaced with ERT in the short term would have been in order.

As explained above, the ERT Office decided it was worth experimenting with a broader target population and trying to use the survey as an outreach tool. The ERT has a very limited budget for operations and essentially no budget for broad-based outreach efforts so trying to use the survey for outreach seemed like a “does no harm” option. In the end, the ERT office concludes that the experimental use of the survey as an outreach tool to connect with potential customers was not a huge success. The ERT Office will need to keep this in mind when determining whether to repeat a similar approach for future surveys; additional outreach techniques may be required to make this approach successful. Of those respondents requesting follow-up contact from the ERT, most of these respondents were known by the ERT Regional Coordinators and not potential customers seeking to learn more about the ERT. However, the questions included about the survey respondents experience with the ERT did separate out customers with recent experience from others and thus the results for the questions on customer satisfaction parameters are valid.

Survey Respondents

The overwhelming majority of respondents had used ERT services. (See Table 1.) This is not a surprising finding since those who have engaged with the ERT would have more reason and basis for responding to the ERT survey request. Of the nearly 82% of respondents that had used ERT services, fewer than 10 respondents indicated that those services had been accessed more than two years ago. (See Table 2.) Thus, we believe the survey results accurately reflect the views of recent customers.

Yes, Used Services	- 136	81.93%
No, Have Not Used Services	- 19	11.45%
Not Sure	- 11	6.63%
Total Answers:	166	

Table 1: Survey Respondents by Use of ERT Services

Within the last 2 years	- 126	92.65%
More than 2 years ago	- 9	6.62%
Not Sure/Can't Remember	- 1	0.74%
Total Answers:	136	

Table 2: Timing of ERT Service to Survey Respondents

In order to better understand the customers responding to the 2010 survey, the ERT Office included two questions designed to tell us more about customers that had used ERT services (i.e., 136 of the total 166 survey respondents). The first question asked these survey respondents to: “Please identify the regional teams and regional coordinators that you have engaged with” and directed them to select all answers that applied to their experience. The second asked the respondents to indicate their primary affiliation, selecting one answer from a list of options. The results are illustrated in Figures 1 and 2 on pages 10 and 11. These pie charts illustrate the characteristics of the survey respondents (136 of 166 total respondents) that had received ERT services. The survey respondents

included representatives from all regions. In addition to Figure 1, another way to look at the regional information is by ERT Regional Coordinator territories. The results viewed that way are shown in Table 3:

ERT Regional Coordinator Territories	Percent of Total Respondents Using ERT Services
Northwest/Metro/Hood River	23 %
Willamette Valley/Mid-Coast	23 %
Southwest Oregon	13 %
Central Oregon	21 %
Eastern Oregon	20 %

Table 3: Respondents by Regional Coordinator Territories

In looking at the survey respondent affiliations, the overwhelming majority (75%) are representatives of local governments, either elected or non-elected. Since local governments have been the ERT’s primary customers, this result is not surprising.

The ERT Office analyzed the survey data for response trends based on either regional or affiliation characteristics of the survey respondents. We found no notable trends or differences when reviewing the quantitative data (i.e., responses to questions 5 through 10) and qualitative data (i.e., responses to questions 20 through 22) data by region and affiliation.² We therefore do not include any discussion in the next section on survey findings in relation to the regional or affiliation based characteristics of the survey respondents. We do nonetheless recommend including these questions in future surveys to allow for this type of query.

² The ERT Office did not analyze the agency-specific data by region or affiliation as it is up to those four agencies to review this data with respect to the individual agencies and prepare Annual Performance Progress Reports (APPRs). See also discussion on pages 21 and 22 of this report.

Figure 1: 2010 Survey Respondents by Region

Survey Respondents by ERT Regions

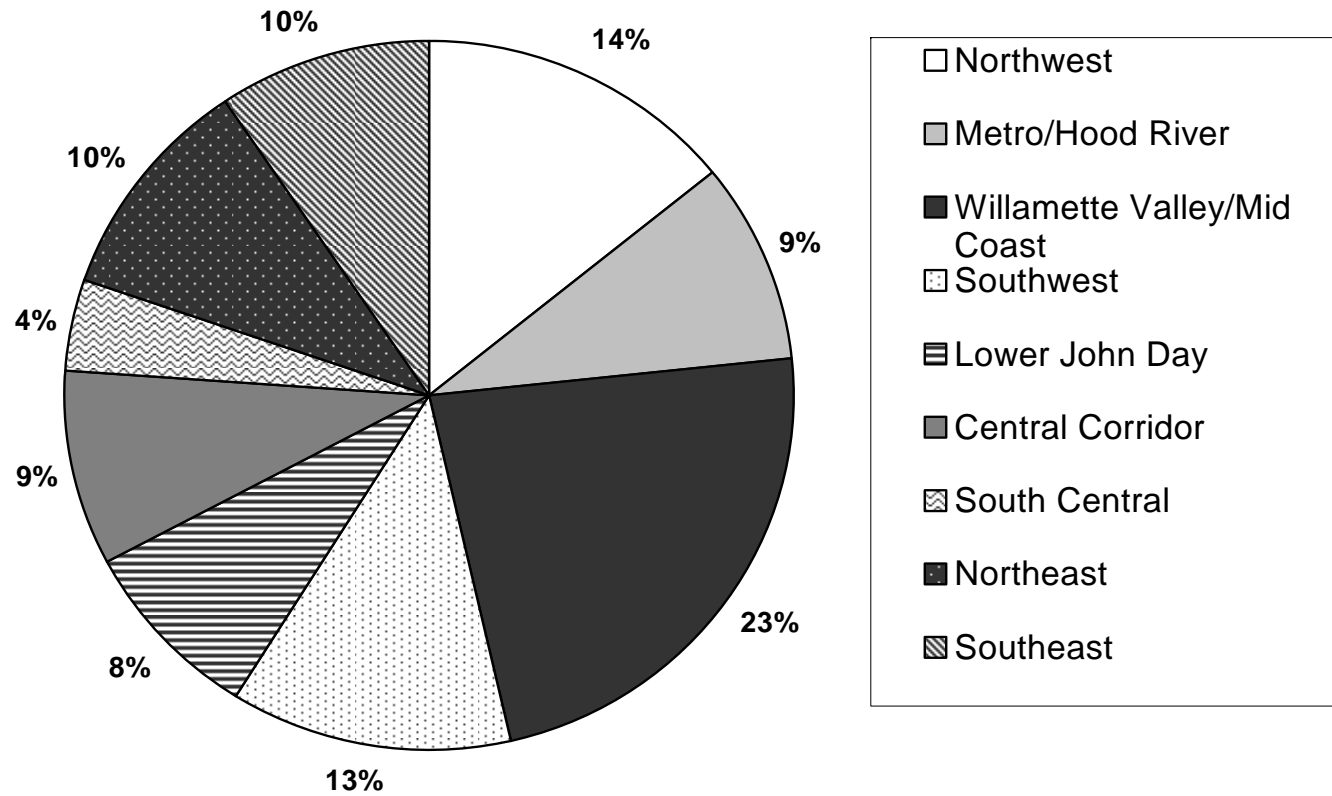
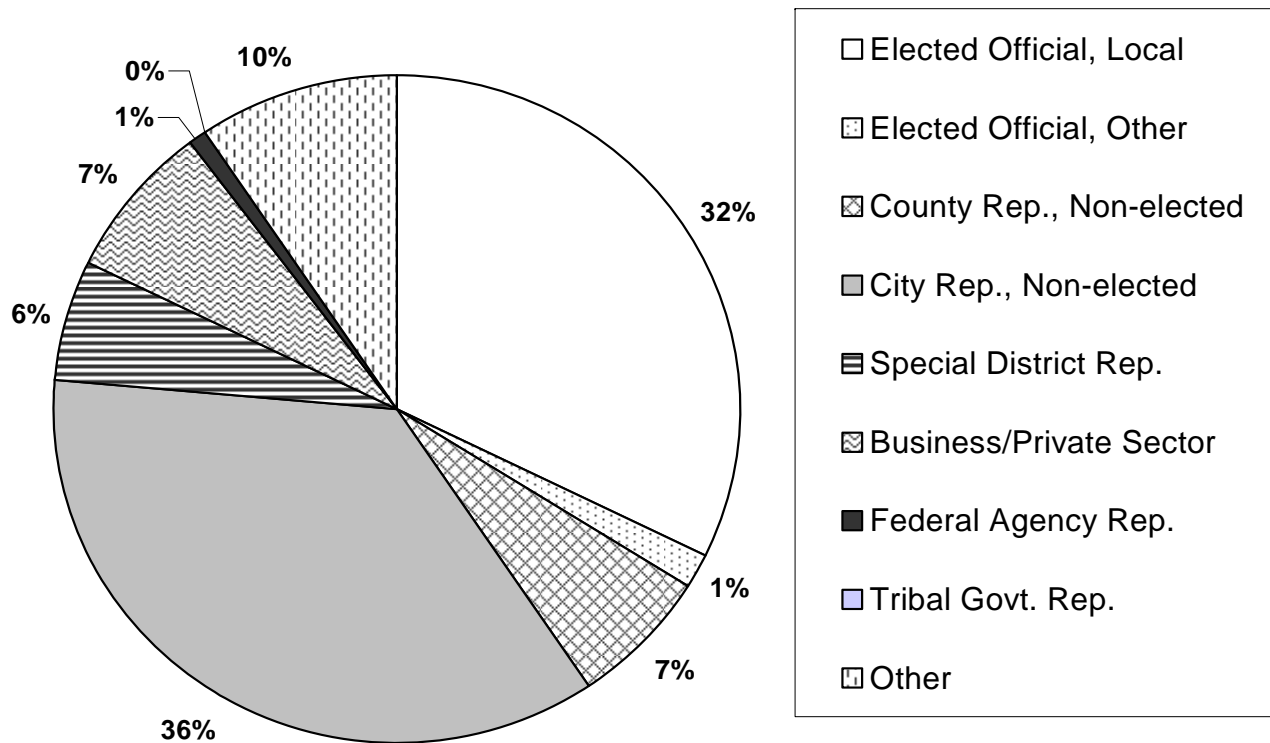


Figure 2: 2010 Survey Respondents by Affiliation

Survey Respondents by Affiliation



Survey Findings

The ERT KPM target is set at 90% to serve as a motivator for continually maintaining and improving state agency service delivery to local jurisdictions and businesses. The survey measures how close the ERT is to that 90% target for overall customer service and five specific areas of service (Timeliness, Accuracy, Helpfulness, Expertise, Availability of Information), as per the DAS Guidelines for customer satisfaction surveys.

Customer Satisfaction Targets

The 2010 survey revealed that the ERT continues to maintain a very high quality of customer service, as evidenced by the high percentage of respondents rating ERT services as “Excellent to Good.” The ERT exceeded the 90% target for overall customer satisfaction and the ‘timeliness’ and ‘expertise’ areas of service. The ERT was less than 3% off the target for the ‘accuracy’, ‘helpfulness’, and ‘availability of information’ areas of service. While the ERT Office would prefer to exceed the 90% target for all customer service areas measured, the results demonstrate that the ERT’s continued focus on customer service is being recognized by customers. Furthermore, the results reflect the high standard of customer service that the individual state agency and Governor’s Office participants in the ERT strive for in their efforts.

The specific results (actual vs. targets) and comparisons of the 2010 findings to past ERT surveys are illustrated in Figures 3 through 10 on pages 11 through 18.

Following the presentation of these Figures in the report, we address the survey findings relative to the agency specific questions and feedback received to the open-ended questions included in the 2010 survey.

Figure 3: Overall Customer Satisfaction

The ERT exceeded its 90% target for this parameter. The ERT rating was better on this parameter than in all previous surveys (See Figure 4), but the differences between the various surveys are not necessarily statistical significant. The ERT Office believes this result demonstrates the impact of a continued focus on prioritizing customer service.

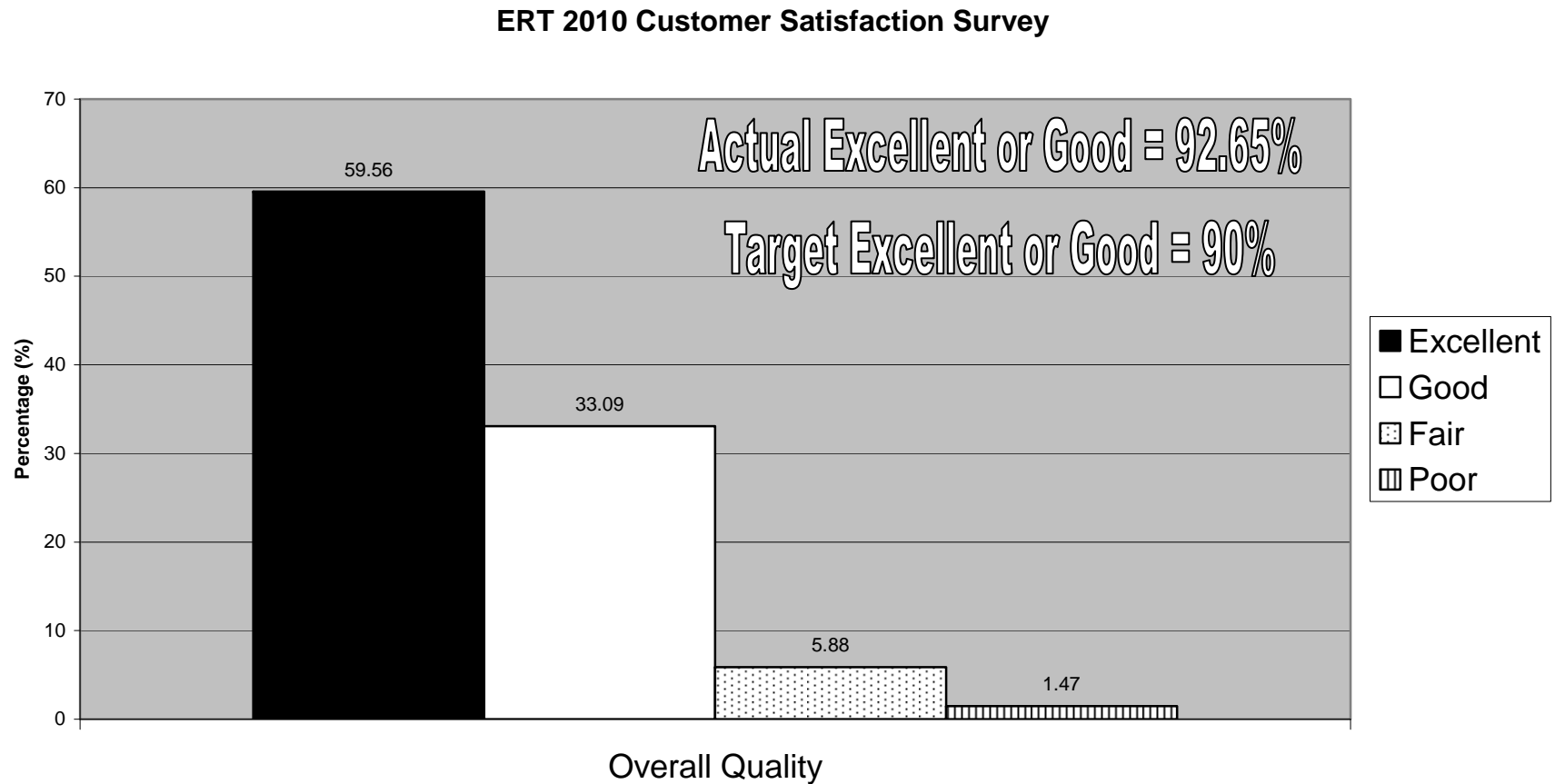


Figure 4: Comparison of Biennial Surveys

Survey results for “Overall Quality” as determined through 5 biennial surveys (2002 – 2010) conducted for the ERT. The ERT has consistently ranked close to or at the target of 90% Excellent or Good responses.

**History of ERT Customer Satisfaction Surveys
Overall Service - Excellent or Good Responses (Percentage)**

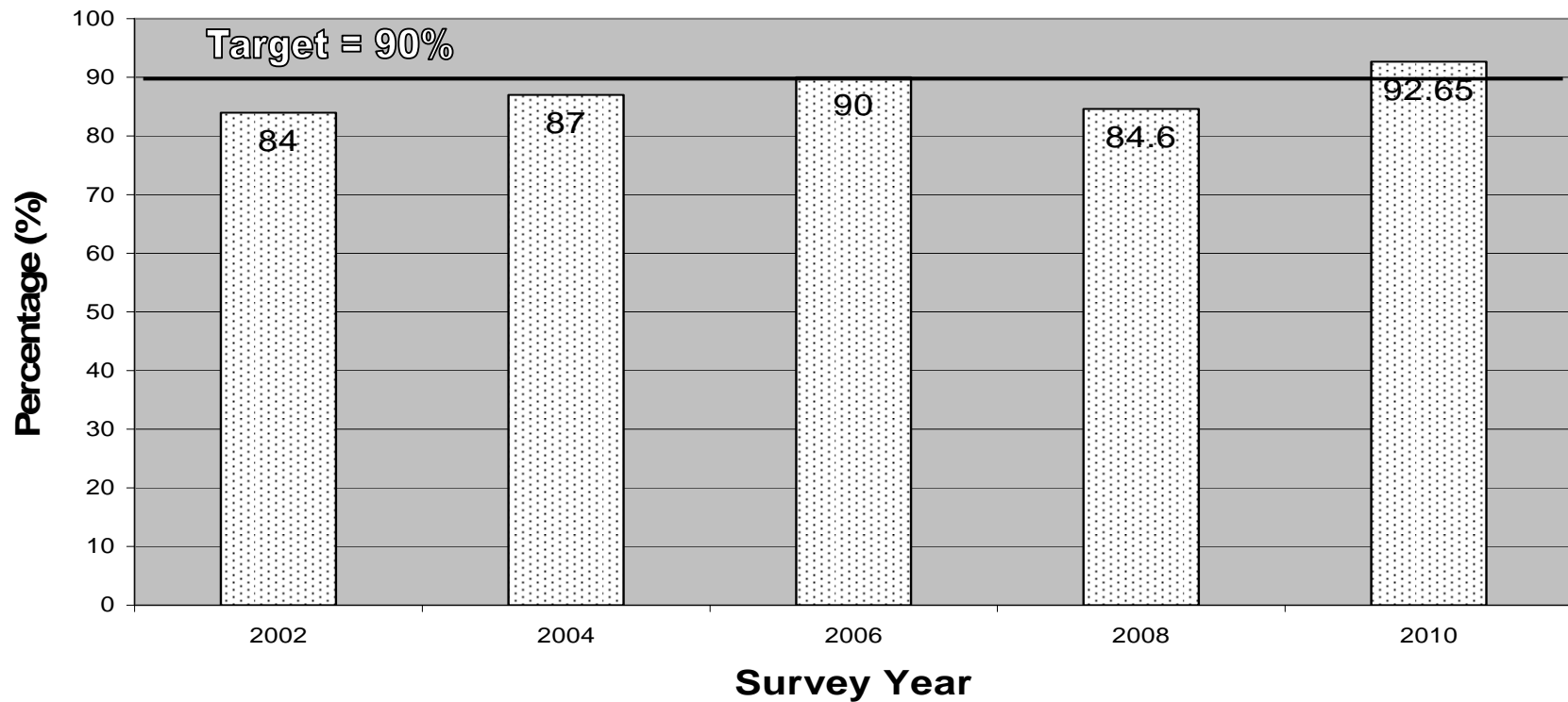


Figure 5: 2010 Results by Customer Service Parameters

The ERT exceeded its target for 3 of the 6 parameters and nearly met the targets for the rest.

**ERT 2010 Customer Satisfaction Survey:
Actual Excellent to Good Responses vs. Target**

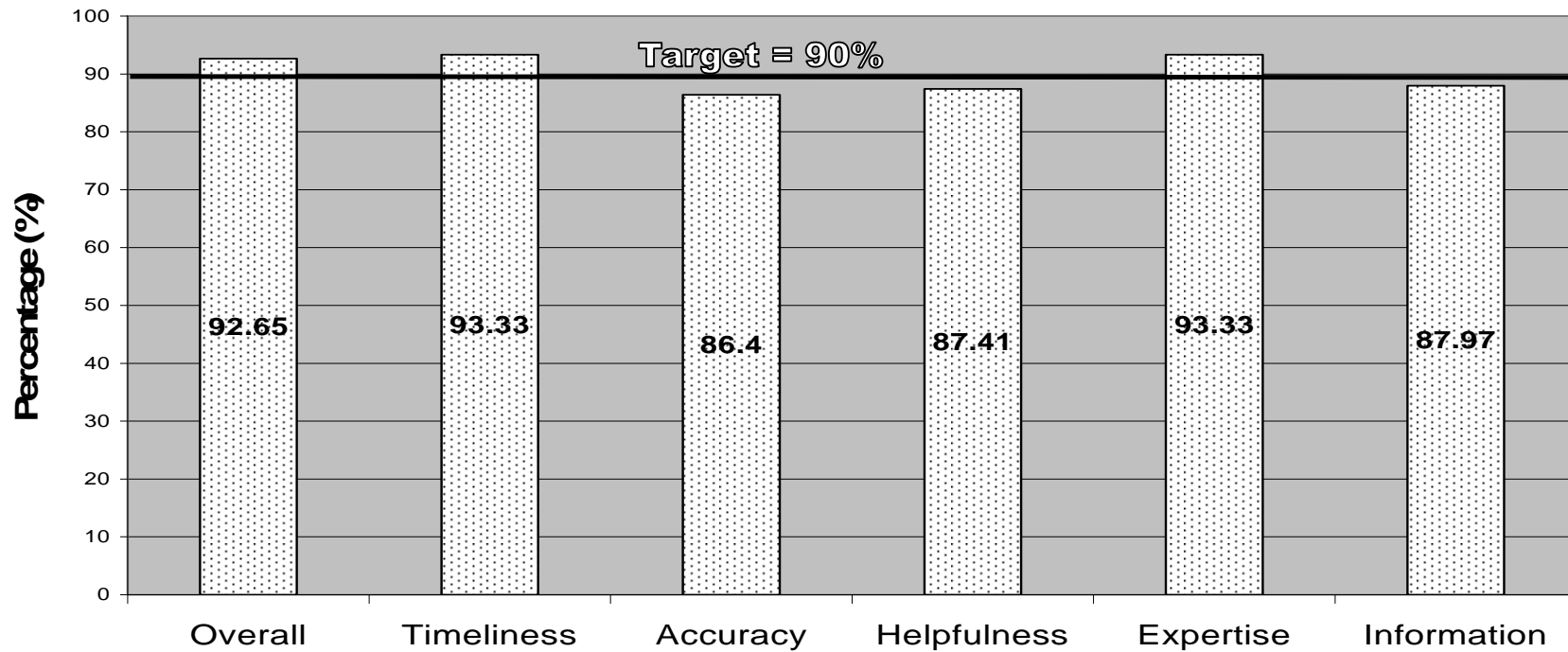


Figure 6: Timeliness

The ERT exceeded its 90% target for this parameter.

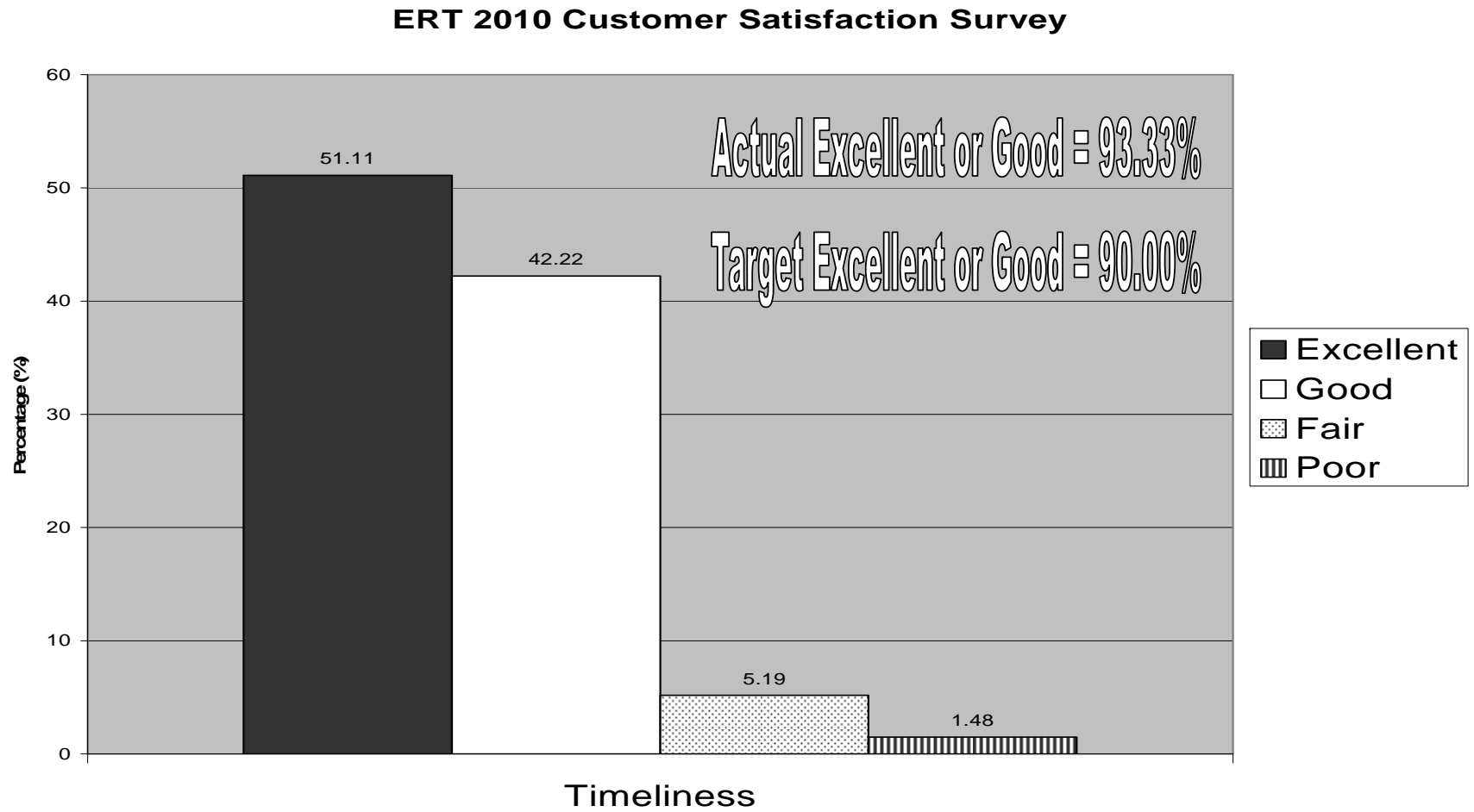


Figure 7: Accuracy

The ERT did not reach its 90% target for this parameter but was within less than 3.5% of the target.

ERT 2010 Customer Satisfaction Survey

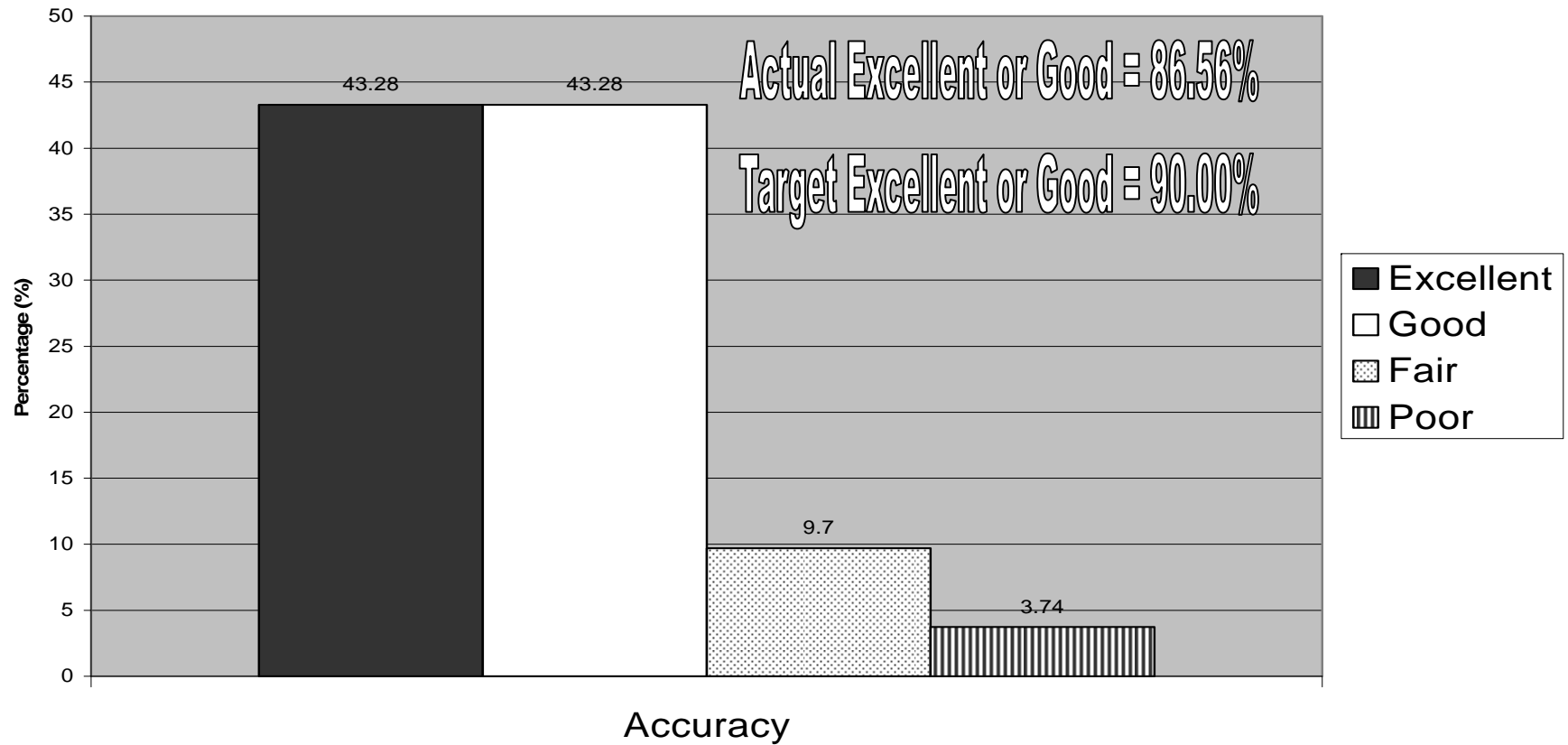


Figure 8: Helpfulness

The ERT did not reach its 90% target for this parameter but was within less than 3% of the target.

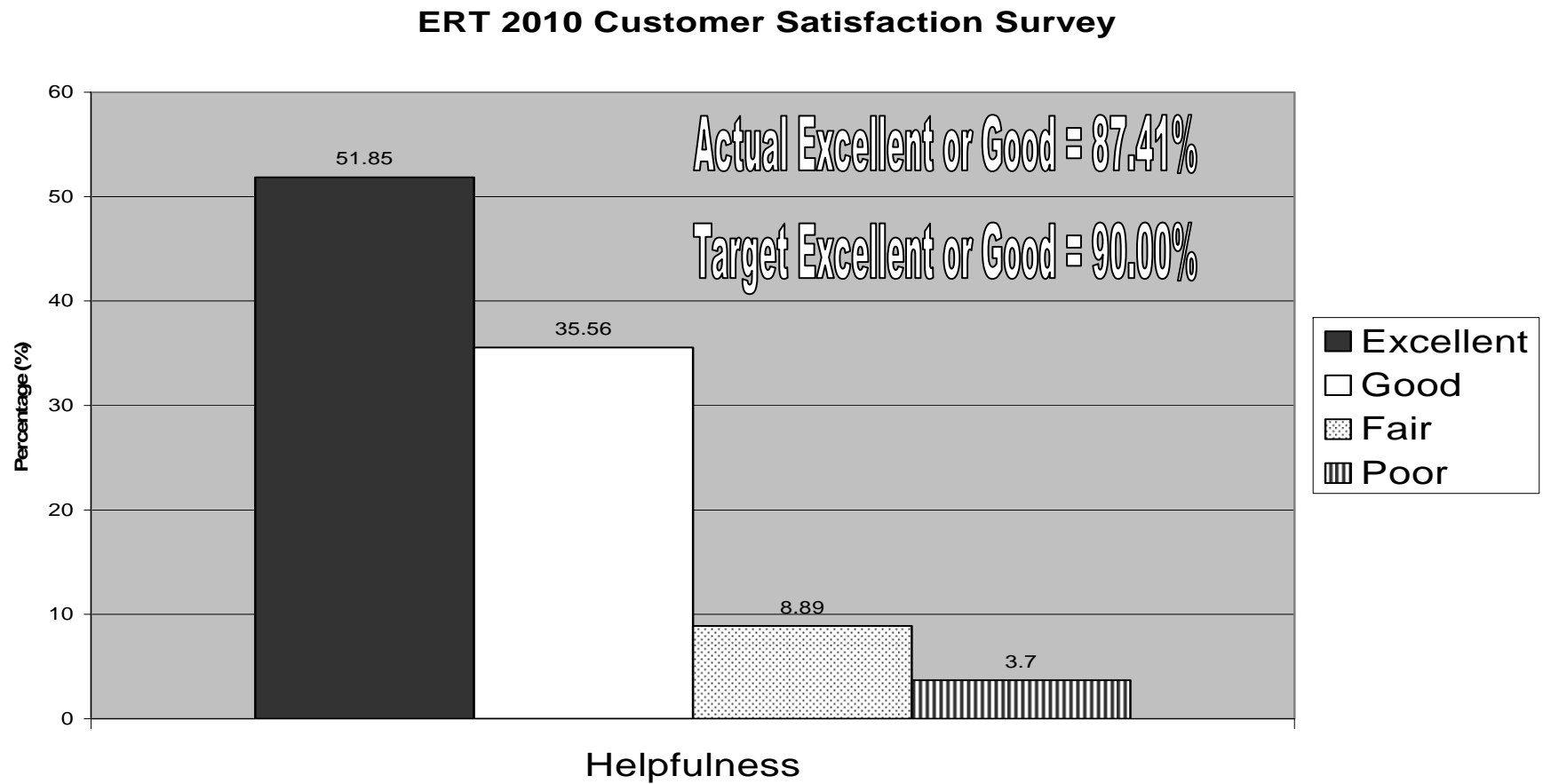


Figure 9: Expertise

The ERT exceeded its 90% target for this parameter.

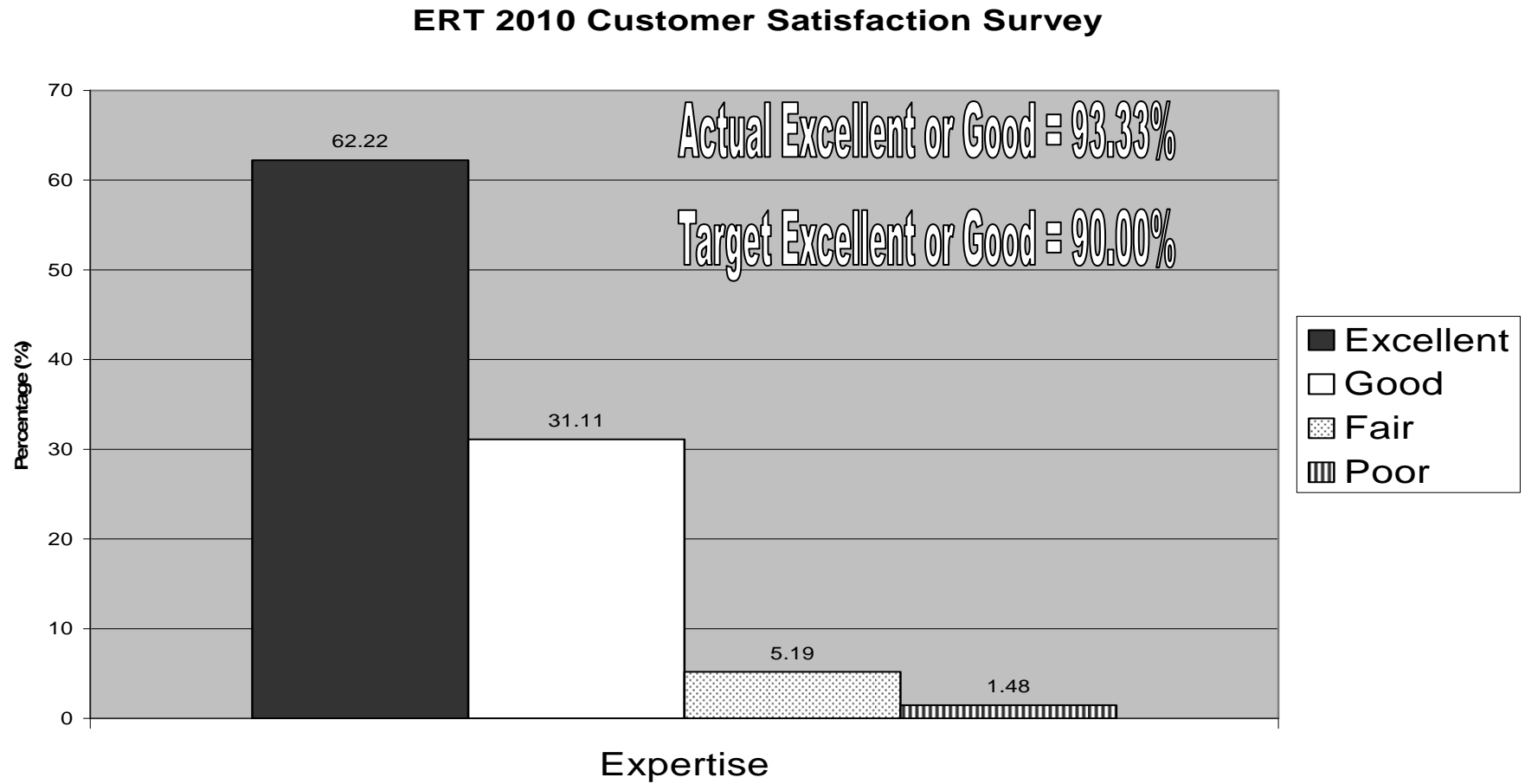
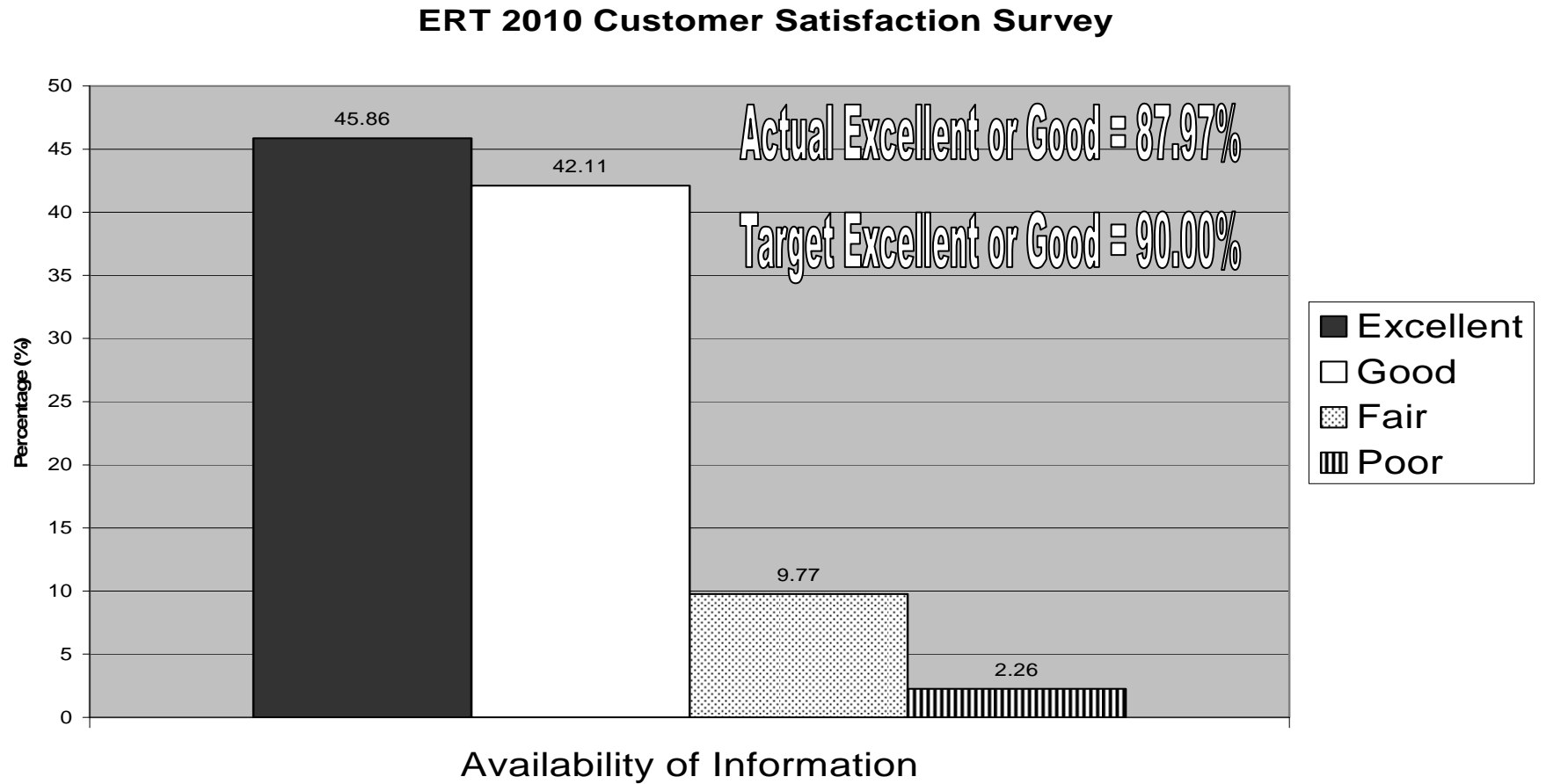


Figure 10: Availability of Information

The ERT did not reach its 90% target for this parameter but was within 2% of the target.



Agency Specific Questions:

Four of the ten ERT agencies have KPMs that require them to measure their agency performance in the context of the ERT service delivery. Those agencies are DEQ, DLCD, DSL and ODOT. These four agencies have participated in the last several surveys for the ERT. Dropped from the 2010 survey compared to the 2008 survey was a question related to the performance of the Oregon Business Development Department (OBDD). OBDD does not have a KPM requiring assessment of its role in the ERT process and elected to not participate in the 2010 ERT survey. However, OBDD plans to include an ERT service-related question in its own customer satisfaction survey for 2010.

The survey instrument included an overarching question designed to determine if the respondent would be directed to answer the agency-specific questions. All survey respondents that answered the ERT customer service questions were also asked to indicate if the local project the ERT worked on with the community or organization involved one or more of the issue areas listed below. Each respondent that answered yes to this question was presented with follow-up questions to identify which of these four areas the project involved. A respondent could select just one area or up to all four, depending on what was appropriate for the project. For each area highlighted with a yes response, the respondent was then asked to rate the lead agency for that issue area.

- Land Use/Zoning = DLCD
- Environmental Permitting/Environmental Quality = DEQ
- Wetlands, Waterways, or State Owned Lands (those managed by DSL) = DSL
- Highway Access/Transportation Planning/Transportation Construction = ODOT

Of the 136 respondents that marked they had used ERT services, 124 had worked with the ERT on a project involving at least one of these four issue areas. This equates to just over 91% of the survey respondents that had used ERT services having answered in the affirmative. This high percentage is comparable with findings of past ERT surveys, indicating that the four agencies included in the ERT survey continue to have substantial interaction with ERT customers. Of course, we cannot extrapolate this result to mean that the other ERT agencies do not have substantial interaction with ERT agencies as the survey did not ask about the remaining six ERT agencies. We can look to the ERT 2008 survey to see that survey respondents also identified OBDD at that time as an ERT agency having substantial interaction with ERT customers. As explained previously, the OBDD did not participate in the 2010 ERT survey.

Of the respondents that indicated the local project involved one or more of these four issues, the agency-by-agency response percentages were as follows. For comparison purposes, we display data from the 2008 and 2006 ERT surveys in Table 4:

2010 Survey	2008 Survey	2006 Survey
DLCD : 64.5%	DLCD : 74.0%	DLCD : 73.3%
DEQ : 57.3%	DEQ : 37.5%	DEQ : 56.2%
DSL : 43.6%	DSL : 34.6%	DSL : 34.4%
ODOT : 73.4%	ODOT : 57.7%	ODOT : 52.8%

Table 4: Respondents Involvement with Specific State Agencies/Issues

For more on the performance ratings of these four agencies, please see the Annual Performance Progress Reports (APPRs) prepared by the individual agencies. Each agency has an independently defined target and is directly responsible for reporting on this portion of the ERT survey results. It is within their APPRs that the agencies address how the customer satisfaction ratings received via the 2010 ERT Survey compare with their targets.

Finding Common Threads – Open-Ended Questions:

The ERT survey included open-ended questions asking for input in the following areas:

- services most in demand and most valuable for the ERT to provide,
- recommendations on how to improve the ERT processes and services,
- any additional feedback regarding the previous customer satisfaction questions

While the data collected in response to the open-ended survey questions could only be analyzed on a qualitative basis, our review of the responses received does reveal some common threads in what the ERT customers had to offer. In this section of the survey report, we highlight overarching messages along with themes about what the ERT is doing the best and where the ERT could make some improvements. We present this analysis using actual responses received; concluding that using the customers’ actual words is the best way to limit bias. Actual response text has only been changed to fix notable spelling or grammatical errors or where minor editing was necessary to ensure the complete anonymity of the survey respondent. We then provide some brief summary narrative for each area covered.

It is important to note that we cannot always discern if a comment was meant to address the ERT as a whole, a specific team, or just the ERT Office representative that interacted with the customer. This is a short coming of how the customer satisfaction questions are designed per DAS guidance (2005).

Emerging Messages and Themes³

- ❖ Customers Want to See the ERT Maintained
- ❖ Customers Defined Key Issue Areas for ERT Focus
- ❖ Top Ratings for ERT
 - Tier I
 - Major Theme #1: Convene & Coordinate
 - Major Theme #2: Access to Information & Individuals
 - Tier II
 - Major Theme #3: Assistance with State Regulations and Permitting
 - Major Theme #4: Assistance with Funding
- ❖ Areas for ERT Improvement
 - Tier I
 - Major Theme #1: More Proactive Work & Outreach
 - Major Theme #2: Improved Follow-Up & Accountability
 - Tier II
 - Major Theme #3: State Agencies as Team Oregon

³ Note to Reader: The terms Tier I and Tier II are intended to provide a qualitative indication of how prevalent comments on a major theme were in the open-ended survey responses. Tier I themes were the most commented on by ERT customers, but Tier II themes were also very relevant in terms of the number of responses received. All themes addressed in this report, whether Tier I or II, merit careful consideration and response, as appropriate, by the Governor's ERT Office and the ERT agencies.

Maintain the ERT

One thread that emerged is the interest of customers in seeing the ERT maintained by the Legislature and next gubernatorial administration. Some customers advocated that the ERT has to do more than just continue, suggesting that the ERT be more aggressive about advocating and expanding its services to additional, potential customers. Here are some of the pertinent survey responses:

- *It works. Keep it going.*
- *Continue the services...and this process, especially in our rural areas.*
- *We need to keep ERT alive and well.*
- *Continue providing great service and assistance*
- *More money for them...way more need for collaborative and facilitative problem solving then funded.*
- *Continue their good work!*
- *I am hoping a new governor will revitalize this program.*
- *Continue to make [the ERT] available to local governments*
- *Continue to maintain the program, and expand it.*
- *Keep the program fully funded indefinitely*
- *Keep them, don't overstress because of size of area they represent*
- *Please keep providing the outstanding service, advice and consultation! Thanks*

Key Issue Areas

ERT customers identified the following issue areas as priority in terms of where the ERT should focus efforts. However, some customers were more concerned with the ERT maintaining its ability to be responsive to locally-identified needs. Those respondents were not concerned about having the ERT focused around key issue areas.

Here are the issue areas most frequently mentioned in survey responses, listed in alphabetical order. Those marked with an asterisk (*) were mentioned a bit more frequently although care should be taken in assuming any priority ranking due to the limited sample of responses addressing specific issue areas. Also note that these issue areas were not generally defined in any way by the survey respondents and so could mean different things to different respondents.

- *Economic Development**
- *Environmental management**
- *Infrastructure*
- *Land use**
- *Permitting processes, particularly for environmental permits**
- *Transportation**
- *Water resource development*

Top Ratings for ERT

Tier I, Major Theme #1 - Convene & Coordinate

Many of the ERT's customers greatly value the program for its ability to convene the state agencies and coordinate state review of and response to customer needs. The ERT regional coordinators and the field teams are uniquely positioned to present a coordinated, collaborative face of state government. In the eyes of customers, this ability to convene and coordinate is a key strength of the ERT approach, as evidenced by some of the most pertinent survey responses for this theme:

- *[The ERT has the] ability to coordinate the various state agencies to help meet our...budgets and schedules without compromising the processes. The ability to understand a project from the "30,000 foot level"...and pull together the mission-critical state agencies and other stakeholders [is] a tremendous help.*
- *Having someone local who can bring together the different state agencies is important to solving local problems.*
- *[The ERT brings] the many state regulations into one forum for the constituent so they have a smoother time in navigating the process and lending assistance to help make the project a success.*
- *The ability of the Team to coordinate and promote the project with various state agencies.*
- *I find that the ERT Teams ability to come together as agencies very valuable.*
- *It's nice to have the state government departments talking to each other - and agreeing on the answers!*
- *Coordination amongst state agencies to provide a single voice to local partners on complex projects.*

- *Coordination and facilitation when multiple public and state agencies are involved with permitting issues.*
- *Inter-agency collaboration on a complex situation*
- *Process of facilitating and convening key parties to review our project and develop mutual plan worked well.*
- *Being the one stop contact...to convene the proper people from the proper agencies & departments*
- *Through the office of the Governor, the agency people are required to come to the table with local government and business to find solutions to issues that develop.*
- *Ability to have direct conversation with multiple agencies to then promote coordination*
- *The ERT can bring the State agencies that influence a particular issue together in the same location to develop answers for the benefit of all.*
- *The ability of the ERT to coordinate tasks between agencies and resources they can bring to bear (staff, grants, etc.) to assist local governments in implementing projects has been quite valuable.*
- *Coordination with the many state programs that affect the outcome of a single major project and assistance clarifying interagency conflicting regulations.*
- *ERT provides a good sounding-board and useful services vis-à-vis interagency coordination.*
- *The most significant service of the ERT is their ability to collapse the time and distance between state agencies and thereby achieve outcomes more quickly.*

- *Inter-agency coordination to address local project needs*
- *Facilitation in getting needed projects completed, in spite of the labyrinth of permits required by various agencies*
- *Coordinating state interests, responses and resources to partner with Oregon communities on local and regional issues. The ERT is most effective when it represents "the state" as an efficient, effective, coordinated entity.*
- *The most important service is connecting the various pieces of a project together.*
- *Opportunity to coordinate with multiple state agencies at one time [and in] one setting to seek a common solution.*
- *Coordination of efforts where interagency communication and coordination is needed*
- *Coordination of many state bureaucracies*
- *Playing the role of liaison to other State agencies*
- *Getting everyone around one table at one time. Appreciated the willingness to make things happen.*
- *I have been pleasantly surprised with the cooperation exhibited between all the state, county, and city officials and agencies involved.*

Tier I, Major Theme #2: Access to Information & Individuals

Many of the ERT's customers value the program for providing access to information and key contacts from within state government. Related to this, customers give the ERT good marks for reducing the time it would otherwise take to access needed information and contacts. In today's fast paced business environment, the ERT's ability to help customers get the information they need and get it more quickly is notable. Here are some of the most pertinent survey responses for this theme:

- *Having someone local who can bring together the different state agencies is important to solving local problems.*
- *The ERT was able to explain some of the various programs each agency has to offer, and the pathway to engage those programs.*
- *the ability to get the questions to the correct people, and to get answers*
- *[We] asked the ERT for assistance on several of our potential economic development prospects. They have been lightening fast in meeting with us... and provided valuable assistance for our projects*
- *Providing advice and listening to our concerns*
- *Working with local governments in terms of state public-policy issues, such as land-use issues and natural resource lands protection*
- *While our ERT relationship began around a specific development site, we learned a great deal from our communications with the ERT and now enjoy annual conversations. As a result of these conversations, we maintain a good working relationship with state agencies - a lasting benefit of the ERT.*
- *They should serve as a resource on available programs and services*

- *Getting to know the Director personally was very beneficial. Learning more about what each department has to offer.*
- *Providing access to unknown resources*
- *One stop shopping*
- *Clarity of access to decision makers when you are stuck in a process*
- *It's helpful to receive the names of appropriate contacts in the different state agencies that can serve as a resource for the city in permitting and process navigation.*
- *The ability to cut through the red tape and bureaucracy*
- *Assistance in reaching the right person/department*
- *Access to the depth of state involved issues associated with the project*
- *The expertise and contacts they bring to the table [are] extremely helpful. They also help you cut through the red tape.*
- *The regional ERT puts a face/name on the agencies and make the public more comfortable calling for assistance--even if it's only being given the correct name to call.*
- *The most valuable service is to have a person that can give you a "name" at an agency when you need assistance.*
- *Increased contact with the Governor*

- *The ability to get a timely and coherent answer from state agencies. Also the ability to have cordial informal discussions with state agencies regarding how their plans and/or policies affect local government.*
- *Initiating additional contacts with state departments*
- *Helping to identify what state agency is responsible and making them come out to see what is going on. Helping to strategize in the field for workable solutions then getting them accepted by higher ups.*
- *Direct contact with regional coordinator*
- *Information on programs available. Assistance in complex issues. Problem solving.*
- *Having good relationships have been a very valuable tool for us.*
- *Having the ERT as a clearinghouse for information--a one stop shop if you will, is critically important for navigating "the system." They know the answers, or where to find them.*
- *Continued support from the Governor's Office on projects that will revitalize local and regional economies*
- *Interactive problem solving approach*
- *Thoughtful sounding board [and] connection to people with best practice level experience*
- *Gaining access to key agency decision makers*

- *The team is a great connection [between] rural Oregon and Salem*
- *I can communicate with [the ERT] anytime I need to, and I get a quick response with accountability from an agency if it is relevant.*
- *It is much easier to work with agencies that have a regional rep on the ERT rather than someone from Salem.*
- *Developing working relationships with key department leaders is a big advantage in expediting opportunities.*

Tier II, Major Theme #3 - Assistance with State Regulations and Permitting

Numerous customers mentioned the importance of having the ERT available to help them navigate permit processes and state agency regulations. The ERT helps customers understand requirements and feel comfortable in having the knowledge and contacts to move projects through permit processes. We cannot discern from the data whether customers were commenting about the teams as a whole or key individuals on those teams, e.g. a particular agency going above and beyond to help a customer through a permit process. Here are some of the most pertinent survey responses for this theme:

- *Receive timely visibility as we move through the federal review and state permitting processes*
- *Coordination with permitting agencies to emphasize the state's interest in ensuring predictability in permitting processes and costs*
- *The most useful thing ERT does for us is coordinate the regulatory...work of state agencies.*
- *Coordination and facilitation when multiple public and state agencies are involved with permitting issues.*
- *Assistance with permitting and permitting processes.*
- *Coordination with the many state programs that affect the outcome of a single major project and assistance clarifying interagency conflicting regulations.*
- *Facilitation in getting needed projects completed, in spite of the labyrinth of permits required by various agencies*
- *Leadership to keep environmental/ wetlands permitting on-track (recognizing need for economic development and environmental sustainability).*
- *Melding of federal and state regulations to identify the critical path with least barriers*

Tier II, Major Theme #4 - Assistance with Funding

Some customers view the ERT as a valuable venue for assistance with identifying and obtaining funding for projects. Others expressed a desire for the ERT to assist more in this arena. Here are some of the most pertinent survey responses for this theme:

- *The most useful thing ERT does for us is coordinate the...grant work of state agencies.*
- *Identification of resources available to local governments to support existing businesses, stimulate business growth and diversify the local economic base*
- *Funding to get projects off the ground.*
- *Helping lobby for money*
- *Help with water/wastewater funding issues is very much appreciated*
- *The ability of the ERT to coordinate tasks between agencies and resources they can bring to bear (staff, grants, etc.) to assist local governments in implementing projects has been quite valuable.*
- *Grant funding, access, and availability*
- *At this time in history, private funding leads would really help.*
- *Coordinated funding sources that create positive outcomes*
- *Looking for an avenue of financing for a project that is vital to the survival of our area.*

Areas for ERT Improvement

Tier I: Major Theme #1: More Proactive Work & Outreach

Some survey respondents indicated that the ERT could do a better job of being more proactive in its efforts, including efforts to reach potential community partners and not just those already familiar with the ERT. Others mentioned a need for periodic updates or some other outreach mechanism to connect with potential and current customers. We have also included under this theme customer comments about the ERT needing to be clearer about what can and cannot be done for customers since those types of comments suggest a need for more outreach about the ERT mission, goals, and structure. When considering the ERT's potential customer base (i.e., large, statewide, and diverse in terms of needs and capacity), these responses reflect two interrelated challenges that the ERT continually struggles with: (1) an ongoing demand for information on a broad array of programs and topics matched with (2) limited staff and resources for outreach. And although we address this collection of comments as indicating an area for improvement, many of these comments also show that those familiar with the ERT see the value and have a thirst for more information and engagement.

Here are some of the most pertinent survey responses for this theme:

- *Services should be proactive. ERT should act as lobbyists for the region/cities within the region to other state agencies.*
- *I think the invitation to participate in this survey is the first correspondence I have received from ERT. I'm not sure what services are provided by the ERT. SO, I don't think I can fairly state which services are most in demand or most valuable.*
- *I think it would be good to provide more outreach - having minutes or summaries of the meetings available would be great as well as some regular correspondence with the public about the work going on.*
- *Perhaps the ERT area representatives could present an annual review of major changes that were initiated by various agencies during the year. Utilize the various Council of Government's as the site and venue.*

- *Perhaps it would be good to understand the limitations of the team and where they might really be able to make a difference.*
- *Clarify expectations of what actually can be delivered on what time frame*
- *They ideally should work from a more pro-active stance, like the Community Solutions Teams did.*
- *More regular check-ins. not necessarily with our organization individually but with a grouping of [regional stakeholders]*
- *The group used to have regional meetings and they have appeared to have "dried up"...*
- *Meetings once or twice a year*
- *The Regional Coordinators are very busy, [but] it would be great if they could check in a little more often.*
- *Make some outreach efforts to let folks know they exist, and what they can do for you.*
- *Lots of local communities don't even know that ERT is available. Please know that those that have used them wear by the team. Do more of this!!!*
- *More visits on a regular basis.*
- *The visit by state agency heads 2-3 years ago could be repeated. We found it useful for members of our council and community who can't travel to Salem on a regular basis to touch base with them.*

Tier I: Major Theme #2: Improved Follow-Up & Accountability

Some of the survey respondents expressed frustration with what they described as inadequate follow-up or timely results from the ERT. We find it very difficult to analyze these comments in depth, as we know from experience that any individual case may have numerous extenuating factors. Nonetheless, the ERT should not dismiss these concerns. There were enough responses falling under this general theme to highlight as an area for future work by the ERT Office and all field teams. At a minimum, a review of standard operating procedures including communication protocols would appear to be in order. Here are some of the most pertinent survey responses for this theme:

- *The ERT has not been useful for our area, Calls do not get returned, follow up is not done. So, I gave up asking them for anything.*
- *Follow up by the Agency involved is sorely lacking. After listening to the problem and the proposal, there was flat denial of any responsibility and that was that.*
- *Respond in a timely manner with questions and results regardless of which department is involved.*
- *...what I believed would be a simple, short and straight forward meeting was a very large meeting, and the result was a several year delay in getting a good result. The delay was unnecessary.*
- *The Team should be assigned specific projects in each community that need to be resolved--at least one short term and one long term.*
- *...led to the uncertain answers concerning DEQ and DSL permitting support - this has not been completed to date.*
- *issue has been raised to ERT and NOTHING has been done to address it.*
- *This function had so much promise but hasn't delivered.*

- *follow up is very important. Many promises were made but nothing has transpired to date.*
- *Better follow up to make sure project is progressing as planned.*
- *Make sure that problems or possibilities are followed up [on] and some action taken. Simply agreeing that it is a good idea or question is not a solution to anything.*
- *A little bit loose on "promises" to help - without clear time frame for deliverables - but many moving parts and some involve funding - so some of this is understandable.*
- *Better follow-up*
- *Follow-through. Besides just answering questions, actually HELP the applicant by suggesting course (or courses) of action that can make a project more successful and the permitting less onerous. The ERT does little good when the pat answer is, "Hire a consultant"....*
- *There needs to be someone creating systematic change, not just troubleshooting over and over again on the same issues.*
- *You should ask "Did your problem get solved? Why or why not?"*
- *[Regional coordinators] have been very personable but don't seem to have much clout as far as bringing results.*

Tier II: Major Theme #3: State Agencies as Team Oregon

A basic tenant of the ERT is that state agencies working in partnership can achieve more for the State and Oregon communities. State agency participants in ERT and the ERT Office staff are to promote open dialogue, collaboration, and shared goals across agencies to facilitate local economic and community development projects and preparedness. Yet, a number of survey respondents commented that the ERT could do better in presenting a coordinated, collaborative effort vs. acting more as a group of individual agencies with independent missions. Others commented that the participation of all ERT agencies is not always equal, at least as evident to them as customers. Comments of this nature are of utmost concern to the ERT Office as they touch on the cornerstones of the ERT approach, i.e. mission and structure. The commitment of all ERT participants to the ERT approach is critical to success. However, we also must keep in mind that more respondents praised the ERT for its ability to bring the state agencies together and talk with a common voice than highlighted a concern in this area. Here are some of the most pertinent survey responses for this theme:

- *There are agencies within the Team that are not as responsive as they could be. They say they are part of the Team yet the goals of that department conflict with the Team.*
- *The ERT should be connected to the Business Development Officers' work.*
- *It would be good if the ERT could actually break down the barriers between the agencies as opposed to just coordinating conversations.*
- *ERT representatives should be given more authority to make decisions based on site/community specific issues.*
- *The different agencies have to be more responsive to the issues that are shared within the ERT Team.*
- *Continue as is but speed up the response time from certain agencies!*
- *Greater buy-in by state agency directors to the coordination mission of the ERT regional teams (i.e. getting state agencies on the same page in helping local governments)*

- *The "police agencies"...are difficult to get on board. All they are interested in is compliance.*
- *It seems we wait and wait for answers from certain agency heads and no progress is shown---others are right on our rural issues!*
- *All too frequently we find that ERT members take a defensive position relative to state/local interface issues rather than a more introspective self-appraisal regarding their agency and why it or its policy is being negatively perceived.*
- *Wide range of service levels by agency staff – some very good, others not at all.*
- *Better train state agency [representatives] to be effective [and] take responsibility*
- *Ensure that team members are selected by the heads of agencies, and that state agency representatives do not have any conflicting interests or pre-disposition(s) toward a project.*
- *If we could have the same level of positive energy and solution orientation within the agencies, not just at the senior manager level, lots of problems could be addressed quickly.*

Summary

The ERT Office considers the 2010 customer satisfaction survey to be a success and finds much valuable information in the survey results. The ERT has a lot to be proud of in how it provides service to Oregon communities and other partners. The ERT also benefits from having customers highlight several areas where continuous improvement efforts should be explored.

Through a copy of this report plus one-on-one conversations, the ERT Director has communicated with the ERT agency leadership about successes and challenges as defined through the survey process. The ERT Director has also asked the ERT regional coordinators to discuss the survey results with their field teams and for the ERT Special Projects Coordinator to disseminate the final report to the ERT Liaisons Team. The field teams are best positioned to brainstorm about ways to maintain the high-level of customer service they provide while also exploring opportunities for improvement in areas highlighted by ERT customers as needing some attention. The ERT Liaisons Team can assist the field teams and agency leadership, upon their request, with any crosscutting, systemic issues. The Oregon Legislature will receive notice of the survey results through the Governor's Office Annual Performance Progress Report (APPR) for 2010. Other interested parties will be able to access the report on the ERT website.

In closing, we've talked at length in this report about the survey approach, KPM targets, response numbers, and the themes that emerged from the customer comments received. But at the end of the day, what matters most to the ERT is the strength of the relationships built with customers in the process of responding to their needs. Those relationships will be strongest and endure best where customers feel the ERT has provided valuable, quality services. Perhaps the following customer comments best sum up what the ERT hopes to achieve for all of its customers.

I feel our project would have been impossible to accomplish without...all of the [ERT] group working to see it be successful.

The ERT can make things happen or not happen and is critical to making progress in the state.