

2006 Oregon Department of Land Conservation and Development Customer Satisfaction Study

Oregon Progress Board

Final Report

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Executive Summary

Overall Customer Service

Over three-quarters of Department of Land Conservation and Development (DLCD) clients perceive the service provided by the Department as “Good” or “Excellent.” While the overall mean rating for customer service of 2.98 out of a possible 4.00 points indicates overall service is satisfactory to clients and customers, there is room for improving perceptions of customer service. Specifically, over one-fifth of DLCD clients rated the overall service of the Department as merely “Fair.”

The mean rating for overall service quality was lower than the mean ratings for each individual aspect of customer service measured by the customer satisfaction survey. This suggests the DLCD should consider factors associated with service delivery that may impact a client’s overall perspective of the experience that were not measured by this research effort.

Table 1: Mean Satisfaction Rankings of the Department of Land Conservation and Development by Customer Service Area

Service Area	Mean Ranking
Overall Service	2.98
Timeliness	3.01
Accuracy	3.04
Helpfulness	3.20
Expertise	3.25
Availability of Information	3.04

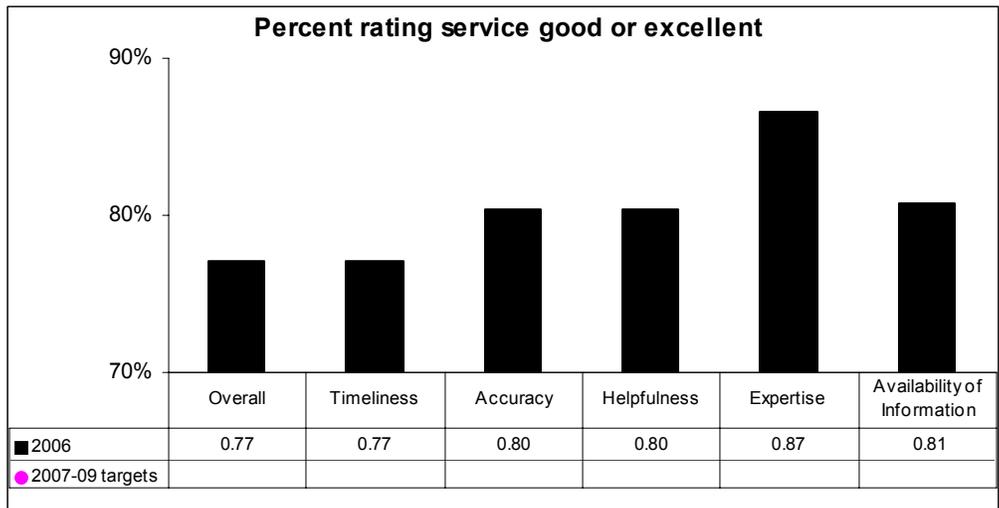
Specific Service Areas

Results of regression analysis indicate the area of customer service measured by this survey with the largest impact on overall service ratings is the ability of the Department to do the job correctly the first time (accuracy). Over eighty percent of respondents rated the accuracy of the Department as “Good” or “Excellent.” The overall mean rating of 3.04 indicates the DLCD is doing a solidly good job of providing services accurately the first time.

The Department received the highest rating in the area of knowledge and expertise of employees. The overall mean rating of 3.24 suggests that DLCD employees are perceived as being very knowledgeable and having expertise in the subject matter and context in which clients interact with them.

The Department should focus improvement efforts on timeliness. The perception of timeliness is the second largest predictor of overall customer satisfaction based on regression analysis. The overall mean rating of 3.01 is solid and indicates DLCD is doing a good job of providing timely customer service. However, there is room for improvement, especially among City Managers. Five out of the 14 City Managers surveyed rated the DLCD as less than “Good” regarding timeliness. While this finding may be a real or perceived indication the DLCD is doing less than an adequate job responding to some City Managers in a timely manner, it is worth further investigation.

Figure 1: Percent of Respondents Rating the Department of Land Conservation and Development as “Excellent” or “Good” by Customer Service Area



Introduction

Background

In accordance with the *Recommended Statewide Customer Service Guidance* for the Department of Administrative Services (DAS), the Oregon Progress Board sponsored a customer satisfaction survey of key customers among six participating agencies to address the main drivers of satisfaction with customer service. The Oregon Progress Board contracted with Clearwater Research, Inc. (Clearwater) to provide study design and instrument consultation, administer the survey among customers, and analyze the results for each of the participating agencies as well as provide data collected to each agency.

Study Purpose

The study focused on understanding the value customers place on a variety of customer service characteristics. Building on the guidelines included in the *Recommended Statewide Customer Service Guidance*, participating agencies are able to quantify, through actionable data, the level of satisfaction customers have with the services they provide. The participating agencies may utilize results to track progress toward customer service standard goals, set new measurement benchmarks, and enhance planning and decision-making processes.

Organization of Report

This report focuses on the project methodology and survey findings for the Oregon Department of Land Conservation and Development. In the following section, the methodological details of the customer satisfaction survey are presented. The next section provides an in-depth descriptive and bivariate examination of the survey findings. This section is generally ordered in the same manner as the questionnaire. The overall results for each question are presented followed by the sub-analysis of customer type.

Methodology

Survey Instrument

Clearwater worked in close collaboration with Oregon Progress Board and the participating agencies to implement the proper survey design while integrating the mandatory customer service questions outlined in the *Recommended Statewide Customer Service Guidance*. Beyond the mandatory questions, the Oregon Department of Land Conservation and Development asked one additional question regarding the respondent's affiliation.

After finalizing the questionnaire content, Clearwater programmed the survey instrument for use with WinCATI, using Ci3. WinCATI is a windows-based software for computer-assisted telephone interviewing (CATI). After the programmer had completed the survey in Ci3, the project team tested the questionnaire using mock interview data. Clearwater included variables that tracked the interview length and refusal rate as well as checks for verification of out of range answers and conflicting responses. An introductory script introducing the survey preceded the actual questionnaire items. The mandatory questions were programmed to be exactly the same for each participating agency and did not deviate from the questions included in the *Recommended Statewide Customer Service Guidelines*. The full text of the questionnaire is available in Appendix A.

Sampling

A list of contacts designated as Mayors, Legislators, City Planning Directors, City Managers, County Planning Directors, etc. comprised the study population (see Table 3 for a complete list of customer type categories included in the population files). The original database provided to Clearwater by the Oregon Progress board included 788 records. Of the original 788 sample records provided to Clearwater, 155 were deleted due to duplicate records or incomplete contact information. After ensuring each record in the population had all information necessary to contact the respondent, Clearwater selected a random sample of the total population provided. Clearwater utilized the random sample generation function included with SPSS statistical software. The following tables outline the sampling proportions used for the Department of Land Conservation and Development.

Table 2: Department of Land Conservation and Development Population Files

Database Description	Number
▪ Original Population Database	788
▪ Final Population Database	633

Table 3: Department of Land Conservation and Development Sample Files

Database Description	Number
▪ Sample Database	633
▪ Mayors	200
▪ Legislators	89
▪ City Planning Directors	183
▪ City Managers	37
▪ County Planning Directors	31
▪ County Commissioners	19
▪ US Army Corps	16
▪ CZMA	1
▪ ERT	11
▪ FEMA	2
▪ DLCD Goal 7 Technical	15
▪ DLCD Goal 7 Policy	14
▪ Work Goal 14	8
▪ Work Group Rur, Comm, Ind	7

Data Collection

Clearwater collected data using its in-house 135-station CATI system. In all, 180 interviews were completed overall. The following table outlines the completed interviews achieved within each customer type surveyed between April 19 and May 9, 2006.

Table 4: Department of Land Conservation and Development Completed Interviews

Customer Type	Number
▪ Total	180
▪ Mayors	50
▪ Legislators	8
▪ City Planning Directors	60
▪ City Managers	18
▪ County Planning Directors	18
▪ County Commissioners	6
▪ US Army Corps	4
▪ CZMA	0
▪ ERT	3
▪ FEMA	1
▪ DLCD Goal 7 Technical	1
▪ DLCD Goal 7 Policy	5
▪ Work Goal 14	2
▪ Work Group Rur, Comm, Ind	4

Table 5: Department of Land Conservation and Development Sample and Completed Interviews Comparison

Customer Type	Sample	% of Sample	Completes	% of Completes
▪ Total	633	100.0%	180	100.0%
▪ Mayors	200	31.6%	50	27.8%
▪ Legislators	89	14.1%	8	4.4%
▪ City Planning Directors	183	28.9%	60	33.3%
▪ City Managers	37	5.8%	18	10.0%
▪ County Planning Directors	31	4.9%	18	10.0%
▪ County Commissioners	19	3.0%	6	3.3%
▪ US Army Corps	16	2.5%	4	2.2%
▪ CZMA	1	0.2%	0	0.0%
▪ ERT	11	1.7%	3	1.7%
▪ FEMA	2	0.3%	1	0.6%
▪ DLCD Goal 7 Technical	15	2.4%	1	0.6%
▪ DLCD Goal 7 Policy	14	2.2%	5	2.8%
▪ Work Goal 14	8	1.3%	2	1.1%
▪ Work Group Rur, Comm, Ind	7	1.1%	4	2.2%

Pre-test

A pre-test of the survey was conducted on April 17, 2006. During the pre-test, supervisory staff and the project team thoroughly monitored surveys. The data collected from the pre-test was checked prior to entering the field on April 19, 2006. Interviewers were de-briefed on the study and results were drafted into a memo presented to the Oregon Progress Board. A copy of this memo is available in Appendix B.

Sample Management and Interviewing Protocols

Interviewers were thoroughly briefed prior to data collection, and they rehearsed the questionnaire before conducting actual interviews. Monitoring staff listened to a sampling of interviews throughout the fielding period to maintain data quality. Clearwater used computer-aided dialing, but not predictive dialing. Predictive dialing has the potential to annoy respondents by introducing a delay in connections after respondents answer the telephone. This delay leads to higher hang-up and refusal rates and a correspondingly lower response rate for the survey.

Calling protocols were based on a maximum of five attempts per record. Each sample record was resolved by attempting the number five times during the calling period or until a final disposition (such as “completed interview” or “disconnected/non-working number”) was assigned. During fielding, the survey data were entered and automatically consolidated by the CATI software as interviewers completed each questionnaire with a respondent. Interviewers and supervisors used project feedback and data change forms to document and communicate data collection errors or problems to the production manager in the data collection department. Data changes were made by the production manager using the CATI data editor.

Voice Mail Scripts

In an effort to increase participation in the survey, voice mail messages were left for potential respondents to help legitimize the survey, pique interest, and increase the likelihood of participation. The message provided both the URL of the study website (see next paragraph) and Clearwater’s toll-free number so respondents could call to schedule a convenient time for us to administer the survey. Voice mail scripts are included at the end of the questionnaire in Appendix A.

Study Website

Potential respondents who wanted more information about the study were given the URL for the study website. The website included in-depth information about sampling methodology, the purpose of the study, and contact information for further questions. The informational web pages are included in Appendix C.

Response Rates

The response rate measures the relative success with which individuals selected for the survey actually participated. The higher the response rate, the lower the potential for non-response bias in the data and in the results of the analysis. For this study, the response rate was derived by removing known non-working contact information from the population being sampled and then dividing the number of completed interviews by the number of eligible records in the sample. The overall response rate presented in Table 6 for the Department of Land Conservation and Development Survey was 37.8 percent.

Table 6: Department of Land Conservation and Development Response Rate

Response Rate Calculation	Number
▪ Total Sample Records	633
▪ Total number of completed interviews	180
▪ Total number of eligible records	476
DEPARTMENT OF LAND CONSERVATION AND DEVELOPMENT RESPONSE RATE	37.8%

Call Outcomes

At the end of the field period, each record was assigned a final disposition based on the history of interim dispositions for that case. Table 7 presents the results of all sample records used for the Department of Land Conservation and Development Customer Satisfaction Survey.

Table 7: Department of Land Conservation and Development Final Sample Dispositions

CALL OUTCOME DESCRIPTION	RECORDS
01 No Answer	25
02 Busy	6
03 Answering Machine	118
22 Final Refusal Selected Respondent	47
23 Disconnect/Non-working number	36
25 Final Fax	2
26 No Eligible Resp. at number	33
27 Unavailable during interviewing period.	85
28 Final Language Barrier	1
30 Wrong Number	9
31 Final Communication Barrier	5
36 Complete	180
37 Respondent did not recall agency services	48
Total Attempted	595
Duplicates not called	38
Total Sample Records	633

Data Preparation

At the conclusion of the data collection period, Clearwater analysts followed a comprehensive routine of data preparation before analysis. First, the data were converted from WinCATI and formatted for review in SPSS, a statistical analysis software package. Next, the survey variables (i.e., questions) and response categories were labeled. Additional variables were created for the analysis as needed. After analysis was completed, the SPSS file was converted into Excel to be delivered to the Department of Land Conservation and Development.

Data Coding

In addition, open-ended responses were examined and cleaned for overall comprehension. When possible, responses were grouped into categories of like responses to provide quantitative data regarding verbatim responses and attitudes of respondents.

Data Weighting

The distribution of respondents among the client types in the final data file was very similar to the distribution of the population. For this reason, it can be safely assumed the sample is representative of the target population and post-data collection weighting of the final data file was not necessary.

Data Analysis

Clearwater used SPSS to analyze the data. The initial phase of the analyses involved frequency tables and descriptive statistics (e.g., mean, median, standard deviation) to examine and characterize the distribution of responses for each variable.

The second phase of the analyses examined the pattern of relations between key respondent characteristics (affiliation) and survey variables to identify meaningful similarities and dissimilarities among the data. When sample sizes were large enough for statistical testing, these analyses employed t-tests and Analysis of Variance (ANOVA) statistics.

In the *Findings and Interpretation* section below, the text following the graphic or tabular presentation of results indicates whether the results of the statistical test were statistically significant based on a p -value of less than .05. A p -value of less than .05. (i.e., p -value: .002), means the result was likely to have occurred by random error or chance just 5 in 100 times. Throughout the report, the words “significantly higher or significantly lower” are used to indicate the results of these tests. When comparing two values, the number of cases and the variation of the answers influence these tests, so that an absolute difference of .25 in one instance may be statistically significant, while in another test with fewer cases a difference of .75 may not be statistically significant.

The third phase of the analyses was a content analysis of responses to open-ended questions focused on grouping open-ended responses into categories. A Clearwater analyst read all open-ended responses and noted the range of themes that occurred. This list of themes was developed into a code, where a particular value represented a particular theme. On a second pass through the open-ended responses, the analyst used the code to assign numbers to each response. The full list of open-ended responses is provided in Appendix D.

The fourth and final phase of the analyses utilized single variable regression and multiple regression to facilitate understanding of which areas of service are the most important drivers of overall satisfaction with the Department of Land Conservation and Development.

Findings and Interpretation

The results of analyses are presented in the following order:

- Respondent Characteristics
- Timeliness
- Accuracy
- Helpfulness
- Expertise
- Availability of Information
- Overall Service
- Open-Ended Comments

On the following pages, charts, tables, and descriptions of survey results include the question text for easy reference. For the full text of the questions and response categories, please refer to Appendix A.

Respondent Characteristics

The following section provides a brief descriptive overview of the 180 respondents included in this report.

Table 8: Summary Characteristics of the Department of Land Conservation and Development Survey Respondents

Customer Type	Population Database	Sample Database	Completes
▪ Total	633	633	180
▪ Mayors	200	200	50
▪ Legislators	89	89	8
▪ City Planning Directors	183	183	60
▪ City Managers	37	37	18
▪ County Planning Directors	31	31	18
▪ County Commissioners	19	19	6
▪ US Army Corps	16	16	4
▪ CZMA	1	1	0
▪ ERT	11	11	3
▪ FEMA	2	2	1
▪ DLCDC Goal 7 Technical	15	15	1
▪ DLCDC Goal 7 Policy	14	14	5
▪ Work Goal 14	8	8	2
▪ Work Group Rur, Comm, Ind	7	7	4

- The distribution of respondents among the various affiliations in the final data file was very similar to the distribution of the population. For this reason, it can be safely assumed the sample is representative of the target population

Timeliness

Question: “How do you rate the timeliness of the services provided by the Department of Land Conservation and Development?”

Table 9: Satisfaction with Timelines of the Oregon Department of Land Conservation and Development

Bolded measures indicate significant differences at alpha=.05

Affiliation	Mean Rating	Excellent (4)	Good (3)	Fair (2)	Poor (1)
Total (n=170)	3.01	28.2%	48.8%	18.2%	4.7%
Mayors (n=50)	2.94	28.0%	44.0%	22.0%	6.0%
Legislators (n=6)	3.00	16.7%	66.7%	16.7%	0.0%
City Planning Directors (n=57)	3.00	22.8%	56.1%	19.3%	1.8%
City Managers (n=14)	2.64	14.3%	50.0%	21.4%	14.3%
County Planning Directors (n=18)	2.89	27.8%	44.4%	16.7%	11.1%
County Commissioners (n=5)	3.20	40.0%	40.0%	20.0%	0.0%
US Army Corps (n=4)	3.75	75.0%	25.0%	0.0%	0.0%
ERT (n=3)	3.33	33.3%	66.7%	0.0%	0.0%
FEMA (n=1)	4.00	100.0%	0.0%	0.0%	0.0%
Goal 7 Tech (n=1)	4.00	100.0%	0.0%	0.0%	0.0%
Goal 7 Policy (n=5)	3.40	40.0%	60.0%	0.0%	0.0%
Work Goal 14 (n=2)	2.50	0.0%	50.0%	50.0%	0.0%
Workgroup (n=4)	3.75	75.0%	25.0%	0.0%	0.0%

- There was overall significance among ratings for all respondents (p -value =.000). The percentage of respondents who rated the timeliness of the Department of Land Conservation and Development as “Good” was significantly higher than those who rated it “Excellent” (p -value=.002), “Fair” (p -value=.000), or “Poor” (p -value=.001). Additionally, the percentage of respondents who rated the Department’s timeliness as “Poor” was significantly lower than those who rated timeliness as “Excellent” (p -value=.000) or “Fair” (p -value=.000).
- Over three-fourths (77.0%) of all respondents indicated the timeliness of the Department of Land Conservation and Development was “Good” or better. The overall mean rating of 3.01 is a strong indication that, overall, the Department of Land Conservation and Development is doing a good job of providing timely services to clients.
- The following verbatim comments relate to the Department’s timeliness:

“In the past we had serious problems with timeliness. It took quite some time to get things done or to receive any help. Recently, they have been more helpful and more timely with things. So over time they have improved their services.”

“When it comes to the code assistance, I would rate timeliness as good, but for regulatory issues I would say poor.”

“The project was a simple one, but they were always on time and did there best to help.”

“The main issue is the timeliness. It takes forever to get things approved. There is no flexibility.”

“A little bit on the slow side of getting back answers. When I get something in my mind I want an answer in a short period of time.”

Figure 2: Satisfaction with Timeliness of the Oregon Department of Land Conservation and Development

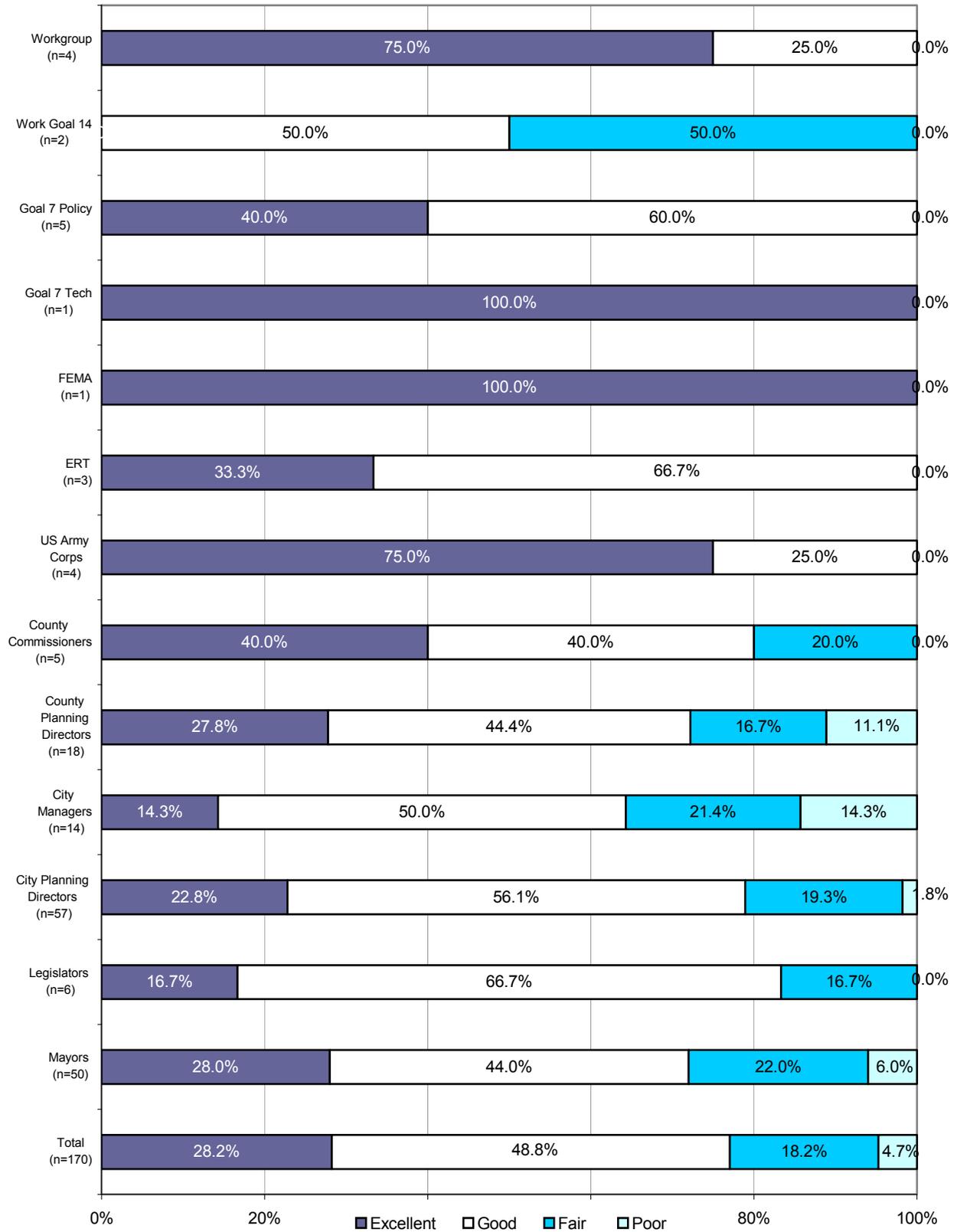
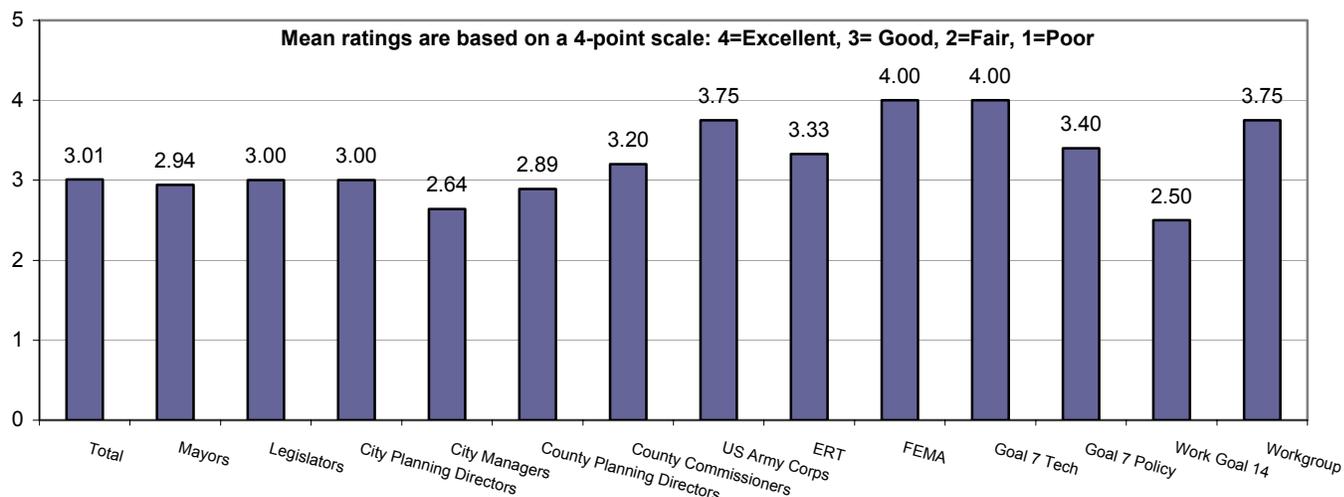


Figure 3: Mean Satisfaction Ratings with Timeliness of the Oregon Department of Land Conservation and Development



- The percentage of Mayors who rated the timeliness of the Department of Land Conservation and Development as “Poor” was significantly lower than the percentage of Mayors who rated it “Excellent” (p -value=.008), “Good” (p -value=.000), or “Fair” (p -value=.033).
- Among City Planning Directors, the percentage who rated the timeliness of the Department as “Good” was significantly higher than the percentage of City Planning Directors that rated it “Excellent” (p -value=.005), “Fair” (p -value=.001), or “Poor” (p -value=.000).
- While there appears to be a large amount of variation in the mean scores derived from the responses of clients in each affiliation group (range: 2.64 – 4.00), the variation is likely due to extremely small sample sizes. Caution should be exercised when making inferences based on data derived from less than 30 responses. ANOVA tests of significance among affiliation groups with large enough sample sizes indicated the differences between groups were not statistically significant (p -value=.219).
- The overall mean rating of 3.01 is a solid rating indicating the Department of Land Conservation does a “Good” job of providing timely customer service. However, there is room for improvement, especially among City Managers. Five out of the 14 (35.7%) City Managers interviewed gave a less than “Good” rating regarding timeliness. While this rating may be a real or perceived indication that the DLCD is doing less than a good job responding to City Managers in a timely manner, it is worth investigation.

Accuracy

Question: “How do you rate the ability of the Department of Land Conservation and Development to provide services correctly the first time?”

Table 10: Satisfaction with Accuracy of the Oregon Department of Land Conservation and Development Employees

Bolded measures indicate significant differences at alpha=.05

Affiliation	Mean Rating	Excellent (4)	Good (3)	Fair (2)	Poor (1)
Total (n=168)	3.04	26.8%	53.6%	16.1%	3.6%
Mayors (n=46)	2.96	21.7%	56.5%	17.4%	4.4%
Legislators (n=6)	2.50	0.0%	66.7%	16.7%	16.7%
City Planning Directors (n=57)	3.19	31.6%	56.1%	12.3%	0.0%
City Managers (n=16)	2.75	18.8%	43.8%	31.3%	6.3%
County Planning Directors (n=18)	3.00	27.8%	50.0%	16.7%	5.6%
County Commissioners (n=6)	3.00	33.3%	50.0%	0.0%	16.7%
US Army Corps (n=4)	3.25	50.0%	25.0%	25.0%	0.0%
ERT (n=3)	3.00	0.0%	100.0%	0.0%	0.0%
FEMA (n=1)	4.00	100.0%	0.0%	0.0%	0.0%
Goal 7 Tech (n=1)	3.00	0.0%	100.0%	0.0%	0.0%
Goal 7 Policy (n=4)	3.50	50.0%	50.0%	0.0%	0.0%
Work Goal 14 (n=2)	2.50	0.0%	50.0%	50.0%	0.0%
Workgroup (n=4)	3.25	50.0%	25.0%	25.0%	0.0%

- There was overall significance among ratings for all respondents (p -value =.000). The percentage of respondents who rated the accuracy of the Department of Land Conservation and Development employees as “Good” was significantly higher than those who rated it “Excellent” (p -value=.000), “Fair” (p -value=.000), or “Poor” (p -value=.000). Additionally, the percentage of respondents who rated the Department employees’ accuracy as “Poor” was significantly lower than those who rated it as “Excellent” (p -value=.000) or “Fair” (p -value=.000).
- Eight out of ten (80.4%) respondents indicated the Department’s ability to provide services correctly the first time was “Good” or better. The overall mean rating of 3.04 is evidence that, on the average, the Department of Land Conservation and Development is doing a good job of providing services to clients accurately the first time.
- The following verbatim comments were made regarding accurate service provision:
 - “Rather than doing one or two things very well they continuously do 13 or 14 things poorly.”
 - “They do great work, we couldn’t do it without them.”
 - “They need to fund the department more. Their field reps are stretched thin.”
 - “The stuff we have to deal with, is that they change staff and it’s like a ‘merry-go-round.’ They need to be more organized and consistent.”
 - “They do a very good job being flexible and understanding. They are very empathetic and very thorough.”

Figure 4: Satisfaction with Accuracy of the Oregon Department of Land Conservation and Development

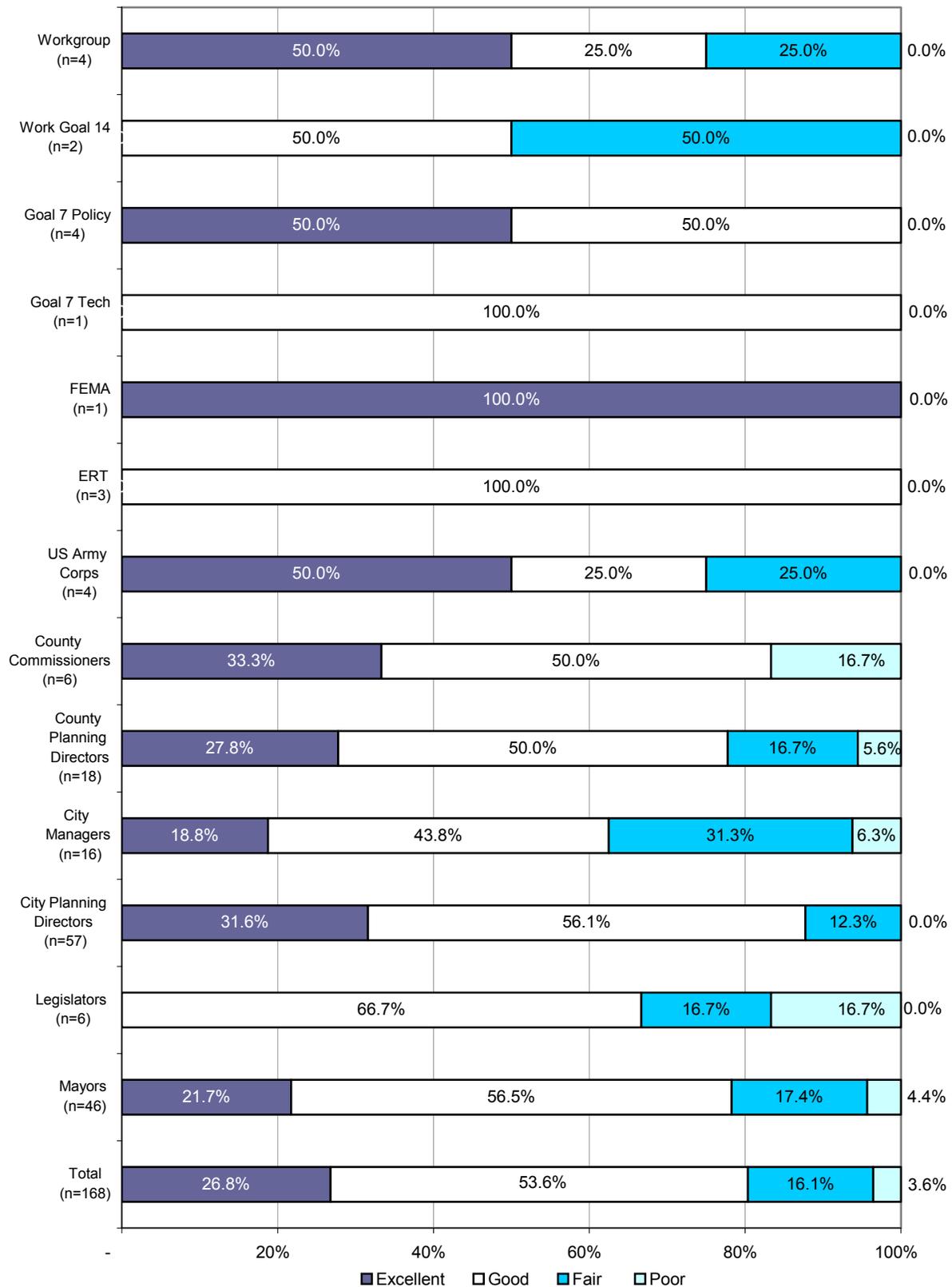
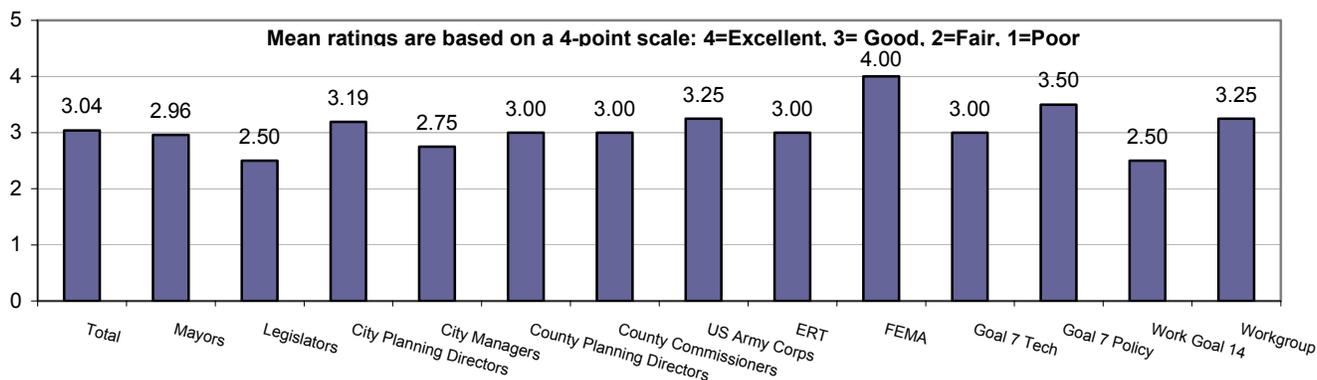


Figure 5: Mean Satisfaction Ratings with Accuracy of the Oregon Department of Land Conservation and Development



- The percentage of Mayors who rated the ability of the Department of Land Conservation and Development to provide services correctly the first time as “Good” was significantly higher than the percentage of Mayors who rated it “Excellent” (p -value=.008), “Fair” (p -value=.002), or “Poor” (p -value=.000). Over three-fourths (78.2%) of Mayors rated the accuracy of the Department as “Good” or better.
- The percentage of City Planning Directors who rated the accuracy of the Department as “Good” was significantly higher than the percentage of City Planning Directors that rated it “Excellent” (p -value=.048) or “Fair” (p -value=.000). Not one City Planning Director rated the accuracy of the Department as “Poor.” Nearly nine-in-ten (87.7%) rated the accuracy of the Department as “Good” or better.
- As with many of the other indicators, there appears to be a large amount of variation in the mean scores derived from the responses of clients in each affiliation group (range: 2.50 – 4.00). However, the groups were based on small samples and the variation is likely due to small sample sizes. Caution should be exercised when making inferences based on data derived from less than 30 responses. ANOVA tests of significance among affiliation groups with large enough sample sizes indicated the differences between groups were not statistically significant (p -value=.328).
- The overall mean rating of 3.04 suggests the Department of Land Conservation does a solidly “Good” job of meeting the expectations affiliates have regarding accuracy. Like timeliness, however, there is room for improvement. City Managers’ mean rating of 2.75 translates into a perceived accuracy somewhat higher than “Fair,” but definitely less than “Good,” and may indicate there have been occasions when accuracy issues have negatively impacted joint ventures between the DLCD and its clientele.

Helpfulness

Question: “How do you rate the helpfulness of Department of Land Conservation and Development employees?”

Table 11: Satisfaction with Helpfulness of the Oregon Department of Land Conservation and Development Employees

Bolded measures indicate significant differences at alpha=.05

Affiliation	Mean Rating	Excellent (4)	Good (3)	Fair (2)	Poor (1)
Total (n=173)	3.20	42.8%	37.6%	16.2%	3.5%
Mayors (n=49)	3.24	53.1%	24.5%	16.3%	6.1%
Legislators (n=7)	2.71	28.6%	28.6%	28.6%	14.3%
City Planning Directors (n=58)	3.26	36.2%	53.5%	10.3%	0.0%
City Managers (n=16)	2.81	18.8%	43.8%	37.5%	0.0%
County Planning Directors (n=17)	3.06	41.2%	29.4%	23.5%	5.9%
County Commissioners (n=6)	3.33	50.0%	33.3%	16.7%	0.0%
US Army Corps (n=4)	3.75	75.0%	25.0%	0.0%	0.0%
ERT (n=3)	3.67	66.7%	33.3%	0.0%	0.0%
FEMA (n=1)	4.00	100.0%	0.0%	0.0%	0.0%
Goal 7 Tech (n=1)	4.00	100.0%	0.0%	0.0%	0.0%
Goal 7 Policy (n=5)	3.60	60.0%	40.0%	0.0%	0.0%
Work Goal 14 (n=2)	2.00	0.0%	50.0%	0.0%	50.0%
Workgroup (n=4)	3.25	50.0%	25.0%	25.0%	0.0%

- There was overall significance among ratings for all respondents (p -value =.000). The percentage of respondents who rated the helpfulness of the employees of the Department of Land Conservation and Development as merely “Fair” or “Poor” was significantly lower than those who rated it “Excellent” (both p -values=.000) or “Good” (both p -value=.000).
- Eight out of ten (80.4%) respondents indicated the helpfulness of employees at the Department of Land conservation and Development was “Good” or better. The overall mean rating of 3.20 is evidence that, on the average, the Department of Land Conservation and Development is doing a very good job of providing helpful customer service to clients.
- The following verbatim comments were made regarding the helpfulness of Department employees:

“I have dealt only with [NAME WITHHELD] and he has been very helpful.”

“I have been in the business for 27 years and they are extremely helpful and knowledgeable.”

“I have always liked how helpful the staff was.”

“I have had limited experience with them but they are all very helpful.”

Figure 6: Satisfaction with Helpfulness of the Oregon Department of Land Conservation and Development Employees

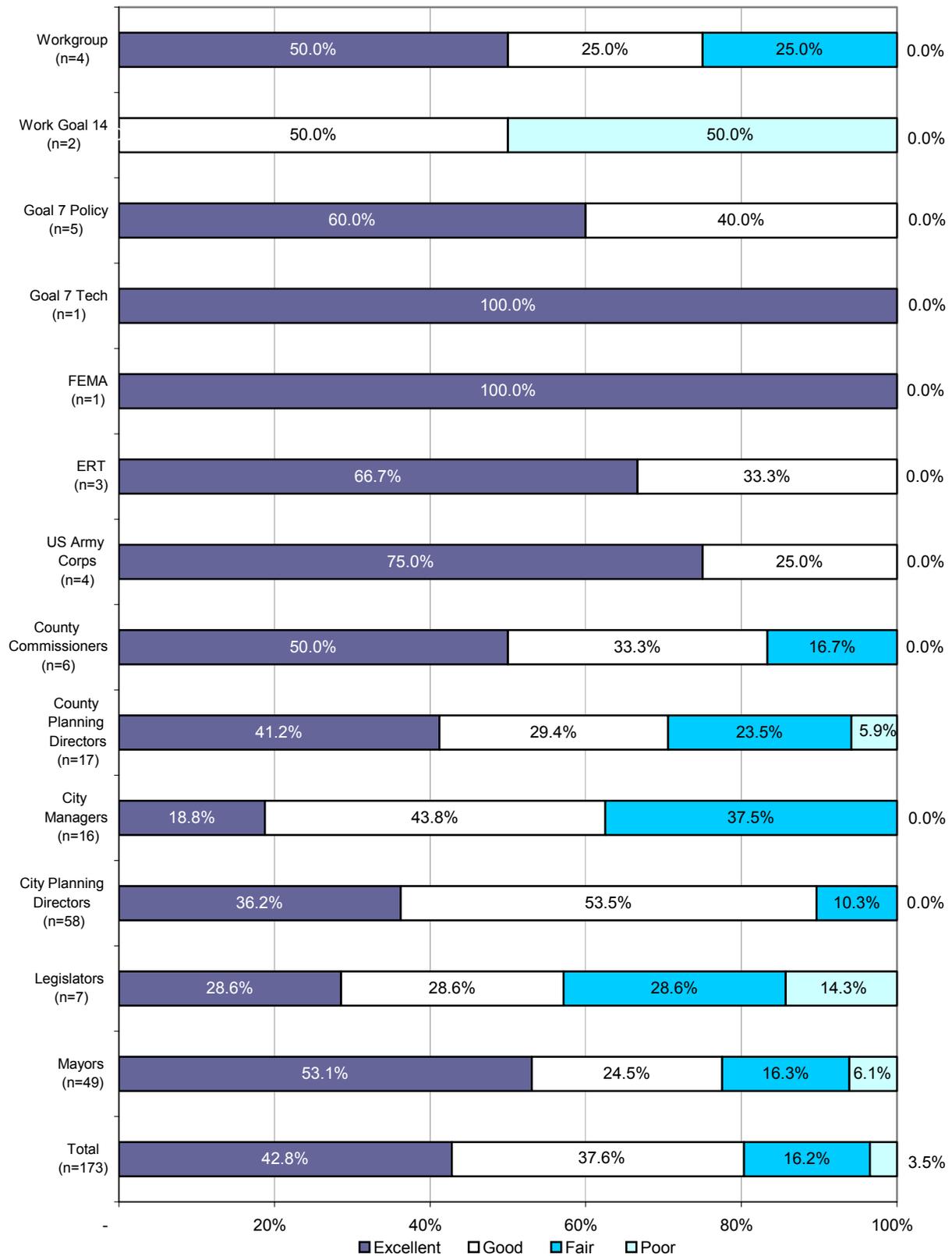
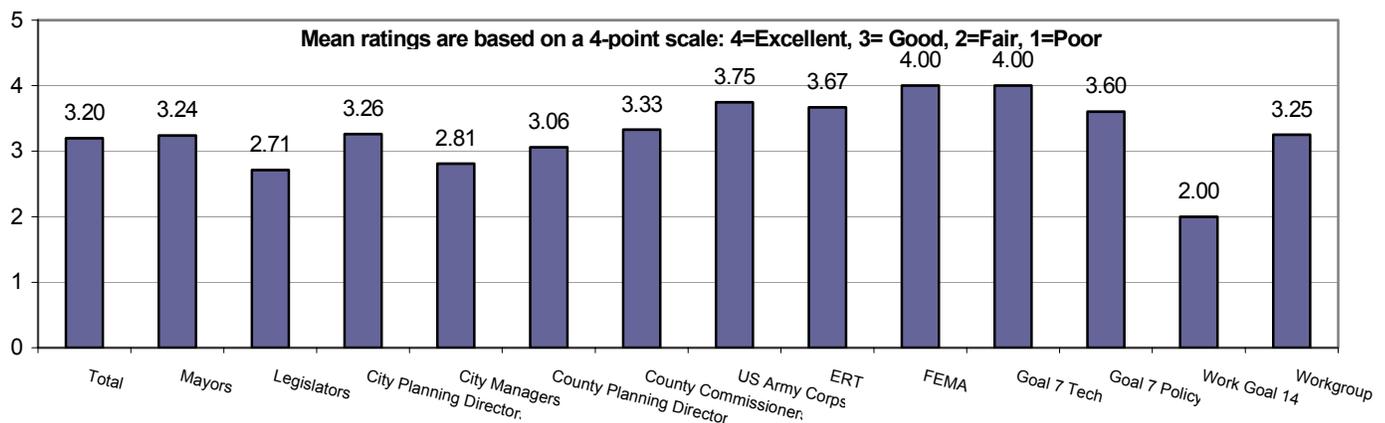


Figure 7: Mean Satisfaction Ratings with Helpfulness of the Oregon Department of Land Conservation and Development Employees



- The percentage of Mayors who rated the helpfulness of employees of the Department of Land Conservation and Development as “Excellent” was significantly higher than the percentage of Mayors who rated their helpfulness level as “Good” (p -value=.023), “Fair” (p -value=.002), or “Poor” (p -value=.000). Over three-fourths (77.6%) of Mayors rated the employee helpfulness as “Good” or better.
- The percentage of City Planning Directors who rated the helpfulness of employees of the Department as only “Fair” was significantly lower than the percentage of those who rated it “Excellent” (p -value=.004) or “Good” (p -value=.000). Not one City Planning Director rated the helpfulness of Department employees as “Poor.” Nearly nine-in-ten (89.7%) rated the helpfulness of employees as “Good” or better.
- While there appears to be a good deal of variation in the mean scores derived from the responses of clients in each affiliation group (range: 2.00 – 4.00), the groups were based on small samples and the variation is likely due to small sample sizes. Caution should be exercised when making inferences based on data derived from less than 30 responses. ANOVA tests of significance among affiliation groups with large enough sample sizes indicated the differences between groups were not statistically significant (p -value=.132).
- The overall mean rating of 3.20 suggests the employees of the Department of Land Conservation and Development do a very good job of providing customer service perceived by clients as helpful. Maintaining this relatively good level of helpfulness while increasing the level of service in other areas will likely result in increased overall satisfaction.

Expertise

Question: “How do you rate the knowledge and expertise of Department of Land Conservation and Development employees?”

Table 12: Satisfaction with Expertise of the Oregon Department of Land Conservation and Development Employees

Bolded measures indicate significant differences at alpha=.05

Affiliation	Mean Rating	Excellent (4)	Good (3)	Fair (2)	Poor (1)
Total (n=172)	3.25	41.3%	45.4%	10.5%	2.9%
Mayors (n=49)	3.24	42.9%	42.9%	10.2%	4.1%
Legislators (n=7)	3.14	42.9%	42.9%	0.0%	14.3%
City Planning Directors (n=57)	3.23	35.1%	52.6%	12.3%	0.0%
City Managers (n=16)	2.88	18.8%	56.3%	18.8%	6.3%
County Planning Directors (n=17)	3.35	52.9%	35.3%	5.9%	5.9%
County Commissioners (n=6)	3.33	33.3%	66.7%	0.0%	0.0%
US Army Corps (n=4)	3.50	50.0%	50.0%	0.0%	0.0%
ERT (n=3)	4.00	100.0%	0.0%	0.0%	0.0%
FEMA (n=1)	4.00	100.0%	0.0%	0.0%	0.0%
Goal 7 Tech (n=1)	4.00	100.0%	0.0%	0.0%	0.0%
Goal 7 Policy (n=5)	3.20	40.0%	40.0%	20.0%	0.0%
Work Goal 14 (n=2)	3.00	50.0%	0.0%	50.0%	0.0%
Workgroup (n=4)	3.75	75.0%	25.0%	0.0%	0.0%

- There was overall significance among ratings of employee knowledge and expertise for all respondents (p -value = .000). The percentage of respondents who rated the knowledge and expertise of the employees of the Department as merely “Fair” or “Poor” was significantly lower than those who rated it “Excellent” (both p -values=.000) or “Good” (both p -value=.000).
- Nearly nine-in-ten (86.7%) respondents indicated the knowledge and expertise of employees at the Department was “Good” or better. The overall mean rating of 3.25 indicates that, on the average, the Department employees are perceived as being very knowledgeable and having expertise in the subject matter.

“The people we have dealt with are knowledgeable, friendly and returned calls within a timely manner.”

“When it comes to the regulatory issues, their experiences and skills are no better than the local government they are regulating.”

“They don’t know anything. Their main problem is they don’t hire people on the counter who know anything. They don’t know the real world. They are right and the regulations are right and they don’t use common sense to help you get through the regulations.”

“I think the staff is highly professional and highly motivated. The new Director does a good job.”

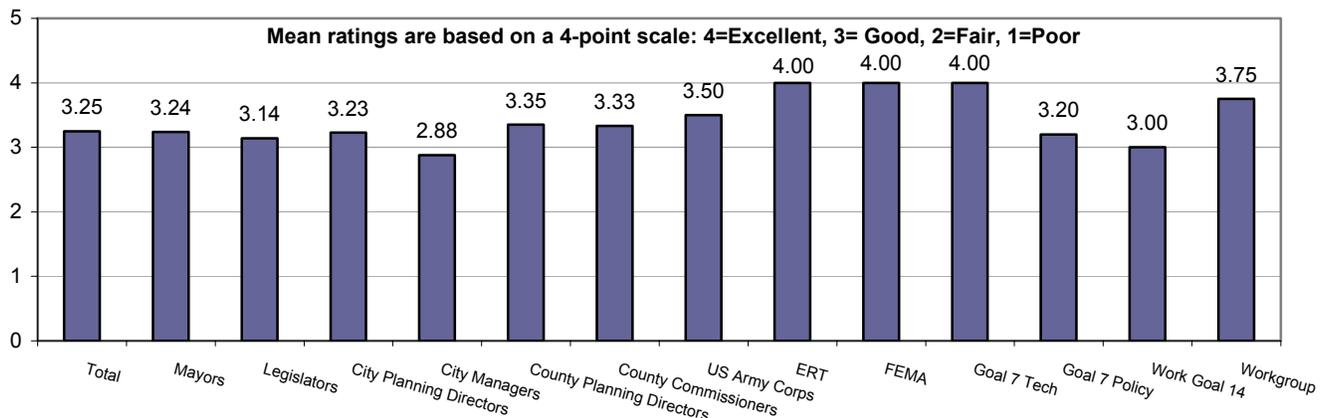
“I work in a region and I find the regional staff are particularly good at problem solving.”

“They are very knowledgeable about the state laws. Permits on the federal level, I would say their knowledge is fair.”

Figure 8: Satisfaction with Expertise of the Oregon Department of Land Conservation and Development Employees



Figure 9: Mean Satisfaction Ratings with Expertise of the Oregon Department of Land Conservation and Development Employees



- The percentage of Mayors who rated the knowledge and expertise of the Department of Land Conservation and Development employees as just “Fair” or “Poor” was significantly lower than the percentage of Mayors who rated it “Excellent” (p -values=.002 and .000, respectively), or “Good” (p -values=.002 and .000, respectively). More than eight out of ten (85.8%) of Mayors rated the employees’ level of knowledge and expertise as “Good” or better.
- The percentage of City Planning Directors who rated the knowledge and expertise of employees of the Department as only “Fair” was significantly lower than the percentage of those that rated it “Excellent” (p -value=.012) or “Good” (p -value=.000). There weren’t any City Planning Directors who rated the knowledge and expertise of Department employees as “Poor.” Just less than nine-in-ten (87.7%) rated the knowledge and expertise of employees as “Good” or better.
- There was a moderate amount of variation in the mean scores derived from the responses of clients in each affiliation group (range: 2.88 – 4.00). However, the groups were based on small samples and the variation is likely due to the sample size. Therefore, caution should be exercised when making inferences based on data derived from less than 30 responses. ANOVA tests of significance among affiliation groups with large enough sample sizes indicated the differences between groups were not statistically significant (p -value=.462).
- The overall mean rating of 3.25 suggests the of Department of Land Conservation and Development does a great job of ensuring employees are both knowledgeable and considered to have expertise in the subject matter. Continuing to have high standards for employee competency and helpfulness (see previous section) while increasing the level of service in other areas will likely have a positive impact on perceived overall customer satisfaction.

Availability of Information

Question: "How do you rate the availability of information at the Department of Land Conservation and Development?"

Table 13: Satisfaction with Availability of Information at the Oregon Department of Land Conservation and Development

Bolded measures indicate significant differences at alpha=.05

Affiliation	Mean Rating	Excellent (4)	Good (3)	Fair (2)	Poor (1)
Total (n=166)	3.04	25.9%	54.8%	16.3%	3.0%
Mayors (n=49)	3.04	26.5%	55.1%	14.3%	4.1%
Legislators (n=7)	3.00	28.6%	57.1%	0.0%	14.3%
City Planning Directors (n=55)	3.07	25.5%	56.4%	18.2%	0.0%
City Managers (n=16)	3.06	25.0%	56.3%	18.8%	0.0%
County Planning Directors (n=17)	2.88	17.7%	58.8%	17.7%	5.9%
County Commissioners (n=5)	3.60	60.0%	40.0%	0.0%	0.0%
US Army Corps (n=3)	3.33	33.3%	66.7%	0.0%	0.0%
ERT (n=2)	3.50	50.0%	50.0%	0.0%	0.0%
FEMA (n=1)	3.00	0.0%	100.0%	0.0%	0.0%
Goal 7 Tech (n=1)	4.00	100.0%	0.0%	0.0%	0.0%
Goal 7 Policy (n=4)	2.75	25.0%	25.0%	50.0%	0.0%
Work Goal 14 (n=2)	3.00	0.0%	100.0%	0.0%	0.0%
Workgroup (n=4)	2.00	0.0%	25.0%	50.0%	25.0%

- There was overall significance among ratings of the availability of information at the DLCDC (p -value =.000). The percentage of respondents who rated the availability of information as "Good" was significantly higher than those who rated it "Excellent" (p -value=.000), "Good" (p -value=.000), or "Poor" (p -value=.000).
- Just over eight-in-ten (80.7%) respondents indicated the availability of information at the Department was "Good" or better. The overall mean rating of 3.04 can be interpreted to mean the Department does a solidly "Good" job of making information available to clients.
- While there were few comments made regarding the availability of information, the following verbatim responses were made on the subject of information availability at the Department:

"I think they do a great job providing information immediately. Usually follow-up is required and research necessary. The staff has done a great job considering the complexity."

"The fact that information is available should be made known on a broader scale, to avoid unnecessary navigation."

"I think they are old fashioned in the way they communicate. Too much comes by mail and broad base information."

"The clinical information and grant information is very easy to get. Specific interpretations on the land use goals is sometimes sketchy. Such as in conducting an inventory, what are some possible directions I can go? Sometimes I get an, 'I don't know'. I am an urban planner so these would be specific to goals 9 and 10. If they were to enhance their economic and housing programs and how they relate that to local jurisdictions."

Figure 10: Satisfaction with Availability of Information at the Oregon Department of Land Conservation and Development

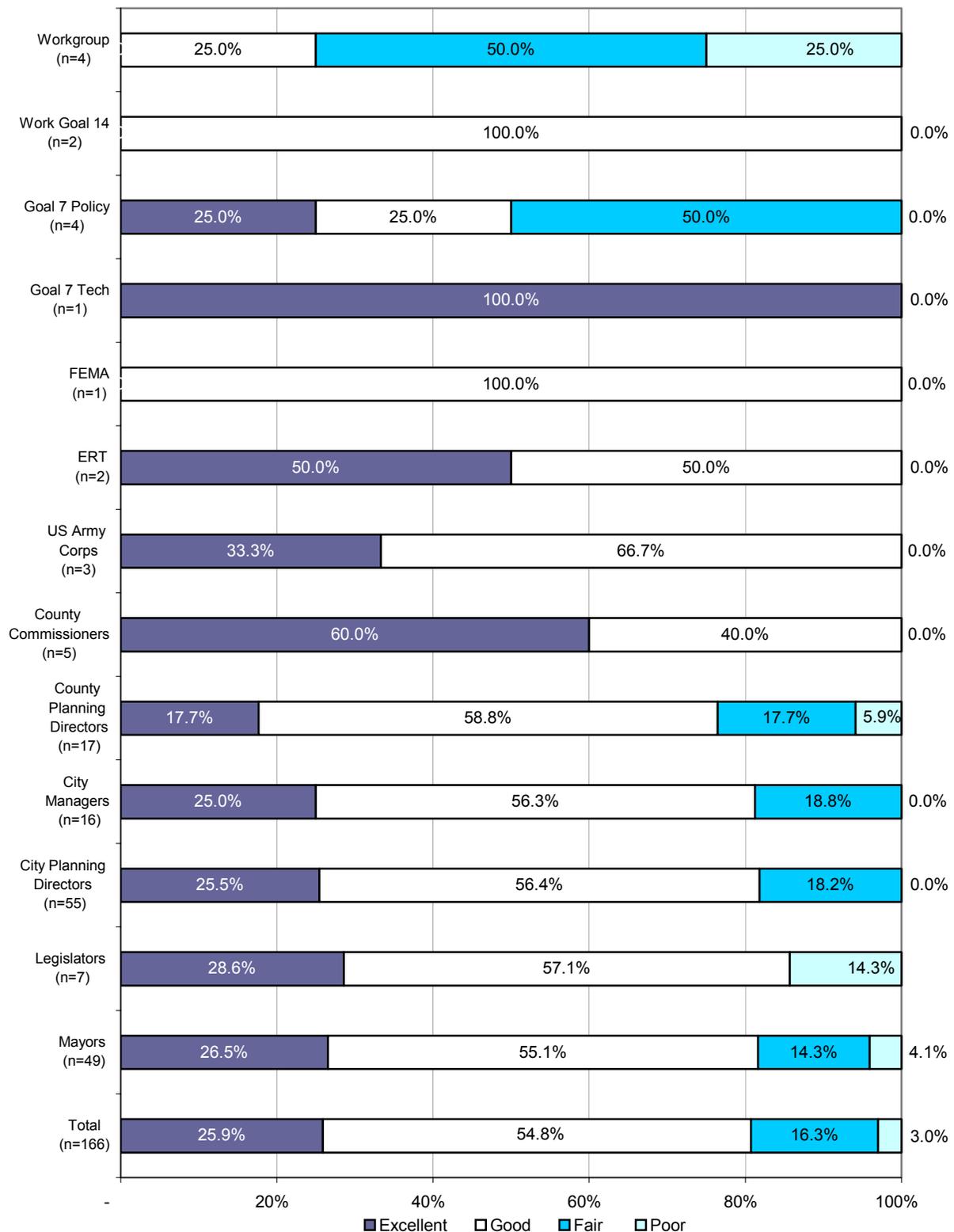
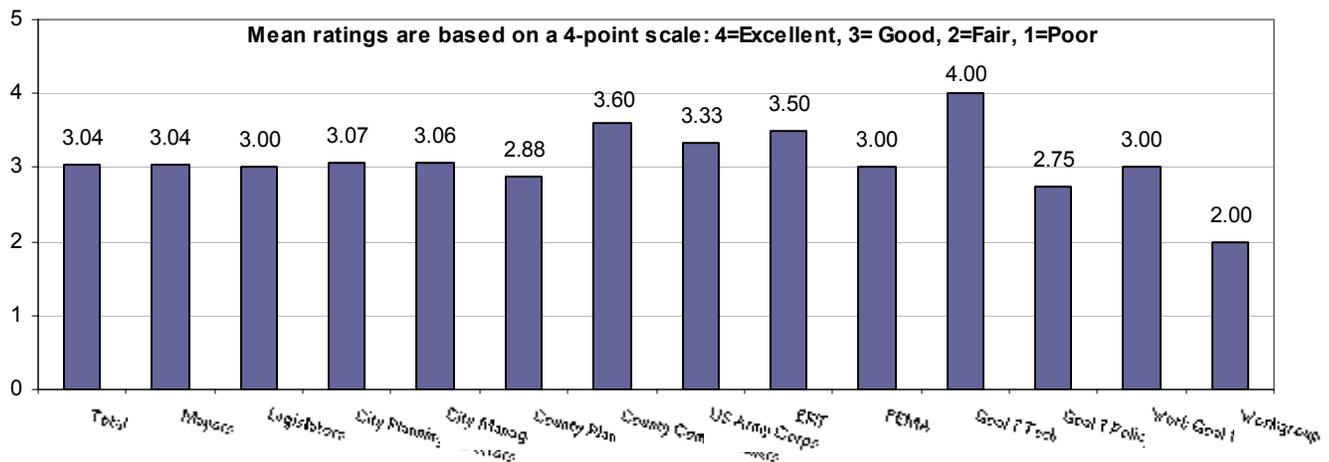


Figure 11: Mean Satisfaction Ratings with Availability of Information at the Oregon Department of Land Conservation and Development



- The percentage of Mayors who rated the availability of information at the Department of Land Conservation and Development as “Good” was significantly higher than the percentage of Mayors who rated it “Excellent” (p -value=.027), “Fair” (p -value=.001), or “Poor” (p -value=.000). More than eight out of ten (81.6%) of Mayors rated the availability of information at the Department as “Good” or better.
- Among City Planning Directors, the percentage who rated the availability of information at the Department as “Good” was significantly higher than the percentage of those that rated it “Excellent” (p -value=.011) or “Fair” (p -value=.001) and none of the City Planning Directors gave a rating of “Poor.” Just over eight-in-ten (81.9%) City Planning Directors rated the availability of information at the DLCD as “Good” or better.
- There appeared to be a bit of variation in the mean scores derived from the responses of clients in each affiliation group (range: 2.00– 4.00). However, the groups were based on small samples and the variation is likely due to the sample size. Therefore, caution should be exercised when making inferences based on data derived from less than 30 responses. ANOVA tests of significance among affiliation groups with large enough sample sizes indicated the differences between groups were not statistically significant (p -value=.190).
- The overall mean rating of 3.04 indicates the Department of Land Conservation and Development do a solidly “Good” job of making information available to clients and customers. This may be an area of opportunity for the Department to increase customer satisfaction while reducing the burden on staff. By creating avenues to disseminate information customers may independently access, the Department would increase customer satisfaction in this particular area while decreasing the workload of front line staff.

Overall Service

Question: “How do you rate the overall quality of service provided by the Department of Land Conservation and Development?”

Table 14: Satisfaction with Overall Service Provided by the Oregon Department of Land Conservation and Development

Bolded measures indicate significant differences at alpha=.05

Affiliation	Mean Rating	Excellent (4)	Good (3)	Fair (2)	Poor (1)
Total (n=170)	2.98	22.9%	54.1%	21.2%	1.8%
Mayors (n=49)	2.94	22.5%	51.0%	24.5%	2.0%
Legislators (n=6)	2.83	16.7%	50.0%	33.3%	0.0%
City Planning Directors (n=57)	3.02	21.1%	59.7%	19.3%	0.0%
City Managers (n=16)	2.50	6.3%	43.8%	43.8%	6.3%
County Planning Directors (n=18)	3.06	27.8%	55.6%	11.1%	5.6%
County Commissioners (n=5)	3.00	20.0%	60.0%	20.0%	0.0%
US Army Corps (n=4)	3.50	50.0%	50.0%	0.0%	0.0%
ERT (n=3)	3.33	33.3%	66.7%	0.0%	0.0%
FEMA (n=1)	4.00	100.0%	0.0%	0.0%	0.0%
Goal 7 Tech (n=1)	4.00	100.0%	0.0%	0.0%	0.0%
Goal 7 Policy (n=4)	3.25	25.0%	75.0%	0.0%	0.0%
Work Goal 14 (n=2)	2.50	0.0%	50.0%	50.0%	0.0%
Workgroup (n=4)	3.50	50.0%	50.0%	0.0%	0.0%

- There was overall significance among ratings of the overall quality of service provided by the Department of Land Conservation and Development (p -value =.000). The percentage of respondents who rated the overall quality of service as “Good” was significantly higher than those who rated it “Excellent” (p -value=.000), “Good” (p -value=.000), or “Poor” (p -value=.000).
- Just over three-quarters (77.0%) of all respondents indicated the overall level of customer service provided by the Department was “Good” or better. The overall mean rating of 2.98 indicates that overall service provided may be perceived as satisfactory to clients and customers, but can be improved upon. Specifically, a high percentage of the respondents (21.2%) indicated overall service was merely “Fair.”
- Because the rating for overall customer service quality received a mean rating lower than any of the aspects of customer service measured by this survey, it is important to consider what other factors or perceptions not measured by this research effort may be impacting customer attitudes about the services provided by the Department of Land Conservation and Development.

“I don't agree with them.”

“I think there is always room for improvement. We need helpful services. My stand point is that they are very heavy handed and we need to create a partnership arena.”

“I think number one, they seem to turn over public contact. They also preach to you rather than talk to you.”

“My main concern is that division of government is under staffed and cannot help in the jurisdiction. Their work load is just too big.”

Figure 12: Satisfaction with Overall Service Provided by the Oregon Department of Land Conservation and Development

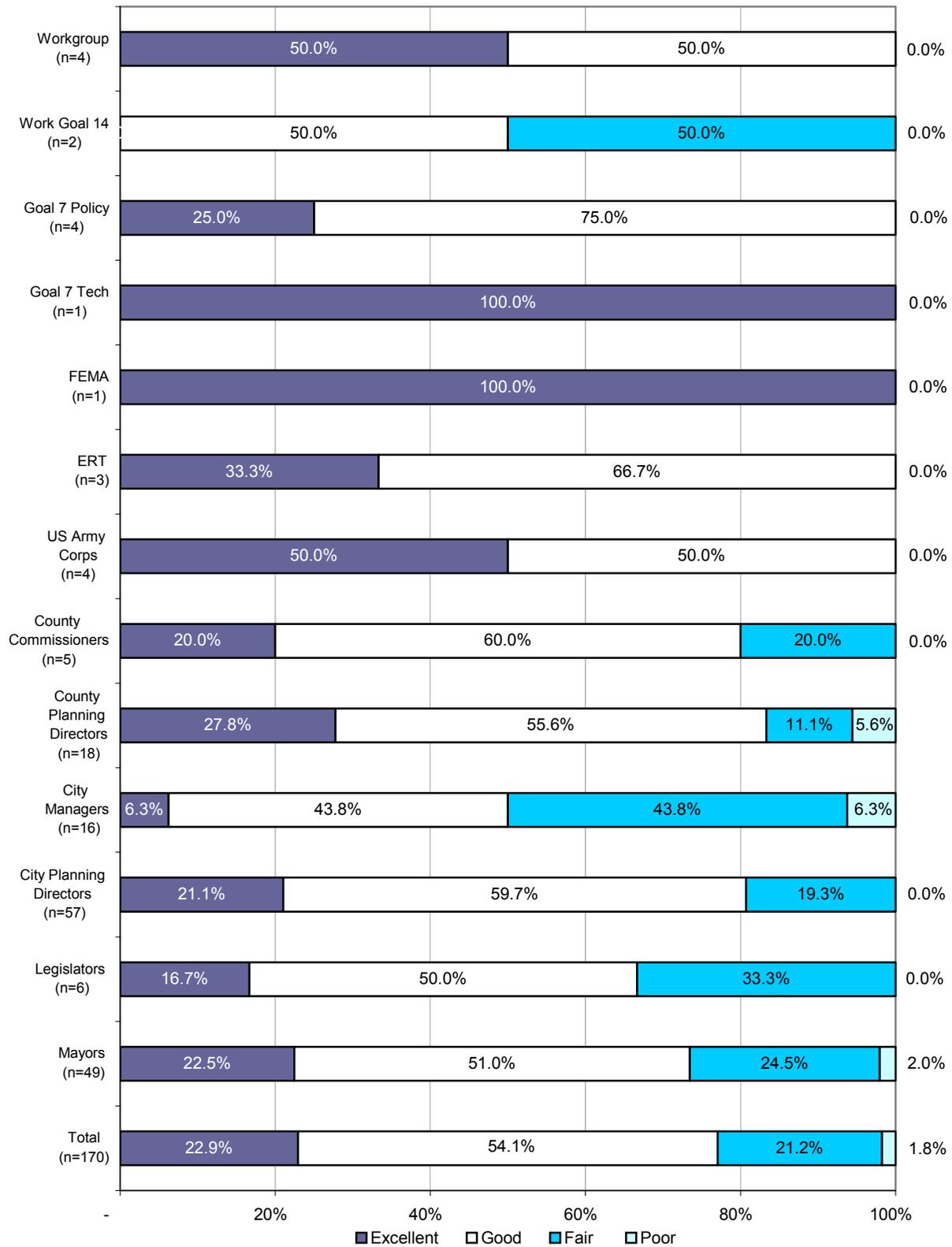
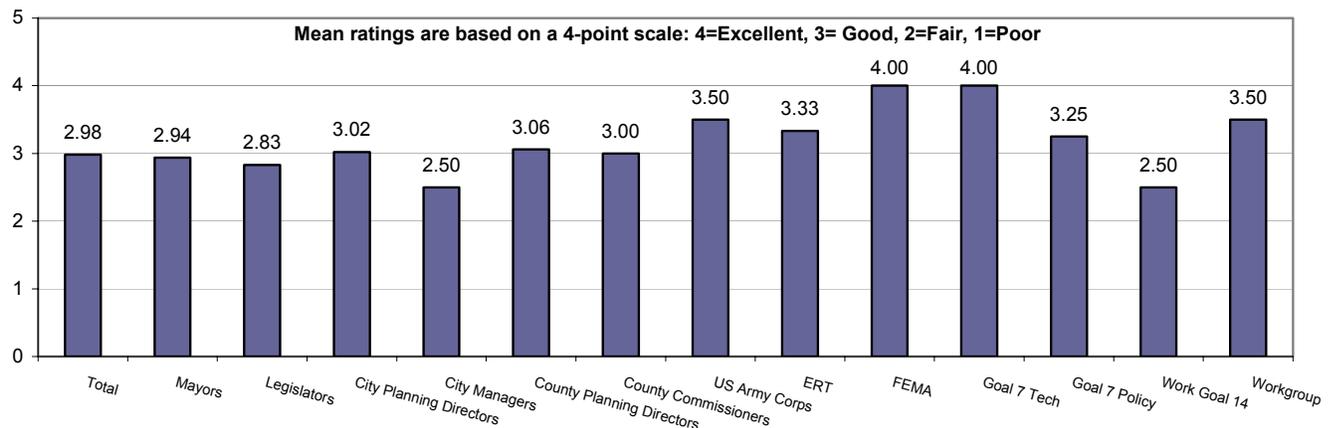


Figure 13: Mean Satisfaction Ratings with Overall Service Provided by the Oregon Department of Land Conservation and Development



- The percentage of Mayors who rated the overall quality of service provided by the Department of Land Conservation and Development as “Good” was significantly higher than the percentage of Mayors who rated it “Excellent” (p -value=.020), “Fair” (p -value=.033), or “Poor” (p -value=.000). Just under three-fourths (73.5%) of Mayors rated the overall quality of service provided by the Department as “Good” or better.
- Like the results among Mayors, the percentage of City Planning Directors who rated the overall quality of service provided by the Department as “Good” was significantly higher than the percentage of those that rated it “Excellent” (p -value=.001) or “Fair” (p -value=.001). However, none of the City Planning Directors gave the overall quality of service provided a rating of “Poor.” Just over eight-in-ten (80.8%) rated the overall quality of service provided by the DLCD as “Good” or better.
- There seemed to be a large amount of variation in the mean overall scores derived from the responses of clients in each affiliation group (range: 2.50– 4.00). However, the groups were based on small samples and the variation is likely due to the sample size. Therefore, caution should be exercised when making inferences based on data derived from less than 30 responses. ANOVA tests of significance among affiliation groups with large enough sample sizes indicated the differences between groups were not statistically significant (p -value=.147).
- The mean rating of 2.98 indicates overall customer service quality may not be meeting the expectations of the clientele of the DLCD in areas not measured by this survey since the overall mean rating was lower than any of the aspects of customer service measured. It is important to consider what other factors or perceptions not measured here may be affecting customer attitudes about the services provided by the Department of Land Conservation and Development.

Comments

Question: “Please provide any additional feedback, particularly if you rated any of the previous questions as ‘fair’ or ‘poor.’”

All respondents were given the opportunity to provide general feedback regarding the aspects of customer service asked about during the course of the survey. As is often the case, when provided with an open forum to discuss perceptions of customer service, respondents will frequently make comments regarding issues not included in the survey.

Because each respondent could provide comments that fell into multiple general categories, the total number of comments is larger than the total number of respondents. When calculating percentages, the total number of comments (140) was used as the denominator and the total count of each comment was used as the numerator.

This information is useful as it adds context and qualifies the quantitative ratings given by respondents during the administration of the survey. In many instances, real insight into particularly low or high rating scores may be gained through inspection of open-ended comments.

For a complete listing of all comments received from respondents who wished to provide a statement, please refer to Appendix D. Comments have been edited for spelling and punctuation, but the wording was not changed and can be considered a verbatim comment without contextual edits or censoring.

Table 15: Comments and Additional Feedback for the Oregon Department of Land Conservation and Development

General Comments	Overall (n=140)
General positive comments	41.4%
General negative comments	29.3%
Regulation, coding, and process issues/comments	12.9%
General comments about limited contact / ability to answer questions	7.1%
Issues affecting small cities	5.7%
Other comments	3.6%
Total	100.00%

- A large proportion of comments for the Department of Land Conservation and Development focused on positive feedback given after taking the survey (41.4%). One-eighth (12.9%) of the respondents referred to regulation, coding and process issues or concerns they have had during their interaction with the Department.
- Some of the respondents (7.1%) wanted to clarify that although they had answered the survey questions (or had answered, “Don’t Know” to the quantitative rating section), they had, in reality, very little or limited contact with the Department itself, especially regarding interaction with employees of the Department.

Key Drivers of Satisfaction

Areas of Customer Service Comparisons

In this section, the various areas of customer service assessed in the survey are ranked. The purposes of this segment of the analysis are: 1) to engender comparisons between areas of customer service; and 2) to understand how the various service support areas are related to overall satisfaction with the Department of Land Conservation and Development.

In the tables below, a simple rank ordering of mean values is presented for each area of customer service. These ranks were calculated using single variable regression. This analysis procedure compares the effect of an independent predictor value (i.e. mean rating of satisfaction with Timeliness) to the dependent value it is hypothesized to predict (i.e. overall service satisfaction). The process calculates a value representing to what degree the independent variable (predictor) affects the dependent variable.

Each predictor was taken as a standalone measure and the strength of its relationship to overall customer satisfaction was measured. This same procedure was repeated with each of the possible predictors. The result was the ability to determine the strength of the tested predictor with all other possible predictors being held constant.

Table 16 presents the five elements of service with the measured effect on overall customer satisfaction with the Department of Land Conservation and Development. The satisfaction regression rank is the result of the single variable analysis and ranks each element in order of its effect, without other elements considered, on overall satisfaction from one to five. For example, taking each element independently, overall rating of satisfaction with the ability to provide services correctly the first time was a better predictor of a respondent's overall service satisfaction than any other customer service element. Conversely, availability of information was the least likely satisfaction measure to predict overall customer satisfaction.

Table 16: Areas of Customer Service 'Satisfaction' Rankings Analysis (Single Variable Regression)

Area of Service Support	Satisfaction Mean Value	Satisfaction Mean Rank	Correlation Coefficients	Satisfaction Regression Rank
Timeliness	3.01	5	.696	2
Accuracy	3.04	3/4	.699	1
Helpfulness	3.20	2	.634	3
Expertise	3.25	1	.619	4
Availability of Information	3.04	3/4	.432	5

- The highest mean satisfaction ranking of customer service elements was the ratings given for knowledge and expertise of employees of the Department of Land Conservation and Development. The lowest mean satisfaction ranking was for timeliness of service. Through single variable regression analysis and holding all other factors constant, the accuracy of staff was a better predictor (had the most effect) on overall satisfaction. This was followed by timeliness, helpfulness, expertise, and availability of information.

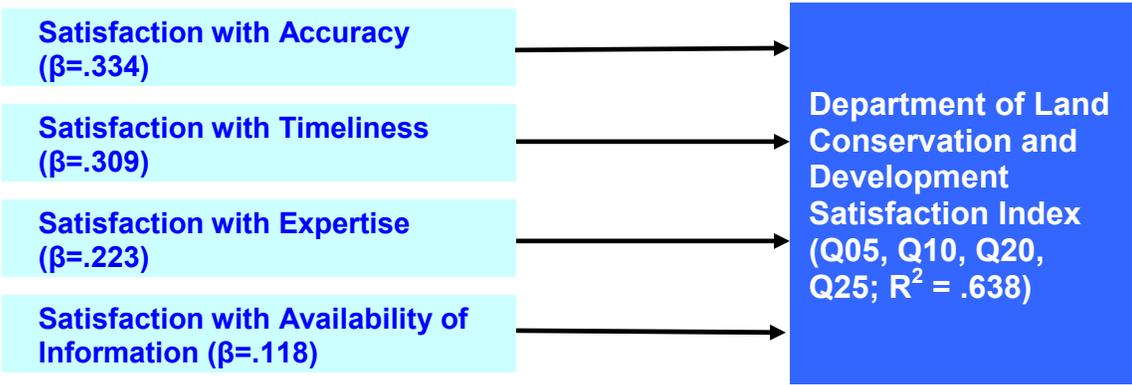
Key Drivers of Satisfaction with Department of Land Conservation and Development

The final phase of the analysis employed multiple regression to facilitate understanding of what aspects of service drive overall satisfaction with the Department of Land Conservation and Development. Multiple regression is a statistical tool used to isolate the effects of a set of independent variables on a dependent variable. This method differs from single variable regression in that the model being tested includes more than one independent variable at a time.

Key drivers of overall satisfaction with the Department were identified through a multiple regression model that simultaneously assessed satisfaction with each of the five areas of service examined separately through single variable regression (see previous section). The resulting model represents a purely statistical view of which areas of service were the most important drivers of overall satisfaction with the Department and includes only those variables with statistically significant regression coefficients, which may differ from single variable regression results due to the inclusion of more than one variable. The model was able to explain 63.8 percent of the variation in overall customer satisfaction with the Department of Land Conservation and Development. In other words, the variables in the model accounted for 63.8 percent of the differences in overall customer satisfaction among all clients surveyed.

Knowing which areas of service primarily drive overall satisfaction should aid in effectively targeting areas for improvement. The relative importance of each driver should guide the emphasis given to that issue. Figure 14 orders the drivers from most to least impact on overall satisfaction with the Department. For example, the most important driver was Accuracy.

Figure 14: Drivers of Satisfaction with the Oregon Department of Land Conservation and Development (Multiple Regression)



When the variables were tested independently of one another, accuracy was ranked first in its predictive power of overall customer service satisfaction. Accuracy was also the most effective at predicting overall satisfaction in the multiple regression model when all variables significantly correlated with overall satisfaction were considered.

These findings provide strong statistical evidence the areas of customer service with the strongest impact on overall satisfaction are accuracy, timeliness, and the knowledge and expertise of employees when these particular aspects of service are considered together. While statistical evidence here is compelling, it should not be considered in isolation to other anecdotal or on-the-ground knowledge of factors driving satisfaction with the Department. This statistical analysis should be used to complement and validate other sources of information about client perspectives on the services provided.

Appendix A: Survey Instrument

Introduction

INTROQ

Hello, my name is _____ I am calling from Clearwater Research, and I am conducting a customer satisfaction survey on behalf of the <AGENCY>. May I please speak to <CONTACT>?

Hola mi nombre es _____. Estoy llamando de Clearwater Research, y estoy conduciendo una encuesta sobre la satisfacción del consumidor de parte de <AGENCY>. ¿Podría hablar con el/la (Sr./Sra.) <LNAME>?

1. CONTINUE [GO TO INTRO3]
2. PERSON COMING TO PHONE [GO TO INTRO2]

Introduction

INTROQ

-----Hello,
my name is _____ I am calling from Clearwater Research, and I am conducting a customer satisfaction survey on behalf of the <AGENCY>. May I please speak to <CONTACT>?

Hola mi nombre es _____. Estoy llamando de Clearwater Research, y estoy conduciendo una encuesta sobre la satisfacción del consumidor de parte de <AGENCY>. ¿Podría hablar con el/la (Sr./Sra.) <LNAME>?

1. CONTINUE [GO TO INTRO3]
2. PERSON COMING TO PHONE [GO TO INTRO2]
3. NOT AVAILABLE [GO TO LIVEMESS – CNTRL END & SET CALLBACK]
4. NEW PHONE NUMBER FOR RESPONDENT [SET NEW PHONE NUMBER]
5. VOICEMAIL [GO TO APPROPRIATE ANSMACH, IF ATTEMP > 1 for DLCD or >2 ALL ELSE DISPO 3]
6. NO SURVEYS ALLOWED [GO TO EXIT2]
7. NO ANSWER
8. BUSY
9. ON HOLD FOR 2+ MINUTES
10. RESPONDENT NO LONGER EMPLOYED OR UNKNOWN [ALL GO TO NEWCON EXCEPT REAL ESTATE/ REAL ESTATE DISP 28]

NEWCON – ALL EXCEPT REAL ESTATE

Who has replaced <CONTACT> or would be most familiar with <AGENCY>?

¿Quien ha tomado el puesto de <CONTACT> o tendría más conocimiento de <AGENCY>?

1. RECORD NEW PERSON NAME AS **NEWCONTACT** [GO TO NEWRESP]
2. NO ONE [GO TO EXIT3]

7. DON'T KNOW/REFUSED [GO TO EXIT3]

NEWRESP – ALL EXCEPT REAL ESTATE

May I please speak with <NEWCONTACT>?

¿Podría hablar con <NEWCONTACT> por favor?

1. YES / COMING TO THE PHONE - [GO TO NEWAD2]
2. CORRECT RESPONDENT NOT AVAILABLE NOW - [SET CALLBACK]
3. NEW PHONE NUMBER FOR CORRECT RESPONDENT - [SET NEW PHONE NUMBER]
4. NO / REFUSED - [GO TO EXIT3]

NEWAD2 – ALL EXCEPT REAL ESTATE

Hello, my name is _____ with Clearwater Research, and I am conducting a customer satisfaction survey for <AGENCY>. Their records indicate that <CONTACT> (former contact name) worked with the <AGENCY>. Are you familiar with those services?

Hola mi nombre es _____ con Clearwater Research, y estoy conduciendo una encuesta sobre la satisfacción del consumidor para <AGENCY>. ¿Sus archivos indican que <FNAME & LNAME> (former contact name) trabajó con <AGENCY>? ¿Tiene usted conocimiento sobre esos servicios?

1. YES [GO TO YOURTHEA]
2. NO - [GO TO EXIT1]

YOURTHE1 – HIGHLIGHTED TEXT FOR ERT ONLY

I would like to ask you some questions about your experiences working with <AGENCY>. Our purpose is to learn from you how to improve programs and services offered to <Oregon residents/local governments and businesses>. The survey should take less than 10 minutes to complete. Your answers are completely confidential and the survey is voluntary. This call may be monitored for quality assurance. May I begin?

Me gustaría hacerle algunas preguntas sobre sus experiencias trabajando con <AGENCY>. Nuestro propósito es aprender de usted como mejorar los programas y servicios ofrecidos a <residentes de Oregón/gobiernos locales y negocios>. La encuesta debería tomar menos de 10 minutos para completar. Sus respuestas son completamente confidenciales y la encuesta es voluntaria. Esta llamada puede ser escuchada por razones de calidad. ¿Podría comenzar?

1. PERSON INTERESTED [GO TO Q05]
2. PERSON NOT INTERESTED [GO TO EXIT2]

YOURTHEA – HIGHLIGHTED TEXT FOR ERT ONLY

I would like to ask you some questions about your experiences working with <AGENCY>. Our purpose is to learn from you how to improve programs and services offered to <Oregon residents/local governments and businesses>. The survey should take about 10 minutes to complete. Your answers are completely confidential and the survey is voluntary. This call may be monitored for quality assurance. May I begin?

Me gustaría hacerle algunas preguntas sobre sus experiencias trabajando con <AGENCY>. Nuestro propósito es aprender de usted como mejorar los programas y servicios ofrecidos a <residentes de Oregón/gobiernos locales y negocios>. La encuesta debería tomar menos de 10 minutos para completar. Sus respuestas son completamente confidenciales y la encuesta es voluntaria. Esta llamada puede ser escuchada por razones de calidad. ¿Podría comenzar?

1. PERSON INTERESTED [GO TO Q05]
2. PERSON NOT INTERESTED [GO TO EXIT2]

INTRO2

Hello, my name is _____ I am calling from Clearwater Research on behalf of the <AGENCY>. Am I speaking with <CONTACT>?

Hola mi nombre es _____. Estoy llamando de Clearwater Research de parte de <AGENCY>. ¿Estoy hablando <FNAME & LNAME>?

1. CONTINUE [GO TO INTRO3]
2. NO, NOT AVAILABLE [GO TO LIVEMESS]

INTRO3 – HIGHLIGHTED TEXT FOR REAL ESTATE ONLY

-----We are speaking to key customers of <AGENCY> <about their experiences with those services / who had contact with and or received licensing services from them>. Our records show you have received services from <AGENCY>. Is that correct?

Estamos hablando con consumidores claves de <AGENCY> sobre sus experiencias con esos servicios. Nuestros archivos indican que usted ha recibido servicios de <AGENCY>. ¿Es eso correcto?

1. YES [GO TO INTRO4]
- NO, NEVER REC'D ANY SERVICES [GO TO EXIT3]

INTRO4 – HIGHLIGHTED TEXT FOR ERT ONLY

I would like to ask you some questions about your experience with <AGENCY>. Our purpose is to learn from you how to improve programs and services offered to <Oregon residents/**local governments and businesses**>. The survey should take about 5-10 minutes to complete. Your answers will be confidential and your participation is voluntary. This call may be monitored for quality assurance. May I begin?

Me gustaría hacerle algunas preguntas sobre sus experiencias con <AGENCY>. Nuestro propósito es aprender de usted como mejorar los programas y servicios ofrecidos a <residentes de Oregón/gobiernos locales y negocios>. La encuesta debería tomar de 5 a 10 minutos para completar. Sus respuestas son completamente confidenciales y la encuesta es voluntaria. Esta llamada puede ser escuchada por razones de calidad. ¿Podría comenzar?

1. PERSON INTERESTED [GO TO Q05]
2. PERSON NOT INTERESTED [GO TO EXIT2]

SECTION ONE – MANDATORY QUESTIONS

Q05 – ALL RESPONDENTS/ HIGHLIGHTED TEXT FOR REAL ESTATE ONLY

Please answer the following questions regarding your rating of **<licensing>** services provided by <AGENCY>.

How do you rate the timeliness of the services provided by <AGENCY>?

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Por favor contesta las siguientes preguntas sobre su calificación de servicios proveídos por <AGENCY>.

¿Cómo calificaría la puntualidad de los servicios proveídos por <AGENCY>?

Excelente
Bueno
Regular
Malo

Q10 – ALL RESPONDENTS/ HIGHLIGHTED TEXT FOR REAL ESTATE ONLY

Please answer the following questions regarding your rating of services provided by <AGENCY>.

How do you rate the ability of <AGENCY> to provide <licensing> services correctly the first time?

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

¿Cómo calificaría la habilidad de <AGENCY> para proveer servicios correctamente la primera vez?

Excelente
Bueno
Regular
Malo

Q15 – ALL RESPONDENTS/ HIGHLIGHTED TEXT FOR ERT ONLY

Please answer the following questions regarding your rating of services provided by <AGENCY>.

[INTERVIEWER: PRONUNCIATION IS "E-R-T" OR "ERT"— LIKE "YURT" WITHOUT THE Y].

How do you rate the helpfulness of [<AGENCY>'s employees / the ERT]?

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

¿Cómo calificaría lo servicial de los empleados de <AGENCY>?

Excelente
Bueno
Regular
Malo

Q20 – ALL RESPONDENTS/ HIGHLIGHTED TEXT FOR ERT ONLY

Please answer the following questions regarding your rating of services provided by <AGENCY>.

[INTERVIEWER: PRONUNCIATION IS "E-R-T" OR "ERT"-LIKE "YURT" WITHOUT THE Y].

How do you rate the knowledge and expertise of [<AGENCY>'s employees / **the ERT**]?

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

¿Cómo calificaría el conocimiento y pericia de los empleados de <AGENCY>?

Excelente
Bueno
Regular
Malo

Q25 – ALL RESPONDENTS

Please answer the following questions regarding your rating of services provided by <AGENCY>.

How do you rate the availability of information at <AGENCY>?

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

¿Cómo calificaría la disponibilidad de información en <AGENCY>?

Excelente
Bueno
Regular
Malo

Q30 – ALL RESPONDENTS

Please answer the following questions regarding your rating of services provided by <AGENCY>.

How do you rate the overall quality of service provided by <AGENCY>?

- 1. Excellent
- 2. Good
- 3. Fair
- 4. Poor

- 7. DON'T KNOW
- 9. REFUSED

¿Cómo calificaría la calidad general del servicio proveído por <AGENCY>?

- Excelente
- Bueno
- Regular
- Malo

Q35 – ALL RESPONDENTS

Please provide any additional feedback, particularly if you rated any of the previous questions as "fair" or "poor."

Por favor provee información adicional, particularmente si usted calificó alguna de las preguntas anteriores como "Regular" o "Malo".

[OPEN END]

[ALL AVIATION, OREGON EMPLOYMENT RELATION BOARD, AND PUBLIC UTILITY COMMISSION RESPONDENTS GO TO GOODBYE.]

[ALL LAND CONSERVATION & DEVELOPMENT RESPONDENTS GO TO Q40]

[ALL OREGON ECONOMIC REVITALIZATION TEAM RESPONDENTS GO TO Q50]

[ALL OREGON REAL ESTATE AGENCY RESPONDENTS GO TO Q175]

SECTION TWO – OREGON DEPT. OF LAND CONSERVATION & DEVELOPMENT

Q40 – ALL LAND CONSERVATION & DEVELOPMENT RESPONDENTS

Are you affiliated with...

[PLEASE READ / CHECK ALL THAT APPLY]

- 01. City planning directors
- 02. County planning directors
- 03. Mayors
- 04. County commissioners
- 05. Legislators
- 06. Federal agencies
- 07. State agencies
- 08. Department workgroup members
- 09. None of the above

- 77. DON'T KNOW
- 99. REFUSED

SECTION THREE - OREGON ECONOMIC REVITALIZATION TEAM

Q50 - ALL ERT RESPONDENTS

Did E.R.T. involvement in your local project lead to a better project outcome?

[INTERVIEWER: E.R.T. = Oregon Economic Revitalization Team. PRONOUNCED E-R-T or "ERT"-like "YURT" WITHOUT THE Y]

1. YES
2. NO

7. DON'T KNOW
9. REFUSED

Q55 - ALL ERT RESPONDENTS

Did the local project the E.R.T. worked on with your community specifically involve land use issues?

1. YES [GO TO Q60]
2. NO [GO TO Q85]

7. DON'T KNOW [GO TO Q85]
9. REFUSED [GO TO Q85]

Q60 - IF Q55=1

For the following questions, I'm going to ask you to rate the Department of Land Conservation and Development on areas of service delivery as part of the regional E.R.T.

How would you rate the D.L.C.D. on timeliness? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q65 - IF Q55=1

For the following questions, I'm going to ask you to rate the Department of Land Conservation and Development on areas of service delivery as part of the regional ERT.

How would you rate the D.L.C.D. on helpfulness of response? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q70 - IF Q55=1

For the following questions, I'm going to ask you to rate the Department of Land Conservation and Development on areas of service delivery as part of the regional ERT.

How would you rate the D.L.C.D. on the delivery of solutions that are responsive to your needs? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q75 - IF Q55=1

For the following questions, I'm going to ask you to rate the Department of Land Conservation and Development on areas of service delivery as part of the regional ERT.

How would you rate the D.L.C.D.'s ability to help you navigate their unique programs and processes regarding land use regulations? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q80 - IF Q55=1

For the following questions, I'm going to ask you to rate the Department of Land Conservation and Development on areas of service delivery as part of the regional ERT.

How would you rate the project outcome *AS A RESULT OF* D.L.C.D.'s involvement in the E.R.T.? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q85 - ALL ERT RESPONDENTS

Did the local project the E.R.T. worked on with your community specifically involve environmental issues?

1. YES [GO TO Q90]
2. NO [GO TO Q115]

7. DON'T KNOW [GO TO Q115]
9. REFUSED [GO TO Q115]

Q90 - IF Q85=1

For the following questions, I'm going to ask you to rate the Department of Environmental Quality on areas of service delivery as part of the regional E.R.T.

How would you rate the D.E.Q. on timeliness? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q95 - IF Q85=1

For the following questions, I'm going to ask you to rate the Department of Environmental Quality on areas of service delivery as part of the regional ERT.

How would you rate the D.E.Q. on helpfulness of response? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q100 - IF Q85=1

For the following questions, I'm going to ask you to rate the Department of Environmental Quality on areas of service delivery as part of the regional ERT.

How would you rate the D.E.Q. on the delivery of solutions that are responsive to your needs? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q105 - IF Q85=1

For the following questions, I'm going to ask you to rate the Department of Environmental Quality on areas of service delivery as part of the regional ERT.

How would you rate the D.E.Q.'s ability to help you navigate their unique programs and processes regarding environmental considerations? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q110 - IF Q85=1

For the following questions, I'm going to ask you to rate the Department of Environmental Quality on areas of service delivery as part of the regional ERT.

How would you rate the project outcome *AS A RESULT OF* D.E.Q.'s involvement in the E.R.T.? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q115 - ALL ERT RESPONDENTS

Did the local project the E.R.T. worked on with your community specifically involve issues such as wetland or waterway regulation or other issues under the jurisdiction of the Department of State Lands?

1. YES [GO TO Q120]
2. NO [GO TO Q145]

7. DON'T KNOW [GO TO Q145]
9. REFUSED [GO TO Q145]

Q120 - IF Q115=1

For the following questions, I'm going to ask you to rate the Department of State Lands on areas of service delivery as part of the regional ERT.

How would you rate the D.S.L on timeliness? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q125 - IF Q115=1

For the following questions, I'm going to ask you to rate the Department of State Lands on areas of service delivery as part of the regional ERT.

How would you rate the D.S.L. on helpfulness of response? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q130 - IF Q115=1

For the following questions, I'm going to ask you to rate the Department of State Lands on areas of service delivery as part of the regional ERT.

How would you rate the D.S.L. on the delivery of solutions that are responsive to your needs? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q135 - IF Q115=1

For the following questions, I'm going to ask you to rate the Department of State Lands on areas of service delivery as part of the regional ERT.

How would you rate the D.S.L.'s ability to help you navigate their unique programs and processes regarding wetland issues? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q140 - IF Q115=1

For the following questions, I'm going to ask you to rate the Department of State Lands on areas of service delivery as part of the regional ERT.

How would you rate the project outcome AS A *RESULT OF* D.S.L.'s involvement in the E.R.T.? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q145 - ALL ERT RESPONDENTS

Did the local project the E.R.T. worked on with your community specifically involve issues such as highway access, highway construction, traffic signals, or other issues under the jurisdiction of the Department on Transportation?

1. YES [GO TO Q150]
2. NO [GO TO Q45]

7. DON'T KNOW [GO TO Q45]
9. REFUSED [GO TO Q45]

Q150 - IF Q145=1

For the following questions, I'm going to ask you to rate the Department of Transportation on areas of service delivery as part of the regional ERT.

How would you rate the O.DOT on timeliness? Would you say...

[INTERVIEWER: ACRONYM PRONOUNCED "O-DOT" NOT "O.D.O.T.]

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q155 - IF Q145=1

For the following questions, I'm going to ask you to rate the Department of Transportation on areas of service delivery as part of the regional ERT.

How would you rate the O.DOT on helpfulness of response? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q160 - IF Q145=1

For the following questions, I'm going to ask you to rate the Department of Transportation on areas of service delivery as part of the regional ERT.

How would you rate the O.DOT on the delivery of solutions that are responsive to your needs? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q165 - IF Q145=1

For the following questions, I'm going to ask you to rate the Department of Transportation on areas of service delivery as part of the regional ERT.

How would you rate the O.DOT's ability to help you navigate their unique programs and processes regarding transportation issues? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q170 - IF Q145=1

For the following questions, I'm going to ask you to rate the Department of Transportation on areas of service delivery as part of the regional ERT.

How would you rate the project outcome *AS A RESULT OF* O.DOT's involvement in the E.R.T.? Would you say...

1. Excellent
2. Good
3. Fair
4. Poor

7. DON'T KNOW
9. REFUSED

Q45 - ALL ERT RESPONDENTS

Are you affiliated with

[PLEASE READ / CHECK ALL THAT APPLY]

1. City [GO TO GOODBYE]
2. County [GO TO GOODBYE]
3. Other [GO TO GOODBYE]

7. DON'T KNOW [GO TO GOODBYE]
9. REFUSED [GO TO GOODBYE]

SECTION FOUR - OREGON REAL ESTATE AGENCY

Q175-ALL OREGON REAL ESTATE AGENCY RESPONDENTS

In the past 90 days have you...

[PLEASE READ / CHECK ALL THAT APPLY]

- 01. Applied for and obtained a new Oregon Real Estate license?
- 02. Renewed an existing Oregon Real Estate license?
- 03. Registered a business name or branch office?
- 04. Filed a complaint?
- 05. Been in contact with the agency's auditors or investigators?
- 06. Contacted the Oregon Real Estate Agency by phone or in person?
- 07. None of the above **[GO TO GOODBYE]**

77. DON'T KNOW **[GO TO GOODBYE]**

99. REFUSED **[GO TO GOODBYE]**

Q180 - IF Q175 = ANY 01,02,03,04,05,OR 06

What type of license or registration did you receive from the Oregon Real Estate Agency?

[READ IF NECESSARY / CHECK ALL THAT APPLY]

- 01. Principal Real Estate Broker
- 02. Real Estate Broker
- 03. Real Estate Property Manager
- 04. Escrow Agency
- 05. Business Name Registration
- 06. Branch Office Registration
- 07. Other [SPECIFY]

77. DON'T KNOW

99. REFUSED

[ALL OREGON REAL ESATATE AGENCY RESPONDENTS GO TO GOODBYE]

GOODBYE

Those are all of my questions. On behalf of the <AGENCY> we'd like to thank you for your time. The information will be used to help improve services for you and your state. Thanks again for your time - good-bye.

Esas son todas mis preguntas. De parte de <AGENCY> le agradecemos por su tiempo. La información se usará para mejorar servicios para usted y su estado. Gracias nuevamente por su tiempo. Adiós.

LIVEMESS – USE FOR ALL AGENCY TYPES

Can I leave a message with you?

Please have <FNAME& LNAME> call us to complete the survey or set-up an appointment time in the future at 1-800-727-5016, extension 401. When they call have them mention their survey identification number 432- <INSERT RECORD NUMBER>.

¿Podría dejar un mensaje con usted?

Por favor dígalos que nos llamen para completar la encuesta o fijar una cita para llamar en el futuro al 1-800-727-5016, extensión 401. Cuando llaman dígalos que mencionen su numero de identificación para la encuesta XXX- <INSERT RECORD NUMBER>.

DISPO SET TO 9–LIVE MESSAGE, SET CALLBACK.

ANSMACH1a – USE ONLY WITH E.R.T SAMPLE RECORDS ON 1st ATTEMPT

Hello, my name is _____ with Clearwater Research, and I am conducting a customer satisfaction survey for the **Economic Revitalization Team, also referred to as the ERT**. Their records indicate you worked with <name of the one of the 5 ERT regional coordinators> from <Economic Revitalization Team> during the last two years. I wanted to leave this message to let you know what we are doing. I will call you back in a few days. You can find out more information about this study by visiting our website at www.clearwater-research.com

Thank you very much. Goodbye.

[PLEASE READ THE PHONE NUMBER SLOWLY SO THAT THE RESPONDENT UNDERSTANDS].

[AUTOCODE DISPO 7]

ANSMACH2a– USE ONLY WITH E.R.T SAMPLE RECORDS ON 2nd ATTEMPT

Hello, my name is _____ with Clearwater Research, and I am conducting a customer satisfaction survey for the **Economic Revitalization Team, also referred to as the ERT**. Their records indicate you worked with <name of the one of the 5 ERT regional coordinators> from <Economic Revitalization Team> during the last two years. I wanted to leave this message to let you know what we are doing. I will call you back in a few days. Or, for your convenience, you can call us to conduct the interview. You can reach us at 1-800-727-5016, extension 401. When you call mention your survey identification number: XXX-(recnum). You can find out more information about this study by visiting our website at www.clearwater-research.com.

Thank you very much. Goodbye.

[PLEASE READ THE PHONE NUMBER SLOWLY SO THAT THE RESPONDENT UNDERSTANDS].

[AUTOCODE DISPO 8]

ANSMACH2b- USE ONLY WITH D.L.C.D. SAMPLE RECORDS ON 1st ATTEMPT

-----Hello, my name is _____ with Clearwater Research, and I am conducting a customer satisfaction survey for the **Department of Land Conservation and Development**. Their records indicate you have received services from or worked with the **Department of Land Conservation and Development**. I wanted to leave this message to let you know what we are doing. I will call you back in a few days. Or, for your convenience, you can call us to conduct the interview. You can reach us at 1-800-727-5016, extension 401. When you call mention your survey identification number: XXX(recnum). You can find out more information about this study by visiting our website at www.clearwater-research.com.

Thank you very much. Goodbye.

[PLEASE READ THE PHONE NUMBER SLOWLY SO THAT THE RESPONDENT UNDERSTANDS].

[AUTOCODE DISPO 7]

ANSMACH1c - USE WITH ALL OTHER SAMPLE RECORDS (ERB, PUC, DOA, & REA) ON 1st ATTEMPT

-----Hello, my name is _____ with Clearwater Research, and I am conducting a customer satisfaction survey for the <AGENCY>. I wanted to leave this message to let you know what we are doing. I will call you back in a few days. You can find out more information about this study by visiting our website at www.clearwater-research.com

Thank you very much. Goodbye.

Hola mi nombres es _____ con Clearwater Research y estoy conduciendo una encuesta sobre la satisfacción del consumidor para <AGENCY>. Quise dejar este mensaje para dejarle saber qué es lo que estamos haciendo. Le llamaré en unos cuantos días. Puede encontrar más información sobre este estudio con visitar nuestro sitio del Internet al www.clearwater-research.com

Muchas gracias. Adiós.

[PLEASE READ THE PHONE NUMBER SLOWLY SO THAT THE RESPONDENT UNDERSTANDS].

[AUTOCODE DISPO 7]

ANSMACH2c- USE WITH ALL OTHER SAMPLE RECORDS (ERB, PUC, DOA, & REA) ON 2nd ATTEMPT

Hello, my name is _____ with Clearwater Research, and I am conducting a customer satisfaction survey for the <AGENCY>. I wanted to leave this message to let you know what we are doing. I will call you back in a few days. Or, for your convenience, you can call us to conduct the interview. You can reach us at 1-800-727-5016, extension 401. When you call mention your survey identification number: XXX-<INSERT RECORD NUMBER>. You can find out more information about this study by visiting our website at www.clearwater-research.com.

Thank you very much. Goodbye.

Hola mi nombres es _____ con Clearwater Research y estoy conduciendo una encuesta sobre la satisfacción del consumidor para <AGENCY>. Quise dejar este mensaje para dejarle saber qué es lo que estamos haciendo. Le llamaré en unos cuantos días. O para su conveniencia nos puede llamar para conducir la entrevista. Nos puede llamar al 1-800-727-5016, extensión 401. Cuando llama mencione su numero de identificación para la encuesta XXX-<INSERT RECORD NUMBER>. Puede encontrar más información sobre este estudio con visitar nuestro sitio del Internet al www.clearwater-research.com

Muchas gracias. Adiós.

[PLEASE READ THE PHONE NUMBER SLOWLY SO THAT THE RESPONDENT UNDERSTANDS].

[AUTOCODE DISPO 8]

EXIT1

Do you recall getting any services from <AGENCY>?

¿Recuerda haber recibido servicios de <AGENCY>?

- 1 YES [GO TO YOURTHEA]
- 2 NO DOESN'T RECALL SERVICES [GO TO CLARIFY1]

CLARIFY1 - USE WITH ERB SAMPLE ONLY

The mission of the Employment Relations Board is to resolve disputes concerning employment relations for approximately 3,000 employers and 250,000 employees in the public and private sector under its jurisdiction.

The agency administers three separate statutory schemes. The Public Employee Collective Bargaining Act covers collective bargaining in state and local government; the State Personnel Relations Law creates appeal rights for non-union state employees who believe they were treated unfairly in the workplace; and the private sector labor-management relations law concerns collective bargaining for private sector employees who are not covered by federal law.

The agency provides three main services to public employers and labor organizations: conducting representation elections, providing mediation services, and conducting contested case hearings.

- 1 YES [GO TO YOURTHEA]
 - 2 NO DOESN'T RECALL SERVICES - Thank you for your time - good-bye.
- [AUTOCODE 38 NO RECALL SERVICES]

CLARIFY2 – USE WITH DLCD SAMPLE ONLY

The Department of Land Conservation and Development is Oregon's statewide land-use planning program. It originated in 1973 under Senate Bill 100 and provides protection of farm and forest lands, conservation of natural resources, orderly and efficient development, coordination among local governments, and citizen involvement.

The program affords all Oregonians predictability and sustainability to the development process by allocating land for industrial, commercial and housing development, as well as transportation and agriculture.

The Department of Land Conservation and Development (DLCD) administers the program. A seven-member volunteer citizen board known as the Land Conservation and Development Commission (LCDC) guides DLCD.

Under the program, all cities and counties have adopted comprehensive plans that meet mandatory state standards. The standards are 19 Statewide Planning Goals that deal with land use, development, housing, transportation, and conservation of natural resources. Periodic review of plans and technical assistance in the form of grants to local jurisdictions are key elements of the program.

EXIT2

Thank you for your time - good-bye.

Gracias por su tiempo - adiós.

22 REFUSAL – REFUSAL DISPOSITION

EXIT3

Thank you for your time - good-bye.

Gracias por su tiempo - adiós.

ANY KEY -- AUTO CODE AS 28 "PERSON UNKNOWN/NO LONGER EMPLOYED"

4. NEW PHONE NUMBER FOR RESPONDENT [SET NEW PHONE NUMBER] VOICEMAIL [GO TO APPROPRIATE ANSMACH, IF ATTEMP > 1 for DLCD or >2 ALL ELSE DISPO 3]
6. NO SURVEYS ALLOWED [GO TO EXIT2]
7. NO ANSWER
8. BUSY
9. ON HOLD FOR 2+ MINUTES
10. RESPONDENT NO LONGER EMPLOYED OR UNKNOWN [ALL GO TO NEWCON EXCEPT REAL ESTATE/ REAL ESTATE DISP 28]

Appendix B: Pre-test Memo

Memorandum

To: Whitney Temple, Oregon Department of Administrative Services
From: Sara Gieseke, Clearwater Research, Inc.
CC: Kathy Weygandt Turner, Clearwater Research, Inc.
Re: Progress report
Date: 04/18/06

This memo is a progress report on the customer satisfaction project we are conducting for the Oregon Department of Administrative Services.

Interviewer Briefing

The Interviewer briefing for the OR CSAT was held on April 17, 2006. During the briefing, interviewers were provided a brief overview of the study objectives along with the study specific disposition-coding scheme and frequently asked questions and answers. During the hour-long briefing session, our trainer and interviewers went through the questionnaire paying special attention to skip patterns, pronunciation, and programming glitches, if any. Before going live for the first time, all briefed interviewers practiced the questionnaire multiple times in test mode. Any programming problems identified during the briefing or through testing were fixed by our programmer prior to live calling.

Pilot

A pilot was for the OR CSAT conducted on April 17, 2006. The pilot tested questionnaire design and programming. One participating department, the Public Utilities Commission, was chosen as the test case because its sample database contained both household and business calling schedules. A total of 850 sample records were loaded in our WinCati system and new records were continually released for calling. The pilot concluded once 20 completes were achieved. The data were then extracted and checked for accuracy of programming. At the completion of the pilot, interviewers provided feedback on language and programming issues to the lead research analyst.

The following changes have been made to the study based on the pilot test results and interviewer feedback:

An additional category was added to INTROQ due to a large number of disconnected/non-working numbers in the PUC sample.

11. DISCONNECTED/NON WORKING NUMBER [DISP 23]

Two agencies provided clarifying information for respondents who indicate they don't remember service. Interviewers requested clarifying scripts for ERT and PUC. They felt they did not need explanations for the DOA and REA.

We took the clarifying two additional scripts off of the State of Oregon's website homepage for each agency under "About Us." (http://www.gert.oregon.gov/Gov/ERT/about_us.shtml and http://www.puc.state.or.us/PUC/about_us.shtml). Copies of these are presented on page 3 of this memo.

Table 1 below provides a disposition summary for the OR CSAT pilot test conducted on April 17, 2006.

Table 1: Pilot Disposition Report

Sample Report By Last Disposition: 432006		
DISPOSITION CODE	DESCRIPTION	RECORDS
1	No Answer	21
2	Busy	3
3	Answering Machine	0
4	Technical Barrier	1
5	Hang Up	0
6	Fax/Data/Modem	1
7	1st Ans. Mach. left	13
8	2nd Ans. Mach. Left	0
9	Left live message	2
10	First Communication Barrier	0
11	Callback	17
14	Fast busy/noise/dead air	2
15	First Language Barrier	0
16	Spanish Callback	0
20	P.C Attention	0
21	Get New Number	0
22	Final Refusal Selected Respondent	5
23	Disconnect/Non-working #	22
24	Quota Cell Full	0
26	No Eligible Resp. at #	0
27	Unavailable during interviewing period.	0
28	Final Language Barrier	0
29	Final Term in Questionnaire	0
30	Wrong Number	0
31	Final Communication Barrier	0
32	Final Technical Barrier	0
36	Complete	20
38	No recall services	1
TOTAL ATTEMPTED		108
	Not Attempted	742
TOTAL SAMPLE		850

Clarify scripts for ERT and PUC

CLARIFY3: USE WITH PUC SAMPLE ONLY

 The Public Utility Commission of Oregon (PUC) regulates customer rates and services of the state's investor-owned electric, natural gas and telephone utilities; and certain water companies. The commission does not regulate people's utility districts, cooperatives or municipally-owned utilities except in matters of safety. The PUC conducts its business in public meetings scheduled every two weeks at its headquarters in Salem, and it encourages public involvement in its decisions. The PUC also conducts public hearings on specific issues. The commission's regulatory responsibilities are carried out by a staff of 124 employees. Each year, the PUC issues a variety of reports including statistical reports on utility companies.

- 1 YES [GO TO YOURTHEA]
- 2 NO DOESN'T RECALL SERVICES - Thank you for your time - good-bye.
[AUTOCODE 38 NO RECALL SERVICES]

CLARIFY4: USE WITH ERT SAMPLE ONLY

The Economic Revitalization Team (ERT) was established by the 72nd Oregon Legislature (HB 2011) to focus state agencies on working together at the local level to increase economic opportunity and help local governments and business and property owners bring industrial sites to "shovel ready" status.

Formerly the Community Solutions Team (CST), the ERT emphasizes multi-agency coordination on projects of local and statewide significance. The ERT has regional coordinators deployed around the state to help Oregon communities and businesses succeed. They work with state agencies and local government to: Streamline permitting for business and industry, increase opportunities to link and leverage public and private investments, and provide greater local access to state resources and assistance.

The Governor's Office has directed the ERT agency directors to create lasting and systematic changes to agency policies, programs and processes for greater effectiveness and improved efficiency. The following state agency directors are members of the ERT:

- Oregon Economic and Community Development Department (OECD)
 - Oregon Department of Transportation (ODOT)
 - Department of Consumer and Business Services
 - Department of Land Conservation and Development (DLCD)
 - Department of Environmental Quality (DEQ)
 - Department of State Lands (DSL)
 - Oregon Department of Agriculture (ODA)
 - Oregon Housing and Community Services (OHCS)
- 1 YES **[GO TO YOURTHEA]**
2 NO DOESN'T RECALL SERVICES - Thank you for your time - good-bye.
[AUTOCODE 38 NO RECALL SERVICES]

Full Study

The full OR CSAT study will begin on April 19, 2006. Since the pilot did not account for all six agency types, special attention will be given to the first four hours of live calling. Additionally data will be exported at the end of this four-hour window in order to check skip patterns and to ensure that all programming glitches have been caught and corrected.

Appendix C: Informational Web Pages

Oregon State Agency Customer Satisfaction Study

Welcome to the Oregon State Agency Customer Satisfaction Study Website. Clearwater Research, under contract with the Oregon Progress Board, is conducting this study for several smaller Oregon state agencies that choose to use this method of collecting the state-required customer service data for performance reporting. Data will be used as part of the statewide budgeting process, as well as for internal management.

During April and May 2006, Clearwater Research will invite over 1,600 people to participate in a telephone survey on elements of customer satisfaction with the following Oregon agencies

- Department of Aviation
- Department of Land Conservation and Development
- Economic Revitalization Team
- Employment Relations Board
- Public Utilities Commission
- Real Estate Agency

By answering the survey questions our courteous telephone interviewers ask, respondents will give us information that represents not only themselves but also others like them in Oregon.

If you are selected to participate, it is very important for the accuracy of the study that you do so. This is the only way to ensure the evaluation of services provided by participating agencies is correctly assessed.

Please read through this site to learn more about why your participation in this study is so important!

Thank you.

[How to Participate](#)

[Frequently Asked Questions](#)

[More Information](#)

How to Participate

Step 1: We randomly selected your number, as well as over 800 others in Oregon from a list of people who have had contact with a participating agency. We are using the following method to randomly select people for this study.

A computer program randomly selects numbers from the participating agency. Randomly selecting the numbers ensures there is no bias in the answers we receive.

Step 2: One of our courteous and professional interviewers calls your phone number to describe the survey and conduct the interview with the selected contact person. This should take about 5 minutes. If the intended contact person is not available, we will then schedule a convenient time to call back and speak with them.

Step 3: Once the interview is complete, we will not contact you again. We will eliminate any and all personally identifiable information that may have been collected before we analyze the data and submit results to the Oregon Progress Board and participating agencies. They will use the information we have gathered in the survey as part of the statewide budgeting process, as well as for internal management.

[Back to Oregon State Agency Customer Satisfaction Study Home Page](#)

Frequently Asked Questions

Q: What is the Oregon State Agency Customer Satisfaction Study for?

A: The survey results will be used as part of the statewide budgeting process, as well as for internal management.

Q: How long will the survey take?

A: The average length of the interview is about 5 minutes. It may be a few minutes longer depending on answers you give to certain questions.

Q: Who is the sponsor of the survey?

A: This study is sponsored by The Oregon Progress Board, part of the Oregon Department of Administration.

Q: Who is eligible to participate in the survey?

A: Customers and clients of one of the participating agencies have a chance of being selected at random for the survey. Eligibility for this survey does not depend on current services or contracts only, but rather any recent contact with the participating agency.

Q: What kinds of questions are asked?

A: This survey asks questions about your level of satisfaction with participating Oregon agency services.

Q: Who will see my answers?

A: The answers you give to this survey are completely confidential. After the survey information is collected, it will be grouped and analyzed. A report will be sent to the participating agencies along with the data. These databases will not include any identifying information and will not be shared with anyone outside of Clearwater Research, the Oregon Progress Board, or the participating agencies.

Q: How did you get my phone number?

A: Each of the participating agencies provided a list of contacts with phone numbers. Our computer chose your telephone number at random out of all the telephone numbers provided. This helps make sure that everyone has an equal chance of being included in the survey. Your telephone number will not be given out to anyone and is not connected to data you provide to us during the survey.

Q: Why don't you just call someone else?

A: All the telephone numbers included in the database from which your number was drawn make up a scientific sample of the population we are studying. Although the survey is voluntary, we hope you will take the opportunity to participate.

- [Back to Oregon State Agency Customer Satisfaction Study Home Page](#)

For More Information

If you would like more information on the Oregon State Agency Customer Satisfaction Study, please contact one of the organizations listed below.

Oregon Progress Board

Whitney Temple, Data Analyst

Phone: (503) 378-3204

Clearwater Research, Inc.

Data Collection Supervisors, 800-727-5016 (select option "1")

[Back to Oregon State Agency Customer Satisfaction Study Home Page](#)

Appendix D: Responses to Open-Ended Questions

“Please provide any additional feedback, particularly if you rated any of the above questions as “fair” or “poor.”

UNIQUEID RESPONSE

LCD00027 I would just like to say that we have a good relationship with them and they have a quality staff.

LCD00090 Just that I'm very appreciative of having the DLCD's coastal representatives available. And they are very helpful to me being the sole planner for three cities.

LCD00085 In the past we had serious problems with timeliness. It took quite some time to get things done or to receive any help. Recently, they have been more helpful and more timely with things. So over time they have improved their services

LCD00081 We applied for a grant but we never did get anything from them.

LCD00033 Problem isn't with the people, but with the rules that are set in stone without any input from people in the field. They ignore any input from the field. Rules do not make sense. Don't see any improvement on the horizon.

LCD00014 It's been awhile, I just remember first impressions have not been good. Their ability to grasp reality as opposed to regulations. There is no willingness to understand local requirements or situations. Since they have such a heavy or significant role, they feel like they have to make comments to demonstrate power.

LCD00060 Just that I am happy with the services provided.

LCD00024 When it comes to the code assistance, I would rate timeliness as good but for regulatory issues, I would say poor. When it comes to the regulatory issues, their experiences and skills are no better than the local government they are regulating.

LCD00029 I really don't have any since I haven't had any dealings with them for quite some time.

LCD00395 It seems like they are adversarial to a lot of issues that are not relevant to a small town of 600. Not as opposed to the larger towns and cities. We don't have that kind of affluence.

LCD00041 They do a very good job being flexible and understanding. They are very empathetic and very thorough.

LCD00371 Fire [name withheld for confidentiality]. He's in the pocket of the Thousand Friends of Oregon. This is not in the best interest of the average citizen. The land rules are too complicated for the average. They have to hire an attorney to figure it out for them.

UNIQUEID RESPONSE

- LCD00428 I have had limited experience with them but they are all very helpful. I have nothing negative to say about anybody. Concerning the timeliness, well everyone is a busy citizen. We all would like to have answers in 5 minutes but that isn't possible. I think they are fine.
- LCD00472 Well, we are currently working on two projects from 2001 and still trying to work on it. So I would say timeliness not so good. It took more then two years for them to review this and was sent back to us to do over. This was on their desk for more than nine months.
- LCD00196 I have been retired for several years. I have not received any services from them for at least 3 years. So I don't know how to answer this.
- LCD00485 We work well with the DLCD and hope to have a longstanding relationship with them.
- LCD00479 They don't know anything. Their main problem is they don't hire people on the counter who know anything. They don't know the real world. They are right and the regulations are right and they don't use common sense to help you get through the regulations. They just tell you that they are right and the regulations are right and there is nothing we can do to help you.
- LCD00557 My problem is not with the Department but with the code development. The Department itself is fine.
- LCD00555 When the Legislature's office asks for something they get it. So this may not be accurate. That is just common knowledge.
- LCD00251 Any requests we've ever had have been met. We're happy with their services.
- LCD00611 I don't know the full scope of services provided by the DLCD. It usually depends on who your speaking with as to the knowledge they have. You don't always speak to someone knowledgeable.
- LCD00622 Would rather money not be spent on surveys. Would like to balance the bad with the good. Agencies are doing great job otherwise.
- LCD00434 The area representative, *[name withheld for confidentiality]* has vision and an interest in what is really happening in Redmond.
- LCD00219 I am a consultant and I work with DLDC funding. I think the early years were really rough. The agency is much more responsive now. I use the agency as resource much more now than in the early years. As a critique, I think many of their rules and procedures are far too complicated for the average citizen to comprehend.
- LCD00601 I'm not sure what this survey is for. They have knowledgeable people, but I don't understand how to answer the questions without reading more into them.

UNIQUEID RESPONSE

LCD00188 More staff would allow them to be more responsive.

LCD00068 Employers try to do a good job, but they are under staffed.

LCD00070 Fine with services.

LCD00161 One of the things that I appreciate is that the representatives treat me the same no matter if I am representing a private applicant or a local jurisdiction. They treat me the same no matter what hat I am wearing, and I really like that.

LCD00589 They are very knowledgeable about the state laws. Permits on the federal level, I would say their knowledge is fair. Court recently authorized a permit to the state where the issue is to give them the ability to complete biological assessments on their own. And they can't do it on their own. They have to have outside help. They can improve their training and experience.

LCD00183 I have had no problems.

LCD00608 We have a good working relationship. We have a grant system we do very well at.

LCD00020 My current area representative is wonderful.

LCD00558 The timeliness of information to smaller cities is poor. Small cities do not have much time to act, don't have funds available, and have less than a week to respond.

LCD00165 I have never had a problem with them.

LCD00579 No complaints, very happy.

LCD00056 There have been long delays in processing documents in the past. I appreciate their patience and considerations of City concerns and local control issues.

LCD00357 DLCD makes things too complex and convoluted and you lose the average person in the process. I want to balance that, I think the staff is highly professional and highly motivated. The new Director does a good job. It's hard to translate reports to the average person to understand. Overall rating, good, but you need to come down to earth a little bit.

LCD00612 Sometimes, it takes a bit to answer my questions. The budget cuts have affected the availability of staff. This is not good. They simply don't have the ability with all the shortages.

UNIQUEID RESPONSE

LCD00047 Some department employees have a difficult time separating their job from political organizations and environmental organizations. They are personally involved with outside of work.

LCD00201 I don't have a lot of contact with the DLCD. Contact I have had in the past has been favorable.

LCD00194 I think they need to listen more to small towns. We don't want to be Eugene or any large town.

LCD00010 I am satisfied. They are doing their job.

LCD00604 Great job, they could use additional people.

LCD00247 I appreciate the promptness of returning calls and responding to questions in a prompt and concise way.

LCD00218 I have been in the business for 27 years and they are extremely helpful and knowledgeable.

LCD00028 Part of the problem is they have a lot on their plate and cannot get everything completed in a timely manner. Rather than doing one or two things very well they continuously do 13 or 14 things poorly. Their loyalty to provide specific services prevents them from regulating the unique circumstances that exist in all of Oregon's counties.

LCD00032 The department is serving many different issues simultaneously. Consequently, the sharing of information of programs between other state agencies and other government agencies becomes extremely convoluted. It's an issue of coordination and communication on programs that are being developed or modified to insure they are not conflicting.

LCD00146 They need to fund the department more. Their field reps are stretched thin.

LCD00316 They are very involved in rural communities.

LCD00149 Appreciate the change in their "culture". Making themselves more available to the smaller counties.

LCD00150 Wish every success when it comes to the Senate Bill 82 endeavor. We are trying to simplify our land use system. Department employees are more worried about the letter of the law regarding Oregon land use regulations than the spirit of the program. They need to be more in tune with local government needs.

LCD00419 I don't have a lot of personal dealings with the D.L.C.D. generally that goes through the City Manager.

UNIQUEID RESPONSE

LCD00045 I have only been in this position for three months. I am not really sure how accurate this information can be. I have dealt only with [name withheld for confidentiality] and he has been very helpful.

LCD00468 The work they perform is within the legislative allotment. They have and you have to have a guide to get through it.

LCD00421 I don't agree with them.

LCD00373 I think there is always room for improvement we need helpful services. My standpoint is that they are very heavy handed and we need to create a partnership arena.

LCD00016 The main issue is the timeliness. It takes forever to get things approved. There is no flexibility; there is nothing you can do to change it. It is either there way or the highway.

LCD00416 I think all jurisdictions are interested in speeding up the processes with fewer extensions. That will not only expedite matters, but with extensions you lose validity.

LCD00015 The people we have dealt with are knowledgeable, friendly and returned calls within a timely manner.

LCD00137 We have little contact with Department of Land Conservation and Development. We have a limited budget because of the size of our jurisdiction. Each year we get a \$1000.00 as kind of a freebie to do with what we deem necessary. But we need more than that. It just doesn't go very far. Help would be so useful for small jurisdictions because we simply don't have the money to do anything. Perhaps that help could come from the DLCD.

LCD00142 Because this is a rural office, they need to keep the field directors and services the same.

LCD00125 The clinical information and grant information is very easy to get. Specific interpretations on the land use goals is sometimes sketchy. Such as in conducting an inventory, what are some possible directions I can go? Sometimes I get an, "I don't know". I am an urban planner so these would be specific to goals 9 and 10. If they were to enhance there economic and housing programs and how they relate that to local jurisdictions.

LCD00134 I had a question that I asked [name withheld for confidentiality] about the city's ability to take land out of urban growth boundary. I didn't really get an answer.

LCD00278 We are Legislature, we see what they do. I think there doing a great job. As far as directly using their services we do not.

UNIQUEID RESPONSE

LCD00315 I think it's a shame that the survey you are taking the answers are geared. Neglect the real operation of DLCD. I think it is an organization that has lost touch with reality and the greater good of Oregon. Policy changes and it becomes a sad state of affairs. The Board at times is very unfriendly. I think at times some of the board members are very pompous and forget who the real customers are.

LCD00309 I asked for an interpretation was told by the Department it could be done without support of any law. I believe they exceeded their authority. I have not received answers to any of my questions I sent in several months ago.

LCD00299 A little bit on the slow side of getting back answers. When I get something in my mind I want an answer in a short period of time.

LCD00313 I think they need to continue the educational component. At least once a year, meet with planning groups and such out in the field as much as they can.

LCD00578 I think number one, they seem to turn over public contact. They also preach to you rather than talk to you.

LCD00078 They have been very helpful to the City in recent years on a variety of projects. The staff is dependable and accessible.

LCD00157 *[Name withheld for confidentiality]* is extremely helpful. My only problem has been that I have had five different people assigned to me and it is hard to catch them up on what has been done.

LCD00164 I think that they still act like an agency that is responsive to the community. They follow-up and a lot of agencies are mission driven.

LCD00221 My comment is not with them, because they have no control over them. The legislators, they tune to demands not helpfulness.

I have had nothing but good luck since I have been Mayor. *[Name withheld for confidentiality]* is wonderful.
LCD00448

LCD00453 We have developed programs that the Land Conservation has assisted us in. Which we really appreciate.

LCD00630 I appreciate the fact that they try to be flexible in complicated situations.

LCD00046 Nothing, except any interaction I've had has been positive.

LCD00054 Better access to archival data. More grant money for small cities.

UNIQUEID RESPONSE

LCD00191 We have had limited experience with them. But, have been very happy with our interaction so far.

LCD00411 I am the Mayor and want to thank them all for all their hard work. [*Name withheld for confidentiality*] at LCDC and [*name withheld for confidentiality*] have done a great job.

LCD00239 The local representative [*name withheld for confidentiality*] is very excellent.

LCD00241 My main concern is that division of government is under staffed and cannot help in the jurisdiction. Their workload is just too big.

LCD00079 The fact that information is available should be made known on a broader scale, to avoid unnecessary navigation.

LCD00002 I'm the City Manager and have heard the people are hard to work with. I suggest you talk to the City Planner, Mr. Rainar Bartl, same number ext.133.

LCD00595 I think they are old fashioned in the way they communicate. Too much comes by mail and broad base information.

LCD00138 Local regional staff is outstanding.

LCD00401 They do great work; we couldn't do it without them.

LCD00261 I have always liked how helpful the staff was.

LCD00084 The stuff we have to deal with is that they change staff and it's like a "merry-go-round." They need to be more organized and consistent.

LCD00265 A lot of these issues are complex with regard to land use. Normally it's not just a phone call. There's correspondence required and issues to resolve. I think the public is always looking for ways to make their own interpretation of existing rules and regulations. I think they do a great job providing information immediately. Usually follow-up is required and research necessary. The staff has done a great job considering the complexity.

LCD00214 I would say that there are some things they propose to do. For instance, skinny streets and not taking into consideration those different cities may want different streets. I think their goals are good, they are very responsive. The people are very friendly and responsive. I think more internal communication would be helpful it seems that a lot of things get lost in the shuffle.

LCD00621 The director does an excellent job; the staff does not always follow through which creates frustration.

UNIQUEID RESPONSE

LCD00594 I work in a region and I find the regional staff is particularly good at problem solving.

LCD00311 I think they need to allow more discretion at the local level. That is how they got Measure 37. Back off on some approaches, pick your battles. Regarding urban growth boundaries, for example, expansion should work with the local community rather than have a hard fast formula.

LCD00248 With regard to the fair responses consistency of information is sometimes difficult, also the agency needs to advocate regulatory reform and streamlining COR's. Oregon planning programs, even in light of measure 37 is one of the best in the nation.

LCD00554 I feel they have done a fine job.

LCD00031 I am the secretary. My contact is limited and I'm not qualified to answer these questions. I think you need to talk to our City Attorney [*name withheld for confidentiality*].

LCD00187 In terms of response back, it takes longer than wished, probably due to under staffing.

LCD00224 Keep up the work.

LCD00238 They have new staff that needs more training. Over all they do a good job.

LCD00119 We know whom to call and those people have always been great. If we are doing a blind call that's the only time we run into trouble.

LCD00295 The LCDC has a major problem and it is a problem that the Legislature has to fix. The only thing they will work with is Bill 36. There are so many rules and different paths you can go through that you can read them how you want, and interpret them to fit what you need, not what is right. The other problem is that you would have to be rich to even try to get a complaint taken all the way through. It takes way too long and there are too many hoops to try to jump through to ever get the process started, not to mention a resolution.

LCD00383 We have had a couple problems with a grant because of changes in personnel.

LCD00614 The services provided are not in the normal retail type transaction. We are dealing on an interagency coordination format.

LCD00036 I think some employees are more customer oriented than others. They are regulators delivering the message of the agency, rather than finding solutions and problem solving. The instructional knowledge does not seem to translate to the field staff. Is the management limiting the ability to be field solvers? It is nice that they have grants available.

UNIQUEID RESPONSE

LCD00359 The department fails to recognize that Oregon is a diverse geographic and demographic area and one size does not fit all. Planning goals must include flexibility particularly for eastern Oregon communities and staff should be willing to recognize that flexibility.

LCD00206 They need to be more realistic for what happens on the ground. Their expectations are too high for small jurisdictions.

LCD00006 The reason I choose good instead of excellent is that the people and the quality of service is excellent. It is just that sometimes I never receive calls back especially when dealing with the regional office. Other than that, I have no complaint.

LCD00513 The mission of the agency is in question. We need a complete review of statewide comprehensive planning policy.

LCD00456 Sometimes they are hard to get a hold of.

Appendix E: Survey Administration Report

Survey Administration Report
Department of Land Conservation and Development
<p>1. Survey Name: <i>2006 Customer Service Survey</i></p> <p>2. Surveyor: <i>Clearwater Research, Inc. www.clearwater-research.com</i></p> <p>3. Date Conducted: <i>Survey conducted between April 19 and May 9, 2006</i></p> <p>4. Population: <i>To be provided by agencies</i></p> <p>5. Sampling frame: <i>To be provided by agencies</i></p> <p>6. Sampling procedure: <i>Census</i></p> <p>7. Sample characteristics: <i>Population = 633; Sample = 633; Responses = 180; Response Rate = 37.8 percent; Confidence Level = 95 percent</i></p> <p>8. Weighting: <i>Single survey. No weighting required.</i></p>

Appendix F: Overview of Regression Analysis

Regression analysis is used to explore the relationship between two or more correlated variables. Regression results indicate the value of a dependent variable (overall service) given the values of one or more independent variables (timeliness, accuracy, helpfulness, expertise, and availability of information). In other words, regression analysis suggests which areas of customer service “predict” overall customer satisfaction.

Single Variable Regression

Single variable regression tests the relationship between one independent variable and one dependent variable. During the analysis of the customer satisfaction survey, the relationship between mean ratings for each aspect of customer service and the mean rating for overall service were tested one-by-one. The resulting statistics indicate the strength of the relationship by calculating a correlation coefficient. A correlation coefficient may take on any value between -1 and +1, depending upon the nature of the relationship. If there were no relationship, the correlation coefficient would equal zero. In a positive relationship, as the independent variable increases, the dependent variable increases. Conversely, in a negative relationship, as the independent variable increases, the dependent variable decreases (or vice versa).

In this instance, single variable regression indicates whether or not the relationship between areas of customer service (timeliness) and overall service is statistically significant. If the relationship between a specific area of customer service and overall service is significant, we may then include it in a more complex model that explores these relationships (multiple regression).

Multiple Regression

Using two or more statistically significant independent variables in a regression model usually makes the results more accurate by utilizing the combined power of several “predictor” variables. This method tests the relationship between two or more aspects of customer service and overall satisfaction simultaneously. This differs from single variable regression where other areas of customer service are not considered when determining the relationship of each aspect of service to overall service.

Areas of service significantly related to overall service, based on previous single variable regression tests, were included in the multiple regression model. The results of this analysis indicate which areas of service are more or less correlated to overall service than others relative to one another. Additionally, this analysis provides a measure of how much variability in the rating of overall satisfaction is explained by the specific areas of service included in the model.

The results suggest which areas of customer service have the most effect on overall service rating. This information facilitates ranking of priorities by considering beta (β) values. The beta values (also known as correlation coefficients or b-values) indicate the strength of the relationship. Therefore, areas of service with a higher beta have a stronger effect on the rating of overall service.

Limitations

This regression analysis only considers factors directly measured by the questions asked in the customer satisfaction survey. Therefore, the results should not be considered in isolation. Consideration should be given to more subtle factors that may influence client perceptions of customer service areas and activities not directly measured or accounted for by the questions asked in this survey. In-house expertise and anecdotal knowledge may reveal less obvious and quantifiable aspects of customer service needed to accurately guide decision making.