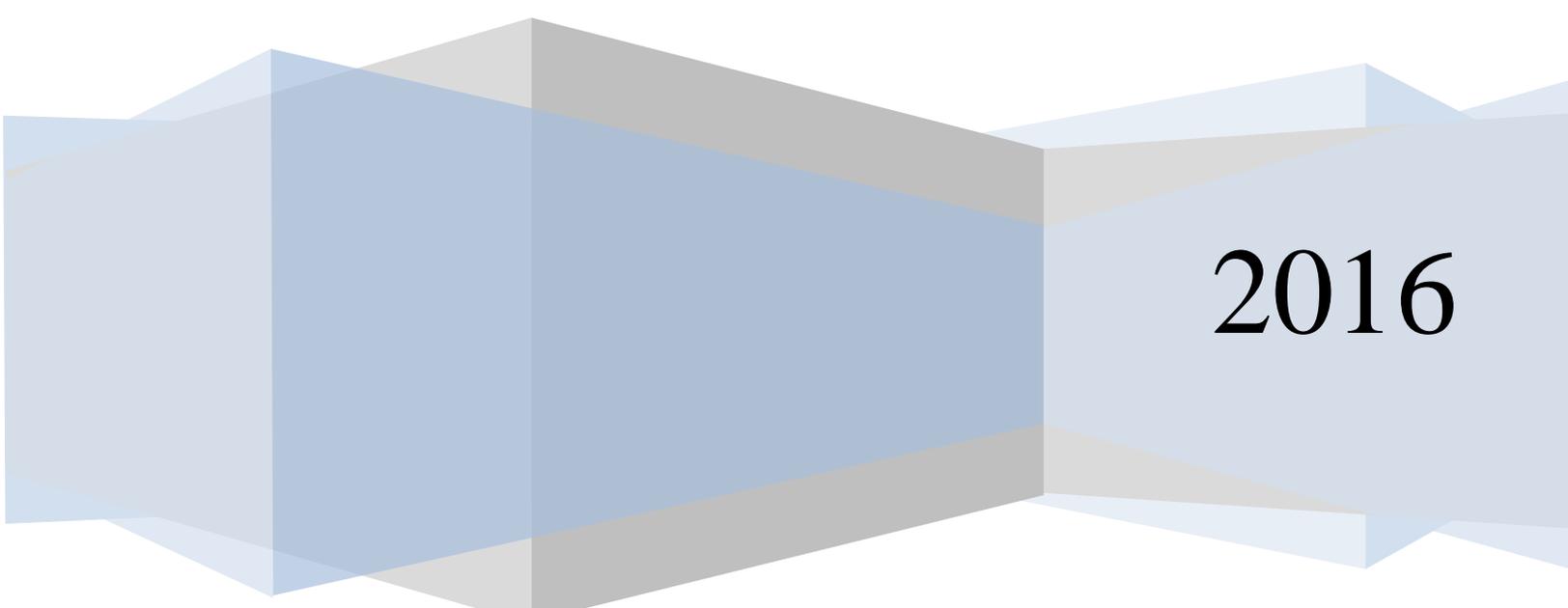


State of Oregon
Governor's Office

Regional Solutions
Customer Satisfaction Survey
Final Report



2016

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About Regional Solutions

Regional Solutions works to align state resources (information, capacity, and technical assistance as well as grants, loans, and other funding opportunities) with other public, private, philanthropic, and higher education resources at the regional level to address economic and community development priorities. This approach recognizes the unique needs of each Oregon region, and the importance of working locally to identify priorities, solve problems, and seize opportunities to get projects done.

State resources are strategically aligned throughout Oregon to accomplish these goals through Regional Solutions Advisory Committees, Centers, and Teams. This alignment serves and supports the needs of each region. The regional boundaries are aligned with the 11 federally designated Economic Development Districts.

For each region, the Governor appoints advisory committees to represent the private, public, and philanthropic sectors. Over 100 local elected officials, business representatives, foundation representatives, and citizens serve on advisory committees. These 11 committees establish priorities unique to their respective region.

Regional Solutions Teams were established in 2011 to build on the foundation of the previous models of Community Solutions and the Economic Revitalization Team (ERT). State agency staff are co-located in Regional Solutions Centers around the state to support collaboration and the alignment of resources in support of regional priorities. Five core state agencies – the Oregon Department of Transportation (ODOT), Land Conservation and Development Department (DLCD), Department of Environmental Quality (DEQ), Oregon Housing and Community Services (OHCS), and the Oregon Business Development Department (OBDD/Business Oregon) – co-locate their regional staff in these centers to form the teams. Additional state agencies are invited to join teams as needed to address priorities. Coordination for the teams is provided by the Governor's Office. Regional Solutions Teams work together to solve problems and complete projects. This community-based strategy has been very well received by both local governments and the business community.

Survey Introduction

This report summarizes the survey process and findings for the 2016 customer satisfaction survey. The survey is conducted by the Governor's Regional Solutions Office to assess services provided by the Regional Solutions Centers' coordinators and state agency team members.

The Governor's Office conducts a survey every two years in order to assess its performance in meeting the customer satisfaction performance measure for Regional Solutions. This measure is known as key performance measure (KPM) #1 in the state

performance management system. The KPM reads: CUSTOMER SATISFACTION – Percent of participants (customers) who rate the Regional Solutions process very good to excellent.

This report addresses the survey instrument, methodology, response factors, and findings.¹

Survey Instrument

The survey instrument integrated the customer service questions outlined in the Recommended Statewide Customer Service Performance Measure Guidance prepared for the Department of Administrative Services (DAS).² As in past surveys, it included questions asking about the performance of certain agencies involved with Regional Solutions. For the 2016 survey, the participating agencies were DEQ, DLCD, ODOT, and OBDD.

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

Survey Methodology

The customer satisfaction survey was conducted through SurveyMonkey.com, an online, e-mail based survey tool. The questionnaire was prepared in accordance with the DAS Guidelines.

The Intergovernmental Coordinator compiled an e-mail list of potential customers using the following data sources to compile the list:

- Regional Solutions Advisory Committee members
- The League of Oregon Cities database
- The Association of Oregon Counties database
- Economic Development District Directors
- Oregon Economic Development Association's Board of Directors

As mentioned in the DAS Guidelines, defining the “customer” can be challenging for a public sector business. The Regional Solutions Office included customers that would fall into three of the four customer types identified by DAS. Since Regional Solutions is not regulatory in nature, our customers do not include the fourth customer type identified by

¹ The Regional Solution's Office did not analyze the agency-specific data as it is up to those four agencies to review this data with respect to the individual agencies.

² See www.oregonlegislature.gov/lfo/Pages/KPM.aspx for a copy of Recommended Statewide Customer Service Performance Measure Guidance, prepared for the Department of Administrative Services by the Oregon Progress Board, August 2005, 7 pages.

DAS, the “Compliers – those individuals or entities on the receiving end of enforcement activities.”

- “Consumers” - the end users of an agency’s programs, services, or information;
- “Constituents” - the individuals and groups who have some vested interest in the agency’s work; and
- “Clients” – Those individuals or entities that fund the service or program (e.g., Regional Solutions Advisory Committee members/taxpayers).

The final list included 789 individual e-mails for potential or known Regional Solutions customers. Except in a few isolated instances where e-mail addresses were not available, the list included (1) all Regional Solutions Advisory Committee members, (2) all county commissioners/administrators, (3) all city mayors/managers/administrators/recorders, (4) the directors of the Oregon Economic Development Districts, and (5) the Oregon Economic Development Association’s Board of Directors.

The approach was similar to a “census” type survey because an effort was made to include the entire population of potential customers. For the web-based survey, this approach was the most cost-effective. We also believe this approach was potentially the least biased in that the Regional Solutions Office was not involved in selecting just a sample of the population. Members of the target audience responding to the survey did so voluntarily and there was no way of tracking the individuals that responded.

The Governor’s Regional Solutions Office sent the initial invitation to participate in the survey on May 2nd with a follow-up reminder on May 23rd. The e-mails provided the web link necessary to take the survey. The survey ran from May 2 through May 31, 2016.

Survey Response Factors

The sample population for the 2016 survey was slightly more than 2014, and much larger than in former ERT surveys. This larger sample population was feasible given the switch from phone surveys conducted previously to the eSurvey. The cost to target additional persons is nominal when using an eSurvey compared to the costs for targeting additional persons in a phone survey.

The response to the survey can be viewed differently depending on how one decides to measure success. Typically, a survey statistician would look at a higher response rate (i.e., percent of target population that responds) as equating to a lower potential for non-response bias in the data. If one were to only look at the percentage of the target population (789) that responded (159), the response percentage (~20%) is low. The low percentage is the direct result of inflating the target population to include potential customers as well as known, recent customers. If the only interest of the Regional Solutions Office was to maximize response rate, than an approach of defining the target population as only those customers known to have interfaced with Regional Solutions in the short term would have been in order.

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

Survey Findings

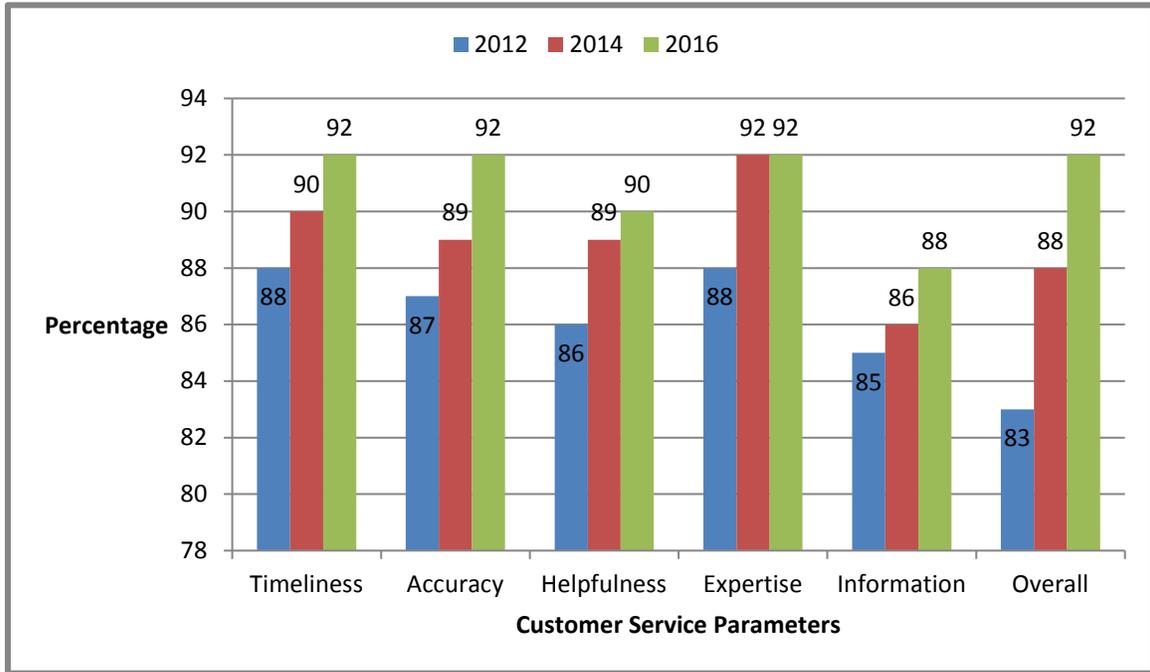
The Regional Solutions KPM target is set at 90% to serve as a motivator for continually improving state agency service delivery to local jurisdictions and businesses. The survey measures how close Regional Solutions is to that 90% target for overall customer service and five specific areas of service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

Customer Satisfaction Targets

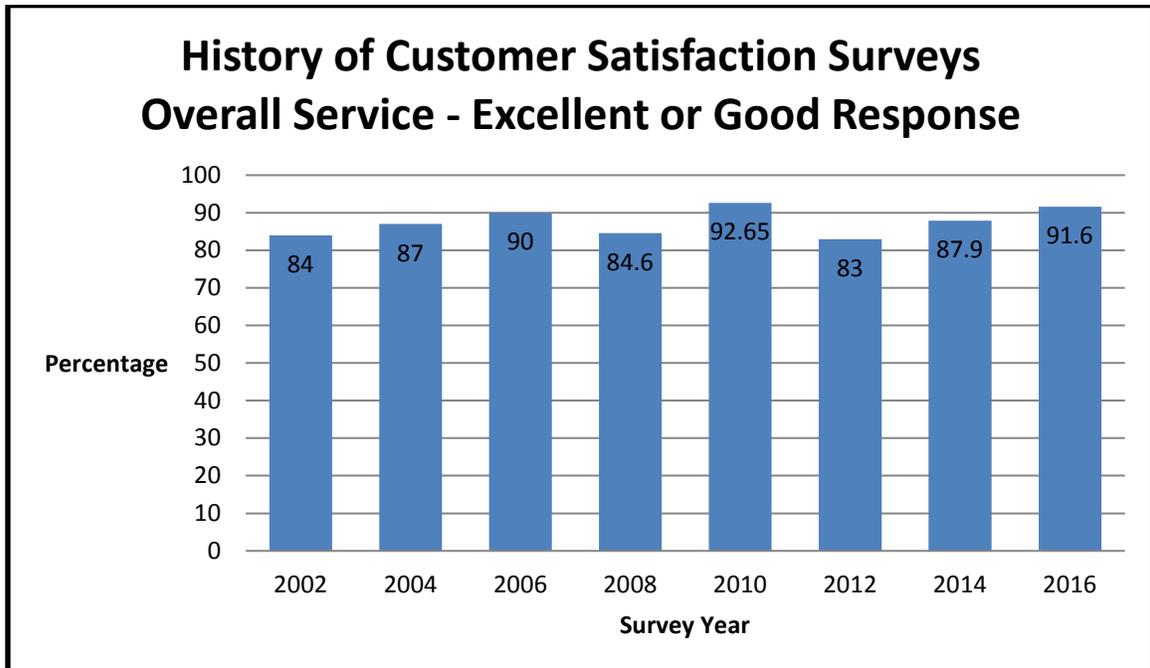
The 2016 survey revealed that Regional Solutions continues to improve upon a high quality of customer service, as evidenced by the high percentage of respondents rating Regional Solutions service as “Excellent to Good.” The Regional Solutions Office met or exceeded the 90% target in all but one area, and the 2016 results show an upward trend from 2014.

The specific results and comparisons of the 2016 findings to past surveys are illustrated on the following pages.

2012 to 2016 Results by Customer Service Parameters



Historical Results of Customer Satisfaction Surveys



Timeliness

How do you rate the timeliness of the services provided by Regional Solutions staff?



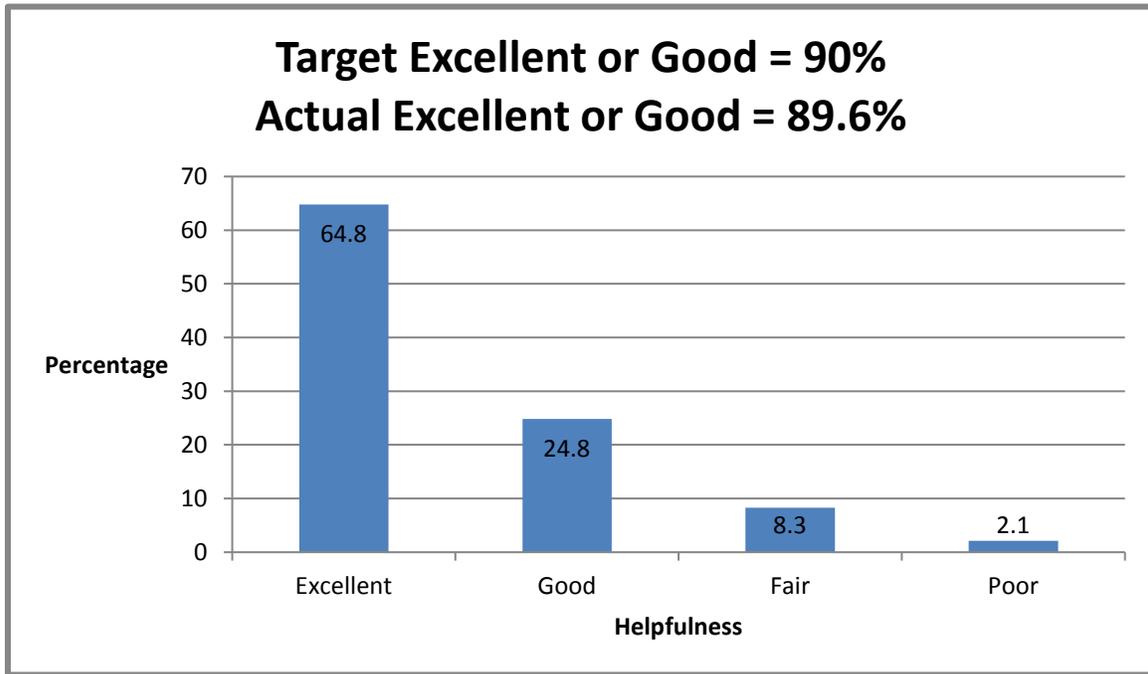
Accuracy

How do you rate the ability of Regional Solutions staff to provide services correctly the first time?



Helpfulness

How do you rate the helpfulness of Regional Solutions staff?



Expertise

How do you rate the knowledge and expertise of Regional Solutions staff?



Availability of Information

How do you rate the availability of information provided by Regional Solutions staff?



Overall Quality of Service

Please rate the overall quality of services provided by Regional Solutions staff.



Open Ended Responses

Two open ended questions were included in the 2016 survey. The data collected in the responses were quite useful. Comments addressed how the Regional Solutions Program adds value to the work of organizations, as well as general feedback about the program and recommendations for improvement.

Below are some of the comments we received.

- I believe the Regional Solutions Program is essential in moving areas toward economic development. Having a staff member available on a regional basis has proved to be very successful from our standpoint.
- The Regional Solutions Team brings expertise and resources to appropriately solve complex & expensive community problems for small cities that do not have expertise/resources.
- Provides an opportunity for local employers to be involved in shaping the future of the area's business climate.
- Need to drive agility into the process to shift the perspective in agencies to "this is what you can do under the rules that we have in place and here is how we can help you."
- Resolving red tape and barriers has been a major focus and providing gap funding has been most helpful in meeting our overall objectives.
- Regional Solutions helped get Governor's policy advisors to see and understand the project. The Advisory Committee made our project a priority for legislative review. This designation plus staff technical connections helped secure legislative support-which combined with private, foundation, college and federal funds has the facility under construction. Students will be taking classes in the new heavy transportation building this fall. Without Regional Solutions we would not be able to meet the needs of students, industry, and a changing transportation sector.
- The customer service approach serves all of Oregon well.
- Need to find more ways for rural cities to integrate with this team.
- Bringing key State resources to the table during project development is the ideal of how RST can support local government planning/implementation.
- The Regional Solutions Program has helped our city from land use issues (i.e. flood plain); DEQ permitting issues and transportation issues. These are the people I go to first for assistance when needed.

- Regional Solutions coordinators are a valuable resource for many projects, particularly those involving transportation, workforce, business development.
- Their purpose is more about avoiding/solving problems. But if I don't have a "problem" then I don't get/need much assistance.
- Keep it going. We need it to help close the divide between urban and rural.
- Knowing we have a go-to contact and team for urgent and important projects is wonderful.
- I appreciate what I would call one stop shopping. The major players are all together and work together to help resolve issues that come up. They seem to work well together and are really trying to help resolve the issues we face.
- Best thing since sliced bread.

Response Rate by Region

Which Regional Solutions Team(s) have you worked with?	
	Response Percent
North Coast Region (Clatsop, Tillamook, and Columbia Counties)	14.5%
Mid-Valley Region (Marion, Polk, and Yamhill Counties)	16.4%
South Valley/Mid Coast Region (Benton, Lane, Lincoln, and Linn Counties)	14.5%
South Coast/Umpqua Region (Coos, Curry, and Douglas Counties)	8.8%
Southern Region (Jackson and Josephine Counties)	5.7%
Metro Region (Multnomah, Washington, and Clackamas Counties)	9.4%
North Central Region (Wasco, Hood River, and Sherman Counties)	11.3%
Central Region (Jefferson, Crook, and Deschutes Counties)	9.4%
South Central Region (Klamath and Lake Counties)	3.1%
Greater Eastern Region (Gilliam, Wheeler, Morrow, Umatilla, Grant, Harney, and Malheur Counties)	16.4%
Northeast Region (Union, Baker, and Wallowa Counties)	10.1%
None of the Above	3.8%

Agency Specific Questions

Four agencies with staff on the Regional Solutions Teams participated in the survey to measure their agency performance in the context of the Regional Solutions process. Those agencies are DEQ, DLCD, ODOT, and OBDD.

The survey instrument included introductory questions designed to determine if the respondent would be directed to answer the agency-specific questions. All survey respondents were asked to indicate if the local project Regional Solutions worked on with the community or organization involved an issue area listed below. Each respondent that answered yes was presented with a follow-up question to rate the agency's involvement in the process.

- Land Use/Zoning = DLCD
- Environmental Permitting/Environmental Quality = DEQ
- Highway Access/Transportation Planning/Transportation Construction = ODOT
- Business Assistance/Community Infrastructure = OBDD

Slightly over half of the respondents answered the agency-specific questions. The agency-by-agency response percentages for excellent and good ratings were as follows. For comparison purposes, the data available from previous surveys is displayed below.

	2016 Survey	2014 Survey	2012 Survey	2010 Survey	2008 Survey
DLCD	67.7%	70.8%	58.8%	73.7%	86.3%
DEQ	84.5%	72.3%	75.4%	76%	78.9%
ODOT	84.6%	77%	81.8%	65.9%	64.9%
OBDD	91.7%	82.6%	N/A	N/A	88%

For more information on the performance ratings of these agencies, please see the agency's Annual Performance Progress Report.

Summary

Regional Solutions continues to improve the quality of service it provides to Oregon communities and other partners. Of course, there is always room for improvement, and the survey helps identify areas of concern. The addition of open ended responses provided further input that will benefit the overall program.

The regional coordinators will share the survey results with their advisory committees and team members. The survey provides a benchmark on the level of customer service provided by the program, and is a good tool for initiating conversations for maintaining and improving customer satisfaction.

[Appendix A: Questionnaire](#)



Regional Solutions 2016 Customer Satisfaction Survey

Introduction

Regional Solutions is conducting its biennial customer satisfaction survey and would greatly appreciate hearing about your experiences working with your Regional Solutions Team. Information gathered through this survey will be used as part of the ongoing performance management assessment for Regional Solutions.

The survey includes 14 questions and should take less than 10 minutes to complete.

* 1. Please rate your knowledge of the Regional Solutions Program on a scale of 1 to 4 with 1 being 'No Knowledge of the Regional Solutions Program' and 4 being 'Very Knowledgeable about the Regional Solutions Program.'

- 1 - No Knowledge
- 2
- 3
- 4 - Very Knowledgeable

* 2. Which Regional Solutions Team(s) have you worked with?

- North Coast Region (Clatsop, Tillamook, and Columbia Counties)
- Mid-Valley Region (Marion, Polk, and Yamhill Counties)
- South Valley/Mid Coast Region (Benton, Lane, Lincoln, and Linn Counties)
- South Coast/Umpqua Region (Coos, Curry, and Douglas Counties)
- Southern Region (Jackson and Josephine Counties)
- Metro Region (Multnomah, Washington, and Clackamas Counties)
- North Central Region (Wasco, Hood River, and Sherman Counties)
- Central Region (Jefferson, Crook, and Deschutes Counties)
- South Central Region (Klamath and Lake Counties)
- Greater Eastern Region (Gilliam, Wheeler, Morrow, Umatilla, Grant, Harney, and Malheur Counties)
- Northeast Region (Union, Baker, and Wallowa Counties)
- None of the Above

3. How do you rate the timeliness of the services provided by Regional Solutions staff?

- Excellent
- Good
- Fair
- Poor
- Don't Know

4. How do you rate the ability of Regional Solutions staff to provide services correctly the first time?

- Excellent
- Good
- Fair
- Poor
- Don't Know

5. How do you rate the helpfulness of Regional Solutions staff?

- Excellent
- Good
- Fair
- Poor
- Don't Know

6. How do you rate the knowledge and expertise of Regional Solutions staff?

- Excellent
- Good
- Fair
- Poor
- Don't Know

7. How do you rate the availability of information provided by Regional Solutions staff?

- Excellent
- Good
- Fair
- Poor
- Don't Know

8. Please rate the overall quality of services provided by Regional Solutions staff.

- Excellent
- Good
- Fair
- Poor
- Don't Know

9. Did the project Regional Solutions worked on with your community or organization involve land use or zoning issues? If no, please skip this question and proceed to number 10.

How do you rate the Oregon Department of Land Conservation and Development's involvement in the Regional Solutions process?

- Excellent
- Good
- Fair
- Poor
- Don't Know

10. Did the project Regional Solutions worked on with your community or organization involve environmental permitting or other environmental quality issues? If no, please skip this question and proceed to number 11.

How do you rate the Oregon Department of Environmental Quality's involvement in the Regional Solutions process?

- Excellent
- Good
- Fair
- Poor
- Don't Know

11. Did the project Regional Solutions worked on with your community or organization involve highway access, transportation planning, or transportation construction issues? If no, please skip this question and proceed to number 12.

How do you rate the Oregon Department of Transportation's involvement in the Regional Solutions process?

- Excellent
- Good
- Fair
- Poor
- Don't Know

12. Did the project Regional Solutions worked on with your community or organization involve business assistance or community infrastructure? If no, please skip this question and proceed to number 13.

How do you rate the Oregon Business Development Department's involvement in the Regional Solutions process?

- Excellent
- Good
- Fair
- Poor
- Don't Know

13. How has the Regional Solutions Program added value to your organization?

14. Please provide any comments or feedback you have regarding the Regional Solutions Program.



Regional Solutions 2016 Customer Satisfaction Survey

Thank you for participating in the Regional Solutions' customer satisfaction survey. We value your time and thoughts. Please note that you do not need to register for SurveyMonkey in order for your responses to be collected. If you have any questions regarding this survey, please contact Lisa Howard at lisa.howard@oregon.gov or (503) 378-6502.