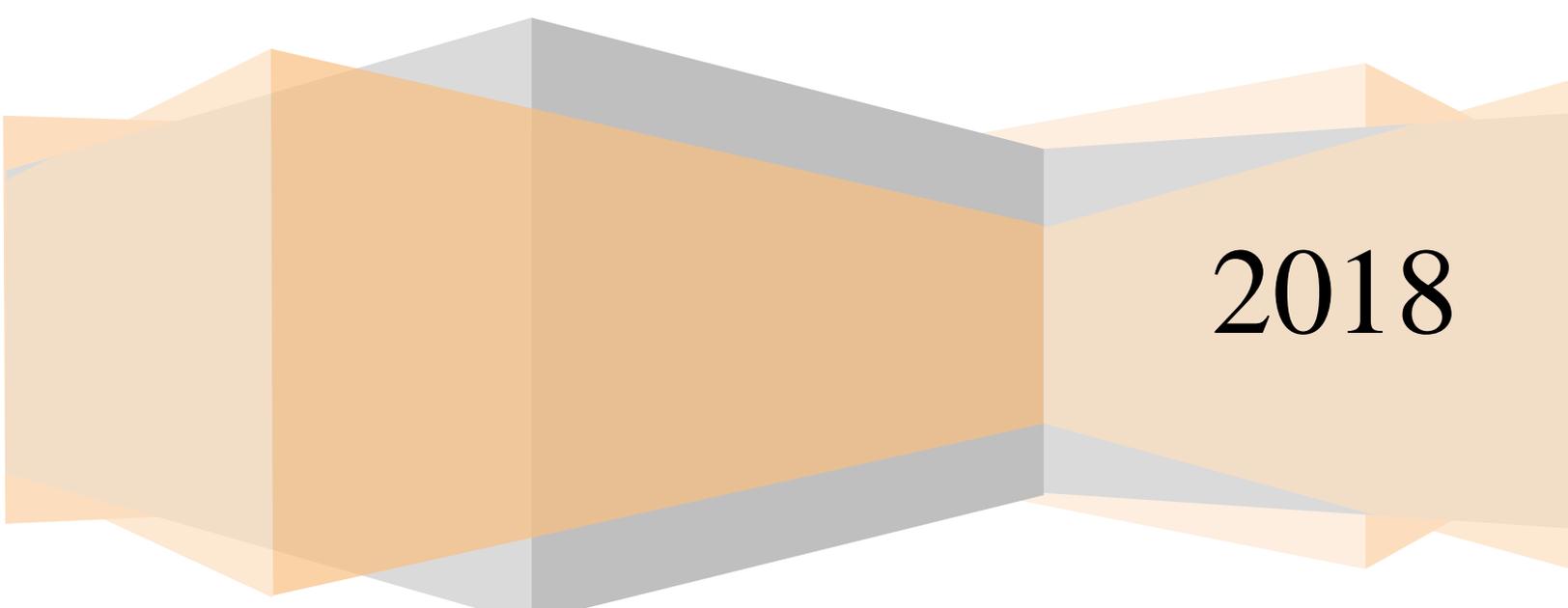


State of Oregon  
Governor's Office

# Regional Solutions

## Customer Satisfaction Survey

Final Report



2018

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## About Regional Solutions

The Regional Solutions Program – consisting of advisory committees, coordinators, and state agency teams – provides a one-stop shop for communities throughout the state – including outside the I-5 corridor. Eleven Regional Solutions teams support community and economic development to help attract and expand business and industry, create good jobs, and improve the economy. They bring the right people to the table and coordinate state action to solve problems and streamline government.

These state agency teams help integrate and align permitting requirements, remove barriers to business retention and expansion, and quickly respond to issues that address community and economic development priorities in the region. 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.

For each region, Governor Brown has appointed an advisory committee to represent the private, public, and philanthropic sectors. The regional boundaries are aligned with the 11 federally designated Economic Development Districts. 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.

State agency staff are co-located in Regional Solutions Centers around the state to support collaboration and alignment in support of regional priorities. Five core state agencies – the Oregon Department of Transportation (ODOT), Department of Land Conservation and Development (DLCD), Department of Environmental Quality (DEQ), Oregon Housing and Community Services (OHCS), and Business Oregon – co-locate their regional staff in these centers to form Regional Solutions Teams (RSTs). Additional state agencies are invited to join the team as needed to address priorities. Coordination for the teams is provided by the Governor's Office.

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).

## Survey Introduction

This report summarizes the survey process and findings for the 2018 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.<sup>1</sup>

## 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).<sup>2</sup> As in past surveys, it included questions asking about the performance of certain agencies involved with Regional Solutions. For the 2018 survey, the participating agencies were DEQ, DLCD, ODOT, and Business Oregon.

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
- Economic Development and Community Services Tribal Cluster

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

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<sup>1</sup> 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.

<sup>2</sup> See [www.oregonlegislature.gov/lfo/Pages/KPM.aspx](http://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 1,756 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 and administrators; (3) all city mayors, councilors, managers, administrators, and recorders; (4) the directors of the Oregon Economic Development Districts; and (5) members of the Economic Development and Community Services Tribal Cluster.

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 25<sup>th</sup> with a follow-up reminder on June 19<sup>th</sup>. The e-mails provided the web link necessary to take the survey. The survey ran from May 25 through June 25, 2018.

### Survey Response Factors

The sample population for the 2018 survey was 45% higher than 2016 due to the addition of city councilors, and much larger than in former ERT surveys. ERT surveys were conducted by phone, which is cost prohibitive. 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 (1,756) that responded (188), the response percentage (~11%) 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

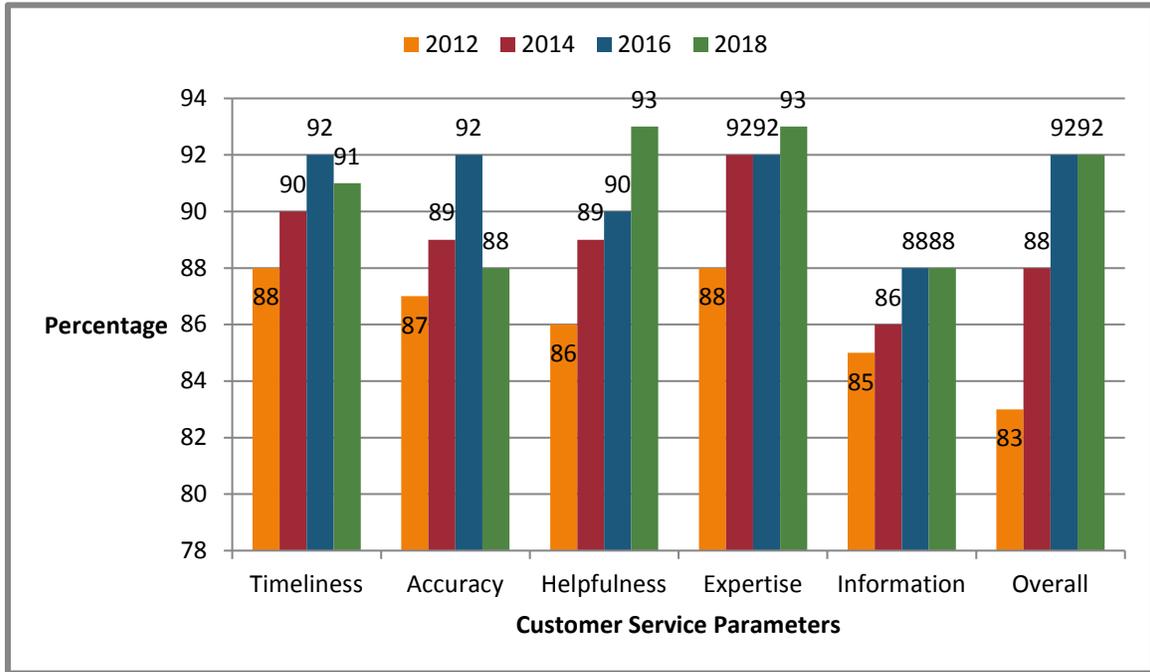
The Regional Solutions KPM target is set at 90% to serve as a motivator for continually improving state agency service delivery to local jurisdictions and businesses. The survey measures how close Regional Solutions is to that 90% target for overall customer service and five specific areas of service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

### ***Customer Satisfaction Targets***

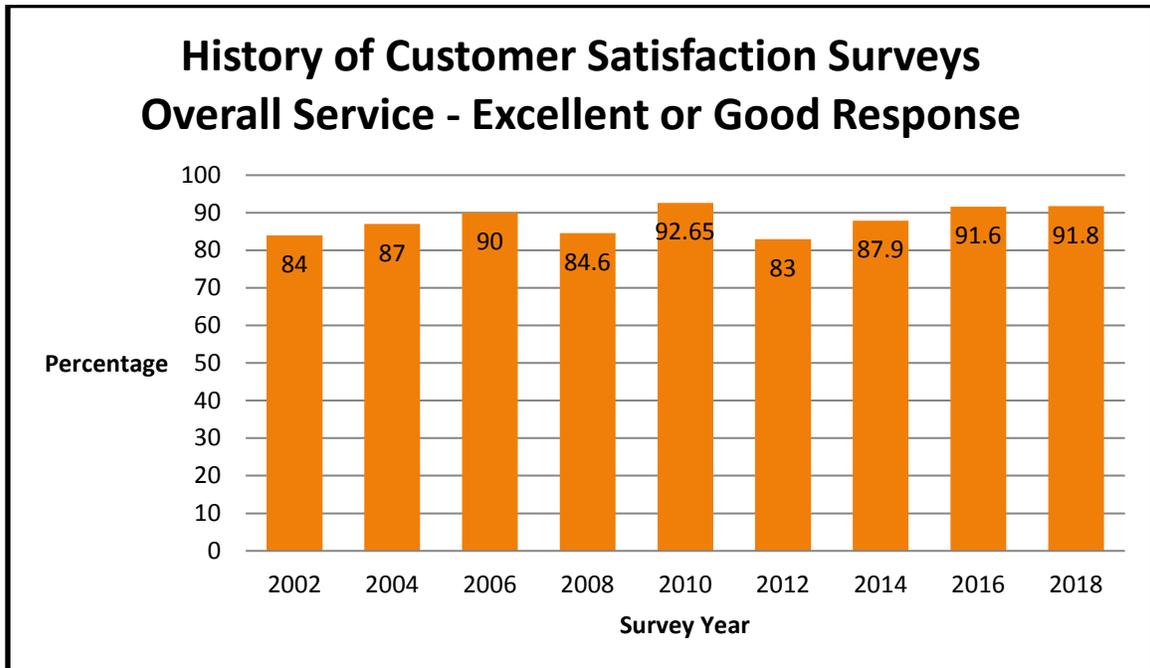
The 2018 survey revealed that Regional Solutions continues to provide exceptional customer service, as evidenced by the high percentage of respondents rating Regional Solutions service as “Excellent” or “Good.” The Regional Solutions Office met or exceeded the 90% target in all but two areas, and the 2018 results were very similar to 2016. The only anomaly was a four point drop in the accuracy rating.

The specific results and comparisons of the 2018 findings to past surveys are illustrated on the following pages.

### 2012 to 2018 Results by Customer Service Parameters

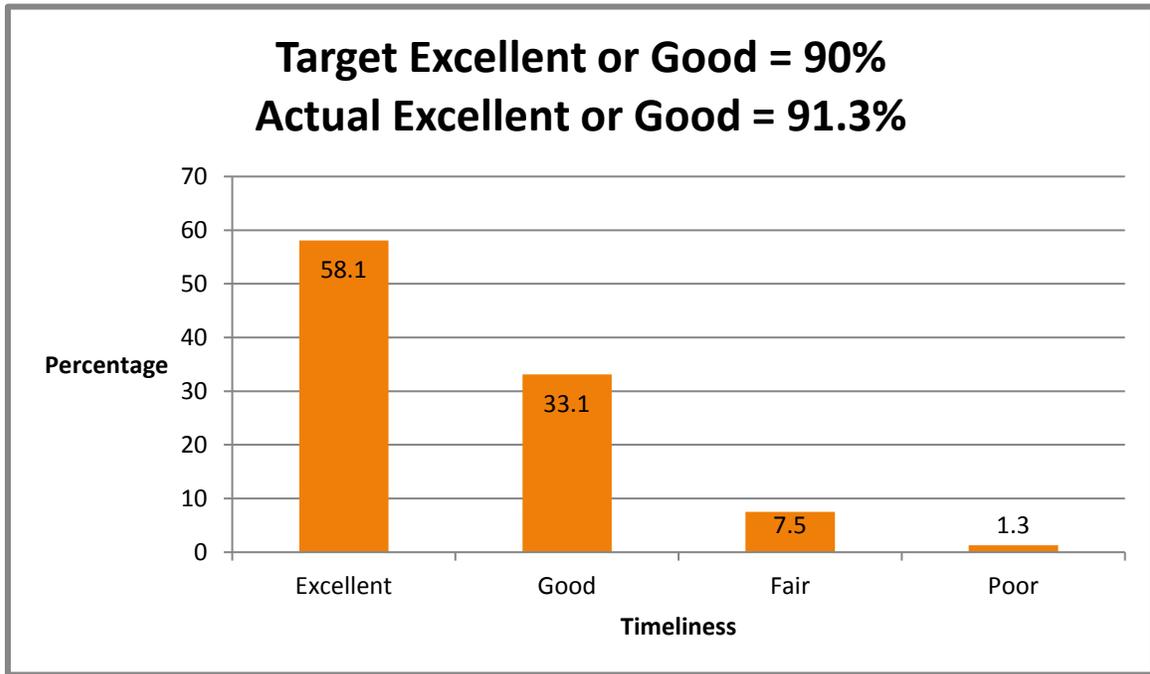


### Historical Results of Customer Satisfaction Surveys



### Timeliness

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



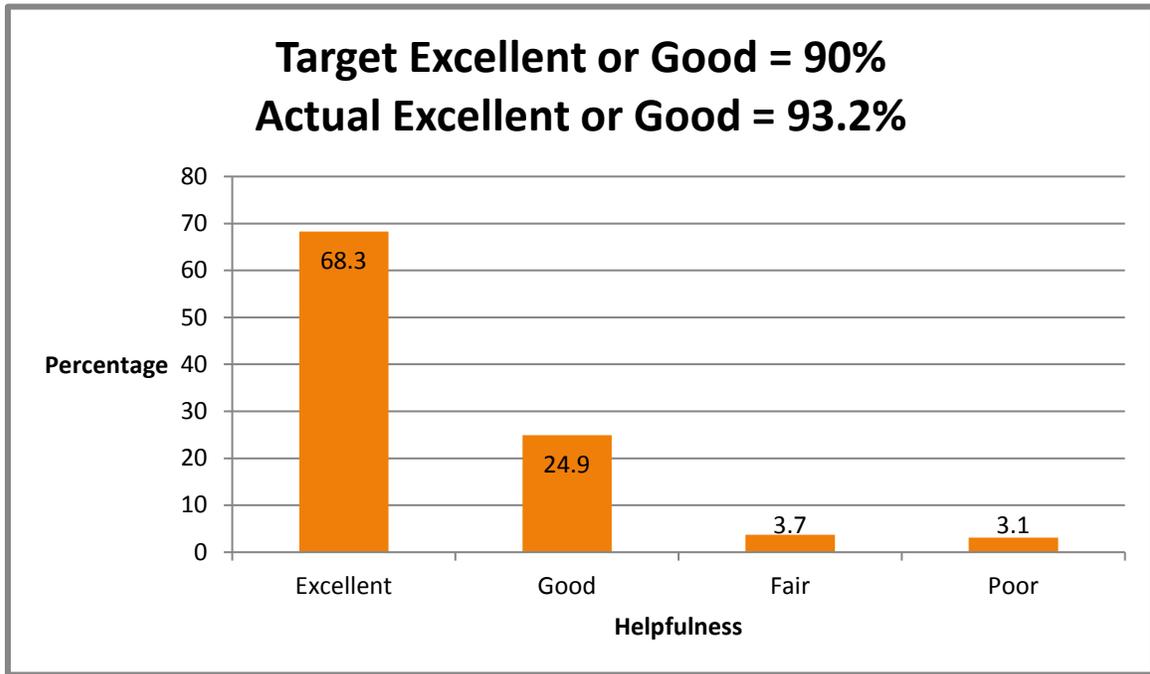
### Accuracy

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?



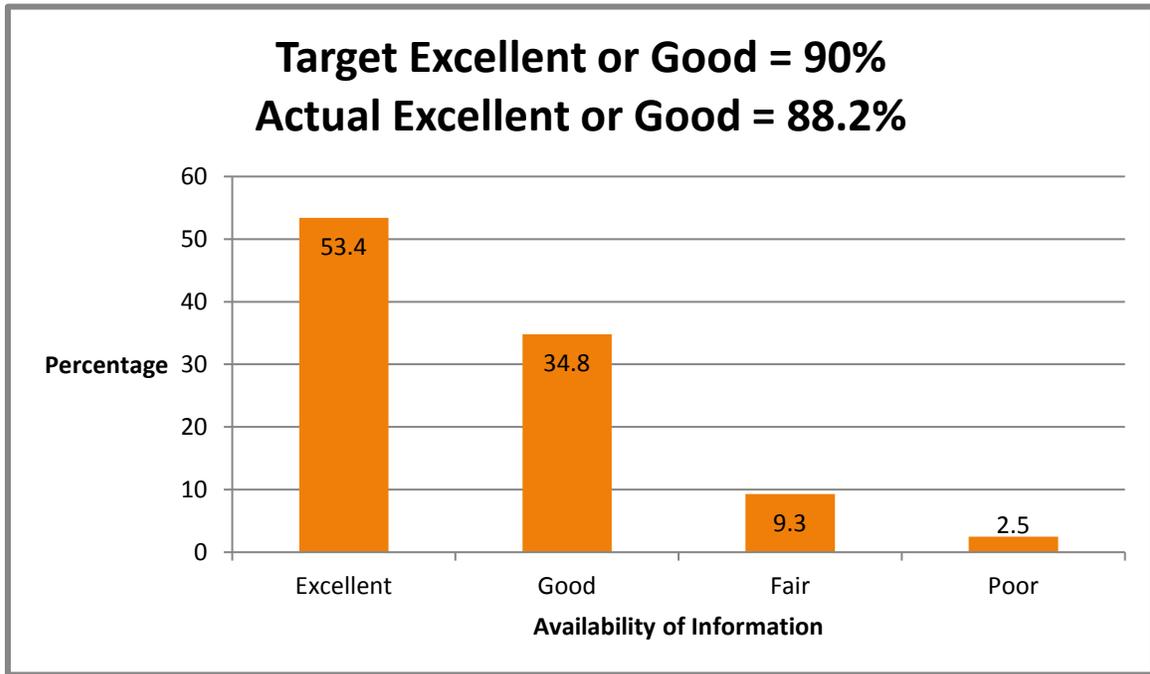
### Expertise

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

Three open ended questions were included in the 2018 survey. The data collected in the responses were quite useful. Comments addressed how the Regional Solutions Program adds value to the work of organizations and what teams could do to promote economic development in the state, as well as general feedback about the program. Below are some of the comments we received.

Regarding how the Regional Solutions Program had added value to an organization:

- Cutting across agency and government entity silos to get to results.
- Helped us to address critical workforce needs.
- Connections to relevant state agency representatives, and regional partners.
- A go-to resource to address challenging, multi-jurisdictional issues.
- Great connection to state resources. Keeps us abreast of policy issues/changes, and opportunities for state assistance. Good advocates for job creation.
- Having the team located in our area has been vital to timely attention and responses. I have not heard that you are considering eliminating the local teams - but if you ever do, don't.
- RST is the critical link to disbursing information quickly, efficiently and accurately.
- We have regular engagement with our RSC which has been extremely helpful in identifying resources and programs that have been beneficial on several fronts including understanding complex programs, best practices, industry opportunities, and regional collaboration. We have also found having our RSC's involvement has been recognized and appreciated by our business community and local elected officials.
- Yes, the Regional Solutions Program and our Coordinator have added value to our community and organization. We have continued to see private investment in our downtown business district following the RS project.
- Provided valuable insight and information allowing us to work well with our regional partners and state agencies.
- Without question. We are a mid to small-size city that very much needed the assistance we received.

What Regional Solutions Teams can do in the next 12 months to partner with organizations to promote economic development in Oregon:

- Participate in an effort to map statewide as well as regional community and economic development resources in order to improve coordination and efficiency.
- Keep doing the good work you have been doing and maintain legislative support for this valuable program.
- Continue to assist with problem solving when regulatory or other constraints are unnecessarily delaying or stopping economic development. Continue to lead on information gathering to advise the governor and legislature on programs that will advance economic development.

- Lead a discussion on what is "hot" in expansion and recruitment. Especially for rural communities.
- Continue bringing the broad diverse group together with ideas being shared of successes in other areas.
- Continue to assist local communities with the issues that face them and coordinate with a variety of State agencies to seek answers and solutions. Housing continues to be a top priority to attract and retain workers for businesses. Regional Solutions can assist communities in this effort. With the Opportunity Zone designations for 86 zones in the State, Regional Solutions can assist communities in understanding how this Federal program works and is implemented.

Additional comments provided about the Regional Solutions Program:

- I have to say that they bring service, expertise, original thinking and true solutions to the table every time.
- Modest increase in state funding for Regional Solutions priority projects would help assure continued support from local elected leaders and business people.
- Great program and highly committed staff. I'd like to see more integration between Regional Solutions priorities and CEDS priorities.
- Extremely helpful to small rural towns with few resources of their own.
- The concept of Regional Solutions is very practical. And the team of coordinators work very hard to understand the lives and economies of the areas they serve, making them effective in bringing reasonable solutions for problems and projects involving multiple state agencies.
- Solutions team perspectives of what constitutes "help" is different than ours. It would improve things if they worked to agree on what amounts to "success" before they get too far into a project.
- The Regional Solutions program is a highly effective resource for our region. Having a partner that is responsive and effective amplifies our efforts. We support the RS team and ask that the program continue.
- I am a big fan of these regional collaborations— thank you!

## Response Rate by Region

Which Regional Solutions Team(s) have you worked with?	
	Response Percent
North Coast Region (Clatsop, Tillamook, and Columbia Counties)	8.51%
Mid-Valley Region (Marion, Polk, and Yamhill Counties)	18.62%
South Valley/Mid Coast Region (Benton, Lane, Lincoln, and Linn Counties)	14.89%
South Coast/Umpqua Region (Coos, Curry, and Douglas Counties)	3.19%
Southern Region (Jackson and Josephine Counties)	3.72%
Metro Region (Multnomah, Washington, and Clackamas Counties)	6.91%
North Central Region (Wasco, Hood River, and Sherman Counties)	12.77%
Central Region (Jefferson, Crook, and Deschutes Counties)	6.91%
South Central Region (Klamath and Lake Counties)	2.66%
Greater Eastern Region (Gilliam, Wheeler, Morrow, Umatilla, Grant, Harney, and Malheur Counties)	10.11%
Northeast Region (Union, Baker, and Wallowa Counties)	6.38%
None of the Above	10.11%

## 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 Business Oregon.

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 = Business Oregon

Not all respondents answered the agency-specific questions (number of respondents ranged from 71 to 112). 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.

	<b>2018 Survey</b>	<b>2016 Survey</b>	<b>2014 Survey</b>	<b>2012 Survey</b>	<b>2010 Survey</b>	<b>2008 Survey</b>
<b>DLCD</b>	64.8%	67.7%	70.8%	58.8%	73.7%	86.3%
<b>DEQ</b>	75%	84.5%	72.3%	75.4%	76%	78.9%
<b>ODOT</b>	80.7%	84.6%	77%	81.8%	65.9%	64.9%
<b>OBDD</b>	91.1%	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 provide exemplary service to Oregon communities and other partners. Of course, there is always room for improvement, and the survey helps identify areas of concern. The open ended responses provide 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 2018 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. There are 11 teams located throughout the state consisting of the Governor's Regional Solutions Coordinators and representatives from Business Oregon, the Oregon Department of Transportation, the Department of Land Conservation and Development, the Department of Environmental Quality, and Oregon Housing and Community Services. Information gathered through this survey will be used as part of the ongoing performance management assessment for Regional Solutions.**

**The survey includes 15 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, Columbia, and western Washington 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 Business Oregon'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. What can Regional Solutions Teams do in the next 12 months to partner with your organization to promote economic development in Oregon?

15. Please share any other comments you'd like to provide regarding the Regional Solutions Program.



## Regional Solutions 2018 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](mailto:lisa.howard@oregon.gov) or (503) 378-6502.**