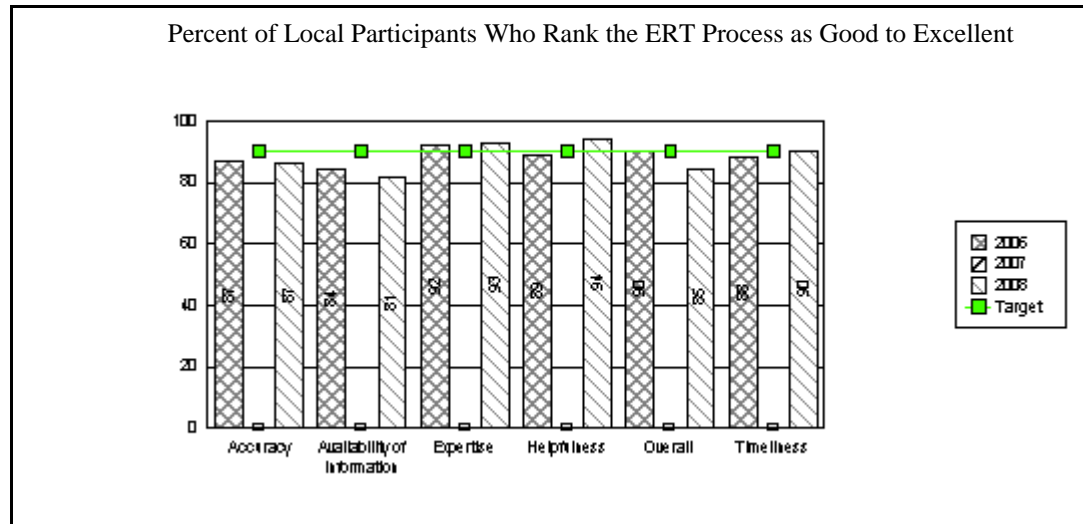


KPM #1	CUSTOMER SATISFACTION - Percent of participants (customers) who rate the ERT process very good to excellent.	2002
Goal	CUSTOMER SERVICE: Improve the quality and efficiency of delivering state services to local governments and businesses.	
Oregon Context	OBM 35: Public Management and ERT Mission	
Data Source	2008 ERT Customer Satisfaction Study, developed following the Recommended Statewide Customer Service Performance Measure Guidelines. ERT study was part of a joint customer service survey administered by the Oregon Department of Administrative Services. The survey is conducted on a biennial basis.	
Owner	ERT special projects coordinator: Christine Valentine, 503-986-6522	



1. OUR STRATEGY

The five ERT regional coordinators work at the local-level with teams of field staff from the following state agencies: OECDD, ODOT, DLCD, DEQ, DSL, ODA, OHCS, DCBS, WRD, and ODOE. Together, these regional, interagency teams provide coordinated state assistance to local jurisdictions and businesses on high priority economic and community development projects. This includes work on readying industrial lands for

“project ready” certification and/or development.

2. ABOUT THE TARGETS

Targets for customer service remain set at 90% to serve as a motivator for improving state agency service delivery to local jurisdictions and businesses.

3. HOW WE ARE DOING

Overall, nearly nine out of ten local participants in ERT projects perceive the service provided as “good” and “excellent.” The ERT received the highest ratings in the area of knowledge/expertise and helpfulness of employees. This is evidence that customers view ERT representatives as experts in the field, and this goes a long way toward allowing the ERT to build and maintain trust-based relationships. At 81.4%, availability of information received the lowest rating; this rating was 84% in the 2006 customer satisfaction study. The difference between 2006 and 2008 studies for the availability of information rating is not deemed significant, but the fact that this area received the lowest rating again in the 2008 study warrants an examination of outreach/communications efforts that could be implemented either by the ERT office or through participating state agencies.

4. HOW WE COMPARE

Results from the 2008 survey are in line with customer satisfaction surveys the ERT conducted in 2002, 2004, and 2006 when overall ratings of good and excellent were at 84%, 87%, and 90%, respectively. The 2002 and 2004 customer satisfaction surveys preceded the Recommended Statewide Customer Service Performance Measure Guidelines so survey questions were not the same as the questions asked in 2006 and 2008. The 2006 and 2008 questions were very similar and thus can be more readily compared.

5. FACTORS AFFECTING RESULTS

For the most part, the ERT is asked to become engaged in local projects that are complex, and many of these projects have long standing issues that are beyond the scope of traditional and individual state agency processes to resolve. The high ranking of the ERT for customer service may be influenced by the fact that the ERT coordinators and the ERT process often play a key role in facilitating resolutions to tough issues and, in some instances, bringing a project that’s run into problems to a successful conclusion.

The ERT is constantly challenged by the need to facilitate communications across state agencies when the traditional, state organizational structure is

designed such that the status quo is for agencies to operate in silos. The ERT is also challenged by the need to work with numerous local governments, with widely varying capacity for economic and community development depending on jurisdiction size, resources, and related factors.

6. WHAT NEEDS TO BE DONE

In the 2008 Customer Satisfaction Study, the ERT received the the lowest rating (81.4%, target of 90%) in availability of information. This was also the area of lowest rating in the 2006 Customer Satisfaction Study. Since the ERT coordinators often rely on state agencies to provide information to local government partners, the ERT has communicated and will continue to stress to the agency directors the need to improve access to information about state programs and processes. The ERT also will look for communication/outreach opportunities, either taken directly or via state agency partners, which could help to improve ratings in this area.

The ERT office will continue to stress the importance of customer service to all state agency participants, to further instill a culture of cooperation and problem-solving. This will hopefully result in improvement upon historical customer satisfaction ratings or at a minimum, maintenance of the ERT's high ratings for providing quality services.

7. ABOUT THE DATA

Since the cycle time for ERT projects ranges varies from a few months for siting a business to a year or more for readying an industrial site for certification (longer if the site requires extensive and expensive infrastructure or transportation fixes), the reporting cycle for customer service is biennially using Oregon fiscal years. The strength of the survey data is a high response rate of 53%. A potential weakness of the data is the relatively small sample size of 231 for the target population. A copy of the 2008 Oregon Economic Revitalization Team Customer Satisfaction Study is available by contacting Christine Valentine at 503-986-6522.