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AGENDA COVER MEMORANDUM

AGENDA DATE: December 17, 2008

PRESENTED TO: Board of County Commissioners

PRESENTED BY: Jeff Spartz, County Administrator with
Jennifer Inman, Sr. Management Analyst
Amber Fossen, Public Information Officer
Sascha Cosio, Sr. Program Specialist

AGENDA TITLE: **IN THE MATTER OF DISCUSSION OF NEXT STEPS ON LANE COUNTY GOALS**

I. MOTION

Discussion item – no motion required.

II. AGENDA ITEM SUMMARY

In August 2008, the Board adopted four goals and directed the County Administrator to return to the board with recommendations for next steps.

Lane County Goals 2008-2010

- 1) Develop Lane County's economic engine
- 2) Provide outstanding customer/constituent service
- 3) Build public trust through intensive communication and engagement
- 4) Develop a five year plan

III. BACKGROUND/IMPLICATIONS OF ACTION

A. Board Actions & Other History

The Lane County Board of Commissioners met in March and again in July of 2008 to discuss the County's priorities and set goals to guide the organization for the coming one to two years. This goal setting work followed a year in which the Board regularly discussed the County's budget direction and service priorities and reached out in a determined effort to engage citizens in discussions about the County's future, priorities, and finances. On July 29th, 2008, the Board discussed their vision of Lane County in 2020 and identified goals for the organization. The Board adopted these goals in August Board Order number 08-8-19-2.

B. Policy Issues

The recommended next steps do not impact or change any current County policies. However, policy analysis and development regarding customer/constituent service is one of the recommended next steps for Goal 2. Changes in and implementation of current communications practices and policies may also result from next steps in Goal 3. Finally,

the development and implementation of a comprehensive strategic plan may ultimately lead to policy analysis and possible revision.

C. Board Goals

The purpose of this item is to give direction to the County Administrator regarding next steps on the Lane County Goals adopted by the Board on August 19th, 2008.

The Lane County Strategic Plan 2001:

Section B2: Refine the communications plan: *“Lane County Government recognizes that efficient and effective use of its resources requires strong communication. This includes effective communication with the public, internally among County personnel, and between County departments and other agencies that work with the County.”*

Section C1: Refine Countywide goals: *“The County will continually review its mission, vision and guiding principles for future service delivery. Consistent with the review and with input from its citizens, the County will identify quality-of-life goals that it deems to be the highest priority goals for Lane County services. In selecting each priority the County will take into account both the importance of the goals and the County’s ability to favorably influence results related to the goal. The selected goals will be measurable. The County will engage in a goal-setting process periodically, consistent with the strategic planning cycle.”*

Section C4 calls on the County to remain accountable for strategic plan implementation. C4e states: *“The County will review and replace or modify this Strategic Plan at least every five years.”*

D. Financial and/or Resource Considerations

ICMA National Citizen Survey: \$20,250 (BEFORE DEC 31st)

3,000 unique addresses (rate of return ~ 1000), inc. Spanish language option, exec summary, statistical analysis, key driver analysis, geographic cross tab report, national norms comparison, custom norms report (free if locked in before Dec 31)

Options:

Limit to 1,200 addresses – save \$6,600

Add phone data collection sample of 400 – add \$6,000

Community Engagement Project: \$40,000

\$22,500 for ten-twelve 2-hour community dialogue sessions across the county, including prep, advertising, moderation, and final summary report

\$7,500 for five focus groups to follow up on citizen survey results

\$10,000 for additional community engagement activities to be determined during course of project and approved/requested by Board

Strategic Planning (estimate): \$50,000 in FY 08-09 and \$150,000 in FY 09-10

Consultants, meeting logistics, advertising/publicity, materials and services, etc.

Timeline – 18 months, January 2009 – June 2010

E. Analysis

GOAL 1: Develop Lane County's economic engine

- Grow local businesses
- Convert legacy practices to sustainable practices
- Focus on what we do best and take advantage of our unique strengths and image
- Promote events and tourism with a focus on enhancing high-wage job opportunities
- Communicate Lane County government's economic development accomplishments
- Learn about the successes in other communities

NEXT STEPS

- Continue with Community & Economic Development Program and Economic Development Committee
- Follow up on what opportunities exist post-Hynix
- Can we earn/obtain carbon credits?

GOAL 2: Provide outstanding customer/constituent service

- Promote a customer/constituent service orientation
- Create customer/constituent response policy
- Create feedback mechanisms such as surveys and focus groups
- Promote events and tourism with a focus on enhancing high-wage job opportunities

NEXT STEPS

- Launch citizen survey using ICMA's National Citizen Survey (see attachment A)
- Partnership with U of O School of Business and Lane Management
- Defined core set of services and create a flexible workforce

GOAL 3: Build public trust through intensive communication and engagement

- Increase dialogue opportunities with citizens (BCC)
- Hold meetings outside of usual setting, partner with other organizations to share meetings (BCC)
- Listen
- Define ourselves, tell our story, show how Lane County government is relevant
- Enhance the County's website and internet communications including email distribution lists

NEXT STEPS

- Web re-design project
- Video project
- Get citizen survey in the field
- Launch Community Engagement Project, prepare request for quotes for consultant and make selection
- Follow up citizen survey with focus groups
- Pilot/test a "citizen's academy" model

GOAL 4: Develop a five year plan

- Keep plan simple
- Engage community early
- Analyze the organizational structure and consider reorganization
- Build in robustness to respond to a range of future scenarios

NEXT STEPS

- Form Strategic Plan Steering Committee
- Get citizen survey in the field
- Hire consultants to work with Steering Committee to design planning process

IV. RECOMMENDATION

- Take immediate action on Citizen Survey to get in field and take advantage of lower rates
- Form Strategic Plan Steering Committee and develop Request for Professional Services for planning consultants
- Seek quotes and hire Community Engagement Project consultant
- Continue and complete work on Website re-design, video project, work with UO Business School and Lane Management, economic development efforts, pilot of county college/academy, and other next step activities.

VI. ATTACHMENTS

ICMA National Citizen Survey Information and Timeline



ICMA > Results Networks > National Citizen Survey

NCS Frequently Asked Questions

What is The National Citizen Survey™?

The National Citizen Survey™ is a unique service to administer, analyze, and report results from a customizable citizen survey. National Research Center, Inc., and ICMA are able to provide this service at a relatively low cost through careful standardization and automation of the survey process. Each participating jurisdiction can make important customizations for its locale, and the report can compare the results from your jurisdiction with results from other jurisdictions across the United States.

Why should we survey our citizens?

Good reasons include: to measure service performance; to benchmark service quality ratings; to assess community needs; to make long-range, short-term, or strategic plans; to demonstrate the receptivity of your government; to evaluate potential policies or community characteristics; to continue a trendline from periodic surveying; or to respond to a council mandate. These days, residents expect their local government or officials to be as well informed about customer perspectives as the best businesses.

Why should we use The National Citizen Survey™ instead of doing the survey on our own?

The National Citizen Survey™ offers many advantages over both in-house administration and the use of a consultant. These include reduced costs, comparisons to national norms, and the credibility of a widely reputable independent research firm.

What kinds of questions are included on the survey?

Questions are included about the quality of life in your community or county, local policies, demographics, quality of local government services and resident use of services.

Our jurisdiction provides a wide array of services. Will The National Citizen Survey™ let us survey opinions about all of these services?

The selection of service questions is extensive, so all of the major services that you provide are likely to be represented.

Can The National Citizen Survey™ be used by counties?

Yes. A special template, fully customizable, is available for counties.

We participate in ICMA's Center for Performance Measurement. Can we use The National Citizen Survey™ to collect data for CPM?

Yes. In fact, The NCS was designed to coordinate with [CPM](#) data collection. If you use the NCS survey instrument, you will not need to ask citizens the same questions again for CPM purposes.

To what extent is the survey customizable?

You may customize your survey by choosing from a set of questions that are commonly used in citizen surveys, that have been endorsed by a panel of experts, and that have been tested at several pilot sites. You also have the option of creating three policy questions that are entirely specific to your jurisdiction. Furthermore, you may choose among a selection of additional services to

modify the administration by including an open-ended question, comparisons to your previous survey results, a larger sample size, phone data collection, a Spanish translation, customized norms, geographic crosstabs, and a breakdown of results by respondent characteristics.

What will the margin of error in the results be?

Typically, with a sample size of 1,200 surveys, there will be about 400 responses, which translates to a margin of error that is approximately 5 percentage points around any percent. One of the additional options is a larger sample size of 3,000 residents, which will reduce the margin of error to about 3 percentage points.

How long will jurisdiction staff spend on The National Citizen Survey™?

This will vary and will depend in part on the way your jurisdiction operates. A lead staff member for the project could expect to spend from 10 to 40 hours over the course of the 18-week administration. Publicity is encouraged, and will take additional staff time. The reward for your rather small investment of time will be a better survey and a higher response rate.

What is the cost of The National Citizen Survey™, and how does it compare to the cost of a survey from a private consultant?

You will find enclosed a list of options for The National Survey™ services, and you will find The NCS™ more affordable than a fully customized survey. The added value of normative data makes The NCS™ even more cost effective.

How long will it take to get results and the report once we sign up?

Once you sign up, you will receive a packet of materials requesting information about customizing the survey. The complete time frame is approximately 12 weeks from the time we receive your completed materials from this packet.

How will the survey be administered?

The survey will be administered by mail. A postcard is sent to randomly selected households announcing that a survey will follow. The first survey comes a week later and is followed by a "reminder" survey one week after that. Data collection by phone is also an option.

How many people in our jurisdiction will receive the mailing?

The basic service includes a sample size of 1,200 residents. However, we also offer the option of a sample size of 3,000 residents at an additional cost.

How many responses can we expect?

With a sample size of 1,200, we typically receive about 400 responses. For a sample size of 3,000, we expect approximately 1,000 responses. The actual number varies from jurisdiction to jurisdiction. The response rate will depend partly on the amount of publicity you provide ahead of time.

What about people who don't speak English?

We offer a Spanish-language version of the survey instrument as a service option. Let us know if you are interested in other languages.

What kind of report will we get?

You will get three separate reports. An executive summary briefs you on results. A comprehensive report includes survey background, survey methods, local results, and appendices. Local results are presented in tables and graphs. A third report, intended

for internal use or for public information purposes, at the manager's discretion, compares local results to norms based on National Research Center's database of over 350 surveys conducted throughout the United States.

Can we compare the results of The National Citizen Survey™ to the results of surveys we did in the past?

Yes. As an option, we can convert most service evaluations to The NCS™ measurement scale for comparisons over the last three administrations to The NCS™ results.

With which communities will we be able to compare our results?

The normative comparisons are based on about 350 jurisdictions where citizen surveys have been conducted recently. These are communities from all across the United States ranging in size from just a few hundred to over two million. More than 200,000 residents of counties, villages, townships, and cities completed these surveys, and they are intended to represent over 30,000,000 Americans. Norms can be customized, too, so that your jurisdiction is compared to others in the database of similar size, location, or type (e.g., counties, cities, towns, etc.).

Do we have to compare our results to national norms?

No, the choice is yours.

What if we don't want our results publicized?

That is up to you. The final report is delivered to the client only, on your time schedule. Comparisons with the normative data are presented in a separate report. Results from our database remain confidential. Norms are created by grouping results so that individual jurisdictions remain anonymous unless they choose to be mentioned for purposes of positive recognition.

With which communities will we be able to compare our results?

The normative comparisons are based on about 300 jurisdictions where citizen surveys have been conducted recently. These are communities from all across the United States ranging in size from just a few hundred to over 2 million. More than 100,000 residents of counties, villages, townships and cities completed these surveys and they are intended to represent over 30,000,000 Americans. Norms can be customized, too, so that your jurisdiction is compared to others in the database of similar size, location or type (e.g., counties, cities, towns, etc.).

How is the validity of the survey authenticated?

In the final report, we provide an elaborate description of our meticulous survey methods. We also provide a certificate of participation, suitable for display, signed by the executive director of ICMA and the president of NRC, to all jurisdictions that successfully complete the survey project.

Can results be used for measuring government performance?

Yes, the opinion of residents is critical in understanding the quality of service delivery and has become a widely-used performance measurement tool. We remind our clients that administrative records and independent observations about actual service efficiencies and quality measures are important, too.

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Timeline for The National Citizen Survey™ January 2009 Class

Legend: ▶ Indicates when items from NRC are due to you ◀ Indicates when items from you are due to NRC ♦ Indicates information items

<u>Item</u>	<u>Week</u>	<u>Dates</u>	<u>Actual</u>
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Preparing for the survey

- ▶ The NCS survey process is initiated upon receipt of your enrollment form and first payment ... week 1
- ▶ NRC emails you The NCS worksheet packet ... week 1
- ▶ Due to NRC: Worksheets and additional payment for add-on options ... week 4
- ♦ NRC uses the information you provided to generate the sample and customize the survey instrument for your jurisdiction
- ▶ NRC provides confirmation documents about options selected by your jurisdiction and a sample of the postcard and mailing envelope for your records. ... week 5
- ▶ Due to NRC: Confirmation of options selected ... week 6
- ♦ NRC prints materials and prepares mailings ... weeks 5-6

Conducting the survey

- ♦ Survey materials are mailed
- ♦ Prenotification postcards delivered to post office ... week 7
- ♦ 1st wave of surveys delivered to post office ... week 8
- ♦ 2nd wave of surveys delivered to post office ... week 9
- ♦ Data collection: surveys received for your jurisdiction ... weeks 8-12
- ♦ Note 1: During this time, you will receive postcards that were undeliverable due to bad addresses, or vacant housing units. This is normal. Please count all the postcards, as we will subtract the number of returned postcards from the total number mailed to estimate the number of "eligible" households in calculating the final response rate.
- ♦ Note 2: You may receive phone calls from citizens during this time period who call to inform you they are outside of your jurisdiction's boundaries, or that they do not wish to receive additional mailings, etc. Please reassure them that their household was randomly selected, and while they may receive a total of three mailings from you, they will not receive any additional mailings after that time.
- ▶ Due to NRC: Final count of returned postcards ... week 12
- ♦ Survey processing and report writing ... week 12-14
- ♦ During this time, NRC will process the surveys, perform the data analysis, and produce a two-part draft report for your jurisdiction. The report of results will contain a description of the methodology, information on understanding the results, and graphs and tables of your results. The second report will include a description of NRC's database of normative data from across the U.S. and actual comparisons to your results, where appropriate.

- ▶ NRC emails draft report (in PDF format) to you ... week 15
- ▶ Due to NRC: Jurisdiction feedback on the draft report ... week 16
- ▶ NRC mails final report and data file to you (unless otherwise specified) ... week 17
- ▶ NRC mails final invoice to you ... week 17
- ▶ Due to NRC: Final costs of The NCS ... week 18

Apr 13
Apr 20
Apr 27
Apr 27
May 4

Mar 23
Mar 23-Apr 6

Feb 16
Feb 23
Mar 2
Feb 23-Mar 23