



**AGENDA SUBMITTAL TO SOLANO COUNTY BOARD OF SUPERVISORS**

<b>ITEM TITLE</b>		<b>BOARD MEETING DATE</b>	<b>AGENDA NUMBER</b>
<b>1. Authorize the County Administrator to enter into a contract with Godbe Research for a not to exceed the project budget of \$230,670 for the period of December 12, 2007 through December 31, 2010 to conduct Countywide Surveys of Residents and Post Survey Focus Groups, to perform Employee Surveys, and to Develop and Implement Customer Feedback Tools and Benchmark Measurements in support of the County's Strategic Plan efforts to improve Customer Satisfaction</b>		<b>December 11, 2007</b>	<b>10</b>
<b>2. Authorize the County Administrator to sign the contract</b>			
<b>3. Approve a General Fund Contingency Transfer of \$73,370 to the Employees Development and Training Budget to cover costs of this contract for fiscal year 2007/08 (4/5 vote required)</b>			
<b>Dept:</b> <b>Contact:</b> <b>Extension:</b>	<b>County Administrator's Office</b> <b>Stephen Pierce</b> <b>X6122</b>	<b>Supervisorial District Number</b>  <b>All</b>	
	<b>Published Notice Required?</b>	<b>Yes</b> _____	<b>No</b> <u>  X  </u>
	<b>Public Hearing Required?</b>	<b>Yes</b> _____	<b>No</b> <u>  X  </u>

**DEPARTMENTAL RECOMMENDATION:**

It is recommended that the Board of Supervisors:

1. Authorize the County Administrator to enter into a contract with Godbe Research for a not to exceed the project budget of \$230,670 for the period of December 12, 2007 through December 31, 2010 to conduct Countywide Surveys of Residents and Post Survey Focus Groups, to perform Employee Surveys, and to Develop and Implement Customer Feedback Tools and Benchmark Measurements in support of the County's Strategic Plan efforts to improve Customer Satisfaction
2. Authorize the County Administrator to sign the contract
3. Approve a General Fund Contingency Transfer of \$73,370 to the Employees Development and Training Budget to cover costs of this contract for fiscal year 2007/08 (4/5 vote required)

**SUMMARY:**

The County issued a Request for Qualifications (RFQ) in October 2007 to identify potential firms to develop and execute an assessment of customer satisfaction of internal and external customers, the development of ongoing customer feedback tools that can be tabulated and analyzed by the County, and the development of a method to monitor the changes in customer satisfaction. Two qualified firms responded to the RFQ, and Godbe Research was rated as providing the best approach for the County to meet its strategic planning objective of "achieving target satisfaction rates for County services by 2010." The County Administrator is seeking authorization to enter into contract negotiations with Godbe Research on the implementation of the Customer Feedback Tools and Benchmark Measurements at the conclusion of Countywide Survey of Residents and related Focus Groups and the Survey of County Employees.

**FINANCING:**

The project has a budget of \$80,220 for the Countywide Surveys of Residents, \$57,350 for the Focus Groups, \$39,100 for the Survey of County Employees, \$54,000 for the development and implementation of Feedback Tools and Benchmark Measurements.

<b>Category</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>Totals</b>
<b>Resident Survey</b>	\$43,020		\$37,200		\$80,220
<b>Focus Groups</b>	\$30,350		\$27,000		\$57,350
<b>Employee Survey</b>		\$21,120		\$17,980	\$39,100
<b>Feedback Tools Development</b>		\$18,000			\$18,000
<b>Implement Feedback Tools</b>		\$12,000	\$12,000	\$12,000	\$36,000
<b>Fiscal Year Totals</b>	\$73,370	\$51,120	\$76,200	\$29,980	\$230,670

If the Board approves the General Fund Contingency transfer of \$73,370, the General Fund Contingency Fund Balance will be \$34,537,416. Subsequent costs of the contract will be budgeted through the Budget process.

**DISCUSSION:**

As part of the County's strategic planning process, the need was identified to determine the general public's perception of how the County delivers programs and services and to obtain direct feedback from people using County programs and services. In addition, strategic planning efforts in workforce development and productivity identified a need for assessments of employee perceptions and performance data points that gave County employees the ability to benchmark success and orchestrate potential improvements. At the Strategic Planning session on November 8, 2007, a strategy was accepted that featured a countywide assessment of residents' satisfaction,

feedback tools to measure public input on an ongoing basis and a survey that measures employee satisfaction with their jobs and internal services.

The RFQ process was conducted parallel to the developing of the implementation of the strategic planning efforts. The project proposal is separated into five work products: 1) Countywide Survey of Residents, 2) Series of Post Resident Survey Focus Groups, 3) Survey of County Employees, 4) Development of Customer Feedback Tools and Benchmark Measurements, and 5) Implementation of Customer Feedback Tools and Benchmark Measurements.

- **Countywide Survey of Residents.** The objective of the survey is to measure the public's perception of how the County delivers programs and services, to validate that the catalytic projects being used to meet the County's goals match up with the general public's expectations, and to develop measurable points of comparison with other counties. Some survey questions may delve into department-level programming, but the overall emphasis is on questions that can be repeated approximately every two years to show the County's progress toward improving overall resident satisfaction. The proposed project consists of a 15-minute telephone survey of 1,000 residents in February 2008, with a final report presented to your Board in April 2008. The survey will be conducted in English, Spanish and Tagalog. A second assessment will be conducted in February 2010.
- **Series of Post Resident Survey Focus Groups.** Up to four focus groups will be conducted to further refine points of interest revealed from each of the Countywide Survey of Residents. The focus groups will have about 10 residents who indicated in the survey that they would be willing to participate in further discussions. Focus groups can also be derived from existing clientele using County services. The focus groups would be targeted to narrow subjects, such as park amenities, permitting process or library services.

The expectation is the resident survey will determine the areas most suited for focus groups of a countywide interest. Individual departments may also want to conduct focus groups to obtain specific information useful to managing their programs. The proposed contract enables departments to negotiate with Godbe Research to conduct additional focus groups; the costs would subject to available department funds, but would be less than if the departments contracted for these services independently. Department-funded focus groups are above and beyond the proposed budget.

The first series of focus groups will be conducted in May 2008, with a report on the findings to be completed by June 2008. The second round of countywide focus groups will be conducted in May 2010. Respondents will be compensated up to \$75 for their participation in the focus groups. The cost of providing incentives to participate in the focus groups is included in the contract with Godbe Research.

- **Survey of County Employees.** An essential element of the succession planning process is to understand employee perceptions of their work place. In addition, County employees are internal customers that require the highest quality of customer service in order to perform their jobs. The proposed Survey of County Employees addresses both of these topics by polling all employees with an internet survey or paper survey for employees without regular access to a computer. The first employee survey will be conducted in

August 2008, with a report on the findings to be completed by September 2008. A second assessment of employees will be conducted in August 2010.

- **Development of Customer Feedback Tools and Benchmark Measurements.** One of the eight Performance Measures in the County's Strategic Plan is Customer Satisfaction, which is to be accomplished by the Objective of achieving "target satisfaction rates for County services by 2010." This element of the proposed contract is designed with developing the infrastructure for ongoing assessments, feedback tools and service benchmarks that will be used in pursuit of this Objective. Information obtained from department interviews, the Countywide Survey of Residents, Focus Groups and Survey of County Employees will be used to determine the areas to be measured and the most appropriate means to measure them on an ongoing basis. At this time, no method of measurement has been singled out as the preferred means of determining customer satisfaction. The process could include one or more of the following processes: counter surveys, internet surveys, targeted mail or phone surveys, or intercept surveys. The surveys of residents and employees will be used to develop comparable data with other counties. Work on this area of the project will begin in September 2008.
- **Implementation of Customer Feedback Tools and Benchmark Measurements.** With no specific criteria established for which Customer Feedback Tools and Benchmark Measurements, this element of the contract could not be negotiated at this time. Specific implementation plans will be established after the feedback tools and benchmark measurements are designed and defined. The proposed budget anticipates the costs of implementing and maintaining the measurements in fiscal years 2008/09 through 2010/11.

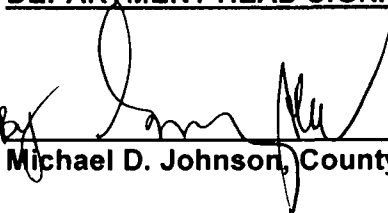
**ALTERNATIVES:**

The Board could elect not to approve this contract. This is not recommended as Godbe Research provided the best combination of project planning, personnel, qualifications, and technical solution of the proposals evaluated. The proposed project is on an aggressive schedule to meet the County's Objective of achieving target satisfaction rates for County services by 2010.

**OTHER AGENCY INVOLVEMENT:**

The Performance Improvement Committee, the Community Survey Committee and the Invest In and For the Future Champions Committee assisted in the development of the contract concepts. The contract was reviewed by County Counsel as to form.

**DEPARTMENT HEAD SIGNATURE:**

  
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**Michael D. Johnson, County Administrator**

**ATTACHMENT:** Proposed Contract with Godbe Research