

**RECORD OF THE PROCEEDINGS
SKAGIT COUNTY BOARD OF COMMISSIONERS**

Monday, May 3, 1993:

9:00 a.m. - 10:00 a.m. Presentation - Customer Service Strategy - Duane Knapp.

10:00 a.m. - 11:00 a.m. Public Works Department - Rich Medved, Director:

- 1) Establishment of C.R.P. #6300-5, Cook Road.
- 2) Miscellaneous.

CONSENT AGENDA.

MISCELLANEOUS ITEMS.

2:00 p.m. - 2:30 p.m. Presentation - Safety Awards.

2:30 p.m. - 2:45 p.m. Bid Award - Removal of Six Wood Frame Houses.

The Skagit County Board of Commissioners met in regular session on Monday, May 3, 1993, with Commissioner's Hart, Wolden, and Robinson present.

PRESENTATION - CUSTOMER SERVICE STRATEGY - DUANE KNAPP.

Mr. Duane Knapp, DEK, has been working with Bob Taylor, Administrative Officer, regarding the creation of a customer service strategy for the County. DEK specializes in providing strategic expertise for organizations that want to be leaders in their fields.

Mr. Knapp shared these insights:

- The vision of an organization for their future must enforce the passion for superior services.
- The vision of the future needs to be incorporated into the leadership of an organization.

Mr. Knapp stated that Customer Service is a standard requirement of today's business, not an extra feature.

Mr. Knapp felt that the ability to deliver superior customer service is an organization's most important asset. He said that the leading retailers in the country have a 100% guarantee. Using Disney Productions as an example, he said that Mr. Disney made a commitment to cleanliness and service. From the beginning of Mr. Disney's planning for his theme parks, he was committed to cleanliness. All persons involved in the creation of Disney World attended Disney school to learn the importance of doing each job right.

Skagit County has shown considerable growth, diverse geographic and demographic factors, service culture, and is an area in which people want to live. Mr. Knapp felt that the County has potential for being the premier county in the State. He spoke of the County being a gateway to various opportunities of lifestyle and recreation. Mr. Knapp said that most people that reside in Skagit County do because they want to live here, not just because they have a job here. He felt that there are qualities in the County to be taken advantage of, and used in its best interest.

He stated that a business needs to determine what business they are in, what differentiates their provision of service from others, and how do they offer superior value.

Mr. Knapp stated that an organizations' value proposition (mission statement) should communicate a clear message to the employees and the organizations constituents. It should communicate that the organization is offering superior value. Employees should believe in the value proposition of an organization.

The value proposition becomes the foundation of everything the County does from there forward.

Mr. Knapp stated that a business's strategy begins with the value proposition. Mr. Knapp stated that the way an employee feels about their supervisor is reflected in how they treat their customers. If constituents are not happy, the job hasn't been done appropriately.

Mr. Knapp reviewed the Fundamentals of a Six Point Plan:

- 1) Strategy - Discover constituents expectations for service levels and communicate them internally and externally. Make it clearly understood and believed. Set expectations that can be delivered. If constituents' expectations are not reality, educate them to what reality is.
- 2) Leadership - Skagit County's leaders and managers must believe and follow the value proposition or employees will view the most elegant strategy as just another easily ignored public relations campaign. Leadership must be real and believed in order for strategy to be believed and followed.
- 3) Measurement - Both the last and the first step in producing superior service. The first step toward better service is difficult without some measure of current service performance. Measure on an ongoing basis - poll employees and constituents. The organizations that really lead are those that have budget performance and customer service performance. If customer service is down, the budget will be suffering.
- 4) Service by Design - When a core service or product is designed without customer service in mind, the task of producing outstanding service becomes virtually impossible. When providing a specific service, and what the customer expects can be designed so that the customer is pleased, then service has been provided. A business needs to redesign the service in all areas to be appropriate to the needs of the customer.
- 5) Infrastructure - Producing great service requires appropriate infrastructures - networks of people, physical facilities, and information that supports the production of customer service. A business needs to discover an appropriate infrastructure for each area of the organization.
- 6) People Policies - To customers, front-line workers embody service. Service workers often are the pariahs of corporate society, the lowest on the corporate ladder. The lowest paid people are often the ones dealing with the customer, and are also often the most dissatisfied employee.

Mr. Knapp reviewed the proposed process for creating a customer service strategy in the County. A task force would be developed for implementing a customer service strategy that is led by one designated person and directed by DEK, the County Executive, the Department Director and others assigned. The task force would be led by the Board of Commissioners. Mr. Knapp felt that it would be important that the one person designated to be the leader of the task force remain the lead for each area or department.

The value proposition development will begin with a situation analysis, environmental review, and current

strategy assessment. An assessment of the current plans, strengths and weaknesses will be made. The process is now ready for the creation of a customer service strategy. Mr. Knapp said that it takes approximately 90 days to create a customer service strategy and by the end of the creation of the customer service strategy a value proposition will be ready to be announced.

Mr. Knapp stated that he will work with the County at no charge up to the point the County is ready to assign a value proposition. Fees would then be \$1,000 per 8 hour day for his time, plus expenses and his staff members' time. He proposed that total fees would be approximately \$15,000. He stated that he is willing to go ahead with the proposal, beginning with the Public Works Department, if the County is willing to implement the process and produce results.

Robin LaRue, Assistant Public Works Director, asked what measurement would be used to make sure the climate of the survey is accurate.

Mr. Knapp stated that after the 90 days have passed during the customer service strategy creation, it will be apparent whether the survey is accurate. Until the data is collected there will not be an obvious trend. He said that historically, the climate surveys have been 93 to 95 percent accurate.

Commissioner Robinson stated that he would like time to review the plan.

Bob Taylor, Administrative Officer, stated that he met three times with Mr. Knapp, and felt that the product of the plan should be seriously considered by the County. He stated that at this point, Mr. Knapp needs to know that the County will review and discuss the proposal, and contact him in a few days with a decision.

Mr. Knapp thanked the Board for their time.

The Board thanked Mr. Knapp for his presentation and time.

PUBLIC WORKS DEPARTMENT - RICH MEDVED, DIRECTOR:

1) Establishment of C.R.P. #6300-5, Cook Road.

Doug Barnet, County Engineer, addressed the Board regarding the establishment of CRP 6300-5, Cook Road. Mr. Barnet stated that the resolution being presented for adoption and signature will authorize Location Engineering funds in the amount of \$5,000 for a signal and road design at the intersection of Cook Road and Old 99 North. This project is included in the officially adopted Annual Road Program. The consultant roster will be used to hire a consultant to design the traffic signal. It is planned to have the signal up this year or at the beginning of next year.

Commissioner Robinson motioned to approve the resolution as submitted. Commissioner Wolden seconded the motioned which carried unanimously. (Resolution #14837).

2) Miscellaneous.

A) Mr. Barnet reviewed with the Board an item scheduled for the mornings' Consent Agenda. The item involved calling for bids for rock crushing. This bid is called every three years, in order to have a supply of maintenance rock and overlay. The County pits involved are the Upper Samish Pit #171, Butler Pit #122, and Eagle Hill Pit #162. The contract is for crushing only, the County supplies the

material to be crushed. It is expected to yield 90,000 cubic yards of finished product from the various pits combined.

- B) A discussion was held regarding the recent accident at the Avon Allen Road and Josh Wilson Road intersection, and how to create a safer intersection.

CONSENT AGENDA.

Commissioner Wolden motioned to approve the Consent Agenda for May 3, 1993. Commissioner Robinson seconded the motion which carried unanimously.

* ADMINISTRATIVE SERVICES:

1. Signature - Contract for Professional Services with LISTEN, Industrial Hearing Conservation, P.O. Box 2217, Bellingham, Washington 98227, for the provision of conducting the annual audiometric testing of selected operational employees. Fees for testing will range from \$5.80 to \$10.00 per test following the attached schedule. Minimum half day charge shall be \$275.00, minimum full day charge shall be \$450.00. (Contract #01644).

* COMMISSIONER'S OFFICE:

2. Record of the Proceedings for the week of April 26, 1993.

* EMERGENCY MANAGEMENT:

3. Out of State Travel Requests for Dan Cain and Mark Watkinson to attend the 1993 Pacific Northwest Wildfire Conference in Portland, Oregon May 5 through 7, 1993. The State Department of Natural Resources and various fire services requested that they attend this conference. Total expense for both is \$580.00. The registration fees of \$100.00 each has already been paid. Balance is \$380.00.

* HEALTH DEPARTMENT:

4. Support Group Facilitator Contract with Roberta G. Hochreiter, 2722 N. LaVenture, Mount Vernon, Washington 98273, for the Skagit AIDS Volunteers group, Tuesday evenings May, 1993, through December, 1993, from 7:00 p.m. to 8:30 p.m., at a rate of \$40.00 per month. (Contract #01643).

* HUMAN SERVICES:

5. Contract Amendment to State of Washington Department of Social and Health Services Contract Number 2315-084776(4) increasing the contract by \$10,663.00. The maximum consideration payable to the County for the period July 1, 1991, through June 30, 1993, is \$976,570.00. (Contract #01200).

• PUBLIC WORKS DEPARTMENT:

6. Signature - Franchise Agreement between Skagit County and Texaco Refining and Marketing, Inc., as approved on April 12, 1993. (Resolution #14839).
7. Signature - Call for public hearing regarding the opening of an unopened right-of-way on West Big Lake Boulevard. Public hearing to be held Monday, May 17, 1993, at the hour of 10:00 a.m., or as soon thereafter as possible, in the Commissioners' Hearing Room, 202A, Skagit County Administration Building, 700 S. Second, Mount Vernon, Washington. The request is for the purpose of access to private property. (Resolution #14838).
8. Signature - Call for bids for the production and stockpile of crushed materials at Skagit County's Upper Samish Pit #171, Butler Pit #122, and Eagle Hill Pit #162. Bid opening to be Wednesday, May 19, 1993, at the hour of 1:30 p.m., or as soon thereafter as possible, in the Commissioners' Hearing Room, 202A, Skagit County Administration Building, 700 S. Second, Mount Vernon, Washington. (Resolution #14840).

* ADMINISTRATIVE SERVICES:

9. Signature - Resolution Amending Skagit County Personnel Policy and Procedures Manual 19.5 - Travel Expenses. In addition to the Department Head/Elected Official approving and signing travel or personal expense vouchers, the words or their designee is to be added. Also the words no delegation of this authority can be made shall be stricken. (Resolution #14841).

MISCELLANEOUS ITEMS.

Vouchers audited and certified by the auditing officer as required by R.C.W. 42.24.080, and those expense reimbursement claims certified as required by R.C.W.42.24.090, have been recorded on a listing which has been made available to the Board.

As of this date, May 3, 1993, the Board, by a majority vote, did approve for payment those vouchers included in the above-mentioned list and further described as follows:

- A) Warrants #96424 through 96479 (Vouchers #3005396/P153001/P1117001/P111801 - P111805 through 3005420/P153014/P1117032) in the amount of \$983,203.46. Transmittal #C17-93.
- B) Warrants #33157 through 33918 (Vouchers #119265 through 119960 and PW9300004114 through PW9300004411) in the amount of \$1,002,027.67. Transmittal # P-8-93.

Commissioner Robinson's absence was excused from the following items.

PRESENTATION - SAFETY AWARDS.

Dave Fleming, Risk Manager, addressed the Board regarding the Safe Worker Award program. This program began May 1, 1991, and awards are given for departments whose staff have work 12, 18, or 24 months without a time loss accident. The County Departments in the sedentary or administrative occupations are eligible for the Safety Award after 24 months without time loss accidents.

The 24 month point for the following departments has lapsed:

Administrative Services, Boundary Review, Commissioners, Cooperative Extension, Coroner, Clerk, District Court, District Court Probation, Hearing Examiner, Historical Society, Human Services, Law Library, Prosecuting Attorney, Public Defender, Public Works - Administration, Records Management, and Treasurer.

These departments have worked 24 months without absences from work due to job related accidents.

Mr. Fleming presented mugs to the Board bearing the County seal on one side, and the inscription "ACCIDENT FREE 24 MONTHS" on the other side. He has mugs available for the applicable departments to pick up in the Risk Management Office. Each department head will arrange for presenting the mugs to their staff members.

BID AWARD - REMOVAL OF SIX WOOD FRAME HOUSES.

Roger Howard, Facilities Manager, stated that at the direction of the Board, he contacted the low bidder's bonding company. The bonding company feels confident that SRV Construction will be able to perform within the bid amount. The bid submitted was considerably lower than should have been due to a misplaced decimal point in the bid calculation, but SRV was willing to perform the work at the bid submitted.

Chairman Hart motioned to adopt the resolution awarding the bid for the removal of six wood framed houses for Skagit County to SRV Construction, P.O. Box 481, Oak Harbor, Washington 98277, for the bid amount of \$49,908.00. Commissioner Wolden seconded the motion, which carried and was so ordered. (Resolution #14842).

ADJOURNMENT

Commissioner Wolden motioned to adjourn the proceedings, Chairman Hart seconded the motion, which carried and was so ordered.

BOARD OF COMMISSIONERS
SKAGIT COUNTY



Bob Hart, Chairman

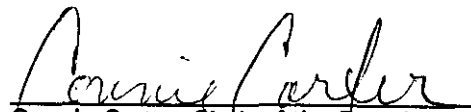


Harvey Wolden, Commissioner



Robby Robinson, Commissioner

ATTEST:



Connie Carter, Clerk of the Board
Skagit County Commissioners

