

*A Report on*

# **Customer Service**

*for Texas Parks and Wildlife Department*

*Submitted June 1, 2008*



TEXAS  
PARKS &  
WILDLIFE

**CUSTOMER INVENTORY**

The Texas Parks and Wildlife Department (TPWD) serves a wide array of customers. We consider the citizens of Texas our most important “customer” group – it is our mission to manage and conserve Texas’ resources for the benefit of current and future generations.

Each of the strategies in the General Appropriations Act directs an effort to provide or enhance a facility, program, activity or service that benefits our customers directly and all Texans indirectly:

STRATEGY	DESCRIPTION OF SERVICES	CUSTOMERS SERVED
A.1.1.	Wildlife conservation, habitat management and research	Hunters, anglers, non-consumptive users, WMA visitors
A.1.2.	Technical guidance to private landowners and general public	Hunters, non-consumptive users, private landowners
A.1.3.	Enhanced hunting and wildlife-related recreational opportunities	Hunters, anglers, non-consumptive users, private landowners
A.2.1	Inland fisheries management, research and habitat conservation	Anglers, boaters, non-consumptive users
A.2.2	Inland hatcheries operations	Anglers, boaters, non-consumptive users
A.2.3.	Coastal fisheries management, research and habitat conservation	Anglers, boaters, non-consumptive users, commercial fishermen
A.2.4.	Coastal hatcheries operations	Anglers, boaters, non-consumptive users
B.1.1.	State parks, historic sites and state natural areas	State park, historic site, and state natural area visitors, hunters, anglers, boaters, non-consumptive users
B.1.2.	Parks minor repair program	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
B.1.3.	Parks support	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
B.2.1.	Local park grants	Local governments and their park visitors
B.2.2.	Boating access, trails and other grants	Local governments and their park visitors, boaters, anglers, physically challenged and disadvantaged populations

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STRATEGY	DESCRIPTION OF SERVICES	CUSTOMERS SERVED
C.1.1.	Wildlife, fisheries and water safety enforcement	Hunters, anglers, boaters, commercial fishermen, private landowners, general public
C.1.2.	Game warden training academy	Hunters, anglers, boaters, non-consumptive users, commercial fishermen, private landowners
C.1.3.	Law enforcement oversight, management and support	Hunters, anglers, boaters, non-consumptive users, commercial fishermen, private landowners
C.2.1.	Hunter and boater education	Hunters, anglers, boaters, non-consumptive users
C.2.2.	<i>Texas Parks &amp; Wildlife</i> magazine	Hunters, anglers, private landowners, boaters, state park, historic site and state natural area visitors, non-consumptive users, educators
C.2.3.	Communication products and services	Hunters, anglers, private landowners, boaters, state park, historic site and state natural area visitors, non-consumptive users
C.2.4.	Outreach and education	Non-consumptive users, educators, youth, women, physically challenged, with focus on minorities
C.3.1.	Hunting and fishing license issuance	Hunters, anglers, commercial fishermen, license deputies
C.3.2.	Boat registration and titling	Boaters and county tax assessor-collectors
D.1.1.	Capital improvements and major repairs	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
D.1.2.	Land acquisition	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
D.1.3.	Infrastructure program administration	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
D.1.4.	Debt service	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users

### **TEXAS PARKS AND WILDLIFE DEPARTMENT'S CUSTOMER SERVICE COMPLAINT-HANDLING PROCESS**

As prescribed by Section VI, Texas Parks and Wildlife Department's Personnel Manual and Employee Handbook, formal complaints received in the divisions must be submitted to the Office of Internal Affairs for review, tracking and determination of proper follow-up action. Information on the complaint-handling process, as well as instructions on how to file a complaint can be found at [www.tpwd.state.tx.us/business/feedback/complaints/file\\_a\\_complaint.phtml](http://www.tpwd.state.tx.us/business/feedback/complaints/file_a_complaint.phtml).

Correspondence containing non-formal complaints received at the department through the Executive Office are logged into the Department Mail Tracking System and assigned to the appropriate division director for a timely response that appropriately addresses the concerns raised.

Correspondence containing non-formal complaints received at the department through individual divisions are logged into division tracking systems and assigned to the appropriate division personnel for a timely response that appropriately addresses the concerns raised.

### **COMPACT WITH TEXANS**

A Customer Compact is an agreement made with the customers of an institution to provide services that follow a predetermined set of guiding principles. Simply stated, it defines the standards that customers should expect. The following compact is provided to the many diverse customers of the department.

The Texas Parks and Wildlife Department provides outdoor recreational opportunities, manages state parks, historic sites, state natural areas, wildlife management areas and fish hatcheries, protects fish, wildlife and historical and cultural resources for present and future generations.

Over the years it has inherited the functions of many state entities created to protect Texas' natural and cultural resources. More information about the history of TPWD can be found at [www.tpwd.state.tx.us/business/about/history/](http://www.tpwd.state.tx.us/business/about/history/).

TPWD has 11 internal divisions: Wildlife, Coastal Fisheries, Inland Fisheries, Law Enforcement, State Parks, Infrastructure, Information Technology, Communications, Administrative Resources, Legal and Human Resources. Intergovernmental Affairs and Internal Audit and Investigations are administered through the Executive Office. Texas Parks and Wildlife Department headquarters is located at 4200 Smith School Road, Austin, Texas 78744. State parks, historic sites, state natural areas, wildlife management areas, fish hatcheries and field offices are located across the state.

TPWD is largely user-funded. As a result, the department works diligently to listen to our current customers, anticipate future customers' needs and adjust TPWD programs and services to deliver the greatest benefit to Texans, while protecting natural and cultural resources for future generations.

## A Report on Customer Service

### Our Customer Service Philosophy is:

*We affirm that excellent customer service is essential to our mission of managing and conserving natural and cultural resources and providing hunting, fishing and outdoor recreational opportunities for the use and enjoyment of present and future generations.*

Our goal is to provide highly responsive service to our customers. We will achieve exemplary customer service through:

- Listening to our internal and external customers, to better understand them and providing opportunities for our customers to submit comments,
- Courtesy,
- Personal responsibility,
- Professionalism,
- Problem solving,
- Respect,
- Being open, friendly, flexible and caring,
- Being responsive, and
- Working to resolve conflicts with different user groups.

## TEXAS PARKS AND WILDLIFE DEPARTMENT'S SERVICE STANDARDS

In serving our customers, TPWD employees will strive to do the following:

1. Answer correspondence (including faxes and e-mails) quickly and clearly.
2. See people as promptly as possible in all our offices.
3. Provide current information about services on the Internet and at field offices across the state. TPWD's home page is at [www.tpwd.state.tx.us](http://www.tpwd.state.tx.us). Frequently asked questions can be found at [www.tpwd.state.tx.us/faq/](http://www.tpwd.state.tx.us/faq/)
4. Answer telephone calls quickly and helpfully. Our toll free number is (800) 792-1112. More information on specific TPWD telephone numbers can be found at [www.tpwd.state.tx.us/business/about/](http://www.tpwd.state.tx.us/business/about/)
5. Respond to inquiries typically within 10 working days of receipt.
6. Do everything reasonably possible to make services available to everyone, including those with disabilities.
7. Provide information about TPWD sites and programs to Texans statewide.

Please include specific information, including the location, date, time and name of TPWD employee(s) if applicable.

The agency's customer service representative is Lydia Saldaña, Director of Communications. She can be reached at (512) 389-4557 or (512) 389-4448 (fax).

## WHAT IS A CUSTOMER?

Customers are the most important people in this office.

Customers are not dependent on us ...  
*... we are dependent on them.*

Customers are not an interruption of our work ...  
*... they are the purpose of it.*

Customers are not doing us a favor by our serving them ...  
*... they are doing us a favor by giving us the  
opportunity to do so.*

## A Report on Customer Service

### FY 2007 CUSTOMER SERVICE REPORT

TPWD provides products and services to a wide range of external customer groups and individual customers. A solid customer service orientation and ongoing efforts to solicit feedback regarding preferences and satisfaction are vital to our ability to effectively meet the needs of these customers. Recent/ongoing examples of these survey/customer assessment efforts include:

- Annual public scoping meetings—conducted to obtain customer feedback regarding management direction on specific issues of interest
- Frequent meetings with advisory committees and boards—to help guide programmatic decisions and development of proposed regulations and other recommendations
- Focus groups—recent examples include Male Hunters focus groups held in Houston, San Antonio and Dallas in August 2007, and State Parks focus groups in July 2007
- Annual angler creel surveys—conducted on water bodies throughout the state to determine angler impact on aquatic resources and overall angler satisfaction with management efforts
- Statewide angler surveys—conducted every four years to determine general attitude and opinion regarding statewide management efforts, angler preferences, and specific resource management issues
- Survey of public hunting opportunities in Texas (2007)
- Survey to assess private landowner satisfaction and motivation (currently under development)
- TPWD online customer satisfaction survey (general)
- State Park Web Visitor Survey
- State Park On-site Marketing and Visitor Satisfaction Survey
- Department Web site—TPWD routinely solicits and responds to public comment and inquiries through the agency Web site

For the purpose of this report, TPWD will focus on the TPWD online customer satisfaction survey, the State Park On-Site Marketing and Visitor Satisfaction survey, and other recent initiatives related to state parks.

### FY 2007 CUSTOMER SATISFACTION SURVEYS

Two survey efforts related to customer satisfaction were implemented by TPWD in FY 2007. The final wave of a long-term study of Texas state park and historic site visitors was completed in August 2007. This study involved on-site customer surveys at state parks and state natural areas to assess the overall satisfaction of park users with their visit as well as to obtain other visitation and marketing information.

The second survey effort in FY 2007 was an online survey that measured the level of satisfaction with TPWD, covering the seven statutorily required customer service elements, among key TPWD customer groups: state park visitors, hunters, anglers, boaters, and wildlife watchers. This survey was implemented in the summer of 2007.

Where applicable, the Standard Customer Service Performance Measures are addressed and performance is estimated for FY 2007 for each survey effort.

In addition to customer satisfaction surveys, the agency also conducted other research on state park visitors in response to a State Auditor's Office report. State park focus groups and a Web visitor survey were implemented in FY 2007 to satisfy the requirements of the SAO report.

### STATE PARK ON-SITE MARKETING AND VISITOR SATISFACTION SURVEY

This is a long-term study of day and overnight state park visitors to gain useful marketing and customer satisfaction information on state park visitors on a year-round basis. Topics covered in the survey include:

- Overall satisfaction with park visit;
- Likelihood to return to the park;
- Visitation and travel patterns;
- Visitor socio-demographics.

Results from the surveys are not presented because the survey results are available only on a site-specific basis, and aggregate statewide survey results will not be available until fall 2008.

#### A. Information Gathering Methods

The visitor surveys were completed at 67 state parks and state natural areas. The surveys were distributed randomly by park staff on weekdays and weekends to both day and overnight users and distributed for an entire year to capture data for all four seasons. Park staff asked the visitor to return the survey either by mail or at the entrance gate before leaving the park.

##### TIME FRAME

Surveys were implemented in three waves lasting one year each in duration. The first wave of the survey began in November 2002 and ended in October 2003. The second wave was from June 2004 through May 2005, and the final wave began in September 2006 and ended in August 2007.

##### METHODOLOGY

Park staff were provided detailed information on how to randomly distribute surveys to ensure adequate representation of state park visitors. Visitors were approached in the park and asked to complete the questionnaire and return it either at the park office, survey drop box, or by mail to Austin headquarters.

The goal for each park was to complete 200 surveys per three-month season, or 800 surveys for the year. Based on an estimated 30% response rate, the goal was for park staff to distribute approximately 60 surveys per week at most parks. Parks with low visitation distributed fewer than 60 surveys per week. Questionnaires were distributed based on the proportion of day to overnight visitors at each park, based on visitation data collected by the State Parks Division. Simple random sampling procedures were followed to ensure that customers who received the questionnaire were representative of the entire population of state park visitors.

Supervised Gary Job Corps students performed data entry at Austin headquarters. Consumer Research staff audited and corrected data entry completed by the students.

Due to various reasons (low visitation, staff shortages, park closures, etc.), questionnaire distribution at many parks was below the 60 surveys per week goal and returns were well below the goal of 200 per season. A total of 26,825 completed surveys were returned from the 67 parks during the three waves of data collection.

##### LIMITATIONS

One limitation of this survey research was the lower than expected distribution of surveys at some sites, leading to a lower number of returned surveys at these sites. However, the impact of this limitation is more relevant to the site-specific data. For the aggregate data reported in this report, the sampling error is very low due to the large number of completed surveys (over 26,000).



## A Report on Customer Service

A second limitation was that an ideal response rate of 50% or greater could not be achieved at most sites due to budget considerations. Thus, there may be a certain amount of non-response bias in this survey. Non-response bias occurs when those visitors who respond to the survey are systematically different from those visitors who did not respond. To gauge the extent to which the lower response rate leads to non-response bias in results, a non-response test was conducted at three sites. A non-response survey, covering several key variables, was mailed as a follow-up to visitors who did not complete and return the visitor survey they were given. The results of the non-response survey were compared to the on-site visitor survey to determine if there were differences that might indicate a bias. At one of the parks studied, the on-site visitor survey seems to have over-estimated the overall satisfaction level of day users. For day visitors at the other two sites, and for all overnight visitors, there was no significant difference in overall satisfaction between the on-site visitor survey respondents and the non-response survey respondents. This suggests that non-response bias had a limited effect on the results of the satisfaction question.

A third limitation of this survey effort involves the representativeness of the surveyed parks to the entire state park system. While the survey's primary intent was to collect information on a site-specific basis, a secondary goal was to collect information to provide visitor information on a system-wide basis. To ensure that the data is as representative as possible, survey data will be weighted so that the aggregate results will reflect the proper balance of visitors based on overnight and day visitation and seasonal visitation for each individual park as well as the overall contribution of each park's visitation to the total visitation at all 67 state parks in the survey. Thus data from parks with high visitation will be weighted more heavily in the aggregate results than will data from low-visitation parks.

### NUMBER OF CUSTOMERS SURVEYED

A total of 26,825 surveys were returned from 67 state parks participating in the three waves of the survey.

### SAMPLING ERROR, CONFIDENCE LEVEL AND RESPONSE RATE

The sampling error for 26,825 completed surveys is less than plus or minus 1 percentage point at the 95% confidence level. Over 112,000 surveys were distributed, resulting in an overall response rate of 24%.

### GROUPS EXCLUDED FROM THE DATA COLLECTION PROCESS

Both day and overnight visitors and visitors in all four seasons of the year were included in the data collection process. The survey was fielded at 67 state parks. Surveys were not conducted at all state parks during the same year because the time required for consumer research staff to manage all the surveys concurrently made this process infeasible. By the end of the three-year data collection process, all parks were offered the opportunity to participate in the survey. Visitors to very small parks with low visitation and parks that were not gated and did not have on-site staff to distribute the surveys were not included in the survey. Some parks participated in the survey, but were excluded from the study as the number of completed survey returns was too small (less than 100).

## B. Performance Measures

### *Outcome Measures*

#### PERCENTAGE OF SURVEYED CUSTOMER RESPONDENTS EXPRESSING OVERALL SATISFACTION WITH SERVICES RECEIVED

One of the objectives of the on-site park visitor survey was to provide an assessment of customer satisfaction on a site-specific basis. The site-specific survey findings (based on Wave 1 and Wave 2 site-specific reports) illustrate that TPWD is providing quality service to its state park customers and that they are satisfied with the offerings at state parks.

Results on overall satisfaction of the state park system are not available until the final statewide report is completed in the fall of 2008.

***Output Measure***

NUMBER OF CUSTOMERS SURVEYED (SURVEYS COMPLETED)

Each park was expected to distribute 60 surveys per week for a total of over 3,000 surveys distributed over the course of the year. Not all parks were able to distribute the required number of surveys due to various reasons (low visitation, staff shortages, park closures, etc.). For the 67 sites completing the survey, a total of approximately 110,000 surveys were distributed and 26,825 surveys were returned.

The average number of people in each visitor group is 3.35 (this is based on a preliminary analysis of Wave 2 survey data). The survey thus covered 89,864 visitors to state parks and state natural areas.

NUMBER OF CUSTOMERS SERVED

Preliminary visitation data suggest that for all state parks and historic sites in the TPWD system combined, there were approximately 9,300,000 visits in FY 2007. An estimated 2,400,000 of these visits were overnight visits and 6,900,000 visits were day use. As many state park users visit the parks multiple times in a single year, the total number of state park users is less than the total number of visits.

***Efficiency Measure***

SURVEY COSTS

The out-of-pocket costs of this survey effort are for producing and mailing the on-site surveys to each park (\$4,200) and conducting the non-response survey to visitors at three sites, including mailing the survey and paying the return postage (\$1,500), for a total of \$5,700. The majority of other costs were associated with park staff time including distribution of the survey. Marketing staff also invested a considerable amount of staff time coordinating the survey effort, monitoring the data entry by Gary Job Corps students, and conducting the data analysis and reporting. A rough estimate of staff time contributed by Marketing Services staff is 3,000 hours (1,000 hours for each wave) for a total of \$75,000. The labor provided by Gary Job Corps students was free. A very rough estimate of park staff time to administer the surveys is 100 hours per park per year (at \$10 estimated hourly wage) for a total park staff cost of \$67,000. The total estimated cost for the entire survey effort including staff time is \$147,700, a cost of \$5.51 per completed survey.

***Explanatory Measures***

NUMBER OF CUSTOMERS IDENTIFIED

The total number of customers identified is based on the number of surveys returned (26,825 survey returns).

NUMBER OF CUSTOMER GROUPS SURVEYED

Two customer groups were surveyed:

- State Park Day Visitors
- State Park Overnight Visitors

**C. Analysis of Findings**

The overall goal of the survey effort is to complete visitor surveys at all state parks and to conduct an analysis of statewide results. These results will be completed in the fall of 2008.

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### TPWD ONLINE CUSTOMER SATISFACTION SURVEY

This is a customer satisfaction survey of key TPWD constituents – state park visitors, hunters, freshwater and saltwater anglers, boaters and jet skiers, and birders and wildlife watchers. The survey was conducted on the TPWD Web site in the summer of 2007 to measure the statutorily required customer service quality elements:

- Overall satisfaction with TPWD;
- Satisfaction with TPWD facilities;
- Satisfaction with TPWD staff;
- Satisfaction with TPWD communications;
- Satisfaction with the TPWD Web site;
- Satisfaction with TPWD complaint-handling processes;
- Satisfaction with TPWD service timeliness;
- Satisfaction with TPWD printed information.

The survey also collected data on the customer's level of participation in several outdoor activities to define the customer groups.

#### A. Information Gathering Methods

The survey was conducted on the TPWD Web site from July 1, 2007 – August 31, 2007. The goal was to collect a minimum of 400 responses, with at least 200 in each of the key customer groups (state park visitors, hunters, freshwater anglers, saltwater anglers, boaters, wildlife viewers). The survey was posted on the TPWD Web site in the highly visible areas of the home page and the Web pages for park visitors, hunters, anglers, boaters and wildlife viewers. The survey was conducted as a convenience sample in which Web visitors had the option to click on the survey button and complete the survey online. It is recognized that a convenience sample poses a risk of non-response bias; therefore, the results are presented as indicators of the satisfaction of the customer groups measured. A future study with a random sample would be necessary to completely measure the satisfaction levels of TPWD customers. However, the costs of performing such a study would be substantial.

#### TIME FRAME

The survey was made available on the TPWD Web site from July 1, 2007 – August 31, 2007.

#### METHODOLOGY

Visitors to the TPWD Web site could click on the survey button to complete the survey. The survey data was automatically entered electronically into a database, and analysis of the data was completed by Marketing staff.

#### LIMITATIONS

The primary limitation of this research is that the survey was conducted as a convenience sample in which Web visitors had the option to complete the survey while visiting the TPWD Web site. A convenience sample poses risks as it may not fully represent the population of TPWD customers and there was no way to follow up with respondents to determine whether respondents differed from non-respondents.

Additionally, due to the use of the Web site to conduct the survey, TPWD customers who do not have Internet access could not take part in the survey. Though the use of the Internet is generally high among Americans, and Internet access is widely available through libraries and schools as well as in private homes and offices, it is possible that TPWD customers who do not use the Internet may vary from the Web users who participated in the survey.

Another limitation of this study is that the survey was conducted during a single period of the year (summer) and does not cover the broadest possible range of customers who use the TPWD Web site. An earlier online survey was conducted in the fall and winter of 2004 and these results were presented in the FY 2005 Customer Service Report. Over the next few years, the online survey will be continued and the goal is to capture customer satisfaction data from all four seasons. At that time, differences in seasonality can be evaluated.

**NUMBER OF CUSTOMERS SURVEYED, SAMPLING ERROR, CONFIDENCE LEVEL AND RESPONSE RATE**

A total of 430 customers completed the online satisfaction survey. Many of these customers fell into more than one customer group based on their participation in more than one outdoor recreation activity once or more per year; thus the groups are not mutually exclusive. The goal for overall sample size as well as sample within each group was exceeded. The final tally of customer group sample sizes is as follows:

Customer Group	Sample Size
Total Sample	430
State Park Overnight Visitors	382
State Park Day Visitors	392
Hunters	287
Freshwater Anglers	369
Saltwater Anglers	284
Boaters/Jet Skiers	309
Wildlife Watchers/Birders	342

The maximum sampling error for the total sample of 430 surveys is less than plus or minus 2.1 percentage points at the 95% confidence level.

The response rate cannot be calculated for this survey due to the methodology.

**GROUPS EXCLUDED FROM THE DATA COLLECTION PROCESS**

This survey was intended to target outdoor recreation users using the TPWD Web site. Due to this reason other user groups that use the Web site such as landowners and commercial fishermen were not included in the survey.

**B. Performance Measures**

***Outcome Measures***

**PERCENTAGE OF SURVEYED CUSTOMERS EXPRESSING OVERALL SATISFACTION WITH SERVICES RECEIVED**  
 TPWD receives high satisfaction ratings from its customers in this survey. Seventy-nine percent of customers report being either very satisfied or satisfied overall with the Texas Parks and Wildlife Department. Twelve percent of customers report being dissatisfied with the agency.

For the overall satisfaction question and eight of the 11 questions used to assess satisfaction levels on the statutorily required customer service elements, at least three-quarters of customers report being very satisfied or satisfied with TPWD's performance. These include the following areas: facilities, staff, communications, Web site and printed information.

Over one-half of customers are satisfied with the timeliness of TPWD's response to inquiries, 27% report being "neither satisfied nor dissatisfied," and 18% reported being dissatisfied.

**A Report on Customer Service**

Complaint handling – measured by satisfaction with TPWD’s responsiveness to customer’s complaints – is the only area in which a minority of customers is satisfied (35%). The largest number of customers (54%) report being “neither satisfied nor dissatisfied” with TPWD’s responsiveness to complaints. Eleven percent of customers are dissatisfied.

SUMMARY OF SURVEY RESULTS FOR TOTAL SAMPLE OF RESPONDENTS

	% Very satisfied/ satisfied	% Very dissatisfied/ dissatisfied
Overall satisfaction	79%	12%
Friendliness and courtesy of staff	85%	5%
Cleanliness and appearance of sites	84%	8%
Ease of understanding information	80%	10%
Usefulness of printed information	80%	5%
Knowledge of staff	79%	5%
Availability of printed information	78%	5%
Usefulness of information on Web site	77%	13%
Ease of finding information on Web site	74%	16%
Hours of operation of business offices	75%	7%
Amount of time it takes for inquiries to be answered	55%	18%
Responsiveness to customer complaints	35%	11%

Below are the detailed results of each satisfaction question for the total sample of respondents.

DETAILED SURVEY RESULTS FOR TOTAL SAMPLE OF RESPONDENTS

**OVERALL: How satisfied are you overall with TPWD?**

	Total
Very satisfied	40%
Satisfied	39%
Neither satisfied nor dissatisfied	9%
Dissatisfied	7%
Very dissatisfied	5%

**FACILITIES: How satisfied are you with the cleanliness and appearance of TPWD sites?**

	Total
Very satisfied	39%
Satisfied	45%
Neither satisfied nor dissatisfied	8%
Dissatisfied	6%
Very dissatisfied	2%

**FACILITIES: How satisfied are you with the hours of operation of TPWD business offices?**

	Total
Very satisfied	26%
Satisfied	49%
Neither satisfied nor dissatisfied	18%
Dissatisfied	5%
Very dissatisfied	2%

**STAFF: How satisfied are you with the friendliness and courtesy of TPWD staff?**

	Total
Very satisfied	46%
Satisfied	39%
Neither satisfied nor dissatisfied	10%
Dissatisfied	3%
Very dissatisfied	2%

**STAFF: How satisfied are you with the knowledge of TPWD staff?**

	Total
Very satisfied	41%
Satisfied	38%
Neither satisfied nor dissatisfied	16%
Dissatisfied	3%
Very dissatisfied	2%

**COMMUNICATIONS:**

**How satisfied are you overall with the ease of understanding information you have received from TPWD?**

	Total
Very satisfied	35%
Satisfied	45%
Neither satisfied nor dissatisfied	10%
Dissatisfied	5%
Very dissatisfied	5%

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**WEB SITE:** How satisfied are you with the ease of finding information on the TPWD Web site?

	Total
Very satisfied	39%
Satisfied	35%
Neither satisfied nor dissatisfied	10%
Dissatisfied	8%
Very dissatisfied	8%

**WEB SITE:** How satisfied are you with the usefulness of the information on the TPWD Web site?

	Total
Very satisfied	39%
Satisfied	38%
Neither satisfied nor dissatisfied	10%
Dissatisfied	7%
Very dissatisfied	6%

**PRINTED INFORMATION:** How satisfied are you with the availability of printed information from TPWD?

	Total
Very satisfied	37%
Satisfied	41%
Neither satisfied nor dissatisfied	17%
Dissatisfied	3%
Very dissatisfied	2%

**PRINTED INFORMATION:** How satisfied are you with the usefulness of printed information from TPWD?

	Total
Very satisfied	36%
Satisfied	44%
Neither satisfied nor dissatisfied	15%
Dissatisfied	3%
Very dissatisfied	2%

**TIMELINESS:**

How satisfied are you with the amount of time it takes for your telephone, letter or e-mail inquiries to be answered?

	Total
Very satisfied	23%
Satisfied	32%
Neither satisfied nor dissatisfied	27%
Dissatisfied	9%
Very dissatisfied	9%

**COMPLAINT HANDLING: Do you know how to make a complaint to TPWD?**

	Total
Yes	40%
No	60%

**COMPLAINT HANDLING: How satisfied are you with TPWD responsiveness to customer complaints?**

	Total
Very satisfied	16%
Satisfied	19%
Neither satisfied nor dissatisfied	54%
Dissatisfied	7%
Very dissatisfied	4%

**PERCENTAGE OF SURVEYED CUSTOMER RESPONDENTS IDENTIFYING WAYS TO IMPROVE SERVICE DELIVERY**

A total of 52% of respondents offered comments on the online satisfaction survey. Many of these comments involved ways to improve TPWD programs and services while other comments were statements of appreciation and support for TPWD.

***Output Measure***

**NUMBER OF CUSTOMERS SURVEYED (COMPLETED)**

A total of 430 customers who visited the TPWD Web site were surveyed.

**NUMBER OF CUSTOMERS SERVED**

TPWD serves the entirety of the state of Texas population by managing and conserving the natural and cultural resources of Texas and offering outdoor recreation opportunities to its citizens. A recent 2007 estimate for the population of the state of Texas is 23.9 million people.



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*Efficiency Measure*

COST PER CUSTOMER SURVEYED (SURVEYS COMPLETED)

There were no out-of-pocket costs for conducting this survey. All costs were for staff time in designing the survey instrument, defining the methodology, and analyzing and reporting survey results. Staff time costs are estimated at \$625 (25 hours). This results in a per-completed survey staff cost of \$1.45.

*Explanatory Measures*

NUMBER OF CUSTOMERS IDENTIFIED

This survey was implemented to a sample of Web users from July 1 – August 31, 2007. A total of 430 customers were surveyed.

NUMBER OF CUSTOMER GROUPS SURVEYED

Many TPWD customer groups were surveyed. Web users include persons interested in TPWD services and programs.

The following customer groups were targeted for this survey:

- State Park and State Historic Site Visitors
- Hunters
- Freshwater Anglers
- Saltwater Anglers
- Boaters and Jet Skiers
- Birders and Wildlife Watchers

Additionally, other customers who use the TPWD Web site include:

- Landowners
- Recreational Bikers and Mountain Bikers
- Rock Climbers
- Horseback Riders
- Outdoor Enthusiasts
- The General Public

**C. Analysis of Findings**

Overall, TPWD receives high satisfaction ratings across the board from its customers.

In the areas of facilities, staff, communications, Web site, and printed information, between 75% and 85% of customers rated themselves as “satisfied” or “very satisfied” with TPWD’s performance. Fifty-five percent of customers are satisfied with the timeliness of TPWD’s response to inquiries, with 18% being dissatisfied.

The only area in which a minority of customers is satisfied with TPWD is complaint handling. A total of 35% of customers rated themselves as satisfied with complaint handling, while 54% are “neither satisfied nor dissatisfied” and 11% are dissatisfied.

A possible improvement to this survey process would be to field the survey on the TPWD Web site during a time of year that reaches an even broader cross-section of TPWD customers. Data collection during the spring may yield a different mix of customer groups to supplement the fall and early winter data collected in FY 2005 and the summer data collected in FY 2007.

**FY 2009 ESTIMATED PERFORMANCE**

The TPWD Online Customer Satisfaction Survey is conducted every two years and the results are reported in the Customer Service Report. There will be no survey data collected in FY08. In FY 2009, TPWD will again field the TPWD online satisfaction survey to measure the seven statutorily required customer service quality elements. The same survey instrument and general methodology that was used in FY 2005 and FY 2007 will be used again in FY 2009; however, data collection is expected to occur during the spring to include a broader cross-section of TPWD customers and to complement the fall, winter and summer survey data collected during FY 2005 and FY 2007.

***Output Measure***

ESTIMATED NUMBER OF CUSTOMERS SURVEYED (SURVEYS COMPLETED)

The goal will be to collect a minimum of 400 responses, with at least 200 in the each of the key customer groups (state park visitors, hunters, freshwater anglers, saltwater anglers, boaters, wildlife viewers).

***Efficiency Measure***

ESTIMATED SURVEY COSTS

There will be no out-of-pocket costs for conducting this survey. All costs involve only staff time in designing the survey instrument, defining the methodology, and analyzing and reporting survey results. Staff time costs are estimated at \$625 (25 hours).

***Explanatory Measures***

ESTIMATED NUMBER OF CUSTOMERS IDENTIFIED

The total number of customers identified is based on the number of surveys completed (minimum of 400).

NUMBER OF CUSTOMER GROUPS TO BE SURVEYED

Many TPWD customer groups will be surveyed. Web users include persons interested in TPWD services and programs. The following customer groups will be targeted for this survey:

- State Park and State Historic Site Visitors
- Hunters
- Freshwater Anglers
- Saltwater Anglers
- Boaters and Jet Skiers
- Birders and Wildlife Watchers

Additionally, other customers who use the TPWD Web site include:

- Landowners
- Recreational Bikers and Mountain Bikers
- Rock Climbers
- Horseback Riders
- Outdoor Enthusiasts
- The General Public

## A Report on Customer Service

### STATE PARK FOCUS GROUPS

The State Auditor's Office released a report in FY 2007 that recommended that TPWD should improve the effectiveness and operation of state parks by evaluating its current marketing efforts and spending in order to develop a more focused approach to increasing state park visitation and utilization (SAO Chapter 2.A.2.b). The report suggested organizing focus groups of park visitors and non-visitors to obtain additional information on customer base and demands.

TPWD conducted focus groups to identify constituent demands and to gain insight into customers' perception, awareness and potential visitation of Texas state parks. A team comprising staff from the State Parks and Communications divisions was formed to implement this recommendation. The team defined the target groups for research and the qualifying definitions for the screeners, and determined key information needs. The team also consulted with a highly-regarded national ad agency to determine the best approach to conducting this research. A vendor was selected to conduct a minimum of six focus groups in four metropolitan areas (San Antonio, Dallas, Houston and Austin). The agency selected a private firm with 28 years of focus group experience to ensure collection of high-quality data from specific target groups. Targeted recreational groups included current and potential state park users and key demographic groups.

Because 85% of the Texas population resides in or around urban areas, the focus group studies were held in major metropolitan areas. Ten specific focus groups were targeted: (1) RV users – frequent state park visitors; (2) RV users – previous or lapsed visitors; (3) Tent/Shelter users; (4) Cabin/Lodge users; (5) Mountain Bikers; (6) Hikers; (7) Equestrians; (8) Retirees; (9) Mature Adults; and, (10) Home-schoolers.

The focus groups were conducted in July 2007. Transcripts from the focus group research and the final report are available. The findings from the focus groups, in conjunction with on-site state park survey and the state park Web visitor survey (SAO Chapter 1.2), were used to assist with developing revenue recommendations to satisfy SAO requirements (SAO Chapter 1.3). The focus group data also provide directional insights as to the perceived value that users attribute to state parks in general and those amenities which customers desire.

The focus group report and vendor recommendations were completed in August 2007. The findings from the report were posted on the agency's Intranet in September 2007. The posting allows all agency staff to learn more about current and potential customers' attitudes and wants. Additionally, it will aid communications staff and state park staff as they work together to develop a comprehensive marketing and communication strategy. The findings provide important information to state park superintendents when developing long-term and short-term recommendations for their sites.

## STATE PARK WEB VISITOR SURVEY

In response to the SAO report (Chapter 1.2), TPWD implemented a Web survey to address the need for further information on state park visitors and to assist with revenue recommendations to increase park visitation and guide the direction of the development of programs and facilities desired by customers. The SAO report requested that TPWD develop a standardized Web-based survey to collect specific information such as the demographics of visitors, public needs and interests. A team comprising staff from the State Parks and Communications divisions defined the audience for the survey, determined key information needs and identified potential approaches for Web-based surveying. A Web-based survey was developed that identified state park visitor demographics, current conditions of park facilities and programs, and future needs. The survey was placed on highly used outdoor recreation pages of the TPWD Web site. The survey targeted current park users scheduling reservations and incidental park users visiting the Web site. The survey was also promoted and printed in the *Texas Parks & Wildlife* magazine and in the parks to increase the survey response rate.

More than 3,000 respondents participated in the Web survey during the three-month period August through October 2007. The first quarter survey results provided directional information relating to facilities, programs, services and potential services that may increase park revenue. The Web survey will remain on the TPWD Web site through August 2008. Quarterly reviews of the demographics of future respondents will be reviewed to determine if there are major seasonal differences in Web survey responses that may need to be taken into account for future business planning.



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