



*A Report on*

# **Customer Service**

*for Texas Parks and Wildlife Department*



**Life's better outside.®**

Submitted June 1, 2014

## 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.*

## 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:

<b>STRATEGY</b>	<b>DESCRIPTION OF SERVICES</b>	<b>CUSTOMERS SERVED</b>
A.1.1.	Wildlife conservation, habitat management and research	Hunters, 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, habitat conservation and research	Anglers, boaters, non-consumptive users
A.2.2	Inland hatcheries operations	Anglers, boaters, non-consumptive users
A.2.3.	Coastal fisheries management, habitat conservation and research	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 area operations	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.	Provide boating access, trails and other grants	Local governments and their park visitors, boaters, anglers, physically challenged and disadvantaged populations
C.1.1.	Wildlife, fisheries and water safety enforcement	Hunters, anglers, boaters, commercial fishermen, private landowners, general public

<b>STRATEGY</b>	<b>DESCRIPTION OF SERVICES</b>	<b>CUSTOMERS SERVED</b>
C.1.2.	Texas game warden training center	Hunters, anglers, boaters, non-consumptive users, commercial fishermen, private landowners
C.1.3.	Provide law enforcement oversight, management and support	Hunters, anglers, boaters, non-consumptive users, commercial fishermen, private landowners
C.2.1.	Provide outreach and education programs	Hunters, anglers, boaters, non-consumptive users, educators, youth, women, physically challenged, with focus on minorities
C.2.2.	Promote TPWD efforts and provide communication products and services	Hunters, anglers, private landowners, boaters, state park, historic site and state natural area visitors, non-consumptive users, educators
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.	Implement 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.	Meet debt service requirements	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users

Strategies may be subject to change based on approval from the Legislative Budget Board and Governor’s Office.

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

As prescribed by Texas Parks and Wildlife Department's Operations Policy OP-02-03, 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.texas.gov/business/feedback/complaints/file\\_a\\_complaint.phtml](http://www.tpwd.texas.gov/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.texas.gov/business/about/history/](http://www.tpwd.texas.gov/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.

**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.texas.gov](http://www.tpwd.texas.gov). Frequently asked questions can be found at [www.tpwd.texas.gov/faq/](http://www.tpwd.texas.gov/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.texas.gov/business/about/](http://www.tpwd.texas.gov/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.

The agency's customer service representative is Josh Havens, Director of Communications. He can be reached at (512) 389-4557 or (512) 389-4814 (fax).

## FY 2013-2014 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 on-going 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 and customer assessment efforts include:

- Department website – TPWD routinely solicits and responds to public comment and inquiries through the agency website, and is increasingly using this medium to obtain web-based feedback on agency regulatory proposals
- 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
- 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
- TPWD online customer satisfaction survey (general)
- Invasive Species Awareness Survey – conducting a pre-awareness and post-awareness survey of registered boat owners in East Texas.

For the purpose of this report, TPWD will focus on the TPWD online customer satisfaction survey.

## TPWD ONLINE CUSTOMER SATISFACTION SURVEY

A website customer satisfaction survey of key TPWD constituents – state park visitors, hunters, freshwater and saltwater anglers, boaters, jet skiers, birders and wildlife watchers was conducted in the fall of 2012. The survey measured 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 website;
- 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 website from October 1, 2012 to January 1, 2013. The goal was to collect a minimum of 400 responses, with at least 100 in each of the key customer groups (state park visitors, hunters, freshwater anglers, salt-water anglers, boaters, wildlife viewers). The survey was posted on the TPWD website 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 website October 1, 2012 to January 1, 2013.

### **METHODOLOGY**

Visitors to the TPWD website 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 TPWD's Communications Division 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 website. 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 website 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 (fall and winter 2012/2013) and does not cover the broadest possible range of customers who use the TPWD website. However, earlier online surveys were conducted in the fall and winter of 2004, the summer of 2005, the spring of 2009, and the winter of 2011 to capture visitor satisfaction across the other seasons. The results of these surveys were presented in previous Customer Service Reports.

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

A total of 453 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	453
State Park Overnight Visitors	381
State Park Day Visitors	418
Hunters	238
Freshwater Anglers	374
Saltwater Anglers	287
Boaters/Jet Skiers	309
Wildlife Watchers/Birders	354

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 website. Due to this reason, other user groups that use the website 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-five percent of customers report being either very satisfied or satisfied overall with the Texas Parks and Wildlife Department. Thirteen percent of customers report being dissatisfied or very dissatisfied with the agency.

For the overall satisfaction question and eight of the twelve questions used to assess satisfaction levels on the statutorily required customer service elements, at least 70% of customers report being very satisfied or satisfied with TPWD's performance. These include the following areas: cleanliness of facilities, staff knowledge, staff friendliness, usefulness and ease of finding information on the website and printed information.

Forty-eight percent of customers are satisfied with the timeliness of TPWD's response to inquiries, 20% report being "neither satisfied nor dissatisfied" and 7% reported being dissatisfied.

Regarding complaint handling - measured by satisfaction with TPWD's responsiveness to customer complaints - nearly three quarters of survey respondents said the topic was either "not applicable" (47%) or that they were "neither satisfied nor dissatisfied" (25%). Just 5% of the survey population said they were dissatisfied with TPWD's responsiveness.

## SUMMARY OF SURVEY RESULTS FOR TOTAL SAMPLE OF RESPONDENTS

	% Very satisfied/ satisfied	% Very dissatisfied/ dissatisfied	% Neither satisfied nor dissatisfied
Overall satisfaction	75%	13%	8%
Cleanliness and appearance of sites	84%	6%	8%
Friendliness and courtesy of staff	79%	6%	9%
Ease of understanding information	75%	11%	10%
Usefulness of printed information	73%	5%	14%
Knowledge of staff	78%	3%	1%
Availability of printed information	71%	5%	1%
Usefulness of information on website	74%	14%	12%
Ease of finding information on website	74%	16%	9%
Hours of operation of business offices	65%	5%	17%
Amount of time it takes for inquiries to be answered	48%	7%	20%
Responsiveness to customer complaints	24%	5%	25%

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	46%
Satisfied	29%
Neither satisfied nor dissatisfied	8%
Dissatisfied	8%
Very dissatisfied	5%
Not applicable	3%

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

	Total
Very satisfied	45%
Satisfied	39%
Neither satisfied nor dissatisfied	8%
Dissatisfied	2%
Very dissatisfied	1%
Not applicable	5%

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

	Total
Very satisfied	28%
Satisfied	37%
Neither satisfied nor dissatisfied	17%
Dissatisfied	3%
Very dissatisfied	2%
Not applicable	14%

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

	Total
Very satisfied	49%
Satisfied	30%
Neither satisfied nor dissatisfied	9%
Dissatisfied	4%
Very dissatisfied	2%
Not applicable	6%

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

	Total
Very satisfied	42%
Satisfied	36%
Neither satisfied nor dissatisfied	12%
Dissatisfied	2%
Very dissatisfied	1%
Not applicable	7%

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

	Total
Very satisfied	36%
Satisfied	39%
Neither satisfied nor dissatisfied	10%
Dissatisfied	7%
Very dissatisfied	4%
Not applicable	4%

**WEBSITE: How satisfied are you with the ease of finding information on the TPWD website?**

	Total
Very satisfied	35%
Satisfied	39%
Neither satisfied nor dissatisfied	9%
Dissatisfied	8%
Very dissatisfied	8%
Not applicable	1%

**WEBSITE: How satisfied are you with the usefulness of the information on the TPWD website?**

	Total
Very satisfied	38%
Satisfied	36%
Neither satisfied nor dissatisfied	12%
Dissatisfied	8%
Very dissatisfied	6%
Not applicable	1%

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

	Total
Very satisfied	23%
Satisfied	48%
Neither satisfied nor dissatisfied	19%
Dissatisfied	3%
Very dissatisfied	1%
Not applicable	6%

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

	Total
Very satisfied	33%
Satisfied	38%
Neither satisfied nor dissatisfied	16%
Dissatisfied	3%
Very dissatisfied	2%
Not applicable	8%

**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	22%
Satisfied	26%
Neither satisfied nor dissatisfied	20%
Dissatisfied	3%
Very dissatisfied	4%
Not applicable	25%

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

	Total
Yes	39%
No	61%

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

	Total
Very satisfied	9%
Satisfied	15%
Neither satisfied nor dissatisfied	25%
Dissatisfied	2%
Very dissatisfied	3%
Not applicable	47%

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

A total of 62% 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 453 customers who visited the TPWD website 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. The 2013 estimate for the population of the state of Texas is 26.4 million people. (Texas Comptroller of Public Accounts; Texas State Data Center)

***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 \$500 (20 hours). This results in a cost of \$1.10 per completed survey.

***Explanatory Measures*****NUMBER OF CUSTOMERS IDENTIFIED**

This survey was implemented to a sample of web users from October 1, 2012 to January 1, 2013. A total of 453 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 website 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, website, and printed information, over 70% of customers rated themselves as “satisfied” or “very satisfied” with TPWD’s performance. Forty-eight percent of customers are satisfied with the timeliness of TPWD’s response to inquiries, with 7% being dissatisfied.

The only area in which less than one-quarter of customers were satisfied with TPWD is complaint handling. Twenty-four percent of customers rated being satisfied with complaint handling, while 25% are “neither satisfied nor dissatisfied” and 5% are dissatisfied.

## FY 2014 ESTIMATED PERFORMANCE

The TPWD Online Customer Satisfaction Survey is conducted approximately every two years and the results are reported in the Customer Service Report. The same survey instrument and general methodology that was used in FY 2005, 2007, 2009, 2011 and 2013 will be used again in FY 2015. The next online survey will be implemented in spring/summer 2015.

### *Output Measure*

#### ESTIMATED NUMBER OF CUSTOMERS SURVEYED (SURVEYS COMPLETED)

The goal will be to collect a minimum of 400 responses, with at least 100 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 \$500 (20 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 website include:

- Landowners
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- Outdoor Enthusiasts
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TPWD receives federal assistance from the U.S. Fish and Wildlife Service and other federal agencies. TPWD is therefore subject to Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, in addition to state anti-discrimination laws. TPWD will comply with state and federal laws prohibiting discrimination based on race, color, national origin, age, sex or disability. If you believe that you have been discriminated against in any TPWD program, activity or event, you may contact the U.S. Fish and Wildlife Service, Division of Federal Assistance, 4401 N. Fairfax Drive, Mail Stop: MBSP-4020, Arlington, VA 22203, Attention: Civil Rights Coordinator for Public Access.