

**TEXAS HISTORICAL COMMISSION**

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June 1, 2016

Governor's Office of Budget, Planning and Policy  
(Hand Delivered)

Legislative Budget Board  
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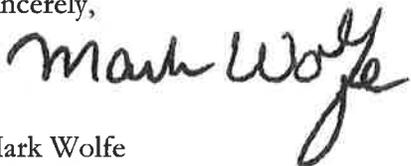
Subject: Enclosed Biennial Report on Customer Service

In accordance with the instructions received from the Governor's Office of Budget, Planning and Policy, and the Legislative Budget Board for Preparing and Submitting Agency Strategic Plans for Fiscal Years 2017-2021, attached is the completed biennial report on Customer Service.

This report was also submitted electronically to the Legislative Budget Board as required.

If you have any questions or need any additional information, please do not hesitate to contact me at 512.463.6383.

Sincerely,



Mark Wolfe  
Executive Director



# **REPORT ON CUSTOMER SERVICE SURVEY**

**SPRING 2016**

**BY**

**THE TEXAS HISTORICAL COMMISSION**

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## **I. Overview**

The Texas Historical Commission (THC) is the state agency for historic preservation. THC staff consults with citizens and organizations to preserve Texas' architectural, archeological and cultural landmarks. The agency is recognized nationally for its preservation programs.

The THC is composed of 11 citizen members appointed by the governor to staggered six-year terms. As of September 1, 2015, the agency had 217 authorized full-time employees who work in various fields including archeology, architecture, history, economic development, heritage tourism, public and historic site administration.

Since 1953 – when it was established as the Texas State Historical Survey Committee – the agency now known as the Texas Historical Commission has served as the Lone Star State's leader in the preservation of Texas history. THC administers more than two dozen programs that protect the precious places Texans value – colonial missions, courthouses, battlefields and more. Through our stewardship of Texas' State Historic Sites, National Register properties, irreplaceable archeological sites and historic county courthouses, the Texas Historical Commission has become one of the most respected state preservation offices in the nation. We have also become a powerful engine of economic development for Texas communities.

The mission of the THC is to protect and preserve the state's historic and prehistoric resources for the education, enjoyment and economic benefit of present and future generations.

### **The Texas Historical Commission's Customer Service Goals**

The THC has always committed itself to serving the needs of the public, particularly those involved in historic preservation. The agency recognizes that the public is our customer base, just as any private sector business has customers. It is our intention to provide the best possible service to them and our goal is to be recognized for the pursuit of excellence in the area of customer service.

In April 2016, the THC contracted with the Institute for Organizational Excellence at the University of Texas at Austin to administer an electronic survey of the customers of the agency. One goal of this survey was to assess customer satisfaction with the THC in compliance with the Customer Service Standards Act of 1999, Senate Bill 1563. Another goal was to provide agency leadership with primary research information on how well the THC responds to the expressed needs of those who call upon the agency for assistance. This will allow the agency leadership and staff to make any changes necessary to be more responsive to the customers of the agency and better stewards of the state's resources.

### **Inventory of External Customers Surveyed**

The total number surveyed was 2,280 and included these priority populations:

- County Historical Commission Members
- Archeological Stewards
- Certified Local Government Coordinators
- Texas Heritage Trail Region Constituents
- Texas Main Street Managers
- Members of Historic Sites Friend's Organizations

The THC provides technical assistance to all these groups along with on-site consultations, in many cases regarding historical markers, historic zoning ordinances, heritage tourism, downtown revitalization, planning, and architectural and archeological site identification and protection.

### **Information-Gathering Methodology**

The design process incorporated three objectives. First, the survey created substantive customer service survey data for strategic planning and organizational initiatives. Second, the design accurately portrayed and represented the perceptions of customers through the use of standard and tested surveying techniques. Lastly, implementing the survey established an open forum in which both the residents of Texas and the direct recipients of services could evaluate interactions, recognize outstanding service and/or offer insights into how service was delivered and where service needed to improve.

Seven survey areas were specifically listed in the Legislative Budget Board's strategic planning instructions derived from the Customer Service Standards Act. The THC chose to use these seven survey areas—facilities, staff, communications, internet

sites, complaint-handling processes, service timeliness and printed information. For each dimension, the survey participants were asked to respond to various items concerning perceptions of customer service.

The customer perceptions were measured on a Likert-type scale with six possible responses (strongly disagree, disagree, neutral, agree, strongly agree, and not applicable). Point values ranging from 5, for strongly agree, to 1, for strongly disagree, were assigned upon processing the data. The higher the response the more strongly respondents agreed with the statement. All items were positively worded so higher values represent higher levels of agreement or may be viewed as more positive perceptions of customer service.

**Survey Instrument Type, Rate of Response and Respondent Demographics**

A survey invitation was sent out on April 29, 2016 to 2280 subscribers on the Texas Historical Commission email listservs. The invitation provided information about the survey and assured the respondent that their comments would be confidential and anonymous. The survey was closed on May 15, 2016.

The survey served as a general customer service diagnostic that assessed customer perceptions in broad topical areas. While many inferences can be made from the survey data, low scoring areas may require additional assessment to determine underlying causes. Conversely, further examination of high scoring dimensions may produce examples of an organization’s “best practices” that can be shared among other parts of the agency. Also, the general nature of the survey enables the agency to use the instrument in different settings; therefore, the survey results allow for comparison of dimensions across the organization. In addition, instruments such as these (voluntary questionnaires of customers) are succinct so each respondent can complete the survey in only a few minutes. Typically, long questionnaires discourage participation due to the specificity of items and considerable length of time to complete the survey. Experience indicates that response rates for concise surveys achieve an acceptable returned percentage of greater than 10%. This survey resulted in a response rate of 18%, compared to a 14% response rate in 2014.

The table below provides the response rate for past five surveys conducted.

	Spring 2016	Spring 2014	Spring 2012	Spring 2010	Spring 2008
<b>Total Distributed</b>	2280	2500	2000	2000	1192
<b>Total Completed</b>	407	355	441	355	252
<b>Response Rate</b>	18%	14%	22%	17%	21%

The table below provides the respondent demographics for the 2016 survey.

<b>Respondent Demographics</b>	<b>Response Number</b>	<b>Response Percent</b>
<b>I am a:</b>		
Female	239	59.45%
Male	163	40.55%
(skipped this question)	5	
<b>My race/ethnicity is:</b>		
African-American/Black	5	1.25%
Hispanic/Latino/a	20	5.00%
Anglo-American/White	363	90.75%
Asian-American/Native American	2	.50%
Multiracial/Other	10	2.50%
(skipped this question)	7	
<b>My age (in years) is:</b>		
Under 18	0	0.00%
18-30	3	.74%
31-45	29	7.20%
46-59	80	19.85%
60 or older	291	72.21%
(skipped this question)	4	
<b>Select the customer type that best describes you:</b>		
Archeological Stewards	33	8.42%
County Historical Commissions	173	44.13%
Certified Local Governments	52	13.27%
Heritage Tourism	38	9.69%
Texas Main Street Managers	19	4.85%
Other	77	19.64%
(skipped this question)	15	

A sampling of other customer types include historic site volunteer, librarian in a public library, cemetery preservation, historian/author, THC marker and National Register nominator, interested citizen, museum professional, archaeologist, economic development department and restoration specialist.

## II. Analysis

Survey responses were compiled and analyzed. For the demographic items, frequency counts and percentage of respondents were tabulated. Furthermore, for each category code such as industry and program, an average score for this item was calculated: “Overall, I am satisfied with my experience.” This item is a general statement about the agency’s customer service performance. Providing these scores for each category permits direct comparisons across the various response options. For the scaled items (the non-demographic items listed at the bottom of the survey), average scores, number of respondents, standard deviations and frequency counts of response choices were calculated. The statistical calculation of standard deviation measures variability of responses. The smaller the standard deviation, the closer together the distribution of the respondents’ score are. The greater the standard deviation, the more scores are spread among the responses. Once item averages were calculated, dimensional averages were computed by taking an average of all the mean item responses, which comprised the different dimensions.

Additional analysis of the survey instrument was conducted. Confidence intervals (set at 95%, the most commonly reported level) were calculated for all scaled items. The level creates an interval (a range around the average item score). This means that the agency can be 95% confident that the interval contained the average scores for the selected customer sample. Reliability (a consistency measure of the survey instrument) was calculated and had an internal consistency coefficient exceeding the generally accepted value. Sample sizes and anticipated rates of response allowed for a plus/minus five percent error rate at the 95% confidence level. Subject research, face validity and factor analysis were used to assure general validity. In other terms, the survey measured what it intended to measure.

### Item Score Summary

The items were scored on a five-point scale with 5 being “Strongly Agree” and 1 being “Strongly Disagree.” The agency had a positive overall satisfaction rating of 86.67%, compared to 84.3% in 2014. Of the remaining respondents, 7.95% were neutral, and 3.85% of the population surveyed responded disagree or strongly disagree. (1.54% replied not applicable/do not know). In summary, if the “Not Applicable” responses are excluded, the percentage of respondents stating that overall they were satisfied with their experience with the agency increases to 88.02%.

On a scale of 1 to 5, the agency achieved a score of 4 or over in all areas surveyed. The highest score of 4.44 related to staff members being knowledgeable and helpful. Even the lowest scoring area relating to ease and use of the website was 4.00, a very positive score level. The scores are as follows in descending order:

Item		Avg.
1.	If I interacted with staff, the staff members were knowledgeable and helpful.	4.44
2.	If I received printed information, it was clear and understandable.	4.33
3.	If I visited the facility, it was clean, orderly and accessible.	4.32
4.	I received the information I needed to obtain services.	4.25
5.	Overall, I am satisfied with my experience.	4.23
6.	My telephone call, letter or email inquiry was responded to in a reasonable amount of time.	4.18
7.	The website contained clear and accurate information on events, services and contact information.	4.07
8.	If I complained, I believe it would be addressed in a reasonable manner.	4.05
9.	The website was easy to use and well organized.	4.00

### **III. Customer Service Performance Measures**

#### **Outcome Measures**

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received: 86.67%

#### **Output Measures**

Number of Customers Surveyed: 2,280

#### **Efficiency Measures**

Cost Per Customer Surveyed: \$0.04

#### **Explanatory Measures**

Number of Customers Identified: 2,280

Number of Customer Groups Inventoried: 6

## IV. Survey Items

For the following section, customers are asked to indicate how strongly they agree or disagree that the statement describes their experience. Possible responses and related point value for the response are listed below:

The survey consists of 9 Items. These items are scored as follows:

- (1) Strongly Disagree
- (2) Disagree
- (3) Neutral
- (4) Agree
- (5) Strongly Agree
- (Not scored) Not Applicable/Don't Know

Any survey item with an average (mean) score above the neutral midpoint of "3.0" suggests that customers perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength for the organization. Conversely, scores below "3.0" are viewed more negatively by customers and should be a significant source of concern for the organization and receive immediate attention.

### **Number of Respondents**

Number of Respondents is the number of valid responses. This includes those responding "Not Applicable."

### **Current Score**

Current Score is calculated by taking the numerical average of the responses for that item. "Not Applicable" responses are not used in this calculation.

### **Frequency Distribution**

Frequency Distribution is provided by presenting both the frequency and corresponding percentage for each possible response. This is provided in a numerical table.

### **Over Time Comparison Data**

Over Time Comparison Data is available to see how responses have changed over time and how different the average score is from the benchmark. The over time data is presented in numerical format.

**1. If I interacted with staff, the staff members were knowledgeable and helpful.**

Number of Respondents: 394

Current Score: 4.44

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	197	50.00%
Agree	136	34.52%
Neutral	18	4.57%
Disagree	7	1.78%
Strongly Disagree	2	.51%
Not Applicable/Don't Know	34	8.63%

**Over Time Comparison**

Current: 4.44

Spring 2014: 4.44

Spring 2012: 4.50

Spring 2010: 4.39

Spring 2008: 4.46

**2. If I visited the facility, it was clean, orderly and accessible.**

Number of Respondents: 372

Current Score: 4.32

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	79	21.24%
Agree	79	21.24%
Neutral	17	4.57%
Disagree	1	.27%
Strongly Disagree	1	.27%
Not Applicable/ Don't Know	195	52.42%

**Over Time Comparison**

Current: 4.32

Spring 2014: 4.34

Spring 2012: 4.43

Spring 2010: 4.00

Spring 2008: 4.29

### 3. The website was easy to use and well organized.

Number of Respondents: 391

Current Score: 4.00

Response	Frequency	Percentage
Strongly Agree	103	26.34%
Agree	196	50.13%
Neutral	45	11.51%
Disagree	20	5.12%
Strongly Disagree	6	1.53%
Not Applicable/Don't Know	21	5.37%

#### Over Time Comparison

Current: 4.00

Spring 2014: 4.01

Spring 2012: 4.04

Spring 2010: 3.94

Spring 2008: 3.99

### 4. The website contained clear and accurate information on events, services and contact information.

Number of Respondents: 387

Current Score: 4.07

Response	Frequency	Percentage
Strongly Agree	111	28.68%
Agree	193	49.87%
Neutral	43	11.11%
Disagree	16	4.13%
Strongly Disagree	4	1.03%
Not Applicable/Don't Know	20	5.17%

#### Over Time Comparison

Current: 4.07

Spring 2014: 4.08

Spring 2012: 4.09

Spring 2010: 3.93

Spring 2008: 4.03

**5. If I complained, I believe it would be addressed in a reasonable manner.**

Number of Respondents: 390

Current Score: 4.05

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	92	23.59%
Agree	152	38.97%
Neutral	32	8.21%
Disagree	12	3.08%
Strongly Disagree	7	1.79%
Not Applicable/Don't Know	95	24.36%

**Over Time Comparison**

Current: 4.05

Spring 2014: 4.04

Spring 2012: 3.91

Spring 2010: 3.67

Spring 2008: 4.06

**6. My telephone call, letter or email inquiry was responded to in a reasonable amount of time.**

Number of Respondents: 393

Current Score: 4.18

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	133	33.84%
Agree	140	35.62%
Neutral	29	7.38%
Disagree	14	3.56%
Strongly Disagree	6	1.53%
Not Applicable/Don't Know	71	18.07%

**Over Time Comparison**

Current: 4.18

Spring 2014: 4.15

Spring 2012: 4.39

Spring 2010: 4.13

Spring 2008: 4.20

**7. If I received printed information, it was clear and understandable.**

Number of Respondents: 390

Current Score: 4.33

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	153	39.23%
Agree	183	46.92%
Neutral	20	5.13%
Disagree	5	1.28%
Strongly Disagree	1	.26%
Not Applicable/ Don't Know	28	7.18%

**Over Time Comparison**

Current: 4.33

Spring 2014: 4.29

Spring 2012: 4.34

Spring 2010: 4.13

Spring 2008: 4.40

**8. I received the information I needed to obtain services.**

Number of Respondents: 386

Current Score: 4.25

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	140	36.27%
Agree	164	42.49%
Neutral	32	8.29%
Disagree	3	.78%
Strongly Disagree	5	1.30%
Not Applicable/Don't Know	42	10.88%

**Over Time Comparison**

Current: 4.25

Spring 2014: 4.19

Spring 2012: 4.34

Spring 2010: 4.18

Spring 2008: 3.99

**9. Overall, I am satisfied with my experience.**

Number of Respondents: 390

Current Score: 4.23

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	157	40.26%
Agree	181	46.41%
Neutral	31	7.95%
Disagree	9	2.31%
Strongly Disagree	6	1.54%
Not Applicable/ Don't Know	6	1.54%

**Over Time Comparison**

Current: 4.23

Spring 2014: 4.22

Spring 2012: 4.38

Spring 2010: 4.17

Spring 2008: 4.32