



# Report on Customer Service

Fiscal years 2011–2012

In conjunction with the  
2013–2017 Strategic Plan



**Report on Customer Service**  
Texas Water Development Board  
FY 2011–2012

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**MEMORANDUM**

**TO:** Director of Budget, Planning and Policy  
Office of the Governor  
  
Director  
Legislative Budget Board

**FROM:** Melanie Callahan, Executive Administrator

**DATE:** June 1, 2012

**SUBJECT:** *Report on Customer Service for the Fiscal Years 2011–2012*

Attached, please find the Texas Water Development Board's *Report on Customer Service for the Fiscal Years 2011–2012*. The agency believes the document meets all requirements and is in compliance with the instructions provided.

If you have any questions or comments on the *Report on Customer Service*, please contact Ben Munguia, Program Specialist, at (512) 463-9637.

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**Texas Water Development Board**

| <b>BOARD MEMBER</b>              | <b>TERM EXPIRES</b> | <b>CITY</b> |
|----------------------------------|---------------------|-------------|
| Billy R. Bradford, Jr., Chairman | 12/31/15            | Brownsville |
| Joe M. Crutcher, Vice Chairman   | 12/31/13            | Palestine   |
| Thomas Weir Labatt III           | 12/31/11            | San Antonio |
| Lewis H. McMahan                 | 12/31/11            | Dallas      |
| Edward G. Vaughan                | 12/31/13            | Boerne      |
| Monte Cluck                      | 12/31/15            | Gruver      |

Melanie Callahan  
Executive Administrator

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## **I. Compact with Texans**

The Texas Water Development Board (TWDB) is the state’s primary water planning and financing agency, whose main responsibilities are threefold:

- Collect and disseminate water-related data;
- Plan for the development of the state’s water resources; and
- Administer cost-effective financing programs.

Since 1957, the agency has been charged with planning for the state’s water needs. With the passage of Senate Bill 1 by the 75th Texas Legislature, the TWDB stepped into an even greater leadership role: guiding, enabling, and supporting the state’s water resources development.

To provide clear communication channels with the public and our agency, we have posted our Compact with Texans on our Web site. The compact outlines the following items:

- TWDB Mission
- TWDB’s Programs and Services
- Complaint-Handling Process
- Information Request Process
- Open Records Request Process
- TWDB Web Site Accessibility

The TWDB pledges to put forth its best efforts to abide by high-quality service principles in order to provide customers a pleasant service experience with the agency.

## **II. TWDB Mission**

The TWDB’s mission is to provide leadership, planning, financial assistance, information, and education for the conservation and responsible development of water for Texas.

In performing these responsibilities, the TWDB strives to achieve excellence in meeting and exceeding customer expectations and to provide information and services in a highly professional and timely manner. To attain these goals, the TWDB is committed to encouraging customer feedback on products and services provided, and to the continual evaluation of our programs to ensure they meet the needs of our customers.

### **Agency Philosophy**

To accomplish our mission, the TWDB will continue to focus on these core values:

*INNOVATION:* We thrive on innovation and originality by encouraging risk-taking and divergent voices. We search for better ways. We want to stay at the forefront of the water arena.

*EXCELLENCE:* Our goal is to develop the best science and most accurate analysis, and to provide the highest quality customer service. We want to achieve excellence in everything we do.

*COMMUNICATION:* Our standard is openness, accuracy, and accountability in our communications. We value freedom—to seek the truth and express it. We strive toward enhancing our communication and sharing information regarding business performance.

*CUSTOMER SERVICE:* We value each of our customers—internal and external—by putting their needs and interests at the center of everything we do.

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*EXTRAORDINARY PEOPLE:* We respect each person at the TWDB regardless of his or her position or role within the agency. We recruit the best people we can to become part of our agency. We look for people who are passionate about our work. We recognize our foremost responsibility is to the people of Texas and expect all employees to perform their duties in the highest ethical manner. We have earned our current positive reputation, which we will guard and build upon.

*LEADERSHIP:* To be successful, we must develop the next generation of leaders in water policy/planning, financing, and data collection. We will increase the capacity of our people to learn, to work together, and to lead. Through strong leadership and effective delegation at all levels, we will strive to create as positive and productive a work environment as possible.

### **III. TWDB Customers**

In January 2012, the TWDB launched its online customer satisfaction survey, developed for the agency by the University of Texas Organizational Excellence Group. The survey is designed to provide continual input from our customers in a quick and easy-to-use format.

Survey participants were asked to indicate if they represented the following categories:

1. General public
2. Political subdivision (city, county, groundwater district)
3. Water supply corporation
4. Regional water planning group member
5. Consultant
6. Governmental agency

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7. Other

All of the above-referenced groups of external customers receive a wide variety of services from the TWDB, including:

8. Regional water planning assistance, including historical water use and projected water needs data;
9. Groundwater data, including reports, groundwater availability modeling, and well sampling data;
10. Surface water data, including lake hydrographic survey information, bays and estuaries, and instream flow data;
11. Geographic information system (GIS) mapping data;
12. Financial assistance for water, wastewater, flood, and conservation projects;
13. Conservation assistance, including municipal and individual literature and data;
14. Innovative water management information, including desalination and rainwater harvesting; and
15. General water-related information.

In fulfilling the agency's mission, the TWDB serves a wide array of customers in all areas of the state. The list below comprises some of the groups to whom the TWDB offers its services:

- Citizens
- Political subdivisions
- Water providers
- Texas Legislature
- Regional water planning groups

- Consultants

However, as water is a basic necessity, ultimately the agency's customers are all of the individuals of the state of Texas.

#### **IV. TWDB Programs and Services**

The strategies listed in the 2012–2013 General Appropriations Act outline the core of the services provided by our agency. The TWDB currently provides the following programs and services to customers:

- **Environmental Studies:**
  - Collects data and conducts studies concerning the freshwater needs of the state's bays and estuaries.
  - These services align with the A.1.1 Strategy—Environmental Impact Information.
- **Data Collection:**
  - Collects data on the occurrence, quality, and availability of fresh waters in Texas.
  - These services align with the A.1.2 Strategy—Water Resources Data.
- **Texas Natural Resources Information System (TNRIS):**
  - Maintains a centralized data bank of information on the state's natural resources and manages the Strategic Mapping Initiative, a Texas-based, public and private sector cost-sharing program that produces large-scale computerized base maps describing basic geographic features of Texas.
  - These services align with the A.2.1 Strategy—Technical Assistance and Modeling.

- **Regional & State Water Planning:**
  - Guides the development of regional water plans; conducts studies and creates models of Texas’ surface-water and groundwater resources; projects future water availability; incorporates regional water plans into a statewide water plan for the orderly development, management, and conservation of the state’s water resources.
  - These services align with the A.2.2 Strategy—Water Resources Planning.
- **Research and Planning Grants:**
  - Provides agricultural water conservation funding and water-related research and regional facility planning grants.
  - These services align with the A.3.1 Strategy—Water Conservation Education and Assistance.
- **Water Conservation Assistance:**
  - Provides services to help cities, utilities, and districts establish effective water-wise conservation programs by lending out and providing training for leak detection and meter testing equipment, and assisting with water audits. Provides water conservation brochures and educational materials for schools for free or minimal cost to utilities and government entities.
  - These services align with the A.3.1 Strategy—Water Conservation Education and Assistance.
- **National Flood Insurance Program (NFIP):**
  - The TWDB administers this program in coordination with the Federal Emergency Management Agency (FEMA). The NFIP is designed so that floodplain management and flood insurance complement and reinforce each other. The partnership is established on the provision that FEMA will

make flood insurance available, provided that a community implements adequate floodplain management regulations that mitigate flood risk.

- These services align with the A.4.1 Strategy—Perform Community Assistance Pursuant to the NFIP.
- **State Financial Assistance:**
  - Provides loans to local governments for water supply and water quality projects, including wastewater treatment and nonpoint source pollution control; flood control projects, including beach renourishment; and agricultural water conservation projects.
  - These services align with the B.1.1 Strategy—State & Federal Financial Assistance Programs
- **Economically Distressed Areas Program (EDAP):**
  - Provides grants and loans for the water and wastewater needs of the state’s economically distressed areas that lack adequate water or wastewater service.
  - These services align with the B.1.2 Strategy—Economically Distressed Areas Program.
- **Federal Financial Assistance:**
  - **Clean Water State Revolving Fund (CWSRF):**
    - Provides loans at interest rates lower than the market to political subdivisions with the authority to own and operate a wastewater system. The CWSRF also includes Federal (Tier III) and Disadvantaged Communities funds that provide even lower interest rates for those meeting the respective criteria.
    - These services align with the B.1.1. Strategy—State and Federal Financial Assistance Programs.

- **Drinking Water State Revolving Fund (DWSRF):**
  - Provides loans at interest rates lower than the market offers to finance projects for public drinking water systems that facilitate compliance with primary drinking water regulations or otherwise significantly further the health protection objectives of the federal Safe Drinking Water Act (SDWA). Projects must also be consistent with the current State Water Plan.
  - These services align with the B.1.1. Strategy—State and Federal Financial Assistance Programs.

These programs are not a complete listing of all those offered by the TWDB, but they are meant to serve as examples of major services the agency provides for each of our strategies.

## **V. Data Collection Methods**

### **Online Customer Survey**

On January 25, 2012, the TWDB, working with the University of Texas Organizational Excellence Group, launched an online customer satisfaction survey to provide customers with an ongoing method of providing customer satisfaction input.

The survey was promoted in the February and March issues of the agency’s electronic newsletter *TWDB News*, as well as through electronic postcards announcing the survey to our stakeholders. The newsletter was sent to approximately 4,500 e-mail addresses while and postcards were sent to approximately 6,500 e-mail addresses. The link to the survey was sent out through e-mail by the University of Texas to approximately 1,500 e-mail addresses and was also available for the duration of the time the survey was open on the TWDB’s home page, [www.twdb.texas.gov](http://www.twdb.texas.gov).



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Survey users had the option of directing their comments to specific areas of the agency, as follows:

- Human Resources (HR)
- Project Finance and Construction Assistance (PFCA)
- Water Resources Planning and Information (WRPI)
- Water Science and Conservation (WSC)
- Texas Natural Resources Information System (TNRIS) (a division of WRPI)
- Executive Operations and Administration (EXEC OPS and ADMIN)
- Legal Services
- Finance
- General/Unsure if not pertaining to a particular area

Using numerical scoring options ranging from “Strongly Agree” (5) to “Strongly Disagree” (1), survey participants provided input on the following statements:

- Staff member(s) were helpful.
- I got the information I needed.
- The procedures/instructions were straightforward and easy to understand.
- My phone call, email, or letter was routed to the proper person.
- The website was easy to use and contained helpful information.
- If I filed a formal complaint, it was addressed in a reasonable manner.
- Overall, I was satisfied with the amount of time it took to get service/assistance/information.

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- Overall, I was satisfied with the amount of time it took to get a loan application processed.
- Overall, I was satisfied with the amount of time it took to get a loan closed.
- Printed materials contained clear and thorough information.
- Overall, I am satisfied with my experience.

Utilizing the identification methods noted above, the survey collected responses on each statutorily required customer service quality element:

1. General/overall
2. Facilities
3. Staff
4. Communications
5. Internet sites
6. Complaint handling process
7. Service timeliness
8. Printed information

(Note: The element of facilities was not deemed relevant by the customer satisfaction survey team and was, therefore, excluded from the survey).

Survey users were also provided an opportunity to submit suggestions for improvement, compliments, complaints, and requests for information. The TWDB received 30 comments through the survey, and input was monitored by staff representatives in each area of the agency through the Thought Bubble comment handling system, administered by the University of Texas Organizational Excellence Group. Input was shared with staff on a regular basis, and if the participant desired to be contacted,

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appropriate staff followed up with the necessary action. Comments marked as “Suggestions” from respondents are included at the end of this report as Attachment B.

A summary of item score averages for the 2012 survey is presented in the chart on the following page.

| <b>Statement</b>  | <b>Average Score<br/>FY 11</b> |
|---|--------------------------------|
| Overall, I was satisfied with the amount of time it took to get a loan application processed.   | <b>3.64</b>                    |
| Overall, I was satisfied with the amount of time it took to get a loan closed.                  | <b>3.66</b>                    |
| Staff member(s) were helpful.   | <b>4.38</b>                    |
| I received the information I needed.  | <b>4.28</b>                    |
| The procedures/instructions were straightforward and easy to understand.                        | <b>3.93</b>                    |
| My phone call, email, or letter was routed to the proper person.                                | <b>4.31</b>                    |
| The website was easy to use and contained helpful information.                                  | <b>3.98</b>                    |
| If I filed a formal complaint, it was addressed in a reasonable manner.                         | <b>4.00</b>                    |
| Overall, I was satisfied with the amount of time it took to get service/assistance/information. | <b>4.18</b>                    |
| Printed materials contained clear and thorough information.                                     | <b>4.07</b>                    |
| Overall, I am satisfied with my experience.   | <b>4.15</b>                    |

Complete details of the online survey are attached in chart/tabular form as Attachment A to this report.

## **VI. Analysis of Findings**

As indicated in Attachment A to this report, the highest scoring online survey areas were as follows:

- Staff member helpfulness: 4.38
- Effective response handling: 4.31
- Information provided satisfactorily: 4.28
- Service timeliness: 4.18
- Overall satisfaction: 4.15

These scores indicate that the single most important resource of the agency is its employees and their abilities to assist and respond with the correct information within a satisfactory time frame. In many cases, individual staff members were lauded through comments on the online survey. The TWDB was often complimented on its ability to serve its customers, as indicated by the comments received below:

- “In my 30 years of working with the TWDB I have always found the staff to be very responsive and helpful.”
- “I truly appreciate all the material on the website that can be downloaded and used for presentations. THANK YOU.”
- “I would like to say Thank You to TWDB for their assistance in helping our community overcome some major problems in regards to our water supply. There are still many things that need to be done but without the assistance from TWDB we would not be on a road for repair. Thanks Again.”
- Working with Jessica Zuba, Luis Farias, Jeff Dunsworth, and David Firgens has been an absolute pleasure. Their professionalism and willingness to assist with the most minor of questions has been a great help in the successful completion of our project. Very good people. They are the beacons of light in an otherwise murky process. I keep shining and smiling knowing I can count on them.

The TWDB will continue to emphasize to its staff that high-quality customer service is the number one priority of the agency. Customer satisfaction will remain at the top of

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the agency's strategy map and will continue to guide decisions made by TWDB leadership.

As in the past, the following areas are still the lowest scoring:

1. Satisfaction with the amount of time to process a loan: 3.64
2. Satisfaction with the amount of time to close a loan: 3.66

Although the score for *satisfaction with the amount of time it takes to process a loan* increased from last year, it is still a low mark that the TWDB is working on. The agency has been utilizing a comprehensive application for financial assistance since June 2010. This has made the application requirements more transparent to the applicant. Additionally, the TWDB has been utilizing deadlines for administratively complete applications and for those needing additional information and has been returning applications that do not meet those deadlines. However, a combination of issues has caused application process times to continue to take longer than the applicants or the TWDB prefers. Some of the causes for delayed processing times include difficult project issues, financial stability of applicants, and TWDB staffing changes and staff reductions. In response to an internal audit on the Loan Application Process, new processes are being implemented to try and address the length of time allowed to process a loan. The steps already implemented and in process should continue to enhance the application procedures.

The TWDB's score for *satisfaction with the amount of time to close a loan* also increased from last year, but is still low. The time necessary to close a loan is determined by multiple factors, none of which are completely under the control of the TWDB or the applicant. As an effect of the recent national financial crisis, scrutiny of, and requirements for, financial transactions have been greatly increased, both from the TWDB's perspective as well as entities that affect closings such as Depository Trust Company, Comptroller of Public Accounts, and the Attorney General's Office. This

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increased attention has required additional documentation requirements and processes and which, if not addressed timely, can cause delays in closings. The TWDB is continuing to make improvements in the closing process so that any delays can be reduced to the extent possible while still meeting all fiduciary responsibilities.

The agency scored 3.98 to the statement, “The website was easy to use and contained helpful information.” The TWDB seeks to provide information to customers in an accessible and easy-to-use format. The agency recognizes the technology and convenience of the Internet as being a valuable tool for data collection and dissemination; therefore, the continual improvement, enhancement, and maintenance of the agency’s Web site are top priorities for the TWDB.

To increase satisfaction with TWDB’s Web site for customers in the future, the Web team is in the process of revitalizing the Web site. The revitalization has cleaned up much of the site to make it easier to use and also to make it more accessible, through objectives including

- A new, logically structured and managed directory and file system for clear content ownership;
- A new user-friendly and usable navigation system;
- Accessible templates and content set forth by the Texas Department of Information Resources; and
- A consistent look and feel with clean aesthetics site-wide with division branding.

The agency will continue to adhere to its current goals of quick load time of Web pages, easy site navigation, compliance with accessibility standards, and updated information.

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Management and staff are also currently examining the following areas that scored below a 4.0 during this period to determine action plans, if needed, to improve future scores:

1. Straightforward and easy-to-understand procedures and instructions: 3.93

**VII. Performance Measure Information for Customer Service Standards**

The measures detailed below are based on the statistics provided from the online customer survey.

**Outcome Measures**

*Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services*

82.27% (283 out of 344 respondents) indicated they strongly agree or agree with the statement, “Overall, I am satisfied with my experience.”

*Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery*

10% submitted comments categorized as “suggestions.”

Note: Some general comments also contained suggestions, but they are not included in this count.

Please see Attachment B—Customer Satisfaction Survey Suggestions.

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**Output Measures**

*Total Customers Surveyed*

Approximately 1,500 were sent a targeted e-mail, approximately 4,500 were reached through our electronic newsletter, and 6,500 were reached through postcards, plus an unknown number of additional survey participants.

*Total Customers Served*

Unable to determine.

**Efficiency Measures**

*Cost per Customer Surveyed*

\$6.68 (\$2,365 for renewal of maintenance for online survey, including targeted e-mail survey/354 respondents)

**Explanatory Measures**

*Total Customers Identified*

354 Respondents

*Total Customer Groups Inventoried*

Respondents identified themselves from approximately 26 different groups/types.



**Attachment A:**

**Customer Satisfaction Survey  
Executive Summary Results**

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Survey Results for

# **Customer Satisfaction Survey**

for

***580 - Texas Water Development Board***

**January 25, 2012  
Through  
February 29, 2012**

# Survey Items

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580 - Texas Water Development Board

Survey Respondents

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**Total Number of Respondents: 354**

# Survey Items

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580 - Texas Water Development Board

Select the agency division you last had contact with.

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**Number of Respondents:** 336

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| <b>Item Response</b>                        | <b>Count</b> | <b>Pct.</b> |
|---|--------------|-------------|
| Human Resources                             | 0            | 0.00%       |
| Project Finance and Construction Assistance | 101          | 30.06%      |
| Water Resources Planning and Information    | 100          | 29.76%      |
| Water Science and Conservation              | 31           | 9.23%       |
| Texas Natural Resources Information System  | 19           | 5.65%       |
| Executive Operations and Administration     | 15           | 4.46%       |
| Legal Services                              | 8            | 2.38%       |
| Finance                                     | 27           | 8.04%       |
| General/Unsure                              | 35           | 10.42%      |

# Survey Items

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580 - Texas Water Development Board

## Frequency Distribution

|   |        |
|---|--------|
| Human Resources                                 | 0%     |
| Project Finance and Construction Assistance     | 30.06% |
| Water Resources Planning and Information        | 29.76% |
| Water Science and Conservation                  | 9.23%  |
| .... Texas Natural Resources Information System | 5.65%  |
| Executive Operations and Administration         | 4.46%  |
| Legal Services                                  | 2.38%  |
| Finance   | 8.04%  |
| General/Unsure                                  | 10.42% |

# Survey Items

How would you describe yourself? Check all that apply.

---

**Number of Respondents:** 354

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| Item Response  | Count | Pct.   |
|--|-------|--------|
| General Public   | 11    | 3.11%  |
| Political Subdivision (example: city, county, groundwater district,) | 175   | 49.44% |
| Water Supply Corporation   | 25    | 7.06%  |
| Regional Water Planning Group member                                 | 18    | 5.08%  |
| Consultant   | 57    | 16.10% |
| Governmental Agency  | 65    | 18.36% |
| Other  | 24    | 6.78%  |

## Frequency Distribution

|   |        |
|---|--------|
| General Public  | 3.11%  |
| Political Subdivision (example: city, county, groundwat | 49.44% |
| Water Supply Corporation                                | 7.06%  |
| Regional Water Planning Group member                    | 5.08%  |
| Consultant  | 16.1%  |
| Governmental Agency                                     | 18.36% |
| Other   | 6.78%  |

# Survey Items

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How would you describe yourself? Check all that apply.

---

**Verbatim Responses:**

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- Water Lawyer
- education
- Training Provider
- Researcher
- University
- Water Conservation District
- Municipal Public Works Department
- Remote sensing provider
- River authority
- Govt research
- University Faculty
- Lobbyist
- Association
- Lawyer
- industry information
- law firm
- GC
- Industry
- retired govt. agency
- TWDB retiree
- FORMER EMPLOYEE
- wanting to sell water
- Association
- Journalist
- educator
- Attorney for water users



# Survey Items

My race/ethnicity is:

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**Number of Respondents:** 330

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| Item Response                  | Count | Pct.   |
|--------------------------------|-------|--------|
| African-American/Black         | 11    | 3.33%  |
| Mexican-American/Hispanic      | 37    | 11.21% |
| Anglo-American/White           | 266   | 80.61% |
| Asian-American/Native American | 9     | 2.73%  |
| Multiracial/Other              | 7     | 2.12%  |

## Frequency Distribution

|                                |               |
|--------------------------------|---------------|
| African-American/Black         | <b>3.33%</b>  |
| Mexican-American/Hispanic      | <b>11.21%</b> |
| Anglo-American/White           | <b>80.61%</b> |
| Asian-American/Native American | <b>2.73%</b>  |
| Multiracial/Other              | <b>2.12%</b>  |



# Survey Items

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580 - Texas Water Development Board

|                               |              |             |
|-------------------------------|--------------|-------------|
| <b>First Time Customer?</b>   |              |             |
| <hr/>                         |              |             |
| <b>Number of Respondents:</b> |              | 336         |
| <hr/>                         |              |             |
| <b>Item Response</b>          | <b>Count</b> | <b>Pct.</b> |
| Yes                           | 57           | 16.96%      |
| No                            | 279          | 83.04%      |

## Frequency Distribution

|     |   |
|-----|---|
| Yes |  <b>16.96%</b>   |
| No  |  <b>83.04%</b> |

# Survey Items

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580 - Texas Water Development Board

If you are a repeat customer, number of years you have been interacting with this agency:

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**Number of Respondents:** 298

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| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Less than 1 year  | 8     | 2.68%  |
| 1 to 3 years      | 38    | 12.75% |
| More than 3 years | 252   | 84.56% |

## Frequency Distribution

|                   |               |
|-------------------|---------------|
| Less than 1 year  | <b>2.68%</b>  |
| 1 to 3 years      | <b>12.75%</b> |
| More than 3 years | <b>84.56%</b> |




# Survey Items

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580 - Texas Water Development Board

| Times in contact with this agency in last 12 months |       |        |
|---|-------|--------|
| <b>Number of Respondents:</b>                       |       | 336    |
| Item Response                                       | Count | Pct.   |
| Once  | 44    | 13.10% |
| 2 to 3 times  | 79    | 23.51% |
| More than 3 times                                   | 213   | 63.39% |

## Frequency Distribution

|                   |  |
|-------------------|--|
| Once              |  <b>13.1%</b>    |
| 2 to 3 times      |  <b>23.51%</b>  |
| More than 3 times |  <b>63.39%</b> |

# Survey Items

Overall, I was satisfied with the amount of time it took to get a loan application processed.







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**Score:** 3.64  
**Std. Dev.:** 1.213  
**Number of Respondents:** 99

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| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 22    | 22.22% |
| Agree             | 33    | 33.33% |
| Neutral           | 14    | 14.14% |
| Disagree          | 9     | 9.09%  |
| Strongly Disagree | 7     | 7.07%  |
| Not Applicable    | 14    | 14.14% |

## Frequency Distribution

|                   |  |
|-------------------|--|
| Strongly Agree    |  <b>22.22%</b>  |
| Agree             |  <b>33.33%</b> |
| Neutral           |  <b>14.14%</b>  |
| Disagree          |  <b>9.09%</b>   |
| Strongly Disagree |  <b>7.07%</b>   |
| Not Applicable    |  <b>14.14%</b>  |

# Survey Items

Overall, I was satisfied with the amount of time it took to get a loan closed.







---

**Score:** 3.66  
**Std. Dev.:** 1.138  
**Number of Respondents:** 98

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| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 19    | 19.39% |
| Agree             | 27    | 27.55% |
| Neutral           | 16    | 16.33% |
| Disagree          | 8     | 8.16%  |
| Strongly Disagree | 4     | 4.08%  |
| Not Applicable    | 24    | 24.49% |

## Frequency Distribution

|                   |  |
|-------------------|--|
| Strongly Agree    |  <b>19.39%</b>  |
| Agree             |  <b>27.55%</b> |
| Neutral           |  <b>16.33%</b>  |
| Disagree          |  <b>8.16%</b>   |
| Strongly Disagree |  <b>4.08%</b>   |
| Not Applicable    |  <b>24.49%</b>  |

# Survey Items

**Staff member(s) were helpful.**







---

|                               |       |
|-------------------------------|-------|
| <b>Score:</b>                 | 4.38  |
| <b>Std. Dev.:</b>             | 0.755 |
| <b>Number of Respondents:</b> | 343   |

---

| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 172   | 50.15% |
| Agree             | 133   | 38.78% |
| Neutral           | 23    | 6.71%  |
| Disagree          | 7     | 2.04%  |
| Strongly Disagree | 2     | 0.58%  |
| Not Applicable    | 6     | 1.75%  |

## Frequency Distribution

|                   |  |
|-------------------|--|
| Strongly Agree    |  <b>50.15%</b> |
| Agree             |  <b>38.78%</b> |
| Neutral           |  <b>6.71%</b>   |
| Disagree          |  <b>2.04%</b>   |
| Strongly Disagree |  <b>0.58%</b>   |
| Not Applicable    |  <b>1.75%</b>   |

# Survey Items

I received the information I needed.







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|                               |       |
|-------------------------------|-------|
| <b>Score:</b>                 | 4.28  |
| <b>Std. Dev.:</b>             | 0.759 |
| <b>Number of Respondents:</b> | 343   |

---

| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 143   | 41.69% |
| Agree             | 161   | 46.94% |
| Neutral           | 27    | 7.87%  |
| Disagree          | 4     | 1.17%  |
| Strongly Disagree | 4     | 1.17%  |
| Not Applicable    | 4     | 1.17%  |

## Frequency Distribution

|                   |  |
|-------------------|--|
| Strongly Agree    |  <b>41.69%</b> |
| Agree             |  <b>46.94%</b> |
| Neutral           |  <b>7.87%</b>  |
| Disagree          |  <b>1.17%</b> |
| Strongly Disagree |  <b>1.17%</b> |
| Not Applicable    |  <b>1.17%</b> |



# Survey Items

The procedures/instructions were straightforward and easy to understand.

---

|                               |       |
|-------------------------------|-------|
| <b>Score:</b>                 | 3.93  |
| <b>Std. Dev.:</b>             | 0.992 |
| <b>Number of Respondents:</b> | 343   |

---

| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 102   | 29.74% |
| Agree             | 144   | 41.98% |
| Neutral           | 50    | 14.58% |
| Disagree          | 25    | 7.29%  |
| Strongly Disagree | 8     | 2.33%  |
| Not Applicable    | 14    | 4.08%  |

## Frequency Distribution

|                   |        |
|-------------------|--------|
| Strongly Agree    | 29.74% |
| Agree             | 41.98% |
| Neutral           | 14.58% |
| Disagree          | 7.29%  |
| Strongly Disagree | 2.33%  |
| Not Applicable    | 4.08%  |

# Survey Items

My phone call, email, or letter was routed to the proper person.







---

**Score:** 4.31  
**Std. Dev.:** 0.755  
**Number of Respondents:** 340

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| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 135   | 39.71% |
| Agree             | 138   | 40.59% |
| Neutral           | 24    | 7.06%  |
| Disagree          | 4     | 1.18%  |
| Strongly Disagree | 3     | 0.88%  |
| Not Applicable    | 36    | 10.59% |

## Frequency Distribution

|                   |  |
|-------------------|--|
| Strongly Agree    |  <b>39.71%</b> |
| Agree             |  <b>40.59%</b> |
| Neutral           |  <b>7.06%</b>   |
| Disagree          |  <b>1.18%</b>   |
| Strongly Disagree |  <b>0.88%</b>   |
| Not Applicable    |  <b>10.59%</b>  |

# Survey Items

The website was easy to use and contained helpful information.







---

|                               |       |
|-------------------------------|-------|
| <b>Score:</b>                 | 3.98  |
| <b>Std. Dev.:</b>             | 0.914 |
| <b>Number of Respondents:</b> | 342   |

---

| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 99    | 28.95% |
| Agree             | 135   | 39.47% |
| Neutral           | 58    | 16.96% |
| Disagree          | 17    | 4.97%  |
| Strongly Disagree | 4     | 1.17%  |
| Not Applicable    | 29    | 8.48%  |

## Frequency Distribution

|                   |  |
|-------------------|--|
| Strongly Agree    |  <b>28.95%</b> |
| Agree             |  <b>39.47%</b> |
| Neutral           |  <b>16.96%</b>  |
| Disagree          |  <b>4.97%</b>   |
| Strongly Disagree |  <b>1.17%</b>   |
| Not Applicable    |  <b>8.48%</b>   |

# Survey Items

If I filed a formal complaint, it was addressed in a reasonable manner.

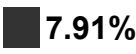
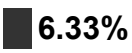
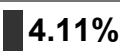



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|                               |       |
|-------------------------------|-------|
| <b>Score:</b>                 | 4.00  |
| <b>Std. Dev.:</b>             | 1.047 |
| <b>Number of Respondents:</b> | 316   |

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| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 25    | 7.91%  |
| Agree             | 20    | 6.33%  |
| Neutral           | 13    | 4.11%  |
| Disagree          | 3     | 0.95%  |
| Strongly Disagree | 2     | 0.63%  |
| Not Applicable    | 253   | 80.06% |

## Frequency Distribution

|                   |  |
|-------------------|--|
| Strongly Agree    |  <b>7.91%</b>  |
| Agree             |  <b>6.33%</b>  |
| Neutral           |  <b>4.11%</b>  |
| Disagree          |  <b>0.95%</b>   |
| Strongly Disagree |  <b>0.63%</b>   |
| Not Applicable    |  <b>80.06%</b> |

# Survey Items

Overall, I was satisfied with the amount of time it took to get service/assistance/information requested.

---

**Score:** 4.18  
**Std. Dev.:** 0.900  
**Number of Respondents:** 343

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| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 132   | 38.48% |
| Agree             | 147   | 42.86% |
| Neutral           | 26    | 7.58%  |
| Disagree          | 13    | 3.79%  |
| Strongly Disagree | 7     | 2.04%  |
| Not Applicable    | 18    | 5.25%  |

## Frequency Distribution

|                   |        |
|-------------------|--------|
| Strongly Agree    | 38.48% |
| Agree             | 42.86% |
| Neutral           | 7.58%  |
| Disagree          | 3.79%  |
| Strongly Disagree | 2.04%  |
| Not Applicable    | 5.25%  |

# Survey Items

Printed materials contained clear and thorough information.

---

**Score:** 4.07  
**Std. Dev.:** 0.898  
**Number of Respondents:** 338

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| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 105   | 31.07% |
| Agree             | 145   | 42.90% |
| Neutral           | 42    | 12.43% |
| Disagree          | 10    | 2.96%  |
| Strongly Disagree | 7     | 2.07%  |
| Not Applicable    | 29    | 8.58%  |

## Frequency Distribution

|                   |        |
|-------------------|--------|
| Strongly Agree    | 31.07% |
| Agree             | 42.9%  |
| Neutral           | 12.43% |
| Disagree          | 2.96%  |
| Strongly Disagree | 2.07%  |
| Not Applicable    | 8.58%  |

# Survey Items

Overall, I am satisfied with my experience.




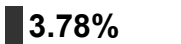
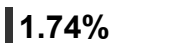
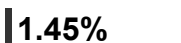
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**Score:** 4.15  
**Std. Dev.:** 0.888  
**Number of Respondents:** 344

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| Item Response     | Count | Pct.   |
|-------------------|-------|--------|
| Strongly Agree    | 131   | 38.08% |
| Agree             | 152   | 44.19% |
| Neutral           | 37    | 10.76% |
| Disagree          | 13    | 3.78%  |
| Strongly Disagree | 6     | 1.74%  |
| Not Applicable    | 5     | 1.45%  |

## Frequency Distribution

|                   |  |
|-------------------|--|
| Strongly Agree    |  <b>38.08%</b> |
| Agree             |  <b>44.19%</b> |
| Neutral           |  <b>10.76%</b> |
| Disagree          |  <b>3.78%</b>  |
| Strongly Disagree |  <b>1.74%</b>  |
| Not Applicable    |  <b>1.45%</b>  |

# Survey Items

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580 - Texas Water Development Board

## *Item Score Summary*

| <b>Item Text</b>  | <b>Score</b> | <b>Std. Dev.</b> |
|---|--------------|------------------|
| Overall, I was satisfied with the amount of time it took to get a loan application processed.             | 3.64         | 1.213            |
| Overall, I was satisfied with the amount of time it took to get a loan closed.                            | 3.66         | 1.138            |
| Staff member(s) were helpful.   | 4.38         | 0.755            |
| I received the information I needed.  | 4.28         | 0.759            |
| The procedures/instructions were straightforward and easy to understand.                                  | 3.93         | 0.992            |
| My phone call, email, or letter was routed to the proper person.  | 4.31         | 0.755            |
| The website was easy to use and contained helpful information.  | 3.98         | 0.914            |
| If I filed a formal complaint, it was addressed in a reasonable manner.                                   | 4.00         | 1.047            |
| Overall, I was satisfied with the amount of time it took to get service/assistance/information requested. | 4.18         | 0.900            |
| Printed materials contained clear and thorough information.   | 4.07         | 0.898            |
| Overall, I am satisfied with my experience.   | 4.15         | 0.888            |



## **Attachment B:**

# **Customer Satisfaction Survey Suggestions**

**(Suggestions taken word-for-word from Thought Bubble  
comment handling system)**

## **Suggestions Provided by Customer Service Survey Respondents**

- It seems that the Data Collection could be improved such that water providers did not have to continue to input data that the department already has on file. The fact that the electronic web based entry system is not complete is also a concern. I hope this is being managed by experts in information technology and that cost are reasonable.
- This survey was not very well done. Questions really did not apply to the water development board.
- The loan programs should be more explicit with regard to the borrower's ability to judge the approval or non-approval of the lending request advance of the application. The programs could be more flexible concerning the applicants ability to change to more beneficial and attractive lending options, especially after the loan has been approved. It is difficult, for example to move from project items in the intended use plan for a D Fund application and include the construction items in a DWSRF program which does not specifically include the specific intended use items. This inflexibility becomes painfully apparent when two funding options have been approved, and the entity has no way of taking advantage of lower interest rates, etc. of the other loan program. TWDB has also shown a tendency to recommend or indicate to applicants their willingness to provide certain assistance or provide solutions for particular problems the borrower has requested relief on and not follow through. That is as polite as I can put it. Having said that, TWDB is an attractive and valuable alternative for funding water projects. Our entity is very please to have a choice in lending agencies, especially one offering programs tailored to Texas borrowers.
- It does seem that TWDB leans too much toward legal jargon which may be/is difficult for the layperson and public to understand. Also, the process of management plan review/approval is very rigid as regards terminology/process required in order for approval of a management plan.
- We appreciate everything the Water development Board does, and the low interest loans, however, we sometimes hesitate to get a loan from the WDB for a project because of the huge amount of time and effort it takes to administer the loan and actually get the money. We spend thousands more on engineering because our engineers constantly have to submit a ton of paperwork just to get money released from escrow at each stage, and we are often hamstrung because we cannot proceed unless we have one piece of paper or one approval which takes months to get. Environmental approvals take months, even for projects located in existing streets, and each stage is inspected and reported on several times generating more paperwork and taking up more of our staff's time to talk to the inspectors. It would be good if this process could somehow be streamlined. We understand that some utilities may need more oversight, but the present process seems very slow and more difficult than it has to be.

- The TWDB staff need to take in consideration that the water utilities that apply and receive grants or loans from the TWDB, know their projects, it is their backyard. Often times the Austin staff are blunt and vehement about that the water utility does not know what it is asking for or wants to do with the funds. A little more listening on the part of the TWDB would be extremely helpful. Perhaps a closer liaison with the TWDB local inspectors as not so much just a monthly project inspector but more of a counselor/mentor on the projects would enhance the rapport with the water utility and the TWDB Austin staff.
- Websites for the agency are awfully busy, and hard to navigate. While everything you need is there somewhere (for which I am grateful, don't misunderstand), fereting it out is sometimes a challenge. A usability study might be in order
- The problem with financing projects through the Water Development Board is not the finance part, it i trying to get access to the funds once the Bonds are sold. The staff seems not to want to release the money without veru difficult and lengthy procedures which end up costing my clients a lot of legal costs not covered by the fnancing, and oftem duplicative of work we have done already. Twice I have had to fly to Austin from Houston and meet with the staffer, only to be able to explain the problem within a ten minute meeting. It would be better if there would be streamlined procedures for release of funds for payment of projects.
- I think TWDB should make it a priority to develop more thorough information for regional planning, like the information that was assembled and provided to consultants in the first round of planning.
- Time is of the essence. If a plan is to take place, timing is very important. The length of time that it takes from start to finish, would be helpful in accomplishing more.
- The staff in the grant department are VERY helpful. I was frustrated with some of the guidance provided on the web site for the Flood Protection Grant. It was scattered across the web site and different documents provided information about different requirements for the grant submittal. I think the TWDB should have one guidance document with several ways of getting to the document on the web site.
- Get competent people that can multi-task and get more work approved. We have borrowed well over 10 million dollars and have had trouble getting plans approved, contracts awarded and pay request approved for over 5 years. SWMBE is a pain and only drives up the cost. It holds up progress, delays work and doesn't change the outcome. If the low bidder gets the work and you are a SWMBE...you need to get competitive with your bid or don't get the bid. If we have to go out of our way to find SWMBE businesses...they that explains why they are in trouble. The money we got was a loan. We will pay it back. Dragging it out and making it hard to access just means that more money goes to consultants and increased OH&P and less money to actually solve the infrastructure problem that the loan was approved for. We will not use TWDB funding again unless things get more simple. The Open Bond market is much simpler and overall more cost effective

even with a higher interest.

- Sometimes difficult to understand the person giving the information due to language differences.
- In general, the TWDB is a great agency, but the website needs to be scoured and updated. If I were in your shoes, I'd ask for specific feedback in another survey to help you update the website--which is a major undertaking but it is a critical resource for all of us.
- Our organization is a borrower from TWDB. Why do we have to submit audited financial statements to TWDB when they are available at the State financial information repository? Is this information used or is it merely someone having to check a box that information has been provided?
- PLEASE extend the live video webcasting capabilities to more than 100 concurrent users! I tried to watch the Board's meeting today, but couldn't get on the site. I am so disappointed!
- I abandoned the process...
- The loan programs should be more explicit with regard to the borrower's ability to judge the approval or non-approval of the lending request advance of the application. The programs could be more flexible concerning the applicants ability to change to more beneficial and attractive lending options, especially after the loan has been approved. It is difficult, for example to move from project items in the intended use plan for a D Fund application and include the construction items in a DWSRF program which does not specifically include the specific intended use items. This inflexibility becomes painfully apparent when two funding options have been approved, and the entity has no way of taking advantage of lower interest rates, etc. of the other loan program. TWDB has also shown a tendency to recommend or indicate to applicants their willingness to provide certain assistance or provide solutions for particular problems the borrower has requested relief on and not follow through. That is as polite as I can put it. Having said that, TWDB is an attractive and valuable alternative for funding water projects. Our entity is very please to have a choice in lending agencies, especially one offering programs tailored to Texas borrowers.
- I would like to see education material for children older than kindergarten but younger than the Major Rivers Program for 4th or 5th grade. Conservation stickers, bookmarks, erasers, etc.