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May 18, 2018

Ms. Ursula Parks  
Director  
Legislative Budget Board  
P.O. Box 12666  
Austin, Texas 78711

Ms. Sarah Hicks  
Director  
Governor's Office of Budget & Policy Division  
P.O. Box 12428  
Austin, Texas 78711

Dear Ms. Parks and Ms. Hicks:

In accordance with statutory requirements, the Texas Department of Transportation (TxDOT) provides the enclosed Report on Customer Service. TxDOT will include this information as Schedule G in the 2019-2023 TxDOT Strategic Plan.

In March 2018, TxDOT hired Cooper Consulting Company to conduct an anonymous customer satisfaction survey and prepare a report to satisfy the requirements of this code. Cooper Consulting conducted the survey from April 2 through April 14, 2018. The survey collected feedback on the public's satisfaction with TxDOT's business services, including TxDOT facilities, staff, communications, website, complaint-handling processes, timeliness and printed information.

The attached presentation provides details from the survey. Below are some highlights and lowlights that TxDOT staff has shared with the Texas Transportation Commission:

- The total response rate was 12.3%, which is well above the normal survey response average of 6-8% (the response rate was 6% for the 2016 survey).
- The survey team sent more than 10,000 emails to TxDOT customers inviting them to participate in the survey. In addition, TxDOT received three valid responses via the link on TxDOT.gov.
- The overall satisfaction score with TxDOT dropped to 65%, a 10% decrease from the 2016 survey. TxDOT anticipated such a result because the survey team broadened the distribution beyond core TxDOT customer groups.
- The "General Public" category of respondents are those customers who had previously submitted a complaint via TxDOT's TRACK/CSTAR systems so, expectedly, the satisfaction rate of that group with TxDOT is much lower than the other surveyed groups.
- All of the surveyed groups were pleased with their interactions with TxDOT employees – the overall satisfaction rating with TxDOT staff is 80%.
- Our external website, TxDOT.gov, received an overall satisfaction rating of 68%.
- The lowest overall rating TxDOT received was regarding how complaints are handled – with a 57% satisfaction rating. The lowest ratings in this category came from the 'General Public' group, including those who provided negative feedback about the department when asked as they visited the Travel Information Centers (TICs).
- Those who visited the TICs continued to have a favorable feeling about the centers themselves (the overall satisfaction rating with the Travel Information Centers is 89%)

OUR VALUES: *People • Accountability • Trust • Honesty*

OUR MISSION: *Through collaboration and leadership, we deliver a safe, reliable, and integrated transportation system that enables the movement of people and goods.*

An Equal Opportunity Employer

The key takeaway from this survey is that TxDOT's customers are very satisfied with the work performed by TxDOT employees. That said, TxDOT will take a closer look and determine a clear path forward on how TxDOT can improve its responses to and handling of complaints going forward.

If you have any questions or suggestions or need additional information, please contact me at (512) 305-9515. If your staff has any questions, please have them contact Jerry Haddican, Director of the Government Affairs Division, at (512) 936-7584.

Sincerely,



James M. Bass  
Executive Director

Enclosure

cc: Texas Transportation Commission  
Jerry Haddican, Director, Government Affairs Division



# CUSTOMER SATISFACTION SURVEY

Conducted for the Texas Department of  
Transportation (TxDOT)

Prepared by  
Cooper Consulting Company  
May 2018

# Agenda

- 1 Introduction
- 2 Description of Study
- 3 Summary of Findings
- 4 FY 2018 Visitor Survey – TxDOT Travel Information Centers
- 5 Methodology
- 6 Limitations of Survey
- 7 Survey Questions
- 8 Graphical Summary by Customer Group

## ■ Purpose

- State of Texas agencies and institutes of higher education are required to evaluate Customer Service and provide a report to the Office of the Governor and the Legislative Budget Board (Texas Government Code, Chapter 2114)

## ■ Scope

- Agency report on Customer Service must contain five elements:
  - Inventory of external customers served by each strategy listed in the 2018-19 General Appropriations Act
  - Brief description of information-gathering methods
  - Chart detailing levels of customer-determined service quality
  - Analysis of the findings
  - Performance measure information

# Description of Study

- Primary objective: develop, disseminate, compile, and prepare into a final report a customer inventory and satisfaction scorecard

Customer Group	Types of Services
Local Governments (MPO, RMA, COG, County and Municipal Officials)	Local government projects; coordination
Public Involvement (attendees of districts' public involvement meetings)	Transportation planning and projects
Texas Highways Magazine	Subscribers, advertisers
Travel Information Centers	Walk-in visitors
General Public (who have complained to TxDOT in past six months, captured in department's complaint system, TRACK)	Areas of interest include: construction, maintenance, toll road billing, traffic safety, crash reports, website
TxTag Customers*	Processing/collecting of tolls electronically, Customer Service Call Center

\*As approved by TxDOT, TxTag customers are represented across multiple groups and do not have a standalone category for report

# Description of Study (cont.)

## ■ Information Gathering Methods

- TxDOT engaged Cooper Consulting Company (Cooper) to conduct an anonymous survey and to prepare a report
- Survey questions provided by TxDOT
  - 2016 and 2014 surveys used the same questions
- Survey completed over two-week period
  - Bulk of survey solicitations were during April 2 – April 14, 2018
  - One group (185 email addresses) was missed in initial period; those addresses had survey period April 20 – April 25, 2018

## ■ Improving the Survey Process

- Project to perform survey was initiated March 13, 2018, and final report was due May 8, 2018
  - More time to gather customer lists and create larger customer groups might have improved the accuracy of the population sampling

# Description of Study (cont.)

**Table A-1 Summary of Survey Responses (email and website)**

Customer Group	Number in Initial Mailing	Number Undeliverable	Number of Surveys Delivered	Number Responding	Response Rate	Number Refusing to Participate*	Refusal Rate
General Public	2,667	2	2,665	592	22.2%	94	3.5%
Local Governments	4,973	0	4,973	424	8.5%	103	2.1%
Public Involvement	506	2	504	63	12.5%	12	2.4%
Texas Highways Magazine	2,288	0	2,288	208	9.1%	48	2.1%
Travel Information Centers	146	0	146	11	7.5%	2	1.4%
Total from email solicitations	10,580	4	10,576	1,298	12.3%	259	2.4%
Website surveys completed**				3			
Total survey responses				1,301			

\*The number refusing to participate is the total of individuals who opted out of the survey.

\*\* Surveys submitted through TxDOT web site are included in "Public Involvement" customer group for numeric evaluations throughout this report.

# Summary of Findings - % Satisfaction

**Table 1: Percentage with TxDOT's Services by Customer Group**

Customer Group	Overall Satisfaction TxDOT	Overall Satisfaction District Office	Staff	Complaint Handling	Communications	Internet Site	Timeliness	Offices	Publications
All Customer Groups Combined*	65%	69%	80%	57%	69%	68%	68%	78%	78%
General Public	37%	43%	63%	42%	49%	55%	44%	57%	58%
Local Governments	71%	75%	86%	60%	74%	70%	72%	83%	80%
Public Involvement	77%	80%	83%	65%	73%	61%	70%	78%	83%
Texas Highways Magazine	79%	80%	85%	67%	80%	80%	79%	82%	86%
Travel Information Centers	89%	80%	74%	42%	64%	50%	73%	73%	75%

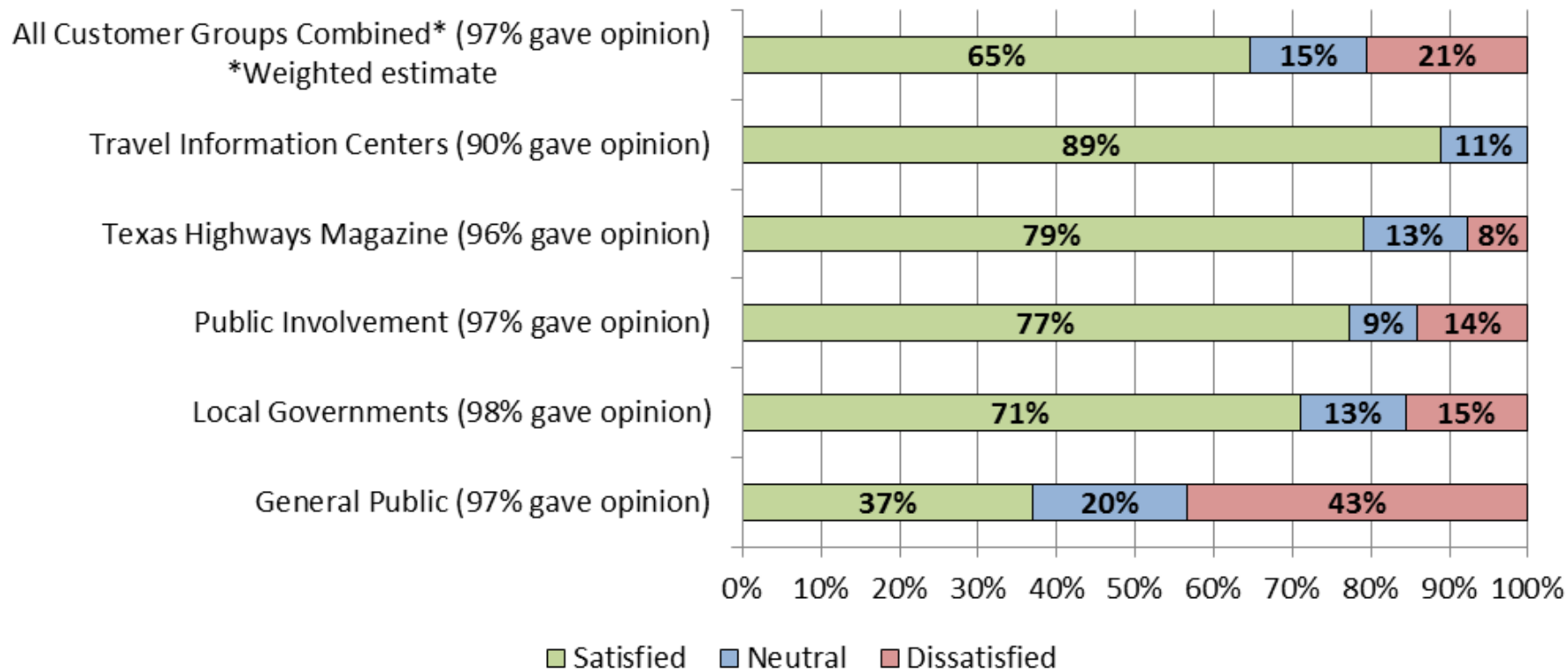
\* Weighted estimate

Customer Group	Overall Satisfaction TxDOT	Overall Satisfaction District Office	Staff	Complaint Handling	Communications	Internet Site	Timeliness	Offices	Publications
All Customer Groups Combined*	65%	69%	80%	57%	69%	68%	68%	78%	78%
General Public	37%	43%	63%	42%	49%	55%	44%	57%	58%
Local Governments	71%	75%	86%	60%	74%	70%	72%	83%	80%
Public Involvement	77%	80%	83%	65%	73%	61%	70%	78%	83%
Texas Highways Magazine	79%	80%	85%	67%	80%	80%	79%	82%	86%
Travel Information Centers	89%	80%	74%	42%	64%	50%	73%	73%	75%

\* Weighted estimate

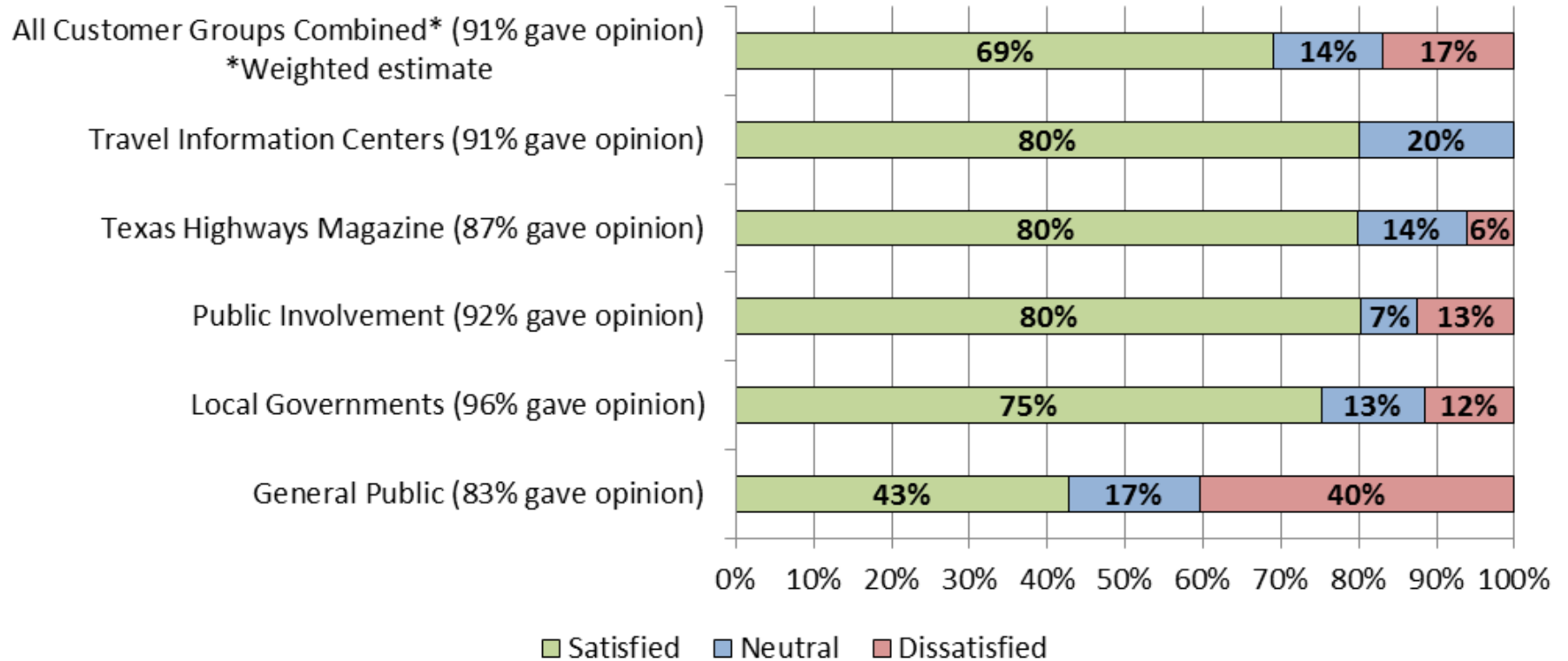
# Q9 – Overall Satisfaction with TxDOT

Figure 1 - Overall Satisfaction with TxDOT (Q9)



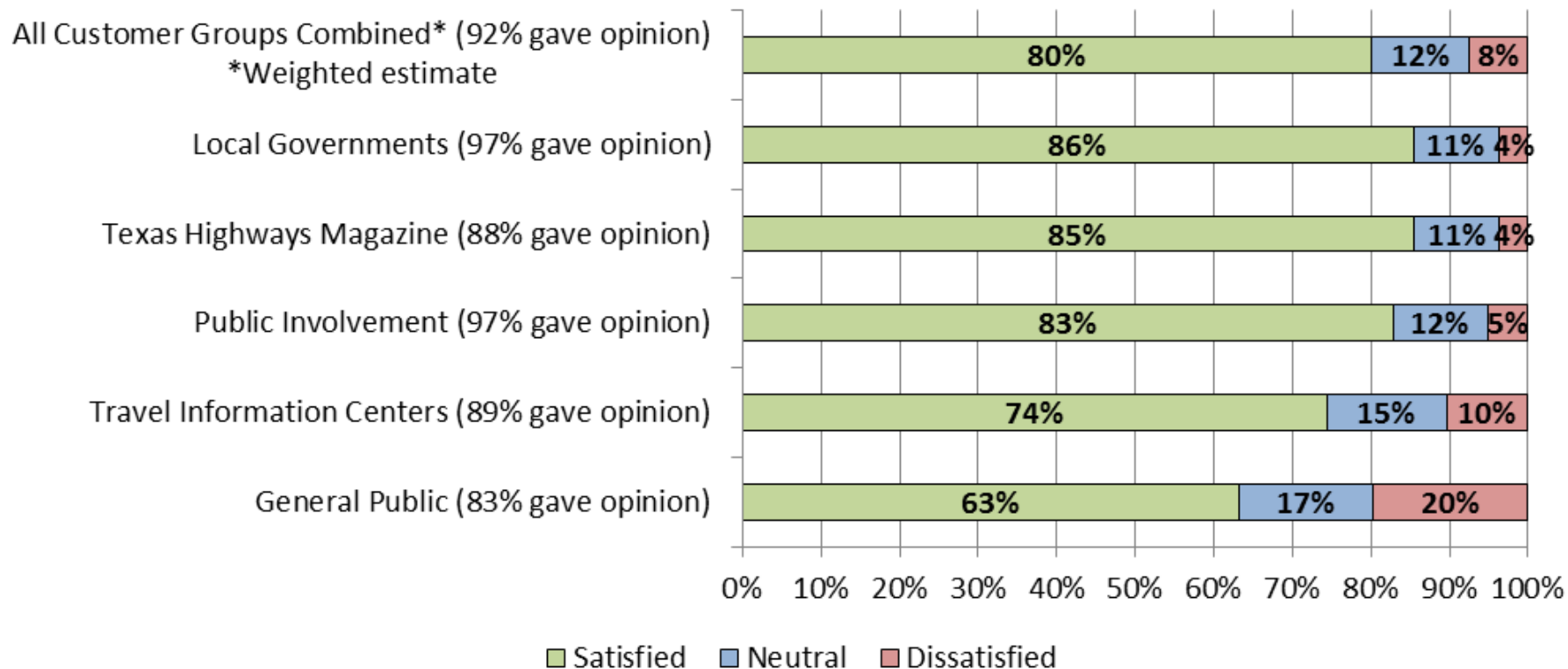
# Q8 – Overall Satisfaction with TxDOT Office Interacted with Most

**Figure 2 - Overall Satisfaction with TxDOT Office Interacted With Most (Q8)**



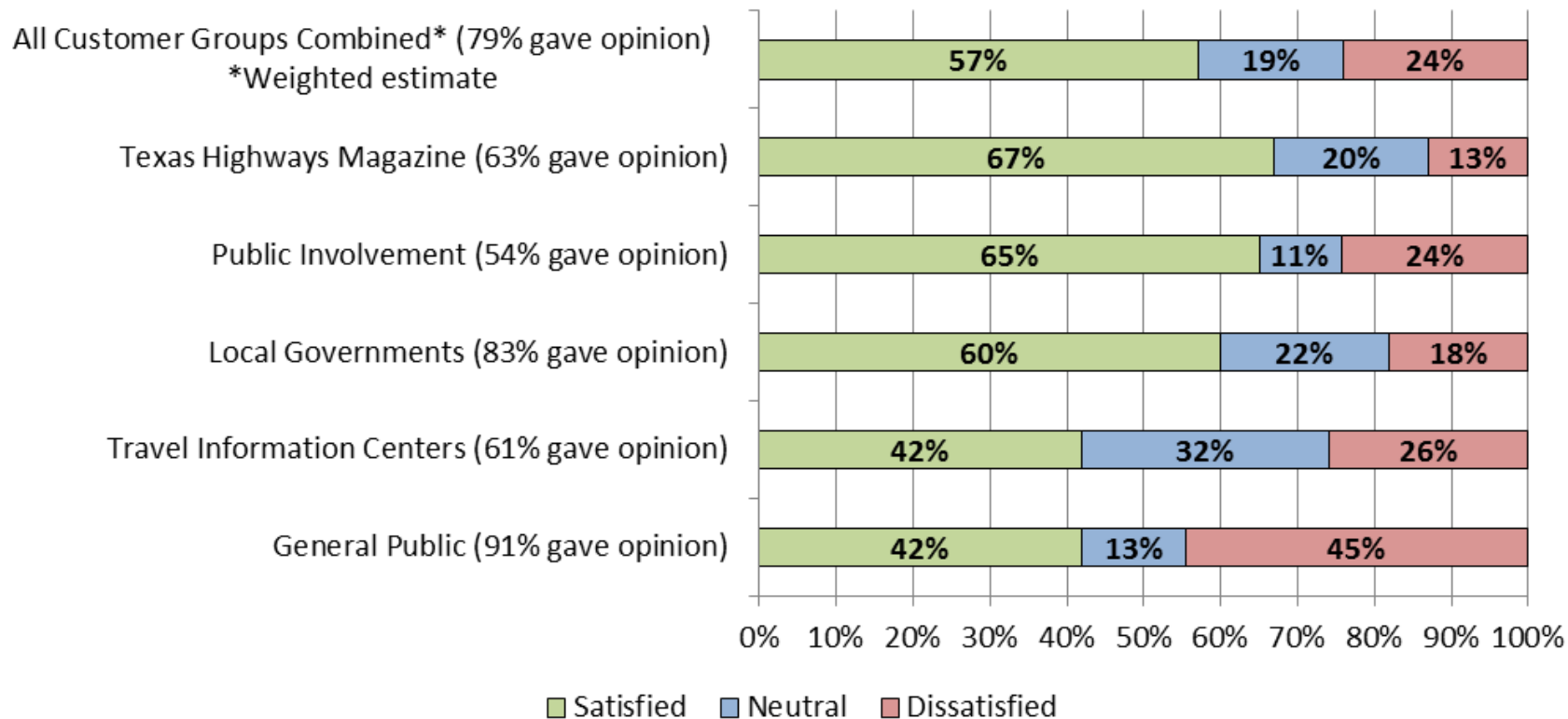
# Q1 – Satisfaction with TxDOT Staff

Figure 3 - Satisfaction with TxDOT Staff (Q1)



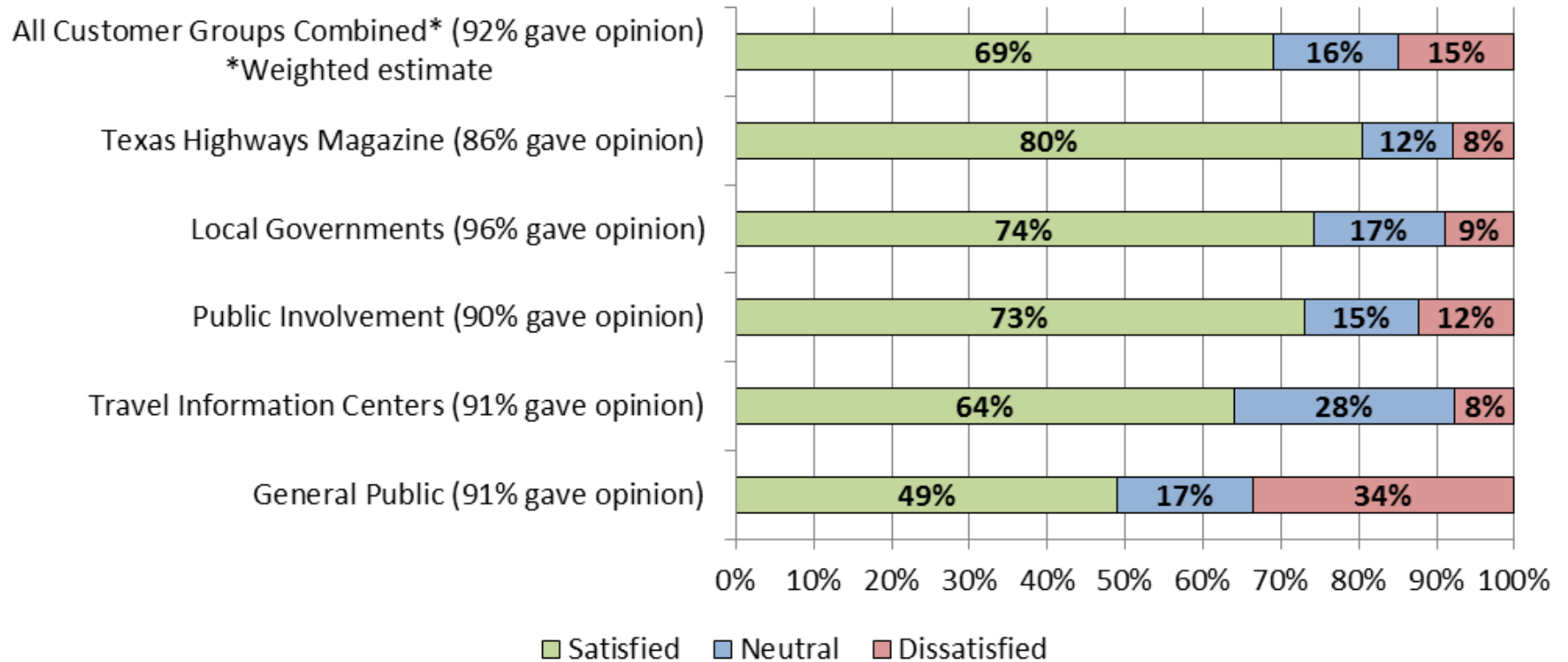
# Q2 – Satisfaction with TxDOT's Handling of Complaints

Figure 4 - Satisfaction with TxDOT's Handling of Complaints (Q2)



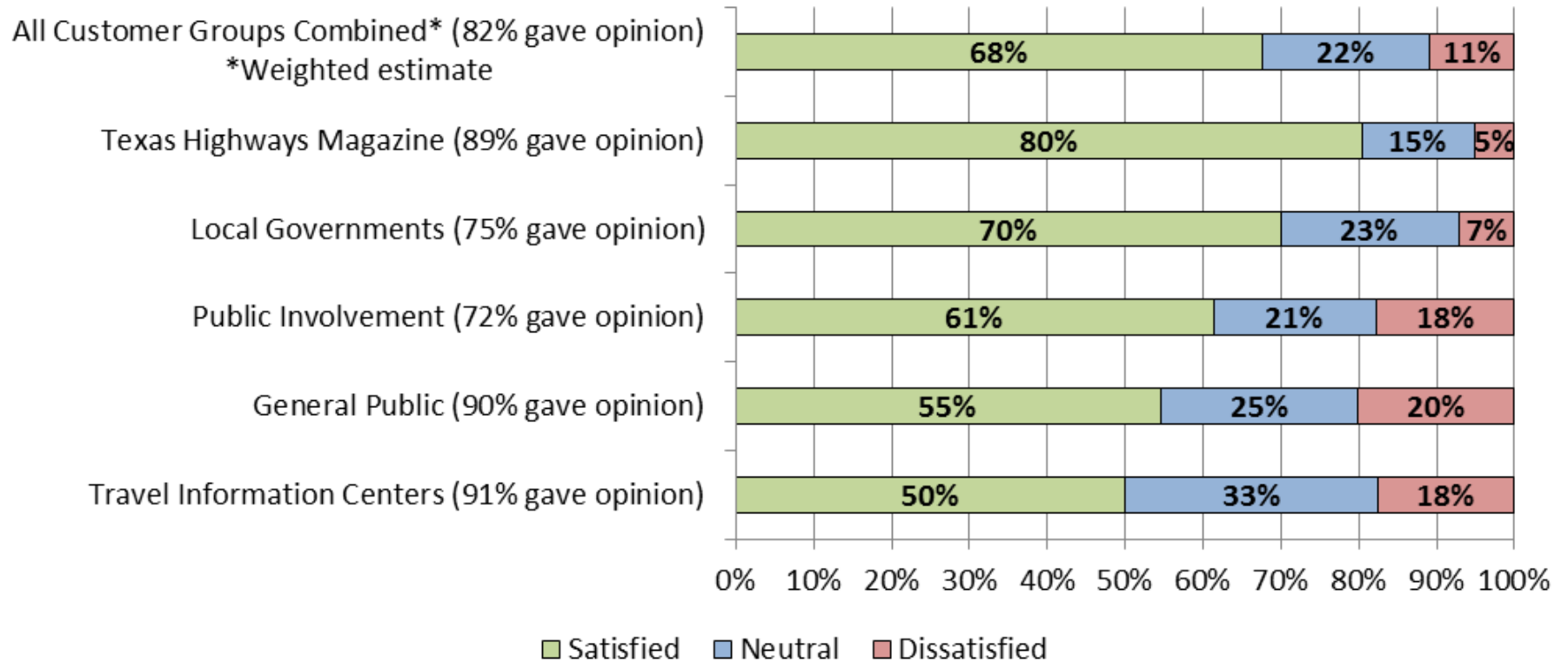
# Q3 – Satisfaction with Communicating with TxDOT Staff

**Figure 5 - Satisfaction with Communicating with TxDOT Staff (Q3)**



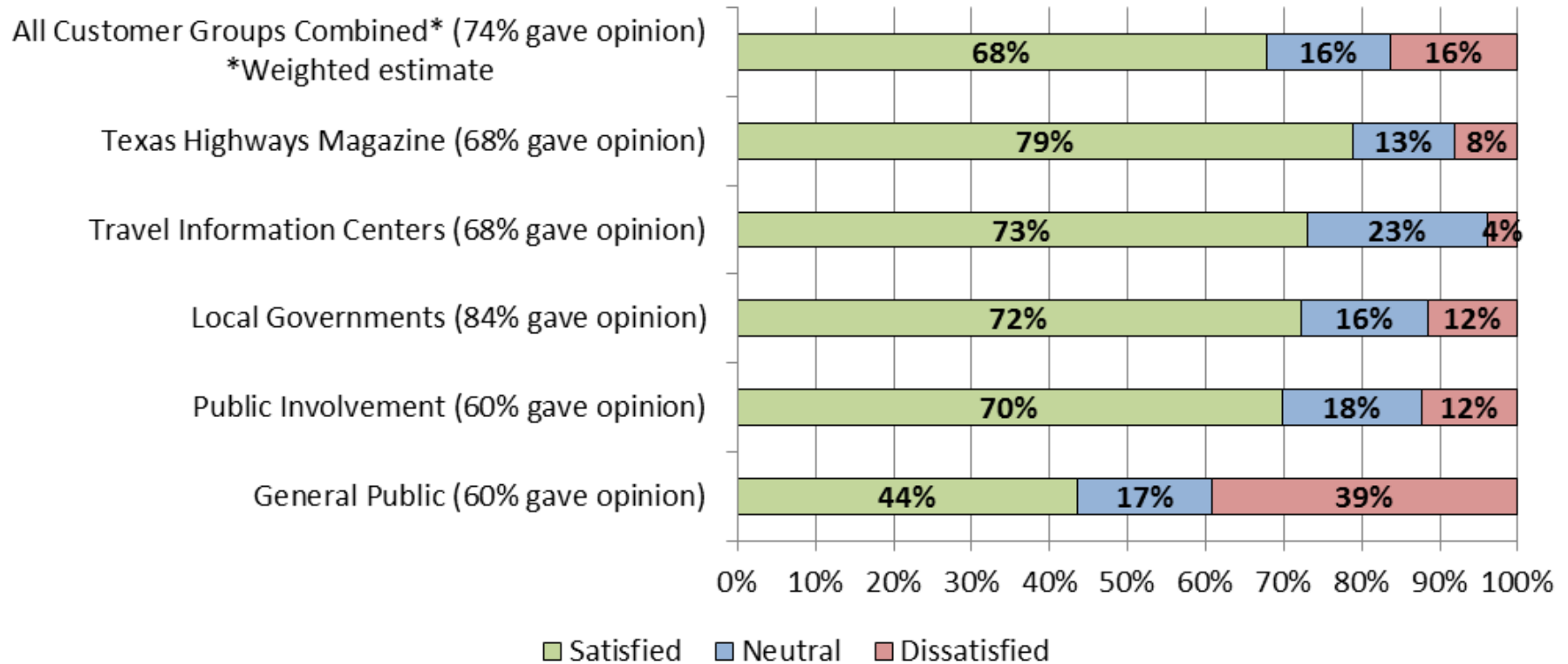
# Q4 – Satisfaction with TxDOT's Primary Internet Site

Figure 6 - Satisfaction with TxDOT's Primary Internet Site (Q4)



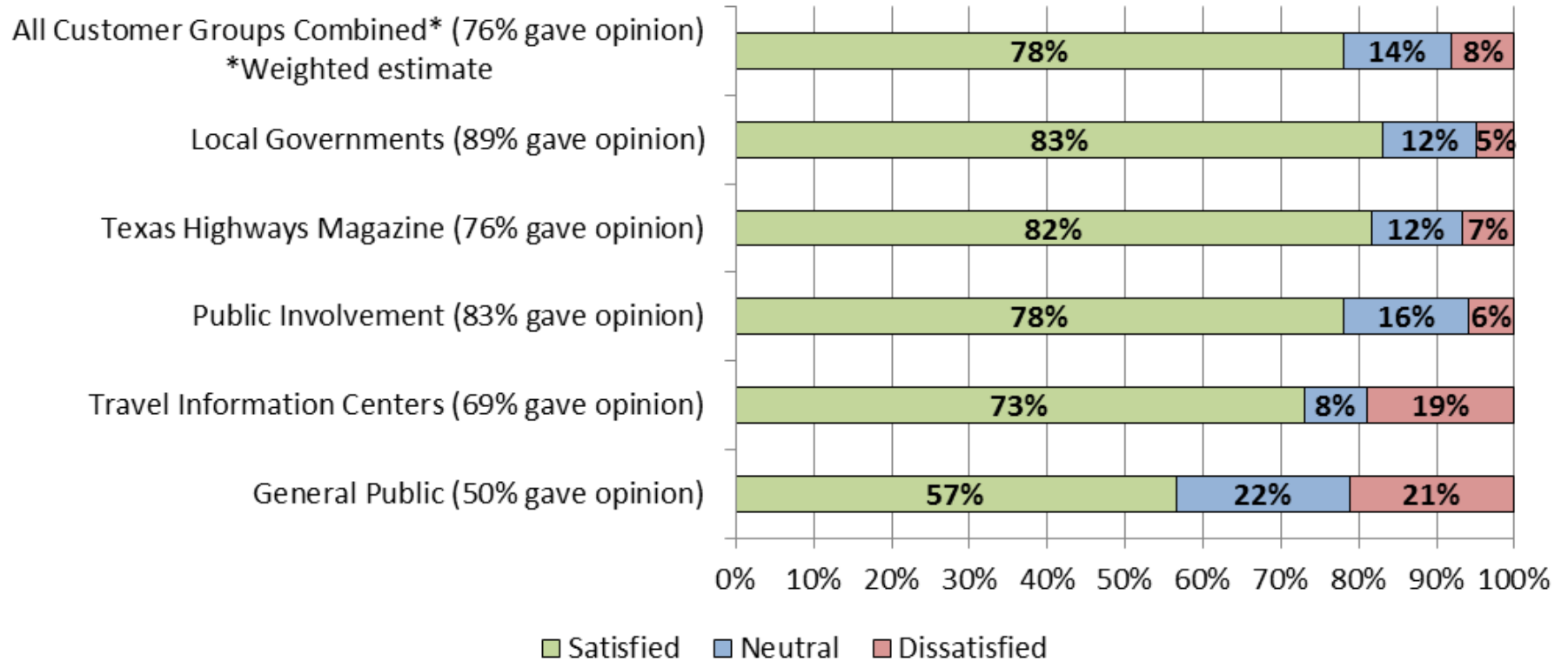
# Q5 – Satisfaction with TxDOT's Timeliness of Service

Figure 7 - Satisfaction with TxDOT's Timeliness of Service (Q5)



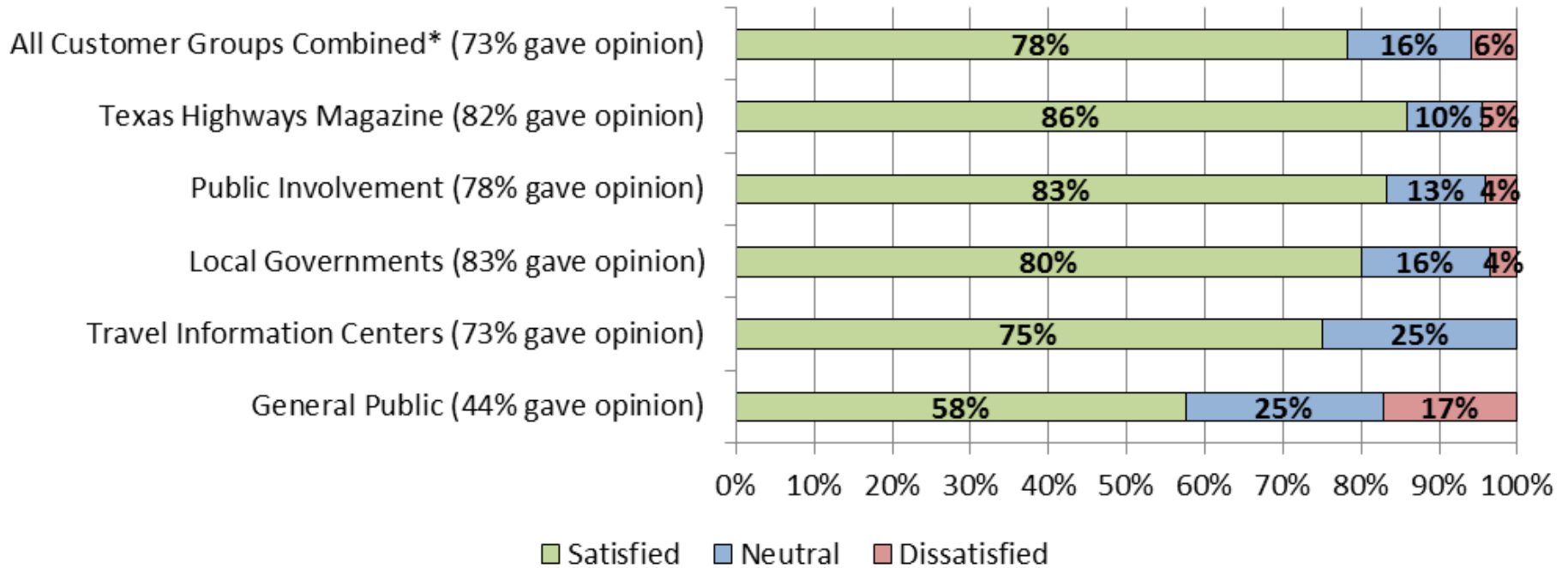
# Q6 – Satisfaction with TxDOT's Offices

Figure 8 - Satisfaction with TxDOT's Offices (Q6)



# Q7 – Satisfaction with TxDOT's Printed Information

Figure 9 - Satisfaction with TxDOT's Printed Information (Q7)



# Q10 – Count of Customer Comments by Theme

Question 10: “How can TxDOT improve its services?”

Customer Group	Praise			Recommendations										References to previous requests		Not applicable to TxDOT		Grand Total		
	General praise for TxDOT	Praise for staff	Praise for other/miscellaneous services	Improve staff training	Improve contracting and project procedures	Reduce bureaucracy, complexity, and red tape	Improve communications with contractors and collaborating agencies	Improve roads and signs	Improve public website	Improve other/miscellaneous services	Improve communications with TxDOT customers	Compensation for damages	Tolls	Reference to previous request for TxDOT support – praise	Reference to previous request for TxDOT support – suggestion	Non-substantive comment (such that no improvement was necessary or that they could not think of any way that service could be improved)	Comment that does not apply to TxDOT services			
General Public	10	1	1	9	9	3		66	10	81	16	13	14		2	127		21	8	391
Local Governments	13	8	3	1	4	8	12	27	2	41	17				1	19		26	1	183
Public Involvement	4	1		1				2	1	11	5					2		3	1	31
Texas Highways Magazine	11	2	1	4	1	3	1	10	3	12	9	1	4		2	3		25	2	94
Travel Information Centers							1				1							1		3
Grand Total	38	12	5	15	14	14	14	105	16	145	48	14	18		5	151		76	12	702

# FY 2018 Visitor Survey – TxDOT Travel Information Centers

- Separate from the survey exercise conducted by Cooper, the TxDOT Travel Information Centers conduct a paper version of a customer satisfaction survey.
- The following results were compiled for six months from September 1, 2017 through February 28, 2018.

FY 2018 Visitor Survey												
7. Please rate your satisfaction with the following:												
	Poor		Fair		Neutral		Good		Excellent		Total	Weighted Average
Center Facility	0.00%	0	0.09%	2	0.22%	5	2.27%	51	97.42%	2188	2246	4.97
Center Staff	0.00%	0	0.04%	1	0.13%	3	0.62%	14	99.20%	2227	2245	4.99
Printed Information	0.00%	0	0.00%	0	0.18%	4	2.59%	58	97.23%	2178	2240	4.97
Overall/general	0.00%	0	0.00%	0	0.22%	5	1.74%	39	98.04%	2196	2240	4.98
											Answered	2247
											Skipped	62

- TxDOT engaged Cooper Consulting Company (Cooper) to conduct an anonymous survey and to prepare a report
- Survey questions provided by TxDOT
  - 2016 and 2014 surveys used the same questions
- Survey completed over two-week period
  - Bulk of survey solicitations were during April 2 – April 14, 2018
  - One group (185 email addresses) was missed in initial period; those addresses had survey period April 20 – April 25, 2018

# Limitations/Opportunity for Improvement

- Five customer groups were contacted with a total of 10,576 surveys delivered
  - Travel Information Centers group had only 146 addresses in initial mailing
    - 7.5% response rate provided extremely small (11) pool of inputs to analyses
  - Public Involvement group also had fewer than 100 responses
  - Web site access to survey vehicle provided only three responses
- Cooper team believes that a longer period to collect customers for contact might offer an improved (larger) result pool
- Aggregated (all customer groups combined) totals used a weighting factor to modulate over- and under-represented response groups

# Survey Questions

## Q1: The TxDOT staff...

	Strongly Agree				Strongly Disagree	NA
are courteous	5	4	3	2	1	NA
are helpful	5	4	3	2	1	NA
are knowledgeable about services offered by TxDOT	5	4	3	2	1	NA
identify themselves by stating their names or using name tags or plates	5	4	3	2	1	NA

# Survey Questions

## Q2: When handling complaints, TxDOT...

	Strongly Agree				Strongly Disagree	NA
provides an easy method for customers to file the complaints about TxDOT's service	5	4	3	2	1	NA
responds to complaints about TxDOT's service in a timely manner	5	4	3	2	1	NA
handles complaints effectively	5	4	3	2	1	NA
provides updates on the progress of complaints	5	4	3	2	1	NA

# Survey Questions

## Q3: In communicating with TxDOT, the TxDOT staff...

	Strongly Agree				Strongly Disagree	NA
provide sufficient information	5	4	3	2	1	NA
provide understandable information	5	4	3	2	1	NA
provide helpful information	5	4	3	2	1	NA
route your calls, emails, or letters to the proper person	5	4	3	2	1	NA

# Survey Questions

TxDOT maintains the following Internet site: [www.txdot.gov](http://www.txdot.gov)

## Q4: TxDOT's Internet site...

	Strongly Agree				Strongly Disagree	NA
easy to navigate	5	4	3	2	1	NA
well organized	5	4	3	2	1	NA
clearly explains services offered by TxDOT	5	4	3	2	1	NA
provides sufficient information	5	4	3	2	1	NA

# Survey Questions

## Q5: Rate your level of satisfaction with the timeliness of service you receive from TxDOT...

	Very Satisfied				Very Dissatisfied	NA
in person	5	4	3	2	1	NA
by telephone	5	4	3	2	1	NA
by mail	5	4	3	2	1	NA
by e-mail	5	4	3	2	1	NA

# Survey Questions

## Q6: TxDOT's offices are...

	Strongly Agree				Strongly Disagree	NA
accessible	5	4	3	2	1	NA
conveniently located	5	4	3	2	1	NA
clearly identified with signs	5	4	3	2	1	NA
clean	5	4	3	2	1	NA
open during reasonable hours	5	4	3	2	1	NA

# Survey Questions

## Q7: TxDOT's brochures, publications, and other printed information are...

	Strongly Agree				Strongly Disagree	NA
accurate	5	4	3	2	1	NA
understandable	5	4	3	2	1	NA
useful	5	4	3	2	1	NA

# Survey Questions

**Q8: Rate your overall satisfaction with the TxDOT district office that you interact with most frequently.**

	Very Satisfied				Very Dissatisfied	NA
	5	4	3	2	1	NA

**Q9: Rate your overall level of satisfaction with TxDOT.**

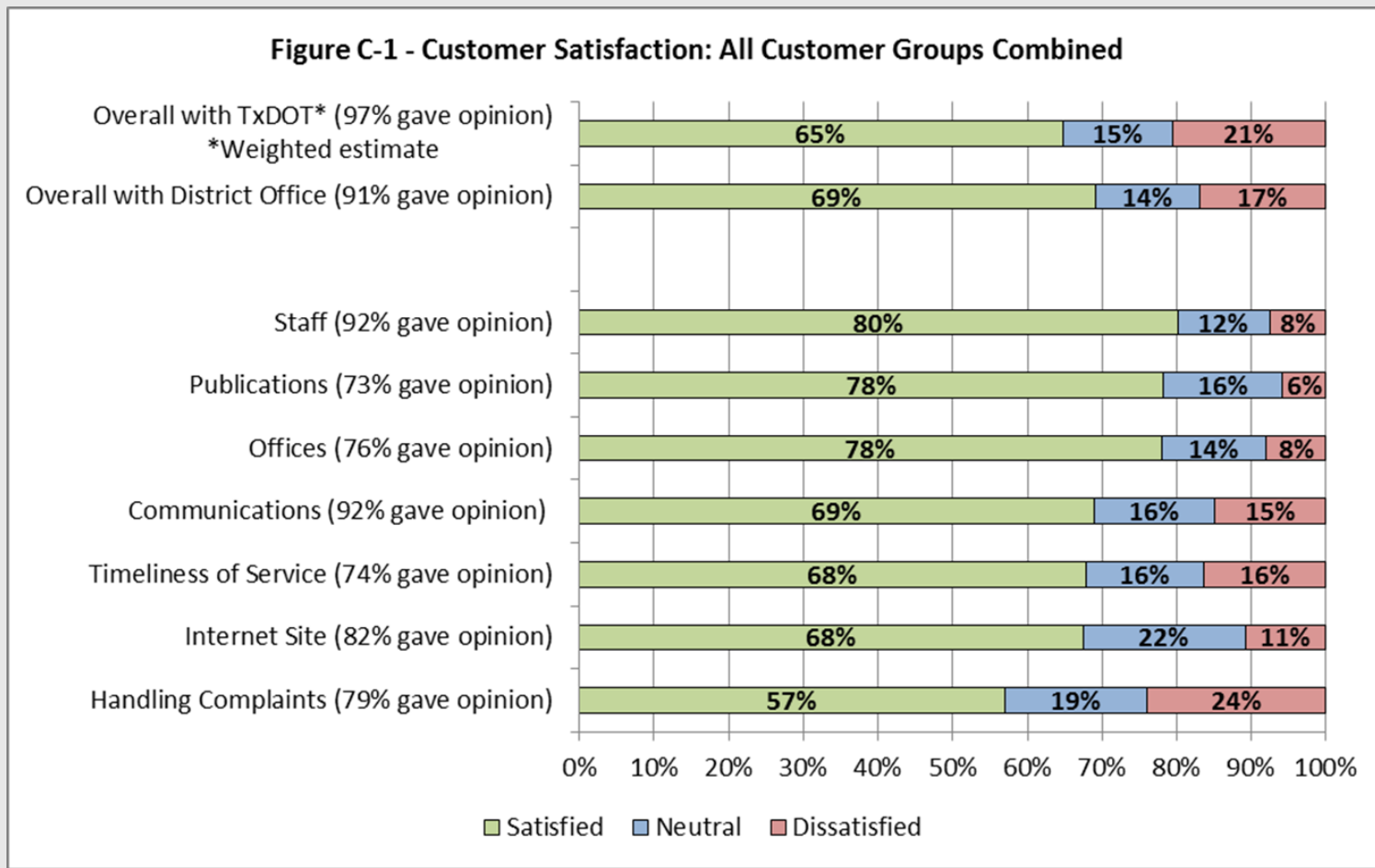
	Very Satisfied				Very Dissatisfied	NA
	5	4	3	2	1	NA

## Q10: How can TxDOT improve its services?

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# Graphical Summary by Customer Group

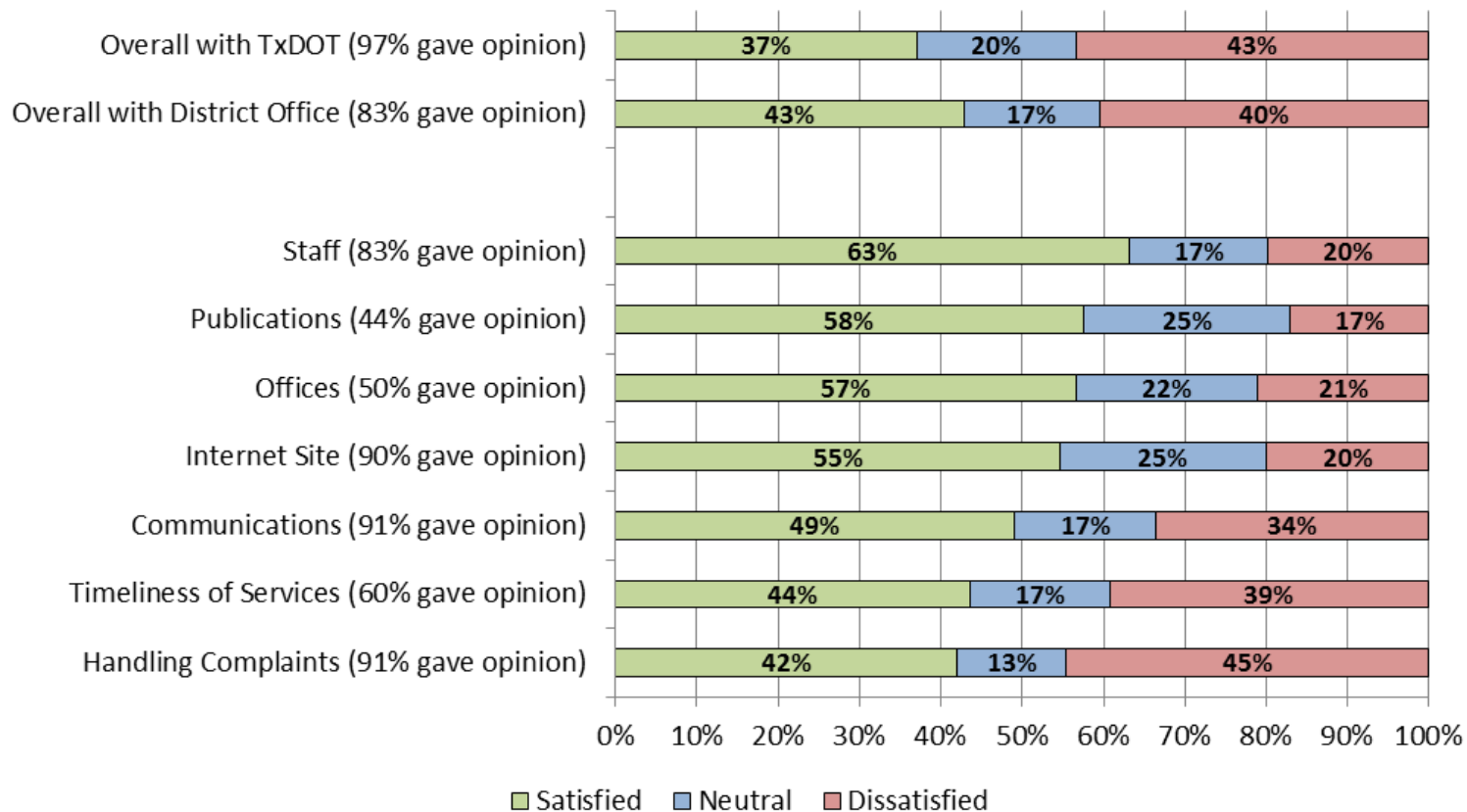
## All Customer Groups Combined (N=1,301)



# Graphical Summary by Customer Group

## General Public (N=592)

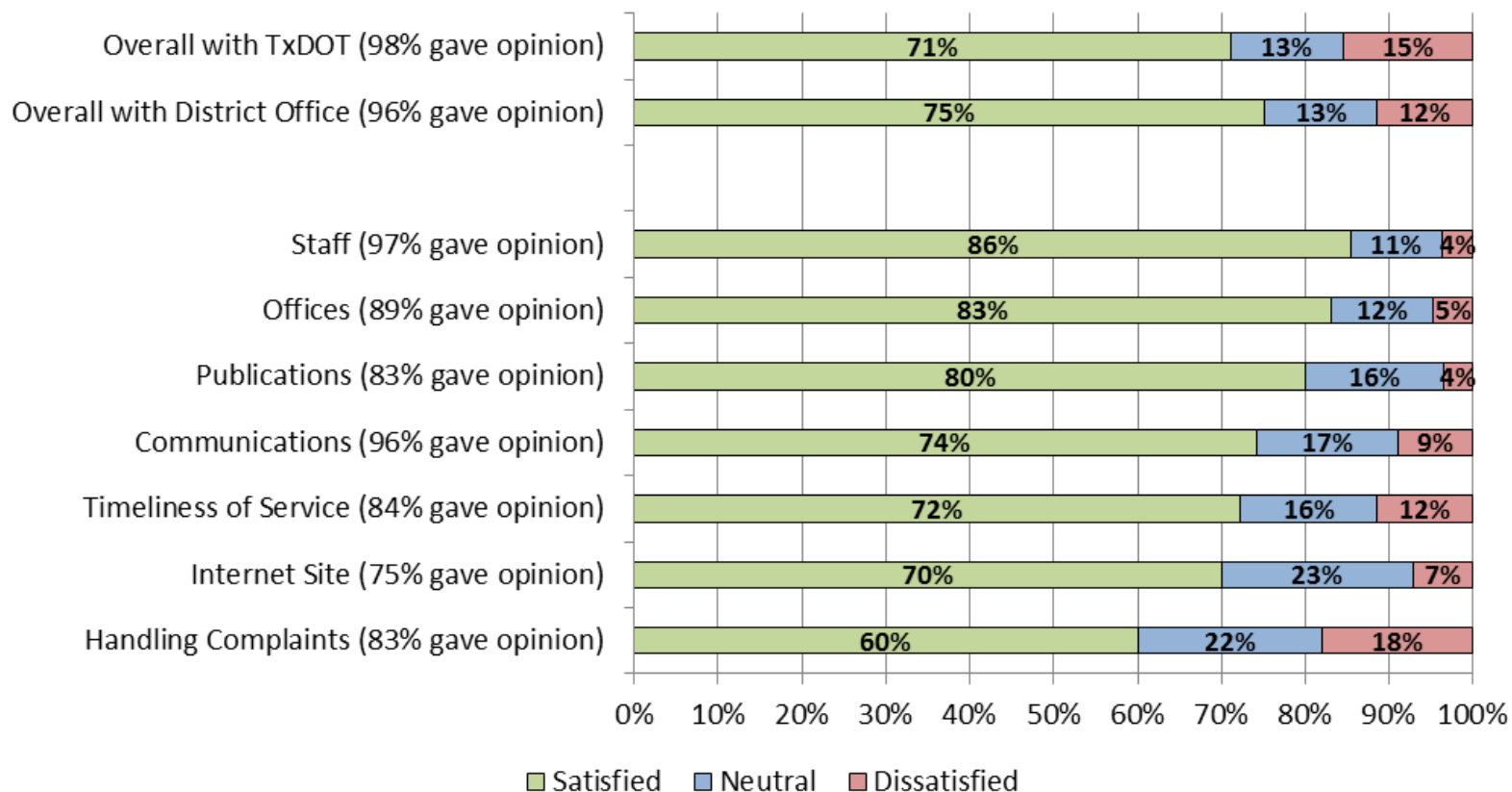
Figure C-2 - Customer Satisfaction: General Public



# Graphical Summary by Customer Group

## Local Governments (N=424)

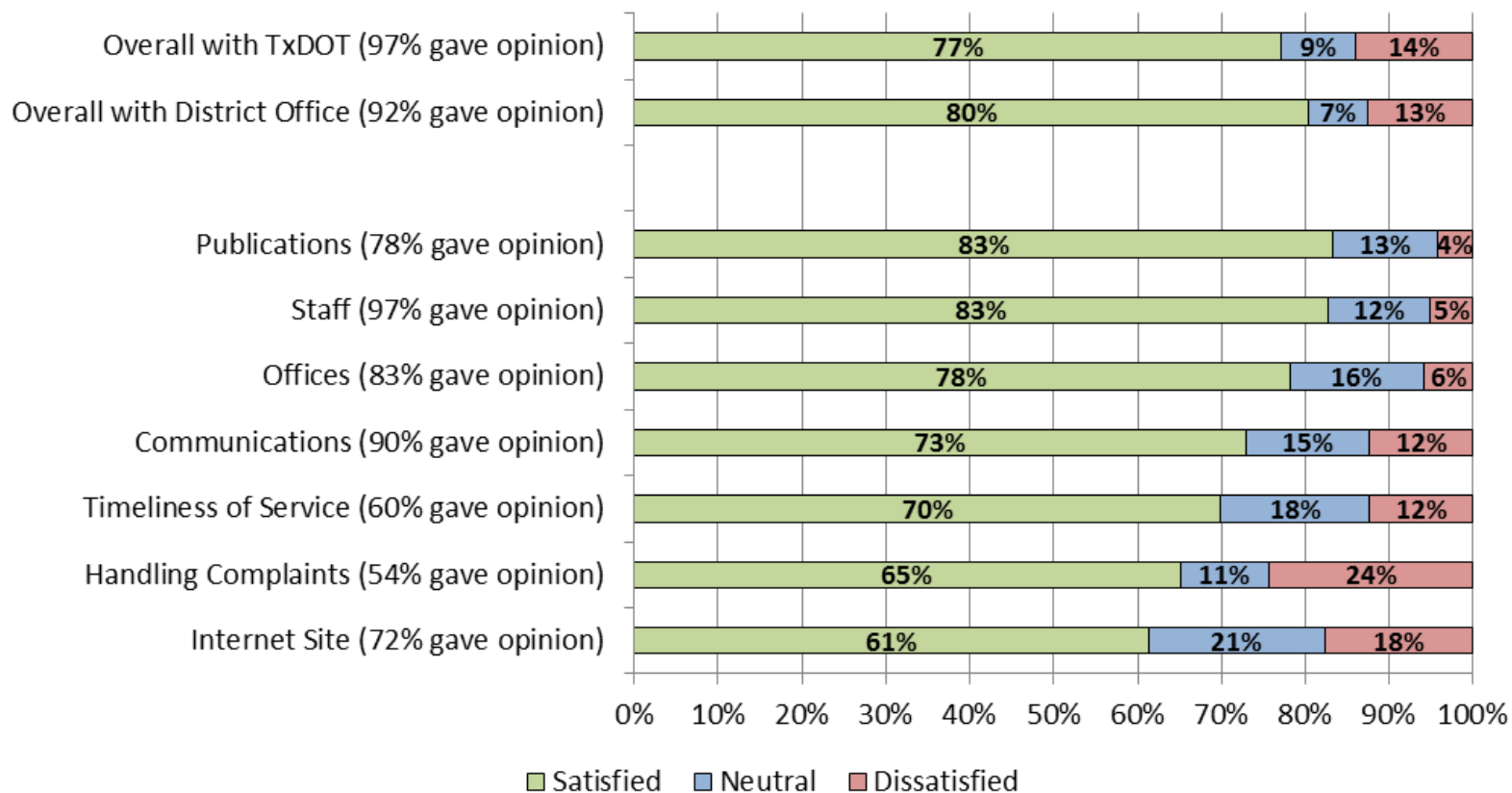
Figure C-3 - Customer Satisfaction: Local Governments



# Graphical Summary by Customer Group

## Public Involvement (N=66)

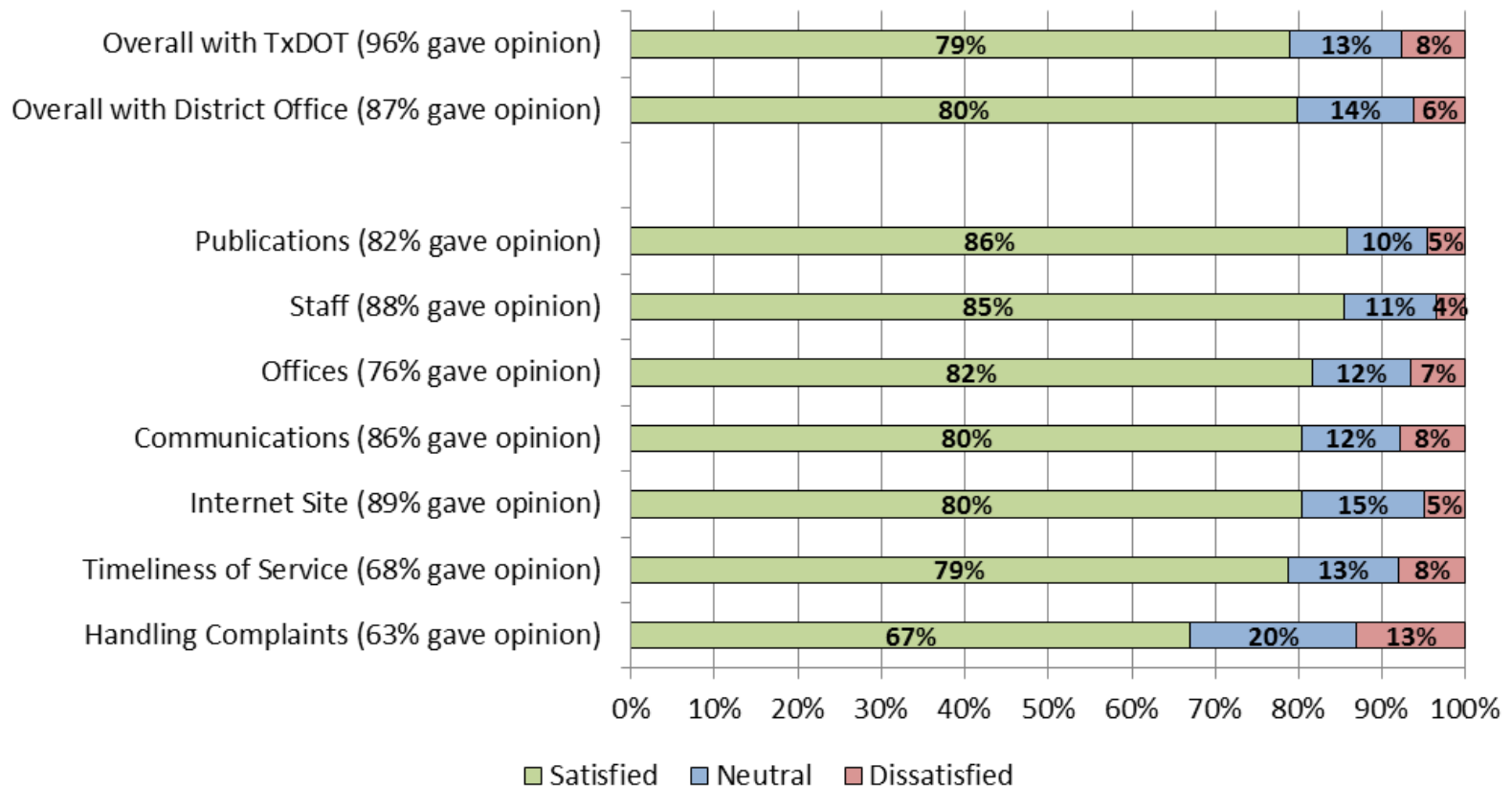
Figure C-4 - Customer Satisfaction: Public Involvement



# Graphical Summary by Customer Group

## Texas Highways Magazine (N=208)

Figure C-5 - Customer Satisfaction: Texas Highways Magazine



# Graphical Summary by Customer Group

## Travel Information Centers (N=11)

Figure C-6 - Customer Satisfaction: Travel Information Centers

