



# American Customer Satisfaction Index

## Natural Resources Conservation Service Wildlife Habitat Incentives Program (WHIP) Customer Satisfaction Study

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FEDER★L CONSULTING GROUP  
A member of the US Department of the Treasury



**CFI** Group  
Claes Fornell International

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## **Chapter I**

### **Introduction & Methodology**

#### **a. Introduction**

This is the first year the Natural Resources Conservation Service (NRCS) has measured customer satisfaction with its Wildlife Habitat Incentives Program (WHIP) customers using the American Customer Satisfaction Index (ACSI), although the NRCS has measured customer satisfaction with distinct customer groups in the recent past (i.e. the Environmental Quality Incentives Program).

This year, the NRCS selected a single customer segment to measure: Individuals who currently have a WHIP contract with the Natural Resources Conservation Service to assist in the implementation of conservation practices for wildlife habitat.

Since 1999, additional federal agencies have joined with the 30 that began that year to make comparable measurements of customer satisfaction using the ACSI. Some agencies are now assessing multiple customer segments. The comparable measurements use ACSI methodology that combines survey input with cause and effect modeling to produce indices of satisfaction, and indices of the drivers and outcomes of satisfaction.

Since 1994, the American Customer Satisfaction Index has been a national indicator of customer evaluations of the quality of goods and services available to U.S. residents. It is the only uniform, cross-industry/government measure of customer satisfaction. It produces indices of satisfaction, its causes and effects, for seven economic sectors, 40 industries, more than 200 private sector companies, two types of local government services, and the U.S. Postal Service. ACSI allows benchmarking between the public and private sectors, and for each customer segment, between one year's results and the next. While using a common methodology, ACSI produces information unique to each agency on how its activities that interface with the public affect the satisfaction of customers. The effects of satisfaction are estimated, in turn, on specific objectives (such as loyalty or trust in the agency).

This study is produced by the National Quality Research Center at the University of Michigan Business School, CFI Group, and the Federal Consulting Group.

Typically, ACSI researchers will warn that a lag time exists between a company or agency inaugurating an improvement in a program and users becoming both aware of the improvement and evaluating it favorably. Certainly, favorable publicity about a change can impact customer perceptions, but government agencies rarely have public

relations and advertising budgets to communicate changes they make.<sup>1</sup> Moreover, negative events or publicity can cause customer satisfaction to drop, and typically have more downward effect than positive events have upward effect.

The best use agencies can make of this study is for learning how customers evaluate the activities they do, then identifying which of these activities has the most impact on the perception of the quality they deliver. This research is a tool with which to prioritize future efforts to improve quality and, through quality, customer satisfaction and the desired outcome – in this case, Trust.

## **b. Overview of ACSI Methodology**

ACSI uses a tested, multi-equation, econometric model, shown in Figure 1. Inputs to the cause and effect model come from surveys of customers of each measured agency. For private sector industries, company scores for Customer Satisfaction (ACSI) and other model components are weighted by company revenues to produce industry indices. Industry indices are weighted by revenues to produce economic sector indices. The sector indices, in turn, are weighted by the sector's contribution to the Gross Domestic Product (GDP) to produce the national ACSI. For the federal government agencies, each is weighted by the budget expended on activities for the chosen customer segment to produce a federal government ACSI.

The ACSI is updated on a rolling basis with data from 2 sectors collected each quarter and used to replace data collected the prior year. Similarly, each participating government agency is measured annually, and the government-wide score is updated annually in mid-December.

## **c. Customer Segment Choice**

NRCS chose individuals who currently have a Wildlife Habitat Incentives Program contract to assist in the implementation of conservation practices for wildlife habitat as the customer segment for measurement.

## **d. Customer Sample**

NRCS generated a random sample of its WHIP contract holders and provided this list to personnel at the University of Michigan as a sample list. Selecting randomly from this list, 260 interviews were completed by qualifying individuals.

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<sup>1</sup> Some exceptions would be the U.S. Army for recruiting, the U.S. Postal Service, and the recent Census Bureau campaign for the 2000 census.

#### **e. Questionnaire and Interviewing**

The questionnaire used is shown in Appendix A. It was designed to be agency-specific in terms of activities and outcomes, and introductions to the questionnaire and to specific question areas. However, it follows a format common to all the federal agency questionnaires, one that allows cause and effect modeling using the ACSI methodology.

Customer interviews were conducted by telephone between November 8 and November 12, 2004, by professional interviewers of Market Strategies, Inc. working under monitored supervision from a central phone room. Interviewers used CATI (computer-assisted-telephone-interviewing) terminals programmed for the specific questionnaire. Multiple calls were made to reach each potential respondent in the sample, on weekdays and at different times of day.

#### **f. Customer Responses**

Customer responses to all questions are shown as frequency tables in Appendix B. Appendix B also shows the means of all scaled questions, including the demographic questions.

## Chapter II

### ACSI Results

#### a. Model Indices

The government agency ACSI model is a variation of the model used to measure private sector companies. Both were developed at the National Quality Research Center of the University of Michigan Business School. Whereas the model for private sector, profit-making companies measures Customer Loyalty as the principal outcome of satisfaction (measured by questions on repurchase intention and price tolerance), each government agency defined the outcome most important to it for the customer segment measured. Each agency also identified the principal activities that interface with its customers. The effects of these activities on customer satisfaction/dissatisfaction are estimated by the model.

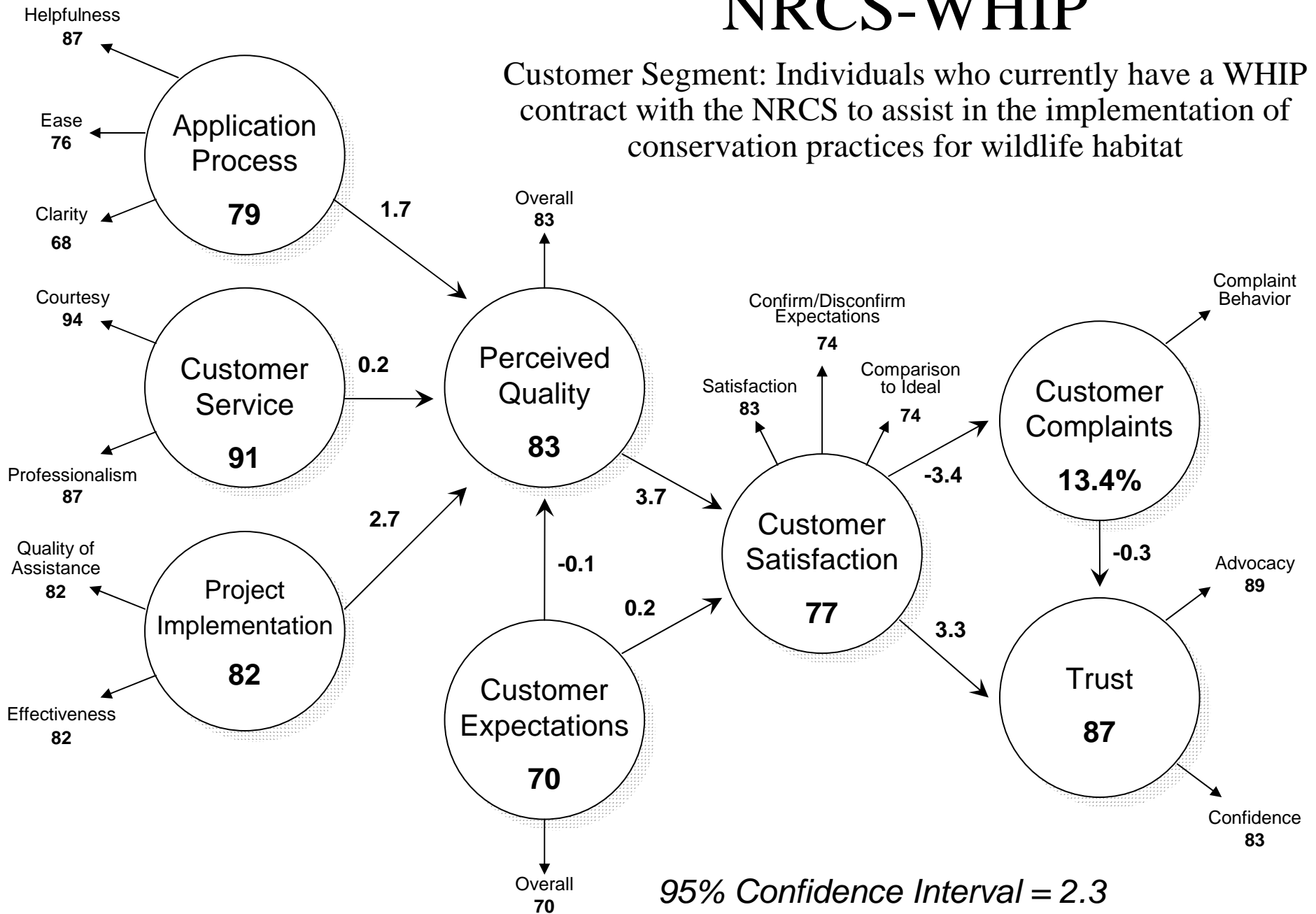
Thus the model, shown in Figure 1 for NRCS WHIP, should be viewed as a cause and effect model that moves from left to right, with satisfaction (ACSI) in the middle. The circles are multi-variable components that are measured by several questions (question topics are shown at the tips of the small lines). The large arrows connecting the components in the circles represent the strength of the effect of the component on the left to the one to which the arrow points on the right. These arrows represent “impacts.” The larger the number on the arrow, the more effect the component on the left has on the one on the right.

The meanings of the numbers shown in Figure 1 are the topic of the rest of this chapter.

Figure 1

# NRCS-WHIP

Customer Segment: Individuals who currently have a WHIP contract with the NRCS to assist in the implementation of conservation practices for wildlife habitat



## **b. Satisfaction: ACSI**

The ACSI is a weighted average of three questions, Q11, Q12, and Q13, in the questionnaire in Appendix A. The questions are answered on 1-10 scales, but the weighted average is transposed and reported as an index on a 0-100 scale.<sup>2</sup> The three questions measure: overall satisfaction (Q11); fallen short of or exceeded expectations (Q12); and comparison to an ideal (Q13). The model does the weighting to maximize the effect of satisfaction on the agency outcome (Trust) at the bottom right of the model in Figure 1.

**The customer satisfaction index (ACSI) for NRCS WHIP customers is 77 on a 0-100 scale.** The ACSI score for NRCS WHIP customers is significantly higher than the current national private sector ACSI of 74.3, and significantly above the private sector Services sector score of 74.7 (as of the end of the first quarter of 2004). Finally, this score is also well above the aggregate Federal government ACSI score of 70.9 as of December of 2003.

## **c. Drivers of Satisfaction**

NRCS personnel identified three activities that interface with its WHIP customers. These are Application Process, Customer Service, and Project Implementation, identified by these names in Figure 1 above. Each activity is measured by multiple questions. For Application Process, the questions are about the helpfulness of personnel in explaining the nature of the WHIP program (Q2), the ease of the application process (Q3), and the clarity of the NRCS ranking process used to determine who will and will not receive a sharing contract (Q4). For Customer Service, the questions are about the courteousness of NRCS WHIP personnel (Q5), and the professionalism of NRCS WHIP personnel (Q6). For Project Implementation, the questions are about the quality of assistance delivered by NRCS WHIP personnel in helping to implement the project (Q7), and the effectiveness of NRCS personnel and the WHIP program in actually helping the customer to protect their natural resources (Q8). The three component scores or indices are weighted averages of these questions.

Two other components are major drivers of satisfaction. The first is the customer's expectations of the quality he/she would receive from NRCS before he/she had any experience with it (Q1). The second is his/her overall perception of the quality delivered after experience with NRCS (Q10).

The scores for the drivers of satisfaction are listed below in Table 1.

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<sup>2</sup> The confidence interval for this agency's customer segment is plus or minus 2.3 points on a 0 to 100 scale at the 95% confidence level. A difference of about 3 points is statistically significant, larger than could be caused by sampling error.



<b>Table 1: Drivers of Satisfaction</b>	
<b>Activities That Drive Satisfaction:</b>	
	<b>2004</b>
APPLICATION PROCESS	79
CUSTOMER SERVICE	91
PROJECT IMPLEMENTATION	82
<b>Major Drivers of Satisfaction</b>	
CUSTOMER EXPECTATIONS (Anticipated Quality)	70
PERCEIVED QUALITY (Experienced Quality)	83

For this study, one measured component clearly stands-out above the rest – Customer Service, with a score of 91. This component scores statistically higher than either Application Process or Project Implementation. Within Customer Service, both the courtesy and professionalism variables score very well, at 94 and 87, respectively.

Application Process represents the lowest scoring of the three identified drivers of satisfaction within the NRCS model at 79. Within this component, customers are least pleased with the clarity of the NRCS ranking process used to determine who will and will not receive a sharing contract, which scores a 68. Customers are more pleased with the ease of the process (76) and quite happy with the helpfulness of NRCS personnel in explaining the nature of the WHIP program (87).

Coming in between these two components, the Project Implementation component scores an 82. Within this component, customers evaluate the quality of assistance and the effectiveness of NRCS personnel and the WHIP program to actually help preserve resources the same, at 82.

Finally, the Perceived Quality and Customer Expectations drivers register scores consistent with many government models. Perceived Quality, the primary driver of satisfaction in the ACSI model, scores well at 83. This component measures customers' perceptions of the overall quality of their experiences with the NRCS WHIP program. Customer Expectations, a measure of customer's perceptions of NRCS prior to contact with the agency, scores 70. In other words, while NRCS WHIP customers come to their interactions with this program with relatively low expectations, the quality of service delivered and the nature of the program exceed these expectations.

#### **d. Outcomes of Customer Satisfaction**

##### Customer Complaints

13.4% of NRCS WHIP customers have complained to the NRCS in the past year. This is a middling complaint percentage. With so few complainants, it is not possible to meaningfully analyze the ease of registering complaints or how well complaints were handled by NRCS WHIP personnel.

##### Trust

NRCS personnel identified Trust as the desired outcome to be measured. Trust for this modeling was measured by two questions: willingness to say positive things about the NRCS WHIP program (Q15); and, based on their experience, how confident they are that the NRCS WHIP program will do a good job in the future of helping citizens develop and improve wildlife habitat (Q16).

**The index of Trust is 87 on a 0-100 scale.** Trust scores well above Customer Satisfaction (ACSI) on this model. This is a positive outcome, indicating that while customers are not as satisfied as they could be, they still trust the program and are willing to recommend it to others.

Within the Trust component, NRCS WHIP customers are likely to say positive things to others (89) and are confident WHIP will do a good job in the future helping others (83).

#### **e. Using the Model**

Now, it is time to look again at the NRCS WHIP model in Figure 1 to examine the multivariate components in context and to look at the effects, or “impacts”, of each component on subsequent components.

Of the three measured NRCS WHIP activities, Project Implementation scores below Customer Service and above Application Process. However, this component has by far the largest impact of the three components on Perceived Quality (2.7), and by extension on Customer Satisfaction (ACSI). In other words, an increase or decline in the Project Implementation component score will have a larger effect on Perceived Quality – and ultimately Customer Satisfaction (ACSI) and Trust – than will an increase or decline in either of the other two components.

Impact scores should be read as the effect on the subsequent component if the component at the tail of the arrow were to be improved by 5 points. Therefore, if Project Implementation was improved by 5 points (from 82 to 87) Perceived Quality would go up from 83 to 85.7. Customer Satisfaction (ACSI) would, in turn, increase by 2.0 to 79.0.<sup>3</sup>

Of the two variables which combine to create the Project Implementation component, both are equally viable alternatives in selecting an area of improvement, given that they score the same.

Another fruitful area of focus for NRCS is the Application Process component. While it has a smaller impact on Perceived Quality than the Project Implementation component (1.7), it is also the lowest scoring of the three activities, meaning that improvements here should be more easily attainable. Within this component, focusing on the clarity of the NRCS ranking process (68) used to determine who will and will not receive a contract is most critical.

Finally, one area NRCS should work to maintain, but not aggressively work to improve, is Customer Service. The Customer Service component scores well and it has a very low impact on Perceived Quality. In other words, working to make improvements here is unlikely to result in a noticeable increase in Perceived Quality or Customer Satisfaction (ACSI). Nevertheless, a decline in this component might lead to a noticeable decline in Perceived Quality and ACSI.

### **Summary**

The NRCS WHIP program and its personnel have much to be happy about. With an ACSI score of 77, this program outpaces the ACSI national average, the ACSI private sector Services sector, and the Federal government average. NRCS WHIP personnel provide very strong Customer Service, and WHIP contract-holders indicate they are likely to say positive things about the NRCS WHIP program.

Moving forward, NRCS WHIP personnel should work to improve the Project Implementation experience, and would also be well-served by working to improve the Application Process component. Improvements in either or both of these processes are likely to yield a marked improvement in customer satisfaction.

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<sup>3</sup> The computation is: Impact of Perceived Quality on ACSI (Impact of Application Process on Perceived Quality/5), or 3.7 (2.7/5)=2.0

**APPENDIX A**  
**SURVEY QUESTIONNAIRE**

**AMERICAN CUSTOMER SATISFACTION INDEX  
Natural Resources Conservation Service (NRCS)  
Wildlife Habitat Incentives Program (WHIP)**

Agency NRCS WHIP 2004

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Move in Contact Name from sample

---

{IF CONTACT NAME IS AVAILABLE SAY "May I speak with [RESTORE CONTACT NAME]?";  
OTHERWISE GO TO INTRO}

---

[INTRO]

Hello, I'm (NAME) calling on behalf of the University of Michigan and the U.S. Department of Agriculture's Natural Resources Conservation Service (NRCS). We are conducting research on how satisfied users are with services provided by federal government agencies and private companies as part of the American Customer Satisfaction Index. You may have read something about the American Customer Satisfaction Index in USA Today, the Wall Street Journal or your local newspaper.

Today I want to ask you about the Wildlife Habitat Incentives Program (WHIP) administered by the Natural Resources Conservation Service (NRCS) of the U.S. Department of Agriculture (USDA). The purpose of the research is to help NRCS improve its services to you and to people like you. Your opinions are very important for this research. Your name will be held completely confidential and never connected to your answers. Your participation is voluntary and you may stop at any time or skip any question you do not wish to answer. This interview will take 8-10 minutes and is authorized by Office of Management and Budget Control No. 1505-0191.

---

QA. May I please speak to the individual within your organization/household who deals most closely with the Natural Resources Conservation Service?

- 1 Yes {CONTINUE} **ASK TO SPEAK TO RESPONDENT AND REREAD INTRO IF NECESSARY**
  - 2 No {TERMINATE}
  - 3 Don't know {TERMINATE}
  - 4 Refused {TERMINATE}
- 

QB. Just to confirm, do you currently have a WHIP contract with the Natural Resources Conservation Service to assist in the implementation of conservation practices for wildlife habitat?

- 1 Yes {CONTINUE}
  - 2 No {TERMINATE}
  - 3 Don't know {TERMINATE}
  - 4 Refused {TERMINATE}
-

Now, I am going to ask you some questions about **the Natural Resources Conservation Service's Wildlife Habitat Incentives Program**. The purpose of the WHIP program is to offer technical and financial assistance through long-term agreements to create, restore and enhance wildlife habitat.

- Q1. Before you received a WHIP contract from NRCS, you might have known something about the program. Now think back and remember your expectations of the overall quality of the NRCS WHIP program. Please give me a rating on a 10 point scale on which "1" means your expectations were "not very high" and "10" means your expectations were "very high".

How would you rate your expectations of the overall quality of the NRCS WHIP program?

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
- 

Now, I would like you to think about the initial stages of applying for a contract through the Wildlife Habitat Incentives Program. I want to ask you specifically about some of the processes leading up to your receipt of a contract through the WHIP program...

- Q2. Once you learned about the possibility of receiving a contract through the WHIP program and made initial contact, how helpful were NRCS personnel in explaining how the program works? Again, we will use a 10 point scale on which "1" means "not at all helpful" and "10" means "very helpful". How helpful were these personnel in explaining how the program works?

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
- 

- Q3. How easy was the process of applying for WHIP program assistance through the NRCS, in terms of the amount of paperwork to be completed, the clarity of this paperwork and the time it took to complete this paperwork? Again, we will use a 10 point scale on which "1" means "not at all easy" and "10" means "very easy". How easy was the process of applying for a contract through the WHIP program?

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
-

- Q4. How clear and understandable was the NRCS ranking process **that was** used to determine who will and will not receive a WHIP contract? Using a 10 point scale on which "1" now means "not at all clear and understandable" and "10" means "very clear and understandable", how clear and understandable was the ranking process?

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
- 

And thinking about the customer service you have experienced with the Natural Resources Conservation Service's Wildlife Habitat Incentives Program after receiving your contract...

- Q5. How courteous are the NRCS WHIP program personnel? Using a 10 point scale on which "1" means "not at all courteous" and "10" means "very courteous", how courteous were the NRCS WHIP personnel?

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
- 

- Q6. How professional are the NRCS WHIP program personnel in terms of being knowledgeable, accurate and efficient? Using a 10 point scale on which "1" means "not at all professional" and "10" means "very professional", how professional were the NRCS WHIP personnel?

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
- 

And next, please consider the actual implementation of your project through the Natural Resources Conservation Service's Wildlife Habitat Incentives Program...

- Q7. How would you rate the quality of assistance you have received up to this point from the NRCS WHIP personnel in helping you implement your project? On a 10 point scale on which "1" means "not knowledgeable and efficient" and "10" means "very knowledgeable and efficient", how would you rate the quality of assistance you have **received from the NRCS WHIP personnel?**

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
-

- Q8. How effective have NRCS personnel and the WHIP program been up to this point in actually helping you to protect your wildlife habitat resources? On a 10 point scale on which "1" means "not at all effective" and "10" means "very effective", how effective have NRCS personnel and the WHIP program been?

[RECORD RATING 1-10]

- 11 Don't know  
12 Refused
- 

- Q9. NOT ASKED
- 

- Q10. Please consider all your experiences to date with the NRCS WHIP program. Using a 10 point scale, on which "1" means "not very high" and "10" means "very high", how would you rate the OVERALL QUALITY of the NRCS WHIP program?

[RECORD RATING 1-10]

- 11 Don't know  
12 Refused
- 

Satisfaction includes many things. Let's move on and talk about your overall satisfaction with the Natural Resources Conservation Service's Wildlife Habitat Incentives Program.

- Q11. First, please consider all your experiences to date with the NRCS WHIP program. Using a 10 point scale on which "1" means "very dissatisfied" and "10" means "very satisfied", how SATISFIED are you with the NRCS WHIP program?

[RECORD RATING 1-10]

- 11 Don't know  
12 Refused
- 

- Q12. Considering all of your expectations, to what extent has the NRCS WHIP program fallen short of or exceeded your expectations? Using a 10 point scale on which "1" now means "falls short of your expectations" and "10" means "exceeds your expectations", to what extent has the NRCS WHIP program fallen short of or exceeded your expectations?

[RECORD RATING 1-10]

- 11 Don't know  
12 Refused
-



Q13. Forget the NRCS WHIP program for a moment. Now, I want you to imagine an ideal program that helps create, restore or enhance wildlife habitats. (PAUSE) How well do you think the NRCS WHIP program compares with that ideal program? Please use a 10 point scale on which "1" means "not very close to the ideal" and "10" means "very close to the ideal".

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
- 

Next, I want you to think about any communication you may have had with the NRCS regarding complaints about your experience...

Q14. Have you complained to the NRCS WHIP program personnel within the past year?

- 1 Yes
  - 2 No
  - 3 Don't know
  - 4 Refused
- 

{IF Q14 = 1, ASK Q14A-Q14B; OTHERWISE GO TO Q15}

Q14A. How well, or poorly, was your most recent complaint about the NRCS WHIP program handled? Using a 10 point scale on which "1" means "handled very poorly" and "10" means "handled very well", how would you rate **the handling of your complaint**?

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
- 

Q14B. How difficult or easy was it to make your most recent complaint about the NRCS WHIP program? Using a 10 point scale on which "1" means "very difficult" and "10" means "very easy", how difficult or easy was it to make a complaint?

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
- 

Q15. If asked, how willing would you be to say positive things about the NRCS WHIP program? Using a 10 point scale on which "1" means "not at all willing" and "10" means "very willing", how willing would you be to say positive things about the NRCS WHIP program?

[RECORD RATING 1-10]

- 11 Don't know
  - 12 Refused
-

Q16. How confident are you that the NRCS WHIP program will do a good job in the future of helping citizens develop and improve wildlife habitat? Using a 10 point scale on which "1" means "not at all confident" and "10" means "very confident," how confident are you that the NRCS WHIP program will do a good job in the future of helping citizens develop and improve wildlife habitat?

[RECORD NUMBER 1-10]

- 11 Don't know
  - 12 Refused
- 

Now, we need to ask a few demographic questions for the ACSI consumer profile...

QDA. When you first learned about the possibility of receiving assistance through the WHIP program and made INITIAL contact, did you deal primarily with NRCS personnel or with other personnel, such as conservation district or state agency employees? (READ CODES 1-2 **IF NECESSARY**)

- 1 NRCS Personnel
  - 2 Other Personnel
  - 3 Don't know
  - 4 Refused
- 

QD1. What is your age, please?

[RECORD NUMBER OF YEARS 1-97] \_\_\_\_\_

- 98 Don't know
  - 99 Refused
- 

QD2. What is the highest level of formal education you completed? (READ CODES 1-5)

- 1 Less than high school
  - 2 High school graduate
  - 3 Some college or associate degree
  - 4 College graduate
  - 5 Post-Graduate
  - 6 Don't know
  - 7 Refused
- 

QD3. Are you of Hispanic, Latino or Spanish origin?

- 1 Yes
  - 2 No
  - 3 Don't know
  - 4 Refused
-

QD4. Do you consider your race(s) as: (READ CODES 1-5, ACCEPT UP TO 5 MENTIONS)

- 1 White
  - 2 Black or African American
  - 3 American Indian or Alaska Native
  - 4 Asian
  - 5 Native Hawaiian or other Pacific Islander
  - 6 (DO NOT READ) Other race
  - 7 Don't know
  - 8 Refused
- 

QD5. What was your total annual family income in 2003? (READ CODES 1-7 AS NECESSARY)

- 1 Under \$20,000
  - 2 \$20,000 but less than \$30,000
  - 3 \$30,000 but less than \$40,000
  - 4 \$40,000 but less than \$60,000
  - 5 \$60,000 but less than \$80,000
  - 6 \$80,000 but less than \$100,000
  - 7 \$100,000 or more
  - 8 Don't know
  - 9 Refused
- 

QD6. [RECORD GENDER BY OBSERVATION]

- 1 Male
  - 2 Female
-

**APPENDIX B**  
**FREQUENCIES AND MEANS OF SURVEY QUESTIONS**

Q1. Before you received a WHIP contract from NRCS, you might have known something about the program. Now think back and remember your expectations of the overall quality of the NRCS WHIP program. Please give me a rating on a 10 point scale on which "1" means your expectations were "not very high" and "10" means your expectations were "very high".

How would you rate your expectations of the overall quality of the NRCS WHIP program?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	6	2.3	2.4	2.4
	2	3	1.2	1.2	3.6
	3	2	.8	.8	4.3
	4	7	2.7	2.8	7.1
	5	42	16.2	16.6	23.7
	6	20	7.7	7.9	31.6
	7	35	13.5	13.8	45.5
	8	78	30.0	30.8	76.3
	9	17	6.5	6.7	83.0
	10	43	16.5	17.0	100.0
Don't know	98	6	2.3	Missing	
Refused	99	1	.4	Missing	
	Total	260	100.0	100.0	
Mean		7.225			
Valid cases	253	Missing cases	7		

Q2. Once you learned about the possibility of receiving a contract through the WHIP program and made initial contact, how helpful were NRCS personnel in explaining how the program works? Again, we will use a 10 point scale on which "1" means "not at all helpful" and "10" means "very helpful". How helpful were these personnel in explaining how the program works?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2	3	1.2	1.2	1.2
	3	4	1.5	1.5	2.7
	4	1	.4	.4	3.1
	5	5	1.9	1.9	5.0
	6	9	3.5	3.5	8.5
	7	12	4.6	4.6	13.1
	8	50	19.2	19.3	32.4
	9	60	23.1	23.2	55.6
	10	115	44.2	44.4	100.0
Don't know	98	1	.4	Missing	
		-----	-----	-----	
Total		260	100.0	100.0	

Mean 8.784

Valid cases 259 Missing cases 1

Q3. How easy was the process of applying for WHIP program assistance through the NRCS, in terms of the amount of paperwork to be completed, the clarity of this paperwork and the time it took to complete this paperwork? Again, we will use a 10 point scale on which "1" means "not at all easy" and "10" means "very easy". How easy was the process of applying for a contract through the WHIP program?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	3	1.2	1.2	1.2
	2	2	.8	.8	1.9
	3	2	.8	.8	2.7
	4	8	3.1	3.1	5.8
	5	25	9.6	9.7	15.4
	6	13	5.0	5.0	20.5
	7	36	13.8	13.9	34.4
	8	62	23.8	23.9	58.3
	9	49	18.8	18.9	77.2
	10	59	22.7	22.8	100.0
Refused	99	1	.4	Missing	
		-----	-----	-----	
Total		260	100.0	100.0	

Mean 7.826

Valid cases 259 Missing cases 1

Q4. How clear and understandable was the NRCS ranking process that was used to determine who will and will not receive a WHIP contract? Using a 10 point scale on which "1" now means "not at all clear and understandable" and "10" means "very clear and understandable", how clear and understandable was the ranking process?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	6	2.3	2.5	2.5
	2	9	3.5	3.8	6.3
	3	10	3.8	4.2	10.5
	4	9	3.5	3.8	14.3
	5	31	11.9	13.0	27.3
	6	19	7.3	8.0	35.3
	7	27	10.4	11.3	46.6
	8	46	17.7	19.3	66.0
	9	27	10.4	11.3	77.3
	10	54	20.8	22.7	100.0
Don't know	98	20	7.7	Missing	
Refused	99	2	.8	Missing	
	Total	260	100.0	100.0	

Mean 7.139

Valid cases 238 Missing cases 22

Q5. How courteous are the NRCS WHIP program personnel? Using a 10 point scale on which "1" means "not at all courteous" and "10" means "very courteous", how courteous were the NRCS WHIP personnel?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	1	.4	.4	.4
	3	1	.4	.4	.8
	5	4	1.5	1.5	2.3
	6	2	.8	.8	3.1
	7	9	3.5	3.5	6.6
	8	19	7.3	7.3	13.9
	9	40	15.4	15.4	29.3
	10	183	70.4	70.7	100.0
Don't know	98	1	.4	Missing	
	Total	260	100.0	100.0	

Mean 9.425

Valid cases 259 Missing cases 1

Q6. How professional are the NRCS WHIP program personnel in terms of being knowledgeable, accurate and efficient? Using a 10 point scale on which "1" means "not at all professional" and "10" means "very professional", how professional were the NRCS WHIP personnel?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	1	.4	.4	.4
	2	3	1.2	1.2	1.6
	3	1	.4	.4	1.9
	4	3	1.2	1.2	3.1
	5	5	1.9	1.9	5.0
	6	6	2.3	2.3	7.4
	7	20	7.7	7.8	15.1
	8	45	17.3	17.4	32.6
	9	50	19.2	19.4	51.9
	10	124	47.7	48.1	100.0
Don't know	98	1	.4	Missing	
Refused	99	1	.4	Missing	
		-----	-----	-----	
	Total	260	100.0	100.0	

Mean 8.810

Valid cases 258 Missing cases 2

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Q7. How would you rate the quality of assistance you have received up to this point from the NRCS WHIP personnel in helping you implement your project? On a 10 point scale on which "1" means "not knowledgeable and efficient" and "10" means "very knowledgeable and efficient", how would you rate the quality of assistance you have received from the NRCS WHIP personnel?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	3	1.2	1.2	1.2
	2	2	.8	.8	1.9
	3	2	.8	.8	2.7
	5	15	5.8	5.8	8.5
	6	10	3.8	3.8	12.3
	7	33	12.7	12.7	25.0
	8	44	16.9	16.9	41.9
	9	59	22.7	22.7	64.6
	10	92	35.4	35.4	100.0
		-----	-----	-----	
	Total	260	100.0	100.0	

Mean 8.392

Valid cases 260 Missing cases 0



Q8. How effective have NRCS personnel and the WHIP program been up to this point in actually helping you to protect your wildlife habitat resources? On a 10 point scale on which "1" means "not at all effective" and "10" means "very effective", how effective have NRCS personnel and the WHIP program been?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	3	1.2	1.2	1.2
	2	2	.8	.8	2.0
	3	2	.8	.8	2.8
	4	4	1.5	1.6	4.4
	5	12	4.6	4.8	9.2
	6	13	5.0	5.2	14.4
	7	30	11.5	12.0	26.4
	8	40	15.4	16.0	42.4
	9	55	21.2	22.0	64.4
	10	89	34.2	35.6	100.0
Don't know	98	7	2.7	Missing	
Refused	99	3	1.2	Missing	
	Total	260	100.0	100.0	

Mean 8.328

Valid cases 250 Missing cases 10

Q10. Please consider all your experiences to date with the NRCS WHIP program. Using a 10 point scale, on which "1" means "not very high" and "10" means "very high", how would you rate the OVERALL QUALITY of the NRCS WHIP program?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	3	1.2	1.2	1.2
	2	2	.8	.8	1.9
	3	2	.8	.8	2.7
	4	2	.8	.8	3.5
	5	10	3.8	3.8	7.3
	6	13	5.0	5.0	12.3
	7	25	9.6	9.6	21.9
	8	53	20.4	20.4	42.3
	9	58	22.3	22.3	64.6
	10	92	35.4	35.4	100.0
	Total	260	100.0	100.0	

Mean 8.423

Valid cases 260 Missing cases 0

Q11. First, please consider all your experiences to date with the NRCS WHIP program. Using a 10 point scale on which "1" means "very dissatisfied" and "10" means "very satisfied", how SATISFIED are you with the NRCS WHIP program?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	4	1.5	1.6	1.6
	2	1	.4	.4	1.9
	3	3	1.2	1.2	3.1
	4	5	1.9	1.9	5.1
	5	9	3.5	3.5	8.6
	6	12	4.6	4.7	13.2
	7	30	11.5	11.7	24.9
	8	36	13.8	14.0	38.9
	9	56	21.5	21.8	60.7
	10	101	38.8	39.3	100.0
Don't know	98	1	.4	Missing	
Refused	99	2	.8	Missing	
		-----	-----	-----	
	Total	260	100.0	100.0	

Mean 8.420

Valid cases 257 Missing cases 3

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Q12. Considering all of your expectations, to what extent has the NRCS WHIP program fallen short of or exceeded your expectations? Using a 10 point scale on which "1" now means "falls short of your expectations" and "10" means "exceeds your expectations", to what extent has the NRCS WHIP program fallen short of or exceeded your expectations?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	3	1.2	1.2	1.2
	2	2	.8	.8	2.0
	3	4	1.5	1.6	3.5
	4	7	2.7	2.7	6.3
	5	38	14.6	14.9	21.2
	6	19	7.3	7.5	28.6
	7	39	15.0	15.3	43.9
	8	50	19.2	19.6	63.5
	9	30	11.5	11.8	75.3
	10	63	24.2	24.7	100.0
Don't know	98	2	.8	Missing	
Refused	99	3	1.2	Missing	
		-----	-----	-----	
	Total	260	100.0	100.0	

Mean 7.545

Valid cases 255 Missing cases 5

Q13. Forget the NRCS WHIP program for a moment. Now, I want you to imagine an ideal program that helps create, restore or enhance wildlife habitats. (PAUSE) How well do you think the NRCS WHIP program compares with that ideal program? Please use a 10 point scale on which "1" means "not very close to the ideal" and "10" means "very close to the ideal".

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	1	.4	.4	.4
	2	3	1.2	1.2	1.6
	3	9	3.5	3.6	5.1
	4	7	2.7	2.8	7.9
	5	30	11.5	11.9	19.8
	6	11	4.2	4.3	24.1
	7	44	16.9	17.4	41.5
	8	63	24.2	24.9	66.4
	9	26	10.0	10.3	76.7
	10	59	22.7	23.3	100.0
Don't know	98	6	2.3	Missing	
Refused	99	1	.4	Missing	
		-----	-----	-----	
Total		260	100.0	100.0	

Mean 7.565

Valid cases 253 Missing cases 7

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Q14. Have you complained to the NRCS WHIP program personnel within the past year?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No	0	225	86.5	86.9	86.9
Yes	1	34	13.1	13.1	100.0
Refused	99	1	.4	Missing	
		-----	-----	-----	
Total		260	100.0	100.0	

Valid cases 259 Missing cases 1

Q14A. How well, or poorly, was your most recent complaint about the NRCS WHIP program handled? Using a 10 point scale on which "1" means "handled very poorly" and "10" means "handled very well", how would you rate the handling of your complaint?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	4	1.5	11.8	11.8
	2	3	1.2	8.8	20.6
	3	2	.8	5.9	26.5
	4	2	.8	5.9	32.4
	5	2	.8	5.9	38.2
	6	4	1.5	11.8	50.0
	7	3	1.2	8.8	58.8
	8	4	1.5	11.8	70.6
	9	5	1.9	14.7	85.3
	10	5	1.9	14.7	100.0
	.	226	86.9	Missing	
	Total	260	100.0	100.0	

Mean 6.059

Valid cases 34 Missing cases 226

Q14B. How difficult or easy was it to make your most recent complaint about the NRCS WHIP program? Using a 10 point scale on which "1" means "very difficult" and "10" means "very easy", how difficult or easy was it to make a complaint?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	2	.8	5.9	5.9
	3	1	.4	2.9	8.8
	5	2	.8	5.9	14.7
	8	7	2.7	20.6	35.3
	9	5	1.9	14.7	50.0
	10	17	6.5	50.0	100.0
	.	226	86.9	Missing	
	Total	260	100.0	100.0	

Mean 8.412

Valid cases 34 Missing cases 226

Q15. If asked, how willing would you be to say positive things about the NRCS WHIP program? Using a 10 point scale on which "1" means "not at all willing" and "10" means "very willing", how willing would you be to say positive things about the NRCS WHIP program?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	1	.4	.4	.4
	3	3	1.2	1.2	1.5
	4	3	1.2	1.2	2.7
	5	8	3.1	3.1	5.8
	6	7	2.7	2.7	8.5
	7	12	4.6	4.6	13.1
	8	33	12.7	12.7	25.8
	9	38	14.6	14.6	40.4
	10	155	59.6	59.6	100.0
	Total	260	100.0	100.0	

Mean 9.015

Valid cases 260 Missing cases 0

Q16. How confident are you that the NRCS WHIP program will do a good job in the future of helping citizens develop and improve wildlife habitat? Using a 10 point scale on which "1" means "not at all confident" and "10" means "very confident," how confident are you that the NRCS WHIP program will do a good job in the future of helping citizens develop and improve wildlife habitat?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	1	1	.4	.4	.4
	2	1	.4	.4	.8
	3	7	2.7	2.8	3.5
	4	5	1.9	2.0	5.5
	5	9	3.5	3.5	9.1
	6	17	6.5	6.7	15.7
	7	18	6.9	7.1	22.8
	8	52	20.0	20.5	43.3
	9	35	13.5	13.8	57.1
	10	109	41.9	42.9	100.0
Don't know	98	5	1.9	Missing	
Refused	99	1	.4	Missing	
	Total	260	100.0	100.0	

Mean 8.417

Valid cases 254 Missing cases 6

QDA. When you first learned about the possibility of receiving assistance through the WHIP program and made INITIAL contact, did you deal primarily with NRCS personnel or with other personnel, such as conservation district or state agency employees?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NRCS personnel	1	153	58.8	62.2	62.2
Other personnel	2	93	35.8	37.8	100.0
Don't know	98	12	4.6	Missing	
Refused	99	2	.8	Missing	
		-----	-----	-----	
	Total	260	100.0	100.0	

Valid cases 246 Missing cases 14

QD1. What is your age, please?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	24	1	.4	.4	.4
	27	1	.4	.4	.8
	28	2	.8	.8	1.6
	29	1	.4	.4	2.0
	30	2	.8	.8	2.7
	31	1	.4	.4	3.1
	32	1	.4	.4	3.5
	33	4	1.5	1.6	5.1
	34	2	.8	.8	5.9
	38	5	1.9	2.0	7.8
	39	3	1.2	1.2	9.0
	40	5	1.9	2.0	10.9
	41	3	1.2	1.2	12.1
	42	8	3.1	3.1	15.2
	43	4	1.5	1.6	16.8
	44	5	1.9	2.0	18.8
	45	8	3.1	3.1	21.9
	46	7	2.7	2.7	24.6
	47	5	1.9	2.0	26.6
	48	6	2.3	2.3	28.9
	49	3	1.2	1.2	30.1
	50	8	3.1	3.1	33.2
	51	6	2.3	2.3	35.5
	52	10	3.8	3.9	39.5
	53	5	1.9	2.0	41.4
	54	6	2.3	2.3	43.8
	55	14	5.4	5.5	49.2
	56	8	3.1	3.1	52.3
	57	8	3.1	3.1	55.5
	58	8	3.1	3.1	58.6

QD1. What is your age, please?

	59	5	1.9	2.0	60.5
	60	7	2.7	2.7	63.3
	61	10	3.8	3.9	67.2
	62	10	3.8	3.9	71.1
	63	8	3.1	3.1	74.2
	64	8	3.1	3.1	77.3
	65	10	3.8	3.9	81.3
	66	7	2.7	2.7	84.0
	67	8	3.1	3.1	87.1
	68	3	1.2	1.2	88.3
	69	3	1.2	1.2	89.5
	70	4	1.5	1.6	91.0
	71	2	.8	.8	91.8
	72	2	.8	.8	92.6
	73	2	.8	.8	93.4
	74	3	1.2	1.2	94.5
	75	1	.4	.4	94.9
	76	4	1.5	1.6	96.5
	77	1	.4	.4	96.9
	78	3	1.2	1.2	98.0
	79	3	1.2	1.2	99.2
	82	1	.4	.4	99.6
	85	1	.4	.4	100.0
Refused	99	4	1.5	Missing	
			-----	-----	-----
	Total	260	100.0	100.0	

Mean 55.352

Valid cases 256 Missing cases 4

QD2. What is the highest level of formal education you completed?

Cum				Valid
Value Label	Value	Frequency	Percent	Percent
Percent				
Less than high school	1	3	1.2	1.2
1.2				
High school graduate	2	36	13.8	14.0
15.1				
Some college or associate degree	3	62	23.8	24.0
39.1				
College graduate	4	67	25.8	26.0
65.1				
Post-Graduate	5	90	34.6	34.9
100.0				
Refused	99	2	.8	Missing
			-----	-----
	Total	260	100.0	100.0
Valid cases	258	Missing cases	2	

QD3. Are you of Hispanic, Latino or Spanish origin?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No	0	256	98.5	99.6	99.6
Yes	1	1	.4	.4	100.0
Refused	99	3	1.2	Missing	
	Total	260	100.0	100.0	

Valid cases 257 Missing cases 3

QD401. Do you consider your race(s) as:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
White	1	247	95.0	96.1	96.1
Asian	4	1	.4	.4	96.5
Other	6	9	3.5	3.5	100.0
Refused	99	3	1.2	Missing	
	Total	260	100.0	100.0	

Valid cases 257 Missing cases 3

QD402. Do you consider your race(s) as:

Cum Value Label	Value	Frequency	Percent	Valid Percent
American Indian or Alaska Native	3	1	.4	100.0
100.0	.	259	99.6	Missing
	Total	260	100.0	100.0

Valid cases 1 Missing cases 259



QD5. What was your total annual family income in 2003?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Under \$20K	1	5	1.9	2.3	2.3
20K-30K	2	10	3.8	4.6	6.9
30K-40K	3	21	8.1	9.7	16.6
40K-60K	4	51	19.6	23.5	40.1
60K-80K	5	45	17.3	20.7	60.8
80K-100K	6	30	11.5	13.8	74.7
\$100K or more	7	55	21.2	25.3	100.0
Refused	99	43	16.5	Missing	
		-----	-----	-----	
	Total	260	100.0	100.0	

Valid cases 217 Missing cases 43

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QD6. Gender

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Male	1	222	85.4	85.4	85.4
Female	2	38	14.6	14.6	100.0
		-----	-----	-----	
	Total	260	100.0	100.0	

Valid cases 260 Missing cases 0

## STATE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	AK	1	.4	.4	.4
	AR	3	1.2	1.2	1.5
	AZ	3	1.2	1.2	2.7
	CA	2	.8	.8	3.5
	CO	6	2.3	2.3	5.8
	CT	2	.8	.8	6.5
	DE	1	.4	.4	6.9
	FL	2	.8	.8	7.7
	GA	7	2.7	2.7	10.4
	IA	7	2.7	2.7	13.1
	ID	3	1.2	1.2	14.2
	IL	3	1.2	1.2	15.4
	IN	19	7.3	7.3	22.7
	KS	4	1.5	1.5	24.2
	KY	15	5.8	5.8	30.0
	LA	7	2.7	2.7	32.7
	MA	2	.8	.8	33.5
	MD	6	2.3	2.3	35.8
	ME	8	3.1	3.1	38.8
	MI	15	5.8	5.8	44.6
	MN	4	1.5	1.5	46.2
	MO	8	3.1	3.1	49.2
	MS	15	5.8	5.8	55.0
	MT	4	1.5	1.5	56.5
	NC	7	2.7	2.7	59.2
	NE	4	1.5	1.5	60.8
	NH	7	2.7	2.7	63.5
	NJ	2	.8	.8	64.2
	NM	3	1.2	1.2	65.4
	NY	12	4.6	4.6	70.0
	OH	4	1.5	1.5	71.5
	OK	3	1.2	1.2	72.7
	OR	1	.4	.4	73.1
	PA	4	1.5	1.5	74.6
	SC	3	1.2	1.2	75.8
	SD	5	1.9	1.9	77.7
	TN	1	.4	.4	78.1
	TX	3	1.2	1.2	79.2
	UT	2	.8	.8	80.0
	VA	10	3.8	3.8	83.8
	VT	12	4.6	4.6	88.5
	WA	9	3.5	3.5	91.9
	WI	1	.4	.4	92.3
	WV	9	3.5	3.5	95.8
	WY	11	4.2	4.2	100.0
	Total	260	100.0	100.0	

Valid cases 260 Missing cases 0