PRESIDENT'S MANAGEMENT AGENDA

Improving Customer Experience with Federal Services

High Impact Service Provider Annual CX Action Plan

U.S. Fish and Wildlife / Visitor Services

June 2019

HISP Annual Maturity Self-Assessment Summary

In 200 words or less total, tell us about your efforts around each core CX function by responding to the following prompts that apply.

Measurement: 2 / 6

Please give a 2-3 sentence summary of your efforts:

In 2018 we institutionalized the National Wildlife Refuge Visitor Survey on 37 refuges with 50,000 or more annual visitors. The National Wildlife Refuge Visitor Survey provides systematic monitoring of visitor satisfaction and experience on an annual basis in order to respond to and deliver high quality experiences on these public lands. Specifically, this survey helps the Service understand visitor demographics, trip characteristics, and satisfaction with customer service provided, facilities, and recreational opportunities. Surveying occurs on each refuge every 5 years, with approximately 35 refuge surveyed per year.

What are you most proud of?

Getting this monitoring effort off the ground and institutionalized on a 5 year rotation.

What nascent / ongoing activities do you hope to grow?

Further refining the protocols for contacting visitors, and reporting results to ensure high-quality data collection and reporting and sharing results.

What's blocking you from initiating / making / fully implementing changes?

At this point, the only barrier is time--we are in year 2 of a 5-year cycle. At the end of 5 years we will have solid baseline data on all refuges with 50,000 or more visitors that can be used to track trends over time.

What else would you like to share?

Governance: 1 / 6

Please give a 2-3 sentence summary of your efforts:

The Division of Visitor Services and Communications in the National Wildlife Refuge System (NWRS) is dedicated to providing a positive visitor experience on National Wildlife Refuges. Over the last two years, through targeted efforts, we have significantly increased public access and created new opportunities for recreation on national wildlife refuges. These efforts include opening new areas to hunting, fishing and other recreation; reducing regulatory burdens and improving communications.

What are you most proud of?

This fiscal year we were able to fill a key critical vacancy - the Branch Chief for Visitor Services. Having a senior manager dedicated to the visitor experience will improve the quality of services we deliver.

What nascent / ongoing activities do you hope to grow?

Implementing and evaluating our Standards of Excellence on urban national wildlife refuges to better connect with local communities and welcome non-traditional customers.

What's blocking you from initiating / making / fully implementing changes?

Capacity, the NWRS manages 567 national wildlife refuges and receives over 53 million visitors annually, but we have fewer than 500 visitor services and educational staff to support delivering quality customer experiences.

What else would you like to share?

Organization & Culture: 4 / 6

Please give a 2-3 sentence summary of your efforts:

The NWRS is undertaking a rebranding process to increase awareness of the benefits that the NWRS provides to the American public. Internally, we provide support through an online community of practice where 349 visitor service professionals share ideas and best practices. Additionally, in 2018, we held two overlapping week-long workshops with 250 participants focused on improving visitor experience and improving engagement with local communities.

What are you most proud of?

This year, we developed five audience-targeted communications campaigns for visitors and stakeholders that incorporated consistent and highly compelling benefit-centric messaging to showcase the quality experience visitors can expect when coming to a national wildlife refuge.

What nascent / ongoing activities do you hope to grow?

We hope to increase public attention on the non-regulatory aspects of the USFWS mission (public lands access) and work to ensure welcoming and inviting experiences for all types of visitors.
We plan to do this through increased application of benefit-centric brand messaging in outreach and communications products.

What's blocking you from initiating / making / fully implementing changes?

Time and resources.

What else would you like to share?

Customer Research: 2 / 6

Please give a 2-3 sentence summary of your efforts:

In an effort to better understanding communities surrounding urban audience and know and relate to urban communities, we conducted interviews of community leaders in communities adjacent to 7 urban refuges in the Urban Wildlife Conservation Program (UWCP). Additionally, in 2017 we conducted an assessment of the implementation of the UWCP and how we are meeting the Standards of Excellence (fws.gov/urban).

What are you most proud of?

Systematic use of social science to conduct focus groups with community leaders as well as surveys of visitors to national wildlife refuges.

What nascent / ongoing activities do you hope to grow?

Know and relate to the community is a foundational standard of the UWCP that we hope to strengthen over time.

What's blocking you from initiating / making / fully implementing changes?

Some organizational change is still needed to approach visitor management and community engagement differently than we have in the past.

What else would you like to share?

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Service Design: 2 / 6

Please give a 2-3 sentence summary of your efforts:

The NWRS is in the process of reformatting and rewriting the content on our websites to provide better online customer experience. The NWRS created a draft visitor amenities (bathrooms, visitor centers) geospatial data set to ensure improve visitor orientation on third party mapping applications, websites, and print publications.

What are you most proud of?

The National Wildlife Refuge System Urban Wildlife Conservation Program (UWCP)—an innovative model for community-centered conservation in urban areas. It includes 101 national wildlife refuges near cities, 29 community partnerships, and 31 Urban Bird Treaty Cities. The UWCP is testing and piloting way to co-create programming with local communities.

What nascent / ongoing activities do you hope to grow?

The completion of a Digital Asset Management System to better aggregate and deliver high-quality imagery to the public.

What's blocking you from initiating / making / fully implementing changes?

Technical capabilities of current staff and decentralized organizational structure.

What else would you like to share?

Areas of Focus

Reflecting upon our 2019 CX Maturity Self-Assessment, our HISP has decided to focus on raising our maturity in the following areas in FY19/FY20:

- [X] **Measurement**
- [ ] **Governance**
- [ ] **Organization & Culture**
- [ ] **Customer Research**
- [X] **Service Design**

FY 2019 / 2020 CX Improvement Actions

Describe a use case where a typical customer of your program faced challenge(s) during a service experience. This case should relate to one of your organization's Focus Areas for the remainder of FY19 and through FY20.

Example HISP Customer Profile

Recreational Visitors seeking to engage in the outdoor via a wildlife-dependent recreational experience. Goals for this experience vary from escape, enhancing relationships, and personal mastery. Typical traditional activities include hunting, fishing and wildlife observation, such as bird watching

Customer Needs + Frustrations

These visitors are seeking a quality recreation experience, to include feeling welcome, being able to easily orient themselves to trails and facilities, having well-maintained roads, trails and signs. Blockers include not being able to navigate around a refuge, or not understanding regulations, such as for hunting or fishing.

HISP Implementation Challenge(s)

While each refuge in the National Wildlife Refuge System operates under a 15-year plan that considers species, habitat, and public use objectives, it is difficult to meet all management needs with limited visitor services staff, dispersed use and multiple entry points.

Stats

2010-2011 Visitor Survey results indicate at least 89% of visitors are satisfied with each of four key refuge offerings: services provided by employees or volunteers; recreational opportunities; refuge information and education; and the refuge's job of conserving fish, wildlife and their habitats.

Action 1
Focus Area: Measurement

Goal to be accomplished by September 30th, 2021: We will be 3 of 5 years into the first 5-year cycle of the national wildlife refuge visitor survey. The data collected on approximately 35 wildlife refuges per year provide baseline data that can be used to track trends on customer experience, satisfaction, and desires for future visitation.

Critical Activities and Milestones: Individual refuge results for the first 35 refuges surveyed in 2018 will be available 07/2019.

An additional 35 wildlife refuges will complete sampling by 12/2019.

Other Notes:

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FY 2019 / 2020 CX Improvement Actions

Describe a use case where a typical customer of your program faced challenge(s) during a service experience. This case should relate to one of your organization's Focus Areas for the remainder of FY19 and through FY20.

Example HISP Customer Profile

Under-represented communities seeking to engage in education, community , or recreation activities on nearby national wildlife refuges. Goals for this experience vary from academic achievement, employment, escape, enhancing relationships, and personal mastery. Typical activities include educators visiting for a field trip, service activities, use of facilities for communities events or trail running and biking.

Customer Needs + Frustrations

The typical customer in this profile is a local resident that is not fully aware of the opportunities provided by a nearby national wildlife refuge. These customers often need places or spaces to engage with others or recreate in traditional ways. Limiting factors are lack of awareness of the opportunities available on national wildlife refuges, fear of the outdoors or the unknown, concern for safety or inclusion. Additional barriers include lack of public transportation, and lack of mentors to teach outdoor skills.

HISP Implementation Challenge(s)

Limited staff time and resources at local level to conduct the necessary community engagement and outreach.

Stats

Evaluation of the Urban Wildlife Conservation Program has provided meaningful insights into the implementation of the program over the past few years. We have identified bright spots and areas for growth that are being addressed through development of a 5-year strategic plan for the program.

Action 2
Focus Area: Service Design

Goal to be accomplished by September 30th, 2021:
Finalize and implement an UWCP Strategic plan based on data derived from the evaluation of 14 urban national wildlife refuges.
Develop access plans for several key urban national wildlife refuges that facilitate equitable access to the refuge for neighboring communities by improving roads, trails and other transportation options.

Critical Activities and Milestones:
Completion of strategic plan and access plans.
Stakeholder/community engagement.
Identify and implement priority actions.

Other Notes: