

# 10 Steps Toward Building ‘Customer Loyalty’ among Constituents of Parks & Recreation

by

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*Customer satisfaction* is a goal common to virtually every park professional and elected/appointed public official who is charged with providing park and recreation facilities and programs to the general public and/or protecting and preserving sensitive environmental resources (e.g., open space areas) for generations to come.

Corporate America, on the other hand, while agreeing that customer satisfaction is, indeed, necessary, holds that it’s far from sufficient; *rather*, those in private enterprise look beyond customer satisfaction to building *customer loyalty*. Perhaps the time has come for those in the public sector to borrow this particular page from corporate America’s book.

Acknowledging that “customer loyalty” is one of the hottest topics in business today, the prominent Gallup Organization writes, “Fortune 500 executives (believe) that one of their biggest management challenges is keeping their customers engaged.”<sup>1</sup> This led Gallup to pose the following two questions:

*What makes customers loyal?*

*What is the psychology of engaged customer behavior?*

The present discussion addresses these very questions by presenting the “findings” from a study sponsored by the East Bay Regional Park District, headquartered in Oakland, California, in which four categories of park users (customers) were surveyed.

In so doing, our discussion demonstrates how public park agencies can develop an operational model that goes beyond *customer satisfaction* to one that builds *customer LOYALTY*, thus resulting in strengthening relationships between your respective Agency and the various key constituent groups you must deal with on a routine basis, be it the local electorate, park and trail user groups, special interest groups that attempt to influence the decision-making

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<sup>1</sup> See [www.gallup.com/solutions/summits/executiveCE11.asp](http://www.gallup.com/solutions/summits/executiveCE11.asp).

process at a policy level and/or at an operational level, or other stakeholders and/or stakeholder groups.

There are a host of desired behavioral outcomes that park professionals work toward on a daily basis

Park professionals, as well as elected and appointed public officials, are constantly facing the challenge of securing desired behaviors among those who support, and those who do NOT necessarily support, their respective Agency. These include, but certainly are not limited to, the following behavioral outcomes:

1. Park users becoming far more inclined to help keep park facilities **clean and safe for all users**; thus, being less likely to litter, more likely to show respect toward other park and trail users, more likely to take steps toward minimizing graffiti (e.g., talk to their children, participate in graffiti prevention programs sponsored by local schools, and the like), and more.
2. Park users becoming more willing to **pay parking and/or entrance fees** at park facilities, where necessary.
3. Voters being willing to support **bond measures or tax initiatives** that are placed on the local ballot to enhance park and recreation facilities and programs.<sup>2</sup>
4. Members of the general public wanting to **join your foundation** and/or participate in other advocacy and fund raising efforts.
5. Park users, and those who belong to special interest groups, **volunteering** in various park and recreation programs that rely on volunteerism for their very existence.
6. Citizens, including those involved with special interest groups, becoming an **advocate** when public support is needed for park-related programs.

Indeed, virtually everything in your agency's "mission statement" is predicated upon the need to yield some form of desired behavior among constituents both inside and outside the park user community. We chose the above examples for the following three reasons:

- (a) They make salient the need for learning how to move beyond customer "satisfaction" to the far more powerful notion of **customer loyalty**.
- (b) They create a platform for **developing a model** that will make it possible to identify the key elements of "loyalty", especially those that are unique to the Parks and Recreation Industry.
- (c) One of them, number 3, explains why we chose "voting behavior" as the outcome (dependent) variable in the scientific survey wherein we develop, "test", and subsequently enhance a LOYALTY INDEX to serve as the building block for creating a loyalty model tailored to the Parks & Recreation Industry.

We end the present discussion by presenting: **Ten (10) Steps Toward Building 'Customer Loyalty' among Constituents of Parks and Recreation Agencies.**

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<sup>2</sup> Many local and regional parcel tax measures in the State of California require 2/3-voter supporter vs. a simple majority.

## Start by borrowing a page from Corporate America

Tradition in the private sector has long held that high levels of *customer satisfaction* lead to desired behavioral outcomes; e.g., *customer satisfaction* leads to *customer loyalty*...the ultimate form being “Brand Loyalty”.

Similarly, in our profession, the assumption has been that local constituents who are HIGHLY SATISFIED with the number, quality, and level of maintenance of the parks, trails and recreational facilities and programs provided to them through a given public Agency would be inclined to remain loyal to the agency that provides these resources.

Marketing executives in the private sector have begun challenging this assumption; many experts now argue that while “customer satisfaction” is, indeed, necessary, it’s seldom (if ever) sufficient...especially in terms of ensuring desired behavioral outcomes, such as building “brand loyalty”.

It was this very notion that led the **East Bay Regional Park District** to commission a research effort that was designed to provide definitive evidence of whether or not the Agency should begin building “loyalty” components into the way it does business on a day-to-day basis. The “findings” from this research effort provide compelling evidence that such an approach does, indeed, have merit.

## Research Design

The research design incorporated over four hundred (N=426) telephone surveys randomly selected from four specific populations:<sup>3</sup>

- (1) ≈100 members of the District’s **Regional Parks Foundation**,
- (2) ≈100 customers who had reserved East Bay Regional Park District **CAMP SITES** at various times in the recent past,
- (3) ≈100 customers who had participated in one or more recreation and/or education PROGRAMS sponsored by or through the District, and...
- (4) ≈100 **randomly selected park users** from the District’s LMS population.<sup>4</sup>

Therefore, not only were 100% of the respondents in the research effort “users” of the District’s regional park facilities and programs, but we identified **FOUR specific categories** of customers; some paying customers and some non-paying customers.

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<sup>3</sup> The research design employed in this comprehensive study adheres strictly to The Scientific Method; thus, the “findings” are BOTH *reliable* (accurate) and *valid* (truthful).

<sup>4</sup> Using a “Best Practices” model, customers (park users) are selected at random from various East Bay Regional Park District facilities and asked to participate in a **Longitudinal Monitoring Survey** (LMS). Through the LMS, respondents complete a brief questionnaire. One of the questions asks permission for the District to contact them from time-to-time to secure their input regarding matters that will assist the District in providing the highest quality services possible.

## MEASURING CUSTOMER SATISFACTION

The East Bay Regional Park District routinely receives “high marks” with respect to CUSTOMER SATISFACTION. Since 1988, when Strategy Research Institute conducted its first customer satisfaction survey on behalf of the District, the District’s *satisfaction index* has, without exception, remained in the mid to high 80 percentile, and rankings have moved into the mid to high 90’s on certain dimensions that comprise the satisfaction index.

In the present survey, when asked whether or not the parks, picnic areas, wilderness areas, and trails provided through the regional park District represent a **VALUABLE PUBLIC RESOURCE** for all East Bay Residents, 96% of the respondents **AGREED**; in fact, 93% **STRONGLY AGREE** with this notion (see Figure 1). Virtually everyone (98%) said these recreational resources **IMPROVE** the **QUALITY of LIFE** for those who reside in densely populated urban and suburban communities throughout the District’s two-county service area (Alameda and Contra Cost Counties).

Usage of regional parks in the East Bay is extremely high among the four user groups tested; over ninety percent (92%) of the respondents use the District’s parks and recreational facilities on a routine basis and over eighty percent (82%) routinely use the District’s regional trails.

Satisfaction with the **QUALITY** of the East Bay regional parks & trails among those surveyed is high, as well; 88% of park users are satisfied, with nearly half of these being **VERY SATISFIED** (see Figure 2). Slightly less are satisfied with the number of regional parks & trails (84%).

Reported below are the rankings on various dimensions that comprised the “satisfaction index” in the present research effort.

	Very + Somewhat Satisfied
<b>Past experiences when visiting or using EBRPD</b>	98%
<b>Present class or program attended</b>	96%
<b>Convenience, accessibility, or availability of parklands &amp; facilities</b>	92%
<b>Cleanliness of parks &amp; facilities</b>	90%
<b>Level of courtesy extended by District employees</b>	89%
<b>Level of public safety in parks &amp; on trails</b>	82%

Thus, assuming (at least for the moment) that high levels of CUSTOMER SATISFACTION lead to desired outcomes, such as VOTING BEHAVIOR, then one would anticipate that, when “tested”, there would be a statistically significant relationship between one’s level of “satisfaction” and their voting behavior. Specifically, high levels of customer satisfaction would lead to high levels of support at the polls.

## MEASURING CUSTOMER LOYALTY

To make it possible to “test” *customer loyalty*, the research design incorporated multiple measures based upon prior research in the academic community. These measures included such dimensions (predictors) as:

- ❑ **Credibility** (*Measure*: District officials **DO NOT exaggerate** when they claim additional funds are needed).
- ❑ **Trust** (*Measure*: District officials are **trustworthy** and, through the years, have demonstrated high levels of **integrity**).
- ❑ **Accountability** (*Measure*: District officials **are clear** about how they plan to spend the money when asking voter support for additional funds).
- ❑ **Always support the District** (*Measure*: I almost always support a reasonable tax increase for the East Bay Regional Park District).

## HYPOTHESES BEING TESTED

Given the logic that underlies the theoretical, positive relationship of customer *satisfaction* and customer *loyalty* with **voting behavior**, and in an effort to identify important differences between the role of “customer satisfaction” vs. “customer loyalty” in yielding desired behavioral outcomes, the research design was structured in a fashion that made it possible to “test” the following two hypotheses:

H1: High levels of *customer satisfaction* lead to desired behavioral outcomes;

H2: High levels of *customer loyalty* lead to desired behavioral outcomes.

## OUTCOME VARIABLE

In order to test the above two hypotheses, it was necessary to establish a measurable outcome (dependent) variable. Toward this end, respondents were asked: ***Would you support a modest tax increase in order to provide additional funding for on-going maintenance and operations of the East Bay regional parks and trails?***<sup>5</sup> Thus, the hypothesis being tested is that high levels of customer SATISFACTION and/or customer LOYALTY would result in a YES vote for such a tax initiative.

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<sup>5</sup> The regional park District had plans to place a modest tax initiative on the ballot in the reasonably near future; as such, this test was NOT hypothetical. Additional measures were incorporated into the study in order to establish the electorates’ “threshold” of *willingness to pay* and other key predictors of success at the polls.

## FINDINGS

The results of this test are reported in Figure 3A.

Customer **SATISFACTION** is **NOT significantly related to how one votes.**

Customer **LOYALTY** is, **indeed, significantly and positively related to how one votes** (voting behavior). Specifically, the more “loyal” one feels towards the East Bay Regional Park District, the more likely s/he is to “vote YES” on a tax initiative.

## ENHANCING THE MEASURE (INDEX) FOR CUSTOMER LOYALTY

While Figure 3A shows that the relationship between Customer Loyalty and voting behavior is **highly significant**,<sup>6</sup> the “magnitude” of the relationship (.14)<sup>7</sup> strongly suggests that there is every reason to take steps to develop an even better (more robust) measure of CUSTOMER LOYALTY than we have at the present time; one that is tailored to the parks and recreation community.

The key to learning how to build “customer loyalty” lies in the “findings” from the present park user survey that are reported in Figure 3B. This is a correlation table in which eleven (11) determinants (measures) of customer SATISFACTION are reported first (“**number of parks, trails, etc.**” thru “**past experience**”), followed by six (6) measures of customer LOYALTY (“**responsible**” thru “**accountability**”).<sup>8</sup> The percentages in the right hand column indicate that “magnitude” (strength) of the relationship between the predictors (which are listed on the left side of the table) and how one would vote; thus, the .08 that represents the strength of relationship between *Cleanliness of facilities* and likely voting behavior is half that of the .16 magnitude of relationship between level of *Trust & Integrity of (the park District’s) Professional Staff* and likely voting behavior.

The first “finding” to merit discussion is the fact that while it is true that the overall customer **SATISFACTION** does NOT predict voting behavior, clearly, several ***predictors*** of customer satisfaction do turn out to be significantly related to voting behavior. Given this

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<sup>6</sup> p<.01 means that if this “test” were to be conducted 1,000 times, this relationship would exist 999 times out of the 1,000 tests.

<sup>7</sup> A correlation coefficient of “1.0” would mean that the predictor (independent variable) corresponds 100% to the outcome variable (dependent variable); which, of course, is almost never the case. A correlation coefficient of .16 and higher is worthy of special attention; and, the stronger the relationship (e.g., .24, .45, .62, what-have-you) the more important it is. Thus, a correlation coefficient of .14 means that this particular “finding” in the present research effort is coming very close to meriting **special attention**.

<sup>8</sup> The asterisk indicates the level of *statistical significance* between the predictors (independent variables) of voting behavior and the (the outcome variable) how one would actually vote; one asterisk = statistical significance p<.05 (this relationship would exist 95 times out of 100); two asterisks = statistical significance p<.01 (this relationship would exist 999 times out of 1,000).

finding, SRI researchers restructured the customer LOYALTY Index by taking the following two steps:

- (a) Incorporating into the loyalty index the six (6) predictors of customer satisfaction that correspond to voting behavior;
- (b) Deleting from the loyalty index the two (2) predictors of loyalty that turn out NOT to correspond to voting behavior.

Once restructured (see Figure 4A), the magnitude of the **LOYALTY INDEX** literally doubles, from .14 to .28; thus, we now have a *powerful indicator* of voting behavior.

#### DEFINING CUSTOMER LOYALTY FOR THE PARKS COMMUNITY

Given the above “findings”, we now have an OPERATIONAL DEFINITION of customer loyalty as it pertains to the East Bay Regional Park District, specifically; but, also to the parks and recreation community, in general. As can be seen below, and in Figure 4B, the optimum **loyalty index** is comprised of four variables from the original *Customer Loyalty Index* and five variables from the original *Customer Satisfaction Index*. Thus, the key components of customer Loyalty are as follows:

Determinants of Customer Loyalty for the EBRPD	Correlation Coefficient
Q8.4 <b>Accountability</b>	<b>.72**</b>
Q8.3 <b>Credibility</b>	<b>.70**</b>
Q8.2 <b>Trust</b>	<b>.69**</b>
Q8.5 <b>Always Support District</b>	<b>.48**</b>
Q5.1 <b>Public Safety</b>	<b>.32**</b>
Q5.5 <b>Customer Service</b>	<b>.31**</b>
Q5.7 <b>One’s past experience</b>	<b>.29**</b>
Q5.6 <b>Integrity of elected officials &amp; professional staff</b>	<b>.27**</b>
Q5.4 <b>Access to regional parks &amp; trails</b>	<b>.27**</b>

## SPENDING TAX DOLLARS AS PROMISED IS CRITICAL

One additional concept tested in the present research effort that was thought to be associated with customer LOYALTY was the notion that constituents want to be assured that public officials spend their tax dollars in the precise fashion as promised. Yet, this variable did NOT turn out to be a significant predictor of **voting behavior** in the present research effort.

It would be a mistake, however, to conclude that this element of “accountability” is NOT associated with customer LOYALTY. This fact is made clear in Figure 5.

Maintaining “accountability”, in terms of *spending tax dollars in the precise fashion as promised*, turns out to be the **strongest of ALL of the predictors** of customer LOYALTY in the model tested.

The table in Figure 5 shows that the two strongest predictors of customer LOYALTY are:

- **How tax dollars will be used, and...**
- **The importance of spending tax dollars precisely as promised.**

Thus, this predictor of customer LOYALTY could easily turn out to have a “sleeper” effect. Specifically, should voters be made aware of the fact that public officials are NOT spending tax dollars in the precise fashion as promised, their accountability will be irrevocably damaged in the eyes of their constituents. Conversely, if voters are made to understand that public officials have, indeed, spent tax dollars in the precise fashion promised, then their accountability will be enhanced; which, in turn, will lead to increased LOYALTY.

## HOW BEST TO EMPLOY THESE ‘FINDINGS’

Now that it is clear that **desired behavioral outcomes** are driven, at least in part, by how **LOYAL** our constituents feel towards our respective Agencies, it **behooves each of us to figure out what the “determinants” of customer LOYALTY are** as it pertains to our own Agency.

As stressed earlier, the need to build customer LOYALTY among park users extends FAR BEYOND tax initiatives. All of us have many different STAKEHOLDERS and STAKEHOLDER GROUPS that we deal with on a daily basis. These include our respective Boards of Directors, City Councils, and different committees and sub-committees; it includes our employees, different special interest groups that must advocate the interests of their respective constituents, and more.



The present research effort has provided empirical evidence regarding what the determinants of customer LOYALTY are with respect to the **East Bay Regional Park District**. Thus, we are now better positioned to take positive steps in implementing and/or reinforcing policies and procedures that will help us realize our long term goals and objectives. However, this very conclusion begs the following question: *What should your Agency be doing to figure out what the determinants of customer loyalty are among your constituents?*

The most ideal “first step”, of course, would be to commission a research effort that will allow you to develop a CUSTOMER LOYALTY model that is tailored to your Agency’s needs and expectations; but, this may not be possible for many Agencies. For these Agencies, we have developed a ten-step approach for building customer loyalty.<sup>9</sup>

## 10 Steps Toward Building ‘Customer Loyalty’

The **most important** thing to understand, and to keep in the forefront of one’s mind, is that the differences between the determinants of “customer satisfaction” and “customer loyalty” are, in many cases, quite subtle. And, it’s important to understand that, for the most part, the latter (customer loyalty) subsumes the former (customer satisfaction); in other words, by earning one’s loyalty, you are inherently making one highly satisfied.

With this in mind, we recommend the following 10 steps be taken.

### Step 1: **Identify desired behavioral outcomes**

Make a list of specific behavioral outcomes that your Agency is interested in among various constituent groups (park user groups, the community-at-large, special interest groups, your local electorate, et al.); for example, litter and/or graffiti abatement, volunteerism, acceptance of the need to pay parking and/or entry fees at certain parks and recreational facilities, perhaps voter support for a pending bond measure or tax initiative.

### Step 2: **Review the chart provided in Figure 4B**

Review the predictors of “customer loyalty” that are reported in Figure 4b. Specifically, the greatest amount of attention should be given to the first three (3) determinants of loyalty: (a) accountability, (b) credibility, and (c) trust.

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<sup>9</sup> Some of the recommended activities that are included in our ‘*10-Steps to Building Loyalty*’ came out of a workshop that followed a presentation we made on this topic during at the **2002 Park Training Conference**, co-sponsored by the California Park and Recreation Society (CPRS) and the National Recreation & Park Association (NRPA), held in Los Angeles, CA last April.

**Step 3: Remain cognizant of, and stay in touch with, BOTH your advocates and your opponents**

It's imperative to remain cognizant of your **advocates** and your **opponents** alike; furthermore, stay in touch with these stakeholders and/or stakeholder groups as much as possible and speak to their collective interests and concerns.

For example, the fourth determinant of customer loyalty rests with those who support your Agency over time. Thus, you should ask these people precisely what led them to becoming so supportive? One thing you will discover by communicating with your strong supporters is that they perceive your Agency as being accountable, credible and trustworthy; thus, begging the question: ***What led these people to such a conclusion?*** Once armed with the answer(s) to this critical question, you will be far better positioned to know what priorities to establish and where to invest your Agency's scarce, valued, and limited resources.

In our case, maintaining PUBLIC SAFETY is of great concern to all four categories of park users tested; as a result, we need to remind our advocates of the steps we routinely take to keep our regional parks, trails, and recreational facilities safe for public use. We must NOT assume that these facts will remain in the "forefront" of our advocates' collective mind.

Likewise, you should communicate (wherever possible) with those who are NOT strong supporters. When you do this, you will discover specific areas that merit immediate attention. It's highly likely that you will discover that people who are NOT strong supporters of your Agency are NOT AWARE of the very facts that led the first group to becoming strong supporters. Once you have access to this form of "intelligence" you can take specific action that will, over time, enhance customer loyalty.

**Step 4: Use the 'intelligence' secured from Steps 2 & 3 to help guide policy-level decision-making**

Clearly, you will already be aware of much of the "intelligence" you secure from communicating with your strongest supporters and non-supporters alike. Nonetheless, you undoubtedly will become sensitized to certain facts that will be instructive and even surprising to you. This form of "intelligence" can be used in developing public policy that is truly responsive to the collective desires, perceptions, and needs of the various constituent groups and organizations that your Agency was formed to serve.

**Step 5: Avoid the "trust me" factor**

Whenever and wherever possible, AVOID the "trust me" factor; toward this end, **document**, as much as possible, the NEED when establishing policy and/or addressing the financial concerns of your Agency. The very process of documenting all of your "facts" through an objective mechanism will eliminate the "trust me" factor when dealing with your colleagues and superiors, thus helping you impact the agenda in ways that might otherwise not be possible.

### Step 6: **Don't exaggerate**

Take care **NOT to be perceived as exaggerating** when discussing publicly the needs and challenges facing your Agency.

### Step 7: **Be clear how you are investing your Agency's resources**

Be clear to your constituent base precisely how your Agency is investing the scarce and valued resources (funds) within its authority. Create opportunities to share this information with key constituent groups whose members have a vested interest in such matters. Stay in touch with the community-at-large and with specific stakeholder groups; make it your business to communicate with these groups and organizations specifically about topics of concern to their respective agendas.

### Step 8: **Keep your employees cognizant of their role in building loyalty**

One "common sense" *finding* from the present research effort is that a key determinant of customer loyalty is CUSTOMER SERVICE. Further, the importance of all Agency employees doing their job well is made salient in two additional determinants of customer LOYALTY; (a) the impact of **one's personal experiences** while using our park facilities and (b) respondents' collective perceptions having to do with the **level of integrity** of the District's elected officials and professional staff, alike

As obvious as these *findings* may be, we need to share them with our District employees. Indeed, specific steps should be taken to reinforce with your employees what they can, and should, be doing to provide the best possible customer service possible; thus, maximizing the likelihood that your Agency will continue to realize its mission.

### Step 9: **Act on what's important to your constituents**

It's imperative that you act on what's important to your Agency's overall constituency, as well as various stakeholder groups and organizations.

Our model, for example, shows how providing **PUBLIC ACCESS** to the regional parklands within our domain leads to building loyalty to the District. This can have huge implications as our elected officials make decisions having to do with the balance between providing public access and dedicating certain properties to permanent open space, for example.

Whether or not your Agency has the resources available to commission a study similar to the one we presented herein, it is essential that specific steps be taken to remain cognizant of the collective perceptions and desires of the majority of your constituents, rather than allowing yourself to become embroiled in the agenda items of a limited few. While we are all vulnerable to "greasing the squeaky wheel," we must take whatever steps necessary to make certain that the **perceived** needs and desires of the majority of our constituents are attended to.

Step 10: **Build in an Annual Review of your Agency's business practices, using the above nine (9) steps as one of your measures**

It's far too easy to get caught up in the pressures of the moment and, as a result, lose sight of the fundamental determinants of what has led to your Agency's success in achieving its goals, objectives, and even its mission. One step toward NOT falling into this trap is to build into your routine a formal annual review of your Agency's business practices; one element of this review would be to revisit the above nine steps to make certain that there isn't an additional measure(s) that could, and should, be taken that will allow your Agency to go beyond traditional customer satisfaction to a higher plane...thus, enjoying the benefits inherent to attaining **CUSTOMER LOYALTY**.

#### SUMMARY CONCLUSION

We believe that the customer loyalty/satisfaction research presented above represents a compelling case in support of the notion that while customer satisfaction is, indeed, a necessary ingredient in the way all of us need to be doing business, clearly, it's NOT sufficient. Thus, in order for our respective Agencies to realize its greatest potential, it is necessary to move beyond customer satisfaction to building "customer loyalty."

Whether or not the 10 Steps Toward Building 'Customer Loyalty' are taken, we hold that park professionals and elected officials alike should at least become familiar with the elements that drive customer loyalty among constituents within the Parks and Recreation Industry; then, make every effort to place a priority on these determinants when investing their scarce and valued resources within their authority.

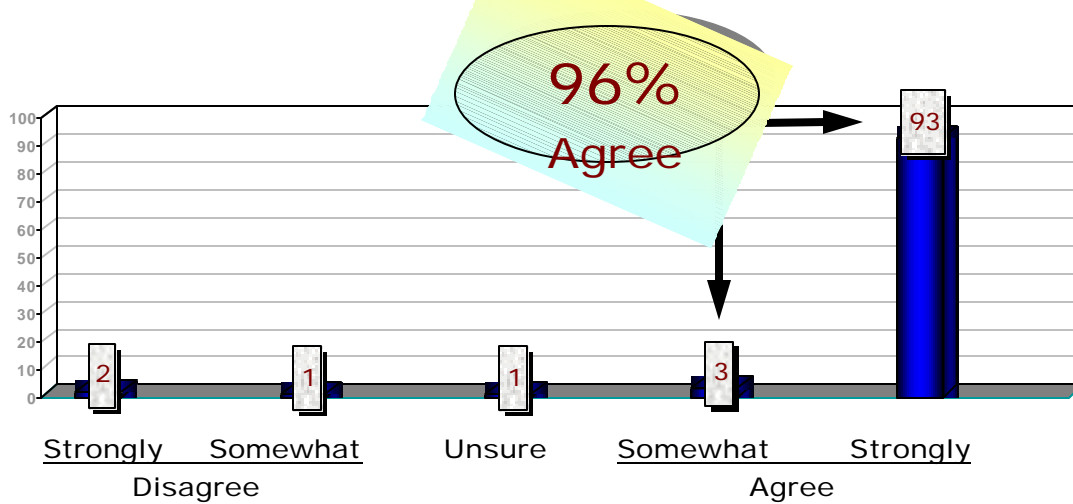
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For further information about the process that led to developing the **10 Steps Toward Building 'Customer Loyalty' among Constituents of Parks & Recreation** and/or to discuss how to you might apply this model in your public agency, contact either Pat O'Brien, General Manager of The East Bay Regional Park District at (510) 635-0138, Ext. 2000 or at [pobrien@ebparks.org](mailto:pobrien@ebparks.org); or Dr. G. Gary Manross, Chairman of Strategy Research Institute at (800) 224-7608, or at [srimanross@earthlink.net](mailto:srimanross@earthlink.net).

Figure 1  
 User Satisfaction/Loyalty Survey  
 East Bay Regional Park District

## Valuable Public Resource

**Question 1.1:** The regional park system, which consists of recreational parks, picnic areas, wilderness areas and trails, is a VALUABLE PUBLIC RESOURCE for East Bay residents.



## Improves the Quality of Life

**Question 1.2:** The availability of nearby recreational parks, picnic areas, wilderness areas open space and trails IMPROVES THE QUALITY OF LIFE for residents of the densely populated urban and suburban communities in Alameda and Contra Costa Counties.

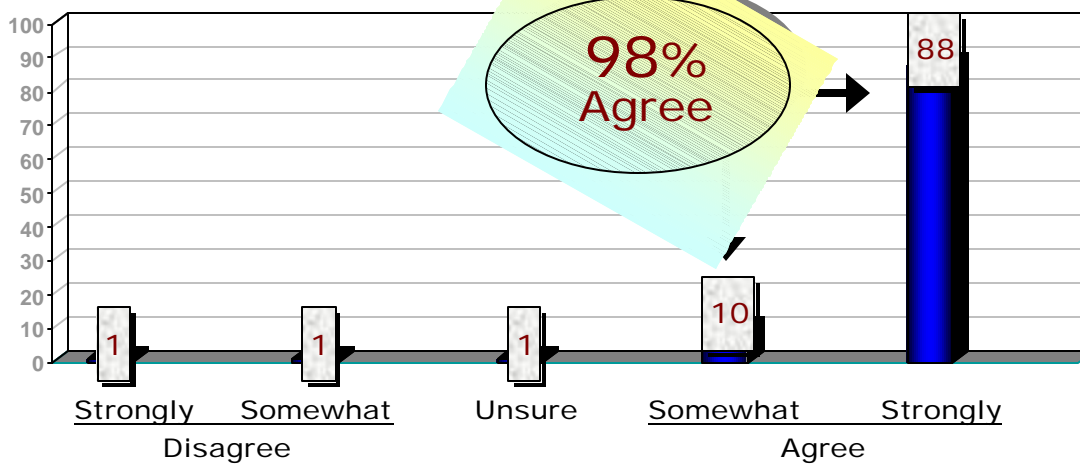
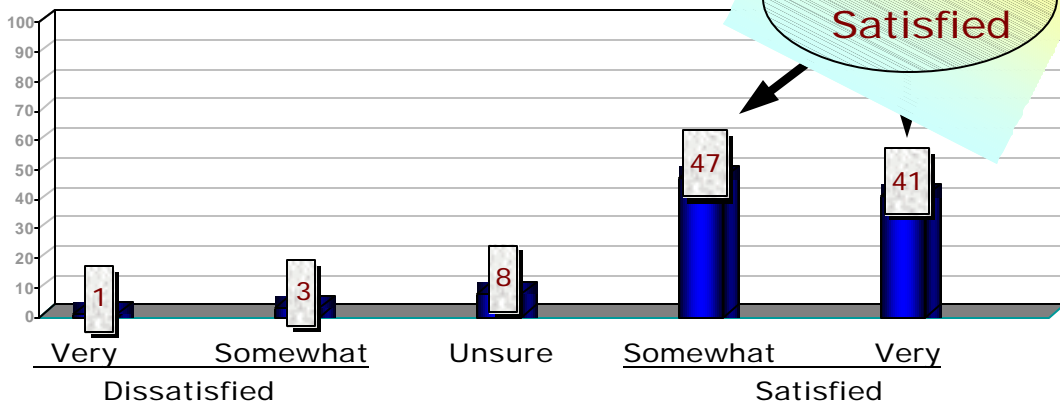


Figure 2  
 User Satisfaction/Loyalty Survey  
 East Bay Regional Park District

## Satisfaction With the Quality of Regional Parks & Trails

**Question 2.1:** How satisfied are you with the present QUALITY of the regional parks, trails, and recreation facilities in Alameda and Contra Costa Counties?



## Satisfaction with the Number of Regional Parks & Trails

**Question 2.0:** How satisfied are you with the present NUMBER of regional parks, trails and recreation facilities in Alameda and Contra Costa Counties?

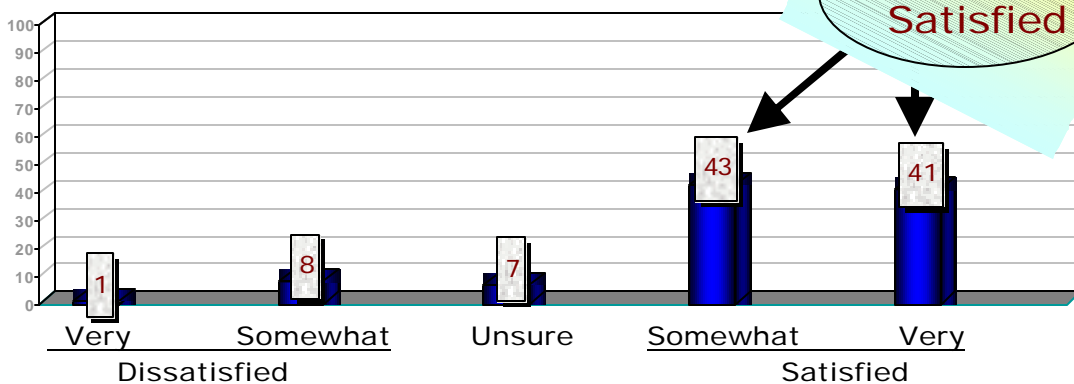


Figure 3A  
User Satisfaction/Loyalty Survey  
East Bay Regional Park District

# Significance of... Loyalty vs. Satisfaction

(Original Measures)

Predictors	Vote
<i>Satisfaction</i> (not significant)	.10 n/s
<i>Loyalty</i> (extremely significant)	.14**

\*\*Correlation is significant at the  $p < .01$  level

\*Correlation is significant at the  $p < .05$  level



Figure 3B

## RELATIONSHIP OF PREDICTORS OF SATISFACTION & LOYALTY TO HOW ONE VOTES

*Correlation Table*

Predictors		Vote
Q9_0	How Vote	1.000
Q2_0	Number of parks, trails, etc.	.01
Q2_1	Quality of parks, trails, etc.	.03
Q2_2	Maintenance of parks, trails, etc.	.02
Q5_0	Class/program attended	.02
Q5_1	<b>Public safety</b>	.14**
Q5_2	Cleanliness of facilities	.08*
Q5_3	Courtesy of employees/staff	.11*
Q5_4	Access to parks, etc.	.13**
Q5_5	Customer service (reservations/registration)	.13**
Q5_6	Trust & Integrity of professional staff	.16**
Q5_7	<b>Past experience</b>	.22**
Q8_1	<b>Responsible</b> in investing tax dollars	.04
Q8_2	<b>Trust</b> (District officials are trustworthy)	.08*
Q8_3	<b>Credibility</b> (Does NOT tend to exaggerate?)	.11**
Q8_4	<b>Accountability</b> (how \$ will be used)	.07*
Q8_5	<b>Always support tax</b> for District	.41**
Q8_6	<b>Accountability</b> (spend \$ as promised)	.03

**Legend**



Satisfaction\*\*

Correlation is significant at the p<.01



Loyalty\*

Correlation is significant at the p<.05





Figure 4A  
User Satisfaction/Loyalty Survey  
East Bay Regional Park District

# Significance of... **Loyalty** vs. **Satisfaction**

(Revised Measures)

Predictors	Vote
<b><i>Satisfaction</i></b> (not significant)	.10 n/s
<b><i>Loyalty</i></b> (extremely significant)	.28**

\*\* Correlation is significant at the  $p < .01$  level

\* Correlation is significant at the  $p < .05$  level



Figure 4B  
User Satisfaction/Loyalty Survey  
East Bay Regional Park District

What Determines  
**Loyalty**

(Rank-ordered)

1. (Q8.4) **Accountability** (.72\*\*) (Satisfaction)
2. (Q8.3) **Credibility** (.70\*\*) (Satisfaction)
3. (Q8.2) **Trust** (.69\*\*) (Satisfaction)
4. (Q8.5) **Always Support District** (.48\*\*) (Satisfaction)
5. (Q5.1) **Public Safety** (.32\*\*) (Satisfaction)
6. (Q5.5) **Customer Service** (.31\*\*) (Satisfaction)
7. (Q5.7) **One's past experience** (.29\*\*) (Satisfaction)
8. (Q5.6) **Integrity of elected officials & professional staff** (.27\*\*) (Satisfaction)
9. (Q5.4) **Access to parks & trails** (.27\*\*) (Satisfaction)

\*\* Correlation is significant at the  $p < .01$

**LEGEND**

Loyalty █  
Satisfaction █



Figure 5  
 User Satisfaction/Loyalty Survey  
 East Bay Regional Park District

## Inter-correlation of Predictors of Loyalty

Predictors		Responsible	Integrity	Credibility	Accountable	Always Support	Keep Promises
Q8_1	Responsible in investing tax dollars	1.000					
Q8_2	Trust & Integrity (real needs for \$)	.34**	1.000				
Q8_3	Credibility (tend to exaggerate?)	.34**	.35**	1.000			
Q8_4	Accountability (how \$ will be used)	.39**	.40**	.42**	1.000		
Q8_5	Always support tax for District	.20**	.25**	.18**	.15**	1.000	
Q8_6	Accountability (spend \$ as promised)	.51**	.58**	.46**	.41**	.22**	1.000

\*\*Correlation is significant at the  $p < .01$  level

