



Fairfax County Department of Family Services Customer Satisfaction Survey

2015 REPORT OF RESULTS

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The success of the survey ultimately rested with the 882 customers of Fairfax County Department of Family Services who gave their time to answer questions regarding DFS performance on the goals the organization has set for itself.

The Center for Survey Research is responsible for any errors or omissions in this report. Questions may be directed to the Center for Survey Research, P.O. Box 400767, Charlottesville Virginia 22904-4767. CSR also may be reached by telephone at 434-243-5222; by electronic mail at surveys@virginia.edu, or via the World Wide Web at: <http://surveys.virginia.edu/>.

Executive Summary

- The 2015 Fairfax County Department of Family Services (DFS) Customer Satisfaction Survey was conducted during the fall of 2015 by the Center for Survey Research at the University of Virginia.
- From a list of 3,500 clients, 882 clients completed the survey, yielding a response rate of 27.9% after estimating that 339 clients were ineligible for the survey. Overall, clients are very satisfied with DFS services. The mean rating for overall satisfaction with DFS services is 5.98 on a scale from 1 to 7 where 1 means “Very Dissatisfied” and 7 means “Very Satisfied.” This overall rating of 5.98 is not significantly different from the 6.00 reported in 2013, 5.96 reported in 2011, 5.99 reported in 2009, or 6.07 reported in 2007.
- Almost nine out of 10 (87.3 percent) respondents said that they are either very satisfied, satisfied, or somewhat satisfied with DFS services. This figure was 89.6 percent in the 2013 survey.
- As in 2015, the goal categories of “Respect” (3.92) and “Politeness & Professionalism” (3.87) received the highest overall mean ratings on a scale from 1 to 5 where 1 means “Poor” and 5 means “Excellent.” (In 2013, “Politeness & Professionalism” ranked first and “Respect” ranked second.) “Knowledge” also received a high overall mean of 3.81.
- The areas of moderate performance strength for DFS are the goal categories of “Quality of Life,” “Responsive to Needs,” “Providing Services” and “Explanations.”
- As in 2013, “Community Awareness” received the lowest overall performance rating with a mean of 3.43, which is not statistically different from the rating of 3.48 in 2013.
- As in 2009, 2011, and 2013, the most important DFS goal for driving customer ratings, as determined by a regression analysis, is “Quality of Life.” The next strongest driver is “Responsiveness to Needs.” These were the only two goal areas with high statistically derived impact on ratings of overall satisfaction with DFS.

- Mean performance ratings and statistically derived relationships among these ratings and overall satisfaction can be considered simultaneously for the goal areas. A “priority matrix” summarizes this information. This matrix is shown below.

		Derived Importance (Standardized betas from regression)		
		High	Medium	Low
Performance (Mean Performance Scores)	High		Politeness & Professionalism	Respect Knowledge
	Medium	Quality of Life Responsive-ness to Needs	Explanations Providing Services	
	Low		Providing Referrals Community Awareness	Convenience

- Goal areas found in the upper left and upper center of the matrix are strengths to be celebrated. While the upper-left cell is empty, “Politeness and Professionalism” received high marks for performance and was rated medium for its statistical impact on overall ratings of satisfaction. This is an area in which DFS gets high marks from clients and that has a moderately strong relationship to clients’ overall satisfaction with DFS.
- Goal areas found in the lower-left cell of the priority matrix would be the first order of concern for DFS. Happily, that cell is empty. Therefore, the goal area in the middle-left cell – “Quality of Life” and “Responsiveness to Needs” – represents the area of greatest concern for DFS because performance on this goal category is mediocre and it is very important to clients’ overall satisfaction with DFS. This goal category should be a priority for improvement, which would be likely to raise overall satisfaction among clients.
- The goal categories in the lower-center cell of the matrix, “Providing Referrals” and “Community Awareness,” are priorities because performance on these goal categories is low yet they are moderately important to clients’ overall satisfaction with DFS. These

goal categories should also be a priority for achieving a higher level of client satisfaction.

- “Convenience” was relatively poorly rated, but it is not a strong statistical driver of overall satisfaction.
- The overall trend in the 2015 ratings compared to 2013 was positive: 27 items showed small increases, 19 showed small decreases and six stayed the same. No items showed statistically significant increases or decreases between 2013 and 2015.

To summarize, the overall performance ratings for DFS services are mostly favorable, with the goal category of “Politeness and Professionalism” being the area of greatest strength. As mentioned,

the areas of concern are “Quality of Life” and “Responsiveness to Needs.”

Fairfax County’s Department of Family Services should take pride in its favorable rating for overall satisfaction among clients and for how it has been able to sustain this favorable rating across surveys spanning several years. Raising performance ratings for important goal categories, as well as striving to maintain current strengths, can further improve Fairfax County’s Department of Family Services. Survey ratings for the individual items that comprise these goal areas can help focus attention on areas for further discussion. Ratings for those individual items are detailed in the body of this report.

I. Introduction

About the Survey

The 2015 Fairfax County Department of Family Services (DFS) Customer Satisfaction Survey was conducted during the fall of 2015. The survey was sponsored and funded by DFS and conducted by the Center for Survey Research at the University of Virginia (CSR)¹. Survey packets were mailed October 1, 2015 to the home addresses of 3,500 DFS clients. The recipients were chosen randomly from an unduplicated list of all DFS customers.

The survey packets included an eight-page questionnaire, a postage-paid confirmation post card, an instruction sheet on how to request the questionnaire in a language other than English, a foreign language request post card, and a business-reply mail envelope.

Survey Methods

The questionnaire was designed to be completely anonymous. Instructions in the questionnaire asked respondents to complete the questionnaire and return it to CSR in the enclosed business-reply mail envelope. A separate postage-paid confirmation post card included instructions that asked respondents to print their name on the card and return it to CSR separately from the questionnaire. Returning the postcard separately allowed CSR to match the respondent's name to the mailing list and prevent further reminder notices from being sent without creating any identifying link to the actual completed survey. This protocol assures the survey respondents of complete anonymity while still allowing response reminders to be sent to non-respondents. The protocol was previously revised and approved by the University of Virginia Social and Behavioral Sciences Institutional Review Board. In 2015 the protocol was also reviewed and approved by the Department of Social Services Institutional Review Board.

In order to reach the diverse client population of Fairfax DFS, the questionnaire was available in five languages other than English. A respondent

who had difficulty with English could request a questionnaire translated into one of the five other languages by returning the foreign language request postcard. Table I-1 shows the number of requests that were made for a copy of the questionnaire in these languages.

Table I-1: Requests for Questionnaire in Other Languages, 2015

<i>Languages</i>	<i>Requested</i>	<i>Returned</i>
Arabic	0	0
Korean	12	5
Persian/Farsi	3	0
Spanish	38	19
Vietnamese	13	6

A thank you / reminder post card was mailed to the 3,500 respondents on October 14, 2015. The purpose of the postcard was to thank those respondents who returned a completed questionnaire and to encourage potential respondents who had not yet done so to participate in the survey.

The confirmation postcards that were returned by the respondents were recorded in a tracking list. The 2,971 respondents who did not return a confirmation postcard received a second survey packet shortly after November 5, 2015 with a reminder letter encouraging them to participate in the survey.

A number of packets were returned undeliverable due to incorrect addresses. The mailings for the first and second survey packets resulted in 240 packets returned undeliverable.

CSR began telephone reminder calls on November 24, 2015 to a random sample of 985 clients who had yet to return completed questionnaires. The purpose of the phone calls was to encourage respondents to participate in the survey and/or identify impediments that may be keeping individuals from completing the questionnaire. These 985 clients were attempted at least two times by telephone. CSR assisted some of the respondents by completing the questionnaire via telephone in both Spanish and English.

As a result of the phone calls, 40 additional survey packets were mailed. Data collection efforts were

¹ Study contact: James M. Ellis, Center for Survey Research, University of Virginia, jimellis@virginia.edu or 434-243-5224.

closed on December 29, 2015. Table I-2 shows the sequence of survey tasks.

Table I-2: DFS Survey Tasks and Dates, 2015

<i>Task</i>	<i>Date</i>
First survey packet mailed	10/1/2015
Thank you / reminder post card mailed	10/14/2015
Second survey packet mailed	11/5/2015
Telephone reminder calls began	11/24/2015
Telephone reminder calls end	12/3/2015
Close mail-out data collection	12/29/2015

Questionnaire Design

The 2015 questionnaire was nearly identical to the questionnaire used in the previous study in 2013. The objectives of the survey were to measure current customer satisfaction with DFS and evaluate changes since the prior surveys. The following goal areas were measured in 2015:

- Goal 1:* Staff is polite and professional.
- Goal 2:* Staff treats people with respect.
- Goal 3:* Staff clearly explains program services.
- Goal 4:* Staff is knowledgeable of programs and services.
- Goal 5:* Staff provides services requested.
- Goal 6:* Staff provides referrals as necessary.
- Goal 7:* Staff / department are convenient.
- Goal 8:* Staff is responsive to client’s needs.
- Goal 9:* Community is aware of services.
- Goal 10:* The services make a difference in the quality of life for individuals.

To analyze customers’ overall satisfaction with DFS, respondents were asked a general “Overall Satisfaction” question as well. Finally, a single open-ended question was placed at the end of the questionnaire. This question asked respondents to share any additional comments or thoughts they may have about DFS services. See Appendix E for a copy of the questionnaire. See Appendix F for the content of the open-ended question.

Sampling

DFS provided CSR with lists of customer names and addresses representing 22 different DFS services. After removing duplicate names within

and across services, there were 91,425 names. When names were found on multiple lists, they were assigned at random to one of the lists on which they were found. This ensured that smaller client populations would be represented in the sample. The sample was then drawn at random proportionally within each service type, so that the proportions of names in each service type within the sample matched those proportions within the unduplicated list as a whole. As noted earlier, 3,500 names were randomly chosen from the unduplicated list.

Survey Response

Table 3 in Appendix G summarizes the sampling strategy and the survey responses. The left half of the table lists the service groups included in the sample, the number of cases chosen from among the names assigned to each service group, and the percentage of the total sample allocated to each of the individual services. The right half of Table 3 shows the actual number of services selected by respondents to the survey questionnaire. Respondents were instructed in the questionnaire to check all services they are currently receiving, thus they could select more than one service beyond the service represented by the group from which they were originally sampled.

A total of 882 respondents completed and returned usable questionnaires. However, the number of services checked was 1,444, which would indicate that some respondents are receiving more than one service from DFS.

Services provided by DFS can be grouped into four main categories. Table 4 in Appendix G shows the sample list as well as the response and case percentages of respondents in these four categories.

Response Rate

The response rate is calculated by dividing the number of completed usable questionnaires (882) by the number of potential valid respondents in the sample (3,161). The response rate for this survey is 27.9 percent. The margin of error for the survey is +/-3.29% for questions answered by all respondents (the error for subgroups is larger). The sample was not disproportionately stratified, it was not clustered, and there was no weighting therefore the estimate of the sampling error does not include any design effects.

Table 5 in Appendix G shows the complete disposition report for the survey.

Demographic Overview

Women account for 74.4 percent of the respondents who indicated their gender, which may be consistent with the population that Fairfax DFS serves.

About one third (35.8 percent) of the responding households have two or fewer residents, 45.0 percent have three or four residents, and 19.2 percent have more than four residents living in the household.

The age category with the largest representation in the sample is 25 to 44 year olds, who represent 37.9 percent of the cases. Persons aged 16 to 18 represent 1.3 percent of the sample, respondents aged 19 to 24 represent 2.4 percent, those aged 45 to 59 years old represent 26.7 percent, ages 60 to 74 represent 16.5 percent, and ages 75 or older account for 15.2 percent of the sample.

Over four fifths (84.5%) of the respondents reported living in Fairfax County for five years or longer, 7.3 percent reported three to four years, 4.9 percent reported one to two years, and 2.4 percent reported less than one year. In addition to those living in Fairfax County, 0.9 percent reported living outside of Fairfax County.

The majority (57.0%) of the respondents indicated that English is the language most often spoken in their household while 15.2 percent named Spanish as their household language and another 27.8 percent indicated some other language.

Almost one third (31.7%) of the respondents indicated that they are working full-time. The next largest contingent of respondents (19.9%) indicated that they are retired, and 14.0 percent of respondents work part time. Respondents who are either permanently disabled and probably will never work again (13.3%) or who are looking for work (8.7%) represent more than one fifth of the cases. Additionally, 6.7 percent of respondents are not currently working because they are taking care of children or other family members, 3.4 percent are not working because of a temporary illness or injury, and 2.3 percent are currently in school or job training instead of the workforce.

When asked about educational level, respondents who have less than a high school diploma (23.3%)

and those with a GED (2.9%), a high school diploma (22.0%), or job training (3.9%) collectively account for slightly more than half of the cases. Those with some college (13.7%), a college degree (19.5%), or a graduate degree (14.8%) represent slightly fewer than one-half (48.0%) of the respondents.

Respondents were asked to choose a race or ethnicity that best describes their background. About two-fifths (41.6%) of the respondents identified themselves as Caucasian, 26.1 percent as Asian, 18.3 percent as African-American, and 14.1 percent indicated something else as their identity.

Respondents were also asked if they consider themselves to be Hispanic (or Latino), or Middle Eastern (or Arab). About two in ten (21.7%) identified themselves as Hispanic and 9.3 percent identified themselves as Middle Eastern.

About the Report

Overview

The report begins with an analysis² of the overall questions—in particular, how satisfied customers are with various DFS services. These services constitute goal categories on the survey. In the sections that follow, each goal category is discussed by noting the high and low ratings and the significant items that drive customer satisfaction. The next sections address the issues identified by customers as important, assess performance on each of the goal categories, and present a priority analysis. The final section is a summary of findings.

Questionnaire Scales

Questions in each goal-category section asked the responding customers to rate Fairfax DFS on each of the topics by responding to a five-point scale anchored by “Excellent” to “Poor.” When scoring the responses, the scales were reversed so that higher numbers represent preferred outcomes (*e.g.*, 5=Excellent, 1= Poor).

The final question in the overview section used a different scale. This overall satisfaction question

² Several different analyses were performed on the data. The data were not weighted for any of the analyses.

(L1) used a seven-point scale with anchors of “Very Satisfied” to “Very Dissatisfied.” To maintain compatibility during analysis, the scales were also reversed so that high numbers represent favorable outcomes and low numbers indicate less favorable outcomes. The scoring technique for this question is shown in Table A.11 of Appendix A.

Regression Analysis

Multiple regression analysis is a statistical method used to analyze relationships between a set of variables known as *independent variables* and a single variable known as the *dependent variable*. The objective is to use the independent variables to predict variation in the dependent variable. A regression analysis weights the independent variables to ensure maximal prediction of the dependent variable from the set of independent variables. The regression analysis produces standardized regression coefficients (or weights) known as betas (β) that can have a value ranging from -1 to +1. The betas can be interpreted as the importance of the independent variables in predicting the dependent variable relative to the other independent variables in the regression equation.

A regression analysis established the influence of each goal category on overall customer satisfaction with DFS services. Here, the dependent variable was “Overall Satisfaction” (L1) and the independent variables were the overall items for each of the goal categories (B6, C5, D5, E3, F5, G4, H7, I4, J5 and K5). The results are shown in Table C.11 of Appendix C.

In addition to the analysis of the overall ratings for each goal category, each goal-category’s overall rating was regressed on the goal category’s individual items. That is, specific goal-category items were positioned as predictors of the overall rating for the goal-category. The results of the multiple regression analyses for each goal category are in Tables C.1 through C.10 in Appendix C.

In the regression analyses, survey items are ranked in order of importance for each goal category. The importance weights are shown in the beta column and the level of significance is in the significance column. To be statistically significant, the level of significance must be .05 or less.

The adjusted R-square is an overall measure of the strength of the regression analysis. It is found in the table footnote. It can take on values from 0 to 1. Larger R-squares represent greater explanatory power for the predictors taken as a group.

Cross-tabulation Analysis

Demographic questions were included at the end of the questionnaire to obtain information about the respondents who completed the survey. In this study, a cross-tabulation analysis relates demographic variables to ratings of the items in the goal categories as well as the overall satisfaction rating. In this way we can evaluate differences in ratings given by sub-populations, such as males versus females, or those with different level of education.

Tests of statistical significance were used to verify the existence of differences in satisfaction among various subgroups. We used t-tests to test for differences in proportions and means among ordinal demographic sub-groups. The results of the demographic cross-tabulation analysis are in Appendix D.

II. Overall Evaluation

Rating Fairfax County's Department of Family Services

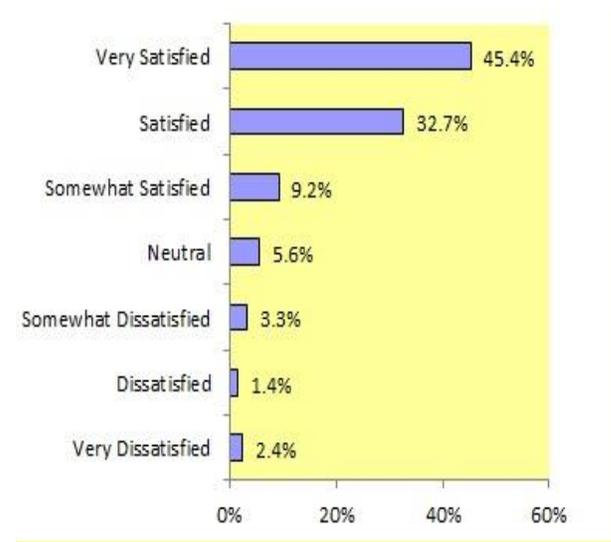
Overall, respondents are satisfied with Fairfax Department of Family Services (DFS). On a scale from 1 to 7 where 1 means very dissatisfied and 7 very satisfied, respondents were asked to rate their overall satisfaction with the services they received from the DFS.

Overall, how satisfied are you with the services you received from the Department of Family Services?

Performance Analysis

Figure II-1 illustrates how participants rated their overall satisfaction with the services they received from DFS. More than four out of ten (45.4%) respondents said they are very satisfied with the services they received. Almost one third (32.7%) and slightly less than one tenth (9.2%) of respondents said they are satisfied or somewhat satisfied with the services they received, respectively, while 7.1 percent of respondents indicated that they are somewhat dissatisfied, dissatisfied, or very dissatisfied with the services, and a similar proportion (5.6%) rated their "Overall Satisfaction" as neutral. On the scale from 1 to 7, the mean rating for "Overall Satisfaction" is a favorable 5.98. Refer to Table A.11 in Appendix A for a complete distribution of responses for this item.

Figure II-1: Overall Satisfaction with DFS Services, 2015



Importance Analysis

Table C11 in Appendix C provides the results of the importance analysis. Respondents' "Overall Satisfaction" ratings are regressed on a number of predictor variables including the overall ratings for "Respect," "Politeness & Professionalism," "Explanations," "Knowledge," "Providing Services," "Responsive to Needs," "Quality of Life," "Providing Referrals," "Convenience," and "Community Awareness." All of these items are rated on a scale from 1 to 5 where 1 equals "Poor" and 5 equals "Excellent."

The regression analysis has an adjusted R-square of 0.625 which indicates a good fit with a significant overall relationship. "Quality of Life" and "Responsiveness to Needs" are statistically significant predictors of "Overall Satisfaction." "Respect" was negatively related to overall satisfaction³, while the other seven goal categories were positively related but did not reach statistical significance. As in 2011 and 2013, with the other variables held constant, "Quality of Life" has the greatest impact on "Overall Satisfaction."

³ The negative beta coefficient may be the result of correlations among the predictor variables (multicollinearity).

Demographic Analysis

As in 2013, the demographic analysis uses gender, household size, race, age, number of years lived in Fairfax County, primary language spoken, work status, and education as variables (see Appendix B for frequencies on the demographics). The results from 2015 indicate no statistically significant differences in “Overall Satisfaction” in customer service among the demographic variables that were analyzed. In 2013, there were significant differences by age, length of residence, household size and work status from previous years.

Although no statistically significant demographic differences were found in the 2015 overall rating, there were some smaller differences worth noting:

- Those living in households of three to four people (mean rating of 6.12) were more likely to express satisfaction than those living in smaller households (mean rating of 5.90). Smaller households were also less satisfied in 2013.
- Respondents who identified as White were more satisfied overall with services (mean rating of 6.22) compared to those who identified as Asian (mean rating of 5.93) or Hispanic (mean rating 5.83).
- Those who had received a college or professional degree rated higher satisfaction levels (mean rating 6.05) when compared to respondents with job training or some college (mean rating 5.86) and a high school diploma or less (mean rating 5.95).
- Age as a demographic predictor of overall satisfaction of services resulted in higher scores from the youngest and oldest age categories (mean ratings of 6.23 and 6.12 respectively) when compared to 25-44 year old respondents (mean rating 5.90) and 45-59 year old respondents (mean rating 5.85).
- Respondents who have lived in Fairfax County for two years or less gave lower ratings (mean rating of 5.73) than did those in other categories (mean ratings ranging from 5.98 to 6.14).

Overall Goal Category Items

This year, as in 2013, each goal category in the survey was summarized with a single item that asked respondents to give an overall rating for that particular goal category (refer to Appendices A and E). Each overall goal category item is based on a five-point scale from 1 to 5 where 5 equals “Excellent” and 1 equals “Poor.”

When observed together, the mean ratings of these overall items allow for a more illustrative description of how respondents rate the DFS staff in regards to each particular goal category (see Table II-1). As in 2013, respect (with a rating of 3.92) and politeness/professionalism of staff (3.87) received the highest rankings (though in 2013, politeness/professionalism ranked first and respect ranked second). These items are followed by job knowledge (3.81), quality of life (3.77), explanations of services (3.76), provision of services (3.76), and responsiveness to needs (3.69). As in 2013, convenience of staff (3.59), providing referrals (3.58), and community awareness (3.43) received the lowest ratings.

Trends in Overall Goal Ratings

Table II-1 ranks the mean overall ratings from 2015 and also shows the 2013 ratings as well as the combined percentage of “excellent,” “very good,” and “good” responses.

For the most part, rankings of overall goal category items have remained stable. The top two overall goal categories were the same as in 2013, though they switched places. All other rankings remained in the same order as 2013.

Table II-1: Trends in Goal Ratings, 2013-2015

Rank 2015	Mean 2015	Excellent, Very good, and good (%)	Overall Evaluation Items	Description	Rank 2013	Mean 2013	Excellent, Very good, and good (%)
1	3.92	86.2	C5	Respect	2	3.90	89.5
2	3.87	86.0	B6	Polite & Professional	1	3.91	88.5
3	3.81	86.5	E3	Knowledge	3	3.78	86.9
4	3.77	83.9	K5	Quality of Life	4	3.77	85.3
5	3.76	84.3	D5	Explanations	5	3.73	86.2
5	3.76	84.5	F5	Providing Services	6	3.72	85.7
7	3.69	82.7	I5	Responsiveness to Needs	7	3.68	83.7
8	3.59	79.6	H7	Convenience	8	3.58	83.3
9	3.58	81.0	G4	Providing Referrals	9	3.49	79.5
10	3.43	77.0	J5	Community Awareness	10	3.48	79.9

Summary

Overall, clients give good ratings to the services they receive from DFS. This is demonstrated with a mean score of 5.98 on a scale from 1 to 7 where 1 equals “Very Dissatisfied” and 7 equals “Very Satisfied.” This rating is very similar to ratings in other years of the survey, though it represents a very slight decrease from the 6.00 rating that this measure received in 2013.

The regression analysis reveals that clients’ “Overall Satisfaction” ratings with DFS services are most impacted by “Quality of Life,” followed by “Responsiveness to Needs.” The following section of the report provides a detailed analysis of each goal category and the individual survey items.

III. Goal Categories

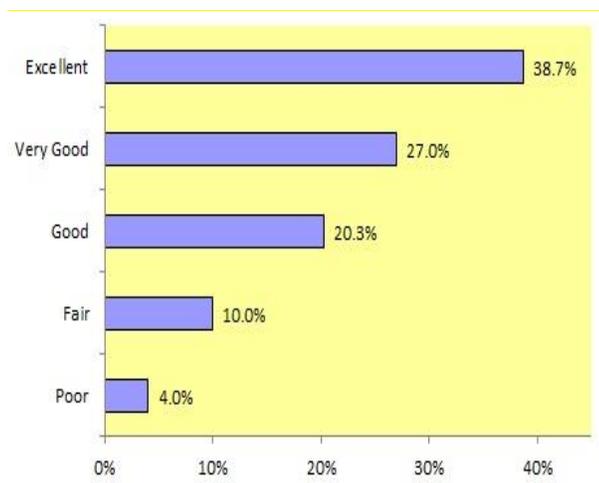
The report now turns to an analysis of the survey instrument’s goal categories. Each goal category is assessed using a five-point scale ranging from 1 to 5 where 1 equals “Poor” and 5 equals “Excellent.”

Politeness & Professionalism

One of the goals assessed is the politeness and professionalism of the staff. In order to evaluate this goal, a number of questions were asked of respondents. These include the patience of the staff, courtesy of the staff, politeness of the staff, how carefully they listen to clients, how promptly they handle clients’ requests whether or not the requests are in person, by telephone, or by mail.

Figure III-1 presents the overall ratings of the politeness and professionalism of DFS staff. Overall, clients gave high ratings to the overall behavior of the staff in being polite and professional. More than one-third (38.7%) of the respondents rate the overall behavior of the staff in being polite and professional as excellent, while just slightly less than half (47.3%) rate it as either very good or good (see Table A.1 in Appendix A).

Figure III-1: Overall Behavior of the Staff in Being Polite and Professional, 2015



Performance Analysis

Of all the questions used to assess the overall behavior of the staff in being polite and professional, the politeness of the staff when speaking to clients and the staff’s patience and courtesy received the highest mean ratings. The mean rating for these two items is respectively 3.97 and 3.91 on the same five-point scale. Next on the list of highest rated items are how carefully the staff listens to clients (3.89) and how promptly the staff handles clients’ requests whether they are in person, by telephone, or by mail (3.58). The lowest mean rating is attributed to how promptly the staff returns clients’ phone calls (3.40). When asked to rate the overall behavior of the staff in being polite and professional, clients gave a mean score of 3.87.

Analysis of the 2015 mean ratings indicates no statistically significant differences from the 2013 results, though ratings for most measures showed slight decreases from 2013.

Importance Analysis

The regression analysis indicates a good fit with a very significant overall relationship. With the exception of how promptly staff returns telephone calls, all the items used to assess this goal have a statistically significant impact on the assessment of the overall behavior of the staff in being polite and professional. As in 2013, the politeness of the staff when speaking to clients has the greatest impact. This item is followed by the staff’s patience and courtesy, the prompt handling of clients’ requests, and how carefully staff members listen to clients. As in 2013, the prompt return of telephone calls has the least impact on overall ratings of DFS staff when it comes to “Politeness & Professionalism,” and as noted, it is not statistically significant.

See Table C.1 in Appendix C for a complete listing of the regression analysis for the politeness and professionalism of the staff.

Demographic Analysis

Analysis of the ratings of the “Politeness & Professionalism” goal items and the demographic variables education level, race, and household size play a significant role in how clients perceive this goal category. Ratings differed between genders

in only how politely staff speaks, with men giving a significantly higher score than women.

Clients with a college or professional degree are more likely to give higher ratings for two of the six items in this goal category (rating higher in how politely staff speaks and overall rating of professionalism) as compared to clients with a high school education or less. In three of the six items in this category (including promptness of staff in returning telephone calls and responding to requests, as well as overall satisfaction), college educated clients also gave higher ratings than those with job training or some college.

White respondents were more likely than Asian or Hispanic respondents to give high ratings on the overall assessment of politeness and professionalism. White respondents also gave significantly higher ratings than Asian or Hispanic respondents in the areas of patience and courtesy, how carefully staff listen, and how politely staff speak.

Clients representing households with 3-4 members reported greater satisfaction in all parameters compared to those with the smallest households.

Summary

Overall, respondents gave favorable ratings for the “Politeness & Professionalism” of the DFS staff members. All of these ratings were statistically unchanged from 2013 levels, and all decreased in value.

Similarly to 2009, 2011, and 2013, the performance analysis reveals that the staff’s politeness and patience and courtesy received the highest ratings from DFS clients in this goal area. Also similarly to 2009, 2011, and 2013, the importance analysis reveals that that the politeness of the staff when speaking to clients has the greatest impact on the overall rating for “Politeness & Professionalism.”

Analysis of the mean ratings by the demographic variables also reveals that the clients’ race, household size and education level have a significant impact on how they rate the politeness and professionalism of the staff.

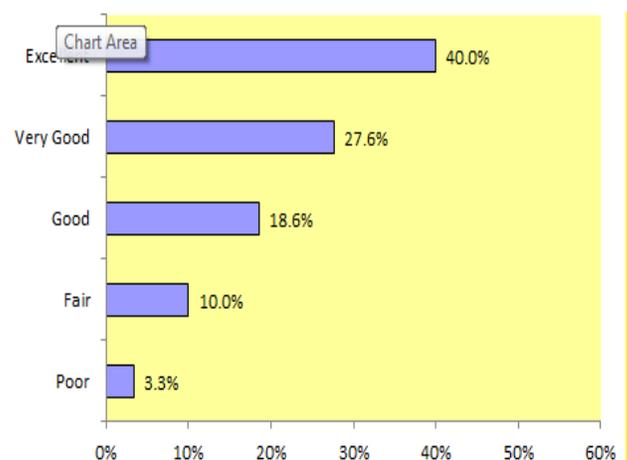
Respect

This goal category assesses the extent to which DFS staff treats clients in a respectful manner.

Included in the questions to evaluate this goal are the staff’s respect for different cultures, races and ethnic groups, their willingness to accept clients’ suggestions, and their respect and courtesy toward other customers and other co-workers.

Overall, clients gave high ratings to the respect and courtesy shown by DFS staff members. Two out of five respondents (40.0%) rated this item as excellent and more than one quarter (27.6%) rated it as very good. An additional 18.6 percent rated DFS staff’s respect and courtesy as good. Combined, less than fifteen percent (13.3%) of the respondents rated it as either fair or poor (see Figure III-2).

Figure III-2: Overall Respect and Courtesy Shown by Staff Members, 2015



Performance Analysis

The questions regarding “Respect” of DFS staff members are shown in Table A.2 of Appendix A. Of all the items used to evaluate this goal, the staff’s respect and courtesy toward co-workers received the highest mean rating (4.01), followed by respect for different cultures, races, and ethnic groups (3.98). These two items also received the highest ratings in this series in 2013, though in that year respect for different cultures, races, and ethnic groups ranked first and respect and courtesy toward coworkers ranked second. Next on the list of rated items in 2015 are the respect and courtesy of DFS staff toward other customers (3.87) and their willingness to listen to and accept clients’ suggestions (3.83). The overall respect and courtesy shown by the staff is rated at 3.92.

Overall, each item in this goal category either received an equal or higher rating in 2015 than in

2013; however none of the increases reached statistical significance.

Importance Analysis

The regression results of the overall respect and courtesy shown by DFS staff on these goal items are shown in Appendix C. The results indicate a very good fit with a significant overall relationship.

All the predictor items are positively related to the overall respect and courtesy shown by DFS staff members and are statistically significant. Staff's respect and courtesy toward other customers had the strongest impact on overall respect, followed by willingness to listen and accept suggestions. These items are followed by staff's respect and courtesy toward coworkers and staff's respect for different cultures, races, and ethnic groups. The most notable difference between these results and those from 2013 is that the predictor item that had been the most important in this category in 2013 – respect and courtesy toward co-workers – ranks only third in 2015 (see Table C.2, Appendix C).

Demographic Analysis

As was the case with the “Politeness and Professionalism” goal category, race, education, and household size are the demographic variables most likely to impact responses to questions involving respect and courtesy. Employment status yielded significantly different ratings in one area, as retired respondents rated staff lower on respect and courtesy toward coworkers than respondents in the three other work status categories.

For each of the five items within this goal category, respondents with a college degree gave higher ratings than respondents with either a high school diploma or less or some college or job training.

White respondents gave higher ratings than did Hispanic respondents for all five items in this category. Additionally, white respondents gave higher ratings than Asian respondents in all categories except willingness to listen and accept suggestions. Black respondents gave significantly lower ratings than white respondents in two areas (respect toward other customers overall respect and courtesy shown by staff).

Respondents representing 3-4 person households were more satisfied with all five items in this goal category than those in households with 2 persons or less. Respondents representing 4 or more person households were also more likely to rate staff lower on respect towards other customers than respondents with households of 3-4 individuals.

Other demographic variables generally had little impact on responses.

Summary

Overall ratings of the “Respect” goal category are very positive. Performance ratings are highest for respect and courtesy toward coworkers and respect for different cultures, races, and ethnic groups. The importance analysis shows that staff's respect and courtesy toward other customers and willingness to listen and accept suggestions have the greatest impact.

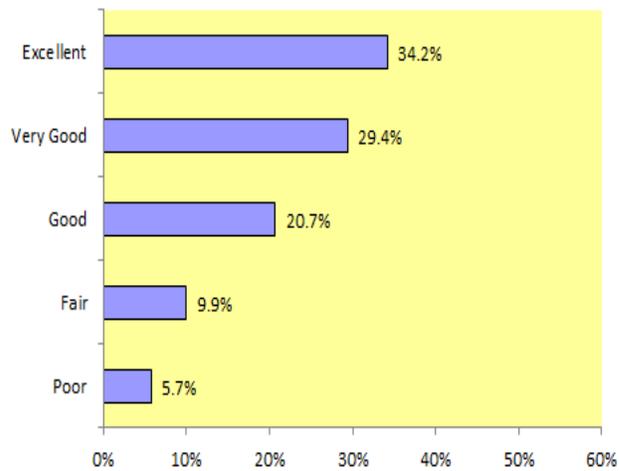
Analysis of the mean ratings and demographic variables indicates that race, education and household size play an important role in rating this goal category items.

Explanations

Table A.3 in Appendix A displays the items for the goal category of staff explanations about DFS programs and services. The overall measure of this goal category asks respondents to rate the explanations given to clients by staff members.

Overall, over one third of respondents (34.2%) rate the explanations given to them by the staff as excellent and nearly another third (29.4%) rate them as very good. About one fifth (20.7%) rate the overall explanations of DFS staff as good. 15.6 percent of respondents rate the explanations given to them as either fair or poor (see Figure III-3 below).

Figure III-3: Overall Rating of Explanations Given to Clients by Staff Members, 2015



Performance Analysis

As in 2013, understandable explanations and descriptions about services and programs received the highest mean rating (3.82) of all the items in this goal category. This item is followed by explanations of what is needed to get help with a mean rating of 3.77 and explanations of what staff will do to assist you with a mean rating of 3.73. As in 2013, explanations of a client's legal rights (3.68) received the lowest mean rating. On the same five-point scale, clients rate the overall explanations given to them at 3.76.

Once again, all items in this goal category received higher ratings in 2015 than in 2013, but none of the increases were statistically significant.

Importance Analysis

The regression results of the staff's explanations of programs and services are shown in Table C.3 of Appendix C. All items in this goal category are positively related to the overall ratings of explanations given to clients and are also statistically significant. The results indicate a very good fit with a significant overall relationship.

Explanations of a client's legal rights have the greatest impact on this goal category, followed by explanations about what staff will do to assist the client and explanations of what clients need to do to access help or services. Explanations and descriptions of services and programs have the least importance. Explanations of legal rights were also the most important item in this category in 2011 and 2013.

Demographic Analysis

Household size and employment status have the most powerful effects on respondents' assessments of explanations provided by staff. Respondents with a household size of 3-4 gave higher ratings than those with 2 or fewer people in the household on four of the five items (all except explanations of legal rights). Respondents with more than 4 individuals in their household were more likely to rate lower than those with 3-4 individuals in the item of explanations of what you need to get help.

Clients working full time gave higher ratings on two items compared to respondents who cannot work (including explanations and descriptions about services and explanations of legal rights). Additionally, respondents with part time work or looking for work rated explanations and descriptions given by staff about services significantly higher than those who cannot work.

Summary

In general, staff members received moderately positive ratings for their knowledge about DFS programs and services. While the performance analysis indicates that the highest rated item is understandable descriptions about services and programs and explanations of what is needed to get help or services, the importance analysis highlights explanations of the client's legal rights as being the most important factor related to overall satisfaction with explanations by DFS staff.

This year, household size and employment status are the main determining demographic variables in rating the knowledge of the staff about DFS programs and services.

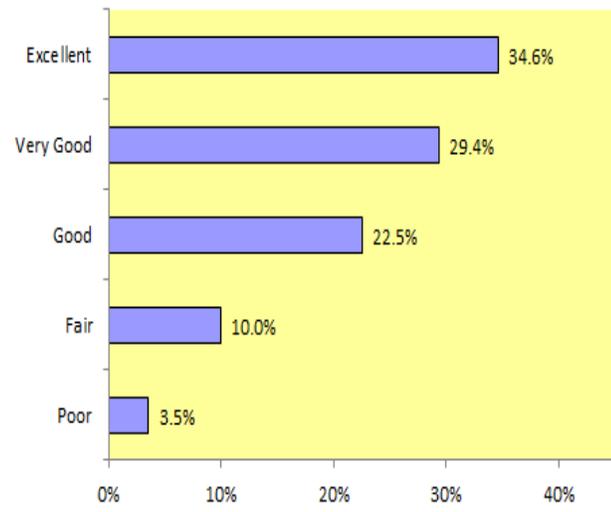
Knowledge

Respondents were also asked a set of three questions to evaluate whether or not the staff is knowledgeable about programs and services. The overall measure in this goal category assesses the knowledge of DFS staff about programs and services.

Over one-third (34.6%) of respondents rate the overall job knowledge of DFS staff as excellent and 29.4 percent rate it as very good. About one-quarter (22.5%) rate the overall job knowledge of DFS staff as good, while 10.0 percent rate the

overall job knowledge of DFS staff as fair and 3.5 percent rate it as poor (see Figure III-4).

Figure III-4: Overall Job Knowledge of Staff Members, 2015



Performance Analysis

The items comprising “Knowledge” are listed in Table A.4 of Appendix A. These items assess the staff’s knowledge of important policies and procedures and whether or not the provided handouts are helpful in explaining DFS programs and their requirements.

As in 2013, the staff’s knowledge of important policies and procedures tops the list with a mean rating of 3.84 on the five-point scale. The helpfulness of the handouts in explaining DFS programs and requirements received a mean rating of 3.73. The mean rating of the overall measure is 3.81 on the same five-point scale. Analysis of the 2015 mean ratings indicates no significant differences from the 2013 results, though ratings for all three measures did show a slight increase from 2013.

Importance Analysis

The regression analysis of the items in this goal category reveals that both the staff’s knowledge of important policies and procedures as well as handouts explaining programs are significant predictors of the overall job knowledge of the staff. The results indicate a very good fit with a significant overall relationship.

The 2015 importance analysis results are similar to the 2013 results. In both cases, the staff’s knowledge of important policies and procedures has a greater impact on the overall job knowledge of the staff than do the provided handouts. Refer to Table C.4 in Appendix C for a listing of the regression analysis results.

Demographic Analysis

Race and household size are the most influential demographic categories. Respondents with a household size of 3-4 individuals gave higher ratings than respondents the smallest household size on all three items on both knowledge of policies and procedures, and the overall rating of explanations by staff.

White respondents were significantly more favorable in their ratings towards staff knowledge of policies and procedures than Asian respondents.

Summary

Overall, ratings for the “Knowledge” goal category are moderately favorable. In particular, clients gave high mean ratings (3.84) to staff’s knowledge of policies and procedures.

Both the performance and importance analyses indicate that the staff’s knowledge of important policies and procedures has a great impact on the effective communication of DFS program requirements.

Analyses of the mean ratings by the demographic variables reveal that household size and race are the demographic variables that have the most notable impact on the level of ratings.

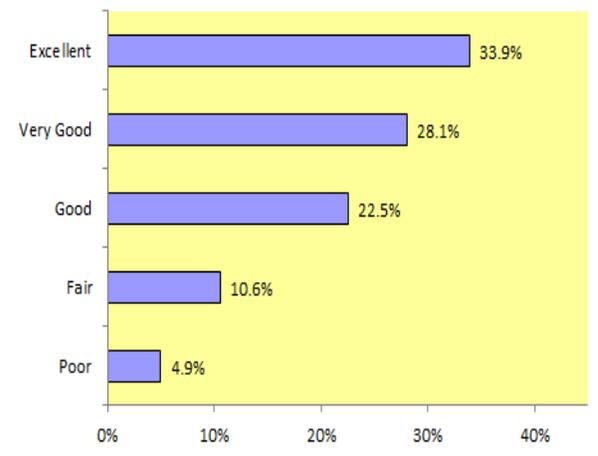
Providing Services

The items regarding “Providing Services” are shown in Table A.5 of Appendix A. These items assess the extent to which staff members make an effort to learn the details of requested services, understand a client’s personal needs, work well with co-workers to provide services, and handle client’s paperwork. Finally, the overall measure of this goal category evaluates the competence and completeness of staff’s work.

One third (33.9%) of respondents rate the overall competence and completeness of DFS staff’s work as excellent and 28.1 percent rate it as very good. About one quarter (22.5%) of the respondents rate

the staff's overall competence and completeness of their work as good, 10.6 percent rate it as fair, and 4.9 percent rate it as poor.

Figure III-5: Overall Competence and Completeness of Staff's Work, 2015



Performance Analysis

The way staff works with co-workers tops the list of this goal category with a mean rating of 3.75. Close behind was respondents' rating of how staff handles paperwork (3.72) and their rating of staff's efforts to learn the details of clients' needs (3.71). The staff's effort to understand a client's personal needs received the lowest mean score of 3.67. The overall competence and completeness of staff's work received a mean rating of 3.76. There were no significant differences in the 2015 ratings compared to 2013. Each item in the goal category showed a modest increase in its 2015 rating compared to 2013, with the exception of how staff works with co-workers, which received a modestly lower rating in 2013.

Importance Analysis

A regression analysis reveals that all four items from this goal category are positively related to the overall ratings of competence and completeness of the staff's work (and are statistically significant predictors). The results indicate a very good fit with a significant overall relationship.

Handling of paperwork has the strongest effect on overall competence, followed by how well staff works with co-workers to provide services, efforts to understand personal needs, and efforts to learn details of why clients need services. The order of importance of the top two items is the same as 2013.

Table C.5 in Appendix C lists the results of the regression analysis in relation to ratings of overall competence and completeness of the staff's work.

Demographic Analysis

Analyses of the mean ratings by the demographic variables indicate that household size and employment status have the strongest effects on assessment of performance.

Respondents who indicated their household size to be 3-4 individuals were significantly more likely to rate DFS higher in staffs' efforts to understand personal needs than respondents with households of two individuals or less.

Respondents working part-time or looking for work gave higher ratings in how staff works with co-workers than those who are retired.

Summary

Overall ratings for the "Providing Services" goal category are moderately favorable. The performance analysis shows that how staff works with co-workers is highest-rated, followed by how staff handles paperwork. The importance analyses reveal the staff's handling of clients' paperwork is the item in this goal category with the greatest impact on the overall rating for the goal area. The paperwork item assesses "How we do with your paperwork – has it been correct and received by you on time?"

Analyses of the mean ratings by the demographic variables show employment status and household size had significant effects in some cases.

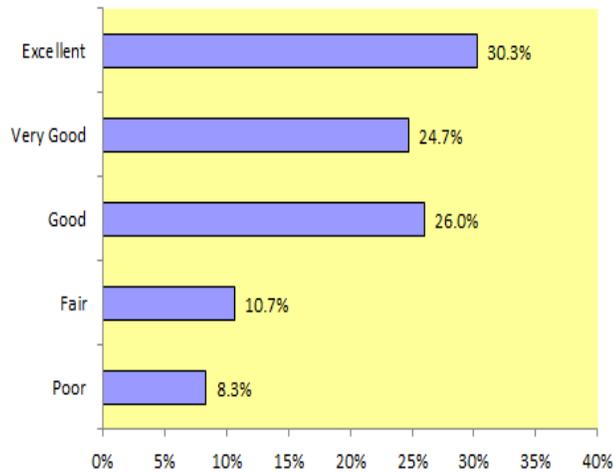
Providing Referrals

The questions comprising the issue of "Providing Referrals" by Fairfax DFS staff are in Table A.6 of Appendix A. These items ask respondents to rate the staff's performance in regards to referrals being provided in a knowledgeable and appropriate manner. Survey items include, "Are the people on the staff knowledgeable of other agencies that could help meet your needs?", "Do they work well with outside agencies that need to help you?" and "When a referral is made, has the agency to which you were referred been appropriate for your needs?"

As seen in Figure III-6, slightly less than one third (30.3%) of the respondents rate the staff's ability

to provide referrals as excellent, about one quarter (24.7%) of respondents rate it as very good, and an additional quarter (26.0%) rate it as good. When combined, 19.0 percent of clients rate the overall ability of staff to make referrals as either fair or poor.

Figure III-6: Overall Ability to Make Referrals, 2015



Performance Analysis

The highest mean rating is given for the staff’s ability to make appropriate referrals (3.62), followed by the staff’s knowledge of other agencies (3.55) and how well staff work with these outside agencies (3.52). In 2013, the rating of the staff’s knowledge of other agencies was the highest in this goal category, followed by the appropriateness of referral agencies. How well staff works with outside agencies received the lowest ranking in both 2011 and 2013.

When asked to rate the overall ability of staff to make referrals, participants gave a moderately favorable mean score of 3.58. The 2015 mean ratings show no significant differences with the 2013 results, though all items show increases in average ratings from 2013 to 2015.

Importance Analysis

The regression analysis of the items in this goal category reveals all three items having a statistically significant impact on overall customer ratings of the staff’s ability to make referrals. The results indicate a very good fit with a significant overall relationship.

Analysis shows the appropriateness of the referral in meeting the clients’ needs as the strongest predictor of customer ratings of the overall ability of staff to make referrals. This is followed by the staff’s knowledge of other agencies that could help meet clients’ needs, with the item “Do they work well with outside agencies that need to help you?” standing as the least important in the category. This is the same order of ranking as 2013.

See Table C.6 in Appendix C for a complete listing of the regression analysis for the “Providing Referrals” goal category.

Demographic Analysis

In regards to providing referrals, analysis of the mean ratings by the demographic variables reveals that demographics are not a strong predictor of the ratings for this goal category. Demographic variables overall had little impact on responses.

Summary

Generally, the ratings of items regarding the DFS staff’s ability to provide referrals are moderately favorable and increased since 2013.

The regression analysis shows that all three items have a significant impact on clients’ overall ratings of “Providing Referrals.” As in 2009, the issue having the greatest impact on a client’s overall satisfaction with this goal category is the appropriateness of the agency to which the referral was made.

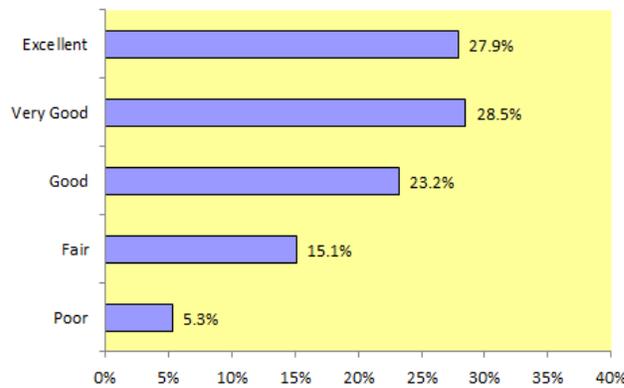
Analyses of the mean ratings by the demographic variables show a lack of demographic variation across ratings of the DFS staff’s ability to provide referrals.

Convenience

The questions regarding “Convenience” of the Fairfax DFS staff and office are shown in Table A.7 of Appendix A. These questions attempt to assess the degree of convenience for DFS clients to contact staff members and the time spent at the Fairfax office. Survey items include: convenience of office location, sufficient office hours, the ability of the staff to communicate in client’s native language, convenience and availability of specific personnel, amount of office wait time, and amount of wait time before receiving services.

More than one quarter (27.9%) of respondents said the overall convenience of the DFS staff is excellent, and 28.5 percent say it is very good. Additionally, 23.2 percent of DFS respondents rate the overall convenience of staff as good. 15.1 percent rate the overall convenience of the DFS staff as fair and 5.3 percent rate it as poor (see Figure III-7).

Figure III-7: Overall Convenience of the Staff, 2015



Performance Analysis

As shown in Table A.7 the DFS staff receives moderately favorable mean ratings for each of these items. The highest score on the scale is 3.88 for ability of the staff to communicate or arrange communication in respondent's native language. Convenience of office location followed with the second highest mean rating of 3.87. Sufficiency of office hours received an average rating of 3.81 followed by availability of specific personnel with a rating of 3.63. The lowest mean scores are 3.18 for amount of office wait time and 3.17 for the amount of wait time before receiving services. In all five years, these two items have been the lowest-rated in this goal category. There were no statistically significant changes from the 2013 ratings.

When asked to rate the overall convenience of the staff to clients, respondents gave a moderately favorable mean score of 3.59, which is a very slight increase from the same item rating in 2013.

Importance Analysis

The regression analysis indicates a very good fit with a significant overall relationship. Further, analysis reveals that five of the six items have a significant impact in predicting ratings for overall convenience of the staff. The one exception being

that sufficiency of office hours is not a statistically significant predictor of overall assessment of convenience.

Wait time before receiving services has the strongest effect on overall assessment of convenience, followed by availability of specific personnel, amount of office wait time, communication in a client's native language, convenience of office locations, and sufficiency of office hours. The order of the items' importance is the same as in 2013 except for the two lowest items; sufficiency of office hours and convenience of office location ranked as fifth and sixth respectively in 2013 compared to sixth and fifth respectively in 2015. In 2013, all six items in the category had a statistically significant impact on overall evaluations of convenience, whereas in 2015, sufficiency of office hours is not statistically significant.

See Table C.7 in Appendix C for a complete listing of the regression analysis for the "Convenience" goal category.

Demographic Analysis

Analyses of the mean ratings by the demographic variables reveal demographic differences among the "Convenience" survey items in the race, employment status and household size categories (see Appendix D).

Arab and White respondents were significantly more favorable in rating the sufficiency of office hours as Asian respondents. Furthermore, Asian respondents gave lower ratings than White respondents in staffs' ability to communicate in language of preference.

On the sufficient office hours item, respondents working full time gave higher ratings than respondents who were retired.

Respondents with a medium household size (3-4 members) gave higher ratings than those in the smallest households (2 or fewer members) in convenience of office location, ability to communicate in language of preference, and convenience of specific personnel.

Summary

Ratings for "Convenience" items are generally positive, with two exceptions. Specifically, clients give the highest mean ratings for convenience of

office location, sufficient office hours, and DFS staff’s ability to communicate in their native language (in 2015, more than two in five respondents said that something other than English is the language spoken most often in their household).

But the amount of office wait time and the amount of time to receive services continue to be the items receiving the lowest mean scores not only among the “Convenience” items, but among all items in the entire survey. This year’s rating for office wait time (3.18) shows a slight decrease from the 2011 rating (3.21) while the amount of time to receive services (3.17) is the same as its 2013 rating.

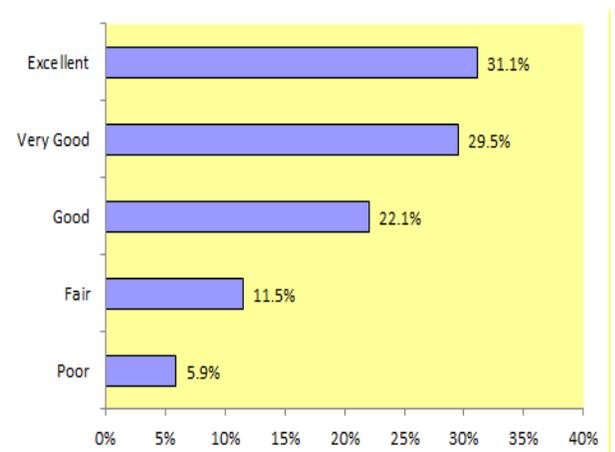
Regression analysis showed that the amount of wait time before receiving services is the most important predictor for overall assessment of convenience, yet, as noted, this item also received the lowest performance rating within this goal category as well as across all other goal categories. To raise ratings for the “Convenience” goal area, it would serve Fairfax DFS well to focus upon this item in particular.

Responsive to Needs

Table A.8 in Appendix A displays the items for the goal category of “Responsive to Needs.” These items assess the extent to which customers of Fairfax DFS perceive staff to be flexible, understanding, and willing to provide customer service in general. Survey items include: willingness to be flexible in meeting client needs, willingness to be open and understanding about client’s situation, willingness to help clients understand their rights and benefits, response to request for reasonable accommodation based on a disability.

As illustrated in Figure III-8, a majority of clients are pleased with the overall customer service they receive from DFS staff. Almost one third (31.1%) rate overall customer service as excellent, 29.5 percent rate it as very good, and 22.1 percent say the overall customer service they receive from DFS staff is good. When combined, slightly more than fifteen percent (17.4%) rate the overall customer service as fair or poor.

Figure III-8: Overall Customer Service Received, 2015



Performance Analysis

The highest mean score for this goal category is 3.67, given to DFS’s response to requests regarding disabilities. This is followed closely by willingness to help clients understand their rights, which was rated 3.66, and by willingness to be open and understanding (3.65) and willingness to be flexible (3.60).

To assess whether or not Fairfax DFS staff are responsive to clients’ needs, respondents were asked, “How would you rate the customer service that you received overall?” On the same five point scale, this item received a mean score of 3.69. Overall, the ratings for each item have slightly increased since 2013 but show no statistically significant differences.

Importance Analysis

Results from the importance regression are presented in Table C.8 of Appendix C. The results of the regression analysis indicate a very good fit with a significant overall relationship. All four independent items of the analysis are positively associated with clients’ overall ratings of customer service, but only three of four are statistically significant in their impact. Willingness to be open and understanding did not reach statistical significance.

The strongest predictor of client ratings of overall customer service received is staff willingness to be flexible. The second strongest predictor is the response to requests regarding disabilities, followed by willingness to help clients understand their rights. Staff’s willingness to be open and

understanding had the least impact. This ordering of importance is different from 2013, when the strongest predictor was the response to requests regarding disabilities, which was also the strongest predictor in 2011.

Demographic Analysis

Employment status and household size have the strongest demographic effects on assessments of customer service.

Respondents working part time or looking for work rated staff response to requests regarding disability significantly higher than retired respondents.

Also, respondents with a medium household size (3-4 members) gave higher ratings than those in the smallest households (2 or fewer members) on the overall customer service rating item.

Summary

In general, Fairfax DFS staff receives moderately favorable ratings for being “Responsive to Needs” of clients. Relatively speaking, the DFS staff receives its highest marks for being responsive to requests regarding disabilities, though there is very little variation across the ratings that the items in this goal category received.

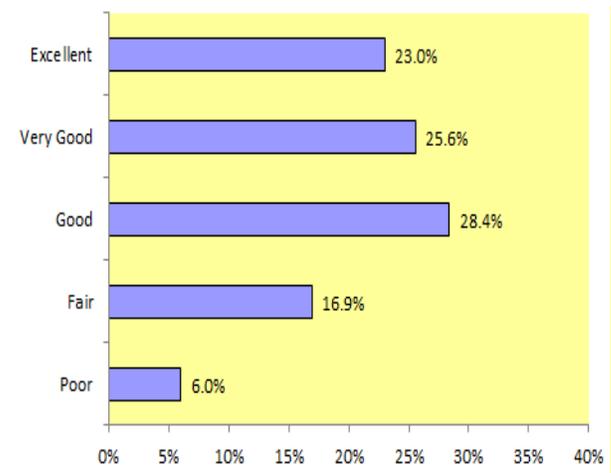
As they were in 2011 and 2013, the two issues having the strongest impact on clients’ overall ratings of customer service are staff’s willingness to be flexible in meeting client needs and their response to requests regarding disabilities. Therefore, in order to improve upon overall client satisfaction with customer service, it would serve Fairfax DFS well to continue to respond to requests regarding disabilities and to demonstrate flexibility.

Community Awareness

The items comprising “Community Awareness” of Fairfax DFS staff and its services are listed in Table A.9 of Appendix A. These items assess the extent to which customers perceive the Fairfax Department of Family Services to be promoted and easily located in the community. Survey items include promotion and publicity in the community, availability of information within the local community, how easy it is to find what you are looking for on the website, and how helpful the information is on the website.

As illustrated in Figure III-9, more than one fifth (23.0%) rate community awareness as excellent and 25.6 percent rate it as very good. Nearly three out of ten respondents (28.4%) say the overall community awareness of Fairfax DFS is good. However, it should be noted that a relatively sizeable percentage (22.9%) of DFS clients rate the overall community awareness of the department as fair or poor.

Figure III-9: Overall Awareness of the Department of Family Services, 2015



Performance Analysis

The highest mean ratings were given to how helpful the information is on the website (3.46) and how easy it is to find desired information on the website (3.41). Availability of information in the community received a rating of 3.37, and promotion and publicity followed with a score of 3.36.

When asked to rate overall community awareness of the Department of Family Services, participants gave a moderately favorable mean score of 3.43. Overall, participants give similar ratings to overall community awareness this year compared 2009 (3.42). None of the 2015 ratings in this goal category show statistically significant differences from 2013. All items but one in this goal category (willingness to be flexible) show statistically insignificant increases between 2013 and 2015. Overall community awareness as well as promotion and publicity scores have significantly increased over the decade from 2005 to 2015.

Importance Analysis

Regression analysis (Table C.9 in Appendix C) of the items in this goal category reveals that all four independent items are statistically significant predictors of participants' ratings of overall community awareness. The results indicate a very good fit with a significant overall relationship.

Helpfulness of information on the website has the strongest impact on assessments of overall community awareness, followed by promotion and publicity in the community. The third most important predictor is availability of information about DFS programs within one's local community, followed by ease of navigation on the website. This represents a shift from 2013, when availability of information in the community had the strongest impact and helpfulness of information on the website ranked second.

Demographic Analysis

Education, employment status and language had significant demographic effects on respondents' assessments of community awareness. Compared to clients who have a college degree, some college, or job training, respondents a high school diploma or less gave higher ratings in promotion and publicity, as well as availability of information in the community.

Respondents with a part time job or looking for work gave higher ratings than those who were retired in promotion and publicity, availability of information in the community and overall community awareness items.

Spanish speaking respondents rated promotion and publicity as well as availability of information in the community higher than English speaking respondents.

Summary

Overall, respondents gave somewhat favorable ratings to "Community Awareness" of Fairfax Department of Social Services, though this goal receives the lowest overall ratings in the 2015 survey. This year's mean ratings of the items in this goal category show only negligible differences from 2013.

Regression analysis of the items in this goal category reveals that all four items are significant predictors of participants' ratings of overall

community awareness. The items having the strongest impact on overall ratings of "Community Awareness" are helpfulness of information on the website, followed by promotion and publicity in the community. Therefore, to increase positive ratings of the "Community Awareness" goal category, it would serve Fairfax DFS well to devote resources towards community promotion and publicity efforts.

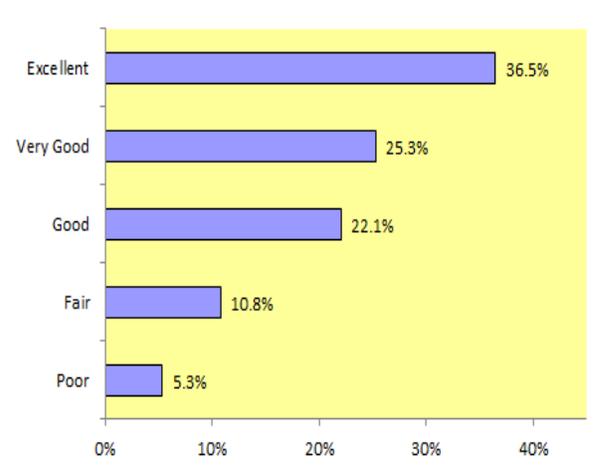
Education, employment status and language are the demographic variables that show differences in ratings in this category. Respondents in what might be considered target groups for DFS services – those with lower education levels, minority race or ethnicity, or languages other than English as their native languages – tend to give higher ratings for awareness and information in the community.

Quality of Life

The items regarding the goal category of "Quality of Life" are shown in Table A.10 of Appendix A. These items assess the extent to which clients of Fairfax DFS perceive staff members to be working for their safety, security, success, and decision-making.

As observed in Figure III-10, a large percentage of clients favorably rate DFS staff's effectiveness in helping them succeed overall, with over one third (36.5%) of respondents rating this item as excellent. Furthermore, one quarter (25.3%) say the DFS staff is very good and 22.1 percent say they are good when it comes to their effectiveness in helping clients succeed. When combined, 16.1 percent rate DFS staff's effectiveness in helping them succeed as fair or poor.

Figure III-10: Overall Effectiveness of the Staff in Helping You Succeed, 2015



Performance Analysis

Of all the items in this goal category section, the helpfulness of the DFS services received the highest mean rating (3.92). The next highest mean rating in this goal category is for DFS efforts to help families be safe and secure in their everyday life (3.83). The items “how hard we try to help you succeed” and “how we do in helping you make important decisions” were both rated at 3.71.

When asked to rate the “effectiveness of the staff in helping you succeed overall,” DFS clients gave a favorable mean score of 3.77, which is the same item mean rating given in 2013. None of the 2015 mean ratings in this goal area show significant differences from the 2013 results. That being said, all ratings except efforts to keep family safe and help you to succeed have markedly increased since 2005.

Importance Analysis

A regression analysis reveals that all four items from this goal category have a significant impact in predicting ratings of overall effectiveness in helping clients succeed (see Table C.10 in Appendix C). The results indicate a very good fit with a significant overall relationship.

The analysis shows that how hard staff tries to help clients succeed ranks as the strongest predictor of satisfaction with the overall effectiveness of DFS staff members in helping clients’ quality of life. This is followed by helpfulness in making important decisions, helpfulness of services received, and efforts to

help clients’ families be safe and secure. This ordering of importance is the same as the 2013 ranking.

Demographic Analysis

The household size and age demographic variables had significant effects on respondents’ assessments of quality of life.

Respondents living in households with three or four people gave higher ratings of four of the five items in this goal category (except for the helpfulness of services received) than did respondents whose households contain two or fewer people.

Respondents aged 25-44 gave higher ratings than did respondents aged 45-59 on all five items. Respondents aged 16-24 also gave higher ratings than respondents aged 45-59 in three items (efforts to help family be safe, how helpful were the services received and how helpful were staff in helping make decisions). Respondents aged 60 and above gave higher ratings than 45-59 year old respondents as well in efforts to help family be safe and how helpful were staff in helping make decisions items.

See Appendix D for the complete results of the “Quality of Life” mean analysis and demographic variables.

Summary

In general, the DFS staff receives favorable ratings for the items comprising “Quality of Life.” In particular, clients gave good marks to helpfulness of DFS services and DFS staff for their efforts to help families to be safe and secure.

The regression analysis reveals that all four items have a significant impact in predicting overall ratings of “Quality of Life.” The staff’s efforts in helping clients succeed is the strongest predictor of satisfaction with the overall effectiveness of DFS staff in helping clients succeed, but this item is rated relatively low on performance (3.71) relative to other items in this goal category. This item is followed closely in the regression analysis by the helpfulness in making important decisions. Therefore, to maintain and improve the “Quality of Life” goal category, it would serve Fairfax DFS well to focus resources upon these issues.

IV. Overall Analysis of Goal Categories

The purpose of this analysis is to use statistical techniques based on regression analysis to determine which goal categories contribute the most to clients’ overall satisfaction with DFS services. The techniques used here are sometimes referred to as “leverage analyses” or as measures of “derived importance.” They allow identification of items on the survey that are most strongly correlated with, or predictive of, a client’s overall satisfaction. Taken together with the performance scores (mean ratings) of the overall goal evaluations, the results may suggest areas that could be of higher priority for bringing about an increase in levels of “Overall Satisfaction.”

Goal Category Derived Importance

The third column in Table IV-1 shows the *standardized beta coefficient*, which reveals a scaled overall association of each independent variable with the overall satisfaction score, taking the effects of all other goal areas into account simultaneously. Positive numbers indicate positive relationships (e.g. high ratings on overall satisfaction being associated with high goal ratings) and negative numbers indicate negative correlations (low ratings on overall satisfaction being associated with high goal ratings and *vice versa*). The strength of the relationship is given by the magnitude of the standardized beta coefficient. Note that all ten goal categories have positive zero-order correlation coefficients (these are one-on-one tests of association between the goal area and the overall satisfaction score) and are therefore individually positively associated with “Overall Satisfaction” of DFS services. But one of the goal areas has a negative standardized beta coefficient, meaning that it has a negative relationship to overall satisfaction when the other goal areas are taken into account simultaneously. This is due to interrelationships among the goal areas. In this analysis, “Quality of Life” and “Responsiveness to Needs” have the strongest correlations.

The standardized beta coefficients in Table IV-1 show the relative importance of each independent variable in the regression analysis

taking into account the impact of all other variables in the analysis. In many cases, ranking by zero-order correlations will produce the same result as ranking by standardized beta coefficients. We have chosen to use the standardized beta coefficients to help rank the goal categories.

In Table IV-1, the categories are ranked in order of importance and divided into three levels (*High*, *Medium*, and *Low*) based on their significant impact and standardized beta coefficients with overall satisfaction with DFS services.

The group of goal categories under the first (*High*) level is composed of goal categories that have the greatest impact on overall satisfaction with DFS services based on their significant regression beta coefficients. Classification of the second (*Medium*) and third level (*Low*) goal categories, which have decreasing impact, is based on the standardized beta coefficients and significance tests.

Table IV-1: Overall Category Derived Importance (Zero-order Correlation and Regression Analysis)

Goal Categories	Zero-order Correlation	Standardized Coefficients	
		Beta	Sig.
High			
Quality of Life	.763	.354	.000
Responsiveness to Needs	.744	.156	.022
Medium			
Providing Referrals	.709	.094	.096
Politeness & Professionalism	.685	.076	.227
Providing Services	.721	.061	.349
Explanations	.695	.056	.354
Community Awareness	.652	.044	.326
Low			
Convenience	.688	.025	.657
Respect	.683	-.018	.784
Knowledge	.679	.015	.783

Adjusted R-square =0.625

The two rightmost columns in Table IV-1 contain the results of the *multiple regression analysis*, which tests the strength of each goal category in predicting clients’ “Overall Satisfaction” with DFS services while

simultaneously controlling for the other goal categories. The beta column contains the standardized *regression coefficients*, which can be used as indicators of relative importance (see Appendix G). The significance column contains the p values which are used to test whether or not the beta is statistically different from zero. The adjusted R-square is an overall measure of how much of the variation in “Overall Satisfaction” with DFS services is explained by the full regression model. The adjusted R-square value of .625 indicates that, taken together, the ten goal categories explain 62.5 percent of the variation in ratings for “Overall Satisfaction.”

The importance of the goal categories on overall client satisfaction with DFS services is determined by assessing their “predictive power” – that is, the ability of each category to account for differences among the respondents in their level of overall satisfaction. The predictive power of the ten goal categories is determined statistically through the use of multiple regression analysis. Simply stated, the purpose of this analysis is to determine the predictors that have the greatest impact on clients’ overall satisfaction with DFS services. Of all the independent variables, “Quality of Life,” and “Responsiveness to Needs” are the most significant predictors of “Overall Satisfaction.” As in 2011 and 2013, with the other variables held constant, “Quality of Life” has the greatest impact on “Overall Satisfaction” (see also Appendix C, Table C.11).

Performance Ratings for Goal Categories

Table IV-2 contains the performance measures for each of the goal categories. The measures are the mean ratings given by the respondents for the overall items of each goal category using a scale⁴ from 1 to 5 where 1 equals “Poor” and 5 equals “Excellent.” As in the importance analysis, the performance ratings are also divided into three levels of *High*, *Medium*, and *Low*.

⁴ For purposes of analysis, the items were reverse-scored from those printed in the questionnaire so that high values represent desired outcomes.

The performance analysis shows that DFS is performing quite well on “Respect,” “Politeness and Professionalism,” and “Knowledge.” The goal categories of “Quality of Life,” “Explanations,” “Providing Services,” and “Responsive to Needs” also received relatively favorable mean ratings. As in 2011 and 2013, DFS received the lowest performance ratings on “Convenience,” “Providing Referrals,” and “Community Awareness” goal categories.

Table IV-2: Overall Mean Goal Category Ratings, 2015

<i>Key-topic Areas</i>	<i>n</i>	<i>Mean</i>	<i>S.D.</i>
<i>High</i>			
Respect	826	3.92	1.132
Politeness and Professionalism	852	3.87	1.154
Knowledge	827	3.81	1.120
<i>Medium</i>			
Quality of Life	788	3.77	1.202
Explanations	836	3.76	1.187
Providing Services	837	3.76	1.171
Responsiveness to Needs	820	3.69	1.192
<i>Low</i>			
Convenience	814	3.59	1.192
Providing Referrals	661	3.58	1.251
Community Awareness	777	3.43	1.186

Priority Analysis

The priority analysis combines the importance analysis and the measures of performance in order to examine where each goal category falls on these two dimensions using a single “Priority Matrix.”

Table IV-3 combines the high, medium and low *importance levels* with the high, medium, and low *performance levels*. Information in the matrix can be suggestive of areas of strength—high performing areas that are also high in importance—for DFS. The matrix may also suggest areas of high priority for change—areas that are high in importance, but low in performance. Such areas represent goal categories that have relatively poor performances yet are important to clients’ ratings of “Overall Satisfaction.” The greatest gains in “Overall Satisfaction” with DFS

services can be achieved if performance in these key areas can be improved.

Table IV-3: Priority Matrix, 2015

Performance (Mean Performance Scores)	Derived Importance (Standardized betas from regression)			
		<i>High</i>	<i>Medium</i>	<i>Low</i>
	<i>High</i>		Politeness & Professionalism	Respect Knowledge
	<i>Medium</i>	Quality of Life Responsiveness to Needs	Explanations Providing Services	
<i>Low</i>		Providing Referrals Community Awareness	Convenience	

The priority matrix identifies “Politeness and Professionalism” of its staff as the greatest strength for DFS. This is an area of high performance and medium importance—in 2013, this goal category was ranked as high importance but has since slipped in importance to medium in 2015. “Respect” and “Knowledge” are areas of strength in terms of DFS’s performance but is of low importance for clients. “Quality of Life” and “Responsiveness to Needs” are the only goal categories that are identified as being of high importance to clients, and both received Medium performance ratings.

This year, none of the goal categories is classified in the area of highest priority, which is the area of high importance and low performance in the lower left cell of the matrix. There were no goal categories in the area of highest priority in 2007, 2009, or 2011 either.

However, “Quality of Life” and “Responsiveness to Needs” fall into the area of second priority in the matrix. They are strong statistical drivers of overall satisfaction, but received only moderate performance ratings. “Providing Referrals” and “Community Awareness” are classified in the area of third priority as they received medium importance and low performance ratings.

V. Summary

The 2015 Fairfax County Department of Family Services (DFS) Customer Satisfaction Survey was conducted during the fall of 2015. Survey packets were mailed October 1, 2015 to the home addresses of 3,500 DFS clients. The recipients were chosen randomly from an unduplicated list of all DFS customers.

With a total of 882 completed surveys, the response rate for this survey is 27.9 percent. The margin of error for the survey is +/-3.29%.

Clients' overall satisfaction with DFS services received a mean rating of 5.98 on a scale from 1 to 7 where 1 means "Very Dissatisfied" and 7 means "Very Satisfied." A rule of thumb may be helpful to understand the meaning of a 5.98 rating. The mid-point of a seven-point scale is 4.0. Generally, a rating below the mid-point is thought to be unsatisfactory and signals the need for urgent review. Relative to this seven-point scale, the rating of 5.98 is a very favorable score, indicating that overall, clients are very satisfied with DFS services. Reflecting the 5.98 "Overall Satisfaction" rating, almost 9 out of 10 (87.3%) respondents said they were very satisfied (45.4%), satisfied (32.7%), or somewhat satisfied (9.2%) with DFS services. However, this mean rating of 5.98, which is not significantly different from the mean of 6 reported in 2013, also suggests that there is room for improvement. A beneficial goal would be to raise the overall rating to a higher level in future evaluations.

Priority Matrix, 2015

Ten goal categories are included in the survey for evaluation. This report evaluates each of them on two dimensions: *performance* and *importance*.

The *performance* ratings for the goal categories are measured on a scale from 1 to 5 where 1 equals "Poor" and 5 equals "Excellent." The mid-point on a five-point scale is 3.0. Ratings below 3.0 tend to be less than satisfactory and areas receiving ratings below 3.0 should be critically reviewed. Ratings between 3.0 and 4.0 are generally satisfactory although they suggest existing room for improvement in the areas that receive those ratings. Generally, ratings between

4.0 and 4.5 are good, and ratings between 4.5 and 5.0 are thought to be excellent.

An overall performance question is included at the end of each goal category section. All of the overall goal category ratings fell between 3.43 and 3.92. This suggests that DFS clients have a favorable view of the services provided by staff, but one that also provides opportunities for improving performance.

The *importance* ratings constitute the second dimension on which goal categories are evaluated. These ratings, which are measures derived through regression analysis, are conducted on two different levels. The first level is within the goal categories where overall goal performance measures are the dependent variables (predicted variables) and the individual goal performance ratings are the independent variables (predictor variables). The resulting standardized beta (β) coefficients are measures of strength or importance in predicting the dependent variable while controlling for the other independent variables (refer to Appendix C).

We used the "Overall Satisfaction" rating (Question L1 of the survey instrument) as the dependent variable and the overall goal category performance ratings as the independent variables. Again, regression analysis is used to determine the strength of each predictor variable while controlling for the remaining independent variables.

The first-level analysis is combined with the importance ratings, which are based on the standardized beta coefficients and regression results, to form a priority matrix shown in Table IV-3. The priority analysis identifies areas of strength and weakness in DFS staff and services.

The area of greatest strength is "Politeness and Professionalism" for which clients gave high performance and medium importance ratings. "Respect" and "Knowledge" also received high performance ratings with low importance ratings. DFS should strive to maintain performance levels in this area.

The areas of concern are "Quality of Life" and "Responsiveness to Needs" (second priority) as well as "Providing Referrals" and "Community Awareness" (third priority). These particular areas received either a medium performance

rating and a high importance rating, or a low performance rating and a medium importance rating. This suggests that “Quality of Life,” “Responsiveness to Needs,” “Providing Referrals,” and “Community Awareness” are priority areas for clients and should receive more attention. The priority analysis suggests that improving these services will have a significant impact on clients’ “Overall Satisfaction” with DFS services.

In conclusion, the overall performance ratings for DFS services are most favorable with the goal category of “Politeness & Professionalism,” “Respect,” and “Knowledge” being the areas of greatest strength. As mentioned, the areas of concern are “Quality of Life,” “Responsiveness to Needs,” “Providing Referrals,” and “Community Awareness”

Fairfax County’s Department of Family Services should take pride in its favorable rating for overall satisfaction among clients. Raising performance ratings for important goal categories, as well as striving to maintain current strengths, can further improve Fairfax County’s Department of Family Services.

Appendix A

Frequencies and Means of Goal Category Items

Frequencies and Means of Goal Category Items

Table A.1 (Goal 1) The staff treats you in a polite and professional manner.

B. How would you rate the Department of Family Services staff on...		Year	5 Excellent	4 Very Good	3 Good	2 Fair	1 Poor	Mean	Number Responding (N)
1. Patience and courtesy?	2015	39.8%	27.6%	20.4%	8.6%	3.6%	3.91	850	
	2013	40.5%	27.9%	21.3%	8.2%	2.2%	3.96	883	
	2011	38.0%	27.8%	22.3%	8.7%	3.1%	3.89	1065	
	2009	35.5%	31.7%	21.3%	8.3%	3.2%	3.88	1175	
	2007	39.6%	30.7%	21.1%	6.3%	2.2%	3.99	1221	
	2005	37.9%	29.7%	22.2%	8.6%	1.6%	3.94	1258	
2. How carefully we listen to you?	2015	38.6%	28.2%	20.7%	8.7%	3.8%	3.89	849	
	2013	36.8%	30.4%	20.9%	9.5%	2.5%	3.90	887	
	2011	36.5%	28.2%	22.2%	10.1%	3.0%	3.85	1061	
	2009	32.4%	34.4%	20.5%	9.1%	3.7%	3.83	1173	
	2007	37.6%	31.8%	20.2%	7.9%	2.4%	3.94	1225	
	2005	37.3%	29.2%	21.8%	9.4%	2.4%	3.90	1259	
3. How politely we speak to you?	2015	42.9%	26.2%	19.6%	7.9%	3.4%	3.97	847	
	2013	39.7%	30.0%	19.2%	9.4%	1.7%	3.97	882	
	2011	38.8%	27.7%	21.7%	9.1%	2.6%	3.91	1064	
	2009	35.5%	33.0%	21.1%	7.3%	3.0%	3.91	1171	
	2007	41.6%	30.6%	18.3%	7.5%	2.0%	4.02	1220	
	2005	39.3%	30.5%	20.0%	7.3%	2.9%	3.96	1259	
4. How promptly we return your telephone calls?	2015	27.6%	23.7%	21.9%	14.4%	12.4%	3.40	764	
	2013	26.7%	24.3%	24.3%	14.1%	10.7%	3.42	803	
	2011	25.7%	22.3%	22.8%	14.3%	14.9%	3.30	973	
	2009	23.8%	28.2%	22.8%	13.1%	12.1%	3.38	1060	
	2007	26.1%	30.2%	22.1%	12.5%	9.0%	3.52	1109	
	2005	27.9%	24.2%	22.4%	14.5%	10.9%	3.44	1136	
5. How promptly we respond to your requests (whether your requests have been made in person, by telephone, or by mail)?	2015	30.9%	25.2%	22.9%	12.7%	8.4%	3.58	822	
	2013	31.5%	25.6%	24.4%	11.9%	6.7%	3.63	841	
	2011	28.5%	26.7%	24.1%	11.8%	8.9%	3.54	1022	
	2009	27.8%	30.6%	22.9%	10.4%	8.3%	3.59	1126	
	2007	29.5%	30.5%	23.2%	11.0%	5.8%	3.67	1168	
	2005	29.8%	29.2%	22.4%	12.4%	6.2%	3.64	1206	

6. How would you rate the <u>overall</u> behavior of the staff in being polite and professional?	2015	38.7%	27.0%	20.3%	10.0%	4.0%	3.87	852
	2013	37.7%	28.8%	21.9%	9.4%	2.1%	3.91	885
	2011	36.1%	28.0%	23.7%	9.3%	2.9%	3.85	1057
	2009	34.4%	33.1%	20.1%	8.6%	3.8%	3.86	1175
	2007	37.2%	32.0%	21.1%	7.4%	2.3%	3.94	1210
	2005	36.7%	29.7%	21.4%	9.7%	2.4%	3.89	1241

Table A.2 (Goal 2) The staff treats you with respect.

C. How would you rate the Department of Family Services staff on...	Year	Excellent	Very Good	Good	Fair	Poor	Mean	Number Responding (N)
		5	4	3	2	1		
1. Our respect for different cultures, races and ethnic groups?	2015	44.0%	25.3%	19.0%	7.9%	3.8%	3.98	798
	2013	39.8%	30.3%	20.1%	7.3%	2.4%	3.98	824
	2011	38.6%	29.9%	21.5%	7.2%	2.8%	3.94	1008
	2009	38.1%	32.0%	19.1%	7.8%	2.9%	3.95	1061
	2007	42.1%	30.5%	19.1%	6.7%	1.6%	4.05	1139
	2005	38.3%	30.5%	20.7%	8.3%	2.1%	3.95	1123
2. Our willingness to listen and accept your suggestions?	2015	38.7%	26.9%	18.4%	10.8%	5.1%	3.83	765
	2013	34.9%	30.2%	20.0%	10.6%	4.2%	3.81	810
	2011	31.6%	29.8%	23.4%	11.0%	4.2%	3.74	961
	2009	30.4%	30.9%	21.7%	11.5%	5.5%	3.69	1026
	2007	34.1%	30.3%	22.2%	10.6%	2.8%	3.82	1064
	2005	31.5%	28.8%	24.3%	10.8%	4.7%	3.72	1095
3. Our respect and courtesy toward other customers?	2015	38.9%	26.5%	20.5%	11.0%	3.0%	3.87	755
	2013	34.6%	32.4%	20.8%	10.1%	2.2%	3.87	790
	2011	34.7%	29.4%	24.9%	8.9%	2.2%	3.86	969
	2009	32.7%	33.8%	21.0%	9.8%	2.8%	3.84	1013
	2007	35.8%	31.7%	23.4%	7.3%	1.8%	3.93	1069
	2005	34.8%	31.7%	22.6%	9.0%	2.0%	3.88	1067

4. Our respect and courtesy toward other co-workers?	2015	40.2%	30.8%	20.0%	7.4%	1.6%	4.01	689
	2013	36.8%	31.8%	23.8%	6.6%	1.0%	3.97	711
	2011	35.1%	32.5%	25.8%	5.7%	0.9%	3.95	887
	2009	34.3%	34.1%	23.7%	6.6%	1.3%	3.93	921
	2007	36.6%	35.0%	21.4%	5.9%	1.1%	4.00	943
	2005	35.4%	33.4%	24.4%	6.2%	0.6%	3.97	964
5. How would you rate the respect and courtesy shown by staff members <u>overall</u> ?	2015	40.0%	27.6%	18.6%	10.0%	3.3%	3.92	826
	2013	36.3%	30.4%	22.8%	8.2%	2.3%	3.90	863
	2011	35.9%	29.6%	24.1%	8.3%	2.0%	3.89	1036
	2009	34.1%	33.0%	21.1%	9.1%	2.7%	3.87	1110
	2007	35.6%	32.0%	22.7%	7.3%	2.5%	3.91	1181
	2005	36.4%	29.7%	22.9%	9.1%	1.9%	3.89	1180

Table A.3 (Goal 3) The staff clearly explains program services.

D. How would you rate the Department of Family Services on...	Year	Excellent	Very Good	Good	Fair	Poor	Mean	Number Responding (N)
		5	4	3	2	1		
1. Our explanations and descriptions about services and programs?	2015	35.4%	30.0%	21.2%	8.5%	5.0%	3.82	840
	2013	31.8%	29.6%	26.1%	8.4%	4.2%	3.76	856
	2011	30.6%	30.0%	24.0%	10.1%	5.4%	3.70	1044
	2009	33.0%	32.8%	21.6%	9.0%	3.5%	3.83	1141
	2007	34.1%	31.5%	23.5%	7.4%	3.4%	3.85	1172
	2005	31.6%	31.7%	23.9%	9.8%	3.1%	3.79	1241
2. Explanations of what <u>you</u> need to do to get help or services?	2015	35.6%	28.0%	20.7%	9.4%	6.3%	3.77	826
	2013	30.9%	30.0%	24.6%	10.3%	4.1%	3.73	852
	2011	31.8%	28.0%	22.9%	10.7%	6.6%	3.68	1029
	2009	31.6%	31.0%	23.1%	8.9%	5.5%	3.74	1134
	2007	34.0%	30.0%	21.8%	10.0%	4.2%	3.80	1169
	2005	31.9%	30.6%	23.2%	10.5%	3.8%	3.76	1219

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3. Explanations of what staff will do to assist you?	2015	34.3%	27.0%	21.8%	10.7%	6.2%	3.73	807
	2013	30.3%	29.4%	25.9%	10.0%	4.4%	3.71	841
	2011	29.7%	27.6%	24.6%	11.4%	6.8%	3.62	1021
	2009	29.8%	31.6%	23.1%	10.0%	5.5%	3.70	1111
	2007	32.5%	29.1%	24.3%	9.1%	5.0%	3.75	1143
	2005	30.3%	31.2%	24.6%	10.9%	3.0%	3.75	1213
4. Explanations of your legal rights?	2015	33.2%	25.9%	23.6%	9.6%	7.6%	3.68	737
	2013	29.0%	27.0%	25.8%	11.8%	6.5%	3.60	756
	2011	30.1%	25.7%	24.1%	12.2%	7.8%	3.58	936
	2009	30.0%	29.6%	24.2%	9.6%	6.7%	3.66	981
	2007	31.8%	27.1%	24.2%	10.8%	6.0%	3.68	1028
	2005	29.7%	29.1%	22.1%	12.6%	6.5%	3.63	1008
5. How would you rate the explanations given to you by staff members <u>overall</u> ?	2015	34.2%	29.4%	20.7%	9.9%	5.7%	3.76	836
	2013	32.1%	27.2%	26.9%	9.8%	4.1%	3.73	861
	2011	30.7%	28.2%	24.1%	12.2%	4.7%	3.68	1041
	2009	30.4%	31.0%	24.5%	9.4%	4.6%	3.73	1144
	2007	31.5%	29.7%	25.0%	9.8%	4.0%	3.75	1179
	2005	30.0%	30.3%	25.9%	11.0%	2.8%	3.74	1226

Table A.4 (Goal 4) The staff is knowledgeable about programs and services.

E. How would you rate the Department of Family Services staff on...	Year	Excellent	Very Good	Good	Fair	Poor	Mean	Number Responding (N)
		5	4	3	2	1		
1. Our knowledge of important policies and procedures?	2015	33.3%	32.7%	21.6%	9.2%	3.1%	3.84	828
	2013	32.7%	30.1%	24.6%	11.0%	1.6%	3.81	851
	2011	31.1%	31.4%	25.9%	8.4%	3.2%	3.79	1015
	2009	31.9%	33.6%	23.2%	8.8%	2.4%	3.84	1108
	2007	31.1%	33.3%	25.0%	7.3%	3.2%	3.82	1173
	2005	31.0%	31.0%	26.5%	9.2%	2.5%	3.79	1179

2. Handouts explaining programs and requirements?	2015	30.4%	31.9%	21.4%	13.0%	3.3%	3.73	795
	2013	30.0%	29.0%	24.7%	12.5%	3.7%	3.69	830
	2011	29.4%	33.0%	23.0%	9.9%	4.7%	3.72	994
	2009	30.6%	31.9%	24.4%	9.4%	3.7%	3.76	1094
	2007	31.4%	31.1%	26.1%	8.4%	3.0%	3.80	1144
	2005	29.0%	32.6%	26.0%	9.3%	3.1%	3.75	1150
3. How would you rate the job knowledge of staff <u>overall</u> ?	2015	34.6%	29.4%	22.5%	10.0%	3.5%	3.81	827
	2013	31.3%	30.7%	24.9%	10.6%	2.5%	3.78	856
	2011	32.6%	30.3%	24.8%	9.2%	3.1%	3.80	1021
	2009	32.3%	31.8%	23.0%	10.0%	2.9%	3.81	1123
	2007	32.5%	30.8%	25.4%	8.6%	2.6%	3.82	1174
	2005	31.7%	31.2%	25.1%	10.1%	2.0%	3.80	1197

Table A.5 (Goal 5) The staff provides services requested.

F. How would you rate the Department of Family Services staff on...		Year	Excellent 5	Very Good 4	Good 3	Fair 2	Poor 1	Mean	Number Responding (N)
1. Our efforts to learn the details of why you need services?	2015	33.1%	27.7%	22.7%	10.2%	6.4%	3.71	816	
	2013	29.7%	29.0%	25.7%	11.3%	4.3%	3.69	844	
	2011	30.1%	28.9%	24.4%	11.4%	5.3%	3.67	1001	
	2009	28.1%	32.6%	25.1%	9.4%	4.7%	3.70	1102	
	2007	29.2%	30.4%	25.9%	10.6%	3.9%	3.70	1151	
	2005	25.9%	31.0%	26.2%	11.7%	5.3%	3.60	1137	
2. Our effort to understand your personal needs?	2015	32.2%	27.0%	23.8%	9.4%	7.6%	3.67	829	
	2013	30.1%	28.2%	23.5%	13.5%	4.8%	3.65	855	
	2011	30.2%	29.0%	22.5%	11.7%	6.7%	3.64	1011	
	2009	28.1%	31.3%	23.9%	10.2%	6.5%	3.64	1123	
	2007	30.5%	28.5%	24.8%	10.1%	6.2%	3.67	1162	
	2005	28.5%	28.3%	23.6%	13.3%	6.2%	3.60	1156	

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3. How well we work with co-workers to provide services for you?	2015	32.9%	30.1%	21.1%	10.5%	5.3%	3.75	750
	2013	30.2%	28.4%	26.1%	11.6%	3.7%	3.70	778
	2011	31.5%	28.9%	25.1%	9.5%	4.9%	3.73	933
	2009	29.6%	31.1%	26.1%	8.9%	4.3%	3.73	1014
	2007	30.1%	30.0%	26.2%	10.4%	3.3%	3.73	1045
	2005	28.7%	31.3%	25.5%	10.4%	4.1%	3.70	1024
4. How we do with your paperwork – has it been correct and received by you on time?	2015	34.5%	27.3%	20.3%	11.5%	6.3%	3.72	823
	2013	34.0%	26.4%	24.1%	10.0%	5.5%	3.73	850
	2011	33.1%	27.9%	22.5%	10.2%	6.2%	3.71	1009
	2009	31.9%	30.6%	22.7%	9.2%	5.6%	3.74	1119
	2007	34.4%	30.7%	22.1%	9.0%	3.9%	3.83	1173
	2005	32.7%	28.5%	22.6%	10.5%	5.8%	3.72	1157
5. How would you rate the competence and completeness of their work <u>overall</u> ?	2015	33.9%	28.1%	22.5%	10.6%	4.9%	3.76	837
	2013	30.6%	28.0%	27.1%	11.1%	3.1%	3.72	863
	2011	30.1%	30.4%	24.6%	10.1%	4.6%	3.71	1035
	2009	30.1%	31.2%	25.9%	9.3%	3.5%	3.75	1142
	2007	32.3%	29.6%	26.5%	8.5%	3.1%	3.80	1195
	2005	30.2%	30.2%	25.8%	10.3%	3.6%	3.73	1187

Table A.6 (Goal 6) The staff provides referrals to other programs when necessary.

G. How would you rate the Department of Family Services staff on...	Year	Excellent	Very Good	Good	Fair	Poor	Mean	Number Responding (N)
		5	4	3	2	1		
1. Are the people on the staff knowledgeable of other agencies that could help meet your needs?	2015	29.2%	26.0%	24.6%	11.2%	9.0%	3.55	678
	2013	25.4%	26.5%	27.7%	13.1%	7.3%	3.50	697
	2011	26.7%	28.4%	24.7%	12.1%	8.0%	3.54	865
	2009	24.8%	30.3%	25.0%	12.6%	7.3%	3.53	900
	2007	28.1%	29.2%	25.3%	11.3%	6.2%	3.62	926
	2005	25.6%	28.9%	25.8%	14.6%	5.1%	3.55	934

2.	Do they work well with outside agencies that need to help you?	2015	28.4%	25.5%	25.0%	12.3%	8.8%	3.52	627
		2013	25.9%	24.5%	28.5%	13.6%	7.6%	3.47	646
		2011	24.4%	27.3%	26.9%	12.8%	8.7%	3.46	792
		2009	22.7%	30.0%	24.8%	14.1%	8.3%	3.45	829
		2007	24.9%	29.3%	26.7%	12.6%	6.5%	3.53	860
		2005	24.5%	26.6%	27.7%	15.1%	6.0%	3.48	827
3.	When a referral is made, has the agency to which you were referred been appropriate for your needs?	2015	31.1%	25.0%	25.2%	12.4%	6.3%	3.62	615
		2013	24.7%	25.8%	30.1%	12.1%	7.3%	3.49	647
		2011	26.2%	27.4%	28.0%	12.1%	6.3%	3.55	775
		2009	24.1%	30.9%	25.5%	13.6%	5.9%	3.54	796
		2007	26.8%	28.8%	28.2%	11.8%	4.5%	3.62	831
		2005	24.9%	28.1%	29.6%	13.4%	3.9%	3.57	811
4.	How would you rate the <u>overall</u> ability of staff to make referrals?	2015	30.3%	24.7%	26.0%	10.7%	8.3%	3.58	661
		2013	24.3%	27.9%	27.3%	13.6%	6.9%	3.49	684
		2011	25.5%	27.4%	26.9%	13.2%	7.0%	3.51	828
		2009	24.8%	29.2%	25.4%	13.4%	7.2%	3.51	863
		2007	26.6%	28.1%	26.9%	12.4%	6.0%	3.57	896
		2005	25.7%	27.4%	27.7%	14.2%	5.0%	3.55	882

Table A.7 (Goal 7) The staff and department are convenient to the client.

H. How would you rate the Department of Family Services on...	Year	Excellent	Very Good	Good	Fair	Poor	Mean	Number Responding (N)
		5	4	3	2	1		
1. Convenience of office location?	2015	37.3%	26.8%	24.2%	9.4%	2.3%	3.87	785
	2013	37.0%	28.6%	23.2%	9.0%	2.2%	3.89	814
	2011	39.4%	25.6%	24.9%	7.5%	2.6%	3.92	991
	2009	36.9%	29.4%	24.2%	7.2%	2.3%	3.91	1056
	2007	38.1%	28.9%	23.2%	7.3%	2.5%	3.93	1116
	2005	39.6%	27.3%	24.6%	6.5%	1.9%	3.96	1136
2. Sufficient office hours?	2015	32.6%	29.8%	25.9%	9.1%	2.6%	3.81	806
	2013	32.3%	29.7%	28.6%	7.1%	2.3%	3.83	842
	2011	35.0%	27.1%	27.7%	8.1%	2.2%	3.85	1009
	2009	30.6%	31.0%	27.4%	8.4%	2.6%	3.79	1094
	2007	32.4%	32.9%	25.5%	7.7%	1.6%	3.87	1159
	2005	31.2%	30.5%	26.9%	8.7%	2.7%	3.79	1165

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3.	Ability of the staff to communicate or arrange for communication in your native language?	2015	38.1%	27.8%	21.0%	10.2%	2.8%	3.88	637
		2013	35.2%	27.8%	25.1%	8.9%	3.0%	3.83	676
		2011	36.4%	25.5%	24.8%	9.6%	3.8%	3.81	825
		2009	35.3%	28.2%	22.6%	9.1%	4.9%	3.80	824
		2007	35.5%	28.5%	25.1%	7.9%	3.0%	3.86	861
		2005	37.4%	26.2%	22.7%	9.1%	4.6%	3.83	909
4.	Convenience and availability of specific personnel you need?	2015	28.8%	28.8%	24.1%	12.9%	5.4%	3.63	739
		2013	29.1%	25.4%	29.1%	12.6%	3.9%	3.63	777
		2011	27.4%	27.2%	27.5%	12.4%	5.6%	3.58	935
		2009	26.4%	30.6%	27.0%	11.3%	4.7%	3.63	1021
		2007	28.2%	27.8%	29.6%	10.3%	4.2%	3.66	1033
		2005	26.7%	30.3%	26.7%	12.1%	4.2%	3.63	1112
5.	The amount of office wait time?	2015	20.8%	23.3%	23.7%	17.8%	14.5%	3.18	718
		2013	19.5%	22.9%	27.5%	19.2%	10.9%	3.21	743
		2011	18.5%	21.6%	27.4%	20.2%	12.3%	3.14	912
		2009	19.4%	24.6%	28.5%	15.8%	11.8%	3.24	952
		2007	22.0%	24.9%	29.0%	16.5%	7.5%	3.37	998
		2005	18.5%	25.2%	29.1%	19.2%	8.0%	3.27	1042
6.	The amount of wait time before receiving services?	2015	20.6%	21.8%	25.5%	18.1%	14.0%	3.17	757
		2013	18.9%	23.5%	24.8%	21.5%	11.3%	3.17	773
		2011	19.0%	21.3%	27.8%	19.0%	12.9%	3.15	947
		2009	18.9%	24.9%	28.2%	16.1%	11.9%	3.23	1010
		2007	20.6%	26.0%	29.0%	17.8%	6.6%	3.36	1055
		2005	17.6%	24.7%	30.4%	19.1%	8.3%	3.24	1103
7.	How would you rate the <u>overall</u> convenience of the staff to you?	2015	27.9%	28.5%	23.2%	15.1%	5.3%	3.59	814
		2013	25.1%	27.7%	30.5%	13.4%	3.3%	3.58	845
		2011	25.8%	26.9%	29.9%	13.6%	3.8%	3.58	1010
		2009	24.8%	30.1%	29.2%	11.2%	4.7%	3.59	1106
		2007	25.4%	30.5%	31.0%	10.1%	3.0%	3.65	1151
		2005	23.8%	31.4%	29.9%	12.2%	2.7%	3.61	1177

Table A.8 (Goal 8) The staff is responsive to your needs.

I. How would you rate the Department of Family Services staff on...		Year	Excellent 5	Very Good 4	Good 3	Fair 2	Poor 1	Mean	Number Responding (N)
1.	Our willingness to be flexible in meeting your needs?	2015	29.5%	28.9%	21.7%	12.0%	7.9%	3.60	797
		2013	28.2%	27.6%	26.1%	13.4%	4.7%	3.61	827
		2011	26.8%	29.8%	26.1%	12.2%	5.2%	3.61	1008
		2009	26.9%	30.8%	26.2%	10.0%	6.1%	3.62	1090
		2007	29.5%	28.8%	26.6%	11.1%	4.0%	3.69	1127
		2005	28.5%	26.7%	27.5%	12.2%	5.0%	3.62	1133
2.	Our willingness to be open and understanding about you and your situation?	2015	31.6%	28.4%	20.9%	11.6%	7.4%	3.65	807
		2013	28.5%	26.7%	27.2%	12.2%	5.4%	3.61	838
		2011	28.1%	28.9%	25.4%	11.3%	6.3%	3.61	1008
		2009	28.3%	29.9%	25.6%	9.9%	6.3%	3.64	1104
		2007	30.0%	30.3%	24.1%	10.5%	5.1%	3.70	1133
		2005	29.1%	26.9%	26.1%	12.6%	5.3%	3.62	1152
3.	Our willingness to help you understand your rights and benefits?	2015	30.9%	28.9%	21.8%	11.7%	6.7%	3.66	789
		2013	28.8%	26.7%	27.4%	12.2%	4.9%	3.62	820
		2011	29.0%	27.8%	26.7%	11.3%	5.3%	3.64	986
		2009	28.3%	29.5%	26.9%	10.4%	4.9%	3.66	1067
		2007	31.1%	28.7%	26.1%	9.9%	4.2%	3.73	1097
		2005	30.8%	25.9%	26.9%	12.2%	4.2%	3.67	1113
4.	Our response to any request you made for reasonable accommodation based on a disability?	2015	32.7%	26.5%	22.4%	12.4%	6.0%	3.67	612
		2013	29.6%	26.2%	27.0%	12.1%	5.0%	3.63	618
		2011	31.4%	27.2%	25.7%	10.0%	5.7%	3.69	732
		2009	27.2%	31.0%	25.9%	11.0%	4.9%	3.64	791
		2007	31.6%	29.4%	24.9%	9.5%	4.5%	3.74	850

5. How would you rate the customer service that you received <u>overall</u> ?	2015	31.1%	29.5%	22.1%	11.5%	5.9%	3.69	820
	2013	29.8%	28.2%	25.6%	12.9%	3.5%	3.68	839
	2011	29.9%	26.4%	28.0%	10.9%	4.7%	3.66	1006
	2009	28.3%	29.3%	27.2%	11.1%	4.1%	3.67	1090
	2007	31.1%	30.2%	25.4%	9.9%	3.5%	3.76	1154
	2005	30.8%	26.9%	27.3%	11.6%	3.4%	3.70	1180
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Table A.9 (Goal 9) The community is aware of the services provided by Department of Family Services.

J. How would you rate the Department of Family Services staff on...	Year	Excellent	Very Good	Good	Fair	Poor	Mean	Number Responding (N)
		5	4	3	2	1		
1. Promotion and publicity in the community?	2015	22.1%	25.4%	28.0%	15.6%	9.0%	3.36	725
	2013	21.6%	25.9%	29.4%	14.7%	8.4%	3.38	754
	2011	22.0%	24.3%	31.3%	14.3%	8.1%	3.38	942
	2009	17.1%	26.2%	31.5%	15.8%	9.5%	3.26	1026
	2007	22.8%	25.7%	28.5%	16.5%	6.5%	3.42	1004
	2005	17.9%	22.2%	29.3%	19.1%	11.4%	3.16	1104
2. Availability of information about Department of Family Services programs within your local community?	2015	22.6%	25.0%	28.6%	14.8%	8.9%	3.37	761
	2013	21.8%	26.9%	26.9%	16.2%	8.3%	3.38	797
	2011	22.0%	26.3%	29.0%	13.6%	9.1%	3.38	965
	2009	20.5%	24.5%	30.9%	15.4%	8.8%	3.33	1047
	2007	23.3%	26.7%	27.0%	16.0%	7.0%	3.43	1042
	2005	18.8%	25.7%	29.0%	17.2%	9.2%	3.28	1120
3. Directions for using the website?	2015	23.0%	25.1%	28.6%	16.2%	7.0%	3.41	716
	2013	25.2%	25.3%	27.5%	15.2%	6.7%	3.47	726
	2011	24.8%	26.3%	28.9%	14.6%	5.5%	3.50	824
	2009	21.4%	27.8%	29.7%	13.9%	7.3%	3.42	893
	2007	22.2%	24.8%	29.7%	15.9%	7.3%	3.39	834
	2005	22.3%	29.1%	30.5%	11.6%	6.5%	3.49	413

4. Information on the website?	2015	23.3%	26.8%	28.8%	14.7%	6.5%	3.46	709
	2013	24.7%	27.9%	28.9%	12.6%	5.9%	3.53	713
	2011	25.5%	29.6%	26.7%	13.7%	4.5%	3.58	808
	2009	24.4%	27.5%	29.3%	13.8%	5.0%	3.53	880
	2007	24.3%	26.7%	30.8%	12.6%	5.7%	3.51	812
	2005	24.6%	30.0%	30.8%	9.4%	5.2%	3.59	403
5. How would you rate the community's <u>overall</u> awareness of the Department of Family Services?	2015	23.0%	25.6%	28.4%	16.9%	6.0%	3.43	777
	2013	23.2%	26.3%	30.3%	15.5%	4.6%	3.48	801
	2011	22.7%	27.8%	30.2%	14.2%	5.1%	3.49	978
	2009	21.9%	25.8%	31.2%	14.6%	6.5%	3.42	1064
	2007	22.1%	26.0%	30.0%	16.7%	5.3%	3.43	1051
	2005	18.7%	23.4%	29.0%	19.5%	9.2%	3.23	1126

Table A.10 (Goal 10) The services of the Department of family Services make a difference in the quality of your life.

K. How would you rate the Department of Family services staff on...	Year	Excellent	Very Good	Good	Fair	Poor	Mean	Number Responding (N)
		5	4	3	2	1		
1. Our efforts to help you and your family be safe and secure in your everyday life?	2015	35.8%	28.0%	23.2%	9.1%	3.8%	3.83	757
	2013	37.2%	28.1%	24.4%	7.4%	2.9%	3.89	784
	2011	35.5%	28.5%	24.3%	8.4%	3.2%	3.85	960
	2009	32.3%	31.5%	23.6%	8.7%	4.0%	3.79	1026
	2007	34.6%	30.0%	25.1%	6.8%	3.5%	3.85	1057
	2005	31.4%	28.4%	24.1%	11.7%	4.4%	3.71	995
2. How hard we try to help you succeed?	2015	33.7%	26.6%	22.0%	12.3%	5.4%	3.71	756
	2013	32.7%	27.0%	24.7%	10.5%	5.1%	3.72	782
	2011	33.3%	26.8%	25.2%	9.4%	5.3%	3.73	947
	2009	28.9%	29.6%	26.1%	9.4%	6.0%	3.66	1025
	2007	31.4%	30.2%	23.4%	10.4%	4.5%	3.74	1035
	2005	28.8%	27.6%	23.7%	14.1%	5.8%	3.59	975

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3.	How helpful the services were you received?	2015	40.7%	26.0%	21.5%	8.2%	3.6%	3.92	808
		2013	39.4%	27.6%	22.4%	8.2%	2.4%	3.93	842
		2011	38.7%	28.0%	22.6%	7.3%	3.3%	3.92	1020
		2009	35.9%	31.9%	21.2%	7.8%	3.3%	3.89	1106
		2007	38.6%	31.7%	21.1%	6.0%	2.6%	3.98	1138
4.	How we do in helping you make important decisions?	2015	35.5%	24.5%	21.7%	12.4%	6.0%	3.71	702
		2013	32.0%	26.6%	25.4%	11.1%	4.8%	3.70	728
		2011	30.4%	28.9%	24.1%	10.1%	6.5%	3.67	882
		2009	28.0%	29.0%	26.6%	9.5%	6.9%	3.62	946
		2007	30.7%	28.5%	25.4%	11.3%	4.2%	3.70	962
		2005	25.9%	25.8%	24.7%	13.7%	9.9%	3.44	815
5.	How would you rate the effectiveness of the staff in helping you succeed <u>overall</u> ?	2015	36.5%	25.3%	22.1%	10.8%	5.3%	3.77	788
		2013	34.3%	27.2%	23.8%	10.9%	3.8%	3.77	816
		2011	32.5%	28.8%	24.1%	10.0%	4.7%	3.74	983
		2009	30.9%	30.0%	25.1%	9.1%	4.9%	3.73	1064
		2007	34.5%	28.7%	24.1%	9.1%	3.7%	3.81	1093
		2005	28.5%	27.1%	22.9%	15.0%	6.5%	3.56	974

Table A.11

L. Overall Satisfaction		Year	Very Satisfied 7	Satisfied 6	Somewhat Satisfied 5	Neutral 4	Somewhat Dissatisfied 3	Dissatisfied 2	Very Dissatisfied 1	Mean	Number Responding (N)
Overall, how satisfied are you with the services you received from the Department of Family Services?	2015	45.4%	32.7%	9.2%	5.6%	3.3%	1.4%	2.4%	5.98	844	
	2013	41.3%	37.1%	11.2%	5.7%	2.0%	1.4%	1.4%	6.00	884	
	2011	42.6%	35.3%	9.5%	6.3%	2.9%	1.8%	1.7%	5.96	1072	
	2009	44.5%	34.1%	9.1%	6.0%	3.1%	1.3%	2.0%	5.99	1171	
	2007	44.9%	36.5%	8.9%	4.5%	2.1%	1.6%	1.4%	6.07	1215	
	2005	42.4%	35.7%	10.0%	5.8%	3.6%	1.5%	1.1%	5.99	1236	

Appendix B

Demographic Frequencies

Demographic Frequencies

Table B.1

Gender Percent of Respondents		Year	Male	Female	Number Responding
M1	Are you male or female?	2015	25.6%	74.4%	844
		2013	32.2%	67.8%	895
		2011	26.1%	73.9%	1079
		2009	26.6%	73.4%	1191
		2007	30.8%	69.2%	1222
		2005	20.9%	79.1%	1274

Table B.2

Number Living in Household Percent of Respondents		Year	1	2	3 - 4	More than 4	Number Responding
M2	Including yourself, how many people live in your household?	2015	17.7%	18.1%	45.0%	19.2%	645
		2013	13.8%	20.7%	44.9%	20.5%	701
		2011	10.9%	19.8%	45.0%	24.3%	847
		2009	9.6%	18.1%	50.0%	22.3%	950
		2007	12.7%	18.8%	45.9%	22.6%	982
		2005	12.0%	18.1%	49.5%	20.4%	1075

Table B.3

Age Percent of Respondents		Year	16 – 18 years old	19 – 24 years old	25 – 44 years old	45 – 59 years old	60 - 74 years old	75 or older	Number Responding
M3	What is your age group?	2015	1.3%	2.4%	37.9%	26.7%	16.5%	15.2%	838
		2013	0.7%	5.0%	38.0%	23.6%	17.1%	15.6%	895
		2011	0.8%	3.2%	42.1%	23.5%	14.1%	16.2%	1078
		2009	1.3%	5.5%	43.2%	24.1%	13.5%	12.3%	1191
		2007	0.9%	3.9%	39.0%	21.3%	17.9%	16.9%	1210
		2005	2.1%	4.1%	44.7%	20.8%	14.5%	13.9%	1254

Table B.4

Years Lived in Fairfax County Percent of Respondents		Year	Less than one year	1 – 2 years	3 – 4 years	5 years or longer	Do not live in Fairfax	Number Responding
M4	How long have you lived in Fairfax county?	2015	2.4%	4.9%	7.3%	84.5%	0.9%	844
		2013	2.0%	6.9%	9.4%	80.7%	1.0%	896
		2011	2.9%	7.1%	9.9%	79.0%	1.1%	1082
		2009	3.0%	8.3%	10.2%	76.9%	1.6%	1196
		2007	2.8%	6.6%	12.2%	77.2%	1.2%	1217
		2005	3.0%	8.4%	11.6%	74.4%	2.6%	1269

Table B.5

Language (Household) Percent of Respondents		Year	English	Spanish	Other	Number Responding
M5	What language is spoken most often in your household?	2015	57.0%	15.2%	27.8%	837
		2013	45.0%	15.5%	39.5%	894
		2011	44.8%	17.7%	37.5%	1087
		2009	51.1%	17.4%	31.5%	1201
		2007	51.4%	11.6%	37.0%	1223
		2005	59.9%	12.4%	27.6%	1270

Table B.6

Employment Status Percent of Respondents		Year	Looking for work right now	Working part time	Working full time	Retired	Cannot work (illness)	Do not work: in school	Do not work: caretaker	Permanent disability	Number Responding
M6	When it comes to working at a job, which of the following matches best with you?	2015	8.7%	14.0%	31.7%	19.9%	3.4%	2.3%	6.7%	13.3%	820
		2013	10.5%	11.9%	29.2%	19.4%	4.5%	2.9%	6.8%	14.8%	866
		2011	10.4%	12.7%	30.0%	18.8%	4.1%	2.2%	8.3%	13.6%	1066
		2009	11.6%	12.7%	33.4%	14.9%	3.8%	2.7%	8.5%	12.3%	1169
		2007	6.1%	9.2%	33.2%	21.0%	6.5%	2.8%	5.0%	16.3%	1188
		2005	5.1%	10.4%	40.7%	16.7%	3.4%	2.9%	7.4%	13.3%	1227

Table B.7

Education Percent of Respondents		Year	Less than high school	GED	High school diploma	Job training, vocational, or technical	Some college	College degree	Graduate or professional degree	Number Responding
M7	Which of the following describes the most education you have had?	2015	23.3%	2.9%	22.0%	3.9%	13.7%	19.5%	14.8%	838
		2013	20.7%	3.7%	23.9%	4.5%	14.4%	17.4%	15.4%	869
		2011	22.7%	4.1%	20.5%	4.8%	15.5%	17.6%	14.8%	1056
		2009	18.7%	4.3%	20.1%	5.0%	16.0%	20.0%	15.9%	1179
		2007	23.8%	3.1%	20.8%	5.1%	15.4%	15.4%	16.5%	1218
		2005	20.8%	3.7%	20.2%	7.0%	17.3%	17.5%	13.4%	1243

Table B.8

Race Identity Percent of Respondents		Year	American Indian or Alaska Native	Asian	Black or African-American	Native Hawaiian or other Pacific Islander	White	Other	Number Responding
M8	Which of the following best describes your race identity?	2015	1.4%	26.1%	18.3%	0.5%	41.6%	12.2%	798
		2013	1.2%	29.2%	15.9%	0.9%	38.3%	14.4%	880
		2011	0.6%	29.6%	17.1%	0.1%	36.4%	16.2%	1035
		2009	1.2%	22.8%	15.4%	0.4%	42.7%	17.5%	1160
		2007	0.8%	29.3%	16.2%	0.7%	37.3%	15.6%	1208
		2005	1.1%	25.3%	18.5%	0.2%	39.8%	15.1%	1238

Table B.9

Hispanic/Latino Percent of Respondents		Year	Yes	No	Number Responding
M9	Do you consider yourself to be Hispanic or Latino?	2015	21.7%	78.3%	838
		2013	19.2%	80.8%	877
		2011	20.6%	79.4%	1053
		2009	20.8%	79.2%	1174
		2007	15.8%	84.2%	1195
		2005	17.5%	82.5%	1228

Table B.10

Middle Eastern/Arab Percent of Respondents		Year	Yes	No	Number Responding
M10	Do you consider yourself to be Middle Eastern or Arab?	2015	9.3%	90.7%	821
		2013	10.1%	89.9%	859
		2011	8.1%	91.9%	1027
		2009	7.4%	92.6%	1134
		2007	7.1%	92.9%	1169
		2005	8.2%	91.8%	1176

Appendix C

Regression Analyses

Regression Analyses

Importance Measures of Goal Category Items

(Items are rank ordered by level of statistical significance and predictive strength)

Table C.1: (Dependent variable: How would you rate the overall behavior of the staff in being polite and professional?)

Goal 1: The staff treats you in a polite and professional manner.

<i>Label</i>	<i>Question</i>	Beta	Significance
	How would you rate the Department of Family Services staff on...		
B3	How politely we speak to you?	0.289	.000
B1	Patience and courtesy?	0.263	.000
B5	How promptly we respond to your requests?	0.246	.000
B2	How carefully we listen to you?	0.157	.000
B4	How promptly we return your telephone calls?	0.029	.366

Adjusted R-square: 0.832

Table C.2: (Dependent variable: How would you rate the respect and courtesy shown by staff members overall?)

Goal 2: The staff treats you with respect.

<i>Label</i>	<i>Question</i>	Beta	Significance
	How would you rate the Department of Family Services staff on...		
C3	Our respect and courtesy toward other customers?	0.398	.000
C2	Our willingness to listen and accept your suggestions?	0.271	.000
C4	Our respect and courtesy toward other co-workers?	0.201	.000
C1	Our respect for different cultures, races, and ethnic groups?	0.114	.000

Adjusted R-square: 0.889

Table C.3: (Dependent variable: How would you rate the explanations given to you by staff members overall?)

Goal 3: The staff clearly explains program services.

<i>Label</i>	<i>Question</i>	Beta	Significance
	How would you rate the Department of Family Services staff on...		
D4	Explanations of your legal rights?	0.356	.000
D3	Explanations of what staff will do to assist you?	0.235	.000
D2	Explanations of what you need to do to get help or services?	0.218	.000
D1	Our explanations and descriptions about services and programs?	0.187	.000

Adjusted R-square: 0.887

Table C.4: (Dependent variable: How would you rate the job knowledge of staff overall?)

Goal 4: The staff is knowledgeable about programs and services.

<i>Label</i>	<i>Question</i>	Beta	Significance
	How would you rate the Department of Family Services staff on...		
E1	Our knowledge of important policies and procedures?	0.572	.000
E2	Handouts explaining programs and requirements?	0.380	.000

Adjusted R-square: 0.838

Table C.5: (Dependent variable: How would you rate the competence and completeness of their work overall?)

Goal 5: The staff provides services requested.

<i>Label</i>	<i>Question</i>	Beta	Significance
	How would you rate the Department of Family Services staff on...		
F4	How we do with your paperwork – has it been correct and received by you on time?	0.298	.000
F3	How well we work with co-workers to provide services for you?	0.281	.000
F2	Our effort to understand your personal needs?	0.212	.038
F1	Our efforts to learn the details of why you need services?	0.209	.000

Adjusted R-square: 0.883

Table C.6: (Dependent variable: How would you rate the overall ability of staff to make referrals?)

Goal 6: The staff provides referrals to other programs when necessary.

<i>Label</i>	<i>Question</i>	Beta	Significance
	How would you rate the Department of Family Services staff on...		
G3	When a referral is made, has the agency to which you were referred been appropriate for your needs?	0.442	.000
G1	Are the people on the staff knowledgeable of other agencies that could help meet your needs?	0.288	.000
G2	Do they work well with outside agencies that need to help you?	0.248	.000

Adjusted R-square: .901

Table C.7: (Dependent variable: How would you rate the overall convenience of the staff to you?)

Goal 7: The staff and department are convenient to the client.

<i>Label</i>	<i>Question</i>	Beta	Significance
	How would you rate the Department of Family Services staff on...		
H6	The amount of wait time before receiving services?	0.361	.000
H4	Convenience and availability of specific personnel you need?	0.231	.000
H5	The amount of office wait time?	0.163	.000
H3	Ability of the staff to communicate or arrange for communication in your native language?	0.146	.000
H1	Convenience of office location?	0.109	.000
H2	Sufficient office hours?	0.019	.555

Adjusted R-square: 0.811

Table C.8: (Dependent variable: How would you rate the customer service that you received overall?)

Goal 8: The staff is responsive to your needs.

<i>Label</i>	<i>Question</i>	Beta	Significance
	How would you rate the Department of Family Services staff on...		
I4	Our response to any request you made for reasonable accommodation based on a disability?	0.381	.000
I1	Our willingness to be flexible in meeting your needs?	0.355	.000
I3	Our willingness to help you understand your rights and benefits?	0.201	.000
I2	Our willingness to be open and understanding about you and your situation?	0.074	.135

Adjusted R-square: 0.873

Table C.9 (Dependent variable: How would you rate the community's overall awareness of the Department of Family Services?)

Goal 9: The community is aware of the services provided by Department of Family Services.

<i>Label</i>	<i>Question</i>	Beta	Significance
	How would you rate the Department of Family Services staff on...		
J4	Helpfulness of information on the website?	0.318	.000
J1	Promotion and publicity in the community?	0.311	.000
J2	Availability of information about Department of Family Services programs within your local community?	0.222	.000
J3	Easiness to navigate on the website?	0.147	.000

Adjusted R-square: 0.862

Table C.10: (Dependent variable: How would you rate the effectiveness of the staff in helping you succeed overall?)

Goal 10: The services of the Department of Family Services make a difference in the quality of your life.

<i>Label</i>	<i>Question</i>	Beta	Significance
	How would you rate the Department of Family Services staff on...		
K2	How hard we try to help you succeed?	0.367	.000
K4	How we do in helping you make important decisions?	0.363	.000
K3	How helpful the services were you received?	0.155	.000
K1	Our efforts to help you and your family be safe and secure in your everyday life?	0.100	.003

Adjusted R-square: 0.889

Table C.11 (Dependent variable: Overall, how satisfied are you with the services you received from the Department of Family Services?)

Overall Satisfaction with Fairfax Department of Family Services.

<i>Label</i>	<i>Question</i>	Beta	Significance
K5	How would you rate the effectiveness of the staff in helping you succeed <u>overall</u> ?	0.354	0.000
I5	How would you rate the customer service that you received <u>overall</u> ?	0.156	0.022
G4	How would you rate the <u>overall</u> ability of staff to make referrals?	0.094	0.096
B6	How would you rate the <u>overall</u> behavior of the staff in being polite and professional?	0.076	0.227
F5	How would you rate the competence and completeness of their work <u>overall</u> ?	0.061	0.349
D5	How would you rate the explanations given to you by staff members <u>overall</u> ?	0.056	0.354
J5	How would you rate the community's <u>overall</u> awareness of the Department of Family Services?	0.044	0.326
H7	How would you rate the <u>overall</u> convenience of the staff to you?	0.025	0.657
E3	How would you rate the job knowledge of staff <u>overall</u> ?	0.015	0.783
C5	How would you rate the respect and courtesy shown by staff members <u>overall</u> ?	-0.018	0.784

Adjusted R-square: 0.625

Appendix D

Demographic Cross-tabulations

In the following tables, a mean rating with a superscript indicates that this mean is significantly higher (at the 95% level of confidence) than the mean in the column that is numbered corresponding to the superscript.

In the following example, the mean rating for “Patience and courtesy” is 4.07 for respondents with college degrees. This rating is statistically larger than the mean ratings found in column 1 (3.84 for respondents with a maximum of a high school diploma) and column 2 (3.65 for respondents with some college or job training). The same situation exists for the mean rating for “How carefully staff listen” (The arrows are not shown for those differences so as not to clutter the example too much.)

Similarly, the mean rating of 3.81 for “How carefully staff listen” given by respondents with a maximum of a high school diploma is statistically larger than the mean of 3.57 for respondents with some college or job training. The other paired comparisons are too close to one another to be considered statistically different, given the number of cases contributing to each mean and the variability of the data comprising each mean, so there are no superscripts in the table for those means.

Table D-7: Education	High school (1)	Job training (2)	Degree (3)
B_1r Patience and courtesy	3.84	3.65	4.07 ⁽¹⁾⁽²⁾
B_2r How carefully staff listen	3.81 ⁽²⁾	3.57	4.06 ⁽¹⁾⁽²⁾

Table D-1: Gender	Male (1)	Female (2)
B_1r Patience and courtesy	3.99	3.89
B_2r How carefully staff listen	3.97	3.87
B_3r How politely staff speak	4.11 ⁽²⁾	3.93
B_4r How promptly staff return telephone calls	3.46	3.38
B_5r How promptly staff respond to requests	3.64	3.56
B_6r Overall behavior of staff - polite and professional	3.93	3.85
C_1r Respect for cultures, races, ethnic groups	4.08	3.95
C_2r Willingness to listen and accept suggestions	3.92	3.81
C_3r Respect toward other customers	3.96	3.85
C_4r Respect and courtesy toward coworkers	4.03	4.00
C_5r Overall respect and courtesy shown by staff	4.01	3.89
D_1r Explanations and descriptions about services	3.80	3.84
D_2r Explanations of what you need to get help	3.72	3.81
D_3r Explanations of what staff will do	3.71	3.74
D_4r Explanations of legal rights	3.60	3.71
D_5r Overall rating of explanations by staff	3.75	3.78
E_1r Knowledge of policies and procedures	3.90	3.84
E_2r Handouts explaining programs	3.78	3.74
E_3r Overall rating of job knowledge	3.89	3.81
F_1r Efforts to learn details of needs	3.68	3.73
F_2r Efforts to understand personal needs	3.62	3.69
F_3r How staff work with co-workers	3.70	3.78
F_4r How staff handle paperwork	3.77	3.72
F_5r Overall rating of competence of work	3.76	3.77
G_1r Knowledge of other agencies	3.58	3.56
G_2r How well staff work with outside agencies	3.47	3.56
G_3r Appropriateness of referral agencies	3.63	3.64
G_4r Overall ability of staff to make referrals	3.58	3.60
H_1r Convenience of office location	3.94	3.87
H_2r Sufficient office hours	3.83	3.82
H_3r Ability to communicate in language	3.89	3.90
H_4r Convenience of specific personnel	3.66	3.64
H_5r Amount of office wait time	3.18	3.20
H_6r Amount of time receiving services	3.21	3.17
H_7r Overall convenience of staff	3.66	3.58
I_1r Willingness to be flexible	3.63	3.60
I_2r Willingness to be open and understanding	3.71	3.65
I_3r Willingness to help you understand rights	3.70	3.66
I_4r Response to requests regarding disabilities	3.56	3.75
I_5r Overall customer service	3.71	3.70
J_1r Promotion and publicity	3.30	3.39
J_2r Availability of information in community	3.31	3.41
J_3r Directions for using website	3.36	3.45
J_4r Information on the website	3.39	3.50
J_5r Overall community awareness	3.44	3.44
K_1r Efforts to help family be safe	3.80	3.85
K_2r Help you succeed	3.64	3.75
K_3r How helpful were services received	3.91	3.94
K_4r How helpful making decisions	3.63	3.75
K_5r Overall effectiveness in helping you succeed	3.70	3.81
Lr Overall satisfaction with services	6.09	5.95

Table D-2: Household Size	2 or less (1)	3-4 (2)	More than 4 (3)
B_1r Patience and courtesy	3.84	4.13 ⁽¹⁾⁽³⁾	3.67
B_2r How carefully staff listen	3.74	4.07 ⁽¹⁾	3.80
B_3r How politely staff speak	3.86	4.16 ⁽¹⁾⁽³⁾	3.83
B_4r How promptly staff return telephone calls	3.23	3.64 ⁽¹⁾	3.26
B_5r How promptly staff respond to requests	3.43	3.81 ⁽¹⁾⁽³⁾	3.42
B_6r Overall behavior of staff - polite and professional	3.70	4.10 ⁽¹⁾⁽³⁾	3.74
C_1r Respect for cultures, races, ethnic groups	3.84	4.14 ⁽¹⁾	3.89
C_2r Willingness to listen and accept suggestions	3.65	4.08 ⁽¹⁾	3.77
C_3r Respect toward other customers	3.69	4.13 ⁽¹⁾⁽³⁾	3.77
C_4r Respect and courtesy toward coworkers	3.85	4.21 ⁽¹⁾	3.95
C_5r Overall respect and courtesy shown by staff	3.74	4.14 ⁽¹⁾	3.86
D_1r Explanations and descriptions about services	3.70	3.96 ⁽¹⁾	3.70
D_2r Explanations of what you need to get help	3.70	3.97 ⁽¹⁾⁽³⁾	3.54
D_3r Explanations of what staff will do	3.59	3.90 ⁽¹⁾	3.63
D_4r Explanations of legal rights	3.53	3.80	3.56
D_5r Overall rating of explanations by staff	3.62	3.93 ⁽¹⁾	3.68
E_1r Knowledge of policies and procedures	3.70	3.97 ⁽¹⁾	3.76
E_2r Handouts explaining programs	3.58	3.84 ⁽¹⁾	3.73
E_3r Overall rating of job knowledge	3.68	3.98 ⁽¹⁾	3.75
F_1r Efforts to learn details of needs	3.62	3.87	3.66
F_2r Efforts to understand personal needs	3.55	3.83 ⁽¹⁾	3.56
F_3r How staff work with co-workers	3.70	3.89	3.69
F_4r How staff handle paperwork	3.68	3.89	3.61
F_5r Overall rating of competence of work	3.68	3.91	3.65
G_1r Knowledge of other agencies	3.45	3.67	3.41
G_2r How well staff work with outside agencies	3.43	3.62	3.39
G_3r Appropriateness of referral agencies	3.57	3.77	3.44
G_4r Overall ability of staff to make referrals	3.49	3.68	3.45
H_1r Convenience of office location	3.75	4.01 ⁽¹⁾	3.75
H_2r Sufficient office hours	3.69	3.92	3.76
H_3r Ability to communicate in language	3.76	4.06 ⁽¹⁾	3.77
H_4r Convenience of specific personnel	3.52	3.82 ⁽¹⁾	3.57
H_5r Amount of office wait time	3.10	3.37	3.10
H_6r Amount of time receiving services	3.12	3.32	3.09
H_7r Overall convenience of staff	3.50	3.75	3.46
I_1r Willingness to be flexible	3.51	3.75	3.54
I_2r Willingness to be open and understanding	3.58	3.83	3.61
I_3r Willingness to help you understand rights	3.60	3.82	3.59
I4r Response to requests regarding disabilities	3.55	3.85	3.72
I5r Overall customer service	3.60	3.87 ⁽¹⁾	3.60
J_1r Promotion and publicity	3.20	3.47	3.41
J_2r Availability of information in community	3.26	3.48	3.39
J_3r Directions for using website	3.27	3.51	3.5
J_4r Information on the website	3.30	3.54	3.52
J_5r Overall community awareness	3.33	3.51	3.46
K_1r Efforts to help family be safe	3.64	3.99 ⁽¹⁾	3.80
K_2r Help you succeed	3.57	3.84 ⁽¹⁾	3.71
K_3r How helpful were services received	3.84	4.08	3.85
K_4r How helpful making decisions	3.52	3.87 ⁽¹⁾	3.71
K_5r Overall effectiveness in helping you succeed	3.63	3.94 ⁽¹⁾	3.72
Lr Overall satisfaction with services	5.90	6.12	5.92

Table D-3: Age	16-24 years (1)	25-44 years (2)	45-59 years (3)	60+ years (4)
B_1r Patience and courtesy	4.0	3.83	3.89	4.00
B_2r How carefully staff listen	4.0	3.88	3.84	3.92
B_3r How politely staff speak	4.03	3.92	3.97	4.02
B_4r How promptly staff return telephone calls	3.52	3.36	3.34	3.45
B_5r How promptly staff respond to requests	3.68	3.56	3.44	3.67
B_6r Overall behavior of staff - polite and professional	4.03	3.83	3.85	3.88
C_1r Respect for cultures, races, ethnic groups	4.29	3.96	3.94	3.99
C_2r Willingness to listen and accept suggestions	4.06	3.83	3.75	3.85
C_3r Respect toward other customers	4.25	3.85	3.84	3.87
C_4r Respect and courtesy toward coworkers	4.33	4.09	3.92	3.89
C_5r Overall respect and courtesy shown by staff	4.06	3.96	3.85	3.88
D_1r Explanations and descriptions about services	3.93	3.87	3.74	3.81
D_2r Explanations of what you need to get help	4.0	3.84	3.66	3.75
D_3r Explanations of what staff will do	3.80	3.73	3.65	3.76
D_4r Explanations of legal rights	3.96	3.75	3.51	3.64
D_5r Overall rating of explanations by staff	3.86	3.81	3.66	3.8
E_1r Knowledge of policies and procedures	4.06	3.90	3.73	3.85
E_2r Handouts explaining programs	3.79	3.78	3.66	3.75
E_3r Overall rating of job knowledge	4.0	3.85	3.69	3.87
F_1r Efforts to learn details of needs	3.83	3.75	3.59	3.73
F_2r Efforts to understand personal needs	3.77	3.71	3.54	3.71
F_3r How staff work with co-workers	4.17	3.79	3.66	3.73
F_4r How staff handle paperwork	4.12	3.74	3.63	3.75
F_5r Overall rating of competence of work	3.96	3.80	3.64	3.78
G_1r Knowledge of other agencies	3.82	3.51	3.47	3.65
G_2r How well staff work with outside agencies	3.88	3.51	3.42	3.60
G_3r Appropriateness of referral agencies	3.88	3.65	3.52	3.67
G_4r Overall ability of staff to make referrals	3.92	3.57	3.44	3.68
H_1r Convenience of office location	4.25	3.90	3.80	3.85
H_2r Sufficient office hours	4.0	3.85	3.76	3.77
H_3r Ability to communicate in language	4.47	3.89	3.84	3.85
H_4r Convenience of specific personnel	3.9	3.69	3.55	3.60
H_5r Amount of office wait time	3.33	3.24	3.04	3.22
H_6r Amount of time receiving services	3.39	3.19	3.05	3.23
H_7r Overall convenience of staff	3.82	3.58	3.52	3.63
I_1r Willingness to be flexible	3.70	3.62	3.47	3.68
I_2r Willingness to be open and understanding	3.77	3.70	3.53	3.69
I_3r Willingness to help you understand rights	3.83	3.73	3.53	3.68
I4r Response to requests regarding disabilities	4.12	3.79	3.47	3.69
I5r Overall customer service	3.83	3.73	3.59	3.72
J_1r Promotion and publicity	3.78	3.42	3.26	3.28
J_2r Availability of information in community	3.60	3.45	3.29	3.30
J_3r Directions for using website	3.66	3.51	3.27	3.36
J_4r Information on the website	3.62	3.55	3.35	3.39
J_5r Overall community awareness	3.64	3.50	3.30	3.39
K_1r Efforts to help family be safe	4.2 ⁽³⁾	3.89 ⁽³⁾	3.58	3.90 ⁽³⁾
K_2r Help you succeed	3.96	3.78 ⁽³⁾	3.47	3.77
K_3r How helpful were services received	4.46 ⁽³⁾	3.98 ⁽³⁾	3.72	3.94
K_4r How helpful making decisions	4.21 ⁽³⁾	3.79 ⁽³⁾	3.40	3.78 ⁽³⁾
K_5r Overall effectiveness in helping you succeed	3.96	3.84 ⁽³⁾	3.55	3.83
Lr Overall satisfaction with services	6.23	5.90	5.85	6.12

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Table D-4: Length of Residence	2 or less years (1)	3-4 years (2)	5 or more years (3)	Do not live in Fairfax (4)
B_1r Patience and courtesy	3.88	4.05	3.90	4.14
B_2r How carefully staff listen	3.91	3.95	3.88	4.0
B_3r How politely staff speak	3.98	4.06	3.96	4.0
B_4r How promptly staff return telephone calls	3.52	3.51	3.37	3.5
B_5r How promptly staff respond to requests	3.63	3.68	3.56	3.42
B_6r Overall behavior of staff - polite and professional	3.89	3.95	3.86	3.57
C_1r Respect for cultures, races, ethnic groups	4.01	4.08	3.97	4.0
C_2r Willingness to listen and accept suggestions	3.80	3.90	3.82	4.14
C_3r Respect toward other customers	3.90	4.0	3.87	3.6
C_4r Respect and courtesy toward coworkers	4.08	4.20	3.98	3.8
C_5r Overall respect and courtesy shown by staff	3.94	4.08	3.90	4.0
D_1r Explanations and descriptions about services	3.63	3.96	3.83	3.85
D_2r Explanations of what you need to get help	3.66	3.92	3.77	3.85
D_3r Explanations of what staff will do	3.58	3.75	3.73	3.85
D_4r Explanations of legal rights	3.62	3.83	3.66	4.0
D_5r Overall rating of explanations by staff	3.59	3.94	3.77	3.5
E_1r Knowledge of policies and procedures	3.83	4.0	3.83	4.0
E_2r Handouts explaining programs	3.88	3.75	3.73	3.85
E_3r Overall rating of job knowledge	3.80	3.9	3.82	4.0
F_1r Efforts to learn details of needs	3.66	3.74	3.71	3.85
F_2r Efforts to understand personal needs	3.43	3.65	3.69	4.0
F_3r How staff work with co-workers	3.68	3.84	3.75	4.14
F_4r How staff handle paperwork	3.85	4.03	3.69	4.0
F_5r Overall rating of competence of work	3.75	3.84	3.75	3.85
G_1r Knowledge of other agencies	3.61	3.60	3.56	3.16
G_2r How well staff work with outside agencies	3.51	3.59	3.54	3.0
G_3r Appropriateness of referral agencies	3.65	3.69	3.64	2.25
G_4r Overall ability of staff to make referrals	3.58	3.63	3.60	3.0
H_1r Convenience of office location	3.81	4.18	3.86	3.83
H_2r Sufficient office hours	3.80	3.98	3.80	4.16
H_3r Ability to communicate in language	3.73	4.30	3.86	4.33
H_4r Convenience of specific personnel	3.50	3.8	3.64	3.83
H_5r Amount of office wait time	3.16	3.34	3.17	3.42
H_6r Amount of time receiving services	3.26	3.43	3.14	3.42
H_7r Overall convenience of staff	3.43	3.75	3.60	3.42
I_1r Willingness to be flexible	3.44	3.71	3.61	3.57
I_2r Willingness to be open and understanding	3.51	3.62	3.67	3.57
I_3r Willingness to help you understand rights	3.5	3.71	3.68	3.85
I4r Response to requests regarding disabilities	3.51	3.80	3.70	3.0
I5r Overall customer service	3.58	3.76	3.70	3.71
J_1r Promotion and publicity	3.20	3.54	3.36	3.2
J_2r Availability of information in community	3.24	3.59	3.37	3.0
J_3r Directions for using website	3.30	3.63	3.41	3.14
J_4r Information on the website	3.39	3.73	3.45	3.14
J_5r Overall community awareness	3.46	3.73	3.41	3.28
K_1r Efforts to help family be safe	3.71	3.98	3.83	3.33
K_2r Help you succeed	3.40	3.87	3.72	3.6
K_3r How helpful were services received	3.71	4.15	3.92	3.71
K_4r How helpful making decisions	3.37	3.80	3.73	3.83
K_5r Overall effectiveness in helping you succeed	3.60	3.92	3.77	3.71
Lr Overall satisfaction with services	5.73	6.13	5.98	6.14

Table D-5: Language	English (1)	Spanish (2)	Others (3)
B_1r Patience and courtesy	3.98 ⁽²⁾	3.70	3.85
B_2r How carefully staff listen	3.91	3.78	3.85
B_3r How politely staff speak	4.02	3.79	3.93
B_4r How promptly staff return telephone calls	3.35	3.25	3.55
B_5r How promptly staff respond to requests	3.54	3.44	3.69
B_6r Overall behavior of staff - polite and professional	3.94	3.72	3.76
C_1r Respect for cultures, races, ethnic groups	4.02	3.90	3.91
C_2r Willingness to listen and accept suggestions	3.87	3.76	3.78
C_3r Respect toward other customers	3.93	3.75	3.81
C_4r Respect and courtesy toward coworkers	4.09	3.91	3.88
C_5r Overall respect and courtesy shown by staff	3.97	3.79	3.84
D_1r Explanations and descriptions about services	3.79	3.86	3.84
D_2r Explanations of what you need to get help	3.76	3.84	3.76
D_3r Explanations of what staff will do	3.71	3.74	3.73
D_4r Explanations of legal rights	3.68	3.71	3.62
D_5r Overall rating of explanations by staff	3.77	3.76	3.77
E_1r Knowledge of policies and procedures	3.86	3.82	3.81
E_2r Handouts explaining programs	3.70	3.82	3.76
E_3r Overall rating of job knowledge	3.83	3.83	3.78
F_1r Efforts to learn details of needs	3.7	3.73	3.69
F_2r Efforts to understand personal needs	3.65	3.74	3.63
F_3r How staff work with co-workers	3.72	3.88	3.73
F_4r How staff handle paperwork	3.68	3.70	3.80
F_5r Overall rating of competence of work	3.75	3.81	3.71
G_1r Knowledge of other agencies	3.47	3.70	3.64
G_2r How well staff work with outside agencies	3.45	3.67	3.61
G_3r Appropriateness of referral agencies	3.57	3.78	3.65
G_4r Overall ability of staff to make referrals	3.52	3.72	3.66
H_1r Convenience of office location	3.89	3.91	3.82
H_2r Sufficient office hours	3.86	3.79	3.71
H_3r Ability to communicate in language	3.97	3.88	3.76
H_4r Convenience of specific personnel	3.62	3.72	3.61
H_5r Amount of office wait time	3.11	3.28	3.24
H_6r Amount of time receiving services	3.14	3.28	3.15
H_7r Overall convenience of staff	3.6	3.59	3.55
I_1r Willingness to be flexible	3.57	3.59	3.65
I_2r Willingness to be open and understanding	3.63	3.64	3.68
I_3r Willingness to help you understand rights	3.65	3.63	3.69
I4r Response to requests regarding disabilities	3.65	3.73	3.73
I5r Overall customer service	3.68	3.70	3.68
J_1r Promotion and publicity	3.26	3.58 ⁽¹⁾	3.43
J_2r Availability of information in community	3.26	3.66 ⁽¹⁾	3.44
J_3r Directions for using website	3.33	3.51	3.5
J_4r Information on the website	3.41	3.50	3.51
J_5r Overall community awareness	3.35	3.52	3.49
K_1r Efforts to help family be safe	3.79	3.89	3.82
K_2r Help you succeed	3.66	3.79	3.70
K_3r How helpful were services received	3.92	3.95	3.88
K_4r How helpful making decisions	3.63	3.86	3.73
K_5r Overall effectiveness in helping you succeed	3.72	3.84	3.77
Lr Overall satisfaction with services	5.99	5.86	5.96

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Table D-5: Work Status	Part time (1)	Full time (2)	Retired (3)	Cannot work (4)
B_1r Patience and courtesy	3.90	3.98	3.87	3.86
B_2r How carefully staff listen	3.88	3.99	3.81	3.82
B_3r How politely staff speak	3.96	4.05	3.91	3.92
B_4r How promptly staff return telephone calls	3.49	3.51	3.39	3.20
B_5r How promptly staff respond to requests	3.61	3.71	3.51	3.41
B_6r Overall behavior of staff - polite and professional	3.87	4.01	3.74	3.77
C_1r Respect for cultures, races, ethnic groups	4.08	4.01	3.86	3.97
C_2r Willingness to listen and accept suggestions	3.90	3.91	3.70	3.76
C_3r Respect toward other customers	3.93	3.97	3.75	3.79
C_4r Respect and courtesy toward coworkers	4.10 ⁽³⁾	4.15 ⁽³⁾	3.71	3.96
C_5r Overall respect and courtesy shown by staff	3.98	4.02	3.80	3.80
D_1r Explanations and descriptions about services	3.95 ⁽⁴⁾	3.94 ⁽⁴⁾	3.73	3.62
D_2r Explanations of what you need to get help	3.78	3.93	3.67	3.65
D_3r Explanations of what staff will do	3.74	3.89	3.62	3.58
D_4r Explanations of legal rights	3.77	3.84 ⁽⁴⁾	3.53	3.50
D_5r Overall rating of explanations by staff	3.81	3.90	3.64	3.62
E_1r Knowledge of policies and procedures	3.90	3.92	3.74	3.77
E_2r Handouts explaining programs	3.82	3.79	3.58	3.72
E_3r Overall rating of job knowledge	3.84	3.93	3.73	3.74
F_1r Efforts to learn details of needs	3.85	3.70	3.58	3.63
F_2r Efforts to understand personal needs	3.72	3.75	3.55	3.58
F_3r How staff work with co-workers	3.91 ⁽³⁾	3.81	3.54	3.66
F_4r How staff handle paperwork	3.88	3.80	3.60	3.58
F_5r Overall rating of competence of work	3.87	3.84	3.69	3.60
G_1r Knowledge of other agencies	3.75	3.51	3.47	3.48
G_2r How well staff work with outside agencies	3.78	3.43	3.40	3.46
G_3r Appropriateness of referral agencies	3.81	3.54	3.47	3.61
G_4r Overall ability of staff to make referrals	3.80	3.5	3.53	3.52
H_1r Convenience of office location	3.99	3.92	3.71	3.83
H_2r Sufficient office hours	3.89	3.90 ⁽³⁾	3.58	3.79
H_3r Ability to communicate in language	4.02	3.95	3.71	3.82
H_4r Convenience of specific personnel	3.65	3.80	3.47	3.53
H_5r Amount of office wait time	3.28	3.30	3.02	3.12
H_6r Amount of time receiving services	3.28	3.22	3.10	3.10
H_7r Overall convenience of staff	3.67	3.63	3.51	3.52
I_1r Willingness to be flexible	3.64	3.66	3.58	3.50
I_2r Willingness to be open and understanding	3.75	3.72	3.57	3.54
I_3r Willingness to help you understand rights	3.72	3.69	3.53	3.68
I4r Response to requests regarding disabilities	3.88 ⁽³⁾	3.76	3.45 ⁽¹⁾	3.61
I5r Overall customer service	3.78	3.73	3.60	3.62
J_1r Promotion and publicity	3.58 ⁽³⁾⁽⁴⁾	3.45	3.10	3.22
J_2r Availability of information in community	3.59 ⁽³⁾	3.45	3.12	3.27
J_3r Directions for using website	3.54	3.50	3.20	3.32
J_4r Information on the website	3.53	3.59	3.23	3.39
J_5r Overall community awareness	3.62 ⁽³⁾	3.49	3.26	3.31
K_1r Efforts to help family be safe	3.92	3.90	3.78	3.65
K_2r Help you succeed	3.76	3.78	3.71	3.54
K_3r How helpful were services received	3.98	4.02	3.82	3.80
K_4r How helpful making decisions	3.76	3.74	3.72	3.59
K_5r Overall effectiveness in helping you succeed	3.85	3.82	3.75	3.61
Lr Overall satisfaction with services	5.96	6.00	6.08	5.88

Table D-7: Education	High school (1)	Job training (2)	Degree (3)
B_1r Patience and courtesy	3.84	3.82	4.05
B_2r How carefully staff listen	3.82	3.83	4.02
B_3r How politely staff speak	3.89	3.92	4.11 ⁽¹⁾
B_4r How promptly staff return telephone calls	3.37	3.11	3.58 ⁽²⁾
B_5r How promptly staff respond to requests	3.54	3.27	3.76 ⁽²⁾
B_6r Overall behavior of staff - polite and professional	3.79	3.69	4.04 ⁽¹⁾⁽²⁾
C_1r Respect for cultures, races, ethnic groups	3.89	3.91	4.14 ⁽¹⁾
C_2r Willingness to listen and accept suggestions	3.72	3.79	4.01 ⁽¹⁾
C_3r Respect toward other customers	3.79	3.79	4.05 ⁽¹⁾
C_4r Respect and courtesy toward coworkers	3.93	3.90	4.18 ⁽¹⁾
C_5r Overall respect and courtesy shown by staff	3.82	3.87	4.07 ⁽¹⁾
D_1r Explanations and descriptions about services	3.80	3.76	3.88
D_2r Explanations of what you need to get help	3.73	3.71	3.86
D_3r Explanations of what staff will do	3.70	3.61	3.80
D_4r Explanations of legal rights	3.65	3.70	3.69
D_5r Overall rating of explanations by staff	3.74	3.66	3.85
E_1r Knowledge of policies and procedures	3.80	3.74	3.95
E_2r Handouts explaining programs	3.71	3.69	3.79
E_3r Overall rating of job knowledge	3.78	3.72	3.89
F_1r Efforts to learn details of needs	3.68	3.63	3.77
F_2r Efforts to understand personal needs	3.64	3.59	3.75
F_3r How staff work with co-workers	3.75	3.64	3.79
F_4r How staff handle paperwork	3.66	3.64	3.85
F_5r Overall rating of competence of work	3.70	3.66	3.85
G_1r Knowledge of other agencies	3.64	3.35	3.52
G_2r How well staff work with outside agencies	3.62	3.32	3.49
G_3r Appropriateness of referral agencies	3.68	3.46	3.59
G_4r Overall ability of staff to make referrals	3.65	3.45	3.53
H_1r Convenience of office location	3.87	3.73	3.91
H_2r Sufficient office hours	3.78	3.72	3.83
H_3r Ability to communicate in language	3.90	3.80	3.85
H_4r Convenience of specific personnel	3.66	3.5	3.61
H_5r Amount of office wait time	3.20	3.01	3.20
H_6r Amount of time receiving services	3.19	3.02	3.14
H_7r Overall convenience of staff	3.56	3.43	3.64
I_1r Willingness to be flexible	3.55	3.52	3.68
I_2r Willingness to be open and understanding	3.60	3.51	3.76
I_3r Willingness to help you understand rights	3.67	3.55	3.70
I_4r Response to requests regarding disabilities	3.67	3.58	3.76
I_5r Overall customer service	3.65	3.55	3.78
J_1r Promotion and publicity	3.48 ⁽²⁾	3.12	3.29
J_2r Availability of information in community	3.52 ⁽²⁾⁽³⁾	3.20	3.22
J_3r Directions for using website	3.42	3.33	3.41
J_4r Information on the website	3.44	3.40	3.47
J_5r Overall community awareness	3.51	3.32	3.32
K_1r Efforts to help family be safe	3.77	3.8	3.89
K_2r Help you succeed	3.68	3.70	3.73
K_3r How helpful were services received	3.86	3.88	4.01
K_4r How helpful making decisions	3.75	3.56	3.67
K_5r Overall effectiveness in helping you succeed	3.71	3.71	3.87
Lr Overall satisfaction with services	5.95	5.86	6.05

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Table D-8: Race	White (1)	Asian (2)	Black (3)	Hispanic (4)	Arab (5)	Other (6)
B_1r Patience and courtesy	4.16 ^{(2) (4)}	3.82	3.95	3.70	3.97	3.83
B_2r How carefully staff listen	4.11 ^{(2) (4)}	3.77	3.88	3.70	4.07	3.93
B_3r How politely staff speak	4.23 ^{(2) (4)}	3.86	3.96	3.73	4.09	4.0
B_4r How promptly staff return telephone calls	3.56 ⁽⁴⁾	3.50	3.43	3.12	3.48	3.37
B_5r How promptly staff respond to requests	3.75 ⁽⁴⁾	3.64	3.56	3.34	3.71	3.43
B_6r Overall behavior polite and professional	4.14 ^{(2) (4)}	3.68	3.91	3.64	3.96	3.93
C_1r Respect for cultures, races, ethnic groups	4.25 ^{(2) (4)}	3.87	3.92	3.86	4.06	4.13
C_2r Willingness to listen and accept suggestions	4.07 ⁽⁴⁾	3.73	3.77	3.68	3.98	3.81
C_3r Respect toward other customers	4.15 ^{(2) (3) (4)}	3.76	3.73	3.73	4.08	3.93
C_4r Respect and courtesy toward coworkers	4.29 ^{(2) (4)}	3.84	3.95	3.94	4.10	3.92
C_5r Overall respect and courtesy shown by staff	4.22 ^{(2) (3) (4)}	3.74	3.83	3.77	4.05	4.06
D_1r Explanations and descriptions about services	3.94	3.77	3.78	3.77	3.80	3.87
D_2r Explanations of what you need to get help	3.92	3.72	3.74	3.70	3.80	3.83
D_3r Explanations of what staff will do	3.84	3.68	3.67	3.68	3.82	3.70
D_4r Explanations of legal rights	3.89	3.53	3.60	3.67	3.71	3.65
D_5r Overall rating of explanations by staff	3.93	3.69	3.70	3.65	3.87	3.87
E_1r Knowledge of policies and procedures	4.00 ⁽²⁾	3.65 ⁽¹⁾	3.83	3.79	4.04	3.91
E_2r Handouts explaining programs	3.85	3.64	3.73	3.71	3.83	3.70
E_3r Overall rating of job knowledge	3.98	3.65	3.80	3.78	3.92	3.85
F_1r Efforts to learn details of needs	3.81	3.65	3.63	3.70	3.78	3.82
F_2r Efforts to understand personal needs	3.80	3.62	3.63	3.67	3.67	3.71
F_3r How staff work with co-workers	3.88	3.65	3.72	3.83	3.72	3.62
F_4r How staff handle paperwork	3.81	3.74	3.71	3.68	3.82	3.71
F_5r Overall rating of competence of work	3.89	3.63	3.77	3.78	3.76	3.74
G_1r Knowledge of other agencies	3.60	3.57	3.54	3.58	3.60	3.37
G_2r How well staff work with outside agencies	3.61	3.53	3.55	3.56	3.56	3.31
G_3r Appropriateness of referral agencies	3.71	3.61	3.61	3.66	3.73	3.5
G_4r Overall ability of staff to make referrals	3.62	3.60	3.57	3.58	3.63	3.53
H_1r Convenience of office location	3.94	3.67	3.87	3.94	4.04	3.84
H_2r Sufficient office hours	3.94 ⁽²⁾	3.56	3.89	3.79	4.02 ⁽²⁾	3.54
H_3r Ability to communicate in language	4.11 ⁽²⁾	3.63	3.98	3.91	3.93	3.73
H_4r Convenience of specific personnel	3.71	3.53	3.58	3.68	3.78	3.48
H_5r Amount of office wait time	3.25	3.09	3.28	3.12	3.31	3.0
H_6r Amount of time receiving services	3.19	3.00	3.26	3.19	3.34	3.09
H_7r Overall convenience of staff	3.76	3.41	3.58	3.55	3.74	3.34
I_1r Willingness to be flexible	3.76	3.52	3.55	3.54	3.80	3.33
I_2r Willingness to be open and understanding	3.86	3.63	3.56	3.57	3.68	3.55
I_3r Willingness to help you understand rights	3.85	3.64	3.6	3.57	3.70	3.72
I_4r Response to requests regarding disabilities	3.83	3.64	3.57	3.69	3.86	3.57
I_5r Overall customer service	3.88	3.61	3.62	3.65	3.70	3.58
J_1r Promotion and publicity	3.18	3.31	3.50	3.47	3.57	3.06
J_2r Availability of information in community	3.17	3.28	3.53	3.55	3.61	3.09
J_3r Directions for using website	3.34	3.34	3.56	3.43	3.55	3.11
J_4r Information on the website	3.42	3.37	3.62	3.45	3.55	3.23
J_5r Overall community awareness	3.27	3.35	3.62	3.50	3.58	3.25
K_1r Efforts to help family be safe	4.02	3.78	3.69	3.82	3.84	3.75
K_2r Help you succeed	3.86	3.68	3.56	3.70	3.76	3.76
K_3r How helpful were services received	4.09	3.83	3.81	3.95	3.93	4.06
K_4r How helpful making decisions	3.78	3.68	3.60	3.77	3.80	3.65
K_5r Overall effectiveness in helping you succeed	3.95	3.73	3.61	3.77	3.78	3.68
Lr Overall satisfaction with services	6.22	5.93	5.96	5.83	5.94	5.90

Table D-9: Year	2005 (1)	2007 (2)	2009 (3)	2011 (4)	2013 (5)	2015 (6)
B_1r Patience and courtesy	3.93	3.99	3.87	3.88	3.96	3.91
B_2r How carefully staff listen	3.89	3.94	3.82	3.85	3.89	3.89
B_3r How politely staff speak	3.96	4.02	3.90	3.90	3.96	3.97
B_4r How promptly staff return telephone calls	3.43	3.51 ⁽⁴⁾	3.38	3.29	3.42	3.39
B_5r How promptly staff respond to requests	3.63	3.66	3.59	3.54	3.63	3.57
B_6r Overall behavior of staff - polite and professional	3.88	3.94	3.85	3.85	3.90	3.86
C_1r Respect for cultures, races, ethnic groups	3.94	4.04	3.94	3.94	3.97	3.97
C_2r Willingness to listen and accept suggestions	3.71	3.82	3.69	3.73	3.81	3.83
C_3r Respect toward other customers	3.88	3.92	3.83	3.85	3.87	3.87
C_4r Respect and courtesy toward coworkers	3.96	4.00	3.93	3.95	3.96	4.00
C_5r Overall respect and courtesy shown by staff	3.89	3.90	3.86	3.89	3.90	3.91
D_1r Explanations and descriptions about services	3.79	3.85 ⁽⁴⁾	3.82	3.70	3.76	3.82
D_2r Explanations of what you need to get help	3.76	3.79	3.74	3.67	3.73	3.77
D_3r Explanations of what staff will do	3.75	3.74	3.70	3.62	3.71	3.72
D_4r Explanations of legal rights	3.62	3.67	3.66	3.58	3.60	3.67
D_5r Overall rating of explanations by staff	3.73	3.74	3.73	3.68	3.73	3.76
E_1r Knowledge of policies and procedures	3.78	3.81	3.83	3.79	3.81	3.83
E_2r Handouts explaining programs	3.74	3.79	3.76	3.72	3.69	3.73
E_3r Overall rating of job knowledge	3.80	3.82	3.80	3.80	3.77	3.81
F_1r Efforts to learn details of needs	3.60	3.70	3.69	3.67	3.68	3.70
F_2r Efforts to understand personal needs	3.59	3.66	3.64	3.64	3.65	3.66
F_3r How staff work with co-workers	3.70	3.73	3.72	3.72	3.69	3.74
F_4r How staff handle paperwork	3.71	3.82	3.73	3.71	3.73	3.72
F_5r Overall rating of competence of work	3.72	3.79	3.75	3.71	3.71	3.75
G_1r Knowledge of other agencies	3.55	3.61	3.52	3.53	3.49	3.55
G_2r How well staff work with outside agencies	3.48	3.53	3.44	3.45	3.47	3.52
G_3r Appropriateness of referral agencies	3.56	3.61	3.53	3.54	3.48	3.62
G_4r Overall ability of staff to make referrals	3.54	3.56	3.50	3.51	3.49	3.57
H_1r Convenience of office location	3.96	3.92	3.91	3.91	3.89	3.87
H_2r Sufficient office hours	3.78	3.86	3.78	3.84	3.82	3.80
H_3r Ability to communicate in language	3.82	3.85	3.79	3.81	3.83	3.88
H_4r Convenience of specific personnel	3.63	3.65	3.62	3.58	3.63	3.62
H_5r Amount of office wait time	3.27	3.37 ⁽⁴⁾	3.24	3.13	3.20	3.17
H_6r Amount of time receiving services	3.24	3.36 ⁽⁴⁾⁽⁵⁾	3.22	3.14	3.17	3.16
H_7r Overall convenience of staff	3.61	3.65	3.59	3.57	3.57	3.58
I_1r Willingness to be flexible	3.61	3.68	3.62	3.60	3.61	3.59
I_2r Willingness to be open and understanding	3.61	3.69	3.63	3.61	3.60	3.65
I_3r Willingness to help you understand rights	3.66	3.72	3.65	3.63	3.62	3.65
I_4r Response to requests regarding disabilities		3.74	3.64	3.68	3.63	3.67
I_5r Overall customer service	3.70	3.75	3.66	3.66	3.68	3.68
J_1r Promotion and publicity	3.16	3.41 ⁽¹⁾⁽³⁾	3.25	3.37 ⁽¹⁾	3.37 ⁽¹⁾	3.36 ⁽¹⁾
J_2r Availability of information in community	3.27	3.43 ⁽¹⁾	3.32	3.38	3.37	3.37
J_3r Directions for using website	3.48	3.38	3.42	3.50	3.47	3.41
J_4r Information on the website	3.59	3.51	3.52	3.57	3.52	3.45
J_5r Overall community awareness	3.22	3.42 ⁽¹⁾	3.42 ⁽¹⁾	3.48 ⁽¹⁾	3.48 ⁽¹⁾	3.42 ⁽¹⁾
K_1r Efforts to help family be safe	3.70	3.85 ⁽¹⁾	3.79	3.84	3.89 ⁽¹⁾	3.82
K_2r Help you succeed	3.59	3.73	3.65	3.73	3.71	3.70
K_3r How helpful were services received	3.48	3.97 ⁽¹⁾	3.89 ⁽¹⁾	3.91 ⁽¹⁾	3.93 ⁽¹⁾	3.92 ⁽¹⁾
K_4r How helpful making decisions	3.43	3.70 ⁽¹⁾	3.61 ⁽¹⁾	3.66 ⁽¹⁾	3.69 ⁽¹⁾	3.71 ⁽¹⁾
K_5r Overall effectiveness in helping you succeed	3.56	3.81 ⁽¹⁾	3.72 ⁽¹⁾	3.74 ⁽¹⁾	3.77 ⁽¹⁾	3.76 ⁽¹⁾
Lr Overall satisfaction with services	5.98	6.06	5.99	5.96	6.00	5.97

Appendix E

Questionnaire



Information about this survey:

This survey is being conducted on behalf of the Fairfax County Department of Family Services (DFS). It has been mailed to a random sample of households that have had recent contact with DFS. According to the Department of Family Services, a member of your household received one of the services listed on the next page under A2.

This is your opportunity to tell us how satisfied you are with these services. The questionnaire should take approximately 10-15 minutes to complete. Your answers do matter to Fairfax County, and every answer you give will be taken very seriously.

Your participation in this survey is voluntary. Your DFS services will not be affected in any way by your decision to participate or not participate. However, we will greatly appreciate your help if you choose to complete the questionnaire. Your answers will help us better serve the residents of Fairfax County.

This survey is completely anonymous. Nothing on your completed survey can identify you. In addition, once you fill out the survey, you mail it yourself to the Center for Survey Research, an independent organization. No one else will see any of the completed surveys. Information published or presented about the results of the study will not identify you.

If you have any questions, concerns or complaints regarding this survey, please call the Center for Survey Research at 1-800-CSR-POLL (800-277-7655) or email us at surveys@virginia.edu.

If you have any questions, concerns, or complaints about your rights as a research subject you may contact Tonya R. Moon, Chair of the University of Virginia Institutional Review Board (IRB), at 434-924-0823. The IRB is responsible for making sure that your safety and rights are protected when you participate in research such as this survey.

Instructions for completing the survey:

1. Read each question on this survey. Most of the questions ask that you circle the number that best describes how you rate the Department of Family Services. Some ask that you check the box or boxes that apply. If there is a question you don't wish to answer, skip it and go on.
2. When you finish answering the questions, put your survey in the envelope provided, and drop it in any mailbox. **No postage is required.**
3. After you complete the survey questionnaire, print your name on the green completion postcard and mail it separately. This will prevent you from receiving reminder notices.
4. **If you would prefer to give your answers on the telephone**, just call The Center for Survey Research any business day between 9:00 a.m. and 5:00 p.m. Tell them you are calling about the Fairfax County Family Services survey, and they will make arrangements to take your answers right over the telephone. The toll-free telephone number is 1-800-277-7655; TTY: 434-982-HEAR.
5. **This survey is also available in alternative languages. You can receive a copy in one of five other languages by returning the enclosed postcard.** You can request this information by contacting The Center for Survey Research (CSR) toll-free at 1-800-277-7655. A CSR staff member will be happy to talk with you about this survey or help you complete it.
6. If you are the parent, guardian, or caregiver of the person who received this survey, and they are unable to fill out the questionnaire by themselves, please help them complete the questionnaire.

Thank you for your help!

Your answers to these first two questions will identify how often you use the Department of Family Services and what services you use.

A1. How recently have you been in contact with the staff of the Department of Family Services?
(Circle one.)

1. Within the last 6 months
2. Within the last 6-12 months
3. Have not contacted the Department of Family Services*
4. Not sure/Don't know

**If you have not had a contact with the Department of Family Services within the last 12 months, please indicate that and return the blank questionnaire and green postcard to the Center for Survey Research.*

A2. Please indicate all services you or people in your household are receiving from the Department of Family Services. *(Check all that apply.)*

Adult and Aging Services

- 1 Phone Line (Intake)
- 2 Area Agency on Aging Senior Express, Caregiver Respite, VA Insurance Counseling, Long Term Care Ombudsman, Volunteer Home Services, Respite, Bathing, Nutritional Supplement
- 3 Adult Services (In-Home Care, Case Management)
- 4 Adult Protective Services
- 5 Meals on Wheels
- 6 Disability Services Planning & Development

Self-Sufficiency

- 7 Employment Services Skill Source Centers, Workforce Investment Act (WIA/WIOA), Virginia Initiative for Employment, not Welfare (VIEW)
- 8 SNAP (Food Stamps)
- 9 Medicaid
- 10 TANF

Office for Children

- 17 School Age Child Care (SACC)
- 18 Child Care Assistance and Referral
- 19 Head Start
- 20 Community Education and Provider Services

Children, Youth, and Families

- 11 Adoption Services
- 12 Child Protective Services
- 13 Foster Care
- 14 Protection and Preservation Services
- 15 Healthy Families
- 16 Parenting Education

21 Other (Please specify.) _____

22 Unknown

The Fairfax County Department of Family Services (DFS) is committed to providing high-quality services. They have established a number of goals that will help them improve their services and would like to have your opinion on how well they are doing on these goals.

You can rate DFS performance by answering the following questions. Please circle the number that best represents your opinion. If you do not have an opinion, just circle the number under "Does Not Apply."

CUSTOMER SATISFACTION SURVEY

B. Goal #1: The staff treats you in a polite and professional manner.

How would you rate the Department of Family Services staff on...	Excellent	Very Good	Good	Fair	Poor	Does Not Apply
1. Patience and courtesy?	1	2	3	4	5	9
2. How carefully we listen to you?	1	2	3	4	5	9
3. How politely we speak to you?	1	2	3	4	5	9
4. How promptly we return your telephone calls?	1	2	3	4	5	9
5. How promptly we respond to your requests (whether your requests have been made in person, by telephone, or by mail)?	1	2	3	4	5	9
6. How would you rate the <u>overall</u> behavior of the staff in being polite and professional?	1	2	3	4	5	9

C. Goal #2: The staff treats you with respect.

How would you rate the Department of Family Services staff on...	Excellent	Very Good	Good	Fair	Poor	Does Not Apply
1. Our respect for different cultures, races, and ethnic groups?	1	2	3	4	5	9
2. Our willingness to listen and accept your suggestions?	1	2	3	4	5	9
3. Our respect and courtesy toward other customers?	1	2	3	4	5	9
4. Our respect and courtesy toward co-workers?	1	2	3	4	5	9
5. How would you rate the respect and courtesy shown by staff members <u>overall</u> ?	1	2	3	4	5	9

D. Goal #3: The staff clearly explains program services.

How would you rate the Department of Family Services staff on...	Excellent	Very Good	Good	Fair	Poor	Does Not Apply
1. Our explanations and descriptions about services and programs?	1	2	3	4	5	9
2. Explanations of what <u>you</u> need to do to get help or services?	1	2	3	4	5	9
3. Explanations of what staff will do to assist you?	1	2	3	4	5	9
4. Explanations of your legal rights?	1	2	3	4	5	9
5. How would you rate the explanations given to you by staff members <u>overall</u> ?	1	2	3	4	5	9

E. Goal #4: The staff is knowledgeable about programs and services.

How would you rate the Department of Family Services staff on...	Excellent	Very Good	Good	Fair	Poor	Does Not Apply
1. Our knowledge of important policies and procedures?	1	2	3	4	5	9
2. Handouts explaining programs and requirements?	1	2	3	4	5	9
3. How would you rate the job knowledge of staff overall?	1	2	3	4	5	9

F. Goal #5: The staff provides services requested.

How would you rate the Department of Family Services staff on...	Excellent	Very Good	Good	Fair	Poor	Does Not Apply
1. Our efforts to learn the details of why you need services?	1	2	3	4	5	9
2. Our efforts to understand your personal needs?	1	2	3	4	5	9
3. How well we work with co-workers to provide services for you?	1	2	3	4	5	9
4. How we do with your paperwork - has it been correct and received by you on time?	1	2	3	4	5	9
5. How would you rate the competence and completeness of their work overall?	1	2	3	4	5	9

G. Goal #6: The staff provides referrals to other programs when necessary.

How would you rate the Department of Family Services staff on...	Excellent	Very Good	Good	Fair	Poor	Does Not Apply
1. Our knowledge of other agencies that could help meet your needs?	1	2	3	4	5	9
2. How well we work with outside agencies that need to help you?	1	2	3	4	5	9
3. How appropriate an agency to which you were referred was for your needs?	1	2	3	4	5	9
4. How would you rate the overall ability of staff to make referrals?	1	2	3	4	5	9

CUSTOMER SATISFACTION SURVEY

H. **Goal #7: The staff and department are convenient to the client.**

How would you rate the Department of Family Services on...	Excellent	Very Good	Good	Fair	Poor	Does Not Apply
1. Convenience of office location?	1	2	3	4	5	9
2. Sufficient office hours?	1	2	3	4	5	9
3. The ability of the staff to communicate or arrange for communication in your native language?	1	2	3	4	5	9
4. Convenience and availability of specific personnel you need?	1	2	3	4	5	9
5. The amount of office wait time?	1	2	3	4	5	9
6. The amount of wait time before receiving services?	1	2	3	4	5	9
7. How would you rate the <u>overall</u> convenience of the staff to you?	1	2	3	4	5	9

I. **Goal #8: The staff is responsive to your needs.**

How would you rate the Department of Family Services staff on...	Excellent	Very Good	Good	Fair	Poor	Does Not Apply
1. Our willingness to be flexible in meeting your needs?	1	2	3	4	5	9
2. Our willingness to be open and understanding about you and your situation?	1	2	3	4	5	9
3. Our willingness to help you understand your rights and benefits?	1	2	3	4	5	9
4. Our response to any request you made for reasonable accommodation based on a disability?	1	2	3	4	5	9
5. How would you rate the customer service that you received <u>overall</u> ?	1	2	3	4	5	9

J. **Goal #9: The community is aware of the services provided by Department of Family Services.**

How would you rate the Department of Family Services on...	Excellent	Very Good	Good	Fair	Poor	Does Not Apply
1. Promotion and publicity in the community?	1	2	3	4	5	9
2. Availability of information about Department of Family Services programs within your local community?	1	2	3	4	5	9
3. How easy it is to find what you are looking for on the website?	1	2	3	4	5	9
4. How helpful the information is on the website?	1	2	3	4	5	9
5. How would you rate the community's <u>overall</u> awareness of the Department of Family Services?	1	2	3	4	5	9

K. Goal #10: The services of the Department of Family Services make a difference in the quality of your life.

How would you rate the Department of Family Services staff on...	Excellent	Very Good	Good	Fair	Poor	Does Not Apply
1. Our efforts to help you and your family be safe and secure in your everyday life?	1	2	3	4	5	9
2. How hard we try to help you succeed?	1	2	3	4	5	9
3. How helpful the services were you received?	1	2	3	4	5	9
4. How we do in helping you make important decisions?	1	2	3	4	5	9
5. How would you rate the effectiveness of the staff in helping you succeed <u>overall</u> ?	1	2	3	4	5	9

L1. Overall, how satisfied are you with the services you received from the Department of Family Services. (Circle one.)

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Neutral
5. Somewhat dissatisfied
6. Dissatisfied
7. Very dissatisfied

L2. If you have any other comments or thoughts you would like to share, please write them here.

Your answers to these last few questions will help us to be sure that the survey results really show the opinions of all types of clients and customers. Please remember your answers are anonymous. (Circle one.)

M1. Are you male or female?

1. Male
2. Female

M2. Including yourself, how many people live in your household? _____

M3. What is your age group?

1. 16 – 18 years
2. 19 – 24 years
3. 25 – 44 years
4. 45 – 59 years
5. 60 – 74 years
6. 75 or older

M4. How long have you lived in Fairfax County?

1. Less than 1 year
2. 1 – 2 years
3. 3 - 4 years
4. 5 years or longer
5. I do not live in Fairfax County

M5. What language is spoken most often in your household?

1. English
2. Spanish
3. Korean
4. Vietnamese
5. Farsi
6. Urdu
7. Somali
8. Chinese
9. Arabic
10. Other (*please list*) _____

M6. When it comes to working at a paid job, which of the following matches best with you?

1. Looking for work right now
2. Working part time
3. Working full time
4. Retired
5. Cannot work right now because of temporary illness or injury
6. In school or job training and not in the workforce.
7. Taking care of children or other family members and not in the workforce.
8. Permanently disabled – probably will not ever work again

M7. Which of the following describes the most education you have had?

1. Less than high school
2. GED
3. High school diploma
4. Job training, vocational training, or technical school
5. Some college
6. College degree
7. Graduate or professional degree

M8. Which of the following best describes your race identity?

1. American Indian/Alaska Native
2. Asian
3. Black or African American
4. Native Hawaiian or other Pacific Islander
5. White
6. Other (*please describe*) _____

M9. Do you consider yourself to be Hispanic or Latino?

1. Yes
2. No

M10. Do you consider yourself to be Middle Eastern or Arab?

1. Yes
2. No

Thank you for your help.

**No postage is required to mail this survey.
Please use the envelope provided.**

**Lost your envelope?
Please return the survey to us at:
Center for Survey Research
University of Virginia
P.O. Box 400767
Charlottesville, VA 22904-4767**

Appendix F

Open Ended Responses

Responses to Open Ended Questions

A2_other: Please indicate all services you or people in your household are receiving from the Department of Family Services.

Coord Service
CSB assistance w/many things DFS doesn't or can't do.
Day Care provider
Early Childhood Special education and child find.
EDCD
EDCD Waiver/Medicaid
FAMIS
FAMIS for son
Forms Required
Free lunch (school) 6th grade&12th grade.
general relief
GR
Home aide nurse through Medicaid from Home Healthcare Agency
House Voucher
Housing
I am a day care provider
Infant and Toddler
Medicaid to my daughter
MED'S
None
None
None at the moment
Phone line & free pone from my insurance
Plan First
Skill Worker
SSI
SW-home safety
W/c benefit
WIC
Winter Hill Apartments

L_2 comments: If you have any other comments or thoughts you would like to share, please write them here. (responses are verbatim)

"Thank You"
[name redacted] has asked me to fill this comment out for her since she does not write in English. She called to request a new survey in Iranian Farsi but instead received a second copy of the survey in English. If you wish for her to complete the survey please send an Iranian Farsi language survey. Thank you.
[name redacted] has been fantastic in helping us with disability services for our toddler son and we are grateful for Medicaid (and FCPS too)!
[name redacted] is an amazing social worker.
[name redacted] is my mother she cannot understand English. But sometimes is very hard to find translator to speak in Bangla. That you very much. I fill this for my mom.
[name redacted] is the most disrespectful woman I have ever death with. Not only did she degrade me and down talk but her attitude was so uncalled for
[name redacted] responds very quickly to my emails.
1- SNAP and Medicaid Renewal--too much paperwork. Answer one question "any change" - if yes: explain and joing proofs. 2--No need to show "CITIZENSHIP CERTIFICATE" when applicant presents valid US passport. Must be US Citizen to obtain the US Passport. 3. Not necessary to set up an interview "by phone" or "in person". Waste time. 4--Do not question the recipient the "use of SNAP Card" out of the area where he/she lives. 5. No "Decrease" the amount of "SNAP" (food stamps) allowed when "SSA" increases
1) Website Orientation: so confuse for people are less access to pc. 2)Wish DFS provide more funding for helping kids with special need. For instant, increase respite hours for disability kids so parents can rest. 3) Improve AT and helping kids to learn more technology!
1)Wait times on registration days are too long. I have to take leave from work to prepare for registration phone call and plan to have to repeat call for 45-60 min. Need more man power on Day 1 registration days. 2) I notice that folks new to area do not learn about SACC until a year or two after their enrollment to a school. Need to publicize better to relocating families.
1. Show eagerness in helping others with their needs 2. Ne a bit more attentive in services and help they can offer. As well as, do a bit more investigation because some people deserve more help then some people getting benefits.
A lot of paperwork seems to get LOST in transit i.e. by mail, especially by FAX! Its extremely hard to speak to someone or have your "Caseworker" return your call. [name redacted] was very unprofessional, rude, and just nasty! She spoke to me as if I was a "Dog in the Street" I can't express what this did to my health. My casework [name redacted]-very poor service!!! [number redacted]
a situation arose about three months ago in which there was a heated argument between two female clients; and they werent able to effectively de-escalate it. Even the hispanic male security guard was unassertive due to the pc training that he and others in security receive. What will happen if there is a terrorist attack on the pennino building?
A-2 asled about phone line intake. I really could use and appreciate a home in-take and call-out phone that's inexpensive, since 78% of my income goes to pay rent monthly. Is something available in this Home-Phone(not cell-phone, I don't want a cell phone) category (el cheapo)? Pretty Please!!! For local calls only
All department set their phone on leave message. They listen then they call back at that time. The person call for some need they gone away.
all my answers are based on the time that I had wic for my some. Last month it was august 2015. now I just have medicaid for them.

All staff are not equal. Some are excellent, some are good. But yet I am very satisfied. Many thanks to "Fairfax county family service department" for their help. I owe to Fairfax county. I'm very sorry to send it delayed.
All staff are not kind and never listen and bad attitude. I don't know why that kind of person works at a government office. If they don't like work . Never ever kind "No reason why make me wait too long" Example: waiting 3 or more hours than talk to staff no more than 10 minutes. Just need a simple question. No answer the phone so I be waiting 2-3 hours. It is very unfair.
answering the telephone rarely ever happens and returning phone calls takes forever.
Applied for Medicaid and was denied although my salary is poverty-level.
Applied for medicaid but Virginia did not expand it so I was denied. There was nothing Family Services could do to mitigate that fact.
As a "SACC" customer only. I found many of these questions difficult to answer.
AS a child care provider the training I need yearly (16 hrs) has not been as available in my area as of late. I do not drive & depend upon public transportation & am finding it hard in my area.
Communication is paramount.
Contact is very curt, just wants to push to next step, no assistance or guidance of any kind offered. Needs customer service training.
contact through yearly phone interview
Continue the program of survey research worder to direct growth and perfection with minimum cost.
Create more jobs and programs for helping kids with special needs. Simple search on webstie. Somehow its difficult to search for the right information!
Day care (home day care) can have 3 infants and 2 year and older 2 kids. Now when we grow them older love to venter to be in same age group very early age at 2 years. So same day care have helper can they keep at least 4 infants in care? Looking solution for this matter. Children to stay in day care until 3 years old not any more.
Did not get clear info on medicaid care and who to contact or which phone to call for further assitance.
Do not believe he received any services from this department.
Do your social worker suppose to stay in touch or do I have one
Each year we have to renew Medicaid. Although we are supposed to have one month,I always have only two weeks. As well, the rep assigned to me takes days and days to respond to my calls or emails. It is very frustrating and stressful when given a deadline or my son might lose his services if the paperwork is not processed in time.
El personal atiende muy bien, pero quien es toman las decisiones, no estoy satisfecha, yo solo recibo \$16.00 de Food Stamp. Yo no puedo trabajar porque en la cirujia metocaron mi nervio ciatico en UVA
Encourage and positvely support people whom may need the services temporarily and not forever!!!
Enrolling in the SACC program for the first time was rather confusing. I didn't realize there was additional paperwork to complete beyond just registering. A very clearly specified series of steps would have been helpful. Everyone I've spoken to on the phone has been exceptionally pleasant!
everything is excellent
Everything is excellent! Every people are good person. I am very grateful to all of you.
Excellent service! [name redacted] is WONDERFULL.
excellent, very satisfied
Extremely rude office staff workers at South County Center.[address redacted]. Always one person working at information counter. Ridiculous wait time. Rude case workers/Supervisors. I believe the entire staff at this location need to be retrained with customer service and relations.
Fairfax xounty does a very good job in helping the community out. Sometimes the call waiting time can be a little too long but the service and help provided is always outstanding.

Great job!
Great staff & programming & SACC. One way to improve visibility is to provide information/literature at local day care centers.
Have had problems with Medicaid Department calls never returned and applied 2 months ago and have heard nothing about being approved or what other paperwork needed? Don't know what to do now? Or who to call? SNAP-Excellent customer service and always got calls and emails promptly.
Have not used Family Services
Honestly, I don't like the idea of calling the Department's phone number then will be transferred to one representative to another which is resulted to. Waited very very long like one day, hanged up, wrong departments and not available representatives which made me call again and again before I get the right representative to listen to my calls. Despite all of these, I am so thankful that me and my children have Medicaid. God Bless DFS!
I always bring in person the Renewal to the office. And always get a message saying my EBT has "zero" Balance and when I call it takes 2 hours for me to finally find someone and they solve haven't receive. Your renewed and I have to go back and hand it in person again.
I always hand deliver my renewal papers. On two separate occasions they were lost. I did not get a stamped copy of the first time this happened it took two weeks before I could get benefits to feed my children. The second time this happened even with proof of a stamped copy, that I turned in my renewal papers 2 days after receiving them in the mail, it took one and a half weeks before I could get benefits to feed my children. I had to turn to my very limited family members to ask them to share their food in order to feed my children. Child support also failed me by not acting in a timely fashion. They moved, lost my paperwork, so I had to redo everything. The absentee parent lives out of state but they never sent any request on my behalf even though they had the address over 6 months. The absentee parent now moved and I don't have the address, so child support can't help me. So eventually I applied to TANF same problem, no one getting back to me, long wait times after having my papers over a month they had to be done all over again because they expired. I went in person I waited over the phone, no word to this day, so I gave up. It's been 8 months. I am disabled and unable to work, this has been devastating for me and my children. They will quickly hold your benefits or call you if they need something from you buy when you need help its hurry up and wait.
I am a diabetic with chronic care need, however the clinic offers very basic and unrelated assistance! Medical assistance has been extremely limited.
I am grateful the services I received. The services very helpful. I love that their staff are so responsive to my needs. The staff is knowledgeable and have all the information. I looked for if I had any questions about the services, they respond in a timely manner and answered all my questions. I like the fact that this year the wait time is much more improve. Keep up the good work!!! Excellent service!!! Thanks for the good services!
I am representative of 2 mentally and physically disabled ladies. They get SSI \$611 per month each and SNAP \$26 per month. Before one of theirs was \$60 per month. After several months DFS informed that she would only get 26 dollars a month and they are for the money over paid. Now they are paying only 16 dollars per month instead of \$26 and this is no good. If it was their mistake they should not deduct.
I am thankful that these services are offered, especially child care assistance, as in the NOVA area child care costs more than rent/mortgage. Thanks!
I am very grateful for Catholics for housing. Thanks to them I now live in a safe clean apartment. Also thankful for SNAP. I am able to eat healthy meals it is a blessing!
I am very happy. I have been attended on my last visit very nicely, in time and also got the requisite information in time. Thanks very much
I am very hard of hearing staff won't take the time to communicate and explain things for me. *wait time for lobby assistance is too long. *the front desk processes paperwork well but after that there is no follow up.

I am very please with services but I do feel I rather have the dental than eye vision. Some of us seniors do for some of us have 20/20 and we need the dental more. Thank you.

I am very satisfied with the help I get from family services because I got food stamps and general relief to pay for my meds I get from South County Clinic and transportation for them all month. Thank you very much.

I am well satisfied and I want thank you for all your help and if it can be any help to find someone to take me to doctors appointment.

I answered this survey with my son, who is the beneficiary of the services. I found that the services provided by Fairfax Co. are very good and we feel lucky to live in the county. There is always room for improvement, but as far as our family is concerned, the Co. does a great job. Thank you.

I appreciate everyone that I have worked with, they've helped me tremendously!

I appreciate the partial drug benefit monthly medicare premium that I receive under medicaid. The medicaid benefits should be substantially increases for everyone who meets the basic requirements. Eligibility rules need to be substantially expanded. The recent change to case worker responsibility for specific clients should be an improvement to the issues related to the process and information sharing.

I believe I am an expert in research, that the rating scale should be reversed; 1 should indicate the lowest grade and 6 or 7 should be the highest.

I believe that the department of family services is understaffed. So they do a very good job considering this problem.

I can't find the right Medicaid insurance coverage from the market place. They are all expensive and my SNAP they only give 16 dollars per month.

I do have question which I never understood and nobody explained to me. Why do you count gross income?

I do hope that eh "members of our household" who have nothing to do with the Family Services and who don't have any problem with the law should not be included in the questionnaires given to us. Applicants for benefits. They should be asked only their names, age, education. They are included in the "or" Thank you. P.S. I have just finished my telephone interview with [name redacted] on Snap and Medicaid. She is perfect, polite, courteous, engaging. She is more than perfect! She is very very patient too.

I do not consider my involvement with department of family services a service. My involvement was forced unfairly.

I don't have transportation to you right now. But soon I will come to sign up for medicaid for my knee.

I don't like the idea that Family Day Care Providers will only be allowed 4 children after July. Also, I take care of my two grandchildren every day & have to count them. But if they live in my house I wouldn't have too. Doesn't make any sense & hurts my bottom line since I don't charge them. They can't afford it.

I don't really know much about events or assistance other than the ones I checked. I would have been nice to know about free school supplies for my children, or any other assistance to help me pay my rent or other needed items for my children.

I feel like it would be beneficial if the Health Department staff gets some training about how to communicate with population. Some families occurred there by lifes surprises, losing jobs, or de-staffing at work. But those people might be excellent professionals and they need to use these services temporarily until they settle down in their life. I would like to say it would be great if staff are a little bit open minded and considerate. Thank you for doing the survey!

I feel so glad and I really appreciate what services I got from Department of Family Services. I would just like to say thank you so much

I feel some frustrated every time that I need to renew my service because I don't feel the support.

I feel the amount of food stamps are not sufficient at any level.

I find it hard to accept that in today's society a person can go from \$27 Food Stamps to \$11. I really don't think my worker knows how work Snap.
I forgot my password for the website. I answered the questions, but the computer told me I was wrong. I called for assistance and was told I could make a new account with a new email address. I have had my email address for 7 years. I do not need a new email address. I would have liked for a reset option for the password. So, instead I had to do my renewal by snail mail.
I had a horrible experience with the department of family services because one individual made an inaccurate statement on my account and put my daughter's healthcare in jeopardy. It took me nearly two months to have the situation resolved.
I had Section 8 here, then when I went to St. Louis to live Family Services had taken it away in 2011. I was hospitalized. My mom stayed in the hospital while I was hospitalized. Now I don't have Section 8 and I'm homeless.
I have been down to the family service department a few times and everything I come there is a different problem that im unaware of because I didn't get any notice. I have gotten to the point where I have just decided not to deal with it any more and just try and make things work on my own because no one seems like they care to help.
I have communication problem in undertanding English. Dept of amily service normally contacted my handsband. She is busy in office hours. It's I find it difficault to communitcate with the office personally. I never get enough assistance.
I have had very limited contact with things that would require anything but very limited contact with personell. Therefore I really can't answer any but a few things. Anything I did have contact with was good.
I have never had a n unsatisfactory phone call on visit. Everyone is very nice.
I have not used many of the services offered this year. However, [name redacted], has been keeping in touch with me to make certain my needs are being met and was pleasant at the discharge meeting at the Mt Vernon Nursing Home in June. To make certain I received the "at home" care offered by Medicare. I do plan to ? And will probably use the services to assist in down sizing and other related problems. I appreciate all the interest and concern offered by the service to services.
I have one leg but I handle myself fairly well. My only contact with family services after coming back to my town house was to try to get snap. I got \$16.00 a month. I get \$980. social security. I am 66 yrs old & purchased my townhouse in herndon in 1979.
I hope my service coordinator is more responsive and showing more care.
I hope you always assirs my very good because you always have.
I just like to take the time to say thank you for assistance given to me and my child. Because of this program, I am able to continue to go to school and work flexibility without a heavy heart of not knowing what or where to leave my child. This program is very helpful.
I like that we can do recerts through the mail, and not have to have an office visit every time:)
I like the services I received. Staff Inspector [name redacted] visit my day care. She is very helpful and encourage me to have my professional development.
I like to work hard and helping.
I love the creative activities the SACC staff plans and does with the children. I also like that children have a choice of activities. My son loves SACC and looks forward to it every day. Great job!
I need more information. The benefits in my age and sick. I never meet my case worker? I have to say all my needs in front people? No privacy!
I need the help but I think some staffs are impatient and unkind. They are in the wrong field of work.
I often miss information. I also found the volunteer services more stressful than helpful.
I only receive foodstamp so I'm not aware of any other help to be satisfied or not.

I originally applied for whatever services available in November 2014 in person at North County Lake Anne, with the assistance of the helper, only to find out in February that I had only applied to Medicaid- so in February I reapplied for SNAP & General Relief, started receiving SNAP & after months of calls to my social worker, She finally returned my call & said they were backed up. I never heard back. Now in October a new social worker is tryin to help me.

I receive Medicaid and SNAP - for one person (elderly disable) when you age, we are less healthy. Meaning naturally teeth, eyes (sight) have problems along other body parts. My issue is from all the things I need to get medical attention is my teeth! I can't afford to go to a dentist because I am financially unable. Medicaid & Medicare doesn't pay for. I haven't been to get help because they don't accept Medicaid & Medicare. I need help on that and very important for elderly---Thanks.

I think that all the people from DFS need to be more nicer to any people or everybody Not only with like 2 or 3 like everybody??

I was disappointed to find out that applying for the SACC program must be done 15 months in advance to get a spot. I don't know how first time kindergarten parents would know this. You have a very long wait list. It seems like the program could be increased to meet the demand or spaces could be reserved for kindergarteners. We signed up 12 months in advance as soon as we found out and were wait listed for 9 months but did get a space before school started.

I was sad to hear that my neice at the age of 18 now all services stop. She lost her father and her mom is not involved in her life. We as the guardians are unable to provide for her need. Now she has to provide for herself with no assistant while she looks for a job. She is currently enrolled in college but has no health insurance coverage. What is she to do? Please help what service is available to her. Please call to provide us with information at [phone number redacted] ([name redacted]) Thank you. We still need your help.

I was told that I'd get help, but never got it. Home "therapy" was useless, since the "therapist" canceled several times & then said she wouldn't come any more. No one really helped me with anything. No follow through. Caused me horrible depression, then left me hanging.

I wish there are othodontist available in fairfx area. My daughter goes to one in DC where we need to drive through morning traffic in DC often times. She was late fro school for appointment.

I would like more benefits on behalf of the food stamps program; here in Alexandria, Virginia.

I would like to get the renewal date or expired date of my policy ahead of time to give me a chance to renew the policy or give them the papers they need personally or by mail.

I would love more explanation of the services that are needed of mine. It seems when I go into DFS, I wait for hours for help and then my paperwork is taken and stamped with rolling eyes and the staff doesn't have time to answer my questions sufficiently or they talk in a way that I am ignorant to them

I, [name redacted] very dissatisfied with my case worker. After my case was transferred from Loudon County I even was not able to meet her once. She never responded her phone, taken much time for emails and even when I personally showed up she didn't meet me for one time. She could not satisfy us at all and our family could not use the services available in a very hard lifetime. I would be happy to come for an interview if departments needs further info. Overall I am not happy at my case worker and am very dissapointed.

if it is possible could you please manage the face to face conversation to the workers.

If you don't know about a service, Dept of social services will not make it available or other staff does not know about the program. I have found you must dig for information. Other families seem to have better input then staff. It really depends on who you know.

I'm on my own and I need more food storage. Myself get only \$16 month so I need need more. Thank you very much.

I'm very satisfied with the services provided to me. Thank you.

in the last five years I have not delt with anyone from the department of human services. I can not answer questions JRB

It bothers me that every year I try to renew the insurance they either cancel it completely or they make me wait for a long time.

It is not fair to have a limit on our wages when you do not take that into consideration. I have not received other services because you income says, I make too much to receive services. Medicaid is all I receive for my children. Other than that I am still very dissatisfied with how you provide services to people who do not even work.

It is very hard to find the resources offered by DFS. I had to work hard to find resources. Once our son was 8 week then assistance resulted. He is now in the Springfield VA outpatient 3 times a week. The therapists at Reston and Springfield are wonderful. We need more Springfield like programs throughout fairfax county

It was hard to get medicaid.

It would be nice to have polite staff at the front desk. Courteous.

I've only dealt with SACC, but consider myself very fortunate. Every individual I have every communicated with - either via phone or in person- has shown the utmost professionalism. It is so refreshing to get to interact with individuals of all ages who are so passionate about the job they are doing! Well done SACC!!

Just thank you for all your help.

last time before few month I had to contact my Congressman & let him interfere with CSR to solve my problem, and without his interference, I could have been now living on street. When we go to CSR, we need to wait hours & hours before we able to talk to someone, I'm mentally disabled living on my SS check & my medicaid. They never send me an on time information, too many people with just little incompetent employees to handle all cases.

Lees Corner Elementary SACC teachers are FANTASTIC!!

Less wait time to get services would be great!

Like 98% of the department of family services are very awful people; they try to deny or discourage people in need to get help services from the department of family service. It is that could be that they are "trained" to not help the needed community. The customer service at the whole department of family service and the social workers are the worst part of this beautiful and lovely state of Virginia; if this doesn't change, the community is going to start sending letters to the press and to the Governor

make sure that all phone calls are returned and all questions answered with regards to all aspects of work that dfs does; not just some things but everything.

Many of the questions in this survey are targeting to specific cases that are more complex than my case, and I cannot relate to the questions.

Me e comunicado con el departamento de familia por telefono y en persona en la oficina y me da la amabilidad y jeseode alludai ex por telefono. En los oficinas el tiempo no es el mejor.

Medicaid should be able to pay emergency situations in other states. I had an emergency in Wash.DC. I was taken by ambulance to the D.C. Hospital. Medicaid Virginia denied help and didn't pay. It took one year to get the exception. In the meantime I received collection notices. The money I received every month from S.S. Adm. is not enough. I can't work when going to College. I have to pay for College expenses, food, gas, insurance and rent.

More care is very important

more English or more Americans in the job would be nice! Too many cannot understand or speak English well enough-very frustrating! Hire more Americans!

More hours in the office the 8 AM a 5 pm

more staff is needed

my answers to the survey is based on my experiences of my son's medicaid (medical and dental) services which I contacted the office of dfs during renewal every year. Thank you.

My application for Medicare/Medicare got lost after submitting several times a year which resulted in denial of benefit. I hope they could improve their service and serve the customers better.

My case worker has changed several times & no notice of the change. When a problem arose with my re-certification. Received very negative response from supervisor & case worker. Calls placed to case worker were fruitless. Vm box was always full. Called Director to get resolution of this matter. And some elected officials to get issue resolved. At the beginning of this I needed to get a Doctor's statement. All they did was keep sending applications. Took 8 mos. To finally get correct paperwork. Then check was mailed to incorrect address.

My child attends SACC at Olde Creek Elementary. The teachers are amazing

My children are in the SACC program at Herndon Elementary. The program and the staff are outstanding. They are engaged with the children and go above and beyond for the children. The enriching activities are so much fun that my children look forward to going to SACC each morning.

My comment is: Family Services for employment needs more people (employees) to assist them. It would be nice to try on a trial basis to have a night crew until 8pm w/employment.

My daughter is down syndrome. Since she was born she is on waiting list for State benefits. Three yrs ago I received a letter for her from DBHDS. She was granted 3,000.00 dollars for 1 yr. Now past two years nothing. The program is for ten yrs. We live on limited income. I do not know what is happening with state govt.

My eldest son goes to Early Childhood special education program and IEP. Not sure if its part of Fairfax DFS. That is the only service that we get from the county and now he goes to public school in Fairfax County. So all of these ratings are based on Child Find and IEP.

My name is [name redacted]. I'm [name redacted] sister. She has "alzheimer's Disease" (Dementia). She has medicare, medicaid and SNAP only \$16.00, she has care giver. She;s eighty six (86) and I'm eighty one (81). We contact with the staff of the family services only once a year. The social services is very polite, kind and nice. Thank you very much for try to give better services to the people with the disability.

My only current concern is the recent staff turnover at our SACC site. A permanent replacement doesn't seem to have been placed yet.

my only experience with the dfs is through the SACC program at our local elementary school and I am very pleased with the professionalism, politeness and caring that the SACC staff have shown.

My sister,[name redacted] was a victim of financial abuse by person(s) currently unknown. Fairfax County Adult Protective Services was contacted by several concerned people (neighbors, bank, doctors, etc) who in July 2014 contacted me. [name redacted] (brother) located in Columbus, Ohio. Over the next several weeks and months it was necessary for me to be in [place redacted], Virginia attempting to help my sister. Extensive plans had to be made and prioritized to help create an environment that would ensure her safety and well-being not only then but for the future. This process was efficiently and effectively expedited with the expertise of [name redacted] with Fairfax County Adult Protective Services. She was able to provide materials that would serve to identify resources and programs available that would effect those needed changes. Thankfully,[name redacted] is now settled in a safe environment under the watchful eyes of family and friends receiving the care she currently needs and seemingly enjoys. While the dramatic events in [name redacted] life ws certainly unfortunate, the success of securing her safety was completed in great part due to the quick response

My SNAP was decreased this year from \$100 plus a month to \$24. This amount is ridiculous. What can anyone buy for that amount? Also, my Medicaid was dropped by no fault of my own. I never received the renewal form. As a result, my medicare was discontinued, therefore I received a bill from my healthcare provider for the past two months, which I had to pay out of pocket.

my social worker [name redacted] is the best worker I have ever had. Ty for her.

My social worker is very rude to me. She was races to me and made me feel very bad. I don't like her I wish to have another social worker. Thank you.

My social worker was very rude to me. She was very disrespectful and made me feel very bad because of my own race.

My son [name redacted] was in the head start program and now on IEP at his school.
My son did not get Famis insurance as of January the 1st, 2015. Because of your mistakes and incompetence we were not able to use his Famis until May 2015. It is a joke. Big Joke!!!
n/a
n/a
need better customer service people
Need my food stamps back. Cut off my food stamps. Wasn't getting but \$16 in the first place.
need someone to translate to Arab language
Need to explain other options for help. i.e. food, work, housing!!
Need to reconsider how the billing methodology is prescribed for SACC services. Ot very effective
Need to take care for the person with specialty needs.
NEEDS SECTION 8 HOUSING BADLY
No
no
No comment
No comments. It would be nice to extend hour of operation (ffice)
no one tells me of any other services I might be eligible for.
nobody answer the phone and always when I try to talk about why they cancel my services they don't have time to answer.
None
Not a thing
Not at this time--I'm just thankful for all the help my family and I get.
Not enough benefits for working people who are barely making it.
Not enough SACC coverage and my son was unable to receive service due to big waiting line. Too much computer info that did not adequately explain SACC waiting lists, time needed tin advance to apply for SACC in order to obtain the service without a wait. No information about how SACC does billing (ie how frequently)
Only had a home visit. Case was closed due to no findings so we did not need their services.
Only one suggestions to Family Services when staffs are calling Clients up to the counter. Please remind staffs to speak softly because Staffs are asking the questions and most are personal. And no one should been heard the questions or the answers. I am very pleased with the services had provided every time I was there. Keep up the good work and Thank you. To Whom is may concern I would like to express my appreciation to your staffs were very helpful. Last time I was there one of your staff was helping me with my application. And she took her time to help me with patience. Words can't express how much I appreciate her time to help me. When I was at the Family Services in Annadale and sorry I forgot her name. Also I woud like to thank you [name redacted] for help and patience with my application had done so quick. Including some of your staffs in the Government Center had done a grgreat job. And I am very pleased with their works and I would like to say many thanks to everyone and have a blessed day!
outstanding job

overall I am extremely satisfied and thankful with all the help and services that dfs provides to me and my daughter. Everyone that I have ever been in contact with has been extremely kind and patient, as well as compassionate and caring with me. For that and the help I receive I will be forever grateful. The only issues I receive is that trying to receive help via any form of communication is extremely long. The back up is so bad! I understand it but it is frustrating. Also, I think that the way things are handeled to mail/emial/phone us bad-never convenient. Also, I think one should be made aware of other programs one could qualify for or help ones situation when you are able to get ahold of someone.
Patient operators. Not sure who to call to get aid walker. I was told I need to talk to my doctor.
People who have low income like me, should get at least \$80.00 or \$90,000 worth of food stamps regardless, inference there monthly income from SSI & social security.
personnel in front desk needs to pay more attention in helping people who are waiting in line instead of talking to each other about their personal life or other coworkers life
Please be advised. If I leave a meage they NEVER call back. If I go to the office they don't want to talk.
Please consider upgrading Plan 1 Health care to help with check ups, physical and optical, and netal and RX plans at local RX stores Giant, Safeway, Walmart, Rite Aid, Walgreens, Etc.
Please improve the website need to submit applications
Please keep up the good work. Your efforts and expertise have proved essential. We would be lost without your help. Thank you!!! God bless you!
Please provide the caseworkers name, contact info and email address for old and disabled c ustomers. A case worker is not assigned now from the medicaid office. Provide a list of doctors who accept VA medicaid online list will be more convenient and please send a reminder or application to renew the service on time servies from the long term care unit. Adult and aging program/Fairfax County Dept of Family Services was excellent. Staff was very conscious, knowledgable and efficient.
Recently I applied to renew my medical NSNAP. I applied 50 days ahead of ending period, just before 30 days, I received my mail to renew my MD/SNAP. Look like the assigned staff didn't bother to look documentaries, I went to office again and spend 1 hour to follow my case. Look like everytime I need to re contact my congressman to follow my case, unefficient staff. Poor service, Bad admin. The whole dept need to re-organized with efficient staff, who knows what they are doing. We do need better service. You can use my name as case study for better resettle.
Rep very eager to just push through system. Will not take time to assist or answer questions. I have given up and will not use services my daughter is eligible for.
Respectfully, my interaction with DFS staff is always precise, attentive to detail, timely, extremely professional, great execution, superior trained, knowledgeable staff. A privilege humbling honor to deal with.
Respondent requests survey in Hindi. Also, in Sections B and C respondent made the following notation: "I don't understand their language." Perhaps referring to the individuals at DFS.
SACC has been great with staff, customer service on the phone and willingness to assist with professional courtesy.
So grateful fall all assistance I gain by Fairfax county and I hope they will support my treatment expenses for cancer that I have recently as I cannot bear the treatment's charge by myself without your support.
Sometimes it depends on who you are dealing with ([name redacted], no longer there, was outstanding). I have yet to receive the same assistance that she gave to us. Also, you need more help. Your people have too many case loads. And just hurry up and not give personal assistance. We are disabled and need MORE instruction and help and caring folks to assist us.
Sometimes when I go to the Family Services office there is a long line of people waiting to be serviced and there are no chairs where you can sit and still hold your place in line. It would be nice if there were chairs provided when long lines form. Just saying.
Sorry about the answers, but
Sorry but I moved to Arlington VA 2 months ago.

Sorry to take so long to answers the survey. The family services are helping a lot to me. Thanks
Staff does not return calls. Ignore emails and faxes. Therefore, making paper work late. Awful services
Staff Training
Still at times in everyday life, I feel unsafe because people are outside arguing, fighting, drinking, and smoking near the entrance of government buildings and bus stops and children, women, and men are disruptive at skill source centers.
Survey seems useless for gett SACC feedback. None of the questions are meaningful.
Thank you
Thank you a lot!
Thank you all & God bless you all & this world? Excellent work!!!
Thank you for being there for me.
Thank you for everything they do for me (us).
Thank you for sending out surveys. However, this can be done more efficiently electronically.
Thank you for the services
thank you for your service because it is really good.
Thank you for your supporting people who needs help.
Thank you god bless you all! God Bless this world!
Thank you very much for your interview by phone, it save poor people like me who do not know how to drive and does not have a car to ask friend or family member to give their time to bring me to the Department of Family Services when appointment is needed.
Thank you very much The Department of Family Staff
Thank you!
Thank you!
Thank you,
Thanks for all the help!
Thanks!I am waiting more satisfied, thanks again.
The complete process on how each needed service will be handled, for example (I applied for medicaid on the website and it did not explain even in the Q&A who can qualify for medicaid based on difference circumstances ie...age, income guidelines, currently insured, insurance payment assistance).
The Crossfield SACC staff is wonderful. I am so happy my children are able to participate in a well-run, caring, ad creative program. The teachers are so caring and meet the kids needs.
The dtaff on site and over the phone are caring, thoughtful and understanding. I don't know how I'd survive without the very needed SNAP benefits I have now. I am only grateful and thankful. The staff put me at ease and were very kind and took the time to answer my questions. Very outstanding!
The important thing for me is I need some help in Spanish to receive the help I need
The last person I spoke with was the best so far. She got my general relief. She got my Snap going. The first time it took months and they didn't pay me the Retro Payment from Feb-Mar. I never heard back from VA disability and I turned in my genreal relief form in February so why didn't I get Retro for Retro.
The long wait after calling the main line. Leaving a msg and no one calls back even when it's an email. No respond ever.
The long waits down at the Social Services building.
The newest people to enter our lives have been the most positive. Sadly the responses on this survey primarily reflect the less than stellar customer received up until this point.
The offices are gloomy. Sometimes staff repeats information when asked to clarify or for a further explanation. Repition and speaking louder does not help anyone.

The one thing family services could work on is the time you have to wait when calling family service on the phone.
The only issue we had to address was the need to have a calendar of events for the SACC program.
The only item that could use improvement is the wait time to speak to a representative.
The only service my family used was the afterschool SACC program. The only area needed to improve upon is with the communication of special activities for the month. My kids missed out on "fun" events b/c we didn't know about them.
the only thing that has changed for me since the office moved to annandale is that I cannot longer talk to an employee for assistance. I can only communicate by phone or internet.
The people in which I delt with to help me in my crisis was very understanding and I thank God for placing them in my life even though I haven't gotten an apartment and still searching for 9 years. Keep up the good work!!!
The people who have income based solely upon SSI should not be evaluated or questioned for there income. There Income has already been determined by SSI and it is a waste of time. My social worker is very good, he helps us a lot and we appreciate my social worker thank you
The phones and emails are a waste of time. If I have a question I have to go in person to get answer. No retruned emails of phone calls.
The protection and preservation services had dissatisfied me therefore the above survey referred to this program only. However, the SNAP, Head Start, child care assistance and referral and medicaid has satisfied me
The reason is my new EBT or SNAP is not enough for m y family member and 20% of my income goes to rent and bill paying. Just I have a request if they help me and approved new amount for my SNAP I will be very appricate and need your office help and support.
The SAAC team is an amazing asset to our school community - we are grateful for them.
The SACC program meets our family's need wonderfully & the staff at our school is stupendous!
The SACC staff at Olde Creek Elementary are excellent.
the SASS staff [name redacted] in Mclean are fantastic! Not sure if they are actually DFS employees or not.
The service at the office or over the phone is ridiculous. The wait time is terrible or both! The amount of food stamps that you give a single mother with 2 children is sad! Especially the cost of food and wealthy food is more than ever! The staff is extremely unhelpful.
The service is really good and is helpful. I really appreciate all the effort made by the staff. I am very lucky to have you guys to help me in my everyday life.
The service was very excellent - and we receieved a service much more than we expected. How she has another health problem which is stone in gallbladder needs to be removed by surgery- How you can help.
The services were over the top once getting into the system. Hoever, to get into Cornerstone was very complicated. I would have given up without persistant friends. The 222# needs to be improved access way to difficult.
The social workers are rarely available. We need to call them frequently without receiving an answer back. We do not have any other people to help us when we need help. We are always told to call ours specific social worker; otherwise, we cannot receive any help.
the staff at centreville elementary school SACC is excellent. My son ejoys his before and after care everyday!
The staff at SACC is working very hard with our disabled daughter. We appreciate all the work the SACC office helps us with!

The staff should be customer oriented, respect customer, have patience and be good listener. Know that they are service providers and accept suggestions. Be positive attitude towards customer. Assist with their needs. Avoid discrimination and help the Department to have a good name and try to be a good citizen. The department should keep qualified staffs
the wait list for the sacc is unclear. Not knowing how long a child will need to be on the wait list is unacceptable for a county service.
The waiting time to see any Doctors are very long and tiring.
The waiting time when ever making a phone call is huge. Sometimes it can take an hour or more to get someone to handle a question, especially at peak hour times
The website is confusing for users. The lines in the offices are very long.
The website is not working well. Try to renew my SNAP application online and it wouldn't work after setting up an account. Tried to email Renewal application and it bounced back. Mailed the Renewal application but never received. I had to go to office in Reston and stand in line to submit it The office is getting overwhelmed and you need more staff.
the young women who work at my SACC at my school [name redacted] often look simply tortured by their jobs. In the mornings they simply look up when we enter but make no effort to say good morning or make the children feel welcome. I am comfortable that my child is safe, but it is clear she is simply being 'warehoused' in SACC-most especially in the morning.
there are some coworkers that are so nice, and there are some people coworkers that are not nice and that don't respect you!!
There is no communication one-on-one with a person. I don't feel like get the personal contact needed, I just feel like a number!
There needs to be more outreach in the ethnic communities. i.e. Indian organization
They do there best they work hard So I love the way they do
They have been great! Helping with any questions and concerns I have.
They help people with kids more than anybody else and do not care about seniors or disabled people the way that they should. It has been better to see things like good social workers helping kids/on TV, but that's not here with this county, and certainly not with adults or single people. Its not call the Department of Family Services for NOTHING! Why isn't it for the "citizen's Or "local residents" or "community" services instead??
They send me a form once a year. I fill it out. No other conflict!
This time family service excellent no line. Use to be to much line - write now perfect.
Twenty dollars welfare is no enough for a household from SNAP
very hard workers--thank you
Very helpful having DFS liasion at CSB site.
very long wait to enroll in SASS(18 months) Mpt enough alternatives in Fairfax county at a reasonable cost.
Very poor services. SNAP benefits cut off last year. Many phone calls and email was not returned. Need esclate to Richmond to get the SNAP restore.
very satisfied with them but my accomadation is very hard to get that is the only help I need from them now.
wait time on phone to speak with someone-availability of Supervisors to assist me when the person on the phone cannot help me with my situation-some information has never been sent out regarding questions or answers to my problems that I called Family Services about-DFS staff that answer the phones (after being on hold for 50+ minutes) are not that knowledgable regarding what services DFS offers-Extremely frustrating

We are impressed with the overall operation of the SAAC program - from staffing to programming to community outreach. Keep up the superior work!
We are very satisfied with the overall services and staff at King Glen Elem. School SACC. Thank You!
We have always been granted and helped to highest extent.
we suggest that the staff should answer on phone and their there should not leave message than after four days when we call then you answer and discuss matter with us. Than you again take advise from some body which take more four days. It means it is not excellent.
when I needed help yall was there and helping regardless no stones unturn. Housing still remains a problem but I'm bless knowing yall still in my corner. If it wasn't for a certain person a person iin your employment nounwhich. I hope you always be there until I do get a placemy landlord will cause body harm or more. She is my protection. Thank god for her and yall.
When I originally signed up it took some time to hear back. When I received the appointment letter in the mail the case worker did not call me at that time. I called and left numerous messages and finally had an interview a week later. Not very happy.
When we try to contact the phone it is hard to reach. No one answer the phone that have some advise
Whenever I go, we don't have enough time and we are so busy go to the net and fill this job seeking forum. That is all they do.
Wish I can help n getting a job. So I can no longer receive services from you all.
Would like to see better information about SACC on website and info about summer SACC in Feb.
Would like to see improvements on medicaid services for students without health insurance. It is too limited.
Yes I'd appreciate it when I call to actually speak to a human being after waiting an hour on hold to be transferred to voicemail and never get a call back.
You all are great & wonderful. Thanks for all you do for us "single moms" out here in the states.
you all need to help me out more with food stamps (more) help medical care
You guys are very good

M_5 other: What language is spoken most often in your household?

Amaharic (Ethiopia)
Amahlic
Amaric
Amaric Ethiopian
Ameharic
America
Amhalic/Ethiopian
Amhanric
Amharic
Amharic and Tigrigna
Amharick
Arabic
Bangala
Bangla
Benagli
Bengali
Bengali
both language. I have no problem speaking English
Cambodian
Cambodian
Chines
Chinese
Cobuano/Pilipino
creole/english
Dari and English
English
Ethiopian
Farsi
Farsi (Persian)
Feline

Filipino
Filipino
Filipino Language
French
French
Gujarati
Gujarati
Hindi
human
Indian
Khmer
Korean
Korean
Kurdish
Lao
Little bit english
Marathi, Kannada (Indian language)
Nepali
Pashto
Pashto
Portugues
Portugueses
Punjabi
punjabi hindi
Russian
Russian
Russian
Russian
Russian, uzbek/Somali
Sign Language
Sinhalede (Sri Lanka)
Spanish
Tagalog
Tagalog (Phillippines)
Tamil
Tamil
tamil
thai

Turkish
turkish
Twi
Urdu
Urdu
Vietnamese
Vietnamese
Vietnamese

M_8 other: Which of the following best describes your race identity?

Native American
Asian
Asian
Asian
Also 1/16 Cherokee
American Indian
arabic
Asian American
Asian/Latina
Black Arab
Brasileira Americana
Central Asian
cuban
Espanic
Ethio-Israelite
Ethiopian
Ethiopian
Ethiopian
Ethopian
greek american
Hispana
Hispana Latina
hispanic

Hispanic
Hispanic, From Argentina
Hispanice
Hispano
Hispano
I do not wish to answer
India
Indian
Iranian American
Korean
Latina
Latina

latino
Mexican
Middle East
Middle Eastern
Middle Eastern
Mixed race black and white
Multiracial, White/Asian
Multi Race
multi-racial (white/Asian)
Native American-Black-Semi-ole
Negro Latino
nepali
North African
North African
not a legal question. Not necessary for all these questions. Humans are the same where ever you go!
of mixed race Black and white
Spanic
spanish
spanish
Spanish
Spanish
Spanish/Latin
Togalig
Turkish
Unnecessary
we are a blended family
White
White
White Asian (Afghan)
white hispanic
White Latina
White/Hispanic-Latina

Appendix G

Survey and Sampling Methodology

Survey and Sampling Methods

About the Survey

The 2015 Fairfax County Department of Family Services (DFS) Customer Satisfaction Survey was conducted during the fall of 2015. The survey was sponsored and funded by DFS and conducted by the Center for Survey Research at the University of Virginia (CSR)^a. Survey packets were mailed October 1, 2015 to the home addresses of 3,500 DFS customers. The recipients were chosen randomly from an unduplicated list of all DFS customers.

The survey packets included an eight-page questionnaire, a confirmation post card, an instruction sheet on how to request the questionnaire in a language other than English, a foreign language request post card, and a business-reply mail envelope.

Survey Methods

The questionnaire was designed to be completely anonymous. Instructions included in the questionnaire asked respondents to complete the questionnaire and return it to CSR in the enclosed business-reply mail envelope. The confirmation card included instructions that asked respondents to print their name on the card and return it to CSR separately from the questionnaire. Returning the postcard separately allowed CSR to match the respondent's name to the mailing list and prevent further reminder notices from being sent without creating any identifying link to the actual completed survey. This protocol assures the survey respondents of complete anonymity while still allowing response reminders to be sent to non-respondents. The protocol was previously revised and approved by the University of Virginia Social and Behavioral Sciences Institutional Review Board. In 2015 the protocol was also reviewed and approved by the Department of Social Services Institutional Review Board.

Table 1: Requests for Questionnaire in Other Languages

<i>Languages</i>	<i>Requested</i>	<i>Returned</i>
Arabic	0	0
Korean	12	5
Persian/Farsi	3	0
Spanish	38	19
Vietnamese	13	6

In order to reach the diverse client population of Fairfax DFS, the questionnaire was translated into five languages other than English. A respondent who had difficulty with English could request a questionnaire translated into one of the five other languages by returning the foreign language request postcard. Table 1 shows the number of requests that were made for a copy of the questionnaire in these languages.

^a Study contact: James M. Ellis, Center for Survey Research, University of Virginia, jimellis@virginia.edu or 434-243-5224.

A thank you / reminder post card was mailed to the 3,500 respondents on October 14, 2015. The purpose of the postcard was to thank those respondents who returned a completed questionnaire and to encourage potential respondents who had not yet done so to participate in the survey.

The confirmation postcards that were returned by the respondents were recorded in a tracking file. The 2,971 respondents who did not return a confirmation postcard received a second survey packet shortly after November 5, 2015 with a reminder letter encouraging them to participate in the survey.

A number of packets were returned undeliverable due to incorrect addresses. The mailings for the first and second survey packets resulted in 240 packets returned undeliverable.

CSR began telephone reminder calls on November 24, 2015 to a random sample of 985 clients who had yet to return completed questionnaires. The purpose of the phone calls was to encourage respondents to participate in the survey and/or identify impediments that may be keeping individuals from completing the questionnaire. These 985 clients were attempted at least two times by telephone. CSR assisted some of the respondents by completing the questionnaire via telephone in both Spanish and English. As a result of the phone calls, 40 additional survey packets were mailed. Telephone reminder calls were closed on December 3, 2015. All data collection efforts were closed on December 29, 2015. Table 2 shows the sequence of survey tasks.

Table 2: DFS Survey Tasks and Dates

<i>Task</i>	<i>Date</i>
First survey packet mailed	10/1/2015
Thank you / reminder post card mailed	10/14/2015
Second survey packet mailed	11/5/2015
Telephone reminder calls began	11/24/2015
Telephone reminder calls end	12/3/2015
Close mail-out data collection	12/29/2015

Questionnaire Design

The 2015 questionnaire was nearly identical to the questionnaire used in the previous study in 2013. The objectives of the survey were to measure current customer satisfaction with the Department of Family Services and evaluate changes since the first two surveys. The following goal areas were measured in 2015:

- *Goal 1: Staff is polite and professional.*
- *Goal 2: Staff treats people with respect.*
- *Goal 3: Staff is knowledgeable of programs and services.*
- *Goal 4: Staff communicates program requirements effectively.*
- *Goal 5: Staff provides services requested.*
- *Goal 6: Staff provides referrals as necessary.*
- *Goal 7: Staff / department are convenient.*
- *Goal 8: Staff is responsive to client's needs.*
- *Goal 9: Community is aware of services.*
- *Goal 10: The services make a difference in the quality of life for individuals.*

To analyze customers' overall satisfaction with Fairfax County's Department of Family Services, respondents were asked a general "Overall Satisfaction" question as well. Finally, a single open-ended question was placed at the end of the questionnaire. This question asked respondents to share any additional comments or thoughts they may have about DFS services. See Appendix E for a copy of the questionnaire.

Sampling

Fairfax County's Department of Family Services provided CSR with lists of customer names and addresses representing 22 different DFS services. After removing duplicate names within and across services, there were 91,425 names. When names were found on multiple lists, they were assigned at random to one of the lists on which they were found. This ensured that smaller client populations would be represented in the sample. The sample was then drawn at random proportionally within each service type, so that the proportions of names in each service type within the sample matched those proportions within the unduplicated list as a whole. As noted earlier, 3,500 names in total were randomly chosen from the unduplicated list.

Survey Response

Table 3 summarizes the sampling strategy and the survey responses. The left half of the table lists the service groups included in the sample, the number of cases chosen from among the names assigned to each service group, and the percentage of the total sample allocated to each of the individual services. The right half of Table 3 shows the actual number of services selected by respondents to the survey questionnaire. Respondents were instructed in the questionnaire to check all services they are currently receiving, thus they could select more than one service beyond the service represented by the service group from which they were originally sampled.

Table 3: Sample and Services Received (Based on original lists)

Sample List (Each respondent belongs to only one category.)			Survey Responses (Each respondent could select multiple service categories.)		
Service	No.	%	No.	Serv. ^a %	Resp. ^a %
<i>Adults and Aging Services</i>					
Adult Protective Services	36	1.04%	14	1.0%	1.8%
Adult Services	11	0.32%	50	3.5%	6.3%
Area Agency on Aging	16	0.46%	49	3.4%	6.1%
Disability Services	0	0.00%	40	2.8%	5.0%
Information & Assistance	38	1.07%	45	3.1%	5.6%
Meals on Wheels	22	0.64%	14	1.0%	1.8%
<i>Self-Sufficiency</i>					
Employment Services	13	0.38%	17	1.2%	2.1%
Food Stamps	1164	33.25%	417	28.9%	52.3%
Medicaid	1624	46.39%	511	35.4%	64.1%
TANF	51	1.46%	31	2.1%	3.9%
<i>Children, Youth, and Family</i>					
Adoption Services	0	0.00%	6	0.4%	0.8%
Child Protection	80	2.28%	3	0.2%	0.4%
Foster Care	11	0.33%	5	0.3%	0.6%
Family Preservation	22	0.62%	6	0.4%	0.8%
Healthy Families	13	0.38%	11	0.8%	1.4%
Parenting Education	11	0.31%	2	0.1%	0.3%
<i>Office for Children</i>					
School Age Child Care	284	8.11%	122	8.4%	15.3%
Child Care Assistance & Referral	44	1.26%	41	2.8%	5.1%
Head Start	10	0.30%	22	1.5%	2.8%
Community Education	50	1.42%	11	0.8%	1.4%
Other/Unknown	0	0.00%	27	1.9%	3.4%
<i>Total</i>	3,500	100%	1,444	100.0%	181.2%

^a Percentages are based on 797 respondents who checked at least one service including Other or Unknown.

A total of 882 respondents completed and returned usable questionnaires and 797 indicated at least one service (including Other or Unknown). However, the number of services checked was 1,444, which would indicate that some respondents are receiving more than one service from DFS. In Table 3, the column labeled “Serv. %” reflects the percent of checks received by each service and totals 100%. The column labeled “Resp. %” reflects the percent of respondents that checked off a given service. As each respondent was able to select more than one service, the column has a total greater than 100 percent.

Services provided by DFS can be grouped into four main categories. Table 4 shows the sample list as well as the response and case percentages of respondents in these four categories.

Table 4: Sample and Services Received

Service	Sample List		Survey Response		
	No.	%	No.	Resp. %	Case %
Adult and Aging Services	123	3.52%	212	14.7%	26.6%
Children, Youth and Family	137	3.92%	33	2.3%	4.1%
Office for Children	388	11.09%	196	13.6%	24.6%
Self-Sufficiency	2,852	81.48%	976	67.6%	122.5%
Other/Unknown	0	0%	27	1.9%	3.4%
<i>Total</i>	3,500	100%	1,444	100.0%	181.2%

^a Percentages are based on 797 respondents who checked at least one service including Other or Unknown..

Response Rate

The response rate is calculated by dividing the number of completed questionnaires (882) by the number of potential valid respondents in the sample (3,161). The response rate for this survey is 27.9 percent. The margin of error for the survey is +/-3.29 percentage points for questions answered by all respondents (the error for subgroups is larger). The sample was not disproportionately stratified, it was not clustered, and there was no weighting therefore the estimate of the sampling error does not include any design effects.

Table 5: Final Disposition

	COUNT	OVERALL	QUALIFIED/ REACHABLE	Adjusted count	Adjusted %
<i>Complete</i>	882	25.2%	27.3%	882	27.90%
Partial	45	1.3%	1.4%	45	1.42%
Refusal	62	1.8%	1.9%	62	1.96%
Disqualification	31	0.9%			
Bad Mail	240	6.9%			
Open Status	2240	64.0%	69.4%	2172	68.71%
Total	3500	100.0%	100.0%	3161	100.00%

Demographic Overview

Women account for 74.4 percent of the respondents who indicated their gender, which may be consistent with the population that Fairfax DFS serves.

About one third (35.8 percent) of the responding households have two or fewer residents, 45 percent have three or four residents, and 19.2 percent have more than four residents living in the household.

The age category with the largest representation in the sample is 25 to 44 year olds, who represent 37.9 percent of the cases. Persons aged 16 to 18 represent 1.3 percent of the sample, respondents aged 19 to 24 represent 2.4 percent, those aged 45 to 59 years old represent 26.7 percent, ages 60 to 74 represent 16.5 percent, and ages 75 or older account for 15.2 percent of the sample.

Over four fifths (84.5%) of the respondents reported living in Fairfax County for five years or longer, 7.3 percent reported three to four years, 4.9 percent reported one to two years, and 2.4 percent reported less than one year. In addition to those living in Fairfax County, .9 percent reported living outside of Fairfax County.

A majority (57.0%) of the respondents indicated that English is the language most often spoken in their household. However, 15.2 percent of respondents named Spanish as their household language, and another 27.8 percent indicated some other language.

Just over three tenths (31.7%) of the respondents indicated that they are working full-time. The next largest contingent of respondents (19.9%) indicated that they are retired, and 13.3 percent of respondents indicated that they are permanently disabled and probably will never work again. Respondents who are either working part-time (14.0%) or looking for work (8.7%) represent another portion of the cases. Additionally, 3.4 percent of the respondents are not working because of a temporary illness or injury while 9 percent are not working because they are either a caretaker or a student.

When asked about educational level, respondents who have less than a high school diploma (23.3%), a GED (2.9%), a high school diploma (22.0%), or job training (3.9%) account for slightly more than half of the cases. Additionally, those with some college (13.7%), a college degree (19.5%), or a graduate degree (14.8%) represent slightly fewer than one-half (48.0%) of the respondents.

Respondents were asked to choose a race or ethnicity that best describes their background. About two-fifths (41.6%) of the respondents identified themselves as Caucasian, 26.1 percent as Asian, 18.3 percent as African-American, and 14.1 percent indicated something else as their identity.

Respondents were also asked if they consider themselves to be Hispanic (or Latino), or Middle Eastern (or Arab). About two in ten (21.7%) identified themselves as Hispanic and 9.3 percent identified themselves as Middle Eastern.

Statistical Analysis

Several different analyses were performed on the data. The data were not weighted for any of the analyses.

Questionnaire Scales

Questions in each goal-category section asked the responding customers to rate Fairfax DFS on each of the topics by responding to a five-point scale anchored by “Excellent” to “Very Poor.” When scoring the responses, the scales were reversed so that higher numbers represent preferred outcomes (e.g. 5=Excellent, 1=Very Poor).

The final question in the overview section used a different scale. This overall satisfaction question (L1) used a seven-point scale with anchors of “Very Satisfied” to “Very Dissatisfied.” To maintain compatibility during analysis, the scales were also reversed so that high numbers represent favorable outcomes and low numbers indicate less favorable outcomes. The scoring technique for this question is displayed in Table A.11 of Appendix A.

Regression Analysis

Multiple regression analysis is a statistical method used to analyze relationships between a set of variables known as *independent variables* and a single variable known as the *dependent variable*. The goal is to use the independent variables to predict variation in the dependent variable. More specifically, a regression analysis weights the independent variables to insure maximal prediction of the dependent variable from the set of independent variables. The overall-goal category questions are used to predict the overall satisfaction questions. The regression analysis produced standardized regression coefficients or weights known as betas (β) that can have a value of -1 to +1. The betas can be interpreted as the importance of the independent variables in predicting the dependent variable relative to the other independent variables in the regression equation.

Each goal-category was analyzed using multiple regression analysis. Specific goal-category items were positioned as predictors of the overall goal-category question. The results of the multiple regression analyses for each goal category as well as “Overall Satisfaction” are in Tables C.1 through C.11 in Appendix C. Using the regression analysis, survey items are ranked in order of importance for each goal category. The importance weights are shown in the beta column and the level of significance is in the significance column. To be statistically significant, the level of significance must be .05 or less.

A similar regression analysis was conducted to establish the influence of each goal category on overall customer satisfaction with DFS services. In this case, the dependent variable was “Overall Satisfaction” (L1) and the independent variables were the overall items for each of the goal categories (B6, C5, D5, E3, F5, G4, H7, I5, J5 and K5). The results are shown in Table C.11 of Appendix C.

An overall measure of the strength of the regression analysis is found in the table footnote as an R-square, which can take on values from 0 to 1. Larger R-squares represent greater explanatory power for the predictors taken as a group.

Cross-tabulation Analysis

Demographic questions were included at the end of the questionnaire to obtain information about the respondents who completed the survey. In this study, a cross-tabulation analysis relates demographic variables to ratings of the items in the goal categories as well as the overall satisfaction rating. In this way we can evaluate differences in ratings given by sub-populations, such as males versus females, or those with different level of education.

Tests of statistical significance were used to verify the existence of differences in satisfaction among various subgroups. We used t-tests to test for differences in proportions and means among ordinal demographic sub-groups. The results of the demographic cross-tabulation analy-

sis are in Appendix D. Superscripts in the cells of the table denote demographic categories that have means or proportions for the variable on that row of the table that are significantly lower than the mean or proportion having the superscript.

