

THE COUNTY OF LOS ANGELES

2006 Customer Satisfaction Survey

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To Enrich Lives Through Effective and Caring Service



BY

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Based on the 2006 Customer Satisfaction Survey, what do our customers think of services provided by the County of Los Angeles? Five key findings are presented first.

1. While the majority of customers report overall satisfaction with County services, differences in satisfaction appear among various customer groups.

When comparing satisfaction across race, service history, and age, differences emerge. Greater understanding of these differences can increase our knowledge and contribute to quality improvement. For instance, recognizing that various factors influence service quality, segmenting customers by service type can provide more specific information about customer value and satisfaction.

2. Most customers did not report use of the County website to access information and services.

More general government and recreation/cultural customers report use of the County website than health and social service customers. Dependent upon service type and customer internet access, online services and information can make service access easier for customers.

3. Customers from all department groups consistently value “effective and caring” service most.

“Effective and caring service” relates to achievement of a result as well as the manner service is delivered. Although the majority of customers most value outcomes, they realize that each employee has a role, and sometimes that may precede an end result. Therefore, as employees build relationships with customers and other staff, these connections lead to improved problem solving. By collaborating across departments to better integrate services, customers appreciate staff dedication and attention in helping them navigate the service delivery system. Through “effective and caring service,” customers also value the ability to access services in a comfortable service environment.

4. Customers believe that personal service delivery by County staff ranks highest in performance.

Personal service delivery ranks first, followed closely by problem resolution and subsequently by service environment and access. While customers understand that a balance between utilizing resources and achieving outcomes can be challenging, they identified the following *priority areas*: receiving needed information, receiving clear procedures, and being referred to someone that could help.

5. Of all service delivery aspects, customers rate staff knowledge as most important.

Knowledge is strongly linked to problem resolution and customer satisfaction. Irrelevant to service type, customers from all department groups consistently associate staff knowledge most with overall satisfaction. Leadership that empowers employees to continually learn and contribute to team decision making, increases both employee and customer satisfaction.¹

The County of Los Angeles defines *customer satisfaction* as the customer’s perception of three elements — personal service delivery, service access, and service environment.

With more residents than any other county in the United States, the County of Los Angeles inhabits nearly 10.3 million people and spans 4,084 square miles.² Each year, the County provides a variety of services for residents, including over 3 million outpatient health visits, 2.2 million meals for senior residents, and library services for 12 million visitors.³ The County’s Fiscal Year 2006-07 Final Budget is approximately \$21 billion with 23 percent of the budget allocated for social services, 23 percent spent on health services and 20 percent on public protection.⁴

In serving the public, over 100,000 County employees in 39 departments take pride in the County mission “to enrich lives through effective and caring service.” The first of eight goals that comprise the County of Los Angeles Strategic Plan is Service Excellence. In June 2002, the New Directions Task Force (NDTF)⁵ adopted the Customer Service and Satisfaction Standards [*Appendix A*] and formed the Customer Service and Satisfaction

Network (CSSN), to develop and implement the Customer Service Standards as part of the Service Integration Action Plan (SIAP).⁶ Three elements comprise the Standards:

- **Personal Service Delivery** – The service delivery team – staff and volunteers – will treat customers and each other with courtesy, dignity, and respect.
- **Service Access** – Service providers will work proactively to facilitate customer access to services.
- **Service Environment** – Service providers will deliver services in a clean, safe, and welcoming environment, which supports the effective delivery of services.

Through achievement of Strategic Plan Goal 1 objectives in October 2005, the Standards were slightly revised to become applicable for every department, and all department heads endorsed the Countywide Customer Service and Satisfaction Standards. In January 2006, the CSSN invited each County department to nominate a representative.

Among Strategic Plan Goal accomplishments prior to 2006, the CSSN conducted SMILE (Service Means Involvement, Listening and Empathy) customer service trainings, created a SMILE video (training tool), distributed customer service placards in eight languages, and completed the January 2004 survey for the first baseline measure of customer satisfaction for health and human service departments.⁷

The County Standards define a customer as “any person with whom employees of an organization interact during the course of their work duties...They include both external and internal contacts.” *Customer satisfaction* is the customer’s perception of three elements—personal service delivery, service access, and service environment. By conducting customer satisfaction surveys and measuring performance of each element, the County learns more about customers’ perception of service delivery and County staff achievement of the Standards.

Measuring Customer Satisfaction

Central to program evaluation, performance measurement informs both the service delivery process and result. Measuring sequential processes and results achieve a complete understanding of the inputs and outputs involved in a service delivery system. The County of Los Angeles *Performance Counts!* (PC!) framework⁸ defines two types of performance measures: 1) operational measures (process) and 2) indicators (outcome).

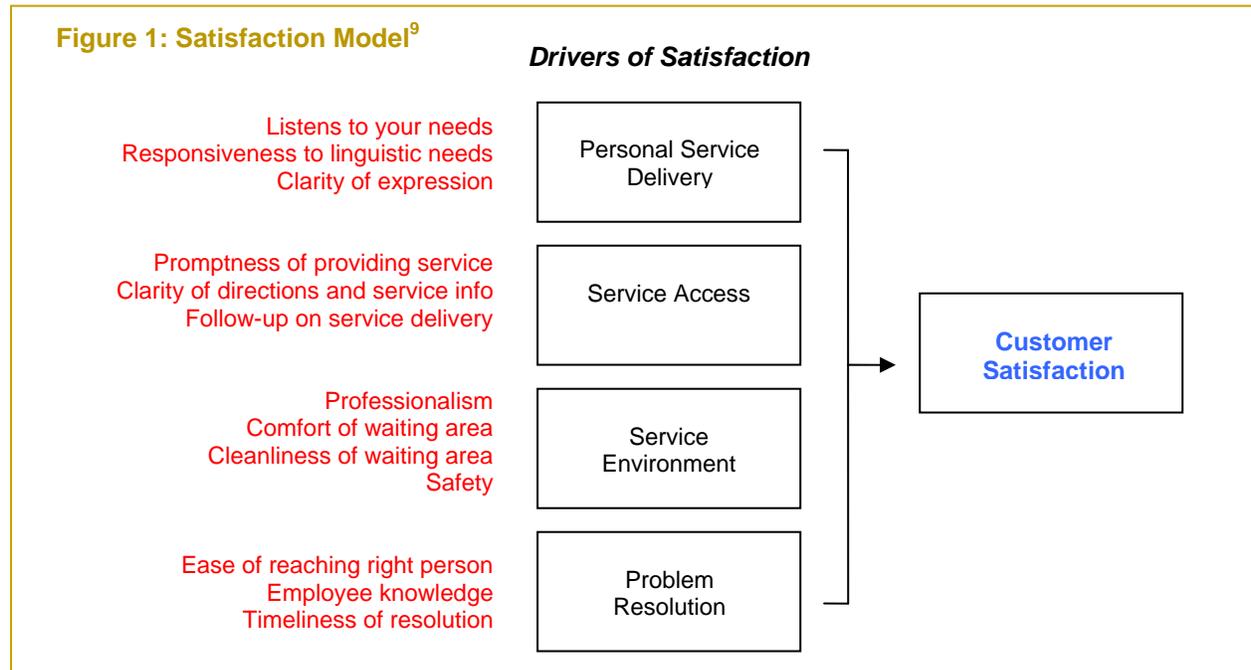
Customer satisfaction reveals information about the quality of service delivery. Quality may be presented as an operational measure (a service delivery input) or an indicator (the benefit to the customer; outcome).⁹ For example, information from customers regarding staff behavior describes an operational

measure, whereas reporting whether their problem was resolved conveys an indicator.

Based upon the County Standards, Figure 1 illustrates a Satisfaction Model¹⁰ with four satisfaction drivers influencing overall customer satisfaction. Presented in the center of the chart, four drivers link and directly lead to customer satisfaction (shown far right). The first three drivers are elements defined by the Standards: Personal Service Delivery, Service Access, and Service Environment. These three drivers measure the quality of the service delivery process. In addition to the first three elements, the Satisfaction Model includes another, fourth driver, Problem Resolution.¹¹ Problem Resolution measures the quality of the result or benefit

provided by the service. As described by the *Purpose and Definitions of the Standards*,¹² phrases grouped to the left further define each driver. These phrases identify information that may be gathered from customers in order to assess the performance of each driver. For instance, asking customers whether staff “listens to your needs,” would in part assess Personal Service Delivery.

By measuring satisfaction, customers share their perspective on service quality. Knowledge about the performance and importance of each element assists in identification of priority areas. These focus areas can contribute to the design of quality improvement initiatives and towards the achievement of service excellence.



METHODS

Survey Design

During March through July 2006, the CSSN in collaboration with the Chief Administrative Office/Service Integration Branch (CAO/SIB) designed the 2006 County of Los Angeles Customer Satisfaction Survey [*Appendix B*]. In review of findings from the 2004 Survey, the group determined which elements external customers valued as most important. Even though a new baseline would result from redesigning the survey, the CSSN decided that a briefer survey with key questions would minimize resources and time spent to administer and process the surveys.

Consisting of 16 core and four optional questions [*Table 1*], the single-sided, survey document offered the option of completing the survey in English or Spanish (one language on each side). Each question provided answer choices. The survey directed participating customers to respond to each question by filling in the corresponding circle adjacent to each answer choice with pen or pencil.

Table 1: Survey Questions

	Question Subject	Question Type
1	Personal Service Delivery: Attentive	Performance and Importance
2	Service Access: Prompt	Performance and Importance
3	Service Environment: Privacy	Performance and Importance
4	Problem Resolution: Information	Performance and Importance
5	Service Access: Procedures	Performance and Importance
6	Service Environment: Clean	Performance and Importance
7	Problem Resolution: Referred	Performance and Importance
8	Personal Service Delivery: Courteous	Performance and Importance
9	Service Environment: Safe	Performance and Importance
10	Personal Service Delivery: Language	Performance and Importance
11	Problem Resolution: Knowledge	Performance and Importance
12	Overall Satisfaction with Service	Performance and Importance
13	Frequency of Service	Multiple choice
14	Service History	Multiple choice
15	Service Access: Returned call	Multiple choice
16	Service Access: Wait time	Multiple choice
17	Gender	Optional item
18	Race/ethnicity	Optional item
19	Age	Optional item
20	County website use	Optional item

Items 1-12 requested for customers to respond in two parts: 1) how much do you agree with this statement; and 2) how important is this statement to you. The first part asked customers to rate satisfaction on a five-point Likert scale (5=Strongly Agree; 1=Strongly Disagree). The second part asked customers to rate the importance of each statement on a three-point Likert scale (3=Very Important; 1=Not Important). Each statement for questions 1-11 related to the CSS Standards¹³ with the addition of a problem resolution category:

- **Personal Service Delivery (PSD)**
- **Service Access (SA)**
- **Service Environment (SE)**
- **Problem Resolution (PR)**

Question 12 requested customers to rate overall satisfaction of service received. Following, questions 13-14 inquired about frequency of department contact and service history. Information regarding service access included length of time to return call and wait time, as requested by questions 15-16. The remaining, optional questions (17-20) requested demographic information from customers, specifically gender, race, age, and County website use. A not applicable (N/A) response was provided as an option for questions 1-12 and 15.

A measure of the consistency among questions 1-11 indicates high reliability and shows that the individual questions measure the same objective – customer satisfaction (Cronbach’s alpha = .95; *Appendix D.1*). Upon finalization of survey questions, the survey form was created using Cardiff Teleform software. In

July 2006, the survey was pilot tested at a DPSS site.¹⁴ Surveys were successfully scanned after the pilot and upon final printing.¹⁵

Sampling

A total of 11,100 surveys was distributed to 116 sites at 15 departments [*Appendix E*]. Every site received only 100 surveys for distribution with the exception of Ombudsman and DPW, which received 50 surveys to place on each counter. Information gathered for the last survey included number of clients served weekly by site location. Based on each department’s estimates, preliminary sites with the greatest number of customers from each cluster or Service Planning Area (SPA) region were pre-selected. Department representatives reviewed the pre-selected sites, and final site selection depended upon department request and customer volume.

Survey Distribution and Collection

At the CSSN meeting on September 14th, each department representative received a box of survey materials for all participating sites [*Appendices C, F*]. CAO/SIB requested for each CSSN representative to coordinate a “Site Team” meeting to review procedures and distribute survey materials.¹⁶ Departments distributed the surveys during October 16-27, 2006.¹⁷ Upon survey collection from customers, procedures instructed staff to mail surveys to CAO/SIB.

Potential Bias

Knowing that individuals who chose to complete the survey did not include everyone’s opinion, survey results could be impacted

by a non-respondent bias. Although staff was advised to not self-select customers, selection bias may have occurred if each customer did not have an equal chance of receiving the survey. These limitations are typical of survey distribution, and the large number of surveys returned helps to diminish bias.

Processing, Scoring and Analysis

The surveys were scanned by CAO/SIB using Cardiff Teleform software. The response of not applicable (N/A) was scored as a missing response and not included in scoring. SPSS and Excel software were used to conduct bivariate and multivariate statistical analysis and create charts. A description of calculations can be found in *Appendix D.4 and D.5*.

Three parts describe the findings:

- Part I presents overall findings.
- Part II shows findings by satisfaction driver.
- Part III reports findings by department group.

Calculations of mean driver scores (performance) in Parts II and III only include customer responses that contained an answer choice for each item of a driver category. Mean driver scores were converted into a (1-100) scale, and Part II explains the graphical depiction of importance and performance scores for survey items.

Findings

Part 1: An Overview

Participant Characteristics and Priority Areas

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Participant Characteristics

Fifteen County departments received a total of 11,100 surveys, and 7,366 customers completed and returned the Survey for a response rate of 66 percent. Responses by department range from 1 for the Ombudsman to 1,272 from the Department of Health Services (DHS) [Table 3]. Similar participant characteristics were found in results from the 2004 survey [Appendix D.2].

In grouping departments that offer similar services, Figure 2 organizes departments and displays the percent of respondents in four service categories. Thirty-seven percent of customers participating in the Survey received health services and 36 percent obtained social services. Sixteen percent of customers acquired recreation/cultural services and 11 percent received general government services. Fifty-nine percent of all participants who selected gender were female, however for general government services, the proportion was reversed with 69 percent of male customers participating [Table 4].

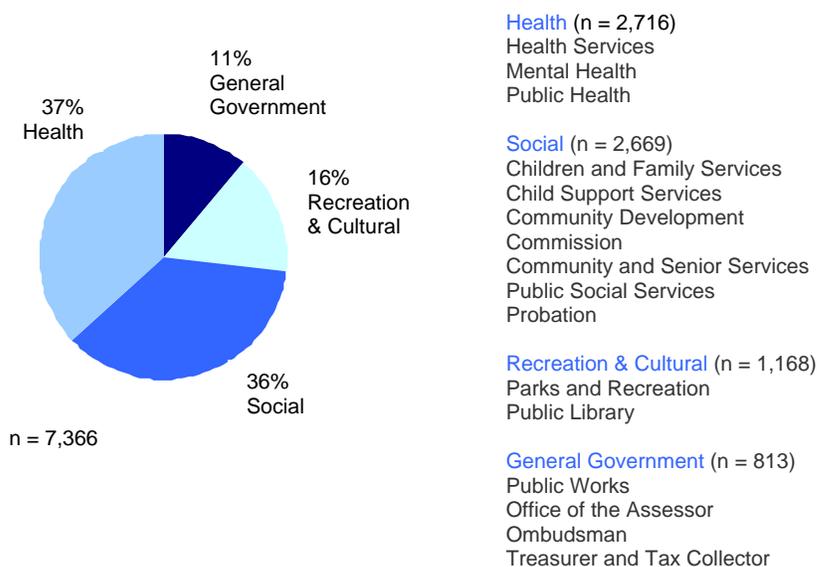
Seventy-four percent of customers responded in English, and 26 percent responded in Spanish. A greater proportion of customers receiving health services completed the Spanish version of the survey (40 percent) and recreation/cultural had the least (7 percent). Nearly a quarter indicated a first visit, and one-third reported receiving services for 1-5 years. Twenty-three percent obtain monthly services [Appendix D.2 shows service history].

Table 3: Participants by Department

	Number	Percent
Department of Health Services (DHS)	1,272	17.3
Department of Public Social Services (DPSS)	1,114	15.1
Department of Public Health (DPH)	988	13.4
Department of Parks and Recreation	670	9.1
Public Library	498	6.8
Department of Community and Senior Services (DCSS)	472	6.4
Department of Mental Health (DMH)	456	6.2
Probation Department	446	6.1
Office of the Assessor	303	4.1
Department of Children and Family Services (DCFS)	300	4.1
Department of Public Works (DPW)	285	3.9
Child Support Services Department (CSSD)	241	3.3
Treasurer and Tax Collector	224	3.0
Community Development Commission (CDC)	96	1.3
*Ombudsman	1	.0
Total	7,366	100.0

* Serves customers primarily by phone and mail.

Figure 2: Participants by Department Group



Of the customers who participated in the Survey and selected race/ethnicity, almost half were Latino, 20 percent African American, and 19 percent White [Table 4]. Distribution by age peaks at the 35-44 age group (22 percent), followed closely by the 26-34 and 45-54 age groups. More than 19 percent of participants received services at an office site located in SPA 3 and 16.5 percent at a SPA 2 location [Table 5].¹⁸ Over five percent of respondents were in SPA 1, and SPA 5 had the fewest respondents.

Group Comparisons

Ninety percent of all customers reported overall satisfaction with County services. Although customers of all racial/ethnic groups generally agreed with the statement, “Overall, I was satisfied with the service I received,” a significantly greater proportion of African American, Native American, and those who selected “other race” did not agree [Appendix D.3]. Figure 3 shows that the majority of all groups agreed with this statement, however, differences exist. As shown in Figure 3, more than 90 percent of Asian, White, and Latino customers indicated overall satisfaction with services.

Pacific Islander and African American follow, and even fewer customers from “other” and Native American groups indicated overall satisfaction (83 and 74 percent, respectively).

Sixty percent of all customers reported being served within 20 minutes, and two-thirds or more from each race/ethnic group indicated being served within 40 minutes. Significantly more African American, Native American, and Latino customers waited longer than 20 minutes to receive services [Appendix D.3]. About half of African American and Native American customers reported longer wait time. Although 57 percent of Latino customers waited over 20 minutes, a greater proportion were health customers, and longer wait time does not appear to impact overall satisfaction as much as other department groups.

Differences in gender were not apparent. While not significant, trends suggest customers less than 18 and over 54 years of age were more satisfied. In addition, customers receiving services over time become less satisfied, except for those who have received 10 or more years of service.

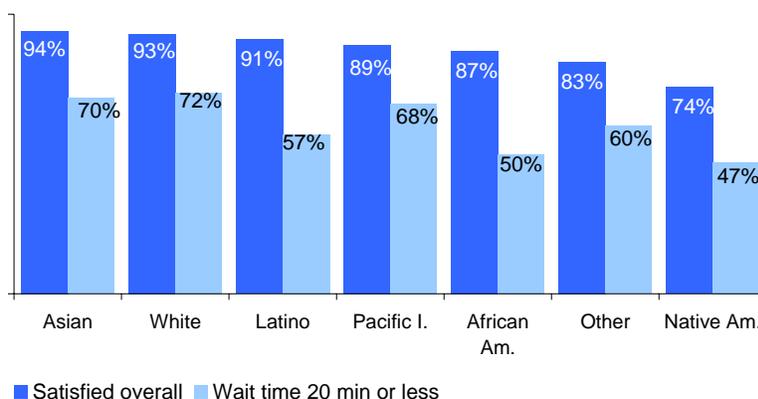
Table 4: Characteristics

	Percent
Gender	
(n = 6,760)	
Female	58.9
Male	41.1
Race	
(n = 6,764)	
Latino	46.5
African American	19.9
White	18.8
Asian/Pacific I.	8.4
Native Am./Other	6.3
Age	
(n = 6,810)	
13 – 17	3.4
18 – 25	13.8
26 – 34	19.3
35 – 44	22.2
45 – 54	17.7
55 – 64	13.5
65 or over	10.2

Table 5: Customers by SPA

SPA	Number	Percent
1	386	5.4
2	1,178	16.5
3	1,390	19.4
4	1,005	14.0
5	225	3.1
6	1,032	14.4
7	1,090	15.2
8	848	11.9
Total	7,154	100.0

Figure 3: Overall Satisfaction and Wait Time



Customer use of County website

The final survey question asked customers about County website use. Figure 4 illustrates that only 14 percent of customers reported using the County website. Considering that customers completed the survey at an office location, those who more frequently access County services and information online may not have been present. In addition, specific departments may offer more information and services online [Figure 6], and this may depend upon the type of services provided and customer familiarity with online services and navigation. The possibility of conducting a customer satisfaction survey online may be further explored to engage additional customers and gain their perception of County service.

Percent of customers who have used the County's website

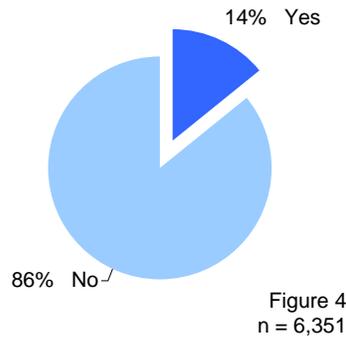
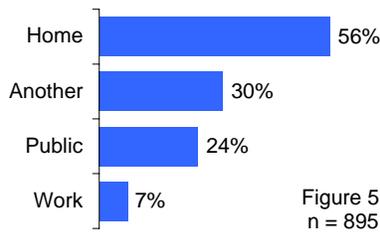


Figure 4: The majority (86 percent) of customers completing the survey reported not having used the County website. Figure 5: Of the 895 customers who reported use of the County website, over half indicated viewing the website at home. Thirty percent indicated "another" place, 24 percent a public place, and seven percent stated using the website at work. Customers may have selected more than one location. Figure 6: Of the 14 percent reporting use of the County website, responses ranged by department. Department responses ranged with 65 percent of participants from DPW and only four percent from DHS indicating use of the County website.

Location of website use



Percent of customers reporting County website use (by department)

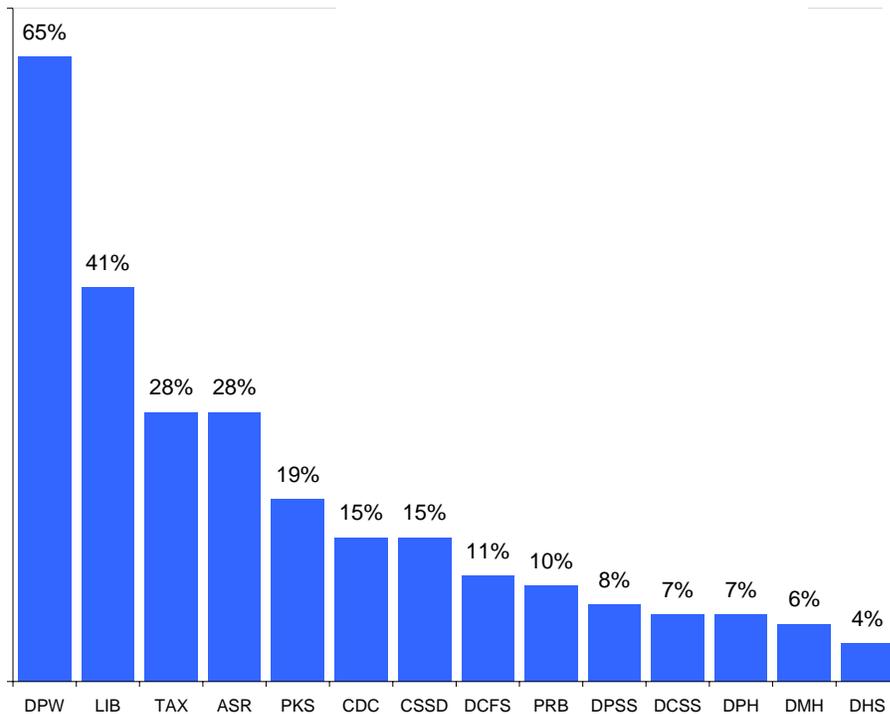


Figure 6
n = 895

Of all customers who completed the survey, more general government and recreation/cultural customers report using the County's website than social and health customers.

Satisfaction Drivers: Importance and Performance

When asked about the importance of the first 12 items of the survey, customers indicated each important [Appendix D.1]. To further explore differences in how customers value each satisfaction driver, statements were grouped into the four satisfaction driver categories [Table 1]. Then, the strength of the relationship between each driver category and the overall satisfaction score was measured. The correlation coefficients in Table 6 show that customers strongly associate each driver category with overall satisfaction of services, and they value Problem Resolution the most.

Problem Resolution is valued most important by customers, followed by Personal Service Delivery, Service Access, and Service Environment.

As rated by customers, the mean score (1-5) of all items in a driver category measure performance. For example, if a customer agreed (score of 4) that she was served promptly and disagreed (score of 2) that procedures were explained clearly, the mean score equals 3. Only responses of customers that answered each of the items within

a driver category were included in mean score calculation. Figure 7 illustrates both performance and importance of the four satisfaction drivers. The mean performance score is plotted (y-axis) with the square of the correlation coefficient (x-axis). By squaring the correlation coefficient, differences are highlighted for clearer graphical depiction. Higher performing areas can be found in the upper quadrants, and areas of more value can be found in the right quadrants [Appendix D.4].

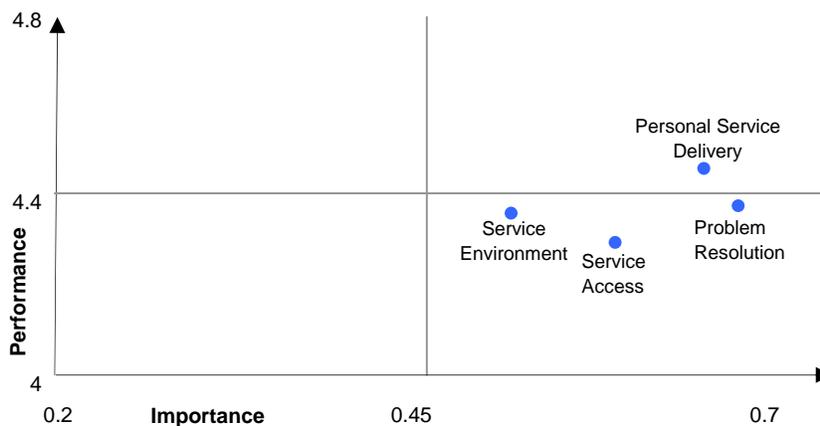
As a group, customers value Problem Resolution the most (right) and Service Environment least. Customers also rated Personal Service Delivery highest in performance (top) and Service Access the lowest. Through a similar analysis by department group, increased understanding of the performance and importance of each driver and potential focus areas are identified in Part III.

Performance scores for Personal Service Delivery were highest followed by Problem Resolution, Service Environment, and Service Access.

Correlation Coefficient (r)	Overall Satisfaction
Problem Resolution	.825
Personal Service Delivery	.811
Service Access	.771
Service Environment	.722

What is a Correlation Coefficient?
A Pearson correlation coefficient measures the strength of a linear relationship between two variables. The coefficient is between -1 to +1. The nearer a coefficient is to +/-1, the stronger a relationship is between the variables. A coefficient of 1 indicates a perfect positive relationship while -1 indicates a perfect negative relationship.

Figure 7: Performance and Importance



Importance and Performance of Driver Components

Figure 8 shows performance and importance scores of the first 11 survey items [Appendix D.4]. The number shown to the right of each item corresponds to question number [Table 1]. Performance scores present mean scores for each item (1-5), and importance scores show association with overall satisfaction. With most placed in the right quadrants, items generally received high importance ratings. Similarly, items in the upper quadrants have higher performance scores [Appendix D for item scores].

The lower, right quadrant presents potential priority areas to improve customer satisfaction. For all customers, three items fall in this quadrant. The elements of Problem Resolution and Service Access show largest gaps between importance and performance. Two of the three areas in the “focus on” quadrant are within Problem Resolution:

- I received the information that I needed (4).
- I was referred to someone who could help me (7).

An additional Service Access item appears in the lower right, quadrant:

- Staff clearly explained procedures to me (5).

The upper, right quadrant shows items rated as most important and highest performing by customers. Note staff knowledge is furthest right (most important) and the only Problem Resolution item in this quadrant. In order of highest performance rating:

- I felt safe at this location (9).
- Staff treated me courteously (8).
- Staff who served me were knowledgeable (11).
- Staff listened to my needs (1).

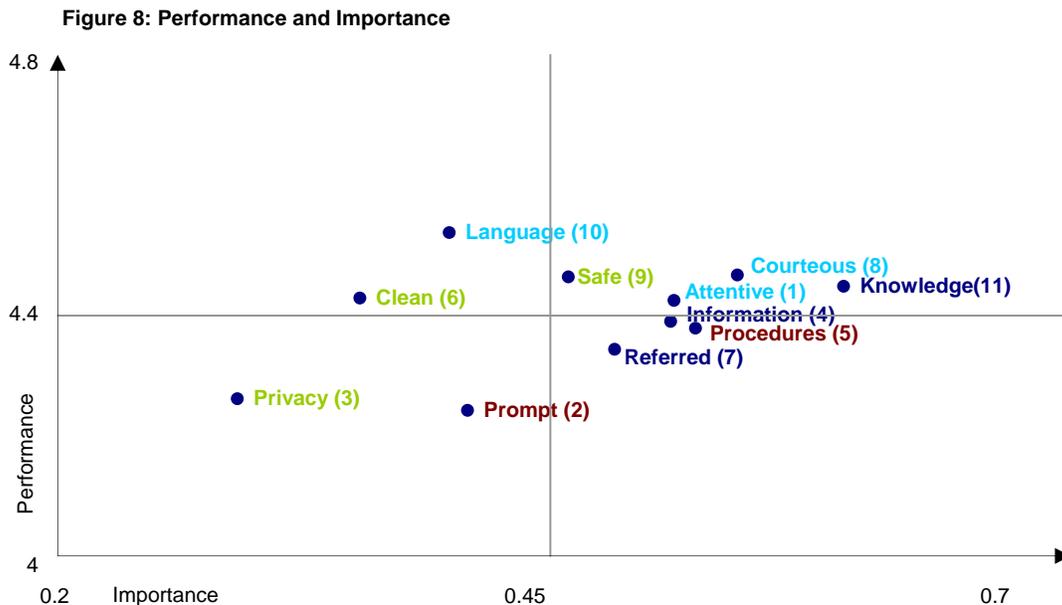
Safety is the only Service Environment driver in the upper, right quadrant and similar to previous survey results, customers considered safety as the most important Service Environment item. Cleanliness and privacy are both components of Service Environment, and when compared to other items, customers moderately associate

these items with customer satisfaction (left quadrants).

Two additional items appear in the left quadrants:

- I was served promptly (2).
- Staff communicated in a language that I speak (10).
Note that the survey was provided in English and Spanish, and this question only relates to these languages. Customers that primarily speak other languages may not be represented.

By further examining customer responses within each department group and segmenting customers by service received, more specific information about their perception of performance and importance can better inform on focus areas for each group (Part III). With the total group having a greater proportion of social customers, a closer look at each of the four department groups in Parts II and III (and the individual department reports) may be more relevant for purposes of planning and quality improvement.



Customer Segmentation by Department Group

As one group, most customers appear to be satisfied with services. Differences by department group can depend upon voluntary and compelled services. In particular, the type of service received may impact customer satisfaction and should be taken into account in comparisons between different groups. For instance, customers visiting a park or public library receive a County service at leisure, for their own enjoyment. In contrast, another customer may inquire about accessing food and shelter services to meet basic needs.

In viewing customer satisfaction results for the purpose of improving service quality, it can be useful to compare customer responses by service type. In the first column from left, Table 7 presents each department group, followed by the percent of customers agreeing with question 12, which states, “Overall, I was satisfied with services I received.” The next column shows the average score by department

group, which is the mean score of each of the four driver categories (converted to 1-100 scale). The average score for each group shows overall performance by integrating the scores of the four driver categories [Appendix D.4].

For example, 99 percent of general government customers agreed with being satisfied with services received, and the average score of the four drivers is 94. The charts shown in Figures 7 and 8 and in Part III of this report illustrate the customers’ perception of both performance and importance of each item. Importance informs how much customers associate a driver or individual statement with overall satisfaction. For instance, by taking a closer look at the performance and importance scores of general government customers (Part III, page 21), more is learned about specific items that these customers believe to be most associated with satisfaction of services as well which items they believe to be the highest performing.

Customers receiving general government services reported highest satisfaction scores, followed by customers receiving recreation/cultural, health, and social services.

Table 7: Satisfaction by department group

Department Group	Percent Satisfied	Average Score
General Government	99	94
Recreation & Cultural	95	91
Health	92	88
Social	84	85

How is each satisfaction measure calculated?

Percent Satisfied = Percent of customers indicating that they either strongly agree or agree with question 12, “Overall, I was satisfied with service I received.”

Average Score = Mean score of four driver categories (converted to 1-100 scale).
Presents overall performance.

Importance x Performance Charts
Integrates performance and importance score. Importance score is calculated by measuring item’s relationship with overall satisfaction (i.e., association between staff knowledge and overall satisfaction).

Findings

Part II: Drivers of Satisfaction

Problem Resolution

Personal Service Delivery

Service Access

Service Environment

Satisfaction Driver: Problem Resolution

The County mission “to enrich lives through effective and caring service,” joins both Problem Resolution and Personal Service Delivery. “Effective” service refers to achieving a beneficial result for the customer, and “caring” identifies the characteristics of Personal Service Delivery provided by staff, including care and attention. Interestingly, all four department groups ranked both satisfaction drivers highest.

Importance: As expected, customers value results most ($r = .825$). Of all four drivers, Problem Resolution received the highest value rating by customers in each department group. The largest difference in value between PR and second ranked PSD is found for general government customers, and they appear to strongly value PR [Appendix D.5].

Performance: Overall, the majority of customers indicated they received desired information and services at the County [Figures 9a and 9b]. Specifically, 89 percent of customers agreed that they received needed *information*, 87 percent were *referred* to someone who could help them, and 91 percent found staff to be *knowledgeable*. Figures 9a and 9b and Table 8 illustrate that customers receiving general government services indicated higher performance by PR score, followed by recreation/cultural, health and social services. Knowing that different customers have varying expectations and needs, it can be more useful to compare within groups.

The PR item valued as most important by customers, “staff who served me were

Table 8

Group	PR Performance
General Govt n = 661	95
Rec/Cultural n = 955	90
Health n = 2,380	88
Social n = 2,357	84

knowledgeable,” relates to achieving a final outcome. Employee knowledge provides customers with information and referrals. Moreover, staff knowledge about procedures and services can be increased through employee training and experience. Viewing department reports can lead to a better understanding of areas to focus, and this knowledge can lead to enhanced customer service.

By department group, Figures 9a and 9b show the percent of customers who agreed their problems were resolved [received needed information (Q4), referred to someone who could help (Q7), and staff knowledgeable (Q11)]. Figure 9a compares responses of customers receiving social and health services, and Figure 9b compares responses between general government and recreation/cultural customers. Within each figure, more general and health customers reported greater satisfaction of Problem Resolution.

Figure 9a

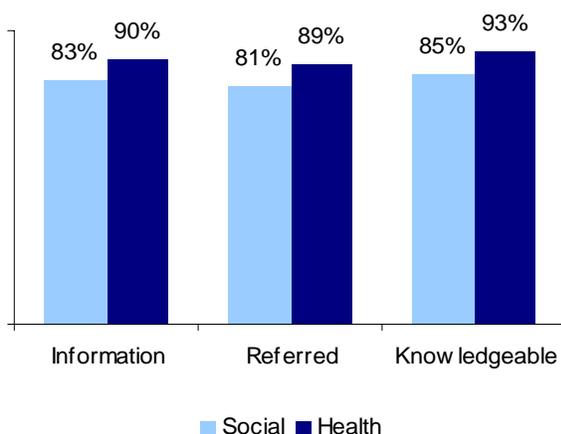
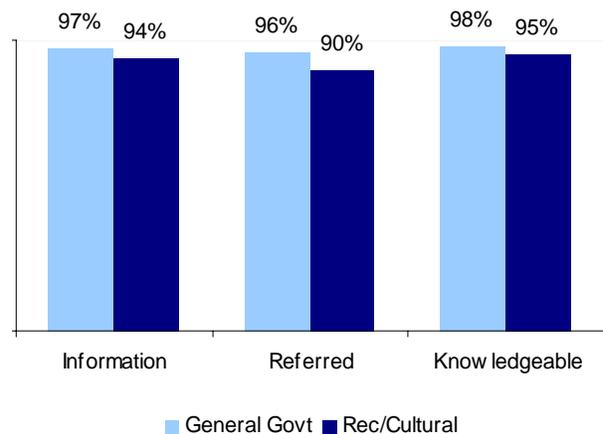


Figure 9b



Satisfaction Driver: Personal Service Delivery

In the County Standards, customer service excellence defines Personal Service Delivery as treating customers with “courtesy, dignity, and respect.” Following the County mission to provide “effective and *caring* service,” Personal Service Delivery emphasizes how services are delivered to customers.

Acknowledging the significance of what is provided, the manner or how service is delivered also contributes greatly to customer satisfaction. As an operational measure, the three Personal Service Delivery items assess *caring* service by staff being *attentive*, *courteous*, and speaking a *language* spoken by customers.

Importance: Showing a strong association with overall customer satisfaction ($r = .811$), Personal Service Delivery follows Problem Resolution in rank for all

participating customers. Customers receiving recreation/cultural services value Personal Service Delivery almost as highly as Problem Resolution. In addition, customers receiving social and health services value Personal Service Delivery more than general government customers [Appendix D.5].

Performance: Overall, 90 percent of customers agreed that staff listened to their needs, 91 percent thought staff was courteous, and 93 percent indicated staff communicated in a language they speak. Table 9 and Figures 10a and 10b show general government customers indicated the highest ratings for Personal Service Delivery, followed by recreation/cultural, health, and social customers. As mentioned, customers receiving different services may have varying expectations and needs,

Table 9

Group	PSD Performance
General Govt n = 749	96
Rec/Cultural n = 1,071	92
Health n = 2,524	90
Social n = 2,517	86

therefore, analysis within a department can provide more specific information.

While each employee has a role in the service delivery system, customers appreciate staff dedication and ability to guide them to the next step. Hiring amiable people and providing customer service training, along with motivating staff and leading by example, all influence Personal Service Delivery.

By each department group, Figures 10a and 10b show the percent of customers satisfied with Personal Service Delivery [staff attentiveness (Q1), courteousness (Q8), and communicate in language spoken (Q10)]. Figure 10a compares responses of general government and recreation/cultural customers. Figure 10b compares responses between social and health customers. Within each pair, more customers receiving general government and health services agreed with the statements on Personal Service Delivery.

Figure 10a

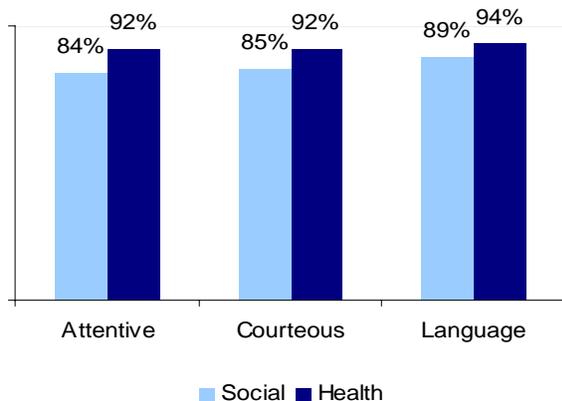
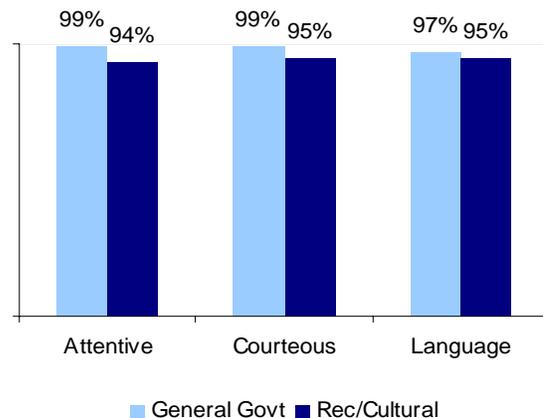


Figure 10b



Satisfaction Driver: Service Access

As an operational measure, Service Access facilitates customers to obtain services. Service Access can be observed by staff providing prompt service, limiting wait time, returning phone calls, and providing clear procedures.

Importance: The strong correlation between Service Access and overall satisfaction score ($r = .771$) indicates the importance of this driver towards customer satisfaction. Of the four drivers, customers value Service Access after PR and PSD. Compared to other drivers, customers receiving recreation/cultural services value SA most, followed by those receiving social, health, and general services [Appendix D.5].

Performance: Overall, 84 percent indicated receiving services promptly, and 59 percent waited 20 minutes or less to be served. Eighty-one percent received a returned call within two days, and 88 percent believed staff clearly explained procedures.

Figure 11a compares the percent of customers who reported waiting 20 minutes or less with their perception of being served promptly. A greater percentage of recreation/cultural and general government customers reported being served within 20 minutes as well as being served promptly. In contrast, fewer health (41 percent) and social (55 percent) customers waited 20 minutes or less, while many more indicated receiving prompt service.

For instance, 40 percent of health customers reported that they waited 20 minutes or less, yet 81 percent perceived that they were served promptly. Interestingly, although a smaller percentage of health customers wait 20 minutes or less to be served in comparison to social customers, they agreed more with the statement, “I was served promptly.” This suggests that health customers may expect to wait longer. Comparing outcomes such as wait time with benchmarks by service type can better inform about achievable and fair standards.

Table 10

Group	SA Performance
General Govt n = 754	94
Rec/Cultural n = 1,051	90
Health n = 2,540	85
Social n = 2,510	83

Figure 11b illustrates 94 percent of recreation/cultural customers report staff returned their call within two days, whereas 73 percent of social service customers indicated staff returned their calls within two days.

Ninety-seven percent of general government customers thought that “staff clearly explained procedures,” and about 90 percent of health and recreation/cultural customers concurred. In contrast, 83 percent of social customers agreed. Further analysis by department group can inform which focus areas to improve Service Access for customers.

Figures 11a and 11b illustrate Service Access measures [prompt service (Q2), clearly explained procedures (Q5), time call returned (Q15), and wait time (Q16)]. More recreation/cultural customers reported waiting for 20 minutes or less and received a returned call within two days.

Figure 11a: Wait Time and Report of Prompt Service

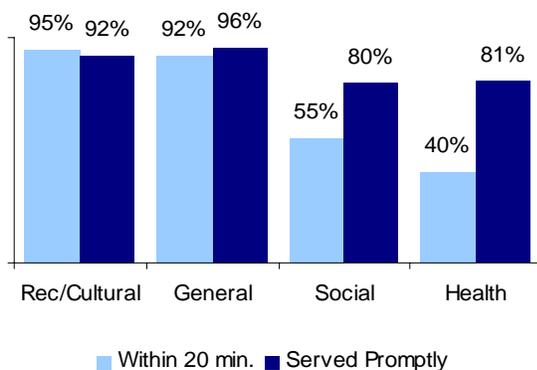
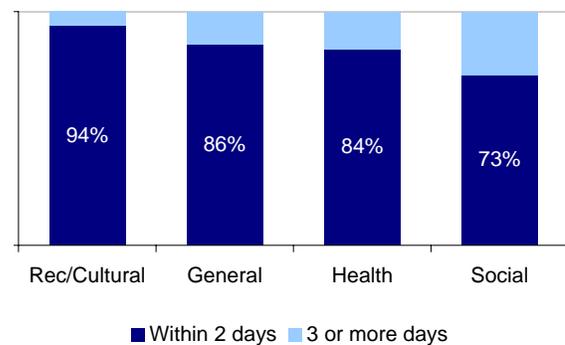


Figure 11b: Time to Return Call



Satisfaction Driver: Service Environment

The Standards describe a clean, safe, and welcoming environment as an ideal location to provide services to customers.

Importance: Even though ranked fourth in importance overall, Service Environment strongly impacts customer satisfaction ($r = .722$). Relative to other drivers, recreation/cultural customers valued Service Environment more than other department groups [Appendix D.5]. Among the three measures for Service Environment, safety ranked most important for department groups, although general government customers rated cleanliness slightly higher. In the 2004 Survey, customers rated safety as most important among SE items. Many customers receiving general government (49 percent) and recreation/cultural

(25 percent) services provided a not applicable or missing response for the privacy item, suggesting that privacy issues do not appear as applicable for these department groups. In addition, health and social customers did not rate privacy as important as safety and cleanliness of facilities.

Performance: For all customers, 84 percent indicated a private area was available to discuss personal information, 90 percent thought the facilities were clean, and 90 percent felt safe at the service location. Table 11 shows general government customers scored Service Environment highest, followed by recreation/cultural, health, and social customers. Figure 12b shows the majority of general government and recreation/cultural customers agreed with statements on

Table 11

Group	SE Performance
General Govt n = 413	93
Rec/Cultural n = 863	90
Health n = 2,436	89
Social n = 2,328	85

cleanliness and safety. Figures 12a and 12b indicate that health and recreation/cultural customers are similar in their responses regarding cleanliness and safety. In comparison to social customers, more health customers consistently agreed that facilities were private, clean, and safe. Further analysis of these issues by department and site can provide additional information for quality improvement.

Figures 12a and 12b show measures of Service Environment [privacy (Q3), cleanliness (Q6), and safety (Q9)] by department type. Figure 12a compares responses of customers receiving social and health services. Figure 12b compares responses between general government and recreation/cultural customers. Within each pair, more customers receiving general government and health services agreed with statements on Service Environment.

Figure 12a

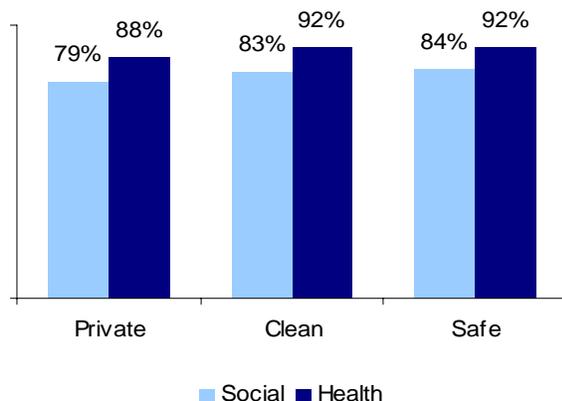
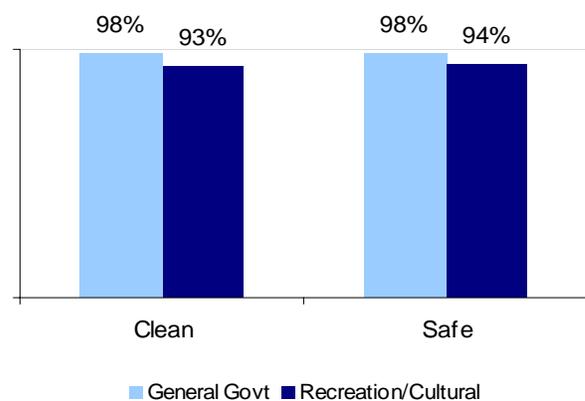


Figure 12b



Findings

Part III: Customer Satisfaction by Department Group

General Government

Recreation and Cultural

Health

Social

General Government

n = 813 (11 percent)

- Department of Public Works
- Office of the Assessor
- Ombudsman
- Treasurer and Tax Collector

Who are these customers?

- Sixty-nine percent male, which is greater than other department groups.
- Compared to other groups, greater proportion of White (32 percent) and Asian/Pacific Islander (13 percent) race/ethnicity. One-third Latino.
- Thirty-one percent indicated first visit, and 27 percent have received services for 1-5 years.
- Forty-one percent indicated first contact in last year.
- Forty-eight percent are 35-54 years of age, and this age group is most represented in this department group.

What do these customers value most?

- With a strong focus on results, Figure 13 shows that customers believe staff knowledge to be most important.
- All other items performed high and are of moderate importance (upper, left quadrant). Led by PSD (courteous and language), performance scores are high.

Potential focus areas?

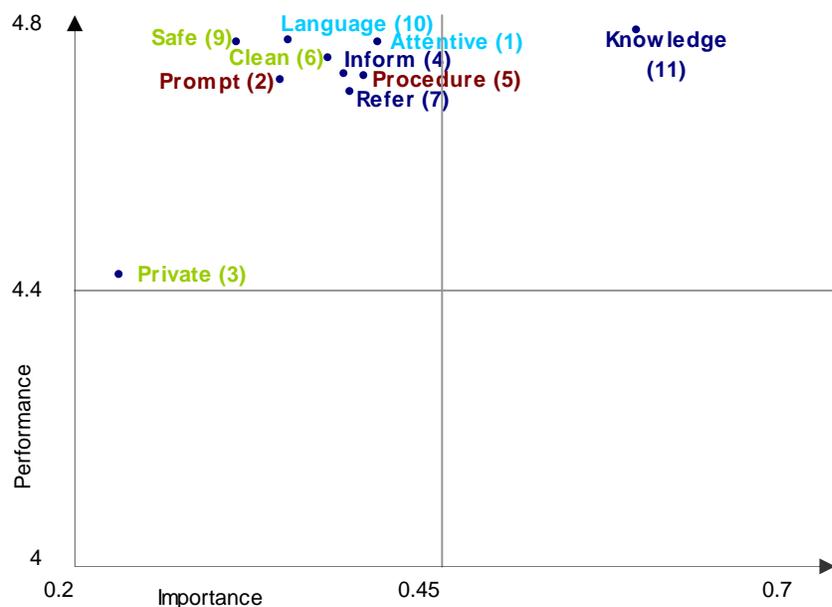
- No item in lower, right quadrant.
- Privacy appears less relevant (49 percent selected a missing or N/A response).
- Safety not as prominent an issue as cleanliness of facilities.
- Prompt service is moderately important, and 86 percent of calls are returned within two days.
- Refer to department data for differences by site.

Table 12

Driver	Score
Problem resolution (4, 7,11)	95
Personal Service Delivery (1,8,10)	96
Service Access (2,5)	94
Service Environment (3,6,9)	93
Average Score	94

- Additional measures on procedures, such as processing and application time could provide further information for quality improvement.

Figure 13 shows that general government customers value knowledge the most, and it is the only item in the upper, right quadrant. All other items are clustered with similar importance and performance scores in the upper, left quadrant. Personal Service Delivery and Problem Resolution are among highest performers (courteous, language). Privacy received many N/A and missing responses and appears less relevant to general government customers. [Appendix D.4]



Recreation/Cultural Services

n = 1,168 (16 percent)

- Department of Parks and Recreation
- Public Library

Who are these customers?

- Sixty-two percent female.
- Compared to other groups, greatest proportion of White (32 percent) and Asian/Pacific Islander (15 percent) race/ethnicity.
- Forty-five percent visit once or twice a year.
- One-third has received services for 1-5 years. Compared to other department groups, more customers received service for over five years (38 percent).
- Most 35-44 years of age (22 percent).
- Compared to other department groups, greatest proportion (21 percent) of youth (13-17 years) and seniors (over 65 years).

What do these customers value?

- Figure 14 shows that five driver components are scattered in the upper, right quadrant with high

performance and importance ratings. The Problem Resolution component of knowledge ranked highest, and Personal Service Delivery also ranked high. Customers value attentive and courteous staff. In addition, information and clear procedures most impact customer satisfaction.

- Customers value Service Environment elements of safety and cleanliness more than health and general customers.

Potential focus areas?

- Privacy is the only item in the lower, left quadrant.
- Similar to general government customers, privacy does not appear to be an issue of high relevance (25 percent N/A or missing response).
- Ninety-four percent of customers received a returned call within two days, however, SA items Procedures (5) and Prompt (2) performed lower relative to other drivers.
- PR item on Information (4)

Table 13

Driver	Score
Problem resolution (4, 7,11)	90
Personal Service Delivery (1,8,10)	92
Service Access (2,5)	90
Service Environment (3,6,9)	90
Average Score	91

- scored slightly lower in performance, when compared to items of similar value. Further analysis of measures regarding procedures to access information and/or services can provide additional insight.
- Individual department and site data offers more specific information on priority areas.

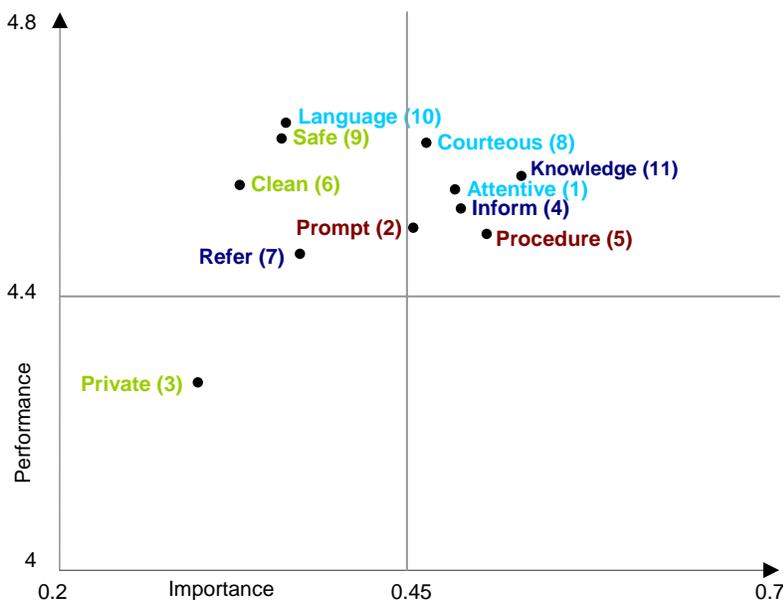


Figure 14 illustrates that recreation/cultural customers value Personal Service Delivery and Problem Resolution most. Items that contribute most to customer satisfaction include: staff knowledge, clarity of procedures, information received, attentive and courteous staff. While moderately important, most customers agreed that staff spoke in a language they understand (highest performance score). Lastly, Service Environment scores are valued higher in comparison to health and general government department groups. However, as with general customers, privacy is of less importance to customers. [Appendix D.4]

Health Services

n = 2,716 (37 percent)

- Department of Health Services
- Department of Mental Health
- Department of Public Health

Who are these customers?

- Sixty-three percent female.
- Fifty-five percent Latino, 18 percent African American, and 14 percent White. Largest proportion of Latino race/ethnicity than any other department group.
- Forty-six percent over 44 years of age and 54 percent 13-44 years of age.
- One-third reported receiving services for 1-5 years. Over one-fourth indicated a first visit, and nearly one-fourth received services for less than one year. Fewer patients (17 percent) received services for more than five years.
- Compared to other groups, more reported receiving services monthly (30 percent).

What do these customers value most?

- Problem Resolution valued

Figure 15 shows that most items are in the upper quadrants. Prompt (2) service scored lowest in performance. Customers value prompt service, yet not as much as staff knowledge, information they receive, clear procedures, and staff attention and courtesy. It appears that there is less expectation of prompt service. Inform (4) is in the lower, right quadrant and presents an area to focus on for improvement. Service Environment items cleanliness and privacy are not rated as important as safety, and privacy performed lower. While not as important, language (10) performed highest, and staff is communicating according to language preference of English and Spanish speaking patients. [Appendix D.4]

most, with Figure 15 showing staff knowledge ranked highest. Health customers note courteous and attentive staff as important, as well as information and clear procedures.

- Shown in left quadrants, Service Environment items cleanliness and privacy are of less importance than safety

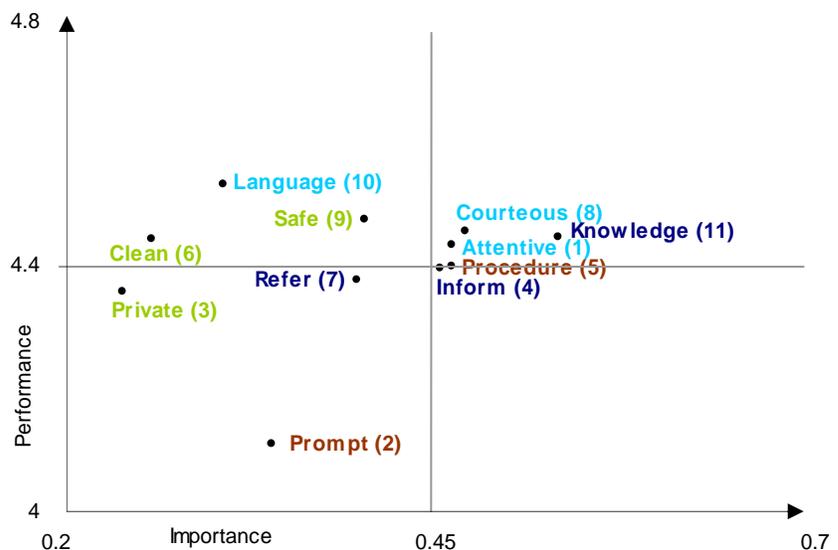
Potential focus areas?

- Inform (4) is in the lower, right quadrant of Figure 15. Ninety percent agreed that they received needed information.
- Prompt (2) is in the lower, left quadrant. SA received a performance score of 86 [Table 14] and is moderately valued. Forty-one percent waited 20 minutes or less to be served, however, 82 percent believe they received prompt service. It may be an expectation that wait time for health-related services is typically longer.
- Benchmarks for Service Access specific to each department can be useful in setting standards and monitoring progress.

Table 14

Driver	Score
Problem resolution (4, 7,11)	89
Personal Service Delivery (1,8,10)	90
Service Access (2,5)	86
Service Environment (3,6,9)	89
Average Score	89

Balancing quality care and cost with limited resources can be challenging. Additional measures such as staff:patient ratio, time to obtain an appointment, application processing time, and other measures can help to better understand differences in efficiency and quality by patient population, department and site. Such information can be useful in decision making and quality improvement efforts.



Social Services

$n = 2,669$ (36 percent)

- Child Support Services Department
- Community Development Commission
- Department of Children and Family Services
- Department of Community and Senior Services
- Department of Public Social Services
- Probation Department

Who are these customers?

- Sixty-two percent female.
- Forty-eight percent Latino, 27 percent African American, and 15 percent White.
- Forty-six percent between 26-44 years of age.
- Thirty-five percent indicated receiving services for 1-5 years, 26 percent report service for less than one year, and 23 percent stated a first visit.
- Over one-fifth receive services weekly and one-fifth monthly.

What do these customers value most?

- Figure 16 indicates customers believe most items are

important (right quadrants). PR is most valued, followed closely by PSD, then SA and SE.

- Knowledge leads, with staff attentiveness, information received, and clear procedures rated similarly in value.

Potential Focus Areas?

Table 15 shows PSD received the highest score at 86, and SA received the lowest at 83. Within each driver category, customers rated the following higher in importance and lower in performance (lower, right quadrant):

- SA: Prompt (2) and Procedures (5). Fifty-five percent report service within 20 minutes and 83 percent agreed staff clearly explained procedures.
- PR: Inform (4), Refer (7), and Knowledge (11). Eighty-three percent agreed they received needed information, and 81 percent agreed they were referred to someone that could help.
- PSD: Courteous (8), Attentive (1), and Language (10). Eighty-four percent of customers agreed staff listened.

Table 15

Driver	Score
Problem resolution (4, 7, 11)	84
Personal Service Delivery (1, 8, 10)	86
Service Access (2, 5)	83
Service Environment (3, 6, 9)	85
Average Score	85

- SE: Safety (9). Eighty-four percent agreed facilities were safe.

It is interesting to note that many social customers selected a “neutral” response to questions. Further analysis can examine which customers gave a neutral opinion. Data by department can be helpful in understanding key differences in satisfaction.

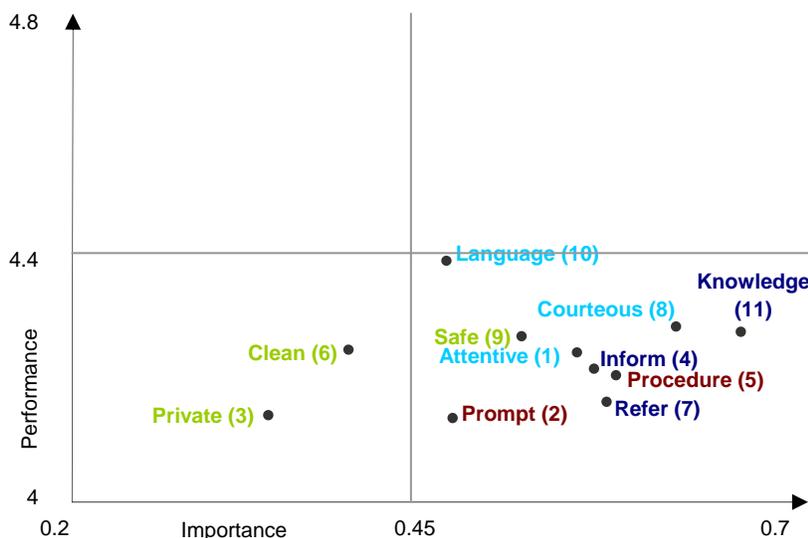


Figure 16: Customers indicated the following items contribute most toward customer satisfaction: staff knowledge, attentive and courteous staff, information received, referrals and clear procedures. English and Spanish speaking customers mostly agreed that staff were able to communicate in a language they understand (highest performance).

Privacy and cleanliness scored lower in importance. In the lower, right quadrant, most items appear as potential areas of focus: two Service Access items, three Problem Resolution items, three Personal Service Delivery items, and a Service Environment item. [Appendix D.4]

CONCLUSION

The ultimate purpose of all human activity is the creation of conditions that promote the well-being of people. – David Janssen, *Words of Wisdom*

The Los Angeles County departments fulfill government's responsibility to offer a range of services that improve social outcomes for many of its residents. County services enrich lives and promote overall well-being through four major program areas as described in the County Strategic Plan (Goals 5-8): children and family services, community services, health and mental health, and public safety. Recipients who receive these services are the County's customers, and their perspective is essential in evaluating Goal 1 - Service Excellence.

Customer satisfaction assesses the quality of service delivery. The culmination of the customer's perception of satisfaction consists of four satisfaction drivers: Problem Resolution, Personal Service Delivery, Service Access, and Service Environment. Learning about the value and performance of each of these drivers from customers, provides opportunity for feedback on the service delivery processes and its outcomes. Moreover, communication between

customers and service providers signals openness and encourages an exchange of ideas.

Knowledge gained from customers becomes useful when translated into a plan of action. Sharing information on customer satisfaction with employees of all levels can assist with program planning and support changes that improve quality. Furthermore, engaging in continuous dialogue about customer satisfaction helps to create a culture that encourages problem solving and decision making as a team. Through analysis of information, more is learned about the various processes that comprise a system.

A discussion of customer satisfaction may begin by segmenting customers into broad service categories, such as: general government, recreation/cultural, social, and health. Upon closer examination within a department, specific detail about focus areas for each site is revealed. In addition, services that involve more than one site or department may be evaluated to suggest new

collaborations. For instance, a service site may be experiencing longer wait time due to a recent increase in customers. Another site offering similar services in the same region may have implemented a practice to decrease time of initial intake. An opportunity to communicate and learn from each other can lead to new solutions that improve customer service, and ultimately outcomes.

Currently, the direct application of data in decision making occurs through various forums at the County. Several groups regularly convene to review departmental performance measures (i.e., DPSSStats). These models provide excellent examples of using data to drive results. Through the identification of focus areas, quality improvement initiatives can be created through existing frameworks. By viewing customer satisfaction along with other measures, it becomes possible to impact conditions that promote change. Most importantly, these changes can lead to enhanced well-being for more people.

GLOSSARY OF TERMS

Satisfaction Drivers

PSD	Personal Service Delivery
PR	Problem Resolution
SA	Service Access
SE	Service Environment

Los Angeles County Departments

ASR	Office of the Assessor
CDC	Community Development Commission
CSSD	Child Support Services Department
DCFS	Department of Children and Family Services
DCSS	Department of Community and Senior Services
DHS	Department of Health Services
DMH	Department of Mental Health
DPH	Department of Public Health
DPSS	Department of Public Social Services
DPW	Department of Public Works
LIB	Public Library
OMB	Ombudsman
PKS	Department of Parks and Recreation
PRB	Probation Department
TAX	Treasurer and Tax Collector

Los Angeles County Groups/Initiatives

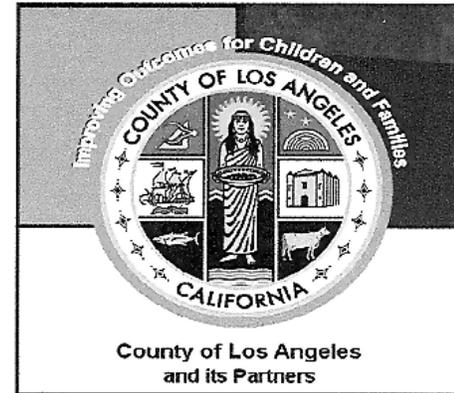
CSSN	Customer Service and Satisfaction Network
NDTF	New Directions Task Force
SIAP	Service Integration Action Plan

ENDNOTES

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- ¹ Foster, ST, Howard LW, and Shannon, P. *The Role of Quality Tools in Improving Satisfaction with Government*. American Society for Quality. Quality Management Journal. Vol. 9, No. 3, (2002).
- ² Information on Los Angeles County available at: <http://www.lacounty.info/overview.htm>
- ³ County of Los Angeles Annual Report 2006-2007.
- ⁴ Ibid.
- ⁵ New Directions Task Force (NDTF) is comprised of the directors of key County departments, plus additional local entities, whose charge is to move forward the County's service integration agenda by setting policy in support of the Board's instruction to design a seamless social service delivery model. NDTF reports to the Board of Supervisors. The June 17, 1997 Board motion established the NDTF.
- ⁶ Service Integration Action Plan (SIAP) was created to make substantial progress toward an integrated service delivery system for improving outcomes for children and families, with the goal of designing a seamless service delivery system. On February 13, 2001, the NDTF approved the SIAP. Subsequent to NDTF's approval, a SIAP Kick-Off Forum was held on April 23, 2001. Forum participants, representing County departments/agencies, community partners, and community representatives launched the SIAP through the formation of six Workgroups: 1) Access to Services; 2) Customer Services and Satisfaction; 3) Multi-Agency Service Delivery; 4) Data/Information Sharing; 5) Funding for Services; and 6) Pursuing Long-Term Success.
- ⁷ Fullinwider JW and Blacher L. *Goal 1: Service Excellence* (CIO presentation) at Guiding Coalition Conference. December 7, 2006.
- ⁸ *Performance Counts!* Framework available at: http://lacounty.info/performance_counts/framework.asp
- ⁹ Friedman, M. www.resultaccountability.com, January 2006.
- ¹⁰ Sung, T. *Attaining Customer Service Excellence: A Systems Approach* (A Los Angeles County Learning Academy Workshop). Model based on ACSI (American Customer Satisfaction Index). September 2006.
- ¹¹ Friedman, M. Ibid.
- ¹² *Purpose and Definition of Customer Service and Satisfaction Standards* available at: <http://cao.lacounty.gov/SIB/tss.htm>
- ¹³ CSSN materials and information available at: <http://cao.lacounty.gov/SIB/tss.htm>
- ¹⁴ Cynthia Schmidt, District Director. DPSS Rancho Park Office, 11110 W. Pico Boulevard Los Angeles, CA.
- ¹⁵ Inline Translation Services provided Spanish translation of services and Ink Impressions printed the surveys.
- ¹⁶ Two departments coordinated a conference call for their "Site Team" meeting with CAO/SIB participation (DHS and Public Library). Due to time constraints, DCFS held their own internal meeting.
- ¹⁷ One week prior to October 16th, two sites from DCSS had an event and distributed the surveys.
- ¹⁸ DCFS was not included in the SPA count as site codes on surveys did not consistently match location.

Customer Service and Satisfaction Standards

The County of Los Angeles in conjunction with partnering agencies is working to achieve the following customer service and satisfaction standards in support of improving outcomes for its customers.



PERSONAL SERVICE DELIVERY

The service delivery team – staff and volunteers – will treat customers and each other with courtesy, dignity, and respect.

- Introduce themselves by name
- Listen carefully and patiently to customers
- Be responsive to cultural and linguistic needs
- Explain procedures clearly
- Build on the strengths of the customer

SERVICE ACCESS

Service providers will work proactively to facilitate customer access to services.

- Provide services as promptly as possible
- Provide clear directions and service information
- Reach out to the community and promote available services
- Involve and communicate with customers about service plan development
- Follow-up to ensure appropriate delivery of services

SERVICE ENVIRONMENT

Service providers will deliver services in a clean, safe, and welcoming environment, which supports the effective delivery of services.

- Ensure a safe environment
- Ensure a professional atmosphere
- Display vision, mission, and values statements
- Provide a clean and comfortable waiting area
- Ensure privacy
- Post complaint and appeal procedures

Gloria Molina
Supervisor, First District

Zev Yaroslavsky
Supervisor, Third District

Don Knabe
Supervisor, Fourth District

Yvonne B. Burke
Supervisor, Second District

Michael D. Antonovich
Supervisor, Fifth District



41899

COUNTY OF LOS ANGELES CUSTOMER SATISFACTION SURVEY

CDC 1

The County is committed to providing excellent customer service. Please help us learn how we're doing by taking time to complete this survey. We appreciate your feedback in assisting the County to better meet the public's needs.

Please answer both questions for each statement and fill in the circles with black or dark ink like this: ● not like this ○ or this ⊗

1. Staff listened to my needs.
2. I was served promptly.
3. A private area was available to discuss personal information.
4. I received the information that I needed.
5. Staff clearly explained procedures to me.
6. The facilities were clean.
7. I was referred to someone who could help me.
8. Staff treated me courteously.
9. I felt safe at this location.
10. Staff communicated in a language I speak.
11. Staff who served me were knowledgeable.
12. Overall, I was satisfied with the service I received.

	How much do you agree with this statement?						How important is this statement to you?		
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable	Very Important	Important	Not Important
1.	○	○	○	○	○	○	○	○	○
2.	○	○	○	○	○	○	○	○	○
3.	○	○	○	○	○	○	○	○	○
4.	○	○	○	○	○	○	○	○	○
5.	○	○	○	○	○	○	○	○	○
6.	○	○	○	○	○	○	○	○	○
7.	○	○	○	○	○	○	○	○	○
8.	○	○	○	○	○	○	○	○	○
9.	○	○	○	○	○	○	○	○	○
10.	○	○	○	○	○	○	○	○	○
11.	○	○	○	○	○	○	○	○	○
12.	○	○	○	○	○	○	○	○	○

13. How often did you contact this department in the last year?
 First visit 1-2 times a year 3-6 times a year 7-11 times a year 12 or more times a year
14. How long have you been receiving services from this department?
 First visit Less than 1 year 1-5 years 6-10 years More than 10 years
15. How long does it take for a staff member to return your call?
 Same day Within 2 days Within 3-5 days Longer than 5 days Not applicable
16. When you arrive on time, how much time do you usually spend waiting to be served?
 20 minutes or less 21-40 minutes 41-59 minutes 1 hour - 1 1/2 hours More than 1 1/2 hours

OPTIONAL

17. What is your gender? (Select one): Male Female
18. What is your race/ethnicity? (Select one):
 White Latino African-American Native American Asian Pacific Islander Other
19. What is your age? (Select one):
 13-17 18-25 26-34 35-44 45-54 55-64 65 or over
20. Have you used the County's Website (<http://lacounty.gov>)? Yes No
 If yes, where? (select all that apply): Home Public facility (i.e. library, school) Work Another location

Thank you for your participation.



54397

CONDADO DE LOS ÁNGELES

ENCUESTA DE SATISFACCIÓN DEL CLIENTE

CDC 1

El Condado tiene el compromiso de prestar un servicio excelente a sus clientes. Ayúdenos a saber cómo es nuestro servicio y tómese un momento de su tiempo para contestar esta encuesta. Le agradecemos sus comentarios para ayudar al Condado a satisfacer mejor las necesidades del público.

Sírvase contestar las dos preguntas de cada frase y llenar los círculos con tinta negra o de color oscuro de esta manera: ● no así ○ ni así ⊗

1. El personal prestó atención a mis necesidades.

2. Me atendieron sin demoras.

3. Había un área privada para hablar de información personal.

4. Recibí la información que necesitaba.

5. El personal me explicó claramente los procedimientos.

6. Las instalaciones estaban limpias.

7. Me enviaron con una persona que me pudo ayudar.

8. El personal me trató con cortesía.

9. Me sentí seguro en esta instalación.

10. El personal se comunicó en un idioma que hablo.

11. El personal que me atendió estaba informado.

12. En general, estuve satisfecho con el servicio que recibí.

13. ¿Con qué frecuencia tuvo contacto con este departamento el año pasado?

○ Primera visita ○ De 1 a 2 veces al año ○ De 3 a 6 veces al año ○ De 7 a 11 veces al año ○ 12 o más veces al año

14. ¿Desde cuándo recibe servicios de este departamento?

○ Primera visita ○ Menos de 1 año ○ De 1 a 5 años ○ De 6 a 10 años ○ Más de 10 años

15. ¿Cuánto tiempo se tarda el personal en devolverle su llamada?

○ El mismo día ○ En 2 días ○ De 3 a 5 días ○ Más de 5 días ○ No se aplica

16. Cuando usted llega a tiempo, ¿por lo general cuánto se tarda esperando a que le atiendan?

○ 20 minutos o menos ○ De 21 a 40 minutos ○ De 41 a 59 minutos ○ De 1 hora a una hora y media ○ Más de una hora y media

OPCIONAL

17. ¿Cuál es su sexo? (escoja una respuesta): ○ Masculino ○ Femenino

18. ¿Cuál es su raza/grupo étnico? (escoja una respuesta):

○ Blanco ○ Latino ○ Afroamericano ○ Indígena americano ○ Asiático ○ Isleño del Pacífico ○ Otro grupo o raza

19. ¿Cuántos años tiene? (escoja una respuesta):

○ 13-17 ○ 18-25 ○ 26-34 ○ 35-44 ○ 45-54 ○ 55-64 ○ 65 o más

20. ¿Ha usado el sitio Web del Condado (<http://lacounty.gov>)? ○ Si ○ No

Si contestó "sí", ¿dónde? (marque todos los sitios que se apliquen):

○ La casa ○ Instalaciones públicas (p. ej.: la biblioteca, la escuela) ○ El trabajo ○ Otro lugar

Gracias por su participación.



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-1101
<http://cao.co.la.ca.us>

DAVID E. JANSSEN
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

September 25, 2006

To: Rick Auerbach, Assessor
Philip L. Browning, Director of Child Support Services
Patricia S. Ploehn, Director of Children and Family Services
Cynthia D. Banks, Director of Community and Senior Services
Carlos Jackson, Executive Director of Community Development Commission
Dr. Bruce A. Chernof, Director and Chief Medical Officer of Health Services
Margaret Donnellan Todd, County Librarian
Marvin J. Southard, Director of Mental Health
Stephanie S. Maxberry, Acting Ombudsman
Russ Guiney, Director of Parks and Recreation
Robert B. Taylor, Chief Probation Officer
Dr. Jonathan E. Fielding, Director and Health Officer of Public Health
Bryce Yokornizo, Director of Public Social Services
Donald L. Wolfe, Director of Public Works
Mark J. Saladino, Treasurer and Tax Collector

From: David E. Janssen
Chief Administrative Officer

Jon W. Fullinwider
Chief Information Officer

CUSTOMER SATISFACTION SURVEY

The County of Los Angeles is committed to providing excellent customer service. In order to reemphasize that commitment on behalf of employees, departments, and partnering agencies, 38 Department Heads approved the Countywide Customer Service and Satisfaction Standards in October 2005. The Standards describe "best practices" for County staff and partner agencies in three specific areas: Personal Service Delivery, Service Access, and Service Environment. Under our leadership, the Countywide Customer Service and Satisfaction Network (CSSN) has been working to support customer service efforts through training sessions, workshops, and resource materials that integrate the Standards into our daily interaction with customers.

One of the objectives in the County's Strategic Plan for Goal 1, Service Excellence, is to assess the public's view of the quality and effectiveness of service access, delivery, and environment. In 2004, the Health and Human Service departments conducted a customer satisfaction survey to provide a baseline measure. To fulfill the 2006-07 Strategic Plan Objective, the CSSN has developed a revised Countywide Customer Satisfaction Survey to reassess customer satisfaction of services by sampling County customers in participating departments (attached). The Countywide Customer Service and Satisfaction Survey will be conducted during a two-week period from October 16-27, 2006. The purpose of the Survey is to measure our customers' perception of how well the County is working to achieve the Customer Service and Satisfaction Standards. The Survey results will help to inform us of our success and provide us with an opportunity to evaluate our progress.

We appreciate that your Department has agreed to participate in the 2006 Customer Satisfaction Survey. We value your efforts to treat customers and your fellow employees with courtesy, dignity, and respect. Working together, we will strive to make all of these Standards a reality. Thank you for your efforts to improve service excellence in the County of Los Angeles. If you have any questions, please do not hesitate to contact Vani K. Dandillaya of my staff at (213) 974-4190 or vkumar@cao.lacounty.gov

DEJ:JWF
LS:VKD:os

Attachment (1)

APPENDIX D.1

Reliability of questions 1-11

Case Processing Summary

		N	%
Cases	Valid	5344	72.5
	Excluded ^a	2022	27.5
	Total	7366	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.948	11

Reliability by each satisfaction driver category

	Cronbach's Alpha	N items/questions
PSD (n = 6,716)	.847	3 (Q: 1, 8, 10)
SA (n = 6,692)	.745	2 (Q: 3, 5)
SE (n = 5,908)	.791	3 (Q: 3, 6, 9)
PR (n = 6,255)	.878	3 (Q: 4, 7, 11)

Mean Table for items 1b-12b (customer rating of importance)

Statistics

		Q1B	Q2B	Q3B	Q4B	Q5B	Q6B	Q7B	Q8B	Q9B	Q10B	Q11B	Q12B
N	Valid	5397	5228	4946	5180	5142	5174	5097	5181	5171	5173	5151	5129
	Missing	1969	2138	2420	2186	2224	2192	2269	2185	2195	2193	2215	2237
Mean		2.67	2.66	2.56	2.69	2.68	2.65	2.64	2.70	2.68	2.70	2.71	2.73

On average, customers rated each question important. Therefore, correlation of each item with overall satisfaction (question 12) was calculated.

APPENDIX D.2

Percent of customers by department group

	General Government	Health	Social	Recreation and Cultural	2006 Total	2004 Total
Gender						
Male	69.2	37.3	38.3	38.2	41.1	35.0
Female	30.8	62.7	61.7	61.8	58.9	64.7
Age						
13-17	1.4	3.0	2.6	7.2	3.4	3.9 (14-18)
18-25	9.4	12.4	17.6	11.2	13.8	37.0 (19-34)
26-34	15.4	17.9	22.5	17.6	19.3	
35-44	24.8	20.2	23.4	22.3	22.2	40.4 (35-54)
45-54	23.5	21.5	13.5	14.5	17.7	
55-64	14.8	18.0	8.7	13.3	13.5	10.9
65 or over	10.7	6.9	11.7	13.9	10.2	6.1
Race/Ethnicity						
Latino	33.4	54.8	48.0	31.6	46.5	49.7
African American	14.9	17.5	26.8	12.9	19.9	27.2
White	32.3	13.7	14.7	31.9	18.8	14.7
Asian	12.3	7.4	3.1	14.3	7.4	4.4*
Other	4.4	4.3	3.9	5.4	4.3	2.3
Native American	1.7	1.3	2.5	2.8	2.0	0.9
Pacific Islander	0.9	0.9	1.0	1.0	1.0	0.6
Language						
English	89.7	59.7	75.5	92.8	74.0	63.5**
Spanish	10.3	40.3	24.5	7.2	26.0	31.9**
Frequency						
First visit (of yr.)	40.6	30.7	27.6	15.2	28.2	N/A
Once a week	23.2	17.0	21.2	11.8	18.4	N/A
Once a month	16.2	30.0	21.6	16.1	23.2	N/A
3-4 times/yr.	5.9	11.3	11.7	11.4	10.8	N/A
1-2 times/yr.	14.0	11.0	18.0	45.4	19.3	N/A
Service History						
First visit	30.6	26.1	22.7	11.1	23.0	20.9
Less than 1 yr.	14.4	23.7	26.2	18.1	22.7	25.9
1-5 years	27.4	33.3	34.9	32.7	33.1	36.6
6-10 years	9.0	9.4	10.3	17.0	10.9	9.0
More than 10 yrs.	18.7	7.6	5.9	21.0	10.3	7.5

*2004 Survey defines Asian to include: Filipino, Chinese, Vietnamese, Korean, and Japanese race/ethnicity.

**2004 Survey asked customers their language preference.

APPENDIX D.3: Oneway ANOVA

The ANOVA (analysis of variance) test shows significant differences between means. Once the ANOVA presents significant differences, post hoc comparisons explain which groups have different means from each other. In comparing the mean overall satisfaction and wait time among racial/ethnic groups, the table to the left shows that differences in overall satisfaction are significantly lower for African American and Native American customers ($p < .05$). This indicates there is less than a 5 percent chance that these differences would occur randomly. Comparisons show that White, Latino, Asian, and Pacific Islander groups report higher customer satisfaction. In addition, wait times are significantly higher for African American, Latino, and Native American customers. Comparisons show that mean wait times for White, Asian and Pacific Islander customers are lower. The Scheffe post hoc test was used to better understand group comparisons.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Q12A	Between Groups	55.579	6	9.263	14.228	.000
	Within Groups	4247.465	6524	.651		
	Total	4303.044	6530			
Q16Scale	Between Groups	172.149	6	28.691	21.140	.000
	Within Groups	8387.700	6180	1.357		
	Total	8559.848	6186			

**Post Hoc Tests, Multiple Comparisons
Scheffe**

Dependent Variable	(I) Q18	(J) Q18	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval			
						Lower Bound	Upper Bound		
Q12A Overall Satisfaction	White	Latino	.015	.027	1.000	-.08	.11		
		African Amer.	.165(*)	.032	.000	.05	.28		
		Native Amer.	.490(*)	.074	.000	.23	.75		
		Asian	-.018	.043	1.000	-.17	.14		
		Pacific Isl.	.013	.105	1.000	-.36	.39		
		Other	.167	.053	.137	-.02	.36		
		Latino	White	-.015	.027	1.000	-.11	.08	
Latino	African Amer.	Native Amer.	.476(*)	.071	.000	.22	.73		
		Asian	-.032	.039	.995	-.17	.11		
		Pacific Isl.	-.002	.104	1.000	-.37	.37		
		Other	.152	.050	.169	-.03	.33		
		African American	White	Latino	-.165(*)	.032	.000	-.28	-.05
				Native Amer.	-.150(*)	.027	.000	-.24	-.05
				Asian	.326(*)	.073	.003	.07	.59
Pacific Isl.	-.182(*)			.043	.006	-.33	-.03		
Other	-.151			.105	.912	-.52	.22		
Native American	White	Pacific Isl.	.002	.053	1.000	-.19	.19		
		Latino	African Amer.	-.490(*)	.074	.000	-.75	-.23	
			Asian	-.476(*)	.071	.000	-.73	-.22	
			Pacific Isl.	-.326(*)	.073	.003	-.59	-.07	
			Other	-.508(*)	.079	.000	-.79	-.23	
			Asian	-.477(*)	.124	.022	-.92	-.04	
Other	-.324(*)		.085	.024	-.63	-.02			
Asian	White	Latino	.018	.043	1.000	-.14	.17		
		African Amer.	.032	.039	.995	-.11	.17		
		Native Amer.	.182(*)	.043	.006	.03	.33		
		Pacific Isl.	.508(*)	.079	.000	.23	.79		
		Other	.031	.109	1.000	-.36	.42		
		Other	.184	.060	.158	-.03	.40		
Pacific Islander	White	Latino	-.013	.105	1.000	-.39	.36		
		African Amer.	.002	.104	1.000	-.37	.37		
		Native Amer.	.151	.105	.912	-.22	.52		
		Asian	.477(*)	.124	.022	.04	.92		
		Other	-.031	.109	1.000	-.42	.36		
		Other	.154	.113	.934	-.25	.56		
Other	White	Latino	-.167	.053	.137	-.36	.02		
		African Amer.	-.152	.050	.169	-.33	.03		
		Native Amer.	-.002	.053	1.000	-.19	.19		
		Asian	.324(*)	.085	.024	.02	.63		
		Pacific Isl.	-.184	.060	.158	-.40	.03		
		Other	-.154	.113	.934	-.56	.25		

Q16Scale Wait Tlme	White	Latino	.330(*)	.041	.000	.19	.48
		African Amer.	.461(*)	.048	.000	.29	.63
		Native Amer.	.516(*)	.109	.001	.13	.90
		Asian	.055	.064	.993	-.17	.28
		Pacific Isl.	.018	.156	1.000	-.53	.57
		Other	.244	.079	.150	-.04	.53
Latino	White	Latino	-.330(*)	.041	.000	-.48	-.19
		African Amer.	.130	.040	.094	-.01	.27
		Native Amer.	.186	.106	.801	-.19	.56
		Asian	-.275(*)	.058	.001	-.48	-.07
		Pacific Isl.	-.313	.153	.654	-.86	.23
		Other	-.086	.075	.969	-.35	.18
African American	White	Latino	-.461(*)	.048	.000	-.63	-.29
		African Amer.	-.130	.040	.094	-.27	.01
		Native Amer.	.055	.109	1.000	-.33	.44
		Asian	-.405(*)	.063	.000	-.63	-.18
		Pacific Isl.	-.443	.155	.228	-.99	.11
		Other	-.217	.079	.271	-.50	.06
Native American	White	Latino	-.516(*)	.109	.001	-.90	-.13
		African Amer.	-.186	.106	.801	-.56	.19
		Native Amer.	-.055	.109	1.000	-.44	.33
		Asian	-.461(*)	.117	.016	-.88	-.05
		Pacific Isl.	-.498	.184	.290	-1.15	.15
		Other	-.272	.126	.588	-.72	.18
Asian	White	Latino	-.055	.064	.993	-.28	.17
		African Amer.	.275(*)	.058	.001	.07	.48
		Native Amer.	.405(*)	.063	.000	.18	.63
		Pacific Isl.	.461(*)	.117	.016	.05	.88
		Pacific Isl.	-.038	.161	1.000	-.61	.53
		Other	.189	.089	.611	-.13	.51
Pacific Islander	White	Latino	-.018	.156	1.000	-.57	.53
		African Amer.	.313	.153	.654	-.23	.86
		Native Amer.	.443	.155	.228	-.11	.99
		Asian	.498	.184	.290	-.15	1.15
		Other	.038	.161	1.000	-.53	.61
		Other	.226	.168	.935	-.37	.82
Other	White	Latino	-.244	.079	.150	-.53	.04
		African Amer.	.086	.075	.969	-.18	.35
		Native Amer.	.217	.079	.271	-.06	.50
		Pacific Isl.	.272	.126	.588	-.18	.72
		Asian	-.189	.089	.611	-.51	.13
		Pacific Isl.	-.226	.168	.935	-.82	.37

* The mean difference is significant at the .05 level.

Homogeneous Subsets

Q12A

Scheffe^{a,b}

Q18	N	Subset for alpha = .05	
		1	2
Native American	133	4.02	
Other	280		4.35
African-American	1294		4.35
Latino	3046		4.50
Pacific Islander	62		4.50
White	1226		4.51
Asian	490		4.53
Sig.		1.000	.440

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 224.526.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Q16Scale

Scheffe^{a,b}

Q18	N	Subset for alpha = .05	
		1	2
Native American	126	3.98	
African-American	1239	4.03	
Latino	2881	4.16	4.16
Other	266	4.25	4.25
Asian	476		4.44
Pacific Islander	59		4.47
White	1140		4.49
Sig.		.444	.198

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 213.562.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

APPENDIX D.4: Importance and Performance Calculations (all customers)

Item	Correlation with 12a (r)	Importance (r ²)	Performance (Mean)
1	0.727542	0.529317	4.421665
2	0.647752	0.419583	4.246837
3	0.545102	0.297136	4.265208
4	0.726324	0.527546	4.388480
5	0.735337	0.540720	4.377628
6	0.601933	0.362323	4.425633
7	0.705471	0.497689	4.343797
8	0.750384	0.563076	4.462129
9	0.687875	0.473172	4.459187
10	0.640151	0.409793	4.529735
11	0.787096	0.619520	4.444161

The **Pearson correlation coefficient** (r) shows association between each item (1-11) and overall satisfaction (item 12a).

Importance is shown as the square of the correlation coefficient.

Performance is the mean or average score for an item.

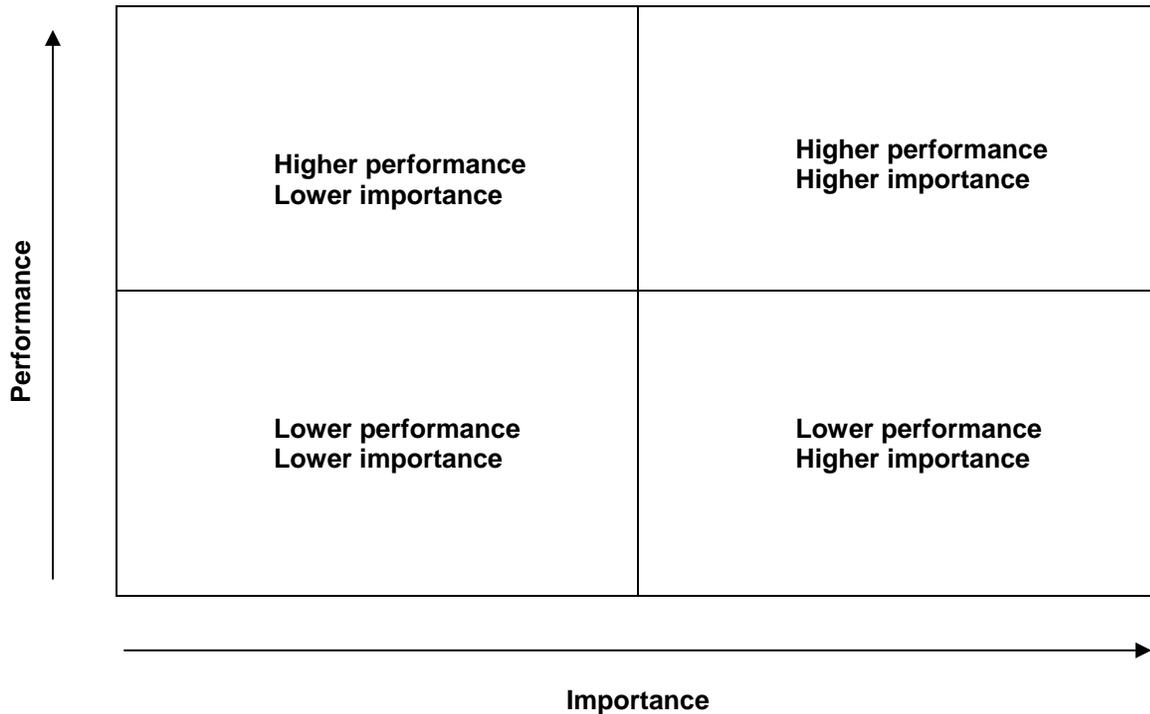
Driver	Items	Correlation with 12a (r)	Importance (r ²)	Performance (Mean)
PR	[4,7,11]	0.825452	0.681371	4.393777
PSD	[1,8,10]	0.810590	0.657057	4.476072
SA	[2,5]	0.770859	0.594223	4.313348
SE	[3,6,9]	0.721566	0.520657	4.377634

For each department group, the means of each driver category are added and then divided by 55 (maximum possible). This percentage (1-100 scale) is called an “Average Score.” The highest possible mean is 15 for PSD, PR, and SE, and the highest possible mean for SA is 10.

Calculation of Average Score									
	GENERAL GOVERNMENT		RECREATION & CULTURAL		HEALTH		SOCIAL		Score
	Mean	Score	Mean	Score	Mean	Score	Mean	Score	
PSD	14.37517	0.958344	13.84034	0.922689	13.44334	0.896223	12.9559	0.863727	
SA	9.442971	0.944297	8.980971	0.898097	8.513386	0.851339	8.347809	0.834781	
SE	14.0025	0.9335	13.47045	0.89803	13.30624	0.887083	12.67698	0.845132	
PR	14.21483	0.947655	13.57382	0.904921	13.25462	0.883641	12.65846	0.843898	
	52.03546		49.86558		48.51759		46.63915		
	0.946099		0.906647		0.882138		0.847985		
Average Score	94%		91%		88%		85%		

The performance and importance calculations for each department group are shown on the following page. With a large proportion of social customers in the total, the scores by department group provide more specific information.

APPENDIX D.4 CONTINUED: Importance and Performance Quadrants



The four quadrants illustrate importance and performance. The x-axis shows importance, which is the square of the correlation coefficient (r^2), ranging from 0 to 1. The right quadrants represent higher importance.

The y-axis represents performance of each satisfaction driver, which is the mean score ranging from 1-5.

Satisfaction drivers are plotted (x,y) on the chart. Those items which are placed in the upper, right quadrant are higher performing and of higher importance to customers. Those items which are placed in the lower, right quadrant are lower performing and are also of higher importance to customers. Therefore, the lower, right quadrant highlights areas to focus efforts for quality improvement.

APPENDIX D.4 CONTINUED: Importance and Performance Calculations for each Department Group

	Item	Correlation with 12a (r)	Importance (r^2)	Performance (Mean)
General Government	1	0.650541	0.423203	4.772440
	2	0.595516	0.354639	4.717557
	3	0.492209	0.242270	4.425481
	4	0.632067	0.399509	4.725992
	5	0.642637	0.412982	4.721354
	6	0.623447	0.388687	4.748395
	7	0.635303	0.403610	4.700146
	8	0.660595	0.436386	4.816561
	9	0.569908	0.324795	4.772201
	10	0.600399	0.360479	4.776197
	11	0.776449	0.602874	4.790757
Social	1	0.750027	0.562541	4.244307
	2	0.690088	0.476222	4.133901
	3	0.590162	0.348291	4.138647
	4	0.757829	0.574305	4.216797
	5	0.767878	0.589636	4.205951
	6	0.635556	0.403931	4.248837
	7	0.763569	0.583037	4.161356
	8	0.794490	0.631214	4.287966
	9	0.723926	0.524070	4.271777
	10	0.686921	0.471861	4.398537
	11	0.822328	0.676223	4.279061
Health	1	0.678870	0.460864	4.435557
	2	0.585925	0.343308	4.110645
	3	0.494879	0.244905	4.360191
	4	0.674109	0.454423	4.398857
	5	0.679695	0.461985	4.400460
	6	0.513298	0.263475	4.445578
	7	0.631491	0.398781	4.380510
	8	0.686251	0.470941	4.459766
	9	0.636026	0.404529	4.477765
	10	0.558073	0.311445	4.535578
	11	0.729321	0.531909	4.447985
Recreation & Cultural	1	0.693141	0.480445	4.551971
	2	0.671824	0.451347	4.495102
	3	0.548839	0.301224	4.265306
	4	0.696084	0.484533	4.523636
	5	0.708946	0.502605	4.485876
	6	0.574831	0.330431	4.558669
	7	0.610252	0.372407	4.456389
	8	0.678616	0.460519	4.621479
	9	0.599759	0.359711	4.627744
	10	0.602201	0.362646	4.651079
	11	0.725802	0.526789	4.572202

APPENDIX D.5:

Within each department group, what do customers value most?

Table Appendix D.5:
Comparing value (importance) of drivers within each County department group

	PR	PSD	SA	SE
GENERAL GOVERNMENT	100	95	89	90
RECREATION & CULTURAL	100	100*	99	92
HEALTH	100	98	93	84
SOCIAL	100	98	94	88

*99.6 (rounded to 100)

Calculation: The above table is calculated by: 1) determining the correlation coefficient for each driver (r) with overall satisfaction (question 12); and then 2) the correlation coefficient (r) of each driver is divided by the largest (r) of the department group (which is PR for all department groups). This allows comparisons between drivers to be made within each department group.

	PR	PSD	SA	SE
General Gov (r)	0.795	0.754	0.706	0.712
<i>fraction</i>	1.000	0.948	0.888	0.899
Rec/Cultural (r)	0.769	0.766	0.759	0.707
<i>fraction</i>	1.000	0.996	0.987	0.919
Health (r)	0.775	0.759	0.719	0.655
<i>fraction</i>	1.000	0.979	0.927	0.844
Social (r)	0.857	0.840	0.803	0.755
<i>fraction</i>	1.000	0.980	0.937	0.881

APPENDIX E: Total number of surveys distributed by site (116 sites, 15 departments)

Dept. Rep.	Department	Site	Address	Number Surveys	Subtotal
Manny Delgado	1. ASR	ASR 1HOA	500 W. Temple, Room 225, Los Angeles	100	500
		ASR 2ND	13800 Balboa Blvd., Sylmar	100	
		ASR 3SD	1401 E. Willow St., Signal Hill	100	
		ASR 4ED	1190 Durfee Ave., S. El Monte	100	
		ASR 5WD	6120 Bristol Parkway, Culver City	100	
Robert Fujisaki	2. CDC	CDC1	2 Coral Circle, Monterey Park 91755	100	500
		CDC2	10750 Laurel Ave., Whittier 90605	100	
		CDC3	4919 E. Cesar Chavez Ave., Los Angeles 90022	100	
		CDC4	1000 Via Wanda, Long Beach 90805	100	
		CDC5	26607 S. Western Ave., Lomita 90717	100	
Jennifer Coultas	3. CSSD	CSSD 1ENC	15531 Ventura Blvd., Encino	100	400
		CSSD 2COV	2934 E. Garvey, West Covina	100	
		CSSD 3COM	5770 S. Eastern Ave., Commerce	100	
		CSSD 4SEG	621 Hawaii St., El Segundo	100	
Mike Watrobski	4. DCFS	DCFS 1LAN	1150 West Ave., Lancaster	100	700
		DCFS 2HW	12020 Chandler Blvd., North Hollywood	100	
		DCFS 3CV	800 S Barranca Avenue, Covina	100	
		DCFS 4WS	3075 Wilshire Blvd., Los Angeles	100	
		DCFS 5GC	5100 W Goldleaf Circle Building C, Los Angeles	100	
		DCFS 6SF	10355 Slusher Drive, Sante Fe Springs	100	
		DCFS 7SE	5835 S. Eastern, Los Angeles	100	
Geraldo Rodriguez	5. DCSS	DCSS 1AV	777 W Jackman Street, Lancaster 93534	100	600
		DCSS 2VN	7555 Van Nuys Blvd., Mid Valley Complex, Van Nuys 91405	100	
		DCSS 3AD	560 E Mariposa St., Altadena 91001	100	
		DCSS 4WB	12915 S Jarvis Avenue, Los Angeles 90061 (Willowbrook Senior Center)	100	
		DCSS 5CM	4716 E Cesar Chavez Avenue E, East Los Angeles 90022	100	
		DCSS 6SP	769 W 3rd St., San Pedro 90731	100	
Larry Pittman	6. DHS	DHS1	LAC+USC Healthcare Network, 1200 N. State Street, Los Angeles	100	600
		DHS2	Roybal CHC, 245 S. Fetterly Avenue, Los Angeles	100	
		DHS3	El Monte CHC, 10953 Ramonia Blvd., El Monte	100	
		DHS4	Hudson CHC, 2829 S. Grand, Los Angeles	100	
		DHS5	Rancho, 7601 E. Imperial Highway, Downey	100	
		DHS6	Olive View (ValleyCare), 14445 Olive View Dr., Sylmar	100	
		DHS7	Mid Valley CHC, 7515 Van Nuys Blvd., Van Nuys	100	
		DHS8	San Fernando HS, 1212 Pico St., San Fernando	100	
		DHS9	Harbor-UCLA (Coastal), 1000 West Carson St., Torrance	100	

		DHS10	Long Beach CHC, 1333 Chestnut, Long Beach	100	
		DHS11	Bell Flower HC, 10005 East Flower Street, Bellflower	100	
		DHS12	Wilmington HC, 1325 Broad Ave., Wilmington	100	
		DHS13	MLK (Southwest), 12021 Wilmington, Los Angeles	100	
		DHS14	Humphrey CHC, 5850 S. Main, Los Angeles	100	
		DHS15	Antelope Valley HC System, 44900 N. 60 th Street, Lancaster	100	
		DHS16	Antelope Valley HC, 335-B E Ave. K-6, Lancaster	100	1,600
Teresa Quijano	7. DMH	DMH 1GH	10605 Balboa Blvd., Granada Hills 91344	100	
		DMH 2AR	330 E Live Oak Ave., Arcadia 91732	100	
		DMH 3HY	1224 N Vine St, Hollywood 90038	100	
		DMH 4WL	11080 W Olympic Blvd., West Los Angeles 90025	100	
		DMH 5ST	3751 Stocker St., Los Angeles 90008	100	
		DMH 6CE	17707 Studebaker Rd., Cerritos 90701	100	
		DMH 7LB	1975 Long Beach Blvd., Long Beach 90806	100	700
Deborah Hooper	8. DPH	DPH1	335-B East Ave. K-6, Lancaster	100	
		DPH2	501 N. Glendale Ave., Glendale	100	
		DPH3	5300 Tujunga Ave., North Hollywood	100	
		DPH4	13300 Van Nuys Blvd., Pacoima	100	
		DPH5	330 West Maple Ave., Monrovia	100	
		DPH6	750 S. Park Avenue, Pomona	100	
		DPH7	241 N. Figueroa St., Los Angeles	100	
		DPH8	5205 Melrose Ave., Los Angeles	100	
		DPH9	2509 Pico Blvd., Santa Monica	100	
		DPH10	3834 S. Western Ave., Los Angeles	100	
		DPH11	1522 E. 102nd St., Los Angeles	100	
		DPH12	7643 S. Painter Ave., Whittier, CA	100	
		DPH13	123 W. Manchester Blvd., Inglewood	100	
		DPH14	411 Del Amo Blvd., Torrance	100	1,400
Judy Connors	9. DPSS	DPSS1	349 A-B E. Ave. K-6, Lancaster	100	
		DPSS2	14545 Lanark St., Panorama City	100	
		DPSS3	2040 W. Holt Ave., Pomona	100	
		DPSS4	3352 Aerojet Avenue, El Monte	100	
		DPSS5	955 N. Lake Ave, Pasadena	100	
		DPSS6	2415 W 6 th St, Los Angeles	100	
		DPSS7	813 E 4th Pl, Los Angeles	100	
		DPSS8	11110 W Pico Blvd, Los Angeles	100	
		DPSS9	1740 E Gage Ave, Los Angeles	100	
		DPSS10	2707 S Grand Ave, Los Angeles	100	
		DPSS11	3833 S Vermont Ave At 38th Street, Los Angeles	100	
		DPSS12	5445 E Whittier Blvd, East Los Angeles	100	1,200
Alyson Shively	10. DPW	DPW 1PR	900 S. Fremont Ave., Alhambra	50	
		DPW 2BS	900 S. Fremont Ave., Alhambra	50	

		DPW 3LD	900 S. Fremont Ave., Alhambra	50	
		DPW 4WR	900 S. Fremont Ave., Alhambra	50	
		DPW 5SY	900 S. Fremont Ave., Alhambra	50	
		DPW 6CN	900 S. Fremont Ave., Alhambra	50	
		DPW 7EP	900 S. Fremont Ave., Alhambra	50	
		DPW 8MP	900 S. Fremont Ave., Alhambra	50	
		DPW 9WS	900 S. Fremont Ave., Alhambra	50	
Wendy Romano	11. LIB	LIB 1VA	4545 N. Oakwood Ave., La Cañada Flintridge, CA 91011	100	450
		LIB 2LA	601 W. Lancaster Blvd., Lancaster, CA 93534-3398	100	
		LIB 3AH	29901 Ladyface Court, Agoura Hills, CA 91301	100	
		LIB 4CC	4975 Overland Ave., Culver City, CA 90230-4299	100	
		LIB CR	151 E. Carson St., Carson, CA 90745-2797	100	
		LIB 6NW	12350 Imperial Hwy., Norwalk, CA 90650-3199	100	
		LIB 7LW	4990 Clark Ave., Lakewood, CA 90712-2676	100	
		LIB 8MB	8800 Valley Blvd., Rosemead, CA 91770	100	
		LIB 9EL	4837 E. Third St., Los Angeles, CA 90022-1601	100	
		LIB 10C	1601 W. Covina Pkwy., West Covina, CA 91790-2786	100	
Stephanie Maxberry	12. OMB	OMB	510 S. Vermont #215, Los Angeles	50	1,000
					50
Sue Goodwin	13. PKS	PKS 1LR	8773 E Ave. R, Littlerock	100	
		PKS 2SY	13100 Eldridge St, Sylmar	100	
		PKS 3CA	31230 N Castiac Rd, Castiac	100	
		PKS 4AL	3330 N Lincoln Ave, Altadena	100	
		PKS 5RH	18150 E Pathfinder Rd (at Harbor Blvd.), Rowland Heights	100	
		PKS 6EL	3864 E Whittier Blvd, East Los Angeles (Salazar Park)	100	
		PKS 7LP	6027 Ladera Park Ave, Los Angeles	100	
		PKS 8WA	9651 S Western Ave., Los Angeles	100	
		PKS 9EA	1335 East 103rd Street, Los Angeles	100	
		PKS 10N	6250 E Northside Dr, East Los Angeles	100	
		PKS 11P	26300 Crenshaw Blvd., Palos Verdes Estates	100	
					1,100
Anita Vigil	14. PRB	PRB 1VN	14414 W Delano St, Van Nuys	100	
		PRB 2PO	1660 W Mission Blvd, Pomona	100	
		PRB 3WA	300 E. Walnut Street, Room #200, Pasadena	100	
		PRB 4EX	3606 W Exposition Blvd, Los Angeles	100	
		PRB 5GR	8526 S Grape St, Los Angeles	100	
		PRB 6TR	3221 Torrance Blvd. Torrance, CA	100	
					600
Donna Doss	15. TAX	TAXA	225 N. Hill Street, 1st Floor Lobby	100	
		TAXB	225 N. Hill Street, Room 140	100	
		TAXC	225 N. Hill Street, Room 122	100	
					300
		TOTAL			11,100



COUNTY OF LOS ANGELES CUSTOMER SATISFACTION SURVEY

Appendix F

2006 Customer Satisfaction Survey Procedures

I. Department Survey Team Meeting

Department contact calls meeting with site coordinators and staff to review procedures and distribute survey materials. CAO/SIB support is available to assist and will attend meeting with site coordinators and staff. At the meeting, survey distribution and collection procedures will be presented. Each department will bring together its own team to implement survey distribution and coordination at each site. These procedures provide steps to distribute survey materials to sites, collect surveys from customers, and mail the surveys to CAO/SIB for analysis.

II. Distribution of Materials to Sites

For each site, Department contact checks code of each survey prior to distribution. The Survey Mailing Form lists code and number of surveys to distribute by site. Please distribute the following materials to each site:

- 2006 Customer Satisfaction Survey Procedures
- Surveys: The number of surveys to be distributed to each site is on the Survey Mailing Form. Each site has a code, which is found on both the Survey Mailing Form and on the upper right-hand corner of the survey. The surveys are a single, double-sided sheet in English and Spanish.
- Cover Sheets (yellow): Distribute the same number of cover sheets as surveys to each site. Similar to the Survey, the cover sheet is a single, double-sided sheet in English and Spanish.
- Survey Mailing Form (blue): Distribute 5 forms to each site. Form is to be mailed with surveys (Step IV).
- Sign/card (yellow) labeled "Customer Satisfaction Survey." Place card next to surveys at each site.
- Envelopes: Distribute 5 envelopes to each site.

III. Procedure for Survey Distribution and Collection (October 16 -27, 2006)

- Place Survey Materials: Surveys are to be visible on counter with sign/card. The cover sheet (yellow) is to be placed next to the surveys. Set a few black ink pens next to the surveys. Please **do not use staples** to attach surveys or cover sheets.
- Interact with Customers: Staff may explain to customer, "Would you be interested in taking a few minutes to complete a survey to let us know how we are doing?" Receptionist or staff person can distribute survey while customer is waiting.
- Collect Surveys: Staff person reminds customer to submit the survey before leaving the office by giving survey to staff person. Staff person collects surveys in mailing envelope provided.
- Store Surveys: At the end of each day, staff keeps surveys in a locked/private area so that information remains confidential.

IV. Procedure for Mailing Surveys

On the following dates, staff person mails completed surveys with *Survey Mailing Form* in the envelope provided:

- Tuesday, October 17
- Thursday, October 19
- Tuesday, October 24
- Thursday, October 26
- Monday, October 30

V. Questions

If you have any questions, please contact Vani K. Dandillaya at (213) 974-4190 or at vkumar@cao.lacounty.gov

Thank you for all your efforts in making the 2006 Customer Satisfaction Survey a success.



COUNTY OF LOS ANGELES

CUSTOMER SATISFACTION SURVEY

The County of Los Angeles has established Customer Service and Satisfaction Standards to create consistent and acceptable levels of service to customers. Service departments are starting programs to improve:

- How services are delivered to customers
- Customers' ability to access services, and
- The safety and condition of our service locations

The purpose of this survey is to determine how well we are delivering services. Your participation in this survey is completely voluntary and will not affect the services you receive. Your response is completely anonymous. This means no one will know your name or any other information that could identify you. We would greatly appreciate learning your opinion about how we can improve our services.

Instructions: For each question, please select the answers that best describe your opinion about visits to this office. Completely fill in the bubble(s) that best matches your answer on each question. If bubble is not completely filled in, your answer may not be properly recorded. There are no right or wrong answers and no trick questions. Simply give your honest opinion.

Please give your completed survey to a staff person or place your completed survey in the container/envelope marked "Surveys" before leaving the office.

Thank you for your participation!

For more information about the County's Customer Service Program, please visit:

<http://cao.lacounty.gov/SIB/tss.htm>

Los Angeles County Mission:
To enrich lives through effective and caring service.



CONDADO DE LOS ANGELES

ENCUESTA DE SATISFACCIÓN DEL CLIENTE

El Condado de Los Angeles ha establecido Políticas de Servicio y Satisfacción al Cliente para crear niveles constantes y aceptables de servicio a sus clientes. Los departamentos de servicio están empezando programas para mejorar:

- La manera en que se prestan los servicios a los clientes;
- La habilidad de los clientes para tener acceso a los servicios; y
- La seguridad y las condiciones de nuestras instalaciones de servicio

El objetivo de esta encuesta es determinar la manera en que estamos prestando servicios. Su participación en esta encuesta es completamente voluntaria y no afectará los servicios que reciba. Se conserva la anonimidad total de sus respuestas. Eso significa que nadie sabrá su nombre ni ningún otro dato que pudiera identificarle. Le agradeceremos mucho que nos dé su opinión sobre cómo mejorar nuestros servicios.

Instrucciones: Sírvase seleccionar para cada pregunta las respuestas que describan mejor su opinión sobre las visitas a esta oficina. Llene completamente el círculo o círculos que mejor correspondan a su respuesta de cada pregunta. Si no los llena totalmente, es posible que no se registre su respuesta. No hay respuestas correctas o equivocadas ni preguntas capciosas. Sólo dé su opinión sincera.

Por favor entregue su encuesta completada a alguien del personal o póngala en el recipiente/sobre marcado "Surveys" (Encuestas) antes de salir de la oficina.

¡Gracias por su participación!

For more information about the County's Customer Service Program, please visit:

<http://cao.lacounty.gov/SIB/tss.htm>

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To enrich lives through effective and caring service.



**COUNTY OF LOS ANGELES
2006 Customer Satisfaction Survey**

Survey Mailing Form for the Department of (SAMPLE Form)

Thank you for coordinating the collection of the 2006 Customer Satisfaction Survey for this department site. Please complete and submit this form each time surveys are mailed to CAO/SIB.

- On the table below, select the site location where you are coordinating survey collection.
- Below the table, enter the number of surveys being mailed, the date of the mailing, and sign the form. The site code identifies a specific site location and is on the upper right hand corner of the Survey.
- In order for staff to process surveys continually, please mail completed surveys in the 5 envelopes provided on the following 5 dates:
 - Tuesday, October 17, 2006
 - Thursday, October 19, 2006
 - Tuesday, October 24, 2006
 - Thursday, October 26, 2006
 - Monday, October 30, 2006

100 surveys distributed to each site

Select Site ✓	Site Location	Site Code	Name of Site Contact	Phone Number
	Address	DMH 1GH	Name	Phone

Total number of surveys in this mailing: _____

Date mailed: _____

Signature: _____

If you have any questions, please contact:

- Department representative's name from your department at (phone number) or at (email).
- Vani Kumar Dandillaya from the CAO at 213-974-4190 or at vkumar@cao.lacounty.gov

