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**U.S. General Services Administration**

# **Citizens' Service-Level Expectations: Phase 2 Supplemental Study**

Final

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## Executive Summary

A primary mission of the General Services Administration (GSA) Office of Citizen Services and Communications' USA Services program, one of the President's 25 e-Government initiatives, is to assist other agencies with customer-service activities for citizens, particularly as they relate to telephone, email, and web applications. This assistance includes developing, operating, and improving services that provide or direct U.S. citizens to information about federal agencies and their services, benefits, regulations, and operations. GSA operates and maintains the USA.gov Web site, which serves as the gateway to the federal government's web services. GSA also offers a toll-free telephone number citizens can use to contact the Federal Citizen Information Center National Contact Center (1-800-FED-INFO), responses to citizen email inquiries via USA.gov "contact us" web page, and provides U.S. Postal Service (USPS) mail and Internet access to publications from its Pueblo, Colorado, distribution center.

GSA received more than 230 million requests for information through these channels in fiscal year 2005 and more than 240 million in fiscal year 2006. USA Services has undertaken an effort to analyze how citizens prefer to interact with the federal government, identify their concerns about dealing with agencies to get the information they need, and determine which best practices and technologies can be used to improve existing services and fill service gaps.

USA Services asked The MITRE Corporation to identify citizens' expectations about contacting government agencies today as well as their expectations about contacting government agencies in the future. The original study (Phase 1), which was completed in November 2005, resulted in the report *Citizens' Service-Level Expectations*. This document is a supplement to that report. USA Services asked MITRE to continue its original study by seeking the service-level expectations of citizens in additional key demographic groups: persons age 65 years and older, persons in households with low income (under \$30,000 annually), and persons of Hispanic heritage.

This document supplements the original study by summarizing the observations MITRE made and presenting the conclusions that MITRE developed through its review of pertinent literature and its analysis of data gathered during 12 focus group sessions conducted by Daston Corporation in the fall of 2006.

### Conclusions

From the focus group responses, MITRE found that, by and large, the conclusions from the original study were applicable to the target demographics of the Phase 2 study.

The focus group responses revealed that:

- C1: The current channel preference of lower income citizens, Hispanic citizens, and citizens age 65 and older is for using the Internet, and that expectation continues into the future. Expectations for Internet use by citizens age 65 and older rose for future contacts.
- C2: Citizens again expect and want to continue using all current channels to contact the government.

- C3: Citizens again use a combination of contact channels for the most efficient and accurate contact experiences.
- C4: Lower income citizens, Hispanic citizens, and citizens age 65 and older had very similar channel preferences to the focus group participants in the original study, with Internet leading the way. These groups showed no major “digital divide” in their expectations for government Internet or other contact channels either now or in the future.
- C5: Lower income citizens, Hispanic citizens, and citizens age 65 and older have high expectations for Convenience, Competent Service, Easy-to-Locate Contact Information, and Successful Outcome.
- C6: The expected channel that citizens use to contact the government is again heavily dependent upon the reason for and the nature of the contact. Security is still a key expectation.
- C7: Citizens are again unaware of many existing government services and available channels including USA.gov (formerly FirstGov.gov, and 1 800 FED\_INFO).
- C8: Expectations for use of USPS mail as a contact channel in combination with other channels rose for Phase 2 focus groups. Printed material is still important to citizens.
- C9: Citizens have expectations of a timely response when using Email.
- C10: Citizens again expected the government to “push” certain data and services to them and to make better use of consolidated data.
- C11: Cell phone/telephone was seen as the channel with the most need for improvement, followed closely by Internet.
- C12: The lowest income groups had the highest expectations for Internet, cell phone/telephone, and email versus other channels.

## Recommendations

Text in ***bold italics*** below was specifically prioritized by Citizens based on information in this Phase 2 study. Based on its current and past Phase 1 and Phase 2 analysis of citizens' service-level expectations, MITRE recommends that the government consider the following:

- R1. Develop and emphasize performance measures for ***Availability, Competent Service, Timely Response, Convenience,*** and Courteous Service in contact services. Make better use of best practice benchmarks and interagency performance standards.
- R2. ***Promote the availability of 1-800-FED-INFO and USA.gov to the American public.***
- R3. ***Make access to government services more convenient*** by expanding the options (e.g., through Internet-based services) for citizens who try to reach offices and call centers when they are closed, for minorities, and for Citizens who have limited access to technology.
- R4. Provide citizens with continued access, in addition to Internet, through the cell phone/telephone, ***through printed materials,*** and through government offices.

- R5. Develop and refine citizen relationship management strategies, data sharing, and other technologies to allow ***better cross-channel overlap and coordination*** in order to support and respond to citizens. ***Continue to make information security a priority.***
- R6. ***Make government contact information easy to locate.*** Organize and present it in a way that is meaningful to the citizens (e.g., not necessarily just by government organization, context, and structure).
- R7. ***Promote the availability of services—state, local, and federal—from one Internet location;*** provide citizens with contact information for other appropriate contact channels to obtain those services.
- R8. ***Tailor channels and services*** to best address the expectations and needs of citizens engaged in specific transactions or trying to resolve specific problems. ***Make access opportunities easier and more “One Stop” for citizens.***
- R9. Redesign informational government Web sites to be more interactive, with advanced outreach and response confirmation capabilities. Understand that all Citizens are now using technology and have expectations based on commercial transactions. ***Provide more features for Citizens with visual and other physical limitations.***
- R10. ***Start planning now for newer technologies (e.g., smart phones) and innovative use of existing technologies*** and to devise strategies for display and search functions. In order to prepare for future implementations of new or improved contact center strategies for their organizations' missions, government agencies should consider today's expectations in light of the contact methods citizens will be using in the future, the types of technology to which they will be exposed (both in the public and the private sectors), and the likely needs of the population in the future. ***The age and diversity demographics will continue to shift and highlight the needs of this population as their numbers increase in the near future.***
- R11. ***Ensure that proactive options are considered when designing strategies for Citizen contact.*** This study indicates that Citizens are open to the Government using previously obtained information or voluntarily submitted information in an integrated way as the basis for notifying them about eligibility or changing situations regarding government services.

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# 1. Introduction

## 1.1 Background

A primary mission of the General Services Administration (GSA) Office of Citizen Services and Communications' USA Services program, one of the President's 25 e-Government initiatives, is to assist other agencies with customer-service activities for citizens, particularly as they relate to telephone, email, and Web applications. This assistance includes developing, operating, and improving services that provide or direct U.S. citizens to information about federal agencies and their services, benefits, regulations, and operations. See changes in paragraph one of Executive Summary. GSA operates and maintains the USA.gov Web site, which serves as the gateway to federal agencies' Web services, and its counterpart USA.gov email information service. GSA also offers a toll-free telephone number citizens can use to contact the Federal Citizen Information Center National Contact Center (1-800-FED-INFO) and provides U.S. Postal Service (USPS) mail and Internet access to publications from its Pueblo, Colorado, distribution center.

GSA received more than 230 million requests for information through these channels in fiscal year 2005 and more than 240 million in fiscal year 2006. USA Services has undertaken an effort to analyze how citizens prefer to interact with the federal government, to identify their concerns about dealing with agencies to get the information they need, and determine thereby which best practices and technologies can be used to improve existing services and fill service gaps.

USA Services asked The MITRE Corporation to identify citizens' expectations about contacting government agencies today as well as their expectations about contacting government agencies in the future. The original study (Phase 1), which was completed in November 2005, resulted in the report Citizens' Service-Level Expectations. This document is a supplement to that report. USA Services asked MITRE to continue supplement its original study by seeking the service-level expectations of citizens in additional key demographic groups: persons age 65 years and older, persons in households with low income (under \$30,000 annually), and persons of Hispanic heritage.

## 1.2 Purpose

The purpose of MITRE's research is to identify citizens' service-level expectations of government to enable USA Services and other government service organizations to develop and improve their citizen contact strategies. The results of this research have been and will continue to be used as input into the USA Services Citizen Service Level Interagency Committee's efforts to develop recommendations for the Office of Management and Budget on customer service performance levels and best practices for inquiry/response services that deal with the American public. In order to make those recommendations more effective and meaningful to larger segments of the population, the additional research was performed using additional demographics.

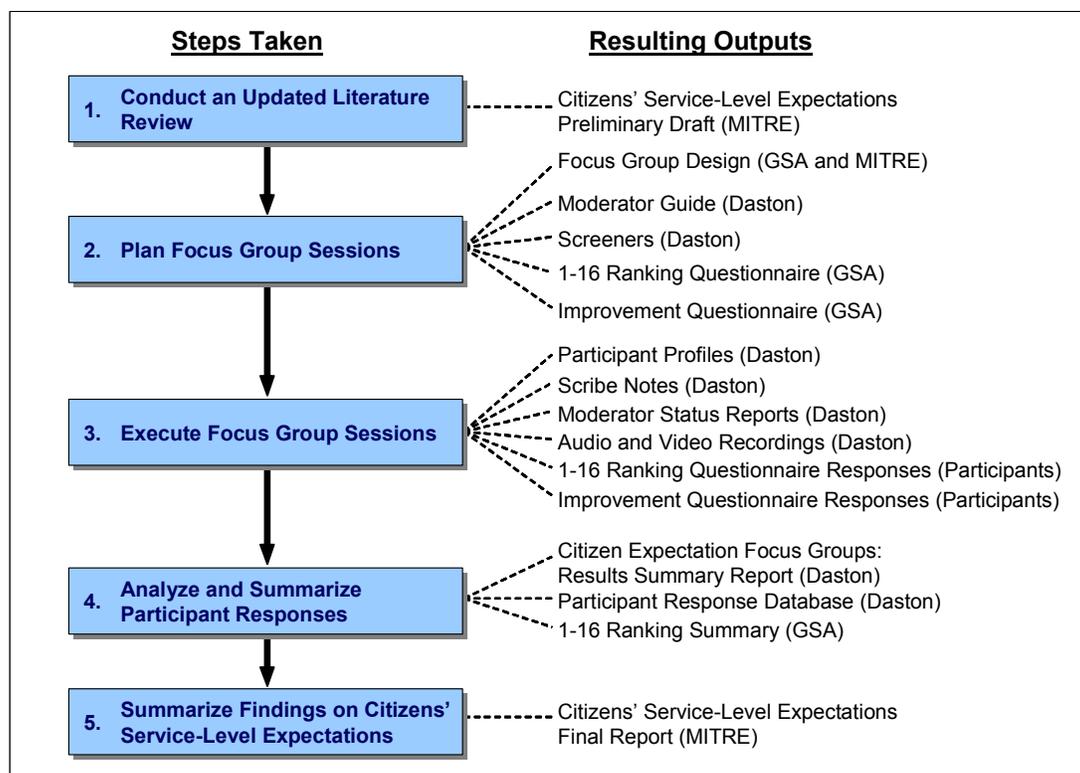
This document supplements the original study in 2005 by summarizing the observations MITRE made and presenting the conclusions that MITRE developed through its review of pertinent literature and its analysis of data gathered during 12 focus group sessions conducted by Daston Corporation in fall of 2006.

## 1.3 Approach

MITRE's approach to identifying citizens' service-level expectations in this supplemental study is consistent with the approach used in the original study. Our approach consists of five major steps:

1. Conduct an updated literature review
2. Plan focus groups
3. Execute focus group sessions<sup>1</sup>
4. Analyze and summarize participant responses
5. Summarize findings on citizens' service-level expectations

Figure 1-1 illustrates the steps taken, the outputs from each step, and the organization responsible for developing each output.



**Figure 1-1. Approach to Identifying Citizens' Service-Level Expectations**

Figure 1-2 illustrates the process and data flows involved in implementing the steps, which are the same flows used in the original study, with one exception. In the original study, categories of expectations were based on the literature review. In this Phase 2 exercise, instead of using categories based on the updated literature review, we used the categories of expectations based on the literature review from our original study to ensure that our data and findings are based on the same foundation as the original study. As before, the categorization of service-level expectations drove the design of focus group sessions, scribe notes, moderator guides, and

<sup>1</sup> Focus group sessions were executed by Daston Corporation.

required participant profiles. The various artifacts resulting from the execution of the focus group sessions (scribe notes, code phrase mapping [described in detail in Appendix A] status reports, and demographic profiles) were input into the master focus group results expectations database. MITRE's analysis and this final report are based on the results generated from that database. MITRE reviewed actual transcripts for random verification of the code phrase process that Daston performed to build the core citizen's service-level expectations database.

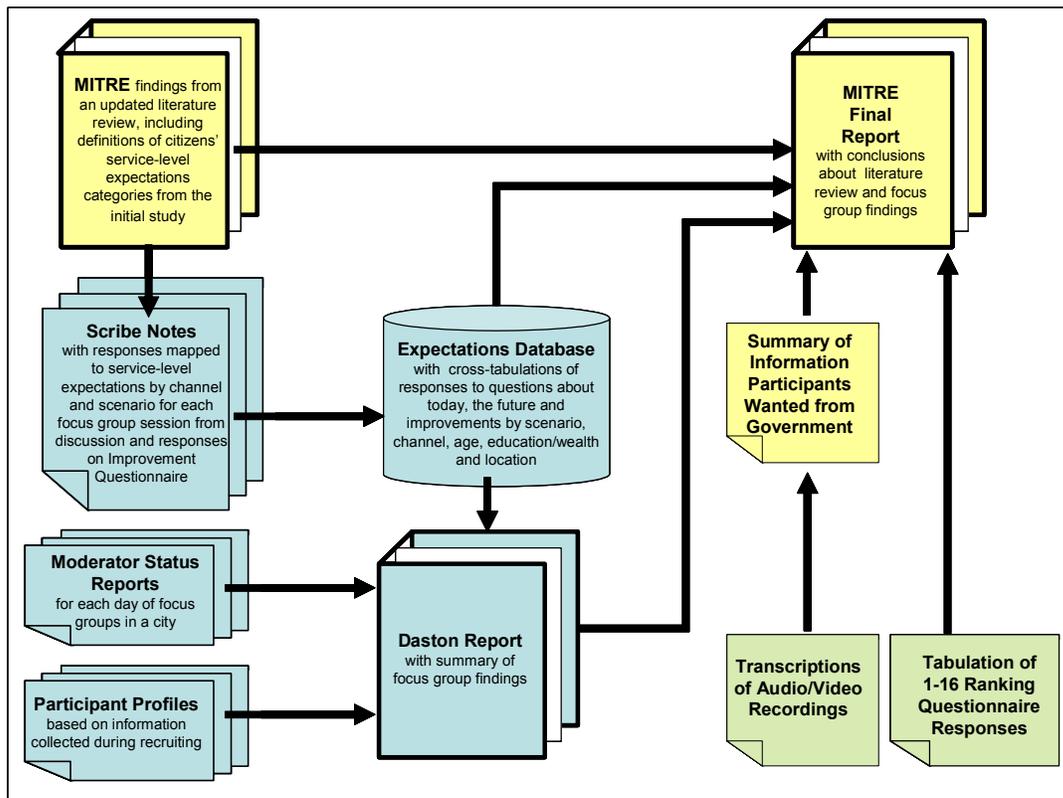


Figure 1-2. Sources Used to Create MITRE's Final Report

The remainder of this section provides additional details about MITRE's approach.

### 1.3.1 Original Study Approach

In 2005, MITRE began its original study with a review of literature on citizens' service-level expectations of government. Finding no explicit research on citizens' expectations pertaining to contacting the government via Internet, cell phone/telephone, in-person visits, email, USPS mail, or other channels, MITRE looked to literature (mainly based on surveys completed within the previous 3 years) about citizens' recent experiences with contacting government agencies. This research resulted in the accumulation of considerable information on citizens' general expectations and on citizens' specific expectations related to contacting the government. MITRE reviewed and organized these findings into 12 baseline service-level expectation categories, shown in Table 1-1. As stated previously, MITRE used these same categories in its supplemental study.

**Table 1-1. Categories of Expectations Derived from MITRE's Original Literature Review**

| <b>Expectation Category</b>               | <b>Definition</b>  |
|---|--|
| <b>Competent Service</b>                  | Citizens expect to receive clear and accurate information and that the government will be able to provide the services they expect. For automated services, Competent Service also means that tasks will be easy and understandable to citizens.               |
| <b>Timely Response</b>                    | Citizens expect that their service requests will be addressed within acceptable amounts of time.   |
| <b>Convenience</b>                        | Citizens expect the government to provide services during the hours and at locations that are convenient to them.  |
| <b>Courteous Service</b>                  | Citizens expect to be treated with common courtesy.  |
| <b>Easy-to-Locate Contact Information</b> | Citizens expect that government contact information (e.g., addresses, phone numbers) will be located where they are most likely to find it (e.g., in phone books, on Web sites, in government publications).   |
| <b>Reliable Service</b>                   | Citizens expect that the government will follow through on the commitments it makes to provide the requested services.   |
| <b>Privacy and Security</b>               | Citizens expect that the government will protect their personal information and not share it unlawfully.   |
| <b>Successful Outcome</b>                 | Citizens expect that the government will complete the services they request.   |
| <b>Consistent Response</b>                | Citizens expect that they will receive the same response from the government regardless of the channels they use for contact.  |
| <b>Availability</b>                       | Citizens expect that they will successfully make contact using the contact information the government provides.  |
| <b>Social and Ethical Responsibility</b>  | Citizens expect that the government will act in the interests of the citizens and that the government will provide mechanisms (e.g., guarantees of freedom of the press) to ensure that citizens can monitor the government's exercise of that responsibility. |
| <b>Fair Treatment</b>                     | Citizens expect to receive the same level of service (e.g., courtesy, responsiveness) as all other citizens.   |

To give GSA a sense of what might influence expectations over time, MITRE also investigated some trends in the U.S. population, consumer communication technologies, and contact service technologies. Combining its findings on population and technology trends with the service-level expectations it derived from its literature review, MITRE made some assumptions about what expectations citizens might have in the future. This research and these assumptions contributed to the design of focus group sessions. MITRE summarized its literature review findings and listed sources by name in the initial report published in November 2005.

## 1.3.2 Supplemental Study Approach

### 1.3.2.1 Conduct an Updated Literature Review

For Phase 2, MITRE performed a literature review to support literature-based findings in the original study. This review took two forms:

1. A review of documents cited in the original study to determine whether data was revised or studies were updated, thus providing new information
2. A review of new documents published since MITRE completed the original study

The results of the reviews appear in Section 2.

### 1.3.2.2 Plan Focus Group Sessions

Many of MITRE's primary literature sources were based on surveys of citizens' experiences that did not ask citizens about their service-level expectations and did not give citizens the opportunity to provide open-ended responses to survey questions. Because the surveys lacked these two elements, GSA sponsored a series of focus groups to hear from citizens in an open forum. These focus groups also provided qualitative data on service-level expectations from citizens who have contacted the government. Daston was contracted to recruit participants, plan and execute focus group sessions, analyze participant responses, and summarize focus group session findings in a raw data report that MITRE could incorporate into this final report.

Based on successful efforts in the original study, Daston, MITRE, and GSA worked collaboratively to design focus group sessions for this supplemental study, addressing requirements for participation, objectives, and locations. Twelve focus group sessions in five cities, including one pilot in New York City, were planned. Focus group participants were age 18 and older.

The objective of these focus group sessions was to gather qualitative information about the service-level expectations of people who have contacted government agencies, targeting persons age 65 years and older, Hispanics, and members of households with incomes below \$30,000 annually. MITRE also wanted to identify the channels the people in these groups used to contact government agencies. MITRE used the approach used in the original study, whereby we incorporated several scenarios involving different reasons for and nature of contacts with the government to seed focus group discussions. The scenarios were intended to be illustrative only and were developed to support analyses to determine whether, and how, service-level expectations and preferred contact channels varied according to the reason for or the nature of the contact. The scenarios were not important in and of themselves. They simply represented possible situations in which citizens might realistically contact the government. Figure 1-3 shows the reason for and nature of contact by scenario.

| Scenarios             |                    |                 |                 |                             |                             |
|-----------------------|--------------------|-----------------|-----------------|-----------------------------|-----------------------------|
| 1<br>Vacation         | 2<br>Highway       | 3<br>Disaster   | 4<br>Passport   | 5<br>Medicare               | 6<br>Rare & Serious Illness |
| Reason for Contact    |                    |                 |                 |                             |                             |
| Conduct a Transaction | Express an Opinion | Get Information | Solve a Problem | Get Information             | Solve a Problem             |
| Nature of Contact     |                    |                 |                 |                             |                             |
| Simple Non-Urgent     | Simple Non-Urgent  | Simple Urgent   | Complex Urgent  | Complex Non-Urgent Personal | Complex Urgent Personal     |

**Figure 1-3. Reason for and Nature of Contact by Scenario**

Focus group participants were asked several questions to provoke discussion about the channels they would use and the service-levels they would expect for each scenario. At GSA's request, participants were asked a question regarding the types of information they wanted to get from the government and to complete two paper questionnaire forms developed by GSA. One form, the 1–16 Ranking Questionnaire, asked participants to rank 16 communication channels in order of

preference. The other, the Improvement Questionnaire, asked participants to indicate how government could improve its service to them.

Another objective of focus group sessions was to explore how differences in service-level expectations might change over time. Two approaches were used to explore these differences. The first was to ask participants which methods of contact they would like to use in the future and what their service-level expectations would be regarding these methods. The second approach examined differences in responses across demographic characteristics (i.e., age, education, household income, ethnicity) and compared the differences in the responses across the database with trends in the U.S. population that have been identified in existing literature. Participation requirements for each session were based on these characteristics.

We recruited people in the target groups who were most likely to contact the government and who had a common level of experience receiving services over a base set of communication channels (e.g., cell phone/telephone, USPS mail, in-person visits, Internet [both Web sites and email]). Figure 1-4 summarizes the recruiting requirements for the various focus groups.

|  |  |  |  |
|--|--|--|--|
| <p><b>Requirements Common to All Groups</b></p> <p>Recruit 6 men and 6 women for each focus group session. Each recruit must:</p> <ul style="list-style-type: none"> <li>• Use the Internet at least once per week</li> <li>• Not be employed by the government</li> <li>• Have contacted the government at least once in the past two years, either by website, email, telephone, in-person or using postal mail</li> </ul> | <p><b>Requirements for Persons 65 Years and Older – Combinations of:</b></p>   |  |  |
|  | <ul style="list-style-type: none"> <li>• Household income under \$30,000 annually</li> <li>• \$30,000 to \$49,999 in household income</li> <li>• Minimum \$50,000 in household income</li> </ul> | <ul style="list-style-type: none"> <li>• Minimum high school graduate</li> <li>• High school graduate or some college</li> <li>• Minimum 4+ year college degree</li> </ul>                       |  |
|  | <p><b>Requirements for Persons of Hispanic Heritage – Combinations of:</b></p>   |  |  |
|  | <ul style="list-style-type: none"> <li>• Age 18-29</li> <li>• Age 30-45</li> <li>• Age 46-64</li> <li>• Age 65 and older</li> </ul>  | <ul style="list-style-type: none"> <li>• Household income under \$30,000 annually</li> <li>• \$30,000 to \$49,999 in household income</li> <li>• Minimum \$50,000 in household income</li> </ul> | <ul style="list-style-type: none"> <li>• Minimum high school graduate</li> <li>• High school graduate or some college</li> <li>• Minimum 4+ year college degree</li> </ul> |
|  | <p><b>Requirements for Members of Households with less than \$30,000 Annual Income – Combination of:</b></p>   |  |  |
|  | <ul style="list-style-type: none"> <li>• Age 18-29</li> <li>• Age 46-64</li> </ul>   | <ul style="list-style-type: none"> <li>• Age 30-45</li> <li>• Age 65 and older</li> </ul>  | <ul style="list-style-type: none"> <li>• Minimum high school graduate</li> <li>• High school graduate or some college</li> <li>• Minimum 4+ year college degree</li> </ul> |

**Figure 1-4. Focus Group Recruiting Requirements**

For consistency, only facilities used for the focus group sessions in the original study were considered. This avoided introducing new variables into the data analysis. An attempt was made to balance the sessions across different regions of the country (i.e., Eastern, Midwestern, Western, Northern, Southern).

The selected cities for each set of focus group sessions are shown in Table 1-2, along with the scenarios used for and demographic characteristics of participants in each session. This information is presented in the order in which the sessions occurred across the country.

**Table 1-2. Focus Group Coverage of Scenarios and Demographic Characteristics by Location**

|   | Session                       | New York City |         |         | Miami   |         |         | Kansas City |         | Houston |         | Seattle |         | Total | Section of Report |
|---|-------------------------------|---------------|---------|---------|---------|---------|---------|-------------|---------|---------|---------|---------|---------|-------|-------------------|
|   |                               | Pilot         | 6:00 PM | 8:00 PM | 4:00 PM | 6:00 PM | 8:00 PM | 6:00 PM     | 8:00 PM | 6:00 PM | 8:00 PM | 6:00 PM | 8:00 PM |       |                   |
| Scenario  | Vacation                      |               | X       |         | X       |         | X       |             | X       | X       | X       | X       | X       | 8     | 2.1               |
|   | Highway                       | X             |         | X       | X       |         | X       | X           | X       | X       |         | X       | X       | 9     |                   |
|   | Disaster                      |               | X       | X       | X       | X       |         |             | X       |         | X       | X       | X       | 8     |                   |
|   | Medicare                      | X             | X       | X       |         | X       | X       | X           |         | X       | X       |         |         | 8     |                   |
|   | Passport                      | X             | X       | X       |         | X       |         | X           | X       | X       |         |         |         | 7     |                   |
|   | Rare & Serious Illness        | X             |         |         | X       | X       | X       | X           |         |         | X       | X       | X       | 8     |                   |
| <i>Total Scenarios (four scenarios per session)</i> |                               | 4             | 4       | 4       | 4       | 4       | 4       | 4           | 4       | 4       | 4       | 4       | 4       | 48    | 2.2               |
| Age Group   | 18–29                         |               |         |         |         |         |         |             |         |         | X       |         | X       | 2     | 2.3.2             |
|   | 30–45                         |               |         | X       |         |         | X       |             | X       |         |         |         |         | 3     |                   |
|   | 46–64                         | X             |         |         |         | X       |         |             |         | X       |         |         |         | 3     |                   |
|   | 65 and older                  |               | X       |         |         | X       |         | X           |         |         |         | X       |         | 4     |                   |
| Education   | Minimum High School Graduate  |               | X       |         |         | X       | X       |             |         |         |         |         | X       | 4     |                   |
|   | Some College                  | X             |         |         | X       |         |         | X           |         | X       |         |         |         | 4     |                   |
|   | Minimum 4-Year College Degree |               |         | X       |         |         |         |             | X       |         | X       | X       |         | 4     |                   |
| Annual Household Income                             | Under \$30,000                | X             |         |         |         | X       |         | X           | X       | X       |         |         | X       | 6     |                   |
|   | \$30,000 to \$49,999          |               |         | X       | X       |         |         |             |         |         | X       |         |         | 3     |                   |
|   | Minimum \$50,000              |               | X       |         |         |         | X       |             |         |         |         | X       |         | 3     |                   |
| Ethnicity   | Hispanic                      |               |         | X       |         | X       | X       |             |         |         | X       |         |         | 4     |                   |

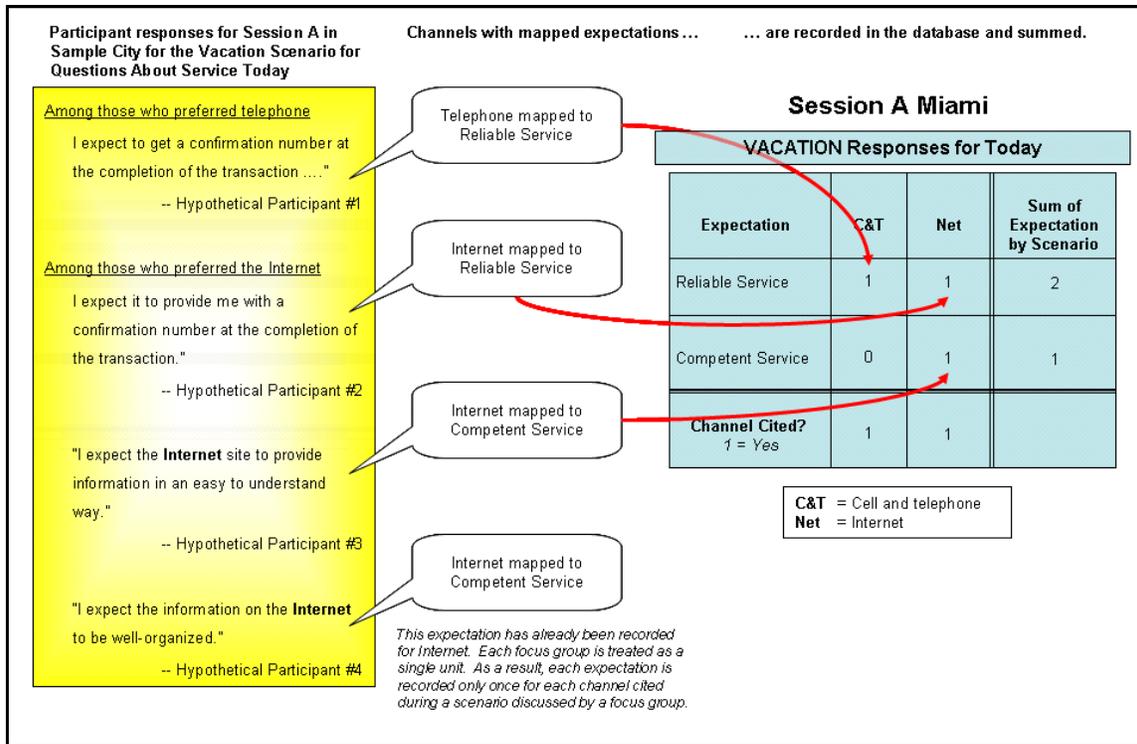
### 1.3.2.3 Execute Focus Group Sessions

Daston recruited 121 individuals who attended focus group sessions. Table 1-3 presents a profile of participants by age, education, household income, and ethnicity.

**Table 1-3. Profile of Participants**

| <b>Demographic Characteristic</b> | <b>Number and Percentage of Participants</b> |
|-----------------------------------|--|
| <b>Age</b>                        |  |
| 18–29                             | 16 = 13%                                     |
| 30–44                             | 32 = 26%                                     |
| 45–64                             | 30 = 25%                                     |
| 65 and older                      | 43 = 36%                                     |
| <b>Education</b>                  |  |
| Minimum High School Graduate      | 19 = 16%                                     |
| Some College                      | 42 = 35%                                     |
| Minimum 4-Year College Degree     | 60 = 50%                                     |
| <b>Ethnicity</b>                  |  |
| Hispanic                          | 49 = 40%                                     |
| Asian                             | 2 = 2%                                       |
| African-American                  | 19 = 16%                                     |
| Caucasian                         | 47 = 39%                                     |
| Other                             | 4 = 3%                                       |
| <b>Household Income</b>           |  |
| Under \$30,000                    | 50 = 41%                                     |
| \$30,000 to \$49,999              | 36 = 30%                                     |
| Minimum \$50,000                  | 35 = 29%                                     |

Participants responded to questions from the moderators' guide and in questionnaires. Responses were recorded for each focus group session, for each scenario, and for each channel identified during the session. Responses in session notes and those in completed Improvement Questionnaires were later mapped to service-level expectations (see Figure 1-5).



**Figure 1-5. How Participant Responses Were Recorded in Expectations Database**

For each scenario discussed in a session, all responses to questions about today’s expectations were recorded. All responses to questions about future expectations were then recorded in a separate portion of the database. Responses to the Improvement Questionnaire also were mapped to service-level expectations, which were then captured in a third area of the expectations database. Questionnaire responses, however, were not tied to any scenario.

All focus group sessions, including the pilot, were recorded to serve as back up for session notes and transcripts.

### 1.3.2.4 Analyze and Summarize Participant Responses

In addition to summarizing focus group responses by session, MITRE used current responses recorded in the Phase 2 expectations database to tabulate responses across focus groups by their design elements (i.e., scenario, preferred channel, demographic characteristics [age, education, household income, ethnicity]). These tabulations were used as the basis for the rankings of channels and expectations in Appendix D.

Responses to the question “What kinds of information do you want from government?” were summarized from session transcripts (see Appendix C).

Daston tabulated all 1–16 Ranking Questionnaire data and provided both the original survey forms and the summary data to MITRE.

### 1.3.2.5 Summarize Findings on Citizens' Service-Level Expectations

MITRE incorporated its findings from its updated literature review and Daston's findings from focus group sessions into this report. Other sources used to augment focus group findings follow (see Figure 1-2):

- Daston's report, Citizen Expectation Focus Groups
- Daston's expectations database
- Daston's tabulation of responses to the 1-16 Ranking Questionnaire
- MITRE's summary of responses to the question about what kinds of information participants want from government

MITRE compared Phase 2 findings with corresponding findings from the original study. If findings from the two studies differ, we provide a summary observation for the difference based on the data.

## 1.4 Document Organization

This document provides MITRE's findings from its supplemental study on citizens' service-level expectations, the implications of findings from both the original study and the supplemental study, and conclusions, recommended next steps for developing contact center strategies, and suggested areas for further study on this topic.

Table 1-4 provides an overview of each section that follows in this document.

**Table 1-4. Document Organization**

| Section   | Purpose   |
|---|---|
| Section 2: Citizens' Service-Level Expectations           | Presents MITRE's findings from its supplemental study of citizens' service-level expectations                           |
| Section 3: Conclusions and Recommendations                | Presents MITRE's conclusions and recommendations from its supplemental study of citizens' service-level expectations    |
| Appendix A: Expectation Code Phrase Scoring Methodology   | Describes the methodology used to capture and analyze focus group responses   |
| Appendix B: Daston Report                                 | Contains Daston's report on focus group session findings  |
| Appendix C: Information Participants Want from Government | Presents responses to the question "What information do you want from government?" from focus group session transcripts |
| Appendix D: Rankings of Contact Channels and Expectations | Presents focus group rankings of preferred contact channels and service-level expectations                              |
| Appendix E: Selected Quotations                           | Presents a summary of sample quotations   |
| Glossary  | Defines key terms used in this document   |
| References  | Lists sources used in developing this report  |

## 2. Citizens' Service-Level Expectations

This section focuses on three factors that influence citizens' service-level expectations (see Figure 2-1): (1) the reason for contacting the government and the nature of the contact, (2) the channels citizens prefer to use to contact the government, and (3) the demographic characteristics of populations being served. The following three sections analyze the data in terms of these factors MITRE reviewed and analyzed the findings from these three factors to form its final conclusions and recommendations.

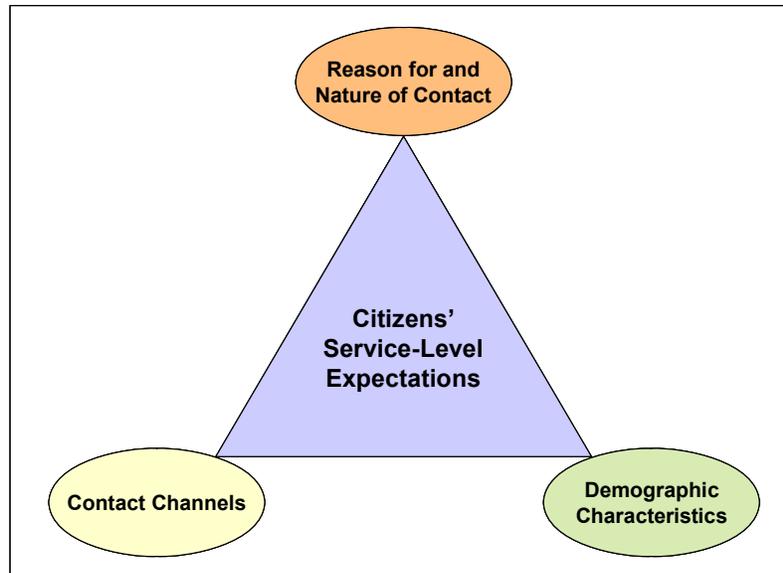
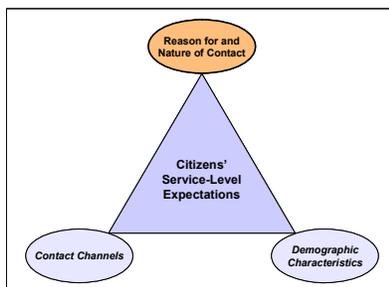


Figure 2-1. Factors Influencing Citizens' Service-Level Expectations

### 2.1 Findings by Reason for and Nature of Contact



Service-level expectations vary by the reason a citizen contacts the government and the nature of that contact. We refer the reader to the report on the original study, *Citizens' Service-Level Expectations*, Final Report, Version 1.1, November 8, 2005, for research performed on literature available at that time. This section provides additional findings on service-level expectations by reason for and nature of contact, as represented by different scenarios (Vacation, Highway, Disaster, Passport, Medicare, and Rare and Serious Illness).

Section 2.1.1 presents key literature review results that MITRE used to define and identify expectations and design parameters for the scenarios used in Phases 1 and 2. It also outlines the additional literature research performed in Phase 2.

Section 2.1.2 highlights the findings of Phase 2 focus group sessions and discusses trends and information gathered from focus group participants. Additional expectations and information gathered from focus groups also are presented, by scenario, in this section.

## 2.1.1 Review of Relevant Literature by Reason for and Nature of Contact

Following are findings from MITRE's literature review, by reason for and nature of contact, that are relevant to this research. Findings specific to channels and demographic characteristics are presented in subsequent sections.

The key result from the literature review was the definition of the master set of citizens' contact expectations (see Table 1-1). The literature review also drove the process of defining focus group scenarios by revealing reasons for and the nature of contacts.

Examples of contacts were included in Pew Research Center's 2003 survey *How Americans Get in Touch with Government* (Pew Research Center, Horrigan, 2004). This survey found that 71 percent of citizens contacted the government for personal reasons, 21 percent contacted the government for business reasons, and 7 percent contacted the government for a combination of these two reasons.

From another perspective, the core reasons for contact are as follows:

- To conduct a transaction
- To express an opinion
- To get information
- To solve a problem

The most common reason for contacting the government cited by 30 percent of citizens was to carry out a transaction, such as filing taxes or registering a car. Another 25 percent contacted the government to get an answer to a specific question, 19 percent to get an answer or to express an opinion, and 11 percent to seek help with a specific problem. Five percent contacted the government for a combination of the aforementioned reasons, with the balance giving some other or no response (Pew Research Center, Horrigan, 2004).

Pew found that information seeking is the most common online interaction with government in the United States (Pew Research Center, Horrigan, 2004). This finding is consistent with *Government Online, An International Perspective 2003: Global Summary*, which indicates that information seeking is the major reason for contacting the government online (Dexter and Parr, 2003).

MITRE found that citizen contacts range in complexity and urgency and that their expectations for these contacts differ. Therefore, the following complexity and urgency combinations also were designed into the scenarios:

- Simple/non-urgent
- Simple/urgent
- Complex/urgent
- Complex/non-urgent/personal
- Complex/urgent/personal

Once a matrix of reasons for and the nature of contacts was constructed as a basis for the focus group approach (see Figure 1-3), a set of sample scenarios was defined. MITRE's literature review revealed the following details on contacts related to these scenarios.

### 2.1.1.1 Conducting Transactions: Simple/Non-Urgent Scenario

MITRE's Phase 1 literature review showed that citizens' expectations were most likely to be satisfied during government transactions if the transactions were straightforward.

*Most government patrons (82 percent) are successful when conducting a transaction such as getting a license, probably because transactions have clear-cut conclusions. (Pew Research Center, Horrigan, 2004)*

Channel expectations were less clear. Pew found that the Web and email have become more prominent for conducting transactions with government agencies. When these transactions are personal, however, channels other than Web or email were preferred (Pew Research Center, Horrigan, 2004).

### 2.1.1.2 Expressing Opinions: Simple/Non-Urgent Scenario

Pew did not identify a preferred method of contact when the reason for contact was to express an opinion. However, Pew did find that “[people] contacting government with more complicated issues in mind are more likely to be expressing an opinion [than conducting a transaction, solving a problem, or getting information] (24 percent versus 19 percent for all government patrons)” (Pew Research Center, Horrigan, 2004).

*Only about a third (36 percent) [of government patrons] say they are successful when they express an opinion to government. This is not surprising given the low probability that the opinion of a single individual will influence a government outcome. (Pew Research Center, Horrigan, 2004)*

### 2.1.1.3 Getting Information: Simple/Urgent and Complex/Non-Urgent/Personal Scenarios

Pew found that the Web and email channels of contact were preferred when people sought information from the government. Pew also found that, in situations that required citizens to disclose personal information, citizens preferred the cell phone/telephone or some other channel (e.g., presumably in-person visit) over the Internet (Pew Research Center, Horrigan, 2004).

According to Nohrstedt's findings, people expect government services during catastrophes and states of emergency to be credible, reliable, clear, comprehensive, immediate, and legitimate (Nohrstedt, S.A., *Communications Challenges in Connection with Catastrophes and States of Emergency: A review of Literature*, 2004).

### 2.1.1.4 Solving a Problem: Complex/Urgent and Complex/Urgent/Personal Scenarios

Pew found that only about half of citizens' problems are successfully resolved and that citizens with urgent needs often prefer to communicate via cell phone/telephone or in person. Is this channel preference the result of channel performance and/or design issues? What are citizens' expectations for problem-solving services?

*The complexity of a Government Patron's problem matters to the outcome. Nearly half (49 percent) of those with complicated problems say they have successful outcomes, and slightly more than half (52 percent) who contact government to solve a specific problem were successful. (Pew Research Center, Horrigan, 2004)*

Pew found that people who had urgent reasons (e.g., they needed a response within 24 hours) or complex reasons for contacting the government preferred cell phone/telephone or in-person visits (Pew Research Center, Horrigan, 2004).

## 2.1.2 Focus Group Findings by Reason for and Nature of Contact

Focus group scenarios were designed to provide a framework for each citizen's reason for, and nature of, contact. This framework allowed for a consistency between previous and current research on citizens' expectations. The scenarios themselves, however, also created a dynamic. Some interesting and significant details and new concepts about citizens' expectations did appear. Table 2-1 maps the nature of and the reason for citizen contacts, by scenario, to the city/focus group session pairs. Scenarios were discussed a total of 48 times in the 6 days of focus group sessions. A session covered four scenarios. Table 2-1 shows the key relationships among the design of the scenarios, the sessions in which the scenarios were used, and the distribution of the scenarios among total sessions run.

**Table 2-1. City/Focus Group Sessions by Nature of Contact, Reason for Contact, and Scenario**

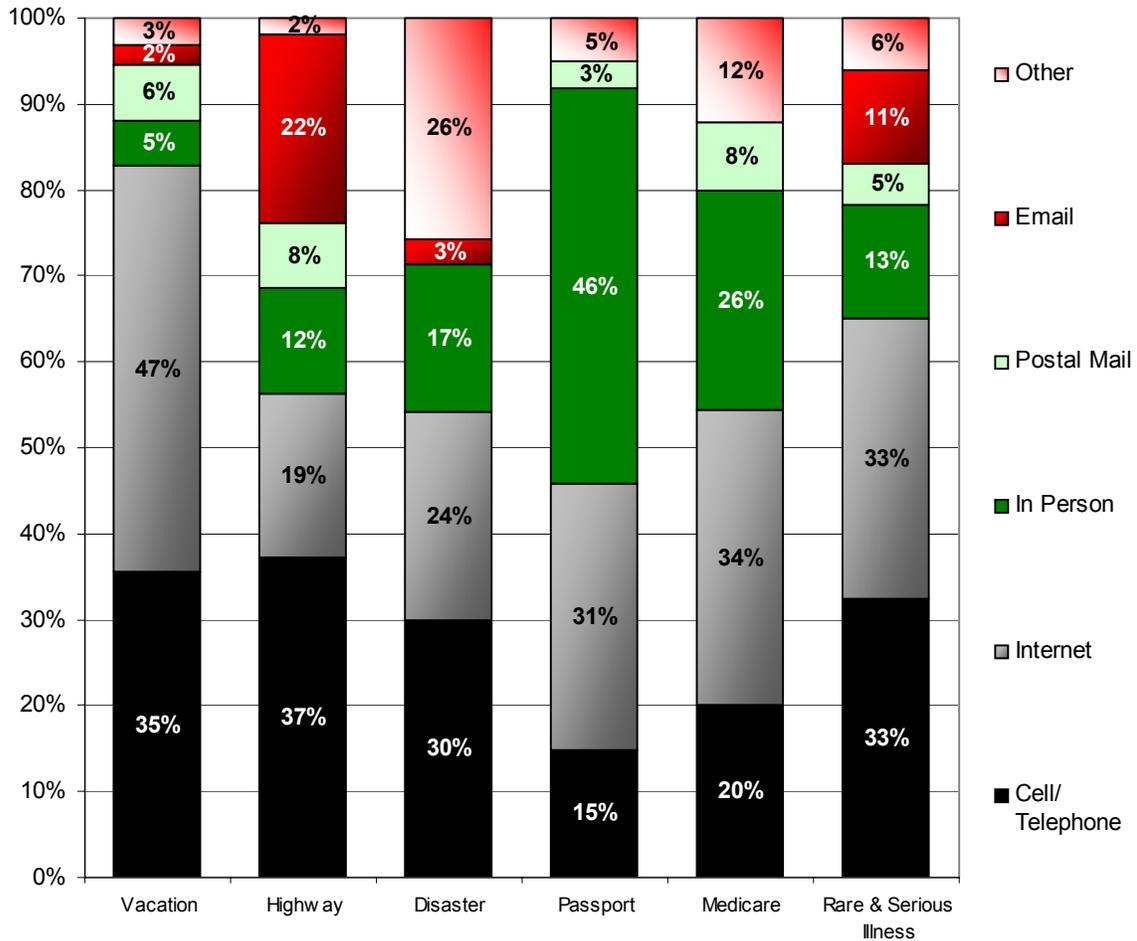
| Simple/Non-Urgent     |                    | Simple/Urgent      | Complex/Urgent     | Complex/Non-Urgent/Personal | Complex/Urgent/Personal  |
|-----------------------|--------------------|--------------------|--------------------|-----------------------------|--------------------------|
| Conduct a Transaction | Express an Opinion | Get Information    | Solve a Problem    | Get Information             | Solve a Problem          |
| Vacation              | Highway            | Disaster           | Passport           | Medicare                    | Rare and Serious Illness |
| New York pilot        | New York pilot     |                    | New York pilot     |                             | New York pilot           |
|                       |                    | New York 6 p.m.    | New York 6 p.m.    | New York 6 p.m.             | New York 6 p.m.          |
|                       | New York 8 p.m.    |                    | New York 8 p.m.    | New York 8 p.m.             | New York 8 p.m.          |
| Miami 4 p.m.          | Miami 4 p.m.       | Miami 4 p.m.       |                    | Miami 4 p.m.                |                          |
| Miami 6 p.m.          |                    |                    | Miami 6 p.m.       | Miami 6 p.m.                | Miami 6 p.m.             |
| Miami 8 p.m.          | Miami 8 p.m.       | Miami 8 p.m.       | Miami 8 p.m.       |                             |                          |
| Kansas City 6 p.m.    | Kansas City 6 p.m. |                    | Kansas City 6 p.m. |                             | Kansas City 6 p.m.       |
|                       | Kansas City 8 p.m. | Kansas City 8 p.m. |                    | Kansas City 8 p.m.          | Kansas City 8 p.m.       |
|                       | Houston 6 p.m.     | Houston 6 p.m.     | Houston 6 p.m.     |                             | Houston 6 p.m.           |
| Houston 8 p.m.        |                    | Houston 8 p.m.     | Houston 8 p.m.     | Houston 8 p.m.              |                          |
| Seattle 6 p.m.        | Seattle 6 p.m.     | Seattle 6 p.m.     |                    | Seattle 6 p.m.              |                          |
| Seattle 8 p.m.        | Seattle 8 p.m.     | Seattle 8 p.m.     |                    | Seattle 8 p.m.              |                          |
| 8 runs                | 9 runs             | 8 runs             | 8 runs             | 8 runs                      | 7 runs                   |

### **Finding 1: Citizens expect to use a combination of channels to contact the government today.**

*(Comparison to Phase 1(1): This finding is consistent with a finding in the original study.)*

Figures 2-2 and 2-3 presents contact channel preferences by scenario. (See Appendix D for data tables.) For reasons of continuity, we used the same scenarios that were used in the original study, for example, to obtain or renew a passport. Table 2-1 maps the Passport scenario to a “complex/urgent/personal requirement to solve a problem.” Figure 2-2 shows that the currently preferred channel for citizen contact in this scenario and nature of contact is “in person” (46

percent); however, a substantial portion of participants indicated reasons for preferring the Internet (31 percent). Still others provided rationales for preferring to use the cell phone/telephone to make their initial contact (15 percent). In none of the scenarios do more than 47 percent of Phase 2 participants show a preference for using any one channel.



**Figure 2-2. Current Channel Preferences by Scenario**

This finding is true not only for currently preferred channels, but also for future preferred channels. Although the percentages of preferred channels for each scenario changed from Phase 1 to Phase 2, the fact remains that citizens in the Phase 2 study again expect to use a combination of channels to contact the government in the future. This is shown in Figure 2-3. Again, using the Passport scenario, we note that the preferences for in-person, Internet, and cell phone/telephone declined slightly (to 38 percent, 26 percent, and 13 percent, respectively), although the preference for using other channels is expected to rise (to 23 percent).

As in the original study, additional patterns outlined in the figure 2-2, above, show that, despite the availability of other channels, citizens still expect the cell phone/telephone and the internet to be a significant part of meeting most of their current service-level expectations. Although the

Internet plays a significant role in enabling contact, neither it nor cell phone/telephone can be seen as totally meeting citizen's expectations.

Following are quotations from New York City focus group sessions regarding the Passport and Rare and Serious Illness scenarios:

*There are a lot of people who don't have computers. There are a lot of people who don't know how to use them and can't use them. One main thing to do is you have a telephone or a friend who has a telephone, you can call.*

*I would start off by going on the Internet and printing out the application and coming into the office with it filled out, and with my pictures and everything needed to make sure that they don't send me back because I don't have everything that I need.*

Again, this current expectation of being able to use a combination of channels is clearly supported in all scenarios including the Passport scenario, which trends toward in-person contact. This reinforces MITRE's belief that this trend is in a large part due to the current government requirements for processing passports.

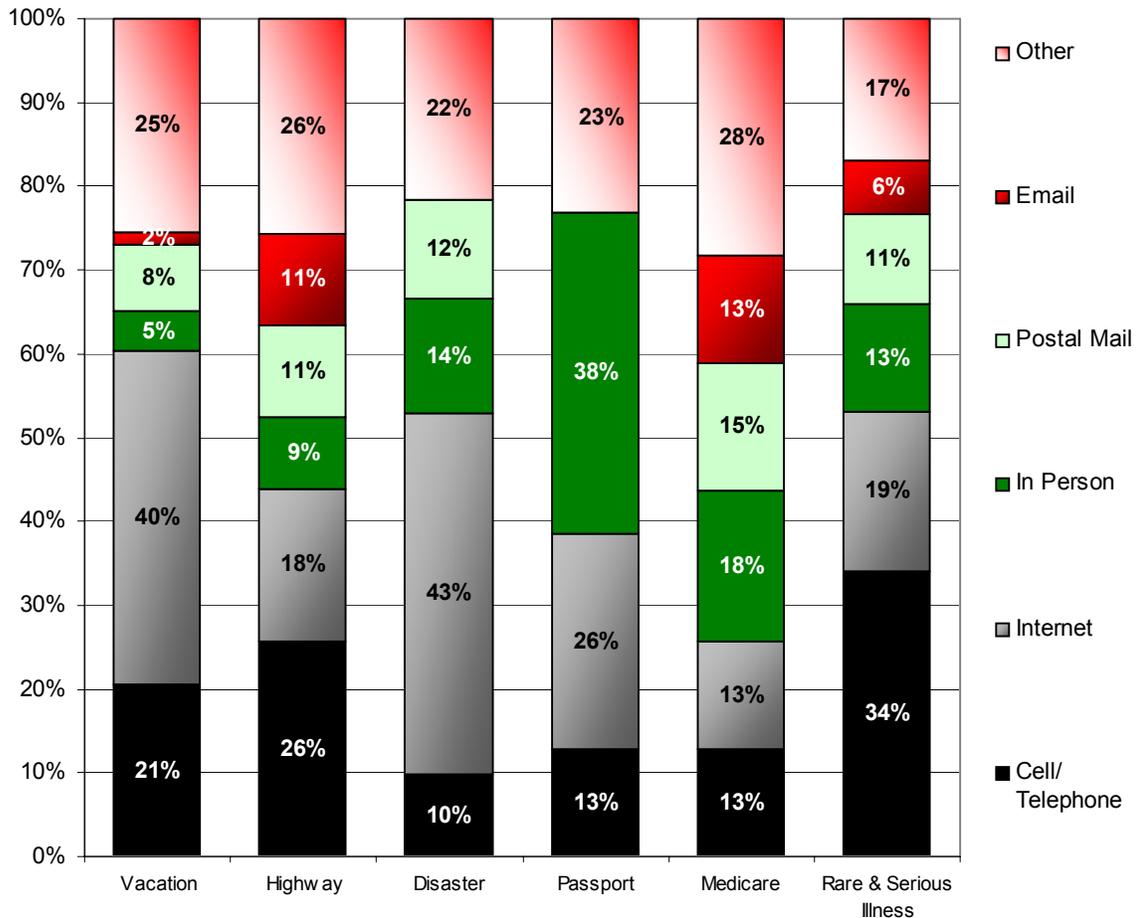


Figure 2-3. Future Channel Preferences by Scenario

**Finding 2: Citizen's expectations are trending toward reducing the cell phone/telephone and in-person channel requirement in the future, but not toward eliminating them as major channels.**

*(Comparison to Phase 1(2): This finding is consistent with a finding in the original study.)*

Across most scenarios, the preference for cell phone/telephone to contact the government in the future is significantly less than it is today (see Figures 2-2 and 2-3). Web acceptance is increasing in all demographics. Comparing current expectations for use of cell phone/telephone and in-person visits with what they might be in the future, we discovered the following:

For cell phone/telephone:

- A 14 percent decrease in the Vacation scenario
- An 11 percent decrease in the Highway scenario
- A 20 percent decrease in the Disaster scenario
- A 2 percent decrease in the Passport scenario
- A 7 percent decrease in the Medicare scenario

For in-person visits:

- A 3 percent decrease in the Highway scenario
- A 3 percent decrease in the Disaster scenario
- An 8 percent decrease in the Passport scenario
- An 8 percent decrease in the Medicare scenario

A New York City resident stated the following about contacting the government for the Highway scenario:

*I won't [discount] calling and following up, but I would send an e-mail first. Usually with e-mails these days, it is not totally a waste of time. You get a receipt once you send the e-mail and they have to acknowledge your receipt and that you did send an e-mail... It saves a lot of time and aggravation.*

**Finding 3: Generally, participants expect that the future will provide more "other" options.**

*(Comparison to Phase 1: Although not noted as a finding in the original study, a review of that study indicates the same trend.)*

"Other" is a new technology or a new use of an existing technology (e.g., text messaging, emailing on a cell phone). In fact, in the original Citizens Expectations study (2005), the level of expectations for "other" rose for all six scenarios. In Phase 2, participants expressed an increase in expectations for "other" channels of contact for all scenarios except the simple/urgent, get information Disaster scenario (see Figures 2-2 and 2-3). In this one exception, Phase 2 focus group members expressed greatly increased expectations of the Internet in the future.

Two participants in Houston shared these ideas when discussing the Vacation and Medicare scenarios:

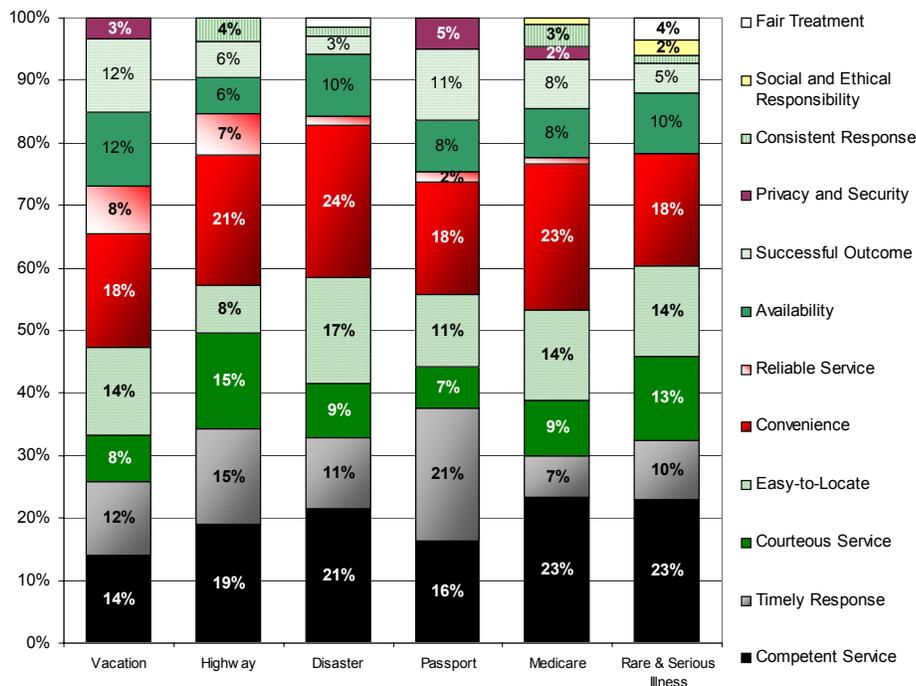
*In terms of having someone chatting back, in terms of customer service and having someone answer the phone, why not have someone online actually chatting with people who have questions?... This is the age where everyone wants the information yesterday.*

*Biometrics. I think we're heading that way. They could take your [thumbprint] or something. With the BlackBerries where everybody is walking around with them already, that is going to be the future. There is that car where you use your thumbprint to start it. I think it is a BMW or a Saab or something, I'm not sure.*

**Finding 4: Citizens' top expectations focused on Convenience, Competent Service, and Easy-to-Locate Contact Information. The least mentioned included Social and Ethical Responsibility, Fair Treatment, and Consistent Response.**

*(Comparison to Phase 1(3): This varies in some respects from the original study. Courteous Service and Timely Response both ranked higher in the original study, whereas Convenience and Easy-to-Locate Contact Information were ranked very low in the original study.)*

Figure 2-4 presents citizens' current service-level expectations by scenario. (See Appendix D for detailed data.) These expectations are defined in Table 1-1. The Medicare scenario was fairly representative of the ranking of expectations, with Competent Service and Convenience discussed most often, followed by Easy-to-Locate Contact Information and a grouping of Courteous Service, Availability, Successful Outcome, and Timely Response. Interestingly, Availability was cited in the narrative of the original study as being rated lower than the authors had anticipated. Phase 2 confirmed these lower rankings. The high ranking of Convenience leads to a logical expectation of the impact of transportation costs and availability on this demographic.



**Figure 2-4. Current Service-Level Expectations by Scenario**  
 (Note: Areas shown without a data label represent 1%)

The Passport scenario differed most from other Phase 2 rankings, with Timely Response being most important and Competent Service falling to third place behind Convenience. An expectation of Timely Response is not surprising in the Passport scenario, because citizens' reservations and other investments in upcoming travel are at risk if the government does not process a passport in a timely manner.

A New York City citizen stated:

*[I]n the mail anything can happen, and it could be intercepted or it could be lost. I want [a response] right there and then.*

**Finding 5: Many citizens are still unaware of services that currently exist.**

*(Comparison to Phase 1(4): This was a finding in the original study, and this finding was repeated in several Phase 2 focus group sessions on various scenarios.)*

The following participants in Houston and Kansas City clearly were not familiar with the 1-800-FED-INFO phone number nor with USA.gov, both of which provide the single point of reference that they believe “would be nice.”

*It would be nice to have a centralized number, phone number, or even an Internet address, where you can call and ask questions of where to go for this information. One call, and they would tell you where to go. A centralized phone number or an Internet website where that would be the starting point for the information that you need.*

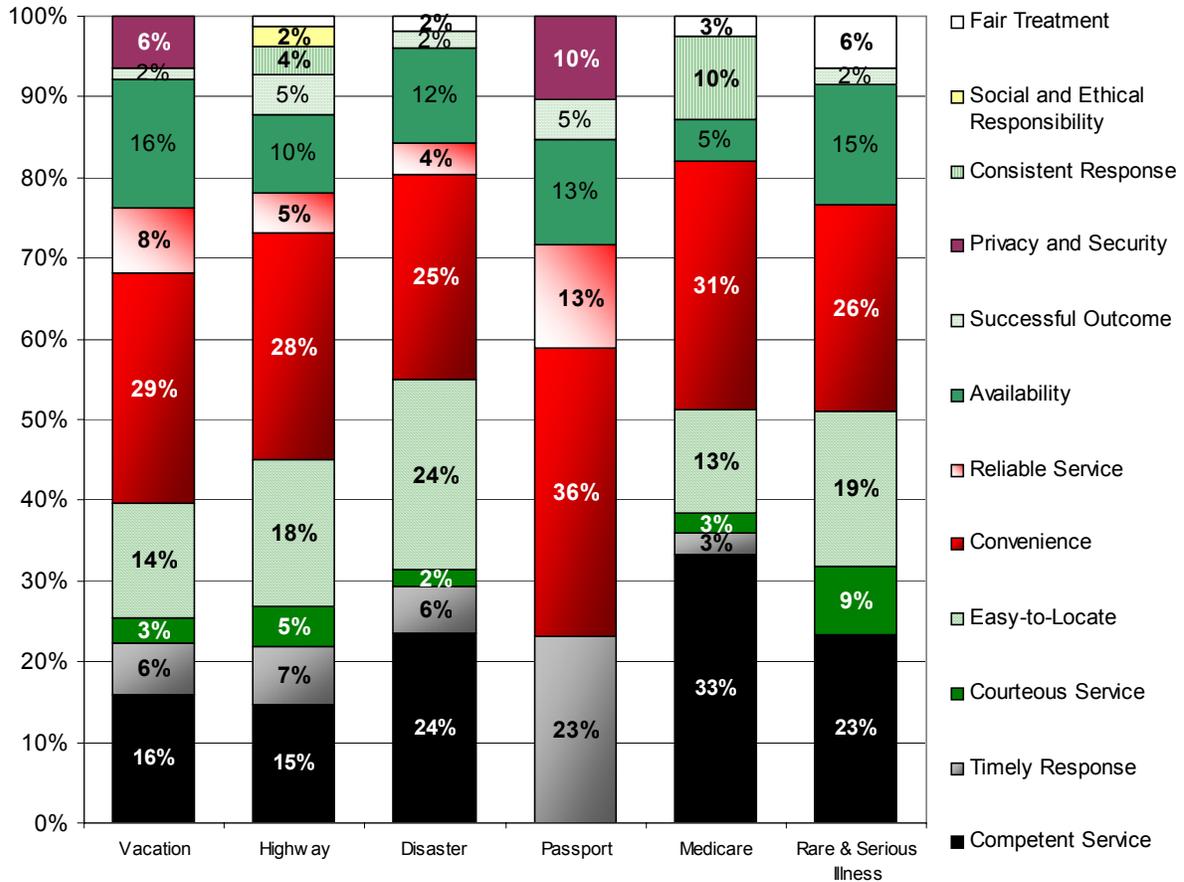
*What I like to see in addition to just a name and maybe a department and I've seen it on some websites, maybe smaller websites, where a lot of the terms don't mean anything to lay people, so maybe a good description of what kinds of matters that department handles... a brief overview or summary of what kinds of things does this department, is this department responsible for, so that, it also helps us then so that we don't go through 5 different channels to get to the right person.*

**Finding 6: The greatest increase between current and future expectations among citizens is for Convenience.**

*Comparison to Phase 1(5): Expectations for Convenience also rose from current to future in the original study, but not as dramatically. In that case, expectations rose most for Competent Service; Convenience rose second most.)*

Figure 2-5 presents citizens' future service-level expectations by scenario. (See Appendix D for detailed data.). The ranking of Convenience in terms of access to technology and services in Phase 2 is notably higher than in Phase 1. Comparing Figure 2-4 with Figure 2-5 indicates that the current expectation for Convenience doubled from 18 percent to 36 percent for the future in the Passport scenario and rose in other scenarios by the following percentages:

- An 11 percent increase in the Vacation scenario
- A 7 percent increase in the Highway scenario
- A 1 percent increase in the Disaster scenario
- An 8 percent increase in the Medicare scenario
- An 8 percent increase in the Rare and Serious Illness scenario



**Figure 2-5. Future Service-Level Expectations by Scenario**  
 (Note: Areas shown without a data label represent 1%)

**Finding 7: In the future, the expectations for Availability and Competent Service also increase (see Figures 2-4 and 2-5).**

*(Comparison to Phase 1(5): In the original study, expectations for Competent Service rose by the highest percentage; Availability remained essentially constant.)*

This Phase 2 finding shows that there is an expectation for more Availability in the future.

We found one obvious exception to this finding in the Passport scenario, where Competent Service was not addressed at all among future expectations. We are unable to explain the reduction of Convenience from the current 16 percent to the future 0 percent. We did note that citizens expect the government to be more proactive in providing them with passports in the future, treating the documents more like identity cards such as driver’s licenses. A number of participants also expressed a hope that future passports will be electronic documents. Perhaps both of these hoped-for changes are accompanied by an expectation that service will inherently become more competent. Two relevant quotations from Kansas City and New York City participants make these points:

*I’m surprised that you don’t go to where you get your driver’s license because they got the place where they take your picture and all of that.*

*You have different government agencies where you could just walk in and be verified, whether it is thumb print or eye scan. So, once they can verify that, they can just issue it right there and then.*

As in the original study, the trend is toward expecting more accurate and easily understood information and toward having services and information available regardless of the channel used when citizens contact the government. The rise in the Competent Service expectation was most notable in the Medicare scenario, which the casual observer might attribute to the inclusion of citizens 65 years of age and older. However, this was not the case; the highest variance in the Medicare scenario was in participants with household incomes of less than \$30,000.

### 2.1.2.1 Focus Group Findings by Scenario

The following sections summarize the Phase 2 findings from the focus group sessions on citizens' expectations by scenario. Each section first looks at implications from Figures 2-2 and 2-3, then compares Figures 2-4 and 2-5 for each reason for and nature of contact. Numbers in parentheses represent the actual data value from the database for reference and magnitude. (See Appendix D for detailed data.)

#### Conducting Transactions: Simple/Non-Urgent Vacation Scenario

**Finding 8: Citizens' channel preference for conducting transactions in simple/non-urgent scenarios is, and will continue to be, the Internet.**

*(Comparison to Phase 1(6): This finding differs in part from the original study, in which the Internet expectation was equal with cell phone/telephone currently and in the future. In each of the studies, both channels declined by the same percentage.)*

In this scenario, Internet preference is higher than cell phone/telephone preference. Although the measured preference for Internet diminishes from 47 percent currently to 40 percent in the future, our Phase 2 focus groups indicated that it will remain the channel of choice by a large margin (see Figures 2-2 and 2-3). A Kansas City participant stated the following during a discussion on the Vacation scenario:

*It is easy, it's right there, and you don't have to look up a phone number or find out whatever in all these states and everything is listed on there, plus it is easy to use...information-wise... it gives you all the information in one place. The worst thing I hate about using the phone is that you have to go through fifteen people and you still don't get to the right person. This way, you cut out all those people and you go right to the information.*

A Houston citizen in the 18 to 29 age group shared a belief that the Internet will only become more reliable and secure:

*My assumption is that by the time that we're all 65 that we will be able to trust the Internet by then.*

**Finding 9: Cell phone/telephone is currently second ranked for simple/non-urgent transactions, but is supplanted in future by expectations of "other" channels.**

*(Comparison to Phase 1(6): In the original study, “other” channels increased at the expense of cell phone/telephone, but did not replace the latter as the second most preferred channel.)*

Participants expect that technology and service levels will lead to new options, thus lowering cell phone/telephone rankings (see Figures 2-2 and 2-3). For instance, one participant envisioned biometrically driven, automatic recognition of the citizen, a variation on the Internet of today. As quoted in the Daston Report:

*I guess you would have a little station at your house like a computer at your desk... And just with a push of the button with a thumb signature...Everything would be linked through the whole system around the world and everything will be faster.*

**Finding 10: For the future, Convenience and Availability will become increasingly important for simple/non-urgent transaction scenarios. Easy-to-Locate Contact Information also remains relatively high among channel expectations.**

*(Comparison to Phase 1(7): In the original study, Convenience increased as an expectation for simple/non-urgent transactions. However, current and future Availability was not even mentioned. Instead, Reliable Service was shown to be important currently and even more so in the future.)*

Similar to Phase 1 focus group participants, Phase 2 participants expressed the importance of Convenience and Availability, and Easy-to-Locate Contact Information appears to be a more important expectation than Reliable Service. Participants indicated that they want their information to be increasingly easier to access in the future (see Figures 2-4 and 2-5). Locating contact information should be intuitive because it is being presented by the government in user-friendly formats. The channels citizens use should be available without delay during the hours they choose to access them. These expectations do not appear to be unreasonable given the nature of the information sought (e.g., reservations, details about a vacation site) and the sophistication of travel industry offerings.

### Expressing Opinions: Simple/Non-Urgent Highway Scenario

**Finding 11: Citizens' channel preference for expressing opinions in simple/non-urgent transaction scenarios is, and will continue to be, cell phone/telephone, but “other” channels become increasingly important in the future.**

*(Comparison to Phase 1(8): This is the same finding as in the original study.)*

In this supplemental study, email is currently the second most preferred channel to express an opinion (see Figures 2-4 and 2-5). The common message we heard is that participants want a channel in which they can be assured that their opinions are heard and not simply received and filed as “just another citizen contact.” (This also is a common theme in the original study and in Pew findings.) Interestingly, participants differed on which channel provided that assurance. Some wanted to speak to a person; others believed that a contact person is not the decision maker, thus making this channel fruitless. Many in this latter category believed that email is more effective in reaching public officials who can make a difference. They are countered by those who believe that email can be ignored too easily, as demonstrated by these quotations from

two focus group participants in Seattle and New York City, respectively, when discussing the Highway scenario:

*I feel that I could get my point across without someone interrupting me. I just want to say what I want to say and I know that in the e-mail they would listen to me.*

*[I would try to reach] anybody who would listen...and give you hope because if you do e-mail chances are...you don't know whether it is going to get to them...or just get deleted.*

Looking forward, participants expect a time of greater transparency in the government where additional, timely information is shared proactively; citizens do not have to inquire as often; and their opinions are better informed. This concept was expressed by a Miami focus group participant when discussing the Vacation scenario:

*The best thing is if there [were] a code list, [for instance] sometimes when you use your cell phone to check [the time] or to check news or whatever, and there would be ... a special number or three-letter code that you could check in your district or in your city, and it would tell you by sending by a text message that the street is closed. They could keep it really fast.*

**Finding 12: Convenience and Easy-to-Locate Contact Information will become increasingly important in the future when expressing simple/non-urgent opinions. Competent Service decreases slightly.**

*(Comparison to Phase 1(9): This varies in part from the original study, where Competent Service increased the most between current and future. However, Convenience did increase between current and future as an expectation in the original study as well.)*

Focus group participants in this study are less concerned with an increase in Competent Service in the future. As stated in Finding 11, participants expressed a desire to have the government become more proactive in providing information that impact their lives. Receiving updates via various media would fulfill their expectations of Convenience and Easy-to-Locate Contact Information (see Figures 2-4 and 2-5).

### Getting Information: Simple/Urgent Disaster Scenario

**Finding 13: Citizens' current preferences for obtaining simple/urgent information during a disaster is cell phone/telephone, followed by Internet and "other" (see Figures 2-4 and 2-5).**

*(Comparison to Phase 1(10): Although the cell phone/telephone and "other" channels also were cited most often in the original study, preference for the Internet was low in Phase 1.)*

**Finding 14: The Internet will become more important to citizens for obtaining simple/urgent information during a disaster in the future; the cell phone/telephone will decline in its ability to meet citizen expectations. "Other" channels and in person also will decrease slightly (see Figures 2-4 and 2-5).**

*(Comparison to Phase 1(11): The preference for the Internet in the future was completely absent in the original study. The preference for “other” channels increased substantially and in person declined slightly in that study.)*

Phase 2 focus group participants have higher expectations for the Internet for obtaining simple/urgent information during a disaster. As stated by Daston in its report (Appendix B), “*In the future, the channel of preference was very strongly Internet and the expectations were Convenience followed by Competent Service and Easy-to-Locate [Contact Information].*”

**Finding 15: Expectations for simple/urgent information will vary little between today and the future. Convenience and Competent Service will remain important. Courteous Service will decrease in favor of Easy-to-Locate Contact Information** (see Figures 2-4 and 2-5).

*(Comparison to Phase 1(10/11): This differs from Phase 1 in which Convenience declined while Competent Service increased substantially. As in Phase 2, Easy-to-Locate Contact Information increased at the expense of Courteous Service.)*

Again, Convenience is a high expectation for this scenario. Of all Phase 2 scenarios, this scenario showed the most stability between current and future expectations. None of the changes were substantial.

### **Solving a Problem: Complex/Urgent Passport Scenario**

**Finding 16: Both now and in the future, the preferred channels for obtaining or renewing a passport in a complex/urgent scenario are In Person, followed by Internet. In the future, cell phone/telephone will decrease as a preference, while “other” channels will become more preferred** (see Figures 2-4 and 2-5).

*(Comparison to Phase 1(12): This finding varies only slightly from the Phase 1 finding, in which future cell phone/telephone preference increased by a small percentage.)*

The higher preference for In Person in Phase 2 was likely skewed by the higher percentage of Passport scenario focus group sessions held in New York City. There, citizens have access to a center that processes passports in 1 day, an option not offered in the other cities. However, the overall preferences strongly resembled those of Phase 1, including the preference for increased use of “other” channels, such as electronic passports and universal passports distributed at the federal level in a manner similar to the distribution of driver’s licenses at the state level (see the first quotation following Finding 7).

**Finding 17: For complex/urgent scenarios, Convenience doubles in importance as citizens look into the future. Competent Service, which represents 16 percent of the expectations currently, was not even mentioned as a future expectation** (see Figures 2-4 and 2-5).

*(Comparison to Phase 1(13): Convenience and Competent Service both rose in the 50 percent range in Phase 1.)*

Participants, excluding those who used the New York 1-day service, expressed frustration regarding the processing time for passport renewals. When travel plans and payments have been made, waiting for such an important document leads to impatience and anxiety. Participants

considered electronic filing and/or documentation to be a realistic solution to the current paper-based application and credentialing process, as described as follows by a citizen in New York City:

*In an ideal world, we would do it over the Internet. It would have our basic information like our name and where you were born because the government has access to all these different government agencies. So, why not be able to enter this information and let the government do it via the Internet and let them know you want a passport? It is easier for you and it is less aggravation, less stress, and at the end you would get like a receipt number and... you could expect your passport in three to five days. If you don't get it they can give you a number to call...*

**Finding 18: For complex/urgent problems that involve personal data, Privacy and Security doubled in importance as an expectation (see Figures 2-4 and 2-5).**

*(Comparison to Phase 1(13): The importance of the Privacy and Security expectation doubled from Phase 1 to Phase 2.)*

Although not close to the most important expectation in either study, the doubling of the importance of the Privacy and Security expectation from Phase 1 to Phase 2 is significant.

### **Getting Information: Complex/Non-Urgent/Personal Medicare Scenario**

**Finding 19: For complex/non-urgent/personal contacts for getting information, the Internet is the preferred channel today, while “other” channels were most often suggested for the future (see Figures 2-4 and 2-5).**

*(Comparison to Phase 1(14): This finding is identical to the finding in Phase 1. In fact, the percentages for the primary channels are very similar in both studies, except that Phase 2 focus group members indicated a higher preference for Other channels.)*

The preferences for Internet, cell phone/telephone, and in-person channels are higher today than they will be in the future. In Phase 2, the preference for “other” more than doubled, and email was mentioned for the first time, at 13 percent.

**Finding 20: For complex/non-urgent/personal contacts for getting information, the importance of Competent Service, Convenience, and Consistent Response were cited as increased preferences in the future, while Courteous Service and Timely Response decreased in importance (see Figures 2-4 and 2-5).**

*(Comparison to Phase 1(15): The same findings were generally found in the original study.)*

### **Solving a Problem: Complex/Urgent/Personal Rare and Serious Illness Scenario**

**Finding 21: For solving complex/urgent/personal problems in a Rare and Serious Illness scenario, participants indicated a current preference for cell phone/telephone and Internet. In the future, expectations of using the cell phone/telephone remained constant, but expectations of using the Internet declined (see Figures 2-4 and 2-5).**

*(Comparison to Phase 1(16): Current expectations were similar in the original study. However, the preference for using both cell phone/telephone and Internet*

*channels will remain strong in the future, unlike in the Phase 2 study, in which their current preference declined.)*

This demographic has a strong expectation for the cell phone/telephone and Internet into the future for this type of contact.

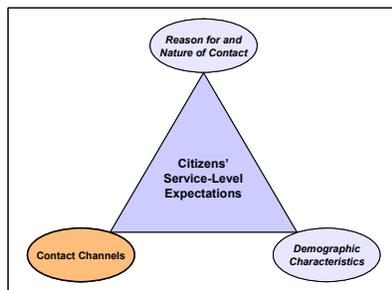
The percentage of participants who prefer USPS mail and email essentially flipped. Email preference changed from 11 percent to 6 percent in the future, and USPS mail preference changed from 5 percent to 11 percent. “Other” increased from 6 to 17 percent.

**Finding 22: For solving complex/urgent/personal problems in a Rare and Serious Illness scenario, Competent Service and Convenience are the most cited expectations both now and for the future** (see Figures 2-4 and 2-5).

*(Comparison to Phase 1(17): Current expectations were similar to the original study.)*

Courteous Service currently ranks third and declines to fifth in the future. Easy-to-Locate Contact Information and Availability increased, representing third and fourth most important expectations in the future.

## 2.2 Findings by Channel of Contact



In developing contact center strategies, the government must consider the channels for communication it makes available to citizens, the platforms citizens use to access those channels, citizens' service-level expectations citizens, and the transactional needs of the population segment it serves. This section points out some trends in contact methods and services MITRE uncovered through its literature research, as well as the service-level expectations for different contact channels uncovered through focus group sessions.

Section 2.2.1 outlines the research and key concepts MITRE identified in its Phase 1 literature review. This original research provided the information MITRE needed to define and identify the channels, expectations, and design parameters for the scenarios.

Section 2.2.2 highlights the findings of Phase 2 focus group sessions by channel as they relate to the trends and information gathered from participants.

During the focus group phase of this study, MITRE looked at finding out which channels citizens prefer, given a base set of experiences with different channels. (This is the key reason why participants had to have used the Internet.) We then examined citizens' future expectations for those channels. MITRE also looked at emerging trends in technology identified in the available literature and researched these trends by channel in the literature. These two literature research areas are discussed below, followed by the focus group information summaries by channel.

## 2.2.1 Review of Relevant Literature Regarding Use by Channel

### 2.2.1.1 Technology Trends During the Next 10 Years

Over time, citizens will be exposed to new communication platforms and channels and to new service models in the public and private sectors. MITRE believes that this exposure will influence the baseline standards by which citizens determine whether their expectations for contact with the government are being met. For results of the literature review performed in the original study, see Section 2.2.1 of *Citizens' Service-Level Expectations*, Final Report, Version 1.1, November 8, 2005.

### 2.2.1.2 Internet

With a new tool at hand to contact the government, Internet users put it to use. Internet users are more likely than non-users to contact the government. Some of this additional contact with the government comes from online users expressing their opinions to policymakers about the issues of the day or pending policy decisions.

Overall:

- 72 percent of Internet users contacted the government in the past year.
- 23 percent of non-Internet users contacted the government in the past year.
- Among Internet users, 30 percent have used email or the Internet to try to change a government policy or influence a politicians' vote.

Citizens' success in their interactions with the government is influenced by their education and problem-solving skills, not just their technological assets.

Internet users who contact the government using any communications channel are more likely than non-users to report that they have been successful in their most recent interactions with the government, by a 65 percent to 53 percent margin.

These differences, however, are not solely attributable to some inherent benefit brought about by Internet use. Rather, educational and attitudinal factors come into play in predicting success. Citizens with higher levels of education and those who believe that the government can be trusted are more likely to be successful than those without these characteristics (Pew Research Center, Horrigan, 2004).

## 2.2.2 Focus Group Findings by Channel

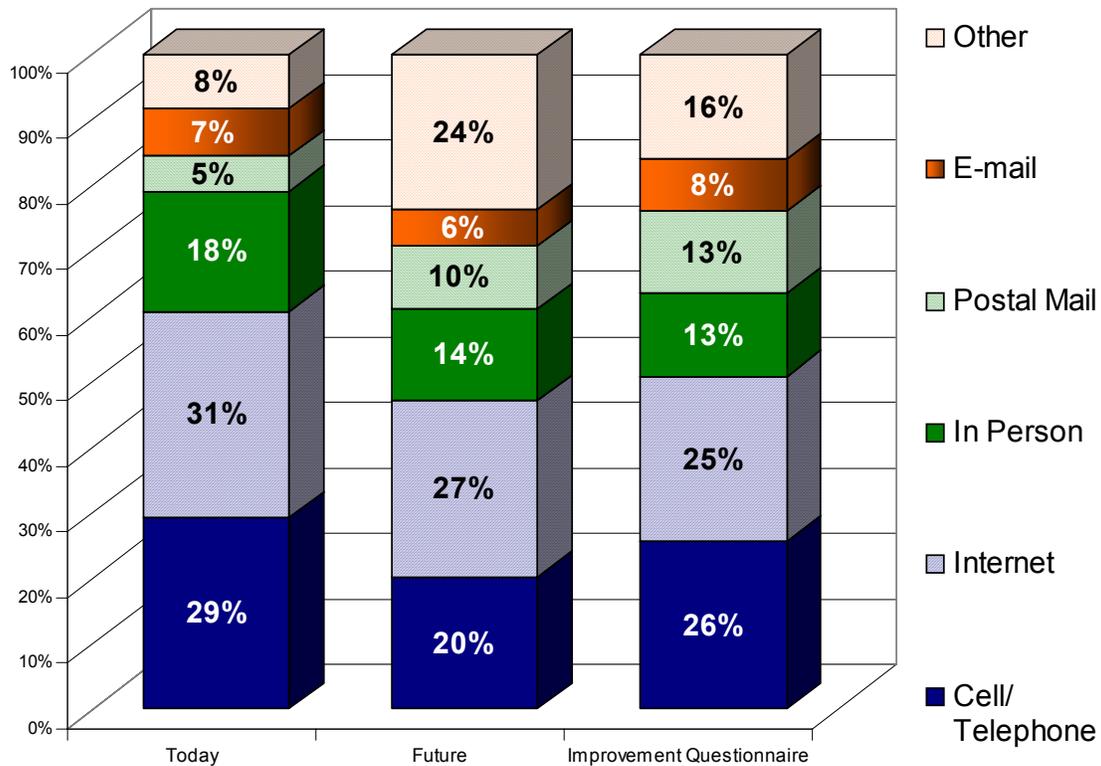
This section outlines Phase 2 focus group findings by channel. Technology use by focus group participants is outlined in Table 2-2. Out of 121 participants, 77 percent used the Internet daily, 85 percent had a cell phone, and 88 percent had a landline phone. Although this is not a statistically representative sample and does not indicate trends in the overall U.S. population, it does provide an interesting baseline for the analysis of expectations and trends derived from focus group results. This group was specifically recruited to represent a population familiar with the technologies being investigated.

**Table 2-2. Profile of Participants by Channel Use**

|                                   | New York City<br>N = 32 | Miami<br>N = 35 | Kansas City<br>N = 19 | Houston<br>N = 16 | Seattle<br>N = 19 | Total<br>N = 121 |
|-----------------------------------|-------------------------|-----------------|-----------------------|-------------------|-------------------|------------------|
| # who Use the Internet Daily      | 26 = 81%                | 27 = 77%        | 9 = 28%               | 14 = 88%          | 17 = 89%          | 93 = 77%         |
| # with Broadband                  | 18 = 56%                | 28 = 80%        | 15 = 79%              | 14 = 88%          | 16 = 84%          | 92 = 76%         |
| # with Cell Phone                 | 28 = 88%                | 32 = 91%        | 14 = 74%              | 12 = 75%          | 17 = 89%          | 103 = 85%        |
| # with Voice over Internet        | 12 = 38%                | 8 = 23%         | 16 = 84%              | 4 = 25%           | 4 = 21%           | 31 = 26%         |
| # with Landline Phone             | 30 = 94%                | 29 = 81%        | 16 = 84%              | 14 = 88%          | 18 = 95%          | 106 = 88%        |
| # with Personal Digital Assistant | 0 = 0%                  | 1 = 3%          | 1 = 5%                | 0 = 0%            | 0 = 0%            | 2 = 2%           |

**Finding 23: Internet and cell phone/telephone are very closely aligned as current preferred channels. In person is ranked third. Email, USPS mail, and “other” are much less preferred (see Figure 2-6).**

*(Comparison to Phase 1(18): These rankings are consistent with the finding in the original study, with the percentages varying by no more than 5 percent on any one channel.)*



**Figure 2-6. Participants' Current Channel Preferences**

**Finding 24: The percentage of participants who prefer “other” channels in the future triples, and the percentage who prefer USPS mail doubles. The preference for Internet remains strongest but, like cell phone/telephone, In Person, and email, it declines in percentage (see Figure 2-6).**

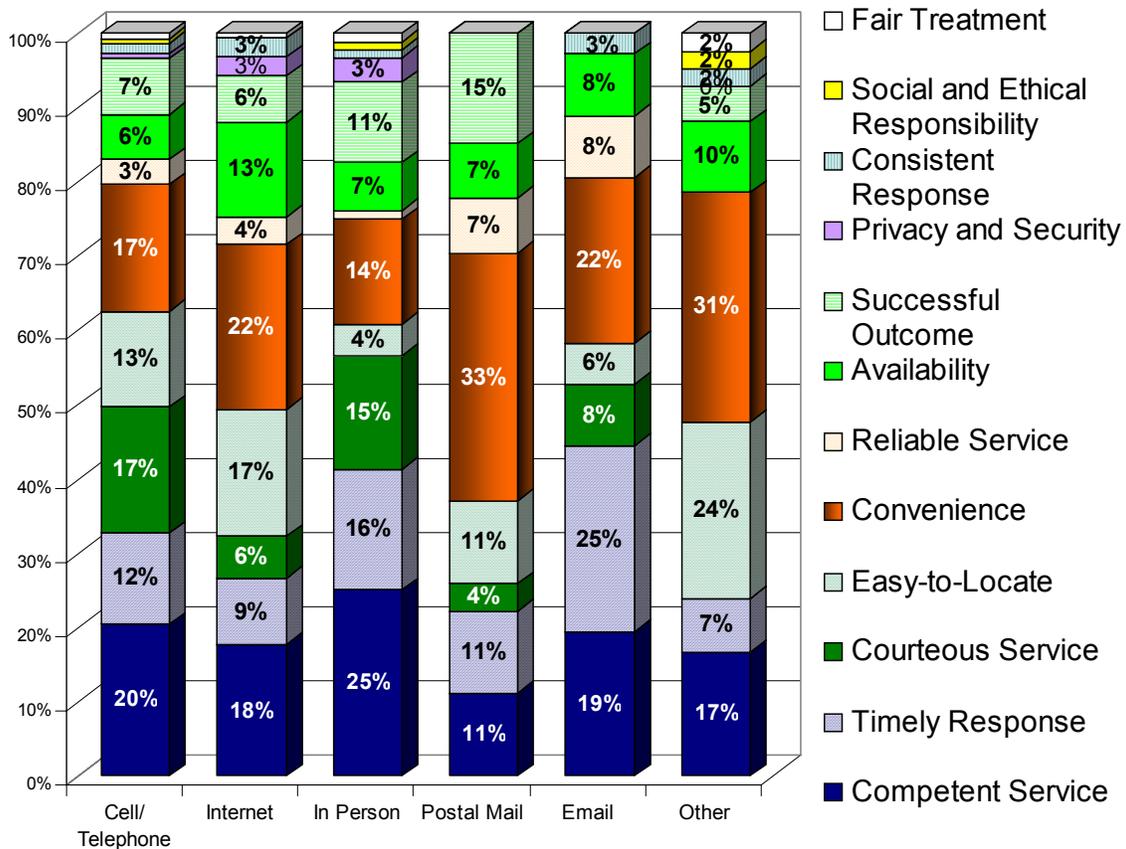
*(Comparison to Phase 1(18): This finding is consistent with the finding in the original study, with one exception: USPS mail was unchanged in Phase 1 from current to future.)*

A slight uptake in future expectations for USPS mail is seen in this demographic, especially in the age 65 and older segment. A Miami participant discussing the Vacation scenario stated the following:

*Usually I am asking for a booklet or something like that, it's easier for me because of my eyesight.*

**Finding 25: Convenience emerges as a top current expectation by channel, with Competent Service and Timely Response following (see Figure 2-7).**

*(Comparison to Phase 1(19): This finding does differ substantially from the original study, with the emergence of Convenience.)*



**Figure 2-7. Participants' Current Service-Level Expectations by Channel**  
 (Note: Areas shown without a data label represent 1%)

Convenience is the top expectation when using Internet, USPS mail, and “other” channels. Convenience also is the most prevalent expectation when considered in total across all channels. When using the cell phone/telephone and visiting in person, citizens most often have expectations of Competent Service; it is the second most prevalent expectation across all channels. Timely Response is the primary expectation when using email. A New York resident summarized it succinctly:

*You can't just cater to one group. I mean some people prefer the Internet and other people prefer going in person and some people prefer making the phone call.*

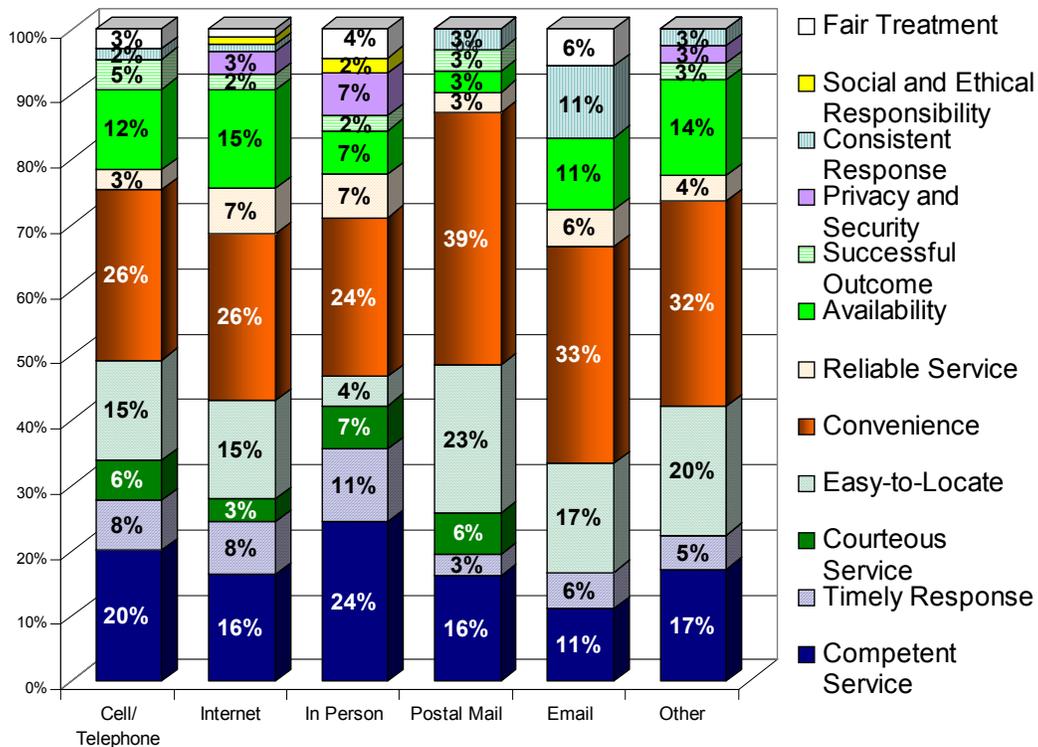
**Finding 26: Successful Outcome is an important reason for using USPS mail and was mentioned in discussions of every channel except email (see Figure 2-7).**

(Comparison to Phase 1(20): This finding differs substantially from the original study, when Successful Outcome was clearly missing as an expectation.)

This is an interesting finding in combination with Phase 2 Finding Number 37, which indicates a low expectation of Competent Service. This seems to indicate that this demographic has higher expectations of a initial successful outcome due to limited access and resources to repetitively interact with the government on an issue.

**Finding 27: Convenience becomes the top future expectation of all channels studied (see Figure 2-8).**

*(Comparison to Phase 1(30): This differs substantially from the original study, where Competent Service was the top expectation across all channels studied.)*



**Figure 2-8. Participants' Future Service-Level Expectations by Channel**

(Note: Areas shown without a data label represent 1%)

Already shown in Figure 2-7 to be the single most cited current expectation, Convenience was cited as increasingly important in the future. Kansas City participants had this to say about Convenience when addressing the Passport, Highway, and Disaster scenarios:

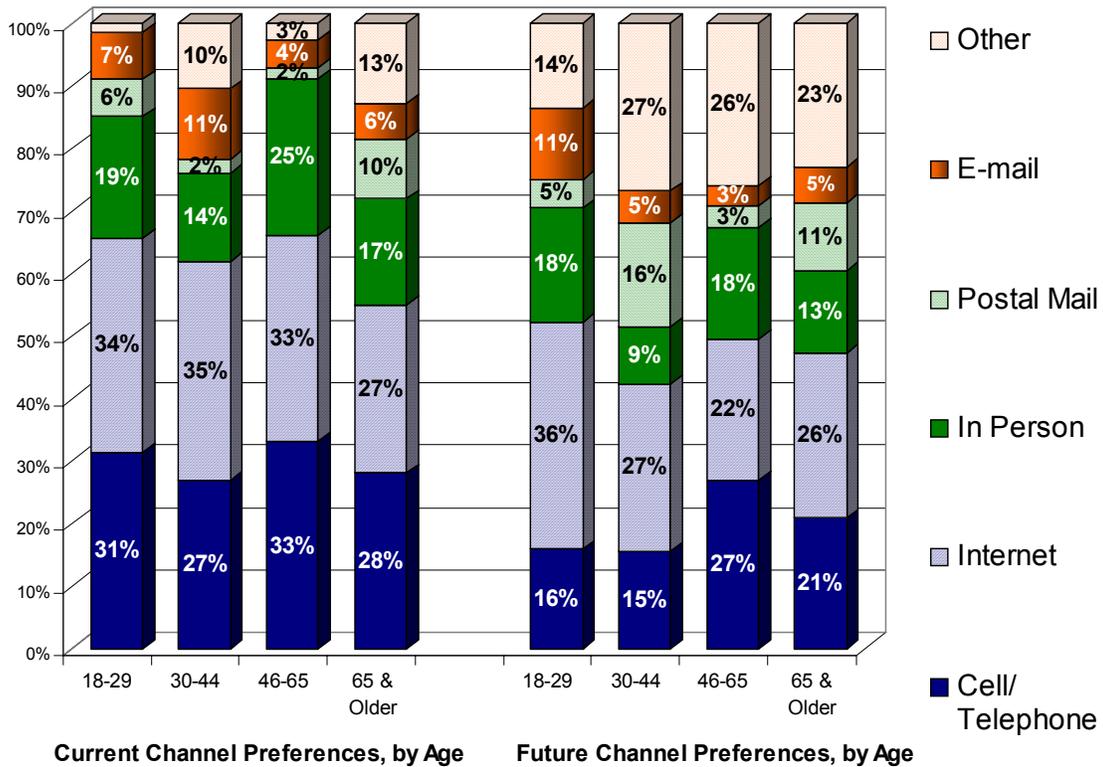
*I have arthritis and I don't walk that well and I'm not going to go tracing around all over the country looking. So, it is more comfortable for [me] to do it from home to start looking for information.*

*What about having some kind of information visible at just schools, the libraries? Increase the awareness.*

*I would probably expect in a disaster that you would just have a recording of...where would you find disaster relief, I mean, questions and then at the bottom, you could either hang up or press 1 or 2 to be directed to an individual if you have an important question.*

Competent Service was second with numbers that held steady in four of six channels when compared to today's expectations. Easy-to-Locate Contact Information is third most important.

Expectations by each channel are discussed below. The following sections summarize the Phase 2 Findings from the focus group sessions. Each section first looks at implications from Figure 2-6, then compares Figures 2-7, 2-8, and 2-9 for each channel. Numbers in parenthesis represent the actual data value from the database for reference and magnitude (see Appendix D).



**Figure 2-9. Participants' Preferred Channels by Age**  
 (Note: Areas shown without a data label represent 1%)

### 2.2.2.1 Cell Phone/Telephone

**Finding 28:** The cell phone/telephone is the second most preferred channel today. It is the third most preferred channel in the future. “Other” replaces the cell phone/telephone as the second most preferred future channel (see Figures 2-7 and 2-8).

*(Comparison to Phase 1(24): This is consistent with findings in the original study.)*

The cell phone/telephone channel is second today only to the Internet in preference as measured by expectations. However, they recognize that “other” channels have the opportunity to become even more convenient than the cell phone/telephone and look to a day when they migrate slightly toward other channels (see Findings 43 and 44 regarding “other,” below).

**Finding 29:** The primary expectation citizens have in using the cell phone/telephone to contact the government is **Competent Service**, followed by **Convenience and Courteous Service** (see Figure 2-7).

*(Comparison to Phase 1(25): Competent Service and Courteous Service were also rated first and second in the Phase 1 study. Timely Response was rated third.)*

Citizens expect this same set of expectations to apply in the future. In fact, none of the expectations for cell phone/telephone increase or decrease more than 4 percent, indicating that they perceive the cell phone/telephone as having reached a sophistication level that will not experience much change going forward. On the other hand, this means that citizens do not foresee much improvement in hold times, always a concern when contacting organizations. Following are citations from New York City (Highway and Rare and Serious Illness scenarios) and Kansas City (Vacation scenario):

*As soon as they pick up [I want a live person], even if I have to wait that five minutes that they tell me I have to wait that there will be a real person; not a recording that will take me around to four different places.*

*[Y]ou get the push button system. You push 1, they say push 1, 2, 3, 4, you push 3 and they tell you 1, 2, 3, 4...And then they hang up on you...And after that, you've got to leave a voice mail and they don't respond to you until maybe 2 of 3 days later.*

*In making a call, I hate the recorders that ask if you speak English or Spanish and on and on and on, and you don't feel like you're talking to anybody, and you just sit on the line.*

**Finding 30:** When asked about how the government could improve service, citizens cited **cell phone/telephone service 26 percent of the time, more often than any other channel** (see Figure 2-7).

*(Comparison to Phase 1(N/A): In the original study, cell phone/telephone and Internet were tied for first; in Phase 2 they differed only by 1 percent. This is essentially the same outcome.)*

When taken in concert with Finding 32, this finding would lead to the conclusion that government cell phone/telephone contact services have room for improvement, but citizens do not believe that the cell phone/telephone experience will change much nonetheless. Because cell phone/telephone will remain a major channel of communication, agencies must become familiar with the desires of

citizens regarding improvements and determine cost effective methods of implementing as many of those as possible. Similar suggested solutions came from a Miami resident seeking Rare and Serious Illness assistance and a Kansas City participant attempting to address a Highway problem. They were unaware that their solution is already in place (1-800-FED INFO).

*I think it would be helpful to have a central office where you could go for information or you could call on the phone and speak to a live person, and you could discuss your problem with that person and that person could direct you to the proper agency or source that would be able to help you. So, one place for your problems no matter what they are.*

*Maybe if they had some kind of call center set up, that was specifically designed to generate a call maybe one step ahead and someone would say, what is your issue, department or accreditation number, okay, here you go...then they put you there.*

### 2.2.2.2 Internet

**Finding 31: The Internet channel is, and will remain, the primary preference for contacting the government, as measured by citizens' expectations** (see Figure 2-6).

*(Comparison to Phase 1(26): In the Phase 1 study, the Internet was identified as the current preference, but declined in future expectations to a level below "other" channels.)*

As before, MITRE found that today's citizens' expectations ranked the Internet communication channel as first, followed by cell phone/telephone and In Person. Participants indicated a continued preference for Internet into the future. It should be noted in comparing Internet and "other" that many of the ideas for "other" channels in the future include the government proactively providing information via the Internet, a variation on the current definition and use.

**Finding 32: The primary expectation citizens have in using the Internet to contact the government is Convenience, followed by Competent Service and Easy-to-Locate Contact Information** (see Figure 2-7).

*(Comparison to Phase 1(27): Convenience was third behind Competent Service and Easy-to-Locate Contact Information in the original study.)*

These same expectations were cited most in discussions regarding future contacts with the government. Availability, which was mentioned fourth most in discussions about today's contacts, became equally important with Easy-to-Locate Contact Information and only one percentage point behind Competent Service when the future was addressed. This continues to reinforce the pattern in previous findings for a higher expectation for Convenience in this study.

**Finding 33: When asked about how the government could improve service, citizens cited Internet service 25 percent of the time, nearly as often as cell phone/telephone service** (see Figure 2-6).

*(Comparison to Phase 1(N/A): In the original study, cell phone/telephone and Internet were tied for first; in Phase 2 they differed only by 1 percent. This is essentially the same outcome.)*

Citizens recognize that the Internet holds promise for ever-increasing service improvement and brought those ideas to light at nearly every session, including these quotations from Miami (Rare and Serious Illness scenario) and Seattle (Disaster):

*They could have a website that you could go in and at least find out if there some research about your case in another part of the world, some doctor that can come out with an answer. And it can be used by the people or the patient or whoever should need it.*

*If they have a disaster, they should immediately set up some kind of a website and advertise that on the news media. Maybe initially it might be just to collect information on what kind of damage there is, because it's pretty widespread. And it certainly takes time to assess this damage. So the public could be a real help to them. First of all in assessing the damage, and second of all, then to provide information as to where to go, or what to do if you have damage. And maybe even to process a claim.*

### 2.2.2.3 In-Person Visit

**Finding 34: In person is currently ranked the third most preferred channel, as measured by citizens' expectations, but falls to fourth behind Internet, "other," and cell phone/telephone in the future** (see Figure 2-6).

*(Comparison to Phase 1(28): The relative positions of In Person were the same for today and the future in the original study.)*

**Finding 35: The primary expectation citizens have when visiting the government In Person is Competent Service, followed by Timely Response and Courteous Service** (see Figure 2-7).

*(Comparison to Phase 1(28): This reflects the order established in the Phase 1 study.)*

When discussing in-person visits, the participants often discussed accountability, the opportunity to "look someone in the eye" when discussing their needs. This translates to Competent Service. A young Seattle resident used blunt language to describe the need for accountability:

*Person to person would be best if they could pull it off because you'd have that personal contact and you could look somebody in the eye and you'd know that they couldn't just blow you off.*

Many of their ideas about "other" channels in the future were focused on ways to achieve accountability and a sense that they, as average citizens, matter to the agencies involved. To the extent that the participants believed that could be achieved, in-person visits declined in importance.

Of all channels studied, in-person visits resulted in the lowest frequency of Convenience, which is understandable since visiting government offices is often the most time consuming channel, can result in the lost wages and introduces transportation requirements. Among those studied, New Yorkers were the most inclined to make in-person visits, as their culture evolves around local communities and district councilpersons who are held accountable.

### 2.2.2.4 USPS Mail

**Finding 36: USPS mail is currently the least preferred contact channel studied, as measured by citizens' expectations** (see Figure 2-6).

*(Comparison to Phase 1(29): The finding for current expectations is in keeping with Phase 1, but varies from future expectation in Phase 1 with a slight increase in order in this Phase 2 data.)*

USPS mail remains low in citizens' overall expectations. MITRE found that USPS mail is the sixth most preferred current channel, but that it rises to fifth in the future. Two reasons for a USPS mail preference were expressed in Miami (Vacation scenario) and Kansas City (Rare and Serious Illness scenario).

*[P]erson to person. Me sending you a note to thank you for what you did or a happy birthday. I think we've lost a lot of personal contact by email. I don't appreciate when I go in on the computer and I've got this many emails, that are just sent forward, sent forward, but they are not really to me.*

*I would try to call, but I think I would follow it up in writing and I would want to know the proper person to send it to.*

**Finding 37: USPS mail held both the highest expectation of Convenience and the lowest expectation of Competent Service among all of the channels** (see Figure 2-7).

*(Comparison to Phase 1(29): This varies from the original study, where Reliable Service and Timely Response were the two highest USPS mail expectations.)*

The low expectation of Competent Service (citizens expect to receive clear and accurate information) is interesting when considered in light of Finding 26, where USPS mail also ranked high in Successful Outcome (citizens expect that the government will complete the services as expected). It would seem that participants believe that mail gets the attention of the government and the government will respond, but not necessarily follow through with the expected action(s). This may be one of the reasons that citizens had a higher percentage of ideas for improving mail communications in their discussions about today and the future (see Figure 2-6).

### 2.2.2.5 Email

**Finding 38: Email is not a preferred channel today and in the future, where it fell from fifth to sixth ranking** (see Figure 2-6).

*(Comparison to Phase 1(30): Email was ranked fifth for both current and future use in the original study; USPS mail was ranked lowest for both time periods in that study.)*

Email was relatively stable in expectations. The emergence of "other" responses in the future indicates to us an expectation for more innovation and new ideas in this technology channel as well as other channels. Among all channels studied, citizens also had the fewest ideas for improvement when considering email.

**Finding 39: When using email, participants have expectations of Timely Response and Convenience** (see Figure 2-6).

*(Comparison to Phase 1(30): Timely Response was also among the top expectations in the Phase 1 study.)*

Email also evoked rather high expectations of Competent Service in this study. Reliable Service, which tied Timely Response in the initial study, did not score high in Phase 2 where participants discussed that attribute only 8 percent among all topics. These responses came from discussions of the Highway scenario in Kansas City and Seattle:

*I almost always use the Internet now in an email, because it can be forwarded on to where it needs to be. That is far more comforting for me. I have more faith it will get where it needs to go.*

*I...work in customer service, but when you're on the phone to the wrong person they have nothing to do with what you're talking about, and they're just there to listen to you and for you to voice your opinion, but it really never does go anywhere... they tell you that they're sorry and they just hang up and nothing goes beyond that. But, I do know that we do log all of our e-mails into the right sector and it is there.*

#### 2.2.2.6 "Other"

**Finding 40: "Other" is the fourth most preferred current channel and third in the future. Citizens have an emerging expectation that "other" channels will help improve government contact service in the future** (see Figure 2-6).

*(Comparison to Phase 1(31): In the original study, "other" was also ranked fourth among today's expectations, but rose much higher, to the first rank, in the future.)*

Citizens do not constrain themselves to the today's processes and technologies when pondering options for government contact in the future. A common theme is a proactive government, where the agencies anticipate citizen needs and provide them without need for the citizens reaching out. Often, discussions on a pro-active government were accompanied with references to the governments' wealth of databases and a willingness to subscribed to services (and be placed in a database) if the government can provide improved services. As expected, some participants expressed reluctance to inclusion in new databases for reasons of privacy and security.

These concerns were particularly strong when applied to the Rare and Serious Illness (Seattle), Medicare (New York) and Passport (New York) scenarios, where critical private information must be shared with the government.

*I'm not sure about the security implications, but I would hate to be declined for a job because they knew [through database sharing] that I had heart disease or potential heart issues, because a ton of discrimination issues could be possible.*

*I would download the application and print it out and then take it to the Social Security Administration. I would fill out that application and turn it in personally... For safety.*

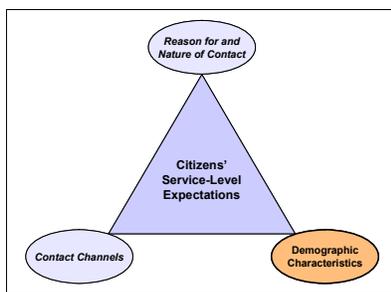
*I find that going on line with very crucial information is not very smart... You tell them where you live, your name, your address, social security number. I avoid that as much as possible.*

**Finding 41: Convenience is the prominent expectation of “other” channels today and in the future. Easy-to-Locate Contact Information and Competent Service are the second and third most discussed expectations (see Figure 2-7).**

*(Comparison to Phase 1(31 and 32): This differs from the original study, where Competent Service was ranked highest now and in the future; Convenience was not discussed as an expectation now, but grew to second in the future.)*

Phase 2 participants' expectations of “other” channels of communication are rather consistent between today and the future, with no change of ranking and variation limited to only 4 percent among the top five expectations.

## 2.3 Findings by Demographic Characteristics



In developing contact center strategies, each government agency must consider the needs and expectations of citizens it serves. In Phase 1, research was conducted to define the appropriate demographic characteristics of the focus groups. This research resulted in the identification of age, education, household income, and ethnicity as key demographic characteristics, which were then used in to qualify focus group participants. The research also uncovered expected differences in citizen expectations. These differences were used to create the design

parameters of focus group sessions. Section 2.3.1 summarizes the results of the research conducted, especially as it relates to the three Phase 2 target demographic groups: citizens 65 years of age and older, persons from households with less than \$30,000 in annual income, and persons of Hispanic heritage. Section 2.3.2 provides Phase 2 focus group findings on service-level expectations by demographic characteristics. Additional supporting data extracted from Daston's expectations database appear in Appendix D.

### 2.3.1 Review of Relevant Literature Regarding Demographic Characteristics

The demographics of the American population, and that population's needs, will change over time as the population grows.<sup>2,3</sup> Demographic characteristics can be used to predict how, and the degree to which, citizens will contact government. “Demographically, those who contact government are better educated, wealthier, younger, and more likely to be male than the general population. Among the factors that do not come into play in people's tendencies to contact government are race, political affiliation, marital status, or being a parent” (Pew Research Center, Horrigan, 2004). The relevant facts MITRE gathered about citizen demographics and expectations are presented below.

<sup>2</sup> The number of people in the United States will be 19 percent higher in 2020 than it was in 2000.

<sup>3</sup> MITRE's summary of selected demographic characteristics of the general U.S. population is based on data collected by the Census Bureau. Demographic characteristics of Americans who contact government are based primarily on data and reports from Pew's *How Americans Get in Touch with Government*, unless otherwise noted.

Internet use seems clearly to come into play when it comes whether people contact government. Fully 72 percent of Internet users say they contacted the government in the past year versus 23 percent of non-Internet users.<sup>4</sup>

As of May/June 2005, 68 percent of American adults, or about 137 million people, use the Internet, up from 63 percent the year before. Thirty-two percent of American adults, or about 65 million people, do not use the Internet and not always by choice. Certain groups continue to lag in their Internet adoption, including Americans age 65 and older, African-Americans, and those with less education. For example:

- Twenty-six percent of Americans age 65 and older go online, compared with 67 percent of those age 50 to 64, 80 percent of those age 30 to 49, and 84 percent of those age 18 to 29.
- Fifty-seven percent of African-Americans go online, compared with 70 percent of whites.
- Twenty-nine percent of those who have not graduated from high school have Internet access, compared with 61 percent of high school graduates and 89 percent of college graduates.
- Sixty percent of American adults who do not have a child living at home go online, compared with 83 percent of parents of minor children.

| Who contacts government                            |                                |                                      |
|--|--------------------------------|--------------------------------------|
|  | Contacted government last year | Did not contact government last year |
| Men  | 50%                            | 45%                                  |
| Women  | 50                             | 55                                   |
| Race/ethnicity                                     |                                |                                      |
| Whites   | 80%                            | 79%                                  |
| Blacks   | 10                             | 13                                   |
| Hispanics  | 8                              | 12                                   |
| Age  |                                |                                      |
| 18-29  | 21%                            | 21%                                  |
| 30-49  | 44                             | 35                                   |
| 50-64  | 24                             | 20                                   |
| 65+  | 10                             | 24                                   |
| Household income                                   |                                |                                      |
| Less than \$30,000                                 | 24%                            | 38%                                  |
| \$30,000-\$50,000                                  | 22                             | 17                                   |
| \$50,000-\$75,000                                  | 17                             | 13                                   |
| \$75,000 +   | 23                             | 9                                    |
| Education  |                                |                                      |
| Did not graduate from HS                           | 6%                             | 24%                                  |
| High school grad                                   | 28                             | 46                                   |
| Some college                                       | 28                             | 18                                   |
| College degree +                                   | 37                             | 13                                   |
| Internet Use                                       |                                |                                      |
| Percent who go online                              | 84%                            | 38%                                  |
| Broadband at home                                  | 34%                            | 27%                                  |
| Average number of years online                     | 5.8                            | 4.8                                  |
| Other  |                                |                                      |
| Government employees                               | 17%                            | 6%                                   |
| People with disabilities                           | 12                             | 16                                   |
| Language other than English is spoken in household | 15                             | 15                                   |

Source: Pew Internet & American Life Project survey, July 2003, n=2,926. Margin of error is ±2%.

The biggest drop-off for Internet use is after age 70. About half (53 percent) of Americans between 60 and 69 years old have Internet access, compared with just 22 percent of those age 70 and older.<sup>5</sup>

### 2.3.1.1 Research of Relevant Literature Regarding Age

Our Phase 2 study focused on only one age group, citizens age 65 and older. Our research on this group located the following:

Age is a strong predictor for whether someone has Internet access. 88 percent of Americans age 12-29 go online. This is the group called the Digital Natives, since they have grown up with this technology. Half of non-users in that age group have been online in the past – they just currently don't have access. That's not true with people over age 65, of whom just 32 percent are online. If a senior is offline, they are probably what we

<sup>4</sup> Mary Madden, *Internet Penetration and Impact*, Pew Internet & American Life Project, April 2006, <http://pewresearch.org>.

<sup>5</sup> Susannah Fox, Pew Internet & American Life Project, October 5, 2005, <http://pewresearch.org>.

call “Truly Disconnected.” They have never used the Internet and do not live in a connected household. Many of these people say they don’t even know anyone who goes online. If they needed to access information on a Website, they would probably not know where to start.<sup>6</sup>

In a February 2004 survey, 22 percent of Americans age 65 and older reported having access to the Internet, up from 15 percent in 2000. That translates to about 8 million Americans age 65 and older who use the Internet. By contrast, 58 percent of Americans age 50 to 64, 75 percent of those age 30 to 49, and 77 percent of those age 18 to 29 currently go online.

Sixty-six percent of wired seniors had looked for health or medical information online at some point in their online life by the end of 2003. That is a 13-point jump since 2000, and a growth rate of 25 percent. And online seniors are much more likely than other Internet users to have logged on to get information about Medicare and Medicaid.<sup>7</sup>

“Wired seniors” (Internet users age 65 and older) are often cited as the fastest-growing demographic group online, but that description can be misleading. Most of the growth in this group over the past few years has come from long-time Internet users in their early sixties. There is little evidence that many non-users in their seventies and eighties are suddenly getting the Internet bug.

In January 2006, the Pew Internet & American Life Project found that 34 percent of Americans age 65 and older go online, up from 29 percent in January 2005. But a closer look at the data reveals that just 28 percent of Americans age 70 and older go online—essentially the same percentage as in January 2005 (26 percent). By contrast, Internet access is near universal for Americans under the age of 60: 89 percent of Americans 18 to 28, 86 percent of those 29 to 40, 78 percent of those 41 to 50, and 72 percent of those 51 to 59 go online. About half (54 percent) of Americans age 60 to 69 go online.

The common perception of the timid older Internet user is quite accurate, even for relative newcomers to the ranks of seniors. Wired seniors are less likely than Internet users under the age of 65 to have tried a wide range of online activities, possibly because they are not in the market for as many types of information as younger users who might be doing schoolwork, trolling for dates, or scanning employment listings online. In addition, researchers at Fidelity Investments have identified “cautious clicking” as a behavior trait of many older Internet users who may share a sense that one false move on the Web could land them in unknown or unsafe territory.<sup>8</sup>

### 2.3.1.2 Research of Relevant Literature Regarding Household Income

Among the income demographics, our Phase 2 study focused on members of households with annual incomes of less than \$30,000. Our research found these relevant facts:

Those in the lowest-income households are considerably less likely to be online. Just 53 percent of adults living in households with less than \$30,000 in annual income go online, versus 80 percent of those whose income is between \$30,000-50,000. Adults who live in

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<sup>6</sup> Susannah Fox, Internet Usage Trends – Through the Demographic Lens, Pew Internet & American Life Project, November 6, 2006, <http://pewresearch.org>.

<sup>7</sup> Susannah Fox, Older Americans and the Internet, Pew Internet & American Life Project, March 25, 2004, <http://pewresearch.org>.

<sup>8</sup> Susannah Fox, Are “Wired Seniors” Sitting Ducks? Pew Internet & American Life Project, April 2006, <http://pewresearch.org>.

households earning \$50,000 or more exceed the national average for Internet penetration; 86 percent of adults living in households with annual income between \$50,000 and \$75,000 use the Internet, compared with 91 percent of adults living in households earning more than \$75,000.<sup>9</sup>

The numbers for growth [of broadband] in lower income categories are important because it shows fast growth rates among a large segment of the population – approximately 40 percent of Americans tell us their annual household incomes are under the \$50,000 threshold. In collecting data on income, respondents are asked to place themselves in one of eight income categories that are read to them. Many respondents – about 20 percent – opt not to provide this information. Of those who do, the median (or middle) category chosen is the fifth one – a household income between \$40,000 and \$50,000 per year.<sup>10</sup>

### 2.3.1.3 Research of Relevant Literature Regarding Ethnicity

Our third target demographic for Phase 2 was citizens of Hispanic Heritage. Regarding this group, we found the following:

Ethnicity is also a predictor of Internet use. 73 percent of whites go online, compared to 61 percent of African Americans. About three-quarters of English-speaking and bilingual Latinos go online, compared to about one-third of Spanish-dominant Latinos. There are pockets of non-Internet users, just as there are pockets of people who do not have a home phone. As Penn State scholar Jorge Reina Schement wrote in 1996, and it is still true today: “Isolation is not distributed randomly; rather, it is concentrated in certain groups so that they suffer its consequences with intensity.” Another trend to watch is cell phone penetration. 50 percent of Americans age 65 and older have a cell phone, while only a third have Internet access. 40 percent of Spanish-dominant Latinos have a cell phone, while only a third have Internet access.<sup>11</sup>

### 2.3.2 Focus Group Findings by Demographic Characteristics

The focus groups were demographically qualified by age, household income, education level, and use of the Internet. The geographic location selection was constrained by resources, but effort was made to select locations in different regions. Although race and disability characteristics were identified as differentiators in the research, the limited scope of this analysis precluded the use of race and disability as demographic factors.

The focus group participants ranged in ages from 18 years to over 65. Participants were grouped into four predetermined age groupings, with 36 percent 65 years of age and older, 25 percent 46 to 64 years of age, 26 percent 30 to 45 years of age, and 13 percent 18 to 29 years of age. Age aside, participants were largely evenly distributed across gender, household income, and education. Table 2-3 summarizes the demographic characteristics of each focus group by age.

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<sup>9</sup> Mary Madden, Internet Penetration and Impact, Pew Internet & American Life Project, April 2006, <http://pewresearch.org>.

<sup>10</sup> John B. Horrigan, Home Broadband Adoption 2006, Pew Internet & American Life Project, May 28, 2006, <http://pewresearch.org>.

<sup>11</sup> Susannah Fox, Internet Usage Trends – Through the Demographic Lens, Pew Internet & American Life Project, November 6, 2006, <http://pewresearch.org>.

**Table 2-3. Profile of Participants by Age Group**

|   | All Age 18–29 Groups         | All Age 30–44 Groups                                 | All Age 45–64 Groups                              | All Age 65 and Older Groups  |
|---|------------------------------|--|---|--|
|   | 2 Groups<br>8 Scenarios      | 3 Groups<br>12 Scenarios                             | 3 Groups<br>12 Scenarios                          | 4 Groups<br>16 Scenarios   |
| Total Number of Participants                          | 16 = 13%                     | 32 = 26%   | 30 = 25%  | 43 = 36%   |
| Geographic Location and Session                       | Houston 8:00<br>Seattle 8:00 | New York City 8:00<br>Miami 8:00<br>Kansas City 8:00 | New York City Pilot<br>Miami 6:00<br>Houston 6:00 | New York City 6:00<br>Miami 4:00<br>Kansas City 6:00<br>Seattle 6:00 |
| <b>Household Income</b>                               |                              |  |   |  |
| Under \$30,000  | 8 = 7%                       | 8 = 7%   | 30 = 25%  | 10 = 8%  |
| \$30,000 to \$49,999                                  | 8 = 7%                       | 11 = 9%  | 0 = 0%  | 11 = 9%  |
| \$50,000 or More                                      | 0 = 0%                       | 12 = 10%   | 0 = 0%  | 22 = 18%   |
| <b>Education Level</b>                                |                              |  |   |  |
| High School Diploma                                   | 8 = 7%                       | 12 = 10%   | 12 = 10%  | 11 = 9%  |
| Some College<br>(Including Those Enrolled in College) | 0                            | 0  | 18 = 15%  | 21 = 17%   |
| Minimum 4-Year College Degree                         | 8 = 7%                       | 20 = 17%   | 0   | 11 = 9%  |
| <b>Ethnicity</b>                                      |                              |  |   |  |
| Hispanic  | 8 = 7%                       | 23 = 19%   | 12 = 10%  | 12 = 10%   |
| <b>Other Information</b>                              |                              |  |   |  |
| Used the Internet Daily                               | 16 of 16 = 100%              | 28 of 32 = 88%                                       | 23 of 30 = 77%                                    | 26 of 43 = 60%   |
| # with Broadband                                      | 15 of 16 = 94%               | 29 of 32 = 91%                                       | 21 of 30 = 70%                                    | 27 of 43 = 63%   |
| # with Cell Phone                                     | 14 of 16 = 88%               | 29 of 32 = 91%                                       | 25 of 30 = 83%                                    | 35 of 43 = 81%   |

### 2.3.2.1 Focus Group Findings by Age: Persons 65 Years of Age and Older

Changes in citizens' needs, and consequently changes in their expectations, will be partially influenced by changes in age distribution across the population. Today, research shows that the younger generation uses the Internet more than the older generations do, but the 30-49-year-old segment of the population contacts government the most. In ten years, the younger generation will be in the peak age range for contacting government, which will bring different service-level expectations. These changes in expectations will have implications for contact centers over time as the segments of the population that they serve change.

In Phase 2, we limited our analysis to the age-targeted group, those 65 years of age and older. Our references to the younger groups are for comparison in preferences and expectations only. Citizens age 65 and older had not been included in the Phase 1 study, yet they constitute an ever-growing portion of the population, with a disproportionate percentage of the nation's wealth. We studied them across all three income ranges and across all three educational levels to obtain as large a cross-section of that age group as possible in the limited number of sessions provided.

*Because the targeted age group was not included in the Phase 1 study, no comparisons between the studies are made in this section.*

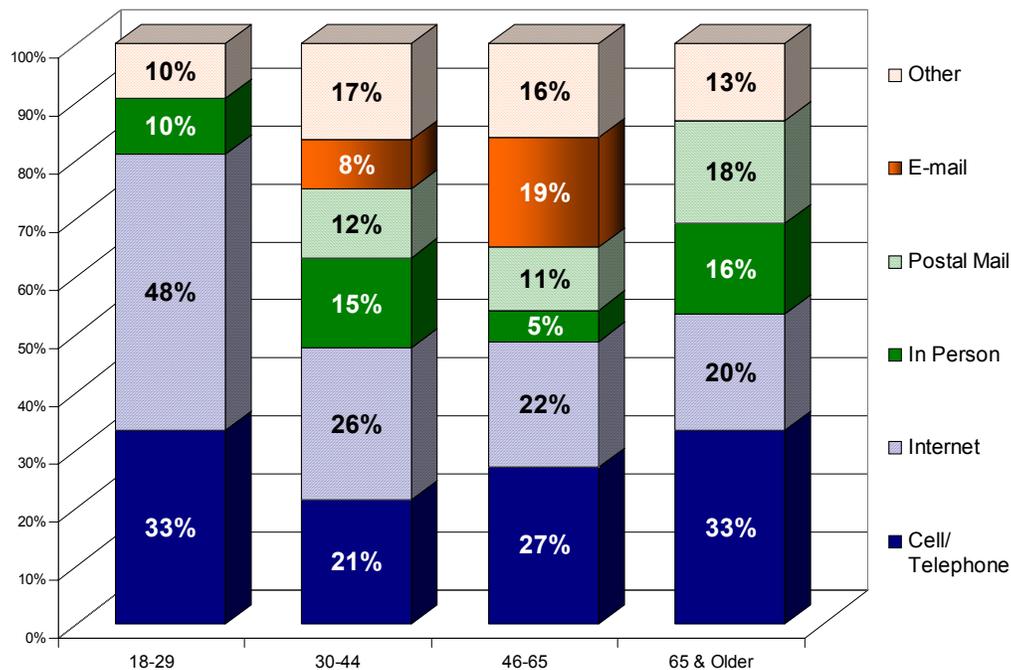
**Finding 42: Like the other age groups, citizens age 65 and older expect to use multiple channels and channels in combination to reach the government** (see Figure 2-9).

**Finding 43: Citizens age 65 and older are more likely to use Internet and cell phone /telephone now, but Internet and “other” channels in the future** (see Figure 2-9).

The gain of “other” channels in the future comes at the combined decrease of all other channels, as measured by expectations, with the exception of USPS mail, which increased incrementally. cell phone/telephone and in-person visits are surpassed by “other” channels going forward. This “other” expectation shows that this citizen group expects improvements to the existing channels to better meet their needs in the future. Only Internet remains more important to the oldest category of participants. (Note: The 18-29 year old data in this study was not a key specific focus area and the sample size for this demographic was very small. It has been included for completeness. However, findings for future expectations for this specific younger group are inconclusive in this study due to this sample size. The phase one 2005 data should be referenced for trends related to this age demographic.)

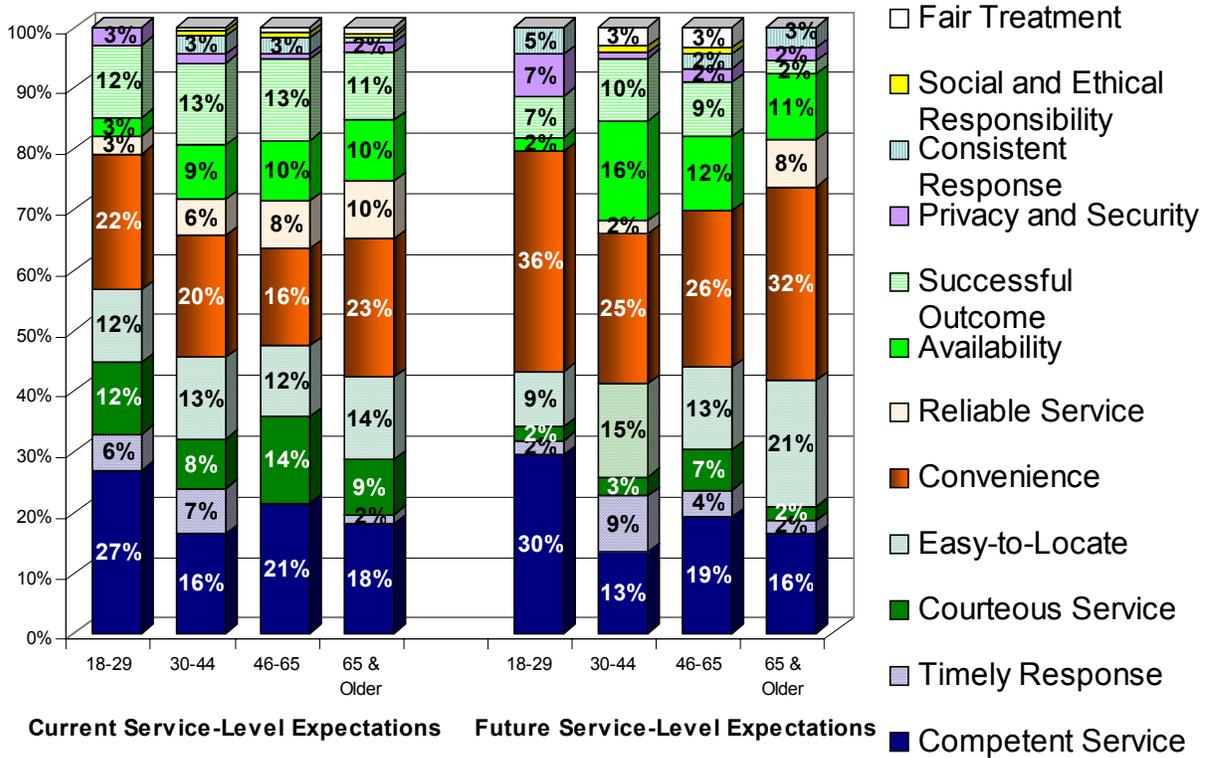
**Finding 44: Participants age 65 and older addressed only five of the channels; they did not specifically address email as an area for improvement** (see Figure 2-12).

As shown in Figure 2-10, most suggestions for improvement deal with cell phone/telephone, despite the fact that future expectations of this channel fall by 25 percent, as depicted in Figure 2-11. Overall, this group demonstrated a rather balanced expectation for improvements for the non-email channels, giving each between 13 percent and 33 percent of their consideration. This again seems to echo a general satisfaction on the basic capabilities and functionality of email for this demographic. Expectations clearly show that they want improvements to the other technology channels.



**Figure 2-10. Participants' Improvement Priorities for Channels by Age**

(Note: Areas shown without a data label represent 1%)



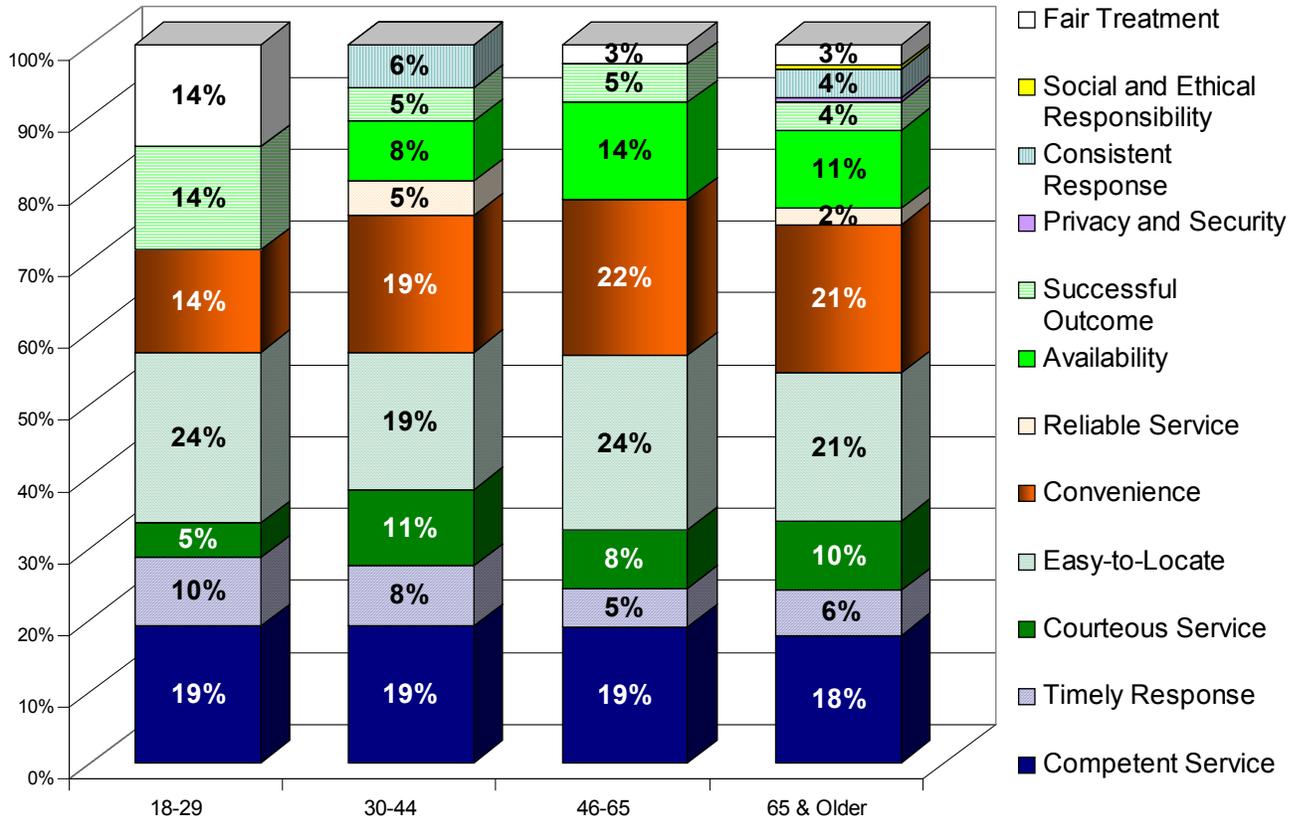
**Figure 2-11. Participants' Service-Level Expectations by Age**

(Note: Areas shown without a data label represent 1%)

**Finding 45: Participants age 65 and older have similar service-level expectations as participants in the other age groups (see Figure 2-11).**

Their top expectations are Convenience and Competent Service, just as is true with all other age groups. Again, like the others, participants 65 and older also consider Easy-to-Locate Contact Information, Consistent Response, and Courteous Service to be important characteristics of their communication channels. A third repeating and major common characteristic is their increased focus on Convenience in the future.

Easy-to-Locate Contact Information will become more important while concerns over Successful Outcome will decline in importance to our participants age 65 and older. All other expectations, except Convenience, which is discussed above, will remain about the same between the two time periods. Most citizens 65 and older show a general expectation that Successful Outcome will improve and thus voiced it less in the sessions and data.



**Figure 2-12. Participants' Improvement Priorities for Service-Level Expectations by Age**  
 (Note: Areas shown without a data label represent 1%)

**Finding 46: Improvement priorities for participants age 65 and older focus on Convenience, Easy-to-Locate Contact Information, and Competent Service (see Figure 2-12).**

Participants age 65 and older focused their improvement priorities on Convenience, Easy-to-Locate Contact Information, and Competent Service. Availability, Courteous Service, Consistent Response, and Successful Outcome followed as a second tier of priorities. Timely Response, Reliable Service, Privacy and Security, Social and Ethical Responsibility, and Fair Treatment were the lowest priorities.

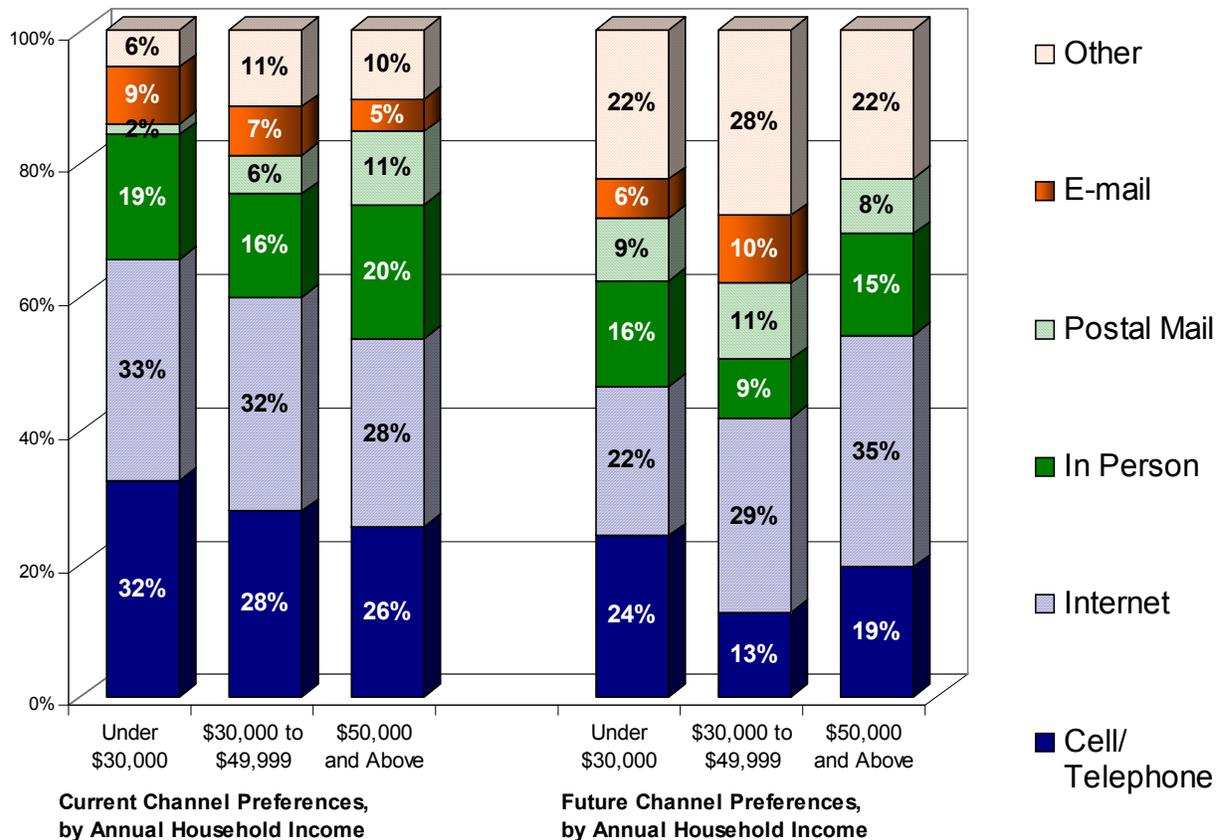
**2.3.2.2 Focus Group Findings by Household Income**

Prior research did not suggest that household incomes influenced citizens' success or satisfaction with government contacts, but education level was associated with citizens' success. We did not attempt to measure that relationship of expectations again in Phase 2 for the following reason.

In the Phase 1 study, we grouped education levels and household incomes and performed data studies on the limited combinations that resulted. In the Phase 2 study, we were not tasked with studying any additional educational levels, but were asked to address a new household income level, under \$30,000 annually. Therefore, we treated education as a screening criterion within sessions of the target demographics. For each target demographic—Age 65 Years and Older,

Persons of Hispanic Heritage, and Household Income Under \$30,000—we attempted to include at least one session for each level of education. The result is more meaningful for the targeted demographics because they are measured across a broader educational base. However, detailed comparisons to the original study cannot be made for education or income because the focus groups were not limited to the three combinations of those variables used in Phase One.

**Finding 47:** Participants with the lowest incomes indicated the highest percentage of Internet, cell phone/telephone, and email preference when measured by expectations (see Figure 2-13).



**Figure 2-13. Participants' Channel Preferences by Household Income**

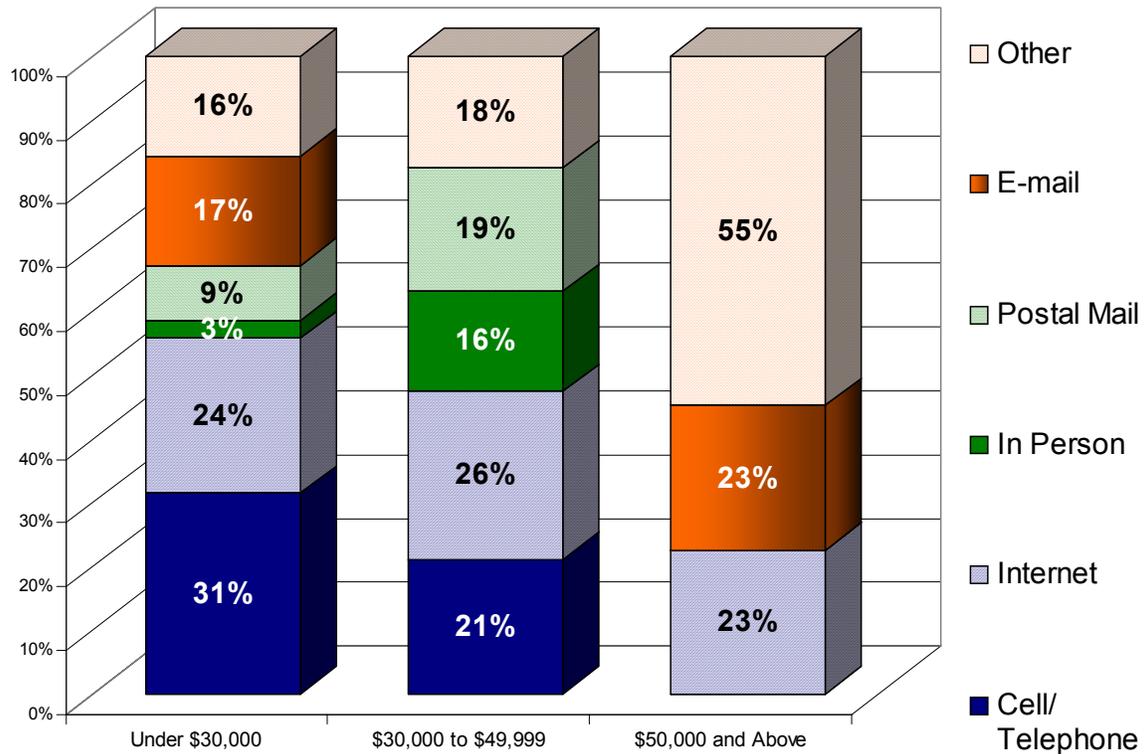
Our data indicate that lower income is not an obstacle to preferences for the Internet and email channels despite the obvious requirement for a investment in technology necessary for both.

**Finding 48:** The relative rankings of current contact channels for those with household incomes under \$30,000 are similar to the rankings for those with household incomes \$30,000 and above (see Figure 2-13).

**Finding 49:** The lower income group is the only one that indicated a decreasing preference for the Internet in the future. However, the lowest income participants did foresee an increase in “other” channels, just like those with higher incomes (see Figure 2-13).

These finding supports a general expectation similar to that in the first study for an increased availability and deployment of new technologies and improved innovation of exiting channels.

**Finding 50: Participants with the lowest household incomes focused their suggestions for improvement on today's technologies, such as cell phone/telephone, Internet, and email, and less on "other" channels (see Figure 2-14).**

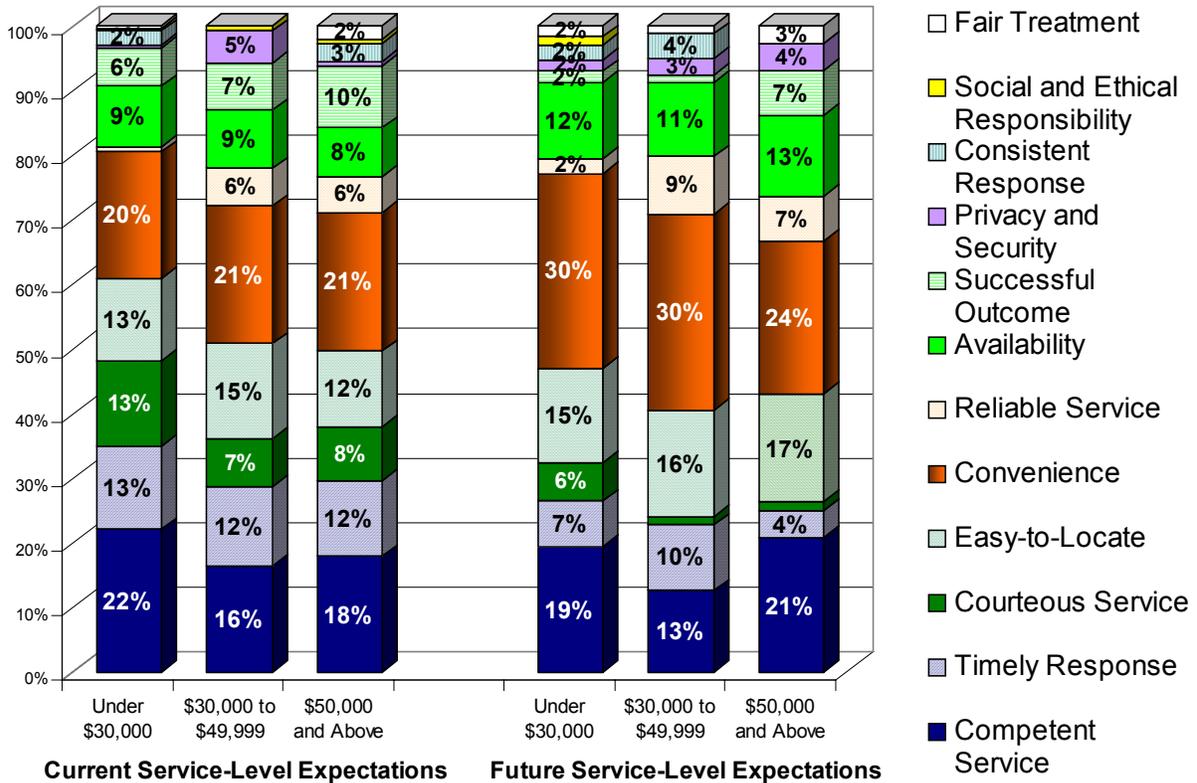


**Figure 2-14. Participants' Improvement Priorities for Channels by Household Income**

Participants with household incomes under \$30,000 addressed improvements to cell phone/telephone most often, Internet next most often and email and "other" channels nearly equally. They expressed themselves less regarding improvements to communicating through USPS mail and in-person visits. This showed their strong preference for a focus on improvements to the effectiveness of the technology channels. Because they often expended more effort to use and get access to the technology channels (internet, cell, etc.) they had higher expectations for its results and first time success of an interaction.

**Finding 51: Members of households with the lowest incomes generally share the expectations of others when contacting the government now and in the future (see Figure 2-15).**

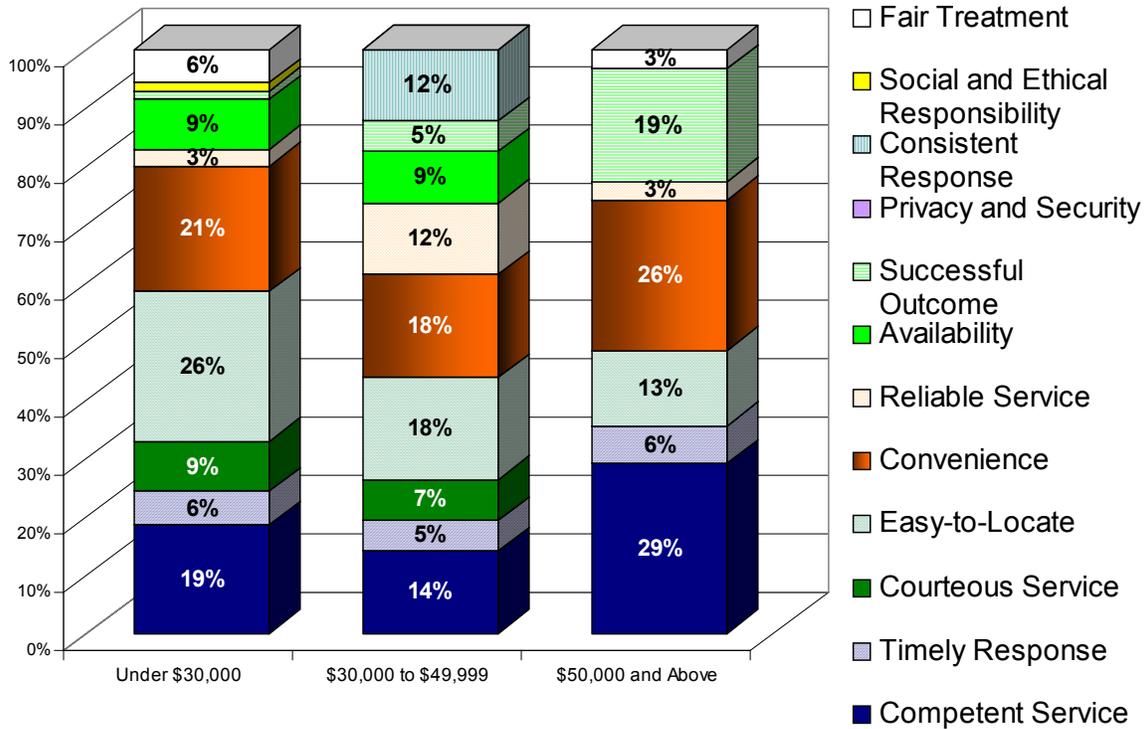
As with other groups, they are seeking Competent Service and Convenience most often. They focus on Courteous Service more often than others, about the same percentage as they address Timely Response and Easy-to-Locate Contact Information.



**Figure 2-15. Participants' Service-Level Expectations by Household Income**  
 (Note: Areas shown without a data label represent 1%)

All three groups indicated an increased expectation of Convenience, Easy-to-Locate Contact Information, and Availability as they look into the future. Courteous Service, Timely Response, and Successful Outcome decrease as expectations.

**Finding 52: Members of lower income households envision the most improvement in Easy-to-Locate Contact Information, Convenience, and Competent Service, expectations that also were cited often by members of higher income households (see Figure 2-16).**



**Figure 2-16. Participants' Improvement Priorities for Service-Level Expectations by Household Income**

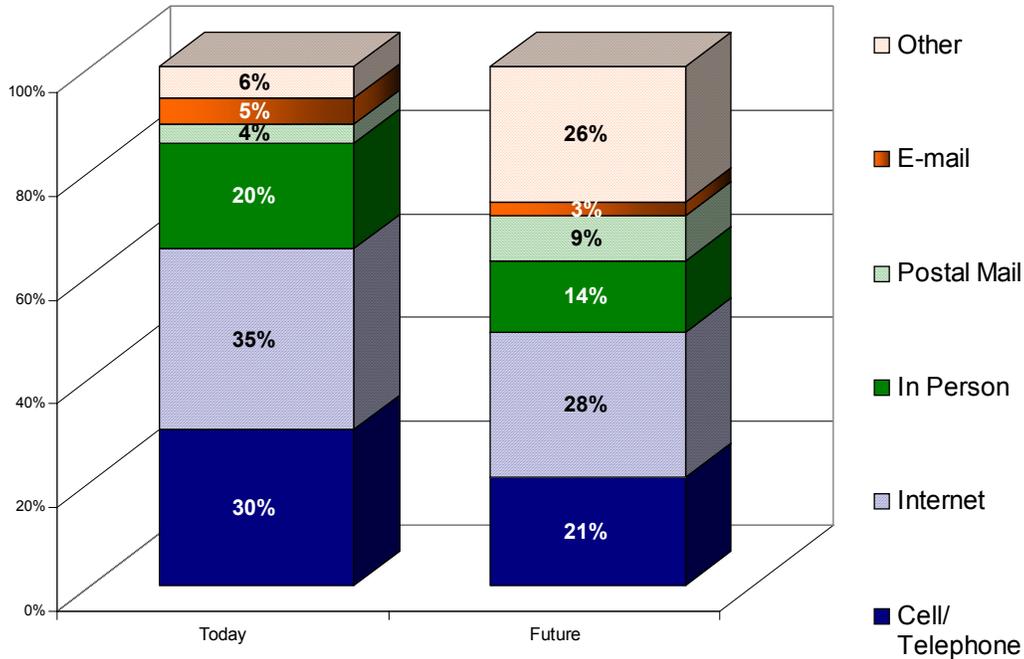
Note: Areas shown without a data label represent 1%

### 2.3.2.3 Focus Group Findings by Ethnicity

MITRE was not asked to focus on the government contact expectations for any specific persons of diverse nationalities or ethnic groups in its Phase 1 study. That Phase 1 study attempted to include as diverse a sample as possible in the available pool of citizens using the respondents as available. In this study an effort was made to specifically increase persons of Hispanic Heritage to gain more inputs from this demographic in Phase 2.

Since Phase 1 did not specifically focus on or identify similar demographics, no comparisons will be made with that study.

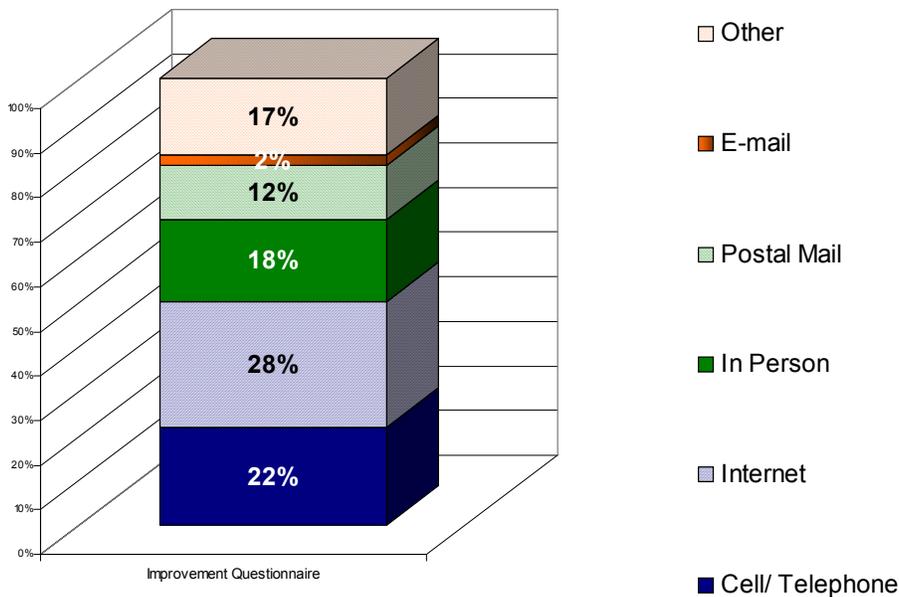
**Finding 53: As measured by expectations, Hispanic participants' expectations were similar to those indicated in overall Phase 2 results. Hispanic participants indicated a strong preference for the Internet and cell phone/telephone channels currently and demonstrated greater expectations of "other" channels in the future (see Figure 2-17).**



**Figure 2-17. Hispanic Participants' Current and Future Channel Preferences**

Internet, cell phone/telephone and in-person visits ranked in that order today and all three declined substantially in favor of the “other” channels in the future. This is consistent with the findings for all Phase 2 participants as depicted in Figure 2-6. In fact, these preferences vary by no more than 4 percent in any one channel today and in the future.

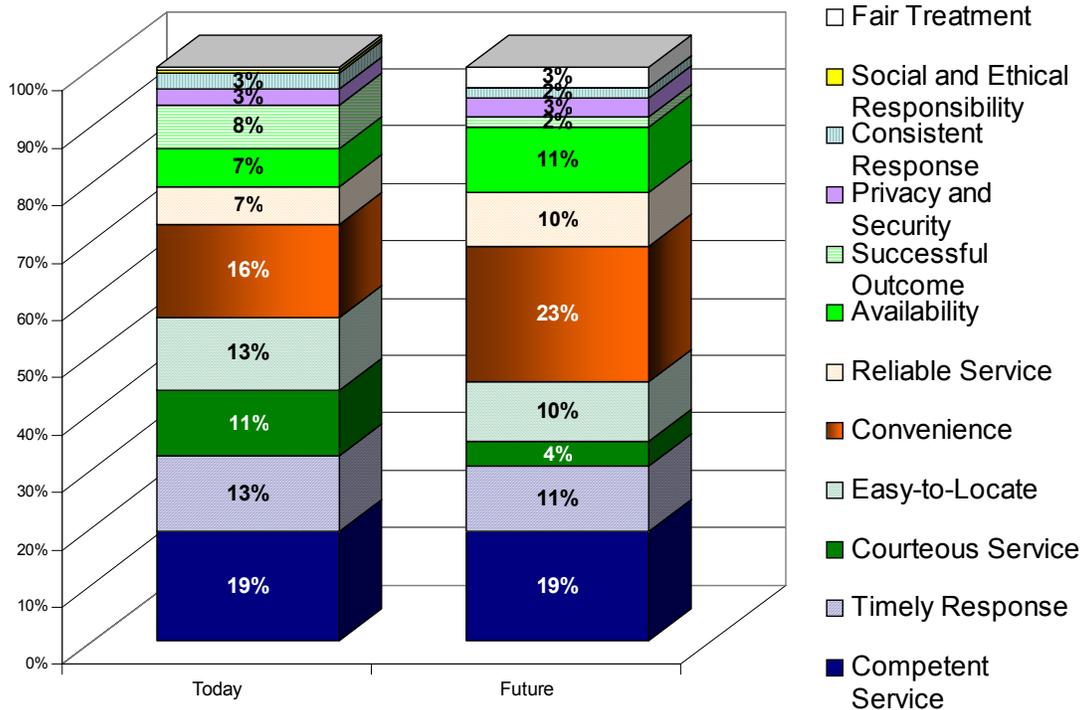
**Finding 54: Hispanic participants reflected the general population studied regarding their channel improvement priorities (see Figures 2-6 and 2-18).**



**Figure 2-18. Hispanic Participants' Improvement Priorities**

Hispanics indicated a substantially smaller percentage interest in email improvements (measured on a small base of 6 percent for the general population) and their ranking of Internet and cell phone/telephone were reversed by small margins. However, overall the graphics show great similarities.

**Finding 55: Hispanic participants reflected the general population studied regarding their service-level expectations for today but not for the future (see Figure 2-19).**

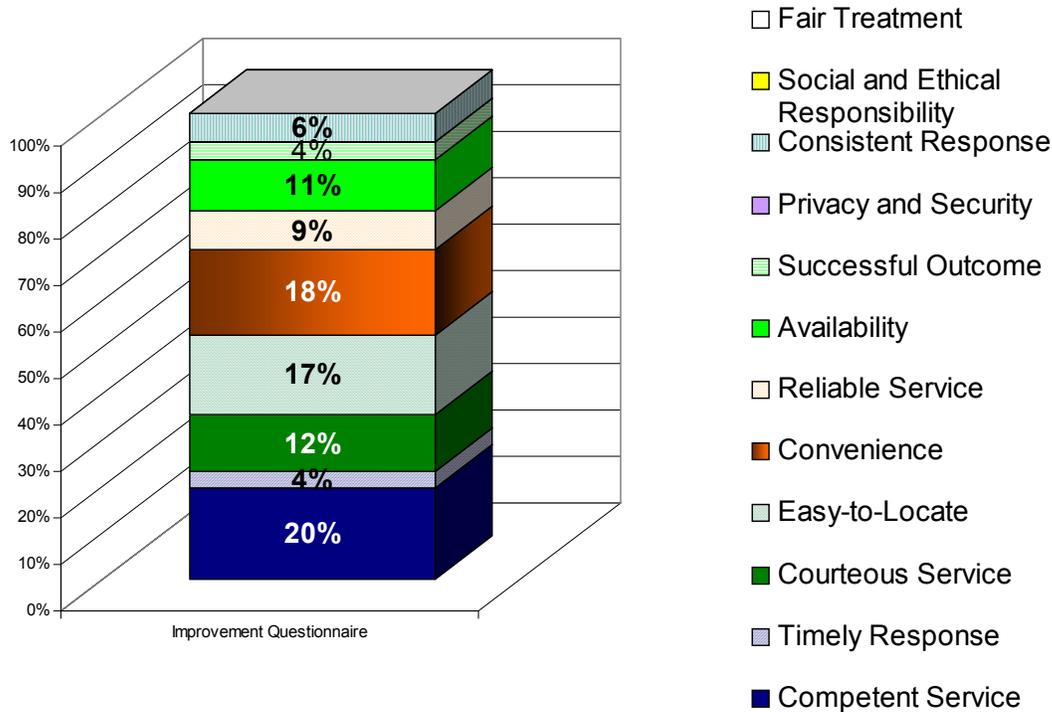


**Figure 2-19. Hispanic Participants' Current and Future Service-Level Expectations**

(Note: Areas shown without a data label represent 1%)

Hispanics' ranking of the service level expectations were nearly the same as for all participants for today: Convenience, Competent Service, Easy-to-Locate Contact Information, Timely Response, and Courteous Service. However, in the future the Hispanic citizens indicated fewer expectations for Easy-to-Locate Contact Information and Convenience and expressed more interest in Timely Response and Reliable Service.

**Finding 56: Hispanic participants' priorities for improvement among service-level expectations were not heavily focused on any one category, but tended to be similar to expectations that have been important throughout the Phase 1 and Phase 2 studies (see Figure 2-20).**



**Figure 2-20 Hispanic Participants' Improvement Priorities for Service-Level Expectations**

Competent Service, Convenience, and Easy-to-Locate Contact Information were most often cited as improvement priorities, with Courteous Service, Availability, and Reliability of Service comprising the second tier of improvement areas.

## 2.4 Conclusions and Recommendations Mapped to Findings

Tables 2-4 and 2-5 present MITRE's conclusions and recommendations, respectively, mapped to the findings from this study. The findings are assembled here by section and perspective to allow a simple reference point between the findings and the conclusions and recommendations section that follows. All findings are numbered in a sequential order and can be found by that number and order in the main body of this report.

For each finding, we have indicated whether the finding for this demographic is consistent with findings and data from the original study or if it varies. Because the demographic groups in the Phase 2 study differed from those isolated in Phase 1, we are unable to indicate consistency and variation on Findings 42 through 56.

**Table 2-4. Matrix of Phase 2 Findings to Conclusions**

| #   | Phase 2 Finding   | Consistent or Varies from Original Study | Conclusion #     |
|---|---|--|------------------|
| <b>Reason and Nature</b>  |   |  |                  |
| 1   | Citizens expect to use a combination of channels to contact the government today.   | Consistent                               | C2, C3, C4       |
| 2   | Citizen's expectations are trending toward reducing the cell phone/telephone and in-person channel requirement in the future, but not toward eliminating them as major channels.  | Consistent                               | C4               |
| 3   | Generally, participants expect that the future will provide more "other" options.   | Consistent                               | C4, C10          |
| 4   | Citizens' top expectations focused on Convenience, Competent Service, and Easy-to-Locate Contact Information. The least mentioned included Social and Ethical Responsibility, Fair Treatment, and Consistent Response   | Varies                                   | C5               |
| 5   | Many citizens are still unaware of services that currently exist.   | Consistent                               | C7               |
| 6   | The greatest increase between current and future expectations among citizens is for Convenience.  | Varies                                   | C5               |
| 7   | In the future, the expectations for Availability and Competent Service also increase.   | Varies                                   | C5               |
| <b>Simple/Non-Urgent Transaction - Vacation Scenario</b>        |   |  |                  |
| 8   | Citizens' channel preference for conducting transactions in simple/non-urgent scenarios is, and will continue to be, the Internet.  | Varies                                   | C1, C4, C6, C12  |
| 9   | Cell phone/telephone is currently second ranked for simple/non-urgent transactions, but is supplanted in the future by expectations of "other" channels.  | Varies                                   | C4, C6, C10, C11 |
| 10  | For the future, Convenience and Availability will become increasingly important for simple/non-urgent transaction scenarios. Easy-to-Locate Contact Information also remains relatively high among channel expectations.  | Varies                                   | C5               |
| <b>Simple/Non-Urgent Expressing Opinions - Highway Scenario</b> |   |  |                  |
| 11  | Citizens' channel preference for expressing opinions in simple/non-urgent transaction scenarios is, and will continue to be, cell phone/telephone, but "other" channels become increasingly important in the future.  | Consistent                               | C4, C6           |
| 12  | Convenience and Easy-to-Locate Contact Information will become increasingly important in the future when expressing simple/non-urgent opinions. Competent Service decreases slightly.   | Varies                                   | C5               |
| <b>Simple/ Urgent Getting Information - Disaster Scenario</b>   |   |  |                  |
| 13  | Citizens' current preferences for obtaining simple/urgent information during a disaster is cell phone/telephone, followed by Internet and "other."  | Varies                                   | C2, C4, C6       |
| 14  | The Internet will become more important to citizens for obtaining simple/urgent information during a disaster in the future; the cell phone/telephone will decline in its ability to meet citizen expectations. "Other" channels and In Person also will decrease slightly.     | Varies                                   | C1, C6           |
| 15  | Expectations for simple/urgent information will vary little between today and the future. Convenience and Competent Service will remain important. Courteous Service will decrease in favor of Easy-to-Locate Contact Information.  | Varies                                   | C5               |
| <b>Complex/ Urgent Solving Problem - Passport Scenario</b>      |   |  |                  |
| 16  | Both now and in the future, the preferred channels for obtaining or renewing a passport in a complex/urgent scenario are In Person, followed by Internet. In the future, cell phone/telephone will decrease as a preference, while "other" channels will become more preferred. | Consistent                               | C1, C2, C4, C6   |
| 17  | For complex/urgent scenarios, Convenience doubles in importance as citizens look into the future. Competent Service, which represents 16 percent of the expectations currently, was not even mentioned as a future expectation.   | Varies                                   | C5               |
| 18  | For solving complex/urgent problems that involve personal data, Privacy and Security doubled in importance as an expectation.   | Consistent                               | C6               |

| #  | Phase 2 Finding   | Consistent or Varies from Original Study | Conclusion #   |
|--|---|--|----------------|
| <b>Complex/ Non-Urgent/ Personal - Medicare Scenario</b>             |   |  |                |
| 19   | For complex/non-urgent/personal contacts for getting information, the Internet is the preferred channel today, while "other" channels were most often suggested for the future.   | Consistent                               | C1, C2, C4, C6 |
| 20   | For complex/non-urgent/personal contacts for getting information, the importance of Competent Service, Convenience, and Consistent Response were cited as increased preferences in the future, while Courteous Service and Timely Response decreased in importance.                                       | Consistent                               | C5             |
| <b>Complex/ Urgent/ Personal - Rare and Serious Illness Scenario</b> |   |  |                |
| 21   | For solving complex/urgent/personal problems in a Rare and Serious Illness scenario, participants indicated a current preference for cell phone/telephone and Internet. In the future, expectations of using the cell phone/telephone remained constant, but expectations of using the Internet declined. | Varies                                   | C2, C3, C6     |
| 22   | For solving complex/urgent/personal problems in a Rare and Serious Illness scenario, Competent Service and Convenience are the most cited expectations both now and for the future.   | Consistent                               | C5             |
| <b>Channel</b>   |   |  |                |
| 23   | Internet and cell phone/telephone are very closely aligned as current preferred channels. In person is ranked third. Email, USPS mail, and "other" channels are much less preferred.  | Consistent                               | C1, C2, C3, C4 |
| 24   | The percentage of participants who prefer "other" channels in the future triples, and the percentage who prefer USPS mail doubles. The preference for Internet remains strongest but, like cell phone/telephone, In Person, and email, it declines in percentage.   | Consistent                               | C2, C4         |
| 25   | Convenience emerges as a top current expectation by channel, with Competent Service and Timely response following.  | Varies                                   | C5             |
| 26   | Successful Outcome is an important reason for using USPS mail and was mentioned in discussions of every channel except email.   | Varies                                   | C5             |
| 27   | Convenience becomes the top future expectation of all channels studied.   | Varies                                   | C5             |
| <b>Cell Phone and Telephone</b>                                      |   |  |                |
| 28   | The cell phone/telephone is the second most preferred channel today. It is the third most preferred channel in the future. "Other" replaces the cell phone/telephone as the second most preferred future channel.   | Consistent                               | C4             |
| 29   | The primary expectation citizens have in using the cell phone/telephone to contact the government is Competent Service, followed by Convenience and Courteous Service.  | Consistent                               | C5             |
| 30   | When asked about how the government could improve service, citizens cited cell phone/telephone service 26 percent of the time, more often than any other channel.   | Not Applicable                           | C11            |
| <b>Internet</b>  |   |  |                |
| 31   | The Internet channel is, and will remain, the primary preference for contacting the government, as measured by citizens' expectations.  | Varies                                   | C1             |
| 32   | The primary expectation citizens have in using the Internet to contact the government is Convenience, followed by Competent Service and Easy-to-Locate Contact Information.   | Varies                                   | C5             |
| 33   | When asked about how the government could improve service, citizens cited Internet service 25 percent of the time, nearly as often as cell phone/telephone service.   | Not Applicable                           | C11            |
| <b>In-Person Visit</b>   |   |  |                |
| 34   | In person is currently ranked the third most preferred channel, as measured by citizens' expectations, but falls to fourth behind Internet, "other," and cell phone/telephone in the future.  | Consistent                               | C4             |
| 35   | The primary expectation citizens have when visiting the government in person is Competent Service, followed by Timely Response and Courteous Service.   | Consistent                               | C5             |

| #                   | Phase 2 Finding   | Consistent or Varies from Original Study | Conclusion # |
|---------------------|---|--|--------------|
| <b>Postal Mail</b>  |   |  |              |
| 36                  | USPS mail is currently the least preferred contact channel studied, as measured by citizens' expectations.  | Varies                                   | C6           |
| 37                  | USPS mail held both the highest expectation of Convenience and the lowest expectation of Competent Service among all of the channels.   | Varies                                   | C5           |
| <b>Email</b>        |   |  |              |
| 38                  | Email is not a preferred channel today and in the future, where it fell from fifth to sixth ranking.  | Varies                                   | C9           |
| 39                  | When using email, participants have expectations of Timely Response and Convenience.  | Consistent                               | C9           |
| <b>Other</b>        |   |  |              |
| 40                  | "Other" is the fourth most preferred current channel and third in the future. Citizens have an emerging expectation that "other" channels will help improve government contact service in the future.                                   | Varies                                   | C4, C10      |
| 41                  | Convenience is the prominent expectation of "other" channels today and in the future. Easy-to-Locate Contact Information and Competent Service are the second and third most discussed expectations.                                    | Varies                                   | C5, C10      |
| <b>Demographics</b> |   |  |              |
| <b>By Age</b>       |   |  |              |
| 42                  | Like the other age groups, citizens age 65 and older expect to use multiple channels and channels in combination to reach the government.   | Not previously studied                   | C2, C3       |
| 43                  | Citizens age 65 and older are most likely to use Internet and cell phone/telephone now, but Internet and "other" channels in the future.  | Not previously studied                   | C1, C4       |
| 44                  | Participants age 65 and older addressed only five of the channels; they did not specifically address email as an area for improvement.  | Not previously studied                   | C14          |
| 45                  | Participants age 65 and older have similar service-level expectations as participants in the other age groups.  | Not previously studied                   | C1, C4       |
| 46                  | Improvement priorities for participants age 65 and older focus on Convenience, Easy-to-Locate Contact Information, and Competent Service.   | Not previously studied                   | C4           |
| <b>By Income</b>    |   |  |              |
| 47                  | Participants with the lowest incomes indicated the highest percentage of Internet, cell phone/telephone, and email preference when measured by expectations.  | Not previously studied                   | C12          |
| 48                  | The relative rankings of current contact channels for those with household incomes under \$30,000 are similar to the rankings for those with household incomes \$30,000 and above.  | Not previously studied                   | C4           |
| 49                  | The lower income group is the only one that indicated a decreasing preference for the Internet in the future. However, the lowest income participants did foresee an increase in "other" channels, just like those with higher incomes. | Not previously studied                   | C4           |
| 50                  | Participants with the lowest household incomes focused their suggestions for improvement on today's technologies, such as cell phone/telephone, Internet, and email, and less on "other" channels.                                      | Not previously studied                   | C12          |
| 51                  | Members of households with the lowest incomes generally share the expectations of others when contacting the government now and in the future.  | Not previously studied                   | C4           |
| 52                  | Members of lower income households envision the most improvement in Easy-to-Locate Contact Information, Convenience, and Competent Service, expectations that also were cited often by members of higher income households.             | Not previously studied                   | C5           |

| #                  | Phase 2 Finding  | Consistent or Varies from Original Study | Conclusion # |
|--------------------|--|--|--------------|
| <b>By Heritage</b> |  |  |              |
| 53                 | As measured by expectations, Hispanic participants' expectations were similar to those indicated in overall Phase 2 results. Hispanic participants indicated a strong preference for the Internet and cell phone/telephone channels currently and demonstrated greater expectations of "other" channels in the future. | Not previously studied                   | C4           |
| 54                 | Hispanic participants reflected the general population studied regarding their channel improvement priorities.   | Not previously studied                   | C4           |
| 55                 | Hispanic participants reflected the general population studied regarding their service-level expectations for today but not for the future.  | Not previously studied                   | C4           |
| 56                 | Hispanic participants' priorities for improvement among service-level expectations were not heavily focused on any one category, but tended to be similar to expectations that have been important throughout the Phase 1 and Phase 2 studies.   | Not previously studied                   | C4           |

**Table 2-5. Matrix of Conclusions to Recommendations**

| #   | Conclusion  | Recommendation #                     |
|-----|---|--------------------------------------|
| C1  | The current preference of lower income citizens, Hispanic citizens, and citizens age 65 and older is for using the Internet, and that expectation continues into the future. Expectations for Internet use by citizens age 65 and older rose for future contacts.   | R2, R6, R9, R10                      |
| C2  | Citizens again expect to continue using all current channels to contact the government.   | R2, R4, R5, R7, R8, R9, R10          |
| C3  | Citizens again use a combination of contact channels for the most efficient and accurate contact experiences..  | R2, R5, R7, R8, R9 R10               |
| C4  | Lower income citizens, Hispanic citizens, and citizens age 65 and older had very similar channel preferences to the focus group participants in the original study, with Internet leading the way. These groups showed no major "digital divide" in their expectations for government Internet or other contact channels either now or in the future. | R1, R3, R4, R5, R6, R7, R8, R9, R10  |
| C5  | Lower income citizens, Hispanic citizens, and citizens age 65 and older have high expectations for Convenience, Competent Service, Easy-to-Locate Contact Information, and Successful Outcome.  | R1, R2, R3, R4, R6, R7, R9, R10      |
| C6  | The expected channel that citizens use to contact the government is again heavily dependent upon the reason for and the nature of the contact. Security is still a key expectation.   | R2, R6, R7, R8, R9, R10              |
| C7  | Citizens are again unaware of many existing government services and available channels including USA.gov (formerly FirstGov.gov, and 1 800 FED_INFO.  | R2, R6, R7, R9, R10                  |
| C8  | Expectations for use of USPS mail as a contact channel in combination with other channels rose for Phase 2 focus groups. Printed material is still important to citizens.   | R1, R3, R4, R5, R7, R8               |
| C9  | Citizens have expectations of a timely response when using Email.   | R3, R4, R8, R10, R11                 |
| C10 | Citizens again expected the government to "push" certain data and services to them and to make better use of consolidated data.   | R2, R9, R10, R11                     |
| C11 | Cell phone/telephone was seen as the channel with the most need for improvement, followed closely by Internet.  | R1, R2, R3, R5, R6, R8, R9, R10, R11 |
| C12 | The lowest income groups had the highest expectations for Internet, cell phone/telephone, and email versus other channels.  | R1, R2, R3, R6, R8, R9, R10, R11     |

### 3. Conclusions, Recommendations, and Areas for Further Research

This section is divided into two parts. The first part is the summary of conclusions based on MITRE's review of the findings and the research detailed throughout this report. The second part presents the recommendations MITRE has generated from these findings and conclusions. The conclusions MITRE has drawn apply only with regard to the participants in the focus groups and not necessarily to all citizens.

#### 3.1 Conclusions

GSA sponsored a series of focus groups to hear from citizens of targeted demographics what their preferred channels for contacting government are and what expectations they have for the services they receive over those channels. Daston hosted 121 individuals in 12 sessions. These were held in five cities across the nation. All of the following conclusions are mapped to the findings in Table 2-5 to allow reference back to the source focus group findings in this document.

From the focus group responses, MITRE found that, by and large, the conclusions from the original study were applicable to the Citizens interviewed in the Phase 2 study.

**C1: The current preference of lower income citizens, Hispanic citizens, and citizens age 65 and older is for using the Internet, and that expectation continues into the future. Expectations for Internet use by citizens age 65 and older rose for future contacts.**

The favorite channel overall was the Internet with the cell phone/telephone following close behind. However, this did again vary by type and reason of contact. For simple data and most transactions, the Internet was clearly on top. However, in expectations for specific complex/urgent/personal transactions the cell phone/telephone went slightly ahead of the Internet. The Internet channel is still not completely up to expectations for Convenience, Ease of Use, and Security for this group.

**C2: Citizens again expect to continue using all current channels to contact the government.**

The Internet has limitations such as the inability to express urgency or to interactively complete some transactions and interactions. This group of Citizens, as before in Phase 1, found that often the channels and technologies complemented and worked best for them in combination. For example, initial data and information gathered on the Internet may lead to a phone call to complete a question, an email to make an appointment, and finally an in-person visit to complete a passport or other service request. It is also considered less secure than other channels, particularly when compared with in-person visits. This again leads to a continued expectation by citizens to use multiple channels to contact the government.

**C3: Citizens again use a combination of contact channels for the most efficient and accurate contact experiences.**

Participants again used examples and said that they will seek the most basic information on the Internet, then make a more detailed contact via the cell phone/telephone or in

person. These citizens generally felt that, even if the Internet provides comprehensive information on a given topic, the presentation may limit their ability to find it all. Therefore, they will go to the Internet first and find as much information as possible on the subject, then make a phone call to the agency.

Others go to the Internet to find the forms they need to submit in person or to obtain a checklist of documents and information they will need to complete an in-person transaction. This was true particularly for the Passport, Medicare, and Disaster scenarios.

One further use of the Internet is to confirm, after a contact, information obtained during that contact, whether in person or over the cell phone/telephone. The Internet is generally viewed as an authoritative source of information.

**C4: Lower income citizens, Hispanic citizens, and citizens age 65 and older had very similar channel preferences to the focus group participants in the original study, with Internet leading the way. These groups showed no major “digital divide” in their expectations for government Internet or other contact channels either now or in the future.**

When Focus Group channel preferences are aggregated there was a clear expectation in this demographic to use the Internet, cell phone/telephone, and email in similar percentages as in the original study's sample. These groups showed no major “digital divide” in their expectations for government Internet or other contact channels either now or in the future. In fact, this group showed a stronger expectation for “other” channels in the future than the original focus groups from Phase 1. They expect more innovation, creative use, and combination of existing and new technologies than earlier groups with middle-age and higher income populations. They expect government to work to apply technology solutions to help them more easily communicate with the government.

**C5: Lower income citizens, Hispanic citizens, and citizens age 65 and older have high expectations for Convenience, Competent Service, Easy-to-Locate Contact Information, and Successful Outcome.**

One reason cited for this new shift in top contact expectations from Phase 1 data is that access to some of the preferred channels is more difficult and less convenient for these demographics. Many cited that while they have Internet or email access it may be at the house of a relative or at a public access terminal like a public library. These Citizens expect that these channels will be made more “Convenient.” Due to the difficulty in getting access to these preferred channels they in turn have higher expectations for Competent Service. They want to avoid repeating the contact and have easy-to-locate and direct information.

**C6: The expected channel that citizens use to contact the government is again heavily dependent upon the reason for and the nature of the contact. Security is still a key expectation.**

When the primary reason for reaching out to the government is for information or to complete a simple transaction (e.g., conducting a simple/non-urgent transaction in a Vacation scenario), the Internet is an overwhelming choice both now and in the future. As the complexity and urgency increase, the other options are more appealing. The need for accountability drives citizens to the cell phone/telephone and email (e.g., expressing

an opinion in a simple/non-urgent Highway scenario). Security concerns (e.g., solving a problem in a complex/urgent Passport scenario) lead citizens to sacrifice their own convenience and gladly make a personal visit to the passport office or post office. By supporting this approach, citizens feel they are preventing criminals from obtaining personal information or using unsecured channels to commit fraud. For solving complex/urgent problems that involve personal data, Privacy and Security doubled in importance as an expectation. The growing preference for “other” channels in the future was often driven by similar concerns and expectations.

**C7: Citizens are again unaware of many existing government services and available channels including USA.gov (formerly FirstGov.gov, and 1 800 FED\_INFO.**

Once again many existing services and capabilities of the Government to serve the Citizen are simply not known by the Citizen.

**C8: Expectations for use of USPS mail as a contact channel in combination with other channels rose for Phase 2 focus groups. Printed material is still important to citizens.**

While still a lower ranking channel as far as overall expectations and preferences as a sole contact channel, an interesting pattern emerged in regard to the Internet and USPS mail. Many in these demographics expressed a strong expectation to get supplemental printed material to review to augment the information available on Internet and other channels. The technology available to this demographic was not yet sufficient to meet all needs for reading and easy of access and many still expect paper availability to supplement the screen. This printed material channel was included in this study mostly in comments about USPS mail and “other” and emerged as still an important component or sub channel for this group.

**C9: Citizens have expectations of a timely response when using Email.**

Email is gaining more acceptance as an official, accountable and traceable contact channel. Comments were made that the information emailed would eventually be sent to the correct place within, and by, the government once sent to a government email system. Email has a rising expectation for a quick response.

**C10: Citizens again expected the government to “push” certain data and services to them and to make better use of consolidated data.**

This desire for proactive government agencies again surfaced as participants recognize that the government has accumulated data that can be consolidated to better serve the Citizen. However, Security concerns were again expressed. The expectation for this group was that the government would do a better job on Internet and general data security in the future. Expectations for security doubled in this Phase 2 research.

**C11: Cell phone/telephone was seen as the channel with the most need for improvement, followed closely by Internet.**

Intergraded Voice Response (IVR) and other call routing automation services generated low expectations. Many Citizens responded that they were frustrated by these technologies and were often routed in circles and did not find them easy to use or effective. Strong preferences were voiced for direct agent contact, interactive Web, and

other technologies to avoid or somehow improve these telephone routing and automated data systems. Internet improvements were centered on Convenience, Easy-to-Locate Contact information, and more interactive interactions.

**C12: The lowest income groups had the highest expectations for Internet, cell phone/telephone, and email versus other channels.**

The technology is truly gaining acceptance and penetration in lower income citizens, Hispanic citizens, and citizens age 65 and older. Citizens in all groups have high performance expectations for these channels as well as specific needs for Convenience and ease of access. They have strong expectations for improvements to make these channels more accessible, effective, and useful to them.

## 3.2 Recommendations

The following recommendations are mapped to the conclusions in Table 2-6 to allow reference back to the source focus group findings and conclusions in this document. Text in ***bold Italics*** below was specifically prioritized by Citizens based on information in this Phase 2 study. Based on its current and past Phase 1 and Phase 2 analysis of citizens' service-level expectations, MITRE recommends that the government consider the following:

- R1.** Develop and emphasize performance measures for ***Availability, Competent Service, Timely Response, Convenience,*** and Courteous Service in contact services. Make better use of best practice benchmarks and interagency performance standards.
- R2.** ***Promote the availability of 1-800-FED-INFO and USA.gov to the American public.***
- R3.** ***Make access to government services more convenient*** by expanding the options (e.g., through Internet-based services) for citizens who try to reach offices and call centers when they are closed, for minorities, and for Citizens who have limited access to technology.
- R4.** Provide citizens with continued access, in addition to Internet, through the cell phone/telephone, ***through printed materials,*** and through government offices.
- R5.** Develop and refine citizen relationship management strategies, data sharing, and other technologies to allow ***better cross-channel overlap and coordination*** in order to support and respond to citizens. ***Continue to make information security a priority.***
- R6.** ***Make government contact information easy to locate.*** Organize and present it in a way that is meaningful to the citizens (e.g., not necessarily just by government organization, context, and structure).
- R7.** ***Promote the availability of services—state, local, and federal—from one Internet location;*** provide citizens with contact information for other appropriate contact channels to obtain those services.
- R8.** ***Tailor channels and services*** to best address the expectations and needs of citizens engaged in specific transactions or trying to resolve specific problems. ***Make access opportunities easier and more “One Stop” for citizens.***
- R9.** Redesign informational government Web sites to be more interactive, with advanced outreach and response confirmation capabilities. Understand that all Citizens are now

using technology and have expectations based on commercial transactions. ***Provide more features for Citizens with visual and other physical limitations.***

- R10. *Start planning now for newer technologies (e.g., smart phones) and innovative use of existing technologies*** and to devise strategies for display and search functions. In order to prepare for future implementations of new or improved contact center strategies for their organizations' missions, government agencies should consider today's expectations in light of the contact methods citizens will be using in the future, the types of technology to which they will be exposed (both in the public and the private sectors), and the likely needs of the population in the future. ***The age and diversity demographics will continue to shift and highlight the needs of this population as their numbers increase in the near future.***
- R11. *Ensure that proactive options are considered when designing strategies for Citizen contact.*** This study indicates that Citizens are open to the Government using previously obtained information or voluntarily submitted information in an integrated way as the basis for notifying them about eligibility or changing situations regarding government services.

### 3.3 Areas for Further Research

- **Future research about citizens' be done with regular intervals for focus groups and also with focused Citizen surveys with larger sample sizes.** Technology acceptance and usage is advancing and changing rapidly in all Citizen segments. Focus group work should continue on a regular basis. In addition, a focused analysis of the trends provided in these Phase 1 and 2 studies provides a solid basis to define a set of coordinated and focused Citizen surveys to supplement these focus group results. These future samples could statically confirm some of the key trends gathered in these Citizen expectation focus groups and studies.
- **The impact of the Americans with Disabilities Act (especially Section 508) on contact services.** Further study should consider how service features optimized for disabled population segments, particularly over automated systems such as the Internet, have affected the disabled and non-disabled populations' satisfaction with services. This is supported by participants' references to physical limitations. Those citations included arthritis, hearing challenges and limited vision and were generally third-person references; disabled citizens were not proportionately represented at the focus groups. As Americans grow older at an increasing rate, the impact of physical challenges will become more prevalent and will require new and innovative solutions.
- **MITRE also suggests that future research about citizens' contacts further define the value of meeting specific Citizen's Expectations.** Meeting Citizens expectations and providing good citizen service produces value that can be quantified. There is very limited data available now on specific value generated by these improvements in quality and citizen satisfaction. Documenting this value would help the government focus its efforts and improvements on the areas with the highest value to the Citizen.
- **MITRE also suggests that future research about citizens' contacts also work to distinguish among some more details, like the channels being used by type of application, data, communication, and platform.** Many Citizens reported a high level of

interaction and cross channel use in the way they contacted and interacted with government. They also expressed an expectation that the government would make better use of some of the information collected on the citizens to remove redundancies and proactively provide services. This cross platform information will become more important as implementations of systems that better integrate computers, cell phone/telephones, and other technology, with Internet begin to provide access to multiple concurrent channels for interactive communications. For example, many agencies are providing more ways to have interactive communications like web chat along with the classic phone and email support.

## Appendix A. Expectation Code Phrase Scoring Methodology

This appendix supplements Section 1.3, Approach, with more information on the mapping of expectations and the code phrase scoring methodology used to build the citizen expectations database. It presents an overview of the design of the focus groups and how the code phrase methodology was applied and used in tabulations.

Figure A-1 provides an overview of the processes and data sources for the implementation of the methodology. In this figure, the scribe notes and the expectations database are highlighted in a box to show the location of the expectations mapping and code phrase scoring methodology in the process. As shown, MITRE's report is based on the results of the code phrase analysis and scoring.

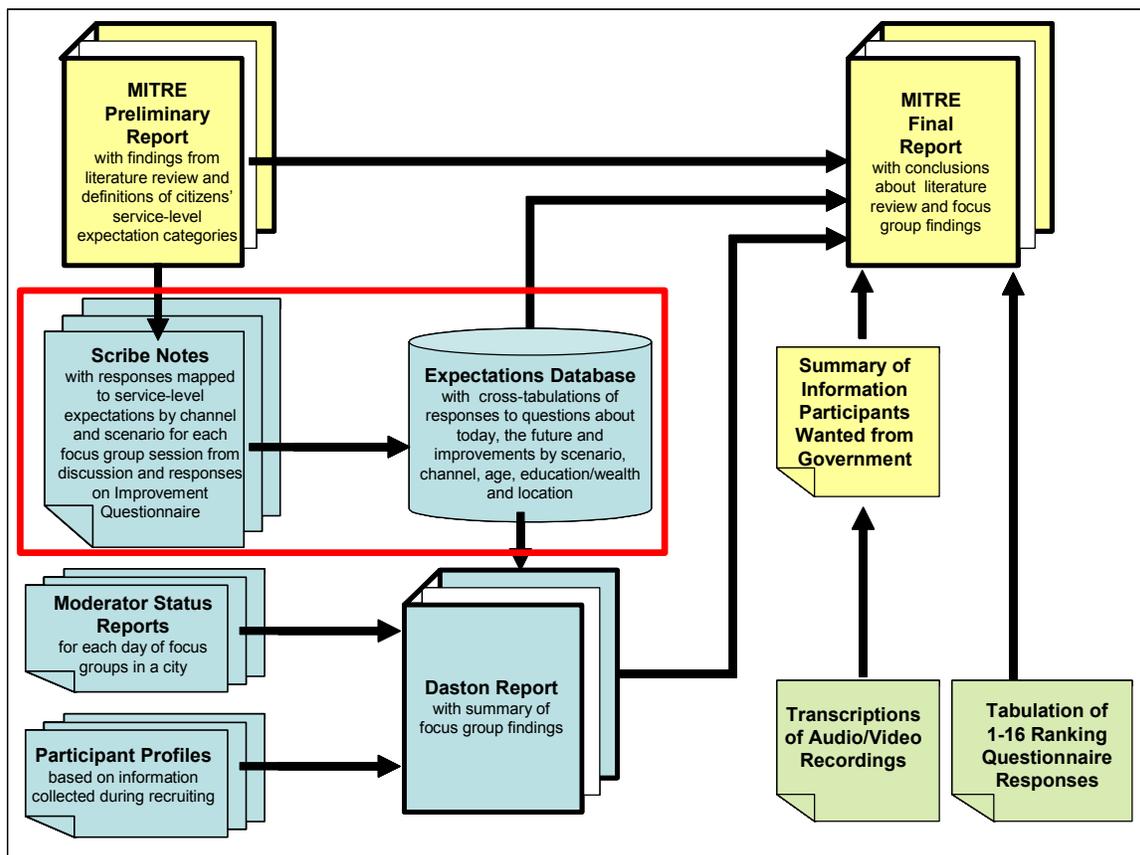


Figure A-1. Overview of the Processes and Data Sources for the Implementation of the Methodology

### A.1 Design Focus Groups and Code Phrase Analysis

The primary objective of the focus group sessions was to gather qualitative information on the service-level expectations of people who contact government and the channel(s) they use to make contact. To seed discussions in the focus groups, an approach was developed that incorporated various scenarios involving different reasons for, and natures of, contacts with government. Scenarios also were used to support analysis to determine whether, and how,

preferred channels for contact and service-level expectations varied along those baseline reason and nature of contact parameters. The scenarios were not important in and of themselves. They simply represented possible situations in which citizens realistically might contact government for a given reason and degree of urgency.

In order to collect and organize the citizens' responses, a methodology had to be applied to:

- Control the scope of the effort
- Identify key expectations in all sessions
- Accurately record the number of times, and when, participants voiced specific expectations in the focus group process

Daston implemented a code phrase methodology to identify, record, and analyze the responses.

Written moderator guides provided the key guidance for moderators in the field. They contained instructions for the moderators of all of the focus group sessions. The instructions were configured by location, by session (A versus B), the set of scenarios covered, and the flow of questions within each scenario. Participants responded to the questions in the moderator guide as well as to questionnaires supplied by GSA.

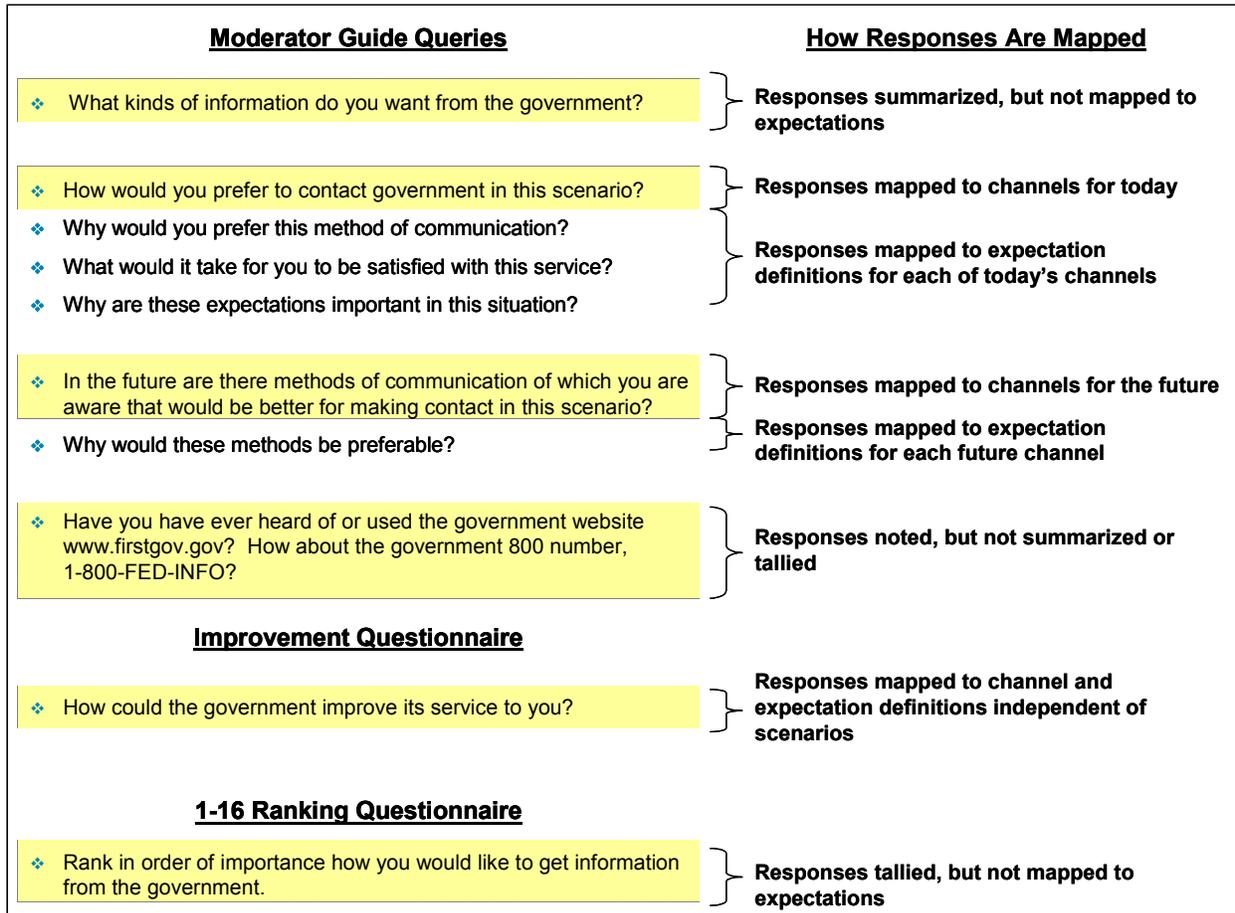
The approach included several questions per scenario. The questions were intended to provoke discussion about the channels participants would use and the levels of service they would expect today and in the future.

Another objective of the focus groups was to explore how differences in service-level expectations might change over time. Two approaches were used to explore these changes over time. The first approach involved asking participants what methods of contact they would like to use today and in the future and what their service-level expectations for those methods would be. The second approach involved looking at the differences in responses across demographic characteristics (i.e., age, education, and household income) and comparing them to trends in the U.S. population from previous literature research. Participation requirements for each session varied along demographic characteristics. Table 1-2 in the body of this report shows the mapping of these two approaches to the design of the focus group sessions, to the scenarios used at each session, and to the demographic mapping of the citizens to the focus groups.

In addition to information covered in the scenarios, additional information was obtained from the participants during the sessions:

- At GSA's request, a question regarding the kinds of information participants wanted to get from government was added to the beginning of the question series for each focus group session. These results were not included by Daston in the code phrase database process.
- Two paper questionnaire forms, developed by GSA, also were included in the sessions. One form, the "Improvement Questionnaire," which asked participants to indicate how government could improve its service to them, was included in the code phase process and the resulting database. The other form, the "1-16 Ranking Questionnaire," which asked participants to rank, in order of preference, sixteen different communication channels, was not included in the code phase process or database.

Figure A-2 shows all of the questions asked of the participants.



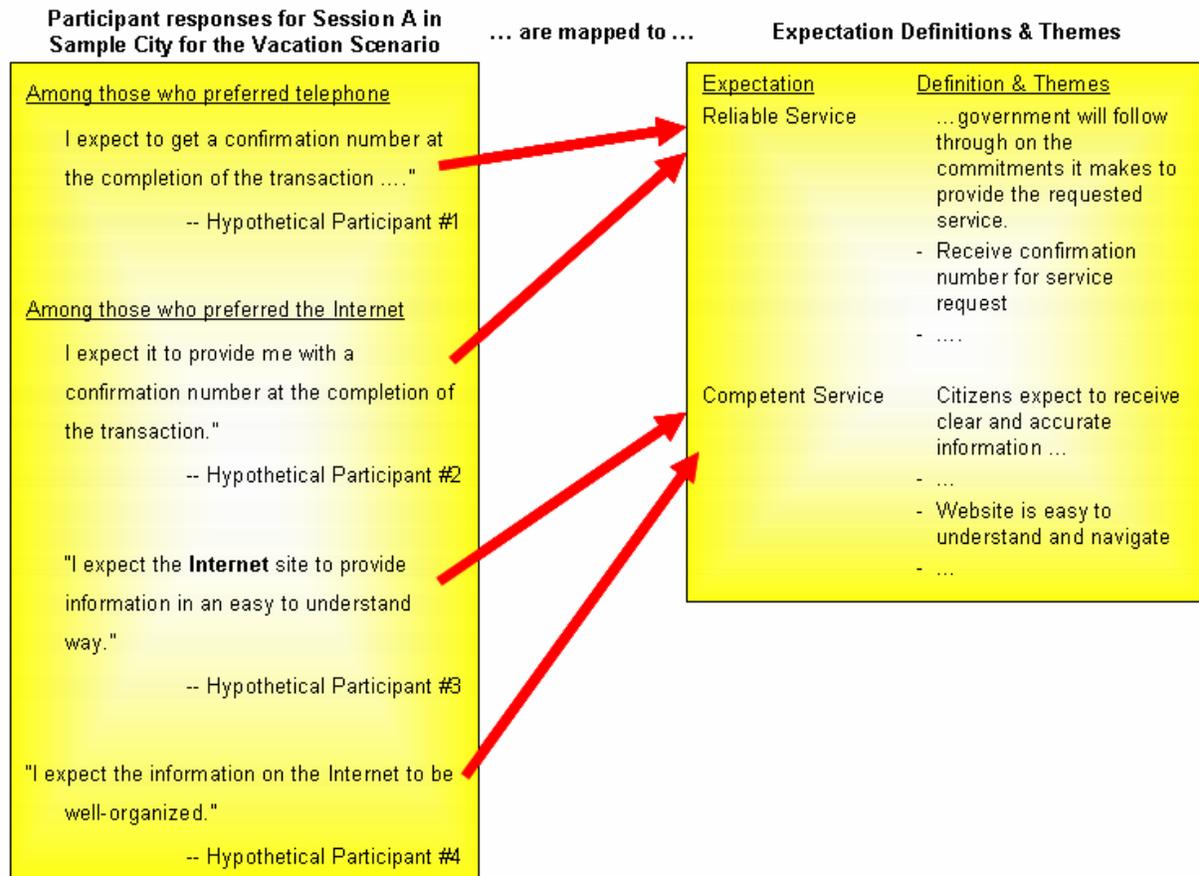
**Figure A-2. Questions Asked of Focus Group Participants**

The scribe recorded participants' responses to every question for every scenario during each focus group session. The scribe mapped the responses contained in the scribe notes and those in the completed improvement questionnaires to the service-level expectations defined by MITRE (see Table A-1 for MITRE's abbreviated definitions, and Figure A-3 for a sample of responses mapped to service-level expectations). As the scribe mapped the responses, he or she identified additional themes associated with the service-level expectations.

**Table A-1. Service-Level Expectations, MITRE Definitions, and Corresponding Themes Associated with Service-Level Expectation Categories Identified by Daston**

| Service-Level Expectation Category | MITRE Definition   | Themes/Concepts Identified by Daston  |
|------------------------------------|--|---|
| Competent Service                  | Citizens expect to receive clear and accurate information and that the government to be able to provide the services citizens expect. For automated services, competence also means that tasks are easy and understandable to the citizen. | <ul style="list-style-type: none"> <li>• Receives clear and accurate information</li> <li>• Web site is easy to understand and navigate</li> <li>• Web site provides required information</li> <li>• Contact is articulate and communicates clearly</li> <li>• Contact is a knowledgeable source</li> </ul> |

| Service-Level Expectation Category | MITRE Definition  | Themes/Concepts Identified by Daston  |
|------------------------------------|---|---|
| Timely Response                    | Citizens expect that their service requests will be addressed within acceptable amounts of time.  | <ul style="list-style-type: none"> <li>• Response to request received in time quoted</li> <li>• Prompt response</li> </ul>  |
| Convenience                        | Citizens expect the government to provide services during the hours and at the locations convenient to citizens.  | <ul style="list-style-type: none"> <li>• Accessible by more than one means (e.g., Web site and phone)</li> <li>• 24-hour customer service</li> <li>• On-line presence</li> </ul>  |
| Courteous Service                  | Citizens expect to be treated with common courtesy.   | <ul style="list-style-type: none"> <li>• Prompt and respectful service</li> <li>• Contact is friendly and polite and gives the impression that they care to help citizen</li> <li>• Transfer, if made, is to appropriate contact</li> </ul>   |
| Easy-to-Locate Contact Information | Citizens expect that government contact information (e.g., addresses and phone numbers) will be located where they are most likely to find it (e.g., in phone books, on Web sites, and in government publications).   | <ul style="list-style-type: none"> <li>• Contact information clearly noted and referenced</li> <li>• Ability to access local information, such as phone numbers and address</li> <li>• Expect to find the number in the phone book</li> </ul>                                       |
| Reliable Service                   | Citizens expect that the government will follow through on the commitments it makes to provide the requested services.  | <ul style="list-style-type: none"> <li>• Receive confirmation of service or request</li> <li>• Email confirmation preferred for services</li> </ul>   |
| Privacy and Security               | Citizens expect that the government will protect their personal information and not share it unlawfully.  | <ul style="list-style-type: none"> <li>• Privacy of information provided will be protected</li> <li>• Internet security of personal information provided</li> <li>• Web site secure from hackers</li> </ul>   |
| Successful Outcome                 | Citizens expect that the government will complete the service as expected by the citizens.  | <ul style="list-style-type: none"> <li>• Receive the information and/or service expected</li> <li>• Obtain all desired information on first contact</li> </ul>  |
| Consistent Response                | Citizens expect that they will receive the same response from the government regardless of the channels they use for contact.   | <ul style="list-style-type: none"> <li>• Information provided is consistent, regardless of contact or method of contact</li> </ul>  |
| Availability                       | Citizens expect that they will successfully make contact using the contact information they have.   | <ul style="list-style-type: none"> <li>• Citizens expect that they will successfully make contact using the contact information they have</li> </ul>  |
| Social and Ethical Responsibility  | Citizens expect that the government will act in the interests of the citizens, and that the government will provide mechanisms (e.g., guarantees of freedom of the press) to ensure that citizens can monitor the government's exercise of that responsibility. | <ul style="list-style-type: none"> <li>• Expectation that the government will act in the interest of the citizens</li> <li>• Government will provide mechanisms (e.g., guarantees of freedom of the press) to make citizens aware of lapses in fulfilling responsibility</li> </ul> |
| Fair Treatment                     | Citizens expect to receive the same level of service (e.g., courtesy and response) as all other citizens.   | <ul style="list-style-type: none"> <li>• Each citizen expects to receive the same level of service (e.g., courtesy and response) as every other citizen</li> </ul>  |



**Figure A-3. How Participant Responses Are Mapped to Service-Level Expectations**

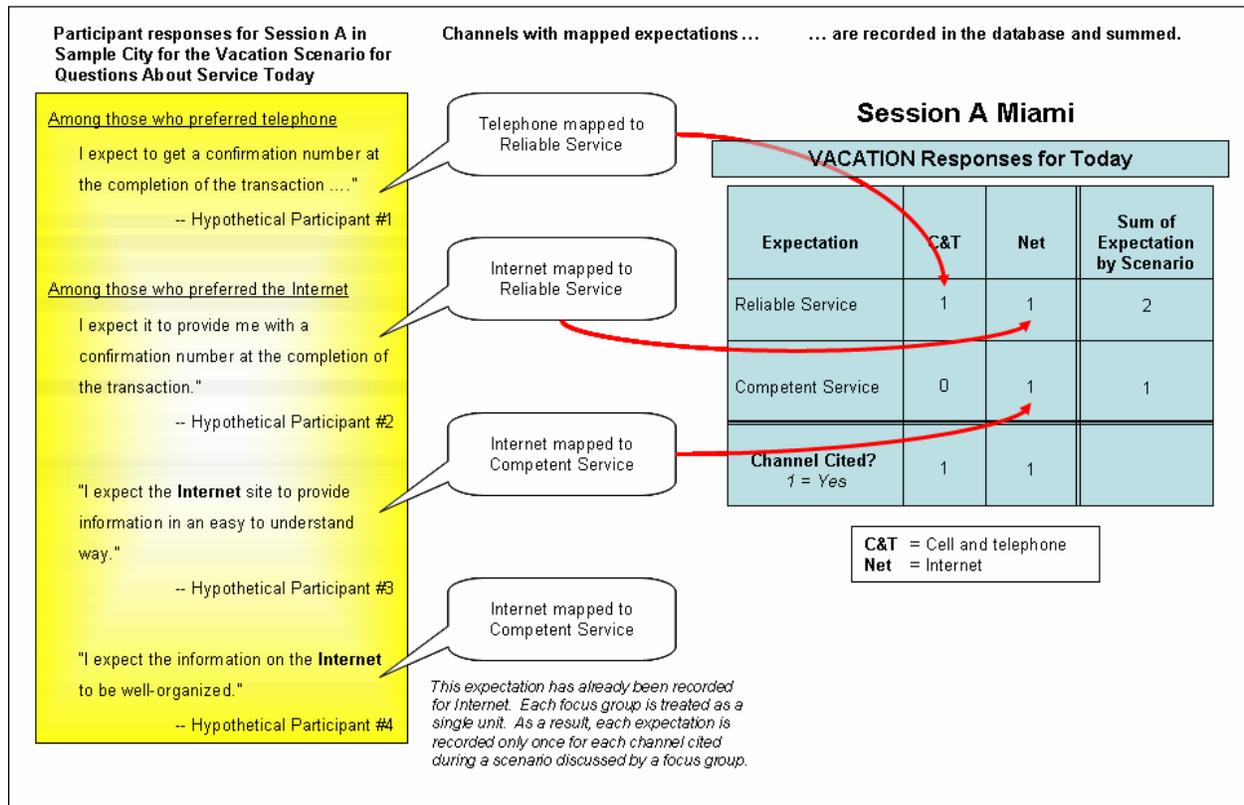
The scribe used the expectations database to record the responses from each session for each scenario and for the set of improvement questionnaires collected. Mapped responses from a session for a particular scenario's questions about service were recorded on a database worksheet designated for the city (e.g., Miami). The worksheet was divided into several areas organized by session (e.g., A), question type (e.g., today, future, or improvement questionnaire), and scenario (e.g., vacation). Data tables within each area had columns labeled with six different channel categories (i.e., cell phone/telephone, Internet, in-person visits, email, postal mail, and other) and rows labeled with each of the twelve service-level expectation categories.

The scribe recorded the channel-expectation mappings found in his or her notes to the set of questions about channels preferred and service expected (see Figure A-3):

- When the scribe identified an expectation associated with a channel in his or her notes (e.g., cell phone/telephone mapped to reliable service) for the first time, he or she recorded a "1" in the cell at the intersection of the appropriate channel column and expectation row.
- When the scribe encountered the expectation associated with a channel that was already recorded, he or she did not record it again for that cell.

The database then summed the total number of channels associated with each expectation. For example, in Figure A-4 below, reliable service was associated with two channels (i.e., cell phone/telephone, and Internet), so a “2” is located in the cell under the column labeled “Sum of Expectation by Scenario” in the row labeled Reliable Service.

The database also indicated whether a channel was cited by the focus group during the discussion of a scenario. In Figure A-4, both cell phone/telephone and Internet were identified in the scribe notes. Thus, a “1” (indicating that a cell or telephone contact was reported by at least one participant) is contained in the row labeled “Channel Cited?” under the column labeled “C&T.”



**Figure A-4. How Participant Responses Were Recorded in the Expectations Database**

When the scribe finished recording all the responses to questions about today for a given scenario, he or she then repeated the same process for the responses to questions about the future. Once the scribe finished recording the responses for a scenario, he or she repeated the same process for the other scenarios discussed during the session. The same process was used for recording responses to the improvement questionnaires, except that these responses were not tied to any scenario.

During the execution of the focus groups, GSA tallied the responses to the “1-16 Ranking Questionnaires” for each focus group session and provided transcription services for each focus group session based on audio and video tape recordings. MITRE later used the transcripts to summarize the responses to the question, “What kinds of information would you like to get from government?” and to spot check the scribe notes.

During the execution of the focus groups, the Daston team obtained the profiles of the participants based on the questions contained in the screeners, which were used during the recruiting process. Daston gave MITRE a subset of that information, along with the scenarios run during each focus group and status reports from the moderators on issues encountered during the sessions. MITRE used profile and scenario information, along with any changes to the moderator guide, in the status reports to GSA.

Video and audio recordings of all focus group sessions, including the pilot, were taken to back up the scribe notes. The audio recordings were transcribed so that additional analysis of the responses could be done at a later date, if desired. Transcripts of the sessions were made available to GSA, MITRE, and Daston.

## A.2 Analyze and Summarize Participant Responses

In addition to summarizing focus group responses by session, MITRE and Daston used the responses recorded in the expectations database to tabulate the responses across focus groups by their design elements (i.e., scenario, channel, and demographic characteristics [age, education level, household income, and location]). These tabulations were used as the basis for the rankings of channels and expectations found in Section 2 and to build the summary calculation tables included in Appendix D. Specific detailed information was summed from the database according to the element of interest. For example, to determine the ranking of expectations for the rare and serious illness scenario, the following steps would be taken:

- Identify all sessions that ran the rare and serious illness scenario using Table 1-2. These were:
  - The Pilot session and the 6:00 PM and 8:00 PM sessions in New York
  - The 6:00 PM session in Miami
  - The 6:00 PM and 8:00 PM sessions in Kansas City
  - The 6:00 PM session in Houston
- Tabulate the sums of each expectation from each of the aforementioned sessions from the appropriate worksheet in the expectations database.

MITRE spot checked the algorithms in the database against this methodology and established a corresponding MITRE database. In doing so, MITRE validated the algorithms and data in the Daston database.

MITRE reviewed the transcripts from each of the sessions and created the Table of Quotations found in Appendix E. We also requested that Daston summarize the responses to the question, “What kinds of information do you want from government?” contained in the answers to the paper-based questionnaires distributed at the end of each session. (see Appendix C).

## Appendix B. Daston Report

# *Citizen Expectation Focus Groups*

## *Volume I: Results Summary Report*

*Prepared for:*

*MITRE Corporation*

*Prepared by:*



*January 5, 2007*

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## 1 INTRODUCTION

MITRE Corporation (MITRE) engaged Daston Corporation to plan and deliver a series of focus groups in collaboration with MITRE and the United States General Services Administration (GSA). The data and session results were to be collected and analyzed to augment the existing data on citizen expectations when contacting federal agencies across multiple channels of communication for their services.

## 2 PROJECT OVERVIEW

The following is an overview of the Daston Corporation's focus group project. The project consisted of the development and delivery of 12 focus groups, including a pilot group, executed in 5 major cities across the United States. The project also included the collection and analysis of participant demographic data, session summary results, and the supporting audio and video tapes from all 12 focus groups.

### 2.1 BACKGROUND

MITRE is currently undertaking a follow-on study of citizen expectations when contacting agencies across multiple channels for their services. This follow on study is sponsored by GSA and is a supplement to the original study work completed in 2005 and reflected in their report called *Citizens Service -Level Expectations* dated November 1, 2005. This follow-on study again supports a larger initiative aimed at helping government agencies improve citizen services and satisfaction. In conducting the original citizen expectation study, MITRE has completed the initial research on the subject and based on that effort, MITRE is updating its findings to include additional demographics of citizens who contact the government but were not included in last year's effort.

GSA and MITRE are interested in assisting agencies plan future technology decisions and implementations by examining technology trends as well as the factors underlying current behavior. For this follow-up work, MITRE is seeking to collect qualitative information through additional citizen focus groups. As in the prior study MITRE is interested in the channels used for contact; the reasons for selecting the channels; the channels citizens may want to use in the near future; and their expectations for satisfaction in the present and future.

While the 2005 focus groups captured the desired information from a demographic sample that represented a highly significant percentage of citizens who use government services, GSA wants to complete its study by isolating three new demographics that represent citizens not studied in the 2005 focus groups. These demographics include the Hispanic population, citizens over the age of 65, and low income individuals whose family income is less than \$30,000.

## 2.2 PROJECT OBJECTIVES

The overall project objective was to provide additional qualitative information through a series of focus groups with a defined demographic for participants in cities across the United States to support existing data on citizen expectations for MITRE's current study and the design and execution of future surveys. MITRE was interested in research about: 1) the impact of the adoption of newer technologies, by both younger and older generations, on future technology requirements in government contact centers; 2) the factors underlying the current preferences for channels of contact; 3) the public's security and privacy concerns when deciding how to contact a government agency, and 4) the public's awareness of available channels and methods of contact. Given the direction to conduct a defined set of focus groups and the research interest above, the project objectives included the following:

- Design and develop a focus group methodology to deliver one pilot focus group and eleven subsequent focus groups to collect a subset of qualitative information to support MITRE's citizen expectations study.
- Develop and design a recruitment strategy that will deliver a minimum of 8 to 10 participants at each focus group that represent identified demographics from the supportable number of locations.
- Review the 2005 moderator guide to determine if it could be used with the current focus groups and provide comparable results to last years focus groups.
- Deliver electronic data base that serves as the repository of all data collected in the focus group.
- Develop and deliver a written report on the focus group project results.

## 3 PROJECT APPROACH

Daston designed and developed a project approach that leveraged the collaboration desired by MITRE and GSA and an experienced team that Daston formed to deliver the project. Daston's team included an experienced project manager, two moderators who were seasoned organization development experts with years of focus group experience, one additional staff member to support data collection, and Shugoll Research, a national industry leader in focus group recruitment. The project approach had three tasks: 1) Project Initiation; 2) Focus Group Methodology Design and Development; 3) Focus Group Execution.

### 3.1 PROJECT INITIATION

Daston initiated this project with a series of meetings in the first week after the project award with key individuals from MITRE and GSA. In these initial meetings the Daston/MITRE/GSA team agreed upon the five cities where the focus groups were to be delivered, confirmed the new demographic segments, obtained updated relevant information on the supplement to the citizen services level expectation study agreed to a project management approach; agreed to regular status meetings; and begin the discussion on project design.

## 3.2 FOCUS GROUP DESIGN

The key step in this project was the design of a focus group methodology that mirrored the successful delivery of the focus groups accomplished in 2005. To be successful, Daston needed to recruit focus group participants in designated cities; conduct the focus groups; deliver all focus groups within the timeframes determined; and collect, analyze and report the data obtained through the focus group sessions. This was accomplished by developing a focus group methodology that;

- Augmented and supported the objectives of MITRE's broader study on citizen expectations;
- Defined population segments and locations with the desired focus group demographics;
- Developed a moderator guide for focus group questions, and question sequencing to successfully obtain the specific and in-depth information desired; and,
- Developed a data collection approach to collect demographics and focus group results.

### 3.2.1 Research Objectives

The first step was to refine the research objectives of the Citizen Service Expectation Focus Group effort. The basis for the focus groups was the augmentation of research that MITRE and Daston accomplished in the 2005 focus groups. As in the 2005 study those research objectives included the following:

- Validation of the citizen expectations identified in MITRE's *Citizen Service-Level Expectations* study;
- Understanding the relationship, if any, between expectations and reason for contact with the government;
- Understanding the relationship between expectations and the nature of contact with government;
- Understanding whether government can predict future citizen expectations based on assumptions about population and technology trends; and
- Determining why certain channels for contact are preferable under specific circumstances.

### 3.2.2 Focus Group Demographics

The key variables considered in the demographics segmentation process were age, income, and education. MITRE and GSA agreed to an age demographic for participants that spanned from 18 to over 65 years old. The income demographic was stratified by annual household income (Less than \$30,000, \$30,000 to \$49,999, and over \$50,000). The education demographic was split between the minimum of a high school degree with some college, and a college degree. The income and education demographics varied by city.

MITRE and GSA segmented the demographics differently for certain focus groups. Tables 1 through 6 below describe these demographics in more detail per city and group.

**Table 1: Pilot Group – New York**

| <b>Demographic Segment</b>     | <b>Low Income</b>   |
|--------------------------------|---|
| <b>Age</b>                     | <b>45-64</b>  |
| <b>Annual Household Income</b> | <b>&lt;\$30,000</b>   |
| <b>Education</b>               | <b>Minimum of High School Diploma; Some College no Four Year Degree</b> |

**Table 2: Focus Group – New York**

| <b>Demographic Segment</b>     | <b>Over 65</b>                     | <b>Hispanics</b>                             |
|--------------------------------|------------------------------------|--|
| <b>Age</b>                     | <b>65+</b>                         | <b>30-44</b>                                 |
| <b>Annual Household Income</b> | <b>&gt;\$50,000</b>                | <b>\$30,000 - \$49,999</b>                   |
| <b>Education</b>               | <b>Minimum High School Diploma</b> | <b>Minimum of a Four Year College Degree</b> |

**Table 3: Focus Group – Miami**

| <b>Demographic Segment</b>     | <b>Over 65</b>  | <b>Low Income</b>                            | <b>Hispanic</b>                    |
|--------------------------------|---|--|------------------------------------|
| <b>Age</b>                     | <b>65+</b>  | <b>45-64</b>                                 | <b>30-44</b>                       |
| <b>Annual Household Income</b> | <b>\$30,000 - \$49,999</b>  | <b>&lt;\$30,000</b>                          | <b>&gt;\$50,000</b>                |
| <b>Education</b>               | <b>Minimum of High School Diploma; Some College no Four Year Degree</b> | <b>Minimum of a Four Year College Degree</b> | <b>Minimum High School Diploma</b> |

**Table 4: Focus Group – Kansas City**

| <b>Demographic Segment</b>     | <b>Over 65</b>                     | <b>Low Income</b>                 |
|--------------------------------|------------------------------------|-----------------------------------|
|                                | <b>Age</b>                         | <b>65+</b>                        |
| <b>Annual Household Income</b> | <b>&lt;\$30,000</b>                | <b>&lt;\$30,000</b>               |
| <b>Education</b>               | <b>Minimum High School Diploma</b> | <b>Minimum 4Yr College Degree</b> |

**Table 5: Focus Group – Houston**

| <b>Demographic Segment</b>     | <b>Hispanics</b>                  | <b>Low Income</b>                          |
|--------------------------------|-----------------------------------|--|
|                                | <b>Age</b>                        | <b>18-29</b>                               |
| <b>Annual Household Income</b> | <b>\$30,000 - \$49,999</b>        | <b>&lt;\$30,000</b>                        |
| <b>Education</b>               | <b>Minimum 4Yr College Degree</b> | <b>Some College, No 4yr College Degree</b> |

**Table 6: Focus Group – Seattle**

| <b>Demographic Segment</b>     | <b>Over 65</b>                    | <b>Low Income</b>                          |
|--------------------------------|-----------------------------------|--|
| <b>Age</b>                     | <b>65+</b>                        | <b>18-29</b>                               |
| <b>Annual Household Income</b> | <b>&gt;\$50,000</b>               | <b>&lt;\$30,000</b>                        |
| <b>Education</b>               | <b>Minimum 4Yr College Degree</b> | <b>Some College, No 4yr College Degree</b> |

Although the recruiting for the focus groups was conducted locally, the recruiters tried to deliver a mix of participants by gender of 50% men and women and a racial and ethnic mix that reflected the local population demographics. In addition to the characteristics of the groups listed above, focus groups participants must have had the following attributes to be included in the groups:

- Must use a computer with internet access at least once per week; and
- Must have contacted the government, local, state or federal, for some reason other than paying taxes, within the past two years.

Additionally, individuals were excluded from participation in the focus groups for the following reasons:

- Employed by a market research firm, advertising or public relations agency, radio or TV stations, magazine or newspapers, or local, state or federal government; or
- Attended a focus group discussion in the past six months.

### **3.2.3 Focus Group Location**

Given the locations for the focus groups in 2005 which included eight cities across the United States GSA and MITRE wanted to replicate the geographical diversity in its current study as much as possible. Therefore, five cities were selected covering four areas of the U.S. including the East, the South, the Midwest, and the West. As for the demographics these were predetermined by GSA and MITRE before the project award and initiation and were based upon existing holes in their research.

A pilot focus group was held in New York, New York on October 10, 2006. The objective was to provide an opportunity to test the draft methodology, allow for MITRE and GSA observers to attend the session at a more accessible location, and provide time

to revise the methodology prior to executing the other focus groups. The locations and dates of the focus groups are listed below:

- New York, New York – October 12, 2006
- Miami, Florida – October 26, 2006
- Kansas City, Kansas – November 2, 2006
- Houston, Texas – November 7, 2006
- Seattle, Washington – November 9, 2006

### 3.2.4 Moderator Guide

A draft moderator guide was developed for the pilot focus group, and then it was refined and finalized to support the subsequent focus groups in the five (5) locations across the United States. The final Moderator Guide is included in Appendix A.

The moderator guide was designed to assure that the requested information was obtained from each group, in a consistent fashion, in order to have some confidence in the delivery of reliable results among all focus groups. The moderator guide included the following:

- Designed and sequenced questions to obtain the specific and in-depth information supporting the research objectives for the project outlined by MITRE and GSA;
- Specific follow-on questions for increased qualitative understanding; and
- Specific outline and timeline for the focus group regarding purpose, duration, confidentiality, notice of being recorded, etc.

Daston used the six scenarios<sup>7</sup> that were developed in the 2005 focus groups. They included the following:

- ***Vacation Scenario*** – planning a vacation in the next six months at a National Park facility;
- ***Highway Scenario*** – interstate highway in community is being repaired and it's causing tremendous traffic congestion throughout the day;
- ***Disaster Scenario*** – a natural disaster has just hit the area and caused considerable damage;
- ***Passport Scenario*** – presented with an opportunity to travel to a foreign country in the next month and need to obtain a passport;
- ***Medicare Scenario*** – about to turn sixty-five, live alone, would like to get information about government benefits; and
- ***Rare and Serious Illness Scenario*** – loved one contracted a rare and potentially fatal disease, medical resources exhausted, and no one is able to diagnose the disease.

These scenarios were developed based on citizens' reasons for contact and the nature of that contact. The questions sequenced in these scenarios were designed to elicit information from the participants as to citizen's expectations about the quality of service they expect to receive through different channels of communication for the government services described in those scenarios. The following table shows the relationship between the scenarios and the reason for contact and the nature of contact.

**Table 7: Moderator Guide Scenarios**

| <b>Scenario</b>                   | <b>Reason for Contact</b>    | <b>Nature of Contact</b>                |
|-----------------------------------|------------------------------|---|
| <b>Vacation</b>                   | <b>Conduct a Transaction</b> | <b>Simple-Non-Urgent</b>                |
| <b>Highway</b>                    | <b>Express an Opinion</b>    | <b>Simple-Non-Urgent</b>                |
| <b>Disaster</b>                   | <b>Get Information</b>       | <b>Simple-Urgent</b>                    |
| <b>Passport</b>                   | <b>Solve a Problem</b>       | <b>Complex-Urgent</b>                   |
| <b>Medicare</b>                   | <b>Get Information</b>       | <b>Complex-Non-Urgent-<br/>Personal</b> |
| <b>Rare &amp; Serious Illness</b> | <b>Solve a Problem</b>       | <b>Complex – Urgent -<br/>Personal</b>  |

### 3.2.5 Recruitment

Daston worked with Shugoll Research to assist in the project design with respect to the participant recruitment strategy. Once the locations for the focus groups were finalized and the participant demographics were identified, Shugoll executed their recruitment strategy. This strategy had the following assumptions to maximize recruitment effectiveness:

- Recruiting from the general consumer population, within the prescribed demographics;
- Assuming that the qualifying incidence for each group would not fall below 50%;
- Recruiting 12 participants for each group to assure a minimum of 8 to 10 would attend;
- Providing the appropriate monetary incentive to attendees;
- Providing food for participants when focus groups were scheduled around meal times;
- Defining criteria for participation as tightly as possible; and
- Using appropriate facilities that adequately support focus group delivery.

The recruitment process was done by the local facilities in the national network of focus group facilities, who were working from established data bases built through advertising. Given the demographics of the citizens which MITRE and GSA outlined, participants were recruited by these facilities in the five specified cities. The instrument used to recruit participants with the required demographics was the focus group screener. Three focus group screeners were developed using as a basis the agreed upon participant demographics described in Section 3.2 of this report. These included: 1) one for the Hispanic focus group; 2) one for the over 65 years old focus group; 3) one for the low income focus group. Those screeners are included in Appendix B.

### 3.3 DATA COLLECTION

The data collection involved reviewing the scribe notes and interpreting comments from participants that referred to citizen expectations, assigning a particular citizen expectation and then translating that data into the data base. The following table represents the guide used by the scribe to translate notes accumulated during the sessions into data on citizen expectations.

**Table 8: Citizen Expectations Data Translation Guide**

| <b>Expectation</b>                          | <b>Associated Themes/Concepts</b>  |
|---|--|
| <b>Easy-to-locate (contact information)</b> | <ul style="list-style-type: none"> <li>• Contact information clearly noted and referenced</li> <li>• Ability to access local information such as phone numbers and address.</li> <li>• Expect to find the number in the phone book.</li> </ul>   |
| <b>Convenience</b>                          | <ul style="list-style-type: none"> <li>• Accessible by more than one means (e.g., website and phone.)</li> <li>• 24 hour customer service</li> <li>• On-line presence</li> </ul>   |
| <b>Availability</b>                         | <ul style="list-style-type: none"> <li>• Citizen expects that they will successfully make contact using the contact information that they have.</li> </ul>   |
| <b>Social and Ethical Responsibility</b>    | <ul style="list-style-type: none"> <li>• Expectation that the government will act in the interest of the citizens.</li> <li>• Government will provide mechanisms (e.g., guarantees of freedom of the press) to make citizens aware of any discretion.</li> </ul>   |
| <b>Privacy and Security</b>                 | <ul style="list-style-type: none"> <li>• Privacy of information provided will be protected.</li> <li>• Internet Security of personal information provided.</li> <li>• Website secure from hackers.</li> </ul>  |
| <b>Courteous Service</b>                    | <ul style="list-style-type: none"> <li>• Prompt and respectful service.</li> <li>• Contact is friendly and polite and gives impression that they care to help citizen.</li> <li>• Transfer, if made, is to appropriate contact.</li> </ul>   |
| <b>Competent Service</b>                    | <ul style="list-style-type: none"> <li>• Receives clear and accurate information.</li> <li>• Website is easy to understand and navigate.</li> <li>• Website provides required information.</li> <li>• Contact is articulate and communicates clearly.</li> <li>• Contact is knowledgeable source.</li> </ul> |
| <b>Fair Treatment</b>                       | <ul style="list-style-type: none"> <li>• Citizen expects to receive the same level of service (e.g., courtesy and response) as any other citizen.</li> </ul>   |
| <b>Consistent Response</b>                  | <ul style="list-style-type: none"> <li>• Information provided is consistent regardless of contact or method of contact.</li> </ul>   |
| <b>Reliable Service</b>                     | <ul style="list-style-type: none"> <li>• Receive confirmation of service or request.</li> <li>• Email confirmation preferred for services.</li> </ul>  |
| <b>Timely Response</b>                      | <ul style="list-style-type: none"> <li>• Response to request received in time quoted.</li> <li>• Prompt response.</li> </ul>   |
| <b>Successful Outcome</b>                   | <ul style="list-style-type: none"> <li>• Receive the information and/or service expected.</li> <li>• Obtained all desired information on first contact.</li> </ul>   |

This citizen expectation data was collected by location, by focus group, by scenario, but also by the channel of communication. The channels of communication included: 1) Telephone; 2) Internet; 3) In-person; 4) Postal Mail; 5) E-mail; and 6) Other.

Additionally, the completed participant questionnaires were transcribed and the content analyzed for references to citizen expectations. The results of that analysis were also collected and included in the citizen expectation data base. This particular data was collected by location, by focus group, and by channel of communication. Finally, all focus group sessions were video taped and audio taped. These tapes were retained for future reference for the project.

Following each focus group, the participant demographics, moderator status report, scribe notes, citizen expectation data, and participant questionnaires were electronically transmitted to MITRE.

The complete list of data sources collected for this project included the following and, where noted, is found in Volume II: Results Report Appendices:

- ***Participant Demographics*** – demographics of actual participants at focus groups – Appendix C;
- ***Moderator Status Reports*** – status reports by moderators delivered immediately following focus groups on themes and any issues that surfaced during the sessions- Appendix D;
- ***Scribe Notes*** – notes prepared by scribe during focus groups to summarize discussions on citizen expectations by scenario – Appendix E;
- ***Focus Group Citizen Expectation Data*** – citizen expectation data extracted from scribe notes and collected in an excel data base by location, focus group, scenario, channels of contact, and citizen expectation - Appendices F and G;
- ***Post Group Questionnaires*** – focus group participant responses to a questionnaire on improving government service – Appendix H;
- ***Participant Rankings of Preferred Government Information*** – focus group participant rankings of 16 methods of obtaining government information – Appendix I;
- ***Stationary Video Tapes of Focus Groups*** – stationary video tapes of each focus group; and
- ***Audio Tapes of Focus Groups*** – audio tapes of each focus group.

### 3.4 FOCUS GROUP EXECUTION

A Pilot Focus group was held in advance of the full execution of the eleven focus groups. The purpose of the pilot focus group was to test and evaluate the effectiveness of the focus group recruitment process, the completeness of the moderator's guide, the effectiveness of the focus group scenarios, the efficiency and effectiveness of the data

collection process, and the efficiency and flow of the basic process for conducting the focus groups. The intent was to take the results of the pilot focus group and make adjustments as needed to improve the process for the remainder of the project. The pilot focus group was conducted in New York, NY on October 10, 2006 at 6:00 PM. For this focus group, 12 participants were recruited.

Eleven focus groups were planned and delivered in five locations across the United States. In all the focus groups there were three main demographics that were used. Hispanic citizens, Low Income group (household income under \$30,000), and citizens who are over the age of 65. The three main demographics were also broken down by education, age, and income level. Education criteria included a minimum of a High School Diploma, Some college but no Four Year Degree, and a Four Year College Degree. The different age groups were broken down by 18-29 years old, 30-44 years old, 45-64 years old and over 65 years old. There were also three different income levels; less than \$30,000 household income, \$30,000- \$49,999 household income, and over \$50,000 household income.

In each city, two or three sessions were conducted in one day. The first session was conducted from 6:00 p.m. to 8:00 p.m. and the second session was conducted from 8:00 p.m. to 10:00 p.m. In Miami a third focus groups was held from 4:00 p.m. to 6:00 p.m. Each focus group team consisted of a moderator and a scribe. Various individuals from MITRE and GSA attended as observers.

At the beginning of each focus group, the moderator defined the ground rules, informed the participants that they were being observed and that the group was being recorded and videotaped. The moderator initiated the discussions with an ice breaker, described the scenarios to the participants, and generated discussions around the scenarios that would allow the appropriate data to be collected. The moderator was also responsible for keeping the discussion on track and maintaining an orderly and respectful environment so that all participants could freely express their ideas.

The role of the scribe and observers were less visible. The scribe documented the comments and discussion notes during the meeting and summarized the events of each day. The scribe also translated the results of the focus groups after each session and submitted that information to MITRE. The observer role was strictly to listen to the session and observe the feedback and information gathering process.

At the conclusion of the focus groups, the data obtained was compiled, analyzed and input into the excel data base. Status reports were created for each of the cities by the moderators. The moderator status reports, scribe notes, data base information, completed questionnaires; video and audio tapes, written transcription and demographic information were transmitted to MITRE within 72 hours of the completion of the focus groups in each location.

## 4 FOCUS GROUP ANALYSIS

Bearing in mind that the purpose of focus groups is to provide qualitative analysis, MITRE's objective for the focus groups was to validate its existing knowledge of current citizens' service level expectations, to determine whether new expectations might be derived from the groups, and to determine possible future expectations. Our analysis of the focus group results are presented below. The general observations are presented first, followed by the group-specific, and then demographic. When appropriate, specific focus group comments supporting the analysis are included.

### 4.1 DEMOGRAPHIC SUMMARY

Of the 141 individuals recruited for the twelve focus groups, 121 attended the focus groups. Except for income, they were, for the most part, evenly divided among all the key variables of gender, age, and education. With respect to gender, there were slightly more women attending than men, with 63 women and 58 men attending. In terms of age, 16 participants were between the ages of 18 and 29. Among those older than 30, the majority of the participants were over 45 years old. Forty participants were between the ages of 30 to 45, thirty (30) participants between the ages of 46 to 65, and forty-three (43) participants over the age of 65. When considering household income, there were fifty (50) participants whose income was less than \$30,000, thirty-six individuals with the income of \$30,000-\$49,999, and fifty-two (52) participants with the income of \$50,000. Finally, the participants were almost evenly split between a minimum of a high school diploma and some college (61) and those with at least a four year college degree (60).

The following table summarizes the demographics of the focus groups participants by city, age, annual household income, education, and gender.

**Table 9: Summary of Participant Demographics**

| City                          | Number     | Age 18-29 | Age 30-45 | Age 46-65 | Age 65+   | Household Income Under \$30,000 | Household Income - \$30,000 -- \$49,999 | Household Income – Over \$50,000 | Education: Minimum High School Diploma | Education: Minimum Four Year College Degree | Male      | Female    |
|-------------------------------|------------|-----------|-----------|-----------|-----------|---------------------------------|---|----------------------------------|--|---|-----------|-----------|
| New York                      | 32         | 0         | 11        | 10        | 11        | 10                              | 11                                      | 11                               | 16                                     | 16  | 16        | 16        |
| Miami                         | 35         | 0         | 12        | 12        | 11        | 3                               | 20                                      | 12                               | 21                                     | 14  | 17        | 18        |
| Kansas City                   | 19         | 0         | 9         | 0         | 10        | 19                              | 0                                       | 0                                | 10                                     | 9   | 8         | 11        |
| Houston                       | 16         | 8         | 8         | 8         | 0         | 10                              | 5                                       | 1                                | 8                                      | 8   | 7         | 9         |
| Seattle                       | 19         | 8         | 0         | 0         | 11        | 8                               | 0                                       | 11                               | 6                                      | 13  | 10        | 9         |
| <b>Total – Five Locations</b> | <b>121</b> | <b>16</b> | <b>40</b> | <b>30</b> | <b>43</b> | <b>50</b>                       | <b>36</b>                               | <b>35</b>                        | <b>61</b>                              | <b>60</b>                                   | <b>58</b> | <b>63</b> |

## 4.2 GENERAL OBSERVATIONS

One unmistakable conclusion from the data from all the focus groups is that citizens across the board prefer the Internet as the primary channel for contacting the government both in the present and in the future. The secondary preference for the present is the telephone because people still trust human contact for completing transactions but not so in the future. Future channel preference for all groups was Internet then Other. In general people want the government to reach out to them to inform them of programs that are available.

The most important expectation both present and future is Convenience followed by Competent Service. People see the Internet as a convenient way to begin contact with the government, which is why it is the preferred channel.

## 4.3 RESEARCH FINDINGS BY REASON FOR AND NATURE OF CONTACT-ALL CITIES ALL GROUPS

In this section results are presented from all twelve focus groups based on the Reason for and Nature of contact. These two variables were demonstrated by the use of six scenarios presented to Focus Group participants. The six scenarios were distributed evenly throughout the twelve Focus Groups.

## 4.4 RESEARCH FINDINGS BY REASON FOR AND NATURE OF CONTACT-ALL CITIES ALL GROUPS

This section presents the results by Reason for Contact. Within the six scenarios, there were four (4) reasons for contact: (1) conduct a transaction; (2) express an opinion; (3) obtain information; and (4) solve a problem. Where appropriate, comparisons are made between the Reason for Contact and the Nature of Contact.

### 4.4.1 Conduct A Transaction

When the Reason for Contact was Conduct a Transaction, and the nature of the contact was Simple, as in the Vacation Scenario, the primary channel of preference in the present was Internet followed by Telephone, and the expectations were Convenience followed by Competent Service and Easy to Locate. However in the future, the channel preference was Internet followed by Other and the expectations were Convenience followed by Competent Service and Availability. As an example of an Other future channel of communication, a participant in Houston mentioned biometrics:

*“I guess you would have a little station at your house like a computer at your desk... And just with a push of the button with a thumb signature... Everything would be linked through the whole system around the world and everything will be faster.”<sup>1</sup>*

### 4.4.2 Express an Opinion

When the reason for contact was to express an opinion and the nature of the contact is Simple such as in the Highway Scenario, the present channel preference is Telephone followed by Email, and the expectations were Convenience followed by Competent

Service. However, in the future the preferred channels were Telephone and Other, and the future expectation was Convenience followed by Easy to Locate. A participant in New York mentioned:

*"I find it when you dial 311 it is really useful because you just tell them what the situation is and they'll connect you with the organization or agency that deals with specific problem that you are having so I find that really helpful."*<sup>2</sup>

#### 4.4.3 Obtain Information

When the Reason for Contact was to obtain information and the nature of contact was complex as in the Medicare Scenario the present channel preference was Internet followed by In Person and the expectations were Competent Service and Convenience. Future channel preference was Other followed by In-Person and the expectations were Competent Service followed by Convenience. As a participant in Seattle mentioned:

*"Internet would be my starting then I would call for end results because it is something important for a family member."*<sup>3</sup>

However, when the nature of the contact was urgent as in the Disaster Scenario, the present channel was Telephone followed by Other and the present expectation was Convenience followed by Competent Service. As a participant in Miami mentioned in reference to the telephone:

*"I'm still using the fingers to do the walking."*<sup>4</sup>

In the future, the channel of preference was very strongly Internet and the expectations were Convenience followed by Competent Service and Easy to Locate.

#### 4.4.4 Solve a Problem

When the reason for contact was to solve a problem and the nature of the contact was complex as in the Passport Scenario the present channel preference was In-Person followed by Internet, and the expectations were Timely Response followed by Convenience. As a participant in New York mentioned:

*"First go on the internet and get all the necessary documentations because you don't know what you need to go down with in person to get your passport... So go on the internet first to find out all the required documentation then go down in person and... you then leave satisfied because you're leaving with your passport."*<sup>5</sup>

The future channel preference for this scenario was In-Person followed by Internet as well, and the expectations were Convenience followed by Timely Response.

However, when the nature of the contact was complex and urgent as in the Rare and Serious Illness scenario, it was a virtual tie between the expectations of Competent Service and Convenience. As a participant in New York mentioned:

*"You can go onto Google, Web-MD, medical sites, where they list a variety of different diseases."*<sup>6</sup>

The future channel preference was Telephone followed by Internet followed and the future expectations were Convenience followed closely by Competent Service.

#### **4.5 RESEARCH FINDINGS BY CHANNEL OF CONTACT AND EXPECTATION, ALL CITIES, ALL GROUPS**

When looking at the 12 focus groups as one large sample regardless of demographics the present channel preference for all groups is Internet first and Telephone second. The future channel preference however is Internet followed by Other. Examples of Other channels include Television, Highway Signs, Newspapers, Libraries, Government operated Kiosks, and Biometrics such as thumbprints which the government can use to get necessary information for citizens when requesting passports, medicare information etc.

Similarly, when looking at the 12 groups as a whole the present expectations are Convenience first followed closely by Competent Service. However, for the future the primary expectation is strongly Convenience by almost twice as much as Competent Service.

##### **4.5.1 Present Expectations by Channel**

When taking the 12 groups as a whole sample the expectations tend to vary by channel. In the present scenarios, the expectations for Internet are Competent Service followed by Timely Response, Courteousness, and Convenience. For the Telephone channel of contact, the expectation of Competent Service is followed by Courteousness, Convenience, Easy to Locate and Timely Response. For In-Person contact, the expectations are Competent Service followed by Timely response, Courteousness and Convenience. For Mail, the expectation of Convenience comes first, followed by Successful Outcome. For Email, Timely Response is the primary expectation followed by Convenience and Competent Service. Finally for the Other contact channel, Convenience is followed by Easy to Locate.

##### **4.5.2 Future Expectations by Channel**

For the future expectations, Convenience leads the way in every channel. For Internet and Telephone, and In-Person Convenience is followed by Competent Service. For Mail and Other, Convenience is followed by Easy to Locate. For Email, there was no significant secondary expectation to Convenience.

#### **4.6 RESEARCH FINDINGS BY DEMOGRAPHICS**

This section provides the analysis of the focus group data by the three key demographics- Hispanic, low income, and over 65 years old. There may be overlap between some of the data (e.g. Hispanic, Low Income).

##### **4.6.1 Hispanic Population**

Four Focus Groups were delivered one group in New York, two in Miami, and one in Houston in which the determining demographic was being a member of the Hispanic

population. The Hispanic population as a whole preferred the Internet channel for contacting the government in the present followed by the Telephone. In the future the preferred channels are Internet followed by Other. Expectations for present and future are a combination of Competent Service and Convenience. In the present, Competent Service is first and in the future Convenience is first followed by Competent Service. For the Questionnaire the Channel preference was Internet followed by Telephone and the expectations were Competent Service, followed by Convenience and Easy-to-locate.

#### ***4.6.1.1 Hispanics by Age***

This section provides the analysis of the channels and expectations from the Hispanic groups by age. The present, future, and questionnaires data provided the basis for the analysis.

##### Age 18-29

For Hispanics between the ages of 18 and 29 (Houston 8:00) the present Channel preference is Internet followed by Telephone and the present expectations are Competent Service and Convenience. As a participant in Houston mentioned:

*“I would get basic information online first to find out where I need to go and who I need to contact and what to bring...but I wouldn’t trust and online form.”<sup>7</sup>*

Regarding expectations for service another participant stated:

*“I’m just one of those people that actually likes to be there and want’s to see their identification, their employment identification number, so that if they give me the wrong information or if they steal my social security number or whatever I can blame them.”<sup>8</sup>*

The future Channel preference is Internet followed by Other and the expectations were Convenience followed by Competent Service. Again in Houston a participant mentioned:

*“If I were in the situation I wouldn’t even try to go online or call any number. I would probably just watch TV and see what the news had to say about it.”<sup>9</sup>*

The questionnaire channel preference is evenly divided between the Internet and Telephone and the questionnaire expectations are Competent Service followed by Timely response.

##### Age 30-44

For Hispanics between the ages of 30-44 (New York 8:00, Miami 8:00) the present Channel preference is Internet followed by Telephone. Present expectations for this group are Convenience followed by Competent Service. As a participant in New York mentioned about the internet:

*“Is easier for you and less aggravation, less stress, and at the end...you can expect your passport within 3-5 days.”<sup>10</sup>*

The future channel preference is Other followed by Internet and Email, and the expectations are Convenience, Competent Service, and Reliable Service.

As a participant in New York mentioned:

*"I think the most efficient way of going about this...is that you could just go to a satellite agency that would do the hot footing for you so that you wouldn't have to do those steps on your own."*<sup>11</sup>

However, the channels of In Person and E-mail were also common. Convenience followed by Competent Service and Timely Response. Questionnaire channel preference for this group is Internet followed by Other.

#### Age 45-64

For Hispanics between the ages of 45-64 (Miami 6:00) the present channel preference is Telephone barely ahead of Internet.

As a participant in Miami mentioned:

*"I would call the Interior Department and I would ask how it would be to get this park and ask for their choice of parks...maybe I could find their special park and make that choice."*<sup>12</sup>

The present expectations for this group are Competent Service followed by Courteous Service. As a participant in Miami mentioned:

*"I did it over the phone the minute I had my citizenship I called them and I had everything I needed to travel very fast."*<sup>13</sup>

The future channel preference is Telephone followed by Other. The questionnaire channel preference is Internet barely ahead of Telephone, and the expectations are Convenience and Competent Service.

#### **4.6.1.2 Hispanics by Education**

This section provides the analysis of the channels and expectations within the Hispanic population by education. The present, future, and questionnaire data provided the basis for the analysis.

For Hispanics with a minimum of a College Degree (New York 8:00, Miami 6:00, Houston 8:00) the present Channel preference is Telephone followed by Internet. The present expectations are first Competent Service followed by Convenience.

In this group, the future channel preference is Other followed by Telephone and Internet, and the future expectations are Convenience followed by Competent Service. The Questionnaire Channel Preference is Internet followed by Telephone, and the expectations are Competent Service followed by Convenience.

For Hispanics with a maximum of a High School degree (Miami 8:00) the present channel preference is Internet followed by Telephone, and the present expectation is Convenience followed by Competent Service. The future channel preference is Internet followed by Other, and the future expectation is Convenience followed by Competent Service.

The channel preference for the questionnaire is Internet, followed In-person and Other. The expectations identified in the questionnaire are Competent Service, Convenience, Easy to locate and Courteous Service.

#### **4.6.1.3 Hispanics by Income**

For Hispanics with household income between \$30, 000 and \$49,000 (New York 8:00, Miami 6 and 8:00, Houston 8:00) the Present Channel preference is Internet followed by Telephone. The present expectation is Competent Service followed by Convenience. The future channel preference is Other followed by Internet, and the future Expectation is Convenience followed by Competent Service. The questionnaire channel preference is Internet followed Telephone, and the questionnaire expectations are Competent Service followed by Convenience.

#### **4.6.2 Over 65 Population**

Four focus groups were delivered to the Over 65 population. These groups were delivered in New York, Miami, Kansas City, and Seattle. The following data represents the findings for this demographic by education and income. For the Over 65 population as a whole the present channel preference is Telephone followed very closely by the Internet. The present expectation for this entire group was Convenience, followed by Competent Service.

The future channel preference for the Over 65 group as a whole was Internet followed by Other, and the future expectations were Convenience followed by Easy to Locate. On the questionnaire the channel preference was Telephone followed by Internet, and the expectations were Convenience followed by Easy to Locate.

##### **4.6.2.1 Over 65 by Education**

This section provides the analysis of the channels and expectations from the Over 65 participants by education. The present, future, and questionnaires data provided the basis for the analysis.

##### **High School Diploma**

For the Over 65 Population with High School Degree (New York 6:00) the present channel preference is Telephone followed by In-person. As a participant in New York mentioned:

*“I would say you call your congressman in the area. Contact his office and he’ll give you the information.”<sup>14</sup>*

The present expectations were Convenience followed by easy-to-locate and competent service. As a participant in New York mentioned:

*“You call them, they tell you what you need to bring that’s it. They care of everything over the phone now. It’s amazing the stuff they take care of.”<sup>15</sup>*

The future channel preference for this group is In-person and the future expectations were convenience and easy-to-locate. As a participant in New York mentioned:

*“What I would like is some kind of neighborhood office that I could walk into, talk to somebody, and get some kind of response...some kind of chain of communication that I can establish.”<sup>16</sup>*

Questionnaire channel preferences were In-person followed by Mail. Questionnaire expectations were a tie between Convenience and Availability.

### Some College

For the Over 65 Population with some college but no degree (Miami 4:00 and Kansas City 6:00) the participants were likely to use the Telephone or Internet for the current channel of communication. Current expectations were Convenience and Competent Service.

Future Channel preference was Other followed evenly by Telephone and Internet and the future expectations for this group were Convenience followed by Easy to Locate. The questionnaire channel preferences were Telephone followed by Other and Mail, and the expectations are Convenience and Easy to Locate.

### Four Year college Degree

For the Over 65 population with a College Degree (Seattle 6:00) the present channel preference is Internet followed by Telephone. Present expectations were Convenience followed by Competent Service. The future channel preference was Internet, and the expectations were Convenience and Competent Service. The channels identified as the preference in the questionnaire were Telephone followed Internet, and the expectations were Convenience, Easy to Locate, Competent Service and Availability.

#### **4.6.2.2 Over 65 by Income**

This section provides the analysis of the channels and expectations from the Over 65 participants by income. The present, future, and questionnaires data provided the basis for the analysis.

### Household Income <\$30,000

For the Over 65 Population with Household Income below \$30,000 (Kansas City 6:00) the present channel preference is Telephone followed by Internet. The present expectations were Competent Service followed by Convenience. The future channel preference was Telephone followed by Other, and the future expectations were Convenience followed by Competent Service. As a participant in Kansas City mentioned:

*“So if we had a government number for complaints you might get better results.”<sup>17</sup>*

The channel preference identified in the questionnaire was Telephone and the expectations were Convenience, Easy to Locate, Courteous Service, Competent Service and Timely Service.

#### Household Income between \$30,000 and \$49,999

For the Over 65 Population with household income between \$30,000 and \$50,000(Miami 4:00), the present channel preference is Internet followed by Telephone. The present expectations were Convenience followed by Availability and Easy to Locate. The participants were equally likely to use the Internet and Other as the future channel of preference, with the expectation of Convenience followed by Easy to Locate. In the questionnaire, the participants were equally likely to use the Other and Mail channels of communication, and the expectations identified were Convenience and Easy-to-locate.

#### Household Income over \$50,000

For the Over 65 Population with household income between Over \$50,000(New York 6:00 and Seattle 6:00), the present channel preference is Telephone followed by Internet and In-Person. The present expectations were Convenience followed Competent Service. The participants preferred the Internet followed by In-Person as the future channel of preference, with the expectation of Convenience followed by Competent Service. In the questionnaire, the participants were equally likely to use the Telephone followed by the Internet and In-Person, the expectations identified were Convenience and Availability.

#### **4.6.3 Low Income Population-Household Income Below \$30,000**

Six focus groups were delivered to the Low Income population. These groups were delivered in New York, Miami, Kansas City, Houston and Seattle. For this demographic as a whole the present Channel was Internet followed very closely by Telephone. The present expectations were competent service followed by Convenience. The future channel was Other and Internet, and future expectation was Convenience followed by Competent Service.

The questionnaire channel preference as a whole was Telephone followed by Internet, and the questionnaire expectation for the group was Easy to Locate followed by Convenience.

##### **4.6.3.1 Low Income by Age**

This section provides the analysis of the channels and expectations for the low income participants by age. The present, future, and questionnaires data provided the basis for the analysis.

#### Age Over 65

For the Low Income group that was over 65 years in age (Kansas City 6:00), the present channel preference is Telephone followed by Internet, and the present expectations were Competent Service followed by Convenience. The future channel preference was Telephone followed by Other, and future expectations were Convenience followed by Competent Service.

For this same group Questionnaire Channel preference was Telephone and the questionnaire expectations were a tie between Convenience, Easy to Locate, Courteous Service, Competent Service and Timely Service.

#### Age 45-64

For the Low Income group between 45-64 (New York Pilot, Houston 6:00, Miami 6:00) the present Channel preference is Internet followed by Telephone, and the present expectations were Competent Service followed by Convenience and Courteousness. As a participant in New York mentioned:

*“Because it’s faster and when you use their website it will give you all the information that you are looking for.”<sup>18</sup>*

The future channel preference was Telephone followed by Other and future expectations were Convenience followed by Competent Service. The questionnaire channel preference was Telephone followed by Email. The questionnaire expectations were Competent Service followed by Convenience.

#### Age 30-44

For the Low Income group between 30-44 years in age (Kansas City 8:00), the present channel preference is Internet followed by Telephone. The future channel preference was Internet followed by Mail and Other. As a participant in Miami mentioned:

*“I went to a hotel one time and they pretty much they had activities on TV because some hotels would have a channel that would talk about their hotel and the area around it. At this hotel I could set up the activities through their satellite dish....their special channel.”<sup>19</sup>*

Future expectations were Convenience followed by Easy to Locate. The questionnaire channel preference was Email followed by Telephone and Internet, and the expectations were Easy to Locate followed by Convenience.

#### Age 18-29

For the Low Income group between 18-29 years in age (Seattle 8:00), the present channel preference is Telephone followed by Internet, and the present expectations were Convenience followed by Competent Service. The participants in this group were equally likely to use the Internet of In-Person channels of communication in the future, with the expectation of Convenience followed by Competent Service. The questionnaire channel preference was Internet followed by Telephone and Other. The questionnaire expectations were Easy to Locate and Fair Treatment.

#### **4.6.3.2 Low Income by Education**

This section provides the analysis of the channels and expectations for the low income participants by education. The present, future, and questionnaires data provided the basis for the analysis.

### High School

For the Low Income participants with High School only (New York Pilot), the present channel preference is In-person followed by Internet, and the present expectations were Competent Service followed by Convenience, Availability, and Successful Outcome.

The future channel preference was Telephone followed by Other, and the future expectations were Convenience followed by Availability. The questionnaire channel preference was Other followed by Mail and E-mail, and the expectations were Easy to Locate followed by Availability.

### Some College

For the Low Income participants with some college but no degree (Kansas City 6:00, Houston 6:00, Seattle 8:00) the present channel preference is Telephone followed by Internet, and the present expectations were Competent Service followed by Convenience. The future channel preference for this group was Internet followed by In-person and future expectations were Convenience followed by Competent Service. The questionnaire channel preference was Telephone followed by Internet and Email, and the questionnaire expectations were Easy to Locate followed by Convenience and Competent service.

### Four Year College Degree

For the Low Income with minimum College Degree (Miami 6:00) the present channel preference is Internet followed by Telephone and present expectations were Competent Service followed by Courteous Service. The future channel preference was Telephone followed by Other and future expectations were Competent Service followed by convenience. The questionnaire channel preference was Internet followed by Telephone, and the expectations were Competent Service followed by Convenience.

## 5 RECOMMENDATIONS

Based on the results of the focus groups, the following recommendations are provided:

- ***Reevaluate the citizen expectations that were provided for the focus groups.*** From MITRE's list of twelve expectations, the most important expectations for satisfaction are competent service, timely response, convenience, courteous service, and easy-to-locate. After those five, the importance of the other expectations drops off considerably. Social and ethical responsibility and fair treatment were only mentioned once or twice during the focus groups.
- ***Develop future expectations.*** Participants expressed a desire to have internet links between all levels of government so that if one program wasn't available at the state level, they could link to the government site where the service was available.
- ***Consider other channels of communication as possible channels for future study.*** Current technologies such as Instant Messaging, Video Conferencing, and Interactive TV were mentioned in many cities as channels for

communication. The “other” category includes many potential channels which were only collected as a group due to the project design. It would be useful to do further inquiry into which of these other channels might become strong preferences for the future.

- ***Develop a marketing strategy for existing government channels of communication.*** There was very little awareness of the existing government channels of communication including 1-800 FEDINFO, [www.espanol.gov](http://www.espanol.gov), [www.espanol.gov](http://www.espanol.gov), [www.pueblo.gsa.gov](http://www.pueblo.gsa.gov), and [www.firstgov.gov](http://www.firstgov.gov). Since internet and telephone were the top channels of choice, GSA should continue to enhance the functionality and content of the FirstGov website, considering all options to ease use, increasing relevant links to other agencies and new services. Also, they should pursue all opportunities to assure competent and courteous service for the 1-800 numbers.

## 6 ENDNOTES

All quotations used in this document were extracted from the written transcripts for the session referenced.

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<sup>1</sup>Houston 8 :00 p-7

<sup>2</sup>New York 8 :00 p-4

<sup>3</sup>Seattle 8 :00 p-13

<sup>4</sup>Seattle 6 oclock p-20

<sup>5</sup>New York 8 :00 p-13

<sup>6</sup>New York 6 :00

<sup>7</sup>Houston 8 :00 p-8

<sup>8</sup>Ibid p-14

<sup>9</sup>Ibid p-8

<sup>10</sup>New York 8 :00 p-16

<sup>11</sup>Ibid p-15

<sup>12</sup>Miami 6 :00 p-4

<sup>13</sup>Ibid p-9

<sup>14</sup>New York 6 :00 p-4

<sup>15</sup>Ibid p-10

<sup>16</sup>Ibid p-7

<sup>17</sup>Kansas City 6 :00 p-12

<sup>18</sup>New York Pilot p-2

<sup>19</sup>Miami 8 :00 p-6

## Appendix C. Information Participants Wanted from Government

| <b>Age Group: 65 and Older</b><br><b>Household Income: Under \$30,000</b><br><b>Education Level: High school or some college</b>  |
|---|
| <b>Kansas City 6:00 PM</b>  |
| <ul style="list-style-type: none"> <li>• The government could improve its service to me by: 1. Having live persons answering phone inquiries. 2. By not having so much bureaucracy. 3. By giving straight honest answers about situations that might arise. 4. By letting the people have more said about what happens as this is supposed to be a nation of the people, by the people.</li> <li>• By putting humans on the phone instead of recordings. By giving or listing each government # in a special telephone book. If they had a 711 telephone number where someone could direct you to the right person if to handle your particular problem.</li> <li>• Have a person on the phone without hitting numbers or different messages.</li> <li>• Find a simple uniform Medicare service you can understand. Talk to a real person when you try to call or be able to leave a message and have someone call back.</li> <li>• In person, e-mail, images, instant message, news and press releases, online chat video, phone, printed material including books, pamphlets, magazines, newsletters, US Post Office, video, and web pages.</li> <li>• By being able to talk to a person quickly, have the information easy to understand, simplify the tax code, the main thing is to be able to obtain the information you need as possible and have it be understandable.</li> <li>• Have a one step number able to direct you to the right department and give you a name to talk to after you get the right department.</li> <li>• Answer the phone and not keep your on hold forever. Have local office that could answer your questions on the phone or in person.</li> <li>• Make the public more aware of services available and method of contacting the department.</li> <li>• By deleting automation and have a live person speaking with you. Literature, subscriptions up to date information.</li> </ul> |

| <b>Age Group: 65 and Older</b><br><b>Household Income: \$30,000 to \$49,999</b><br><b>Education Level: High school or some college</b>   |
|--|
| <b>Miami 4:00 PM</b>   |
| <ul style="list-style-type: none"> <li>• Listen when I ask, follow through on questions resulting in an answer either negative or positive but at least an answer.</li> <li>• Mail information to me about different topics; and you can choose. Internet you can choose the information you need.</li> <li>• To put in the internet all the information that most of the people ask for mainly telephone number or internet information on how to contact them.</li> <li>• The government can improve service to me by listing most important information with telephone number in the daily newspaper or a special section.</li> <li>• Giving more information on television, radio and media at the same time the government can inform by mail like many cities do.</li> <li>• By preparing a list with all the important numbers we need to contact people in person in case of an emergency, etc.</li> <li>• The best way for the government to improve its service to the public is to have a list of number to contact on the internet.</li> <li>• I would like to have information more accessible in the public through internet, media (radio, TV, and newspaper). The really truth and not the convenience of some speakers that are programmed.</li> <li>• With a booklet of information: web addresses, various sites, and phone numbers.</li> <li>• Send out surveys, web pages, and more TV ads.</li> <li>• I think through newspaper, persistent articles repeating the instruction we need in the weekend edition. Also during the week they could animatedly insert spots (instructive-short spots) in radio and TV in the hours in which those audiences are interested. I think the expenses; the means will be compressed, rewarded by the results. More consciousness.</li> </ul> |

**Age Group: 65 and Older**  
**Household Income: At least \$50,000**  
**Education Level: High school minimum**

**New York 6:00 PM**

- Knowledgeable in person services. Simple written information. Direct contact via phone or internet. More senior centers for those who may need the services provided for medical, financial, and other social aspects.
- Have more groups like the one we're in now. By TV, radio, and people knowing how to help.
- As a senior citizen I would like to receive mailings that would advise me the agencies that would affect us in a time of emergency. Who can be helpful on the phone calls when necessary.
- Have those who work for the government dispensing information that the citizens in a positive, cooperative, and non-adversary way.
- Send out information.
- Hold local meetings to explain changes in laws affecting various age groups. Have more people available to answer phones. Have instant messaging on web sites.
- Maintain neighborhood offices with an ombudsman who can direct you to proper contact person or agency. Contact you by mail prior to the expiration of licenses, i.e. driver's license, passport, etc.
- The government could care more about seniors by not treating us like second, third, class citizens. They can give up more help in local neighborhoods by offering self help centers and give you more protection on crime.
- They could send information for social security and Medicare.
- Protect all pertinent information to assure that social security numbers and bank account numbers can't be stolen.
- Make a call and see the person face to face. Get e-mail or video for information.

**Age Group: 65 and Older**  
**Household Income: At least \$50,000**  
**Education Level: Minimum 4 year college degree**

**Seattle 6:00 PM**

- The government services I have needed I have been able to access without much trouble. The information I have received has been accurate and useable. Sometimes the time frame in which I received the information was to long. The shorter the time needed to give the service, answer the question, etc, the better.
- Clearer internet information. Phone contact made easier. Have lines with updated information regarding general information.
- Be more responsive. Be able to direct you to the right department or person who can help. To actually talk with a real live person on the phone. Set up a full information web site. Make sure printed information is readily available.
- Provide more website/internet information on specific subjects, with interactive capability to enter personal information. Provide response to inquiries via e-mail.
- Improve and/or establish user-friendlier and interactive websites. Make more use of today's technology, such as cell phone, PDA's, blackberries, etc., to provide information and respond to questions/concerns; also establish "hot lines" where voice and text message could be used. Make information and departments easier to acquire/contact phone book listings, publications, website info, etc.
- Make accessibility more prompt on telephone.
- Simplify the rules and regulations so things are not complicated to begin with. Have people to answer the phone lines and enough phones so it's not a continual busy signal. Websites need to be user friendly.
- More clear internet solving of problems by giving person specific information.
- Better publicizing on how to contact- more and more inclusive websites. Demand civility and friendliness from all employees.
- For me over 70 and not computer savvy. I lose patience when I can't continue on the WWW. User-friendly- not just give "robot" phone answer to call another number. Narrow down the middle managers of "passing the buck."
- Set up websites for information that direct you to a location or phone number that addresses your issues. These can be communicated by the media. If you have trouble, provide some personal interface. There is nothing more frustrating than trying to get information from the phone that is menu driven without an option to talk to a human being. Computer inputs should provide some follow-up by e-mail, phone call or letter.

| <b>Age Group: 46 to 64</b><br><b>Hispanic</b><br><b>Household Income: Under \$30,000</b><br><b>Education Level: High school minimum</b>  |
|--|
| <b>Miami 6:00 PM</b>   |
| <ul style="list-style-type: none"> <li>• By offering more websites on the internet.</li> <li>• Internet information and opening offices for personal contact. Polite personal and well informed.</li> <li>• Put a general office to solve any problems.</li> <li>• By eliminating all the wasted expense and utilize the means available to them in a more cost effective and efficient manner.</li> <li>• Information on the internet talking to someone on the phone not talking to a recorder.</li> <li>• By seeing a national (federal) public channel in the media 24/7 different ads and then referring one link or phone number as one human resource place that one that connects all the different services the government has. And the other way less Medicare tax. I just want to say that a lot of unethical medical billing does go on here in Miami.</li> <li>• By creating more innovative ways for me to have access to the so many avenues available to me as a citizen of the US. Also controlling the abundance of people coming into the country and making use of benefits that I should be entitled to.</li> <li>• Send me mail information: about free medical services about social security forms for self employed in an easy way to understand.</li> <li>• More open considering that is from the people for the people.</li> <li>• Internet with different web-sites, government TV Channels</li> <li>• A central information center that can via accessed via phone, in person on the internet where a live knowledgeable person will aid you in finding the best government resources to solve your problem</li> <li>• <a href="http://www.askmesomething.gov">www.askmesomething.gov</a> and or phone number with one specific place to find anything we need. Before red-tape will be eliminated.</li> </ul> |

| <b>Age Group: 46 to 64</b><br><b>Household Income: Under \$30,000</b><br><b>Education Level: High school or some college</b>   |   |
|--|---|
| New York Pilot   | Houston 6:00 PM   |
| <ul style="list-style-type: none"> <li>• The Government needs to improve in providing service on a faster way and less complicated for customers.</li> <li>• Answering questions quickly, honestly, and friendly.</li> <li>• Keep me informed of tax changes.</li> <li>• By taking the time to service each issue and address the necessary answer.</li> <li>• They can improve by taking action on complaints and not just login them in. They need to be aware of "pay offs" during complaints.</li> <li>• By being easier access to the people for wherever services are sought. To have information that is concise and accurate and not different in different departments. By being courteous.</li> <li>• Less paperwork, more agencies to visit.</li> <li>• By making all the request that we ask be easier to answer. Housing, employment and education.</li> <li>• Have more information sent to us via e-mail or mail. Such as special programs for our age group. Let us know what special events are available for free in our communities.</li> <li>• Being fair to all of the people regardless of gender or economic status. Have Information readily available to all such as newspapers, magazines, and TV. Not all people have computers.</li> </ul> | <ul style="list-style-type: none"> <li>• The government serves me very well for what I do. I ask more than I should from it.</li> <li>• We have to many governmental agencies. Could we streamline and have more information at a central location.</li> <li>• If they could make information easier to obtain without all the red tape. A central call center or e-mail site with real answers without being put on hold indefinitely or transferred to 10 different people. An answer the e-mails with in 24 hours. Easy to navigate websites.</li> <li>• Be nice and personal when you talk to them and give correct information when calling or quick response back when you e-mail them.</li> <li>• Understand the language in utilizing government grants better. How to write a government grant in my level of understanding. Increase disability payments.</li> <li>• By phone to have a real person answer the phone then transfer you to the right place. Even if you have to wait it's ok as long as they are sending you to the right place. If by internet one website, with only that information needed.</li> <li>• By putting people before paper work. I believe if the government would listen to the people with open mind they could better serve. Let's get some local agencies built to have good customer service. Lets get live people back on the telephone instead of recorders.</li> <li>• By taking preventive measures and better organizing agencies and increasing their awareness of one another and to promote better understanding.</li> </ul> |

| <b>Age Group: 30-44</b><br><b>Hispanic</b><br><b>Household Income: Over \$30,000 to \$49,999</b><br><b>Education Level: High school minimum</b>   |
|---|
| <b>Miami 8:00 PM</b>  |
| <ul style="list-style-type: none"> <li>• The government needs to be more people friendly. Your average person does not know how to get in touch with the government. We are all Americans. Reach out to us and inform us.</li> <li>• By providing more information via internet, TV, and radio. By being more professional and not as rude or acting like they are doing you a favor when you go to one of their agencies.</li> <li>• By advertising on TV, in E-mails, in person, and radio.</li> <li>• Be friendlier, more specific and detail on how to get information. By the internet or in the news or flyers.</li> <li>• The government can improve its service by having simplified information on their website all the way through state and city websites. Friendly websites with contact numbers and forms. Instant Messaging of crucial information.</li> <li>• By just being more people friendly the service is not free and being nice.</li> <li>• Better customer service I will like to be well treated when I call by phone.</li> <li>• Have more advertising of assistance programs for funding, disaster. Designated offices/locations to visit for information of different services. Easy website to visit.</li> <li>• The government can improve its services by creating better links between city and state as well as federal websites. I would also like to see a streamlined web sties. I would also like to see a streamlined websites that give out information as it is happening during disasters. I would love to see them incorporate a live TV news program in the event of a disaster so that we are all kept involved in what's going on in the neighborhood.</li> <li>• Simply by having knowledgeable people helping. Nice people that don't think they own the world and are working to help on the phone, live, internet, etc...</li> <li>• Employ and train people before assigning a position to be polite, helpful and give ultimate customer service. Giving out phone numbers with updated maybe automated information to keep everyone informed with our needs.</li> <li>• With more information. Information by radio, TV, newspapers, internet and to have more courtesy.</li> </ul> |

| <b>Age Group: 30-44</b><br><b>Hispanic</b><br><b>Household Income: \$30,000 to \$49,999</b><br><b>Education Level: Minimum 4-Year college degree</b>  |
|---|
| <b>New York City 8:00 PM</b>  |
| <ul style="list-style-type: none"> <li>• The government could make things a little easier. By having easy access over the phone. Constantly updating web-sites. More person interaction and have people know exactly what they are talking about as opposed to hearing "I don't know". Mailing Updated information to our homes.</li> <li>• I would definitely want an internet web-site that is easy to remember with clear and concise instructions in English as well as in other languages. The government can also advertise via television, radio, and internet with (web advertising). I would also do a mass marketing mailing campaign nationally in both languages English and Spanish.</li> <li>• The government can provide me all of the answer that I would like to hear and that it could save me a lot of time.</li> <li>• Send me information ahead of time by mail or media.</li> <li>• By being pro-active in sending information out to the public. Providing more assistance at their agencies.</li> <li>• Educate me more on different services through the media and mailings.</li> <li>• Have more outreach services. Advertise and educate citizens on the services available to it's citizens.</li> <li>• By having informed, knowledgeable, well spoken, intelligent persons handling calls, internet inquiries, mail inquiries, and in-person inquiries at local government agencies.</li> <li>• By making it easier to find the proper departments and also educating their employee properly to ensure accurate service.</li> <li>• Have people speak different languages. Inform the people about different things that are going on in the government.</li> </ul> |

| <b>Age Group: 30-44</b><br><b>Household Income: Under \$30,000</b><br><b>Education Level: Minimum 4-Year college degree</b>  |
|--|
| <b>Kansas City 8:00 PM</b>   |
| <ul style="list-style-type: none"> <li>• Communicate more effectively with the public on how to obtain information. If I'm searching for answers on the internet, I want to find my answers quickly. Develop websites that are user friendly. Allow me to find my answer on one website instead of several websites. Improve the communication when there is a disaster or information that the public needs to know right away.</li> <li>• Expansion of existing websites with thorough explanations and procedures in common language. Links between different levels of government (local, state, and federal) within similar areas of responsibility.</li> <li>• Providing a contact phone list and website via mail. I would also like it if the government section of the phone book was easier to access numbers.</li> <li>• The easiest way for the government to improve its service to me would be with a central starting point for inquiry. As an average citizen I don't feel equipped to find information. I want to be able to look at one location and start narrowing the search till I am able to find whatever specific information I need. At the end of every search I want an e-mail or phone number where I can get definitive answers, in the cases that they weren't found along the way.</li> <li>• Make them more affordable. Make them easier to access/find out about. Simplify the bureaucracy of it all. Make more information records of public knowledge for example history of voting for judges and congressman, etc. Be completely honest about everything.</li> <li>• More advertisement on television both previews and public access channels. More discussion with local entities, libraries, schools, religious centers, hospitals, community centers, mail occasionally including income tax and social security benefit information. Also with medical benefit packets.</li> <li>• Clear contact information (city, state, and county). Advance notice (bad weather, Medicare, construction, etc.) websites.</li> <li>• First by clarifying the "blue" pages in the phone book and when contacting government, be given someone to talk to real person. Make these access options (e-mail, 1-800-#, etc.) better known and available. A directory of information on the topics we discussed and other government entities- who they are, what they do, how they serve the public.</li> <li>• I would like to e-mail my remarks to someone who would e-mail me back with whatever information I was requesting. I would like to know who to contact in the event of a natural disaster, terrorist attack, disease, etc. To give me more that \$360.00 a month to feed my family of 10. To offer health services to me, i.e. mammograms, OB/Gyn etc. I do not have medical insurance more medical care of any kind at this time. I would like to get a copy of my DD214 and find out more information about the classes I took during my military service.</li> </ul> |

| <b>Age Group: 18-29</b><br><b>Household Income: Under \$30,000</b><br><b>Education Level: High school minimum</b>   |
|---|
| <b>Houston 8:00 PM</b>  |
| <ul style="list-style-type: none"> <li>• Faster service from reliable people. Accurate information in the fastest time possible is always best.</li> <li>• Everything being automatic would be very useful. If we had the information "yesterday". That they provide reliable personnel that are qualified for the job and fully answer the questions you ask.</li> <li>• Speed of service is the most important factor in good service. I think the government does a terrible job of being readily available to people with questions- on the phone at the office locations and on line. There is definite room for improvement in that area.</li> <li>• I would like to be able to rely on the availability of online information. I believe the governments online presence is growing and I would like to see the continuation of that growth.</li> <li>• Although it depends on the type of service, IRS, FEMA, etc. I would be pleased with a current web pages and phone contact information. It seems like right now the web is not too reliable when it comes to important transactions with the government, however if they were then online would be great.</li> <li>• By having updated information online and access numbers where we can obtain fast service with knowledgeable representatives. I think that an outreach would also be effective in any case or situation.</li> <li>• Offer better, faster, and more reliable service at a lower cost to all tax payers. It would be helpful if the government had one centralized web page with links to all of the different services and benefits available to all of its citizens.</li> <li>• An ideal way for the government to both gain credibility as well as improve efficiency from my point of view would be to increase its response time to citizens. Customer services at its worst and drastic measures need to be taken to rectify the situation. A speedy process allows civilians to be more patient in receiving the solution to their initial inquiry as well as instill a sense of relief that their inquiries have not gone unheard.</li> </ul> |

| <b>Age Group: 18-29</b><br><b>Hispanic</b><br><b>Household Income: \$30,000 to \$49,999</b><br><b>Education Level: Minimum 4-Year college degree</b>  |
|---|
| <b>Seattle 8:00 PM</b>  |
| <ul style="list-style-type: none"> <li>• Be truthful, non bias, offer wide range of information.</li> <li>• Improve the telephone service.</li> <li>• The government could improve its service to me by simply being honest and not fighting with each other. As they do in elections. Hearing people being slandered and the praised is confusing. Just the truth whether good or bad.</li> <li>• I think the government needs to be a little clearer with their answer. I feel every time you talk to someone you get the run around or you have to go through ten menus before you get someone. I like the use of the internet.</li> <li>• TV, E-mail, and websites.</li> <li>• By making information easier to access via the internet, phone, print media. Making those very services available to not only me, but every citizen at an affordable rate.</li> <li>• Be factual, honest, timely, and honestly looking out for all peoples interest on the social strata pyramid. Do unto others as you do unto you. Karma is a &lt;deleted expletive&gt; government.</li> <li>• Make it approachable for the people.</li> </ul> |

## Appendix D. Detailed Summary Tables of Results

This appendix contains the data rankings derived from tabulating the responses found in Daston's expectations database. Numbers in parentheses reflect tabulated values for channels and expectations. These values, which are presented here for reference, were the bases for the bar chart summaries presented in the main body of the report.

**Table D-1. Preferred Channels by Scenario**

| Scenario<br>(# Sessions Run)                | Vacation<br>(8 Sessions)   | Highway<br>(9 Sessions)   | Disaster<br>(8 Sessions)  | Passport<br>(8 Sessions)  | Medicare<br>(8 Sessions)  | Rare and Serious<br>Illness<br>(7 Sessions)  |
|---|--|---|---|---|---|--|
| Today<br>(# Expectations Cited by Channel)  | <ul style="list-style-type: none"> <li>• Internet (44)</li> <li>• Cell Phone/ Telephone (33)</li> <li>• Postal Mail (6)</li> <li>• In Person (5)</li> <li>• Email (2)</li> <li>• Other (3)</li> </ul>  | <ul style="list-style-type: none"> <li>• Cell Phone/ Telephone (39)</li> <li>• Email (23)</li> <li>• Internet (20)</li> <li>• In Person (13)</li> <li>• Postal Mail (8)</li> <li>• Other (2)</li> </ul> | <ul style="list-style-type: none"> <li>• Cell Phone/ Telephone (21)</li> <li>• Other (18)</li> <li>• Internet (17)</li> <li>• In Person (12)</li> <li>• Email (2)</li> <li>• Postal Mail (0)</li> </ul> | <ul style="list-style-type: none"> <li>• Internet (19)</li> <li>• Cell Phone/ Telephone (9)</li> <li>• In Person (29)</li> <li>• Postal Mail (2)</li> <li>• Email (2)</li> <li>• Other (3)</li> </ul> | <ul style="list-style-type: none"> <li>• Internet (44)</li> <li>• Cell Phone/ Telephone (33)</li> <li>• Postal Mail (6)</li> <li>• In Person (5)</li> <li>• Other (3)</li> <li>• Email (0)</li> </ul> | <ul style="list-style-type: none"> <li>• Internet (27)</li> <li>• Cell Phone/ Telephone (27)</li> <li>• In Person (11)</li> <li>• Postal Mail (4)</li> <li>• Email (9)</li> <li>• Other (5)</li> </ul> |
| Future<br>(# Expectations Cited by Channel) | <ul style="list-style-type: none"> <li>• Internet (25)</li> <li>• Other (16)</li> <li>• Cell Phone/ Telephone (13)</li> <li>• Postal Mail (5)</li> <li>• In Person (3)</li> <li>• Email (1)</li> </ul> | <ul style="list-style-type: none"> <li>• Cell Phone/ Telephone (21)</li> <li>• Other (21)</li> <li>• Internet (15)</li> <li>• Postal Mail (9)</li> <li>• Email (9)</li> <li>• In Person (7)</li> </ul>  | <ul style="list-style-type: none"> <li>• Internet (22)</li> <li>• Other (11)</li> <li>• In Person (7)</li> <li>• Cell Phone/ Telephone (5)</li> <li>• Postal Mail (6)</li> <li>• Email (0)</li> </ul>   | <ul style="list-style-type: none"> <li>• In Person (15)</li> <li>• Internet (10)</li> <li>• Other (9)</li> <li>• Cell Phone/ Telephone (5)</li> <li>• Postal Mail (0)</li> <li>• Email (0)</li> </ul> | <ul style="list-style-type: none"> <li>• Other (11)</li> <li>• In Person (7)</li> <li>• Postal Mail (6)</li> <li>• Internet (5)</li> <li>• Cell Phone/ Telephone (5)</li> <li>• Email (5)</li> </ul>  | <ul style="list-style-type: none"> <li>• Cell Phone/ Telephone (16)</li> <li>• Internet (9)</li> <li>• Other (8)</li> <li>• In Person (6)</li> <li>• Postal Mail (5)</li> <li>• Email (3)</li> </ul>   |

Due to the smaller quantity of sessions in Phase 2, Table D-1 tabulates the number of distinct references to expectations code words per channel per session. This provides more meaningful summary data than can be obtained by the simple tally of channel citations per session.

**Table D-2. Expectation Rankings by Scenario for Today**

| Vacation   | Highway   | Disaster   | Passport  | Medicare  | Rare and Serious Illness   |
|--|---|--|---|---|--|
| <ul style="list-style-type: none"> <li>• Convenience (17)</li> <li>• Easy to Locate Contact Information (13)</li> <li>• Competent Service (13)</li> <li>• Availability (11)</li> <li>• Timely Response (11)</li> <li>• Successful Outcome (11)</li> <li>• Courteous Service (7)</li> <li>• Reliable Service (7)</li> <li>• Privacy and Security (3)</li> </ul> | <ul style="list-style-type: none"> <li>• Convenience (22)</li> <li>• Competent Service (20)</li> <li>• Easy to Locate Contact Information (8)</li> <li>• Courteous Service (16)</li> <li>• Timely Response (16)</li> <li>• Reliable Service (7)</li> <li>• Availability (6)</li> <li>• Successful Outcome (6)</li> <li>• Consistent Response (4)</li> </ul> | <ul style="list-style-type: none"> <li>• Convenience (17)</li> <li>• Easy to Locate Competent Service (15)</li> <li>• Contact Information (12)</li> <li>• Timely Response (8)</li> <li>• Availability (7)</li> <li>• Courteous Service (6)</li> <li>• Successful Outcome (2)</li> <li>• Fair Treatment (1)</li> <li>• Consistent Response (1)</li> <li>• Reliable Service (1)</li> </ul> | <ul style="list-style-type: none"> <li>• Timely Response (13)</li> <li>• Convenience (11)</li> <li>• Competent Service (10)</li> <li>• Easy to Locate Contact Information (7)</li> <li>• Successful Outcome (7)</li> <li>• Availability (5)</li> <li>• Courteous Service (4)</li> <li>• Privacy and Security (3)</li> <li>• Reliable Service (1)</li> </ul> | <ul style="list-style-type: none"> <li>• Convenience (21)</li> <li>• Competent Service (21)</li> <li>• Easy to Locate Contact Information (13)</li> <li>• Courteous Service (8)</li> <li>• Availability (7)</li> <li>• Successful Outcome (7)</li> <li>• Timely Response (6)</li> <li>• Consistent Response (3)</li> <li>• Privacy and Security (2)</li> <li>• Social and Ethical Responsibility (1)</li> <li>• Reliable Service (1)</li> </ul> | <ul style="list-style-type: none"> <li>• Competent Service (19)</li> <li>• Convenience (15)</li> <li>• Easy to Locate Contact Information (12)</li> <li>• Courteous Service (11)</li> <li>• Availability (8)</li> <li>• Timely Response (8)</li> <li>• Successful Outcome (4)</li> <li>• Fair Treatment (3)</li> <li>• Social and Ethical Responsibility (2)</li> <li>• Consistent Response (1)</li> </ul> |
| <p><b>Not Heard:</b></p> <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Fair Treatment</li> <li>• Consistent Response</li> </ul>  | <p><b>Not Heard:</b></p> <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Privacy and Security</li> <li>• Fair Treatment</li> </ul>  | <p><b>Not Heard:</b></p> <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Privacy and Security</li> </ul>   | <p><b>Not Heard:</b></p> <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Fair Treatment</li> <li>• Consistent Response</li> </ul>   | <p><b>Not Heard:</b></p> <ul style="list-style-type: none"> <li>• Fair Treatment</li> </ul>   | <p><b>Not Heard:</b></p> <ul style="list-style-type: none"> <li>• Privacy and Security</li> <li>• Reliable Service</li> </ul>  |

**Table D-3. Expectation Rankings by Scenario for Future**

| Vacation  | Highway   | Disaster  | Passport   | Medicare  | Rare and Serious Illness  |
|---|---|---|--|---|---|
| <ul style="list-style-type: none"> <li>• Convenience (18)</li> <li>• Availability (10)</li> <li>• Competent Service (10)</li> <li>• Easy to Locate Contact Information (9)</li> <li>• Reliable Service (5)</li> <li>• Privacy and Security (4)</li> <li>• Timely Response (4)</li> <li>• Courteous Service (2)</li> <li>• Successful Outcome (1)</li> </ul> | <ul style="list-style-type: none"> <li>• Convenience (23)</li> <li>• Easy to Locate Contact Information (15)</li> <li>• Competent Service (12)</li> <li>• Availability (8)</li> <li>• Timely Response (6)</li> <li>• Courteous Service (4)</li> <li>• Reliable Service (4)</li> <li>• Successful Outcome (4)</li> <li>• Consistent Response (3)</li> <li>• Social and Ethical Responsibility (2)</li> <li>• Fair Treatment (1)</li> </ul> | <ul style="list-style-type: none"> <li>• Convenience (13)</li> <li>• Easy to Locate Contact Information (12)</li> <li>• Competent Service (12)</li> <li>• Availability (6)</li> <li>• Timely Response (3)</li> <li>• Reliable Service (2)</li> <li>• Courteous Service (1)</li> <li>• Fair Treatment (1)</li> <li>• Successful Outcome (1)</li> </ul> | <ul style="list-style-type: none"> <li>• Convenience (14)</li> <li>• Availability (5)</li> <li>• Timely Response (9)</li> <li>• Reliable Service (5)</li> <li>• Privacy and Security (4)</li> <li>• Successful Outcome (2)</li> </ul>  | <ul style="list-style-type: none"> <li>• Competent Service (13)</li> <li>• Convenience (12)</li> <li>• Easy to Locate Contact Information (5)</li> <li>• Consistent Response (4)</li> <li>• Availability (2)</li> <li>• Courteous Service (1)</li> <li>• Fair Treatment (1)</li> <li>• Timely Response (1)</li> </ul> | <ul style="list-style-type: none"> <li>• Convenience (12)</li> <li>• Competent Service (11)</li> <li>• Easy to Locate Contact Information (9)</li> <li>• Availability (7)</li> <li>• Courteous Service (4)</li> <li>• Fair Treatment (3)</li> <li>• Successful Outcome (1)</li> </ul> |
| <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility (0)</li> <li>• Fair Treatment (0)</li> <li>• Consistent Response (0)</li> </ul>  | <ul style="list-style-type: none"> <li>• Privacy and Security (0)</li> </ul>  | <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility (0)</li> <li>• Privacy and Security (0)</li> <li>• Consistent Response (0)</li> </ul>  | <ul style="list-style-type: none"> <li>• Easy to Locate Contact Information (0)</li> <li>• Social and Ethical Responsibility (0)</li> <li>• Courteous Service (0)</li> <li>• Competent Service (0)</li> <li>• Fair Treatment (0)</li> <li>• Consistent Response (0)</li> </ul> | <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility (0)</li> <li>• Privacy and Security (0)</li> <li>• Reliable Service (0)</li> <li>• Successful Outcome (0)</li> </ul>   | <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility (0)</li> <li>• Privacy and Security (0)</li> <li>• Consistent Response (0)</li> <li>• Reliable Service (0)</li> <li>• Timely Response (0)</li> </ul>   |

**Table D-4. Expectations for Today and Future Preferred Channels by Most Frequently Cited Channels (See Figure 2-6)**

|   | Telephone    | Internet    | In Person Visit | Postal Mail | Email   | Other       |
|---|--------------|-------------|-----------------|-------------|---------|-------------|
| Today<br># rank, (# Expectations Cited)         | Second (147) | First (158) | Third (92)      | #6 (27)     | #4 (36) | #5 (42)     |
| Future<br># rank, (# Expectations Cited)        | Third (65)   | First (86)  | #4 (45)         | #5 (31)     | #6 (18) | Second (76) |
| Questionnaire<br># rank, (# Expectations Cited) | First (45)   | Second (44) | #4 tie (22)     | #4 tie (22) | #6 (14) | Third (28)  |

**Table D-5. Expectations for Today by Most Frequently Cited Preferred Channels**

| Cell phone/telephone  | Internet  | In Person Visit  | Postal Mail  | Email   | Other   |
|---|---|--|--|---|---|
| 1 - Competent Service (30)<br>2 - Convenience (25)<br>2 - Courteous Service (25)<br>4 - Easy-to-Locate (19)<br>5 - Timely Response (18)<br>6 - Successful Outcome (11)<br>7 - Availability (9)<br>8 - Reliable Service (5)<br>9 - Consistent Response (2)<br>10 - Social and Ethical Responsibility (1)<br>11 - Privacy and Security (1)<br>12 - Fair Treatment (1) | 1 - Convenience (35)<br>2 - Competent Service (28)<br>3 - Easy-to-Locate (27)<br>4 - Availability (20)<br>5 - Timely Response (14)<br>6 - Successful Outcome (10)<br>7 - Courteous Service (9)<br>8 - Reliable Service (6)<br>9 - Consistent Response (4)<br>10 - Privacy and Security (4)<br>11 - Fair Treatment (1) | 1 - Competent Service (23)<br>2 - Timely Response (15)<br>3 - Courteous Service (14)<br>4 - Convenience (13)<br>5 - Availability (6)<br>6 - Easy-to-Locate (4)<br>7 - Privacy and Security (3)<br>8 - Social and Ethical Responsibility (1)<br>8 - Fair Treatment (1)<br>8 - Consistent Response (1)<br>8 - Reliable Service (1)<br>8 - Successful Outcome (1) | 1 - Convenience (9)<br>2 - Successful Outcome (4)<br>3 - Easy-to-Locate (3)<br>3 - Competent Service (3)<br>3 - Timely Response (3)<br>6 - Availability (2)<br>6 - Reliable Service (2)<br>8 - Courteous Service (1) | 1 - Timely Response (9)<br>2 - Convenience (8)<br>3 - Competent Service (7)<br>4 - Availability (3)<br>4 - Courteous Service (3)<br>4 - Reliable Service (3)<br>7 - Easy-to-Locate (2)<br>8 - Consistent Response (1) | 1 - Convenience (13)<br>2 - Easy-to-Locate (10)<br>3 - Competent Service (7)<br>4 - Availability (4)<br>5 - Timely Response (3)<br>6 - Successful Outcome (2)<br>7 - Social and Ethical Responsibility (1)<br>7 - Fair Treatment (1)<br>7 - Consistent Response (1) |
|   | <u>Not Heard</u> <ul style="list-style-type: none"> <li>Social and Ethical Responsibility</li> </ul>  |  | <u>Not Heard</u> <ul style="list-style-type: none"> <li>Social and Ethical Responsibility</li> <li>Privacy and Security</li> <li>Fair Treatment</li> <li>Consistent Response</li> </ul>                              | <u>Not Heard</u> <ul style="list-style-type: none"> <li>Social and Ethical Responsibility</li> <li>Privacy and Security</li> <li>Fair Treatment</li> <li>Successful Outcome</li> </ul>                                | <ul style="list-style-type: none"> <li>Privacy and Security</li> <li>Courteous Service</li> <li>Reliable Service</li> </ul>   |

**Table D-6. Expectations for Future by Most Frequently Cited Preferred Channels**

| <b>Cell phone/telephone</b>   | <b>Internet</b>   | <b>In Person Visit</b>  | <b>Postal Method</b>   | <b>Email</b>   | <b>Other</b>   |
|---|---|---|--|--|--|
| 1 - Convenience (17)<br>2 - Competent Service (13)<br>3 - Easy-to-Locate (10)<br>4 - Availability (8)<br>5 - Timely Response (5)<br>6 - Courteous Service (4)<br>7 - Successful Outcome (3)<br>8 - Fair Treatment (2)<br>8 - Reliable Service (2)<br>10 - Consistent Response (1) | 1 - Convenience (22)<br>2 - Competent Service (14)<br>3 - Easy-to-Locate (13)<br>3 - Availability (13)<br>5 - Timely Response (7)<br>6 - Reliable Service (6)<br>7 - Privacy and Security (3)<br>7 - Courteous Service (3)<br>9 - Successful Outcome (2)<br>10 - Social and Ethical Responsibility (1)<br>10 - Fair Treatment (1)<br>11 - Consistent Response (1) | 1 - Convenience (11)<br>1 - Competent Service (11)<br>3 - Timely Response (5)<br>4 - Availability (3)<br>4 - Privacy and Security (3)<br>4 - Courteous Service (3)<br>4 - Reliable Service (3)<br>8 - Easy-to-Locate (2)<br>8 - Fair Treatment (2)<br>10 - Social and Ethical Responsibility (1)<br>10 - Successful Outcome (1) | 1 - Convenience (12)<br>2 - Easy-to-Locate (7)<br>3 - Competent Service (5)<br>4 - Courteous Service (2)<br>5 - Availability (1)<br>5 - Consistent Response (1)<br>5 - Reliable Service (1)<br>5 - Timely Response (1)<br>5 - Successful Outcome (1) | 1 - Convenience (6)<br>2 - Easy-to-Locate (3)<br>3 - Availability (2)<br>3 - Competent Service (2)<br>3 - Consistent Response (2)<br>6 - Fair Treatment (1)<br>6 - Reliable Service (1)<br>6 - Timely Response (1) | Convenience (24)<br>Easy-to-Locate (15)<br>Competent Service (13)<br>Availability (11)<br>Reliable Service (3)<br>Timely Response (4)<br>Privacy and Security (2)<br>Consistent Response (2)<br>Successful Outcome (2) |
| <b>Not Heard</b><br><ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Privacy and Security</li> </ul>   |   | <b>Not Heard</b><br><ul style="list-style-type: none"> <li>• Consistent Response</li> </ul>   | <b>Not Heard</b><br><ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Privacy and Security</li> <li>• Fair Treatment</li> </ul>  | <b>Not Heard</b><br><ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Privacy and Security</li> <li>• Courteous Service</li> <li>• Successful Outcome</li> </ul>               | <b>Not Heard</b><br><ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Courteous Service</li> <li>• Fair Treatment</li> </ul>   |

**Table D-7. Preferred Channels by Age Group**

|                              | 18–29 Years Old  | 30–44 Years Old  | 45–64 Years Old   | 65 Years of Age and Older   |
|------------------------------|--|--|---|---|
| Today                        | 1 - Internet (23)<br>2 - Cell Phone/<br>Telephone (21)<br>3 - In Person (13)<br>4 - E-mail (5)<br>5 - Postal Mail (4)<br>6 - Other (1) | 1 - Internet (47)<br>2 - Cell Phone/<br>Telephone (36)<br>3 - In Person (19)<br>4 - E-mail (15)<br>5 - Other (14)<br>6 - Postal Mail (3) | 1 - Internet (37)<br>1 - Cell Phone/<br>Telephone (37)<br>3 - In Person (28)<br>4 - E-mail (5)<br>5 - Other (3)<br>6 - Postal Mail (2)  | 1 - Cell Phone/<br>Telephone (53)<br>2 - Internet (51)<br>3 - In Person (32)<br>4 - Other (24)<br>5 - Postal Mail (18)<br>6 - E-mail (11) |
| Future                       | 1 - Internet (16)<br>2 - In Person (8)<br>3 - Cell Phone/<br>Telephone (7)<br>4 - Other (6)<br>5 - E-mail (5)<br>6 - Postal Mail (2)   | 1 - Internet (26)<br>1 - Other (26)<br>3 - Postal Mail (16)<br>4 - Cell Phone/<br>Telephone (15)<br>5 - In Person (9)<br>6 - E-mail (5)  | 1 - Cell Phone/<br>Telephone (24)<br>2 - Other (23)<br>3 - Internet (20)<br>4 - In Person (16)<br>5 - Postal Mail (3)<br>6 - E-mail (3) | 1 - Cell Phone/<br>Telephone (15)<br>2 - Internet (9)<br>3 - Postal Mail (8)<br>4 - In Person (7)<br>5 - Other (6)<br>6 - E-mail (0)      |
| Improvement<br>Questionnaire | 1 - Internet (10)<br>2 - Cell Phone/<br>Telephone (7)<br>3 - In Person (2)<br>3 - Other (2)<br>Postal Mail (0)<br>E-mail (0)           | 1 - Internet (22)<br>2 - Cell Phone/<br>Telephone (18)<br>3 - In Person (13)<br>4 - Postal Mail (10)<br>5 - Other (10)<br>6 - E-mail (7) | 1 - Cell Phone/<br>Telephone (10)<br>2 - Internet (8)<br>3 - E-mail (7)<br>4 - Other (6)<br>5 - Postal Mail (4)<br>6 - In Person (2)    | 1 - Internet (24)<br>2 - Other (21)<br>3 - Cell Phone/<br>Telephone (19)<br>4 - In Person (12)<br>5 - Postal Mail (10)<br>6 - E-mail (5)  |

**Table D-8. Service-Level Expectations for Today by Age Group**

| 18–29 Years Old  | 30–45 Years Old   | 46–65 Years Old   | 65 Years of Age and Older   |
|--|---|---|---|
| 1 - Competent Service (18)<br>2 - Convenience (15)<br>3 - Easy-to-Locate (8)<br>3 - Courteous Service (8)<br>3 - Timely Response (8)<br>6 - Reliable Service (4)<br>7 - Availability (2)<br>7 - Privacy and Security (2)<br>7 - Successful Outcome (2) | 1 - Convenience (27)<br>2 - Competent Service (22)<br>3 - Easy-to-Locate (18)<br>3 - Timely Response (18)<br>5 - Availability (12)<br>6 - Courteous Service (11)<br>7 - Reliable Service (10)<br>8 - Successful Outcome (8)<br>9 - Consistent Response (4)<br>10 - Privacy and Security (2)<br>11 - Social and Ethical<br>Responsibility (1)<br>11 - Fair Treatment (1) | 1 - Competent Service (24)<br>2 - Convenience (18)<br>3 - Courteous Service (16)<br>4 - Timely Response (15)<br>5 - Easy-to-Locate (13)<br>6 - Availability (11)<br>7 - Successful Outcome (9)<br>8 - Consistent Response (3)<br>9 - Social and Ethical<br>Responsibility (1)<br>9 - Privacy and Security (1)<br>9 - Fair Treatment (1) | 1 - Convenience (43)<br>2 - Competent Service (34)<br>3 - Easy-to-Locate (26)<br>4 - Timely Response (21)<br>5 - Availability (19)<br>6 - Successful Outcome (18)<br>7 - Courteous Service (17)<br>8 - Privacy and Security (3)<br>8 - Reliable Service (3)<br>10 - Fair Treatment (2)<br>10 - Consistent Response (2)<br>12 - Social and Ethical<br>Responsibility (1) |
| <b>Not Heard</b><br><ul style="list-style-type: none"> <li>• Social and Ethical<br/>Responsibility</li> <li>• Fair Treatment</li> <li>• Consistent Response</li> </ul>   |   | <b>Not Heard</b><br><ul style="list-style-type: none"> <li>• Reliable Service</li> </ul>  |   |

**Table D-9. Service-Level Expectations for Future by Age Group**

| 18–29 Years Old   | 30–45 Years Old  | 46–65 Years Old   | 65 Years of Age and Older   |
|---|--|---|---|
| 1 - Convenience (16)<br>2 - Competent Service (13)<br>3 - Easy-to-Locate (4)<br>4 - Privacy and Security (3)<br>5 - Timely Response (3)<br>6 - Consistent Response (2)<br>7 - Availability (1)<br>7 - Courteous Service (1)<br>7 - Reliable Service (1) | 1 - Convenience (24)<br>2 - Availability (16)<br>3 - Easy-to-Locate (15)<br>4 - Competent Service (13)<br>5 - Timely Response (10)<br>6 - Reliable Service (9)<br>7 - Courteous Service (3)<br>7 - Fair Treatment (3)<br>9 - Successful Outcome (2)<br>10 - Social and Ethical Responsibility (1)<br>10 - Privacy and Security (1) | 1 - Convenience ( 23)<br>2 - Competent Service (17)<br>3 - Easy-to-Locate (12)<br>4 - Availability (11)<br>5 - Timely Response (8)<br>6 - Courteous Service (6)<br>7 - Reliable Service (4)<br>8 - Fair Treatment (3)<br>9 - Privacy and Security (2)<br>10 - Consistent Response (2)<br>11 - Social and Ethical Responsibility (1) | 1 - Convenience (29)<br>2 - Easy-to-Locate (19)<br>3 - Competent Service (15)<br>4 - Availability (10)<br>5 - Successful Outcome (7)<br>6 - Consistent Response (3)<br>7 - Privacy and Security (2)<br>7 - Courteous Service (2)<br>7 - Reliable Service (2)<br>7 - Timely Response (2) |
| <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Fair Treatment</li> <li>• Successful Outcome</li> </ul>  | <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Consistent Response</li> </ul>   | <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Successful Outcome</li> </ul>   | <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Fair Treatment</li> </ul>  |

**Table D-10. Service-Level Expectations for Improvements by Age Group**

| 18–29 Years Old   | 30–45 Years Old  | 46–65 Years Old  | 65 Years of Age and Older   |
|---|--|--|---|
| 1 - Easy-to-Locate (5)<br>2 - Competent Service (4)<br>3 - Convenience (3)<br>3 - Fair Treatment (3)<br>3 - Timely Response (3)<br>6 - Consistent Response<br>Reliable Service (2)<br>7 - Courteous Service (1) | 1 - Easy-to-Locate (16)<br>2 - Convenience (16)<br>2 - Competent Service (16)<br>4 - Courteous Service (9)<br>5 - Availability (7)<br>5 - Reliable Service (7)<br>7 - Consistent Response (5)<br>8 - Timely Response (4)<br>8 - Successful Outcome (4) | 1 - Easy-to-Locate (9)<br>2 - Convenience (8)<br>3 - Competent Service (7)<br>4 - Availability (5)<br>5 - Courteous Service (3)<br>6 - Reliable Service (2)<br>7 - Timely Response (2)<br>8 - Fair Treatment (1) | Convenience (11)<br>Easy-to-Locate (8)<br>Availability (7)<br>Competent Service (7)<br>Courteous Service (4)<br>Consistent Response (2)<br>Reliable Service (2)<br>Social and Ethical Responsibility (1)<br>Privacy and Security (1)<br>Fair Treatment (1)<br>Timely Response (1) |
| <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Availability</li> <li>• Social and Ethical Responsibility</li> <li>• Privacy and Security</li> <li>• Successful Outcome</li> </ul>                    | <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Privacy and Security</li> <li>• Fair Treatment</li> </ul>   | <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Privacy and Security</li> <li>• Consistent Response</li> <li>• Successful Outcome</li> </ul>              | <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Successful Outcome</li> </ul>   |

**Table D-11. Service-Level Expectations for Today by Annual Household Income Group***Data collected from Houston, Seattle, and Charlotte only (eight focus groups)*

| Under \$30,000 in Household Income   | Between \$30,000 and \$49,000 in Household Income   | Minimum of \$50,000 in Household Income   |
|--|---|---|
| 1 - Competent Service (52)<br>2 - Convenience (46)<br>3 - Courteous Service (31)<br>4 - Easy-to-Locate (30)<br>4 - Timely Response (30)<br>6 - Availability (22)<br>7 - Successful Outcome (14)<br>8 - Consistent Response (5)<br>9 - Reliable Service (2)<br>10 - Social and Ethical Responsibility (1)<br>10 - Privacy and Security (1)<br>10 - Fair Treatment (1) | 1 - Convenience (26)<br>2 - Competent Service (20)<br>3 - Easy-to-Locate (18)<br>4 - Timely Response (15)<br>5 - Availability (11)<br>6 - Courteous Service (9)<br>6 - Successful Outcome (9)<br>8 - Reliable Service (7)<br>9 - Privacy and Security (6)<br>10 - Social and Ethical Responsibility (1) | 1 - Convenience (31)<br>2 - Competent Service (26)<br>3 - Easy-to-Locate (17)<br>4 - Timely Response(17)<br>5 - Successful Outcome (14)<br>6 - Courteous Service (12)<br>7 - Availability (11)<br>8 - Reliable Service (8)<br>9 - Consistent Response (4)<br>10 - Fair Treatment (3)<br>11 - Social and Ethical Responsibility (1)<br>11 - Privacy and Security (1) |
|  | <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Fair Treatment</li> <li>• Consistent Response</li> </ul>  |   |

**Table D-12. Service-Level Expectations for Future by Annual Household Income Group**

| Under \$30,000 in Household Income  | Between \$30,000 and \$49,000 in Household Income  | Minimum of \$50,000 in Household Income  |
|---|--|--|
| 1 - Convenience (51)<br>2 - Competent Service (33)<br>3 - Easy-to-Locate (25)<br>4 - Availability (20)<br>5 - Timely Response (12)<br>6 - Courteous Service (10)<br>7 - Consistent Response (4)<br>7 - Reliable Service (4)<br>9 - Privacy and Security (3)<br>9 - Fair Treatment (3)<br>9 - Successful Outcome (3)<br>12 - Social and Ethical Responsibility (2) | 1 - Convenience (24)<br>2 - Easy-to-Locate (13)<br>3 - Competent Service (10)<br>4 - Availability (9)<br>5 - Timely Response (8)<br>6 - Reliable Service (7)<br>7 - Consistent Response (3)<br>8 - Privacy and Security (2)<br>9 - Courteous Service (1)<br>9 - Fair Treatment (1)<br>9 - Successful Outcome (1) | 1 - Convenience (17)<br>2 - Competent Service (15)<br>3 - Easy-to-Locate (12)<br>4 - Availability (9)<br>5 - Reliable Service (5)<br>5 - Successful Outcome (5)<br>7 - Timely Response (3)<br>7 - Privacy and Security (3)<br>9 - Fair Treatment (2)<br>10 - Courteous Service (1) |
|   | <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> </ul>   | <b>Not Heard</b> <ul style="list-style-type: none"> <li>• Social and Ethical Responsibility</li> <li>• Consistent Response</li> </ul>  |

**Table D-13. Service-Level Expectations for Improvements by Annual Household Income**

| <b>Under \$30,000 in Household Income</b>  | <b>Between \$30,000 and \$49,000 in Household Income</b>  | <b>Minimum of \$50,000 in Household Income</b>  |
|--|---|---|
| 1 - Easy-to-Locate (18)<br>2 - Convenience (15)<br>3 - Competent Service (13)<br>4 - Availability (6)<br>4 - Courteous Service (6)<br>6 - Fair Treatment (4)<br>6 - Timely Response (4)<br>8 - Reliable Service (2)<br>9 - Social and Ethical Responsibility (1)<br>9 - Successful Outcome (1) | 1 - Easy-to-Locate (10)<br>1 - Convenience (10)<br>3 - Competent Service (8)<br>4 - Consistent Response (7)<br>4 - Reliable Service (7)<br>6 - Availability (5)<br>7 - Courteous Service (4)<br>8 - Timely Response (3)<br>8 - Successful Outcome (3) | 1 - Competent Service (9)<br>2 - Convenience (8)<br>3 - Successful Outcome (6)<br>4 - Easy-to-Locate (4)<br>5 - Timely Response (2)<br>6 - Fair Treatment (1)<br>6 - Reliable Service (1)   |
| <b><u>Not Heard</u></b> <ul style="list-style-type: none"> <li>● Privacy and Security</li> <li>● Consistent Response</li> </ul>  | <b><u>Not Heard</u></b> <ul style="list-style-type: none"> <li>● Social and Ethical Responsibility</li> <li>● Privacy and Security</li> <li>● Fair Treatment</li> </ul>   | <b><u>Not Heard</u></b> <ul style="list-style-type: none"> <li>● Availability</li> <li>● Social and Ethical Responsibility</li> <li>● Privacy and Security</li> <li>● Courteous Service</li> <li>● Consistent Response</li> </ul> |

## Appendix E. Table of Selected Quotations

In the following table, we have selected representative quotations by participants. They are not intended to be comprehensive or to capture every subtlety expressed on a given topic. For example, some interesting points were made through interactive dialogues that cannot easily be condensed into a coherent quotation.

For each quotation, we have provided the following information for a full understanding of the context:

- The location and hour of the session at which it was expressed
- The age category of the participant
- The household income range of the participant
- Whether the session was a targeted Hispanic demographic grouping
- The scenario being addressed when the statement was made
- Whether the scenario discussion was focusing on current expectations or future expectations
- The channel(s) being discussed
- The expectation(s) being expressed

| Session   | Age   | Household Income | Education    | Hispanic Session? | Scenario | Current or Future? | Channel(s)         | Expectation(s)  | Quotation   |
|-----------|-------|------------------|--------------|-------------------|----------|--------------------|--------------------|---|---|
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Vacation | Current            | Internet           | Convenience   | <i>Because it is faster and when you use their website it will give you all the information that you're looking for</i>   |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Vacation | Current            | Internet           | Easy to Locate Contact Information; Competent Service | <i>...when you call information or something there might be that language barrier, but with the Internet there is no discrepancy in what's being said and it's right in front of you</i>  |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Vacation | Current            | Internet           | Convenience, Availability                             | <i>You might want to know this in the middle of the night. Like I can't sleep and I've got to figure this out of where am I going to go next? You know it is open 24-hours a day and you get more information than you can handle</i>   |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Vacation | Current            | Internet vs. Phone | Competent Service                                     | <i>...where I can physically and visually see something and that makes me feel at least as though I'm not as incompetent as the lady or the other person on the line can make me feel.</i>  |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Vacation | Current            | Internet vs. Phone | Convenience, Availability                             | <i>It is a more efficient use of your time... Everything is about speed you're tired and you've got to make plans and you have other things to do, so you want to get information you want right there and then. You don't want to wait on the phone. You don't want to be on hold.</i> |

| Session   | Age   | Household Income | Education    | Hispanic Session? | Scenario | Current or Future? | Channel(s)         | Expectation(s)                  | Quotation   |
|-----------|-------|------------------|--------------|-------------------|----------|--------------------|--------------------|---------------------------------|---|
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Vacation | Current            | Internet vs. Phone | Convenience                     | <i>(Sharing the contact experiences with co-travelers in real time) If you were to do a conference call over the phone it would cost you a lot more. So, just the fact that you can go over the Internet and pay the same price is a savings.</i>   |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Vacation | Current            | Internet vs. Phone | Courteous Service               | <i>I like that the Internet has no attitude or...I have a bad temper when they start getting nasty with me. So, that is my biggest thing in that I don't have to deal with their attitude</i>   |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Vacation | Future             | Phone              | Availability                    | <i>As soon as they pick up [I want a live person], even if I have to wait that five minutes that they tell me I have to wait that there will be a real person; not a recording that will take me around to four different places</i>  |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Vacation | Future             | Other              | Convenience, Successful Outcome | <i>I think ideally we're talking futuristic is that they will have a program that tracks you for how many times you've been on and what your interest is and they can shoot you back e-mail for special promotions or special activities that are going on in those areas...So they would track your interest to hope that you do future planning</i> |

| Session   | Age   | Household Income | Education    | Hispanic Session? | Scenario     | Current or Future? | Channel(s)      | Expectation(s)                        | Quotation   |
|-----------|-------|------------------|--------------|-------------------|--------------|--------------------|-----------------|---------------------------------------|---|
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Vacation     | Future             | Other           | Convenience, Courteous Service        | <i>Because [if the government contacts the citizen] it shows us that they appreciate us. I mean we're paying taxes to upkeep these parks and to support it. I mean it is better than going up to Canada and giving them our money, you know.</i>                                      |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Highway      | Current            | Phone vs. Email | Reliable Service                      | <i>[I would try to reach] Anybody who would listen...and give you hope because if you do e-mail chances are...you don't know whether it is going to get to them...or just get deleted</i>   |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Highway      | Future             | Other           | Convenience, Availability             | <i>But, maybe you could have something on your cable box for if you need some government help. Say you have no hot water, or the traffic is backed up, the sewer is overflowing. You know there might be something or some button that you might be able to press</i>                 |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Highway      | Future             | All             | Reliable Service                      | <i>If you're not going to do it correctly, don't even try at all. Let me know...I'm going to have to find my own way. But as soon as you make it like you're trying to give a service and you're so bad at it, then you're definitely putting you're energies in the wrong places</i> |
| NYC Pilot | 45-64 | Under 30K        | Some College | No                | Rare Illness | Future             | Other           | Competent Service, Successful Outcome | <i>Aside from just giving you the information they can automatically print out information to you and to the establishment that could possibly help you</i>   |

| Session   | Age     | Household Income | Education    | Hispanic Session? | Scenario | Current or Future? | Channel(s)             | Expectation(s)                        | Quotation   |
|-----------|---------|------------------|--------------|-------------------|----------|--------------------|------------------------|---------------------------------------|---|
| NYC Pilot | 45-64   | Under 30K        | Some College | No                | Passport | Future             | Other                  | Convenience, Timely Response          | <i>You have different government agencies where you could just walk in and be verified, whether it is thumb print or eye scan. So, once they can verify that, they can just issue it right there and then...</i>  |
| NYC Pilot | 45-64   | Under 30K        | Some College | No                | Passport | Future             | Postal Mail (negative) | Reliable Service, Timely Response     | <i>Because, in the mail anything can happen, and it could be intercepted or it could be lost. I want [a response] right there and then.</i>   |
| NYC Pilot | 45-64   | Under 30K        | Some College | No                | Passport | Future             | Other                  | Convenience, Competent Service        | <i>[Have] more places that you could do this. To do this at your home and do the eye scan – you can't do that at home. The finger print thing...I work with biometrics, and you can't really do that kind of thing. But, there should be more places to do this</i> |
| NYC 6:00  | Over 65 | \$50K & Over     | HS Diploma   | No                | Disaster | Current            | Phone                  | Competent Service, Successful Outcome | <i>Whether I contact somebody and if I talk to them and they give me a satisfactory answer then I would think within myself that I could believe them and I'd be happy</i>  |
| NYC 6:00  | Over 65 | \$50K & Over     | HS Diploma   | No                | Disaster | Current            | Internet               | Competent Service                     | <i>The Internet is a little more impersonal than a voice on a phone, so I would probably have to see it from a few different agencies or a few different services to know that it's accurate</i>  |

| Session  | Age     | Household Income | Education  | Hispanic Session? | Scenario     | Current or Future? | Channel(s)          | Expectation(s)  | Quotation  |
|----------|---------|------------------|------------|-------------------|--------------|--------------------|---------------------|---|--|
| NYC 6:00 | Over 65 | \$50K & Over     | HS Diploma | No                | Medicare     | Future             | Internet            | Competent Service, Courteous Service                          | <i>Since I use the computer every day, I find that certain sites, thinking back to sites that sell items, which have live help. If you go onto some of these government sites and what they show you isn't clear to you, being able to access live help would be absolutely beneficial</i> |
| NYC 6:00 | Over 65 | \$50K & Over     | HS Diploma | No                | Rare Illness | Current            | Phone vs. Internet  | Easy to Locate Contact Information, Availability, Convenience | <i>There are a lot of people who don't have computers. There are a lot of people who don't know how to use them and can't use them. One main thing to do is you have a telephone or a friend who has a telephone, you can call</i>   |
| NYC 6:00 | Over 65 | \$50K & Over     | HS Diploma | No                | Rare Illness | Future             | All Channels        | Availability, Competent Service                               | <i>You have to make it local.</i>  |
| NYC 6:00 | Over 65 | \$50K & Over     | HS Diploma | No                | Rare Illness | Future             | Phone (negative)    | Timely Response, Courteous Service                            | <i>... you get the push button system. You push 1, they say push 1, 2, 3, 4, you push 3 and they tell you 1, 2, 3, 4...: And then they hang up on you... And after that, you've got to leave a voice mail and they don't respond to you until maybe 2 of 3 days later.</i>                 |
| NYC 6:00 | Over 65 | \$50K & Over     | HS Diploma | No                | Passport     | Current            | Internet (negative) | Easy to Locate Contact Information, Convenience               | <i>there are an amazingly huge number of people who are afraid of computers and you can't convince them that it isn't going to hurt them, bite them</i>  |
| NYC 6:00 | Over 65 | \$50K & Over     | HS Diploma | No                | Passport     | Current            | Internet            | Availability, Convenience                                     | <i>I've picked up things along the way. I find that it's indispensable. You don't have to stand in line or anything.</i>   |

| Session  | Age     | Household Income | Education             | Hispanic Session? | Scenario | Current or Future? | Channel(s)          | Expectation(s)                    | Quotation   |
|----------|---------|------------------|-----------------------|-------------------|----------|--------------------|---------------------|-----------------------------------|---|
| NYC 6:00 | Over 65 | \$50K & Over     | HS Diploma            | No                | Passport | Current            | Internet (negative) | Privacy and Security              | <i>I find that going on line with very crucial information is not very smart... You tell them where you live, your name, your address, social security number. I avoid that as much as possible</i>   |
| NYC 6:00 | Over 65 | \$50K & Over     | HS Diploma            | No                | Passport | Current            | Internet (negative) | Privacy and Security              | <i>There are too many hackers now. They hack the government; the government is supposed to have the best security... You have to put your social security number in there and all of that information. Your bank account. They can hack into it and take it from you and you wouldn't even know it.</i>   |
| NYC 8:00 | 30-44   | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Current            | Phone vs. Internet  | Timely Response, Reliable Service | <i>... when you [file a complaint online] it takes longer to get a response than just speaking to an operator</i>   |
| NYC 8:00 | 30-44   | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Current            | Phone vs. Internet  | Courteous Service                 | <i>I like going on the computer, and like now days everyone is e-mailing everyone, but I would rather talk to the person instead of being on the computer because it is a more personal thing for me.</i>   |
| NYC 8:00 | 30-44   | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Current            | Phone               | Courteous Service                 | <i>...even if the response is not what you want to hear, but just speaking to a person makes it feel more like you're being listened to. I guess being from the old school; that is how you'd feel...<br/>Yes; a natural person is listening to you. You know when you get those automated things and it says to press one for this and two for that – send me a person – I hate those.</i> |

| Session  | Age   | Household Income | Education             | Hispanic Session? | Scenario | Current or Future? | Channel(s)          | Expectation(s)                        | Quotation  |
|----------|-------|------------------|-----------------------|-------------------|----------|--------------------|---------------------|---------------------------------------|--|
| NYC 8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Current            | In Person           | Courteous Service, Successful Outcome | <i>Eye contact can be very important... it is personal. When you're getting in touch with someone and they can have a local office where you can go and see someone like a supervisor or whatever</i>  |
| NYC 8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Current            | In Person vs. Email | Competent Service, Successful Outcome | <i>... the interaction and the actual contact between two people including the eye contact, and the acknowledgement of gestures, and those things are important in the sense that you feel that you're venting and getting your frustrations and point across, rather than writing an e-mail which can be ignored or a letter that can be put on the stock pile with all the rest</i>  |
| NYC 8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Current            | In Person vs. Phone | Timely Response, Competent Service    | <i>If it were an extreme problem or an annoying level of severity that I cannot deal with, I would go in person... It would be effective because I would be right there and in their face, and if it is something that is urgent and if it is something that is affecting you and, you are part of whatever community you live in...as opposed to a phone call ... if you live there it has an interest for you and someone has to give you individual attention somehow</i> |

| Session     | Age   | Household Income | Education             | Hispanic Session? | Scenario | Current or Future? | Channel(s)          | Expectation(s)  | Quotation  |
|-------------|-------|------------------|-----------------------|-------------------|----------|--------------------|---------------------|---|--|
| NYC<br>8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Current            | Phone vs. In Person | Timely Response, Successful Outcome                     | <i>I would rather deal with the person over the phone and you can get their badge number and you can get things done quicker and faster when things are done on the phone. When you go in person, you've to still wait to see someone to form a complaint...</i>   |
| NYC<br>8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Current            | Phone vs. Email     | Competent Service, Reliable Service, Successful Outcome | <i>But, I think the reason why we prefer to call is because at that point you can get a badge number and their name that you can hold accountable. Most of the time you send e-mails to general in-boxes that you don't know who is answering and I think they could just hit the delete button and never open it and never read it and never respond to it.</i>                                   |
| NYC<br>8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Current            | Email vs. Phone     | Timely Response, Competent Service                      | <i>I won't [discount] calling and following up, but I would send an e-mail first. Usually with e-mails these days, it is not totally a waste of time. You get a receipt once you send the e-mail and they have to acknowledge your receipt and that you did send an e-mail. Usually they are pretty good and they answer your e-mail within 48-hours... It saves a lot of time and aggravation</i> |
| NYC<br>8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Current            | Email (negative)    | Timely Response, Competent Service                      | <i>...some...will respond back, but other departments will not accept e-mail as a valid document</i>   |

| Session  | Age   | Household Income | Education             | Hispanic Session? | Scenario | Current or Future? | Channel(s)          | Expectation(s)                      | Quotation  |
|----------|-------|------------------|-----------------------|-------------------|----------|--------------------|---------------------|-------------------------------------|--|
| NYC 8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Future             | Internet, Email     | Convenience                         | <i>[The government could] use the Internet and set up a page in which you could complain on and send it right to the local department.</i>   |
| NYC 8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Highway  | Future             | Internet, Email     | Convenience, Courteous Service      | <i>if it is a major shut down, then I would expect something in the mail like I would see a candidate ballot to vote...it would make me feel valued as a citizen because I am being communicated to, and also I can plan accordingly by making a detour or adjustment in my work schedule. Or, if I'm going out leisurely, I can make my plans accordingly also just to avoid all the chaos... I think that the taxpayers should be notified especially since the taxpayers are paying for it.</i> |
| NYC 8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Passport | Current            | Internet, In Person | Timely Response                     | <i>I would start off by going on the Internet and printing out the application and coming into the office with it filled out, and with my pictures and everything needed to make sure that they don't send me back because I don't have everything that I need.</i>  |
| NYC 8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Passport | Current            | Internet, In Person | Timely Response, Successful Outcome | <i>First, go onto the Internet and get all of the necessary documentations because you don't know what you need to go down with in person to get your passport because if you don't, you're going to have to spend another day...you then leave satisfied because you're leaving with your passport.</i>   |

| Session     | Age   | Household Income | Education             | Hispanic Session? | Scenario | Current or Future? | Channel(s)          | Expectation(s)                      | Quotation   |
|-------------|-------|------------------|-----------------------|-------------------|----------|--------------------|---------------------|-------------------------------------|---|
| NYC<br>8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Passport | Future             | Internet, Other     | Timely Response, Successful Outcome | <p><i>In an ideal world, we would do it over the Internet. It would have our basic information like our name and where you were born because the government has access to all these different government agencies. So, why not be able to enter this information and let the government do it via the Internet and let them know you want a passport?</i></p> <p><i>It is easier for you and it is less aggravation, less stress, and at the end you would get like a receipt number and... you could expect your passport in three to five days. If you don't get it they can give you a number to call...</i></p> |
| NYC<br>8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Medicare | Current            | Internet, In Person | Convenience, Privacy and Security   | <p><i>I would download the application and print it out and then take it to the Social Security Administration. I would fill out that application and turn it in personally... For safety, but also definitely for convenience look at and print out everything that I would need.</i></p>  |
| NYC<br>8:00 | 30-44 | \$30-\$49K       | Minimum 4-year degree | Yes               | Medicare | Future             | In Person           | Availability                        | <p><i>...some people [who] will actually physically have to go will be the visually and hearing impaired. I have a brother who is visually impaired and he has to go in person because forms have to be in Braille for him. So, a system has to be created for those as well... I guess don't take away the options. Don't eliminate the ability to go in person</i></p>  |

| Session       | Age     | Household Income | Education             | Hispanic Session? | Scenario     | Current or Future? | Channel(s)      | Expectation(s)                               | Quotation   |
|---------------|---------|------------------|-----------------------|-------------------|--------------|--------------------|-----------------|--|---|
| NYC<br>8:00   | 30-44   | \$30-\$49K       | Minimum 4-year degree | Yes               | Medicare     | Future             | All             | All Expectations                             | <i>You can't just cater to one group. I mean some people prefer the Internet and other people prefer going in person and some people prefer making the phone call.</i>  |
| NYC<br>8:00   | 30-44   | \$30-\$49K       | Minimum 4-year degree | Yes               | Rare Illness | Future             | Other           | Convenience, Availability, Competent Service | <i>...if it was a rare disease they should be doing commercials and they should be educating the public what to do on those...just like what they do with AIDS. In the health clinics and in hospitals they do have that information posted with free information. They should give free information about the disease.</i>   |
| Miami<br>4:00 | Over 65 | \$30-\$49K       | Some College          | No                | Vacation     | Current            | Postal Mail     | Convenience                                  | <i>Usually, I'm asking for a booklet or something like that, is easier for me, because of my eyesight.</i>  |
| Miami<br>4:00 | Over 65 | \$30-\$49K       | Some College          | No                | Vacation     | Current            | Internet, Phone | Competent Service                            | <i>I ask first on the internet, the places, and everything that they offer. But then I use the tour operator.</i>   |
| Miami<br>4:00 | Over 65 | \$30-\$49K       | Some College          | No                | Vacation     | Current            | Internet        | Competent Service                            | <i>I would use the internet because you can scroll up and down and see a lot of information concerning what is going on at the park and then you would know the things you would be interested in seeing, or not seeing, if you want to. I would just get as much information as I possibly could before I made the decision as to whether or not I wanted to go.</i> |

| Session    | Age     | Household Income | Education    | Hispanic Session? | Scenario | Current or Future? | Channel(s)               | Expectation(s)                                   | Quotation  |
|------------|---------|------------------|--------------|-------------------|----------|--------------------|--------------------------|--|--|
| Miami 4:00 | Over 65 | \$30-\$49K       | Some College | No                | Vacation | Current            | Internet vs. Postal Mail | Timely Response                                  | <i>When I go in on anything like that, I like to print it out... I would copy the brochures and stuff like that, because the mail sometimes if you wanted, a week or two, sometimes it takes longer. There you have it in front of you.</i>  |
| Miami 4:00 | Over 65 | \$30-\$49K       | Some College | No                | Vacation | Future             | Postal Mail vs. Email    | Courteous Service                                | <i>But, person to person. Me sending you a note to thank you for what you did or a happy birthday. I think we've lost a lot of personal contact by email. I don't appreciate when I go in on the computer and I've got this many emails, that are just sent forward, sent forward, but they are not really to me</i>                                       |
| Miami 4:00 | Over 65 | \$30-\$49K       | Some College | No                | Highway  | Current            | Internet, Phone          | Timely Response, Successful Outcome              | <i>...you go on the internet and you find out who is the head honcho for this district, in Dade County and stuff like that. And then start calling them, not email, just call them and hound them. Hound the secretary, that is there, and that is what I had to do with the Mayor's office, I'm not taking no for an answer.</i>                          |
| Miami 4:00 | Over 65 | \$30-\$49K       | Some College | No                | Highway  | Future             | Internet, Email          | Availability, Easy to Locate Contact Information | <i>...use of the telephone book which they have a section for government, but I don't know, maybe I don't look at it closely, but perhaps that could be done in a better way with internet sites or something with addresses, so if you have a complaint about a highway, you can go right to the internet and use that site and email your complaint.</i> |

| Session    | Age     | Household Income | Education    | Hispanic Session? | Scenario | Current or Future? | Channel(s)       | Expectation(s)                                  | Quotation   |
|------------|---------|------------------|--------------|-------------------|----------|--------------------|------------------|---|---|
| Miami 4:00 | Over 65 | \$30-\$49K       | Some College | No                | Disaster | Current            | Other            | Convenience, Easy to Locate Contact Information | <i>...media and TV and newspaper and even through radio, they have plenty of stations where they really spotlight, where you could contact, telephones, addresses.</i>  |
| Miami 4:00 | Over 65 | \$30-\$49K       | Some College | No                | Disaster | Current            | Phone (negative) | Availability, Courteous Service                 | <i>I want to call this one, I want to call that one, but first of all, you might not have a phone that works, and when you call, you might be waiting for 2 days before somebody answers. So, that is really not a solution.</i>  |
| Miami 4:00 | Over 65 | \$30-\$49K       | Some College | No                | Disaster | Future             | Other            | Easy to Locate Contact Information              | <i>I would like to see them in the newspaper, on a television or something, give you this information in advance, before you need it. So, you could feel a little comfortable that these are some numbers here, these are some people here I could contact, just in case. And that could make you feel a little bit better.</i> |
| Miami 4:00 | Over 65 | \$30-\$49K       | Some College | No                | Disaster | Future             | Other            | Easy to Locate Contact Information              | <i>I would like to go to the website and then perhaps put my zip code in and tell me what exactly is happening for that zip code area and narrow it down to the point where at least they would be taking care of each area like that.</i>  |
| Miami 4:00 | Over 65 | \$30-\$49K       | Some College | No                | Medicare | Current            | Other            | Easy to Locate Contact Information              | <i>Every year I get a Medicare book. And it tells you all the information and it's pretty helpful. You will find everything. If you have any questions, you have a phone number there that you can call.</i>  |

| Session       | Age        | Household Income | Education             | Hispanic Session? | Scenario | Current or Future? | Channel(s)             | Expectation(s)  | Quotation   |
|---------------|------------|------------------|-----------------------|-------------------|----------|--------------------|------------------------|---|---|
| Miami<br>4:00 | Over<br>65 | \$30-<br>\$49K   | Some<br>College       | No                | Medicare | Current            | Internet, In<br>Person | Competent Service,<br>Timely Response                       | <i>When I was approaching the age of retirement, a year before I had started searching, and my tool was the internet. And I got all kinds of explicitly information through it, and to complete, they send me what you said, all the result of years I worked, everything. Then when I went to the office, I got all those papers that had been collected and it was exactly, exactly what I had.</i> |
| Miami<br>4:00 | Over<br>65 | \$30-<br>\$49K   | Some<br>College       | No                | Medicare | Current            | In Person              | Courteous Service,<br>Easy to Locate<br>Contact Information | <i>I think in this area, Medicare, for me, it is amazing, the strong will of the government of the offices in charge to help in this area. I think in no other country in the world, you find such a help, constantly a will to help. You see (inaudible) constantly, advice, instruction how to manage, where to find the help you need. This is amazing. The government offices in this area.</i>   |
| Miami<br>6:00 | 45-<br>64  | Under<br>\$30K   | Minimum<br>HS Diploma | Yes               | Vacation | Current            | Internet,<br>Phone     | Convenience,<br>Competent Service                           | <i>I would go ...on the Internet for the Interior Department. Then, I would ask the lady there only one question: What is your choice of parks, and what is the fast way to get there, and tell me if you feel comfortable or this or that? And, she would tell me what I want to know.</i>   |

| Session    | Age   | Household Income | Education          | Hispanic Session? | Scenario | Current or Future? | Channel(s)      | Expectation(s)                 | Quotation  |
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| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Vacation | Current            | Other           | Convenience, Competent Service | <i>Well, I would call [my Congressional office] up first because sometimes over the phone they help you. Then, other times they tell you that you have to contact the office in Washington or they connect you to Washington. Then once you're there, you can tell them whatever it is that you need, and sometimes they tell you to write a letter and other times they don't... But, at least you would be on the right track to the right department and to the source that could answer all of your questions.</i> |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Vacation | Current            | Internet, Phone | Convenience, Timely Response   | <i>I use the Internet to find where I would want to go, but I also like using 800-numbers so that I can talk to people because on the Internet you cannot ask a question and find out things immediately.</i>  |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Vacation | Current            | Other vs. Phone | Convenience, Timely Response   | <i>I have found it useful at times to use the Internet for chatting because sometimes I call and they are busy and sometimes the chatting is something that is instant.</i>  |

| Session    | Age   | Household Income | Education          | Hispanic Session? | Scenario | Current or Future? | Channel(s)             | Expectation(s)               | Quotation  |
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| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Vacation | Current            | Internet, Phone        | Competent Service            | <i>Usually in planning your vacation it is very hard to get on one website all of the information that you're going to need... There are always questions and there is nothing better than speaking to a live person and maybe getting somebody who has been there who can give you some insight. Just about everything that everybody is asking is the same and if they've been there they can give you an idea and you can use that. Then, I like to sit down with all my information and put together whatever vacation it is going to be</i> |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Vacation | Current            | Internet (limitations) | Competent Service            | <i>I do a lot of research on the Internet and I think that most people have a misconception that everything is going to be on the Internet, and that is not always so. Sometimes the information that you're looking for is there, and sometimes it is not.</i>  |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Vacation | Future             | Other                  | Convenience, Timely Response | <i>The future, I think, everything is going to be wireless and you will have a computer and you can have your camera and like microphone and get quick information.</i>  |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Passport | Current            | In Person              | Competent Service            | <i>I've never had problems when I've gone to the post office. Usually the post office is pretty accurate considering the other government agencies where you can get the run around</i>  |

| Session    | Age   | Household Income | Education          | Hispanic Session? | Scenario | Current or Future? | Channel(s)                       | Expectation(s)                     | Quotation  |
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| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Passport | Current            | In Person and Phone vs. Internet | Social and Ethical Responsibility  | <i>You know I did not even consider going online. If I can do whatever it is that I need to do with people I'm always going to do one on one with another person. You know it is the Internet and outsourcing that is causing us to be out of jobs, and I'm a prime example of that</i>  |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Passport | Future             | In Person                        | Privacy and Security               | <i>I would only want it to be at a post office or city hall because of the way of life now days with terrorism...I want it to be a little difficult for any terrorist to be able to have access to a passport because once you have that passport, you can slip right through security</i>   |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Medicare | Current            | In Person, Phone                 | Competent Service, Timely Response | <i>I like getting input from people; I like getting opinions from people. I like to educate myself from other people's experiences. And, one of the terms that I always use is, "I am the layman here, and I may be an expert in my field, but this is your field, and so I would like for you to guide me." I want expertise and I want acknowledgement</i> |

| Session    | Age   | Household Income | Education          | Hispanic Session? | Scenario | Current or Future? | Channel(s)                 | Expectation(s)                         | Quotation   |
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| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Medicare | Current            | Internet, Phone, In Person | Competent Service                      | <i>I would use the search engine and for something as important as Medicare I would check at least three different sites because there is always some site that have information that other sites do not have. And then, I would get the phone numbers and contact them, and if possible, set up an appointment. I would download all the forms and I would go prepared</i> |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Medicare | Current            | Phone                      | Competent Service, Successful Outcome  | <i>...when I've called the 1-800 go Medicare, which I have called many times within the last four years, it has been a good experience.</i>   |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Medicare | Current            | Internet, Phone            | Consistent Response, Competent Service | <i>...when I don't know I try to find out as much as I can about subject through other people or the Internet because I don't want to ask them any question because I feel it might be a silly question to them. So, I would just ask other people and use the Internet so that I would step by step feel more comfortable about, and then I would call them.</i>           |

| Session    | Age   | Household Income | Education          | Hispanic Session? | Scenario     | Current or Future? | Channel(s)         | Expectation(s)  | Quotation   |
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| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Medicare     | Future             | Other vs. Internet | Easy to Locate Contact Information, Competent Service | <i>I like to read; I like the brochure that will give me the basics with a few questions and answers, and then tell me where I can go for more information depending on what area. Sometimes I find that I go online and I am completely lost. Sometimes I click on something and I'm not sure where I should and where should I begin? Do I read this or that or go here or there, and to me, personally it gets a little confusing.</i> |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Medicare     | Future             | Other              | Easy to Locate Contact, Availability                  | <i>I agree with the idea of using the media especially for the elderly because there are a lot of organizations that do help the elderly get through the red tape but you do not see them advertised.</i>   |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Medicare     | Future             | Other vs. Internet | Easy to Locate Contact Information, Availability      | <i>Say if they have a place for people who do not have computers at home and at this place they would have these sites set up...[Like a kiosk]... because elderly people usually get confused by the Internet</i>   |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Rare Illness | Current            | Internet           | Competent Service                                     | <i>...the Internet because they can get like Japan translated to English or Spanish or any language, or like if you want Indian it can get the documents translated to your language.</i>   |

| Session    | Age   | Household Income | Education          | Hispanic Session? | Scenario     | Current or Future? | Channel(s)       | Expectation(s)  | Quotation   |
|------------|-------|------------------|--------------------|-------------------|--------------|--------------------|------------------|---|---|
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Rare Illness | Future             | Internet         | Availability, Easy to Locate Contact Information; Successful Outcome      | <i>they could have a website that you could go in and at least find out if there some research about your case in another part of the world, some doctor that can come out with an answer. And it can be used by the people or the patient or whoever should need it.</i>   |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Rare Illness | Future             | In Person, Phone | Easy to Locate Contact Information, Consistent Response, Reliable Service | <i>I think it would be helpful to have a central office where you could go for information or you could call on the phone and speak to a live person, and you could discuss your problem with that person and that person could direct you to the proper agency or source that would be able to help you. So, one place for your problems no matter what they are</i> |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Rare Illness | Future             | Other            | Competent Service, Consistent Response                                    | <i>A database that is not necessarily accessible to me, but accessible to the professionals who could go there and find out medical conditions around the world and stuff like that.</i>  |
| Miami 6:00 | 45-64 | Under \$30K      | Minimum HS Diploma | Yes               | Rare Illness | Future             | Internet         | Competent Service, Reliable Service                                       | <i>...if it is on paper and has been documented or written, then it is on the Internet you just have to know how to look for it.</i>  |
| Miami 8:00 | 30-44 | Over \$50K       | Minimum HS Diploma | Yes               | Vacation     | Future             | Internet, Phone  | Competent Service, Timely Response, Reliable Service                      | <i>By cell phone...Internet based...but actually you would need the website to do the research, but then maybe have some sort of mechanism where you can just access or confirm that reservation via the phone.</i>   |

| Session    | Age   | Household Income | Education          | Hispanic Session? | Scenario | Current or Future? | Channel(s)       | Expectation(s)   | Quotation   |
|------------|-------|------------------|--------------------|-------------------|----------|--------------------|------------------|--|---|
| Miami 8:00 | 30-44 | Over \$50K       | Minimum HS Diploma | Yes               | Highway  | Current            | Phone (negative) | Competent Service, Timely Response, Reliable Service   | <i>Not by phone! ...you can't get through... You would be holding forever. Actually you would get through but then their voice mail would be full.</i>  |
| Miami 8:00 | 30-44 | Over \$50K       | Minimum HS Diploma | Yes               | Highway  | Current            | Postal Mail      | Reliable Service                                       | <i>Generally, I would not expect an answer, but for example that maybe [the government official] would receive 1,000 letters and maybe he would listen and do something.</i>  |
| Miami 8:00 | 30-44 | Over \$50K       | Minimum HS Diploma | Yes               | Highway  | Current            | Other            | Convenience  | <i>The best thing is if there was a code list like sometimes when you use your cell phone to check you minutes or to check news or whatever, and there would be like a special number or three letter code that you could check in your district or in your city and it would tell you by sending by a text message that the street is closed. They could keep it really fast</i> |
| Miami 8:00 | 30-44 | Over \$50K       | Minimum HS Diploma | Yes               | Highway  | Current            | Internet, Email  | Convenience, Timely Response                           | <i>So, if there was a website that was user-friendly and that we could just go to there to say our complaints or whatever for whatever district and just click on there and then send them an e-mail and hopefully get a response.</i>  |
| Miami 8:00 | 30-44 | Over \$50K       | Minimum HS Diploma | Yes               | Highway  | Future             | Phone            | Competent Service, Timely Response, Successful Outcome | <i>when I call with a complaint that they give me a complaint number as well so that if I do go to a meeting or something like that I can see that my complaint number is there and I would know that they took me seriously.</i>   |

| Session    | Age   | Household Income | Education          | Hispanic Session? | Scenario | Current or Future? | Channel(s) | Expectation(s)                      | Quotation   |
|------------|-------|------------------|--------------------|-------------------|----------|--------------------|------------|-------------------------------------|---|
| Miami 8:00 | 30-44 | Over \$50K       | Minimum HS Diploma | Yes               | Disaster | Current            | Other      | Competent Service, Reliable Service | <i>The radio was giving you a lot more than the television because television was after the fact and I wanted to know now. So, the radio for me gave a lot more accurate information than the news on TV.</i>   |
| Miami 8:00 | 30-44 | Over \$50K       | Minimum HS Diploma | Yes               | Disaster | Current            | Other      | Competent Service                   | <i>...the local Spanish radio stations were more helpful than the American stations. [The English stations] drifted; they were more concerned about what was happening in a particular neighborhood and that was happening in that neighborhood as far as government officials were doing. The Spanish radio station was more concerned about helping the people.</i> |
| Miami 8:00 | 30-44 | Over \$50K       | Minimum HS Diploma | Yes               | Disaster | Future             | Other      | Competent Service                   | <i>I would like to see the government have an emergency channel so that if a certain disaster happens in a certain area, they can have correspondents that could go and just report in that area and if that happens in our area that we could just turn on that channel and watch and see what is going on.</i>  |
| Miami 8:00 | 30-44 | Over \$50K       | Minimum HS Diploma | Yes               | Disaster | Future             | Internet   | Convenience                         | <i>...the government could pass their information onto the local city's website, and so you could get information that global information, but also pertaining to that specific area as far as needs and stuff.</i>   |

| Session                | Age     | Household Income | Education          | Hispanic Session? | Scenario | Current or Future? | Channel(s)             | Expectation(s)  | Quotation   |
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| Miami<br>8:00          | 30-44   | Over \$50K       | Minimum HS Diploma | Yes               | Passport | Current            | In Person (negative)   | Courteous Service   | <i>They should be friendly to begin with and they are there to serve you and you're paying for it; it is not free. And, they could smile and they could be nice and be warm and helpful. But, they are just so cold... [they should] acknowledge you because it is just being polite</i>  |
| Miami<br>8:00          | 30-44   | Over \$50K       | Minimum HS Diploma | Yes               | Passport | Future             | In Person vs. Internet | Privacy and Security  | <i>I think they should just keep it the same because of the terrorism that is going on, and passport and documents and pictures, and if you can do it online how can they know if it is really you?</i>   |
| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College       | No                | Vacation | Current            | Internet vs. Phone     | Easy to Locate Contact Information; Convenience, Courteous Service, Competent Service | <i>It is easy, it's right there, and you don't have to look up a phone number or find out whatever in all these states and everything is listed on there, plus it is easy to use...information-wise... it gives you all the information in one place. The worst thing I hate about using the phone is that you have to go through fifteen people and you still don't get to the right person. This way, you cut out all those people and you go right to the information.</i> |
| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College       | No                | Vacation | Current            | Phone (negative)       | Courteous Service   | <i>In making a call, I hate the recorders that ask if you speak English or Spanish and on and on and on, and you don't feel like you're talking to anybody, and you just sit on the line.</i>   |

| Session                | Age     | Household Income | Education    | Hispanic Session? | Scenario | Current or Future? | Channel(s) | Expectation(s)                     | Quotation   |
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| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College | No                | Vacation | Current            | Phone      | Competent Response                 | <i>I think I would want if I was talking to a person that they could at least give me a correct phone number for the area that I wanted, then I could call that particular location rather than have to rely on this person because they're probably looking it up on the computer anyhow. So, if you could get somebody from that location, then they could tell you about the property and if there are vacancies, and what the weather is like, and just general information...if I wanted to go to Yellowstone, I wouldn't want to talk to someone in Florida and ask about the weather and with the right information I could take my proper clothing with me – I wouldn't want to take my swimming suit to Yellowstone!</i> |
| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College | No                | Vacation | Current            | Phone      | Easy to Locate Contact Information | <i>I think that if the government had better listings in the phone book instead of just a general number. But, if you could call like Parks and Recreation and get a particular number for whatever park it is that you want to call... looking in the phone book is not going to do you any good for the federal government in some cities. They have a few of the pages, but they're not going to give you the information that you want</i>  |

| Session                | Age     | Household Income | Education    | Hispanic Session? | Scenario | Current or Future? | Channel(s)         | Expectation(s)                     | Quotation   |
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| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College | No                | Vacation | Current            | Phone              | Easy to Locate Contact Information | <i>One way that you could start if you do not know the numbers or, what I would do is start with the city, then the state, then the federal government...I would talk to someone in my city and tell them what I was trying to do, and the perhaps they could give me information and I could take that to another level, and keep going until I could get the right person</i>                                     |
| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College | No                | Vacation | Current            | In Person          | Competent Service, Timely Response | <i>...if there was a local office for the federal government, I would walk in and ask to speak to a supervisor and tell them what my concerns were and find out what the response was going to be... I think you get more results if you can talk to a person to their face rather than call them on the phone or e-mail them because if they're talking to you, more than likely you're going to get an answer</i> |
| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College | No                | Vacation | Current            | Phone, Postal Mail | Timely Response                    | <i>I would try to call, but I think I would follow it up in writing and I would want to know the proper person to send it to.</i>   |
| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College | No                | Passport | Current            | Internet           | Convenience                        | <i>I have arthritis and I don't walk that well and I'm not going to go tracing around all over the country looking. So, it is more comfortable for [me] to do it from home to start looking for information.</i>  |

| Session                | Age     | Household Income | Education             | Hispanic Session? | Scenario        | Current or Future? | Channel(s)         | Expectation(s)  | Quotation  |
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| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College          | No                | Passport        | Future             | Other              | Convenience   | <i>I'm surprised that you don't go to where your get our driver's license because they got the place where they take your picture and all of that.</i>   |
| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College          | No                | Rare Illness    | Current            | Internet vs. Phone | Easy to Locate Contact Information, Convenience       | <i>I would do it on the Internet. I might call, but my first line of anything is...I don't use the phone book because I look up everything on the Internet.</i>  |
| Kansas City<br>6:00 PM | Over 65 | Under \$30K      | Some College          | No                | Rare Illness    | Current            | Internet           | Easy to Locate Contact Information, Competent Service | <i>There are a lot of things that you can find on the Internet where you can put the symptoms in and run them through the Internet and they might lead you to someplace for someone to contact.</i>                              |
| Kansas City<br>8:00 PM | 30-44   | Under \$30K      | Minimum 4-year degree | No                | General Contact | Current            | Phone (negative)   | Easy to Locate Contact Information                    | <i>I'm looking for more information specifically on who to contact within specific departments instead of spending so much time trying to find who I need to talk to, just more of a direction channel of who is the contact</i> |

| Session                | Age   | Household Income | Education             | Hispanic Session? | Scenario | Current or Future? | Channel(s)       | Expectation(s)                     | Quotation   |
|------------------------|-------|------------------|-----------------------|-------------------|----------|--------------------|------------------|------------------------------------|---|
| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Highway  | Current            | Internet         | Easy to Locate Contact Information | <i>What I like to see in addition to just a name and maybe a department and I've seen it on some websites maybe smaller websites, where a lot of the terms don't mean anything to lay people, so maybe a good description of what kinds of matters that department handles... a brief overview or summary of what kinds of things does this department, is this department responsible for, so that, it also helps us then so that we don't go through 5 different channels to get to the right person.</i> |
| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Highway  | Current            | Phone (negative) | Easy to Locate Contact Information | <i>...have it classified, in terms of county, so that we could specifically speak to the person that will have some contact with the people in our section of the state.</i>  |
| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Highway  | Current            | Phone            | Courteous Service                  | <i>I would want them to be from America. I really hate calling a customer service number about like, food stamps, and I'm talking to somebody in India. That is insulting.</i>  |

| Session                | Age   | Household Income | Education             | Hispanic Session? | Scenario | Current or Future? | Channel(s)      | Expectation(s)                     | Quotation  |
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| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Highway  | Current            | Phone           | Convenience                        | <i>...when you do call and when you talk to someone, what I'm starting to notice but it certainly isn't universal, is 2 things. One, if you are going to be on hold a while, it tells you an estimated hold time of, and then you can make the choice, do you want to hold for 5 minutes or not. Or even some wealthier organizations that have a call back system. You don't have to hold at all, you can push some button to indicate you would just like somebody to call you back and then it goes into a queue.</i> |
| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Highway  | Current            | Internet, Email | Reliable Service                   | <i>I almost always use the internet now in an email, because it can be forwarded on to where it needs to be. That is far more comforting for me. I have more faith it will get where it needs to go.</i>   |
| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Highway  | Future             | Phone           | Easy to Locate Contact Information | <i>Maybe if they had some kind of call center set up, that was specifically designed to generate a call maybe one step ahead and someone would say, what is your issue, department or accreditation number, okay, here you go, (inaudible) then they put you there</i>   |
| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Highway  | Future             | Other           | Convenience, Availability          | <i>What about having some kind of information visible at just schools, the libraries. Increase the awareness...A picture, I'm very visual, that helps a lot.</i>   |

| Session                | Age   | Household Income | Education             | Hispanic Session? | Scenario     | Current or Future? | Channel(s)         | Expectation(s)                                  | Quotation  |
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| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Disaster     | Current            | Phone              | Convenience, Easy to Locate Contact Information | <i>I would probably expect in a disaster that you would just have a recording of the main, you know, where would you find disaster relief, I mean, questions and then at the bottom, you could either hang up or press 1 or 2 to be directed to an individual if you have an important question.</i> |
| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Disaster     | Current            | Phone              | Convenience, Easy to Locate Contact Information | <i>I think it would be cool if we had a lot of people in the FEMA Reserve the way that I was in the Air Force Reserve. Who are trained in advance and on-call in case of emergencies so they can be there to answer these calls.</i>   |
| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Medicare     | Current            | Email              | Reliable Service                                | <i>I also like to use email, particularly if I want to have a record of my query in their response</i>   |
| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Medicare     | Future             | Other              | Convenience, Competent Service                  | <i>[The government has] your social security number and your date of birth, they know when you are going to turn 65, in what, one year before then, they should just automatically send out an informational brochure and a review where to get information.</i>                                     |
| Kansas City<br>8:00 PM | 30-44 | Under \$30K      | Minimum 4-year degree | No                | Rare Illness | Current            | Email              | Convenience                                     | <i>...then I would like to have an email where you can go to and you send in your symptoms and what is going on with you, your issue, then they will email you back.</i>   |
| Houston<br>6:00 PM     | 45-64 | Under \$30K      | Some College          | No                | Highway      | Current            | Phone vs. Internet | Convenience                                     | <i>I think it's just quicker to find out what is working and what is not that way. Go online and you can just go off on all kinds of rabbit trails.</i>  |

| Session            | Age   | Household Income | Education    | Hispanic Session? | Scenario | Current or Future? | Channel(s)         | Expectation(s)   | Quotation  |
|--------------------|-------|------------------|--------------|-------------------|----------|--------------------|--------------------|--|--|
| Houston<br>6:00 PM | 45-64 | Under \$30K      | Some College | No                | Highway  | Current            | Phone vs. Internet | Convenience, Easy to Locate Contact Information, Timely Response, Reliable Service | <i>If I talk to someone live, then they can refer me to a website, if that is needed. But there we connect with a live person I think is more important as far as, just getting something, knowing it is being handled</i>   |
| Houston<br>6:00 PM | 45-64 | Under \$30K      | Some College | No                | Highway  | Current            | Phone vs. Internet | Convenience, Easy to Locate Contact Information, Timely Response                   | <i>I think that I like to talk to somebody that is alive, because regardless of what kind of information they give me, they are giving me information. Because sometimes I can go on the internet and I can ask a question or type in something or look for something or put something down, but I really wonder if any of that is ever seen, [e.g.] I make a request on line for a book, and whenever I go online to see what is happening, it says, response pending. So, nobody is even looking at that internet information. It's just there; it's like having a call waiting...</i> |
| Houston<br>6:00 PM | 45-64 | Under \$30K      | Some College | No                | Highway  | Current            | Email vs. Phone    | Timely Response  | <i>Of course you are going to go text doc and email it in, and hopefully you are going to get an email back. But if you leave a message on somebody's recording, you don't know if you will ever hear back from anyone</i>   |

| Session            | Age   | Household Income | Education    | Hispanic Session? | Scenario     | Current or Future? | Channel(s)      | Expectation(s)                      | Quotation  |
|--------------------|-------|------------------|--------------|-------------------|--------------|--------------------|-----------------|-------------------------------------|--|
| Houston<br>6:00 PM | 45-64 | Under \$30K      | Some College | No                | Disaster     | Current            | In Person       | Timely Response, Successful Outcome | <i>There is damage to my home. I need to see somebody, I need you to look in my eye and tell me who the adjuster is going to be, what time are they coming out there, so I have to have that eye contact. I just believe that if we get back to the old fashioned way of being able to talk to someone we can get things done and get it done quickly.</i> |
| Houston<br>6:00 PM | 45-64 | Under \$30K      | Some College | No                | Disaster     | Current            | Email           | Timely Response                     | <i>You got to understand, you are not the only one... there are thousands of people out there so they are trying. So, 1-2 days [for a response], that is a good deal.</i>  |
| Houston<br>6:00 PM | 45-64 | Under \$30K      | Some College | No                | Rare Illness | Future             | Phone, Internet | Easy to Locate Contract Information | <i>It would be nice to have a centralized number, phone number, or even an internet address, where you can call and ask questions of where to go for this information. One call, and they would tell you where to go. A centralized phone number or an internet website where that would be the starting point for the information that you need.</i>      |
| Houston<br>8:00 PM | 18-29 | \$30-\$49K       | Some College | Yes               | Vacation     | Current            | Internet        | Reliable Service                    | <i>If it was available online I would do it ...But, it would depend on the system because if you go to the [named local site] to get information it is just so outdated and I wouldn't trust that. But, if the site was accurate and kept up-to-date, then I would have no problem relying on it.</i>  |

| Session            | Age   | Household Income | Education    | Hispanic Session? | Scenario | Current or Future? | Channel(s) | Expectation(s)                                 | Quotation  |
|--------------------|-------|------------------|--------------|-------------------|----------|--------------------|------------|--|--|
| Houston<br>8:00 PM | 18-29 | \$30-\$49K       | Some College | Yes               | Vacation | Current            | Other      | Reliable Service, Convenience, Timely Response | <i>In terms of having someone chatting back, in terms of customer service and having someone answer the phone, why not have someone online actually chatting with people who have questions?.. This is the age where everyone wants the information yesterday.</i>                               |
| Houston<br>8:00 PM | 18-29 | \$30-\$49K       | Some College | Yes               | Vacation | Future             | Other      | Convenience                                    | <i>...you would have a little station at your house like a computer at your desk, but it would be everywhere and just with the push of the button with your thumb signature, then everything would be linked through the whole system around the world and everything would be faster.</i>       |
| Houston<br>8:00 PM | 18-29 | \$30-\$49K       | Some College | Yes               | Disaster | Future             | Other      | Easy to Locate Contact information             | <i>I would want pre-information instead of waiting but have something before it occurred where they could have offices announced in parts of town where we could go, or have a number that you know you can call if you need help. But, it should obviously be done before the disaster hits</i> |
| Houston<br>8:00 PM | 18-29 | \$30-\$49K       | Some College | Yes               | Disaster | Future             | Other      | Convenience, Successful Outcome                | <i>I would think that if they had something online that maybe would assign me to a case manager and then once you've filled in your claim that it would tell who that manager with their phone number, but they would contact you within 24-hours and I would feel good about that.</i>          |

| Session            | Age     | Household Income | Education             | Hispanic Session? | Scenario        | Current or Future? | Channel(s)               | Expectation(s)                          | Quotation   |
|--------------------|---------|------------------|-----------------------|-------------------|-----------------|--------------------|--------------------------|---|---|
| Houston<br>8:00 PM | 18-29   | \$30-\$49K       | Some College          | Yes               | Passport        | Current            | Internet                 | Competent Service, Privacy and Security | <i>I would do the research for that as well and find out how to do that, but it is not a sort of transaction that I would trust doing on the Internet. I think that would up the possibility for fraud and I think national security would be an issue for me and I would be a little uneasy about that</i>                       |
| Houston<br>8:00 PM | 18-29   | \$30-\$49K       | Some College          | Yes               | Medicare        | Future             | Internet                 | Competent Service, Privacy and Security | <i>My assumption is that by the time that we're all 65 that we will be able to trust the Internet by then</i>   |
| Houston<br>8:00 PM | 18-29   | \$30-\$49K       | Some College          | Yes               | Medicare        | Current            | Postal Mail vs. Internet | Convenience                             | <i>I think the people who are 65 right now it is still important to have those offices and to be able to mail them packages because I know that my mom would not be able to find that information on the Internet.</i>  |
| Houston<br>8:00 PM | 18-29   | \$30-\$49K       | Some College          | Yes               | Medicare        | Future             | Other                    | Convenience                             | <i>Biometrics. I think we're heading that way. They could take your thumb or something. With the Blackberries where everybody is walking around with them already that that is going to be the future. There is that car where you use your thumbprint to start it. I think it is a BMW or a Saab or something, I'm not sure.</i> |
| Seattle<br>6:00 PM | Over 65 | Over \$50K       | Minimum 4-year degree | No                | General Contact | Current            | Internet vs. Phone       | Easy to Locate Contract Information     | <i>I find that going into the computer, you can directly access things where if you are in the phone book, it is so frustrating to turn pages and try to figure out licensing departments where to go for things... It's just more organized in the computer.</i>   |

| Session            | Age        | Household Income | Education                 | Hispanic Session? | Scenario | Current or Future? | Channel(s)                            | Expectation(s)                                       | Quotation   |
|--------------------|------------|------------------|---------------------------|-------------------|----------|--------------------|---------------------------------------|--|---|
| Seattle<br>6:00 PM | Over<br>65 | Over<br>\$50K    | Minimum 4-<br>year degree | No                | Vacation | Current            | Other                                 | Convenience,<br>Reliable Service,<br>Timely Response | <i>I call the libraries at all times and they give the best advice and most informative and almost all the latest information on any subject matter... They have the quick information line... because we are taxpayers and we know the money is going to the right use, they are never reprimanding or negative.</i> |
| Seattle<br>6:00 PM | Over<br>65 | Over<br>\$50K    | Minimum 4-<br>year degree | No                | Vacation | Current            | Internet vs.<br>Phone;<br>Postal Mail | Availability   | <i>I would try the computer first and if I don't have success there, I'll do anything to avoid trying to use the telephone because I get these great circle things. I would write a letter before I used the telephone to contact the government.</i>   |
| Seattle<br>6:00 PM | Over<br>65 | Over<br>\$50K    | Minimum 4-<br>year degree | No                | Vacation | Current            | Internet vs.<br>All Other<br>Channels | Availability   | <i>I would use the computer and if I couldn't get through, I'd quit.</i>  |
| Seattle<br>6:00 PM | Over<br>65 | Over<br>\$50K    | Minimum 4-<br>year degree | No                | Vacation | Current            | Phone vs.<br>Internet                 | Competent Service                                    | <i>Because sometimes I need to hear somebody telling me something, rather than just looking at it, because I've been fooled by how things might appear on the computer. They are a little bit glorified.</i>  |
| Seattle<br>6:00 PM | Over<br>65 | Over<br>\$50K    | Minimum 4-<br>year degree | No                | Highway  | Current            | Other                                 | Competent Service                                    | <i>I think that we select these people in our community to represent us and I think we should be using that representation to help solve our own little individual problems if we have them. We set our minds to setting the system up like that, we ought to be using the system.</i>                                |

| Session            | Age     | Household Income | Education             | Hispanic Session? | Scenario | Current or Future? | Channel(s)                       | Expectation(s)    | Quotation  |
|--------------------|---------|------------------|-----------------------|-------------------|----------|--------------------|----------------------------------|-------------------|--|
| Seattle<br>6:00 PM | Over 65 | Over \$50K       | Minimum 4-year degree | No                | Highway  | Current            | Phone, Postal Mail               | Courteous Service | <i>I find positive reinforcements important to government people, I always say something positive, then I start to correspond, because after all, they are fixing a congested problem that we know has resulted from the booming of the industry. And along with that, I would expect a positive response to my complaint too.</i>   |
| Seattle<br>6:00 PM | Over 65 | Over \$50K       | Minimum 4-year degree | No                | Disaster | Current            | Internet                         | Competent Service | <i>If they have a disaster, they should immediately set up some kind of a website and advertise that on the news media. Maybe initially it might be just to collect information on what kind of damage there is, because it's pretty widespread. And it certainly takes time to assess this damage. So the public could be a real help to them. First of all in assessing the damage, and second of all, then to provide information as to where to go, or what to do if you have damage. And maybe even to process a claim.</i> |
| Seattle<br>6:00 PM | Over 65 | Over \$50K       | Minimum 4-year degree | No                | Medicare | Current            | In Person vs. Internet and Phone | Competent Service | <i>I would go in person to the Social Security Office... Because I've been through it. And I tried, and I said, I'd quit, I had to do it. I had to get the information. Online was a total disaster. Phone calls were a total disaster. I went down to the Social Security Office... they were surprised to see a human being walk in and had all the help I needed in about 20 minutes.</i>   |

| Session            | Age        | Household Income | Education                 | Hispanic Session? | Scenario | Current or Future? | Channel(s) | Expectation(s)             | Quotation  |
|--------------------|------------|------------------|---------------------------|-------------------|----------|--------------------|------------|----------------------------|--|
| Seattle<br>6:00 PM | Over<br>65 | Over<br>\$50K    | Minimum 4-<br>year degree | No                | Medicare | Current            | In Person  | Competent Service          | <i>I phoned and made an appointment. When I went in for the appointment, it was great, they told me everything I needed to know, but I should have done it a couple of years before I did, because as a widow I could have been getting Social Security way earlier. So I missed out on 2 or 3 years of money there that I didn't know about.</i>  |
| Seattle<br>6:00 PM | Over<br>65 | Over<br>\$50K    | Minimum 4-<br>year degree | No                | Medicare | Future             | Other      | Competent Service          | <i>One thing that would be more helpful is not wait until the last minute, when you turn 50 or 55, have the government start giving you information looking ahead to age 62 or 65.</i>   |
| Seattle<br>6:00 PM | Over<br>65 | Over<br>\$50K    | Minimum 4-<br>year degree | No                | Medicare | Future             | In Person  | Competent Service          | <i>It would be ideal to have a website on the internet to work it. If it's a proper website, then you ought to be able to interact with it, simple enough, by putting in your information and it is very specific to you... And sometimes when you are talking across the table to a person at a Social Security Office, it may sound good, but you really don't have time to absorb it, and you may have to go home and think about it and then you may have to go back again. if that fails then, sit across the table and talk to somebody.</i> |
| Seattle<br>8:00 PM | 18-<br>29  | Under<br>\$30K   | Minimum<br>HS Diploma     | No                | Vacation | Current            | Internet   | Consistency of<br>Response | <i>[I would seek verification from] another site that kind of says the same thing to kind of verify in that what they're saying is accurate</i>  |

| Session            | Age   | Household Income | Education          | Hispanic Session? | Scenario | Current or Future? | Channel(s)      | Expectation(s)                 | Quotation  |
|--------------------|-------|------------------|--------------------|-------------------|----------|--------------------|-----------------|--------------------------------|--|
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Vacation | Current            | Internet, Phone | Timely Response                | <i>I work in customer service and I know we're trying to get everyone to use the Internet now and I notice that most of the younger people are fine with it, but the older people are still calling to confirm that we actually got the payment or information. And, I'm like that too where I need that reassurance.</i>  |
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Vacation | Current            | Internet, Phone | Timely Response                | <i>... a lot of times if[the Internet] is very broad and sometimes you have questions that go a lot deeper than just how much the park costs on Tuesday.</i>   |
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Vacation | Current            | Other           | Convenience, Timely Response   | <i>You can talk to people on the Internet. Best of all worlds I guess</i>  |
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Highway  | Current            | Email vs. Phone | Competent Service, Convenience | <i>I feel that I could get my point across without someone interrupting me. I just want to say what I want to say and I know that in the e-mail they would listen to me. And, the time factor as well; e-mail literally only takes about two minutes and like only finding the phone number takes about two minutes. So with an e-mail, it will only take about two minutes and you can say what</i> |
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Highway  | Current            | Phone vs. Email | Successful Outcomes            | <i>As much as I love e-mails because you can have the floor and not be interrupted, on the phone they can hear the tone of my voice; they will know how I really feel and what the problem is.</i>   |

| Session            | Age   | Household Income | Education          | Hispanic Session? | Scenario | Current or Future? | Channel(s)      | Expectation(s)      | Quotation   |
|--------------------|-------|------------------|--------------------|-------------------|----------|--------------------|-----------------|---------------------|---|
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Highway  | Current            | Email vs. Phone | Successful Outcomes | <i>I...work in customer service, but when you're on the phone to the wrong person they have nothing to do with what you're talking about, and they're just there to listen to you and for you to voice your opinion, but it really never does go anywhere... they tell you that they're sorry and they just hang up and nothing goes beyond that. But, I do know that we do log all of our e-mails into the right sector and it is there.</i> |
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Highway  | Future             | In Person       | Successful Outcomes | <i>Person to person would be best if they could pull it off because you'd have that personal contact and you could look somebody in the eye and you'd know that they couldn't just blow you off</i>   |
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Disaster | Current            | In Person       | Successful Outcomes | <i>I would probably drive to the local place and be there ... everybody else is going to be calling them. It would not work with the e-mail because I wouldn't have time enough to wait to them to get back. So, I think that I would just drive there and knock on doors.</i>  |

| Session            | Age   | Household Income | Education          | Hispanic Session? | Scenario | Current or Future? | Channel(s) | Expectation(s)       | Quotation   |
|--------------------|-------|------------------|--------------------|-------------------|----------|--------------------|------------|----------------------|---|
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Disaster | Current            | In Person  | Successful Outcomes  | <i>...you would face to face because you wouldn't leave or be ignored until you hear some answers. If everyone shows up you know that you're not the only one calling ... in a natural disaster I think that you're looking for people for that camaraderie and, for those other people who would be supporting you and you would know that you're not alone, versus sitting at home by yourself on hold or getting the run around.</i> |
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Medicare | Current            | Internet   | Competent Service    | <i>I think an elaborate Q&amp;A part or someplace where you can type in a search to filter out the information. I would like to see pros and cons also. Or, maybe a third party or a reviews opinion about it for an unbiased opinion.</i>  |
| Seattle<br>8:00 PM | 18-29 | Under \$30K      | Minimum HS Diploma | No                | Medicare | Future             | Other      | Privacy and Security | <i>I'm not sure about the security implications, but I would hate to be declined for a job because they knew [through database sharing] that I had heart disease or potential heart issues, because a ton of discrimination issues could be possible.</i>   |

## Glossary

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| <b>Channel</b>                              | <p>A means by which citizens and government communicate with one another. Examples of channels in this report include: voice conversations via the cell phone/telephone; written correspondence via email, the Internet, and postal mail; and in-person office visits.</p> <p>As in many studies, telephone has in this study been treated as a channel, even though it is a platform that can provide access to several channels, such as voice conversations, Interactive Voice Response systems, voice portals, and voice mail.</p> |
| <b>Citizen</b>                              | MITRE uses this term to represent any person living in the United States who is a patron of government services for business or personal reasons, regardless of whether the person is legally qualified as a citizen.  |
| <b>Citizens' Service-Level Expectations</b> | What citizens anticipate from the service they will receive from their contacts with government.   |
| <b>Citizens' Satisfaction</b>               | Citizens' levels of contentment with the services they receive from their contacts with government.  |
| <b>“Other” Channel</b>                      | A new or innovative communication channel or platform that is not easily defined as, and/or not commonly associated with, existing cell phone/telephone, Internet, in-person, postal mail, or email channels.  |
| <b>Platform</b>                             | A device that provides access to a channel, such as a computer with Internet access or a telephone with landline or wireless services. Examples of platforms include telephones and computers with Internet access. Government offices also are included as platforms for face-to-face communications and traditional mail.  |
| <b>Real-Time Communication</b>              | Synchronous communication in which citizens and government service representatives actively interact. Examples of channels that provide real-time communications include voice conversations via the telephone, office visits, instant messages, and text messages.  |
| <b>Self-Service Communication</b>           | Typically, communication between a citizen and an automated system that allows the citizen to receive service without any contact with another person. Examples of channels that can provide self-service communication include Interactive Voice Response systems, voice portals, automated teller machines, kiosks, and Web sites.   |