



IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Final Report 655

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16. Abstract The Arizona Department of Transportation (ADOT) completed a comprehensive customer satisfaction assessment in July 2009. ADOT commissioned the assessment to acquire statistically valid data from residents and community leaders to help it identify short-term and long-term transportation priorities. The survey found that state residents feel:					
<ul style="list-style-type: none"> • Safe on the state's highways. • ADOT keeps the roads clean. • ADOT keeps the landscaping well maintained. • Satisfied with the Motor Vehicle Division. • ADOT is moving in the right direction. • Dissatisfied with condition of highway shoulders should be improved. • Dissatisfied with nighttime visibility of highway striping. • Dissatisfied with the frequency of public transit where they live. • Dissatisfied with traffic flow on highways during rush hour. 					
Both residents and community leaders said the transportation issues with the highest priorities were:					
<ul style="list-style-type: none"> • Repairing and maintaining existing highways. • Enhancing highway safety. • Relieving congestion on highways. 					
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SI* (MODERN METRIC) CONVERSION FACTORS

APPROXIMATE CONVERSIONS TO SI UNITS				APPROXIMATE CONVERSIONS FROM SI UNITS			
Symbol	When You Know	Multiply By	To Find	Symbol	When You Know	Multiply By	To Find
<u>LENGTH</u>							
in	inches	25.4	millimeters	mm	millimeters	0.039	inches
ft	feet	0.305	meters	m	meters	3.28	feet
yd	yards	0.914	meters	m	meters	1.09	yards
mi	miles	1.61	kilometers	km	kilometers	0.621	miles
<u>AREA</u>							
in ²	square inches	645.2	square millimeters	mm ²	Square millimeters	0.0016	square inches
ft ²	square feet	0.093	square meters	m ²	Square meters	10.764	square feet
yd ²	square yards	0.836	square meters	m ²	Square meters	1.195	square yards
ac	acres	0.405	hectares	ha	hectares	2.47	acres
mi ²	square miles	2.59	square kilometers	km ²	Square kilometers	0.386	square miles
<u>VOLUME</u>							
fl oz	fluid ounces	29.57	milliliters	mL	milliliters	0.034	fluid ounces
gal	gallons	3.785	liters	L	liters	0.264	gallons
ft ³	cubic feet	0.028	cubic meters	m ³	Cubic meters	35.315	cubic feet
yd ³	cubic yards	0.765	cubic meters	m ³	Cubic meters	1.308	cubic yards
NOTE: Volumes greater than 1000L shall be shown in m ³ .							
<u>MASS</u>							
oz	ounces	28.35	grams	g	grams	0.035	ounces
lb	pounds	0.454	kilograms	kg	kilograms	2.205	pounds
T	short tons (2000lb)	0.907	megagrams (or "metric ton")	mg (or "t")	megagrams (or "metric ton")	1.102	short tons (2000lb)
<u>TEMPERATURE (exact)</u>							
°F	Fahrenheit temperature	5(F-32)/9 or (F-32)/1.8	Celsius temperature	°C	Celsius temperature	1.8C + 32	Fahrenheit temperature
<u>ILLUMINATION</u>							
fc	foot candles	10.76	lux	lx	lux	0.0929	foot-candles
fl	foot-Lamberts	3.426	candela/m ²	cd/m ²	candela/m ²	0.2919	foot-Lamberts
<u>FORCE AND PRESSURE OR STRESS</u>							
lbf	poundforce	4.45	newtons	N	newtons	0.225	poundforce
lbf/in ²	poundforce per square inch	6.89	kilopascals	kPa	kilopascals	0.145	poundforce per square inch

SI is the symbol for the International System of Units. Appropriate rounding should be made to comply with Section 4 of ASTM E380

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I. EXECUTIVE SUMMARY

The Arizona Department of Transportation (ADOT) completed a comprehensive customer satisfaction assessment in July 2009. The purpose of the assessment was to gather statistically valid data from residents and community leaders to help identify short-term and long-term transportation priorities for the department.

Relative Strengths

Areas where residents gave ADOT significantly better ratings than the U.S. average included:

- Feeling of safety when traveling on state highways (+12%).
- Removing debris from highways (+10%).
- Maintaining landscaping along highways (+7%).
- Residents thinking highways are safer today than they were five years ago (+7%).
- Picking up trash and litter along highways (+6%).
- Feeling of safety when traveling through work zones on highways (+5%).

Other Strengths

- 74% of the residents surveyed were satisfied with the Motor Vehicle Division (MVD); only 5% were dissatisfied.
- Most residents thought ADOT is moving in the right direction.
- 45% of the residents surveyed thought funding for transportation in Arizona should be increased; only 3% thought it should be reduced; 31% thought it should stay the same and 21% did not have an opinion.

Relative Weaknesses

Areas where residents gave ADOT significantly lower ratings than the U.S. average included:

- The condition of shoulders on highways (-7%).
- The nighttime visibility of highway striping (-6%).
- Removal of snow and ice along highways (-5%).

Other Weaknesses

- 46% of residents surveyed were dissatisfied with the frequency of public transit where they live.
- 41% of residents surveyed were dissatisfied with the availability of public transit where they live.
- 49% of residents surveyed were dissatisfied with traffic flow on highways during rush hour.

Overall Priorities

Both residents and community leaders gave the three transportation issues listed below had the highest priorities.

- Repairing and maintaining existing highways.
- Enhancing highway safety.
- Relieving congestion on highways.

Specific Issues

The specific issues listed below fit in with the more general overall priorities above. Many of the priorities listed below were lower in satisfaction and higher in perceived importance. Many of the specific issues below received “Very High” or “High” priority rankings in ETC Institute’s Importance-Satisfaction Analysis, located in Appendix A of this report.

- Improving traffic flow during rush hour on highways.
- Making alternate routes available.
- Keeping interstates and highways in good condition.
- Keeping two-lane highways in good condition.
- Minimizing delays from work zone closures.
- Removing debris from driving lanes.
- Ensuring highway striping is visible at night.

II. INTRODUCTION

Purpose

The Arizona Department of Transportation (ADOT) completed a comprehensive customer assessment survey during July 2009. The purpose of the survey was to help ADOT identify which of its services are most important to Arizonans, to help it set priorities for improvements to these services, and to assess its overall performance.

Methodology

The customer assessment survey had three major components: (1) stakeholder interviews, (2) focus groups, and (3) statistically valid surveys. Each is described below.

Stakeholder Interviews

ETC Institute interviewed 67 stakeholders in September and October 2008 to assess their perceptions of the quality of ADOT's services. Forty-seven were external stakeholders—non-ADOT state government officials, local government officials, and representatives from private sector and non-governmental organizations; 20 were internal stakeholders—senior ADOT officials. The information from these interviews was used to identify the issues that were discussed in the focus groups. The summary reports for the internal and external interviews are in appendixes F and G, which are published only on the Web.

Focus Groups

ETC Institute facilitated six focus groups for ADOT during December 2008. The focus groups provided input from residents and community leaders about public transportation issues. Participants were selected at random from Phoenix, Flagstaff, and Tucson—the communities where the focus groups were conducted. Focus group participants included local elected officials, senior city and county staff, business leaders, chamber of commerce officials, and others.

The objectives of the focus groups were:

- (1) to identify the core expectations that residents and community leaders have regarding the delivery of transportation services,
- (2) to understand how residents and community leaders evaluate ADOT's performance in different areas, and
- (3) to identify ways that residents and community leaders think ADOT could improve the delivery of specific services.

The summary for the focus groups is in Appendix H.

Surveys

In the spring of 2009, ADOT conducted two surveys—one of residents and another of community leaders—to objectively assess customer satisfaction with ADOT’s performance and to determine the relative importance that should be placed on issues that were identified during the stakeholder interviews and the focus groups. The methodology for each survey is briefly described below.

- Survey of Community Leaders. The survey of leaders was designed to obtain input from elected officials, government staff, business leaders, community advocates, and other community leaders from across Arizona. Two hundred surveys were completed. The summary for the community leaders’ survey the Appendix E.
- Resident Survey. The resident survey was administered to a stratified random sample of 2,656 Arizona residents. The sample was stratified to ensure the completion of at least 300 surveys in both Maricopa and Pima counties and 150 surveys in each of the other 13 counties. The six-page survey was administered by both mail and telephone. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by telephone. Those who indicated that they had not returned the survey were given the option of completing it by telephone. The overall results of the statewide sample have a margin of error of at least $\pm 2.0\%$ at the 95% level of confidence. There were no statistically significant differences in the results of the survey based on the method of administration (telephone vs. mail). To better understand how well delivery of ADOT services is perceived in specific areas of the state, ETC Institute geocoded the home address of respondents to the survey. Figure 1 shows the distribution of survey respondents based on the location of their homes. Appendix C has maps that show the results of specific questions in the survey.

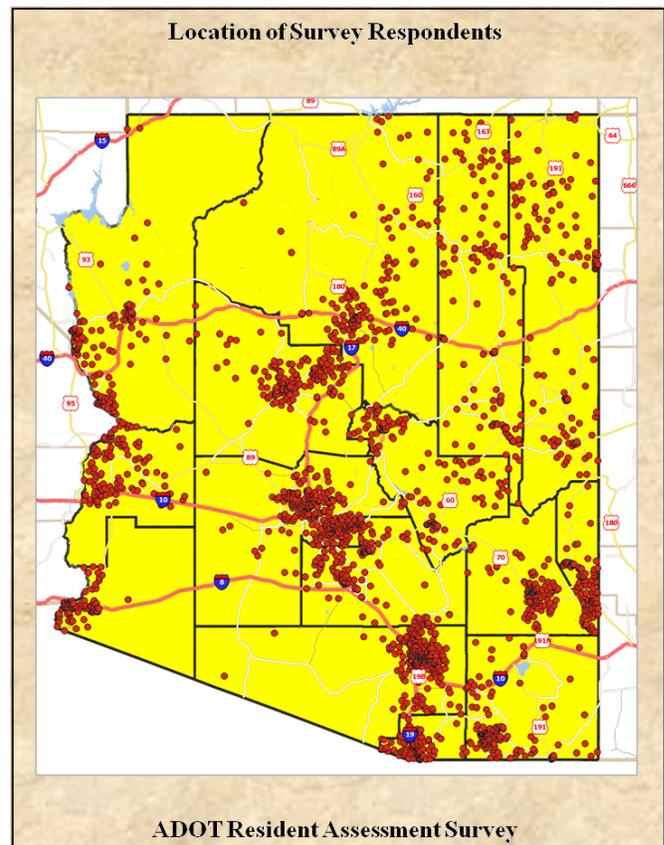


Figure 1. Location of Respondents’ Homes.

III. MAJOR FINDINGS

Current Transportation Priorities

The transportation issues that state residents feel are most important were identified by combining the percent of residents who indicated on the survey that an item was “Extremely Important”, “Very Important,” or “Important.” They are:

- Repairing and maintaining existing highways (96%).
- Relieving congestion on highways (93%).
- Enhancing highway safety (89%).
- Improving communication with the public (83%).

The transportation issues that leaders feel are the most important are:

- Repairing and maintaining existing highways (99%).
- Enhancing highway safety (98%).
- Relieving congestion on highways (97%).
- Expanding public transportation services (95%).

Transportation Issues that Will Be Most Important in Arizona Over the Next Two Years

The three transportation issues that residents feel will be most important over the next two years are:

- Repairing and maintaining existing highways (54%).
- Relieving congestion on highways (53%).
- Expanding public transportation services (39%).

The three transportation issues that leaders feel will be most important in Arizona over the next two years are:

- Repairing and maintaining existing highways (51%).
- Expanding public transportation services (51%).
- Relieving congestion on highways (43%).

Satisfaction with ADOT’s Long-Range Transportation Planning Efforts

Some of the major findings related to overall satisfaction with ADOT's long-range transportation planning efforts in Arizona are:

- Forty-one percent (41%) of the residents surveyed feel that ADOT uses input from the public in its long-range planning process; 24% feel that it doesn’t and 35% feel neutral. Nearly three-fourths (72%) of leaders surveyed feel ADOT uses input from the public in its long-range planning process; 13% feel it doesn’t and 15% feel neutral.

- Forty percent (40%) of residents surveyed feel that ADOT does a good job planning for the state’s future transportation needs; 28% feel it doesn’t and 32% feel neutral. Sixty-eight percent (68%) of leaders surveyed feel ADOT does a good job planning for the state’s future transportation needs; 14% feel it doesn’t and 18% feel neutral.
- Forty percent (40%) of residents surveyed feel that ADOT does a good job coordinating long-range planning efforts with other organizations; 22% feel it doesn’t and 38% feel neutral. Two-thirds (66%) of leaders surveyed feel ADOT does a good job coordinating long-range planning efforts with other organizations; 18% feel it doesn’t and 16% feel neutral.
- Forty-eight percent (48%) of residents surveyed feel ADOT keeps the public informed about long-range transportation planning in Arizona; 20% feel it doesn’t and 33% feel neutral. Sixty-five percent (65%) of leaders surveyed feel ADOT keeps the public informed about long-range transportation planning in Arizona; 14% feel it doesn’t and 22% feel neutral. *These figures do not equal 100 percent due to rounding.*

MVD Services with the HIGHEST Levels of Satisfaction

The three aspects of Motor Vehicle Division (MVD) services that have the highest levels of satisfaction among residents surveyed are: the ease of renewing a vehicle’s registration (90%), the ease of using MVD’s online services (82%), and the ease of getting MVD’s information on the Internet (82%).

MVD Services with the LOWEST Levels of Satisfaction

The three aspects of MVD service with the lowest levels of satisfaction among residents surveyed are: the ease of resolving issues with MVD by phone (37%), ease of contacting MVD by phone (38%), and how well the customers are treated when they contact MVD by phone (57%).

MVD Services that Should Receive the Most Emphasis Over the Next Two Years

Residents surveyed give the highest priority for improvement to the following three MVD service areas:

- ease of contacting MVD by phone.
- courteousness of MVD employees.
- the ease of resolving issues with MVD by phone.

Importance-Satisfaction Rating for MVD

Figure 2 is an excerpt from ETC Institute’s Importance-Satisfaction rating for MVD. The Importance-Satisfaction rating is based on the concept that state and county governments will maximize overall resident satisfaction by emphasizing improvements in service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. The rating is calculated by summing the percentage of responses for items selected as the first, second, third, and fourth most important services

for ADOT to emphasize over the next two years. This sum is then multiplied by 1 minus the percentage of respondents who indicate they are positively satisfied with ADOT's performance in the related area, that is, the sum of the ratings of 4 and 5 on a 5-point scale, excluding "don't knows." "Don't know" responses are excluded from the calculation to ensure that the satisfaction ratings among service categories are comparable. [IS=Importance x (1-Satisfaction)].

Importance-Satisfaction Excerpt for Motor Vehicle Division

Category of Service High Priority (IS .10 - .20)	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rank	IS Rank
How easy it is to contact MVD by phone	21%	1	38%	11	0.1296	1
How easy it is to resolve MVD issue by phone	19%	3	36%	12	0.1187	2

Figure 2. Importance-Satisfaction Excerpt for Motor Vehicle Division.

No items for MVD ranked as "Very High Priorities." Only two items ranked as "High Priorities" and the other 10 items assessed on the survey received the lowest rating of "Medium Priority." Appendix A has a description of how the Importance-Satisfaction rating is calculated and a complete breakdown of the Importance-Satisfaction rating for all 12 MVD items assessed on the survey.

Overall Satisfaction with ADOT’s Current Level of Emphasis on Preserving and Protecting the Environment

Forty-nine percent (49%) of residents surveyed indicate that they are satisfied with ADOT’s current level of emphasis on preserving and protecting the environment; only 7% are dissatisfied, 30% are neutral, and 14% do not have an opinion. Nearly two-thirds (62%) of leaders surveyed indicate that they are satisfied with ADOT’s current level of emphasis on preserving and protecting the environment; 13% are dissatisfied, 24% are neutral, and 1% do not have an opinion.

Satisfaction with ADOT’s Overall Efforts to Keep Customers Informed

Thirty-nine percent (39%) of residents surveyed indicate that they are satisfied or very satisfied with ADOT’s efforts to keep them informed about transportation-related issues; 15% are dissatisfied, 33% are neutral, and 13% do not have an opinion. Sixty-three percent (63%) of leaders surveyed are satisfied or very satisfied with ADOT’s efforts to keep them informed about transportation-related issues; only 9% are dissatisfied, 25% are neutral, and 3% do not have an opinion.

The Amount of Information Received from ADOT

Forty-five percent (45%) of residents surveyed feel they receive the "right amount" of information from ADOT; 36% feel that they do not receive enough information, 1% feel that they receive "too much," and 18% do not have an opinion. More than two-thirds (68%) of community leaders surveyed feel they receive the "right amount" of information from ADOT; 27% feel that they do not receive enough information, 1% feel that they receive "too much," and 4% do not have an opinion.

Overall Satisfaction with Highways in Arizona

Overall satisfaction with the maintenance and design of highways in Arizona is provided below:

- Sixty-five percent (65%) of residents surveyed indicate that overall they are satisfied with ADOT's maintenance of highways in Arizona; 10% are dissatisfied, 22% are neutral, and 3% do not have an opinion. Two-thirds (66%) of leaders surveyed indicate they are satisfied with ADOT's overall maintenance of highways in Arizona; 17% are dissatisfied and 17% are neutral.
- Fifty-six percent (56%) of residents surveyed indicate they are satisfied with the job ADOT has done designing highways in Arizona; 10% are dissatisfied, 23% are neutral, and 11% do not have an opinion. Sixty-five percent (65%) of leaders surveyed indicate they are satisfied with the job ADOT has done designing highways in Arizona; 16% are dissatisfied, 17% are neutral, and 2% do not have an opinion.

Familiarity with the Services ADOT Provides

Fifty-three percent (53%) of residents surveyed are familiar with the services ADOT provides; 16% are not familiar, and 31% have a neutral opinion. Eighty-one percent (81%) of leaders surveyed are familiar with the services ADOT provides; 7% disagreed and 12% had a neutral opinion.

ADOT's Responsiveness to Concerns of Arizonans

Forty-seven percent (47%) of residents surveyed indicate they feel ADOT is responsive to the public's concerns; 12% feel isn't and 41% feel neutral. Nearly two-thirds (63%) of the leaders surveyed indicate they feel ADOT is responsive to the public's concerns; 15% feel it isn't and 22% feel neutral.

Feeling that ADOT Is Moving in the Right Direction

Fifty-five percent (55%) of residents surveyed feel ADOT is "moving in the right direction;" 12% feel it isn't and 33% feel neutral. Sixty percent (60%) of leaders surveyed feel ADOT is "moving in the right direction;" 12% feel it isn't and 28% feel neutral.

How the Quality of ADOT Services Has Changed Compared to Two Years Ago

Thirty-one percent (31%) of residents surveyed think the quality of ADOT services has improved compared to two years ago; 43% feel ADOT services have stayed the same, 5% feel they have worsened, and 21% do not know. Fifty-nine percent (59%) of the community leaders surveyed think the quality of ADOT services has stayed the same compared to two years ago; 28% feel ADOT services have improved, 10% feel they have worsened, and 3% did not know.

How ADOT Funding Should Change Over the Next Two Years

Forty-five percent (45%) of residents surveyed feel ADOT’s funding should be increased above its current level during the next two years; only 3% feel it should be reduced, 31% feel it should stay the same, and 21% do not know. More than three-fourths (77%) of leaders surveyed feel ADOT’s funding should be increased above its current level during the next two years; only 1% feel it should be reduced, 19% feel it should stay the same, and 3% do not know.

Overall Satisfaction with MVD (Figure 3)

Seventy-four percent (74%) of residents indicate they are satisfied or very satisfied with the MVD; 5% are dissatisfied or very dissatisfied, 16% are neutral, and 5% do not have an opinion.

Overall Satisfaction with Motor Vehicle Division (MVD)

by percentage of respondents

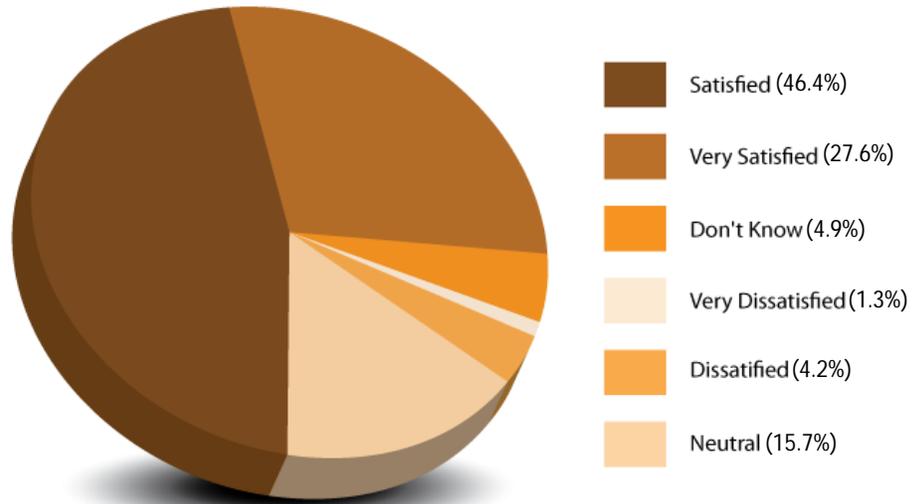


Figure 3. Overall Satisfaction with the Motor Vehicle Division.

Awareness and Use of 511

Forty percent (40%) of residents indicate they are aware that ADOT has a phone number (511) that provides information about conditions on state highways. Of these, 31% had called 511 during the past year, 67% had not, and 2% did not remember.

Overall Satisfaction with 511

Seventy-two percent (72%) of residents who called 511 during the past year were satisfied or very satisfied with the 511 service, 15% were dissatisfied or very dissatisfied, 8% were neutral, and 5% did not have an opinion.

Highway Maintenance Services with the HIGHEST Levels of Satisfaction (Figure 4)

The three highway maintenance services that have the highest levels of satisfaction among residents are: keeping guardrails and other barriers in good condition (77%), ensuring work zone signs are easy to see and understand (76%), and ensuring directional and warning signs are easy to see and understand (72%).

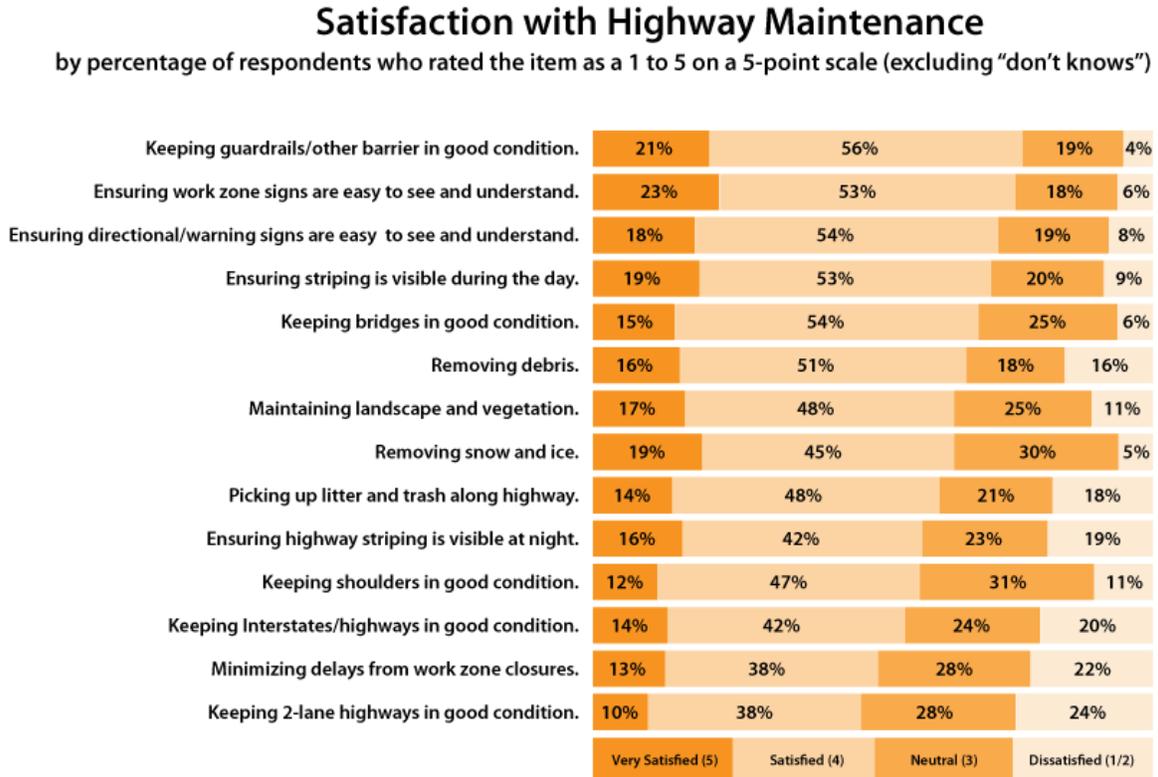


Figure 4. Satisfaction with Highway Maintenance.

Highway Maintenance Services with the LOWEST Levels of Satisfaction

The three highway maintenance services that have the lowest levels of satisfaction among residents are: keeping two-lane highways in good condition (48%), minimizing delays from work zone closures (51%), and keeping interstates/highways in good condition (56%).

Highway Maintenance Services that Should Have the Highest Priority Over the Next Two Years

The top three highway maintenance priorities based on the sum of the top choices provided by residents are:

- keeping interstates and highways in good condition.
- keeping two-lane highways in good condition.
- removing debris from driving lanes.

Importance-Satisfaction Rating for Highway Maintenance

Figure 5 is an excerpt from ETC Institute’s Importance-Satisfaction rating for highway maintenance.

Importance-Satisfaction Excerpt for Highway Maintenance

Category of Service High Priority (IS .10 - .20)	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rank	IS Rank
Keeping interstates/highways in good condition	44%	1	56%	12	0.1940	1
Keeping 2-lane highways in good condition	33%	2	48%	14	0.1728	2
Minimizing delays from work zone closures	29%	4	51%	13	0.1405	3
Removing debris	33%	3	67%	6	0.1086	4
Ensuring highway striping is visible at night	25%	5	59%	10	0.1047	5

Figure 5. Importance-Satisfaction Excerpt for Highway Maintenance.

No items for highway maintenance rank as “Very High Priorities.” Five items rank as “High Priorities” and the other nine items assessed on the survey received the lowest rating of “Medium Priority.” Appendix A has a description of how the Importance-Satisfaction rating is calculated and a complete breakdown of the Importance-Satisfaction rating for all 14 highway maintenance items assessed on the survey.

Awareness and Use of ADOT’s Web Site

- Sixty-four percent (64%) of the residents know ADOT has a Web site.
- Of those who are aware of the Web site, over half (55%) had visited the site during the past year.

Awareness and Use of MVD’s Web Site

- Seventy-one percent (71%) of residents know that MVD has a Web site.
- Of those who are aware of the Web site, 67% had visited it during the past year.

Statements Regarding Highway Construction Management with the HIGHEST Levels of Agreement (Figure 6)

The three statements about highway construction management in Arizona that residents have the highest levels of agreement with are: ADOT provides sufficient early visual warning and safe mobility through construction zones (69%), ADOT does a good job of informing the public prior to highway construction (66%), and overall ADOT does a good job of managing highway projects (50%). The chart below shows the results for all statements regarding highway construction management.

Level of Agreement with Statements Related to the Management of Highway Construction in Arizona

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding “don’t knows”)

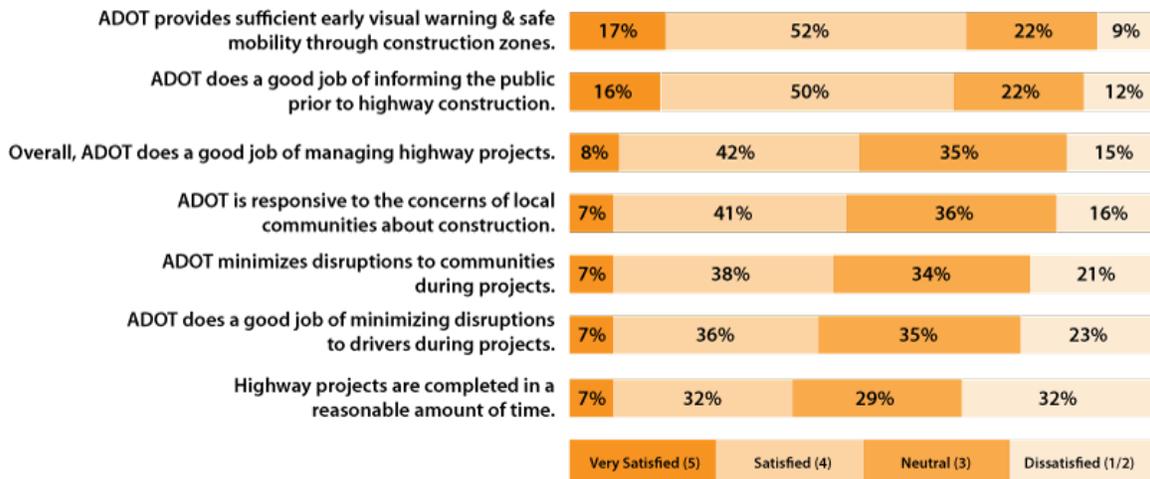


Figure 6. Level of Agreement with Statements Related to Management of Highway Construction in Arizona.

Highway Features with the HIGHEST Levels of Satisfaction (Figure 7)

The three highway features with the highest levels of satisfaction among residents are visibility of directional signage along highways (71%), usefulness of directional signage along highways (69%), and adequacy of lighting at interchanges and intersections (66%).

Satisfaction with various Highway Features

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding “don’t knows”)

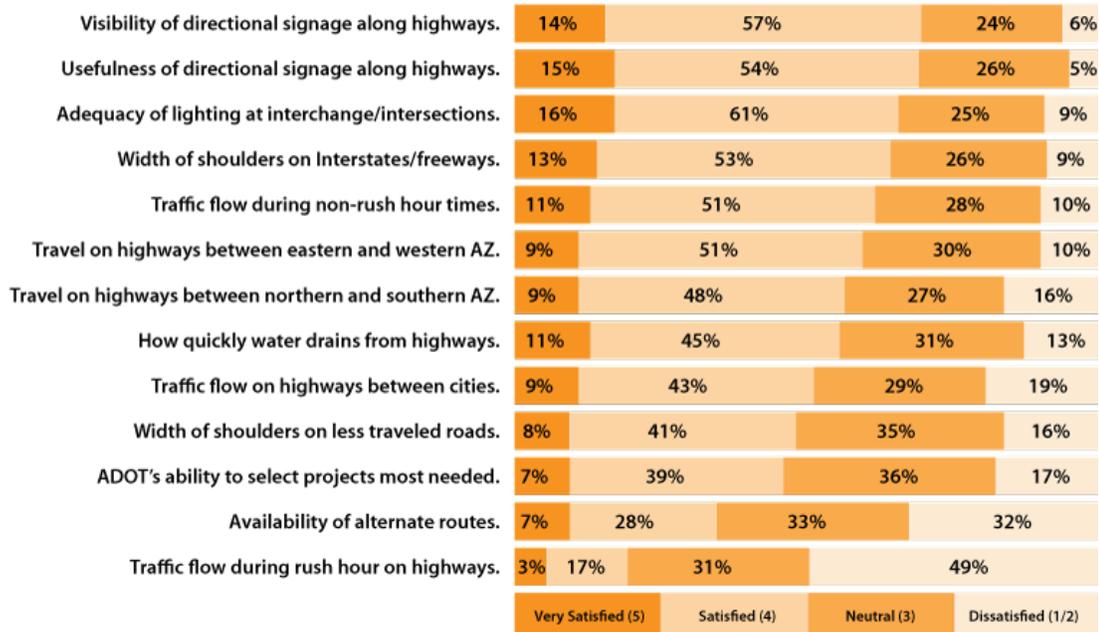


Figure 7. Satisfaction with Various Highway Features.

Highway Features with the LOWEST Levels of Satisfaction

The three highway features with the lowest levels of satisfaction among residents are: traffic flow during rush hour on highways (19%), availability of alternate routes (35%), and ADOT’s project selection (46%).

Highway Features Residents Thought Were the Most Important for ADOT to Emphasize Over the Next Two Years

Based on the sum of the top choices selected by residents, the top three highway features that are the most important for ADOT to emphasize over the next two years are:

- Traffic flow during rush hour on highways.
- Availability of alternate routes.
- Traffic flow on highways between cities.

Importance-Satisfaction Rating for Highway Features

Figure 8 is an excerpt from ETC Institute’s Importance-Satisfaction rating for highway features.

Importance-Satisfaction Excerpt for Highway Features

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rank	IS Rank
High Priority (IS .10 - .20)						
Very High Priority (IS>.20)						
Traffic flow during rush hour on highways	50%	1	20%	13	0.4004	1
Availability of alternate routes	32%	2	35%	12	0.2096	2
High Priority (IS.10-.20)						
Traffic flow on highways between cities	24%	3	52%	9	0.1174	3
ADOT’s ability to select projects most needed	19%	5	47%	11	0.1036	4

Figure 8. Importance-Satisfaction Excerpt for Highway Features.

Only two highway features rank as “Very High Priorities.” Two items rank as “High Priorities” and the other nine items on the survey receive the lowest rating of “Medium Priority.” Appendix A has a description of how the Importance-Satisfaction rating is calculated and a complete Importance-Satisfaction rating breakdown of all 13 highway features assessed on the survey.

How Arizona Compares to Other States

Below are some of the major findings from the benchmarking analysis. For a complete breakdown of the benchmarking analysis, see Appendix B of the report.

Areas where the survey results are significantly better than the U.S. average include:

- How safe residents feel when traveling on state highways (+12%).
- Satisfaction with debris removal from highways (+10%).
- Satisfaction with maintenance of landscaping along highways (+7%).
- The percentage of residents who thought highways are safer today than they were five years ago (+7%).
- Satisfaction with trash and litter pick up along highways (+6%).
- How safe residents feel when traveling through work zones on highways (+5%).

Areas where the survey results are significantly lower than the U.S. average include:

- Satisfaction with the condition of shoulders on highways (-7%).
- Satisfaction with the visibility of striping on highways at night (-6%).
- Satisfaction with snow/ice removal along highways (-5%).

IV. RECOMMENDATIONS

The research team developed two sets of recommendations. The first addresses ways ADOT can use the results of the 2009 survey to better serve the needs of its customers now. The second addresses ways ADOT should incorporate the study into an ongoing process for objectively assessing its performance in the future.

Recommendations to Better Serve the Needs of ADOT Customers Now

Based on the results of this study, ADOT should take the following actions over the next two to three years to sustain or increase overall satisfaction with the department.

- 1) Find ways to make it easier for customers to resolve issues with MVD by telephone. This may include doing a better job of educating customers about on-line services and other non-phone options that MVD offers to minimize the financial burdens of operating call centers.
- 2) Maintain the condition of existing highways.
- 3) Find ways to minimize travel delays caused by work zones along highways.
- 4) Manage traffic flow along highways to prevent congestion from worsening.
- 5) Consider ways to develop alternate routes for traffic along interstates in rural areas that would allow vehicles to bypass accidents or other disruptions that would otherwise completely halt traffic on the highway.
- 6) Continue to be responsive to the concerns of the general public by effectively communicating ADOT's process for selecting and prioritizing projects and finding ways to engage and inform the public about transportation issues that impact residents.

Recommendations for Long-Term Performance Measurement

To ensure that the results of this survey are used by ADOT to objectively assess performance over time, ADOT should do the following:

- 1) Widely share the results of this survey with employees to raise awareness of the performance measurement tools that were developed through this study.
- 2) Have senior managers review the survey results and identify actions that will be taken over the next two to three years to address concerns in areas for which they are responsible.

- 3) Adopt the Composite Customer Performance Indices that are in Appendix J as the basis for assessing over time ADOT's performance from a customer-oriented perspective.
- 4) Conduct the resident and community leader surveys again in 2011.
- 5) Update the Composite Customer Performance Indices following each future survey to show areas of improvement (or decline).
- 6) Use the results of future surveys to modify ADOT's priorities to ensure the department continues to meet the changing needs and expectations of its customers.