



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Final Report 655

**Prepared by:**

Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

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Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
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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"> <li>• Safe on the state's highways.</li> <li>• ADOT keeps the roads clean.</li> <li>• ADOT keeps the landscaping well maintained.</li> <li>• Satisfied with the Motor Vehicle Division.</li> <li>• ADOT is moving in the right direction.</li> <li>• Dissatisfied with condition of highway shoulders should be improved.</li> <li>• Dissatisfied with nighttime visibility of highway striping.</li> <li>• Dissatisfied with the frequency of public transit where they live.</li> <li>• Dissatisfied with traffic flow on highways during rush hour.</li> </ul> <p>Both residents and community leaders said the transportation issues with the highest priorities were:</p> <ul style="list-style-type: none"> <li>• Repairing and maintaining existing highways.</li> <li>• Enhancing highway safety.</li> <li>• Relieving congestion on highways.</li> </ul>					
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## SI\* (MODERN METRIC) CONVERSION FACTORS

<b>APPROXIMATE CONVERSIONS TO SI UNITS</b>				<b>APPROXIMATE CONVERSIONS FROM SI UNITS</b>			
Symbol	When You Know	Multiply By	To Find	Symbol	When You Know	Multiply By	To Find
<b><u>LENGTH</u></b>							
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
<b><u>AREA</u></b>							
in <sup>2</sup>	square inches	645.2	square millimeters	mm <sup>2</sup>	Square millimeters	0.0016	square inches
ft <sup>2</sup>	square feet	0.093	square meters	m <sup>2</sup>	Square meters	10.764	square feet
yd <sup>2</sup>	square yards	0.836	square meters	m <sup>2</sup>	Square meters	1.195	square yards
ac	acres	0.405	hectares	ha	hectares	2.47	acres
mi <sup>2</sup>	square miles	2.59	square kilometers	km <sup>2</sup>	Square kilometers	0.386	square miles
<b><u>VOLUME</u></b>							
fl oz	fluid ounces	29.57	milliliters	mL	milliliters	0.034	fluid ounces
gal	gallons	3.785	liters	L	liters	0.264	gallons
ft <sup>3</sup>	cubic feet	0.028	cubic meters	m <sup>3</sup>	Cubic meters	35.315	cubic feet
yd <sup>3</sup>	cubic yards	0.765	cubic meters	m <sup>3</sup>	Cubic meters	1.308	cubic yards
NOTE: Volumes greater than 1000L shall be shown in m <sup>3</sup> .							
<b><u>MASS</u></b>							
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)
<b><u>TEMPERATURE (exact)</u></b>							
°F	Fahrenheit temperature	5(F-32)/9 or (F-32)/1.8	Celsius temperature	°C	Celsius temperature	1.8C + 32	Fahrenheit temperature
<b><u>ILLUMINATION</u></b>							
fc	foot candles	10.76	lux	lx	lux	0.0929	foot-candles
fl	foot-Lamberts	3.426	candela/m <sup>2</sup>	cd/m <sup>2</sup>	candela/m <sup>2</sup>	0.2919	foot-Lamberts
<b><u>FORCE AND PRESSURE OR STRESS</u></b>							
lbf	poundforce	4.45	newtons	N	newtons	0.225	poundforce
lbf/in <sup>2</sup>	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

## Table of Contents

<b>I: Executive Summary .....</b>	<b>1</b>
<b>II: Introduction .....</b>	<b>3</b>
<b>III: Major Findings .....</b>	<b>5</b>
<b>IV: Recommendations .....</b>	<b>15</b>

### Appendixes (published only on the Internet)

<b>Appendix A: Importance-Satisfaction Analysis</b>	
<b>Appendix B: Benchmarking Analysis</b>	
<b>Appendix C: GIS Maps</b>	
<b>Appendix D: Resident Assessment Survey Results by Count</b>	
<b>Appendix E: 2009 ADOT Leader Assessment Survey</b>	
<b>Appendix F: Internal Stakeholder Interviews Summary</b>	
<b>Appendix G: External Stakeholder Interviews Summary</b>	
<b>Appendix H: Focus Groups Summary</b>	
<b>Appendix I: ADOT Customer Profiles</b>	
<b>Appendix J: Composite Customer Performance Indices</b>	
<b>Appendix K: PowerPoint Presentation of Major Findings</b>	

### Figures

<b>Figure 1 Location of Respondents' Homes .....</b>	<b>4</b>
<b>Figure 2 Importance-Satisfaction Excerpt for Motor Vehicle Division .....</b>	<b>7</b>
<b>Figure 3 Overall Satisfaction with the Motor Vehicle Division .....</b>	<b>9</b>
<b>Figure 4 Satisfaction with Highway Maintenance .....</b>	<b>10</b>
<b>Figure 5 Importance-Satisfaction Excerpt for Highway Maintenance .....</b>	<b>11</b>
<b>Figure 6 Level of Agreement with Statements Related to Management of Highway Construction in Arizona .....</b>	<b>12</b>
<b>Figure 7 Satisfaction with Various Highway Features .....</b>	<b>13</b>
<b>Figure 8 Importance-Satisfaction Excerpt for Highway Features .....</b>	<b>14</b>



## 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:

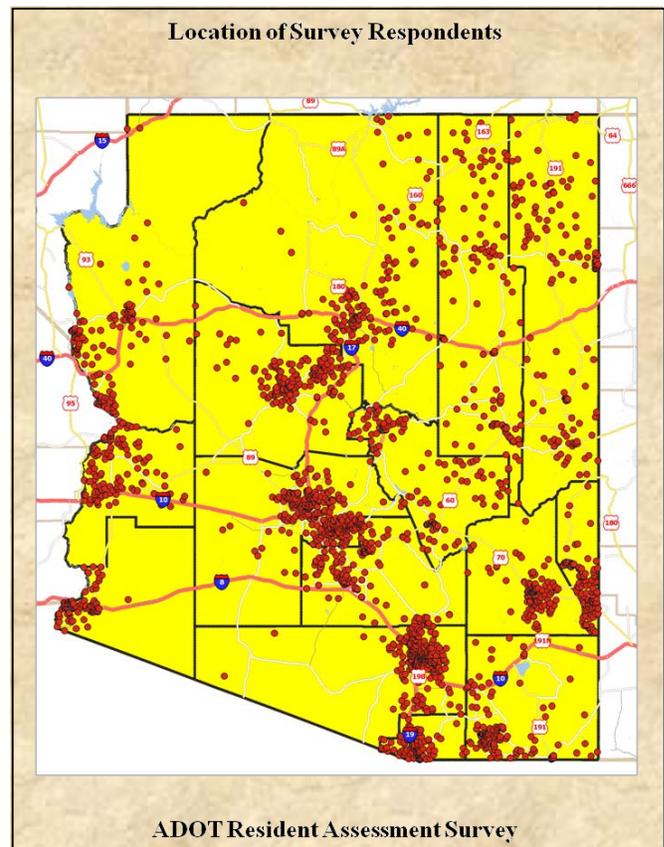
- (1) to identify the core expectations that residents and community leaders have regarding the delivery of transportation services,
- (2) to understand how residents and community leaders evaluate ADOT's performance in different areas, and
- (3) to identify ways that residents and community leaders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

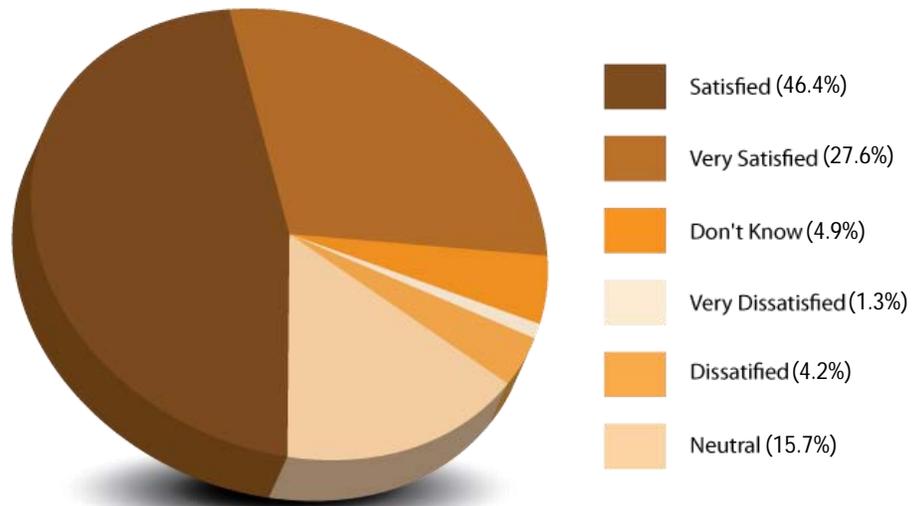
Forty-five percent (45%) of residents surveyed feel ADOT’s funding should be increased above its current level during the next two years; only 3% feel it should be reduced, 31% feel it should stay the same, and 21% do not know. More than three-fourths (77%) of leaders surveyed feel ADOT’s funding should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

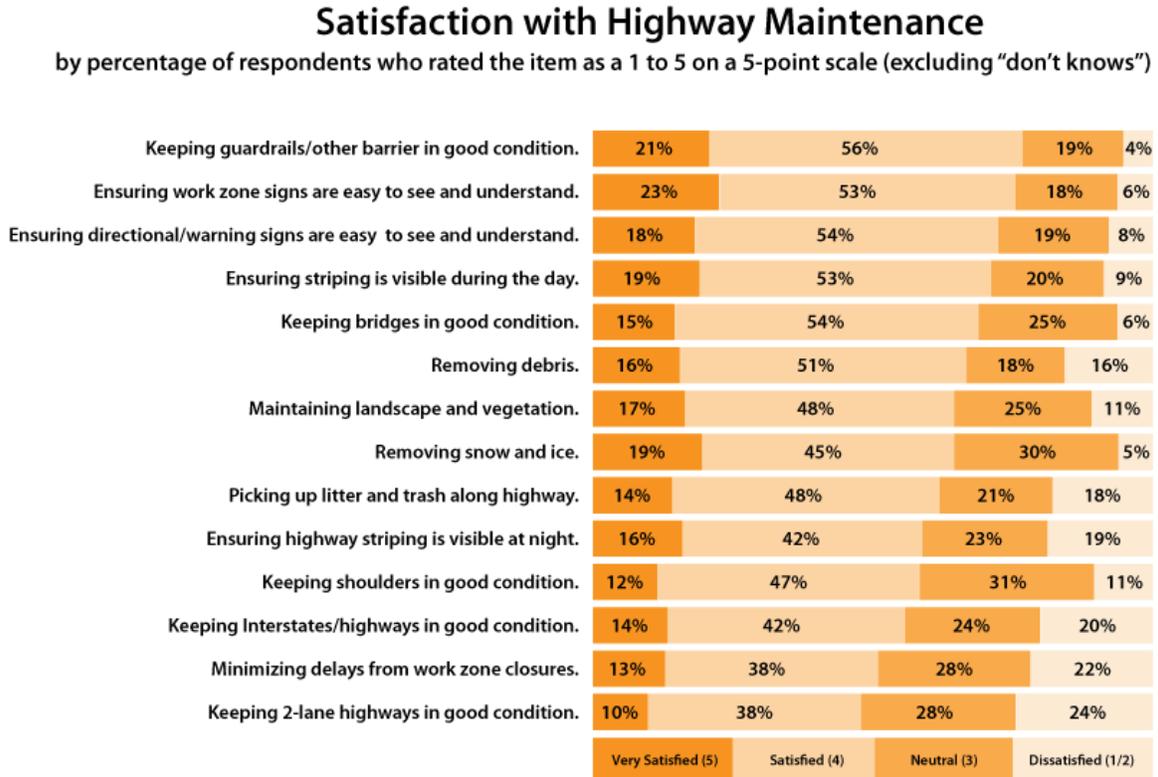
Forty percent (40%) of residents indicate they are aware that ADOT has a phone number (511) that provides information about conditions on state highways. Of these, 31% had called 511 during the past year, 67% had not, and 2% did not remember.

**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**

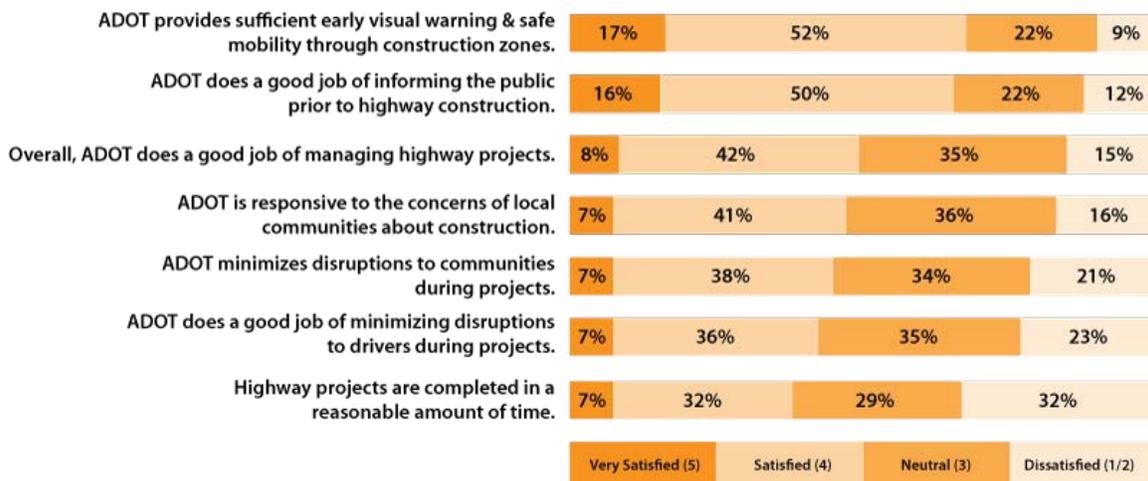
- Seventy-one percent (71%) of residents know that MVD has a Web site.
- Of those who are aware of the Web site, 67% had visited it during the past year.

**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”)



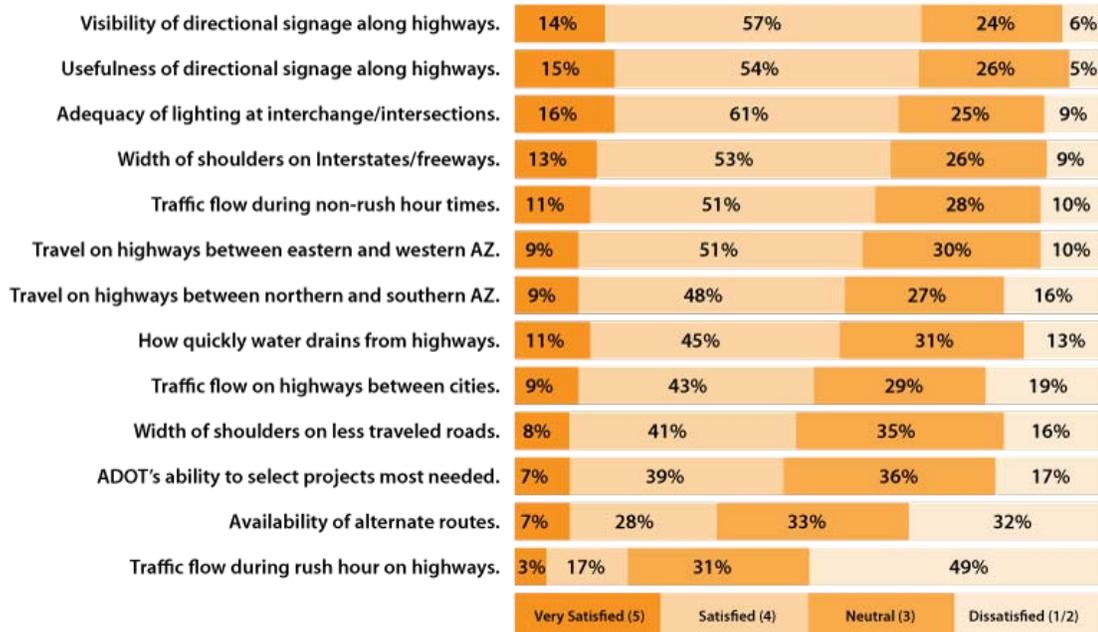
**Figure 6. Level of Agreement with Statements Related to Management of Highway Construction in Arizona.**

**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
<b>High Priority (IS .10 - .20)</b>						
<b>Very High Priority (IS&gt;.20)</b>						
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
<b>High Priority (IS.10-.20)</b>						
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.



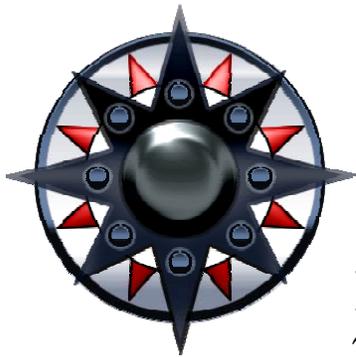
# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Report 655  
Appendix A: Importance-Satisfaction Analysis

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

October 2010

**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration



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# Importance-Satisfaction Analysis

## 2009 ADOT Resident Assessment Survey

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### Overview

Today, community leaders have limited resources that need to be targeted to activities that are of the most benefit to their residents. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to residents and (2) to target resources toward those services where residents are the least satisfied.

The Importance-Satisfaction (IS) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction rating is based on the concept that state and county governments will maximize overall resident satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

### Methodology

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 that indicated they were positively satisfied with the ADOT's performance in the related area (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)].

**Example of the Calculation.** Respondents were asked to identify the services they thought are most important for ADOT to emphasize over the next two years. Almost 14 percent (13.9%) of residents ranked **keeping bridges in good condition** as the most important service for ADOT to emphasize over the next two years.

With regard to satisfaction, **keeping bridges in good condition** was ranked fifth overall, with almost 69% (68.7%) rating **keeping bridges in good condition** as a “4” or a “5” on a 5-point scale, excluding “don't know” responses. The I-S rating for **keeping bridges in good condition** was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 13.9% was multiplied by 31.3% (1-0.687). This calculation yielded an I-S rating of **0.0435**, which was ranked eighth out of the 14 highway maintenance service categories.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an activity as one of their top choices for ADOT to provide and 0% indicate that they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either one of the following two situations:

- if 100% of the respondents were positively satisfied with the delivery of the service.
- if none (0%) of the respondents selected the service as one of the four most important services for ADOT to provide.

## Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from .10 to .20 identify service areas that should receive increased emphasis. Ratings less than .10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis ( $IS \geq 0.20$ )
- Increase Current Emphasis ( $0.10 \leq IS < 0.20$ )
- Maintain Current Emphasis ( $IS < 0.10$ )

The results for ADOT are provided on the following page.

## **Importance-Satisfaction Matrix Analysis.**

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

- Continued Emphasis (above average importance and above average satisfaction). This area shows where ADOT is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. ADOT should maintain (or slightly increase) emphasis on items in this area.
- Exceeding Expectations (below average importance and above average satisfaction). This area shows where ADOT is performing significantly better than customers expect ADOT to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with ADOT services. ADOT should maintain (or slightly decrease) emphasis on items in this area.
- Opportunities for Improvement (above average importance and below average satisfaction). This area shows where ADOT is not performing as well as residents expect ADOT to perform. This area has a significant impact on customer satisfaction, and ADOT should DEFINITELY increase emphasis on items in this area.
- Less Important (below average importance and below average satisfaction). This area shows where ADOT is not performing well relative to ADOT's performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with ADOT services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

The matrix showing the results for ADOT are provided on the following page.

## Importance-Satisfaction Rating

### Arizona Department of Transportation

### Motor Vehicle Division Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b>High Priority (IS .10-.20)</b>						
How easy it is to contact MVD by phone	21%	1	38%	11	0.1296	1
How easy it is to resolve MVD issues by phone	19%	3	36%	12	0.1187	2
<b>Medium Priority (IS &lt;.10)</b>						
Courteousness of MVD employees	20%	2	72%	6	0.0546	3
Ease of registering vehicles previously registered outside AZ	12%	7	58%	9	0.0486	4
How well you were treated by phone	11%	8	57%	10	0.0477	5
Quality of MVD services during you last visit	18%	4	76%	5	0.0436	6
Cleanliness of MVD offices	10%	9	64%	8	0.0368	7
Ease of registering new vehicles purchased in AZ	13%	6	76%	4	0.0316	8
Ease of getting info about a driver's license	9%	11	72%	7	0.0266	9
Easing of using MVD's online services	10%	10	82%	2	0.0177	10
Ease of getting MVD information on the Internet	9%	12	82%	3	0.0167	11
Ease of renewals on vehicles already registered in AZ	14%	5	91%	1	0.0129	12

**Note:** The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

**Most Important %:**

The "Most Important" percentage represents the sum of the first, second, third and fourth most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

# Importance-Satisfaction Rating

## Arizona Department of Transportation

### Highway Maintenance

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b>High Priority (IS .10-.20)</b>						
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
<b>Medium Priority (IS &lt;.10)</b>						
Picking up litter and trash along highways	19%	6	62%	9	0.0737	6
Keeping shoulders in good condition	15%	9	58%	11	0.0610	7
Keeping bridges in good condition	14%	10	69%	5	0.0435	8
Ensuring directional/warning signs are easy to see	15%	7	73%	3	0.0416	9
Ensuring work zone signs are easy to see/understand	15%	8	76%	2	0.0368	10
Maintaining landscape and vegetation	10%	13	64%	7	0.0345	11
Ensuring striping is visible during the day	11%	12	71%	4	0.0309	12
Keeping guardrails and other barriers	11%	11	77%	1	0.0251	13
Removing snow and ice	7%	14	64%	8	0.0236	14

**Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)**

**Most Important %:**

The "Most Important" percentage represents the sum of the first, second, third and fourth most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

**Satisfaction %:**

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

# Importance-Satisfaction Rating

## Arizona Department of Transportation

### Highway Features

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<b><u>Very High Priority (IS &gt; .20)</u></b>						
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
<b><u>High Priority (IS .10-.20)</u></b>						
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
<b><u>Medium Priority (IS &lt;.10)</u></b>						
Travel on highways between north & south AZ	20%	4	57%	7	0.0864	5
Width of shoulders on less traveled roads	15%	8	49%	10	0.0783	6
How quickly water drains from the highways	18%	6	56%	8	0.0772	7
Traffic flow during non-rush hour times	16%	7	62%	5	0.0616	8
Travel on highways between eastern & western AZ	12%	10	60%	6	0.0471	9
Adequacy of lighting at interchanges/intersections	13%	9	66%	3	0.0453	10
Visibility of directional signage along highways	12%	11	70%	1	0.0343	11
Width of shoulders on Interstates/freeways	9%	12	65%	4	0.0321	12
Usefulness of directional signage along highways	8%	13	69%	2	0.0242	13

**Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)**

#### Most Important %:

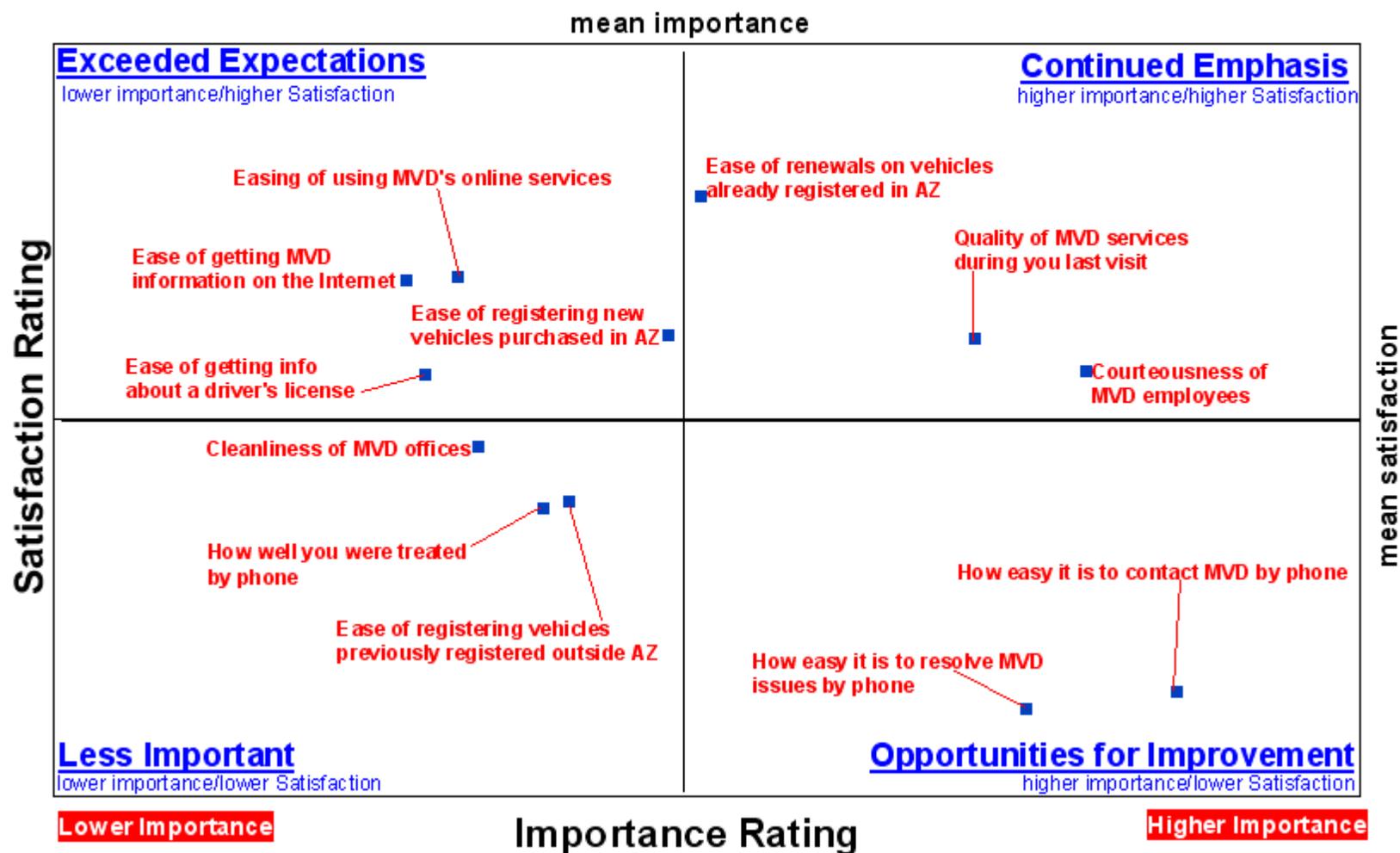
The "Most Important" percentage represents the sum of the first, second, third and fourth most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

#### Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

# 2009 ADOT Resident Assessment Survey Importance-Satisfaction Assessment Matrix -Motor Vehicle Division Services-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)

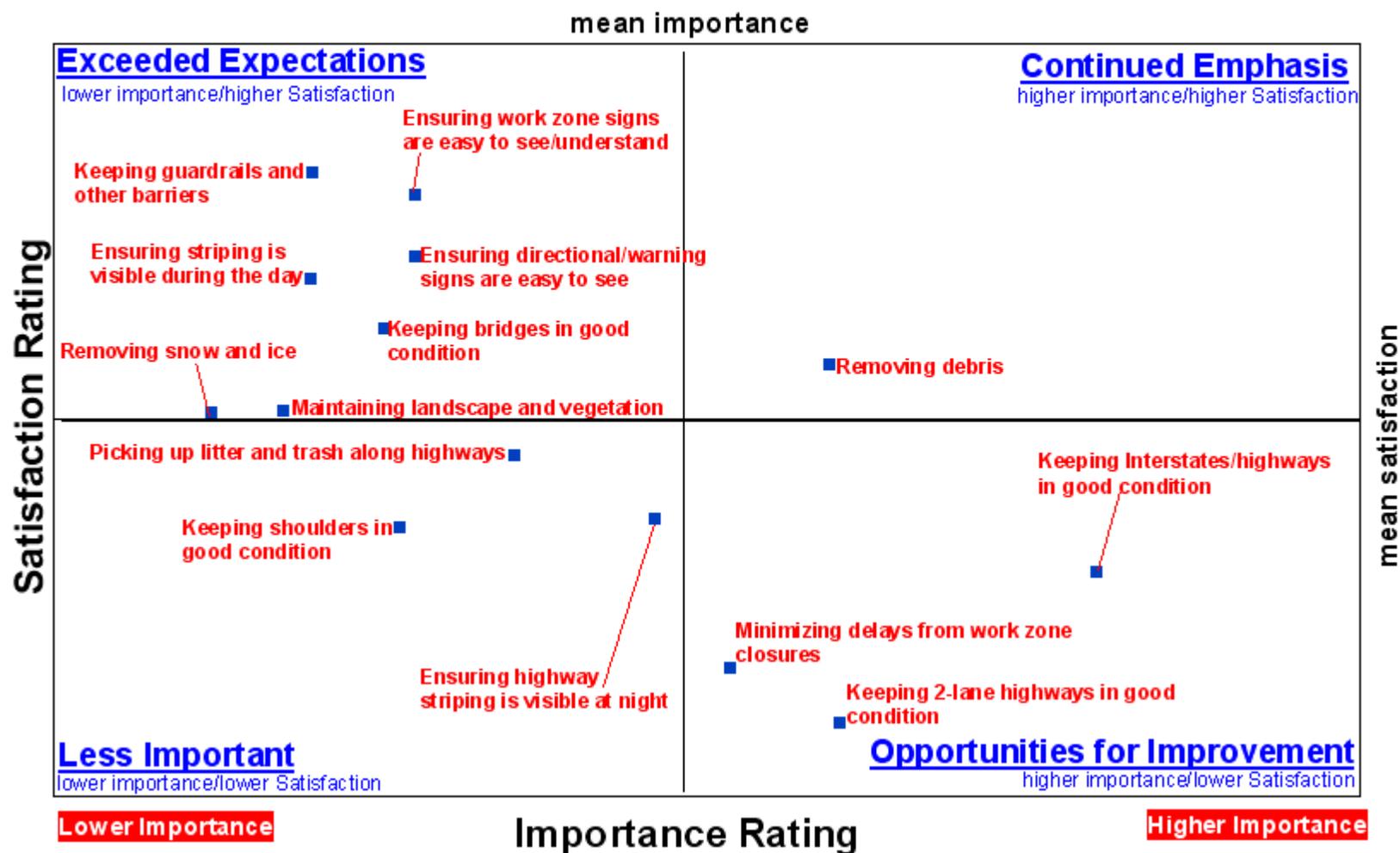


Source: ETC Institute (2009)

# 2009 ADOT Resident Assessment Survey Importance-Satisfaction Assessment Matrix

## -Highway Maintenance-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)

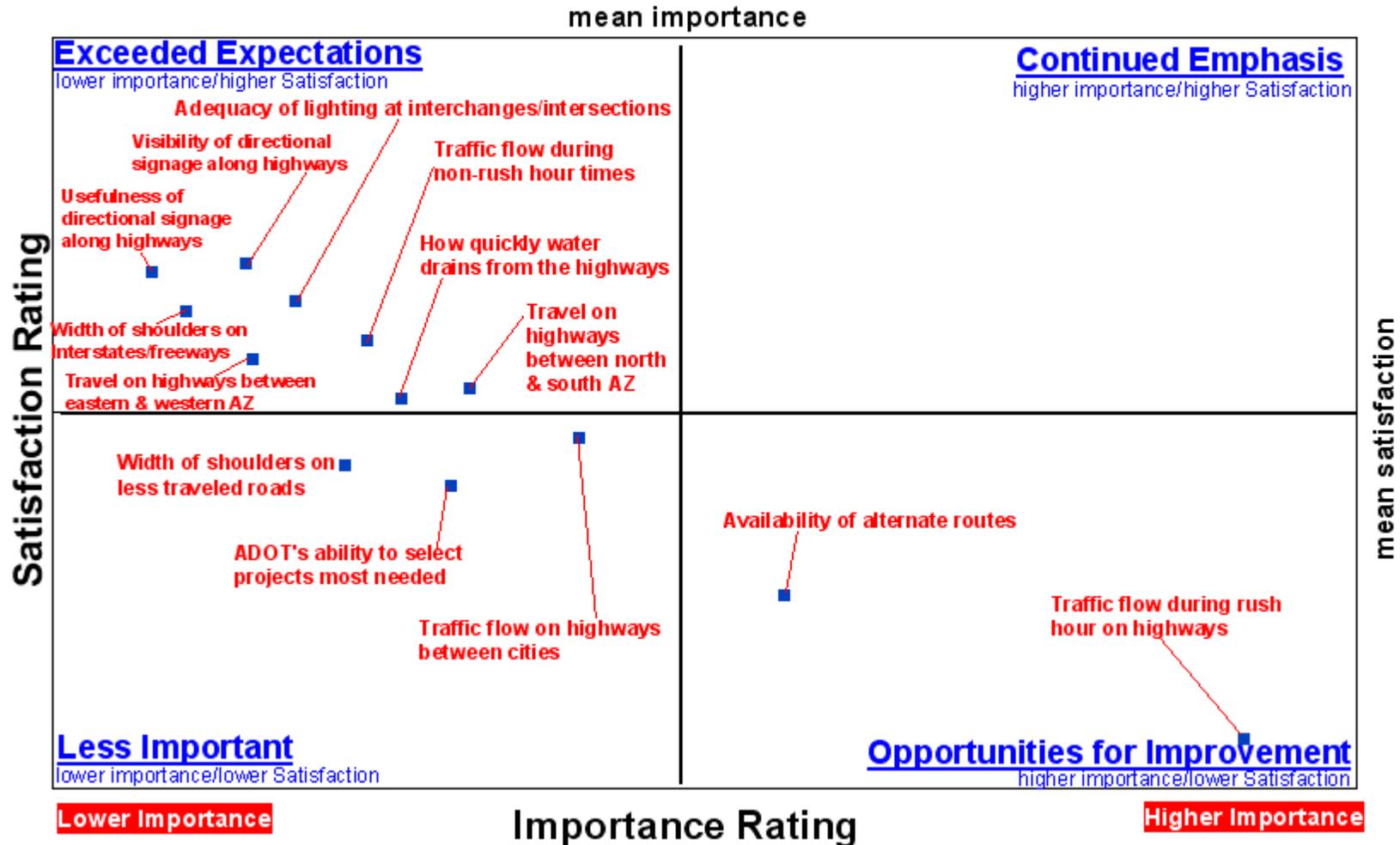


Source: ETC Institute (2009)

# 2009 ADOT Resident Assessment Survey Importance-Satisfaction Assessment Matrix

## -Highway Features-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2009)



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Report 655  
Appendix B: Benchmarking Analysis

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

October 2010

**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration



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## Benchmarking Analysis ADOT 2009 Resident Assessment Survey

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### Overview

ETC Institute administered a benchmarking survey to a random sample of 1,079 U.S. residents in the contiguous 48 states. The purpose of the survey was to have residents across the United States rate the quality of transportation services **in the state where they live** in order to assess whether the quality of transportation services in Arizona were better, worse, or about the same as other states.

The overall results of the benchmarking survey have a precision of at least +/-3.0% at the 95% level of confidence.

### Findings

#### **Areas where the survey results were significantly better than the U.S. average included:**

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

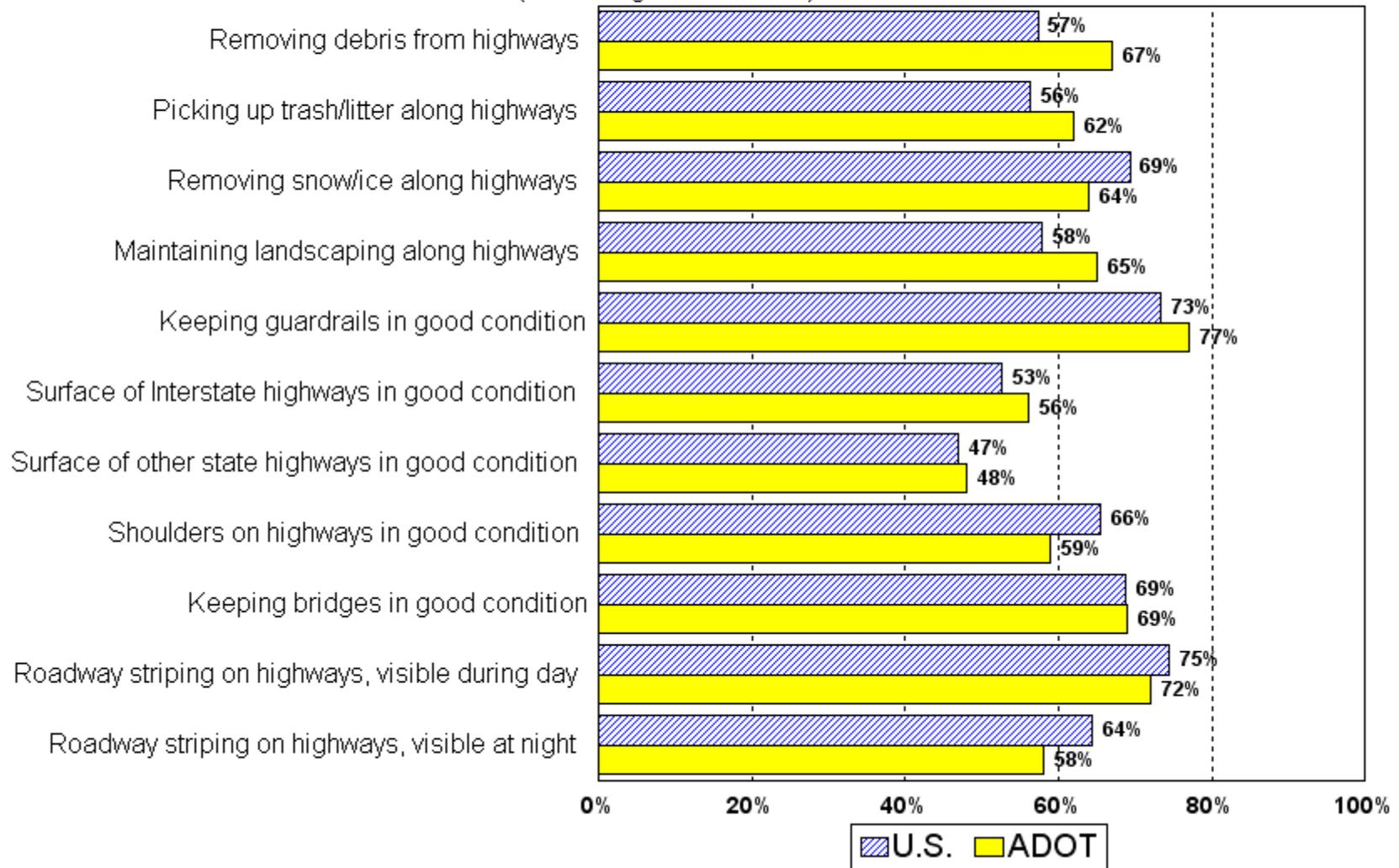
#### **Areas where the survey results were significantly lower than the U.S. average included:**

- The condition of shoulders on highways (-7%)
- The visibility of roadway striping on highways at night (-6%)
- Efforts to remove snow/ice along highways (-5%)

The charts on the following pages show the results for all questions that were included on the benchmarking survey.

# Satisfaction With State Department of Transportation Services ADOT vs. U.S.

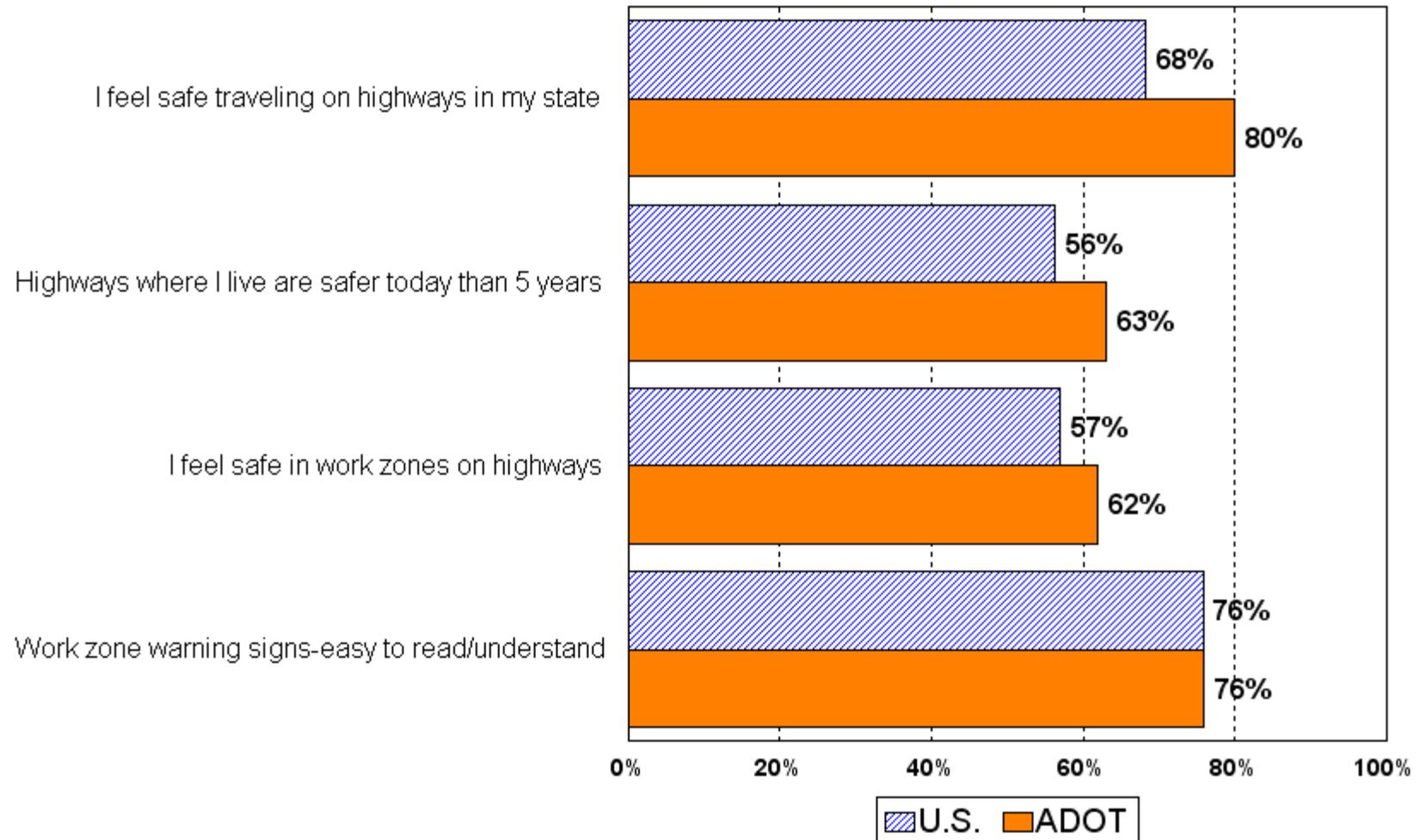
by percentage of respondents, who were either Very Satisfied (5) or Satisfied (4) on a five point scale  
(excluding don't knows)



Source: ETC Institute (ADOT 2009 - Benchmark Analysis)

# Levels of Agreement With the Following Statements ADOT vs. U.S.

by percentage of respondents, who either Strongly Agreed (5) or Agreed (4)  
with the following statements on a five point scale (excluding don't knows)

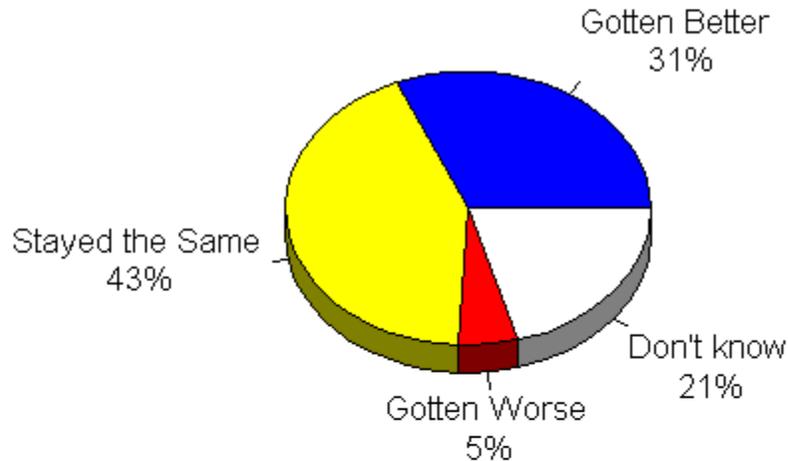


Source: ETC Institute (ADOT 2009 - Benchmark Analysis)

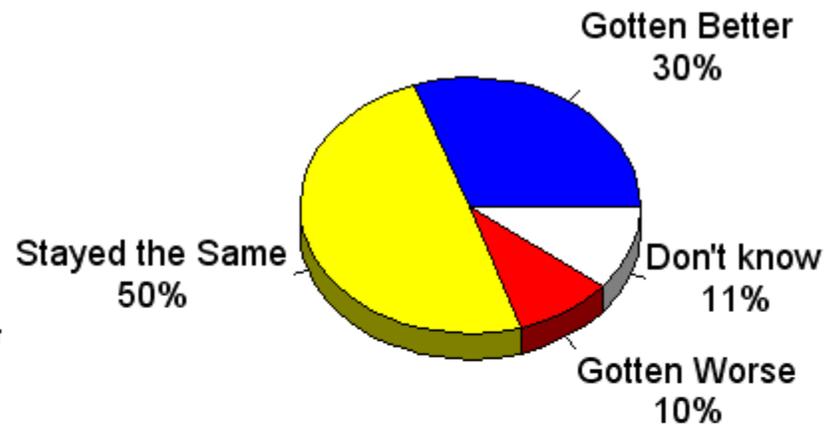
# Compared to Two Years Ago, How Do You Think That the Current Quality of Transportation Services in Your State Has Changed?

by percentage of respondents

## ADOT



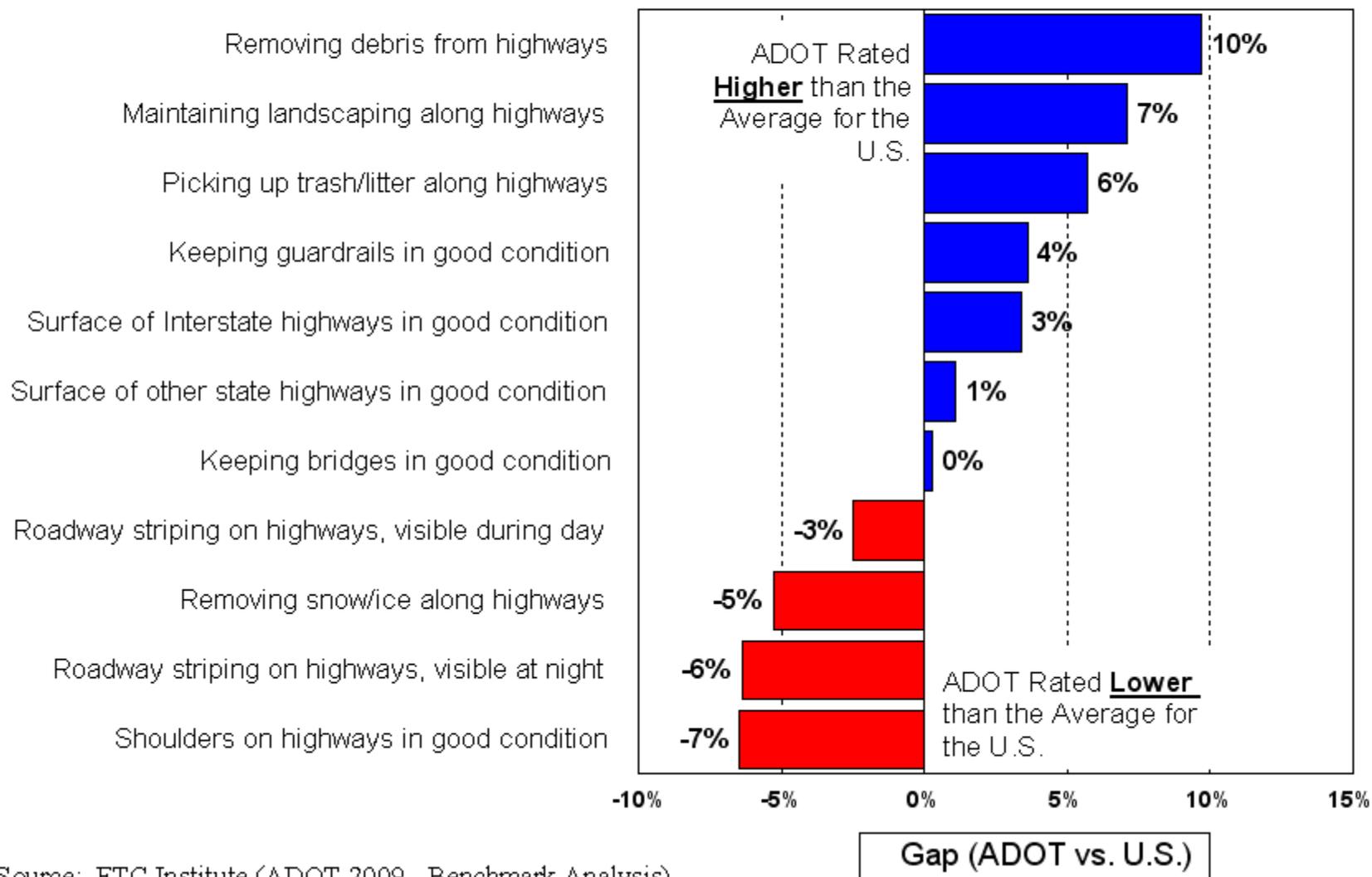
## U.S.



Source: ETC Institute (ADOT 2009 - Benchmark Analysis)

# Overall Satisfaction with Transportation Services ADOT vs. U.S.

by percentage of respondents, who were either Very Satisfied (5) or Satisfied (4) on a five point scale



Source: ETC Institute (ADOT 2009 - Benchmark Analysis)



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

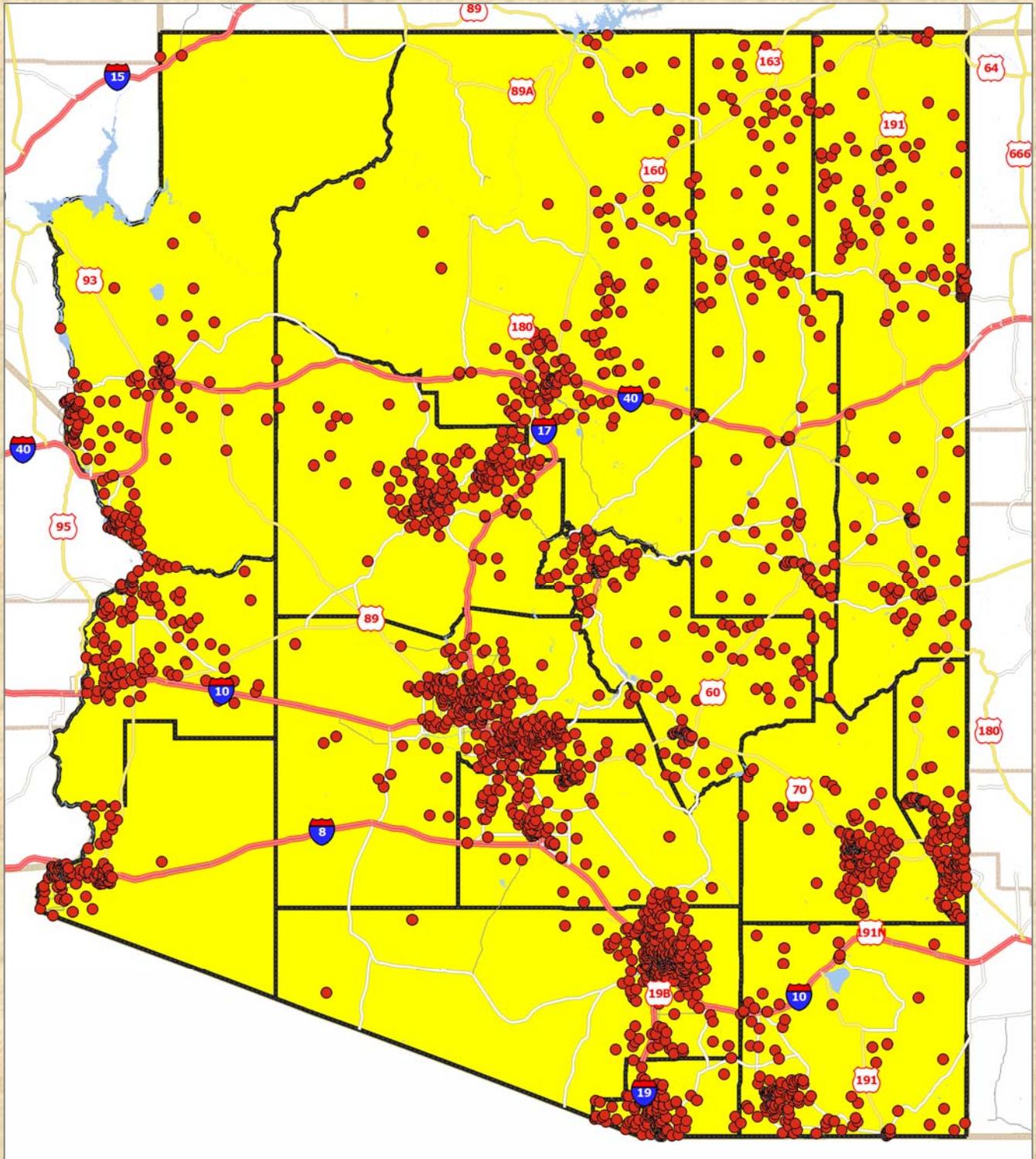
Report 655  
Appendix C: GIS Maps

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

October 2010

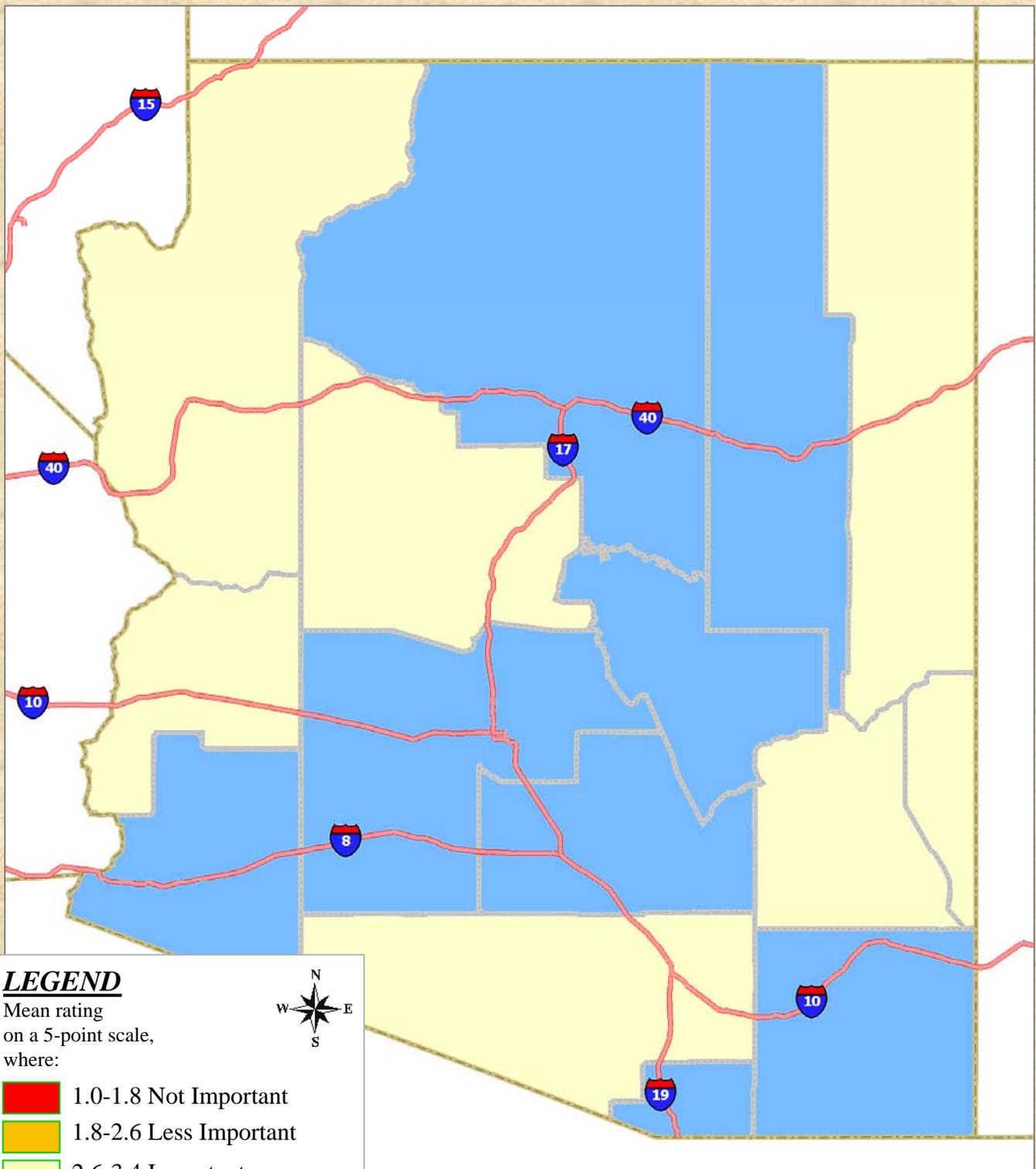
**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration

# Location of Survey Respondents



**ADOT Resident Assessment Survey**

# Q1a Expanding public transportation services



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:

- 1.0-1.8 Not Important
- 1.8-2.6 Less Important
- 2.6-3.4 Important
- 3.4-4.2 Very Important
- 4.2-5.0 Extremely Important
- Other

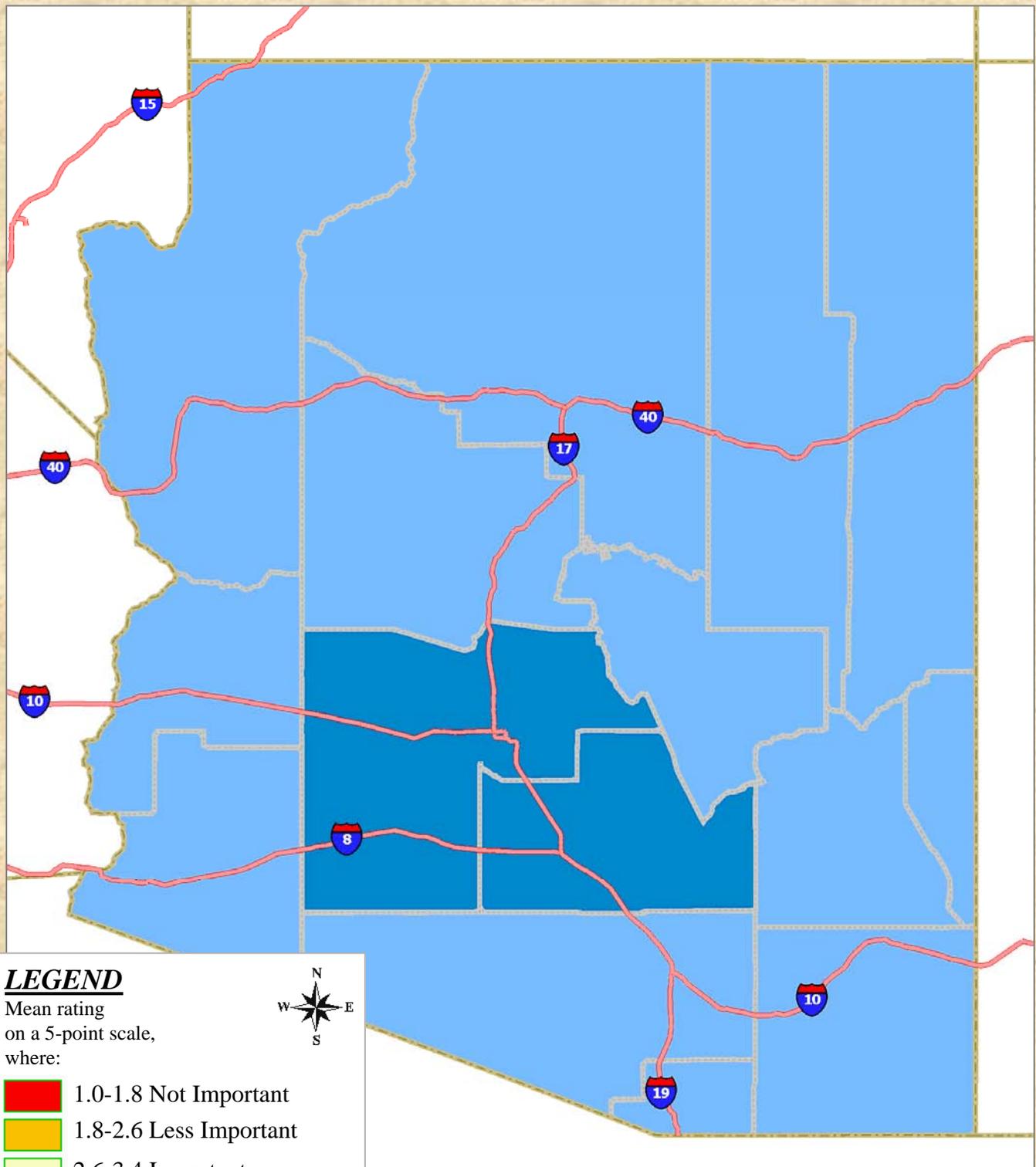


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q1b Relieving congestion on highways



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:

- 1.0-1.8 Not Important
- 1.8-2.6 Less Important
- 2.6-3.4 Important
- 3.4-4.2 Very Important
- 4.2-5.0 Extremely Important
- Other

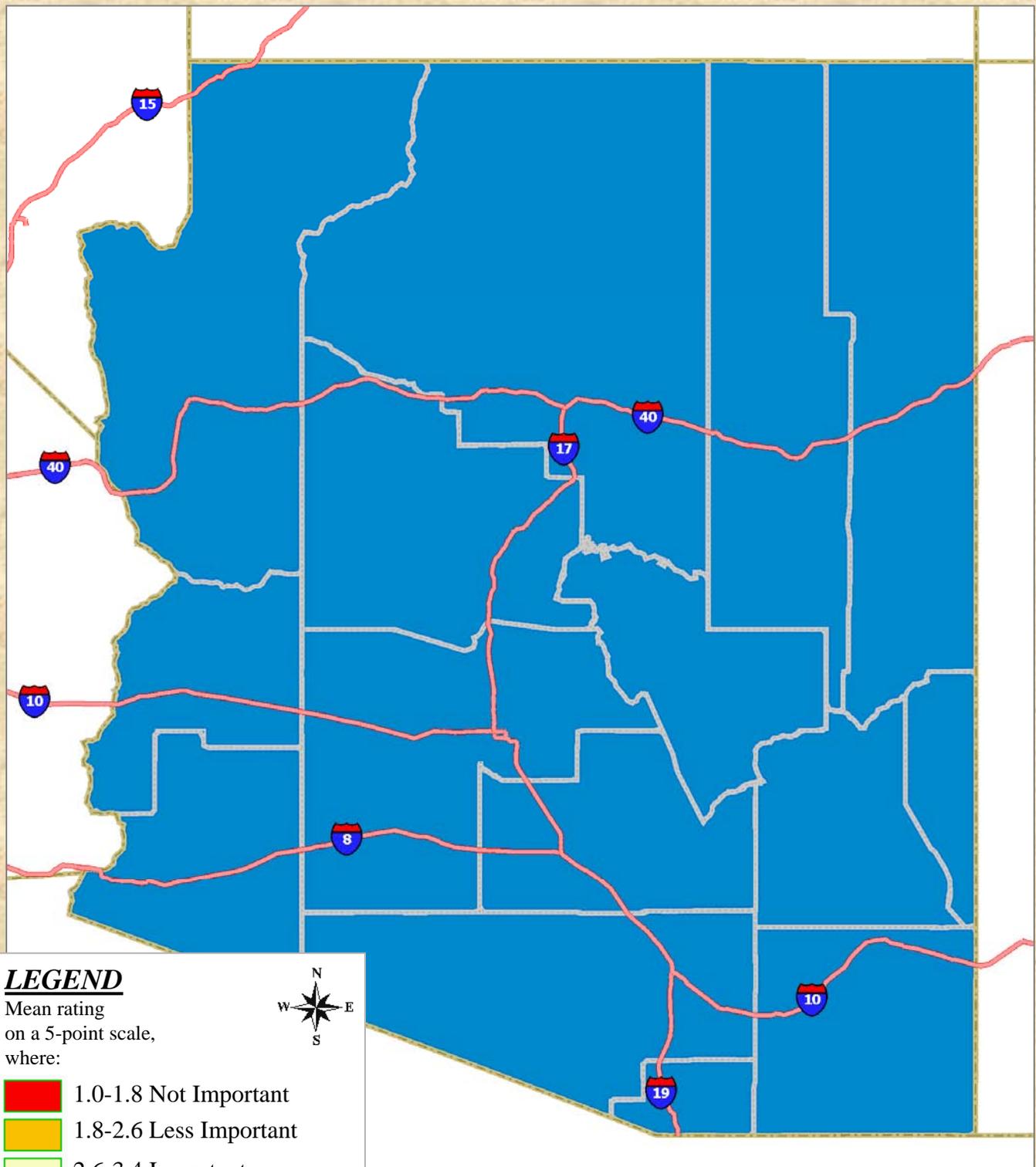


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q1c Repairing and maintaining existing highways



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:

- 1.0-1.8 Not Important
- 1.8-2.6 Less Important
- 2.6-3.4 Important
- 3.4-4.2 Very Important
- 4.2-5.0 Extremely Important
- Other

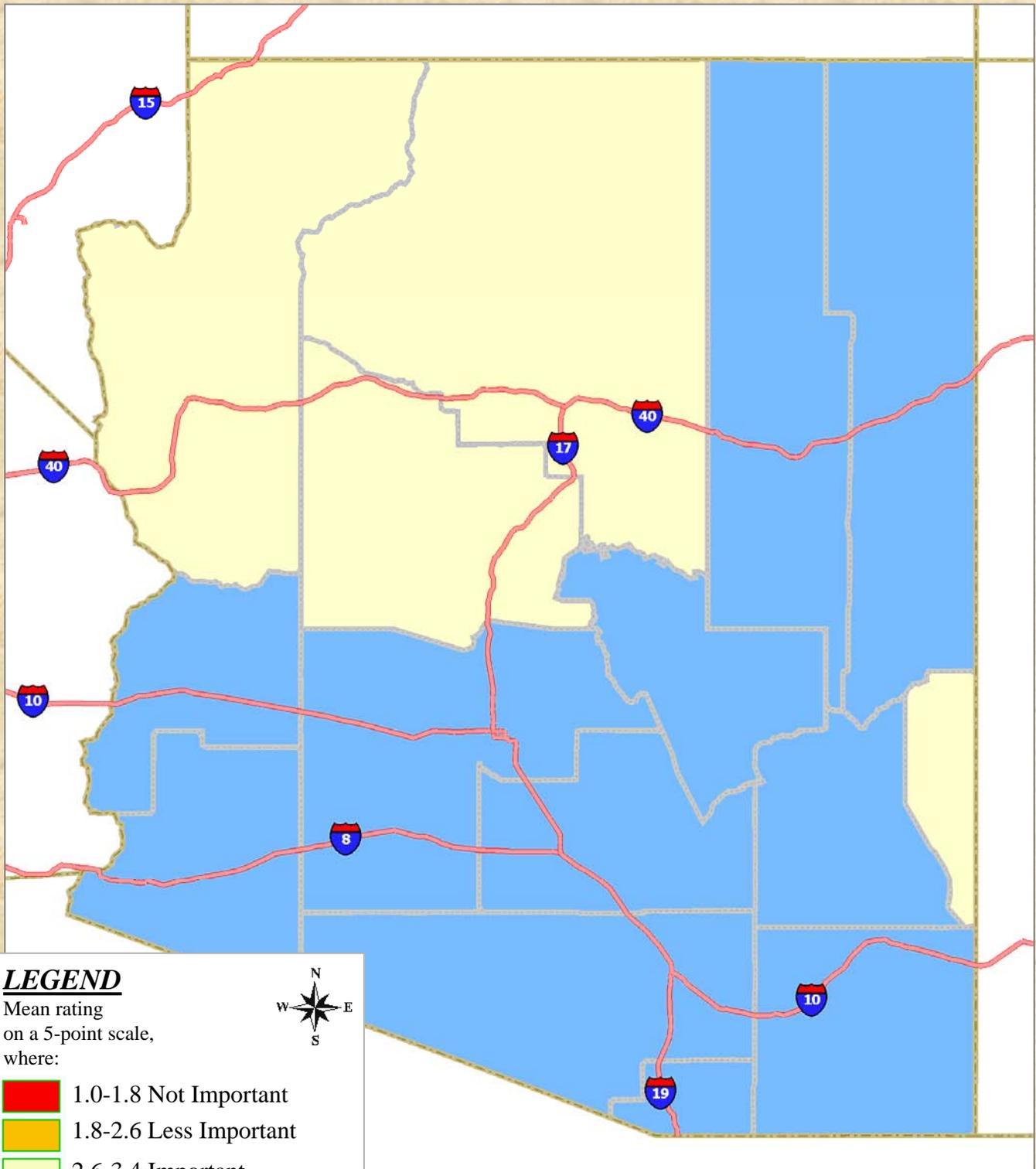


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q1d Providing more direct links between communities in Arizona



## **LEGEND**

Mean rating on a 5-point scale, where:

- 1.0-1.8 Not Important
- 1.8-2.6 Less Important
- 2.6-3.4 Important
- 3.4-4.2 Very Important
- 4.2-5.0 Extremely Important
- Other

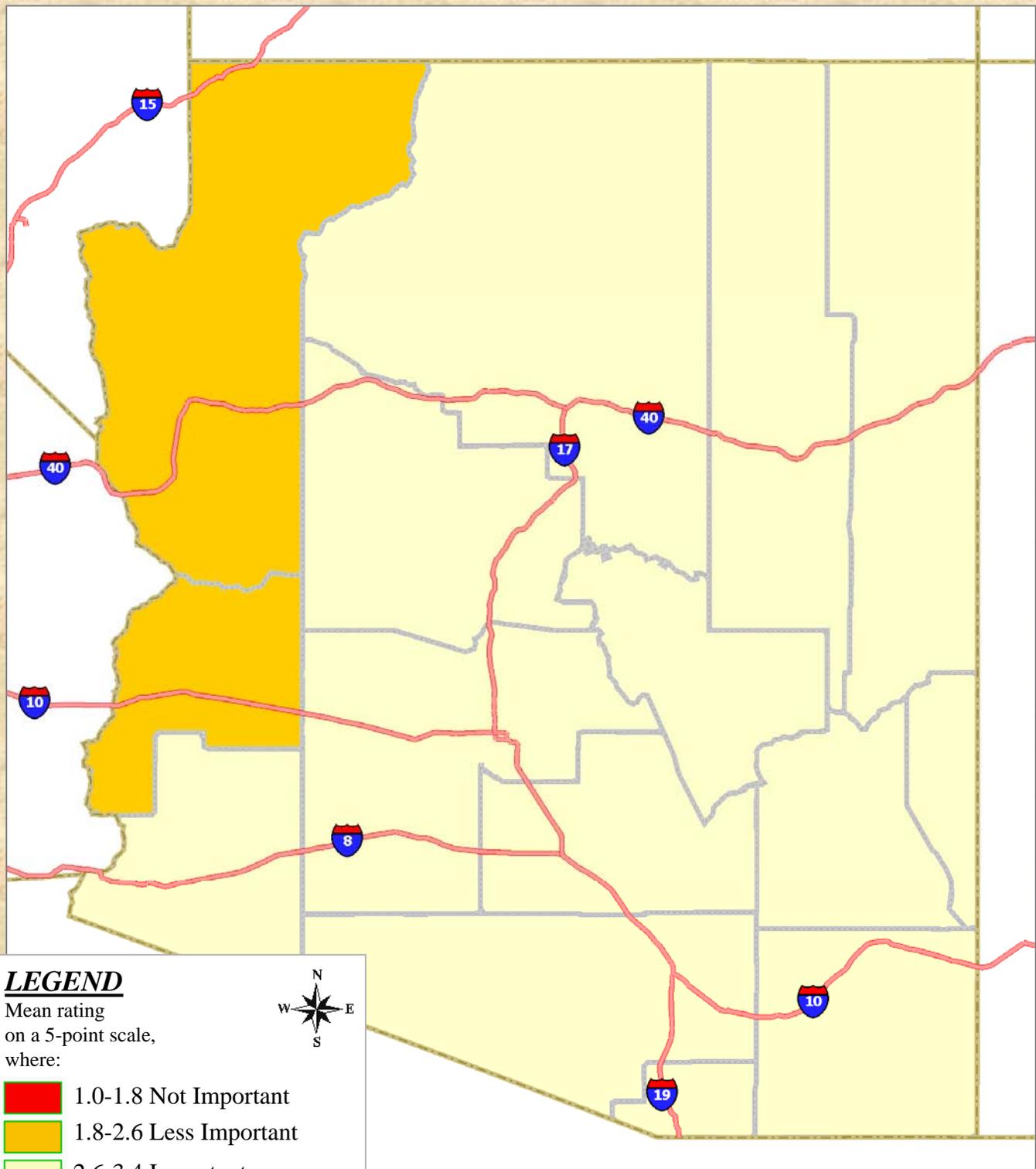


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q1e Improving the landscaping and appearance of highways



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:

- 1.0-1.8 Not Important
- 1.8-2.6 Less Important
- 2.6-3.4 Important
- 3.4-4.2 Very Important
- 4.2-5.0 Extremely Important
- Other

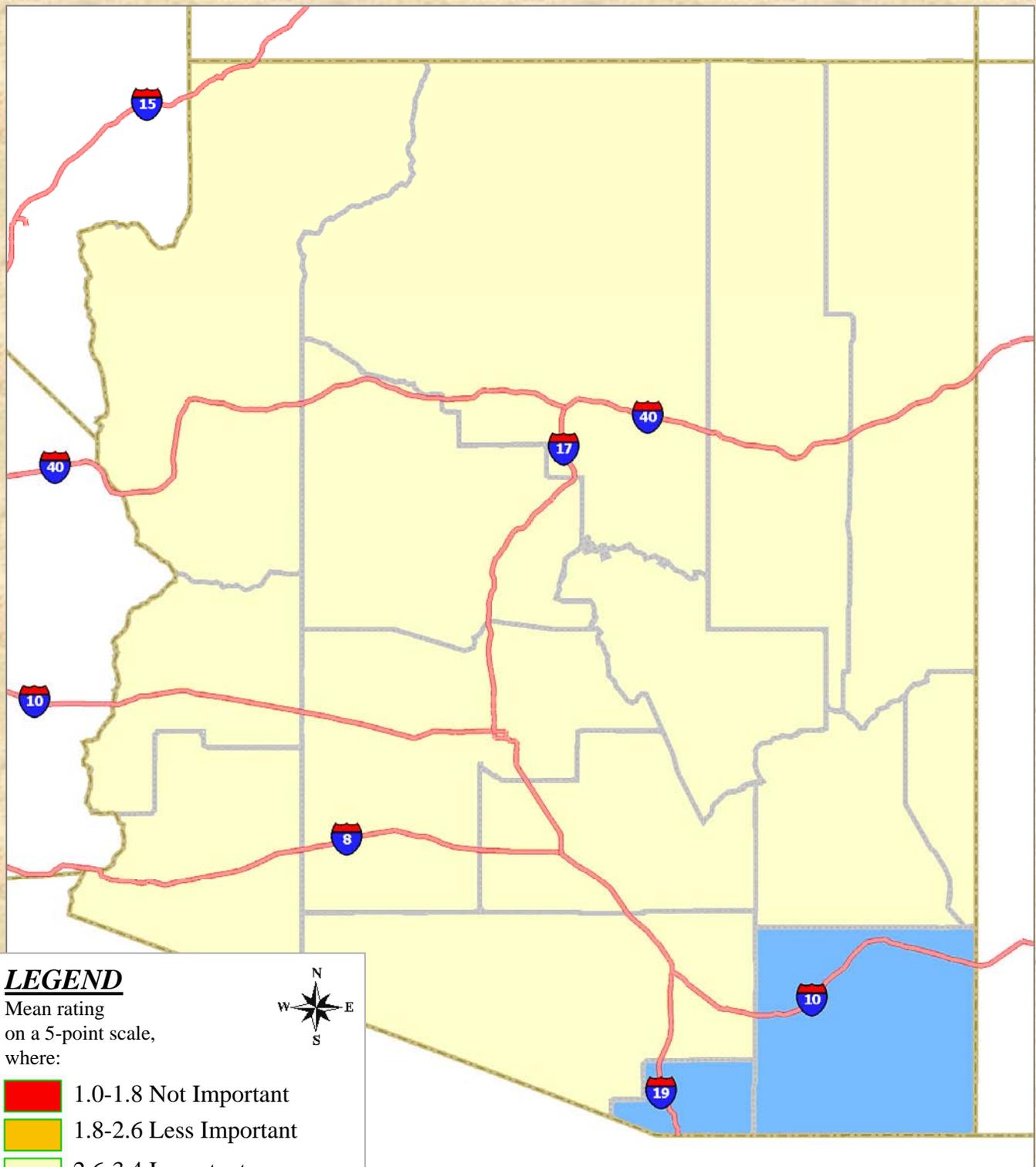


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q1f Improving rail service in Arizona



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:

- 1.0-1.8 Not Important
- 1.8-2.6 Less Important
- 2.6-3.4 Important
- 3.4-4.2 Very Important
- 4.2-5.0 Extremely Important
- Other

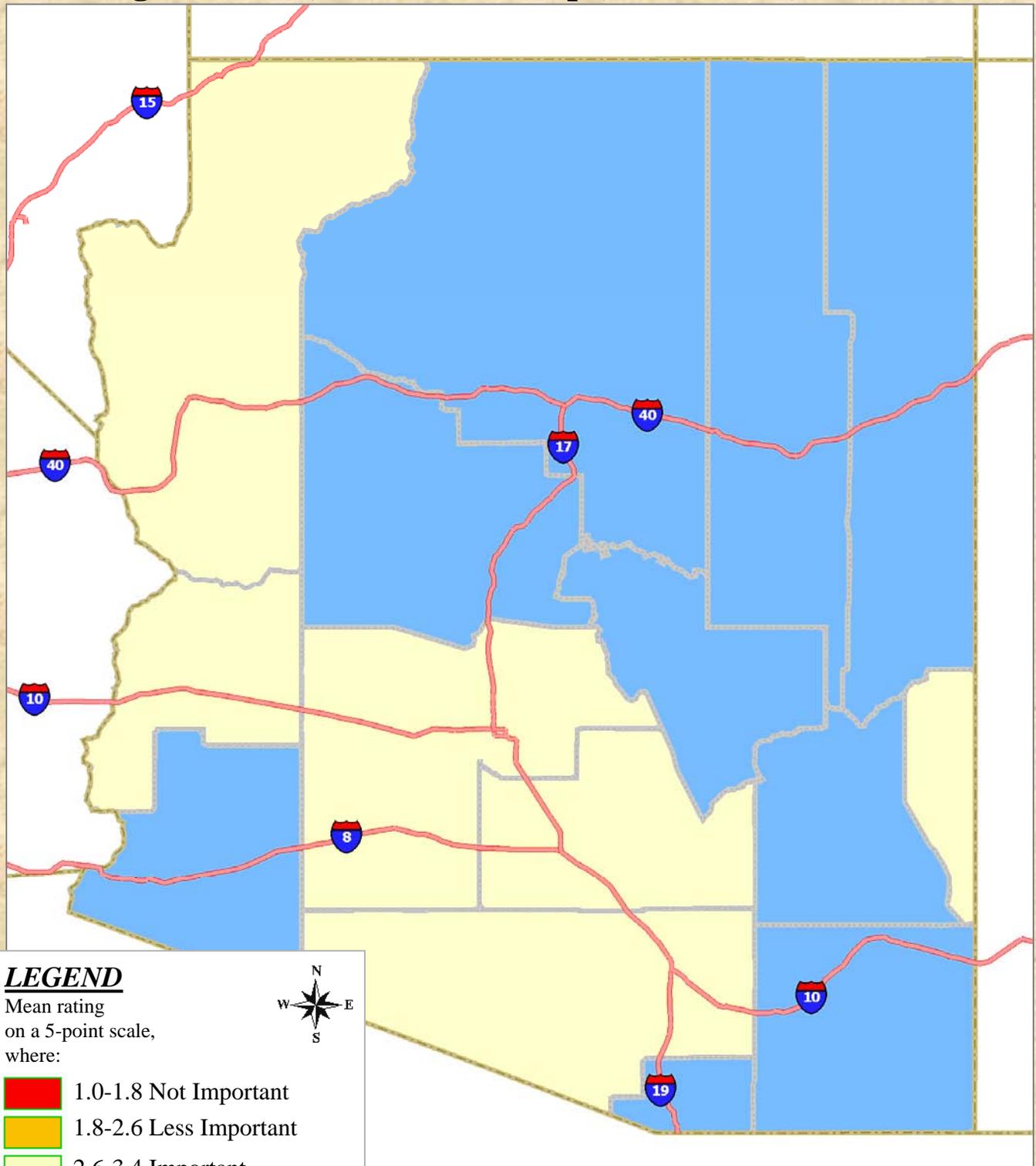


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q1g Making it easier to walk and bike by doing things such as adding sidewalks, ADA curb ramps, crosswalks, and bike lanes



## LEGEND

Mean rating on a 5-point scale, where:



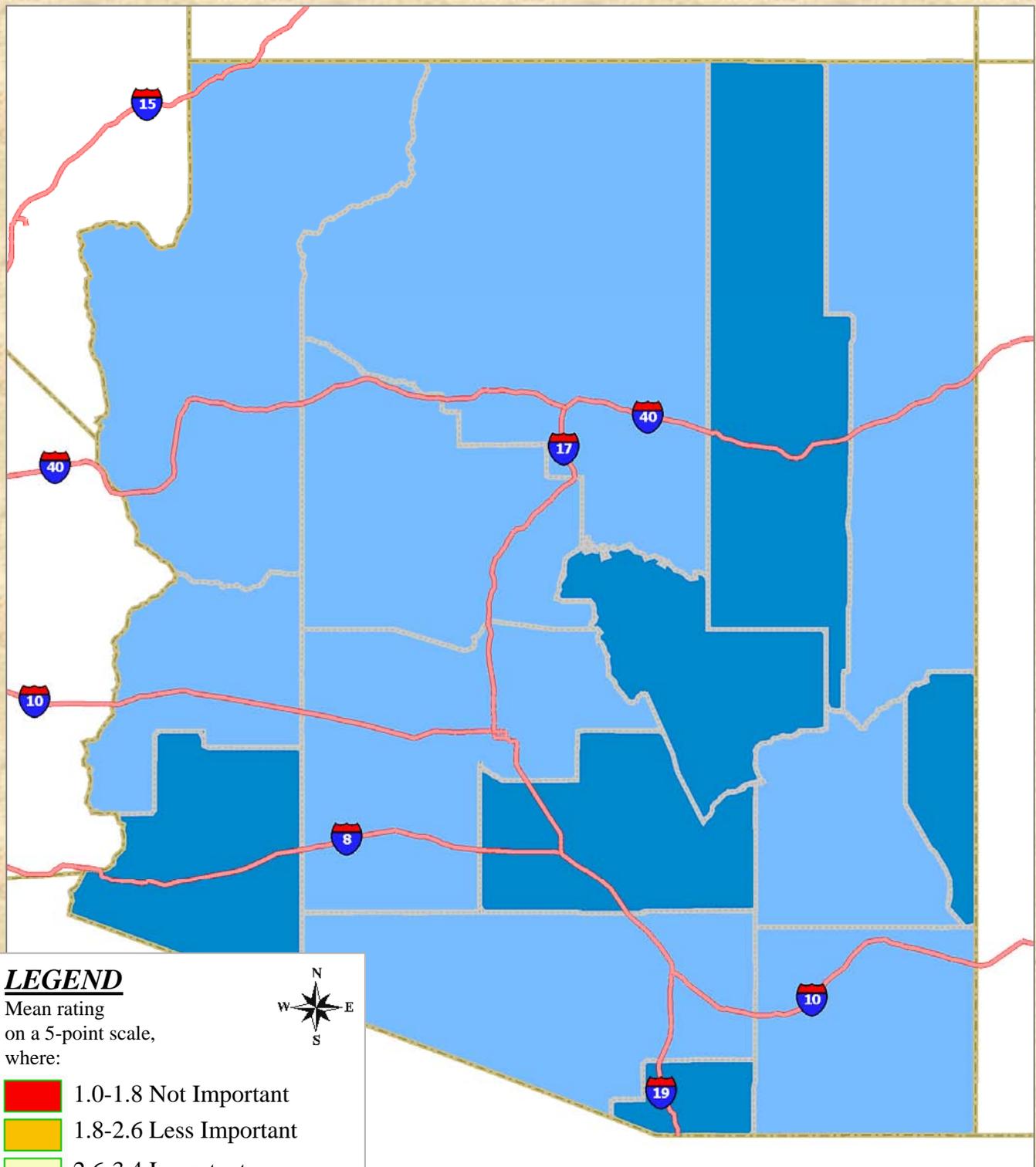
- 1.0-1.8 Not Important
- 1.8-2.6 Less Important
- 2.6-3.4 Important
- 3.4-4.2 Very Important
- 4.2-5.0 Extremely Important
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q1h Enhancing highway safety



## LEGEND

Mean rating on a 5-point scale, where:

- 1.0-1.8 Not Important
- 1.8-2.6 Less Important
- 2.6-3.4 Important
- 3.4-4.2 Very Important
- 4.2-5.0 Extremely Important
- Other

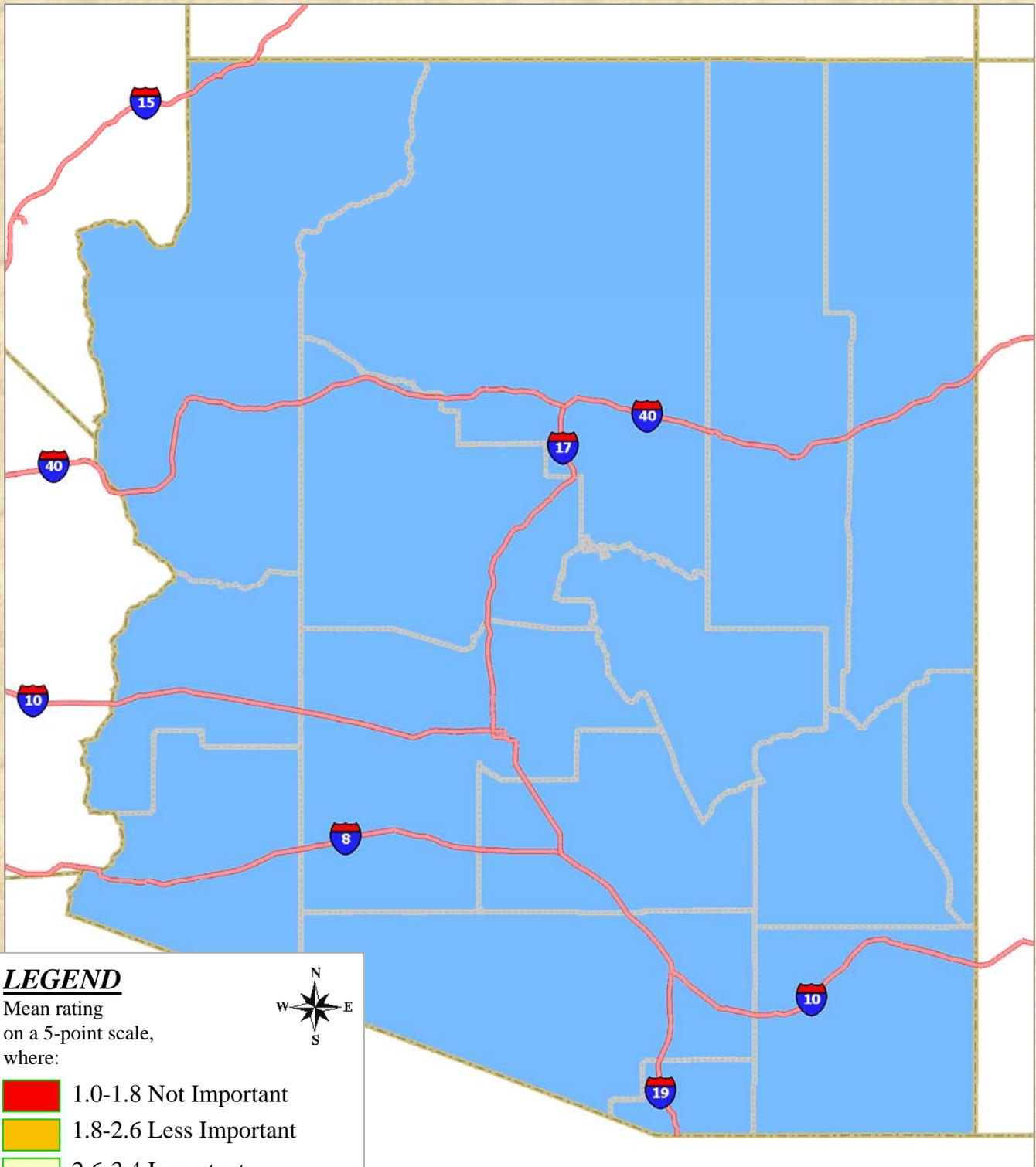


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q1i Improving the quality of communication with the public about transportation issues in Arizona



## **LEGEND**

Mean rating on a 5-point scale, where:



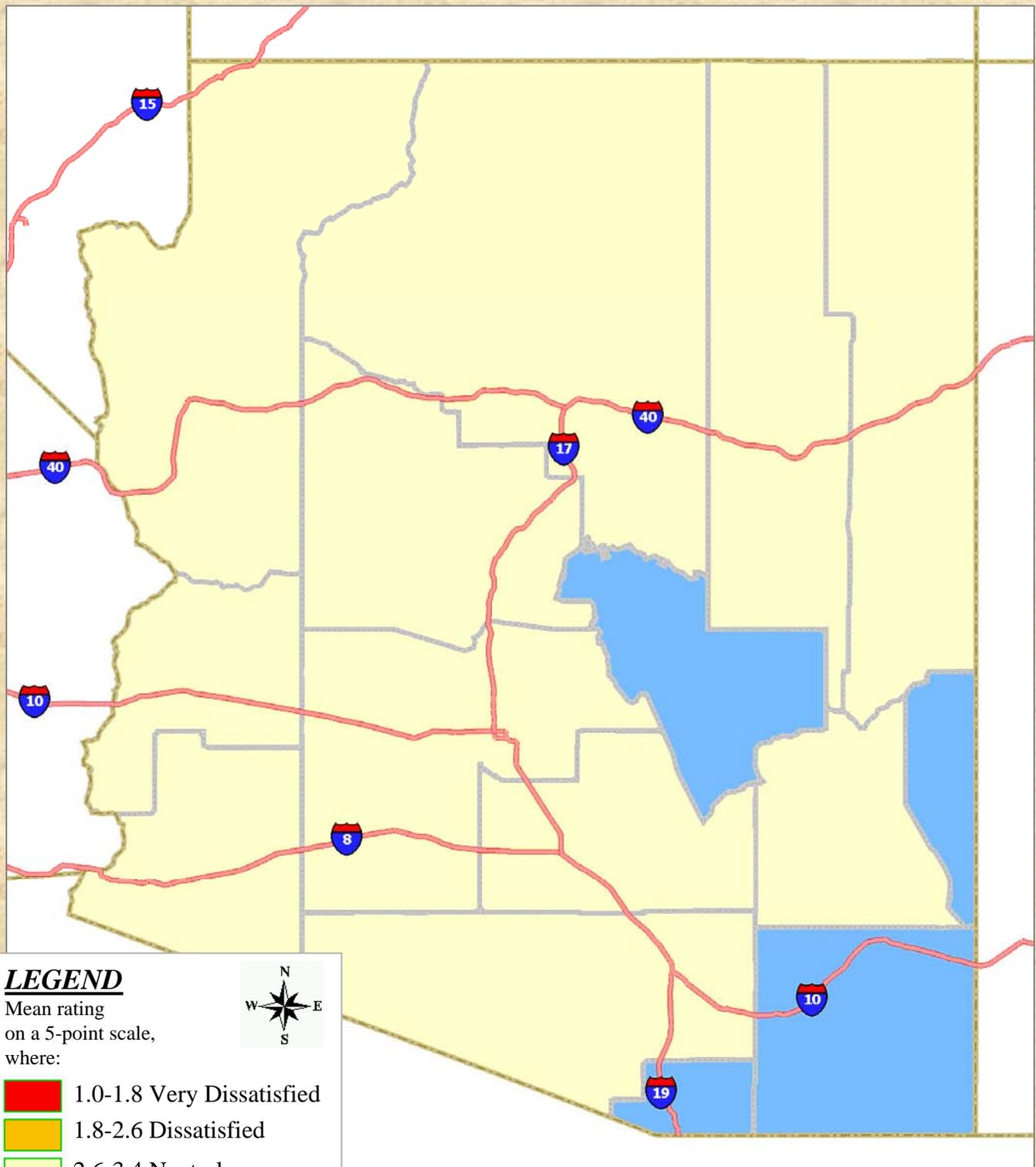
-  1.0-1.8 Not Important
-  1.8-2.6 Less Important
-  2.6-3.4 Important
-  3.4-4.2 Very Important
-  4.2-5.0 Extremely Important
-  Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q3a How easy it is to contact MVD by phone



## LEGEND

Mean rating on a 5-point scale, where:



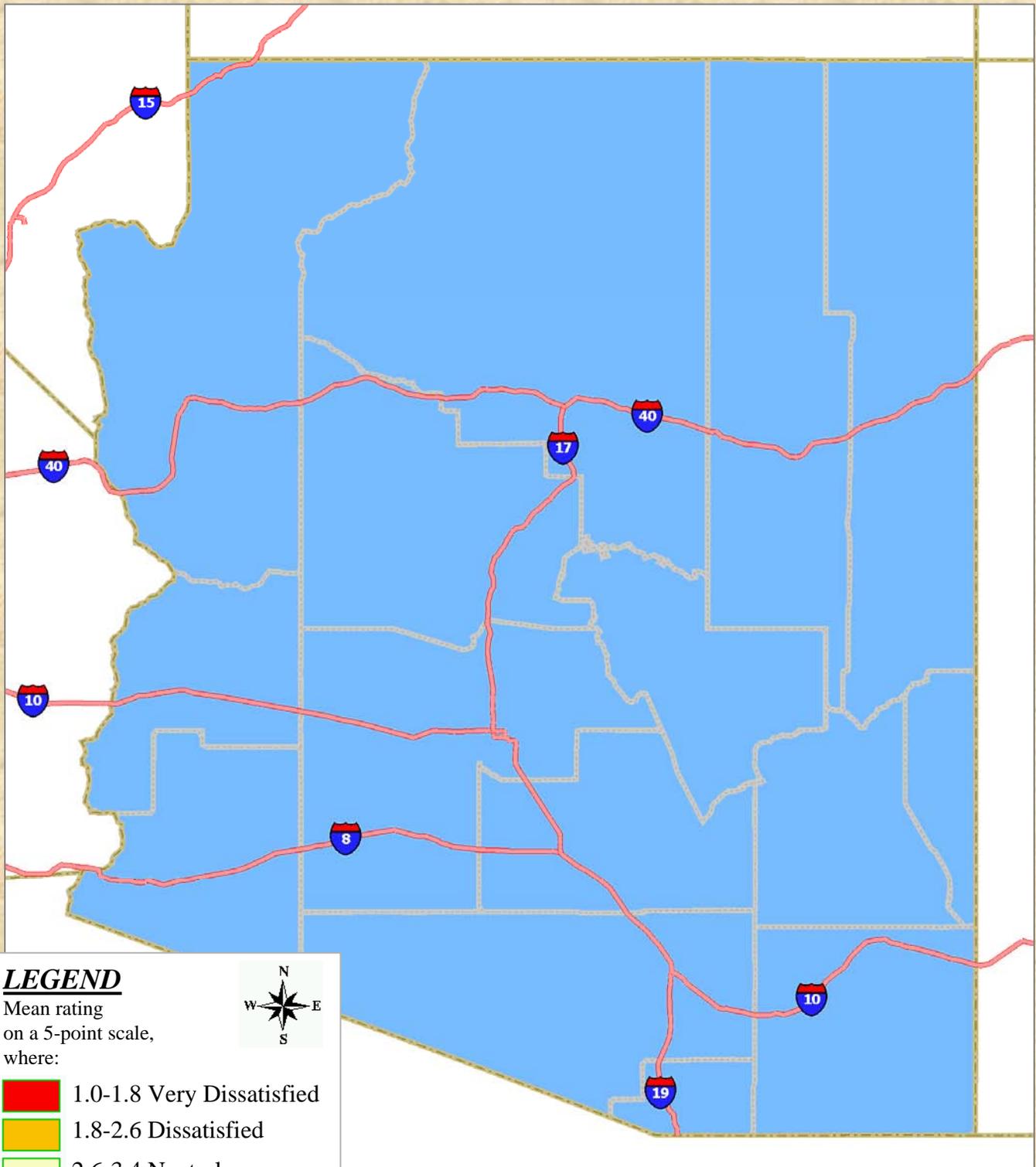
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q3b How well you were treated the last time you contacted MVD by phone



## LEGEND

Mean rating on a 5-point scale, where:



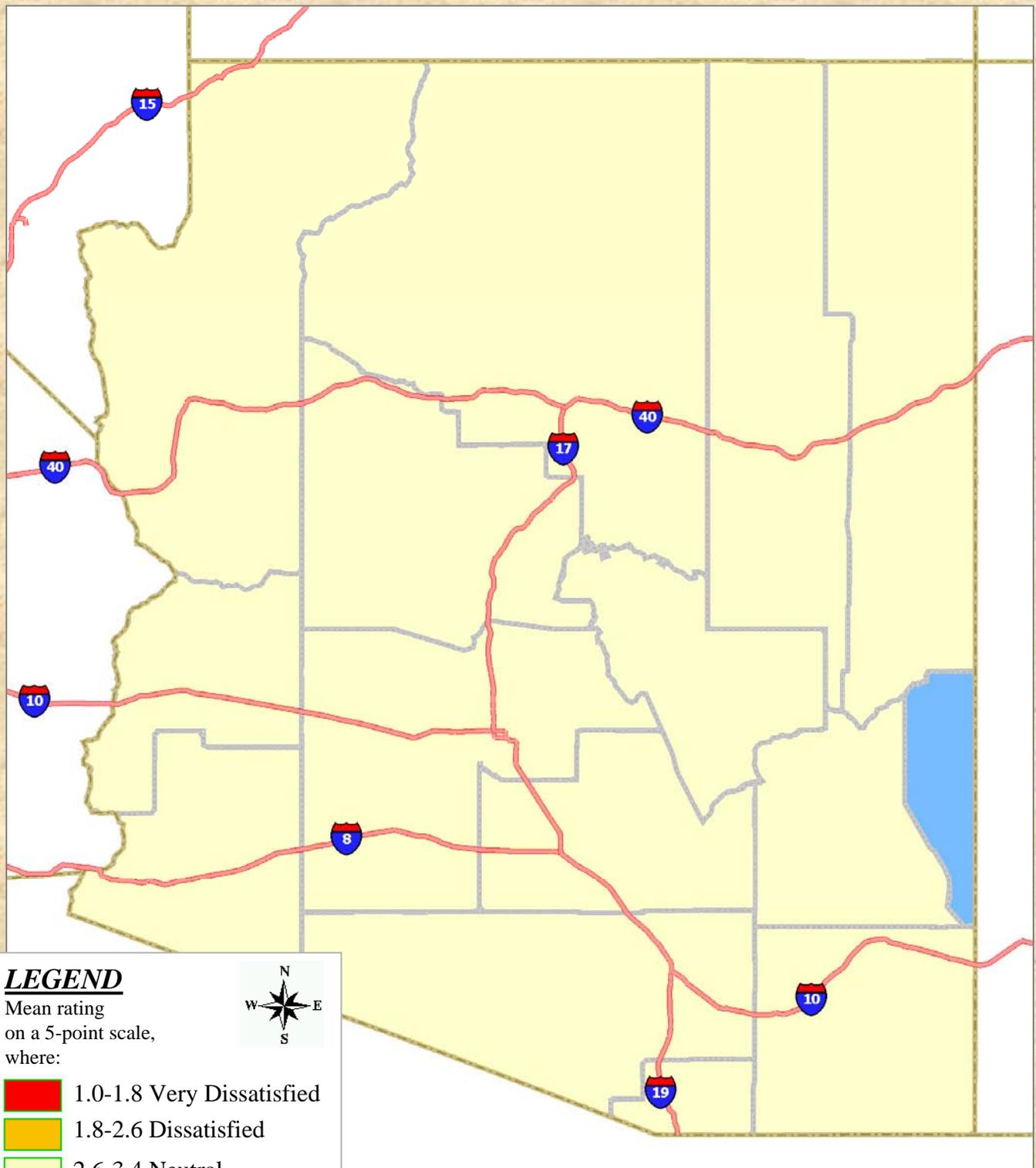
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q3c How easy it is to resolve issues with MVD by phone



## **LEGEND**

Mean rating on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

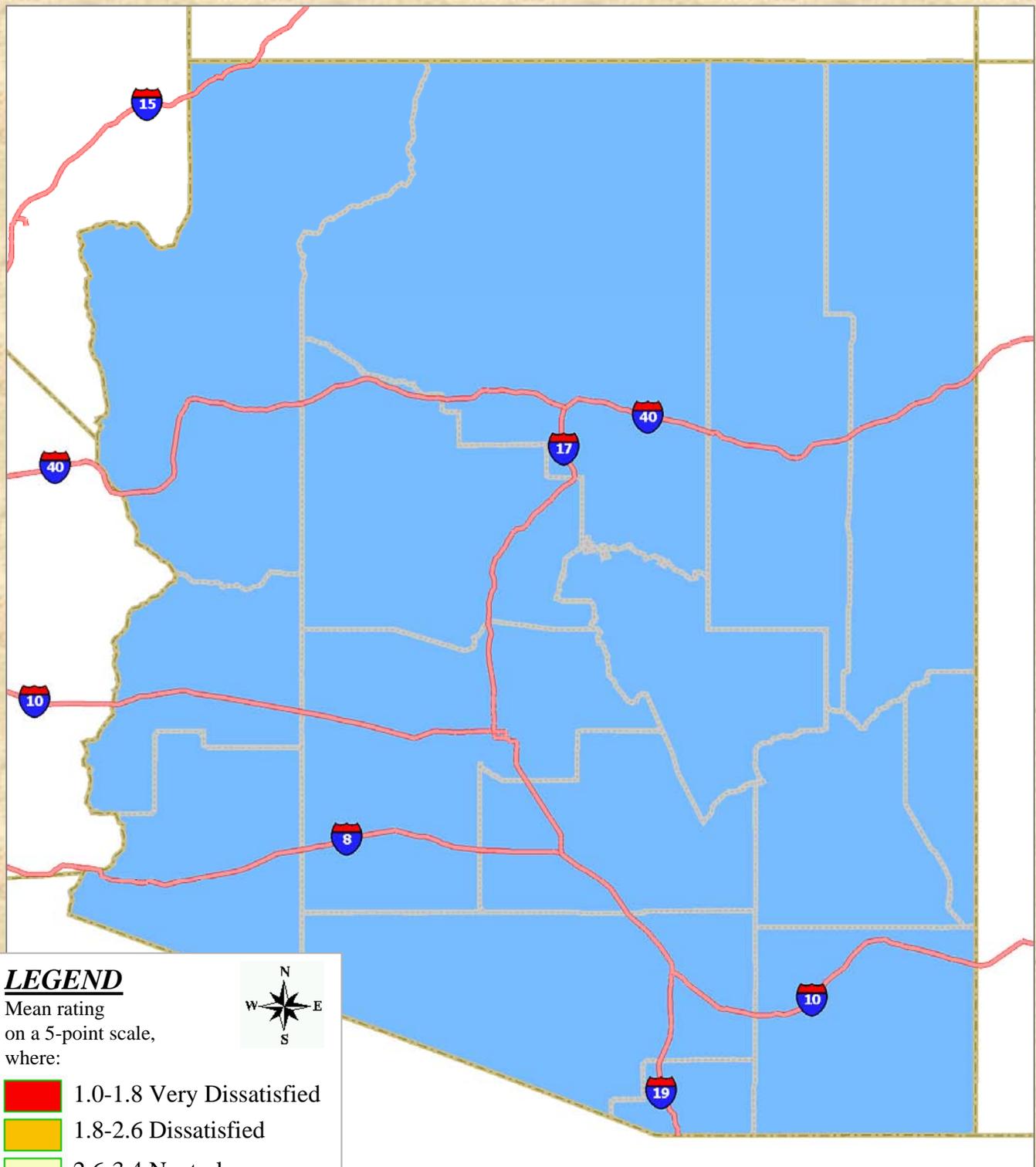


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q3d How easy it is to get information about getting a Driver's License in Arizona



## LEGEND

Mean rating on a 5-point scale, where:



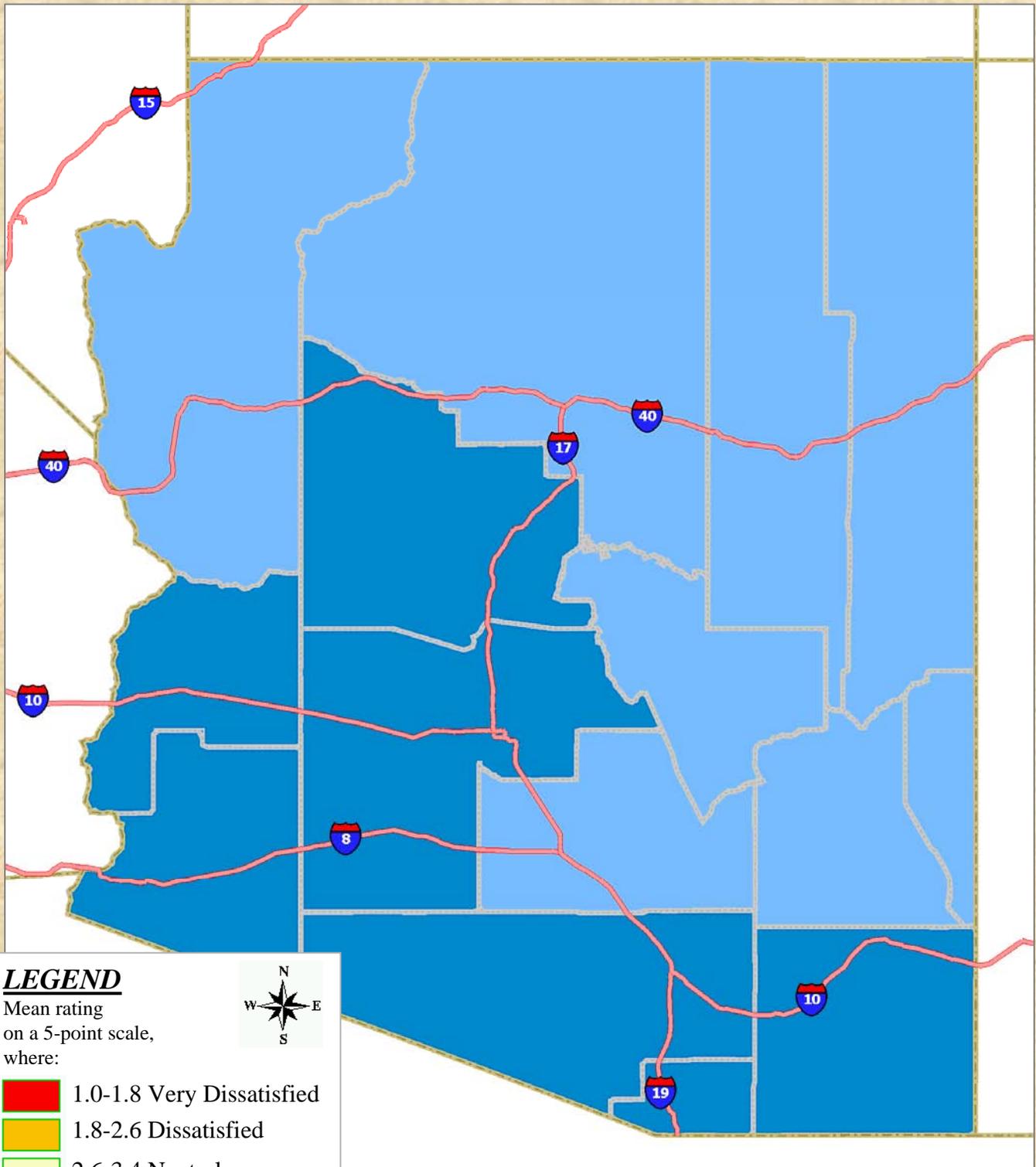
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q3e How easy it is to get information about MVD services on the Internet



## LEGEND

Mean rating on a 5-point scale, where:



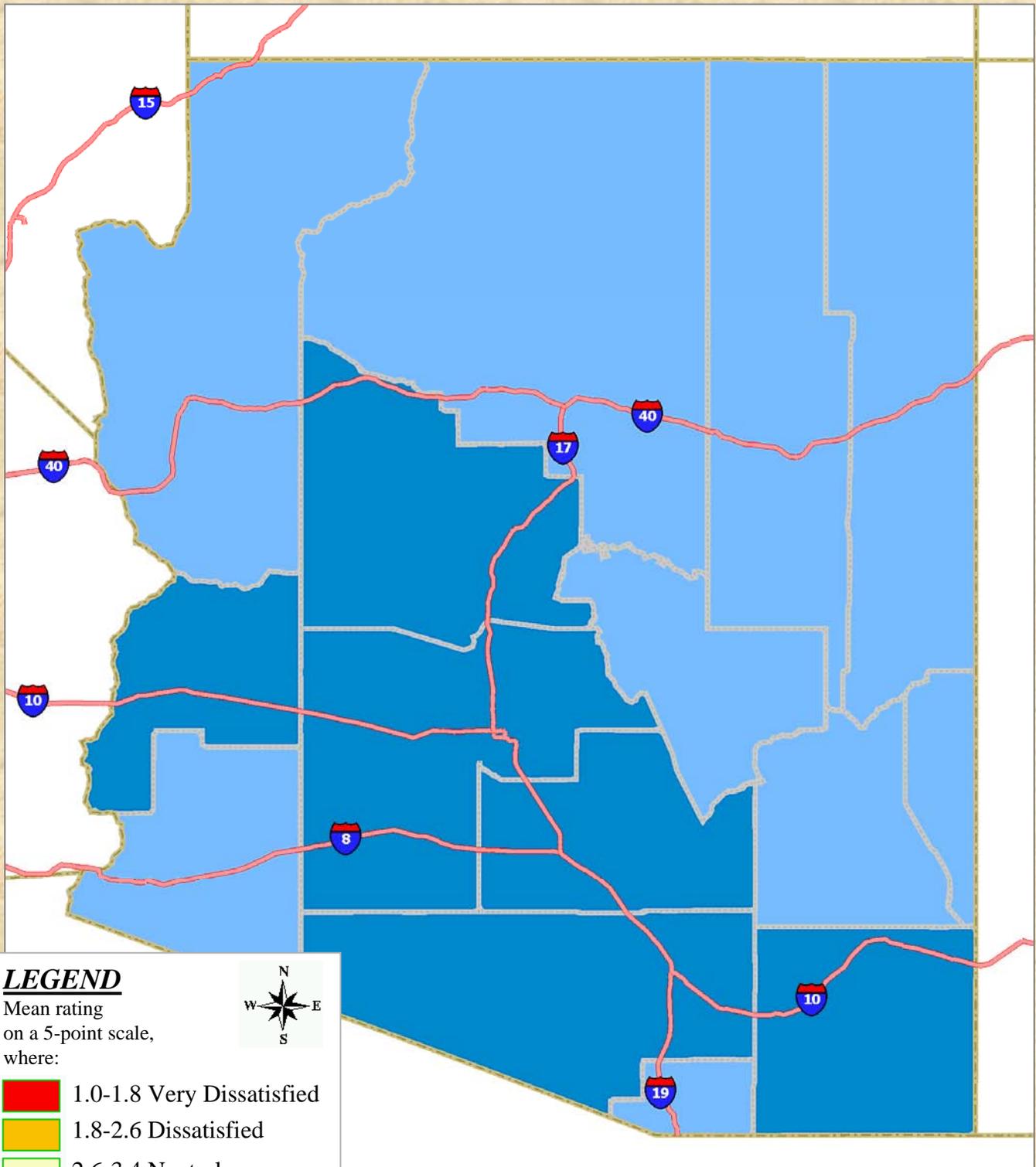
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q3f How easy it is to use on-line services provided by MVD over the Internet



## LEGEND

Mean rating on a 5-point scale, where:



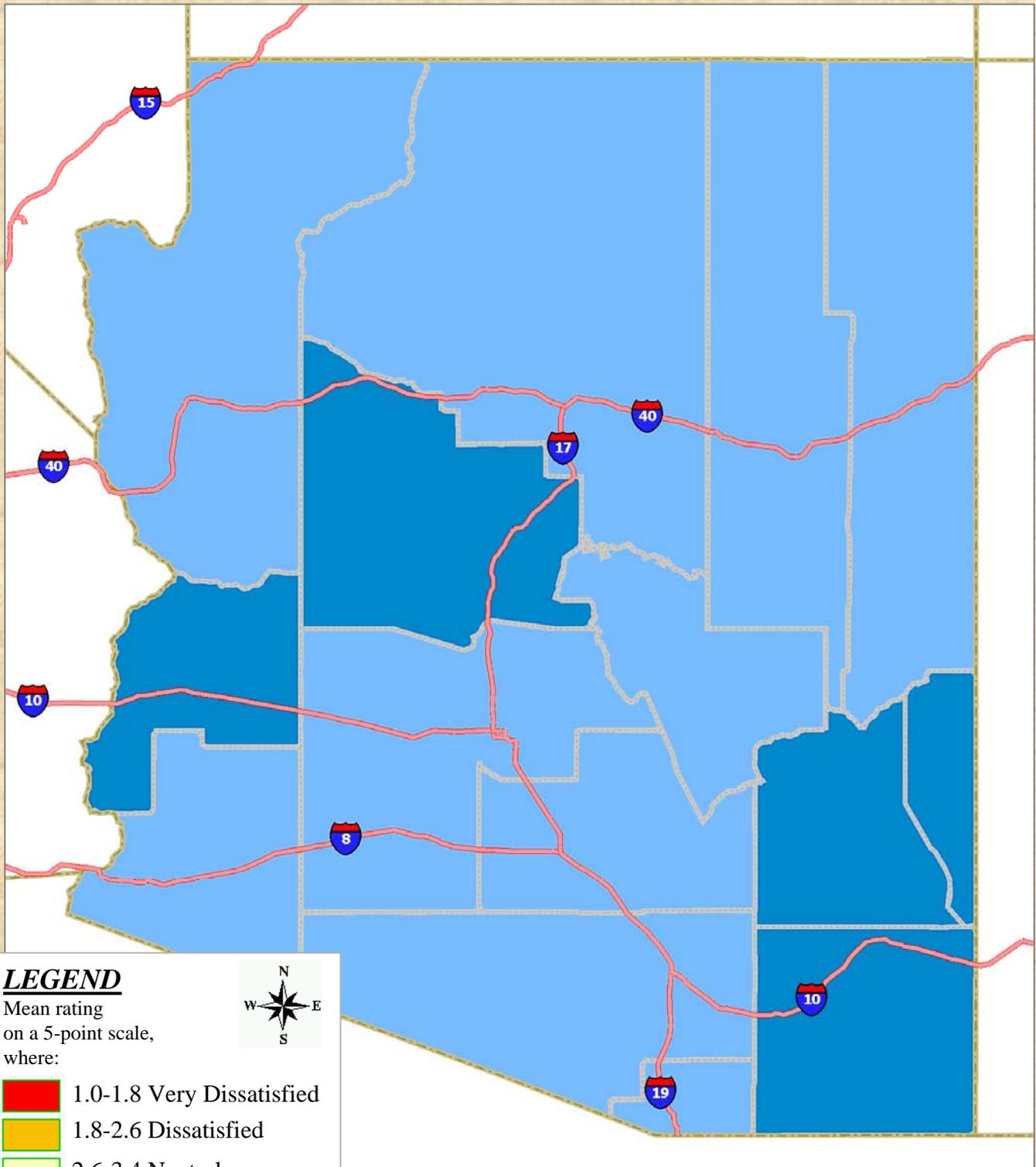
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q3g The cleanliness of MVD offices



## LEGEND

Mean rating on a 5-point scale, where:



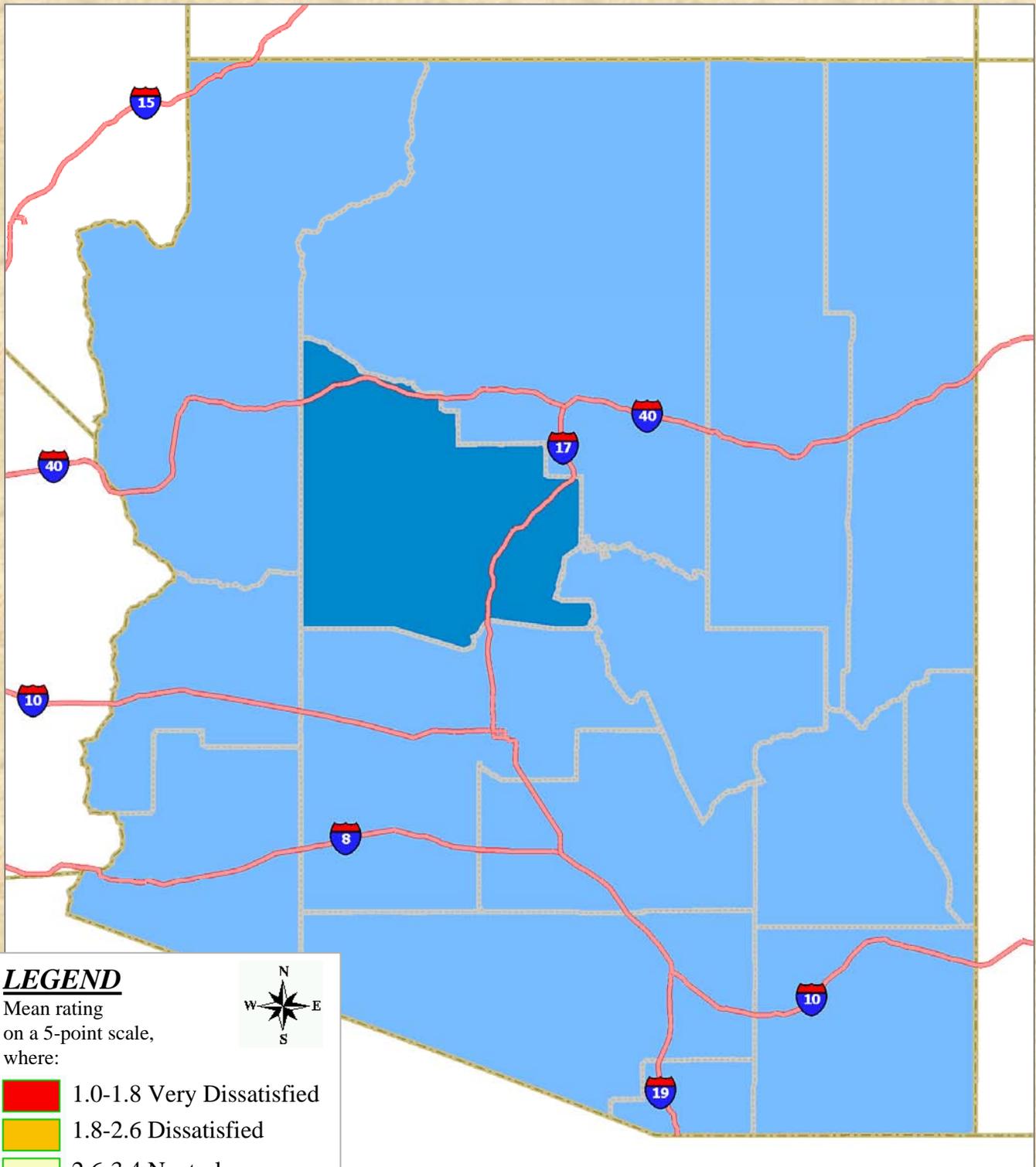
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q3h How courteous MVD employees were to you the last time you visited an MVD office



## LEGEND

Mean rating on a 5-point scale, where:



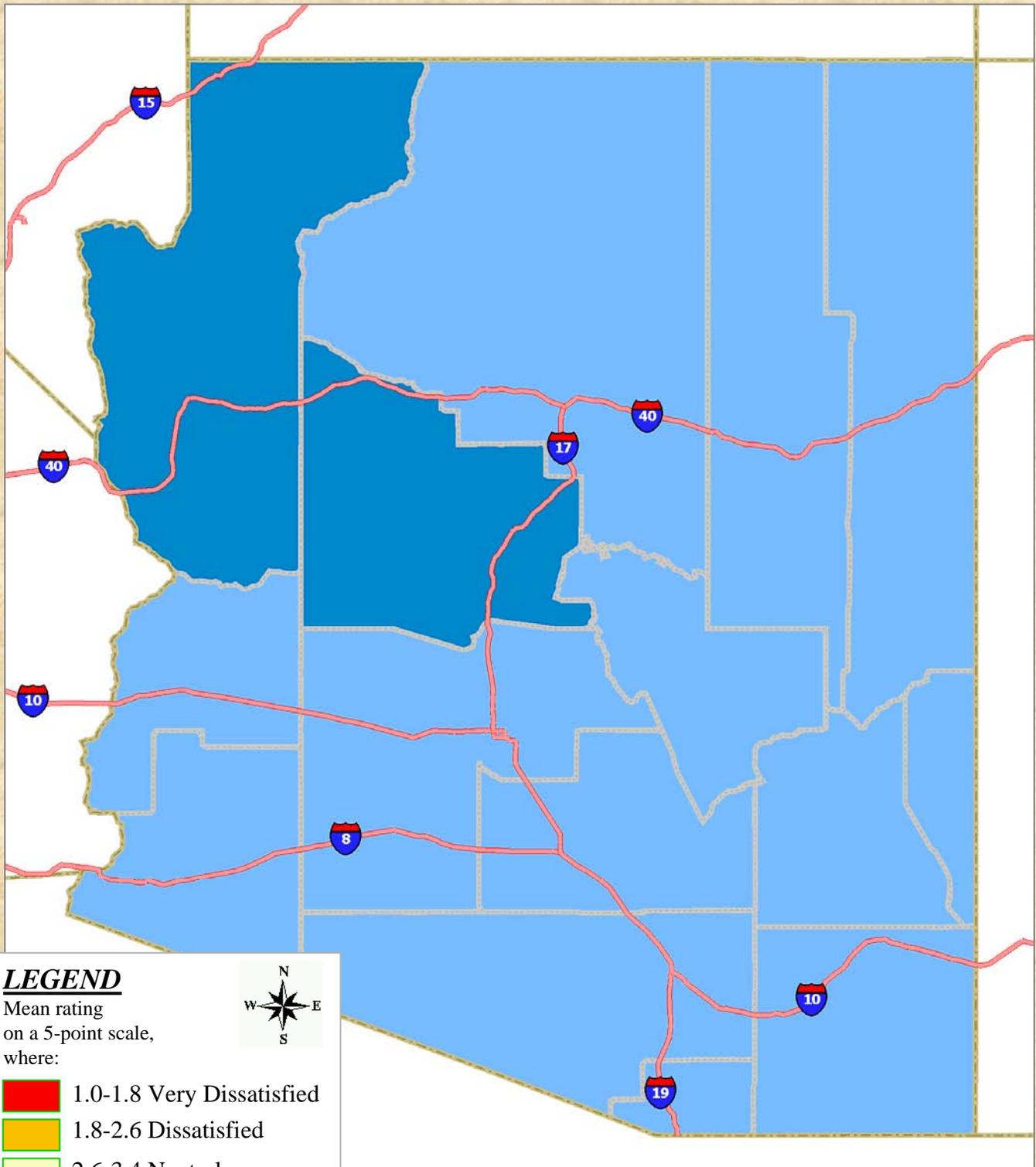
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q3i The overall quality of service provided by MVD the last time you visited an office



## LEGEND

Mean rating on a 5-point scale, where:



- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

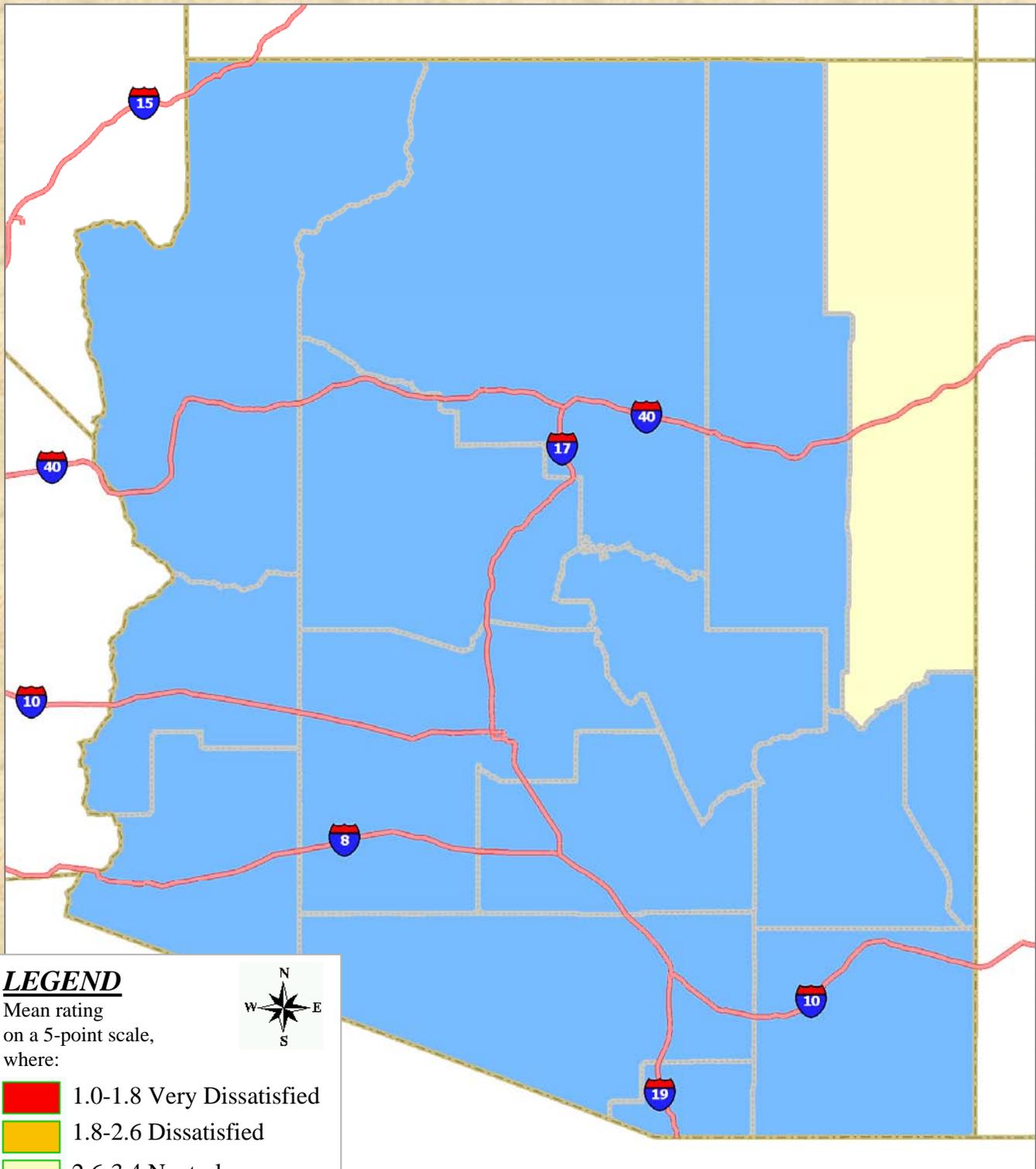
## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses



# Q3k How easy it is to initially register and pay fees for a vehicle that was previously registered in another state



## LEGEND

Mean rating on a 5-point scale, where:



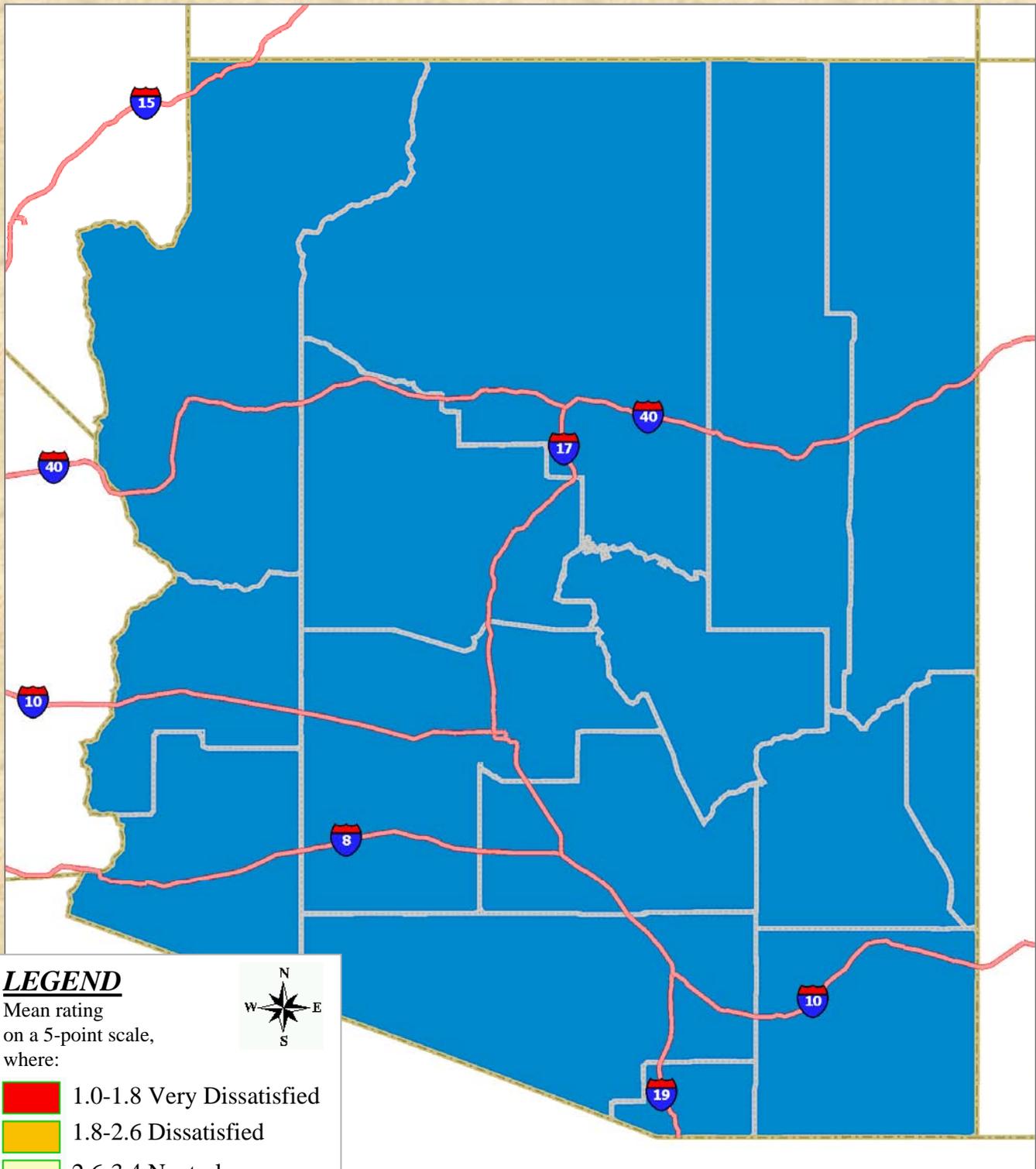
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q31 How easy it is to renew your registration and pay fees for a vehicle you have already registered in Arizona

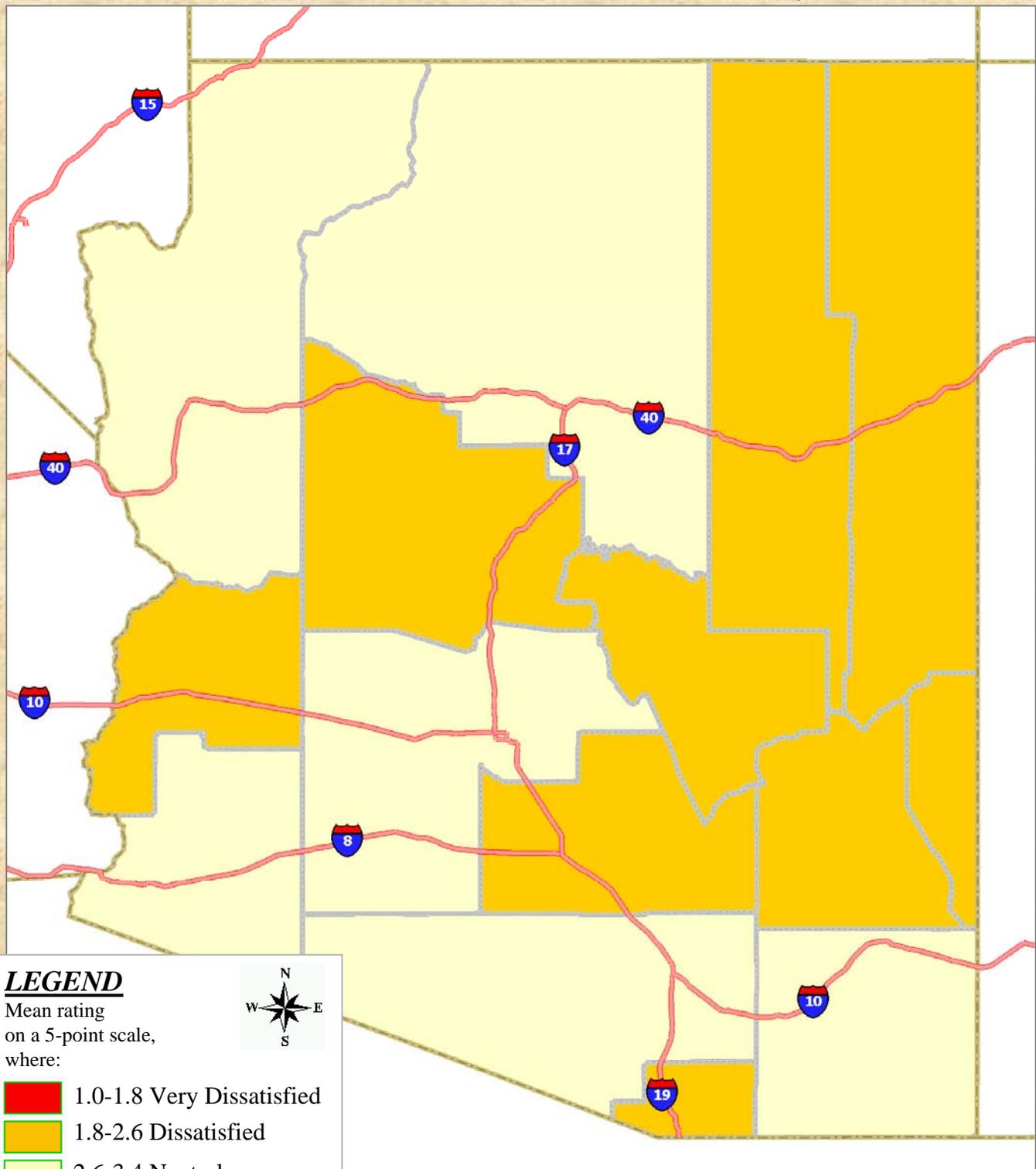


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q7a Availability of public transportation (bus, rail or dial-a-ride) services where you live



## LEGEND

Mean rating on a 5-point scale, where:



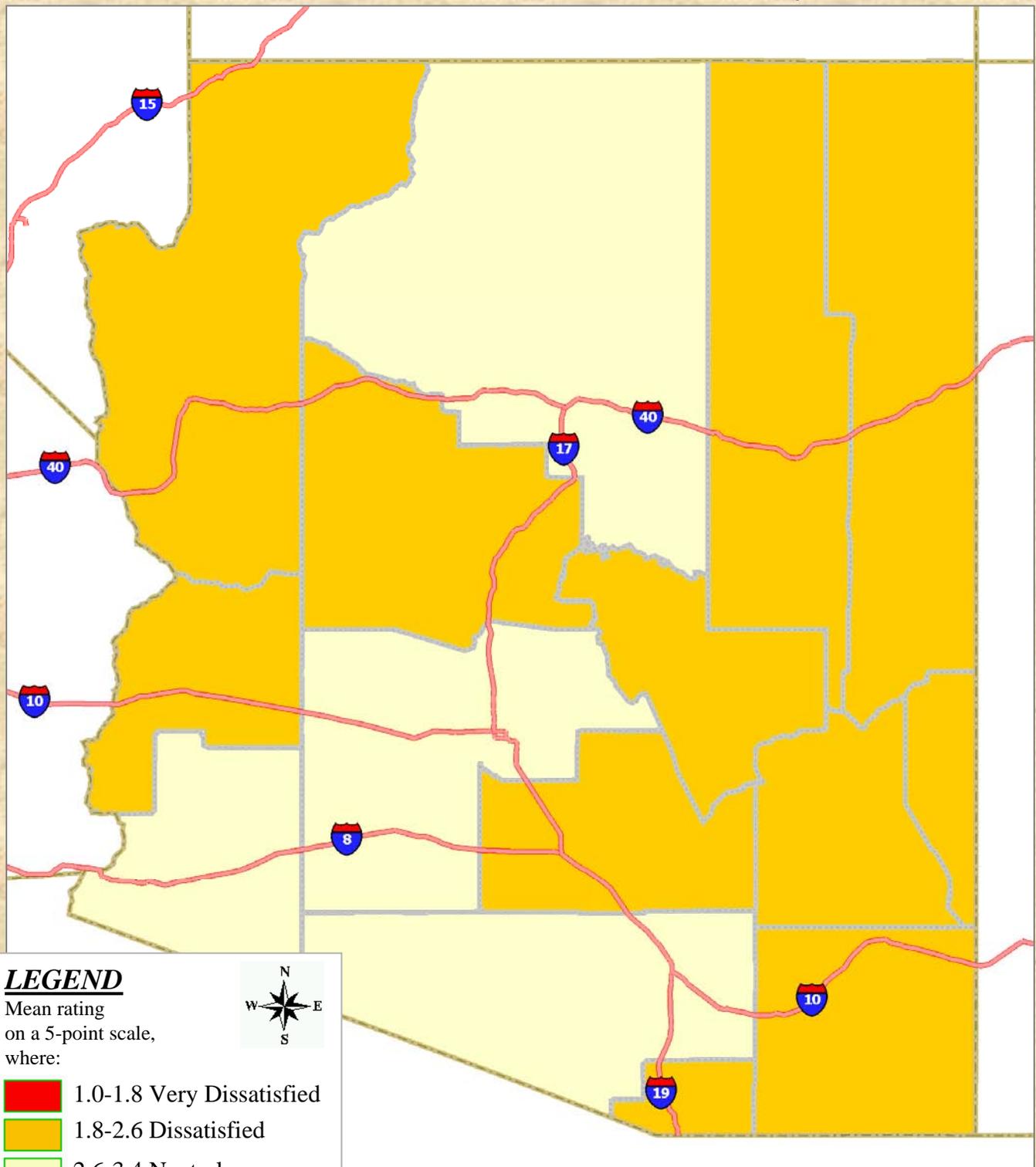
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q7b Frequency of public transportation (bus, rail or dial-a-ride) services where you live



## LEGEND

Mean rating on a 5-point scale, where:



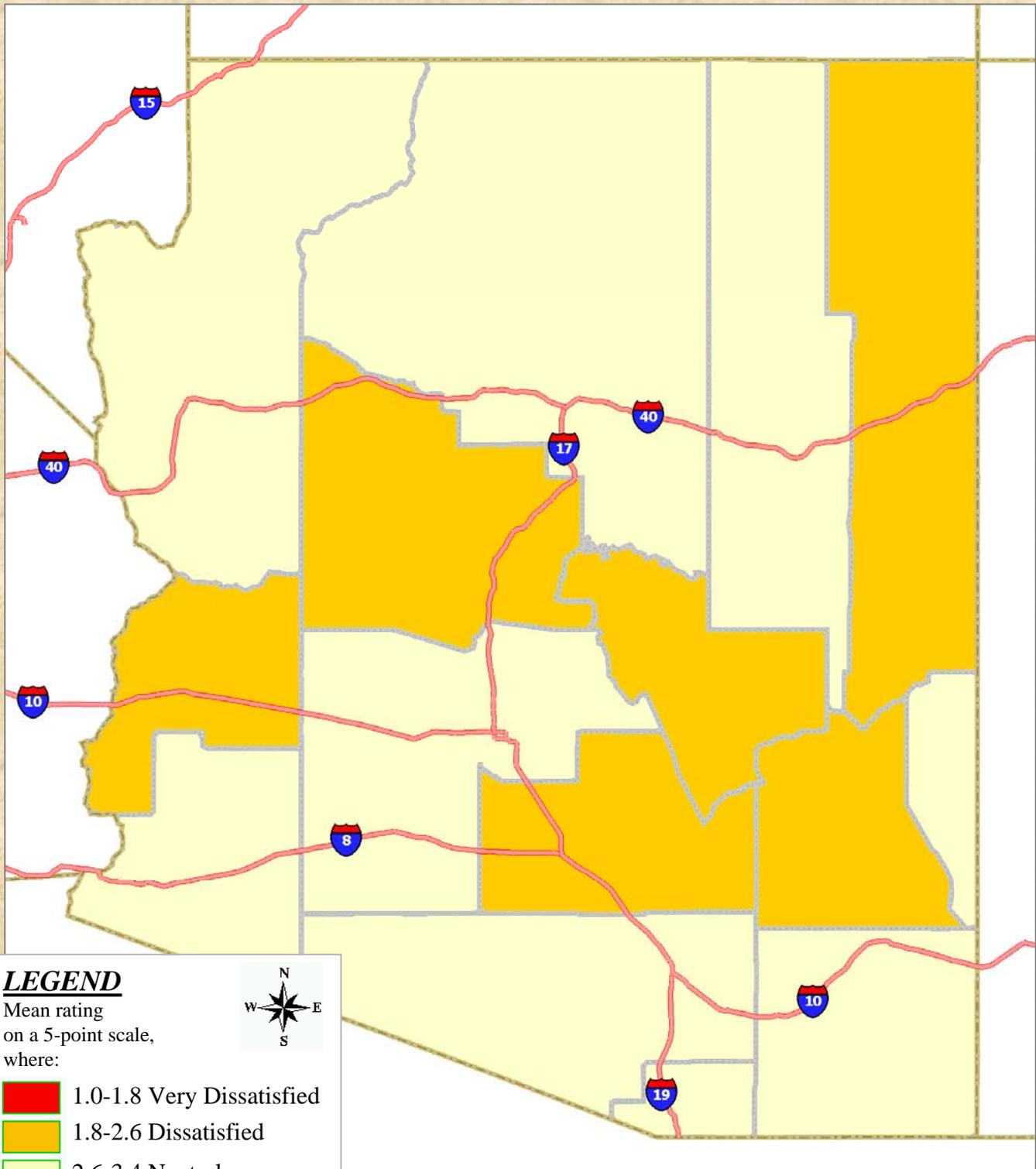
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q7c Availability of public transportation services for the elderly and persons with disabilities



## **LEGEND**

Mean rating on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

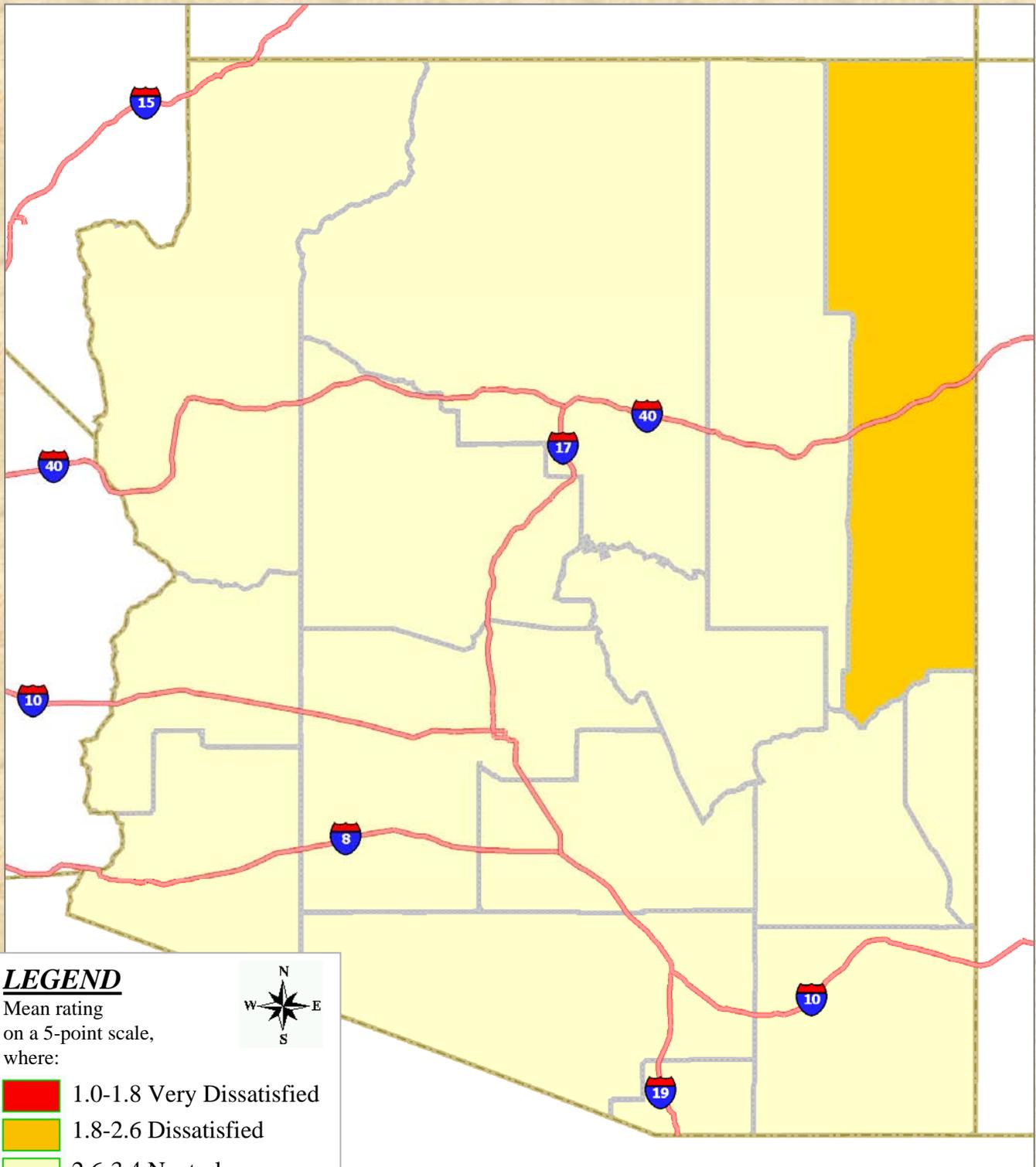


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q7d Availability of pedestrian facilities, such as sidewalks, ADA curb ramps, and crosswalks along highways



## **LEGEND**

Mean rating on a 5-point scale, where:

-  1.0-1.8 Very Dissatisfied
-  1.8-2.6 Dissatisfied
-  2.6-3.4 Neutral
-  3.4-4.2 Satisfied
-  4.2-5.0 Very Satisfied
-  Other

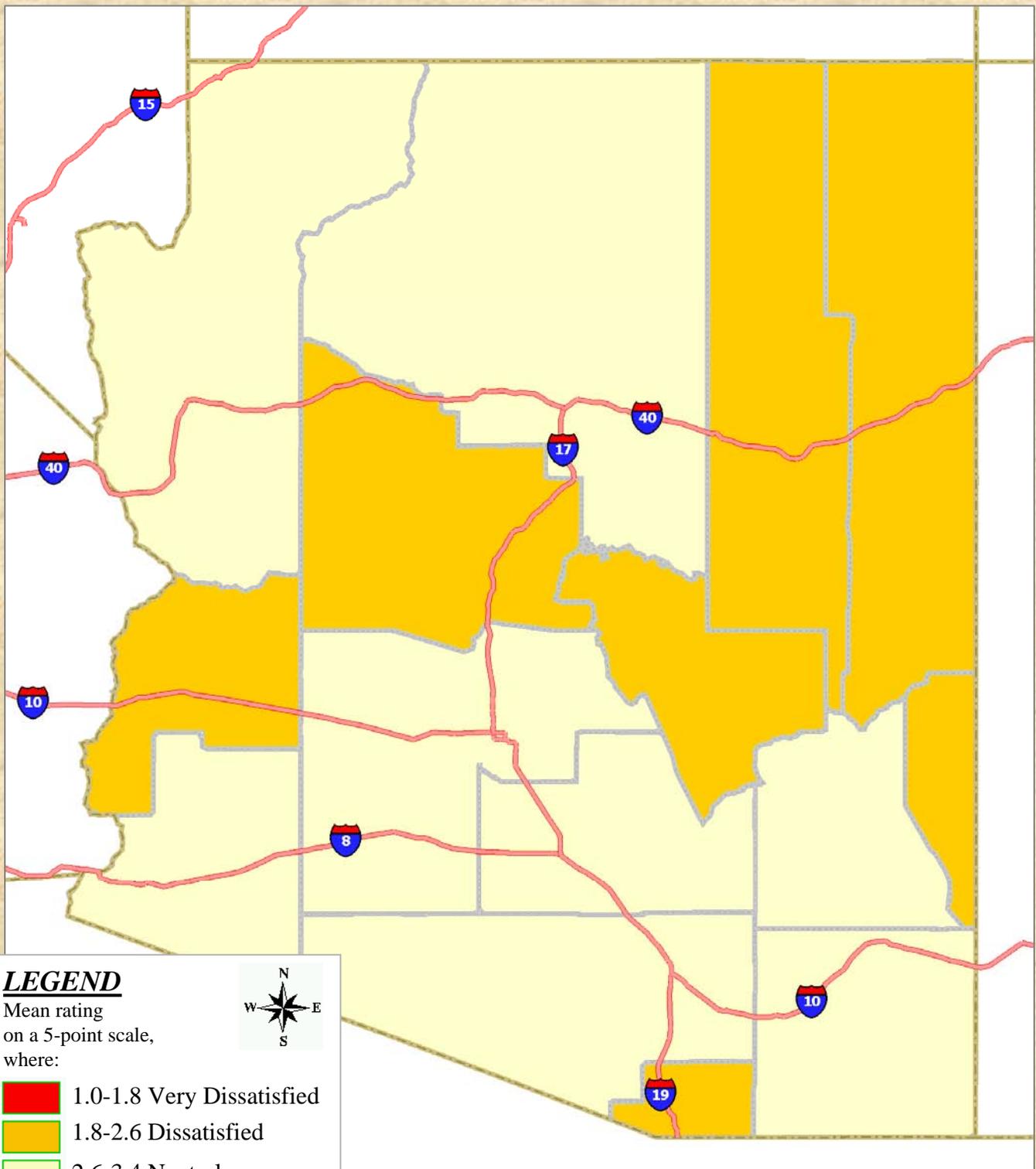


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q7e Availability of biking lanes along highways



## LEGEND

Mean rating on a 5-point scale, where:



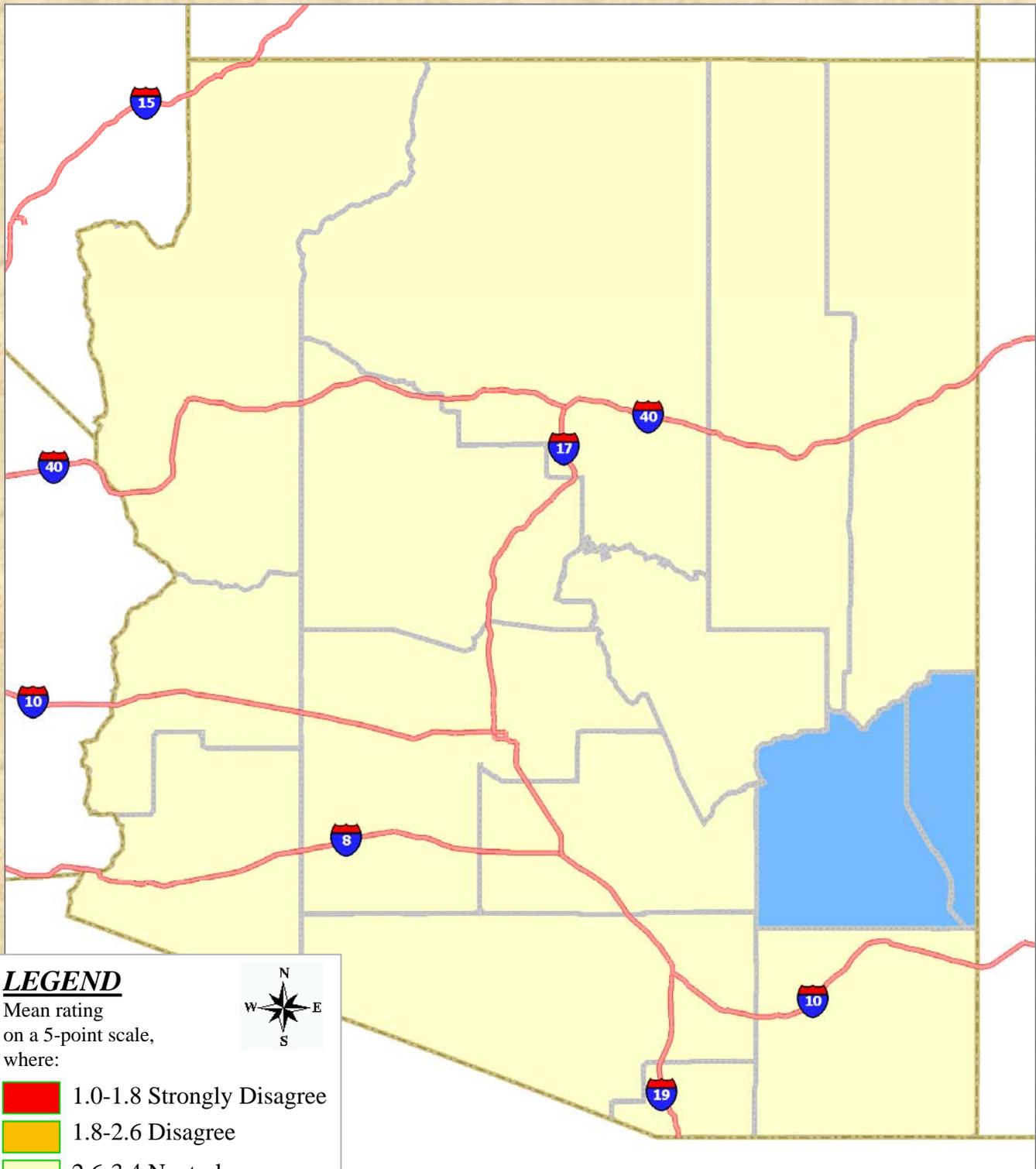
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q8a ADOT does a good job planning for the State's future transportation needs



## LEGEND

Mean rating on a 5-point scale, where:



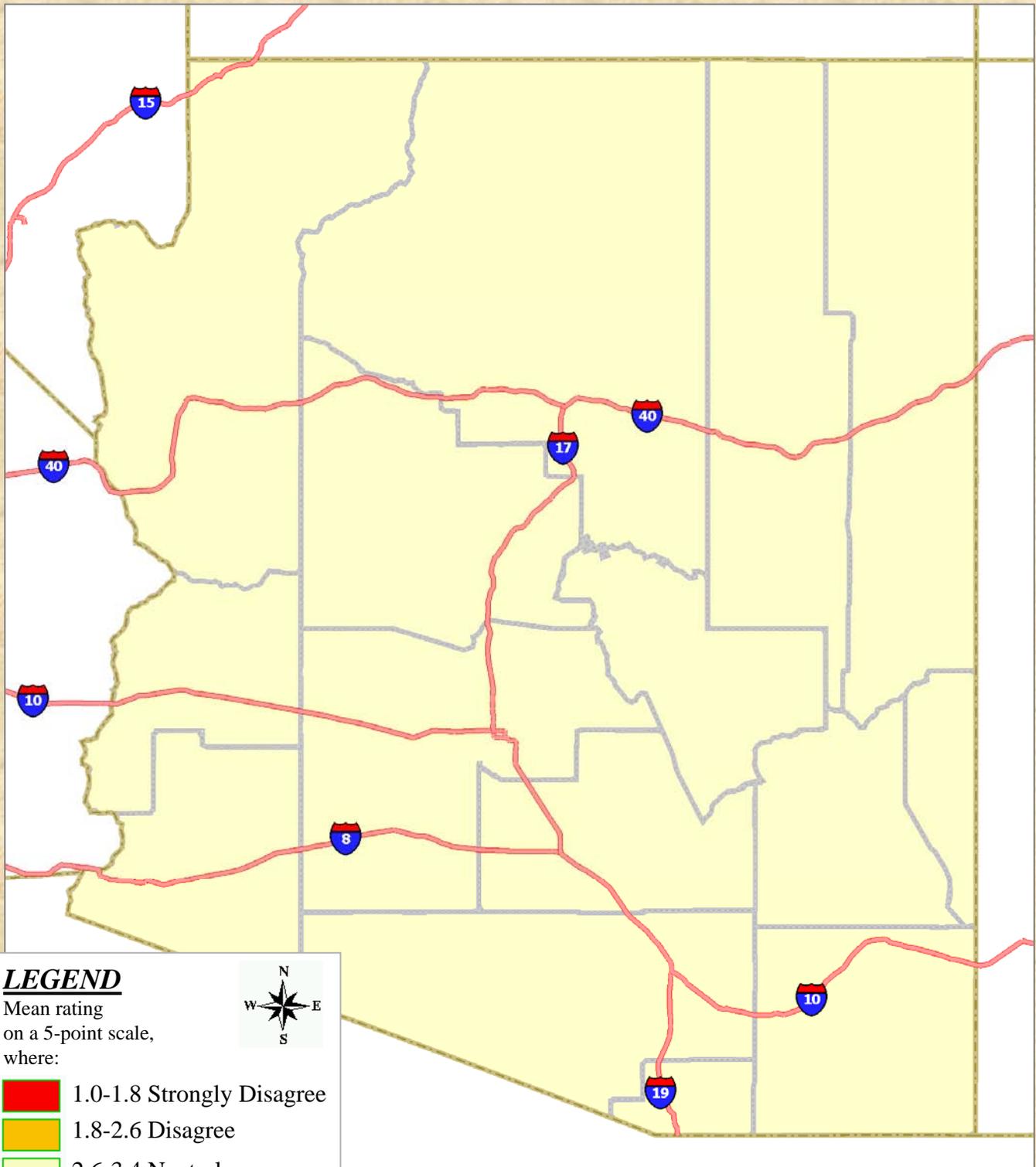
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q8b ADOT uses input from the public during its long-range planning process



## LEGEND

Mean rating on a 5-point scale, where:



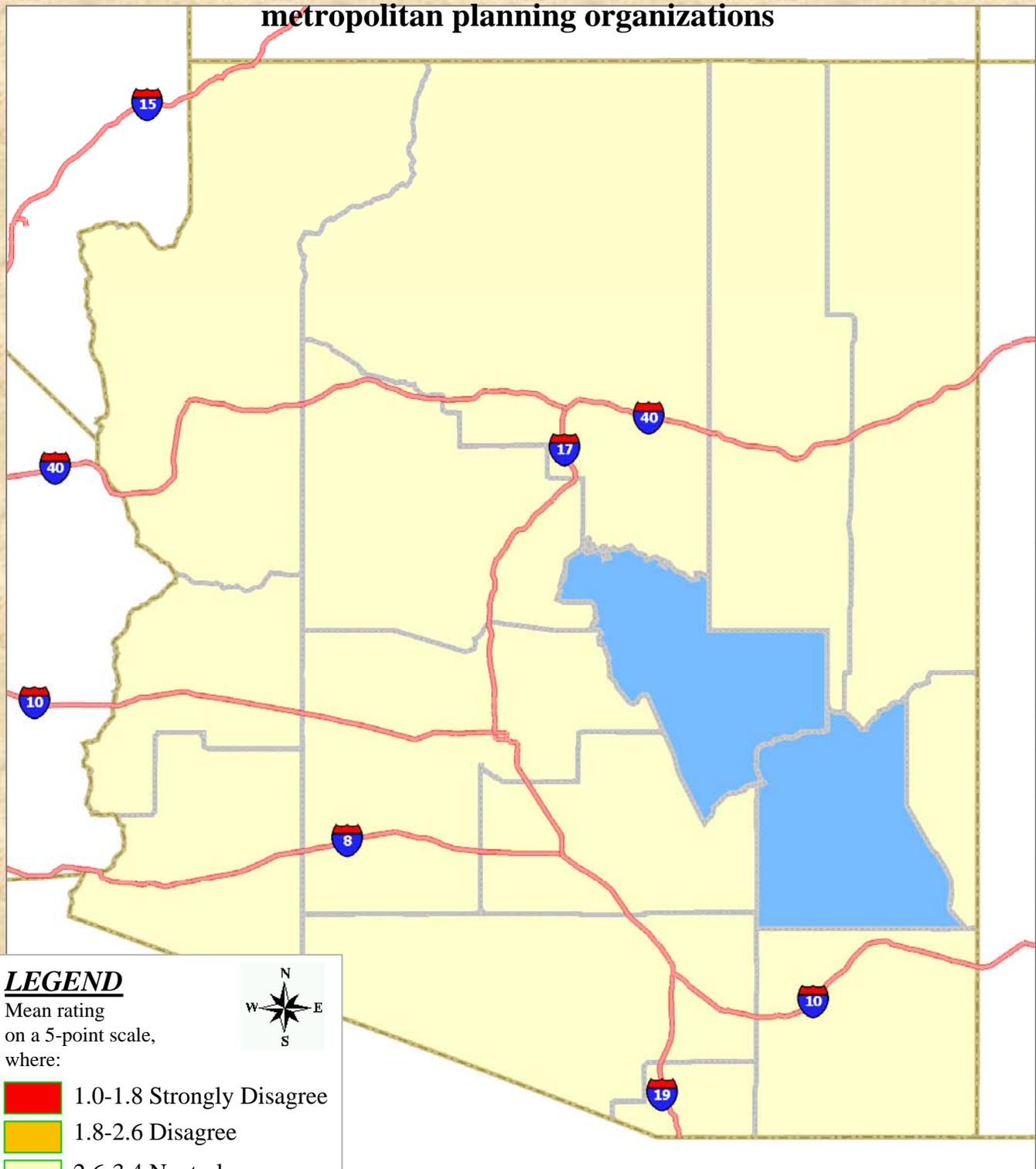
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

**Q8c ADOT does a good job coordinating long-range planning efforts with other organizations, such as local governments and metropolitan planning organizations**



**LEGEND**

Mean rating on a 5-point scale, where:



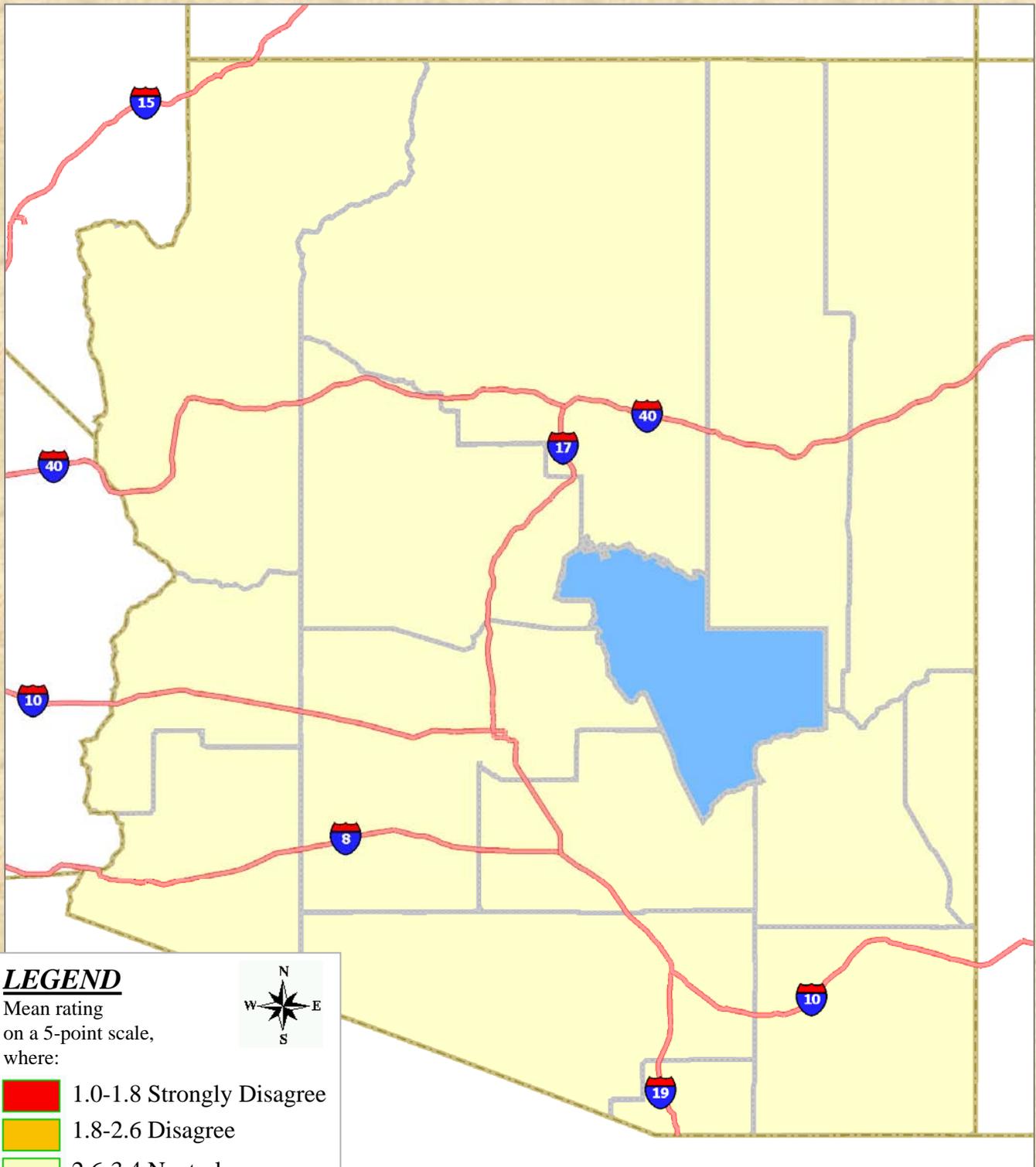
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

**ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q8d ADOT keeps the public informed about long-range transportation planning in Arizona



## **LEGEND**

Mean rating on a 5-point scale, where:

-  1.0-1.8 Strongly Disagree
-  1.8-2.6 Disagree
-  2.6-3.4 Neutral
-  3.4-4.2 Agree
-  4.2-5.0 Strongly Agree
-  Other

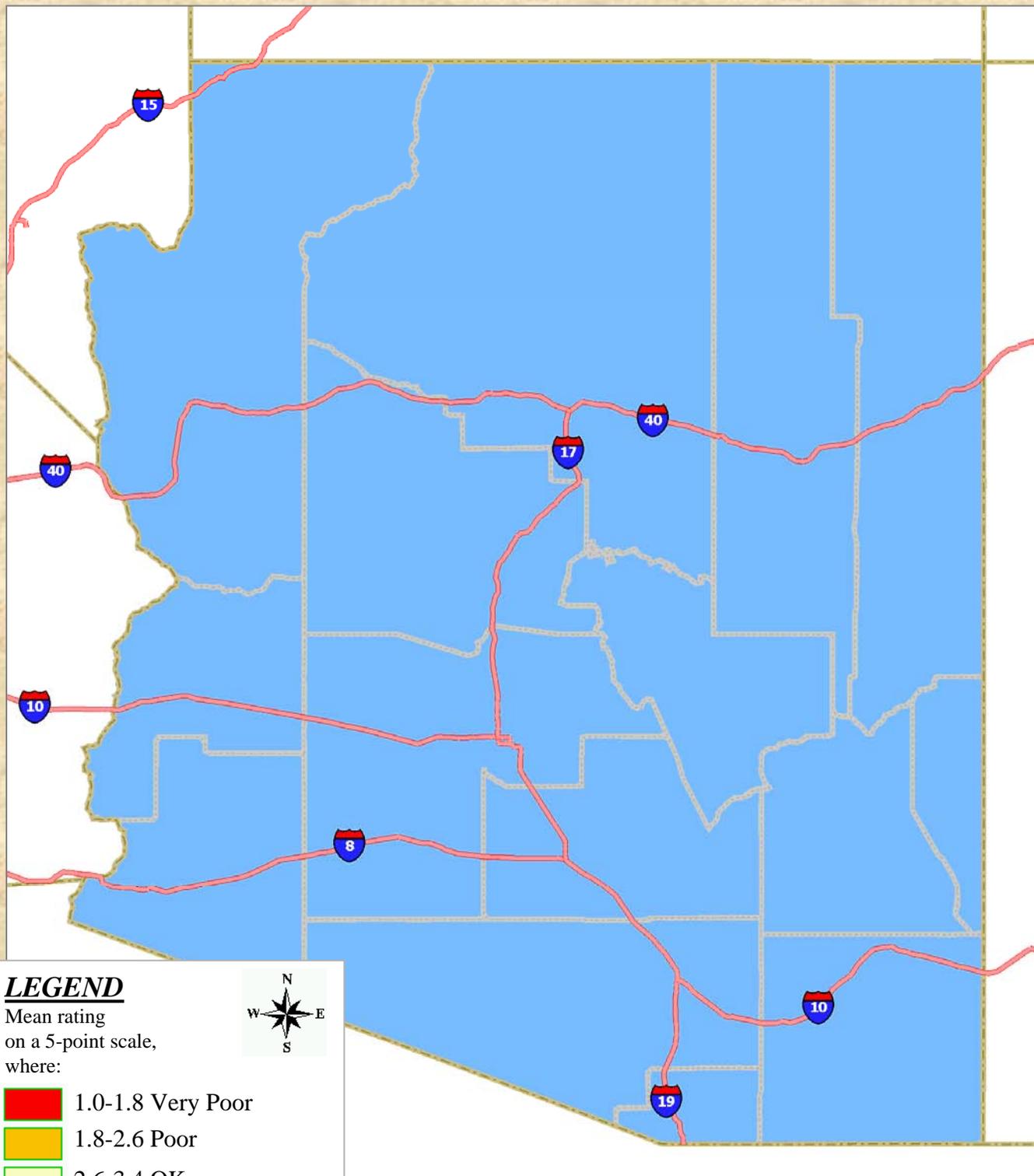


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q9a Preserving and protecting the natural beauty of the area



## LEGEND

Mean rating on a 5-point scale, where:

- 1.0-1.8 Very Poor
- 1.8-2.6 Poor
- 2.6-3.4 OK
- 3.4-4.2 Well
- 4.2-5.0 Very Well
- Other

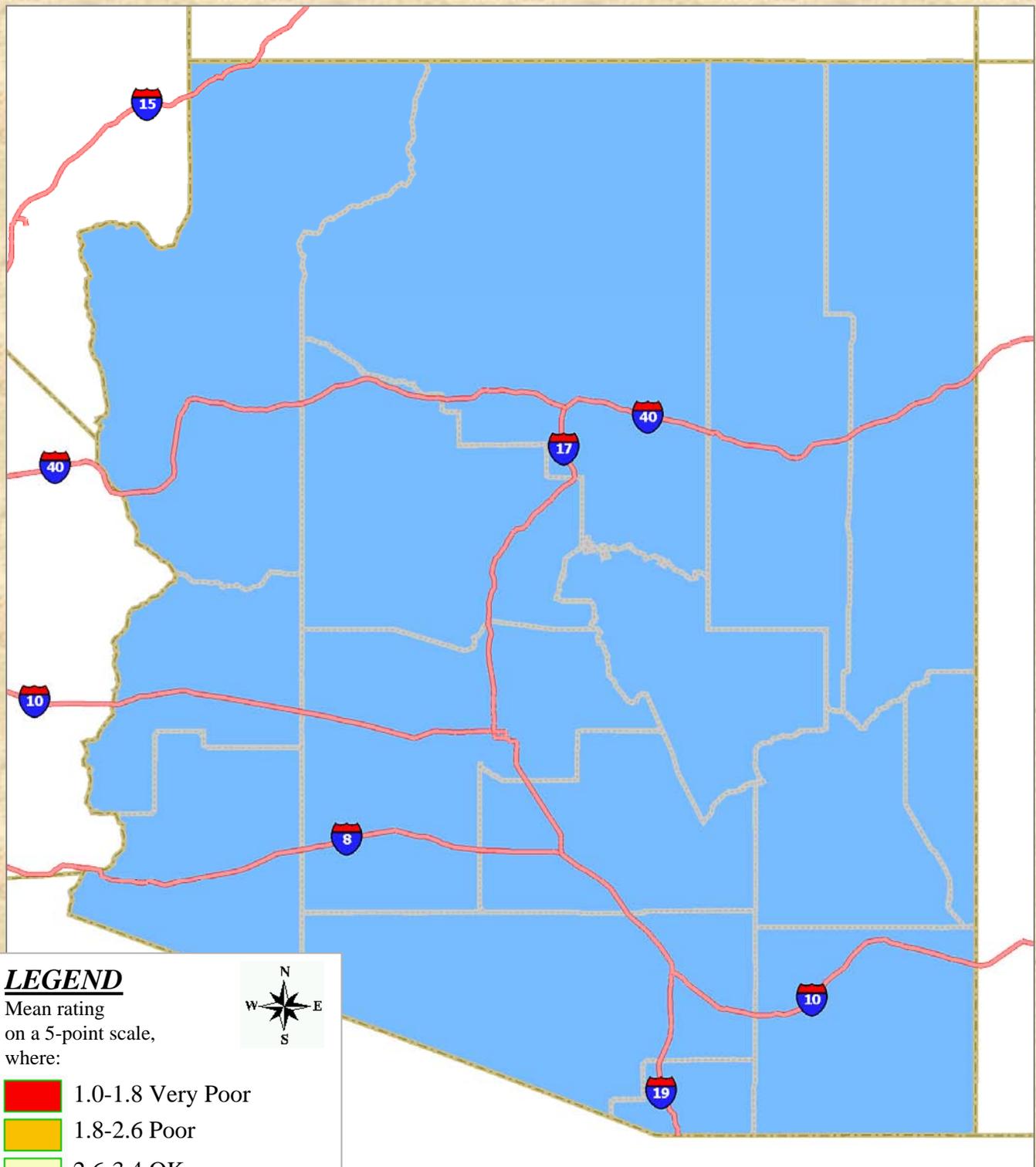


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q9b Preserving and protecting tribal and other cultural areas



## **LEGEND**

Mean rating on a 5-point scale, where:



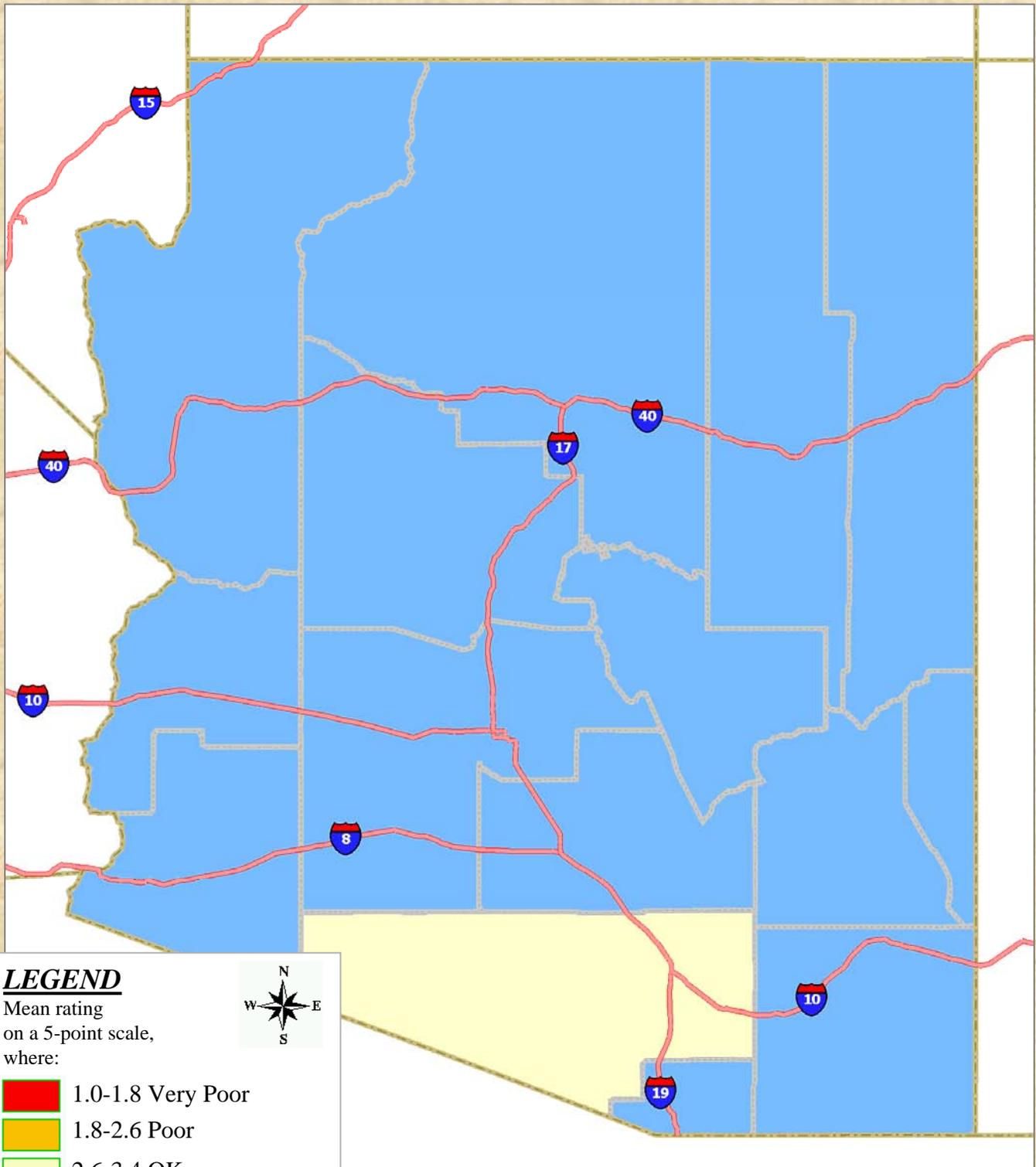
- 1.0-1.8 Very Poor
- 1.8-2.6 Poor
- 2.6-3.4 OK
- 3.4-4.2 Well
- 4.2-5.0 Very Well
- Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q9c Preserving quality of life in local communities



## **LEGEND**

Mean rating on a 5-point scale, where:

- 1.0-1.8 Very Poor
- 1.8-2.6 Poor
- 2.6-3.4 OK
- 3.4-4.2 Well
- 4.2-5.0 Very Well
- Other

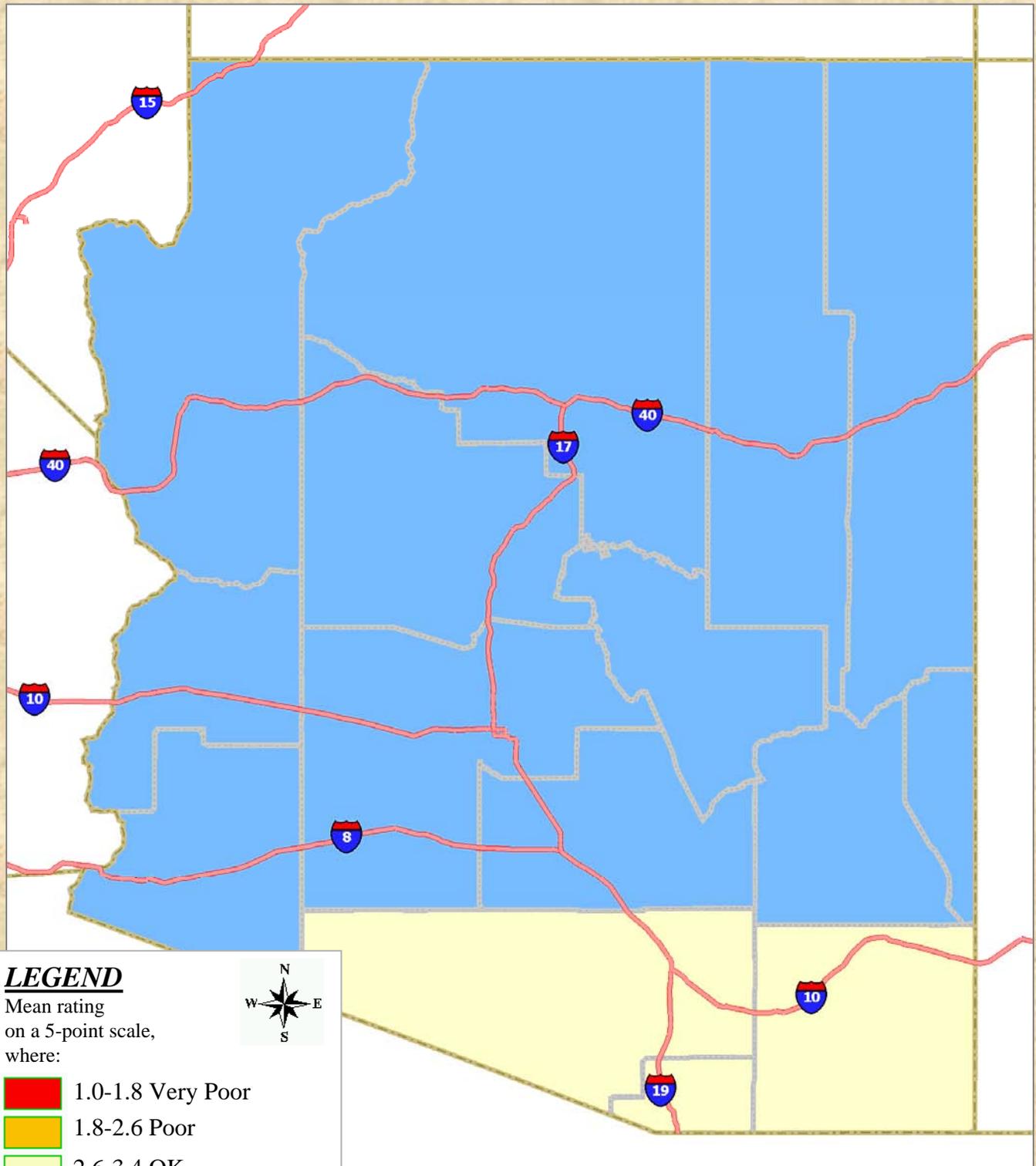


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q9d Incorporating environmental concerns into the design and maintenance of transportation projects



## **LEGEND**

Mean rating on a 5-point scale, where:



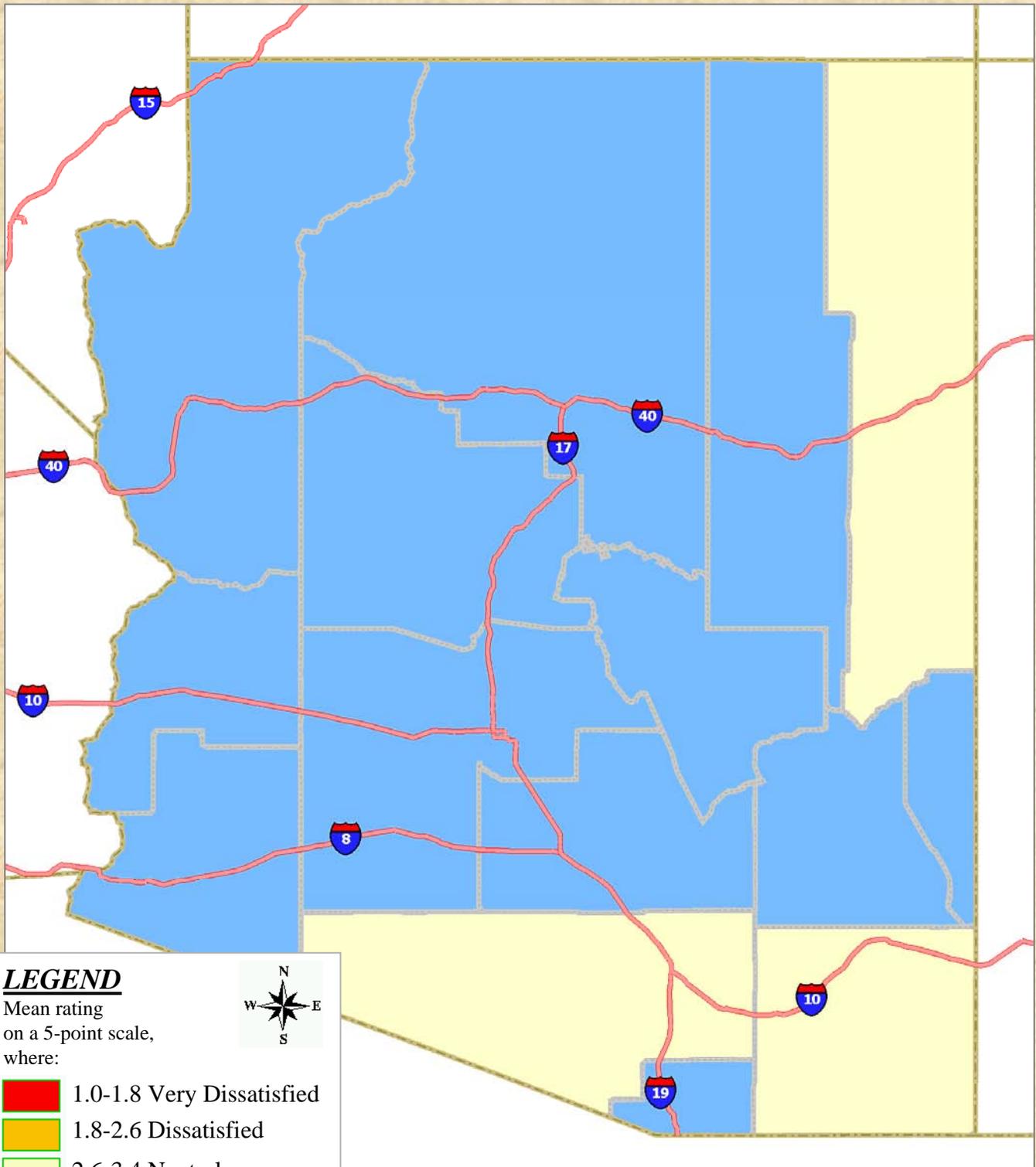
- 1.0-1.8 Very Poor
- 1.8-2.6 Poor
- 2.6-3.4 OK
- 3.4-4.2 Well
- 4.2-5.0 Very Well
- Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21a Removing debris, such as torn tires, glass and dead animals from the driving lanes

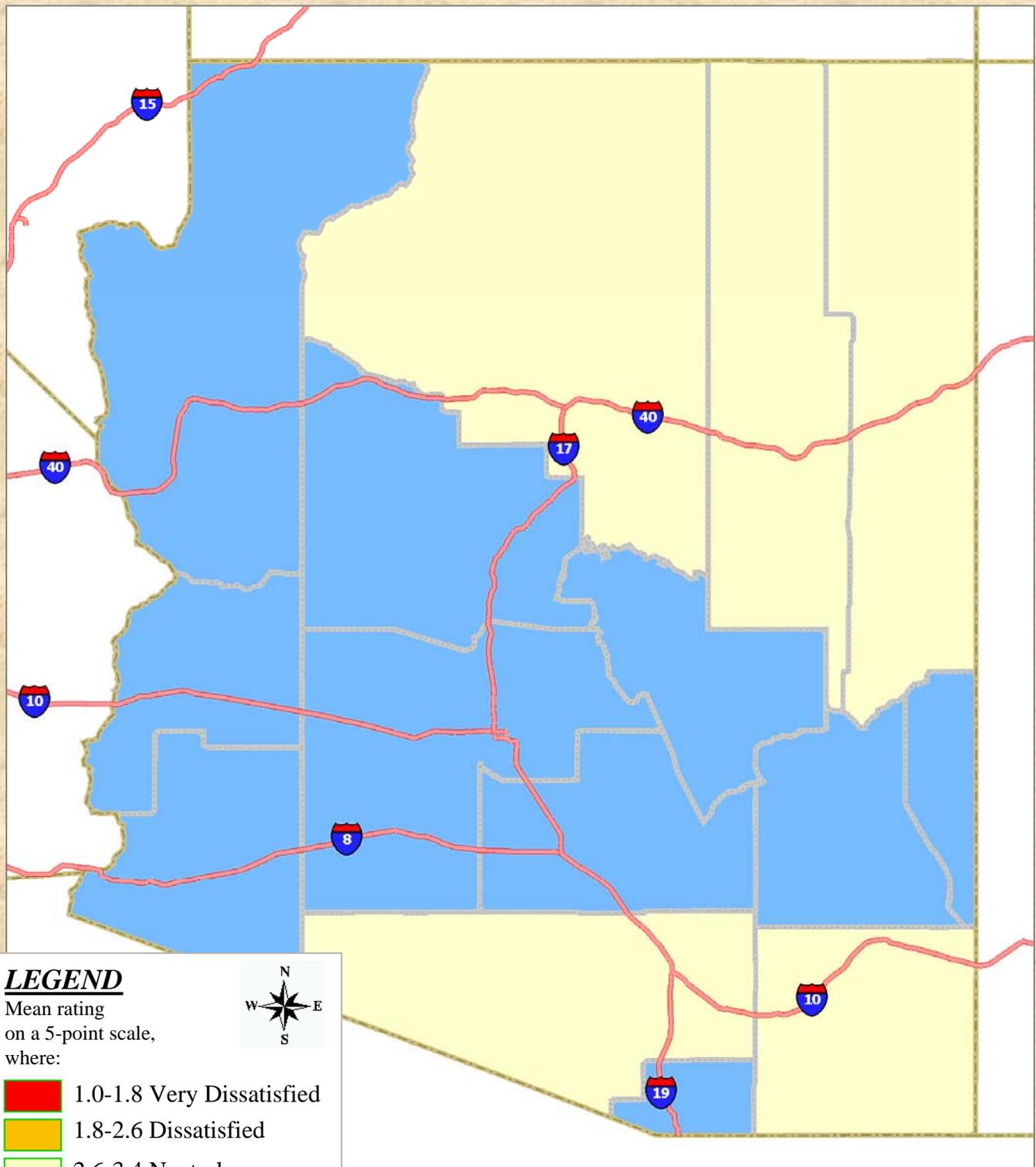


Note: "Other" areas did not contain any responses

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

# Q21b Picking up litter and trash along highways



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

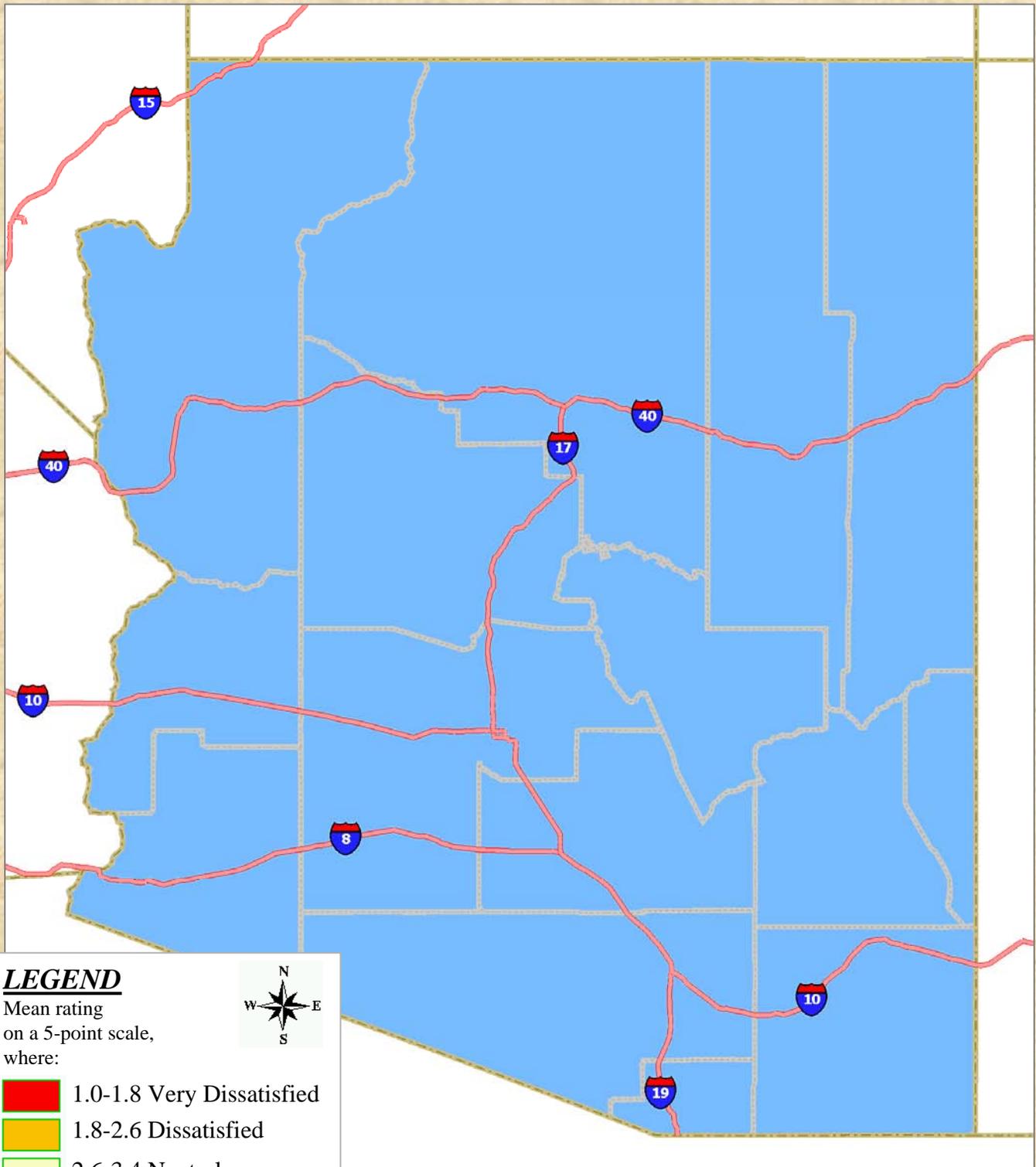


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21c Removing snow and ice from highways in northern Arizona during the winter



## LEGEND

Mean rating on a 5-point scale, where:



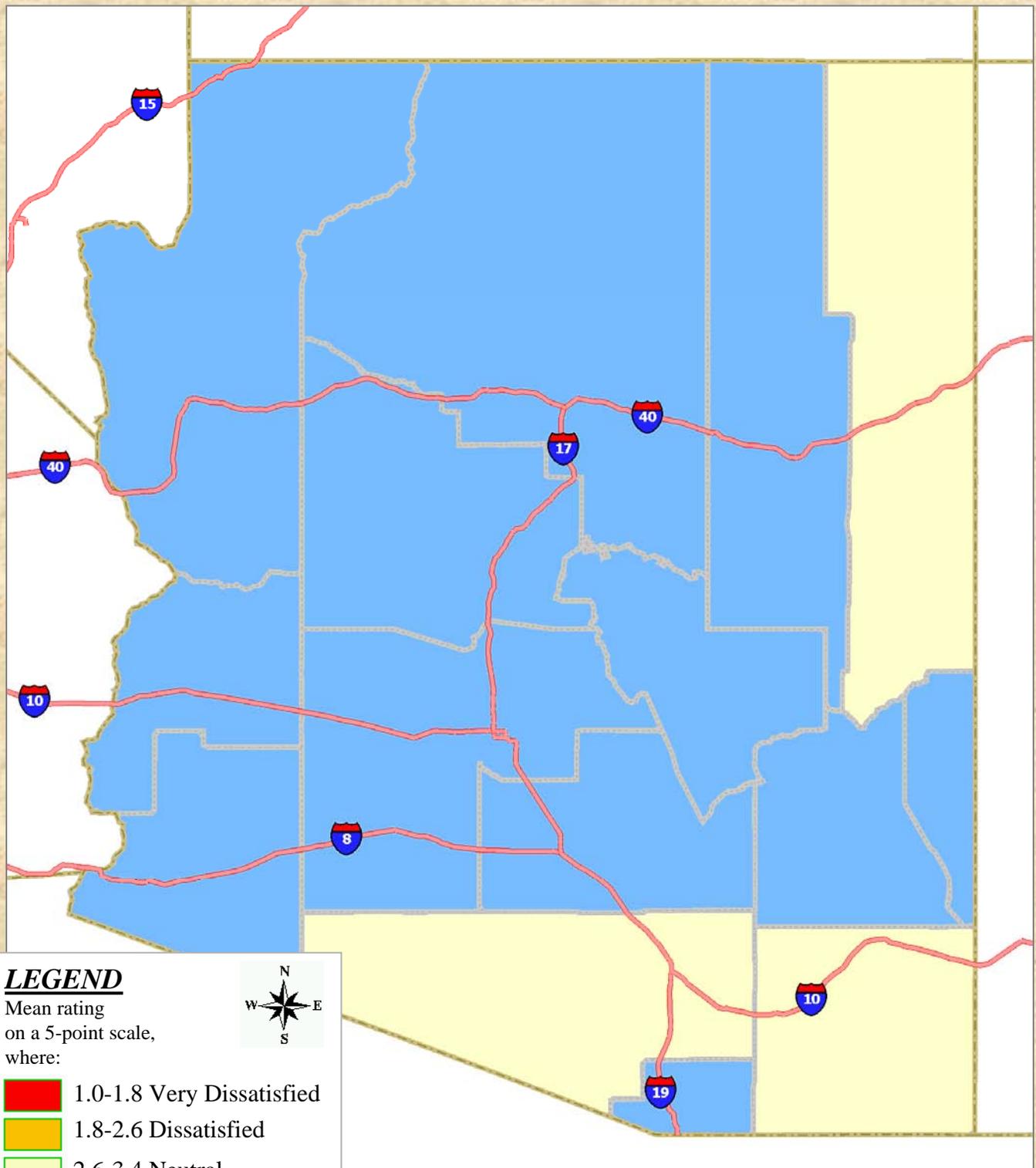
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21d Maintaining landscaping and vegetation along highways



## **LEGEND**

Mean rating on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

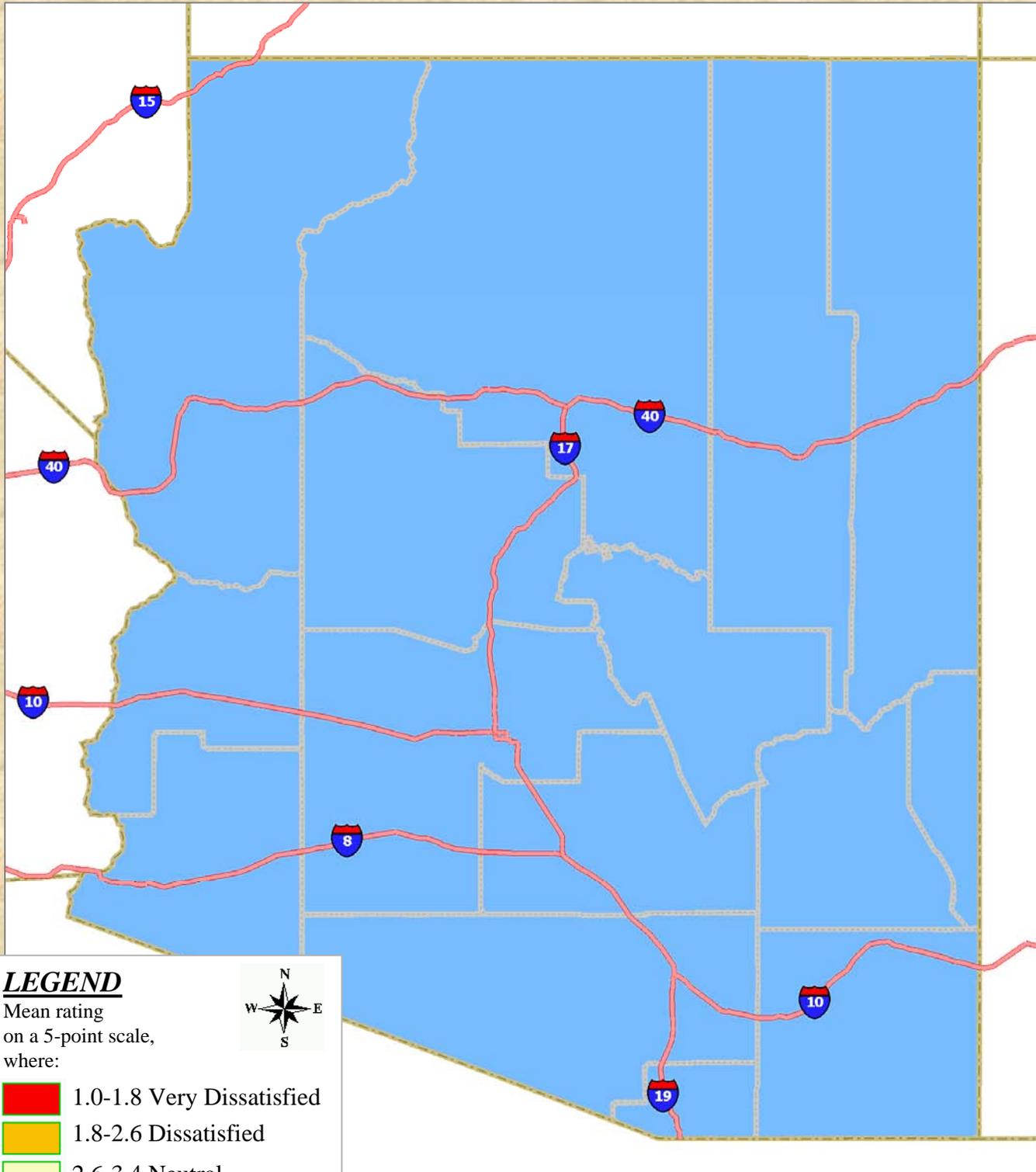


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21e Keeping guardrails and other barriers, such as wildlife barriers, in good condition

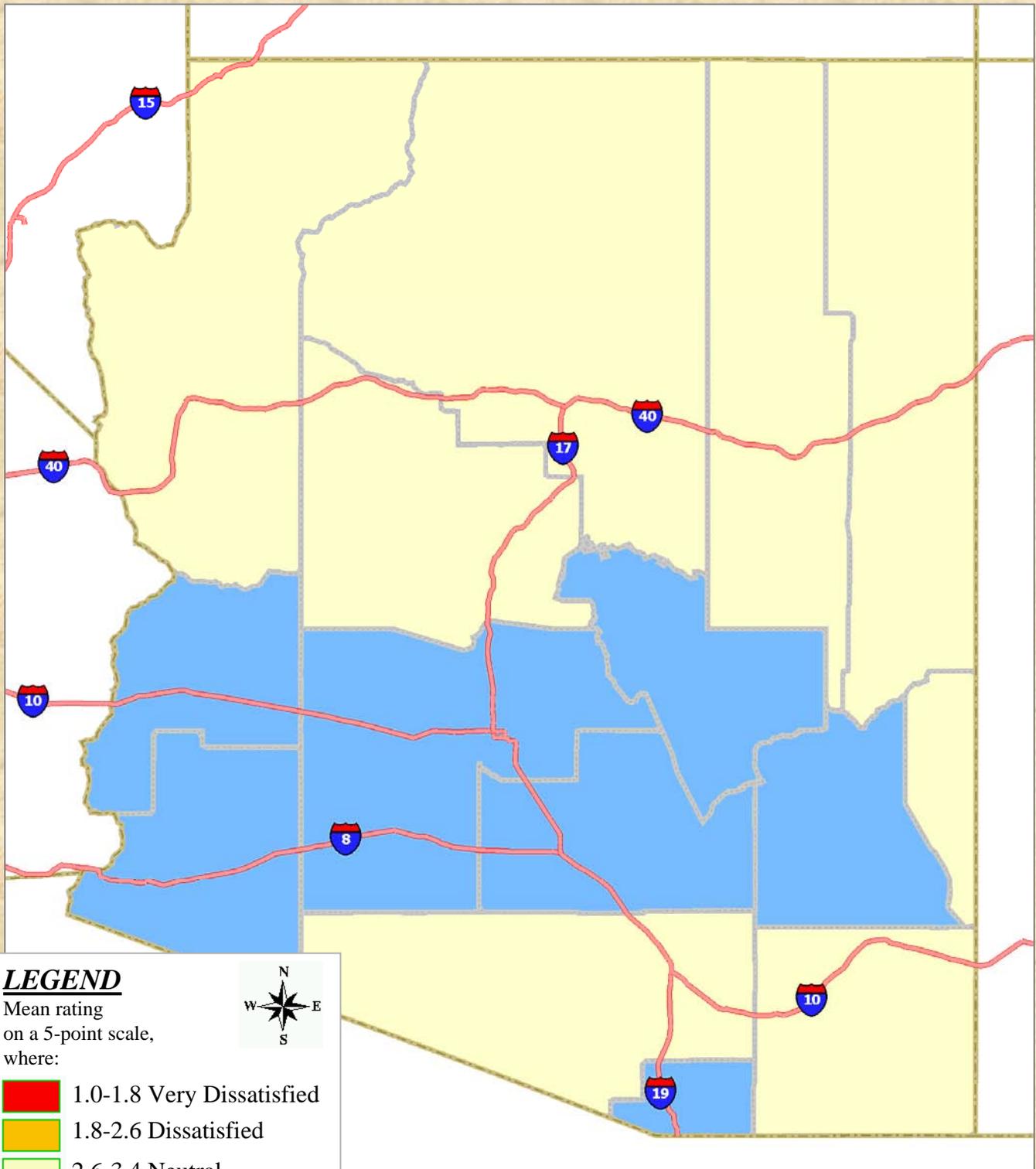


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21f Keeping the surface of Interstate highways and freeways in good condition (smooth & free of potholes)



## LEGEND

Mean rating on a 5-point scale, where:



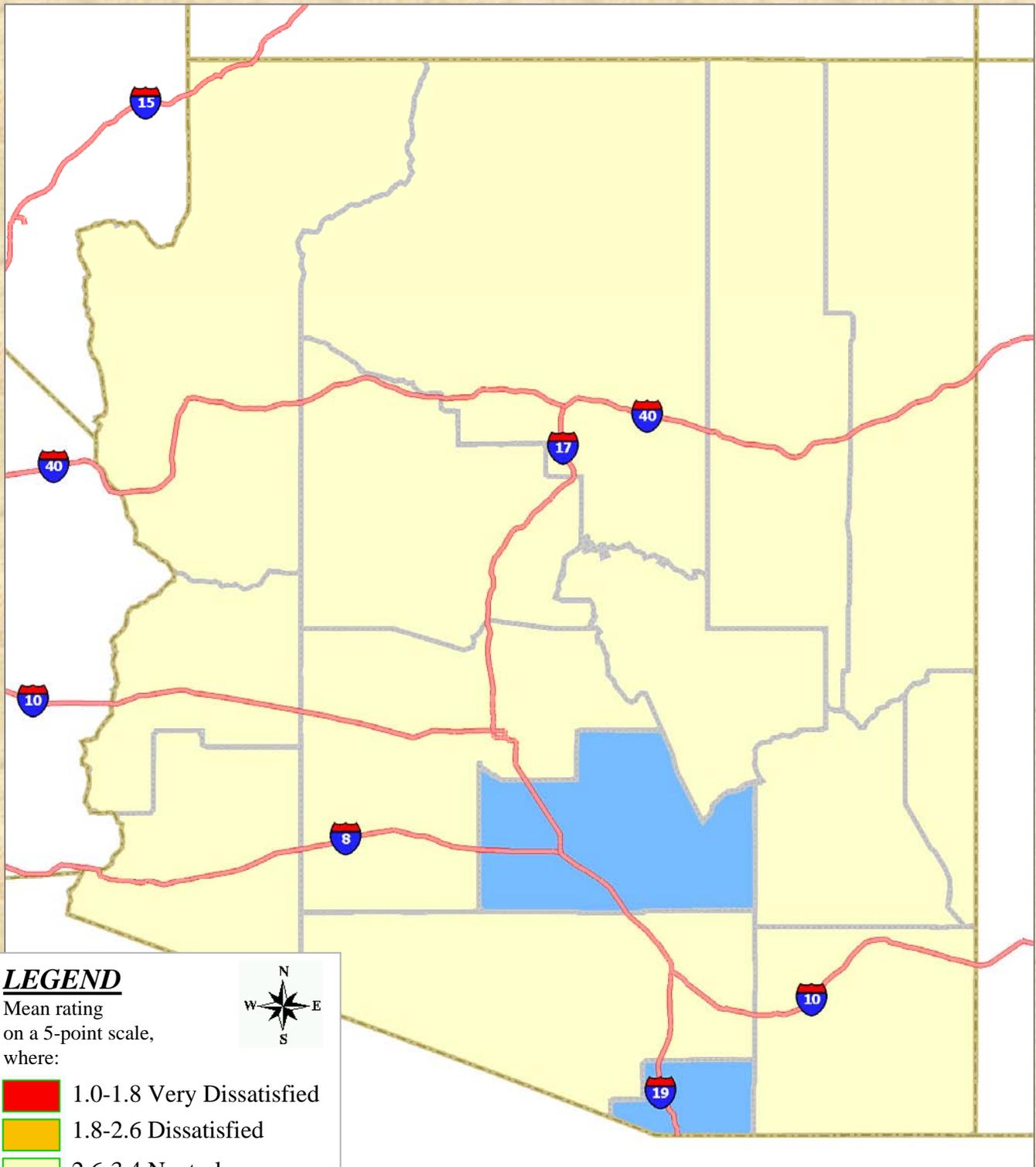
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21g Keeping the surface of less traveled 2-lane highways in good condition (smooth & free of potholes)



## LEGEND

Mean rating on a 5-point scale, where:



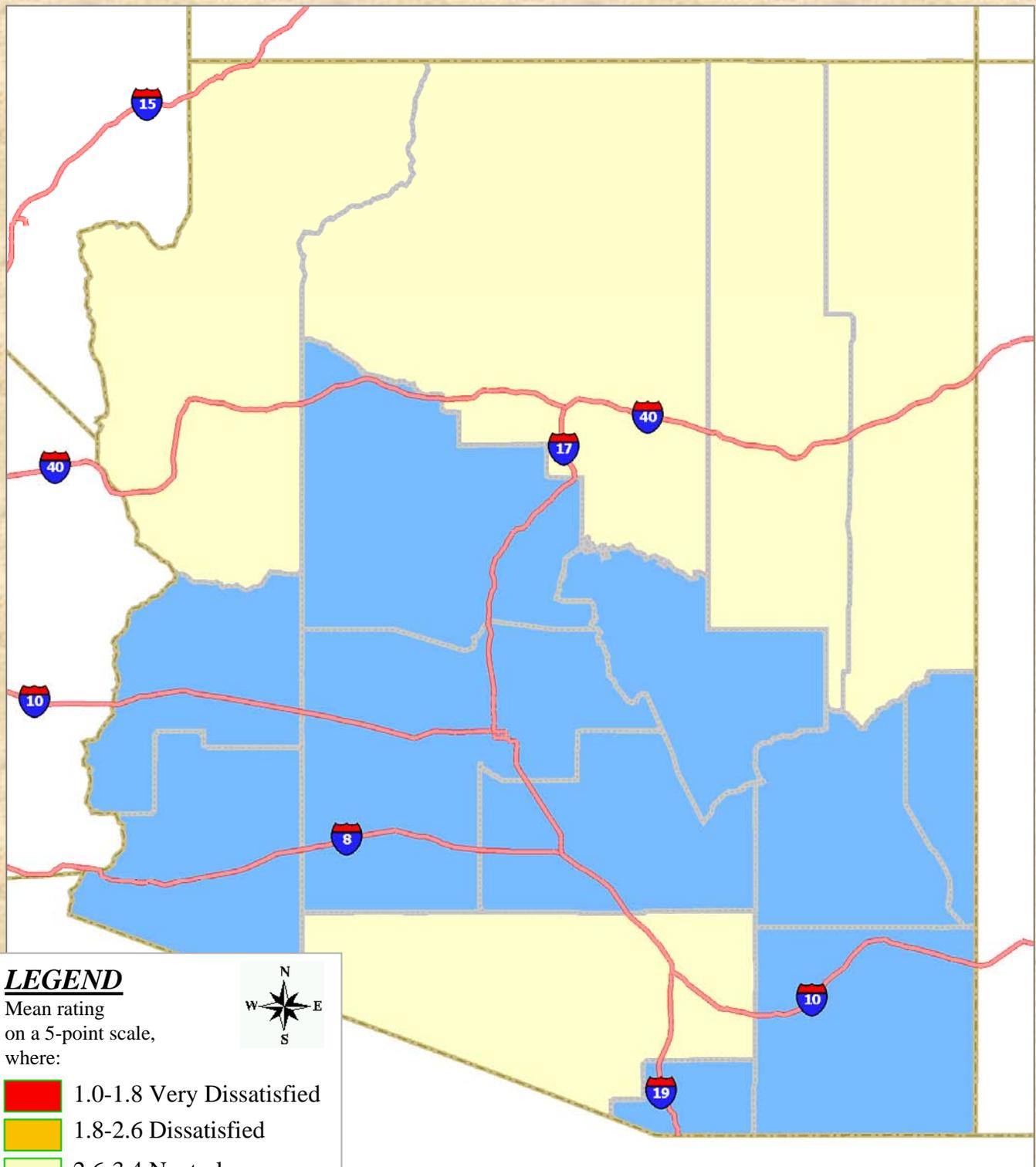
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21h Keeping shoulders on highways in good condition



## **LEGEND**

Mean rating on a 5-point scale, where:



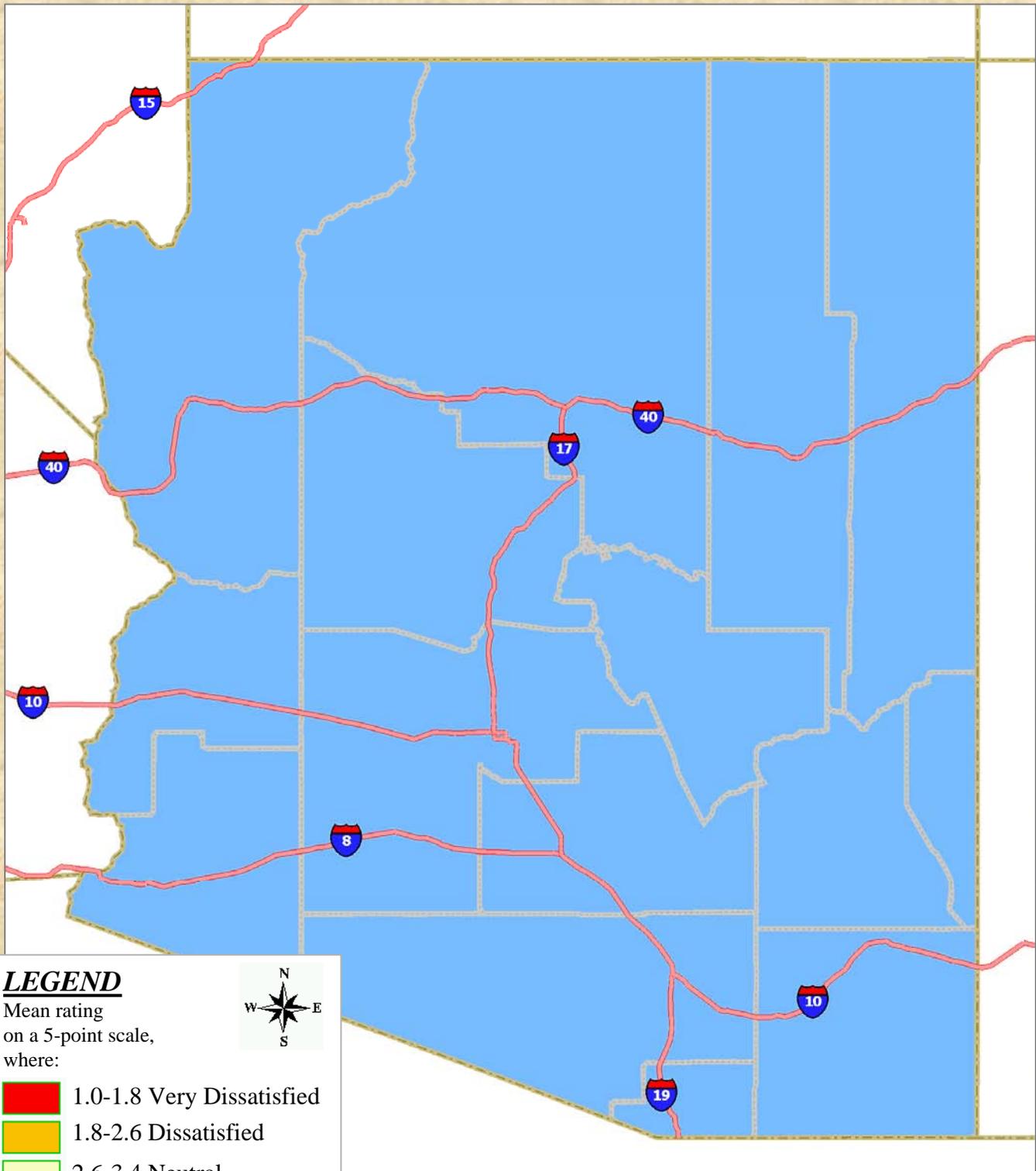
-  1.0-1.8 Very Dissatisfied
-  1.8-2.6 Dissatisfied
-  2.6-3.4 Neutral
-  3.4-4.2 Satisfied
-  4.2-5.0 Very Satisfied
-  Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21i Keeping bridge surfaces and structures in good condition



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

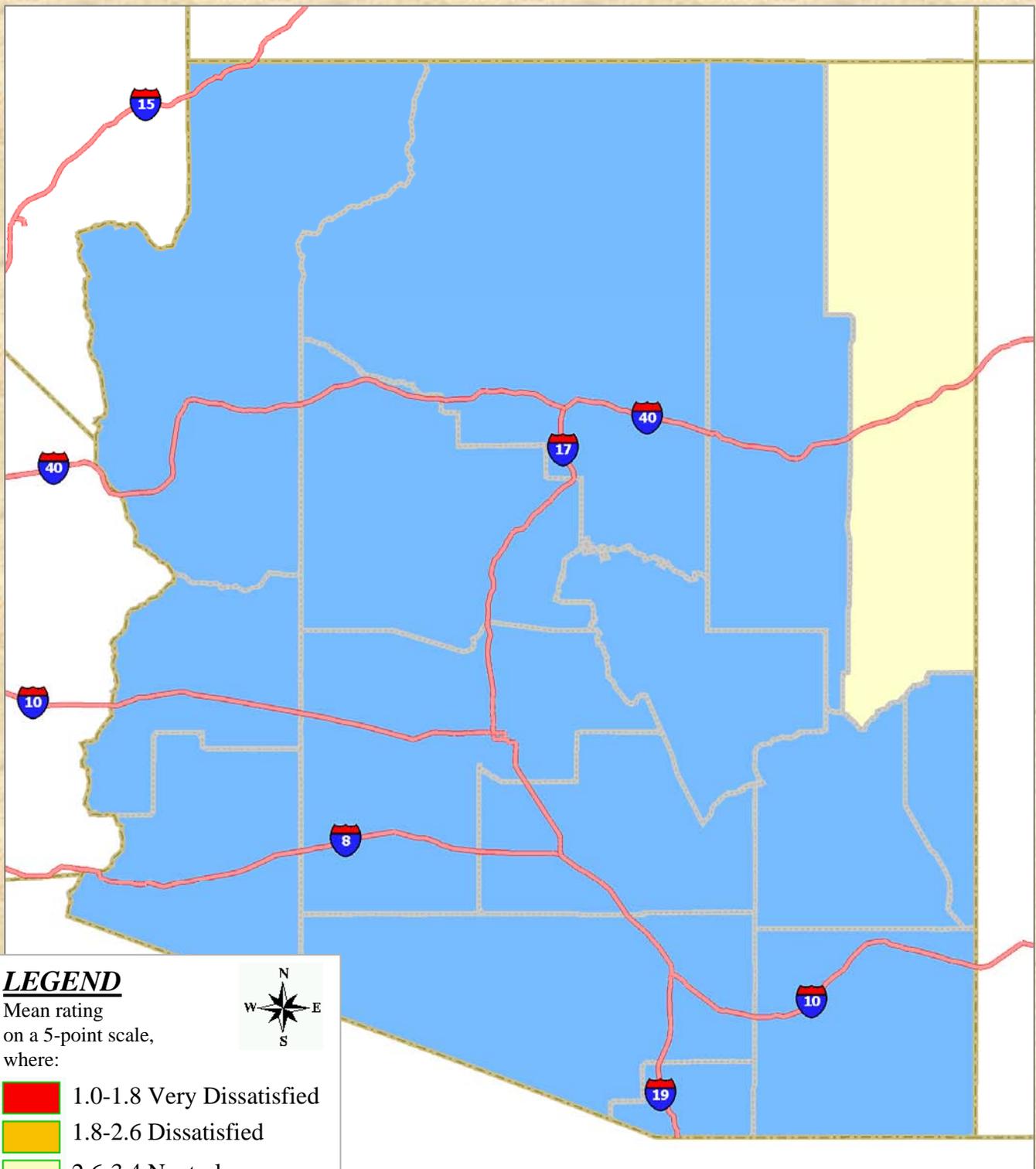


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21j Ensuring highway striping is visible during the DAY



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:



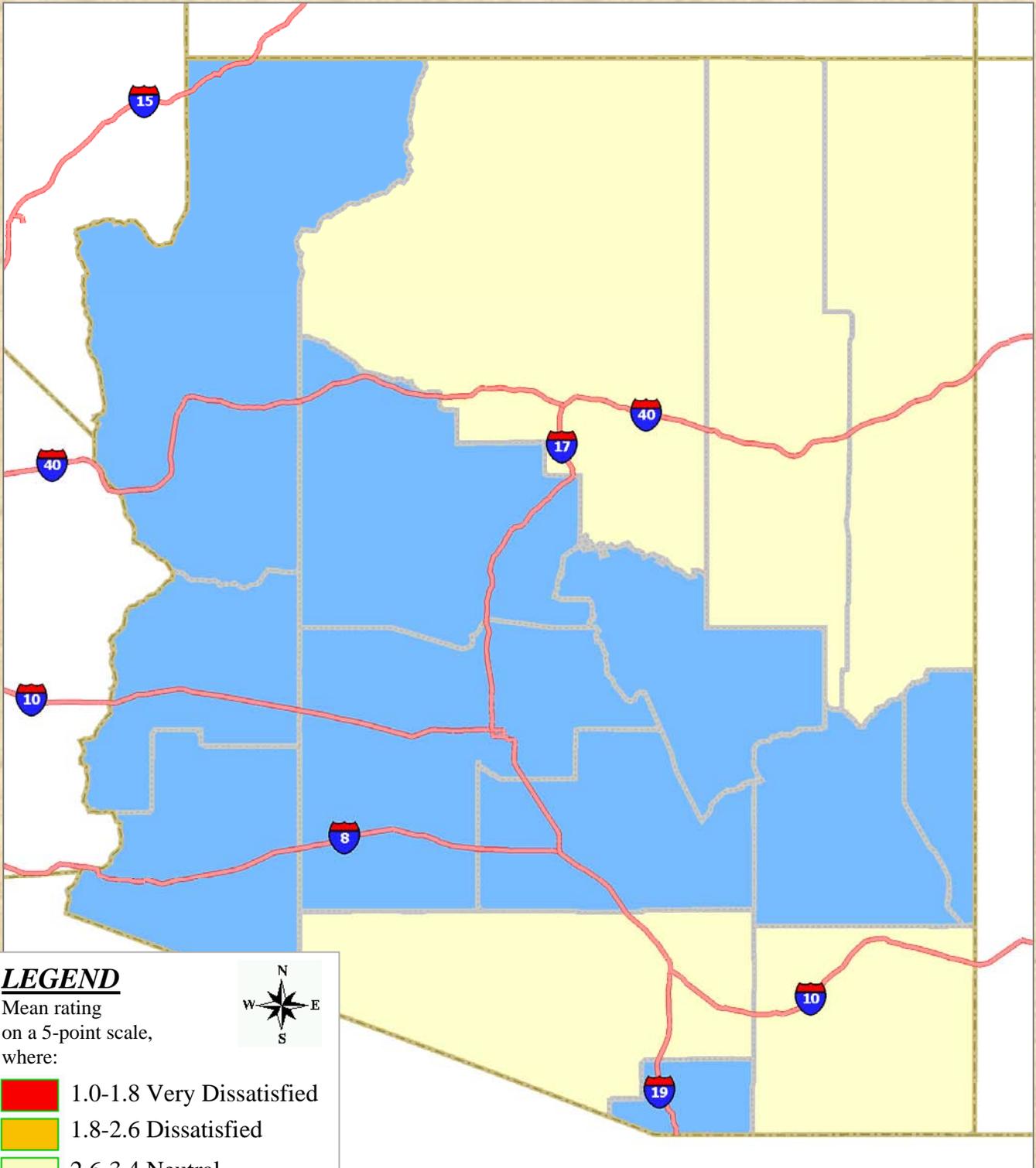
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21k Ensuring highway striping is visible at NIGHT and during WET WEATHER



## **LEGEND**

Mean rating on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

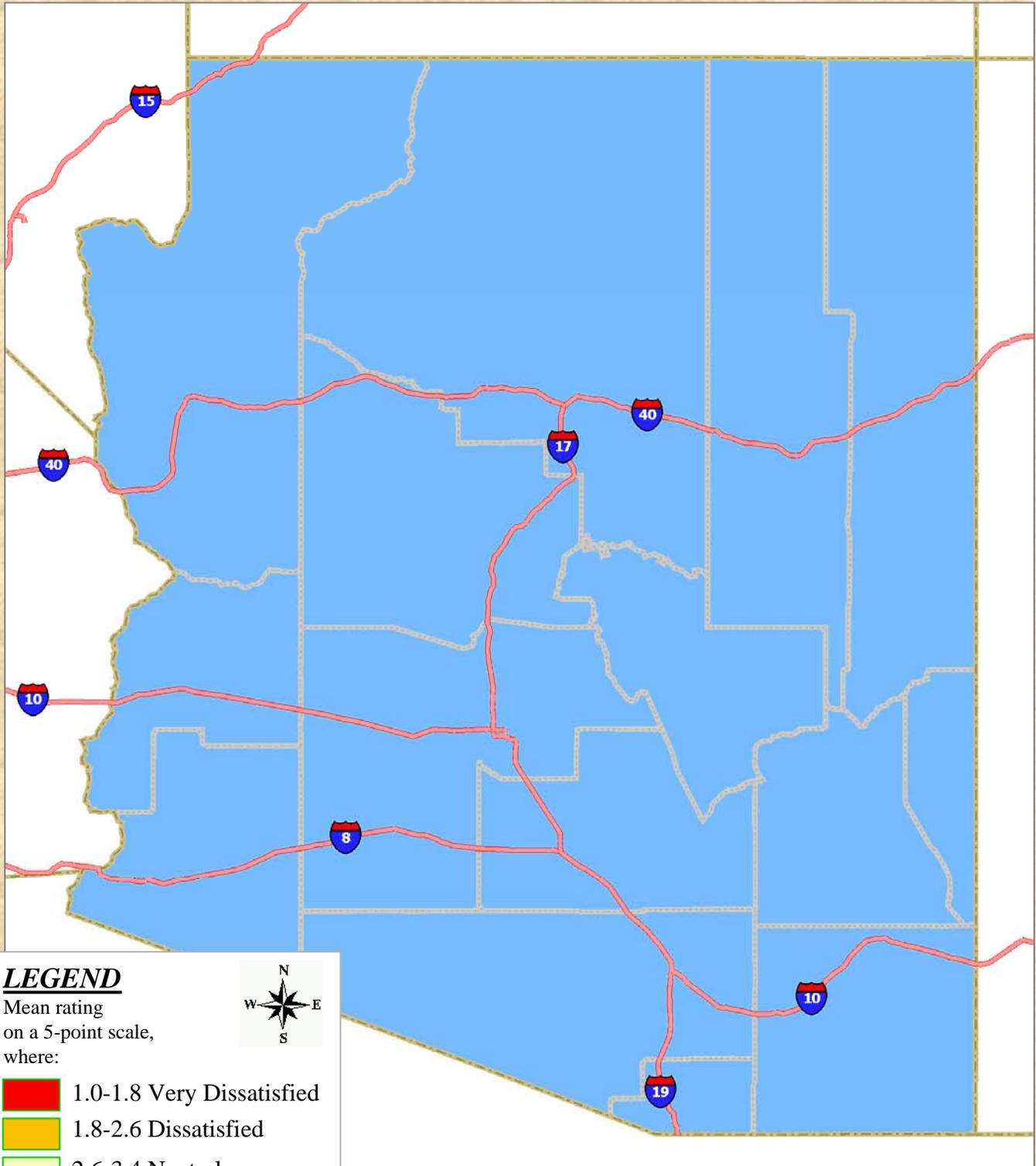


## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q211 Ensuring that directional and warning signs along highways are easy to see and understand

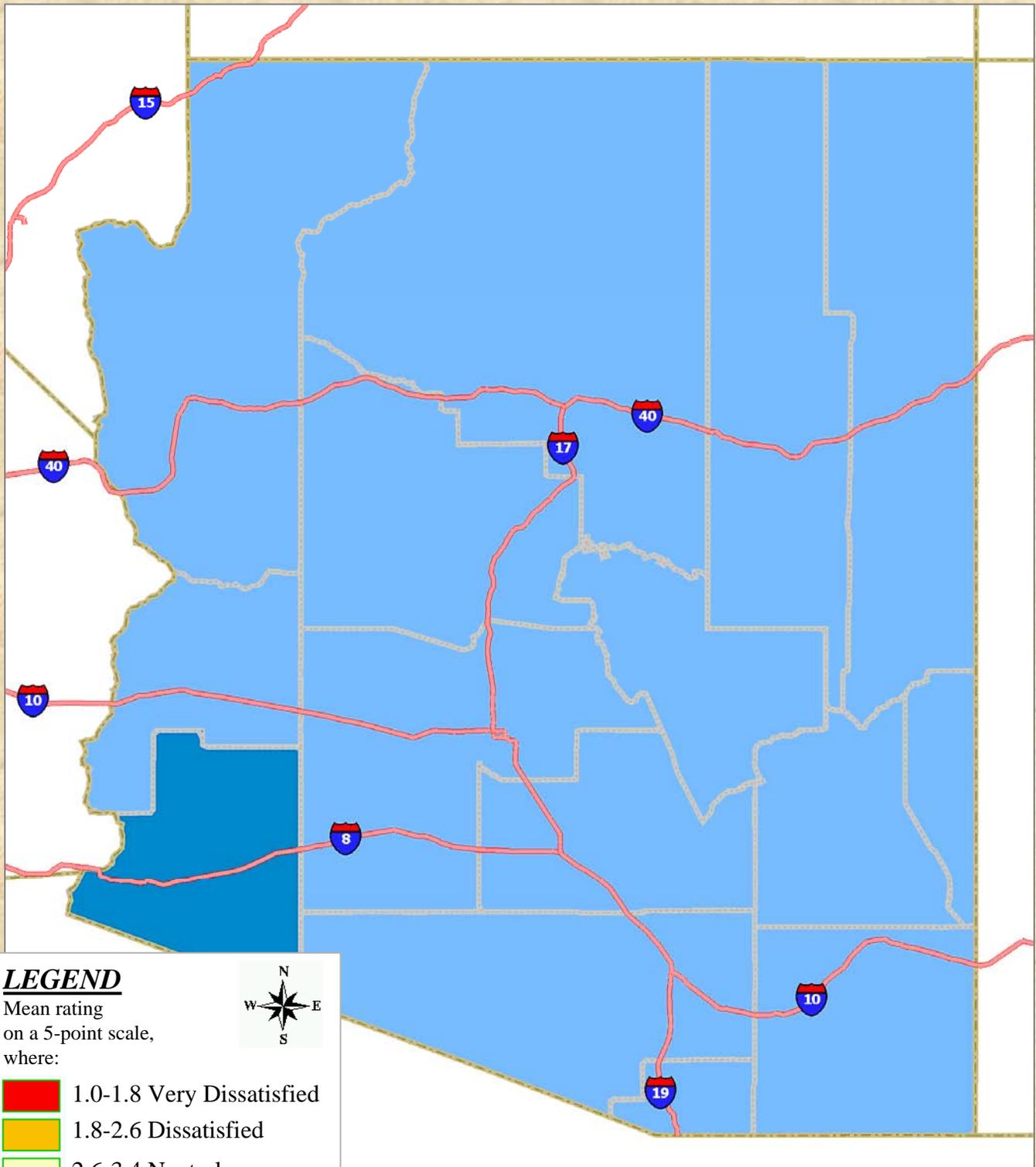


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21m Ensuring warning signs in highway work zones are easy to see and understand



## **LEGEND**

Mean rating on a 5-point scale, where:

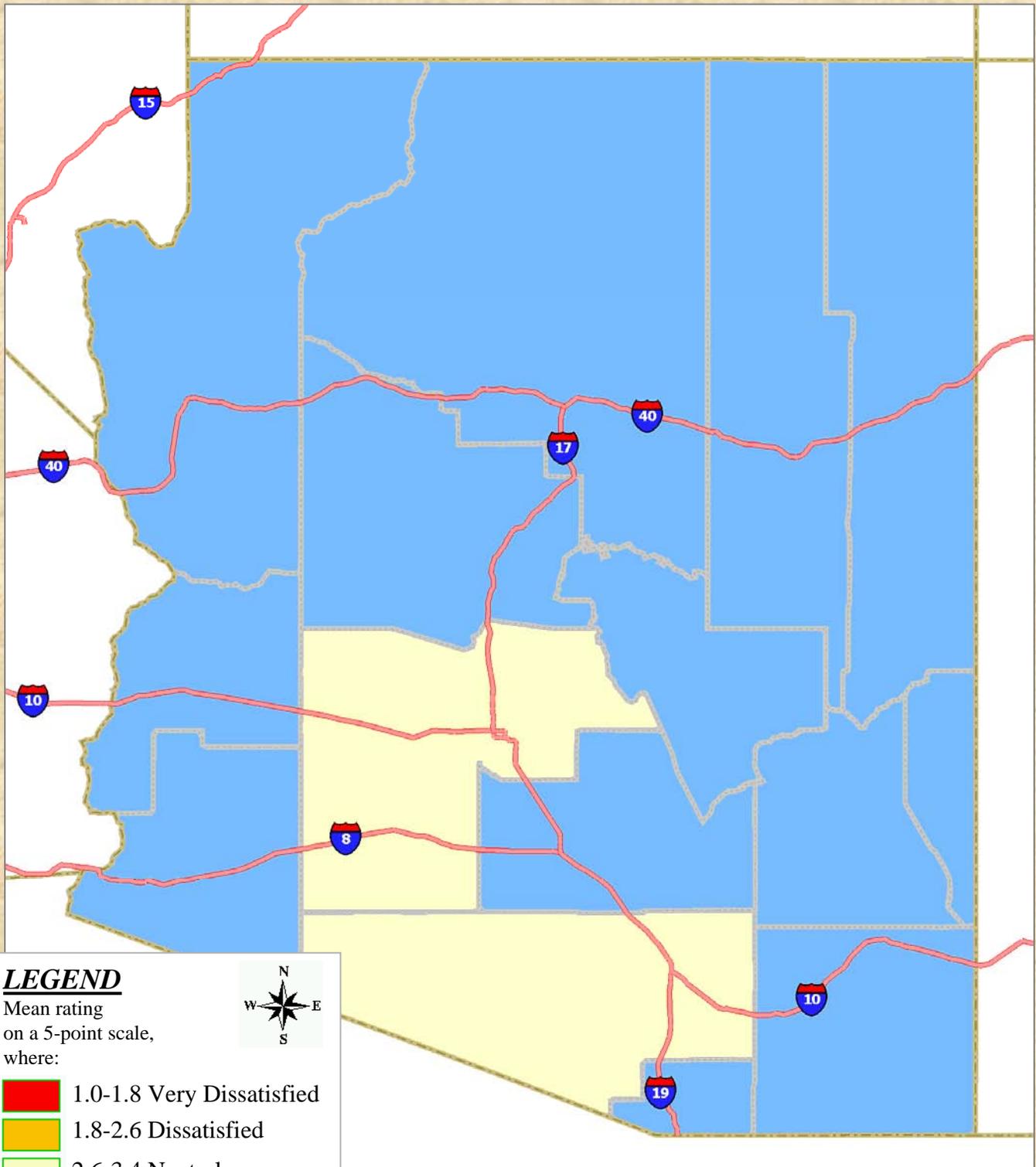
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q21n Keeping maintenance work zone closures and delays to minimum



## LEGEND

Mean rating on a 5-point scale, where:



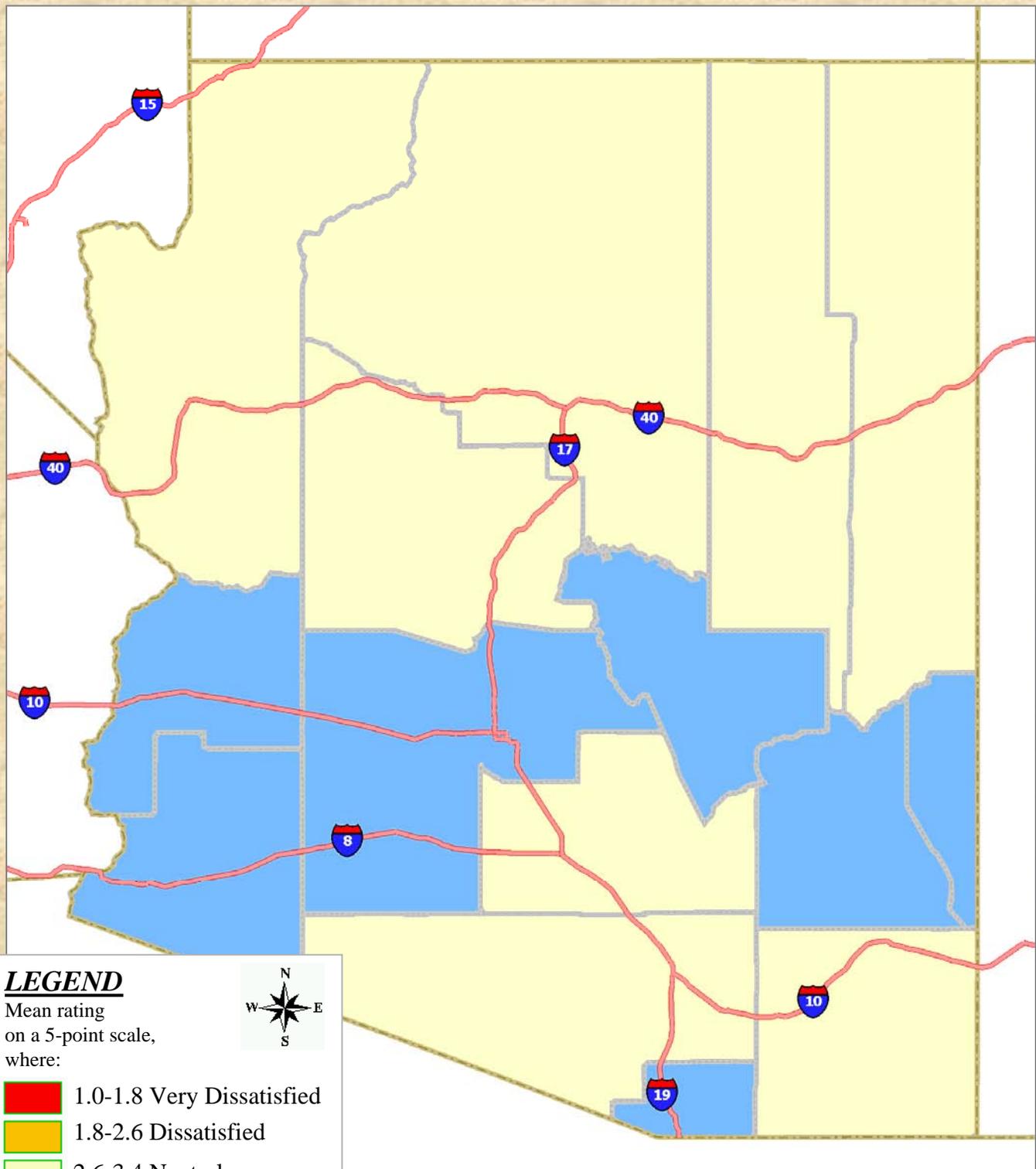
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24a ADOT does a good job of selecting the projects that are needed the most



## LEGEND

Mean rating on a 5-point scale, where:



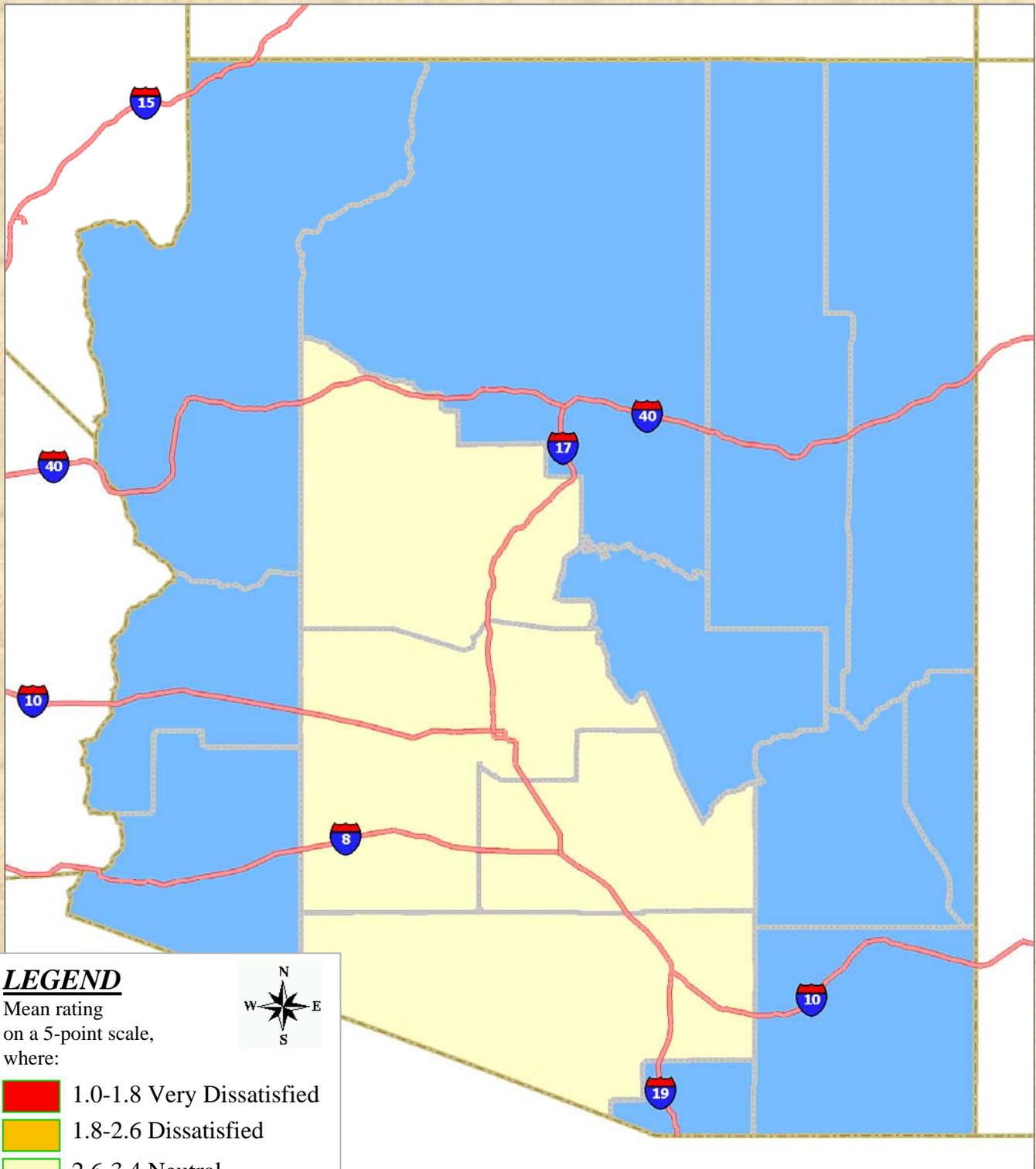
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24b Traffic flow on highways between cities in Arizona



## **LEGEND**

Mean rating on a 5-point scale, where:

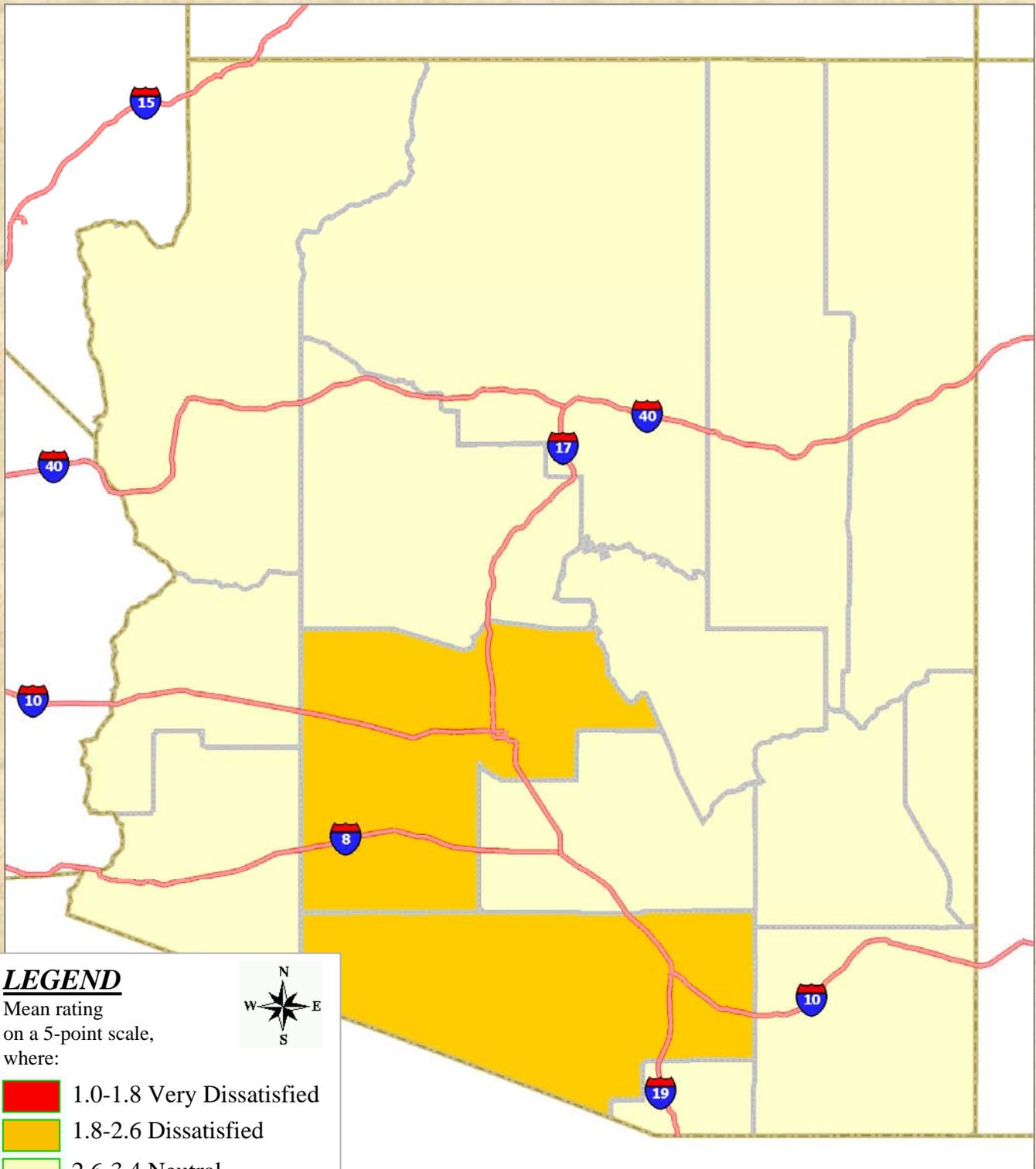
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24c Traffic flow during rush hour on highways within major cities in Arizona



**LEGEND**

Mean rating on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

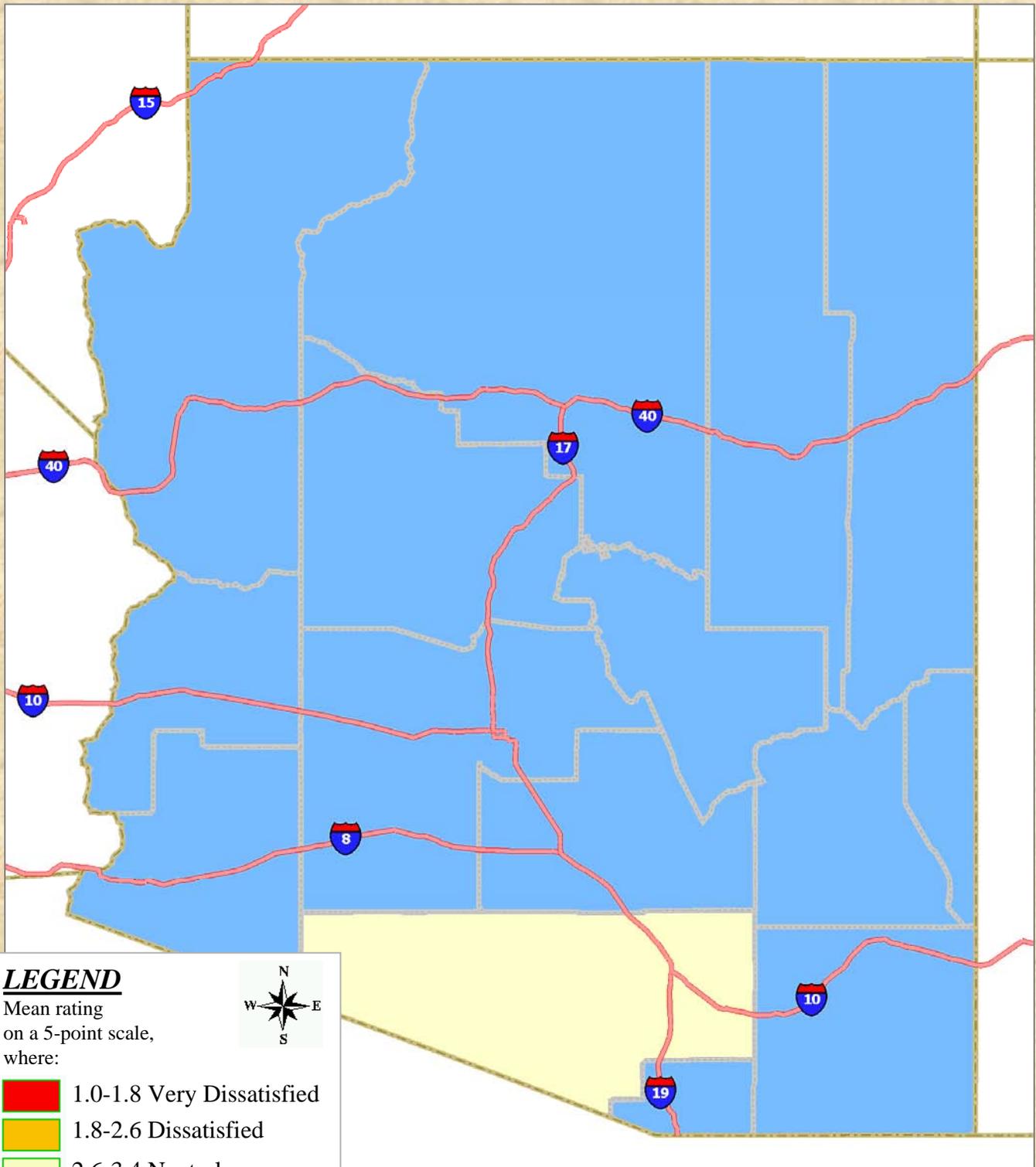


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24d Traffic flow at other times (not during rush hour) on highways within major cities



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:



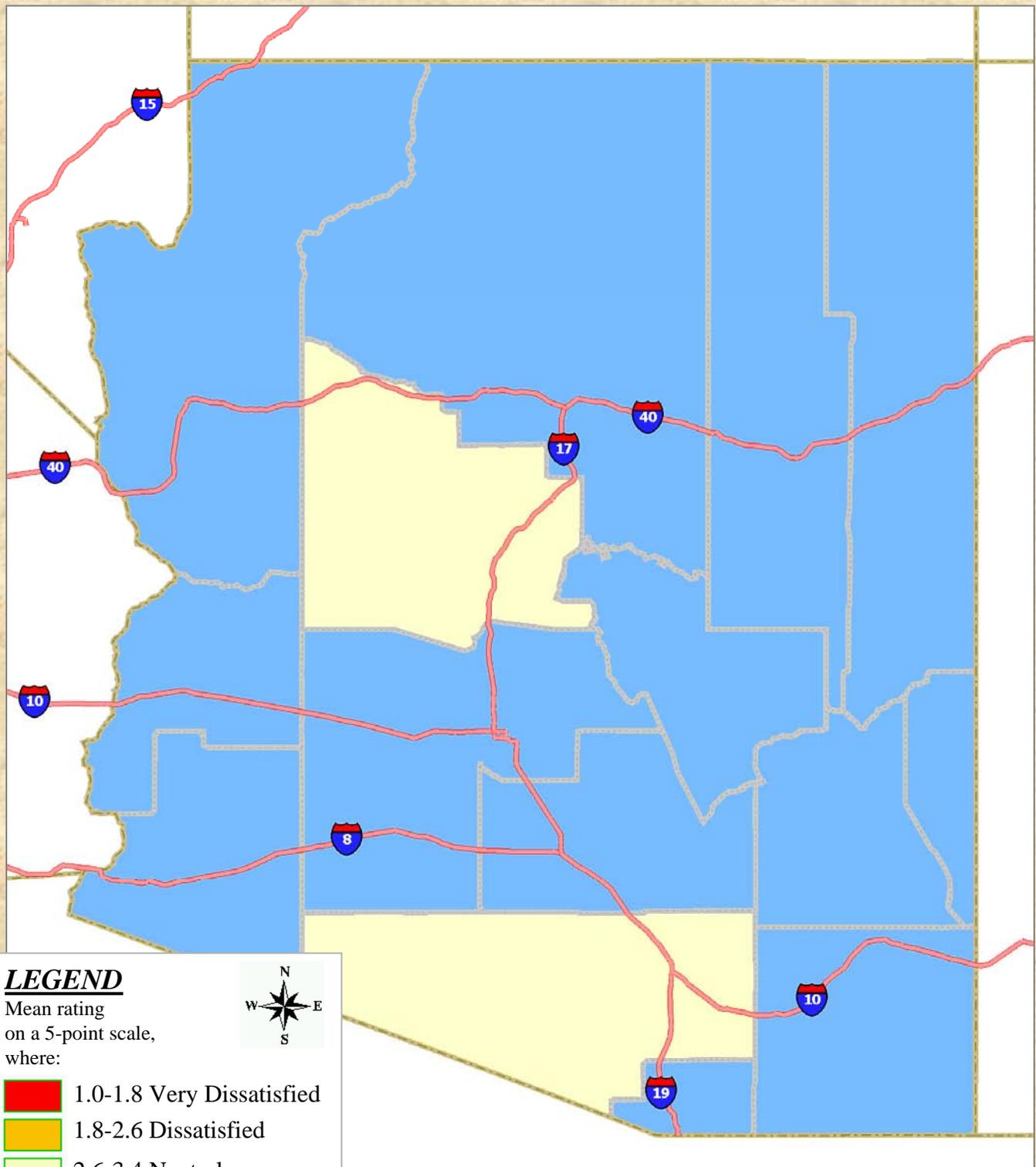
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24e Ease of travel on highways between northern and southern Arizona



## **LEGEND**

Mean rating on a 5-point scale, where:



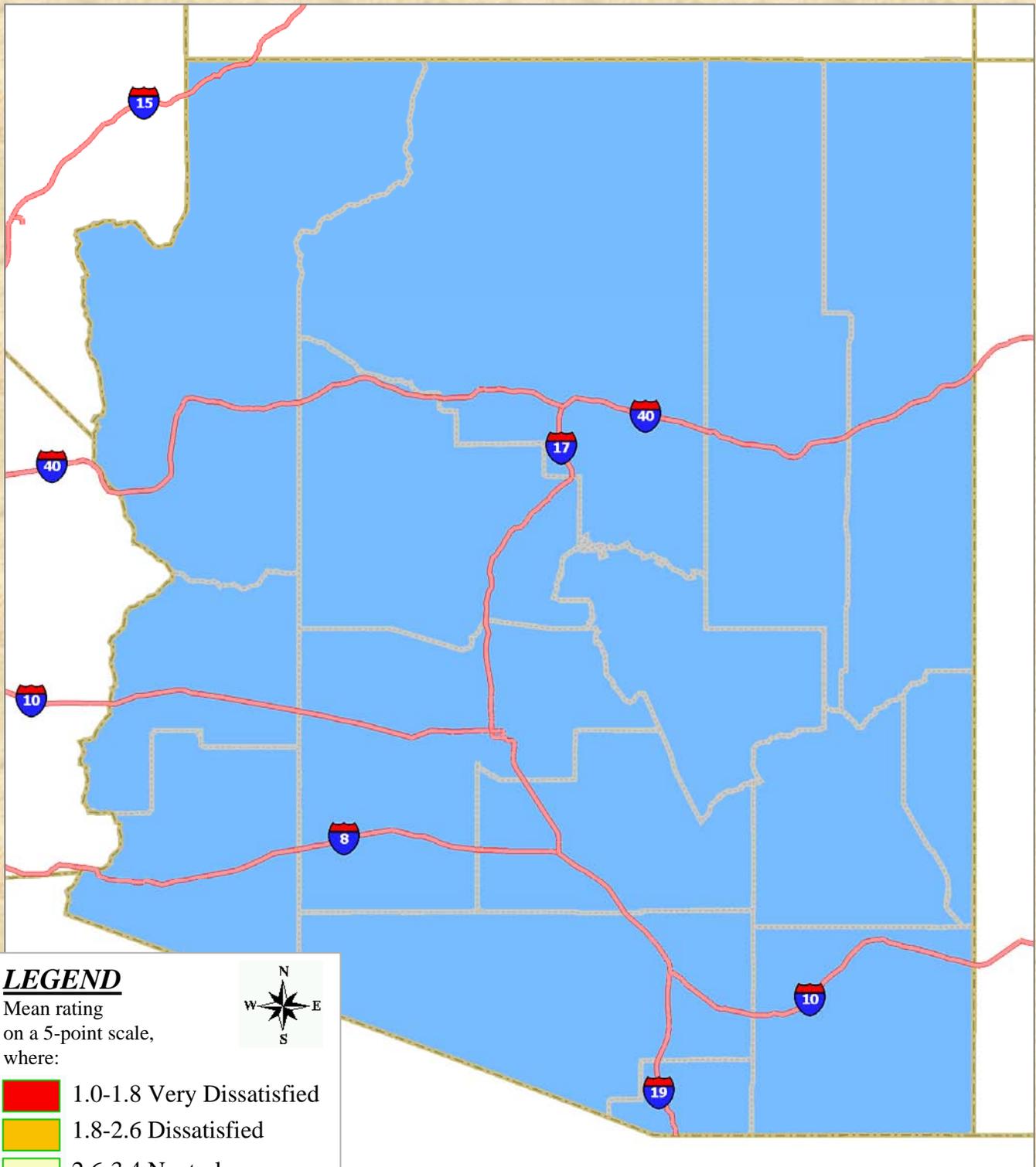
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24f Ease of travel on highways between eastern and western Arizona



## LEGEND

Mean rating on a 5-point scale, where:



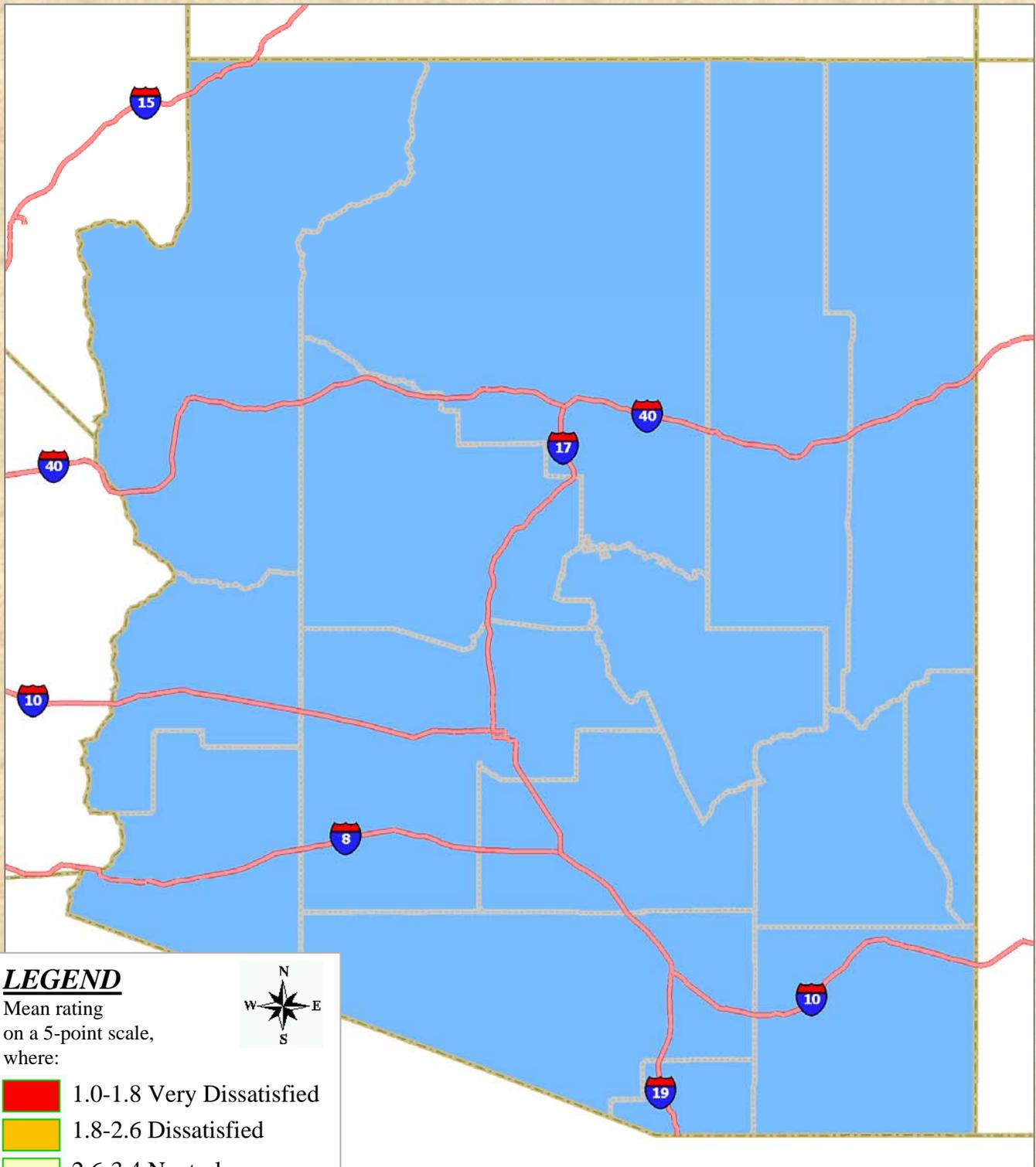
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24g Adequacy of lighting at highway interchanges and major intersections



## LEGEND

Mean rating on a 5-point scale, where:



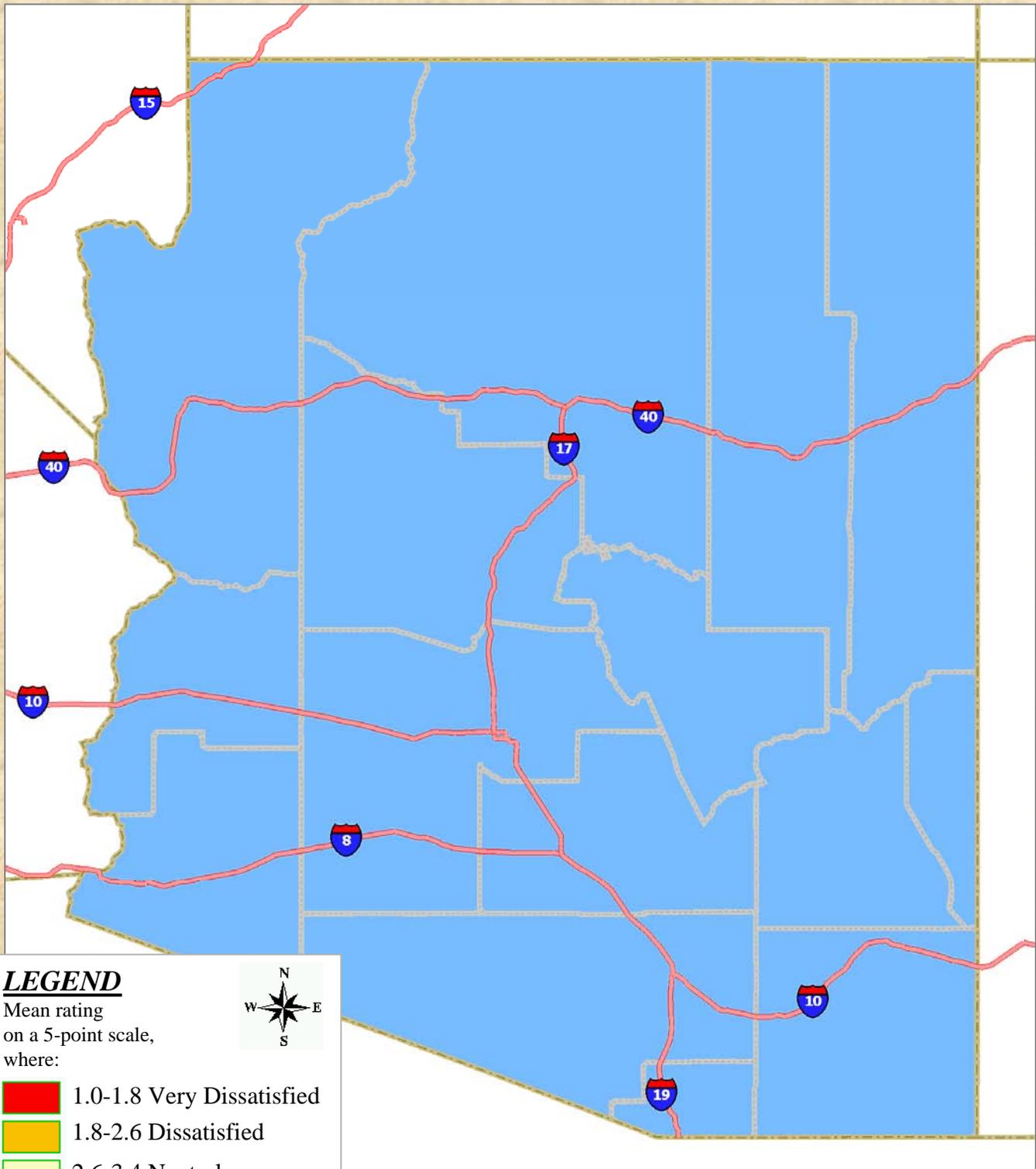
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24h Width of shoulders on Interstate highways and major freeways



## LEGEND

Mean rating on a 5-point scale, where:



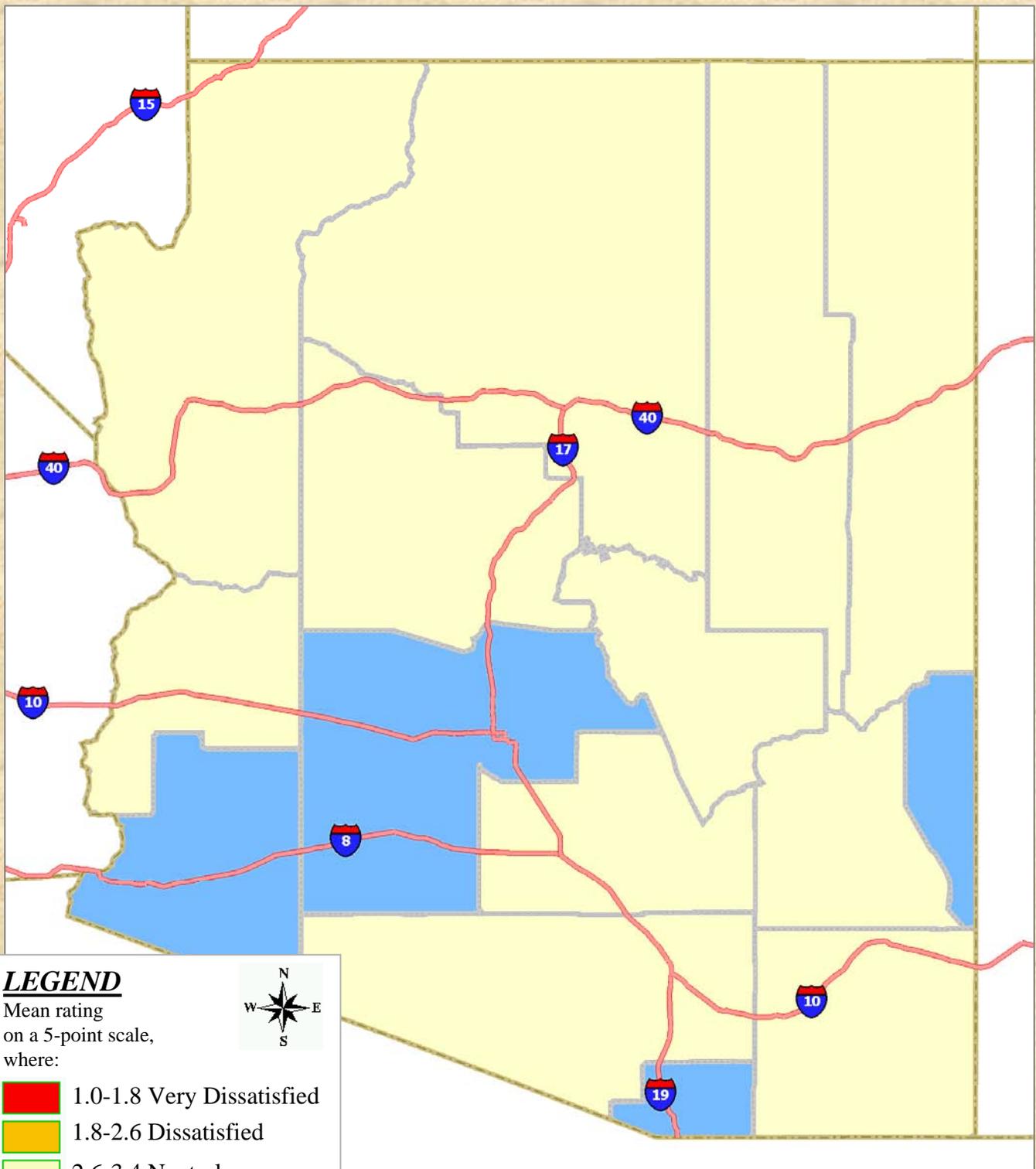
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24i Width of shoulders on less traveled 2-lane highways



## LEGEND

Mean rating on a 5-point scale, where:



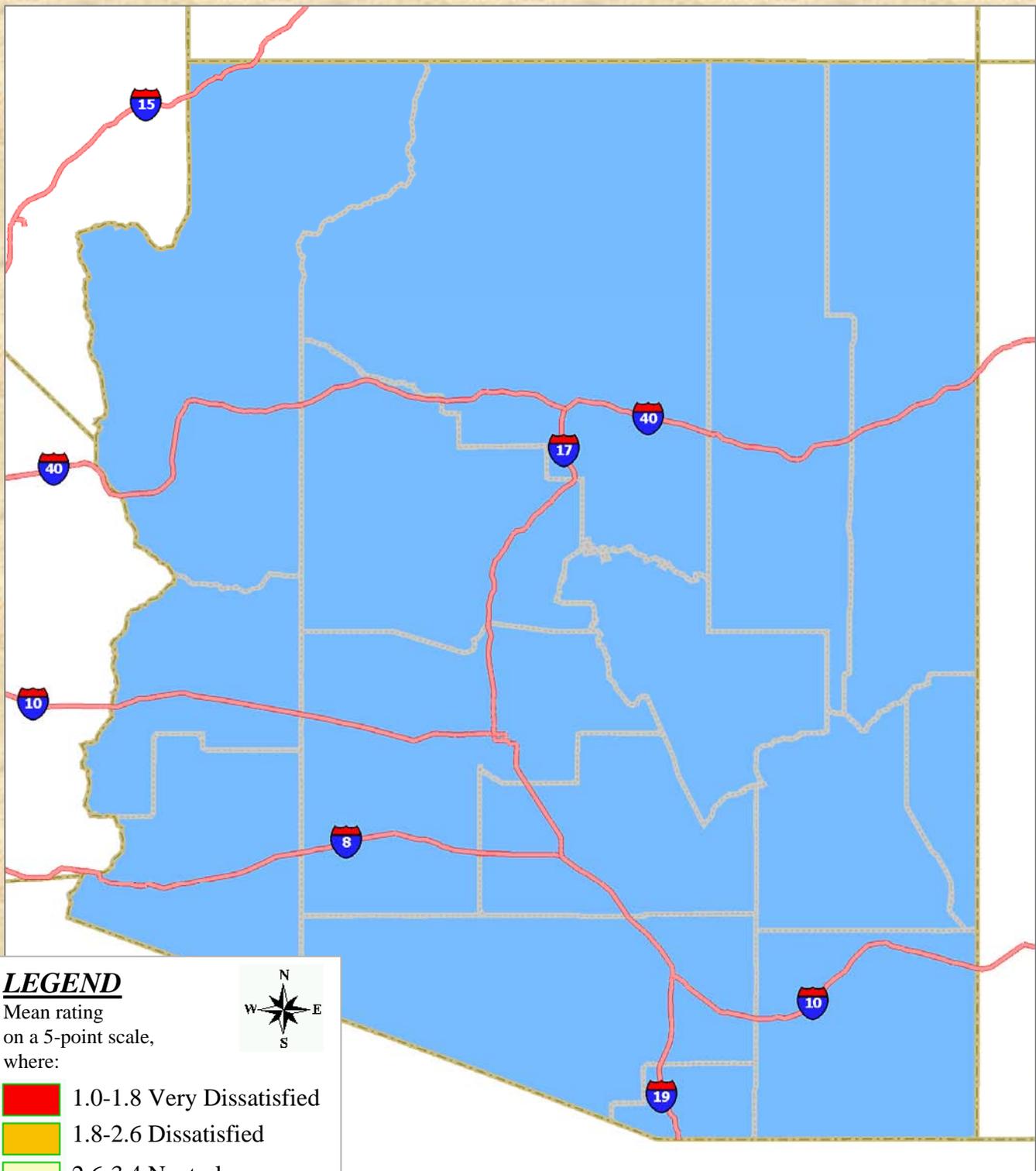
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24j The visibility of directional signage along highways



## **LEGEND**

Mean rating on a 5-point scale, where:



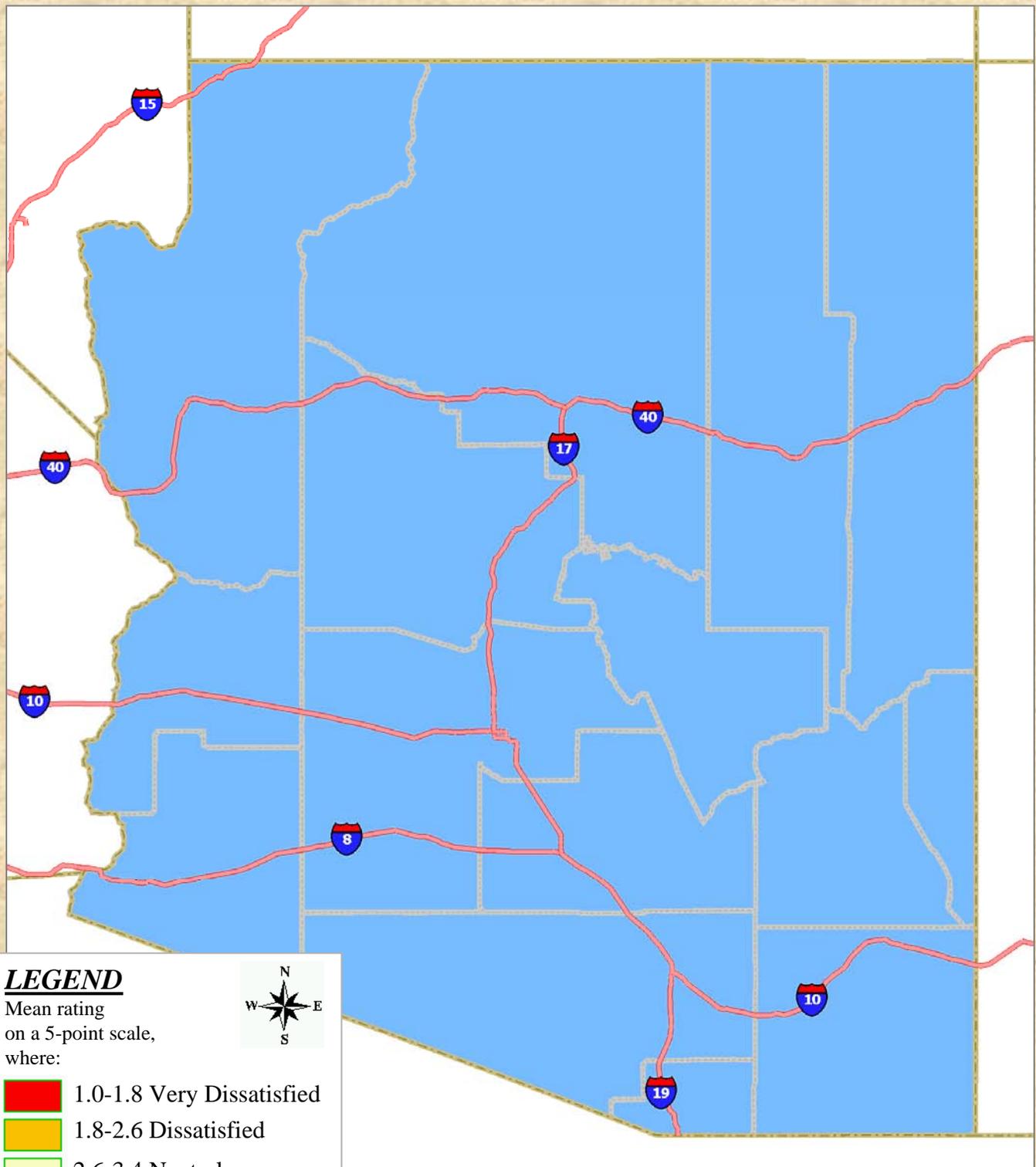
-  1.0-1.8 Very Dissatisfied
-  1.8-2.6 Dissatisfied
-  2.6-3.4 Neutral
-  3.4-4.2 Satisfied
-  4.2-5.0 Very Satisfied
-  Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24k The usefulness of directional signage along highways



## LEGEND

Mean rating on a 5-point scale, where:



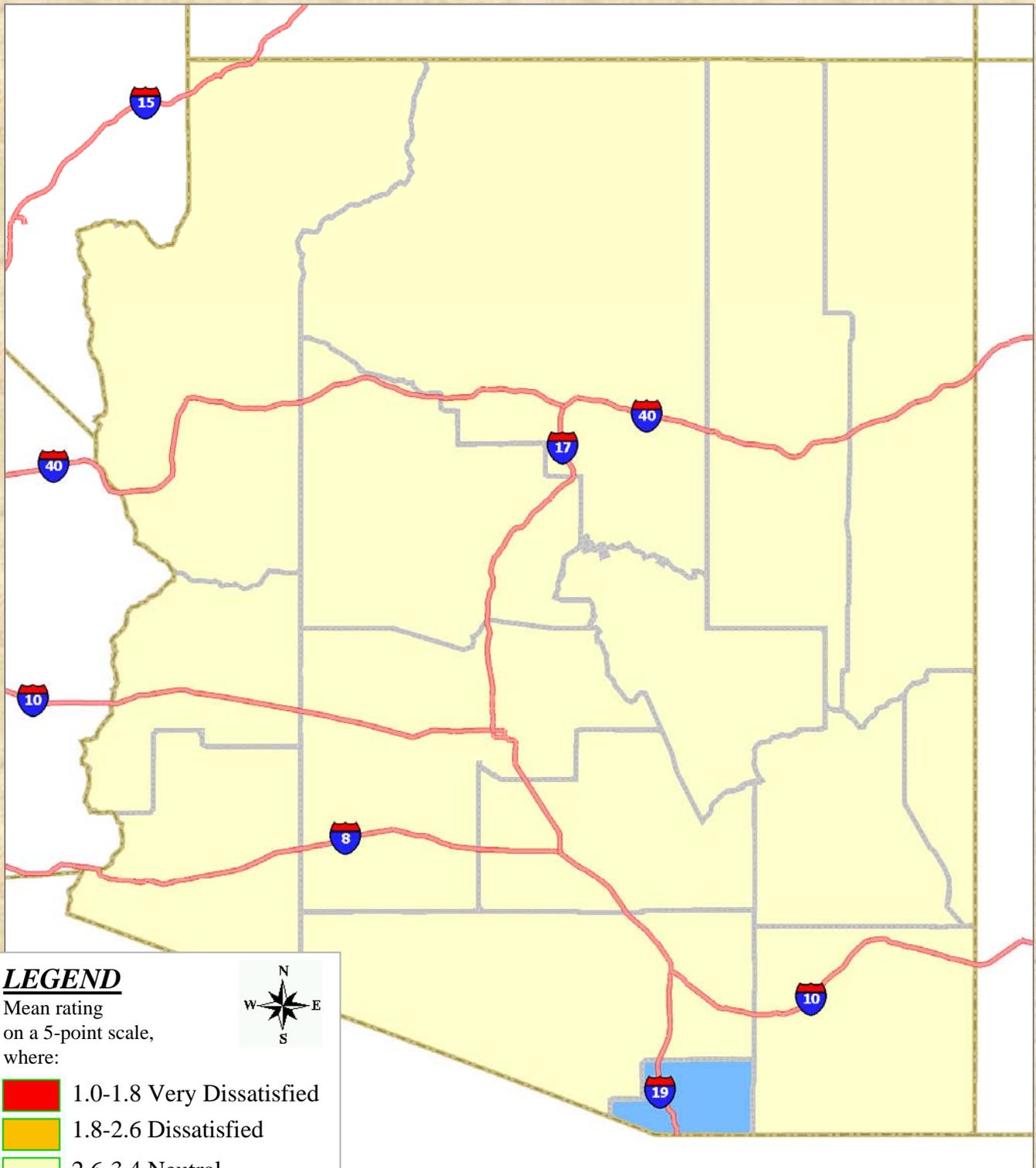
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24I Availability of alternate routes to bypass accidents or obstructions on highways



## LEGEND

Mean rating on a 5-point scale, where:



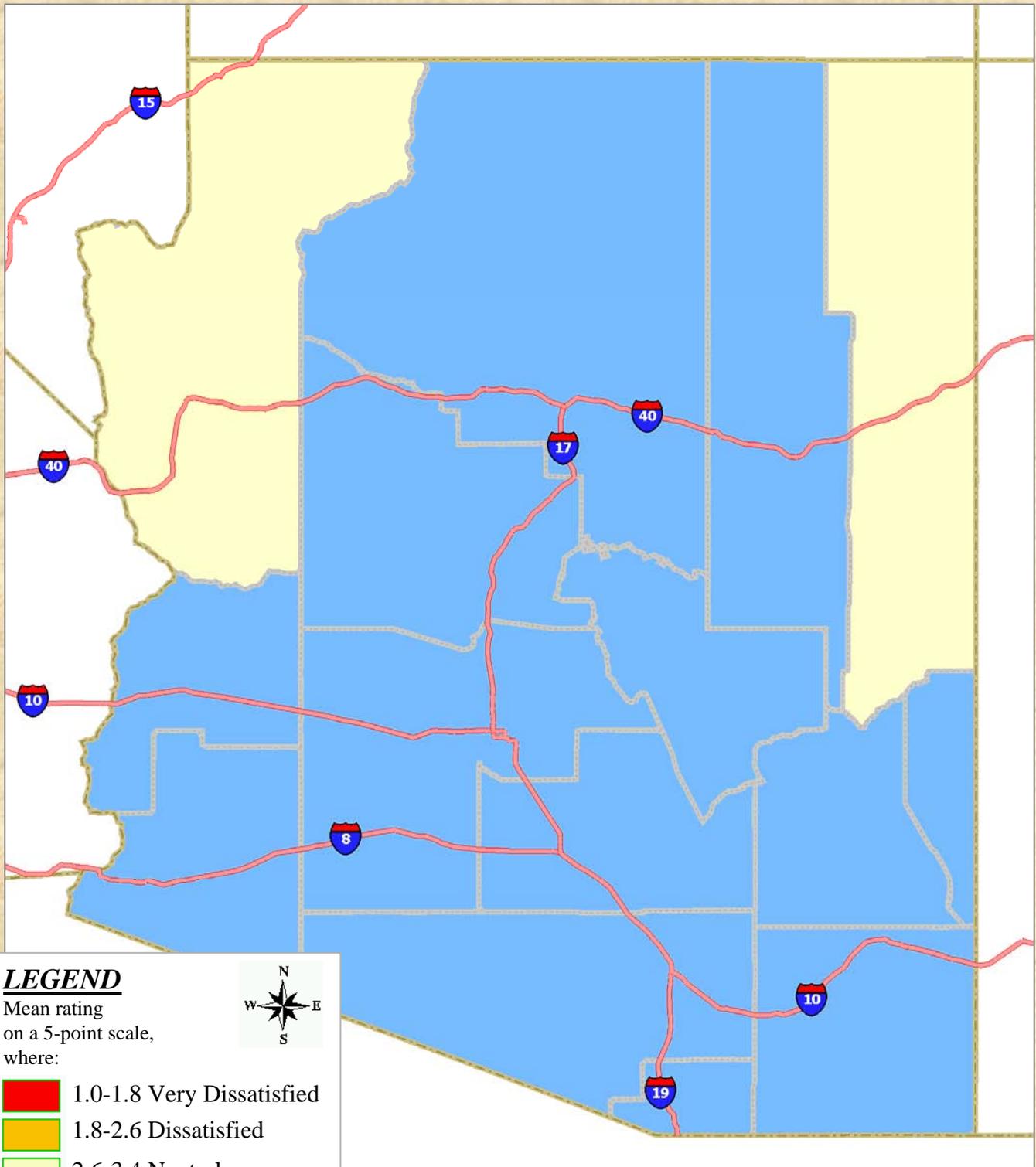
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q24m How quickly water drains from the surface of highways when it rains



## LEGEND

Mean rating on a 5-point scale, where:



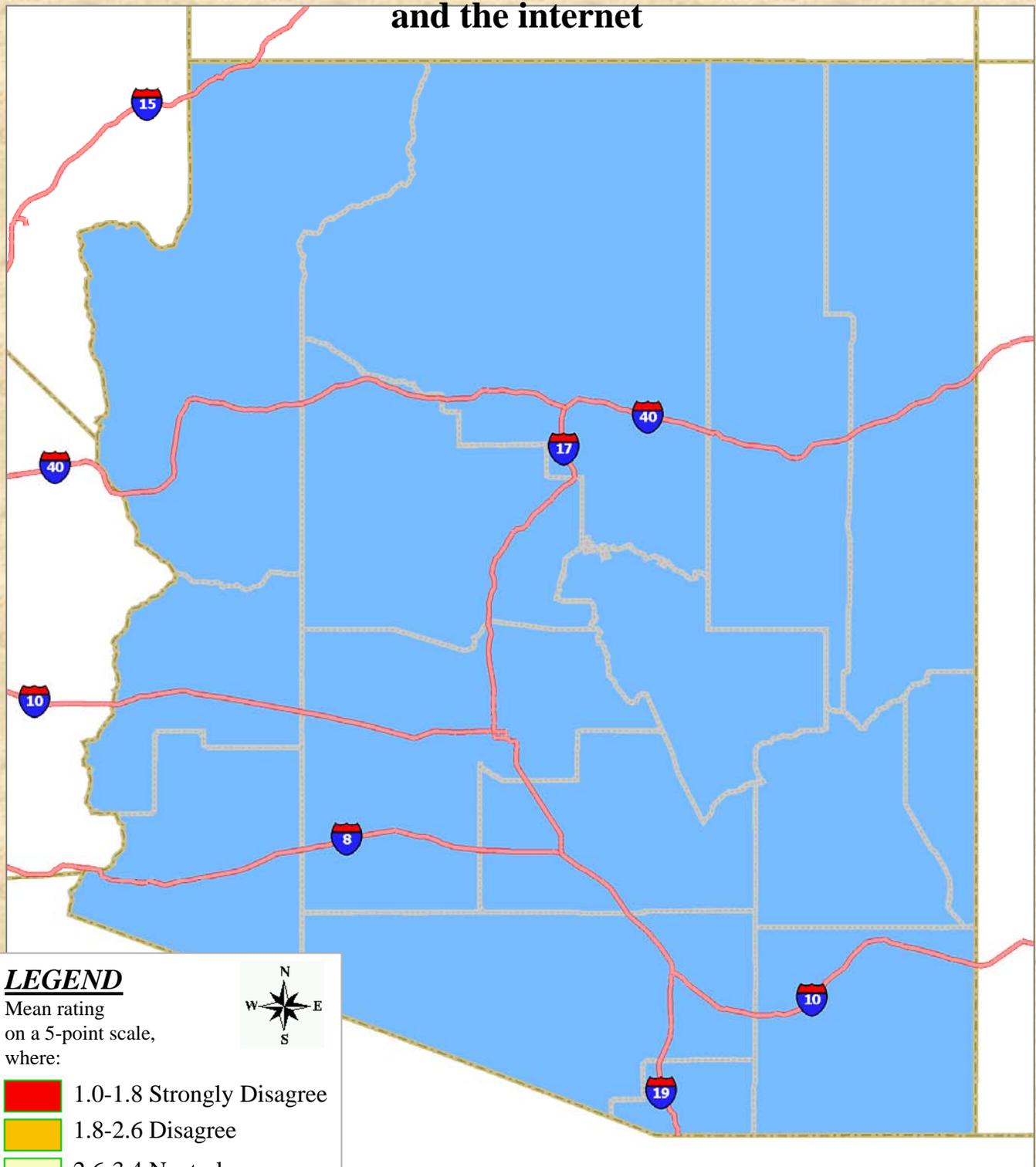
- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

**Q27a ADOT does a good job of informing the public prior to the start of highway construction projects via bulletins, various media and the internet**



**LEGEND**

Mean rating on a 5-point scale, where:

- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

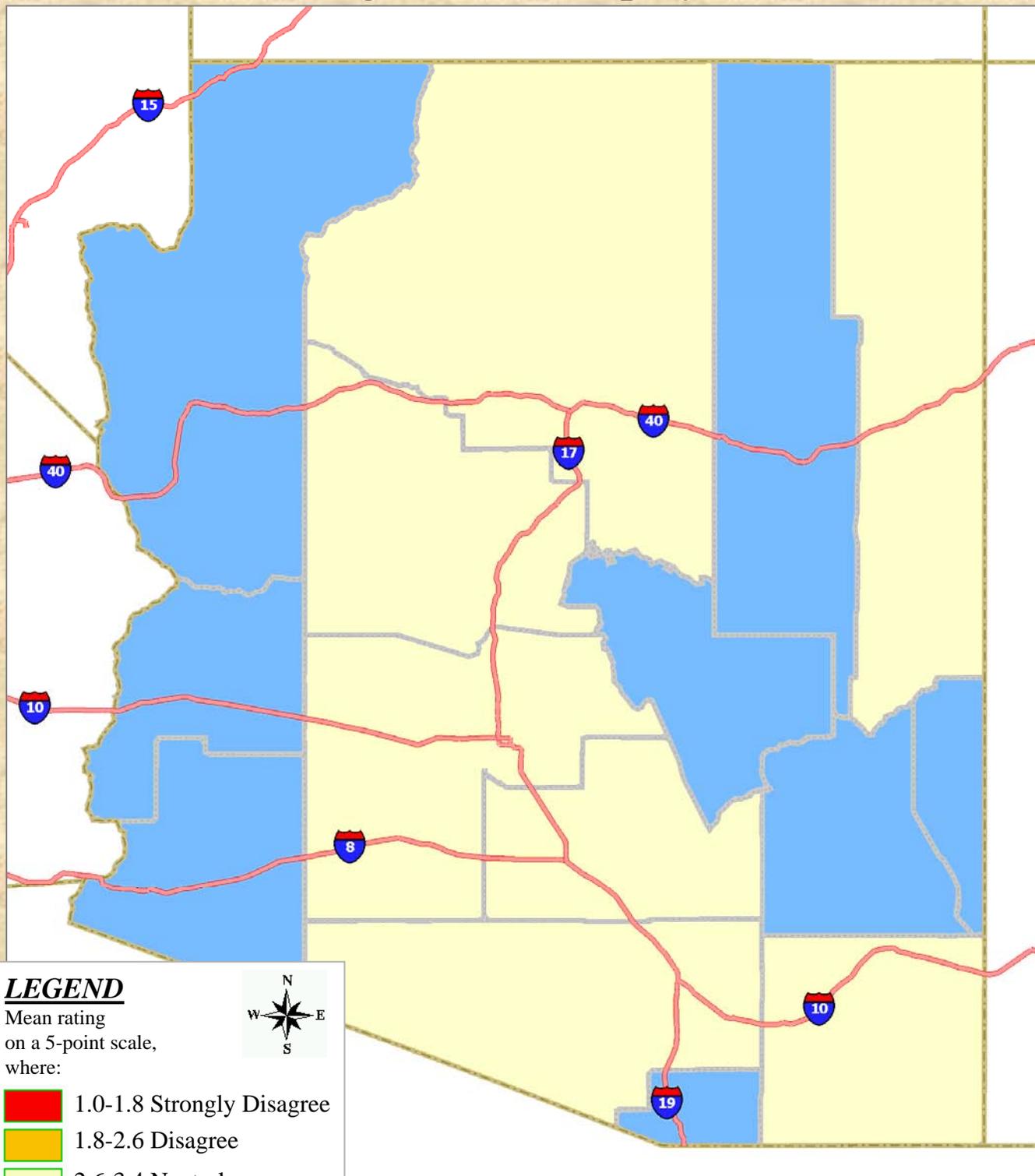


**ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q27b ADOT minimizes disruptions to communities during construction projects.



## LEGEND

Mean rating on a 5-point scale, where:



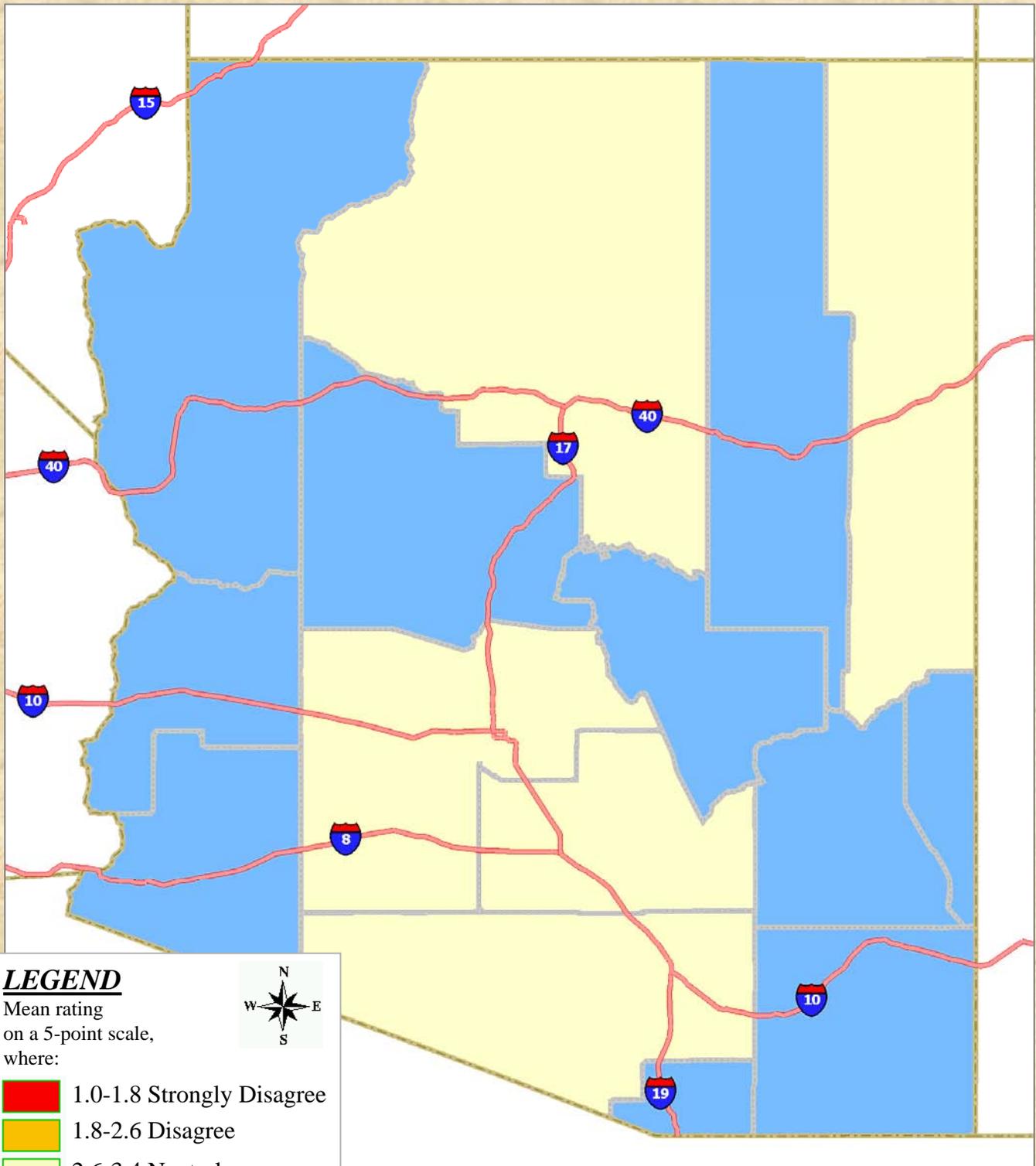
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q27c ADOT does a good job of minimizing disruptions to drivers during construction minimizes disruptions-drivers

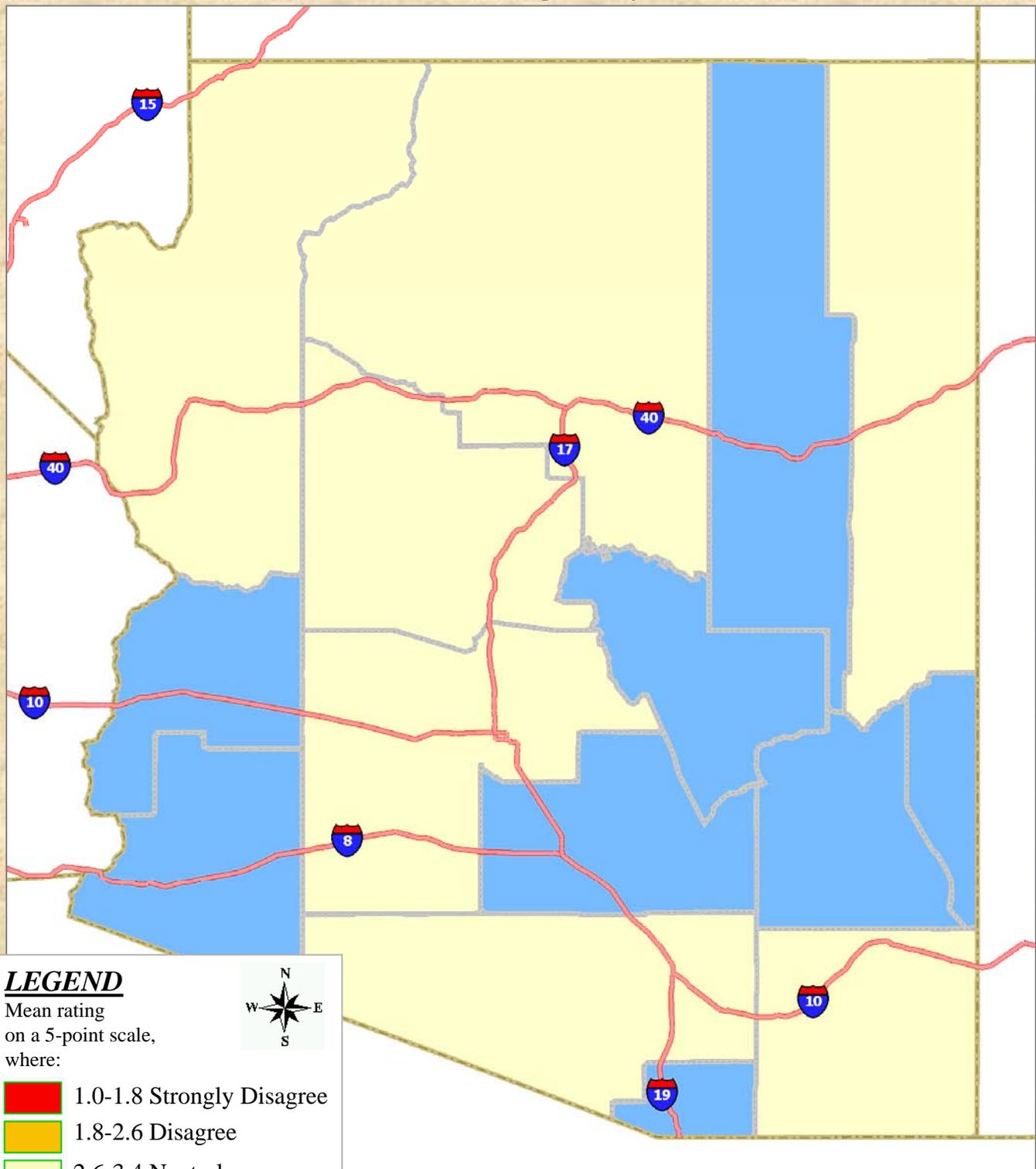


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q27d ADOT is responsive to the concerns of local communities about highway construction



## LEGEND

Mean rating on a 5-point scale, where:



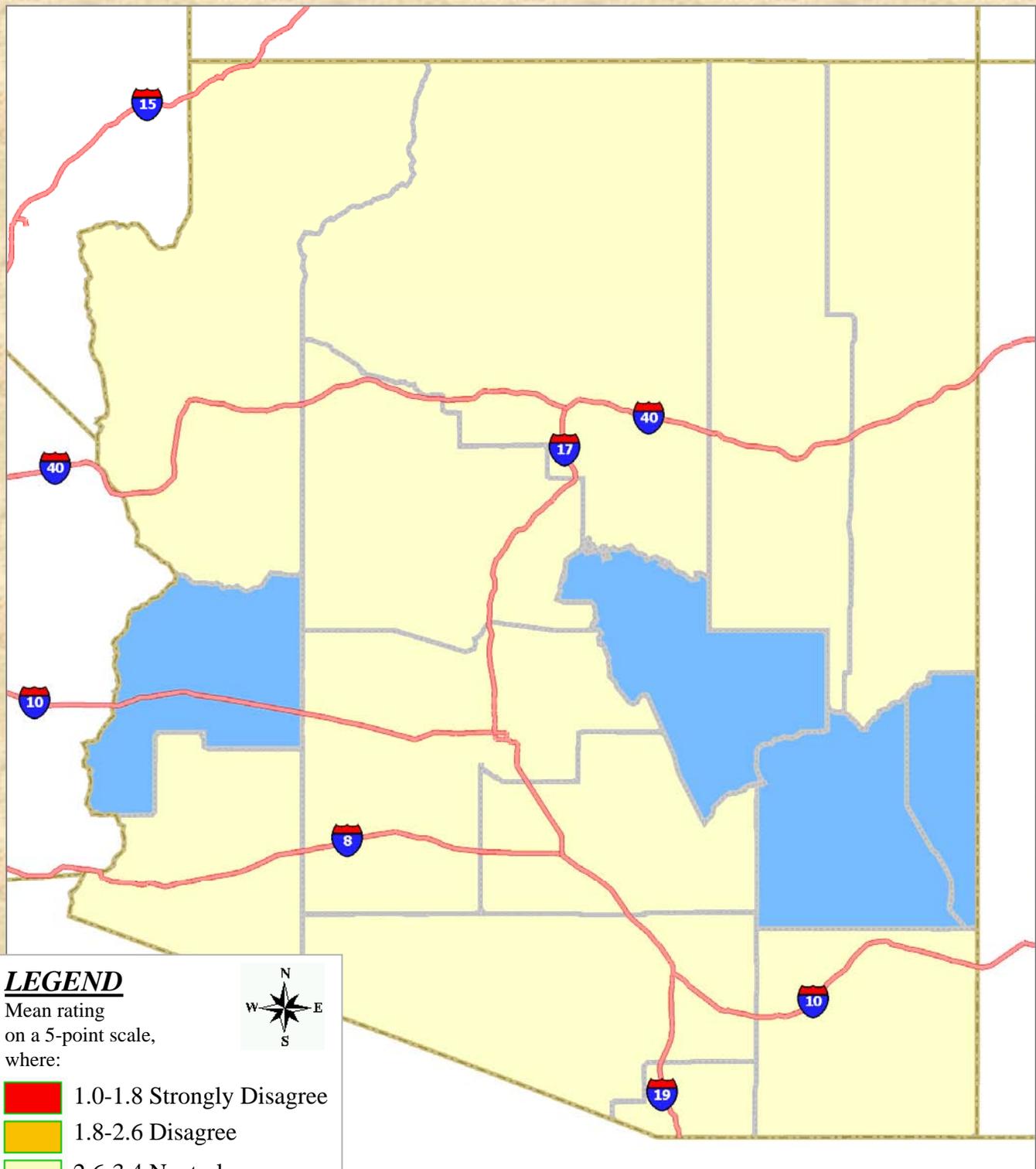
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q27e Highway construction projects are completed in a reasonable amount of time



## LEGEND

Mean rating on a 5-point scale, where:



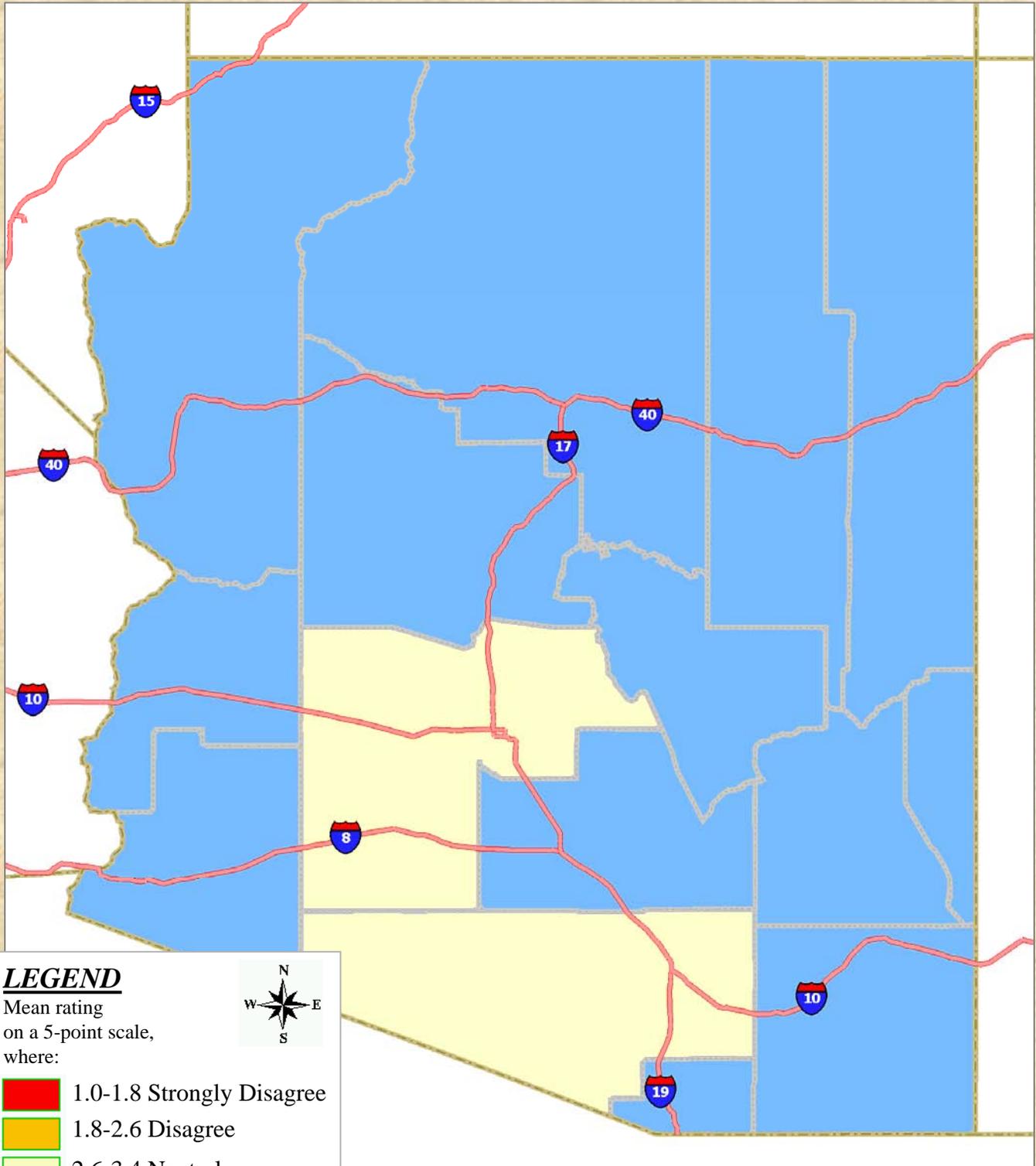
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q27f Overall, ADOT does a good job managing highway construction projects



## LEGEND

Mean rating on a 5-point scale, where:



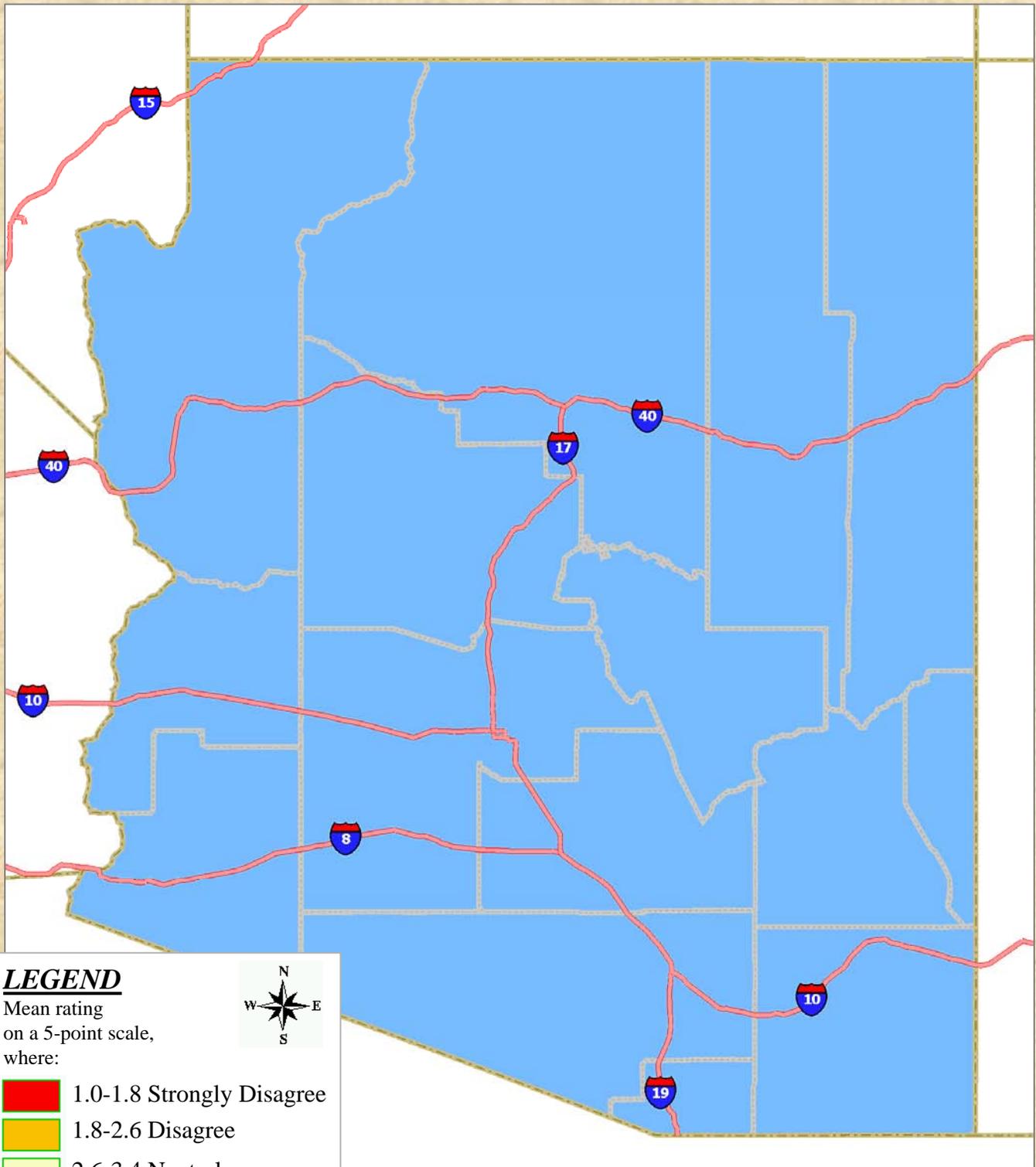
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q27g ADOT provides sufficient early visual warning & safe mobility through construction zones



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:

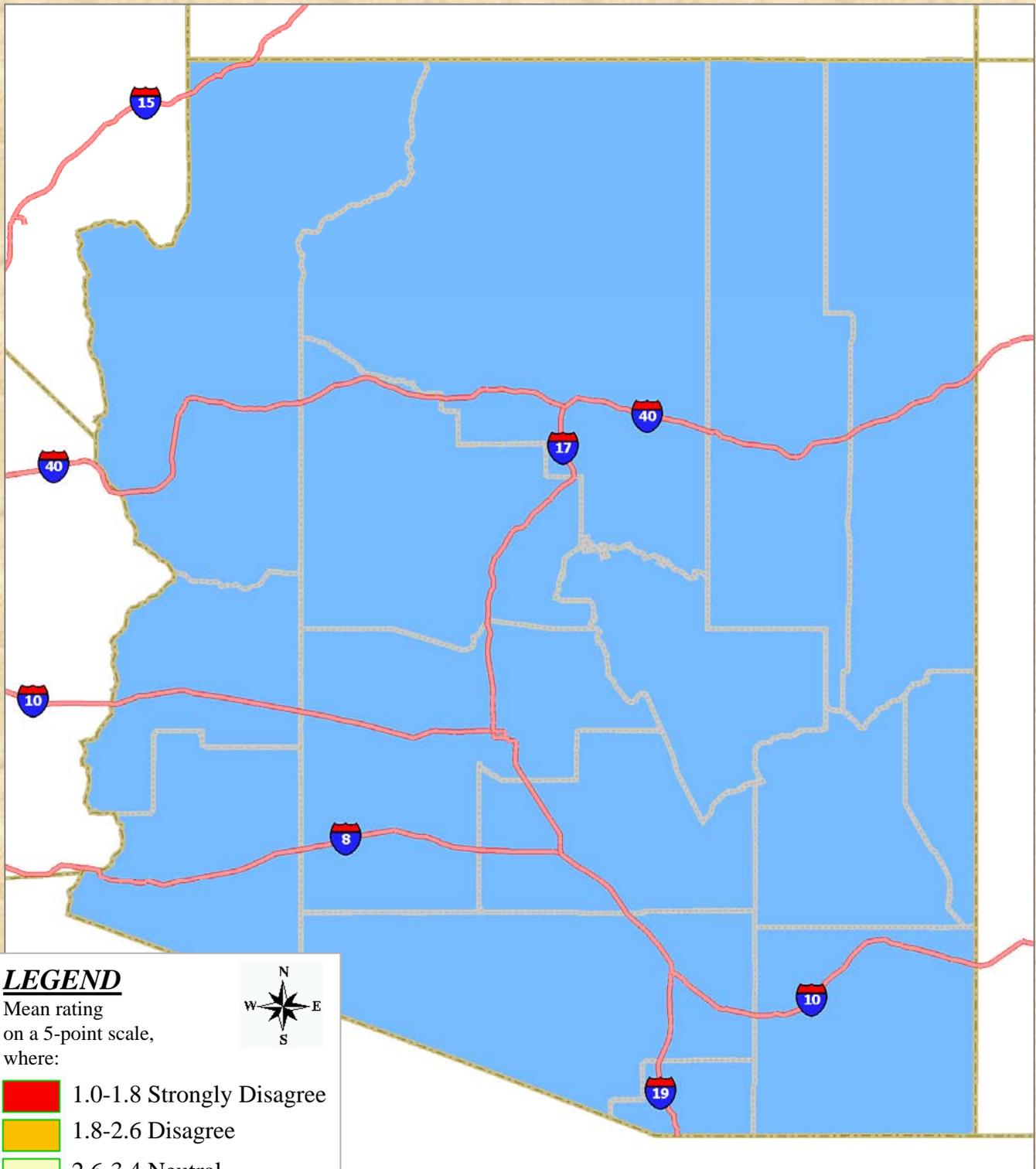
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q28a Overall, I feel safe traveling on highways in Arizona



## LEGEND

Mean rating on a 5-point scale, where:

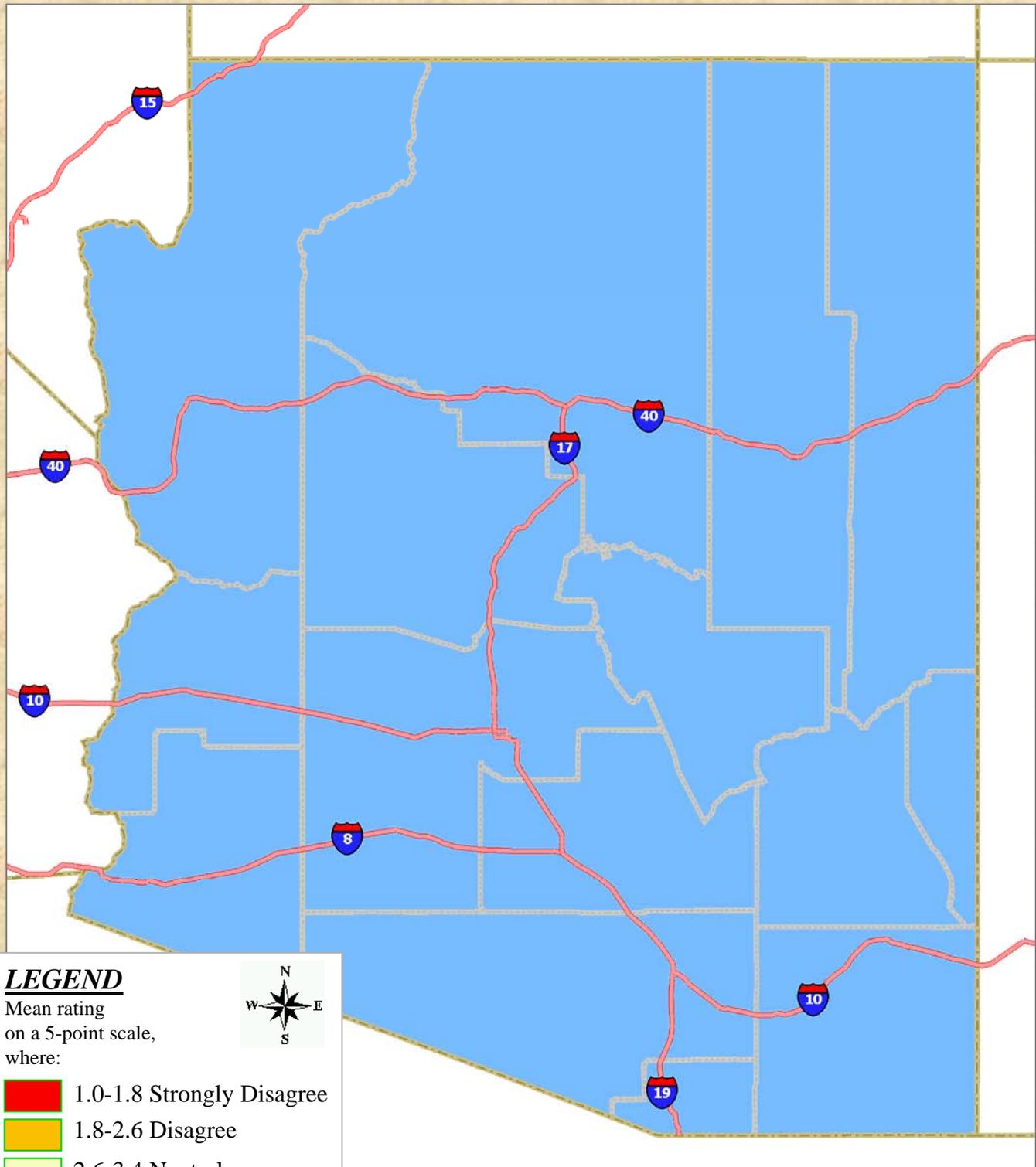
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q28b I think highways in Arizona are safer today than they were five years ago

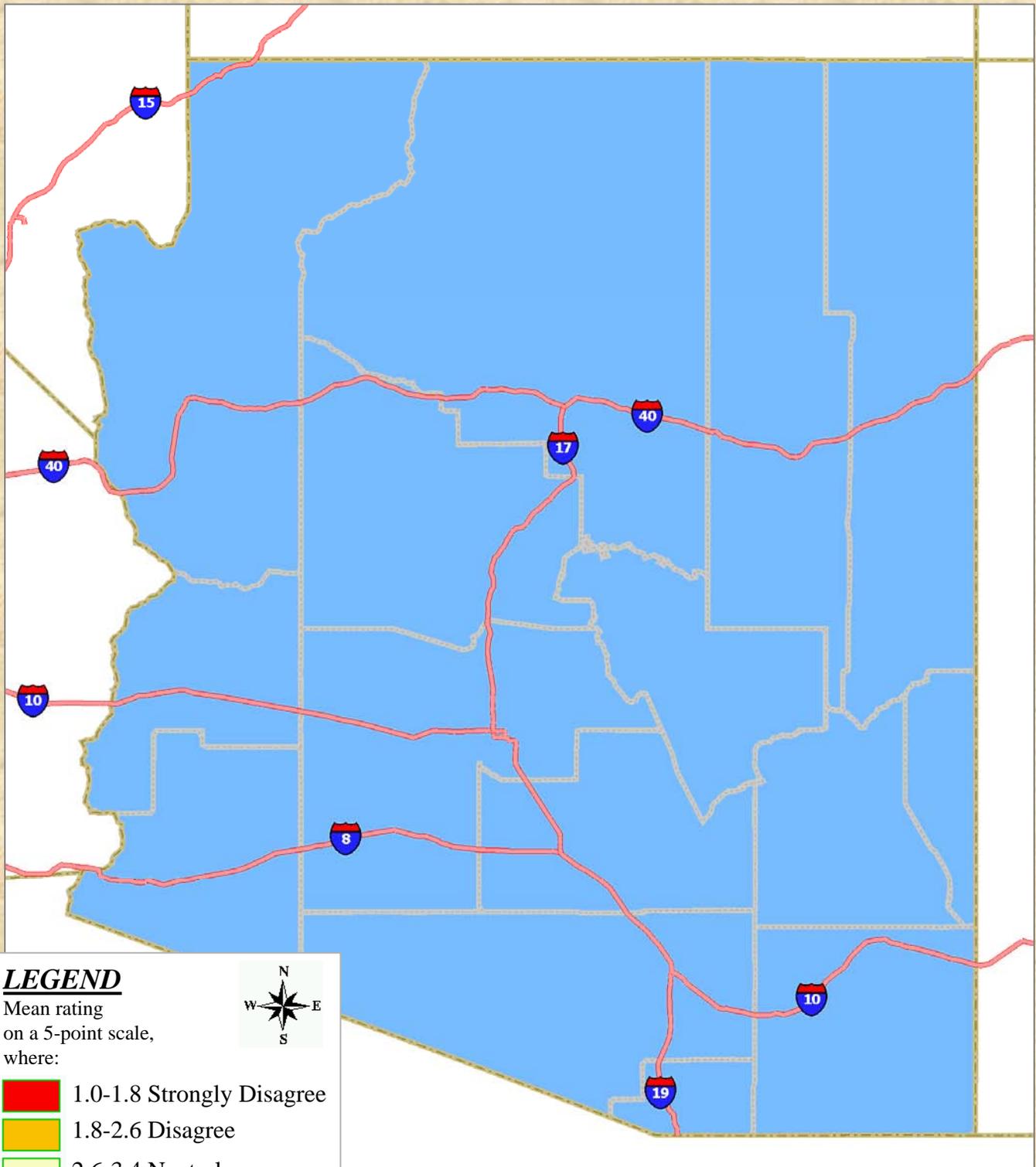


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q28c I feel safe when driving through work zones on Arizona highways



## LEGEND

Mean rating on a 5-point scale, where:



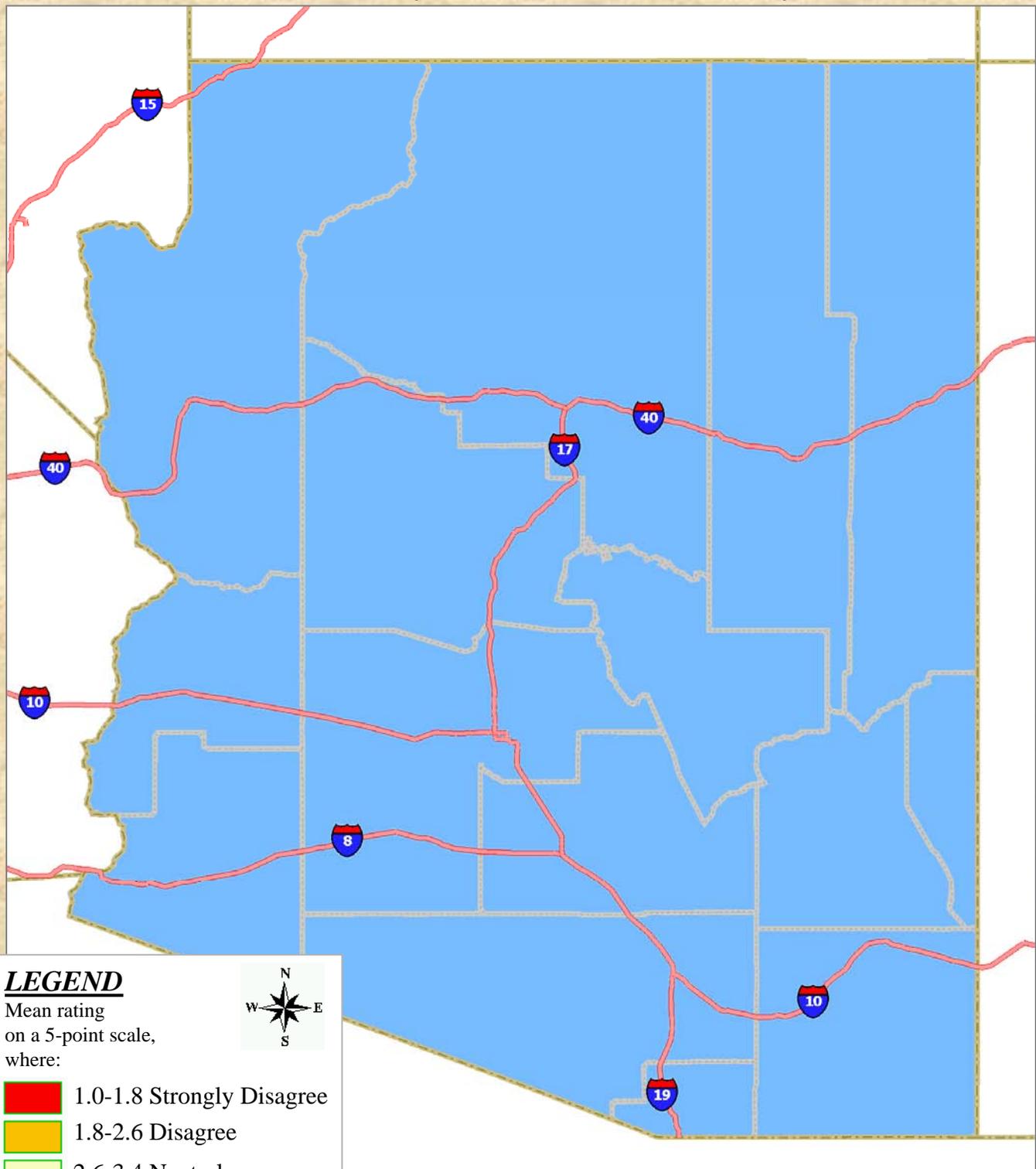
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q28d ADOT ensures the public is knowledgeable about safety features on roadways

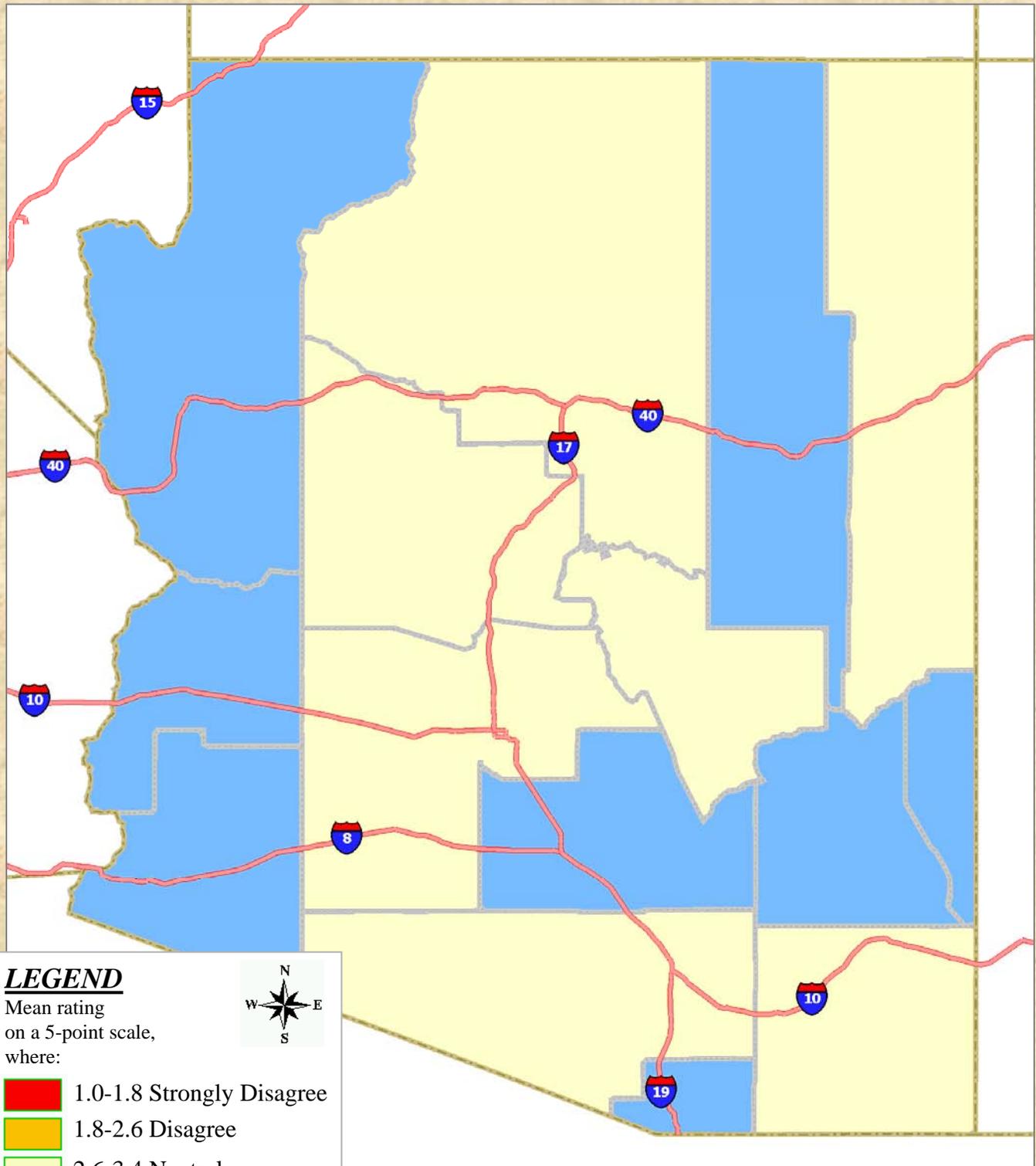


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q28e ADOT does a good job educating the public on the proper way to drive in adverse conditions



## LEGEND

Mean rating on a 5-point scale, where:



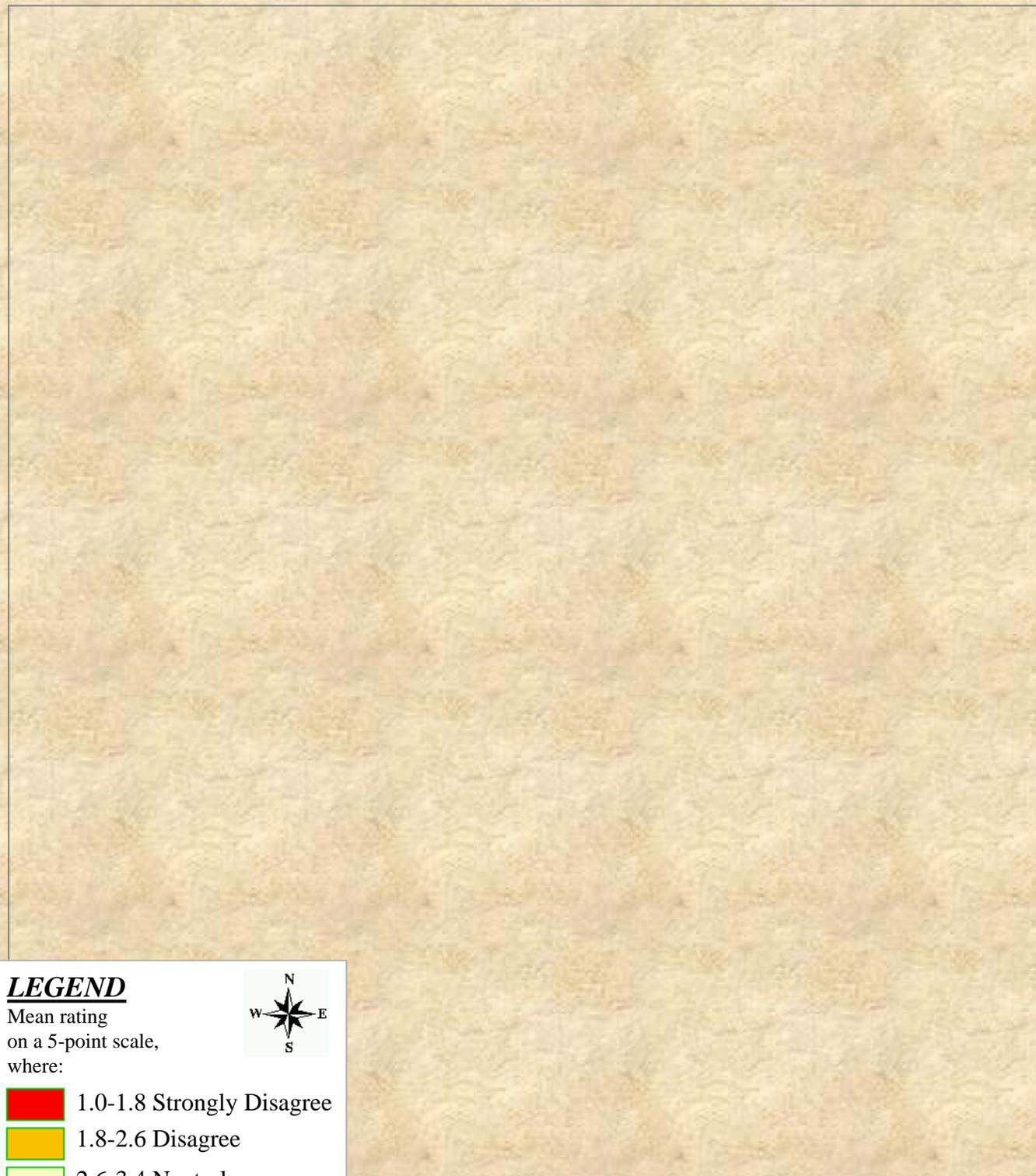
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

## Q29a I am familiar with the services ADOT provides



### **LEGEND**

Mean rating  
on a 5-point scale,  
where:



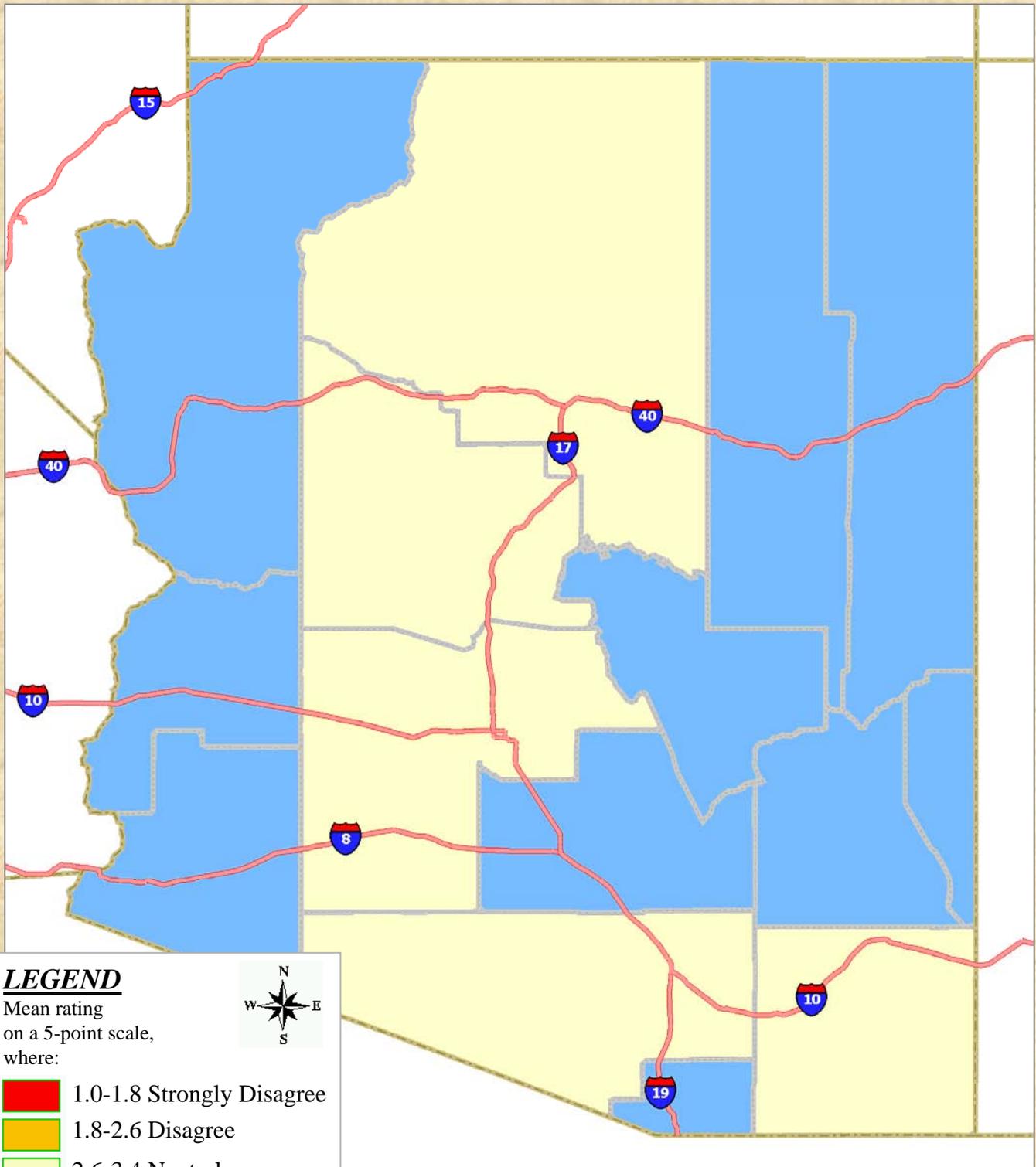
-  1.0-1.8 Strongly Disagree
-  1.8-2.6 Disagree
-  2.6-3.4 Neutral
-  3.4-4.2 Agree
-  4.2-5.0 Strongly Agree
-  Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q29b I trust ADOT officials to make good decisions about the State's future transportation system

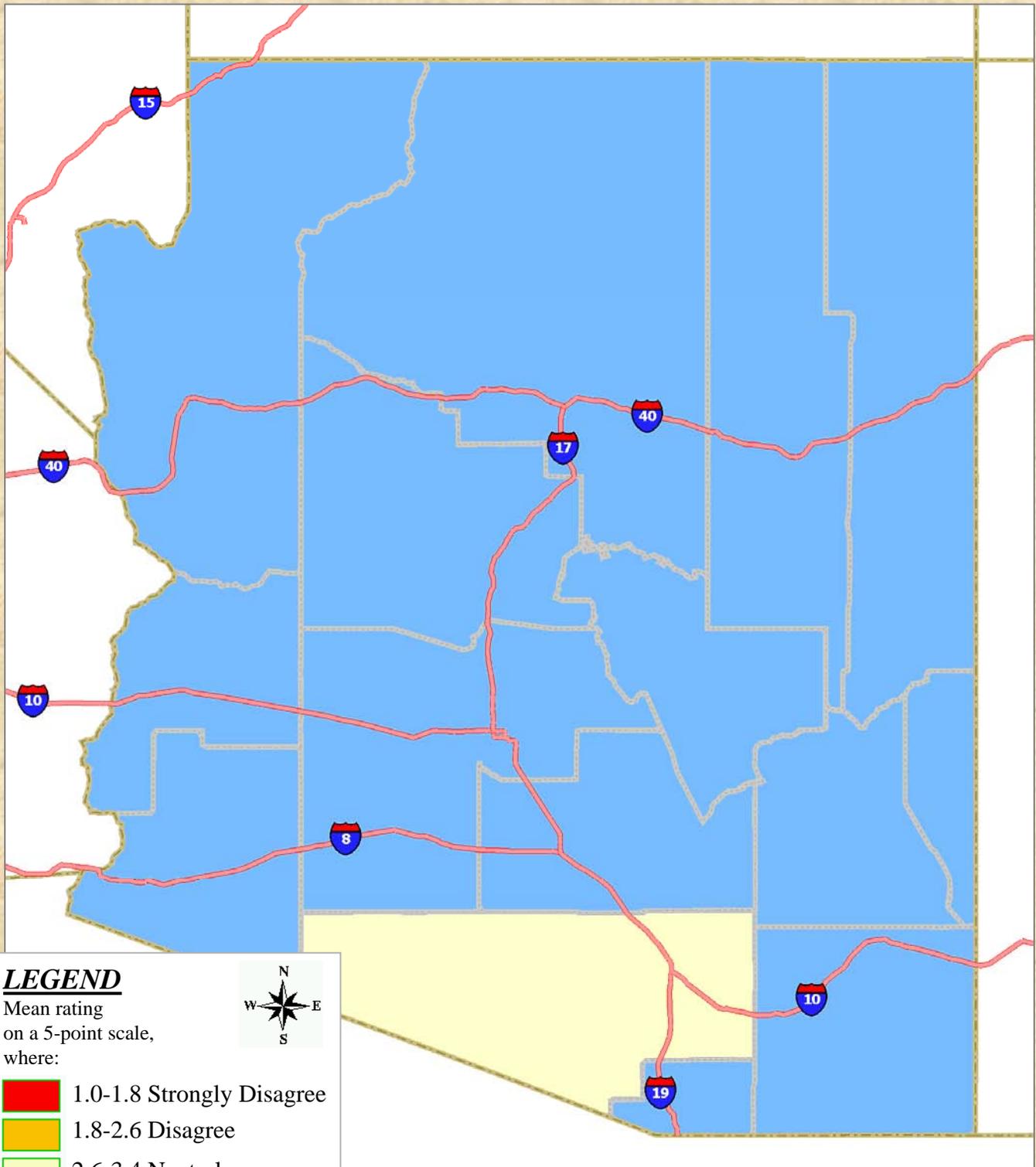


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q29c I think ADOT is moving in the right direction



## LEGEND

Mean rating on a 5-point scale, where:



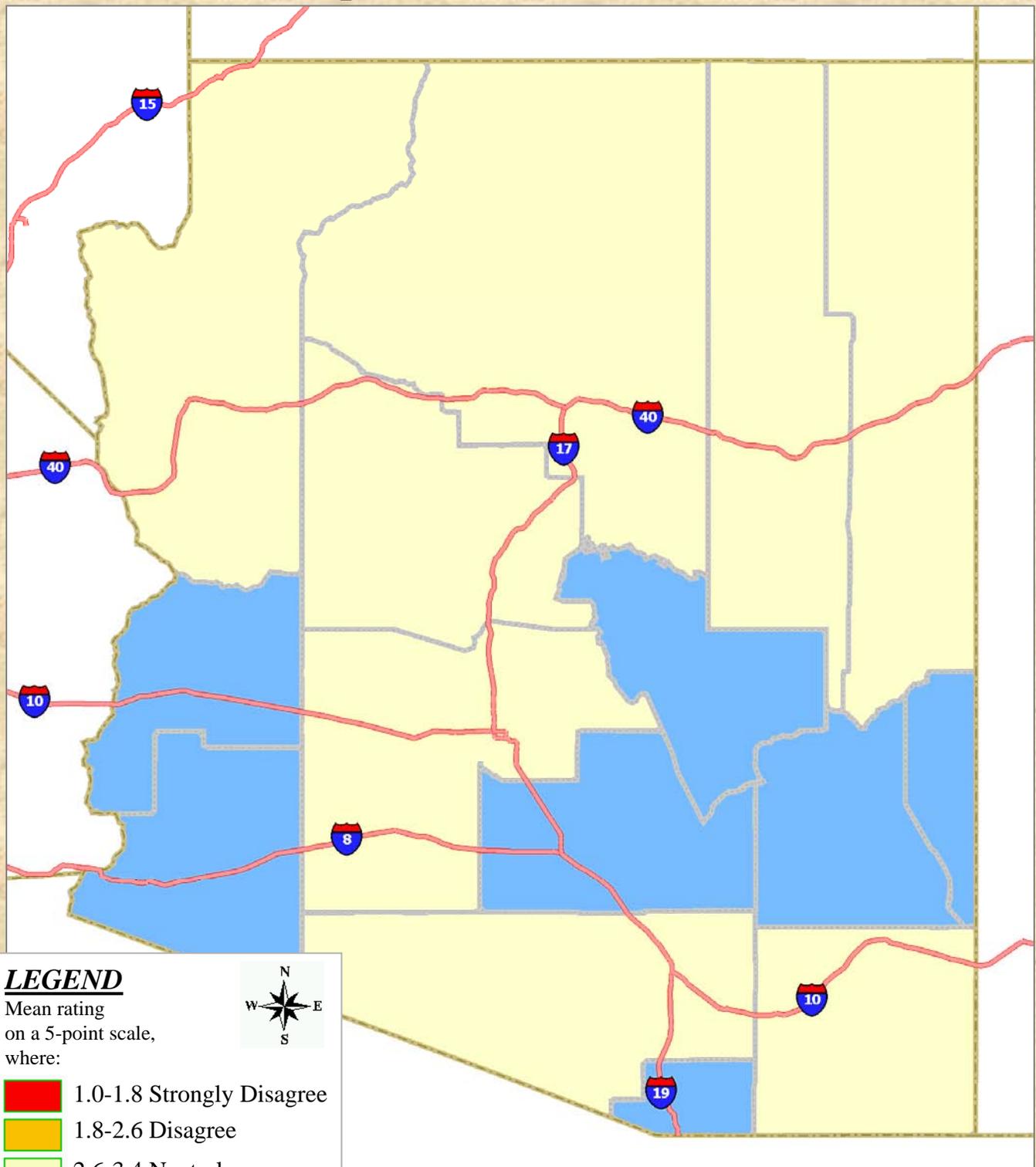
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q29d ADOT does a good job prioritizing highway improvements in Arizona



## LEGEND

Mean rating on a 5-point scale, where:



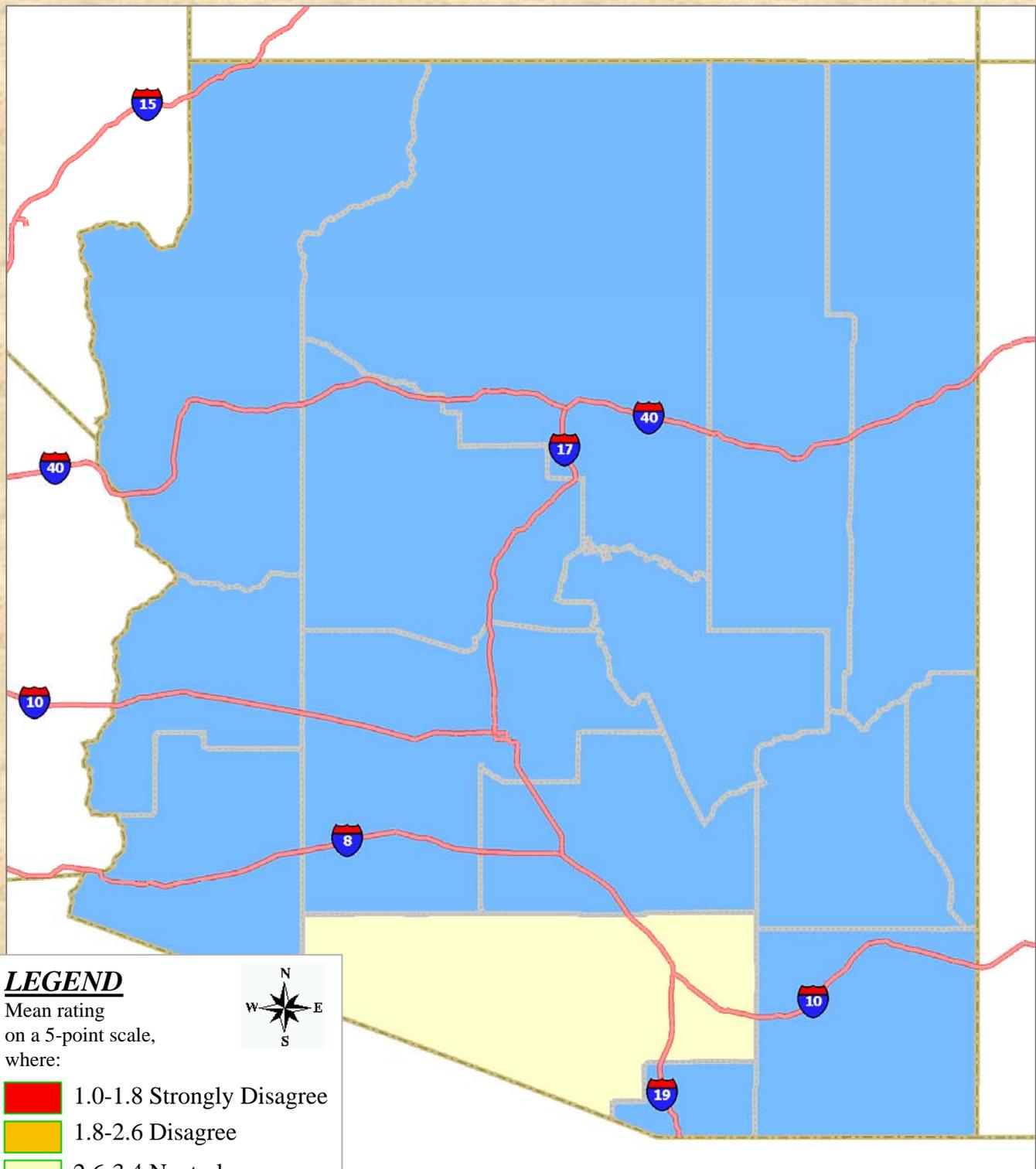
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q29e I think ADOT adequately supports airports in Arizona



## LEGEND

Mean rating on a 5-point scale, where:

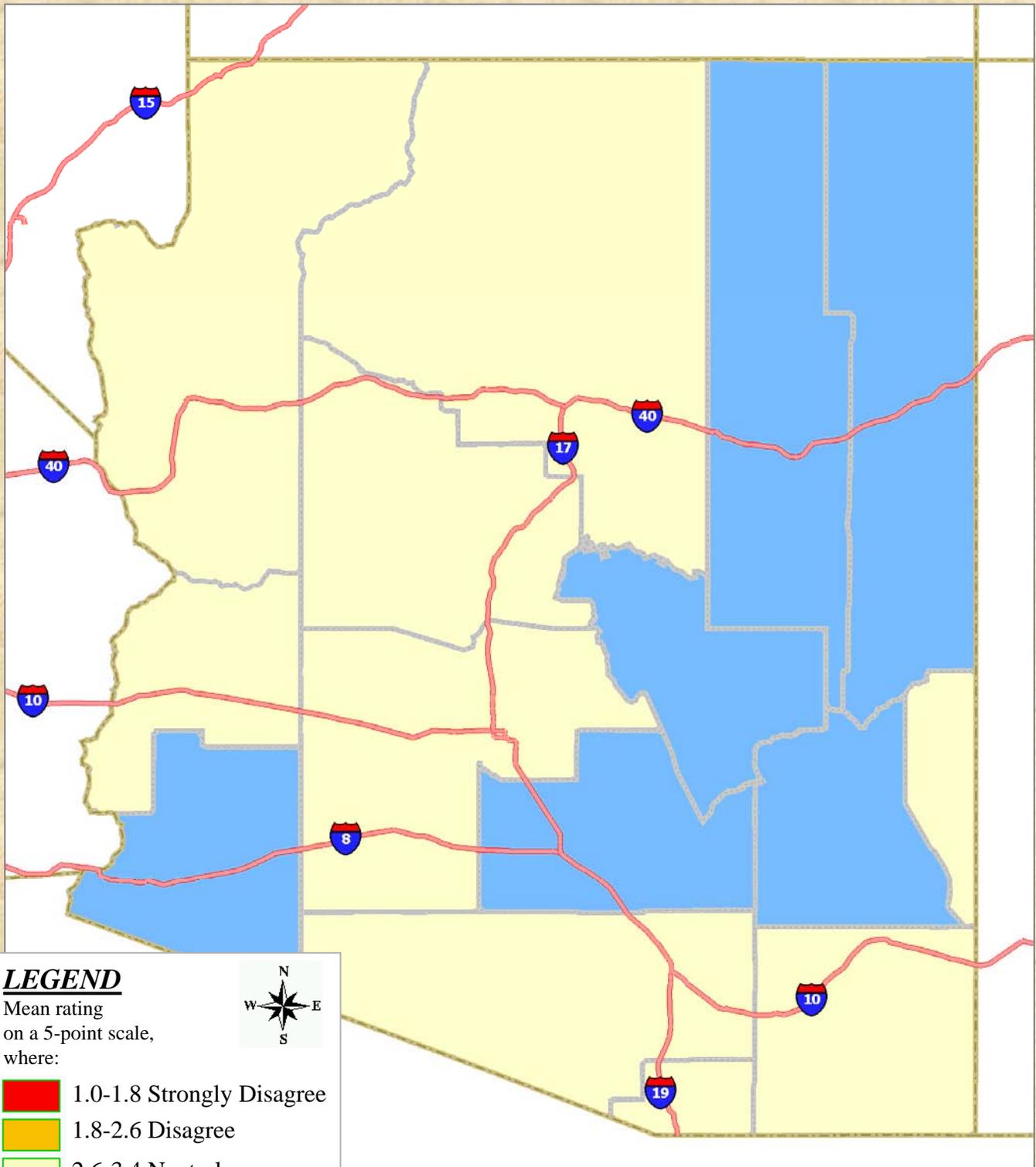
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q29f I think ADOT adequately supports public transportation in Arizona



## **LEGEND**

Mean rating on a 5-point scale, where:



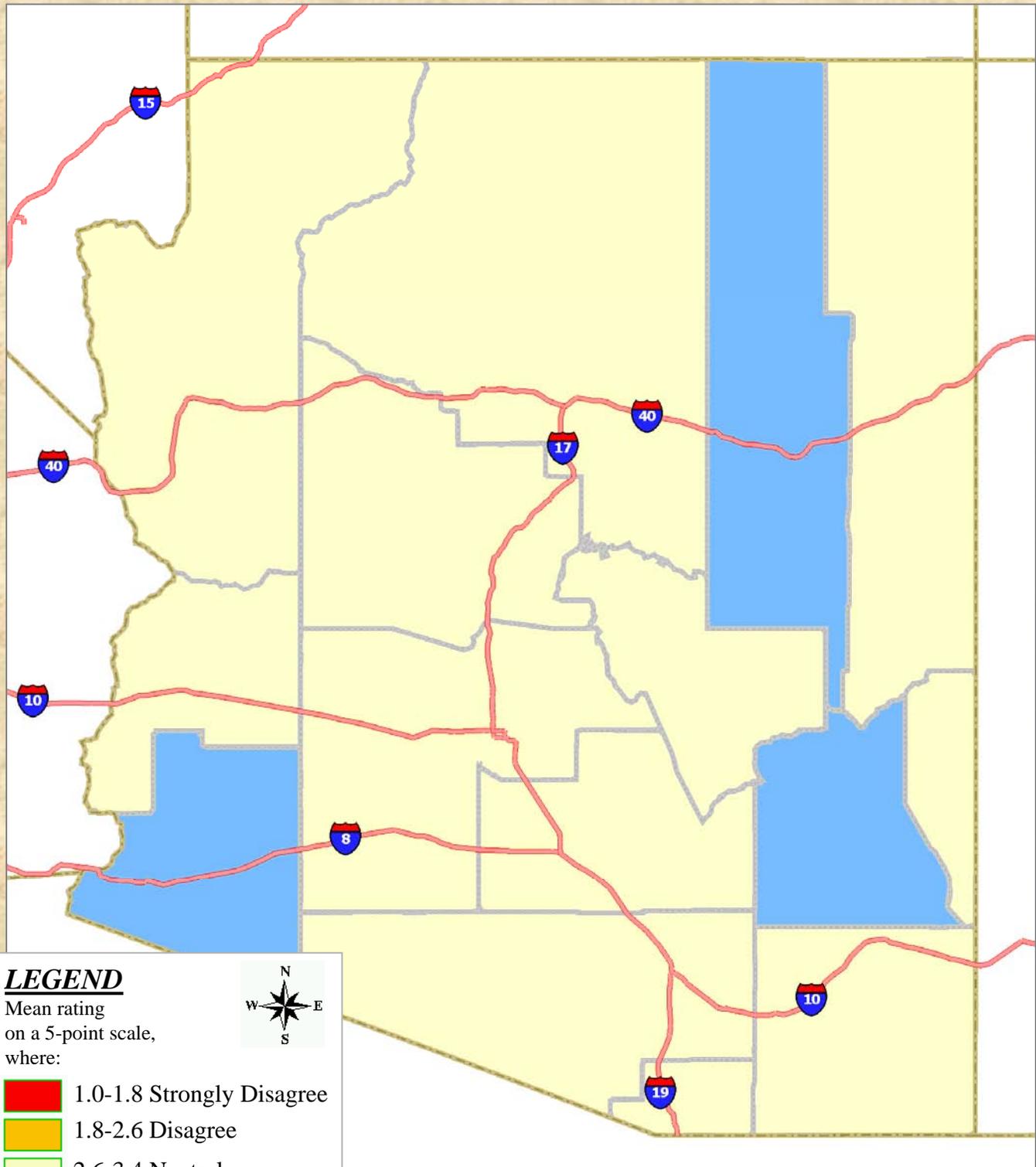
-  1.0-1.8 Strongly Disagree
-  1.8-2.6 Disagree
-  2.6-3.4 Neutral
-  3.4-4.2 Agree
-  4.2-5.0 Strongly Agree
-  Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q29g I think ADOT adequately supports freight and intercity passenger rail service in Arizona



## **LEGEND**

Mean rating  
on a 5-point scale,  
where:

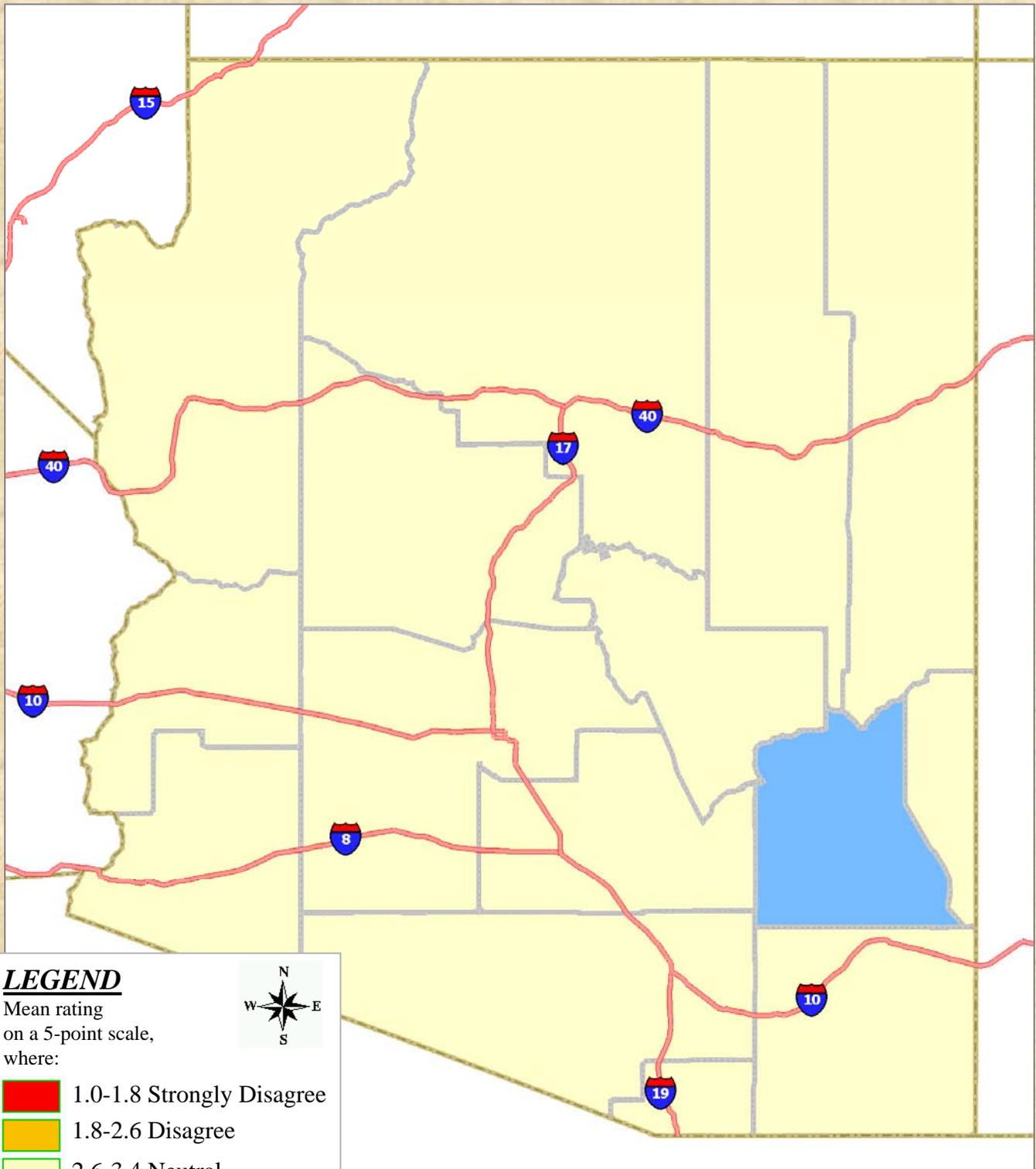
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## **ADOT Resident Assessment Survey**

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q29h I think ADOT adequately supports pedestrian and bicycle facilities in Arizona



**LEGEND**

Mean rating on a 5-point scale, where:



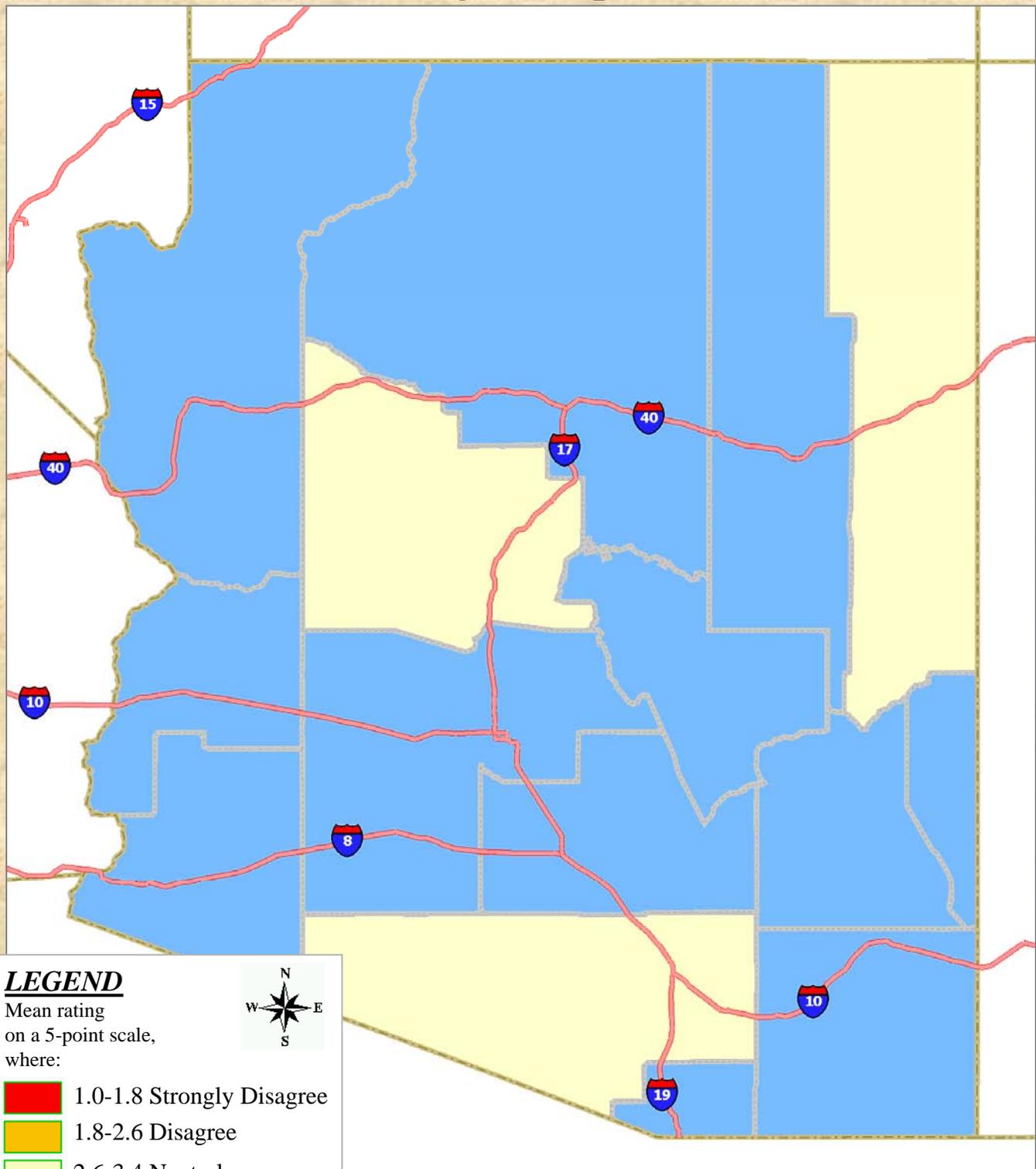
- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q29i I think ADOT is responsive to the concerns of the general public

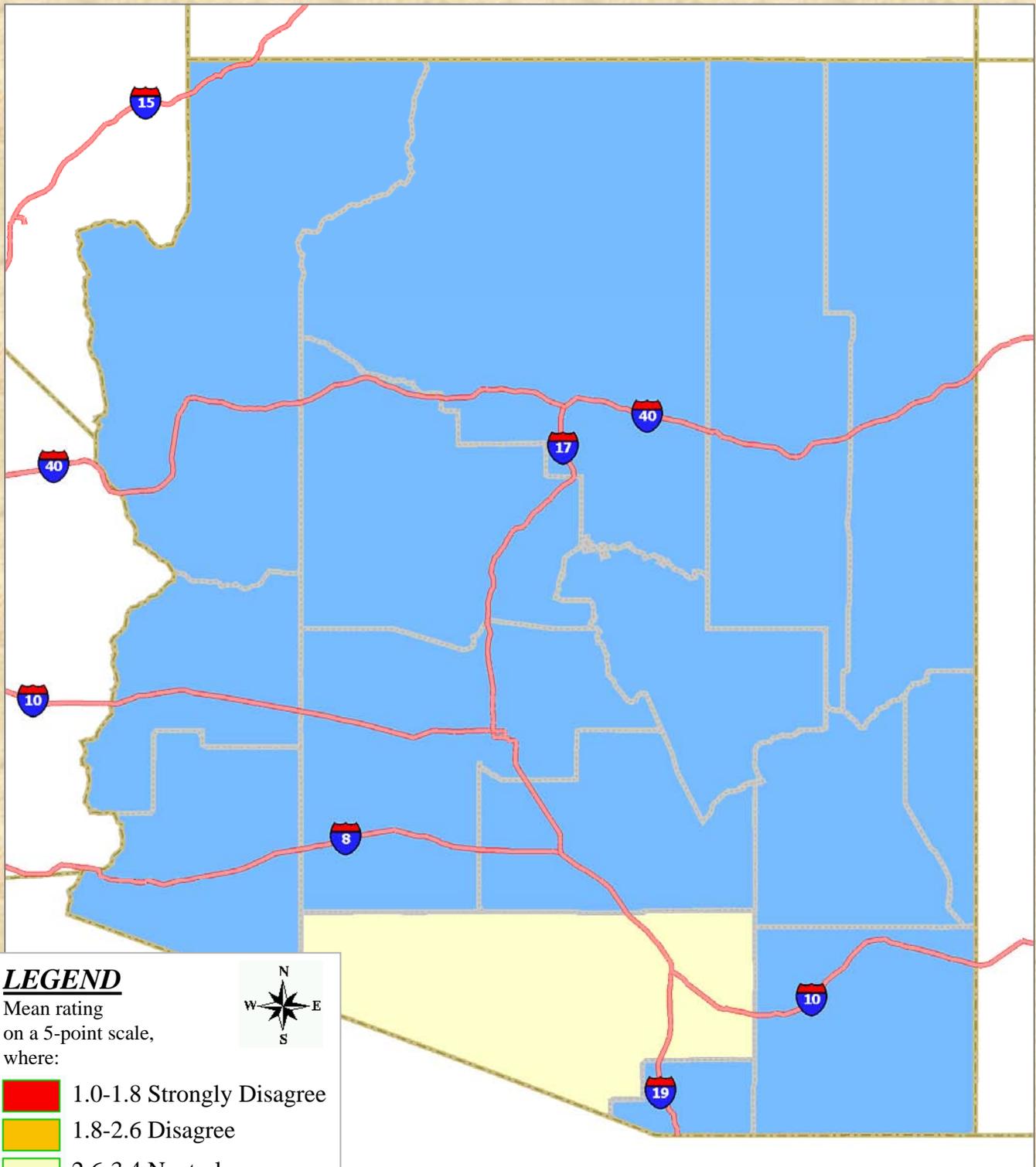


## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses

# Q29j I think ADOT has a good image



## LEGEND

Mean rating on a 5-point scale, where:



- 1.0-1.8 Strongly Disagree
- 1.8-2.6 Disagree
- 2.6-3.4 Neutral
- 3.4-4.2 Agree
- 4.2-5.0 Strongly Agree
- Other

## ADOT Resident Assessment Survey

Shading reflects the mean rating for all respondents by County

Note: "Other" areas did not contain any responses



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Report 655  
Appendix D: Resident Assessment Survey  
Results by County

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

October 2010

**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration

**Q1 Transportation Priorities. Please indicate how important the following transportation issues are to you by circling the corresponding number below.**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q1a Expanding public transportation services</u>																
Extremely Important	25.8%	31.1%	28.5%	36.0%	26.1%	25.2%	24.0%	35.1%	16.9%	25.6%	28.0%	34.6%	38.0%	26.3%	35.3%	33.0%
Very Important	22.6%	18.5%	17.9%	15.2%	13.1%	17.2%	17.3%	19.5%	19.4%	20.6%	15.3%	19.6%	26.0%	22.1%	17.0%	18.6%
Important	20.0%	26.5%	22.5%	21.3%	22.9%	23.8%	20.0%	22.5%	29.4%	28.1%	24.8%	22.9%	19.3%	21.6%	19.6%	22.9%
Less Important	12.9%	12.6%	11.3%	7.3%	10.5%	7.3%	12.0%	6.3%	14.4%	11.3%	13.7%	8.5%	4.7%	9.5%	7.2%	8.3%
Not Important	12.3%	7.3%	12.6%	17.1%	20.3%	19.2%	15.3%	12.6%	13.1%	10.0%	12.4%	11.1%	4.7%	15.3%	13.1%	12.5%
Don't Know	6.5%	4.0%	7.3%	3.0%	7.2%	7.3%	11.3%	4.0%	6.9%	4.4%	5.9%	3.3%	7.3%	5.3%	7.8%	4.7%
<u>Q1b Relieving congestion on highways</u>																
Extremely Important	33.8%	36.4%	40.1%	37.8%	37.3%	29.8%	36.0%	50.7%	23.3%	35.2%	42.0%	54.2%	41.3%	34.7%	30.7%	45.7%
Very Important	26.0%	25.8%	21.7%	29.9%	24.2%	30.5%	22.7%	28.5%	32.7%	24.5%	29.0%	26.1%	32.0%	28.9%	23.5%	27.8%
Important	22.1%	23.8%	26.3%	22.0%	24.2%	25.8%	22.7%	16.6%	25.2%	25.8%	20.5%	9.8%	19.3%	26.8%	31.4%	19.3%
Less Important	6.5%	3.3%	3.3%	6.7%	6.5%	4.0%	9.3%	0.7%	8.8%	5.7%	5.2%	6.5%	2.7%	5.8%	4.6%	2.5%
Not Important	6.5%	7.3%	3.3%	2.4%	3.3%	4.6%	6.0%	3.3%	6.3%	6.3%	1.3%	2.6%	2.0%	1.1%	4.6%	3.4%
Don't Know	5.2%	3.3%	5.3%	1.2%	4.6%	5.3%	3.3%	0.3%	3.8%	2.5%	2.0%	0.7%	2.7%	2.6%	5.2%	1.2%

**Q1 Transportation Priorities. Please indicate how important the following transportation issues are to you by circling the corresponding number below.**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q1c Repairing and maintaining existing highways</u>																
Extremely Important	60.3%	55.0%	60.5%	55.5%	53.6%	54.3%	58.7%	43.7%	58.1%	59.4%	55.4%	54.9%	62.0%	51.1%	56.9%	48.1%
Very Important	23.7%	29.8%	27.0%	27.4%	26.8%	30.5%	24.7%	35.4%	27.5%	23.1%	27.4%	32.7%	24.0%	30.0%	27.5%	32.7%
Important	9.0%	12.6%	5.9%	12.2%	14.4%	9.3%	12.7%	17.2%	11.3%	11.9%	13.7%	9.8%	11.3%	14.2%	8.5%	15.4%
Less Important	1.9%	2.0%	0.7%	2.4%	2.0%	0.7%	2.7%	2.0%	1.3%	2.5%	1.0%	2.6%	0.7%	2.1%	2.0%	1.9%
Not Important	1.9%	0.0%	1.3%	1.2%	0.7%	1.3%	1.3%	0.7%	0.6%	1.9%	1.0%	0.0%	0.7%	1.1%	1.3%	0.8%
Don't Know	3.2%	0.7%	4.6%	1.2%	2.6%	4.0%	0.0%	1.0%	1.3%	1.3%	1.6%	0.0%	1.3%	1.6%	3.9%	1.1%
<u>Q1d Providing more direct links between communities in Arizona</u>																
Extremely Important	35.3%	23.8%	17.8%	25.0%	29.4%	17.9%	28.0%	24.8%	25.0%	26.9%	28.3%	35.9%	26.7%	16.8%	23.5%	25.1%
Very Important	22.4%	16.6%	18.4%	24.4%	20.9%	25.8%	20.7%	24.8%	17.5%	28.1%	15.6%	24.8%	29.3%	18.9%	21.6%	22.4%
Important	18.6%	31.8%	31.6%	26.2%	23.5%	26.5%	26.0%	26.5%	29.4%	28.8%	25.1%	27.5%	29.3%	31.1%	28.1%	27.0%
Less Important	11.5%	15.2%	17.8%	14.6%	8.5%	13.9%	14.0%	14.2%	14.4%	8.1%	17.6%	6.5%	10.0%	19.5%	13.7%	14.8%
Not Important	9.6%	6.6%	9.2%	6.7%	9.8%	11.9%	7.3%	6.6%	8.8%	6.3%	7.8%	3.3%	0.7%	6.8%	7.2%	7.2%
Don't Know	2.6%	6.0%	5.3%	3.0%	7.8%	4.0%	4.0%	3.0%	5.0%	1.9%	5.5%	2.0%	4.0%	6.8%	5.9%	3.6%

**Q1 Transportation Priorities. Please indicate how important the following transportation issues are to you by circling the corresponding number below.**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q1e Improving the landscaping and appearance of highways</u>																
Extremely Important	19.4%	7.9%	12.5%	17.1%	13.1%	9.3%	8.0%	11.3%	6.9%	13.8%	14.3%	9.8%	18.7%	7.9%	19.0%	11.7%
Very Important	18.7%	11.9%	9.9%	13.4%	14.4%	14.6%	11.3%	12.9%	9.4%	18.8%	13.4%	12.4%	24.0%	13.2%	14.4%	12.9%
Important	23.9%	35.8%	27.6%	25.0%	28.1%	37.7%	24.0%	33.1%	30.2%	28.1%	22.5%	37.3%	34.0%	27.9%	26.1%	30.7%
Less Important	19.4%	29.8%	27.6%	26.2%	19.6%	17.2%	28.0%	26.8%	33.3%	21.9%	30.6%	24.2%	15.3%	35.3%	20.3%	27.5%
Not Important	15.5%	11.9%	17.1%	17.1%	18.3%	16.6%	23.3%	14.6%	16.4%	15.0%	15.0%	13.7%	4.0%	12.6%	15.0%	15.1%
Don't Know	3.2%	2.6%	5.3%	1.2%	6.5%	4.6%	5.3%	1.3%	3.8%	2.5%	4.2%	2.6%	4.0%	3.2%	5.2%	2.1%
<u>Q1f Improving rail service in Arizona</u>																
Extremely Important	19.6%	23.2%	16.7%	22.6%	20.9%	13.2%	16.7%	27.8%	12.6%	16.9%	24.1%	25.7%	27.3%	19.5%	17.0%	25.3%
Very Important	21.6%	20.5%	21.3%	11.6%	13.7%	13.2%	12.0%	19.9%	11.9%	18.1%	17.6%	9.9%	26.7%	15.8%	21.6%	18.2%
Important	20.9%	24.5%	22.7%	22.6%	25.5%	24.5%	22.0%	17.9%	25.2%	28.1%	18.2%	27.6%	24.0%	16.3%	20.3%	19.7%
Less Important	10.5%	11.9%	13.3%	17.1%	16.3%	17.2%	18.7%	16.9%	23.3%	13.1%	16.6%	14.5%	6.7%	17.4%	13.1%	16.4%
Not Important	16.3%	7.9%	18.0%	16.5%	16.3%	20.5%	18.7%	12.3%	15.1%	15.6%	13.4%	16.4%	7.3%	20.0%	16.3%	13.2%
Don't Know	11.1%	11.9%	8.0%	9.8%	7.2%	11.3%	12.0%	5.3%	11.9%	8.1%	10.1%	5.9%	8.0%	11.1%	11.8%	7.2%

**Q1 Transportation Priorities. Please indicate how important the following transportation issues are to you by circling the corresponding number below.**

N=2656	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q1g Making it easier to walk and bike by doing things such as adding sidewalks, ADA curb ramps, crosswalks, and bike lanes</u>																
Extremely Important	28.4%	23.8%	39.5%	29.3%	27.0%	16.6%	14.7%	24.2%	21.4%	31.3%	21.5%	23.7%	33.3%	26.3%	28.8%	24.5%
Very Important	20.6%	24.5%	15.8%	23.2%	20.4%	22.5%	17.3%	22.2%	17.6%	25.6%	21.8%	17.1%	27.3%	22.6%	24.8%	21.9%
Important	23.9%	25.8%	24.3%	23.8%	27.0%	30.5%	26.0%	25.8%	25.8%	26.9%	29.6%	29.6%	23.3%	20.0%	20.9%	26.4%
Less Important	13.5%	15.2%	11.8%	15.2%	10.5%	9.9%	16.0%	17.9%	20.1%	9.4%	15.3%	17.1%	9.3%	20.5%	9.8%	16.4%
Not Important	9.7%	7.3%	5.3%	7.3%	10.5%	15.9%	17.3%	7.6%	10.1%	6.3%	9.1%	9.9%	3.3%	6.8%	8.5%	8.1%
Don't Know	3.9%	3.3%	3.3%	1.2%	4.6%	4.6%	8.7%	2.3%	5.0%	0.6%	2.6%	2.6%	3.3%	3.7%	7.2%	2.7%
<u>Q1h Enhancing highway safety</u>																
Extremely Important	42.6%	39.1%	44.7%	54.9%	47.7%	45.0%	44.3%	36.1%	37.1%	52.8%	36.2%	50.0%	49.3%	38.9%	44.4%	38.4%
Very Important	31.0%	25.8%	23.7%	21.3%	27.5%	31.1%	23.5%	27.5%	27.0%	27.7%	24.8%	26.3%	28.7%	30.0%	27.5%	26.9%
Important	18.7%	25.2%	19.7%	17.7%	14.4%	16.6%	20.8%	24.8%	27.0%	14.5%	27.7%	17.8%	17.3%	24.2%	16.3%	23.8%
Less Important	2.6%	5.3%	5.9%	2.4%	3.3%	2.0%	4.7%	5.3%	2.5%	0.6%	5.9%	4.6%	1.3%	3.7%	3.9%	5.1%
Not Important	1.9%	0.7%	2.0%	1.2%	3.9%	0.7%	4.0%	2.3%	1.9%	2.5%	1.6%	0.7%	0.7%	0.0%	1.3%	2.0%
Don't Know	3.2%	4.0%	3.9%	2.4%	3.3%	4.6%	2.7%	4.0%	4.4%	1.9%	3.9%	0.7%	2.7%	3.2%	6.5%	3.9%

**Q1 Transportation Priorities. Please indicate how important the following transportation issues are to you by circling the corresponding number below.**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q1i Improving the quality of communication with the public about transportation issues in Arizona</u>																
Extremely Important	30.8%	22.5%	23.0%	34.1%	30.7%	25.2%	27.3%	24.9%	18.9%	32.5%	22.8%	30.7%	27.5%	16.8%	31.4%	24.8%
Very Important	30.8%	26.5%	28.3%	24.4%	23.5%	24.5%	30.0%	22.3%	25.8%	28.8%	20.5%	27.5%	33.6%	23.2%	24.2%	23.0%
Important	25.0%	32.5%	31.6%	28.0%	27.5%	32.5%	20.7%	36.5%	33.3%	28.1%	36.5%	26.8%	26.8%	43.2%	28.8%	35.1%
Less Important	5.8%	10.6%	9.9%	7.9%	7.8%	7.9%	10.0%	10.6%	13.8%	5.0%	12.7%	10.5%	4.7%	10.5%	7.2%	10.7%
Not Important	4.5%	2.6%	3.3%	4.3%	5.9%	3.3%	6.7%	3.7%	3.1%	3.1%	3.3%	2.6%	2.0%	2.1%	2.0%	3.6%
Don't Know	3.2%	5.3%	3.9%	1.2%	4.6%	6.6%	5.3%	2.0%	5.0%	2.5%	4.2%	2.0%	5.4%	4.2%	6.5%	2.8%

**Sum of all three choices**

**Q2 Which THREE of the issues listed above in Question 1 do you think will be most important in Arizona over the next TWO years? (top three)**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q2 Sum of all three choices</u>																
Expanding public transportation services	23.7%	35.1%	34.2%	35.4%	22.2%	26.5%	22.7%	42.8%	21.7%	20.0%	35.7%	34.6%	30.7%	37.4%	33.3%	38.6%
Relieving congestion on highways	32.7%	41.1%	49.3%	39.0%	48.4%	45.0%	49.3%	56.9%	40.4%	32.5%	52.9%	54.9%	40.7%	46.3%	37.9%	52.9%
Repairing/maintaining existing highways	60.3%	64.9%	62.5%	51.8%	59.5%	58.3%	62.7%	48.4%	72.0%	53.1%	69.2%	54.2%	47.3%	57.4%	55.6%	54.4%
Providing links between communities	19.2%	17.2%	15.1%	18.3%	20.9%	16.6%	18.0%	23.7%	26.7%	21.9%	22.4%	32.0%	12.0%	21.6%	17.6%	22.4%
Improving landscaping and appearance	12.8%	4.0%	6.6%	11.6%	8.5%	5.3%	8.7%	5.6%	6.2%	14.4%	6.2%	5.2%	9.3%	4.2%	6.5%	5.8%
Improving rail service	10.9%	16.6%	13.8%	16.5%	14.4%	7.3%	10.7%	24.7%	14.3%	15.0%	22.7%	10.5%	18.0%	15.3%	9.8%	21.5%
Making it easier to walk and bike	19.9%	21.9%	23.7%	25.6%	20.9%	19.9%	14.0%	13.5%	20.5%	20.6%	24.0%	11.1%	19.3%	21.1%	26.1%	17.1%
Enhancing highway safety	42.3%	40.4%	38.2%	43.3%	35.9%	51.0%	40.0%	30.9%	34.2%	43.1%	33.8%	35.3%	43.3%	41.1%	46.4%	33.7%
Improving quality communication	12.2%	13.9%	9.2%	11.6%	12.4%	17.9%	17.3%	7.6%	12.4%	14.4%	8.8%	13.7%	10.7%	11.1%	12.4%	8.5%
None chosen	12.2%	7.9%	9.9%	9.1%	13.7%	12.6%	11.3%	8.2%	11.2%	10.6%	4.2%	7.8%	16.0%	8.9%	12.4%	8.3%

**Excluding Don't Knows**

**Q3 Satisfaction with MVD (Motor Vehicle Division) Services. Please circle the number that best describes your level of satisfaction with MVD in the following areas. If you don't know or an item does not apply, circle "9". (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q3a How easy it is to contact MVD by phone</u>																
Very Satisfied	20.7%	22.2%	13.3%	24.8%	17.0%	28.6%	11.7%	10.0%	18.6%	16.5%	9.5%	15.8%	18.2%	14.1%	21.2%	11.8%
Satisfied	23.3%	37.8%	24.4%	28.3%	28.0%	34.5%	28.7%	26.3%	26.5%	21.7%	31.6%	15.8%	45.5%	33.3%	30.6%	26.2%
Neutral	22.4%	21.1%	28.9%	21.2%	25.0%	18.5%	22.3%	31.3%	27.5%	29.6%	30.0%	36.8%	20.5%	27.3%	23.5%	30.4%
Dissatisfied	16.4%	11.1%	16.7%	11.5%	19.0%	10.1%	14.9%	16.3%	15.7%	18.3%	16.8%	16.8%	4.5%	14.1%	14.1%	16.7%
Very Dissatisfied	17.2%	7.8%	16.7%	14.2%	11.0%	8.4%	22.3%	16.3%	11.8%	13.9%	12.1%	14.7%	11.4%	11.1%	10.6%	14.9%
<u>Q3b How well you were treated the last time you contacted MVD by phone</u>																
Very Satisfied	19.3%	27.3%	16.5%	31.2%	27.5%	35.4%	28.4%	17.1%	31.3%	21.5%	20.0%	25.9%	26.8%	33.3%	26.3%	20.1%
Satisfied	37.7%	40.9%	36.5%	32.1%	34.1%	38.9%	33.0%	39.5%	37.4%	29.9%	35.4%	35.3%	43.9%	34.4%	38.8%	37.3%
Neutral	17.5%	25.0%	30.6%	20.2%	20.9%	16.8%	20.5%	28.3%	25.3%	29.9%	29.1%	25.9%	22.0%	26.7%	22.5%	27.4%
Dissatisfied	14.9%	2.3%	10.6%	10.1%	9.9%	1.8%	11.4%	9.2%	3.0%	10.3%	9.1%	7.1%	2.4%	1.1%	8.8%	9.1%
Very Dissatisfied	10.5%	4.5%	5.9%	6.4%	7.7%	7.1%	6.8%	5.9%	3.0%	8.4%	6.3%	5.9%	4.9%	4.4%	3.8%	6.2%

**Excluding Don't Knows**

**Q3 Satisfaction with MVD (Motor Vehicle Division) Services. Please circle the number that best describes your level of satisfaction with MVD in the following areas. If you don't know or an item does not apply, circle "9". (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q3c How easy it is to resolve issues with MVD by phone</u>																
Very Satisfied	10.0%	13.3%	15.4%	15.8%	13.8%	26.2%	22.4%	8.9%	13.6%	22.2%	14.6%	22.1%	19.2%	12.7%	20.0%	11.7%
Satisfied	28.2%	32.0%	25.6%	29.5%	26.4%	31.8%	21.1%	23.7%	26.1%	22.2%	22.9%	28.6%	31.5%	34.2%	32.0%	24.5%
Neutral	29.1%	29.3%	21.8%	25.3%	36.8%	23.4%	28.9%	35.6%	40.9%	27.3%	30.6%	24.7%	28.8%	25.3%	21.3%	32.6%
Dissatisfied	15.5%	21.3%	15.4%	15.8%	14.9%	8.4%	7.9%	15.6%	10.2%	12.1%	17.8%	11.7%	8.2%	19.0%	16.0%	15.8%
Very Dissatisfied	17.3%	4.0%	21.8%	13.7%	8.0%	10.3%	19.7%	16.3%	9.1%	16.2%	14.0%	13.0%	12.3%	8.9%	10.7%	15.5%
<u>Q3d How easy it is to get information about getting a Driver's License in Arizona</u>																
Very Satisfied	30.1%	38.6%	33.9%	43.7%	34.2%	40.5%	37.6%	32.0%	32.5%	32.8%	26.2%	34.1%	36.6%	33.3%	35.3%	31.5%
Satisfied	38.2%	39.5%	42.0%	30.2%	35.8%	40.5%	43.1%	41.1%	42.1%	35.0%	41.6%	38.2%	44.7%	45.9%	41.2%	40.2%
Neutral	16.2%	19.3%	20.5%	19.8%	20.0%	12.2%	13.8%	19.5%	23.0%	24.1%	23.5%	22.0%	15.4%	17.8%	16.8%	20.9%
Dissatisfied	10.3%	0.9%	1.8%	4.0%	5.8%	3.1%	1.8%	6.9%	1.6%	5.8%	6.3%	4.1%	1.6%	3.0%	3.4%	6.3%
Very Dissatisfied	5.1%	1.8%	1.8%	2.4%	4.2%	3.8%	3.7%	0.4%	0.8%	2.2%	2.3%	1.6%	1.6%	0.0%	3.4%	1.1%

**Excluding Don't Knows**

**Q3 Satisfaction with MVD (Motor Vehicle Division) Services. Please circle the number that best describes your level of satisfaction with MVD in the following areas. If you don't know or an item does not apply, circle "9". (excluding don't know)**

N=2656

	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q3e How easy it is to get information about MVD services on the Internet</u>																
Very Satisfied	28.9%	49.4%	40.4%	41.9%	36.0%	43.0%	52.8%	51.2%	39.6%	41.2%	42.6%	49.0%	44.2%	47.3%	47.0%	48.6%
Satisfied	42.2%	36.5%	31.9%	37.2%	44.0%	38.0%	33.3%	31.0%	35.4%	35.3%	37.7%	31.7%	41.6%	37.5%	37.3%	33.0%
Neutral	21.1%	11.8%	20.2%	19.8%	14.7%	10.1%	11.1%	13.1%	22.9%	20.6%	16.4%	14.4%	10.4%	13.4%	12.0%	14.1%
Dissatisfied	2.2%	1.2%	5.3%	0.0%	2.7%	2.5%	1.4%	3.8%	2.1%	2.0%	2.2%	1.9%	2.6%	1.8%	1.2%	3.4%
Very Dissatisfied	5.6%	1.2%	2.1%	1.2%	2.7%	6.3%	1.4%	0.9%	0.0%	1.0%	1.1%	2.9%	1.3%	0.0%	2.4%	1.0%
<u>Q3f How easy it is to use on-line services provided by MVD over the internet</u>																
Very Satisfied	30.5%	49.4%	46.7%	46.9%	35.1%	45.3%	52.8%	54.0%	43.6%	46.5%	45.5%	48.0%	40.3%	47.7%	41.5%	50.8%
Satisfied	41.5%	37.6%	28.3%	30.9%	41.9%	36.0%	33.3%	28.2%	29.8%	27.7%	39.6%	35.3%	44.2%	36.4%	41.5%	31.3%
Neutral	20.7%	10.6%	17.4%	18.5%	16.2%	10.7%	11.1%	12.4%	21.3%	21.8%	11.8%	11.8%	10.4%	14.0%	13.4%	13.1%
Dissatisfied	6.1%	2.4%	4.3%	3.7%	2.7%	1.3%	1.4%	3.0%	2.1%	2.0%	2.7%	2.0%	3.9%	1.9%	1.2%	2.7%
Very Dissatisfied	1.2%	0.0%	3.3%	0.0%	4.1%	6.7%	1.4%	2.5%	3.2%	2.0%	0.5%	2.9%	1.3%	0.0%	2.4%	2.1%

**Excluding Don't Knows**

**Q3 Satisfaction with MVD (Motor Vehicle Division) Services. Please circle the number that best describes your level of satisfaction with MVD in the following areas. If you don't know or an item does not apply, circle "9". (excluding don't know)**

N=2656

	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q3g The cleanliness of MVD offices</u>																
Very Satisfied	20.7%	37.1%	23.7%	30.4%	45.1%	49.3%	45.3%	23.1%	35.6%	28.0%	14.9%	26.6%	29.0%	43.3%	31.9%	24.2%
Satisfied	40.0%	47.7%	42.0%	23.6%	43.1%	35.0%	39.1%	39.0%	41.6%	32.2%	42.0%	40.3%	37.0%	41.5%	39.9%	39.7%
Neutral	30.0%	12.9%	25.2%	27.0%	9.0%	12.1%	10.9%	27.5%	17.4%	30.8%	32.1%	24.5%	25.4%	14.0%	21.0%	26.8%
Dissatisfied	3.6%	2.3%	9.2%	12.8%	1.4%	1.4%	3.1%	7.6%	4.7%	7.0%	6.1%	5.0%	3.6%	1.2%	4.3%	6.3%
Very Dissatisfied	5.7%	0.0%	0.0%	6.1%	1.4%	2.1%	1.6%	2.8%	0.7%	2.1%	5.0%	3.6%	5.1%	0.0%	2.9%	3.0%

Q3h The courteous MVD employees were to you the last time you visited an MVD office

Very Satisfied	28.6%	44.0%	33.6%	46.1%	41.4%	43.5%	48.9%	31.8%	38.8%	34.0%	31.1%	33.6%	28.9%	46.5%	38.1%	33.0%
Satisfied	35.4%	38.3%	39.3%	26.3%	34.5%	32.0%	32.1%	39.3%	40.8%	31.3%	41.4%	33.6%	47.2%	35.5%	34.5%	39.0%
Neutral	17.0%	12.1%	14.3%	12.5%	14.5%	12.2%	10.2%	18.4%	13.2%	17.3%	16.4%	22.4%	12.7%	14.5%	19.4%	17.4%
Dissatisfied	8.8%	2.8%	6.4%	9.2%	2.8%	6.1%	4.4%	8.2%	5.9%	10.7%	7.9%	4.9%	9.2%	2.3%	4.3%	7.5%
Very Dissatisfied	10.2%	2.8%	6.4%	5.9%	6.9%	6.1%	4.4%	2.2%	1.3%	6.7%	3.2%	5.6%	2.1%	1.2%	3.6%	3.1%

**Excluding Don't Knows**

**Q3 Satisfaction with MVD (Motor Vehicle Division) Services. Please circle the number that best describes your level of satisfaction with MVD in the following areas. If you don't know or an item does not apply, circle "9". (excluding don't know)**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q3i The overall quality of service provided by MVD the last time you visited an office</u>																
Very Satisfied	25.0%	38.1%	35.5%	44.4%	40.0%	39.2%	51.4%	28.4%	41.6%	32.9%	29.0%	27.8%	26.4%	45.7%	33.3%	30.5%
Satisfied	39.9%	43.9%	41.1%	30.1%	35.2%	39.2%	29.7%	46.6%	42.9%	38.3%	43.5%	45.8%	47.1%	38.7%	40.6%	45.0%
Neutral	16.9%	12.9%	15.6%	14.4%	14.5%	13.5%	10.1%	14.2%	13.6%	16.1%	18.7%	19.4%	19.3%	13.3%	18.1%	15.0%
Dissatisfied	11.5%	1.4%	5.0%	6.5%	4.8%	4.1%	2.9%	9.3%	1.9%	8.7%	6.4%	4.9%	4.3%	1.2%	5.8%	7.6%
Very Dissatisfied	6.8%	3.6%	2.8%	4.6%	5.5%	4.1%	5.8%	1.5%	0.0%	4.0%	2.5%	2.1%	2.9%	1.2%	2.2%	1.9%
<u>Q3j How easy it is to initially register and pay fees for a vehicle that was purchased in Arizona</u>																
Very Satisfied	22.6%	38.5%	31.4%	41.7%	36.6%	46.8%	42.0%	31.4%	41.5%	36.2%	27.2%	36.6%	32.1%	38.2%	29.3%	31.5%
Satisfied	46.6%	41.5%	41.5%	36.7%	38.8%	33.1%	40.5%	45.5%	42.2%	41.1%	45.2%	34.1%	48.9%	45.8%	48.3%	44.4%
Neutral	18.8%	13.8%	20.3%	15.8%	14.9%	12.9%	13.0%	17.4%	14.8%	19.9%	19.2%	21.1%	16.8%	13.2%	17.2%	18.3%
Dissatisfied	9.8%	3.1%	6.8%	2.9%	5.2%	2.9%	3.1%	4.5%	0.7%	2.1%	6.4%	4.9%	1.5%	2.1%	2.6%	4.2%
Very Dissatisfied	2.3%	3.1%	0.0%	2.9%	4.5%	4.3%	1.5%	1.2%	0.7%	0.7%	2.0%	3.3%	0.8%	0.7%	2.6%	1.5%

**Excluding Don't Knows**

**Q3 Satisfaction with MVD (Motor Vehicle Division) Services. Please circle the number that best describes your level of satisfaction with MVD in the following areas. If you don't know or an item does not apply, circle "9". (excluding don't know)**

N=2656

	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q3k How easy it is to initially register and pay fees for a vehicle that was previously registered in another state</u>																
Very Satisfied	11.1%	25.3%	20.3%	33.9%	23.9%	30.4%	35.5%	14.0%	25.4%	25.4%	15.1%	24.7%	22.5%	34.7%	23.1%	16.8%
Satisfied	43.2%	40.2%	44.3%	30.6%	32.4%	33.3%	32.3%	42.0%	41.2%	32.8%	41.4%	39.5%	39.4%	30.6%	38.5%	41.3%
Neutral	23.5%	19.5%	22.8%	17.7%	25.4%	21.7%	20.4%	28.0%	24.6%	32.8%	28.3%	17.3%	22.5%	25.5%	25.6%	27.0%
Dissatisfied	11.1%	10.3%	6.3%	9.7%	7.0%	10.1%	3.2%	10.0%	7.0%	6.0%	11.2%	12.3%	9.9%	8.2%	10.3%	9.7%
Very Dissatisfied	11.1%	4.6%	6.3%	8.1%	11.3%	4.3%	8.6%	6.0%	1.8%	3.0%	3.9%	6.2%	5.6%	1.0%	2.6%	5.2%

Q3l How easy it is to renew your registration and pay fees for a vehicle you have already registered in Arizona

Very Satisfied	41.0%	56.3%	51.8%	58.4%	48.2%	63.9%	65.7%	57.5%	62.9%	49.0%	52.0%	62.3%	50.4%	70.3%	51.5%	56.1%
Satisfied	46.0%	36.6%	36.2%	32.9%	38.3%	25.0%	27.0%	33.2%	28.5%	37.3%	35.6%	29.7%	38.0%	26.2%	40.0%	34.4%
Neutral	10.1%	4.2%	9.2%	4.7%	10.6%	6.9%	4.4%	6.8%	7.9%	11.1%	10.7%	7.2%	10.2%	2.9%	7.7%	7.3%
Dissatisfied	2.2%	1.4%	2.1%	3.4%	1.4%	0.7%	2.2%	2.1%	0.7%	1.3%	1.4%	0.0%	0.7%	0.6%	0.8%	1.8%
Very Dissatisfied	0.7%	1.4%	0.7%	0.7%	1.4%	3.5%	0.7%	0.4%	0.0%	1.3%	0.4%	0.7%	0.7%	0.0%	0.0%	0.5%

**Sum of all four choices**

**Q4 Which FOUR of the items listed above in Question 3 do you think are the most important for MVD to improve over the next two years? (top four)**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q4 Sum of all four choices</u>																
Easy to contact MVD	21.2%	16.6%	19.1%	16.5%	20.3%	22.5%	28.7%	20.1%	18.6%	25.6%	23.1%	22.2%	15.3%	26.3%	17.0%	20.9%
Treated last time contacted by MVD	20.5%	15.9%	15.8%	12.8%	12.4%	7.9%	10.0%	10.9%	13.7%	16.3%	10.7%	10.5%	7.3%	11.6%	6.5%	11.2%
Easy to resolve issues	32.7%	12.6%	16.4%	20.7%	15.0%	21.9%	19.3%	19.1%	16.8%	15.0%	21.4%	15.0%	14.0%	17.4%	10.5%	18.6%
Easy to get information about Drivers License	14.7%	9.9%	7.9%	9.8%	9.2%	7.9%	14.0%	8.2%	8.7%	16.3%	10.4%	13.1%	7.3%	8.9%	16.3%	9.4%
Easy to get information on internet	10.3%	9.9%	11.2%	8.5%	8.5%	9.3%	4.7%	9.2%	6.8%	10.6%	8.8%	13.1%	4.7%	12.1%	12.4%	9.1%
Easy to use online services	7.7%	7.9%	11.2%	5.5%	9.2%	9.3%	9.3%	8.9%	8.7%	9.4%	14.6%	14.4%	6.7%	8.4%	9.8%	9.9%
Cleanliness of MVD offices	16.0%	5.3%	11.8%	18.9%	7.2%	6.6%	4.7%	10.5%	9.3%	14.4%	9.1%	6.5%	14.0%	5.8%	12.4%	10.2%
Courteous of MVD employees	28.2%	19.2%	25.7%	20.7%	22.2%	24.5%	18.7%	17.8%	16.8%	23.8%	21.1%	23.5%	24.0%	15.3%	25.5%	19.5%
Overall quality of service	23.1%	19.2%	18.4%	22.0%	19.6%	19.9%	14.0%	16.8%	13.0%	27.5%	18.2%	23.5%	25.3%	12.1%	20.3%	17.8%
Vehicle purchased in Arizona	14.1%	17.2%	9.2%	12.8%	13.7%	13.9%	10.0%	11.8%	13.0%	16.3%	12.7%	20.9%	14.7%	10.0%	19.0%	13.1%
Vehicle purchased in another state	14.1%	13.2%	10.5%	11.0%	7.8%	9.3%	16.0%	11.5%	13.7%	11.9%	12.0%	13.7%	10.0%	9.5%	18.3%	11.6%
Vehicle registered in Arizona before	11.5%	14.6%	15.1%	12.2%	15.7%	13.2%	7.3%	11.8%	14.9%	19.4%	15.3%	17.0%	14.0%	11.6%	15.7%	13.6%
None chosen	32.7%	52.3%	42.1%	44.5%	47.7%	45.0%	48.0%	48.0%	50.9%	31.3%	44.8%	43.1%	51.3%	51.6%	43.8%	46.2%

**Q5 When was the last time you called or visited an MVD office?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q5 When was the last time you called or visited an MVD office?</u>																
Never	1.9%	2.0%	2.6%	2.4%	2.6%	2.6%	2.7%	3.3%	1.2%	1.9%	1.6%	3.3%	4.0%	2.6%	3.3%	2.7%
Within the past 12 months	59.0%	59.6%	57.2%	68.3%	68.0%	72.2%	61.3%	52.6%	66.5%	60.6%	52.3%	55.6%	75.3%	47.9%	64.7%	54.6%
1-2 years ago	26.3%	17.2%	24.3%	17.7%	15.0%	19.9%	18.0%	24.3%	20.5%	21.3%	24.0%	20.3%	12.7%	23.7%	19.0%	23.4%
3-4 years ago	8.3%	10.6%	7.2%	5.5%	5.9%	1.3%	8.7%	8.2%	6.8%	7.5%	9.4%	13.7%	4.0%	15.8%	7.2%	8.7%
5-10 years ago	1.9%	4.6%	4.6%	3.7%	2.6%	4.0%	4.7%	5.6%	3.1%	3.8%	6.8%	2.6%	1.3%	6.3%	1.3%	5.2%
More than 10 years ago	0.0%	2.0%	0.7%	1.2%	2.0%	0.0%	1.3%	2.3%	0.0%	1.9%	1.9%	0.0%	0.0%	0.5%	0.7%	1.9%
Don't remember	2.6%	4.0%	3.3%	1.2%	3.9%	0.0%	3.3%	3.6%	1.9%	3.1%	3.9%	4.6%	2.7%	3.2%	3.9%	3.6%

**Q5a During the past 12 months have you done any of the following? (Check all that apply).**

N=1599	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q5a During the past 12 months have you done any of the following?</u>																
Visited an MVD office in person	95.7%	90.0%	92.0%	96.4%	91.3%	95.4%	89.1%	92.5%	97.2%	89.7%	88.2%	89.4%	93.8%	89.0%	94.9%	91.6%
Called MVD for any reason	34.8%	27.8%	40.2%	38.4%	31.7%	30.3%	26.1%	30.6%	21.5%	47.4%	32.9%	32.9%	31.0%	28.6%	28.3%	30.8%
Used MVD services on-line (over the Internet)	21.7%	32.2%	37.9%	27.7%	25.0%	19.3%	31.5%	45.0%	22.4%	33.0%	50.9%	45.9%	23.9%	31.9%	31.3%	41.1%
Used MVD services provided by a third party	3.3%	6.7%	3.4%	3.6%	0.0%	0.0%	4.3%	5.0%	0.0%	8.2%	6.8%	9.4%	0.9%	7.7%	5.1%	5.0%
Other	2.2%	0.0%	0.0%	0.0%	1.0%	0.9%	1.1%	0.0%	2.8%	4.1%	2.5%	1.2%	0.9%	2.2%	1.0%	0.7%
Don't Remember	0.0%	0.0%	0.0%	0.0%	1.0%	0.9%	2.2%	0.0%	0.0%	0.0%	0.6%	2.4%	0.0%	0.0%	0.0%	0.3%

**Q6 Using a 5-point scale, where 5 is "very satisfied" and 1 is "very dissatisfied", please rate your OVERALL satisfaction with Motor Vehicle Division (MVD)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q6 Using a 5-point scale, where 5 is "very satisfied" and 1 is "very dissatisfied," please rate your OVERALL satisfaction with Motor Vehicle Division (MVD)</u>																
Very Satisfied	27.6%	41.1%	26.3%	34.1%	34.6%	35.8%	40.7%	27.0%	38.5%	30.0%	21.8%	30.1%	26.0%	36.8%	26.1%	27.6%
Satisfied	41.7%	35.8%	50.7%	36.6%	44.4%	45.7%	38.7%	46.7%	44.1%	40.6%	49.4%	46.4%	49.3%	43.2%	51.0%	46.4%
Neutral	16.7%	15.2%	11.2%	15.9%	10.5%	10.6%	10.7%	16.1%	11.8%	17.5%	18.8%	12.4%	11.3%	12.6%	11.8%	15.7%
Dissatisfied	7.1%	1.3%	5.3%	7.9%	3.9%	2.6%	2.0%	4.6%	0.6%	5.0%	3.6%	4.6%	3.3%	2.1%	3.3%	4.2%
Very Dissatisfied	2.6%	1.3%	2.6%	1.2%	3.3%	3.3%	2.7%	1.0%	1.2%	2.5%	1.3%	0.0%	2.7%	0.0%	2.0%	1.3%
Don't Know	4.5%	5.3%	3.9%	4.3%	3.3%	2.0%	5.3%	4.6%	3.7%	4.4%	5.2%	6.5%	7.3%	5.3%	5.9%	4.9%

**Excluding Don't Knows**

**Q7 Non-Automobile Transportation Services. Please circle the number that best describes your level of satisfaction with the adequacy of the following transportation services where you live: (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q7a Availability of public transportation (bus, rail or dial-a-ride) services where you live</u>																
Very Satisfied	10.8%	4.8%	13.3%	4.2%	9.7%	3.9%	6.5%	10.2%	5.3%	8.8%	7.1%	6.4%	7.1%	1.7%	11.5%	9.4%
Satisfied	13.7%	23.1%	25.7%	5.0%	3.9%	16.7%	9.1%	29.8%	19.3%	13.3%	26.4%	9.2%	15.2%	9.2%	22.1%	25.3%
Neutral	25.5%	28.8%	33.6%	15.8%	12.6%	15.7%	19.5%	24.2%	35.1%	22.1%	23.1%	13.8%	22.3%	17.5%	34.6%	24.0%
Dissatisfied	17.6%	20.2%	12.4%	20.8%	18.4%	12.7%	16.9%	17.7%	19.3%	24.8%	23.1%	22.9%	22.3%	26.7%	15.4%	19.2%
Very Dissatisfied	32.4%	23.1%	15.0%	54.2%	55.3%	51.0%	48.1%	18.1%	21.1%	31.0%	20.3%	47.7%	33.0%	45.0%	16.3%	22.0%
<u>Q7b Frequency of public transportation (bus, rail, or dial-a-ride) services where you live</u>																
Very Satisfied	6.1%	3.0%	10.0%	4.2%	8.2%	3.1%	6.6%	9.8%	5.4%	8.3%	4.0%	4.7%	4.5%	3.5%	8.5%	8.3%
Satisfied	14.3%	17.8%	22.7%	5.9%	3.1%	9.3%	6.6%	22.1%	11.7%	8.3%	21.8%	9.4%	15.5%	7.9%	21.3%	19.4%
Neutral	22.4%	33.7%	35.5%	11.9%	11.3%	21.6%	19.7%	27.9%	37.8%	21.3%	27.7%	10.4%	24.5%	13.2%	29.8%	26.8%
Dissatisfied	22.4%	19.8%	14.5%	23.7%	16.5%	13.4%	17.1%	19.6%	21.6%	25.0%	23.8%	23.6%	20.0%	25.4%	18.1%	20.9%
Very Dissatisfied	34.7%	25.7%	17.3%	54.2%	60.8%	52.6%	50.0%	20.6%	23.4%	37.0%	22.8%	51.9%	35.5%	50.0%	22.3%	24.6%

**Excluding Don't Knows**

**Q7 Non-Automobile Transportation Services. Please circle the number that best describes your level of satisfaction with the adequacy of the following transportation services where you live: (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q7c Availability of public transportation services for the elderly and persons with disabilities</u>																
Very Satisfied	9.5%	11.4%	8.0%	8.1%	8.5%	10.2%	7.5%	11.2%	7.8%	12.4%	6.3%	10.3%	6.5%	5.7%	7.6%	10.0%
Satisfied	13.3%	26.1%	23.0%	19.5%	13.8%	20.4%	21.3%	22.4%	19.4%	20.0%	25.0%	10.3%	19.4%	11.3%	35.4%	21.3%
Neutral	27.6%	34.1%	33.3%	22.0%	20.2%	25.5%	21.3%	32.9%	35.0%	22.9%	29.4%	23.0%	23.7%	19.8%	29.1%	30.2%
Dissatisfied	20.0%	8.0%	17.2%	16.3%	27.7%	14.3%	20.0%	15.4%	18.4%	21.0%	19.4%	16.1%	28.0%	25.5%	13.9%	17.7%
Very Dissatisfied	29.5%	20.5%	18.4%	34.1%	29.8%	29.6%	30.0%	18.2%	19.4%	23.8%	20.0%	40.2%	22.6%	37.7%	13.9%	20.8%
<u>Q7d Availability of pedestrian facilities, such as sidewalks, ADA curb ramps, and crosswalks along highways</u>																
Very Satisfied	7.0%	7.4%	9.4%	6.2%	17.6%	5.9%	11.5%	12.5%	6.6%	11.8%	4.1%	10.3%	9.2%	6.8%	6.2%	10.4%
Satisfied	14.8%	26.2%	29.7%	30.3%	28.2%	21.0%	25.0%	39.6%	24.8%	19.9%	28.3%	22.2%	22.3%	17.6%	31.5%	33.3%
Neutral	28.1%	36.1%	28.9%	25.5%	27.5%	26.1%	30.8%	25.4%	29.9%	23.5%	29.5%	29.9%	23.8%	32.4%	33.1%	27.5%
Dissatisfied	21.9%	17.2%	16.4%	17.2%	13.0%	24.4%	10.6%	13.8%	25.5%	22.1%	19.7%	18.8%	23.1%	20.9%	19.2%	16.6%
Very Dissatisfied	28.1%	13.1%	15.6%	20.7%	13.7%	22.7%	22.1%	8.8%	13.1%	22.8%	18.4%	18.8%	21.5%	22.3%	10.0%	12.2%

**Excluding Don't Knows**

**Q7 Non-Automobile Transportation Services. Please circle the number that best describes your level of satisfaction with the adequacy of the following transportation services where you live: (excluding don't know)**

N=2656	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q7e Availability of biking lanes along highways</u>																
Very Satisfied	8.1%	7.3%	12.8%	5.8%	11.9%	4.5%	5.3%	8.3%	5.6%	6.7%	6.0%	4.2%	7.6%	6.2%	5.1%	7.8%
Satisfied	8.9%	23.4%	20.0%	18.8%	17.5%	11.6%	10.6%	31.4%	17.7%	15.7%	27.8%	20.3%	19.8%	10.3%	16.9%	27.3%
Neutral	19.4%	30.6%	24.0%	16.7%	24.6%	25.0%	22.3%	31.4%	33.1%	17.9%	30.8%	28.0%	23.7%	30.3%	33.9%	30.4%
Dissatisfied	22.6%	21.0%	22.4%	22.5%	26.2%	21.4%	25.5%	17.0%	21.0%	28.4%	22.2%	30.5%	23.7%	26.9%	28.0%	20.1%
Very Dissatisfied	41.1%	17.7%	20.8%	36.2%	19.8%	37.5%	36.2%	11.8%	22.6%	31.3%	13.2%	16.9%	25.2%	26.2%	16.1%	14.4%

**Excluding Don't Knows**

**Q8 Long-Range Planning. Please circle the number that best describes your level of agreement with the following statements. (excluding don't know)**

N=2656

	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q8a ADOT does a good job planning for the State's future transportation needs</u>																
Strongly Agree	12.0%	6.5%	1.6%	18.2%	17.6%	16.1%	9.8%	9.0%	8.9%	16.9%	7.2%	11.3%	14.3%	7.6%	7.9%	9.0%
Agree	24.8%	33.3%	35.2%	33.6%	37.0%	36.3%	23.5%	33.1%	31.5%	28.2%	23.1%	33.1%	38.7%	33.1%	33.3%	31.1%
Neutral	43.6%	37.0%	39.3%	25.2%	31.1%	29.0%	46.1%	30.5%	41.1%	37.9%	29.1%	31.6%	26.1%	33.1%	36.8%	32.0%
Disagree	13.5%	21.3%	19.7%	17.5%	11.8%	10.5%	17.6%	16.9%	13.7%	12.9%	26.3%	17.3%	12.6%	15.2%	16.7%	18.0%
Strongly Disagree	6.0%	1.9%	4.1%	5.6%	2.5%	8.1%	2.9%	10.5%	4.8%	4.0%	14.3%	6.8%	8.4%	11.0%	5.3%	10.0%
<u>Q8b ADOT uses input from the public during its long-range planning process</u>																
Strongly Agree	8.5%	7.2%	6.7%	19.2%	14.3%	9.5%	7.1%	6.2%	7.5%	13.6%	5.2%	6.5%	12.6%	9.3%	4.2%	6.8%
Agree	32.1%	28.9%	32.4%	25.0%	30.5%	30.5%	28.2%	35.7%	24.5%	22.3%	31.6%	36.1%	36.9%	32.2%	32.3%	33.8%
Neutral	34.9%	36.1%	35.2%	31.7%	32.4%	28.6%	43.5%	36.2%	50.9%	37.9%	33.0%	34.3%	30.1%	33.1%	41.7%	35.4%
Disagree	17.9%	25.3%	21.9%	17.5%	16.2%	21.0%	17.6%	13.8%	10.4%	18.4%	17.9%	14.8%	13.6%	13.6%	13.5%	15.1%
Strongly Disagree	6.6%	2.4%	3.8%	6.7%	6.7%	10.5%	3.5%	8.1%	6.6%	7.8%	12.3%	8.3%	6.8%	11.9%	8.3%	8.8%

**Excluding Don't Knows**

**Q8 Long-Range Planning. Please circle the number that best describes your level of agreement with the following statements. (excluding don't know)**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q8c ADOT does a good job coordinating long-range planning efforts with other organizations, such as local governments and metropolitan planning organizations</u>																
Strongly Agree	10.5%	6.1%	3.2%	18.1%	14.7%	7.1%	8.4%	9.3%	7.1%	16.5%	7.4%	10.1%	13.5%	7.8%	11.8%	9.2%
Agree	34.3%	31.7%	28.7%	30.2%	34.7%	41.4%	28.9%	32.1%	31.6%	28.9%	28.7%	36.4%	32.3%	37.4%	33.3%	31.1%
Neutral	36.2%	39.0%	44.7%	31.9%	38.9%	28.3%	47.0%	37.8%	46.9%	37.1%	35.1%	37.4%	33.3%	31.3%	35.5%	37.8%
Disagree	12.4%	18.3%	19.1%	16.4%	7.4%	14.1%	9.6%	12.4%	10.2%	10.3%	16.8%	7.1%	15.6%	14.8%	15.1%	13.9%
Strongly Disagree	6.7%	4.9%	4.3%	3.4%	4.2%	9.1%	6.0%	8.3%	4.1%	7.2%	11.9%	9.1%	5.2%	8.7%	4.3%	8.1%
<u>Q8d ADOT keeps the public informed about long-range transportation planning in Arizona</u>																
Strongly Agree	8.3%	4.5%	7.4%	19.9%	14.8%	10.6%	6.9%	9.4%	6.0%	12.0%	6.5%	12.6%	11.2%	10.4%	9.6%	8.8%
Agree	26.4%	42.9%	33.3%	29.8%	28.7%	34.5%	25.5%	42.0%	35.3%	29.6%	29.0%	38.6%	29.3%	33.3%	28.9%	38.6%
Neutral	37.2%	31.3%	32.4%	29.8%	36.5%	25.7%	41.2%	31.8%	40.5%	26.9%	37.1%	28.3%	36.2%	34.7%	32.5%	32.5%
Disagree	14.0%	17.9%	19.4%	14.9%	12.2%	16.8%	18.6%	11.8%	13.8%	17.6%	17.7%	15.7%	17.2%	13.9%	21.1%	14.0%
Strongly Disagree	14.0%	3.6%	7.4%	5.7%	7.8%	12.4%	7.8%	4.9%	4.3%	13.9%	9.7%	4.7%	6.0%	7.6%	7.9%	6.1%

**Excluding Don't Knows**

**Q9 Environmental Considerations. Please indicate how well you think ADOT is doing the following when planning and building transportation projects in Arizona. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q9a Preserving and protecting the natural beauty of the area</u>																
Very Well	19.7%	15.2%	17.5%	34.8%	29.7%	28.4%	18.8%	17.2%	19.9%	23.0%	13.9%	22.3%	21.7%	17.6%	20.6%	17.7%
Well	36.7%	34.8%	38.0%	34.2%	40.7%	41.8%	37.6%	43.2%	39.7%	40.5%	27.5%	41.2%	36.2%	35.9%	40.4%	39.4%
OK	32.0%	41.3%	35.8%	26.1%	24.1%	20.6%	36.8%	32.3%	30.8%	29.1%	45.8%	31.1%	31.2%	38.2%	29.4%	34.8%
Poor	5.4%	2.9%	5.1%	3.1%	2.1%	5.7%	3.8%	4.9%	5.5%	4.1%	9.5%	4.1%	8.0%	4.1%	4.4%	5.4%
Very Poor	6.1%	5.8%	3.6%	1.9%	3.4%	3.5%	3.0%	2.5%	4.1%	3.4%	3.3%	1.4%	2.9%	4.1%	5.1%	2.8%
<u>Q9b Preserving and protecting tribal and other cultural areas</u>																
Very Well	18.0%	15.1%	16.5%	41.9%	31.0%	26.9%	22.1%	20.1%	18.4%	28.8%	12.3%	23.4%	16.8%	23.9%	21.7%	19.7%
Well	36.7%	38.4%	29.9%	29.0%	37.1%	37.5%	35.6%	41.8%	43.0%	37.9%	33.8%	36.0%	38.3%	37.6%	34.9%	39.3%
OK	28.9%	36.0%	38.1%	24.2%	22.4%	26.0%	37.5%	32.0%	31.6%	24.2%	45.1%	32.4%	39.3%	31.6%	33.0%	33.5%
Poor	9.4%	5.8%	9.3%	3.2%	5.2%	4.8%	3.8%	3.6%	3.5%	6.1%	6.7%	6.3%	3.7%	4.3%	7.5%	4.9%
Very Poor	7.0%	4.7%	6.2%	1.6%	4.3%	4.8%	1.0%	2.6%	3.5%	3.0%	2.1%	1.8%	1.9%	2.6%	2.8%	2.6%

**Excluding Don't Knows**

**Q9 Environmental Considerations. Please indicate how well you think ADOT is doing the following when planning and building transportation projects in Arizona. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q9c Preserving quality of life in local communities</u>																
Very Well	18.4%	8.3%	12.5%	28.9%	30.1%	20.1%	14.4%	13.6%	11.7%	24.5%	11.3%	17.4%	13.8%	12.3%	15.1%	14.0%
Well	27.9%	38.8%	33.6%	36.9%	38.3%	38.8%	32.2%	37.7%	37.2%	36.0%	23.8%	38.6%	42.3%	37.0%	37.3%	35.6%
OK	40.4%	45.5%	42.2%	27.5%	26.3%	30.6%	42.4%	38.1%	38.0%	30.2%	46.3%	37.9%	34.6%	38.3%	41.3%	39.4%
Poor	6.6%	4.1%	8.6%	4.0%	3.0%	6.7%	8.5%	7.4%	8.0%	6.5%	12.9%	4.5%	6.2%	7.8%	4.8%	7.6%
Very Poor	6.6%	3.3%	3.1%	2.7%	2.3%	3.7%	2.5%	3.1%	5.1%	2.9%	5.8%	1.5%	3.1%	4.5%	1.6%	3.4%
<u>Q9d Incorporating environmental concerns into the design and maintenance of transportation projects</u>																
Very Well	15.7%	7.1%	11.5%	33.3%	22.8%	16.4%	18.3%	10.5%	16.8%	23.3%	12.1%	17.3%	14.3%	12.8%	20.2%	12.3%
Well	28.4%	34.5%	35.2%	29.7%	44.9%	42.2%	39.4%	41.4%	36.0%	36.8%	32.1%	38.3%	30.5%	41.1%	30.6%	38.0%
OK	41.8%	46.0%	36.1%	33.3%	26.0%	34.5%	34.6%	37.7%	40.8%	27.8%	39.6%	39.1%	39.0%	36.9%	40.3%	38.3%
Poor	8.2%	7.1%	12.3%	1.4%	1.6%	1.7%	4.8%	7.9%	2.4%	10.5%	10.4%	3.0%	9.5%	5.0%	6.5%	8.1%
Very Poor	6.0%	5.3%	4.9%	2.2%	4.7%	5.2%	2.9%	2.5%	4.0%	1.5%	5.8%	2.3%	6.7%	4.3%	2.4%	3.3%

**Q10 Overall, how satisfied are you with ADOT's current level of emphasis on preserving and protecting the environment?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q10 Overall, how satisfied are you with ADOT's current level of emphasis on preserving and protecting the environment?</u>																
Very satisfied	14.1%	8.6%	8.6%	26.8%	27.5%	21.9%	13.3%	11.8%	11.2%	20.6%	8.1%	15.7%	10.0%	8.4%	17.0%	11.9%
Satisfied	38.5%	41.7%	38.2%	36.6%	39.2%	43.7%	34.7%	39.1%	45.3%	38.8%	32.8%	36.6%	41.3%	42.1%	33.3%	37.4%
Neutral	25.0%	25.2%	28.3%	24.4%	18.3%	19.9%	35.3%	29.6%	23.6%	23.1%	31.2%	34.0%	29.3%	28.9%	30.7%	29.6%
Dissatisfied	5.1%	3.3%	11.2%	1.2%	4.6%	2.0%	1.3%	3.9%	3.7%	5.6%	9.7%	5.2%	4.0%	5.3%	4.6%	5.3%
Very Dissatisfied	7.7%	5.3%	2.0%	1.2%	2.6%	2.6%	3.3%	2.3%	2.5%	1.3%	2.3%	1.3%	3.3%	2.6%	0.7%	2.4%
Don't Know	9.6%	15.9%	11.8%	9.8%	7.8%	9.9%	12.0%	13.2%	13.7%	10.6%	15.9%	7.2%	12.0%	12.6%	13.7%	13.5%

**Q11 During the past year, how often did you receive or request information from ADOT?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q11 During the past year, how often did you receive or request information from ADOT?</u>																
Almost daily	0.0%	0.0%	0.7%	1.2%	0.7%	0.0%	0.7%	0.3%	0.0%	1.3%	1.0%	0.7%	0.0%	0.0%	0.7%	0.5%
Weekly	0.0%	0.0%	2.0%	3.0%	0.7%	1.3%	1.3%	2.6%	0.6%	1.3%	1.3%	2.0%	0.0%	2.6%	2.6%	2.1%
Monthly	1.3%	1.3%	3.3%	4.9%	3.9%	2.0%	0.7%	1.6%	1.2%	6.9%	1.0%	2.0%	3.3%	2.6%	3.3%	1.9%
A few times	32.7%	25.8%	29.6%	30.5%	28.1%	28.5%	12.7%	25.7%	25.5%	25.6%	26.3%	20.3%	18.7%	24.2%	24.2%	25.5%
Once	14.7%	14.6%	9.9%	12.8%	14.4%	20.5%	15.3%	15.5%	13.7%	15.0%	12.3%	15.0%	12.0%	13.7%	13.1%	14.5%
Never	51.3%	57.0%	54.6%	47.6%	50.3%	47.7%	68.7%	53.6%	57.8%	50.0%	55.5%	58.2%	64.0%	54.7%	56.2%	54.7%
Don't Remember	0.0%	1.3%	0.0%	0.0%	2.0%	0.0%	0.7%	0.7%	1.2%	0.0%	2.6%	2.0%	2.0%	2.1%	0.0%	0.9%

**Q12 About which of the following TOPICS did you receive or request information from ADOT during the past year? (Check all that apply)**

N=1167	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<b><u>Q12 About which of the following TOPICS did you receive or request information from ADOT during the past year?</u></b>																
Road construction/work zone	26.3%	20.6%	44.9%	57.0%	28.8%	27.8%	15.2%	41.7%	27.3%	26.3%	31.0%	34.4%	29.4%	45.1%	20.9%	38.6%
Traffic conditions	23.7%	17.5%	30.4%	45.3%	20.5%	22.8%	8.7%	23.0%	13.6%	26.3%	24.0%	23.0%	17.6%	31.7%	14.9%	23.2%
Upcoming projects	9.2%	12.7%	20.3%	24.4%	13.7%	16.5%	2.2%	14.4%	13.6%	7.5%	14.0%	13.1%	13.7%	23.2%	16.4%	15.2%
Planning studies	5.3%	3.2%	7.2%	12.8%	0.0%	2.5%	2.2%	2.9%	6.1%	6.3%	5.4%	11.5%	3.9%	11.0%	9.0%	4.4%
Driver License	38.2%	28.6%	33.3%	24.4%	30.1%	38.0%	41.3%	25.2%	27.3%	23.8%	32.6%	34.4%	21.6%	19.5%	38.8%	26.5%
Vehicle Registration/Title/License Plates	67.1%	73.0%	66.7%	50.0%	65.8%	69.6%	54.3%	54.7%	63.6%	65.0%	70.5%	62.3%	56.9%	57.3%	62.7%	59.1%
Aviation/airports	0.0%	0.0%	2.9%	2.3%	2.7%	3.8%	2.2%	1.4%	0.0%	2.5%	0.8%	3.3%	0.0%	4.9%	3.0%	1.9%
Public transportation	3.9%	1.6%	7.2%	8.1%	1.4%	2.5%	2.2%	18.0%	9.1%	11.3%	7.8%	3.3%	3.9%	4.9%	7.5%	14.2%
Safety	5.3%	3.2%	8.7%	15.1%	5.5%	5.1%	4.3%	2.2%	7.6%	8.8%	3.1%	6.6%	7.8%	8.5%	9.0%	4.3%
Air quality/environment	5.3%	0.0%	5.8%	10.5%	1.4%	3.8%	0.0%	4.3%	4.5%	5.0%	6.2%	4.9%	0.0%	2.4%	4.5%	4.7%
Other	6.6%	6.3%	7.2%	5.8%	6.8%	10.1%	13.0%	4.3%	15.2%	17.5%	4.7%	3.3%	5.9%	4.9%	10.4%	5.8%
None	1.3%	0.0%	1.4%	1.2%	6.8%	1.3%	2.2%	3.6%	7.6%	2.5%	2.3%	1.6%	3.9%	0.0%	3.0%	3.0%

**Q13 From which of the following SOURCES did you receive or request information from ADOT during the past year? (Check all that apply)**

N=1167	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q13 From which of the following SOURCES did you receive or request information from ADOT during the past year?</u>																
Electronic message boards along highways	31.6%	46.0%	55.1%	54.7%	32.9%	32.9%	28.3%	42.4%	22.7%	30.0%	47.3%	44.3%	35.3%	53.7%	37.3%	43.3%
Signs on roadways	15.8%	17.5%	21.7%	29.1%	15.1%	21.5%	19.6%	15.1%	21.2%	13.8%	21.7%	13.1%	19.6%	26.8%	14.9%	17.2%
Fliers	6.6%	11.1%	11.6%	15.1%	1.4%	6.3%	2.2%	7.9%	6.1%	6.3%	10.9%	6.6%	7.8%	4.9%	13.4%	8.7%
Internet/web page	32.9%	41.3%	39.1%	33.7%	34.2%	22.8%	30.4%	46.8%	30.3%	38.8%	46.5%	45.9%	27.5%	42.7%	43.3%	44.3%
Direct mailings/newsletters	21.1%	30.2%	27.5%	16.3%	23.3%	19.0%	8.7%	25.2%	33.3%	27.5%	27.9%	27.9%	23.5%	31.7%	19.4%	26.0%
Newspapers	15.8%	30.2%	42.0%	32.6%	21.9%	22.8%	23.9%	25.2%	28.8%	11.3%	30.2%	34.4%	21.6%	37.8%	26.9%	26.6%
Radio	10.5%	20.6%	20.3%	29.1%	17.8%	12.7%	13.0%	28.1%	10.6%	25.0%	31.8%	31.1%	11.8%	26.8%	20.9%	27.5%
TV local public access channel	13.2%	20.6%	17.4%	12.8%	13.7%	10.1%	13.0%	15.8%	6.1%	22.5%	27.9%	11.5%	19.6%	17.1%	14.9%	17.6%
Public officials	5.3%	1.6%	10.1%	8.1%	5.5%	13.9%	4.3%	1.4%	6.1%	3.8%	3.9%	8.2%	7.8%	3.7%	11.9%	2.8%
Public meetings	3.9%	1.6%	8.7%	8.1%	8.2%	5.1%	10.9%	2.2%	7.6%	5.0%	9.3%	6.6%	3.9%	11.0%	4.5%	3.8%
E-mail	1.3%	6.3%	8.7%	3.5%	6.8%	7.6%	10.9%	7.9%	3.0%	5.0%	8.5%	11.5%	3.9%	7.3%	7.5%	7.7%
Other	23.7%	7.9%	10.1%	25.6%	19.2%	24.1%	13.0%	4.3%	13.6%	15.0%	5.4%	6.6%	11.8%	11.0%	17.9%	6.5%
None chosen	14.5%	0.0%	5.7%	4.7%	8.2%	7.6%	21.7%	9.3%	9.1%	6.3%	7.0%	1.6%	9.8%	6.1%	7.5%	7.7%

**Sum of all four choices****Q13a Of the items listed in Question 13, which ones do you think are the most useful sources of information? (top four)**

N=1167	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q13a Sum of all four choices</u>																
Electronic message boards along highways	36.8%	47.6%	50.7%	46.5%	37.0%	41.8%	32.6%	36.0%	28.8%	32.5%	42.6%	47.5%	41.2%	47.6%	37.3%	38.9%
Signs on roadways	19.7%	15.9%	18.8%	27.9%	24.7%	25.3%	13.0%	19.4%	27.3%	21.3%	17.1%	18.0%	27.5%	28.0%	14.9%	20.0%
Fliers	5.3%	11.1%	11.6%	8.1%	8.2%	8.9%	0.0%	5.8%	9.1%	3.8%	10.9%	4.9%	9.8%	3.7%	7.5%	7.0%
Internet/web page	35.5%	39.7%	37.7%	31.4%	30.1%	34.2%	39.1%	47.5%	34.8%	38.8%	46.5%	47.5%	37.3%	39.0%	44.8%	44.7%
Direct mailings/newsletters	26.3%	39.7%	24.6%	17.4%	24.7%	19.0%	15.2%	20.1%	34.8%	17.5%	31.0%	16.4%	17.6%	29.3%	25.4%	22.9%
Newspapers	21.1%	46.0%	30.4%	27.9%	26.0%	20.3%	26.1%	21.6%	27.3%	16.3%	31.8%	37.7%	25.5%	34.1%	29.9%	24.0%
Radio	17.1%	25.4%	29.0%	37.2%	27.4%	17.7%	19.6%	26.6%	13.6%	28.8%	28.7%	32.8%	27.5%	28.0%	23.9%	26.2%
TV local public access channel	15.8%	30.2%	21.7%	19.8%	24.7%	17.7%	23.9%	20.9%	12.1%	25.0%	23.3%	24.6%	25.5%	15.9%	26.9%	20.9%
Public officials	1.3%	0.0%	5.8%	3.5%	0.0%	5.1%	0.0%	2.9%	7.6%	0.0%	0.0%	4.9%	5.9%	2.4%	6.0%	2.5%
Public meetings	5.3%	3.2%	1.4%	7.0%	8.2%	5.1%	4.3%	3.6%	13.6%	5.0%	10.1%	9.8%	2.0%	8.5%	4.5%	4.8%
E-mail	3.9%	11.1%	14.5%	7.0%	9.6%	8.9%	8.7%	7.9%	7.6%	6.3%	12.4%	14.8%	13.7%	6.1%	6.0%	8.9%
Other	13.2%	7.9%	7.2%	17.4%	15.1%	17.7%	4.3%	2.9%	9.1%	7.5%	5.4%	6.6%	5.9%	3.7%	14.9%	4.5%
None chosen	17.1%	4.8%	15.9%	9.3%	17.8%	8.9%	23.9%	16.5%	21.2%	16.3%	12.4%	3.3%	21.6%	12.2%	14.9%	15.3%

**Q14 Do you think you currently receive too much, the right amount, or not enough information from ADOT?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q14 Do you think you currently receive too much, the right amount, or not enough information from ADOT?</u>																
Too much	0.0%	0.7%	1.3%	0.0%	1.3%	0.0%	0.7%	1.0%	0.6%	1.3%	0.6%	0.0%	0.7%	0.5%	0.0%	0.9%
About right	41.7%	46.4%	40.1%	46.3%	46.4%	47.7%	49.3%	47.0%	46.0%	40.6%	39.6%	47.1%	33.3%	51.1%	47.1%	45.3%
Not enough	47.4%	30.5%	42.1%	42.1%	31.4%	40.4%	32.7%	34.9%	37.9%	46.3%	38.3%	35.9%	46.7%	30.0%	35.9%	36.1%
Don't know	10.9%	22.5%	16.4%	11.6%	20.9%	11.9%	17.3%	17.1%	15.5%	11.9%	21.4%	17.0%	19.3%	18.4%	17.0%	17.7%

**Q15 Overall, how would you rate your impression of the way ADOT communicates with residents?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q15 Overall, how would you rate your impression of the way ADOT communicates with residents?</u>																
Favorable	34.6%	32.5%	30.9%	43.3%	40.5%	42.4%	32.7%	36.2%	29.8%	35.6%	27.3%	37.3%	28.7%	36.3%	35.9%	34.3%
Neither favorable or unfavorable	31.4%	37.7%	39.5%	28.0%	27.5%	29.1%	32.7%	31.3%	36.6%	34.4%	34.7%	32.7%	34.0%	26.8%	39.2%	32.4%
Unfavorable	20.5%	11.9%	17.1%	17.1%	9.8%	14.6%	10.0%	12.5%	6.8%	13.1%	16.2%	9.2%	21.3%	15.3%	11.8%	13.1%
Don't know	13.5%	17.9%	12.5%	11.6%	22.2%	13.9%	24.7%	20.1%	26.7%	16.9%	21.8%	20.9%	16.0%	21.6%	13.1%	20.2%

**Q16 Did you know ADOT has a phone number (511) that provides information about road conditions on state highways?**

N=2656	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q16 Did you know ADOT has a phone number (511) that provides information about road conditions on state highways?</u>																
Yes	46.8%	39.7%	58.9%	70.1%	49.7%	47.0%	33.3%	38.8%	34.2%	62.5%	37.0%	37.5%	25.3%	47.4%	25.5%	39.5%
No	53.2%	60.2%	41.1%	29.9%	50.3%	53.0%	66.6%	61.2%	65.8%	37.5%	63.0%	62.5%	74.7%	52.7%	74.5%	60.5%

**Q16a Have you called 511 during the past year?**

N=1145	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q16a Have you called 511 during the past year?</u>																
Yes	47.9%	3.3%	46.1%	59.1%	36.8%	22.5%	16.7%	34.2%	20.0%	48.0%	21.9%	24.6%	18.4%	25.6%	10.3%	30.8%
No	52.1%	96.7%	52.8%	40.9%	63.2%	77.5%	83.3%	65.0%	80.0%	51.0%	72.8%	73.7%	81.6%	72.2%	87.2%	67.2%
Don't Remember	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	1.0%	5.3%	1.8%	0.0%	2.2%	2.6%	2.0%

**Q16b Overall, how satisfied were you with 511?**

N=370	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q16b Overall, how satisfied were you with 511?</u>																
Very satisfied	17.1%	0.0%	36.6%	44.1%	39.3%	25.0%	25.0%	28.2%	36.4%	29.2%	24.0%	28.6%	14.3%	39.1%	0.0%	28.5%
Satisfied	54.3%	50.0%	36.6%	27.9%	32.1%	37.5%	50.0%	46.2%	27.3%	50.0%	52.0%	35.7%	28.6%	26.1%	100.0%	43.0%
Neutral	14.3%	50.0%	12.2%	10.3%	14.3%	25.0%	12.5%	5.1%	36.4%	10.4%	8.0%	28.6%	14.3%	13.0%	0.0%	7.7%
Dissatisfied	11.4%	0.0%	14.6%	10.3%	7.1%	12.5%	12.5%	12.8%	0.0%	8.3%	8.0%	7.1%	0.0%	17.4%	0.0%	12.1%
Very dissatisfied	2.9%	0.0%	0.0%	7.4%	7.1%	0.0%	0.0%	2.6%	0.0%	2.1%	8.0%	0.0%	28.6%	0.0%	0.0%	3.1%
Don't Know	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.1%	0.0%	0.0%	0.0%	0.0%	14.3%	4.3%	0.0%	5.6%

**Q17 Did you know that ADOT has a website? (www.azdot.gov)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q17 Did you know that ADOT has a website? (www.azdot.gov)</u>																
Yes	59.6%	64.9%	67.5%	57.3%	61.4%	64.2%	54.7%	65.1%	56.5%	64.4%	61.4%	63.2%	49.3%	63.2%	59.5%	63.8%
No	40.4%	35.1%	32.5%	42.7%	38.5%	35.8%	45.3%	34.9%	43.4%	35.6%	38.6%	36.8%	50.7%	36.8%	40.6%	36.2%

**Q17a Have you visited ADOT's web site during the past year?**

N=1622	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q17a Have you visited ADOT's web site during the past year?</u>																
Yes	45.1%	52.0%	55.9%	48.9%	45.2%	51.5%	46.3%	57.4%	36.3%	55.9%	57.0%	57.3%	56.2%	46.7%	53.8%	54.9%
No	53.8%	45.9%	39.2%	46.8%	53.8%	47.4%	48.8%	37.9%	58.2%	40.2%	38.2%	39.6%	32.9%	46.7%	41.8%	39.6%
Don't Remember	1.1%	2.0%	4.9%	4.3%	1.1%	1.0%	4.9%	4.6%	5.5%	3.9%	4.8%	3.1%	11.0%	6.7%	4.4%	5.5%

**Q18 Did you know the Motor Vehicle Division has a website for online transactions? (www.ServiceArizona.com)**

N=2656	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q18 Did you know the Motor Vehicle Division has a website for online transactions? (www.ServiceArizona.com)</u>																
Yes	55.8%	71.5%	68.9%	66.5%	55.6%	65.6%	61.3%	73.7%	72.7%	67.5%	68.8%	68.4%	55.3%	68.4%	60.8%	71.0%
No	44.2%	28.5%	31.2%	33.5%	44.4%	34.4%	38.6%	26.3%	27.3%	32.5%	31.1%	31.5%	44.6%	31.6%	39.3%	29.0%

**Q18a Have you visited ADOT's web site during the past year?**

N=1755	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q18a Have you visited ADOT's web site during the past year?</u>																
Yes	56.5%	57.0%	60.6%	46.8%	43.5%	47.5%	53.8%	69.2%	47.0%	66.4%	70.3%	71.2%	58.5%	66.9%	53.8%	66.6%
No	42.4%	42.1%	38.5%	53.2%	55.3%	52.5%	46.2%	28.6%	50.4%	30.8%	28.8%	28.8%	40.2%	31.5%	45.2%	31.5%
Don't Remember	1.2%	0.9%	1.0%	0.0%	1.2%	0.0%	0.0%	2.2%	2.6%	2.8%	0.9%	0.0%	1.2%	1.5%	1.1%	1.9%

**Q19 Have you ever attended a public meeting that was sponsored by ADOT?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q19 Have you attended a public meeting that was sponsored by ADOT?</u>																
Yes	11.5%	9.3%	9.9%	12.8%	13.1%	12.6%	7.3%	7.2%	9.9%	8.1%	6.8%	8.5%	5.3%	16.3%	5.9%	7.9%
No	88.5%	90.7%	90.1%	87.2%	86.9%	87.4%	92.7%	92.8%	90.1%	91.9%	93.2%	91.5%	94.7%	83.7%	94.1%	92.1%

**Q19a Did you think the meeting was well run?**

N=251	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q19a Did you think the meeting was well run?</u>																
Yes	72.2%	78.6%	93.3%	85.7%	84.2%	94.7%	81.8%	85.7%	86.7%	92.3%	57.1%	83.3%	87.5%	87.1%	88.9%	78.7%
No	27.8%	21.4%	6.7%	14.3%	15.8%	5.3%	9.1%	14.3%	13.3%	7.7%	42.9%	16.7%	12.5%	12.9%	11.1%	18.0%
Don't Know	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%

**Q19b Did you think ADOT listened to the feedback that was provided by the people who attended the meeting?**

N=251	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q19b Did you think ADOT listened to the feedback that was provided by the people who attended the meeting?</u>																
Yes	92.3%	45.5%	46.7%	83.3%	81.3%	77.8%	50.0%	88.9%	84.6%	58.3%	69.2%	90.0%	42.9%	66.7%	75.0%	64.0%
No	7.7%	54.5%	33.3%	16.7%	18.8%	22.2%	50.0%	11.1%	7.7%	41.7%	30.8%	10.0%	57.1%	33.3%	0.0%	14.2%
Don't Know	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	21.8%

**Q20 Using a 5-point scale, where 5 is "very satisfied" and 1 is "very dissatisfied," how satisfied are you with ADOT's overall efforts to keep residents informed about transportation related issues in Arizona?**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q20 Using a 5-point scale, where 5 is "very satisfied" and 1 is "very dissatisfied," how satisfied are you with ADOT's overall efforts to keep residents informed about transportation related issues in Arizona?</u>																
Very satisfied	7.7%	9.3%	6.7%	17.8%	13.1%	14.6%	10.7%	8.6%	6.2%	10.6%	4.9%	11.1%	8.1%	10.0%	11.1%	8.4%
Satisfied	31.4%	34.4%	33.3%	32.5%	28.1%	34.4%	24.7%	31.7%	29.2%	33.8%	27.7%	34.6%	25.5%	38.4%	30.7%	30.9%
Neutral	27.6%	30.5%	32.7%	28.2%	33.3%	28.5%	34.7%	34.0%	37.3%	21.3%	35.8%	31.4%	34.2%	25.8%	31.4%	33.4%
Dissatisfied	11.5%	7.9%	12.0%	10.4%	8.5%	7.3%	12.0%	10.6%	7.5%	12.5%	12.1%	9.8%	15.4%	9.5%	10.5%	10.7%
Very Dissatisfied	5.1%	4.0%	0.7%	3.7%	3.3%	4.6%	2.0%	3.6%	1.9%	6.9%	2.6%	2.0%	5.4%	4.2%	3.3%	3.6%
Don't Know	16.7%	13.9%	14.7%	7.4%	13.7%	10.6%	16.0%	11.6%	18.0%	15.0%	16.9%	11.1%	11.4%	12.1%	13.1%	13.0%

**Excluding Don't Knows**

**Q20 Using a 5-point scale, where 5 is "very satisfied" and 1 is "very dissatisfied," how satisfied are you with ADOT's overall efforts to keep residents informed about transportation related issues in Arizona? (excluding don't know)**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q20 Using a 5-point scale, where 5 is "very satisfied" and 1 is "very dissatisfied," how satisfied are you with ADOT's overall efforts to keep residents informed about transportation related issues in Arizona?</u>																
Very satisfied	9.2%	10.8%	7.8%	19.2%	15.2%	16.3%	12.7%	9.7%	7.6%	12.5%	5.9%	12.5%	9.1%	11.4%	12.8%	9.6%
Satisfied	37.7%	40.0%	39.1%	35.1%	32.6%	38.5%	29.4%	35.8%	35.6%	39.7%	33.3%	39.0%	28.8%	43.7%	35.3%	35.6%
Neutral	33.1%	35.4%	38.3%	30.5%	38.6%	31.9%	41.3%	38.4%	45.5%	25.0%	43.1%	35.3%	38.6%	29.3%	36.1%	38.4%
Dissatisfied	13.8%	9.2%	14.1%	11.3%	9.8%	8.1%	14.3%	11.9%	9.1%	14.7%	14.5%	11.0%	17.4%	10.8%	12.0%	12.3%
Very Dissatisfied	6.2%	4.6%	0.8%	4.0%	3.8%	5.2%	2.4%	4.1%	2.3%	8.1%	3.1%	2.2%	6.1%	4.8%	3.8%	4.1%

**Excluding Don't Knows**

**Q21 Highway Maintenance. Please circle the number that best describes your level of satisfaction with ADOT's efforts to provide the following services on Interstates (e.g., I-10, I-17), U.S. (US-60, US-89) and state highways (e.g., 202, 85, 77) in the area where you live. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q21a Removing debris, such as torn tires, glass and dead animals from the driving lanes</u>																
Very Satisfied	12.1%	13.7%	15.8%	23.8%	24.7%	20.3%	18.6%	15.5%	21.3%	21.2%	11.5%	20.1%	20.9%	19.7%	27.4%	15.8%
Satisfied	34.2%	42.5%	50.7%	38.8%	45.3%	46.6%	47.6%	55.4%	36.8%	32.7%	44.4%	45.6%	38.5%	48.4%	47.3%	51.0%
Neutral	23.5%	20.5%	17.1%	18.8%	18.0%	18.9%	24.1%	15.9%	27.1%	19.9%	19.4%	13.4%	14.9%	23.9%	17.8%	17.6%
Dissatisfied	16.1%	16.4%	13.7%	11.9%	10.0%	10.8%	5.5%	10.5%	11.0%	17.3%	20.1%	16.1%	16.2%	7.4%	6.2%	12.3%
Very Dissatisfied	14.1%	6.8%	2.7%	6.9%	2.0%	3.4%	4.1%	2.7%	3.9%	9.0%	4.5%	4.7%	9.5%	0.5%	1.4%	3.4%
<u>Q21b Picking up litter and trash along highways</u>																
Very Satisfied	10.7%	10.8%	12.2%	24.2%	22.1%	20.1%	18.1%	13.9%	16.9%	16.7%	8.5%	21.9%	19.6%	15.8%	23.5%	14.2%
Satisfied	33.6%	35.8%	38.8%	35.0%	47.0%	42.3%	40.3%	53.4%	36.4%	31.4%	37.3%	41.1%	35.8%	46.7%	49.7%	47.8%
Neutral	20.8%	21.6%	23.1%	15.9%	18.1%	23.5%	30.6%	19.7%	30.5%	19.2%	26.4%	22.5%	20.9%	20.1%	16.8%	20.5%
Dissatisfied	21.5%	25.7%	18.4%	15.9%	8.7%	11.4%	7.6%	9.9%	11.0%	18.6%	22.4%	9.9%	16.2%	13.0%	8.1%	13.5%
Very Dissatisfied	13.4%	6.1%	7.5%	8.9%	4.0%	2.7%	3.5%	3.1%	5.2%	14.1%	5.4%	4.6%	7.4%	4.3%	2.0%	4.1%

**Excluding Don't Knows**

**Q21 Highway Maintenance. Please circle the number that best describes your level of satisfaction with ADOT's efforts to provide the following services on Interstates (e.g., I-10, I-17), U.S. (US-60, US-89) and state highways (e.g., 202, 85, 77) in the area where you live. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q21c Removing snow and ice from highways in northern Arizona during the winter</u>																
Very Satisfied	19.4%	12.3%	25.9%	39.5%	32.9%	26.3%	22.7%	18.1%	17.2%	29.3%	12.0%	29.4%	30.8%	24.7%	25.5%	19.3%
Satisfied	36.8%	54.4%	49.7%	40.3%	43.4%	50.0%	47.7%	46.6%	46.0%	36.9%	40.0%	27.5%	43.1%	51.3%	47.1%	45.0%
Neutral	19.4%	29.8%	17.0%	14.5%	17.1%	17.5%	29.5%	32.8%	31.0%	15.3%	42.0%	33.3%	16.9%	20.3%	23.5%	30.4%
Dissatisfied	12.5%	3.5%	5.4%	4.0%	3.9%	2.5%	0.0%	1.7%	2.3%	14.0%	5.0%	3.9%	4.6%	3.8%	3.9%	3.4%
Very Dissatisfied	11.8%	0.0%	2.0%	1.6%	2.6%	3.8%	0.0%	0.9%	3.4%	4.5%	1.0%	5.9%	4.6%	0.0%	0.0%	1.9%
<u>Q21d Maintaining landscaping and vegetation along highways</u>																
Very Satisfied	13.5%	10.7%	9.0%	26.3%	27.7%	21.2%	17.1%	18.2%	14.4%	18.5%	10.0%	24.7%	13.3%	15.2%	17.5%	16.6%
Satisfied	37.8%	35.7%	49.0%	37.2%	34.5%	47.4%	35.7%	52.0%	41.8%	31.1%	37.5%	42.0%	43.4%	43.3%	40.9%	47.8%
Neutral	27.0%	40.7%	28.3%	26.3%	26.4%	20.4%	36.4%	20.6%	32.9%	29.1%	33.7%	27.3%	30.8%	31.5%	30.7%	24.6%
Dissatisfied	12.8%	8.6%	9.0%	8.3%	9.5%	9.5%	7.0%	6.4%	8.9%	9.3%	13.7%	5.3%	8.4%	8.4%	6.6%	7.6%
Very Dissatisfied	8.8%	4.3%	4.8%	1.9%	2.0%	1.5%	3.9%	2.7%	2.1%	11.9%	5.2%	0.7%	4.2%	1.7%	4.4%	3.4%

**Excluding Don't Knows**

**Q21 Highway Maintenance. Please circle the number that best describes your level of satisfaction with ADOT's efforts to provide the following services on Interstates (e.g., I-10, I-17), U.S. (US-60, US-89) and state highways (e.g., 202, 85, 77) in the area where you live. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q21e Keeping guardrails and other barriers, such as wildlife barriers, in good condition</u>																
Very Satisfied	19.2%	21.9%	17.2%	32.5%	29.5%	23.8%	20.3%	21.8%	22.1%	31.2%	12.1%	26.9%	19.7%	24.3%	24.3%	21.0%
Satisfied	43.2%	50.4%	57.9%	47.4%	47.9%	55.2%	56.5%	58.2%	46.9%	38.9%	51.8%	49.0%	53.5%	51.9%	55.0%	56.0%
Neutral	23.3%	23.4%	20.7%	14.9%	17.1%	15.4%	19.6%	17.2%	26.2%	17.8%	28.9%	20.0%	23.2%	20.4%	14.3%	18.8%
Dissatisfied	6.8%	2.9%	2.1%	4.5%	4.1%	2.8%	3.6%	2.1%	4.8%	9.6%	5.7%	2.1%	2.1%	2.2%	5.0%	3.1%
Very Dissatisfied	7.5%	1.5%	2.1%	0.6%	1.4%	2.8%	0.0%	0.7%	0.0%	2.5%	1.4%	2.1%	1.4%	1.1%	1.4%	1.0%
<u>Q21f Keeping the surface of Interstate highways and freeways in good condition (smooth and free of potholes)</u>																
Very Satisfied	12.7%	12.8%	4.7%	23.3%	17.9%	15.0%	14.4%	15.2%	5.8%	13.2%	7.7%	17.1%	24.2%	7.0%	17.6%	13.5%
Satisfied	30.7%	30.4%	27.0%	36.5%	39.7%	35.4%	41.8%	45.3%	23.1%	37.1%	37.0%	52.0%	47.7%	30.6%	40.5%	42.3%
Neutral	27.3%	26.4%	36.5%	23.3%	22.5%	24.5%	22.6%	23.6%	30.1%	22.0%	23.6%	15.8%	13.4%	38.7%	25.7%	24.3%
Dissatisfied	17.3%	22.3%	24.3%	12.6%	14.6%	17.7%	14.4%	12.2%	26.9%	18.2%	21.2%	9.9%	11.4%	21.0%	10.1%	14.2%
Very Dissatisfied	12.0%	8.1%	7.4%	4.4%	5.3%	7.5%	6.8%	3.7%	14.1%	9.4%	10.4%	5.3%	3.4%	2.7%	6.1%	5.7%

**Excluding Don't Knows**

**Q21 Highway Maintenance. Please circle the number that best describes your level of satisfaction with ADOT's efforts to provide the following services on Interstates (e.g., I-10, I-17), U.S. (US-60, US-89) and state highways (e.g., 202, 85, 77) in the area where you live. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q21g Keeping the surface of less traveled 2-lane highways in good condition (smooth and free of potholes)</u>																
Very Satisfied	8.1%	6.9%	3.5%	15.1%	11.5%	10.7%	13.2%	11.0%	5.2%	10.1%	5.7%	11.6%	15.5%	5.4%	11.5%	9.6%
Satisfied	16.9%	29.7%	29.6%	34.6%	40.5%	36.9%	35.4%	42.3%	24.5%	27.8%	29.0%	45.9%	42.6%	26.5%	33.1%	38.2%
Neutral	31.1%	30.3%	35.2%	27.7%	23.6%	24.8%	25.7%	27.4%	32.9%	25.9%	27.6%	22.6%	22.3%	39.5%	26.4%	27.8%
Dissatisfied	29.1%	22.1%	23.9%	15.1%	15.5%	18.1%	19.4%	15.7%	25.8%	21.5%	26.9%	11.6%	15.5%	23.2%	19.6%	18.2%
Very Dissatisfied	14.9%	11.0%	7.7%	7.5%	8.8%	9.4%	6.3%	3.6%	11.6%	14.6%	11.0%	8.2%	4.1%	5.4%	9.5%	6.2%
<u>Q21h Keeping shoulders on highways in good condition</u>																
Very Satisfied	12.1%	9.0%	6.2%	20.9%	18.4%	18.2%	15.2%	12.1%	11.8%	12.1%	6.2%	14.6%	20.8%	10.9%	17.5%	11.6%
Satisfied	27.5%	41.0%	47.9%	37.3%	44.9%	45.3%	40.7%	51.4%	30.1%	33.8%	38.1%	49.7%	49.0%	40.8%	52.4%	46.6%
Neutral	35.6%	36.1%	30.8%	27.8%	21.1%	20.9%	27.6%	30.0%	39.2%	32.5%	36.7%	26.5%	18.8%	34.8%	17.5%	31.1%
Dissatisfied	17.4%	11.8%	10.3%	10.8%	12.9%	13.5%	13.1%	5.2%	17.0%	12.1%	13.8%	5.3%	10.1%	12.5%	8.4%	8.2%
Very Dissatisfied	7.4%	2.1%	4.8%	3.2%	2.7%	2.0%	3.4%	1.4%	2.0%	9.6%	5.2%	4.0%	1.3%	1.1%	4.2%	2.5%

**Excluding Don't Knows**

**Q21 Highway Maintenance. Please circle the number that best describes your level of satisfaction with ADOT's efforts to provide the following services on Interstates (e.g., I-10, I-17), U.S. (US-60, US-89) and state highways (e.g., 202, 85, 77) in the area where you live. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q21i Keeping bridge surfaces and structures in good condition</u>																
Very Satisfied	12.6%	11.3%	9.8%	27.2%	18.2%	19.0%	17.1%	16.0%	14.9%	15.3%	7.5%	19.3%	18.9%	12.1%	22.9%	14.7%
Satisfied	36.4%	44.7%	50.3%	44.4%	46.2%	56.5%	45.7%	57.7%	39.9%	44.6%	47.0%	49.7%	52.7%	45.6%	56.4%	54.0%
Neutral	36.4%	35.5%	27.3%	22.5%	23.8%	16.3%	27.1%	22.8%	34.5%	24.8%	33.5%	24.8%	18.2%	37.9%	14.3%	25.1%
Dissatisfied	9.1%	7.1%	10.5%	5.3%	8.4%	6.1%	8.6%	2.8%	10.1%	10.8%	9.3%	6.2%	8.1%	3.8%	6.4%	5.1%
Very Dissatisfied	5.6%	1.4%	2.1%	0.7%	3.5%	2.0%	1.4%	0.7%	0.7%	4.5%	2.8%	0.0%	2.0%	0.5%	0.0%	1.1%
<u>Q21j Ensuring highway striping is visible during the DAY</u>																
Very Satisfied	13.9%	17.9%	17.2%	29.7%	29.3%	20.8%	21.2%	18.9%	13.8%	20.8%	13.7%	29.8%	30.6%	15.7%	29.0%	18.8%
Satisfied	35.1%	46.2%	46.2%	41.1%	42.9%	55.0%	50.0%	55.7%	46.7%	37.7%	49.0%	43.0%	46.9%	50.8%	49.7%	52.6%
Neutral	23.2%	25.5%	21.4%	21.5%	19.0%	18.8%	25.3%	18.6%	30.3%	22.6%	22.9%	19.2%	14.3%	28.6%	14.5%	19.9%
Dissatisfied	14.6%	8.3%	9.0%	6.3%	4.8%	4.7%	3.4%	5.5%	8.6%	12.6%	10.3%	6.0%	5.4%	3.8%	5.5%	6.6%
Very Dissatisfied	13.2%	2.1%	6.2%	1.3%	4.1%	0.7%	0.0%	1.4%	0.7%	6.3%	4.1%	2.0%	2.7%	1.1%	1.4%	2.2%

**Excluding Don't Knows**

**Q21 Highway Maintenance. Please circle the number that best describes your level of satisfaction with ADOT's efforts to provide the following services on Interstates (e.g., I-10, I-17), U.S. (US-60, US-89) and state highways (e.g., 202, 85, 77) in the area where you live. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q21k Ensuring highway striping is visible at NIGHT and during WET WEATHER</u>																
Very Satisfied	12.1%	13.1%	12.0%	24.2%	21.8%	19.2%	20.4%	17.0%	13.1%	15.1%	9.9%	25.0%	25.0%	11.0%	25.7%	16.3%
Satisfied	26.2%	40.7%	35.2%	37.9%	44.2%	46.6%	43.7%	43.4%	39.9%	33.3%	42.6%	35.8%	49.3%	39.8%	41.4%	42.3%
Neutral	24.8%	23.4%	28.9%	19.6%	19.7%	24.0%	27.5%	22.2%	28.8%	20.1%	25.7%	20.9%	14.6%	30.4%	18.6%	22.7%
Dissatisfied	19.5%	15.2%	18.3%	13.7%	7.5%	9.6%	8.5%	13.5%	14.4%	20.1%	16.2%	13.5%	7.6%	16.6%	9.3%	14.2%
Very Dissatisfied	17.4%	7.6%	5.6%	4.6%	6.8%	0.7%	0.0%	3.8%	3.9%	11.3%	5.6%	4.7%	3.5%	2.2%	5.0%	4.6%
<u>Q21l Ensuring that directional and warning signs along highways are easy to see and understand</u>																
Very Satisfied	24.5%	18.4%	25.7%	34.8%	29.5%	19.5%	27.9%	16.3%	22.7%	23.3%	15.8%	28.9%	27.7%	15.5%	29.0%	18.3%
Satisfied	41.7%	47.6%	48.0%	39.1%	51.7%	53.7%	51.0%	58.0%	48.7%	47.8%	49.8%	42.8%	52.0%	58.8%	49.0%	54.3%
Neutral	23.2%	27.2%	19.6%	19.9%	14.1%	21.5%	15.6%	18.3%	24.0%	22.6%	21.9%	23.0%	13.5%	20.9%	15.2%	19.4%
Dissatisfied	5.3%	6.1%	5.4%	6.2%	2.0%	4.0%	5.4%	5.8%	2.6%	3.8%	9.8%	3.9%	4.1%	4.8%	4.1%	6.0%
Very Dissatisfied	5.3%	0.7%	1.4%	0.0%	2.7%	1.3%	0.0%	1.7%	1.9%	2.5%	2.7%	1.3%	2.7%	0.0%	2.8%	1.9%

**Excluding Don't Knows**

**Q21 Highway Maintenance. Please circle the number that best describes your level of satisfaction with ADOT's efforts to provide the following services on Interstates (e.g., I-10, I-17), U.S. (US-60, US-89) and state highways (e.g., 202, 85, 77) in the area where you live. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q21m Ensuring warning signs in highway work zones are easy to see and understand</u>																
Very Satisfied	28.5%	21.9%	30.2%	40.6%	39.6%	26.4%	36.3%	20.0%	27.5%	32.1%	20.3%	32.9%	37.4%	20.7%	40.3%	22.7%
Satisfied	38.4%	50.0%	49.0%	40.6%	45.0%	48.6%	50.0%	55.6%	52.9%	42.1%	51.0%	50.7%	43.5%	53.7%	45.8%	53.1%
Neutral	23.8%	24.7%	13.4%	15.0%	12.1%	17.6%	8.9%	19.0%	16.3%	22.0%	19.9%	13.2%	12.2%	19.1%	9.7%	18.4%
Dissatisfied	6.0%	2.7%	5.4%	3.1%	0.7%	4.7%	4.8%	3.7%	1.3%	2.5%	6.8%	1.3%	3.4%	5.3%	2.8%	3.9%
Very Dissatisfied	3.3%	0.7%	2.0%	0.6%	2.7%	2.7%	0.0%	1.7%	2.0%	1.3%	2.0%	2.0%	3.4%	1.1%	1.4%	1.8%
<u>Q21n Keeping maintenance work zones closures and delays to minimum</u>																
Very Satisfied	16.0%	17.2%	14.9%	24.4%	24.5%	20.4%	23.1%	11.7%	18.3%	23.7%	10.6%	20.0%	19.2%	13.5%	16.3%	13.2%
Satisfied	37.3%	35.9%	38.5%	36.9%	44.2%	37.4%	43.4%	37.1%	43.1%	35.3%	35.3%	30.0%	53.4%	38.9%	48.9%	37.5%
Neutral	30.0%	31.0%	25.7%	23.8%	19.7%	27.9%	25.2%	28.2%	30.1%	28.8%	26.5%	28.7%	18.5%	26.5%	24.1%	27.5%
Dissatisfied	11.3%	13.1%	14.9%	8.8%	8.8%	10.2%	6.3%	16.5%	5.2%	8.3%	13.4%	13.3%	5.5%	15.7%	7.1%	14.6%
Very Dissatisfied	5.3%	2.8%	6.1%	6.3%	2.7%	4.1%	2.1%	6.5%	3.3%	3.8%	14.1%	8.0%	3.4%	5.4%	3.5%	7.2%

**Sum of all four choices**

**Q22 Which FOUR of the items listed above in Question 21 do you think are the most important for ADOT to emphasize over the next two years? (top four)**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q22 Sum of all four choices</u>																
Removing debris	34.0%	37.1%	22.4%	37.2%	29.4%	32.5%	34.0%	33.9%	23.0%	34.4%	35.1%	35.9%	48.7%	26.8%	27.5%	32.7%
Pick up litter and trash	25.6%	25.2%	19.1%	23.2%	20.3%	17.2%	20.0%	18.1%	17.4%	21.9%	21.4%	18.3%	29.3%	15.8%	15.7%	19.4%
Removing snow and ice	29.5%	3.3%	28.3%	18.3%	10.5%	7.9%	4.7%	4.9%	10.6%	23.8%	6.2%	4.6%	3.3%	15.3%	1.3%	6.6%
Landscaping and vegetation	7.1%	7.3%	8.6%	9.1%	9.8%	9.3%	13.3%	9.2%	8.1%	8.8%	11.7%	9.2%	17.3%	7.4%	13.1%	9.7%
Guardrails and other barriers	13.5%	12.6%	12.5%	13.4%	15.7%	13.9%	18.0%	10.5%	15.5%	12.5%	9.7%	11.8%	11.3%	13.2%	15.7%	10.9%
Surface of Interstate highways	36.5%	53.0%	55.9%	34.1%	43.8%	45.7%	40.0%	41.8%	53.4%	30.6%	52.6%	33.3%	44.0%	51.1%	45.8%	43.9%
Surface 2-lane highways	45.5%	45.0%	46.7%	34.8%	41.8%	46.4%	38.0%	27.6%	41.0%	40.0%	46.1%	31.4%	36.7%	49.5%	36.6%	33.1%
Shoulders on highways	11.5%	12.6%	10.5%	17.1%	19.0%	19.2%	22.7%	13.2%	22.4%	19.4%	16.2%	16.3%	16.7%	10.5%	19.0%	14.6%
Bridge surfaces and structures	11.5%	15.9%	15.8%	7.3%	15.7%	17.2%	14.7%	13.8%	14.3%	10.6%	18.5%	12.4%	14.7%	11.6%	16.3%	13.9%
Striping visible during the day	11.5%	11.3%	11.8%	6.1%	8.5%	7.9%	11.3%	10.9%	11.2%	18.8%	9.1%	12.4%	4.7%	8.9%	10.5%	10.8%
Striping visible during the night	33.3%	29.8%	27.0%	22.6%	24.2%	24.5%	18.7%	24.7%	20.5%	30.0%	25.3%	28.8%	14.0%	30.0%	20.3%	25.3%
Warning signs along highways	10.9%	6.0%	7.9%	7.9%	9.2%	12.6%	12.7%	16.8%	9.9%	11.3%	15.6%	16.3%	7.3%	15.8%	13.7%	15.2%
Work zones signs easy to see	7.1%	9.3%	7.9%	14.6%	7.8%	10.6%	10.7%	16.8%	11.8%	11.3%	11.4%	15.7%	6.0%	13.2%	10.5%	15.2%
Delays to minimum	9.6%	21.9%	20.4%	22.6%	15.7%	17.9%	16.7%	32.6%	15.5%	16.3%	24.7%	29.4%	14.7%	26.3%	20.9%	28.5%
None chosen	18.6%	19.2%	19.7%	21.3%	23.5%	21.2%	23.3%	20.4%	21.7%	14.4%	16.2%	17.6%	24.7%	17.4%	22.2%	19.7%

**Q23 Using a 5-point scale, where 5 is "very satisfied" and 1 is "very dissatisfied," please rate your OVERALL satisfaction with the job that ADOT has done maintaining highways in Arizona.**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q23 Using a 5-point scale, where 5 is "very satisfied" and 1 is "very dissatisfied," please rate your OVERALL satisfaction with the job that ADOT has done maintaining highways in Arizona.</u>																
Very Satisfied	9.6%	6.0%	9.3%	21.5%	19.6%	18.5%	15.3%	13.8%	12.4%	13.1%	6.2%	20.9%	15.3%	10.0%	17.1%	12.9%
Satisfied	33.3%	50.3%	52.3%	50.9%	47.1%	50.3%	51.3%	55.3%	42.9%	45.6%	41.4%	52.3%	60.7%	53.7%	60.5%	51.5%
Neutral	32.1%	28.5%	26.5%	19.0%	19.6%	19.9%	25.3%	20.7%	28.0%	22.5%	28.0%	19.0%	14.7%	22.1%	12.5%	22.3%
Dissatisfied	15.4%	11.3%	7.9%	6.1%	7.8%	7.9%	2.7%	5.6%	12.4%	13.8%	16.6%	5.9%	6.0%	10.5%	5.9%	8.2%
Very Dissatisfied	6.4%	1.3%	3.3%	1.2%	1.3%	1.3%	2.0%	1.3%	1.2%	3.1%	2.3%	0.0%	2.0%	0.5%	2.0%	1.5%
Don't Know	3.2%	2.6%	0.7%	1.2%	4.6%	2.0%	3.3%	3.3%	3.1%	1.9%	5.5%	2.0%	1.3%	3.2%	2.0%	3.6%

**Excluding Don't Knows**

**Q24 Highway Features. Please circle the number that best describes your level of satisfaction with the following highway features in Arizona. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q24a ADOT does a good job of selecting the projects that are needed most</u>																
Very Satisfied	10.4%	8.1%	6.0%	13.9%	14.3%	18.5%	13.8%	7.3%	7.9%	9.9%	4.8%	10.9%	12.8%	4.5%	15.0%	7.4%
Satisfied	25.6%	32.4%	37.9%	38.0%	42.9%	29.8%	39.4%	44.5%	30.2%	37.2%	29.1%	28.7%	40.2%	35.1%	38.1%	39.2%
Neutral	35.2%	39.6%	36.2%	31.4%	28.6%	33.1%	38.5%	34.4%	45.2%	38.0%	36.7%	41.9%	35.0%	44.2%	32.7%	36.1%
Dissatisfied	20.8%	15.3%	16.4%	11.7%	11.1%	10.5%	3.7%	8.5%	11.9%	9.9%	22.3%	14.0%	7.7%	9.7%	9.7%	11.5%
Very Dissatisfied	8.0%	4.5%	3.4%	5.1%	3.2%	8.1%	4.6%	5.3%	4.8%	5.0%	7.2%	4.7%	4.3%	6.5%	4.4%	5.8%
<u>Q24b Traffic flow on highways between cities in Arizona</u>																
Very Satisfied	7.8%	9.9%	9.3%	11.0%	15.8%	13.8%	17.6%	8.1%	9.7%	14.4%	5.7%	12.2%	13.4%	8.5%	15.4%	8.6%
Satisfied	42.6%	43.3%	47.9%	52.6%	48.9%	43.5%	47.3%	42.8%	44.8%	47.3%	40.3%	35.8%	50.0%	44.1%	50.7%	43.1%
Neutral	38.3%	32.6%	27.1%	28.6%	25.9%	24.6%	24.4%	29.7%	35.9%	30.8%	25.8%	28.4%	26.1%	26.0%	22.8%	29.1%
Dissatisfied	9.9%	12.8%	12.9%	7.1%	7.9%	12.3%	9.9%	14.8%	8.3%	6.8%	20.8%	18.9%	9.2%	17.5%	8.1%	14.7%
Very Dissatisfied	1.4%	1.4%	2.9%	0.6%	1.4%	5.8%	0.8%	4.6%	1.4%	0.7%	7.4%	4.7%	1.4%	4.0%	2.9%	4.5%

**Excluding Don't Knows**

**Q24 Highway Features. Please circle the number that best describes your level of satisfaction with the following highway features in Arizona. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q24c Traffic flow during rush hour on highways within major cities in Arizona</u>																
Very Satisfied	3.1%	2.3%	4.5%	8.1%	8.4%	5.4%	10.8%	1.1%	9.0%	8.3%	2.2%	6.2%	6.7%	4.0%	8.3%	2.3%
Satisfied	22.8%	24.8%	15.2%	30.1%	19.1%	31.5%	15.3%	16.0%	15.3%	27.1%	15.7%	21.9%	31.1%	17.2%	29.2%	17.3%
Neutral	32.3%	31.0%	38.6%	22.1%	36.6%	32.3%	29.7%	31.7%	37.8%	32.3%	25.1%	24.7%	37.0%	37.7%	30.8%	31.0%
Dissatisfied	31.5%	31.8%	28.8%	25.7%	25.2%	21.5%	32.4%	34.9%	31.5%	21.1%	38.2%	30.1%	20.0%	30.5%	21.7%	33.4%
Very Dissatisfied	10.2%	10.1%	12.9%	14.0%	10.7%	9.2%	11.7%	16.4%	6.3%	11.3%	18.7%	17.1%	5.2%	10.6%	10.0%	16.0%
<u>Q24d Traffic flow at other times (not during rush hour) on highways within major cities</u>																
Very Satisfied	9.8%	10.4%	9.1%	18.4%	14.2%	10.4%	12.2%	11.8%	12.3%	15.7%	6.5%	14.7%	14.8%	12.1%	15.0%	11.1%
Satisfied	40.9%	40.0%	47.0%	46.8%	49.3%	54.8%	49.6%	55.6%	35.1%	40.0%	45.0%	42.7%	51.1%	43.0%	44.9%	50.9%
Neutral	36.4%	38.5%	34.1%	29.1%	31.3%	28.9%	29.6%	24.3%	46.5%	35.0%	32.7%	30.7%	28.1%	31.5%	32.3%	28.3%
Dissatisfied	8.3%	9.6%	8.3%	4.3%	3.7%	2.2%	7.8%	6.3%	5.3%	6.4%	12.6%	10.0%	4.4%	11.5%	3.9%	7.3%
Very Dissatisfied	4.5%	1.5%	1.5%	1.4%	1.5%	3.7%	0.9%	2.1%	0.9%	2.9%	3.2%	2.0%	1.5%	1.8%	3.9%	2.4%

**Excluding Don't Knows**

**Q24 Highway Features. Please circle the number that best describes your level of satisfaction with the following highway features in Arizona. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q24e Ease of travel on highways between northern and southern Arizona</u>																
Very Satisfied	10.7%	11.9%	11.5%	16.5%	16.3%	13.8%	20.0%	8.1%	8.6%	15.1%	7.1%	14.1%	18.4%	10.6%	11.5%	8.6%
Satisfied	42.9%	36.5%	45.3%	51.1%	44.7%	46.9%	51.3%	50.2%	42.1%	49.3%	46.6%	43.7%	50.7%	40.0%	54.1%	48.4%
Neutral	37.9%	37.3%	26.6%	24.5%	26.0%	25.4%	20.9%	26.6%	35.7%	26.0%	27.1%	29.6%	22.8%	30.0%	21.3%	27.4%
Dissatisfied	6.4%	11.1%	10.8%	6.5%	8.9%	10.8%	7.0%	12.4%	11.4%	8.2%	14.3%	8.1%	5.9%	14.7%	9.8%	12.4%
Very Dissatisfied	2.1%	3.2%	5.8%	1.4%	4.1%	3.1%	0.9%	2.7%	2.1%	1.4%	4.9%	4.4%	2.2%	4.7%	3.3%	3.1%
<u>Q24f Ease of travel on highways between eastern and western Arizona</u>																
Very Satisfied	8.9%	13.1%	12.3%	17.1%	18.4%	14.5%	20.2%	7.6%	8.9%	15.1%	7.3%	14.9%	19.1%	10.9%	15.9%	8.7%
Satisfied	42.2%	46.9%	50.0%	49.3%	47.1%	48.6%	48.4%	53.6%	48.9%	46.0%	45.2%	44.0%	52.7%	46.8%	57.9%	51.4%
Neutral	41.5%	31.5%	31.1%	25.0%	24.3%	26.1%	29.0%	29.6%	32.6%	31.7%	33.1%	32.1%	20.6%	36.5%	20.6%	30.2%
Dissatisfied	5.9%	6.9%	5.7%	6.4%	8.1%	6.5%	2.4%	6.8%	8.9%	5.8%	10.9%	6.7%	5.3%	5.8%	3.2%	7.4%
Very Dissatisfied	1.5%	1.5%	0.8%	2.1%	2.2%	4.3%	0.0%	2.4%	0.7%	1.4%	3.6%	2.2%	2.3%	0.0%	2.4%	2.3%

**Excluding Don't Knows**

**Q24 Highway Features. Please circle the number that best describes your level of satisfaction with the following highway features in Arizona. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q24g Adequacy of lighting and highway interchanges and major intersections</u>																
Very Satisfied	10.1%	11.5%	18.4%	19.3%	21.6%	16.7%	22.2%	16.8%	12.8%	16.8%	9.0%	14.4%	22.5%	9.1%	18.7%	15.3%
Satisfied	44.9%	42.4%	53.7%	50.7%	50.4%	52.2%	45.9%	51.2%	41.2%	50.3%	49.5%	54.1%	44.4%	52.8%	55.4%	50.9%
Neutral	31.2%	36.0%	22.1%	26.0%	17.3%	21.0%	25.2%	23.5%	35.8%	24.8%	28.5%	22.6%	24.6%	33.5%	19.4%	24.8%
Dissatisfied	9.4%	7.9%	5.1%	4.0%	7.9%	7.2%	5.2%	6.3%	9.5%	7.4%	10.1%	7.5%	6.3%	4.5%	2.9%	7.1%
Very Dissatisfied	4.3%	2.2%	0.7%	0.0%	2.9%	2.9%	1.5%	2.1%	0.7%	0.7%	2.9%	1.4%	2.1%	0.0%	3.6%	2.0%
<u>Q24h Width of shoulders on Interstate highways and major freeways</u>																
Very Satisfied	9.8%	10.6%	18.1%	19.9%	21.6%	17.0%	18.2%	13.0%	15.2%	16.7%	6.7%	16.4%	18.2%	12.1%	20.3%	12.6%
Satisfied	53.1%	48.2%	50.7%	45.0%	48.9%	48.9%	47.4%	53.7%	43.0%	51.3%	54.4%	52.1%	55.9%	50.0%	51.4%	52.5%
Neutral	23.1%	29.1%	23.9%	20.5%	17.3%	27.7%	24.8%	26.7%	31.1%	24.7%	26.1%	21.9%	16.8%	31.6%	20.3%	26.3%
Dissatisfied	11.2%	11.3%	6.5%	12.6%	10.8%	4.3%	5.8%	3.9%	9.3%	5.3%	9.9%	8.9%	7.7%	5.2%	6.5%	6.0%
Very Dissatisfied	2.8%	0.7%	0.7%	2.0%	1.4%	2.1%	3.6%	2.8%	1.3%	2.0%	2.8%	0.7%	1.4%	1.1%	1.4%	2.6%

**Excluding Don't Knows**

**Q24 Highway Features. Please circle the number that best describes your level of satisfaction with the following highway features in Arizona. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q24i Width of shoulders on less traveled 2-lane highways</u>																
Very Satisfied	8.2%	6.7%	11.5%	7.9%	13.2%	9.8%	14.8%	7.8%	8.5%	8.7%	4.1%	11.0%	14.2%	6.9%	13.1%	7.5%
Satisfied	25.3%	40.3%	38.1%	35.1%	39.7%	45.5%	27.4%	43.3%	29.4%	40.9%	38.7%	38.4%	44.7%	35.4%	44.5%	41.3%
Neutral	35.6%	33.6%	25.9%	28.5%	22.8%	28.0%	30.4%	36.7%	36.6%	25.5%	36.9%	29.5%	29.1%	41.7%	27.7%	34.9%
Dissatisfied	24.7%	16.4%	18.7%	19.2%	19.1%	13.3%	20.7%	9.3%	23.5%	19.5%	16.2%	17.8%	8.5%	12.6%	12.4%	12.6%
Very Dissatisfied	6.2%	3.0%	5.8%	9.3%	5.1%	3.5%	6.7%	3.0%	2.0%	5.4%	4.1%	3.4%	3.5%	3.4%	2.2%	3.7%
<u>Q24j The visibility of directional signage along highways</u>																
Very Satisfied	15.1%	14.8%	17.1%	19.7%	21.7%	15.8%	21.2%	13.8%	15.2%	19.9%	7.7%	18.0%	21.2%	12.2%	21.2%	13.7%
Satisfied	44.5%	50.7%	57.1%	50.3%	51.0%	54.8%	47.4%	57.9%	49.0%	49.0%	56.3%	54.0%	49.3%	53.9%	55.5%	56.5%
Neutral	30.8%	28.9%	20.7%	23.6%	23.8%	22.6%	27.0%	23.1%	30.5%	25.8%	27.3%	22.0%	22.6%	30.0%	16.8%	23.7%
Dissatisfied	8.2%	4.9%	4.3%	5.7%	2.8%	4.8%	4.4%	3.1%	5.3%	4.6%	7.7%	4.0%	6.2%	3.9%	5.8%	4.5%
Very Dissatisfied	1.4%	0.7%	0.7%	0.6%	0.7%	2.1%	0.0%	2.1%	0.0%	0.7%	1.0%	2.0%	0.7%	0.0%	0.7%	1.6%

**Excluding Don't Knows**

**Q24 Highway Features. Please circle the number that best describes your level of satisfaction with the following highway features in Arizona. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q24k The usefulness of directional signage along highways</u>																
Very Satisfied	15.4%	17.9%	18.7%	23.2%	21.3%	17.1%	21.6%	14.7%	17.1%	22.4%	8.4%	20.3%	24.1%	17.0%	21.2%	15.1%
Satisfied	45.5%	49.3%	56.8%	51.6%	53.2%	56.8%	50.7%	56.3%	48.7%	46.1%	51.6%	54.1%	46.2%	54.5%	55.5%	54.3%
Neutral	29.4%	29.3%	20.1%	21.9%	22.7%	21.2%	24.6%	24.8%	30.3%	25.7%	32.6%	20.9%	24.1%	25.0%	18.2%	25.8%
Dissatisfied	9.1%	2.9%	4.3%	3.2%	2.1%	2.7%	3.0%	2.8%	3.9%	4.6%	6.0%	2.7%	4.8%	2.8%	3.6%	3.6%
Very Dissatisfied	0.7%	0.7%	0.0%	0.0%	0.7%	2.1%	0.0%	1.4%	0.0%	1.3%	1.4%	2.0%	0.7%	0.6%	1.5%	1.2%
<u>Q24l Availability of alternate routes to bypass accidents or obstructions on highways</u>																
Very Satisfied	8.8%	10.0%	6.6%	9.8%	10.5%	6.5%	13.4%	7.4%	7.0%	8.2%	4.4%	8.8%	15.4%	4.7%	8.7%	7.4%
Satisfied	27.7%	27.7%	21.2%	29.4%	33.1%	39.9%	24.4%	29.4%	23.8%	30.6%	23.2%	21.8%	33.8%	21.1%	40.5%	27.5%
Neutral	38.7%	34.6%	33.6%	24.8%	31.6%	31.9%	40.2%	31.2%	42.7%	32.7%	32.5%	34.7%	36.2%	32.7%	33.3%	32.9%
Dissatisfied	20.4%	20.8%	29.2%	27.5%	20.3%	15.2%	16.5%	24.5%	20.3%	18.4%	28.8%	29.3%	10.0%	25.7%	14.3%	24.1%
Very Dissatisfied	4.4%	6.9%	9.5%	8.5%	4.5%	6.5%	5.5%	7.4%	6.3%	10.2%	11.1%	5.4%	4.6%	15.8%	3.2%	8.1%

**Excluding Don't Knows**

**Q24 Highway Features. Please circle the number that best describes your level of satisfaction with the following highway features in Arizona. Please DO NOT CONSIDER city and county streets in your responses. (excluding don't know)**

N=2656	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q24m How quickly water drains from the surface of highways when it rains</u>																
Very Satisfied	12.0%	10.9%	10.9%	12.4%	14.1%	12.0%	18.0%	11.0%	7.6%	6.1%	10.8%	10.0%	14.7%	8.8%	15.1%	10.8%
Satisfied	37.3%	40.3%	45.7%	39.9%	43.7%	43.0%	39.8%	46.3%	34.0%	49.0%	44.4%	41.4%	45.5%	41.2%	42.9%	45.1%
Neutral	31.0%	33.3%	31.2%	30.1%	26.7%	30.3%	28.9%	30.5%	37.5%	29.3%	33.2%	38.6%	27.3%	38.8%	26.2%	31.3%
Dissatisfied	15.5%	13.2%	10.1%	13.7%	11.9%	11.3%	9.4%	9.6%	15.3%	10.9%	8.6%	5.7%	11.2%	9.4%	13.5%	9.8%
Very Dissatisfied	4.2%	2.3%	2.2%	3.9%	3.7%	3.5%	3.9%	2.6%	5.6%	4.8%	3.0%	4.3%	1.4%	1.8%	2.4%	3.0%

**Sum of all four choices**

**Q25 Which FOUR of the items listed in Question 24 do you think are the most important for ADOT to emphasize over the next two years? (top four)**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q25 Sum of all four choices</u>																
ADOT does a good job	21.2%	13.9%	19.7%	20.1%	13.7%	16.6%	14.0%	19.1%	22.4%	14.4%	22.7%	21.6%	14.7%	20.5%	19.0%	19.4%
Traffic between cities	23.1%	29.1%	21.7%	15.9%	22.9%	23.8%	17.3%	23.0%	15.5%	21.3%	31.8%	32.0%	26.0%	28.9%	18.3%	24.3%
Traffic flow during rush hour	33.3%	39.1%	44.7%	33.5%	39.2%	33.8%	32.0%	53.3%	26.7%	31.9%	54.2%	55.6%	34.0%	35.8%	38.6%	49.8%
Traffic flow during other times	12.2%	15.2%	14.5%	11.0%	13.7%	11.3%	13.3%	16.8%	9.3%	12.5%	19.2%	20.9%	10.0%	12.6%	11.8%	16.2%
Travel between northern and southern Arizona	14.7%	19.2%	22.4%	9.1%	13.7%	21.9%	10.7%	21.4%	14.9%	18.1%	17.9%	19.0%	24.7%	25.3%	15.7%	20.1%
Travel between east and west Arizona	9.0%	8.6%	7.2%	7.3%	11.8%	21.2%	12.0%	12.8%	9.3%	15.6%	9.4%	13.7%	16.0%	8.9%	13.1%	11.8%
Lighting at highway interchanges	14.1%	20.5%	8.6%	11.0%	14.4%	15.2%	10.7%	13.2%	15.5%	11.9%	14.9%	13.7%	24.0%	9.5%	13.7%	13.4%
Width of shoulders on interstate	12.8%	13.9%	13.8%	15.9%	11.1%	24.5%	14.0%	6.9%	10.6%	12.5%	12.3%	9.8%	15.3%	12.1%	14.4%	9.2%
Width of shoulders on 2-lane highways	30.8%	19.9%	22.4%	31.7%	23.5%	25.8%	26.0%	11.8%	19.9%	22.5%	16.9%	17.6%	16.0%	16.3%	20.9%	15.3%
Visibility of directional signage	17.3%	14.6%	9.9%	14.0%	17.0%	15.9%	13.3%	10.2%	14.3%	11.3%	13.3%	9.8%	14.7%	12.6%	15.7%	11.5%
Usefulness of directional signage	9.6%	9.9%	9.2%	9.8%	7.2%	7.9%	8.0%	8.6%	9.9%	10.0%	4.9%	9.2%	7.3%	6.8%	11.8%	7.9%
Alternate routes	24.4%	31.1%	35.5%	36.0%	28.8%	21.2%	28.0%	34.2%	26.7%	30.0%	31.5%	28.1%	19.3%	42.6%	17.0%	32.2%
How quickly water drains on highways	21.8%	23.2%	18.4%	26.2%	20.3%	21.2%	20.0%	17.1%	27.3%	21.3%	13.0%	19.6%	21.3%	15.8%	21.6%	17.5%
None chosen	26.3%	23.8%	26.3%	25.0%	28.8%	23.8%	34.0%	22.7%	32.3%	28.1%	23.7%	19.6%	29.3%	23.2%	28.1%	23.9%

**Q26 Using a 5-point scale, where 5 is "very satisfied" and 1 is "very dissatisfied," please rate your OVERALL satisfaction with the job that ADOT has done designing highways in Arizona.**

N=2656	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q26 Using a 5-point scale, where 5 is "very satisfied" and 1 is "very dissatisfied," please rate your OVERALL satisfaction with the job that ADOT has done designing highways in Arizona.</u>																
Very Satisfied	9.0%	10.6%	9.9%	18.3%	20.3%	14.6%	16.7%	10.2%	9.9%	13.1%	6.8%	15.7%	13.3%	7.9%	13.7%	10.1%
Satisfied	36.5%	45.0%	44.7%	38.4%	43.8%	51.7%	42.7%	47.7%	37.3%	46.3%	39.0%	42.5%	49.3%	49.5%	50.3%	45.6%
Neutral	32.1%	26.5%	21.7%	26.2%	17.6%	20.5%	27.3%	21.4%	32.9%	21.9%	28.2%	25.5%	20.0%	21.6%	21.6%	22.8%
Dissatisfied	8.3%	9.3%	6.6%	6.1%	6.5%	5.3%	2.0%	6.6%	6.8%	6.9%	12.0%	6.5%	5.3%	7.9%	4.6%	7.9%
Very Dissatisfied	2.6%	0.0%	1.3%	0.6%	0.7%	2.0%	0.7%	2.3%	1.9%	0.6%	4.2%	2.0%	1.3%	1.6%	0.0%	2.3%
Don't Know	11.5%	8.6%	15.8%	10.4%	11.1%	6.0%	10.7%	11.8%	11.2%	11.3%	9.7%	7.8%	10.7%	11.6%	9.8%	11.3%

**Excluding Don't Knows**

**Q27 Management of Construction. Please circle the number that best describes your level of agreement with the following statements based on your experiences on Arizona highways. (excluding don't knows)**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q27a ADOT does a good job of informing the public prior to the start of highway construction projects via bulletins, various media and the internet</u>																
Strongly Agree	13.4%	24.2%	16.5%	30.5%	28.5%	25.9%	24.6%	13.8%	16.9%	17.6%	20.1%	21.0%	17.4%	21.8%	18.8%	15.9%
Agree	41.0%	48.5%	44.4%	44.4%	46.7%	44.8%	42.1%	51.1%	50.0%	49.3%	50.9%	47.8%	46.4%	42.4%	52.3%	50.2%
Neutral	23.9%	16.7%	26.3%	15.2%	16.8%	18.9%	21.4%	22.7%	23.5%	16.9%	19.1%	23.9%	22.5%	24.7%	22.7%	22.1%
Disagree	19.4%	6.8%	10.5%	7.3%	4.4%	7.7%	9.5%	8.9%	8.1%	9.2%	7.4%	5.8%	13.0%	7.1%	6.3%	8.6%
Strongly Disagree	2.2%	3.8%	2.3%	2.6%	3.6%	2.8%	2.4%	3.5%	1.5%	7.0%	2.5%	1.4%	0.7%	4.1%	0.0%	3.2%
<u>Q27b ADOT minimizes disruptions to communities during construction projects</u>																
Strongly Agree	5.9%	9.8%	7.9%	17.2%	19.1%	21.3%	14.4%	6.0%	11.6%	13.8%	6.7%	11.6%	10.8%	10.7%	12.2%	7.4%
Agree	38.5%	42.9%	42.9%	39.7%	42.6%	44.0%	41.6%	37.7%	39.7%	42.1%	35.1%	30.4%	45.3%	37.6%	50.4%	38.2%
Neutral	41.5%	30.8%	29.3%	25.2%	26.2%	19.9%	30.4%	35.2%	40.4%	31.0%	28.8%	36.2%	30.9%	29.2%	26.0%	33.8%
Disagree	8.1%	12.0%	15.7%	13.9%	7.1%	12.1%	11.2%	15.7%	6.8%	11.7%	20.7%	13.8%	11.5%	18.5%	9.9%	15.2%
Strongly Disagree	5.9%	4.5%	4.3%	4.0%	5.0%	2.8%	2.4%	5.3%	1.4%	1.4%	8.8%	8.0%	1.4%	3.9%	1.5%	5.4%

**Excluding Don't Knows**

**Q27 Management of Construction. Please circle the number that best describes your level of agreement with the following statements based on your experiences on Arizona highways. (excluding don' knows)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q27c ADOT does a good job of minimizing disruptions to drivers during construction</u>																
Strongly Agree	5.6%	10.3%	7.7%	16.4%	17.4%	13.9%	15.8%	5.2%	10.7%	13.7%	7.3%	10.7%	12.2%	11.2%	10.9%	7.0%
Agree	40.8%	44.1%	42.3%	38.2%	43.8%	43.8%	42.1%	36.2%	36.9%	37.0%	29.2%	28.6%	43.9%	43.0%	48.9%	35.8%
Neutral	38.0%	27.9%	31.0%	28.3%	25.0%	24.3%	30.1%	35.2%	41.6%	36.3%	31.6%	39.3%	31.7%	25.7%	28.5%	34.8%
Disagree	12.0%	13.2%	16.2%	11.8%	9.0%	13.2%	9.8%	17.1%	8.1%	11.0%	24.0%	13.6%	11.5%	15.1%	10.2%	16.6%
Strongly Disagree	3.5%	4.4%	2.8%	5.3%	4.9%	4.9%	2.3%	6.3%	2.7%	2.1%	8.0%	7.9%	0.7%	5.0%	1.5%	5.9%
<u>Q27d ADOT is responsive to the concerns of local communities about highway construction</u>																
Strongly Agree	9.7%	13.9%	8.1%	21.9%	24.4%	16.9%	17.5%	4.4%	12.0%	16.4%	9.3%	12.2%	12.6%	12.5%	15.8%	7.0%
Agree	39.5%	36.1%	34.2%	37.2%	39.4%	40.0%	39.5%	44.7%	30.8%	40.6%	34.4%	29.6%	42.9%	35.5%	44.2%	40.6%
Neutral	31.5%	28.7%	39.6%	24.8%	27.6%	30.8%	29.8%	35.4%	42.1%	32.0%	37.2%	44.3%	31.9%	36.8%	27.5%	36.2%
Disagree	14.5%	17.6%	11.7%	10.9%	6.3%	8.5%	8.8%	9.3%	11.3%	9.4%	11.7%	9.6%	9.2%	9.2%	9.2%	10.3%
Strongly Disagree	4.8%	3.7%	6.3%	5.1%	2.4%	3.8%	4.4%	6.2%	3.8%	1.6%	7.3%	4.3%	3.4%	5.9%	3.3%	5.9%

**Excluding Don't Knows**

**Q27 Management of Construction. Please circle the number that best describes your level of agreement with the following statements based on your experiences on Arizona highways. (excluding don' knows)**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q27e Highway construction projects are completed in a reasonable amount of time</u>																
Strongly Agree	6.1%	11.1%	7.5%	15.8%	17.5%	19.7%	14.0%	5.5%	10.4%	9.4%	7.4%	13.0%	17.3%	7.6%	11.5%	6.8%
Agree	35.1%	30.2%	30.6%	37.5%	40.1%	34.5%	36.4%	32.4%	28.5%	40.6%	29.1%	29.7%	32.4%	28.5%	32.1%	31.5%
Neutral	32.8%	27.0%	32.1%	27.0%	22.6%	25.4%	33.3%	28.7%	39.6%	33.3%	26.0%	28.3%	24.5%	28.5%	29.0%	29.2%
Disagree	16.0%	24.6%	21.6%	11.8%	10.2%	15.5%	13.2%	23.6%	16.7%	10.9%	22.1%	21.0%	20.9%	24.4%	21.4%	22.5%
Strongly Disagree	9.9%	7.1%	8.2%	7.9%	9.5%	4.9%	3.1%	9.8%	4.9%	5.8%	15.4%	8.0%	5.0%	11.0%	6.1%	9.9%
<u>Q27f Overall, ADOT does a good job managing highway construction projects</u>																
Strongly Agree	7.9%	12.0%	13.7%	20.8%	19.4%	21.4%	14.8%	7.2%	14.2%	15.6%	7.2%	14.3%	17.3%	10.2%	15.3%	8.4%
Agree	38.8%	42.1%	35.1%	46.8%	48.2%	45.0%	46.7%	43.4%	38.3%	46.8%	36.6%	42.1%	48.2%	39.2%	43.5%	41.6%
Neutral	38.1%	31.6%	35.9%	20.8%	22.3%	19.3%	31.1%	35.5%	36.9%	31.9%	33.0%	29.3%	25.9%	36.9%	32.8%	35.2%
Disagree	12.2%	12.8%	11.5%	7.1%	5.8%	10.0%	6.7%	8.6%	8.5%	3.5%	15.8%	9.0%	7.2%	9.1%	6.9%	9.6%
Strongly Disagree	2.9%	1.5%	3.8%	4.5%	4.3%	4.3%	0.7%	5.4%	2.1%	2.1%	7.5%	5.3%	1.4%	4.5%	1.5%	5.3%

**Excluding Don't Knows**

**Q27 Management of Construction. Please circle the number that best describes your level of agreement with the following statements based on your experiences on Arizona highways. (excluding don' knows)**

N=2656

	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q27g ADOT provides sufficient early visual warning and safe mobility through construction zones</u>																
Strongly Agree	16.8%	18.7%	23.2%	29.4%	30.6%	20.4%	25.2%	15.2%	24.8%	19.7%	14.1%	17.1%	24.1%	17.6%	24.5%	16.5%
Agree	54.5%	57.6%	51.4%	48.4%	51.4%	57.8%	49.6%	50.9%	49.7%	59.2%	52.9%	52.1%	51.1%	54.4%	51.8%	51.7%
Neutral	21.7%	20.9%	17.6%	15.0%	12.5%	15.0%	23.0%	23.9%	19.6%	19.0%	23.0%	25.0%	19.1%	21.4%	16.5%	22.4%
Disagree	4.2%	2.2%	6.3%	4.6%	2.1%	3.4%	0.7%	7.3%	3.9%	2.0%	7.6%	3.6%	5.0%	3.8%	5.8%	6.7%
Strongly Disagree	2.8%	0.7%	1.4%	2.6%	3.5%	3.4%	1.4%	2.8%	2.0%	0.0%	2.4%	2.1%	0.7%	2.7%	1.4%	2.6%

**Excluding Don't Knows**

**Q28 Travel Safety. Please circle the number that best describes your level of agreement with the following statements based on your experiences on Arizona highways. (excluding don't knows)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q28a Overall, I feel safe traveling on highways in Arizona</u>																
Strongly Agree	20.4%	25.4%	23.8%	37.4%	35.4%	30.6%	35.9%	21.9%	23.7%	30.5%	20.0%	25.4%	31.9%	20.9%	31.3%	23.2%
Agree	46.7%	51.4%	52.4%	41.9%	44.9%	53.1%	46.5%	60.3%	60.3%	51.7%	57.3%	54.2%	56.3%	55.5%	59.2%	57.4%
Neutral	22.4%	14.8%	18.4%	11.6%	12.9%	13.6%	14.1%	11.6%	12.8%	13.2%	16.0%	16.2%	6.3%	13.2%	8.2%	13.2%
Disagree	7.9%	7.0%	4.8%	8.4%	4.8%	1.4%	2.8%	4.5%	2.6%	4.6%	4.3%	2.1%	3.5%	8.8%	0.0%	4.4%
Strongly Disagree	2.6%	1.4%	0.7%	0.6%	2.0%	1.4%	0.7%	1.7%	0.6%	0.0%	2.3%	2.1%	2.1%	1.6%	1.4%	1.8%
<u>Q28b I think highways in Arizona are safer today than they were five years ago</u>																
Strongly Agree	24.3%	16.8%	19.1%	38.0%	36.5%	28.5%	28.6%	20.9%	24.6%	30.8%	14.9%	27.3%	28.7%	19.3%	29.5%	21.2%
Agree	41.2%	37.4%	36.6%	34.5%	37.2%	47.4%	42.1%	45.7%	39.9%	34.9%	37.2%	33.6%	45.6%	40.7%	42.4%	42.1%
Neutral	24.3%	28.2%	28.2%	16.2%	16.8%	15.3%	16.5%	23.6%	26.8%	23.3%	31.8%	27.3%	19.1%	29.7%	19.7%	25.7%
Disagree	8.1%	13.0%	14.5%	7.7%	6.6%	5.8%	11.3%	7.4%	8.7%	7.5%	13.8%	9.4%	4.4%	10.3%	6.1%	8.7%
Strongly Disagree	2.0%	4.6%	1.5%	3.5%	2.9%	2.9%	1.5%	2.3%	0.0%	3.4%	2.3%	2.3%	2.2%	0.0%	2.3%	2.4%

**Excluding Don't Knows**

**Q28 Travel Safety. Please circle the number that best describes your level of agreement with the following statements based on your experiences on Arizona highways. (excluding don't knows)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q28c I feel safe when driving through work zones on Arizona highways</u>																
Strongly Agree	13.9%	17.9%	15.8%	27.9%	26.0%	23.1%	20.1%	15.9%	22.1%	25.7%	11.1%	19.6%	23.1%	19.2%	20.7%	16.3%
Agree	51.0%	44.3%	47.9%	44.8%	52.7%	49.0%	54.7%	43.9%	50.0%	50.0%	46.0%	41.3%	51.7%	44.5%	50.7%	45.9%
Neutral	21.2%	21.4%	22.6%	20.1%	17.1%	17.7%	18.7%	30.4%	24.0%	19.6%	28.9%	30.4%	18.2%	28.0%	21.3%	27.9%
Disagree	10.6%	15.0%	12.3%	5.2%	3.4%	7.5%	5.0%	5.9%	3.2%	4.1%	12.1%	5.1%	7.0%	7.1%	4.0%	6.6%
Strongly Disagree	3.3%	1.4%	1.4%	1.9%	0.7%	2.7%	1.4%	3.8%	0.6%	0.7%	2.0%	3.6%	0.0%	1.1%	3.3%	3.3%
<u>Q28d ADOT ensures the public is knowledgeable about safety features on roadways</u>																
Strongly Agree	15.9%	15.5%	12.5%	23.2%	24.5%	20.0%	15.3%	10.5%	17.2%	19.1%	9.3%	17.0%	19.4%	13.2%	16.2%	11.7%
Agree	43.4%	37.2%	47.1%	42.4%	41.0%	43.6%	43.5%	41.0%	41.4%	39.7%	43.3%	39.3%	43.2%	42.8%	47.1%	40.9%
Neutral	26.2%	29.5%	27.2%	25.8%	23.7%	24.3%	32.8%	35.3%	33.8%	34.8%	33.3%	31.1%	27.3%	31.4%	27.2%	34.7%
Disagree	12.4%	15.5%	11.0%	7.3%	7.9%	8.6%	6.9%	10.5%	6.2%	6.4%	11.9%	9.6%	8.6%	11.3%	7.4%	10.4%
Strongly Disagree	2.1%	2.3%	2.2%	1.3%	2.9%	3.6%	1.5%	2.6%	1.4%	0.0%	2.2%	3.0%	1.4%	1.3%	2.2%	2.4%

**Excluding Don't Knows**

**Q28 Travel Safety. Please circle the number that best describes your level of agreement with the following statements based on your experiences on Arizona highways. (excluding don't knows)**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q28e ADOT does a good job educating the public on the proper way to drive in adverse conditions (snow, dust storms, wet conditions)</u>																
Strongly Agree	14.1%	12.9%	11.3%	17.0%	25.0%	18.5%	19.5%	11.6%	16.5%	21.7%	9.3%	16.9%	18.2%	13.0%	14.2%	12.2%
Agree	32.4%	30.6%	34.8%	27.2%	29.5%	38.5%	44.1%	33.9%	36.1%	28.3%	33.3%	35.4%	39.4%	30.9%	43.3%	33.9%
Neutral	31.0%	31.5%	30.5%	33.3%	27.3%	20.7%	22.9%	35.5%	33.1%	28.3%	37.4%	28.5%	30.3%	31.5%	28.3%	34.4%
Disagree	16.9%	21.0%	19.1%	13.6%	10.6%	14.8%	12.7%	12.4%	10.5%	17.4%	15.6%	11.5%	7.6%	17.3%	9.4%	13.4%
Strongly Disagree	5.6%	4.0%	4.3%	8.8%	7.6%	7.4%	0.8%	6.8%	3.8%	4.3%	4.4%	7.7%	4.5%	7.4%	4.7%	6.1%

**Excluding Don't Knows**

**Q29 Overall Ratings. Please circle the number that best describes your level of agreement with the following statements: (excluding don't knows)**

N=2656

	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q29a I am familiar with the services ADOT provides</u>																
Strongly Agree	11.4%	8.1%	12.1%	16.0%	16.3%	18.2%	15.4%	9.0%	10.9%	21.6%	7.7%	18.2%	11.9%	14.5%	13.9%	10.3%
Agree	37.1%	39.7%	47.7%	42.7%	40.3%	37.2%	30.8%	45.3%	40.1%	33.1%	42.3%	38.6%	42.9%	37.3%	46.7%	42.7%
Neutral	29.3%	33.1%	22.0%	27.3%	24.8%	29.2%	37.7%	29.2%	35.8%	28.8%	36.4%	31.1%	34.1%	35.5%	24.8%	31.1%
Disagree	18.6%	16.9%	12.9%	10.0%	12.4%	10.9%	12.3%	12.4%	10.2%	13.7%	10.7%	7.6%	9.5%	9.0%	13.1%	12.2%
Strongly Disagree	3.6%	2.2%	5.3%	4.0%	6.2%	4.4%	3.8%	4.1%	2.9%	2.9%	2.9%	4.5%	1.6%	3.6%	1.5%	3.7%
<u>Q29b I trust ADOT officials to make good decisions about the State's future transportation system</u>																
Strongly Agree	14.0%	10.6%	11.2%	21.7%	18.2%	20.0%	19.4%	8.4%	13.9%	21.2%	7.5%	14.0%	20.1%	10.7%	13.1%	9.6%
Agree	40.6%	34.8%	32.8%	40.1%	40.1%	42.2%	38.8%	37.4%	32.6%	39.4%	29.4%	36.0%	41.0%	36.1%	48.2%	35.8%
Neutral	31.5%	34.8%	38.1%	25.7%	27.0%	25.2%	31.3%	38.5%	39.6%	28.5%	38.0%	35.3%	28.4%	32.0%	29.2%	37.3%
Disagree	8.4%	16.7%	14.2%	9.2%	9.5%	8.1%	9.0%	8.8%	11.1%	8.8%	19.4%	10.3%	6.0%	16.6%	7.3%	11.3%
Strongly Disagree	5.6%	3.0%	3.7%	3.3%	5.1%	4.4%	1.5%	7.0%	2.8%	2.2%	5.7%	4.4%	4.5%	4.7%	2.2%	6.1%

**Excluding Don't Knows**

**Q29 Overall Ratings. Please circle the number that best describes your level of agreement with the following statements: (excluding don't knows)**

N=2656

	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q29c I think ADOT is moving in the right direction</u>																
Strongly Agree	14.5%	12.8%	11.4%	21.1%	24.3%	20.6%	19.7%	11.5%	12.2%	27.5%	9.3%	16.7%	21.8%	12.7%	19.4%	12.2%
Agree	42.8%	38.4%	39.0%	44.7%	41.9%	44.4%	47.2%	46.1%	40.3%	36.2%	36.1%	39.4%	37.6%	38.9%	47.5%	43.2%
Neutral	31.2%	36.0%	39.0%	27.0%	23.5%	27.0%	26.0%	30.5%	40.3%	31.2%	38.7%	34.8%	32.3%	37.6%	28.8%	32.7%
Disagree	8.7%	10.4%	7.3%	4.6%	5.9%	4.8%	6.3%	7.4%	5.8%	2.9%	10.8%	7.6%	6.0%	8.3%	4.3%	7.8%
Strongly Disagree	2.9%	2.4%	3.3%	2.6%	4.4%	3.2%	0.8%	4.5%	1.4%	2.2%	5.2%	1.5%	2.3%	2.5%	0.0%	4.1%
<u>Q29d ADOT does a good job prioritizing highway improvements in Arizona</u>																
Strongly Agree	11.2%	11.2%	9.0%	16.4%	12.3%	10.4%	17.6%	9.2%	11.5%	17.1%	7.9%	11.8%	17.7%	9.3%	14.0%	9.6%
Agree	29.9%	30.2%	27.9%	36.3%	39.2%	41.6%	34.5%	38.4%	30.0%	33.3%	27.3%	31.5%	36.3%	26.0%	37.2%	34.8%
Neutral	34.3%	35.3%	38.5%	34.9%	30.0%	34.4%	33.6%	31.6%	36.2%	32.6%	37.2%	36.2%	33.9%	44.0%	37.2%	34.0%
Disagree	18.7%	20.7%	20.5%	7.5%	13.8%	9.6%	10.1%	15.6%	16.9%	14.0%	22.1%	15.7%	7.3%	16.7%	8.5%	16.5%
Strongly Disagree	6.0%	2.6%	4.1%	4.8%	4.6%	4.0%	4.2%	5.2%	5.4%	3.1%	5.5%	4.7%	4.8%	4.0%	3.1%	5.1%

**Excluding Don't Knows**

**Q29 Overall Ratings. Please circle the number that best describes your level of agreement with the following statements: (excluding don't knows)**

N=2656

	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q29e I think ADOT adequately supports airports in Arizona</u>																
Strongly Agree	15.8%	11.1%	11.0%	21.5%	14.0%	18.7%	19.5%	9.0%	11.6%	27.3%	5.1%	11.0%	12.7%	10.1%	19.0%	9.6%
Agree	34.7%	37.0%	37.8%	37.4%	43.0%	32.0%	39.0%	45.2%	28.4%	31.8%	38.3%	45.1%	38.0%	33.3%	45.2%	41.9%
Neutral	33.7%	45.7%	42.7%	36.4%	32.6%	42.7%	35.1%	34.7%	51.6%	34.1%	48.0%	35.2%	39.2%	50.5%	28.6%	38.6%
Disagree	10.5%	4.9%	6.1%	2.8%	5.8%	4.0%	3.9%	7.0%	7.4%	4.5%	5.7%	6.6%	7.6%	3.0%	7.1%	6.4%
Strongly Disagree	5.3%	1.2%	2.4%	1.9%	4.7%	2.7%	2.6%	4.0%	1.1%	2.3%	2.9%	2.2%	2.5%	3.0%	0.0%	3.5%
<u>Q29f I think ADOT adequately supports public transportation in Arizona</u>																
Strongly Agree	12.3%	6.7%	10.6%	18.8%	13.9%	12.7%	15.2%	7.0%	15.0%	24.5%	6.0%	11.4%	11.5%	7.4%	14.3%	8.1%
Agree	35.1%	35.6%	38.5%	32.8%	34.3%	32.7%	29.3%	43.2%	27.4%	34.5%	29.8%	38.6%	28.3%	23.8%	43.8%	38.6%
Neutral	34.2%	31.7%	30.8%	27.3%	33.3%	31.8%	37.4%	32.5%	37.2%	30.0%	34.9%	34.2%	32.7%	39.3%	26.8%	33.5%
Disagree	12.3%	18.3%	16.3%	16.4%	13.9%	14.5%	12.1%	9.1%	17.7%	8.2%	21.3%	7.9%	18.6%	19.7%	13.4%	12.3%
Strongly Disagree	6.1%	7.7%	3.8%	4.7%	4.6%	8.2%	6.1%	8.2%	2.7%	2.7%	8.1%	7.9%	8.8%	9.8%	1.8%	7.4%

**Excluding Don't Knows**

**Q29 Overall Ratings. Please circle the number that best describes your level of agreement with the following statements: (excluding don't knows)**

N=2656

	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q29g I think ADOT adequately supports freight and intercity passenger rail service in Arizona</u>																
Strongly Agree	8.5%	5.1%	9.1%	13.3%	10.8%	18.5%	14.6%	7.5%	8.9%	19.4%	5.7%	7.5%	13.8%	5.3%	12.9%	7.8%
Agree	36.2%	26.9%	37.5%	27.6%	38.6%	27.2%	22.0%	32.0%	28.9%	40.9%	18.7%	25.8%	31.3%	25.3%	34.1%	29.1%
Neutral	38.3%	38.5%	29.5%	33.3%	37.3%	35.8%	43.9%	38.5%	46.7%	30.1%	38.9%	38.7%	36.3%	42.1%	40.0%	38.9%
Disagree	9.6%	16.7%	13.6%	16.2%	8.4%	13.6%	13.4%	12.5%	12.2%	6.5%	23.8%	20.4%	10.0%	16.8%	11.8%	14.8%
Strongly Disagree	7.4%	12.8%	10.2%	9.5%	4.8%	4.9%	6.1%	9.5%	3.3%	3.2%	13.0%	7.5%	8.8%	10.5%	1.2%	9.3%
<u>Q29h I think ADOT adequately supports pedestrian and bicycle facilities in Arizona</u>																
Strongly Agree	7.4%	6.6%	10.2%	13.6%	11.5%	11.1%	15.2%	4.9%	8.2%	14.4%	7.8%	7.1%	9.3%	7.1%	9.6%	6.5%
Agree	28.7%	32.2%	39.8%	32.6%	35.2%	32.5%	23.2%	35.0%	26.2%	34.4%	29.9%	32.7%	34.9%	22.7%	33.6%	33.2%
Neutral	36.1%	36.4%	23.7%	28.0%	38.5%	33.3%	39.4%	41.9%	44.3%	32.8%	38.5%	38.9%	30.2%	32.6%	36.8%	39.5%
Disagree	18.9%	20.7%	18.6%	17.4%	11.5%	14.5%	17.2%	13.4%	18.0%	12.0%	17.2%	14.2%	18.6%	29.8%	12.8%	15.6%
Strongly Disagree	9.0%	4.1%	7.6%	8.3%	3.3%	8.5%	5.1%	4.9%	3.3%	6.4%	6.6%	7.1%	7.0%	7.8%	7.2%	5.2%

**Excluding Don't Knows**

**Q29 Overall Ratings. Please circle the number that best describes your level of agreement with the following statements: (excluding don't knows)**

N=2656	Q35 In which county do you live														Total	
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai		Yuma
<u>Q29i I think ADOT is responsive to the concerns of the general public</u>																
Strongly Agree	8.4%	12.3%	10.8%	19.7%	15.9%	21.1%	17.5%	7.2%	11.5%	19.2%	7.0%	9.4%	13.0%	10.1%	10.6%	8.4%
Agree	36.6%	41.8%	36.7%	40.1%	45.5%	30.8%	36.5%	40.6%	34.5%	39.2%	32.9%	40.6%	37.4%	30.4%	45.5%	38.9%
Neutral	34.4%	26.2%	39.2%	30.6%	25.8%	32.3%	36.5%	42.2%	41.7%	29.2%	42.8%	39.1%	33.3%	41.8%	33.3%	40.5%
Disagree	16.0%	15.6%	11.7%	8.2%	7.6%	13.5%	6.3%	6.0%	10.8%	10.0%	13.2%	7.8%	10.6%	13.3%	8.1%	8.4%
Strongly Disagree	4.6%	4.1%	1.7%	1.4%	5.3%	2.3%	3.2%	4.0%	1.4%	2.3%	4.1%	3.1%	5.7%	4.4%	2.4%	3.8%
<u>Q29j I think ADOT has a good image</u>																
Strongly Agree	11.1%	10.7%	10.9%	22.4%	23.1%	23.5%	24.8%	8.5%	15.8%	23.4%	10.6%	15.3%	20.9%	12.8%	17.8%	10.3%
Agree	41.0%	43.5%	50.0%	39.5%	40.3%	41.2%	41.4%	43.8%	38.8%	43.1%	36.0%	42.3%	47.0%	44.5%	46.7%	42.6%
Neutral	34.7%	32.8%	26.6%	27.0%	26.9%	27.2%	26.3%	34.1%	36.0%	27.0%	36.7%	32.1%	24.6%	29.3%	28.9%	34.0%
Disagree	9.7%	10.7%	9.4%	6.6%	6.7%	5.1%	5.3%	8.9%	8.6%	5.1%	13.6%	6.6%	1.5%	9.1%	4.4%	9.2%
Strongly Disagree	3.5%	2.3%	3.1%	4.6%	3.0%	2.9%	2.3%	4.7%	0.7%	1.5%	3.0%	3.6%	6.0%	4.3%	2.2%	3.9%

**Q30 Compared to two years ago, how do you think that the current quality of ADOT services has changed?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q30 Compared to two years ago, how do you think that the current quality of ADOT services has changed?</u>																
Better	30.1%	22.0%	25.7%	39.0%	37.9%	29.8%	24.0%	33.2%	20.5%	36.9%	24.0%	32.7%	37.3%	32.6%	34.2%	31.3%
About the same	49.4%	48.0%	48.7%	37.8%	37.9%	51.0%	48.0%	41.8%	50.9%	43.1%	50.6%	43.8%	40.0%	40.0%	39.5%	42.8%
Worse	7.1%	8.0%	6.6%	4.9%	4.6%	5.3%	2.0%	4.9%	3.7%	4.4%	5.8%	2.6%	2.0%	5.3%	3.3%	5.2%
Don't know	13.5%	22.0%	19.1%	18.3%	19.6%	13.9%	26.0%	20.1%	24.8%	15.6%	19.5%	20.9%	20.7%	22.1%	23.0%	20.7%

**Q31 How do you think the current level of funding for transportation in Arizona should change over the next two years?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q31 How do you think the current level of funding for transportation in Arizona should change over the next two years?</u>																
It should be increased	51.9%	46.4%	52.0%	37.2%	45.8%	44.4%	40.7%	42.8%	38.5%	51.9%	52.3%	41.8%	47.3%	45.8%	41.2%	45.0%
It should stay about same	28.2%	26.5%	28.3%	37.2%	29.4%	31.8%	28.7%	33.2%	35.4%	22.5%	26.3%	26.8%	22.0%	25.8%	34.6%	30.8%
It should be reduced	1.9%	3.3%	2.0%	4.9%	2.6%	4.0%	4.0%	3.0%	4.3%	3.1%	3.6%	3.9%	0.7%	3.2%	3.3%	3.3%
Don't know	17.9%	23.8%	17.8%	20.7%	22.2%	19.9%	26.7%	21.1%	21.7%	22.5%	17.9%	27.5%	30.0%	25.3%	20.9%	21.0%

**Q32 Which of the following best describes your race/ethnicity?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q32 Which of the following best describes your race/ethnicity?</u>																
Black or African American	0.6%	4.0%	0.0%	1.2%	0.7%	0.7%	2.7%	1.6%	0.0%	0.0%	0.3%	0.7%	0.0%	0.0%	1.3%	1.2%
American Indian or Alaska Native	51.9%	4.6%	23.7%	6.7%	5.9%	4.0%	8.7%	0.7%	3.7%	46.3%	1.9%	8.5%	0.0%	3.2%	0.7%	3.6%
Asian	0.0%	0.7%	0.7%	0.6%	0.0%	1.3%	0.7%	3.0%	0.0%	0.0%	2.6%	1.3%	0.0%	0.0%	0.0%	2.2%
White	41.7%	66.9%	64.5%	78.0%	66.0%	69.5%	80.0%	78.6%	86.3%	46.3%	73.1%	73.2%	37.3%	88.9%	62.1%	75.5%
Native Hawaiian/Other Pacific Islander	1.3%	0.7%	1.3%	0.0%	0.7%	1.3%	0.0%	0.3%	0.0%	1.3%	0.3%	0.7%	0.0%	1.1%	1.3%	0.4%
Other	4.5%	21.9%	9.9%	14.0%	26.1%	23.8%	9.3%	14.8%	8.1%	8.1%	18.8%	15.7%	58.7%	4.7%	34.0%	15.8%
None chosen	1.9%	3.3%	0.0%	0.6%	2.6%	0.7%	2.7%	2.3%	2.5%	0.6%	3.2%	2.0%	4.0%	3.7%	2.6%	2.5%

**Q33 Are you Hispanic or Latino?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q33 Are you Hispanic or Latino</u>																
Yes	7.1%	29.8%	15.0%	17.7%	36.4%	46.4%	16.1%	23.6%	13.3%	13.8%	26.3%	23.5%	76.0%	8.9%	44.4%	23.6%
No	87.2%	66.9%	82.3%	80.5%	59.6%	51.0%	79.9%	73.4%	82.3%	83.1%	69.8%	72.5%	22.7%	87.4%	51.0%	72.5%
Not provided	5.8%	3.3%	2.7%	1.8%	4.0%	2.6%	4.0%	3.0%	4.4%	3.1%	3.9%	3.9%	1.3%	3.7%	4.6%	3.8%

**Q34 How many years have you lived in Arizona?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q34 How many years have you lived in Arizona?</u>																
5 or less	6.4%	12.6%	10.5%	7.3%	5.2%	11.3%	12.7%	12.5%	22.4%	2.5%	10.7%	17.6%	7.3%	21.6%	17.0%	12.1%
6 to 10	1.9%	16.6%	5.9%	9.1%	5.2%	9.3%	17.3%	15.5%	13.7%	3.1%	11.0%	15.7%	12.0%	10.0%	16.3%	14.1%
11 to 15	3.8%	9.3%	7.2%	6.1%	2.6%	5.3%	8.0%	13.5%	11.2%	3.8%	11.0%	5.2%	8.7%	13.2%	9.8%	11.9%
16 to 20	9.0%	4.6%	7.2%	7.3%	2.6%	4.6%	12.7%	9.5%	10.6%	5.6%	9.7%	6.5%	11.3%	9.5%	11.1%	9.4%
21 to 30	16.7%	16.6%	13.8%	14.6%	15.7%	11.3%	13.3%	17.4%	13.0%	16.3%	17.5%	13.1%	14.7%	11.1%	11.1%	16.8%
31 to 40	17.3%	13.9%	17.8%	11.0%	15.0%	14.6%	10.0%	10.9%	10.6%	19.4%	12.7%	13.7%	17.3%	10.5%	10.5%	12.0%
41+	34.0%	21.9%	29.6%	36.6%	45.1%	37.1%	20.7%	14.8%	8.7%	41.3%	20.1%	20.9%	23.3%	17.4%	19.0%	17.4%
Not provided	10.9%	4.6%	7.9%	7.9%	8.5%	6.6%	5.3%	5.9%	9.9%	8.1%	7.1%	7.2%	5.3%	6.8%	5.2%	6.2%

**Q35 In which county do you live?**

N=2656

	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q35 In which county do you live</u>																
Apache	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
Cochise	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%
Coconino	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.1%
Gila	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%
Graham	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%
Greenlee	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%
La Paz	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
Maricopa	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	61.1%
Mohave	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%
Navajo	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%
Pima	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	14.8%
Pinal	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	4.1%
Santa Cruz	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.7%
Yavapai	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	3.3%
Yuma	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	3.0%

**Q37 How many years have you lived in Arizona?**

N=2656	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q37 What is your total household income</u>																
Under \$25,000	23.1%	15.9%	17.1%	17.1%	20.9%	21.2%	24.0%	11.2%	21.1%	21.3%	13.3%	9.8%	30.7%	11.6%	21.6%	13.3%
\$25,000-\$49,999	25.0%	27.8%	20.4%	29.9%	27.5%	21.9%	30.7%	24.0%	33.5%	29.4%	26.0%	25.5%	31.3%	28.9%	26.8%	25.3%
\$50,000-\$74,999	21.8%	23.8%	21.1%	22.6%	24.2%	26.5%	12.7%	18.1%	14.3%	26.3%	18.5%	17.6%	12.7%	21.1%	13.1%	17.9%
\$75,000-\$99,999	9.6%	12.6%	16.4%	8.5%	9.8%	10.6%	6.7%	18.8%	8.7%	10.6%	14.9%	13.7%	3.3%	11.6%	13.1%	16.8%
\$100,000 plus	9.6%	9.3%	15.8%	4.9%	9.8%	10.6%	5.3%	20.1%	7.5%	5.6%	15.6%	14.4%	10.0%	11.6%	10.5%	17.0%
Not Provided	10.9%	10.6%	9.2%	17.1%	7.8%	9.3%	20.7%	7.9%	14.9%	6.9%	11.7%	19.0%	12.0%	15.3%	15.0%	9.8%

**Q38 How many persons living in your household (counting yourself) are in each of the following age groups?**

	Mean	Sum
number	2.7	7145
Q38 Under 10 years	0.4	1043
Q38 10-19 years	0.4	953
Q38 20-34 years	0.4	1128
Q38 35-44 years	0.3	772
Q38 45-54 years	0.4	997
Q38 55-64 years	0.4	1046
Q38 65-74 years	0.3	761
Q38 75+ years	0.2	445

**Q39 What is your gender?**

N=2656

	Q35 In which county do you live															Total
	Apache	Cochise	Coconino	Gila	Graham	Greenlee	La Paz	Maricopa	Mohave	Navajo	Pima	Pinal	Santa Cruz	Yavapai	Yuma	
<u>Q39 What is your gender</u>																
Male	46.8%	60.3%	53.9%	36.0%	56.9%	50.3%	46.0%	57.2%	57.1%	37.5%	54.9%	53.6%	46.0%	56.8%	53.6%	56.3%
Female	53.2%	39.7%	46.1%	64.0%	43.1%	49.7%	54.0%	42.8%	42.9%	62.5%	45.1%	46.4%	54.0%	43.2%	46.4%	43.7%



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Report 655  
Appendix E: ADOT Leader Assessment Survey

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

October 2010

**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration

# **2009 ADOT Leader Assessment Survey**

## **Executive Summary**

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### ***Purpose***

ETC Institute conducted a leader assessment survey for the Arizona Department of Transportation (ADOT) during May and June 2009. The purpose of the survey was to help identify and prioritize the transportation services and improvements that are most important to Arizona leaders and to determine the leaders' evaluation of ADOT's overall performance. The survey is a key part of ADOT's planning process and will help identify ways to improve the overall quality of transportation in Arizona.

### ***Methodology***

The two-page survey was administered by mail and phone to a random sample of 200 community leaders throughout the state of Arizona. The leaders included elected officials, government staff, business leaders, community advocates, and executives of not-for-profit organizations.

### ***Major Findings***

#### **Current Transportation Priorities**

The transportation priorities that community leaders felt were the most important are reported below and on the next page. These results were obtained by combining the percent of leaders who indicated an item was "Extremely Important", "Very Important," or "Important."

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

### **Transportation Issues Leaders Think Will Be Most Important in Arizona Over the Next Two Years**

The top three transportation issues that leaders felt will be most important in Arizona over the next two years are listed below:

- 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 leaders' overall satisfaction with ADOT's long-range transportation planning efforts in Arizona are listed below:

- Nearly three-fourths (72%) of leaders felt ADOT uses input from the public during its long-range planning process; 13% disagreed and 15% had a neutral opinion.
- Sixty-eight percent (68%) of leaders felt ADOT does a good job planning for the state's future transportation needs; 14% disagreed and 18% had a neutral opinion.
- Two-thirds (66%) of leaders felt ADOT does a good job coordinating long-range planning efforts with other organizations; 18% disagreed and 16% had a neutral opinion.
- Sixty-five percent (65%) of leaders felt ADOT keeps the public informed about long-range transportation in Arizona; 14% disagreed and 22% had a neutral opinion.

### **Satisfaction With ADOT's Ability to Partner With Other Organizations**

Some of the major findings related to leaders' overall satisfaction with ADOT's ability to partner with other organizations are provided below and on the following page:

- Nearly three-fourths (74%) of leaders felt ADOT interacts well with regional planning organizations; 9% disagreed and 18% had a neutral opinion.
- Two-thirds (66%) of leaders felt ADOT interacts well with cities; 10% disagreed and 25% had a neutral opinion.
- Nearly two-thirds (65%) of leaders felt ADOT interacts well with counties; 10% disagreed and 24% had a neutral opinion.

### **Overall Satisfaction with ADOT's Current Level of Emphasis on Preserving and Protecting the Environment**

Nearly two-thirds (62%) of the leaders surveyed indicated that they were satisfied with ADOT's current level of emphasis on preserving and protecting the environment; 13% were dissatisfied and 25% had a neutral or no opinion.

### **Most Leaders Were Satisfied with ADOT's Overall Efforts to Keep Them Informed**

Sixty-three percent (63%) of the leaders surveyed indicated that they were satisfied or very satisfied with ADOT's efforts to keep them informed about transportation-related issues; only 9% were dissatisfied and 28% had a neutral opinion or no opinion. More than two-thirds (68%) of community leaders felt they received the "right amount" of information from ADOT; 27% of leaders did not think they received enough information, 1% felt they received "too much," and 4% did not have an opinion.

### **Overall Satisfaction with Highways in Arizona**

Leaders' overall satisfaction with the maintenance, design, and planning of highways in Arizona is provided below:

- Two-thirds (66%) of the leaders surveyed indicated that they were satisfied with ADOT's overall efforts to maintain highways in Arizona; 17% were dissatisfied and 17% had a neutral opinion.
- Sixty-five percent (65%) of the leaders surveyed indicated that they were satisfied with the job ADOT has done designing highways in Arizona; 16% were dissatisfied and 19% had a neutral or no opinion.
- Fifty-nine percent (59%) of the leaders surveyed indicated that they were satisfied with the job ADOT has done planning highways in Arizona; 20% were dissatisfied and 21% had a neutral or no opinion.

### **Leaders Were Generally Familiar With the Services ADOT Provides**

Eighty-one percent (81%) of the leaders surveyed were familiar with the services ADOT provides; 7% disagreed and 12% had a neutral opinion.

### **Most Leaders Feel ADOT is Responsive to the Concerns of Arizona Residents**

Nearly two-thirds (63%) of the leaders surveyed indicated they felt ADOT was responsive to the public's concerns; 15% disagreed and 22% had a neutral opinion. Fifty-nine percent (59%) of community leaders felt ADOT is responsive to the concerns of governmental agencies; 12% disagreed and 29% had a neutral opinion.

**Most of the Leaders Surveyed Felt ADOT Is Moving in the Right Direction**

Sixty percent (60%) of the leaders surveyed felt ADOT was “moving in the right direction”; 12% disagreed and 28% had a neutral opinion.

**Most Community Leaders Think the Quality of ADOT Services Has Stayed the Same Compared to Two Years Ago**

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% felt ADOT services have gotten better, 10% felt they have gotten worse, and 3% did not know.

**Most Leaders Felt ADOT Funding Should Increase Over the Next Two Years**

More than three-fourths (77%) of the leaders surveyed felt that ADOT’s funding should be increased above its current level during the next two years; only 1% of the leaders felt ADOT’s funding should be reduced, 19% felt ADOT’s funding should stay the same, and 3% did not know.



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Report 655  
Appendix F: Internal Stakeholder Interviews Summary

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

October 2010

**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration

# Contents

Executive Summary .....	111
Main Report with Detailed Comments .....	111
Overview.....	111
How Senior Managers Rate the State’s Transportation System .....	111
How the Quality of the State’s Transportation System Is Changing ...	111
What Senior Managers Think ADOT Does Best .....	111
How Senior Managers Think ADOT Can Improve .....	111
Questions Senior ADOT Managers Would Like to Ask on the Survey .....	111
Suggestions to Make the Results of the Survey More Meaningful.....	111
Barriers or Obstacles that Could Impact the Implementation of Recommendations from the Survey .....	111

# Executive Summary

ETC Institute conducted one-on-one interviews with 20 senior ADOT managers on September 30 and October 1, 2008. Most of the interviews were conducted face-to-face. Four interviews were conducted by phone. The purpose of the senior manager interviews was to gather input about a wide range of issues related to the development of customer performance measures for ADOT.

## Major Findings

Some of the major findings from the interviews are briefly described below. Detailed comments are provided in the main section of the report.

- **How Senior Managers Rate the State's Transportation System.** Fifteen of the 20 managers who were interviewed rated the state's transportation system as good or excellent. Five rated the transportation system as average; none of those interviewed rated it as poor.
- **How Senior Managers Think the Quality of the State's Transportation System is Changing.** Compared to five years ago, 11 of the senior managers interviewed thought the quality of the state's transportation system had improved. Seven thought the quality had stayed about the same; two thought it had gotten worse.
- **What Senior Managers Think ADOT Does Best.** Some of the areas that senior ADOT managers thought the department does best included: (1) building major structures, (2) maintaining pavement, (3) providing Motor Vehicle Division services, (4) procuring supplies/services, (5) using information technology, and (6) conducting community outreach
- **How Senior Managers Think ADOT Can Improve.** Some of the areas for improvement that were mentioned by senior ADOT managers included: (1) communication, (2) performance measurement, (3) branding of the department, (4) supporting public transportation and other non-automobile modes of transportation, and (5) short-term and long-term planning.
- **Suggestions to Make the Results of the Survey More Meaningful.** Some of ideas that were suggested by senior managers to make the results of this study more meaningful were to: (1) keep senior managers informed regularly during the project, (2) let senior managers review the survey questions before the surveys are conducted, and (3) send managers copies of interim reports.

## Overview

ETC Institute conducted one-on-one interviews with 20 senior ADOT managers on September 30 and October 1, 2008. Most of the interviews were conducted face-to-face. Four interviews were conducted by phone.

The purpose of the senior manager interviews was to gather input about a wide range of issues related to the development of customer performance measures for ADOT, including the following:

- How they would rate the state's transportation system and why
- How they think the quality of the state's transportation system is changing
- What they think ADOT does best
- What they think ADOT could do to improve the quality of service provided
- The types of questions senior managers would like to see on the survey
- Suggestions for making the survey results more meaningful to senior managers
- Perceived barriers or obstacles to the implementation of customer performance measures by ADOT

The senior managers who participated in the interviews included:

- Victor Mendez, Director
- Richard Travis, Deputy Director
- John Bogert, Chief of Staff
- Stacey Stanton, Motor Vehicle Division (MVD)
- Floyd Roehrich, Jr., Intermodal Transportation Division (ITD)
- Steve Beasley, ITD
- James Zumpf, Multimodal Planning Division (MPD)
- Gail Lewis, Policy & Government Affairs
- John Harper, ITD
- Thor Anderson, ITD
- Lonnie Hendrix, ITD
- Michael Sanders, MPD
- Michael Veucasovic, MVD
- Paul O'Brien, ITD
- Vincent Li, ITD
- Holly Bowers, MVD
- Teresa Welborn, Communication and Community Partnerships (CCP)
- Brock Barnhart, CCP
- Cydney DeModica, MVD
- Greg Gentsch, ITD

This report contains a summary of the one-on-one interviews. In order to protect the confidentiality of those who were interviewed, comments are not attributed to specific individuals.

The results of interviews were used to develop questions for focus groups and a statewide customer survey that will be conducted later this year.

## **How Senior Managers Rate the State's Transportation System**

Fifteen of the 20 managers who were interviewed rated the state's transportation system as good or excellent. Five rated the transportation system as average and none of those interviewed rated it as poor. Selected comments that show the reasons that senior managers gave their ratings are provided below.

- Overall I think we are pretty responsive, particularly with the development process.
- We do a good job partnering with cities and the MPOs.
- I think we are responsive to the concerns of the public.
- Our MVD has made a lot of improvements; wait times have really dropped this year.
- It depends...I think we do a good job building and maintaining highways, but we do not do such as good a job in other areas like transit.
- We are not a very old state, so we do not have the infrastructure problems that other states have; our climate also helps.
- We don't do a good job managing expectations, especially when it comes to system performance.
- Our electronic services are among the very best in the nation.
- I think people would think we do a better job if we communicated better; we do a good job, but people don't know what we do.
- We are not great, but we certainly provide a good system; the lack of funding really prevents us from doing some of the things that really need to be done.
- We have done a great job delivering the program.
- We do a great job, maximizing the amount we build with the funds available.

- Not enough alternative transportation means; need more emphasis on multi-modal options; need more integration between transit and highway.
- Lost ground over last few years due to deferred maintenance, especially in rural areas.
- Constraints in urban areas and on Indian lands, such as Interstate 10 between Phoenix and Tucson.
- Need more focus on statewide needs; cannot keep up with demand.
- Dedicated funding has made a major difference in the Valley; rest of the state is suffering.
- System serves public well, flows appropriately for most part, is visually appealing.
- Compared to other states, Arizona's system provides adequate access and is in good overall condition.
- State Engineer Bicycle Policy provides on-road space for cyclists, but there is no comparable provision for pedestrians.

## **How the Quality of the State's Transportation System Is Changing**

Compared to five years ago, 12 of the senior managers interviewed thought the quality of the state's transportation system had improved. Seven thought the quality stayed about the same and two thought it had gotten worse. Selected comments that show the reasons for their ratings are provided below.

- We have reconstructed many areas that have reached their minimum serviceability rating.
- The budget situation has hurt us. I think we have done better with what we have, but we have not had as much.
- We are definitely on the right track. Intermodal Transportation Division (ITD) and MVD have really improved. Wait times have been cut significantly as the result of the new technology we are using.
- We delivered our most recent program and got voter approval for an extension of the tax.
- Our antiquated revenue system does not support our needs.
- We are doing much better with communication; Communication and Community

Partnerships (CCP) has had a very positive impact.

- The department is performing better, but I think the perception of us is getting worse. ADOT is being blamed for a lot of things that are not our responsibility.
- We are doing more now with less; we need to let people know how much better we are doing.
- Our resources are heading south for the long term. We are going to see declines in service levels over the next few years as a result.
- We are more cognizant of issues related to the development of a strong “brand” for the department; I think our attempts to brand the department will really have a positive impact.
- Given the growth of the state, I think we are keeping pace. We are doing better with what we have, but the state’s population is just growing so rapidly, it’s hard to stay ahead. If we don’t let things get worse, we are doing good.
- Volume of traffic is increasing VERY rapidly, so it’s hard to keep up. In future years, money will become a serious problem.
- Accelerated freeway construction (Maricopa County) has been very good, as has increased local bus capacity (DASH circulator in downtown Phoenix).
- System is better on major corridors as well as statewide; large improvement throughout the state.
- A number of now-completed projects were critical and made a major difference in accessing communities and connected the system.
- Rural areas have not fared as well as urban ones.
- “Prop 300” projects completed in 2004 were a major milestone; in “Prop 400” now.
- Commute time and congestion have not gotten significantly worse while population has grown; we are ‘keeping pace.’
- Keeping up with growth is very hard to do; must have more money.

## **What Senior Managers Think ADOT Does Best**

When asked what ADOT does best, a wide range of responses were provided. Some specific comments are listed below.

- We do a great job paving. Our specs are great and we have lots of experience and many good contractors.
- We are good at building major structures. Our design group is good and we have specialized contractors.
- We do a great job maintaining pavement. We have a good support structure and experienced staff.
- Our roads are very smooth.
- I am very proud of what MVD has done.
- Service Arizona has really helped improve our level of service on the Internet.
- Our highway infrastructure is great. We have great bridges.
- Our landscaping is excellent.
- We have good supportive functions in the department. Our finance department is one of the best in the nation.
- We do a good job working with environmental groups to preserve and protect the wilderness.
- Now that the CCP is running them, we do a very good job running public meetings. The moderation of the meetings has gotten very very good. I think we have a lot more credibility now at public meetings than we did in the past.
- I think we do a good job responding to noise complaints. We make many trips and we really listen to people's concerns. The "noise video" is excellent.
- Our procurement process is good. We have an excellent open bidding process and I think the public has a lot of confidence in us as a result.
- We do a good job managing the resources we have. Our resources are very limited and we have found ways to get a lot done.
- MVD has a good process in place to get feedback from customers.
- Our IT group is outstanding; I'd put them up against anyone in the nation.
- Deliver the program - \$1.4B in projects, mostly on time and on budget.
- Ramped up community outreach at headquarters and in districts.

- We listen to what the people want and take their needs into account.
- Done a better job of thinking about the future.
- Innovation (rubberized asphalt) has been very good.
- Partnering in general has been much improved.
- Roads are of high quality and are safe.
- Managing and maintaining the system.
- We hire good people – some of the smartest around (even though pay is below market rates).
- Pavement management system is very good – getting maximum life cycle cost from facilities.
- Responsive to customers' needs via Web sites, cameras, 511 program (road conditions hotline), media, weekly project updates, alerts on Blackberry and e-mail, town hall meetings, etc.
- State Transportation Board has adopted Vision, Commitments, and Policy statements that are multi-modal.
- Funds a full-time Bike / Pedestrian Coordinator position and a full-time Safe Routes to School Coordinator.
- Partnering is good and transparent (a significant cultural change); has a strong focus on quality.
- Projects are being scoped [developed] much better.
- Creatively working with the legislature in accelerating projects.

## How Senior Managers Think ADOT Can Improve

When asked where the department needed to improve most, senior ADOT managers offered a diverse set of responses. Some of the items that were mentioned as areas for improvement are listed below.

- We need to communicate better. We really don't understand the political environment in which we work and what it takes to succeed in that environment. We are getting better at this, but we have a long way to go.
- We don't measure things well. We need to know how we are doing and what customers expect if we are going to get better.
- We need to do a better job setting expectations. We don't tell people about the lack of funding, so people don't understand why things aren't getting done.
- We need to "brand" the department better so people understand what ADOT is responsible for.
- We need to recognize the role of non-highway modes. If the public thinks trains and public transit are important, we should at least look at ways to provide these things.
- We need to manage the development process in urban areas better.
- We are not always coordinated, and sometimes we end up hurting ourselves.
- We could do a better job of providing reasons for the things we do.
- We should be more consistent in how we respond to special interest groups. We tend to over-promise and under-deliver. If we promised less, these groups might be happier at the end of a project. Instead we are not clear at the beginning and they get upset at the end of a project.
- We need to do a better job supporting aviation in the state.
- We have not done as much to support public transit as we should. I think this hurts our image and our relationships with some of the cities in the state.
- We definitely need to find ways to communicate our need for more funding. Without funding, we cannot meet the growing needs in this state.
- We should do more AC [asphalt concrete] recycle; it would be a more efficient use of funds.
- We need a fully-funded maintenance program; we have been forced to leave some maintenance work uncompleted due to the budget shortfall.

- Short- and long-range transportation planning needs to be improved. We really need to look at what we have or will have and match our resources with our projected needs.
- We need to encourage innovation. How do we get folks to look at new ways of doing things? Everything changes quickly in today's world; we have to be able to respond to the changing environment around us.
- Funding is needed to meet customers' expectations, even in relatively small areas such as snow plowing.
- Highway condition reporting system is good but needs to be better, especially in the area of real-time information.
- Need to get roads open quicker after an accident.
- Enhance communications with the public – they are getting better; however, look for more innovative ways to communicate more.
- Upgrade customer service facilities, some of which are merely trailers with leaking roofs, no landscaping, crowded, exceedingly hot, etc. – presents a bad image of ADOT.
- Reestablish the Governor's Arizona Bicycle Task Force (by Executive Order) that was abandoned in 1997.
- Do a better job of incorporating bike and pedestrian strategies into highway projects.
- Acquire more up-to-date technology – MVD has a 30-year-old legacy system.
- Raise salaries to attract stronger candidate pools, especially in technical areas; cannot even compete with local governments in many cases.
- Expand oversight and involvement with MPOs, COGs, etc. – need a 'real' plan.
- Educate the public as to the good things ADOT is doing; embed a positive message in everything ADOT does and says.
- ADOT must become more innovative in looking for (funding / other) solutions to transportation problems.
- Continue to develop strong partnerships with regional partners.
- Need better long-range planning, especially in the funding area.
- Improve construction management processes, especially in the area of 'closures.'

- Educate the public as to (funding) constraints on ADOT's ability to build and maintain transportation systems.

## **Questions Senior Managers Would Like to Ask on the Survey**

Senior managers were asked if they could think of any questions they would like to ask on the customer satisfaction survey. Some of the questions and types of information they said they would be interested in learning are listed below.

- How would you rate the value you receive for your transportation taxes?
- What should our state's transportation system look like? What is missing? What should be better?
- Do you think ADOT is environmentally responsible?
- Ask people how far they live from a freeway.
- Do you feel safe when traveling on state highways?
- Do you know which highways are maintained by ADOT?
- How would you rate traffic congestion on highways? Do you think it's getting better or worse?
- What do you think the top priorities for ADOT should be over the next five years?
- Do you know what services ADOT provides? How do you get information about ADOT?
- How satisfied are you with biking and pedestrian facilities?
- How satisfied are you with the time it takes to complete projects?
- What do residents think of our work zones?
- How can we get construction information to residents more effectively?
- What do people think of MVD? Are wait times acceptable? Have they visited an office recently?
- I would like to know how the public views the quality of work provided by ADOT employees. Does the public think ADOT employees are productive?

- I'd like to see what the public thinks about speed limits in work zones. People don't slow down and I'd like to know why.
- What innovative things could ADOT do to enhance its services?
- Ask people to give specific solutions to particular issues and ask respondents to select preferred solution.
- How do they think ADOT can be more responsive to the public?
- Would people get information from ADOT over the Internet? What is the best way to give them information?
- If you visited MVD, what was your experience? Were you treated professionally?
- If they went to a public meeting, what did they think of the meeting?
- Obtain information by district and for Native Americans.
- How can we pay for what you want?
- What do you want in the way of alternative modes? Rail from the border to Phoenix, for example?
- How can we improve ADOT's image?
- Where should we encourage the state to grow? What are your expectations with respect to growth and transportation's role in it?
- How would you like to get information? (Vs. how do you currently get information?)
- How do you think highways are funded now? Should more funding be available for road construction and upgrades?
- Legislature; MPOs; Sierra Club; etc.: how well do we work with you?
- Would you pay additional taxes to improve transportation facilities?
- What do you think of ADOT's public outreach efforts?
- Are road closures during construction handled as well as can be expected? Do they meet your anticipation?

### **Suggestions to Make the Results of the Survey More Meaningful**

Senior managers were asked if they could think of some ideas that would make the survey results more meaningful. Some of their suggestions included:

- Keep us informed during the project. Periodic e-mails or presentations would be nice.
- Let senior managers review the survey questions before you do the survey. I think the results will be more meaningful if you give us a chance to provide input on the types of questions that will be asked.
- Just keep us informed. I want to know what's going on.
- Can the division directors attend the focus groups? I think it would be helpful for them to hear what our customers are saying firsthand.
- Send us copies of the reports.
- Provide us with periodic updates. I would like to know what you are doing.
- Can we see the survey instruments before they are administered?
- Regular updates about what you are doing would be helpful. You just need to keep this on my radar screen.
- Identify our specific strengths and weaknesses and suggest specific corrective actions.
- Be able to tell us what people are thinking about transportation.
- Needs to be summarized into manageable bites of information.
- Use simple terms; I don't want to have to be a professor to understand your findings.
- Need some way to boil it down – use graphics. Pick top 10 things that need to come out of this. If you have too many recommendations, nothing will get done.
- Provide for open-ended responses and comments. Very important to allow participants to elaborate if desired.
- Provide plans for outreach to employees, perhaps via e-mails.
- Need to get very specific areas of need and concern, not generalities.
- Find a way for the public to criticize ADOT in a constructive way.
- Be able to say to the legislature and the public: "Here are our customers' responses and here's what they think;" add credibility to ADOT's positions to the Governor's office and legislature.

- Need breakout by demographics: age, income, gender, mode of transportation used, etc.
- Survey must statistically represent a true cross section of Arizona residents.
- Maybe collect data by three groups: Maricopa County, Pima County, everything else.
- Focus on getting information on things ADOT can do something about!

### **Barriers or Obstacles that Could Impact the Implementation of Recommendations from the Survey**

Senior managers were asked if they could think of any barriers to the implementation of recommendations that are based on the survey. The only major barrier to this process that was mentioned involved funding.

All of the managers who participated in the interview thought this process was important. Each of them also showed interest in the findings.



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Report 655  
Appendix G: External Stakeholder Interviews Summary

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

October 2010

**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration

# Contents

<b>Executive Summary .....</b>	<b>111</b>
<b>Detailed Comments.....</b>	<b>111</b>
Overview.....	111
Perception of the Transportation System in Arizona.....	111
Perception of the State Highway System in Arizona.....	111
Perception of Public Transit in Arizona.....	111
Perception of Arizona’s Motor Vehicle Division .....	111
Perceived Changes in the Transportation System Compared to Five Years Ago.....	111
Perceived Changes in MVD Services Compared to Five Years Ago .....	111
Perceived Changes in the Image of ADOT Compared to Five Years Ago .....	111
Things That Stakeholders Felt ADOT Does Best.....	111
Improvements ADOT Could Make to the Quality of Services Provided .....	111
Ways ADOT Could Better Serve Stakeholders and Their Organizations .....	111
Things ADOT Does Now That It Should Not Be Doing .....	111
Things ADOT Does Not Do That It Should Be Doing.....	111
Ways Stakeholders Currently Get Information from ADOT .....	111
Perceptions of ADOT’s Ability to Keep Stakeholders and Their Organizations Informed.....	111
Perceptions of Meetings Sponsored By ADOT .....	111
Concerns About Travel Safety on State Highways.....	111
Concerns About Construction and Maintenance on State Highways .....	111
Perceptions of Transportation Funding in the State of Arizona.....	111
How Well ADOT Uses Its Current Resources.....	111
Greatest Transportation Challenges in the State of Arizona Over the Next 10 Years.....	111
Greatest Challenges to Good Motor Vehicle Services in Arizona Over the Next 10 Years.....	111
Questions Stakeholders Would Like to See ADOT Ask Its Customers .....	111
Other Comments .....	111

## Executive Summary

### Overview

During September 2008, ETC Institute conducted one-on-one interviews with leaders of organizations who influence transportation decisions in the state of Arizona. The purpose of the interviews was to gather input from state leaders to help identify the types of issues that should be addressed in developing customer performance measures for the Arizona Department of Transportation (ADOT).

A total of 47 people participated in the interviews. The names of the people who were interviewed are listed below:

- Brian Townsend, Arizona Legislative Staff
- Barbara Guenther, Arizona Legislative Staff
- Ryan DeMenna, Arizona Legislative Staff
- Mark Winkleman, State Land Department
- Elaine Zielinski, Bureau of Land Management
- Susan Hall, Federal Highway Administration
- Robert Hollis, Federal Highway Administration
- Gaby Silva, Arizona Department of Commerce
- Jodi Rooney, Central Yavapai Association of Governments
- Richard Gaar, Southeastern Arizona Council of Governments
- Ken Strobeck, Arizona League of Cities and Towns
- Mack Luckie, Yuma Metropolitan Planning Organizations
- Maxine Leather, Central Arizona Association of Governments
- Tom Belshe, Arizona League of Cities and Towns
- Gary Hayes, Pima Association of Governments
- Craig Sullivan, County Supervisors Association
- Eric Anderson, Maricopa Association of Governments
- David Wessel, Flagstaff Metropolitan Planning Organization
- Janice Burnett, American Council of Civil Engineering Companies
- David Martin, Associated General Contractors
- Kevin Woudenberg, Highway Technologies
- Debra Drecksel, Debra Drecksel LLC
- Dave Perkins, Kimley-Horn
- Sandy Bahr, Sierra Club
- Patrick Graham, The Nature Conservancy
- Kelly LaRosa, City of Avondale
- Luis Herredia, Union Pacific Railroad
- Bobbi Sparrow, Arizona Auto Dealers Association
- Rick Simonetta, Metro Rail

- Janna Day, Burlington Northern Santa Fe Railroad
- Lisa Barnes, Prescott Alternative Transportation
- Peggy Rubach, Maricopa County Department of Transportation
- Kate Mueller, St. David Unified School District
- Kendell Bert, Sr., Tucson Regional Economic Opportunities
- Roc Arnett, East Valley Partnership
- Alisa Lyons, Valley Partnership
- Jill Kusy, DMB Associates
- Jane Bristol, City of Prescott (Economic Development)
- Marty Schultz, Pinnacle West Capital Corp.
- Deanna Kupcik, Buckeye Valley Chamber of Commerce
- Rayna Palmer, President, Apache Junction Chamber of Commerce
- Dave Maurer, Prescott Chamber of Commerce
- Jon Zimney, KTAR-FM
- Dennis Wiss, Arizona Airports Association
- David Gilbertson, Wilcox Professional Services
- Stacy Howard, Aircraft Owners and Pilots Association
- Lance McIntoch, Z&H Engineering, Inc.

Some of the major findings from the interviews are described below. Detailed comments are provided in Appendix A to this report.

## Major Findings

- **Perception of the State Highway System in Arizona.** Sixty percent (60%) of stakeholders rated the highway system in Arizona as “excellent” or “good;” 34% of the stakeholders rated the system as “average” and 6% rated it as “poor.”
- **Perception of Public Transit in Arizona.** None of the stakeholders interviewed felt public transit in Arizona was “excellent.” Eleven percent (11%) felt it was “good;” 29% felt it was average, 56% rated it as “poor,” and 4% did not know.
- **Perception of Arizona’s Motor Vehicle Division (MVD).** Seventy-nine percent (79%) of stakeholders rated Arizona’s MVD as “excellent” or “good.” Thirteen percent (13%) felt the division was “average;” 2% rated it as “poor,” and 6% did not know.
- **How Stakeholders Think the State’s Transportation System Has Changed Over the Past Five Years.** Forty-six percent (46%) of the stakeholders interviewed felt the transportation system in Arizona had “gotten much better” or “somewhat better;” 27% felt the system had “stayed about the same;” 22% felt it had gotten “somewhat worse” or “much worse,” and 6% did not have an opinion.

- **How Stakeholders Think the State’s MVD Has Changed Over the Past Five Years.** Sixty-nine percent (69%) of stakeholders felt Arizona’s MVD services had “gotten much better” or “somewhat better” compared to five years ago. Twenty-three percent (23%) felt services had “stayed about the same,” 4% felt they had gotten “somewhat worse” or “much worse,” and 4% did not know.
- **Things That ADOT Does Best.** Stakeholders were asked to list the things that they felt ADOT does best. The most frequently mentioned things that stakeholders felt ADOT does best were (1) communicating with the public about upcoming projects and road closures, (2) maintaining freeways and roads, (3) providing good MVD services, and (4) developing and maintaining good relationships with industry partners.
- **Ways Stakeholders Get Information from ADOT.** The most frequently mentioned ways that stakeholders received information from ADOT were from (1) the department’s Web site, (2) e-mails, (3) radio, and (4) personal interactions with ADOT employees over the telephone and in person.
- **Perceptions of ADOT’s Ability to Keep Stakeholders and Their Organizations Informed.** Seventy-three percent (73%) of stakeholders felt ADOT does a good job of keeping their organizations informed; 25% did not think the department did a good job of keeping their organization informed and 2% did not have an opinion.
- **Perceptions of Meetings Sponsored By ADOT.** Seventy-one percent (71%) of the stakeholders interviewed indicated they had attended a public meeting sponsored by ADOT and 29% had not. Of those stakeholders who indicated they had attended an ADOT meeting, 92% felt the meetings were well-run and efficient.
- **Perception of Transportation Funding in the State of Arizona.** Forty-six (46) of the 47 stakeholders interviewed did not think that transportation funding in the state of Arizona is adequate; none of the stakeholders felt it was adequate and 1 stakeholder did not have an opinion.
- **How Well Stakeholders Feel ADOT Uses Its Current Resources.** Sixty-five percent (65%) of stakeholders indicated they did think that ADOT uses the resources it has wisely; 13% did not think they use their resources wisely and 22% did not know.

## *Overview*

The topics that were addressed during the external interviews are listed below:

- Perception of the Transportation System in Arizona
- Perception of the State Highway System in Arizona
- Perception of Public Transit in Arizona
- Perception of Arizona's MVD
- Perceived Changes in the Transportation System Compared to Five Years Ago
- Perceived Changes in MVD Services Compared to Five Years Ago
- Perception of ADOT's Image Compared to Five Years Ago
- Things That Stakeholders Felt ADOT Does Best
- Improvements ADOT Could Make to the Quality of Services Provided
- Ways ADOT Could Better Serve Stakeholders and Their Organizations
- Things ADOT Does Now That It Should Not Be Doing
- Things ADOT Does Not Do That It Should Be Doing
- Ways Stakeholders Currently Get Information from ADOT
- Perceptions of ADOT's Ability to Keep Stakeholders and Their Organizations Informed
- Perceptions of Meetings Sponsored By ADOT
- Concerns About Travel Safety on State Highways
- Concerns About Construction and Maintenance on State Highways
- Perception of Transportation Funding in the State of Arizona
- How Well ADOT Uses Its Current Resources
- Greatest Transportation Challenges in Arizona Over the Next 10 Years
- Greatest Challenges to Good Motor Vehicle Services in Arizona Over the Next 10 Years
- Questions Stakeholders Would Like to See ADOT Ask Its Customers

This appendix contains detailed comments that were provided on each topic. Individual comments are not attributed to specific people to protect the confidentiality of the people who participate in the interviews.

### Perception of Arizona's Transportation System

None of the stakeholders interviewed rated the transportation system in Arizona as "excellent." Forty-four percent (44%) rated the transportation system as "good," 44% rated the system as "average," and 12% felt the system was "poor." The reasons that stakeholders gave their ratings are provided below:

- I believe the Arizona transportation system is below average when compared to most other states. The growth that has taken place internally, coupled with freight capacity (which needs to pass through our state), is not able to keep up with the current demand. Furthermore, projected demand is significant. To have a healthy system, we should take a progressive stance to integrate rail transportation. We

are incorporating transit to varying degrees. Our state is malnourished when it comes to transportation; we are in a crisis.

- Given their funding, ADOT has done a good job of maintaining existing roads, building new roads, and improving existing roads.
- Given its level of funding, ADOT has done a remarkably good job of meeting the demands for transportation services.
- The level of maintenance of roads is good; especially the speed with which debris on roads is removed. The quality of roads is also a factor.
- It is a comprehensive system that includes roads, air, buses, and commuter rail. ADOT is good about responding to the feedback from all its customers.
- I gave the rating I did because of the good freeways we have in Maricopa County. They are the best I've seen compared to those in other states.
- There are too few main highways connecting major cities. There are also a lot of two-lane roads that need to be converted to three- or four-lane roads because of their traffic volume.
- The quality of our roads is good, the surface is smooth, free of potholes, cracks, and ruts.
- Because of the state's fuel tax, ADOT has had the funds to continuously improve our roads during the past 20 years, but we lack adequate public transit.
- We need a transportation system that integrates air (intra-city, inter-city, intra-state, inter-state) and passenger rail (intra-city, inter-city, intra-state, inter-state) with highways. Right now we only have a road system in which the existing bridges and roads are not even well-maintained.
- We don't have a multi-modal transportation system in this state. We only have a highway system.
- Arizona roads lack sufficient capacity to carry the current volume of traffic. There is also a lack of high-speed rail service between Phoenix and Tucson, and the condition of roads is unsatisfactory.
- Given its limited funding, ADOT is doing an excellent job. But there is a lot that needs to be done to create a truly integrated transportation system covering the state.
- The population and traffic volume growth has exceeded our transportation services. Transportation services are falling further behind our needs.

- The rural areas of Arizona need significant highway improvements. The large urban areas have excellent roadways and they are continuously being improved, but not the roadways in the rural communities; they need to be fixed.
- ADOT could do better if they had more funds.
- ADOT lacks adequate coordination with local and regional agencies.
- I can go from point A to point B without much trouble.
- I think our road access system is good, but they need to have commuter rail from Tucson to Phoenix.
- I think ADOT has done fairly well designing and maintaining the freeways, but the state highway system is lagging behind.
- The system barely meets our needs due to lack of revenue.
- The freeway system in Maricopa County is good. Tucson is not good at all.
- The system hasn't kept up with the growth; roads are very congested.
- ADOT is way too under-funded to meet the needs of the community.
- We have a pretty good system.
- ADOT has a passion for doing things right.
- The traveling time on the freeways is terrible; it is hard to get around.
- ADOT normally does a good program of implementing projects and working to stay on schedule and on budget. The projects are always good quality and very aesthetically pleasing.
- I rated the system the way I did because of the conditions of the roadways, environmental sensitivity, and the lack of attention to pedestrian and bicycle needs.
- There is not enough infrastructure to rate the system as excellent; the roads seem good, though.
- Compared to my travels in other states, Arizona compares fairly well.
- We advocate non-vehicle transportation, and we feel there need to be more transportation options outside of automobiles.

- The system is average because we have new and functioning facilities, but we are not investing for growth or the future. ADOT has funds for today, but not for the future. We are behind by several decades. We need to invest in a truly statewide system instead of a regional system.
- I have lived in different, smaller areas and it seems more workable here. The roads are well-maintained, clean, and well-landscaped, but they still need more lanes for congestion.
- They need to improve public transportation.
- In the Valley, the half-cent sales tax is good, but the rest of the state does not have the needed funds to keep the system updated.
- We don't have any alternatives to freeways, like mass transit, in outlying and rural areas. Buckeye (30 miles west of Phoenix) freeway has really grown in the last five years and we need to consider improving transportation in this area.
- There is not enough money to make the necessary connections and improvements. The area or counties where voters pass initiatives get the money needed, but smaller areas that are not financially robust do not get the necessary funding.
- There are a lot of roads not being maintained; this is because of budget cuts from the state.
- Major residential developments are usually built without properly sized transportation corridors, leading to traffic congestion and unsafe conditions on our roadways. State and local governments then have to widen the streets to meet the current demand and very rarely do they accommodate increased traffic demand for the near future. Governments with overlapping jurisdictions do not appear to talk with each other about growth plans. Arizona does not provide adequate public funding for roads and does not require private interests to pay their fair share. Roads are not maintained adequately by governments. The legislators always raid the transportation funds to balance the budget instead of providing adequate funding at the outset.
- There is not enough money to make the system better. There is just not enough money to meet our needs, especially in Maricopa County.
- The HOV lane on Highway 101 is a waste; it should be accessible to the general public, maybe even as a toll lane.
- The system is not keeping up with needs of users. More roads and mass transit are needed. It seems we have always been behind in keeping up with the needs of the public.

- Rural Arizona is not tended to; it is overlooked in terms of providing these areas with transportation services.
- There is a lack of capacity on the west side of the state; especially in the Phoenix urban area on I-17.
- It is average because there is not much of a difference between the system here and in other states.
- Travel on Arizona roads is about the same as other states. As compared to California and other surrounding states, it is very average.
- They seem to be moving forward but there is still work that needs to be done. This is also a problem caused by a lack of funding.

### Perception of the State Highway System in Arizona

Sixty percent (60%) of stakeholders rated the highway system in Arizona as “excellent” or “good.” Thirty-four percent (34%) of the stakeholders rated the system as “average” and 6% rated it as “poor.” Some of the reasons that stakeholders gave for their ratings are provided below:

- I believe the state highway system in Arizona is below average but not necessarily poor. I feel this way because the system will not be able to meet the capacity to move goods and people in the future. This decreases our economic potential.
- Given their funding, ADOT has done a good job maintaining existing roads, building new roads, and improving existing roads.
- ADOT has done remarkably well keeping up with the rate of growth in traffic volume.
- Our highways compare well to highways in other states. The maintenance and quality of roads and the speed of cleanup is good.
- Our roads are well-maintained by ADOT.
- Many highways in rural parts of the state require improvements.
- There are not enough main highways that connect to other major cities. There are also a lot of two-lane roads that need to be updated to three- or four-lane roads to handle the traffic.
- Road maintenance is lagging behind in rural areas.
- Overall, ADOT has provided roads that serve us well.

- There has been a failure to include wildlife corridors in project design or even after roads are built. Traffic congestion is a problem and they need to add more lanes and include alternatives to the use of private facilities.
- There aren't any major positive aspects or negative aspects.
- The roads lack the capacity to carry the current volume of traffic and there is a lot of congestion on roads.
- ADOT assigns priorities to projects in a way the results in improvements being made where they are needed the most.
- Population and traffic volume growth exceeds the transportation services. Transportation services are falling further behind what we require.
- The rural areas of Arizona need significant highway improvements. The large urban areas have excellent roadways and they continuously improve them, but they are not improving the roads in the rural communities.
- If ADOT had more funds, it would provide more and better services.
- There is good access to highways from many sites.
- Keeping up with the rapid growth is the number one issue.
- We haven't dealt with the funding of the state highway system.
- Southern Arizona is okay, but there are still a lot of improvements that need to be made.
- The system is well-maintained and fairly comprehensive throughout the state.
- They need to be upgrade and improve the maintenance of highways.
- The roads are well-maintained and there is a good level of connectivity throughout the entire state.
- Pavement smoothness and linkages need to be improved.
- The traffic on the freeway is bad. Often times if there is an accident, there are delays that last several hours if you are going north or south, and there is no way to get around the accident.
- ADOT needs to make an effort to maintain their system. They do have a pretty good priority system.
- ADOT needs to work on the condition of roads and environmental sensitivity.

- There is not enough infrastructure to rate the system as excellent; however the roads seem good.
- Compared to other areas, the infrastructure has not kept up with growth.
- There needs to be investments that keep up with growth, especially in non-urban areas.
- State Route 51 is very clean with no graffiti. The loop also needs more lanes.
- I think the system is good because they are getting new highways built every four or five years to alleviate the traffic congestion.
- Interstates that connect are well-maintained but need some expansion.
- Our system is not great, but I have seen worse in other states.
- The highways are fairly new and they are good at maintaining the highways.
- I would say it is good because of my experience. It is convenient and there is easy access.
- Arizona does not provide adequate public funding for roads and they do not require private interests to pay their fair share. The legislators also raid the transportation funds to balance the budget instead of providing adequate funding at the outset.
- There is not enough funding available to truly meet the transportation needs of people living in Arizona.
- More passing lanes are needed; they definitely need more in rural areas.
- The system is modern and up to date. It is only “good” and not “excellent” because there are always repairs needed. Overall I feel the state stays on top of the highway system.
- The routes are adequate but there is still room for improvement.
- Routes have adequate capacity, passing lanes, shoulders, and safety areas.
- Overall the roads are well-maintained.
- The bus system is the only thing we have; they don’t have rapid transit and the one they are building doesn’t reach out to surrounding communities where jobs are.

- Arizona is behind in building what is needed for the general population.

### Perception of Public Transit in Arizona

None of the stakeholders interviewed felt public transit in Arizona was “excellent.” Eleven percent (11%) felt it was “good,” 29% felt it was average, 56% rated it as “poor,” and 4% did not know. The reasons that stakeholders gave for their ratings are provided below:

- Having traveled around the state and looking at the big picture, I found that we have a measure of public transit in place or planned. However, we do not have a stable funding source, which would allow us to provide solid operations and capacity for our increased growth.
- Public transit is not a viable option; it is too limited in the service it provides.
- It is not easy to find a bus in rural areas, we desperately need public transit.
- I don’t hear much praise or criticism of public transit in Arizona.
- Service is very limited regarding hours of operation and coverage of territory.
- With the exception of Maricopa County, public transit in most areas of Arizona lacks connection with other public transportation services.
- There isn’t an integrated system of buses in Arizona that serves multiple cities.
- It takes too long to travel anywhere by public transit. This is due to the inadequate coverage of territory in Arizona and the frequency of schedules and short hours of operation.
- Commuter light rail services will start soon in Phoenix and Tempe. However, there is no light rail connecting Phoenix and Tucson.
- Our bus service and passenger rail service is inadequate at three levels: infrastructure, inter-city, and intra-state.
- The bus service is pretty good, but opportunities exist to improve air and rail service.
- They lack an inter-city service between Phoenix and Tucson.
- Our light rail facility is not yet operational.
- Public transit is excellent in the cities in Arizona but needs improvement in rural areas.

- In our rural area of 10,000 square miles, there are only three small providers of public transit.
- There is not enough public transit; even in heavily populated areas.
- I don't feel that public transit is adequate; there is a lack of commuter rail service to/from and between major metro areas.
- I think we have gotten better in terms of expanding the bus and rail system, but still need improvements. It is still hard to get to the Valley.
- There is a lack of investment to meet the current demand. Playing a lot of catch up in southern Arizona. There is a lot of room for growth.
- There is a complete lack of rail lines, and the bus system is somewhat limited.
- Very limited public transit is available. There is no service for outlying areas in Arizona; bus and light rail are limited. We need to look at the expansion of transportation at some key areas like the airport.
- The major metro area is currently upgrading public transit; we haven't seen all the improvements yet.
- There is simply not enough service.
- Transit is running above capacity and can't carry the load.
- There is no plan for mass transit and light rail; they won't even go to the west side of the state.
- The state has become more vehicle dependent. Owning a vehicle is very important to people in this state; we are also probably a little behind the curve due to the growth in population and congestion.
- Public transit has not been supported financially at the state level. They are very slow in gaining customer support.
- Public transportation options are limited; there is bus and that is pretty much it.
- There needs to be more public transportation throughout the state and better connectivity.
- Light rail is not open yet so I cannot give a high rating. They are behind the reasonable pace of investments. Rail to Phoenix to Tucson is needed. Also

alternate transportation options for populations like the disabled medically are needed.

- I have not personally ridden the Metro, but I have heard positive experiences from those who have.
- The bus system is efficient.
- There is very little public transportation; there are only a few buses that run.
- There is not enough public transportation. We are getting light rail, but that won't help us. There are only three communities it will help.
- In many places public transit is not getting better.
- There is simply not a lot of public transportation.
- The bus system does not have enough riders. The light rail will help only if gas prices remain high to encourage its use. Rural areas have inadequate public transit due to lack of funding and support by the state.
- There is not an adequate amount of public transportation or enough routes. Again, there is not enough funding to make this happen.
- I have never used transit but I have heard it is not a reliable form of transportation. It does not run on nights and weekends.
- Overall, it is average because it is simply lacking in some areas.
- There is a lack of commitment to fund public transit and the land-use plans we implement are not conducive to public transportation. It is difficult to build public transit here.
- I live up north and there is simply no opportunity to use it.
- The bus system is the only thing we have, we don't have rapid transit, and the rapid transit they are building doesn't reach out to surrounding communities where jobs are.
- Phoenix is too spread out to have a good public transit system or for it to be convenient.

## Perception of Arizona's MVD

Seventy-nine percent (79%) of stakeholders rated Arizona's MVD as "excellent" or "good." While 13% felt the division was "average," 2% rated it as "poor," and 6% did not know. Some of the reasons that stakeholders gave for their ratings are provided below:

- MVD has reduced the time it takes to deliver services to its customers.
- MVD is really effective at providing quality customer service and timely service.
- The division has substantially cut waiting times but there are still opportunities to improve the services they provide on the Web site.
- Arizona's MVD performs about the same as any other state agency.
- Many MVD services are available online.
- There are too few offices and the offices that do exist are inconvenient to get to.
- Renewal of driver's license is quick, takes just a few minutes.
- They have many services available online. I can do a lot from home using my personal computer.
- The MVD should have more offices and fewer levels of management.
- The process to renew my driver's license is well-organized; it only takes a short time to get my license. MVD also has friendly staff at their offices.
- Currently, a driver's license is issued for 35 years, and if this changes, there is no mechanism to inform licensed drivers about new laws.
- There are not enough MVD offices, which results in long trips to get to/from their offices.
- There should be an online service to renew your driver's license that includes a quick emission test.
- They provide excellent service.
- I recently had a problem and the MVD office resolved it quickly. All of the personnel I contacted were friendly and courteous.
- The MVD uses current technologies to make its services available online from home and work. It is very convenient to access MVD services online.

- The MVD has always met my needs.
- MVD's processes have gotten easier and less time consuming.
- I think the division has done a lot with the resources they have, especially given the state's revenue problem.
- I think their services have gotten better because you can register online.
- The MVD employees have good customer service skills.
- The online mechanisms are very convenient, but they still need to interface and need more appropriate office hours.
- They do a pretty good (thankless) job.
- They have shorter wait times and better accuracy than any other state agency.
- The division lacks resources to do their job sufficiently.
- The MVD is improving their customer service and they have reduced customer wait time.
- I gave a positive rating because of the options available to consumers (Internet, phones, and also the customer service available at the branches).
- 
- I've lived in a lot of different states, and they don't do anything exceptionally different in Arizona.
- They have worked hard at improving their customer service.
- They have good, quality service for the population that has to be covered.
- There is excellent service and waiting periods are not that long.
- The division continues to upgrade and improve operations; it is really convenient that so many of their services are available online now.
- You can access a lot of their services online, but to get a new license you have to drive 20 miles east to get to a physical location.
- The process was efficient; I got in and out, basically you just had to take a number based on what you want. Also the feedback system is good. The Phoenix office is good and has been made less institutional looking.
- The service has always been adequate for my needs. The Internet options help keep the waiting lines shorter.

- The Web site is amazing and they have very helpful staff.
- I have no problems because you can do everything online.
- The processes are burdensome, but people are doing the best they can with the resources. Even though the Internet services are good, there are still people who cannot use online resources. Some people are just not there.
- When I registered my car, the response I got was quick.
- They have made a lot of services available online; if you do have to go to an MVD office, the wait time has improved compared to previous years.
- The online access is very convenient. It keeps you from having to go to a facility where you might have to wait for hours.

### Perceived Changes in the Transportation System Compared to Five Years Ago

Forty-six percent (46%) of the stakeholders interviewed felt the transportation system in Arizona had “gotten much better” or “somewhat better.” While 27% felt the system had “stayed about the same,” 22% felt it had gotten “somewhat worse” or “much worse” and 6% did not have an opinion. The reasons for their ratings are provided below and on the following pages:

- I see an increase in congestion not only on Arizona highways, but on highways in other states. A byproduct of this increased congestion is oncoming air quality issues. If we do not work to manage this, we will have to face harsh measures to try to mitigate the impact.
- I’m better able to get around the city than I used to be.
- ADOT uses innovative solutions.
- While there haven’t been improvements to our roads, construction projects in the Phoenix area are almost continuous, resulting in constant delays.
- ADOT has provided more funds to local governments than it used to for improving transportation services in communities.
- Lanes have been added to some roads.
- I have not seen much change across the state.
- New interstate highways have been built and existing roads have been improved.

- We do not have a transportation system that integrates air and passenger rail with highways. Instead, we have a road system, with inadequate maintenance of existing bridges and roads.
- Improvements to transportation services have not kept up with population.
- Increased traffic congestion on I-10 is an issue, especially truck traffic.
- Construction of light rail service connecting Phoenix and Tucson.
- Population and the traffic volume have grown tremendously and our needs have exceeded our existing transportation services. Transportation services are falling even further behind our needs if we don't make improvements.
- There is simply not enough money to keep up with needed repairs.
- Population growth has exceeded our ability to make needed improvements because of a lack of funding.
- I haven't seen any huge improvements to make me say, "Wow, this is so much better."
- Areas in metro Phoenix have gotten somewhat better, but other areas of the state have not kept up as well.
- The population has really grown and they have not been able to handle road impact.
- We have had more freeways open in Maricopa County, but not enough in other parts of the state due to growth.
- They haven't been able to keep up with the growth in Arizona.
- I gave a positive rating due to the increased development in Pima County as well as completion of Loop 202.
- We have made some investments, but there has been a lot of population growth.
- Linkages and intermodal connections are needed.
- Population growth needs to be addressed.
- They have completed a fair amount of new freeways in the largest urban area, but there is increased congestion outside the metro area due to insufficient funding.

- They need to increase the attention to transportation modes other than automobiles.
- I have seen a lot of highway and transit improvements. They have been so behind; it's been tough to catch up.
- New freeway construction has helped.
- The funds available only allow us to keep up with current demands, not future needs caused by the population growth.
- The system is getting better because the new highway system is helping to keep up with congestion from the growing population.
- The congestion continues to increase and there are not enough funds to fix it.
- They have built new freeways and roads, but they have not been able to keep up with transportation needs from population growth.
- They need additional funding to provide local money to help bridge funding gaps.
- It has stayed the same because I have not seen any improvements.
- Again, it appears state and local governments have not kept up with the growth as it relates to our transportation needs.
- There has been expansion in the system but this is to deal with growth. The system is still lacking; there are still a lot of improvements needed.
- Transportation has gotten better in metro areas, like the fact that they have added more lanes to many of the freeways, but rural Arizona has still been forgotten.
- It has stayed the same because in my opinion there have not been any major transportation improvements in Prescott.
- The routes have gotten much better, but there is an increase in the number of average daily commuters. They need to continue to increase capacity.
- I gave a good rating because I have seen freeways being finished and in the aviation system, security processes have gotten better.

### Perceived Changes in MVD Services Compared to Five Years Ago

Sixty-nine percent (69%) of stakeholders felt Arizona's MVD services had "gotten much better" or "somewhat better" compared to five years ago. Twenty-three percent (23%) felt services had "stayed about the same," 4% felt they had gotten "somewhat worse" or

“much worse,” and 4% did not know. Specific comments made by stakeholders are listed below:

- They have reduced the waiting time for services. They have the time to focus more on customer service.
- I think they have really utilized innovative solutions to help improve customer service.
- There has been a major reduction in the time it takes to deliver services to customers.
- The availability of online services makes it more convenient.
- It takes less time to renew your license; new licenses are printed while you wait.
- The development of online services has improved their ability to serve the public.
- The waiting time has been reduced when you have to go to MVD facilities.
- They have really improved their quality of services. It is quick to renew your driver’s license, and they have friendly staff at MVD office.
- I spend less time standing in line for service.
- The waiting time has decreased, plus now you can use the Internet for most things.
- The personnel are friendly and courteous and they provide fast service.
- They have improved over the last five years because they have tapped into current technology to improve services.
- They have more streamlined customer service processes and better wait time. The system has become much more user friendly.
- Arizona’s MVD has received a lot of scrutiny and you can see that when you go to the MVD.
- There is a lack of resources, people, and management.
- They have improved customer service and provided a much more convenient and customer-friendly Web site. They have improved the online renewal and registration services.
- They have reduced waiting times and made the online services more available and user friendly.

- The MVD has a huge quantity of work and they are doing a good job keeping pace.
- The Web site has improved.
- The online services help alleviate waiting times.
- I have no personal knowledge, but I did read something that the waiting time has decreased.
- There have not been a lot of changes recently besides more online possibilities available.
- It has gotten a lot better because of the online services offered.
- The waiting period has decreased compared to five years ago.
- The Web site has really improved MVD services.
- The online services are great.
- I have heard the waiting times at MVD facilities have improved.
- The institution of online license renewals and other services have improved the division.
- The online services keep you from spending the money on gas to get to the MVD.

### Perception of the Image of ADOT Compared to Five Years Ago

One third (33%) of stakeholders felt the image of ADOT had “gotten much better” or “somewhat better” compared to five years ago. While 46% felt ADOT’s image had “stayed about the same,” 13% felt it had gotten “somewhat worse” or “much worse” and 8% did not know. The reasons for stakeholder’s ratings are listed below and on the following page:

- ADOT has shown it can meet the concerns of our citizens.
- ADOT has become more responsive to feedback from its customers and has been more proactive in soliciting public involvement.
- There are many complaints from residents in rural areas about the lack of ADOT investment in these areas. Part of the problem is that legislature has taken funds from ADOT that were supposed to go to the department.

- I served at the department of transportation (DOT) in another state. The operational and administrative tasks for this DOT are daunting due to being underfunded and understaffed. I agree with some of my cohorts who have spoken of the DOT as a ship taking on water because of all of the holes. In any organization, staff will seek employment elsewhere for just compensation. The level of service is tremendously impacted because the legislature has not funded this and other departments appropriately. Arizona is “growing up” and with that comes more responsibility. The “no tax” culture will need to adjust in order to even meet the minimal needs of the current and future citizens of the state.
- ADOT lacks a prominent public image. When new Arizona residents compare ADOT to the DOT of their former state, ADOT usually compares unfavorably.
- Many people don’t know which roads ADOT maintains. There are no funds for public relations and the media focuses on blaming ADOT for problems without praising ADOT for what they do well.
- ADOT has lost a lot of experienced people in key positions and inexperienced people have been hired as replacements.
- ADOT is doing a good job because there is no fraud and there are new and improved roads. I also like the artwork on bridges and walls.
- Too often ADOT comes across as indifferent or hostile towards citizen input. It seems that ADOT is just soliciting citizen input to comply with federal regulation.
- ADOT’s customer service has degraded.
- The turnover in ADOT staff in Pima County has disrupted relations between ADOT and local agencies.
- They need to create a communication and community partnerships department. There also needs to be more public involvement in ADOT’s planning and construction.
- There is a lot of turnover in personnel and every time there is turnover the rules change.
- ADOT’s image has improved because they have increased public involvement. There are good public relations that help to inform the public about ADOT services.
- The constant construction of new access points around the state has improved the public’s perception of ADOT.
- We are facing a severe funding shortage.

- ADOT has become more open to the public. Also, there has been more openness to feedback from outside criticisms.
- ADOT has done a pretty good job of soliciting public information.
- They have been doing a lot more public outreach and involving people early on in their process.
- From what I have seen, ADOT has a pretty good reputation in the community.
- People stereotype ADOT from their past experiences.
- No one feels or thinks anything is getting done.
- From an external viewpoint, most of my peers have a favorable impression of the department. ADOT appears to be proactive.
- Their willingness to be up front on several issues and their willingness to work with partners has improved over the last five years.
- ADOT has made progress; there are more freeways in the Phoenix area.
- It has improved over the years because of the director, the governor, and other people who promote investing through a statewide perspective.
- ADOT does what it can but they take signals from legislature. If they had more money they could do better because they already have the capabilities.
- They are doing a good job of communicating information about projects through newspaper, emails, and radio.
- Their image has improved because they are better at notifying the public about closures through emails and they have better outreach programs.
- I believe the state transportation projects are well run and cause as little disruption to the transportation system as possible. Some projects run over budget, which really impacts transportation improvements in rural areas. This affects these improvements because rural areas are usually done last and their funds are cut.
- The reason it seems that public perception has changed is because people are becoming more aware and in reality their image has not changed. We live in a fast-paced society and people notice how long it takes to make transportation improvements.
- ADOT's ability to plan, design, and construct major infrastructure especially in urban areas here is really good. There are lots of roads and demands and they are generally good at planning improvements.

- It has gotten much better because they are building and widening freeways to catch up with population growth. Their public outreach programs are also effective in informing the public about upcoming plans.

### Things That Stakeholders Feel ADOT Does Best

Stakeholders were asked to list two or three things that they felt ADOT does best. The most frequently mentioned things that stakeholders felt ADOT does best were communicating with the public about upcoming projects and road closures, building and maintaining freeways and roads, providing good MVD services, and developing and maintaining good relationships with industry partners. The other items mentioned by stakeholders are listed below:

- The Aeronautics Division is good to work with.
- ADOT does an excellent job assigning priorities to projects and allocating funds.
- The bicycle/pedestrian program coordination seems very good.
- ADOT is good at collaborating with rural Arizona to enhance transportation services with sidewalks and bike paths.
- They have been successful at connecting beltways to interstates.
- They are always making efforts to improve employee retention and morale.
- They are good at planning for the future and their processes are efficient. They usually get projects completed that are most needed and that they have the money for.
- ADOT does a good job integrating aesthetics into their projects, such as landscaping freeways or providing artwork on bridges and walls.
- They are skilled at holding meetings.
- They have been effective at improving public transit, especially bus service.
- ADOT always makes sure safety is the highest priority.
- They display leadership in the community.
- They are quick to respond to emergencies.
- They are responsive to requests from local and regional entities.

- They run an excellent Transportation Enhancement Program.
- ADOT seems very responsive to concerns at construction sites.
- They use money sparingly.
- They are always taking the blame for local agencies.
- They are an approachable department and are always willing to listen and utilize public input.
- They have really made big strides to address congestion.
- The urban freeway program is an excellent program.
- I like that they have utilized a lot of current technologies.
- ADOT is a very professional organization.

### Improvements ADOT Could Make to the Quality of Services Provided

The most frequently mentioned things that stakeholders felt ADOT could do to improve the quality of services they provided were: find new sources of funding, provide more public transit, find ways to better integrate the different modes of transportation, focus on retaining competent ADOT employees, and work on continually improving communication with the general public and external stakeholders. Other items mentioned by stakeholders are provided below and on the following pages:

- There should be an ADOT staff member who is accessible to answer calls about MVD services.
- They need to add more lanes to existing roads and build new roads to increase capacity.
- ADOT should not be so bureaucratic. The procurement system is an embarrassment. It is hard to get anything done. Something that should take 90 days takes a year, which gives the impression that they are paranoid.
- ADOT should be more sensitive to the governmental jurisdictions they serve.
- They should find a better accounts payable procedure.
- There should be better evaluation and use of all information sources related to environmental issues.
- They should find better ways to estimate the cost of projects to improve funding.

- They need better planning processes and project prioritization.
- They should bring rubberized asphalt to residential areas in Prescott that are adjacent to state highways.
- They should build a beltway around Tucson.
- They need to schedule construction at better times for commuters.
- They should continue to improve their Web site.
- They should encourage the participation of non-engineers in their meetings.
- They should involve the Indian community more.
- ADOT should establish consistent procedures in different departments that administer grants.
- They need faster and better cleanup of debris on highways.
- Functional ADOT employees should act as ambassadors and leaders of their area.
- We need toll roads.
- They need greater collaboration with rural communities to improve transportation in these areas.
- The lack of communication with consultants causes problems in the development community. We need more information on projects, we need to discuss policies sooner, and to be more integrated.
- They need to continually improve on getting their message out, especially for the Hispanic population.
- They need to continually improve media relations.
- ADOT needs to improve negotiating; for example: change orders and cost sharing.
- ADOT needs to improve political leadership at the state level around comprehensive transportation planning.
- They should continually improve their technical abilities.
- Bicycle and other pedestrian facilities should be developed.

- ADOT should inform new hires about the history of ADOT's former bad relationship with contractors and how to avoid repeating that history.
- They should put vegetation on roadsides.
- ADOT should improve their interdivisional communication. ADOT frequently works with metropolitan planning organizations (MPOs) and councils of governments (COGs) and ADOT staff members will often schedule meetings with MPOs and COGs without communicating with one another. This non-coordination often manifests inefficiency when meetings do occur. For example: one section at ADOT schedules an "all hands on deck" meeting in Phoenix, which means the MPO and COG staff travel to ADOT headquarters. Another section schedules the same type of meeting the next day, which means the MPO/COG staff, who have traveled long hours, have to return the next day. Why do they not coordinate a piggyback meeting that would only require travel to headquarters on one day? This type of example is not an isolated event and can easily be addressed by internal communication.
- ADOT should allow the general public to pay to use the HOV lanes.
- ADOT should focus on maintaining rural roads and scenic highways.
- They need to make an effort to improve or enhance performance measures; they should be more transparent.
- They should focus on protecting and preserving natural environment and wildlife.
- They should build high-speed rail between Phoenix and Tucson.
- They need to reduce environment planning time.
- They should reduce the time it takes to respond to requests for information and find ways to make it easier to get answers.
- Reservations need improvements, especially for vacation traffic.
- They need to respond to requests for surveys from striping contractors.
- They need to focus more on safety.
- They need to find innovative ways to shorten the length of construction projects.
- Support aeronautics more.
- They should take into account a land owner's ability to access the land adjacent to the freeways.

- They should continually find ways to utilize technology better.
- They should use incentives to inspire creative solutions to transportation problems, especially when working with districts. They should reward innovation.
- They should widen I-10 for its length.

### Ways ADOT Could Better Serve Stakeholders and Their Organizations

Stakeholders were asked to indicate ways they felt ADOT could better serve them or their organization. Stakeholders were also asked to explain the reason for their suggestions. The results are listed below and on the following pages:

- **Suggestion: Find ways to improve ADOT’s working relationship with stakeholders.**
  - ADOT should realize that local governments do not always have the resources to address every task or request from ADOT staff and the requests should be made in a courteous and “partnering” manner. Local governments do not work for the DOT, they work with the DOT. Additionally, fulfilling requests/directives beyond mandates is a real issue that shows our resource constraints. For example, the MPOs and COGs are excellent regional resources; however, we face the same funding and staffing constraints that ADOT does. More often than not, I get a task request from a DOT staff member and this staff member does not even know I am already working on another request from a different DOT staff member. They need to realize I cannot deliver all of their requests. Once when I explained to one DOT staffer that we had other DOT requests on our work schedule and asked which one of the others he wanted me “to remove” in order to fulfill his request, he had a difficult time realizing that we would not be able to meet his request. We assist multiple state and federal programs along side our own work programs. What I find is that ADOT will try to “dump” work onto the locals. As stated before, the DOT is understaffed, but so are the MPOs and COGs. My governing board is very concerned about the amount of work that has been diverted to our particular MPO and is now looking at an action plan that will only assist with mandated tasks.
  - A legislative liaison person is too often too inundated with requests for information. It would be helpful if ADOT provided a list of personnel contacts available to answer questions.
  - ADOT should include the League of Cities in planning committees. This would contribute to increasing public involvement.

- ADOT cannot advocate for itself; we could advocate more for ADOT if ADOT would tell us what support they'd like us to provide.
- ADOT lacks credibility with many local, regional, and county agencies because ADOT does not involve them enough in its planning process.
- We are not getting the information we need in a timely fashion.
- ADOT needs to find ways to listen to stakeholders better. This has really been lacking lately.
- When setting up meetings in different regions, ADOT needs to work with jurisdictions to allow appropriate scheduling times (not at the last minute); furthermore, do not cancel meetings at the ninth hour and ask attendees to travel to another region to participate. Due to heavy workloads and schedules, three weeks notice is appropriate. For example, recently a meeting had been set up in our region for Section 5310 compliance. That meeting was cancelled at the ninth hour and participants were asked to come to another location 1 ½ hours away with only three days notice. Information provided to me was that the Civil Rights section was having difficulty with travel issues and time constraints; thereby, the request of change in venue and date. Apparently, there had been difficulty in the past with getting provider compliance (attendance), which makes me question the prudence of canceling the meeting. If they truly want compliance, they should make this as "user friendly" as possible. Yes, I understand that the Civil Rights section may have budget and time constraint issues, but so do the providers that were asked to change their schedule at the ninth hour. I spoke directly with Transit staff, Matt Carpenter and Gregg Kiely, on this issue and they were able to resolve it in a professional manner.
- ADOT should form a committee to meet with us periodically. We have a huge number of projects that affect each other.
- We have a good relationship with ADOT, but they need to continually work on improving communication and coordination, especially at early stages.
- ADOT should find ways to cooperate with us at the top management level. It is really important for us to discuss policies and how we can work together better.
- It would be really beneficial for ADOT to provide greater access to data that managers could use in their programs.

- ADOT should offer more technical assistance/workshops of training on street design issues. I appreciated that they opened up the workshop to others besides just engineers. This helps keep everyone current.
- There needs to be a liaison between the DOT and development industry groups. One point of contact on a lot of issues to let us know what is happening, what is coming up, etc.
- **Suggestion: Find ways to improve funding.**
  - ADOT should work on allocating their funds better; it would help to improve ADOT's ability to deliver better quality services.
  - Existing funds are simply not adequate to provide all the services needed.
  - More funding is needed to better serve our customers and their customers better.
  - ADOT needs to look at bonding to get more money and more staff.
  - ADOT should consider enhancement grants.
- **Suggestion: Improve internal processes**
  - ADOT should standardize reporting. Every time a department head changes, so do the reporting requirements.
  - ADOT needs to improve their procurement division. The process is too slow and they should consider hiring more personnel.
  - ADOT should provide more resources dedicated to providing stewardship for the federal aid program. Local public aid agencies tend to have the greatest problem complying with federal requirements and ADOT does not have enough staff resources allocated in that area.
  - There is a considerable amount of standard data that ADOT could package and make available to a broad audience.
  - ADOT needs to find opportunities to improve audit functions, such as timeliness and reasonableness of auditing.
  - ADOT needs a stronger infrastructure, which includes asset management principles, so decisions are more information based and not so political.
  - ADOT needs to work on improving their long-range planning efforts. The city has grown at an expeditious rate and has outpaced current long-range plans.

- **Suggestion: Improve transportation in rural areas.**
  - We recently had a proposal for a new shopping center along SR 69 in Prescott that was killed by ADOT because they would not recognize that the area along this highway had become urbanized and would not allow adequate access to the center. There was absolutely no give and take on this issue all the way to the top of the management chain. However, similar projects have been done in other areas of the state; just not for us.
  - ADOT needs to understand the need for high-quality commercial growth along state highways in rural areas. There seems to be an us vs. them mentality at ADOT when it comes to urban vs. rural development. ADOT has just recently shown an interest in aesthetics for rural projects in Prescott.
  - There needs to be improved signage in rural communities to improve the enforcement of the speed limit. We need more signage to correct the problem.
  
- **Suggestion: Improve aviation resources and funding.**
  - The Aeronautics Division is a stepchild in the ADOT system; they constantly allow the legislature and the governor to take very scarce aviation dollars.
  - Aeronautics funds are constantly being diminished.
  - ADOT needs to allow Aeronautics to have their own procurement office and system. ADOT knows the highway, but they do not understand aviation. For example, we have an RFP that took two years for us to get into motion. This is just too slow!
  
- **Other Suggestions:**
  - ADOT needs to develop a frontage road system in suburban and metro areas.
  - ADOT needs to do a better job of protecting and preserving wildlife and the natural environment. Historically and currently, the land-use policy has ignored wildlife and the natural environment while encouraging suburban sprawl.
  - ADOT should be as transparent as possible with regard to transportation projects that require the relocation of utilities.
  - ADOT needs to get more involved in economic development issues.

- ADOT needs to develop mass transit.
- ADOT should make road closures on the Web site more easily accessible.
- ADOT should encourage local jurisdictions to hire bicycle and pedestrian coordinators to ensure bicycle and pedestrian safety.
- ADOT personnel need to focus on rail freight because they do not have a good understanding of the importance and benefits of rail freight within and throughout the state.
- ADOT needs to strengthen the linkage between transportation planning and land use/growth planning.
- ADOT needs to elicit more public input from the community before decisions about planning have been made.
- ADOT needs to include multimodal connections in all transportation projects and plans during all phases of development. This would include bike lanes and pedestrian walkways. This would be really cost effective, especially because it costs so much to retrofit things.

### Things ADOT Does Now That It Should Not Be Doing

Stakeholders were asked to indicate things they felt that ADOT does now that it should not be doing and why they felt ADOT should not be doing these things. The results are provided below:

- **Item: Manage the development and maintenance of public transportation.**
  - I feel ADOT should let other governmental organizations and the private sector handle public transportation.
  - ADOT should not take leadership on the commuter and intercity rail project because they do not have the experience needed.
- **Item: Involvement in efforts to raise the sales tax.**
  - It is inappropriate for a state agency to support private efforts to benefit a public agency. It is self-serving.
- **Item: Including bicycle paths in the transportation system.**

- Bicycle and hiking paths divert funds from modes of transportation that serve the most people. Bike and hike paths are nice to have, but they are not a need.
- **Item: Reducing the use of consulting engineers.**
  - ADOT should use any money saved to increase the pay of ADOT engineers. This would help reduce turnover among ADOT's experienced engineers.
- **Item: Focusing on motor vehicle transportation.**
  - ADOT needs to focus more on alternative forms of transportation outside of motor vehicles, which contribute to the failure to attain clean air standards.
- **Item: Building highway stacks outside metro areas.**
  - Highway stacks limit access to important lands.
- **Item: Making important decisions based on political issues.**
  - ADOT is currently making decisions based on politics and this should not be happening.
- **Item: Requiring physical attendance at ADOT meetings.**
  - ADOT needs to enter the 21<sup>st</sup> century and modernize and upgrade their technology. They need more teleconferencing with their meetings; we have to come to Phoenix for meetings.
- **Item: Focusing on public relations.**
  - ADOT needs to focus less on their image and focus more on the people they serve.
- **Item: Conducting construction during the winter.**
  - ADOT should complete highway improvements during the summer when it is less busy to alleviate traffic buildup.
- **Item: Aviation.**
  - ADOT knows the roads, not aviation; so this should be managed outside of the DOT.

## Things ADOT Does Not Do That It Should Be Doing

Stakeholders were asked to list things that ADOT is not doing that it should be doing and to then state their reasoning. The results are provided on the following pages:

- **Item: More robust long-range planning.**
  - They have lost ground over time in that area. It should be more related to the longer term vision of the state; it should not be limited to the funds available.
  - ADOT needs to do a better job with long-range planning statewide.
  - Transportation planning should be based on predicted changes in population and traffic volume, not only on future funding as is now done.
- **Item: Identify new sources of funding.**
  - ADOT seems to limit itself to existing sources of funds which clearly are inadequate.
  - ADOT should explore alternative funding practices because current funding activities have proven inefficient.
  - ADOT should hire a full-time federal lobbyist to get the funding they need.
- **Item: Build commuter rail facilities.**
  - ADOT needs to build commuter rail facilities to reduce congestion on roads.
  - ADOT needs to build and offer more alternative transportation options to plan for the future.
- **Item: Work with local government when planning urban development.**
  - State highways do not support local development and local economy.
  - There are efficiencies and cost savings to be gained by state and local projects working in unison on the same stretch of road.
- **Item: Improve internal communication.**

- ADOT needs to build communication and trust among their employees. Right now it is so hard to get anything done because of a lack of communication and it takes a long time to get things accomplished.
- **Item: Establish a policy for land use.**
  - ADOT should coordinate its land-use plans with local and regional organizations.
- **Item: Address environmental impacts**
  - ADOT does not currently address current or future environmental impacts from transportation.
- **Item: Continue to incorporate rail issues as part of the overall transportation plan.**
  - Rail is such an important part of the overall transportation plan. There needs to be adequate freight-moving options.
- **Item: Create intermodal connections in freeway contracts.**
  - Intermodal connections help funding cycles, and these connections should be included in all types and forms of transportation.
- **Item: Implement a direct liaison to work with development industry groups.**
  - This is needed to improve communication between ADOT and development industry groups.
- **Item: Allow public use of HOV.**
  - The HOV lanes are not being utilized. Carpooling should be allowed free in these lanes, but the general public should be allowed to pay to use HOV lanes.
- **Item: Be more responsive to customer needs.**
  - There is a constant lag in ADOT's planning process, they need to focus on smaller projects to get things done quicker (or at least what we can see, the results) which would improve customer service.
- **Item: Place more advocacy and importance on aviation**
  - ADOT should enhance aviation transportation funds. There is a dedicated aviation fund, but the problem is that, once it comes time to budget, aviation funds are the first to go.

### Ways Stakeholders Currently Get Information from ADOT

The most frequently mentioned ways that stakeholders received information from ADOT were through the department's Web site, e-mails, the radio, and personal interactions with ADOT employees over the telephone or in person. The other ways stakeholders mentioned they received information are listed below:

- Packets by mail.
- Through direct communication with the legislative liaison's office.
- From meetings.
- From third-party consultants
- E-mails from other employees and conferences where they speak.
- I get information because I serve on the committees for transit connections and the highway safety plan.
- I call 511 and listen to the radio.
- I get secondhand e-mails from PSA, a consulting firm that works with ADOT.
- Through the Pima Association of Governments.
- Briefings and meetings.
- Phone, e-mail, meetings, face to face, reports, data, mail, and online.
- I listen to Doug Nintzel [ADOT spokesman] on the radio.
- I get information from our public works department.
- I get information from the director of the Safe Routes for Schools Program.
- The KTAR radio Web site for construction closures.

### Perceptions of ADOT's Ability to Keep Stakeholders and Their Organizations Informed

Seventy-three percent (73%) of stakeholders felt ADOT does a good job of keeping their organizations informed; 25% did not think the department did a good job of keeping their organizations informed and 2% did not have an opinion. The reasons that stakeholders felt the department kept their organization well informed are provided below:

- With the advent of the Framework Studies, a communication glitch occurred that left MPO and COG directors out of the loop. Elected officials were calling the directors to be filled in about what was going on, but we did not have the information. This was easily corrected by carbon copying the directors on the information and the public involvement got back on track. The directors worked with all of the jurisdictions and elected officials in our respective region; often, we are a first point of contact.
- I get a copy of every ADOT report and press release.
- ADOT personnel are very willing to meet with members of the state legislature and legislative staff.
- I have a list of ADOT personnel I can contact about various issues.
- Information on the Web site is helpful. ADOT has a current list of our members and mails information to us in a timely manner.
- We get a lot of information from ADOT personnel, including the top executives.
- ADOT keeps me well informed by using multiple methods to communicate with me.
- ADOT sends information to Pima County Association of Governments and the association sends that information to us.
- The Web site contains a lot of useful information and the e-mail notices about road closures are helpful. ADOT also promptly answers my questions.
- ADOT should provide a comprehensive and frequently updated list of projects it's conducting around the state.
- We have worked hard to build a relationship with ADOT and I think that has helped a lot; everything has been reciprocated.
- They send out information frequently, plan meetings, and the staff is approachable and informative.
- We usually get the information we need because it is us contacting them.
- ADOT is pretty good about keeping the lines of communication open.
- We get e-mails daily, then we send out text alerts about breaking traffic. Media people are always willing to contribute time for interviews.
- We have members here that work directly with ADOT on initiatives.

- ADOT and Maricopa County meet regularly; we are jointly involved.
- ADOT is good about telling us what they are going to do instead of trying to work with us to help us reach our transportation goals.
- They are good at notifying the public about closures, construction on freeways, but they still need to work on notifying the public about policy development; we need to be more involved.
- I work for the chamber, so they keep our members informed.
- If you subscribe to their e-mail notifications, they provide you with the information you need.

### Perceptions of Meetings Sponsored By ADOT

Seventy-one percent (71%) of the stakeholders interviewed indicated they had attended a public meeting sponsored by ADOT and 29% had not. Of those stakeholders who indicated they *had* attended an ADOT meeting, 92% felt the meetings were well-run and efficient. The reasons they felt this way are provided below:

- I regularly attend the State Transportation Board meetings and frequent public open houses. It is a professional forum with thought given to advertising, venue, and presentation (as appropriate). Some of the ADOT meetings are “cookie cutter” style, which helps the public as they get to know what to expect. I’ve even had a citizen mention to me how ADOT sets up an open house and expressed preference for the sandwich format (short open time + presentation at a set time in the meeting + short open time following presentation.)
- ADOT provides ample staff to answer questions and give information.
- The large number of people who attend these meetings shows ADOT’s success at using the media to inform the public about their meetings.
- ADOT personnel who attended the meetings were knowledgeable and could answer questions.
- Hosting engineers are good at communicating with public.
- I liked that the agenda put in place was followed.
- ADOT personnel did a good job soliciting views from the public.
- ADOT’s meeting facilitators are usually effective.

- Everyone in attendance at the meetings was involved. The meeting was not hijacked by a few people with their own agenda.
- The facilitator generally kept to the agenda.
- The meetings open with a brief overview of the topic, followed by a question-and-answer session.
- ADOT staff did not get defensive. An open process was used and there was proactive solicitation of public views.
- It was co-staffed by COGs and ADOT. They gave the plan and got feedback.
- They have prepared agendas, posted exhibits, and provide opportunities for comments from the public and stakeholders.
- Although I have observed and heard their staff, their methods have been less than satisfactory. They preferred an open forum method, but did not let the public make comments and voice concerns before their peers.
- The workshop and special presentations about ADOT's pedestrian safety plan were straightforward and to the point; no time was wasted.
- The meeting seemed well prepared and organized. They had Power Points and the presentation was well rehearsed.
- I like that ADOT had a lot of maps, diagrams, and timelines. It was very extensive and there were people there during all phases of the meeting to answer questions. It was very interactive.
- ADOT and Maricopa County both shy away from giving microphones to the public. Candid discussions are a better format, the process mandates itself.
- Matt Burdick [ADOT communications] does a great job. The consultants also do a good job.
- They had the information needed and they really listened to the public.
- They stayed on the topic and did not let the discussion wander. The agenda was controlled, but they allowed public input.
- The meeting was well prepared, and consultants as well as ADOT representatives were present. The materials made the information easy to understand.

## Concerns About Travel Safety on State Highways in Arizona

Fifty-four percent (54%) of stakeholders indicated they did have concerns about travel safety on state highways in Arizona and 46% did not. The specific concerns stakeholders had about travel safety on state highways are listed below:

- The electronic signs over highways should inform drivers about accident sites ahead and suggest detour routes.
- The enforcement of speed limits is lacking and more overpasses should have fences to prevent people from dropping objects on vehicles.
- They need to make it easier to get off the highway when there is an accident.
- Safety is an issue on narrow roads in rural areas.
- Interstate 17 in northern Arizona is an issue because, whenever there is an accident, it shuts down the highway for hours and there are no viable alternate routes. In most instances when there is an accident, vehicles are “parked” on the interstate for extended periods in heat or cold. For example, last year Interstate 40, west of Flagstaff, had a major pileup during a winter episode. This was a tremendous emergency effort to retrieve the injured, bring drivers and occupants to safety, and manage the massive clean-up.
- Trucks are driving too fast and trucks should be limited to the right (slow) lane.
- There are too many drivers speeding, it takes too long to clean debris from roads and to repair signs, guard rails, and the road’s surface.
- The number of trucks on Interstate 10 and their high speeds are an issue.
- The lack of capacity leads to serious traffic congestion, which may result in accidents.
- The high volume and high speed of trucks, both on narrow, rural roads and on interstates, is a problem.
- Unsafe highway conditions are generally caused by trucks, retirees, and people driving too fast. Also, there seems to be a lot of cars that break down on State Route 86, which is very dangerous.
- Due to the increased volume of cars on certain roads, there are some areas that have become more treacherous to drive on.
- Rapid speed in certain areas and big trucks are a concern.

- Seat belt usage and drunk drivers are still an issue.
- If you have an accident, you could be on the road for two or three hours, which could potentially be dangerous.
- We are one of the states that has continued to see an increase in the number of fatalities each year.
- There is ineffective management on I-17.
- It seems that we have a lot of accidents that happen daily. There is a lack of enforcement on the roads and people have no fear of being caught.
- I am concerned about safety on state highways because they don't accommodate pedestrians.
- Greater investments are needed and roadways that have debris need to be cleaned a lot quicker.
- There have been some horrible accidents on State Route 85. It is a divided highway and trucks try to go around, which hopefully should be fixed soon because they are in the process of widening it.
- Once you are on the interstates, there are no alternative routes. Maybe to people who live in the area, but not the general public. For example, from here to Tucson, it is often crowded or shut down and there is no way to bypass the traffic through alternate routes.
- There needs to be more enforcement of the speed limit throughout the entire state. Also, in rural areas there is a lack of patrols.
- ADOT recently wanted to put ugly concrete barriers along State Route 69, the gateway to Prescott, because of concerns about crossover accidents. This was the only option allowed, even though a landscaped median with a lower speed limit would prevent many of these accidents from happening. After months of anguish and delays, ADOT finally agreed to the raised median idea first raised by local governments. In urbanizing areas, ADOT must agree to lower speed limits in the name of safety.
- The overhead traffic alerts distract people; they need different, safer ways to notify drivers.
- This may not be an issue ADOT can resolve, but the inattention of commuters doing other things while driving is a safety hazard. There needs to be an aggressive program to address these issues in the legislature.
- The rubber alligators should be outlawed.

## Concerns About Construction and Maintenance on State Highways

Fifty-eight percent (58%) of stakeholders indicated they did have concerns about construction and maintenance on state highways in Arizona and 42% did not. The specific concerns stakeholders had about construction and maintenance on state highways are provided below and on the following pages:

- With current funding levels, we will convert to a maintenance-only mode within just a couple of years. The TIME Coalition initiative was removed from the ballot, which would have addressed some of our needs. We are in a crisis situation and need to bring about an action plan that will fund transportation.
- It is very difficult to understand the budget for construction and maintenance, because it does not include line items for specific sites or areas.
- Sometimes repairs of potholes, cracks, and ruts takes too long.
- There is simply a lack of adequate funding to maintain the roads and to complete needed construction projects.
- A higher priority should be placed on maintaining and improving existing roads.
- Traffic congestion due to construction is often a problem.
- We need wider roads, more lanes, and more beltways around cities.
- There is not enough funding to keep the roadways well repaired and maintained.
- We own several nature preserves that run along the state highways and I am glad that we are concerned that maintenance is done in a way sensitive to the environment.
- Declining revenues are an issue and we need more funding for construction and maintenance to expand I-10.
- The constant construction can be frustrating, but they are doing a good job of informing the public about projects. They still need to work on re-routing traffic.
- It would be helpful if there was more information about when and where road construction is going on.
- They are not allocating enough funds.
- Back-ups and construction times are terrible.

- This is an issue that relates more to their dwindling operating budget for maintenance and quality.
- Maintenance cycles are becoming too long.
- The length of projects is an issue.
- ADOT is just not moving at an adequate pace to keep up with growth.
- It would be nice to see more and better options for pedestrians to get around during construction projects.
- If you travel south, there is a lot of construction, but we understand as long as they take safety measures while building.
- There is not enough money; we have a decent system and if ADOT had more money it would be even better. Current ADOT employees are good and very knowledgeable; it is simply a matter of lack of funding.
- ADOT does a good job of notifying the public through e-mail about closures.
- Maintenance is a huge issue; there are a lot of roads that are in need of repair. This is a money issue and the funds we currently have are not allocated well.
- They should not do any construction during rush hour.
- The maintenance of roads is poor, especially in rural areas.
- It is hard to keep up with our transportation needs and ADOT only has so much money. They do the best they can with the resources they have.
- There is not sufficient revenue to address the transportation needs of Arizona residents.
- Vacation/scenic highways get neglected in favor of urban highways.

### Perception of Transportation Funding in the State of Arizona

Forty-six (46) out of the 47 stakeholders interviewed did not think that transportation funding in Arizona is adequate; 1 stakeholder did not have an opinion. The reasons stakeholders did not feel the state is adequately funded are listed below and on the following pages:

- Due to the current economic shortfall, the state budget has been slashed. A trickle down effect is that the local governments have experienced a truly significant and negative impact from the reduced funding amounts of the Highway User Revenue Fund (HURF). We have also been impacted by the suspension of the HURF

Swap Program. We will have to defer projects or build to federal standards, which typically extends the project timeline and increases cost.

- Antiquated funding sources are used. The state's budgeting process is cumbersome. ADOT's budgeting process is not based on future changes in requirements for ADOT's services, but instead is based on the estimated availability of funds.
- Both the state and federal budgets are running deficits and fuel tax revenues are decreasing.
- The gas tax revenue is decreasing while demand for ADOT services is increasing.
- The need for transportation services far exceeds available funds.
- Given the necessity of expanding existing roads and building high speed inter-city rail facilities, ADOT lacks adequate funding.
- Too many roads are congested because there is not enough money to build more lanes.
- Big budget deficits at state and federal levels make it unlikely that current funding sources will ever be adequate.
- The gap between funding and demand for services has gotten larger over the past 10 years.
- Too much is spent on roads and not enough on transportation alternatives to motor vehicles like bus and rail services.
- Items we need are cut from projects because of inadequate funds, for example, street lights.
- Our needs for transportation services are much greater than available funding.
- Funding has not been increased to keep pace with the growth of demands for transportation services.
- There is not enough funding to keep the roadways well repaired.
- Growth in our traffic volume is much faster than growth in funding.
- The amount of funding is slow to increase, but the demand for services is increasing rapidly and the cost of land for right-of-way and cost of materials are increasing rapidly.

- They consistently take aviation funds; for example, they took \$36 million out of the aviation bond.
- Funding is not even adequate to keep up with current and future population growth. There is also not proper funding for environment enhancements and mitigation to address cumulative effects of transportation and growth on the environment.
- There are so many priorities that go unfunded year in and year out.
- There are too many unmet needs and not enough funds to add more capacity through new highway projects or to manage the projects.
- Funds are not available to keep up with population growth or to make better transportation systems throughout the state.
- There is not enough funding to complete critical projects in the state.
- We don't have the roads we need, so obviously funds are not adequate.
- Maintenance and capacity is falling behind because funds are inadequate.
- Due to growth and conservative legislature, our funds are NOT adequate.
- Projects keep getting pushed back because there is a lack of funding.
- Funding is not good. It is bad because of political issues and because jurisdictions are so divided, which causes a lack of confidence in the system.
- This community is growing. The TIME initiative is something I would like to see happen. We could bring more commerce to the state if we had better roads.
- Legislature keeps taking funding from ADOT. ADOT needs a lobbyist. Also there is not an appropriate annual increase in the gas tax and now people are using less gas and therefore we have less revenue. A dedicated funding source is needed. ADOT is under-funded by \$165 billion.
- There is not enough federal government funding. Need the TIME Coalition to increase funding to get it done faster.
- State and local governments do a very poor job of funding transportation projects of all types.
- There is not enough funding; we supported the TIME initiative and would have continued to support it if it would have passed.
- Revenues are not available to handle the constant growth of the state.

- The current budget does not allow us to create new programs to improve the system. The initiative in November would have raised \$42 billion, but it did not make it.
- There is not enough money for ADOT to fully serve the state's transportation needs over the next 10-20 years. ADOT is dependent on its resources. For example, a recent initiative was not passed that would have given ADOT some much-needed funds. If ADOT is not given the funds, they cannot build the transportation things most needed, like light rail or mass transit.
- Yes funding is adequate for highways but not for aviation. Also rural highways are an issue.
- Aviation funds were swept, which should have not happened.

### How Well Stakeholders Feel ADOT Uses Its Current Resources

Sixty-five percent (65%) of the stakeholders indicated they did think that the Department of Transportation uses the resources it has wisely; 13% did not think they use their resources wisely and 22% did not know. The reasons for their responses are listed below:

- From what I have experienced, the DOT is doing the most with what they have. I do not see much waste, but efficiency. Our district engineer tries to be creative by coming up with solutions that work. He practices "more with less."
- There is no evidence of waste and ADOT does well with the limited funds it has.
- ADOT uses private and public funds to do a lot.
- There is no evidence of waste.
- I have seen no evidence of misuse; the design engineering is done well in advance, so when federal funds become available, ADOT has eligible projects.
- The only problem I have seen is the overuse of consulting engineers.
- The increased use of design/build practices.
- There is an inadequate investment in alternatives to roads and private motor vehicles. More should be invested in rail and bus service.
- ADOT invests in limited resources so they try to produce the biggest benefits for the most people.

- Throughout the state, ADOT does a commendable job of assigning priorities to projects so that the biggest benefits are delegated to the greatest number of people. Projects are usually completed ahead of schedule.
- Money is wasted because of a lack of long-term planning, which results in a high cost of acquiring right of the way due to the rapid increase in value of land.
- I feel they are using the resources they have wisely because they have just built highways and they have put a lot of art and landscaping into these projects which is a huge expense.
- Given their resources and the political tug of war, I think they do a good job.
- It seems they have been able to prioritize a limited budget in way that makes sense.
- There is a great need for access management decision making vs. political decision making.
- Given the fact they have continued to lose a lot of experienced people due to their pay scales, they have been able to take the resources they have and maintain and deliver.
- Alternate modes of transportation are under funded.
- ADOT has limited resources, but they are getting a lot done with what they have.
- HOV lanes are not being adequately utilized. They should be allowed to be used by general public, even as toll lanes.
- Planning process takes too long (20 years); they cannot develop a resource plan that will be complete in 20 years.

### Greatest Transportation Challenges in the State Over the Next 10 Years

Stakeholders were asked to indicate what they felt would be the greatest transportation challenges in Arizona over the next 10 years. The challenges identified by stakeholders along with their reasons are provided below:

- **Challenge: Funding.**
  - We are in crisis mode. Just recently the President signed over \$8 billion to the Highway Trust Fund. If this emergency measure had not taken place, reimbursement would have gone from twice/day to once/week. The effect would be felt immediately and bring us to a “screeching halt.” We are talking survival mode-crisis.

- The current sources of funding are woefully inadequate and new sources seem unlikely.
- The demand for ADOT services will continue to increase while funding will, at best, remain stagnant.
- The current sources lack adequate funds to disburse. Example: revenue from fuel tax.
- Our need for transportation service will grow faster than the rate of increase in available funds.
- New sources of funding seem unlikely; the current sources do not generate enough revenue.
- Current funding is woefully inadequate given growth in our population.
- The current level of funding is far behind current demand for services and it will only get worse.
- The existing sources of funds do not generate an adequate amount of revenue and new funding sources are not being identified. The demand for services is increasing rapidly and cost of land and material is increasing rapidly.
- We need to find a transportation system funding scheme that can be supported by people and the government it affects. Everybody has ideas.
- Revenue to meet our demands is an issue as well as the political unwillingness to pay for infrastructure.
- The state is in a terrible budget deficit and the funds will be hard to come by at both the state and federal levels.
- It is a difficult political environment to get any additional funding.
- It difficult to fund resources to meet the system demands due to the increasing population and the number of vehicles on the road.
- There are not enough funds from the federal government to develop the commuter rail, I-10, I-17, I-8 and I-40 are going to be an issue.

- **Challenge: Population growth.**
  - The Office of the Governor recognizes the looming issue before us. She has initiated an action to help address this challenge. Transportation is a component within this overall issue along with infrastructure, healthcare, education, incarceration, immigration.
  - Population growth will increase faster than the growth of funds.
  - The funding level is far behind what is required now to meet current transportation demands. Future population growth will only increase the gap between what we need and what we have.
  - Because we are a growing state and because people are continuing to move here, we are going to have some problems if we don't expand our transportation system.
  - Building more roads to deal with population growth is not the answer. If you look at their studies, the land is getting more and more expensive to buy. With the population projections, it is not feasible that our current system will meet future needs.
  - Population will continue to influence traffic volumes, especially in urban areas.
  - We need to build more infrastructure to deal with growth.
  - Because of our past planning processes, we got behind population and we are still playing catch up; we should learn from past experiences and constantly keep up with growth.
  - Multimodal transportation is needed to keep up with population growth and capacity.
  - The Phoenix metro area is growing in population and the freeways will need to get bigger and new housing will need to be built. We will not be able to survive if we do not address growth projections.
  - There are going to be problems maintaining current roads for the growing population. Also, they should expand roads between Tucson and Phoenix.
  - Population growth is going to be an issue and this is not just limited to the highway, but includes rail and air service, especially given the aviation market.

- Accommodating vehicular travelers in Tucson and Phoenix is going to be a growing challenge.
- **Challenge: Implementing public transportation and usage.**
  - ADOT needs to change their ideals. They have a one-dimensional approach that only emphasizes road planning. It is difficult to implement change in an organization as large as ADOT, especially when the strongest external influences favor the traditional practice of building roads.
  - There is a lack of funds to meet demand for bus and rail service.
  - A better mass transit system is needed, especially one that will allow people to get from rural areas to the more populated areas.
  - Everyone needs to have an attitude adjustment about shifting transportation use patterns from individual automobiles to public transportation.
  - Supporting alternate modes of transportation is going to be an issue and there are regulations standing in the way.
  - The environment and economy is going to make it hard to develop public transit and to get people to use it.
  - Because Americans are very much married to their cars, it will be hard to get people to accept using public transit and let go of their cars.
  - ADOT should play a leadership role in changing the public's opinion about public transportation. Instead of following the public sentiment, ADOT should make them understand what is in their best long-term interest.
  - It is going to be a challenge to get people to use public transportation instead of their vehicles.
- **Challenge: Meeting the multi-modal needs of all residents.**
  - ADOT needs to remember to extend infrastructure into the outlying, rural areas.
  - People's options are limited because we are so spread out across the state; it is going to be difficult to develop a cost-effective public transit infrastructure.
  - A good public transit infrastructure doesn't exist right now; it is simply not adequate for all travelers.

- The new light rail facility is not well integrated into air, inter-city bus, intra-city bus, inter-state rail, or bus systems.
- **Challenge: Addressing congestion.**
  - We need to manage congestion in major metro/urban areas.
  - Traffic congestion will continue to get worse if we do not increase the capacity of roads.
  - There is not enough capacity on our roads NOW to deal with traffic congestion, yet traffic volume will increase while funding lags far behind what is required.
  - Our current roads lack adequate capacity. Funding will not increase to allow us to meet growth in traffic volume.
  - There is a lack of funds to increase the number of lanes on roads and it seems that the public does not want to widen roads.
- **Challenge: Hiring experienced and qualified ADOT staff.**
  - ADOT's services will deteriorate if ADOT doesn't plan to replace its experienced staff.
  - Finding good staff members is going to be an issue, especially considering the lack of funds and the aging workforce.
  - There is a lot of turnover and the DOT is going to have trouble finding quality employees because they are not as competitive as they should be.
- **Challenge: Meeting the growth in freight traffic through the state.**
  - We need to increase the capacity of railroads and roads to carry more freight.
- **Challenge: Maintaining interstates and highways.**
  - The massive increase in traffic volume creates constant maintenance requirements and insufficient funding.
  - As our highways increase in the number of miles, the cost to maintain these roads will also increase at the same time that the demand for additional roads increases while funding is inadequate.

- It going to be difficult to maintain the current infrastructure considering the fact that our resources are being depleted.
- **Challenge: Getting drivers to make environmentally friendly driving decisions.**
  - We need to change some of the driving practices of commuters. There are too many vehicles that are only one-driver vehicles. We need to educate motorists to be better drivers and how to make better decisions.
- **Challenge: Potential shift to smaller vehicles.**
  - Mixing scooters and micro-cars with standard-size cars and trucks will create a safety hazard.
- **Challenge: Availability of materials (concrete, steel, fuel).**
  - Economic development in other countries like China and India will use a greater percent of the world's supply of construction materials.
- **Challenge: Buying right of way.**
  - Historically, ADOT has been slow to buy right of way, resulting in projects being delayed, cancelled, or costing more than otherwise.
- **Challenge: Fuel costs.**
- **Challenge: Addressing public safety.**
  - Due to the accident rate and to the impact it has on insurance it is going to be difficult to address public safety in transportation planning.
- **Challenge: Economic development.**
  - A lot of transportation and economic issues arise with the HUB.
- **Challenge: Highway 10 in the Benson area.**
  - There are a lot of traffic accidents here and I am not sure if it is the highway or the people.
- **Challenge: Providing adequate transportation services for residents living in rural areas.**

- Most state highways in rural areas are not adequately maintained, especially the removal of weeds and unsightly debris.

### Challenges to Good Motor Vehicle Services Over the Next 10 Years

The stakeholders were asked to indicate what they felt would be the greatest transportation challenges to good motor vehicle services in Arizona over the next 10 years. The challenges identified by the stakeholders, along with their reasons, are provided below:

- **Challenge: Funding constraints.**
  - Finding new sources of funding and getting more funds from existing sources does not seem realistic.
  - MVD funding will not keep pace with the rate of growth in the population to adequately serve MVD customers.
  - More funding is needed to continue to provide a good level of customer service and meet demands.
- **Challenge: Implementing the most current technology.**
  - It is going to be a constant challenge to provide services that are the most convenient to our culture of users.
  - They should improve technology so that you never have to go to the DMV, and you can do everything on the Web.
  - It will be difficult to constantly keep up with advancements in technology, especially considering ADOT's current funds.
  - ADOT needs to work to make services easier and convenient for users.
  - To control ADOT's expenses, new and emerging technologies might not be used, resulting in a lower level of service than is currently provided.
- **Challenge: Population growth.**
  - Lack of funds will prevent hiring enough staff to meet growth demand for MVD services.
  - They need to determine if MVD staff size will increase as the volume of work increases.

- I doubt that funding will increase to deal with the increasing capacity from a much larger population.
- As population increases, it is a concern that the MVD will be able to continue providing a high level of customer service in spite of inadequate funding sources.
- Population growth will continue to put pressure on the MVD.
- With the number of cars being registered, it is an ongoing challenge to keep enough resources to deal with the needs.
- **Challenge: Finding innovative ways to more efficiently serve ADOT customers.**
  - Not everything done online. Finding alternative ways to offer these services. We have to drive 20 miles out of the way, not convenient.
  - Good services to deal with the public. Need to find different, more personal, innovative ways to serve the growing population.
- **Challenge: Keeping the public informed.**
  - ADOT needs more alerts to inform the public. I don't like the signs overhead, these really distract drivers.
  - ADOT needs to better inform the public about the online services they offer. These services have already helped cut back on lines and therefore to even further improve services ADOT should really get the word out.
- **Challenge: Maintaining qualified staff.**
  - Because of reduced funding, ADOT does not have the staff to do their job as well as they would like to.
  - It is more of a social challenge to find people who have good social skills; people who are socially adept.
  - There is currently not enough funding to maintain adequate staff.
- **Challenge: Educating new, young drivers.**
  - The MVD does not use technologically advanced methods to teach young drivers about traffic laws.
- **Challenge: Providing convenient access to offices.**

- MVD may close existing offices and/or not open new offices as part of reducing ADOT's costs. This will make it more inconvenient than it is now to conduct business at an MVD office.
- **Challenge: Dealing with increasing movement across the border and truck traffic.**
  - ADOT will need to find a way to deal with increasing trade and ports used to transfer goods across the border.

### Questions Stakeholders Would Like to See ADOT Ask Its Customers

The stakeholders were asked to provide questions they would like to see ADOT ask its customers. The comments made by the stakeholders are listed below:

- They should solicit citizen comments about sources of funding to address the problem.
- They should assess satisfaction with services dealing with the freight industry and with services to businesses. They should also compare ADOT today to 50 years ago.
- ADOT should assess the knowledge of roads for which ADOT is responsible, satisfaction with synchronized traffic lights, and satisfaction with the content and user friendliness of ADOT's Web site.
- ADOT should assess the efficiency of registering trucks and ask contractors (general and sub) to assess the level of service of consulting engineers and ADOT engineers on construction projects.
- Need to find out best way to pay for new/expanded services (fuel tax, sales tax, or toll road). Also, the satisfaction with safety on ADOT roads and with traffic congestion on ADOT roads.
- Need to find out what it would take to get drivers to use their cars less.
- They need to find out how much the public would use public transportation if it were available.
- They should develop items that assess the importance of investing in maintaining and improving existing roads, that assess satisfaction with the current level of roads, the importance of planning to meet air quality standards, satisfaction with how well air quality standards are being met, importance and satisfaction with roads, bus, and passenger rail, the importance of land-use planning and allocation, satisfaction with current land-use planning and allocations, the importance of

designing roads to protect wildlife, and satisfaction with how well current roads protect wildlife.

- I think the key is to get good information about constituents.
- They should include a question about the area of highway that they feel has the highest congestion and that they would most like ADOT to work on.
- Some “willingness to pay” questions might be appropriate and access to quality roadway information would be helpful.
- I would like to see where customers think funding should come from; legislature, initiatives, etc.
- I would like to know how many people are not using cars statewide. Finding out how many people are using different modes of transportation would be beneficial.
- ADOT should identify school-related questions to include on the survey.
- You should ask customers how much they would be willing to pay in taxes to build a more adequate transportation system.
- We need to find out how much the public is willing to spend to improve the system. If they feel the system is inadequate, what resources are they willing to contribute?
- There should be a question on the survey about the level of interest in allowing the general public to use HOV lanes if they had to pay.
- We are at Grand Canyon, so there should be a question directed towards providing an alternate way for visitors to get to the canyon other than driving.
- ADOT should ask citizens about local aviation services and resources.

### Other Comments

- ADOT needs to enforce HOV requirements more rigorously. There are too many people using HOV lanes without meeting the proper requirements.
- There should be the creation of a committee of DOT personnel and private citizens to brainstorm ideas for future services. Requirements should include members to be young (under age 40-45 years) to increase the probability of getting new, fresh ideas. It will also help to get people involved in planning ADOT’s future.

- I am uniformly impressed with the caliber of ADOT personnel.
- I think ADOT does a good job overall. The district engineers are great.
- ADOT has been and continues to be a diligent steward despite its limited funds. ADOT tries and usually succeeds in getting maximum benefit for the money it spends.
- Only thing that I have found disappointing about ADOT is that they swept so much money from the aviation department.
- I want ADOT to take these statistics and incorporate them into proper planning.
- ADOT needs to address internal and external questions before doing any more surveys.
- Signage on highways is good, especially the signs that let you know the exact distance between exits. This really helps to reduce anxiety among drivers.
- The signs on the freeways about closures and distances are really helpful. Given the money they have, ADOT does a good job planning projects and they are very goal oriented. I also like it that they celebrate when projects are completed.
- ADOT needs to pay their people more. There are shortfalls in the budget which has caused them to lose a lot of good employees after 20-25 years.
- Our organization would be willing to help the DOT find ideas/ways to deal with financing issues. Maybe they should hold a workshop with stakeholders.
- The DOT needs to focus on implementing transportation into rural areas. They need to find a way to get funding for these areas. Without transportation, there is no industry in these areas.
- I am disappointed in lack of support ADOT gives aeronautics. ADOT often neglects aviation.



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Report 655  
Appendix H: Focus Groups Summary

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

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**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration

# Contents

Purpose and Methodology .....	1
Overview of the Topics for Discussion .....	3
Perceptions of the State’s Transportation System .....	4
Perceptions of ADOT .....	5
Highways Maintenance and Design .....	6
Motor Vehicles.....	9
Public Transportation and Non-Highway Modes of Transportation.....	10
Public Information/Communication .....	13
Funding .....	14
Suggested Questions for the Statewide Survey .....	16
Final Comments .....	18

# Arizona Department of Transportation Focus Group Summary

## **Purpose and Methodology**

During December 2008, ETC Institute facilitated a total of six focus groups for the Arizona Department of Transportation (ADOT). The purpose of the focus groups was to gather input from residents and community leaders about public transportation issues.

Two focus groups (one with residents and one with community leaders) were conducted in Phoenix, Flagstaff, and Tucson.

Residents were recruited at random from the communities where the focus groups were conducted. Community leaders were recruited at random from a list of people serving in the following positions in each region where the meetings were held:

- Senior city and county staff
- City and county elected officials
- Chamber of commerce officials
- Officials from regional planning organizations, council of governments, metropolitan planning organizations, and partners

A total of 67 people attended the six focus groups. There were 40 community leaders from various organizations. The names and organizations of those community leaders who participated are provided on the following page by city.

### **Phoenix Leaders**

- Bob Maki, City of Surprise
- Bob Woodring, Maricopa County Department of Transportation
- Kevin Woudenberg, Pulice Construction
- Michele Pino, Land Advisors Organization
- AunDee Johnson, Arizona Office of Tourism
- Carlos de Leon, City of Tempe
- Jhenifer Jruz, Valley Forward
- Lois Yates, Falcon Field Area Alliance
- Dan Cleavenger, City of Mesa (Transportation)
- Giancarlo Estrada, Arizona Corporation Commission
- Bryan Jungwirth, Valley Metro
- David White, Gila River Indian Community
- Diane Arnst, Arizona Department of Environmental Quality
- Patrick Cunningham, Arizona Department of Environmental Quality
- Dave Berry, Swift Transportation Corporation
- Tom Callow, City of Phoenix
- Ray Dovalina, City of Phoenix

### **Flagstaff Leaders**

- Dennis Wells, City of Williams
- Dave Myers, Arizona Department of Public Safety
- Larry Dannenfeldt, Coconino County
- Paul David, Yavapai Broadcasting
- Connie Birkland, Coconino National Forest
- Glenn Cromwell, City of Williams
- Rick Schuller, Woodson Engineering
- Randy Ryan, Coconino County
- Erik Solberg, City of Flagstaff
- Andy Bertelsen, Coconino County
- Ed Van Beek, Vastco, Inc.

### **Tucson Leaders**

- Jan Gordley, Gordley Design Group
- Matt Zoll, Pima County (Transportation)
- Ana Olivares, Pima County (Transportation)
- John Shepard, Sonoran Institute
- Chyrl Lander, Tucson Unified Schools
- Jack Camper, Tucson Chamber of Commerce
- Shirley Scott, City of Tucson
- Farhad Moghimi, Town of Sahuarita

- Craig Civalier, Town of Oro Valley
- Jorge Riveros, Town of Marana
- Jim Glock, City of Tucson (Transportation)
- Jaime Gutierrez, University of Arizona

There were 27 residents, including 12 females and 15 males. All age and racial/ethnic groups were well represented in the focus groups.

## **Overview of the Topics for Discussion**

The purpose of the focus groups was three-fold: (1) to identify the core expectations residents and community leaders have with regard to 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 moderator led each focus group through a series of seven topics in the sequence listed below:

- First, participants were asked about their perceptions of the state's transportation system.
- Second, they were asked questions about their perceptions of ADOT.
- Third, participants were asked specific questions about the maintenance and design of highways in the state of Arizona.
- Fourth, participants were asked questions about the Motor Vehicle Division (MVD).
- Fifth, participants were asked about public transportation and non-highway modes of transportation (rail, air, biking, freight, etc.)
- Next participants were asked questions regarding ADOT's communication with the public and local decision makers.
- Finally, participants were asked about funding.

At the end of each focus group, all participants were also given an opportunity to make closing comments on any topic.

The following pages summarize the comments that were made by focus group participants. This information will be used to develop surveys that will be administered to Arizona residents in 2009.

## **Perceptions About the State's Transportation System**

The moderator began each focus group by asking the participants several questions regarding their perceptions about the state's transportation system. Some of the findings are summarized below:

### **Overall Quality of the Transportation System in Arizona**

**Community Leaders:** Sixty percent (24 out of 40) of the leaders who attended the focus groups thought the state's transportation system was either "good" or "excellent;" and 33% (13 out of 40) gave a rating of "average," 7% (3 out of 40) gave a rating of "poor."

Many of the concerns that leaders had about the state's transportation system were related to the lack of connectivity of road networks, challenges resulting from the state's growing urban sprawl, the lack of funding, and dead animals and debris on roads in certain areas of the state.

Those who gave an "excellent" or "good" rating felt that, given the state's population and funds, the transportation system was adequate.

They also felt transportation facilities are durable and maintained adequately. In addition, nearly all of the community leaders indicated that the state's freeways are great.

**Residents:** Eighty-one percent (22 out of 27) of the residents who attended the focus groups thought transportation in the state of Arizona was either "good" or "excellent;" 15% (4 out of 27) of the residents gave a rating of "average," and 4% (1 out of 27) gave a rating of "poor."

Those who gave an "excellent" or "good" rating felt that the current level of services met their needs. They were satisfied overall with the freeway system across the state.

## **General Perceptions About ADOT**

In order to better understand the perceptions that community leaders and residents have about ADOT, the moderator asked each participant if he or she had any interaction with ADOT over the past two years. Nearly all of the community leaders indicated that they had interacted with ADOT and were for the most part satisfied. Residents were generally much less likely to have interacted with ADOT. Only 10% of the residents who participated in the focus groups indicated that they had interacted with ADOT over the past two years. Those who had interacted were asked to list any positive or negative experiences they have had with ADOT. Their responses are provided below.

### **Community Leaders**

- I have dealt with ADOT specifically for lane closures, highway closures, alerts. They do a good job working with public safety when things arise. They are generally very responsive.
- They are very responsive to our firm. No complaints from us.
- I think the director needs to interact with the media. When he is not accessible, it kind of feels like they have a hidden agenda.
- For plan reviews and permits ADOT's process is very slow. This is something that needs to be improved.
- In the division we interact with, the feeling is generally positive.
- They do a great job of working with us to resolve issues together.
- ADOT does a great job of engaging with rural areas of the state.
- They work well with our community. Always looking to notify us of any projects in the area.
- Customer service provided by ADOT is great when things go wrong. However, they need to be more proactive to ensure things don't go wrong in the first place.
- Obtaining permits is a terribly long process; speed it up, guys.
- Streamline the right-of-way processes.

## **Residents**

- Other than seeing them in construction zones, I don't have a lot of interaction.
- I interact with them face to face at the MVD and they seem to be all right.
- I don't have any complaints. Most of my experiences with ADOT are good. I don't like construction zones, but most of the time I can avoid them because ADOT makes that information available.

## **A Customer-Oriented Organization**

Participants were asked to if they thought ADOT was a customer-oriented organization. Sixty-three percent (63%) of the community leaders generally felt ADOT was a customer-oriented organization. Most residents indicated that their perceptions were that ADOT was a customer-oriented organization, but because of a lack of interaction could not give any reasons for the answer.

## **Highway Maintenance**

**Community Leaders:** Fifty-eight percent (23 out of 40) of the leaders who attended the focus groups thought ADOT does a "good" or "excellent" job of maintaining highways in the state of Arizona. Thirty-five percent (14 out of 40) gave a rating of "average," and 7% (3 out of 40) gave a rating of "poor."

Some leaders commented that they thought ADOT does a great job of maintaining the freeways, upkeep on rural roads is adequate, and the quiet pavement program is fabulous. They also were satisfied with the durability of roads.

**Residents:** Seventy-four percent (20 out of 27) of the residents who attended the focus groups thought ADOT does a "good" or "excellent" job of maintaining highways in the state of Arizona. Twenty-two percent (6 out of 27) of the residents gave a rating of "average," and 4% (1 out of 27) gave a rating of "poor."

Most residents thought that one of ADOT's strengths was maintaining freeways. Residents felt that the freeway system was smooth, had relatively few potholes, had excellent striping and signage, and generally had the capacity to move traffic

through high-volume corridors. Residents had concerns with how well the rubberized road surfaces would hold up over time.

## **Highway Design**

**Community Leaders:** Eighty-eight percent (35 out of 40) of the leaders who attended the focus groups thought ADOT does a “good” or “excellent” job of designing safe highways that handle large amounts of traffic. The remaining 12% all thought ADOT did an “average” job in regards to highway design.

Some leaders in Tucson commented that they thought ADOT needed to do a better job of building road networks that make access into the city easier. Leaders indicated that there are opportunities to connect road networks and decrease travel times into the interior of the city.

**Residents:** Seventy-four percent (20 out of 27) of the residents who attended the focus groups thought ADOT does a “good” or “excellent” job of designing safe highways that handle large amounts of traffic. The remaining 26% all thought ADOT did an “average” job in regards to highway design.

Although residents were generally satisfied with the design of highways, many residents felt that opportunities existed to design roads that could handle more traffic in heavily traveled corridors. Residents were concerned that barriers could be added in certain sections of freeways that would enhance safety. Also, residents felt that on and off ramps on major interstates should be extended to reduce traffic backup and potential accidents.

## **Improvements to the State’s Transportation System**

Participants in each focus group were given time to brainstorm a list of possible improvements to the transportation system in Arizona. The list below identifies all the improvements that were suggested by community leaders and residents who participated in the focus groups:

### **Community Leaders**

- Improve State Route 802
- Ease congestion
- Add capacity on I-17 and I-10
- HOV lanes
- HOV fly over

- Buy land early
- Improve Loop 303 in the West Valley
- South Mountain freeway improvements
- Improve the rail system
- Improve the infrastructure as a whole
- Add barriers between HOV lanes
- I-40 has safety issues. Way too many large trucks on that route. Need to move large trucks to one lane.
- More triple lanes in high-volume trucking areas
- Need a contingency plan to deal with lengthy road closures during accidents
- Look at alternative modes of transportation
- Lower the speed limit for commercial trucks
- When highways are located inside city limits, ADOT needs to turn over jurisdiction to the city.
- Rural roads have major safety concerns and issues. I think Arizona's death rates on rural roads are the highest in the country.
- Planning for the long term
- Improve and add climbing lanes. They can reduce maintenance cost and save on wear and tear on smaller vehicle paths.
- Projects need to be completed sequentially instead of leap frogging from one place to another.

### **Residents**

- Add reflectors around bridges
- Widen areas where traffic jams consistently occur

- Widen roads
- Add capacity
- Build HOV lanes up front, not after the fact
- Better exit signage
- Radio broadcasts don't match road signs
- Longer stretches for on/off ramps (newer roads have it, old ones need to be updated)
- A lot of traffic in town, need bypasses
- Spots on I-17 have safety issues, especially with the trucks
- Cloverleafs on I-40 are dangerous and get icy. Too sharp especially in the winter
- Center divider on highways
- More passing lanes on U.S. 89
- Lower the speed limits to reduce the consumption of gas
- Would be nice to have another entrance to the Grand Canyon

## **Motor Vehicle Division**

**Community Leaders:** One hundred percent (40 out of 40) of the leaders who attended the focus groups have interacted with MVD in the last year. Reasons for interaction included: registrations, license renewals, and tag renewals. Most of the community leaders generally rated the quality of customer services provided by MVD as either "good" or "excellent." Participants indicated that the online service provided by MVD was excellent. In addition, nearly all of the community leaders felt that compared to three years ago, the quality of customer service provided by MVD is getting better. However, one participant commented that his organization registers its vehicles in Indiana because they are more accommodating to their specific needs. He went on to say that by registering their vehicles elsewhere, Arizona loses \$20 million in revenue.

**Residents:** Most of the residents who attended the focus groups have interacted with the MVD in the last year. Reasons for interaction included: registrations, license renewals, and tag renewals. Most of the residents generally rated the quality of customer services provided by MVD as either “good” or “excellent.” Participants indicated that the online service provided by MVD was excellent. Residents all indicated that they would do more online if additional services were provided by MVD. In addition, nearly all of the residents felt that compared to three years ago, the quality of customer service provided by MVD is getting better. Residents did have specific concerns relating to the staff at MVD. Most of the residents indicated that their experience with MVD staff was negative. Reasons included: poor interpersonal skills, unpleasant (no warm greeting), and could not help resolve the problem or did not resolve the problem.

## **Public Transportation and Non-Automobile Transportation**

The moderator asked the participants several questions regarding their perceptions about public transportation. Some of the findings are summarized below:

### **Overall Quality of Public Transportation in Arizona**

**Community Leaders:** Thirty-eight percent (15 out of 40) of the leaders who attended the focus groups thought existing public transportation services in Arizona were either “good” or “excellent;” 38% (15 out of 40) gave a rating of “average,” and 25% (10 out of 40) gave a rating of “poor.” Many of the concerns that leaders had about the state’s public transportation services were related to the lack of connectivity between existing services, challenges resulting from the state’s growth in urban sprawl, the lack of service in rural areas, the lack of funding, and inconvenient schedules. Some leaders commented that they thought it would be difficult to overcome the social stigma that is currently attached to public transportation in Arizona. Those who gave an “excellent” or “good” rating felt that given the state’s population, existing public transportation services were adequate.

**Residents:** Thirty percent (8 out of 27) of the residents who attended the focus groups thought existing public transportation services in Arizona were either “good” or “excellent;” 37% (10 out of 27) of the residents gave a rating of “average,” 19% (5 out of 27) gave a rating of “poor,” and 15% (4 out of 27) did not have enough knowledge to give an opinion. Many of the concerns that residents had about the state’s public transportation services were related to the limited availability of services, lack of information about schedules and service, lack of connections between cities, cost, lack of bus shelters, and the limited frequency of stops. Those who gave an “excellent” or “good” rating felt that the current level of services met their needs or that they had not had any “bad” experiences utilizing public transportation.

## **Overall Quality of Air, Rail, Biking**

**Community Leaders:** Twenty-five percent (10 out of 40) of the leaders who attended the focus groups thought air, rail, and biking services in Arizona were either “good” or “excellent;” 38% (15 out of 40) gave a rating of “average,” and 38% (15 out of 40) gave a rating of “poor.” Reasons leaders gave for their rating are provided below.

- Most of our bus riders are those who ride bikes. We need to give them better services for getting on and getting off the bus.
- Incorporating biking features on buses has gone well.
- On streets bike lanes are lacking. The ones we do have are not wide enough and are unsafe.
- Given that we have a university we need more biking and walking paths
- Airports have been benefiting from ticket sales. The problem is fuel.
- Rail is a real opportunity, it is our “low-hanging fruit.”
- Urban trail system has been growing exponentially. I like to see that.
- You can get to Flagstaff Mall safely by walking, biking, even wheelchairs. The enhancements have been great and really enriched the community.
- Flagstaff’s urban trail system is phenomenal.
- Not a lot of multi-modal approaches in Flagstaff. We should look into that.
- I would ride my bike to work but it is just too dangerous. No designated bike lanes make it dangerous.
- Oro Valley has done a great job addressing the needs of bike riders. It would be a great model to follow.
- I think we are trying to catch up because we are so far behind. So in short we are lacking.
- Overall we are decent, given the area where we live.

- I love our airport, but am concerned the future of it is in jeopardy
- Compared to other countries where congestion is an issue, we have done a poor job of integrating transit to alleviate traffic.
- The freight yards here in Tucson are cutting back. That's a problem. It is a good alternative to large commercial trucks.
- Transit connectivity is terrible here. Not much multi-modal connectivity/ service.
- Rail service in Tucson is good enough. There are always trains on Main. We need to get them off the intersection because they back up traffic.
- The airport in Tucson is great. We have 1 million passengers driving to Phoenix to fly out. We need to get those people to stay here. There is a supply and demand problem.

**Residents:** Fifty-five percent (15 out of 27) of the residents who attended the focus groups thought air, rail, and biking services in Arizona were either “good” or “excellent;” 37% (10 out of 27) gave a rating of “average,” and 8% (2 out of 27) gave a rating of “poor.” Reasons residents gave for their ratings are provided below.

- The services take you to where you generally need to go.
- Flights to Los Angeles are good.
- Rail is average.
- Air service has odd operating hours and limited connectivity.
- Bike paths are decent. Could be a bit wider in Tucson.
- Rail and air are limited.
- Biking is excellent. This is a great biking town. Very scenic areas.
- Urban trails are fantastic. Get to wherever you want on a bike and safely.
- Make biking rules better known. Educate the public on safety rules.

- The airport is horrible, it's just too busy.
- The airport is beautiful but empty. Not much service to other states here in Tucson
- My husband is a cyclist. He personally thinks bike paths are sufficient in Tucson. Very safe.
- Pedestrian paths are dangerous because drivers are always speeding.

## **Public Information and Communication**

Focus group participants were asked a number of questions regarding communication. Most of the focus group participants felt that ADOT generally did a good job informing the public. Community leaders felt that sometimes they are left out of key decision making. Both residents and community leaders liked the fact that information was readily available on ADOT's Web site. However, both groups felt the Web site was hard to navigate and was not user friendly. One community leader said, "Sometimes it is easier to call ADOT and find someone to tell you what you need to know as opposed to going on their Web site." Community leaders and residents were also asked to identify their preferred methods of obtaining information from ADOT. The most frequent responses are listed below.

### **Community Leaders**

- Email
- Text messages
- Internet
- Web site
- Hotline
- ADOT needs to appoint one representative to each of our organizations
- Public meetings
- Variable message boards
- Better road signage in construction zones
- Flyers
- Newspaper
- AM radio
- FM radio
- Direct contact with our organizations

- Via a public information officer
- Have the director of Transportation talk to media

### **Residents**

- Email
- Text messages
- Internet (Web site)
- Web site
- Hotline
- Public meetings
- Variable message boards
- Road signage in construction zones
- Newspaper
- AM radio

### **Funding**

Focus group participants were asked a number of questions regarding funding issues. As previously mentioned, nearly all of the participants indicated that they trusted ADOT and believed the organization provided good services given the resources available. When asked if they thought funding for transportation in Arizona is adequate, 55% (22 out of 40) of participants indicated “yes;” 38% (15 out of 40) thought “no,” and 7% (3 out of 40) did not have an opinion. Some of the specific comments that were provided are listed below.

### **Community Leaders**

- Compared to other states our funds are adequate.
- ADOT is able to provide quality services which indicate to me that funds are adequate.
- From a trucking standpoint, I think transportation funds are adequate and are used wisely.
- Roads are deteriorating quicker and quicker nowadays...we don't have the necessary funds to maintain them.
- The gas tax isn't going to keep up with the cost of building and maintaining roads.

- The quality of roads I see each day is very good, so I am inclined to say yeah, funds must be adequate.
- I think our funding would be adequate if we stopped performing unnecessary projects.
- Funds must be adequate to achieve smooth and safe roads.
- There is plenty of money; the problem is mismanagement...dollars are not used efficiently.
- The funding is just not available for transportation anywhere. We want and need to make improvements, but just don't have the money to do so. DOT needs to come up with funding mechanisms that will generate dollars specifically for transportation. I'm positive that the reason for inaction is not due to poor management, but limited funds.
- ADOT can't cover its own operating costs, let alone come up with the money to improve public transportation and transportation services as a whole.
- Funds are just not utilized correctly.
- There is not enough of the "right kind" of funding.
- Funding at the federal level is adequate but at the state level...it's just not happening.

The majority of residents were not well enough equipped to answer specific questions about transportation funding in Arizona. Based purely on perceptions, when asked if they thought funding for transportation in Arizona is adequate, 48% (13 out of 27) of participants indicated "yes;" 52% (14 out of 27) thought "no." Some of the specific comments that were provided are listed below.

### **Residents**

- Sometimes I feel like the DOT doesn't use funds correctly. I see unnecessary projects all over the state. Funding is not the problem...it is how DOT prioritizes that hinders the transportation system.
- I think funding is adequate in our state. I know that we get a lot more money back than we put in, so I really don't have any complaints.
- We do have funding issues here in the state, but I'm extremely satisfied

with the work and service DOT is able to provide.

- Highways are smooth, safe, and marked well. They seem to be doing the best they can with the funds available to them.
- I like the fact the bidding is competitive. This ensures we as consumers get the most bang for our buck.
- For the most part I'm satisfied with the number of improvements in this area. DOT can't fix everything, they have to prioritize and I'm satisfied with the job they have done.
- I think funds per capita are adequate.
- Whenever you have a state with such a small population there will be funding issues. I think DOT does a good job working with what they have. We have to realize that we can't get everything we want.

## **Suggested Questions for the Community Survey**

Focus group participants were asked by the moderator if they had any specific questions that they felt should be asked of the general public about transportation on a statewide survey that was administered in 2009. Some of the suggested questions from community leaders and residents are listed below.

### **Suggested Questions from Community Leaders:**

- How can ADOT better serve its customers?
- What highways do you drive on?
- Is ADOT meeting your expectations as they relate to on-time delivery, communication, and value?
- How do we engage in regional transportation planning?
- How can ADOT provide increased mobility to its residents?
- What are your current perceptions of public transportation?

- Are you willing to change your lifestyle in order to grow public transportation?
- How much more would you be willing to pay for public transportation improvements?
- What modes are most desirable to you?
- What should ADOT's top priority be?
- What should ADOT spend its money on?
- How well is the system performing for you?
- Are you satisfied with the services provided by ADOT?
- How can MVD's customer service be improved?
- Do you feel like ADOT goes the extra mile to inform you about projects?
- Would you attend weekly public meetings?
- What should the future transportation system look like in Arizona?
- What are residents concerned about?
- Would you be willing to pay extra to increase transit services?
- Would you support a light rail system from Phoenix to Flagstaff?
- Do you use the Tucson airport?
- How many days per week do you drive on freeways?
- Would you actually use public transportation?
- What types of transportation would you use?

Suggested Questions from **Residents**:

- What do you expect from ADOT?
- How can ADOT better serve you?
- Are you satisfied with ADOT?
- Do you think ADOT does a good job informing the public?
- Is there an immediate need for public transportation in this area?
- Are roads in your area generally good?
- What are the most important issues to residents?
- Would you use public transportation if it was reliable and convenient?
- What price would you pay for one trip using public transportation?

## **Closing Comments and Suggestions**

At the end of the focus group, participants were given a chance to provide any final comments. These comments generally summarized the concerns that participants cared about most. Listed below are some of the closing comments that were provided by participants from each of the groups.

### **Community Leaders**

- ADOT needs to focus on the safety of their highway construction workers.
- Public transit needs to be improved at the local level here in Tucson.
- Safety upgrades are needed in the western part of the state.
- Overall, ADOT is doing an outstanding job.
- I believe they do all they can with the resources they have available.
- Overall they are doing a good job. However, on many roads throughout the state turning lanes are desperately needed.
- Need to focus on finding new ways to fund their operations.

- ADOT needs to keep informing the public about road construction, timelines, future projects, road conditions, and plans that directly affect businesses.
- Look into alternate modes of transportation. We are far behind other states in regards to public transit.
- Signage improvements are concerns I have, especially in work zones.
- ADOT needs to shorten the length of construction zones.
- Overall, the DOT is doing a great job; senior management is making good decisions and keeping the best interest of the public on its mind.
- Design and safety enhancements are needed on highways.
- Be decisive when closing roads in the western part of the state.
- Allow road closure decisions to be made at the local level.

### **Residents**

- I like the fact that the DOT cares about what emergency vehicle personnel think.
- There needs to be better communication between DOT employees and emergency personnel.
- Focus on secondary roads; I-40 and I-17 aren't the only roads in Arizona.
- They do a great job with their long-range planning.
- I think for the most part they do a good job keeping us in the loop.
- Communication is pretty good, but always could be improved upon.
- Keep making snow and ice operation improvements.
- ADOT needs to focus on secondary roads.

- Intersections need to be safer and turning lanes are needed on various highways throughout Arizona.
- I have concerns with the design and engineering of roads.
- Need to hire qualified employees, especially engineers, because a lot of road designs are unsafe.
- They do a good job prioritizing and using resources wisely.
- ADOT needs to keep up maintenance and reduce the number of four-lane highways so local and rural improvements get some attention.
- Snow and ice removal is great.
- The DOT needs to focus on local issues and concerns.
- Find ways to get as much money as they can.
- Develop methods for obtaining extra funds specifically for air service and secondary roads.
- Overall, I'm pleased with the way the DOT operates and allocates funds.
- Designing roads that are more trucker friendly. Passing lanes on hills.
- Please address some of the safety concerns brought up during this focus group.
- Focus on improving the safety in construction zones.
- They do a great job working with outside organizations.
- Utilities appreciate DOT keeping them informed.
- Shorten construction zones; they are too long and no one is ever working.



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Report 655  
Appendix I: Customer Profiles

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

October 2010

**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration

# ADOT Customer Profiles

## OVERVIEW

This section contains descriptive profiles of customers who were “satisfied” and “dissatisfied” with ADOT services. This section also identifies socio-economic and demographic factors that did not have a significant impact on satisfaction with ADOT services.

### PROFILE #1: SATISFACTION WITH MVD SERVICES

The profiles of customers who were satisfied and dissatisfied with MVD services are provided below:

- **Customers who were SATISFIED with MVD services** were more likely to earn less than \$25,000 per year, more likely to have lived in Arizona less than five years, more likely to have someone age 75 or older living in their household, and more likely to have not called MVD during the past year.
- **Customers who were DISSATISFIED with MVD services** were more likely to earn more than \$100,000 per year, more likely to have a teenager in the household, and more likely to have called MVD during the past year.

**Factors that did not affect satisfaction with MVD included:** race, ethnicity, gender, visitations to MVD offices, and awareness and usage of MVD’s Web site.

### PROFILE #2: SATISFACTION WITH HIGHWAY MAINTENANCE

The profiles of customers who were satisfied and dissatisfied with HIGHWAY MAINTENANCE are provided below:

- **Customers who were SATISFIED with HIGHWAY MAINTENANCE** were more likely to be women, more likely to be Hispanic, more likely to earn less than \$25,000 per year, more likely to have someone age 75 or older living in their household, and more likely to have not attended a public meeting sponsored by ADOT.

- **Customers who were DISSATISFIED with HIGHWAY MAINTENANCE** were more likely to be men, more likely to earn more than \$100,000 per year, more likely to not have anyone age 75 or older living in their household, more likely to have attended a public meeting sponsored by ADOT, and more likely to have visited ADOT's Web site.

**Factors that did not affect satisfaction with HIGHWAY MAINTENANCE included:** the presence of teenagers in the home, usage of 511, length of residency in Arizona, and the frequency that residents received or requested information from ADOT.

### **PROFILE #3: SATISFACTION WITH HIGHWAY DESIGN**

The profiles of customers who were satisfied and dissatisfied with HIGHWAY DESIGN are provided below:

- **Customers who were SATISFIED with HIGHWAY DESIGN** were more likely to be non-White, more likely to be Hispanic, more likely to earn less than \$25,000 per year, more likely to have someone age 75 or older living in their household, and more likely to have lived in Arizona less than five years or to have lived in Arizona more than 40 years.
- **Customers who were DISSATISFIED with HIGHWAY DESIGN** were more likely to be men, more likely to be White, more likely to earn more than \$100,000 per year, more likely not to have anyone age 75 or older living in their household, more likely to have visited ADOT's Web site, and more likely to have lived in Arizona between six and 40 years.

**Factors that did not affect satisfaction with HIGHWAY DESIGN included:** gender, the presence of teenagers in the home, usage of 511, attendance at public meetings sponsored by ADOT, and the frequency that residents received or requested information from ADOT.

### **PROFILE #4: SATISFACTION WITH ADOT'S EFFORTS TO KEEP RESIDENTS INFORMED**

The profiles of customers who were satisfied and dissatisfied with ADOT'S EFFORTS TO KEEP RESIDENTS INFORMED are provided below:

- **Customers who were SATISFIED with ADOT'S EFFORTS TO KEEP THE PUBLIC INFORMED** were more likely to have lived in Arizona at least 40 years, more likely to have someone age 75 or older living in their household, more likely to have called 511, more likely to have visited ADOT's Web site, more likely to have attended a public meeting sponsored by ADOT, and more likely to have requested or received information from ADOT during the past year.

- **Customers who were DISSATISFIED with ADOT'S EFFORTS TO KEEP THE PUBLIC INFORMED** were more likely to have lived in Arizona less than five years, less likely to have someone age 75 or older living in their household, less likely to have called 511, less likely to have visited ADOT's Web site, less likely to have attended a public meeting sponsored by ADOT, and less likely to have requested or received information from ADOT during the past year.

**Factors that did not affect satisfaction with ADOT'S EFFORTS TO KEEP THE PUBLIC INFORMED included:** gender, income, race, Hispanic origin, and the presence of teenagers in the home.

<b>PROFILE #5: SATISFACTION WITH THE DIRECTION THAT ADOT IS MOVING</b>
--

The profiles of customers who were satisfied and dissatisfied with the DIRECTION THAT ADOT IS MOVING are provided below:

- **Customers who were SATISFIED with the DIRECTION ADOT IS MOVING** were more likely to earn less than \$25,000 per year, more likely to be Non-White, more likely to be Hispanic, more likely to have teenagers ages 10-19 living in their household, more likely to have adults age 75 or older living in their household, and more likely to have called 511.
- **Customers who were DISSATISFIED with the DIRECTION ADOT IS MOVING** were more likely to earn more than \$100,000 per year, more likely to be White, more likely to be Non-Hispanic, more likely to be men, more likely have visited ADOT's Web site, and more likely to have attended a public meeting sponsored by ADOT.

**Factors that did not affect satisfaction with the DIRECTION ADOT IS MOVING included:** years of residency in Arizona and whether a person had received or requested information from ADOT during the past year.



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Report 655  
Appendix J: Composite Customer Performance Indices

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

October 2010

**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration

# ADOT 2009 Composite Customer Performance Indices

Notes about the methodology are on the last page of this section

Item Rated	Mean Rating (1)	Adjusted Mean (2)
<b>MVD</b>		
Q3a How easy it is to contact MVD by phone	3.21	55.25
Q3b How well you were treated the last time you contacted MVD by phone	3.66	66.50
Q3c How easy it is to resolve issues with MVD by phone	3.19	54.75
Q3d How easy it is to get information about getting a driver's license in Arizona	3.99	74.75
Q3e How easy it is to get information about MVD services on the Internet	4.19	79.75
Q3f How easy it is to use on-line services provided by MVD over the internet	4.20	80.00
Q3g The cleanliness of MVD offices	3.90	72.50
Q3h The courteousness of MVD employees the last time you visited an MVD office	3.96	74.00
Q3i The overall quality of service provided by MVD the last time you visited an office	3.99	74.75
Q3j How easy it is to initially register and pay fees for a vehicle purchased in Arizona	4.04	76.00
Q3k How easy it is to initially register and pay fees for a vehicle purchased in another state	3.65	66.25
Q3l How easy it is to RENEW your registration and pay fees for a vehicle	4.43	85.75
<b>MVD Composite Index</b>	<b>3.87</b>	<b>71.69</b>
<b>HIGHWAY MAINTENANCE</b>		
Q21a Removing debris, such as torn tires, glass and dead animals from the driving lanes	3.59	64.75
Q21b Picking up litter and trash along highways	3.47	61.75
Q21c Removing snow and ice from highways in northern Arizona during the winter	3.81	70.25
Q21d Maintaining landscaping and vegetation along highways	3.57	64.25
Q21e Keeping guardrails and other barriers, such as wildlife barriers, in good condition	3.89	72.25
Q21f Keeping the surface of interstate highways and freeways in good condition	3.33	58.25
Q21g Keeping the surface of less traveled two-lane highways in good condition	3.14	53.50
Q21h Keeping shoulders on highways in good condition	3.50	62.50
Q21i Keeping bridge surfaces and structures in good condition	3.68	67.00
Q21j Ensuring highway striping is visible during the DAY	3.75	68.75
Q21k Ensuring highway striping is visible at NIGHT and during WET WEATHER	3.50	62.50
Q21l Ensuring that directional and warning signs along highways are easy to see	3.87	71.75
Q21m Ensuring warning signs in highway work zones are easy to see and understand	3.99	74.75

# ADOT 2009 Composite Customer Performance Indices

Notes about the methodology are on the last page of this section

<b>Item Rated</b>	<b>Mean Rating (1)</b>	<b>Adjusted Mean (2)</b>
Q21n Keeping work zone closures and delays to minimum	3.51	62.75
<b>Highway Maintenance Composite Index</b>	<b>3.61</b>	<b>65.36</b>

# ADOT 2009 Composite Customer Performance Indices

Notes about the methodology are on the last page of this section

Item Rated	Mean Rating (1)	Adjusted Mean (2)
<b>HIGHWAY DESIGN</b>		
Q24a ADOT does a good job of selecting the projects that are needed most	3.32	58.00
Q24b Traffic flow on highways between cities in Arizona	3.48	62.00
Q24c Traffic flow during rush hour on highways within major cities in Arizona	2.78	44.50
Q24d Traffic flow at other times (not during rush hour) on highways within major cities	3.58	64.50
Q24e Ease of travel on highways between northern and southern Arizona	3.54	63.50
Q24f Ease of travel on highways between eastern and western Arizona	3.64	66.00
Q24g Adequacy of lighting at highway interchanges and major intersections	3.69	67.25
Q24h Width of shoulders on interstate highways and major freeways	3.69	67.25
Q24i Width of shoulders on less traveled two-lane highways	3.31	57.75
Q24j The visibility of directional signage along highways	3.78	69.50
Q24k The usefulness of directional signage along highways	3.82	70.50
Q24l Availability of alternate routes to bypass accidents or obstructions on highways	3.07	51.75
Q24m How quickly water drains from the surface of highways when it rains	3.48	62.00
<b>Highway Design Composite Index</b>	<b>3.48</b>	<b>61.88</b>
<b>LONG RANGE PLANNING</b>		
Q8a ADOT does a good job planning for the state's future transportation needs	3.21	55.25
Q8b ADOT uses input from the public during its long-range planning process	3.16	54.00
Q8c ADOT does a good job coordinating long-range planning efforts with other organizations	3.25	56.25
Q8d ADOT keeps the public informed about long-range transportation planning in Arizona	3.21	55.25
<b>Long Range Planning Composite Index</b>	<b>3.21</b>	<b>55.19</b>
<b>NON-AUTOMOBILE TRANSPORTATION</b>		
Q7a Availability of public transportation (bus, rail or dial-a-ride) services where you live	2.49	37.25
Q7b Frequency of public transportation (bus, rail, or dial-a-ride) services where you live	2.35	33.75
Q7c Availability of public transportation services for the elderly/persons with disabilities	2.67	41.75
Q7d Availability of pedestrian facilities, such as sidewalks, ADA curb ramps, etc.	2.90	47.50
Q7e Availability of biking lanes along highways	2.63	40.75
<b>Non-Automobile Transportation Composite Index</b>	<b>2.61</b>	<b>40.20</b>
<b>ENVIRONMENT</b>		

# ADOT 2009 Composite Customer Performance Indices

Notes about the methodology are on the last page of this section

Item Rated	Mean Rating (1)	Adjusted Mean (2)
Q9a Preserving and protecting the natural beauty of the area	3.67	66.75
Q9b Preserving and protecting tribal and other cultural areas	3.69	67.25
Q9c Preserving quality of life in local communities	3.54	63.50
Q9d Incorporating environmental concerns into the design and maintenance of highways	3.54	63.50
<b>Environment Composite Index</b>	<b>3.61</b>	<b>65.25</b>
<b>SAFETY</b>		
Q28a Overall, I feel safe traveling on highways in Arizona	3.99	74.75
Q28b I think highways in Arizona are safer today than they were five years ago	3.76	69.00
Q28c I feel safe when driving through work zones on Arizona highways	3.75	68.75
Q28d ADOT ensures the public is knowledgeable about safety features on roadways	3.60	65.00
Q28e ADOT does a good job educating the public on the proper way to drive	3.39	59.75
<b>Safety Composite Index</b>	<b>3.70</b>	<b>67.45</b>

# ADOT 2009 Composite Customer Performance Indices

Notes about the methodology are on the last page of this section

Item Rated	Mean Rating (1)	Adjusted Mean (2)
<b>CONSTRUCTION MANAGEMENT</b>		
Q27a ADOT does a good job of informing the public prior to the start of construction	3.74	68.50
Q27b ADOT minimizes disruptions to communities during construction projects	3.40	60.00
Q27c ADOT does a good job of minimizing disruptions to drivers during construction	3.37	59.25
Q27d ADOT is responsive to the concerns of local communities about highway construction	3.44	61.00
Q27e Highway construction projects are completed in a reasonable amount of time	3.19	54.75
Q27f Overall, ADOT does a good job managing highway construction projects	3.52	63.00
Q27g ADOT provides sufficient early visual warning in construction zones	3.85	71.25
<b>Construction Management Composite Index</b>	<b>3.50</b>	<b>62.54</b>
<b>COMMUNICATION</b>		
Q20 Overall satisfaction with ADOT's efforts to keep residents informed	3.38	59.50
<b>Communication Composite Index</b>	<b>3.38</b>	<b>59.50</b>
<b>2009 OVERALL COMPOSITE CUSTOMER PERFORMANCE INDEX FOR ADOT</b>		<b>61.01</b>

## NOTES:

(1) The **MEAN RATING** is the "average" rating from all respondents to the survey. Respondents were asked to rate each item on a scale of 1 to 5, where 5 was BEST and 1 was WORST.

(2) The **ADJUSTED MEAN RATING** is the mean rating expanded to a 100-point scale. This rating is calculated by subtracting 1 from the mean rating and multiplying the result by 25. For example, a mean rating of 3 (which is the middle rating on a 5-point scale) would have an adjusted mean rating of 50  $[(3-1) \times 25 = 50]$

(3) The **COMPOSITE INDEX** for each of the nine major areas that were assessed on the survey is the average of all items assessed within an area. For example, the Composite Index for Construction Management is the sum of the seven individual items that were rated within Construction Management divided by 7.

(4) The **2009 OVERALL COMPOSITE PERFORMANCE INDEX FOR ADOT** is the average of the composite indices from the nine major areas that were assessed.

# ADOT 2009 Composite Customer Performance Indices

Notes about the methodology are on the last page of this section

Item Rated	Mean Rating (1)	Adjusted Mean (2)
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## **HOW TO CALCULATE THE COMPOSITE INDICES OVER TIME**

IN FUTURE YEARS, the results should be divided by the results from 2009 and multiplied by 100.

The values for the index in the base year (2009) will always be 100. If ADOT improves, the values of the indices will be greater than 100. If ADOT's ratings decline, the values of the indices will be less than 100. If some questions are deleted in the future years, the composite indices should be recalculated excluding the questions that were deleted. If questions are added in future years, the base value of the new question should be equal to the value from the first year the question is added.



# IDENTIFYING CUSTOMER- FOCUSED PERFORMANCE MEASURES

Report 655  
Appendix K: PowerPoint Presentation of Major Findings

**Prepared by:**  
Chris Tatham  
ETC Institute  
725 W. Frontier  
Olathe, KS 66061

October 2010

**Prepared for:**  
Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration



# 2009 ADOT Customer Performance Measurements Study

# Agenda

## 1. Purpose/Methodology

## 2. Major Findings

- Overall Perceptions of the Department
- MVD
- Maintenance
- Highway Design
- Planning/Environment
- Communication
- Other

## 3. Performance Indices

## 4. Conclusion/Recommendations

## 5. Next Steps

Purpose/Methodology

# Purpose

## PRIMARY:

- To help ADOT develop customer-oriented performance measures that will allow the Department to objectively assess its performance from a customer-perspective over time

## SECONDARY:

- Determine which factors contribute most to ADOT's image
- Identify priorities for improvement

# Survey Development Tasks

- **Review of Best Practices**
- **20 Internal Interviews with ADOT managers**
- **47 External Interviews with key stakeholders**
- **6 Focus Groups (Phoenix, Flagstaff, Tucson)**
  - **Residents**
  - **Community Leaders**

**The results of these efforts were not statistically valid. These efforts were used to develop the questions for the survey.**

# Resident Survey Methodology

- Administered by mail/phone to a stratified random sample of 2656 residents
  - 300 in Pima and Maricopa Counties
  - 150 in all other counties
- Survey took 15-20 minutes to complete
- Overall results were weighted to reflect the actual distribution of the State's population
- Home address of respondents geocoded
- +/-2% at the 95% level of confidence
- Good distribution by age, income, race, and other factors

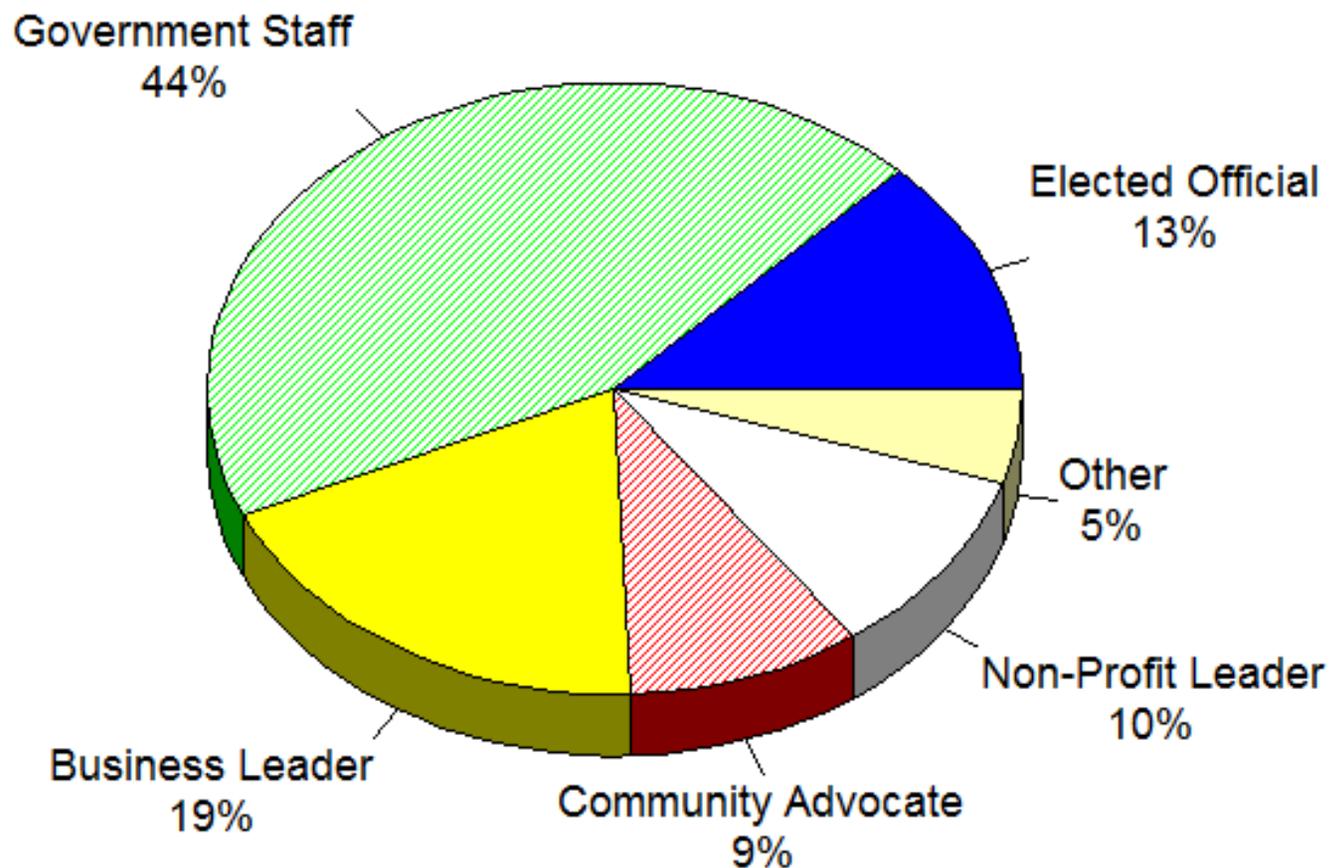


# Leader Survey Methodology

- Administered by mail/phone to a random sample of 200 community leaders, including a wide range of:
  - elected officials
  - local governmental staff
  - community advocates
  - tribal leaders
  - non-profit leaders
  - others
- Survey took about 10 minutes to complete

# Leader Survey: Type of Respondents

by percentage of respondents



# Major Findings

# Bottom Line Up Front

- **Overall satisfaction with ADOT is high**
  - 74% of residents gave positive ratings for MVD; only 5% were dissatisfied
  - 65% of residents gave positive ratings for ADOT highway maintenance; only 10% were dissatisfied
- **Residents and leaders do not want to see funding for transportation reduced**
  - 76% of residents thought funding for transportation should stay the same or be increased
  - 96% of community leaders thought funding for transportation should stay the same or be increased

# Transportation Priorities

## For Arizona:

- Residents – repairing and maintaining highways/traffic flow
- Leaders – public transportation/repairing and maintaining highways

## For ADOT:

- **MVD** – improving the ease of resolving issues with MVD by phone
- **Highway Maintenance**
  - maintaining the condition of highways
  - minimizing work zone delays
- **Highway Design**
  - managing traffic flow
  - developing alternative routes
- **Image/Direction**
  - responsive to the concerns of the general public
  - effectively communicate ADOT's process for selecting and prioritizing projects

# **Comparative Strengths/Weaknesses (ADOT vs. National Average)**

## **Relative Strengths:**

- **Removing Debris from Highways (+)**
- **Cleanliness of Highways (+)**
- **Landscaping along Highways (+)**
- **Condition of Guardrails (+)**
- **Perceived Safety of Highways (+)**

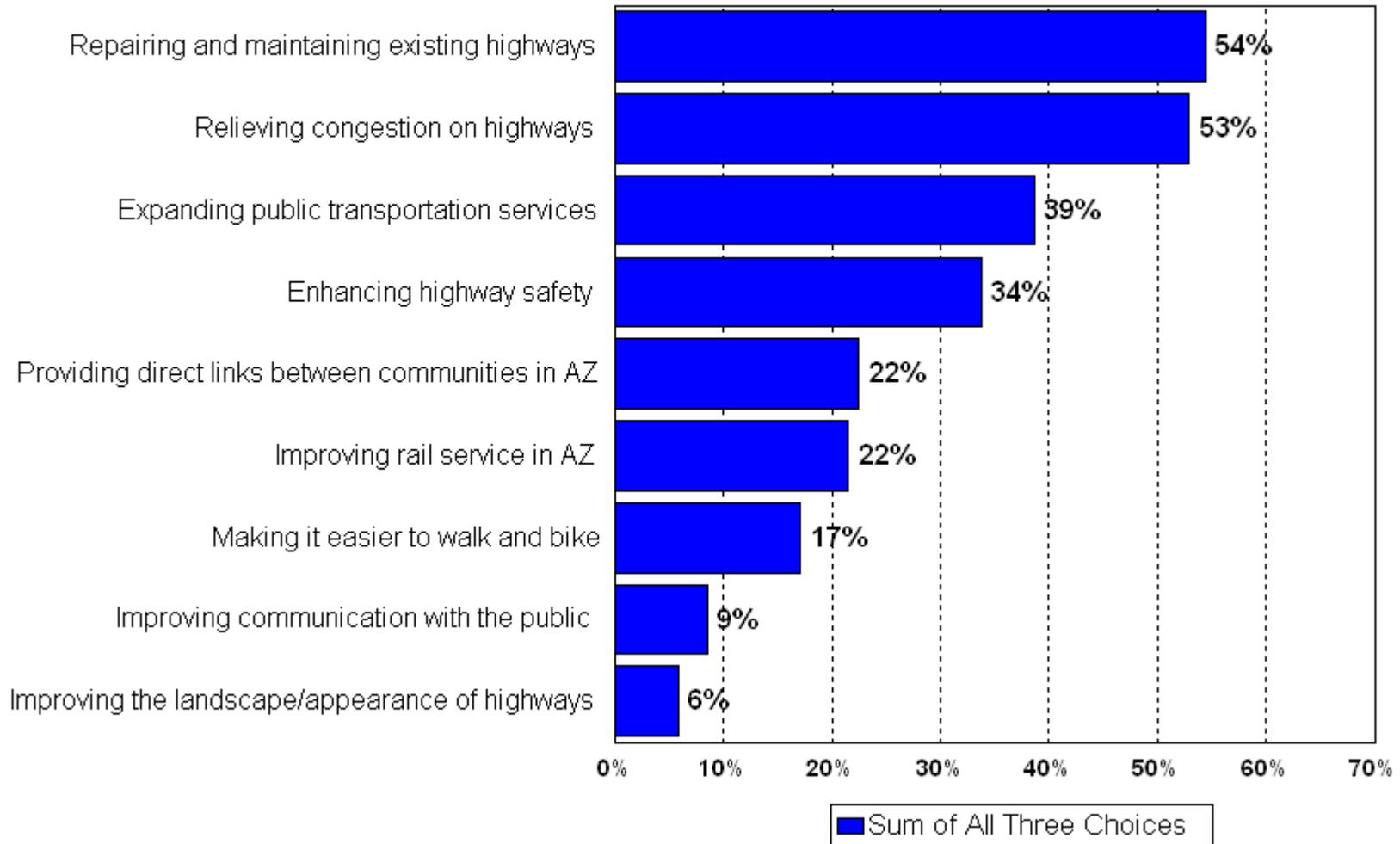
## **Opportunities for Improvement:**

- **Condition of Shoulders on Highways (-)**
- **Roadway Striping (-)**
- **Snow and Ice Removal (-)**

# MAJOR FINDINGS: Top Priorities

# Transportation Issues Residents Think Will Be Most Important in Arizona Over the Next Two Years

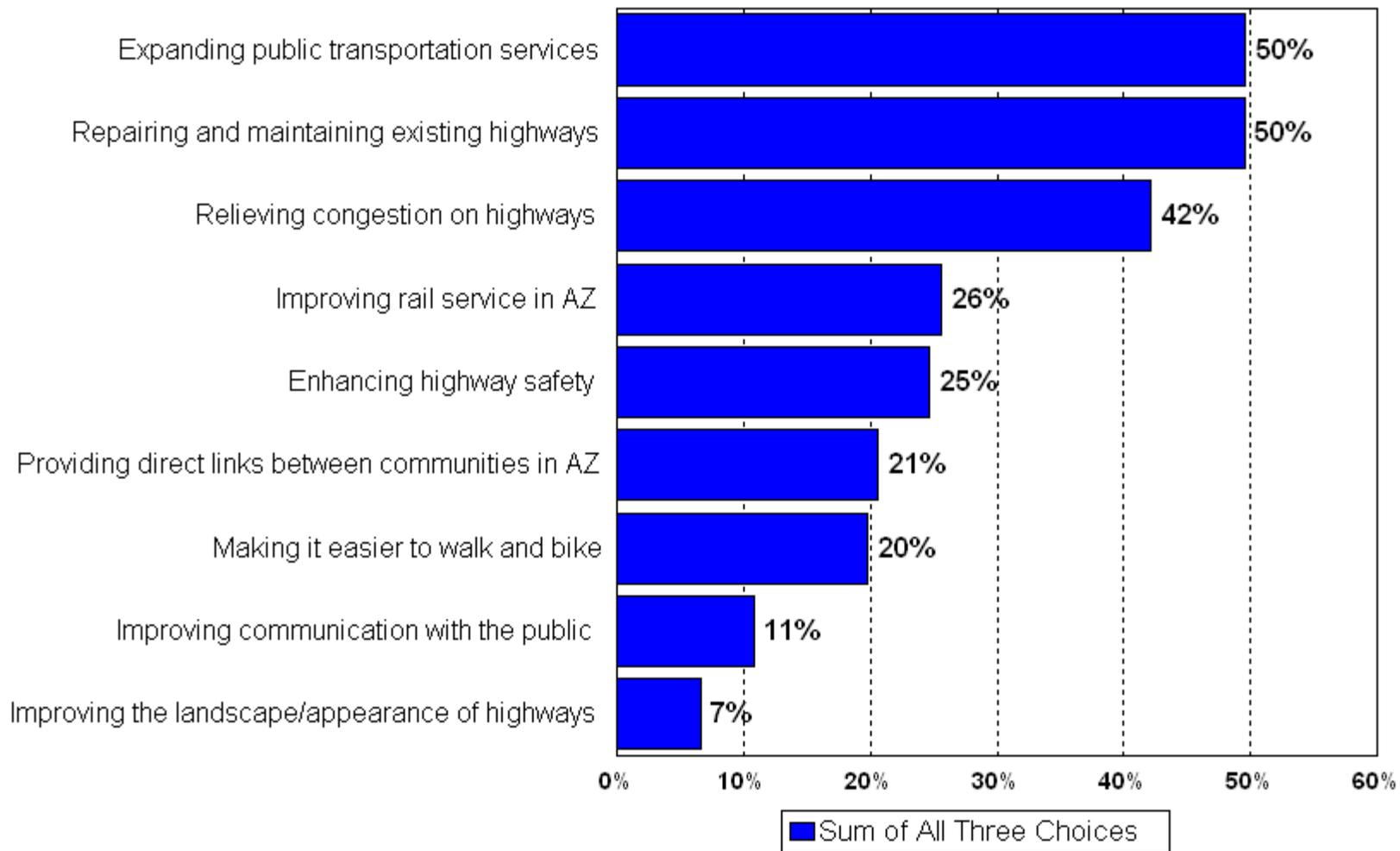
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Transportation Issues Leaders Think Will Be Most Important in Arizona Over the Next Two Years

by percentage of leaders who selected the item as one of their top three choices



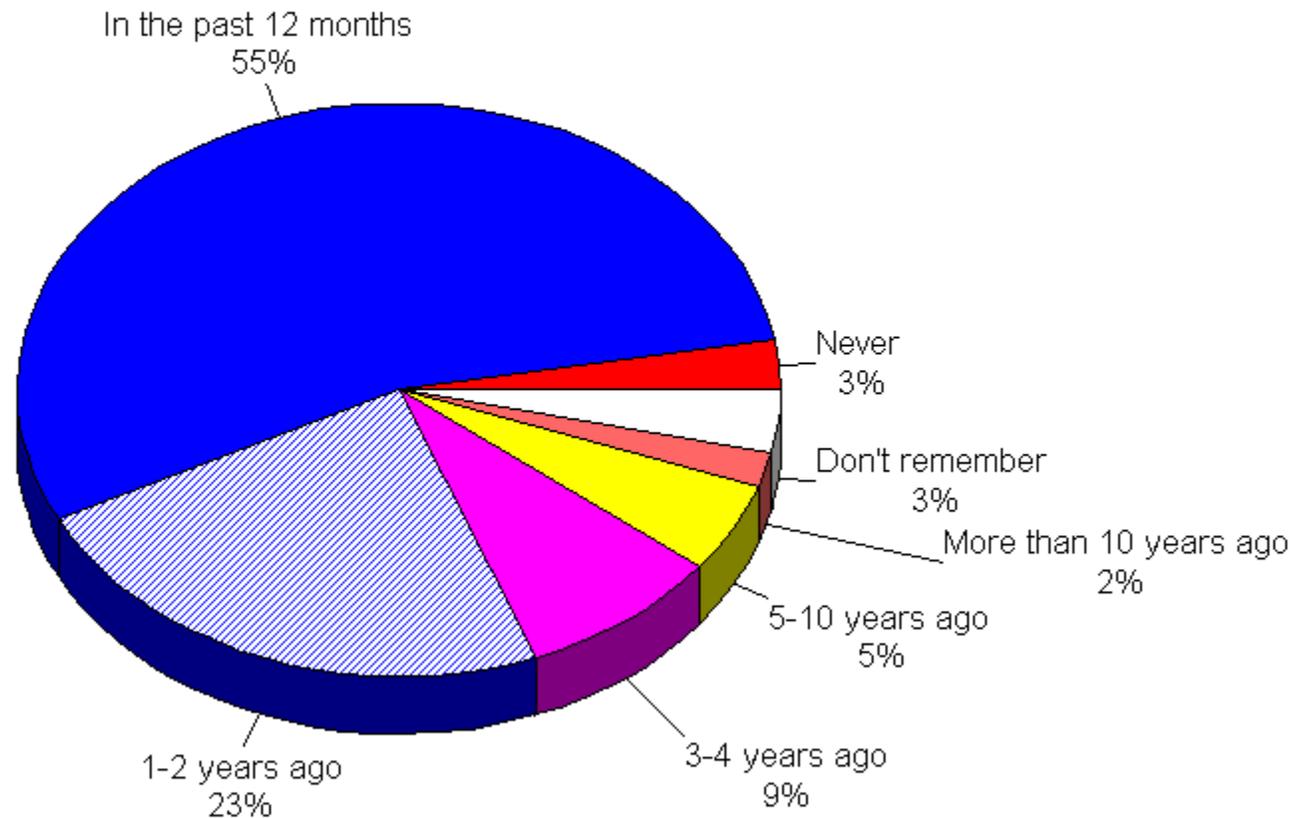
Source: ETC Institute (June 2009 - ADOT Leader Assessment Survey)

**Leader Results**

# MAJOR FINDINGS: MVD

# When was the last time you called or visited an MVD office?

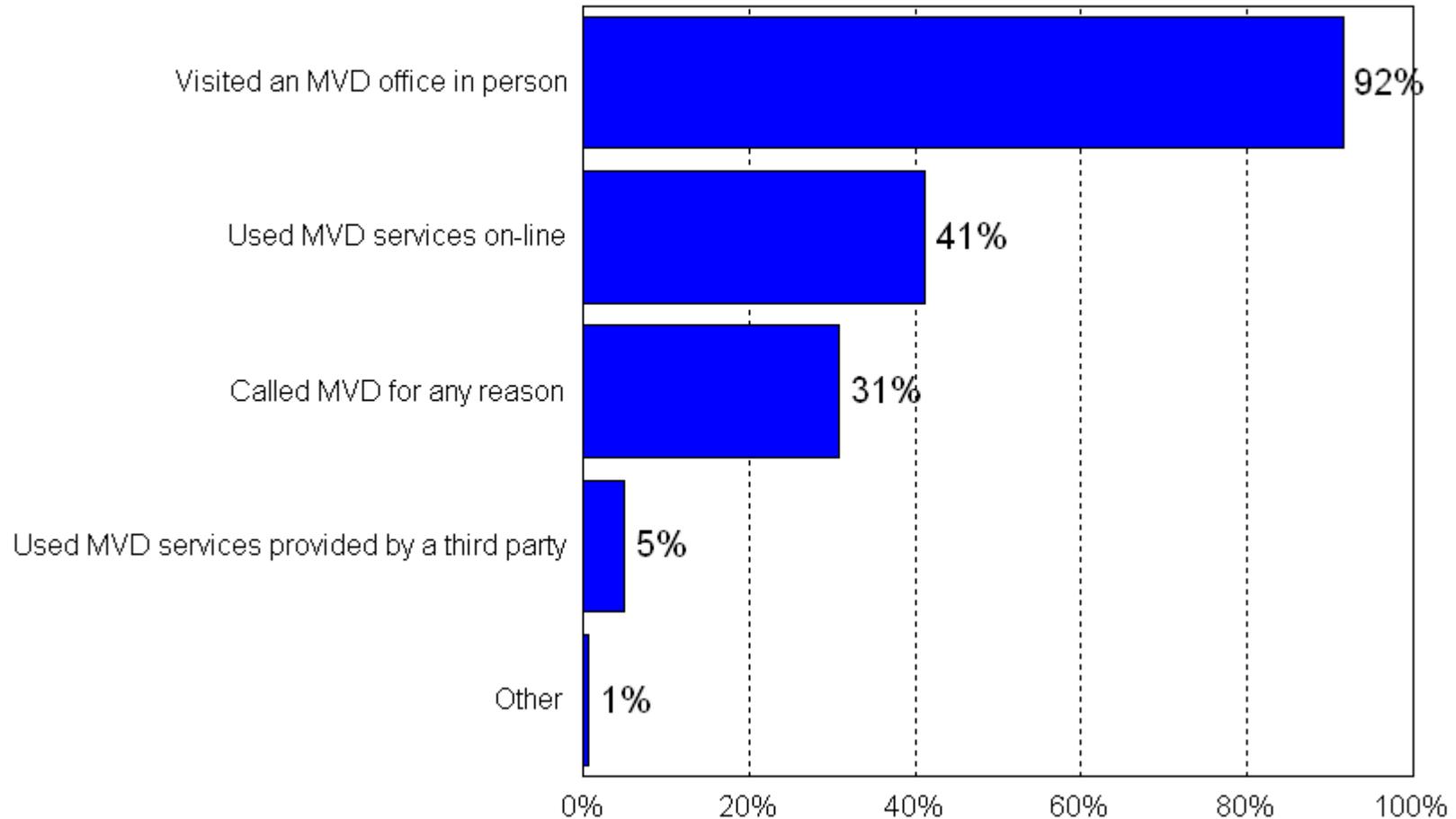
by percentage of respondents



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# During the past 12 months have you done any of the following?

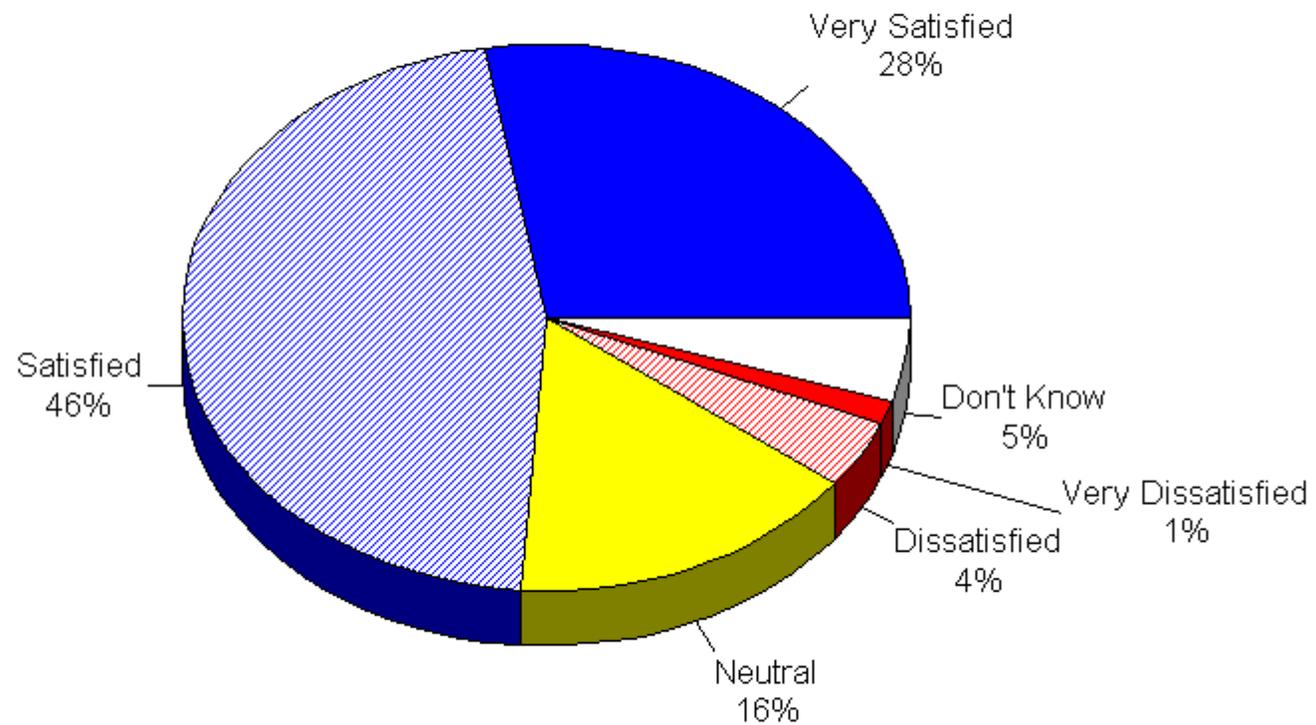
by percentage of respondents who have called/visited an MVD office in the past 12 months  
(multiple selections were allowed)



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Overall Satisfaction with Motor Vehicle Division (MVD)

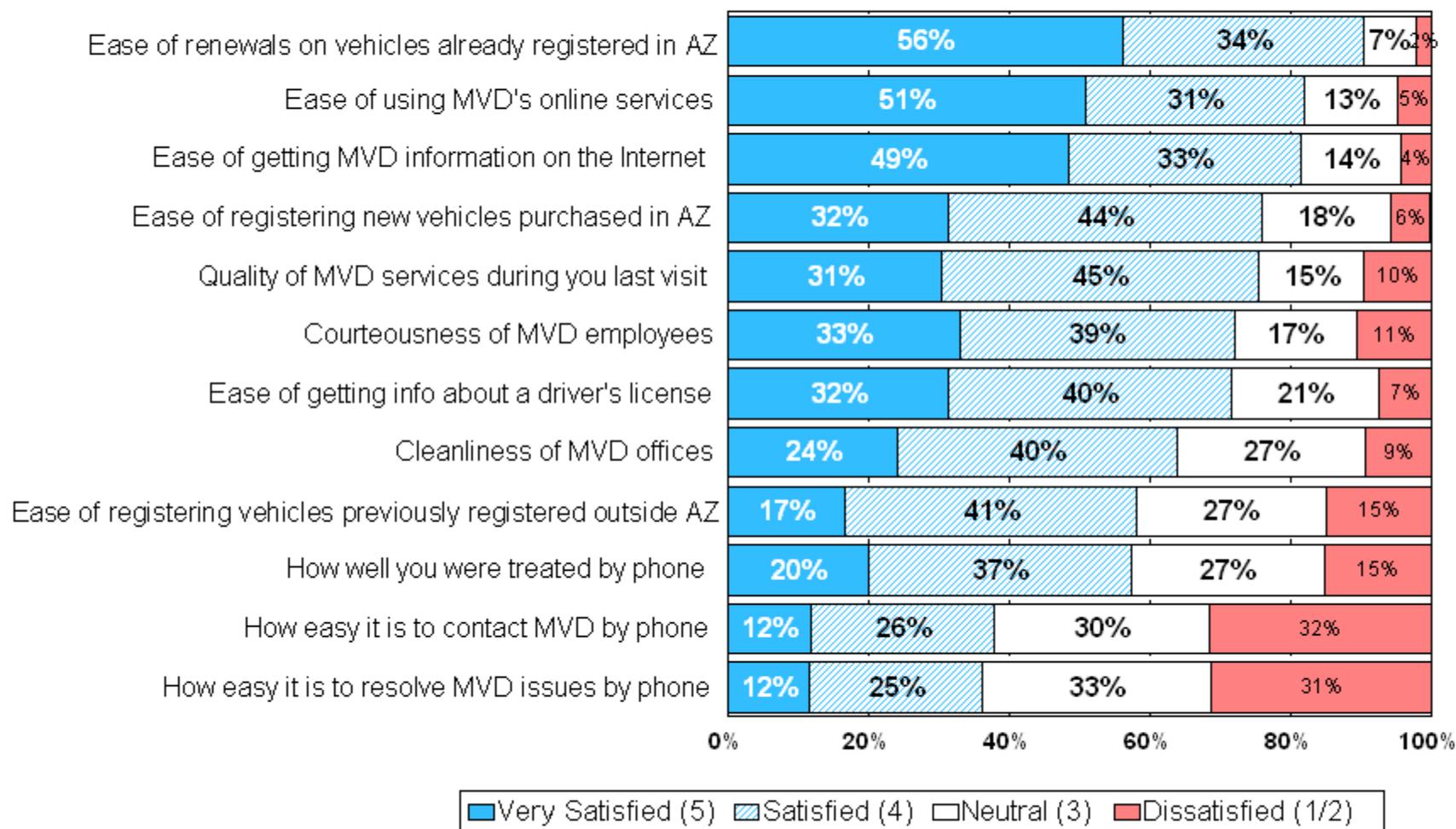
by percentage of respondents



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Satisfaction with Motor Vehicle Division Services

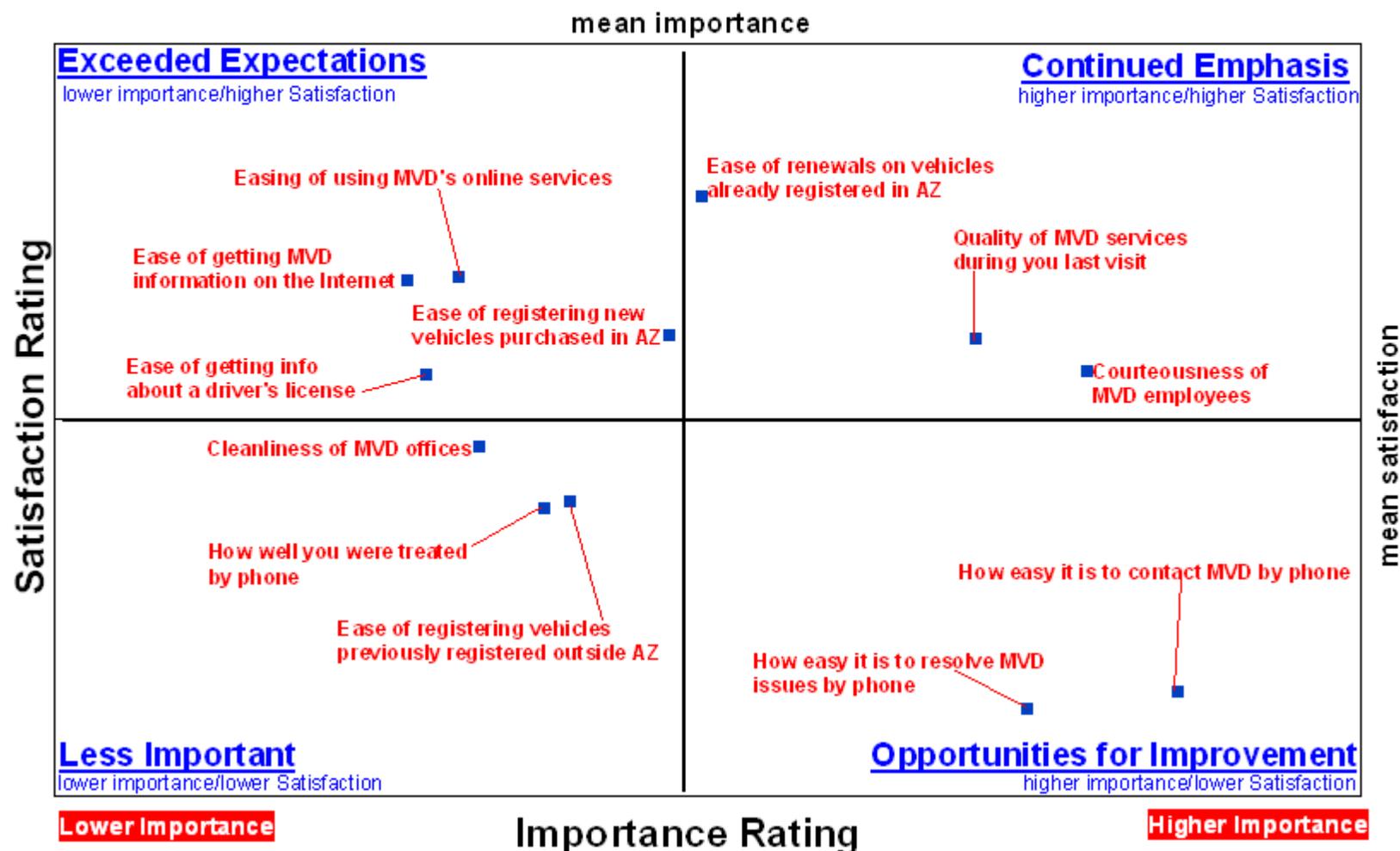
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# 2009 ADOT Resident Assessment Survey Importance-Satisfaction Assessment Matrix -Motor Vehicle Division Services-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2009)

# **Performance Measures to Manage MVD Services**

## **Factors that Are MOST LIKELY to predict overall satisfaction with MVD Services**

- Q3i The overall quality of service provided by MVD the last time you visited an office
- Q3b How well you were treated the last time you contacted MVD by phone
- Q3l How easy it is to renew your registration and pay fees for a vehicle you have already registered in Arizona

***A regression model with these three variables successfully predicted overall satisfaction with MVD 71% of the time***

## **Relationship Between ADOT and MVD**

- **Satisfaction with MVD Services is not strongly related to overall satisfaction with ADOT's image**
- **Public does not see the link between ADOT and MVD**
- **Positive ratings from MVD are not having a positive impact on perceptions of ADOT**

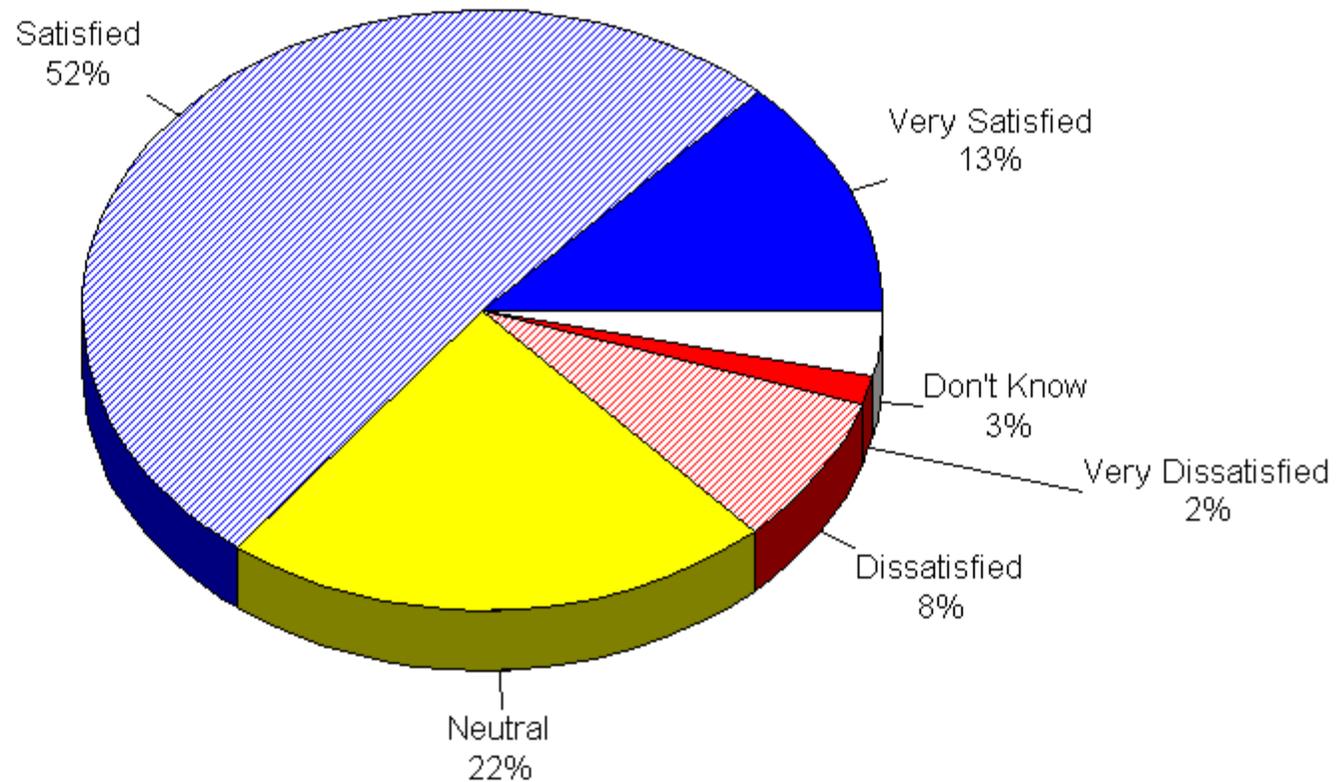
***Linking perceptions of MVD with ADOT  
will likely have a positive impact on  
satisfaction with ADOT***

**MAJOR FINDINGS:**  
**Highway Maintenance**

Resident Survey Results

# Overall Satisfaction With the Job That ADOT Has Done Maintaining Highways in Arizona

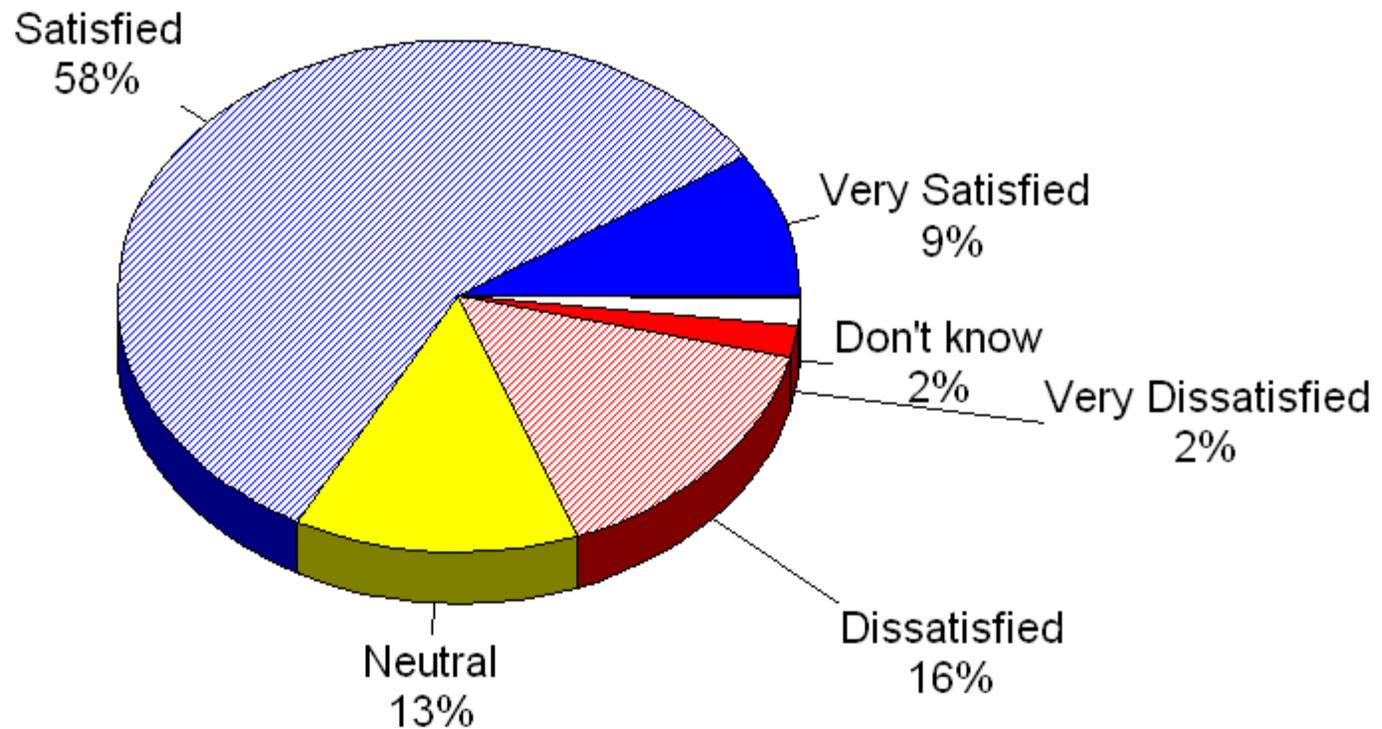
by percentage of respondents



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Satisfaction With the Job That ADOT Has Done Maintaining Highways in Arizona

by percentage of leaders

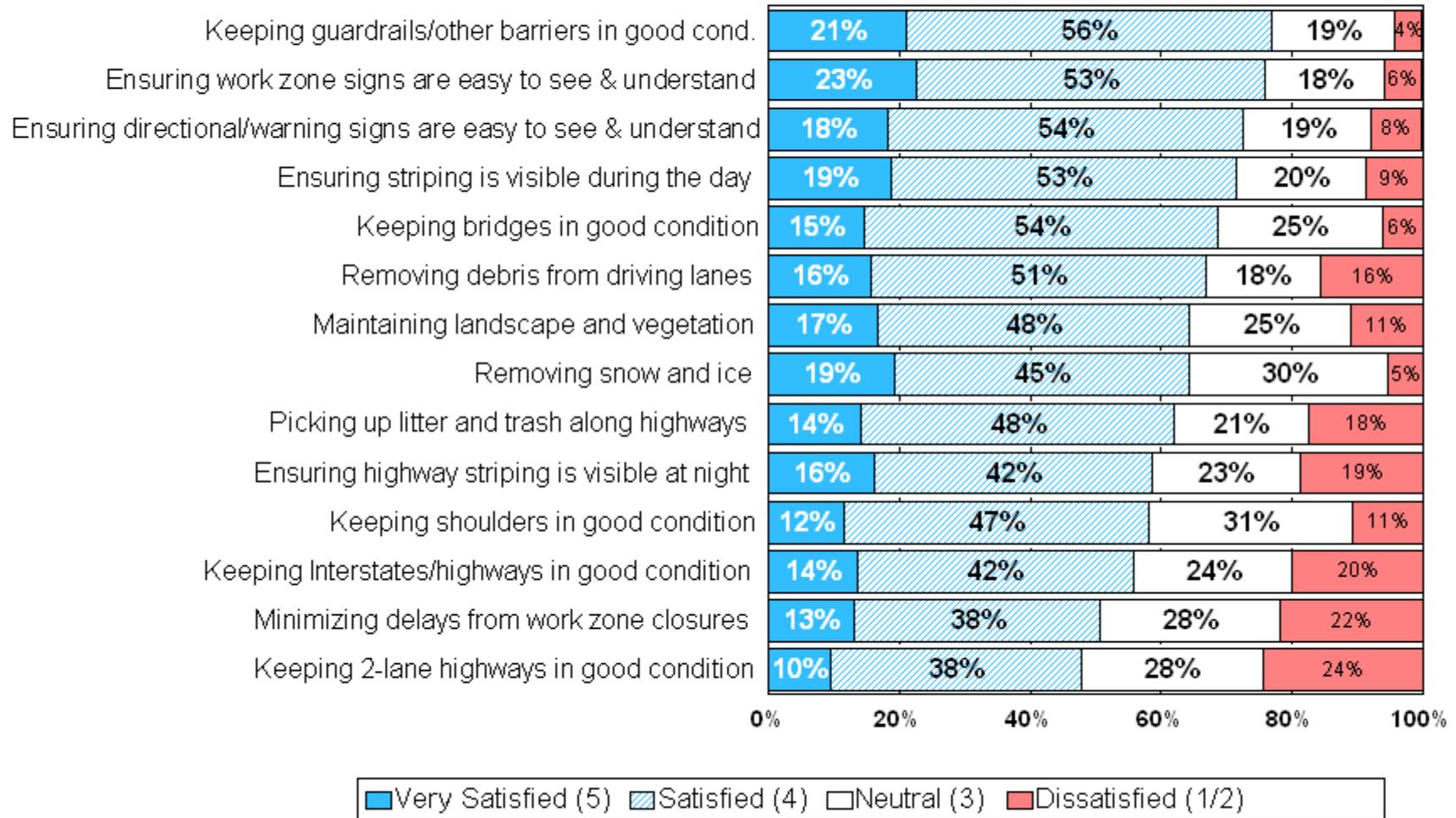


Source: ETC Institute (June 2009 - ADOT Leader Assessment Survey)

**Leader Results**

# Satisfaction with Highway Maintenance

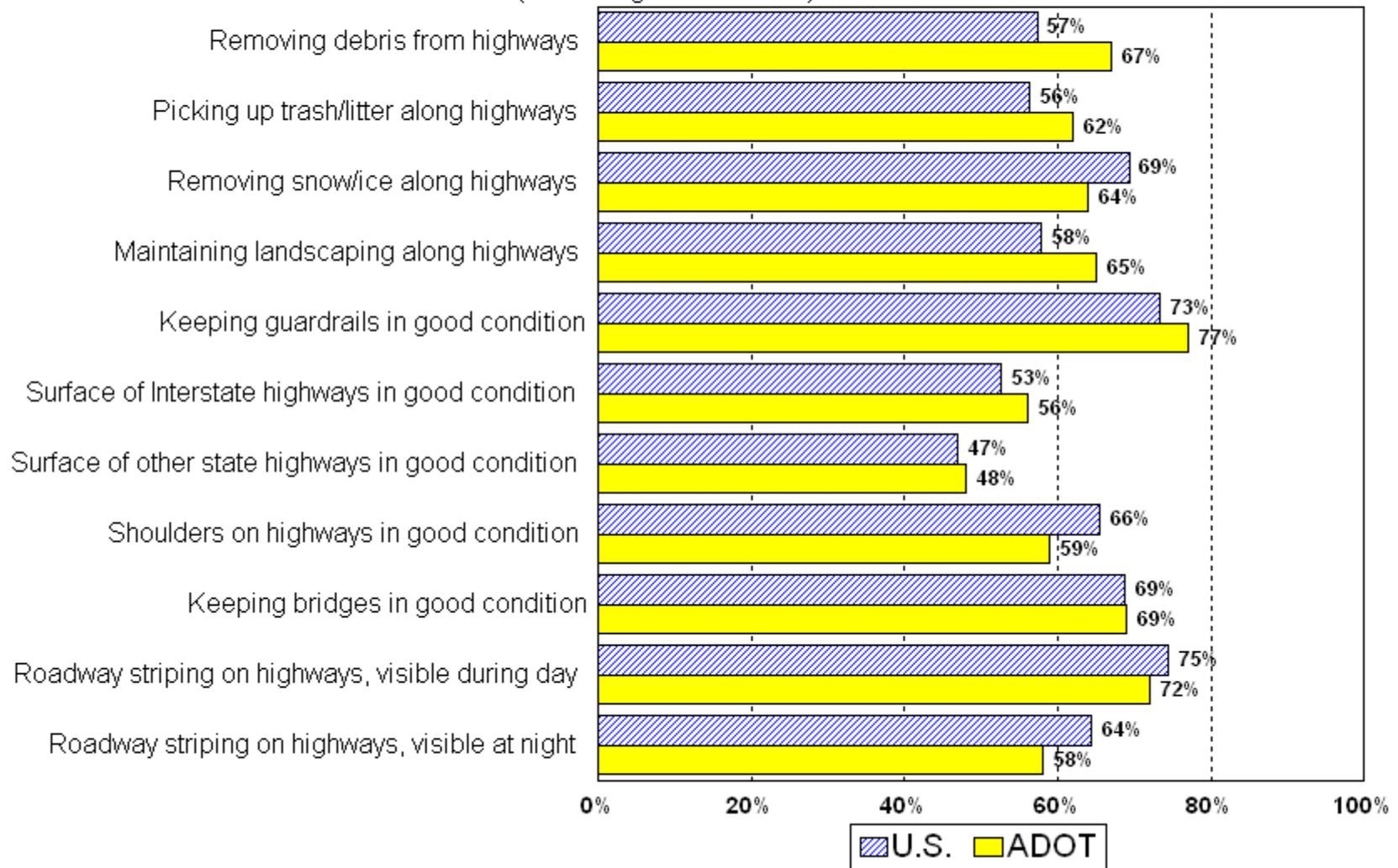
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Satisfaction With State Department of Transportation Services ADOT vs. U.S.

by percentage of respondents, who were either Very Satisfied (5) or Satisfied (4) on a five point scale  
(excluding don't knows)

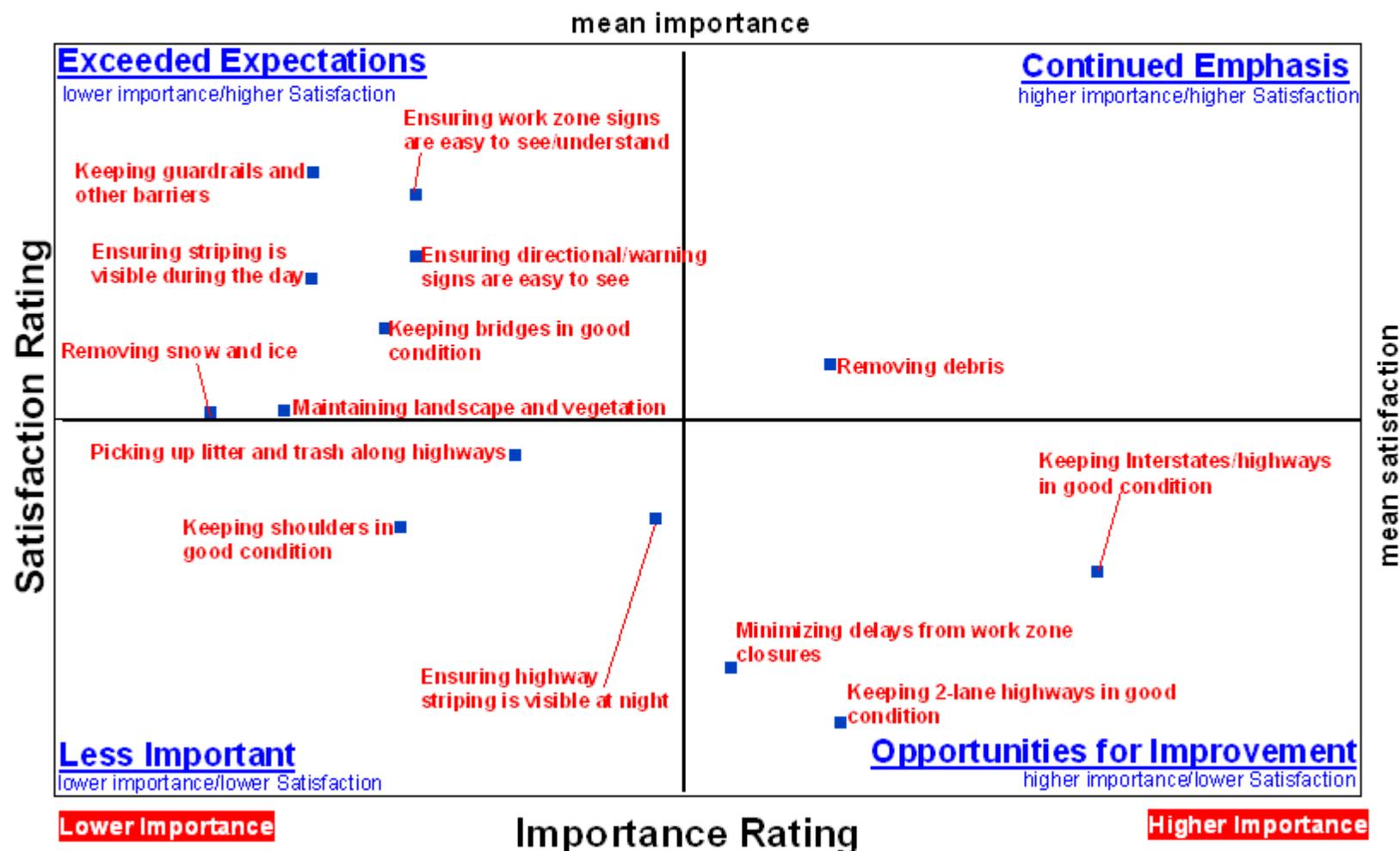


Source: ETC Institute (ADOT 2009 - Benchmark Analysis)

# 2009 ADOT Resident Assessment Survey Importance-Satisfaction Assessment Matrix

## -Highway Maintenance-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2009)

# **Performance Measures to Manage Highway Maintenance**

**Factors that Are MOST LIKELY to predict overall satisfaction with Highway Maintenance**

- Q21f Keeping the surface of Interstate highways and freeways in good condition (smooth and free of potholes)
- Q21I Ensuring that directional and warning signs along highways are easy to see and understand
- Q21h Keeping shoulders on highways in good condition

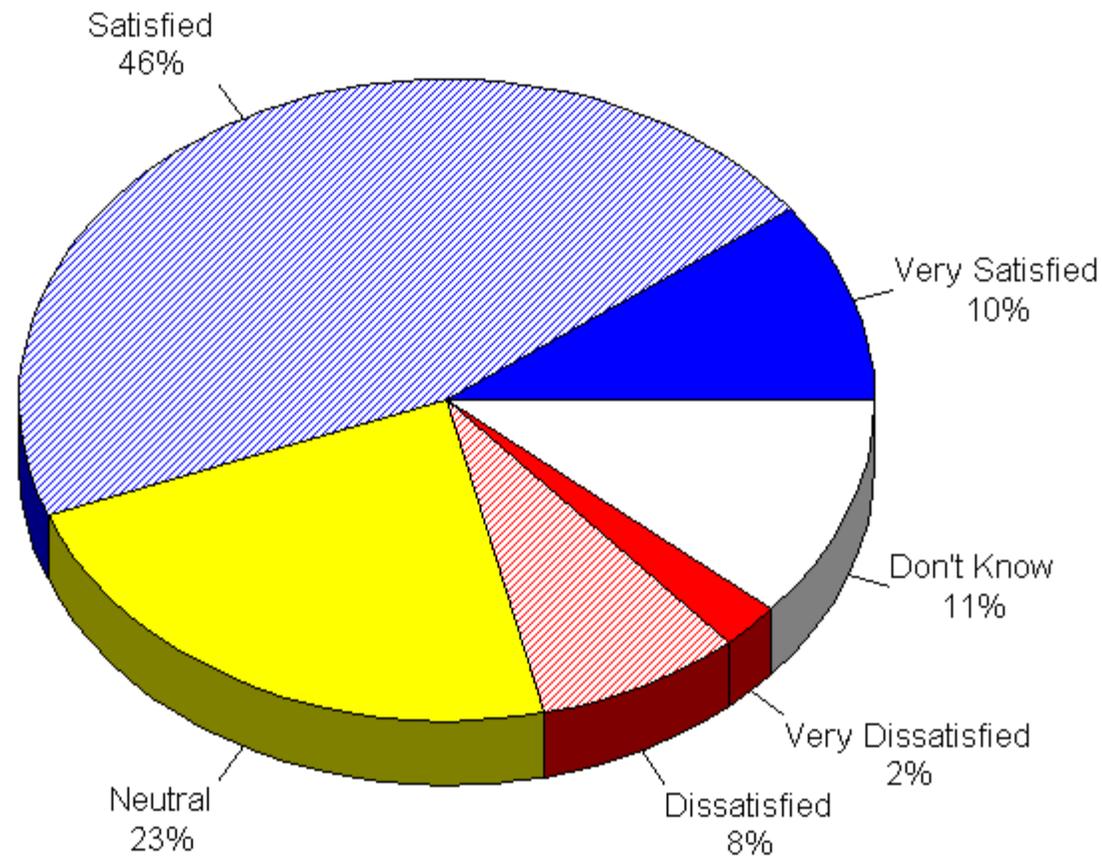
***A regression model with these three variables successfully predicted overall satisfaction with Highway Maintenance 71% of the time***

# MAJOR FINDINGS: Highway Design

Resident Survey Results

# Overall Satisfaction With the Job That ADOT Has Done Designing Highways in Arizona

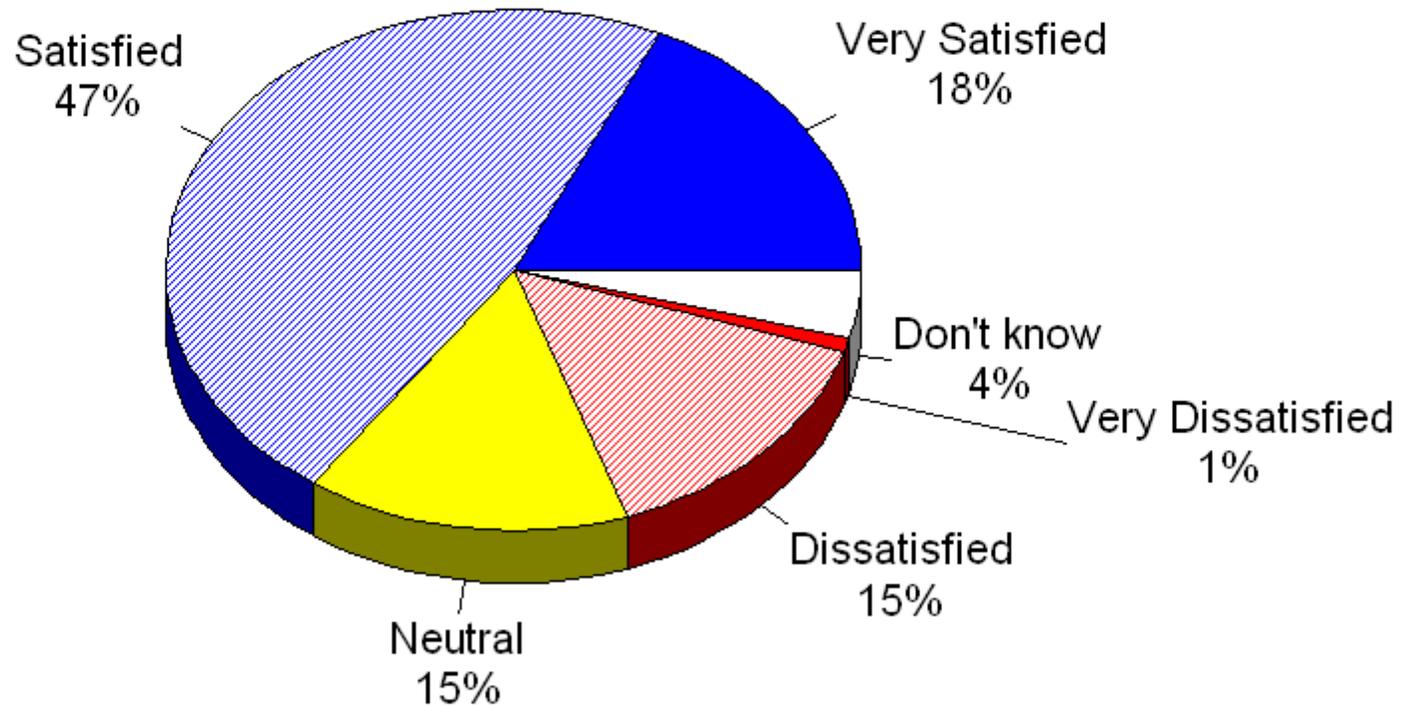
by percentage of respondents



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Satisfaction With the Job That ADOT Has Done Designing Highways in Arizona

by percentage of leaders

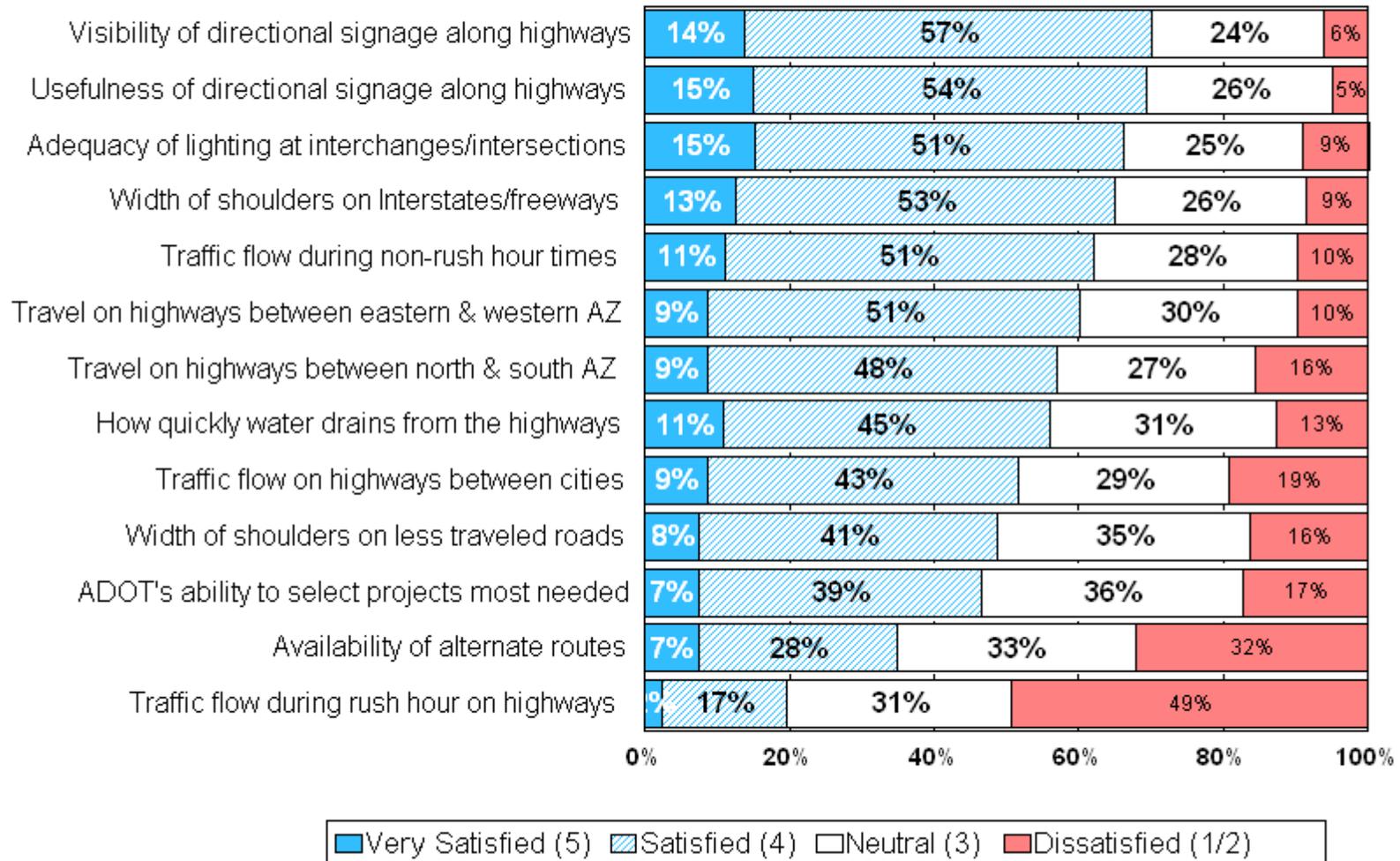


Source: ETC Institute (June 2009 - ADOT Leader Assessment Survey)

**Leader Results**

# 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)

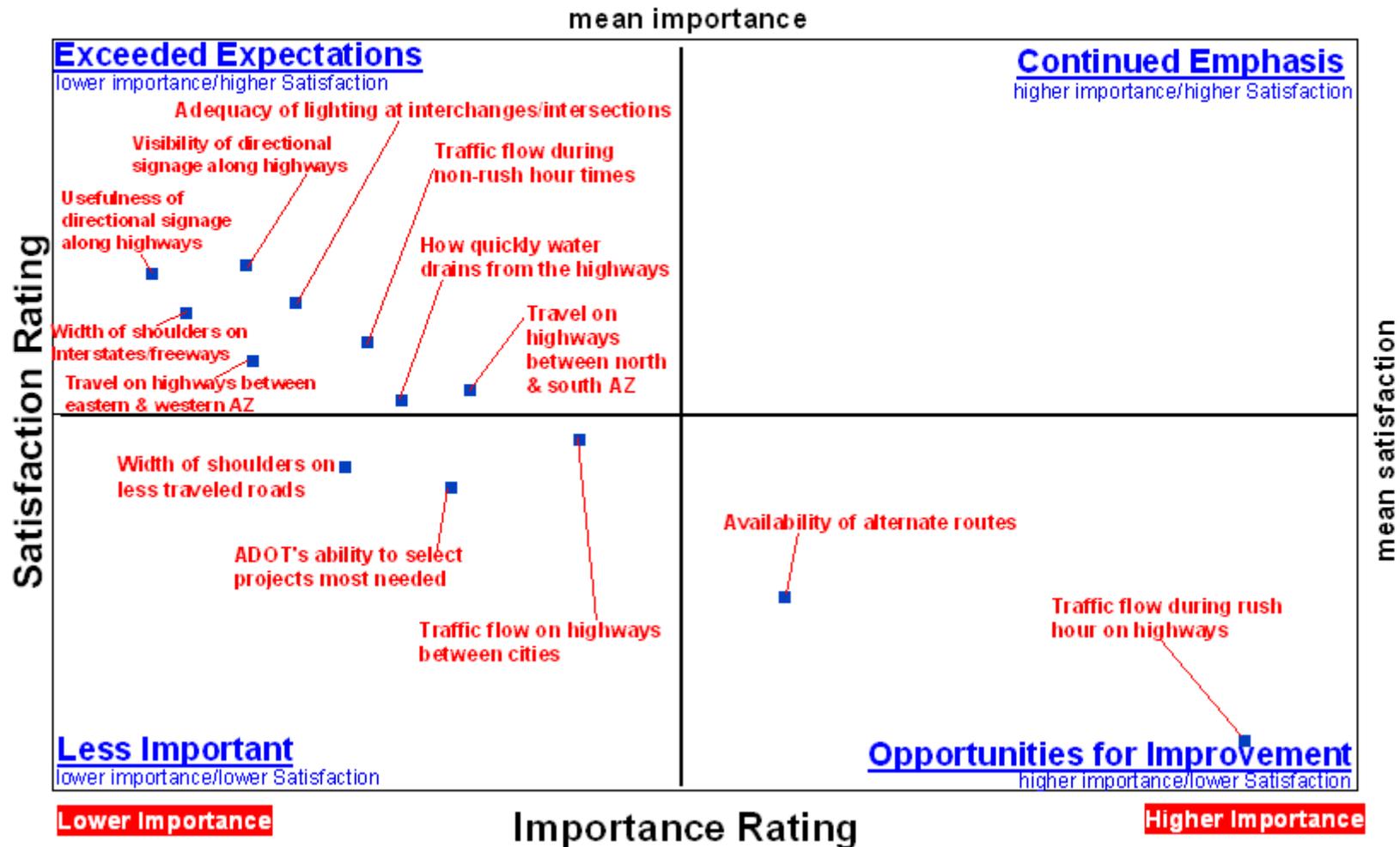


Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# 2009 ADOT Resident Assessment Survey Importance-Satisfaction Assessment Matrix

## -Highway Features-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2009)

# **Performance Measures to Manage Highway Design**

## **Factors that Are MOST LIKELY to predict overall satisfaction with Highway Design**

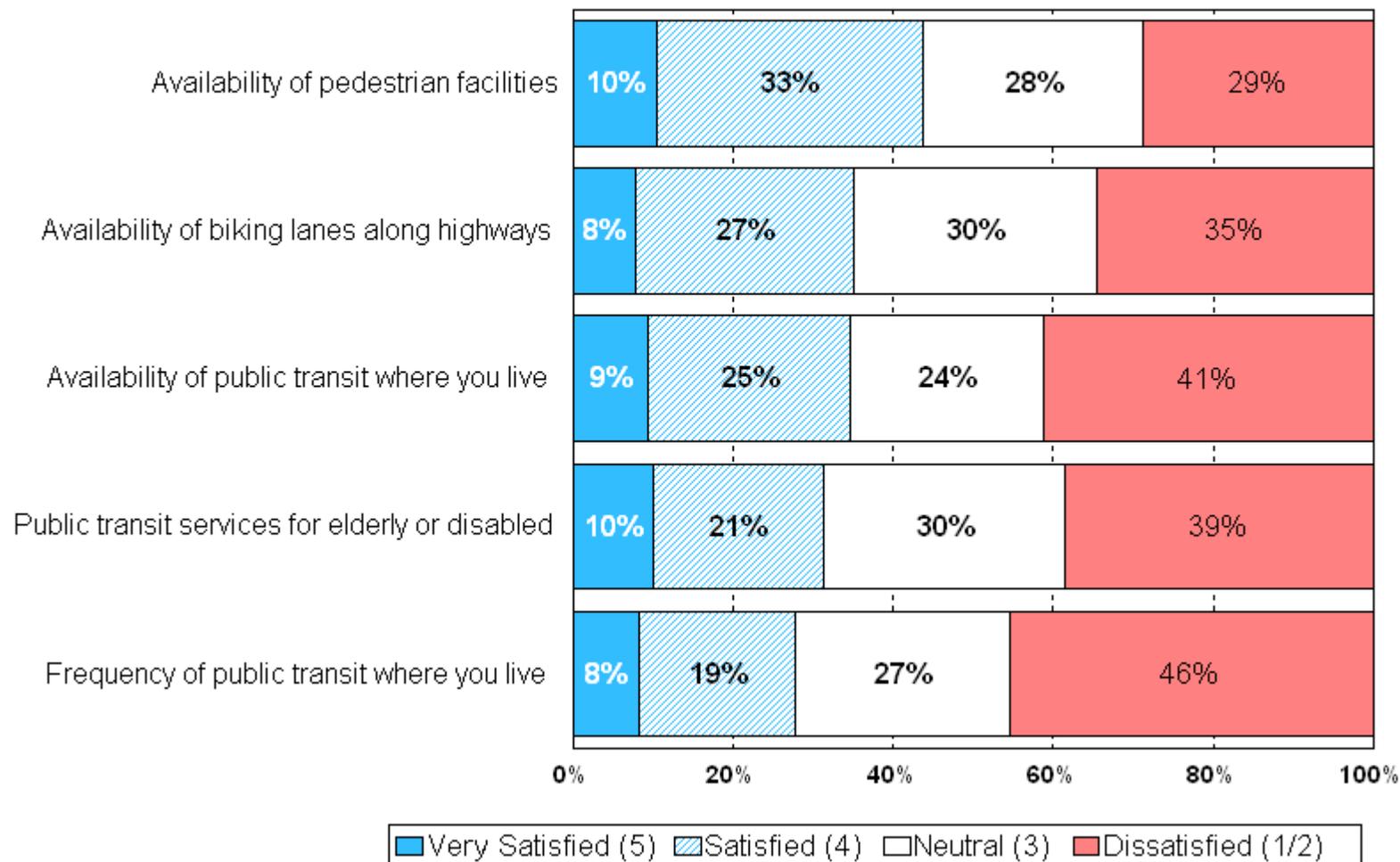
- Q24a ADOT does a good job of selecting the projects that are needed most
- Q24b Traffic flow on highways between cities in Arizona
- Q24j The visibility of directional signage along highways
- Q24l Availability of alternate routes to bypass accidents or obstructions on highways

***A regression model with these four variables successfully  
predicted overall satisfaction with Highway Design  
66% of the time***

**MAJOR FINDINGS:**  
**Non-Automobile Transportation**

# Satisfaction with Non-Automobile Transportation Services

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



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

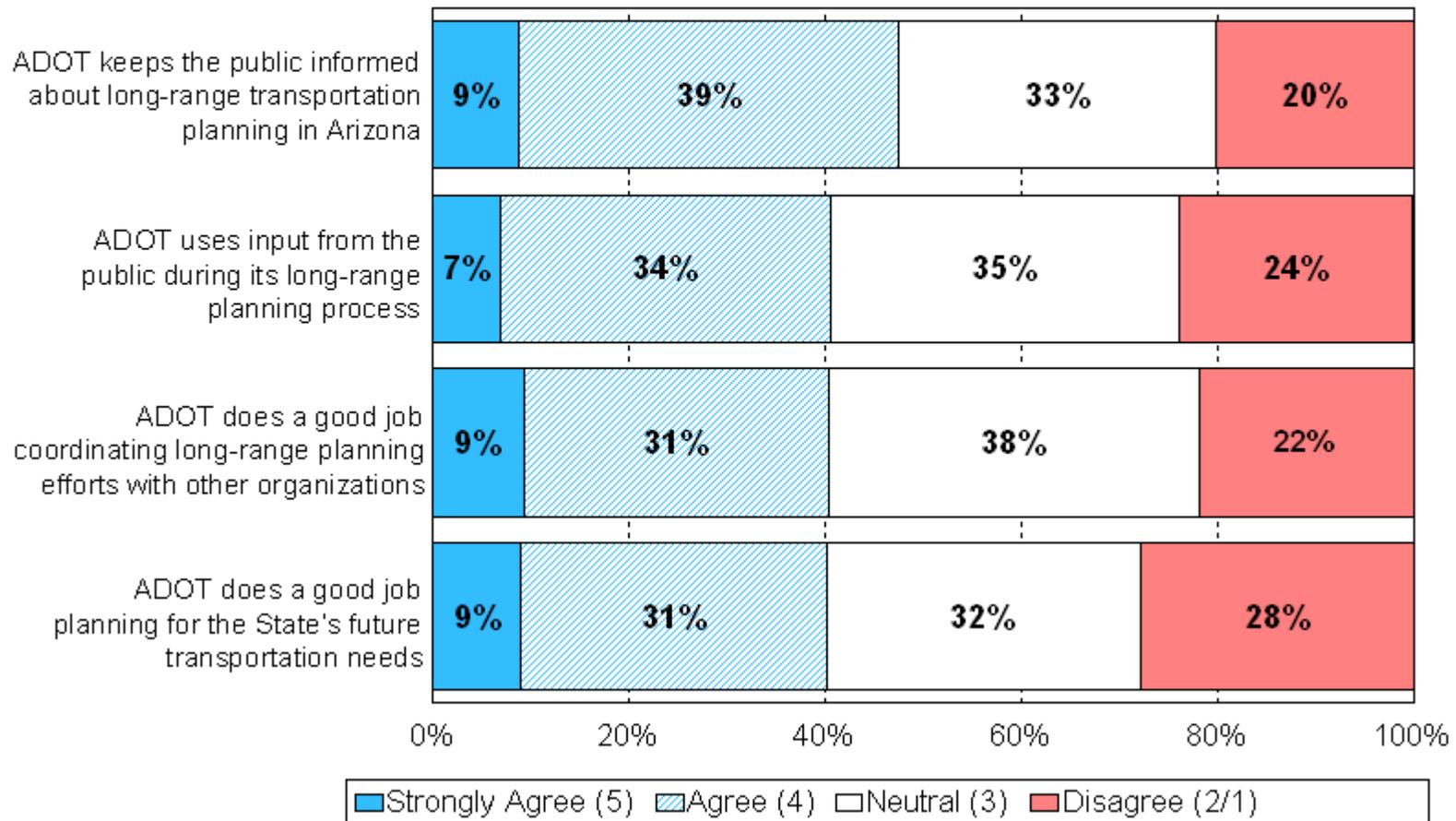
# **Performance Measures to Manage Non-Automobile Transportation**

**No clear predictors of satisfaction with non-automobile transportation were identified.**

**MAJOR FINDINGS:**  
**Long Range Planning**

## Level of Agreement with Statements Related to Long-Range Planning in Arizona

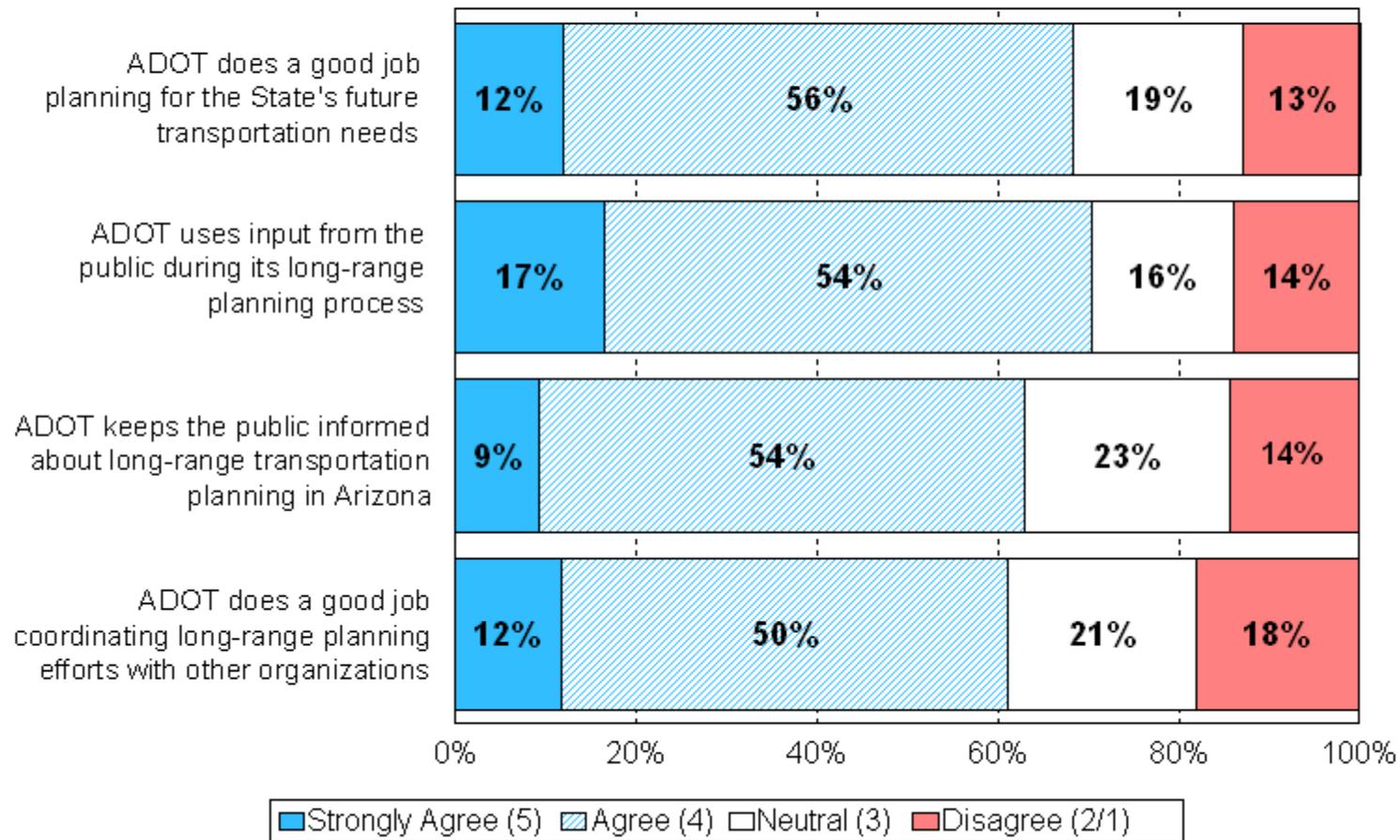
by percentage of residents surveyed who rated the item as a 1 to 5 on a 5-point scale  
(excluding don't knows)



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Level of Agreement with Statements Related to Long-Range Planning in Arizona

by percentage of leaders surveyed who rated the item as a 1 to 5 on a 5-point scale  
(excluding don't knows)



Source: ETC Institute (June 2009 - ADOT Leader Assessment Survey)

**Leader Results**

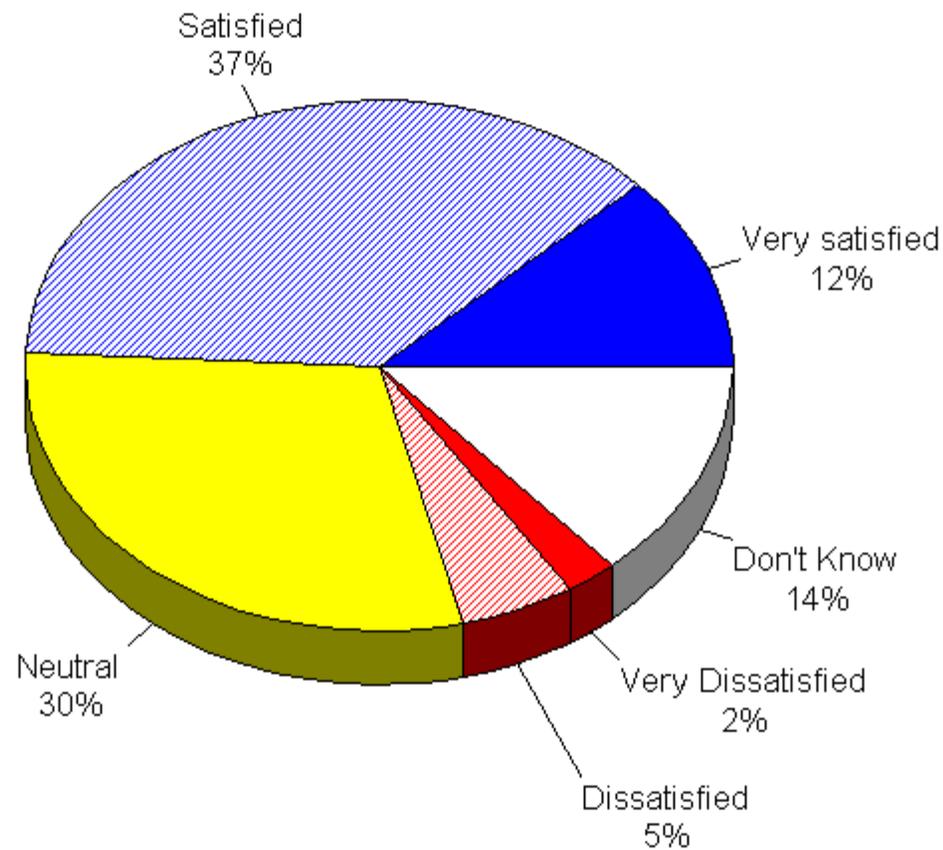
# **Performance Measures to Manage Long Range Planning**

**No clear predictors of satisfaction with long range planning were identified.**

# MAJOR FINDINGS: Environmental Issues

# Overall Satisfaction with ADOT's Current Level of Emphasis On Preserving and Protecting the Environment

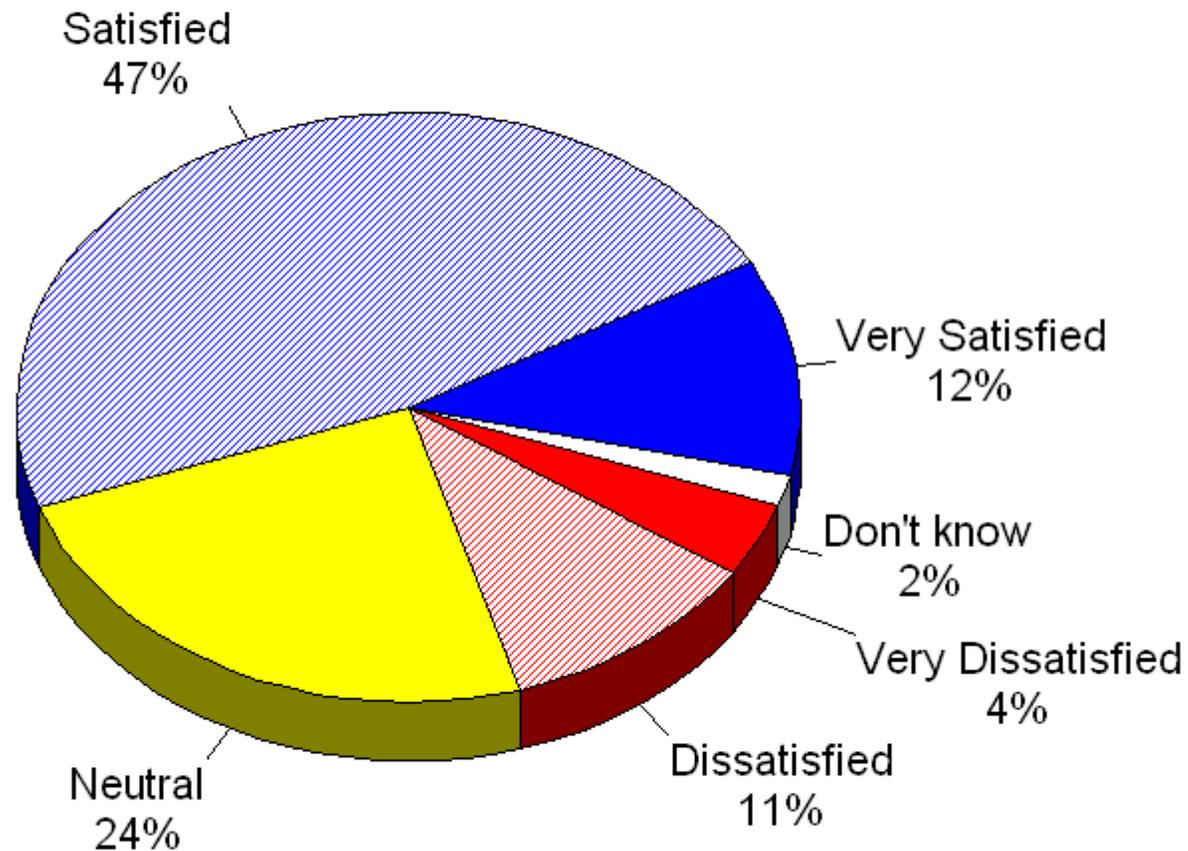
by percentage of respondents



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Overall Satisfaction with ADOT's Current Level of Emphasis On Preserving and Protecting the Environment

by percentage of leaders

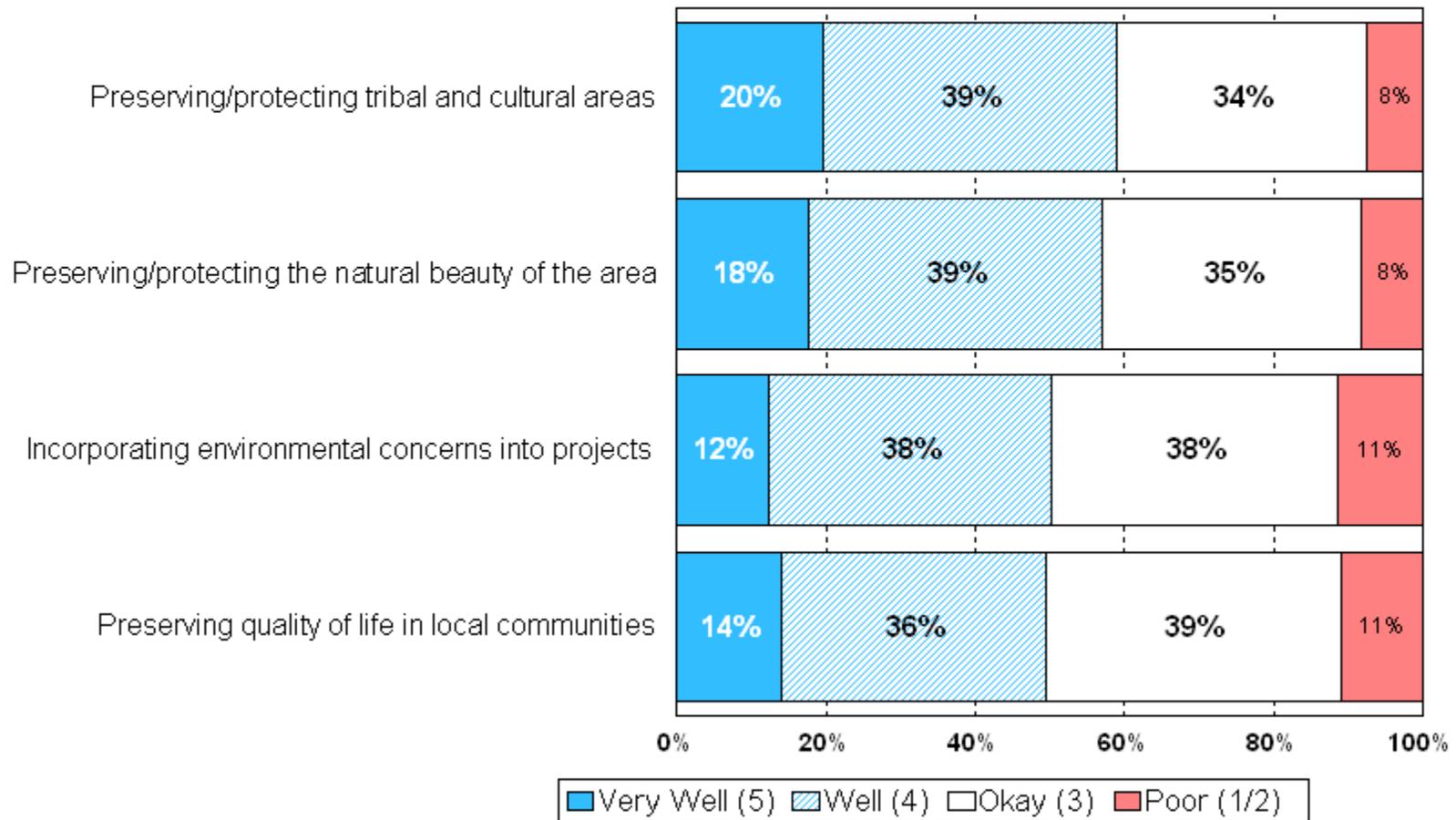


Source: ETC Institute (June 2009 - ADOT Leader Assessment Survey)

**Leader Results**

# Residents Perceptions of How Well ADOT Makes Environmental Considerations When Planning and Building Transportation Projects

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



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# **Performance Measures to Manage Environment**

**Factors that Are MOST LIKELY to predict overall satisfaction with ADOT's efforts to preserve and protect the environment**

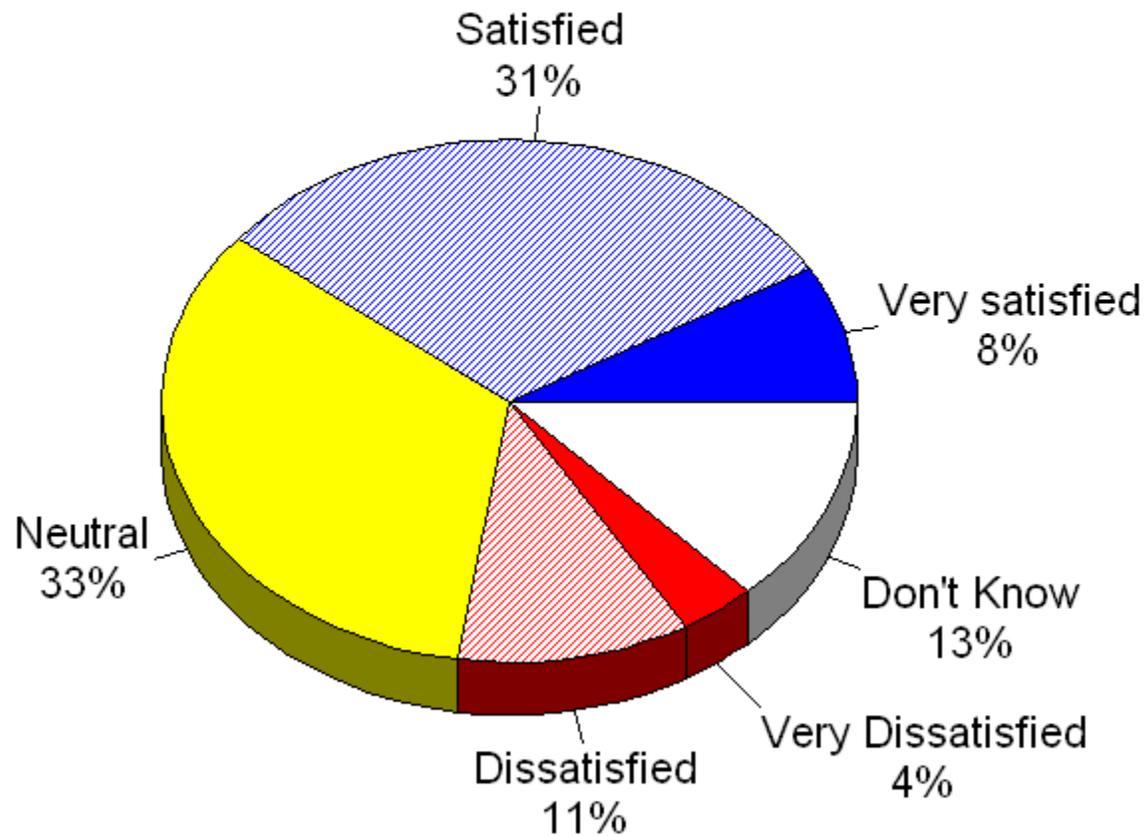
- Q9d Incorporating environmental concerns into the design and maintenance of transportation projects
- Q9a Preserving and protecting the natural beauty of the area

***A regression model with these two variables successfully predicted overall satisfaction with ADOT's efforts to preserve and protect the environment 70% of the time***

**MAJOR FINDINGS:  
Communication/  
Public Involvement**

# Satisfaction With ADOT's Overall Efforts to Keep Residents Informed About Transportation Related Issues in Arizona

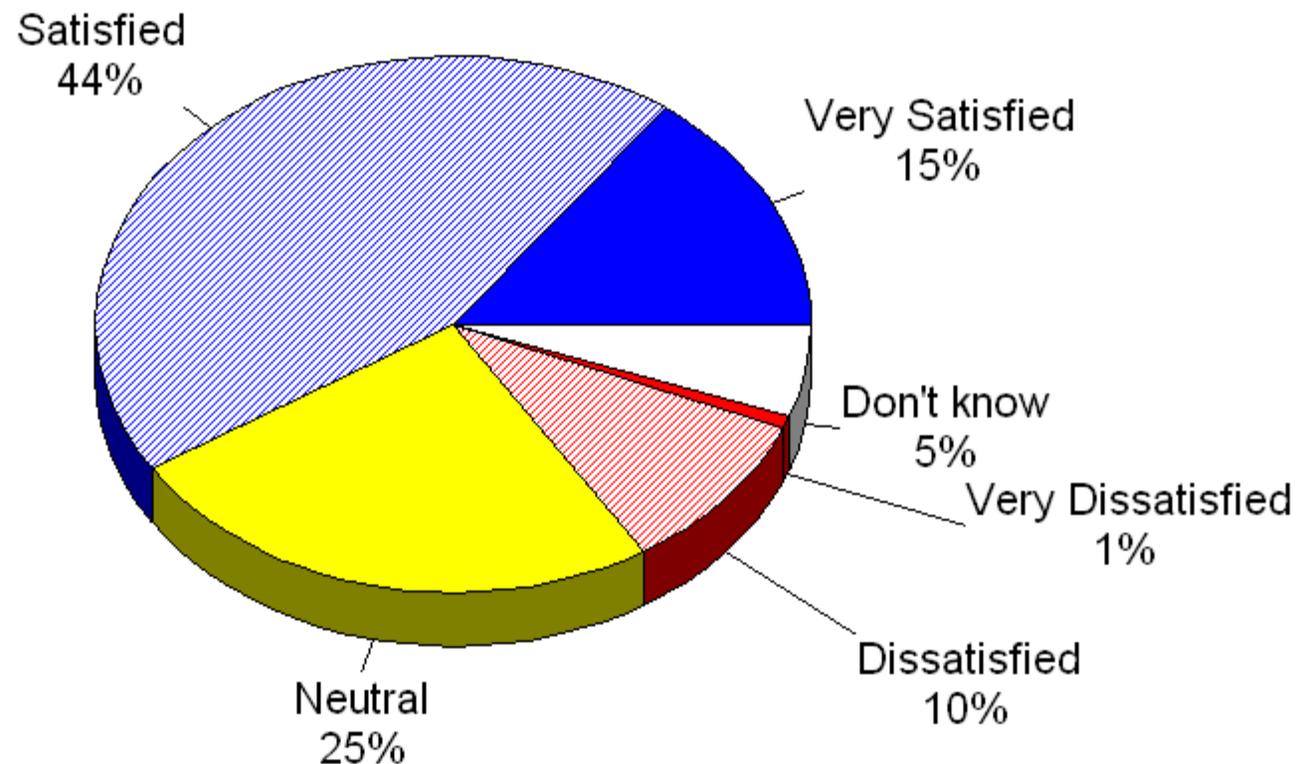
by percentage of respondents



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Satisfaction With ADOT's Overall Efforts to Keep Leaders Informed About Transportation Related Issues in Arizona

by percentage of leaders

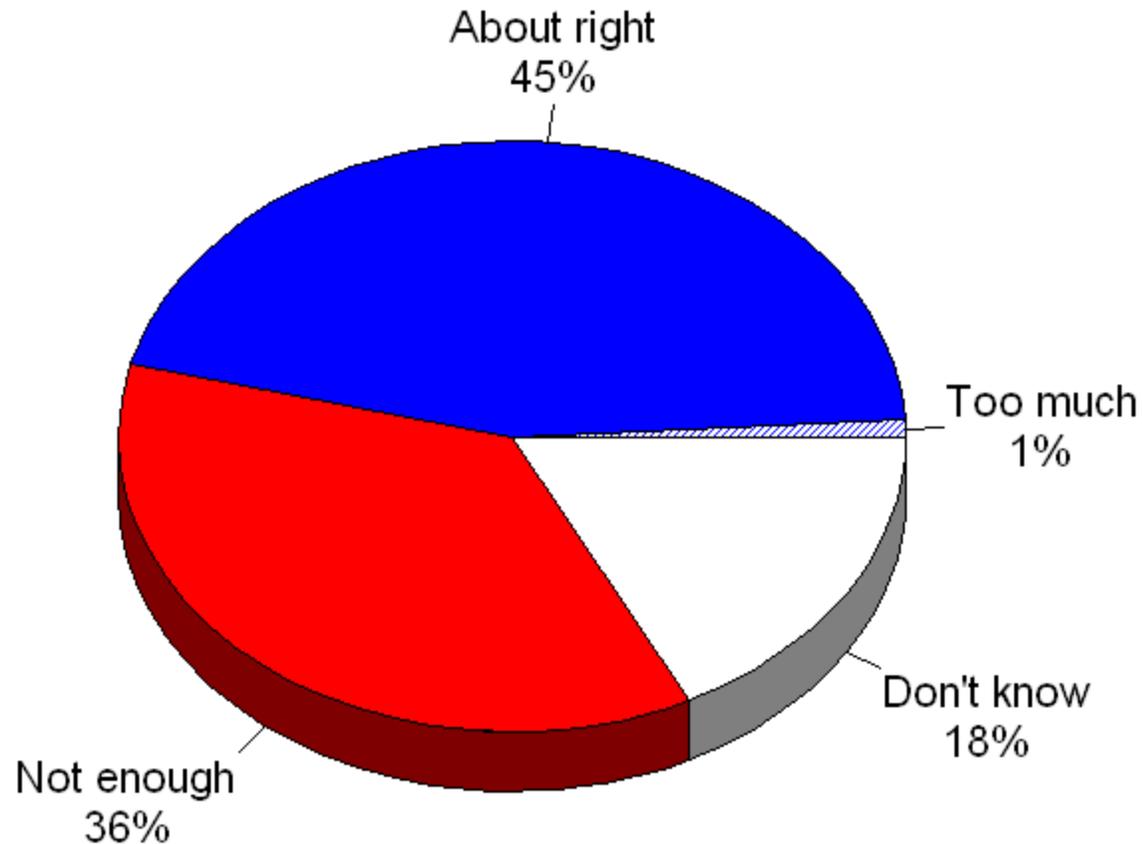


Source: ETC Institute (June 2009 - ADOT Leader Assessment Survey)

**Leader Results**

# Do you think you currently receive too much, the right amount, or not enough information from ADOT?

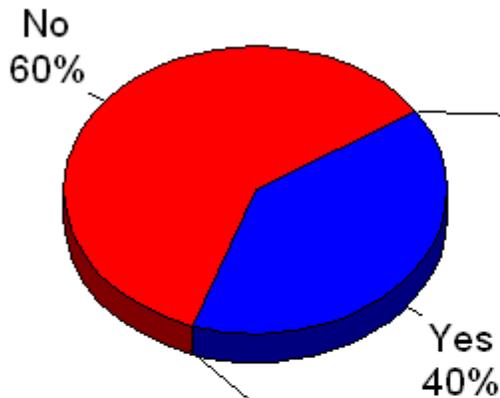
by percentage of respondents



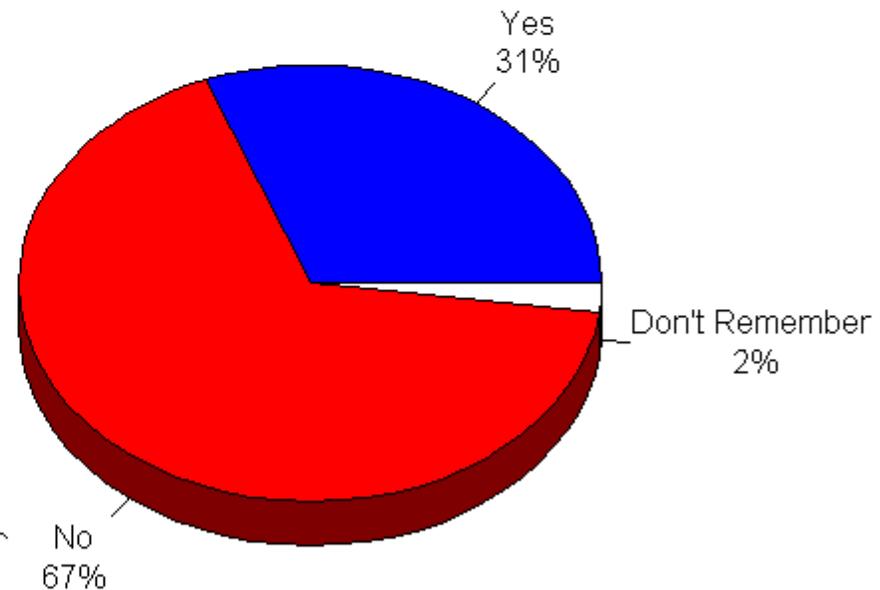
Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Did you know ADOT has a phone number (511) that provides information about road conditions on state highways?

by percentage of residents surveyed

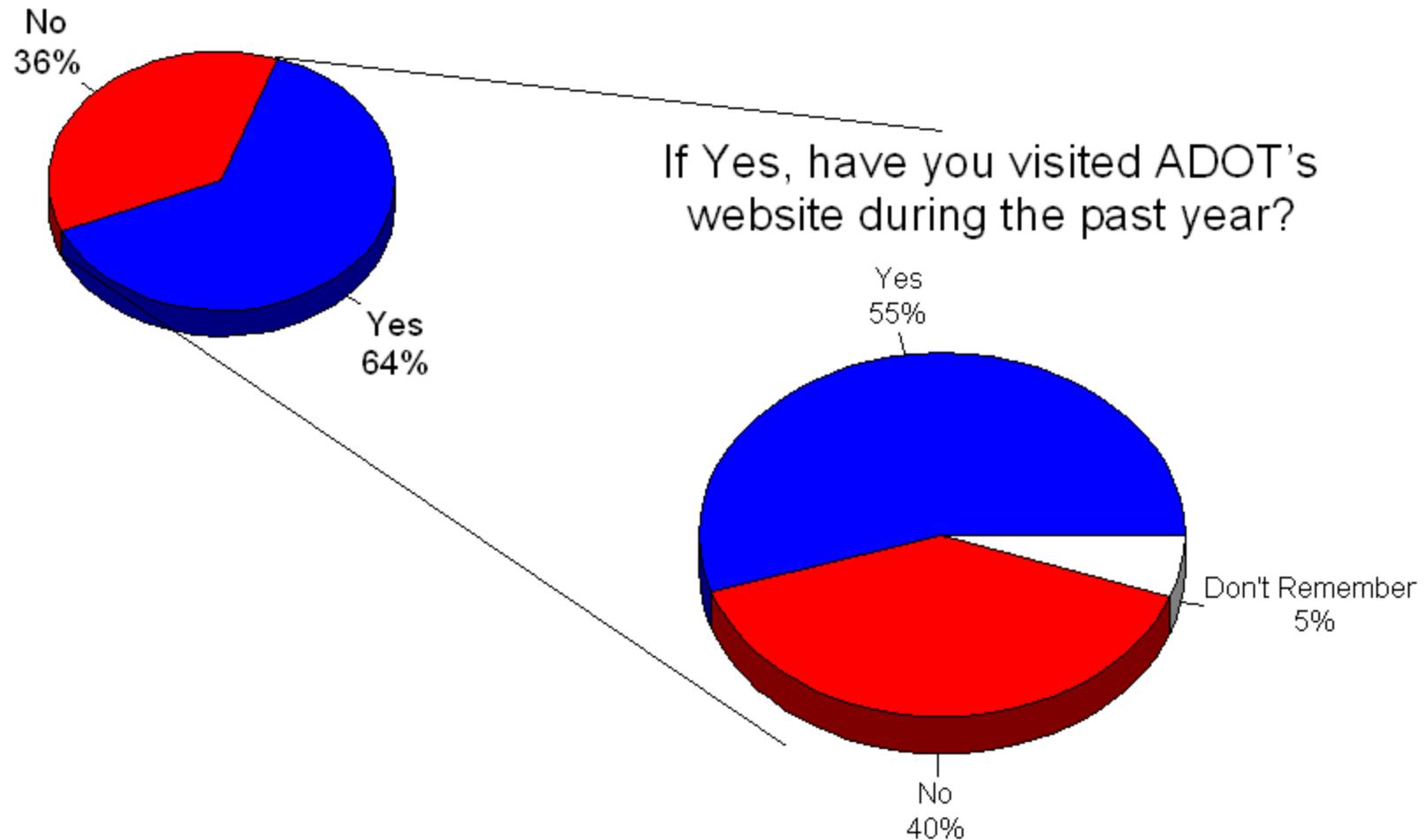


If Yes, have you called 511 during the past year?



# Did you know that ADOT has a website?

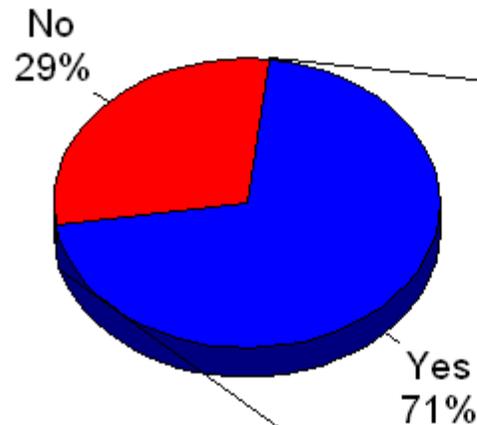
by percentage of residents surveyed



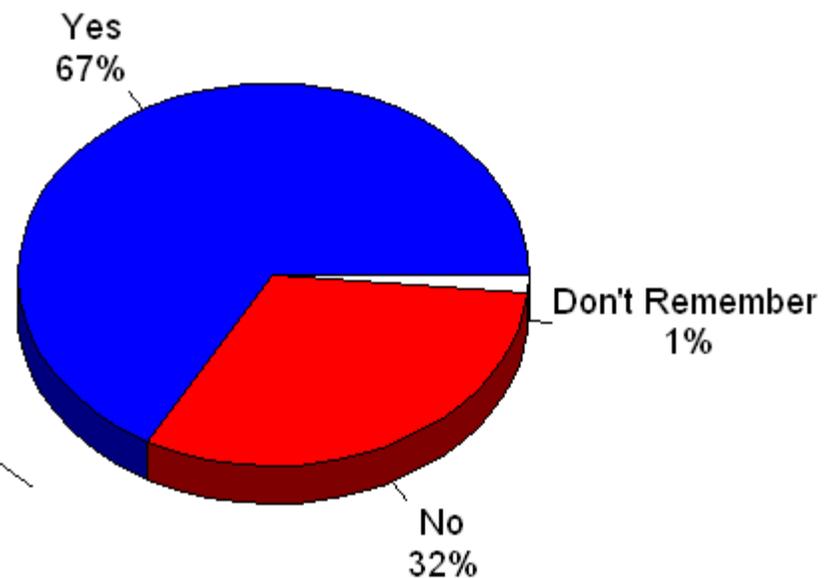
Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Did you know the Motor Vehicle Division has a website for online transactions?

by percentage of residents surveyed

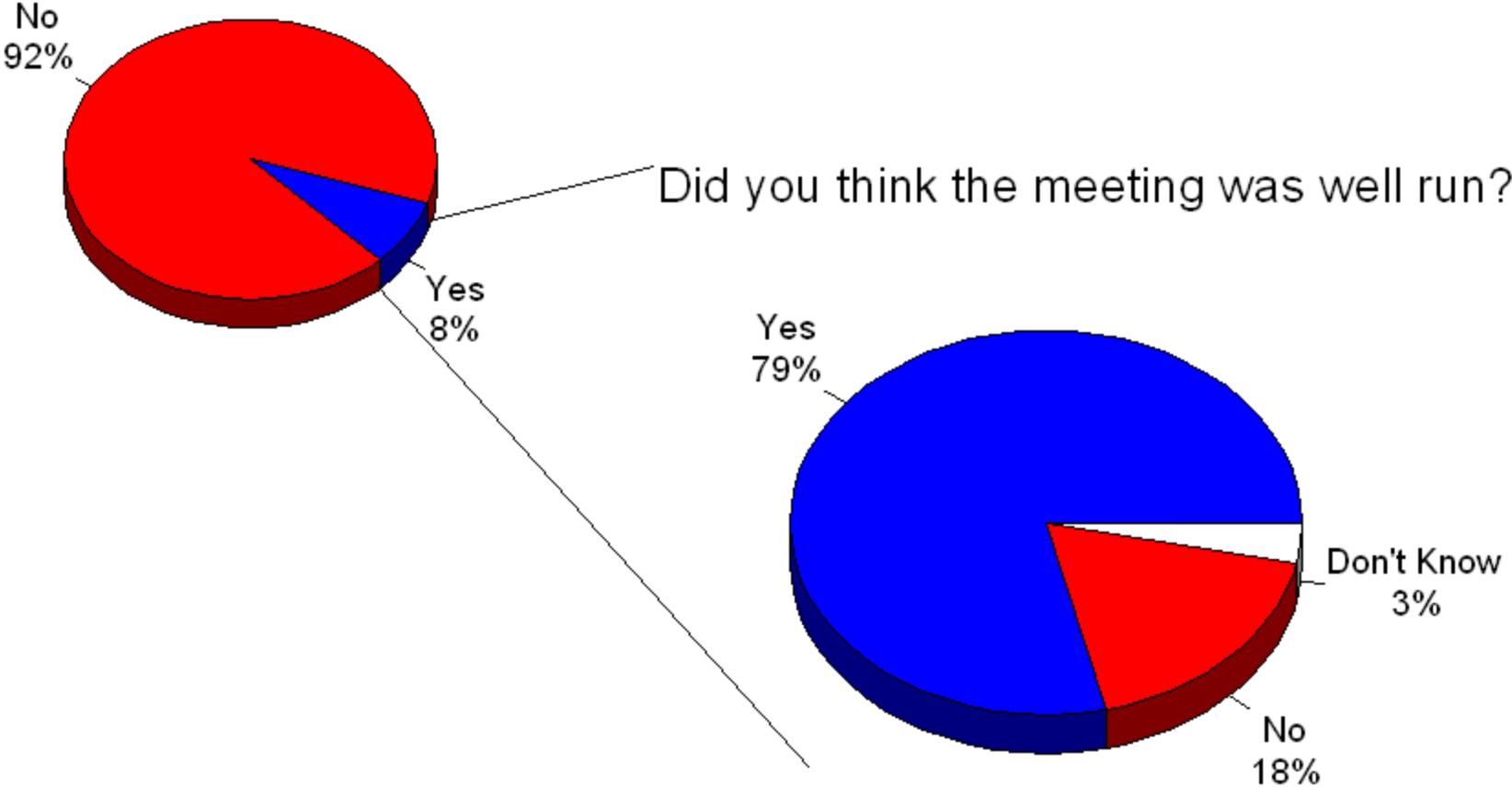


If Yes, Have you visited this website during the past year?



# Have you ever attended a public meeting that was sponsored by ADOT?

by percentage of residents surveyed



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

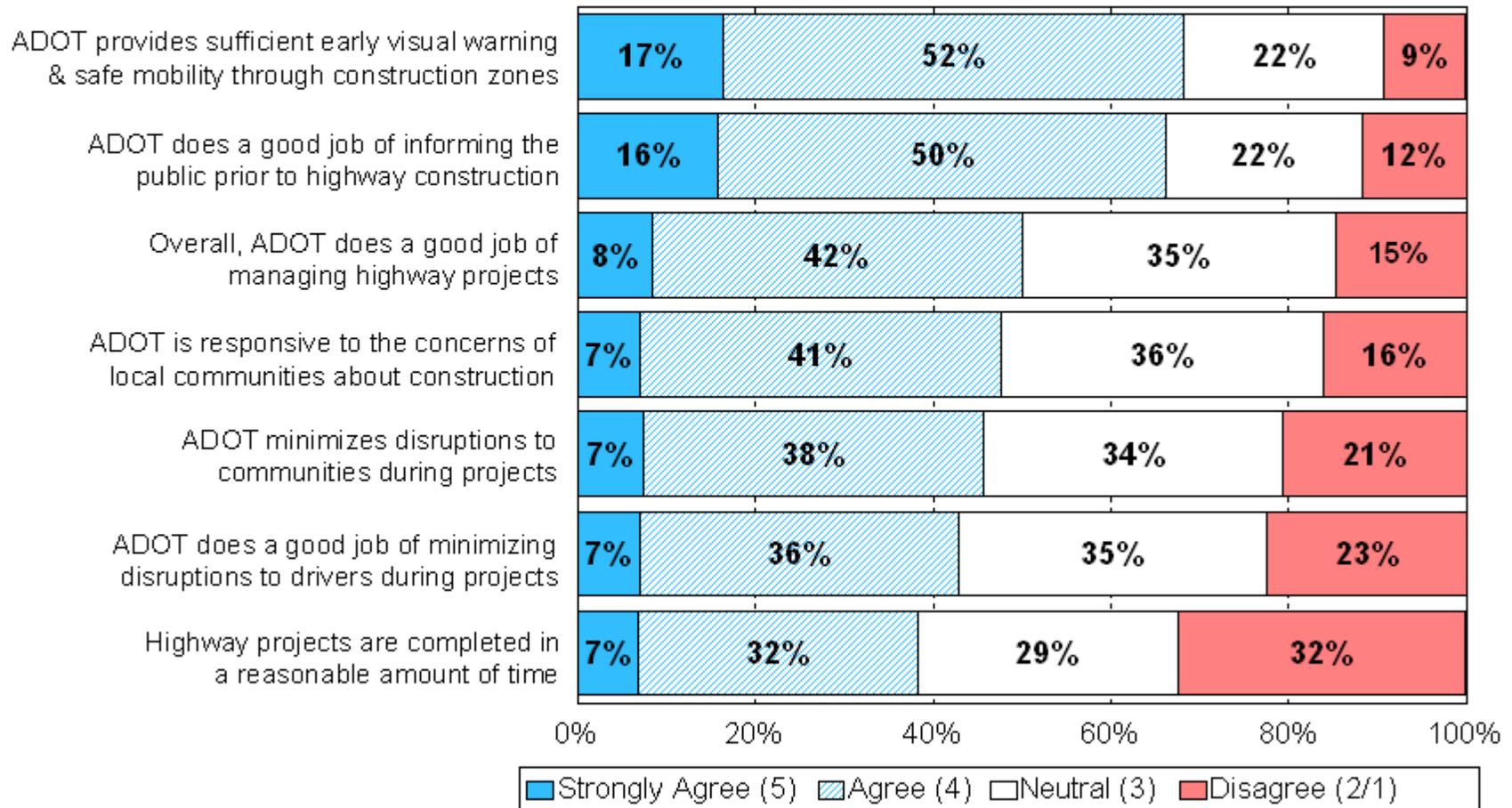
# **Performance Measures to Manage Communication**

**No clear predictors of satisfaction with communication was identified.**

**MAJOR FINDINGS:**  
**Highway Construction Indicators**

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

by percentage of residents surveyed who rated the item as a 1 to 5 on a 5-point scale  
(excluding don't knows)



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# **Performance Measures to Manage Construction Management**

## **Factors that Are MOST LIKELY to predict overall satisfaction with Highway Construction**

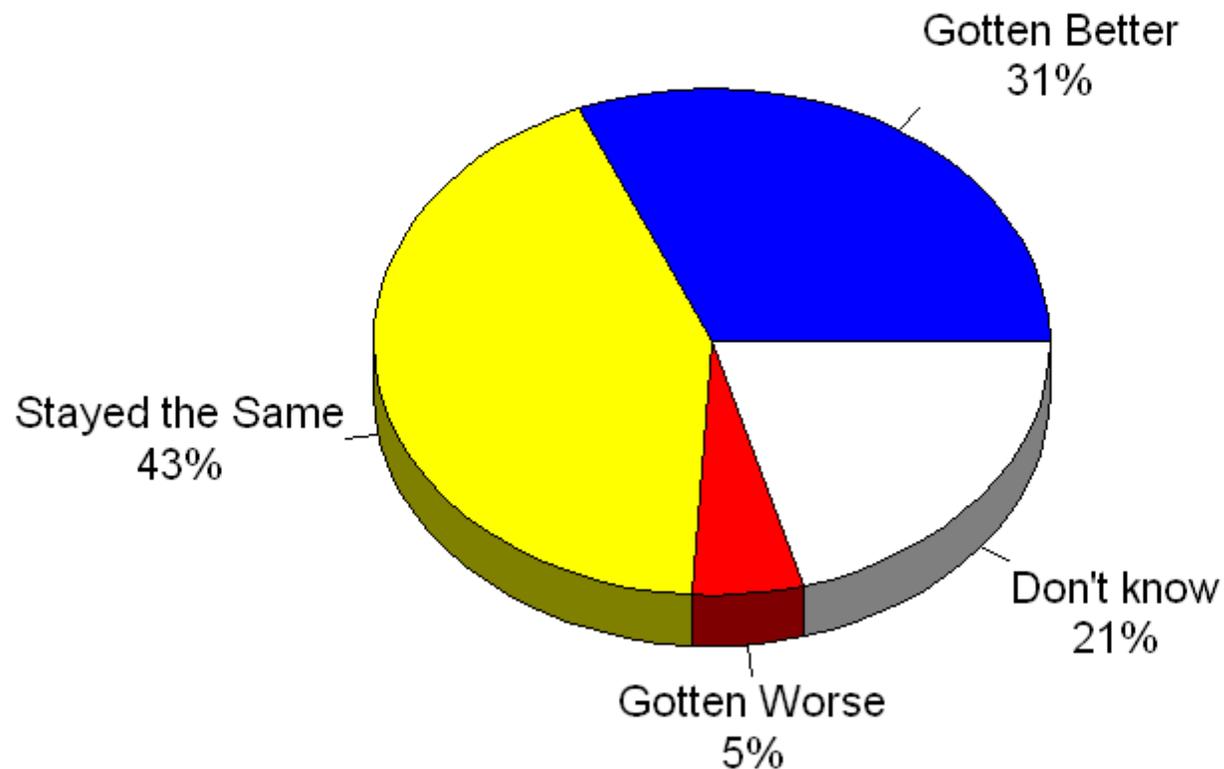
- Q27e Highway construction projects are completed in a reasonable amount of time
- Q27g ADOT provides sufficient early visual warning and safe mobility through construction zones

***A regression model with these two variables successfully predicted overall satisfaction with the Management of Highway Construction 79% of the time***

# MAJOR FINDINGS: Overall Indicators

# Compared to two years ago, how do you think that the current quality of ADOT services has changed?

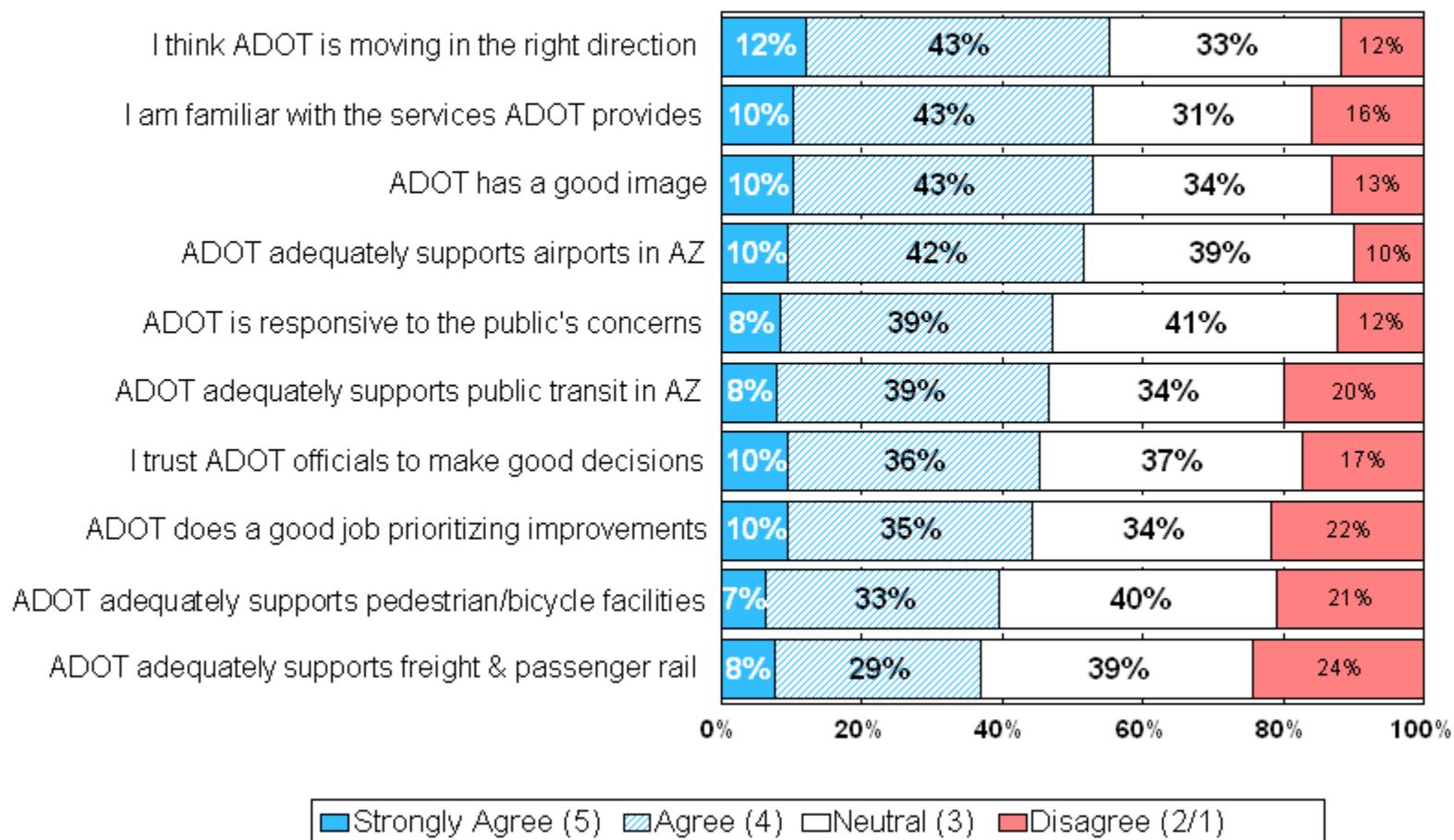
by percentage of respondents



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Agreement with Statements Related to ADOT's Overall Performance

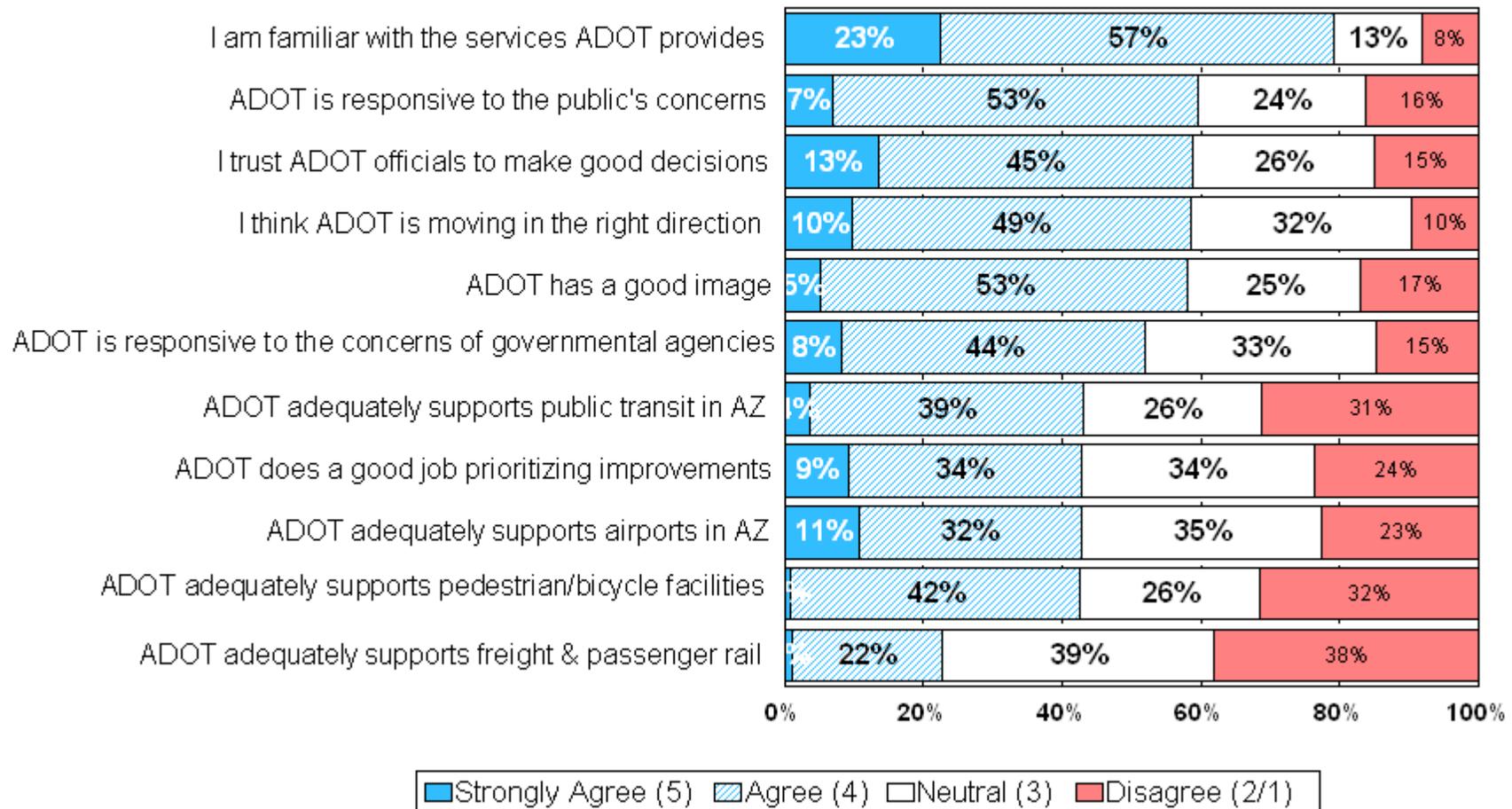
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (June 2009 - ADOT Resident Assessment Survey)

# Agreement with Statements Related to ADOT's Overall Performance

by percentage of leaders who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (June 2009 - ADOT Leader Assessment Survey)

**Leader Results**

# Performance Measures to Manage The Perceived Direction of ADOT

**Factors that Are MOST LIKELY to predict overall satisfaction with the Direction ADOT is moving**

- Q29d ADOT does a good job prioritizing highway improvements in Arizona
- Q29i I think ADOT is responsive to the concerns of the general public

**Public Involvement and Communication Are Key**

***A regression model with these two variables successfully predicted overall satisfaction with Direction ADOT is Moving 77% of the time***

# Performance Measures to Manage The IMAGE of ADOT

**Factors that Are MOST LIKELY to predict overall satisfaction with the Image of ADOT:**

- Q29i I think ADOT is responsive to the concerns of the general public
- Q23 Overall satisfaction with the job that ADOT has done maintaining highways in Arizona

**Public Involvement and  
Maintenance of Highways Are Key**

***A regression model with these two variables successfully predicted overall satisfaction with the Image of ADOT  
74% of the time***

# **Performance Measures to Manage Responsiveness of ADOT**

**Factors that Are MOST LIKELY to predict overall satisfaction with the Responsiveness of ADOT:**

- Q27d ADOT is responsive to the concerns of local communities about highway construction
- Q28d ADOT ensures the public is knowledgeable about safety features on roadways
- Q24a ADOT does a good job of selecting the projects that are needed most

***A regression model with these three variables successfully predicted overall satisfaction with the responsiveness of ADOT 71% of the time***

## **Keys to Managing ADOT'S IMAGE**

- **Focus on BEING RESPONSIVE to the general public, which includes:**
  - Being responsive to the concerns of local communities about highway construction
  - Ensuring the public is knowledgeable about safety features on roadways
  - Doing a good job of selecting the projects that are needed most

## **Keys to Managing ADOT'S IMAGE (continued)**

**Ensure HIGHWAYS ARE WELL MAINTAINED,  
which includes:**

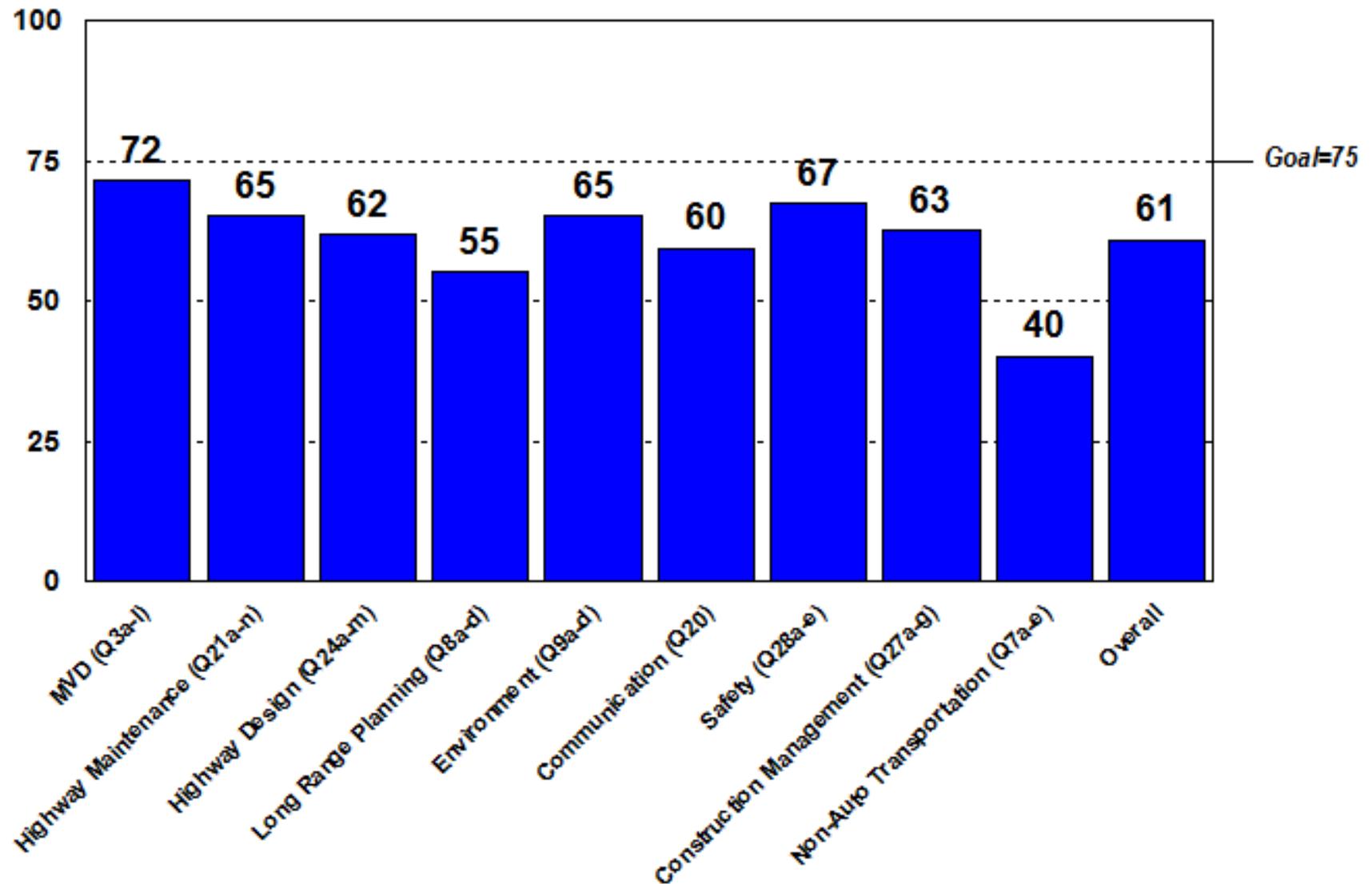
- Keeping the surface of Interstate highways and freeways in good condition (smooth and free of potholes)
- Ensuring that directional and warning signs along highways are easy to see and understand
- Keeping shoulders on highways in good condition

# COMPOSITE PERFORMANCE INDICES

# Composite Customer Performance Indices

## ADOT - 2009

derived from the mean rating provided by resident survey respondents (expanded to a 100-point scale)  
a composite rating of 75 equates to a mean rating of "4" on a 5-point scale, where 5 means "very satisfied"



# **Summary/Conclusions**

# Overall Findings

- Overall satisfaction with ADOT is high but there are opportunities to do better
- Agency's IMAGE is largely dependent on (1) how responsive residents think the department is to residents and (2) the overall quality of highway maintenance
- Residents and leaders do not want to see funding for transportation reduced
  - 76% of residents
  - 96% of community leaders

# Transportation Priorities

## For Arizona:

- Residents – repairing and maintaining highways/traffic flow
- Leaders – public transportation/repairing and maintaining highways

## For ADOT:

- **MVD** – improving the ease of resolving issues with MVD by phone
- **Highway Maintenance**
  - maintaining the condition of highways
  - minimizing work zone delays
- **Highway Design**
  - managing traffic flow
  - developing alternative routes
- **Image/Direction**
  - responsive to the concerns of the general public
  - effectively communicate ADOT's process for selecting and prioritizing projects

# **Comparative Strengths/Weaknesses (ADOT vs. National Average)**

## **Relative Strengths:**

- **Removing Debris from Highways (+)**
- **Cleanliness of Highways (+)**
- **Landscaping along Highways (+)**
- **Condition of Guardrails (+)**
- **Perceived Safety of Highways (+)**

## **Opportunities for Improvement:**

- **Condition of Shoulders on Highways (-)**
- **Roadway Striping (-)**
- **Snow and Ice Removal (-)**