RP 196

Idaho Transportation Department
2009 Partnership Survey

By

Stephanie Witt, Ph.D
Carole Nemnich, MPA
Stacey Donohue, MPA

Public Policy Center, Boise State University

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Research Section,
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16. Abstract

The report discusses the results of an electronic survey of 1,500 individual stakeholders of the Idaho Transportation Department (ITD). The purpose of this survey, which was conducted in August and September 2009, was to gauge stakeholders' satisfaction with ITD partnership efforts and methods. In general, stakeholders felt ITD did a good job partnering with other agencies. Overall partnership effectiveness, commitment to collaborative work, and responsiveness to partners' ideas were rated good or very good by stakeholders. In open-ended comments and in focus groups, stakeholders indicated that communication was the most important aspect of partnerships, and suggested that some aspects of communication, decision-making, and planning could be improved. Many stakeholders recommended improving the quality of existing partnerships, rather than creating more partnerships.

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EXECUTIVE SUMMARY

Partnerships with stakeholder agencies are critical to the effectiveness of the Idaho Transportation Department (ITD). As part of its effort to strengthen the effectiveness of these partnerships, ITD contracted with Boise State University's Public Policy Center for an electronic survey of 1,500 individual ITD stakeholders, of which nearly 30 percent responded. The purpose of this survey, which was conducted in August and September 2009, was to gauge stakeholders' satisfaction with ITD partnership efforts and methods.

This survey and report define stakeholders as people representing public agencies and non-profit groups which have working relationships with ITD. The terms "stakeholder" and "partner" are used interchangeably in this report. Vendors were not included in this survey.

A similar survey was also administered to selected ITD employees, usually managers and division heads, to determine if the internal and external perspectives of ITD's partnership activities were similar. Managers and division heads were selected as survey recipients because they frequently work with other public and non-profit agencies. The response rate for the ITD employee survey was over 60 percent. Frequently, stakeholders and employees perceptions about ITD partnership efforts converge, though some notable and expected differences emerged.

After the surveys concluded, stakeholder focus groups were convened in Boise, Pocatello, and Coeur d'Alene in November and December 2009 to learn more about partner perceptions of the department. Focus groups were also held for ITD employees in Boise and Pocatello. In some cases, interviews were conducted in the place of focus groups to maintain confidentiality of ITD employees.

Survey respondents were asked to rate the department on overall partnership effectiveness as well as key aspects of partnerships, including communication, decision-making, and planning. Our analysis of the data found that most stakeholders had a generally positive view of their working relationship with ITD. Stakeholders were especially impressed by the effort that ITD puts towards partnerships, even when they were not entirely satisfied with ITD's partnership processes or outcomes. In their survey and focus group comments, we found that stakeholders repeatedly extolled the efforts made by ITD employees, frequently acknowledging their particular agency contact by name for years of excellent service.

Figure 1 shows that more than two-thirds of stakeholders felt ITD's efforts to partner with organizations were either "very effective" or "somewhat effective". In contrast, 15 percent of stakeholders felt that ITD's partnership efforts were "somewhat ineffective" or "very ineffective." Stakeholders working primarily with ITD Administration or respondents who work for Idaho state government clearly indicated that those efforts are "very effective".
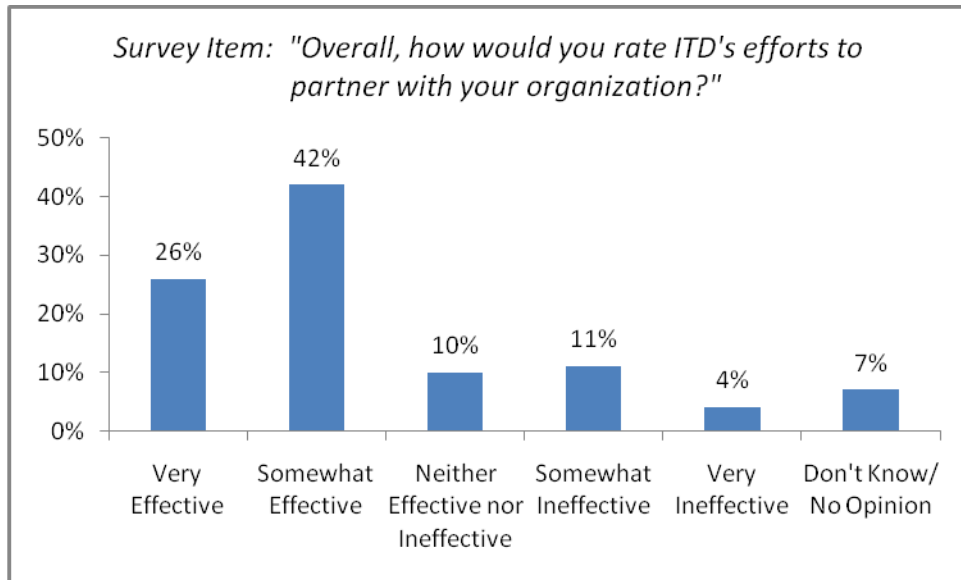
Figure 1: Stakeholder Ratings of ITD's Partnership Effectiveness

As shown in Figure 2, 72 percent of stakeholders reported that ITD demonstrates a commitment to working collaboratively with other agencies. Partners also felt they were treated fairly by ITD (over 70 percent agreed) and that ITD policies are reasonable (nearly 60 percent agreed). This pattern of positive responses regarding ITD partnerships is repeated throughout the survey with few exceptions.

Figure 2: Stakeholder Ratings of ITD's Commitment to Collaborative Work

Overall, stakeholders perceived communication as the most important aspect of partnership with ITD. A critical component of communication is disseminating relevant information. When asked if ITD does a "good job of keeping stakeholders and partners informed about issues affecting their organizations" (Figure 3), 63 percent of stakeholders said "very good job" or "somewhat good job". Only 11 percent said ITD did a "somewhat poor job" or "very poor job" in this area.
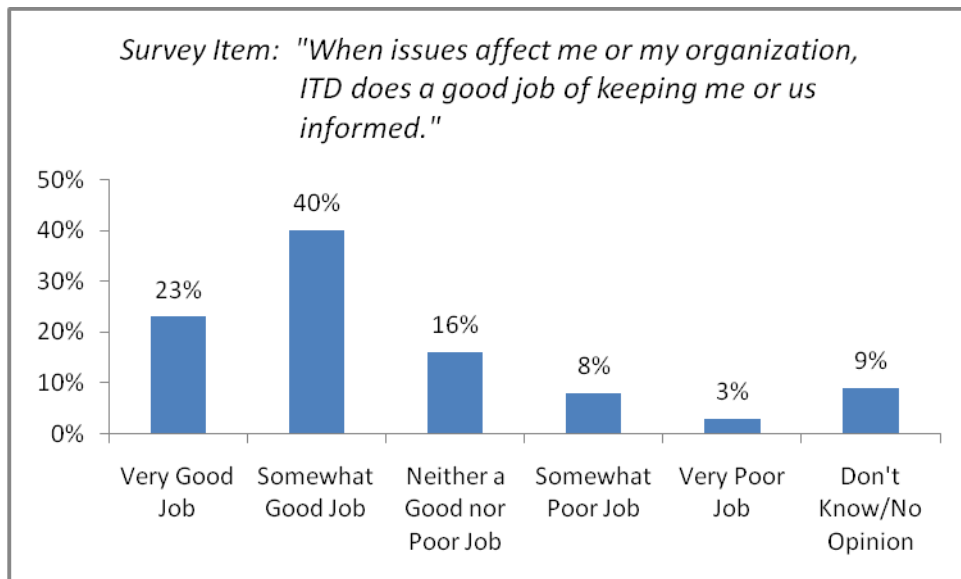
Figure 3: Stakeholder Ratings of the Job ITD does Keeping Stakeholders Informed

According to survey respondents, the decision-making aspect of ITD's collaboration efforts has the greatest potential for improvement. Figure 4 shows that just 43 percent of respondents felt ITD did a "good job" or "very good job" of soliciting partner input when making decisions. In contrast, 18 percent of respondents felt ITD did a "somewhat poor job" or "very poor job" of soliciting partner input in the decision-making process. Twenty-three percent felt ITD did "neither a good nor a poor job" in this area.
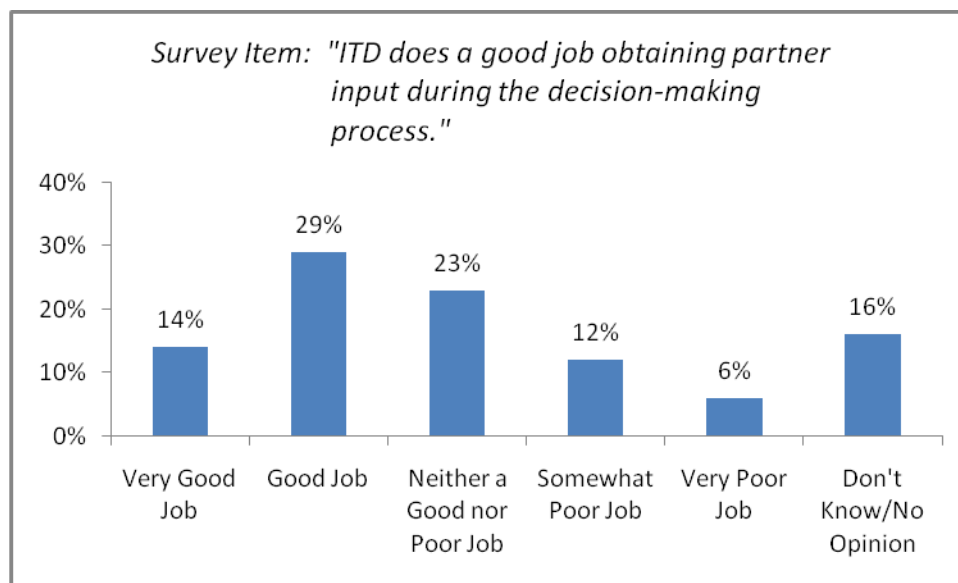
Figure 4: Stakeholder Ratings of the ITD's Efforts to Obtain Partner Input During the Decision-Making Process

Survey respondents were also asked to rate the department's efforts to involve them in long-range planning (Figure 5). While 48 percent of stakeholders reported that ITD did a good job of involving them in long-range planning, 18 percent said ITD did a "somewhat poor" or "very poor" job in this area. In addition, 23 percent of stakeholders said ITD did "neither a good nor poor job" of involving partners in long-range planning. The lukewarm ratings the department received may be due, at least in part, to the fact that long-range planning is done infrequently. The department's long-range vision was last updated in 2004.

Survey Item: "ITD does a good job of involving its partners in long range planning."
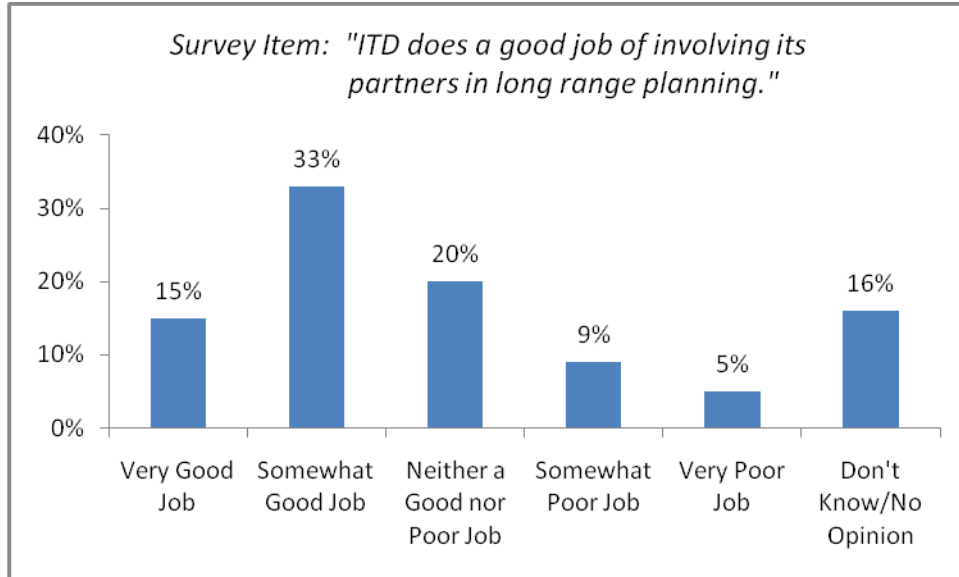
Figure 5: Stakeholder Ratings of ITD's Involvement of Partners in Long-range Planning

Recommendations

As with all organizations, employees are the key to success. Effective and meaningful partnerships with ITD start with employees who have the tools, training, and organizational support to build and maintain those relationships.

When partnerships are in place, the organization as a whole should maintain, build, or change current practices to enhance those partnerships. To those ends, recommendations are offered to the Idaho Transportation Department's Board, ITD management, and employees.

The recommendations reflect ways to enhance external partnerships, especially in the areas of communication and decision-making, and enable ITD's employees to manage these relationships effectively and efficiently.

1. Develop a 'customer service' mentality externally and internally. Take steps to actively reinforce the partnership development goals across the organization to all employees.

2. Invest adequate resources in partner development. ITD should be committed to providing time and support for the activities needed to build strong relationships with partners.

3. Improve communication internally and externally to accommodate stakeholder relationships and partnerships.

4. Commit to and practice organizational transparency and accountability. Be responsible and responsive to stakeholders and partners for decisions and actions collectively and individually.

5. Empower decision-making at the lowest necessary level in the organization. Provide access, guidelines, and training for employees, as well as provide management support for decisions.

6. Revisit long-range plans more frequently to help ensure they remain vital. Involve stakeholders and employees in periodic discussions of ITD's vision and goals.

INTRODUCTION

In 2007, ITD initiated efforts to develop a new strategic plan for the department. A key focus area identified in this process was to enhance and expand partnerships. ITD regularly interacts with a wide range of agencies and stakeholder groups including the Federal Highway Administration, counties, cities, local highway districts, tribes, metropolitan planning organizations, other state agencies, developers, construction and engineering contractors, and citizen groups. ITD's ability to accomplish its mission and vision depends to a large degree on its success in working with these organizations.

An action plan was developed identifying strategies and tasks that could improve ITD's use of partnerships. ITD contracted with Boise State University's (BSU) Public Policy Center (PPC) to plan, develop, and implement a survey of stakeholders/partners and certain employees, and conduct focus groups with these two groups, to inform the ITD strategic planning process. The purpose of this research project was to assist ITD's Partnership Steering Committee in completing the following tasks:

1. Inventory ITD's current partnerships and identify key contacts for each.

2. Conduct a survey to gather input on the level of satisfaction with existing partnerships.

3. Analyze survey results to rate overall satisfaction with ITD partnerships and identify where existing partnerships can be improved.

4. Solicit input from staff and stakeholders to identify key policies that have hampered formation of effective partnerships.

5. Solicit input on potentially beneficial new partnerships and new ways to work with partners through surveys of ITD staff and partners.

7. Communicate survey findings to management, staff, and stakeholders.

8. Develop a survey instrument that could be used to conduct periodic follow-up surveys.

Boise State University (BSU) developed the survey methods and two web-based survey instruments. Working with ITD staff, BSU researchers developed a list of more than   1,500 individuals representing agencies that partner with ITD. The surveys were administered by e-mail to stakeholders and to selected ITD employees who frequently work with stakeholder groups. A version of the web-based survey was developed to deliver via postal mail to any stakeholder for which no e-mail address was provided or publicly available.

The response rate for stakeholders was 28.4 percent and the response rate for employees was 62.5 percent. A confidence interval and standard error are not possible to calculate for these surveys since they were not intended to project to a 'normal population'.

The number of people who responded to each question, known as "n", varied from question to question. For the stakeholder survey, all questions discussed in the narrative of this report had between 401 and 445 responses. The employee survey questions had between 58 and 60 responses each.

The findings in this report integrate the surveys, focus groups, and interviews. Since the survey population is relatively large, it is appropriate to make numeric observations and comparisons. Since comments are qualitative in nature, they are not 'quantified' except to the extent where many similar comments were made across many sub populations. The survey comments were helpful in determining the topics for the focus groups.

Focus group findings (and interviews) are also qualitative, and thus no numeric analysis is relevant. The various methods of data collection and analysis are meant to provide ITD with information that is both broad and deep.

Focus groups were held with selected stakeholders and employees following the survey. Focus group meetings were held in Boise, Coeur d'Alene, and Pocatello. The purpose of the focus group was to provide a confidential forum where participants could discuss in greater detail themes discovered in the survey responses.

Surveys and focus group meetings were designed to:

1. Assess overall satisfaction with ITD partnership efforts.

2. Identify barriers/obstacles to effective partnerships at ITD.

3. Identify opportunities to enhance/improve existing partnerships.

4. Identify opportunities for new partnerships that could improve ITD's efficiency and effectiveness.

The report narrative highlights key items from the survey. Detailed instructions on how to read this report are available in Appendix A. Demographic information about survey respondents is available in Appendix B. For a complete list of stakeholder survey questions and results, see Appendix C. In addition, a summary of employee survey questions and responses is provided in Appendix D. A sample e-mail invitation to focus groups is located in Appendix E. The facsimile of the postcard invitation for the stakeholder survey is available in Appendix F.

CHAPTER ONE: PARTNERSHIPS

Perceptions About Partnerships

General Partnership Effectiveness

The surveys of stakeholders and employees included a number of items that touched on ITD's general partnership effectiveness. Overall, ITD received positive ratings for its partnership efforts. Partners generally felt that ITD was committed to trying to develop effective, long-lasting partnerships with their organizations. However, despite these positive ratings, many stakeholders did not consider ITD to be a model for effective partnering.

As shown in Figure 6, more than two-thirds of stakeholders responding to the survey said ITD was "very effective" or "somewhat effective" at partnering with their organization. In contrast, just 15 percent of stakeholders felt ITD was "somewhat ineffective" or "very ineffective" at partnering. Stakeholders working primarily with ITD Administration or employed by other state agencies clearly indicated that those efforts were "very effective". These are very encouraging indicators for ITD's partnership efforts. Employee ratings of ITD's partnership effectiveness were similar to those of stakeholders, but slightly higher.
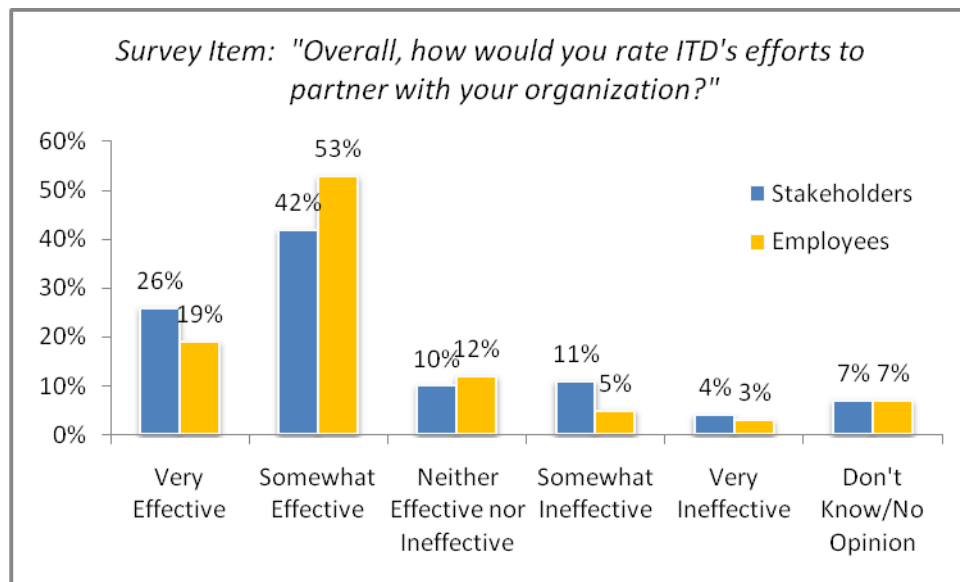
Figure 6: Stakeholders and Employee Ratings of ITD's Partnership Effectiveness

Stakeholders and employees also gave positive ratings to the department's commitment to working collaboratively. As shown in Figure 7, more than 70 percent of both groups indicated that ITD has demonstrated a commitment to working collaboratively with other organizations. Just 13 percent of stakeholders responding to this survey felt ITD did "somewhat poorly" or "very poorly" in this area.
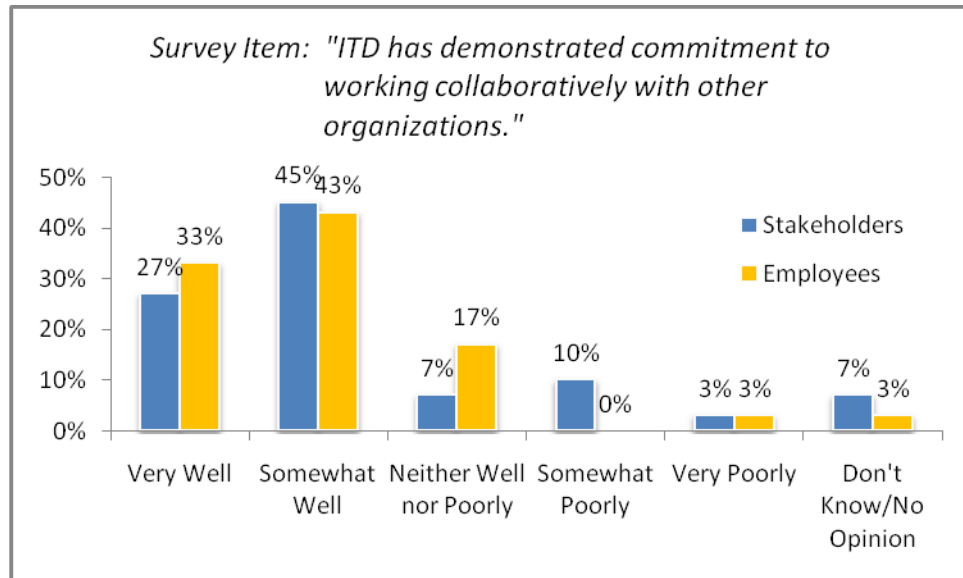
Figure 7: Stakeholder and Employee Ratings of ITD's Commitment to Collaborative Work

Figures 8 and 9 summarize responses to questions about ITD's responsiveness to partnership ideas received from other agencies. A large majority of both stakeholders and employees agreed that ITD was responsive to partnership ideas. This suggests that a culture accepting of new ideas exists within ITD and will be beneficial in building better partnerships.
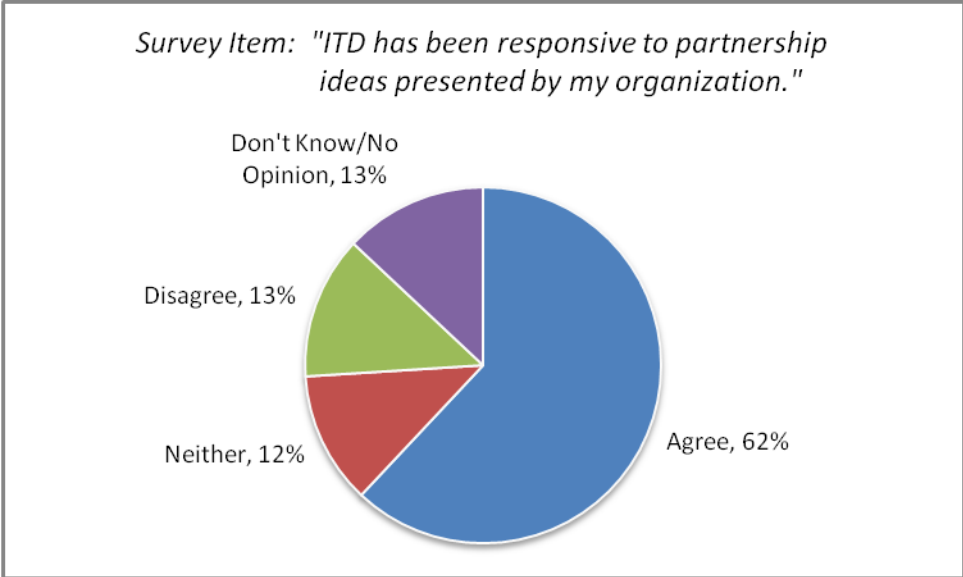
Figure 8: Stakeholder Ratings of ITD's Responsiveness to Partnership Ideas
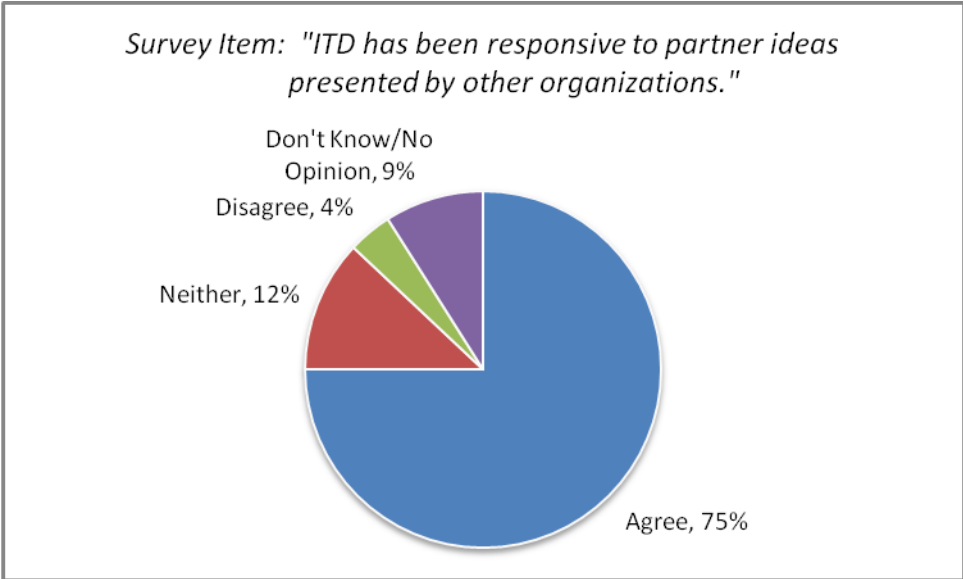
Figure 9: Employee Ratings of ITD's Responsiveness to Partnership Ideas

When asked if ITD is a model for effective partnering (Figure 10), ITD received average marks from both stakeholders and employees. Thirty-five percent of stakeholders agreed that ITD is a model for effective partnering. Twenty-six percent of stakeholders answered "neither agree nor disagree" and 22 percent disagreed. Additionally, 17 percent of stakeholders answered "don't know" or "no opinion". Respondents who answered "don't know" or "no opinion" frequently also reported having contact with ITD less than once a month. This may indicate that stakeholders do not have frequent enough contact with ITD to feel qualified to evaluate all aspects of its partnering.

As with stakeholders, ITD employees responded with mixed agreement when asked if ITD is a model for effective partnering. Forty-six percent of employees agreed, but 37 percent responded with "neither agree nor disagree".

Taken together, these responses indicate that ITD is generally not considered a model for effective partnering. Among the most important elements of partnerships according to stakeholders are communication, cooperation and collaboration towards commons goals, funding, innovation, trust, and integrity.
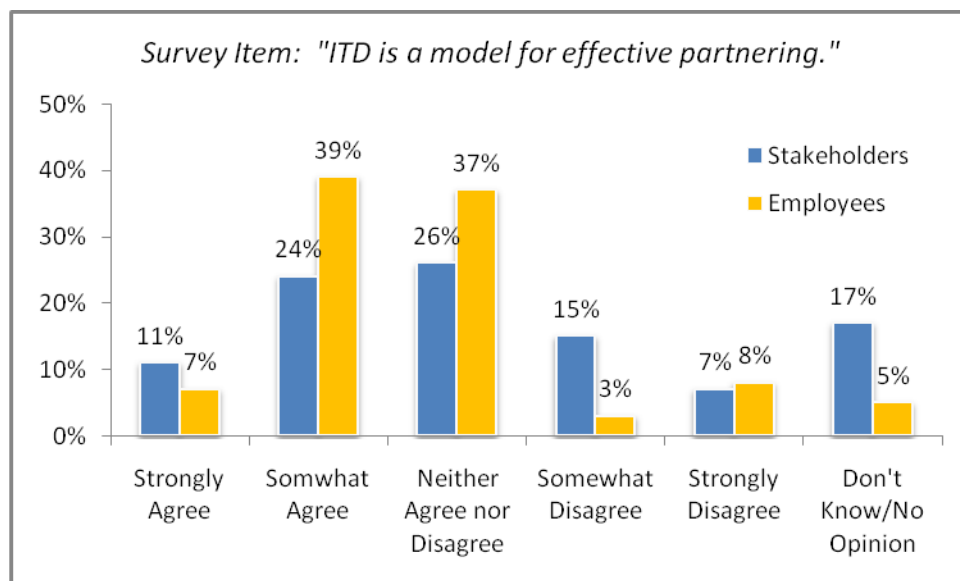
Figure10: Stakeholder and Employee Perceptions of Whether ITD is a Model for Effective Partnering

Perceptions of ITD's Working Relationship with Other Organizations

In addition to the general items about ITD's partnership effectiveness, the survey included several questions about the department's working relationship with other organizations. Figure 11 indicates that most respondents (76 percent) felt ITD treated their organization fairly. In

contrast, just 12 percent said their organization was not treated fairly by ITD. This very positive finding implies a basis of professionalism and trust for future partnerships. Employees also felt partners are treated fairly; 86 percent chose a positive response.
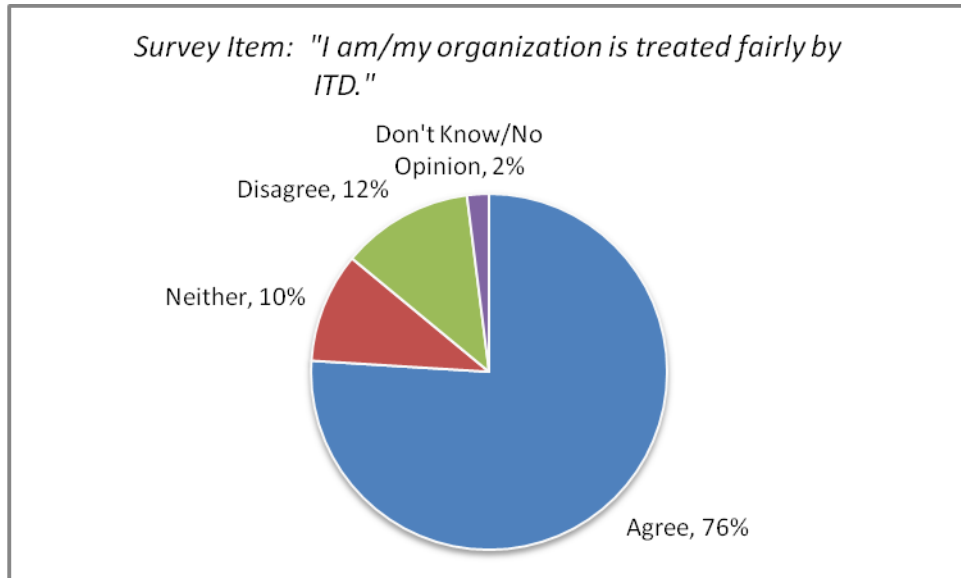
Figure 11: Stakeholder Ratings of Fair Treatment by ITD

Stakeholders also generally felt ITD respected their time and resources. Figure 12 shows that 64 percent of stakeholders "agree" that their time and resources were respected, while just 11 percent disagreed. Employees also generally felt ITD respected the time and resources of other agencies.
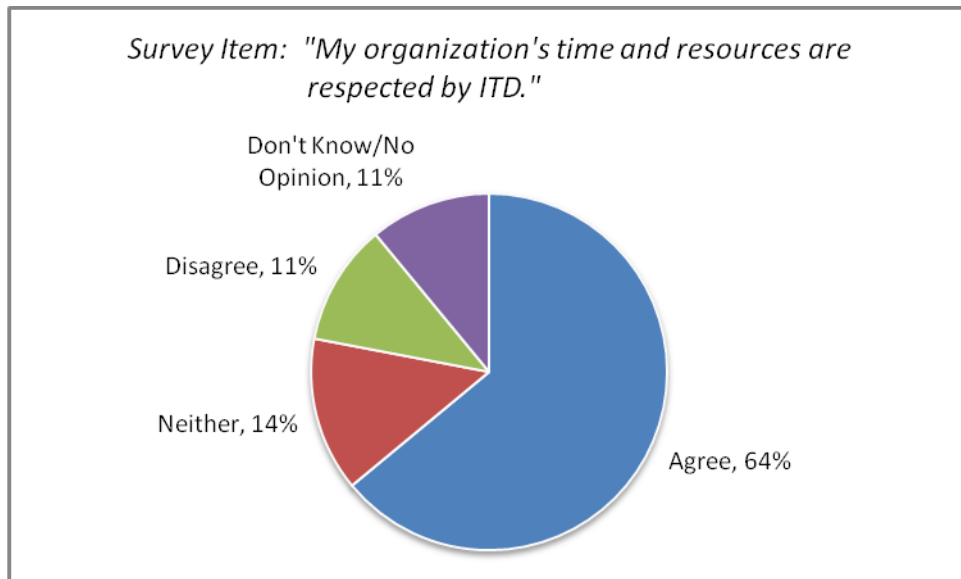
Figure 12: Stakeholder Ratings of ITD's Respect for Partners' Time and Resources

Figure 13 shows that a majority of stakeholders, 61 percent, felt ITD policies and specifications are "very reasonable" or "somewhat reasonable". When the data was analyzed by the ITD division stakeholders worked most frequently with (not pictured below), stakeholders who dealt primarily with ITD Administration had the highest level of "strongly agree" (30 percent). Stakeholders employed by Idaho state government reported "don't know" or "no opinion" more frequently than other respondent groups.

An even higher percentage of employees, 77 percent, answered "strongly agree" or "somewhat agree" when asked if ITD policies and specifications are reasonable. The data show that employees perceived ITD policies to be reasonable more often than stakeholders. The difference between employee and stakeholder responses probably reflects employees' keener understanding of ITD policies.
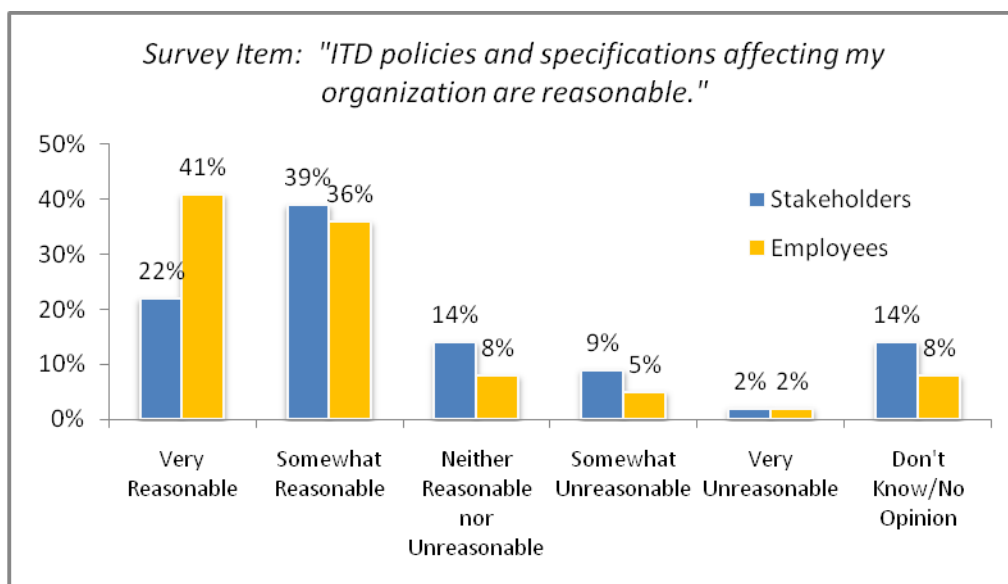
Figure 13: Stakeholder and Employee Ratings of Reasonableness of ITD Policies

When stakeholders were asked if ITD is customer-oriented (Figure 14), a majority (51 percent) agreed. However, almost a quarter (23 percent) felt that ITD was not customer-oriented. This is a larger negative rating than was found for most other topics covered by the survey. In contrast, 83 percent of employees said ITD is customer-oriented. Only 5 percent of employees did not agree.

The difference between stakeholder and employee ratings was greater with this item than with most of the other survey questions. This may be an indicator of mismatched expectations for customer service, and suggests there is significant difference between stakeholder expectations and employee perceptions of the level of service provided to customers.
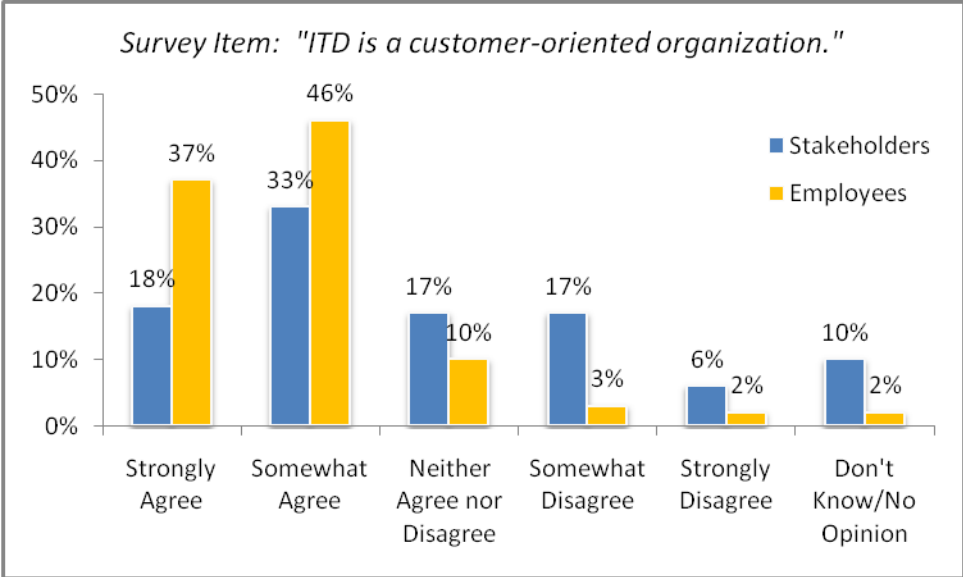
Figure 14: Stakeholder and Employee Ratings of ITD's Customer-orientation

Stakeholders also gave relative low ratings when asked if ITD was open to creative ways to solve problems. As shown in Figure 15, just 42 percent felt ITD was open to creative problem-solving, and 20 percent disagreed. Conversely, 67 percent of employees felt ITD is open to creative ways to solve problems. This sharply contrasts with stakeholder perceptions, with the percentage of respondents agreeing differing by 25 percentage points.

ITD's openness to creative problem-solving was a theme which appeared in stakeholders' open-ended survey comments as well. Many stakeholders felt ITD employees are bound by formal and informal policies that prevent creative problem-solving.
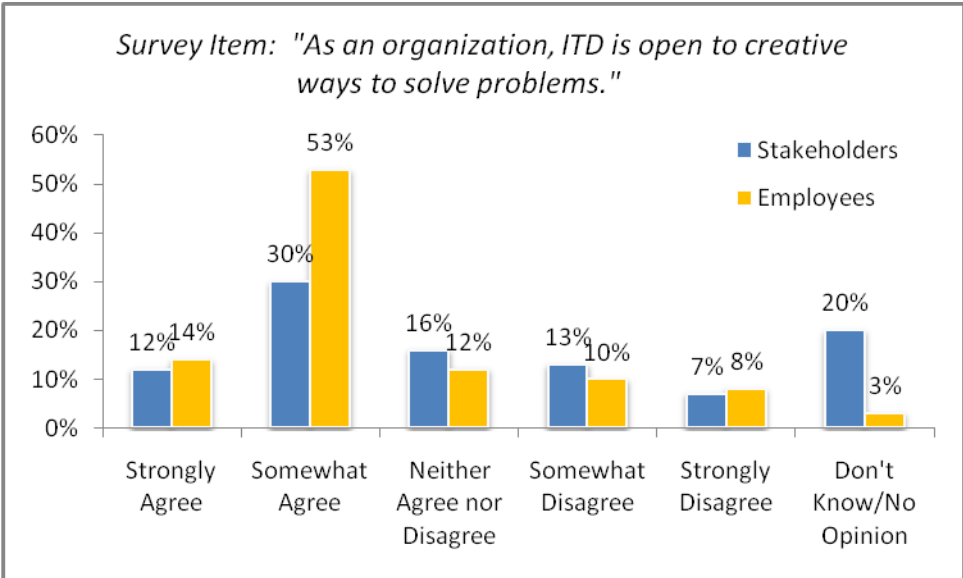
Figure 15: Stakeholder and Employee Ratings of ITD's Creative Problem Solving

Management and Operations within ITD

The survey included several items focusing on management and operations within ITD. Many stakeholders appeared to have difficulty answering these questions, possibly because they were not familiar with the internal workings of the department. For instance, as shown in Figure 16, when asked if ITD employees are encouraged to pursue partnerships, 40 percent of stakeholders answered "don't know" or had "no opinion". Because of the large number of "don't know" and "no Opinion" responses, we also analyzed the data excluding the respondents who answered "don't know" or "no opinion". Of those stakeholders who expressed an opinion, 55 percent either "strongly agreed" or "somewhat agreed" that ITD staff are encouraged to pursue partnerships. ITD employees clearly felt they were encouraged to pursue new and existing partnerships (75 percent agreed).
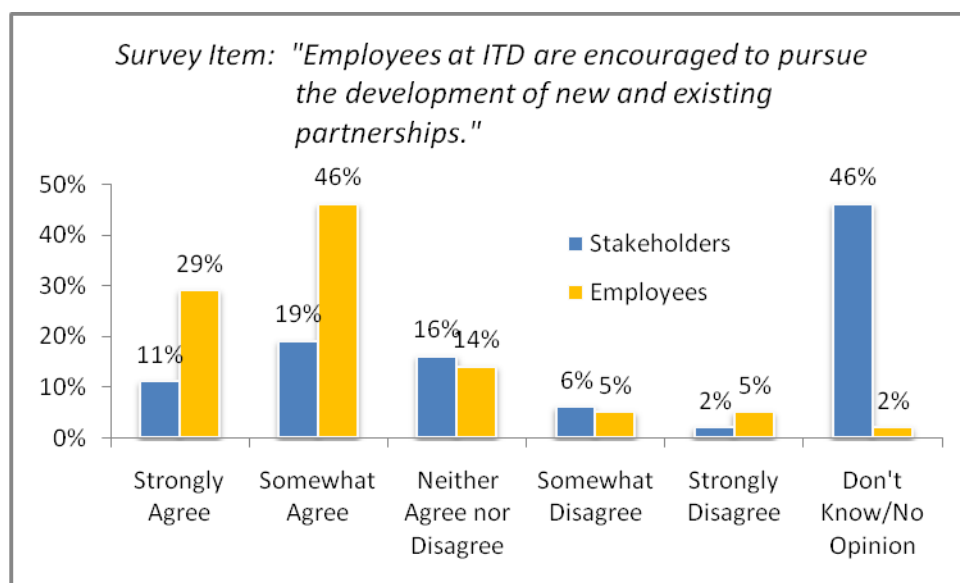
Figure 16: Stakeholder and Employee Ratings of the Encouragement ITD Employees Receive to Pursue Partnerships

Stakeholders were asked if ITD employees have the resources to effectively pursue partnerships (Figure 17) and 33 percent of stakeholders answered "don't know" or "no opinion". As expected, those stakeholders who contacted ITD most frequently were more likely to provide a positive response. Those who contacted ITD infrequently were more likely to respond with a "don't know" or "no opinion" response. Among stakeholders who gave an opinion, 41 percent "strongly agreed" or "somewhat agreed" that ITD employees have the resources to effectively pursue partnership opportunities. A majority (51 percent) of employees responding to the survey said they had the resources necessary to pursue partnerships, while 17 percent disagreed.
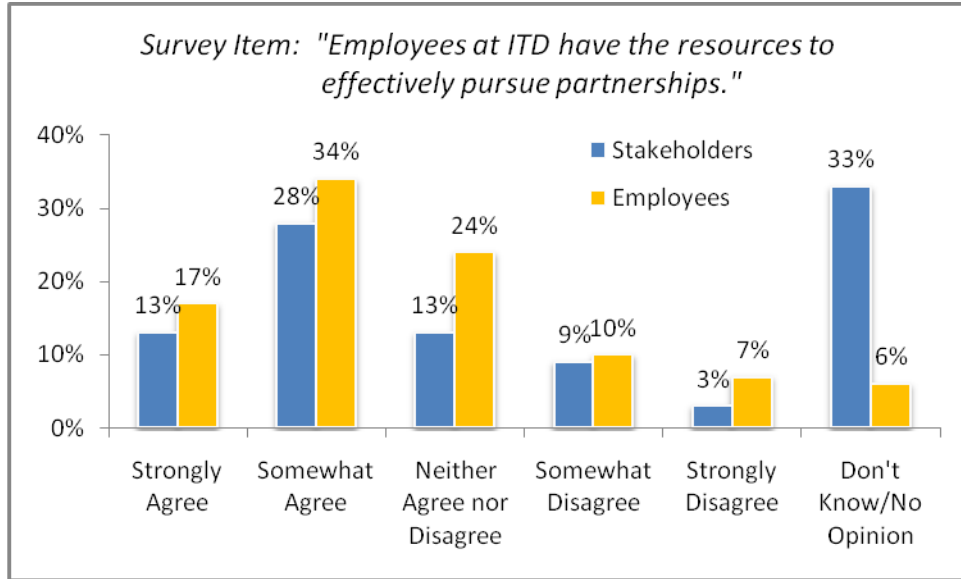
Figure 17: Stakeholder and Employee Ratings of
ITD Employees' Partnership Resources

When stakeholders were asked if ITD employees have the experience to manage inter-agency agreements effectively (Figure 18), 46 percent agreed and just 7 percent disagreed. It is important to note, however, that more than a third of these respondents answered "don't know" or "no opinion," indicating that many respondents did not feel qualified to judge staff experience in this area. Respondents who contacted ITD "less than once a month" were much more likely to answer "don't know" than stakeholders with more frequent contact. Among employees, 75 percent felt they have adequate experience to manage agreements effectively.
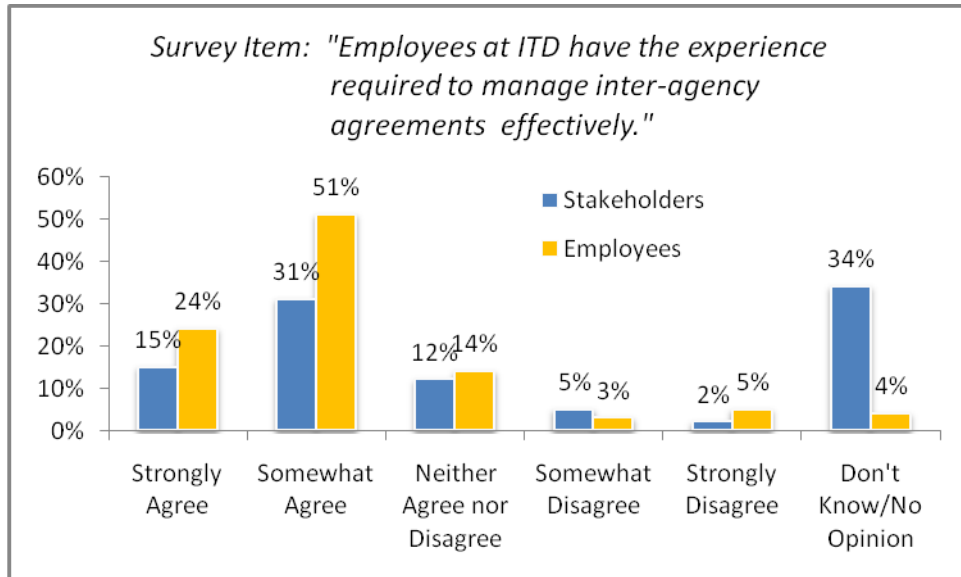
Figure 18: Stakeholder and Employee Ratings of ITD Employee
Experience Managing Interagency Agreements

Summary of General Survey and Focus Group Comments about Partnerships

Our analysis of survey comments and focus group input revealed that communication, cooperation, and coordination are critical for strong partnerships. In addition, many stakeholders discussed the importance of collaboration, specifically collaboration towards mutual goals, as well as appreciation of the other organization's goals and point of view. Partner agencies specifically mentioned that they sometimes found themselves at cross-purposes with ITD, even when partnering on the same project. Early and effective communication to determine project and policy goals would be tremendously beneficial when building partnerships. For instance one respondent commented that:

- "Each organization must have a good understanding of the expectations by the other party, practice open communications, adopt a problem solving attitude and commitment to get to "yes" assuming the normal parameters are agreeable, willingness to listen to criticism and take appropriate action based on facts and mutually developed goals..."

Stakeholders frequently mentioned open communication and accessible employees as their favorite aspects of partnering with ITD.

- "The staff is very committed to the issues they work on and ITD has the potential to be a great partner."

- "Employees are very accessible, they answer their phones, they know the answers to questions, they are willing to take the time to meet and discuss ideas and/or concerns and they are knowledgeable about how to resolve problems."

During focus group discussions, stakeholders and employees overwhelmingly said that the culture of ITD must become more customer and customer service oriented. This would foster positive partnerships. For examples, two stakeholders commented:

- ITD is "more of a closed culture than an inclusive one. Better at this than it was 20 years ago. [ITD] is not as user-friendly as I would like to see them."

- "Unless you are a big player, you are pretty much overlooked. ITD is generally more oriented to their own needs, compared to those of other road entities. Their public involvement appears to be somewhat perfunctory."

A theme that emerged from stakeholder focus groups was that there frequently were inconsistencies across ITD. This was expressed by stakeholders as follows: inconsistent policies; differing levels of discretion by personnel; staffing changes (e.g. person at ITD gone without an

explanation, or no notice prior to a priority or rule change); or, 'rules' differing between projects or teams. Some attendees felt these inconsistencies were ITD employee (person-based) issues while others saw the inconsistencies as evidence that direction or policy across the agency was weak, non-existent, or not adequately communicated across the organization.

- "No organized process to gather and implement user input. Lack of consistent interpretation of title laws and communication of same."

- "Inconsistency among the Districts regarding policy and procedure" is my least favorite thing about working with ITD."

Many respondents also acknowledged that partnerships are negatively affected by both political and funding constraints. While funding constraints may improve over time, the political nature of decision-making should be mitigated as much as possible.

- "Some [staff at ITD] do an excellent job, however, government relations and the board frequently limit their actions based on political and financial considerations."

- "ITD has been receiving political directive (v. partner input). ITD uses only limited list of contact for its comments."

Overwhelmingly, stakeholders participating in the focus groups were complimentary about the employees and the efforts of ITD to work toward partnerships. However, participants from the districts were less complimentary than other groups about ITD's partnership efforts. Even so, these survey respondents stressed that they still found ITD employees accessible and knowledgeable, and valued them as partners. The participants who have partnerships with district offices – not at Boise Headquarters - also explained that the problem of constrained resources was probably more apparent at the local level than at headquarters. Local highway department stakeholders were also clear that many of the complaints at the local level resulted from the public's misunderstanding of who had responsibility and accountability of funds and projects in their locality. Generally, most attendees felt that some level of partnership did exist, and in some areas (particularly public transit), those partnerships were getting better.

Recommendation: ITD should develop a 'customer service' mentality externally and internally. Actively reinforce the partnership development goals across the organization to all employees.

Recommendation: ITD should invest adequate resources in partner development. Provide time and support for the activities that will allow employees to build strong relationships with partners.

CHAPTER TWO: COMMUNICATION

Perceptions about Communication

As mentioned previously, in the focus group meetings and survey comments, stakeholders and employees frequently identified communication as the most important aspect of partnerships with ITD. Most stakeholders and employees felt ITD did a good job of communicating with partners. However, partners frequently differentiated between more communication and more effective communication. One stakeholder mentioned that the flood of e-mails she receives from ITD often had to be put in a "to be read later" file. Another stakeholder advocated for communication in advance of problems in order to prevent them, as opposed to communication that happens only after a problem is identified.

Figure 19 shows that 33 percent of stakeholders have at least weekly contact with ITD. Sixty-seven percent of stakeholders reported contacting ITD less than once a week, and 31 percent of all stakeholders reported contacting ITD less than once a month.

Employees reported contact with partner organizations much more frequently. Forty percent of ITD employees surveyed contact stakeholder organizations on a daily basis, and 80 percent reported a range from daily through weekly. Most ITD employees surveyed were mid- and senior management and are more regularly involved in day-to-day contact with stakeholders. Many different types of stakeholder organizations were included in the survey, which explains the difference in frequency of contact between employees and stakeholders.
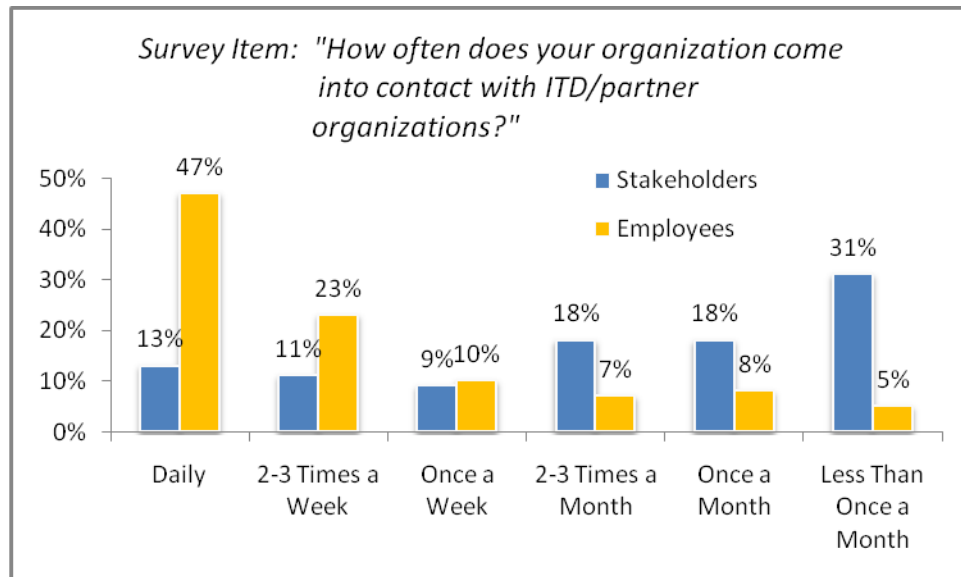
Figure 19: Stakeholder and Employee Frequency of Contact with ITD or Partners

Stakeholders were asked if they know who to contact at ITD when they have questions about transportation-related issues. Sixty-four percent of stakeholder respondents said they "always know who to call" or "usually know who to call" at ITD when they have questions. An additional 20 percent of stakeholders said they have a primary contact at ITD who can direct them to the right person.

Figure 20 shows that 58 percent of stakeholders agreed that ITD clearly communicated its mission. This is particularly true of those who deal primarily with the Administration Division (68 percent agree) and those employed by Idaho state government (66 percent agree). For employees, half of the respondents agreed that ITD's mission is clearly communicated to partners. One-quarter of employees answered "neither agree nor disagree".
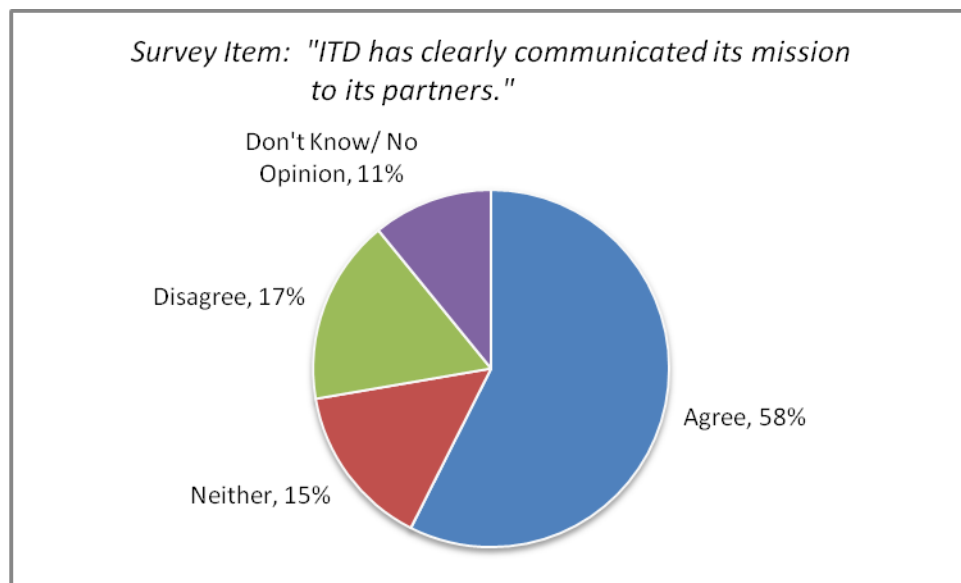
Figure 20: Stakeholder Ratings of ITD's Efforts to Communicate its Mission

Figure 21 demonstrates that 63 percent of stakeholders agreed when asked if ITD did a "good job keeping stakeholders and partners informed about issues affecting their organizations." In contrast, 11 percent of respondents said ITD does a "somewhat poor job" or very poor job" of keeping stakeholders informed.

Employees provided a slightly less positive rating on this question. Although 60 percent of employees felt ITD does a good job, 8 percent said ITD does a "somewhat poor job" or a "very poor job" of keeping stakeholders informed and 24 percent said ITD does "neither a good nor poor job" in this area.

These findings are interesting because they differ from most of the other survey findings. In previous questions, employees had a more positive view of ITD. In this case, however, the external perception is more favorable than the internal view.
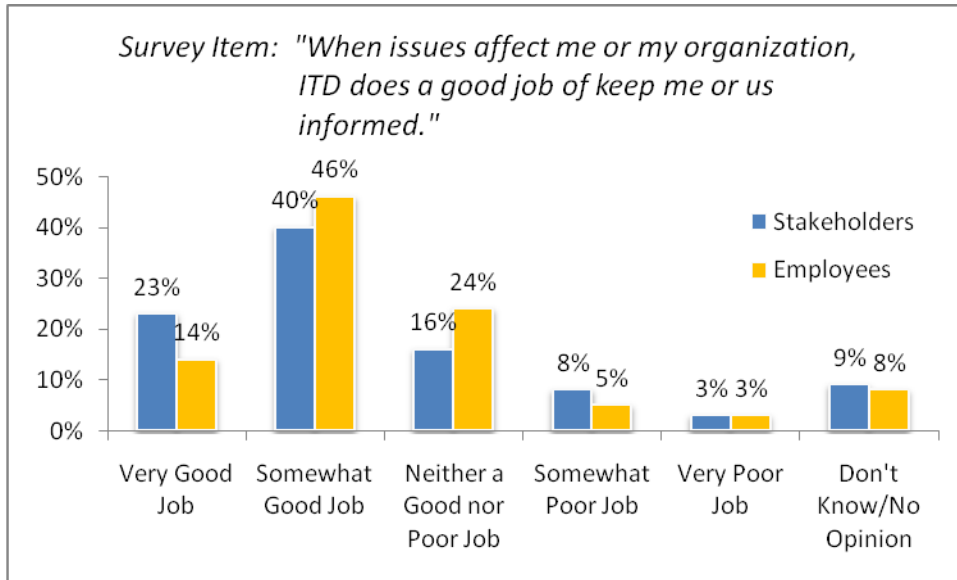
**Figure 21: Stakeholder and Employee Ratings of the
Job ITD does Keeping Stakeholders Informed**

As shown in Figure 22, 48 percent of stakeholders agreed that ITD actively works to resolve conflicts with partners. However, 11 percent said the department does a poor job in this area, and another 16 percent said ITD does "neither a good nor poor job." In contrast, 70 percent of employees felt ITD actively works to resolve conflicts with partners. The sizable difference between stakeholder and employee ratings suggests ITD could work to improve its efforts to resolve conflicts that arise with partner organizations.
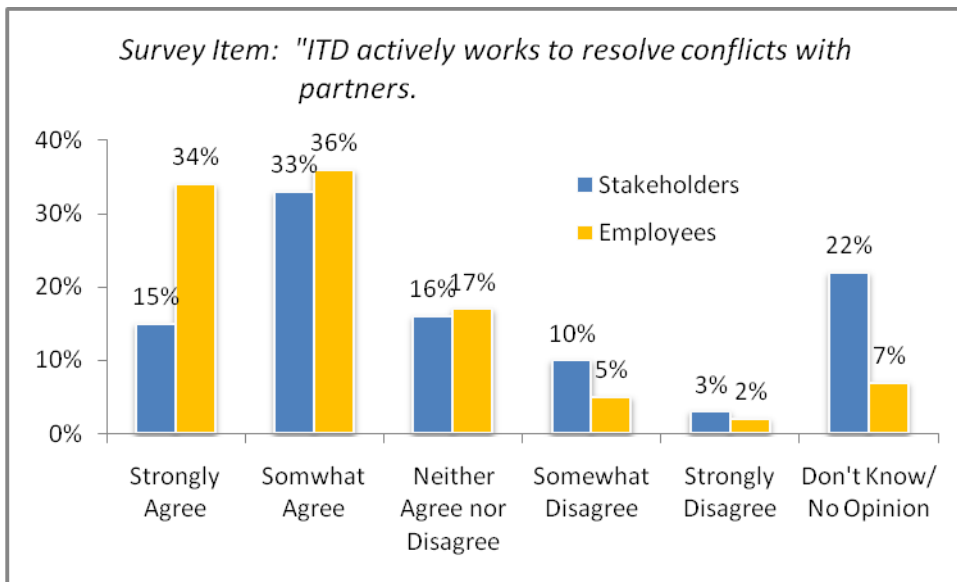
Figure 22: Stakeholder and Employee Ratings of ITD's Conflict Resolution

Stakeholders and employees were also asked to rate internal communication within ITD. While many stakeholders were unable to rate whether ITD communicates effectively internally, employee ratings indicate there is considerable room for improvement in this area. Forty-one percent of employees felt ITD does not communicate well internally. In contrast, only about one-third of employee respondents felt ITD has good internal communication. This is clearly an area for improvement at ITD.

Summary of Survey and Focus Group Comments about Communication

The most prominent theme that emerged from the open-ended questions and comments about communication is that stakeholders believed communication is the most important aspect of partnerships with ITD. Many comments recognized that ITD makes an effort in this direction, but the results are not always consistent.

Stakeholders advised that care should be taken to communicate effectively on important issues, rather than focus on communicating too much and too frequently about less useful information. Additionally, survey respondents recommended that ITD employees attend local transportation meetings to encourage two-way communication. Currently, most communication with ITD occurs when ITD contacts partners, which makes partners feel that communication *from* partners to ITD is unwelcome.

When asked what the key elements of a partnership are, stakeholders overwhelming answered communication. These comments demonstrate the importance of communication to stakeholders.

- "Honest dialogue."

- "Active communication."

- "Sharing information and sometimes resources."

Some stakeholders applauded ITD, and occasionally specific ITD staff members, for having very effective ongoing communication habits.

- "Our local ITD representative has always been very good about sharing his ideas and he is very good about keeping us in the loop on everything happening in the District."

- "Our relationship [with ITD] has significantly improved with substantially improved communications.

Other stakeholders wrote that the department's communication methods were inadequate.

- "Partnerships require that each party has an equal voice, and that has not been my experience with ITD."

- "There have been many mixed messages provided by ITD. Some of these messages are verbal. Other messages have been delivered by providing no response or taking no action. The latest upheaval in management has proven to further drive employees and engineers into their bunkers."

Several stakeholders had suggestions for improvement, and clearly pointed out that effective communication requires follow-up action.

- "A more open line of communication. This would provide for better understanding of ITD's issues and policies for my agency and better understanding by ITD of my issues and policies. I usually only hear from ITD after there has been a problem instead of communicating about potential problems before they occur."

- "It would help if ITD would listen to local perspectives."

- "It really doesn't matter what the input is if the result is that nothing is being done. There is a difference between 'getting partner input' and 'listening' or 'responding' to partner input."

Recommendation: ITD should improve communication internally and externally to accommodate stakeholder relationships and partnerships.

CHAPTER THREE: DECISION-MAKING PROCESS

Perceptions about Decision-Making

Decision-making is the aspect of ITD partnerships that stakeholders felt could use the most improvement. Answers in this category often received positive ratings from stakeholders. However, questions in this category generally garnered lower marks, on average, than any other category. ITD should note this as an area of potential improvement.

Many stakeholders felt ITD could improve its efforts to obtain their input when making decisions. As shown in Figure 23, 43 percent of stakeholders felt ITD did a "very good job" or a "good job" obtaining partner input. However, 23 percent said ITD did "neither a good nor poor job" in this area, and an additional 18 percent of respondents felt ITD did a "somewhat poor job" or "very poor job".

Employees generally gave higher ratings to department efforts to obtain input from stakeholders. Sixty-three percent said that ITD does a "very good job" or "good job" of obtaining input from stakeholders and only 6 percent said ITD did a "somewhat poor job" or "very poor job" in this area. Clearly, internal ITD perceptions of the decision-making process did not conform to the expectation of partners.
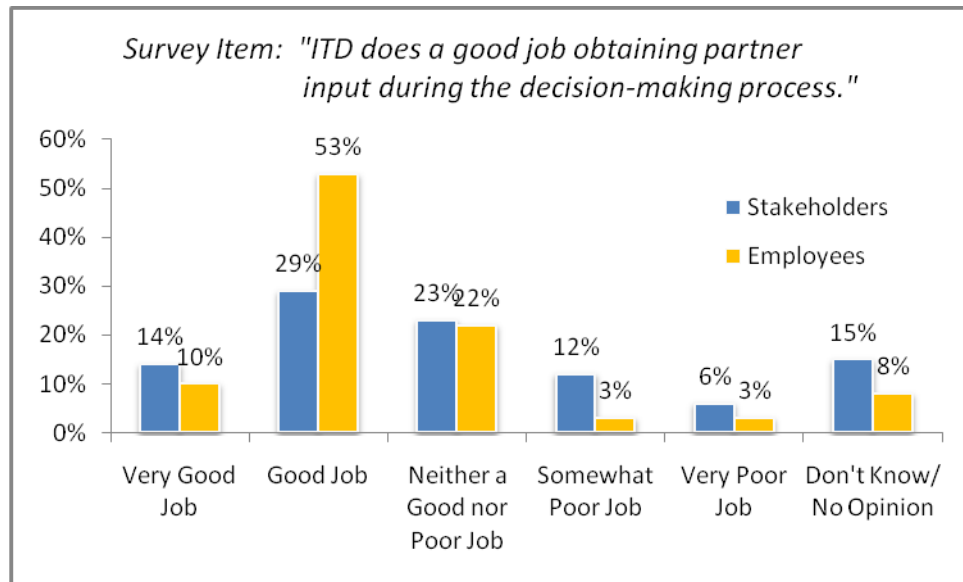
**Figure 23: Stakeholder and Employee Ratings of ITD's Efforts to
Obtain Partner Input during the Decision-Making Process**

When asked if ITD does a good job getting partner input on state transportation projects, 51 percent of stakeholders answered "strongly agree" or "somewhat agree." Sixteen percent of stakeholders answered "neither agree nor disagree" and 13 percent disagreed. These findings are displayed in Appendix C.

Figure 24 shows that slightly less than half of the stakeholders surveyed (48 percent) felt ITD does a good job explaining the reasons for its decisions. However, 15 percent of stakeholders felt ITD does a poor job of explaining the rationale for its decisions, and .26 percent said ITD does "neither a good nor poor job" of explaining its decisions.

Employee ratings were similar to those of stakeholders in this area. While a majority of ITD employees (57 percent) agreed that ITD does a good job explaining the reasons for its decisions, 14 percent thought ITD did a poor job and 25 percent felt ITD does "neither a good nor poor job" of providing the rationale for its decisions.

The significant number neutral and negative responses from stakeholders and employees suggests this may be an area for improvement at ITD.
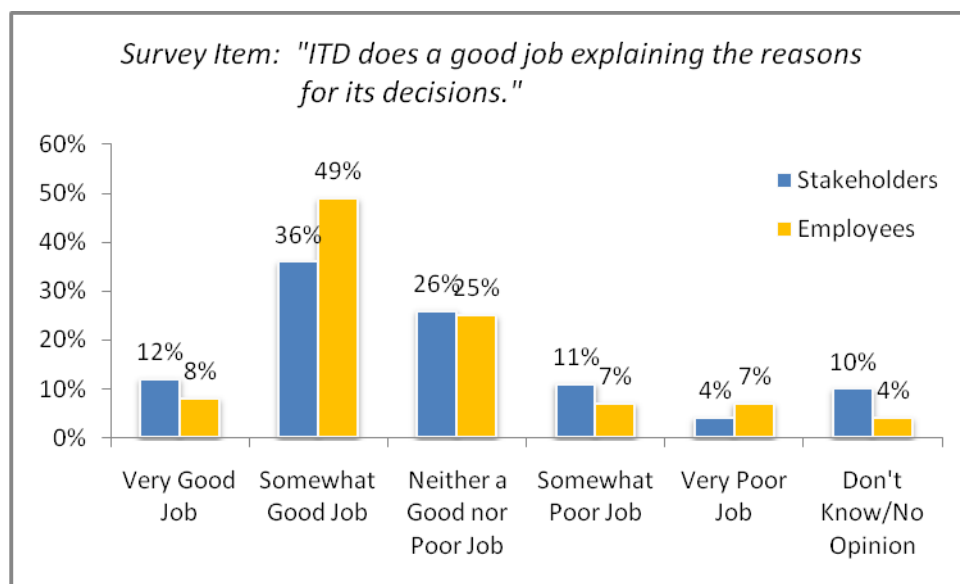
Figure 24: Stakeholder and Employee Ratings of ITD's Decision Explanations

Figure 25 shows that slightly less than half of stakeholders (43 percent) felt ITD invested Idaho transportation dollars where they are most needed. By contrast, 70 percent of employees felt ITD did a good job investing Idaho transportation funds. A difference of 27 percentage points between stakeholders and employees suggest that ITD needs to address this gap in perception.
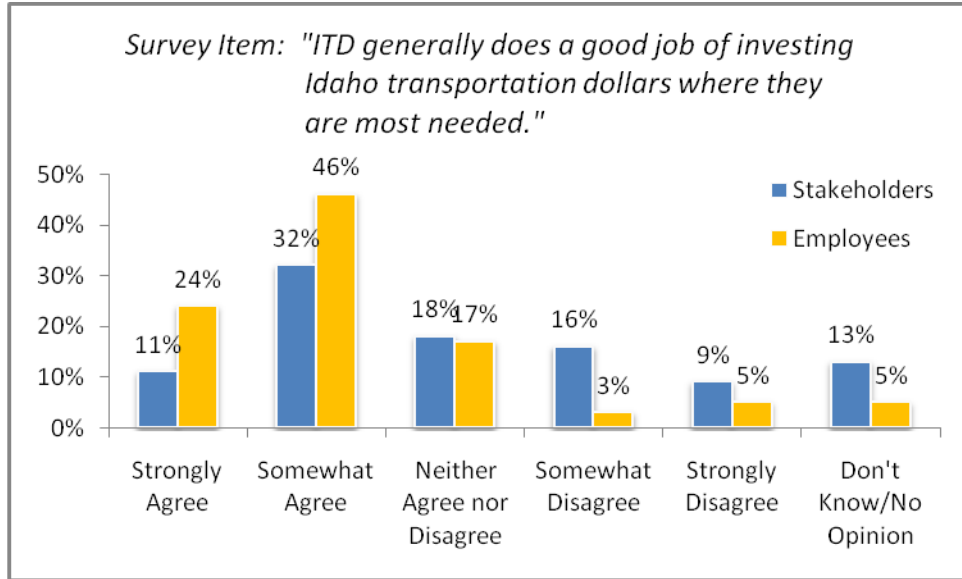
Figure 25: Stakeholder and Employees Ratings of ITD's Transportation Investments

Both stakeholders and employees gave high ratings to ITD's efforts to address concerns raised by stakeholders. As shown in Figure 26, over two-thirds of stakeholders (68 percent) responded positively when asked if ITD sincerely tries to address concerns raised by partners. ITD employees perceived their attempts to address partner concerns more positively (86 percent) than did stakeholders. The difference between the levels of agreement was also echoed in the open-ended question responses and in focus groups. Stakeholders generally felt ITD employees try to be good partners, but are impeded by internal or external constraints.
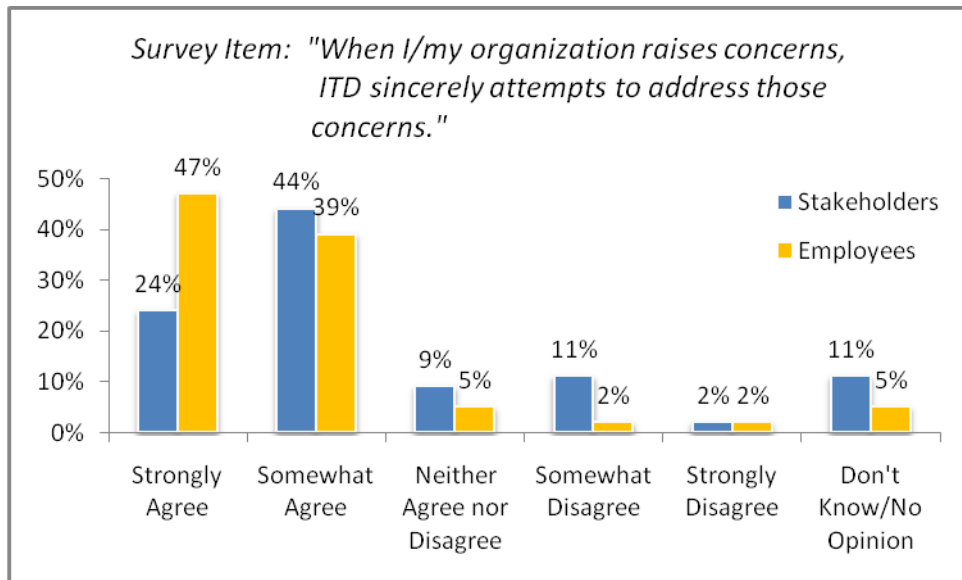
Figure 26: Stakeholder and Employee Ratings of ITD's Attempts to Address Partner Concerns

Summary of Survey and Focus Group Comments about Decision-Making

Open-ended comments from survey respondents frequently emphasized the slow pace of decision-making at ITD. Partners said it is difficult to make plans and take action while awaiting ITD decisions. For some focus group participants, this translated into an 'economic cost' for them and/or caused poor utilization of resources.

Many stakeholders believed ITD decisions are politically constrained, which often negatively affected employee innovation and creativity. Stakeholders felt ITD rank-and-file employees were doing the best they could under internal and external political constraints. One respondent wrote,

- "Lots of sympathy at the rank and file level [of ITD], lack of action up above - including the state legislature".

Another often-repeated perception was that opportunities for partner input come too late in the decision-making process to have any real effect. Furthermore, partners perceived that ITD relies excessively on or cites procedure manuals and regulations to address partner concerns, rather than allowing for innovation or creativity to solve a problem. Partners believe ITD employees sometimes do not escalate valid concerns to a higher level within the agency. Partners also say that multiple levels of decision-making within ITD make progress slow and difficult.

- ITD employees often lack the "ability to reach conclusions/decisions without having to go to the "higher ups", i.e. certain level of staff autonomy needs to be present for negotiation and problem solving."

- ITD's "multiple sub groups involved in the process (ex. right of way, planning, environmental oversight) make it difficult to drill down in the organization."

- ITD should "[b]e more flexible in their operating procedures to take into account other organizations' needs."

Focus group discussions reinforced the finding that most stakeholders had a good overall impression of the decision-making process. However, local/county highway participants were less satisfied. Local/county practitioners wanted to be able to explain ITD priorities and decisions to constituents in a way that would be understood or appreciated by citizens. Some focus group participants explained that the public does not understand where the boundary

between state and local decision-making begins and ends. Local officials believe an ITD presence at local public meetings would minimize citizen frustration.

- "We come to your meetings, how about ITD representatives attending County Commissioner and City Council meetings?"

Employees felt that the weakest part of the decision-making process is communicating the process (and constraints) to stakeholders and constituents. The decision-making process is closely tied to effective and timely two-way communication. This is the aspect of partnerships that needs the most improvement

Recommendation: ITD should commit to, and practice organizational transparency and accountability. Be responsible and responsive to stakeholders and partners for decisions and actions collectively and individually.

Recommendation: ITD should empower decision making at the lowest necessary level in the organization. Provide access, guidelines, and training for employees. Provide management support for decisions.

CHAPTER FOUR: PLANNING

Perceptions about Planning

Survey respondents were also asked to rate the department's efforts to involve them in long-range planning. As shown in Figure 27, 48 percent of stakeholders reported that ITD did a good job of involving them in long-range planning. However, 18 percent of respondents said ITD did a "somewhat poor" or "very poor" job in this area. In addition, 23 percent of stakeholders said ITD did "neither a good nor poor job" of involving partners in long-range planning. Stakeholders employed by Idaho state agencies responded "strongly agree" more frequently than other stakeholder groups.

Employees rated the department's efforts to involve stakeholders in long-range planning slightly higher than did stakeholders. Fifty-eight percent of employee respondents said ITD did a "very good job" or "somewhat good job" in this area.
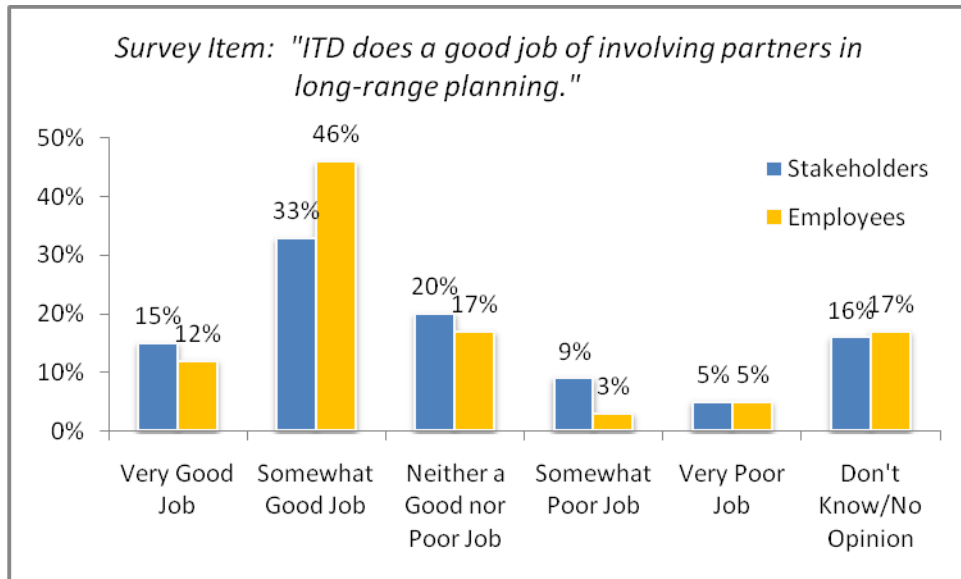
Figure 27: Stakeholder and Employee Ratings of ITD's Involvement of Partners in Long-range Planning

Summary of Survey and Focus Group Comments about Planning

The lukewarm ratings the department received in this area appear to be due, at least in part, to the fact that long-range planning has been done infrequently at ITD. The department's long-range vision was last updated in 2004. This may explain the high percentage of both stakeholders and employees who answered "don't know" or "no opinion" to this question. It could also help explain some of the comments received from stakeholders participating in the survey and focus groups. Some stakeholders indicated they had detected a decreased emphasis on long range planning at ITD, and speculated that long-range planning was a casualty of budget cuts. For example, one focus group participant suggested that "when there is very limited funding available, long range planning takes a back seat."

Stakeholders participating in the survey and focus groups also indicated that past long-range planning efforts have been inconsistent from year to year, that stakeholders have not been adequately involved, and that feedback received sometimes seems to be ignored. A sample of comments that illustrate the feedback received from stakeholders is presented below.

- "They change their minds every year, and then head in a different direction."

- "Long range planning changes all the time and ITD changes their ideas of planning without involving others, until recently, when they have started workshops to get the public input."

- "They ignore the planning of the rural counties."

- "ITD's definition of long range planning to date does not look far enough in the future. We understand this is changing - that a long range plan effort is getting underway, which we applaud."

- "It's getting better!"

The department recently initiated development a new long-range transportation systems plan. A variety of stakeholder and public involvement activities are planned as part of this initiative. In addition, ITD management has committed to revisiting the plan more frequently to help ensure it remains fresh. Regularly involving stakeholders in review and discussion of ITD's planning direction and goals could help improve the department's planning efforts.

Recommendation: Revisit long-range plans more frequently to help ensure they remain vital. Involve stakeholders and employees in periodic discussions of ITD's vision and goals.

CONCLUSIONS AND RECOMMENDATIONS

Overall, ITD is perceived by stakeholders as doing a good job. This level of esteem and support from stakeholders will provide a solid base for further partnership improvements.

Specific improvements could be made within the decision-making processes and methods of communication. When a follow-on survey is conducted in two or three years, ITD should ask specific questions regarding particular types of communication and collaboration techniques. This will enable ITD to determine what has (and what has not) successfully improved communication with ITD's partners. As previously stated, communication was overwhelmingly perceived by stakeholders as the most important aspect of partnerships.

Recommendations

As with all organizations, employees are the key to success. Effective and meaningful partnerships with the Idaho Transportation Department start with employees who have the tools, training, and organizational support to build and maintain those relationships.

When partnerships are in place, the department as a whole should maintain, build, or change current practices to enhance those partnerships. To those ends, recommendations are offered to Idaho Transportation Department's Board, ITD management, and employees.

The recommendations reflect ways to enhance external partnerships, especially in the areas of communication and decision-making, and enable ITD's employees to manage these relationships effectively and efficiently.

1. **Develop a 'customer service' mentality externally and internally. Actively reinforce the partnership development goals across the organization to all employees.**

2. **Invest adequate resources in partner development. Provide time and support for the activities that will allow employees to build strong relationships with partners.**

3. **Improve communication internally and externally to accommodate stakeholder relationships and partnerships.**

4. **Commit to, and practice organizational transparency and accountability. Be responsible and responsive to stakeholders and partners for decisions and actions, both collectively and individually.**

5. **Empower decision making at the lowest necessary level in the organization. Provide access, guidelines, and training for employees, as well as provide management support for decisions.**

6. **Revisit long-range plans more frequently to help ensure they remain vital. Involve stakeholders and employees in periodic discussions of ITD's vision and goals.**

APPENDIX A: HOW TO READ THIS REPORT

The findings in this report integrate the surveys, focus groups, and interviews. Since the survey population is relatively large, it is appropriate to make numeric observations and comparisons.

The stakeholder survey yielded many comments. However, written/text comments that respondents provided in the context of the survey were not required fields. Since respondents could elaborate about every question, some questions inspired many comments. Some questions did not. Some survey-takers were compelled to comment on every question. Some did not. As expected, the quantity of comments declined per taker, per question, as the survey progressed. Since comments are qualitative in nature, they are not 'quantified' except to the extent where many similar comments were made across many sub populations. The comments were helpful in determining the topics for the focus groups that followed the survey.

This study's focus groups were designed to focus on narrow topics of interest to ITD. These were gleaned from the survey findings. Focus group findings (and interviews) are also qualitative, and thus no numeric analysis is relevant. After transcribing the relevant proceedings (which are anonymous), themes are derived by content analysis, and then compared across the sub-population studied. Focus groups are voluntary, and the dynamic of each group varies (sometimes significantly). For this project, sub-populations of the stakeholders who are in similar roles were invited to attend specific groups. The various methods of data collection and analysis are meant to provide ITD with information that is both broad and deep.

Methodology:

ITD contracted with Boise State University's (BSU) Public Policy Center (PPC) to plan, develop and implement a survey of stakeholders/partners and certain employees, and conduct focus groups with these two groups, to inform the ITD strategic planning process. This was accomplished under Project Task Order BSU-09-01.

Surveys:

BSU developed survey methods and two web-based survey instruments (questions and protocols). The surveys were generally completed via internet to constituents that were identified by ITD (both stakeholders and employees). The sample lists were a compilation from across ITD's various divisions and operations. E-mail addresses were also harvested from publicly available sources. A target of 500+ complete and useable responses to the stakeholder survey was envisioned (to achieve a robust measure of various constituents' attitudes and perceptions). However, the final number of responses was dependent on the ITD lists. A

confidence interval and standard error is not possible to calculate for these surveys since they were not intended to project to a 'normal population'.

A version of the web-based survey was developed to deliver via postal mail to any stakeholder for which no e-mail address was provided or publicly available. A postcard was mailed to this sub-set and recipients were provided with information about obtaining a survey with return postage paid. The facsimile of the postcard invitation is available in Appendix F.

BSU used Qualtrics Survey Software to develop and deploy the web-based survey. Qualtrics hosts surveys in a secure-server environment, with security and privacy protocols to protect respondents from unauthorized viewing.

A web-based survey instrument (questions and protocols) was developed to query employee perceptions and attitudes to the same topics that were on the stakeholder survey. The targeted employee list was provided by ITD. These respondents were described as mid-management and above at headquarters and in the seven highway district offices. Each person was deemed to have the most relevant interfaces with the stakeholder population.

Response rates for the surveys are shown in Table 1.

Table 1: Survey Response Rates by Sample and Method

Audience (Method)	Initial Sample Size	Total Surveys Begun	Total Completed Surveys	Total Complete Useable Surveys (percent)
Stakeholders/Partners (Web-Based) Survey	1500	546	426	28.4
Stakeholders/Partners (Paper/Mailed Survey)	130	Unknown	0	0.0
Employees (Web-Based Survey)	88	63	55	62.5

The stakeholder and employee survey instruments, and the text of the e-mail invitation to participate in focus groups are located in Appendices B, C, and E respectively.

Focus Groups:

Survey respondents (stakeholders and employees) were provided an opportunity to opt-in for additional study contact. Those who agreed to further study, or indicated willingness if they

were provided additional information about the study, were invited to a focus group. Six of the groups were conducted in Boise (at the ITD site); five groups of stakeholders and one of employees. Two stakeholder focus groups were conducted outside of Boise: one in Coeur d'Alene and one in Pocatello.

Employees that agreed to further contact for focus groups constituted a very small sample size in north and east Idaho (Districts 1 and 2, 4, 5 and 6). Phone interviews were conducted with those employees to mitigate concerns about confidentiality of participants in those regions. Additionally, two telephone interviews were completed with interested stakeholders who were unable to attend the scheduled group. All focus groups and interviews were completed in November and December of 2009.

BSU developed a moderator guide, developed an e-mail invitation, recruited and facilitated the Boise focus groups. Additionally, experienced moderators were retained by BSU to facilitate the focus groups outside of Boise. Transcriptions of the findings were compiled for analysis by BSU.

Participation ranged from one small group of three to a group of a dozen attendees. Notes were transcribed and aggregated by type (one of four general stakeholder roles or employee) for analysis. Confidentiality was promised to each participant/interviewee to allow for the most unfiltered and honest discussion possible.

Research Notes:

When recruiting for stakeholder groups, many potential attendees declined. Of those who had availability on the appropriate time and day, many felt they had nothing further to contribute. A common reason given was the thoroughness of the survey, and that the quantity and breadth of comments made on the survey conveyed all of the comments/insight they could make about their relationship with ITD.

Because ITD's Director was dismissed during the planning phase of the project, the team was concerned about the potential for employee nonparticipation. Sensitivity to this unusual situation was necessary in the survey deployment and focus group participation. The research may reflect employees' reticence to participate in the findings.

Three questions were designed with the goal of gaining more specific or deeper understanding about ITD's partnerships, communication with stakeholders, and engagement in the decision process with ITD. The questions (with modification for employees) were future-oriented to

minimize the tendency for lengthy 'horror stories' and concentrate on actionable recommendations for the future. The questions discussed are:

1. In the future, what could ITD do that will make a better partnership with your organization?

2. What could ITD do to improve communication with you?

3. How can ITD better engage you in the decision process?

A sample e-mail invitation to focus groups is located in Appendix E.

Sub-populations:

For this study, sub-populations of stakeholders are analyzed according to the ITD division they report working with most frequently. Public Transportation and Highways comprised the largest stakeholder sub-populations. Other divisions are collapsed into one sub-population, Administration, for reporting purposes.

Stakeholders self-identified the type of organization they worked in. For reporting, these organizations are broken into logical groups. Three government sub-populations within Idaho comprise separately reported sub-population groups. These are city governments, county governments, and State of Idaho entities.

Regional planning entities, nonprofit organizations, transit providers, universities, healthcare organizations and any other organization infrequently mentioned, were grouped together for reporting.

Data for governments outside of Idaho were also consolidated into a sub-population for reporting. These included Federal government agencies, other State government entities, and Tribal governments.

Employees are reported as a consolidated group. Sorting employee responses into smaller sub-populations might compromise the anonymity promised to participants.

APPENDIX B: DEMOGRAPHICS
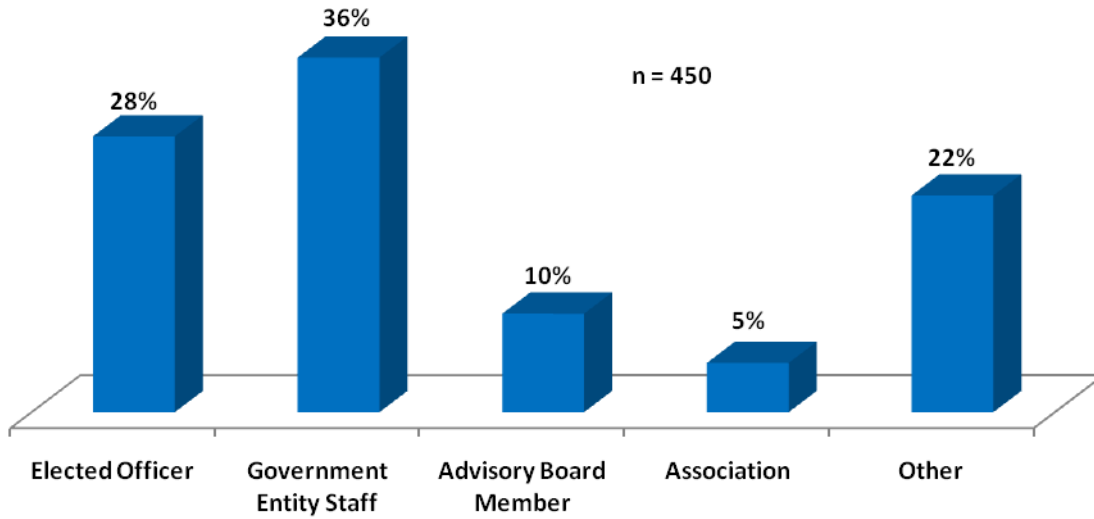
Figure 28: Employment Roles of ITD Stakeholders
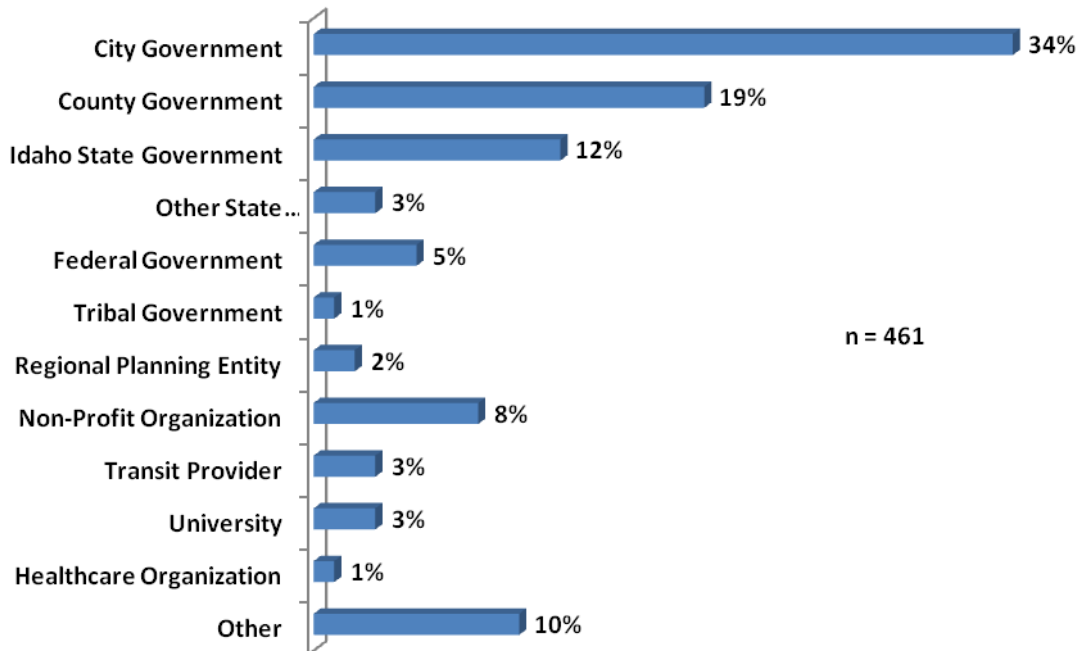
Figure 29: Types of Stakeholder Organizations
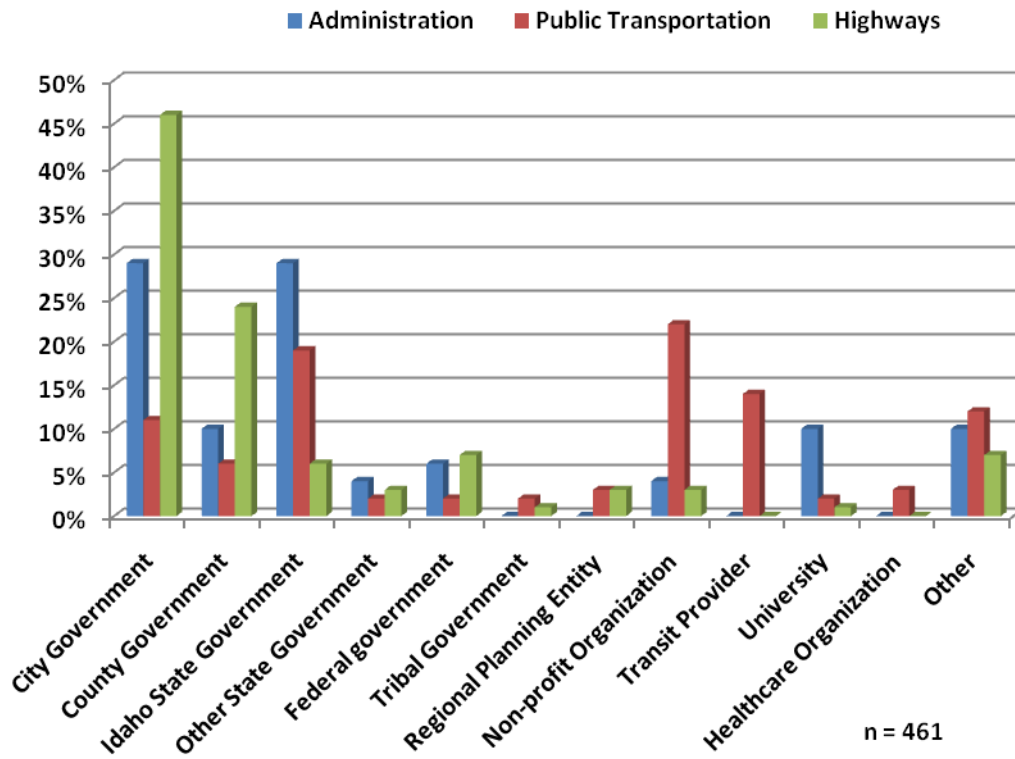
**Figure 30: Types of Partner Organizations by ITD Division
Most Frequently Contacted**
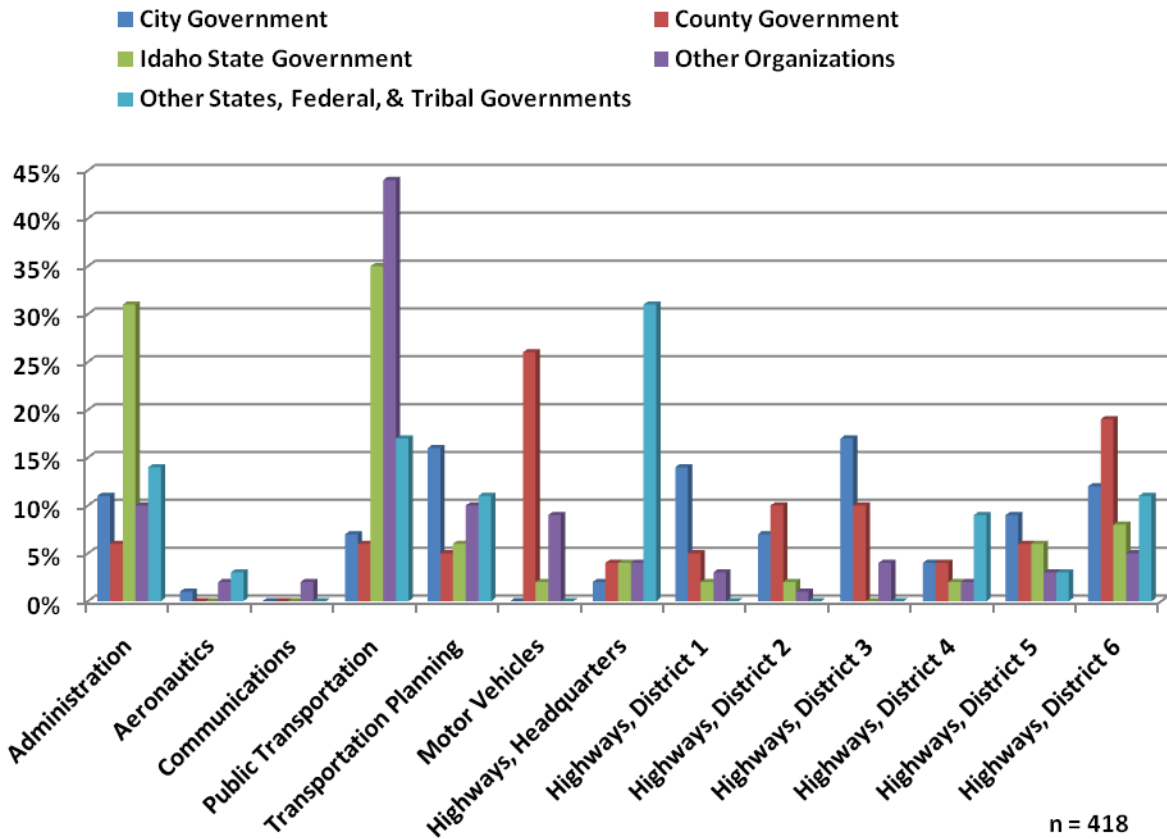
Figure 31: ITD Division by Most Frequent Collaboration
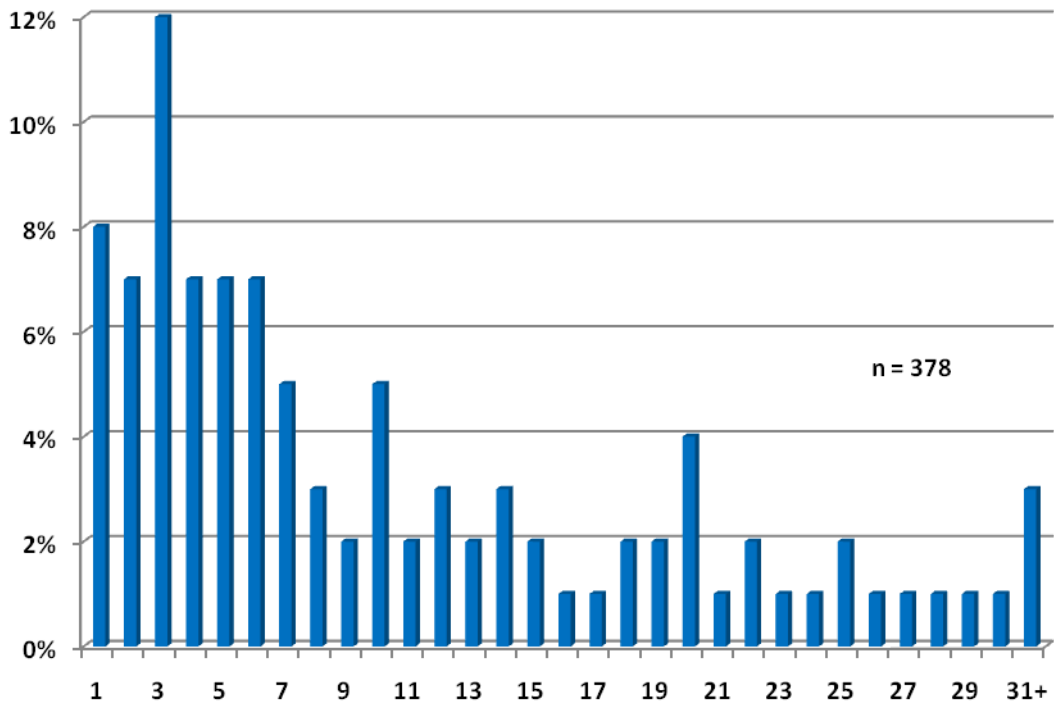
Figure 32: Number of Years Stakeholders have Worked in Current Organization
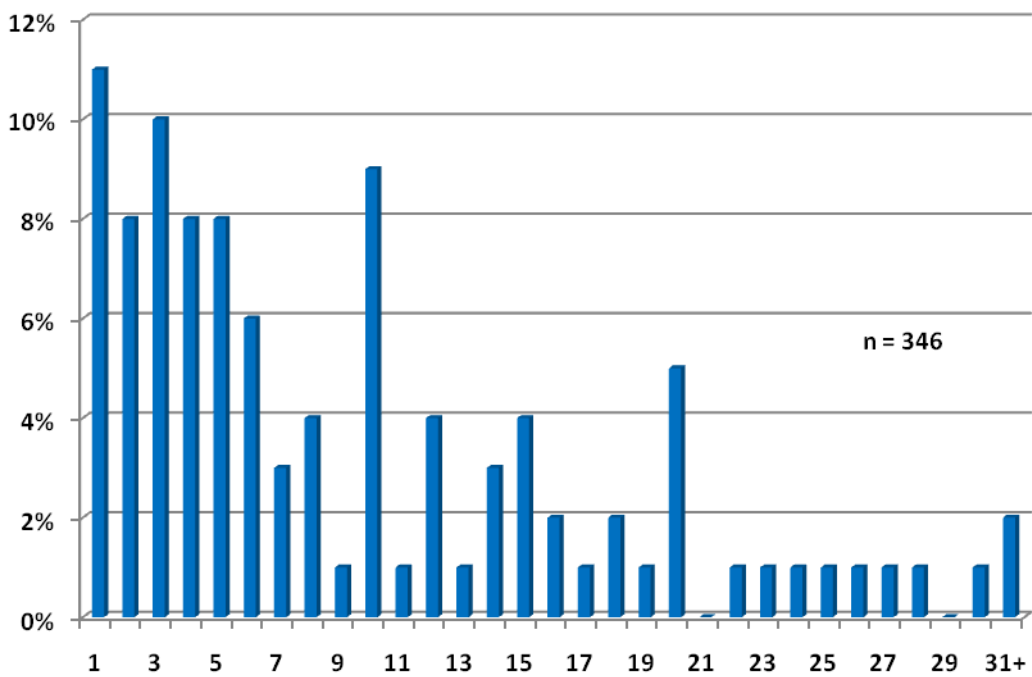
Figure 33: Number of Years Employees have Worked for ITD
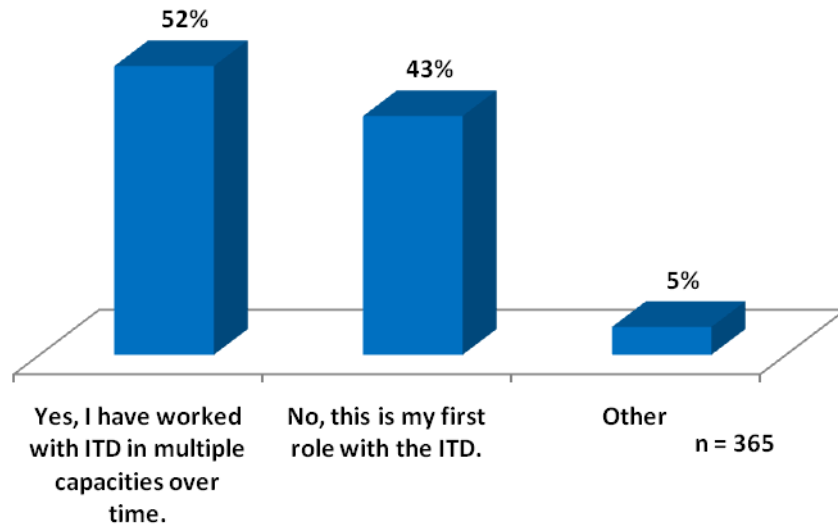
Figure 34: Stakeholders Who Have Worked with ITD in Multiple Roles
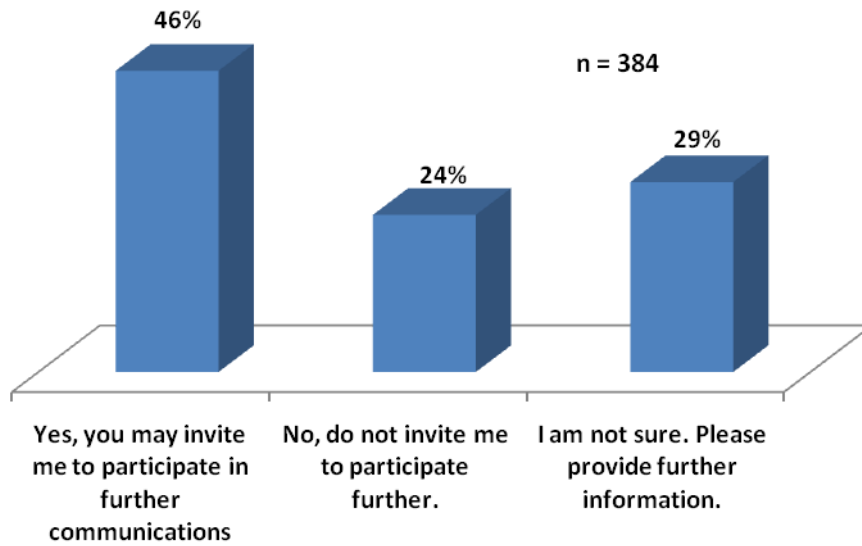
Figure 35: Stakeholders Interested in Participating in Further Discussions about ITD

APPENDIX C: STAKEHOLDER SURVEY AND RESULTS

Survey Introduction:

Idaho Transportation Department
Stakeholder Survey 2009

At the Idaho Transportation Department, we recognize the importance of working collaboratively with you, our partner, to meet the transportation needs of Idaho's citizens. Because you have a relationship with ITD, you have been selected to participate in a survey of partners and stakeholders.

ITD has contracted with Boise State University's Public Policy Center to study our partnership effectiveness. The findings from this study will help us learn where we can improve and meet our strategic objective of expanding and enhancing our partnerships.

Before you start, there are several things you should know:
You don't have to answer every or any question, but the more questions you answer, the more useful this survey will be to improving your collaboration with ITD.
You may not know the precise answer to each question. In those instances, please provide your best approximation or estimate based on your experience. If the answer set given for the question does not fit your experience, **you may use the comment box** found under each question to enter an answer.

This survey consists of a series of questions about your perceptions, experiences, and/or observations regarding your relationship with the Idaho Transportation Department. The survey is predominantly multiple-choice questions and should take about 10 minutes, possibly less, to complete.

If you need to stop taking the survey and come back later to finish it, you will be able to do so. The software will set a cookie on your browser, so you may be prompted to accept the cookie to be able to resume the survey.

Boise State University is collecting the data with your privacy in mind. To know more about this, please review the section that follows.

We are requesting some limited information that *may* identify you under certain circumstances. Due to the makeup of Idaho's population, and the names provided by the Idaho Transportation Department (ITD), the combined answers to the questions *may* make an individual person identifiable. Every effort will be made to protect the confidentiality of your answers. (All findings will be reported in the aggregate. Your specific answers will not be available to the public or to the ITD.) However, if you are uncomfortable answering any questions, you may choose not to answer.
You may withdraw from participation for any reason, if you desire. You may also opt out of the survey in whole or in part. Please remember, however, that your input is important to ITD! If you want any data provided thus far to be removed from the data set, please use the e-mail link below (carolenemnich@boisestate.edu) to notify us of your withdrawal. You will need to reference your e-mail address to be withdrawn from the data set. Your name and the answers you provide are not housed together, so we will not be able to identify you without your e-mail address.
Boise State University's Human Subjects Review Committee has reviewed this study. If you have any concerns, you may contact the Institutional Review Board for Human Subjects at humansubjects@boisestate.edu

This survey is intended for adult participants only. If you are not at least 18 years old, do not participate in this research.

Survey Questions and Findings

1. Do you or your organization have a working relationship with the Idaho Transportation Department?		
	Response	**%**
No, my organization does not have any working relationship with ITD	39	7%
I am unsure if my organization has a working relationship with ITD	48	9%
Yes, my organization has a working relationship with ITD.	434	83%
Total = n	521	100%

2. Please describe the relationship you have with the Idaho Transportation Department. I am a(n):		
	Response	**%**
Elected officer	124	28%
Government entity staff	163	36%
Serve on an advisory board on transportation related issues (e.g. highways, air transit, etc.)	43	10%
Association (Please describe in the comment box below.)	21	5%
Other (Please describe in the comment box below.)	99	22%
Total = n	450	100%

Comments box summary notes. An open-ended text box for comments followed most, but not all, questions. Not all verbatim comments are included in this appendix since many comments were similar. The summary generally includes a summary of the most frequently mentioned comments, and may include an extract of a verbatim comment if it repeats what many other respondents said.

3. Comment box summary below. (149 responses.)

       1. Grant recipient from ITD
       2. Elected city officials
       3. School district
       4. Planning and zoning
       5. Consultant
       6. State agency
       7. Nonprofit
       8. Advisory boards

4. What type of organization do you work for? (If none of these fit, please tell us what type of organization you work for in the comment box below.)	Response	%
City Government	156	34%
County Government	86	19%
Idaho State Government	54	12%
Other State Government	12	3%
Federal Government	21	5%
Tribal Government	3	1%
Regional Planning Entity	11	2%
Nonprofit Organization	39	8%
Transit Provider	15	3%
University	12	3%
Healthcare Organization	4	1%
Other (Please describe in the comment box below.)	48	10%
Total = n	461	100%

5. Comment box summary below. (74 responses.)

       1. Public Agency
       2. Consultant
       3. My own private firm, car dealer

5. School District
6. Not for profit membership organization
7. Highway District
8. College
9. Economic Development Council, Chamber
10. Advocacy organization/Policy and planning
11. Print Media

6. Which ITD division do you spend most of your time working with?		
	Response	**%**
Administration	52	12%
Aeronautics	4	1%
Communications	2	0%
Public Transportation	90	22%
Transportation Planning	45	11%
Motor Vehicles	33	8%
Highways, Headquarters	24	6%
Highways, District 1	27	6%
Highways, District 2	19	5%
Highways, District 3	36	9%
Highways, District 4	15	4%
Highways, District 5	25	6%
Highways, District 6	46	11%
Total = n	418	100%

7. How often does your organization come into contact with ITD?		
	Response	**%**
Daily	59	13%
2-3 Times a Week	49	11%
Once a Week	41	9%
2-3 Times a Month	80	18%
Once a Month	79	18%
Less than Once a Month	137	31%
Total = n	445	100%

8. **From your organization's perspective, what are the key elements of a partnership?**
   (Comments summarized below; 231 responses.)

   Summary Note: Most respondents interpreted this question as a request for broad concepts, not specific advice for working with their agency.

   1. Communication
   2. Cooperation and coordination
   3. Collaboration toward common goals; fulfilling responsibilities and obligations
   4. Funding
   5. Innovation
   6. Trust and integrity
   7. Participation
   8. Common sense awareness of the other (entity's) position
   9. Projects

   NOTE: For the following sets of questions, the respondents choose a level of agreement or disagreement with the statement presented. (E. g. "How strongly do you agree or disagree that – *statement here*?")

9. ITD has clearly communicated its mission to its partners.		
	Response	**%**
Strongly Agree	76	17%
Somewhat Agree	181	41%
Neither Agree nor Disagree	65	15%
Somewhat Disagree	61	14%
Strongly Disagree	13	3%
Don't Know	20	5%
No Opinion	23	5%
Other (Please describe in the comment box below.)	4	1%
Total = n	443	100%

10. Comment box summary below. (54 responses.)

1. Yes

2. It is improving; new network plans have been created

3. Reference to recent (public) trouble

4. No, it's complicated; It is not always clear; ITD might want to consider creating a shared mission

5. Political influences

6. Public Transit division has clearly communicated their Mission.

7. ITD should take a leadership role (lead the industry)

11. ITD has demonstrated commitment to working collaboratively with other organizations.		
	Response	**%**
Very Well	118	27%
Somewhat Well	196	45%
Neither Well nor Poorly	29	7%
Somewhat Poorly	43	10%
Very Poorly	12	3%
Don't Know	13	3%
No Opinion	17	4%
Other (Please describe in the comment box below.)	10	2%
Total =n	438	100%

12. Comment box summary below. (49 responses.)

1. Yes (multiple times)

2. Outreach has improved over the past 1-2 years

3. Sometimes; They try, but it's not always what they want (to do) or what the partner needs.

4. No, ITD has the attitude that this is how we have done business for 50 years and this is how we are going to continue to do business.

13. ITD generally does a good job of investing Idaho transportation dollars where they are most needed.		
	Response	**%**
Strong Agree	50	11%
Somewhat Agree	141	32%
Neither Agree nor Disagree	80	18%
Somewhat Disagree	72	16%
Strongly Disagree	39	9%
Don't Know	34	8%
No Opinion	18	4%
Other (Please describe in the comment box below.)	3	1%
Total	437	100%

14. Comment box summary below. (65 responses.)

1. **Urban priority;** A large portion of spending is done in southern Idaho at the expense of northern Idaho; ITD puts 90% of its money south of Lewiston, northseems to get what is left over.

2. **Doing the best they can**; never enough money to cover everything

3. **Could improve when local projects** are concerned; sometimes there is a disconnect to what the local entities see as a need verses what ITD sees as a need.

3. **Politics;** done a fair job but have been ineffective in trying to convince the politicians and citizens what the (highest) needs are and how ITD is using money (efficiently).

4. **Waste;** biggest complaint is the amount of resources--human and financial--that are wasted in proposing several options per project. The current process wastes time and money receiving input on projects that will ultimately not be considered.

5. With the introduction of Garvee Funding, ITD is now able to address the **underserved** pockets of transportation.

15. I am/my organization is treated fairly by ITD.		
	Response	**%**
Strongly Agree	177	40%
Somewhat Agree	142	32%
Neither Agree nor Disagree	44	10%
Somewhat Disagree	39	9%
Strongly Disagree	8	2%
Don't Know	7	2%
No Opinion	20	5%
Other (Please describe in the comment box below.)	4	1%
Total =n	441	100%

16. Comment box summary below. (33 responses.)

1. **Work load for counties has** increased (and counties struggling).

2. ITD thinks that they are the government and know best. **New ideas are hard to implement; ma**ny ITD processes are cumbersome and very inefficient.

3. Our relationship has **significantly improved** with substantially improved communications

4. Have **not always followed** through.

5. **Yes and no.** Some divisions within ITD do not cooperate with our agency and some divisions are very cooperative.

17. ITD has been responsive to partnership ideas presented by my organization.		
	Response	%
Strongly Agree	109	26%
Somewhat Agree	149	35%
Neither Agree nor Disagree	53	12%
Somewhat Disagree	41	10%
Strongly Disagree	14	3%
Don't Know	19	4%
No opinion/Not Applicable	35	8%
Other (Please describe in the comment box below.)	5	1%
Total =n	425	100%

18. Comment box summary below. (32 responses.)

1. ITD is not responsive; not been receptive to communication during project development; usually a **recommendation takes years** for ITD to implement; takes weeks for ITD to make important decisions when a project is in the works.

2. They have been **most responsive** on access agreements affecting the highway through our city; ITD was, and remains an active participant in the process.

3. **Goes both ways**, from support to sitting on sidelines.

4. ITD may look at the projects presented, however, the first item they discuss is their **inability to help with funding**

19. Employees at ITD are responsive to new opportunities involving other organizations.		
	Response	**%**
Strongly Agree	72	17%
Somewhat Agree	151	36%
Neither Agree nor Disagree	60	14%
Somewhat Disagree	39	9%
Strongly Disagree	9	2%
Don't Know	48	11%
No Opinion	38	9%
Other (Please describe in the comment box below.)	5	1%
Total = n	422	100%

20. **Comment box summary below.** (29 responses.)

1. **Yes**, committed employees, cooperative, good people.

2. **Some are, some key players are not.** More of a closed culture than an inclusive one. Better at this than it was 20 years ago. Not as user friendly as I would like to see them.

3. **Individuals** representing ITD really do care, but **budgetary limitations,** preconceived outcomes, and other variables beyond their control lessen their ability to follow through, however responsive they may want to be.

21. ITD policies and specifications affecting my organization are reasonable.		
	Response	**%**
Very Reasonable	91	22%
Somewhat Reasonable	163	39%
Neither Reasonable nor Unreasonable	58	14%
Somewhat Unreasonable	40	9%
Very Unreasonable	9	2%
Don't Know	27	6%
No Opinion	28	7%
Other (Please describe in the comment box below.)	6	1%
Total = n	422	100%

22. Comment box summary below. (28 responses.)

1. I think they are **reasonable**. Yes, given the current budget ITD has to work with. Working together we always find a way to get the job done to each party's satisfaction. Funding is critical these days - ITD has been very specific on why certain (projects) cannot be undertaken, due to either funding or actual traffic requirements.

2. The **time frames** for some things are very slow, the time it takes to put a project out to bid once it is all designed and approved. We had an extremely tight timeframe in which to complete a major project.

3. ITD have **not been good stewards of the information** once received and now we are required to reproduce it. The RFP/bid/evaluation process is very oriented to large construction projects and a bit 'one size fits all'. (It) does not fit well with other types of projects, particularly smaller planning and development projects related to enhancements.

4. Policies are **not applied consistently** and (therefore) unreasonable. No consistency between a project in one city to the next. In recent projects we had extreme difficulty (getting) inspections and decision making from assigned ITD managers.

23. ITD is a customer-oriented organization.		
	Response	**%**
Strongly Agree	76	18%
Somewhat Agree	137	33%
Neither Agree nor Disagree	71	17%
Somewhat Disagree	70	17%
Strongly Disagree	26	6%
Don't Know	21	5%
No Opinion	17	4%
Other (Please describe in the comment box below.)	3	1%
Total = n	421	100%

24. Comment box summary below. (32 responses.)

1. **Who is the customer;** the traveling public or the resident population?

2. In general, **yes**. Some ITD staff seem to view commercial transportation (trucking industry) as their primary customer group.

3. **Some of the sections know** what customer service is but a number of the sections don't.

4. **Unless you are a big player you are pretty much overlooked.** ITD is generally more oriented to their own needs, compared to those of other road entities. Their public involvement appears to be somewhat perfunctory.

25. ITD does a good job of getting partner input on state transportation projects.		
	Response	%
A Very Good Job	77	18%
A Somewhat Good Job	139	33%
Neither a Good nor Poor Job	66	16%
A Somewhat Poor Job	38	9%
A Very Poor Job	16	4%
Don't Know	53	13%
No Opinion	26	6%
Other (Please describe in the comment box below.)	5	1%
Total	420	100%

26. Comment box summary below. (35 responses.)

1. Public transportation **has both structure and staffing in place to build good partnerships and** is far better than in the past. We have copied some ideas for public outreach. They're continually improving. I have been favorably impressed by recent efforts at outreach.

2. ITD has been receiving **political directives** (v. partner input)**.** ITD uses only a limited list of contact for its comments.

3. It really doesn't matter what the input is if the result is that **nothing is being done**. There is a difference between 'getting' partner input and 'listening' or 'responding' to partner input.

4. Some **frustration that non-traditional input**, e.g., inclusion of travel demand measures such as park-and-ride lots, is not treated seriously.

5. **Depends** on the project - I could give very high marks for one project and an 'absolutely not' on another. I think the right input is there and is being communicated. It just rarely translates into good execution of the projects.

27. ITD does a good job of involving its partners in long range planning.		
	Response	**%**
A Very Good Job	63	15%
A Good Job	140	33%
Neither a Good nor Poor Job	84	20%
A Somewhat Poor Job	39	9%
A Very Poor Job	22	5%
Don't Know	37	9%
No Opinion	31	7%
Other (Please describe in the comment box below.)	5	1%
Total = n	421	100%

28. Comment box summary below. (29 responses.)

1. They ignore the planning of the rural counties.

2. They **change their minds** every year (and) then head in a different direction. Long range planning changes all the time. ITD changes their ideas of planning without involving others, until recently, when they have started workshops to get public input.

3. This seems to be **getting better. T**he publication of ITD's project book is a good thing that allows counties to attempt to schedule their own project(s) that depend on passable state roads.

4. When there is very **limited funding available, long range planning takes a back seat**. At this point, even basic maintenance is in critical need. When we are in **a reactive mode** it is difficult or impossible to (make a) progressive plan for the long term. Planning is grander and at a much larger scale than implementation, probably because of **budgetary constraints**. Long-range planning (input) is generated from an ITD identified list.

5. At least our **input is asked**; (but we) don't know if our requests are looked at seriously. There is typically **no explanation of why input is not incorporated**. Our primary concern as a city is that there may be a plan in place, or being developed, which may have dramatic impacts, but to which we are not privy. This… is either terrifying or maddening. My organization has never been asked, so I do not know if they do long range planning.

29. ITD does a good job obtaining partner input during the decision making process.		
	Response	**%**
A Very Good Job	58	14%
A Good Job	120	29%
Neither a Good nor Poor Job	98	23%
A Somewhat Poor Job	51	12%
A Very Poor Job	24	6%
Don't Know	43	10%
No Opinion	21	5%
Other (Please describe in the comment box below.)	5	1%
Total = n	420	100%

30. Comment box summary below. (36 responses.)

1. Decision making tends to be driven by **state politics** rather than good objective justifications and a solid prioritization scheme.

2. Input opportunities tend to come **late in the process** and with a short time frame. Because they have to have the meetings they don't really take what you say any further then the meeting room as far as I can see. They involve you, ask for input, and then somewhat **ignore** it. The "outreach" or "stakeholder" meetings are being held and the feedback is being requested, but then the information seems to go to the "black box" of ITD decision making...either **nothing is heard back**, or we hear back and the concerns have been ignored.

3. **ITD does not understand who their partners are** such as other government entities, consultants, contractors and the users of the infrastructure.

4. It **depends on** the type of project. For planning level studies they have been great. **For construction projects that affect other jurisdictions, not so good.**

5. **Very innovative, but depends on the decision (to be made)**. District does a very good job on projects that come through our town. This **has improved** over the last year or so with regard to access management decisions. We find that the **dialogue is very much two-way.**

6. The meetings are on the same nights we hold our council meetings so it is **difficult to attend**.

31. When I/my organization raise concerns, the Idaho Transportation Department (ITD) sincerely attempts to address those concerns.

	Response	%
Strongly Agree	99	24%
Somewhat Agree	185	44%
Neither Agree nor Disagree	38	9%
Somewhat Disagree	45	11%
Strongly Disagree	10	2%
Don't Know	15	4%
No Opinion	26	6%
Other (Please describe in the comment box below.)	3	1%
Total = n	421	100%

32. Comment box summary below. (34 responses.)

1. We cannot even get someone who can **make a decision** to show up at scheduled meetings. They are polite in listening; but we **don't see the results**. ITD seems to be **resistant to changing** practices. Lots of sympathy (for) the rank and file level (viz.) lack of action up above - including the state legislature.

2. Most of the time; I believe the **ITD does its best** to address these concerns.

3. Depends on the department and the type of information requested. Some do an excellent job, however government relations and the board frequently **limit** their actions **based on political and financial considerations. Departments don't communicate or coordinate** with each other very well and Districts (at least District 1) don't seem to be on the same page as Boise.

33. ITD does a good job of explaining the reasons for its decisions.		
	Response	%
A Very Good Job	51	12%
A Good Job	149	36%
Neither a Good nor Poor Job	107	26%
A somewhat poor Job	47	11%
A Very Poor Job	18	4%
Don't Know	20	5%
No Opinion	21	5%
Other (Please describe in the comment box below.)	5	1%
Total = n	418	100%

34. Comment box summary below. (30 responses.)

1. ITD often **cites procedure manuals** and regulations, and many times does not go any further to address the concern. We hear "Boise has told us to do this or that," and "That is the way we do it" quite often. Quote policy (to us). Hands too often seem tied, which is frustrating.

2. We find ITD to be **very collaborative**. There is always feedback (from ITD) to whoever raises a question, wants information, and provides feedback to ITD.

3. It seems **inconsistent.** Some departments are proactive, (provide) good resources and assistance, while others (do) not.

4. They have the same excuses all the time - **NO money** is the big one - and I'm am talking about safety issues.   Sometimes the explanation is geared towards engineering and the **human factor is ignored.** Actions speak louder than words.

35. If I have a question for ITD about a transportation related issue, I know who or where to call.		
	Response	**%**
I Know Exactly Who to Call	101	24%
I Usually Know Who to Call	164	40%
I Call my Main Contact and Ask Who to Call Next	81	20%
I Usually Don't Know Who to Call	27	7%
I Never Know Who to Call	7	2%
No Opinion	29	7%
Other (Please describe in the comment box below.)	6	1%
Total = n	415	100%

36. **Comment box summary below.** (20 responses.)

1. Everything **changes on a monthly basis.** I called for information the other day and left a message and never had my call returned.   I would like to know who to call when questions start to come up.

2. Always available -great about getting back to us with very good information. We…have been active with ITD and our industry for many years (and) **I know most of the team** so it's easy for me.

3. When I don't, they help me find a person. I have always just had to call and explain what the problem is and be transferred.

4. Even I as an elected official, I regularly get lost in a maze of bureaucracy. Their **web site** is no help to the right person.

37. When issues affect me or my organization, ITD does a good job of keeping me or us informed.		
	Response	**%**
A very good job	97	23%
A somewhat good job	166	40%
Neither a good nor poor job	68	16%
A Somewhat poor job	33	8%
A Very Poor Job	14	3%
Don't Know	13	3%
No Opinion	22	5%
Other (Please describe in the comment box below.)	5	1%
Total = n	418	100%

38. Comment box summary below. (19 responses.)

1. **Inconsistent**. At the executive level it does a very poor job, at the program level the ITD staff do a very good job. Again, some do, some do not. Information may be available, but our organization usually must seek it out.

2. ITD's **effort is there** and it is always appreciated. 100% of the time.

3. (ITD Has) a **newsletter** that has been very effective, … could use e-mail better. I believe the technology needs a big upgrade at ITD. We get **mailings** but we have to take the **initiative** to be involved and get information. Changes to practices do not seem to be distributed in **writing** to all partners. From time to time we find out about changes by bumping into a problem. If I am not informed, it is usually my **own fault** for not attending the meeting I was invited to.

4. No, general **public notice of meetings and events is poor**. We typically get less than 1 week notice. Recent meeting in Lewiston was canceled and we were not notified … informed after the fact that it had been cancelled. Complete **lack of communication** beforehand, relating to timing, design, etc. and then leaving almost un-passable edge conditions on the highway, leaving the town in an uproar…all this with no forewarning and no pre-planning discussion.

39. ITD communicates well internally.		
	Response	**%**
Strongly Agree	29	7%
Somewhat Agree	66	16%
Neither Agree nor Disagree	71	17%
Somewhat Disagree	47	11%
Strongly Disagree	12	3%
Don't Know	146	35%
No Opinion	41	10%
Other (Please describe in the comment box below.)	2	0%
Total = n	414	100%

40. Comment box summary below. (16 responses.)

1. **Personnel changes** over the last year and seem to have reorganized a bit too much

2. I really appreciate District Engineer's **approach to working** with his staff. He helps and assists with individual needs rather than just direct. There has been a lot of positive feedback about his work with staff. Some of us thought (the former director) was doing a great job. From the information I receive, I would strongly agree. Managers and staff are always knowledgeable of what issue may be on the table for subjects that I work on.

3. **Poor job** of communicating internally among staff at the state level, local districts, the board, legislators, and the governor. Even if some of these people aren't employed by ITD - they need to be on the **same page** with each other to accomplish anything substantive. It appears that sometimes internal communication is lacking. The rift between the districts and headquarters is strong. Staff are so compartmentalized that they are not aware of anything outside **their immediate area**.

4. I've encountered instances where planning, administration, and highway districts … where "the left hand doesn't know what the right hand is doing." But after some discussions, **they get on the right track**. It seems that some of our biggest priorities never see the light of day inside ITD. I can't say whether we are being ignored, or whether the communication really never happens.

41. Employees at ITD have the experience required to manage inter-agency agreements effectively.	Response	%
Strongly Agree	62	15%
Somewhat Agree	126	31%
Neither Agree nor Disagree	51	12%
Somewhat Disagree	21	5%
Strongly Disagree	9	2%
Don't Know	107	26%
No Opinion	34	8%
Other (Please describe in the comment box below.)	2	0%
Total = n	**412**	**100%**

42. Comment box summary below. (17 responses.**)**

1. **Some do, some don't.** Could use more. Depends on department. Everything goes through Boise. Districts apparently do not have the final say. Most of the time we deal directly with Boise who dictates everything. Local ITD projects at times seem disconnected.

2. The **experience may not be matched** by the aptitude to address differences or issues proactively. Where problems occur, the bureaucratic nature of ITD frustrates **timely** solutions. A key document may pass through 4-5 people's hands, with weeks or **months** passing.

43. ITD is a model for effective partnering.		
	Response	**%**
Strongly Agree	46	11%
Somewhat Agree	99	24%
Neither Agree nor Disagree	105	26%
Somewhat Disagree	60	15%
Strongly Disagree	27	7%
Don't Know	37	9%
No Opinion	31	8%
Other (Please describe in the comment box below.)	2	0%
Total = n	**407**	**100%**

44. Comment box summary below. (15 responses.)

1. In some instances they are quite a (good) model and in some aspects they are not. They may be going too far. I have seen **some progress** recently but the jury is still out. We have had little development pressure lately, (but) when the pressure was on, we seemed to be all alone in holding developers to strict standards.

2. Planning level is great. Everything else is dictated by Boise. There seems to be a pervasive **lack of "spirit of cooperation."** It is written that there will be effective partnering, but **little evidence** at this time. I am sure that as the IMAP initiative progresses, the process will demand more effective partnering.

3. Partnering has **dramatically improved locally** over the last 10 years. Clearly, local jurisdictions need help doing big transportation projects, particularly when they involve state highways. We have numerous examples of **effective partnering**, including bicycle-pedestrian trails, pedestrian safety measures, intelligent transportation networks, fiber-optic connectivity, road and intersection improvements, landscaping in rights-of-way, etc. Our experience with ITD fully supports this (strong agreement). (ITD) has been a good partner with the City of (W).

45. Employees at ITD have the resources to effectively pursue partnerships.		
	Response	%
Strongly agree	52	13%
Somewhat agree	116	28%
Neither agree nor disagree	55	13%
Somewhat disagree	38	9%
Strongly disagree	11	3%
Don't know	117	29%
No opinion	18	4%
Other (Please describe in the comment box below.)	1	0%
Total = n	408	100%

46. Comment box summary below. (18 responses.)

1. ITD's **budgets are a fraction** of what they should be as far as investment in networking for project synergy. Partnerships are great, but without $ to implement projects, it's all talk. The computer down time is a problem out in the counties. They need to have **more money** to invest in their equipment. It's all a part of customer service. I know there is no specific money dedicated to public transportation from the state of Idaho.

2. **Absolutely.**

3. Employees **do not have enough resources** to effectively pursue partnerships. They have the resources, but need better incentives and guidance to use those resources. Not sure what resources they have in place. We wonder if they even know factually how much they have to work with. ITD does not have the personnel to properly manage partnerships. They have told us many times that they do not have the staff resources to work with us. I don't believe the employees have the support of ITD management or Board to pursue outside partnerships.

4. I'm not sure where the problem is (with ITD), but getting agreements isn't so hard. **Enforcing them** seems to be.

	Response	%
47. Employees at the Idaho Transportation Department (ITD) are encouraged to pursue the development of new and existing partnerships.		
Strongly agree	44	11%
Somewhat agree	76	19%
Neither agree nor disagree	66	16%
Somewhat disagree	24	6%
Strongly disagree	8	2%
Don't know	161	40%
No opinion	24	6%
Other (Please describe in the comment box below.)	4	1%
Total = n	407	100%

48. Comment box summary below. (18 responses.)

1. They are **bound** by the Board's decisions, which sometimes override staff decisions, with no explanation. ITD encourages their employees to **think within** the box. ITD must take off the blinders … and look to the best interest of maintaining highways, and building for the future. Comes with the right person **at the t**op leadership.

2. **'Not so much'.** Depends on the person … some are more progressive than others. It seems like they are but may just be the people I deal with. Not sure what goals they have set for themselves (internally). Public Transportation partners well. Some employees do and others don't.   I do not see that there is encouragement. (Only) on the big jobs.

3. If **external, I somewhat agree**. Everybody is looking for ways to make life better in their communities. More partnerships means more resources, and they may not be as available now than in the recent past.

49. As an organization, ITD is open to creative ways to solve problems.		
	Response	%
Strongly agree	48	12%
Somewhat agree	123	30%
Neither agree nor disagree	66	16%
Somewhat disagree	52	13%
Strongly disagree	28	7%
Don't know	69	17%
No opinion	14	3%
Other (Please describe in the comment box below.)	4	1%
Total = n	404	100%

50. Comment box summary below. (27 responses.)

1. Some departments seem to be more open to creative problem solving than others. Some departments seem very much stuck in not trying new things. **The staff do, but executive management does not** do an effective job at ferreting out this creativity. Maybe not so much. Some projects yes, some no. Depends on the person. While creative ways to solve problems may be presented to the ITD organization, decisions to implement these ideas are often driven by a lack of resources and politics. I hope the employees are able to be creative and do what is best for the area needing attention and not just politically correct.

2. ITD is **too introverted**, needs to be **willing to openly discuss** their issues instead of providing a standard engineering response as to why something cannot be done.   As an agency ITD seems to be **rule bound.**   Transportation Engineering is not a field that typically is associated with anything "creative".

3. Much **better** in public transit. Again, we find the management and staff at ITD to be very **collaborative** which is essential for solving problems. ONLY the public transportation division. The highway side shows its desire for creative problem (solving).

51. ITD actively works to resolve conflicts with partners.		
	Response	%
Strongly agree	60	15%
Somewhat agree	131	33%
Neither agree nor disagree	66	16%
Somewhat disagree	42	10%
Strongly disagree	14	3%
Don't know	69	17%
No opinion	17	4%
Other (Please describe in the comment box below.)	4	1%
Total = n	403	100%

52. Comment box summary below. (23 responses.)

1. **Some groups do try** to resolve conflicts and some groups don't. Some employees do, some do not.

2. If a problem arises it is taken care of very quickly. Great people. With excellent communications, we have found that we **constructively work through differences** when those arise. No conflict goes unresolved and 95% of the time those raising the issue come out better than they imagined because ITD works on developing stakeholder satisfaction. They work well with the City of (W) with any problems we have directed to them.

3. No one knows **who the authority is**. We have agencies sitting at the table together, but no means to compel one another to move beyond agreeing to sit at the table together, ITD has pitted partners against each other and in some cases **promoted conflict.** It could be that **the partners** are the bad actors here.

4. (Yes), to the extent that it fits in with **existing policy**. Otherwise, follow the book. As long as the outcome **meets policy.**

53. My organization's time and resources are respected by ITD.		
	Response	%
Strongly agree	102	25%
Somewhat agree	156	39%
Neither agree nor disagree	57	14%
Somewhat disagree	28	7%
Strongly disagree	15	4%
Don't know	30	7%
No opinion	15	4%
Other (Please describe in the comment box below.)	2	0%
Total = n	405	100%

54. Comment box summary below. (10 responses.)

1. **Yes,** by my client, but **not by the dept as a whole** and vice versa. While we have received great communication from **some areas** of the ITD, there are other times when ITD responses are indifferent. These are usually from the district level where people may be frustrated by a lack of resources to adequately meet all public or stakeholder needs. Some divisions do respect our time and others don't.

2. M**eetings are frequent** and somewhat **fractionalized**. ITD shows **little respect or gratitude** for the stakeholders who have shown up to participate in the planning process. The meetings are long, tedious, and there are just plain too many. The local networks are charged with encouraging the "ridership" to participate in the process, but there is little consideration to who the current ridership is.

3. I have never felt anything but **satisfaction** with the interaction between myself and ITD personnel, even when I did not "get my way". They work well and try to assist when our City Engineer contacts them. PTAC is respected by Public Transportation.

55. ITD has worked to remove barriers to effective partnerships.		
	Response	%
Strongly agree	70	17%
Somewhat agree	108	27%
Neither agree nor disagree	80	20%
Somewhat disagree	29	7%
Strongly disagree	12	3%
Don't know	75	19%
No opinion	26	6%
Other (Please describe in the comment box below.)	1	0%
Total = n	401	100%

56. Comment box summary below. (10 responses.)

1. I am on the CEDA board and I couldn't agree more. (Our) relationship is **very good** after some tough times earlier. I have seen ITD personnel return time and again to work out solutions in difficult situations, and if the barriers are beyond ITD's control, they leave a **straightforward understanding** as to why something cannot be mitigated.

2. **Some people have worked to do this** . Some divisions do work at removing those barriers and others don't even try. (Only on the) big jobs.

3. ITD is a very large organization with a very deep set of policies and procedures. This creates certain **rigidity in implementing** new approaches. They are too often **bound by political** will and aren't allowed the opportunity to remove barriers and be more progressive. Interpersonal relations are very good, but the layers of bureaucracy are more numerous.

57. Overall, how would you rate ITD's efforts to partner with your organization		
	Response	%
Very effective	106	26%
Somewhat effective	171	42%
Neither effective nor ineffective	39	10%
Somewhat ineffective	44	11%
Very ineffective	15	4%
Don't know	8	2%
No opinion	18	4%
Other (Please describe in the comment box below.)	5	1%
Total = n	406	100%

58. Comment box summary below. (18 responses.)

1. Our local district's partnering has been **very good**. I want to point out that LHTAC has been left out of this survey and should be included. *(Research note: the survey was provided to the aforementioned council.)* Their goal is to work with the local agencies and this would be a good vehicle to measure that. Hard work on both sides. Good relationship-building and maintenance of those relationships...sort of like keeping transportation infrastructure in good repair. There have been some successes, and there is **also some room** for improvement.

2. My partnership overtures (I represent a large statewide community) regarding a very important **common initiative were rebuffed** and led to duplication of effort and wasted time and expense. They have sufficient resources to "go it alone" anytime it appears inconvenient to do otherwise. No real partnership with the Assessor's office.

3. Only certain people have gone to this length so overall moderately ineffective. Good history until 2 years ago, since then, extremely **ineffective.** I think they try but I'm not sure we have a mutual "success" to illustrate that - yet . Some divisions at ITD really do not try to partner at all with us and others really work at it effectively.

4. **We appreciate** quarterly (B) County Transportation planning meetings where the IDT is in attendance. We also **appreciate the quick communication** from the District level on issues that may impact travel to/from the (geographic) site.

5. Its **hit and miss** and is probably influenced by the leanings of the former Director. Our local relationship is great, (but) not so good with Boise. As a city councilman, I don't get all of the information required to know everything that is said or that goes on.

59. What do you like best about working with the Idaho Transportation Department? Why?
(196 responses; summary below.)

1. I get **good information.** I enjoy the energy. Meetings allow for **good dialogue** and presenters have been well prepared and knowledgeable. Very **open** and flexible with workshop ideas. The innovation and change recently enacted. Collaborate efforts often benefit both organizations. ITD has made its process more open in the past couple of years (and is) a good thing. They are committed to the process and they try to stay on track and on target. Collaborate effects often benefit both organizations. **Open communication.** Typically open to new ideas. They are willing to talk to us. I like the people we work with - they have been there a long time and we have ready access to them when we need them. The people we work with are somewhat knowledgeable and understand our programs. They **listen** to our suggestions and work with us, especially (about) construction that affects the District. **Employees are very accessible,** they answer their phones, they know the answers to questions, they are willing to take the time to **meet and discuss** ideas and concerns and they are knowledgeable about how to resolve problems. The District Manager and Staff are very responsive, friendly, and **have open discussions**. A **thorough discussion** to answer my questions. The overall competence of ITD's personnel. They have been professional and timely in my dealings with them. Good people. Very accommodating. Professional staff. Mature systems and processes. Many excellent people. The people and the expertise they provide. They are pleasant. ITD has very responsive and knowledgeable people at the program level and down. There is a wealth of knowledge and there are some great people to work with. Good people. The people are very friendly and anxious to help in any way they can. If they don't have an answer they get one. P**ositive people** to work with. Congenial, knowledgeable and helpful. Employees are **experienced and professional**. I appreciate the focus and the professionalism. T**he quality of people are exceptiona**l, they are very responsive, yet even handed. Good long term view.

2. The **leadership** has been excellent. Their knowledge and their willingness to go the extra mile. The employees. **Effective leadership** and willingness to share ideas and solutions.

3. **Public Transportation (division)** has been more open and much easier to work within the last two years. Technical experts. Know their stuff. Improved planning and outreach over the past couple of years. Seek input from many rural areas, develop baseline data and improve the image of the **Public Transportation** Division. The (PT) department has been much more progressive. The creative, progressive and ambitious vision and effort of PT staff.

4. **Staff are** very receptive and willing to work toward my goals. Others tend to find internal reasons to discourage ideas. Staff are usually accessible. (Person in) HR regarding qualifications for jobs being advertised... and has sought my input and listened to it, has timely corrected job descriptions when I have expressed legitimate concerns, and has simply been a pleasure with whom to work. (Person) is a good communicator with a very professional and polite attitude. Many of the employees are very open and forward thinking such as (two persons). They are always friendly and are good listeners. They have excellent ideas and truly want to help. The staff I typically work with are knowledgeable and at least try to be responsive. They have some very skilled staff. We have worked with two different employees on our project and were concerned about the transition. It was very smooth and (two persons) did an excellent job working with our city. They were very professional and beneficial to the completion of our project. People are helpful and friendly. General availability. Certain staff members. **Real people** available when we need them. Good staff. Staff are the best agency staff we work with in our dealings with numerous federal and state agencies. They have an "800" number to call. The staff at ITD do try to help within the limits that they have.

5. The complexity of the infrastructure problems is exciting to me as an **engineer**. The senior policy and program staff are very candid about ITD's options and ability to respond (or not) in given situations, and are willing to work to meet objectives or find resolution quickly. As a **culture of engineers**, they DO know how to make decisions and get things done, which is highly appreciated! So even if the decision isn't what a stakeholder would like, at least a decision is made (a refreshing change from other local/state/federal agencies!) The staff are professional, great people, who work hard. ITD understands the transportation system. If they find they are out of their expertise they will work with independent **engineering firms** to assist. Our District engineer has always been very helpful in explaining any process we need to understand ... and worked at getting the county and the cities working together to achieve a better plan for the highway system in our area.

6. Good relationship with **DMV**, Office of Highway Safety and the expertise and shared interests. Always got an answer from them on what is going on. Our **DMV** (personnel) can get their questions answered .... and get a lot out of the yearly meetings.

7. Filling out surveys like this that make ITD appear to be listening while contributing to the economies of Boise and (the University).

8. Helpful in working to get **grants.** They have **funding** that many other state agencies do not. I like coordinating project funding with ITD in accomplishing downtown revitalization projects. The mutual projects that we finance and support appear to be well supported. Two of the **grants officers** in public transportation that I have worked

with over the last 6 years have treated me and our organization with respect and been very helpful.

9. **Shared vision for Idaho's mobility.** Ability to have a positive impact to the **citizens** of Idaho. They tend to listen and want to help the **general public** as much as they can. Trying to solve problems especially for low-income public transportation. They have done an excellent job for us ... and have gone out of their way to accommodate our **citizens**

60. What do you like least about working with ITD? Why? (194 responses; summary below.)

1. They're a **large organization** and some issues tend to fall through the cracks; ITD's mission and activity can be **very complex** and it takes time to become familiar with what they do and how they do it; Too big an organization makes it hard to communicate at times; It seems compartmentalized. Large organizations change slowly, Sometimes the "bureaucracy" really gets in the way and information and **processes move very slowly**, and bog things down; **Navigating the organization** to find someone who can help with a particular issue.

2. **Inconsistency** among the Districts RE policy and procedure; The procedures seem to **rigid** and cannot adapt to changing situations; internal-facing stance, lack of flexibility, sufficient resources to act independently of statewide collaborative efforts; The slowness of moving a project through the review and bidding process; The Motor Vehicle Department can be rigid in some situations and too customer friendly in others. No consistency seems to exist.

3. Does not effectively involve **local governments** and partners in planning and implementation strategies; Lots of changes have been made to the public transportation division. Some good - some not so good. Changes should be made but with much thought and enough time should be allowed to make changes that work and make processes more useful and not create additional work and confusion; Lack of **local government** involvement.

4. Too much **communication** about things not directly impacting me or my organization; Long **meetings** and webinars. The webinars help to limit the time, however I didn't have the time required to do all the meetings and staffing required to implement the programs needed, no matter how worth while they are; Timelines are somewhat ridiculous; their communications with us are too general in nature and are broadcast to every contact in our organization. By the time we narrow the focus of their inquiry or information we have spent precious man hours duplicating efforts.

5. On this item, there was a bit of arrogance that was not supported by success in previous system implementations; Lack some of the management skill sets to effectively advance the organization; People at ITD live in fear of their careers and jobs. **ITD fosters a bad**

working environment among its employees; this makes it difficult to work with ITD as a partner. People are not allowed to speak their mind. ITD Executive Management **stifles creativity among the staff**; ITD usually wants an idea to be tested by someone else first; only seem to see their work load and see legislation to improve their issues that can shift the responsibilities to the county level; the lack of professionalism in many of the staff.

6. Very low levels of state **funding** for public transportation---makes it difficult for locals to find local match for federal grants.

7. They need better **modern technology**, we should be able to process most of our transaction online and save time and money for both. paperless all electronic and real-time; all the **paper work**.

8. ITD mainly **focuses** on serving the automobile, which is **one piece** of our transportation system.

9. Nothing. **My experiences have been positive**, so I would not categorize any of them as "least likable."

61. What barriers do you see to effective partnering by/with ITD? (174 responses; summary below.)

1. Too big; Too **many levels** of decision-making. This makes it hard to change a project plan very quickly; **Bunker mentality** that they are big and important and do not need to adjust to outside ideas. Needs more skilled and innovative workers; Old ways of thinking by some in ITD and some providers; funding silos; The length of time it takes to get a decision made; Not seeing other agencies as equal partners. Lack of personal accountability and cumbersome bureaucracy; **Multiple sub groups** involved in process.

2. **None (12 verbatim.)**; ITD is keeping an open mind, so no barriers at this time.

3. Lack of **communication**. The invited ITD member never attends my boards meetings; poor organizational structure in some areas; hiring too much promoting inside creates tribal atmosphere; too many employees have never worked anywhere else (and never had to deal with a lack of resources); Be reasonable when it comes to projects and realize there is more than one way top skin a cat; Poor communications between Districts and Boise H.Q.

4. Concerted efforts to solve regional issues **lacks local government involvement**; **Time and Money**!; Staff time and funding; Travel Time - Webinars have been helpful; If we could work issues directly with the local districts it would be a significant improvement; **Lack of resources** and differing missions/goals; Funding, ITD staff time, policies/top-down directives, 'it has always been done that way'.

5. **Executive Management** are very closed minded. ITD Executive Management stifles creativity; The above mentioned **arrogance**; ITD does not understand its role in the industry to lead and set standards, but implements standards and procedures that are very cumbersome and inefficient. There is a serious **lack of leadership** at the top to unite the entire industry.

6. **Regulations**

62. From your perspective, what are the most important changes ITD could consider to improve its existing partnerships with your organization? (Multiple answers are encouraged.) (176 responses; summary below.)

1. **Communication and nurturing relationships**; Go back to having a grants officer that you deal with. The GAT team approach is much less personal and does not leave the same feeling that was in place before; Communication with County and Highway districts; Improve company and employee **morale**. **Get rid of all the turf battles** among departments within the organization. **Foster** innovation and creativity. Communication; **Remove the "US AND THEM" attitude**. Promote a partnering relationship; Empower its

people to change. **Engage in local discussions and offer solutions** to transportation problems.

2. Designated **liaisons** at their user/partner agencies for correspondence and/or working groups. Directing all correspondence to the head of large government entities does not often get a good response. If ITD had some other contacts within each agency, **communication** would be much improved; **Communication**; **Good communication**! Not have the attitude that it is their road; Continue to develop openness that we seem to be seeing; They need to prepare in advance to implement new legislation, including training, new forms, and **advanced communication of the changes**. **Better attitude/approach from leadership**; Keep us in the loop, Inform us, Listen to opposing opinions instead of trying to convince us. Carry through with commitment; **Understand our goals** and help us work toward them. **R-E-S-P-E-C-T;** find out what it means to me; re-establish the positive longstanding relationship that we had two years ago.

3. Establish a monthly meeting to review projects and gather input, ITD member attend my board meetings regularly, more awareness by ITD (State level) of impact on local issues; need more period **face to face meetings** to discuss longer term, strategic activities that we can both work on together; Allow staff **greater autonomy** in decision making to allow creative solutions. Reorganize the Board to be less political in nature; Agenda's to the meetings provider sooner before the meetings; Have someone in each region's office to deal with local governments and their issues; Be more **flexible** in their operating procedures to take into account **other organizations needs**; We come to your meetings, **how about ITD representatives attending County Commissioner and City Council meetings?**; Host regular meetings with transport providers in North Idaho to encourage integration of transit services.

4. Unfortunately, sometimes we don't have potential ITD employees due to **differences in education/training**; Keep on the path they are on; Hire a director that has experience in HR and does not currently work for ITD. Hold ITD staff accountable for the projects administered and professional development of their staff; **Make ITD a "Safe" environment to work** in for its employees and its partner.

5. I would recommend that ITD personnel be much more open to the possibility that other agencies may have procedures and systems that are **just as good**. ITD may be big, but does not mean that they have the **best systems** in place; Involve local government.

6. **Time and fiscal accountability**; Funding should be decided at the local Dist. Level; RELIABLE reporting tools and more leeway in funding; somehow streamline some of the review **processes** at headquarters; realize that they are not the only ones in a budget crunch and see solutions that don't shift the burden but help solve the problems; common sense.

7. **They do a wonderful job** -not sure they can improve much-When Jim retires from district 2 it's going to take a special person to fill his shoes , he does a great job!; The partnership with my agency is very good and I cannot suggest anything that would improve it; **Everything is working fine to date;** I like what we have. **We have had a good working relationship** with the dept; not much, they do a good job; continue as usual; continue to fine tune and improve the division of public transportation; I'm happy with the relationship.

8. Embrace a **complete transportation system** that includes roads, bike paths, sidewalks, and public transportation; It may be impossible to get more FTA funding for public transit projects but that is what is clearly needed.

9. **Lobbying the legislature** to give us fool proof laws; Join others to successfully lobby the Legislature to identify much-needed revenue sources.

63. What specific suggestions do you have for new partnerships between ITD and your organization? (109 responses; summary below.)

1. **Change their representative**; Bring in **outside and new** employees with recent world experience.

2. Information about what is available to benefit my organization and **coaching** through the process; **Involve us** more as a valued partner. **Show willingness** to partner rather than maintain a dictatorial relationship; Ongoing **update on concerns and issues and how to potentially address**.

3. More **mass transit**, plan for it now, for what is going to happen in 50 years, you need to purchase the right of way now. It is cheap now.

4. **Do not change anything**.

5. The contact comment above can be expanded to include **emergency situations**.

6. Continue **an education to general public of the diversity** of ITD. A large percentage of individuals only feel ITD builds roads and do not understand it has so many facets, Highways, Motor vehicles, Development, Public Transportation, Bicycle/pedestrian and Aeronautics. **Try advertising** in the Idaho Senior News for way new project may help improve seniors' lifestyle.

7. From a **regional perspective**: Accept and embrace that there are network differences between IMAP Districts.   Position an ITD office **in central Idaho** that will work closer with this part of the state.

8. The construction department/plan check and review needs more people or needs to work more efficiently…the **plan check time** is way too long and causes projects to fail.

9. **Collaboration** on use of alternative fuels, sustainable fleet operations, **forming strategic alliances** on federal grant submissions, sharing fleet maintenance technology, gaining a better understanding of each other's processes and needs, and creating regional (interstate based) park and ride systems.

64. What new partnerships should ITD pursue with other organizations?

(83 responses; summary below.)

1. Bike **groups**; More partnership with regional rural transportation and bike and pedestrian interests; Development of pathways linking more rural communities, i.e. rails to trails initiatives. Link to UI Horizons project in rural communities; Rural community links (Public Transit), more safe routes to schools (Pedestrian Safety), more bicycle groups; Wildlife Crossings.

2. **None**. They do a good job in outreach already; as needed; Need to resolve the existing ones before starting new ones.

3. Not many **private employers** represented, mostly non-profits and governmental agencies. Encourage more participation by private business.

4. **Hispanic service organizations** should be asked.

5. Better relations with tribes. Work more **one-on-one with locals**.

6. ITD continues having problems with staff, a partnership should be developed with the Department of Labor to conduct Construction Career days. A stronger relationship is need with the City, County and Highway Districts (an annual meeting with the organization and the section heads of ITD could help); **Regional/city governments.**

7. **School Districts and School Boards** are greatly impacted by ITD decisions. Specific inclusion of these boards in decision making processes may yield better results.

8. Enhance the utilization of conferencing capabilities for use by **other state agencies.**

65. How many years have you worked in your current organization? (378 responses; mean value of 10.36 years; range of 1 – 31+ years.)

66. How many years have you worked with ITD? (346 responses; mean value of 9.19 years; range of 1 – 31+ years.)

67. Have you worked with ITD in multiple roles over time?		
	Response	%
Yes, I have worked with ITD in multiple capacities over time.	189	52%
No, this is my first role with the ITD.	156	43%
Other (Please describe in the comment box below.)	20	5%
Total = n	365	100%

68. Comments: (48 responses. Allowed for explanation of multiple roles.)

69. Would you be interested in participating in further discussions about the Idaho Transportation Department. Responses from these discussions will help us learn where we can improve and meet our strategic objective of expanding and enhancing partnerships.		
	Response	%
Yes, you may invite me to participate in further communications (surveys, focus groups, discussions, etc.)	177	46%
No, do not invite me to participate further.	94	24%
I am not sure. Please provide further information.	113	29%
Total = n	384	100%

70. How do you prefer to be contacted? (Contact information collected.)

71. Send additional information to: (E-mail addresses collected.)

72. What question(s) should we ask you that we didn't? (51 responses; summary below.)

1. None in particular. You did a pretty solid job- looks like most **everything was covered**.

2. What is an **example** of effective partnership that benefitted your organization?

3. Please differentiate between "Administration vs. local workers." The local workers we have are some of the best in the state.

4. How is **progress** on partnerships to be measured or assessed? (i.e. mutual goal setting, and then results must be examined to see if the objectives have been achieved; **Internal politics** at ITD affect us when relationships that we've built over time simply evaporate without explanation. A question about continuity, reliability of departmental contacts might yield interesting results.

5. What should **ITD's priorities** be?

6. Do you **trust** ITD?

7. How would you suggest that ITD improve its service delivery?

8. Perhaps soliciting suggestions in **funding quandaries**; How do you suggest we **pay for road maintenance**?

9. Do you think that ITD dollars are spread across the state in an **equitable** manner?

APPENDIX D: EMPLOYEE SURVEY AND RESULTS

Survey introduction:

Idaho Transportation Department
Employee Partnership Survey 2009

As an employee of the Idaho Transportation Department, you have a terrific perspective of the importance of working collaboratively with our partners to meet the transportation needs of Idaho's citizens.
We would like your perspective on how the department can improve its partnerships.
ITD has contracted with Boise State University's Public Policy Center to study our partnership effectiveness. The findings from this study will help us learn where we can improve and meet our strategic objective of expanding and enhancing our partnerships.

Taking the Survey
• The survey will take about 10 minutes.
• Questions are predominantly multiple choice.
• You do not have to answer every question.
• You may opt out of the survey at any time.
• If you do not know the precise answer, provide you best estimate
  based on your experience.
• Most questions will include a comments box where you can enter
  additional information you would like to share.
• If you need to stop taking the survey, you can return later to finish.
  Your browser must accept cookies to do this.

Privacy Information
You must be at least 18 years old to take this survey.
Survey responses and data will be collected and stored by Boise State University.
Every attempt will be made to protect your privacy and the confidentiality of your answers. Your specific answers will be anonymous and will only be reported to the public and the survey sponsor in the aggregate.
If you would like to withdraw any information you have provided, you may contact Carole Nemnich at CaroleNemnich@boisestate.edu. You must provide your e-mail address to do this.
Boise State University's Human Subjects Review Committee has reviewed this study.
If you have any concerns, you may contact the Institutional Review Board for Human Subjects at
HumanSubjects@boisestate.edu.

Survey questions and findings:

1. Which ITD division do you work for?		
	Response	%
Administration	9	16%
Aeronautics	1	2%
Communications	0	0%
Public Transportation	3	5%
Transportation Planning	7	12%
Motor Vehicles	5	9%
Highways, Headquarters	20	35%
Highways, District 1	2	4%
Highways, District 2	1	2%
Highways, District 3	3	5%
Highways, District 4	2	4%
Highways, District 5	2	4%
Highways, District 6	2	4%
Total = n	57	100%

2. What type of external organizations do you most often work with? (If none of these fit, please tell us what types of organization you work with in the comment box below.)

	Response	Other (recoded)	%
City government	26		10%
County government	32		12%
Idaho state government	48	+1	19%
Other state government	32		12%
Federal government	40		15%
Tribal government	13		5%
Regional planning entity	18	+1	7%
Non-profit organization	15		6%
Transit provider	7		3%
University	15		6%
Healthcare organization	2		1%
Other (Please describe in the comment box below.)	13	-2	4%
Total = n (Note: multiple answers allowed.)	261		100%

Comments box summary notes. An open-ended text box for comments followed most, but not all, questions. Not all verbatim comments are included in this appendix since many comments were similar. The summary generally includes a summary of the most frequently mentioned comments, and may include an extract of a verbatim comment if it repeats what many other respondents said.

3. **Comment box summary below.** (13 other responses not recoded.)

       1. Private sector (consultants/vendors/contractors) = 9
       2. Association of private sector entities = 2
       3. Several levels of government = 2

4. In your role at ITD, how often do you come into contact with outside organizations?		
	Response	%
Daily	28	47%
2-3 Times a Week	14	23%
Once a Week	6	10%
2-3 Times a Month	4	7%
Once a Month	5	8%
Less than Once a Month	3	5%
Total = n	60	100%

5. From your perspective, what are the key elements of a partnership?

(Comments summarized below; 43 responses total.)

       1. Communication = 13
       2. Cooperation and coordination = 5
       3. Collaboration toward common goals; fulfilling responsibilities & obligations = 20
       4. Personal relationships = 1
       5. Innovation/creativity for problem solving = 1
       6. Trust and integrity = 3

NOTE: For the following sets of questions, the respondents choose a level of agreement or disagreement with the statement presented. (E. g. "How strongly do you agree or disagree that – *statement here*?")

6. I am aware that expanding and enhancing partnerships is a focus area of the Idaho Transportation Department.

	Response	%
Highly aware	45	76%
Moderately aware	11	19%
Neither aware nor unaware	3	5%
Moderately unaware	0	0%
Highly unaware	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

7. Comment box summary below. (5 responses.)

       1. Aware and participating in effort = 3
       2. Not sure whole organization is/can do = 2

8. I have a good understanding of ITD's various operational components (e.g. the departments or units designed to do specific types of work.)

	Response	%
Excellent understanding	28	47%
Good understanding	30	50%
Neither good nor poor understanding	1	2%
Poor understanding	1	2%
Very poor understanding	0	0%
Don't know	0	0%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	60	100%

9. Comment box summary below. (6 responses.)

  1. Size of department/division structure are barriers to unified understanding = 4

  2. I have worked here long enough to know = 2

10. I have a good understanding of how ITD's various components support ITD's mission.		
	Response	%
Excellent understanding	19	32%
Good understanding	30	50%
Neither good nor poor understanding	10	17%
Poor understanding	1	2%
Very poor understanding	0	0%
Don't know	0	0%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	60	100%

11. **Comment box summary below.** (3 responses.)

  1. Mission may be understood differently by divisions = 2
  2. Yes because of my position in organization = 1

12. ITD has clearly communicated its mission to its partners.		
	Response	%
Strongly agree	6	10%
Somewhat agree	24	41%
Neither agree nor disagree	14	24%
Somewhat disagree	6	10%
Strongly disagree	5	8%
Don't know	4	7%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

13. Comment box summary below. (9 responses.)

       1. Need to communicate more effectively/frequently = 5
       2. Depends on division or manager =1
       3. Unsure. No feedback from external partners regarding their comprehension = 2
       4. ITD is reactionary, so mission not relevant = 1

14. ITD has demonstrated commitment to working collaboratively with other organizations.		
	Response	%
Very well	20	33%
Somewhat well	26	43%
Neither well nor poorly	10	17%
Somewhat poorly	0	0%
Very poorly	2	3%
Don't know	2	3%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	60	100%

15. Comment box summary below. (6 responses.)

       1. ITD too reactionary to make commitment/need better leadership to do = 2
       2. Depends on division/manager = 3
       3. Yes, but could do better = 1

16. ITD generally does a good job of investing Idaho transportation dollars where they are most needed.		
	Response	%
Strong agree	14	24%
Somewhat agree	27	46%
Neither agree nor disagree	10	17%
Somewhat disagree	2	3%
Strongly disagree	3	5%
Don't know	1	2%
No opinion	0	0%
Other (Please describe in the comment box below.)	2	3%
Total = n	59	100%

17. Comment box summary below. (9 responses.)

     1. Depends on division or manager = 4
     2. Politics of Board/Legislature does not allow for this = 3
     3. Yes, but we could do a better job communicating process and priorities = 2

18. ITD treats other organizations fairly.		
	Response	%
Strongly agree	32	53%
Somewhat agree	20	33%
Neither agree nor disagree	5	8%
Somewhat disagree	1	2%
Strongly disagree	1	2%
Don't know	1	2%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	60	100%

19. Comment box summary below. (7 responses.)

     1. Yes, but we need to communicate how/why to partners better = 3
     2. Sometimes to the detriment of ITD = 2
     3. Yes, it has been a priority = 2

20. ITD has been responsive to partnership ideas presented by other organizations.		
	Response	%
Strongly agree	19	32%
Somewhat agree	27	45%
Neither agree nor disagree	7	12%
Somewhat disagree	1	2%
Strongly disagree	1	2%
Don't know	4	7%
No opinion/Not applicable	1	2%
Other (Please describe in the comment box below.)	0	0%
Total = n	60	100%

21. Comment box summary below. (6 responses.)
>   1. Responsive when we can be: legislative/regulatory/funding constraints prevent some responsiveness. = 3
>   2. ITD is all talk and no show; responsiveness varies by division. = 2
>   3. May not always be best for ITD. = 1

22. Employees at ITD are responsive to new opportunities involving other organizations.		
	Response	%
Strongly agree	18	31%
Somewhat agree	29	49%
Neither agree nor disagree	7	12%
Somewhat disagree	1	2%
Strongly disagree	2	3%
Don't know	2	3%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

23. Comment box summary below. (5 responses.)

1. ITD is risk averse and avoids opportunities. = 1
2. Resource constraints make it difficult. = 1
3. Varies by division. = 3

24. ITD policies and specifications affecting other organizations are reasonable.		
	Response	%
Very reasonable	24	41%
Somewhat reasonable	21	36%
Neither reasonable nor unreasonable	5	8%
Somewhat unreasonable	3	5%
Very unreasonable	1	2%
Don't know	2	3%
No opinion	2	3%
Other (Please describe in the comment box below.)	1	2%
Total = n	59	100%

25. Comment box summary below. (3 responses.)

1. Outdated rules and policies; constrained resources create unreasonable situations. = 3

26. ITD is a customer-oriented organization.		
	Response	%
Strongly agree	22	37%
Somewhat agree	27	46%
Neither agree nor disagree	6	10%
Somewhat disagree	2	3%
Strongly disagree	1	2%
Don't know	1	2%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

27. Comment box summary below. (6 responses.)

1. Depends on who is defined as customer (politicians/citizens/developers, internal or external.) = 3
2. Varies by division = 2
3. Constrained by resources and code/politics =1

28. ITD does a good job of getting partner input on state transportation projects.		
	Response	%
A very good job	23	40%
A somewhat good job	18	31%
Neither a good nor poor job	3	5%
A somewhat poor job	3	5%
A very poor job	2	3%
Don't know	7	12%
No opinion	2	3%
Other (Please describe in the comment box below.)	0	0%
Total = n	58	100%

29. Comment box summary below. (3 responses.)
　　1. Depends on the project = 1
　　2. Give lots of opportunity for input; don't always inspire partner input = 1
　　3. Solicit input on project needs, but could do more to involve them in project selection process = 1

30. ITD does a good job of involving its partners in long range planning.		
	Response	%
A very good job	7	12%
A good job	27	46%
Neither a good nor poor job	10	17%
A somewhat poor job	2	3%
A very poor job	3	5%
Don't know	7	12%
No opinion	3	5%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

31. Comment box summary below. (4 responses.)

      1. ITD has difficulty doing this internally; mixed results by division = 3
      2. ITD should involve more employees in long range planning = 1

32. ITD does a good job obtaining partner input during the decision making process.		
	Response	%
A very good job	6	10%
A good job	31	53%
Neither a good nor poor job	13	22%
A somewhat poor job	2	3%
A very poor job	2	3%
Don't know	5	8%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

33. Comment box summary below. (7 responses.)

      1. Could improve; varies by division/project = 4
      2. Hard to get most partners to engaged = 2
      3. Some partners should not be involved in the decision process = 1

34. When partner organizations raise concerns, the Idaho Transportation Department (ITD) sincerely attempts to address those concerns.

	Response	%
Strongly agree	28	47%
Somewhat agree	23	39%
Neither agree nor disagree	3	5%
Somewhat disagree	1	2%
Strongly disagree	1	2%
Don't know	2	3%
No opinion	1	2%
Total = n	59	

35. Comment box summary below. (4 responses.)

      1. Employees need better training in this area = 1

      2. Varies by division = 3

36. ITD does a good job of explaining the reasons for its decisions.

	Response	%
A very good job	5	8%
A good job	29	49%
Neither a good nor poor job	15	25%
A somewhat poor job	4	7%
A very poor job	4	7%
Don't know	1	2%
No opinion	1	2%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

37. Comment box summary below. (3 responses.)

        1. Internally better than externally; varies by division = 3

38. If partner organizations have a question for ITD about a transportation related issue, they know who or where to call.

	Response	%
They know exactly who to call	0	0%
They usually know who to call	31	53%
They call their main contact and ask who to call next	17	29%
They usually don't know who to call	6	10%
They never know who to call	0	0%
No opinion	3	5%
Other (Please describe in the comment box below.)	2	3%
Total = n	59	100%

39. Comment box summary below. (4 responses.)

> 1. Unsure; varies by division; probably need improvement = 4

40. When issues affect other organizations, ITD does a good job of keeping them informed.

	Response	%
A very good job	8	14%
A somewhat good job	27	46%
Neither a good nor poor job	14	24%
A somewhat poor job	3	5%
A very poor job	2	3%
Don't know	5	8%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

41. Comment box summary below. (6 responses.)

1. Varies by division; unsure; some complaints; probably need improvement = 6

42. ITD communicates well internally.		
	Response	%
Strongly agree	0	0%
Somewhat agree	19	32%
Neither agree nor disagree	16	27%
Somewhat disagree	13	22%
Strongly disagree	11	19%
Don't know	0	0%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

43. Comment box summary below. (12 responses.)

1. Information is sometimes withheld for power/control reasons = 4
2. Headquarters and districts disconnected; mistrust of HQ in the districts = 3
3. Management/leadership is unresponsive to inquiries = 3
4. Varies by division; depends on the situation = 2

44. Employees at ITD have the experience required to manage inter-agency agreements effectively.		
	Response	%
Strongly agree	14	24%
Somewhat agree	30	51%
Neither agree nor disagree	8	14%
Somewhat disagree	2	3%
Strongly disagree	3	5%
Don't know	1	2%
No opinion	0	0%
Other (Please describe in the comment box below.)	1	2%
Total = n	59	100%

45. Comment box summary below. (4 responses.)

       1. Staff needs training resource in this area = 3
       2. Unsure = 1

46. ITD is a model for effective partnering.		
	Response	%
Strongly agree	4	7%
Somewhat agree	23	39%
Neither agree nor disagree	22	37%
Somewhat disagree	2	3%
Strongly disagree	5	8%
Don't know	2	3%
No opinion	1	2%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

47. Comment box summary below. (4 responses.)

> 1. Staff needs resources and management support to be effective partners; need
>   improvement = 4

48. Employees at ITD have the resources to effectively pursue partnerships.		
	Response	%
Strongly agree	10	17%
Somewhat agree	20	34%
Neither agree nor disagree	14	24%
Somewhat disagree	6	10%
Strongly disagree	4	7%
Don't know	2	3%
No opinion	2	3%
Other (Please describe in the comment box below.)	0	0%
Total = n	58	100%

49. Comment box summary below. (5 responses.)

> 1. Limited by time/staffing/funding = 4
> 2. PT does = 1

50. Employees at the Idaho Transportation Department (ITD) are encouraged to pursue the development of new and existing partnerships.		
	Response	%
Strongly agree	17	29%
Somewhat agree	27	46%
Neither agree nor disagree	8	14%
Somewhat disagree	3	5%
Strongly disagree	3	5%
Don't know	1	2%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

51. Comment box summary below. (4 responses.)
        1. Initiative is dead at ITD = 1
        2. Management displays various levels of support = 2
        3. PT does = 1

52. As an organization, ITD is open to creative ways to solve problems.		
	Response	%
Strongly agree	8	14%
Somewhat agree	31	53%
Neither agree nor disagree	7	12%
Somewhat disagree	6	10%
Strongly disagree	5	8%
Don't know	2	3%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

2009 ITD Partnership Survey

53. Comment box summary below. (5 responses.)

> 1. Engineers are not creative = 2
> 2. Staff need training and support to creatively solve problems = 2
> 3. PT does = 1

54. ITD actively works to resolve conflicts with partners.		
	Response	%
Strongly agree	20	34%
Somewhat agree	21	36%
Neither agree nor disagree	10	17%
Somewhat disagree	3	5%
Strongly disagree	1	2%
Don't know	4	7%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

55. Comment box summary below. (7 responses.)

> 1. ITD is conflict averse = 2
> 2. Board and legislature/politics create conflicts = 1
> 3. Limited time to be proactive = 1
> 4. Need training in conflict resolution = 2
> 5. PT does = 1

56. Other organizations' time and resources are respected by ITD.		
	Response	%
Strongly agree	14	24%
Somewhat agree	29	49%
Neither agree nor disagree	9	15%
Somewhat disagree	3	5%
Strongly disagree	1	2%
Don't know	3	5%
No opinion	0	0%
Other (Please describe in the comment box below.)	0	0%
Total = n	59	100%

57. Comment box summary below. (4 responses.)

       1. Mixed results = 4

58. ITD has worked to remove barriers to effective partnerships.		
	Response	%
Strongly agree	12	21%
Somewhat agree	23	40%
Neither agree nor disagree	10	17%
Somewhat disagree	5	9%
Strongly disagree	2	3%
Don't know	5	9%
No opinion	1	2%
Other (Please describe in the comment box below.)	0	0%
Total = n	58	100%

59. Comment box summary below. (2 responses.)

       1. Mixed results = 2

60. Overall, how would you rate ITD's efforts to partner with other organizations?		
	Response	%
Very effective	11	19%
Somewhat effective	31	53%
Neither effective nor ineffective	7	12%
Somewhat ineffective	3	5%
Very ineffective	2	3%
Don't know	3	5%
No opinion	0	0%
Other (Please describe in the comment box below.)	1	2%
Total = n	58	100%

61. Comment box summary below. (3 responses.)

       1. Improvement needed; mixed results = 3

62. What do you think outside organizations like best about working with ITD? Why? (38 responses; summary below.)

       1. Friendly/accessible/ helpful/honest/inclusive/responsive/dedicated employees = 10
       2. Money/funding/resources = 12
       3. Expertise/professionalism/diverse technical capability = 8
       4. Open/direct communication = 3
       5. Statewide presence = 1
       6. Not bureaucratic = 1
       7. Nothing = 2
       8. No idea = 1

63. What do you think outside organizations like least about working with ITD? Why? (38 responses; summary below.)

       1. Red tape /complex bureaucracy/slow decision-making/strings to federal funds = 26
       2. Inconsistency/constant change in organization = 3
       3. Lack of partner support = 1
       4. Lack of funding for non-highway/public transit = 1
       5. Politics (legislature/board/special interests)/cronyism = 3
       6. Unresponsiveness to stakeholders/ of leadership = 2
       7. Lack of communication with partners = 1
       8. Don't know = 1

64. What barriers do you see to effective partnering by or with ITD? (39 responses; summary below.)

       1. Red tape/procurement requirements/ slow decision- making/excessive documentation/bureaucracy/strings with federal funds = 13

       2. Cultural inflexibility/no empowerment for employees to be creative = 9

       3. Minimal understanding internally at ITD of the benefits of partnering /lack of training for employees = 2

       4. Saying 'no' to partners (even when necessary legally/financially) = 2

       5. No funding/resources devoted to partner development = 4

       6. No leadership in this area/no executive champion for partnering = 3

       7. Political pressures = 2

       8. No barriers/can be done if employee has tenacity = 2

       9. Don't know = 2

65. From your perspective, what are the most important changes ITD could consider to improve its existing partnerships with outside organizations? (Multiple answers are encouraged.) (33 responses; summary below.)

       1. Provide better internal support/resources for partners (including skills for writing/administering RFP, RFI and contracts) = 5

       2. More/better communication = 4

3. Push decision-making authority/accountability down to lowest possible level, enable flexibility/creative problem solving at/within ITD = 6

4. Transparency in decision-making/prioritization/include all stakeholders in prioritization/planning = 2

5. Develop partnership 'rules of engagement'/measurements (e.g. QIP) and train/communicate them with employees = 9

6. Reduce red tape (where possible)/bureaucracy/encourage some risk taking (with partnerships) = 4

7. Treat/reward ITD employees better (in general and specifically regarding partnership efforts) = 3

8. Don't know

66. What specific suggestions do you have for new partnerships between ITD and other organizations? (20 responses; summary below.)

1. State agencies: Parks & Rec/Commerce/Agriculture = 1

2. Legislature (to change perceptions of employees at ITD) and model trust/respect/fairness = 1

3. Remove legal barriers for partnerships with local government/increase local public safety partners = 2

4. Do a better job with the partners we already have: create a model MOU for partnerships/share successful partnership examples internally/train and empower employees/incent employees to want to partner/ensure continuity from person to person/better communication about priorities and decision-making process/create a nimble process for new partners = 12

5. Need fewer formal partners = 1

6. Don't know/form a working group to help identify partnerships from a strategic perspective = 2

7. Develop external rapid response team to identify trends and potential partners = 1

67. How many years have you collaborated with outside organizations as an ITD employee?
(53 responses; mean of 14.49 years; range of 1 to 31+ years.)

68. How many years have you worked for ITD? (54 responses; mean value of 17.44 years; range of 1 – 31+ years.)

69. Have you worked at the ITD in multiple roles over time?		
	Response	%
Yes, I have worked with ITD in multiple capacities over time.	45	82%
No, this is my first role with the ITD.	10	18%
Other (Please describe in the comment box below.)	0	0%
Total = n	55	100%

70. Comments: None

71. Would you be interested in participating in further discussions about the Idaho Transportation Department? Responses from these discussions will help us learn where we can improve and meet our strategic objective of expanding and enhancing partnerships.

	Response	%
Yes, you may invite me to participate in further communications (surveys, focus groups, discussions, etc.)	27	48%
No, do not invite me to participate further.	15	27%
I am not sure. Please provide further information.	14	25%
Total = n	56	100%

72. How do you prefer to be contacted? (Contact information collected.)

73. Send additional information to: (E-mail addresses collected.)

74. What question(s) should we ask you that we didn't?

(8 responses; summary below.)

1. None = 3
2. Who do you currently partner with? = 1
3. Should the Division of planning be a bureau within the Division of Highways? =1
4. What does a successful partnership look like? (E.g. elements?) =1
5. Response not related to specific question = 2

APPENDIX E: SAMPLE E-MAIL INVITATION TO FOCUS GROUPS

Greetings**,**

The Idaho Transportation Department is studying the importance of working collaboratively with its partners. ITD is working with Boise State University to gather your opinions and feedback about our partnership. You previously participated in a survey about the department, and now you are invited to participate in a focus group to explore communication, the decision process and other ways to improve your partnership with ITD.

A focus group will be held in LOCATION, ADDRESS, DATE, DAY. TIME OF SIGN IN. ACTUAL START TIME AND ADJOURN TIME. **If you would like to attend, please call or e-mail PERSON or 208-4xxxxxx by DATE, DAY to confirm your attendance.**   Your willingness to provide your insight will help ITD better serve the citizens of Idaho.

 Thank You,
Carole Nemnich
**Boise State University**

Frequently Asked Questions

- **Why are you asking me to attend?** You participated in our survey a month or so ago and indicated that you are interested. Or, we may have identified you as a person who has an interest or existing partnership with ITD.
- **Who else will attend?** Participants may include individuals from a variety of backgrounds – from elected officials and planners to public transit providers, department of motor vehicle offices, highway administrators and others.
- **What is the purpose of the group?** The researchers are interested in learning more about your attitudes, preferences and feedback on partnership with ITD, the decision process and communication.
- **What is the event about, or, what will happen at the focus group?** You will be asked to discuss several topics pertaining to your partnership with other stakeholders.
- **Is this just a way for ITD to push their agenda?** No, the sponsor, ITD, wants to provide a 'safe' environment for a focused discussion. A trained facilitator will make sure that any one person or group cannot 'take over' the meeting. All participants will be heard from as fairly as possible. This study, and the focus group, are sponsored by ITD, but are independent and will recap all findings to ITD, both positive and negative. The researchers are from Boise State University have no 'agenda' other than to find out what you think. ITD employees will not be present unless invited by the facilitator for a specific, non-participant role.
- **What is the attire?** Whatever you wear to work. Casual and comfortable are good.
- **Will I have to give my opinion in front of others?** You may not want to say something in front of the group, and the facilitator will respect that. However, if you do have valuable insights, we do want you to speak up! The atmosphere will not be adversarial, so hopefully you will feel comfortable speaking your mind. We will protect your confidentiality; nothing you say will be attributed to you, personally, in the analysis or report that the universities compile. What is reported to ITD will not have any person or organization name attached.
- **Do I need to have a current, active relationship with ITD to attend?** It is helpful for you to have been involved in some capacity in the recent past, or have a role that currently involves ITD.
- **How long will I be at this event?** Come at TIME. The group starts promptly at TIME and will last about 90 minutes.   You will spend the first 15 minutes or so signing in and getting situated.
- **What if I can only be available for part of the group?** That may be OK. Please contact me for further details.
- **Will I get paid?** No, this is a volunteer event.
- **What if my spouse/partner is an employee of ITD?** As long as you have a role that includes a partnership with ITD, please come.
- **May I ask/include my wife/husband/kid/neighbor/friend?** Only if they also have a relationship with ITD; please check with us first.

If you have any other questions, please call or e-mail PERSON PHONE AND E-MAIL CONTACT.

APPENDIX F: FACSIMILE OF POSTCARD INVITATION

Hello,

Idaho Transportation Department Stakeholder!

You have been selected to participate in the Idaho Transportation Department 2009 Stakeholder survey because your organization has a working relationship with the Idaho Transportation Department.

The purpose of the survey is to study the ITD's ability to collaborate with external organizations. Since your organization works with the ITD, we would like your perspective on how these working relationships are effective, as well as where and how the ITD can improve and expand these partnerships.

The survey is available online at:

ppa.boisestate.edu/ssrc/

The ITD Stakeholder Survey can be accessed online at:
http://ppa.boisestate.edu/ssrc/
It should take less than 10 minutes to complete.

If you prefer, we can mail you a paper copy of the survey.

Email staceydonohue@boisestate.edu or call 208-426-1463 to be mailed a paper copy of the survey with a postage-paid return envelope.

Please complete the survey by September 18, 2009.

THANK YOU for helping the Idaho Transportation Department improve its service to Idaho's citizens!

QUESTIONS?
Email staceydonohue@boisestate.edu or call 208-426-1463

BOISE STATE
U N I V E R S I T Y
Public Policy and Administration
1910 University Drive
Boise, Idaho 83725-1935

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