



**SD Department of Transportation
Office of Research**

SD DOT Customer Survey

Study SD97-01F

Final Report

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Disclaimer

The contents of this report reflect the views of the authors who are responsible for the facts and accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of the South Dakota Department of Transportation, the State Transportation Commission, or the Federal Highway Administration. This report does not constitute a standard, specification, or regulation.

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| 16. Abstract <p>Following a series of qualitative interviews with SD DOT as well as consumers during the week of March 24, 1997, a telephone survey of 800 interviews was conducted between April 17 and May 8, 1997 among two samples – 768 Citizens of SD and 32 current and former state legislators. Average interview length was 23 minutes and 14 seconds.</p> <p>When asked what the SD DOT does, the overwhelming majority of respondents noted that the SD DOT “Checks on/Maintains Roads/Bridges.” Many respondents also mentioned “Snow Removal/Winter Maintenance.” When asked to “grade” the SD DOT on the job it did, two out of three Citizen respondents gave the SD DOT a grade of “A” or “B” (Overall mean of 3.66 or “B-“); Legislators gave the SD DOT a solid “B” (overall mean of 4.19).</p> <p>Respondents were asked to weight six items by importance. The most important Primary Attribute was “Maintaining the Highway Surface,” which was weighted with over one-third of all points. In another weighting exercise, respondents weighted several secondary attributes describing “Maintaining the Highway Surface.” Here “Snow and ice removal” and “Keeping pavement smooth” received the heaviest weights.</p> <p>Respondents were asked for their opinions on several other items, including;</p> <ul style="list-style-type: none"> • Those who favored a gasoline tax increase averaged at least a 2.9 cent hike. • They felt that two-thirds of SD DOT budget should be spent on “Repairing and maintaining existing highways,” rather than “building new highways.” • Respondents felt they were not receiving enough information from the SD DOT. • Respondents would rather drive through a construction zone than detour around it. <p>Based upon these results, a series of recommendations were formulated:</p> <p>Recommendation 1. The SD DOT should focus upon its key tasks.</p> <p>Recommendation 2. The SD DOT should immediately communicate the results of this study internally.</p> <p>Recommendation 3. The SD DOT should immediately communicate the results of this study externally.</p> <p>Recommendation 4. Further research and action planning is needed to address the situation in the Rapid City region.</p> <p>Recommendation 5. This study should be repeated within the next 12-18 months.</p> | |
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I. Executive Summary



I. Executive Summary

Problem Description

Research was needed to identify the South Dakota Department of Transportation's (SD DOT) key products and services, to assess their importance, to determine whether the needs for these products are being acceptably met, and to identify opportunities for cost-effective improvements to the SD DOT's operation. The SD DOT needs reliable information on public opinion and perceptions to help develop a well-targeted strategic plan and to allocate manpower and other resources.

Objectives

1. To identify the key products and services provided to the public by the SD DOT.
2. To assess public understanding and improve public knowledge of the Department's functions, responsibilities, and resource constraints.
3. To assess public opinion regarding the importance of key products and services, the perceived quality and efficiency of the Department's provision of these products and services, and public preferences for allocation of limited resources among the key products and services.
4. To identify opportunities to improve the Department's products and services.

Task Description

During the week of March 24-28, 1997, representatives from Satisfaction Management Systems (SMS), Minnetonka, MN conducted a series of qualitative interviews with SD DOT staff as well as consumers. This process consisted of:

- One on one interviews with division directors and executives
- One on one interviews with department heads and special assignment experts
- Group discussions with the Technical Panel for SD97-01, an Executive Team lunch and personnel from both Region and Area offices
- One consumer focus group in Pierre and one consumer focus group in Sioux Falls
- Telephone interviews with personnel from four state Departments of Transportation

From this process and their input a quantitative survey instrument was developed.

Between April 17 and May 8, 1997, a total of 800 telephone interviews was completed by Marketline Research, Minneapolis, MN. Average interview length was 23 minutes 14 seconds. SD citizens who were 18 years of age or older and did not either personally work or have any close relatives working for the SD DOT, a



city or county Public Works Department or other highway departments were eligible respondents. A smaller subsample of 32 former and current SD state Legislators was also interviewed.

Findings

A. *Qualitative Learning.* A series of interviews and discussion sessions were conducted in order to gather input for the development of the questionnaire. At the time, several “themes” were identified. Essentially, SD DOT personnel:

1. Doubt that consumers know, understand or appreciate what they do.
2. Don’t know what consumers want or expect or what criteria they use to evaluate them.
3. Actually have very little day to day contact with consumers.
4. Give themselves higher grades than they believe consumers will give them.
5. Feel consumers actually don’t have an in depth understanding of what the SD DOT does or what its workers do.
6. Expect that the results of this study will tell them what consumers expect of them. They also expect that the results will be unbiased and actionable.

Sample Profile. Average age of the Citizen respondents was 44 years old, slightly younger than the Legislator sample (48 years). There were slightly more females than males in the Citizen sample. For the most part, compared to the rest of the population of SD, this was an upscale sample: Both Citizens and Legislators were better educated; twice as many citizens had household incomes in excess of \$50,000/year than would be expected from the general population.

Driving Behavior. The mean number of miles driven annually by Citizen respondents was 14,412, less than one-half the 31,446 miles/year driven by Legislators. Approximately one-third of the driving done by the Citizen sample was done in “Rural Areas” -- which correlated nicely with the revelation that 33% of the sample also *lives* in “Rural Areas.”

Awareness and Satisfaction. Respondents were asked, on an unaided basis, what the SD DOT does. Eight out of 10 Citizen respondents (81%) and almost every Legislator (94%) noted that the SD DOT “Checks on/Maintains Roads/Bridges.” The second-most frequently mentioned response was handles “Snow Removal/Winter Maintenance.” Legislators were more apt to note that the SD DOT also “Plans/Builds Roads/Bridges.”

Next, respondents were asked to “grade” the SD DOT and then to explain that grade. Almost two out of three Citizen respondents (63%) gave the SD DOT a grade of A (11%) or “B” (52%), with an overall mean of 3.66, a “B-.” Over eight out of 10 Legislators (82%) gave the SD DOT a grade of “A” (41%) or “B” (41%), with an overall mean of 4.19 – a solid “B.” Respondents who gave the SD DOT a grade of “A” were more likely to cite the SD DOT’s servicing of “Roads/Highways or simply to offer “encouraging” comments such as “Good



Job/Satisfied/(They) Do (the) Best They Can.” Respondents who gave the SD DOT lower grades were more likely to talk about the quality of the roads.



Respondents were read a list of items and asked to indicate which of those items the SD DOT had responsibility for, how important those items were and to “grade” the SD DOT’s performance on each of the items. Almost everyone – both Citizen respondents and the Legislators – felt the SD DOT was responsible for “Making sure that all highway signs are clearly readable,” “Repairing highways and bridges” and “Keeping the highways cleared of ice and snow.” Those items also had the highest percentage of “Very Important” ratings. Both sets of respondents gave the SD DOT “A” grades on three items – “Making sure that all highway signs are clearly readable,” “Keeping traffic signals clearly visible and in working order” and “Setting speed limits.” Overall, Legislators tended to be more correct in identifying what the SD DOT does. Also, they were more likely to hand out higher grades.

Attitudes towards the SD DOT. Next, respondents were read a list of statements about the SD DOT and asked how strongly they agreed with each item. The items the SD DOT scored highest on were “An excellent job with snow removal during the past winter” and “Designs safe highways.” Most encouraging was the fact that “Overall,” both Citizens (39%) and Legislators (50%) “Strongly Agreed” that the SD DOT “Does a good job.”

Resource Allocation. Respondents were read a list of six items and asked to prioritize where the SD DOT should spend its money and focus its services. Respondents were to “weight” the list of six items, using a fictional “\$100” to determine importance. The most important Primary attribute was “Maintaining the Highway Surface,” weighted with 36 “dollars” by the Citizen sample and 43 “dollars” by the Legislators. “Maintaining the Highway Surface” was weighted almost double the second-most important item, “Planning and Building.” After prioritizing these six “Primary” attributes, the same exercise was repeated for each of the “Primary” attributes’ “Secondary” attributes. When applying this exercise to the Primary attribute of “Maintaining the Highway Surface,” respondents prioritized “Snow and ice removal” and “Keeping pavement smooth” as the most important Secondary attributes.

Opinion Items.

- *Gasoline Tax.* Over one-half of the respondents agreed with the statement, “I would support a permanent increase in the gasoline tax in order to maintain highways and bridges in a satisfactory condition.” Citizens who felt the tax should be increased averaged a 2.9 cent increase, less than the Legislators’ average of 3.2 cents.
- *Benefiting from Public Transit.* Almost one-half of the respondents “Disagreed Strongly” with the statement, “I or my immediately family have benefited from public transit in the past year.”
- *Budget Allocation.* Respondents were given an imaginary budget of \$100 and asked to prioritize the SD DOT’s budget. Overall, both groups of respondents felt that two-thirds of the SD DOT’s budget should be spent on “Repairing and maintaining existing highways” (65), whereas only one third of the budget (35) should be spent on “Building new highways.”



- *SD DOT Information Availability.* Respondents were asked about the information provided by the SD DOT. Approximately two out of three Citizen respondents thought there was “not enough” information about “Budget issues and how the SD DOT spends money,” “Plans for building new highways,” and “Upcoming construction and maintenance projects.” Incidentally, Legislators felt they were better informed on most items.
- *SD DOT Worker: Asking for Help & Personal Contact.* If they had traffic problems on the highway, two out of three Citizen respondents “would ask the SD DOT Worker for help,” rather than looking “for another way to get help.”
- *Construction Site: Drive through vs. Detour.* Respondents were asked which of two options they would prefer upon coming upon a construction site: Drive through it at a reduced speed or detour around it on another highway. By an overwhelming majority, both sets of respondents preferred to “Drive through it at a reduced speed.”
- *Comments for the SD DOT Secretary of Transportation.* Many – both Citizen respondents and Legislators had encouraging words – “Great job/Well done this winter & spring/Keep up the good work!” Once again, Legislators were much more generous in their praise.

Statistical Relationships

In this section we compared and contrasted answers to the questions on responsibility, importance, grade, attitudes toward the SD DOT and resource allocation weights by different sub-groups of persons. When comparing questions with categorical answers, we used a variety of multivariate statistical techniques, including one-way ANOVA and correlation to test for statistically significant differences. In every case we used the statistical convention of $p < .05$ as the threshold for saying that a relationship is statistically significant. This means that there is less than five chances out of 100 that the observed relationship in this sample is a result of random variation rather than a real relationship in the general population.

Some of the significant relationships we uncovered included:

- Those who often drive on personal or family errands and trips have a more positive view of the SD DOT than other types of drivers. It may be easier for this group to be more lenient of the SD DOT than those for whom driving the roads is an economic necessity.
- In general, rural drivers tended to hold the SD DOT responsible for more tasks, and to have less positive views of their performance. This more positive view of metropolitan residents may indicate that the work of the Metropolitan Planning Councils are having a positive impact on the public’s perception of the SD DOT.
- Older people have a more favorable opinion of the SD DOT than younger people.



- People with a higher level of education are not as positive toward the SD DOT as people with a lower level of education.
- The Rapid City region is consistently less happy with the SD DOT about road construction. They feel that roads get closed down when it's not necessary, that delays are not minimized, that construction jobs are not done as quickly as they could be and that they are not kept adequately informed of detours and delays caused by those construction jobs. This consistent pattern suggests substantial room for improvement in construction practices in the Rapid City region. The topographical differences between regions may be one source of this observed difference. Special construction procedures may be called for in this region.
- The correlations analysis demonstrates that SD DOT's core tasks are also those that are correlated with the overall grade given to the SD DOT.



II. Problem Description



II. Problem Description

Extensive research over the past 10 to 20 years on key attributes of high-performing organizations (the Baldrige Award criteria, for example) makes it clear that the single most important component for achieving this transformation is to become customer focused and market driven. It is only by becoming thoroughly informed about what customers want from an organization, and how they feel about what they're getting, that the organization can proceed confidently with planning the products or services it should offer, making appropriate changes in how it operates, and allocating funds in the most responsive manner.

The importance of this market-driven approach, and its application to transportation departments in the public sector, is demonstrated by the National Quality Initiative (NQI). The NQI has acted to establish customer-based values at a national level, and the fact that 18 states have also found that surveys which help them understand customer needs are essential. Using the research process to clearly hear the voice of the customer makes possible a strategy for driving organizational changes and priorities that are built on a solid, fact-based foundation. It is that kind of strategy and approach that will deliver the changes and results customers want to see.

One of the South Dakota Department of Transportation's (SD DOT) strategic goals is to provide products and services meeting or exceeding the expectations of the public of South Dakota. This goal cannot be realized unless these expectations are known. Until this point, the Department had not directly ascertained the public's expectations for service or the public's perception of the Department's performance of these services.

Lacking the results of public opinion surveys, the Department had relied on information available from other sources, such as the Governor, Legislators, commission members, special interest groups, news media, public meetings, and citizens' correspondence to influence decisions regarding program development, allocation of resources, and internal management. Although these decisions are based on sound engineering principles and input from identified interest groups, the possibility of unmet needs exists. Research was needed to identify the Department's key products and services, to assess their importance, to determine whether the needs for these products are being acceptably met, and to identify opportunities for cost-effective improvements to the Department's operation.

Customer surveys conducted nationally and in other states do not provide customer opinions specific to South Dakota and the SD DOT. In summary, the Department needs reliable information on public opinion and perceptions to help develop a well-targeted strategic plan and allocate manpower and other resources.



III. Objectives



III. Objectives

Thus, the objectives of the research just completed were:

1. To identify the key products and services provided to the public by the SD DOT.
2. To assess public understanding and improve public knowledge of the Department's functions, responsibilities, and resource constraints.
3. To assess public opinions regarding the importance of key products and services, the perceived quality and efficiency of the Department's provision of these products and services, and public preferences for allocation of limited resources among the key products and services.
4. To identify opportunities to improve the Department's products and services.

These objectives were addressed, at least partially, on the following pages:

| | |
|--|---|
| <i>To identify the key products and services provided to the public by the SD DOT</i> | 31, 34, 37, 40-41, 44-45, 53 |
| <i>To assess public understanding</i> | 19, 20, 21, 31, 33, 34, 37, 39, 40-41, 44-45, 54, 55, 80-82 |
| <i>To assess public opinion</i> | 19, 21, 33, 34, 38, 39, 40-41, 43, 44-45, 46-51, 52, 53, 54, 55, 56, 57-61, 62-77 |
| <i>To identify opportunities to improve</i> | 34, 35, 36, 38, 39, 40-41, 43, 54, 55, 56, 57-61, 62-77, 80-82 |



IV. Task Description



IV. Task Description

This project was completed in two phases:

A. Qualitative Phase: Information Gathering

Instate Personnel. During the week of March 24-28, 1997 representatives from Satisfaction Management Systems (SMS), Minnetonka, MN conducted a series of qualitative interviews with SD DOT staff as well as consumers. The discussion guides used for both the individual and groups sessions are appended. This process consisted of:

One on one interviews with division directors and executives, including

- ◆ Ron Wheeler, Secretary of Transportation
- ◆ Jim Jenssen, Director Planning/Engineering and Deputy Secretary of Transportation
- ◆ Clyde Pietz, Director of Operations (with Norm Humphrey)
- ◆ Roxanne Rice, Director Fiscal & Public Assistance

One on one interviews with department heads and special assignment experts, including

- ◆ Dick Howard, Director Intergovernmental Affairs
- ◆ Carl Chambers, Program Manager of Right of Way
- ◆ Monte Schneider, Program Manager, and John Forman, Bid Letting
- ◆ Lowell Richards, Nanette Dailey, William McLaughlin, Rail, Air and Transit
- ◆ Laurie Schultz, Program Manager, and Terry Jorgensen, Local Government Assistance
- ◆ Dave Jagim, Program Manager of Air, Rail and Transit (telephone interview)
- ◆ Darla Schultz, Highway Users Conference and AAA of SD DOT (telephone interview)



Group discussion sessions were held with:

- Technical Panel for SD97-01 – Two sessions were held, total attendance 8 members, including
 - ◆ Lowell Richards - Dick Howard
 - ◆ Virginia Ripley - Ken Eschmeyer
 - ◆ Dean Hyde - Jim Keyes
 - ◆ Ed Rodgers - Dave Huft (attended both)
- Executive Team Lunch (attended by eight people)
- Personnel from both Region and Area SD DOT Personnel, including
 - ◆ Pierre Regional Office (attended by seven people)
 - ◆ Huron Area Office (attended by three people)
 - ◆ Mitchell Area Office (attended by five people)
 - ◆ Sioux Falls Area Office (attended by six people)

Two focus groups were held with consumers on Wednesday, March 26 in Pierre (attended by seven people) and on Thursday, March 27 in Sioux Falls (attended by nine people).

In all, approximately 50 people associated with the SD DOT either directly as personnel or as members of the Technical Panel provided input for the survey as well as the findings presented here. Also, the 16 people attending the focus groups provided invaluable insight. (Contributions detailed in V. Findings and Conclusions, A. Qualitative Learning.)

Out of State Personnel. During the week of March 24, a series of interviews was conducted with representatives from four state Departments of Transportation. Overall, all the DOTs recognized the importance of conducting research, although they differed on how to use the results. Some use the results publicly as a way of improving public perceptions; some use the results internally for making their own improvements and for planning strategically.

We spoke to DOT personnel in four states. They included:

| Name | Title | State |
|-------------------|-------------------------------------|----------|
| Bill Stringfellow | Manager for Transportation Planning | Colorado |
| Barry Partridge | Chief of Research Division | Indiana |
| Laura Wipper | Program Manager | Oregon |



| | | |
|--------------|-----------------|------------|
| Tressa Olson | Quality Manager | Washington |
|--------------|-----------------|------------|

How and Why Their Research was Initiated. The Colorado DOT initiated its project through “a staff idea and suggestion.” They wanted to get the public’s perceptions on the current transportation system and the expectations of what they thought it should be. Indiana’s program was begun because, “We were having trouble getting the input on the things we were doing right and the things we needed to improve on. Over the years, Indiana has documented savings resulting from research projects and then relayed this information back to the people. Oregon’s work was part of a “performance measurement program,” of which “one of the key areas to measure is the customer satisfaction pie.” Finally, in Washington, each particular program is responsible for its own research. For example, the Amtrak and Rail executives are responsible for surveying customers in their own area.

How the Research was Conducted and Who They Talked to. In addition to 10-12 focus groups, Colorado has conducted a randomly generated telephone survey of 2020 households, encompassing each of the state’s 15 transportation planning regions. Indiana has focused on qualitative, rather than quantitative, research. The Oregon DOT has done many different types of surveys, including self-administered surveys handed out at construction zones, mail surveys and phone surveys. Washington has conducted phone surveys as well as focus groups for specific programs, including one on one interviews with train passengers.

How the Data was Communicated. Colorado reported that the major weakness of its project was that the results were not communicated well. The results were presented to the Transportation Commission and a “policy decision” was made not to communicate the results to the public. Indiana communicates its results to its legislators and “tries to be responsive when requests for information are made from the general public. Besides “making presentations around the state,” Indiana’s Public Information Office helps them communicate transportation-type information via “newspaper articles and television spots.” The Oregon DOT shares the information from its maintenance program with its staff in the regions, districts and crews. Their intent is to use the results to build a report to communicate with the public in an interesting way, such as via a web page. In Washington, DOT research results are communicated internally through an all-agency newsletter. Also, the Secretary of Transportation communicates with the public via meetings, presentations and press releases.



B. Quantitative Phase: Information Confirmation

Eight hundred telephone interviews were completed between Thursday, April 17 and Thursday, May 8, 1997, among two groups of respondents. The questionnaire is appended.

Data was collected by Marketline Research, Minneapolis, MN. Average interview length was 23 minutes 14 seconds.

A *Citizen* sample (n=768) of people who were 18 years of age or older and did not either personally work or have any close relatives working for the SD DOT, a city or county Public Works Department or other highway departments were eligible respondents.

A smaller subsample of 32 former and current South Dakota state Legislators was interviewed for the study. Several attempts were made to contact every name on a list representing the legislature prior to the November 1996 election. Those individuals who participated included:

| <u>Name</u> | <u>Party</u> | <u>Legislative Body</u> | <u>Name</u> | <u>Party</u> | <u>Legislative Body</u> |
|------------------|--------------|-----------------------------|-------------------|--------------|-----------------------------|
| Mark Anderson | D | House | Thomas Ries | R | House |
| Eric Bogue | R | House | Frank Kloucek | D | Senate |
| Doug Bierschbach | R | House | Randy Frederick | R | Senate |
| Mike Broderick | R | House | Jim Hutmacher | D | Senate |
| Jim Dunn | R | Senate | Roberta Rasmussen | D | Senate |
| William Johnson | R | Senate | Al Waltman | D | House |
| Roger Porch | R | Senate | Robert Weber | R | House |
| Dan Matthews | R | House | Carol Fitzgerald | R | House |
| Donald Munson | R | House | Roland Chicione | D | House |
| Arnold Brown | R | Senate | Robert Drake | R | Senate |
| Darrell Bender | R | Senate | Kay Jorgensen | R | House |
| Charles Flowers | D | Senate | Mitch LaFleur | R | Senate |
| Harold Halverson | R | Senate | Alan Aker | R | Senate |
| Barbara Everist | R | Senate | Robert Duxbury | D | House |
| Roger Brooks | R | House | Garry Moore | D | House |
| Don Brosz | R | House | John Reedy | D | Senate |



Disposition Table

| | Total | Total | Citizens | Citizens | Legislators | Legislators |
|-----------------------------------|--------|---------|----------|----------|-------------|-------------|
| | Number | Percent | Number | Percent | Number | Percent |
| Total Number of Records Used | 14,233 | 100% | 14,128 | 100% | 105 | 100% |
| Wrong Number | 0 | 0.0 | 0 | 0 | 0 | 0.0 |
| Fax / Modem | 343 | 2.4 | 342 | 2.4 | 1 | 1.0 |
| Disconnected / Not Working | 2203 | 15.5 | 2199 | 15.6 | 4 | 3.8 |
| Phone Location Not Qualified | 962 | 6.8 | 962 | 6.8 | 0 | 0.0 |
| Refused to Begin | 1175 | 8.3 | 1164 | 8.2 | 11 | 10.5 |
| Terminate | 281 | 2.0 | 277 | 2.0 | 4 | 3.8 |
| Non-Qualified Records | 410 | 2.9 | 408 | 2.9 | 2 | 1.9 |
| Call Backs | 1542 | 10.8 | 1517 | 10.7 | 25 | 23.8 |
| Busy | 437 | 3.1 | 430 | 3.0 | 7 | 6.7 |
| Answering Machine / Voice Mail | 2217 | 15.5 | 2210 | 15.5 | 7 | 6.7 |
| No Answer | 3863 | 27.1 | 3851 | 27.1 | 12 | 11.4 |
| Completed Interviews | 800 | 5.6 | 768 | 5.4 | 32 | 30.1 |



V. Findings and Conclusions



V. Findings and Conclusions

This section represents the main body of the study. It provides extensive detailed findings for both the qualitative and quantitative sections of the project. Each of the following sections begins with an explanation about why that specific topic was investigated. Next, the results are given in some detail. This chapter contains eight major sections, including:

- A. Qualitative Learning
- B. Sample Profile
- C. Driving Behavior
- D. Awareness and Satisfaction
- E. Attitudes towards the SD DOT
- F. Resource Allocation
- G. Opinion Items
- H. Statistical Relationships



A. Qualitative Learning

As noted previously, a series of interviews and discussion sessions were conducted in order to gather input for the development of the questionnaire. After reviewing the notes and audio tapes of the qualitative interviews, the project launches as well as the consumer focus groups, we were able to identify several themes. These “themes” ultimately formed the foundation for the quantitative questionnaire.

1. *SD DOT Personnel doubt that consumers know, understand or appreciate what they do.*

SD DOT personnel, from Division Directors to workers in the field, believe they are dedicated, professional and extremely hardworking. They will “do what it takes.” And yet they are apprehensive about the future. They realize that they have come under intense scrutiny in the past year. Some have become very defensive about this. One Division Director pointed out several times that there is a “silent majority” of SD citizens who have not been heard from. The belief internally is that the Department is doing a very good job and has made a number of improvements, but that public may not be aware of these.

Yes, the bulk of the mail is critical. It goes right to the Governor. And then we hear about it. But nobody says anything if we do a good job.

They want the 10-mile construction project completed in one month.

(The public says) They never do anything. I see them sitting there in their pick ups. I see them at the gas station getting food or drinking coffee. I see pot holes. I see them fixing some roads and it never gets finished, it never gets finished.

SD DOT personnel are extremely conscientious. They realize that their numbers have dwindled in the past year and they wonder if the public has noticed – or expects – appropriate cutbacks in service. They are frustrated because they feel they cannot do the job they once did.

They expect more than we can do. They expect us to be out there as soon as it starts snowing. They expect the pot holes in front of their house to be taken care of. They expect that we work for them personally.

2. *SD DOT personnel don’t know what consumers want or expect or what criteria they use to evaluate them.*

DOT personnel are operating in a vacuum. They are trying, doing their best and yet they don’t know if their best efforts are being noticed by consumers. There is the persistent image of the “worker leaning on a shovel,” but no one could identify the source of this image.

They have a perception that we waste money. That we’re overstaffed.... We want to be perceived as providing quality. No dead wood around here. We provide a good product for their tax dollars.



Are we efficient? Are we cost-effective? Are we giving them the best 'bang for their buck?' Are we overdesigning – or underdesigning – our projects? Who knows?

They think that the crews are overstaffed. They think that work is created to give people something to do.

Besides several “broad” items, individual SD DOT personnel wanted to know what the public expects from each of them in their specific areas. They wanted to know how the public feels about public transit, railways and airports. They wanted to know if the public has noticed the cutbacks on the road crews. They wanted to know if the public will support a gasoline tax to pay for maintaining state roads and bridges. They wanted to know how many minutes a road user will drive through a construction zone vs. how many miles they would prefer to take a detour.

I would ask them, (1) Are you getting your payments correct – for the right amount and on time? (2) Are we reviewing airport plans in a timely manner? (3) How are we doing on public transit?

Would you be willing to support an increase in the gasoline tax in order to keep the roads and bridges in their current condition?

We are \$500 million behind in getting maintenance done. Do you want to get caught up or do you want new construction?

3. SD DOT Personnel actually have very little day to day contact with consumers.

When asked who their “customers” were, many SD DOT personnel parochially identified their immediate audiences. For example, one division director identified customers as accounts to be paid. Another office head said they were “contractors;” a third said those concerned with “the right of way.” Those who did identify the consumers as “the people who use the roads” used the term rather generically.

Contractors. Counties/Cities. Other state agencies.

The general public.

Few people in the SD DOT – from division directors to field workers – actually have immediate contact with consumers. Thus, the consumers are a “they” which is quite mysterious and somewhat impenetrable. They’re out there; they have to be pleased – if only we could find out who they are. One exception to this lack of direct contact with consumers consists of the meetings Secretary of Transportation Ron Wheeler is having with consumers. He is getting first hand contact with the people who actually do use the roads. The benefits of this practice cannot be overestimated.

A lot. I go out in the community and visit in the towns. My job is not to sit behind a desk and do mundane things. My job is to get out. Part of that means talking to people. I’ve ridden the plow during snowstorms. I’ve met with employees out in the regional offices.





4. SD DOT Personnel give themselves higher grades than they believe consumers will give them.

Most of the SD DOT personnel interviewed during the sessions gave themselves a higher “grade” than they expected to receive from the public. When asked to grade the job the SD DOT was doing overall, the average grade given by SD DOT personnel was a “B.” When asked to predict what grade the public would give them, the average grade was a “C.”

| | Number of DOT Personnel that gave the DOT a grade of: | Number of DOT Personnel who predicted this would be their public’s grade: |
|------|---|---|
| A | 3 | 0 |
| B | 26 | 4 |
| C | 4 | 28 |
| D | 1 | 2 |
| F | 0 | 0 |
| MEAN | 3.91 | 3.06 |

I give us an ‘A’ because you can get from Point A to Point B anytime of the year.

We get a B. We’re pretty responsive to the public both in maintenance and construction projects.

I think we’re going to be disappointed by the public’s grades. We tend to pat ourselves on the back too much.

5. Consumers actually don’t have an in depth understanding of what the SD DOT does or what its workers do.

Consumers in Pierre were more familiar with the various duties of the SD DOT. They knew, for example, that the SD DOT was responsible for planning and maintaining state highways and was conducting research on new road materials. However, that may have been due to a quirk in the recruiting process – two of the seven participants had direct connections to government jobs. The issue of safety was of much greater concern for the participants of this group.

Also, the participants of the Pierre group were much more sympathetic to the plight of the SD DOT and its workers – not too surprising in a “government town.” Participants said that the SD DOT has continued to do a very good job in spite of the budget and personnel cuts. They even said they would be willing to pay additional taxes to insure that the SD DOT continue to do its fine job. Most surprising was the fact that these participants were perceptive enough to wonder how short term cutbacks were going to impact long term maintenance of the highways.



Participants in Sioux Falls were more generic in their definition and expectations of the SD DOT. For example, they said the SD DOT “fixes the roads and fills the potholes.” They did not distinguish between responsibility for state, county and city roads. They wanted to talk about timing and placement of traffic lights as well as snow removal on Sioux Falls city streets. Their image of the “store” was one which would be “dirty and in need of restocking.”

Sioux Falls participants were much less sympathetic to the SD DOT. They felt the SD DOT and its crews were not responsive to their needs. They questioned the methods used to choose which roads received maintenance. They felt that repair projects took longer than necessary, that work crews were “out there, but not where they’re supposed to be.” They did feel that snow removal had been handled well during the past winter. However, because of this, they did not see how the budget cuts would hurt the quality of work being done by the SD DOT.

Neither group distinguished between SD DOT workers and private contractors working on behalf of the SD DOT. To the participants, anyone working on a road construction/repair project or doing snow removal or roadside landscaping work is the SD DOT.

6. SD DOT personnel expect that the results of this study will tell them what consumers expect of them. They also expect that the results will be unbiased and actionable.

Right now, the greatest frustration is “not knowing what we don’t know.” Consequently, SD DOT Personnel want a study which will tell them – specifically – what the public knows, wants and expects. It will tell them if the public understands the budget and the political process of how projects get selected and funded. It will tell them if the public knows what roads the SD DOT is in charge of, if they know who has responsibility “for filling up the pot holes in front of my house.” It will also tell them exactly what their image is with the public.

We need to get a truly realistic viewpoint from the public, how they really view us. We need to find out what their priorities are. Then we can start doing our work in a way that better accommodates what they expect of us.

We need information on what the public thinks are the highest priorities and from that (information) we allocate resources. We need to know whether we’re putting our resources in the right areas. We need them to help us develop our strategic plan and identify things we want to measure and to help us set up our processes.

Nobody wanted a study which will “sit on a shelf.” Nobody wanted a study which makes recommendations which are not immediately actionable. Nobody wanted a study which has any overtones of “politics.”



It has to have a good cross section of people All different types of people. We must get to the Silent Majority.

The project will be a waste of money if it is not actionable. If we can't do something – write an action plan – then it did us no good.

DOT wanted results which specifically tells them exactly where they stand with the public. They wanted to know exactly what the public knows – and doesn't know. Once they know this, they wanted to know how to bring their message to the people, how to educate their consumers.

We need specific answers to specific questions:

- *Are we doing a good job plowing the snow, filling the pot holes?*
- *Are we efficient, using dollars wisely? Are we cost effective?*
- *Do we have the safety of the public in mind at all times?*
- *Are we designing our roads safer?*

We'll need newspaper stories. Factoids. At DOT, we need to communicate effectively internally. There are guys on the third floor that don't have a clue about what goes on the first floor. But we also have to get our message out. People have no idea how we do things. I'm a firm believer in getting as many people involved as possible. Sharing information makes people do a better job.

Whatever we get out of this, it has to be usable so that we can create an Action Plan. Do we need to educate the public more? Do we need to change our process to give them what they want?

It is also important that this study establish benchmarks. Besides identifying what consumers want, the study must provide an opportunity for SD DOT personnel to measure themselves against definite numbers with regards to future improvements.



B. Sample Profile

Before detailing results, it is helpful to present an overview of the people who were interviewed. Data takes on more meaning when it is put into the perspective of who said what. In this section, we will present a demographic overview of both the Citizen and Legislator samples. At the same time, where possible, we will also compare these samples to state wide demographic profiles to see how our samples match up against the population of South Dakota. If our sample is representative of the population of South Dakota, the opinions of 800 people can easily be projected onto the entire population of the state.

These “demographic” questions are typically asked at the conclusion of the interview. However, the results are presented first here to provide the reader with a perspective of all data presented hereafter. It is also important to note that oftentimes the entire sample of 768 Citizen respondents and 32 Legislators failed to answer each and every question on the survey. This is typical in marketing research surveys; usually this number is less than 10 for a survey of this size (although the number is much higher on the “Household Income” question). Sometimes, respondents feel uncomfortable answering a particular question; sometimes they simply do not wish to volunteer an answer. Thus, in the tables which follow, it would be the exception, rather than the rule, if the *entire* sample answered a particular question.

The average age of the Citizen respondent was 44 years old, with a range from 19 to 89 years of age. The Legislators tended to be older – over one-half (53%) were 55 and over. Compared to the rest of the state of South Dakota, these respondents were slightly over-represented in the age ranges of 35 to 54 and slightly under-represented in 18 to 34 and in the 65 and over categories.

TABLE 1. AGE OF RESPONDENTS

| | SD DOT Customer Survey | | SD Population |
|-------------|------------------------|-------------|---------------|
| | Citizens | Legislators | 18 and over |
| | (761) | (32) | 513,000+ |
| 18-24 | 10% | -- | 13% |
| 25-34 | 17 | 6% | 22 |
| 35-44 | 25 | 22 | 19 |
| 45-54 | 19 | 19 | 13 |
| 55-64 | 13 | 22 | 12 |
| 65 and over | 16 | 31 | 21 |
| Median Age | 44 | 48 | -- |

+1995 Statistical Abstract of the United States, 115th Edition, Table 34.



Most of the respondents had lived in SD DOT all of their lives. One-quarter of the Citizen population (23%) and almost one-half of the Legislators (44%) had lived in South Dakota for 51 years or more. The correlation between age and length of residence is .71, which indicates that the length of time a respondent had spent in South Dakota was largely driven by his or her age.

TABLE 2. YEARS OF RESIDENCE IN SOUTH DAKOTA

| | SD DOT Customer Survey | |
|------------------|------------------------|-------------|
| | Citizens | Legislators |
| | (743) | (32) |
| 10 Years or Less | 17% | -- |
| 11 - 20 | 13 | 9% |
| 21- 30 | 17 | 6 |
| 31-40 | 17 | 12 |
| 41 - 50 | 14 | 28 |
| 51 Years or More | 23 | 44 |
| Mean | 34 | 49 |

There were more females (57%) than males (43%) in the sample. Although not balanced with the SD DOT population, this female skew is typical of marketing research studies. Males dominated the Legislator sample.

TABLE 3. GENDER OF RESPONDENTS

| | SD DOT Customer Survey | | SD Population# |
|--------|------------------------|-------------|----------------|
| | Citizens | Legislators | 18 and over |
| | (768) | (32) | 513,000 |
| Female | 57% | 16% | 51% |
| Male | 43 | 84 | 49 |

#Unless otherwise stated, all SD population information was provided by the SD Department of Education and Cultural Affairs.

The sample tended to over-represent the upper levels of education and under-represent the lower levels of education. Two out of three Citizen respondents (66%) had at least some college education, including "Some College or Technical Degree" (40% of the total sample), a Bachelor's degree (17%) or graduate school education (9%). As one



might expect, Legislators were better educated than the Citizen sample. Almost one-half of the Legislator sample (47%) were college graduates (22%) or had a graduate degree (25%).

**TABLE 4. EDUCATION OF RESPONDENTS**

| | SD DOT Customer Survey | | SD Population |
|--------------------------------|------------------------|-------------|---------------|
| | Citizens | Legislators | Total |
| | (763) | (32) | 497,059 |
| Some High School or Less | 7% | 3% | 22% |
| High School Graduate | 26 | 19 | 33 |
| Some College/Vocational School | 40 | 31 | 29 |
| College Graduate | 17 | 22 | 12 |
| Graduate Degree/Other | 9 | 25 | 4 |

One-half (49%) of the Citizen sample was employed full time, while 16% were retired and another 12% were employed part time (i.e., less than 30 hours per week). Although two out of three Legislators (69%) were employed full time, 25% were also retired.

TABLE 5. EMPLOYMENT OF RESPONDENTS

| | SD DOT Customer Survey* | |
|-----------------------------------|-------------------------|-------------|
| | Citizens | Legislators |
| | (764) | (32) |
| Employed Full Time | 49% | 69% |
| Employed Part Time (<30 hrs/week) | 12 | 3 |
| Retired | 16 | 25 |
| Homemaker | 8 | -- |
| Student | 5 | -- |
| Currently Laid Off | 2 | -- |
| Something Else | 7 | 3 |

* Due to substantial inconsistencies between the census parameters and the parameters used for this study, direct comparisons of Citizens/Legislators with total SD population was not possible.



Our sample over-represented higher income levels and under-represented lower income households. There was a fairly even four-way split in the Citizen sample's household income: 22% earned under \$20,000, 29% earned between \$20,000 - \$35,000, 26% earned between \$35,000 - \$50,000 and 23% earned \$50,000 or more. The Legislator sample was much more affluent. Six out of 10 (60%) had household incomes of \$50,000 or more.

TABLE 6. HOUSEHOLD INCOME OF RESPONDENTS

| | SD DOT Customer Survey | | SD Population |
|----------------------------------|------------------------|-------------|---------------|
| | Citizens | Legislators | Households |
| | (720) | (28) | 259,393 |
| Under \$20,000 | 22% | 4% | 44% |
| \$20,000, but less than \$35,000 | 29 | 7 | 29 |
| \$35,000, but less than \$50,000 | 26 | 29 | 16 |
| \$50,000 or more | 23 | 60 | 11 |



C. Driving Behavior

A series of questions was included to obtain an overview of the driving behavior of both samples. We were seeking answers to questions like, “How many miles are people driving per year?” or “What are they using the roads for?” Again, this information provides both perspective and opportunities for statistical analysis with the data presented later.

The mean number of miles the Citizen population reported driving annually was approximately 14,412, with one-quarter of the sample (26%) driving 20,000 or more/year. Legislators were much heavier users of the roads. Three out of four (75%) reported driving 20,000 or more/year, with a sample mean of 31,446.

TABLE 7. MILES DRIVING ANNUALLY TABLE

| | Citizens | Legislators |
|---------------------|----------|-------------|
| | (704) | (32) |
| 5,000 or Less | 19% | -- |
| 5,000 - 9,999 | 15 | 3% |
| 10,000 - 14,999 | 27 | 13 |
| 15,000 - 19,999 | 13 | 9 |
| 20,000 or more/year | 26 | 75 |
| Mean | 14,412 | 31,446 |



Respondents were read a series of statements which described the types of trips they were making. They then selected the one answer which was most appropriate. Citizen respondents were most likely to be making “Personal/Family Errands/Trips” (40%) or “Commuting to and from work/school” (38%). Legislators were most likely to be taking “Work related trips (e.g., sales calls)” (37%). Virtually every trip by every respondent was made by car.

TABLE 8. TYPES OF TRIPS TAKEN

| | Citizens | Legislators |
|--|----------|-------------|
| | (768) | (32) |
| Commuting to and from work/school | 38% | 22% |
| Work related trips (e.g., sales calls) | 11 | 37 |
| Personal/Family Errands/Trips | 40 | 16 |
| Farm/Ag Related Trips | 9 | 16 |
| Driving Professionally | 2 | 6 |
| Other (Net) | 1 | 3 |

TABLE 9. METHOD OF TRANSPORTATION

| | Citizens | Legislators |
|----------------------|----------|-------------|
| | (753) | (30) |
| Car | 99% | 100% |
| Public Transit/Other | 1 | -- |



Approximately one-third of the Citizen sample (32%) reported that most of their driving was done in “Rural Areas” (which correlated nicely with the revelation that 33% of the sample also *lives* in “Rural Areas”). Three out of 10 respondents (30%) said that most of their driving was done in “Communities of 5,000 - 40,000 people,” although only 27% of the Citizen sample lived in similar-sized communities. Over one-half of the Legislators (53%) reported that their driving was done in “Rural Areas,” despite the fact that only 37% lived in “Rural Areas.” Among Citizens, 68% drive in the same size community, while 18% drive in larger communities and 13% drive in smaller communities than they live in.

TABLE 10. DRIVING IN COMMUNITY SIZE

| | Citizens | Legislators |
|-------------------------------|----------|-------------|
| | (758) | (32) |
| Communities of 40,000+ | 24% | 9% |
| Communities of 5,000 - 40,000 | 30 | 22 |
| Communities of <5,000 | 12 | 6 |
| Rural Areas | 32 | 53 |
| Something Else | 1 | 9 |

TABLE 11. LIVING IN COMMUNITY SIZE

| | Citizens | Legislators |
|-------------------------------|----------|-------------|
| | (764) | (32) |
| Communities of 40,000+ | 22% | 12% |
| Communities of 5,000 - 40,000 | 27 | 28 |
| Communities of <5,000 | 18 | 22 |
| Rural Areas | 33 | 37 |



D. Awareness and Satisfaction

During the next portion of the interview, respondents were first asked what the SD DOT does. This question was asked in order to determine overall knowledge and perceptions of both samples, per the study's second objective. Next, respondents were not only asked to "grade" the SD DOT, but to explain their grades. The "grading" exercise was meant to measure respondent satisfaction. Once again, this question was asked to fulfill the study's objectives. Finally, respondents were read a list of items and asked to indicate which of those items the SD DOT had responsibility for, how important the items were and then to "grade" the SD DOT's performance on the items. Again, these questions were intended to measure customer awareness and knowledge. New products and services could be designed using consumer perceptions and levels of knowledge.

When asked in an open ended question, what the SD DOT does, eight out of 10 Citizen respondents (81%) stated that the SD DOT "Checks on/Maintains Roads/Bridges." One out of four Citizens (25%) mentioned "Snow Removal/Winter Maintenance." Almost every Legislator (94%) noted that the SD DOT "Checks on/Maintains Roads/Bridges." Over one-half (53%) also noted that the SD DOT also "Plans and Builds Roads / Bridges" (compared to 16% of the Citizen respondents). A series of verbatims follows Table 12. Although these comments give a good overview of what the SD DOT actually does, they also show that some misunderstanding exists.

TABLE 12. DEFINING WHAT THE SD DOT DOES

| | Citizens | Legislators |
|---|----------|-------------|
| | (767)* | (32)* |
| Check on/Maintain Roads/Bridges | 81% | 94% |
| Snow Removal/Winter Maintenance | 25 | 19 |
| Plan/Build Roads/Bridges | 16 | 53 |
| Regulations (Truck Weigh Stations, etc) | 18 | 6 |
| Road Signs/Traffic Signals | 10 | 6 |
| Safety/Highway Patrol/Public Info | 10 | 16 |
| Licenses and Regulations | 6 | 3 |
| Public Transit/Bus+ | 5 | 3 |
| Roadsides/Ditches (Mowing, etc) | 3 | 3 |
| Other | 5 | 25 |
| Don't Know | 8 | -- |

*Open-ended question. Numbers coded from verbatims. Multiple responses allowed.

+Not one respondent spontaneously mentioned "air/airports," etc.

**Sample Verbatim Comments**

Repair roads – make sure all the signs are up. Clearing the roads and responding to accidents. (20 year-old male college student)

They keep the roads in a driveable condition. (35 year-old woman who commutes to work)

Makes our lives miserable half the time and maintains roads and signs and things like that. I guess they plan highway construction, maintenance and handle aircraft and airports and such. (54 year-old woman who makes farm and agricultural-related trips)

Take care of the roads and enforce the rules. I would assume repair of the roads and highways, and I would imagine they fund certain research projects like alternative fuels and mass transit. (33 year-old man who makes personal / family errands and trips)

Well, they take care of our roads and put up the road signs. Just in general the conditions of the road—they keep them up to date. I'm sure they are the ones who hire people to replace pieces in the road and fixing the road and the plowing in the winter. In the summer, maybe they are the ones in charge of telling people to do the mowing in the roadside ditches. (49 year-old woman who makes personal / family errands and trips)

I don't know. In my opinion, they are responsible for building and maintaining highways. Area between Wessington and Miller is under construction by them, I suppose. Setting standards for highways. The DOT has to do with plowing, too. (71 year-old man who makes farm or agricultural related trips)

Well, as far as I know, they maintain the roads. I can't think of too much else. Just general roadwork, just as far as fixing I-29, like they take over one-half of the highway. We have bitter cold winters here, every year. (27 year-old male college student)

They try to make traveling convenient for people. They make up new highways and roads, and try to save money for the taxpayers. (39 year-old woman who makes personal / family errands and trips)

It keeps our roads up, I suppose. It keeps them cleaned off in the wintertime; it keeps them safe. Oh man, it does a lot—should keep them nice looking even along the edges, plans where our roads should go, where improvements need to be made. (59 year-old woman who makes personal / family errands and trips)

Maintain the streets and pavement, redoing potholes, checking to make sure all streets are safe when they're rerouted. (83 year-old retired man who makes farm or agricultural related trips)

They do the snow removal, which is a big deal, and they keep the highways in good condition. (31 year-old woman who commutes to and from work)

Sanding in the wintertime and fill potholes, marking the lines, (yellow and white lines). (52 year-old woman who commutes to and from work)

As far as keeping our highways in good driving condition, keeping the snow off 'em and keeping them repaired. (38 year-old woman who commutes to and from work)



Snow removal, fixing the roads and maintaining the roads, sweeping the roads, maintenance of all the roads. (23 year-old unemployed woman who makes personal / family errands and trips)

They work on the roads. They plan the roads and build the roads. (43 year-old woman who makes work-related trips such as sales calls or driving to meetings and appointments)

Handle registration of vehicles, plates, drivers licenses, repairs of roads. Construction of new roads, snow removal, maintenance, keeping driving records. (23 year-old female college student)

They regulate the roads and—just what it sounds like—the motor vehicles and shipping and highway use. (59 year-old man who makes work-related trips such as sales calls or driving to meetings and appointments)

Issuing drivers licenses and in charge of the highway patrol. (21 year-old female college student who makes personal / family errands and trips)

Take care of public transportation and basically, in charge of our highways. Well, just maintenance, upgrading, snow removal, signs, etc. Keeping it repaired. (37 year-old male who makes farm or agricultural related trips)

As a way of measuring customer satisfaction, respondents were asked to “grade” the SD DOT and then to explain that grade. The mean grade was 3.66 – which translates into a “B-” (see grid following Table 13 for a explanation of the grade). Over one-half of the Citizen respondents (52%) gave the SD DOT a grade of “B.” Another 11% gave the SD DOT a grade of “A” -- over five times the number of people (2%) who gave the SD DOT a failing grade of “F.” Over eight out of 10 Legislators (82%) gave the SD DOT a grade of “A” (41%) or “B” (41%), with an overall mean of 4.19 - a solid “B.”

TABLE 13. SD DOT “GRADE”

| | Citizens | Legislators |
|------------|----------|-------------|
| | (768) | (32) |
| A | 11% | 41% * |
| B | 52 | 41 |
| C | 29 | 16 |
| D | 5 | 3 |
| F | 2 | -- |
| MEAN Grade | 3.66 | 4.19 |

**Legislators gave a significantly better grade than the citizens.*

| A | B | C | D | E |
|---|-----------|-----------|-----------|-----------|
| | B+ = 4.33 | C+ = 3.33 | D+ = 2.33 | F+ = 1.33 |



| | | | | |
|-----------|-----------|-----------|-----------|----------|
| A = 5.00 | B = 4.00 | C = 3.00 | D = 2.00 | F = 1.00 |
| A- = 4.66 | B- = 3.66 | C- = 2.66 | D- = 1.66 | |

Respondents were also asked to explain the grades they gave. Those who gave the SD DOT grades of “A” were more likely to cite the SD DOT’s servicing of “Roads/Highways” (42%). Almost as many respondents (38%) just made encouraging comments: “Good Job/Satisfied/(They) Do (the) Best They Can.” On the other hand, those respondents who gave the SD DOT grades of “C” or “D” were most likely to talk about the quality of the roads.

TABLE 14. REASONS FOR “GRADE”

| | A* | B* | C* | D/F* |
|--------------------------------------|------|-------|-------|------|
| | (97) | (399) | (221) | (52) |
| Positive Comments | | | | |
| Roads/Highways | 42% | 32% | 5% | |
| Snow Removal/Winter Maintenance | 16 | 11 | 3 | 2% |
| No Problems/No Complaints | 8 | 5 | | |
| Good Job/Satisfied/Do Best They Can | 38 | 31 | 5 | |
| Safety/Regulations/Public Info | 6 | 2 | | |
| Public Transit | 2 | 1 | 1 | |
| Good, Considering What They Put Up | 30 | 23 | 11 | 6 |
| Always Working/Working Hard | 4 | 1 | | |
| Other (Specify) | 20 | | | |
| Neutral Comments | | | | |
| Room for Improvement/Not Perfect | | 21 | 13 | 4 |
| Average/OK | | | 17 | 2 |
| Other (Specify) | | 2 | 5 | |
| Negative Comments | | | | |
| Road Repair Time | | 5 | 8 | 15 |
| Quality of Roads | 1 | 13 | 42 | 71 |
| Snow Removal/Winter Maintenance | | 6 | 13 | 12 |
| Construction (Hassles, Quality, etc) | | 3 | 6 | 13 |
| Not Doing/Caring about Their Jobs | | | 4 | 19 |
| Be More Efficient/Prioritize | | 1 | 4 | 12 |



| | | | | |
|-----------------|--|---|---|----|
| Other (Specify) | | 2 | 9 | 15 |
|-----------------|--|---|---|----|

**Combined Samples (Citizens and Legislators) due to small number of Legislators surveyed. Codes were developed from verbatim comments. Multiple responses were allowed.*

Once again, verbatim comments tell a more complete story.

Gave the SD DOT a grade of “A”

Because of the winter we just went through. I think they did very well. I think overall the roads I drive to work on are in pretty good shape. In general, after the horrible winter we just had, I have to hand it to them. They did a great job. (41 year-old woman who commutes to and from work)

I think there are a lot of miles across the state, and they are fairly well maintained considering how small the population is. I have never had a problem even in really bad weather with getting where I need to go. (37 year-old man who makes personal / family errands and trips)

Gave the SD DOT a grade of “B”

Well, it seems to me like the road repairs that we see and take place in the latter years is not done to the same standards of quality as of 50 years ago, and they are not supervised closely enough. But they have a hard job, and they have to work at it. (54 year-old woman who makes farm or agricultural-related trips)

Generally they do a pretty good job, but I think they have done a horrible job this spring. The roads are so bad like 212 East and West. The roads are terrible. No one is driving anywhere near the 45-mph speed limit due to the floods near and around Watertown. Tracks can be 18 inches wide and six inches deep or three to six inches wide. (61 year-old man who makes work-related trips, such as sales calls or driving to meetings and appointments)

Because they are doing a really good job as far as I can tell, but there are a few things that need to be changed. The streets where there is construction—they need to find a better way to reroute traffic. Also, potholes need to be fixed. Just in general keep the roads maintained. (19 year-old woman who makes work-related trips, such as sales calls or driving to meetings and appointments)

I don't think they're perfect, but they're good. I notice they keep up with repair and maintenance when they can to make sure the roads are safe to drive on and notify us if they're not so. I think they're doing good. (64 year-old woman who makes work-related trips, such as sales calls or driving to meetings and appointments)

I think they are doing a good job. I have no complaints. They are helping us out with the disasters. The winters and the floods. They are using our tax money and putting it to good use by fixing the roads locally. I have absolutely no complaints. Well, just basically that. I have never had any problems with highways before. I've traveled around the country and different states have different priorities. Here in SD I have no problems with the roads. (44 year-old man who makes personal / family errands and trips)



Well, I don't think our highways are perfect. They could be better, but I guess they haven't gotten to it, yet because of the horrible winter that we had. As soon as they fix it, it will be an 'A.'" (38 year-old man who makes work-related trips, such as sales calls or driving to meetings and appointments)

Because I feel everything is pretty good, but there is always room for improvement. (28 year-old man who commutes to and from work)

I give them a solid 'B' because there's been real problems in the weather this year, and they're trying to keep up with it, and I feel they're doing the best they can, despite the little amount of money they have. (63 year-old man who commutes to and from work)

Gave the SD DOT a grade of "C"

I think we have some problems with the roads that they need to deal with, and they collect enough gas taxes where they need to be doing more, like maintenance stuff, like potholes. I don't know where all the money goes. (52 year-old man who makes farm or agricultural related trips)

I got stuck in a couple of storms and drove in a couple of them that they didn't respond to. There was a storm we had in early February, and there wasn't a plow for 24 hours. So the commute was hazardous. (29 year-old man who commutes to and from work)

I think that some of the roadways and different things—it seems like that they fix the same parts of the road every time. They need to look at the coloring of the roads, especially with our winters. You need to have them yellow when you can't see through the snow next to the median. Let's see, I think when they contract out to other companies, you need to look at that more. More quality of the work and you wouldn't have to fix the same things over again. (31 year-old man who commutes to work)

This winter they did not do a very good job on the road. I guess they just overlooked us. There were times when they didn't even come out and plow our roads, and there's only two ways into town. When they did, they did only one sweep; seemed they didn't do grading right away. Our roads should have been graded more, because tractors coming down the road puts ruts in the road and everything. (54 year-old retired woman who makes personal / family errands and trips)

I just think there are some things that they do that they can do better—instead reducing the size of the DOT, do maintenance. They oversee it and don't do anything, and it seems like they reduced the size in the snow and wintertime, and it looks like they reduce the size in the summertime, too. (42 year-old man who drives commercially)

Because of the amount of roads that have been—this last year in particular—there are detours. Fourteen stayed as one all winter—maybe nine months, which includes winter. It was just hard. (40 year-old woman who is a homemaker and makes personal / family errands and trips)

Gave the SD DOT grades of "D" or "F"



Because when the roads are repaired they don't last long. Too much bureaucracy—not enough people doing anything—the quality of work—a lot of this repair work, by the end of the year it is all broke. Our roads are in terrible shape. (57 year-old retired man)

Because our roads are in bad shape; the signs are not put back up; posts are knocked over; there are holes in the highways. (46 year-old woman who commutes to and from work)



As noted previously, respondents were read a list of items and asked to indicate whether or not the SD DOT had responsibility for that item (Table 15 on this page). Next, respondents were asked how important the item was to them (Table 16 on Page 38). Finally, they were asked to “grade” the SD DOT’s performance on each of the items (Table 17 on Page 39).

TABLE 15. RESPONSIBILITY OF THE SD DOT

| | Citizen | | Legislators | |
|--|---------|-------|-------------|-------|
| | N* | % Yes | N* | % Yes |
| Planning where highways go | 734 | 89 | 32 | 94 |
| Repairing highways and bridges | 759 | 94 | 32 | 100 |
| Repairing city streets | 746 | 26 | 32 | 3 |
| Building highways and bridges | 746 | 86 | 32 | 100 |
| Keeping the highways cleared of ice and snow | 754 | 92 | 32 | 97 |
| Keeping traffic signals clearly visible and in working order | 742 | 85 | 32 | 84 |
| Landscaping of shoulders and areas near highways | 733 | 80 | 32 | 91 |
| Filling pot holes on city streets | 747 | 28 | 31 | 0 |
| Developing chemicals for use in snow and ice melting | 704 | 67 | 30 | 57 |
| Funding airport construction | 690 | 30 | 29 | 45 |
| Funding public transit in cities and rural areas | 700 | 53 | 28 | 46 |
| Setting the amount of the gas tax | 715 | 30 | 32 | 6 |
| Issuing drivers licenses | 736 | 72 | 32 | 34 |
| Setting speed limits | 749 | 55 | 32 | 25 |
| Overseeing the state railroad system | 682 | 45 | 32 | 66 |
| Making sure that all highway signs are clearly readable | 762 | 96 | 32 | 97 |
| Keeping highways free of debris | 749 | 88 | 32 | 94 |
| Keeping rest areas safe, clean and attractive | 744 | 84 | 32 | 91 |

*The “N” varies from item to item, based upon the number of respondents who “Don’t Know.”



TABLE 16. IMPORTANCE OF ITEMS

| | Citizens | | Legislators | | Mean | |
|--|----------|------------------|-------------|------------------|------|------|
| | N | % Very Important | N | % Very Important | Cit. | Leg. |
| Planning where highways go | 652 | 41 | 30 | 57 | 3.9 | 4.2 |
| Repairing highways and bridges | 714 | 83 | 32 | 88 | 4.8 | 4.9 |
| Repairing city streets | 192 | 69 | 1 | - | 4.5 | 1.0 |
| Building highways and bridges | 640 | 50 | 32 | 72 | 4.2 | 4.6 |
| Keeping the highways cleared of ice and snow | 697 | 86 | 31 | 84 | 4.8 | 4.8 |
| Keeping traffic signals clearly visible and in working order | 630 | 82 | 27 | 67 | 4.8 | 4.6 |
| Landscaping of shoulders and areas near highways | 584 | 16 | 29 | 7 | 3.4 | 3.2 |
| Filling pot holes on city streets | 207 | 67 | - | - | 4.5 | - |
| Developing chemicals for use in snow and ice melting | 464 | 40 | 17 | 24 | 4.0 | 3.4 |
| Funding airport construction | 201 | 17 | 13 | 39 | 3.2 | 4.0 |
| Funding public transit in cities and rural areas | 371 | 15 | 13 | 31 | 3.3 | 3.4 |
| Setting the amount of the gas tax | 205 | 37 | 1 | - | 3.8 | 1.0 |
| Issuing drivers licenses | 527 | 51 | 11 | 36 | 4.2 | 3.1 |
| Setting speed limits | 408 | 53 | 8 | 25 | 4.3 | 3.8 |
| Overseeing the state railroad system | 298 | 22 | 21 | 24 | 3.4 | 3.9 |
| Making sure that all highway signs are clearly readable | 732 | 77 | 31 | 68 | 4.7 | 4.5 |
| Keeping highways free of debris | 657 | 71 | 30 | 60 | 4.6 | 4.4 |
| Keeping rest areas safe, clean and attractive | 626 | 55 | 29 | 41 | 4.3 | 4.1 |

Mean based upon a five-point scale whereby "5" signifies "Very Important" and "1" is "Not at All Important."



TABLE 17. SD DOT “GRADE”

| | Citizens | | Legislators | | Mean [■] | |
|--|----------|-----|-------------|-----|-------------------|------|
| | N | % A | N | % A | Cit. | Leg. |
| Planning where highways go | 628 | 29 | 30 | 47 | 4.0 | 4.1 |
| Repairing highways and bridges | 714 | 21 | 32 | 28 | 3.8 | 3.8 |
| Repairing city streets | 188 | 10 | 1 | - | 3.4 | 2.0 |
| Building highways and bridges | 624 | 26 | 31 | 36 | 3.9 | 4.0 |
| Keeping the highways cleared of ice and snow | 696 | 36 | 31 | 42 | 4.1 | 4.1 |
| Keeping traffic signals clearly visible and in working order | 628 | 56 | 27 | 63 | 4.5 | 4.5 |
| Landscaping of shoulders and areas near highways | 581 | 24 | 29 | 35 | 3.9 | 4.0 |
| Filling pot holes on city streets | 206 | 14 | - | - | 3.3 | - |
| Developing chemicals for use in snow and ice melting | 413 | 20 | 15 | 27 | 3.7 | 3.9 |
| Funding airport construction | 152 | 11 | 13 | 15 | 3.6 | 3.8 |
| Funding public transit in cities and rural areas | 320 | 10 | 13 | 31 | 3.5 | 3.8 |
| Setting the amount of the gas tax | 199 | 16 | 1 | - | 3.6 | 3.0 |
| Issuing drivers licenses | 524 | 48 | 11 | 27 | 4.3 | 3.8 |
| Setting speed limits | 406 | 45 | 8 | 50 | 4.3 | 4.4 |
| Overseeing the state railroad system | 252 | 14 | 20 | 25 | 3.6 | 3.9 |
| Making sure that all highway signs are clearly readable | 729 | 96 | 31 | 58 | 4.4 | 4.5 |
| Keeping highways free of debris | 655 | 41 | 30 | 43 | 4.2 | 4.3 |
| Keeping rest areas safe, clean and attractive | 613 | 38 | 28 | 43 | 4.2 | 4.4 |

■ Mean based upon a five-point scale whereby “5” signifies “Very Important” and “1” is “Not at All Important.”

Almost everyone – both Citizen respondents and the Legislators -- felt the SD DOT was responsible for “Making sure that all highway signs are clearly readable,” “Repairing highways and bridges” and “Keeping the highways cleared of ice and snow.”

Not surprisingly, those items also had the highest percentage of “Very Important” ratings. Both Citizens and Legislators gave the SD DOT “A” grades on three items – “Making sure that all highway signs are clearly readable,” “Keeping traffic signals clearly visible and in working order” and “Setting speed limits.” Interestingly,



Legislators' grades tended to be higher than Citizens grades. As these numbers also indicate, several people – both Citizens and Legislators – had incorrect perceptions.

The information on the following table is presented two ways – by percentages (which provides the “strength” – and commitment -- of each individual respondent's answer, i.e., “Top Box” scores) and by means (which provides more of a broad overview of the entire sample).

NOTE: Experience – and several hundred research studies conducted over a 15-year period – have enabled us to create certain “Rules of Thumb.” For example, on a five-point scale (like the scale being used here), an “impressive” score would be earned if 40% or more of the respondents “Strongly Agreed” with the statement. This rating is also known as a “Top Box” rating (i.e., on a five-point scale, the percentage of respondents who “Strongly Agreed,” with the statement -- they selected the highest possible rating, the “Top Box.”)

**TABLE 18. COMBINED TABLE:
RESPONSIBILITIES, IMPORTANCE AND GRADES**

| | Col. 1 Responsi- bility of SD DOT | | Col. 2 Item is ‘VERY’ Important | | Col. 3 SD DOT receives an “A” grade | | “MEAN GRADE” 4.5+ = A 4.0 = B 3.0 = C | |
|--|--|------|--|-----|--|-----|---|----|
| | Cit | L | Cit | L | Cit | L | Cit | L |
| | 768 | 32 | Sample Varies | | Sample Varies | | Sample Varies | |
| Making sure that all highway signs are clearly readable | 96% | 97% | 77% | 68% | 53% | 58% | A | A |
| Repairing highways and bridges | 94 | 100 | 83 | 88 | 21 | 28 | B- | B- |
| Keeping the highways cleared of ice and snow | 92 | 97 | 86 | 84 | 36 | 42 | B | B |
| Planning where highways go | 89 | 94 | 41 | 57 | 29 | 47 | B | B |
| Keeping highways free of debris | 88 | 94 | 71 | 60 | 41 | 43 | B+ | A- |
| Building highways and bridges | 86 | 100* | 50 | 72* | 26 | 36 | B | B |
| Keeping traffic signals clearly visible and in working order | 85 | 84 | 82 | 67 | 56 | 63 | A | A |
| Keeping rest areas safe, clean and attractive | 84 | 91 | 55 | 41 | 38 | 43 | B+ | A |
| Landscaping of shoulders and areas near highways | 80 | 91 | 16 | 7 | 24 | 35 | B | B |
| Issuing drivers licenses | 72 | 34* | 51 | 36* | 48 | 27 | A- | B- |



**TABLE 18. COMBINED TABLE:
RESPONSIBILITIES, IMPORTANCE AND GRADES (Cont.)**

| | Col. 1 Responsi- bility of SD DOT | | Col. 2 Item is 'VERY' Important | | Col. 3 SD DOT receives an 'A' grade | | "MEAN GRADE" 4.5+ = A 4.0 = B 3.0 = C | |
|--|--|-----|--|-----|--|----|---|-----|
| | Cit | L | Cit | L | Cit | L | Cit | L |
| | 768 | 32 | Sample Varies | | Sample Varies | | Sample Varies | |
| Overseeing the state railroad system | 45 | 66* | 22 | 24 | 14 | 25 | C | B- |
| Funding airport construction | 30 | 45 | 17 | 39* | 11 | 15 | C | B- |
| Setting the amount of the gas tax | 30 | 6* | 37 | -- | 16 | -- | C | INC |
| Developing chemicals for use in snow and ice melting | 67 | 57 | 40 | 24 | 20 | 27 | B- | B |
| Funding public transit in cities and rural areas | 53 | 46 | 15 | 31 | 10 | 31 | C+ | B |
| Setting speed limits | 55 | 25 | 53 | 25 | 45 | 50 | B+ | B+ |
| Filling pot holes on city streets | 28 | --* | 67 | -- | 14 | -- | C- | -- |
| Repairing city streets | 26 | 3* | 69 | -- | 10 | -- | C | INC |

* There is a significant difference between citizens and Legislators. Significance testing used a 2-tail t-test, $p < .05$.



Importance and Performance Ratings Combined

We have divided the importance questions into two groups High (50% or more say its very important) and Low (Less than 50% say it's very important). Likewise we broke the performance ratings into two groups based on the average grade given to each question. High performance was a B+ or better and low performance was a B or lower. Then we combined the results of these two classifications into one table with four cells.

Before presenting actual results, we have constructed the table below to help the reader interpret the four cells. The statement in bold (e.g., **Strengths of the Organization**) shows the overall label for the cell. The bulleted statements (e.g., Already getting a good return on investment) describe the meaning of survey questions that are later shown as members of the cell. Special attention should be paid to survey items appearing in the cell headed **Areas for Improvement**. Table 19 is an example.

**TABLE 19. IMPORTANCE AND PERFORMANCE RATINGS COMBINED
(EXAMPLE TABLE)**

| <i>Group Analyzed</i> | | <i>Importance Rating</i> | |
|----------------------------------|--------------------|---|---|
| | | <i>High</i> | <i>Low</i> |
| <i>Performance Rating</i> | <i>High</i> | Strengths of the Organization: <ul style="list-style-type: none"> ● Already getting a good return on investment ● Need to maintain level of service and improve with state of the art ● Communicate your accomplishments to build overall customer perception | Possible Over-Commitment by the Organization: <ul style="list-style-type: none"> ● Poor return on investment ● Carefully reduce resources in these areas (but may be subject to minimum thresholds) ● If a necessary service, customer education required to create awareness of value/importance |
| | <i>Low</i> | Areas for Improvement: <ul style="list-style-type: none"> ● Offer high leverage for providing customer delight ● Consider reallocating resources into these areas | Minimum Commitment: <ul style="list-style-type: none"> ● Low leverage for providing customer delight ● Cannot be discounted, may be the straw that breaks the camel's back |



TABLE 20. IMPORTANCE AND PERFORMANCE RATINGS COMBINED

| South Dakota Citizens | | Importance Rating | |
|-----------------------|-------------------------|---|---|
| | | 50% or More Say It's Very Important | Less Than 50% Say It's Very Important |
| Performance Rating | B+ or Better | Strengths of the Organization: <ul style="list-style-type: none"> • Making sure that all highway signs are clearly readable • Keeping highways free of debris • Keeping traffic signals clearly visible and in working order • Keeping rest areas safe, clean and attractive • Setting speed limits | Possible Over-Commitment by the Organization: <ul style="list-style-type: none"> • (None) |
| | B or Lower | Areas for Improvement: <ul style="list-style-type: none"> • Repairing highways and bridges • Keeping the highways cleared of ice and snow • Building highways and bridges • Issuing drivers licenses | Minimum Commitment: <ul style="list-style-type: none"> • Planning where highways go • Landscaping of shoulders and areas near highways • Developing chemicals for use in snow and ice melting |

*Activities that fewer than 50% of the Citizen respondents said the DOT was responsible for were excluded from Table 16.



E. Attitudes towards the SD DOT

Next, respondents were read a list of the SD DOT's products and services and asked how strongly they agreed with each item. These questions were asked to measure respondent perceptions of how well the SD DOT is meeting their expectations and, hence, doing its job. In Table 21, which follows, the information is once again presented two ways – by percentage strongly agreeing (which provides a perspective on the “strength” of peoples feelings) and by means (which takes into account the full spectrum of responses).

The SD DOT was rated exceptionally high on several items including, “Did an excellent job with snow removal during the past winter” and “Designs safe highways.” Overall, the SD DOT was given exceptional ratings (i.e., 40% and above “Top Box” scores) on two items by the Citizen sample and *nine* items by the Legislators. Most encouraging was the fact that “Overall,” both Citizens (39%) and Legislators (50%) “Strongly Agreed” that the SD DOT “Does a good job.”

TABLE 21. ATTITUDES TOWARDS THE SD DOT

| | Citizens | Legislators | Citizens | Legislators |
|---|-------------------------|-------------------------|----------|-------------|
| | % Strongly Agreed | % Strongly Agreed | Mean* | Mean* |
| <i>I believe the ...</i> | (768) | (32) | (768) | (32) |
| Did an excellent job with snow removal during the past winter | 51% | 75%* | 4.2 | 4.5 |
| Designs safe highways | 48 | 69* | 4.4 | 4.7 |
| Has employees who treat the public in a friendly and fair manner | 36 | 53* | 4.2 | 4.5 |
| Employees are hardworking | 29 | 53* | 3.9 | 4.5 |
| Does <i>not</i> overbuild the state highways+ | 23 | 56* | 2.3 | 1.6 |
| Is <i>not</i> old fashioned and behind the times+ | 27 | 47* | 2.2 | 1.8 |
| Does <i>not</i> overpay its workers+ | 25 | 47* | 2.4 | 1.8 |
| Keeps highway construction delays to a minimum | 24 | 28 | 3.7 | 3.4 |
| Considers and values the opinions of the public | 23 | 31 | 3.8 | 3.9 |
| Gets construction jobs done as fast as they can | 22 | 28 | 3.6 | 3.9 |
| Answers questions competently | 20 | 52* | 3.8 | 4.5 |
| Should <i>not</i> use money to fund public transportation in areas of the state not served+ | 19 | 37 | 2.9 | 2.4 |
| Should contract more of its work | 20 | 26 | 3.5 | 3.4 |



TABLE 21. ATTITUDES TOWARDS THE SD DOT (Cont.)

| | Citizens | Legislators | Citizens | Legislators |
|---|-------------------------|-------------------------|----------|-------------|
| | % Strongly Agreed | % Strongly Agreed | Mean* | Mean* |
| <i>I believe the ...</i> | (768) | (32) | (768) | (32) |
| Maintains its highways so that there is typically a smooth ride | 18 | 28 | 3.5 | 3.7 |
| Is undertaking the right projects | 18 | 28 | 3.8 | 4.0 |
| Has maintained its same level of service despite cutbacks in personnel | 15 | 37 | 3.4 | 3.6 |
| Closes down long stretches of highways for repair when it is not necessary | 13 | 32* | 2.6 | 3.4 |
| Spends its budget wisely | 12 | 26* | 3.5 | 4.0 |
| By cutting back on its personnel is now running a more efficient department | 10 | 41* | 3.0 | 3.7 |
| Overall, does a good job | 39 | 50 | 4.2 | 4.4 |

+ In the interview these statements were stated as a negative. For consistency in this table these statements have been changed to a positive and the percent who strongly disagreed with the original negative statement are reported in the percent column.

* There is a statistically significant difference between the Citizens and the Legislators. Tested using a two tailed t-test $p < .05$.

**Five point scale, in which a score of "5" signifies "Agree Strongly" and a score of "1" represents "Disagree Strongly."



F. Resource Allocation

During the next portion of the survey, respondents were read a list of six items and asked to prioritize where the SD DOT should spend its money and focus its services. Respondents were to “weight” the list of six items, using a fictional “\$100” to determine importance. After prioritizing these six “Primary” attributes, the same exercise was repeated for two of the six “Primary” attributes’ “Secondary” attributes. (Due to time constraints and concern for respondent fatigue, respondents were only asked to weight two of the six “Secondary” attributes.)

As the table below indicates, the most important Primary attribute was “Maintaining the Highway Surface,” weighted with 35 “dollars” by the Citizen sample and 32 “dollars” by the Legislators. The Citizens weighted “Maintaining the Highway Surface” almost double the second-most important item, “Planning and Building.” (Legislators, however, gave more weight to “Planning and Building.”) Focusing upon “Maintaining the Highway Surface,” Citizens prioritized “Snow and ice removal” (41 “dollars”) and “Keeping pavement smooth” (35 “dollars”) as the most important Secondary attributes (although Legislators reversed the priority of those two items).

In order to give an overall perspective we multiplied the primary dollars with each of the matching secondary dollars and then divided by 100 to get an “Adjusted Secondary Dollars” figure. That final column of the table shows how the respondents would allocate dollars across the full spectrum of secondary attributes. For example we once again see that “Snow and ice removal” and “Keeping the pavement smooth” are the top priorities. Further down the table we note that the highest weighted secondary attribute in a category may have more adjusted dollars allocated to it than the lowest weighted secondary attribute in a primary category that is weighted more heavily.

TABLE 22. RESOURCE ALLOCATION

| Primary Attribute | Dollars | | Secondary Attribute [#] | Dollars | | Adjusted** Secondary Dollars | |
|-----------------------------|--------------|-------------|--|----------------|---------------|------------------------------------|---------------|
| | Cit (768) | Leg (32) | | Cit varies# | Leg varies | Cit varies | Leg varies |
| Maintaining Highway Surface | 36 | 43* | Snow and ice removal | 41 | 37 | 15 | 16 |
| | | | Keeping pavement smooth | 35 | 41 | 13 | 18 |
| | | | Keeping highway stripes visible | 24 | 22 | 9 | 9 |
| | | | Sub-total | 100 | 100 | | |
| Planning and Building | 18 | 25* | Designing new highways | 30 | 28 | 5 | 7 |
| | | | Working to plan routes, flow patterns | 29 | 25 | 5 | 6 |
| | | | Determine how money is spent | 22 | 17 | 4 | 4 |
| | | | Soliciting public input | 19 | 30 | 3 | 8 |
| | | | Sub-total | 100 | 100 | | |



TABLE 22. RESOURCE ALLOCATION (Cont.)

| Primary Attribute | Dollars | | Secondary Attribute# | Dollars | | Adjusted** Secondary Dollars | |
|-------------------------------|---------|-----|--|---------|-----|------------------------------------|-----|
| Providing Motorist Services | 13 | 10* | Highway signs & traffic signals | 39 | 50* | 5 | 5 |
| | | | Info on weather, conditions, road construction | 31 | 26 | 4 | 3 |
| | | | Upkeep/Safety of rest areas | 30 | 24 | 4 | 2 |
| | | | Sub-total | 100 | 100 | | |
| Maintaining Roadsides | 13 | 7* | Adequate shoulder widths | 37 | 41 | 4 | 3 |
| | | | Removing trash & dead animals | 25 | 14* | 3 | 1 |
| | | | Plants & grasses neat & attractive | 20 | 14* | 3 | 1 |
| | | | Eliminating weeds from roadside | 18 | 31* | 2 | 2 |
| | | | Sub-total | 100 | 100 | | |
| Research | 11 | 9 | Developing new materials | 29 | 41* | 3 | 4 |
| | | | Developing new techniques | 28 | 33 | 3 | 3 |
| | | | Ways to make transportation safer | 27 | 17* | 3 | 2 |
| | | | Conducting public opinion polls | 16 | 9* | 2 | 1 |
| | | | Sub-total | 100 | 100 | | |
| Promoting Air, Rail & Transit | 9 | 6* | Funding airport construction | 36 | 33* | 3 | 2 |
| | | | Funding public transit services | 32 | 14 | 3 | 1 |
| | | | Funding railroads | 32 | 53* | 3 | 3 |
| | | | Sub-total | 100 | 100 | | |
| Total | 100 | 100 | Total | | | 100 | 100 |

* There is a significant difference between citizens and Legislators

** Adjustment is to multiply the primary weight by the related secondary weight and then divide by 100. This results in the allocation of 100 dollars across all the secondary attributes

Each respondent was asked to weight only 2 sets of the secondary attributes (rotated randomly), so the sample for a set of secondary attributes varies from 200 to 300 for the citizens and from 8 to 14 for the Legislators. This was due to time constraints and concerns over respondent fatigue.



FIGURE 1: Primary Attributes, Citizens

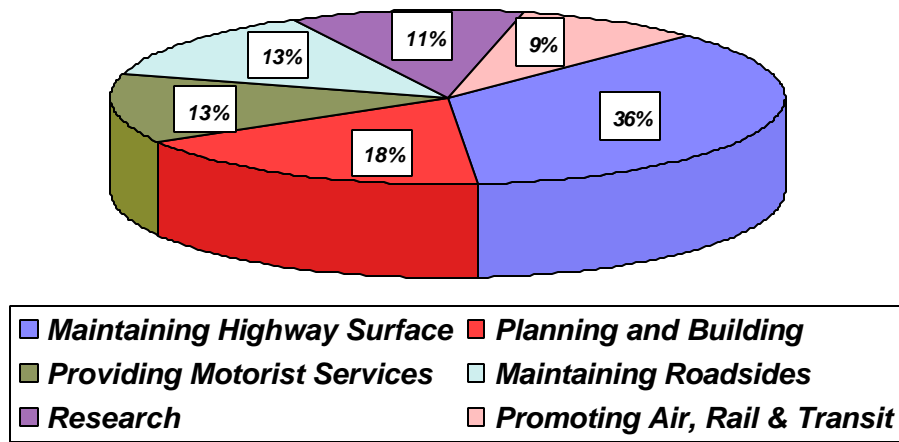
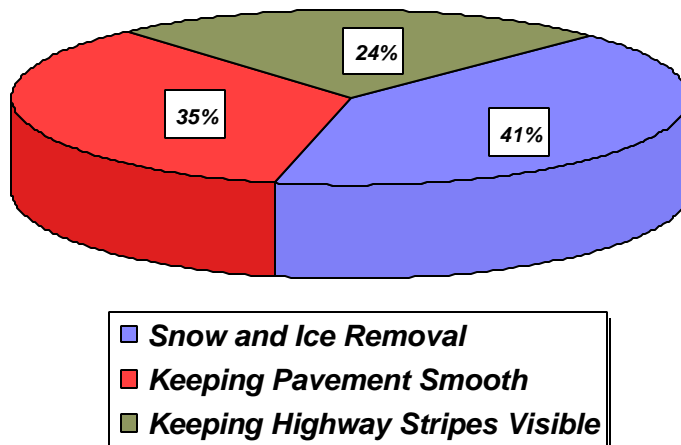
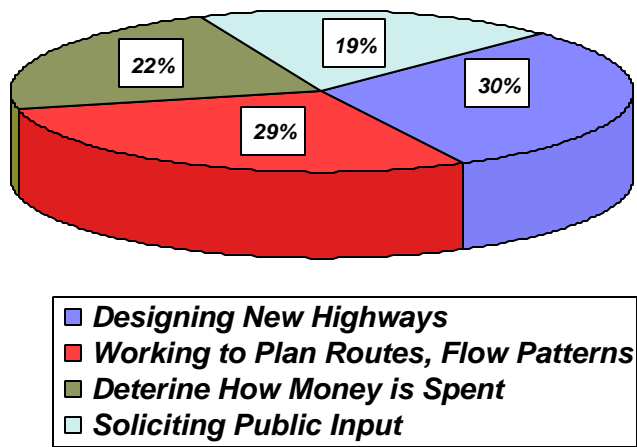
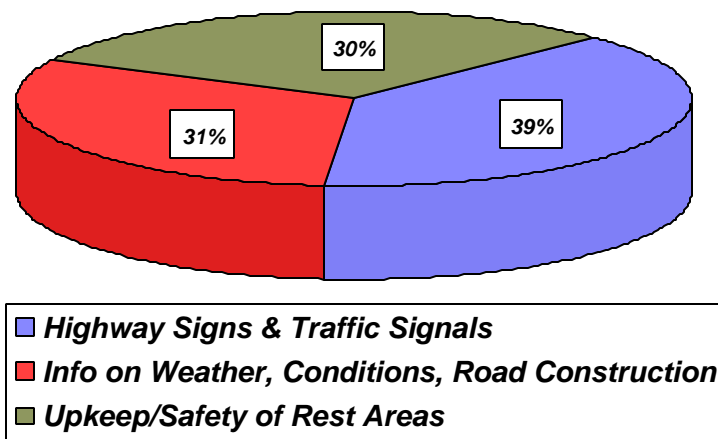
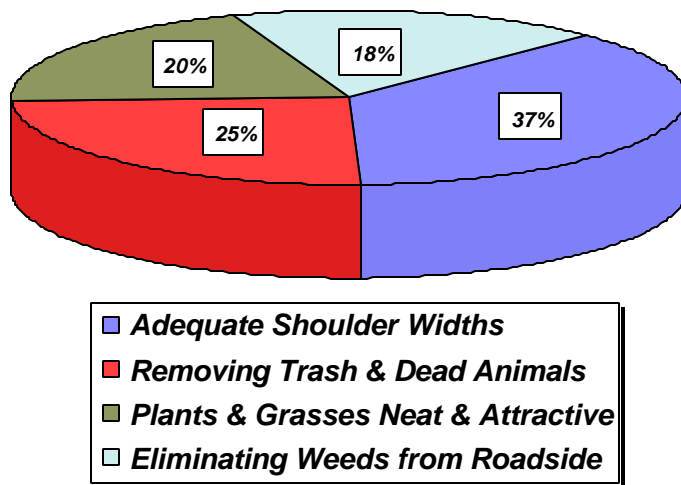
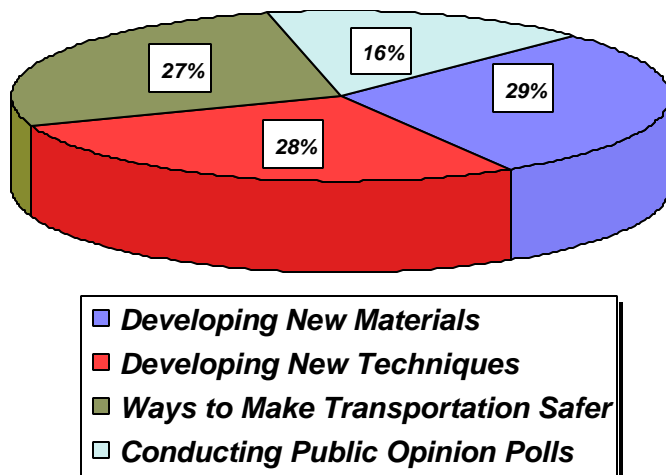
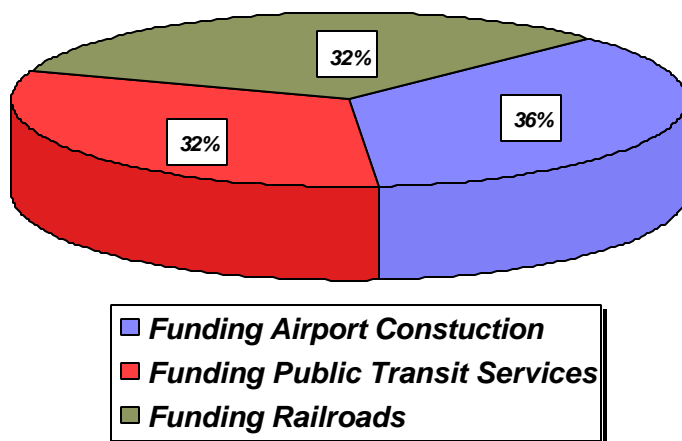


FIGURE 2: Secondary Attributes for Maintaining Highway Surface



**FIGURE 3: Secondary Attributes for Planning and Building****FIGURE 4: Secondary Attributes for Providing Motorist Services**

**FIGURE 5: Secondary Attributes for Maintaining Roadsides****FIGURE 6: Secondary Attributes for Research**

**FIGURE 7: Secondary Attributes for Promoting Air, Rail & Transit**



G. Opinion Items

Respondents were asked for their opinions on a series of other items.

Gasoline Tax

Over one-half of the Citizen respondents (53%) either “Strongly Agreed” (17%) or “Somewhat Agreed” (36%) with the statement, “I would support a permanent increase in the gasoline tax in order to maintain highways and bridges in a satisfactory condition.” Almost one-quarter of the Citizen sample (23%) “Strongly Disagreed” with the statement. Interestingly, the level of agreement was nearly identical among the Citizen sample and the Legislators.

TABLE 23. GASOLINE TAX INCREASE

| | Citizens | Legislators |
|----------------------------|----------|-------------|
| | (765) | (31) |
| Strong Agree | 17% | 23% |
| Somewhat Agree | 36 | 32 |
| Neither Agree nor Disagree | 5 | 10 |
| Somewhat Disagree | 19 | 13 |
| Strongly Disagree | 22 | 23 |

Among those Citizens who felt the gas tax should be increased, the highest percentage (41%) favored a two cent hike (overall mean of 2.9 cents). Legislators (44%) favored a three cent hike (overall mean of 3.2 cents).

TABLE 24. AMOUNT OF GASOLINE TAX INCREASE

| | Citizens | Legislators |
|--------------------|-----------|------------------|
| | (378) | Small base: (16) |
| One Cent | 14% | -- |
| Two Cents | 41 | 31% |
| Three Cents | 26 | 44 |
| Four Cents | 4 | -- |
| Five or More Cents | 15 | 25 |
| Mean | 2.9 cents | 3.2 cents |



Benefit from Public Transit

Almost one-half of the Citizen respondents (46%) and over one-half of the Legislators (55%) “Disagreed Strongly” with the statement, “I or my immediately family have benefited from public transit in the past year.” Conversely, only 10% of the respondents from both samples “Agreed Strongly” with the statement.

TABLE 25. BENEFITING FROM PUBLIC TRANSIT

| | Citizens | Legislators |
|----------------------------|----------|-------------|
| | (752) | (31) |
| Strong Agree | 10% | 10% |
| Somewhat Agree | 16 | 23 |
| Neither Agree nor Disagree | 13 | 3 |
| Somewhat Disagree | 14 | 10 |
| Strongly Disagree | 46 | 55 |

Budget Allocation

Respondents were given an imaginary budget of \$100 and asked to prioritize the SD DOT’s budget. Overall, both Citizens and Legislators felt that almost two thirds of the SD DOT’s budget should be spent on “Repairing and maintaining existing highways,” whereas only one third of the budget should be spent on “Building new highways.”

TABLE 26. BUDGET ALLOCATION

| | Citizens | Legislators |
|---|----------|-------------|
| | (768) | (32) |
| Building new highways | 35 | 36 |
| Repairing & maintaining existing highways | 65 | 64 |



SD DOT Information Availability

Citizen respondents were asked about the information provided by the SD DOT. Interestingly, on only one item – “Detours and delays caused by current construction and maintenance projects” — did one-half of the Citizen respondents (49%) feel they were getting the “right amount” of information. In fact, the other one-half of the respondents (50%) felt they were not getting enough information.

Essentially, this dearth of information was evident in the other three areas investigated. Approximately two out of three Citizen respondents thought there was “not enough” information about “Budget issues and how the SD DOT spends money” (71%), “Plans for building new highways” (71%) and “Upcoming construction and maintenance projects” (63%). On the other hand, on these last three items, Legislators were almost twice as likely vs. Citizens to feel they had the “Right Amount” of information.

TABLE 27. SD DOT INFORMATION AVAILABILITY

| | Not Enough | | Right Amount | | More than I Need | |
|--|------------|-----|--------------|-----|------------------|-----|
| | Citiz | Leg | Citiz | Leg | Citiz | Leg |
| Budget issues & how the SD DOT spends money | 71% | 41% | 27% | 50% | 2% | 9% |
| SD DOT plans for building new highways | 71 | 29 | 27 | 61 | 1 | 10 |
| Upcoming construction and maintenance projects | 63 | 28 | 35 | 72 | 2 | -- |
| Detours and delays caused by current construction and maintenance projects | 49 | 53 | 49 | 47 | 1 | -- |



SD DOT Worker: Asking for Help & Personal Contact

If they had traffic problems on the highway, two out of three Citizen respondents (69%) “Would ask the Worker for help,” rather than looking “For another way to get help” (31%). This is encouraging given the fact that seven out of 10 Citizen respondents (72%) had never had direct contact on a state highway or interstate with a SD DOT employee.

Over two out of three Legislators (69%) have had contact with a SD DOT worker. The higher percentage of contact could be due to the fact that Legislators have had more opportunity to deal with SD DOT managers. Interestingly, only slightly more than one-half (53%) would ask SD DOT workers for help.

TABLE 28. ASKING SD DOT WORKER FOR HELP

| | Citizens | Legislators |
|--|----------|-------------|
| | (744) | (32) |
| Would look for another way to get help | 31% | 47% |
| Would ask the worker for help | 69 | 53 |

TABLE 29. PERSONAL CONTACT WITH A SD DOT WORKER

| | Citizens | Legislators |
|----------------------------|----------|-------------|
| | (768) | (32) |
| Had Personal Contact | 28% | 69% |
| NEVER Had Personal Contact | 72 | 31 |



Construction Site: Drive through vs. Detour

Respondents were asked which of two options they would prefer when coming upon a construction site: Drive through it at a reduced speed or detour around it on another highway. By an overwhelming majority, four out of five Citizen respondents (81%) and nine out of 10 Legislators (91%) preferred to “Drive through it at a reduced speed.” In a follow up question, Citizen respondents indicated that 14 minutes and 18 seconds was an “acceptable” delay for driving through the construction (13:36 for Legislators), whereas 17 minutes was an “acceptable” amount of time to spend taking the detour. (These are approximate numbers, driven by computations based upon a wide variety of answers. The discussion of delay times should not suggest that any of the values presented here represents precise thresholds of acceptability.)

TABLE 30. CONSTRUCTION SITE: DRIVE THROUGH VS. DETOUR

| | Citizens | Legislators |
|----------------------------------|----------|-------------|
| | (768) | (32) |
| Drive through at Reduced Speed | 81% | 91% |
| Detour around on Another Highway | 19 | 9 |

TABLE 31. CONSTRUCTION SITE: ACCEPTABLE DELAY

| | Drive through | | Detour Around |
|--------------------------------------|---------------|-------|----------------------|
| | Citizens | Legis | |
| | (556) | (24) | (153 – only 3 Legis) |
| Less than 5 Minutes | 1% | -- | 1% |
| 5 Minutes, but less than 10 Minutes | 16 | 17% | 12 |
| 10 Minutes, but less than 15 Minutes | 31 | 33 | 21 |
| 15 Minutes, but less than 20 Minutes | 28 | 29 | 30 |
| 20 Minutes, but less than 25 Minutes | 12 | 13 | 16 |
| 25 Minutes, but less than 30 Minutes | 2 | -- | 2 |
| 30 Minutes or More | 10 | 8 | 18 |
| Mean | 14:18 | 13:36 | 17:00 |



Comments for the SD DOT Secretary of Transportation

Finally, respondents were told that they could say anything to the South Dakota Secretary of Transportation. Many – both Citizen respondents (30%) and Legislators (50%) had encouraging words – “Great job/Well done this winter & spring/Keep up the good work!” Once again, Legislators were much more generous in their praise. Citizen respondents were also just as likely to balance their praise with words of advice – “Fix/Maintain the roads/bridges/potholes.” The verbatim comments following Table 32.a provide greater insight into respondents comments.

TABLE 32. TALK TO THE SD DOT SECRETARY OF TRANSPORTATION

| | Citizens | Legislators |
|--|----------|-------------|
| | (768)* | (32)* |
| Great job/Well done this winter & spring/Keep up the good work! | 30% | 50% |
| Fix/Maintain the roads/bridges/potholes | 28 | 16 |
| Snow removal/Winter maintenance | 6 | 3 |
| Budgets/Contracts & subcontracts | 5 | 6 |
| Taxes/Government/Politics | 6 | 3 |
| Public information/Communication/Safety | 5 | 3 |
| More manpower/Less cutbacks | 4 | 9 |
| Too long for construction/shorter segments of highway to work on | 3 | 3 |
| Public transit/Bus/Air/Railroad | 2 | 6 |
| Roadsides/Ditches/Roadkill | 1 | -- |
| Speed Limits / Licenses & Registration | 2 | -- |
| Other | 2 | 3 |
| Don't Know | 17 | 6 |

**Codes were developed from verbatim comments. Multiple responses were allowed.*



The following Table further breaks down the “Citizens” comments into positive, neutral, mixed and negative categories. The majority of the “Good job!” comments were, of course, positive, whereas the rest of the comments tended to be suggestions for improvement and therefore, had a more negative tone.

TABLE 32.a TALK TO THE SD DOT SECRETARY OF TRANSPORTATION

| <i>“Citizens” Comments* Broken Down into Positive, Neutral, Mixed, and Negative Categories. #</i> | Positive | Neutral | Mixed | Negative |
|---|----------|---------|-------|----------|
| Great job/Well done this winter & spring/Keep up the good work! | 73% | 1% | 26% | --% |
| Fix/Maintain the roads/bridges/potholes | 1 | 2 | 14 | 83 |
| Snow removal/Winter maintenance | 2 | 2 | 21 | 75 |
| Budgets/Contracts & subcontracts | 3 | 11 | 21 | 65 |
| Taxes/Government/Politics | 5 | 5 | 21 | 69 |
| Public information/Communication/Safety | -- | -- | 18 | 82 |
| More manpower/Less cutbacks | -- | -- | 21 | 79 |
| Too long for construction/shorter segments of highway to work on | -- | -- | 12 | 88 |
| Public transit/Bus/Air/Railroad | -- | -- | 25 | 75 |
| Roadsides/Ditches/Roadkill | -- | -- | 9 | 91 |
| Speed Limits / Licenses & Registration | 12 | -- | 29 | 59 |
| Other | -- | 17 | 5 | 78 |
| Don't Know | -- | 98 | 1 | 1 |

**Codes were developed from verbatim comments. Multiple responses were allowed.*

#Row totals sum to 100%.



The following table is similar to the previous one in that it breaks down the Legislators comments into positive, neutral, mixed and negative categories.

TABLE 32.b TALK TO THE SD DOT SECRETARY OF TRANSPORTATION

| <i>Legislators Comments* Broken Down into Positive, Neutral, Mixed and Negative Categories. #</i> | Positive | Neutral | Mixed | Negative |
|---|----------|---------|-------|----------|
| | | | | |
| Great job/Well done this winter & spring/Keep up the good work! | 94% | --% | 6% | --% |
| Fix/Maintain the roads/bridges/potholes | -- | -- | 20 | 80 |
| Snow removal/Winter maintenance | -- | -- | -- | 100 |
| Budgets/Contracts & subcontracts | -- | -- | 100 | -- |
| Taxes/Government/Politics | 100 | -- | -- | -- |
| Public information/Communication/Safety | -- | -- | 100 | -- |
| More manpower/Less cutbacks | -- | -- | 33 | 67 |
| Too long for construction/shorter segments of highway to work on | -- | -- | -- | 100 |
| Other | -- | -- | -- | 100 |
| Don't Know | -- | 100 | -- | -- |

**Codes were developed from verbatim comments. Multiple responses were allowed.*

Row totals sum to 100%.

The following verbatim comments provide a more in depth overview of respondents' comments:

Good Job

Overall, considering the past winter, I was really impressed with the DOT during the snowplow season. Ice prevention and the closing of highways was a problem that shows downsizing. The workers are to be commended. They really deserve praise. I have no general idea on how they handle their repair and maintenance. (45 year-old woman who commutes)

Well, I would just say overall he is doing a good job. Especially this winter, and the highways, with what you have to put up with. I keep hearing reports about the Boulder Canyon Highway, but I hope that they would do as little as possible to disturb the natural beauty of the canyon. Overall our situation with our roads is good. The biggest problem is that people don't know how to drive on them. (61 year-old retired man who makes personal / family errands and trips)



I think that you did really well this winter with the awful winter and the floods. I think it's awful that you laid off so many people, and this is causing stress for the other workers and now you are calling back workers from long ago and paying them more. I would add that I'd like to see more public transportation in our community for the handicapped and elderly with no added cost for them. (50 year-old woman who commutes to and from work)

I guess just commend him on the good job they did on snow removal and interstates when weather was dangerous to travelers, and I hope to continue to repair roads and keep construction to a minimum and also to provide information on construction to the public. (31 year-old woman who makes personal / family errands and trips)

Job well done on the last winter for snow removal and good luck repairing roads this summer. I feel as a resident it is reasonable to raise the gas tax to keep roads safe. (27 year-old man who makes work-related trips, such as sales calls or driving to meetings and appointments)

Fix / Maintain Roads

I guess I would say some of the road construction—it seems like they are trying to do too many projects in one area. It makes driving a frustrating event. There's gotta be a way to build roads that last longer. Spend more money up front if we can get the roads to last longer. Maybe all roads should be built like bridges. They seem to outlast the roads around them. Maybe all roads should be elevated off the earth—it would cost a lot of money, but they would last longer. Build and maintain railroads that would take some of the pressure off the regular roads, from some of the damage of trucking and stuff. (35 year-old man who commutes)

Fix I-29 from Brookings to Sioux Falls. (24 year-old male college student)

I think I would tell him about Highway 18 and the roads East of Gregory -- they need to be fixed. (66 year-old retired woman who makes personal / family errands and trips)

After this past winter we need to spend more time and energy on the repairing of the roads and the maintenance, and some of the people who maintain the roads I think need a refresher course on how to maintain the roads. (51 year-old man who makes personal / family errands and trips)

Snow Removal / Winter Maintenance

I think for the amount of snow we got this year, they did a good job, but I think that they could do a lot better. They should complete the job of the snow removal and not just do it half-way. (21 year-old woman who makes personal / family errands and trips)

In the winter time some of the roads that are secondary roads should be plowed faster; it took three days to get that plowed. A lot of big trucks go down our road so there is a lot of potholes, and it takes so long to get them filled. (46 year-old woman who commutes)

Budgets / Contracts & Subcontracts

I would tell them to budget their money better. I want more information about how the money is being spent. Especially the general fund, where is that money going. (55 year-old woman who makes personal / family errands and trips)

Taxes / Government / Politics

They need to keep the costs down to eliminate the taxes. (39 year-old woman who commutes)

Public Information / Communication / Safety

Be careful with the budget. Make the highways and passes safer. I think they do a good job. Keep developing new research, stay within the budget, longer lasting road surfaces. (33 year-old man who makes work related trips such as sales calls or driving to meetings and appointments)

More Manpower / Less Cutbacks

That I don't know if the cutbacks are going to be to our advantage in the long run. I think this winter kind of proved it. The cutbacks in personnel weren't really a good thing. I would think that the workers that were working on the highways were working longer areas, a lot of things. Not that they weren't done in a timely manner, but they could have been more efficient. (25 year-old man who makes personal / family errands and trips)

Too Long for Construction / Shorter Segments of Highway to Work on

The first thing is we shouldn't shut down such long areas of the highways for filling potholes. If you are going to close down 20 miles of road, have more than three people out there working. I don't like that there are two seasons here—winter and construction. Stop all the construction in the summer. Contract out cleaning all the signs. I don't like winter plowing. You can't find a clean area to drive on even with all the plows out there, and if you try other routes, nothing is open 'cause of the snow. They used to have a lot of people out working on the roads. Now they just take the whole summer with a few. Interstates don't have a good enough in-service rates; they are closed down too much for construction. (38 year-old man who makes work-related trips, such as sales calls or driving to meetings and appointments)

Public Transit / Bus / Air / Railroad

I would like to see more transportation provided for people with disabilities. (39 year-old woman who commutes to and from work)



H. Statistical Relationships

In this section we compared and contrasted answers to the questions on responsibility, importance, grade, attitudes toward the SD DOT and resource allocation weights by different subgroups of persons. When comparing questions with categorical answers like type of trip most typically taken, or what SD DOT region of the state the person comes from, we used a technique called one-way ANOVA to test for statistically significant differences. However, when using ordinal or interval data like education, age, and the metropolitan to rural spectrum, we used correlation coefficients. In both cases we used the statistical convention of $p < .05$ as the threshold for saying that a relationship is statistically significant. This means that there is less than five out of 100 chance that the observed relationship in this sample is a result of random variation rather than a real relationship in the general population.

Comparisons for Question 2b

Differences by Type of Trip Most Typically Taken

We compared answers to responsibility, importance, grade, attitude toward the SD DOT and resource allocation questions by the type of trip most typically taken. Below we only report those questions which showed a significant relationship. If a question is not mentioned, it is because it was not significantly related to the type of trip most typically taken.

Those who commute to and from work are significantly **less likely** than:

- those who take farm or agricultural-related trips to consider the SD DOT as responsible for the “Repairing of city streets”.
- those who take work-related trips to consider the SD DOT as responsible for the “Funding of public transit in cities and rural areas.”

In addition, those who typically commute to and from work gave the SD DOT a **higher grade** on “Setting speed limits” than did those who often take work-related trips.

Those who most typically make personal and family errands and trips:

- **rated the “Importance”** of “Keeping rest areas safe, clean and attractive” higher than did those who most often take farm and agricultural-related trips.
- gave the SD DOT a **higher grade** for “Filling pot holes on city streets” than did those who commute to and from work.



Those who often make personal and family errands and trips were more **likely to agree** with the following statements regarding the SD DOT than those who take farm and agricultural-related trips:

- “Employees are hardworking”
- “Spends its budget wisely”
- “Keeps highway construction delays to a minimum”

And more **likely to agree** with the following than those who commute to and from work:

"The SD DOT"

- “By cutting back on its personnel is now running a more efficient department”
- “Is undertaking the right projects”
- “Did and excellent job with snow removal during the past winter”
- “ Gets construction jobs done as fast as they can”
- “Keeps highway construction delays to a minimum”

And more **likely to agree** with the following than those who take work-related trips:

- “ Overbuilds the state highways” and
- “Maintains its highways so there is typically a smooth ride”
- “Keeps highway construction delays to a minimum”

Those who often commute to and from work more **strongly agreed** with the statements:

- “Employees are hardworking” than did those who usually take farm or agricultural-related trips.
- “ Overbuilds the state highways” than did those who take work-related trips.

Those who drive professionally more **strongly agreed** with the statements:

- “Has employees who treat the public in a friendly and fair manner” than did those who often take farm or agricultural-related trips, take work-related trips, or commute to and from work.
- “Spends its budget wisely” than did those who typically take farm and agricultural-related trips.

Those who typically take farm and agricultural-related trips more **strongly agreed** with the statement, “Overbuilds the state highways” than did those who take work-related trips.



Those who take work-related trips and take farm or agricultural-related trips more **strongly agreed** with the statement, “By cutting back on its personnel is now running a more efficient department” than did those who commute to and from work.

Those who take farm or agricultural-related trips said they would **spend more** money on “Keeping the pavement smooth” than those who commute to and from work, take work-related trips, or make personal and family errands and trips.

Those who drive professionally said they would **spend more** money on the “Upkeep and safety of rest areas” than those who take work-related trips, make personal and family errands and trips, or take farm or agricultural-related trips.

The strongest theme emerging from this analysis is that those who most often drive on personal or family errands and trips have a more positive view of the SD DOT than other types of drivers. It may be easier for this group to be more lenient with the SD DOT than those for whom driving the roads is an economic necessity.



Comparisons for Questions 4-5

Question 4: Where do you do most of your driving?

We compared answers to responsibility, importance, grade, attitude toward the SD DOT and resource allocation questions by the metropolitan-rural dimension as it relates to driving. Below we only report those questions which showed a significant relationship. If a question is not mentioned, it is because it was not significantly related to the size of the community in which a respondent does most of their driving.

People who do most of their driving in rural areas were **more likely** than metropolitan drivers to consider the SD DOT as responsible for the following:

- “Repairing city streets”
- “Filling pot holes on city streets”
- “Funding airport construction”

Metropolitan drivers were **more likely** to consider the SD DOT as responsible for “Landscaping of shoulders and areas near highways.”

Rural drivers **rated** the importance they place on “Repairing city streets” **lower** than metropolitan drivers. Rural drivers also more **strongly disagreed** with the following statements regarding the:

- “Employees are hardworking”
- “Maintains its highways so that there is typically a smooth ride”

Metropolitan drivers did not rate the importance of any item significantly lower than rural drivers. Metropolitan drivers also didn’t strongly disagree significantly more than rural drivers on any item.

When asked how they would split up the amount of money spent on “Promoting Air, Railroad and Transit Services,” rural drivers were likely to **spend more** money on “Funding railroad track improvements and promoting more rail freight service” than metropolitan drivers. Metropolitan drivers were not significantly more likely to **spend more** money than rural drivers on any item.



Question 5: Where do you live?

We compared answers to responsibility, importance, grade, attitude toward the SD DOT and resource allocation questions by the metro rural dimension as it relates to residence. Below we only report those questions which showed a significant relationship. If a question is not mentioned, it is because it was not significantly related to size of the community they reside in.

People living in rural areas were **more likely** than metropolitan dwellers to consider the SD DOT responsible for the following:

- “Planning where the highways go”
- “Filling pot holes on city streets”
- “Funding airport construction”
- “Keeping highways free of debris”

Metropolitan dwellers were not significantly more likely than people living in rural areas to consider the SD DOT responsible for any one item.

People living in metropolitan areas considered the “Repairing of city streets” **more important**. Those living in metropolitan areas were more likely to **strongly agree** that the SD DOT does the following:

- “Considers and values the opinions of the public”
- “Employees are hardworking”
- “Designs safe highways”
- “Spends its budget wisely”

People living in rural areas did not consider any one item significantly more important than metropolitan dwellers. They also were not significantly more likely to strongly agree on any one item.

When asked how they would spend money on “Promoting Air, Railroad and Transit Services,” people who live in rural areas were more likely to **spend more** money on “Funding railroad track improvements and promoting more rail freight service.” Metropolitan residents were not significantly more likely to spend more money on any one item.

In general rural drivers tended to hold the SD DOT responsible for more tasks, and to have less positive views of their performance. This more positive view of metropolitan residents may indicate that the work of the Metropolitan Planning Councils are having a positive impact on the public's perception of the SD DOT.



Comparisons for Questions 19a, b, and d

Question 19a: Age

We compared answers to responsibility, importance, grade, attitude toward the SD DOT and resource allocation questions by age of the respondent. Below we only report those questions which showed a significant relationship. If a question is not mentioned, it is because it was not significantly related to age.

Younger people were **more likely** than older people to consider the SD DOT responsible for the following:

- “Landscaping of shoulders and areas near highways”
- “Developing chemicals for use in snow and ice melting”
- “Setting the amount of the gas tax”
- “Setting the speed limits”
- “Keeping rest areas safe, clean and attractive”

However, older people were **more likely** to consider the SD DOT responsible for:

- “Repairing city streets”
- “Filling pot holes on city streets”
- “Funding public transit in cities and rural areas”

Older people considered the following items to be **more important** than younger people:

- “Building highways and bridges”
- “Landscaping of shoulders and areas near highways”
- “Funding airport construction”
- “Funding public transit in cities and rural areas”
- “Issuing driver’s licenses”
- “Setting speed limits”
- “Overseeing the state railroad system”
- “Making sure that all highway signs are clearly readable”
- “Keeping rest areas safe, clean and attractive”



However, younger people considered “Repairing city streets” to be **more important**.

Older people gave the SD DOT a **higher grade** than younger people in the following:

- “Repairing highways and bridges”
- “Keeping the highways cleared of ice and snow”
- “Filling pot holes on city streets”
- “Keeping rest areas safe, clean and attractive”

Younger people did not give a significantly higher grade to any one item.

Older people were **more likely** than younger people **to agree** with the following statements regarding the SD DOT:

- “Is undertaking the right projects”
- “Did an excellent job with snow removal during the past winter”
- “Keeps highway construction delays to a minimum”
- “Maintains its highways so that there is typically a smooth ride”
- “Gets construction jobs done as fast as they can”
- “Spends its budget wisely”
- “By cutting back on its personnel is now running a more efficient department”
- “Answers questions competently”
- “Has maintained its same level of service despite cutbacks in personnel”
- “Has employees who treat the public in a friendly and fair manner”
- “Overall, does a good job”

Younger people were **more likely to agree** with the following statements regarding the SD DOT:

- “Overbuilds the state highways”
- “Should contract more of its work”
- “Overpays its workers”
- “Is old-fashioned and behind the times”

In general older people have a **more favorable** opinion of the SD DOT than younger people.



Question 19b: Education

We compared answers to responsibility, importance, grade, attitude toward the SD DOT and resource allocation questions by level of education. Below we only report those questions which showed a significant relationship. If a question is not mentioned, it is because it was not significantly related to the level of education

People with a higher degree of education were **more likely** than people with a lower degree of education to consider the SD DOT as responsible for the following:

- “Filling pot holes on city streets”
- “Developing chemicals for use in snow and ice melting”
- “Setting the amount of the gas tax”
- “Setting speed limits”

People who have obtained a lower degree of education were **more likely** than those with more education to consider the following as important:

- “Keeping traffic signals clearly visible and in working order”
- “Landscaping of shoulders and areas near highways”
- “Issuing driver’s licenses”
- “Setting speed limits”
- “Making sure that all highway signs are clearly readable”
- “Keeping rest areas safe, clean and attractive”

People who have obtained a lower degree of education were also more likely to give the SD DOT a **higher grade** in the following:

- “Keeping the highways cleared of ice and snow”
- “Landscaping of shoulders and areas near highways”
- “Developing chemicals for use in snow and ice melting”
- “Keeping highways free of debris”
- “Keeping rest areas safe, clean and attractive”

People with a higher degree of education **were not** significantly more likely to give the SD DOT a higher grade in any one thing.



People with a lower degree of education were also **more likely** to agree with the following statements: "The SD DOT"

- "Overbuilds the state highways"
- "Did an excellent job with snow removal during the past winter"
- "Keeps highway construction delays to a minimum"
- "Maintains its highways so that there is typically a smooth ride"
- "Should use some of its money to fund public transportation in areas of the state not served"

People with a higher degree of education were not more likely to agree with any one statement.

When asked how they would split the money within the category "Maintaining the Highway Surface":

- People with less education tended to **spend more** money on "Snow and ice removal" than those with a higher level of education
- People with more education were likely to **spend more** on "Keeping pavement smooth."

People with a higher level of education are not as positive toward the SD DOT as people with a lower level of education.



Question 19d: Income

We compared answers to responsibility, importance, grade, attitude toward the SD DOT and resource allocation questions by the level of household income. Below we only report those questions which showed a significant relationship. If a question is not mentioned, it is because it was not significantly related to income.

People with a higher level of income were **more likely** than people with lower incomes to consider the SD DOT to be responsible for the following:

- “Repairing city streets”
- “Filling pot holes on city streets”
- “Setting the amount of the gas tax”
- “Setting speed limits”

People with a lower level of income were **more likely** to consider the SD DOT responsible for “Landscaping of shoulders and areas near highways.”

People with higher level of income were **more likely** to consider the following items important to them:

- “Landscaping of shoulders and areas near highways”
- “Funding public transit in cities and rural areas”
- “Issuing driver’s licenses”
- “Setting speed limits”

People with a lower level of income were not significantly more likely to consider any of the items important to them.

People with a higher income were **more likely** to give the SD DOT a higher grade for the following:

- “Landscaping of shoulders and areas near highways”
- “Funding public transit in cities and rural areas”
- “Overseeing the state railroad system”

People with a lower income were not significantly more likely to give the SD DOT a higher grade on any one item.



People with a higher income were **more likely** to agree with the following regarding the SD DOT:

- “Is undertaking the right projects”
- “Overbuilds the state highways”
- “Answers questions competently”
- “Should use some of its money to fund public transportation in areas of the state not served”

People with a lower income were not significantly more likely to agree with any one thing.

When asked how they would like the DOT to split up resources:

- People with a higher income were more likely to **spend more** money on “Research”
- People with a lower income were more likely to **spend more** money on “Promoting Air, Railroad and Transit Services”

People with lower incomes were also more likely to **spend more** money on:

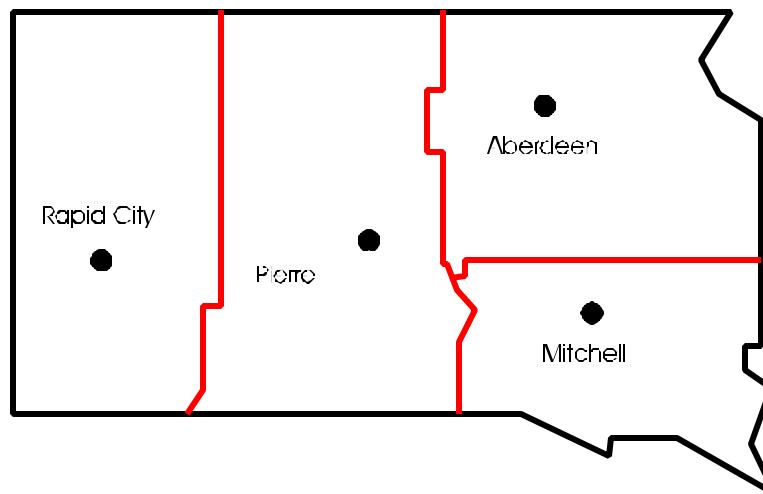
- “Keeping pavement smooth”
- “Providing current information on weather, highway conditions and construction zones”
- “Funding public transit services to provide more hours or days of service and to serve new geographic areas”

However, people with higher incomes were more likely to **spend more** money on “Highway signs and traffic signals.”



SD DOT Regions

FIGURE 8: South Dakota Regions Map



Each respondent was assigned to one of the four SD DOT regions by matching with 5 digit zip codes. We compared answers to demographics, driving behavior, responsibility, importance, grade, attitude toward the SD DOT and resource allocation questions by region. Below we only report those questions which showed a significant relationship. If a question is not mentioned, it is because it was not significantly related to the regions.

People in the Rapid City region were **more likely**

- to have lived in South Dakota fewer years than people in the Pierre region.
- to live in larger communities than people in the Pierre region.
- to disagree with "Spends its budget wisely" than people in the Pierre region.
- to disagree more with "Gets construction jobs done as fast as they can" than people in the Pierre and Mitchell regions.
- to agree with "Close down when not necessary" than people in the Aberdeen region.

People in the Rapid City and Pierre regions were **more likely** than those in the Aberdeen and Mitchell regions to disagree with "Keeps highway construction delays to a minimum".

People in the Rapid City and Mitchell regions were **more likely** to do most of their driving in bigger communities than people in the Pierre region.

In regard to resource allocation respondents have different views on two secondary attributes in the set of "Providing motorist services."



People in Rapid City region were **more likely** to:

- to put more weight on "Highway signs and Traffic Signals" than people in the Pierre region.
- to put less weight on "Upkeep and safety of rest areas" than people in the Pierre region.

People in the Rapid City region were **less likely** to support "A permanent increase in the gas tax" than people in the Aberdeen region.

People in the Rapid City and Pierre regions were **more likely** to disagree that they or their immediate family had benefited from public transit in the past year, than those in the Aberdeen and Mitchell regions.

People in the Rapid City region were **more likely** to feel that not enough information was given on "Detours and delays caused by current construction" than people in the Pierre region.

People in the Pierre region were **more likely** to have contact with SD DOT workers than people in the Mitchell region.

People in the Aberdeen and Mitchell regions were **more likely** to drive through a construction site than people in Rapid City and Pierre regions. Among people who prefer to drive through construction sites, people in the Pierre region **tended to** accept more minutes of delay than people in the Mitchell region.



Differences between Metro and Rural respondents within the Rapid City Region

People living in rural areas were **more likely**

- to think that the SD DOT is responsible for repairing city streets than those living in larger communities.
- to allocate more dollars to planning and construction of new highways than those living in larger communities.

When asked to allocate dollars within planning and construction of new highways, those living in rural areas **tended to** allocate more dollars than those in larger communities to "Working with counties and cities to plan routes and traffic flow patterns."

People living in larger communities were **more likely** than those in rural areas to agree that the SD DOT "overpays its workers."

Differences between Metro and Rural respondents within the Mitchell Region

People living in larger communities **tended to** give a higher overall grade to SD DOT than those living in more rural areas.

People living in rural areas were **more likely** to think that the SD DOT is responsible for:

- "repairing city streets" than those living in larger communities.
- "filling pot holes on city streets" than those living in larger communities.
- "funding airport construction" and for "funding public transit in cities and rural areas than those living in larger communities.

Among those that thought that the SD DOT is responsible for "repairing city streets", those people living in larger communities **tended to** place greater importance on it than those living in rural areas.

Among those that thought the SD DOT is responsible for "landscaping of shoulders and areas near highways those living in rural areas **tended to** place greater importance on it than those living in larger communities.



Among those that thought the SD DOT was responsible for "filling pot holes on city streets" those living in rural areas **tended to** give the SD DOT a higher grade on their performance.

People living in rural were **more likely** than those living in larger communities to agree that the SD DOT "overpays its workers."

People living in larger communities **tended to** allocate more dollars to "planning and construction of new highways" than those living in rural areas.

When asked to allocate dollars within the area of "promoting air, railroad and transit services" those living in larger communities **tended to** allocate more dollars than those living in rural areas to "funding airport runway construction and promoting more airline service."

The Rapid City region is consistently less happy with the SD DOT about road construction. They feel that roads get closed down when it's not necessary, that delays are not minimized, that construction jobs are not done as quickly as they could be and that they are not kept adequately informed of detours and delays caused by those construction jobs. This consistent pattern suggests substantial room for improvement in construction practices in the Rapid City region. The topographical differences between regions may be one source of this observed difference. Special construction routing procedures may be called for in this region.



Correlates of Overall Grade for SD DOT

We correlated the grades given to the SD DOT on the individual issues covered in question 8c and the perceptions of the SD DOT in question 9 with the overall grade given to SD DOT in question 7. The following is a list of the issue grades or perceptions that correlated at .30 or higher with the overall grade for the SD DOT

A correlation of 1.0 would indicate a perfect 1 to 1 relationship and a correlation of 0.0 would indicate no connection at all. These correlations should be interpreted in the following manner. Those who gave the SD DOT a good grade on repairing highways and bridges also tended to give a good grade overall, while those who gave a poor grade on repairing highways and bridges tended to give the SD DOT a poor grade overall.

Question 8c Grade on specific issues

Repairing highways and bridges .41
Building highways and bridges .33
Keeping the highways cleared of snow and ice .36
Filling pot holes on city streets .31

Question 9 Attitudes towards the DOT

Considers and values the opinions of the public .32
Employees are hardworking .33
Did an excellent job with snow removal during the past winter .30
Maintains its highways so that there is typically a smooth ride .36
Gets construction jobs done as fast as they can .31
Spends its budget wisely .35
Overall, does a good job .42

What this set of correlations points out is that SD DOT's core tasks are also those that are correlated with the overall grade given to the SD DOT.





VI. Implementation Recommendations



Recommendations

It is most important to keep in mind that these are very positive results for the SD DOT. Essentially, SD DOT Citizens – and especially its state Legislators – have given the SD DOT a “pat on the back” for a job well done. There is an overall public perception that the SD DOT is doing a good – and a more efficient and effective -- job, despite the cutbacks in personnel.

Recommendation 1: THE SD DOT should focus upon its key tasks.

When grading the SD DOT, those who gave the SD DOT higher grades cited the organization’s ability to maintain roads/highways and handle snow removal/maintenance. In rating the importance of several items, respondents cited “Making sure that all highway signs are clearly readable,” “Keeping the highways cleared of ice and snow,” “Repairing highways and bridges,” and “Keeping traffic signals clearly visible and in working order.” In the Resource Allocation section, top priority should be given to “Maintaining Highway Surface,” including “Snow and ice removal” and “Keeping pavement smooth.” After performing statistical analysis, we found that those who gave the SD DOT a good grade on repairing highways and bridges also tended to give a good grade overall, while those who gave a poor grade on repairing highways and bridges tended to give the SD DOT a poor grade overall.

Essentially the number one “product or service” the SD DOT can offer its customers is the maintenance and repair of the current system. The following “products and services” are most important to consumers as they strongly form the basis of consumers’ evaluation:

- Maintaining Highway Surface (specifically focusing upon Snow and ice removal and Keeping pavement smooth and, to a lesser extent, Keeping highway stripes visible)
- Repairing highways and bridges
- Keeping traffic signs and signals clearly visible and in working order.

Note that most of these items focus upon the “status quo.” By a 2:1 margin, consumers said that they felt money should be allocated to repairing and maintaining *existing* highways, rather than building *new* highways. Obviously, consumers want what’s here maintained, rather than planning for the future.

Recommendation 2: The SD DOT should immediately communicate the results of this study internally.

There is an opportunity to take advantage of these findings. As we saw in the Qualitative Phase, SD DOT employees felt their customers would rate them lower than they actually did. These results should spread throughout the organization. Nothing is better for boosting morale than knowing one’s customers recognize and appreciate a job well done. At the same time, sharing this information with SD DOT employees would tell them what customers expect and how they are being evaluated.

The 35-minute presentation given to the Research Review Board could easily form the basis of a “road tour” undertaken by Secretary Wheeler and other SD DOT executives. The study’s results could be shared with



employees in each of the regional and area offices. Questions could be taken from the audience, further opening lines of communication.

Recommendation 3: The SD DOT should immediately communicate the results of this study externally.

We saw that there was some respondent confusion (even among legislators) about what the SD DOT actually does. At the same time we heard that one of the chief errors of Colorado's consumer research was not sharing results with the people. Communicating the results of this research is an opportunity to thank the citizens for their participation as well as to confirm that the SD DOT has heard and is acting upon their input.

Ways this may be done, include, but are not limited to:

- Sharing the information with SD media via inviting them to presentations, issuing press releases or even providing them with a copy of this final report. During these presentations and/or written communication, the SD DOT may want to "educate" the public on exactly what it does. For example, a "true/false quiz" could be designed for local newspapers on SD DOT realities ("repairing highways and bridges") vs. perceptions ("issuing drivers" licenses").
- Editing the focus group tapes in to a five-minute video which could be used in public appearances by SD DOT personnel.
- This would also be an opportunity to address those demographic groups who were more critical of the SD DOT performance, specifically younger people and those with higher levels of education.
- These sessions could also form the basis of continuing interaction with the public in three areas in which they felt they were not getting enough information – Budget issues and how the SD DOT spends money, Plans for building new highways and Upcoming construction and maintenance projects.

Recommendation 4. Further research and action planning is needed to address the situation in the Rapid City region.

As we saw, the Rapid City region was consistently less happy with the SD DOT regarding several areas surrounding road construction. They feel that roads get closed down when it's not necessary, that delays are not minimized, that construction jobs are not done as quickly as they could be and that they are not kept adequately informed of detours and delays caused by those construction jobs.

Unfortunately, no qualitative research was done with consumers in this area. Conducting a series of two to four focus groups may help to identify the basis for these lower ratings. It would also be a means of communicating to these customers that their comments have been heard and that the SD DOT is acting upon them.

**Recommendation 5. This study should be repeated within the next 12-18 months.**

As noted, the results were fairly positive for the SD DOT. However, opinions are always in a state of flux. Priorities change. Also, both SD DOT personnel and consumers were quick to point out during the qualitative sessions that “the full effect of the cutbacks hasn’t been felt yet.”

In order to maintain these ratings and to guarantee that the SD DOT is faithfully serving its customers, a second wave of this research should be conducted either 12 months from now (thus, duplicating the Springtime collection of data) or 18 months from now (September, 1998), following the conclusion of the summer “Road Construction Season.” This would be the means of insuring the SD DOT standards are being maintained and that consumer wishes are being fulfilled.



VII. Appendices



Appendix A

Management Interview Protocol

1996 South Dakota DOT Customer Satisfaction Study *Management Interview Protocol (Draft #1 - 3/19/97)*

Introduction

INTRODUCE YOURSELF, DESCRIBE THE STUDY AND ITS PURPOSE, GUARANTEE CONFIDENTIALITY AND ANONYMITY, ASK FOR PERMISSION TO AUDIOTAPE, TELL LENGTH OF INTERVIEW, STUDY SPONSOR

1. Please describe briefly your current association with South Dakota D.O.T.. (Length of time with the State, positions, etc.)

Government Perspective

2. How would you describe the State's **current point-of-view** on customer satisfaction ?
3. Who are the "customers" of the State? Who does the State serve? (DEVELOP LIST OF "CUSTOMERS" AND ASSIGN IMPORTANCE WEIGHTS TO EACH)

Satisfaction Analysis

4. Please describe the key **points of contact** customers have with the D.O.T..
5. Where/how do customers hear about the work D.O.T. does?
 - please describe what you think customers expect from D.O.T..?
6. For each of the points you have mentioned, what do you think the customer is actually **experiencing**?
7. In your view, what are the practices within D.O.T. that help or hinder your ability to provide quality services to your audiences?

Products and Services

8. What are your thoughts or comments about D.O.T.'s services?
9. What changes or improvements in D.O.T.'s services do your customers suggest? What are their suggestions for improvements in your services? How do they suggest D.O.T. pay for improvements?

Suggestions

10. What feedback do you need to help make your job easier?
Who do you need to hear from to better do your job?



Conclusion

11. What would you like to see happen as a result of this research?
12. How would you like to be informed about the progress of this research?

Past Research Results (Show copy of report)

13. What can SMS do differently in reporting of the results? What do you like about this report? What do you dislike?



Appendix B

Focus Group Protocol

South Dakota DOT Customer Satisfaction Study Focus Group Discussion Guide

| |
|---------------------|
| Date & Time: _____ |
| Location: _____ |
| Participants: _____ |

OVERVIEW

INTRODUCE FACILITATORS; DESCRIBE THE STUDY, ITS PURPOSE, AUDIO TAPING, VIDEO TAPING, GROUND RULES, INCLUDING:

1. South Dakota DOT is sponsoring the study.
2. The customer was randomly selected to participate in the group. The reason you qualify is because you are a resident and taxpayer in the State of South Dakota
3. The focus group will concentrate on how customers judge value in the marketplace. Basically, we want to talk about both price (“what are your costs”) and quality (“what you get”).
4. Describe that we will be conducting a value profiling exercise. This process will help clarify what’s really important to them when evaluating the services they get from the State DOT.
5. Materials required: flip chart, oversize profiling forms, individual profiling forms, post-it notes, pens, tape

SETTING THE STAGE

1. Customers currently do not have a choice on who cares for roadways and public transportation needs.



Introduction/Warm-up:

1. Please tell us your name, where you live, approximately how long you have lived in South Dakota?
2. When you think of the State Department of Transportation, what comes to mind? What types of services do they provide you?
3. How is the State Department of Transportation funded? What would you guess is the size of their budget? What percent of your state tax bill goes to the DOT?
4. How would you describe your current level of satisfaction with the State Department of Transportation? Are you very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied, very dissatisfied?

PROBE: Why did you give that response?

Awareness

1. What exactly does the DOT do? What products and services do they provide? If you walked into the DOT store, what would you see on the shelves?
2. What doesn't the DOT do that they should do? What is missing from the shelves of the DOT store?
3. While we are in this imaginary DOT store, tell me a little bit about the clerks who work here? Tell me about the person helping you in the aisle. Tell me about the person behind the cash register?
4. What does the store look like? Is it clean or dirty? Is it modern or old fashioned?

Cost and value

1. What percent of your tax dollars do you think goes to the State DOT? What would you guess the total budget of the DOT is?
2. Is that too much money, just the right amount or not enough money? Why do you say that?
3. Looking at the list of products and services the DOT provides, what percent of their budget would you guess goes to each product or service? What percent of their budget should they spend on each item?
4. **For each discrepancy, ask:** why do you think there is a difference between what is spent and what should be spent?
5. If I told you that your taxes will go up 10% and that money goes straight to DOT and you get to tell them how to spend it, what would you tell them to do with the money? Why?
6. If I told you we can cut the DOT budget by 10% and the savings goes straight to your tax bill, where should we cut the DOT budget? Why?
7. What do you think is more important right now, raise taxes and the DOT services or cut taxes and services, and save money on your tax bill?



SOURCES OF INFORMATION

1. We have been talking about what you think about the DOT. How much do you hear or read about the DOT? Do you hear too much, the right amount or not enough about the DOT and what they do?
2. How or where do you hear about activities of the DOT?
3. How would you like to hear about the activities of the DOT? Do you want to hear about DOT activities directly from the DOT, from another government spokesperson, from the media or from some other source? Why do you say that?

BREAK

Closing Questions:

1. You get to change one thing about the DOT. What will you change? Why?
2. You are the judge on an award panel. You have to give the DOT an award for the one thing they did best this past year. It could be a project they did, a specific service they provided, the way they managed their budget, how they worked with government, media, the public, or anything at all. What did the DOT do that was award winning?

THANK PARTICIPANTS AND CONCLUDE THE SESSION.



Appendix C

Final Questionnaire

ASK TO SPEAK TO THE PERSON IN THE HOUSEHOLD WHO IS 18 YEARS OLD OR OLDER WHO HAD THE MOST RECENT BIRTHDAY.

CONTINUE WHEN SELECTED RESPONDENT IS ON THE PHONE

1. Yes (If contact is Respondent: CONTINUE)
2. Yes (New Contact: CONTINUE)
3. No (Person Not Available at Current Time: SCHEDULE CALL BACK)
4. No (Person Not Available for Study: SELECT NEXT PERSON)
5. Refused for Self (TERMINATE)
6. Refused for Household (TERMINATE)

Hello, my name is _____, and I'm calling from Satisfaction Management Systems on behalf of the South Dakota Department of Transportation. Today, we are conducting a survey about the South Dakota DOT and its services. We would like to ask you a few questions. The interview will last approximately 20 minutes. Please be assured that we are not selling anything and that your opinions are very important to us.

1a. Is this a convenient time to talk?

1. Yes → CONTINUE
2. No → ASK TO RESCHEDULE

1b. And could I please have your Zip Code?

- _____
- 8888 Don't Know (TERMINATE)
- 9999 Refused (TERMINATE)



1c. Do you or does anyone in your household or do any close relatives work for:

- | | |
|--|-----------------|
| 1. The South Dakota DOT | IF "YES" TO ANY |
| 2. A city or county Public Works Department or | THANK AND |
| 3. Other highway department? | TERMINATE |

PART I: DRIVING BEHAVIOR

First, we would like to ask you some questions about the types of driving and trips you normally take.

2a. How many miles do you, yourself drive per year? Include both miles driven for business and pleasure. (RECORD EXACT NUMBER)

2b. Which of the following types of trip would you say is most typical for you? Would you say it is . . .
[READ ENTIRE LIST; TRY TO FIT INTO A SINGLE CATEGORY --"In general, which type of trip best describes the type of driving you do"; IF RESPONDENT WILL NOT CHOOSE, LIST BOTH RESPONSES IN OTHER]

1. Commuting to and from work
2. Work related trips such as sales calls or driving to meetings and appointments
3. Personal and family errands or trips
4. Farm or agriculture related trips
5. Driving professionally (GO TO Q. 3)
7777. Other Specify _____
8888. Don't Know
9999. Refused

FOR WHATEVER RESPONSE GIVEN IN Q2b, ASK

2c. How do you normally make these trips? (SELECT ONE)

1. Car
2. Public Transit
3. Other (PLEASE SPECIFY)



[ASK Q.3 IF DRIVING PROFESSIONALLY]

3. And what type of professional driving do you normally do?

[FIRST RESPONSE; CLARIFY FULLY & GET DESCRIPTION]

4. In general, would you say you do most of your driving in:

1. Communities of 40,000 people or more
2. Communities of 5,000 - 40,000 people
3. Communities of less than 5,000 people
4. Rural Areas

7777. Something Else [RECORD OTHER]

8888. Don't Know

9999. Refused

5. And, which of these categories best describes where you live? Would you say you live in a:

1. Community of 40,000 people or more
2. Community of 5,000 - 40,000 people
3. Communities of less than 5,000 people
4. Rural Areas

7777. Something Else [RECORD OTHER]

8888. Don't Know

9999. Refused



PART II. AWARENESS AND SATISFACTION

6. First of all, please tell me what the DOT does. Please feel free to mention everything.
(INTERVIEWER: PROBE FULLY: What else do they do? Anything else?)
7. Now I would like you to give a “grade” to the DOT. Just like when you were in school, you can give the DOT any grade from “A” to “F” – “A” for Excellent to “F” for Failing. Of course, you may also use any letter – A, B, C, D, F. So, overall, what grade will you give the DOT?
- _____
- 7b. And why did you give the DOT a grade of (INSERT GRADE FROM Q7)? (INTERVIEWERS: PROBE AND CLARIFY FULLY!)
- 8a. I would like to read a list of items. After I read each item, please tell me whether or not the DOT has responsibility for this item. (ROTATE ITEMS)
- 8b. ASK ONLY OF THOSE ITEMS SELECTED IN Q. 8a.
On a five-point scale, in which “5” is “Very Important” and “1” is “Not at All” important, please tell me how important each of these items are to you. Of course, you can use any number in-between.
(ROTATE LIST)



8c. ASK ONLY OF THOSE ITEMS SELECTED IN Q. 8a.

Once again, I would like you to “grade” the DOT performance on each of those items

| | Q8a Responsible | Q8b Importance | Q8c Grade |
|--|--------------------|-------------------|--------------|
| Planning where highways go | | | |
| Repairing highways and bridges | | | |
| Repairing city streets | | | |
| Building highways and bridges | | | |
| Keeping the highways cleared of ice and snow | | | |
| Keeping traffic signals clearly visible and in working order | | | |
| Landscaping of shoulders and areas near highways | | | |
| Filling pot holes on city streets | | | |
| Developing chemicals for use in snow and ice melting | | | |
| Funding airport construction | | | |
| Funding public transit in cities and rural areas | | | |
| Setting the amount of the gas tax | | | |
| Issuing drivers licenses | | | |
| Setting speed limits | | | |
| Overseeing the state railroad system | | | |
| Making sure that all highway signs are clearly readable | | | |
| Keeping highways free of debris | | | |
| Keeping rest areas safe, clean and attractive | | | |



PART III ATTITUDES TOWARDS THE DOT

9. Let's talk for just a few minutes about the DOT's products and services. After I read each of the following statements, please tell me how strongly you agree with each statement. For example, for this first statement [INSERT STATEMENT] Do you Strongly Agree, Agree Somewhat, Neither Agree nor Disagree, Disagree Somewhat or Strongly Disagree with the statement? [ROTATE ISSUES]

| <i>I believe the DOT</i> | <i>Agree Strongly</i> | <i>Agree Somewhat</i> | <i>Neither</i> | <i>Disagree Somewhat</i> | <i>Disagree Strongly</i> |
|---|---------------------------|---------------------------|----------------|------------------------------|------------------------------|
| Considers and values the opinions of the public | 5 | 4 | 3 | 2 | 1 |
| Employees are hardworking. | 5 | 4 | 3 | 2 | 1 |
| Is undertaking the right projects | 5 | 4 | 3 | 2 | 1 |
| Overbuilds the state highways | 5 | 4 | 3 | 2 | 1 |
| Did an excellent job with snow removal during the past winter. | 5 | 4 | 3 | 2 | 1 |
| Designs safe highways. | 5 | 4 | 3 | 2 | 1 |
| Keeps highway construction delays to a minimum | 5 | 4 | 3 | 2 | 1 |
| Maintains its highways so that there is typically a smooth ride | 5 | 4 | 3 | 2 | 1 |
| Gets construction jobs done as fast as they can | 5 | 4 | 3 | 2 | 1 |
| Should contract more of its work | 5 | 4 | 3 | 2 | 1 |
| Overpays its workers | 5 | 4 | 3 | 2 | 1 |
| Closes down long stretches of highways for repair when it is not necessary | 5 | 4 | 3 | 2 | 1 |
| Spends its budget wisely | 5 | 4 | 3 | 2 | 1 |
| By cutting back on its personnel is now running a more efficient department | 5 | 4 | 3 | 2 | 1 |
| Answers questions competently | 5 | 4 | 3 | 2 | 1 |
| Is old fashioned and behind the times | 5 | 4 | 3 | 2 | 1 |
| Should use some of its money to fund public transportation in areas of the state not served | 5 | 4 | 3 | 2 | 1 |



| <i>I believe the DOT</i> | <i>Agree Strongly</i> | <i>Agree Somewhat</i> | <i>Neither</i> | <i>Disagree Somewhat</i> | <i>Disagree Strongly</i> |
|--|---------------------------|---------------------------|----------------|------------------------------|------------------------------|
| Has maintained its same level of service despite cutbacks in personnel | 5 | 4 | 3 | 2 | 1 |
| Has employees who treat the public in a friendly and fair manner | 5 | 4 | 3 | 2 | 1 |
| Overall, does a good job. | 5 | 4 | 3 | 2 | 1 |



PART IV: RESOURCE ALLOCATION

10. The South Dakota DOT is trying to become more responsive to the needs of people like you. Sometimes, however, this means making tradeoffs between different services and priorities, where spending more money to meet your needs in one area usually means spending less in other areas. I'm now going to ask you to make some decisions about how you would allocate money between 6 general types of things that the DOT does. You may want to grab a pencil and piece of paper to use for this exercise.

Lets assume that you have \$100 to split up among the following areas:

[RANDOMIZE ORDER OF PRESENTATION]

| |
|--|
| 1. MAINTAINING THE HIGHWAY SURFACE -- Which includes snow and ice removal, keeping pavement smooth and keeping highway stripes clearly visible. |
| 2. MAINTAINING ROADSIDES -- Which includes keeping plants and grasses neat and attractive, removing any trash or dead animals, providing adequate shoulder widths for emergency stopping and eliminating weeds from the roadside |
| 3. PROVIDING MOTORIST SERVICES -- Which includes maintaining highway signs and traffic signals, upkeep and safety of rest areas, and providing current information on weather, highway conditions and construction zones. |
| 4. RESEARCH -- Which includes doing research on new construction materials, maintenance techniques, safety and public opinion polls. |
| 5. PLANNING AND CONSTRUCTION -- Which includes planning where new highways should be built, soliciting public input and working with contractors and other agencies to build highways. |
| 6. PROMOTING AIR, RAILROAD AND TRANSIT SERVICES -- Which includes funding public transit services and securing funding for airport runway construction and railroad track improvements. |

| <i>Attribute</i> | <i>Value</i> |
|--|--------------|
| Maintaining the highway surface | |
| Research | |
| Maintaining roadsides | |
| Planning and building | |
| Promoting air, railroad and transit services | |
| Providing motorist services | |
| <i>MUST TOTAL</i> | \$100 |

11. ROTATE ORDER, BUT ASK FOR TWO ITEMS.



| | |
|--|--------------|
| MAINTAINING THE HIGHWAY SURFACE: Now I'd like to ask you about maintaining the highway surface. We'll split \$100 up among three areas: [RANDOMIZE AREAS & READ LIST]. How much would you spend on: | <i>Value</i> |
| Snow and Ice Removal | |
| Keeping Pavement Smooth | |
| Keeping Highway Stripes Clearly Visible | |
| <i>MUST TOTAL</i> | \$100 |

| | |
|---|--------------|
| MAINTAINING ROADSIDES: Now I'd Like to ask you about maintaining the roadsides. We'll split \$100 up among four areas: [RANDOMIZE AREAS & READ LIST]. How much would you spend on: | <i>Value</i> |
| Keeping Plants and Grasses along the Roadside Neat and Attractive | |
| Providing Adequate Shoulder Widths for Emergency Stopping | |
| Removing Trash and Dead Animals from the Roadside | |
| Eliminating Weeds from the Roadside | |
| <i>MUST TOTAL</i> | \$100 |

| | |
|--|--------------|
| PROVIDING MOTORIST SERVICES: Now I'd Like to ask you about maintaining motorist services. We'll split \$100 up among three areas: [RANDOMIZE AREAS & READ LIST]. How much would you spend on: | <i>Value</i> |
| Highway Signs and Traffic Signals | |
| Upkeep and Safety of Rest Areas | |
| Providing Current Information on Weather, Highway Conditions and Construction Zones | |
| <i>MUST TOTAL</i> | \$100 |



| | |
|---|--------------|
| RESEARCH: Now I'd like to ask you about Research. We'll split \$100 among four areas. [RANDOMIZE AREAS AND READ LIST] How much would you spend on: | <i>Value</i> |
| Developing new materials for constructing highways and bridges | |
| Developing new techniques for maintenance | |
| Finding ways to make transportation safer | |
| Conducting public opinion polls to see what is important to the people of South Dakota when it comes to transportation | |
| <i>MUST TOTAL</i> | \$100 |

| | |
|--|--------------|
| PLANNING AND CONSTRUCTION: Now let's talk about planning and construction. We'll split \$100 among four items based on importance to you. {RANDOMIZE ITEMS AND READ LIST}. How much would you spend on: | <i>Value</i> |
| Soliciting public input | |
| Designing new highways | |
| Working with counties and cities to plan routes and traffic flow patterns | |
| Determine how Federal and State transportation money should be spent | |
| <i>MUST TOTAL</i> | \$100 |



| | |
|--|--------------|
| PROMOTING AIR, RAILROAD AND TRANSIT SERVICES: Now I'd like to ask you about promoting air, railroad and transit services. We'll split \$100 up among three areas: [RANDOMIZE AREAS & READ LIST]. How much would you spend on: | <i>Value</i> |
| Funding public transit services to provide more hours or days of service and to serve new geographic areas | |
| Funding airport runway construction and promoting more airline service | |
| Funding railroad track improvements and promoting more rail freight service | |
| <i>MUST TOTAL</i> | \$100 |

PART V. OPINION ITEMS

Now just a few more issues on which we need your help. Please indicate your level of agreement to each of the following items:

- 12a. I would support a permanent increase in the gasoline tax in order to maintain highways and bridges in a satisfactory condition.

- | | | |
|---|----------------------------|---|
| 5 | Agree Strongly | → How many cents per gallon should it be increased? |
| 4 | Agree Somewhat | → How many cents per gallon should it be increased? |
| 3 | Neither Agree nor Disagree | |
| 2 | Disagree Somewhat | _____ |
| 1 | Disagree Strongly | |

- 12b. I or my immediate family has benefited from public transit in the past year.

- | | |
|---|----------------------------|
| 5 | Agree Strongly |
| 4 | Agree Somewhat |
| 3 | Neither Agree nor Disagree |
| 2 | Disagree Somewhat |
| 1 | Disagree Strongly |



13. Pretend you have a DOT budget of \$100. How many of these dollars should be spent on: (MUST TOTAL TO \$100)

Building new highways \$ _____

Repairing and maintaining existing highways \$ _____

| 14. Would you say that you generally have not enough information, the right amount of information or more information than you need about: | <i>Not Enough</i> | <i>Right Amount</i> | <i>More Than I Need</i> |
|--|-------------------|---------------------|-------------------------|
| A. DOT budget issues and how the DOT spends money | | | |
| B. DOT plans for building new highways | | | |
| C. Upcoming construction and maintenance projects | | | |
| D. Detours and delays caused by current construction and maintenance projects | | | |

- 15a. If you were to have traffic problems on the highway, would you go up to a DOT worker on the highway for help, or would you look for another way to get help first?

1. Would look for another way to get help
2. Would ask the DOT Worker for help
3. DK/NO RESPONSE

- 15b. Have you ever had direct contact on a state highway or interstate with a DOT employee?

Yes _____

No _____

- 16a. If you come upon a construction site, would you rather (SELECT ONE)

1. Drive through it at a reduced speed _____
2. Detour around it on another highway _____

- 16b. If you choose to (INSERT ANSWER FROM Q.16a), how many minutes is an acceptable delay?



17. What other products or services could the DOT offer you? Please feel free to mention anything.
(PROBE AND CLARIFY: What else? Anything else?)

18. And finally, if you could say anything you wanted to the SD Secretary of Transportation, what would you say to him? Please mention anything that comes to mind!

**PART VI. DEMOGRAPHICS**

19. Now I need to ask you some questions about yourself. All of this information is being gathered for statistical purposes only, and will be kept strictly confidential.

A. What year were you born?

Year: _____

8888. Don't Know

9999. Refused

B. Which of the following best describes the number of years of education you have completed?

1. Grade School/Middle School Only (<9th grade)

2. Some High School

3. High School Graduate

4. Some College or Technical Degree

5. Bachelor's Degree

6. Graduate School

7777. Other Specify

8888. Don't Know

9999. Refused

C. Which one of the following categories best fits your employment status?

1. Employed Full Time

2. Employed Part Time (less than 30 hours per week)

3. A student

4. Currently laid off, on strike, or unemployed

5. Retired

6. A homemaker, OR

7777. Something Else [RECORD OTHER]

8888. Don't Know

9999. Refused



D. What was your household's total income for 1996?

1. Under \$20,000
2. \$20,000, but less than \$35,000
3. \$35,000, but less than \$50,000
4. \$50,000, but less than \$65,000
5. \$65,000 or more

E. For how many years have you lived in South Dakota?

_____ Years

7777. Other Specify [If Necessary Accept Range] _____

8888. Don't Know

9999. Refused

F. How long do you think this interview took?

11: = Too Long

12: = Don't Know

G. (RECORD; DON'T ASK) Gender 1. Male 2. Female

[END OF SURVEY] - ENTER PHONE NUMBER DIALED

Thank you very much for your time. That's all of the questions I have.

