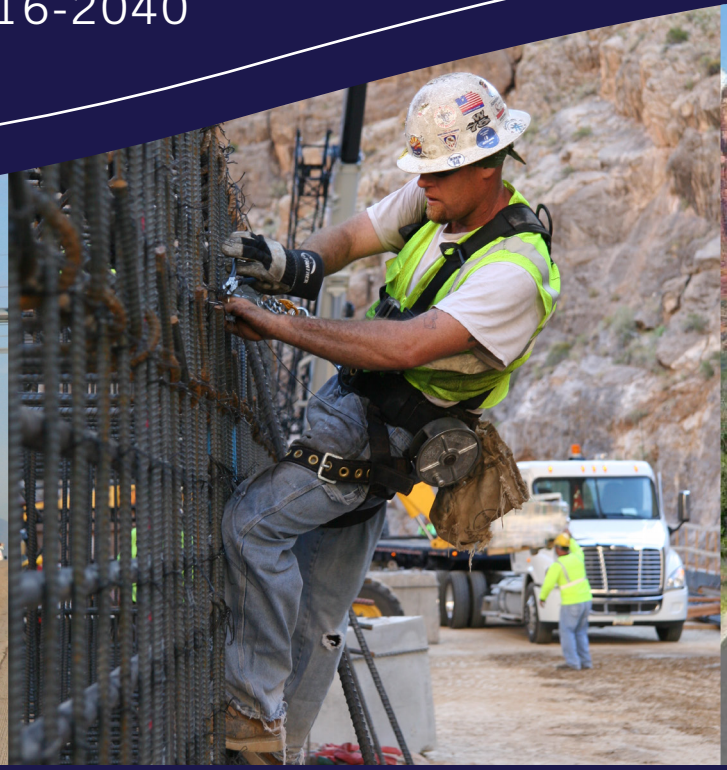
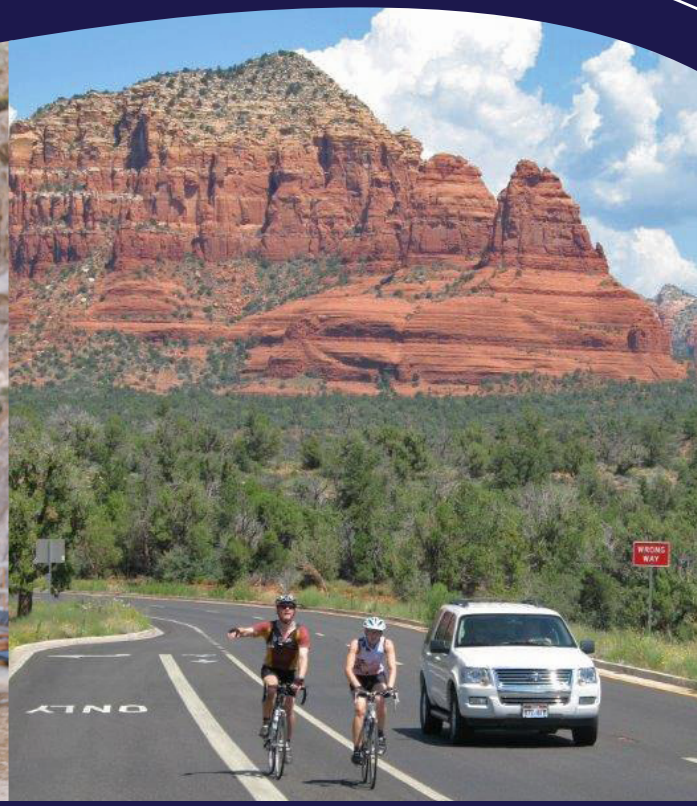
LONG-RANGE TRANSPORTATION PLAN 2016-2040





WHAT MOVES YOU ARIZONA 2040

Connecting AZ. Everyone. Every Day. Everywhere.

ADOT

Arizona Department of Transportation
February 2018

Director's Letter

October 2017

Arizona benefits from one of the best performing transportation systems in the nation. The statewide network of highways, transit systems, airports, local roads, and bicycle/pedestrian facilities is crucial to our economic prosperity and quality of life, providing Arizona's citizens access to jobs, education, and recreation, and enhancing the productivity and market access of Arizona's businesses.

Going forward, however, the State and its partners face tough choices about investment of our limited transportation dollars. For example, the fact that our transportation system is getting older means the cost of maintaining and preserving that system is increasing. On the other hand, continued population growth leads to demands for costly capacity and operational improvements. To help inform difficult trade-off decisions regarding how the State will address its future transportation dollars, ADOT undertook this update of our statewide long-range transportation plan known as What Moves You Arizona 2040 (WMYA 2040). The update of the plan incorporated a performance-based, data driven planning process that brought together Arizona's Metropolitan Planning Organizations (MPOs), Councils of Government (COGs), and numerous other transportation stakeholders to create a new vision for how ADOT will fund and operate our transportation system in the future. Significant input from Arizona citizens provided us further guidance to form this vision.

The primary finding of WMYA 2040 is the Recommended Investment Choice (RIC), which establishes guidance on how ADOT will allocate future transportation funding among preservation (maintaining the condition of existing roads and bridges), modernization (improving safety and deploying technology to enhance system operations), and expansion (new roads and adding lanes to existing facilities). As the updated plan describes, current realities will require ADOT to focus funding that is not dedicated to system expansion in the Phoenix and Tucson metropolitan areas on preservation and modernization. We will also continue our efforts to focus on performance-based decision making, and we will work with our partners to deliver the best system performance possible with the resources we have available.

John S. Halikowski
ADOT Director

ARIZONA STATE TRANSPORTATION BOARD

Douglas A. Ducey, Governor of Arizona

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February 16, 2018

The Honorable Douglas A. Ducey
Governor of Arizona
1700 W. Washington Street
Phoenix, AZ 85007

The Honorable Steve Yarbrough
Senate President
Arizona State Senate
1700 W. Washington Street
Phoenix, AZ 85007

The Honorable J.D. Mesnard
Speaker of the House
Arizona House of Representatives
1700 W. Washington Street
Phoenix, AZ 85007

Subject: Adoption of Arizona Long Range Transportation Plan

Dear Governor Ducey, President Yarbrough and Speaker Mesnard:

Today, the Arizona State Transportation Board adopted a new Arizona Long Range Transportation Plan. The Plan was recommended by the Arizona Department of Transportation (ADOT) and adopted by the Board pursuant to A.R.S. Section 28-307. The Plan also fulfills federal requirements (23 U.S.C. 135).

The Long Range Transportation Plan (LRTP) is a policy plan; it is not project specific. In developing the Plan, ADOT and the Board have considered trends and issues affecting transportation in Arizona, assessed the performance of the state highway system, forecast anticipated revenues over the 25-year period through 2040, and identified system needs. We have used this information to develop a Plan to guide us in allocating our limited transportation dollars among the areas of greatest need.

The LRTP states that ADOT will need $53.3 billion over the next 25 years to cover all needs for the state highway system. This includes preservation (preserving current roadways and bridges), modernization (safety-focused projects and system upgrades) and expansion projects (new roads and added lanes) through all areas of Arizona. However, while $53.3 billion is needed for highway projects, only $22.8 billion is expected to be available, leaving ADOT an expected 25-year funding gap of $30.5 billion. Out of the $22.8 billion that is targeted for highway improvements, approximately $14.5 billion comes from Phoenix and Tucson metropolitan area funding programs that are dedicated largely to highway expansion in these regions. The LRTP focuses the remaining $8.3 billion on preservation and modernization of the existing state highway system in Greater Arizona (areas outside of metropolitan Phoenix and Tucson).

The recommendation to focus our limited future revenues for Greater Arizona on preservation and modernization (including safety) is supported by the professional judgement of ADOT professionals as well as the significant input received from extensive public and stakeholder outreach efforts associated with the LRTP.

The LRTP states that Arizona does not have sufficient funding to recommend *new* system expansion at this time, beyond the expansion projects in the current 2018-2022 Five-Year Program. However, the Board will take a serious look at how potential expansion projects in the proposed Tentative 2019-2023 Five-Year Program and the six to ten year timeframe will be affected.

As the State Transportation Board adopts the LRTP, the Board offers the following specific comments:

- As acknowledged in the Governor's Executive Budget summary and by bills being considered in the Legislature, the current state of the Motor Fuel Tax revenues is inadequate and fails to capture the growing number of alternative and fuel efficient vehicles. This results in increased pressure on state and local governments, severely limiting their ability to build, maintain, and operate our critical transportation system. The inadequacy of transportation revenues has been a strong theme communicated to ADOT and the Board by our citizenry and transportation stakeholders throughout our extensive public outreach activities.
- The LRTP is a policy plan providing guidance to the Board. The Board recognizes that compelling highway system preservation and modernization/safety must be top priorities; however, there continue to be demands on our system that create the need for highway expansion in areas throughout the state. As the Board considers the Five-Year Program each year, the Board will exercise due diligence toward system preservation, modernization and safety, but the Board may also choose to seriously consider system expansion on a case by case basis as we believe may be warranted.
- The Board recognizes there are also significant discussions about infrastructure funding at the federal level. The Board will carefully observe these discussions and guide ADOT to be prepared and flexible to optimize benefits for Arizona based on any plan ultimately approved by the U.S. Congress.

The State Transportation Board values its important role in serving the state of Arizona. Thank you for your consideration of the Long Range Transportation Plan and our additional, specific comments.

Respectfully,

William Cuthbertson, Chairman

Jack Sellers, Vice Chairman

Deanna Beaver, Member

Michael S. Hammond, Member

Steve Stratton, Member

Jesse Thompson, Member

Sam Elters, Member

Enclosures
cc. John S. Halikowski, ADOT Director

Introduction to the Plan

What Moves You Arizona (WMYA) 2040 is Arizona's statewide Long-Range Transportation Plan. The plan is an update of WMYA 2035 (Arizona's prior plan) and covers a 25-year planning horizon from 2016-2040. Development of the plan included research on trends and issues affecting transportation in Arizona, refinement of Arizona's transportation vision and goals, an assessment of current state highway system (SHS) conditions, quantification of 25-year investment needs to maintain and improve the SHS and provide state support for non-highway modes, and a forecast of expected revenues over the planning horizon. The planning process also included an extensive engagement process that provided Arizona residents and transportation stakeholders across the state multiple opportunities to offer input into development of the plan. Most importantly, the plan provides a Recommended Investment Choice (RIC) that defines how the Arizona Department of Transportation (ADOT) will strive to allocate its limited resources to different types of highway investments.

Purpose of Plan

The purpose of WMYA 2040 is to provide information and direction to the state, metropolitan planning organizations (MPOs) and councils of government (COGs), and ADOT's other partners about transportation needs, available revenues, investment priorities and anticipated system performance. The plan is intended to drive future refinements to ADOT's performance-based project selection processes and inform decisions about state highway investment levels associated with system preservation, modernization and expansion.

Plan Themes

- Build from the planning approach and findings from WMYA 2035;
- Work closely with Arizona's MPOs, COGs and other transportation partners to define a true statewide vision for future transportation investment;
- Incorporate public input into WMYA;
- Focus on defining the RIC to determine how ADOT can best invest limited resources to preserve, modernize and/or expand the SHS;
- Use new tools and technologies to better engage the public in a dialogue about transportation and help decision–makers understand the implications of different policy options; and
- Establish a policy framework that will help ADOT develop and adopt a more data-driven, performance-based, lean approach to project selection.

What Moves You Arizona Contents

Introduction to the Plan

Plan Development

Vision and Goals

Trends and Considerations

Transportation System Needs

Current Revenue & Expenditures

Recommended Investment Choice

Plan Implementation

Plan Development

The Arizona Department of Transportation serves one of the fastest-growing states in the country. As the state's primary transportation agency, ADOT provides leadership in defining a future vision for transportation in Arizona through updates of the statewide Long-Range Transportation Plan every five years. This update, WMYA 2040, builds from ADOT's prior plan and was created through a planning process that:

- Continues ADOT's efforts to shift to a data-driven, performance-based planning approach that provides policy direction on how to best invest the state's limited transportation resources;
- Relies on a Technical Advisory Committee, comprised of both ADOT staff and external partners, to provide input and support decision-making throughout the plan development effort;
- Integrates information and findings from other statewide, corridor, regional and local planning activities;
- Complies with state and federal mandates, including new requirements associated with national goal areas and performance-based transportation planning;
- Heavily engages Arizona residents and ADOT's partners and stakeholders in both the identification of key transportation issues facing Arizona and the development of plan findings and guidance; and
- Creates a new RIC that defines investment priorities based on a thorough understanding of needs, revenues and performance trade-offs.

Transportation Planning in Arizona

Over the last decade, long-range transportation planning in Arizona has evolved from an emphasis on selecting individual projects to thinking about overall system performance and providing policy guidance on future transportation spending. In part, this has been driven by financial and system condition realities – funding is at best flat and much of the SHS is nearing the end of its design life – that require ADOT to focus most of its discretionary resources on preservation. As a result, ADOT's long-range planning progress now focuses on considering performance trade-offs between different levels of preservation, modernization and expansion spending.

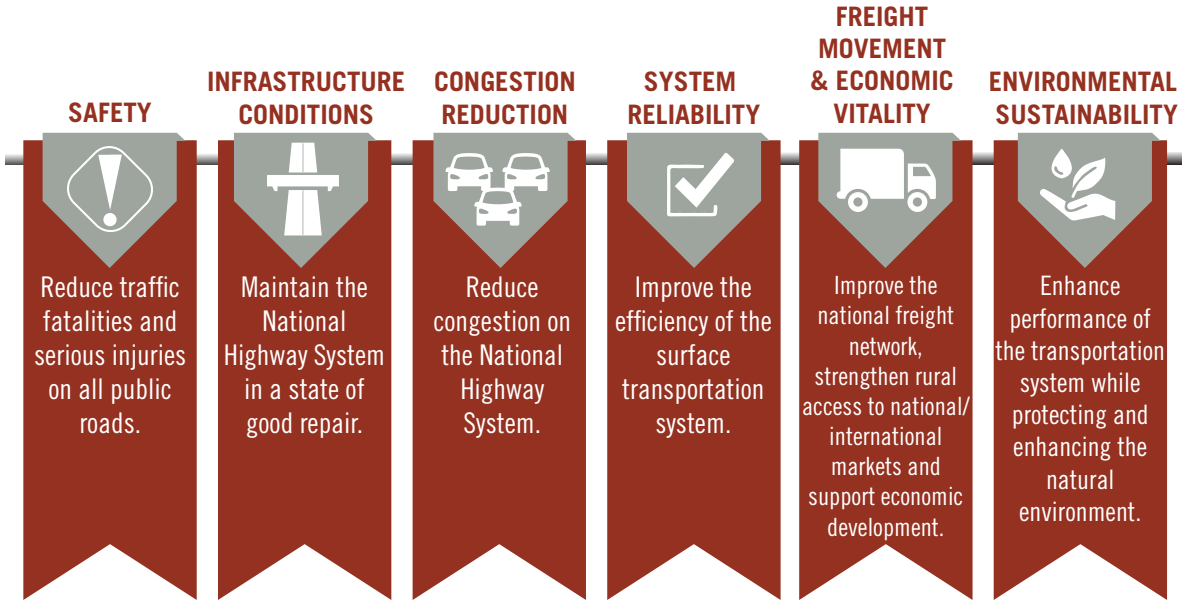
The planning process also reflects Arizona's unique environment. This includes state statutory parameters related to the use of highway funds and performance measurement, and the role of MPOs and COGs in transportation decision-making. In particular, the plan incorporates anticipated expansion and modernization spending by the Phoenix and Tucson regions, since these areas have dedicated state transportation funding sources they can use for these purposes.

What are the Roles of Different Agencies?

- ADOT's primary responsibility is planning, building, operating and maintaining the SHS.
- ADOT provides financial support for non-highway modes (transit, airports and bike/pedestrian) that are owned and operated by local governments.
- In the Phoenix and Tucson regions, the Maricopa Association of Governments (MAG) and Pima Association of Governments (PAG) determine how ADOT will invest modernization and expansion funding on the portion of SHS in their respective areas.
- In other areas of the state, MPOs and COGs work with ADOT to select preservation, modernization and expansion projects.
- Arizona roadways that are not part of the SHS are owned, operated and maintained by local governments.

What are the National Highway Performance Goals?

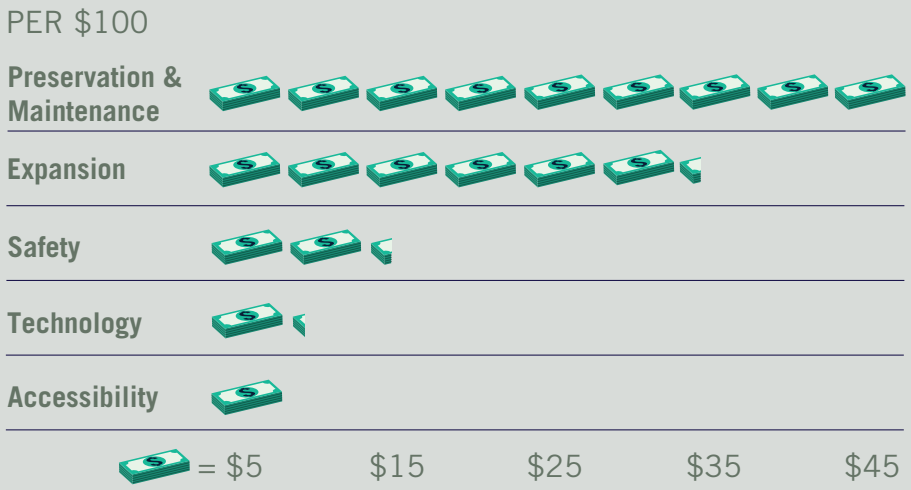
The federal Moving Ahead for Progress in the 21st Century Act of 2012 (MAP-21) and the Fixing America's Surface Transportation (FAST) Act of 2015 created new requirements for state DOTs and MPOs to develop plans that align with the following national transportation system goal areas:



Engagement Process

Throughout the development of WMYA 2040, ADOT worked collaboratively with the state's MPOs and COGs to implement a multifaceted engagement approach that included outreach sessions, workshops, a plan website and use of social media. The outreach efforts strived to both educate stakeholders and the public about transportation issues, and to get their input on key plan considerations. In addition, ADOT deployed an interactive online survey focused on learning more about the transportation concerns and interests of Arizona's citizens. The survey guided participants through learning about transportation issues and asked them to provide input on future investment priorities, funding allocation strategies and preferred trade-offs. As illustrated in the graphic to the right, the state's citizens place the highest priority on preserving and maintaining the existing highway system.

How Stakeholders Think ADOT Should Allocate Funding



Key Themes Heard During the Engagement Process:

- *Transportation professionals see preservation as ADOT's highest priority.*
- *Safety, security and resiliency should be key considerations in all ADOT decision-making.*
- *Improved connectivity and more travel options are needed in rural areas.*
- *Current transportation funding is inadequate.*
- *Agencies should invest more in technology and innovation.*
- *ADOT needs to become more flexible, creative and adaptive to change.*

400+ MEETING ATTENDEES

14,347 WEBSITE HITS

312,428 FACEBOOK REACHES

5,958 SURVEY RESPONDENTS

Talking about System Performance

ADOT's prior Long-Range Plan, WMYA 2035, introduced performance-based planning (using performance measures, system data and analysis to inform plan investment policies) and established the concept of a Recommended Investment Choice or "RIC". Building from WMYA 2035, ADOT sought to expand the consideration of anticipated system performance in the development of WMYA 2040 policies and to involve stakeholders in the analysis of investment trade-offs. To do so, ADOT conducted a technical workshop in August 2016 that used a cutting edge software application called Decision Lens to facilitate a discussion about what the WMYA 2040 RIC should look like.

Elements of this effort included:

- Identification of performance measures associated with the WMYA 2040 system goals;
- Development of "performance curves" that show how future performance in areas such as pavement and bridge preservation and annual hours of highway delay will change as associated investment levels are increased or decreased;
- A webinar and online exercise that enabled stakeholders to identify their relative priority for different types of highway investments; and
- A workshop where stakeholders were divided into groups that used the Decision Lens tool to look at the performance implications of different resource allocation strategies to provide input on how ADOT should spend its future transportation dollars.

The findings from the workshop influenced the development of a draft investment strategy, based on insights from a diverse body of transportation agency experts. Workshop participants provided an important perspective on how ADOT should allocate its resources among the investment categories of preservation, modernization and expansion. While opinions varied, the participants generally emphasized the need for ADOT to preserve rather than expand the system unless new, additional highway funding is made available.

Vision

Moving AZ. to become the most reliable transportation system in the nation.

Goals

A key component of WMYA 2040 is the establishment of goals that align with this vision and provide a strategic framework for implementing the plan. The WMYA 2040 goals provide guidance for what ADOT will strive to achieve in the future with respect to both the transportation system and how the agency conducts business to deliver a successful transportation program. (e.g., strengthen partnerships). The six WMYA 2040 goals were developed through an iterative process that incorporated input from ADOT staff, MPOs and COGs and other ADOT stakeholders. Three of the goals focus on the system, while the other three focus on process.

Strengthen Partnerships

Develop and nurture partnerships that support coordination, integration and preservation of ADOT's investment.

Improve Mobility, Reliability and Accessibility

Implement critical/cost-effective investments to improve access to multimodal transportation and optimize mobility and reliability for passengers and freight.

Preserve and Maintain the System

Maintain, preserve and extend the service life of existing and future state transportation system infrastructure.

Promote Fiscal Stewardship

Ensure responsible management of public resources and implement funding strategies to ensure long-term balanced investment in the state transportation system.

Make Effective Investment Decisions

Better link planning and programming through performance-based decision-making that integrates the project evaluation criteria and weighting established by the plan.

Enhance Safety

Continue to improve and advocate for transportation system safety for all modes.

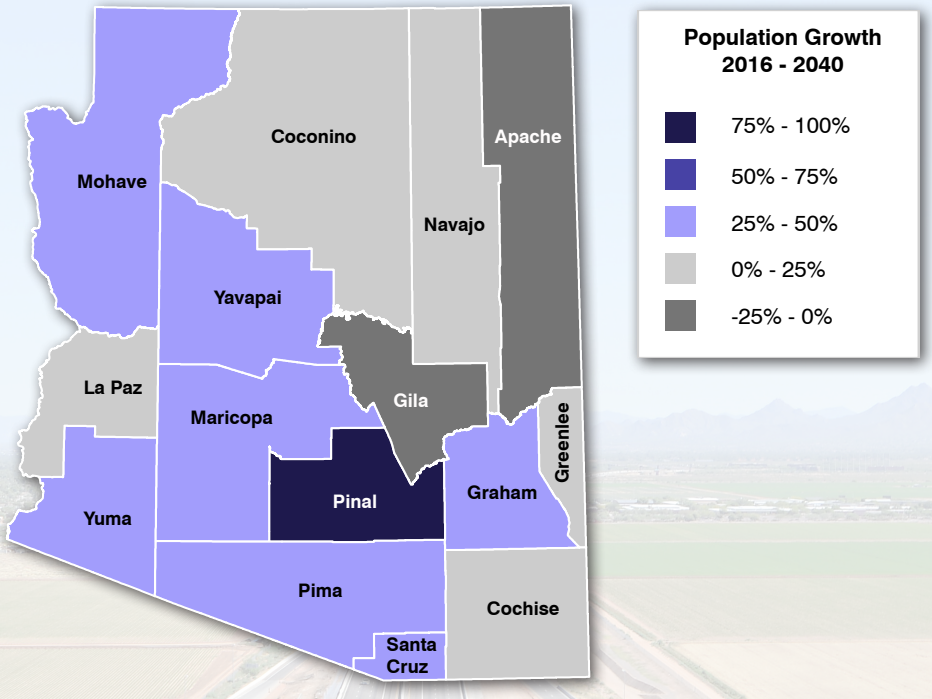
Trends and Considerations

While no one knows exactly what the future will bring, sound transportation planning should be informed by an understanding of current demographic, economic, travel trends, and transportation system components. To inform development of WMYA 2040, ADOT identified and explored various considerations to better understand potential future transportation needs, such as:

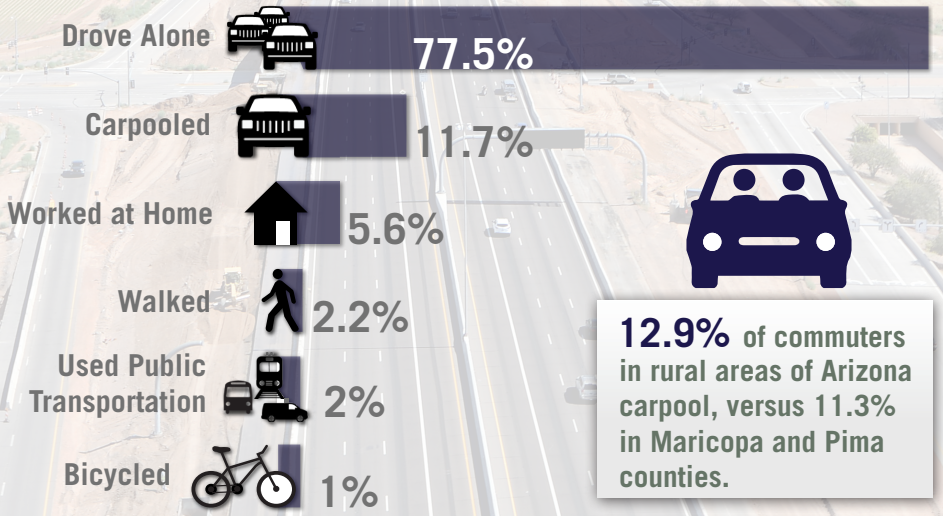
- How fast is Arizona's population growing both statewide and by region?
- Is travel demand increasing or decreasing?
- What is happening with statewide employment?
- What industries are experiencing growth and which ones are declining?
- How are people commuting to work and how is the associated "mode split" changing?
- What does Arizona's existing transportation system include?

POPULATION	6.82M 2015	▲	4.1% 2012-2015
REGISTERED VEHICLES	5.63M 2015	▲	9.1% 2012-2015
LICENSED DRIVERS	4.98M 2015	▲	6% 2012-2015
ANNUAL VEHICLE MILES TRAVELED	65B 2015	▲	8.2% 2012-2015
VEHICLES PER HOUSEHOLD	1.72 2015	▲	0.5% 2012-2015
PROJECTED EMPLOYMENT GROWTH	454,600	▲	2012-2022

PROJECTED POPULATION GROWTH



HOW PEOPLE GET TO WORK



12.9% of commuters in rural areas of Arizona carpool, versus 11.3% in Maricopa and Pima counties.

Source: American Community Survey (ACS), US Census Bureau

Transportation Infrastructure

18,488 MILES OF STATE HIGHWAY

ADOT is responsible for maintaining, operating and improving all 18,488 miles of the state highway system (SHS). Although the SHS constitutes less than 10 percent of total public roadway miles in Arizona, it carries 50 percent of total traffic and nearly 90 percent of all heavy truck traffic.

2,853 MILES OF BIKE FACILITIES

ADOT accommodates bicyclists and pedestrians on state highways with shared roadways, shared-use paths and sidewalks. Currently, 48.9 percent of the SHS has an effective shoulder width of four feet or greater. ADOT has also installed pedestrian hybrid beacons to help pedestrians cross state highways.

2,000 MILES OF FREIGHT RAILROAD

Arizona's freight rail system links Arizona's industries and consumers with domestic and global partners. Class I carriers BNSF and Union Pacific operate 73 percent of the system miles, but short-line carriers also provide critical service to rail-dependent industries like mining.

8 INTERNATIONAL PORTS OF ENTRY

Arizona and the state of Sonora, Mexico share approximately 360 miles of international border. During 2014, more than $437 billion worth of goods moved through the U.S.-Mexico border using trucks, rail and pipeline.

27 TRANSIT SYSTEMS

There are five urbanized and 22 rural transit systems providing service in Arizona. In addition, ADOT provides funds to more than 85 human service agencies to support transportation for seniors, persons with disabilities and persons seeking employment.

7,826 BRIDGES

ADOT is responsible for monitoring the conditions on all 7,826 bridges on state and local roads in Arizona, and for replacing, maintaining and preserving the 4,811 state-owned bridges that are part of the SHS.

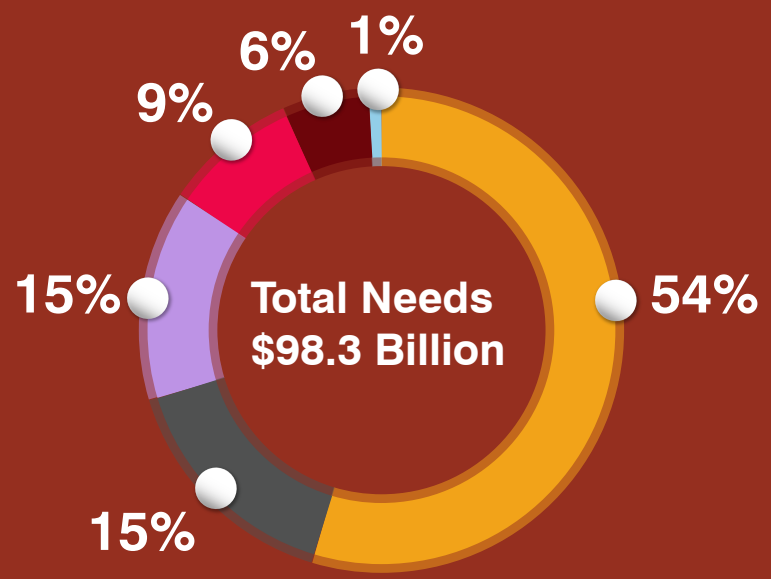
69 PUBLIC USE AIRPORTS

Arizona is home to nine primary commercial airports and 60 general aviation and public use airports. Phoenix Sky Harbor International Airport handles approximately 90 percent of air cargo originating or terminating in Arizona, while Tucson International Airport handles nearly 10 percent of Arizona's air cargo.

Transportation System Needs

Arizona's total 25-year statewide transportation investment needs provide an estimate of the overall federal, state and local investment that will be required to operate, maintain and improve the state's key transportation facilities and services*.

*Does not include needs for local roads.



- **Statewide Highway Capital Needs** *($53.3 Billion)*
- **Public Transit** *($14.8 Billion)*
- **Aviation** *($14.4 Billion)*
- **Operations & Maintenance** *($8.7 Billion)*
- **Passenger Rail** *($6.2 Billion)*
- **Bicycle & Pedestrian** *($0.9 Billion)*

Statewide Highway Capital Needs

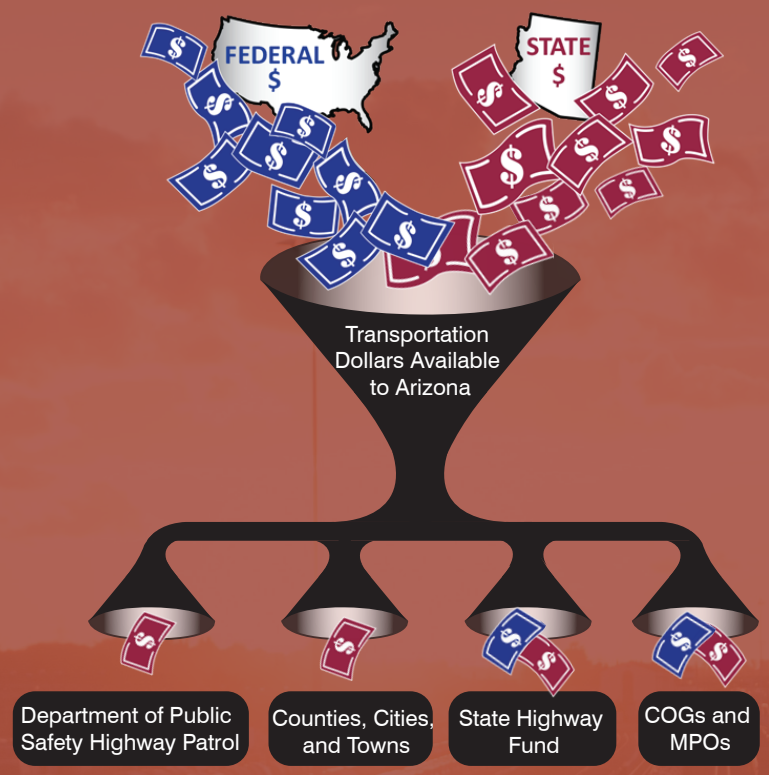
The SHS capital portion of the 25-year statewide transportation investment needs, totaling $53.3 billion, is the responsibility of ADOT and provides important information for ADOT to decide how to allocate resources to preservation, modernization and/or expansion through the RIC.

	Pavement	$7,902
	Bridge	$1,334
Preservation	**Total** (in millions)	**$9,236**
	Highways	$4,273
	Bridge	$400
	Safety	$1,934
	ITS/Tech	$3,355
Modernization	**Total** (in millions)	**$9,962**
	Existing Highway Expansion	$17,561
	New Roads	$13,770
	New Bridges	$403
	New Interchanges	$2,320
Expansion	**Total** (in millions)	**$34,054**
	Total (in millions)	**$53.252**

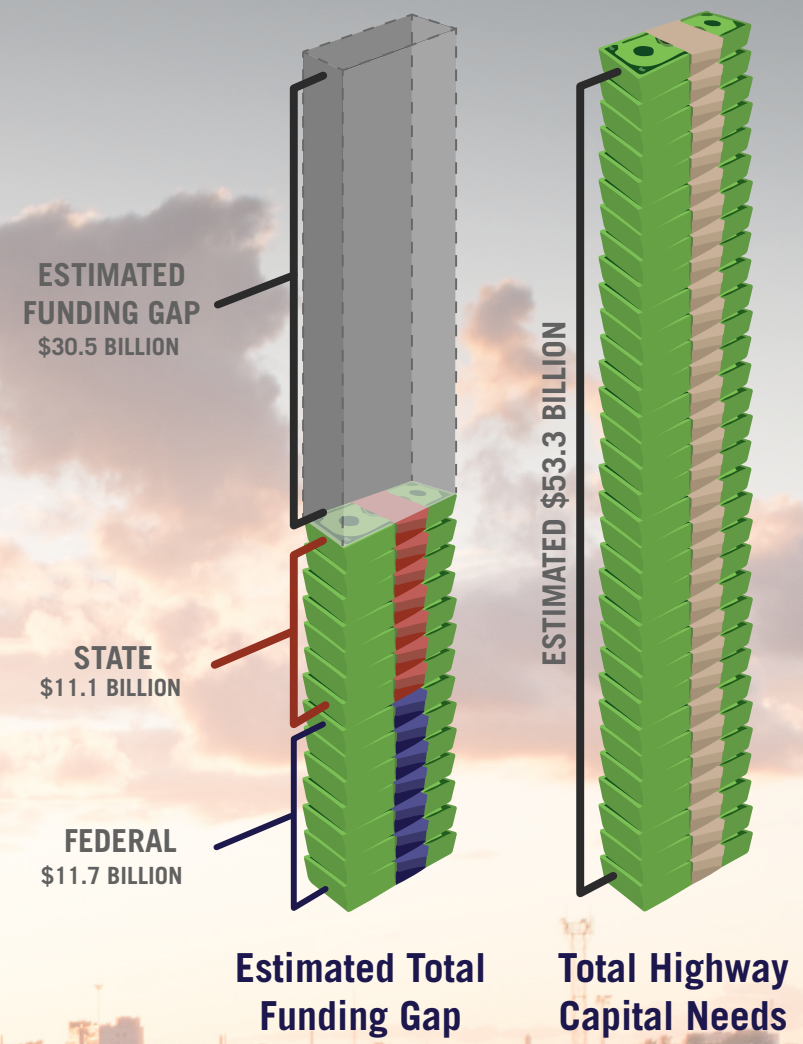
Current Revenue & Expenditures

Transportation investments in Arizona are paid for with a combination of federal, state and local funding sources. Funding that goes to (or through) ADOT, comes from three primary revenue sources: the State Highway User Revenue Fund (HURF), county transportation excise tax, and federal funding programs. Based on current laws and trends, ADOT's total funding over the 25-year plan horizon is estimated to total $31.1 billion in inflation-adjusted dollars ($43.0 billion in unadjusted dollars). After allocations for operations & maintenance and support to local transit agencies, $22.8 billion in inflation adjusted dollars is expected to be available for highway capital spending, resulting in an estimated 25-year highway funding gap of over $30 billion.

Sources and Distributions of Transportation Funds



2016-2040 Revenue Forecast



Recommended Investment Choice

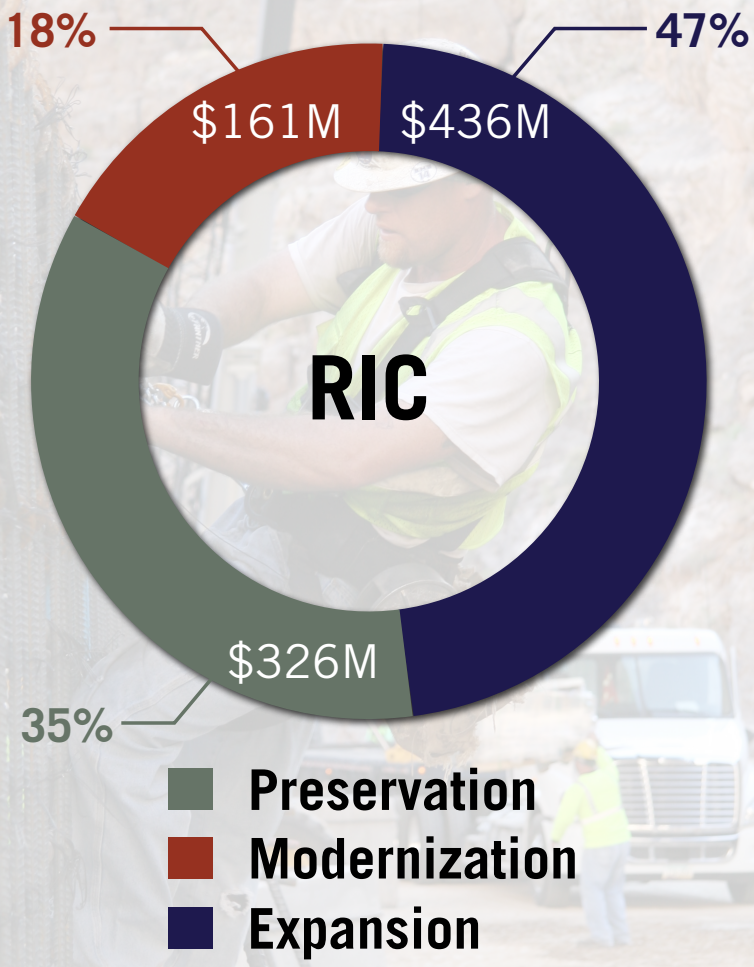
The primary policy direction established as part of the WMYA 2040 development effort is the RIC, which defines how ADOT intends to allocate future resources across three major investment types:

- **Preservation** – Spending to keep pavement smooth and maintain bridges on the SHS.
- **Modernization** – Non-capacity spending that improves safety and operations of the existing SHS through activities such as adding shoulders and implementing smart road technologies.
- **Expansion** – Improvements that add capacity to the SHS through new roads, adding lanes to existing highways and constructing new interchanges.

Development of the WMYA 2040 RIC required significant analysis of the system performance ADOT could hope to achieve under different investment mixes and was informed by consideration of both current investment practices by ADOT and significant input from ADOT's stakeholders and the public.

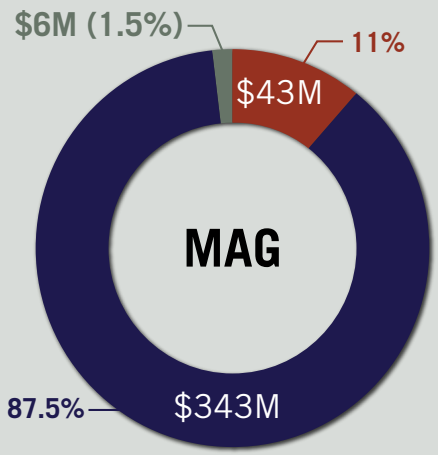
The final WMYA 2040 RIC reflects difficult decisions. Under current funding levels, ADOT cannot consider significant new system expansion investments outside the MAG and PAG regions without underinvesting in preservation. Such underinvestment now would lead to worsening pavement and bridge conditions and greatly increased preservation costs in the future, and would sacrifice the long-term health of the existing state highway system. As a result, ADOT is recommending to focus the resources ADOT controls on preservation, safety, and, to the extent possible, other needed modernization improvements to the existing system.

It is important to recognize that the RIC actually includes two tiers – a statewide RIC, illustrated to the right, which rolls up how ADOT anticipates its total future expenditures will be allocated. It also includes Greater Arizona, MAG and PAG RICs (see next page) that identify how resources will likely be allocated in these respective regions.



Maricopa Association of Governments (MAG) RIC

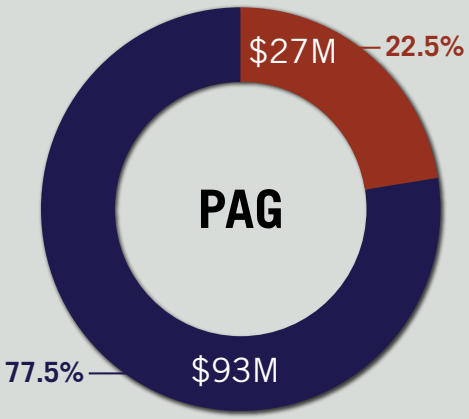
ADOT spending decisions in the greater Phoenix area are largely determined by MAG in cooperation with ADOT through their metropolitan planning processes and voter-approved plans that direct funding primarily toward expansion. As a result, their RIC is heavily weighted toward expansion.



- Preservation*
- Modernization
- Expansion

Pima Association of Governments (PAG) RIC

PAG in cooperation with ADOT determines how ADOT modernization and expansion spending in the Tucson region is allocated and, like MAG, directs a large portion of funding toward system expansion.

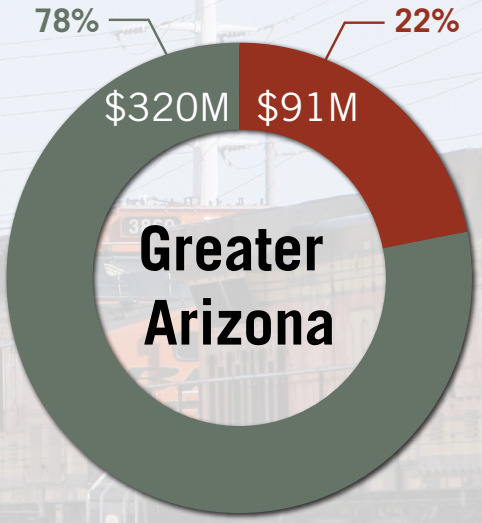


- Preservation*
- Modernization
- Expansion

Note: Based on need and funding availability, ADOT preservation funding may be expended in the MAG and PAG regions within any fiscal year, based on the understanding that Greater Arizona will be reimbursed at a later date.

Greater Arizona RIC

The Greater Arizona RIC, pictured below, covers nearly all SHS preservation spending throughout the state, as well as modernization and expansion investments on SHS portions that are not included within the MAG and PAG boundaries. While voters in the MAG and PAG regions have approved dedicated funding sources to pay for highway system expansion in their respective areas, a similar funding source does not currently exist for the broader statewide system. As a result, the WMYA 2040 RIC for Greater Arizona focuses most of the funding on preservation, which allows for some spending on modernization, but no new system expansion unless significant new outside funding is identified (see asterisk and below).



- Preservation
- Modernization
- Expansion**

***Note: The Department, subject to State Transportation Board approval, may identify up to 5% of RIC funding in a given Five-Year Program year to provide 'seed money' to consider future highway expansion projects under one or more of the following scenarios:*

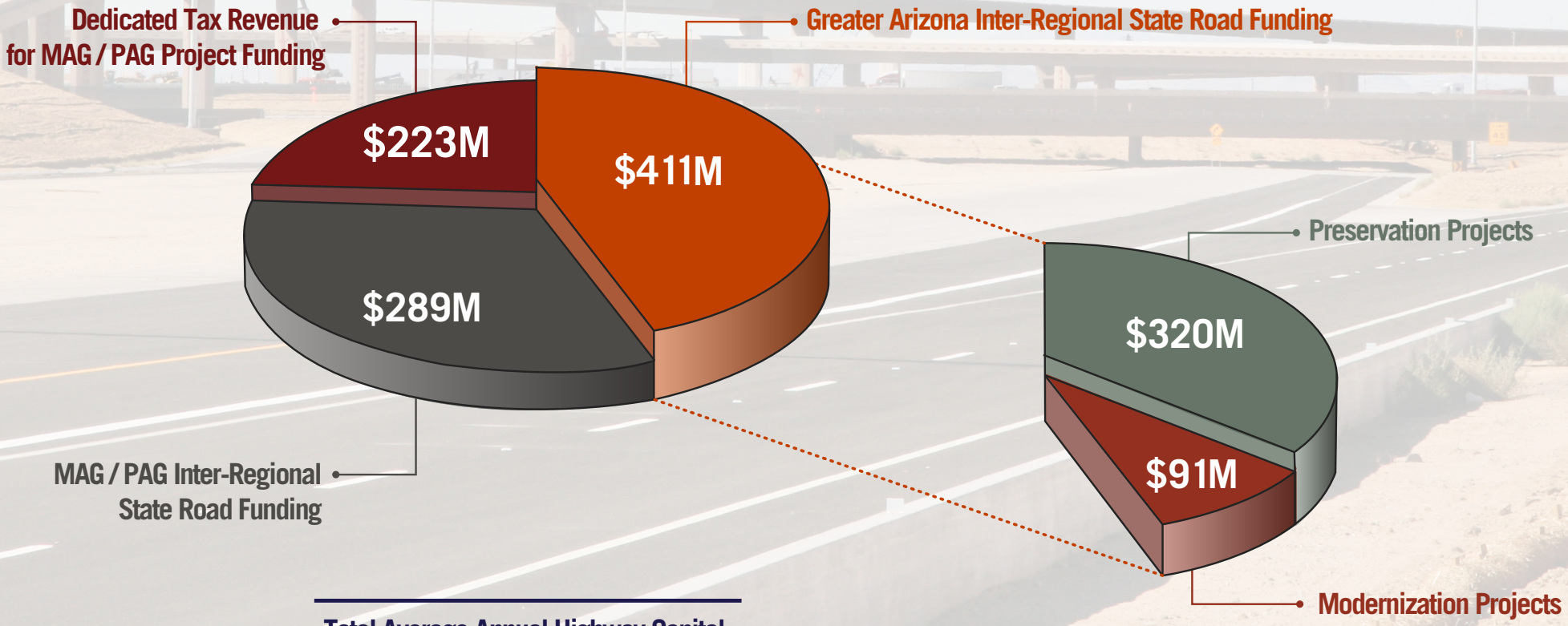
- *A federal grant award is made;*
- *A third party provides a funding contribution; and/or*
- *A public-private partnership is arranged.*

Consideration of such funding will be contingent on the associated project(s) scoring high enough in ADOT's Planning to Programming (P2P) Link process to be eligible for funding. Additional funding from legislative appropriations or other sources may also enable ADOT to consider new system expansion projects.

Annual Average Transportation Spending Under the New RIC

While the new RIC strives to focus ADOT's resources on preservation and modernization, a large portion of ADOT revenues are dedicated to and programmed by the Phoenix and Tucson areas due to regional transportation funding initiatives passed by voters.

Due to the fast growth within these regions, much of the highway money controlled by the respective MPOs is spent on expansion. As a result, a large portion of ADOT's total funding is still spent on expansion, but the bulk of funding ADOT controls will be spent on preservation.



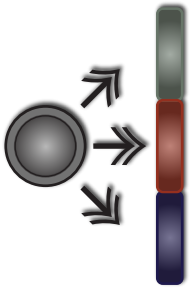
Total Average Annual Highway Capital Spending = $923 Million

Plan Implementation

The WMYA 2040 Plan provides important policy direction that will position ADOT to transition to more data driven and performance-based decision-making about future transportation investment in Arizona. To successfully implement the plan, ADOT will focus on initiatives in four areas:

- Resource Allocation,
- Performance Measurement,
- Target Setting, and
- Project Selection.

Resource Allocation

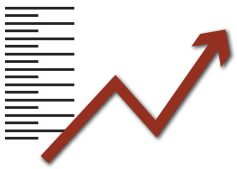


The new RIC represents a significant shift in state transportation investment from expansion to preservation. This shift cannot occur "overnight" since Greater Arizona expansion projects are still in the pipeline. ADOT intends to implement the expansion projects that are already programmed in the Fiscal Year (FY) 2018-2022 Five Year Program and will carefully consider expansion decisions beyond FY 2022.

Target Setting

In conjunction with the national transportation performance measurement initiative, ADOT will need to establish targets for the future system performance the state hopes to achieve. Developing meaningful targets will require ADOT to better forecast how its investments will influence performance in areas such as safety, preservation and mobility.

Performance Measurement



The plan established and applied basic performance measures to inform development of the RIC, but ADOT will need to further refine its performance measures and their applications to both monitor plan implementation progress and comply with new national transportation performance measurement reporting requirements.

Project Selection

Over the last few years, ADOT has been working to improve the linkage between its statewide long-range transportation plan and project programming through an initiative entitled Planning to Programming (P2P) Link. The WMYA 2040 Plan provides both a refined strategic direction and recommends an increased focus on performance-based decision-making in ADOT's P2P process.

Acknowledgements

Arizona Department of Transportation Staff and Partners

ADOT would like to acknowledge and thank the nearly 150 stakeholder groups that participated in development of the plan. In particular, Arizona's MPOs and COGs were crucial to the successful stakeholder outreach and involvement efforts that helped inform the planning process. These agencies not only participated on the plan's Technical Advisory Committee (TAC) and in plan workshops to help steer the direction of plan development and but also worked diligently with the ADOT project team to engage a wide range of cities, towns, counties, state and federal agencies, businesses and civic organizations, educational and health care institutions, Native American Tribes, media outlets, public transit providers, airport authorities, citizen advocacy groups, and emergency service providers from across Arizona. We are also grateful to our own ADOT professionals who worked hard on this Plan. The Plan is better because of this broad cross section of participation.

- AAA Arizona
- Ak-Chin Indian Community
- Arizona Daily Star
- Arizona Desert Museum
- Arizona Game and Fish Department
- Arizona Residents
- Arizona Trucking Association
- Apache County
- Bureau of Land Management
- Camp Navajo
- Central Yavapai Metropolitan Planning Organization
- Citizens for Picture Rocks
- City of Benson
- City of Bisbee
- City of Bullhead City
- City of Casa Grande
- City of Coolidge
- City of Cottonwood
- City of Eloy
- City of Flagstaff
- City of Kingman
- City of Nogales
- City of Phoenix
- City of Prescott
- City of Safford
- City of San Luis
- City of Sedona
- City of Show Low
- City of Sierra Vista
- City of St. Johns
- City of Tucson
- City of Willcox
- City of Yuma
- Civic Service Institute at NAU
- Cochise Bicycle Advocates
- Cochise County
- Coconino Community College
- Coconino County Board of Supervisors
- Coconino County Public Health Services District Injury Prevention
- Coconino County Sheriff's Office
- Cocopah Indian Tribe
- Dibble Engineering
- Echo Trucking
- Economic Collaborative of Northern Arizona
- Flagstaff Biking Organization
- Flagstaff Convention and Visitors Bureau
- Flagstaff Dark Skies Coalition
- Flagstaff Metropolitan Planning Organization
- Flagstaff Planning and Zoning Commission
- Flagstaff Police Department
- Flagstaff Transportation Commission
- Flagstaff Unified School District
- Golden Valley Fire District
- Greater Flagstaff Chamber of Commerce
- Greater Yuma Economic Development Corporation
- Hopi Tribe, Department of Transportation
- Hopi Police/Rangers
- Hopi Tribe, Community Planning and Economic Development
- Hualapai Tribe
- J-6 Mescal Community Development Organization
- Kaneen Advertising & Public Relations
- Kingman Daily Miner
- Kingman Police Department
- Kingman Public Works
- Kingman Visitor Center
- KT Consulting
- Lake Havasu City
- Lake Havasu Metropolitan Planning Organization
- Lake Havasu Realtors
- Lake Havasu Unified School District
- LKY Developers
- Marana Police Department
- Marana Unified School District
- Maricopa City Council

- Maricopa Association of Governments
- Maricopa County
- Mohave County
- Mohave County Supervisors
- Mohave County Transportation Commission
- Mohave County Republican Party
- Navajo County
- Navajo Division of Transportation – Planning Department
- Northern Arizona Council of Governments
- Northern Arizona University
- Northwest Fire
- Northern Arizona Intergovernmental Public Transit Authority
- Nathan and Associates Inc.
- NV5
- Patriot Disposal
- Pima Association of Governments
- Pima County
- Pima County Regional Reclamation Department
- Pinal County Board of Supervisors
- Pinal County OEM
- Pinal Partnership Open Spaces & Trails
- Prescott Meals on Wheels
- Prescott National Forest
- Prescott Transit
- Ray Associates
- Raytheon
- Residents/Citizens
- Rural Transportation Advocacy Council
- Sabino Town and Country Homeowners Association
- San Luis Police Department
- Schloss/Castle Advisors
- SEAGO Greenlee County Private Sector
- Sierra Club – Grand Canyon Chapter
- Sierra Vista Metropolitan Planning Organization
- Southeastern Arizona Governments Organization
- Southern Arizona Logistics Education Organization
- Southern Arizona Transit Advocates
- Southwest Behavioral and Health Services
- Sun Corridor Metropolitan Planning Organization
- SWCA, Inc.
- Territorial Transit
- Today's News-Herald
- Tohono O'odham
- Town of Chino Valley
- Town of Dewey-Humboldt
- Town of Florence
- Town of Marana
- Town of Oro Valley
- Town of Pinetop-Lakeside
- Town of Prescott Valley
- Town of Queen Creek
- Tribune News
- Tucson Airport Authority
- Turner Engineering, Inc.
- US Fish & Wildlife Service
- United Way of Yavapai County
- Walton Development
- Western Arizona Council of Governments
- White Hills Development
- White Mountain Apache Tribe
- Woodson Engineering and Survey
- Yavapai County
- Yavapai County Community Health Services
- Yavapai Regional Transit
- Yuma County
- Yuma County Airport Authority
- Yuma County Planning & Zoning
- Yuma International Airport
- Yuma Metropolitan Planning Organization
- Zia Engineering & Environmental Consultants

Many organizations contributed to this Plan effort. The Department also would like to express appreciation for any other organizations that participated in plan development but are unitentionally not listed above.

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