



# What Moves You Arizona 2040

## Draft Working Paper #2 Goals & Objectives

June 27, 2016



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## 1. INTRODUCTION

### 1.1 OVERVIEW OF THE WHAT MOVES YOU ARIZONA UPDATE

The Arizona Department of Transportation (ADOT) is updating its long-range transportation plan (LRTP) entitled What Moves You Arizona 2035 (WMYA 2035), which was adopted by the Arizona State Transportation Board in November 2011. WMYA 2035 was a groundbreaking plan that shifted ADOT's long-range planning focus from selecting projects to creating strategic, data-driven guidance to drive the Department's resource allocation, project selection, and program implementation decision-making. The Plan established both State transportation system goals, objectives, and performance measures, as well as a Recommended Investment Choice (RIC) to guide ADOT's investment decisions. Moreover, the Plan laid the groundwork for ADOT to better integrate planning and project selection through an initiative entitled "P2P Link."

As required by federal legislation and state statute, the LRTP update (WMYA 2040), is conducted every five years, and covers a 25-year planning horizon (2016-2040). The Plan is intended to build from the policy direction established by WMYA 2035 to update the vision for the State's transportation system and provide guidance for ongoing Plan implementation.

### 1.2 PURPOSE

The purpose of Working Paper #2 – "Goals, Objectives, and Performance Measures" – is to establish a revised strategic framework that will influence development of WMYA 2040, guide ADOT's investment decisions as the updated plan is implemented, and provide a means for ADOT to monitor and report on its success in implementing WMYA 2040. The Working Paper also documents the considerations that have influenced the revision of WMYA 2035 strategic framework, and documents the process that has been used to make these revisions.

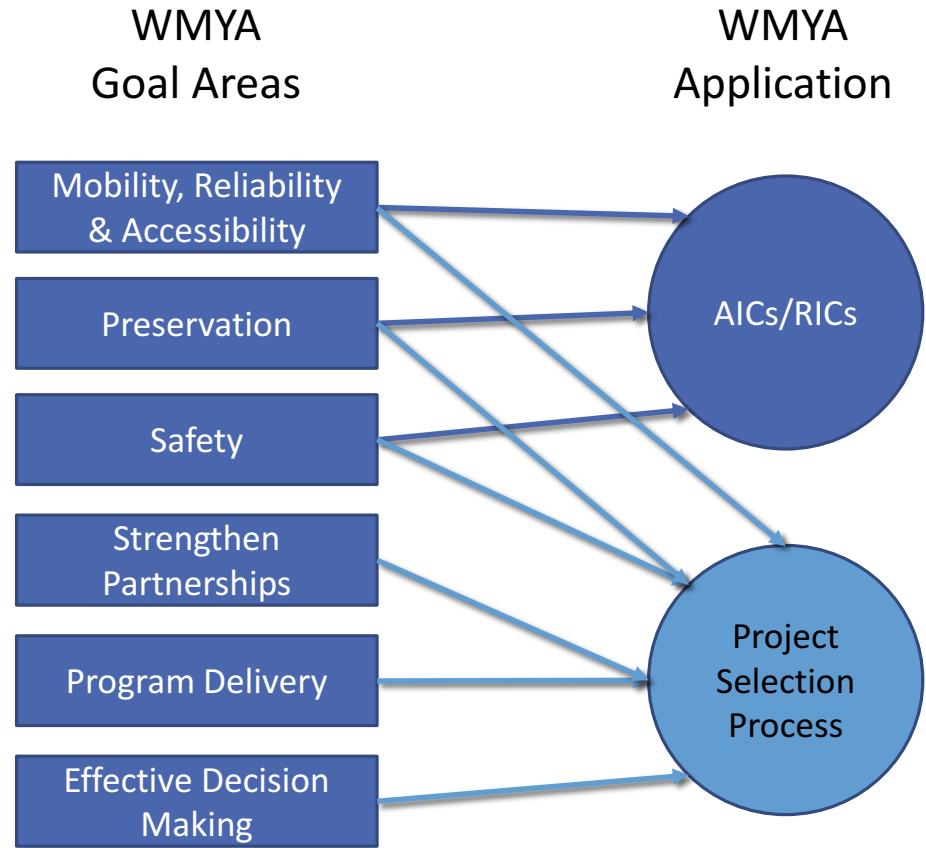
### 1.3 RELEVANCE OF THE GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

The WMYA 2040 goals provide broad directional guidance for what ADOT will strive to achieve in the future with respect to both the transportation system (e.g., improve safety) and the how it conducts business (e.g., strengthen partnerships). The objectives under each goal area provide detail about the specific things ADOT will strive to do to achieve its goals, and the performance measures supply the means to baseline current performance and monitor progress toward achieving the goals and objectives.

As illustrated in Figure 1-1, the revised WMYA 2040 goals will also play a strong role in the development of the WMYA Plan update itself. Specifically, the system-related goals will serve as the basis for developing Alternative Investment Scenarios (AICs), which look at different ways of allocating resources

across major investment categories (e.g., preservation, modernization, and expansion). The AICs will then be evaluated by assessing their implications for system performance and spending trade-offs to arrive at consensus around a final Recommended Investment Choice (RIC). The RIC will then serve as ADOT’s starting point each year for allocating resources, with adjustments made as needed as priorities change. In addition, both the WMYA 2040 system and process goals will serve as the basis for refining and validating ADOT’s project selection criteria and associated weighting to ensure ADOT project decision making is linked to Plan goals and objectives.

Figure 1-1: Role of WMYA Goals





## 2. CONTEXT FOR WMYA GOALS AND OBJECTIVES

### 2.1 EXISTING WMYA GOALS AND PERFORMANCE MEASURES

The Plan update effort is focused on refining and advancing the current (WMYA 2035) plan's strategic direction and approach rather than initiating an entire new Plan structure and planning process. The goals and performance measures in the current WMYA 2035 plan, illustrated in Table 2-1, were developed through a highly collaborative effort with ADOT's stakeholders and thus provide important context for the current update effort.

Table 2-1: WMYA 2035 Goals and Performance Measures

Plan Goal Area	Performance Measures
Improve Mobility and Accessibility	Congestion, speed, travel delay
Preserve and Maintain the State Transportation System	Pavement and bridge deficiencies; maintenance spending
Support Economic Growth	Congestion, speed, travel delay, and resources available for economic initiatives Job growth/job retention
Link Transportation and Land Use	Congestion, speed, travel delay, and improved access management
Consider Natural, Cultural, and Environmental Resources	Change in vehicle-related emissions, level of environmental certification
Enhance Safety and Security	Fatalities and serious injuries
Strengthen Partnerships	No performance measures
Promote Fiscal Stewardship	No performance measures

These existing goals and performance measures provided a base for the updated goals and objectives. The team considered these existing goals and through the planning process, worked to enhance them, and added to or modified them to reflect current trends and issues.

## 2.2 STATE STATUTE

An important consideration in the development of the statewide long-range transportation plan is the State statute identified in Title 28 – Transportation<sup>1</sup>. State statute 28-506 discusses the long-range transportation plan requirements and division duties. The statute identifies 11 specific points to be included in the long-range transportation and requires a planning horizon of at least 20 years.

The requirements in Sections 28-504 and 28-505 in Article 7 Transportation Planning, require ADOT to report performance in certain areas to the ADOT Board. The five “measures” identified in 28-504 are related to system use and include the following:

- The estimated number of individuals transported;
- The estimated amount, by weight or volume, of freight transported;
- The number of miles traveled;
- The number of vehicles and the estimated capacity of those vehicles; and
- The estimated cost per individual moved per mile.

The requirements in Section 28-505 are broader and identify ten general measurement categories. These include:

- System preservation;
- Congestion relief;
- Accessibility;
- Integration and connectivity with other modes;
- Economic benefits;
- Safety;
- Air quality and other environmental impacts;
- Cost-effectiveness of a project or service;
- Operational efficiency; and
- Project readiness.

## 2.3 FEDERAL REQUIREMENTS

In addition to state statutes, federal legislation is also considered in the development of the goals, objectives, and performance measures. The MAP 21<sup>2</sup> legislation and recently passed Fixing America’s Surface Transportation (FAST) Act<sup>3</sup> that guide the national surface transportation program require performance-based and outcome-based measures. Such programs must be developed and adopted as part of state and local guidelines for implementing programs and projects supported by Federal resources. The national program embraces seven national goal areas which Federal Highway

<sup>1</sup> Arizona Revised Statutes. <http://www.azleg.state.az.us/ArizonaRevisedStatutes.asp>

<sup>2</sup> MAP-21 Legislation. <http://www.fhwa.dot.gov/map21/legislation.cfm>

<sup>3</sup> FAST Act Legislation. <http://www.fhwa.dot.gov/fastact/legislation.cfm>

Administration (FHWA) requires states and MPOs to show progress in achieving. These national goals are:

- **Safety** - To achieve a significant reduction in traffic fatalities and serious injuries on all public roads.
- **Infrastructure Condition** - To maintain the highway infrastructure asset system in a state of good repair.
- **Congestion Reduction** - To achieve a significant reduction in congestion on the National Highway System.
- **System Reliability** - To improve the efficiency of the surface transportation system.
- **Freight Movement and Economic Vitality** - To improve the national freight network, strengthen the ability of rural communities to access national and international trade markets, and support regional economic development.
- **Environmental Sustainability** - To enhance the performance of the transportation system while protecting and enhancing the natural environment.
- **Reduced Project Delivery Delays** - To reduce project costs, promote jobs and the economy, and expedite the movement of people and goods by accelerating project completion through eliminating delays in the project development and delivery process, including reducing regulatory burdens and improving agencies' work practices.

MAP-21 required, for the first time, performance management provisions in association with federal funding for highway improvement projects. In response, FHWA is establishing performance measures to assess project and program performance relative to six areas of transportation system planning and development: safety, infrastructure preservation, congestion, air quality, freight movement, and mobility. The recently passed FAST Act continues the federal requirements for performance measurement.

## 2.4 OTHER CONSIDERATIONS

In addition to building from the current WMYA goals and performance measures, along with ensuring state and federal requirements are sufficiently addressed, the refinement of WMYA goals, objectives, and performance measures should be informed by consideration of data and trends associated with the transportation system, the state economy, and demographics. At the inception of the WMYA update initiative, the project team developed the “Transportation in Arizona” Working Paper which provides an inventory of Arizona’s transportation system and documents research on relevant trends and issues. In addition, the project team has conducted research and analysis on Arizona’s transportation investment needs and anticipated revenues over the 25-year planning period. The full findings from these efforts can be found at <http://www.azdot.gov/whatmovesyouarizona>; highlights of considerations from the report that should influence the development of revised Plan goals, objectives, and performance measures include the following:

- **State Population** – The rate of population growth in Arizona has slowed since the 2008 recession and is expected to remain at lower rates than the State experienced in prior periods.

According to US Census data and the Arizona Department of Administration's projections, Arizona's population is expected to grow from 6.4 million in 2010 to 11.6 million in 2050.

- **Age Demographics** – In line with national trends, Arizona's population is aging. Currently, based on data obtained in the US Census American Community Survey (ACS), 60% of Arizona's population is comprised of the working age group 18-64.
- **Employment** – The primary employment sectors in Arizona have become more diversified since the 2008 recession when travel and tourism were the dominant source of jobs. Today, and expected to continue into the future, sectors such as advanced, high tech, and aerospace manufacturing, as well as energy are becoming more critical to Arizona's economy.
- **Travel Practices** – The primary mode of travel for Arizona workers is personal vehicle; while this is not expected to change substantially in the near-to mid-time, transit ridership is increasing.
- **Highway Network** – The State of Arizona has 141,483 total lane miles of roadway with 37,811 of those eligible for federal aid. Just over half (19,536) of the federal aid lane miles are located in rural areas while nearly two thirds (67,160 of 103,672) of the non-federal aid lane miles are rurally located. ADOT owns and maintains more than 10 percent (18,488) of the state's total lane miles with the majority of those (11,117) on the NHS including more than 5,000 lane miles of Interstate.
- **Non-Highway Modes** – Arizona has 38 active public transit providers providing fixed route and demand responsive transit services in 13 of the State's 15 counties. An increasing need for passenger rail service in the state has been identified through various studies. In addition, the State completed an update to its Bicycle and Pedestrian Plan in 2013 that identified strategies to address non-motorized transportation needs throughout the state.
- **Anticipated Revenues, Needs and Gap** – From 2016 through the 2040 planning horizon, Arizona is expected to have \$24.6 billion (2016 \$s) in state and federal revenues to address ADOT's transportation investment responsibilities. The total transportation need through 2040 is estimated to be \$106.2 billion (2016 \$s). The resulting gap between anticipated revenue and needs through 2040 is approximately \$81.6 billion.



## 3. GOALS AND OBJECTIVES DEVELOPMENT PROCESS

### 3.1 OVERVIEW

Similar to the process used to establish the current WMYA 2035 Plan, the revised goals, objectives and performance measures for the WMYA 2040 Plan were developed through an iterative process that incorporated input from both ADOT staff and stakeholders. Key principles that influenced the revised Plan goals, objectives, and performance measures included:

- Create a strategic framework to advance the Recommended Investment Choice (RIC) concept and support refinement of P2P Link;
- Align with the national goals from MAP -21 and position ADOT to comply with national performance management regulations and requirements;
- Redefine the current WMYA goals to provide better focus and clarity; and
- Clearly state ADOT's commitment to performance-based, data driven decision making.

Employing these principles, the project team worked through a series of steps to refine the current WMYA 2035 goals and performance measures into the current draft set of WMYA 2040 goals, objectives and performance measures. This development is illustrated in Figure 3-1 and described in the following sections.

Figure 3-1: WMYA 2040 goals, Objectives & Performance Measures Refinement Process



### 3.2 VISION WORKSHOP

To begin the refinement of the WMYA goals, the project team conducted a “Vision Workshop” on December 17<sup>th</sup>, 2015 in Phoenix to provide input on the refinement of the WMYA vision, goals, and objectives. Workshop participants included ADOT headquarters and district staff as well as

representatives from metropolitan planning organizations (MPOs) and councils of government (COGs) throughout the State. The workshop included two primary elements: a future looking segment entitled “Thinking Ahead about Transportation,” and a segment that asked participants to identify potential changes to the current WMYA 2035 goal structure.

The thinking ahead about transportation segment included a presentation based on the findings from six reports developed by the National Cooperative Highway Research Program (NCHRP). Each report (known as the “750 Series”) focuses attention on trends in one of six areas of transportation services and infrastructure: freight, climate change, technology, sustainability, energy/fuels, and statewide socio-demographics as they relate to transportation system development and sustainability. The discussion of trends included particular things to think about, i.e., “signposts,” that potentially could influence different futures. Figure 3-2 provides a glimpse of the six areas of focus used to stimulate forward thinking – “Foresight” – for satisfying transportation system needs in the State of Arizona.

Figure 3-2. Thinking Ahead About Transportation



In addition to identifying areas where significant changes could influence transportation, participants were presented with “alternative future profiles” that identified four very different futures for the State:

- **Momentum** – Assumes current trends generally continue. This implies ongoing concentration of wealth/activity in mega-regions, gradual introduction of new technologies, slow/limited adoption of new transportation funding mechanisms, population diversification and urbanization, and manageable environmental changes.
- **Global Chaos** — Growing global financial instability leads to trade wars and recession, which stymies technological advancement, limits population growth, and fosters isolationist policies that hinder economic growth. At the same time, the environmental impacts of climate change increase and become more visible.
- **Tech Triumph** – An optimistic scenario where productivity gains unleash rapid economic growth, new technologies are rapidly deployed, population growth is robust and development is

dispersed, and politics become less contentious. At the same time, the strong economic growth continues to pressure the environment.

- **Gentle Footprint** – Climate change leads to severe droughts, frequent super storms, and other negative impacts. As a result, many economic goals and aspirations are limited, the focus of technology deployment is on reducing energy consumption, politics focuses on actions to address climate change and becomes more contentious, and the government exercises greater control and oversight of society.

Participants were then separated into four groups, assigned one of the four profiles, and asked to address the following six questions related to transportation in Arizona from the perspective of the profile:

1. What do you think is most relevant and concerning about your alternative profile for ADOT?
2. How might transportation needs change in your alternative profile?
3. Where is ADOT most vulnerable or unprepared in relation to the demands of this future world?
4. How does ADOT's mission or role change in this future?
5. What would change about how our partners or stakeholders value transportation?
6. What is most important for ADOT to address?

Following this segment, the project team presented the current eight WMYA 2035 goal areas and asked for input about how the goals could or should be revised, particularly in light of the transportation futures discussion they had just conducted. Key findings from this discussion included the following:

- The current goals are viewed as somewhat highway-centric and should be broadened to reflect a more multimodal perspective.
- The goal statements should be shortened, with greater definition provided through identification of goal-specific objectives that generally align with Plan performance measures.
- Consider creating a separate goal for security that also brings in the concepts of resiliency and risk management.
- Consider creating an overall goal related to effective decision-making, that consolidates the considerations and concepts included in the current economic growth, land use, and natural, cultural, and environmental resources goals.
- The current "mobility and accessibility" goal should also address reliability, new strategies, and risk management
- The current "preservation" goals should mention resiliency, the importance of local/private partnerships, and understanding the potential impacts of new technologies.
- "Supporting economic growth" should include better local partnerships, improving access, and addressing delay.
- Articulate the role of system modernization in improving safety.
- The current "natural, cultural, and environmental resources" goal should identify an emphasis on implementing "complete" projects and stress the importance of considering wildlife implications after a project is built.

- The current “strengthen partnerships” goal needs to recognize the difference between internal and external partnerships, and the importance of improving agency speed and responsiveness.

Detailed information related to the outcomes of the meeting can be found in the WMYA 2040 Vision Workshop Notes, available on the WMYA 2040 website.

### 3.3 INITIAL GOAL REVISIONS

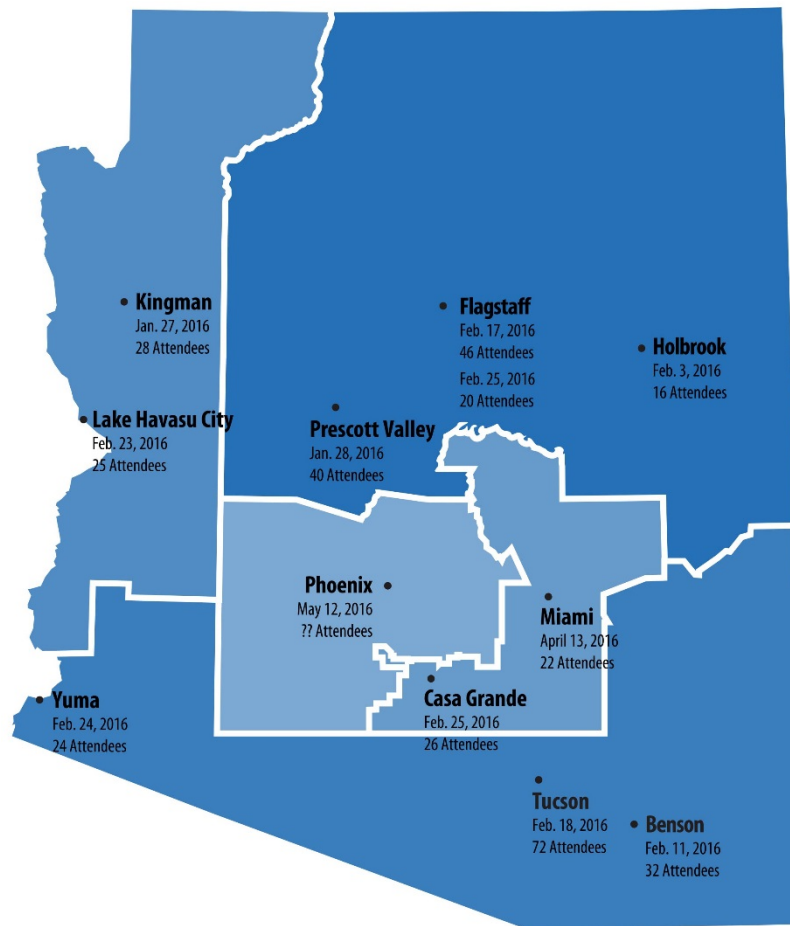
Based on the inputs from the vision workshop, along with incorporation of the considerations identified in section 2 of this working paper, the project team developed a refined set of six draft WMYA 2040 goals (three focusing on the system and three focusing on process) as follows:

- **Goal 1: 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.*
- **Goal 2: Preserve and Maintain the System** – *Maintain, preserve, and extend the service life of existing and future state multimodal transportation system infrastructure*
- **Goal 3: Enhance Safety and Security** – *Continue to improve and advocate for transportation system safety for all modes.*
- **Goal 4: Strengthen Partnerships** – *Develop and nurture partnerships that support coordination, integration, and preservation of ADOT’s investment.*
- **Goal 5: Improve Program Delivery and Promote Fiscal Stewardship** – *Continually enhance the ability of ADOT to efficiently and effectively deliver programs and projects, ensure responsible management of public resources, and implement funding strategies to ensure long-term balanced investment in the statewide multimodal transportation system.*
- **Goal 6: Make Effective Investment Decisions** – *Improve planning and programming link through performance-based, decision-making that integrates project evaluation criteria and weighting established by the LRTP.*

### 3.4 STAKEHOLDER INPUT

To gain stakeholder input on the strategic direction of the WMYA 2040 Plan, the project team conducted a series of twelve stakeholder workshop meetings through the state between January, 2016 and May, 2016. Refer to Figure 3-3 for a map of stakeholder meeting locations.

Figure 3-3: Stakeholder Meeting Locations



A total of 392 citizens, local officials, and other stakeholders participated in these workshops to provide input on the WMYA 2040 draft goals and objectives. These workshops mirrored the approach used during the Vision Workshop, where participants conducted the “Thinking Ahead about Transportation” exercise and then provided input on the draft revised Plan goals. Common themes identified through feedback at the workshops included the following (a full summary of the stakeholder workshop outcomes can be viewed on the WMYA 2040 website):

- The need to address the lack of adequate transportation funding;
- Concern about the transportation implications of changing demographics (aging population, preferences of younger population, etc.);
- The need for expanded public transportation systems and options;
- Placing a higher priority on preservation of the existing highway system;
- The lack of system and modal redundancy and the need for improved connectivity in and to rural areas;
- Security, resilience, and emergency preparedness need to be emphasized;
- The ongoing importance of transportation in supporting tourism and recreation;



- The Plan should focus on technology and innovation considerations, including the need for ADOT to become more flexible, creative, and ready to adapt to change; and
- Consideration of natural resources, especially wildlife corridors and crossings, are not adequately identified in the goals.

These factors were considered in refinement of the final draft goals and the development of recommended objectives and performance measures associated with each goal area, which are presented in the following chapter.

## 4. RECOMMENDED GOALS, OBJECTIVES & PERFORMANCE MEASURES

### 4.1 INTRODUCTION

The stakeholder outreach process provided both validation and valuable input on refinements to support finalization of the WMYA 2040 goals, and objectives. In addition, many of the comments received from stakeholders related to details about how the goals will be achieved and/or how progress toward achieving them will be measured. Building from this input, the project team developed a final set of WMYA 2040 goals along with a set potential objectives and performance measures that will provide further guidance to decision makers and enable ADOT to track Plan implementation. These goals, objectives, and performance measures were presented to the project Technical Advisory Committee (TAC) in April 2016 and revised based on their input. The following is a summary of the most recent set of goals, objectives, and performance measures, the latter of which will continue to evolve throughout the remainder of the Plan update effort. Table 4-1 at the end of this section provides a summary of how key stakeholder comments and concerns were addressed in this revised set of goals and objectives.

### 4.2 GOALS AND OBJECTIVES

**Goal Area 1: 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.

#### Objectives

- Address auto and truck congestion and delay on the Key Commerce Corridors, urban freeways, and select rural highway segments that support recreation and tourism.
- Address freight bottlenecks identified by the Statewide Freight Study.
- Support and facilitate better accessibility to the statewide multimodal transportation system and connectivity between modes.
- Better accommodate bicycle and pedestrian use on the state system.
- Emphasize the deployment of technology to optimize existing system capacity and performance

#### Potential Measures

- Travel time reliability for all vehicles
- Peak hour travel time for all vehicles
- Travel time reliability for freight vehicles
- Congestion experienced by freight vehicles
- Excessive delay experienced by all traffic
- Emission reduction

**Goal Area 2: Preserve and Maintain the System** – Maintain, preserve, and extend the service life of existing and future State Transportation System infrastructure.

Objectives

- Meet or exceed the percent of State Highway System pavement conditions in a state of good repair.
- Meet or exceed the percent of State Highway System and off-system bridges conditions in a state of good repair.
- Advocate for maintenance and improvement of the “state of good repair” for rural transit vehicles throughout the State.
- Maintain a state of good repair for rest areas, ports of entry, and other State highway infrastructure assets.

Potential Measures

- Percent of pavement on the Interstate in good/poor condition
- Percent of pavement on the non-Interstate NHS in good/poor condition
- Pavement index rating
- Percent of bridges on the NHS by deck area in good/poor condition
- Bridge index
- Percent of transit vehicles whose age exceeds their useful life

**Goal Area 3: Enhance Safety** – Continue to improve and advocate for transportation system safety for all modes.

Objectives

- Reduce the number and rate of highway fatalities.
- Reduce the number and rate of serious injuries.
- Reduce the number of non-motorized fatalities.
- Reduce the number of non-motorized serious injuries.
- Maintain and improve implementation of evacuation plans.

Potential Measures

- Number of highway fatalities
- Fatalities per 100M VMT
- Number of serious injuries
- Serious injuries per 100M VMT
- Number of highway crashes
- Number of non-motorized fatalities and serious injuries
- Safety index

**Goal Area 4: Strengthen partnerships** – Develop and nurture partnerships that support coordination, integration, and preservation of ADOT’s investment.

Objectives

- Strengthen the effectiveness of ADOT’s project and program coordination with MPOs, COGs, local agencies, and tribes.
- Improve coordination with state and federal agencies and NGOs.

- Explore the use of public-private partnerships to accelerate or improve program and project delivery.
- Reduce institutional and administrative hurdles to public-private partnerships.

#### Potential Measures

- Partner satisfaction rating
- Number/magnitude of public/private partnerships

**Goal Area 5: Improve Program Delivery and Foster Environmental Stewardship** – Continually enhance the ability of ADOT to efficiently, effectively, and transparently deliver programs and projects, and do so in a way that preserves and protects the natural environment.

#### Objectives

- Increase the percent of projects delivered on time and on budget.
- Communicate investment needs and articulate the benefit of improvements.
- Make more effective use of data to improve analysis and inform decisions.
- Minimize and mitigate the environmental impact of transportation projects and system operations.

#### Potential Measures

- Percent of projects delivered on time and on budget
- Annual spending vs. target on technology and communications deployment

**Goal Area 6: Make Cost Effective Investment Decisions and Support Economic Vitality** – Better link planning and programming through performance-based decision-making that integrates the project evaluation criteria and weighting established by the Plan. Ensure responsible management of public resources, and implement funding strategies to ensure long-term balanced investment in the State Transportation System.

#### Objectives

- Seek to optimize the return on investment (ROI) on all projects and programs
- Implement the most cost effective transportation solutions
- Act as stewards for the state’s natural, cultural, and environmental resource
- Maximizing the leveraging of ADOT funds

#### Potential Measures

- Partner satisfaction rating
- Average annual score for selected projects
- Daily kilograms of NOx, VOC, and CO reduced by the annual CMAQ program
- Annual hours of delay reduced by CMAQ projects
- Emission Reduction

**Table 4-1: Response to Key Stakeholder Issues**

Major Comment Themes	How We Responded
<b>Funding</b> – Many stakeholders commented on the need for ADOT to raise additional revenues for transportation and/or develop	Incorporated in an objective under the “Program Delivery” goal. It is important to recognize, however, that ADOT’s role is to articulate need and the benefits from increased transportation

Major Comment Themes	How We Responded
sustainable/alternative funding strategies to replace the current reliance on fuel taxes.	investment, not to advocate for increased funding.
<b>Demographic Changes</b> – ADOT must ensure its investment decisions reflect the State’s changing demographic make-up and associated transportation needs.	Trends such as an aging population and greater urbanization have influenced the development of all WMYA goals and objectives. As the Plan is finalized, consideration will be given to project selection criteria and project/program delivery policies that reflect changing demographic factors.
<b>Public Transit/Alternative Modes</b> – Stakeholders expressed a range of opinions about public transportation options. Many feel the Plan should focus State investment on expanding transit services and options in both urban and rural areas.	ADOT’s role in transit investment is currently statutorily limited to administering federal pass through funding to local transit agencies; it is a Legislative decision, not ADOT’s, if this should change. The updated Plan, however, will speak to the transportation benefits of expanded transit services throughout the State.
<b>Asset Management</b> – There is a clear mandate from stakeholders to prioritize system preservation.	ADOT has and will continue to place high importance on preserving the existing State Highway System. The scenario process that will be conducted this summer will evaluate the trade-offs between spending on asset management and other investment options and lead to a “Recommended Investment Choice” that strives to achieve an optimal balance between spending on preservation, modernization, and expansion.
<b>Rural Needs</b> – Rural stakeholders articulated the need for improved access, connectivity, and redundancy in rural portions of the State Highway System.	It is important to recognize that financial constraints will make it difficult to focus significant investment on any expanded capacity, including the development of new access facilities and/or redundant routes in rural areas. That said, the refinement of ADOT’s project selection process as part of the planning effort will provide an opportunity to identify evaluation criteria that integrate consideration of rural access needs into ADOT’s project selection process.
<b>Security Concerns</b> – The draft goals do not directly address considerations associated with improved security, resiliency, and emergency preparedness.	These items will be considered in the refinement of ADOT’s project selection process as part of the Plan development effort.



Major Comment Themes	How We Responded
<b>Tourism &amp; Recreations</b> – Many stakeholders asked that the Plan address the importance of transportation to promoting and supporting the State’s tourism and recreation industry.	Tourism and recreation benefits will be considered in the refinement of ADOT’s project selection process as part of the Plan development effort, and the development of policy recommendations.
<b>Technology &amp; Communications Infrastructure</b> – Some provided input that ADOT should accelerate the deployment of technology and communications infrastructure.	An objective associated with emphasizing the deployment of technology and communications infrastructure will be added under the “Mobility, Reliability, and Accessibility” goal.
<b>Environment and Wildlife</b> – Several stakeholder expressed concern about the lack of direct mention about the environment, wildlife, and related topics as in the draft goals.	Language about the environment will be added to the “Improve Program Delivery” goal.
<b>Improved Program Delivery</b> – Several noted the need for DOT to do a better, more efficient job at delivering projects and programs.	These issues are addressed through objectives under the “Improve Program Delivery” goal.
<b>ADOT Adaptability</b> – A wide range of stakeholder comments focused on the need for ADOT to become more flexible and responsive with respect to its workforce, policies, practices, and relationships with the private sector.	The “strengthen Partnerships” goal will include an objective that emphasizes the importance of ADOT expanding its relationship with the private sector. Moreover the final Plan will identify policy recommendation to improve agency adaptability.
<b>Bicycles &amp; Pedestrians</b> – Several people expressed the desire to see greater emphasis on addressing bicycle and pedestrian needs	A related objective is identified under the “Mobility, Reliability, and Accessibility” goal.
<b>Improved Coordination</b> – A few stakeholders commented on the need for ADOT to coordinate more with local jurisdictions.	The “Strengthen Partnerships” goal will include specific objectives associated with this.
<b>Specific Project Concerns</b> – Stakeholders identified a variety of concerns and interests associated with individual projects and facilities.	Since WMYA is a policy plan, specific project issues are not addressed through this planning process. These Stakeholder comments, however, are being taken seriously and have been passed on to the appropriate ADOT district or headquarters office that deals with project/individual facility-level concerns.

## 5. IMPLEMENTATION/NEXT STEPS

The next steps in the planning process are to build from the updated goals, objectives, and performance measures to establish the policy guidance of the Plan. This will occur in three specific ways:

- **RIC Development** – The goals, objectives, and performance measures will serve as the basis for developing the AICs and RIC. To do so, the project team will use the Decisions Lens software tool to build consensus on the relative priority of selected goals and objectives that should influence the allocation of funds, then integrate consideration of needs and performance to assess how funds should best be allocated to reflect these relative priorities. This will primarily be accomplished through a workshop conducted this summer.
- **Project Selection** – ADOT will build from its recently developed P2P Link concept to refine project evaluation criteria and associated weightings to ensure the Department’s future project selection activities are linked to WMYA 2040 goals, objectives and performance measures. This effort will again use Decision Lens software in a workshop setting (conducted this fall) to develop consensus on the relative priority and associated weighting of different project selection criteria.
- **Implementation Policies** – To successfully achieve or make progress toward the WMYA goals and objectives, ADOT will need to review and potentially revise selected policies and procedures that influences how it develops and delivers projects and programs. This will be done as part of the 2040 WMYA Plan development efforts and included in final Plan documentation.