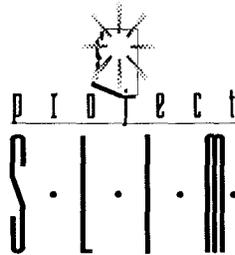


GOVERNOR'S OFFICE FOR
EXCELLENCE IN GOVERNMENT



Report on the
Transportation Planning Division
Arizona
Department of Transportation

February 1, 1994



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FIFE SYMINGTON
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OFFICE OF THE GOVERNOR OFFICE FOR EXCELLENCE IN GOVERNMENT

1700 West Washington, Suite 300, Phoenix, Arizona 85007 • (602) 542-7546 • Fax (602) 542-1220

February 1, 1994

Mr. Larry Bonine, Director
Arizona Department of Transportation
206 South 17th Avenue
Phoenix, Arizona 85007

Dear Mr. Bonine:

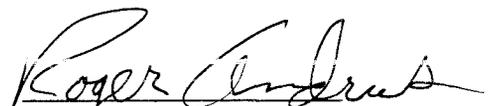
The Governor's Office For Excellence In Government's Project SLIM Team has completed its review of ADOT's Transportation Planning Division, and we are pleased to present to you our report of findings and recommendations. Our review was conducted from October, 1993 through January, 1994.

In total, we identified benefits of approximately \$2 million for the Division, of which \$1 million is annual cost reduction, and \$1 million is one-time cost avoidance. We wrote 4 sets of formal recommendations, containing 14 suggestions for improvement, and identified 25 "bullet-point" issues that should be considered by internal ADOT Quality Teams as potential areas for improvement. As in the Highways Division analysis, the methodology used by this team relied heavily on input from ADOT customers, stakeholders, and staff at all levels. Every effort has been made to achieve "buy-in" from each of these constituencies. The team conducted a total of 83 interviews (52 internal/31 external), and was involved in 51 meetings and 3 formal presentations held for the sole purpose of developing a consensus between ADOT staff and the Office For Excellence. Therefore, we believe the recommendations contained in this report are realistic and implementable.

We thank you and all of the ADOT staff who assisted us in this effort, and we look forward to continuing our analysis in the Aeronautics Division beginning in February, 1994.


Rick Marcum
Team Leader

Sincerely,


Roger Andrus
Team Member



ARIZONA DEPARTMENT OF TRANSPORTATION

206 South Seventeenth Avenue - Phoenix, Arizona 85007-3213
Phone: (602) 255-7226 - FAX: (602) 255-6941



FIFE SYMINGTON
Governor

LARRY S. BONINE
Director

February 4, 1994

Mr. Tim Boncoskey, Director
Governor's Office of Excellence
1700 West Washington, Suite 300
Phoenix, Arizona 85007

Dear Tim:

We have received the SLIM report for the Transportation Planning Division and concur with the findings and recommendations that have been detailed by your staff. Mr. Marcum and his team have done an excellent job and we very much appreciate the professional way in which they worked with our staff on some extremely sensitive issues.

The activities of this SLIM team have been a great complement to our Quality and Productivity Initiative here at ADOT. We will immediately begin the implementation of these recommendations and the additional issues identified in this report.

We look forward to having your staff assist us through the next year with the Administrative Services and Aeronautics Divisions.

Sincerely,

Larry S. Bonine

LSB/ng

Great job Tim, we thank you

EXECUTIVE SUMMARY

The Governor's Office For Excellence In Government (OEG) initiated a review of the Arizona Department of Transportation (ADOT) Transportation Planning Division (TPD) in October, 1993. The review of the Division was conducted by a two-person Project SLIM Team, and was completed in January, 1994. This summary describes the objectives of the review, the methodology used during the analysis, and the recommendations made as a result of the effort. The potential benefits of the recommendations have been quantified, suggested implementation dates provided, and recommendations requiring legislative changes identified.

In total, 4 sets of formal recommendations were written and 25 "bullet-point" issues identified, yielding benefits of approximately \$2 million (\$1 million in annual cost reductions, and \$1 million in one-time cost avoidance). The impact of these recommendations on the staffing levels of the Division was a reduction of 39 positions, comprised of 19 filled and 20 vacant funded positions. It is the firm belief of the Project SLIM Team that these benefits can be realized while maintaining or exceeding the Division's current service levels.

TPD MISSION

The Transportation Planning Division plans, programs, and researches transportation improvements throughout Arizona. The Division, with 106 FTEs and an annual budget of \$3.9 million, is responsible for the planning of the statewide transportation system, including highway, transit, rail, bicycle, pedestrian, and airport facilities. Its functions include air quality coordination, state and national policy development, transportation research, traffic and travel studies, priority programming, and coordination with local and regional transportation planning agencies. The Division produces the annual 5-year Construction Program which establishes the priorities for highway and airport projects within the state. This program is reviewed and approved by the State Transportation Board on an annual basis (see Exhibit #1, entitled "Transportation Planning Flow", p. 26).

OBJECTIVES AND GOALS

The overall objective of the OEG review was to evaluate the ADOT Transportation Planning Division using organizational analysis and Total Quality Management (TQM) techniques, identifying areas where operating costs could be reduced and improvements could be made in the delivery of the Division's services. The goals

were to streamline processes; improve systems and procedures; eliminate re-work and unnecessary work; to re-align groups with related functions, and to privatize functions when appropriate. Additionally, the OEG Team facilitated the establishment of a new organizational structure that will support the long-term goal of continuous improvement.

METHODOLOGY

The approach used in this study was to take an integrated view of the Division, studying the following variables in each of the areas reviewed:

- mission
- strategic focus
- process flows
- technological support
- information management
- organizational performance measurements
- quality and service levels (customer orientation)
- organizational structure
- logistics and physical assets

The analysis began with a "partnering" session, involving ADOT executive staff; TPD management down to the Section level; OEG executive staff; and the OEG SLIM Team. The purpose of the partnering session was to identify mutual expectations for the review, and to create an issue/conflict resolution procedure. A copy of the partnering agreement is presented in Exhibit #2, p. 27. Next, the team studied "shelf data" provided by ADOT, to become familiar with the mission, size, structure, and responsibilities of the Transportation Planning Division. The next phase, called "scoping", involved extensive interviewing and surveying of ADOT employees at all levels, as well as ADOT customers and constituents. The purpose of this exercise was to identify potential areas for improvement within the Division. During the course of the review, the Team conducted a total of 83 interviews (52 internal and 31 external, see Exhibit #3, "Team Activity Matrix", p. 36). The team also conducted a written survey of all TPD employees, visited the TPD operations in Tucson and Tempe, and conducted telephone interviews with Department of Transportation representatives from other states.

Through the use of the interview and survey instruments, the Team identified potential improvement areas in the Division, progressing through the various organizational units. As issues were identified, meetings were scheduled with the

appropriate TPD managers in an effort to reach consensus about the issues on which the SLIM Team would focus its efforts. The issues ultimately receiving such consensus were developed into the 4 sets of formal recommendations contained in this document. The balance of the issues identified became the bullet-points that are found on pages 5, 6. Once an issue was identified as one to be developed into a formal recommendation, appropriate analytical techniques were employed to develop and quantify the recommendation, such as:

- identification of error prevention activities
- root cause analysis
- pareto analysis
- force field analysis
- process flow charting
- assessment of organizational structures:
 - spans of control
 - cost to manage
 - managerial layering
 - alignment of mission
 - overlapping or redundant functions
 - centralization vs decentralization

When this activity was accomplished, meetings were again scheduled with TPD management at all levels to begin the consensus-building process on the formalized recommendation and any benefits identified. In total, 51 such meetings were held during the course of this study. Additionally, the OEG Team made 3 formal presentations during the process aimed at building consensus. A high-level process flow chart of the above OEG methodology used in TPD is found on Exhibit #4, entitled "Organizational Analysis Methodology", on p. 39.

SYNOPSIS OF RECOMMENDATIONS

This report contains four sets of recommendations, comprised of fourteen suggestions for improvement:

1. **PROJECT TEAMS AND QPI** - This recommendation calls for TPD to adopt a project team approach to conducting business rather than the traditional work group method. This concept should be the foundation of the Quality and Productivity Initiative (QPI) in the Division. Successful implementation of this suggestion will result in improved morale, higher productivity, greater innovation, and enhanced customer service.

2. **INDIVIDUAL PRODUCTIVITY/SERVICE LEVEL MEASUREMENTS** - This recommendation suggests that TPD use peer evaluations, customer feedback, and subordinate evaluations of supervisors to drive the state Employee Performance Appraisal System (EPAS) rating within the Division. This should result in increased morale, productivity, and customer satisfaction.

3. **PRIORITY PROGRAMMING PROCESS: DEADLINE CHANGE AND PUBLIC OUTREACH** - This recommendation suggests that TPD make a concerted effort to inform the public about the state process for determining which road construction or improvement projects get funded first and why. The second part of the recommendation calls for TPD to suggest a legislative change which would allow the Division's Five Year Program document to be completed two months after the end of the legislative session. Benefits of these recommendations include better public relations for ADOT, improved priority programming due to increased customer input, and more efficient planning due to accurate information regarding available funding.

4. **ORGANIZATIONAL STRUCTURE** - This set of recommendations calls for the following improvements:
 - All TPD activities be re-prioritized and re-evaluated
 - The base-level organization be reduced from 106 FTEs to 72 FTEs
 - One layer of management be abolished
 - Activities in three areas be contracted out
 - The resources from FTE reductions be used to fund the contracting of services related to those FTE reductions
 - The TPD redeployment pool be utilized to complete short-term mandatory projects
 - An internal team conduct an automation study of a major TPD system

The benefits derived from this set of recommendations are:

- Annual cost savings of \$1 million
- One-time cost avoidance of \$1 million

Total Benefits = \$2 million

BULLET POINT ISSUES

In addition to the 4 sets of formal recommendations, the Team also identified 25 "bullet-point" issues. These are areas that did not receive the necessary consensus to warrant developing them into formal recommendations, but were considered to be important enough to list as potential areas for further improvement, and should, therefore, be investigated by future ADOT or TPD internal quality teams:

1. Consolidate groups that interface with COGS and rural areas
2. Consolidate air quality components statewide
3. Consolidate air quality components within ADOT
4. Are all studies/research necessary (who are customers/are studies used)
5. Should PAG/TPD staff be transferred to Pima County
6. Consolidate groups working with federal grant dollars and/or legislative mandates
7. Legislative liaison function - centralize in dir's office (Impact of this on state and national policy branch of TPD)
8. Are staff organized properly to meet ISTEA mandates?
9. Possible duplication: traffic engineering and TPD traffic counts
10. Feasibility of MVD & Highways helping TPD with ISTEA mandates
11. Need for a centralized (dir's office) "Development" function: i.e., to champion ideas - develop them from research to reality
12. Role clarification of local government units in highways & TPD
13. Corridor studies done by TPD not utilized (done to appease local governments?)
14. Are TPD planners paid at market rate
15. Impact on TPD of shift in responsibility from ADOT to MPO's as per ISTEA

16. Motor carrier-related responsibilities centralized in MVD
17. Centralize print shop and graphics (agency-wide). Review for appropriate classifications, staffing level, and reporting structure (in conjunction with OEG/ASD review).
18. Require ADOT "in-house" first for graphics work
19. Modify annual report on expenditures

ASD RELATED ISSUES

20. Possible redundancies between planning admin. section of TPD and ASD admin. unit
21. TPD project managers inability to get data on consultants from ASD (pay data)
22. Should grants accounting in TPD be located in ASD?
23. Should ATRC contracts come out of engineering consultant services or ASD?
24. Verification of reliability of TRACS data
25. Transit Branch payment process to rural communities is too slow

It should be noted that most of the original ideas for improvements and cost savings contained in this document came from the employees and customers of ADOT. It was the methodology used by the Governor's Office For Excellence In Government that encouraged this input from all levels of the Agency, and developed that input through a consensus-oriented process into tangible opportunities for change and improvement. Once again, the OEG Team commends ADOT/TPD management and employees for their assistance during this analysis. The Agency's continued commitment to quality is revealed by management's willingness to make the types of changes represented in this document.

PROJECT TEAMS AND QPI

Current Situation

ADOT's Quality and Productivity Initiative (QPI) is the Agency's formal program for infusing the principles of Total Quality Management into the day-to-day operations of the organization. Part of the standard methodology for implementing this initiative at the Division level is for the Division Director to form a Quality Council, which in turn begins the task of forming process improvement as well as other quality teams to address issues deemed by the quality council to be of strategic importance. These teams are typically cross functional, and come together for a short period of time to deal with one or two critical issues.

The Transportation Planning Division has historically functioned in a traditional (hierarchical and compartmentalized) manner. Individuals have specialized in their own highly focused areas. Cross-training, rotation of assignments, and cross-functional problem solving have not been fully utilized.

Impacts

The result of trying to implement the QPI effort through standard work groups is that inertia tends to keep things "business as usual". "Quality" meetings tend to resemble traditional staff meetings, and, therefore it is difficult to accomplish meaningful process improvements or establish the environment for continuous improvement.

Recommendations

We suggest that TPD implement a project team approach to replace the traditional work group approach. With this approach the supervisor should be viewed as a team leader (or facilitator) who is responsible for:

- facilitating the team-building process
- ensuring the delivery of appropriate training through ADOT or the OEG Institute for Excellence
- eliminating obstacles to success for the team
- providing feedback to the team on results
- coordinating peer and customer evaluations of individual and team performance

- completing EPAS evaluations (driven by peer and customer input)
- handling personnel-oriented issues
- providing necessary information to the team regarding Division and Agency initiatives, events, directives, etc.
- empowering the individual team members to be successful

The last item on the list, empowerment, is critical to the success of the project team approach. Elements of an empowered employee are:

- customer-oriented objectives are known and understood
- knowledge and skills needed to accomplish customer expectations have been mastered
- the authorization to act in order to meet customer expectations has been communicated and accepted
- a continuous feedback system from team members to team leader is in place
- accountability for outcomes rests with the person doing the job

Team meetings should be frequent (at least once a week) and should include performance updates by each team member. The updates should review weekly activities, and include problem identification. Problem resolution and cross training should eventually become a standard by-product of these weekly briefings. Brainstorming sessions and other TQM problem solving techniques should be incorporated during these sessions as appropriate.

It is recommended an individual from TPD be identified to receive training from the Office For Excellence In Government's Institute so as to become certified to deliver "just in time" training to supervisors and teams within TPD on the subject of managing Project Teams and Total Quality principles.

Benefits

Successfully moving from a traditional work group to a quality-based project team approach will create a more productive, innovative, and motivated group resulting in the group accomplishing more with improved quality and customer satisfaction.

Suggested Implementation Date: April 30, 1994.

INDIVIDUAL PRODUCTIVITY/SERVICE LEVEL MEASUREMENT

Current Situation

The Transportation Planning Division is organized into standard work groups, and utilizes the traditional EPAS evaluation tool to measure individual job performance. Some units and individuals within the Division are very effective and fully productive while other units and individuals are languishing. Individual work productivity is not effectively measured, and individual and group service levels from a customer-oriented/ value-added perspective are unknown. In general, the current organizational focus is not on individual performance or on measuring the level of customer satisfaction.

Impacts

Because there is a general consensus in the Division that some staff members do not have the appropriate skills, abilities, and attitudes to perform their duties effectively, some employees are under-utilized. The little performance measurement that exists is activity-based, and makes no attempt to determine if the activities listed are mission-related or value-added. Some of the products and services generated by the division are self-assigned by under-utilized individuals and often do not have a meaningful customer demand associated with them. The Division has significant morale problems as a result of this situation.

Recommendations

Performance appraisals should be driven by an ongoing communication among customers, stakeholders, peers, and supervisors. This feedback loop should focus on immediate improvements that can be made through customer and line employee input, as well as the identification of areas for longterm improvement. The Supervisor in this environment should function as a leader, coach, and mentor, creating an environment which fosters individual growth and teamwork. This recommendation, designed to work in conjunction with the Project Team approach described earlier, suggests that TPD adopt a new system for measuring the performance of employees and supervisors. Although this approach will revolve around the standard EPAS required by state government, it will create a new methodology for determining what that EPAS score will be. At the heart of this approach is the requirement to measure the reaction of customers and peers to an individuals job performance. Also included in

this concept is the evaluation of supervisors or team leaders by the team members. This evaluation should play a significant role in determining the supervisor's EPAS score. Sample evaluation forms are included for review by TPD management (see exhibits # 5,6,7, pp. 40-42). It is suggested that informal reviews be done quarterly, and that these supplemental evaluations be added to the EPAS criteria and be given the maximum weight allowable (4). TPD is encouraged to develop customized, in-house evaluation forms to accomplish this recommendation. Exhibits 5, 6, and 7 are intended as guidelines only.

Benefits

This recommendation should result in improved morale and creativity, workload sharing, increased productivity, and enhanced customer satisfaction. When combined with the Project Team approach this recommendation will result in more resources being available to accomplish specific tasks. This efficiency savings in person hours could then be redirected toward meeting any new demands.

Suggested Implementation Date: April 30, 1994.

**PRIORITY PROGRAMMING PROCESS:
DEADLINE CHANGE AND PUBLIC OUTREACH**

Current Situation

The Arizona Department of Transportation (ADOT) is responsible for designing, constructing, and maintaining all interstate and state highways in Arizona, and for providing financial assistance to public airports for development projects. One of the tools ADOT uses to accomplish this is called the priority programming process. To function effectively, this process requires extensive public participation combined with a thorough technical evaluation of all projects. This process is a key element in the ADOT mission to provide a Transportation system which meets the needs of the citizens and residents of Arizona. The Division responsible for the priority programming process is the Transportation Planning Division. TPD's goal is to be as objective as possible when prioritizing which projects get funded first. The criteria for this are found in A.R.S. 28-111, and include:

- safety factors
- user benefits
- traffic generation
- public input
- environmental factors
- sufficiency ratings
- route continuity
- funding availability

ADOT produces annually a document called the "Five Year Transportation Facilities Construction Program", which is the center piece in the priority programming process. This document must be adopted by the Arizona State Transportation Board by June 30 of each year, which coincides with the deadline for the state budget document produced by the Arizona Legislature. The State Transportation Board has the authority to determine which transportation projects are funded first, and this process is facilitated by the Priority Planning Committee, a multi-agency group appointed by the ADOT Director, and managed by the Transportation Planning Division of ADOT.

Highway improvement needs identified through public input and internal technical studies far exceed available funding, resulting, therefore, in the importance of the priority programming process. (see priority programming process flow chart, Exhibit # 8, p. 43).

Impacts

The priority programming process is a complex one involving many variables. One of the more critical variables is the input received from the public. Opportunities for this input exist, but are not well communicated or understood. In fact, there is a perception among significant ADOT customers and stakeholders that the priority programming process is a "back room, closed door" operation. This perception problem is related to the failure by ADOT to widely and effectively communicate the opportunities for input that do exist.

A second impact relates to the June 30 deadline for submitting the ADOT Five Year Program document. The TPD staff responsible for completing this document often do not know what their true budget allocation is going to be until hours before the legislative deadline for the budget approval, since both deadlines are June 30. This often requires a flurry of last minute adjustments and re-prioritizing of projects, creating an inefficiency that undermines strategic planning methodologies.

Recommendations

In order to address the public perception problem relating to the priority programming process we recommend TPD develop a public outreach campaign regarding the process, highlighting opportunities for public input. Elements of the campaign should include, but not be limited to, educational brochures, public service announcements (video and audio productions), and frequent appearances by TPD staff on the ADOT-produced community education television show, "Street Talk". All of these activities can be done in-house by existing ADOT services at a minimal additional cost to the agency.

The issue of the parallel budget and Five Year Program deadlines should be addressed with a legislative change which would stagger by two months the deadline for the Budget and the Five year program document. Requiring the Five year Program document to be completed by August 31 would avoid the last minute problems encountered in the current arrangement.

Benefits

The public outreach program will result in better public relations, an improved image for ADOT, and better public support for ADOT projects. It should also increase the level of public input into the planning process, which may improve the overall process itself.

The staggered budget recommendation will allow ADOT to complete the Five year program with full knowledge of what funds will actually be available to the Agency.

Suggested Implementation Dates:

Public Outreach Initiative - June 30, 1994

Legislative Change - June 30, 1995,

ORGANIZATIONAL STRUCTURE

Current Situation

TPD is currently producing 195 products and services (see Exhibit #9, entitled "Current Products and Services", p. 44). These products and services are currently provided by 106 (including 9 double-fill) full time positions (see Exhibit #10, entitled "Current Organizational Chart", p. 58). Only 73 of these products and services, however, are mandated by federal or state statute and regulation. The person hours required to produce these mandated activities amount to 124,718 hours, or 68 full time employees (based on 1,820 available hours annually per person (see Exhibit #11, entitled "TPD Mandated Products and Services", p.59). Some staff are working on projects which have no mandating authority or clear customer demand. Other staff are working on projects which are seasonal and do not require full time activity. Some staff have considerable free time while others are not able to get their duties completed in the time allocated. The significant morale problem encountered at TPD is partially attributable to some staff feeling overworked while other staff are under-utilized.

There are multiple external demands on the Division Director's time. Consequently, the Director is frequently absent from the daily operation for long periods. TPD's organizational structure is very informal and reporting lines have become blurred. The delegation and assignment of work projects have been based more on individual skills and abilities than on who should be organizationally responsible. At times, the organization has been altered to accommodate personalities rather than the individual performing to established standards of performance.

Computerized Traffic Data System

The current computer traffic data system is personnel-dependent. The operator is the only person with complete knowledge of how to operate and maintain the system. The system is not completely documented and if the operator is unavailable, the consequences to ADOT are unknown. The only operator is currently looking for a position outside of ADOT. TPD is in the process of purchasing a documented, automated software system for the management of traffic data. The Traffic Data System (TRADAS) is known as the "Chaparral System." It is composed of two major subsystems: the Data Collection Management System (DCMS) and the Standard Traffic Monitoring System (STMS). This software is an

automated system for collecting, editing, summarizing, and reporting of a wide range of traffic data. All common components of traffic data collection, including volume, vehicle classification, weight, speed, headway, gap, length, and turning movements can be processed. Additionally, the new system can accept newer technological data such as Weigh-In-Motion (WIM).

Traffic Counts

There has been a history of criticism regarding the quality of the numbers used in recording traffic counts. Employee error and equipment failure have been problems. The present staffing pattern for conducting counts is 7 FTEs (one position is vacant). The Travel and Facilities Branch is in the process of adding additional Automatic Traffic Reporters (ATRs) which will reduce the number of staff required to conduct counts.

Video Logging

The video logging crew consists of 3 FTEs and a van for the equipment. The intent is that the crew will video 100% of the state and federal highway systems each year. The crew itself has experienced a tremendous amount of down time. At the present time there is little equipment available for districts to make use of the video logs that are being collected. Video logging is critical for liability purposes.

Pavement Condition Surveys

Pavement condition is monitored by several areas. Materials Section uses two vehicles and summer interns to measure cracking, rutting, and roughness over the state and federal systems. The Maintenance Section (Highways Division) uses one FTE and a vehicle for covering the entire system for conditions and inventory.

Highway Performance Monitoring System (HPMS)

The HPMS field crew consists of two FTEs and two vans. HPMS collects total roadway inventory information such as: lane width; shoulder width; pavement type; pavement condition; information on sub-base; right-of-way width, etc. The field crew also conducts a subjective pavement condition evaluation. There are 78 different items which are supposed to be collected by HPMS personnel. This system is fragmented and not all of the data is collected.

During the scoping interviews, ADOT/TPD management expressed the intent to purchase an Automatic Road Analyzer System (ARAS) vehicle that would be capable of providing video logging, pavement condition surveys, and HPMS data. The approximate cost of this vehicle is \$900,000.

Future Projects

- **Metric Marking**

The metric marking of the highway systems within Arizona is in need of completion.

- **Global Positioning System (GPS)**

The GPS marking of the highway systems within Arizona is being considered by ADOT.

- **Intermodal Surface Transportation Efficiency Act (ISTEA) Functional Classification Descriptions**

The functional classification descriptions for highways need to be updated to meet ISTEA requirements.

- **ISTEA Management Systems**

The ISTEA legislation mandates that state transportation departments develop a variety of automated management systems. Three of these (congestion management, multi-modal, and public transit) are assigned to the Transportation Planning Division. These systems must be developed and functioning by October 1, 1995.

Impacts

Organizational Structure

- The multiple external demands on the Division Director results in frequent absences and delays in decision making and impacts negatively on the day-to-day leadership role of that position. The Director's involvement in external activities, however, is necessary and essential for TPD to perform properly
- TPD's current organizational structure is not conducive to the most effective utilization of resources, resulting in the Division depleting limited resources on activities that are not clearly value-added to its mission
- There are many positions which do not have enough work to justify a full-time position. Some employees have developed projects just to fill their time
- Some employees focus on a single project or responsibility, while other employees have more work than they can perform
- Some responsibilities can be contracted to consultants cheaper than the work can be performed by ADOT personnel
- The poor distribution of workloads has created negative morale which diminishes productivity
- Marginal areas of importance to the Agency receive more resources than they deserve, and critical activities are not getting the attention they require.

Computerized Traffic Data System

- The present system is not usable by more than the operator. In the event the operator leaves, ADOT would have great difficulty using the current system.

Traffic Counts

- Traffic counts are conducted Monday through Thursday at the rate of 24 counts per FTE. Private contractors routinely achieve higher productivity, better efficiency and more timely counts.

Highway Performance Data Collection

- Currently, highway and system data are collected by various, fragmented efforts. Video logging, highway inventory, sign inventory, and similar types of pavement status are collected by separate systems.

Video Logging

- Current video logging practices are inefficient and the information frequently is not useful to other areas of ADOT.

Pavement Condition

- Pavement condition status is collected in a fragmented manner and frequently duplicated without the information being useful to those who most need it.

Highway Performance Monitoring System (HPMS)

- The HPMS system and data collection are fragmented. Travel and Facilities has 2 FTEs and 2 vans assigned to HPMS field duty. There are other FTEs that are assigned to the handling of HPMS data in various parts of ADOT.

Future Projects

- **Metric Marking**

The metric marking of the highway systems within Arizona is a one time event that will need to occur in the future.

- **Global Positioning System (GPS)**

The GPS marking of the highway systems within Arizona needs to occur in the future. GPS markings, under current technology, would allow for much greater and more efficient use of highway data that is collected.

- **ISTEA Functional Classification Descriptions**

ISTEA requires updating of the current functional class descriptions and the addition of new ones where necessary.

- **ISTEA Management Systems**

Currently, TPD does not know the amount of staff time required to meet this mandate, and they do not have staff resources available.

Recommendations

Organizational Structure

- All TPD activities should be re-evaluated and re-prioritized. All unnecessary non-mandated activities should be eliminated. Through the establishment of project teams and performance measurements, a goal should be established to reduce the current person hours involved in all projects by 15-20%. Based on the person hours required to complete mandated activities, this should result in a productivity enhancement equal to 10-14 FTEs.
- The establishment of a Deputy Director position to manage the day-to-day operations of TPD in the Director's absence. The Director and Deputy Director should function as a leadership team.

- Centralize data collection and improve services by contracting and automating all or some of the following activities: computerized traffic data system, video logging, pavement condition surveys, and the highway performance monitoring system.

By focusing on mandated and critical non-mandated activities; using a project team approach; introducing peer, customer, and team-leader evaluations; and by contracting certain functions, the staffing level of TPD can be reduced from 106 to 72 FTEs (see Exhibit #12, entitled "Proposed Organizational Structure", and Exhibit #13, entitled "TPD Staff/Equipment Reductions", pp. 62 and 63, respectively).

Computerized Traffic Data System

- The purchase of a documented, automated software system for the management of traffic data allows ADOT to expand the present system as new needs and technology develop. Automation of this area reduces the number of FTEs needed to manage the data.

Traffic Counts

- Traffic counting continue to be automated and expanded.
- The abolishment of 2 federally funded FTEs.
- The use of federal funds to purchase additional ATRs, bringing the total number up to 80 stations.
- Productivity of traffic counting staff be increased from 24 counts per week to 33 counts per week. Reduce the staffing level by 1 supervisory and 4 staff FTEs.

Automated/Centralized Collection of Highway Data

OEG, TPD, and Materials Section have reviewed the use of new, automated, and combined technology to facilitate the collection of highway condition data. Automatic Road Analyzer Systems (ARAS) use the latest technologies available and combine those technologies into one portable

unit. The use of ARAS by other countries, states, counties, and municipalities was researched. The contracted use of an ARAS unit improves the collection of data, reduces associated costs by requiring significantly less staff and vehicles, allows for updated technological improvements, and provides for the collection of additional data with the flip of a switch. OEG recommends that ADOT move into this method of combining the collection of data. The ability of ADOT to meet current and future federal (ISTEA) reporting requirements will be greatly enhanced by the use of an ARAS.

The centralized, contracted collection of certain data by an "ARAS" type service provides for availability of the following collection systems

- Distance Measurement Instrument (DMI)
- Roughness Profiler
- SVHS Video Log
- Auto Pan Right-of-Way Camera
- Pavement Distress Assessment
- Retro-reflection
- Global Positioning System (GMS)
- Geometrics Crossfall, Grade, Heading, Line of sight,
Safe passing zones, ponding depths
- Sign Inventory

Video Logging

- Annual video logging of the interstate system and one-third of the state system be contracted out to an "ARAS" type service to improve efficiency, effectiveness, and service. One basic data collection unit would eliminate unnecessary duplications of activities and reduce costs.

Pavement Condition

- Pavement condition status collection be contracted out to an "ARAS" type service to improve efficiency, effectiveness, and service. As with the video logging, one basic collection unit would eliminate unnecessary duplications of activities and reduce costs.

Highway Performance Monitoring System (HPMS)

- The combining of the Travel and Facilities video and HPMS crews allows for a reduction in staff and better services. This combined crew is necessary for the "off" state/federal highway system collection of HPMS/video data.
- ADOT establish an internal team to conduct a business area analysis of the HPMS system. The same team that studied Equipment Services MIS could be used for the HPMS study. The expertise, except training for new team members, is already in place. Utilization of this resource results in a significant savings due to limited use of "outside" consultants to perform this task.

Ability To Shift Funds Related To Contracting Recommendations

- Due to the previous recommendations to reduce staff and improve services, it is recommended that TPD be allowed to shift funds from staff funding sources (FTE reduction savings) to contracting services related to OEG recommendations (ARAS).

Future Highway Projects - Use of Redeployment Pool Resources

- **Metric Marking**
- **Global Positioning System (GPS)**

TPD and redeployment personnel be used to conduct the combined establishment of metric and GPS sites for the highway systems.

- **ISTEA Functional Classification Descriptions**

Redeployment personnel be used to meet the ISTEA requirements of updating the current functional class descriptions.

- **ISTEA Management Systems**

It is recommended that as staff resources are made available through productivity and service improvements outlined in this document, that these additional resources be directed toward the management systems

project. If this productivity savings does not materialize in time, then the need for consultant support should be quantified and presented to the appropriate levels of management for approval. It is also recommended that ADOT forms a team to study the proper management alignment of all of the mandated management systems to determine the best fit in regard to the Agency's planning and programming responsibilities.

Benefits

Computerized Traffic Data System

- TPD's purchase of a new traffic data management system releases ADOT from a very restricting, personnel-dependent system. It also provides ADOT with outside technical support and the capability to expand and add new technology. The new system also reduces the need for the addition of permanent staff to maintain the system. The automation of the traffic data system, along with OEG's recommendations for the re-alignment of staff responsibilities, results in a reduction of FTEs.

Traffic Counts

- Productivity is increased in this area to make the operation competitive with the private market. As a direct result, there is a reduction in the number of staff necessary to complete these responsibilities.

Video Logging

- Services and operations are substantially improved through the use of an "ARAS" type service which combines several functions for the collection of data. The reduction in staff and the combining of HPMS/video functions also improves services.

Pavement Condition Surveys

- The reduction of collection of data from several systems and operations to an "ARAS" type contracted service, eliminates the duplication of collection efforts, and establishes a professional data collection service for ADOT.

Highway Performance Monitoring System

- HPMS will be given a thorough study to determine all facets of the system. Further recommendations will be made as a result of the ADOT internal team study.

Future Projects

- **Metric Marking**
- **Global Positioning System (GPS)**

Using TPD and redeployment personnel to conduct the combined establishment of metric and GPS locations provides a "temporary" labor pool to meet a "peak" need.

- **ISTEA Functional Classification Descriptions**

Redeployment personnel be used to meet the ISTEA requirements of updating the current functional class descriptions. This is an excellent project for the use of telecommuting.

It is estimated that these three redeployment pool projects will result in a one-time cost avoidance of \$150,000.

Suggested Implementation Date:

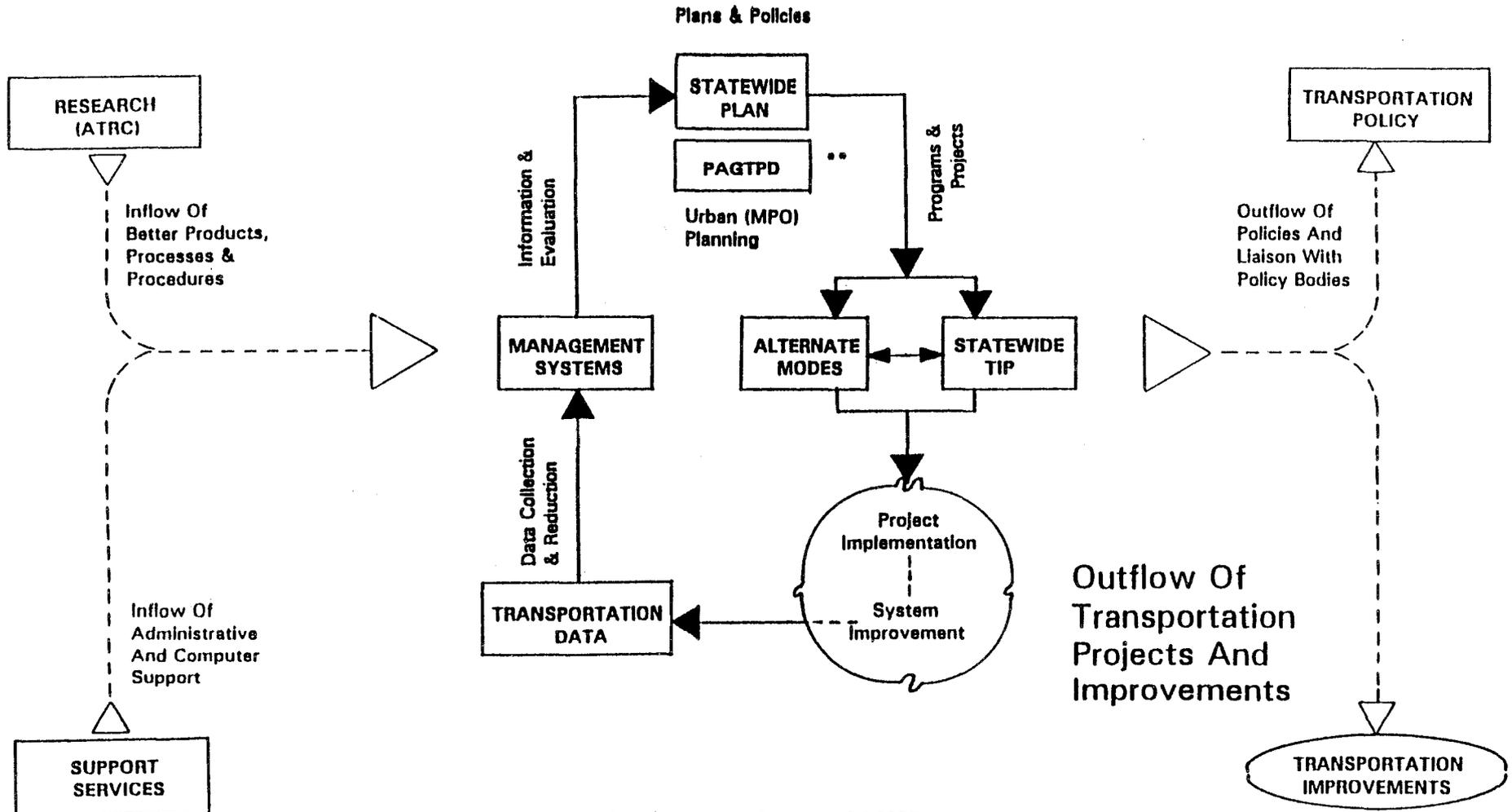
To begin immediately upon approval of ADOT Director, and fully implemented by October 1, 1994.

Organizational Structure

- The reduction of 39 positions (34 in TPD and 5 positions in Highways Division-Materials Section), resulting in the following cost savings:
 - \$1,250,000 in annual salary savings (includes 25.5% ERE and \$87,174 in Highways Division/Materials Section FTEs)
 - \$614,000 - 20 Vacant positions
 - \$636,000 - 19 Filled positions
 - \$24,000 savings in TPD travel
 - (\$350,000) Estimated annual cost of contracting data collection
 - **\$924,000 Net annual savings**
 - One time cost savings
 - \$55,200 TPD equipment savings.**
 - One time cost avoidance savings
 - \$900,000 one-time (ARAS - purchase)
 - \$150,000 Redeployment projects
 - **\$1,050,000 Total cost avoidance**
 - **\$2,029,000 Total Benefits**

Revision date: 2/1/94
TPD/final.rpt

TRANSPORTATION PLANNING FLOW



** These functions are replicated by PAGTPD for the Pima Region.

**Partnering Charter
OEG-ADOT Transportation Planning Division
September 20, 1993**

Mission Statement

TPD and OEG are committed as partners in the endeavor to identify, recommend, embrace and implement changes to achieve more efficient processes and the organizational structure to support thier success.

Common Goals and Objectives

1. Foster Open Communication
 - hold kick-off town hall meeting with all TPD employees by Sept. 23, 1993
 - hold two additional meetings during process at critical points yet to be determined
 - conduct interviews with employees
 - place SLIM on all staff meeting agendas
 - establish rumor control board
 - OEG will prepare memo to TPD employees on ground rules of process
2. Finish Study by November 30, 1993
 - TPD and OEG must give appropriate priority to project
 - identify/discuss "real" issues early in the process
3. Develop Specific Recommendations For Improvement In:
 - * financial efficiency
 - * work products
 - * planning processes
 - * organizational structure
 - * legislative change
4. Ensure That The Process:
 - * is sensitive to employees
 - * is based on sharing of ideas (two-way communication)
 - * involves consensual decision-making

10/10/2004

Amy O'Neil

Richard Corbett
Cary Klapp
Larry Crofeld

Ken Jarvis

~~John ...~~

Liz Kupraske
Beth Barber

Ed Green

RW Marum

Col Barber

Jim
Jim Akenstadter

Tim Brown
Robert E. ...

John G. Thomas

Roger Andrew

Dele ...

Overview of Workshop

The ADOT/TPD - OEG team held a Partnering Workshop on September 20, 1993 in Phoenix, Arizona. The purpose of the workshop was to foster a sense of teamwork and joint commitment to support the OEG SLIM study. The team consisted of 17 members representing ADOT's Transportation Planning Division and the Office for Excellence in Government. The participants signed a charter consisting of 4 major goals and several objectives. They also developed an Issue Resolution Escalation Process and a Partnering Evaluation Process. Finally, they identified and discussed issues and concerns relating to the implementation of this process.

Workshop Participants

ADOT

Jim Altenstadter
Dale Buskirk
Dell Beesley
Sam Chavez
Richard Corbett
Tom Ford
Ed Green
Jess Jarvis
Jay Klagge
Liz Kuproski
Bob Pike
Harry Reed
Bill Sapper
Larry Scofield
John Thomas

OEG

Roger Andrus
Rick Marcum

The team members participated in a number of exercises during the workshop. At one point, they were asked to envision the project being completed in such a way that it was noted as a model of excellence throughout the country. They were also asked to identify the values that would need to be applied in order to complete a high quality process. Their list of Vision and Value statements is as follows:

Vision

- have business/work plan to focus on as a group
- Improved mobility, access, economic vitality and environmental quality
- Improved public image of state employees as dedicated, caring people

- process will impact willingness and ability to affect organizational change
- improved service delivery
- consensus approach
- cost reduction for Arizona taxpayers
- issue resolution process worked
- increased customer satisfaction
- simplified work process
- timely completion of work process
- government employees worked together with keen sense of excellence
- staff resources still available to do work
- that ROI will not be only criteria for maintaining services
- better utilization of manpower resources
- organized for success
- public has understanding that government is "human"
- vision will include focus on tomorrow, not just today

Values

- consensus decisions
- honesty
- validation of findings and data
- trust
- open-mindedness
- broad view - forest not trees
- teamwork
- tolerance for new ideas
- emphasis on doing things right
- candor
- involvement/engagement
- high quality
- accept change
- accept importance of fiscal responsibility
- quality participation and contribution
- integrity
- respect for each other

ADOT/TPD - OEG JOINT EVALUATION FORM

PERFORMANCE FACTORS	Low 1	Below Avg. 2	Avg. 3	Above Avg. 4	High 5	COMMENTS
Understanding of Mission						
Candor, Honesty, Trust						
Communication Process						
Project Effectiveness						
Progress Within Time Frames						
Health of the Partnership						
Additional Suggestions, Comments and/or Issues						

Guidelines:

1. Forms should be completed by all those who attended the Partnering Workshop.
2. Forms should be sent to Noreen at Harry Reed's Office by noon on the following dates: Oct. 1, Oct. 14, Oct. 29, Nov. 5, Nov. 12, Nov. 19, and Nov. 26.
3. Noreen will compile the results and distribute to Harry Reed and Rick Marcum.
4. Harry and Rick will discuss results and determine if any follow-up action is necessary.

NAME: _____
(Optional)

DATE: _____

TOWN HALL EVALUATION FORM

PERFORMANCE FACTORS	Low * 1	Below Avg. * 2	Avg. 3	Above Avg. 4	High 5	COMMENTS
Understanding of Mission						
Candor, Honesty, Trust						
Meeting Content						
Communication Process						
Additional Suggestions, Comments and/or Issues						

* A Comment on low scores would be helpful to support changes.

NAME: _____
(Optional)

DATE: _____

ADOT/TPD - OEG ISSUE RESOLUTION ESCALATION PROCESS

Level	Time	ADOT/TPD	OEG
4	1 Hour	Governor's Office	
3	1 Hour	Director's Office	Tim Boncoskey
2	2 Hours	Harry Reed	Rick Marcum
4	1 Day	TPD Staff	Team

Guidelines:

1. Use the process as agreed upon by the team.
2. Resolve all issues at the lowest level of management possible.
3. Resolve all issues internally.
4. When issues can't be resolved at any level within the specified time limit, the parties will agree to disagree and proceed jointly to the next level of decision-making.
5. Escalating the resolution of any issue to the next level is not a sign of failure, but a sign that the system is working.

Workshop Evaluation by Participants

At the conclusion of the workshop, participants were asked to fill out an evaluation form. Fifteen forms were returned. Overall, participants were pleased with the workshop, giving it an Overall Quality rating of 4.26 out of a 5.

They were also asked to rate their assessment of the partnership on a variety of categories, using a scale of 1-5, with 1 being the lowest and 5 being the highest. These categories and their respective scores are listed below:

a. Open, honest communication	4.20
b. Clearly stated, common goals	4.13
c. Mutual understanding, respect	3.93
d. Overall trust	4.00
e. Ability to work as a team	4.26
f. Acceptable process for resolving conflict	4.33

These scores represent a beginning bench mark for assessing the strength of the partnership. In this case, the scores are relatively high and indicate that a solid foundation for the partnership is already in place.

REGISTRATION
PARTNERING WORKSHOP

NAME	BUSINESS NAME	BUSINESS ADDRESS	ZIP CODE	PHONE	FAX
Sam Chavez		206 S 17 th Ave Phx	85007	255-8206	
Rick Marcum		1700 W. WASHINGTON	85007	255-7404	
ROGER ANDRUS		1700 W. WASHINGTON	85007	255-7667	
Liz Kuproski		206 S. 17 th Ave Phx	85007	255-8080	
Robert Pike		206 S. 17 th Ave Phx	85007	255-7893	
HARRY A. REED		"	"	743'	
Dave Bunkush		"	"	255-8143	
Ed Green		"	"	255-7115	256-7563
Tom Ford		"	"	255-8243	"
BILL SAPPER		"	"	255-7465	
Dell Baesley		"	"	255-7562	
JAY KRABBE		"	"	255-8243	
Richard Corbett		100 N. Stone Ave, #1100, Tucson	85701	628-5313	628-5315
John H. Thomas		"	"	"	"
Jerry Jenkins		206 S 17 th Ave Rm 320B Phx	85007	255-8144	255-6917
Larry Scofield		7755 S. Research Drive, Tempe	85284	831-2620	
JIM ALTENSTADTER		100 N. STONE, #1100, TUCSON	85701	628-5313	628-5315

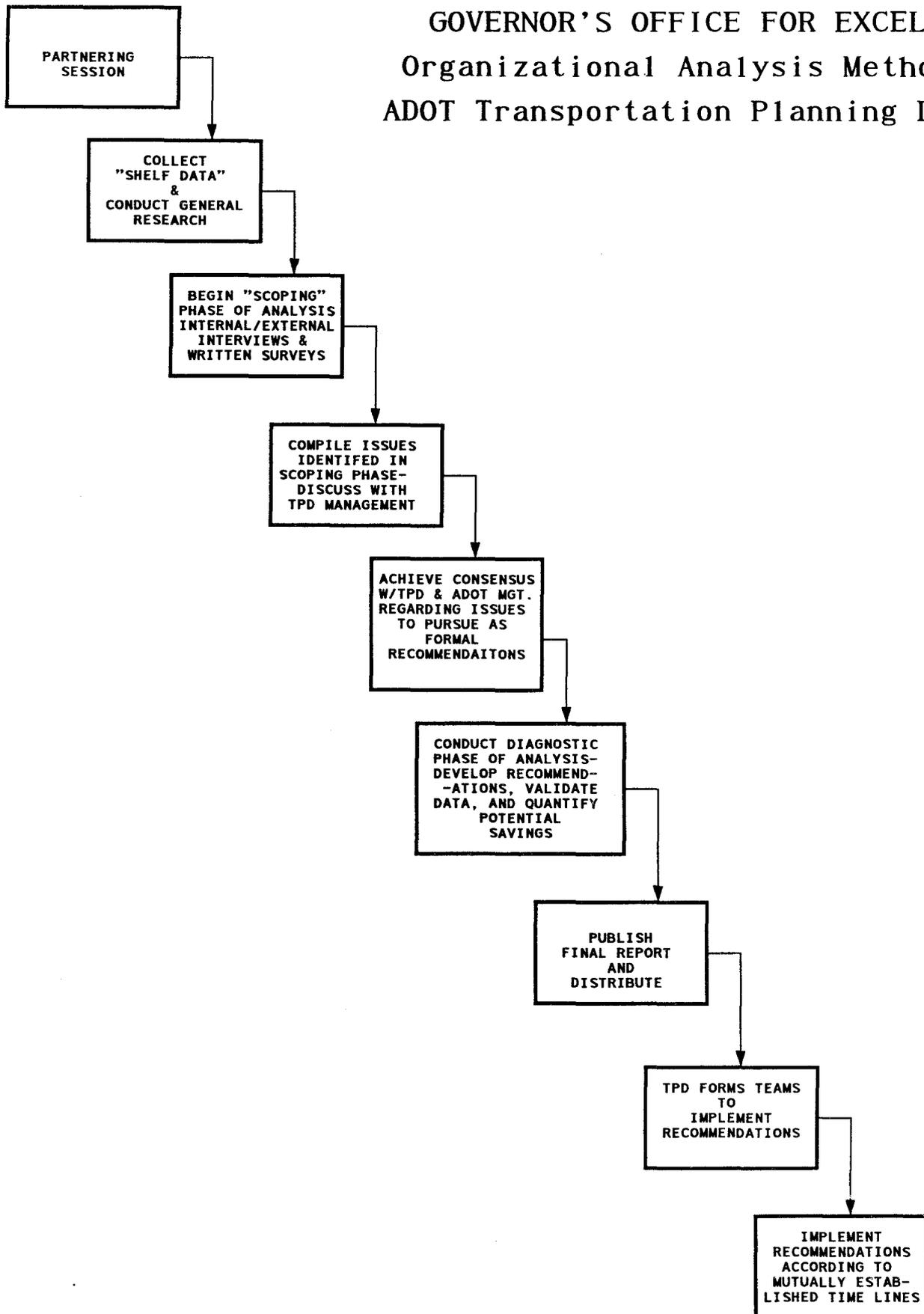
**OFFICE FOR EXCELLENCE IN GOVERNMENT
ADOT TEAM ACTIVITY MATRIX
TRANSPORTATION PLANNING DIVISION (TPD)**

No.	PERSON/GROUP	TITLE/CATEGORY <small>Category: meeting, presentation, etc.</small>	DATE	TEAM MEMBER		LOCATION City
				RA	RM	
1	Harry Reed	TPD Director	9/3/93	X	X	Phoenix
2	Liz Kuproski	Planning Administration	9/8/93	X		Phoenix
3	Partnering Session	Meeting	9/20/93	X	X	Phoenix
4	Harry Reed	Meeting	9/22/93		X	Phoenix
5	TPD " Town Hall"	Presentation	9/23/93	X	X	Phoenix
6	Jess Jarvis	Local Govt Branch	9/23/93		X	Phoenix
7	Jane White	Community Activist	9/28/93		X	Phoenix
8	Pete Burns	MVD	9/29/93	X		Phoenix
9	Tom Schmitt	MVD Director	9/30/93	X		Phoenix
10	Jay Klagge	Planning & Policy Group	9/30/93	X	X	Phoenix
11	Dale Buskirk	Program Branch	9/30/93		X	Phoenix
12	Suzanne Sale	Director, ASD	10/1/93	X	X	Phoenix
13	Gary Robinson	Director, Hwys Div.	10/1/93	X	X	Phoenix
14	Floyd Moore	Equipt Services	10/1/93	X		Phoenix
15	Larry Bonine	ADOT Director	10/5/93	X		Phoenix
16	ISTEA	Meeting	10/5/93	X		
17	Leonard Espinoza	Travel & Facilities	10/7/93		X	Phoenix
18	Del Beesley	Priority Planning Group	10/8/93	X	X	Phoenix
19	Joe Flaherty	Priority Planning Group	10/8/93		X	Phoenix
20	John Semmens	Priority Planning Group	10/8/93		X	Phoenix
21	Sam Chavez	Priority Planning Group	10/8/93		X	Phoenix
22	Dan Castillo	Priority Planning Group	10/12/93	X	X	Phoenix
23	Liz Kuproski	Planning Administration	10/12/93	X		Phoenix
24	Richard Corbet	PAG/TPD	10/13/93	X	X	Tucson
25	John Thomas	PAG/TPD	10/13/93	X	X	Tucson
26	Jim Altenstadter	PAG/TPD	10/13/93	X	X	Tucson
27	Dave Wilson	PAG/TPD	10/13/93	X	X	Tucson
28	John Semmens	Planner III	10/15/93		X	Phoenix
29	Tony Gonzalez	Planning & Policy Group	10/19/93		X	Phoenix
30	Tom Schmitt	Meeting	10/20/93	X		Phoenix
31	Rachel Koehler	Planning & Policy Group	10/20/93		X	Phoenix
32	Bob Pike	Travel & Facilities Branch	10/20/93	X	X	Phoenix
33	TPD Exec. Staff	Meeting	10/21/93	X	X	Phoenix
34	Norinne Grasse	TPD Dir. Office	10/21/93		X	Phoenix
35	Joe Puente	ADOT Safety Administrator	10/21/93	X		Phoenix
36	Gary Adams	Dir., Aeronautics Div	10/22/93		X	Phoenix
37	Jess Jarvis	Local Govt - Branch	10/23/93		X	Phoenix
38	Liz Suturka	Local Govt - Branch	10/23/93		X	Phoenix
39	Warren Sparks	Local Govt - Branch	10/23/93		X	Phoenix
40	Bob Pike	Travel & Facilities	10/23/93	X		Phoenix
41	Sam Soper	IVHS Branch	10/25/93	X		Phoenix
42	Tom Warne	ADOT Deputy Director	10/26/93		X	Phoenix
43	Sam Soper	Meeting	10/26/93	X		Phoenix
44	Ted Hommel	Travel & Facilities	10/26/93	X		Phoenix
45	Shan Chen	Planning & Policy Group	10/27/93	X		Phoenix
46	Beggs Nelson	Travel & Facilities Branch	10/27/93	X		Phoenix
47	Larry Scofield	ATRC	10/28/93	X		Phoenix
48	Lonnie Hendrix	ATRC	10/28/93	X		Phoenix

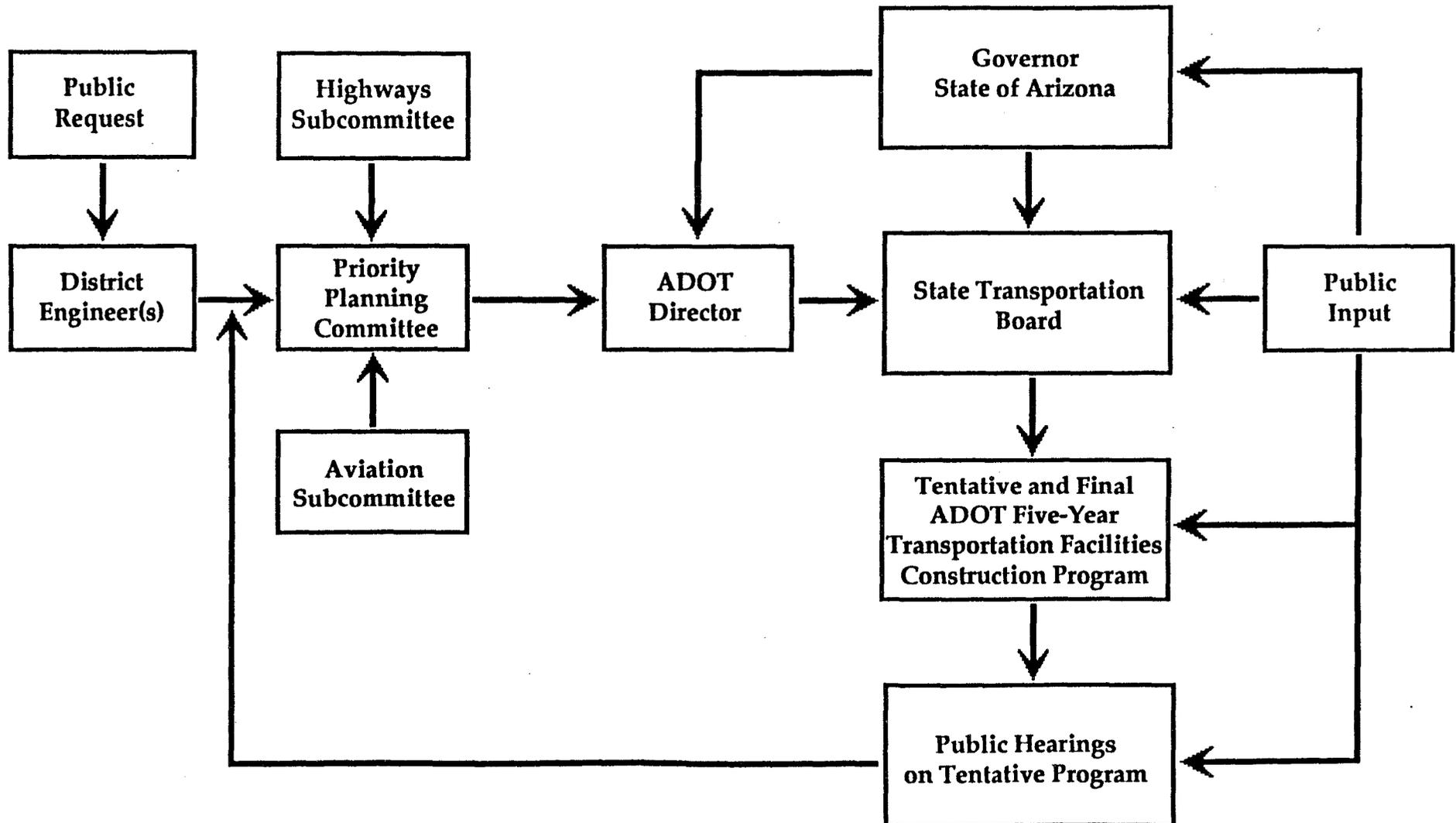
49	Sylvester Kalevela	ATRC	10/28/93	X		Phoenix
50	Clem Ligocki	Planning & Policy Group	10/30/93	X		Phoenix
51	Warren Sparks	Local Government Branch	11/02/93	X		Phoenix
52	Jay Klagge	Planning & Policy Group	11/02/93	X	X	Phoenix
53	John Semmens	Planner III, Meeting	11/02/93	X		Phoenix
54	Bob Pike	Travel & Facilities	11/02/93	X	X	Phoenix
55	Bob Pike	Travel & Facilities	11/08/93	X		Phoenix
56	Ed Green	TPD	11/08/93	X		Phoenix
57	Sam Marificoni	Highways Division	11/08/93	X		Phoenix
58	Jim Delton	Highways Division	11/08/93	X		Phoenix
59	TPD Exec Staff	Meeting	11/09/93	X	X	Phoenix
60	Rep. Lela Steffey	Meeting	11/09/93	X	X	Phoenix
61	Gary Robinson	Meeting	11/16/93		X	Phoenix
62	TPD Exec Staff	Meeting	11/18/93	X	X	Phoenix
63	Lou Schmitt	Maricopa County Government	11/18/93		X	Phoenix
64	TPD Town Hall	Presentation	11/18/93	X	X	Phoenix
65	Floyd Moore	Highways Division	11/19/93	X		Phoenix
66	Bob Pike	Travel & Facilities	11/19/93	X		Phoenix
67	Jay Klagge	Planning & Policy	11/22/93		X	Phoenix
68	Ed Wueste	Fed. Hwys. Admin.(FHWA)	11/22/93	X	X	Phoenix
69	Dennis Middlestat	FHWA	11/22/93	X	X	Phoenix
70	Jay Klagge	Meeting	11/23/93	X		Phoenix
71	Tom Ford	TPD	11/23/93	X		Phoenix
72	Doug Forstie	Highways Division	11/23/93	X		Phoenix
73	Jim Delton	Highways Division	11/23/93	X		Phoenix
74	Bob Pike	Meeting	11/29/93	X		Phoenix
75	Harry Reed	Meeting	11/29/93		X	Phoenix
76	Ed Green	IVHS Branch	11/30/93	X	X	Phoenix
77	Bob Pike	Meeting	12/02/93	X		Phoenix
78	Jay Klagge	Meeting	12/02/93	X	X	Phoenix
79	John Semmens	Meeting	12/02/93		X	Phoenix
80	Warren Sparks	Local Governments	12/02/93		X	Phoenix
81	Jerry Moreland	ADOT Personnel	12/03/93		X	Phoenix
82	Tom Warne	Meeting	12/03/93		X	Phoenix
83	Tom Schmitt	Meeting	12/03/93		X	Phoenix
84	Bob Pike	Meeting	12/08/93	X		Phoenix
85	Harry Reed	Meeting	12/08/93	X		Phoenix
86	Jerry Moreland	ADOT Personnel	12/09/93	X		Phoenix
87	John Semmens	Meeting	12/09/93	X	X	Phoenix
88	Bob Pike	Meeting	12/10/93	X		Phoenix
89	Bob Pike	Meeting	12/14/93	X	X	Phoenix
90	Gary Snyder	ASD	12/14/93	X		Phoenix
91	Loretta Bracus	ASD	12/14/93	X		Phoenix
95	Bill Sapper	TPD Transit	12/14/93	X		Phoenix
93	Greg Kiely	TPD Transit	12/14/93	X		Phoenix
94	Dorothy Simons	TPD Transit	12/14/93	X		Phoenix
95	Jim Rindone	TPD Transit	12/14/93	X		Phoenix
96	Loretta Crimi	TPD Transit	12/14/93	X		Phoenix
97	Leonard Expinoza	Travel & Facilities	12/17	X		Phoenix
98	Dennis Duman	Travel & Facilities	12/17	X		Phoenix
99	Bill Sapper	Transit Section – Meeting	12/20	X		Phoenix
100	Ted Hommel	Travel & Facilities	12/20	X		Phoenix
101	Jerry Moreland	ADOT Personnel	12/20	X		Phoenix

102	Bob Pike	Meeting	12/20	X		Phoenix
103	Ed Green	Meeting	12/22	X		Phoenix
104	Jim Delton	Materials Section	12/22	X		Phoenix
105	Harry Reed	Meeting	12/23	X		Phoenix
106	Gary Snyder	ASD, ISG	12/28	X		Phoenix
107	Jim Delton	Meeting	12/30	X		Phoenix
108	Bob Pike	Meeting	01/04	X		Phoenix
109	Gary Snyder	Meeting		X		Phoenix
110	Joe Maddok	Roadware, Inc.		X		Phoenix
111	Ed Green	Meeting	01/05	X	X	Phoenix
112	Joyce Calli	Meeting	01/05	X	X	Phoenix
113	Thalia Pratt	Meeting	01/05	X	X	Phoenix
114	Bill Sapper	Meeting	01/05	X		Phoenix
115	Sam Chzvez	Meeting	01/05	X		Phoenix
116	Greg Kiely	Meeting	01/05	X		Phoenix
117	TPD Exec Staff	Meeting	01/06	X	X	Phoenix
118	Jim Delton	Meeting	01/06	X		Phoenix
119	Joe Maddok	Meeting	01/06	X		Phoenix
120	Tom Ford	Meeting	01/11	X		Phoenix
121	Jim Rindone	Meeting	01/11	X		Phoenix
122	Joe Maddock	Meeting	01/11	X	X	Phoenix
123	Jim Delton	Meeting	01/12	X		Phoenix
124	Doug Forstie	Meeting	01/12	X		Phoenix
125	Ted Hommel	Meeting	01/12	X		Phoenix
126	Leonard Espinoza	Meeting	01/13	X		Phoenix
127	Bob Pike	T&F Meeting	01/13	X		Phoenix
128	LP Stingly	T&F Meeting	01/13	X		Phoenix
129	Dennis Duman	T&F Meeting	01/13	X		Phoenix
130	Mark Catchpole	T&F Meeting	01/13	X		Phoenix
131	Robert Obregon	T&F Meeting	01/13	X		Phoenix
132	Erie Prosnier	T&F Meeting	01/13	X		Phoenix
133	Nina Gerbasi	T&F Meeting	01/13	X		Phoenix
134	Wanda Scott	T&F Meeting	01/13	X		Phoenix
135	Joe Otto	T&F Meeting	01/13	X		Phoenix
136	Byron Newman	T&F Meeting	01/13	X		Phoenix
137	Jerry Nelson	T&F Meeting	01/13	X		Phoenix
138	Euzand Anderson	T&F Meeting	01/13	X		Phoenix
139	Kerby Clement	T&F Meeting	01/13	X		Phoenix
140	Brent Parker	T&F Meeting	01/13	X		Phoenix
141	Earl Temerowski	T&F Meeting	01/13	X		Phoenix
142	Larry Bonine	Meeting	01/14	X	X	Phoenix
143	Tom Warne	Meeting	01/14	X	X	Phoenix
144	Larry Scofield	Meeting	01/14	X		Phoenix
145	Bob Pike	Meeting	01/18	X		Phoenix
146	Ed Green	Meeting	01/18	X		Phoenix
147	Jerry Moreland	Meeting	01/18	X		Phoenix
148	Joe Maddock	Roadware, Inc.	01/18	X	X	Phoenix
149	Sam Soper	Meeting	01/18	X		Phoenix
150	T&F, Traffic Counts Grp	Meeting	01/18	X		Phoenix
151	Ted Hommel	Meeting	01/19	X		Phoenix
152	Bob Pike	Meeting	01/19	X		Phoenix
153	Jim Delton	Meeting	01/19	X		Phoenix
154	TPD Executive Staff	Meeting	01/26	X	X	Phoenix

GOVERNOR'S OFFICE FOR EXCELLENCE
Organizational Analysis Methodology
ADOT Transportation Planning Division



PRIORITY PROGRAMMING PROCESS



TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
AASHTO BOARD OF DIRECTORS	ARIZONA ALTERNATE MEMBER	DIRECTOR'S OFFICE
AASHTO COMMITTEE ON PLANNING	APPOINTED MEMBER	DIRECTOR'S OFFICE
AZ GEOGRAPHICAL INFORMATION COUNCIL	APPOINTED MEMBER	DIRECTOR'S OFFICE
AZ TRANSIT ASSOCIATION BOARD	ADOT MEMBER	DIRECTOR'S OFFICE
BUREAU OF LAND MANAGEMENT ADVISORY COUNCIL (BLM)	ADOT MEMBER	DIRECTOR'S OFFICE
ENTERPRISE (ADOT)	MEMBER	DIRECTOR'S OFFICE
EXECUTIVE COMMITTEE	MEMBER	DIRECTOR'S OFFICE
EXECUTIVE QUALITY COUNCIL (EQC)	MEMBER	DIRECTOR'S OFFICE
GOVERNOR'S REGIONAL AIRPORT ADVISORY COMMITTEE (GRACC)	ADOT ADVISOR	DIRECTOR'S OFFICE
H.E.L.P. EXECUTIVE COMMITTEE	BOARD MEMBER	DIRECTOR'S OFFICE
HIGHWAY COST ALLOCATION STUDY COMMITTEE (HCAS-TAC)	CHAIRPERSON	DIRECTOR'S OFFICE
MAG HOV WORKING GROUP	ADOT ADVISOR/MEMBER	DIRECTOR'S OFFICE
INFORMATION SYSTEMS GROUP (ISG)	MANAGEMENT COMMITTEE	DIRECTOR'S OFFICE
INSTITUTE OF TRANSPORTATION ENGINEERS	CONTRIBUTING WRITER	DIRECTOR'S OFFICE
INTERNATIONAL ROAD FEDERATION	MEMBER	DIRECTOR'S OFFICE
JOINT LEGISLATIVE REVIEW COMMITTEE ON RAIL TRANSPORTATION	APPOINTED MEMBER	DIRECTOR'S OFFICE
JOINT LEGISLATIVE REVIEW COMMITTEE ON RAIL TRANSPORTATION TAC	CHAIRPERSON (APPOINTED)	DIRECTOR'S OFFICE
JOINT LEGISLATIVE REVIEW COMMITTEE ON TRANSPORTATION BETWEEN SONORA, MEXICO AND ARIZONA	ADOT ADVISOR/MEMBER	DIRECTOR'S OFFICE
MAG FREEWAY SYSTEM COMMITTEE	MEMBER	DIRECTOR'S OFFICE

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
MAG MANAGEMENT COMMITTEE	ADOT ALTERNATE MEMBER	DIRECTOR'S OFFICE
MAG REGIONAL COUNCIL	ADOT ADVISOR	DIRECTOR'S OFFICE
MVD PROTOTYPE (SLIM)	MEMBER	DIRECTOR'S OFFICE
PAG REGIONAL COUNCIL	ADOT ADVISOR	DIRECTOR'S OFFICE
PAG MANAGEMENT COMMITTEE	ADOT MEMBER	DIRECTOR'S OFFICE
PRIORITY PLANNING COMMITTEE (PPC)	CHAIRPERSON	DIRECTOR'S OFFICE
PRIVATIZATION TECHNICAL ADVISORY COMMITTEE	MEMBER	DIRECTOR'S OFFICE
PRIORITY PROGRAMMING PROCESS IMPROVEMENT TEAM (PIT)	CHAIRPERSON	DIRECTOR'S OFFICE
QUALITY MANAGEMENT TEAM (QMT)	MEMBER	DIRECTOR'S OFFICE
TPD QUALITY IMPROVEMENT COUNCIL (QIC)	CHAIRPERSON	DIRECTOR'S OFFICE
STATE TRANSPORTATION BOARD	ADOT ADVISOR	DIRECTOR'S OFFICE
TRANSPORTATION RESEARCH BOARD	COMMITTEE MEMBER	DIRECTOR'S OFFICE
WASHTO STANDING COMMITTEE ON PLANNING (SCOP)	ADOT MEMBER	DIRECTOR'S OFFICE
AZ LEGISLATURE & STAFF	GROUP ADVISORY CAPACITY	DIRECTOR'S OFFICE
CHAMBERS OF COMMERCE	GROUP ADVISORY CAPACITY	DIRECTOR'S OFFICE
CITY GOVERNMENTAL AGENCIES & PERSONNEL	GROUP ADVISORY CAPACITY	DIRECTOR'S OFFICE
COUNCILS OF GOVERNMENTS (COGs)	GROUP ADVISORY CAPACITY	DIRECTOR'S OFFICE
GENERAL PUBLIC INQUIRIES RE:TRANSPORTATION PLANNING OR OTHER FIELDS OF EXPERTISE	GROUP ADVISORY CAPACITY	DIRECTOR'S OFFICE
INDIAN GOVERNMENTAL AGENCIES & PERSONNEL	GROUP ADVISORY CAPACITY	DIRECTOR'S OFFICE
METROPOLITAN PLANNING ORGANIZATIONS (MPOs)	GROUP ADVISORY CAPACITY	DIRECTOR'S OFFICE
HPR OVERALL WORK PROGRAM (OWP)	PUBLISH/MONITOR HWY PLANNING & RESEARCH ANNUAL WORK PROGRAM PART 1 – PLANNING	PLANNING ADMIN SECTION

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
ADMINISTRATION	PROVIDE ADMINISTRATIVE SUPPORT FOR DIVISION THROUGH FINANCIAL PERSONNEL & PROGRAM MANAGEMENT	PLANNING ADMIN SECTION
TENTATIVE 5-YEAR PROGRAM	PROPOSED UPDATED 5-YEAR CONSTRUCTION PROGRAM: HIGHWAYS AND AIRPORTS	PROGRAM BRANCH
ADOPTED 5-YEAR PROGRAM	UPDATED 5-YEAR CONSTRUCTION PROGRAM: HIGHWAYS & AIRPORTS	PROGRAM BRANCH
STATE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)	STATE TRANSPORTATION IMPROVEMENT PROGRAM: FEDERAL PROJECTS (ANNUAL)	PROGRAM BRANCH
LOCAL GOVERNMENT 5-YEAR CONSTRUCTION PROGRAM	5-YEAR LOCAL GOVERNMENT HIGHWAY CONSTRUCTION PROGRAM	PROGRAM BRANCH
A-95s	A-95 SUBMITTAL TO STATE CLEARING HOUSE	PROGRAM BRANCH
ECONOMIC STRENGTH PROGRAM SUFFICIENCIES	ESTABLISH ECONOMIC STRENGTH PROJECTS PROGRAM ANNUAL UPDATE OF SUFFICIENCY PROGRAMS	PROGRAM BRANCH PROGRAM BRANCH
ROUTE TRANSFER	REVIEWING ROUTE TRANSFER INTERGOVERNMENTAL AGREEMENTS	PROGRAM BRANCH
DOCUMENTED CHANGES: 5-YEAR PROGRAM	DOCUMENTED CHANGES TO 5-YEAR CONSTRUCTION PROGRAM AS PRESCRIBED BY ARS	PROGRAM BRANCH
PUBLIC HEARING RESPONSES	RESPONDING TO PUBLIC HEARINGS PARTICIPANTS	PROGRAM BRANCH
SUMMARY - PUBLIC HEARING COMMENTS	DOCUMENTED SUMMARY OF PUBLIC HEARINGS	PROGRAM BRANCH
TRANSPORTATION BOARD, DIRECTOR, PRIORITY PLANNING COMMITTEE SUPPORT	SUPPORT FOR TRANSPORTATION BOARD, DIRECTOR & PRIORITY PLANNING COMMITTEE	PROGRAM BRANCH
PUBLIC HEARING REQUIREMENTS	PUBLISH NOTICES IN NEWSPAPER & POST NOTICES AS REQUIRED BY ARS	PROGRAM BRANCH
TRANSPORTATION DOCUMENT REVIEW	REVIEW OF ALL PLANS, POLICIES PROCEDURES, DIRECTIVES & PROJECTS RELATIVE TO TPD	PROGRAM BRANCH
LOCAL TRANSPORTATION ASSISTANCE FUND PROGRAM	ESTABLISH ANNUAL LOCAL TRANSPORTATION ASSISTANCE FUND PROGRAM	PROGRAM BRANCH
JOINT FUNDED PROJECTS	JOINT FUNDED PROJECTS INTER-GOVERNMENTAL AGREEMENTS	PROGRAM BRANCH
PUBLIC INFORMATION DOCUMENT	PRODUCE PUBLIC INFORMATION BOOK: 5-YEAR TRANSPORTATION FACILITIES CONSTRUCTION PROGRAM	PROGRAM BRANCH
DOCUMENT REVIEW	DOCUMENT REVIEW, MONTHLY	SPECIAL PROJECT

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
HIGHWAY COST ALLOCATION STUDY	HIGHWAY COST ALLOCATION STUDY, ANNUAL UPDATE	SPECIAL PROJECT
WATERCRAFT SURVEY	WATERCRAFT SURVEY (EVERY 3RD YEAR)	SPECIAL PROJECT
ARIZONA WEIGHT-DISTANCE TAX	ARIZONA WEIGHT-DISTANCE TAX UPDATE (EVERY 2 OR 3 YEARS)	SPECIAL PROJECT
MISCELLANEOUS POLICY ANALYSIS	MISCELLANEOUS POLICY ANALYSIS	SPECIAL PROJECT
OFFICE OF PRIVATIZATION	SUPPORT FOR OFFICE OF PRIVATIZATION	SPECIAL PROJECT
ANNUAL NMSL REPORT	COMPILATION & ANALYSIS OF QUARTERLY REPORTS	IVHS BRANCH
QUARTERLY NMSL REPORT	COMPILATION & ANALYSIS OF RAW FIELD DATA COLLECTED BY T & F STAFF	IVHS BRANCH
ANNUAL VIDEO LOGGING	EDITING & ANALYSIS OF RAW FIELD DATA, PREPARED FOR USE BY VARIOUS ADOT & ATTORNEY GENERAL STAFF MEMBERS	IVHS BRANCH
ANNUAL NMSL SAMPLING PLAN	PRODUCTION OF NEXT YEAR'S SAMPLING REQUIREMENTS TO FUL-FILL DATA NEEDS FOR QUARTERLY & ANNUAL SPEED MONITORING REPORTS	IVHS BRANCH
CVO REGULATORY STUDY	DEVELOPMENT OF CRITERIA & PLAN TO IMPLEMENT TRANSPARENT BORDERS BETWEEN STATES TO EXPEDITE THE MOVEMENT OF COMMERCIAL VEHICLES	IVHS BRANCH
HEAVY EQUIPMENT LICENSE PLATE	AN ONGOING STUDY & DEMONSTRATION OF IVHS TECHNOLOGIES TO IMPROVE THE MOVEMENT & REPORTING REQUIREMENTS OF COMMERCIAL VEHICLES THROUGHOUT THE WESTERN UNITED STATES	IVHS BRANCH
ROUTE NUMBERING INFORMATION	PARTICIPATION ON ADOT'S ROUTE NUMBERING COMMITTEES & INTER-FACE W/AASHTO NATIONAL COMMITTEE	IVHS BRANCH
AIR QUALITY STUDIES	PARTICIPATION IN THE DEVELOPMENT OF ADOT'S REQUIREMENTS TO MEET THE MANDATED AIR QUALITY STANDARDS	IVHS BRANCH
TRAFFIC FORECASTING METHODOLOGIES	DEVELOP NEW TECHNIQUES TO MORE ACCURATELY & EFFICIENTLY PROJECT FUTURE TRAVEL DEMANDS ON ARIZONA HIGHWAYS	IVHS BRANCH

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
ANNUAL WEIGHT ENFORCEMENT PLAN	ASSIST MVD PERSONNEL IN THE DEVELOPMENT & PROCESSING OF NEXT YEAR'S PLAN WEIGH COMMERCIAL VEHICLES TO MEET FEDERAL REQUIREMENTS	IVHS BRANCH
ANNUAL WEIGHT ENFORCEMENT CERTIFICATION	PRODUCTION OF, & PRESENTATION TO FHWA OF MVD'S COMPLIANCE WITH ANNUAL ENFORCEMENT PLAN & FHWA REQUIREMENTS	IVHS BRANCH
TRAFFIC ON THE ARIZONA STATE HIGHWAY SYSTEM	TRAFFIC VOLUMES FOR EACH SPECIFIED SEGMENT OF THE STATE HIGHWAY SYSTEM	T & F BRANCH
MILEPOST LOG FOR ARIZONA HIGHWAY SYSTEM	MILEPOST LOG, LOCATION OF MILE-POSTS ON THE STATE HIGHWAY SYSTEM	T & F BRANCH
STATE HIGHWAY SYSTEMS LOG	LOG OF MAJOR PROJECTS UNDER-TAKEN ON STATE HIGHWAYS & OTHER SELECTED DATA	T & F BRANCH
HIGHWAY PERFORMANCE MONITORING SYSTEM ANNUAL DATA DATA SUBMITTAL	HPMS INVENTORY INFORMATION ON SAMPLES OF HIGHWAY, ROADS & STREETS IN ARIZONA	T & F BRANCH
500 SERIES FEDERAL HIGHWAY ADMINISTRATION REPORT	VARIOUS EXPENDITURE, RECEIPT & DESCRIPTIVE REPORTS	T & F BRANCH
W-4 FEDERAL HIGHWAY ADMINISTRATION HIGHWAY STATISTICS	TRUCK WEIGHT FROM SELECTED LOCATIONS	T & F BRANCH
MONTHLY ATR REPORTS TO FEDERAL HIGHWAY ADMINISTRATION	TRAFFIC VOLUMES AT EACH AUTOMATIC STATION REPORTED BY HOUR	T & F BRANCH
SPECIAL TRAFFIC COUNTS	COUNTS UNDERTAKEN FROM SPECIAL REQUESTS	T & F BRANCH
AIR QUALITY DEMONSTRATION PROGRAM	PROVIDE FUNDING FOR A.Q. DEMONSTRATION PROJECTS FOR TRANSIT PROJECTS	TRANSIT BRANCH
CLEAN AIR CAMPAIGN	PROVIDE FUNDING FOR SPONSORSHIP IN VALLEY CLEAN AIR CAMPAIGN, PARTICPATE IN PLANNING OF CAMPAIGN	TRANSIT BRANCH
CAPITOL RIDESHARE PROGRAM	PROVIDE OVERSIGHT OF CAPITOL RIDESHARE CONTRACT WITH ARIZONA ENERGY OFFICE	TRANSIT BRANCH
SECTION 16 ELDERLY AND HANDICAPPED	PROVIDE FUNDING FOR THE PURCHASE OF BUSES FOR NON-PROFIT ORGANIZATIONS SERVING ELDERLY/HANDICAPPED	TRANSIT BRANCH
SECTION 18 RURAL TRANSIT	PROVIDE FUNDING FOR OPERATION OF RURAL TRANSIT ROUTES IN ARIZONA	TRANSIT BRANCH

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
RURAL TRANSIT PLANNING (RTAP)	PROVIDE TRAINING & TECHNICAL ASSISTANCE PROGRAMS FOR RURAL TRANSIT OPERATORS	TRANSIT BRANCH
STATEWIDE TRANSIT PLANNING	PREPARE STATE TRANSIT PLANS, STATE TRANSPORTATION IMPROVEMENT PROGRAM, FEDERAL TRANSIT ADMINISTRATION (FTA) SECTION 8 MPO TRANSIT PLANNING, LOCAL AREA STUDIES, TRANSIT RESEARCH, FTA PROGRAM MANAGEMENT PLANS	TRANSIT BRANCH / PRIORITY PROGRAMMING & ADVANCE PLANNING
BICYCLE PLANNING	PREPARE THE STATEWIDE BICYCLE PLAN AND ADOT POLICY	TRANSIT BRANCH
BICYCLE TECHNICAL ASSISTANCE	PREPARE STATE BIKE MAP & PROVIDE TECHNICAL ASSISTANCE	TRANSIT BRANCH
DATABASE MANAGEMENT	MAINTAINS COMPUTERIZED TRACKING SYSTEM OF GRANTS & CONTRACTS FOR ADOT TRANSIT PROGRAMS	TRANSIT BRANCH
TRANSIT ELECTRONIC BULLETIN BOARD	MAINTAINS ELECTRONIC COMPUTER BULLETIN BOARD FOR TRANSIT PROVIDERS THROUGH-OUT STATE	TRANSIT BRANCH
SMALL AREA TRANSPORTATION STUDIES	CONSULTANT BASED STUDY TO ASSIST CLIENT DEVELOP SHORT/LONG RANGE TRANSPORTATION PLANS	POLICY BRANCH
CORRIDOR STUDIES	A TECHNICAL REPORT THAT PROVIDES THE PRIORITY PLANNING PROCESS AN EXAMINATION OF NEEDS; AN ANALYSIS OF ALTERNATIVE WAYS OF MEETING THEM AND A RECOMMENDED IMPROVEMENT PLAN	POLICY BRANCH
ACCESS CONTROL STUDIES	A TECHNICAL REPORT THAT PROVIDES COMMUNITIES/THE STATE WW/POLICIES TO CONTROL ACCESS TO STATE/LOCAL ROADS TO TPD, HIGHWAYS DIVISION AND DIRECTOR'S OFFICE	POLICY BRANCH
RAIL PROJECT PROPOSALS	TO QUALIFY FOR FEDERAL FUNDING STATE & SPONSOR RAILROAD MUST SUBMIT A PROJECT PROSPECTUS, INCLUDING A NEEDS EVALUATION REPORT	POLICY BRANCH
ADOT STATE LEGISLATIVE PROGRAM	DEVELOP AND COMPILE ADOT'S LEGISLATIVE PROPOSAL	STATE AND NATIONAL POLICY BRANCH
STATE LEGISLATIVE STATUS REPORT	PROVIDE MONITORING OF & REPORTING ON STATUS OF STATE LEGISLATION OF INTEREST TO ADOT	STATE AND NATIONAL POLICY BRANCH

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
STATE LEGISLATIVE ACTIVITY ANNUAL EVALUATION	REPORT ON FINAL STATUS OF LEGISLATION OF INTEREST TO ADOT SUCSESSES/FAILURES	STATE AND NATIONAL POLICY BRANCH
PROGRESS ON THE STATE HIGHWAY SYSTEM REPORT	DEVELOP TEXT AND FORMAT PUBLISH DATA, TEXT AND MAPS ON ANNUAL HIGHWAY CONSTRUCTION EXPENDITURES	STATE AND NATIONAL POLICY BRANCH
ADOT OPERATIONS REVIEW	BIENNIALLY COLLECT, COMPILE & PUBLISH DATA ON ADOTS RESPONSIBILITIES, PERFORMANCE OF DUTIES, OPERATING BUDGET & BUDGETED POSITIONS	STATE AND NATIONAL POLICY BRANCH
ANALYZE PROPOSED LEGISLATION & REGULATIONS	ANALYZE PROPOSED LEGISLATION & REGULATIONS, BOTH STATE & NATIONAL FOR IMPACT ON ARIZONA AND ADOT	STATE AND NATIONAL POLICY BRANCH
LIAISON	PROVIDE LIAISON WITH STATE LEGISLATURE AND STAFF AND CONGRESSIONAL DELEGATION STAFF ON ISSUES OF INTEREST TO ADOT	STATE AND NATIONAL POLICY BRANCH
SUPPORT ADOTS INVOLVEMENT WITH NATIONAL AND REGIONAL ASSOCIATIONS	PROVIDE STAFF SUPPORT TO ADOT MANAGEMENT IN THEIR INVOLVEMENT WITH AASHTO, WASHTO, NGA, & WGA	STATE AND NATIONAL POLICY BRANCH
ARIZONA TRANSPORTATION FACTBOOK	BIENNIALLY COLLECT, COMPILE AND PUBLISH STATISTICS AND INFORMATION THAT ARE RELEVANT IN UNDERSTANDING AZ'S TRANSPORTATION SYSTEM	STATE AND NATIONAL POLICY BRANCH
HIGHWAY FINANCING IN ARIZONA REPORT	DEVELOP, UPDATE & PUBLISH A PRIMER ON FEDERAL & STATE HIGHWAY FINANCING IN ARIZONA. UPDATED AS NEEDED WHEN CHANGES ARE MADE IN EITHER STATE OR FEDERAL LAWS/ REGULATIONS	STATE AND NATIONAL POLICY BRANCH
FEDERAL LEGISLATIVE STATUS REPORTS	PROVIDE MONITORING AND STATUS OF FEDERAL LEGISLATION OF INTEREST TO ADOT	STATE AND NATIONAL POLICY BRANCH
GRAPHICS SUPPORT	PROVIDE ART WORK, FINAL LAYOUT FOR REPORTS, PRESENTATIONS, ETC., FOR TPD & OTHER ADOT UNITS	TPD & OTHER DIVISION OF ADOT
SPECIAL SUPPORT	COMPOSE RESPONSES, LETTERS, ISSUE PAPERS FOR ADOT MANAGEMENT, TRANSPORTATION BOARD, GOVERNOR'S OFFICE & CONGRESSIONAL DELEGATION	ADOT MANAGEMENT & OTHERS

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
ARIZONA CONSTRUCTION COST INDEX	CALCULATE AND DISTRIBUTE ROADWAY & STRUCTURAL COSTS QUARTERLY	ADVANCE PLANNING BRANCH
HIGHWAY FUNCTIONAL CLASSIFICATION	PROVIDE MAPS AND DATA TO FEDERAL HIGHWAY ADMINISTRATION	ADVANCE PLANNING BRANCH
SMALL AREA TRANSPORTATION STUDIES	PROVIDE PROCEDURAL AND TECHNICAL ASSISTANCE TO COUNTIES AND SMALL AREAS DEVELOPING CONSULTANT-BASED TRANSPORTATION PLANS. MONITOR STUDY DEVELOPMENT & REVIEW STUDY PRODUCTS	ADVANCE PLANNING BRANCH
TRANSPORTATION NEEDS ASSESSMENT	ASSESS 5, 10 & 20 YEAR MULTIMODAL NEEDS AND COSTS FOR STATE, COUNTY CITY, AND TOWN FACILITIES	ADVANCE PLANNING BRANCH
NEEDS ASSESSEMNT DATABASE	CONTINUAL UPDATE OF THE TRANSPORTATION NEEDS ASSESSMENT DATABASE	ADVANCE PLANNING BRANCH
STATE HIGHWAY SYSTEM PLAN	DEVELOP LONG RANGE STATE HIGHWAY SYSTEM GOALS, OBJECTIVES AND POLICIES	ADVANCE PLANNING BRANCH
MODAL PERFORMANCE OBJECTIVES	ESTABLISH TEN YEAR PERFORMANCE OBJECTIVES AND ATTAINMENT COSTS FOR THE STATE HIGHWAY SYSTEM	ADVANCE PLANNING BRANCH
SPECIAL STUDIES	ASSESS SPECIFIC ISSUES (I.E. FREE TRADE, ETC) OF IMPORTANCE TO STATE TRANSPORTATION PLANNING AND THE STATE HIGHWAY SYSTEM AS NEEDED	ADVANCE PLANNING BRANCH
GRAPHICS	DEVELOP GRAPHICS FOR REPORTS AND PRESENTATIONS	ADVANCE PLANNING BRANCH
SPREADSHEET/ DATABASE GENERATION	COMPILE AND ASSESS QUANTITATIVE DATA FOR REPORTS AND PRESENTATIONS	ADVANCE PLANNING BRANCH
STATE HIGHWAY SYSTEM PLAN	STATE HIGHWAY SYSTEM PLAN	ADVANCE PLANNING BRANCH
VISIONS OF THE FUTURE REPORT	LONG RANGE FORECAST OF TRANSPORTATION RELATED SOCIO- DEMOGRAPHIC TECHNICAL CHANGE	ADVANCE PLANNING BRANCH
VISIONS OF THE FUTURE CONFERENCE	CONFERENCE OF NATIONALLY RENOWN FUTURISTS ADDRESSING ARIZONA'S TRANSPORTATION FUTURE	ADVANCE PLANNING BRANCH

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
STATEWIDE HIGHWAY NEEDS STUDY	REPORT IDENTIFYING CURRENT AND FUTURE NEEDS ON ALL PUBLIC ROADS STATEWIDE	STATE LEGISLATURE & ADVANCE PLANNING BRANCH
STATEWIDE TRANSPORTATION NEEDS STUDY	REPORT TO LEGISLATURE, CURRENT & FUTURE TRANSPORTATION NEEDS STATEWIDE FOR ALL MODES	STATE LEGISLATURE & ADVANCE PLANNING BRANCH
HIGHWAY MODAL OBJECTIVES REPORT	STATE HIGHWAY SYSTEM 10-YEAR OBJECTIVES REPORT	ADVANCE PLANNING BRANCH
EVALUATION OF THE 5-YEAR CONSTRUCTION PROGRAM	EVALUATION OF THE 5-YEAR CONSTRUCTION PROGRAM	ADVANCE PLANNING BRANCH
CONSTRUCTION COST INDEX	CONSTRUCTION COST INDEX	
CORRIDOR STUDIES OF STATE HIGHWAYS	CORRIDOR STUDIES OF STATE HIGHWAYS	
SMALL AREA TRANSPORTATION STUDIES	SMALL AREA TRANSPORTATION STUDIES	LOCAL OR REGIONAL GOVERNING BODY
SUPPORTING DIVISION MICROCOMPUTER NEEDS	SUPPORTING DIVISION MICROCOMPUTER NEEDS	TPD
SUPPORTING DEPARTMENTS GIS NEEDS	SUPPORTING DEPARTMENTS GIS NEEDS	ADOT & TPD
DRAFTING CORRESPONDENCE FOR DIVISION & DEPARTMENTS	DRAFTING CORRESPONDENCE FOR DIVISION & DEPARTMENTS	ADOT & TPD
REPRESENTING DIVISION & DEPARTMENT IN MANY PUBLIC FORUMS	REPRESENTING DIVISION & DEPARTMENT IN MANY PUBLIC FORUMS	ADOT & TPD
REVIEW & SELECTION OF CONSULTANTS	REPRESENTING DIVISION & DEPARTMENT IN MANY PUBLIC FORUMS	ADOT & TPD
HAZARDOUS MATERIALS TRANSPORT PLANNING	HAZARDOUS MATERIALS TRANSPORT PLANNING	(?)
SPECIAL SHORT- TERM PROJECTS	SPECIAL SHORT-TERM PROJECTS	(VARIOUS)
GEOGRAPHIC INFORMATION SYSTEM (GIS)	DEVELOP GIS SYSTEM FOR TPD. PROVIDE MAPS & DATA FOR VARIOUS PROJECTS	ADVANCE PLANNING BRANCH
FUNCTIONAL CLASSIFICATION OF HIGHWAYS	PROVIDE MAPS & DATA TO FEDERAL HIGHWAY ADMINISTRATION	ADVANCE PLANNING BRANCH

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
AUTOCAD MAPS AND DRAWINGS	PROVIDE VARIOUS MAPS (USED IN PUBLIC MEETINGS & PUBLICATIONS) TO TPD, HIGHWAYS DIVISION & DIRECTOR'S OFFICE	ADVANCE PLANNING BRANCH
PROGRESS ON THE STATE HIGHWAYS SYSTEM REPORT	COLLECT, COMPILE, & PUBLISH DATA & MAPS ON ANNUAL HIGHWAY CONSTRUCTION COSTS	ADVANCE PLANNING BRANCH
DEVELOP & WRITE DATABASE PROGRAMS	DEVELOP DATABASE PROGRAMS TO COLLECT, COMPILE & MONITOR VARIOUS TYPES OF TRANSPORTATION DATA	ADVANCE PLANNING BRANCH
ESTABLISH COMPUTER BUDGETS	DEVELOP BUDGETS FOR PURCHASING COMPUTER HARDWARE & SOFTWARE	ADVANCE PLANNING BRANCH
PURCHASE, INSTALL AND MAINTAIN COMPUTER HARDWARE & SOFTWARE	EVALUATE, PURCHASE, INSTALL AND MAINTAIN COMPUTER HARDWARE AND SOFTWARE	ADVANCE PLANNING BRANCH
TIP	COORDINATE, DEVELOP, & PUBLISH THE REGIONAL TRANSPORTATION IMPROVE-- MENT PROGRAM WHICH INCLUDES PROJECTS COMMITTED TO FOR NEXT 5 YEARS	PAGTPD S R BRANCH
TIP AMENDMENTS	COORDINATE, DEVELOP, & PROCESS AMENDMENTS TO THE REGIONAL TIP	PAGTPD S R BRANCH
RTP	COORDINATE, DEVELOP & PUBLISH REGIONAL TRANSPORTATION PLAN WHICH INCLUDES ALL TRANSPORTATION IMPROVE-- MENTS PLANNED FOR THE NEXT 20 YEARS	PAGTPD S R BRANCH
SOC--DATA SETS	DEVELOP & DOCUMENT DATA SETS OF POPULATION, EMPLOYMENT, INCOME, & STUDENTS--PAST, CURRENT & FUTURE YEAR; BY TRANSPORTATION ANALYSIS ZONE (TAZ)	PAGTPD L R BRANCH
TRANSP NETWORKS	RESEARCH, DEVELOP, DOCUMENT & MAINTAIN NETWORKS DESCRIBING HIGH-- WAY & TRANSIT SYSTEMS IN SIMULATION MODEL FORMATS	PAGTPD L R BRANCH
TRANSP SIMULATION MODEL MAINT	MAINTAIN AND PERIODICALLY UPDATE PAGTPD'S SIMULATION MODELS AND THE TRANSPORTATION DATA USED FOR MODEL PARAMETERS	PAGTPD L R BRANCH
TRANSP ANALYSIS ZONE MAINT	MAINTAIN & PERIODICALLY UPDATE ZONAL SYSTEM UDED TO DESCRIBE SOC--DATA FOR PAGTPD'S SIMULATION MODELING, INCLUDING DOCUMENTATION, MAPPING, AND TABULAR DATA	PAGTPD L R BRANCH
TRANSP SYS PERF MON & ASSESS	COLLECT, COMPILE, ASSESS, & REPORT ON TRANSPORTATION SYSTEM PERFORMANCE	PAGTPD

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
PUBLIC INFORMATION	RESPOND TO CALLS, LETTERS & WALK-IN REQUESTS FOR INFORMATION DEVELOPED OR COMPILED BY PAGTPD SUCH AS TRAFFIC COUNTS, POPULATION, FORECAST VOLUMES PROGRAMMED PROJECTS, AND SIMILAR	PAGTPD
SPECIFIC PUBLIC PARTIC	IDENTIFY, PLAN FOR & PROVIDE APPROPRIATE PUBLIC PARTICIPATION OPPORTUNITIES FOR TIP & RTP; PLUS INDICATED DOCUMENTATION	PAGTPD
A/Q CONFORM ASSESSMENTS	ASSESSMENT & DOCUMENTATION OF THE CONFORMITY OF TRANSPORTATION PLAN AND PROGRAM	PAGTPD
OWP (TRANSP)	RESEARCH, DEVELOP, DOCUMENT, & MAINTAIN THE TRANSPORTATION PORTION OF THE PAG OVERALL WORK PROGRAM	PAGTPD
STAFF FORMAL PAG COMMITTEES	DEVELOP NOTICES, AGENDAS, MINUTES, AND/OR ATTEND MEETINGS OF PAG'S TRANSPORTATION PLANNING, MANAGEMENT, REGIONAL COUNCIL, ENVIRONMENT, POPULATION, RASP, BIKE PLAN, FUNCTIONAL CLASS, PERFORMANCE MONITORING & ASSESS POPULATION, ENVIRONMENT AND TIP SUBCOMMITTEES	PAGTPD
STAFF SPECIAL PAG COMMITTEES	PREPARE FOR & ACTIVELY PARTICIPATE ON REGIONAL DATA, FREEWAY SURVEILLANCE AND CONTROL, MOBILITY, MANAGEMENT, TRAVEL DEMAND, AND COMPREHENSIVE PLAN COMMITTEES	PAGTPD SR BRANCH
PARTICIPATE ON OTHER COMMITTEES	PREPARE FOR & ACTIVELY PARTICIPATE ON SPECIAL STUDY COMMITTEES, e.g. DOWNTOWN LAND USE & CIRCULATION, ARIZONA BICYCLE TASK FORCE & PERFORMANCE RATING	PAGTPD
FINANCE EQUITY ANALYSES	RESEARCH, COMPILE DATA, & REPORT ON TRANSPORTATION FINANCES, INCLUDING FEDERAL, STATE, & LOCAL SOURCES, AS REQUESTED BY PAG MEMBERS	PAGTPD S R BRANCH
STATE CIP/TIP INPUTS	COORDINATE PAG MEMBER REVIEW AND DEVELOPMENT OF LOCAL INPUTS TO STATE CIP AND TIP. MONITOR & REPORT ON PROCESS TO PAG MEMBERS	PAGTPD
TRANSP IMPACT 'RTPS	PREPARE ROUTINE AND SPECIAL REPORTS QUANTIFYING EXISTING AND FORECAST TRAFFIC CAPACITIES, AND OTHER TRANSPORTATION DATA AS REQUESTED FOR LAND USE PLANNING AND REVIEWS	PAGTPD

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
TRANSP NETWORK PLOTS & DATA	PREPARE AND CONVEY ROUTINE AND SPECIAL REPORTS OF TRAFFIC, USING PLOTS, GRAPHS, MAPS, & TABLES TO DEPICT DATA	PAGTPD
TRANSP POLICIES	PREPARE OR CONTRIBUTE TO POLICIES FOR PAG COMMITTEES & MEMBERS. CONTRIBUTE TO POLICIES AFFECTING PAG AREA AT STATE LEVEL	PAGTPD
TRANSP PROJECT PROCESSING	PREPARE OR PROCESS PROCEDURAL STEPS IN PROJECT PROCESS, INCLUDING CHANGE ORDERS AND FUNDING CATEGORY APPROVALS	PAGTPD S R BRANCH
PUBLISH PAFTPD PRODUCTS	GRAPHICALLY PREPARE & PUBLISH PAG PRODUCTS, INCLUDING RTP, TIP, ANNUAL TRAFFIC VOLUMES MAP, ROADWAY PERF ASSESEMNT RPT & SLIDE SHOWS, BIKE PLAN, AND HYDROLOGY MAPS	PAGTPD S R BRANCH
ADMIN REPORTS	DEVELOP REQUIRED ADMINISTRATIVE REPORTS, e.g. PORGRESS REPORTS, BUDGET/EXPENDITURE REPORTS, VEHICLE USAGE, AND OTHERS	PAGTPD
INTERVIEW & SELECTION PANELS	SERVE ON PAG AND PAG MEMBER CONSULTANT AND EMPLOYEE SELECTION PANELS	PAGTPD
PROFESSIONAL ORGANIZATION PARTICIPATION & LEADERSHIP	PARTICIPATE IN TRANSPORTATION, PLANNING AND ENGINEERING PROFESSIONAL ORGANIZATIONS, INCLUDING SERVING AS OFFICERS AND ON COMMITTEES	PAGTPD
RESEARCH	CONDUCTS RESEARCH TO MEET ADOT'S NEEDS	ATRC STAFF
HPR REPORTS	FHWA FUNDED HIGHWAY PLANNING RESEARCH (HPR) FINAL REPORTS ARE PRINTED AND DISTRIBUTED AT THE CONCLUSION OF A RESEARCH PROJECT	ATRC ENGINEERS
EXPERIMENTAL PROJECT REPORTS	DOCUMENTS THE FINAL STEP IN DETERMINING NEW PRODUCT OR PROCESS SUITABILITY AND USEFULNESS TO ADOT	ATRC ENGINEERS
SPECIAL REPORTS	TYPICALLY IN-HOUSE PROJECTS, THEY ARE PERFORMED WHEN A REQUEST OR NEED HAS REQUIRED A SPECIFIC INVESTI- GATION OF AN ISSUE OR PROBLEM. SPECIAL REPORTS DOCUMENT THE EFFORT & FINDING	ATRC ENGINEERS
STATE OF ART REPORTS	DESCRIBES CURRENT RESEARCH AND EXPERIENCE IN A SPECIFIC AREA. TYPICALLY DONE AS A FACT FINDING PROCESS BEFORE THE FULL SCALE RESEARCH PROJECT IS ATTEMPTED	ATRC ENGINEERS

TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
HPR PROGRAM BUDGET	LISTS AND DESCRIBES ALL PROPOSED, NEW, AND CONTINUING FEDERAL, STATE, AND IN-HOUSE FUNDED RESEARCH	ATRC ENGINEERS
HPR PROJECT MANAGEMENT	MONITORS THE SCOPE, RFP, SELECTION PANEL, CONTRACT PROCESS, AND ALL DELIVERABLE PROGRESS REPORTS FOR PROJECTS	ATRC ENGINEERS
FINANCIAL SUMMARIES	FINANCIAL DATA FOR ALL ACTIVE, CLOSED AND PROPOSED PROJECTS FUNDED WITH FEDERAL, STATE, OR IN-HOUSE RESOURCES)	KUPROSKI
PRIDE	REVIEWS PRODUCT USEFULNESS, SAFETY, AND USAGE POLICY, RESULTING IN APPROVAL OR DIS- APPROVAL FOR ADOT USE	LIU
APPROVED PRODUCTS LIST	LISTS PRODUCTS, MANUFACTURERS, AND SUPPLIERS FOR ITEMS TESTED & APPROVED FOR ADOT USE.	LIU
DISAPPROVED PRODUCTS LIST	LIST PRODUCTS DISAPPROVED OR ELIMINATED DUE TO OTHER FACTORS FOR ADOT USE	LIU
ANNUAL REPT. PRIDE	DESCRIBES THE STATUS OF THE PRODUCT EVALUATION PROGRAM FOR THE PRE- PRECEDING YEAR. CONTAINS PRODUCT SUMMARIES AND MEETING AGENDAS	LIU
SHRP	MANAGES AND COORDINATES ALL SHRP ACTIVITIES IN ADOT	ATRC STAFF
RESEARCH NOTES	2-4 PAGE SUMMARIES OF RESEARCH PROJECTS	ATRC ENGINEERS
CATALOG OF PUBLICATIONS BIBLIOGRAPHIES	LISTING OF ALL PUBLISHED ATRC REPORTS COMPUTER GENERATED BIBLIOGRAPHIES ON SPECIFIC USER REQUESTED TOPICS	SILVA SILVA
NEW ADDITIONS IN THE ATRC LIBRARY	MONTHLY NEWSLETTER OF NEW BOOKS ADDED TO THE ATRC LIBRARY AND CALENDAR OF SEMINAR ANNOUNCEMENTS	SILVA
LIBRARY SERVICES	PROVIDES MATERIAL TO ADOT STAFF ON LOAN, MAINTAINS THE LIBRARY DATA- BASES, AND OTHER TECHNICAL AND PUBLIC SERVICES	SILVA
RESEARCH ASSISTANCE	STAFF PROVIDES ASSISTANCE BY ANSWERING QUESTIONS, MAKING REFERRALS, AND DISTRIBUTING PUBLISHED AND UNPUBLISHED MATERIALS	ATRC STAFF

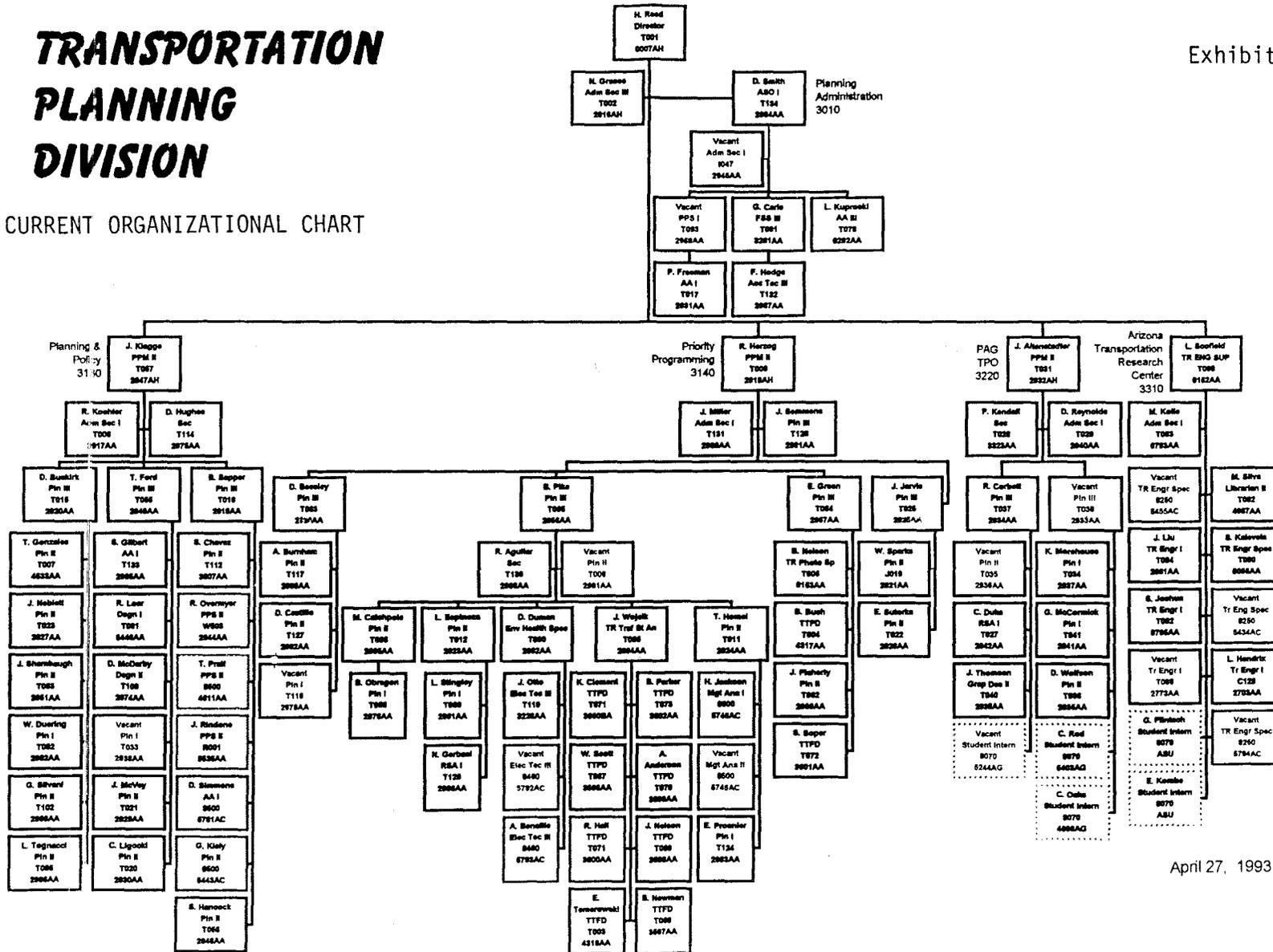
TPD PRODUCTS AND SERVICES

PRODUCT/SERVICE SHORT TITLE	PRODUCT/SERVICE DESCRIPTION	ORIGINATOR/ PROPONENT
PUBLIC DISPLAYS	PREPARES AND MOUNTS CURRENT RESEARCH INFORMATION FOR THE ADOT BULLETIN BOARDS	ATRC STAFF
MULTI-MEDIA	VIDEOS, SLIDES, PHOTOGRAPHS, MAPS, PREPARED FOR REPORTS, DISPLAYS AND PRESENTATIONS	ATRC STAFF
PRESENTATIONS	GIVEN AT THE TRANSPORTATION RESEARCH BOARD ANNUAL CONFERENCE, ROADS AND STREETS CONFERENCES, PUBLIC SERVICE GROUPS, AND INTERNAL GROUPS	ATRC STAFF
MEMBERSHIPS	MEMBERSHIP PRIVILEGES FOR IVHS AMERICA, AASHTO, ASTM, SASHTO, SHRP, TRB, AND PIARC PROVIDING ACCESS TO PERIODICALS, PUBLICATIONS AND ELECTRONIC BULLETIN BOARDS	ARTC STAFF
ACCESS TO ASU SERVICES	THROUGH THE INTERGOVERNMENTAL AGREEMENT, ATRC CAN USE ASU STUDENT EMPLOYMENT, FACULTY ASSISTANCE, ASU PURCHASING, AND THE LIBRARIES	KUPROSKI SILVA
RTAP	MONITORS THE RURAL TECHNICAL ASSISTANCE PROGRAM, WHICH PROVIDES TECHNOLOGY TRANSFER TO LOCAL GOVERNMENTS	SCOFIELD

TRANSPORTATION PLANNING DIVISION

CURRENT ORGANIZATIONAL CHART

Exhibit #10



TPD Mandated Products & Services

11/19/93

<u>SHORT TITLE</u>	<u>DESCRIPTION</u>	<u>ORIGINATOR</u>	<u>AUTHORITY</u>	<u>PRSN</u> <u>HRS</u>
AIR QUALITY STUDIES	PART IN THE DEV OF ADOT'S REQS TO MEET MANDATED AQ STANDARDS	IVHS BRANCH	1987 CAA & 91 Amend.	50
ANNUAL WT ENFORCEMENT PLAN	ASST MVD - DEV & PROC OF PLAN WEIGH COMM VEH TO MEET FED REQS	IVHS BRANCH	23 CFR 127	40
ANNUAL WT ENFORCEMENT CERT	PROD & PRES TO FHWA OF MVD'S COMPLIANCE W/ENFORCEMENT & REQS	IVHS BRANCH	23 CFR 127	40
ANNUAL NMSL REPORT	COMPILATION & ANALYSIS OF QUARTERLY REPORTS	IVHS BRANCH	23 CFR 154	220
QUARTERLY NMSL REPORT	COMPILATION & ANALYSIS OF RAW FIELD DATA COLLECTED BY T&F STAFF	IVHS BRANCH	23 CFR 154	40
ANNUAL NMSL SAMPLING PLAN	PROD OF SAMPLING REQS FOR DATA NEEDS SPEED MONITORING REPORTS	IVHS BRANCH	23 CFR 154	40
ROUTE NUMBERING INFORMATION	PART ON ADOT'S RTE NBRNG CMTE'S & INTERFACE W/ AASHTO NATL CMTE	IVHS BRANCH	23 CFR 470.115A	200
ST TRANS IMPROVEMENT PRG	ST TRANS IMPVMT PRGM: FEDERAL PROJECTS	PRG BRANCH	23 CFR 450.216	520
LOCAL GOVT 5-YR CONSTRUCT PRG	5-YR LOCAL GOVT HWY CONSTRUCTION PRGM	PRG BRANCH	ARS 28-104-112	2,000
TENTATIVE 5-YR PROGRAM	PROPOSED UPDATED 5-YR CONSTRUCTION PRGM: HWYS & AIRPORTS	PRG BRANCH	ARS 28-1825	2,215
PUBLIC INFORMATION DOCUMENT	PRODUCE 5-YEAR TRANSPORTATION FACILITIES CONSTRUCTION PRG	PRG BRANCH	ARS 28-1825	520
SUFFICIENCIES	UPDATE OF SUFFICIENCY RATINGS	PRG BRANCH	ARS 28-1825	173
DOCUMENTED CHANGES: 5-YR PRG	DOCMNT CHNGS TO 5-YR CNSTRCN PRG AS PRESCRIBED BY ARS	PRG BRANCH	ARS 28-1825	173
PUBLIC HEARING REQUIREMENTS	PUBLISH NOTICES IN NEWSPAPER & POST NOTICES AS REQUIRED BY ARS	PRG BRANCH	ARS 28-1825	173
ADOPTED 5-YR PROGRAM	UPDATED 5-YR CONSTRUCTION PROGRAM: HIGHWAYS & AIRPORTS	PRG BRANCH	ARS 28-1825	520
ROUTE TRANSFER	REVIEWING ROUTE TRANSFER INTERGOVERNMENTAL AGREEMENTS	PRG BRANCH	ARS 28-1864-1904	160
ECONOMIC STRENGTH PROGRAM	ESTABLISH ECONOMIC STRENGTH PROJECTS PROGRAM	PRG BRANCH	ARS 28-1895	260
LOCAL TRANS ASSIST FUND PRG	ESTABLISH ANNUAL LOCAL TRANS ASSIST FUND PRGM	PRG BRANCH	ARS 28-2601-2603	80
WATERCRAFT SURVEY	WATERCRAFT SURVEY	SPCL PRJ	ARS 28-1502.01	80
TRAFFIC DATA	PROVIDE TRAFFIC VOLUME & TRAFFIC STATISTICS FOR HWY DESIGN	T & F BRANCH	AASHTO Blue Book	600
HWY PERF MNTR SYS DATA SUBMIT	HPMS INVENTORY INFO ON SAMPLES OF HWY, RDS & STS IN AZ	T & F BRANCH	FHWA 5600 1-A	8,100
ATR REPORTS TO FHWA	TRAFFIC VOLUMES AT EACH AUTOMATIC STATION REPORTED BY HOUR	T & F BRANCH	FHWA 5600 1-A	2,100
TRAFFIC ON THE AZ ST HWY SYS	TRAFFIC VOLUMES FOR EACH SPECIFIED SEGMENT OF THE ST HWY SYS	T & F BRANCH	FHWA 5600 1-A	12,700
W-4 FHIWA HWY STATS	TRUCK WEIGHT FROM SELECTED LOCATIONS	T & F BRANCH	FHWA 5600 1-A	500
500 SERIES FHWA REPORTS	VARIOUS EXPENDITURE, RECEIPT & DESCRIPTIVE REPORTS	T & F BRANCH	FHWA HPR	600
HPR OVERALL WORK PRG (OWP)	PUB/MONITOR HWY PLAN/RESEARCH ANNUAL WORK PRGM PART 1 - PLAN	PLAN ADMIN SECT	23 CFR 135&307	4,100
HWY FUNCTIONAL CLASSIFICATION	PROVIDE MAPS & DATA TO FEDERAL HIGHWAY ADMINISTRATION	ADV PLAN BRANCH	23 CFR 103	960
NATL HIGHWAY SYSTEM	PROVIDE DATA, RATIONALE, MAPS & INFO TO FED HWY ADMIN, ST & LOCALS	ADV PLAN BRANCH	23 CFR 103	480
VISIONS OF THE FUTURE REPORT	LONG RANGE FORECAST - TRANS REL SOCIO-DEMOGRAPHIC & TECH CHNG	ADV PLAN BRANCH	23 CFR 135	1,820
STATE HIGHWAY SYSTEM PLAN	DEV LONG RANGE ST HWY SYS GOALS, OBJECTIVES & POLICIES	ADV PLAN BRANCH	23 CFR 135	1,820
MODAL PERFORMANCE OBJECTIVES	EST TEN YR PERF OBJECTIVES & ATTAINMENT COSTS FOR THE HWY SYSTEM	ADV PLAN BRANCH	23 CFR 135	1,820
CORRIDOR STUDIES OF ST HWYS	CORRIDOR STUDIES OF STATE HIGHWAYS	ADV PLAN BRANCH	23 CFR 135	1,820

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<u>SHORT TITLE</u>	<u>DESCRIPTION</u>	<u>ORIGINATOR</u>	<u>AUTHORITY</u>	<u>PRSN HRS</u>
STATEWIDE TRANSPORTATION PLAN	PRODUCE THE STATEWIDE, MULTIMODAL TRANSPORTATION PLAN	ADV PLAN BRANCH	23 CFR 450.214	12,500
AUTOCAD MAPS & DRAWINGS	PROVIDE VARIOUS MAPS (USED PUBS & PUBLIC MEETINGS) TO ADOT STAFF	ADV PLAN BRANCH	ARS 28-108-109	200
SMALL AREA TRANSP STUDIES	PROVIDE ASSIST TO LOCALS DEV CONSULTANT-BASED TRANS PLANS	ADV PLAN BRANCH	23 CFR 135&303	5,304
EVAL 5-YR CONSTRUCTION PRG	EVALUATION OF THE 5-YEAR CONSTRUCTION PROGRAM	ADV PLAN BRANCH	ARS 28-111	120
TRANS NEEDS ASSESSMENT	ASSESS 5/10/20 YR MULTIMDL NEEDS/COSTS FOR ST, CTY, C&T FACILITIES	ADV PLAN BRANCH	ARS 28-1598	5,824
RAIL PROJECT PROPOSALS	FOR FED FUND SUBMIT PROJ PROSPECTUS, INCL NEEDS EVALUATION RPRT	ADV PLAN BRANCH	USDOT (FRA) 49	2,600
PROG ON THE ST HWY SYS REPORT	DEV/PUB ANNUAL HWY CONSTRUCTION EXPENDITURES REPORT	ST & NATL POLICY BR	ARS 28-108-109	600
TRANS ENHANCEMENT PRG	PREPARE AND MONITOR TRANSPORTATION ENHANCEMENTS	ST & NATL POLICY BR	Title 23 USC Sec.104(b)(3), 23 CFR 101	1,000
BICYCLE PLANNING	PREPARE THE STATEWIDE BICYCLE PLAN & ADOT POLICY	TRANSIT BRANCH	23 CFR 450.214(3)	1,040
AIR QUALITY DEMO PRG	PRVD FUNDING FOR A.Q. DEMO PROJECTS FOR TRANS PROJECTS	TRANSIT BRANCH	ARS 28-2611 & 49-551	1,584
CLEAN AIR CAMPAIGN	PRVD FUND-SPONSORSHIP CLEAN AIR CAMPAIGN, PARTICIPATEW/PLAN	TRANSIT BRANCH	ARS 49-506	176
SEC 16 ELDERLY & HANDICAPPED	PRVD FUND-PRCHS BUSES FOR NON-PROFIT SERV ELDERLY/HANDICAPPED	TRANSIT BRANCH	FTA Section 16	3,608
SECTION 18 RURAL TRANSIT	PROVIDE FUNDING FOR OPERATION OF RURAL TRANSIT ROUTES IN AZ	TRANSIT BRANCH	FTA Section 18	4,136
RURAL TRANSIT PLANNING (RTAP)	PRVD TRAIN/TECH ASSIST PRGMS-RURAL TRANSIT OPERATORS	TRANSIT BRANCH	FTA Section 18(h)	1,056
BICYCLE TECHNICAL ASSISTANCE	PREPARE STATE BIKE MAP & PROVIDE TECHNICAL ASSISTANCE	TRANSIT BRANCH	Gov Exec Order 86-4	416
STATEWIDE TRANSIT PLANNING	PREPARE STATE TRANSIT PLANS, TIP, FTA, TRANSIT RESEARCH	TRANSIT/PRIORITY PRGM/ADV PLAN	FTA Section 26	1,760
TRANS RESEARCH PRG	DEV/IMPLMNT/MONITOR TRANSPORTATION RESEARCH PROGRAM	ATRC	23 CFR 135.307 ISTE A SEC.1.001	15,440
STAFF SPECIAL PAG COMMITTEES	PREPARE REGIONAL DATA, FWY SURVL & CONTROL, CMS & TRAVEL DEMO	PAGIPD	23 CFR 450	750
ADMIN REPORTS	DEVLP REQD ADMIN RPRTS (PROG/BUDGET/EXPEND/VEHICLE USAGE)	PAGIPD	23 CFR 450	470
OWP (TRANSP)	RESEARCH/DEVLP/DOCUMENT/MAINTAIN TRANP OF THE PAG OWP	PAGIPD	23 CFR 450	470
SPECIFIC PUBLIC PARTIC	IDENTIFY/PRVDE APPROP PUB PARTICIPATION OPPOR FOR TIP & RTP	PAGIPD	23 CFR 450	400
PROF ORGAN PARTIC & LEADERSHIP	PARTICIPATE IN TRANSP, PLANNING & ENGINEERING PROFSNL ORGS	PAGIPD	23 CFR 450	240
TRANSP IMPACT RPTS	PREPARE REPORTS QUALIFYING EXISTING & FORCAST TRAFFIC CAPACITIES & OTHER TRASPORTATION DATA	PAGIPD	23 CFR 450	870
TRANSP NETWORK PLOTS & DATA	PREPARE & CONVEY REPORTS OF TRAFFIC, USING PLOTS, GRAPHS, MAPS & TABLES TO DEPICT DATA	PAGIPD	23 CFR 450	830
PARTICIPATE ON OTHER CMTEs	PREPARE FOR & ACTIVELY PARTICIPATE ON SPECIAL STUDY COMMITTEES	PAGIPD	23 CFR 450-500	380
TRANSP SYS PERF MON & ASSESS	COLLECT, COMPILE, ASSESS, & REPORT ON TRANSP SYS PERFORMANCE	PAGIPD	23 CFR 450-500	3,400
TRANSP POLICIES	CONTRIBUTE TO POLICIES FOR PAG COMMITTEES & MEMBERS AFFECTING PAG AREA AT STATE LEVEL	PAGIPD	23 CFR 450-500	820

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STAFF FORMAL PAG COMMITTEES	PREPARE & ATTEND MEETINGS OF MGMT, REGIONAL COUNCIL, ENV, POP, RASP, BIKE PLAN, HPMS, TI	PAGTPD	23 CFR 450-500	1,490
PUBLIC INFORMATION	RESPOND TO REQESTS FOR INFORMATION (TRAFFIC COUNTS, POP, FORECAST VOLUMES, PROGRAM PROJECT)	PAGTPD	23 CFR 450-500	1,980
A/Q CONFORM ASSESSMENTS	ASSESS/DOCUMENT CONFORMITY OF TRANS PLAN & PROGRAM	PAGTPD	23 CFR 450-500	990
INTERVIEW & SELECTION PANELS	SERVE ON PAG & PAG MEMBER CONSULTANT & EMP SELECTION PANELS	PAGTPD	23 CFR 450-613	90
TRANSP NETWORKS	DEV/DOCUMENT/MAINTAIN NETWORKS DESCRIBING HWY & TRANS SYS	PAGTPDL R BRNCH	23 CFR 450-500	500
RTP	COORDINATE, DEVELOP THE REGIONAL 20 YR TRANSPORTATION PLAN	PAGTPDL R BRNCH	23 CFR 450-500	3,480
TRANS SIMULATION MODEL MAINT	MAINTAIN PAGTPD'S SIMULATION MODELS & THE TRANSPORTATION DATA	PAGTPDL R BRNCH	23 CFR 450-500	610
TIP AMENDMENTS	COORDINATE, DEVELOP, & PROCESS AMENDMENTS TO THE REGIONAL TIP	PAGTPDS R BRNCH	23 CFR 450	120
PUBLISH PAGTPD PRODUCTS	RTP/TIP/TRFC VOLS MAP/RDWY PERF ASSESS RPT/BIKE PLAN & HYDRLOGY MAP	PAGTPDS R BRNCH	23 CFR 450	450
TRANSP PROJECT PROCESSING	PROCEDURAL STEPS IN PROJECT PROCESS (CHNG ORDRS/FUND CAT APRVLS)	PAGTPDS R BRNCH	23 CFR 450	210
STATE CIP/TIP INPUTS	COORD PAG MEM REV & DEV OF LOCAL INPUTS TO STATE CIP & TIP	PAGTPDS R BRNCH	23 CFR 450-500	120
SOC-DATA SETS	DEV/DOC DATA SETS OF POP, EMP, INC FOR VARIOUS YEARS, BY TAZ	PAGTPDS R BRNCH	23 CFR 450-500	2,760
TRANSP ANALYSIS ZONE MAINT	MAINTAIN THE ZONAL SYSTEM USED FOR SIMULATION MODELING	PAGTPDS R BRNCH	23 CFR 450-500	310
TIP	COORDINATE, DEVELOP, & PUBLISH THE REGIONAL 5-YR TIP	PAGTPDS R BRNCH	23 CFR 450-500	690
			TOTAL HOURS:	124,718
			TOTAL PERSONS:	68.53 *
			* Calculated at 1,820 HR/YR	

TPD STAFF/EQUIPMENT REDUCTIONS

The following positions are recommended to be abolished due to mission alignment, transfer of responsibilities, or contracting of responsibilities.

ORG	POSITION	NUMBER	COMMENTS	SAVINGS
3010				
	Fiscal Srvs Spcl III	3261AAE	Vacant (DF)	\$22,480
	Fiscal Srvs Spcl III	3261AAE	Vacant (DF)	
	Clerk Typist II	2976AAN	Vacant	\$13,574
3012				
	Prog. & Proj Spec II	5535AA	Filled	\$32,915
3014				
	Mgmt Anal I	5746AC	Filled	\$26,003*
	Elec Tech III	5793AC	Filled	\$22,885*
3130				
	DOT Plan Prg Mgr II	2947AH	Filled	\$53,476
	Secretary	2975AA	Vacant	\$16,526
3140				
	DOT Plan Prog Mgr II	2918AH	Vacant (DF)	\$58,362
	DOT Plan Prog Mgr II	2918AH	Vacant (DF)	
	Planner III	2957AA	Filled	\$46,435
	Planner II	2923AA	Filled	\$34,643
	EDP Prog/Anal III	2924AA	Vacant (DF)	
	Planner II	2924AA	Filled	\$33,387
	Planner II	2959AA	Filled	\$33,392
	Planner II	2991AA	Vacant	\$37,880
	Planner I	2961AA	Filled	\$29,685
	Planner I	2979AA	Vacant	\$29,076
	Planner I	2983AA	Filled	\$25,639
	Rsch/Stat Assist	2986AA	Filled	\$21,141
	TR Traf St An	2964AAE	Filled	\$28,276
	Elec Tec III	5792AC	Vacant	\$22,884*
	TTFD	3596AA	Filled	\$21,482
	TTFD	3600BA	Filled (DF)	\$19,698

TTFD	3600AA	Filled (DF)	
TTFD	4317AA	Vacant (DF)	\$21,481
TTFD	3602AA	Filled	\$21,796
Admin Asst II	5172AG	Vacant	\$19,755*
Mgt. Ana II	5745AC	Vacant	\$27,000*

3220

DOT Plan Prog Mgr II	2932AH	Vacant (DF)	\$40,533
Res/Stat Anal I	2941AA	Vacant	\$29,076

3311

TR Eng Spec	5434AC	Vacant	\$32,000*
TR Eng Spec	5455AC	Vacant	\$32,000*
TR Eng Spec	5794AC	Vacant	\$32,000*

Highways Division - Materials Section

4845

State Service Intern	4089AG	Vacant	\$16,182
State Service Intern	4091AG	Vacant	\$16,182
State Service Intern	4090AG	Filled	\$16,182
State Service Intern	3833AG	Filled	\$19,314
State Service Intern	3842AG	Filled	\$19,314

*Federal funding

Total FTE Savings \$1,250,000
(Includes 25.5% ERE and
\$87,000 in Highways Division)

Equipment Savings

3140 - TPD

2 - cars	\$12,000
2 - HPMS vans	\$19,200
2 - Pickups	<u>\$24,000</u>
	\$55,200

Travel - TPD

3 TTFD X 150 X 50	\$24,000
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Revision date: 1/27/94
TPD/final.rpt