

**Vision:** Moving AZ. Becoming the safest, most reliable transportation system in the nation.

**Mission:** Connecting AZ. Everyone. Everywhere. Every Day.

**Agency Description:** The Arizona Department of Transportation is responsible for planning, constructing, and maintaining the State's transportation system.

The Department also provides drivers license and registrations services; is responsible for commercial vehicle enforcement and registration compliance; and operates the Grand Canyon National Park Airport.

**Executive Summary:** Our vision to be the safest, most reliable transportation system in the nation means we can't just be concerned with how to get through this week, this month, or even this year, but how to get through the next 3-5 years and beyond. What challenges are heading our way? And is our organization prepared for what is to come?

To address these issues, our strategic plan continues to focus on the following key areas:

**Transportation Safety:** implementing the most effective safety improvement countermeasures will help promote safe driving behaviors and reduce roadway crashes in high risk areas.

**Employee Engagement:** ensuring that our employee's basic needs are met and that they are inspired and enabled to function at the highest level will allow ADOT to thrive well into the future.

**Customer Value:** creating an enterprise-wide understanding of customer value and leveraging the customer-supplier relationship to improve and innovate our business processes will ensure we stay ahead of changing customer needs.

**Maximize Resources:** pursuing innovations and organizational efficiencies will save money, increase agency capacity, and lead to more investment in the transportation system.

### Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Promote Transportation Safety	2018	<ul style="list-style-type: none"> <li>Increased transportation safety and reliability</li> <li>Increased collaboration with industry to promote safe driving behaviors for initial drivers</li> </ul>
2	Build a Culture of Highly Engaged Employees	2018	<ul style="list-style-type: none"> <li>Achieved FY 2019 agency AMS target score of 3.0</li> <li>Increased employee engagement score from 1.8 to 3.4</li> </ul>
3	Deliver Value to the Customer	2018	<ul style="list-style-type: none"> <li>Reduced MVD office experience time from 57 minutes to under 25 minutes</li> <li>Reduced MVD Call Center <i>Speed-to-Answer</i> from 28 minutes to under 5 minutes</li> <li>Reduced VIN inspection time from 74 minutes to under 20 minutes</li> </ul>
4	Maximize Resources	2018	<ul style="list-style-type: none"> <li>Increased FY 2019 annual pavement treatment target from 3K miles to 6K miles</li> <li>Implemented countermeasures to reduce project scope changes and improve construction delivery timeframes</li> <li>Over 17,000 kaizen improvement ideas submitted and standardized by ADOT employees</li> </ul>

Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	Reduce roadway crashes and resulting fatalities and serious injuries on the transportation system	<ul style="list-style-type: none"> <li># fatal crashes per 100 million vehicle miles traveled</li> <li># injury crashes per 100 million vehicle miles traveled</li> </ul>	<ul style="list-style-type: none"> <li>Improve safety outcomes in the 50 highest crash locations</li> <li>Identify low cost/high impact projects to reduce bottlenecks and congested hot spots</li> <li>Inspect 50% of commercial carriers with Inspection System Selection (ISS) score of 75 or greater</li> </ul>
2	Grow and mature the agency's problem solving muscle	<ul style="list-style-type: none"> <li>AMS assessment score</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 3.0 or better on all AMS assessment elements</li> </ul>
	Eliminate the agency's market rate pay gap	<ul style="list-style-type: none"> <li>% regrettable attrition</li> </ul>	<ul style="list-style-type: none"> <li>Implement phase 1 of ADOT's market rate compensation improvement strategy</li> </ul>
3	Improve the end-to-end MVD customer experience	<ul style="list-style-type: none"> <li>MVD office experience time</li> <li>% online transactions</li> </ul>	<ul style="list-style-type: none"> <li>Minimize experience time by increasing opportunities for non-office transactions</li> </ul>
	Transition drivers to new Travel ID	<ul style="list-style-type: none"> <li>% of issued AZ driver's licenses that are REAL-ID compliant</li> </ul>	<ul style="list-style-type: none"> <li>Process 1.5 million new Travel ID's</li> </ul>
	Improve commercial vehicle operator experience	<ul style="list-style-type: none"> <li>% of offices offering CDL services</li> </ul>	<ul style="list-style-type: none"> <li>Ensure 90% of non-skills test CDL services available in all offices</li> </ul>
4	Effectively manage and maintain the transportation system	<ul style="list-style-type: none"> <li>% on-time design delivery</li> <li>% on-time construction</li> <li>% on-budget construction</li> <li>Miles of pavement treated</li> <li>% overweight commercial vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 100% design delivery</li> <li>Achieve 100% on-time construction delivery</li> <li>Achieve 95% on-budget construction</li> <li>Achieve 6,000 mile annual pavement treatment target</li> <li>Less than 5% unpermitted overweight commercial carriers</li> </ul>
	Establish ADOT right-of-way use policy for broadband infrastructure	<ul style="list-style-type: none"> <li>Completion of broadband ROW policy</li> </ul>	<ul style="list-style-type: none"> <li>Establish broadband ROW implementation team</li> </ul>