

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, we have focused our strategic plan 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"> Targeted countermeasures helping to reduce roadway crashes in high risk areas Improved electronic reporting helping law enforcement deliver faster and more accurate crash data New technology at ports-of-entries helping to improve and strengthen commercial vehicle safety inspections
2	Build a Culture of Highly Engaged Employees	2018	<ul style="list-style-type: none"> Achieved agency goal of all AMS elements at 3.0 or higher Deployed AMS training to 3,000 front line employees
3	Deliver Value to the Customer	2018	<ul style="list-style-type: none"> Implemented state-of-the-art MVD legacy system replacement Expanded the number of MVD services offered online Agency-wide service levels maintained and even exceeded throughout the COVID-19 crisis
4	Maximize Resources	2018	<ul style="list-style-type: none"> In FY 2020, 7,000 kaizen improvement ideas submitted and standardized by ADOT employees (Over 25K since inception) Exceeded annual target of 6,000 miles of pavement treated Established a Broadband Right-of-way implementation team

Strategy #	FY21 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"> # fatal crashes/injury crashes per 100 million vehicle miles traveled Percent crash reduction where countermeasures implemented 	<ul style="list-style-type: none"> Improve safety outcomes in the 50 highest crash locations Increase inspections on commercial carriers Maximize cross-agency opportunities to promote safe driving behaviors
2	Improve agency performance on all AMS elements	<ul style="list-style-type: none"> AMS assessment score 	<ul style="list-style-type: none"> Achieve average agency score on all AMS assessment elements
	Implement compensation strategies that improve the agency's ability to attract and retain the best talent	<ul style="list-style-type: none"> Employee engagement score % regrettable attrition % telework rate 	<ul style="list-style-type: none"> Deliver phase 2 compensation strategy Maximize telework utilization
3	Stabilize MVD automated systems and customer service operations	<ul style="list-style-type: none"> Wait time Non-office transactions Staffing target 	<ul style="list-style-type: none"> Expand ability for customers to obtain and pay for MVD services without going to an MVD office Maximize MVD workforce regardless of duty station
	Transition drivers to new Travel ID	<ul style="list-style-type: none"> % REAL-ID compliant driver's licenses 	<ul style="list-style-type: none"> Achieve REAL-ID driver's license issuance target
4	Operate and maintain the transportation system based on existing revenues	<ul style="list-style-type: none"> Maintenance Level of Service System condition rating % on-time project delivery 	<ul style="list-style-type: none"> Deliver asset management programs that protect existing infrastructure investments Manage projects for on-time and on-budget delivery
	Establish ADOT right-of-way use business model for broadband infrastructure	<ul style="list-style-type: none"> % model completed % program expenditures 	<ul style="list-style-type: none"> Program federal CARES Act funding for I-17 & I-19 broadband infrastructure