

**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:** The Arizona Department of Transportation (ADOT) has identified four strategic priorities to reach our vision:

**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>Targeted countermeasures helping to reduce roadway crashes in high risk areas</li> <li>Improved electronic reporting helping law enforcement deliver faster and more accurate crash data</li> <li>New technology at ports-of-entries helping to improve and strengthen commercial vehicle safety inspections</li> </ul>
2	Build a Culture of Highly Engaged Employees	2018	<ul style="list-style-type: none"> <li>Achieved agency goal of all AMS elements at 3.0 or higher</li> <li>Deployed AMS training to 3,000 front line employees</li> </ul>
3	Deliver Value to the Customer	2018	<ul style="list-style-type: none"> <li>Implemented state-of-the-art MVD legacy system replacement</li> <li>Expanded the number of MVD services offered online</li> </ul>
4	Maximize Resources	2018	<ul style="list-style-type: none"> <li>Annually, 7,000+ kaizen improvement ideas submitted and standardized by ADOT employees (Over 30K since inception)</li> </ul>

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	Reduce roadway crashes	<ul style="list-style-type: none"> <li>Crash report backlog</li> <li>Percent overweight CVS</li> </ul>	<ul style="list-style-type: none"> <li>Improve safety outcomes in the 50 highest crash locations</li> <li>Reduce unpermitted overweight commercial carriers</li> </ul>
2	Improve our ability to recruit and retain the best talent	<ul style="list-style-type: none"> <li>Percent regrettable attrition</li> <li>Percent remote capable</li> <li>Employee engagement score</li> </ul>	<ul style="list-style-type: none"> <li>Define and implement Work from Anywhere Program</li> </ul>
3	Maximize efficiencies and confidence in MVD service delivery	<ul style="list-style-type: none"> <li>Office experience time</li> <li>Level 2 call center hold time</li> <li>Number REAL-ID licenses issued</li> </ul>	<ul style="list-style-type: none"> <li>Improve customer experience time</li> <li>Transition drivers to Travel ID</li> </ul>
4	Improve/maintain the transportation system condition based on existing revenues	<ul style="list-style-type: none"> <li>Achieve project milestones</li> <li>Pavement treatments (miles)</li> </ul>	<ul style="list-style-type: none"> <li>Deliver federal and state funded life expansion projects</li> <li>I-10 improvements from Phoenix to Casa Grande</li> <li>I-17 expansion from Anthem to Sunset Point</li> <li>Install broadband on I-17 and I-19</li> </ul>
	Improve reliability of core business processes	<ul style="list-style-type: none"> <li>Incident Resolution Time</li> <li>Project Request Time</li> </ul>	<ul style="list-style-type: none"> <li>Improve IT processes</li> <li>Optimize ADOT Footprint</li> </ul>
	Finalize the transition of state fleet to ADOT	<ul style="list-style-type: none"> <li>Achieve transition plan milestones</li> </ul>	<ul style="list-style-type: none"> <li>Phase 1: complete transition of licensed over the road light duty fleet owned by ADOA</li> <li>Phase 2: transition licensed over the road light duty fleet purchased outside of ADOA fleet program</li> <li>Phase 3: Develop plan to incorporate rogue fleet</li> </ul>