**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

<table>
<thead>
<tr>
<th>#</th>
<th>Five Year Strategy</th>
<th>Start Year</th>
<th>Progress / Successes</th>
</tr>
</thead>
</table>
| 1 | Promote Transportation Safety      | 2018       | • 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       | • 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       | • Implemented state-of-the-art MVD legacy system replacement  
• Expanded the number of MVD services offered online |
<p>| 4 | Maximize Resources                 | 2018       | • Annually, 7,000+ kaizen improvement ideas submitted and standardized by ADOT employees (Over 30K since inception) |</p>
<table>
<thead>
<tr>
<th>Strategy #</th>
<th>FY22 Annual Objectives</th>
<th>Objective Metrics</th>
<th>Annual Initiatives</th>
</tr>
</thead>
</table>
| 1         | Reduce roadway crashes | • Crash report backlog  
• Percent overweight CVS @ POEs | • Improve safety outcomes in high crash locations  
• Reduce unpermitted overweight commercial carriers |
| 2         | Improve our ability to recruit and retain the best talent | • Percent remote capable  
• EE survey scores  
• Percent regrettable attrition | • Define and implement Work from Anywhere Program  
• Improve lowest scores on employee engagement survey  
• Reduce regrettable attrition |
| 3         | Maximize efficiencies and confidence in MVD service delivery | • Office experience time  
• Level 2 call center hold time  
• Number REAL-ID licenses issued | • Improve customer experience time  
• Transition drivers to Travel ID |
| 4         | Improve/maintain the transportation system condition based on existing revenues | • Achieve project milestones  
• Pavement treatments (miles) | • Deliver federal and state funded life expansion projects  
• I-10 improvements from Phoenix to Casa Grande  
• I-17 expansion from Anthem to Sunset Point  
• Install broadband on I-17 and I-19 |
|           | Improve reliability of core business processes | • Incident Resolution Time | • Improve core IT business processes  
• Optimize ADOT’s physical footprint |
|           | Finalize the transition of state fleet to ADOT | • Achieve transition plan milestones | • Phase 1: complete transition of licensed over the road light duty fleet owned by ADOA  
• Phase 2: transition licensed over the road light duty fleet purchased outside of ADOA fleet program |