

# The INSIDE

# LANE

A newsletter for employees of the Arizona Department of Transportation

DECEMBER 2019

VOLUME 4, ISSUE 5

45  
YEARS

Special 45th  
anniversary  
coverage

PAGES 10-12

**Maricopa traffic now flows over railroad tracks**

PAGE  
**3**



◀ Alicia Felix wins 2019  
Customer Service Award  
PAGE 4



◀ New remote-control  
skid-steer loader  
PAGE 9



◀ Photologging Arizona  
highways one mile at  
a time  
PAGE 11

**ADOT**

LEADERSHIP  
MATTERS

**H**ELLO, MY NAME IS **Randy Everett** and I am the Central District administrator. I have been with ADOT for nearly three years, and I have truly loved just about every moment of it. Before ADOT, I worked a great deal of my career with the Federal Highway Administration in several construction oversight, management and leadership roles. I am one of the lucky ones to have really enjoyed my career path and I am super happy to have arrived in my current position. When not at work, I enjoy a wonderful family of three beautiful children and some truly special friends. I golf a lot, play volleyball when I can and occasionally get in a softball league or tournament.

Central District is currently made up of about 100 construction professionals and 130 maintenance professionals. Because I am honestly surrounded by brilliance and outstanding work ethic in every one of those 230 individuals, I see my role in leading this group as more of a provider and enforcer of autonomy. I believe each and every one of the 230-plus people in Central District wants this district and ADOT to succeed, so my job, as I see it, is to give them the allowance to make that happen and then get out of the way and watch the magic materialize. I can genuinely say I am blown away by the work individuals in Central District do every day.

The Arizona Management System (AMS) journey in Central District has been steadfast, but certainly not without challenges. Every one of our 28 units has reached a Level 3 huddle board recently, and I am proud of that accomplishment. I have witnessed firsthand how the huddle boards play an important part in what we do. However, some successes in AMS bring with them what appear to be extra work in the form of documentation and additional effort. My purpose in leading AMS in Central District is to encourage and emphasize the positives that AMS brings while keeping the “extra work” component to a reasonable level. We are currently diving headfirst into 1:1 Coaching, and I have loved watching the Central District leaders formalize a concept that most are very good at doing it naturally. AMS has provided that formalization and structure that have helped us standardize what we do best. ■



**Randy Everett**  
Central District Administrator

The INSIDE  
LANE

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**Share your memories**

In honor of ADOT's 45th anniversary on July 1, 2019, we are inviting employees to share their favorite ADOT memories. Please fill out this [form on ADOTNET](#), and tell us all about your time with ADOT.



This photo, shot by Video Services Supervisor **John Dougherty**, shows the centerpiece of the State Route 347 project — a 500-foot-long bridge carrying traffic over the Union Pacific Railroad tracks and Maricopa-Casa Grande Highway. See more coverage on **Page 3**.

**CORRECTION**

An article, "Cameras on Snowplows," published in the November 2019 issue of The Inside Lane had the wrong information about the camera installation. The installation of cameras on 25 trucks should be completed by the end of summer 2020.

Maricopa celebrated the opening of State Route 347 in July with a ribbon-cutting ceremony and other festivities.



Photos: John Dougherty, ADOT Communications



The new SR 347 overpass carries vehicles over the Union Pacific Railroad.



When this photo was taken in July, SR 347 improvements were about 80% complete. Today, ADOT is adding finishing touches.

## Key improvements to State Route 347 keep Maricopa traffic moving

IT'S A COMMON annoyance — seeing those railroad crossing arms start to lower just as you're approaching. In the city of Maricopa, that was happening far too frequently for motorists, so ADOT stepped in to make things just a little better where State Route 347 meets the Union Pacific Railroad.

In Maricopa, trains traveling the Union Pacific Railroad used to cross the heavily trafficked intersection with SR 347 up to 60 times every day. On top of that, rail traffic stopping at a nearby Amtrak depot would also completely block traffic for up to an hour a couple times every week. It's not difficult to imagine the aggravation these stoppages caused local motorists while driving on SR 347, which serves as the main transportation corridor through this growing community.

In a partnership with the Federal Highway Administration (FHWA) and the city of Maricopa, ADOT recently built two bridges that now take local traffic over the railroad. Now that the

ribbon has been cut on the bridge, motorists have gone from 60-plus train stops per day to precisely zero.

But it wasn't so easy getting to that point. According to a 2018 census, the city of Maricopa has an estimated population of 50,024 and is the second-most populous city in Pinal County. Traffic averages more than 31,000 vehicles every day and is expected to nearly double by 2040. Closing the freeway during construction was therefore not a viable option.

Between working around traffic flow, stopping work to let trains pass and following very strict railroad rules and regulations, the project took a little longer than other similar projects. Now that the bridge is open — some work, including some landscaping and installing some signage, is still wrapping up — the motoring public no longer has to stop dozens of times every day to let trains pass. They also enjoy an additional lane in each direction and safer road configurations.

"People are happy they don't have to wait for the train anymore," said Senior Resident Engineer **Micah Hannam**. "They're certainly better off than they used to be. With the train crossing 60 times a day, at least, that's a lot of waiting they don't have to do anymore."

But ADOT couldn't do it alone.

"It was collaboration between ADOT, FHWA, the city of Maricopa and the Ak-Chin Indian Community," Hannam said. "We received special funding to make this happen. Everyone came together to address this need, which is going to significantly help the town." A \$15 million federal Transportation Investment Generating Economic Recovery (TIGER) grant covered a portion of the project's \$55 million cost, with Maricopa contributing about \$14 million. ■

~ Dani Weber, Senior Communications Specialist



The INSIDE

LANE

DECEMBER 2019

3

# ALICIA FELIX WINS 2019 CUSTOMER SERVICE AWARD

**C**USTOMER SERVICE is at the heart of so much of what we do here at ADOT. It ties into helping the driving public get their license, ensuring pavement is smooth and quiet, keeping rest areas stocked and clean, and so much more. Transportation System Management and Operations Contracts Management Supervisor **Alicia Felix** — the 2019 Customer Service Award winner! — knows exactly how important customer service is.

“I think customers just want to be heard,” Felix said. “They want to know you’re listening. If you can’t figure out their problem, then find someone who can.”

But listening is just the first tool in Felix’s customer service tool box. Using Arizona Management System tools, Felix has introduced new customer service processes to improve the delivery of contracts. Taking low-hanging fruit as opportunities to establish standard work and implement kaizens, Felix addressed issues with waste caused from overprocessing, overproduction and waiting.

Previously, it wasn’t always understood what was expected of team members during contract review meetings, which often caused confusion, duplicated

efforts, back and forth emails, phone calls, delays during the process, rework, and repeated meetings. So Felix created a contract review checklist to establish an upfront communication tool to prepare the reviewing staff. This list allowed the right preparations to be made to ensure that meetings are effective, efficient and productive.

“Lack of communication is the biggest challenge by far,” Felix explained. “Following up, responding — those are the biggest parts of customer service.”

Felix shows a passion for eliminating barriers and effectively, respectfully communicating with a wide diversity of customers every day. “You have to have your key elements,” she said. “If you don’t understand, ask. Write it down if you have to. Put it on your calendar. Your customers want to be heard, so treat them seriously.”

To better serve her customers in Maintenance, Felix has gone on several gemba walks of construction sites, maintenance yards and material labs to better understand their needs. Using that knowledge, she has helped develop clear and concise requirements for cost-effective contracts that improve her customers’ satisfaction.

“Providing assistance, handling issues and resolving problems to keep customers satisfied is often a difficult and demanding task, and Alicia has handled such situations with great professionalism and patience,” said TSMO Systems Management Group Assistant State Engineer **Jerry James**, who nominated Felix for the award. “Her attentiveness to her customer’s inquiries displays devotion to ensure that she produces results that best serve the customer’s needs before, during and after a contract is delivered.”

“One key element to customer service is having a manager who supports you,” Felix said. “Jerry helps me in every way so that I can give the best customer service I can.” ■

~ Dani Weber, Senior Communications Specialist



Joe Llarger, ADOT Communications

# KAIZEN KORNER

## KAIZEN 2020 CHALLENGE

Here's what you need to know: ADOT is aligning kaizens to the agency's long-term strategies. The goal is to have 7,200 Kaizens by June 30, 2020 with 100% participation by all employees. The goal is to have 50% of the kaizens align with the long-term strategies as identified in ADOT's Strategic Plan. Through Dec. 31, the focus is on transportation safety.

## KAIZEN COUNT

The number of kaizens submitted by ADOT employees so far this fiscal year is

# 2,215

For a complete breakdown by division, visit the [Office of Continuous Improvement page on ADOTNet](#).

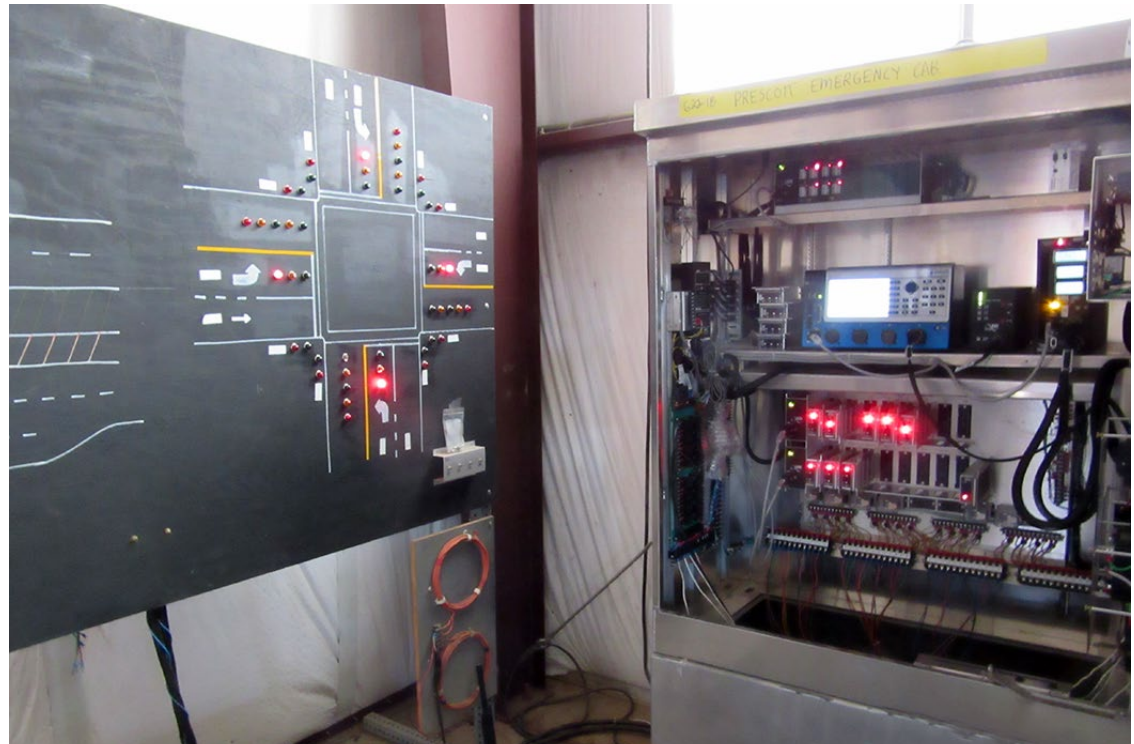
## Traffic signal cabinet training reduces troubleshooting time in the field

**E**VERY JOB requires some kind of hands-on experience, but most of those jobs also spend some time in the wading pool before throwing you in the deep end — traffic signal cabinet repair has, until recently, been the exception. To better prepare technicians for diagnosing and repairing traffic signal cabinets, the Transportation System Management and Operations team in Northwest District have devised a training course.

New technicians are required to become active with call-back duties. This requires complete and thorough knowledge of traffic signal cabinet operations to fully understand how a traffic signal functions. Typical hands-on training prepares a technician for call-back duties in about six months. The goal was reduce the amount of time to train a technician to be competent in troubleshooting in the field.

“Typically, there’s no training for traffic signal technicians, and most training is on the job,” Northwest Signals, Lighting and Technical Electric (SLATE) Manager **Trevor Eltringham** explained. “So it’s difficult to create technicians who are competent in the field quickly.”

Eltringham, along with SLATE technicians **Cole Estes** and **Jim Rust**, developed an in-house training program specifically for the traffic signal cabinets that ADOT uses because they all function similarly. The class aimed to break down the cabinets to their component level and to demonstrate how the



*Trevor Eltringham, Northwest District*

cabinet fails. The training lights and components in the traffic function exactly the way the technicians would see in the field.

However, Eltringham, Estes and Rust aren’t professional instructors, so building the training program was a challenge, according to Eltringham. They had to think not only of how best to prepare their students before sending them on their way, but also what sort of questions students might ask.

They eventually settled on a two-day traffic signal cabinet and backboard training, which trains technicians from a point of identification and operation of every piece of equipment. Most importantly, technicians practice in a no-fault, free-to-learn environment.

“Nothing can be accomplished in chaos,” Eltringham said. “This training gives technicians the ability to slow down the game and come at problems in a step-by-step process.”

With this new training program now implemented, technicians are becoming efficient in as little as three to four months. Technicians who have participated in the training are competent and knowledgeable field technicians by as much as a 20% decrease in time. The training has been well received from the technicians and other managers as well.

“We’re not just training technicians about the cabinets they’re working on,” Eltringham said. “We’re creating an environment to work through the things they’ll do on a daily basis.” ■

~ Dani Weber, Senior Communications Specialist

SAVE THE DATE!

**Celebrate the Loop  
202 South Mountain  
Freeway's completion!**

**CANCELED**

**When:** 10 a.m. to 2 p.m. Saturday, Dec. 21

**Where:** Loop 202 between Estrella Drive and Dobbins Road

**Activities:** Winter-themed and family-friendly activities with a chance to walk, run and ride a bike on two miles of the new freeway

*More details will be announced soon.*

John Dougherty, ADOT Communications



If you have an AMS moment or breakthrough to share, please send the information to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov) and provide a photo.

## AMS SPOTLIGHT BY DIRECTOR JOHN HALIKOWSKI

**CUSTOMER FOCUS.** Transparency. Accountability. Efficiency. According to **Sara Allred**, assistant transit manager in our Multimodal Planning Division (MPD), these words describe the new process of using the E-grants system to process planning invoices from Councils of Governments and Metropolitan Planning Organizations, which receive funds from both the Federal Highway Administration and Federal Transit Administration. Since the E-grant system's launch in June of this year, ADOT has reduced the reimbursement processing time from an average of 33 days to four days. So, how did the teams at MPD and Financial Management Services do it?

Before using the E-Grants system, planning managers would receive multiple invoices from grant recipients in transit and transportation as each finance line had to have its own invoice. The process to approve invoices lent itself to data entry errors, reworking of invoices and greater lag time in getting reimbursements paid. Can you say muda in overprocessing and motion?

Through a Plan-Do-Check-Act (PDCA) process, Transit partnered with Regional Planning to improve the system for the customers who were paying too many invoices. The teams designed a reimbursement form in the web-based system, E-Grants, that has fewer data entry fields, which

means fewer errors, less rework, and most importantly, less time needed by ADOT staff to review and approve the invoices entered into the system. Customers also have access to E-Grants so they can see the status of their grants, especially balances, and submit invoices



as needed per billing period. Planning managers

can review two-year work programs for each customer as E-Grants stores the documents, saving time in locating the information.

But the teams didn't create this new tool in a vacuum. ADOT used customer feedback and input from team members to design the reimbursement form in E-Grants that is customer-focused and efficient. It is transparent for all parties involved, and everyone is accountable for the work being performed.

I want to recognize **Sara Allred, Diane Ohde, Jill Dusenberry, Dan Gabiou, Clem Ligocki, Kara Sullivan, Angela Ringor, Alfa Pollack, John Wennes, Sally Palmer, Patrycja Kozaczka, Patrick Stone, Mark Hoffman, Jason Bottjen and Greg Byres** for their collaboration in creating the E-Grants system.

*John*

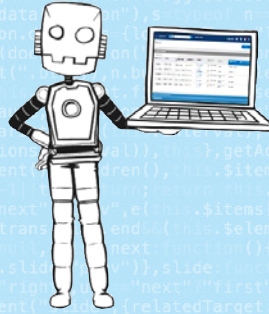
## New MVD information system's launch moved to January

The launch of the Motor Vehicle Division's new information system, MAX, has been rescheduled for Jan. 20 from Dec. 9.

"Our Modernization Team is putting the final touches on the system and we are working with our external stakeholders

to ensure everyone is ready to go live in the new system," said Motor Vehicle Division Director **Eric Jorgensen**. "The many users of MAX will have this additional time to gain more comfort with the system prior to the launch."

MAX will replace the 35-plus-year-old legacy system with a new personalized computer platform. MVD employees began receiving week-long training on MAX on a rolling schedule in June.



MAX is designed to be more user friendly and allow customer service representatives to do their work faster and easier.

The new MAX platform will enable CSRs to save customers' documents and the work in progress. Any CSR will be able to resume working on the customer's services later, which is something the old system didn't allow. MAX also will provide seamless interaction between partners, such as law enforcement, courts and vehicle dealers.

More information will be available in the coming weeks. ■

~ Lori Baker, Senior Communications Specialist

WINNER

WINNER!



**WE HAD A GREAT** response to last month's ADOT Jumble! Many of you solved the puzzle and submitted your answers; however, there can only be one winner. Congratulations to Northwest Phoenix MVD Customer Service Representative IV and On-the-Job Training Lead **Rachel Wieneke**, whose name was selected from a random draw of entries. She received a special gift bag from Internal Communications Director **Kathy Boyle**, including an Arizona Highways 2020 desk calendar, ornament and magazines, as well as a stress ball, cup and other great gifts. ■

### ADOT JUMBLE

**Answers:** 1. Picture; 2. Kangaroo; 3. Mechanic; 4. Walls; 5. Gym

**Final answer:** It was only his second day on the job, but Brad was already annoyed by his new coworker Janet. She still wouldn't tell him where the break room was and only seemed interested in: Playing games.

Photo: Kathy Boyle, ADOT Communications



## Arizona Highways magazine receives 17 national awards for excellence

Arizona Highways magazine was a big winner in the International Regional Magazine Association awards. Published by ADOT, the magazine took home 17 awards at the group's national conference in North Carolina in October.

The magazine captured two first-place gold awards for longtime contributor Annette McGivney's article about ancient agaves and Managing Editor **Noah Austin's** article about a ballgame.

This is the fifth consecutive year that the magazine captured at least 16 awards. Read more about the awards in the [Arizona Highways magazine article](#) and an [ADOT press release](#). ■

The INSIDE

LANE

DECEMBER 2019

# LET'S END 2019 ON A SAFE NOTE



Dallas Hammit

**T**HIS YEAR is almost over — can you believe it?

As 2019 winds down, many of us have plenty of holiday parties, events and family gatherings to attend. All those end-of-the-year festivities can be fun, but let's make sure we end this year safely.

Before you head out on the road, it's worth taking some time to plan ahead. If you're attending a holiday party, please make sure you have a safe ride home.

### Drive Sober or Get Pulled Over

Across the country, 10,511 people died from drunk-driving crashes in 2018, according to the National Highway Traffic Safety Administration (NHTSA). There are no excuses. If you have been drinking, don't drive. Here are some tips from NHTSA on how to plan ahead:

- Plan your safe ride home before you start the party. Choose a nondrinking friend as a designated driver.
- If someone you know has been drinking, do not let that person get

behind the wheel. Take their keys and help them arrange a sober ride home.

- If you drink, do not drive for any reason. Call a taxi, a ride-sharing service or a sober friend.
- If you're hosting a party where alcohol will be served, make sure all guests leave with a sober driver.
- Always wear your seat belt—it's your best defense against impaired drivers.
- If you see an impaired driver on the road, contact local law enforcement. Your actions could help save someone's life.

I encourage all of you to reflect on ways you can be a safer driver year-round. For more safe-driving tips, please check out our [Focus on Driving website](#). As always, please share what you learn with your family and loved ones.

I hope this holiday season is happy for you and your family. Safely home! ■

~ Dallas Hammit, Deputy Director for Transportation





Tech 3 **Orlando Romero** from the Avondale maintenance yard unit 5477 uses the new remote-control skid-steer loader to clear out culverts.



The new remote-control skid-steer loader is used for cleaning confined spaces, such as box culverts as small as 4 feet high.



## NEW REMOTE CONTROL SKID-STEER LOADER PROVIDES BIG SAVINGS IN TIME AND MONEY

**W**HEN AVONDALE Maintenance used the newly purchased remote-control skid-steer loader for the first time, the results were impressive.

The Avondale team cleared out a four-barrel box culvert that was 75% filled with debris. A vendor service team had quoted \$236,000 and 63 days to complete this project. The Avondale team cleaned and inspected the culvert within just four days. This saved the state more than \$100,000, even after recouping the cost of the equipment itself. And this was just the first job, said ADOT Highway Operations Tech Supervisor **Mark Kilian** for Avondale Maintenance.

Central District purchased the remote-control skid-steer loader to clean confined box culverts as small as 4 feet high, which could not be accessed with standard equipment. Confined box culverts are located in ADOT rights of way and help move stormwater under highways and roads.

“Along with excessive amounts of dirt and debris that collected in these culverts, there can be homeless camps, wildlife and water pollutants,” Kilian said.

The new machine also can be beneficial in larger culverts because the remote control access allows the area to be cleared out without a worker being exposed to engine exhaust and other air pollutants in a confined space, he added.

The remote-control skid-steer is being used to clean all box culverts in the Avondale Unit’s service area. In addition to cleaning culverts, it can do regular landscape maintenance work. Once completed, the machine will be shared with other units to perform similar tasks, Kilian said. ■

~ Lori Baker, Senior Communications Specialist

Photos: **Joe Rollinger**, Avondale Maintenance

## THANK YOU, ADOT

*Stranded motorists thank ADOT employee for coming to their aid*

**AFTER LEARNING** her elderly mother broke her leg, Teresa Moore and her husband, Terry, changed course from driving to California and headed back toward Tennessee. As they drove through Arizona on Interstate 40, their vehicle hit something in the road and their brand-new tire blew out.

The couple, both 68 years old, were stranded alongside a busy highway and a thunderstorm was headed their way. As they unloaded their SUV to find the spare tire, they saw a truck with flashing lights approach. This truck had been on the other side of the freeway and it crossed over to help them.

ADOT Signals, Lighting and Technical Electrical (SLATE) Technician **Jermey Hill** had arrived to help out. As part of the SLATE group, he usually focuses on electrical issues. But he jumped right in and changed their tire in about 30 minutes.

The Moores were so impressed with Hill’s assistance they wrote a thank-you note to his supervisor, **Patrick Green**, to express their gratitude.

“He (Jermey Hill) even helped us reload all our stuff back into the car and made sure we were prepared to try and make it to Albuquerque,” Teresa wrote. “Please convey our sincere thanks and appreciation to Jermey and to all your coworkers who put their lives on the line every day.”

Read the [entire thank-you note on ADOTNet](#). ■

~ Lori Baker, Senior Communications Specialist



**Jermey Hill**

Randy Beecroft, TSMO

## SHANE LAWSON

Senior Security Engineer  
Business Operations  
20 years

### ADOT MEMORIES

#### What is your favorite ADOT memory and why?

My favorite ADOT memory is when I helped save the life of a Department of Public Safety officer who was pinned against a wall by his motorcycle after a car crash in 2010. I was driving an ADOT vehicle and traffic

was very busy that day. I saw the crash happen ahead of me. I reacted instinctively and blocked traffic from the vehicle and motorcycle. I went to the driver, who was in shock, and shut off her car. I ran back to the officer, who was barely conscious, and I kept talking to him to keep him awake. While this was all happening, I called 911 and the emergency crews came. The officer thanked me for what I did on the spot and later by phone.



That day was a memory I will always remember as being part of the ADOT and DPS family. I had a chance

to show what I was made of and do the right thing for both the officer and the driver, with moments precious, representing ADOT in a great light as protectors of the public. I was featured in ADOT's employee newsletter at the time, [TRANSEND](#). DPS officers called and thanked me for my heroism, which I told them, I would expect from everyone, as I have a wife and children to make it home to.

#### How has your job changed?

Technology is a constant, always changing. Information resources are more readily available, making learning viable and hands on. In the early days, each department had their specialization, and information was not

transparent. New management systems and employee engagement have really made huge improvements.

#### How has the transportation industry evolved?

Geographic Information System mapping, self-driving vehicles, better materials, computers in cars, tracking, roadside alerts, alert systems to phones, you name it ... evolution is in the making.

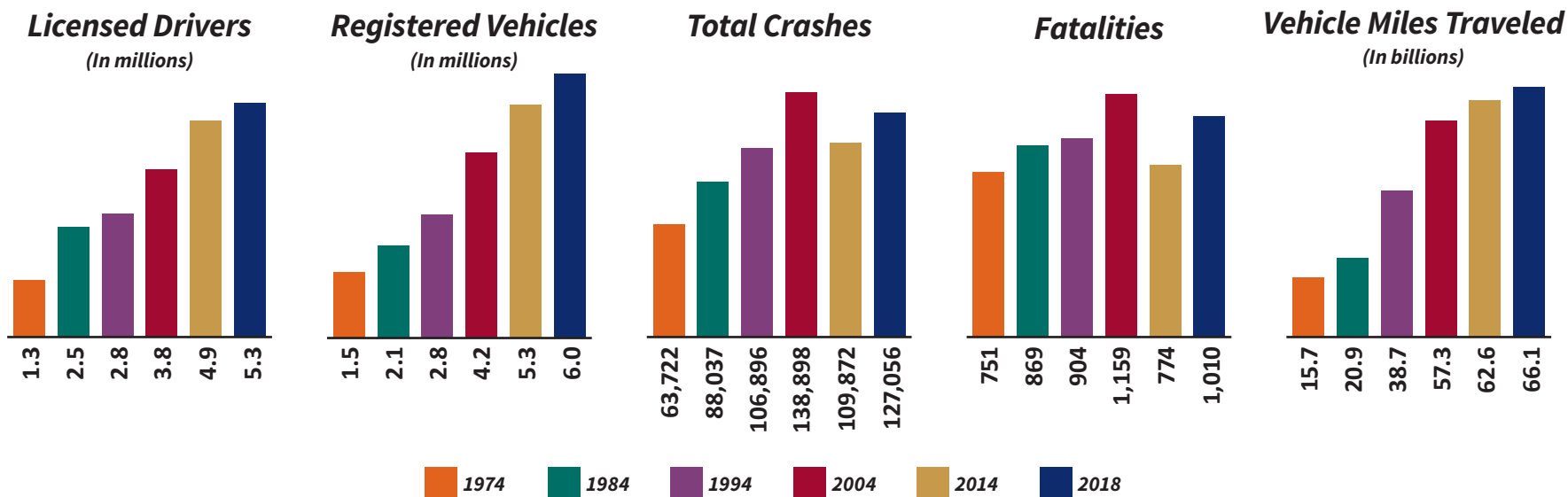
#### What do you like most about working for ADOT?

The really good people who come in every day to make a huge difference. Ideas are now encouraged and accepted. ■

~ Lori Baker, Senior Communications Specialist

## ARIZONA HISTORICAL TRENDS

This chart compares the number of licensed drivers, registered vehicles, miles driven, crashes and fatalities since ADOT was created in 1974. Reducing the number of crashes, serious injuries and fatalities begins with drivers making safer decisions. More details are available at [azdot.gov/crashfacts](http://azdot.gov/crashfacts)



# Photologging Arizona highways one mile at a time

**R**obert Bush has traveled more than 200,000 miles visually documenting state and federal highways in Arizona.

Bush, who is now a Geographical Information Systems (GIS) specialist, reminisces how he and coworkers used a photolog van mounted with video cameras from 1991 to 1993 to record every highway mile in both directions. The VHS tapes were distributed to ADOT district offices, where the footage was reviewed to prioritize maintenance and construction projects. The video technology was a big improvement over the 16-millimeter black and white film camera strapped to the windshield in the first photolog van in the 1970s in ADOT's early years.

A photolog provides images from a driver's eye level to provide a permanent record of a

specific highway location at a given time. It includes the type of surface and condition, pavement markings, signage, signals, guardrails, vegetation growth and structures that may obstruct the view of drivers.

After leaving in 1993 to further his education, Bush returned to ADOT in 2003 as a transportation photolog specialist, and he started using digital cameras instead of VHS tapes in the photolog van. By 2009, the new van was outfitted with high-definition cameras, lasers, computers and a GPS device that recorded the locations.

"We were on the road five or six months a year. We worked four 10-hour days and logged about 300 miles a day," Bush said.

They drove more than 23,000 miles a year, capturing about 4 million images that

were used to create a historical record of Arizona highways.

Various ADOT divisions use the photolog data. Rather than traveling to a remote stretch of a highway, striping crews could see what areas need new striping, and a maintenance group could determine what kind of guardrail materials would be needed, Bush added.

Bush and a coworker continued to photolog the roadways through 2016 when the service was contracted to a vendor.

With technology rapidly evolving, ADOT decided it was more cost effective to use a vendor for the photologging and data extraction, said ADOT [Geospatial Analysis Section](#) Manager **Patrick Whiteford**.

"We weighed the purchase of a new van and about \$1 million in equipment versus contracting it out. Technology changes so rapidly that staying current is very expensive," he added.

Data Analytics Manager **James Meyer**, who is project manager for ADOT's vendor, Fugro,

said the current system not only is more cost effective, but provides more timely, higher-quality data. Fugro uses its [Automatic Road Analyzer](#) vans to document Arizona highways. Pavement and asset data is accessible through Fugro's web application and is shared across the agency. Besides ADOT, other groups using the photolog data include the Arizona Department of Public Safety, Arizona State Parks, Arizona Game and Fish Department, and Arizona Attorney General's Office, as well as city and county governments.

ADOT's roadway images also are available to anyone through [Mapillary.com](#). Mapillary allows for the hosting and sharing of the photolog images free of charge. ADOT is one of several DOTs that provide street-level imagery. ■

~ Lori Baker, Senior Communications Specialist



This photolog van was used by ADOT in 2013. It was outfitted with high-definition cameras and lasers mounted on top of the van.



ADOT Communications

This 2006 photo published in *TRANSSEND*, ADOT's employee newsletter at the time, shows **Robert Bush**, a photolog technician, using a monitor to check photographs and critical data as the photolog process occurred.



This is the view on Interstate 8 from footage shot in the photolog van in 1974 when ADOT was created.



Fugro

This Automatic Road Analyzer van is currently used by Fugro, a vendor that provides ADOT with videologging of its highway assets.

# ADOT'S LOGO HAS EVOLVED SINCE 1974

*ADOT has been represented by four very distinct logos over the last 45 years. Each one has helped the agency to create an identity and build public awareness, which is exactly what a well-designed logo is supposed to do.*

~ Angela De Welles, Senior Communications Specialist



## 1974-1995

This logo was designed by ADOT graphic artist **Lillian Becker** back in 1974 when the Arizona Highway Department [officially became ADOT](#). According to a 1995 issue of Newsbeat, ADOT's employee newsletter of the day, elements of the logo signified different parts of the new agency:

*"One of the vertical lines represented a highway and the other a runway. The bottom horizontal line represented mass transportation, which was a new responsibility for ADOT during the 1970s."*



## 1995-1999

While it stayed around for only four years, this logo was one that employees were excited about in 1995, according to Newsbeat.

The newsletter quoted an employee representative saying that the idea for the new logo was to take on a "modern corporate look that was less stuffy."

According to Newsbeat, the Executive Quality Council worked with ADOT graphic artists, who developed about 60 ideas for a potential new logo. A "special logo team" picked six logos and sent out ballots with the choices.

Newsbeat reported that 53% of ADOT employees responded, and the winning logo received 1,027 votes, or about 43% of the responses.



## 1999-2012

When ADOT celebrated its 25th birthday 20 years ago, this logo was adopted to take the agency into the new millennium.

According to a 1999 issue of Mileposts, the employee newsletter of the day, ADOT Director **Mary Peters** challenged a nine-member team to develop a new logo that "would work well with an aggressive marketing plan and improve the image of the agency both in the public sector and within the agency." ADOT graphic designer **Ron Loar** was quoted by Mileposts, describing the design.

*"We were after a contemporary design ...The new logo breaks away from a traditional government look and achieves a corporate look in keeping with current graphic design trends."*

The logo's colors — plum and teal — were chosen, according to Mileposts, for their overall appeal and because they are representative of the Southwest.



## 2012-PRESENT

In 2012, it was determined that the agency's logo was outdated and didn't adequately represent ADOT as a progressive multimodal agency. This logo, which is still in use today, is a streamlined interpretation of the former logo that focuses on the ADOT text element. Today's logo reinforces ADOT name recognition while removing the former logo's immediate association with only roads. ■

Did you know there are rules related to the ADOT logo? Find them all in the [ADOT Style Guide on ADOTNet](#). Check out the new blue logo and other logos in [Approved ADOT logos on ADOTNet](#).

