

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

JULY 2018

VOLUME 2, ISSUE 12



In this month's leadership column, Director John Halikowski focuses on the agency's accomplishments as another fiscal year wraps up.

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ADOT

LEADERSHIP

MATTERS

IN STATE government, there are two “end of the year” times. Of course, there is December, but we also look at years on the fiscal calendar, which runs from July 1 to June 30 of each year. As we bring the 2017-2018 Fiscal Year to a close in a few days, I commend all of you for a productive year at ADOT. All around the agency, I believe, through the Arizona Management System, we are becoming more efficient and effective at our work — especially the work most highly valued by our customers.

You can be proud of the many accomplishments we have made this year. Here are just a few highlights:

- The installation of the first-in-the-nation wrong-way driver detection system features thermal cameras, lighted wrong-way signage at exit ramps and messages on overhead digital message boards on a 15-mile segment of Interstate 17. Preliminary results are promising as we have had zero wrong-way vehicle entries onto the mainline of I-17. An accompanied communications campaign, “Drive Aware, Get There,” has educated the public on what to do to avoid a crash with a wrong-way driver, coupled with the new ADOT Alert app to send messages to drivers. However, we can all do our part to ensure impaired drivers don’t get behind the wheel.
- The agency had a successful legislative session. You can read more on page 3 where you will find a brief recap of the session and the bills that passed in our favor.
- You have implemented more than 5,200 kaizens, exceeding the 5,000 goal set by Lean Executive Sponsor Scott Omer. We made significant strides in improving our processes, which in turn ensures we are meeting the needs of our customers. Whether it is reduced wait times at our Motor Vehicle Division offices to getting our road and bridge projects ready for design, bid and construction faster (while still maintaining safety), to an audible alert system in our equipment services’ shops translates to

better efficiency in supplying parts, to offering more services electronically throughout the agency — all these efforts signify how this agency has embraced the principles behind the Arizona Management System.

- Collaboration across state agencies, including the departments of Administration, Corrections, Forestry and Fire Management, State Parks and Trails, the Arizona-Mexico Commission, Tourism, and the Arizona Commerce Authority, showcases our ability to share best practices and work together for the people of Arizona.
- The results from the 2018 Employee Engagement Survey are moving in a positive direction. I am pleased with our 100 percent participation rate and 3.1 engagement score. ADOT was one of only a few state agencies that saw an increase in participation and engagement scores. While our senior leadership team is still reviewing the feedback from all of you, I want you to know I appreciate your efforts in being engaged and sharing how to make this agency better.

With summer upon us, I ask everyone to watch out for each other. Make sure you stay hydrated, and wear sunscreen and protective gear if you’re working outside. I want you to be able to go home to your families safely every day.

Thank you for your dedication, hard work and support. It’s all of us working together in Connecting AZ. Everyone. Every Day. Everywhere. ☑



John S. Halikowski
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The INSIDE LANE

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The Inside Lane is published monthly for the employees of the Arizona Department of Transportation by ADOT Communications.

Address all comments and suggestions to InsideLane@azdot.gov.

A web version of this newsletter can be found on ADOTNet or at azdot.gov/InsideLane.

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Share your best cover shot

Do you snap shots that show off the scenic side of transportation in Arizona? Share them with us and we might put your photograph on the next cover of The Inside Lane.

It can be a great picture of an MVD office, a beautiful highway shot or even an artsy photo of construction materials. Whatever the subject, the photo should highlight some aspect of the work happening here at ADOT.

Submit your original, digital photographs to InsideLane@azdot.gov in JPEG format (no larger than 10MB). Along with the photo, please provide a brief description and your name/title.



This collage of photographs highlights the work being done every day by ADOT employees around the state.



How ADOT fared during the recent legislative session



“**SUCCESSFUL**” said Government Relations Director John Carlson and Legislative Liaison Bill Fathauer in describing the recent legislative session for ADOT. The agency’s legislative team was busy getting agency bills through the legislative process plus monitoring and working with stakeholders on other bills with a direct impact on the agency. When it comes to ADOT’s three bills (Senate Bills 1200 and 1287 and House Bill 2317), “all passed with strong support,” said Carlson.

Here is a brief summary of the primary bills of importance to ADOT and what it means to the people of Arizona.

SB 1200: Transportation revisions

This bill demonstrates ADOT’s continued commitment to Gov. Doug Ducey’s directive that state agencies continually look for ways to streamline their statutes and internal rules/regulations. With this bill, the department has eliminated roughly 20 percent of its entire administrative rulemaking authority. Additionally, the bill also eliminates two advisory committees (the ADOT Medical Review Board and the Parkways, Historic and Scenic Roadways Advisory Committee) and allows the director to consult with existing state medical boards and transfers its duties to the State Board of Geographic and Historic Names, respectively. Finally, it conforms state law to the Interstate Fuel Tax Agreement’s penalty and interest provisions, which will prevent Arizona truckers from being charged more when they violate the agreement. This bill will be fully implemented by the end of June 2019.

SB 1287: ADOT revisions

ADOT is in the middle of a major overhaul of the Motor Vehicle Division’s database system, which will provide it with a modern system at no cost to the taxpayer. This new system will allow MVD to do things that the old system

could not handle, and this new capacity required clarifying authority in statute. This bill allows ADOT to send even more department correspondence (i.e., corrective action notices and other things) electronically to customers. It allows the director to pilot and implement digital driver licenses, registration cards and license plates as that technology becomes available. It also allows MVD to allow its customers to set up secure, online financial accounts where unused Vehicle License Tax monies can be credited to them and either a) utilized for future transactions with the department or b) dispersed to them. The bill also creates additional efficiencies, such as letting law enforcement destroy confiscated credentials themselves rather than send them to MVD, eliminating the unnecessary nonresident commuter decal, etc. This bill will be fully implemented when the new system is ready to go live in late 2019.

HB 2317: Disability plates, permanent placards

This bill removes an unnecessary burden on Arizona’s disabled community. Currently, an individual who has been medically designated as permanently disabled must still physically come into an MVD office every five years to renew their disability placard. The bill would eliminate the renewal process and stipulate that the holder’s placard is valid for as long as they are qualified for it. Under the bill, ADOT will conduct monthly checks of state and federal vital records databases to ensure that the list of qualified individuals is kept up to date.

SB 1065: Commercial vehicles, ports of entry

This bill directs ADOT’s portion of the \$75 overweight permit fee collected at the ports of entry in Nogales to go toward projects like the State Route 189 expansion, which heavily impact the port of entry’s efficient operation. It also allows the city of Nogales (mirroring language allowing Santa Cruz County to do the same) to enter into

an agreement with the department to put a portion of the monies they receive from the \$75 overweight permits toward the same projects. ADOT expects the combined revenue will generate approximately \$1.5 million annually.

HB 2166: Vehicle fees, alternative fuel vehicles, VLT

This bill requires the director to set a fee that will be paid when an individual registers their vehicle. The legislation referred to the fee as a highway safety fee. The fee will pay for the Department of Public Safety’s highway patrol and, by establishing such an independent source of funding for DPS, moves Arizona closer to no longer utilizing Highway User Revenue Fund funds for that purpose. Additionally, the bill also creates greater parity between regular and alternative fuel vehicles in vehicle license taxes (VLT). ADOT expects to have the new highway safety fee established early next year. The change in VLT for alternative fuel vehicles begins in 2020.

HB 2243: Wrong-way driving, violation, DUI

This bill helps accomplish a major priority stated in the Governor’s State of the State address this year – mitigating wrong-way driving incidents. The bill creates a civil traffic violation for driving the wrong way on a controlled-access highway and requires an individual found guilty of said offense to pay a civil fine of \$500 and attend a mandatory Traffic Survival School course. Furthermore, it creates a new aggravated DUI offense for

any individual who drives the wrong way while impaired – the new DUI offense is a Class Four felony that could result in up to 2 ½ years in jail and up to \$150,000 in surcharges, with a guaranteed minimum of four months of incarceration.

SB 1254: Budget procedures, budget reconciliation

One of the legislative budget reconciliation bills, it eliminates the requirement for certain specialty license plates to be issued in pairs. The bill does, however, give the director the authority to set a fee by administrative rule for an individual who wishes to receive a second plate to purchase one. ADOT is currently meeting internally to determine what the fee should be and by what process an individual will request a second plate; expected implementation is late 2019.

HB 2575: License identifications, homeless veterans

This bill exempts homeless veterans without a fixed address or whose address is a homeless shelter from the fees associated with receipt of a driver license or nonoperating ID card. As of 2017, the Arizona Department of Veterans Services estimates a total of fewer than 1,000 homeless veterans in the state.

All bills have an implementation date of Aug. 3 unless noted in the summary. ■

~ William Fathauer, Government Relations Specialist and Kathy Boyle, Assistant Communications Director

Yuma Maintenance Shop wins 2018 Green Shop Award

1 It was a narrow victory, but the Yuma Maintenance Shop is the winner of the 2018 Green Shop Award! On June 8, Tucson Shop Foreman Harry Edwards passed the torch to this year's winner, Yuma Maintenance Shop.

2 When the award started 10 years ago, maintenance shops were only 60 percent in compliance with environmental standards. Today, all of ADOT's maintenance shops are above 90 percent in compliance.

3 The Yuma Maintenance Shop commissioned special coins for each member of its team.

4 The Yuma Maintenance Shop will hold the Green Shop title for two years. "I'm very proud," Tucson Maintenance Shop Manager Harry Edwards said. "We're passing you the torch — so you can hand it back next time!"

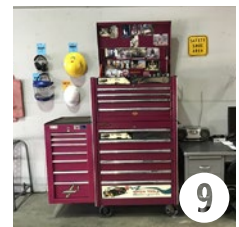
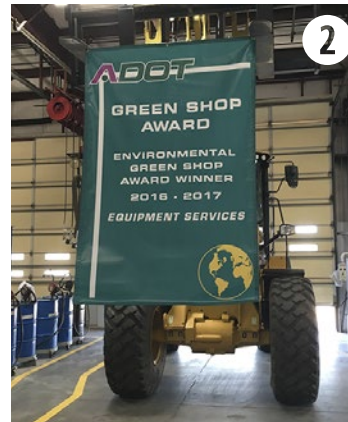
5 The Funnel Buddy catches oil as it slowly drips over time, saving oil and preventing it from entering the groundwater.

6 Yuma Maintenance Shop team members enjoyed a sweet treat for their achievement.

7 Administrative Services Director Sonya Herrera said, "The Yuma Maintenance Shop has used their huddle board to track their 5S process, and it's been very effective. We want to implement it as a best management practice."

8 "When we first started the process of improving the shop," said Yuma Maintenance Shop Manager Charles McKinley, "I was blindfolded and had the team walk me across the shop as a team-building exercise. It was fun, but I thought I was gonna die! Today, it's a very different story, and it's all thanks to my team. They're the ones who did this."

9 Auto Technician Al Zavala has worked at the Yuma Maintenance Shop for 16 years and said, "The biggest improvement is the organization and the labeling. There used to be boxes all over the place. Now I can find everything I need immediately."



Dani Weber, ADOT Communications

Needle Mountain maintenance crew gets an A+ in 5S

Yard is undergoing a transformation

THE NEEDLE Mountain Highway Operations Maintenance crew recently overhauled their workspace using the 5S organizational method and, just in case the before-and-after photos aren't speaking for themselves, the results were incredible...

"Needle Mountain went above and beyond," said Senior Transportation Lean Coach Brad Burgess. "They really took this to heart."

Burgess and Alex Durazo, ADOT's transportation Lean coach for the Northwest District, led a one-day 5S kickoff event with the team back in March. The event, which included 5S training, a Gemba walk and hands-on demonstration, represents a new way to start 5S projects.

"The idea behind the 5S kickoff concept is that we walk them through the steps of 5S for a small area and then schedule a follow-up visit in 30 to 45 days to check progress on other areas. It provides an opportunity to take what they learned and apply to the rest of their yard,"

Burgess explained. "Alex did the follow-up in late April and to say they exceeded the expectations would be an understatement. It is amazing to see the amount of proactiveness, kaizen-thinking and attention to detail they put into the numerous different areas of their maintenance yard."

Secret to their success

Maintenance Supervisor Jeffery Baumeister said the team quickly saw the value in 5S, and that made all the difference.

"I think that the whole team buying into it and understanding what it was for has benefitted everybody," he said.

Beyond just sorting and setting things in order, the team fabricated many new devices to organize some of the shop's unique equipment, including a station for the many grease tubes used by the crew to lubricate vehicles

and heavy-duty equipment. The team also color-coded their socket sets, organized the yard's extra tires, built racks for their many tools and designated a space for a drill-charging station.

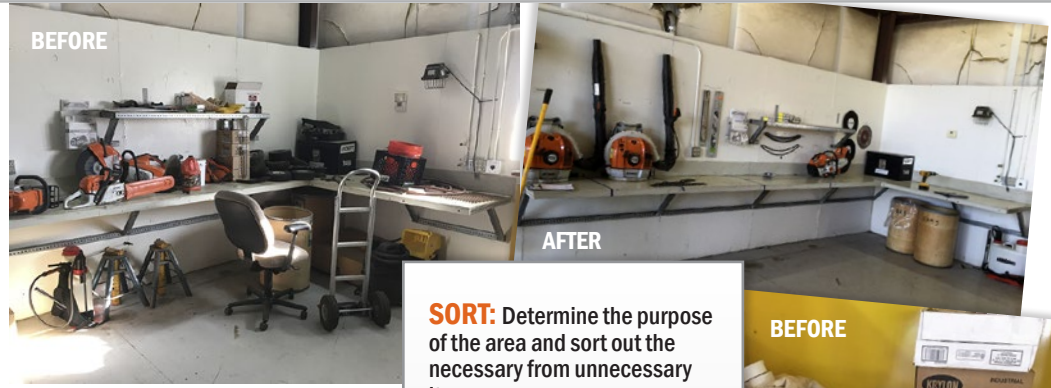
Baumeister says he wants other groups within ADOT to know that big changes are possible.

"Don't get discouraged. It's a big task when you first start out on it," he said. "The best thing I could tell anyone is to just take it one day at a time and to set small goals."

Team Lead Casey Wilde has worked at ADOT for almost 30 years and says he appreciates that the agency is encouraging employees to organize their workspaces and, more importantly, giving them time to do it.

"With 5S, it has allowed us to think more about how to organize the space and make it user friendly," he said. "It's a lot nicer when you go to do some kind of project and your stuff is organized and right there." ■

- Angela De Welles, Senior Communications Specialist



SORT: Determine the purpose of the area and sort out the necessary from unnecessary items.

SET IN ORDER: Work to remove all trash and plan new arrangement.

SHINE: Clean the workplace regularly to maintain standards and identify defects.

STANDARDIZE: Create a place for everything to ensure easy access and identify nonconformance.

SUSTAIN: Maintain the standard and continue to improve every day.



Alex Durazo, IDO



The crew continues to 5S their yard, including a small engine repair area and HAZMAT lockers. Alex Durazo, IDO

MVD employees handle Travel ID rush

ADOT MVD employees have done a fantastic job meeting the demand for customers who are getting the Voluntary Travel ID. This credential replaces a standard driver license and will be useful for anyone who travels by air because as of Oct. 1, 2020, the Transportation Security Administration won't accept standard Arizona licenses or IDs.

While that date may seem to be well in the future, the fact is that there are fewer than 600 business days remaining for MVD to handle the potential demand for the Voluntary Travel ID.

In May, ADOT Communications sent out an email message to more than 1.6 million MVD customers urging them to consider converting to the credential. Reaction was instant as customers started contacting MVD offices to set up an appointment.

Prior to May, MVD would process anywhere from **3,000 to 4,000** Travel IDs a month. After the GovDelivery message was sent, **more than 10,000** Travel IDs were issued during the month!

MVD employees accomplished this increase without any degradation in service, fulfilling the MVD vision to get Arizona out of line and safely on the road. ■

~Doug Nick, Assistant Communications Director

ADOT Arizona Voluntary Travel ID ISSUANCE PROCESS

AT HOME

STEP 1 Application Complete [Voluntary Travel ID application](#)

STEP 2 Plan Office Visit Schedule [appointment](#) at an MVD office or Go anytime to an [Authorized Third Party Driver License office](#) (most are open on Saturdays)

STEP 3 Identification Gather [original identification documents](#) (Bring them with you to the office)

- ▶ Birth Certificate or U.S. Passport (to establish legal presence)
- ▶ Social Security Card or W-2 form (to confirm Social Security information)
- ▶ Proof of Residency (two documents with your current address, such as bank statements or utility bills)

AT MVD OR THIRD PARTY OFFICE

STEP 1 Photo Check in and get your photo taken

STEP 2 Review Application Review your identification documents (bring your originals) and your application with a service representative

STEP 3 Payment \$25 for Voluntary Travel ID (valid for 8 years, in most cases)

Watch your mail. Allow up to 2 weeks for Travel ID delivery

The way ADOT buys and pays for goods and services is about to change



THE STATE of Arizona is preparing to replace ProcureAZ with a brand new system called the Arizona Procurement Portal.

In the works since 2016, the goal of this update is to put a comprehensive system into place that's easier to use and better for both vendors and state employees.

What does all that mean for you? Well, if you are an employee who buys things or works with procurement, the shift will involve getting to know the new system, along with its various tools, resources and improved reporting capabilities.

To make sure everyone — procurement expert or not — has the needed details, ADOT's Chief Procurement Officer Susan Bayer and Deputy Chief Procurement Officer Christine Fruitman recently answered some questions about the new system...

First of all, what is procurement?

"Procurement is the process focused on obtaining the goods and services necessary for ADOT's operations. It often involves competition among suppliers," explained Fruitman, adding that ADOT's Procurement Office is responsible for approximately 22 percent of the public money allocated to support the agency's management and operations. The Procurement Office is not responsible for dealing with design, construction and reconstruction of the state's transportation system.

What's changing?

For the past two years, ADOT has been involved in an effort spearheaded by the Arizona Department of Administration to select, design and implement a new procurement system that will handle all aspects of procurement. This includes registering suppliers, creating contracts, placing orders, receiving goods and services, and approving payments.

Bayer said the new Arizona Procurement Portal is web-based software that allows for increased efficiency and an improved shopping experience.

ADOT employees, including those from Procurement, Accounts Payable and Financial Management Services, have had a role in the selection and design of the new system, Bayer said.

When?

Right now, system testing is taking place. Employees who handle procurement can look forward to training opportunities beginning in September. Bayer and Fruitman said the anticipated "go live" date is Oct. 15. They also advise that users should plan for a short period of time in October when no transactions can take place in ProcureAZ to accommodate the transition.

Visit [the Procurement Group's ADOTNet webpage](#) for more information, including future updates on the Arizona Procurement Portal. ■

~Angela De Welles, Senior Communications Specialist

PDCA TEAMS FOCUS ON PROBLEM SOLVING

ADOT EMPLOYEES are using the Plan-Do-Check-Act problem-solving method to improve processes and eliminate waste in strategic areas across the agency. The eight-step PDCA approach aligns with ADOT's Continuous Improvement efforts and is part of the agency's overall Strategy Deployment – the method for setting strategies and making a focused effort to implement them.

Each PDCA project kicked off earlier this year, when teams of employees started tackling the issues, all with the aim of improving customer service, maximizing resources and increasing employee engagement. In the June issue of *The Inside Lane*, readers were introduced to four of the problem-solving projects currently underway. Now, here's a closer look at four more...

Succession Planning: Succession planning is important for ensuring the continued success of any organization, which is why this PDCA team is taking on the issue. After narrowing down its problem statement, the team is attempting to develop a process that will ensure a formal succession plan is in place for 100 percent of exempt positions in Arizona Highways, the State Engineer's Office and the Multimodal Planning Division. Eventually, the goal is to apply the process agencywide. Currently, the new process has been introduced to MPD, and the PDCA team is working toward creating individual development plans. Monitoring and evaluating the succession planning process will follow so adjustments can be made prior to implementing to a second pilot group.

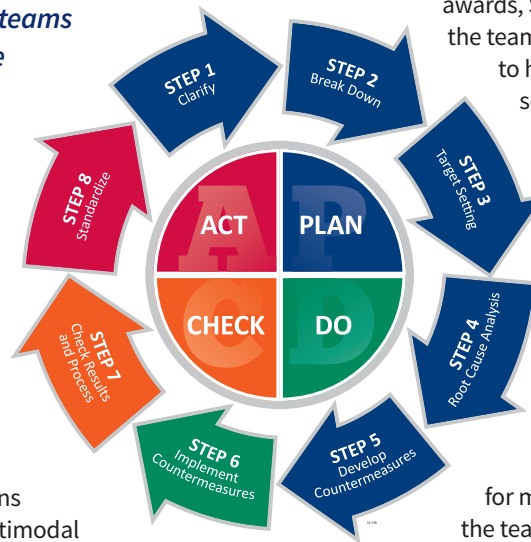
Update/Overhaul the ADOT Website: This PDCA team aims to improve the quality and reliability of ADOT's websites and provide ADOT employees and the public with relevant, accurate and current information 100 percent of the time. As review and maintenance of the websites have not been a consistent agencywide effort, broken links and out-of-date information appear on our site. To test potential review

processes, correct existing issues and initially work with a limited group, the project team has designed a Web Maintenance Pilot to focus on ADOT's external website. Following the pilot, the team will review the results and work with ADOT's Web Team, who will manage ongoing review efforts, to design an overall web maintenance process for the agency.

Enhance Incentive Programs: This PDCA team is evaluating the incentive programs currently in use at ADOT, including spot incentives, meritorious service leave, GEM awards, Shout Outs and director's awards. By clarifying the problem, the team realized that there wasn't a lot of consistency when it came to how awards were being earned. The team utilized surveys and set a goal to reduce the amount of variance by 25 percent. To do that, the team has developed countermeasures that will give guidance to managers and decision makers regarding what type of incentive should be given for certain types of actions. The next steps will include analyzing data from the pilot and making adjustments as needed. The team also plans to send a survey to managers and supervisors to determine whether the countermeasures have reduced the amount of variance that existed with the original survey results.

Record Retention: This PDCA team is examining ways to ensure ADOT is compliant with the state of Arizona guidelines for managing public records sent and received via email. So far, the team has developed a flowchart and standard work tools for managing email. The project is in the pilot phase through the end of May. The team plans to pilot the process with other groups in June before continuing to analyze and evaluate the tools and management system. The team wants ADOT employees to know that 35 million emails are stored on the agency's Outlook servers and that there are real and direct costs to the agency for storage and research of records that do not have "continuing value" and may be deleted or destroyed. The team encourages all employees to reach out to their division liaisons and learn how to manage their records. ■

~ Compiled by Dani Weber and Angela De Welles



MAKING TRANSPORTATION PERSONAL, ONE V.I.N. AT A TIME

IF YOU READ the weekly Shout Outs that find their way into your inbox every Friday, you know that there's a common theme for the praise ADOT employees get: customer service. In that regard, Enforcement and Compliance Division Officer Thomas Burgard has earned frequent commendations — and for good reason.

Officer Burgard has worked for ADOT for just over two years — two years and two months, to be exact. In that time, he patrolled the Ehrenburg Port of Entry, worked at the MVD office in Glendale and found a home with the Field Inspection Team, where he currently serves Arizona's driving public.

Dividing his time between the Phoenix metro area and Payson, Officer Burgard is responsible for finding and inspecting vehicle identification numbers (VINs), which isn't always that easy. When a car is wrecked or burned, or if it's been stolen or gone through



Officer Thomas Burgard conducts a vehicle inspection.

body modifications, finding the confidential VIN — the location varies by model — to identify the vehicle can be challenging. His current challenge: an old, burned-out Ford pickup.

"Everything in the engine compartment is melted, so you have to move burned parts to get to the VIN," Officer Burgard explained. "If a major component has been replaced, it

may not have the original manufacturer's stamp, or it may have a different manufacturer's stamp instead."

When he's not on the hunt for confidential VINs in tow yards, he's out in the community, helping customers whose vehicles are too big or secure, like a mobile home, to bring to an MVD office for a needed VIN inspection. Often, these customers are unfamiliar with the process and don't know what to expect.

"People are usually uncomfortable around cops," Officer Burgard said. "So I try to approach them in as nonthreatening a manner as possible, and I try not to be too hard-nosed about getting through the inspection. I'm always respectful, no matter who's in front of me, and I explain the whole process as we go."

His efforts have certainly paid off. Customers frequently write to extoll his customer service.

"Mr. Burgard did not have to come out to inspect my RV per the rules but came out anyway," said one happy customer. "Helped out in a HUGE way with the big red bus at the Payson Campground. Many thanks!"

Another customer said, "He came out to our place to do the required inspection when we were unable to take our vehicle to the station. He was both professional and friendly, welcomed qualities in any public servant. Congratulations on an excellent officer."

Officer Burgard enjoys helping these customers and loves his job. "I enjoy working with everyone and I'm glad I found this position. It's not just a busy thing. There's always a new challenge." ■

~ Dani Weber, Senior Communications Specialist

STATE TRANSPORTATION BOARD APPROVES 2019-2023 FIVE-YEAR CONSTRUCTION PROGRAM

AT A RECENT study session, State Transportation Board members heard from stakeholders throughout the state requesting funding for projects to include in the 2019-2023 Five-Year Construction Program, as part of the public hearing process. At its June 15 meeting in Globe, the board approved to fully fund improvements on State Route 189, a major freight corridor in Nogales; to design and widen Interstate 17 from Anthem to the Sunset Point rest area; to widen US 93 at Tegner Drive to State Route 89 and the Cane Springs section on US 93; and to complete the widening of State Route 260 east of Payson, to name just a few of the projects identified in the Five-Year Program. The board also continued to fund the department's goal of allocating at least \$260 million per year for preservation of bridges and highways throughout the state highway system. A complete list of projects can be found at azdot.gov/fiveyearprogram. ■

~Kathy Boyle, Assistant Communications Director



The State Transportation Board met June 5 in Phoenix for a study session.

Kathy Boyle, ADOT Communications

For as long as there have been roads in Arizona, there have been people who plan, build and maintain them. It's those skilled women and men who have made this state's transportation history a remarkable one. From 1912 when the Arizona Highway Department was first established, to right now, right here at ADOT, state employees have continuously done the work necessary to keep Arizona moving. Take a look back at some of their stories.



THIS PHOTO appeared in the April 1977 issue of NewsBeat, a publication that served up agency news to ADOT employees for decades. Printed alongside of it was this caption:

John Burns of Materials Services prepares to shoot a scene with a Super-8 mm camera for a 25-minute sound film he's producing on how differential pavement friction affects skidding vehicles. Burns

was a chief investigator on research. FHWA is funding the movie to be shown in other states.

That's not a whole lot of information to work with, and we have so many unanswered questions. Good thing David Allocco, a.k.a. the guy in the driver's seat, agreed to share some additional details.

Allocco, who started with ADOT in March 1973, works today in the Bridge Group's

Geotechnical Section as a materials source engineer. While his job no longer involves measuring pavement surface friction, he distinctly remembers driving that vehicle.

Used to test the wet friction characteristics of a roadway, the car had special features, including special bald skid-testing tires, a roll bar and a harness. The safety equipment was necessary because of the testing methods...

"We'd have a water truck that would wet down the road," Allocco said. "Then, I'd get the car up to speed, put it in neutral and then you'd have to slam on the brakes as hard as you could with both feet."

Engineers would measure how far the car skidded and would use the distance to determine a coefficient of friction, Allocco said.

While the vehicle was typically used for research and to test out small sections of various roadways (another device known as a Mu-meter was used to test longer stretches of pavement), Allocco remembers a unique request that came from the Tucson International Airport.

"The Air Force had been doing touch-and-go landing exercises at the airport, and they wanted us to test to see if the friction was affected," said Allocco, adding that he skidded 655 feet and ended up farther than expected, past the wet part of the pavement.

"That was the most exciting time I ever drove it," he said.

Today, ADOT still tests pavement friction, but the methods have evolved.

Now something called a Dynatest Highway Friction Tester is used, said Pavement Condition and Evaluation Manager Kevin Robertson. It's a truck with a 300-gallon water tank and an extra wheel that, when a test is activated, mimics what vehicles experience when braking on the wet road.

"It tells us the macrotexture of the road," said Robertson, adding that the sophisticated onboard technology calculates a friction number ranging from 0 to 100, giving engineers the data they need to make decisions about pavement maintenance.

"When it comes to the ability to test pavement friction, we have the most advanced and safest machine available to do that," Robertson said. ■

~Angela De Welles, Senior Communications Specialist

**KAIZEN
KORNER**

Kaizen is a Japanese word that refers to any improvement responsible for eliminating waste or improving safety and quality. Changes made as the result of a kaizen, even the smallest ones, can often add up to big results. At ADOT, employees from around the state are implementing kaizens. Here's a closer look at one of them...

**KAIZEN
COUNT**

The number of Kaizens submitted by ADOT employees so far in the new fiscal year is

5,433

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

MVD Call Center drastically improves wait times, dropped call rate

FEW PEOPLE enjoy being put on hold. Thanks to recent improvements to the MVD Call Center, customers are waiting shorter amounts of time and getting what they need faster.

It hasn't just been one improvement that's made the difference — it's been a whole slew of kaizens, both large and small, that have almost completely revitalized MVD's Call Center. From creating a second tier for Spanish-speaking callers that gets them to a customer service representative faster, to freeing up more "trunk space" (i.e., available phone lines), to completely reenvisioning the way new Customer Service Representatives are recruited and trained.

One of the biggest areas of impact has been in Call Center support. "We looked at the entire process," said Phoenix Call Center Manager Son Nguyen. "We didn't just look at the things we do, but also the support we require from other departments."

When customers call in with questions that require answers from other departments, that can clog up the Call Center's available phone lines. By working



Perryville Call Center

Denise Ohnesorgen, MVD

with some of the most frequently contacted departments to create bounce-back emails explaining what a customer can expect from ADOT and in what time frame, fewer people are picking up the phone to call the MVD Call Center in the first place.

Recruitment has been a major focus for improving wait times across all three Call Centers. The Phoenix Call Center could anticipate to lose 1.5 employees each month — a position that takes two months to fill and another six to eight weeks to train. With this information in mind, the Phoenix Call Center changed its recruitment methods from reactionary to proactive. As a result, the Call Center is and remains fully staffed for the first time in years.

Proper training has also been crucial for all three Call Centers, in Phoenix, Tucson and the Perryville Prison. "There didn't used to be training specific for the Call Center," said Tucson Call Center Manager Denise Ohnesorgen. "Call Center CSRs don't specialize — they have to be able to answer any question that comes to them. That takes a lot of training."

Moving a former Call Center CSR into a trainer position allowed the needs of other Call Center CSRs to be addressed. Virtual and physical huddles were also able to bring their needs to the forefront. By having the CSRs who are answering calls every day leading every huddle board meeting and offering their suggestions for how to do business better, faster and more efficiently, the MVD Call Center has been able to reduce a wait time of nearly half an hour to a record-low average of just under five minutes.



Phoenix Call Center

Denise Ohnesorgen, MVD



Tucson Call Center

Denise Ohnesorgen, MVD

"We've been reaching and beating our goals, which has translated into morale," Ohnesorgen said. "Everyone's happier. There's time for supervisors to give coaching sessions that we couldn't do before, which results in even better wait times. It's a snowball effect."

Customers calling MVD were spared from spending 44,000 hours waiting on the phone during the past three months, as well as tens of thousands of redials.

MVD Senior Lean Coach Heather Franek, who has been working with both Nguyen and Ohnesorgen to improve their wait times, said, "I'm super proud of the work everyone's been doing. There's more to do, but it's exciting that CSRs no longer have angry customers who have been on hold for half an hour."

"It doesn't matter where you work," said Nguyen. "We are one. We represent ADOT and MVD as one." ■

~ Dani Weber, Senior Communications Specialist



Can you spot the differences?

NO, YOU'RE not seeing double! Both of these panels look the same, but there actually are six differences between the two cartoons. Can you spot them all?

Email each hidden difference to InsideLane@azdot.gov by July 13. Everyone who locates all six will be entered into a drawing for a (small) prize! We'll reveal the answers and the winner in next month's newsletter. Good luck!! ■

WINNER

WINNER!



WE RECEIVED many creative entries in response to last month's caption contest, but there could only be one winner. Congratulations to Maintenance Tech Jerry Cline from Roosevelt Highway Maintenance for submitting the winning caption! Internal Communications Manager Kathy Boyle awarded Jerry with an ADOT cup filled with cool stuff. ■



WAY TO

GO!

CONGRATULATIONS to all of the ADOT employees who have recently earned spot incentives and meritorious leave! For a complete list of the employees who were awarded, check out the [ADOTNet home page](#).

The criteria for [spot incentives](#) and [meritorious leave](#) can be found under ADOT Policy and Procedures on ADOTNet. ■

Being prepared for **summer weather** can make all the difference

SUMMER is officially here, and in Arizona, the season brings with it many weather-related safety warnings to be aware of. As we all know, it's not just about the heat — we also have monsoons and dust storms to contend with in the coming months.

Over the years, ADOT has strived to reach out to drivers with information on how to plan ahead and take precautions to stay safe.

There are many resources for motorists to learn from, all available on ADOT's website. You'll find extensive safety tips on everything from what to do if you find yourself in a dust storm to prepping your car for a road trip.

For convenience, I wanted to share some of those links with you in this message.

High temperatures: Even if your vehicle has air conditioning, you should always be ready for a potential breakdown or crash that could force you to spend an extended amount of time stopped on the road. Find tips on how to prepare at azdot.gov/extreme-heat. For those of you who work outside, ADOTNet has some helpful pages related to [heat stress](#) and [heat-related illness](#).



Dallas Hammit

Monsoons: Drivers should always be prepared and, if necessary, be ready to wait out heavy rain, high winds and blowing dust. If you do find yourself on the road during a monsoon storm, you hopefully will remember the precautions available at azdot.gov/monsoon.

Dust storms: The No. 1 thing to remember about dust storms is to NOT drive into one — avoid these walls of dense, blowing dust by safely pulling off the road. If you encounter a dust storm or a dust channel, immediately check traffic around your vehicle (front, back and to the side) and begin slowing down. Do not wait until poor visibility makes it difficult to safely pull off the roadway — do it as soon as possible. Once you're safely off the road, turn off all vehicle lights, including your emergency flashers — you don't want other vehicles approaching from behind to use your lights as a guide, possibly crashing into your parked vehicle. Set your emergency brake, take your foot off the brake and stay in your vehicle with your seat belt buckled until the storm passes. Find additional safety tips and videos on PullAsideStayAlive.org.

Being well informed and having a plan ahead of time can make a big difference if you're ever driving in extreme weather. I hope you'll visit the online safety resources listed above and share the information with your family and friends. ■

~Dallas Hammit, Deputy Director for Transportation

