

The INSIDE

LANE

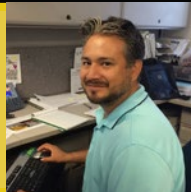
A newsletter for employees of the Arizona Department of Transportation

JULY 2016

VOLUME 1, ISSUE 1



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ADOT

WELCOME to The Inside Lane, our new employee newsletter (I wanted to call it Rest Area Rumble but our Communications team persuaded me that a different name might be more appropriate).

I hope you get a chance to spend some time and read our newsletter. I know time is precious with all of us performing our jobs—from a customer service representative at MVD, to a facilities maintenance staffer in the field, to our project planners. I understand finding time to even read my occasional Message from the Director can be challenging.

We all play an important role in making sure ADOT meets the needs of the people we serve. I want all of us to serve as ambassadors of the agency. When your neighbor asks you about the new travel ID or latest road project, you can respond with some insight. Our friends and family look to each of us for information about ADOT—we want to arm you with some of what's happening across the department.

I believe The Inside Lane will equip you with the latest news on what's happening at ADOT—from our continuous improvement efforts, to employee accomplishments, to successful programs to improve our performance, and a chance to look back in history—to name just a few of the stories you will read in this first edition. There may be a contest or two once in a while.

So, enjoy reading The Inside Lane. If you have a story idea or photo, I would encourage you to write to InsideLane@azdot.gov and share. Let us know what you think of our first issue.

My thanks to all of you for the job you are doing. I'm proud to serve alongside you in an agency where we want everyone, every day to be a problem solver. Be safe!



John S. Halikowski

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 is, the photo should highlight some aspect of the work happening here at ADOT.

This photo was taken by Casey Miller of ADOT's Video Team. The view shown is the road to Lees Ferry off US 89A.

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.

LEARNING THE A B C S OF CI



Kim Katchur, ADOT Communications

As part of ADOT's commitment to Continuous Improvement, MVD has turned the office at 51st Avenue and Indian School Road in Phoenix into a "laboratory," where the group can easily brainstorm and test ideas in an effort to see what works and what doesn't.

There's been a lot of buzz surrounding Continuous Improvement (CI) in the past few months.

Maybe you first read about CI in the February message from ADOT Director John Halikowski, in which the formation of the agency's new Office of Continuous Improvement was first announced. Since then, you likely gained some additional insight from Deputy Director for Operations Scott Omer's emails that outlined key initiative concepts. Your own manager has possibly given you the lowdown on some of the ideas and terms associated with CI, too.

But even though you've been armed with all that info, don't worry if you're not an expert yet. OCI Administrator Kismet Weiss says more training is on the way for all ADOT employees in the form of a new computer-based training course.

The course, *Introduction to Lean*, is coming to your screen soon and has been designed to spell out the basics of CI. Just as importantly, it also gives a little deeper look at Lean, which, according to Weiss, is the "methodology of principles, practices and tools that support a Continuous Improvement environment."

In other words, Lean gives someone the tools they need to look at the work they're doing to identify and eliminate any

steps or processes that waste time or just don't make any sense. The people-centered approach gives employees greater influence and creativity in solving the problems that frustrate them and inhibit their performance.

"Essentially, what we want to do is create an agency full of problem solvers," Weiss said.

CI and Lean already being put into practice

As all ADOT employees continue to learn more about CI and Lean principles, two major process improvement initiatives have already been launched.

- In the Motor Vehicle Division, a team, including customer-service representatives, office supervisors and others from across the division, is working on an initiative to significantly reduce customer wait times. As part of ADOT's commitment to CI, MVD has turned the office at 51st Avenue and Indian School Road in Phoenix into a "laboratory," where the group can easily brainstorm and test ideas in an effort to see what works and what doesn't. The most promising improvements will be refined and rolled out to all MVD offices.
- In the Infrastructure Delivery and Operations Division, a team has been looking at ways to reform the task-order execution process, which is a set of steps that must be

A B C
Lean gives someone the tools they need to look at the work they're doing to identify and eliminate any steps or processes that waste time or just don't make any sense.

completed before a project can be handed off to consultants or contractors. Right now, the process takes an average of 180 days. The team's goal is to reduce it to no more than six weeks.

In the coming months, you'll hear more about these efforts and the other CI and Lean projects being worked on throughout the agency.

While Lean objectives help employees to pursue perfection, Weiss says that shouldn't scare anyone away.

"It doesn't say, 'become perfect,'" she said. "But, we can all keep making things better and better. It's not hard. This is stuff everyone can do and little things really do make a difference. Our leadership is so committed to this philosophy that they're putting themselves through extensive training to promote the Continuous Improvement culture at ADOT. They have also dedicated this year's leadership conference to CI. All managers and supervisors will gain more knowledge they can share with their teams with the goal of further building an agency of problem solvers." ■

~Angela De Welles, Senior Communications Specialist

TEAMING UP TO TACKLE A SERIOUS SAFETY SUBJECT



JARED VELDHEER of the Arizona Cardinals is taking part in ADOT's newest safety campaign by starring in a series of public service announcements, all aimed at convincing more people to buckle up.

"Speaking out about the importance of seat belts is a natural fit for Veldheer," said ADOT Communications Project Manager Doug Pacey, who worked to secure Veldheer for the "Seat belts. For life." campaign. "After all, he protects the blind side of quarterback Carson Palmer, while a seat belt provides security against the unknown for vehicle occupants."

ADOT's video team, including producer/editor John Dougherty and video production specialist Mike Harris coordinated with Pacey to create the concept and scripts for the videos; however, determining what Veldheer should say wasn't an issue—it was his size that presented a real challenge.

Dougherty explained that filming the 6-foot-8-inch player required some tricks of the trade and the use of a jib, a type of crane that utilizes a counterweight and allows an attached camera to be maneuvered through an extended

vertical (or horizontal) arc. The jib was necessary so that Harris could get one continuous shot of Veldheer, starting at his feet and continuing all the way up to his face. Dramatic lighting effects and music were also used to get the seriousness of the message across to viewers, Dougherty said.

Because of ADOT's partnership with the Arizona Broadcasters Association, the videos will soon begin to air on various television stations throughout the state. They can also be seen on ADOT's social media channels, including Facebook, YouTube and Twitter. ADOT thanks Veldheer for volunteering his time to promote transportation safety. ☰



Michael Harris, ADOT Communications

ADOT producer/editor John Dougherty edits the new public service announcements.

IN CASE YOU'RE ASKED

ABOUT IT . . .

FIRST THERE WAS

DRINKING AND DRIVING
GO TOGETHER LIKE
PEAS AND GUAC

THEN THERE WAS

AGGRESSIVE DRIVING
IS THE PATH TO THE
DARK SIDE

AND, MORE RECENTLY

DON'T MAKE A HOG
SQUEAL. LOOK TWICE
FOR MOTORCYCLES

YOU'VE probably noticed lately that ADOT has been using its electronic highway signs to get some creative, but serious safety messages across to drivers. Because you work at ADOT, maybe you've even been asked by friends and family members to explain the unconventional approach. Here are some quick details to help you with your answers.



ADOT is using these messages to grab people's attention and make them engage with important safety messages. The hope is that the messages **resonate**, while **prompting conversations** among drivers—both **in person** and **on social media**.



Yes, the messages are attention-grabbing and some might even say they're a little quirky—especially that one about peas and guac. But that's the point! ADOT wants a **strong reaction**. The goal is to **build buzz** and get people **talking about safety**. So far, the effort is working. The messages receive considerable coverage in the media, and just as importantly, on social media people are liking, retweeting and sharing the messages.



No, this approach isn't coming from out of the blue. The messages are all **part of a larger effort** outlined in the Arizona Strategic Highway Safety Plan. That plan has ADOT working in partnership with the Governor's Office of Highway Safety, Arizona Department of Public Safety, Arizona Department of Health Services, federal partners and other stakeholders. As a group, our goals include **reducing fatalities** and **serious injuries** caused by impaired driving, speeding, aggressive driving and lack of seat belt use.

Learning on the Job

ADOT intern and scholarship recipient graduates with honors



Above: Yuri Lechuga-Robles, right, checks out progress on the Loop 101 improvement project with ADOT Project Landscape Architectural Designer Joseph Salazar, left, and Tao Fong of ADOT's Roadside Development section (photo submitted by Luis Colón).

Below: Yuri Lechuga-Robles kept a journal as part of his study abroad course through ASU. The pages are where he detailed his observations on open space and different materials used throughout Spain and Italy.

WHEN Yuri Lechuga-Robles was awarded the John E. McGee Internship Scholarship from ADOT with funding from the Western Association of State Highway and Transportation Officials, the timing couldn't have been much better.

It was late 2014 and he was preparing to apply for an upcoming study abroad course through Arizona State University. Lechuga-Robles, an intern for ADOT's Roadside Development section, used the scholarship award to help pay for the trip.

The study abroad session, which included several stops throughout Italy and Spain, offered students a chance to see up close the diverse planning and design methods used in other countries. As a landscape architect major, then in his junior

year, Lechuga-Robles said the opportunity allowed him to really focus on open space design, along with a study of how different materials are utilized outside the U.S.

Now, the trip is behind him and so is his time at ASU—he just graduated in May and was named the 2016 Outstanding Undergrad for the ASU Herberger Institute. The new graduate also earned a merit award from the American Society of Landscape Architects.

As he begins to wrap up his two-year internship, Lechuga-Robles says that along with what he learned on the trip and in the classroom at ASU, he'll be able to put his experiences at ADOT to use throughout his career.

"Everyone in Roadside Development has been very helpful," he said. "They've really taken care not to

hold back and they've put me in situations where I can do things and learn. They've had confidence in me."

Over the past two years, Lechuga-Robles has been a part of several ADOT projects, including the Loop 101 improvement project between Shea Boulevard and Loop 202 through Scottsdale and the Salt River Pima-Maricopa Indian Community and the new Loop 202 South Mountain project. He says the most enriching part of his internship has been seeing the collaboration between ADOT and different communities.

"When working on a project, we get to know the community culture, their values and how they see their city," Lechuga-Robles said.

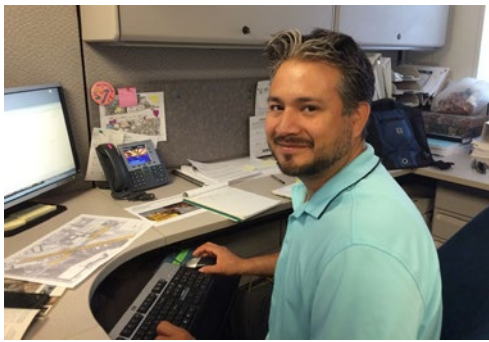
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More on the scholarship

The John E. McGee Internship Scholarship was awarded by ADOT with funding from the Western Association of State Highway and Transportation Officials. The \$1,000 scholarship is named in honor of the late John McGee, who served ADOT from 1988 to 2014 in several leadership positions, including chief financial officer and deputy director for policy. His financial wisdom, forward-thinking policy advancements and creativity in managing transportation policy helped put ADOT

on solid footing to engage 21st-century transportation issues. With impeccable character and integrity, John McGee represented the best of the best at ADOT, and his namesake scholarship is worthy of a student who demonstrates the same outstanding qualities.

The next opportunity to apply for this scholarship is coming soon. Watch for an email with details in early August. The deadline to apply will be Aug. 26.



Angela De Welles, ADOT Communications

Yuri Lechuga-Robles at his ADOT work station in Roadside Development.

ADOT Chief Landscape Architect LeRoy Brady explains that when the Roadside Development section hires interns, ADOT gets just as much out of the experience as the interns do.

“We’ve had a number of past interns say that what they learn here, they’ve used through their career,” Brady said. “But, what ADOT gets is work. Interns help us meet our project development goals and schedules. They bring in new ideas and new ways of looking at things.”

-Angela De Welles, Senior Communications Specialist

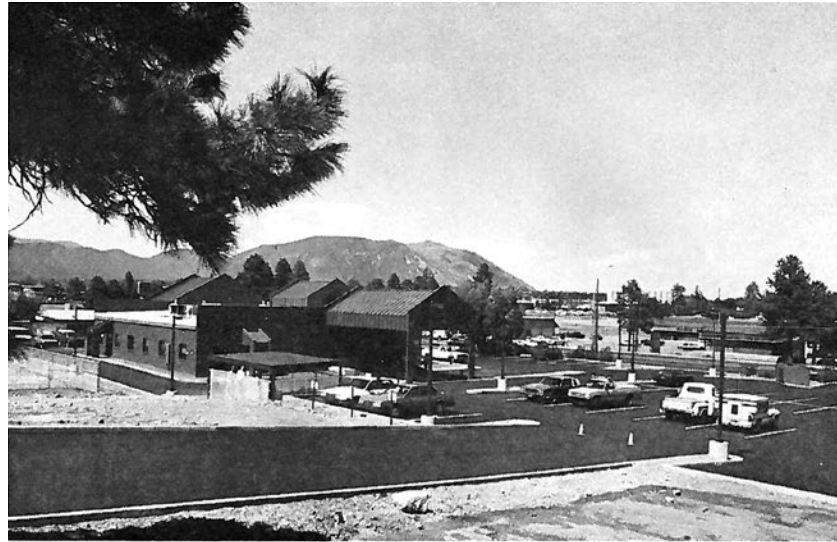
About Roadside Development

ADOT’s Roadside Development section provides landscape, architectural and environmental technical design direction and expertise for ADOT projects statewide. “We work toward making engineering solutions compatible with the natural environment and with the developed environment the projects may be in through revegetation, stormwater controls, aesthetic treatments, planting plants and grading,” ADOT Chief Landscape Architect LeRoy Brady said.

LOOK

BACK

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.



Flagstaff MVD cost \$820,000, contains 7,000 square feet of floor space and has cycle test area.



Facility provides increased service with less wait, such as in its title and registration office.



Now all the other MVD services in Flagstaff join the driver license section in the new facility.

THESE PHOTOS appeared in the July 1986 issue of Newsbeat, ADOT’s employee newsletter at the time. According to the accompanying story, the first Motor Vehicle Division facility in Coconino County had just opened in Flagstaff on June 11...

“Up until now, title and registration functions had been handled at the Coconino County Courthouse and driver licensing was done at the engineering district office in Flagstaff. The new building will combine all MVD operations under one roof, including vehicle inspections, dealer services and motorcycle driver licensing.”

“The new facility should enable us to increase our level of service to the public and reduce the lines with less waiting time,” according to Bud Jenkins, MVD’s northern zone manager.

Coconino County is one of eight Arizona counties where vehicle registration is handled by the Motor Vehicle Division.

The new MVD office building, which also houses the northern zone and Flagstaff region offices, is a single-story structure containing 7,000 square feet of space. It was constructed over a six-month period at a cost of \$820,000.”

Currently, ADOT is set to relocate to new offices in Flagstaff as part of a public-private partnership designed to acquire new facilities for the agency and free up prime land for local redevelopment.

ADOT selected Vintage Partners, an Arizona-based development firm, as the developer that will relocate and consolidate the agency’s offices in Flagstaff. This project will enable ADOT to move into new office space in Flagstaff, including new Motor Vehicle Division offices, in exchange for ADOT’s existing property at 1801 S. Milton Rd.

Mentoring Program promotes professional development, personal growth

Angela De Welles, ADOT Communications

Besides gaining new skills for her job, Stephanie Huang was also able to use the mentorship to develop her public-speaking skills, which she got to show off when she led a recent “Lunch and Learn” forum in Phoenix that centered on the mentoring program from a mentee’s perspective.

I F YOU EVER NEED HELP deciding whether ADOT’s Mentoring Program is right for you, just talk to someone who has already taken part and you’ll quickly be swayed.

Stephanie Huang, product evaluation program manager for ADOT’s Research Center, says she learned a lot during her 12-month mentoring partnership. As a mentee, she not only had the opportunity to develop new skills and competencies, but she also gained valuable knowledge pertaining to her job. Her mentor, Kohinoor Kar, a senior project manager for ADOT’s Research Center, introduced her to some advanced methods and tools related to traffic engineering and safety and helped facilitate her attendance at a recent Institute of Transportation Engineers conference.

“If it wasn’t for my mentor, I wouldn’t have been able to go in that direction,” Huang said. “The mentoring program has definitely helped me.”

But, it’s not just the mentees who benefit. Kar says he, too has gained much from the Mentoring Program.

“I think I was able to learn something new from the challenges she faced and I was able to help her figure out,

in her own way, the solutions to those challenges,” Kar said. “These discussions made me think more and gave me additional insight. This opportunity helped me to become a better communicator and problem-solver.”

Huang and Kar, along with all participants from the second class of the ADOT Mentoring Program, were recognized during a recent celebration ceremony held July 14 in ADOT’s Auditorium in Phoenix. You can see photos from the event and learn more about the ceremony on the ADOTNet Ignite page.

While you’re there, click over to the ADOTNet Mentoring page (found under Leadership and Employee Engagement) and sign up for the next mentoring session, which launches in August. Whether you want to be a mentor or a mentee, visit the site to learn more about the program’s requirements and benefits. Those who are interested in learning more may also email Program Manager Javier Ramirez directly at JRamirez2@azdot.gov.

~Angela De Welles, Senior Communications Specialist



GO AHEAD,
GET CREATIVE



This cartoon, drawn by ADOT Graphic Designer John Walradt, needs a caption and we want your help. Please submit your ideas to InsideLane@azdot.gov by Aug. 17. Yes, there will be a (small) prize, so give us your best! The winning caption will be selected by a team of ADOT employees who will look for creative, funny captions that best fit the cartoon. We’ll announce the winning caption in the August issue of The Inside Lane. Good luck!

Sanders ECD team assists Apache County with vehicle title awards

WE ALL WORK HARD at our jobs, but occasionally, we're lucky enough to do something big. In June, the folks at the Sanders Port of Entry were able to do just that when they assisted the Apache County Sheriff's Office in gaining ownership of seven vehicles that had been seized for their involvement in illegal activities, including the possession of drugs. Their hard work, attention and dedication were instrumental in this transfer of ownership that put funds back into the local law enforcement.



ADOT worked in tandem with the Apache County Sheriff's Drug Task Force, Special Crimes Enforcement Team to make sure this investigation into the seized property was done meticulously and correctly. From ADOT's Enforcement and Compliance Division, Field Training Officer Daniel Brooks and Officer in Training Thomas Burgard worked with Lt. Rick Renner to inspect the Vehicle Identification Numbers (VINs) of the vehicles, which led to their discovery of which ones qualified for their titles being awarded to the drug task force.

In addition to the benefit to the community that stopping illegal activities provides, this seizure will also benefit future similar operations by ensuring future funding. Once the VINs were verified, the Arizona Attorney General authorized the vehicles to be awarded by title to the seizing law enforcement agency. The vehicles were taken to auction or sold as scrap metal and the money went into the Apache County Sheriff's Drug Task Force, Special Crimes Enforcement Team RICO fund account. This task force will use these funds to stop other similar crimes, and ADOT will continue to work with them to that end when appropriate.

Regarding the ongoing cooperation with the Apache County's Sheriff's Office, along with other local law enforcement agencies throughout the county, Lt. Renner says, "It's a good comprehensive team, and we do try to help each other out. If we can't rely on each other, it makes our jobs difficult." ■

~Danelle Weber, Senior Communications Specialist

URBAN PUMP HOUSE OPERATIONS TEAM PROVIDES VITAL SAFETY ASSISTANCE



ADOT has more than 3,000 employees working every day to make Arizona's transportation infrastructure the best and safest it can be. Some of those employees frequently face dangerous conditions and limited resources to ensure our roads, bridges and other structures are safe and properly maintained.

The Geotechnical Section of the Bridge Group recently faced the difficult situation of needing to visually inspect the interior of several long and large diameter drainage pipes installed far below the highway surface. The pipes are located underneath SR 87 near Sunflower, south of Payson. The area is the site of an ancient landslide that experienced another, smaller landslide in 2008 that continues to settle and move the ground incrementally. Because the Geotechnical Section is usually in the open air, they did not have the necessary specialized equipment and safety gear required for breathing safely in confined spaces.

Jim Lemmon, the registered geologist in the Geotechnical Section, said, "The Urban Pump House Operations Team came to my aid and agreed to practice their horizontal entry techniques via training on the Slate Creek Embankment drainage pipes using their own specialized equipment and personnel."

The Urban Pump House Operations Team, which consists of Patrick Shannon, Justin Brook, John

Gaidelis, Jeffrey Gray, Kenneth Oesterreich and Christopher Ward, made good on its promise, and each team member carried more than 50 pounds of personal safety equipment, rescue gear, drinking water, flashlights and various communication devices over 100 feet down and later back up the overly steep embankment.

THE URBAN PUMP HOUSE OPERATIONS TEAM SAVED ADOT WEEKS OF TIME, PERHAPS THOUSANDS OF DOLLARS

Two members of the team carried full breathing gear and wore air-testing meters into the drainage pipe. Because it was such a confined space, they had to make sure there was enough air to safely breathe inside the pipe. They also established the secure communications to the outside team members, who were also wearing rescue gear and were ready to assist if a person should fall down in the curved, slippery, wet, pitch dark environment.

They determined what areas of the intersecting drainage pipe system could be safely entered, and another team member also wearing full gear and carrying communication equipment accompanied Lemmon inside the drainage pipes so he could photograph and determine the landslide impacts. The rock solid performance of the Urban Pump House Operations Team saved ADOT weeks of time, perhaps thousands of dollars in avoided safety equipment rental costs and provided the necessary trained attendants to assist the Geotechnical Section in the inspection of the Slate Creek Embankment drainage pipes. ■

~Danelle Weber, Senior Communications Specialist

IDLE TIME PAYS OFF

REDUCTION EFFORT

IT'S EASY to see why ADOT's Infrastructure Delivery and Operations (IDO) Division wants to significantly reduce diesel engine idling among its fleet...

Not only can the practice add up to millions in wasted fuel and increased vehicle maintenance costs, but prolonged diesel engine idling also lowers equipment resale value, shortens an engine's life and impacts the environment.

It was for all those reasons that, in 2015, IDO decided to tackle the issue and set a goal to reduce overall idle time by 30 percent, an aim that could bring in a potential \$1 million in annual cost savings. Since then, the campaign has included

the development of best management practices and engine idling guidelines for operators. Email messaging, brochures and an infographic have also been used in the push to raise awareness among ADOT equipment operators.

So far, the results have been promising.

"There have been some districts that have really grabbed onto the effort and taken the messages to heart," said Mark Trennepohl, ADOT's winter operations support manager.

Trennepohl explains that a significant percentage of ADOT's equipment is outfitted with electronic data-logging technology to help the IDO Division monitor how its vehicles are used. That technology delivers a lot of data, including idle time.

Looking only at the numbers from ADOT's snowplow fleet, Trennepohl says there was roughly a 16-percent decrease over the last 12 months when compared to the previous 12-month period. That reduction equals about 30 hours of idling per truck, which translates to an estimated \$38,000 in total fuel and vehicle maintenance savings.

It's a good start, but there's still room for improvement—earlier this month, the idle time reduction campaign was relaunched with an email from Deputy State Engineer Jesse Gutierrez, in which he outlines some guidelines and expectations for equipment operators.

"As we look for efficiencies in our organization, idle time reduction jumps out. It's a quick and easy way to save money by reducing operating costs and maintenance costs," said Gutierrez, adding that the savings from idle time reduction not only contributed to the department's ability to fund merit bonuses for maintenance staff, but also benefits ADOT for a number of reasons, including that "we save wear and tear on our equipment and reduce pollution." ■

~Angela De Welles, Senior Communications Specialist

Wonder why diesel engine idling is a practice that still persists? Years ago, there were some very sound reasons for the habit.

Early model diesel-powered equipment required extended cranking time to start in all climates. Other issues in those early models included oils that were "heavy," which added to the cranking difficulties, and starting systems that lacked the cold-cranking capacity needed to fire up the engine. Those factors resulted in the long-held belief that diesel-powered trucks and equipment need to idle nearly all the time to keep the engine warm.

But today's modern engine technology, along with advancements in engine lubricants and the refining and blending of winter-grade diesel fuels, mean that newer engines need almost no idling time in most situations.

SIX TIPS FOR REDUCING IDLE TIME ‡

- 1 Limit idle time at shutoff. Older engines need 2 minutes, newer engines almost none.**
- 2 Turn off trucks that are waiting more than 5 minutes to load or unload.**
- 3 Restrict morning warm-ups to 3 to 5 minutes.**
- 4 Turn off equipment during lunch time, breaks and other periods when not in use.**
- 5 Use the automatic shutdown feature when available.**
- 6 Anticipate the mobile requirements of other equipment and position the inactive machine where it won't impede the movement of other units.**



DID YOU KNOW

Heavy equipment preventive maintenance service schedules are based on **hours**—not miles. Excessive idle contributes to additional maintenance costs, which can be significant for heavy equipment. A typical heavy equipment PM service costs **\$3,000**.

Reducing idle time by **30%** will reduce the number of PMs on fleet vehicles and can save **well over \$1 million a year**.

Source: ADOT Equipment Services
‡Source: US Environmental Protection Agency