

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

AUGUST 2016

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ADOT

MY NAME IS Sonya Herrera and I am the Administrative Services Division (ASD) director. I have been with the agency for 15 years. I had only intended to work for the state for five years, but I fell in love with this agency and the employees I have the privilege of working with. I can't imagine doing anything else that would give me such a sense of accomplishment and opportunity.

You hear a lot of talk about private sector versus working in government. I have done both, and let me assure you: many of the same challenges we have in ADOT are experienced in the private sector, so there are opportunities to learn from each other. Applying the Lean tools to our work is a great example of that.

ASD is the virtual skeleton of the agency in the sense that we support all of you.

Facilities, Equipment Services, Procurement, Safety and Risk Management, Audit and Analysis, and the Grand Canyon National Park Airport make up our division. We have been doing process improvement for decades within ASD, but over the last two years, we have been seeking ways to step up our efforts.

We developed Strategic Action Plans for each group and aligned them with the ADOT Strategic Plan. This year, we added new Lean tools to evaluate what we can do tomorrow to improve upon what we did yesterday. We are still in the beginning stages of rolling this out divisionwide, but we do have some earlier adopters.

The Tucson Equipment Services Shop serves as a role model for making small, incremental improvements; when added together, they make a tremendous difference. They reduced their parts inventory from \$350,000 down to \$60,000. This frees up funds to be spent on something else while at the same time having no impact on the level of service we provide to our customers.

I'm incredibly proud of the work being done throughout the division, and I'm excited for you to learn more about our efforts in this edition of The Inside Lane.



Sonya Herrera

The INSIDE LANE

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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 photo was taken by Scott Beck of ADOT's Transportation Systems Management and Operations Division from a spot off of Interstate 10 on the way to California.



Tucson shop puts Continuous Improvement processes into practice

No idea is too small

A SERIES of small changes made by ADOT’s Equipment Service Shop in Tucson have added up to make a massive impact.

From simple housekeeping efforts to more involved projects, the improvements have made a difference and the effort definitely is paying off, says Tucson Shop Foreman Harry Edwards.

“No idea is too small,” said Edwards, adding that when someone on his team has an idea that could improve operations, he makes sure to listen and see it through.

“I like to have everyone talk about the idea as a group. It may even develop into a different idea. You have to be open-minded and you have to do it as a team.”

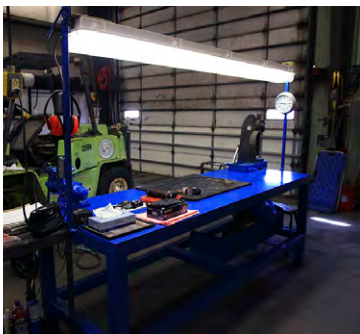
The improvements made so far—along with the results—not only have led to an Environmental Green Shop Award, but they’ve also been right in line with the Continuous Improvement efforts being made throughout the agency.

Here is a look at what’s been happening in Tucson...



Changes in the parts department

In the shop’s parts department, fast-moving items were moved closer to the desk where the parts are dispensed to techs. Now, the Tucson Equipment Parts Supervisor doesn’t have to go very far to find a needed item. The amount of inventory kept in stock was also cut down.



Adjusted workbenches

Might sound simple, but by adjusting the height and length of the workbenches used by the shop’s technicians, much-needed space was freed up and the environment instantly became more comfortable for the techs. “The type of work we do here, we don’t need big benches, so we adjusted them to fit our purpose. We also went to each technician and we adjusted the bench heights for them,” said Edwards, adding that now, technicians don’t have to bend over their workbenches to complete a job.



Moving the tire machine

For a long time, the shop’s tire machine sat at the north end of the building, but all tire repair work was being completed on the south side of the shop. As a result, a technician would remove a tire on one side of the shop, walk it about 180 feet to complete the work on the other side. To save time, the tire machine has been moved. “It’s been a huge time saver,” Edwards said. He estimates the small change saves about \$3,000 a year in productivity.



Color-coded bins

After noticing that the shop’s technicians spent a lot of time looking for particular types and sizes of bolts, washers, nuts, pipe fittings and other small parts, Edwards painted the bins that contained all of those items. Each item got its own color – pipe fittings are in the red drawers, metric bolts are in the blue drawers, etc. After observing the change for a while, the team realized the effort still needed refinement. They ended up further marking the drawers that contain nuts, flat washers and lock washers. “It’s just about becoming more efficient,” Edwards said. “You can think something through, but then you’ve got to be willing and ready to adjust.”



More color-coding

Many items have been painted in the shop. Color-coding water, air and electrical lines makes them easier to find, Edwards said. The team has also painted a number of containers, including used-oil containers, trash cans and recycling bins.



Addressing the problem

There are many tools to keep track of in the Tucson shop. As a way to better manage all that equipment, an address system has been developed. There are three tool cribs – dubbed C1, C2 and C3 – each of which has designated sections inside. Each tool gets an address based on its crib, section and position on the shelf. The method encourages people to put things back where they belong and helps out a lot when it comes to finding a particular tool.

~Angela De Welles, Senior Communications Specialist

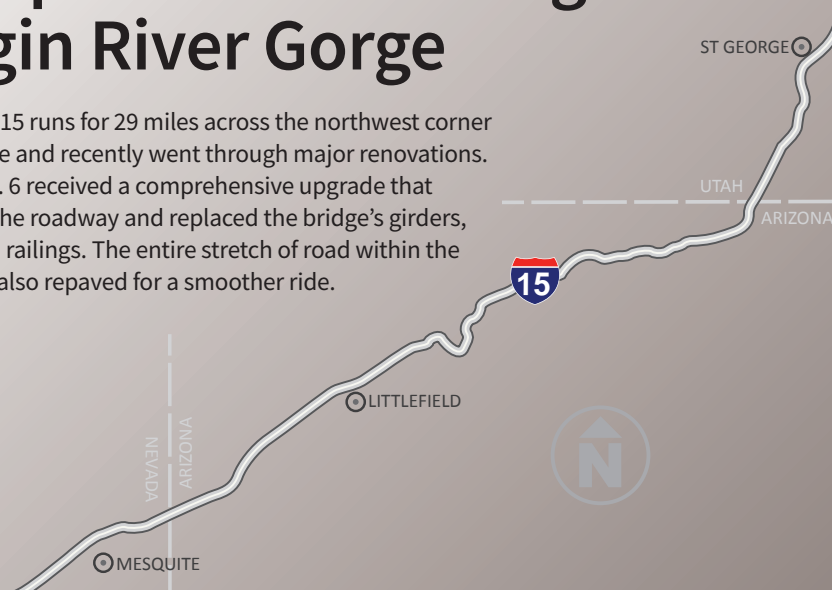
Photos by Kim Katchur, ADOT Communications



Kim Katchur, ADOT Communications

After 2 years, renovations complete on I-15 bridge at Virgin River Gorge

Interstate 15 runs for 29 miles across the northwest corner of the state and recently went through major renovations. Bridge No. 6 received a comprehensive upgrade that widened the roadway and replaced the bridge's girders, decks and railings. The entire stretch of road within the state was also repaved for a smoother ride.



WINNER, WINNER!



We received so many creative entries in response to last month's caption contest! The competition was tough, but judges ended up selecting Mike Wilson's caption for the win. Congrats to Mike, a right of way agent III, who credits his "warped sense of humor" for the winning words. Earlier this month, Internal Communications Manager Kathy Boyle awarded Mike with a copy of the Arizona Highways publication, "Monumental Places: National Parks and Monuments in the Grand Canyon State."

WHERE

IN AZ??

If you've already liked ADOT's Facebook page, you might be familiar with "Where in AZ??" It is the photo-guessing game in which we ask our social media followers to identify the location where certain photographs were taken.



Kim Katchur, ADOT Communications

We typically get a terrific response on Facebook, so we're bringing the game here to The Inside Lane. If you think you know where this scene was snapped, send an email to InsideLane@azdot.gov with the location. We'll hold a drawing for everyone who submits a correct answer by Sept. 14. There's a (small) prize, so send us your best guess! We'll reveal the location in our September issue.

NEW PORT OF ENTRY INSPECTION FACILITY OPENS IN EHRENBERG

What better way to mark the opening of a brand new Port of Entry facility than with a ceremonial first truck inspection...

That's what went down July 18 at the Ehrenberg Port of Entry, which sits along Interstate 10 at the Arizona-California state line. The honor of conducting the first truck inspection went to Josie Foreman-Argyros, a new-entrant safety auditor with ADOT's Enforcement and Compliance Division (ECD).

She performed a Level I inspection, which is the highest level of inspection based on criteria created by the Commercial Vehicle Safety Alliance — it includes a check of the driver, paperwork (license, log book, vehicle inspection reports), and a complete vehicle and load inspection.

The inspection, similar in scope to the thousands of inspections completed annually by ECD, was done in the comfort of the newly constructed facility, complete with office space, an extensive ventilation system and inspection pits that allow ECD officers and civilian inspectors to safely check a vehicle from underneath. Previously, inspectors at this location used a mechanic's creeper — described by Foreman-Argyros as a “surfboard with wheels”— to inspect the undercarriage of a commercial vehicle.

Arizona's ports of entry are really the first line of defense when it comes to monitoring commercial vehicle and driver qualifications, size and weight restrictions and proper permitting. That is why, according to ECD Lt. Larry Hall, every part of the inspection process is focused on protecting the state's infrastructure and promoting safe commercial vehicle operations.

“Safety comes first,” he said. “I genuinely believe we can make a difference.”

ECD operates 13 facilities along interstate and state routes, and three facilities along the international border with Mexico. Several officers and civilian inspectors from those locations were on hand for the July 18 ceremony in Ehrenberg, as was ECD Director Tim Lane.

He said that the new facility, along with enhanced technology, allows ECD an opportunity to improve the way things are done.

“(This facility) is a reflective symbol of a lot of work,” Lane said. “It's truly an amazing thing ADOT did.” ■

~Angela De Welles, Senior Communications Specialist



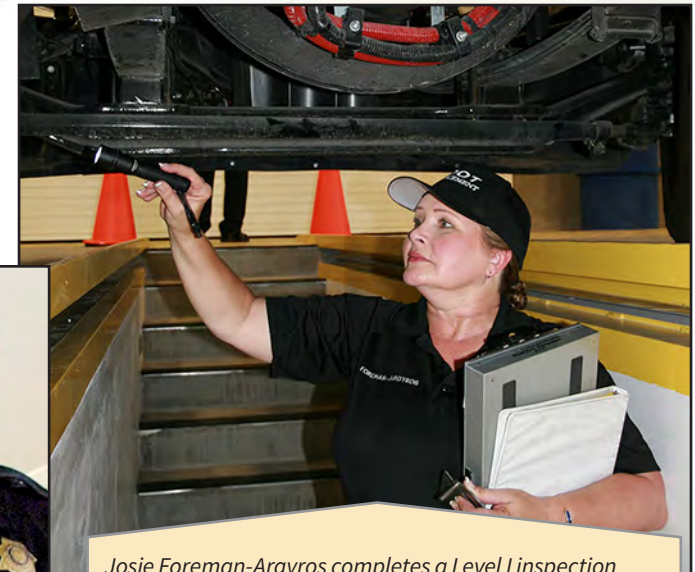
After years of planning and construction, the new Ehrenberg Port of Entry inspection facility is now open. To mark the occasion, a ceremonial first truck inspection was conducted on July 18.

Kim Katchur, ADOT Communications

Lt. Larry Hall explains that driver fatigue is a leading factor in crashes involving commercial vehicles. Checking hours of service in a driver's log book is just one way ECD can help keep the roads safe for all drivers.



Angela De Welles, ADOT Communications



Josie Foreman-Argyros completes a Level I inspection on a commercial vehicle July 18 at the Ehrenberg Port of Entry. Foreman-Argyros explains that the training involved for inspectors is extensive and includes education on the mechanics of trucks, log books and even insurance issues.

SEE WHAT ADOT LEADERS ARE SAYING ABOUT THIS YEAR'S LEADERS CONNECTION CONFERENCE

ATTENDED by ADOT's Executive Leadership team and more than 700 supervisors and managers from around the state, this year's Leaders Connection Conference provided participants with a chance to discuss the successes, challenges and opportunities throughout the agency.

Breakout sessions and the event's keynote address were squarely focused on Continuous Improvement as leaders learned how to better connect with employees and take charge of bringing about employee engagement and positive change.

Now in its fourth year, the Leaders Connection Conference continues to motivate leaders to "Be the Change" as they continue on the Continuous Improvement journey. Here's a look at what some participants took away from this year's event, held Aug. 17-18 in Phoenix.

Esgar Garcia,
Central Maintenance Landscape Contract Supervisor

"This is my first year as a supervisor, so it has been interesting to learn more about the Continuous Improvement process and how to apply it. The keynote speaker gave good examples."



John Johnson,
Receipts Accounting Supervisor for Financial Management Services

"We can always strive to improve our processes and drive our work to be more efficient."



Rosie Medrano,
Customer Service Supervisor for the Motor Vehicle Division's Tempe office

"The sessions are very interesting to me. We're going to be able to take back what we've learned here. I feel it's an asset to have the opportunity to participate."



Denise Lee,

Administrative Service Officer, for Financial Management Services

"I'm getting ready to learn about PDCA – Plan, Do, Check, Act. I'm excited to learn about all the practices that help streamline things. I work for FMS and we basically handle all the funding, so if we can speed up processes, we can meet more deliverables and more goals. The more efficient we work, the more projects we can take on. It's all about learning how to be more efficient."



Anna Gomez,

Human Resources Liaison for Equipment Services

"I think the video on people-centered leadership was great and it was interesting. I'm also looking forward to the breakout sessions and just learning more about the Continuous Improvement and Lean processes."

Bertha Whitby,

Chief Procurement Officer in Administrative Services

"I'm excited to see that we're all moving in the same direction."



Mark Sanders,

Business Enterprise Manager with ADOT's Innovation Group

"The biggest thing (I'll be taking back to my team) is the Lean process and Continuous Improvement and ways to get the best return on our investment. What we're learning here can help us come up with ways to improve our business unit."



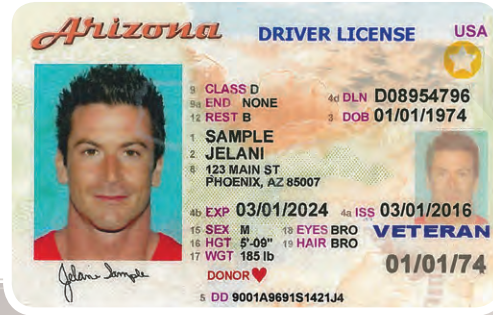
IN CASE YOU'RE ASKED

ABOUT IT . . .

Working at ADOT doesn't automatically make you an expert on everything happening around the agency, but when friends and family want to know about the latest ADOT topic making news, they expect you to have all the answers.

Here's what you can tell them when they ask you for details on the

Arizona Voluntary Travel ID...



In April, ADOT's Motor Vehicle Division rolled out the Voluntary Travel ID, a driver license or state identification card meeting federal REAL ID Act security requirements for access to airports, restricted federal buildings, military bases and more. It costs \$25 and is good for up to eight years. To meet the Real ID Act's goal of making identity documents more consistent and secure, the voluntary Travel ID incorporates 39 security requirements. The most obvious is a star indicating that a credential is Real ID-compliant.



Not everyone needs a Voluntary Travel ID. Arizonans who travel by plane or need to pass through other federal security checkpoints may use an alternate form of ID such as a current U.S. passport or a military ID.



If you do decide to get one, you'll need to apply in person at an MVD office or an Authorized Third Party driver license provider. If you're headed to an MVD office and you're a current Arizona driver license holder, you can schedule an appointment online at ServiceArizona.com.



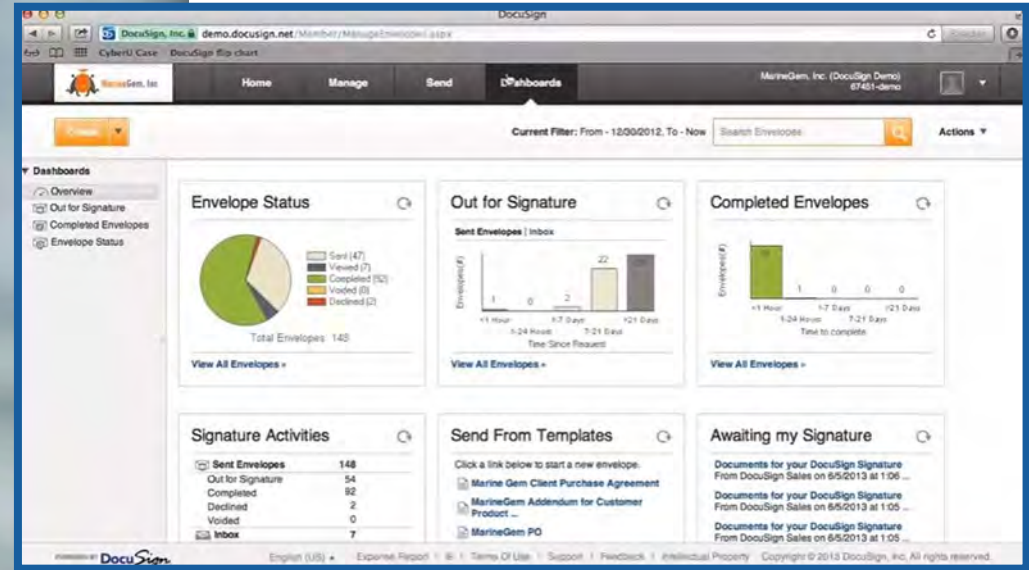
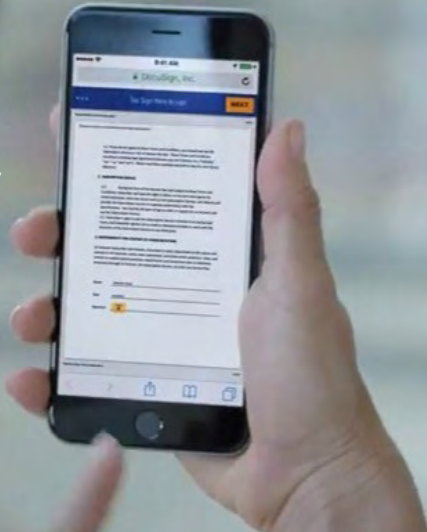
But there's no reason to rush out and get one. The U.S. Department of Homeland Security has said it will consider current Arizona driver licenses and IDs valid through Oct. 1, 2020 for travel by commercial aircraft and access to secure federal facilities. Those who decide not to obtain a Voluntary Travel ID should keep in mind that the REAL ID Act requires newly issued standard Arizona driver licenses and identification cards to contain the phrase "Not for federal identification."



Whichever office you choose, be sure to bring the right documents with you. Find the full list of approved documents and a step-by-step guide at azdot.gov/TravelID.

DocuSign takes the paper out of paperwork

Last year, ADOT's Information Technology Group began a pilot program to make document signing and sharing more efficient.



To that end, a team of Information Technology Group employees implemented DocuSign, an online platform. Although the effort is new, ITG continues to see increased usage of DocuSign across ADOT.

"I field new requests for template development on a weekly basis," says ITG Senior Project Manager Doug Johnson. "We are now working on new templates in the Aeronautics Group, Payroll and MVD."

DocuSign takes the "paper" out of paperwork and allows employees to get the right forms to the right people quickly and efficiently. DocuSign stops signers from moving on if required fields aren't filled, routes documents to appropriate signers, sends out notifications, tracks documents and sends reminders. No lost paper. No confusion. No interruptions.

Since ADOT started using DocuSign, more than 100 templates have been created and 850 employees have created user accounts. The templates, which are reusable and often available on ADOTNet, are filled and sent out approximately 4,500 times per month.

DocuSign

The Global Standard for Digital Transaction Management™

The most common form signed is the Leave Application, but that's far from the only one. For example, Procurement has reduced the time it takes to sign the Delegation of Authority documents from an entire day to just five minutes. At MVD, the Commercial Driver License Program has eliminated the cost of postage for more than 90 contract renewals and addendums sent out, and those addendums are now completed in one or two days, down from eight to 10 days.

"In the past, someone would print 20 each of a four-page form and route them to me for signature. They would sit in my basket, and it would take one day to sign them and make four copies of each for filing purposes," Chief Procurement Officer Bertha Whitby said. "Today it took me less than five

minutes to sign all of them and they automatically route to everyone so no copies have to be made. How's that for a time and resource benefit!"

While the benefits are clear, Johnson says there's still room for improvement.

"If I had to guess, there are about 100 documents out there in the weeds that people could be using through DocuSign," Johnson said. "It's just a matter of finding them and uploading them."

He explains that making documents available through DocuSign is simple and secure. Johnson says the more forms available through DocuSign, the more time and resources the agency will be able to save.

If you have a document you'd like to make available through DocuSign, contact Doug Johnson at DJohnson2@azdot.gov.

~Danelle Weber, Senior Communications Specialist

Take extra precautions when driving during **MONSOON** season



Dallas Hammit

Earlier this month, we experienced some severe rainfall throughout many parts of the state. Even if you weren't impacted by the storms, I am sure many of you saw the images shared online and through the media showing the extreme weather's impact on our highway system.

There are many precautions to keep in mind when driving during monsoon season. I'd like to share some safety tips, but first, you should know there is good news when it comes to ADOT's efforts to improve several pump stations in the Phoenix area as soon as possible.

Projects totaling \$7 million are in the works to start in the next year. Crews will upgrade pumps and control systems at a total of 10 of our older pump stations along I-17 between Cactus and Greenway roads and the US 60 Superstition Freeway east of Loop 101, as well as facilities along I-10 at Third Avenue, Third Street and 16th Street.

Of course, an efficient drainage system is imperative, but the decisions that drivers make on the road play a big part in keeping everyone safe during an extreme weather event.

As we know, monsoon storms can produce sudden, heavy rain. Drivers should always be prepared and, if necessary, be ready to wait out heavy rain, high winds and blowing dust.

If you are driving during inclement weather, be sure to turn on your headlights and, when roads are wet, reduce speed and maintain a safe distance between your vehicle and the one ahead.

Avoid areas where water is pooling in travel lanes. If your vehicle appears to be hydroplaning, ease your foot off the gas pedal until you regain traction rather than braking suddenly, which can cause a vehicle to skid off the roadway.

Don't risk crossing a flooded wash, even if it doesn't look deep. Just a few inches of running water can carry away a vehicle, even a heavy pickup truck or SUV.

Downdrafts from thunderstorms can create sudden dust storms. If you see blowing dust ahead, get off the highway as soon as you can do so safely. Don't wait until poor visibility makes it difficult. If you are caught in blowing dust, immediately check traffic around your vehicle, begin slowing down and get completely off the roadway. Don't stop in a travel lane or in the emergency lane. Once you are off the highway, turn off all lights, including your emergency flashers, so another vehicle doesn't use your lights as a guide and crash into your parked vehicle. Set your emergency brake, take your foot off the brake and stay in the vehicle with seat belts buckled until the storm passes.

All of these safety tips and more can be found on the ADOT website's Transportation Safety page. I encourage you to review the information and talk about it with your loved ones. ■

~Dallas Hammit, Deputy Director of Transportation



BECO's Lattibeaudiere invited to serve on national panel



NOT SATISFIED by merely carrying out “best practices,” ADOT’s Business Engagement and Compliance Office (BECO) team has coined the term “next practices” to explain the path they’re on.

“‘Best practices’ is a common phrase, but we want to be innovators, so we’re implementing ‘next practices,’” says BECO Manager Vivien Lattibeaudiere. “We want to take it to another level.”

That way of thinking might be one reason the Transportation Research Board’s National Cooperative Highway Research Program has invited Lattibeaudiere to serve on a project panel tasked with identifying successful practices in the Federal Highway Administration’s Disadvantaged Business Enterprise (DBE) program.

ADOT’s own DBE program, managed by BECO, is well-regarded on a national level

DBE programs are required for all transportation agencies receiving federal project funding. They’re in place to ensure qualifying small businesses owned by individuals from socially and economically disadvantaged groups, including women and minorities, have an equal opportunity to participate on transportation projects.

ADOT’s own DBE program, managed by BECO, is well-regarded on a national level — its program plan was recently highlighted in a U.S. Department of Transportation/Federal Highway Administration report as a model that could be used to improve the organization and clarity of other state plans.

Aside from assisting qualified businesses in becoming certified DBE firms, ADOT’s DBE program provides training opportunities and technical assistance to businesses while also ensuring nondiscrimination in the award and administration of U.S. DOT-assisted contracts, Lattibeaudiere says.

“People have come to know what we do at ADOT,” Lattibeaudiere said. “It’s quite an honor to be invited onto this national panel.”

Lattibeaudiere, who earned her Ph.D. in higher education leadership and administration from the University of Tennessee, expects that this appointment will benefit ADOT by giving her an up-close look at research and new ideas from the field.

“We’ll be able to implement some of those things into our program,” she said.

Lattibeaudiere has worked at ADOT for nine years. Before serving as the agency’s BECO manager, she was the director of ADOT’s Engineering Consultant’s Services department. ■

~Angela De Welles, Senior Communications Specialist

US 89A repairs, use of job order contract process earn honor for ADOT

WHEN a storm hits, ADOT maintenance crews know there's a good chance they'll be dealing with the aftermath.

Maybe there will be some debris to clear. Even erosion and occasionally flooding are sometimes to be expected. But when boulders, some measuring as large as 15 feet in diameter, started sliding onto the roadway after an intense rainfall last summer, ADOT crews realized this cleanup would be far from typical.

"When I got there, it was just unbelievable how much mud and water could be moved in such a short amount of time," says Patricia Bighorse, recalling what it was like to arrive on the scene Aug. 9, 2015, right after a monsoon poured down more than 1.5 inches of rain on US 89A between Marble Canyon and Jacob's Lake in a span of just 15 minutes.

Bighorse, who works in ADOT's Northcentral District, was part of the ADOT team that worked immediately after the storm to open the road back up. Maintenance crews from areas throughout the region, including Page, Flagstaff, Gray Mountain and Fredonia, were able to clear one lane within about 20 hours. But the rest of the job was too big for ADOT's crews to handle alone.

With one lane still closed to traffic, ADOT moved forward with a Job Order Contract so the needed road repairs could be completed as soon as possible. The Job Order Contracting process offered the agency a way to quickly secure a qualified contractor — The S.J. Anderson Company of Mesa — while also following state and federal procurement laws and codes.

In the end, the \$1.6 million repair project was complete in 53 days.

For the effort, ADOT, along with The S.J. Anderson Company, was recognized earlier this month with the 2015 Harry H. Mellon Award of Excellence in Job Order Contracting for Emergency Highway Reconstruction. The award, named for the inventor of Job Order Contracting, is presented each year by The Gordian Group, a provider of construction cost data, software and services.

Gordian Group CEO William Pollak presented the award on Aug. 4 in Phoenix and explained that the honor is a big one. Only one award of excellence is given and the competition is tough — ADOT's entry was selected from thousands nationwide.

"(This award) is a way to celebrate the good work we saw being done," Pollak said. ■

~Angela De Welles, Senior Communications Specialist



Michael Harris, ADOT Communications

David Velarde of The Gordian Group, second from right, presents the 2015 Harry H. Mellon Award of Excellence in Job Order Contracting for Emergency Highway Reconstruction to Audra Merrick, Kurt Harris, far left, and Chad Auker.



Mud, boulders and debris — all the result of heavy rainfall — kept crews very busy last summer. ADOT's response, along with the agency's use of the Job Order Contracting process, earned an award of excellence. "This award recognizes a creative approach that allowed ADOT's Northcentral District to respond quickly, efficiently and effectively to an unexpected challenge," said Dallas Hammit, ADOT's state engineer and deputy director for transportation. "Completing the repairs and cleanup of such a large event in less than two months was an outstanding achievement."

What is Job Order Contracting?

Invented in 1982 by Harry H. Mellon, Job Order Contracting is a competitively bid construction procurement process government agencies use to accomplish a large number of repairs, alterations and straightforward construction projects based on a set of locally priced construction tasks and competitively awarded contracts.

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.

IN 1972, construction started on what today is known by many employees as the ADOT Engineering Building. The structure, which sits at 205 S. 17th Ave. in Phoenix, was designed more than four decades ago by the architectural firm Benham-Blair-Ditzler and Saylor.

As you can see from these photos, a ceremonial groundbreaking took place before construction began.

The building as it stands today contains roughly 84,000 square feet of work space, which is occupied by about 320 employees from the agency's Infrastructure Delivery and Operations Division.

The Engineering Building has three floors above ground, with a basement and physical plant. The physical plant located at the engineering building provides heating and cooling for four additional buildings.

Were you working here during the early 1970s, back when ADOT was still known as the Arizona Highway Department? If you were and you have memories you'd like to share, send an email to Insidelane@azdot.gov.

