

# The INSIDE

# LANE

*A newsletter for employees of the Arizona Department of Transportation*

OCTOBER 2016

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**ADOT**



## LEADERSHIP

## MATTERS

**M**Y NAME IS STEVE BOSCHEN and I currently serve as the assistant director for Infrastructure Delivery and Operations, which oversees all statewide project delivery, including ADOT and Local Public Agency projects, and statewide operations and maintenance.

I previously worked for ADOT from 1985 to 1992 and rejoined in October 2012 after a 20-year consulting engineer career. I enjoy hiking, mountain biking, snow skiing, playing racquetball, driving go-karts, playing softball, hacking golf balls and recharging on vacations with my wife.

Recently, I had the opportunity to sponsor one of the agency's two deep-dive Lean efforts, the Task Order Execution deep-dive.

This deep-dive was formed because it was taking more than 150 days to execute a task order with our consultant partners to start work.

This made it difficult to deliver projects not only in the quarter originally scheduled, but sometimes in the same fiscal year, creating other program obligation challenges. The cliché that the wheels of government turn very slowly was prominently in our face with this lengthy process. Believe it or not, a simple task order contract hits a minimum of five groups: Engineering Consultant Section, Audit and Analysis, Project Management Group, Business Engagement and Compliance Office, and Financial Management Services.

Talk about a full kitchen. How could the wheels of government turn at all?

Over a three-month period, the team utilized Lean tools to look for waste, including over processing and excessive "inbox" time, while mapping out the existing process and looking for steps that could be standardized.

The result—a new, repeatable process that now takes no more than 50 days from contract initiation to execution—will now become "standard work." While the phrase "standard work" might sound rigid to some, it is intended to document the best practices of a process today while continually looking for ways to innovate. Standard work for this process will hold the "50 days" and provide the baseline for Continuous Improvement.

As we strive to operate at the speed of business, I am encouraged to see how ADOT's Continuous Improvement efforts have been embraced in all areas of ADOT. Everyone ... Every Day ... Everywhere.



Steve Boschen

# The INSIDE LANE

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A web version of this newsletter can be found on ADOTNet or at [azdot.gov/InsideLane](http://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](mailto: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 Coralie Cole, a senior community relations officer with ADOT Communications. She photographed the scene from a spot off southbound US 89, just north of Flagstaff.*

# Deep-dive effort cuts 100 days off task-order execution process

**E**arly on, when ADOT first jumped into Continuous Improvement, the agency decided to take a “deep-dive” approach to solve two very different problems...

One deep-dive involves the Motor Vehicle Division and customer wait times. Maybe you’ve heard about it? A team of customer-service representatives, MVD office supervisors and others from across the division has been very successful in finding new ways to more efficiently meet the needs of MVD customers. The effort has even been widely reported on by the news media.

The other deep-dive project is equally important, but it hasn’t made headlines. That’s probably because unlike the MVD deep-dive, this one deals with something most people don’t have a lot of experience with: contracts and the on-call task order execution process.

On average, the process was taking about 150 days, but a team that included ADOT employees and two outside consultants started work in March to see if they could cut it down to 50 days.

Spoiler alert: they did.

The process is really a series of steps that must be completed before a consultant or contractor can start on a project. For the purposes of this deep-dive, the team focused on task orders for project development on-call contracts.

“The whole point of an on-call contract is to get the consultants on board quickly,” ADOT Project Manager Adrian Leon said, explaining that there are about 19 design consultants currently on call for project development. Those consultants already have contracts in place with ADOT that spell out things like rates and costs. The task order is kind of like an addendum to that contract that outlines the scope of work for the project, hours and more specifics.

“We identified a few things during the deep-dive,” said Leon. “Before, there were several forms of waste and a lack of communication. Too many people we thought needed to see the document, didn’t really need to see it.”



Angela De Welles, Senior Communications Specialist

Besides using TOAST to monitor progress, a core team gets together once a week for a quick huddle board meeting to look at active projects. From left, Project Manager Adrian Leon, ECS Manager Michael DenBleyker, Contract Manager Seth Kaufman and ECS Contract Specialist Annette Perez.

Michael DenBleyker, manager of ADOT’s Engineering Consultants Section (ECS), was also on the deep-dive team. He too said the importance of communication was made very clear during the deep-dive.

“Another big thing we learned was the value in getting all stakeholders involved early,” DenBleyker said.

Some big changes were made as a result of the team’s work—forms have been updated and standardized, stakeholder kickoff meetings are now required and checklists are consolidated.

Five pilot projects were chosen to try out the new process this past July.

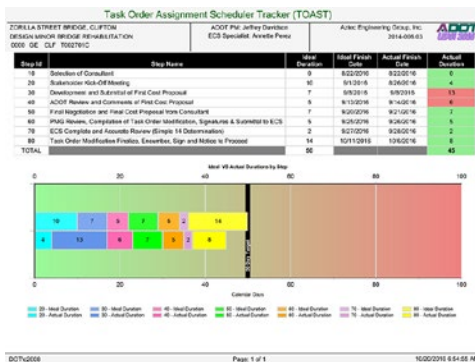
“All five of those were successful in hitting the 50-day target,” DenBleyker said.

The new process is now being used on all new task orders assigned through the project development section. Earlier this month, it was also rolled out for use on other on-call contracts used throughout the agency.

Leon says the success is all due to the team’s commitment to utilizing Lean techniques.

“We found waste in our own processes that we didn’t know was there,” he said. “With Lean, you have to look at everything, and when you map it out, you get to the root of the issue.”

~Angela De Welles, Senior Communications Specialist



As part of the deep-dive, the team developed a Task Order Assignment Scheduler Tracker, also known as TOAST. It’s a web-based tracking system that gives a visual report of how a task order is progressing through the eight key milestones of the process “You can see visually how we’re doing along the way,” DenBleyker said. “We can take away lessons learned and make corrections.”



# NEW SPACE HELPS BECO TAKE CUSTOMER SERVICE TO ANOTHER LEVEL

One of the best parts about moving is inviting people over once you've settled in and showing off what the new space has to offer...

The team from ADOT's Business Engagement and Compliance Office got to do just that on Sept. 26, when they hosted an open house for their new facilities at 1801 W. Jefferson St. in Phoenix.

Up until a few months ago, BECO's headquarters was in an ADOT building that sits directly underneath the I-10/I-17 Stack interchange, west of downtown Phoenix. That spot didn't provide the ideal location, configuration or atmosphere to provide good customer service to business customers, said BECO Manager Vivien Lattibeaudiere.

Because working with small business owners is a big part of what BECO does, the new office, complete with a small business resource center and conference room, offers many more options for assisting the public.

"We're going to be able to take our customer service to another level," said Lattibeaudiere, adding that the team can now host trainings, workshops and meetings, and provide technical assistance to Disadvantaged Business Enterprise (DBE) and small business firms, as well as contractors and consultants. People can now drop in during certain hours to receive help provided by BECO and other ADOT departments. "We're trying to provide these firms with help in understanding how to successfully do business with ADOT." ■

—Angela De Welles, Senior Communications Specialist



**1** ADOT Director John Halikowski, who helped to demonstrate some of the new technology features at the recent open house event, told attendees that he was proud of the work being done and said BECO has a big responsibility in its goal toward assisting businesses in the state. "As Governor Ducey has said, small business is the backbone of Arizona," Director Halikowski said. Photo: Angela DeWelles, ADOT Communications

**2** Besides having more square footage, the new location boasts some technology upgrades too. Smart Boards, video projectors, audience polling software and cameras that allow businesses outside of the Phoenix area and throughout the state to participate in events have all been incorporated. Photo submitted by BECO

**3** BECO's employee offices were designed for collaboration and transparency—the space is open with places for impromptu meetings and brainstorming about how to improve programs and meet customer needs. Photo: Angela DeWelles, ADOT Communications

**4** The new small business resource center and conference room gives BECO the space to provide better customer service and more programming. Lattibeaudiere says there has been a lot of positive feedback so far. "(The DBE firms) feel ADOT has more than demonstrated it's invested in small businesses and DBEs. They're seeing firsthand that ADOT is committed to the program." Photo: Angela DeWelles, ADOT Communications

**BECO is responsible for** ensuring that ADOT, its subrecipients, contractors and consultants are in full compliance with all applicable federal regulations related to disadvantaged and small business inclusion, equal and fair employment opportunity in contracting and

on-the-job training for women and minorities in the construction trades. BECO also oversees ADOT's good faith efforts to meet overall DBE participation goals. BECO also conducts Equal Employment Opportunity contractor compliance and On-the-Job

Training contractor compliance to provide training and employment opportunities for women, minorities and economically disadvantaged individuals in the construction industry.



# For transportation innovation, the future is now

Michael Harris, ADOT Communications

Arizona Innovation Exchange Day was attended by transportation professionals and engineers.

**THE TECHNOLOGY** required for drone-mapping, autonomous vehicles, wrong-way driver detection and 3D-printed cars isn't years away anymore. It's already here and was on display earlier this month as part of the first Arizona Innovation Exchange Day.

Hosted by the Arizona Council for Transportation Innovation on Oct. 4 at the Rio Salado Conference Center in Tempe, the event focused on the future of transportation and included an innovation showcase, which gave exhibitors time to talk about the new technology and techniques they're developing.

ADOT employees presented details on the agency's efforts to detect wrong-way drivers. They also talked about a current project that's testing how ramp meter timing adjustments might improve rush-hour congestion.

"We're trying to use the lanes we have in the most efficient way," said David Riley of ADOT's Traffic Technology Group, explaining that ramp meters in the northbound State Route 51

project area in Phoenix are being programmed to respond to freeway traffic flow as well as the volume of traffic entering the freeway.

## Other innovations on display included

- a smartphone app that rewards drivers for taking the least congested routes.
- an advanced mobile-mapping system described as "surveying on steroids."
- technology being developed to produce a 3D-printed, fully recyclable vehicle.

Low-tech solutions were also highlighted, including a method for adding new synthetic materials to asphalt to give strength and increase the lifespan of roads.

Formed in 2012, the Arizona Council for Transportation Innovation supports innovative technology and techniques among transportation professionals to ensure smart, efficient investment in Arizona's highways and other transportation infrastructure. Council members include officials from ADOT, the Federal Highway Administration, Maricopa and Pima counties, and engineering professionals.

Dallas Hammit, ADOT deputy director for transportation and co-chair of the Arizona Council for Transportation Innovation, says innovation in transportation is important. Besides helping agencies to build roads in a faster and more cost-efficient manner, innovation can offer solutions that lead to safer transportation systems.

"We need to continually look for innovations that will save lives and make the transportation experience better for all of us," Hammit said.

Find additional information about the Arizona Innovation Exchange Day on the ADOT Blog and in an upcoming ADOT video. ■

~Angela De Welles, Senior Communications Specialist



John Dougherty, ADOT Communications

David Riley, left, and Andy Murray of ADOT's Traffic Technology Group explain a test involving the timing of ramp meters along State Route 51 in Phoenix.



# South Mountain

## FREEWAY PROJECT TEAM AND PARTNERS PREPARING FOR CONSTRUCTION



Danella Weber, ADOT Communications

ADOT's partner Connect 202 Partners are busy at work relocating utilities and doing preliminary construction ahead of the main construction, which is scheduled to begin in early 2017.



Dustin Krugel, ADOT Communications

**ADOT's community relations and public information officers have temporarily relocated to a project office to work closely with both Connect 202 Partners and the general engineering consultant teams. The project office includes on-site design and construction staff, training facilities, a material fabrication unit, and a central location for keeping track of the project's progress and communication efforts.**

**T**HE LOOP 202 (South Mountain Freeway) has been a critical part of the Maricopa Association of Governments Regional Freeway Program since it was first included in funding approved by Maricopa County voters in 1985. The freeway was also part of the Regional Transportation Plan funding passed by Maricopa County voters in 2004 through Proposition 400. The freeway is a key component of the region's adopted multimodal transportation plan and the Regional Freeway and Highway System and is the last piece to complete the Loop 202. The Federal Highway Administration issued a Record of Decision (the final decision-making document for the project) selecting a build alternative on March 5, 2015.

While right-of-way acquisition and initial structural removal have mostly been completed in the Pecos Road segment, some homes and businesses are still waiting to be removed in the western segments. However, during this process, ADOT has made several homes and apartment complexes available to first responders for training purposes. Providing access to these properties provides first responders a unique training opportunity in a real-life setting.

Additionally, the developer for the public-private partnership (Connect 202 Partners) began preliminary construction activities, including adding capacity at the Interstate 10 / Loop 202 (Santan Freeway) interchange, active utility relocation, plant and tree salvage, soil sampling, and design refinements. A nursery also has been established to maintain native plants until construction is completed and they can be replanted throughout the corridor.

In addition to the preliminary construction activities, ADOT and the developer are focusing on communicating with the surrounding communities. Community Relations Manager Brock Barnhart said, "We have presented the preliminary design plans to the communities along the corridor, explaining updates since design concepts were presented in 2013, and requesting public comments and feedback."

Over the last month, the ADOT team Barnhart leads has worked alongside community relations managers and specialists from the developer and the general engineering consultant to hold three public meetings, attended by nearly 800 people. The communications team will continue to engage the community by proactively attending HOA meetings and gathering feedback there.

Construction on the freeway mainline is scheduled to begin in early 2017. ■

~Danella Weber, Senior Communications Specialist



# Maintenance innovation saves time, money

*Raymond Baca, Roadway Maintenance*

## Some seemingly simple ideas helped ADOT save some big money last month...

Over the Sept. 24-25 weekend, the Avondale Maintenance Team applied a flush coat to about 110 lane miles of Loop 101 between I-10 and Thunderbird Road.

They did the work in just two mornings, when it normally takes multiple days over the course of several weekends to get the job done.

How'd they speed up the process?

The most important thing, according to Acting District Engineer Raul Amavisca, was to close the entire section of freeway in one direction instead of closing down just a few lanes at a time. The maintenance team proposed the plan, which ended up saving an estimated \$25,000 in traffic control since the project didn't have to stretch over multiple weekends.

"Avondale Roadway Maintenance Supervisor Raymond Baca and Phoenix Maintenance Superintendent Craig Cornwell had the idea to close the entire freeway in one direction

instead of doing partial closures as a way to save time and money," said Amavisca, adding that after discussing the merits of the proposal, he and ADOT Deputy State Engineer Jesse Gutierrez agreed it made sense to try it out. "The result saved time and money."

Another innovative idea was tested on the project, too.

The maintenance team fabricated a reverse-stencil out of aluminum that allowed them to block out the more than 100 HOV "diamond" pavement markings as they applied the flush coat. The stencil was built to the exact specifications of the HOV diamonds and, once in place, it let the crew spray the flush coat on the road surface without spraying the diamond.

Flush coats are used to rejuvenate pavement and consist of a light application of an oil-based material to the roadway surface. Spraying the diamonds or any lane lines can affect their reflectivity, explained Baca.

"If we would have just run over the diamonds with the oil, we would have had to replace them, which would have cost about \$32,000," Baca said.

It took some cooperation to make sure it all went smoothly. One team was in a truck ahead of the vehicle applying the flush coat. They had to quickly place the template on the road before the other vehicle sprayed over it. After it was sprayed, they grabbed the metal diamond with a pole/hook and moved ahead to place it over the next diamond.

"It was much easier than having to start and stop to turn off the (flush coat) nozzles," said Baca, explaining that template also allowed crews to treat a much larger section of roadway surrounding each diamond.

The project's overall time-savings meant less of an inconvenience to the public.

"We basically compressed multiple days of work into less than two days. We're all pretty pleased with the way it went," Baca said. 🇺🇸

*~Angela De Welles, Senior Communications Specialist*



## Help your teen drivers **make good decisions** behind the wheel



**ACCORDING** to the National Highway Traffic Safety Administration, motor vehicle crashes are the leading cause of death for 15- to 19-year-olds in this country. The NHTSA reports that in 2014, there were 2,679 teen drivers involved in fatal crashes and an estimated 123,000 teens were injured.

As the father of a teen driver, I find these statistics frightening. However, I am encouraged when I read about research that shows how involved parents who set rules and monitor their teens' driving behavior in a supportive way can actually lower their teens' crash risk.

There is so much that parents and guardians can do to help their teens establish safe driving habits.

As I have in the past, I want to encourage you to talk with your teenagers about safe driving. Give them the tools they need to become safer motorists. To get the conversation started, try visiting the NHTSA's website, [www.safercar.gov](http://www.safercar.gov), and click on "Parents Central" for a whole host of ideas. Besides talking, we all need to set a positive example for our children, no matter what their age. That means buckling up, obeying the speed limit and putting down the cell phone or mobile device while driving.



Of course, teenagers aren't the only ones who can make bad decisions behind the wheel.

It's up to everyone, no matter your age and regardless of whether you're a parent, to be safe drivers. That's exactly why ADOT launched its "Drive for Them" campaign earlier this month. The goal for the effort is to curb selfish driving habits: speeding, aggressive, impaired and distracted driving. Those driver behaviors are among the leading factors contributing to the rising number of traffic deaths.

The bottom line is that it is up to all of us to remember that our actions on the road can have tragic, yet entirely preventable, consequences. Please, be safe and remember who you're sharing the road with. ■

~Dallas Hammit, Deputy Director for Transportation

## ARIZONA HIGHWAYS EARNs INDUSTRY AWARDS

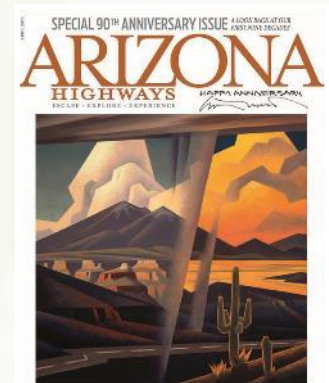
**A**RIZONA HIGHWAYS started as a newsletter written by Arizona Highway Department engineers in 1921 — long before it became the Arizona Department of Transportation, as we know it today — but it was popular enough to turn into a magazine by 1925. Cars grew in popularity at the same time that new and modern roads were being built across the country, and Arizona Highways was one of the first publications to appeal to that developing interest.

Since 1925, the magazine has gained an industrywide reputation for publishing compelling stories and dramatic photography. Last month's International Regional Magazine Association conference recognized the magazine for its continued commitment to high-quality content with 20 awards for entries from 2015. The total continues an upward trend for the magazine, which won 11 IRMA awards in 2013 and 16 in 2014.

With five Gold Awards, seven Silver Awards, four Bronze Awards and four Awards of Merit, Arizona Highways had a strong showing during the conference. Among the 2015 honorees were golds for David Muench, who won Magazine Photographer of the Year for the December issue; Eric Hanson, for his graphic accompanying a Route 66 feature in the May issue; and Editor Robert Stieve, for his monthly editor's letter.

"The magazine's strong showing at the IRMA awards this year underscores the nearly 93 years of publishing excellence at Arizona Highways magazine," Publisher Win Holden said. "I was pleased that the magazine's creative team received recognition in every major category of publishing: writing, design, photography and illustration." ■

~Danelle Weber, Senior Communications Specialist





## 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.*

**I**N 1983, "Return of the Jedi" was released in theaters, Michael Jackson's "Thriller" hit No. 1 on the U.S. album charts and McDonald's introduced the Chicken McNugget.

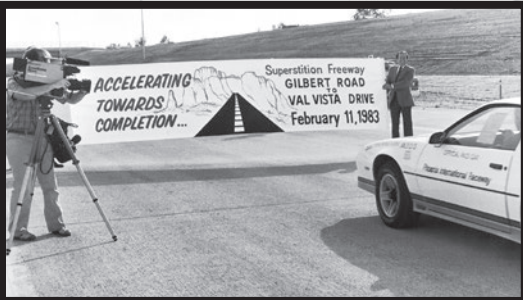
Yes, it was a very, very good year.

1983 is also when ADOT wrapped up work on a section of the US 60 Superstition Freeway spanning from Gilbert Road to Val Vista Drive in Mesa. To celebrate the milestone, a dedication ceremony was held on Feb. 11, 1983. Arizona's then-governor Bruce Babbitt attended (he's the one driving the car in the top photo), along with about 100 other people, according to the March 1983 issue of Newsbeat, ADOT's employee newsletter at the time.

Newsbeat wasn't the only media on the scene—on the left side of the photo you can see an "Eyewitness News" videographer capturing the whole thing for Channel 3. Newsbeat also tells us that Larry Hecker, who was chair of the State Transportation Board at the time, is the person on the right holding up the beautifully illustrated sign that proudly declares in all caps, "Accelerating Towards Completion."

Looking back through ADOT's history books, we know that in February 1983, the department was just about eight years away from completing the Superstition Freeway. It wasn't until 1991 when the new freeway reached its junction with the existing US 60 east of Apache Junction. Here's one more piece of trivia for you: the very first section of the Superstition, which branched off eastward from Interstate 10 and extended just to Mill Avenue, was completed in 1971. 🇺🇸

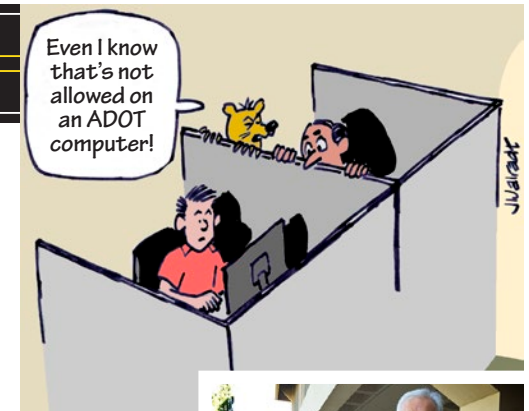
~Angela De Welles, Senior Communications Specialist



## WINNER,

## WINNER!

We received many creative entries in response to last month's caption contest, but there could only be one winner. Congratulations to Mike Wilson, a right of way project coordinator, who submitted this month's winning caption. If you read our August issue, you'll remember that Mike has earned this honor before. He has a way with words and was awarded earlier this month when Internal Communications Manager Kathy Boyle presented Mike with a copy of the Arizona Highways publication, "Secret Sedona."



## 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.

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](mailto:InsideLane@azdot.gov) with your best guess. There's a (small) prize for the first correct answer we receive, so act fast! We'll reveal the location in our November issue.



Kim Katchur, ADOT Communications

# IN CASE YOU MISSED IT

EVERY day, ADOT is making news around the state for its projects, policies and people. If you

haven't had time to read all the headlines don't worry, The Inside Lane has you covered. In Case You

Missed It, here's a look at some of the news stories written about ADOT this past month...

## With Bell Road reopening in sight, detour going smoothly in Sun City West

*Daily News-Sun, Oct. 2, 2016*

The Arizona Department of Transportation announced Nov. 22 as the date to open Bell Road before the start of the holiday season.

Committee members briefly discussed how well the recommended detours have worked out during Bell Road's closure at Grand Avenue during the bridge construction project.

Link: [bit.ly/2ezpjtv](http://bit.ly/2ezpjtv)

## ADOT internships prepare next generation of transportation professionals

*Arizona Range News, Oct. 5, 2016*

To help ready the next generation of professionals to plan, operate and maintain a safe and efficient transportation system, the Arizona Department of Transportation employs nearly 40 interns whose work touches projects in every corner of the state.

Coming from communities across Arizona, the interns work in fields including engineering,

urban planning, construction management, environmental science, landscape architecture and more.

Link: [bit.ly/2e2CROw](http://bit.ly/2e2CROw)

## Arizona plans detection, warning system for I-10 dust storms

*Arizona Daily Sun/Associated Press, Oct. 13, 2016*

A stretch of Interstate 10 prone to dust storms in the southern Arizona desert will get a sophisticated system of sensors and other technology to tell drivers to slow down and allow authorities to remotely monitor dangerous highway conditions.

The state Department of Transportation this week began designing the new system for 10 miles of Interstate 10 between Phoenix and Tucson. The location between Eloy and Picacho Peak is the site of dust storms that often form suddenly, particularly during the summer monsoon.

Link: [bit.ly/2eniMNC](http://bit.ly/2eniMNC)

For even more, check out the ADOT in the News section on ADOTNet, <https://adotnet.az.gov/adot-in-the-news>.



Michael Harris, ADOT Communications

## Domestic Violence Awareness Month

By order of Gov. Douglas Ducey, October is Domestic Violence Awareness Month. ADOT and other state employees wore purple every Friday of the month to raise awareness for and show solidarity with domestic violence victims. On Oct. 20, ADOT employees gathered in the courtyard of the ADOT administration building in downtown Phoenix to show their support for the cause.

Remember  
Open  
Enrollment

Open Enrollment for the 2017 Plan Year is here and continues through 5 p.m. Nov. 14. An Open Enrollment Summary Guide including current elections, Benefit Expo dates and locations, and plan highlights have been mailed to employees' homes. No action is required if you don't plan to make any changes.

If you decide to make a change to your current benefits, you must log in to the Y.E.S. website, [www.yes.az.gov](http://www.yes.az.gov).

Complete your 2017 elections and update your personal and beneficiary information by Nov. 14. Any changes made during Open Enrollment will become effective Jan. 1, 2017. For Flexible Spending Accounts, you must elect your 2017 pre-tax contribution. Contact a Benefit Options Member Services Representative at 602.542.5008 or 1.800.304.3687 (outside of the Phoenix metro area) or by e-mail at [BenefitsIssues@azdoa.gov](mailto:BenefitsIssues@azdoa.gov).