

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

MARCH 2017

VOLUME 1, ISSUE 9

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ADOT

LEADERSHIP MATTERS

AS THE ADOT communications director, one of my primary roles is to talk about the work we do, our successes, and the important role ADOT fills in moving the state's economy forward. More important than that, however, is my role as a leader in this organization and taking the time to listen — to what the public has to say about us, to what employees think, and to how we are perceived by the taxpayers of this state.

That's where you come in.

In the weeks ahead, the annual employee engagement survey will be sent out. Honestly, last year our results were ... mediocre. The entire leadership team took that to heart and has been putting a greater emphasis on addressing the issues identified as needing attention through the survey, which is administered by the Arizona Department of Administration. Over the past year, we've seen a range of compensation strategies deployed, putting \$2.6 million of additional dollars into the pockets of ADOT employees based on performance. Pay isn't everything, but it helps.

We need 100 percent completion of the survey — we want to hear what everyone has to say, including the good and the not-so-good — to help us improve as a unified team. For the first time, this year we will ask some ADOT-specific questions. Some of these ask about how well we have implemented the Arizona Management System in this first year. We know we have work to do there, but these questions will help us track progress. Other questions ask about how valued you feel as an employee, if your ideas are valued, or if you feel empowered to solve problems. There is also an opportunity to provide open comments — anonymously — to give the leadership team even more feedback.

Use this as an opportunity to provide solid, honest feedback on how we are doing. ADOT is a large, complex organization and it can be difficult to get a clear picture of what employees think and believe about the organization.

As I have traveled around the state in my 10 years with ADOT, meeting employees in different divisions — from MVD, IDO, ECD, ASD, MPD and TSMO — I always come away with pride in the sense of a shared mission. Over the past several months, I hope you have noticed a renewed focus on internal communication efforts to help connect our agency together. We've introduced this newsletter, quarterly posters for break rooms, a monthly bulletin for supervisors and managers, and other tools to help keep you connected and informed about what our agency is doing. With so many employees in so many offices across our large state, there is no one-size solution to communicating with you, but I hope you are finding new opportunities to learn about ADOT and what your colleagues in other divisions are working on — and how your work connects to theirs.

Tell me what you think — after all, one of my biggest responsibilities is to listen. We're always looking for better ways to "tell the ADOT story," both to our own employees and to the public. ☐



Timothy Tait
Director of Communications

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 photo, taken by Kim Katchur of ADOT's Video Team, shows off an I-10 paving project that started earlier this month, just east of Bowie in the southeastern corner of the state.

You are here: Navigating ADOT's Continuous Improvement roadmap

From an intense deep-dive effort that shaved 100 days off the agency's on-call task order execution process, to the kaizen in Tucson that simply moved a tire machine and ended up saving \$3,000 a year in productivity, the changes being made throughout ADOT are all part of a journey that started more than a year ago...

In January 2016, ADOT's leadership team established the Office of Continuous Improvement (OCI), but the agency's course was really set a month later when the [Continuous Improvement Transformation Roadmap](#) was created.

START

Where we
BEGANWhere we
are NOWWhere we're
HEADED

EARLY IN THE AGENCY'S Continuous Improvement effort, ADOT's executive leadership team embarked on a major training effort all centered on Lean principles, explains OCI Administrator Kismet Weiss.

"In order to make this a part of who we are as an agency, we needed the entire leadership team to be immersed," Weiss said.

As part of the months-long training, leaders shared and implemented the concepts and tools they learned with their staff. At the same time, two groups within ADOT — the Motor Vehicle Division and the Infrastructure Delivery and Operations Division — launched deep-dive projects to address major issues.

Weiss said that the deep-dive projects allowed groups of employees to learn problem-solving by using Lean techniques and in turn spurring a cultural transformation that continues to address and solve new issues.

Continuous Improvement was also the focus of the August 2016 Leaders Connection Conference, where more than 700 supervisors and managers from around the state received CI training in breakout sessions that focused on Lean principles.

In November 2016, OCI launched a computer-based training course that gave all employees the opportunity to learn more about Continuous Improvement and how the Lean principles apply to their work at ADOT.

TRAINING CONTINUES around the agency. Right now, about 76 ADOT employees are taking part in the same seven-month training initiative that the executive team underwent last year. There are also CI-related breakout and discussion sessions happening throughout the state. Hundreds of kaizens are also being reported from employees throughout ADOT. Weiss says the goal for the agency is to record at least one kaizen for each employee.

In addition, there are currently 12 Plan-Do-Check-Act (PDCA) projects underway. The PDCA problem-solving method is used to improve process and eliminate waste. It is being applied to 12 areas throughout the agency and is part of ADOT's overall Strategy Deployment, which according to Weiss, is the CI method for setting strategies and making a focused effort to implement them.

The PDCA projects kicked off in January and all aim to either improve customer service, maximize resources or improve employee engagement. Each PDCA project will be featured in upcoming issues of The Inside Lane. ADOT's Senior Lean Coach Heather Franek explains that the 12 PDCAs were chosen because they're a part of the overall strategy deployment and they're all addressing issues that are vital.

"We're doing things in a new way, but the work we're doing in these PDCAs is the work we'd be doing anyway," Franek said.

UNLIKE MANY MAPS, ADOT's CI Transformation Roadmap has no final destination or ending point. The Continuous Improvement process is ongoing. Once principles are learned and changes are established, the real work involves maintaining and continuing the improvements. However, there is some additional training on the horizon.

The vision is everyone, everywhere, solving problems, every day

"We still have more learning to do," Weiss said

That next wave of learning will include continued leader learning and new training for managers and supervisors. At some point in the future, all ADOT employees will undergo some classroom training related

to Continuous Improvement, Weiss said.

"We want to expand problem solving," Weiss said. "The vision is everyone, everywhere, solving problems, every day ... If we do this right, the things we've done, the culture we've designed and built will live on."

ADOT's Continuous Improvement efforts are connected to a larger initiative that aims to transform the way state government thinks and does business as a single enterprise. Known as the Arizona Management System, the statewide effort strives to offer a people-centered approach to solve problems and improve performance. Find more information at ams.az.gov. ■

~Angela De Welles, Senior Communications Specialist



ECD COMMERCIAL VEHICLE INSPECTIONS NET 156 POUNDS OF MARIJUANA

Drugs seized at Topock Port of Entry

THANKS to the diligence of ADOT Enforcement Services Bureau officers, more than \$700,000 worth of marijuana was seized at the Topock Port of Entry last month during back-to-back busts.

On Feb. 9, Enforcement and Compliance Officer Upshaw was conducting a commercial vehicle safety inspection on a multi car-hauler trailer and found it was over its allowable gross weight by more than 3,000 pounds. After directing the driver to park so the violation could be addressed, ECD Sgt. Schritter examined the bills of lading — documents that outline invoices— for each of the vehicles on the hauler as part of the inspection.

A red flag was raised when the document for one of the vehicles had an omission that's not typical according to ECD Lt. Lightfoot, who provided details of the case.

After a discussion with the driver, who cooperated fully and agreed to a search of the vehicle, additional indicators were discovered by officers that led to a call for assistance from the Fort Mohave Tribal Police Department's drug-sniffing K9 unit.

"There was reasonable suspicion to believe that criminal activity was taking place. A Fort

Mohave Tribal Police lieutenant conducted a free-air sniff with the K9," Lightfoot said. "The K9 unit gave a positive alert on a vehicle. Because of that, it gave the officers probable cause to further inspect the vehicle, which they did."

Inside, officers found 83 pounds of marijuana, with a street value of \$373,500.

Officers determined that the driver of the hauler had no knowledge of the drugs on board the vehicle. After a full Level 3 inspection, the driver was allowed to leave and the case is still under investigation, Lightfoot said.

Two weeks later, on Feb. 23, Officer Upshaw again was conducting routine commercial vehicle inspections at the Topock Port of Entry when red flags were raised.

"This one was a one-ton dually pickup truck, hauling a smaller trailer with four cars on it," Lightfoot said. "There were some indicators

on the bill of lading for one of the vehicles that made the officer question its validity."

The driver was cooperative and agreed when officers asked for consent to search the vehicle.

"From there, officer Stinnett and I searched the vehicle and only found car cleaning supplies inside," said Sgt. Schritter, adding that the vehicle's key did not open the trunk.

But additional indicators again led to a call for assistance from the Fort Mohave Tribal Police Department and its drug-sniffing dog.

"The K9 alerted on the vehicle," Schritter said. "After that, we contacted the Mohave Area General Narcotics Enforcement Team and they sent out a detective who helped us remove the vehicle's back seat revealing three large duffle bags containing marijuana."

In total, the officers seized 73 pounds of marijuana from the vehicle, with a street value of \$328,500.

As in the earlier case, it was determined that the driver of the hauler had no knowledge of the drugs that were on board, Lightfoot said. After cooperating with officers, the driver was free to leave and the case is still under investigation.

Since January 2014, officers at the Topock Port of Entry have seized 686 pounds of marijuana, 21 pounds of methamphetamine and 53 pounds of cocaine, but Lightfoot explains that the ECD's aim isn't squarely focused on finding illegal drugs.

"This isn't all we do," Lightfoot said. "Our primary goal is the protection and preservation of state infrastructure ensuring the safe and efficient movement of people goods and services throughout Arizona while promoting compliance with all applicable state and federal laws and regulations."

Lightfoot and Schritter reiterated that ECD meets that goal by ensuring commercial motor vehicles comply with commercial vehicle safety regulations, Arizona weight laws and credential compliance.

On occasion, and in the course of carrying out their primary duties, ADOT officers uncover criminal activity. ■

-Angela De Welles, Senior Communications Specialist

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**THERE WAS
REASONABLE
SUSPICION TO
BELIEVE THAT
CRIMINAL
ACTIVITY WAS
TAKING PLACE**

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.

MVD's ServiceArizona Kiosks

COMPRISED of a basic computer monitor, keyboard and a spot to accept payment, ServiceArizona kiosks have steadily been handling more and more customer transactions in select MVD offices and courthouses throughout Arizona.

The kiosks are helping to reduce overall wait times, explains MVD South Regional Manager Melissa Jacob.

"These kiosks are just one of the things we have in place to help our customers quickly," she said. "The MVD vision is 'out of the line and safely on the road' and that's what we're trying to do. Many transactions still have to go to a window, but the kiosks are an additional tool."

Customers are provided the same functionality and services from the kiosks that they can also get through ServiceArizona.com, including vehicle registration renewal, address changes and the ability to order specialty plates. The number of customers MVD assists will continue to increase and the kiosks help by moving easier transactions away

from windows so that MVD customer service representatives are able to handle the increasing number of challenging transactions.

Jacob explains that oftentimes, customers assume they need to come into an office

to complete many of the transactions they could have done from home. Others might not have internet access or their computer comfort level just isn't that high. In many of the offices, there is an MVD greeter who can direct customers to a kiosk if possible. There often is an MVD employee onhand who can also help customers navigate the kiosks if they need help.

"Most people aren't aware of how much they can do on the kiosks now," she said. "It's amazing how many transactions are available and it's the stuff that people don't think about like if you've moved and you want to update your voter registration, that can be done."

The stats show that transactions at the kiosks are increasing significantly as customers are encouraged to use them whenever possible.

Most people
aren't aware
of how much
they can
do on the
kiosks now.



Kiosks have been an MVD fixture for a number of years, but until recently they could only accept credit or debit cards. Offering a cash option at some of the kiosks has created another convenience that's proving to be very popular with customers.

Right now, there are 69 kiosks located in 26 MVD offices and seven courthouses. According to MVD numbers, there were 36,899 transactions completed at the kiosks in February 2017, compared to 21,990 in February 2016.

The busiest kiosks in February 2017 were located at the Tucson Regional office with

4,010 transactions; the West Phoenix office with 3,343 transactions and MVD's Tucson East location with 3,323 transactions. ■

~ Angela De Welles, Senior Communications Specialist

Mentoring Program brings together ADOT employees in a relationship of growth

ADOT'S Mentoring Program is dedicated to pairing skilled individuals who are committed to improving themselves both personally and professionally. That growth, however, depends on the relationship between mentor and mentee.

While the Mentoring Program has many participants and aims to cultivate a culture of growth for the agency as a whole, its success as a program is determined by how the individuals involved interact with one another.

Facilities Design and Construction Unit Manager Mike Nelson, who was nominated by his mentee and awarded Mentor of the Year at the Mentoring Celebration held in Phoenix on March 2, said of the program, "One of the most important things we do is sign a confidentiality agreement at the very beginning. It allows everyone involved to feel more relaxed and speak openly and freely."

By starting from a place of trust, mentors and mentees can focus on what the mentee needs, be it asking for advice about how to handle relationships with coworkers and supervisors, looking for direction on how to improve certain skills, or even just being a sounding board for ideas.

"With Salah [Uddin]," Nelson recalled about his mentee, "we started by meeting once a week and me asking him what was on his mind. That evolved into a continuous conversation."



John Dougherty, ADOT Communications

From left, Marlo Crandall, Roy Moore, Mike Nelson and Salah Uddin.

Highway Operations Technician Roy Moore, this year's Mentee of the Year, has a similar view of his relationship with his mentor, Information Technology Specialist Marlo Crandall.

"It was good to be able to talk to someone and get direction," Moore said. "It's easier to think of solutions when you have someone with more experience listening to you and giving you advice."

Nelson, who was previously a mentee, said that there's not a lot of difference in the experience of being a mentor versus a mentee.

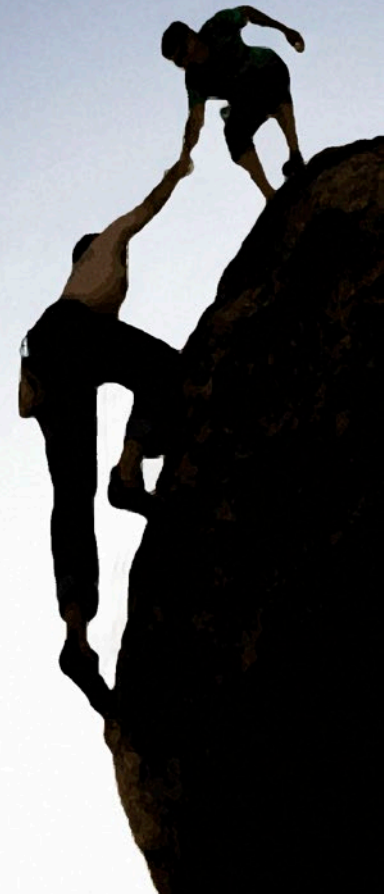
"As a mentor, you still get a lot out of the relationship and learn a lot just from listening to your mentee. There's more of a feeling a responsibility to give good information and direction because you're in the teaching role, but it's not too much pressure," Nelson said.

Both Moore and Nelson gave hearty recommendations for others to participate in the program—to improve skills, to make connections and to feel more invested in the agency, to name just a few reasons.

"It's important for people to give the Mentoring Program a try," Nelson said. "I believe in it."

If you are interested in learning more about the [Mentoring Program](#), you can contact Javier Ramirez (JRamirez2@azdot.gov) with any questions you may have about being a mentor or a mentee or visit the Mentoring page found under the Employee Services menu on ADOTNet. The application deadline is June 2, 2017. 🇺🇸

~Danelle Weber, Senior Communications Specialist



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.

MAYBE ADOT felt somewhat sympathetic toward Sammy Hagar when he famously sang about being unable to drive the speed limit back in 1984. Just three years after the rocker's hit single "I Can't Drive 55" was released, Arizona raised the speed limit to 65 mph on all rural interstates.

OK, so the state's speed limit shift actually had more to do with actions taken by Congress than it did with any song. But, it's a good bet that Hagar wasn't the only frustrated driver out there.

The National Maximum Speed Law, which capped the limit on all national highways at 55 mph, was in place for more than a decade. It was enacted by Congress in an attempt to curb fuel consumption during the oil crisis of the early 1970s.

But in 1987, after some major political back-and-forth drama*, Congress overrode President Ronald Reagan's veto of a federal highway bill, known officially as the Surface Transportation and Uniform Relocation Assistance Act of 1987. Once enacted, the law funded a number of highway projects and gave states the go-ahead to raise the limit on rural interstates.

Arizona lawmakers quickly approved legislation setting the new maximum limit in this state. After that, ADOT immediately got to work amending signs throughout the state, as you can see in these photos.



According to the May 1987 issue of Newsbeat, ADOT's employee newsletter at the time, on April 15, the ADOT signing crew changed about 500 speed limit signs on 1,088 miles of highway in just under nine hours.

"Each of the 14 two-man crews worked vigorously on sections of interstate highways assigned to them, riveting '6s' over '5s' to create 65 mph signs. Each crew replaced 35 to 50 signs over distances ranging up to 150 miles beginning at 8 a.m. when Gov. Evan Mecham signed the new law in a ceremony at the first 65 mph sign on I-17 at the north edge of Phoenix.

"Crews that had to cover interstate highway's long distances from their Phoenix-based headquarters deployed to their assigned areas a day early so they could begin work at 8 a.m.

"Each crew consisted of a lead man from the interstate signing branch assisted by a district sign worker or a sign shop employee. The changeover of the last sign on the rural interstate system was completed at 4:50 p.m."

Congress eventually went on to lift all federal speed limit control, but not until

the mid-1990s. At that time, states got the right to set their own speed limits. Currently, Arizona state law ([A.R.S. 28-702](#)) allows the establishment of speed limits on the Arizona State Highway System upon "the basis of an engineering and traffic investigation." ■

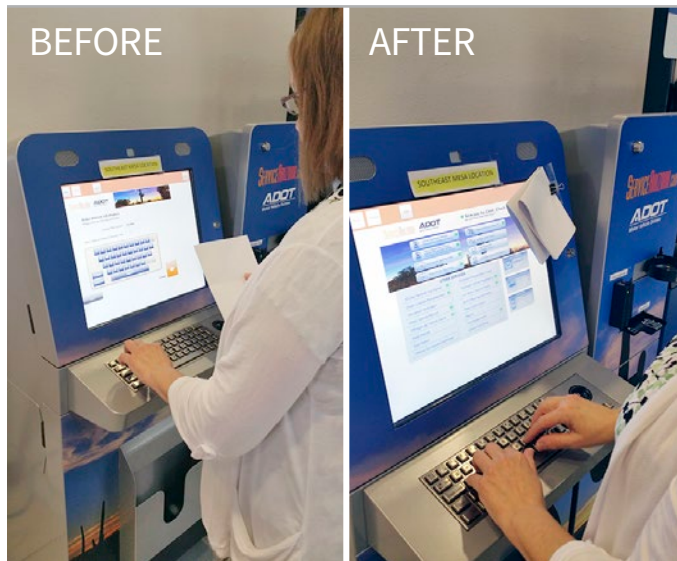
**If you'd like to know more about Congress's override of the presidential veto, you can find an interesting article on the Federal Highway Administration's website: <http://bit.ly/2mHqZDQ>*

- 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...

CONTINUOUS **ADOT** IMPROVEMENT



WHEN Jo Hernandez, a customer service representative from the Southeast Mesa Motor Vehicle Division Office who has worked at ADOT for 18 years, noticed that customers were having a hard time holding on to paperwork while navigating the ServiceArizona kiosks, she chose to do something about it.

"I was just observing and at the same time helping customers work the kiosk," Hernandez said. "I saw everyone holding their paper and having to type with one finger. I just decided it would be really good if we had little clips mounted onto the stations to make it easier for people to input their information."

Small clips were attached to the kiosks and while the effort is still a work-in-progress — the team is trying to figure out how to attach the clips so that they can handle more than one sheet of paper — Hernandez said the idea is worth working on because ultimately it could help customers to more accurately type the necessary information at kiosks, making for easier and quicker transactions. 🇺🇸

KAIZEN COUNT

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

1,831

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

Singapore delegation gets firsthand look at MVD improvements

A delegation from the Singapore Institute of Technology (SIT) and a representative from the Lean Enterprise Institute (LEI) toured the MVD office located on 51st Avenue in Phoenix earlier this month to learn about the division's continuous improvement transformation.

MVD Director Eric Jorgensen points out Continuous Improvement changes to the delegation, which are of interest to the group because the Singapore Government is putting a large focus on increasing productivity and innovation in its country. SIT is looking to bring this transformation to the university and to the workforce through education and skills development.



MVD Office Supervisor Sarina Sanchez explains the Continuous Improvement changes that have resulted in reduced wait times and efficiency efforts at the office. MVD Lead Keith Christian was also present to answer questions and direct the delegation to the office's kaizen and huddle boards.



~Kathy Boyle, ADOT Communications

WORK-ZONE SAFETY: Getting the conversation started



Dallas Hammit

ALL OF US at ADOT have a truly unique perspective when it comes to work-zone safety. Not only are we motorists who drive on the state's highways, but we're also a part of the agency responsible for planning, building and maintaining that transportation system.

That is why National Work Zone Awareness Week is so significant around here.

Recognized this year April 3-7, the week annually brings attention to motorist and worker safety issues.

To kick things off a little early, I'm issuing a challenge...

Not all of ADOT works out on the road, but every employee is likely to at least be acquainted with somebody who does. Because we're all on the same team, I know each of us feels a special responsibility to help keep our coworkers safe.

With that in mind, I'm asking that you talk to each other about work-zone safety. If you work inside an office, please reach out to someone who works on the road and ask them how drivers can make the work zone a safer place. If you work in the field, talk to someone who doesn't and tell them what you experience.

I think you'll find that our coworkers who work on maintenance and construction projects throughout the state really put themselves out there to do the vital work necessary to maintain our state's transportation system. Crews not only have to complete the task at hand, they also have to be aware of surrounding traffic.

I've talked with many of the men and women whose "office" just happens to be the highway, and a big concern of theirs



ADOT Video



has to do with distracted or tired motorists and drivers under the influence of drugs or alcohol. They also tell me that drivers aren't always slowing down in and around our work zones.

By talking to each other, we can all gain a better understanding of what dangers our crews face every day. Hopefully, it'll

remind us all of what we can do to be safer drivers. I also encourage you to share what you learn with your loved ones — let them know the types of situations your coworkers deal with in the work zone.

Find more information on work-zone safety, including videos and safety tips on our website at azdot.gov/workzone. You should also visit ADOT social media accounts ([Facebook](#) and [Twitter](#)) during National Work

Zone Awareness Week to catch a new series of work-zone safety videos — be sure to share them with your network of family and friends. ■

~ Dallas Hammit, Deputy Director for Transportation

Investments in You

ADOT is committed to investing in you. Here are some recent examples:

COMPENSATION STRATEGIES

- Spot Incentives – rewarding outstanding achievements in enhanced productivity, cost savings and efficiency
- Meritorious Service Leave – providing paid time off for exemplary performance
- Merit-Based Incentive Compensation (tied to MAP scores) – rewarding overall performance
- Tuition Reimbursement Program – helping you further your education

\$76,400 FY 17
Spot Incentives

448 hrs/56 days FY 17
Meritorious Service Leave

\$27,482.46 FY 17
Tuition Reimbursement Program

\$2,651,395.92 FY 16
Merit-Based Incentive Compensation

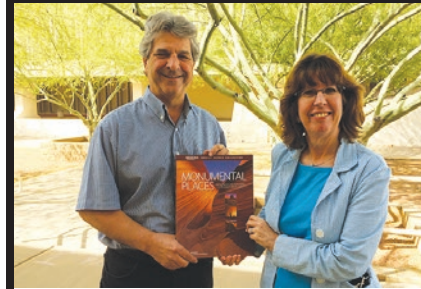


TECHNOLOGY UPGRADES

- PC Refresh – replacing aging and obsolete PC hardware; more than 2,000 computers so far
- Network and Telephone System Upgrades – replacing outdated telephone and network equipment for greater efficiency and reliability; 98 percent completion

WINNER

WINNER!



No Haz-Mat suit,
no opening the refrigerator.

We received many creative entries in response to last month's caption contest, but there could only be one winner. Congratulations to Steve Beasley, manager of ADOT's Contracts and Specifications Group, who submitted the winning caption. For his efforts, Internal Communications Manager Kathy Boyle awarded Steve earlier this month with a copy of the Arizona Highways publication "Monumental Places."

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 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 next issue.



Douglas Nick, 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...

Ducey wish list for Trump infrastructure cash: roads, schools

KPNX-TV, March 1, 2017

Answering President Donald Trump's call for \$1 trillion in new infrastructure spending, Gov. Doug Ducey is seeking a cut of \$600 million for a dozen Arizona projects, ranging from a widening of I-10 through the Valley to projects that would make schools safer.

Link: <http://bit.ly/2n4rt6P>

Arizona, Mexican officials team up to make border traffic safer, more efficient

KTAR-FM, March 3, 2017

Arizona Department of Transportation spokesman Tom Herrmann said the department has partnered with Mexican law enforcement officials to create the Border Liaison Unit. The unit aims to educate truckers on issues such as permit requirements, weight limits and inspection procedures, so they are ready before they even get to the border.

Link: <http://bit.ly/2nKPtZU>

ADOT tutors cross-border truckers on state's road rules

Nogales International, March 10, 2017

Raydey Cervantes was one of roughly 25 drivers and mechanics who attended a presentation by the Arizona Department of Transportation's Border Liaison Unit at the County Complex in Nogales on Wednesday. The presentation, which was held entirely in Spanish, was aimed at educating commercial truck drivers on what to expect during inspections at the port.

Link: <http://bit.ly/2nn8aCy>

Arizona, Mexico authorities working together to keep drivers informed about traffic

KTAR-FM, March 15, 2017

When the 511 system expands with information from Sonora, travelers on both sides of the border will be able to check online for any highway events entered by officials in Mexico. ADOT expects to have it live by fall.

Link: <http://bit.ly/2nxvvCy>

Arizona DOT to install state's first prefabricated bridge

Equipment World, March 15, 2017

The Arizona Department of Transportation will install the state's first prefabricated bridge on old Route 66 (Oatman Highway) over Sacramento Wash in northwestern Arizona.

Link: <http://bit.ly/2nL3DtX>

Survey finds wildlife have preferences for crossing highway

Arizona Daily Sun, March 15, 2017

It turns out that some types of wildlife like to go over a state highway, others tend to go under it and still others can go either way ... results of a survey of camera-monitored usage of a new \$9.5 million wildlife crossing of State Route 77 near Oro Valley in northeastern Pima County.

Link: <http://bit.ly/2mOF2Fe>

Arizona Department of Transportation program helps minority businesses grow

KNXV-TV, March 22, 2017

Falcon Contracting is one of 1,600 businesses in ADOT's Disadvantaged Business Enterprise Program, which helps small businesses owned by women or minorities get bigger projects to help their business grow.

Link: <http://bit.ly/2mUt4Jz>

Take a virtual tour of the South Mountain Freeway

KPNX-TV, March 16, 2017

It won't be completed until 2019, but the Arizona Department of Transportation is providing an early look at the South Mountain Freeway, which began construction last year.

Link: <http://bit.ly/2nbCFMZ>

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