

# The INSIDE

# LANE

A newsletter for employees of the Arizona Department of Transportation

JULY 2017

VOLUME 2, ISSUE 1



See who won last month's  
caption contest.

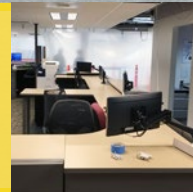
PAGE  
**10**



◀ True North: Directing  
ADOT toward its goal  
PAGE 3



◀ Improving the process:  
reallocating office  
supplies  
PAGE 5



◀ Tucson MVD gets facelift  
PAGE 9

**ADOT**

**W**HY SHOULD ADOT have a strategic plan? Why have mission or vision statements? What do I mean when I say “True North”?

We know infrastructure improvements don’t happen without planning. The same concept holds true when it comes to strategic planning. A strategic plan helps guide us where we want to go. It must be flexible and forward thinking — making sure the work we do is relevant. I need to know as the leader of ADOT which direction we ought to go and where to focus our resources. I work alongside you to ensure the services we provide meet the needs of our customers. I must ensure that ADOT can adapt to change.

This past year when I and the division leaders met to review our strategic planning document, it occurred to us that we were having a difficult time measuring the effectiveness of our daily work in meeting the goals and objectives outlined in our plan.

We felt some tinkering was needed to make sure the work you and I perform on a daily basis connects to our overall mission and vision. So we “kaizen” the strategic planning process and came up with two compelling statements that I believe express what we are striving for at ADOT. I am pleased to share with you our new mission and vision statements:

***Mission: Connecting AZ. Everyone. Every Day. Everywhere.***

***Vision: Moving AZ. To become the most reliable transportation system in the nation.***

I hope you can see that the work you perform connects AZ; the work you do ensures we are striving to be the most reliable transportation system in the nation. Whether you are a maintenance worker, firefighter, administrative service officer, customer service representative, or traffic engineer, the work you do matters and requires us to perform at our very best. I have asked our division leaders to make sure these statements are visible in work offices and to communicate what these statements mean to their teams.

Transportation is personal. You have heard me either say it or write about it in messages to you. Transportation is personal because our lives and the lives of our families and everyone else depend on us to keep them as safe as we can. This statement represents the essence of this agency, or our guiding principle. In the corporate world, it is considered our “True North.” Take a look on page 3 to see what your fellow employees think our True North statement means to them.

The agency has received the results from the annual employee engagement survey, which was conducted by the Arizona Department of Administration earlier this year. Our engagement ratio and participation rate scores increased from last year. Please see page 11 for an overview of the survey results.

Finally, this issue of The Inside Lane represents the newsletter’s first anniversary. I have certainly enjoyed reading the articles and staying connected to all of you. I am proud to work alongside you in “Connecting AZ. Everyone. Every Day. Everywhere.”



*John Halikowski*  
Director

# The INSIDE LANE

## ADOT DIRECTOR

John S. Halikowski

## DEPUTY DIRECTOR FOR POLICY

Kevin Biesty

## COMMUNICATIONS DIRECTOR

Timothy Tait

## NEWSLETTER STAFF

Kathy Boyle, Assistant

Communications Director

Angela De Welles, Senior

Communications Specialist

Michelle Fink, Administrative Support

Danelle Weber, Senior

Communications Specialist

Randy Sasaki, Graphics Project Manager

John Walradt, Graphic Designer

Elena Diaz, Graphic Designer

## EDITORIAL BOARD

Eddie Edison, HR

Lt. Gary McCarthy, ECD

Gregory Byres, MPD

Lt. James Warriner, ECD

James Windsor, TSMO

Jennifer Bower Richards, MVD

Larry Clark, MVD

Lisa Danka, FMS

Mj Vincent, OCI

Steve Boschen, IDO

Ted Howard, ASD

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](mailto:InsideLane@azdot.gov).

A web version of this newsletter can be found on ADOTNet or at [azdot.gov/InsideLane](http://azdot.gov/InsideLane).

© 2017 Arizona Department of Transportation

17-205

## 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.



*This stunning photo of Roosevelt Lake Bridge was taken by ADOT Video Producer John Dougherty. The bridge is on State Route 188, about 45 miles northeast of Apache Junction.*

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.

# True North:

## Directing ADOT toward its goal

**ANYONE** who has ever been employed, whether in the private or public sector, is no doubt familiar with mission and vision statements — they're the declarations made by an organization to define its core values, goals and objectives.

Along those same lines, although likely lesser known, a True North statement can also be used to better define the course ahead. As the name implies, an agency's True North helps lead the way forward by directing all employees toward a shared mission and vision.

So, what does all of this have to do with ADOT? As part of the agency's Continuous Improvement journey, ADOT's leadership team has developed a new mission, vision and True North...

**Mission:** Connecting Arizona  
**Vision:** Moving Arizona  
**True North:** Making transportation personal

Not sure what the big deal is, or how this will impact your everyday work? Let's break it down a little further.

The mission — Connecting Arizona — spells out ADOT's purpose. This is the reason everyone comes to work each day.

The vision — Moving Arizona — outlines the agency's measurable, long-term goal to become the most reliable transportation system in the nation.

True North — Making transportation personal — guides all employees toward making decisions that will fulfill the mission and vision. Think of it this way; if you're dropped in the middle of the forest, but you know the destination you are trying to reach, you're not necessarily going to be able to take a straight path to get there. You're going to have to go around trees, climb over hills and swim across lakes. But if you have a compass (or a True North statement) that guides you in the right direction, you can always find your way back to your goal even when you're forced to veer off course. It's going to help you to make the right choices every day that'll eventually support the bigger goals.

Of course, "making transportation personal" isn't a brand new guiding principle for ADOT. The statement has long been a part of the agency's culture. All employees work to make transportation personal — here's a look at how some of your coworkers from across the state are doing that every day...

## How do you make transportation personal?



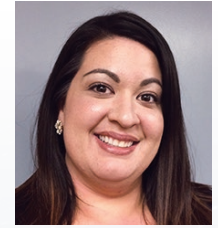
*My work allows ADOT contractors and other stakeholders to develop and maintain positive working relationships. I enjoy helping others learn to see different perspectives while creating better projects and partnerships.*

—Julia Voight,  
partnering facilitator



*In the Right of Way Group, we are responsible for acquiring the property ADOT needs to expand its transportation system.*

—Carolyn Stocker,  
accountant in the  
Right of Way Group



*I provide administrative support for our officers so that they can focus their efforts on the safety of Arizona's drivers.*

—Stefanie Franco,  
administrative  
assistant for ECD




*It was a personal choice to choose the profession we are in. We made a personal choice to use those particular skill sets at ADOT to serve the public. We are honored not only to serve the public, but also to serve side by side with many dedicated ADOT employees with common goals. With that honor comes an obligation. That obligation is to be better at what we do today than we were yesterday and to be better tomorrow than we are today. We are the first line of defense in safety for the traveling public. It all starts with a personal choice.*

—Tucson Equipment Services shop



# Improving the process: reallocating office supplies

*Auction site to be used for office supply surplus*



**W**ITH THE AMOUNT of money ADOT spends on office supplies in a year, you could purchase close to 170 million paperclips.

Of course, you wouldn't and, for the record, ADOT isn't buying that many paperclips either. However, the agency does spend about \$1 million each year on office supplies, including everything from paper and pens to envelopes, staplers and pencil sharpeners.

With a goal of cutting those costs 20 percent by fiscal year 2018, a team of ADOT employees has worked to create a more user-friendly, cost-effective and standardized process for internally redistributing office supplies.

## What they learned

Initial research showed that no real guidelines existed for reallocating office supplies, said Facilities Management and Support Business Manager Deborah Mayers.

Mayers, who along with 11 other ADOT employees broke down the problem in order to standardize the process, said that while some offices might choose to send an ADOT-wide email alerting everyone that something — boxes, desk organizers, etc. — was up for grabs, others handled the task in a completely different way.

"It was a little convoluted," Mayers said.

## A new, standardized process

After researching a number of alternatives, the team decided that an online option could work well for the agency...



Beginning Aug. 1, ADOT employees will be able to set up no-cost, ADOT-only "auctions" on an external surplus website. Once an auction goes live (after a designated ADOT "approver" formally launches it), anyone who is interested can easily and electronically request the surplus items on a first-come, first-served basis. The site will then notify the person who initiated the auction and let them know whom to contact. From there, the two parties will need to coordinate on the best delivery/pick-up method.

Because ADOT already utilizes the website for public auctions, it won't cost the agency anything to implement for internal use.

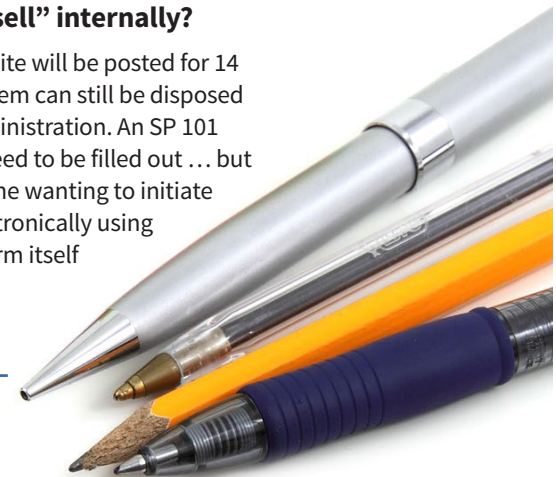
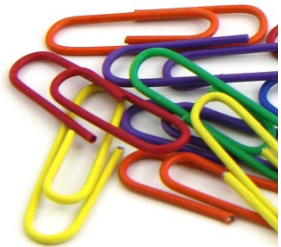
"It's like an ADOT Craigslist," said Facilities Operations Manager Freda Bilazzo. "Equipment Services started using this website for their public vehicle auctions and it has been proven to be very successful."

The hope is that offices will be able to use this new resource first, before placing a costly order for brand new office supplies, Bilazzo said, adding that the process has the potential to reduce overspending and overstocking.

## What happens if an item doesn't "sell" internally?

Office supplies uploaded into the auction site will be posted for 14 days. If there are no takers after that, the item can still be disposed of through the Arizona Department of Administration. An SP 101 Property Disposal Request form will still need to be filled out ... but that process has been improved too. Anyone wanting to initiate an office supply surplus can now do it electronically using DocuSign. Detailed instructions and the form itself can be found at [adotnet.az.gov/surplus](http://adotnet.az.gov/surplus). ■

~Angela De Welles, Senior Communications Specialist



Confused about what you need to do? Don't be! An email will be sent to all ADOT employees on Monday, July 31 explaining in detail what to do to launch an auction. Full instructions are also available at [adotnet.az.gov/surplus](http://adotnet.az.gov/surplus).



# Technology plus process improvements equal more money

*Insurance Recovery Unit recouped \$5.3 million in FY 2017*

*Damages to the state highway infrastructure caused by crashes, vehicle fires, rollovers, etc. routinely cost ADOT significant amounts of money. The cost is offset when the agency's Insurance Recovery Unit is able to collect payment from the person responsible for the damage or their insurance carrier. The efforts save taxpayers from shouldering the expense of repairing accidental or negligent damages to the highway system. The money collected goes back into the state highway fund and can cover the repair costs, which often include labor, equipment and materials.*

*John Dougherty, ADOT Communications*

**I**N THE PAST several years, ADOT's Insurance Recovery Unit has progressively implemented new technology and process improvements that not only make the team more efficient, but also help to increase the amount of insurance money the agency is able to recoup for damages done to the state highway system.

In fiscal year 2017, the team recovered more than **\$5.3 million** — a substantial jump from the previous three-year average of \$3.6 million.

One tool that has helped, according to Insurance Recovery Supervisor Jim Cupp, is the Safety Data Integration System (SDIS). The customized software was created by ADOT's

Information Technology Group and automates work that previously would have been done by the team.

Before the team started using SDIS late last year, ADOT's team of eight insurance adjusters would have to individually search pages and pages of logs to find any reported damages.

Now, SDIS systematically searches and cross references those same reports to locate new claims much faster. The software also can uncover damages that may not have been previously found or pursued.

"Now, we're more sure that we're finding all the damages out there," Cupp said.

ADOT Insurance Risk Specialist Sharon Chubinsky explained that SDIS has already identified roughly \$2.9 million in damages that previously were unknown to ADOT.

Now that SDIS has freed up about 40 staff hours each week, Chubinsky says adjusters have more time to pursue those claims.

"We're working smarter, not harder and we're getting the tools to do a better job," she said.

In addition to the new technology, process improvements — including changes to the way that work is divided among the adjusters — have allowed the team to increase the

number of claims it can complete each month, Cupp said.

"We've put some structure to it and we're learning the best way to use the tools we have," Cupp said.

Moving forward, the team hopes to integrate SDIS with its own database for a greater degree of automation. They're also looking at ways to estimate damages so ADOT can recover costs before actual repairs are made.

To learn more about this team, visit the [Risk Management page on ADOTNet](#). ■

*~Angela De Welles, 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.

**U**SING CLEVER safety messaging to influence driver behavior isn't exactly a new tactic for ADOT.

Way back in August 1971, the agency rolled out a seat belt safety campaign featuring signs that asked motorists, "Are you putting me on?"

It was a very good question for the time because in the 1970s most motorists weren't buckling up. Even by the end of the decade, seat belt use among drivers was only at about [11 percent](#), according to the National Highway Traffic Safety Administration (NHTSA).

Maybe the majority of people on the road in 1971 just weren't sold on the idea of seat belts yet. After all, they were still a somewhat new phenomenon back then.

The three-point safety belt — the one we all know and still use today — had just been introduced 12 years earlier when a Volvo engineer named Nils Bohlin filed a patent on his idea in 1959. Volvo waived its patent rights so all car-makers could employ the new design, but manufacturers weren't actually required to install seat belts until a few years later.

According to a 2003 [report](#) from the Transportation Research Board, seat belts were standard equipment by 1964 — but only for the driver and front seat occupants. In 1968, a safety regulation was established requiring that all new cars come equipped with both lap belts and shoulder harnesses for the driver and front seat passenger, and lap belts in the back seat. The next big development came along in 1973, when the federal standard was upgraded to require three-point safety belts for front seats.

Fast-forward to today. We are in a new era ... it's a time when vehicles come standard with an increasing amount of tech, all designed to keep us safer. But even with these advancements — from airbags to autonomous features — the simple seat belt proves to be one of the best tools we have to protect ourselves against injury during a crash.



This photo originally appeared in the August 1971 issue of *Drumbeats*, the agency's employee newsletter of the day. Arizona Governor Jack Williams is shown giving his approval to signs created by the Arizona Highway Department reminding Arizonans to buckle up. Assistant State Engineer Carlie Bowmer, left, and Public Information Officer Ken Barnhart, right, were instrumental in implementing the program, according to *Drumbeats*.

You'd think by now, all motorists would be putting them on, but unfortunately they're not.

Last year in Arizona, 962 people died in motor vehicle crashes — [250 of them](#) weren't using a seat belt.

But the news isn't all discouraging...

Attitudes toward seat belt use have definitely improved since this photograph was taken in 1971.

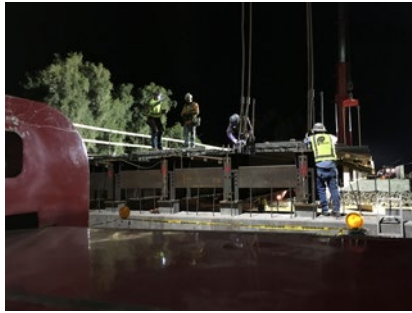
Late last year, the NHTSA [reported](#) that seat belt use in the U.S. had reached 90 percent, which is the highest level since the federal government began regular national surveys in the 1990s. The NHTSA estimates that seat belts have saved 345,000 lives since 1975. 🇺🇸

~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...

## Prefabricated bridge elements accelerate bridge construction over single weekend



Using prefabricated bridge components, crews were able to build a bridge across Sacramento Wash, near Topock, in just 87 hours.

Kim Katchur, ADOT Communications

**IN METROPOLITAN AREAS**, whenever a roadway is closed due to flooding, a brief detour is inconvenient but not usually extensive. In rural areas, however, closures can cause significant delays and detours. The Sacramento Wash near Topock has been no exception, and in March, ADOT took on the challenge of building a bridge over it to keep traffic moving, which the Governor's Transformation Office has since recognized as an Arizona Management System success story.

On Historic Route 66, the Sacramento Wash crossing is known by local residents for its flooding. Over the course of two years, the road flooded 33 days, causing a 24-mile detour every time and costing motorists and Mohave County an estimated \$33,000 a day. Historically, any maintenance projects that close the two-lane road have lasted an average of 10 days, which would result in a roadway user cost of \$348,050.

To reduce cost and increase efficiency, ADOT partnered with the Federal Highway Administration (FHWA), Mohave County and private contractors to come up with a solution. Specifically, they wanted to find a technologically innovative approach that would qualify for \$1 million of FHWA's Accelerated Innovation Deployment (AID) grant. After considering several alternatives, ADOT Senior Project Manager Rashidul Haque and his team chose a suitable innovative technology: prefabricated bridge elements, or PBE.

Instead of following the usual procedure of closing the road and crafting the bridge materials on-site, all the components necessary were constructed beforehand in Phoenix and then transported to and

installed at the site. With the help of PBEs that already fit perfectly together, the project was not unlike building with LEGOs. Furthermore, this approach was innovative enough that FHWA granted the AID funds, which paid for about a third of the total project cost of \$2.6 million.

However, the time it would take to assemble the PBEs was still a factor. Typically, building a bridge like this one conventionally would require an 11-week closure, but because this was an accelerated bridge project, the goal was to have it finished in just 96 hours. Haque's project team found a contractor who agreed to the tight timeframe — and offered them incentive pay for finishing ahead of schedule. In the end, the entire project was completed in 87 hours, with nine hours of time saved.

"The actual bridge construction time was about 30 hours," said Mohave County Public Works Director Steven Latoski in an interview with FHWA's publication, Innovator. "It was the road construction that was actually the bulk of the work."

Haque, who is part of the Project Management Group and is based in Phoenix, could not have been more pleased with how the project turned out. "This is my signature project," he said. "It was a challenge, especially in the beginning, but we got it done, and I'm proud to have been part of it."

In addition to the cost savings to roadway users, this accelerated bridge project bolstered the working relationship between FHWA, ADOT, Mohave County, the consultant and the private contractors that offered their services. This was a key achievement, Haque said, and would set the tone for future projects in the area. ■

~Danelle Weber, Senior Communications Specialist

## KAIZEN COUNT

The number of Kaizens submitted by ADOT employees in Fiscal Year 2017 is

# 3,761

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

# Wrong-way driving: What all motorists need to know

**As you may know,** ADOT is moving forward on a \$3.7 million thermal camera system designed to quickly detect wrong-way drivers while simultaneously alerting law enforcement and other motorists of the danger.



Dallas Hammit

Construction of the pilot system is expected to begin soon on I-17 from I-10 to Loop 101. The performance of this pilot will guide further expansion.

ADOT is working alongside several other agencies on a statewide wrong-way driver task force. We're also going to continue to explore every viable option when it comes to detecting and preventing wrong-way vehicles, but we know there are limits and that no system can be designed to completely prevent wrong-way drivers.

We also know there are several things drivers can and should do to keep safe on the road. ADOT, in partnership with the Arizona Department of Public Safety and the Governor's Office of Highway Safety, will soon be kicking off a public awareness campaign that focuses on how motorists can minimize the risk of being in a crash with a wrong-way vehicle.

But before the safety campaign launches, I want to share some of the driving tips that are a key part of the messaging. The driving tips were developed by ADOT and DPS, and I encourage you to share them with your family and loved ones.

## How to drive at night

- No matter the time of day, drivers should drive defensively. That means being constantly aware of driving conditions, your surroundings and anticipating dangers so you can take evasive action if you encounter a hazard, such as a wrong-way driver.

- Don't tailgate. Leave enough space so if the vehicle in front of you makes a sudden lane change to avoid a wrong-way driver, you'll have time to react, too.
- Be aware of your surroundings. While wrong-way drivers are often in the left or HOV lane, they enter highways from the right via off-ramps. Because they are often impaired, their movements are unpredictable.

- And never let an impaired driver get behind the wheel. Most wrong-way crashes are caused by impaired drivers. It's up to all of us to keep impaired drivers off our roads. 🚫

~Dallas Hammit, Deputy Director for Transportation

## What to do if you encounter a wrong-way driver

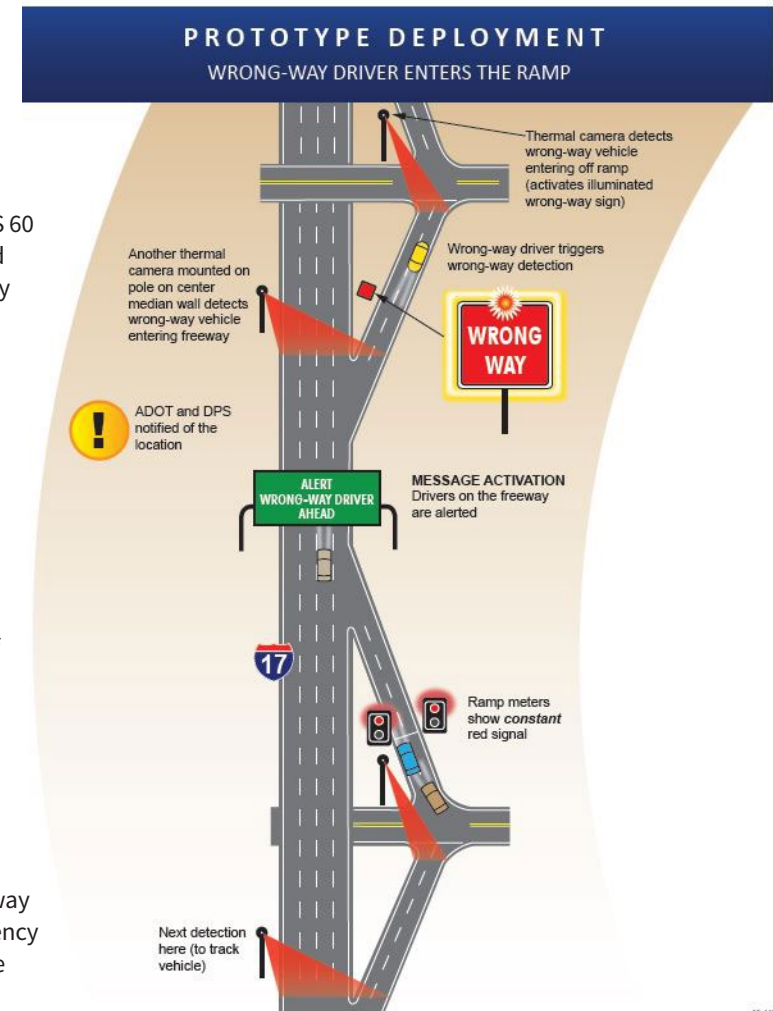
- If you're on a divided highway — like I-17, SR 51, US 60 or any freeway in Phoenix and all interstates — and you see a vehicle coming toward you, slow down by easing your foot off the gas.
- Make sure there's no vehicle next to you and steer away from the wrong-way driver.
- Get to a safe place, call 911 and report the wrong-way driver.

## What to do if you see a sign warning of a wrong-way driver

- When ADOT is alerted to a possible wrong-way driver, overhead messages boards on that stretch of freeway will display the message, "Alert, wrong-way driver ahead."
- If you see that message, safely move toward the nearest highway exit as soon as possible.

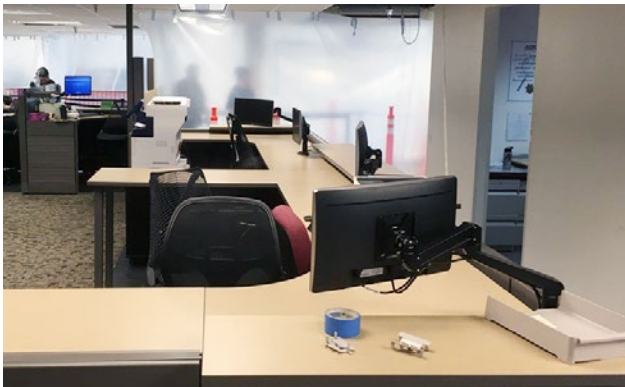
## What you can do right now

- Have a plan in mind, so if you encounter a wrong-way driver you will not waste a moment to take emergency evasive action that could save your life. Never drive distracted or impaired.





BEFORE



# Tucson MVD gets facelift

**Everybody** likes an upgrade, right? And even though the Motor Vehicle Division continues to make it easier for our customers to get things done with us online, there are those times when a visit to an MVD location is needed.

Sometimes, an office needs a facelift.

For the good folks in Tucson, an upgrade of MVD's Regional Service Center — the largest MVD office in the Old Pueblo — was definitely in order, and MVD has delivered.

We took an office that was designed for a different era (think back to when MC Hammer still made hit music) and turned it into an efficient, open environment that serves 21st-century customers.

We ripped out walls that interrupted foot traffic. We installed energy-efficient LED lights, expanded our vehicle road test and inspection areas, and modernized our infrastructure to accommodate the rapidly changing computer environment for our employees.

One thing we didn't change was our ongoing commitment to improvement. The time it takes to get in and out of our urban offices statewide is below 30 minutes and often lower.

MVD's vision is to get customers out of line and safely on the road. At the Tucson Regional Service Center, our "facelift" made that a little bit easier. 🇺🇸

~ Doug Nick, ADOT Communications

AFTER



Doug Nick, ADOT Communications

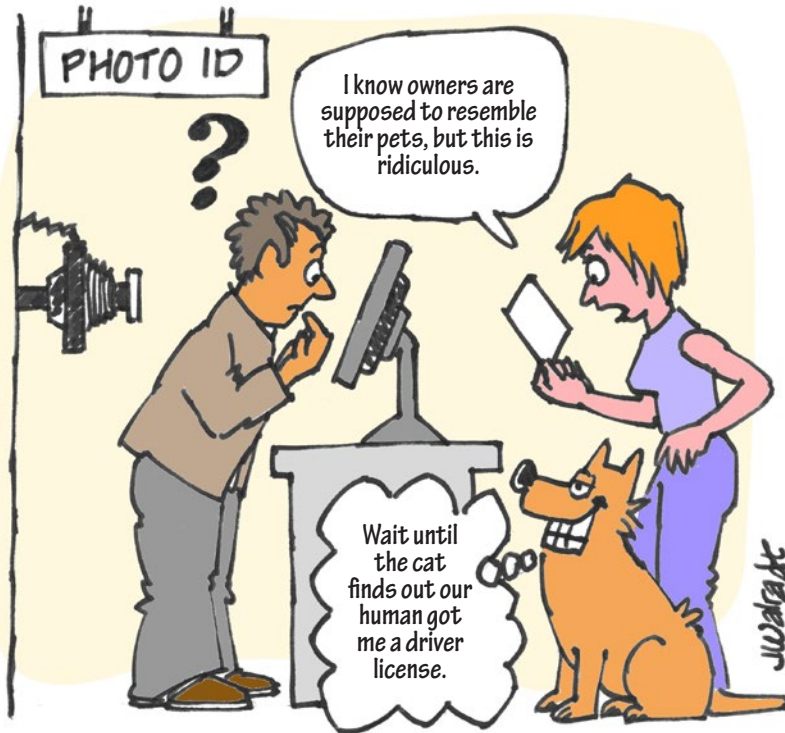
**WINNER!**

**WINNER!**

We received many creative entries in response to last month's caption contest, but there could only be one winner. Congratulations to Web Developer Tammy Homborg who submitted the winning captions! Internal Communications Manager Kathy Boyle, right, awarded Tammy earlier this month with a copy of the Arizona Highways publication, "The Southwest's Contrary Land." ■



Angela De Welles, ADOT Communications



**WHERE**

**IN AZ??**



Casey Miller, ADOT Communications

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 next issue. ■



# Arizona Department of Transportation

2017 Employee Engagement Survey • Executive Summary



## NOW PLAYING ON A SCREEN NEAR YOU

Many of the videos produced by ADOT to educate the public are just as informative for employees. If you're looking to learn something new, consider taking a look at the "Check in Out" series. A good video to start with is from 2013 and shows how crews installed a new Dynamic Message Sign above the northbound lanes of I-17, just south of Flagstaff. You can find it on ADOTNet in the ["What You Need to Know" video album](#).

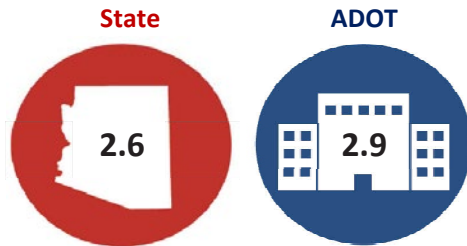
## Way to go!

Congratulations to all of the ADOT employees who earned spot incentives and meritorious leave in fiscal year 2016-2017. A total of \$454,868 in spot incentives was awarded to 767 employees and 2,936 hours were given in meritorious leave to 254 employees.

For a complete list of the employees who were awarded, check out the ADOTNet home page.

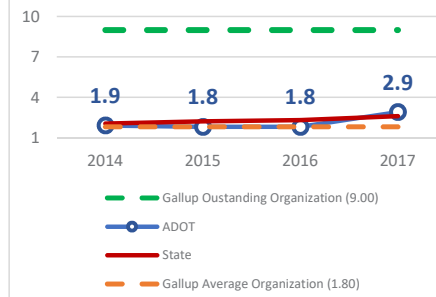
The criteria for [spot incentives](#) and [meritorious leave](#) can be found under ADOT Policy and Procedures on ADOTNet.

### Engagement Ratio



**Engagement Ratio Calculation**  

$$\frac{\text{Total number of "Strongly Agree" responses}}{\text{sum of "Disagree" + "Strongly Disagree" responses}}$$



### Participation Rate



	2014	2015	2016	2017
<b>ADOT</b>	53%	59%	68%	100%
<b>State</b>	58%	62%	59%	84%

## 2017 Survey Results by Question

- Questions are ranked from highest rated (at the top) to lowest (at the bottom) based on 2017 agency results.
- The figures listed represent the % that was answered positively (either "Strongly Agree" or "Agree") for each question.

Highest positive responses Lowest positive responses

	2014	2015	2016	2017	State 2017
<b>2017 highest</b> (Q03) My job is important to support the mission of my agency.	90%	89%	88%	89%	90%
(Q01) I understand clearly what is expected of me at work.	82%	83%	80%	83%	82%
(Q00) Overall, I am satisfied with my job.	70%	71%	71%	76%	73%
(Q10) My supervisor shows care and concern for employees.	71%	72%	70%	76%	76%
(Q13) I plan on being employed with my agency two years from now.	70%	70%	70%	76%	72%
(Q09) My co-workers are committed to providing high quality service.	68%	68%	69%	73%	72%
(Q07) I have the opportunity to learn and do new things in my job.	67%	66%	67%	71%	69%
(Q05) My job gives me the opportunity to do what I do best every day.	66%	67%	67%	70%	69%
(Q02) I receive adequate feedback on my work.	63%	64%	63%	68%	67%
(Q04) I have the proper tools and equipment to do my job.	58%	57%	58%	68%	66%
(Q12) I would recommend my agency to other people as a good place to work.	59%	59%	57%	67%	62%
(Q08) My agency supports my participation in education and professional development opportunities.	57%	58%	60%	65%	63%
(Q11) My agency values my ideas on work related problems.	54%	53%	55%	62%	58%
<b>2017 lowest</b> (Q06) I receive recognition for my work when I deserve it.	53%	51%	52%	59%	58%