

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

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New Research Center study to focus on women in transportation

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ADOT

AS PART OF THE senior management team at ADOT, it is my job to set the strategic priority for my division and remove obstacles that get in my team's way. The team at MVD is comprised of extremely knowledgeable and talented individuals who are committed to getting our customers out of the line and safely on the road.

MVD began implementing the Arizona Management System about two years ago and has realized some incredible results. The dramatic reductions in the wait times at our offices are the most well-known, but did you know we have likewise reduced the wait times at our call centers by 61 percent? We have also increased the usage of our kiosks by over 100 percent, made additional services available online at ServiceArizona.com, established a Compliance Unit, implemented electronic processes for our Authorized Third Parties, improved our process for communicating new and amended policies, and launched a new electronic title process for automobile dealers!

Transportation is personal. MVD experiences that every day as thousands of customers come to our offices for transactions related to their identification, vehicles and businesses. We understand that many people don't want to come to MVD, but we make it our mission to provide services in a friendly, efficient manner. As the division's director, I can't tell you how proud I am when I receive feedback from our customers about how happy they are with the service they received.

My journey to MVD was a bit circuitous. I started as a chemistry major at Arizona State University, but ultimately graduated from Brigham Young University with a degree in international politics, before going to Columbia University for a master's degree in international affairs with a concentration in economic policy. I started my career with the state of Arizona at the Joint Legislative Budget Committee and then ultimately came to ADOT in March 2015. I am a nearly native Arizonan, having been here since I was 10 years old. I love being outdoors hiking, camping, fishing and kayaking with my wife and our four kids.

I am committed to public service and proud of all ADOT has accomplished in our mission, "Connecting AZ. Everyone. Every Day. Everywhere." ☰



*Eric Jorgensen
MVD Director*

The INSIDE LANE

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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.



Earlier this year, ADOT Video Producer John Dougherty snapped this photo that gives a unique perspective of crews working on the Ina Road/I-10 interchange in Marana. The photo also is a finalist in AASHTO's "Faces of Transportation" photography contest. You can vote for John's photo by visiting facesoftransportation.org.

MVD

Getting customers out of the line and safely on the road

ADOT's Motor Vehicle Division has made incredible improvements across the board and earned shout outs from Gov. Doug Ducey, a visit from the Singapore Institute of Technology and plenty of awards.

Like all of ADOT, MVD is constantly evaluating its services to better serve customers. Here are some highlights:

- Door-to-door customer time averages a mere 24 minutes in urban offices.
- Urban offices now open at 7:30 a.m.
- Kiosk usage has increased to around 50,000 monthly transactions.
- Road tests may now be scheduled online.
- Paperwork has been reduced:
 - ▶ Getting a Motor Vehicle Record no longer requires an application.
 - ▶ Customers in need of a new or replacement ID or driver license now use a simpler application.
- A new employee recognition (REACH) program offers a standardized process for awarding meritorious service leave.
- Arizona Management System efforts: Regional managers and assistant regional managers have completed advanced training.
- More than 1,800 kaizens so far this year.

Between September 2016 and July 2017, MVD's call centers have decreased total wait times from an average of 28 minutes to 11 minutes and decreased customer service response times from 24-48 hours to seven hours.



ADOT Communications

Many changes have added up to a reduction in customer wait times at MVD offices.

The Third Party Unit has been split into an Administration Unit and a Compliance Unit.

The Administration Unit has expanded driver license authorization to 25 companies at 37 locations statewide. It has also migrated to an internet-based customer relationship management database and has quarterly meetings to increase collaboration.

The Compliance Unit was established this summer and has increased the frequency of inspections of Authorized Third Parties as a result.

The Policy Unit has bimonthly webinar sessions to provide an overview of new and amended policies, consistent interpretation of the information, and instant staff feedback. The Policy Unit has also improved the Policy Online Analysis and Research Information System (POLARIS) and moved it to ADOTNet, making it a cost-free, in-house supported system.

The MVD Records Unit handles the recording of DUI stop information affidavits submitted by law enforcement. It was determined that 65 percent of these forms had paperwork issues and sometimes MVD would not receive the rejected affidavits back for months, delaying the recording of DUIs. MVD staff conducted several training classes for law-enforcement officers and this has reduced having to rework the affidavits.

The Special Plates Unit has implemented a number of new plates, including the Route 66 plate that won the "Best New

FUN FACT

MVD issued 452,056 specialty license plates in fiscal year 2017.

Continued on page 4

License Plate in the U.S.” award from the Automobile License Plate Collectors Association. The Veterans Plate is now available online, eliminating an office visit.

A number of changes have been made to ServiceArizona:

- Fuel tax licensing — A new, web-based licensing service was established.
- Road test appointment scheduler — Customers now schedule an appointment to take a road test.
- Kiosks — 26 new cash kiosks were brought online and kiosks can now print Off-Highway Vehicle decals.
- Non-use affidavit — The paper process to certify a vehicle is not in use has been made electronic.
- Insurance Update and Reinstatement — This allows customers to verify an insurance policy on file, reinstate following a lapse, and supply vehicle insurance information.

The Motor Vehicle Modernization (MvM) team is working on the Title and Registration database rollout in December 2018, to:

- create more flexible solutions.
- increase customer self-service and self-preparation.
- reduce the learning curve for MVD staff.
- improve compliance.
- avoid technical obsolescence.



ADOT Communications

Roughly 50,000 MVD transactions a month are now handled at self-serve kiosks.

In June, MVD launched phase I of e-title where dealers record vehicle title reassignments electronically. There are now about 820 of these per week and pave the way for electronic titles for consumers in 2018.

A great deal has been accomplished over the past year and there are many exciting developments on the horizon. Keep an eye out for a new app, AZ MVD Now, the opportunity to take the driving permit test from home, and even better customer service.

MVD is committed to getting customers “out of the line and safely on the road.” ■

~ Jennifer Bowser Richards, MVD Stakeholder Relations Manager

CHECK THE BOX, SAVE LIVES

ADOT is dedicated to making transportation personal. For years, the Motor Vehicle Division has worked with the Arizona chapter of Donate Life America in one of the most personal ways possible: encouraging drivers to make the life-saving choice to become organ donors.

When MVD and Donate Life partnered up in April 2003, only about 8 percent of Arizonans were registered organ donors. Then MVD presented a simple, easy solution by adding a single checkbox on driver license and ID card applications. All the applicant had to do was check it and they would be added to the network.

After this seemingly small change, registration soared. As of this year, more than half of Arizonans have checked the box to become an organ donor. That’s 3,155,855 donors. Last year, 255 organ donors saved 614 lives — a state record! In addition, 971 tissue donors and 1,266 cornea donors restored the health and sight of people all over the state.

Because of the agency’s partnership with Donate Life, ADOT employees are encouraged to participate in the program if they are willing and able. One such employee, Ken Hines, who worked in the Tucson Call Center since 2013, checked that box, and in August, his decision prolonged and improved the lives of 52 recipients, restoring the sight of two people and even aiding in health research.

According to his family, Hines's goal in checking the box was to save as many people as possible — if he could save just one person it would be worth it.

“He was a very giving person,” Customer Service Manager Denise Ohnesorgen said of Hines. “He was really well liked by both his coworkers and especially his customers. When we found out he was on organ donor, it brought a smile to our faces because that’s just so Ken.”

The loss of Hines will be felt by the men and women who worked alongside him for years, but the gift he left behind to the people still alive because of him will be lasting.

And that gift was so easy to leave behind. By just checking a single box, dozens of people will have longer, healthier lives. ■

~Dani Weber, Senior Communications Specialist



Denise Ohnesorgen, MVD

Ken Hines, pictured here holding the poster at the Tucson Call Center on National Blue and Green Day, improved the lives of 52 people by checking the box to become an organ donor.

TSMO TEAM LOOKS TOWARD THE FUTURE OF TRANSPORTATION

Team uses innovation and technology to solve problems

N [last month's issue of The Inside Lane](#), we featured an article highlighting ADOT's Transportation Systems Management and Operations Division. The division, launched by ADOT in 2015, utilizes innovation and technology to work on congestion and other transportation issues. The August article focused on how Traffic Incident Management and "smarter" signals are making a difference. Because the team is working on so many different things, two articles are needed to cover everything. Here is part two...

AUTONOMOUS VEHICLES

TSMO Director Brent Cain says he and his team know that transportation's future certainly will include connected and autonomous vehicles, and they're working to make sure ADOT is ready for the future.

"We know that it's coming, and it's coming fast" he said. "We continue to research the technology associated with both vehicle-to-vehicle (V2V) and vehicle-to-Infrastructure (V2I) communications, but we're still not certain of what expectations the private sector may have of the DOTs."

Cain explains that it's too early to determine which type of communication technology the industry will permanently adopt, but that will not stop ADOT from working on small deployments to prepare both the state's highway system and ADOT's internal staff for a future that will include connected cars that can receive and share messages and driverless vehicles. That includes partnering with the Maricopa County Department

of Transportation on signal phasing and timing projects that will provide for two-way communication between traffic signal controllers and connected vehicles.

"We're trying to get the technology out there, while at the same time developing our employee's knowledge base" Cain said.



WRONG-WAY DRIVING

Detecting and preventing wrong-way drivers is a big goal for the entire state and TSMO was tasked with creating a system that could help accomplish the objective.

Deputy State Engineer of TSMO Jim Windsor explained that early research initially suggested utilizing inductive loop detectors already embedded in the roadway to determine when a vehicle is traveling the wrong way. But after trying it out, the method didn't seem to be working well, the false detection rate was just too high, Windsor said.

"That's when we looked at whether there was something we could do with video analytics," he said.

What was developed is a first-in-the-nation thermal detection system that uses cameras to detect wrong-way vehicles and alerts other drivers and law enforcement. Right now, the pilot system is being constructed on I-17 from I-10 to Loop 101, and Windsor said it should be fully operational by early 2018.

"It is exciting. Our people discovered this technology and have worked with the manufacturer to develop it," said Windsor, adding that the detection system will also give the agency information on how wrong-way drivers are entering the freeways, which could be helpful from an engineering and design standpoint. "We'll not only know where they entered but how they entered."

DUST DETECTION AND WARNING

Drivers on I-10 north of Tucson between Sunshine Boulevard and Picacho Peak Road will get to experience a new, state-of-the-art dust-detection system as early as next fall.

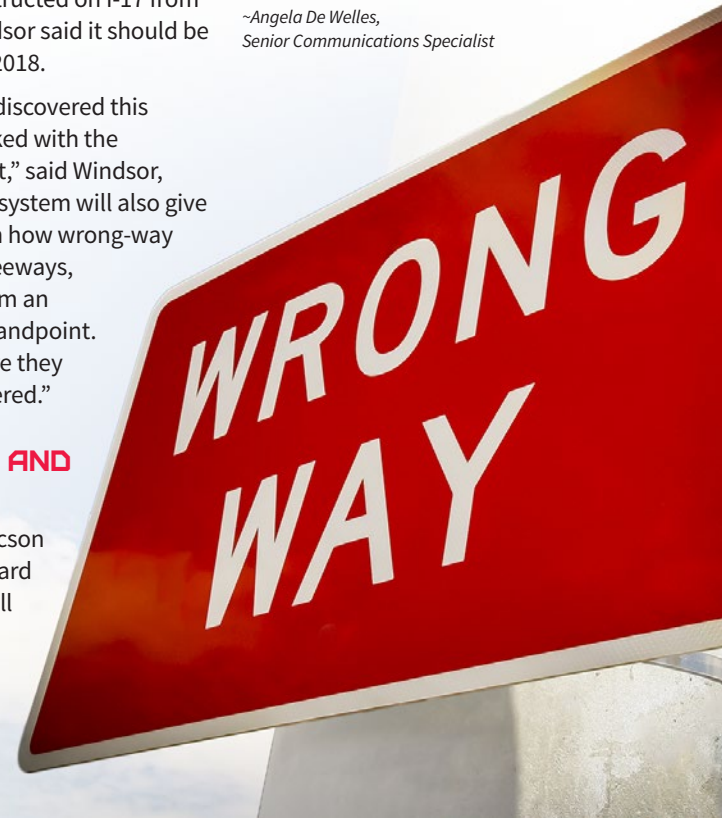
TSMO played a role in developing the system that will not only detect dust as far as a mile or more away, but will also alert drivers to the threat ahead by using overhead message boards and variable speed limits.

There will be an algorithm that takes visibility and prevailing traffic speeds into account to determine the posted variable speed limit.

The \$12.8 million project, funded in part by a FASTLANE grant from the Federal Highway Administration, includes placement of multiple short-range dust-detection units between mileposts 209-219, plus one long-range unit.

For even more on TSMO, visit the division's page on [ADOTNet](#).

~Angela De Welles,
Senior Communications Specialist



ADOT Research Center study to focus on women in transportation

Upcoming survey will seek feedback from all employees

THERE'S A NEW STUDY underway that aims to provide a comprehensive look at the role of women in ADOT's workforce, but to get the data, researchers need to hear from you.

In the coming weeks, a link to an online questionnaire will be emailed to all ADOT employees. The voluntary and anonymous survey will ask questions related to ADOT employment experiences. From there, randomly selected female employees will be interviewed by phone to gather additional information for the study, says ADOT Senior Research Project Manager Bernadette Phelan.


"It will all be voluntary," Phelan said of the interviews. "Responses will only be reported at the aggregate level and complete confidentiality will be observed."

The study, which is funded by the Federal Highway Administration, is being managed by the ADOT Research Center. The University of Arizona Southwest Institute for Research on Women has been contracted to complete the research, Phelan explained.

A final report will be complete by next summer and it is expected to include conclusions from the

survey and interviews, a literature review, and an analysis of hiring and recruitment policies at the state, county and city levels as they relate to women in the transportation workforce.


ADOT Recruitment Manager Jodi Ferreira explains that the idea for the study was proposed after a review of the agency's Affirmative Action Plan.


The goal for the study is to inform ADOT's future strategies when it comes to addressing issues that specifically affect women.

The plan, which includes a diversity analysis and is required of all state DOTs that receive federal funds, indicated that women are underrepresented in certain ADOT job classifications. The goal for the study is to inform ADOT's future strategies when it comes to addressing issues that specifically affect women.

"What we hope to do is to identify areas where we have opportunities

to encourage, promote or expand our female population," said Ferreira, adding that the final project report will be publicly published and could benefit other DOTs. "How cool is it that we're leading the way on this?"

More information on the ADOT Research Center, along with links to previous research reports, can be found the [ADOT website](#). 

~Angela De Welles, Senior Communications Specialist



Edwards accepted the Leader of the Year Award from Director John Halikowski during a ceremony in July.

Kim Katchur, ADOT Communications

HARRY EDWARDS, LEADER OF THE YEAR

EARLIER THIS YEAR, the inaugural ADOT Awards honored employees for their customer service, innovation and leadership. Tucson Shop Foreman Harry Edwards was recognized as the Leader of the Year, and for good reason.

“Before Harry got to the shop, things weren’t gelling,” Equipment Services Administrator Devin Darlek said. “There were good people doing good things, but it needed that extra

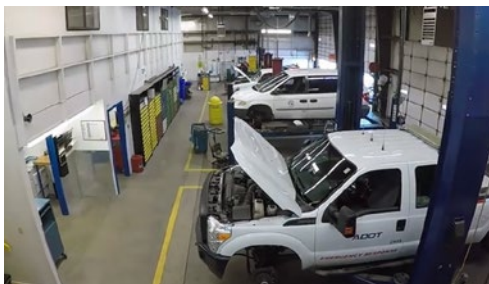
coach, if you will, to help guide them, listen to them, work with them, and believe in them. And Harry does that at a very high level.”

Since taking on the shop, Edwards approached daily processes and the shop’s work space with a mind for continuous improvement — from organizing tools, to keeping a clear walking path, to encouraging shop employees to take ownership of the space and introduce their own improvements.

“As you can see, looking around the shop, it’s pretty easy to work in now,” Service Technician John Bruno, who works in the Tucson Shop, said. “Used to be difficult because you had to step over things and it was just a mess.”

The ADOT Video Team visited the Tucson Shop and put together a video that shows just how far it has come under Edwards’s leadership. Check it out on the [What You Need to Know](#) album on ADOTNet! 📺

~Dani Weber, Senior Communications Specialist



Casey Miller, ADOT Communications

Due to Edwards’s leadership, the Tucson Shop has become more organized and more efficient.

WAY TO GO!



Angela De Welles, ADOT Communications

ADOT COMMUNICATIONS was recently recognized at TransComm, the annual meeting for the American Association of State Highway and Transportation Officials’ (AASHTO) Subcommittee on Transportation Communications.

Held in Denver this year, the conference brings together transportation communication professionals from across the country to learn and exchange ideas. Part of the event focuses on a skills contest that honors the work being done by transportation professionals.

[ADOT Blog](#) won first place in the “Best Blog” category for posts including a look at the Tom Mix Monument on SR 79, the history of Coronado Trail in far eastern Arizona and a rally attracting vintage vehicles to Route 66 in northern Arizona.

A [public service announcement](#) featuring a seat belt safety message and Jared Veldheer of the Arizona Cardinals, won first place for TV commercial or PSA created without the use of consultants.

ADOT Communications won four second-place awards:

- [News Release](#): Design work to begin on I-10 dust detection and warning system
- Video Production-Internal: [Direct Connect](#) (episode 1)
- Best use of social media in a campaign: ADOT Safety Message Contest
- [Internal Newsletter](#): The Inside Lane (the one you’re reading right now!)

But that’s not all...

The ADOT Blog was also honored with a “best writing” award at the 2017 American Association of Motor Vehicle Administrators International Conference in San Francisco.

While recognition and awards are nice to get, it is even better to know that the effort ADOT puts into communicating with the public is seen as highly effective. 📺

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...

KAIZEN COUNT

The number of Kaizens submitted by ADOT employees so far in the new fiscal year is

635

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

Herbicide units saving customers time and money

The little everyday annoyances and inconveniences — you know the ones — can be an excellent opportunity to think of ways that work more efficient. In Show Low, one of those annoyances — and eventual kaizen — was in the form of filling the water tanks of herbicide trucks.

“It was a combined effort,” Show Low Equipment Shop Supervisor Gary Hamilton said. “We always complained that it took too long to fill the water tanks, so we [Matt Moul from Maintenance and Robert Guevara from Natural Resources] got together and decided we needed better plumbing.”

Prior to the partnership between the Northeast District’s Equipment Shop, Maintenance and Natural Resources units, it could take anywhere from 45 minutes to an hour to fill the 300-gallon tanks that dilute the herbicide to safe levels. Essentially, the hookup was a garden hose, which restricted the amount of water that could flow into the tanks. Depending on the filling station and method, that garden hose was the only way to fill the tanks.

By working together, the Show Low Equipment Repair Shop and Infrastructure Delivery and Operations Maintenance improved the water-filling process by creating a system that could fill the tank faster and offered multiple filling options. Hamilton, Moul and Guevara designed a schematic and manufactured and replaced the ¾-inch filling plumbing system with a 2-inch PVC plumbing system that could accommodate water truck and fire hydrant hookups.

The improvement enabled the trucks to be hooked up to multiple water sources, reducing filling time to just 12 minutes. Furthermore, this improvement gave crews the ability to refill water tanks while out



Gary Hamilton, Show Low Equipment Shop

A few simple upgrades to the herbicide trucks save time and money.

in the field, rather than having to travel back to the filling station before continuing. IDO units also now have the flexibility to pre-position a water truck between towns to cut down on additional travel time.

In all, this simple improvement to the plumbing system of the water tanks resulted in a time savings of 1,408 hours per season.

As a result of this effort, IDO crews are able to redirect team members to other maintenance mission critical work. Arizona taxpayers benefit from earlier road maintenance and better roads. 🇺🇸

~Dani Weber, Senior Communications Specialist

ADOT JUMBLE

Directions: Unscramble each of the clue words, then arrange the circled letters to form the answer. Email your answers to InsideLane@azdot.gov. Everyone who solves the puzzle will be entered into a drawing for a (small) prize. We'll reveal the answers in next month's newsletter. Good luck!

SENCEIL

___ ○ ○ ___

PIMTER

___ ○ ___

VERCISE OIRAZNA

___ ○ ○ ○ ___ ○ ___

ZIETUHDARO TIDHR PYRAT

___ ○ ___ ○ ___ ○

When the amateur balladeer started strumming his out-of-tune guitar, MVD customers complained they were being:

○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○

THAT'S THE WAY YOU DO IT, YOU GET YOUR LICENSE AT THE MVD!

JUST BECAUSE WE'RE NOT CALLING OUT NUMBERS ANYMORE, DOESN'T MEAN WE WANT ANYONE HERE TO FILL THE SILENCE!



Job well done!

CONGRATULATIONS to all of the ADOT employees who earned spot incentives and meritorious leave in August. Last month, 19 employees were awarded spot incentives and 19 employees were given meritorious leave.

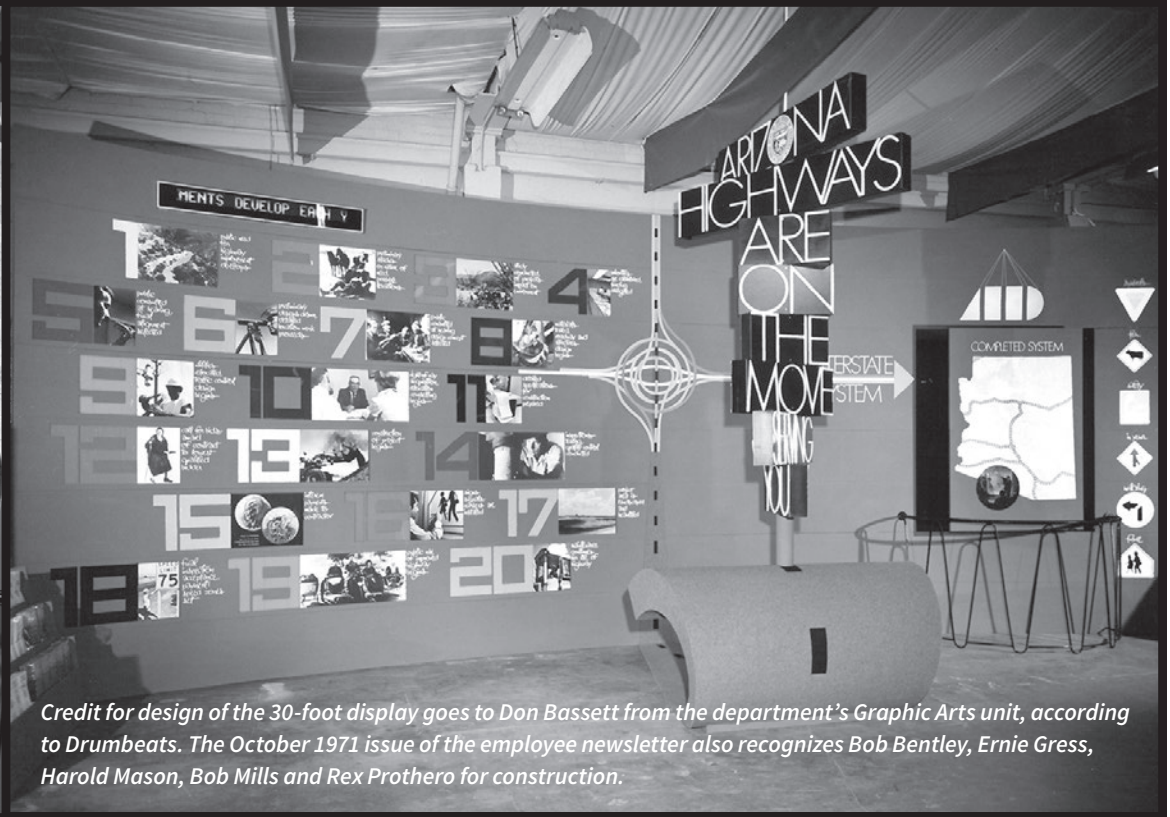
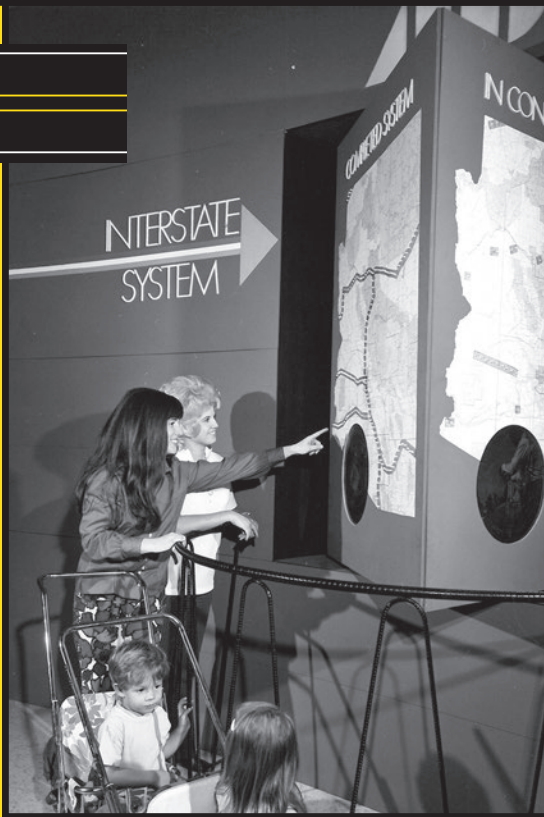
For a complete list of the employees who were awarded, check out the ADOTNet home page.

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

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.



Credit for design of the 30-foot display goes to Don Bassett from the department's Graphic Arts unit, according to Drumbats. The October 1971 issue of the employee newsletter also recognizes Bob Bentley, Ernie Gress, Harold Mason, Bob Mills and Rex Prothero for construction.

IN 1971, the Arizona State Fair had a pretty amazing lineup.

Not only did Liberace, Sonny and Cher, Pearl Bailey and Johnny Mathis all perform, but the Arizona Highway Department (what ADOT was known as prior to 1974) had a big presence that year too — and, as you can see in these photos, the department's educational display rivaled even the most elaborate concert stage.

From the massive photo wall giving a step-by-step of what it takes to complete highway improvement projects, to the movable panels that show fairgoers what the state's future, "completed" interstate system would look like, this is a seriously impressive undertaking that

proves department employees from the 1970s did not mess around when it came to production value.

Little did anyone at the fair know that the rest of the decade would contain many more major milestones for the Arizona Highway Department.

Throughout the 1970s, employees dealt with the effects of a national energy crisis that impacted revenues for highway construction and a major population boom in the state. Of course, there was a really big change in 1974 when the highway department became ADOT after a law establishing the Arizona Department of Transportation became effective.

By the end of the decade the agency was able to tout some major successes, according to [the Arizona Transportation History report](#). The detailed publication from 2011 reports that toward the latter part of the 1970s, big progress had been made on the interstate system, including the completion of I-17 between Phoenix and Flagstaff and I-8 between Yuma and its intersection with I-10, just south of Casa Grande.

What a decade!

Do you have memories of seeing ADOT at the fair? Share them with us at InsideLane@azdot.gov.

~Angela De Welles, Senior Communications Specialist

A focus on safety on the road and in the workplace

HARD TO BELIEVE, but we are coming up on the five-year anniversary of Driving Safety Home — time sure does fly.

Ever since it was launched at the start of 2013, the aim of the Driving Safety Home initiative has been to motivate positive changes in driver behavior by raising awareness about transportation-safety issues. With that objective in mind, this monthly column has focused on a wide range of topics, including everything from seatbelts and sharing the road to work zone safety and traffic incident management.

I hope you've found value in these monthly messages and have used them as regular reminders to make safety a priority. Keeping safety at the forefront of what we do each day is essential, which is why I am so proud to tell you about an upcoming event that does just that.

Next month, employees across all transportation divisions at ADOT will participate in a Safety Stand Down Day.

While in previous years many groups and districts have set aside either a day or part of a day to remind their team about what it takes to create a safer workplace, this year's event marks the first time since 1999 that all transportation-related divisions will come together on one day to focus on all things safety.

Across the state, two presentations focusing on internal emergency actions and road safety will be given simultaneously to employees at various locations.

Now, if you're reading this and you're not employed by one of the groups attending the Safety Stand Down, don't worry. There are many safety resources that are online and easy to find.

The monthly Driving Safety Home messages are a great place to start. You can find all previous messages archived on the [ADOT website](#). While you're there, you can also find the [Driving Safety Home pledge](#). If you haven't already, I encourage you to print it out, sign it and hang it in your workspace as a reminder of the promise you are making to be a safer driver.

When it comes to safety in the workplace, [the webpage for ADOT's Safety and Risk Management office](#) contains a lot of useful material — there's even a section containing "toolbox talks" that you can draw from during your group's regular safety meetings.

My No. 1 goal for everyone in this agency is that every day, you get home in the same condition you came to work in. With the training and resources available and a commitment from all of you, I know we can achieve that goal.

Be safe! 🇺🇸

-Dallas Hammit, Deputy Director for Transportation



Dallas Hammit