

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

JUNE 2018

VOLUME 2, ISSUE 11



◀ New agreements with tribal governments make projects easier
PAGE 3



◀ Partnership with prison leads to major cost savings
PAGE 5



◀ ADOT volunteers keep Arizona highways beautiful
PAGE 8

ADOT

LEADERSHIP

MATTERS

WHEN I JOINED ADOT in September 2015, the Arizona Management System (AMS) was a vision with no name. It was a spark of enthusiasm fueled by several successful events — like the Permit Blitz. In my first few months here, I spent time learning about ADOT's history with Continuous Improvement. I met with leaders, team members and counterparts in other agencies and came to better understand the vision of what would become AMS.

AMS is a system based on Lean principles grounded in a people-centered approach, focusing on delivering customer value, continuous improvement and engaged employees. These principles are founded in what we refer to as “kaizen thinking” — a mindset that focuses on everyone involved, every day, making improvements, without spending much money. AMS highlights three key components:

- Performance Management: visually monitoring what is important to know about everyday performance of our core mission and standard process
- Leader Behaviors: seeking to understand what is in the way of accomplishing our goals, coaching that enables team members to solve problems, removing obstacles that prevent us from being successful, responding in a timely manner to escalations and celebrating success
- Problem Solving: executing problem solving in a scientific way that eliminates waste and addresses root causes, and establishing standards to maintain the gains of problem solving

We started as leaders learning the principles and practices of kaizen, seeking to incorporate this way of thinking into the fabric of our daily work life. Now we are teaching managers those same things. The next step is team member learning. We are working toward a pilot midsummer, and then gauging the full rollout through

the balance of FY2019. Our approach is simple — Learn, See, Do, Sustain.

Classroom learning is only one element of implementing AMS. The real adoption comes with the “doing,” and it's often the part we make the hardest. A wise master sensei of Lean practice once told me, “The biggest mistake organizations make in implementation of Lean is over complicating it.” Real skill and experience come with practice. Practice, practice and more practice. And that happens when we try our new learning in our real workspace.

Whether it is putting up huddle boards to track and talk about our standard work performance, creating and using Leader Standard Work, putting issues and frustrations on the problem register or sitting down with a problem solving worksheet — all these things cause us to stop and try these new processes and tools. And the more we do them, the easier it gets and the better results we get.

Since coming to ADOT, I've had the incredible experience of seeing leaders and team members grow in their understanding of AMS and watching it become part of the culture, an extension of what leaders and team members at ADOT value most — a job well done. Kudos to all you Lean practitioners for taking a leap of faith, for giving it a try, for challenging the status quo and finding ways to make it improve the way you work. To those of you who haven't yet tried — what are you waiting for? ■



*Kismet Weiss
Office of Continuous Improvement
Administrator*

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

Danella Weber, Senior

Communications Specialist

Randy Sasaki, Graphics Project Manager

John Walradt, Graphic Designer

Elena Diaz, Graphic Designer

Frank Rodriguez, Graphic Designer

EDITORIAL BOARD

Eddie Edison, HR

Chief Gary McCarthy, ECD/OIG

Gregory Byres, MPD

Lt. James Warriner, ECD

James Windsor, TSMO

Jennifer Bowser 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.

A web version of this newsletter can be found on ADOTNet or at azdot.gov/InsideLane.

© 2018 Arizona Department of Transportation

18-171

The logo on the cover of this month's Inside Lane has a mourning band in memory of Robert Danzo, who passed away May 29 while at work at the Tempe Yard. He was a 13-year employee of ADOT and worked in highway maintenance. For more information on “Danzo,” look for an email sent May 30 by Director Halikowski reflecting on his service. If you feel like you need some support during this time of mourning, please contact CompPsych EAP at www.guidanceresources.com (register using company code HN8876C), or call the Human Resources Office at 602.712.8188.



This photo, taken by ADOT Transportation Engineering Specialist Roger Vial, shows the progress happening on a project happening along State Route 88, near Apache Junction. See more project photos on [ADOT's Flickr site](https://www.flickr.com/photos/azdot/).



New agreements with tribal governments make projects easier, more efficient

WHEN IT comes to collaborating between different levels of government, there are always rules that can make progress tricky, and that goes double when the other government is a sovereign nation, like any one of the 22 tribal governments in Arizona. But thanks to a small revision to contract language, collaborations between ADOT and those tribal governments are about to get a lot easier.

What's a "waiver of limited sovereign immunity"?

For decades, if ADOT or any other state agency wanted to work with a tribal government on a project, the tribal government had to agree to what's called a "waiver of limited sovereign immunity." This waiver required tribal governments to go to state courts for mediation, rather than going to their own sovereign courts.

This waiver was not popular with the tribal governments because it restricted their federally recognized sovereignty.

Furthermore, the waiver made it difficult and sometimes even impossible to share crucial data, like crash statistics, which are necessary for federal funds for projects. As a result, countless necessary projects have been dead on arrival over the last decades.

Essentially, the waiver of limited sovereign immunity has been a thorn in the side of countless reservation projects for too long.

How it's different now

Over the years, ADOT and other state agencies have kept tribal liaisons on staff to keep abreast of issues affecting the tribes in Arizona. ADOT has two tribal liaisons, Ermalinda Gene and Rosalinda Federico, who are ex-officio members of the Governor's Office on Tribal Relations. Additionally, ADOT Director John Halikowski is a standing member of the Traffic Records Coordinating Committee.

"I noticed that this contract language was getting in the way of a lot of essential projects," Halikowski said. "Why did we need it? Could we get rid of it? It turns out we could."

In April 2018, Halikowski proposed the language change, which would improve three agreements:

- Data access and exchange
- Traffic and Criminal Software (TraCS)
- Fund transfers to tribes

These agreements now make it much easier for tribes to share vital crash data, which in turn makes it much easier to access federal funds for transportation projects. Officers on reservations can also now be equipped with the technology they need to upload crash facts at the scene of the incident.

ADOT worked with both the Arizona Attorney General's Office and ADOT's Risk Management to reach the appropriate language change to these agreements. Other state agencies, including the departments of Administration, and Emergency and Military Affairs, have requested them for their own



Dani Weber, ADOT Communications

Tribal Liaisons Ermalinda Gene and Rosalinda Federico were instrumental in updating and improving contract language between tribal governments and ADOT.

purposes. Native American communities across the state are also already seeing the benefits of the language change, including the Navajo Nation, which now has a project underway for tracking and sharing data.

While tribal governments still have to go through the same process as any other agency trying to claim federal funds, they are now in a much better position to compete. Furthermore, if ADOT doesn't have the resources available to manage tribal projects or their funds, the agency is now able to hand over that responsibility directly to the U.S. Bureau of Indian Affairs or to the tribe themselves, saving the agency time and resources.

The change is anticipated to be widely approved and welcomed, by both state and tribal governments.

"Since 1998, tribal liaisons have been instrumental in keeping tribal issues front and center," Statewide Planning Manager Charla Glendening said. "They manage studies, identify tribal needs and assist tribes in obtaining pass through funds. These new agreements only happened because of their tireless effort to represent tribal governments." ■

~ Dani Weber, Senior Communications Specialist

PDCA METHOD IS BEING USED ACROSS THE AGENCY TO TACKLE PROBLEMS

New round of PDCA projects under way

Plan. Do. Check. Act. Those four verbs represent the basic steps of an eight-step problem-solving method valuable to any Continuous Improvement effort. The Plan-Do-Check-Act (PDCA) method is used to improve processes and eliminate waste. Right now, it is being applied to several areas throughout the agency.

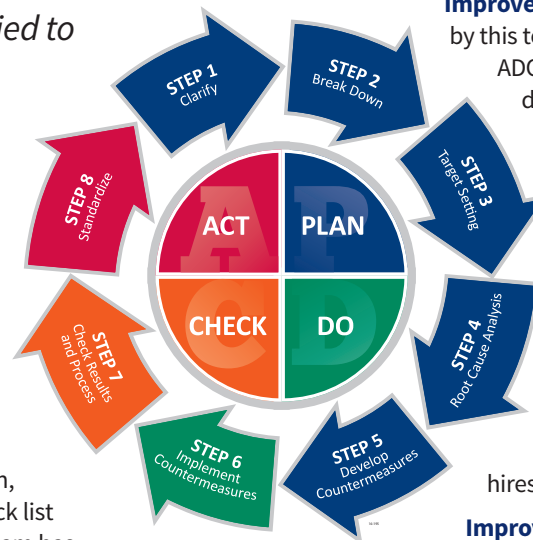
A new round of projects kicked off recently with the aim of improving customer service, maximizing resources and improving employee engagement. Here's a closer look at a few of the projects...

Modernize and Simplify the Access Request Form:

This PDCA team is looking at how to give the Computer Access Request Form (CARF) a contemporary look and feel. The goal is also to simplify the access request process. After collecting and reviewing available data from customers, the group began developing and implementing countermeasures. The result is an updated form with a clean, modern look. In addition, form fields and the application pick list structure have been redesigned. As far as what's next, the team has introduced the new form to a test set of customers for feedback. Based on the results, the team will determine the effectiveness of each countermeasure.

Standardize Meeting Rooms: This PDCA team aims to solve a common frustration in meeting rooms: waiting. People lose precious meeting time not knowing how to use the technology in a conference room, not knowing what is in the conference room and not knowing whom to contact if they need assistance. There is also the problem with the amount of time it takes to find and reserve a conference room. This team is currently identifying and implementing standard work on how to use the technology in any given conference room, the inventory in every conference room and whom to

contact for assistance. Additionally, they are standardizing room reservations and availability by investigating reservation tools. The goal is to make the reservation process quick and simple and to create an environment for users of any conference room to feel confident that they can use the technology in the room, as well as how to leave the room once the meeting has finished.



Improve Badge Request Process: Initially, the problem identified by this team focused on the fact that more than 30 percent of all ADOT employees did not have an official badge. The team determined that just addressing that 30 percent would not create a standardized process to prevent the problem from reoccurring. So, after consulting with ADOT's Physical Security and Human Resources units, the team developed a new process to ensure every new hire will have their official badge and name tag (for employees who interact with the public) created and delivered to their hiring manager before their start date. The new process eliminates seven of the 14 steps that had been involved in the badge request process. Currently, the team has rolled out the new, simplified process and will be conducting a 30-day post implementation analysis to make sure all new hires receive their badges.

Improve Recruiting for Fit Skills: This PDCA team is focused on developing improved procedures, written materials and marketing strategies used to recruit employees who are considered a good fit for their position as well as for the agency. Thus far the project team has conducted an initial survey of those employees who are "new to position" to obtain baseline data; created standard work for hiring managers, recruiters and support staff to be used as a guideline for the selection process; modified job posting formats; identified specific AMS competencies to be used in the interview process; and created standard work for updating position descriptions. A second survey will be conducted to measure the impact of these countermeasures. If the results show a positive impact, this team will roll out the countermeasures to the entire agency. ■

Partnership with prison leads to major cost savings

MAINTENANCE crews from ADOT's Central District recently ended up behind the walls of Perryville Prison, but the situation wasn't what it might sound like.

The team was there on March 20 to improve a dirt track used for food delivery, prisoner transport and other vehicle traffic within the prison's complex — an effort that took 18 dump trucks, 650 cubic yards of material, weeks of planning and a lot of cooperation. While the project wasn't a typical one for ADOT, the goal was to help out a fellow state agency, but it just so happens that the partnership ended up leading to some major future cost savings...

A win-win situation

Months ago, Josh Wilson, an administrative and operations lieutenant for the Arizona Department of Corrections, reached out to see if ADOT had any extra asphalt millings material that could be placed and compacted on the prison's track to create a more durable surface.

"We've had a bad issue with dust and, when there's rain, we have mud," Lt. Wilson said.

Avondale Roadway Maintenance Supervisor Mark Kilian and Central Maintenance District Superintendent Raymundo Baca were some of the ADOT employees who initially discussed the project with Lt. Wilson to see how ADOT could help.

"When we got out there to evaluate the project, they asked if we have any extra dirt too. That's when the light bulb went off," said Kilian, adding that his team clears lots of dirt out of ADOT's storm channels. "We get a lot of sediment from the farm communities, but we've always had to pay to get rid of it."

According to Kilian, Avondale Maintenance alone has spent roughly \$1.2 million in dump fees to dispose of dirt over the past five years.

"We have a constant need for dirt and sand in our complex," said Lt. Wilson, explaining that the prison must keep dirt roads circling around the complex "soft" so that prisoner footprints remain visible if any sort of escape attempt or other incident occurs. Because of that, the prison loses a lot of ground due to wind, he said.

By giving the dirt to the Perryville Prison, ADOT potentially could save millions in dump fees over the years and help replace the prison's eroding landscape, said Central District Administrator Randy Everett.

"That is such a win-win," he said.

The project that kicked things off

Once Kilian and his team measured the prison's track and determined that they had more than enough asphalt millings to share, planning for the unique project began.

Kilian started by reaching out to landscape and maintenance units throughout the agency's Central District. ADOT Equipment Services also provided support by making certain all dump trucks were road ready.

In total, 18 dump trucks (and operators) from various units were available on the day of the project. The plan was to fill the trucks with the asphalt millings at the Avondale Maintenance Yard, drive to the prison and work in a convoy to place the material.

On the day of the project, crews arrived at the maintenance yard at 4 a.m. and got to work immediately after a group meeting to go over the rules and the project objectives.

After eight hours on the track, three trips back and forth between the maintenance yard and the prison to fill the trucks up with more material and a variety of prison security checks, a grader was used to compact the material and complete the project.

"The project went as planned and again shows what can be accomplished when we come together and work as one. This includes working across agencies," Kilian said.

Everett agreed, saying that the whole operation went smoothly.

"I'm just so proud of Central District. Our guys are just unbelievable," Everett said. "We brought together people from all different units. It had to be a very well-orchestrated operation and it really was." ■

~Angela De Welles, Senior Communications Specialist



Lt. Josh Wilson said the project was well-coordinated and resulted in an improved road that serves the prison's needs. "So far, it's been fantastic," he said. "The road is holding up, and it's working for what we need it to work for."



Planning, communication and coordination ensured the project went smoothly. There were 25 ADOT employees involved in the project. Staffing at the prison was also increased the day of the project.



The prison's security requirements meant ADOT employees couldn't wear orange so that they wouldn't be mistaken for an inmate. No cell phones were allowed inside the prison complex either. All rules had to be followed to ensure a seamless completion of the project.

Photos courtesy of Arizona Department of Corrections

PROBLEM SOLVED:**Collaboration leads to better process for DBE**

DO THE WORDS “prompt payment” or “payment reporting” mean anything to you?

If the answer is yes, you probably already know that a MAJOR shift has taken place relating to how ADOT monitors and deals with requirements linked to the two above-mentioned terms.

If the answer is no, just keep reading...

The problem

When contractors are awarded an ADOT project contract, oftentimes they'll hire subcontractors for parts of the job. The prime contractors are required to promptly pay their subcontractors within seven days of receiving payment from ADOT. Prime contractors are also required to enter payments made to all subcontractors in the ADOT Disadvantage Business Enterprise (DBE) system each month so ADOT can report back to federal funding sources.

The only issue was, in the past, ADOT had no reliable, established process in place to monitor whether prime contractors were paying subcontractors on time.

So, in December 2016, staff from the Business Engagement and Compliance Office's DBE Compliance Program took a deep-dive look

at the problem using the Plan-Do-Check-Act method to create a better way.

DBE Compliance Program Manager Mayline Wahinepio said that a wide range of people participated, including employees from the Construction and Materials Group, ITG, Finance and Field Reports. Contractors and subcontractors were involved too.

“We looked at the whole process,” Wahinepio said.

ADOT Senior Lean Coach Heather Franek, who was involved with the PDCA project, said that bringing in people from outside ADOT greatly helped the project.

“They included external stakeholders, which is excellent. It's not just employees improving processes,” said Franek, adding that the team also used video conferencing technology to conveniently include more out-of-town participants.

A real solution

After about a year of working on the issue, the team ended up with a standard process for monitoring payment reporting and prompt payments. The solution brought staff from ADOT's construction field offices into the equation.

At the start of 2018, the BECO team met with every field office to train on the new process.

Photos courtesy of BECO



Contract Compliance and Training Officer Florentina Samartinean said that employees in the field offices have a closer working relationship with the contractors and are better equipped to monitor the work in the field.

“Before, the process was very reactive. We were in a position that we were just chasing the primes for information,” said Samartinean, adding that ADOT now also has the ability to impose sanctions on prime contractors who are not promptly paying subcontractors. “But the goal is no sanctions. We want everyone in compliance.”

Everything was on track to move forward, but the web-based DBE contract management system used by the DBE Compliance Program staff wasn't going to work — that's when ITG Applications Developer Kris Robards was brought in to help.

“BECO has a portal that they use to get information, but they can only see the information for one prime and subcontractor

at a time. They wanted to get all that information at once to make it easier to monitor the whole process,” Robards said.

He and a team of about seven other ITG employees worked to pull over a lot of data onto ADOT

databases so they could work with it. From there, he created a resource that allows BECO and field office staff to pull the reports they need in a format that works for them.

“Before, we couldn't get a broad picture of all payment responses on contracts,” Wahinepio said. “Now we have this customizable report where we can see all prime and subcontractor responses by payment period, which is exactly what we need.”

At the start of 2018, the BECO team met with every field office to train on the new process. The new process went live in February and is working well, Samartinean said.

“We have one ADOT and this is a perfect example of a partnership that's working,” she said, adding that the Arizona Management System helped lead to the accomplishment. “You can work with other groups and be successful.” ■

~ Angela De Welles, Senior Communications Specialist



A group photo of all the Clear Roads member state representatives during the recent meeting in Phoenix.

Photo courtesy of Clear Roads

Clear Roads membership gives ADOT a big role in winter maintenance research

AS ADOT's winter operations manager, Mark Trennepohl focused on keeping Arizona's roads safe and operational during the coldest months of the year. But whenever people from outside the state found out what his job entailed, the response was always the same...

"People think it just doesn't snow in Arizona," said Trennepohl, adding that perceptions have lately started to change. "ADOT's beginning to gain some respect in the realm of winter maintenance."

Recently taking on the new role of statewide road weather manager, Trennepohl says part of the shift can be attributed to the agency's standing in Clear Roads — a national research consortium focused on finding and testing the best winter maintenance materials, equipment and methods.

In late April, Clear Roads held its annual spring meeting in Phoenix. Trennepohl says the agency has gained a lot by playing host and being involved for the past three years.

"The greatest thing is the networking," he said. "There's no problem that we can ever encounter that someone else hasn't come across before. It's amazing the knowledge transfer that takes place."

Clear Roads has 36 member agencies, each contributing \$25,000 a year to fund research related to winter maintenance. Representatives from each department of transportation meet twice a year to discuss project proposals, review research and share best practices. According to the group's website, one of the organization's primary activities is "studying and promoting innovative techniques and technologies that will save agencies money, improve safety and increase efficiency."

According to Trennepohl, the research that's being funded by the group is all relevant and useful to ADOT. One example is a recent Clear Roads research effort aimed at snowplow truck lighting.

The study looked at a number of issues, including the way light from snowplow headlights bounces off bright snow and what type of bulbs work best.

"We took a big part in that research," said Trennepohl, adding that he was able to take the information learned from the study and incorporate it into new plow purchase specifications.



Angela DeWelles, ADOT Communications

Deputy Director for Transportation Dallas Hammit provided the welcome and opening remarks during the Clear Roads 2018 spring meeting held April 24-26 in Phoenix. The agenda included research proposal presentations, state reports and a tour of ADOT Equipment Services facilities.

The use of mobile brine-making units and ideas for better optimizing snowplow routes are a couple of other topics ADOT is gaining input on from fellow Clear Roads states.

ADOT Northwest Operations Superintendent Kevin Duby, who is taking over for Trennepohl as ADOT's Clear Roads representative (although Trennepohl will remain involved), recently sent out a query to all member states asking for feedback on route optimization. The responses started coming back immediately, he said.

"Clear Roads is a good opportunity for us to see what other states have implemented, what's worked for them and, more importantly, what hasn't worked for them," Duby said.

Find more information on Clear Roads, including details on past research at clearroads.org. 🇺🇸

~ Angela De Welles, Senior Communications Specialist

ADOT volunteers keep Arizona highways beautiful

Arizona is famous for its beautiful, sprawling deserts and breathtaking vistas. To help keep it that way, volunteers all across the state donate their time and energy to picking up litter and debris along the side of the highway. And you can too!

State DOTs everywhere run their own Adopt a Highway programs, and ADOT is no exception. It allows individuals and even companies and corporations to take responsibility for keeping roads not only beautiful, but also clear of debris that can become dangerous to motorists and pedestrians alike. And the new overseer of the Adopt a Highway Program, Communications Program Manager Mary Currie, is looking to recruit more volunteers — from ADOT.

ADOT's Adopt a Highway Volunteer Program already has more than 800 volunteer groups, and almost 11,000 individual volunteers, who clean up litter along Arizona's roadways. Currie wants to add to those numbers with volunteers who work for ADOT too.

"I want to be part of it," Currie said, referring to the Adopt a Highway Volunteer Program. "When I talk to the public about opportunities to volunteer, I want to be able to share what I know firsthand as a volunteer in the program."

Currie considers this effort to be good stewardship for the agency. "If we want the public involved in taking care of roads, let's lead by example," Currie said. "I invite those thinking about adoption to come out and 'kick the tires' with us during a scheduled cleanup event on our segment of US 60."

"We're hoping to gain interest in the program and appreciation for the community and what our volunteers are getting out there and doing for us," she said. "It's about teamwork and community pride."

ADOT Communications has already gotten on board with Currie's plan and is scheduled to clean up a stretch of U.S. Route 60 — a total of four miles — on June 2, a Saturday.

Find out more about how to apply for a volunteer permit with the Adopt a Highway Volunteer Program by going to azdot.gov/adoptahighway or by contacting Mary Currie at MCurrie@azdot.gov.

~ Dani Weber, Senior Communications Specialist



LOOK

BACK

For as long as there have been roads in Arizona, there have been people who plan, build and maintain them. It's those skilled women and men who have made this state's transportation history a remarkable one. From 1912 when the Arizona Highway Department was first established, to right now, right here at ADOT, state employees have continuously done the work necessary to keep Arizona moving. Take a look back at some of their stories.



THESE photos showcase what's known around ADOT as the "old MVD building" and if those walls could talk, they'd probably have some remarkable stories to tell.

Located in ADOT's Phoenix capitol complex, the structure still stands today, though it's not currently in use. If you're familiar with the building, you'll recognize that it's bigger now than it was in these photographs taken roughly nine decades ago — we're told that's because additions were made in the 1930s, adding to the square footage.

While we weren't able to scrounge up a whole lot of detail on the building itself, we did come across an interesting anecdote from Mary Cross, an MVD supervisor who joined

the Arizona Highway Department in 1930 as a temporary typist.

She retired from ADOT in April 1978 and was featured at that time in an issue of Newsbeat, the agency's employee newsletter of the day. In the article, Mary talks about her early days at the agency and is quoted reminiscing about the old MVD building...

"Mary, who graduated from Phoenix Union High School and Lamson Business College during the Depression, heard about MVD hiring temporary employees to help with the former annual business rush in January 1930.

"She continued as a typist until 1938 when she was



promoted to supervisor of License Files. Three years later, she became Assistant Supervisor of Titles.

"Mary said her most memorable experience in MVD was the 1939 flood, which inundated the old MVD building on Jackson Street and covered all the records in the basement with five feet of water.

"A few of us were brought in boats from downtown Phoenix to the MVD building to send out telegrams to the 48 states informing them that we were flooded and would be out of business for 30 days," Mary recalled.

"Later she and other volunteers spent two weeks in the pumped out basement sorting through 200,000 to 300,000 records and preparing them for drying in ovens."

We know that the building eventually dried out and was in use for many more years by MVD until the division moved into its new headquarters on Jefferson Street in 1975.

Do you have memories of the "old MVD building"? Send us an email at InsideLane@azdot.gov ... we'd love to hear about your experiences! ■

~ 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...

KAIZEN COUNT

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

5,220

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

MVD Abandoned Vehicle program saves time, paperwork with tow companies

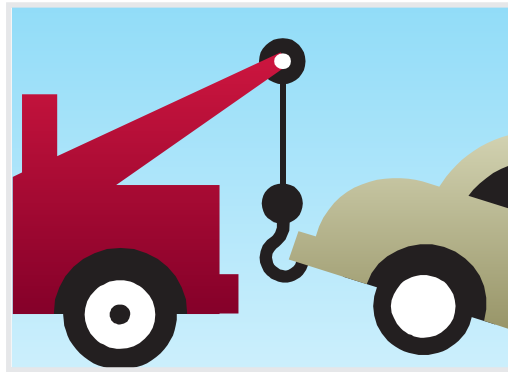
YOU'VE probably seen it before: an empty car on the side of the road with a brightly colored sticker on the window, waiting to be towed away. It turns out, there used to be a lot of paperwork behind that abandoned car. Thanks to a few changes, MVD's Abandoned Vehicle Unit has reduced that paperwork by 90 percent.

It used to be that if a tow company wanted to claim an abandoned vehicle, they had to file a claim electronically and then send in all the supporting documents by mail. As a result, Abandoned Vehicle Unit staff had to wait for those documents to arrive and then match them by hand with the electronic claim. If information was missing, ADOT would have to send a letter requesting additional documents.

But the back-and-forth isn't done yet! Once ADOT had all the information it needed, they would send a blue form to the tow companies to fill out and drop off at an MVD office to complete the title transfer. Most tow companies, however, would wait until they had a stack of those forms ready to drop off to save time standing in line.

Meanwhile, as MVD and the tow companies were slogging through the title transfer process, owners were accruing storage fees and tow yards were filling up, making it harder for the companies to do business.

To solve this problem, an MVD team came together to work with ServiceArizona. They wanted to improve the site to make the entire process electronic and as streamlined as possible.



Beginning in February 2018, tow companies were able to scan documents at the same time they submitted a claim, completely eliminating the wait for hard copies to reach MVD by snail mail. Similarly, Abandoned Vehicle Unit staff could now reject incomplete reports with explanations why through ServiceArizona. Once the process is done, tow companies can now electronically transfer the vehicle title into their name, cutting out the need for a trip to an MVD office and also the need to wait until they have enough transfers collected to justify the trip.

Because of these changes to the claim and title transfer processes, the Abandoned Vehicle Unit and ADOT has no backlog for the very first time. Even better, the unit has reduced return mail to tow companies by 90 percent.

"It's good for everyone," said West Region Manager Kyle Ulibarri, who was on the team that worked with ServiceArizona. "Customers are being notified much quicker about vehicles being towed or abandoned so they can obtain their cars and avoid storage fees. Tow companies also benefit by freeing up space quicker in their tow yards."

This faster process and electronic titling has the potential to remove 15,000 transactions from the MVD field offices a year, getting customers out of the line and safely on the road. 🇺🇸

~ Dani Weber, Senior Communications Specialist

WAY TO GO!

Congratulations to all of the ADOT employees who have recently earned spot incentives and 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.



Kathy Boyle, ADOT Communications

Problem Register at Work

ITG Service Desk Manager **Linda Bandstra** highlights a problem on the Service Desk problem register. She reports the problem register is a valuable tool that helps with process flow and has increased productivity for the call center team. This team meets three times a day; the leads meet first, followed by the two tiers of Service Desk staff members. The problem register helps the team visualize and talk about the problems, and what the status might be for each one. There are two problem register grids on the huddle board: one for problems and one for projects. MVD and PC LAN staff members frequently attend the call center huddle meetings. Contact Linda by emailing LBandstra@azdot.gov to learn more on how effective the problem register has been for her team's performance. 📊

GO AHEAD, GET CREATIVE!

This cartoon, drawn by ADOT Graphic Designer John Waldradt, needs a caption and we want your help. Please submit your ideas to InsideLane@azdot.gov by June 18. Yes, there will be a (small) prize, so give us your best!



The winning caption will be selected by a team of ADOT employees who will look for creative, funny captions

that best fit the cartoon. We'll announce the winning caption in the next issue of The Inside Lane. Good luck!

WINNER

WINNER!

We had a great response to last month's ADOT Jumble! Many of you solved the puzzle and submitted your answers. However there can only be one winner. Congratulations to Budget Analyst Derek Romero, whose name was selected from a

random draw of entries. Derek was awarded earlier this month with a whole lot of ADOT-branded swag, including a travel cup, notepad and marker.

Answers:

1. HOV lane
2. Speed limit
3. Pedestrian
4. One way
5. Stop

The final answer was, "Had a point."



*Do you speak, read or write a language other than English?
We want to hear from you!*

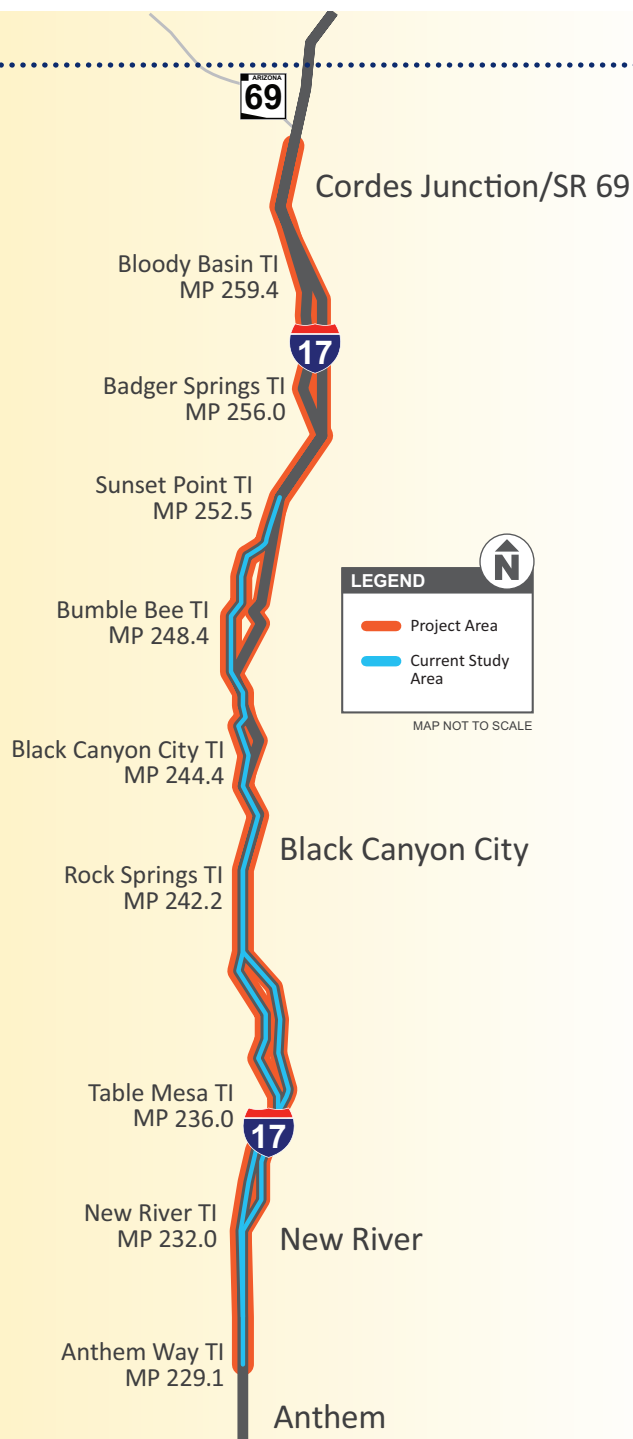
ADOT Community Relations is looking for people to volunteer their time for public outreach efforts.

If you can speak, read or write in a language besides English, we could use your translation or interpretation skills for making phone calls, in-person outreach and

assistance at meetings and with preparing written documents.

If you speak any language other than English, take this brief survey to let us know: <https://www.surveymonkey.com/r/D8LQ9YD>

ADOT planning potential I-17 improvements between Anthem and Sunset Point



I regularly use these monthly Driving Safety Home messages to share reminders about how we all can make safe driving a priority, but from time to time, I also like to highlight some of the innovative actions ADOT is taking as an agency to improve the transportation system.

This month, I want to talk about what's in the plans for the section of Interstate 17 that stretches from Anthem to Sunset Point.

As you may already know, we've been studying the corridor for a number of years and recently held our first public meeting to discuss the potential improvements.

With the help of funds from the Maricopa Association of Governments, we're planning to add new lanes in areas between Anthem and Black Canyon City. The projects are currently scheduled for construction in the years 2021-22.

We're also looking at adding "flex lanes" between Black Canyon City and Sunset Point. These two flex lanes would be built parallel to existing I-17 southbound lanes — they'll be separated from the roadway by a concrete barrier.

Once constructed, we'd be able to open the flex lanes to either northbound or southbound traffic depending on peak traffic direction. Access to the flex lanes would be controlled by a gate.



Dallas Hammit

This gives us a solution that we believe will greatly relieve congestion and would allow us to offer drivers an alternative route if there's a crash or closure on I-17. Right now, if there's a closure, motorists have to wait on the freeway, which can lead to other problems, including the potential for secondary

crashes and very real impacts to the motorists who are stuck on the freeway.

For now, we're looking at ways to bring services (water and food) to waiting motorists when there's an extended closure. We've also been more focused on Traffic Incident Management training in recent years (that helps us to clear crashes quicker) and we've started staging people and equipment at strategic locations during high-traffic holidays. By being proactive, we can respond to incidents faster.

As we move forward, I encourage you to learn more about the plans, and I hope you'll share the information with your friends and family who regularly travel I-17. You can find details, including the link to a video simulation showing how the flex lanes will work, on ADOT's website. ■

~Dallas Hammit, Deputy Director for Transportation