

# The INSIDE

# LANE

A newsletter for employees of the Arizona Department of Transportation

OCTOBER 2018

VOLUME 3, ISSUE 3



*Safety Stand Down: Teams prep for hazards at home and on the job*

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**ADOT**

**HELLO!** It's that time of year where we know cool weather is on the horizon, fall colors will be changing up north, daylight will be a little shorter, getting outside will be a priority and Arizona will be the envy of all the other states. I, for one, feel so fortunate and privileged to call Arizona home, and what a wonderful state it is to live in! The beauty in the majestic scenery, the genuine people who provide world-class hospitality and the diversity of the state's landscapes are unmatched by any other state.

I'm also very fortunate to be the seventh publisher of Arizona Highways magazine. You can say its beauty in showcasing Arizona to the world is truly unmatched as well. For nearly 94 years, the magazine has shared the beauty of Arizona with the world through spectacular photography and compelling stories.

In addition to my duties with the magazine, I also serve as the CEO for Grand Canyon State Logo Signs, which provides information for motorists about services available to them as they travel our highways.

Our mission, simply put, is to promote travel to and through our state.

When I think about the words "to" and "through," immediately Total Systems comes to mind. This was a key topic at this year's Leadership Conference and set the stage to get all leaders thinking as one. There is a lot of crossover in ADOT and so much being done that impacts all of us. Arizona Highways and the logo program promote travel, which means those people who come here will most likely end up driving one of our many highways and roadways. While we do a great job promoting Arizona, ADOT does an even better job ensuring our highways are safe for motorists. So the magazine is doing one part, and a lot of other areas in ADOT are doing their part and may not even realize it.

With that, I want to thank all of you because what you do does matter and does impact more than just you or your division. We are all one ADOT! ■



*Kelly Mero  
Publisher  
Arizona Highways Magazine*

## The INSIDE LANE

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### Share your best cover shot

Do you snap shots that show off the scenic side of transportation in Arizona? Share them with us and we might put your photograph on the next cover of The Inside Lane.

It can be a great picture of an MVD office, a beautiful highway shot or even an artsy photo of construction materials. Whatever the subject, the photo should highlight some aspect of the work happening here at ADOT.

Submit your original, digital photographs to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov) in JPEG format (no larger than 10MB). Along with the photo, please provide a brief description and your name/title.



*This photo, taken by Jerry McCoy of ADOT Communications, shows the Kayenta Maintenance team at the 2018 Safety Stand Down Day. The team traveled 3 1/2 hours (one way) to the Northeast District's SDS event at Northland Pioneer College in Snowflake. From left, Herman Herrera, Elton Joe, Kerome Yazzie, Christopher Albert, Christopher Keith, Clifton Clark and Kee Kescoli.*

# ADOT employees stand down for safety

**O**N SEPT. 19, ADOT employees gathered in locations throughout the state to focus on safety...

The events were all part of the 2018 Safety Stand Down Day, an event for transportation division employees that centered on safety topics related to home life and on-the-job scenarios.

"I challenge you not just to be here, but to really be present," said Dallas Hammit at the start of the afternoon session in Phoenix. "Put what you hear today into action at work and at home."

Participants attended four sessions:

- Personal preparedness instruction from the American Red Cross
- Information on the ADOT Alerts app from the ADOT Communications department
- Quick Clearance and Push, Pull, Drag training
- Wrong-Way Drivers: What to do

More photos from Safety Stand Down Day events across the state will be featured on The Inside Lane Online in October. ■

~Angela De Welles, Senior Communications Specialist



**Jeremiah Moerke**, ADOT Communications

Employees meet in Tucson for Safety Stand Down Day.



**Jerry McCoy**, ADOT Communications

Northeast District team members gather for a group photo during the annual SDS event in Snowflake.



**Deborah Miller**, ADOT Communications

Senior Transportation Engineer Chris Page welcomes staff to the Safety Stand Down in Prescott.



**Kimberly Noetzel**, ADOT Communications

Gila Bend Maintenance stands down for safety.



**Mackenzie Kirby**, ADOT Communications

ADOT's Northcentral District talked safety in Flagstaff.



**Michele Beggs**, ADOT Communications

The Northwest District team participates in Safety Stand Down.



**Mary Curry**, ADOT Communications

The Page Maintenance crew celebrates a successful Stand Down.



**Maria Juarez**, Yuma Maintenance

The Southwest District poses for a group shot after a day of safety.



**Angela De Welles**, ADOT Communications

Hundreds of employees gathered in Phoenix.

# Meet the 2018 Leader of the Year



# Nina Makarenko!

**R**ESULTS for the second-annual ADOT Awards are in! This year's Leader of the Year is MVD's East Region Manager Nina Makarenko, and she couldn't be more surprised or thankful!

"I actually had been working on data collection for my boss's nomination," Makarenko said, "so when I heard my name, I was very surprised and overwhelmed."

When Makarenko first came into her position, she knew very little about MVD, but she was familiar with Lean and Continuous Improvement. She quickly met with every single customer service representative one on one to learn not only about their goals and strengths, but also about who they are as people. And her team appreciates Makarenko's hands-on, collaborative approach to servant leadership.

- "She visits every office often and is quick to defuse any issues."
- "Nina is present in all of the offices in our region."
- "She makes herself available to everyone, including our customers."
- "If an office is having a hectic day, she is always willing to assist with kiosk transactions, facilitate the greeter line or take credential photos."

- "She is visible and passionate about the success of each employee."
- "Nina empowers and inspires us to act."
- "When providing feedback, she encourages us to look for our own solutions and then provides us with tools to make our own decisions."

The comments from Makarenko's team continue on so long, there's not enough room for all of them here.

Upon reading her team's comments, Makarenko felt overwhelmed by gratitude. "Lots of times in field offices," she said, "we can get so focused on metrics — and we have to be because we're a business — but it's nice to be recognized for other aspects. To be recognized for my efforts, and from my people, I feel overwhelmed by happiness and gratitude."

Since the award announcement, Makarenko, who usually prefers to work behind the scenes, has found herself in the spotlight. Other leaders across the agency have contacted her for advice on leadership. ADOT's LinkedIn team has also reached out to her



ADOT Director John Halikowski presents the award to Nina Makarenko on stage at the 2018 Leaders Connection Conference.



Kim Katchur, ADOT Communications

for recruitment efforts to talk about why ADOT is a great place to work. Despite being a self-described "steady eddy," she's facing these unexpected challenges as an opportunity to be an advocate for good leadership.

"It's a measure of success," Makarenko said. "It's a measure of doing the right thing and lining up with ADOT's mission and vision, but more importantly with people. It's a real honor to be recognized." ■

~ Dani Weber, Senior Communications Specialist

## CONTINUOUS IMPROVEMENT DEFINED:

# Strategy Deployment

**JUST AS** Continuous Improvement has given employees new tools to solve problems, it also has provided ADOT's leadership team with new ways to think about strategic planning.

Planning has always been essential, but now there is a systematic effort in place focused on driving improvement agencywide, says Melissa Wynn, administrator for ADOT's Office of Strategic Planning and Performance Measures Management.

"(Continuous Improvement) gives us new approaches we can take through strategic planning and that allow for alignment through the agency," Wynn said. "The plan that's developed has meaning for everyone."

As often is the case with Continuous Improvement, there is a Japanese phrase that is used to describe the effort. [Hoshin Kanri](#), also known as "strategy or policy deployment," is a method for ensuring that the strategic goals of an organization drive progress and action at every level. This eliminates the waste that comes from inconsistent direction and poor communication.

In other words, it's a series of steps that help ADOT leaders to establish a vision, set goals, develop objectives and review progress.

It all starts out with the X-Matrix...

The X-Matrix outlines long-term strategies, three-year goals, annual objectives and

the actions that it will take to accomplish everything.

"It's a one-piece document that lays out clearly what is important to the organization and what we are going to get done," said Wynn, adding that it is developed by ADOT's executive leadership team but is refined through discussions with teams throughout the agency so there's a consensus on the targets established.

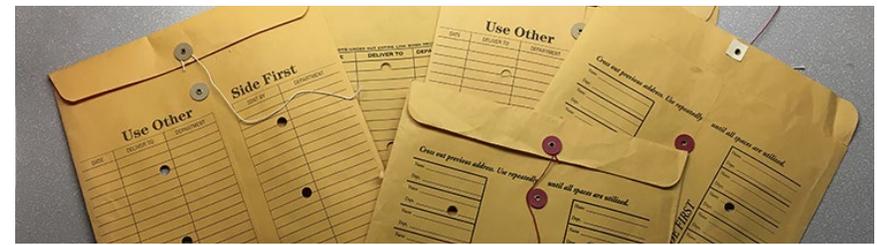
After the X-Matrix is finalized, leaders throughout the agency develop what is known as an A3 document that helps them track the goals and actions delegated to their teams.

While many ADOT employees will not have their own A3 at this point, Wynn said the work being done by all employees does tie into the agencywide X-Matrix. This new way of strategic planning makes things connected and offers a way to keep teams accountable.

"Before, there was no real means to operationalize a plan," she said. "This new approach helps us bridge that gap."

Employees can stay tuned to ADOTNet for more upcoming information on ADOT's strategic planning efforts. ■

~ Angela De Welles, Senior Communications Specialist



## Mind your mail drops

*Help make sure mail arrives to destination*

**H**AVE YOU ever received mail for a person who no longer works in your area? Or, maybe you've been on the receiving end of an envelope that has multiple mail drop locations added and crossed off from all the rerouting? Have you ever tried to locate someone's mail drop and found an inaccurate location or no location at all?

Today, there is no reliable method for obtaining an individual's mail drop location. An estimated 25 percent of the mail processed through ADOT each year is misdirected due to blank or incorrect mail drops — that totals 325,000 pieces!

This leads to extra work, overprocessing and transport delays that translate into waste and inefficiency agencywide.

Here's how you can help solve the problem.

- Confirm that your mailing address and mail drop information are correct in the exchange database <http://iamdb/exchange> (if you don't know your mail drop, ask your supervisor).
- If your mail drop is not in the dropdown list, please notify Leah Almond at [LAlmond@azdot.gov](mailto:LAlmond@azdot.gov).
- Managers should notify the ADOT Service Desk of any individual or group location changes. Also remember to coordinate and communicate all office moves with Facilities Management and the Mail Room so mail drops can be updated.
- All employees should make sure vendors have an accurate mailing address and mail drop location on their invoices.

In the future, the mail field on the New Hire, Promotion and Job Change CARF forms will be a required entry. Quarterly system-generated prompts will require employees to confirm their mail drop before logging in.

This isn't just a Mail Room concern — we all have a responsibility to ensure ADOT mail gets where it needs to be in a timely and efficient manner. ■

~ Leah Almond, Executive Assistant, TSMO



Photo courtesy of APTRA

# MOVE OVER

**ADOT** is once again offering its support to the Arizona Professional Towing and Recovery Association and its annual “Move Over” Awareness Day. Like last year, the 2018 event will begin with an early morning tow truck parade before wrapping up with a family-friendly event and awards banquet. Scheduled Saturday, Oct. 20, the event’s details and locations can be found on the [APTRA website](#). Arizona’s [Move Over law](#) requires motorists to move over one lane — or slow down if it is not safe to change lanes — when driving by ANY vehicle with flashing lights pulled to the side of a road or highway, including first responders, ADOT trucks, passenger cars with emergency flashers and tow trucks. Drivers can save lives, including their own, by paying attention and giving responders room to do their jobs. ■

Event details and locations can be found on the [APTRA website](#).

## It’s time to Light Arizona Purple again!

**THE ANNUAL** campaign is an effort to show the state’s dedication to end domestic violence. All state employees are being asked to participate in “wear purple day” on Thursday, Oct. 18. Like last year, ADOT Communications will take a group photo (more details to be released soon). For employees outside Phoenix, we encourage you to take a photo of team members wearing purple and submit them to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov) by Oct. 19. When you send the photo, identify which division/district/unit is represented. For more on the campaign, visit [ItCanStop.az.gov](http://ItCanStop.az.gov). ■



### WASTE NO TIME

### SEND US YOUR CAPTIONS!

THIS CARTOON, drawn by ADOT Graphic Designer John Walradt, needs a caption and we want your help. But there’s a catch! The cartoon depicts overprocessing, which is one of the eight wastes identified in Continuous Improvement. Overprocessing is defined as unnecessary paperwork, multiple forms, providing more detail than is needed and basically just adding unnecessary steps to a process.



We want your captions to reflect that idea — of course, they can still be funny!

Please submit your ideas to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov) by Oct. 19. Yes, there will be a 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 and the theme. 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 Northeast District Transportation Construction Technician III Carrie Moore, whose name was selected from a random draw of entries. Carrie was

awarded earlier this month with a bag of prizes, including some special prizes from The Inside Lane and Arizona Highways! ■

#### Answers:

1. Security
2. Disaster
3. Emergency
4. Facility
5. Evacuate
6. Exit

Final answer is: Identity Crisis





# Devil Dog project moves at lightning speed, wins Roads and Bridges award

**W**HEN IT CAME to repaving five miles of Interstate 40 between Williams and Devil Dog Road, a concerted team effort has brought the project nearly to completion in record time — a fact that Roads and Bridges magazine recognized by naming the project one of the top 10 in the country.

A five-mile stretch of I-40 west of Williams started to experience accelerated pavement degradation in the winter of 2016-2017, reaching catastrophic proportions that included tire blowouts and vehicle damage on a daily basis.

“We were patching potholes after every winter storm,” said Northcentral Assistant District Engineer for Maintenance Chad Auker. “It was a big maintenance issue.”

Something had to be done and quickly.

“The biggest challenge,” said Assistant District Engineer for Construction Brenden Foley, “was that it was an urgent project, so the project was greatly accelerated.”

The design period, a process that usually takes about a year, was done inside of three months with a consultant-led design team that included several ADOT technical groups, and the project was awarded in July 2017. By the time the winter season started, the eastbound section of the road was complete. Currently, the

westbound section is nearly complete, with traffic opened up in both directions.

The Flash could take lessons from this project on how to get things done quickly!

Part of the reason the Devil Dog project has been able to progress so quickly is because of an innovative method of overlaying parts of the existing roadway with Portland Cement Concrete Pavement (PCCP). The PCCP already in use on the roadway was removed and recycled by crushing it on-site and adding it into the base for newly constructed pavement.

The PCCP reduces stress, corner cracking and grinding of the new road surface to remove bumps or dips over time. This approach increases the initial pavement

life by up to 60 percent and outlasts previous asphalt overlays by at least 10 years.

Senior Project Engineer Diana Kelly of Gannett Fleming, the design firm for the project, said, “It was a new, out-of-the-box solution to overlay the existing pavement with PCCP and a sustainable solution to reuse the PCCP that was removed.”

Because of this project’s unique and sustainable approach, Gannett Fleming nominated it to Roads and Bridges as one of the top 10 projects in the nation — and it won!

The award came as a pleasant surprise to Auker and Foley.

“It’s much deserved,” Auker said. “The whole team, from the designers and development team to the contractor and ADOT construction staff, worked hard. There were a lot of long days and long weeks, and the award is well-deserved for bringing new pavement to the road.” ■

~ Dani Weber, Senior Communications Specialist



*A five-mile stretch of I-40 near Williams needed repairs. Construction crews are working at lightning speed to repave the road and make it safe for traffic.*



Chad Auker, IDO

# NEW SNOWPLOWS HITTING THE ROAD

Agency updates its fleet



The new snowplows come equipped with the latest technology.

Gary Lowe, Equipment Services

**A**NYONE WHO has ever bought a brand new car knows how exciting it can be to get in the driver seat and discover all the new features it has on board. Believe it or not, the same goes for new snowplows!

In Fiscal Year 2018, ADOT has purchased 25 new snowplows, and there are 29 additional plows on order for 2019, according to Fleet Manager Gary Lowe. He said the team is working on rightsizing the entire fleet, including the agency's snowplows. The plan is to keep only the number of plows needed in the fleet, but at the same time, keep them up-to-date with the right technologies for deployment.

"These trucks are state of the art for snow removal operations," said Lowe, adding that newer models are much more efficient than the older plows they're replacing. "We can plow more lane miles faster, they don't break down as often and they're more cost efficient."

Lowe said that some of the plows on ADOT's fleet have been around a while — a few have even been on the road for upward of 18 years, which puts a

lot of stress on ADOT equipment service shops to keep them going.

"But by Fiscal Year 2019, over half the fleet will be three years old or newer," Lowe said. "And, as newer plows are added to the fleet, the older trucks are sold at auction."

The new trucks come with some pretty cool tech and safety features:

- Auxiliary in-cab heaters to eliminate unnecessary idling
- Back-up cameras and side-view wing plow cameras
- Bluetooth capabilities
- Laser guidance for wing plows
- Tire pressure monitoring system
- On-board technology that monitors how much material (salt, deicer) is being applied to the road
- Heated windshields (so wipers don't freeze and get stuck)
- State-of-the-art lighting packages
- Front flex plows

Lowe said different specifications are needed, depending on where the snowplow is headed.

"We take a lot of pride to make sure the specs are just right. A lot of thought and work goes into that," said Lowe, adding that he and his team meet with customers before orders are placed and even conduct focus groups to determine the specifications that are a priority to users. "Our customers have a lot of input." ■

~ Angela De Welles, Senior Communications Specialist

**CONTINUALLY IMPROVING:**

# Procurement Resource Center team makes changes for the better

**S**MALL ACTIONS can add up to big results — just ask the Procurement Resource Center team. They've been working to implement a series of process improvements, and the effects have been huge.

Procurement Resource Center Supervisor Cristina Ramirez explains that the team is responsible for assisting ADOT employees who use ProcureAZ, the state's online procurement system.

A ticketing system that routes procurement-specific questions to the team is utilized to receive and respond to customer questions; however, there was never any [standard work](#) in place related to responding to or tracking issues, Ramirez said.

To help identify some of the problems, a PDCA project got started months ago and focused on the issues with the ticketing system.

"After that, we said, 'OK, let's take it a step further,'" Ramirez said.

The team, which also includes Jacquelyn Shivers and Bonnie Hartley, went on to identify a variety of ways to categorize tickets by tier level, and they set solid goals for their own response times.

"We were standardizing the process and identifying timelines we could track," Ramirez said.

The changes have led to better customer service.

According to Ramirez, between September 2017 and July 2018, the team's ticket response time has improved by 83 percent. Last year, tickets were taking an average of 23.77 days to close out — now, the tickets are resolved in an average of 3.99 days. Last year, the oldest ticket in the system had been open 200 days. Now, the oldest ticket currently open is under 25 days!

Initial responses, measured from when the ticket is received to the time when a customer receives their first reply, have improved too.



*Angela De Welles, ADOT Communications*

*The Procurement Resource Center team assists ADOT employees who use the state's procurement system. From left, Bonnie Hartley, Cristina Ramirez and Jacquelyn Shivers.*

Ramirez said an early goal was established to respond within 24 hours, but that quickly was revised down to just four hours.

"Now we're actually responding within one hour," she said.

Beyond the improvements to customer service, the PDCA and subsequent improvements have helped the team work together to solve problems.

"We definitely feel less stressed," said Ramirez, adding that the process improvements will help her team

assist employees when the state soon rolls out its [brand new procurement system](#). "Learning about Continuous Improvement through the PDCA process was so helpful. Now, we're improving our process and sharing information with each other." ■

*~ 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.*

**R**ALPH A. Hoffman retired from the Arizona Highway Department 64 years ago, but his legacy lives on through the Navajo Bridge, one of his very first projects for the state ... and what a project it was.

Nothing about the bridge, from the engineering and construction to its significance, was ordinary.

Planning began in 1923 when the Arizona Highway Department decided motorists in northern Arizona needed a reliable way to get across the Colorado River at Marble Canyon. Back then, you and your automobile had to take a ferry ride across if you wanted to avoid a 600-mile detour.

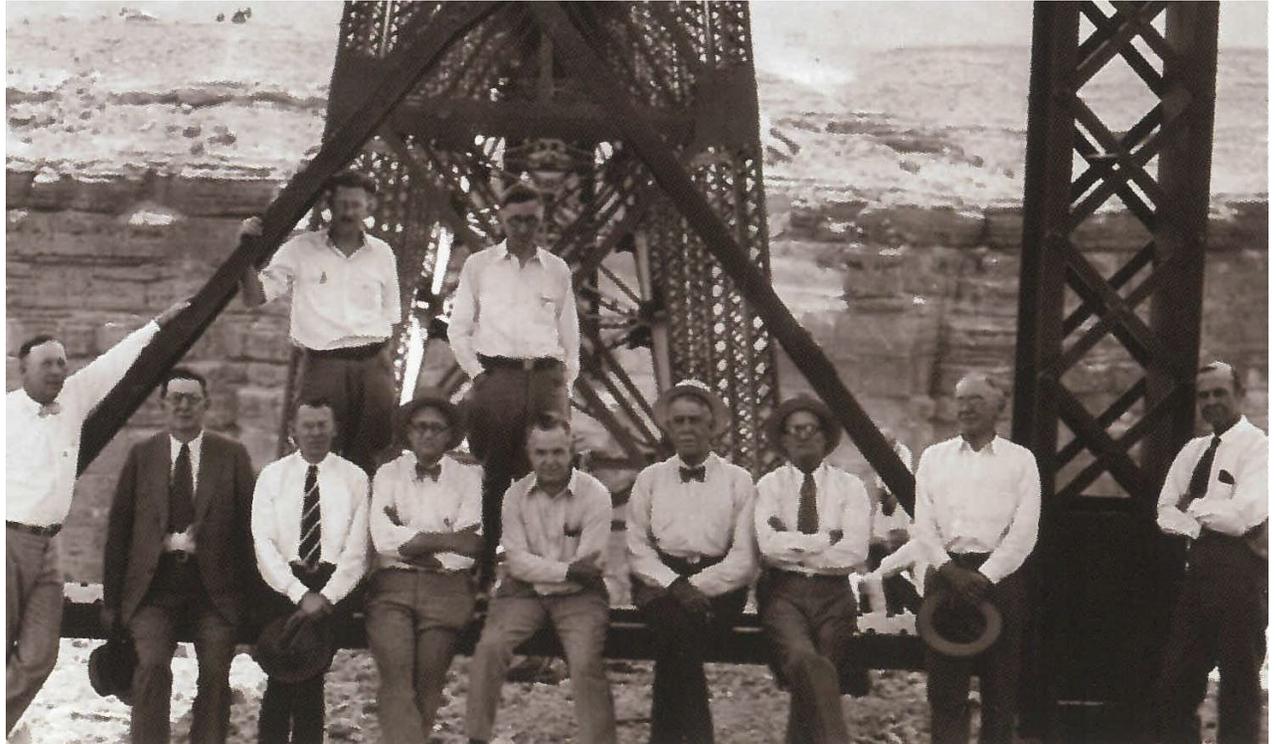
Here's how the planning process is described in the Arizona Historic Bridge Inventory:

*"By October 1924, a connecting route (US89) had been surveyed and preliminary surveys made for the bridge. Engineers originally considered a suspension bridge like the Cameron Bridge, then a through arch like the Topock Bridge, but eventually AHD Bridge Engineer Ralph Hoffman designed this long-span steel deck arch."*

Construction began on April 16, 1928, but building a bridge 500 feet above a river across an 834-foot-wide gorge was no easy task.

A short article on the historic project was included in a 1995 ADOT publication. These paragraphs illustrate what crews faced:

*"The challenge started before the work ever began. Engineers reporting on hardships of the job tell of the perilous journey from Flagstaff to the site, some 135 miles away. Deep snow, a creaking ferry boat ride and a narrow sandstone road that offered only a watery grave below were among the obstacles that faced crews trying to haul materials to the project.*



*Engineers who built the original Navajo Bridge take time to pose with their project. Bridge engineer Ralph Hoffman is standing near the center of the photo.*

*"Getting there was only half the battle. To build the bridge, workers dangled by ropes to set off explosive charges, mixed concrete in a notch on the sheer canyon wall, and pushed tons of steel across the canyon as it hung by a cable thread."*

After months of difficult work, the bridge was completed in January 1929 and was dedicated that June during a two-

day ceremony attended by thousands from Arizona and Utah.

The Navajo Bridge still stands today, but now functions as a pedestrian bridge. In 1995, ADOT cloned the original and built a new bridge to carry highway traffic adjacent to the old one. See the bridge's construction and what it looks like today on the [ADOT Blog](#). ■

*~ 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 this fiscal year is

# 820

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

# Heat sensor guns make brake inspections more efficient at Douglas POE

**W**ITH SO MANY commercial trucks on the road, ADOT's Enforcement and Compliance officers at the state's ports of entry have two concerns: ensuring these commercial vehicles are operating safely and getting them back on their route as quickly and safely as possible. At the Douglas International Port of Entry, a new tool is helping officers meet both concerns.

While heat sensor guns are not new technology — Sgt. JJ Moreno, who initially suggested its use, remembers using them when he worked for the Department of Public Safety — the one at the Douglas POE is a new addition to their inspection tools.

“As trucks, especially long haulers, have been driving for a long time,” Sgt. Moreno explained, “they have to use their brakes a lot, which causes friction and heat. The heat sensor gun can tell us when those brakes are a normal heat. If they're not, obviously something is wrong.”

When brakes are operational, they're very hot. When the brakes or a brake component is compromised, the heat sensor gun reads the brakes as being cooler than they should be. This violation, which would've previously needed a more detailed inspection to find, can now be detected during an officer's prescreening walk-around.

If a vehicle needs to be escalated for a closer inspection because of a brake violation detected by the heat sensor gun, Sgt. Moreno said, officers can now concentrate on why a brake component is not operable, rather than whether it is, saving time on the inspection.

The heat sensor gun has been such a successful tool that it has been standardized into all prescreening walk-arounds at the Douglas POE. 🇺🇸

~ Dani Weber, Senior Communications Specialist

*Sgt. Moreno uses a heat sensor gun to check the brakes of a truck that has stopped for inspection.*



Officer Angel Ruiz, ECD



Maria Juarez, Yuma Maintenance

Southwest District employees review procedures during the Safety Stand Down Day.

## Stand Down reminds us to make **safety** a priority

**THIS YEAR'S** Safety Stand Down Day was an incredible success, and I want to thank everyone who made it possible. From the presenters to the day's organizers and everyone who provided support — each of you worked hard to put on a truly meaningful event.

My appreciation also goes out to everyone who attended — I hope you're able to put into practice what you learned.

If you weren't there, please check out my message from [last month](#), where I talked about how to find some excellent ADOT-related safety resources.

I hope you'll also take a few minutes to watch [the video](#) that we showed during the Safety Stand Down Day. In it, I share my thoughts on why it's important that we take time to focus on safety and refresh our skills.

As ADOT employees, we're tasked with keeping the traveling public safe — but we can't do that if we're not taking care of ourselves and our coworkers. Like I've said many times before, the No. 1 goal is that all ADOT employees return home safely at the end of each day! 🚧

~ Dallas Hammit, Deputy Director for Transportation



Dallas Hammit

This letter of appreciation from Arizona Department of Public Safety Director Frank Milstead was sent recently to ADOT Director John Halikowski. Find more letters to the department on [ADOTNet](#).



### ARIZONA DEPARTMENT OF PUBLIC SAFETY

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"Courteous Vigilance"

DOUGLAS A. DUCEY FRANK L. MILSTEAD  
Governor Director

August 13, 2018

RECEIVED

AUG 20 2018

AZ Department of Transportation  
Director's Office

John Halikowski, Director  
Arizona Department of Transportation  
1655 W. Jackson St. MD 126F  
Phoenix, AZ 85007

Dear Director Halikowski,

On July 25, 2018, Arizona Department of Public Safety Troopers Tyler Edenhofer, Dalin Dorris and Sean Rodecap were involved in an on-duty altercation that resulted in the tragic death of Trooper Edenhofer and injuries to Troopers Dorris and Rodecap. The shock and sadness surrounding Tyler's death at times was overwhelming for our DPS family. In the following days, the Department gathered with Trooper Edenhofer's family to plan funeral and honor services to provide a proper tribute to a man who lost his life protecting others.

As the funeral planning began, your agency offered unlimited support the Arizona Department of Transportation could provide. The men and women of ADOT played a vital role assisting our agency with traffic control during our motor escort of Trooper Edenhofer and his family. I would specifically like to thank Ray Kavaliunas for his coordination of traffic control on SR 101.

Further, your department's assistance immediately solved problems for the DPS by allowing us to rely on your staff and equipment for operational needs. The compassion and empathy shown by each member of ADOT will always be remembered by the Arizona Department of Public Safety.

Words cannot adequately express the gratitude I felt as I witnessed the contributions of so many to provide this final tribute to Trooper Edenhofer. As the Department of Public Safety mourned the loss of Tyler, we received an outpouring of condolences and support from public safety agencies, service providers and citizens from across the Country. Please accept my sincere appreciation for the support ADOT provided in our time of need.

Sincerely,

Frank L. Milstead, Colonel  
Director