

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

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ADOT

LEADERSHIP

MATTERS

I AM THE SENIOR deputy state engineer for the Major Projects Group and I have worked 22 years for ADOT. The Major Projects Group was formed in 2014 to run the South Mountain Public Private Partnership (P3) project. This \$1.66 billion highway project is the largest in ADOT's history and is the agency's first P3 project. The developer, Connect 202 Partners, will design, build and maintain the project for 30 years — a unique approach that incentivizes the developer to build a quality project because they are responsible for the maintenance.

The Major Projects Group members are Carmelo Acevedo, project manager; Amy Ritz, deputy project manager; Steve Mishler, design manager; and Alex Arriaga, deputy design manager. We work closely with Central District Construction, Right of Way, Utilities, Communications, Government Relations, Financial Management Services, Infrastructure Delivery and Operations, and Transportation Systems Management and Operations. A general engineering consultant also assists with the project's administration.

The project will construct 22 miles of new freeway along the Loop 202 and widen 4 miles of I-10 in Phoenix. Our great team of contractors, designers and inspectors, who are building this complicated project in and around traffic, coordinate acquiring the right of way, clearing the utilities and constructing the actual roadway. From a leadership perspective, I support my team with the tools and training they need to do their job and help them with challenges. I have empowered my team to make decisions for the project to allow the design and construction to move forward.

To address disagreements, the construction industry uses a similar model to our Arizona Management System problem staging grid and tiered huddles through a partnering process for each level on the project. Likewise, we use our huddle board to track our project metrics, which enables our project administration team to easily see — through the use of visual management — the important metrics for delivering the project.

This project is a great example of Connecting One ADOT. During design and construction, the team contacts technical, administrative, communications and financial team members downtown.

When I am not at work, I spend time with my wife and family. My wife and I play music in an acoustic band along with Tim Lane, Enforcement and Compliance Division director. I also enjoy helping some friends with their race cars on weekends. My daughter studies mathematics and my son studies civil engineering at Arizona State University. When we talk about making transportation personal, my son is now in the ADOT internship program and is currently assigned to TSMO. For me, ADOT truly is a part of my family — now in more ways than one. ■



*Rob Samour
Senior Deputy State Engineer*

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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.



John Dougherty of ADOT Communications used a drone to capture this aerial view of construction of the Loop 202 South Mountain Freeway interchange at Estrella Drive in Laveen.

LOOP 202 SOUTH MOUNTAIN FREEWAY — Arizona’s largest highway project ever — is taking shape with sound walls, pavement, freeway interchanges and bridges under construction in the 22-mile corridor.

ADOT is partnering with a developer, Connect 202 Partners, to design, build and maintain the freeway for 30 years. This partnership is expected to save taxpayers about \$100 million and deliver the project three years sooner than originally anticipated.

Safety is the top priority, and the freeway reached an important milestone recently with 3 million personnel hours worked without a lost-time injury, said Rob Samour, senior deputy state engineer for major projects who is overseeing the South Mountain Freeway construction.

While construction workers and heavy equipment are visible signs of the freeway’s progress, there is much work occurring behind the scenes to keep the momentum going.

About a mile away from the freeway construction, ADOT engineers and other staff share a building with employees of Connect 202 Partners; HDR, the general engineering consultant; city of Phoenix; and Federal Highway Administration. The project office, which includes a material testing lab, is a central location for monitoring the project’s progress and communication efforts.

“We have a really good team. The pressure of delivering a big project can be taxing. We are pulling in the same direction and we work well together,” Samour said.

Being in the same building has many

advantages, including improved communication and quicker response to emerging challenges, said Kole Dea, resident engineer in charge of the I-10 segment.

“We would otherwise be emailing and making phone calls. When questions need to be answered in a short amount of time between ADOT and the developer, being located in the same building allows us to speed up the process and make a change quicker,” he said.

Dustin Krugel, public information officer for ADOT, said being embedded in the South Mountain Freeway project has enabled him to respond quickly to news media working on tight deadlines.

“If I’m stumped on how to best respond to an inquiry, I can always just walk down the hallway and have a face-to-face conversation with the one of the staff members,” he added.

ADOT and HDR meet weekly with Connect 202 Partners representatives to discuss communication efforts.

Using the Arizona Management System, ADOT and HDR staffers meet weekly at the huddle board to discuss the freeway’s progress and celebrate kaizens for innovative ideas.



Gabriella Kemp, ADOT Communications

Rob Samour leads huddle meeting for South Mountain Freeway team.



Ashley Jacobs, Connect 202 Partners

South Mountain Freeway construction is more than halfway finished. Pictured is the 40th Street deck pour.

The employees also have fun together with special office activities, such as dressing up for Halloween, a Super Bowl tailgate and a Thanksgiving potluck.

“We have great morale,” said Gabriella Kemp, community relations project manager for the Major Projects Team. “I think everyone is able to be upfront with each other and address frustrations head on and move forward as a team.”

South Mountain Freeway construction is underway in all four segments of the corridor. The freeway is more than halfway done and is expected to be open to traffic as early as late 2019.

Here are some 2018 milestones:

- Nearly 300 concrete girders were installed on two of the freeway’s bridges spanning the Salt River between Broadway Road and Southern Avenue. Each girder weighs 169,000 pounds and is 170 feet long which is the longest girder ADOT has ever used on bridges.

- An interchange at Loop 202 and Interstate 10 is being built near 59th Avenue, which is a busy area with nearly 200,000 vehicles per day on I-10 passing underneath the construction.
- Decorative panels resembling fins, inspired by Arizona architect Frank Lloyd Wright’s early work, add colorful accents on sound walls and bridge barriers along the freeway’s stretch in Ahwatukee.
- After months of environmental study and public input, ADOT decided to add a freeway interchange at 32nd Street, which will be constructed after the freeway opens to traffic.

For more information, visit SouthMountainFreeway.com. See photos and videos about the South Mountain Freeway construction on [ADOT’s Flickr page](#).

~ Lori Baker, Senior Communications Specialist

An update on ADOT's transition to Google

ADOT is in the midst of transitioning email and calendar services to Google. This endeavor is a part of Governor Doug Ducey's initiative for the state to be more efficient in serving the needs of our customers. ADOT is joining other state agencies, in using the Google platform for email and calendar services. This transition does not change how we use Word, Excel and PowerPoint.

It is important for you to stay informed about what is going to happen in the next few months. Make sure you read any announcements from senior leadership or immediate supervisors/managers or information in the monthly DOTCOMM bulletin and The Inside Lane newsletters. Check the ADOTNet home page for responses to [Frequently Asked Questions](#). Here is just a sample of what is currently posted:

1. How much of my email will be transitioned to Gmail?

You will have access to "live" email representing the last 12 months of emails that were in your Outlook inbox that will be transitioned to your new Gmail inbox.

2. What about my attachments? Will they be migrated or will only the email message be migrated?

For the 12 months that will be migrated for you, all attachments greater than 20MB must be saved and stored in either your U: or G: drives to prevent loss during migration.



Because we are a large state agency with more than 5,000 users, the transition to Google will occur in three phases, and it involves dividing ADOT into three different groups of employees. The first group, Group A, consists of employees from Information Technology Group, who will transition with Google in mid-January. The second group, Group B, consists of employees who have been identified by division leaders to serve as champions and employees who have volunteered to be early adopters. They will transition in early February. The third group, Group C, will be the remaining group of employees who will transition in late February. Training will occur in various forms, including class time and webinars in January and February. Please visit the [Google Resource Site](#) for information.

Please email questions to gmail@azdot.gov.

~ Kathy Boyle, Assistant Communications Director

Public Safety Fee going into effect

Fee to be collected during vehicle-registration process

BEGINNING Dec. 1, Arizona motorists expecting vehicle registration renewals will see a new Public Safety Fee. The fee was established by state law to support public safety and Highway Patrol operations. The fee goes into effect for registrations due in January which can be paid as early as Dec. 1, and immediately for newly registered vehicles.

The fee will be collected during the vehicle-registration process administered by the Arizona Department of Transportation Motor Vehicle Division. Arizona statute established the method for collecting the fee and sets the process for determining the amount based on a formula designed to support Highway Patrol operations.

Highway Patrol operations — among the most visible functions of the Arizona Department of Public Safety — include response to collisions on Arizona highways, enforcing state laws designed to keep the motoring public safe, arresting impaired drivers, assisting motorists in distress, air-rescue operations and patrolling more than 6,800 miles of highways.

Most motorists will pay \$32 per vehicle, per year. Street-legal golf carts and primarily off-highway vehicles will pay \$5. Those who register a vehicle annually or pay for a two- or five-year registration will pay the entire amount up front for each registered year.

The funds raised through the Public Safety Fee will not only provide necessary dollars for public safety, but will advance maintenance and construction of Arizona's highway infrastructure, including the state's Key Commerce Corridors that support economic development around the state.

Over the past decade, much of the Highway Patrol's budget was considered part of the Arizona Highway User Revenue Fund, the gas-tax account that supports Arizona roadways, including law-enforcement support. The new \$32 Public Safety Fee will allow gas-tax money to support roadway maintenance and construction, while providing a different source of funding for Highway Patrol operations.

For more information: [Motor Vehicle Division](#).

For details on the enabling legislation, visit: <https://www.azleg.gov/legtext/53leg/2R/laws/0265.pdf>.

ADOT MAINTENANCE TEAMS ASSIST IN TRAFFIC INCIDENT MANAGEMENT AFTER A CRASH



Photos: Camp Verde Highway Maintenance

CRASHES CAN take place anywhere, at any time, and emergency responders must be prepared to jump into action. Even after traffic has been returned to normal, however, ADOT crews are still hard at work making sure the roadway is safe for motorists.

Because it's difficult to predict when or where an incident will happen, ADOT maintenance crews have to be trained, prepared and ready to answer any call.

"There's a training matrix for traffic incident management," Camp Verde's Lead Highway Operations Technician Brian Carskadon said. "It covers work zones, traffic control and everything else, but mostly it's on-the-job training with other experienced workers."

One incident that sticks out in Carskadon's memory is when a flatbed semi carrying a large metal pipe rolled over on Interstate 17. While the semi itself came to a stop in the median, the pipe ended up stretched across both north- and southbound lanes. In the darkness of the night, it would be easy for a motorist to crash into the pipe and possibly be injured or worse.

It was paramount to redirect traffic away from the danger and clear the road as quickly as possible.

Working with Department of Public Safety troopers, the Camp Verde maintenance crew was able to safely remove the pipe

and overturned semi and restore access to traffic in a matter of hours.

Not all incidents are as dramatic as a rolled-over semi, but that doesn't mean they're treated less seriously. One of the most common incidents is when a motorist strikes a guardrail, which needs to be replaced to ensure other motorists continue to have a safe buffer

◀ *Camp Verde maintenance crews clean up roadway after a semi overturned.*

▼ *When crashes occur, maintenance crews work hard to make the roadway safe for motorists.*



Crews pick up logs that rolled off a truck.

from dangerous terrain. When a motorist strikes the end treatment of a guardrail in particular, a quick replacement is necessary. Those end treatments are designed to dampen any collision and reduce the risk of fatality, but once they've been damaged, they're no longer effective and must be replaced to protect other motorists.

Another common issue for the Camp Verde maintenance crews is fencing near ADOT's right of way. Because much of the area is rural, there's a lot of cattle around. If a cow finds its way through a hole in a fence and onto the roadway, there's a strong possibility a motorist may strike it. It's important to maintain integrity along any fence near the highway to prevent this from happening.

The most important consideration for the Camp Verde maintenance crews, however — more than damage to infrastructure or the possibility of legal action if a cow is struck and killed — is always the preservation of human life.

"The toll these wrecks take on people, on families," Carskadon said, "the death and destruction you see on these scenes — it's avoidable. If people saw what we do, I think they'd put down their cell phone or get a designated driver. In the five years I've worked in traffic incident management, I've seen people die when they didn't need to."

ADOT's maintenance crews work every day to keep the state highway system safe for all motorists. Whether it's fixing fences or turning rolled-over semis upright, ADOT crews keep Arizona moving safely. ■

~ Dani Weber, Senior Communications Specialist

Partnering program saves ADOT millions of dollars

Projects delivered within budget and on time

FROM A DIVERGING diamond interchange in north Phoenix to the White Mountain Apache Tribe's new transit service, ADOT's Office of Partnering team members help deliver a wide range of projects on time and within budget.

Before a project begins, a construction workshop is scheduled that includes contractors, engineers, suppliers, government agency representatives, consultants and other stakeholders.

The objective: build trust, develop methods to resolve issues, encourage open and honest communication, establish accountability and work collaboratively to overcome challenges, said Michael Carter, partnering administrator for the Office of Partnering, which is part of the State Engineer's Office.

"We facilitate the meeting to establish how we're going to address issues, determine how to resolve the challenges on the project, ensure everyone has a voice, develop communication protocols and establish guidelines for how the partnership will define and maintain accountability," Carter said.

The partnering team facilitates more than 100 partnering workshops statewide annually for highway construction and federally funded projects. Partnering team members don't provide solutions to problems; they guide participants so they can reach a consensus on handling issues. They also help the project team measure progress through the Partnering Evaluation Program (PEP).



Michael Carter (left) leads a huddle board meeting with Office of Partnering team members.

In 1991, before the partnering program began, ADOT resolved 60 legal actions at a cost of \$39.8 million. Today, the partnering program has nearly eliminated legal action involving projects, which saves taxpayers millions of dollars in legal fees. Relationships focus on common goals and are much less adversarial.

ADOT's partnering program has been so effective in helping project teams achieve their goals that it is ADOT's way of doing business.

"We believe so strongly in its value that we partner on 100 percent of our construction projects, even the small jobs," Carter said. "Projects are more successful when partnering is used."

Besides project partnering, partnering team members also assist with public partnering, which is the collaboration between ADOT and other state, local and federal agencies, Native Nations/Tribal Governments in Arizona; and nongovernmental stakeholders. For example, ADOT often partners with the U.S. Bureau of Land Management, Federal Highway Administration and U.S. Forest Service.

Partnering team members also assist ADOT internal teams with meeting facilitation and process improvement to help overcome challenges and achieve goals.

Besides Carter, other team members are Julia Voight, Linda Ritter, Laura Webb, Nichole Jenks, partnering facilitators; Dan Dudzik, project manager and PEP administrator; and Clem Webb, facilitator support.

The Office of Partnering encourages partnership members to recognize individuals for their outstanding commitment to partnering through the [Partnering Spirit Award](#). Award nominations are evaluated and recognition certificates are presented throughout the year. ADOT also is one of the sponsors of the annual [Arizona Transportation Partnering Excellence Awards](#) presented at the Roads and Streets Conference to honor teams of contractors and other organizations that have used partnering to foster successful relationships.

More information about partnering is available at the [Office of Partnering](#). ■

~ Lori Baker, Senior Communications Specialist



(Left to right) Partnering team members are Dan Dudzik, Nichole Jenks, Laura Webb, Michael Carter, Julia Voight, Linda Ritter and Clem Webb.



AZ511 moving into high gear

New technology improves access to traveler information

The AZ511.gov site and phone voice activation system are being redesigned so they are more user-friendly.

ADOT is expanding its AZ511 system to make it easier for you and other travelers to obtain up-to-the-minute information to help reach your destination safely and more efficiently.

IBI Group was awarded a contract to modernize the Arizona Traveler Information and Advisory System, AZ511.

Upgrades to the existing AZ511.gov website and 511 phone system will provide you with high quality, comprehensive data 24/7. With the new My AZ511 feature, you will be able to personalize your AZ511.gov home page or bypass phone menu options to go directly to information most important to you. You can save favorite routes and identify which of the state's 300-plus traffic cameras you check most often. The redesigned website will be mobile friendly. This is an upgrade from the current website, which is difficult to view on a mobile device. The updated system is scheduled to be available before the end of the year, allowing employees and the public to provide feedback before the real "go live" in early 2019.

A new traffic app for smartphones and tablets will provide day-to-day driving patterns and access to traffic cameras. This new app will complement the ADOT Alerts app, which notifies you about something big that is impacting traffic so you can delay your travel or choose an alternate route. More than 46,000 users have downloaded the ADOT Alerts app in the past year.

Information provided on the current AZ511 system will be repackaged to make it easier to navigate, including road and travel conditions on freeways; highways and arterial roadways

as well as weather alerts; special event travel; border wait times; details for Amber, Blue and Silver alerts; and more. Besides state highways, some cities and Mexico jurisdictions input their road restrictions and special events on the AZ511 system.

The AZ511 system — a collaborative effort among ADOT Communications, the Transportation Systems Management and Operations Division, and the Information Technology Group — is managed through the ADOT Traffic Operations Center in Phoenix, offering unique advantages over private-sector traffic apps that use anonymous data from GPS navigation systems.

TOC operators monitor Arizona roads and freeways 24/7. When incidents occur — such as extreme weather, a crash or another emergency — they immediately post an alert to both the AZ511 system and highway overhead message boards. Public information officers at the TOC provide real-time traffic information to Arizona motorists and news media via ADOT social media channels and media advisories. Video feeds from freeway cameras are provided to Arizona TV news stations.

Tell your family and friends about the new and improved AZ511. Everyone will benefit from the new user-friendly features. ■

~ Lori Baker, Senior Communications Specialist



Arizona Traveler Information

WHAT DO

YOU DO?

At ADOT, it's difficult to sum up anyone's job in just a few words. That's why we're devoting some space in this newsletter to give employees across the agency the chance to share a little bit about what they do every day. If you'd like to participate for a future issue, please send an email to InsideLane@azdot.gov and we'll provide you with a questionnaire.

Meet Brent Willis

Northwest District Tech 4 for Wickenburg Maintenance



How long have you worked for ADOT?

Ten years. I began in the Happy Valley yard for a year then transferred to Wickenburg, which is where I live.

What training is required for your job?

Most of my training has been provided by ADOT. My training is 70 percent on the job and 30 percent in the classroom. Just to name a few, I've taken Traffic Control Management, Traffic Incident Management System, Heavy Equipment Training and one of my favorites was the Maintenance Leadership Academy.

Why did you choose this occupation?

I like to come to work and have something new to do and this job is all that and more. This is why I decided to give ADOT a try.

Describe a typical work day.

What I love most about this job is that there isn't a "typical day." We meet in the mornings at the yard and go over the day's game plan, which might involve crack sealing or fixing a guardrail or chasing down livestock or managing traffic for an incident. Some days, I am in the office doing reports, payroll and planning future jobs with my supervisor. Twenty-four hours later, we might be working all night at the scene of accidents. It's never the same and you just have to be flexible.

What do you like most about your job?

I enjoy the people I work with. Wickenburg's unit really feels like family. We have a great group of guys I am lucky to get to work with. We are fortunate to have a great relationship with Wikieup, which helps out when needed. I consider the guys I work

with friends and what's better than working with friends?

What do you want other ADOT employees to know about your job that they might not know?

I think they would be surprised just how closely we work with other agencies, including Maricopa County Sheriff's Office, Arizona Department of Public Safety, Wickenburg Police Department, town of Wickenburg and the Chamber of Commerce. Communicating regularly with those other agencies makes our job a lot easier. And we do plow some snow in our area.

What is the most challenging part of your job?

The best thing about the job, never knowing what a day might look like, is also the hardest part. Sometimes, it is hard to plan things because you don't know what might come up. We try to make sure our crew has

family time and don't miss important events, but sometimes accidents happen that we have to respond to at odd hours or on days that were already full.

What is the most interesting/exciting thing that has happened to you on the job?

Well, as a unit, you probably recently saw some of our team on the news as they came across a crash victim in a wash who had been there for days. Personally, I once found a giant bank safe on the side of the road where we were working and it was locked. It was probably 6 feet by 6 feet and incredibly heavy. I turned it in to the local police department, and after a few months with no one claiming it, they called to ask if I wanted to be there when it was opened. Sadly, there was nothing inside. ■

~ Lori Baker, Senior Communications Specialist

Employee of the Year Tyler Hartung goes above and beyond in Southcentral District

EVERY DAY, ADOT employees come to work and do their best to serve Arizona's driving public by embodying the values of accountability, integrity and respect. In the past year, Equipment Repair Technician Tyler Hartung took those values and went above and beyond to improve processes, streamline inventory and serve customers quickly and efficiently. Congratulations to Hartung on being recognized as the 2018 Employee of the Year!

"Overall, I'd say it was surprising," Hartung said about being awarded Employee of the Year. "I knew I'd been nominated, but I didn't really think anything of it. This kind of award doesn't usually happen for technicians."

During the last review period, Hartung went above and beyond the normal expectations for his job. Between volunteering to operate the field lube truck, running the one-man Casa Grande Maintenance Shop for eight months and also fulfilling all his normal duties, he was pretty busy.

"When you're in charge of the lube truck, you're a mobile mechanic, too," he explained. From fixing flats and breakdowns to repairing blown hydraulics in bucket trucks with someone suspended above the freeway, Hartung had to be ready for anything.

He also took on his first Continuous Improvement project with the lube truck. During monthly inventory counts, he discovered that the inventory checklist wasn't structured to the layout of the truck, resulting in wasted motion and time as he walked around the truck trying to find the items on the list. By reorganizing the truck's inventory to match the list, he cut down the time it took to take inventory by more than half.



Kim Phillips, Awards and Recognition

Tyler Hartung receives Employee of the Year Award from Administrative Services Division Director Sonya Herrera.

With the inventory better organized, Hartung was also able to develop a logbook that would continually track the truck's inventory. The logbook could tell him when he needed to order new parts and items so he would always be prepared to fulfill work orders.

In addition to his volunteer duties in the field lube truck, Hartung took on running the Casa Grande Maintenance Shop when its only employee vacated the position. During the eight-month search to fill the position permanently, Hartung applied his spirit for organization and efficiency to the one-man shop.

"I'm young and fast, and that made a difference. Fresh perspective was a really good thing," Hartung said.

The first thing he noticed when he arrived at the shop was the parts room's backward layout. All the most frequently used parts, such as oil filters, were in the back, and everything closest to the door were used more infrequently. With the

help of Equipment Parts Supervisor Kevin Potts and Tucson Equipment Services Administrator Mario Somosa, he rearranged and relabeled everything in the parts room, saving motion and time that he could use for other responsibilities instead.

"At the Casa Grande shop, you're not just a mechanic," he said. "You're a mechanic, a parts expeditor, a scheduler, a customer service rep, an admin — you're everything. It takes a wide range of skill sets, and it's challenging to balance the workloads."

The difference, however, was instantly recognizable, and customers frequently commented on the improvement of service coming from the Casa Grande shop.

Tucson Shop Foreman Harry Edwards also noticed the difference Hartung made.

"The greatest attribute Tyler exhibits is his great attitude and willingness to step up and be a leading role model for the team," Edwards said in his nomination for Hartung as Employee of the Year. "As Tyler's manager, it comes with pleasure to say Tyler Hartung is an amazing employee, dedicated and driven to meet his goals and the organization's as well. It would be any manager's privilege to manage and work with Tyler Hartung." ■

~ 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. ■

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

2,174

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

MVD Call Center employees learn key words to better serve Spanish-speaking customers

WAITING for needed information can be a frustrating experience. At MVD's Phoenix call center, one simple tool is saving time for both customer service representatives (CSRs) and Spanish-speaking customers alike.

"MVD vocabulary is harsh," Training Officer Zuleyka Caudillo said. "They're not your usual words, so CSRs would have to put customers on hold while they tried to figure out the right translation."

The cost to putting customers on hold was twofold — to the customer, of course, but also to the CSR who had to put their own customer on hold to help their colleague.

Caudillo knows from experience what it's like to be interrupted while working with a customer to answer a colleague's question. Despite being happy to help her teammates, she was concerned about the quality of service she was able to offer her Spanish-speaking customers when she was repeatedly putting them on hold.

To help her colleagues, she decided to share a spreadsheet of almost 50 key terms that she'd often used for her own reference.

"You can't always translate a term word-for-word," she explained.

"When some of the CSRs tried to do that, the customers would call back several times just to make sure they had the right information. This spreadsheet gives the correct terms to use and also the colloquial terms for customers who have lived in the U.S. for many years and understand more slang."

Because of Caudillo's spreadsheet, not only are holds and wait times down, but so are call-backs.

"CSRs no longer have to reach out to other CSRs, who then have to put their own customers on hold," she said. "And new hires now get this spreadsheet right away."

The tool has been well-received by Caudillo's colleagues, and even other departments who have reached out for the resource. "It's very helpful," CSR Alicia Arreola said. "We have a lot of MVD vocabulary that isn't easy to translate quickly, so that's where the spreadsheet comes in handy."

What started as a personal tool has given an advantage to the entire Phoenix call center team, and MVD's Spanish-speaking customers can now benefit by getting safely out of the line and on the road. ■

~ 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 by Dec. 7. 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!

1) OENXICPETAT

-----○-----○

2) IDGENCOEZUNR

○-----○

3) RETSCPE

-----○-----

4) IRGANNIT

-----○-----○

5) CIADEEDDT

-----○-----



Being a math whiz, John didn't like how the new job was

○○○○○○○ ○○

This cartoon shows an example of unutilized talent, one of the eight wastes identified in Continuous Improvement. One example of unutilized talent is having a skill set that's not used in daily work.

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 Teec Nos Pos Port of Entry Enforcement and Compliance Division Customer Service Representative Annette Tso whose name was selected from a

random draw of entries. She received a special gift bag that included a copy of the Arizona Highways publication and 2019 calendar.

Answers: 1-Print; 2-Xerox; 3-Toner; 4-Duplicate; 5-Magenta

Final answer: Janet knew that Brad made too many copies because he left a **paper trail**.

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.

IN ARIZONA, Interstate 10 goes by a few different names.

One stretch is called the Papago Freeway, another is known as the Maricopa Freeway, and outside of the Valley, it's the Pearl Harbor Memorial Highway.

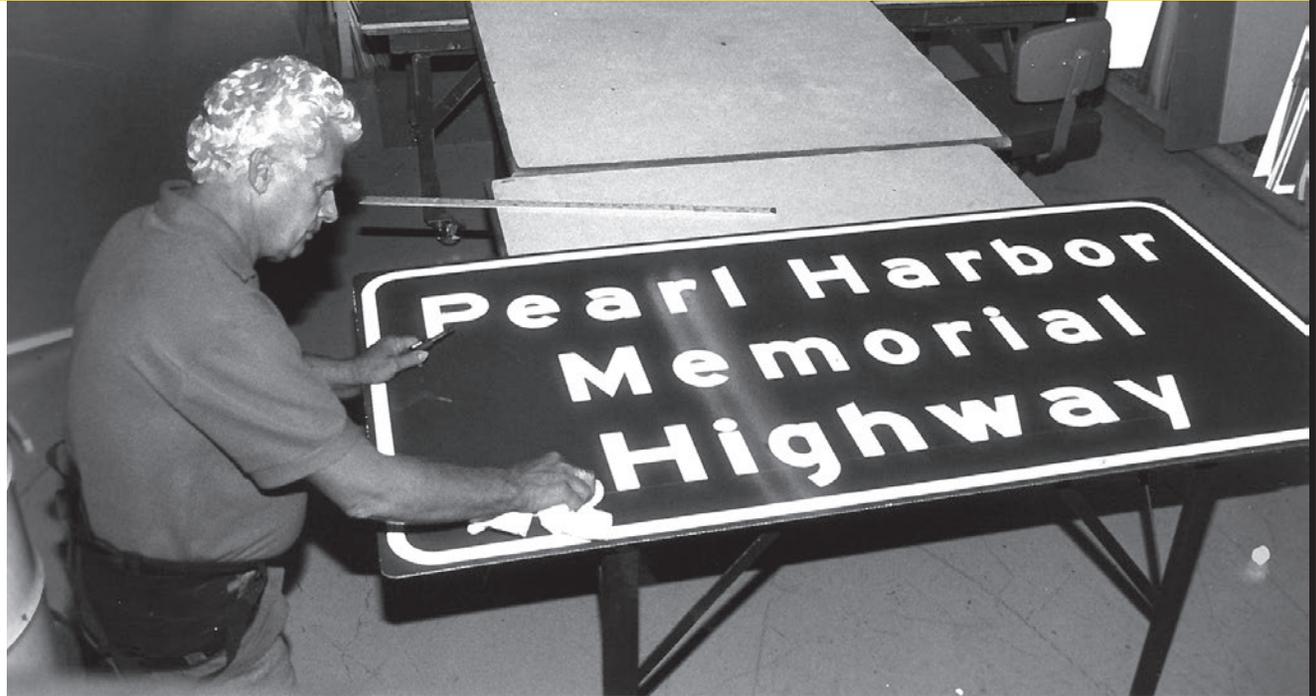
But that last one is more than just a name — it's a designation that honors survivors of the attack on Pearl Harbor.

As most of us learned in history class, the Dec. 7, 1941, attack launched the U.S. into World War II ... but what you might not know about is the impact the war had on our state's transportation system.

Here's what the [Arizona Transportation History report](#) has to say about that era:

"The Second World War brought highway work in Arizona almost to a standstill. Even before America's formal entry into the war, the federal government had been urging the states to concentrate their highway work on roads that served military installations or were otherwise considered critical for defense. Most Work Projects Administration (WPA) funding for road construction after 1940 was channeled to defense-related projects, and federal highway officials used their approval authority over each state's federal aid program to steer all highway work toward similar projects.

"This shift in emphasis was formalized with the Defense Highway Act of 1941, which was enacted just before the attack on Pearl Harbor. Replacing the peacetime federal highway aid bill, the 1941 legislation established a national Strategic Network of Highways and limited federal highway funding to roads that were part of that network. As a result, most wartime highway funds were spent on building and maintaining access roads to military bases, war industry factories, and mines



that were deemed necessary to the war effort. One such project in Arizona was a segment of State Route 92 constructed between Fort Huachuca and State Route 82 to the north.

"State funding for highways was affected by the war as well. In 1933, the Arizona Legislature had repealed the road property tax, leaving the Arizona Highway Fund dependent on the five-cent-a-gallon fuel tax, vehicle license fees, and various fees and taxes imposed on trucking companies, bus lines, and other common carriers. Once the war began, automobile travel in the state dropped precipitously, pulling down the gasoline tax revenues that Arizona depended on to finance road projects."

About 50 years after the war ended, Arizona legislators passed a resolution designating the portion of I-10 that runs through Arizona as the "Pearl Harbor Memorial Highway."

The photo above is from the December 1995 issue of Newsbeat, ADOT's employee newsletter of the day. It shows ADOT Sign Fabricator Gene Draper as he puts the finishing touches on a "Pearl Harbor Memorial Highway" sign.

According to Newsbeat, the first sign was unveiled at a special Pearl Harbor Day ceremony on Dec. 7, 1995, at Bolin Plaza near the USS Arizona Memorial. At that time, more than 365 survivors of the attack on Pearl Harbor lived in Arizona. ■

~ Angela De Welles, Senior Communications Specialist



ADOT is ready for the winter storm season

OUR PLOWS, including some new ones that have just been added to the fleet, are prepped and in position. ADOT snowplow operators are ready to go, too — they train throughout the year to help keep the roads open when the snow starts to fall.

Yes, the agency is ready for any storm we face. The only variable we cannot control is the behavior of all the drivers on the road.

As I said [last year](#), winter travel safety tips generally don't change much year to year, but that doesn't mean we can stop paying attention. All drivers benefit from a reminder of what to do when faced with winter conditions. We also should take the time to review our behaviors and adjust our driving habits if needed to ensure we're operating our vehicles in the safest manner possible.

I'd like to encourage you to review these safety tips and share them with your loved ones:



Dallas Hammit

- **Slow Down and Leave Extra Room:** Adjust your speed to conditions. Driving slower and leaving space between your vehicle and others when snow and ice are present can improve your ability to brake and prevent skids.

- **Leave Prepared:** Dress for cold weather, bring extra clothes and gloves, be sure your cellphone is charged, and pack food, water and necessary medications. Make sure your vehicle is in good working condition, starting with the battery, heater/defroster, wiper blades, wiper fluid and brakes.
- **Pack an Emergency Kit:** For starters, take blankets, a flashlight, an ice scraper, a small shovel, a container of sand for traction, a reflective vest and hazard lights or reflectors in case your vehicle becomes disabled.
- **Beware of Black Ice:** Black ice tends to form at night when melting snow freezes and is especially common on bridges.
- **Stay Informed:** Visit ADOT's Travel Information site at az511.gov or call 511 to get the latest highway conditions, and pay attention to messages on overhead boards. ADOT's Twitter feed ([@ArizonaDOT](https://twitter.com/ArizonaDOT)) is an excellent source of information, as is ADOT's free app that sends critical information directly to app users in affected areas. Find details at ADOTAlerts.com.

I also hope you'll take a moment to check out [azdot.gov/ KnowSnow](http://azdot.gov/KnowSnow), ADOT's site for all things related to winter travel. There, you'll find additional safety tips, videos and infographics. ■

~ Dallas Hammit, Deputy Director for Transportation



Find yourself a deal this holiday season!

IF YOU HAVE shopping to do, you can check out what the Arizona Highways magazine gift shop has to offer and score a 30 percent discount on regular-priced items. Located at 2039 W. Lewis Ave. in Phoenix, the gift shop is open 9 a.m. to 4 p.m. weekdays. If you can't make it to the store, find them online at shoparizonahighways.com (use promo code **P7M8ES** to get the 30 percent state employee discount).

The [award-winning](#) Arizona Highways magazine is also having a sale on subscriptions for state employees. A new, one-year subscription is \$16, reduced from the regular price of \$24. To get the special price, [visit the site through this link](#) through Dec. 14.