

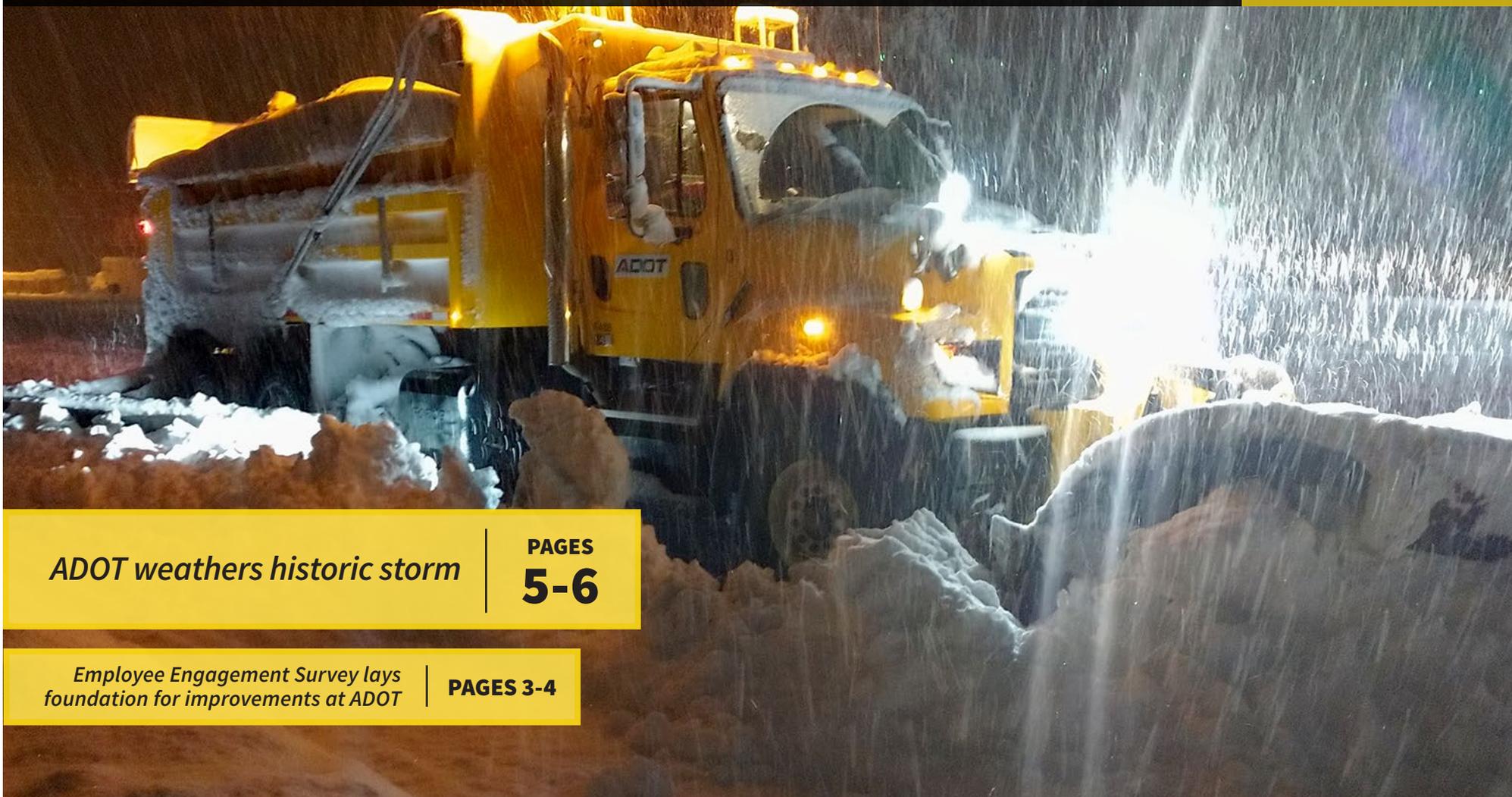
# The INSIDE

# LANE

A newsletter for employees of the Arizona Department of Transportation

APRIL 2019

VOLUME 3, ISSUE 9



*ADOT weathers historic storm*

**PAGES  
5-6**

*Employee Engagement Survey lays foundation for improvements at ADOT*

**PAGES 3-4**

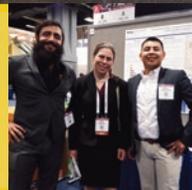


◀ See photos of ADOT employees going Google!  
**PAGE 7**



CULTURE OF CONSERVATION

◀ Check to see who won the Conservation Water Contest.  
**PAGE 8**



◀ ADOT Research Center sponsors TRB Minority Student Fellows.  
**PAGE 9**

**ADOT**

**ADOT** IS A PEOPLE-CENTERED organization. We are the caretakers and guardians of a \$19 billion transportation system, but our strength comes from you – the men and women of ADOT who make this organization function smoothly. Unlike something mechanical, we need input and feedback – data – to know how we are doing as an organization and as individual contributors to the team.

When it comes to good decision making – whether it’s for my daily work or leading the effort in strategic planning for the agency – I need data. That data can be in the form of phone calls, emails, reports, surveys, etc. I value the data from the annual Employee Engagement Survey and the recent pulse survey. Without receiving feedback, it would be difficult to lead and succeed.

By comparing the results from the 2018 Employee Engagement Survey and the 2019 pulse survey, we are making strides. I would like to focus on three areas that have seen improvement in scores: having the proper tools and equipment, receiving recognition for the work performed and receiving adequate feedback. I am glad there is positive movement, but more work needs to be done.

When I travel around the state for gemba walks, I see firsthand the innovative ideas being developed and implemented when it comes to acquiring tools and equipment to do the work. I was recently in Tucson touring the maintenance “boneyard” and observing huddles in the Southcentral District. I give credit to Tom Threlkeld and his crew for designing a highway shoulder-repair device by using existing equipment and modifying it to make a new piece of equipment that saves the agency money. Most importantly, we will now be able to do more shoulder repair work statewide and help save lives. From our arsenal of new snowplows, to modified generator trailers for guardrail work and herbicide trucks to spray weeds, to updated computer software – we are making strides in the equipment area.

*Continued on page 4*



*John Halikowski  
Director*

## 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 Payson Maintenance Supervisor Brett Rupp, shows a snowplow clearing State Route 260 near Star Valley after a record-breaking snowstorm in northern Arizona in February. See pages 5 and 6 for more photos and coverage about how ADOT weathered the big storm.*

19-078

# 2018 Employee Engagement Survey results direct leadership toward improvements



## 2018 Employee Engagement Survey impact

**E**VERY APRIL, state employees take the Statewide Employee Engagement Survey. This survey is anonymous and asks employees to agree or disagree with different statements to gauge how well their

home agencies engage with them. Here at ADOT, the results of this survey are taken very seriously and provide the direction leadership needs to do right by the employees in this agency. Since the 2018 survey, ADOT leadership has made strides to answer employees' needs through specific action plans.



*Kathy Boyle, ADOT Communications*

*On a recent Gemba to the Southcentral District, Director John Halikowski receives the latest information on signaling equipment at the Grant Road facility. Explaining the outdated equipment is Shane Alden, Signal Lighting Technical Electrical Manager, Transportation System Management and Operations.*

### Action plans lead to action

Based on the survey, ADOT earned a 3.1 engagement ratio, with the average engagement ratio across all state agencies being 2.4. The survey also told agency leaders where the most improvement could be made. Survey feedback revealed that ADOT employees tended to agree the least often with these statements:

- I receive recognition for my work when I deserve it.

- I would recommend my agency to other people as a good place to work.
- My agency values my ideas on work-related problems.

“Valuing employee ideas is an important part of a culture that recognizes the great work ADOT team members perform,” said Office of Continuous Improvement Administrator Kismet Weiss. “While the results for these questions improved from last year, we know we need to continue to improve.”

From Arizona Highways magazine to Audit and Analysis, Enforcement and Compliance to Motor Vehicle, Infrastructure Delivery to Multimodal Planning, each ADOT division created detailed action plans to answer the needs of their employees. These are just a few examples:

- Continue to use Audit’s “customized” MAP to provide relevant, specific audit skill-related feedback. (Audit and Analysis)
- Evaluate and restructure employee recognition program to emphasize timely, regular, and personalized recognition for extraordinary accomplishments and contributions. (Enforcement and Compliance)
- Listen to ideas, facilitate completion of staff ideas and suggestions, and

encourage development of kaizens and standard work. (Employee and Business Development)

- Provide recognition for our employees work by encouraging spot incentives and meritorious leave nominations, communicating success via the TSMO biannual newsletter and the monthly division director’s email, and communicating new hires and promotions via the monthly division director’s email. (Transportation Systems Management and Operations)

“The senior leaders of ADOT take the results and comments from the survey seriously,” Weiss said. “Each year they review the feedback and develop action plans designed to improve our performance.”

### Taking ADOT’s pulse

Knowing that engagement is vital to ADOT’s success, agency leaders took a strategic, deliberate and purposeful approach to engaging ADOT employees. Focusing on recognizing both employees’ accomplishments and potential for accomplishments, here are a few ways leadership engaged with ADOT employees in the past year:

- **Spot Incentives:** \$207,000 FY 19
- **Meritorious Service Leave:** 1,002 hours for 111 employees FY 19

- **Tuition Reimbursement:** \$52,284 FY 19
- **Merit-Based Incentive Compensation:** \$3,002,135 FY 18
- **Salary Adjustments:** \$1,000,000 FY 19

These agencywide efforts were made in conjunction with the more specified action plans, many of which emphasized 1:1 coaching and engagement to ensure employees not only feel recognized for their work, but also listened to for their ideas.

In January 2019, a second survey took the pulse of the agency by inviting employees to take the survey again. The result was an engagement ratio of 3.7, up from the 3.1 ratio in April 2018.

“The response from ADOT employees to the pulse survey was very positive,” Weiss said. “The improvement lets leaders know they are moving in the right direction. Leaders need the input from team members — if they don’t know how people are feeling, they won’t know what areas they should work on. During the past two years, the response rate has been incredible. We are counting on that same response again this year so we can keep moving the needle on engagement.” ■

~ Dani Weber, Senior Communications Specialist

More coverage on page 4

*Continued from page 2*

We all like to be recognized and thanked for the work we do. We have the annual ADOT awards program, ShoutOuts, GEMs (Going the Extra Mile), Director Pins and Medals of Valor, not to mention any division, district or office recognition programs. I challenge our division leaders, managers and supervisors to make sure you are recognizing your team members as part of your Leader Standard Work.

I also challenge our leaders to make sure you are listening to your team members and providing feedback. Everyone makes a difference in this agency. The huddle board sessions and business roundtable discussions I have attended provided me with great feedback on the work being done, recognizing problems to be solved (it's OK to be in the red), and listening to our employees. It bears repeating: I value each and every one of you as a member of ADOT.

The annual Employee Engagement Survey is coming, April 1-12. Make sure you set aside time during the survey period to complete the survey electronically. More information is coming from me next week with the survey link.

Thank you for the work you do in meeting ADOT's mission: Connecting AZ. Everyone. Everywhere. Every day. ■



# 2019 ADOT Employee Engagement Survey

## Getting ready for the 2019 Employee Engagement Survey

**T**HE ANNUAL Statewide Employee Engagement Survey is right around the corner. Before you take that survey, make sure you're prepared to answer the questions.

The survey consists of questions that make you think about your experience as an ADOT employee. Here are a few sample statements from the 2018 Employee Engagement Survey:

- My team conducts regular Huddles at a Huddle Board posted in a high-visibility area.
- I have a good relationship with my direct supervisor.
- I am given the opportunity to identify and solve problems.
- I am often excited by the work I do.
- Managers/supervisors lead by example.
- I have seen the agency scorecard and I am aware that it reflects ADOT's most critical priorities.

- I am kept well-informed about changes in the agency that affect my work group.

When you answer the statements, you'll have five choices: Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree and Strongly Agree. While considering your level of agreement with each statement, it's important to know that only Strongly Agree responses count positively for ADOT.

The Statewide Employee Engagement Survey will be open from April 1 to 12, and only state employees are encouraged to participate. Last year, we were able to reach 100 percent participation, and we want to repeat that performance this year! More information about the survey is coming directly to your inbox, so check your email in early April for details and a link to the actual survey! ■

*~ Dani Weber, Senior Communications Specialist*



# ADOT WEATHERS HISTORIC STORM

ADOT's response to the record-breaking snowstorm in February demonstrated the true meaning of Connecting One ADOT, with staff working across divisions and with external agencies to ensure the safety of the motoring public. Crews continue to fix potholes and other damage caused by the storm. See more coverage on PAGE 6.

— Lori Baker, Senior Communications Specialist



Tom Eckler, Northcentral District Maintenance.

A snow blower clears State Route 89A near Oak Creek Canyon.

## Here is a sampling of reflections about the storm response:

"What made us successful was everyone working together and how willing all of our employees are to do what needs to be done and to share resources across all boundaries. Prior to the storm, we moved equipment and materials to the locations that needed them the most with everyone pitching in to be ready. During the storm, we shifted plows between unit boundaries and focused on priority routes again with people working outside of their ordinary work unit. I am amazed at how our folks are willing to step up to meet any need. We truly are one ADOT."

— Ed Wilson, ADOT Northeast Assistant District Engineer

"I have received hundreds of calls and email inquiries regarding the weather and potholes popping up all over the state since the last big storm. ADOT crews are quick to take action in response to public reports of potholes and other storm damage."

— Rusty Crerand, ADOT Constituent Services Officer

"The city of Flagstaff and ADOT have a shared responsibility and work hard to keep Flagstaff's roads open and passable. The large snowstorm last month was a great example of that cooperative effort, together we were able to clear a record-breaking amount of snow and keep residents safe. ADOT's efforts to increase awareness of road conditions across northern Arizona so residents and visitors can plan travel accordingly are incredibly helpful."

— Coral Evans, Flagstaff Mayor

"I want to thank your department for taking such care of the highways during the snowstorms. I drove to Flagstaff Sunday morning from Phoenix and returned this morning to the Valley. I couldn't help but notice the snowplows, digital signs and warnings. Your crews are so dedicated, please convey my deepest appreciation."

— Sarah Suggs, Flagstaff resident

FEBRUARY  
2019 STORM  
IMPACT



928 CENTER  
LANE MILES  
CLOSED



12,000  
HOURS  
WORKED



771,994  
FACEBOOK  
REACH



202 SNOWPLOWS

More storm coverage on page 6

The INSIDE

LANE

APRIL 2019

5

# ADOT WEATHERS HISTORIC STORM

FEBRUARY  
2019 STORM  
IMPACT



49,000 GALLONS  
OF MAGNESIUM  
CHLORIDE  
APPLIED



12 MVD  
OFFICES  
CLOSED



6,000 ADOT  
ALERTS APP  
DOWNLOADS



2,400 TONS OF  
SALT APPLIED

“ADOT and its partners did an outstanding job preparing and responding to this storm. Using several road weather management tools, the Traffic Management Group issued timely messages to the public prior to the onset of the storm, enabling the traveling public to make informed decisions and increasing the safety of everyone involved. Constituents gave positive feedback on our messaging strategies and our plowing operations. Not only was there incredible workmanship from the districts and everyone directly involved with the winter storm, the State Engineers Office, Geographical Information Systems, Enforcement and Compliance, Arizona Department of Emergency and Military Affairs, several Arizona counties and the Arizona Department of Public Safety were all extremely supportive. It gave the true meaning of teamwork to overcome the storm.”

— Kevin DUBY, ADOT Interim Emergency Manager

“When an unprecedented winter storm hit northwestern Arizona on Feb. 20, personnel did an excellent job of working this special detail and specifically Officer Matthew Eaves and Sergeant Patrick Brock are to be commended for the work they did, and staying up for 32 hours straight assisting motorists. Because of the highway closures, neither Eaves nor Brock were able to leave the post, due to their relief officers being unable to make it because of road closures, until late Thursday morning.”

— J.A. Stanhope, ADOT Enforcement and Compliance Division Deputy Director.

“Six of our equipment repair shops worked prior to, during and after the storm to keep the plows going. Several technicians from different shops were called out in the field to assist with snowplow operational issues and to help with snowplows that were wrecked during the storm. Some of our technicians, supervisors and managers worked late into the night to ensure plows were available and that our fuel islands had plenty of fuel for the plows during the storm. This was another event that went extremely smooth because of our amazing partnership with the Infrastructure Delivery and Operations Division and Transportation Systems Management and Operations Division.”

— Devin Darlek, ADOT Equipment Services Administrator

“When water meets aging asphalt, potholes emerge. Likewise, when ice and snow on highways freezes and thaws and freezes again, it creates damage that requires short- and long-term fixes to repair. ADOT crews are committed to operating and maintaining a safe and efficient transportation system. Keep an eye out for them — they are on pothole patrol and need your help to stay safe.”

— John Halikowski, ADOT Director



Workers repair potholes that resulted from the storm.

Casey Miller, ADOT Communications



Jeremiah Moerke, Community Relations

ADOT Southcentral District in Tucson also had snow.



Doug Nintzel, ADOT Communications

Public Information Officer Doug Nintzel shoots [video](#) during the snowstorm in Flagstaff to post on Twitter to give safety tips to motorists.

The INSIDE

LANE

APRIL 2019

# ARIZONA moving to Google



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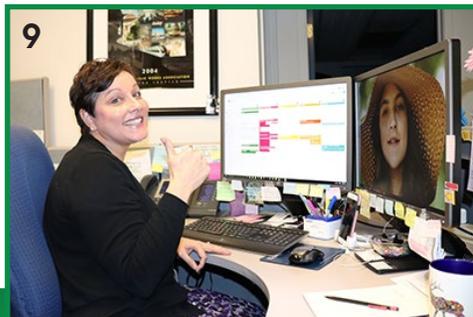
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7



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9



10

1. Google Champion Audrey St. Clair, ADOT Communications.
2. Clem Webb, Partnering Office.
3. Scott Omer, Deputy Director/ Chief Operating Officer.
4. Google Champion Chris Page in Northwest District Office in Prescott.
5. Google Champion Char Lara, South Mountain Freeway Office.
6. Google Champion Robert Guevara in Holbrook.
7. Steve Boschen, Infrastructure, Delivery and Operations director; and Nicolette Simanovich, SADA trainer.
8. Google Champion Celia Lara, Office of Continuous Improvement.
9. Linda Priano, Director's Office executive assistant.
10. (Left to right) Wendy Brazier, Chief Human Resources Officer; Carly Standley, SADA Systems trainer; Haleh Farhadi, Arizona Department of Administration senior project manager; Sonya Herrera, Administrative Services Division director; and Kismet Weiss, Office of Continuous Improvement administrator.

*Photos by John Dougherty and Casey Miller, ADOT Communications; Deborah Miller and Gaby Kemp, Community Relations; and Vincent LaBella, Office of Continuous Improvement*



Kari Carver, Show Low MAX Advocate



Kimberly Ross-Hensley, Tucson East MAX Advocate



Alba Lopez, Avondale MAX Advocate

Through the MAX Advocate Hero MAX Board contest, MAX Advocates engaged people in their offices to create these amazing resources.

## MAX Advocates guide transition to modernized system

**M**AX ADVOCATES will enable the successful transition from MVD's legacy systems, which are more than 35 years old, to the modernized MAX system. MAX Advocates are a group of MVD employees who provide a link between the MAX technical and business teams and the rest of MVD. The advocates are among the first to learn and test MAX and AZ MVD Now, and with their expanded knowledge, they will help support their teams in the MAX transition.

There are about 50 MVD employees, who are geographically and departmentally distributed throughout the state so everyone at MVD can easily get assistance from an expert.

### There are other benefits of the MAX Advocate Team:

- Peer-to-peer communication of MAX and other modernizations
- Regular communication about MAX

- Geographic distribution of information and support
- Source of expert feedback for improvements to processes and end-user training
- Super Users for implementation and ongoing support

MAX Advocates have dedicated themselves beyond their day-to-day roles in ensuring the success of the MAX implementation.

~ Sandy Dolson, User Readiness Lead—MVM Project and Larry Clark, MVD Information Management Coordinator

### THREE MAX ADVOCATES TALK ABOUT THEIR ROLES:

#### What does it mean to you to be a MAX advocate?

*"Being a MAX Advocate means to be the bridge between old processes and new processes; an agent of change. I help others understand the new language using what we know from the old language and creating a culture that understands that the system limitations are no longer going to hold us back."*

~DJ Carbajal - MVD Compliance Team

*"For me, being an advocate means embracing change and encouraging others to join me in braving the adventure ahead. It allows me to help make a difference now that will affect the department as a whole and that's a great feeling."*

~Molly Coombs - Glendale MVD

*"As a MAX Advocate, I have the opportunity to learn and explore everything I can in MAX and provide useful feedback to help in the development, so it may be as effective as possible in making an agent's job easier and more effective. I will then use that knowledge to help my peers learn and understand it as well. Being a MAX advocate has also provided new experiences that help to expand my resume and further my career with ADOT by networking outside of my location and working with peers I would have never met otherwise."*

~Missy McCrary - Tucson Call Center

#### What message do you have for your peers and MVD customers on what they have to look forward to in the future?

*"MAX is ever changing. What may not be possible today due to certain restrictions will be possible down the road because MAX has a good foundation centered around the needs of the business. Unlike today where the business is centered on the limitations of the system."*

~DJ Carbajal - MVD Compliance Team

*"Be open to change! Change is scary and can be hard to accept, but change can also open the door for wonderful things to happen!"*

~Molly Coombs - Glendale MVD

*"MAX and AZ MVD Now together are setting a new standard to the way MVDs across the nation will want to do business. MAX is a simple, easy-to-read, web-based platform that will allow agents to more effectively and efficiently communicate and fulfill customer needs. AZ MVD Now is a customer portal to allow drivers to access and maintain their driver records and manage the vehicles they own without going to an MVD office."*

~Missy McCrary - Tucson Call Center



## Water Conservation Contest winners

Phew! All those stories you told us about water conservation sure made us thirsty ... for more conservation! We read a lot of stories about water-saving kaizens and new standard work from all corners of the agency, and we're happy to report the three winners of the contest:



### 1. Tony Luther, Waste Water Operations Manager, and Bobby Wheeler, Rest Area Manager:

Luther and Wheeler implemented a series of water-saving measures that have improved the life of our wells, pumps and motors. Water savings: About 1,000 gallons daily.

### 2. James White, Tunnel Maintenance Engineer:

White installed a thermostat to the water supply that would trigger a water valve to open or close to wet the cooling media as needed, instead of having the water run 24/7. Water savings: More than 17,000 gallons daily.

### 3. Michael Cockrum, Operations Manager:

Cockrum implemented weekly and monthly inspections of vacant buildings and residences to fix leaking pipes and running toilets, preventing tens of thousands of gallons of unnecessary water usage.

Thank you to everyone who shared their conservation stories! Find out more about the winning water conservation efforts in the next issue of The Inside Lane!

# ADOT RESEARCH CENTER SPONSORS TRB MINORITY STUDENT FELLOWS

THE ADOT Research Center sponsored three Arizona university students to participate in the 2019 Transportation Research Board (TRB) annual meeting under the TRB Minority Student Fellows Program.

"This was a great opportunity for the three fellows to learn about the latest research, technology and practices in the transportation industry and to present their research at an event that attracted about 13,000 transportation professionals from around the world," said ADOT Senior Research Project Manager Bernadette Phelan, PhD.

Each of the three fellows presented research papers at the meeting held in January in Washington, D.C. Their presentations received positive responses from the audience, with two of the ADOT fellows being among just four out of the 24 TRB Program Fellows whose research papers were recommended for publication in the Transportation Research Record, the journal of the Transportation Research Board.

## ADOT's TRB Minority Student Fellows:

- Arizona State University student Oscar Lopez, who is pursuing a PhD in geography with an emphasis on transportation planning, presented "Content Analysis of Interviews with Hydrogen Fuel Cell Drivers in Los Angeles."
- Northern Arizona University student Emmanuel James, who is pursuing a bachelor's degree in civil engineering with an emphasis in general transportation, presented "Analysis of Factors Affecting Injury Severity in Traffic Crashes on Arizona Tribal Lands."
- University of Arizona student Monica Landgrave-Serrano, who is pursuing a master's degree in

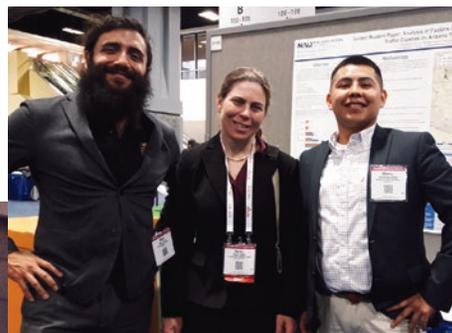
planning with an emphasis on urban transportation planning, presented "Developing and Testing of a Toolkit for Collecting Qualitative Pedestrian Environmental Data."

This was the first year that ADOT participated in the TRB Minority Student Fellows Program. TRB Senior Report Review Officer Karen Febey, who coordinates the program nationally, praised Phelan's efforts.

"Thank you so much for your diligent work to make ADOT's sponsorship of the NAU, ASU and UA fellows possible. The fellows prepared high-quality papers and their presentations were well-received," Febey wrote.

ADOT's selection process for the TRB Minority Student Fellows' second cohort is underway. ■

~ Lori Baker, Senior Communications Specialist



Photos by Bernadette Phelan, ADOT Research

▲ Left to right: TRB Minority Student Fellows Arizona State University student Oscar Lopez and Northern Arizona University student Emmanuel James meet with TRB Senior Report Review Officer Karen Febey (middle) at the TRB annual meeting.

◀ TRB Minority Student Fellow Monica Landgrave-Serrano, University of Arizona student, with her faculty mentor, Professor Arlie Adkins, at the 2019 Transportation Research Board (TRB) annual meeting.

## 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](mailto:InsideLane@azdot.gov) by **April 12**. 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) RACHNMIG \_○\_-----
- 2) ISRSCI \_○\_-----
- 3) XEAHEDUTS \_○\_-----○
- 4) PEURACATH ○\_-----○
- 5) PESSOLBI \_-○-○-----



**The boss wanted to make process improvements so employees could cut out:**

-----

This cartoon illustrates an example of **transportation**, one of the eight wastes identified in Continuous Improvement. Transportation can include moving information, files, materials and products between departments and people.

# 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

# 5,602

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

## Douglas Maintenance Unit celebrates 5S success

**WHEN DOUGLAS** Maintenance Yard crew members cleared out their work area, they discovered a multitude of surplus, damaged and noncompliant items — even a few old cattle guards.

[Southeast District](#) Highway Operations Supervisor Andy Mendez had recently completed Arizona Management System (AMS) training, during which he learned about leveraging the [5S method of Continuous Improvement](#) to ensure that everything is in its proper place. He thought the Douglas yard would benefit from a 5S cleanup.

Under Mendez's leadership, the crew got a jump start by identifying items in the yard that should be discarded or auctioned before the official kickoff of the two-day 5S cleanup. During the 5S, they focused on preparing damaged and noncompliant items for auction.

As part of the 5S project, Occupational Safety Professional Rodney Sterkenburg presented information to crew members about safety procedures, and safety issues in the yard were resolved.

Transportation Lean Coach Gordon Fuller provided more details about AMS and how using the 5S method of Continuous Improvement enables workers to do their jobs safely and cost effectively. Principles of 5S are sorting, setting in order, sanitizing, standardizing and sustaining the work area.

"The crew's major tasks during the 5S cleanup were to prepare damaged and noncompliant items for auction. Their efforts were impressive, and this focused 5S training and work made it even better," Mendez said.



Brad Burgess, Continuous Improvement

(Left to right) Southeast District Highway Operations Supervisor Andy Mendez, Southeast District Engineer Bill Harmon, Southeast District Assistant Engineer Kurt Harris, Southeast District Assistant Engineer Brian Jevas, Douglas Maintenance crew members Stephen Bowie, Ricardo Martinez, Rey Martinez, Jaime Palma, Victor Stuppi, Edrick Hunt, Eddie Hoya and Deputy Director for Transportation/State Engineer Dallas Hammit.

Sorting through the excess materials created more space and made it easier for crew members to find and load the materials they need to do their jobs safely and effectively.

"This reduces response times on emergency calls, which impacts public safety, and it saves several man-hours each month, which reduces costs," Fuller said.

Immediate results of the cleanup were impressive. Reorganization of indoor, outdoor and storage container space yielded about 810 square feet. Relocation of items improved process flows, which saves an estimated 20 minutes per day per crew member. With seven crew members, the savings equal about \$9,100 per year. In addition, several noncompliant cattle guards and other items were moved from the yard and put up for sale at a public auction, with revenues going into the State Highway Fund.

This cleanup was a kickoff to a long-term project to apply the 5S method to organize the rest of the Douglas multi-acre maintenance yard's roadway maintenance inventory.



Gordon Fuller, Continuous Improvement

Old cattle guards were among the surplus items collected during the 5S event.

"The 5S process never ends. The biggest challenge is sustaining the improvements that have been made over time. The reorganized and visually managed workplaces created through 5S will ensure the safety measures stay in place and regular audits of spaces will make sure improvements are sustained," Fuller said.

Besides Fuller and Sterkenburg, Transportation Lean Coach Alex Durazo, Senior Transportation Lean Coach Ken Forbin and Southeast District Highway Operations East Area Superintendent Ty Cranford also assisted with the 5S project.

The Douglas Maintenance crew spotlighted their 5S project to State Engineer Dallas Hammit, Southeast District Engineer Bill Harmon and Assistant District Engineers Brian Jevas and Kurt Harris during their Feb. 15 [gemba walk](#).

Harmon noted, "The Douglas crew takes pride in their work and in the condition of the yard. Adding 5S to their tool bag will only enhance the abilities of this exceptionally performing team." ■

~ Lori Baker, 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. View previous Look Back stories on [ADOTNET](#).

## Sunset Point: Serving Arizona travelers since 1970

AS ANY ROAD-TRIPPER can tell you, not all pit stops are pleasant...

Fortunately for motorists driving to and from northern Arizona, there is Sunset Point Rest Area — a well-maintained, fresh facility that's a true gift for travelers in need of a break.

Located off Interstate 17, south of Cordes Junction, Sunset Point has served millions since the Arizona Highway Department opened it to travelers in 1970 (photos on the right show its construction in May 1970).

Only a year later, Sunset Point was selected from 70 entries representing 28 states to be named the nation's "Outstanding Safety Rest Area with Sanitary and Other Facilities" in a competition sponsored by the Federal Highways Administration.

What an honor!

According to the February 1972 issue of Drumbeats, the department's employee newsletter at the time, the national award earned Sunset Point widespread recognition, including an editorial page cartoon in the Arizona Republic. Drumbeats also reported that KDKA-TV in Pittsburg showed its viewers "color pictures of the Sunset Point Rest Area in a campaign to upgrade Pennsylvania's rest stops."

Today, Sunset Point is one of the state's most popular rest stops. Besides restroom facilities, vending machines, ramadas and a picnic area, the



location offers a beautiful view of the Bradshaw Mountains. It's also where [ADOT's memorial to fallen employees](#) was built in 1997.

ADOT Rest Area Manager Bobby Wheeler explained that maintaining the site takes a whole team of people, including contracted employees who handle cleaning and daily maintenance. There are also several ADOT employees who oversee water sampling, testing and reporting.

Wheeler says a 2,000-foot well serves the rest area and the water is treated on-site, supplying drinking water to visitors. The location also houses a communications room for the use of law enforcement and emergency services agencies. ■

~ Angela De Welles, Senior Communications Specialist

45  
YEARS

ADOT

SHARE  
YOUR ADOT  
MEMORIES

In honor of ADOT's 45th anniversary on July 1, 2019, we are inviting ADOT employees to share their favorite memories. ADOT Communications is showcasing insights on ADOT's history, including milestones and the employees who make ADOT a success. If you'd like to share your ADOT memories, please fill out this [form](#) on ADOTNet. Thank you for participating!

The INSIDE

LANE

APRIL 2019

11



## SAFETY TIPS

**Expect the unexpected.** Normal speed limits may be reduced, traffic lanes may be restricted, and people may be working on or near the road.

**Slow down!** Speeding is one of the major causes of work-zone crashes.

**Keep a safe distance.** The most common type of accident in a work zone is a rear-end collision. Maintain two car lengths between you and the car in front of you as well, as road crews and their equipment.

**Pay attention.** The warning signs are there to help you move safely through the work zone. Observe the posted signs.

**Obey road crew flaggers.** The flagger knows what is best for moving traffic safely in the work zone. A flagger has the same authority as a regulatory sign. You can be cited for disobeying a flagger's directions.

**Stay alert and minimize distractions.** Dedicate your full attention to the roadway and avoid changing radio stations or using cell phones while driving in a work zone.

**Keep up with traffic flow.** Motorists can help maintain traffic flow and posted speeds by merging as directed by signage.

**Check road conditions before you travel.** Schedule enough time to drive safely and check for traffic information by calling 511 or by logging onto [az511.gov](http://az511.gov).

**Be patient and stay calm.** Remember, crews are working to improve the road and your commute.

# WE ALL CAN CONTRIBUTE TO WORK-ZONE SAFETY



Dallas Hammit

**ALL AROUND** the country, state DOTs, along with our federal partners and various transportation associations will all focus on work-zone safety April 8-12.

That's right — National Work Zone Awareness Week is upon us once again, and this year's theme is "Drive Like You Work Here."

Even for those of us who do work here, it can be easy to slip into bad driving habits when we're on the road. I hope that we can all take the time to examine our behaviors and decide that there's no excuse to drive recklessly through work zones.

We all have to set a good example behind the wheel because, as

I've said before, with more than 1,000 employees who work in maintenance and construction projects on highways throughout the state, work-zone safety is one of the most important issues we deal with at ADOT. **We want everyone to get home at the end of a workday.** I'm glad National Work Zone Awareness Week shines a light on the issue.

Here at ADOT, we have a few things we're working on in partnership with the Arizona Chapter of the Associated General Contractors of America and the League of Arizona Cities and Towns to promote the week.

Like last year, the State Capitol dome, as well as the House and Senate buildings, will be lit orange from dusk to dawn during the week. Governor Doug Ducey has also issued a proclamation supporting the effort in Arizona.

You'll also want to keep an eye on ADOT's social media channels and our overhead signs for various work zone safety messages.

Finally, I'd like to encourage you to visit [azdot.gov/workzone](http://azdot.gov/workzone) for more information, including videos and safety tips. As always, I hope you will share what you learn with your loved ones. Stay safe! ■

~ Dallas Hammit, Deputy Director for Transportation