

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

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ADOT

LEADERSHIP MATTERS

MY NAME is Melvin Brender and I am the ADOT Learning and Development (ALD) manager. I manage the development and delivery of agencywide training courses, manage the Human Resources Development Center (HRDC — the training center under the Interstate 10 freeway in Phoenix) and manage ADOT's learning management system known as the ADOT Learning Center. I have been with ADOT for eight years and state government for 16 years. I graduated from Arizona State University with a bachelor's degree in business management. I have worked in the human resources field for 22 years, primarily in employee relations and training and development. I have been married for more than 16 years and have two adopted children. I volunteer at my parish and as an assistant den leader for my son's Cub Scout den.

The ALD team incorporates many Arizona Management System (AMS) principles in our everyday work — the two primary areas being tiered huddle boards and standard work. We implemented visual management and tiered huddles last year with the reorganization of the ALD team. This allowed me to be more aware of my team's issues that needed my assistance to resolve or to elevate to my manager for resolution. Our team focused a lot of last year developing standard work and improving processes. We have used the standard work as a means to resolve problems (when not following standard work) and improving processes when issues arise. We still have a long way to go, but we are building momentum moving into the new fiscal year.

I strive to be a leader who empowers my employees to take ownership of their work. My job is to get them the training and resources they need and then let them do what they need to do. I started to incorporate AMS principles like leader standard work into my leadership style, with varying degrees of success. AMS allows me to focus more on empowering my employees by identifying their needs better through metrics and standard work.

I am looking forward to the future of ALD and HRDC. We will be rolling out a new learning management system along with new training courses and learning resources, like LinkedIn Learning. It is an exciting time to be working at ADOT. ■



*Mel Brender
Learning and Development
Manager*

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 in JPEG format (no larger than 10MB). Along with the photo, please provide a brief description and your name/title.



This photo, taken by ADOT Photographer John Dougherty, shows Technology and Federal Reporting Officer Marissa Eskridge with her daughter, Autumn, who graduated from the Infants at Work program. See Page 3 for more photos and coverage.

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◀ Rebecca Topete, Customer Service Representative III, Fleet Services Unit, with her son, Ruben



▼ Amber Feldhake, Senior Auditor, Audit and Analysis, with her daughter, Adelaide



◀ Marissa Eskridge, Technology and Federal Reporting Officer, Business Engagement and Compliance, with her daughter, Autumn



relationships between parents and their babies while boosting productivity and morale across the state. Benefit-eligible dependents of permanent full-time employees participating in the program must be at least

six weeks (42 days) old and no older than six months (180 days) old.

"What a cool benefit this is for the parents who have participated in our Infants at Work program," said Employee Relations Manager Shane Rothwell. "In addition to savings hundreds of dollars

in daycare expenses, the additional parental bonding time is priceless for these parents. ADOT jumping in to give this program a try is the right move."

Whether it's meal time, play time or nap time, new parents participating in the program don't have to miss out on those precious first months with their little ones.

"Since this is my first baby, it was wonderful being able to have her close and really get to know her in these early months," said Senior Auditor Amber Feldhake, whose daughter recently graduated from the program. "I didn't want to miss any of her 'firsts'! The first time she really giggled happened downstairs in the family room in ADOT's building, as well as the first time she held her own bottle. I was able to get a video of both! Though it was a bit stressful at times, I would do it again in a heartbeat." ■

~ Dani Weber, Senior Communications Specialist

ADOT's Infants at Work program makes happy parents, happy babies

ARIZONA'S Infants at Work program started in 2000 at the Department of Health Services as a way for parents to bring their newborn babies to work, enabling them to continue caring for them during the early months of their child's life. In 2017, Governor Doug Ducey expanded this successful program, affectionately known as "Happy Babies," encouraging other agencies to follow suit.

"This program boosts morale and productivity in the workplace, keeps high-quality workers in state service and allows new parents to spend these important first few months with their newborns," said Governor Ducey in 2017.

"Arizona is proud to be a place where new mothers and fathers can enjoy life's greatest gift."

In the past two years, 17 state agencies have participated in the Happy Babies program, and nearly 400 babies have been enrolled in the program. Since ADOT implemented its own pilot program this year, three babies are currently enrolled, with another three recently "graduated."

The program benefits parents, babies and even the taxpayers. It aims to empower Arizona parents and foster healthy

The program benefits parents, babies and even the taxpayers

MOBILE MVD SERVES CUSTOMERS WHILE OFFICES CLOSE FOR TRAINING

THE MOBILE MVD van, an office on wheels, will go on the road starting in July to provide services while MVD offices are temporarily closed for staff training.

MVD offices will be closed on a staggered schedule through September as customer service representatives (CSRs) receive week-long training on the new MAX system. In the Phoenix and Tucson areas, customers can find a substitute MVD office, but that's not an option in remote areas of Arizona. That's where the Mobile MVD takes over, with two-way audio and video conferencing, along with on-site service.

Teams of two will be on the road for a week at a time in the RV-type vehicle, which will be stationed in a local MVD office parking lot so customers can go to a familiar location.

Special Projects Manager Lisa Moore said most MVD services will be available in the Mobile MVD, with some exceptions, such as road and written driver tests. CSRs will provide services using iPads and remote staff will connect with customers via FaceTime to complete transactions.

The Mobile MVD team includes 10 staff members who have completed extensive training and obtained a commercial driver license to operate the Mobile MVD.

While providing a temporary solution, the Mobile MVD is not designed to handle the traffic of a typical office, so customers would be better served if they plan ahead and avoid on-site business for the week their local office is closed.

PROJECT CONNECTS ONE ADOT

While MVD provides customer service, other ADOT units are collaborating with MVD to furnish and maintain the Mobile MVD for travel statewide as well as installing and supporting the computer terminals, photo station and vision screen area.

ADOT Director John Halikowski recognized the project team in a ceremony at the ADOT auditorium on April 30. The cross-functional teamwork required to bring the Mobile MVD to serve customers around the state is an example of Connecting One ADOT at its best.

Equipment Services Administrator Devin Darlek and Moore both said how rewarding it was to participate in a project involving so many teams across ADOT.

MEET THE TEAMS

MVD: Maddie Kinder, Jessica Byrd, Haidee Ontiveros, Jo Perkins, Kyle Ulibarri, Mike Cryderman, Mario Aguilar and Claiborne Johnson

Equipment Services: Devin Darlek, Jack Dreyer, Gary Lowe, Luis Lopez, Danny Camarena, James Geering, Tony Griffin, Tom Draper and Patricia Smiley

Information Technology Group: Catherine Dickert, Cory Campbell, Bill Pallas, John Zuniga, Bruce Bosco, Prashant Maddipatla, Clyde Douglas, David Acedo, George Aguilar and Laurence Nolan



John Dougherty, ADOT Communications

(Left to right) Kristina Parker, Southeast Mesa MVD, and Jasmine Godinez, Glendale MVD, are in front of ADOT's MVD Mobile Services vehicle.

MOBILE MVD PIONEERS READY TO GO

Kristina Parker and Jasmine Godinez are excited to be making the first trip with the Mobile MVD in late July to Yuma, where they will stay for the week that Yuma MVD staff members are trained on the new systems. They look forward to serving customers in the region while the local office is temporarily closed.

Parker and Godinez have enjoyed the Mobile MVD preparation. There's quite a bit they will

be required to do, including applying the new customer service procedures, working with their MVD remote support teams who will be processing transactions and interacting with the customers via FaceTime, inspecting the vehicle and preparing it for the road, and driving it across the state and getting it ready for customers once they reach their destination.

They began training in January. When they aren't on the road, Parker works at the Mesa/Gilbert office and Godinez is based in Glendale.

For more Mobile MVD information, please go to azdot.gov/MobileMVD

~ Larry Clark, MVD Information Management Coordinator



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](#).

Highway Department's first female engineer opened door for others to follow

EVEN THOUGH it happened more than six decades ago, Frances Walker can still recall her introduction to the Arizona Highway Department.

It was 1956 and she was preparing to graduate from the University of Arizona with a Civil Engineering degree when a supervisor from the highway department's new Engineer-in-Training program gave a presentation to the college's American Society of Civil Engineers student chapter.

Walker was there and liked what she heard. She asked for an application only to be told that the EIT program was "designed for men." She remembers the EIT supervisor said he didn't think the State Highway Commission would hire a woman engineer.

She decided to apply anyway...

"I was very interested in the EIT program," said Walker, adding that because she was a student at the U of A, a school supported by Arizonans, she felt like she owed something back to the state and wanted to work for the Arizona Highway Department.

So, it's a good thing the EIT supervisor was wrong.



Taken in 1975 for an issue of Newsbeat, ADOT's employee newsletter at the time, this photo shows Frances Walker at work.

Walker doesn't know how it happened — she imagines that maybe one of the highway commissioners had a daughter — but she was accepted into the EIT program, becoming the first woman ever employed by the Arizona Highway Department as an engineer.

For the next 22 years, she continued working for the department. By the time she left in 1978, the Arizona Highway Department had become ADOT and



Frances Walker, 2019

Angela DeWelles, ADOT Communications

Walker was the agency's design engineer for the District 2 Design Section, which at the time was part of the Tucson District Engineer's office. According to Walker, her duties included "designing highways and supervising the fellows."

Today, Walker lives in Tucson and is very active in the community, volunteering her time to many causes. Just last year, she was inducted into the [University of Arizona's](#)

[Engineering Hall of Fame](#), an honor that she says came as a surprise.

Looking back, Walker has fond memories of her years working for the state and remembers the numerous projects she helped design in southern Arizona, including State Route 77.

Continued on page 6



In this 1956 photo, Frances Walker is shown at work with other EITs.

Continued from page 5

"We ended up bypassing the town of Oracle," said Walker, explaining that routing SR 77 around the town made it safer for local motorists. "There was a lot of traffic from the mines. (Bringing the highway through town) wouldn't have been good for the schoolkids."

Walker earned several honors throughout her career, including being named "Engineer of the Year" in 1973 by the southern chapter of the Arizona Society of Professional Engineers. She was the first woman to receive the award. When it comes to her profession, she recalls some of the technology that was available during her early days at the department.

"It's much easier now with computers because you have programs to figure (calculations) out for you," she said.

Back then, the engineers worked with large mechanical calculators. But the calculators couldn't do it all — there was a big book of trigonometry tables that always needed to be referred to, Walker remembers. Eventually, the office did get a computer, though it was the size of a large desk, Walker said.

Technology isn't the only thing that's changed since 1956. Society and the engineering profession have evolved and Walker is happy to see so many women

Besides engineering, Walker said she had considered other career paths, but none were thought of as "typical" ones for a woman to pursue. "When I was four years old, I wanted to be a mechanic like my uncle," said Walker, adding that she had also thought about becoming an archaeologist and an aircraft designer. Later, when she expressed an interest in engineering, there were some professors who tried to discourage her. Even at the Arizona Highway Department, not everyone was welcoming. "Some of the men didn't quite know how to take working with a woman," said Walker, crediting her late husband, who was a metallurgical engineer, for being supportive of her and her career.

in the engineering field today. She also offers her advice to them: "keep a stiff upper lip and a good sense of humor."

While it has been more than 40 years since she has worked for ADOT, Walker still has opinions about the current state of transportation in Arizona. She'd like to see more public transportation and hopes someday there will be an option that connects Phoenix and Tucson. When asked about autonomous vehicles, she said the technology isn't something she ever imagined when she started her career.

"I think eventually we'll get (driverless vehicles), but it will be a while," she said.

Walker said she enjoys driving over the highways that she helped to design and reminisce about her years at the Arizona Highway Department/ADOT.

"I think we just had a very good group of people in those days," Walker said. ■

~ Angela De Welles, Senior Communications Specialist



In honor of ADOT's 45th anniversary on July 1, 2019, we are inviting employees to share their favorite ADOT memories. Please fill out this [form](#) and tell us all about your time with ADOT.

HRDC gets fresh look with new paint, carpeting

ADOT's Human Resources Development Center — also known as the HRDC — is undergoing minor renovations.

HRDC will remain open during the construction, which is expected to be finished by June 1. The Grand Canyon room, which is the largest space, will receive new carpet, paint, tables and dividers. Some smaller rooms also will get new carpet and paint as well as new projection screens and chairs. New glass white boards will make it easier to clean than the traditional white boards.

"This will be a minor facelift with some modernization such as new electric outlets," said ADOT Learning and Development Manager Melvin Brender. "The improvements will make things more functional."

HRDC is a busy place, with events happening throughout the work week and weekend. The facility is used for Motor Vehicle Division training as well as other ADOT employee training, such as using Microsoft Office programs. In addition, meeting rooms are used for special ADOT events, such as the annual Safety Calendar celebration for children with winning artwork.

Since the recession in 2008, the HRDC has been available for all state agencies to use at no cost. Governor

Doug Ducey periodically uses the rooms for events. Juvenile Corrections uses the HRDC for its academy graduation, and the Department of Economic Security, Department of Administration, Department of Revenue and Department of Corrections use the building for various meetings. The Veterinary Board also has board exams at the HRDC.

In 1991, the HRDC opened after the former warehouse was converted into a training center. The warehouse was part of the right of way acquired before a section of Interstate 10 was built.

HRDC's improvements are part of ADOT's overall [Employee Learning and Development Plan](#), which includes various initiatives to be rolled out over the next two years.

"We will be offering many more learning and development options to employees. In addition to classroom classes, several new online courses will be available," said Employee and Business Development Administrator Vivien Lattibeaudiere.

More details about the new Learning Management System and other initiatives outlined in the Learning and Development Plan will be announced in the coming months. ■

~ Lori Baker, Senior Communications Specialist

COORDINATION IS KEY TO LANDING COMPETITIVE GRANT MONEY

WITH MILLIONS of dollars of federal grant money available each year, there's a highly competitive field of government agencies, universities and other groups across the nation vying for transportation funding.

To help ADOT obtain discretionary federal grants, Transportation Engineer Manager Kohinoor Kar serves as the agency's grants coordinator and assists ADOT and its partners whenever there is an opportunity. His focus is seeking federal grants primarily for highway infrastructure improvements and related eligible projects.

By centralizing the grant application process through ADOT's Multimodal Planning Division (MPD), there now is better coordination given a tight timeline to determine which grants would be worthwhile to pursue, which projects should be considered for grant applications and how much of matching funds are available.

Arizona Management System (AMS) tools were used to develop the grants coordination process, which is a great improvement over prior processes, said MPD Director Greg Byres.

"This allowed us to develop a road map for the process and further refine it with standard work. We now have the right people involved early on in the grant application process for project selection, determination of financial strategies, consultant selection and application preparation. This is a work in progress but a tremendous improvement," Byres said.

Kar looks for grant opportunities, coordinates with multiple entities within and outside ADOT, and matches them to potential projects that address



Kohinoor Kar

a compelling need and present significant benefits to the state. He presents project ideas for pursuing grants to the Executive Grant Team, which includes Byres, Deputy Director of Transportation and State Engineer Dallas Hammit, Infrastructure Delivery and Operations Division Director Steve Boschen, Transportation System Management and Operations Division Director Brent Cain, Chief Financial Officer Kristine Ward, Deputy Director of Policy Kevin Biesty, and other ADOT staff invited to the meetings. After projects are identified, usually a consultant assists ADOT in writing the grant application that includes extensive data analysis, and Kar oversees the application process from start to finish. He also does follow-up coordination with the grantor, such as the U.S. Department of Transportation, the Federal Highway Administration, and all involved entities after the grant award is announced.

Using AMS tools, Kar standardized the grant application process. He created a comprehensive flow chart detailing how and when ADOT staff in various groups will do their part from identifying grant opportunities to submitting the final grant application.

"If you are interested in pursuing a federal grant for a compelling project, please contact me so we can discuss the possibilities and go from there," said Kar who has been with ADOT for 15 years and also has experience in proposal preparation for universities and the private sector.

Kar can be reached at 602.712.8239 or kkar@azdot.gov. ■

~ Lori Baker, Senior Communications Specialist

(Left to right) Records Management Program Manager Sue Olson, Public Records Specialist Juanita Garcia and Senior Public Records Specialist Victoria Pettit.



John Dougherty, ADOT Communications

Enhancing Customer Service — Requests for ADOT's Public Records

HAVE YOU been contacted by the ADOT Record Management Unit to assist with public-records requests?

Federal requirements and Arizona state statutes guide our record management process. Governments across Arizona must manage the records created and maintained for the jobs performed. These records, in most cases, must be made available to the public upon request.

On behalf of the agency, only the Record Management Unit responds to public-record requests from the public, businesses, law firms, and others to provide these qualities:

- **Consistency:** Records are provided only by ADOT employees with the knowledge, skills, experience and resources necessary

to comply with applicable law; responses are measured to targets and goals in place to maximize customer satisfaction.

- **Accountability:** A single ADOT department, Record Management, is responsible for responding to all requests and maintaining related information and data.
- **Confidence:** When ADOT is a party to a claim or lawsuit, the agency has confidence that our insurers and legal counsel will receive copies of the records provided to the public and others.

To enhance efficiency and the customer experience through standard work, public-record requests can be submitted online at azdot.gov/media, or by emailing ADOTPublicRecords@azdot.gov.

Each year, Record Management responds to as many as 1,200 public-record requests. They work to determine which departments own responsive records, contact appropriate personnel and subject-matter experts, and work collaboratively to identify which records, if any, are responsive to a request. When necessary, a review of responsive records is conducted to determine if release to the public is appropriate. It is important to emphasize that ADOT is only required to provide records it creates and maintains in the normal course of business.

To meet targets established to drive efficiency and compliance, the Record Management Unit relies on ADOT employees across the agency — the subject-matter experts relative to each department's records. Employees provide knowledge to help determine which agency records are responsive, and guidance on their department's processes and procedures to help Record Management understand the records. Responding to requests for public records is a team effort.

While the public-record process sounds simple, we understand that it is a time-consuming process that will interrupt other business processes and routines. Because it is important, we must apply Total Systems Thinking to ensure our departments work together in the best interests of the agency and the state.

The Record Management Team is Sue Olson, Victoria Pettit, and Juanita Garcia. They are always available to answer any questions you have about public records. ■

~ Susan Olson, ADOT Records Management Program Manager

THANK YOU, ADOT

ADOT HAS BEEN commended for assisting with freeway closures to accommodate a commercial shoot for car manufacturer Nissan.

"Thank you to the Arizona Department of Transportation for working diligently to approve the required closures and rolling blockades needed to effectively execute the complicated driving sequences," wrote Tanya Cohen, SlashDynamic CEO and executive producer of the Nissan commercial.



There were brief closures of Valley freeways, including Interstate 10, Loop 303, State Route 51 and Loop 202, March 16-18 due to the filming.

ADOT's Statewide Permits Services Manager Jennifer Cannon issued the permit for the Nissan commercial with the help of Raul Amavisca and Debra Planalp, Infrastructure Delivery and Operations; Timothy Tait, Communications; and Tony Abbo, John Birds and Kerry Wilcoxon, Transportation System Management and Operations.

Cohen's note thanking ADOT, the Arizona Commerce Authority, the Arizona Department of Public Safety and Governor Doug Ducey for their support of the Nissan commercial filming is available on ADOTNet. ■

~ Lori Baker, Senior Communications Specialist



Small change results in big water savings in Deck Park Tunnel in Phoenix

THE DECK Park Tunnel in Phoenix is probably one of the most recognizable landmarks in Arizona's transportation infrastructure. Every day, hundreds of thousands of vehicles travel through the tunnel, and keeping air moving and breathable requires the work of eight huge fans. Those fans recently presented a unique opportunity for ADOT to save on its water usage.

Representing the final mile of Interstate 10, the Deck Park Tunnel isn't actually a tunnel, but rather a series of bridges built side by side. Alongside these bridges are giant fans in vent rooms that keep air moving, preventing the buildup of carbon monoxide. Keeping the fan rooms functioning properly are large coolers that, until recently, would have water running over them 24 hours a day during the hotter seasons.

The Tunnel Maintenance team saw this inefficiency and decided to address it.

"Basically, we had approximately 240 gallons of water being used per hour in each vent room — there are four of them — whether the coolers were running or not," Maintenance Engineer James White said.

At 240 gallons of water an hour, that's 23,040 gallons every day per room.

The team recognized that this was an issue and they took on the problem by working to implement a new system that relies on a thermostat to trigger water flow. In other words, water is being used to cool the vent rooms only when needed. By installing a thermostat connected



Kathy Boyle, ADOT Communications

Jack White (middle) received a Director's Pin from Director John Halikowski (right) and Deputy Director/Chief Operating Officer Scott Omer (left)

to the water supply solenoid — a coil of wiring acting as a magnet when carrying an electrical current — the valve to "wet" the coolers now only opens when the room temperature calls for it and closes when the room reaches that appropriate temperature again.

The results are about 75% less water usage for each of the four vent rooms. The water only flows once per hour for 15 minutes, using about 60 gallons of water. Instead of using 23,040 gallons per day, the coolers in the vent rooms now only use about 5,760 gallons — that's a dramatic saving!

Furthermore, less water waste now drains into the Third Avenue pump station, which means the pumps kick on less frequently. In

addition to the water savings, the thermostats regulating flow of water are also saving energy. Such a small change has had an incredible cascading effect on other parts of the Tunnel Maintenance system.

For the Tunnel Maintenance team's conservation effort, White was awarded second place in March's Water Conservation Contest. In April, he also received a Director's Pin.

ADOT Director John Halikowski said of White's effort at the award ceremony, "You've embraced a challenge and made a big improvement that benefits ADOT and the taxpayers."

"Seeing some of the irrigation leaks from the deck park has made us all more aware of the urgency to not waste water on a daily basis," White Said. "Water is like life, don't waste it." ■

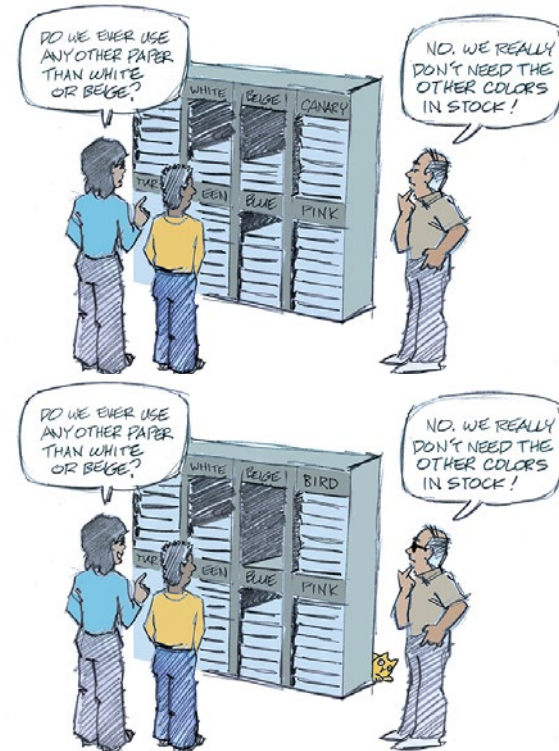
~ Dani Weber, Senior Communications Specialist

CAN YOU SPOT

THE DIFFERENCES?

eyethink

No, you're not seeing double! Both of these panels look the same, but there actually are five differences between the two cartoons. Can you spot them all? Email each hidden difference to InsideLane@azdot.gov by June 14. Everyone who locates all five will be entered into a random drawing for an Inside Lane gift bag full of fun surprises! We'll reveal the answers and the winner in next month's newsletter. Good luck!! ■



Created by ADOT Graphic Designer John Walradt, this cartoon shows an example of inventory/storage, one of the eight wastes identified in Continuous Improvement. Examples of this waste include storing more materials than you can process, filled in-trays, drawers, cabinets, backlogs of customer requests, outdated plans and computer files.



Anthony Brozich (middle) is pictured with Michael Zimmick, engineering consultant (left) and Rashidul Haque, ADOT project manager at the Seventh Avenue and the Loop 101 traffic interchange.

Tony Cabrera, WSP USA



John Dougherty, ADOT Communications

(Left to right) Engineer in Training participants Lance Briley, Robby Richards, Ivan Tullao, Steven Cheshko, Program Manager Candee Samora, Alyssa Morrison, Yudi Lei, Tyler Maynard and Matthew Munden.



JoJo Cvijanovic is working on replacing and widening the Kabba Wash Bridge on US 93 in Mohave County.

Chris Puleo, Roadway Design

Jason Satterly at the Interstate 17 and State Route 74 traffic interchange.



David Casselbury, Construction and Materials Group

ADOT provides EITs with hands-on experiences



T AN EARLY AGE, JoJo Cvijanović knew she wanted to build bridges. She was fascinated when she and her family crossed the Golden Gate and Bay bridges.

"I remember always thinking, I want to build a bridge like this one day," Cvijanović said.

She said her participation in ADOT's Engineer-in-Training program from 2013 to 2015 helped shape her career.

"A lot of engineers don't get the opportunity to test the structural material they're using in design, or visit a hot mix asphalt plant, or use GPS and robotics to survey the field, or inspect bridges," she added.

Now an ADOT senior bridge engineer, Cvijanović's projects include replacing the San Pedro River Bridge, repairing Virgin River bridges and widening the Kabba Wash Bridge.

Bridge Design Manager David Benton said ADOT benefits from molding aspiring engineers to gain the knowledge and technical training to immediately contribute to serving customers' needs.

"Regardless of what field the EITs will join as their permanent positions, they gain important exposure to the various disciplines and develop relationships to work together, as we all interact with each other to solve problems and deliver services," he added.

EIT/Intern Program Manager Candee Samora said the two-year EIT program provides new engineers with hands-on experience and practical training. Many ADOT engineers got their start as an EIT and several have moved into leadership roles over the years.

Jason Satterly was the first landscape architect selected for ADOT's EIT program in 2012. After

completing the program in 2014, he was hired as a transportation engineering specialist. In 2018, he became the agency's second statewide landscape architect.

"I'm involved in almost every construction project in rural districts and help with everything landscape-related such as seeding, landscaping, irrigation, noxious weed control and erosion control," Satterly said.

He says the EIT program was very beneficial.

"Being able to see how ADOT brings construction projects from concepts to finished products is what I liked best about the EIT program. That understanding of how all the wheels in Infrastructure Delivery and Operations turn has been invaluable to me being able to do my job here at ADOT," he added.

Anthony Brozich, Valley West Field Office senior resident engineer, also was an EIT from 2012 to 2014 and he worked on the Loop 303 widening and the Loop 303/Interstate 10 interchange.

"This opportunity exposed me to various aspects of highway construction, inspection of post tension box girders, concrete cement paving and tracking and documenting contractor payments," he said.

Brozich now is working on the \$185 million design-build project covering a 13-mile stretch of the Loop 101.

ADOT is hiring six new EITs. More information is available on the [ADOT website](#).

This article is the second of two parts. Here is the link to the [May 2019 article](#). ■

~ Lori Baker, 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

7,331

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

New tool makes shoulder repair faster, safer for crews, more convenient for motorists

HAVING THE right tool for the right job is important not only for efficiency, but also for safety. When it came to shoulder repair, maintenance crews across ADOT were in need of a kaizen — a change for the better — that would meet both their efficiency and safety needs. They found it.

Highway shoulders degrade steadily over time, mostly from water runoff, and need to be repaired regularly. Making sure highway shoulders are properly maintained is a priority to ensure motorist safety.

Previously, repairing highway shoulders was a slow process. Using a dump truck to “end-dump,” crews would spread and impact milling to pack an area 8 to 12 feet wide and at least 2 inches deep.

When Southcentral District Highway Operations Superintendent Thomas Threlkeld discovered a proprietary machine called the Road Widener, he procured two of those machines, one for his district and one for the Northeast District. By having two Road Wideners, Southcentral Maintenance crews could ensure that even in the event of one machine breaking down, there would be another available to continue the work.

With this new tool, Threlkeld's crews went from repairing less than 1 mile of shoulder per day, to more than 5 miles — that's a 600% increase in production! Then one of the crew, David Lee from St. David, mentioned there were side-spreaders that could do a similar job sitting

unused in the Maintenance Yard. By attaching those side-spreaders with their own dirt screeds to additional trucks, crews now had more than just the two proprietary Road Wideners to use at their disposal.

Soon, Yuma Maintenance crews asked to borrow this new shoulder-repair tool. Then Payson Maintenance borrowed one to share with Flagstaff. This tool is now spreading to other Maintenance crews in other districts in the state.



Thomas Threlkeld, Southcentral District

This new tool makes shoulder repair faster and safer.

But the kaizen doesn't end there. Where crews used to follow the side-spreader to impact the milling, there's a new improvement. “We've added a roller to the skid steers to make the milling look nicer,” Threlkeld said.

Since implementing this new tool, the Level of Service scores for Arizona's highways have gone up, and traffic interference for shoulder-repair work has dropped dramatically. In 2018, maintenance crews repaired 362 miles of shoulders. ADOT has already repaired 315 miles of shoulders in 2019, and it's not even halfway through the year yet.

“This kaizen is one of those things that makes employees think of more efficient and safer ways to do our jobs,” Threlkeld said. “This new tool has spurred creative thinking, and teammates are starting to come up with more ideas and get excited and really want to go out and do more.” View a [video](#) about the new shoulder repair process. ■

~ Dani Weber, Senior Communications Specialist



AMS SPOTLIGHT BY DIRECTOR JOHN HALIKOWSKI

Under this new feature in The Inside Lane called AMS Spotlight, I will be recognizing employee efforts in embracing the principles behind the Arizona Management System.

At a Tucson Motor Vehicle Division Field Office training exercise, customer service representatives were asked to go on a muda walk in their own office and look for any muda (wastes). Their observations were, “We thought we had kaizened everything possible, but now we know so much more. We found a ton of waste we can eliminate.”

Congratulations to the Tucson Regional MVD CSRs for embracing AMS and letting me share their success!

If you have an AMS moment or breakthrough to share, please send the information to InsideLane@azdot.gov and provide a photo.



SECURE YOUR LOAD

FREQUENTLY USE this monthly column to discuss ways we can all be safer behind the wheel, but today I want to focus on something you should do before you even get in the driver's seat — secure your load.

We've all seen those vehicles on the highway — the ones that are overloaded and almost overflowing with things. It could be mattresses or heavy equipment or even personal items being moved across town. Whatever it is, if it's not secured it poses a real danger to everyone on the road.

Across the country, about 51,000 debris-related crashes occur each year, resulting in 10,000 injuries. In Arizona alone, there were more than 800 debris related crashes in 2017, resulting in one fatality.

Items that end up on the road don't just put motorists at risk. Law enforcement officers and ADOT employees are put in the dangerous position of having to clear the road of the debris.

You can easily contribute to a safer commute for everyone if you secure your load. Tie-downs, netting, bungee cords, ropes, straps and tarps all can keep your belongings in your vehicle and off the road, making travel safer for everyone.



Dallas Hammit



Here are some good tips from [Don't Trash Arizona](#):

- Large or heavy items should be firmly secured with solid straps, rope, bungee cords, or netting. Tie large items directly to your vehicle. Tied down materials must be able to withstand wind up to 70 miles per hour on the highway. At that speed, the wind is providing about a 20-pound-per-square-foot push, which can dislodge those loads and push them off your vehicle. Do not use restraints if they are frayed, cut, or damaged.
- For loose, lighter items such as tree clippings, a sturdy plastic or canvas tarp or netting can be used to keep items in place. Tie the tarp securely or it might become road debris as well.
- Put lighter weight things at the bottom of the load and make sure they are secure. Evenly distribute the load to prevent it from sliding.
- Keep materials level with the truck bed or trailer unless tied down, netted or under a tarp.
- Double-check your load to make sure it is secure at the back, on the sides and on top. Remember that loads can move and settle during a journey, allowing restraints to loosen. If possible, recheck restraints shortly after beginning your trip.
- Ensure both the vehicle and trailer are in good mechanical condition and roadworthy. Check that your vehicle is rated to tow the load. Remember that your load will make your vehicle less maneuverable and it will take longer to stop.
- Ask yourself — Is there any chance of debris falling or blowing out of my vehicle? Would I feel safe if I were driving behind my vehicle? What would happen to my load if I had to brake suddenly or if I hit a bump?

Another thing to remember is that if you see road debris in a travel lane, treat it like the danger it is — **call 911**.

Posting a photo to social media can't guarantee a timely response, even if you tag ADOT and DPS. Calling 911 helps to ensure the dangerous items will quickly and safely be removed. ■

~ Dallas Hammit, Deputy Director for Transportation

WINNER

WINNER!



WE RECEIVED many creative entries in response to last month's caption contest, but there could only be one winner. Congratulations to Eileen Fregozo, Administrative Assistant 3 with the Infrastructure Delivery and Operations Southwest District, who submitted the winning caption! Assistant Communications Manager for Internal Communications Kathy Boyle presented Eileen with a special gift bag, including a copy of Arizona's Best Recipes book by Arizona Highways magazine. ■



Kathy Boyle, ADOT Communications

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