

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

JULY 2019

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Special 45th
anniversary coverage

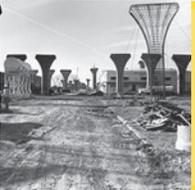
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45

YEARS

“Congratulations to everyone at ADOT on your 45th anniversary and here’s to many more years of continued success.”

— Governor Doug Ducey



◀ How well do you know ADOT? Trivia contest
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ADOT

D-backs lose — ADOT wins BIG!

I T CAN BE tough being a fan of Arizona's professional sports teams. The Suns have broken our hearts over the years, the D-backs' win-lose-win-lose-lose-lose cycle is draining, the Coyotes can't decide if they are staying in Arizona, and the Cardinals always seem to be seeking their "zone." Well, there's always the Rattlers and the Mercury — they seem to know how to win, consistently.

Here's the point: "Winning" and "success" are long-term goals. As many of you have heard from me, "Hope is not a strategy." What does "winning" look like within ADOT, and how can we foster long-term success?

Discussions like these help me to better understand how we're a big, diverse agency full of professionals, all with our individual ideas and perspective. It's for that reason that I am so impressed when we demonstrate that we can work together and move quickly to enact change, embrace a collective mission and strive as a team to make each day better. That has become part of who we are. It's what we do as part of our commitment to public service.

I've just received the latest Employee Engagement Survey results. Once again we advanced, moving from 3.1 last year to 3.4 this year. It's not the numbers that are important. It's the progress we have made together — as a team — to make ADOT a better place to work, a place where you are valued, a place you can do well and make a difference. Progress like that does not happen by accident.

We have embraced AMS and enacted improvements across the agency that help us do better. It has been an intentional mission, and it hasn't always been easy. Like many of you, it's hard for me. I don't always want to change or follow the AMS way of examining processes or solving problems — but I do it because I know it is the right way, the best thing, for ADOT. Change is hard. But the payoff is rewarding.

We have worked hard and we have so much potential ahead of us. Be excited about the future of ADOT. Your energy makes ADOT better for tomorrow. We talk about "making transportation personal," but you are the people behind successful transportation solutions for Arizona. Increasingly, we are looked to as a national model for so many of our innovations.

I hope you'll join me in celebrating our successes. Yes, we have work ahead, but we have a clear focus on our future and how we will get there. Arizona's pro teams may have uneven success, but at ADOT, we are "all in" and show what "winning" looks like every day.

Sincerely,




John Halikowski
Director

The INSIDE LANE

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45 years and counting ...

Where were you in July 1974? I was making my way through high school in Thermopolis, Wyoming, and contemplating where I was going to go to college.

July 1974 signifies the beginning of the Arizona Department of Transportation from the Arizona Highway Department. By adding aeronautics to our mission that year, ADOT began its journey as a multimodal transportation agency. Congratulations ADOT — we are now 45 years young!

ADOT Communications believes this important milestone is worth celebrating. With this and subsequent issues of The Inside Lane, we'll be writing about

the milestones achieved and giving us all a chance to walk down memory lane to remember what issues we tackled, who was in leadership and what our transportation system looked like back then. We'll hear from you about your memories while working here and test your knowledge of ADOT's history, while still keeping you in-the-know of what's happening today at ADOT. Thank you for reading The Inside Lane. Enjoy the journey down memory lane.

~ Kathy Boyle, Assistant Communications Director for Internal Communications



ADOT is born

ON JULY 1, 1974, the Arizona Highway Department officially became the Arizona Department of Transportation ... but the real shift for employees involved much more than just a name change.

The big reorganization brought with it many new responsibilities for the department, including the addition of several new divisions.

Before 1974, the Highway Department was centered on, well, mostly highways. But when ADOT was born, the focus broadened to six divisions — Aeronautics, Highways, Administrative Services, Transportation Planning, Public Transit and Motor Vehicles.

Arizona Highway Department Director **Justin Herman** wrote about the change in a message to employees that appeared in the June 1973 issue of *Drumbeats*, the department's employee newsletter of the day. Right after Arizona Governor **Jack Williams** signed the reorganization into law, Herman told workers that the transition would be smooth and efficient.

"We will be heading in a new and challenging direction. Some employees will still be dealing strictly with highway matters. Others will be involved in a broader look at transportation."

"The present legislation is probably only a beginning, a foundation on which new responsibilities will be added as time goes on. It can be expected that highways in Arizona will undoubtedly continue to be the dominant mode of travel, but the state for the first time will have an agency authorized to take a serious look at all transportation modes."

1974



- Bill Ordway was ADOT's first director and served until 1985.

- Arizona's population was 1.7 million people.
- State Route 260 was completed from Payson to Show Low.

- ADOT's operating and construction budgets totaled \$160 million.
- Besides ADOT, two other departments were formed by the Arizona Legislature — Revenue and Health.



- The new engineering building was completed and dedicated by Governor Jack Williams.

45

"Public safety and infrastructure go hand in hand when Arizonans hit the road. As our transportation system evolves to meet new challenges and emerging technologies, I appreciate ADOT employees for their innovation and dedication to keeping Arizonans safe. ADOT is an Arizona Management System leader in putting customers first, streamlining MVD processes and looking for opportunities to continuously improve. Congratulations to everyone at ADOT on your 45th anniversary and here's to many more years of continued success."



— Governor Doug Ducey



This photo appeared in the July 1975 issue of *Newsbeat*, ADOT's employee newsletter at the time. It shows off ADOT's new signage as it was being installed onto the administration building in Phoenix (the letters spelling "Arizona Highway Department" had just come down). In that same issue, ADOT's very first director, **Bill Ordway**, shared a message with employees. Ordway, who had served as the Highway Department's deputy director from 1968 to 1974 and as acting director after **Justin Herman** retired in January 1974, was appointed ADOT director on July 1, 1974, by Governor **Jack Williams**. In his *Newsbeat* message, Ordway reflected on the agency's transition, noting the cooperation that was exhibited during the transition and expressed his appreciation to employees. "It's my belief we have made a fine beginning, thanks to all this good support ... and I look forward to achieving many of our goals and objectives as a DOT in the days ahead," Ordway wrote.

"We have every confidence that, with each employee's help, we can launch the new DOT successfully and ensure for Arizona a top-notch Department of Transportation such as the Highway Department now is, enriched by the high tradition of public service for which our organization has always been known."

While the reorganization was certainly an adjustment, it wasn't the only thing that employees were working on at the

time. During the transition, Arizona Highway Department/ DOT employees accomplished a lot and continued to grow the state's transportation system. On top of everything, there was an energy crisis going on that led to real uncertainties surrounding federal funding and state-generated revenues.

Continued on page 4

Continued from page 3

Here are some of the projects and major accomplishments from 1973-1975:

- In the 1973-74 Fiscal Year alone, a total of 147.7 miles of state highway were completed and opened to traffic. More than half of this was on the interstate system, which at the time was only 88% complete.
- Interstate 15 was officially opened by the governors of Arizona and Utah.
- Crews added new southbound roadway and overlaid northbound lanes for 14 miles on Interstate 17 south of Flagstaff.
- Workers reconstructed 21 miles of Interstate 10 in Pima and Cochise Counties and completed the four-mile I-10 bypass of Benson.
- 4.4 miles of the I-10 “Brenda Cutoff” roadbed toward Phoenix eastward from Tonopah was built.
- Crews worked on various Interstate 40 projects west of Flagstaff.



- The agency worked toward adding two lanes of divided highway on I-17 through Copper Canyon, south of Camp Verde.
- Crews continued the Superstition Freeway from Price Road to Dobson Road in the East Valley and worked on construction of I-10 west of Phoenix.

It’s safe to say that the switch from a Highway Department to a DOT was a major milestone in Arizona’s transportation history. But it’s the employees who did the work and built the state’s transportation system who are the real superstars. Some current ADOT employees were working here back in 1974 when the changeover occurred. In the coming months, we’ll talk with them and share their stories, along with other employee memories. The Inside Lane will also focus on historical topics throughout the year. For more information, or to share your own ADOT memory, visit ADOTNet.
 ~Angela DeWelles, Senior Communications Specialist

How well do you know ADOT?

Test your historic knowledge about the Arizona Department of Transportation by answering these questions.

- Which character is not an ADOT mascot?**
 - Highway Hawk
 - Safety Sam
 - Freeway Fred
 - Highway Hound
- Who was the first ADOT director?**
 - Mary Peters
 - Bill Ordway
 - Charles Miller
 - Chuck Cowen
- Which rest area features the sundial memorial to fallen ADOT employees?**
 - Sacaton
 - Painted Cliffs
 - Sunset Point
 - Meteor Crater
- What year did ADOT complete the section of the US 60 Superstition Freeway from Gilbert Road to Val Vista Drive in Mesa?**
 - 1992
 - 1976
 - 1983
 - 2001
- Which cartoonist drew a special cartoon for ADOT in celebration of National Transportation Week in 1979?**
 - Steve Benson
 - Bil Keane
 - Tony Bustos
 - Robert McCall
- What highway feature is known as The Stack?**
 - Loop 101 interchange with Interstate 17
 - Loop 303 interchange with Interstate 10
 - Interstate 10 interchange with Interstate 17
 - State Route 51 interchange with Interstate 10
- Under Governor Rose Mofford’s leadership, what year did ADOT’s Adopt a Highway program start?**
 - 1991
 - 1980
 - 2000
 - 1988

Please submit your answers to InsideLane@azdot.gov by July 19. Yes, there will be a prize! We’ll announce the winner in the next issue of The Inside Lane. Good luck!

1975



- The new MVD building was completed.
- The longest state highway sign structure was installed over the Superstition Freeway in Tempe, just east of the Interstate 10 interchange.

1978

- I-17 was completed to Flagstaff.
- Major portions of Interstates 8, 10, 17 and 19 were completed.

1979



- A Family Circus cartoon was created for ADOT to celebrate National Transportation Week.



- ADOT marked its fifth anniversary with 4,000 employees and the 1,170-mile interstate system was 95% completed.



ADOT'S AERONAUTICS GROUP SERVES ARIZONA'S AIRPORTS

IT'S BEEN LITTLE more than a century since the Wright brothers flew the first flying machine just outside of Kitty Hawk, North Carolina, and modern air travel is almost unrecognizable from its humble roots. Today, the Aeronautics Group handles the business end of airport development in Arizona.

"The Aeronautics Department was set up in statutes in 1963," former Aeronautics Group Manager Michael Klein said. "From 1963 to 1965, the Grand Canyon Airport was designed, built and open for business. Then the governor decided we needed a joint transportation agency."

From that time until 1974, the Aeronautics Department acted in the capacity of Arizona's aviation agency, Klein explained, and was solely responsible for air travel in Arizona. In July 1974, the governor merged the Aeronautics Department and the Arizona Highway Department — together making the Arizona Department of Transportation. From

then until the early 2000s, the Aeronautics Division, as it was known then, took care of aircraft registrations and oversaw operations at the Grand Canyon National Park Airport.

The Aeronautics Division functioned mostly autonomously. Anything having to do with aviation went through that division. Then in the early 2000s, the Aeronautics Division was reorganized within ADOT: the aircraft registration unit was sent to the Motor Vehicle Division, the airport development group was sent to the Multimodal Planning Division and the Grand Canyon National State Park Airport was organized under the Administrative Services Division.

Klein, who spent 11 years as an airport development consultant and 18 years managing four commercial service airports before coming to ADOT, still remembers his time with the Aeronautics Division. "My time there was one of my most enjoyable and productive years. My

time with ADOT gave me the greatest amount of satisfaction and enjoyment."

Nowadays, the Aeronautics Group is dedicated to dispersing grant funding to eligible capital improvement projects at qualifying airports. There are 67 airports in their system and \$20 million to allocate each year. That funding is usually divided four different ways:

- Matching FAA grants for runways, taxiways, aprons etc. (90% FAA / 5% ADOT / 5% airport)
- Funding airport improvement projects directly (90% ADOT / 10% airport)
- Funding pavement maintenance (90% ADOT / 10% airport)

- Conducting planning studies, including economic impact studies of airports

According to the last Economic Impact Study (2013), aviation generates \$58 billion to the state annually. Nearly 17% of all Arizona jobs are related to the aviation industry — that's about 410,000 jobs generated, with an annual payroll of \$21.1 billion. Keeping Arizona's airports in good working order is critical to supporting one of Arizona's most important economic assets.

The Aeronautics Group continues today to work with Arizona's airports to make sure they remain functional to their customers. Air travel is a vital part of Arizona's economy, and ADOT is an important piece that helps the system work. ■

~ Dani Weber, Senior Communications Specialist



ADOT Communications

1980



• Arizona road map's updates took four months to complete by Cartographer Vern Booth.



• Research Engineer John Hauskins studied mixtures of gasoline and alcohol.



• ADOT workers rode buses and trains to work when a flood crisis closed I-10.

1983



• US 60 Superstition Freeway was finished from Gilbert Road to Val Vista Drive.

• Work began on Papago Freeway segment of Interstate 10 with the central Phoenix portion placed underground.

Driving Safety Home
2019

In 1976, ADOT added new messaging on freeway signs that referred motorists to radio stations during Dust Storm Alerts.



In 1973, the Arizona Highway Department launched a dust storm warning system on Interstates 8 and 10 near Casa Grande. In this photo, DPS Patrolman Gary Josephson discusses the system with Fetta Brown, one of the dispatch personnel who was responsible for activating the system when dust storms hit the area.



ADOT Communications

AGENCY HAS LONG HISTORY OF DUST STORM SAFETY EFFORTS

OVER THE decades, technology sure has changed, but the weather-related issues facing Arizona drivers haven't.

Back in 1973, the Arizona Highway Department launched a dust warning system that included 40 changeable message signs along 81 miles of Interstates 8 and 10 near Casa Grande. The signs were designed to display two different messages warning drivers of wind or dust. According to agency bulletins from that time, the messages were changed by DPS dispatchers in Phoenix using radio signals. Later, in 1976, ADOT modified the signs to refer motorists to specific AM radio stations for current advisories.

Today, we're working on a dust detection and warning system on I-10 near the community of Picacho that will alert drivers to dangerous conditions. It is a little more advanced than what we had in the 1970s but the goal of our efforts remains the same — we want motorists to be aware of the situation ahead so they can make good decisions.

The new system will combine a number of technologies that you can read about on [the project's webpage](#). But no matter what type of warning system is in place, all drivers need to



Dallas Hammit

know that the most important thing they can do is to not drive into a dust storm. Visibility can very quickly drop to zero, putting everyone in a dangerous situation.

If you do encounter a dust storm and you don't have time to exit the highway, remember these tips:

- Immediately check traffic around your vehicle (front, back and to the side) and begin slowing down.
- Do not wait until poor visibility makes it difficult to safely pull off the roadway — do it as soon as possible. Completely exit the highway if you can.
- Do not stop in a travel lane or in the emergency lane. Look for a safe place to pull completely off the paved portion of the roadway.
- Turn off all vehicle lights, including your emergency flashers. You do not want other vehicles approaching from behind to use your lights as a guide, possibly crashing into your parked vehicle.
- Set your emergency brake and take your foot off the brake.
- Stay in the vehicle with your seatbelts buckled and wait for the storm to pass.

Find more information online at pullasidestayalive.org and focusondriving.com/dust-storms.

~ Dallas Hammit, Deputy Director for Transportation

BRUCE BAKER

Grand Canyon National Park Airport Firefighter
Administrative Services Division

ADOT MEMORIES

How long have you worked for ADOT?

15 years

What is your favorite ADOT memory and why?

When my friend Alex and I were working on the side of the runway and he stepped into a gopher hole when getting out of our work truck. He still had a cup of coffee in his hand and in a great show of acrobatic skill that could never be recreated, he emptied the coffee over his head. Man-o-man, that was funny! I was laughing so hard and that got him laughing; we were both in tears.



How has your job changed?

I now look for gopher holes when I get out of the truck.

How has the transportation industry evolved?

Faster and more complicated.

What do you like most about working for ADOT?

The people.

~ Lori Baker, Senior Communications Specialist

LOOK BACK



Take a look back at the stories of ADOT employees over the past four decades and how they worked to keep Arizona moving safely and efficiently. Check out the collection from our archives on [ADOTNet](#).

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.



MICHAEL COCKRUM

Grand Canyon National Park Airport Operations Manager
Administrative Services Division

ADOT MEMORIES

How long have you worked for ADOT?

18 years

What is your favorite ADOT memory and why?

The introduction of the Arizona Management System (AMS), kaizens and standards of work. AMS allows employees to make changes and set standards for their work areas. It lets them become involved and it gives them a sense of accomplishment and change for the better. This is the most positive step forward that I have seen in my 18 years with ADOT.

What positions have you held?

I was originally hired as an airport field technician in 2001. I was then promoted to operations supervisor around 2006-2007. In 2014, I was promoted to airport operations manager. I back up the airport manager when he is out of town or if the airport does not have an airport manager.



ADOT Communications

This photo of the Air Force One was taken in 2009 when Michael Cockrum (below) was operations supervisor at the time. He helped coordinate President Barack Obama's visit to the Grand Canyon National Park Airport.



How has your job changed?

I am able to assist and help my team to accomplish our goals and objectives safely and quickly. I also receive assistance from other divisions and upper management. This helps us to accomplish those tasks that previously we had difficulties doing.

How has the transportation industry evolved?

Becoming One ADOT makes it easier to work across multiple divisions and agencies to accomplish goals and objectives. The industry also has been making travel safer.

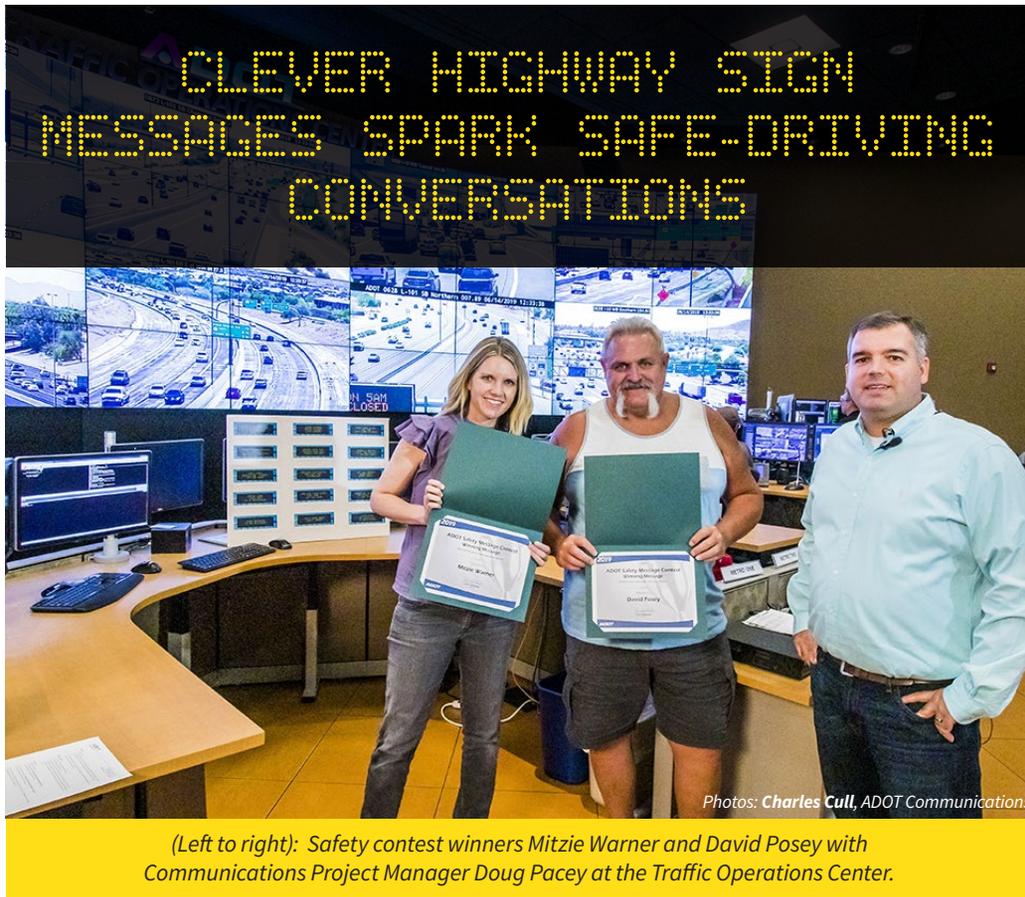
What do you like most about working for ADOT?

The people I get to meet and work with – including employees, visitors, tenants and customers – and satisfaction in my day-to-day job.

~ Lori Baker, Senior Communications Specialist



Contest winner David Posey enters his safety message into the system.



(Left to right): Safety contest winners Mitzie Warner and David Posey with Communications Project Manager Doug Pacey at the Traffic Operations Center.



Contest winner Mitzie Warner types in her safety message.

WHEN PEOPLE hear that you work for ADOT, oftentimes they'll ask if you know who writes those funny highway sign messages.

Their curiosity shows that the witty slogans lighting up Arizona's 250 overhead message boards are doing their job — starting conversations about safe driving.

There isn't just one person writing every message; it's a collaborative effort, said Communications Project Manager **Doug Pacey**, who oversees ADOT's safety programs.

"Most of the messages come from ADOT Communications, but we work with other departments inside ADOT, other state agencies, traffic safety stakeholders and organizations on safety messaging," he added.

The public is eager to offer their creative suggestions, too. During the past three years, ADOT's Safety Message Contest drew about 12,000 entries from the public.

This year's two contest winners brought their families to the Traffic Operations Center on June 14 where they typed their messages into the system and saw them displayed on the boards visible on the TOC's wall screens.

Chandler resident Mitzie Warner's message is, "Drive like the person your dog thinks you are."

"I wanted to come up with something that most drivers could relate to. Even on your worst day, your dogs are there for you. I wanted people to step back and think of how they are driving," she said.

San Tan Valley resident David Posey wrote "Drink & Drive? Meet police & see new bars."

"The purpose of my message is to make sure everybody gets home safely," Posey added.

ADOT's first quirky safety message was posted the day before Thanksgiving 2015, reminding travelers that drinking and driving go together like peas and guac. The reference comes from a New York Times-published recipe using peas in guacamole, which inspired a passionate debate on social

media. ADOT used this unusual message to get people talking about drinking and driving. It generated such a buzz that ADOT decided to start posting other crafty messages to prompt conversations in person and on social media about safe driving.

ADOT's safety messages — referencing pop culture, holidays and local events — have earned ADOT a nationwide reputation for sharing topical messages on highway signs. By also sharing the safety messages on social media, ADOT has a much larger audience than just people driving on Arizona highways, Pacey said.

"We want to make a connection between people's interests, whether it's a U2 concert, Star Wars or the MLB playoffs, and safe driving. We hope these unconventional safety messages prompt conversations among drivers, both in person and via social media, and change driver behavior because speeding, reckless driving and impairment are among the leading factors in fatal crashes," he added.

While witty messages grab attention, messages that take top priority on overhead boards are weather advisories, crash warnings, wrong-way driver warnings, travel times, Amber Alerts, Blue Alerts and Silver Alerts.

View a video about ADOT's 2019 safety message winners [here](#).

~Lori Baker, Senior Communications Specialist

Training on new MAX system underway

BY NOW you've probably heard about all the activity at MVD relating to replacing their 35-plus-year-old legacy systems. The new system — MAX — is scheduled to launch Oct. 7. The training for MAX system users began in June and is already receiving rave reviews. Over the past few years, an experienced User Readiness team has been developing a comprehensive training curriculum that is adaptable, accessible and effective.



Even though MAX training officially began in June, MVD team members have been receiving doses of training for some time. Regular communications, videos, an online MAX glossary, supplemental activities and various MAX early releases have allowed users access to some MAX functionality to provide a baseline understanding of the new system.

There are three primary groups participating in MAX training between mid-June and late September. This is how each group will be trained:

MVD FIELD CSRS	OTHER MVD TEAM MEMBERS	AUTHORIZED THIRD PARTY PROVIDERS
<p>Each MVD office will close for one week so office staff can participate as a team in focused, hands-on classroom training.</p> <p>The goal is to learn the logic of how MAX works and practice the work they do most often. It also includes practice in finding answers quickly when a customer may be waiting.</p>	<p>MVD teams impacted by the changeover to MAX will attend four to 40 hours of MAX classroom training specific to the work they do.</p> <p>Their training is first so each team has time to evaluate and adjust business processes impacted by the new system.</p>	<p>Third party providers and their authorized processors are also impacted by these system changes.</p> <p>A qualified vendor was selected and trained on MAX, and that vendor will train ATP employees based on materials developed for MVD CSR training.</p>

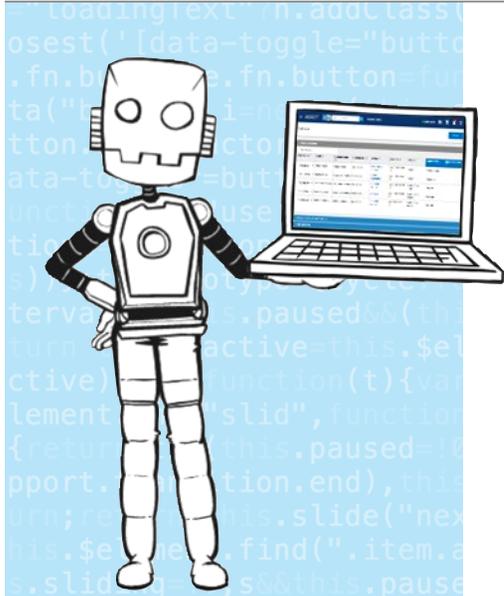
To prevent loss of learning after training, participants will continue to practice what they've learned. Customer service representatives will complete at least two services three times per week to stay current and develop MAX fluency from the time they are trained until MAX goes live. A special MAX "sandbox" environment was built for this extra practice.

There are also plenty of resources for new MAX users to get quick help when they have questions:

- **MAX User Reference:** comprehensive step-by-step instructions available at the click of a button
- **MAX User Assistance:** pop-up help integrated into MAX that provides users responsive information on the exact service(s) they are performing.
- **MAX Advocates:** a group of 50 MVD employees throughout the state, who will serve as MAX champions and experts, giving team members an on-site point of contact for MAX questions.

MVD and project team leaders have placed a strong emphasis on a comprehensive training program that will help MVD remain an industry leader in getting customers out of line and safely on the road. ■

~ Sandy Dolson, User Readiness Lead — MvM Project



MVD Office Training Schedule

MVD OFFICES are closing for week-long staff training on a rolling schedule. The Mobile MVD, a traveling MVD office, will be at some offices as noted:

July 22-26: Yuma, Mobile MVD services. Parker office also will be closed.

July 29-Aug. 2: Chandler, Tucson North, Surprise and Kingman offices will be closed.

For a list of Mobile MVD services, please go to azdot.gov/MobileMVD and you can view photos of the [Mobile MVD](#) on Flickr.

CULTURE OF CONSERVATION:

Grand Canyon National Park Airport finds leaks, fixes them



(Left to right) Dayna Woodruff, Bruce Baker, Craig Talatzko, Director John Halikowski, Daniel Scheller, Xavier Hadley, Robert Youngblood, Dave Strohte and Sonya Herrera.



Dani Weber, ADOT Communications

AS ANY HOME renovator can tell you, it's often the problems you don't see that can end up costing you the most. Small, undetected leaks, a running toilet, a dripping outdoor faucet. All that water waste, however incremental, adds up over time. In northern Arizona, the Grand Canyon National Park Airport maintains vacant properties, and paying attention to the details helps them prevent wasting water.

Though the properties are vacant, ADOT is still responsible for keeping them up. Once a month, the Operations team visits the properties to do regular maintenance and check the water meters. Those meter readings are turned into Airport Finance Specialist **Dayna Woodruff** for billing. By comparing the monthly numbers, she can easily tell when something has changed — if the numbers change, it means more water is being used and there might be a leak that needs repairing.

"A lot of the times, it may just be a janitor who is cleaning the vacant building or facility or possibly a contractor doing work on that unit and is using water," said Airport Operations Manager **Michael Cockrum**. "If no one has been in the vacant facility, it usually ends up being a leaky toilet or a pipe that may have frozen and burst or cracked."

Especially during the winter months, pipes are susceptible to cracking from freezing temperatures. A bad flapper or valve on a toilet can leak out around a half gallon per minute — that's up to 720 gallons a day, and 21,600 gallons per month if it's left unattended or undiscovered. A dripping hose connector on the outside of the building can average a gallon a minute drip leak, which if left unfixed

can average out around 1,440 gallons of water a day, or 43,200 gallons of water a month.

By keeping a close eye on the meter readings and water consumption, Cockrum and his team have fixed leaking and running toilets and faucets, as well as exterior hose bibs, and they've also secured water shutoffs and submitted facility work orders when necessary. They work diligently to shut off water to vacated properties to help minimize the possibility of leaks and running toilets.

Small actions add up, and thanks to the Airport Operations team at the airport, the agency is able to save thousands of gallons of water from being needlessly wasted — not to mention thousands of dollars in water bills. For their efforts, the team was selected as the third place winner for the Culture of Conservation Contest, held in March.

"As water is such a precious commodity in this (Tusayan) area, not only for the visitors and guests but also for the residents and wildlife," Cockrum said, "it is important that we monitor and conserve this resource to the best of our ability."

"I was very proud to report on your success to Governor Doug Ducey at his quarterly cabinet meeting back in April," ADOT Director **John Halikowski** said during a ceremony to award the team with Director Pins. "The work you're doing is certainly appreciated." ■

~ Dani Weber, Senior Communications Specialist



Photos: **Lori Baker**, ADOT Communications

(Left to right) South Mountain Motor Vehicle Division Supervisor **Juan Macias**, Fuel Tax Refunds Supervisor **Helene Sparaga** and Professional Development Manager **Jenni Hesselbein** discuss leadership techniques as part of the #ADOTLeads program.

#ADOTLeads Leading Others Supervisor Series launches

The new #ADOTLeads development series is underway with about 48 frontline supervisors in two cohorts. Participants are matched with peer advocates, complete classroom or online training as well as on-the-job learning tasks and engage in social-learning activities. Supervisors interested in participating in the upcoming Leading Others New/Frontline Supervisor Series cohort should contact **Jenni Hesselbein** at JHesselbein@azdot.gov. Read a previous article from The Inside Lane about #ADOTLeads on ADOTNet. ■

~ **Lori Baker**, Senior Communications Specialist



Geospatial Analyst **Robert Bush** shares presentation tips.



Partnering Facilitator **Julia Voight** (right) brainstorms with BECO's **Gabriel Demarbiex** and **Oscar Alba**.

WINNER

WINNER!

eyethink

WE HAD A fantastic response to last month's ADOT EyeThink contest with 90 entries, but there can only be one winner. Congratulations to **Leon Page**, Highway Operations Worker Unit 6532 (Northcentral District Sign and Striping), Transportation Systems Management and Operations. His name was selected from a random draw of entries. He received a special gift bag from Internal Communications Manager **Kathy Boyle**, including Arizona Highways magazines, The Inside Lane stress ball and other great gifts. ■



Answers:

1. Cat added on bottom
2. Smile added on bottom
3. Glasses added on bottom
4. Bird versus canary on paper bin
5. Beige paper quantity changed



Lori Baker, ADOT Communications

SAFETY CALENDAR CONTEST

THE CALENDAR contest is open to pre-K through 6th grade children who are related to ADOT employees. The calendar features the artwork of employee's children and it shows the best safety practices that ADOT supports in the community. Instructions and an entry form are available on ADOTNet.

2020
ADOT
Safety
Calendar
Contest



Open to children related to ADOT employees pre-K to 6th grade

Submit Entries
 May 1 - July 26, 2019

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

7,959

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

Teec Nos Pos Maintenance Yard internet upgrade

WHILE THE DAYS of the familiar dial-up connection tone seem like a distant memory to many, access to high-speed internet isn't always universal, especially in more remote locations. After frequent interruptions in service and the constant need to reboot network equipment, the Teec Nos Pos Maintenance Yard found a much-needed fix to their connection problems.

Teec Nos Pos, located in the northeast corner of the state, five miles from New Mexico in one direction and five miles from Colorado in another, is one of ADOT's most far-flung locations. Due to its remoteness, getting a reliable and economical internet connection has been a challenge. Satellite services do not work within a secure network, as they might in Phoenix, due to the inherent latency.

ADOT employees would continually have to reset the router for their connection to do everyday tasks. Reports from Fuel Services would pause midupload and corrupt data being sent to Equipment Services in Phoenix — an error that would require physically driving the reports to Phoenix, a 730-mile round-trip, at least seven times a year. Not to mention the numerous daily dropped connections that would require rebooting routers and DSL modems before work could continue.

The issue had been escalated through tiered huddles, and Assistant District Engineer for the Northwest District **Ed Wilson** reached out to the northern Information Technology Group (ITG) for a solution. ITG had exhausted almost every avenue looking for a viable solution for ADOT customers in Teec Nos Pos. Finally, PC/LAN

Technician **Jeff Szabo** suggested trying a solution that boosts cellular signals in the area.

Using Arizona Management System practices, ITG Operations Manager **Bill Pallas** brought together several teams to develop this new idea. ITG's Telecommunications, Network, Infrastructure Protection and PC/LAN teams worked together to deploy the Cradlepoint solution. It was the safest, most effective option, and since its installation, the internet connection in Teec Nos Pos has been steady.

"There's no more trouble needing to reboot routers," said Wilson, who helped implement the solution. "Fuel Services sent test files to make sure it worked, and there haven't been any problems since."

The Cradlepoint internet connection provides a usable stable service to the maintenance yard. The solution has also been deployed to a Mobile MVD project that is currently in the testing phase. The next planned deployment of the solution is the nearby Teec Nos Pos Port of Entry and MVD. The solution has saved hundreds of hours driving for Fuel Management and ITG and many hours of waiting for Maintenance.

The biggest difference is in the daily hassles, Wilson said. "We don't have to spend so much time rebooting and waiting. Our connection is four times faster now."

Business moves at the speed of information, and thanks to Continuous Improvement and Cradlepoint, business at Teec Nos Pos is now moving much faster. ■

~ Dani Weber, Senior Communications Specialist



AMS SPOTLIGHT BY DIRECTOR JOHN HALIKOWSKI

When our Transportation Systems Management and Operations team at the Deck Park Tunnel learned the ballasts for the 3,246 light fixtures would no longer be available, the team had to find a new solution. The team had been meeting with a contract vendor to review a retrofit kit solution for the tunnel lighting.

The team expedited the process to pilot an LED retrofit option with 20 fixtures and began measuring whether the LED retrofit kit was a better solution, including standardizing the retrofit kit so there would be no surprises during future installations.

So far, the results are promising. The team is reporting a 25% increase in the lumen level of the LED fixtures compared to the current high pressure sodium lighting. The installation of another 100 LED fixtures/retrofit kits is being planned. It is expected the LED lighting could produce energy savings of 40 to 50% and cost savings on repair and maintenance.

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