

# The INSIDE

# LANE

A newsletter for employees of the Arizona Department of Transportation

SEPTEMBER 2019

VOLUME 4, ISSUE 2



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**ADOT**

**I'M MIKE CRYDERMAN**, MVD Customer Operations Administrator. If you want my resume, I'll send you a copy, but here are the Cliff's Notes. I like the road less traveled, preferably dirt. I prefer mountains over beaches, Star Wars over Star Trek, thin crust over thick, and my Captain Crunch better have Crunch Berries. I think PB&J is underrated and chocolate desserts are overrated. I have a framed B.S. diploma in a box in my garage and a picture of Darth Vader over my desk.

Imagine you and yours made it onto Family Feud. You're asked "Name a place you have to wait in a long line." Go ahead and say it. It's really OK. Everyone makes the joke. My first week on the job, I went to the movies and met an MVD sloth named "Flash." Thanks, Disney. There are thousands of MVD jokes where that came from. The challenge three years ago was that we needed to resemble those punch lines a whole lot less.

So what happened at MVD? The first thing you need to know is that it is still happening. We didn't win, and there is no finish line. We're still at it. Have we improved? Absolutely! Are there still challenges? Yep! Welcome to life's journey, MVD style.

Starting out, we struggled with being open about what our challenges were, not to mention not having the tools, processes and discipline to solve those challenges. We really couldn't even tell you what we were even trying to accomplish. I would visit offices, and employees would tell me they were doing great. But their faces and the long queue said something very different. We were too worried about what

people wanted to hear, which was keeping us from being honest with ourselves about our problems. "Does this line make me look sloth-ish?" Yep. Problems are golden opportunities, and we needed to get comfortable talking about them. This is easier said than done. For me, I have to resist making the face when the news is painful. For the messenger, it takes bravery and trust (don't make the face, Mike).

Fast-forward to my Problem-Solving Register today, and you'll find about 30 pages of escalated problems. Some are solved, and some still need some love. Combine this with the business reviews, huddle boards and thousands of kaizens, and you start to see what dedicated people using the Arizona Management System can accomplish. This is the real story. The wins are the proof that it works.

We cut 1.3 million customer hours of waiting annually. We serve more customers with fewer people than when we started. Every major performance metric has improved. However, the real story, the real win, is the change in culture and confidence. Without that win, none of the rest is likely possible, at least not at the rate and magnitude that team MVD delivered. It all starts with having honest conversations about what's really going on. ■



**Mike Cryderman**  
MVD Customer Operations  
Administrator

## The INSIDE LANE

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THE INSIDE LANE IS PUBLISHED MONTHLY FOR THE EMPLOYEES OF THE ARIZONA DEPARTMENT OF TRANSPORTATION BY ADOT COMMUNICATIONS.

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A WEB VERSION OF THIS NEWSLETTER CAN BE FOUND ON ADOTNET OR AT [AZDOT.GOV/INSIDELANE](http://AZDOT.GOV/INSIDELANE).

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### Share your memories

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 on ADOTNET](#), and tell us all about your time with ADOT.

*This photo, taken by Tucson North MVD Lead Myriam Neuts, shows Scottsdale MVD team members wearing masks in honor of Hero MAX, the mascot for MVD's new*

*MAX computer system. MVD employees statewide are being trained on the new system on a rolling schedule.*

*(Left to right) Participants are: Bottom row: Almira Alatovic, Jessie Carbajal, Kathryn Lever, Katherine Paskel and Jamie Muller. Middle row: Marvin Benitez, Alyssa Ruggiero, Josephina De Anda, Laura Rose, Jazzmin Avriett and Robert Zismann; Top row: Guy Yorio, Allan Sobrane, Jose Solorzano, Kyle Stephan, Mark Bailey, Priscilla Gomez, Gioacchina Martino, Annette Lucero, Lisa Lynch, Katherine Stratis, Sheree Dempsey, Trenton McDonald and Ramona Sarbu. Read more coverage on Page 3.*





Lori Baker, ADOT Communications

**R**EDUCING WAIT times is an ongoing challenge as Arizona's growing population and increased vehicular traffic create more demand for driver licenses, vehicle registrations and other MVD services.

MVD is continuously improving by streamlining in-office processes and leveraging technology to provide more efficient service to get customers out of line and safely on the road. The innovations are part of ADOT's agencywide commitment to the Arizona Management System (AMS), championed by **Governor Doug Ducey**, to improve how state government does business and interacts with customers.

Shorter wait times are among the most notable improvements. The time to do business with MVD has decreased to 25 minutes in urban offices and 21.5 minutes in nonurban offices in Fiscal Year 2019, compared to a statewide average of nearly 52 minutes in 2015. Wait times decreased as a result of numerous kaizens submitted by employees. These efforts included changing how customers wait for service, opening offices

◀ MVD Director **Eric Jorgensen** talks with South Mountain CSR Lead **Jazmin Figueroa**, Avondale CSR Lead **Alba Lopez** and Avondale Supervisor **Sarina Sanchez** about the new MAX computer system.

earlier, ensuring customers have needed documents before waiting in line, and providing more electronic services on [ServiceArizona.com](http://ServiceArizona.com) and at self-service kiosks at MVD offices. MVD also expanded services offered by Authorized Third Party offices and there were more than 4.6 million transactions in Fiscal Year 2019.

Arizona's MVD is a long-time industry leader for developing new ways to improve customer service. It has received national accolades with industry awards and visits from other state DMVs to look at what Arizona is doing.

### Expanding online services

In 1997, Arizona was among the first states to reduce office wait times by offering electronic transactions online. [ServiceArizona.com](http://ServiceArizona.com) has grown to more than 30 services and had nearly 9 million transactions in Fiscal Year 2019 alone.

While [ServiceArizona](http://ServiceArizona.com) has been successful, MVD is taking its customer service to a higher level with its new [AZ MVD Now](http://AZMVDNow.com) customer portal, which works like having an online retailer account. It already has more than 150,000 customer accounts.

"AZ MVD Now is changing how people do business with MVD, much like customers' shopping habits are being transformed by the internet," said MVD Director **Eric Jorgensen**. "We live in a time when technology allows people to conduct a lot of business anytime and anywhere."

After customers create a personal AZ MVD Now account with a two-factor authentication, they can view their MVD information in a secure, online platform. They can easily access their information whenever they'd like instead of coming into an

## MVD Innovations



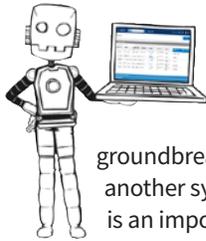
- 1994:** MVD Authorized Third Party providers were established to do certain MVD transactions. The program has expanded over the years and had about 4.6 million third-party transactions in Fiscal Year 2019.
- 1997:** [ServiceArizona.com](http://ServiceArizona.com) started offering MVD transactions online.
- 2001:** New driver licenses started having a more advanced security overlay to help reduce fraud.
- 2002:** The first self-serve workstation connected to [ServiceArizona](http://ServiceArizona.com) became available in an MVD office as an alternative to waiting in a customer service line.
- 2006:** Electronic tests replaced pencil-and-paper driver exams at MVD offices.
- 2014:** Wait times for MVD offices became available online at [azdot.gov/MVD](http://azdot.gov/MVD).
- 2016:** Driver license applicants now could schedule their road tests at [ServiceArizona.com](http://ServiceArizona.com) instead of coming to an MVD office only to find all the slots were taken.
- 2017:** AZ MVD Now was launched to provide personalized online accounts for MVD services.
- 2018:** Governor Doug Ducey visited the West Phoenix MVD office to learn how AMS tools were used to develop the new customer experience that began at this office and was improved upon by MVD offices across the state.
- 2018:** The Permit Test @ Home on AZ MVD Now was a major hit, with 83,000 online learner permit tests taken during its first year.
- 2018:** The new eTitle online service enabled customers to transfer a title on their computer, mobile device or tablet anytime from anywhere using AZ MVD Now.

Continued on page 4

<p><b>1996</b></p>  <ul style="list-style-type: none"> <li>• ADOT Mascot Highway Hawk was hatched to serve as a safety ambassador at public events.</li> </ul>	<p><b>1997</b></p>  <ul style="list-style-type: none"> <li>• Sunset Point Rest Area's Sundial Memorial was constructed to honor fallen ADOT employees.</li> </ul>	<p><b>1998</b></p>  <ul style="list-style-type: none"> <li>• Larry Bonine served as ADOT director from 1993 to 1998.</li> </ul>	<p><b>1999</b></p>  <ul style="list-style-type: none"> <li>• Mary Peters became ADOT director and served until 2001, and she later became U.S. Secretary of Transportation.</li> </ul>	<p><b>1999</b></p>  <ul style="list-style-type: none"> <li>• ADOT celebrated its 25th birthday with a new logo.</li> </ul>
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Continued from page 3

MVD office or calling the MVD call center. AZ MVD Now will eventually replace ServiceArizona and provide even more services.



### Modernizing an outdated computer system

One of the most revolutionary improvements in MVD's history is underway with the modernization of a decades-old computer system. MAX, a new personalized computer platform, is a major component of the [Motor Vehicle Modernization Project](#), which addresses the modernization of several systems used by MVD.

Using AMS tools to get input from front-line employees, MAX was designed to be more user friendly and allow customer service representatives to do their work faster and easier.

The new MAX platform will enable CSRs to save customers' documents and access the information later, which is something the old system didn't allow. Besides helping customers, MAX will provide seamless interaction between partners such

as law enforcement, courts and vehicle dealers.

"MAX is groundbreaking. There isn't another system like it out there. It is an important tool to help CSRs serve customers more efficiently," Jorgensen said.

MVD started working toward modernizing its computer system in 2014. A partnership with IBM, which maintains ServiceArizona.com, funds the new computer system. With the launch date approaching, MVD employees are being trained on a rolling schedule, and the Mobile MVD, a traveling MVD office, serves customers in certain areas where MVD offices are closed during training.

Just for fun, Scottsdale MVD staff wore decorated masks on their first day of training in honor of the new system's robot mascot, Hero MAX.

"We expect that the rollout of MAX will make MVD look like superheroes, too," said Scottsdale MVD Office Manager **Kathryn Lever**.

~ Lori Baker, Senior Communications Specialist

## MICHELLE ALDAZ

South Region Lean Coach  
Motor Vehicle Division  
23 years at ADOT

### ADOT MEMORIES

#### What is your favorite ADOT memory and why?

My favorite ADOT memory is the first meeting that the three Tucson office managers had with Field Operations Manager Mike Cryderman to discuss opening early and having an in-service day for employees. We created a schedule with four 10-hour days for the CSRs, which is something that the employees wanted for years. At that moment, the true impact of our culture change to a Lean culture was realized. We could create change that improved customer service and the employees' work. The creation of four 10-hour days reduced overtime from about 100 hours per pay period to almost none with a drastic improvement on customer wait time.

#### How has your job changed?

As a Lean coach, I have the privilege to coach managers, supervisors and front-line employees on our Arizona Management System. I help them sharpen their problem-solving skills. It is an exciting time in ADOT. Employees are empowered to speak about waste in their process and solve problems that are getting in the way of their good work.

#### How has the transportation industry evolved?

MVD will have a new system soon called MAX with so many technical

features to simplify our processes for customers and employees. One feature that is already available is a vehicle title transfer by phone, which my son and I used when he was in Scottsdale and I was in Tucson. It was so simple and so quick.

#### What do you like most about working for ADOT?

I am a proud employee of MVD who moved up through the ranks. I became a lead, then a supervisor, office manager and now a Lean coach. I took full advantage of learning opportunities available to me.

What we do for the public is important.

MVD is the ADOT division that almost every Arizonan will visit at least once in their lifetime, and ADOT cares that the visit is a good experience. ■

~ Lori Baker, Senior Communications Specialist



2000	2001	2002	2003	2004
 <ul style="list-style-type: none"> <li>• Agua Fria Freeway (Loop 101) between Interstate 10 and Northern Avenue opened.</li> </ul>	 <ul style="list-style-type: none"> <li>• Victor Mendez served as ADOT director from 2001 to 2009 and later became the Federal Highway Administrator.</li> </ul>	 <ul style="list-style-type: none"> <li>• The Loop 101's final segment was finished, marking completion of the 60-mile loop.</li> </ul>	<ul style="list-style-type: none"> <li>• ADOT used rubberized asphalt on selected freeway sections and studied noise impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Voters approved additional funding for the Regional Transportation Plan, including the South Mountain Freeway.</li> </ul>

## BILL BECKETT

Logistics Administrator  
Motor Vehicle Division  
25 years at ADOT

### ADOT MEMORIES

#### What is your favorite ADOT memory and why?

There are so many, it's difficult to pick just one. When I reflect on memories here at ADOT, I find myself thinking of people I work/have worked with, enjoyed and are still friends with today. Some are new, have moved on or are in another part of ADOT, but knowing the friendship and times we had will always be there. As a whole, that's my favorite memory, the people.

#### How has your job changed?

Much more automated; vendor oversight has taken the place of finding internal solutions to accomplish tasks. From the old green bar paper to a paperless inventory system. From having large amounts of preprinted inventory on-hand in multiple locations to producing products



Bill Beckett uses a reach lift to move pallets of product in a warehouse.

and services on-demand with little to no waste. Online/on-demand print solutions that eliminate transportation between business groups and mail stream. When I started, we were a very reactive business that feared change; 25 years later, we are proactive. Finding frequent change brings simplified implementation of efficiencies and improves standard work.

#### How has the transportation industry evolved?

Technology has transformed and continues to transform the industry, placing it in a constant state of change. You find it in some form or another in just about every aspect of our work and in our environment now. When I started at ADOT, everything we did was hands-on, with manual and labor intensive practices to accomplish tasks. Now, we have specialized systems, digital equipment and vendors that bring state-of-the-art solutions to us at the speed of business. New systems like MAX at MVD replacing the old 1980s mainframe is a perfect example of what we are capable of doing now to ensure our customers are out of line and safely home.

#### What do you like most about working for ADOT?

The people are awesome and I enjoy interacting with them. I enjoy working in team environments, finding root causes and bringing innovative solutions for the department that really drive our success. Being part of the behind-the-scenes support group and seeing how that directly impacts our front-line business group's success.

#### Anything else you'd like to add?

This is YOUR ADOT, own it! ■

~ Lori Baker, Senior Communications Specialist



### 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.

**Aug. 26-30:** Window Rock (Mobile MVD). Cottonwood, Payson, Lake Havasu and Southeast Mesa also will be closed.

**Sept. 3-6:** Page (Mobile MVD).

**Sept. 9-13:** Safford (Mobile MVD). Clifton, Holbrook, Nogales, Prescott and West Phoenix also will be closed.

**Sept. 16-20:** Casa Grande (Mobile MVD). Coolidge, Globe, San Manuel and Tempe also will be closed.

**Sept. 23-27:** Sierra Vista (Mobile MVD).

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

#### 2005

- State law requiring drivers to move over for authorized emergency vehicles expanded to include other drivers experiencing emergencies.

- Arizona's highway system grew to 6,157 miles and reached 4.6 million registered motor vehicles.

#### 2006



- A \$31 million investment improved State Route 260 north of Payson.



- New Loop 101 traffic ramps provided better access to Glendale's sports and entertainment complex.

- The new Burro Creek Bridge opened to northbound traffic on US 93.



(Left to right) ADOT Communications team members **Doug Nintzel, John Dougherty, Dani Weber and Doug Pacey** with their TransComm awards.

*Kathy Boyle, ADOT Communications*



(Left to right) Communications Director **Tim Tait** and Assistant Communications Directors **Kim Noetzel** and **Steve Elliott** accepted four TransComm awards on behalf of ADOT at the TransComm conference.

*American Association of State Highway Transportation Officials*

# ADOT receives TransComm awards, brings home four wins

**H**ERE AT ADOT Communications, we prefer not to toot our own horn . . . but we'll make an exception today! This year, ADOT's many communication efforts — from wrong-way driver safety messages to the ADOT Alerts app to The Inside Lane Online — were recognized for their excellence among industry peers at the annual TransComm conference in Indianapolis.

Short for the American Association of State Highway Transportation Officials Committee for Transportation Communication, TransComm allows state DOTs and other state transportation officials to meet every year and compare notes on effective communication strategies. ADOT is regularly recognized for our excellence in communication — and this year was no exception.

**We took home four awards this year:**

- **Best News Release**, Wrong-Way Driving Detection Pilot Program
- **Best Blog**, The Inside Lane Online
- **Best Mobile App**, ADOT Alerts
- **Spirit of TransComm**, Video Services Supervisor John Dougherty

Unlike many other DOTs, the ADOT Communications teams plan, strategize and deploy nearly all of our communications efforts in-house rather than using consultants. We create and manage our own videos, Twitter feed, news releases, newsletter, and both external and internal blog stories.

Director of Communications **Tim Tait**, who attended the conference, said of the experience, "In multiple sessions, we were

held up as an innovative example of success — internal communication, messaging tough subjects like wrong-way driving, producing news that resonates with our community members, our diverse video products, our nationally recognized safety messaging. Other states watch us, and for good reason. It's not about competition but about our willingness to share, collaborate and innovate."

We here at ADOT Communications put our skills and creativity to use every day, whether it's a safety message above the freeway, traffic alerts, videos of crews at work or the new blog post you see every morning when you log onto ADOTNet. Being recognized by industry peers from across the country is a special honor.

"This year, I am particularly proud of this lineup of products that demonstrate our

strategic approach to how, what and when we communicate about key topics," said Tait, who also serves as the vice chair of TransComm. "We are fortunate to have the encouragement of ADOT leadership and the resources required to support the mission of the agency. Across the state, we are working harder to collaborate with the community, provide graphics and maps and flyers that make sense and are easy to read, generate news coverage to help explain the what and why of our projects, encourage drivers to think about safety, and engage our employees in a culture of continuous improvement. And that's just a slice of what we do and where we find success." ■

*~ Dani Weber, Senior Communications Specialist*

# What ADOT leaders are saying about this year's Leaders Connection Conference

**NEARLY 800 ADOT** supervisors and managers from around the state and the Executive Leadership Team shared challenges, successes and opportunities at the Leaders Connection Conference in Phoenix on Aug. 27-28.

This year's theme tied into the agency's new True North, Safely Home.

Now in its seventh year, the Leaders Connection Conference's goal was to motivate leaders as they continue on ADOT's AMS journey and empower their employees to solve problems and serve our customers more efficiently.



"I'm looking forward to learning more about AMS. I love when they go over that information and bring more clarity."

~ **Angel Blatzheim**,  
MVD Customer Service  
Representative Manager  
for the Prescott-  
Cottonwood office



"I'm also looking forward to learning more about Continuous Improvement and more about what the agency is doing. It really adds more value to what we bring back. Our teams get excited too. The nonjudgment, nonblaming make things a lot different from how they used to be."

~ **Cassandra Cooper**,  
MVD Supervisor for the  
Tuba City office



"To me, this is the best part right here: getting to interact and learn with the people I never get to see."

~ **Mike Cryderman**,  
MVD Customer Service  
Administrator



"I'm expecting this conference to reinforce the concept we've been learning over the years and the Arizona Management System principle. I like what Scott (Omer) said about ADOT having 3,600 problem solvers. I want to put that on the wall and empower my people to own that. We're all problem solvers."

~ **Sean McHugh**, Central  
District Highway Operations  
Supervisor for Signing  
and Striping



"The conference gives us a chance to reenergize and bring new ideas. It helps us improve our leadership skills. Leadership is about serving others and that we're doing the best we can for all of our customers."

~ **Lisa Pounds**, Project  
Resource Office/Local  
Public Agency Manager



"I've been coming to this conference for seven years, and people are more into accepting change and into a culture environment than before we started using AMS. Before it was more "come and see what we have to present." Now it's more of a family culture. Everyone is ready to participate."

~ **Gerry Ramirez**,  
Southwest District Permit  
Supervisor



"It's going to be a ton of learning geared around AMS and the big idea of what it means to be a leader with ADOT. I'm hoping to get some 1:1 coaching to help me get closer to my team and to learn better communications."

~ **Sarina Sanchez**,  
MVD Supervisor for the  
Avondale office



## We're One ADOT

**HUNDREDS OF ADOT** employees from various groups around the state shared what being One ADOT means to them. View their photos and messages in the [One ADOT video](#).

Starting the conversation

**BE SURE TO** talk to your manager and ask them what they learned at the recent Leaders Connection Conference, held Aug. 27-28 in Phoenix. Specifically, you can ask them about the **Predictive Index**, a quick behavioral assessment that provides insight into what drives and motivates a person. You can also ask them to share their thoughts on the overall conference, the sessions they attended and how they plan to implement 1:1 coaching with you and your team.

Photos: **Lori Baker** and **Dani Weber**, ADOT Communications

## 2019 Leader of the Year Kyle Ulibarri leads team in process improvement, mentors in continuous improvement

**T**HE LEADER OF THE YEAR award recognizes an employee in leadership who demonstrates excellence in leadership, motivation, mentoring and team support. This year's recipient embodies all these qualities and more.

When **Kyle Ulibarri** became the Abandoned Vehicle (ABV) West Region manager, he had to learn the process of the unit. By speaking with his team and being open to both their frustrations and suggestions, he was able to lead them into modernizing their process and making them more efficient.

The first process he tackled was how towing companies submitted their applications via email. Previously, the ABV unit would process the reports manually and place them in a box, resulting in 400 boxes in the basement and only one person to go through them. Ulibarri introduced a new way of scanning the reports, making them much easier to file and locate, saving the unit both time and money.

His most impressive show of leadership, however, was in collaborating with ServiceArizona to allow towing companies to electronically submit applications instead of mailing in the reports. Before this new service, the process was long and arduous, resulting in long-delayed notifications to vehicle owners and abandoned vehicles taking up valuable space in

tow yards. Once the electronic process was introduced, the ABV unit's mail volume was reduced by almost 95%, the call volume to the office dropped dramatically and the seven-week backlog of notifications virtually disappeared.

This process improvement alone has earned the ABV unit recognition across all levels of the industry, from the 2018 ADOT Annual Innovation Award to the American Association of Motor Vehicle Administrator's 2019 Customer Convenience and Service Award.

In addition to the process improvements he has spearheaded as the leader of the ABV unit, Ulibarri takes an active interest in growing his team members in their professional skills and engagement.

"Kyle has always been very positive and inspiring," said Office Manager **Lucia Dominguez**, who nominated Ulibarri for this year's Leader of the Year award. "He has guided me using the Arizona Management System. He has believed in me, mentored me for the past three years and has taken the time



**Joe Larger**, ADOT Communications

Left to right: Deputy Director/Chief Operations Officer **Scott Omer**, Office Manager **Lucia Dominguez**, Abandoned Vehicle West Region Manager **Kyle Ulibarri** and Director **John Halikowski**.

and patience to help me grow in my career with MVD. Kyle has always shared his tools and skills within his region."

Ulibarri's interest not only in making the ABV unit more efficient, but also in his teammates themselves is the reason he was recognized at the 2019 Leaders Conference with the Leader of the Year award.

Speaking on behalf of the ABV unit, Dominguez said, "Thank you, Kyle, for always going above and beyond and being an example of a true role model for innovation and continuous improvements."

"I'm very thankful to my region for their nomination," Ulibarri said. "From working with them, I feel like they're able to be better leaders and lead their teams well. Thank you!"

~ *Dani Weber, Senior Communications Specialist*

### 2019 ANNUAL AWARD WINNERS *Here are the other award winners, who will be featured in future issues of The Inside Lane:*

#### CUSTOMER SERVICE:

**Alicia Felix**, Maintenance Administration, Transportation Systems Management and Operations

#### INNOVATION:

**Robert Smith**, Third Party Administration, Motor Vehicle Division

#### SAFETY:

**Tina Risteska**, Fuels Department, Administrative Services Division

#### TEAM OF THE YEAR:

**Mobile Port Operations**, Enforcement and Compliance Division

#### EMPLOYEE OF THE YEAR:

**Maria Arvizo**, Maintenance Operations Management, Administrative Services Division

## PDCA team mows down problems with equipment availability

**U**NLIKE MANY other states that mow grass, Arizona has a diverse climate and topography that does not allow a one-size-fits-all mower for addressing vegetation management along its roadways. When it's time to mow weeds and other vegetation along Arizona highways, finding an available tractor mower has been challenging for ADOT crews.

During peak times, some of ADOT's 32 mowers statewide are unavailable because they are being repaired or being used by other employees. As a result, employees' schedules may need to be adjusted, which can be costly. If vegetation continues to grow because the mower is unavailable, it could create line-of-sight safety hazards and fire risks along the affected roadways.

To find solutions, about 20 employees from the Administrative Services Division's (ASD) Equipment Services and Infrastructure Delivery and Operations Division (IDO) joined together in May to create the Heavy Equipment PDCA team, which is using the Plan-Do-Check-Act (PDCA) problem-solving method to save

money by improving the availability and use of mowers. PDCA is one of the Arizona Management System's (AMS) tools to continually improve work processes and customer service.

IDO Director **Steve Boschen** and ASD Director **Sonya Herrera** are the team's executive sponsors.

"In the past, IDO and Equipment Services have worked somewhat independently in addressing utilization, availability, preventive maintenance and equipment repair. This PDCA cross-functional team combines skill, understanding, experience, knowledge and insight to develop solutions and improve accessibility, visual management and utilization of ADOT mowers. This will save time, money, resources and interruptions for both divisions," Boschen said.

To determine why mowers are unavailable, the team conducted gembas, gathered data and interviewed subject matter experts. During gemba walks in Globe, Phoenix and Superior, front-line employees explained mower scheduling, operations and repairs.



Director **John Halikowski** (third from left) discusses the Mower PDCA. Also pictured (left to right) Shop Supervisor **Scott Moody**, Southeast District Superintendent **George Collaco**, Organization Supervisor **Jesse Alatorre**, IDO Lean Coach **Bill Clayton** and Roadside Resources Specialist **Kristin Gade**.

Using the [PDCA Problem-Solving Worksheet](#), the team members prioritized problems, developed root causes and brainstormed countermeasures, which will be piloted in the Southeast District. The team made a presentation in July to Director **John Halikowski** about their progress.

### Here are some of the countermeasures:

- Creating a mower checklist and a tracking tool for mower availability
- Developing and standardizing mower instructions (pre- and postchecklists)
- Creating a district master equipment plan and vegetation schedule
- Evaluating and standardizing appropriate parts inventory levels
- Partnering with procurement to prioritize reputable vendors for specialized repairs

Based on the countermeasures' success, standard work will be created to improve processes for equipment inspections and communication between IDO and Equipment Services.

Herrera said she has been impressed with the level of engagement from the team and the countermeasures they are working on that will make improvements both in Equipment Services and IDO Maintenance.

"This team has truly exemplified what it means to be One ADOT and underscored the fact that working together we can come up with better solutions. Total Systems thinking is crucial to the overall success of the agency," she added. ■

~ Lori Baker, Senior Communications Specialist



Photos: **Ryan Soderstrom**, Honsha Associates Facilitator/Coach

The Heavy Equipment PDCA team are developing countermeasures regarding riding tractor mowers. Standing (left to right) **Jordan Myers**, **Brad Bowyer**, **Bill Clayton**, **George Collaco**, **Bill Harmon**, **Harry Edwards**, **Kyle Seisinger**, **Jerry Puett**, **Scott Moody**, **David Miller**, **Scott Umbenhauer**, **Jesse Alatorre**, **Dave Kirk**. Kneeling (left to right): **Sean McHugh**, **Darren Fischer**, **Kent Kruse**. Not present: **Kristin Gade** and Ad Hoc Members - **Matt Green**, **John Roberts**, **Bob Anderson**, **Pam Veal** and **Jay Gomes**.

# THANK YOU, ADOT

## Motorist impressed with quick action after crash

**ALLIE CAYLOR** was so impressed with an ADOT employee's immediate action regarding a crash she had witnessed that she emailed the agency a thank-you note.

She didn't know the employee's name but she knew his truck number. She wanted him to be recognized for his great work in handling the traffic surrounding the crash on the Loop 101 at about 67th Avenue at about 11:30 a.m. on April 7.

"I was just writing to let you know you have an amazing employee. He took over directing traffic after a crash. He helped the ambulances get to the crash to help the victims. He helped cars get out of the traffic. He made sure everyone was safe and got to where they needed to. I just wanted to recognize his effort and dedication," she wrote.

Constituent Service Officer **Rusty Crerand**, who received Caylor's email expressing her thanks, did some research and found that credit should go to three ADOT crew members who helped with the accident response.

Happy Valley Roadway Maintenance crew members **Frank Dorizio**, **Ray Kavaliunas** and **Daniel Robbins** were on their way to assist DPS with traffic due to a motorcycle-involved crash when another crash happened right in front of them.

Kavaliunas assisted the injured person and started CPR until fire rescue arrived on the scene. Dorizio and Robbins took control of the traveling public and secured the scene for the fire truck, DPS and ambulance to assist the injured persons.

Happy Valley Maintenance Supervisor **Ismael R. Regalado, Jr.**, also expressed his gratitude, "Thank you, gentlemen, for your fast response and for taking control in a professional manner."

Read Caylor's full email in the [Thank You, ADOT section](#) of ADOTNet. ■

~ Lori Baker, Senior Communications Specialist



GO AHEAD,  
GET CREATIVE!



**T**HIS CARTOON, drawn by ADOT Graphic Designer **John Walradt**, needs a caption and we want your help. But there's a catch! The cartoon depicts **waiting**, which is one of the eight wastes identified in Continuous Improvement. Waiting includes delays and unplanned downtime of processes, people or machines. We want your captions to reflect that idea — of course, they can still be funny! Please submit your ideas to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov) by Sept. 13. Yes, there will be a prize, so give us your best! The winning caption will be selected by a team of ADOT employees who will look for creative, funny captions that best fit the cartoon and the theme. We'll announce the winning caption in the next issue of The Inside Lane. Good luck!

WINNER

WINNER!

## ADOT JUMBLE

**WE HAD A GREAT** response to last month's ADOT Jumble! Many of you solved the puzzle and submitted your answers; however, there can only be one winner. Congratulations to MVD Compliance Custom Service Rep 4 **Shiela McCurdy** whose name was selected from a random draw of entries. She received a special gift bag, including a Kaibab Forest coffee mug based on 1940 artwork by Arizona Highways' first art director, **George Avey**; an Arizona Highways magazine; a stress ball; and other fun items.

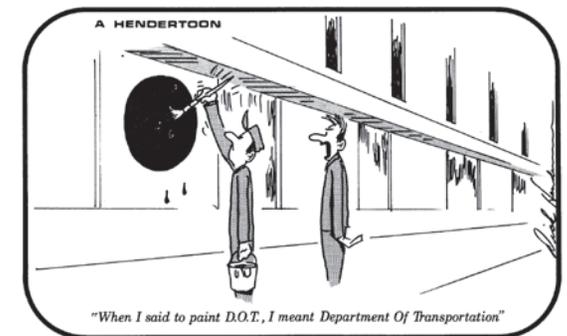
### Answers:

1. Highways
2. Beginning
3. Work
4. Official
5. Success



Kathy Boyle, ADOT Communications

**Final answer:** *Nobody appreciated his talent, and Jelani knew he'd have to give up art but hoped that he'd someday be able to circle back.*



# 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

# 502

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

## “Boneyard” 5S project sees cost savings, inspires more changes for the better

**S**ORTING, SETTING in order, shining, standardizing and sustaining. The 5S process is crucial for creating a workspace that allows daily tasks to function safely and efficiently. At the Tucson Maintenance Yard, known to those in the Southcentral District as the “Boneyard,” their 5S project not only created a better working environment, it saved ADOT hundreds of thousands of dollars.

“Some of the material in the Boneyard had been there since before I came to ADOT, and I’ve been here for 21 years,” said Southcentral District Superintendent **Thomas Threlkeld**. “The challenge was sorting through the usable and nonusable materials. They were so mixed together that it was just easier to buy new.”

At the start of the 5S project, Threlkeld and his team — a mixture of members from various maintenance teams in Southcentral District, with Unit 5391 taking the lead — took an aerial photo of the yard to devise a plan of attack. Working every Tuesday and Wednesday for nearly three weeks, the team red-tagged nonusable material, organized the usable material and even used the extra material to create a fence around the yard.

In the end, the team discovered roughly \$200,000 worth of unused material that is now accessible to deploy in the field. Auctioning off the nonusable material has also netted ADOT an additional \$10,000 so far, with still more nonusable material available for auction.

And dollars aren’t the only cost savings. Every six months, Maintenance yards are required to do



**BEFORE**



**AFTER**



*Kathy Boyle, ADOT Communications*

a materials reconciliation — they take a comprehensive inventory of all the materials they have in their yard and report them. In the past, this process took an entire team about

two days to complete. Now, that same process takes two or three people about two hours.

Viewed as the hub of materials surplus for the Southcentral District, the Boneyard can now take in surplus materials from satellite Maintenance yards. Being more organized and more structured has allowed Maintenance units to know their inventory better and be more ready to share with other Maintenance units, according to Threlkeld.

“Let’s say the Nogales Maintenance Yard has an extra 50 rolls of barbed wire,” Threlkeld offered in an example scenario. “They might be reluctant to send that surplus to, say, Flagstaff because they might need that surplus later. But then they send it to the hub and suddenly 50 extra rolls of barbed wire is 350 rolls because everyone had an extra 50. In that case, it becomes a lot easier to share with other Maintenance yards because everyone can easily see

that we have much more in reserve than we originally thought. It’s the difference between famine and feast.”

The newly organized space also allows room for training. Maintenance employees can now use the yard to prepare for their commercial driver

license test, and new employees can undergo training in a centralized location. There’s even talk about bringing back the popular Equipment Rodeo!

The Tucson Maintenance 5S has also encouraged individuals to perform 5S projects in their team and even personal workspaces. Once they saw how well the Boneyard was organized and how much that organization facilitated efficient practices, members of the 5S project team took those principles back to their teams.

“It works,” Threlkeld said of the 5S process. “We’re not wasting money buying material we already have. We don’t have to stop at 14 different places to get the tools and materials we need in the morning. And it’s all employee led. The managers support it, but it’s the front-line employees who are leading the development. They just start throwing ideas out there and seeing which ones work and take off.”

After the Tucson Maintenance 5S project was complete, ADOT Director John Halikowski took a gemba walk to see the innovations and improvements the team made to the Boneyard. While there, Halikowski awarded the 5S team Director Pins for taking on such a monumental project and for putting Continuous Improvement principles into practice so effectively. ■

~ Dani Weber, Senior Communications Specialist

# BUCKLE UP

**D** ID YOU KNOW that more than 20% of all people killed on Arizona roadways in 2018 weren't wearing seat belts? That equaled 216 unnecessary fatalities.

Seat belt use in Arizona has been on a decline, dropping from 88% in 2016 to 85.9% in 2018, according to the [National Highway Traffic Safety Administration](#). In contrast, the national seat belt use was reported at 89.6% in 2018.

It's important to understand the potentially fatal consequences of not wearing a seat belt and learn how you can make a positive difference. Start by setting the right example. Always wear your seat belt every time you drive. Model the behavior you want others to follow, especially your kids. Before you start to drive, make sure all passengers are buckled up properly or properly restrained in the appropriate car seat. Remember that in addition to saving lives, [child car seats are required by Arizona law](#). Children younger than 8 years old and under 4 feet 9 inches must be properly secured in a safety or booster seat.

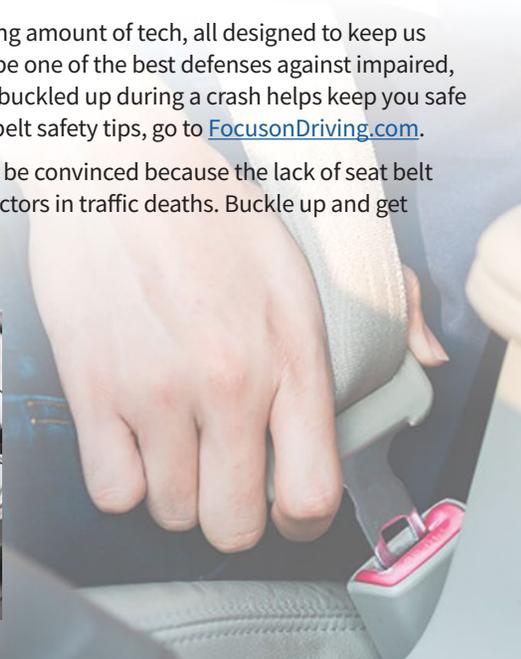
Vehicles come standard with an increasing amount of tech, all designed to keep us safer. But the simple seat belt proves to be one of the best defenses against impaired, aggressive and distracted drivers. Being buckled up during a crash helps keep you safe and secure inside your vehicle. For seat belt safety tips, go to [FocusonDriving.com](#).

Unfortunately, drivers today still need to be convinced because the lack of seat belt use continues to be one of the leading factors in traffic deaths. Buckle up and get safely home! ■

~ Dallas Hammit, Deputy Director for Transportation



Dallas Hammit



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

## AMS SPOTLIGHT BY DIRECTOR JOHN HALIKOWSKI

**IDENTIFIED AS** "The Gap Project" by Executive Hearing Office Chief Administrative Law Judge **Rebecca Kirchler**, the goal is to reduce the number of days it takes to complete the intake process for cases. Under a "no blame, no judgment environment," the Case Management Specialist (CMS) team has added a daily huddle meeting since June to address the backlog problem and talk about metrics.

With a Jumping Off Point metric of 18 days, the team has reduced the backlog to four days with the ultimate goal of completing intake within one business day. The team has successfully used the Problem-Solving Register to identify problems and work through problem-solving steps. The team has identified many of the root causes as process-based, allowing the team to improve standard work and eliminate waste in the intake process. By adding each problem to the Problem-Solving Register, it makes the problems visible to address and solve. According to Judge Kirchler, she values having problems visible to team members for discussion and reminds them to not be afraid to write problems on the register. "It is letting the problem or process issues be visible."

One example of a success in using the Problem-Solving Register was a problem the team was experiencing at the reception desk work station. One week, that station had different CMS staff members covering on different days. Each CMS who started their work day at the reception desk had experienced computer login difficulty. An Information Technology Group technician would be contacted for assistance and eventually access would be obtained. The problem recurred several days in a row for different staff members and a trend developed. By putting the problem on the Problem-Solving Register, the team was able to see the repeating problem and look more closely into the root cause. They found the root cause was not related to the individual computer user accounts, but was actually corrupted profiles on the computer at that work station that were then fixed by ITG. It was making the problem visible on the Problem-Solving Register that led to the real root cause and a solution. To Judge Kirchler, "that was a great example of the power of the AMS tools" for a team whose members are just undertaking AMS team-member training.