

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

OCTOBER 2019

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ADOT

LEADERSHIP
MATTERS

I AM A NATIVE of Arizona. I married my college sweetheart 32 years ago and have two children and one grandson. My family is my hobby, however; I do enjoy hunting, fishing, flying, and attending Northern Arizona University football games. I have been part of Team ADOT for nearly three years, and it's been a great opportunity for me. I have been introduced to new processes and have met some incredibly talented and wonderful human beings. I have experienced challenges and opportunities, stretching my capability and understanding of transportation. It has become personal!

My team at the Traffic Operations Center understands the “continuous improvement” philosophy. Our Monday morning huddle boards remain 7-10 minutes and are shared each week with a new team member leading the discussion. We challenge each other by using our Problem Solving Register tool. We make an honest effort to meet our self-imposed deadlines. We have found that by using this tool, we achieve better success when focusing on three to five challenges. The flow of information during the huddle affords us better team communication and collective understanding.

During our recent 2019 ADOT Leadership Conference, we were taught by our very own leaders about the effectiveness of 1:1 Coaching. It's just one activity of Leader Standard Work and if done with real intent can greatly improve a team and ultimately an organization. I have personally seen the benefit of 1:1 Coaching as a leader. While I hope I have been helpful to my team members as we meet to celebrate successes, work on goals, develop new skill sets and more, I think I am the one who walks away the most improved. Through transparency and genuine care for each other, I would have to say the 1:1 Coaching creates the best teaching, learning and relationship building opportunities of all the Arizona Management System tools. It has helped my team reach higher and attain goals while improving our TOC work environment. Our ADOT vision, “Moving Arizona. Becoming the safest most reliable transportation system in the nation,” is what Team ADOT does. I appreciate the opportunity to be a part of this crusade and a member of Team ADOT! 🍌



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Traffic Management Group Manager
Transportation Systems
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The INSIDE LANE

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A WEB VERSION OF THIS NEWSLETTER CAN BE FOUND ON ADOTNET OR AT AZDOT.GOV/INSIDELANE.

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Share your 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 Senior Communications Specialist **Angela DeWelles**, shows some members of the new Incident Response Unit, which will start patrolling the Phoenix metro area on Oct. 1. This team is part of ADOT's Transportation Systems Management and Operations division and will provide traffic control and other assistance at crash scenes. Read more on **Page 8**.

KEEP ARIZONA GRAND: Adopt a Highway

ARIZONANS have been volunteering to help keep Arizona beautiful by removing tons of litter along highways for more than three decades.

Governor **Rose Mofford** kicked off Arizona's Adopt a Highway program with Boy Scouts picking up litter along the roadways in her hometown, Globe, in 1988.

Communications Program Manager **Mary Currie**, who has coordinated the Adopt a Highway program since 2017, said the program is very important to Arizona.

"We have more than 950 groups around the state that help us clean and almost 10,000 individual volunteers. In 2018, they cleaned up nearly 1,700 miles of highways in Arizona. If we had to pay for the service our volunteers provide each year, it would cost about \$500,000," she added.

Some volunteers pay tribute to a loved one who has passed away. Others want to preserve Arizona's beautiful scenery or simply give back to the community.

"It's great to see people take so much pride in their community. This is a way for people to get outdoors and help keep Arizona litter-free," Currie said.

While volunteer efforts to date have been impressive, about 4,000 miles of highways are still available for adoption or sponsorship.

Currie has introduced new programs to make it easier for volunteers to help keep highways litter-free. She uses Arizona



John Dougherty, ADOT Communications

Mary Currie (right), Communications program manager for Adopt a Highway Programs, presents a certificate to Glendale Union High School District Transportation Dispatcher **Timothy Tillman** and Transportation Supervisor **Hilma Gustafson**, who organized a cleanup along two miles of State Route 89A.



Mary Currie, ADOT Communications

Volunteers from ADOT Communications' Word Sayers and Trash Slayers group will clean up a section of US 60 near Wittmann on Oct. 5.

How you can help



ADOT EMPLOYEES are invited to join the ADOT Communications Word Sayers and Trash Slayers cleanup event from 8 to 9:30 a.m. Oct. 5. This volunteer opportunity is held outside work hours and is not affiliated with or a substitute for work hours. To RSVP or for more information, please contact Mary Currie at 602.712.4358.

Learn more about the Adopt a Highway program by reading [Adopt a Highway news](#) or by viewing the [Adopt a Highway video](#). Report littering at [Litter.AZ.gov](#) or by calling 877.3LITTER or 511 (select option two).

Management System tools, including kaizen and standard work, to develop innovations:

- Creating a new video about the [Adopt a Highway program](#)
- Making the Adopt a Highway web page, [azdot.gov/AdoptaHighway](#), more user-friendly
- Developing an interactive statewide map on [azdot.gov/AdoptaHighway](#) with available highway segments
- Recognizing volunteers with a quarterly Adopt a Highway newsletter and certificates of appreciation for volunteer leaders

ADOT also expanded the AZ511 Traveler Information hotline, enabling callers to report roadside litter. In August 2019, the public reported 282 incidents of littering, doubling the number of reports in August 2018. More than half of all calls to 511 were transferred to the Statewide Litter Line.

On Sept. 21, Adopt a Highway groups around Arizona celebrated National CleanUp Day by picking up roadside litter, including the Maranatha Bible Church, which sponsors a mile of State Route 260 in Show Low.

"We enjoy getting together as a church family to help keep our community highway clean. There are always those driving by who honk or wave as we are cleaning," said Cindy Silliman, who helps organize the church cleanups.

The Northern Arizona University German Club also cleaned up litter on National CleanUp Day.

"We initiated this highway cleanup more than 15 years ago as a way to connect to the community and to give students a service component to German Club," said NAU German Professor Marila Veteto Reese. ■

~ Lori Baker, Senior Communications Specialist

We're marking ADOT's major milestones in honor of the agency's 45th anniversary. See previous issues for earlier segments of the timeline.

2008



• The final mile of Loop 202 Red Mountain Freeway opened to traffic. Thousands braved the heat for a chance to participate in the freeway celebration.

2009



• Governor Jan Brewer named John Halikowski as ADOT director.

• ADOT opened the final leg of State Route 195, connecting San Luis on the Arizona-Mexico border to Interstate 8 just east of Yuma.

2010

• The Enforcement and Compliance Division was created as a new ADOT division, comprised of commercial-vehicle enforcement duties previously within MVD.

Sharing ADOT's story

Almost a decade ago, ADOT conducted a large-scale public survey. One of the questions we asked was about how people wanted to get information from ADOT about projects and initiatives being undertaken by the agency. We were surprised by the top response: signage. That's right, even in the budding Information Age, our customers still wanted fixed and digital highway signs, and they relied on that for the best, most accurate information from ADOT. Signs even beat out TV and newspapers, although radio scored somewhat higher.

That's a good illustration of how far communication has moved at ADOT and how fundamental it remains.

I started a Twitter account in 2008 with no permission, no plan and no real understanding or vision. Fast-forward to today, with more than 250,000 followers on Twitter, a large fan base on Facebook, a growing presence on Instagram and engagement spreading to other tools to intersect ADOT with an even younger crowd. Despite those improvements and enhancements, we can't ever lose our focus on the foundational communication methods — face to face, open meetings, highway signage, written materials and the like. Social media has an important role, but we consider it one tool in a vast toolbox of instruments to connect and engage our audience.

Yet, the challenge to engage and communicate with the internal audience has improved, but remains



somewhat elusive. In this age of information — so much information — it can be tough to get people to open one more email, to look at one more e-blast, to digest one more element of information. That's why we have taken to using different tools, like The Inside Lane, to try to reach our No. 1 audience — our employees, whom we hope to help become ambassadors for ADOT.

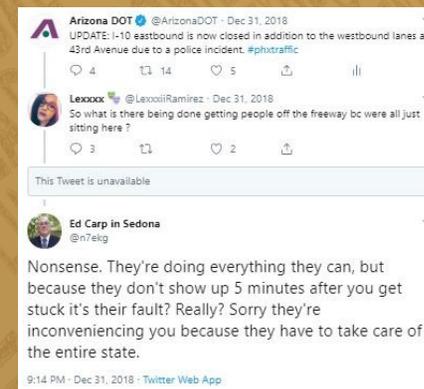
When it comes to communication, new tools may emerge over the decades, but it is still a process among people — through a newsletter, via a social media site, face to face, in a meeting or with a highway sign. The evolution of communication supports better audience engagement and participation, but ultimately, it remains up to us to define, use and enhance how we communicate among ourselves, with our customers and with the broader community. ■

~ Timothy Tait, Director of Communications



ADOT's social media is effective way to convey transportation messages

SOCIAL MEDIA is the fastest way for ADOT to communicate with constituents, and it provides them with direct access to ADOT. We get crowdsourced information on our infrastructure and quick feedback on what constituents think of our projects and plans. The media also turn to ADOT's social media accounts for information or help with understanding a construction project. Often, they're simply helping to share ADOT's messages with a retweet or a Facebook share.



Social media has helped ADOT earn its reputation as a responsive government agency that will listen to constituent concerns, both good and bad. ADOT has cultivated an audience who has learned to trust the agency over the past 11 years on Twitter. Our followers will sometimes defend us and often educate others who reach out to us. That type of support happens because we're available to answer both positive and negative questions. ■

~ Caroline Carpenter, Public Information Officer

2010



- ADOT, FHWA and the Nevada DOT partered to build the Mike O'Callaghan-Pat Tillman Memorial Bridge, allowing US 93 to bypass the narrow two-lane road atop Hoover Dam.

2011

- The Move Over law requiring motorists to move over for first responders was expanded to include all vehicles with lights flashing, including ADOT maintenance vehicles and private vehicles.

- Nearly \$12 million worth of improvements on State Route 87 enhanced safety and traffic flow between Payson and Mesa.

2012

- A new I-17 flyover bridge opened to improve traffic flow between Flagstaff and Phoenix.

DOUG NINTZEL

Public Information Officer
Metro Phoenix Region
23 years at ADOT

ADOT MEMORIES

WHERE HAS the time gone? That's something you might expect someone who's been with ADOT for more than 20 years to ask. For me, as one of the agency's public information officers, it's an easy answer.

The time has gone into a lot of hard work on the part of thousands of ADOT employees who have contributed to the study, the design and development as well as the construction and maintenance of a successful state transportation system.

When I'm asked about memories of ADOT over the past two-plus decades, it starts with all the help that fellow employees have provided so that the spokespeople could tell the agency's many stories.

It goes back to 1996 when, at the height of Rose Bowl fever, a group of MVD employees took part in the on-site sale of ASU "Sparky" license plates just inside the gates of Sun Devil Stadium before ASU

clinched the conference title. The promotion was a big hit — in large part because of the hours that those employees put in. If only the Devils could have won the Rose Bowl, too.

There are great memories from years of exceptional progress when dozens of miles of new Phoenix-area freeways opened to traffic. So many people from ADOT as well as our contractors and consultant engineering firms helped out when it was time to hold one of our "Community Open House" celebrations before a freeway opened. Those freeway parties were a great example of entire communities coming together to mark chapters in Arizona's transportation history book. To this day, there are a lot of kids, and kids



Doug Nintzel has served as ADOT's spokesperson for many years, including 2004 where he did an interview with a freeway construction project in the background.

at heart, who will always remember the day they got to ride a bike or skate on the freeway!

For those of you who have taken the time to talk on the phone or meet in person to provide information that would help us answer a reporter's questions or write a news release, here's a sincere thank you. That part of the job isn't likely to change anytime soon.

Whether it's being out there with crews responding to record snowfall in Flagstaff or providing updates on freeway improvement projects, it's great to work with so many of you who make a difference in the lives of the people ADOT serves. ■

Technology enhances ADOT's communications impact

ADOT PUBLIC information officers have many more tools today to get the word out to our customers in the news media and directly to the general public. For example, a PIO can use a smartphone to deliver an interview via FaceTime for TV stations in Tucson and Yuma, which is a tremendous step up from a phone call and helps get us better exposure for ADOT's messages.



Lori Baker, ADOT Communications

With a smartphone, a PIO working in Flagstaff during a big snowstorm can produce video standups explaining conditions and ADOT's efforts so we can get the word out directly to the public and news media via our social media channels. Using GovDelivery has allowed us to email news releases directly to thousands of Arizonans who subscribe to updates. Who knows what other technology may be on the horizon to help us tell ADOT's story. ■

~ Steve Elliott, Assistant Communication Director for Public Information

PIO Tom Herrmann does FaceTime interviews with TV stations instead of driving to remote areas outside the Phoenix area. He did a kaizen about FaceTime interviews and other PIOs now use this technique.

2013



- A landslide caused a 23-mile stretch of US 89 in northern Arizona to close.

- ADOT's 14 rest areas started being managed by a public-private partnership with a new sponsorship and advertising program to generate revenue.



- MVD rolled out a new driver license/ID card option especially for veterans.

2014



- A New overpass opened on Interstate 10 between Prince and Ruthrauff roads in Tucson.

2015



- The Federal Highway Administration approved the Loop 202 South Mountain Freeway's build alternative, enabling the project to move forward.

JO PERKINS

Northwest MVD Office Manager
Motor Vehicle Division
20 years at ADOT

ADOT MEMORIES

What is your favorite ADOT memory and why?

Having fun at work while still getting the job done is important. Fun reduces stress and can strengthen relationships between team members. When I think of my favorite ADOT memories, there are many, but one in particular still makes me laugh when I think of it. We were cleaning out an overhead desk cabinet when we found a bright orange vest and a pair of safety goggles. We told one of our newer team members it was now mandatory to wear the vest and goggles while conducting a road test. The team member thought this to be a little over the top in safety, and she asked why do we have to wear it? We told her the bright orange vest would allow customers to see her better when backing up their vehicles during their parallel parking test and the goggles were to protect her eyes in



Vivian Campbell, Northwest MVD Supervisor

case the car backfired. Because we kept a straight face while telling her, she believed us and put on the vest and goggles. She conducted a few road tests wearing the vest and goggles. Another team member who had been conducting road test this day asked her why she was wearing the vest and goggles. She told her we have to now, it's policy. We started laughing, she then realized we were kidding around, and then we all laughed.

How has your job changed?

Many changes have happened in our MVD offices over the years, from the Silent Call process dramatically reducing our office wait times, to frontline team members being more involved in change processes, being looked at as subject matter experts and problem solvers, feeling

comfortable in sharing ideas, having our ideas valued and deemed important, and looking at problems as an opportunity to change the process.

How has the transportation industry evolved?

MVD continues to adapt to change, keeping up with technology, implementing AZ MVD NOW and MAX to make our daily process easier, and saving time to improve a positive customer experience.

What do you like most about working for ADOT?

I like that ADOT-MVD offers a work-life balance and opportunities for professional growth. I like knowing I'm part of a team that is valued and appreciated. And more than ever, you see all levels of management giving a continuous effort to provide support and training through AMS.

Anything else you'd like to add?

I would like to ask all of ADOT to help us in reaching our Travel ID target goal of 1.5 million travel credentials issued by October 2020. 🇺🇸

~ Lori Baker, Senior Communications Specialist

Do you have your Travel ID?

TO AVOID A last-minute rush, MVD is ramping up its campaign to encourage customers to get their new Travel ID cards as soon as possible.



Starting Oct. 1, 2020, the federal Transportation Security Administration (TSA) will impose more stringent identification criteria for travelers to pass through airport security checkpoints. Fliers will need a Travel ID or another form of ID, such as a valid passport. In addition, access to some facilities such as federal buildings and nuclear power plants also will be affected.

Billboards, mailers, MVD signage and news media interviews are among the ways that MVD is raising public awareness. To date, about 450,000 Arizona driver license and identification card holders have obtained the new Travel ID cards but many more have yet to get them.

As an ADOT employee, you can help by setting a good example for your family and friends and get your Travel ID as soon as possible. The website, aztravelid.com, guides you through the steps on how to convert your current driver license or identification card to a Travel ID. The cost is \$25.

The Arizona Travel ID meets the requirements of the federal REAL ID Act of 2005. Under state law, Arizona motorists can choose between a standard license or ID or the Travel ID.

Get more information and watch a video about the Travel ID at azdot.gov/travelid. 🇺🇸

~ Lori Baker, Senior Communications Specialist

2016



- The new Point of Entry Inspection Facility opened in Ehrenberg.

2017



- A deep-dive effort helped reduce wait times from one hour to 35 minutes at the San Luis Port of Entry.



- A variety of AMS improvements led to a reduction in MVD customer wait times from 55-plus minutes down to about 30 minutes.



- Construction began on the South Mountain Freeway.

ADOT'S VEHICLES GET US SAFELY HOME

ADOT HAS ADOPTED a new True North — Safely Home. While it's a reminder that we aim to create and maintain a transportation system to get the driving public safely from one place to another, it's important to remember that it applies to all of us, too. There are many different types of vehicles in ADOT's inventory, and each one is kept, maintained and operated with the goal of keeping the user — and those around them — safe. ■

~ Dani Weber, Senior Communications Specialist

2018



VEHICLES IN ADOT'S LIGHT HIGHWAY FLEET:

Vehicles in ADOT's light highway fleet are maintained by Fleet Services and allow employees to travel safely all over the state. Are you in Tucson? Do you need to go to Pinetop-Lakeside? The vehicles in ADOT's light highway fleet will get you safely there.

2019



SNOW PLOWS/TOW PLOWS:

Every year, ADOT plows the roads in northern Arizona to keep them open to traffic. Keeping the roads clear of snow and ice ensures travelers can get safely home.

2012



ON-ROAD HEAVY EQUIPMENT VEHICLES:

It takes specialized training and certification to operate ADOT's heavy equipment highway vehicles. Whether it's construction or maintenance, ADOT's crews rely on each other to know their stuff for everyone to stay safe on the job and travel safely down the road.

2012



OFF-ROAD HEAVY EQUIPMENT VEHICLES:

Not all of ADOT's heavy equipment vehicles are meant for the road, but they still need to be safe to operate and work around. Maintaining these vehicles and making sure their operators are qualified to use them keeps ADOT's construction and maintenance crews safe, even when they're not on the road.



Angela DeWelles, ADOT Communications

SAFELY HOME:

NEW ADOT TEAM DEVOTED TO TRAFFIC INCIDENT RESPONSE

IN AN EFFORT TO reduce crashes and congestion, ADOT has developed a brand new team that will focus primarily on traffic incident management.

The ADOT Incident Response Unit (IRU) begins patrolling the Phoenix metro area starting Oct. 1. This 14-member team is part of ADOT's Transportation Systems Management and Operations division (TSMO) and will provide traffic control and other assistance at crash scenes. The IRU will also have the necessary equipment to push or pull stalled vehicles out of traffic and will work to proactively prevent crashes by removing debris from roadways. When not responding to traffic incidents, the team will perform minor highway maintenance tasks.

*Starting Oct. 1, IRU will begin responding to highway crashes, closures and other freeway incidents. The team's trucks come equipped with message boards, traffic cones and other equipment. Some of the new team is pictured above — from left, Supervisor **Ray Kavaliunas**, Responder **Ray Shaban**, Responder **Chris Brown**, Supervisor **Abe Asermely**, Responder **Matthew Morrell**, Lead **Matt Anderson** and Program Administrator **Mark Brown**.*

The IRU replaces ADOT's Arizona Local Emergency Response Team (ALERT), which operated out of ADOT's Central Maintenance District and was staffed by employees who volunteered to be available for emergency calls.

IRU is different from ALERT because the new teams are mobile and dedicated full-time to traffic incident management. Previously, ALERT members would have to stop their highway maintenance work and return to their yard to pick up vehicles and equipment before responding to a crash.

"ADOT looked at efficiencies," IRU Program Manager **Mark Brown** said. "The time between an incident occurring and first responders arriving at the scene represents the biggest chance for a secondary crash. Getting there quickly is important."

The No. 1 goal for the team is to reduce crashes. To do that, the goal is to cut current response times by half, Brown said.

"We can make that scene safer once we arrive. Safer for law enforcement and safer for the traveling public," Brown said. ■

~ Angela DeWelles, 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

1,045

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

Process improvements allow Authorized Third Parties to apply faster, more electronically

ONE OF THE ways ADOT has been able to keep up with the ever-growing customer base of both private and commercial drivers over the years is by partnering with Authorized Third Party (ATP) providers. Since 1994, those ATP providers have helped get Arizona's drivers out of line and safely on the road — but even this service improvement could be improved.



Tammyra Madrid

Program Project Specialist **Tammyra Madrid** noticed that the time it took to process ATP applications, from beginning to end, could take as long as 130 days, with 90 days for training and 40 additional days for processing. Once the application became electronic, that processing time was greatly reduced, but Madrid felt it was still taking too long and began an investigation into the parts of the process that took the most time.

"I discussed with my colleagues to keep moving toward an even more electronic way of processing individual applications for Third Party applicants," Madrid said, "since

the paper application had already become electronic."

First, Madrid began to track the type of mistakes occurring in the application and who made them. To reduce the back-and-forth these types of errors could cause, she reached out to those customers and offered to walk them through the process. As a result, she's also developed a spreadsheet

to track missing information, which applications have been denied and for what reason.

However, she didn't stop there. She continued her investigation and found that some steps in the process could be completed concurrently, rather than consecutively. Because the criminal records check could take between four and six weeks, she now recommends applicants send in their fingerprints in the meantime to save time for everyone.

Applicants were also required to submit payment for the criminal background check via money order. To prevent this time-consuming step, Madrid worked with ADOT

Financial Management Services to allow applicants to pay for this fee electronically — another time saver for both ADOT and the customer!

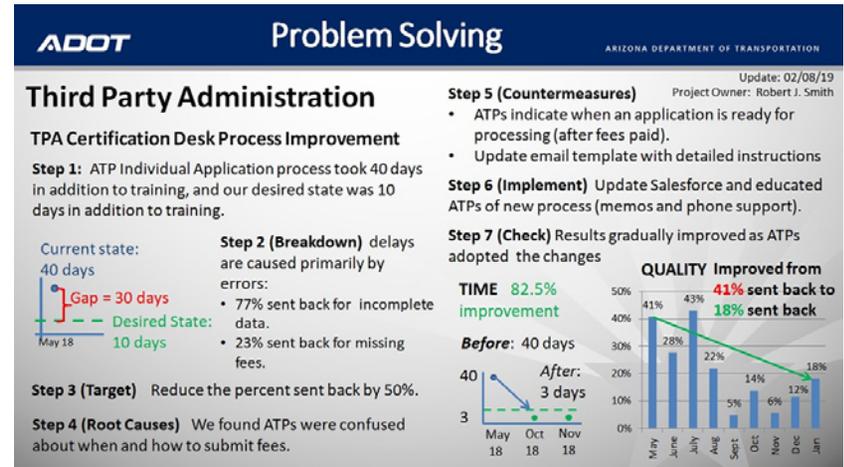
All these incremental changes to the application have resulted in a processing time improvement of 82.5%, from 40 days to just three days — an entire seven days better than the "ideal" 10 days of processing time. Due to Madrid's attention to detail, the quality of the applications has also improved and the application backlog has been greatly reduced.

"The biggest thing is that there's not so much back-and-forth," Madrid said of the process improvements. "There aren't as many rejections and

resubmittals. Customers are excited to have a smoother application process and to be able to pay electronically. I do ask them for feedback, and that's the response I get most. It's so much easier now."

Madrid's process improvements also caught the attention of Governor Doug Ducey earlier this year, and [he sent a thank-you note congratulating her](#): "We are happy to hear that by using AMS principles ADOT was able to improve a process that was creating long processing times and backlogs. Keep up the good work." ■

~ Dani Weber, Senior Communications Specialist



By switching to electronic applications, the processing time was improved by 82.5%.

2019 Employee of the Year Maria Arvizo committed to customer service, continuous improvement

THE 2019 EMPLOYEE OF THE YEAR has been announced — and it's Administrative Assistant **Maria Arvizo!** Because of her numerous exceptional contributions, both to her team and to ADOT's Strategic Plan and Continuous Improvement goals, Arvizo definitely deserves the award.

"She's truly a consummate team player," said Equipment Services Maintenance Operations Manager **Lionel McFarlane**, who nominated Arvizo for the award. "Her depth of knowledge, her commitment to tasks and how well she did them — even other related duties not in her job. Her unwavering devotion and old-fashioned work ethic are a multiplier in supporting our agency's goals."

Arvizo demonstrates her commitment to going the extra mile for her customers at every turn. Late one Friday evening, she assisted a stranded customer from outside the agency, where the customer's car had a check-engine light on but all the technicians were already gone for the day. To help the customer get back to Safford, Arvizo got management approval to loan them a staff vehicle and arranged for the customer to drop off the vehicle at the Safford shop on Monday.

On another occasion, she discovered that some customers were getting erroneous notifications saying their vehicles required inspection when they did not. After personally investigating the issue, she found that several other vehicles had been misidentified and removed those notifications, preemptively saving her customers time and confusion.

"Maria demonstrates outstanding customer service skills both to internal and external customers," McFarlane wrote in her nomination. "Her willingness to go the extra mile to assist the customer is commendable and an indication of her

longstanding commitment to taking care of the customers."

In addition to her commitment to her customers, Arvizo seizes every opportunity to grow within ADOT. When **Governor Doug Ducey** introduced the Arizona Management System and Continuous Improvement culture, she wholeheartedly embraced and promoted it, completing all four AMS training classes designed for managers and supervisors when she herself was not.

She also served as the 5S coordinator for Equipment Services Maintenance Operations staff. She managed and coached the guidelines for the 5S area, inventoried Red Tag items, and audited the 5S results on a monthly basis. She even developed and implemented a kaizen for the 5S process to centralize nine Red Tag areas into one. She accepted the task of completing the surplus forms, sorted and organized the areas, and requested a surplus pickup of excess items from the Department of Administration. Additionally, she sorted, organized, painted and uncluttered the area to free up space and improved the ADOA surplus processing standard.

Arvizo has also standardized her building's keys box cabinet so that the right key can always be found when it's needed. She reduced the 584 Equipment Services keys to just 185 and created a key control program to ensure keys are returned before employees leave state service. And she created an



Joe Larger, ADOT Communications

*(Left to right) Deputy Director/Chief Operations Officer **Scott Omer**; Director **John Halikowski**; Administrative Assistant **Maria Arvizo**, who is Employee of the Year, and Equipment Services Maintenance Operations Manager **Lionel McFarlane**.*

inventory log for her department's ice chests so that users could check them in and out, letting everyone know who had them when needed.

The list of Arvizo's contributions goes on and on. Her recognition as the 2019 Employee of the Year is well-deserved.

"I didn't know whether to jump, cry or scream out loud," Arvizo said of the moment she learned she'd been awarded Employee of the Year. "It was an awesome, exciting and rewarding feeling."

"I have had to work really hard, manage my time well and also learn things I have never done before quickly," she said of her many accomplishments from the last year. "I believe you should always enjoy what you do and not give up. I'm so appreciative and honored to receive this award." ■

~ Dani Weber, Senior Communications Specialist

THANK YOU, ADOT

ADOT's Border Liaison Unit hosts South Asian professionals

WHEN A GROUP of high-ranking professionals from around the globe inquired about ADOT's successful Border Liaison Unit (BLU), Enforcement and Compliance Division (ECD) Director **Tim Lane** was happy to host a presentation at the ECD headquarters building.

Global Ties Arizona, a Scottsdale-based nonprofit, which operates the State Department's International Visitor Leadership Program, had requested the June 28 presentation on behalf of the participants who made their first trip to the United States from South Asian countries, including Afghanistan, India, Nepal, Pakistan, Sri Lanka and Tajikistan. These participants underwent a rigorous selection process among several candidates in their local countries. The State Department informed Lane that it is a privilege to participate in this prestigious program.

ECD was selected in Arizona to showcase their innovative BLU program and permitting process due to its success and the direct correlation with enhancing Mexican trade. The visitors were intrigued on the BLU's crossborder training of commercial vehicle inspections and permitting classes in both Arizona and Sonora that have resulted in reduced border wait times and safer Arizona roads. This is the first program of its kind along the southern border.

Lane welcomed the group, and presenters included Commercial Vehicle Compliance Specialist **Lori Knight**, Statewide Permits Services Manager **Jennifer Cannon**, ECD Officer **Francisco Cordova** and Director of International Affairs **Mark Sanders**.

Global Ties Program Associate Marlon Tanner was very impressed by the presentations and stated he would recommend that ADOT and ECD present to the next group chosen by the State Department.

"I wanted to thank you for your energy and efforts in hosting the recent International Visitor Leadership Program project on Cross Border Trade from South Asia. They were quite impressed and enjoyed the conversation immensely with the Border Liaison Unit," Tanner wrote.

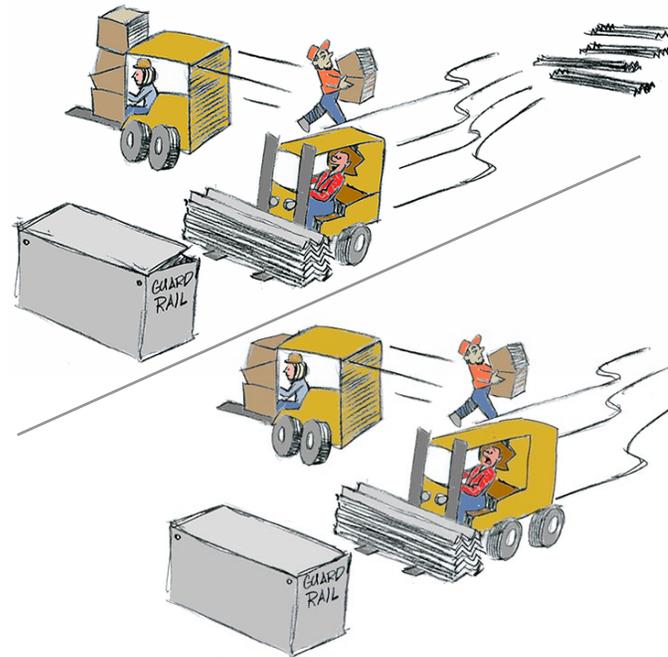
View Tanner's complete thankyou email on [ADOTNet](#). ■

~ Lori Baker, 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 six differences between the two cartoons. Can you spot them all?

Email each hidden difference to InsideLane@azdot.gov by Oct. 11. Everyone who locates all six will be entered into a random drawing for a great prize! 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 motion, one of the eight wastes identified in Continuous Improvement. Examples of this waste include walking to use shared equipment such as copiers, printers or plotters; walking to get signatures, to have meetings, to visit customers and suppliers; and searching for files or information. ■

WINNER WINNER!

WE RECEIVED many creative entries in response to last month's caption contest, but there could only be one winner. Congratulations to Sgt. **Jesus "J.J." Moreno**, Commercial Vehicle Safety Alliance training coordinator at Douglas International Point of Entry, who submitted the winning caption! Assistant Communications Director for Internal Communications **Kathy Boyle** presented him with a special gift bag, including a Chiricahua Mountains coffee mug, an ADOT cup, The Inside Lane stress ball and other goodies. ■



Kathy Boyle, ADOT Communications

TALK TO YOUR TEENS ABOUT SAFE DRIVING

FALL IS HERE — school is back in session and cooler weather is on its way. In Arizona, this is the time of year when more activities start to fill the calendar.

No matter how busy you and your family are, I hope you'll make time to talk to your teen drivers about staying safe behind the wheel. Oct. 20-26 is National Teen Driver Safety Week and offers a good reminder of why we need to focus on teen driver safety.

Did you know that motor vehicle crashes are the leading cause of death for teens (15-18 years old) in the United States? According to the National Highway Traffic Safety Administration (NHTSA), in 2017, there were 2,247 people killed in crashes involving a teen driver, of which 755 deaths were the teen driver.

While the statistics are not exactly reassuring, it is encouraging to know that parents can be the biggest influencers on teens' choices behind the wheel. You just have to start the conversation and take the time to talk.

Need some conversation starters? The NHTSA offers these suggestions for talking with your teens:

Don't drive impaired. Set a good example and remind your teen that drinking before the age of 21 is illegal, and alcohol and/or marijuana and driving should never mix, no matter your age. Also remind them that driving under the influence of any impairing substance — including illicit, prescription or

over-the-counter drugs — could have deadly consequences.

Buckle up. Every trip. Every time. Everyone. Front seat and back. Lead by example. If you wear your seat belt every time you're in the car, your teen is more likely to follow suit.

Eyes on the road, hands on the wheel. All the time. Remind your teen about the dangers of texting, dialing or using mobile apps while driving. Require your young driver to put their phones away when they are on the road and turn on the "Do Not Disturb" or similar feature on their phone.

Obey all posted speed limits. Speeding is a critical issue for all drivers, especially for teens who lack the experience to react to changing circumstances around their cars. Obey the speed limit, and require your teen to do the same.

Limit passengers. With each passenger in the vehicle, your teen's risk of a fatal crash increases.

Of course, this conversation doesn't just have to happen once a year. I encourage you to talk with your children early and often about the responsibilities associated with driving. For more information, visit the [NHTSA's website](#). ■

~ 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 and provide a photo.

AMS SPOTLIGHT BY DIRECTOR JOHN HALIKOWSKI

WHY IS IT taking so long for MVD to reinstate my driver license? This is a common complaint from customers who have had their licenses revoked. As of June 2018, it took an average of 26.4 days to process reinstatement applications. The Driver Improvement Team accepted the challenge to find out why it took so long and what could be done to reduce the time to process these applications.

Led by Supervisor **Francis Popovich** and Manager **Jeff Dolfini**, the team included **Maria Amador, Gabby Carlon, Alma Lozano, Jack Owens, Wayne Ruiz, Andrew Rutgers** and **Maria Tsilimidos**. The first thing they did was use the Problem-Solving Worksheet to analyze the process steps and identify delays that affected the time it took to reinstate revoked driver licenses.

The team determined they were over-processing the applications (one of the eight wastes, or muda). Customers were providing additional information that was beyond what was needed to reinstate a revoked driver license. The team also identified process steps in investigations that contributed to longer waits during the approval process.

Another delay had to do with a broken mail merge system being used to send approval and denial letters. The mail merge process only allowed one person to complete the letters at a time. By eliminating the mail merge process, the team created easy-to-use fillable forms that each team member can use whenever they need to.

The team would reject an application if a customer had other requirements to complete that were separate from the revocation reinstatement process. Now, the team approves these applications and notifies customers of what's left for them to complete before their licenses can be reinstated.

Using the Problem-Solving Worksheet and the Problem-Solving Register to list problems, the team had a goal of reducing the time to process applications to 10 days. As of July 2019, the current state is 5.4 days; that's a reduction of 21 days. According to Dolfini, team members are seeing the benefits of using AMS tools to solve problems. Congratulations, Driver Improvement Team—keep striving!