

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

MARCH 2020

VOLUME 4, ISSUE 8

**Northcentral District and
Flagstaff MVD get new digs**

**PAGE
3**



◀ **ADOT's Construction Academy helps women, minorities and veterans**
PAGE 4



◀ **Collaboration reduces wildfire risk outside Bisbee**
PAGE 5



◀ **In the work zone with Julia Manfredi**
PAGE 10

ADOT

LEADERSHIP

MATTERS

IN THE SPRING OF 2013, I received a call that would eventually allow my career to grow in a direction where I could contribute more to our communities. The call was from Todd Emery, who told me I was selected as ADOT's new Globe district engineer. I was elated to know that I would be part of an organization known for progressive leadership, innovative ideas and great people. Almost exactly two years later, I received another call — I was appointed deputy state engineer of operations. I've been in this position for nearly five years. I support construction and maintenance statewide, encompassing more than 1,000 employees. This has capped more than 30 years of work in the industry, which include the city of Tucson, Pima County, private engineering and heavy civil construction firms.

Throughout my career, I have been fortunate to progress through the ranks in the industry both public and private, starting at entry level and working through the grades and stages one step at a time. I say fortunate because it has given me a special perspective on what it takes to do what we do. More importantly, it has given me an insight to the organization's most valuable asset, the people. This understanding and awareness has helped transform my leadership style from old-fashioned autocratic to people-centric. Success in managing a large group begins with having genuine concern for the welfare of our staff, building an atmosphere of trust and believing in the team to get the job done.

As an organizational leader, I work hard to provide on-the-spot guidance, support and resources to all our teams so they can work through challenges to accomplish their goals. People-centric leadership is

a culture and practice that recognizes that engaged and motivated people are not just a key asset of an organization ... they are the organization. I firmly believe we have done our job as leaders, if every day, everyone goes home fulfilled by pursuing excellence in results, where everybody flourishes.

I've seen this excellence in results in how we have embraced the Arizona Management System (AMS) and are working to sustain the Lean principles it comprises. Specifically in operations, every unit statewide has demonstrated effectiveness and efficiency improvements with 6S (5S + safety plan) and huddle boards. Additionally, numerous districts were challenged to install their own brine tanks and pumping systems, accounting for more than \$2 million in savings to the department. Of greater impact, teams statewide have been able to account for major savings in operations and maintenance expenditures, which have gone directly into the recent market pay initiative for more than 900 employees. We are now challenging ourselves to find more savings to put toward another market pay initiative to include more employees. We need to embrace both AMS and leadership styles, which create a culture of trust, empowerment, inspiration, employee engagement and development as these will continue to have a profound impact on the results and the future of the organization. ■



*Jesse Gutierrez
Deputy State
Engineer-Operations*

The INSIDE LANE

ADOT DIRECTOR

JOHN S. HALIKOWSKI

DEPUTY DIRECTOR FOR POLICY

KEVIN BIESTY

COMMUNICATIONS DIRECTOR

TIMOTHY TAIT

NEWSLETTER STAFF

KATHY BOYLE, ASSISTANT

COMMUNICATIONS DIRECTOR

LORI BAKER, SENIOR COMMUNICATIONS
SPECIALIST

ANGELA DE WELLES, SENIOR

COMMUNICATIONS SPECIALIST

MICHELLE FINK, ADMINISTRATIVE SUPPORT

DANELLE WEBER, SENIOR

COMMUNICATIONS SPECIALIST

RANDY SASAKI, GRAPHICS PROJECT
MANAGER

JOHN WALRADT, GRAPHIC DESIGNER

ELENA DIAZ, GRAPHIC DESIGNER

FRANK RODRIGUEZ, GRAPHIC DESIGNER

EDITORIAL BOARD

EDDIE EDISON, HR

MINDY GRIFFIN, OCI

SONYA HERRERA, ASD

GREGORY BYRES, MPD

LT. JAMES WARRINER, ECD/OIG

JAMES WINDSOR, TSMO

JENNIFER BOWSER RICHARDS, MVD

LARRY CLARK, MVD

LISA DANKA, FMS

STEVE BOSCHEN, IDO

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

ADDRESS ALL COMMENTS AND SUGGESTIONS TO InsideLane@azdot.gov.

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

© 2020 Arizona Department of Transportation

Share your best cover shot

Do you snap shots that show off the scenic side of transportation in Arizona? Share them with us and we might put your photograph on the next cover of The Inside Lane.

It can be a great picture of an MVD office, a beautiful highway shot or even an artsy photo of construction materials. Whatever the subject, the photo should highlight some aspect of the work happening here at ADOT.

Submit your original, digital photographs to InsideLane@azdot.gov in JPEG format (no larger than 10MB). Along with the photo, please provide a brief description and your name/title.



This photo, taken by Video Services Supervisor **John Dougherty**, shows the new MVD and Northcentral District offices in a former Harkins movie theater in Flagstaff. Read more on Page 3.



New ADOT facility in Flagstaff provides improved customer service, central location



▲ MVD's bigger office space will be able to serve more people, faster.



▲ Governor Doug Ducey and other dignitaries spoke at the new ADOT facility's dedication in Flagstaff.

◀ This building was transformed from a movie theater to a multi-purpose facility, housing the Flagstaff MVD office, Northcentral District headquarters and other ADOT groups.



▲ Director John Halikowski explains how the state's first public-private partnership involving real estate made the new ADOT facility a reality.



▲ Material lab space is among the amenities.

◀ Employee training areas are available to about 100 employees, who moved from four different sites in Flagstaff to share the new building.



Photos: John Dougherty, ADOT Communications

ADOT'S NEW FLAGSTAFF facility provides better customer service and centralizes several ADOT groups in one location.

The new MVD office has more customer service windows, an expanded road test course and additional customer service parking, compared to the former Milton Road location.

Besides MVD, other ADOT personnel who serve the Flagstaff area also have offices in the new facility, which is in a renovated former Harkins Theatres. Facilities Management, Flagstaff Regional Lab, Flagstaff Area Lab, Northcentral District headquarters and construction units are now together where they share conference and training rooms. About 100 employees work in the new facility.

The new ADOT facility was possible thanks to the state's first public-private partnership involving real estate. ADOT, the city of Flagstaff and Vintage Partners, a Phoenix-based development firm, completed a three-way land swap.

[Read more coverage about the new Flagstaff facility](#) on ADOTNet and view photos on [ADOT's Flickr page](#).

~ Lori Baker, Senior Communications Specialist



ADOT's Construction Academy helps women, minorities and veterans enter construction industry

Steve Navis, ADOT's workforce development manager, congratulates **Kristy Lewis** for completing the Construction Academy training.



Kristy Lewis (second from left) was the only woman in her Construction Academy graduating class.



Kristy Lewis operates a skid steer as part of her Construction Academy training in Camp Verde.



Photos: Steve Navis, Employee Business and Development

FROM OPERATING a skid steer to reading a construction plan, Kristy Lewis learned skills in ADOT's Construction Academy that can help her get a construction job.

She attended the free Construction Academy in Camp Verde for eight hours a day for two weeks.

"Every day, it was more interesting. I was trying to build my confidence and this is a big step in the direction I want to go," she said.

To encourage more women to seek construction careers, ADOT is offering a free Highway Construction Jump Start Academy for women only from March 2 to 13 at Sundt Construction in Phoenix. In addition, Construction Academy programs for both men and women will be offered April 6-17 in Tucson and May 11-22 in Phoenix. The Construction Academy is for economically disadvantaged individuals, including women, minorities, veterans and those who are unemployed.

Offered through ADOT's On-The-Job Training Supportive Services Program — part of the agency's Business Engagement and Compliance Office — the Construction Academy combines hands-on activities and classwork, including commercial driving, construction math, computer technology, flagger certification and a 10-hour OSHA training certification regarding job-related safety and health hazards. Participants receive safety gear, such as hard hats and protective eyewear, at no charge. They

also get help with resumes, and a career fair is held with contractors who are ready to hire. Program funding is provided by the Federal Highway Administration.

"Our academy is designed to help disadvantaged minorities and women be qualified for highway construction careers and fill our highway construction contractors' workforce needs," said **Steve Navis**, On-the-Job Training/Workforce Development program manager.



Patricia McKinley, who is a Construction Academy graduate, is pictured with Construction Academy participants who she taught recently how to obtain their commercial driver license.

Classes are taught by professional instructors as well as contractors who are hiring.

Patricia McKinley, who owns KHAVL Transport LLC, an ADOT-certified Disadvantage Business Enterprise, graduated from the Construction Academy a couple of years ago. She was so impressed with the program that she became an instructor. In November, she trained Construction Academy

participants in Phoenix on how to get their CDL permits.

"Our Construction Academy not only benefits individuals but helps the construction industry in Arizona as a whole while connecting women and others with construction job opportunities," said **Dr. Vivien Lattibeaudiere**, ADOT's Employee and Business Development administrator. "We help place Construction Academy graduates into apprenticeships and trainee positions with contractors that build roads in Arizona. This helps advance Arizona's transportation system and the state's economy."

For more information, go to azdot.gov/academy.

~ Lori Baker, Senior Communications Specialist

MULTIAGENCY COLLABORATION REDUCES WILDFIRE RISK IN BISBEE

WILDFIRES ARE an ever-present danger in Arizona. With only a few inches of rainfall every year, we don't get enough precipitation to build up a natural defense against wildfires. When State Route 80, on the outskirts of Bisbee, was determined to be a high risk, ADOT partnered with other state and local agencies to get ahead of the coming wildfire season to mitigate risk factors.

Wildfires have been a particular problem in Arizona in recent years, especially near populated areas. To reduce the risk of even greater wildfires, ADOT joined the Arizona Department of Forestry and Fire Management with

20-person crews to begin chipping brush along SR 80 with the intention of reducing the natural fuels to wildfires during the hotter months of the year.

Old Bisbee Firewise, a community group dedicated to preserving the wildland-urban interface, sponsored the project, while ADOT provided traffic control around the working crews. While Old Bisbee Firewise oversaw the project, ADOT also stepped up to help coordinate communication efforts with the city of Bisbee, Cochise County and local media to ensure local agencies and the public were informed about the nature of this project.

One challenge the group faced was the shape of the terrain. "The walls of the canyon are such that one side of the highway goes up steeply and the other goes down steeply," explained Southeast District Engineer **Bill Harmon**. "That made it difficult to access and cut down trees. This is the first time people have gone in to remove trees and brush with the purpose of fire mitigation."

In quarter-mile segments, the crews worked tirelessly, always keeping safety and community outreach top-of-mind.

"The risk of fire is now lower," Harmon said. "It's better for businesses and the community, but it also just looks nicer now." ■

~ Dani Weber, Senior Communications Specialist



ADOT standardizes fleet vehicle preventive maintenance and replacement systems

ADOT'S FLEET vehicle preventive maintenance system has been so successful that other state agencies have adopted this process.

“During our State Fleet Council meetings, we shared our preventive maintenance system with other state agencies and they are now using it for the fleets they manage. A robust preventive maintenance operation is the first line of defense. It’s ultimately what protects the state’s multimillion dollar fleet investment,” said Equipment Services Administrator **Devin Darlek**.

ADOT also standardized its vehicle replacement system, which was adopted by other state agencies as well. Vehicles are placed into a replacement cycle using a formula mainly based on age and miles, but utilization and maintenance cost also can be factored in.

“This system allows us to know when vehicles and equipment will be coming due for replacement in upcoming years, and this also assists the budget



Devin Darlek, Equipment Services

*ADOT preventative maintenance: Equipment Repair Technician **John Walker** diagnoses why this vehicle is overheating.*

office to plan accordingly,” Darlek added.

Darlek chairs the State Fleet Council, which was initiated by the Governor’s Office along with agency directors in 2016. The State Fleet Council works to standardize best management practices, reduce duplication of efforts, cut overlapped costs and improve fleet operational processes. ADOT has the largest state fleet, with more than 4,500 vehicles and heavy equipment and more than 23 Equipment Shops located around the state.

Besides ADOT, the Fleet Council includes representatives from the Arizona School for the Deaf

and Blind, Department of Child Safety, Department of Corrections, Department of Economic Security, Department of Public Safety and the Arizona Game and Fish Department.

ADOT and other agencies included in the State Fleet Council use the Arizona Management System’s Continuous Improvement tools to improve efficiencies and eliminate waste. The Council meets regularly to discuss how to standardize fleet activities, and to also share successes about their fleet operations. ■

~ Lori Baker, Senior Communications Specialist

ADOT’s online auction processes improve with AMS

STATE VEHICLE sales on online auctions have skyrocketed to more than \$500,000 in one month from the \$90,000 average a month, thanks to ADOT Equipment Services’ streamlined process.

In addition to selling its own fleet vehicles, ADOT expanded its online auctions to include all state agency vehicles in 2019.

“Some state agencies used to sell vehicles on the lot and didn’t use the online auction method. With our online auctions, we get buyers from all over the world, including New Zealand, Mexico and parts of Europe,” said Equipment Services Administrator **Devin Darlek**.

By having a worldwide network of customers and using the online auction process, 90% of vehicles are now sold for more than the Kelley Blue Book value, he added.

“The boost in sales is in part because of the amazing work by Equipment Services staff,” Darlek said. “Using Arizona Management System (AMS) strategies has helped immensely. We also recently



Devin Darlek, Equipment Services

These are some of the vehicles that ADOT is selling in an online auction.

hired a temporary employee to specifically help with auctions, and we will add two additional employees. We went from 150 vehicle sales per year to more than 800 vehicle sales per year.”

To prepare for auctions, employees clean vehicles and remove decals, radios, tool boxes and other things like trailer hitches. They also take photos and write a description for each item being auctioned. They work with customers before and after the auction.

ADOT’s goal is to clear the existing backlogged inventory of about 300 vehicles. In comparison, ADOT had about 30 to 50 vehicles available for auction when it only handled online auctions for ADOT vehicles, Darlek said.

Besides generating higher revenues, ADOT’s new

process has reduced the time that vehicles are listed for auction.

“The team came up with the idea to list vehicles for seven days instead of 14 days, and we found we still get just as much money for them,” Darlek said.

“We’re working toward having vehicles on the auction list for five days. Our goal is to net maximum dollars in the least amount of time,” Darlek said.

AMS tools were used to improve the auction process.

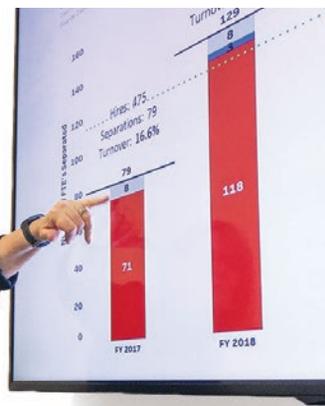
“The staff improved vehicle key storage, standardized information that flows between agencies, used visual management systems and ultimately carved out waste. By doing this, it’s had a positive impact for everyone involved,” Darlek said.

The majority of funds generated from the vehicle auction is used for replacement vehicles and to go back to the respective agencies.

The online auction is hosted on publicauction.com. ■

~ Lori Baker, Senior Communications Specialist

First-Year Experience Program helps new ADOT employees start strong



First-Year Experience Program Manager **Deanna Seehoffer** leads a workshop for supervisors.

Thomas Wiley, who has worked as an equipment repair technician at the Tucson Equipment Services Shop since November, praised ADOT's First-Year Experience Program (FYXP).

"I have the support of my supervisor to help me achieve my goals and to become more productive and successful," said Wiley. "I work with a great team and they never made me feel like an outsider, and everyone is always willing to help."

Wiley is among the first ADOT employees to participate in the FYXP, which started in July 2019. It provides supervisors with training and standard work for a 12-month onboarding process for new employees. As part of the program, each new employee is paired with a buddy, who helps them acclimate to the workplace environment, ADOT's culture and the Arizona Management System (AMS).

Safford Construction Unit Tech 4 **Kenneth Heeg** credits the FYXP for giving him the feeling of belonging since his first day at ADOT.



FIRST YEAR EXPERIENCE ADOT

"Though my transition has faced some minor challenges, the experience as a new ADOT employee in the Southeast District has been one of teamwork and comradery, throughout the office and district alike," Heeg said.

FYXP was developed as a result of a project team, facilitated by Senior Lean Coach **Vinny LaBella**, using the Plan-Do-Check-Act (PDCA) problem-solving method to decrease employee attrition and increase employee engagement.

"The program's goal is to engage and support new employees from day one, so that they can be successful and remain with ADOT long

term," LaBella said. "When a new employee starts strong, everyone wins."

Program Manager **Deanna Seehoffer**, who also was a member of the PDCA team, oversees the FYXP and provides supervisors with coaching and guidance throughout the onboarding process.

"The FYXP and its standard work define the activities supervisors follow to enhance a new employee's satisfaction," Seehoffer said. "If we can't get new hires integrated into the agency, they'll struggle at best, and at worst they'll leave. This program is the primary method we use to teach and expose our new employees to our AMS principles and practices."

Human Resources Analyst **Erik Busch**, who was hired in December, said his experience working for ADOT has been fantastic.

"One on ones with supervisors and business partners gave me insight and valuable knowledge that has ensured continued growth. I have a supervisor and a buddy who both care about my success and want to see me grow within the agency. That supportive nature is the single driving force that makes me feel like this was the best move for my career," he added.

Seehoffer offers a 75-minute workshop on an ongoing basis for supervisors to attend prior to their new employee's first day at work. During the workshop, supervisors learn about the FYXP standard work that assists them with coaching, communication and engagement, and clarification of training and work expectations. They also learn how to enter their FYXP activities into a tracker for each new employee to ensure that the various steps are completed over the 12 months.



Photos: **Lori Baker**, ADOT Communications

Workshop participants from left to right: **Zach Davis**, resident engineer for South Mountain Freeway; **Diamaresa Strom**, Executive Hearing Office supervisor; **John Hetzel**, ADOT Facilities manager; **Kirk Kiser**, Central District Maintenance and Landscape architect; and **Jackie Domeraski**, Physical Security manager for ADOT statewide.

Debera Massahos, Engineering Consultants Section's assistant manager/Contracts Unit manager, said she is grateful that ADOT put FYXP in place.

"We've had the opportunity to hire quite a few new staff members this past year. We're working as a team to help our new hires transition into their jobs and get to know their colleagues better.

Massahos is one of more than 400 supervisors who have attended an FYXP Workshop to prepare them to meet the needs of their new team members.

Find out more! Check out the [First-Year Experience Program web page](#) on ADOTNet. ■

~ **Lori Baker**, Senior Communications Specialist

KAIZEN KORNER

KAIZEN 2020 CHALLENGE

Here's what you need to know: ADOT is aligning kaizens to the agency's long-term strategies. The goal is to have 7,200 Kaizens by June 30, 2020 with 100% participation by all employees. The goal is to have 50% of the kaizens align with the long-term strategies as identified in ADOT's Strategic Plan. Through March 31, the focus is on **building a culture of highly engaged employees.**

KAIZEN COUNT

The number of kaizens submitted by ADOT employees so far this fiscal year is

4,336

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

Automatic Vehicle Location Dashboard provides invaluable data for winter operations

LITTLE MOVEMENTS can add up to be big revolutions. The current Automatic Vehicle Location Dashboard has been a series of kaizens coming together over the last three years, and they've made an incredible difference in winter weather road maintenance.

Way back when, ADOT's Road Weather Management and Maintenance units in Northcentral District collected data about roadway conditions, resource management and snowplow conditions through a third-party website. It was an okay means for collecting data, but the tools and reports the vendor offered were limited, and accessing the data they collected was time-consuming, often to the detriment of efficient winter weather management.

"We took some of those data and we created some visuals," explained Systems Technology Manager **John Roberts**, "But it was still on a case-by-case basis. It worked a bit better, and it looked a bit better. The next step was to have something more automatic."

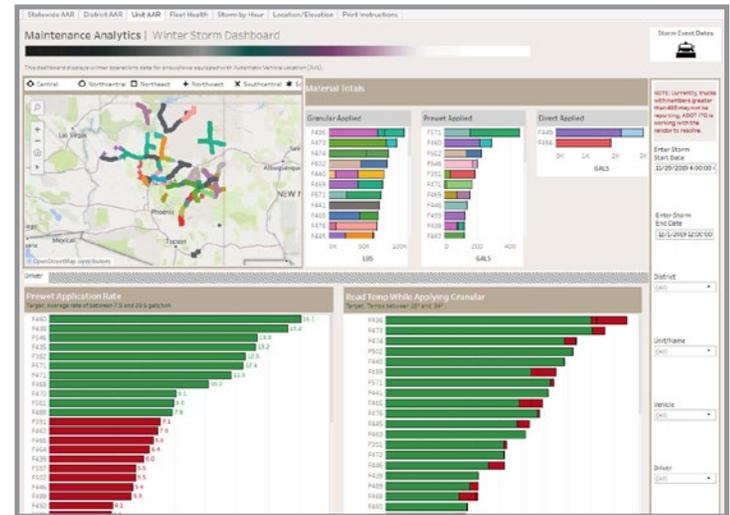


For the next improvement, the Information Technology Group (ITG) helped create a data process where specific winter storm attributes were organized so reporting became much easier. Based on this advance, Road Weather Management defined some specific metrics to track and organize the data visually that is now used as part of the Winter Storm After-Action Review.

"We can now efficiently and effectively analyze the storm data and learn where we can improve during the next storm," Roberts said. "We have a better idea of how to manage our materials, like salt or liquid. We can scrutinize efficiencies for cost savings. We can identify data markers to find indicators that a truck has a mechanical issue that needs repair, reconfiguration or recalibration."

"I think a lot of people might think the AVL Dashboard is just tracking where the vehicle is, but it's so much more," said Maintenance Management Services Supervisor **Corinne Colón**. "It tracks speed, material use, road conditions — so much."

As the tools for the AVL Dashboard came together and were standardized, they were presented to drivers at the Winter Workshop for feedback on the look and feel. Then it was presented again to district



The AVL Dashboard helps snowplow drivers get real-time feedback on road conditions and resource usage.

engineers. At every step of standardizing these tools, the team sought feedback not only for efficiency, but also for usefulness and handiness.

The reception for the dashboard has been resoundingly positive. Road Weather Manager **Kevin Duby** said, "Employees themselves are using the dashboard for a kind of friendly competition. This also creates the opportunity for the drivers and their management to talk about and share their efficiency."

As a tool, the AVL Dashboard equips snowplow workers better and more efficiently, and the results don't lie — but that's not all this tool represents.

"It's less about the technology and more about the teamwork that went into helping bring about this solution," Roberts said. "I'm proudest of how everyone came together to create something great." ■

~ Dani Weber, Senior Communications Specialist

LOOK

BACK

For as long as there have been roads in Arizona, there have been people who plan, build and maintain them. It's those skilled women and men who have made this state's transportation history a remarkable one. From 1912 when the Arizona Highway Department was first established, to right now, right here at ADOT, state employees have continuously done the work necessary to keep Arizona moving. Take a look back at some of their stories. View previous Look Back stories on [ADOTNET](#).

First logo sign unveiled 24 years ago

IT MIGHT NOT have been the most graceful sign unveiling to ever take place (kind of looks as if the paper sign cover is about to drop onto someone) but it was significant.

On Jan. 23, 1996, Arizona's very first logo sign was revealed on State Route 87, about three miles south of Payson.

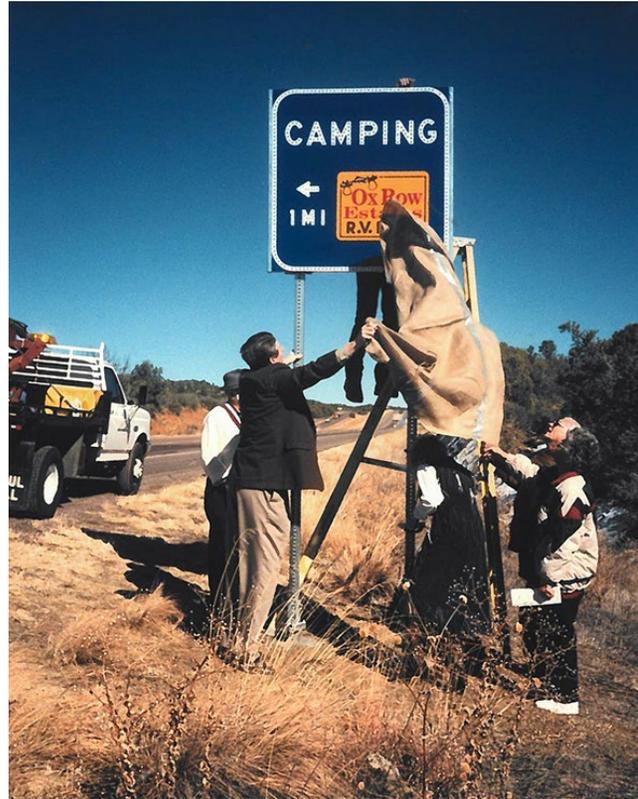
According to Newsbeat, the ADOT employee newsletter of the day, the signs were starting to appear across Arizona through the combined efforts of ADOT and the Arizona Logo Sign Group.

"The signs, which will be placed in and near cities and towns to provide travelers with information about restaurants, service stations, motels and campgrounds, were authorized for a 10-year period by the Arizona Legislature last year. Each sign will have up to six logos of off-highway businesses.

"ADOT and Arizona Logo Sign Group, which won the contract for erecting the signs, have completed a round of regional meetings to explain the program to local government official and chamber of commerce representative ... Interest in the signs has also been expressed by the communities of Bullhead City, Camp Verde, Cottonwood, Gila Bend, Globe, Miami, Page, Quartzsite, Safford, Tuba City and Willcox."

Today, the blue logo signs are still directing drivers to services and attractions like restaurants, lodging and gas stations.

In recent years, ADOT has developed the Grand Canyon State Logo Signs program and administers the operations of



the Arizona Logo Sign program. Signs, which help generate additional funds to maintain Arizona's roads, can now be seen on both rural state highways and urban interstate highways.

Learn more by visiting the [Grand Canyon State Logo Signs website](#).

~ Angela De Welles, Senior Communications Specialist

WINNER

WINNER

eyethink

WE HAD A record response to last month's ADOT EyeThink contest with more than 150 entries, but there can only be one winner. Congratulations

to Mesa/Gilbert MVD CSRI **Denise MacIntyre**

whose name was selected from a random draw of entries. She received a special

gift bag from Internal Communications Director **Kathy Boyle**, including an Arizona Highways Hiking Guide and magazines, stress ball, cup and other great gifts.

Answers:

1. Cracked headlight
2. Dim bumper light
3. Male buyer has a hat
4. Different colored pants
5. No tire tread marks
6. Salesman has beard



Kathy Boyle, ADOT Communications

The INSIDE

LANE

MARCH 2020

9

In the **WORK** **ZONE** with



If you'd like to share about your job and yourself, please send an email to InsideLane@azdot.gov and we'll send you a questionnaire.

Joe Larger, ADOT Communications

Education/background:

Bachelor of Science in environmental science from Juniata College, Pennsylvania, and Master of Science in environmental pollution control from Penn State University. Certified Professional in Erosion and Sediment Control and Certified Professional in Stormwater Quality.

How do you describe your job to people outside ADOT?

I am part of the group that helps ADOT staff understand and comply with environmental regulations. I manage most of the technical areas (air quality, noise, biology, water resources, hazardous materials, standards and training) in Environmental Planning. These teams coordinate with environmental regulatory agencies and provide guidance needed for environmental clearances for development/construction and maintenance projects.

What do you enjoy about your job?

- 1. Being part of something bigger than myself.** I am fascinated by transportation and what it does to help the public go

Julia Manfredi

*Environmental Programs Manager
Environmental Planning
State Engineer's Office*

Eight years with ADOT

about meeting the needs in their lives. What we do impacts so many people on a daily basis.

- 2. Learning.** I learn something new here every day. I feel empowered to jump in to try to solve a problem, ask questions or coordinate on an issue, even when I clearly don't have all of the answers. My career path at ADOT has allowed me opportunities for learning about transportation as well as a lot about myself, and how to coordinate with and manage people.
- 3. The people.** ADOT has some genuinely great people, on both personal and professional levels, working here. I feel privileged to work at an agency full of smart, hard-working, supportive people.

What do you want other ADOT employees to know about your job that they might not know?

Environmental Planning does not serve as ADOT's "environmental police." We're here to provide a service to the agency. We move forward with the goal of being effective and efficient in our work, ensuring accountability and compliance with the legal environmental requirements.

What is the most interesting/exciting thing that has happened to you on the job?

I've had the opportunity to coordinate the Clean Water Act permitting on both the US 89A landslide response project, as well as on the South Mountain Freeway. While the water permitting part on those projects was interesting and somewhat complex, I also had the privilege of learning a lot about parts of the projects and methods beyond environmental permitting. For me, it was interesting and exciting to just be a part of those projects, but also to gain so much from an educational perspective at the same time.

More recently, ADOT has taken over the federal authority for our environmental approval for

federal-aid highway projects, and much of the responsibility resides in Environmental Planning. It has also been exciting to see the shift and maturity of our environmental program grow over the last few years.

Tell us three things most people don't know about you.

I grew up in rural Pennsylvania, in a little town called Williamsburg, population 1,200. My husband and I have been licensed foster parents for the state of Arizona since 2014. I make a mean lasagna.

What are you passionate about?

Making a positive impact on the world around me, nurturing things (I have three kids, three dogs, three cats and a tortoise), camping, hiking, family, teaching my kids to be good humans.

What qualities do you admire most in other people?

Honesty, integrity, respect, compassion. It helps if they're funny, too. 🍷

~ Lori Baker, Senior Communications Specialist

Distance is no barrier for #ADOTLeads participants

FOR HIGHWAY Operations Supervisor **Tammie Zaccaria**, traveling from her Fredonia office to Phoenix for training would be a 12-hour roundtrip.

With the innovative #ADOTLeads program, Zaccaria doesn't have to drive hundreds of miles to learn how to improve her leadership skills. #ADOTLeads uses technological tools like Google Hangouts Meet and Google Classroom so ADOT employees can participate regardless of their location.

"I especially like where you can see the instructor and everyone in the class. It makes you feel part of the meeting instead of just a bystander," said Zaccaria, who has worked 29 years for ADOT. "I enjoyed learning about having an open mindset. I think as a leader we need to be more mindful of listening to our employees."

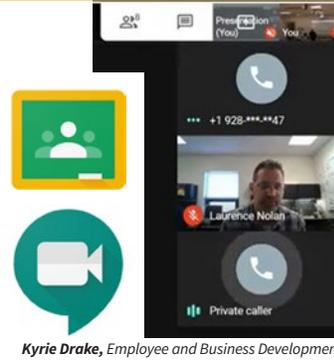
Besides Zaccaria, supervisors from the Grand Canyon, Page, Prescott Valley, Prescott and Tucson along with 12 Phoenix-area employees are in the #ADOTLeads Leading Others cohort that began in January.

During a recent classroom presentation, Geographical Information Systems Analyst **Robert Bush** provided dos

and don'ts of giving presentations, and employees participating remotely were able to comment in real-time video chats. In March, #ADOTLeads participants will give presentations that will be viewed and presented both remotely and in the Phoenix conference room.

In addition to classroom activities, #ADOTLeads participants are matched with peer advocates to work on group projects and share advice on how to overcome challenges. They also complete online training and on-the-job learning tasks, and engage in social-learning activities. #ADOTLeads incorporates Arizona Management System principles for team building and to overcoming challenges.

"This is an exciting learning series that catapults leadership skills to the next level and integrates participants into our ADOT culture," said Leadership and Professional Development Manager **Jenni Hesselbein**.



Laurence Nolan, a systems/ LAN supervisor in Prescott, participates remotely in an #ADOTLeads session about the dos and don'ts about presentations.

#ADOTLeads participants from around Arizona shared how the program has helped them.

Kara Lavertue, Northwest District Resident Engineer, Prescott Valley

The subjects that have presented have helped give a little bit different perspective on being a supervisor. They make you think and evaluate your own growth, and the growth of those you lead.

Scott Kennedy, Shop Supervisor, Page

Google Meet and Google Classroom allow me to participate in something that I might have passed up before, due to travel constraints as I am in the far northern end of the state. I participated in my advocates group remotely, and it was great to interact in real time with my teammates.

Craig Talatzko, Airport Operations Administrative Supervisor, Grand Canyon National Park Airport

I signed up for #ADOTLeads because I am always looking to better myself. For me, it's a lot of refresher but it's good to refresh my memory.

#ADOTLeads Leading Others is the first of a series of leadership programs being offered. Upcoming programs include Leading Self, Aspiring to Lead and Leading Teams. For more information, check out the [#ADOTLeads page](#) on ADOTNet. 📧

~ Lori Baker, Senior Communications Specialist



ADOT JUMBLE

Directions: Unscramble each of the clue words, then arrange the circled letters to form the answer. Email your answers to InsideLane@azdot.gov by March 13. Everyone who solves the puzzle will be entered into a drawing for a prize. We'll reveal the answers in next month's newsletter. Good luck!

- 1) DAEFERL ○ _ ○ ○ ○ ○ _
- 2) LATUDTEI ○ ○ ○ _ _ _ _
- 3) REICFFO ○ ○ ○ _ _ ○ ○
- 4) NETKIOHCPC _ _ ○ ○ ○ _ ○ _ _ _

Because they had not applied for an Arizona Travel ID by Oct. 1, 2020, Elaine and Ted discovered they were not
 _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _

Quick Clearance

MOST PEOPLE want to be safe drivers (at least I hope that's the case), but unfortunately, crashes occur much too frequently.

While I often use this column to focus on ways to avoid a crash, today, I want to talk about how to safely react after a minor, noninjury collision.

In short, **if you're in a noninjury fender bender, move your vehicle out of travel lanes.**

Many people believe a big misconception that it's best to stay put once you've experienced a freeway fender bender. But in reality, you should practice **Quick Clearance.**

Quick Clearance is when drivers involved in minor crashes that don't result in injuries get vehicles out of travel lanes as soon as it's safe to do so.

According to the [Federal Highway Administration](#), the likelihood of a secondary crash increases by 2.8% for each minute the primary incident continues to be a hazard.

Moving your vehicle to the emergency shoulder, median or exiting the highway provides a safer environment for first



Dallas Hammit

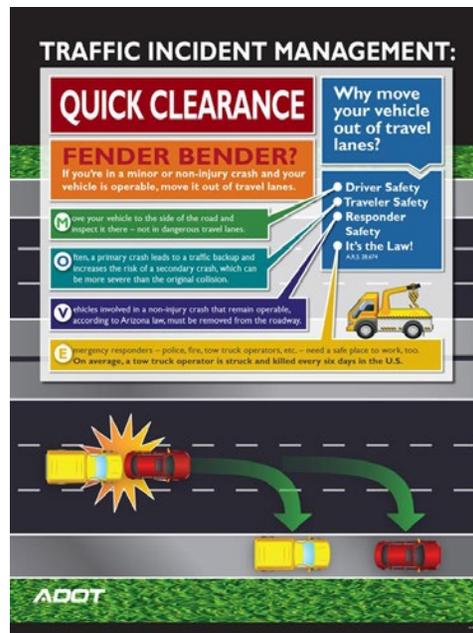
responders and keeps travel lanes clear for other vehicles, reducing the chance of a secondary collision.

So, remember: if you are involved in a noninjury crash, and your vehicle can be moved, you should drive it out of the travel lanes then call for help.

No one wants to be involved in a crash, but knowing how to safely react if you are involved in a noninjury crash can help protect you and others.

Safely Home! 🚚

~ Dallas Hammit, Deputy Director for Transportation



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

CONTRACTS AND SPECIFICATIONS IMPROVES INFORMATION DATA WAREHOUSE

WAITING AND overprocessing. That is how I would describe the old way of retrieving documents from ADOT's Information Data Warehouse (AIDW). It is used as a centralized location for final bid documents that include sealed plans, special provisions, cross-sections, geotechnical reports, proposed pamphlets, addenda and award letters. Being able to find these important documents in a timely matter affects internal customers, such as our engineering districts, Project Management, Field Reports, Roadway, Bridge and Traffic Groups, and others.

There was no standard filing system, so it was difficult to track down or locate files and know if any information was missing. The Contracts and Specifications Group (C&S) would have to handle 10 to 20 calls a week from customers who were trying to locate the information they needed. Some files were too large to send electronically, so C&S would upload the information onto a CD and then mail it to internal customers. Then, those customers would upload the information onto their computers, using a high volume of hard disk space.

According to C&S Group Manager **Iqbal Hossain**, "In order to serve our customers better, C&S decided to revamp AIDW. With 'One ADOT' in mind, we wanted to ensure documents are available to everyone in a timely and consistent fashion."

Using the Standardize-Do-Check-Act (SDCA) process, the goal was to standardize and streamline the process of housing the final bid documents into AIDW. By listening to internal customers, C&S gained valuable information on what documents needed to be in AIDW, including bid tabulations and executed contracts. Standard work processes were established that follow how folders are created, file names are standardized and timelines are established when information is to be uploaded.

Now, after a project has been awarded, C&S can provide the sealed plans, bid book, addenda, bid tabulations and award letter within three business days. Executed contracts are available within three business days. C&S has noticed a reduced volume of phone calls (maybe one call in two weeks!) from customers looking for documents. Customers have eliminated the need to save multiple copies of these documents on the local hard drive.

Switching to electronic documents and standardizing AIDW for document storage has added efficiency and value to internal customers, and reduced wastes in waiting, transport, overproduction, overprocessing, unutilized talent and defects. I want to thank **Barry Crockett, Corrina DeLeon, Jesse Gutierrez, Iqbal Hossain, Kirstin Huston, Scott Parkey and Ata Zarghami**. This effort is a great example of the importance of standard work!