

The INSIDE

LANE

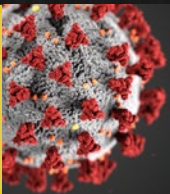
A newsletter for employees of the Arizona Department of Transportation

APRIL 2020

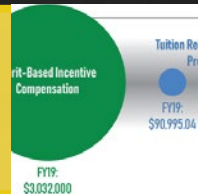
VOLUME 4, ISSUE 9

*Remembering fallen ADOT
employee Frank Dorizio*

PAGES
2-3



◀ ADOT serves public
during COVID-19 crisis
PAGE 6



◀ Employee Engagement
Survey identifies
employee needs
PAGE 7



◀ ADOT helps preserve
Arizona's environment
PAGES 8 AND 9

ADOT

LEADERSHIP MATTERS

THIS ISSUE of The Inside Lane is dedicated to our teammate and friend Frank Dorizio, whom we lost tragically on March 4 while he was on duty with ADOT's Incident Response Unit.

Through this difficult time, I know that I have found some comfort in hearing from Frank's coworkers and learning more about the type of person he was — which is why I hope you'll read the article in this issue that includes reflections from Frank's team. His colleagues paint a picture of a man who was happy, resourceful and proud of the work he did. Frank expressed he loved working at ADOT and that ADOT was his family.

What an extraordinary way to be remembered...

I also encourage you to read about ADOT's sundial memorial at the Sunset Point rest area along

Interstate 17. To honor the life and legacy of Frank Dorizio, we will add his name to the memorial in the coming months.

Finally, Dallas Hammit's Driving Safety Home column is focused on Work Zone Awareness Week and is full of safe-driving tips that I urge you to share with your family and friends. I think the best way we can honor Frank's memory is by making sure we all set the example and make safe decisions behind the wheel — especially in work zones.

Frank was a valued member of the ADOT team. His selflessness, his kindness and his friendship will not be forgotten. I am proud to work for this agency because of employees like Frank and I know that he will always be remembered by us.



To all employees — if you need additional support, I hope you will consider reaching out to CompPsych EAP, ADOT's Employee Assistance Program, at www.guidanceresources.com (register using company code HN8876C). You also can call Human Resources at 602.712.8188 (option 5).



John Halikowski
Director



Frank Dorizio

The INSIDE LANE

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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.

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Share your best cover shot

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

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

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



This cover photo of **Frank Dorizio** was taken by Happy Valley Maintenance Tech III **Jesus Alvarez**. Dorizio, who was part of ADOT's Incident Response Unit, was struck and killed while setting up cones for a pavement preservation project on Interstate 10 on March 4.

The logo on this month's cover of The Inside Lane has a mourning band in Dorizio's memory. Read more coverage on **Pages 2-5**.

COWORKERS REMEMBER FALLEN ADOT EMPLOYEE

Frank Dorizio

Incident Response Unit

FRANK DORIZIO was the kind of guy you wanted on your team. He was always there to help and would volunteer for everything.

As a member of ADOT's Incident Response Unit (IRU), he helped keep motorists and state troopers safe on Phoenix-area freeways by setting up traffic control, removing debris and assisting stranded motorists, among other valuable services.

Tragically, Dorizio, 55, was struck and killed on March 4 while on duty with the IRU team, setting up a sign alerting drivers to pavement repairs along Interstate 10 south of the Phoenix area. He is the first ADOT worker since 1998 to be struck and killed while working along a highway.

Dorizio joined ADOT in October 2015 as a highway operations worker with the Little Antelope Maintenance Unit in northern Arizona. He was promoted to Highway Operations Tech 3 over the next few years and joined the Happy Valley Maintenance Unit in February 2017. He joined the new Incident Response Unit last September.

Ismael Regalado, who was Dorazio's supervisor with Happy Valley Maintenance, says Dorizio was a regular

"His friendliness helped him quickly fit in. His co-workers looked up to him because of his experience."



source of ideas for solving problems and would volunteer for anything that was needed to help the operation and the traveling public. That included operating a snowplow.

"He was at the front of the line to travel north to help the district in Flagstaff get through storms that require snowplow operators to work 12-hour shifts," Regalado says. "Frank was always around to help."

Dorizio's willingness to volunteer included being a regular part of an annual "Touch a Truck" event in the Valley, benefiting a camp for children with spina bifida.

IRU Manager **Mark Brown** remembers how proud Dorizio was to drive the vehicle wrapped with the sponsor's branding and how excited he was to be a member of the team.

"His friendliness helped him quickly fit in. His coworkers looked up to him because of his experience," Brown said.

Brent Cain, director of the Transportation Systems Management and Operations Division, notes that Dorizio

and other IRU members gathered at a February event announcing a sponsorship for the unit and celebrating the team's many accomplishments in its first months.

"It was a monumental day for Frank and his colleagues, and there was a tremendous spirit and pride in the room," Cain said. "His coworkers and friends say the same thing about Frank: ADOT was his family, and he was committed to our agency's mission and to the people of Arizona." 🇺🇸

~ Caroline Carpenter, Steve Elliott and Doug Nintzel, Public Information Office



John Dougherty, ADOT Communications

IRU State Farm Press Conference: Row 1 (Left to right) ADOT Director **John Halikowski**, Lt. Col. **Jenna Mitchell** with the Arizona Department of Public Safety's Highway Patrol Division, **Matt Anderson**, **Ray Shaban**, **Frank Dorizio**, **Sylvester Mitipok**, Federal Highway Administration Safety Specialist **Jeff King**. Row 2 left to right: **Ryan Crounse**, **Chris Brown**, **Danny Robbins**, **Mark Brown**, **Matt Morrell**, **Abe Asermely**, **Cody Smith**, **David Duran**, **Jody Murphy** and **Ray Kavalinas**.

Safe work zones for all

WORK ZONE Awareness Week 2020 is scheduled April 20-24, and I don't know about you, but this year I think it holds even more meaning for us as an agency.

Don't get me wrong — with more than 1,000 employees who work in maintenance and construction projects on highways throughout the state, work-zone safety is ALWAYS one of the most important issues we deal with at ADOT. However, the recent tragic loss of our ADOT colleague, Frank Dorizio, underscores for all of us just how crucial it is for drivers to be aware in the work zone.



Dallas Hammit

We want everyone to get home safely at the end of the work day. Sadly, that doesn't always happen.

With that in mind, I encourage you to talk with your family and friends about work-zone safety. Explain to them there's just no excuse for driving recklessly.

While you're at it, take time to examine your own driving behaviors and make the commitment to staying safe in the work zone — slow down, always obey signs and flaggers, and prepare for lane restrictions.

For more information, please check out the work-zone safety section on [our ADOT website](#) and remember these tips when driving in work zones:

- **Expect the unexpected.** Normal speed limits may be reduced, traffic lanes may be restricted and people may be working on or near the road.
- **Slow down!** Speeding is one of the major causes of work-zone crashes.
- **Keep a safe distance.** The most common type of accident in a work zone is a rear-end collision. Maintain two car lengths between you and the car in front of you as well as road crews and their equipment.
- **Pay attention.** The warning signs are there to help you move safely through the work zone. Observe the posted signs.
- **Obey road crew flaggers.** The flagger knows what is best for moving traffic safely in the work zone. A flagger has the same authority as a regulatory sign. You can be cited for disobeying a flagger's directions.
- **Stay alert and minimize distractions.** Dedicate your full attention to the roadway and avoid changing radio stations or using cell phones while driving in a work zone.
- **Be prepared to merge.** Motorists can help maintain traffic flow and posted speeds by merging as directed by signage.
- **Be patient and stay calm.** Remember, crews are working to improve the road and your commute. 🇺🇸

~ Dallas Hammit, Deputy Director for Transportation



DPS issues 89 citations in “Move Over for Dorizio” special enforcement detail

The [Arizona Department of Public Safety's](#) “Move Over for Dorizio” special enforcement detail on March 17 and 19, in honor of fallen ADOT employee Frank Dorizio, resulted in 110 stops and 89 citations for Move Over violations and 76 stops for distracted driving violations. Always Move Over or Slow Down for stopped vehicles and use extra caution in work zones. Go to [moveoveraz.org](#) for more information about Arizona's Move Over law.

Work-zone safety is important not only to protect those who build and maintain our highways, but also to protect motorists. About 80 percent of those killed in work-zone crashes are drivers and their passengers.

Preventable rear-end collisions are the most common type of work-zone crash. Simple things such as slowing down, obeying signs and flaggers, and preparing for lane restrictions go a long way to keep everyone safe.



Sundial memorial honors ADOT employees killed in line of duty

ADOT EMPLOYEES, who died while in service, are remembered on the Sunset Point Rest Area's sundial.

More than 30 ADOT employee names have been engraved on the sundial since it was installed in 1997 at Sunset Point located along Interstate 17 — 40 miles north of Phoenix at milepost 251.

Frank Dorizio, a member of ADOT's Incident Response Unit, died on March 4 while setting up traffic control on Interstate 10. He will have his name etched on the sundial.

The sundial represents an enduring symbol with a timeless message that recognizes the influence of the honored employees.

On the Gnomon (the blade that stands vertically to create the shadow on the base below) is inscribed, "As the sun sets over our fallen companions, may they always be remembered." 🇺🇸

~ Lori Baker, Senior Communications Specialist



In Memorium

THESE EMPLOYEES lost their lives while working for the Arizona Department of Transportation and former Arizona Highway Department. The year listed is the date of loss.

2020s

- Frank Dorizio, 2020

2010s

- Robert Danzo, 2018
- Ron Griffin, 2014

2000s

- Nicolas Leonet, 2006
- "Kojack" Nelson, 2001

1990s

- Kenneth Mattox, 1998
- John M. Tucker, 1996
- Anthony Arnold, 1994
- Ron Laulo, 1991
- Melvin Stanley, 1990

1980s

- Grady Ashcraft, 1988
- Daniel Montoya, 1988
- William Hunt, 1985
- Gordon Willis, 1984
- Rudolph Yazzie, 1987
- Eulalio Contreras, 1983
- Vernon Schmidt, 1982
- Stanley Mishanec, 1981
- Van Holyoak, 1980

1970s

- Melvin Termain, 1979
- Howard Mannel, 1978
- Donald Voelker, 1977
- Richard Davis, 1975
- Dale Brummett, 1975
- Tommy Hannah, 1974
- James Childers, 1973

- W. Bland, 1973
- Ralph Worden, 1972
- Gilmore Hersom, 1971
- Ellis Taylor, 1970

1960s

- Frank Beecroft, 1968
- George Decker, 1968
- Pedro Picone, 1968
- Donald Bullmore, 1968
- Frederick Naltazan, 1967
- Mark Caudill, 1967
- Ursulo Martinez, 1967
- Kenneth Prince, 1967
- Robert E. Murray, 1965
- Fred Sutter, 1965

1950s

- Robert Dowdle, 1958
- Walter Shaw, 1958
- James Roberts, 1957
- Dolphus Smith, 1956
- Edgar A. Jones, 1955
- James Johnson, 1954
- Albert Rogers, 1954
- Robert Canfield, 1954
- Joe Ortiz, 1952
- Grover Hutson, 1951
- Tom Commons, 1950

1940s

- Edgar Chesley, 1949
- Austin Furr, 1948
- Carl Roston, 1948

ADOT continuing essential services to support Arizonans during pandemic

Efforts support long-haul truckers, MVD customers and the economy

PAVEMENT REPAIRS continue, as do highway construction and improvement projects. For long-haul drivers delivering essential goods, rest areas offer truck parking and facilities. Crews patrol Phoenix-area freeways to quickly clear crashes and help stranded motorists.

Along nearly 7,000 miles of state highways, Arizona Department of Transportation employees continue providing a safe and reliable transportation system as part of the state's pandemic response.

"Throughout it all, ADOT staff — from every corner of the state — remain committed to supporting the people of Arizona and those who are moving critical goods into and through our state," Director **John Halikowski** said. "We remain committed to supporting **Governor Ducey** and his leadership as we navigate this situation together, as a state."

ADOT's Motor Vehicle Division is continuing to assist customers and protect employees by limiting office visits to those needing transactions that must be done in person and by offering those visits by appointment only. Meanwhile, most motor vehicle transactions don't require an office visit and can be performed at any time by visiting [ServiceArizona.com](https://www.servicearizona.com).

At ADOT's Traffic Operations Center, dispatchers are on duty 24/7 to monitor the freeways and highways across the state for incidents, deploy personnel as needed to keep traffic moving and share critical information on overhead message boards. ADOT's social media channels, including Twitter ([@ArizonaDOT](https://twitter.com/ArizonaDOT)), are real-time sources of information and interaction. Information on highway conditions is available at any time by visiting ADOT's Arizona Traveler Information site at az511.gov or calling 511.



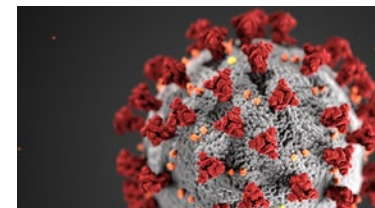
Tyson Goree, Northwest District, Prescott Valley

ADOT crews began working after a winter shutdown on an I-40 paving project in March near Seligman. Improvements include milling and replacing existing pavement, and improving the road shoulder.

ADOT's rest areas remain open with crews providing heightened sanitary protocols such as more frequent cleanings and regularly disinfecting frequently touched surfaces such as door handles, sinks and faucets. Rest areas are especially important to commercial drivers who use truck parking there to get their required rest.

Continued on page 7

Where's the COVID-19 Coverage?



AS THIS MONTH'S issue of The Inside Lane was being "sent to print," we were in the early days of the COVID-19 outbreak, with the first two deaths reported in Arizona and the operations of ADOT dramatically altered.

While many staff members today are teleworking, in line with CDC and Arizona Department of Health Services recommendations, there are still many ADOT personnel on the job each day getting the job done for Arizona, including the Motor Vehicle Division (MVD), Infrastructure Delivery and Operations, Transportation Systems Management and Operations, Information Technology Group and others. It is those members of the team — you who cannot telecommute and who are continuing to get the job done — that will be the focus of next month's Inside Lane.

Across the state, MVD offices are open by appointment for essential services, guardrails are being repaired, potholes are filled, incident response teams patrol freeways, Traffic Operations Center dispatchers staff their stations 24/7, computer networks remain

stable, traffic signals are operable, and the list goes on. We may not be heroes in the traditional sense, but our actions as an agency are heroic — in the face of uncertainty and apprehension, our critical work continues whether it's from a maintenance yard in northern Arizona or our home office. In Communications, we'll highlight those activities to help everyone on the ADOT team understand the important role everyone plays.

We would like you to send in your photos — selfies of working at home, team shots of a maintenance crew, a photo of you doing what you do every day, even under these extreme circumstances. We'll feature those photos in the next issue of The Inside Lane and in the Inside Lane Online on ADOTNet. We probably won't be able to feature everyone, but it is important to illustrate that work continues at one of Arizona's largest — and, I'd argue, most impactful — state agencies. **Please send your photos with your name, title, division and location by April 10 to InsideLane@azdot.gov.** ■

~ Timothy Tait, Director of Communications



Brent Brinkley, Northwest District, Wickenburg

Maintenance crews removed big rocks from southbound State Route 89 in March. The road was closed at times between mileposts 276 and 275, near the town of Yarnell.

Continued from page 6

At ADOT's commercial ports of entry, officers and other staff handling safety inspections and permitting are helping the Arizona Department of Public Safety support the Federal Motor Carrier Safety Administration's emergency declaration providing regulatory relief for trucks involved in emergency assistance.

Around the state, maintenance crews are repairing pavement and guardrails, removing rockfall and performing other activities to keep highways operating safely. ADOT construction and improvement projects are moving forward as well, with no anticipated disruptions.

On Valley freeways, members of ADOT's Incident Response Unit are on patrol to assist motorists and quickly clear crashes, helping to reduce the chance of secondary crashes by getting traffic moving.

From job sites to offices, ADOT employees are observing social distancing guidelines and taking precautions such as workers using the same vehicles every day. Many meetings involving groups are moving to video conferencing or conference calls.

ADOT is also exploring virtual options for public meetings and public hearings on highway projects and studies. With the public comment period for ADOT's Tentative Five-Year Transportation Facilities Construction Program underway, the public can provide input via an online form at azdot.gov/tentative5year, by email at fiveyearconstructionprogram@azdot.gov and by phone at 855.712.8530. The public comment period lasts from March 20 through 5 p.m. on June 2. ■

~ Garin Groff and Ryan Harding, Public Information Office

Annual Employee Engagement Survey identifies employee needs

SINCE 2012, Arizona state government employees have made their voices heard every spring through the annual Employee Engagement Survey. This year's survey will be another chance for ADOT employees to let their needs be known.

Though this year's survey will be delayed due to COVID-19, it will again ask many of the same questions. The Arizona Department of Administration has developed a custom survey, rather than the usual Survey Monkey platform, to ensure greater accuracy in reporting and stronger anonymity for respondents. When regular state business returns to normal, look for a link to the survey in your email from ADOA instead of from ADOT's director.

And your responses make a difference! Asking questions and identifying problems through the survey allow ADOT leadership to create action plans to address employee concerns. Past surveys have provided the direction

ADOT needs to ensure funding and efforts go to the right programs.

Recognizing great work

Besides spot and merit-based incentives and meritorious service leave, many areas of the agency are emphasizing programs to recognize teams and individuals who have done an outstanding job. For example, the Employee and Business Development Office has reached 100% completion in instituting their "Notes of Appreciation" program. They also encourage Shout Outs, give away gift cards and hold Kaizen Winner Ride in Style luncheons to recognize outstanding kaizens.

Investing in individuals

In Fiscal Year 2019, ADOT's Tuition Reimbursement Program distributed \$97,643 in tuition reimbursement; so far in Fiscal Year 2020, the program distributed \$66,645. Furthermore, sections and teams across ADOT have

successfully begun to implement 1:1 Coaching principles and practices. Supervisors are meeting individually with their team members to discuss MAP goals, needs and successes on a quarterly basis.

Right tools and equipment to do the job

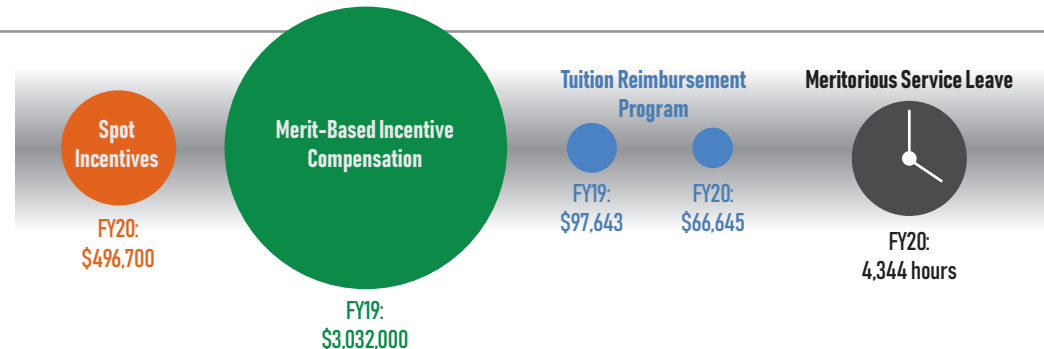
It's difficult to do your job effectively when you don't have the right tools. Many areas of ADOT have been focusing on providing the right tools for the right job, including updated computers and laptops, phones, copiers and scanners, vehicles, software programs, and other essential equipment.

"It is important for employees to voice their opinions in the Employee Engagement Survey," said Employee and Business Development Administrator **Vivien Lattibeaudiere**. "It is equally as important for divisions and group leadership to review the results and engage in dialogue with employees about what can be done to improve issues with the lowest scores, as well as improve overall employee satisfaction." ■

~ Dani Weber, Senior Communications Specialist

Investing in you

ADOT is invested in recognizing employees for the great work they do year after year. Here are just some of the ways.



ADOT helps preserve Arizona's environment

IN HONOR OF EARTH DAY'S 50th anniversary on April 22, we are spotlighting ADOT [Environmental Planning](#) which has about 40 staff members. They ensure that ADOT environmental standards meet all local, state and federal regulations and are followed for ADOT construction projects, infrastructure maintenance and its customers through partnerships, education and continuous improvement.

To provide more information about how ADOT helps protect Arizona's environment, *The Inside Lane* is featuring four Environmental Planning employees who specialize in air and noise quality, wildlife and vegetation, stormwater management and cultural resources. Read their stories on Pages 8 and 9.

Ivan Racic analyzes roadway noise's impact on humans and wildlife

WITH MEXICAN spotted owls living near State Route 89A in Oak Creek Canyon, **Ivan Racic** is analyzing how noise from backhoes, chainsaws, jackhammers and other roadway maintenance equipment could impact this species considered threatened under the Endangered Species Act.

While nighttime construction is considered safer for highway workers and motorists because there is less traffic, it's also when these nocturnal owls are most active, said Racic, an ADOT air and noise planner and environmental science specialist.

That's why he is creating a computer model to understand how far noise from different types of construction equipment extends out into the habitat for Mexican spotted owls along the Oak Creek Canyon section of SR 89A.

He takes into account the topography, atmospheric conditions and vegetation while doing his calculations.

"This model is a standardized approach that will be used to set guidelines for ADOT work in this area," Racic said. "An analysis like this hasn't been done to this complexity before."



Kevin Townner, Environmental Planning

ADOT Air and Noise Planner **Ivan Racic** (left) takes noise measurements for a Yuma roadway project with Engineer in Training **Joshua Wilson**.

He is preparing the noise analysis with input from ADOT biologists **Kris Gade** and **Joshua Fife** to prepare a biological evaluation of the Mexican spotted owls in this area.

The owls are one of many projects that Racic has been working on since joining ADOT about three years ago. He provides technical assistance on the National Environmental Policy Act (NEPA) as it relates to highway traffic noise, such as the new Loop 202 South Mountain Freeway.

"I provide expert knowledge in areas that relate to the highway traffic noise and vibration aspects of transportation, including wildlife and historic properties," he added.

Racic, who also does air quality analysis, works closely with his colleagues to use Arizona Management System tools to continuously improve processes.

"We establish the best available techniques, procedures and guidelines

to make sure all projects are done in the best way possible, protecting our environment while safeguarding the taxpayers' hard-earned money."

~ Lori Baker, Senior Communications Specialist

Kris Gade helps minimize roadways' impact on wildlife and plants

LONG BEFORE construction began on the Loop 202 South Mountain Freeway, Kris Gade studied the habitats of desert tortoises and other wildlife that could be impacted by the new 22-mile roadway.

She worked with the Arizona Game and Fish Department to map the territories of tortoises near the new alignment to consider relocating them ahead of construction. She also oversaw the [relocation of chuckwallas](#)



Environmental Planning

Roadside Resources Specialist **Kris Gade** is pictured at South Mountain Park with a tortoise that has radio and GPS tracker attached to it. Territories of tortoises were mapped to determine whether they need relocation ahead of construction.

from rocky areas before highway construction started.

Today, fencing in the habitat areas keeps tortoises and other wildlife off the newly opened South Mountain Freeway. Bridges and culverts also were designed to allow wildlife to continue to move freely between habitat areas in the South Mountain Park and the Gila River Indian Community.

"ADOT manages roads that cross many different habitats around the state. The biology team works together with ADOT design, construction and maintenance staff to figure out how to avoid or minimize impacts to plants, animals and habitat in cost-effective ways," said Gade, who has been with ADOT for more than seven years and is currently the [roadside resources](#) specialist on the Environmental Planning's biology team.

She is leading an effort to minimize impact on endangered species throughout Arizona by standardizing requirements for projects.

"I am coordinating within ADOT to describe our common construction and maintenance activities, and with federal agencies like the Bureau of Land Management, the U.S. Forest Service and the U.S. Fish and Wildlife Service," she added.

~ Lori Baker, Senior Communications Specialist

Matt Mallery focuses on preserving historical and cultural resources

HISTORIC PRESERVATION Specialist **Matt Mallery** chose a career protecting cultural resources because he believes a sense of heritage is important.

"In an increasingly artificial world of strip malls, suburban sprawl and theme parks, protecting places of the past is crucial to our sense of identity," Mallery said. "Once an archaeological site or historic building is gone, it's gone forever."

Mallery, who currently is based in Flagstaff, has worked on hundreds of ADOT projects as part of the Environmental Planning Group during the past 13 years. Besides highways, he works on material sources, encroachment permits, parcel disposals, local government projects such as sidewalks and bicycle lanes, maintenance projects, and bridge rehabilitation. He ensures ADOT is in compliance with state, federal and tribal regulations. He also goes above and beyond the letter of the law to consider the concerns of the tribes as well as community members who place a value on a specific place or structure.

"I'm proud of the spirit of cooperation that the Historic Preservation Team has with the rest of the Environmental Planning Group. I work with a team of educated, talented and dedicated professionals who care deeply for the environmental and cultural resources of this state," he added.

Mallery collaborates with other state agencies, local governments, federal agencies and tribal

governments to address often complex and sensitive issues that affect the environment and quality of life.

"The net benefit of what we do isn't always immediately tangible to the general motorist on a commute to work. What we do is more far reaching and sure to be appreciated by future generations," he added. ■

~ Lori Baker, Senior Communications Specialist



Katherine Meyer

Historic Preservation Specialist Matt Mallery with his son, Keem.

David Mack manages stormwater's impact on roadways

WITH HIS LOVE of the outdoors and travel, **David Mack's** pursuit of a career in environmental compliance was a natural choice.

As ADOT's industrial stormwater program coordinator based in Tucson, Mack's job has taken him around Arizona over the past eight years, including mines, a former lumber mill in McNary and ADOT's Grand Canyon National Park Airport. He helps ADOT achieve operational compliance within the stormwater, spill prevention and emergency community right-to-know regulations.

"No one wants a dirty, messy yard or facility to work in. Using the stormwater and spill plans helps keep our yards safer, cleaner and better for the workers. It also keeps our surrounding communities we live and work in cleaner and safer," Mack said.

He works with staff in ADOT districts and the Grand Canyon National Park Airport to update stormwater and spill prevention plans, provide training and identify ways to make compliance easier. He also conducts stormwater risk assessment evaluations on ADOT properties.



David Mack, Environmental Planning

Industrial Stormwater Program Coordinator David Mack manages stormwater industrial permits, spill protection control and chemical reporting for ADOT maintenance yards and off-highway properties.

Through ADOT's stormwater monitoring program, Mack and his colleagues identify contaminants in stormwater coming off roadways and maintenance yards and determine whether ADOT meets stormwater permit requirements.

"ADOT maintains automated and passive sampling equipment at various locations to collect the runoff. It may rain but not enough to collect a sample, so you have to stop for a while and wait for the next storm event. Or you have to change your sampling tactics to get the sample all while it's dark and raining," Mack explained.

The data is used to identify when certain concentrations of materials show up in stormwater at particular locations and prevention plans are updated as needed.

"As stormwater flows over land, it collects a mixture of pollutants deposited by natural and human activities," Mack said.

Mack uses Arizona Management System (AMS) tools to improve the stormwater management program.

"We are working hard to update our program, manuals, and guidance documents. We have embraced AMS as a tool to look at our program and dive into what ADOT needs," he added. ■

~ Lori Baker, Senior Communications Specialist

Adopt a Highway volunteers keep Arizona grand

ADOPT A HIGHWAY volunteers made quite an impact in 2019! The ADOT program grew to an all-time high of 1,108 volunteer groups, with 155 groups added last year alone. These volunteers removed more litter along more miles of highway than ever before.

Check out this infographic on the right for more statistics. If you are interested in volunteering, visit our [Adopt a Highway page](#) to learn how to keep our highways litter-free. Find more details about the program and our volunteers by viewing some of our [press releases](#), [ADOT Blog posts](#), [photos](#) and [video](#).



ADOT Graphics Services



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

OFFICE OF AUDIT AND ANALYSIS

Historically, the Office of Audit and Analysis has conducted ongoing pre-award reviews of Architect and Engineering (A/E) consultant's submitted overhead rates. Overhead rates are the way indirect costs (salaries associated accounting, human resources, etc.) are billed to a project and are calculated as indirect costs divided by direct costs (salaries associated, project engineer, surveyor, etc.) The number of submitted overhead rates for review is sporadic and difficult to estimate. Last year, the office conducted 184 pre-award reviews using five to six full-time staff equivalents.

In addition to A/E pre-award overhead rate reviews, the office is responsible for conducting audits of costs charged to ADOT by A/E consultants. These incurred cost audits are generally required for federally funded A/E cost plus fixed fee (CPFF) contracts using a provisional overhead rate, based on prior years incurred costs. For at least the last 10 years, the office budget has included funding to contract with outside CPA firms to conduct these audits.

Last year, the chief auditor asked the A/E audit team to use AMS tools to identify opportunities to streamline existing audit activities with the goal of enabling the department to conduct these incurred cost audits internally. Using problem-solving tools, the audit team identified the need for better communication

and standardization of processes to gain better efficiency. As they reevaluated the purpose of the A/E pre-award overhead rate reviews, the audit team determined many components included in the reviews were duplicated by the CPA firms conducting the related incurred cost audit.

By removing the duplication of effort, they identified these opportunities:

- Incurring savings of more than 3,000 audit hours annually
- Conducting incurred cost audits internally, at about one-third of the cost charged by outside CPA firms, will allow the Office of Audit and Analysis to reduce its annual budget by at least \$100,000 beginning in the Fiscal Year 2021.
- Increasing office knowledge of A/E contracts to enable the team to provide enhanced customer services to ADOT staff and A/E consultants

My thanks to members of the A/E Audit Team: **Lisa Gurtler, Taylor Davis, Jocelyn Almanzar, Ahmaad Mathis, Robert Wise, Edward Wahab, and Oscar De Alba** for a job well done. Because of your efforts, ADOT has met two of its long-term strategic goals to bring value to the customer and maximize resources.

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 June 30, the focus is **delivering value to the customer.**

KAIZEN COUNT

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

5,089

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



Local media can now stay up to date with ADOT's CCTV camera feeds

ADOT IS DEDICATED to making traffic information and conditions known to the public as quickly and easily as possible. Giving news and radio stations access to ADOT's closed-circuit television (CCTV) cameras allows local media to signal boost and spread our messages. To share the feed from ADOT's CCTV cameras efficiently, the list of external customers who frequently request access is now being kept current.

More than 300 CCTV cameras line ADOT's freeways and highways throughout the state. ADOT allows access to the feeds from these cameras to news stations, media companies and universities for broadcasting purposes and gathering data.

ADOT's Information Technology Group (ITG) helps integrate these cameras with the network, as well as a long list of pieces of important information relating to the cameras. External customers typically only need a very small section of that information to use for their needs, and at any given time, they might request an updated list of cameras. As new freeway projects are completed or equipment is updated, the request process required ITG to edit the data and provide current and relevant

information — a process that could sometimes take 30 minutes to one hour to fulfill.

By automating the compiling of relevant data for external customers, ITG personnel at the Traffic Operations Center (TOC) were able to create a template that could be quickly filled in with current and accurate information. Now ITG can more quickly and easily produce a clean document that is repeatable and uniform for all outside requests. ITG personnel now spend significantly less amount of time providing current information in the form of a clean, uniform and accurate document.

And ADOT's external customers have noticed the faster turnaround time.

"My opinion is that they appreciate the fast turnaround time," said IT Systems/Network Engineer **Mike Blogg**, who worked on the Excel spreadsheet that automated the compiling. "We used to spend hours maintaining various external lists — now we have them ready in minutes. Internally, we knew there was a better way to do it, and we found it." ■

~ Dani Weber, Senior Communications Specialist

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 but there can only be one winner. Congratulations to Grand Canyon National Park Operations Manager **Michael Cockrum** whose name was selected from a random draw of entries. He received a special gift bag from Internal Communications Director **Kathy Boyle**, including copies of the Arizona Highways Magazine, a Grand Canyon noteblock, a stress ball and a cup. ■



Answers:

1. Federal
2. Altitude
3. Officer
4. Checkpoint

Final answer:

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



ADOT partners with city of Phoenix on critical water pipe

LIVING IN A DESERT presents many problems — the ever-looming threat of a drought chief among them. ADOT has partnered with the city of Phoenix to make sure that, in the event of a water crisis, residents in Phoenix will still have access to water to continue living their lives.

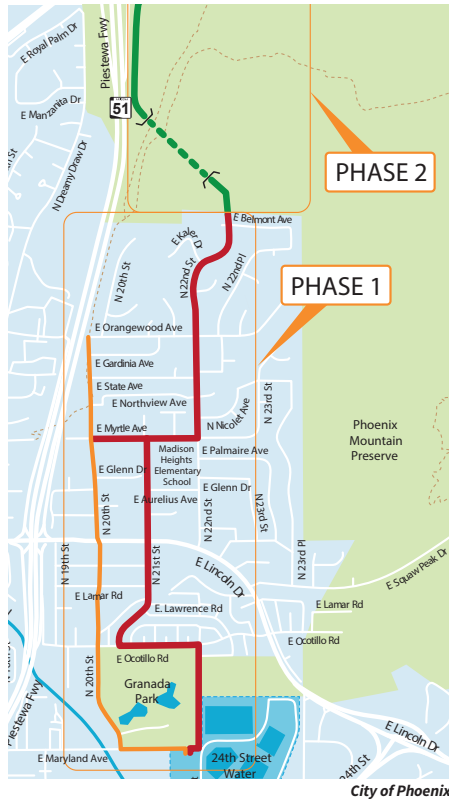
When a neighborhood in midtown Phoenix objected to running a pipeline through the Phoenix Mountain Preserve, the city of Phoenix found itself in a corner. They had to respect the wishes of the residents, but if a drought ever did hit, there would be no way to transport water to that neighborhood. The solution? Partner with ADOT.

State Route 51 — also known as the Piestewa Freeway — passes right by the neighborhood where the 66-inch water pipe needed a new home, so the city of Phoenix approached ADOT about possibly ceding enough of our right of way (ROW) to accommodate the pipe. ADOT was happy to help and immediately offered to create a permit for the city to access our ROW, but that wouldn't be enough. The city of Phoenix would need ADOT to fully relinquish that ROW so that the city would have ownership over the water pipe and the land surrounding it.

"This water pipe is very beneficial to the city of Phoenix," said Central District Engineer for Maintenance **Raul Amavisca**. "It's a reliable source of water for their customers, and ADOT partnered with the city to make sure there's a smooth transfer of ownership."

ADOT will continue to maintain the property facing the freeway, while the city of Phoenix has taken over all maintenance responsibilities with the wall. ■

~ Dani Weber, Senior Communications Specialist



MVD services shut down April 18-21 during transition to new MAX system

WHILE THE Motor Vehicle Division transitions to its new MAX information system, all services will be shut down April 18-21.

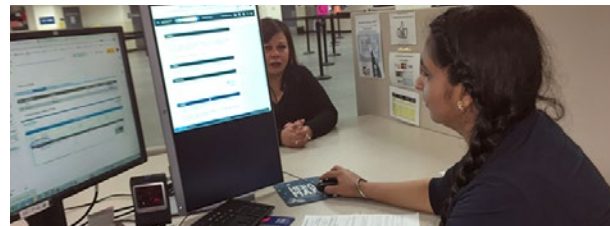
Driver licenses, vehicle titles and other MVD services will be unavailable during the shutdown, including MVD offices, [Authorized Third Party offices](#) as well as online services on [ServiceArizona.com](#) and [AzMVDNow.Az.gov](#). AZMVDNow gives customers an opportunity to do more MVD services electronically in an environment that's secure and personalized for them.

Services will resume on April 22 using the new MAX system. It replaces the 35-plus-year-old legacy system with a new personalized computer platform, which is more user-friendly and allow customer service representatives (CSR) to do their work faster and easier.

The new MAX platform enables CSRs to save customers' documents and the work in progress. Any CSR can resume working on the customer's services later, which is something the old system didn't allow. MAX also provides seamless interaction between partners such as law enforcement, courts and vehicle dealers.

More information will be available on ADOTNet and [azdot.gov](#). ■

~ Lori Baker, Senior Communications Specialist



Lori Baker, ADOT Communications

West Phoenix MVD CSR 3 **Manpreet Gill** (right) practices using the new MAX information system with the help of Driver License Specialist **Madelene Carbajal**.

Can you spot a phishing email?

ALL STATE agencies including ADOT are now required to assess employees' compliance on ignoring phishing or fake emails. On a monthly basis, all employees will receive one phishing email. If you open the email and click the link, you will see a message about staying away from fake emails and can view a short training video.

ADOT's Information Technology Group will be collecting information on the number of employees who click links or open email attachments, and reporting their findings in The Inside Lane and other internal communication tools. In June, employees who click on phishing emails will be automatically enrolled in computer security awareness training.

A phishing email was sent the week of March 16. ITG reports 10% of employees were not compliant. Make sure you do your part and be vigilant in protecting state information and technology resources. Avoid phishing emails. ■

~ Kathy Boyle, Assistant Communications Director for Internal Communications



#ADOTLeads provides learning and development opportunities to excel in your career

JENNI HESSELBEIN, leadership and professional development manager, describes the #ADOTLeads program, which will roll out new development series in coming months.



Jenni Hesselbein

What is #ADOTLeads?

#ADOTLeads is a program for everyone at ADOT to find information, participate in learning, network, and build and enhance our careers. #ADOTLeads lends itself to leadership. No matter what role you have, you are a leader. This program is directly aligned with our mission as an agency: Everyone. Everywhere. Every Day.

Where did #ADOTLeads come from?

#ADOTLeads came from a lot of research we did as an agency. In an employee survey, we asked what you wanted regarding employee development. We had more than an 80% participation rate in the survey, so we know how incredibly important employee development is at ADOT. #ADOTLeads is a direct result of listening to you, and what you want for your career advancement and employee development.

What are the different series of the program?

The Leading Others Supervisor series is up and running for frontline supervisors. We created this one first because frontline supervisors are our biggest population. Other series include Leading Self, Aspiring to Lead and Leading Teams, which will be launched this summer and fall.

What is the Leading Self's focus?

Leading Self is for everybody from the director to the newest frontline employee. You'll think of a topic that interests you.

Maybe it's communicating, writing, facilitating a meeting or even learning a foreign language. Whatever it may be, we will have the resources and learning available at your fingertips. It is self-paced so you decide how much time you want to spend or how detailed you want to get. We'll curate a collection of learnings on assorted topics to get you started, but you can literally learn anything.

How will the Aspire to Lead series work?

Aspire to Lead is designed for people who want to become a leader. Leadership is about coaching and developing the people on your team, and building team dynamics. It's about encouraging people to work together towards common goals and setting a vision. Through Aspiring to Lead, you will work and learn with others who have the same aspirations of leadership as you.

What is the Leading Teams series?

This is for the manager of managers. It builds on the skills of leaders for today and looks towards the future skills of leading a team of the future.

How is #ADOTLeads different from our current training?

#ADOTLeads is a game-changing development program. Gone are the days where you travel to learn. Gone are the days where classroom learning is the only way to develop. Gone are the days where you watch an e-learning. #ADOTLeads brings your learning into the 21st century with occasional classroom events and online courses and blends it all together so you can apply what you learn on the job. You will collaborate with others to learn different perspectives from all across ADOT. Participating in

#ADOTLeads

Everyone. Everywhere. Every day.



#ADOTLeads provides you the opportunity to practice and fine tune your skills in your personal and professional life every single day.

How does #ADOTLeads fit into our overall Arizona Management System (AMS) vision?

All of the principles in AMS are incorporated into this learning. From always looking to making things better kaizens to problem solving by asking why, it's happening as part of what you do every day. The opportunity for gemba walks and Total System Thinking go hand in hand in learning through #ADOTLeads. By learning with others, learning about ADOT, and working together, we continually improve what we do every day.

How can I participate in the next #ADOTLeads series?

You can find more information and watch fun videos on our [#ADOTLeads page](#) on ADOTNet. When we start the next cohorts, you'll be able to register there as well. Join us and start your development journey as we look to the future of ADOT. 🇺🇸

~ Kyrie Drake, Employee and Business Development