

LANE

A newsletter for employees of the Arizona Department of Transportation

JANUARY 2021

VOLUME 5, ISSUE 1



Goodbye, 2020
Hello, 2021

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ADOT

LEADERSHIP

MATTERS

THROUGH MY messages to you this year and the comments I shared with our leaders at the virtual Leaders Conference last month, 2020 has indeed brought many changes and challenges to all of us at ADOT.

The No. 1 challenge has had to be COVID-19. We have seen our work environments change: wearing face coverings to protect ourselves and others, having more employees work from home, practicing social distancing and limiting the number of face-to-face meetings while expanding our use of technology to conduct our business virtually. I thank all of you for your dedication, perseverance and professionalism in taking care of our customers.

Reflections on 2020

I am proud of the work we accomplished this year. While I wish I could list everything, here are just a few key items to mention:

- Having the Motor Vehicle Division remain open and operational, while providing high levels of service despite many obstacles.
- Distributing 100,000 face coverings to share with the Governor's Office, other state

agencies and school districts statewide.

- Dedicating a new state-of-the-art facility in Flagstaff, to house the Northcentral District headquarters and Motor Vehicle Division under an innovative public-private partnership.
- Replacing a 40-year old MVD computer system with the modern AZMVD Now system, making it easier for Arizonans to complete transactions.
- Starting improvements to Key Commerce Corridors like SR 189 in Nogales and continuing projects in the Tucson area on I-10 at Ruthrauff and Houghton.
- Implementing nearly 7,000 kaizens in the agency. You have found waste in our processes and made "change for the better" part of your daily work.
- Deploying the first-of-its kind dust detection and warning system in southern Arizona, to improve safety on that key corridor.

This list reflects the innovative and can-do attitude displayed by you, each and every day.

Looking ahead to 2021

Every workplace has a culture. It defines the way we act, interact and work at ADOT. I shared my vision of what that should look like for ADOT at the Leaders Conference. It encompasses our AIR values, kaizen principles and AMS philosophy. I



John Halikowski
ADOT Director

call it, AKA — The ADOT Way. You will be hearing more from me, starting in January, when we launch a year-long campaign that introduces what I mean by AKA — The ADOT Way and how you play an important role in embracing and living The ADOT Way.

Safely Home/Happy Holidays

I want to extend my thanks and appreciation to our employees who will be working during the holidays, to keep our roads clear and traffic operations running smoothly. We should not overlook the combined efforts of each one of us to ensure we fulfill our True North every day, Safely Home.

Best wishes for a safe and healthy holiday season!

The INSIDE LANE

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A WEB VERSION OF THIS NEWSLETTER CAN
BE FOUND ON ADOTNET OR AT
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On the cover

The cover collage of photos represent some key ADOT milestones in 2020. From left to right:

(Top row): [State Route 189 improvements](#) broke ground, [crews installed steel girders](#) at Interstate 17 and Central Avenue and ADOT videographers produced [Distracted Drivers Terrify Me](#) videos. (Note that ADOT's face covering requirement started after this photo was taken.)

(Second row): Employees in a [Google Meet](#) grid participate in a virtual meeting, the [new Motor Vehicle Division and Northcentral District office](#) built as a public-private partnership was dedicated in Flagstaff, [#MaskUpAZ signs](#) remind everyone to wear face coverings

and [freeway dynamic message signs](#) prompt travelers to wash hands to prevent the spread of COVID-19.

(Third row): [Frank Dorizio](#), an Incident Response Unit team member, was struck and killed while placing a sign on the highway, [David Lee](#) of Southcentral District's Signing and Striping shows his [ADOT face covering](#), the new Interstate 10 [dust detection system](#) launched with a long-range weather radar dish, [AZMVDNOW.gov](#) offers many new online MVD services, [Ivan Racic](#), air and noise planner, shows where he [teleworks from home](#), [MVD offices are open](#) by appointment-only and a study showed the pilot [wrong-way driving system](#) worked well.

See more photos in the [2020 ADOT Highlights album](#) on Flickr.

ADOT VOICES

Employees share their goals for 2021 below.

Employees reflect on 2020 and share hopes for 2021

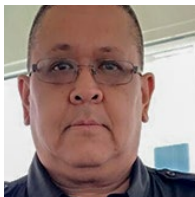
WE ASKED a cross section of ADOT employees to name the agency's top milestone in 2020 and describe their hopes for 2021.

Keeping employees and the public safe while continuing to provide ADOT services during the COVID-19 pandemic was resoundingly ranked as the agency's biggest accomplishment.

As a way to stay connected, we created ADOT Voices so employees with various job functions around the state can share their thoughts. We will be periodically inviting employees to comment about topics impacting ADOT. 🇺🇸

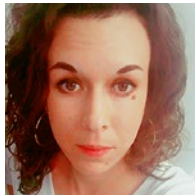
~ Lori Baker, Senior Communications Specialist

"I am hopeful that the pandemic subsidies for the benefit of all ADOT employees as well as the public we serve."



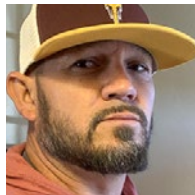
Tony Bruhn
Police Officer Nogales
International Port of
Entry, Enforcement and
Compliance Division

"Our goal is to reduce Performance Controlled System data entry errors to below 1% using Arizona Management System tools to identify areas where user education can improve data quality. This data is critical for reporting and analyzing maintenance operations throughout the agency."



Corinne Colón
Maintenance
Management
Services Supervisor,
Transportation Systems
Management and
Operations Division

"My goal for 2021 is to continue to lead my team in completing all pavement preservation projects on time and with great success as well as continuing to contribute to the success of our Southcentral district."



David Cruz
Nogales Highway
Operations Supervisor,
Infrastructure Delivery
and Operations Division

"Because I plan to retire in 2021 after 39 years with ADOT, my personal goal is to lay the groundwork for a smooth transition for my eventual successor. I am documenting standard work and writing other guidance to help my team and the new hire."



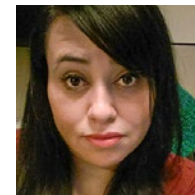
Evelyn Howell
Research Technical
Editor, Multimodal
Planning Division

"My goal is to transition to Google Suite and become proficient in the classes I took, including Google Sheets, Forms, Docs and Slides in a short period of time."



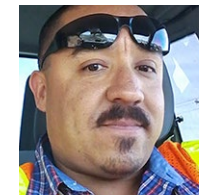
Sanja Katic-Jauhar
Contracts Compliance
Officer, MPD

"In 2021, I would like to add more value and contributions to support our team's goal to continue getting Arizonans safely home."



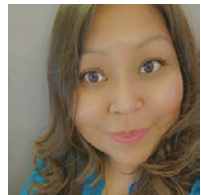
Michelle Padron
Procurement
Specialist, TSMO

"What I would like to accomplish at ADOT in 2021 is to provide my field office/employees a safe place to work by implementing my own safety standard."



Anthony Torres
Transportation Engineer
Specialist, Southcentral
District, IDO

"My hope for ADOT in 2021 is to continue to utilize [AZ MVD NOW](#) as a way to keep our staff and customers safe during this pandemic."



Natasha Wayne
Chinle Customer
Service Representative
IV, Motor
Vehicle Division

Share your thoughts

What are your goals for ADOT in 2021? Please send your comments to InsideLane@azdot.gov.

KAIZEN KORNER

KAIZEN 2021 CHALLENGE

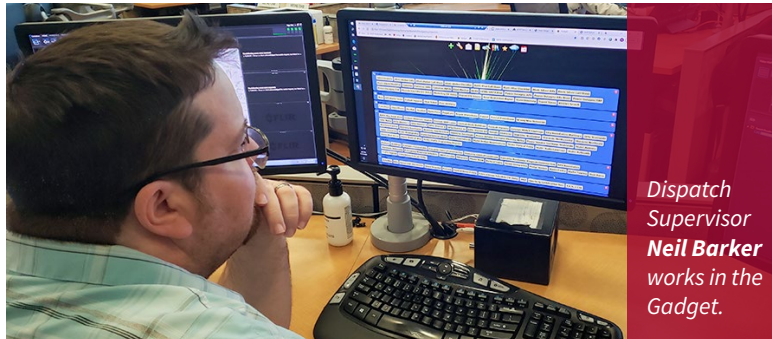
The Office of Continuous Improvement announces the Kaizen 2021 Challenge goal of 7,200 kaizens. Every employee is being asked to complete one kaizen on their own. A kaizen can be big or small, eliminates waste in our processes and is documented through standard work. Team or collaborative kaizens are also encouraged. Last year, only 61% of employees individually documented a completed kaizen.

KAIZEN COUNT

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

1,760

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



Dispatch Supervisor **Neil Barker** works in the Gadget.

Mark DeLugt, Traffic Systems Management and Operations Division

Training bulletin kaizen better informs dispatch staff

TASKED WITH new responsibilities with the creation of the Incident Response Unit in late 2019, the Traffic Operations Center staff had to go through many changes in a short amount of time.

“We really had to transform the way we do business,” said **Mark DeLugt**, dispatch manager in the [Transportation Systems Management and Operations Division](#). “We essentially went from a standard ops center to a dispatch center. Not only did we hire several new employees with this transition, but all our existing staff needed to be trained.”

The sheer volume of ongoing training requirements, policy and procedure updates meant that there was a constant onslaught of emails for staff. DeLugt and the three supervisors, **Neil Barker**, **Vincent P. Irwin** and **Charles Wood**, worked out a better way to inform employees about new training and updates, tapping into their existing information program, dubbed the “Gadget.”

The Gadget provides resources for staff, a searchable repository of documents that a dispatcher would need in any given situation. They started to use the Gadget to deliver training bulletins to employees, basically providing the information in the best place — where they are working every shift, rather than via email, which created extra steps. This format also allows employees to make suggestions on training they’d like to see or ask questions, such as clarification on a policy.

“To put it simply, it’s like a specific drawer within a massive bookcase,” DeLugt explained. “It’s important that we equip our staff with all the tools and information they need to do their jobs well.”

Now part of the standard work, the new process saves countless emails and time for both dispatchers and supervisors. ■

~ Kim Larson, Senior Communications Specialist

Leader of the year is AMS role model

WHAT ARE THE traits of a good leader? There could be any number of answers, but some common themes include inspiring others, empathy and adapting to change. In a 2016 [Forbes article](#) on leadership, the author stated “Great leaders are rarely satisfied with their performance.”



The 2020 Leader of the Year recipient, Equipment Services Holbrook Shop Manager **Pam Marchant**, exemplifies that notion. Northern Region Equipment Manager **Chris Fuller** nominated her for the award saying, “Pam has truly embraced the Arizona Management

System culture. She once asked her Lean Coach to help her ‘never be complacent again.’ She is not only a shining example of what Continuous Improvement looks like, but she really does live it!”

This year, Marchant led her team to several outstanding accomplishments, including:

- 2,433 service and repair work orders on 703 pieces of equipment
- 97.46% in-service rate
- 4.63 out of 5 on satisfaction surveys
- Inspected, repaired and serviced 22 snowplows by the deadline
- 88 kaizens

Marchant achieved these milestones while taking on the duties of parts supervisor. Earlier this year, the Holbrook Shop team was awarded the [Green Shop of the Year](#) honor.

Thank you, Pam, for your example of leadership to all of us at ADOT! ■

~ Kim Larson, Senior Communications Specialist



This is the first in a series on the 2020 ADOT annual awards. Each recipient was chosen by a committee made up of various employees from across the agency. Employee Engagement Administrator Kim Philips said: “Those nominated for the agency’s top honors exemplify our values of Accountability, Integrity and Respect as well as our commitment to getting everyone traveling our highways safely home.” Find all of the 2020 award honorees on [ADOTNet](#).

Children illustrate safety tips in 2021 calendar

ADOT's 2021 Safety Calendar features colorful, creative artwork created by kids with messages about safety at home, on the road and in the office.

Fourteen children's illustrations were chosen for the calendar, which will be distributed to about 3,700 ADOT employees in December. (Check with your supervisor if you have questions about the calendar delivery.)

Deputy Director/Chief Operating Officer **Scott Omer** congratulated the winners, ages 5 to 12, during a virtual celebration in December. Administrative Services Division Director **Sonya Herrera**, Occupational Safety Administrator **Bob Stolz** and ASD Executive Assistant **Jamila Brown**, who coordinated the safety calendar contest, also participated in the event. The kids watched a new [ADOT-produced video with safety tips and demonstrations](#) featuring Highway Hound played by Industrial Hygienist III **David Pila** and Safety Sam played by Occupational Safety Professional **Rodney Sterkenburg**. The script was written by Western Region Safety Professional **Gary Fisher**. Each child received their framed artwork and a goodie bag sent to their home.

"Kids say what they think and draw what they feel. These messages speak the truth in their own ways and the drawings are super adorable," said Motor Vehicle Division Customer Service Representative **Erica Ruelas Colin** whose nephew, Jayden Branham, was one of the contest winners.

George Aguilar, who works for the Information Technology Group Data Communications Cabling Services, said his granddaughter, Calistra, and other children are raising awareness about important topics like drinking and driving.

"I think the kids have some great messages and some cool drawings," he added.

The 18th annual contest was held for pre-K through sixth-grade children, who are related to ADOT employees. The winners and their ADOT representatives are:

- Calistra Aguilar (**George Aguilar**, Information Technology)
- Justin and Wyatt Allen (**Richard Erickson**, Infrastructure Delivery and Operations Division)
- Jayden Branham (**Erica Ruelas Colin**, MVD)
- Givliano Castillo (**Antonio Conte**, IDO)
- Keira Calderon (**Felicia Beltran**, Human Resources)
- Arianna Cordova (**Darlene Valencia**, Administrative Services Division)
- Natalie Marvin (**Sarah Nord**, Multimodal Planning Division)
- Jazmin Palma (**Jaime Palma**, IDO)
- Strom Richardson (**Diamaresa Strom**, Executive Hearing Office)
- Colten Stechnij (**Tamara Naylor**, MVD)
- Christopher Tastet (**Michelle Huckabay**, Financial Management Services)
- Karthik Vadlamani (**Saroja Devarakonda**, Transportation Systems Management and Operations Division)
- Abigail Wagoner (**James Wagoner**, IDO) ■

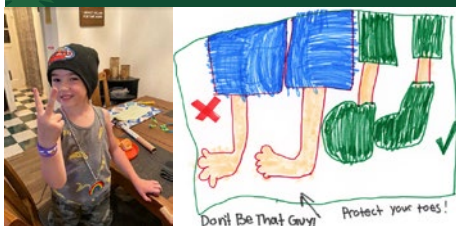
~ Lori Baker, Senior Communications Specialist



Arianna Cordova: "I want everyone to be safe during the holidays."



Jazmin Palma: "I want people to be careful with the workers so they don't get run over because someone wasn't paying attention while driving."



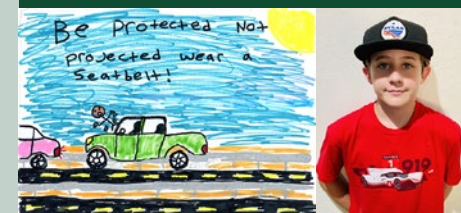
Natalie Marvin: "I wanted to say something that was catchy about safety because it is important to protect your toes."



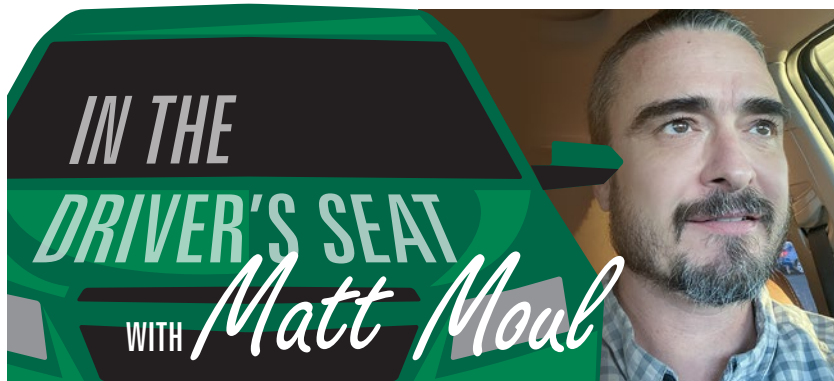
Jayden Branham: "I want people to know there are different people on the road like my baby brother in his car seat. If everyone drives safe then everyone will be safe."



Christopher Tastet: "I want people to know about safety from the sun."



Strom Richardson: "I chose that message because wearing your seatbelt is very important to stay safe and it is really easy to do."



AT ADOT, it's difficult to sum up anyone's job in just a few words. That's why we're devoting some space in this newsletter to give employees across the agency the chance to share a little bit about what they do every day. If you'd like to be featured in a future issue, please send an email to InsideLane@azdot.gov and we'll provide you with a questionnaire.

Matt Moul has been with ADOT for 25 years and currently serves as Deputy State Engineer for Operations.

How do you describe your job to someone outside the agency?

Oversight of the construction, maintenance and operation of the state highway system in greater Arizona.

What's your typical work day like?

A typical work day involves interaction with many individuals about topics that range from metrics and unit cost comparisons for maintenance activities, to attending a District Huddle remotely.

What is the most exciting or interesting thing that's happened to you on the job?

Believe it or not, the most interesting thing that's happened to me at work is that a [Jaguarundi](#) crossed the road in front of me and a guy who worked for me at the time. It's a real creature, I didn't make it up.

What's on the top of your bucket list?

To take a month or a little more to wander and explore the entire Baja peninsula of Mexico.

Do you have an interest or a hobby or a special talent that people would be surprised to know about?

I have a passion for long-range saltwater fishing, but it's not exactly a secret.

What's the best vacation you've ever taken?

My wife and I spent a week in a small town in Baja California Sur, fishing the Sea of Cortez daily, and eating fresh seafood daily.

Best concert you've seen?

TOOL at the Gammage Auditorium during their warm-up tour in 2006. 🎸

GO AHEAD,

GET CREATIVE!



THIS CARTOON, drawn by ADOT Graphic Designer **John Walradt**, needs a caption and we want your help!

Please submit your ideas to InsideLane@azdot.gov by Jan. 8. Yes, there will be a prize, so give us your best! The winning caption will be selected by a team of ADOT employees who will look for creative, funny captions that best fit the cartoon and the theme.

We'll announce the winning caption in the next issue of The Inside Lane. Good luck! 🍀

NOW PLAYING: Yuma Maintenance Yard Continuous Improvement

THE YUMA Maintenance Yard had a problem, and ADOT Maintenance Worker Johnny Navarro took action for continuous improvement.

Crew members use conveyor-belt equipped cone trucks to create work zone perimeters and lane closures. Some drivers were getting confused with pedal functions, by not knowing which pedal made the belt go in which way.

Navarro created a new standardized procedure for creating a cone truck pedal guide,

In this [video](#), Navarro explains how he painted arrows above the pedals so that operators would know which direction the truck would go. The standardized procedure eliminates wasting time caused by operator error. 🎥



The INSIDE

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