

# The INSIDE

# LANE

A newsletter for employees of the Arizona Department of Transportation

FEBRUARY 2021

VOLUME 5, ISSUE 2



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**ADOT**

## LEADERSHIP

## MATTERS

**I AM THE BROADBAND** program administrator for ADOT. I joined the ADOT team in 2017 after serving 22 years in the United States Army. I've been married to my high school sweetheart for 26 years and have three children. After being stationed at 11 Army bases in five countries around the world, we have many wonderful memories and exciting travel experiences. Some of my most memorable are graduating from the U.S. Army Ranger School, serving on a Color Guard for President George W. Bush, visiting villages in Iraq, kayaking in Hawaii, trips around Europe and assisting with the recovery efforts at the Pentagon on 9/11. I am honored to have served my country and now the residents of Arizona.



**Brad Burgess**  
*Broadband Program  
Administrator*

As the broadband program administrator, I work closely with the Governor's Office and Arizona Commerce Authority to achieve our ultimate goal of expanding broadband internet access across Arizona. ADOT is a critical component of expanding broadband as the roadways are an efficient and effective means to increase connectivity to communities. Total Systems Thinking and stakeholder involvement both play a significant role in a project of this magnitude.

The military taught me that most professional and personal growth happens outside your comfort zone. Since broadband is a new industry to me, I'm definitely uncomfortable but feel prepared for the challenge. One of the reasons I feel so prepared is the support I have from the relationships I've built over the past few years while working with the Lean Coach and Partnering offices. Many ADOT leaders, from upper and middle management to the front line, have taken the time to mentor, coach or just talk to me. I'm very grateful for the knowledge and experience they've shared with me, as it enables me to understand the agency better and ultimately be more effective at accomplishing our goals.

In my broadband role, I don't have much authority but have the opportunity to influence people at different levels. I've read that influence is 87% character and 13% what you know. From my experiences at ADOT and around the world, character and trust are what make relationships last. I encourage everyone to build those personal relationships through displaying character, as it will not only make you a more effective leader, but more importantly create friendships, trust and self-fulfillment.

*Read why Brad Burgess received ADOT's Innovation Award on **Page 5**.*

# The INSIDE LANE

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

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## Share your 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](mailto:InsideLane@azdot.gov) in JPEG format (no larger than 10MB). Along with the photo, please provide a brief description and your name/title.



## On the cover

ADOT Kids has a unique branding using these cartoon characters drawn by Graphic Designer **Frank Rodriguez** — including Engineer Ellie, Geotechnical Engineer Joe, No-Litter Lucy and Driving Dan as shown on The Inside Lane's cover. The characters are used in all **ADOT Kids** materials to keep a consistent look and feel for the campaign. Read more about ADOT Kids on **Page 3**.

# ADOT KIDS



## SPARKS INTEREST IN TRANSPORTATION-RELATED CAREERS

**W**ITH CHILDREN spending more time at home because of the COVID-19 pandemic, parents, grandparents and teachers are looking for ways to educate and entertain them.

From building toothpick bridges and creating chalk art drawings, to writing safety messages and solving word jumbles, [ADOT Kids](#) activities pique youngsters' interest in math, science and creativity.

Snowplows, bridges, litter, dust storms and safety messages are among topics explored since ADOT Kids launched in April 2020 when schools switched to remote learning because of COVID-19.

ADOT Kids activities spark youngsters' curiosity about engineering and Arizona's transportation system while they learn in the classroom or at home.

In February, new ADOT Kids activities will focus on "engineer-as-a-career." Development Engineer **Joselyn Valero** and Engineer-in-Training **Babak Dehghani** will share their stories in ADOT Kids videos to encourage children to pursue engineering careers.

"I always loved math and I wanted to be where math is a big part of it. The idea of building a bridge or a skyscraper fascinated me," Valero said.

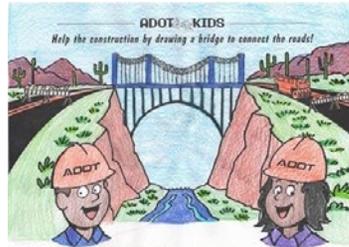
Dehghani, a construction engineer, is gaining experience in different aspects of engineering through ADOT's Engineer-In-Training program.

"With an engineering degree, you could ensure that every road, bridge, airport, water supply and mass transit system is well-planned and completed," he said.

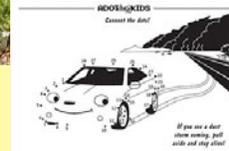
Bridge Design Manager **David Benton**, who discusses bridges in an ADOT Kids video, praised the ADOT Kids initiative.

"ADOT Kids helps young kids understand how employees at ADOT help people get to where they want to go and help keep them safe on the road," Benton said.

ADOT staff creates all ADOT Kids interactive educational content, including the ADOT Kids website, [azdot.gov/ADOTKids](http://azdot.gov/ADOTKids), featuring cartoon characters, games, photos, videos and Zoom video backgrounds of large equipment and Arizona landscapes. Communications team



(Clockwise left to right) Children colored bridges. Engineer-in-Training **Babak Dehghani** and Engineer **Joselyn Valero** share their stories in ADOT Kids videos. Community Relations Project Manager **Gaby Kemp** and her daughters sing an ADOT Kids song and this connect-the-dots activity teaches kids about dust storm safety.



ADOT Communications

members even created an original song for ADOT Kids about [dust-storm safety](#).

ADOT activities on Facebook, Instagram and Twitter emphasize interactivity and showcase children's work. An #ADOTKids post about snow plows in November reached nearly 14,000 people.

ADOT employees like East Flagstaff Highway Operations Tech Supervisor **Tod Skinner** are helping to promote ADOT Kids. His wife, Kelsey, is area director of the Boys and Girls Club of Williams where children participated in ADOT Kids snow plow activities. Tod even brought a Tow Plow to the club so youngsters could see it up close.

"We talked about the science involved in snow and ice removal, the technology and engineering of the truck, and the math involved in the price of the Tow Plow versus two regular size plows and the cost of manpower and fuel," Kelsey said.

Check out [ADOT Kids](#) activities and help spread the word to your friends, schools and youth organizations. Send suggestions for ADOT Kids activities to [ADOTKids@azdot.gov](mailto:ADOTKids@azdot.gov).

~ Lori Baker, Senior Communications Specialist

### ADOT KIDS WINS NATIONAL RECOGNITION FOR COMMUNICATIONS

ADOT Communications' innovative ADOT Kids program was honored at the Transportation Research Board's annual meeting in January.

ADOT Kids won the 14th annual Communicating Concepts with [John and Jane Q. Public Competition](#).

This year's theme was "Successful Communication during Disruptive, Crisis Situations." Communications Deputy Director **Jon Brodsky** and Assistant Communications Director for Creative Services **Audrey St. Clair** made a presentation about ADOT Kids to TRB meeting participants.

[ADOT Kids](#) launched in April 2020 after a stay-at-home order was issued by Gov. **Doug Ducey** because of COVID-19.

"With thousands of parents teleworking and homeschooling their children, ADOT communications team members brainstormed about how ADOT could help educate and entertain children during these unprecedented times," St. Clair said.

ADOT Kids was created to educate students about careers in civil engineering and support schools' STEM (Science, Technology, Engineering and Mathematics) initiatives.

Read the [ADOT Blog](#) for more information about the TRB award.

# ADOT will transition to Google Workspace in 2021



**WANT YOU TO** be aware of an important transition occurring at ADOT this year. As part of the state Google conversion, ADOT's Information Technology Group first focused on migrating ADOT to Gmail and calendar services. Now that you have been working in the Google platform for some time and have had a chance to familiarize yourself with it, we are moving to the next phase.



The purpose of this phase is to perform a full Google Workspace (formerly known as G Suite) transition, and, where possible, to implement ADOT's decision to move off all Microsoft applications, including Word, Excel, PowerPoint, OneNote, Visio, SharePoint, Access, etc.

This transition is taking place throughout 2021 and will be done in a phased approach. To prepare, the Employee and Business Development Office served as a pilot group, receiving training and testing guidelines developed by ITG. EBDO Administrator **Vivien Lattibeaudiere** shared with me, "Our team embraced the opportunity to fully transition to Google Workspace early on. We applied the principles of 5S for our G Drive in the Spring of 2020, and reorganized and restructured our files in preparation for the move. The help ITG provided, with making the file transition

from the G Drive to Google Shared Drive, was pain-free."

While you may think you can move your files on your own to Google Workspace, I highly recommend you wait until your division/office follows the transition process ITG has created.

There are a small number of ADOT users with business constraints that will require the use of some Microsoft Office applications. ITG surveyed division points of contact to better understand their use and is continuing to review business impacts, dependencies, risks and alternative solutions as part of the transition. The goal is to determine the best method of transitioning existing applications to the Google platform.

If you have any questions about working in Google, training opportunities, etc., please complete this [Google Form](#) and you will receive answers to your questions. I also encourage everyone to visit the [Google Resource site](#) on our ADOTNet homepage to find the latest information on the transition and FAQs to review. Plus, you will find a list of Google Champions by division/office on the site, who are ready to help team members through the transition.

Thank you for your patience and understanding as we move to Google Workspace. This opportunity clearly meets our mission of "Connecting Arizona. Everyone. Everywhere. Every Day." ■

~ Scott Omer, Deputy Director/Chief Operating Officer

IN CASE YOU'RE  
ASKED ABOUT IT ...



## Loop 202 Freeway shared-use path attracts runners, skaters, cyclists and more

*When friends and family ask you about ADOT projects, they may expect you to have all the answers. Here's what you can share with them about the new shared-used path.*

**A 6-MILE** [shared-use path](#) opened along the Loop 202 South Mountain Freeway in October. The path, which runs from 40th Street to 17th Avenue in Ahwatukee, is open to all non-motorized users, such as runners, skaters, walkers and people who ride bicycles. The path was developed along the former alignment of Pecos Road, which was removed during construction of the freeway. The path is separated from the freeway by both distance and a fence. At 20 feet wide, it provides ample space for multiple users to enjoy it at the same time and the path provides a nearly uninterrupted opportunity to exercise across the rolling terrain of the Sonoran Desert. While ADOT owns the path, it is now maintained by the city of Phoenix. Read more about the shared-use path on [azdot.gov](#). ■

~ Lisa DeForest, Community Relations Project Manager for Major Projects

View more ADOT photos of the shared-use path on [Flickr](#).



Joe Larger, ADOT Communications

Joe Larger, ADOT Communications

Kim Noetzel, Major Projects

# 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

# 2,241

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

## Innovation is fueled by Total Systems Thinking for award recipient Brad Burgess

**CONTINUOUS IMPROVEMENT** is the name of the game for the 2020 Innovation Award recipient **Brad Burgess**. As the program administrator for the ADOT Broadband Office, it's clear that Burgess employs innovative thinking and Arizona Management System principles on this new broadband initiative.

Deputy Chief Operating Officer **Kismet Weiss**, who nominated

Burgess, said he is building something from the ground up using his ability to innovate and collaborate, which he demonstrated skillfully in his former positions within the agency.

"He continues to challenge those around him to try new things and he has a can-do attitude — always looking for a way to say 'yes.' I believe ADOT is better for his teamwork, his work ethic and his attitude," she said.

Burgess began as a senior Lean coach in 2017 with the Transportation group and went on to lead the Partnering Office before taking on his current position early in 2020. Those other roles in the organization helped prepare him for this new project, one

that requires teamwork and problem solving.

"In this brand new Broadband Office, a big component is identifying processes that need to be standardized," Burgess said. "The problem-solving tools, SDCA (Standardize-Do-Check-Act) and PDCA (Plan-Do-Check-Act), are the No. 1 thing I'm doing right now."

With [Governor Doug Ducey's priority](#) to bring broadband connectivity to all rural areas of Arizona, the Broadband Office will be

blazing a fiber-optic trail, along with several other state agencies. The concept of [Total Systems Thinking](#) comes into play as Burgess is navigating this process.

"Building relationships is critical for this project," he said. "Every day I find myself reaching out to different people in the organization that I have gotten to know in my time here. Partnering, getting different perspectives and trying to consider how each step in the process will affect each stakeholder is always key in my work." ■

~ Kim Larson, Senior Communications Specialist



**Brad Burgess** received the Innovation Award during the virtual Leaders Conference in November.

## New one-stop Learning and Development Center now available

**ADOT'S NEW** Learning and Development Center (LDC) website, [adotnet.az.gov/adot-learning-center](http://adotnet.az.gov/adot-learning-center), makes it easier for employees to develop and manage their learning.

The LDC, which replaced the ADOT Learning Center in January, provides a one-stop shop to access learning and development opportunities. In addition to ADOT courses, it interfaces with the Arizona Department of Administration's TraCorp learning platform and a vast library of LinkedIn Learning courses. While the previous ADOT Learning Center required ADOT network access, employees can use the LDC website from anywhere through their Okta login and mobile apps.

The LDC permits employees to take control of their learning through the new Learner Dashboard, featuring news, information on courses and access to the employee's learning requirements and development resources. Training on how to navigate the new system is available on the [ADOT Learning and Development Resources](#) page on ADOTNet.

"The Learner Dashboard allows learners to see what (training) they need to take, what they already started and how much they have completed," said Learning and



Development Manager **Mel Brender**. "Registering and completing training are easy through the learner's To-Dos — a list of required activities assigned to each learner."

The LDC offers new filtering features, such as standard keyword search and catalog search to find learning and development courses. The LDC catalog is organized under topics: safety, self-development, technical learning, Motor Vehicle Division, AMS continuous improvement, computer skills, information technology, environmental, financial and human resources/civil rights.

Employees can earn badges for learning new skills, including Google products, listening, public speaking, safety, teamwork, time management, writing and conflict resolution.

"The purpose of badges is to help learners gain certain knowledge and skills in a fun way without making the activities required," Brender said.

In addition, the new Leader Dashboard provides supervisors and managers with information regarding their team's learning activities and an individual team member summary.

If you have questions, email the ADOT Learning and Development group at [ALD@azdot.gov](mailto:ALD@azdot.gov) or call 602.712.8155. ■

~ Lori Baker, Senior Communications Specialist



This Grand Canyon State Logo Sign was installed following the completion of I-10 improvements near Dysart Road. Photo credit: Courtesy of ABBCO Sign Group

## Teamwork means logo signs quickly installed after road construction

**KUDOS TO THE** Grand Canyon State Logo Signs team for quickly and simultaneously getting many customers back up on the blue logo freeway signs upon completion of ADOT construction projects.

After signs are removed during construction, they are typically stored for reuse. When construction is nearing completion, customers are asked if they want their logo sign reinstalled under a new lease.

“Bringing our customers back into the logo program upon completion of these projects takes a more intense level of team cohesion in order to coordinate customer leases and installations than ever before,” said **Peter Stawnyczy**, production director.

Blue logo signs featuring restaurant and gas station customers were reinstalled westbound on Interstate 10 near Exit 129 and Dysart Road in

November after completion of the \$30-million traffic interchange on I-10, west of Loop 101 in Avondale.

Logo signs will be installed each month through June 2021 since many construction projects are being completed, such as Interstate 17 from Happy Valley to Pinnacle Peak roads, Loop 101 from 19th Avenue to Hayden Road, and Interstate 19 and Ajo Way.

The GCSLS team is using a new process with Google Sheets as a platform to collaborate regarding status updates on construction projects and logo sign installation.

“Google Sheets allows us to see a full picture of all interchanges that will be coming back

upon completion of construction with all the information in one place,” said **Karen Farugia**, Arizona Highways Magazine and Grand Canyon State Logo Signs director of sales and marketing.

“It provides us with a collaborative workspace to collect data for sales to do their planning and this reduces wait time via phone or email because other team members can enter information directly into the Google Sheet.”

Since the logo sign program was created in 2013, \$16 million in revenue has gone into the State Highway Fund to repair and maintain Arizona roads, Farugia said.

Besides Stawnyczy and Farugia, other GCSLS team members are **Kelly Mero**, chief executive officer; **Matt Bailey**, division finance officer; **Mary Kampmeyer**, sales manager; **Heather Hammitt**, program specialist; and **Stephen Corso**, accountant II. They manage nearly 1,800 urban and rural customers with qualified businesses across Arizona along with about 960 main line signs and a few vendors.

Learn more on the [Grand Canyon State Logo Signs](http://GrandCanyonStateLogoSigns.com) website or call 855.712.4500. ■

~ Lori Baker, Senior Communications Specialist



**WE RECEIVED** many creative entries in response to last month’s caption contest, but there could only be one winner. Congratulations to **Teri Kennedy**, financial officer in the Transportation Divisions in the State Engineer’s Office, submitted the winning caption! Assistant Communications Director for Internal Communications

**Kathleen Boyle**

presented Teri with a special gift bag, including an Arizona Highways engagement calendar, Arizona Highways magazine, The Inside Lane stress ball, an ADOT cup and more. ■



## ADOT JUMBLE

**Directions:** Unscramble each of the clue words, then arrange the circled letters to form the answer. Email your answers to [InsidLane@azdot.gov](mailto:InsidLane@azdot.gov) by **Feb. 12**. 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) OGLGEO      \_ ○ \_ ○ \_ \_
- 2) MEDTU      ○ \_ ○ ○ \_
- 3) EDISCTNA    \_ ○ \_ \_ ○ ○ ○ \_
- 4) TCHOLNOEYG \_ ○ \_ ○ \_ \_ \_ \_ \_
- 5) PRLFIOE      \_ ○ \_ ○ \_ \_ \_



After letting a coin toss decide which virtual meeting she’d attend next, an overscheduled and stressed-out Corky resolved to manage her calendar better next week — in other words, it was \_ \_ \_ \_ \_