

# The INSIDE

# LANE

A newsletter for employees of the Arizona Department of Transportation

SEPTEMBER 2022

VOLUME 6, ISSUE 9



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**ADOT**

## LEADERSHIP

## MATTERS

**I'VE BEEN WITH ADOT** Equipment Services for more than 35 years. I started as a repair service assistant, and have always loved being around and working with heavy equipment. After my 10th year of working in the equipment shops with ADOT, I was promoted to be ADOT's fuel systems manager for the statewide fuel program, to specifically replace ADOT's outdated fuel systems, remove old tanks and to remediate contamination. I was promoted to the equipment services administrator's position where I've been for more than 12 years. My responsibilities include overseeing ADOT's fleet operations, which consists of more than 60 different state agencies. In total, we manage more than 6,000 vehicles/equipment, 57 fuel islands and surplus vehicles for all state agencies. I serve as the chairman for the State Fleet Council, working with other state agencies on fleet best management practices.

**Provide an example of a time you worked with your team to create or improve existing standard work.** When we were requested to manage the state's fleet operations, the first thing I did was involve my team. They are the different managers who run Equipment Services. I value their input and I believe they are the very best at what they do. We looked at the current state versus desired state. In most cases, standard work didn't exist or standards were vague. In some cases, standards had been in place without change for more than 16 years. Working with my team, we problem-solved and got other employees around the agency involved. After completing standard work processes, we tested them to make sure they worked well. The team did an amazing job. We now have an industry-leading fleet operation. The goal all along was to ensure standards were in place that our customers could understand and to set the current state. The goal was also to have solid standards in place that we could hand to the next generation of fleet professionals who could take over for us as a succession plan.

**How do you show respect for people?** The main reason for staying with ADOT for so many years is because of the amazing people. ADOT has always provided me with many opportunities. Whether it was being mentored or being involved in interesting projects, I've never had a reason to leave. Now I pass along those same attributes, mentoring different employees and getting them involved in programs and projects they are passionate about. I share everything with my team and support them with the resources they require. Regardless of my title, I don't look at myself as being above anyone. I like to work alongside the team and enjoy performing different tasks, which helps me to understand how things work and how people feel. I never ask others to do something I wouldn't do and love to recognize employees when they do something special. My team matters to me and I make sure they receive my utmost respect, follow through and care. ■



**Devin J. Darlek**  
*State Fleet Administrator*

# 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

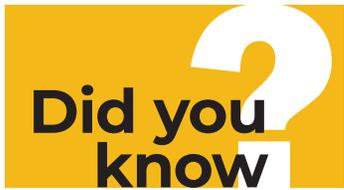
Do you have photos showing off the scenic side of transportation in Arizona? Share them with us and we might put your photograph on the next cover of The Inside Lane. It can be a great picture of an MVD office, a beautiful highway shot or even an artsy photo of construction materials. Whatever the subject, 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

On Aug. 11, ADOT opened a new stretch of State Route 24 in the East Valley, adding an additional four miles of highway between Williams Field Road and Ironwood Drive. Constructed to operate as a four-lane expressway, the section gives drivers a new local route to help ease traffic demands. Using a drone, ADOT Video Producer **Charles Cull** took this photo showing a portion of the new road. For more details, check out the recent ADOT news release.

22-758830



# NEW ADOT FACILITIES PROJECT REQUESTS STREAMLINED

Statewide, ADOT has about 1,500 buildings valued at about \$950 million, including more than 500 facilities occupied by employees.

## How does the agency decide which facilities are top priority for renovations or replacement?

Administrative Services Division's Facilities Management and Support Group Manager **John Hetzel** explains how an improved process implemented about a year ago has worked well.



John Hetzel

## What is the Facilities Advisory Committee?

This committee formed in 2021 and established a standardized, transparent process to request, prioritize and fund facilities projects. The committee, which is composed of senior leaders from divisions across the agency, is part of the "Optimize ADOT Physical Footprint" 2021 strategic initiative to save money by consolidating office space so ADOT can move out of some leased facilities and enhance the working environment for ADOT employees.

## What is the criteria for a facilities project request?

It could be a remodel or physical alteration of an existing building, new construction or workstation changes, for

example. Facilities project requests are considered based on how they align with ADOT's strategic goals and allocated state and federal funding.

## How is a facilities project request submitted?

Employees can submit requests to their division facilities liaisons, who determine which requests should be submitted to the Facilities Project Review Team, which in turn sends requests to the Facilities Advisory Committee.

## What is the Joint Committee on Capital Review's role with ADOT facilities projects?

JCCR is a standing oversight legislative committee that reviews and makes recommendations to the Legislature regarding state expenditures for buildings and building improvements. This is part of the state's capital improvement program approved by the legislature and signed into law by the governor. The Facilities Advisory Committee makes recommendations to the ADOT director, who submits ADOT projects for consideration to the Arizona Governor's Office of Strategic Planning and Budgeting (OSP) annually via ADOT's Capital Improvement Plan. ADOT reports to the JCCR quarterly with capital improvement project updates.

## What ADOT facilities projects did the JCCR favorably review in July and give ADOT the go-ahead to proceed with construction?

About \$30.9 million in state funds was appropriated for 2022 and 2023 by the state legislature for seven ADOT projects, including replacing 30-year-old underground vehicle fueling facilities with above-ground tanks in Flagstaff, Kingman, Needle Mountain, St. David, Three Points, Tucson and Willcox. Other approved projects are the 206 Annex Building renovation, Tucson Signal Equipment Repair Shop relocation, new deicer material storage barn in Superior, new maintenance facilities in Wickenburg and new liquid brine systems in Globe, Keams Canyon, Prescott Valley and Show Low.

## Where is more information about building project requests available?

Go to the [Facilities Management page](#) on ADOTNet, read the [Frequently Asked Questions](#) or watch the [Lunch and Learn presentation video](#) to learn more. ■

~ Lori Baker, Senior Communications Specialist

## Seligman, Williams crews move into new digs

**MAINTENANCE CREWS** and office support staff have moved into new buildings in Seligman and Williams, which replaced previous buildings that were in poor condition. Both 2,500-square-foot buildings were built simultaneously with the same architect and general contractor under the oversight of ADOT Senior Project Architect **Scott Bohning**. The buildings share a universal energy-saving design maximizing natural light with a crew break room, conference room, offices, restrooms, lockers and support spaces. ■

~ Lori Baker, Senior Communications Specialist



The Seligman and Williams maintenance buildings share the same design for interior space, including this meeting room.

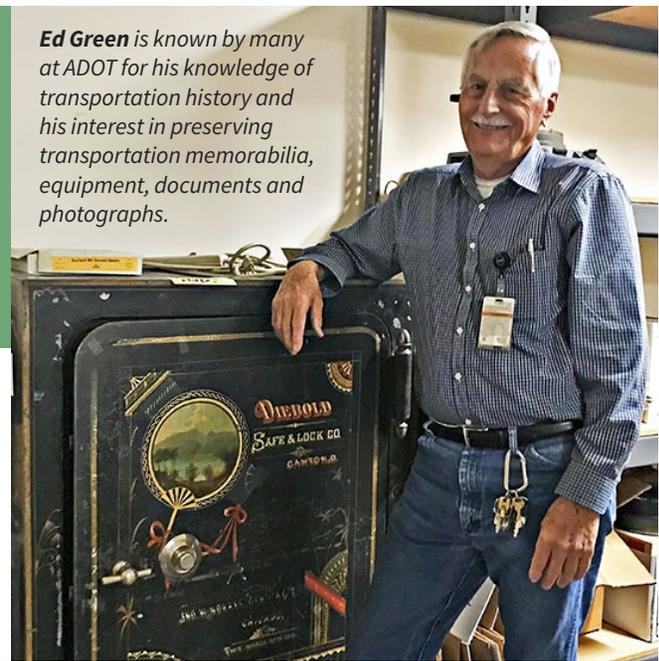


This is the new maintenance office building in Seligman.

Scott Bohning, Facilities Management and Support Group Design and Construction Unit



AT ADOT, it's difficult to sum up anyone's job in just a few words. That's why we're giving 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](mailto:InsideLane@azdot.gov) and we'll provide you with a questionnaire.



Lori Baker, ADOT Communications

**Ed Green** is known by many at ADOT for his knowledge of transportation history and his interest in preserving transportation memorabilia, equipment, documents and photographs.

*Ed Green has worked at ADOT since before it was ADOT! Hired by the Arizona Highway Department in 1962, Green worked in the Planning Survey division (now known as the Multimodal Planning Division) for almost three decades, minus a couple of years when he served in the U.S. Army. He transferred to the Environmental Planning Group in 1991 and has been there ever since. Green was recognized recently for his remarkable 60 years of service. ~ Compiled by Angela DeWelles, Senior Communications Specialist*

with the Arizona Highway Department. We anxiously awaited our assignment, which to us was unknown at the time. I was assigned to a job on Route 66, and I really enjoyed it.

**What has been your favorite on-the-job memory or experience?**

Over the years, there have been many to choose from. What stands out for me is the five years spent working on the development of the high-speed weigh-in-motion and vehicle identification system known as the HELP Project. The project involved working with 13 states, the Federal Highway Administration and Lockheed Aerospace. We developed a system that is now used extensively in the United States and several foreign countries.

**What is your current ADOT job title?**

Over the years, I have had several titles, but currently my official title is environmental program manager, with a working title of hazardous material coordinator.



John Dougherty, ADOT Communications

*Ed Green was recognized for his 60 years of state service in June. ADOT Director **John Halikowski**, right, and Deputy Director For Transportation **Greg Byres**, left, presented Green with a new parking plaque.*

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

As the hazardous material coordinator, I work with ADOT personnel and contractors on ADOT construction projects and real estate transactions to identify and develop mitigations of hazmat and similar environmental issues. This would include issues like underground fuel tanks, asbestos and lead-based paint building materials, and soil and groundwater contamination.

**What do you remember about your first day on the job at ADOT?**

It was an unusual day for me. It started off with the gathering of 300 "recruits" between the ages of 18 and 21 for a summer job

**What is the biggest difference between ADOT now and the Arizona Highway Department in 1962?**

The biggest difference is SIZE. Not necessarily in the number of people, but in the size and type of roadways that we worked on. Arizona had no interstate roads to speak of, and, at the time, most of the state highways were non-divided roads. We used to have many maintenance camps throughout the state and most of them had housing available for the workers because of the remoteness. Those have now been consolidated into larger regional centers, and very few still have housing available.

**As someone who has worked for ADOT for 60 years, what's your advice to someone just starting their ADOT career?**

If you are a fairly flexible person, are enthusiastic about building things, enjoy working with people and teams, and are an early riser, you could enjoy a long career at the Arizona Department of Transportation, as I have.

**Who is the celebrity that people say you resemble?**

When I still had dark hair, people used to say there was a resemblance between actor Dennis Weaver ("Gunsmoke" and other TV shows) and me. I took it as a compliment.

**What is your favorite holiday?**

I have two favorites: Christmas and Halloween.

**Favorite show/movie/documentary that you have watched?**

My favorite is the movie, "Cars." I feel like I lived it, being there when the construction of Interstate 40 bypassed Route 66.

**What is your favorite dessert?**

Butterscotch meringue pie 🍰

# KAIZEN KORNER

## KAIZEN CHALLENGE

We are all being challenged to embrace [AKA-The ADOT Way](#) and practice our skills of problem solving and process improvement. To do this, everyone needs to:

- Focus on improvement of core processes
- Reduce waste using **(Plan-Do-Check-Act)**
- Document and submit a kaizen via the [kaizen tracker](#) while in the ADOT network

ADOT teams surpassed the kaizen goal of 7,200 kaizen in the last fiscal year. Stay tuned for details about the next challenge.

## KAIZEN COUNT

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

# 708

For more information on the Kaizen Challenge, visit the [Kaizen Challenge page](#) on ADOTNet.

## The group relocated billboards impacted by the I-10 Broadway Curve Improvement Project

The [I-10 Broadway Curve Improvement Project](#) is currently ADOT's largest urban freeway reconstruction project. Spanning 11 miles of Interstate 10 between Loop 202 (Santan/South Mountain Freeway) and Interstate 17 near Phoenix Sky Harbor International Airport, the project is a big undertaking and requires a lot of space and land.

One of the challenges was the Clear Channel billboard and easement located in an area needed for widening the freeway along the northern side of I-10 at 34th Street.

ADOT's [Right of Way Group](#) got to work to solve the issue. In order for the Broadway Curve project to move ahead, the group needed to get the billboard out of the way. But just buying it from Clear Channel would have been a costly option.

"Clear Channel had a permanent easement interest in the land, which allowed them to place the billboard there. The land, also needed for the project, was owned by a private party," said **Dave Edwards**, deputy administrator for real estate for the group.



*The Right of Way Group acquires all the property rights necessary to design, build, maintain and support the state highway system. They relocate businesses and individuals, prepare land title products, Right of Way plans, appraisals, perform their own contracting and accounting services, and manage ADOT-held property across the state.*

But the Right of Way Group had another option — a high-value

piece of property owned by ADOT that was held for exchange purposes. The property, near I-10 and Loop 202 South Mountain, was an excess land byproduct of the South Mountain Freeway project and had similar value. It had all the right criteria and was properly zoned for a billboard. So the group offered up the exchange. Clear Channel could move its billboard to this property, and ADOT would acquire the other piece of property, clearing the way for the Broadway Curve project to move forward. It was a deal that paid off.

"We ended up making out really well at this location," said Edwards.

"For this project, our team worked hard to think outside the box to generate innovative ideas for all

aspects of this project, including Right of Way," said **Amy Ritz**, project manager for ADOT Major Projects. "Some of these ideas include finding solutions that determine how best to use the resources that we currently have, such as relocating and reusing a billboard from one location to another, and at the same time, save money for the state and taxpayers."

Relocating billboards isn't new to Right of Way Group. They started doing this about 20 years ago as a way to save money for ADOT and taxpayers. They also did it for seven other billboards impacted by the I-10 Broadway Curve Improvement Project. This process has earned the group national recognition. With support from Right of Way Administrator **Paula Gibson**, the group has created a forward-thinking approach to clearing the right of way. 🇺🇸

~ Ashley Richards, Senior Communications Specialist



The billboard in its previous location near I-10 and 32nd Street.



The billboard in its new location near I-10 and Loop 202 South Mountain.

# ADOT VOICES

## What's the best advice you've ever received?

"Be proud of your accomplishments but don't be afraid to ask for help. Never stop learning, challenge yourself to learn something new."

**Angela Foulk**  
Customer Service Representative, Motor Vehicle Division



"I was once told, 'don't be afraid to be the next pioneer.' In life or in business, you sometimes have to take chances, try something new, venture out of your comfort zone, or even do something that has never been done before. Act without fear of failure and you will come out victorious."

**Saul Morales**  
Budget Analyst, Financial Management Services



"If it works, don't fix it!"

**Rebecca Shannon**  
Administrative Assistant III, Infrastructure Delivery and Operations Division



ADOT Voices is an ongoing series in which employees are asked to share their thoughts on various topics. If you'd like to participate in the next round, or if you have a great idea for the next topic, send an email to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov).

~ Compiled by Angela DeWelles, Senior Communications Specialist

## Employee Happiness

 **86%**  
of workers

say genuine recognition makes them feel prouder and happier.

Let's create a culture of **recognition!**

The INSIDE

LANE SEPTEMBER 2022

WORD

Integrity

Respect

Team

SEARCH

Recognize

Sincere

Thanks

**SIX WORDS** related to recognition are hidden in the puzzle below — can you find them all? Email a selfie of you with your completed puzzle to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov) by Sept. 13. Everyone who locates all six words will be entered into a random drawing for a fun prize! We'll reveal the answers and the winner in next month's newsletter. Good luck!!

E	C	V	P	M	A	Q	T	C	E
K	R	F	R	U	T	H	I	Z	Z
N	E	E	J	Z	A	Q	N	D	I
B	A	V	C	N	C	K	T	P	N
V	K	M	K	N	M	A	E	T	G
E	O	S	O	H	I	X	G	E	O
V	X	N	Q	D	G	S	R	D	C
R	E	S	P	E	C	T	I	S	E
B	E	S	V	F	U	Y	T	Z	R
O	A	O	O	M	R	I	Y	L	E

WINNER,

WINNER!

## ADOT JUMBLE

**WE HAD A GREAT** response to last month's ADOT Jumble but there can only be one winner. Congratulations to **Stefon Harris**, an investigator and loss prevention coordinator in the Office of Safety and Risk Management.

Assistant Communications Director for Internal Communications **Kathy Boyle** presented him with a gift bag, including issues of Arizona Highways, an Inside Lane stress ball, a jigsaw puzzle, candy and other goodies.

**Answers:** 1) Computer; 2) Phone; 3) Project; 4) Meeting; 5) Space

**Final answer:** Before email was widely used, office employees still occasionally took their work with them. To get it home, they had to **push paper.**

