

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

OCTOBER 2023

VOLUME 7, ISSUE 10



*Cultivating leadership through care,
commitment and collaboration*

PAGE
3



◀ MVD provides IDs to those experiencing homelessness.
PAGE 4



◀ Meet the Broadband Office team.
PAGE 5



◀ ADOT employees share de-stress tips.
PAGE 6

ADOT

BEGAN WORKING at the Motor Vehicle Division on 51st Avenue and Indian School Road right out of high school in 2004. After 19 years of service, I have worked my way up to serve as the West Region senior leader, which consists of 11 field offices from Tucson to Littlefield and 173 staff members.

What do you do to take care of yourself so you can take care of your team?

The main thing I have done to take care of myself is to reflect on the previous month's performance and set a game plan right at the start of each month. By planning out my month immediately, it helps my team prepare as well and structure themselves so they can better service their offices.

How do you use metrics to drive improvements or innovations?

One of the primary metrics/goals I focus on is 1:1 coaching delivery. My team has a monthly target to deliver 95% of their 1:1 coaching sessions. A good 1:1 coaching process and consistent monthly delivery is a major foundation to leadership. It drives recognition, communication, coaching and action plans, and helps staff engage in the processes that impact their work. Because I have made the 1:1 process a major priority each month, it has made the yearly, formal performance evaluation an easy and streamlined process for my team. It has driven better engagement scores from staff and aided the West Region to achieve a 96% good or excellent customer service rating. It also gives us leaders the ability to show respect toward the individual and the work they provide for the residents of Arizona.

The one piece of advice I would give to anyone who wants to be a leader is to develop a great 1:1 coaching process and consistently deliver it. ■



Kyle Ulibarri
West Region Senior Leader/
CDL Coordinator
Motor Vehicle Division

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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 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 in JPEG format (no larger than 10MB). Along with the photo, please provide a brief description and your name/title.



On the cover

Video Producer **Joe Larger** took this photo of Director **Jennifer Toth** addressing leaders from around Arizona at the Leaders Connection Conference in August. This was the first time since 2019 that this event was in-person. (Left to right) Panel members were State Engineer/Deputy Director **Greg Byres**, Chief Operating Officer/Deputy Director **Teresa Welborn**, Chief Financial Officer/Deputy Director **Kristine Ward**, Business Enterprise/Deputy Director **Floyd Roehrich**, MVD and Compliance/Deputy Director **Wayde Webb** and Director of Law and Policy **Stacy Guillen**. Read what leaders took away from the conference on **Page 3**.

ADOT VOICES

Leaders Connection Conference

ABOUT 850 ADOT leaders attended the 11th annual [ADOT Leaders Connection Conference](#) Aug. 29-30. Director **Jennifer Toth** discussed cultivating leadership through care, commitment and collaboration, and shared ADOT's new [mission, vision and values](#). Speakers included Governor **Katie Hobbs**, State Engineer/Deputy Director **Greg Byres** and Motor Vehicle and Compliance/Deputy Director **Wayde Webb**. ADOT Annual Awards winners were announced. Arizona Highways Publisher **Kelly Mero** served as emcee and former NFL pro JJ Birden was the keynote speaker. View photos in this [Flickr album](#).



ADOT
LEADERS CONNECTION
CONFERENCE
Cultivating Leadership through Care, Commitment and Collaboration

After the conference, The Inside Lane asked leaders: What is your key takeaway from this year's conference? What are you most excited to bring back to your team? Here's what they had to say.



"I'm excited to share with my team that one thing we can control is our own efforts, and that making a 1% incremental improvement makes a difference in staying the best."

— **Paul O'Brien**, Environmental Planning Administrator, State Engineer's Office



"As a supervisor, being 'burnt out' negatively impacts not just my work but my team's as well. My team looks to me for guidance and to set the example for work-life balance. It's important that I relax and refresh regularly so I am setting a positive tone for my team."

— **Courtney King**, Southern Arizona Community Relations Supervisor, Communications and Public Involvement



"My No. 1 takeaway was 'Who have I helped become more successful today?' I was really excited to ask my staff what their 'why' is. Why do they work at ADOT? I was surprised with how much they opened up and how motivated they were. I truly believe that knowing their 'why' will help me coach and mentor them, making me a better leader."

— **Tom Threlkeld**, Southcentral District Superintendent in Tucson, Infrastructure Delivery and Operations Division



"My key takeaways center on trust, self-care, work-life balance and collaboration within ADOT and with other agencies in the state. I am excited about the emphasis on prioritizing personal and professional growth and look forward to how you all leverage the variety of resources and learning options spanning a multitude of topics."

— **Jenni Hesselbein**, Leadership and Professional Development Manager, Employee and Business Development Office



"ADOT's new mission, vision and values is a fresh and easier way to remember how we approach all facets of transportation. Our mission is what we do, our vision is why we do it, and our values are how we do it. What? We provide highway infrastructure and transportation services. Why? We want to safely connect people and empower the economy. How? We are easy to work with, collaborative and focused on results."

— **Bruce Fenske**, Southwest District Administrator in Yuma, IDO



"I have long been a proponent of proper self-care as essential to the goal of taking care of those around us and contributing to the value of our organization. The concept of the 'empty pitcher having nothing to give' is something that I am excited to reiterate with my team members to further engage on this topic, and to discuss how it can help us be happy and effective participants in our success."

— **Jerry Hale**, Chief Administrative Law Judge, Executive Hearing Office

~ Compiled by Lori Baker, Senior Communications Specialist

The INSIDE

LANE

OCTOBER 2023

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MVD provides IDs to those experiencing homelessness

CLIENTS EXPERIENCING instability or homelessness can now get state-issued IDs — essential for obtaining services and employment — without having to travel several miles to a Motor Vehicle Division office.

Through a partnership between the [Homeless ID Project](#) and the Arizona Department of Transportation, an MVD office was set up with computer equipment, a camera, printer and scanner at the Phoenix Human Services Campus near downtown Phoenix. The office is staffed from 8 a.m. to 3 p.m. Monday through Friday by MVD Customer Service Representative **Imogene Barnes**. Eventually, the office will be converted to a TeleMVD office in which customers can conduct many transactions with MVD representatives located elsewhere.

The effort to set up a station at the Human Services Campus started in April. MVD Field Operations Administrator **Mike Cryderman** and MVD Senior Manager **Kyle Ulibarri** visited the site to evaluate the physical layout and limitations. Then they developed an operational plan to launch the project. Others involved in this project are MVD Senior Business Process Manager **Lizbeth Apodaca**, MVD Director **Eric Jorgensen** and

This is another great opportunity where MVD can serve the community in ways previously not possible.



Bill Lamoreaux, Communications and Public Involvement

*MVD Customer Service Representative **Imogene Barnes** provides MVD services to people experiencing homelessness at the Phoenix Human Services Campus.*

MVD Stakeholder Relations Manager **Amanda Kindle**.

“This is another great opportunity where MVD can serve the community in ways previously not possible. This partnership is a first step in using technology to expand our reach and get services to the place they are needed at

the moment our customers need them,” Jorgensen said in an [ADOT news release](#).

Jorgensen described how MVD provides IDs to clients experiencing homelessness during the Arizona PBS program, “[Arizona Horizon](#).” Read about the “[Power of a driver license](#)” in the [ADOT Blog](#). ■

~ Lori Baker, Senior Communications Specialist



Charles Cull, ADOT Video Services

Getting ready for winter

ADOT EMPLOYEES started getting ready for the upcoming winter season with a training session in August for the two newly purchased high-capacity snow blowers that can push snow up and over roadside snow banks. They were purchased after last season’s unusually heavy snowfall when crews had to use front loaders and trucks to haul snow and ice away. Get Ready Shop Supervisor **Luis Lopez**, Get Ready Shop Lead Equipment Repair Technician **Tom Draper** and Get Ready Shop Equipment Repair Technician **Jose Barrera** facilitated the training. The new snow blowers were added to ADOT’s fleet of about 200 snowplows. Read more about ADOT’s use of snowplows in the [ADOT Blog](#). ■



The INSIDE

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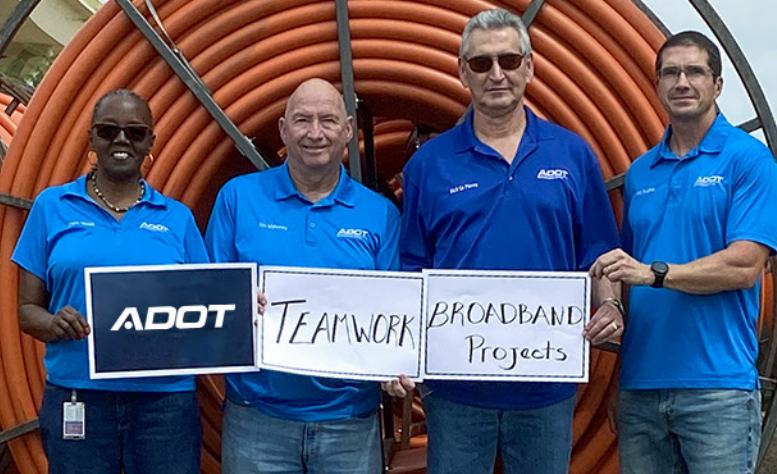
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4

MEET THE TEAM

BROADBAND AND STATEWIDE ENCROACHMENT PERMITS OFFICE



Pictured (left to right):
Special Projects Coordinator **Clem Webb**, Broadband Coordinator **Tim Mahoney**, Statewide Permits Manager **Richard La Pierre** and Program Administrator **Brad Burgess**, Statewide Permits Engineer **Brandon De Carlo**

THE BROADBAND and Statewide Encroachment Permits Office, led by Broadband Program Administrator **Brad Burgess**, includes five employees, and is part of the State Engineer's Office division. The group members describe their work below.

Explain what your group does.

We support the Governor's Office and Arizona Commerce Authority with the design and construction of [state broadband projects](#). These projects are intended to connect rural communities with high-speed internet. We also support the seven District Encroachment Permit offices with statewide standardization.

What is the one thing you'd like employees to know about your team?

We are a small, but mighty team of goal-oriented people, providing standardization and guidance to our customers by bringing broadband to unserved and underserved portions of Arizona.

What does your team do to ensure they're easy to work with?

Being polite and respectful to everyone and teamwork skills are qualities and abilities that allow us to work well with others. Celebrating the successes of others solidifies this.

When has your team been results-focused?

We focus on results by developing an annual strategic plan and corresponding metrics. Our focus is on large initiatives that will move the needle and then break it down into smaller, manageable projects and tasks.

Tell us about a time when your team successfully collaborated with others.

Partnering with the ADOT Right of Way group, we identified pathways that would allow our federal agency partners to see alternative solutions to long-held positions. We worked collaboratively with multiple federal and state agency landowners to reduce barriers for internet service providers along the broadband routes.

How does your team respond to customer needs?

We capitalize the "C" in Customer intentionally, to remind us of who we serve. We promptly respond to Customers' inquiries, and offer relevant, helpful information and resources, or make suggestions that can benefit Customers, as well as guide them to the next steps or follow-up actions.

What is an interesting fact or fun story you'd like to share?

During our weekly huddles, we have a trivia question that is quite entertaining for all of us. Somehow the answer always comes up as "Michael Jordan," even though it's incorrect. Go figure.

What is a recent success story for your team?

Two hundred miles of [new broadband infrastructure](#) was recently completed, which will result in much-needed internet connectivity to rural communities. 🇺🇸

~ Compiled by Ashley Richards, Senior Communications Specialist



Welcome to the Innovation Marketplace!

An innovation is the renewal of a product or service by applying new processes, introducing new techniques or establishing successful ideas to create new value.

Employees are encouraged to submit innovations that are shareable in the [Innovation Marketplace](#). Contact your [Lean coach](#) if you have questions.

At ADOT, solving problems is what we do. Keep submitting innovations to the Innovation Marketplace!

The INSIDE

LANE

OCTOBER 2023

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5

How do you de-stress?

This year's Leaders Connection Conference was about taking care of yourself so you can take care of others. ADOT executive leadership shared tips in this ADOT Leadership Self Care video. The Inside Lane asked ADOT employees to share what they do to de-stress. See more responses in ADOT's Flickr photo album.
~ Compiled by Lori Baker, Senior Communications Specialist

"Nothing reduces my stress and centers me in the moment like hiking. And there's no better place for hiking than my home of Sedona, Arizona!"

— **John Wheatley**, Career Development Program Manager, Employee and Business Development Office, Phoenix



"I like to run to manage daily stress. I put on some music and hit the roads for a 2-3 mile run on especially busy/rough days in the office."

— **Manda Enrico**, Customer Service Representative, Safford MVD



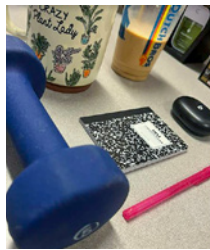
"After a LONGGGG day at work out on these hot Arizona highways, vegging out (even if it's only for a few minutes) with my grandkids is what does it for me. Here we are waiting on abuelita (grandma in Spanish) to get home from work."

— **Daniel Acosta**, Highway Operations Tech IV, Transportation Systems Management and Operations Division's Southern Region Signing and Striping



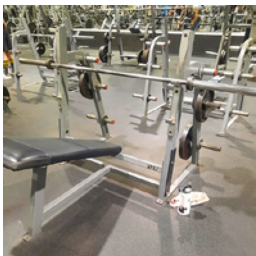
"My greatest stress relief is exercise. Good physical exertion, like lifting weights, helps me burn off that anxious energy. In this way, I can address the spiritual, emotional and physical aspects of stress."

— **Steven Cheshko**, Transportation Engineer Associate, TSMO



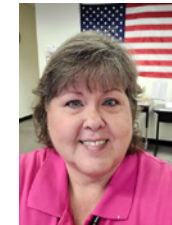
"To start the day, I pamper myself with a caramel iced coffee. I then get to work 20 minutes before go time to make sure my system pulls up without issues, and to reflect how I want my day to go."

— **Jasmine Taylor**, Customer Service Agent Level 2, Tucson Motor Vehicle Division Call Center



"During hockey season, I totally enjoy watching a good hockey game to chill. Off-season, I actually go home and watch my favorite PBS Kids shows. While watching either hockey or PBS, I am working on bead crafts."

— **Dee Schofield**, Lead Customer Service Representative 4, MVD Southeast Mesa Field Office



"I ride my bike to work 4.5 miles to and from all month in July's 110-plus degrees. I've been riding since 1988 and am still riding at 69 years of age. I also show people how to keep cool when they have little or no water."

— **Pamela Cosby**, Customer Service Representative II, Mandatory License/Driver Compliance, Motor Vehicle Division

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, however there can only be one winner. Congratulations to Customer Service Representative **4 Monique Edwards** of the Motor Vehicle Division's Tucson office. Her name was selected from a random draw of entries. Assistant Communications Director for Internal Communications **Kathy Boyle** provided her with a special Inside Lane gift bag, including Arizona Highways Magazine's August and September issues, a 500-piece Grand Canyon puzzle, lanyard, stress ball and other goodies.

Answers: 1. Design; 2. Contract; 3. Geotechnical; 4. Preservation; 5. Tunnel

Final answer: When Fred got mad about the multiple revisions to the bridge plans, he was told to GET OVER IT. ■



The INSIDE

LANE

OCTOBER 2023

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6