

# The INSIDE

# LANE

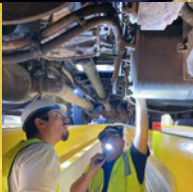
A newsletter for employees of the Arizona Department of Transportation

MARCH 2024

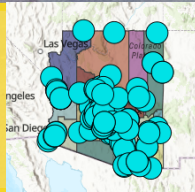
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Chavez of Financial  
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**ADOT**



## LEADERSHIP

## MATTERS

**I'M THE DIRECTOR** of the Enforcement and Compliance Division (ECD) and have been with ADOT for six months. ADOT has 22 state ports of entry where ECD is responsible for enforcing commercial vehicle laws and regulations to make sure commercial vehicles and drivers are safely traveling throughout the state.

### What does it mean to be a public servant?

It means ADOT, and all of its employees, has a responsibility to serve approximately 7 million residents of Arizona and the millions traveling through the state on over 6,000 miles of highway by providing, building and maintaining a safe infrastructure to connect our communities and empower our economy.

### How do you use metrics to drive improvements or innovations?

I appointed a cross-functional team within ECD to evaluate port of entry (POE) operations. This team was initially charged with assessing the current staffing needs and deploying personnel at each POE throughout the state. We are applying the principles of the Lean Six Sigma methodology, which provides tools that identify bottlenecks, eliminate waste and streamline processes.

This team utilized data metrics to identify waste and inefficiencies in the workforce while optimizing existing resources. Commercial motor vehicle traffic volume, workload and operational metrics for all POEs were gathered for fiscal years 2022 and 2023 from various sources. As a result, effective Feb. 3, nine ports extended hours of operation by 56% without hiring any additional personnel. This increase will result in more revenue because those ports will be operational during the busiest times for commercial traffic, and promote safer commercial vehicles and drivers traveling through the highway infrastructure. ■



**Danny Lugo**  
**Director**  
**Enforcement and**  
**Compliance Division**

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### On the cover

ADOT Consultant Resident Engineer **T.C. Fish** took this photo of rock piled up on State Route 89A during construction in December. Read about the extensive collaboration between ADOT groups and outside agencies, businesses and community members to help keep the traveling public safe and informed during the rockfall mitigation project.

Page 3.

### Share your photos

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. 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.

# COLLABORATION KEEPS TRAVELERS SAFE DURING ROCKFALL MITIGATION WORK ON SR 89A

Workers conducted rock-slope stabilization efforts to reduce the potential of rocks falling on State Route 89A.



T.C. Fish, ADOT Consultant Resident Engineer

**W**ITH MAJOR ROAD closures and restrictions, there is extensive behind-the-scenes collaboration among ADOT teams to keep the traveling public, community members, businesses and others safe and informed.

Such was the case of the popular scenic State Route 89A between Sedona and Flagstaff, which was closed intermittently in 2022 and 2023, while workers made improvements to help reduce the potential of rocks falling on the roadway.

The \$11.1 million [SR 89A Oak Creek Canyon Improvements](#) project involved rockfall mitigation, erosion control, bridge rehabilitation and pavement improvements north of the Sedona city limits and north of Pumphouse Wash Bridge in the switchbacks.

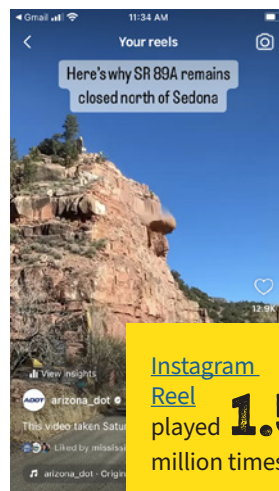
“The rockfall mitigation work was extremely challenging and dangerous and involved much more than simply clearing rocks from the highway. It also involved a significant rock-slope stabilization operation to remove loose and potentially unstable material that might dislodge rocks from the canyon wall and ledge,” said Northcentral District Senior Resident Engineer **Dan DeVore**.

Among ADOT groups working on the project are the Infrastructure Delivery and

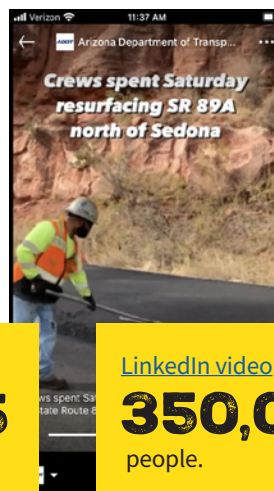
Operations Division’s Northcentral District, Project Management Group, Geotechnical, Construction, Environmental, Right of Way and Communications and Public Involvement.

“ADOT was great in getting the word out with ever-evolving timelines as we worked to get the roadway open and, most importantly, ensure that it was safe for the traveling public. These projects are never simple. We had individuals on all sides that spent hours around the clock striving for the best possible outcome,” said ADOT Consultant Resident Engineer **T.C. Fish**

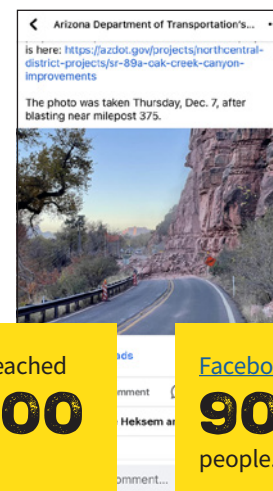
To begin the rockfall mitigation project, ADOT held a virtual public meeting to discuss plans with the community.



Instagram Reel played **1.5** million times.



LinkedIn video reached **350,000** people.



Facebook post reached **900,000** people.

“To keep everyone informed, we put together an extensive stakeholders list of businesses, government agencies, homeowners’ associations, schools and other key stakeholders. Then, we worked with our public information and social media teams to get the word out on a number of closures and restrictions,” said Community Relations Project Manager **Jason Stephens**.

For social media posts, video and photos were shot and provided by Northcentral District resident engineers, communications team members and contractors.

An example of the social media’s positive impact was evident during an unanticipated week-long extension of the planned full closure in December. Safety-based efforts to clear rock required a longer than scheduled around-the-clock highway closure. An Instagram reel with 1.5 million views and a LinkedIn video with a reach of 350,000 both were ADOT’s highest-ever performing posts on those social media platforms, and a Facebook post reached about 900,000 people.

“The project team regularly provided updates and interesting visuals that saw high rates of engagement, leading to more people being made aware of the work that was occurring to address significant hazards before reopening the highway,” said Assistant Communications Director for Digital Communications **Doug Pacey**.

ADOT also coordinated closely with the U.S. Forest Service, Coconino County, Arizona Water, Sedona Fire Department, Arizona Public Service Company, Unisource, cities of Flagstaff and Sedona, and other groups on the project’s status.

The rockfall mitigation and Pumphouse Wash Bridge rehabilitation are nearly finished. Striping and other finishing touches on SR 89A in both of these locations will be done during the spring. The erosion and sediment control portion of the project in the switchbacks will be finished up this spring and summer. ■

~ Lori Baker, Senior Communications Specialist

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U.S. and Mexican commercial vehicle drivers, mechanics and officials attended an International Border Inspection Qualification class.



## Border Liaison Unit training helps keep Arizona highways safe

ADOT'S SAFETY training program for commercial vehicle drivers and first responders has garnered interest not only from other states, but from countries around the globe.

Since the Enforcement and Compliance Division's [Border Liaison Unit](#) (BLU) launched its first training class in 2017, more than 8,500 people have participated in 368 free in-person and virtual training classes and workshops on various topics.

Through the two-day, 16-hour [International Border Inspection Qualification](#) (IBIQ) program, U.S. and Mexican commercial vehicle drivers, mechanics and officials learn about commercial vehicle safety and regulations, and how to conduct a proper pre-trip inspection.

"Educating commercial industry has played a major role in reducing fines and out-of-service

rates for industry. It has also helped protect infrastructure and roadways by educating about overweight vehicles and the effects unsafe commercial vehicles can have on our Arizona roadways," said **BLU Sgt. Frank Cordova**.

After passing the IBIQ course, participants can send photos of potential safety issues to BLU inspectors using the messaging app WhatsApp. Inspectors respond if the inquiry sent to them is a critical violation or out-of-service violation.

"The IBIQ program is an outstanding initiative of ADOT in collaboration with the Secretariat of Infrastructure and Urban Development. It increases efficiency and safety in the commercial exchange at the Sonora/Arizona border, strengthening the freight transportation sector and contributing to

the promotion of a more efficient and secure flow of goods between Mexico and the United States," said David Figueroa Ortega, Sonora state government representative in Arizona.

The IBIQ initiative is also sponsored by the Arizona Mexico Commission and La Comisión Sonora Estados Unidos.

"The Border Liaison Unit has made a tremendous impact in the Mexican commercial driving industry. We often receive petitions all over Mexico to conduct training," said Office of International and Local Affairs Director **Mark Sanders**.

"We have also had other states on the border trying to replicate the program. Our BLU officers go above and beyond to ensure that we have a safe and efficient flow of commerce on the border," he added.

In December, about 150 first responder personnel from several U.S. and Mexican

cities and agencies along with Cruz Roja (Red Cross) participated in ADOT's Traffic Incident Management training at the Hermosillo, Sonora convention center.

The four-hour course consists of the processes to detect, respond to and clear traffic incidents, and restore traffic flow safely and quickly in compliance with state and federal regulations.

"The training provides a better understanding of the importance of working together as a team, while identifying the different roles and responsibilities to ensure their own safety and help reduce secondary collisions while completing the crash in a safe and rapid manner," Cordova said.

Because of its success, ADOT's training program has drawn international interest. Officials from Afghanistan, India, Nepal, Pakistan, Sri Lanka, Tajikistan and other countries have visited Arizona to learn more about the program. ■

~ Lori Baker, Senior Communications Specialist



Border Liaison Unit Officer **Guillermo Carbajal** shows International Border Inspection Qualification course students how to conduct a commercial vehicle inspection on a semi.



Photos: Sgt. Frank Cordova, Enforcement and Compliance Division

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# DATA ANALYTICS

**ADOT'S DATA ANALYTICS TEAM** includes two employees, **Sage Donaldson** and **Lucas Murray**, and is part of the Multimodal Planning Division. The team describes its work below.

## Explain what your team does.

Data Analytics is responsible for reporting, maintaining, collecting, analyzing and creating visualizations for data on Arizona roadways. We are primarily responsible for submitting several federal and state reports, including the Highway Performance Monitoring System (HPMS), All Roads Network of Linear Referenced Data, Certified Public Miles, Model Inventory Roadway Elements, State Highway System Log, and the Extent and Travel Report. We also coordinate with local government agencies to collect data on locally owned roads through the Transportation Data Supply Chain and Unification process.

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

We are responsible for reporting the data for HPMS to the Federal Highway Administration (FHWA), which is the main way ADOT gets federal funding.

## What is unique about your team?

Both team members are highly involved in the Arizona Geographic Information System (GIS) community. Donaldson is chair of the Women in GIS Arizona chapter, chair of the Arizona Geographic Information Council (AGIC) Outreach Committee, and co-creator of the AGIC Mentorship Program, which has assisted several people in finding jobs. Murray is currently vice chair of AGIC, chair of the AGIC Administrative and Legal Committee, and currently involved in the AGIC Mentorship Program.

## When has your team been results-focused?

The Data Analytics team is always results-focused. Our main priorities are successful HPMS submission, implementing GIS data management and turning data into information by way of dashboards, and helping teams build workflows to implement better data management strategies.



A snapshot of the Extent and Travel dashboard, which summarizes mileage and traffic information by various geographies.

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

When **MAP-21** was passed in 2012, ADOT was required by FHWA to submit data on all public roads in the state. The Transportation Data Supply Chain was created to coordinate all county 911 offices to deliver local road locations and information to ADOT. As a result, ADOT was able to get data on all public roads in the state, and the ADOA Arizona Strategic Enterprise Technology 911 Program was able to get a robust geospatial road dataset to help improve emergency dispatch services. [Learn more about ADOT's Data Supply Chain.](#)

## What is an interesting fact you'd like to share?

We use an online application called ArcGIS Storymaps to teach complex topics, like [Certified Public Mileage](#) or explaining how people can inform us of changes to [road ownership](#). Donaldson has developed at least 30 storymaps that are still being used



Data Analytics  
Section Manager  
and HPMS Program  
Manager **Sage  
Donaldson**



Senior GIS Analyst  
and HPMS Analyst  
**Lucas Murray**

today, and one of her storymaps on Certified Public Mileage has been used as a teaching resource by other states. 🇺🇸

~ Compiled by Ashley  
Richards, Senior  
Communications Specialist



## Innovation Marketplace

### Innovation:

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

#### Submit an Innovation

Innovation Form

#### For Update Leaders

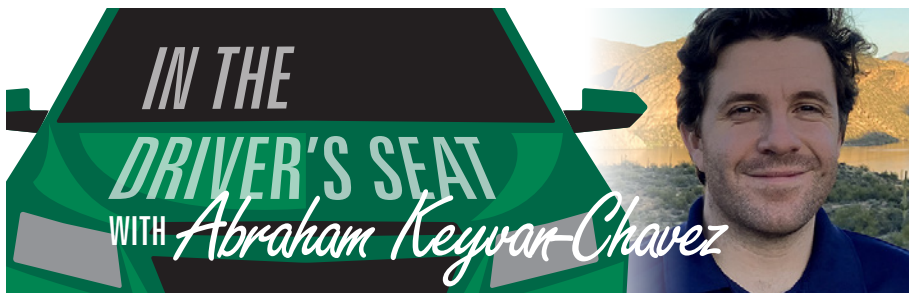
Highlight Request Form

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 quality innovations to the new and improved Innovation Marketplace!*





**Abraham Keyvan-Chavez** is a fuel tax auditor in the Revenue and Fuel Tax administration, Financial Management Services. He has been with ADOT for three years.

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

I review tax returns from oil and gas suppliers that provide gasoline, diesel and aviation gasoline to vendors across the state, which are subject to Arizona fuel taxes. I also conduct supplier audits to ensure they are compliant with state statutes and are filing accurate returns to the state.

### Why do you choose public service?

The government has the influence to impact the daily lives of residents and commerce. As someone who finds joy in seeing others succeed, I love to play a part in the bigger picture, where the government can be there to help while playing a critical role in providing services.

### What do you do to ensure that you're easy to work with?

Growing up, my father taught me the lesson of thinking of others. Each of us has a unique story about ourselves with experiences that shape our points of view. That life lesson that he taught me over the years has helped me build meaningful relationships with my team and across ADOT to serve our mission.

### Favorite Band/Musician:

Stevie Nicks. I have all of her records.

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

I love to play poker. When I have a chance, I like to play in small poker tournaments throughout the Valley. However, I'm not good enough to make a career out of it.

### What is the best vacation you've ever taken?

Back in 2015, I drove from Albuquerque, New Mexico all the way to Calgary, Alberta to go visit some friends. While there and driving back home, I explored beautiful places, such as Banff National Park, which looked like a scene out of a movie; Yellowstone in Wyoming and the stunning natural landscapes of Monument Valley in the Navajo Nation. It gave me a deep appreciation of the natural beauty of our continent.

### What's on the top of your bucket list?

I have an interest in aviation. When I have the time to do it, I would love to learn how to fly a plane and get my pilot's license.

### What's your favorite dessert?

I go crazy for maple leaf creme cookies. They can be found all over Canada. I haven't been able to find them here, which is a good thing, because I can eat them like popcorn. 🍿

~ Compiled by Kathy Boyle, Assistant Communications Director for Internal Communications

**WINNER,  
WINNER!**

**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 Systems Technology Group Manager **Susan Anderson** (pictured) of the Transportation Systems Management and Operations Division. 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 an Arizona Highways Scenic Drives book and magazines, a lanyard, stress ball, candy and other goodies. 🍿

## ADOT JUMBLE

**Answers:** Temperature, Battery, Climate, Plans, Destination

**Final answer:** When project engineer George flipped a coin to decide where the team should order lunch, Jerry thought the method **MADE CENTS**



Kathy Boyle, ADOT Communications



This puzzle originally appeared in an issue of *Newsbeat*, an ADOT employee publication from the 1970s. *Newsbeat* served the agency for decades.

**HERE'S THIS** month's dandy little puzzle, guaranteed to not take more than 15 minutes of your time. Just change one letter of each word to make a new word below. Each letter can only be changed once. Change the letters in the correct order to end up with the word at the bottom. See the example of LANE turning into DIMS. Email your answers to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov) by **March 15**. 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! 🍿

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D	I	N	E												
D	I	M	E												
D	I	M	S	H	O	P	E	F	I	R	M	T	E	A	R

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