

TRANSEND

January, 2010

A magazine for employees, retirees and stakeholders of the

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PARTNERING 2009

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Message from the Director John Halikowski



"It is good to have an end to journey towards; but it is the journey that matters in the end."
– Ursula K. Le Guin

My goal on Sunday was to mix and pour concrete. As I was mixing (24, 80-lb bags, you figure the yardage) each bag individually in the wheelbarrow, it struck me that I would be retuning to work on Monday in 2010. Although my immediate goal was to get all 24 bags mixed and poured, I started to think about the New Year at ADOT and what we will face as we journey through 2010. I suspect that given the changes that took place in ADOT in 2009 and the changes in store as we all continue to grapple with the state's fiscal problems certainly qualifies as an ongoing "journey" for all of us.

The above quote tells us that having a goal is important. We certainly have multiple goals at ADOT on any given day, but the overriding goal is to establish a safe and efficient transportation system. In case anyone has forgotten, this "system" not only includes planes, trains, and automobiles, but also the operators and passengers and the means to pay for the system. To sum it up, establishing a safe and efficient transportation system is no small goal; it is an ongoing journey as all of us contend with many competing interests to achieve the goal.

However, it is not enough to merely achieve our goals. How we conduct ourselves on the "journey" to the goal is more important than the goal itself. If

we have to sacrifice our ethics to achieve the goal no matter the cost, then the journey and its end will leave us dispirited, dissatisfied, and possibly destroyed. When I finished troweling the concrete at 6 on Sunday night, I felt tired, sore, and generally beaten up. But I also felt good – I had reached the goal and I had taken the time to do the job correctly without cutting any corners. The goal, the journey, and the end all came together in the way they are supposed to – a hard day's work that produces a good product that one can be proud of.

We all have had a hard journey in 2009. I can promise that 2010 also will be a vigorous journey. Having been on the journey with all of you thus far, I want you to know that I am proud of you, and that I have great confidence in your capabilities to make it through 2010. There will be lots of temptations to cut corners and do things the "easy" way, but it should be our goal that even though we may feel tired, sore, and generally beaten up at times, we never sacrifice our ethics and that we continue to work hard so that at the end of each day, we can take pride in what we accomplished.

I am sure a number of you will be asking why I do not rent a mixer or have a short load delivered instead of hand-mixing all those bags. I guess I could, but then I wouldn't feel the same at the end of the day. Here's to a good day's work! Happy New Year!

TRANSEND

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Partnering leads to excellence

Seven teams honored at Annual Partnering Awards event by John C. Tucker, editor

The Annual Transportation Partnering Excellence Awards honor partnership teams that “demonstrate a high degree of achievement through their practice and application of the partnering principles and processes.”

The seven winning teams in the program’s fourth year received their awards at a Dec. 2 luncheon at the Glendale Civic Center. More than 300 guests attended the event, which featured presentations by the honorees and a keynote speech by former Transportation Secretary and former ADOT Director Mary Peters. She praised partnering practices, saying they have “yielded substantive and quantitative results and put a whole lot of lawyers out of work.”

Her reference was to partnering’s mission of banding project principals together and creating mechanisms for resolving conflicts among themselves rather than resorting to the legal system.

The event was co-sponsored by ADOT, the Arizona Chapter of the Associated General Contractors, and American Council of Engineering Companies of Arizona. Here is a recap of the winning teams and their projects.

Roadway \$5M-\$25M Category

Interstate 40, Dennison to County Line: FNF Construction/ADOT

This pavement preservation and spot repair project exceeded quality measures, came in under budget, and wrapped up six months early.

The project improved a 10-mile stretch of Interstate 40 in Coconino County, approximately two miles



Sunset Point Rest Area Project - winner of a 2009 Partnering Excellence Award.

west of Winslow. Construction crews milled the existing asphaltic concrete and replaced it with a combination of asphaltic concrete and an asphalt-rubber asphaltic concrete friction course. Additional work included repairing pavement, removing and salvaging bridge railing and replacing it with a concrete bridge barrier, replacing guardrail end terminals, replacing pavement markings, seeding, and other miscellaneous work. The project team’s approval of a proposal to use reclaimed asphalt pavement resulted in a savings of \$490,000.

Project team members cite partnering as a key factor in the job’s success. “First, we built an award-winning project team, and that led to an award-winning project,” Lee Hulbert of FNF Construction said.

Parallel Roadway US 191 Segment III – Ten Ranch to Owl Canyon: Huitt Zollars/ADOT

“I like to think of a partnership as a family,” Safford District Engineer Bill Harmon said, describing the Parallel Roadway US 191 Segment III project team. “It’s not the absence of problems; it’s how you deal with them.”

By all indications, the team dealt successfully with all project challenges, which included drainage issues and disagreements regarding earthwork quantities. The project was the third of a five-segment project designed to transform US 191 south of Safford from a two-lane road into a safer, four-lane divided highway to meet increased traffic volumes, which largely were generated by the growth of mining operations in the Safford/Clifford-

Morenci area.

The team developed a creative, sequencing strategy for constructing and extending culverts that enabled concurrent work on new and existing roadways. In its Partnering Excellence Award application, the team wrote, “Project success was not a sure thing when work started...Adopting the Partnering philosophy of working together through communication and professional integrity turned the project around to where it was completed on time in a cost-effective manner – with an eventual team of friends.”

Phoenix-Cordes Junction Highway I-17 and Carefree Highway TI: Pulice Construction/ADOT

“Complex” best describes this multi-phased project to reconstruct the Carefree Highway (SR 74) traffic interchange with I-17 in north Phoenix. The interchange is the sole connector for the communities east of I-17 and a vital link for communities and businesses west of the freeway. Therefore, keeping the interchange open to traffic during reconstruction was a must.

Issue resolution, a key component of partnering, played a major role in the demolition of the existing Carefree Highway Bridge over I-17 in a single weekend. Stakeholders came up with a plan to use the on-off exit ramps to re-route traffic around the construction site, and they indentified ways to streamline the demolition. The original plan allowed 55 hours for the bridge demolition and reopening of the freeway. The project team revised the plan, resulting in the work being completed within 17 hours. The team worked closely with surrounding communities to minimize disruption throughout the project.

“Communication with the community was a key part

of the project,” Juan Miranda of Pulice Construction said.

The project also won the prestigious 2009 Project of the Year Award presented by the Arizona chapter of the American Public Works Association.

Gavilan Peak Parkway – Carefree Highway to Joy Road: Stanley Consultants, ADOT, MCDOT

The Gavilan Peak Parkway project team was tasked with building a 2.5-mile highway to link the

undertaken,” project team members wrote in their Partnering Excellence Award application. The team faced additional challenges ranging from negotiating numerous new pay items in 14 change orders, to an experimental pavement structural section, to securing permits from the State Land Department and ADOT.

“The most important thing in partnering is building relationships,” said Bill Sloan of Stanley Consultants, the resident engineer of the project, “and we built strong relationships on this project, which helped us meet the schedule and come in under budget.”



US 60 - Gonzales Pass- winner of a 2009 Partnering Excellence Award.

Carefree Highway and the community of Anthem in northern Metro Phoenix, off of I-17. The project’s original scope was to construct one lane in each direction with bike lanes. Shortly after the project’s start, Maricopa County DOT located additional funds to increase the roadway to two lanes in each direction with bike lanes and to make other improvements. The added funds would essentially double the project’s scope and duration.

“Though it was a daunting task for the team, the mammoth scope change was accepted and

Roadway Over \$25M Category

US 60 – Gonzales Pass: Jacobs/Kiewit/ FHWA/Tonto National Forest/ADOT

“Schist happens,” was a phrase coined by Brian Francom of ADOT to describe the slope failures that threw the US 60 – Gonzales Pass project team an unexpected curve. The project, which transformed a two-lane regional highway into a four-lane divided highway through an environmentally sensitive part of the Tonto National Forest, called for

steepening the slopes along the roadway. As crews began cutting the material through the corridor, they encountered large amounts of Pinal schist, a weak, crushable rock that resulted in unstable, crumbling slopes. This topped an already lengthy list of challenges, including strict Forest Service requirements for minimizing the project's footprint.

"We had to figure out how to make the road cuts and fills blend with the natural mountainous terrain," Globe District Senior Resident Engineer Luis Chavez said.

Other challenges included unplanned removal of lead paint striping from the old road, relocation of utility lines, numerous staff changes, and above-average rainfall, all of which dealt setbacks to the project. "We experienced a lot of changes but because of partnering we were able to work through those," Francom said.

Project team members not only overcame the day-to-day challenges, but they finished the job 10 months early and \$2.5 million under budget. Those results earned the project a 2009 Top 10 Roads honor from Roads & Bridges magazine. Jake Macholtz, a project manager for Kiewit, credited the partnership. "When issues arose, the team came together and the overriding question was always, 'What's the best thing for the project?'"

Other Transportation Infrastructure \$5M Category

Regional Community Network, Phase I: Paramount Designs Inc/ADOT

The phrase, "Oh what a tangled web we weave," could easily apply to the complex efforts required to set up a regional community network using fiber optics. In 2008, ADOT's Vision Field Office

partnered with Paramount Designs, Inc. for a project to construct a conduit and fiber system to interconnect the freeway management systems for ADOT, the Maricopa Association of Governments, the Maricopa County DOT, and the cities of Phoenix, Glendale, and Peoria, as well as ADOT's Vision Field Office. The job required intense cooperation and coordination between partnering agencies.

Paramount had to coordinate with all agencies to gain access to buildings, schedule equipment installations, and conduct testing. Partnering helped the team overcome other challenges, such as equipment delays, personnel changes, and a concrete-encased conduit that complicated connecting a pull box. Those problems paled in comparison to the situation that arose when workers testing a 144-count fiber cable found a broken fiber. Using issue resolution procedures, the team collectively decided to replace the entire 14,370 linear feet of cable. In its award entry forms, the team stated that the replacement was done "to ensure that the desired quality and integrity of design were met."

"Partnering was crucial. It could never have been accomplished without the cooperation of the contractor and involved agencies," said Judy Lochner of ADOT's Vision Field Office, who was a manager on the project.

Other Transportation Infrastructure \$5M - \$25M Category

Sunset Point Rest Area: URS/FNF/ADOT

The Sunset Point Rest Area, located about 50 miles north of Phoenix, is a popular stop for travelers on I-17. On an average day, about 3,100 vehicles and 7,500 people use the rest area. It had been years

since any major renovations had been done on the facility, which opened in 1970. This project included building larger restrooms and two picnic ramadas, adding a scenic overlook, and modernizing the water and wastewater infrastructure. Other improvements included a reconstructed parking lot to handle more traffic, new sidewalks, lighting, and landscaping.

The project presented ADOT and its partners with some unique challenges:

- Blending multiple disciplines, including architects; landscape architects; civil, electrical, and mechanical engineers; and a variety of skilled-trade workers.
- Combining elements of both horizontal and vertical construction. Most ADOT staff and roadway contractors lack vertical construction experience.
- Finding a balance between the "aesthetically subjective nature of building projects versus the concrete verbiage in the contract documents," as the team wrote in its application packet.

The partnering process helped the team work through these and other issues, according to Max Infante, a construction services team leader for the URS Corporation. Some of the keys to the success were devising time frames for the resolution ladders, defining and documenting issues before they escalated, listening and being open to new ideas, communicating decisions, and supporting final decisions.

"The partnering process resulted in a final project that we are proud of and that the traveling public can use and enjoy for decades to come," Infante said.

Arizona Highways making inroads in Afghanistan

A simple request for back issues of *Arizona Highways* magazine from a soldier serving in Afghanistan has snowballed into a special bond between the magazine staff and its readers and the soldier and his platoon.

Last summer, Thadeus Montgomery, a staff sergeant serving in the 1st Platoon in the Korengal Valley of Afghanistan, e-mailed the magazine seeking back issues of *Arizona Highways*. He had fallen in love with the publication as a child growing up in Kentucky and felt the magazines could provide his platoon with a nice distraction from the daily stress of war. The 1st Platoon, based at Fort Carson, a United States Army installation located just south of Colorado Springs, also saw action in Iraq.

The magazine staff happily obliged the request, boxing up about 100 copies of the magazine as Editor Robert Stieve tells it. But they didn't stop there. "The staff got the idea to also send food and supplies," Stieve says. When it was all done, they collected enough magazines, food, and supplies to fill 14 boxes, which they promptly shipped to Sgt. Montgomery. Magazine staff paid for the supplies and food out of their own pockets.

The sergeant was bowled over by the care packages from *Arizona Highways*. "I can't thank you enough for the kindness you have bestowed upon our platoon...everything you sent was absolutely awesome," Sgt. Montgomery wrote in a letter, which was published in the magazine's November issue.

The bond was cast. Readers responded enthusiastically to an invitation from Stieve to show support for the 1st Platoon. They wrote letters and sent their own care packages, all of which sparked a pen-pal type relationship between the soldiers and

the magazine subscribers and magazine staff. Local media latched on to the story, and the magazine posted information about the efforts on its Facebook page, generating even more support for the platoon.

As Stieve and his staff prepared the December issue of the magazine, traditionally billed as Arizona's Postcard to the World, they decided to dedicate it to the soldiers.

"The December issue is an all-photography issue inspired by the troops overseas," Stieve said. "It's a respite from what they are dealing with over there."

The magazine traditionally devotes a large portion of the December issue to photographs, but this issue marked the first time in nearly 85 years of existence that the magazine produced an "all-photography" issue.

It quickly sold out and once again, readers showed support for the 1st Platoon. A company from Atlanta that specializes in connecting soldiers with their families via video conferencing heard the story, and they paid to set up a conference between two Arizona platoon members and their families via News Channel 3 in Phoenix. A retired military officer visited the *Arizona Highways* office in person to make a generous cash donation for another care package.

The magazine employees recently went on a shopping trip to Costco to gather goods for the next shipment.

"What really started out as a few old magazines

turned into this great story," Stieve said. "It's been an unexpected surprise."

Sgt. Montgomery's recently told his mom that when the platoon comes back to the United States in May (if all goes according to plan) that he hopes to come to the *Arizona Highways* office to say thanks in person.



Army supply - Diana Benzel-Rice, Barb Denney, Randy Summerlin, Robert Stieve, Nikki Kimbel, Sonda Andersson Pappan, Kelly Kramer from *Arizona Highways* shop for care package items at Costco. The care packages will be sent to the 1st Platoon soldiers, serving in Korengal Valley, Afghanistan.

Above Photo by Jeff Kida

1st Platoon members await transportation at the Bagram Airfield in Afghanistan.



Designing suits him to a T

MVD employee creates winning design for Donor Network of Arizona T-shirt

By Larry Clark, MVD Program Support

Juan Macias occasionally uses his artistic talent to draw or paint something for friends, but he never thought one of his creations would be seen by thousands of people. Macias, a customer service representative in the MVD Title Production Unit, won a contest within MVD to design a T-shirt for Donor Network of Arizona. His design ties in with MVD's program that allows people to sign up for the organ and tissue donor registry by checking a box on the driver license form.

Macias says he is honored and humbled that his co-workers selected his design for the shirts. Donor Network of Arizona produced the shirts and gave one to each MVD employee

Sara Pace Jones with Donor Network of Arizona says the idea for the employee-designed T-shirt came from discussions with MVD officials about ways to promote the driver license check box program, as part of Donor Network's "Live It. Give It. Check It." campaign. Macias' design was chosen from 36 entries. Featuring the word "Life" with a bow around it, the design represents that life is the

greatest gift that one can give, Macias explains.

"I've been interested in art ever since I was a little kid," says Macias, but he hadn't planned to enter the T-shirt design contest until Southwest Central Region Customer Service Manager Vicki Trump encouraged him to do so. "Her support was the motivation for me to enter," he explains.

"I was ecstatic when I found out I won," Macias says, pointing out that it's even more special seeing his co-workers wear his creation. MVD has designated the last Monday of each month as a day for all employees to wear their shirts if they would like to, and many are doing so.

"It's an honor," says Macias. "It's really hard to believe. When I think about what's happened, it's overwhelming. It's really cool."

Macias, an MVD employee for four years, says he would like to be a professional artist one day and his T-shirt, designed to inspire others to give the gift of life, has given him more inspiration to pursue his goal.



Stylin' – Employees from the MVD Office at 51st Avenue and Indian School Road in Phoenix, model the Donor Network of Arizona T-shirts designed by employee Juan Macias (far left).

Emery named Tucson District Engineer

The Arizona Department of Transportation recently named **Todd Emery as District Engineer for the Tucson District. He will be responsible for all construction, maintenance and operational programs in the district.**

Emery previously served as the district's Maintenance Engineer, a job he held for two years. Prior to that, he worked five years for the Federal Highway Administration, overseeing and monitoring various projects, transportation program reviews and environmental assessments. In 2001, he spent a year as an engineering intern with ADOT while attending the University of Arizona.

Emery graduated from the University of Arizona with a bachelor's degree in civil engineering. He is a registered Professional Civil Engineer licensed in Arizona and Utah.



Photo by Balfour Walker

Editor's note: This article was slated to run in the December Transend but it was lost in a page shuffle. It may seem like old news, especially to Todd Emery and employees in the Tucson District. Nonetheless, we wanted to share the information. Sincere apologies to Todd for our goof-up.

Daughter of employee crowned Miss Black Teen AZ

Charles Green has royalty in his family.

The equipment services assistant is the father of Raven Green, 18, who recently was crowned Miss Black Teen Arizona for 2010.

Raven, a senior at Mountain Pointe High School in the Phoenix community of Ahwatukee, was one of 14 young women competing in the 2010 Miss Black Arizona Teen and Miss Black Arizona Scholarship pageants, held Nov. 22, 2009, in downtown Phoenix.

A panel of judges scored the teens and young women on their personal introduction, personal interview, physical fitness, talent, and evening gown.

Green was unable to attend the pageant because he was working at a second job, but he was thrilled with the outcome. "I was overwhelmed and excited when I heard the news," said Green, an eight-year veteran of ADOT who inspects new and decommissioned equipment for the agency.

Raven, the third-oldest of Green's eight children, predicted that she would win the contest Green says. He was less confident. "Although she's been in several talent shows (as a singer), this was her first time in a pageant. But she did what she said she was going to do," Green said. "She pulled it off."

The Miss Black Arizona pageant is part of the Miss Black USA pageant system. The winners of the teen and the miss competitions each received a \$1,500 scholarship, which can be used for college, to build a business, or to donate to a nonprofit organization. Other prizes included jewelry, dance school and choreography sessions, and restaurant gift certificates.

Next up? The winners will travel to Washington, D.C., this summer to represent Arizona in the 2010 Miss Black USA pageant.

There She Is – Raven Green, daughter of Charles Green of ADOT Equipment Services, was recently crowned Miss Black Teen Arizona for 2010.



'Bearly' Christmas – "Elf" Ali Stookey and "Santa Claus" Mayra Mazcorro amidst a forest of stuffed-animal bears bound for the Sojourner Center women's shelter in Phoenix. Each year, the MVD D.O.V.E. Committee holds a stocking contest around the holidays. This year's contest featured a "Bearly Christmas" theme. More than 150 bears were donated to the center, along with a truck load of canned food items. D.O.V.E. stands for Developing Outstanding Vision in Employees.

A hunting trip to remember

By Larry Clark, *MVD Program Support*

MV D customer service representative Jeff Dolfini and a group of friends went on a weeklong elk-hunting trip to northern Arizona recently. It ended with three of them relaxing for a few hours at a bar in Seligman. Nothing else about the trip was normal, including the three feet of snow, two stuck vehicles, and the rescue helicopter.

An unexpectedly powerful snowstorm blew through the state on Monday, Dec. 7, and stranded Dolfini, who had just recovered from a fractured ankle, and two of his friends. They were among the dozens of people stranded.

Dolfini, an experienced outdoorsman, and the rest of the hunting party had set up camp north of Seligman on the previous Thursday. They planned to return the following Wednesday, hopefully with one, or possibly two, elk in tow. Mother Nature had a different plan.

It started snowing Sunday night, Dolfini says. “We were thinking it would drop an inch or two and pass through like it normally does up there. Instead, we woke up Monday morning with about a foot on the ground, and we were thinking we might have a problem.”

Snow fell all day Monday. The hunters couldn’t get cell phone reception, and no one was coming in and out of the area. They had a trailer, two four-wheel drive pickups, and plenty of provisions, so their situation wasn’t a big concern.

“By Tuesday most of the snow had fallen,” Dolfini says, so a scouting trip was in order. One of his friends got in his pickup and made it about 20 feet

before getting stuck. “So, Tuesday was spent digging his truck out of the snow.”

The group maintained a positive attitude, and Dolfini explains the plan was to pack up everything and head out on Wednesday, as scheduled. This time Dolfini was at the controls. “I was telling myself to put my foot on the gas and don’t stop. I made it about 30 feet and got stuck, so much of Wednesday consisted of digging out my truck.”

But they also saw a helicopter for the first time Wednesday, and by Thursday morning they could hear helicopters all around them. Finally, in the late morning, one flew overhead, and “We started jumping up and down waving our arms.”

The helicopter turned out to be their ride back to civilization. It landed on a nearby road and took them to Seligman, a ten-minute trip.

Dolfini says the first order of business was notifying friends and family the group was safe, and the second was heading to the Black Cat Bar in Seligman. Dolfini reached his father around 1:30 that afternoon and made arrangements for a ride home. Then, it was onto the bar to wait. They arrived back in Phoenix late Thursday evening in good shape and, fortunately, without injuries from their ordeal.

Talking about the helicopter rescue, Dolfini says, “We felt bad in a way that they picked us up because there were probably people more in need, but they

Chillin’ Out – An elk-hunting trip near Seligman was snowed out by a powerful winter storm on Dec. 7, stranding MVD employee Jeff Dolfini (seen here) and his hunting companions for several days before a helicopter crew flew them out.



told us, ‘Go now, or wait until you can get out on your own.’

“We were a little concerned, but with shelter we would have been able to survive, and our loved ones knew where we were, so we were never that worried,” he adds.

Although the hunting party got back to Phoenix, they had to leave a few things behind, including the two trucks, the trailer, and a variety of supplies.

As for the elk, they enjoyed a winter playground. Dolfini says that from the air he and his friends could see tracks coming off the mountains as the animals headed for lower ground and a food source. “It was just us hunters who got stuck.”

Volunteering at the car wash

The revenue audit team for ADOT's Office of Audit and Analysis performs three main functions: auditing fuel taxes (gas and diesel), auditing motor carrier taxes, and ensuring the compliance of third-party vendors that offer Motor Vehicle Division services.

But once every three months, the 25-member team volunteers for a transportation job that's a far cry from its normal duties. That's when the members wash and clean eight vehicles used to transport clients to and from the John C. Lincoln's Adult Day Health Center. The nonprofit center provides a five-days-a-week activity program for seniors with health issues. It's located on the campus of John C. Lincoln North Mountain Hospital in north-central Phoenix.

Washing vehicles might not seem like much, but don't tell that to Bonnie Nelson, the center's transportation coordinator. "It's wonderful what they do for us because we don't have the time or money to clean the vehicles like we need to," Nelson said. The ADOT team began volunteering in December 2008.

The vehicles travel thousands of miles each year transporting seniors to and from the center. So, the seven vans and one school bus get dirty rather quickly. The center used to shell out about \$400 every time the fleet needed to be washed Nelson said.

As revenue auditors, the ADOT volunteers fully understand how expenses like these can add up.

"By saving them that money, they are able to use those resources to do more for their clients," said revenue field auditor Brandi Bernal, who



Clean Machine – Once a quarter, employees from ADOT's Revenue Audit team and their family members volunteer to wash vehicles used by John C. Lincoln's Adult Day Health Center.

Back Row: Mark Munoz, Ericka Eichner, William Cullen, Mark Zimmerman, Gilbert Rel, Daniel Corwin.

Front Row: Donald Doyle, Mireyda Leal, Maritza Leal, Brianna Leal, Brandi Bernal, Victoria Zimmerman, Chris Kent, Caroline Kent.

helps organize the car washes. Oftentimes, family members or friends of the revenue auditors lend a hand with the cleaning efforts. The center provides juice, coffee, water, and breakfast treats for the volunteers.

It takes two to three hours to clean the vehicles inside and out, according to Mark Zimmerman, director of revenue audit. But he and the other auditors find the time rewarding.

"It give us a chance to do something for the community, and it's good for team bonding,"

Zimmerman said, noting that water fights have been known to break out, and laughter is frequently heard at the washes. "We enjoy being out there as a team," Bernal said.

Anne Paulis, the center's director, also enjoys and appreciates the volunteers. "Thanks to them, our vans are sparkling clean and welcoming to our clients when our drivers arrive to pick them up from their homes. That makes a difference not only to our clients, but to their family members, who trust their loved ones to our care."

The winning Partnering teams *continued from page 5*



I-17 and Carefree Hwy TI



Gavilan Peak Parkway Carefree Highway to Joy Road



I-40, Dennison to County Line



Regional Community Network Phase I



Parallel Roadway US 191 Segment III



Sunset Point Rest Area



US 60 Gonzales Pass



Practical Ethics

The ADOT Way

Are you a leader?

By Karen Mills

I was talking to a new employee the other day, and she commented that she was happy to be working at ADOT because the other employees seemed happy. She said, “There are so many pleasant, smiling faces in the hallways, and people are very friendly.” It was obvious that she was excited about her new adventure with ADOT.

Her words made me stop and wonder how this could be. Here we are, in one of the most difficult periods of ADOT’s existence and yet, she’s right. Despite all that’s swirling around, most of us still manage a greeting and a friendly smile, which makes our new employees feel welcome and enthusiastic to be part of the organization.

While this may not have a lot to do with ethics per se, it does tell us a lot about the character of the people working at ADOT. It also tells us of the leadership qualities and attitude with which we approach our ever changing circumstances.

Michael Josephson of the Josephson Institute of Ethics tells the story of young Julius’ attitude and discovery of leadership. It goes...

A teacher assigned her 12th graders to write an essay about a leader. Most kids wrote about famous people, but Julius titled his paper “Benny: The Man on the Bus.”

He wrote: “I’ve been taking a public bus to school

for years. Most passengers go to work and almost no one talks to anyone else.

“About a year ago, an elderly man got on the bus and said loudly to the driver, ‘Good morning!’ Most people looked up annoyed, and the bus driver just grunted.

“The next day the man got on at the same stop and again said loudly, ‘Good morning!’ to the driver. On the fifth day, the driver greeted the man with a cheerful ‘Good morning!’ and Benny said loudly, ‘My name’s Benny. What’s yours?’ The driver said his name was Ralph.

“It was the first time any of us had heard the driver’s name. Soon people began to talk to each other and say hello to Ralph and Benny. After a month, Benny extended his cheerful ‘Good morning!’ to the whole bus. Within a few days, his ‘Good morning!’ was returned by a whole bunch of passengers, and the entire bus seemed friendlier.

“About a month ago, Benny didn’t get on the bus at his usual stop. Some thought he may have died, and no one knew what to do. The bus got awful quiet again.

“So I started to act like Benny and said, ‘Good morning!’ to everyone. They cheered up again. I guess I’m now the leader.”

Like Benny, leaders make things happen. Benny’s attitude made him the leader

While the situations in which we find ourselves dictate our action, our character and leadership skills control our behavior.

As John Quincy Adams wrote, “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

Does your character and attitude make you a leader?

The art of safety – Children whose artwork graces the ADOT 2010 Safety Calendar and winners of the ADOT Christmas ornament contest were honored at a Dec. 8 celebration in Phoenix. Pictured here are the calendar artists: Samantha Gonzalez, Stella Bajarasco, Cora Molina, Teya Sanchez, Brandon Roberts, Bryce Perez, Rohan Saju, Rohit Saju, Louvah Silver, Kyla Price, and Katelyn Moyers. Absent were Ryan Adame, Payton Plant, and Marcy Sterling. In the back are ADOT Safety & Health Manager Sonya Herrera, ADOT Director John Halikowski and the ADOT mascot, the Highway Hawk.



Comments and Kudos

Emergency Response Specialist **Travis Qualls** from ADOT Safety & Health is highly regarded in Arizona for his hazardous material expertise. It's not unusual for government entities to contact him for guidance. Such was the case on Tuesday, Dec. 1, when Capt. Philip Hathaway, from the Arizona State Prison Complex in Safford, called seeking information on how to clean up a hazardous material spill on the prison grounds. Travis assisted him by phone.

In a Dec. 2 e-mail addressed to Travis, Capt. Hathaway wrote:

...I appreciate your help in resolving our diesel fuel spill... We are updating our emergency response plan to incorporate contacts to handle similar issues in the future should they arise... You provided us the information needed and pointed us in the right direction. It was surprising that many of the people we contacted yesterday really did not know what to do.

- *Thank you and all the angels that helped.*
- *I am so thankful that my kids are going to have gifts.*
- *...without you, there wouldn't be so many smiling faces on Christmas.*

These three comments are just a sample of the thank-you notes from employees whose families received gifts through ADOT's Adopt-An-Angel program last month. According to program coordinator **Cyndi**

Selby of Administration, 75 employees (and their 181 children) were adopted by individuals and groups within ADOT, the most ever in the history of the program. Cyndi sends a big thank-you to all who gave gifts and helped support the program.

ADOT's Field Reports hygiene drive was a sparkling success. Field Reports employees collected approximately 4,000 personal hygiene items, including soap, shampoo, and deodorant, for the Central Arizona Shelter Services program in Phoenix, which provides shelter and support to homeless adults and families. The employees delivered the items to the "very appreciative" shelter staff on Dec. 15. Thanks to all who contributed.

Belated congratulations to **Leroy Brady** from ADOT's Roadway Design. Back in November, he received a certificate of appreciation from the 4 Agency Partnership for his role in creating the "Guideline for Highways on Bureau of Land Management and United States Forest Service Lands." Along with the BLM and the U.S. Forest Service, ADOT and the Federal Highways Administration make up the 4 Agency Partnership

The awards keep rolling in for the Interstate 10 Widening: Prince Road to 29th Street project in Tucson. In December, the project received a *Southwest Contractor* magazine "Best of 2009" award in the transportation category. The magazine wrote:

Judges were very impressed with the level of partnering on this project. As a result of the collaborative efforts to adjust the schedule to meet

the needs of the public and the businesses along the frontage roads affected by the ramp closures, the project was completed approximately six months ahead of schedule.

The high-occupancy vehicle lane ramp connectors that link SR 51 to SR 101 in Phoenix also won a "Best of 2009" award in the engineering design category. Judges applauded the design firm Stanley Consultants for reconfiguring the "precast prestressed concrete fly-over bridge using only two specified lengths for all spans." The redesign reduced the bridge length by 33 percent and reduced costs by \$5.5 million.

Both projects were featured in the December issue of *Southwest Contractor*.

The ADOT Blood Drive Coordinators say "thank you" to all ADOT employees who donated during the recent statewide blood drives. Because of your generous gift, ADOT was able to contribute 136 units, which helped 408 people in need!

DEADLINE for the February 2010 issue

Articles and photographs for the February issue should be sent to transendeditors@azdot.gov no later than **Jan. 25, 2010, at 4 p.m.**

Milestones in Service

Editor's note: In the past, we were one month behind on publishing the names of employees who had reached service milestones. Several readers complained about the time lag. So, beginning this month, we will publish the names of service awardees the month in which they actually reach a milestone. December's awardees are included here to catch us up.

December 2009

35 Years

Lynn R. Glover, ITD, Predesign Team C

30 Years

Dennis Akers, ITD, Kingman Construction

Antonio Maya, ITD, West Area Lab

Mary F. Romero, MVD, Motor Carrier Licensing

25 Years

Karen M. Bakker, MVD, Tempe Dual

Michael J. Bruder, ITD, Valley Project Management - RARF

William P. Cullen, TSG, Audit - Revenue

Shahriar S. Farahzadi, ITD, Construction Group General Construction

Donald L. Mauller, MPD, TPD Program Team

Michael T. Puicon, ITD, Right of Way Plans Section 1

Rose A. Vega-Chalabe, ITD, Tucson District Construction

Pe-Shen Yang, ITD, Bridge Group Administration

Verne Yazzie, ITD, Ganado Maintenance

20 Years

Keith A. Jung, TSG, Mainframe Solutions

15 Years

Susanna A. Hernandez, TSG, Procurement

Mohammad A. Islam, ITD, Bridge Technical Section

Eleazar MacIas, ITD, University Road Maintenance

David L. Smith, ITD, Phoenix Regional Signing / Lighting Operations-Maintenance

Stanley A. Soesilo, ITD, Program & Project Management - Construction

10 Years

Danetta R. Brown, MVD, Motor Vehicle Liability Insurance Enforcement

Willard G. Clauschee, ITD, Flagstaff Maintenance

Gabriel Gonzales, ITD, St David Maintenance

Reza M. Jafari, ITD, Contracts & Specifications

Stacy E. Lopez, TSG, Human Resources

Randall J. Morris, ITD, Wikieup Maintenance

Calvin Nez, ITD, Page Maintenance

Candace Olson, MVD, Policy

Donald B. Roy, ITD, Maintenance Interstate Signing

Barbara Tripp, MVD, Records

Michael Vessey, TSG, Grand Canyon Airport

Gene R. Warner, TSG, Audit - Construction

Ted Whitehair, ITD, Page Maintenance

Timothy R. Winckel, TSG, Maintenance Section - Southern

January 2010

35 Years

Magdalena A. Zetino, TSG, Computer Operations

30 Years

Lupe Almanza, MVD, Tucson CDL

Feliza O. Atondo, TSG, Administrative Services

Earl V. Craig, ITD, Holbrook Permits

Kurt A. Denham, TSG, Client Server Solutions

Robert J. Gallas, TSG, Audit - Internal

Tammy L. Homberg, TSG, Web Solutions

Edward T. Moore, TSG, Civil Rights

Jay E. Morrison, ITD, Predesign Team A

Kevin L. Thomas, TSG, Service Center

25 Years

- Lori A. Elzy**, MVD, Central Permits
- Cathy L. Pfeiffer**, MVD, Yuma Port of Entry
- Fred Trujillo**, ITD, Benson Construction Office
- Timothy J. Wagner**, ITD, Right of Way Plans Section 1
- David L. Windsor**, ITD, Safford Construction Office

20 Years

- Jeff H. Beimer**, ITD, Bridge Management Section
- Warren J. Bifulk**, ITD, Tucson Construction Lab
- Kenneth A. Brown**, ITD, Roadway Support Section
- Edith A. Campbell**, MVD, Ehrenberg Port of Entry
- Larson H. Chatlin**, ITD, Engineering Surveys
- Richard C. Hernandez**, ITD, Construction Group - General Construction
- Elaine M. Leavens-Cooke**, ITD, Show Low Construction
- Andrew T. Powers**, ITD, Vision Construction
- Deborah J. Smith**, MVD, Northern Ports & Enforcement Administration

15 Years

- John B. Nicolls**, ITD, Flagstaff A Construction
- Mark E. Garcia**, ITD, Oracle Maintenance

10 Years

- Lolita T. Ashley**, MVD, Communications
- Javed Bari**, ITD, Pavement Design Section

- David B. Bowyer**, ITD, Globe Maintenance
- Juan S. Castillo**, ITD, Tucson Regional Signing /Striping
- Harry A. De Prins**, ITD, R/W Property Management Section
- Dell J. Dodge**, ITD, Seligman Maintenance
- Adrian Gutierrez**, ITD, Avondale Landscape Maintenance
- Enamul Hoque**, ITD, Bridge Design Section B
- Amir Masowdi**, ITD, Bridge Management Section
- Stephen M. Monroe**, ITD, Flagstaff A Construction
- Joyce A. Padilla**, ITD, Show Low Maintenance
- Michelle Peters**, MVD, Medical Review
- Peter J. Poulin**, TSG, Desktop Support-Central Team East
- Cristina G. Ramirez**, MVD, Phoenix CDL – Goodyear
- Julia D. Ros Mendoza**, ITD, Design Section A
- Jeffrey Uptegrove**, TSG, Prescott Shop
- Howard D. Weaver**, ITD, Prescott Regional Traffic Operations - Maintenance
- Kimberly Whiteberg-Jafari**, ITD, Contracts & Specifications
- Alberto Zavala**, TSG, Yuma Shop



- Ronald E. Blackstone**..... 21 Years
ITD, Materials Group - Geotechnical Design Section
- Mary L. Bohun**.....19 years
MVD, Division of Operations Support Services
- John W. Bolson**8 years
ITD, Flagstaff District - Construction,
- Danny R. Brock**.....32 years
ITD, Materials - Quality Assurance
- Stephen H. Butler**.....5 years
ITD, Right of Way - Statewide Acquisition
- Robert M. Cottolendy**.....30 years
ITD, Tucson District - Construction Lab
- Dennis M. Kirton**30 years
ITD, Safford District - Benson Construction,
- Michael W. Lessard**.....16 years
ITD, Traffic Engineering - Traffic Operations Section
- Ross Levine**8 years
TSG, Financial Management Services - Risk Management
- Amir Masowdi** 10 years
ITD, Bridge Group - Bridge Management Section
- Robert L. Melore**..... 17 years
TSG, Strategic Planning - Performance Measures
- Robert C. Obregon**.....38 years
MPD, Statewide Planning & Data Bureau
- Elaine J. Sulski** 10 years
MVD, Division of Operations Support Services
- John A. Tisdell**24 years
TSG, Financial Management Services
- Thomas H. Ward**3 years
ITD, Prescott District - Payson Construction