

The INSIDE LANE

A newsletter for employees of the Arizona Department of Transportation

APRIL 2022

VOLUME 6, ISSUE 4

*Mitigating rock falls
along SR 89A*

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WATCH
FOR
ROCKS

NEXT 2 MILES

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program expands
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ADOT

ABOUT A YEAR AGO, we introduced AKA – The ADOT Way in an effort to give our existing ADOT culture a name and a structure that make it easier to talk about.

Since then, I've heard many of you speak about what "The ADOT Way" means to you. I'm thrilled these conversations are continuing and that so many ADOT team members are talking about the culture.

The ADOT Way is how we solve problems, measure performance, show respect for one another and develop as leaders. It's about displaying our ADOT values, practicing our kaizen principles and using our Arizona Management System tools.

I truly believe that the way we do things at ADOT is just as important as any of our accomplishments. That also holds true when it comes to building a workplace environment where everyone knows they are valued. But it can't just be talk — throughout the agency, we are currently looking at how our actions and our words line up when it comes to AKA – The ADOT Way.

Team building

We want to attract the most talented people to ADOT. Even if you're not on a hiring panel, your actions help recruit employees. When we interact with the public as they pass through a construction site, attend a public meeting or even interact with others outside of work, we're recruiting. People want to be part of a high-performing team that provides great customer service and they want to work with people who act with integrity both at work and at home.

Leadership

Whether your title includes the words "manager" or "supervisor" or not, every employee has an opportunity to display leadership. That may be in leading your team through a 5s process of a shared workspace or teaching a coworker a new skill. By displaying accountability, integrity and respect through our actions, you show how you're a leader each and every day.

Soon, you'll hear more about some of the countermeasures being developed to better align our leaders and people systems to the vision and expectations of The ADOT Way. For now, I want you to know that I value our teams, and I see the good work you're doing every day. Each one of you plays a vital role in how ADOT operates — thank you for everything you do! ■



*John Halikowski
Director*

The INSIDE LANE

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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 Services Supervisor **John Dougherty** took this photo of State Route 89A north of Sedona where major improvements will be made, including rockfall mitigation, erosion control and bridge rehabilitation. The Arizona State Transportation Board awarded a \$11.1 million contract to Fisher Sand & Gravel Co. Work is starting this spring along SR 89A in Oak Creek Canyon and completion is anticipated in fall 2023. Read the [ADOT news release](#) or visit azdot.gov/SR89A for more information. View more photos in ADOT's Flickr album.



◀ Former Gov. Jan Brewer and ADOT Director John Halikowski are shown with this Future I-11 sign along US 93 near Hoover Dam in 2014, marking the future I-11 corridor between Phoenix and Las Vegas, after Arizona and Nevada completed the multimodal Interstate 11 and Intermountain West Corridor Study.



ADOT receives prestigious award for innovative, interactive Interstate 11 EIS

ADOT'S FIRST-IN-THE-NATION interactive transportation Environmental Impact Statement (EIS) report for the Interstate 11 Tier 1 study earned the Environmental Business Journal Achievement Award.

"This award for the I-11 Interactive EIS underscores ADOT's commitment to not only providing a technically sound and substantial document, but also providing it in a format that better engages all audiences through this virtual public involvement tool," said ADOT Director **John Halikowski**.

The interactive format is accessible through a mobile phone, translatable into other languages and fully web-accessible for those with visual impairments.

"The success of presenting highly technical information in an easily accessible, simple-to-use format sets the bar for rapid industry transformation, especially important as the world demands meaningful equity and inclusion," said ADOT Program Delivery Manager **Steven Olmsted**.

The [interactive I-11 EIS](#) allowed ADOT and the Federal Highway Administration to explore an alternative method for virtual public involvement for the Final Tier 1 Environmental Impact Statement, which was published in July 2021. The interactive format enables readers to zoom in and out of maps and click through layers of information. Since launching, the interactive EIS has generated more than 8,200 page views by more than 900 unique visitors, and serves as a digital repository for future ADOT I-11 Tier 2 EIS efforts.

The 280-mile, 2,000-foot-wide corridor is a starting point within which the proposed I-11 facility could be built between Nogales and Wickenburg. After five years of study, technical analysis, and public input, the Record of Decision was published in November 2021. There are no timelines or funding for the Tier 2 study process.

The interactive EIS is an example of how ADOT's environmental planning and public involvement teams worked together to meet and exceed public involvement requirements regarding I-11 study planning and public engagement.

"We produced a lot of deliverables and materials for the public throughout the entire study process, especially in preparation for the 90-day public comment period for the Draft Tier 1 Environmental Impact Statement and the six public hearings that we held throughout the study corridor," said Major Projects Communications Project Manager **Laura Douglas**, who is the longest-serving member of ADOT's I-11 study team.

"It was a very heavy lift, but it was completed with the goal of providing as much information as possible to the public and making sure they were engaged and understood the study process," she added.

Public outreach involved 18 public [meetings and hearings](#), [press releases](#), [ADOT Blog posts](#), [videos](#), social media posts and news media interviews, among many other materials.

More information: i11study.com/Arizona.

~ Lori Baker, Senior Communications Specialist

BY THE NUMBERS

I-11 TIER 1 CORRIDOR STUDY

12,000+

Comments received on the Draft Tier 1 Environmental Impact Statement in 2019

90 Days for the Draft Tier 1 EIS public comment period

5 1/2 Years to complete this Tier 1 environmental study

280 Miles of study corridor's length

2,000 Feet of study corridor's width

18 Total public meetings/hearings held during the study

MEET THE TEAM



Joe Larger, Video Services

ADOT employees help build successful inmate CDL program

TECHNICAL DESIGN Manager **Landon Mays** of the Employee and Business Development Office was tasked in 2019 with creating a program for prison inmates to receive commercial driver licenses so they could become truckers. The idea was sparked by a conversation between ADOT Director **John Halikowski** and Governor **Doug Ducey**.

CDL Program Coordinator **Danielle Rivas** and CDL Job Placement Coordinator **Maritza Hernandez** were hired as part of Mays' team to develop the new interagency initiative. Their research showed that no other states had a program so they created one from scratch.

Mays, Rivas and Hernandez used Arizona Management System tools to collaborate within ADOT and with other state agencies, including the Arizona Department of Corrections, Rehabilitation and Reentry; Arizona Department of Economic Security and the Arizona Department of Health Services. ADOT also works with the Phoenix Trucking Driving Institute.

"We have made great strides in providing a great service for the inmates and residents of the state."

◀ The Inmate Commercial Driver License Program team members are (left to right): CDL Job Placement Coordinator **Maritza Hernandez**, Technical Design Manager **Landon Mays** and CDL Program Coordinator **Danielle Rivas**.

▼ Michael Thompson got a job as a truck driver after completing ADOT's Inmate CDL Program.



"Process mapping was used to create process flows and establish standard work for how the program works and who is responsible for what functions. Gembas were done to see the program firsthand," Mays said.

Mays, Rivas and Hernandez toured the Second Chance Center in the Eagle Point Unit of Arizona State Prison Complex - Lewis. Although there was a CDL course already, inmates faced barriers in obtaining their CDL permits while in prison. Among the solutions they developed are:

- ADOT contracted with Concentra Medical Services to conduct physicals at the prison. Prior to inmates testing for their CDL permit, they must pass a physical exam.
- ADOT worked with Vital Statistics to obtain birth certificates for inmates who were born out of state. Inmates must provide birth certificates as part of the CDL application process.

- ADOT's Motor Vehicle Division began allowing the CDL permit exams to be downloaded on Arizona Department of Corrections, Rehabilitation and Reentry computers. Inmates can now test in the prison and obtain their permits.

The program recently was expanded to the Second Chance Center at the women's Perryville Prison and plans are underway to offer it at more Arizona prisons.

"The program helps reduce recidivism rates by providing soon-to-be-released inmates with a good-paying job that they can turn into a career," Mays said. "We have made great strides in providing a great service for the inmates and residents of the state."

The program is funded through a grant from the U.S. Department of Education. Read the [ADOT press release](#) for more information. 📄

~ Lori Baker, Senior Communications Specialist

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

To reach our goal of 7,200, everyone is expected to complete a kaizen on their own and do one additional kaizen.

KAIZEN COUNT

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

5,366

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

Crowdsourcing helps improve traffic flow on roadways

AS AN ALTERNATIVE TO roadway sensors, ADOT's use of crowdsourcing data has proven beneficial in capturing real-time traffic information to improve safety, trip reliability and operations.

Systems Technology Engineering Manager **John Roberts** explains how and why ADOT has been crowdsourcing for more than two years.

What is crowdsourced data?

ADOT obtains anonymous traffic information, such as vehicle speeds and locations, that cannot be traced back to individual vehicles.

How is crowdsourced data obtained?

ADOT receives GPS data from fleet vehicles and anonymous cell phone data in vehicles through a third-party data provider. The public's interaction on ADOT's Twitter feed is another example of crowdsourcing.

What are examples of using crowdsourced data?

All of ADOT's rural travel times are based on crowdsourced data. Performance measures, traffic studies, COVID-19 traffic reporting, winter storm action reviews and adaptive ramp metering analysis are also areas ADOT uses crowdsourced data.

What are the benefits of crowdsourcing?

Crowdsourcing provides data from parts of the state where ADOT doesn't have sensors installed, augments sensor data where we do have them installed and minimizes sensor investment and maintenance costs. Having this additional data helps us identify where we can make operations/structural improvements. 🇺🇸

~ Lori Baker, Senior Communications Specialist

Crowdsourcing turns transportation system users into real-time sensors on system performance, providing low-cost, high-quality data on traffic operations, roadway conditions, travel patterns and more.



Teamwork key to protecting Interstate 17 bridge decks

TO PREVENT LOWER-HEIGHT BRIDGE DECKS along Interstate 17 from getting hit by trucks, ADOT employees discussed ways to bring attention to the bridge decks.

Central District and Regional Traffic Engineering team members decided to add red-and-white reflective sheeting to make the bridge deck's bottom edge stand out better to drivers of trucks that don't meet the bridge clearance.

But attaching the sheeting was a challenge. When they tried to apply a wide strip across the bottom, the tape would not stick because of bends in the structure. The manufacturer suggested glue, which failed. Bolting large signs to the structure was considered, but thought to be unnecessarily costly.

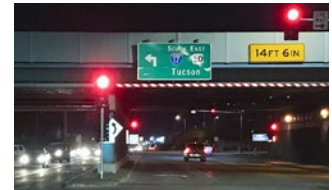
After several discussions and a couple of experiments, the solution was to cut the sheeting down to fit onto the cleaner and narrower flat surface along the bottom edge of the structure.

The reflective sheeting was installed on I-17 overpasses at 19th Avenue, Seventh Avenue, Seventh Street and 16th Street because these locations incurred repeated hits. Installers were Highway Operations team members **Jose Acosta**, **Daniel Gutierrez**, **Adalberto "Beto" Nafarrate** and **David Young**.

Since the sheeting was installed at those overpasses in August 2021, there have been no bridge hits at those locations. Previously, repairs to these four overpasses combined cost about \$37,000 a year, according to **Mohamed Elomeri**, assistant district engineer for the Central District.

"The feedback so far has been very favorable regarding the visibility, cost and ease of installation," said Highway Operations Superintendent **Sean McHugh**. "Based on this easier and lower cost process, standard work was created for low-height bridges that can be applied across the state." 🇺🇸

~ Lori Baker, Senior Communications Specialist



Daniel Gutierrez, Central Signing and Striping

Reflective sheeting was installed along I-17 bridges in 2021.



Katie Rodriguez has been with ADOT for almost six years and currently serves as the project delivery manager in ADOT's Environmental Planning group.

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

I work every day with engineers and environmental specialists — such as biologists, archaeologists and hazardous materials specialists — to help ensure state and local agency construction projects have or receive environmental compliance documentation, also known as environmental clearance. In my role, I act as a liaison between our engineers and environmental specialists to help ensure our environmental compliance documentation, schedule and process for all projects is running smoothly and being delivered on time.

What's your typical day like?

My typical work day involves huddling with environmental specialists and engineers in project team meetings to discuss environmental compliance topics, and meeting with other staff to discuss agency project delivery goals and schedules. As part of my daily standard work, I review and track project schedules and how they align with our

environmental clearance schedules to ensure timely delivery of projects.

What do you enjoy most about your job?

Problem solving with others. In the project development world, good communication and collaborative problem solving is essential to resolve issues and deliver projects. I really enjoy working through this process at ADOT with the Environmental Planning team, engineers and construction groups.

What's on the top of your bucket list?

To visit Costa Rica — I've always wanted to visit a rainforest, and the beaches look beautiful too.

What's your favorite holiday?

My favorite holiday is Christmas. My family spends a lot of time together decorating, making tamales and watching holiday movies together. I enjoy getting into the holiday spirit.

Best concert you've been to?

I went to a music festival in California a few years ago called Coachella. It was an interesting experience and really fun to see all of the different bands and genres of music come together for the weekend at one venue. 🎵

~ Compiled by Angela DeWelles, Senior Communications Specialist

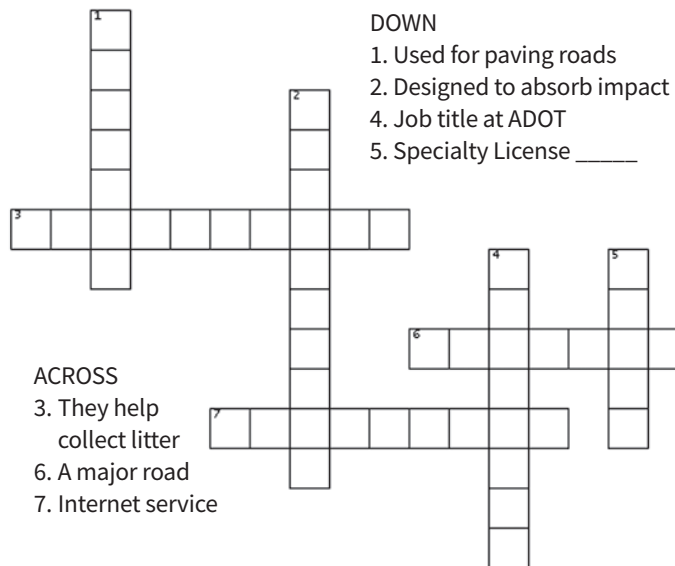
AT ADOT, it's difficult to sum up anyone's job in just a few words. That's why we're giving employees across the agency the chance to share a little bit about what they do every day. If you'd like to be featured in a future issue, please send an email to InsideLane@azdot.gov and we'll provide you with a questionnaire.

SOLVE THE PUZZLE,

WIN A PRIZE

Check out the ADOT Blog for extra help

Directions: Use the clues to fill the words in the crossword puzzle. Need extra help? Check out the [ADOT Blog](#) — each answer is related to a recent post! Email a photo of your completed crossword puzzle to InsideLane@azdot.gov by April 11 to be entered into a random drawing for a great prize! We'll reveal the answers and the winner in next month's newsletter. You can print out a [larger version of the crossword puzzle](#). Good luck!



ACROSS

3. They help collect litter
6. A major road
7. Internet service

DOWN

1. Used for paving roads
2. Designed to absorb impact
4. Job title at ADOT
5. Specialty License _____

WINNER, WINNER!

ADOT JUMBLE

We had a great response to last month's ADOT Jumble! Congratulations to Prescott CSR IV/OJT Trainer **Colleen Spence**, whose name was selected from a random draw of all of the entries that correctly solved the jumble. Assistant Communications Director for Internal Communications **Kathy Boyle** presented her with a special gift bag, including an Arizona Highways Magazine, Arizona Ghost Towns book, Inside Lane stress ball and other goodies.

Answers: Vehicle; Mile; Hydrogen; Fuel; Statute

Final answer: What did the electric car say to the gas pump? You don't fuel me.



Kathy Boyle, ADOT Communications