

The INSIDE LANE

A newsletter for employees of the Arizona Department of Transportation

MAY 2022

VOLUME 6, ISSUE 5



**SR 189 improvements
boost safety and economy**

**PAGE
3**



◀ **Look Back: 1980
Transportation Week**
PAGE 4



◀ **Lead from anywhere**
PAGE 5



◀ **Meet Tracy Garcia**
PAGE 6

ADOT

FOR THOSE OF YOU who do not know me, my name is Greg Byres and I am the state engineer/deputy director at ADOT. I have been your state engineer for a little over two months. Before taking this position, I was the director of the Multimodal Planning Division. Prior to holding my position within our Multimodal Planning Division, I was the state roadway engineer. When I first started with ADOT a little over seven years ago, I started as the senior project manager in the Southcentral District.

In all of my prior roles here at ADOT, I became familiar with several different aspects of the agency. However, I still have a lot to learn about all of the inner workings of the agency. I endeavor to meet and get to know as many of you as I possibly can. My current position allows me a much broader view of how ADOT operates and the agency's greater role in transportation.

The state is much larger than I realized in several aspects and much smaller than I expected in others. Due to the pandemic over the past couple of years, my world seems to have reduced in size, as I have been working remotely as many of you can relate. Hence why this promotes the feeling of a very small state.

As I start traveling again, I am reminded of the vastness of our state. Traveling across Arizona gives me a new perspective of the roads. Instead of looking at the natural beauty of our state, I now catch myself analyzing the pavement condition, signs, guardrail and bridges. I look at slopes above the roadways for potential rockfall hazards, clogged culverts and foliage extending to the edge of the roadway. I look for and truly appreciate seeing ADOT trucks, equipment and fellow employees working to maintain or construct the roads during my travels.

My vision is simple, having the best maintained road system in the nation. Seeing that roads across our state are maintained and improved in the safest, most efficient and effective means possible, by providing the materials and resources necessary to get that done. ■



*Greg Byres
State Engineer or
Deputy Director for
Transportation*

The INSIDE LANE

ADOT DIRECTOR
JOHN S. HALIKOWSKI

**DEPUTY DIRECTOR/CHIEF OPERATING
OFFICER**
KISMET WEISS

**COMMUNICATIONS AND PUBLIC
INVOLVEMENT DIRECTOR**
JON BRODSKY

**DEPUTY COMMUNICATIONS AND
PUBLIC INVOLVEMENT DIRECTOR**
CAROLINE CARPENTER

NEWSLETTER STAFF
KATHY BOYLE, ASSISTANT
COMMUNICATIONS DIRECTOR
LORI BAKER, SENIOR COMMUNICATIONS
SPECIALIST
ANGELA DE WELLES, SENIOR
COMMUNICATIONS SPECIALIST
ASHLEY RICHARDS, SENIOR
COMMUNICATIONS SPECIALIST
MICHELLE FINK, ADMINISTRATIVE SUPPORT
RANDY SASAKI, GRAPHICS PROJECT
MANAGER

ELENA DIAZ, GRAPHIC DESIGNER
FRANK RODRIGUEZ, GRAPHIC DESIGNER

EDITORIAL BOARD
EDDIE EDISON, HR
VINCENT LABELLA, OCI
SONYA HERRERA, ASD
PAUL PATANE, MPD
JAMES WINDSOR, TSMO
JENNIFER BOWSER RICHARDS, MVD
STEVE BOSCHEN, IDO
LT. BRIAN ECKENBOY, OIG/ECED

THE INSIDE LANE IS PUBLISHED MONTHLY
FOR THE EMPLOYEES OF THE ARIZONA
DEPARTMENT OF TRANSPORTATION BY
ADOT COMMUNICATIONS.

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.

© 2022 Arizona Department of
Transportation

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

This cover photo, taken by ADOT Video Services Supervisor **John Dougherty**, shows the ribbon-cutting ceremony held March 11 to celebrate improvements made to [State Route 189](#). From left to right: Arizona State Transportation Board Chairman Jesse Thompson, Santa Cruz County Supervisor Rudy Molera, Santa Cruz County Board Chairman Manuel Ruiz, Greater Nogales-Santa Cruz County Port Authority Chairman Jaime Chamberlain, ADOT Director John Halikowski, Governor's Office Senior Advisor for Regional and International Affairs Juan Ciscomani, FHWA Arizona Division Director Karla Petty and Nogales Mayor Arturo Garino. See more coverage on [Page 3](#).

State Route 189: Ramping up for the future



REPRESENTATIVES from ADOT, the city of Nogales, Santa Cruz County, the Arizona Governor's office and the Federal Highway Administration gathered on March 11 to celebrate improvements made to [State Route 189](#) in Nogales.

ADOT Director **John Halikowski** kicked off the ribbon-cutting ceremony by acknowledging everyone involved in the \$134-million collaborative design-build project.

"Thanks to a joint effort from all of our partners at the federal, state and local levels, we are standing next to an amazing project that was designed to improve traffic, speed up international commerce and keep drivers safe," he said. 🇺🇸

~ Angela DeWelles, Senior Communications Specialist



"The SR 189 project is unique because the community and stakeholder support was unprecedented. Instead of the calls and emails with questions and concerns, we received calls of gratitude, thanking us for doing this project. It was incredibly exciting to be a part of a project that will not only improve traffic flow and safety, but also will increase trade between Arizona and Mexico and have lasting effects on the stakeholders, the community, and beyond.

— ADOT Community Relations Project Manager **Joanna Bradley**

"This project started right after the pandemic hit the United States. One week we were in a meeting room with dozens of stakeholders, and then the next week we were on a stay-at-home order. We had to quickly think on our feet as a team to figure out how to design and build a project with little to no in-person communication. But in the end, like all other operations at ADOT, we found a way to be successful."

— ADOT Senior Resident Engineer **Chris Page**

Improvements mean big impact for community, international trade

- Three miles of SR 189 were widened from just north of the Mariposa Port of Entry to the intersection with Grand Avenue.
- A new roundabout at SR 189 and Target Range Road was constructed, and the new flyover ramps connecting SR 189 to Interstate 19 were built.
- Drainage was improved and new traffic signals were installed.

"(During this project), we faced manpower issues and material supply issues. We had to plan activities differently by ensuring enough lead time for materials and scheduling of workers. We also had to increase our communication with each other to make sure issues were being resolved timely since social distancing was in place."

— ADOT Assistant District Engineer **Jeremy Moore**

John Dougherty, Video Services

For as long as there have been roads in Arizona, there have been people who plan, build and maintain them. It's those skilled women and men who have made this state's transportation history a remarkable one. From 1912, when the Arizona Highway Department was first established, to right now, right here at ADOT, state employees have continuously done the work necessary to keep Arizona moving. Take a [look back](#) at some of their stories.

ADOT on display during 1980 Transportation Week

BACK IN MAY of 1980, ADOT marked National Transportation Week with this outstanding exhibit that was displayed inside Phoenix's Central Library. From the three-dimensional freeway models behind glass to those nifty pennants up top, this thing is pretty impressive even four decades later.

But beyond appearances, the display really seems to be getting a message across. With headings like "ADOT: A National Leader in Research" and "ADOT: Constructing Roads While Fighting Inflation," the exhibit boards are helping tell ADOT's story to those library patrons.

We broke out our magnifying glass to see what is written on that top right panel. Here's what we were able to decipher:

ADOT Constructing Roads While Fighting Inflation

Embracing terrain ranging from living desert to breathtaking vistas of Arizona's Northland, the 6,000-mile State Highway System leads motorists through some of the most gorgeous scenery in America.

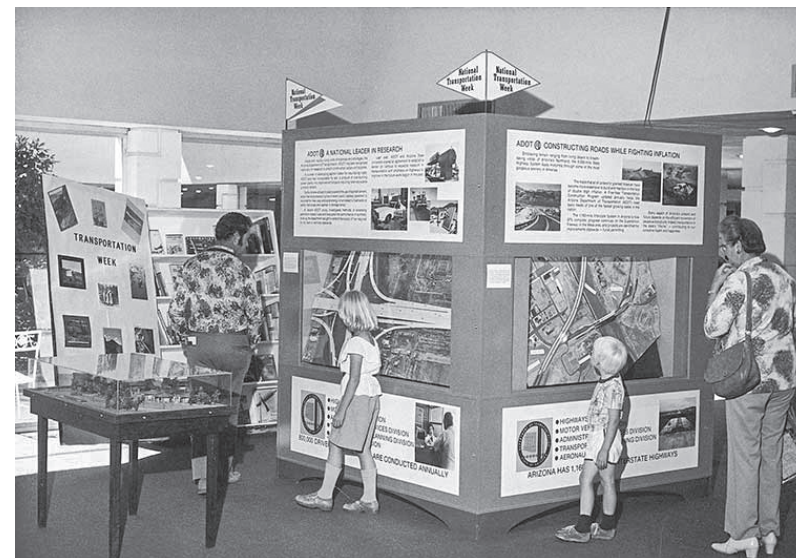
The roads that all of us take for granted, however, have become more expensive to build and maintain in the face of double-digit inflation. A Five-Year Transportation Construction Program updated annually helps the Arizona Department of Transportation (ADOT) meet the basic needs of one of the fastest growing states in the nation.

The 1,660-mile Interstate System in Arizona is now 97% complete, progress continues on the Superstition Freeway in the Mesa area and projects are identified for improvements statewide – funds permitting.

Every aspect of Arizona's present and future depends on the efficient movement of people and products. Indeed, transportation is the state's "lifeline" — contributing to our collective growth and happiness.

Things may have changed a lot in the last 42 years, but ADOT employees still work to communicate important messages to the public. 🇺🇸

~ Angela De Welles, 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

5,995

For more information on the Kaizen Challenge, visit the **Kaizen Challenge page** on ADOTNet.

Learn best ways to lead from anywhere

ADOT'S NEW Lead From Anywhere program gives leaders a place to share and learn **best practices** for leading remote and hybrid teams, and network with other leaders across ADOT.

After a successful pilot as part of the 4.1 PDCA on remote work, a monthly gathering for leaders is offered from 11:30 a.m. to 12:30 p.m. on the second Friday of each month. The next meeting will be on May 13.

As part of the pilot, Assistant Transit Manager **Sara Allred** of the Multimodal Planning Division and Assistant Communications Director for Internal Communications **Kathy Boyle** shared their success stories about how their teams pivoted to collaborate and improve communication after COVID-19 hit.

Allred described how her **Transit Programs and Grants** team adjusted to teleworking while managing grant funding for about 30 rural public transit agencies in her "Communication and Collaboration" presentation.

The **Internal Communications** team faced the same challenges in how to stay connected during the pandemic. Boyle shared her thoughts with her "Preparing for Change and Taking Care of Your Team" presentation.

"I've added a daily phone call with the team, except Tuesdays when we have had our huddle/staff meeting. The call allows everyone to share updates on their work assignments and continue the collaboration, along with any personal news they wish to share," Boyle said.

"My role is to support each team member and value the work they perform every day. The best practices have exemplified leader behavior within ADOT: Being more empathic and flexible as life happens around us. We are striving to be better listeners and better communicators with our team members," she added.

View videos and learn more on the **Lead From Anywhere** page. To join the next Lead From Anywhere gathering, email the Learning and Professional Development team at LPD@azdot.gov. ■

~ Lori Baker, Senior Communications Specialist



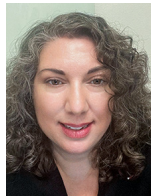
Kathy Boyle

ADOT VOICES

How did your team pivot to collaborate and improve their internal communication when COVID-19 hit? What best practices have you learned from the Lead From Anywhere gathering?

"The Local Public Agency Process Section implemented a daily team meeting to collaborate on tasks and prioritize our schedules to meet work demands. It was interesting to hear from Kathy Boyle in Communications on how they developed the ADOT Connection. ADOT Connection encourages a faster flow of information to agency staff versus other newsletters used in the past."

Jennifer Catapano
LPA Oversight and Monitoring Manager
Local Public Agency Section



"Our team quickly adapted to the chat feature in Google and found that the functionality is great, as we can go from chat to video within seconds! In addition, the Lead From Anywhere session really opens you up to new ideas that are working for other groups!"

Brian Brinkley
Program Manager 2
State Safety and Security Oversight



"Internal communication posed a particular challenge for us. We moved our huddle meetings virtually, using Google Meet and a Google Sheets huddle template. The weekly huddle meetings became a way to connect and share information. Google Meet also allowed us to meet with co-workers to share our screen as we worked together on a task and record our training sessions that could be used at a later time. It was great to hear from other leaders at the Lead From Anywhere gathering about how they were keeping their internal communication strong."

Michelle Huckabay
Controller



IN THE DRIVER'S SEAT

WITH *Tracy Garcia*



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.

Tracy Garcia has been with ADOT for 20 years and currently serves as Motor Vehicle Division customer service unit supervisor.

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

I work for ADOT MVD Level 1 Contact Center in Goodyear. I train, coach, mentor, supervise and monitor the staff handling incoming calls.

What's your typical day like?

I work at the Arizona State Prison Complex Perryville Santa Maria Unit, where I supervise 38 female inmates. They are hardworking and very knowledgeable. They assist customers with general information and take approximately 6,000 to 7,000 calls a day. I feel that they are positive role models for other inmates in the prison in showing accountability, integrity and respect.

Name the most exciting thing that's happened to you on the job.

The most exciting, successful experience for me working at ADOT MVD was at Perryville. An inmate MVD worker was released and went to work at the

Level 2 Contact Center in Tucson. She was an asset to the team because of the experience, professionalism and knowledge she learned under my wings. That made me feel so proud. I love what I do and this journey with ADOT is amazing!

What's on the top of your bucket list?

The top of my bucket list is a trip to Hawaii. I have never been on an exotic vacation.

What's your favorite holiday?

My favorite holiday is Valentine's Day. I love hearts and they seem to follow me wherever I go.

A favorite hobby?

My hobbies are dancing, singing and I write poems about love and family.

What's your favorite dessert?

My favorite dessert is chocolate cake! 🍰

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

WINNER, WINNER!



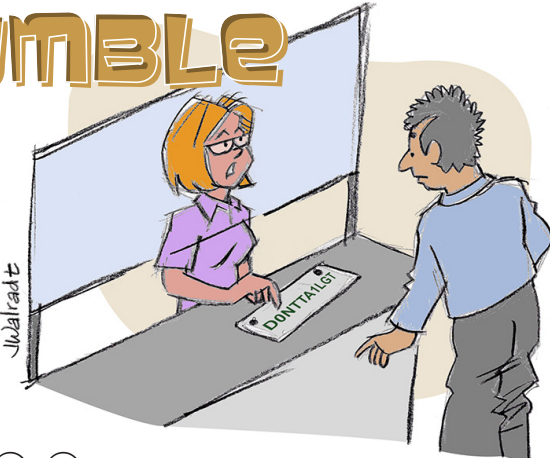
WE RECEIVED many entries in response to last month's crossword puzzle contest, but there could only be one winner.

Congratulations to Parker MVD Office Supervisor **Patricia Lopez** of the MVD Customer Service Program. She was chosen in a random draw from all the entries. She was given a special gift bag, including the "Arizona's Best Recipes" book by Arizona Highways, along with a stress ball, lanyard, a recent Arizona Highways magazine and other goodies. Here is the [link to the crossword puzzle answer key](#).

Kathy Boyle, ADOT Communications

ADOT JUMBLE

Directions: Unscramble each of the clue words, then arrange the circled letters to form the answer. Email your answers to InsideLane@azdot.gov by **May 10**. 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!



1) IRMTPE _ _ _ ○ ○ ○

2) CLIESNE ○ _ _ ○ ○ _ _

3) PECELRA _ _ ○ _ ○ ○ _

4) HPTOO _ ○ ○ ○ ○

5) OSURH ○ ○ ○ _ ○

The man who wanted extra letters was told by the MVD customer service representative that he had —

— — — — —

— — — — —