

# TRANSEND

December, 2010

A magazine for employees, retirees and stakeholders of the Arizona Department of Transportation

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## A 'Maize' to Follow A Historic ADOT Discovery Page 3

Remnants of a large pit structure from the Early Agricultural Period, found alongside I-10 between Prince and Ruthrauff roads in Tucson.



# A Message from ADOT Leadership

**Melissa Wynn, Budget Director**



An automotive plant splashes big numbers on wallboards showing how many cars were produced that week. A large, fast food company posts signs listing how many billions of hamburgers have been sold to date. An airline publishes on-time performance statistics. All of these are metrics — ways of counting or quantifying important activities of a business to see if it meets its organization's goals and expectations.

In the private sector, performance measures reflect the success or failure of a business. In the government sector, they reflect value to the public. Citizens need to know that their government is performing well. Focusing on performance helps government better deliver the services that citizens need.

Performance data are essential to developing strategic plans, assessing policy alternatives, and making sound management decisions. Measures give us a big-picture viewpoint of how well our services are working, where our money is going, and the tangible outcomes of the work and spending.

Historically, performance measures were set aside when a financial crisis hit, but not anymore. Across-the-board spending cuts and accounting gimmicks are simply not enough. Instead, the legislature is looking for tactical cuts and strategic

shifts in spending that can be defended to the public and stakeholders. Leaders are paying close attention to information that measures the performance of programs and agencies.

It can be daunting to gather the right data to measure performance — making sure that it's not only accurate but also that it measures the appropriate actions or results. Our tendency is to simply count things (measuring activities). But isn't it more important to know how well the job is being done? For example, instead of focusing on how many calls a help desk processed last month, it may be more significant to know if response time has increased. That finding might suggest, among other things, that if staffing is not increased, service will deteriorate. Do you prefer the light that comes on when the car is approaching empty or would you prefer a gauge that tells you how many more miles you can drive before you run out of gas? Which do you look for first, the number of kids attending a school or the school's rating? You get the idea. (Cont. on page 6)



## TRANSEND

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**TRANSEND**  
*wishes you a safe  
 an enjoyable  
 Holiday Season!*

## Archaeological highway dig links present with distant past **By John Tucker, Editor**

**A**round four thousand years ago (2000 B.C.), a man or woman living near the Santa Cruz River in present-day Tucson got a first taste of maize, a smaller ancestor of corn, and liked it. Perhaps he or she told family and friends, who tried it and also liked it. Word spread, and before long the people learned how to cultivate and prepare maize, turning it into a staple of their diet.

The discovery gradually transformed these people from a way of life centered on hunting and gathering to a more settled existence based on farming.

More is known about these past inhabitants than before, thanks to archaeological excavations being carried out along Interstate 10, between Prince and Ruthrauff roads near downtown Tucson.

To investigate the area for any historical significance, ADOT's Statewide Project Management team hired archaeologists from EcoPlan Associates. Last summer, the EcoPlan team unearthed evidence of canals, pit structures, storage pits, and agricultural tools — all signs that suggest the area was an early farming community where maize was king.

“The people who lived in this area were practicing irrigation agriculture,” archaeologist Dr. Anna Neuzil says. “Most of what we’ve found seems to be from the Early Agricultural Period, where you see an increasing reliance on domesticated crops and less reliance on wild plants and animals for food.”

The area is called Los Pozos, meaning “the wells” in Spanish. Nearby, a site dubbed the Backwards BK Ranch turned up evidence of an older community, from the Middle Archaic Period (between 4,000 to 7,000 years ago), as well as a later settlement occupied by the Hohokam people.

The Tucson project is just one of several archaeological investigations occurring in advance of highway improvements in Arizona. The state's highway department was practicing cultural preservation long before it was required by law. (See “Roadside Salvage” story, page 5)

Laws passed in the 1950s nurtured the seeds of cultural preservation, but passage of the National Historic Preservation Act in 1966 made preservation really flourish. The legislation mandated that historic and archaeological issues be addressed on every development project funded by the federal government. Arizona state law followed a similar path.

Today, a mix of federal and state laws requires agencies like ADOT to investigate and preserve significant cultural sites before breaking ground and to consult with entities such as the Arizona State Historic Preservation Office, Native American tribes, and other stakeholders who may have an interest in the investigation.

At ADOT, archaeology comes under the department's Historic Preservation program, which is part of the Environmental Planning Group Technical Section. The Historic Preservation team members provide assistance and guidance to the agency on every single construction project.

“We are primarily responsible for ensuring that ADOT consider project-related effects to significant historic and prehistoric cultural resources, and that these activities all comply with federal and state historic preservation laws,” Historic Preservation Specialist Linda Davis said.

The Historic Preservation team consists of six staff members; five archaeologists, including Davis; and one architectural historian. Much of their work involves researching databases and analyzing information about areas slated for road development. They check to determine if an area has been previously surveyed for cultural resources and, if so, what was found. If no survey had been done, the team hires a state-contracted archaeological consulting firm to survey the site and report its ►



*Sherrie Eisler from EcoPlan excavates a pit at Los Pozos site along I-10 near downtown Tucson.*



findings. “We don’t have the resources within ADOT to do our own surveying or to recover data,” Davis explains.

The historic preservation staffers also advise ADOT project teams on ways to avoid or minimize the impact of construction on archaeological resources. “We work pretty hard at avoiding sites if we can,” said Ruth Greenspan, a Technical Section manager who oversees ADOT’s Historic Preservation team. However, if an area cannot be avoided, the team ensures that it’s investigated with great sensitivity to lessen and mitigate construction’s impact.

The team also consults with the state Historic Preservation Office, Native American groups, and land management agencies to ensure that findings and conclusions from all investigations not only comply with local and federal laws but also take their concerns into account.



Back in Tucson, Neuzil and her colleagues still have much work to do, including analyzing data and writing reports about the sites they’ve excavated. Radiocarbon dating tests are being run on some of the artifacts to determine

their age. Samples of quartz grains from sand found in the area will be dated using optically stimulated luminescence technology. More sites in the area will be investigated concurrent with construction.

Geotechnical testing revealed that the soil beneath I-10 between Prince and Ruthrauff Roads is ill-suited to support a new, widened freeway. Removing the soil and recompacting it would have meant disturbing large portions of some rich archaeological sites in the area, a process that would have required the state to recover the affected archaeological materials, all of it adding up to a hefty price tag.

Representatives from ADOT, EcoPlan, and AECOM, designers of the widened freeway, came up with a plan to install a geogrid, an open lattice or grid-like structure that stabilizes the soils beneath a constructed road while reducing the downward stress on materials under the grid. Studies have shown that geogrids do a good job of protecting subsurface archaeological deposits, preserving them for possible future exploration.

From sites like Los Pozos and many more, archaeologists are able to piece together how past communities lived, offering us insight into how our own culture has been shaped.

“It’s important to gather as much information as possible about the life-ways of these people when we have the chance,” Davis says.

*Top – Tim Notah (standing), Jeff Burns (in trench), and Roger Lane (by truck) from EcoPlan look for cultural features in a trench profile at an archeological site at Marsh Station, off I-10 east of Tucson. The trench was excavated first and then shovel scraped by hand to clean the walls, making for a clearer view of the profile.*

*Left – Employees from Casey’s Backhoe Service prepare an archaeological site using a backhoe to carefully strip away the dirt. The site is west of Interstate 10, between Prince and Ruthrauff roads in Tucson.*

## Arizona Highway Department helped launch roadside salvage projects

By Bob Albano, Associate Editor

**H**ighway archaeological salvage began in the United States in 1956 with the enactment of the federal Highway Revenue Act and the ensuing Bureau of Public Roads Policy and Procedure Memorandum 20-7.

Ho-hum!

Writing about programs to scientifically explore ancient ruins along highway routes before construction obliterated them, Raymond H. Thomson didn't exactly use the word ho-hum in reference to the official documents. Nonetheless, he suggested that the documents omit the fascinating history of highway salvage, which in Arizona began in 1938, or 18 years before federal law required a review to determine if roadways being repaired or built contained ancient ruins.

Thompson retired in 1997 as director of the Arizona State Museum and a distinguished professor of anthropology at the University of Arizona and head of its Anthropology Department. In March 2004 his account of archaeological salvage in Arizona appeared in the *Journal of the Southwest* [Vol. 46, Part 1] under the headline: How Pancho Villa and Emil Haury Established Highway Salvage Archaeology in Arizona.

Now that sounds more interesting, doesn't it? Well, it does if you know something about Pancho Villa and Emil Haury.

Pancho Villa [his birth name was Doroteo Arango] has been described as a bandit, a benefactor of the poor, and a hero of the 1910-20 Mexican revolution. One of them led an attack on a U.S. military installation in New Mexico in 1916. Responding,

the U.S. Army dispatched Gen. John J. [Black Jack] Pershing to capture him, and one of the expedition chasers indirectly contributed to highway salvage decades later.

Emil Haury was a distinguished archaeologist who spent most of his career as a field scientist, teacher, and museum director in Arizona. He initiated the first highway archaeological salvage efforts in Arizona with the Highway Department, forerunner of ADOT.

Failing to capture Villa, Pershing became frustrated with the poor conditions of roads in both Mexico and the United States. When he returned to Washington, Pershing assigned a young lieutenant on his staff to design a system of national military roads. The lieutenant's work, however, was filed away and he went on with his military career.

Meanwhile, Haury conducted numerous excavations to uncover and preserve pieces of Arizona's rich cultural past. In the process, he realized that road construction damaged or destroyed many sites. So in 1938 Haury asked the Highway Department to report its construction plans to the State Museum to allow archaeologists time to search roadway routes for remnants of the past.

Haury's request represented the start of highway archaeological salvage in Arizona. Initially, the reporting was inconsistent and some road projects continued to damage or destroy sites that scientists would have craved to examine.

In 1951, Haury renewed pleadings to state and federal road officials to help preserve Arizona's past. Within three years, Haury was overwhelmed with reports of possible archaeological sites along roadways. He enlisted the help of other scientists,

including Edward B. Danson of Northern Arizona University in Flagstaff and father of actor Ted Danson. For the next few years, the Arizona Highway Salvage program steadily increased its findings.

Now, back to the young lieutenant. In 1952, he became the 34th president of the United States — Dwight David Eisenhower — and later sent a proposal to Congress. The proposal quickly became the Federal aid-Highway and Highway Revenue Act of 1956. The act launched the nation's interstate highway system and authorized the use of funds for archaeological and paleontological salvage on federal projects. Then, archaeological work along routes designated for construction began in earnest.

Writing in a 1973 publication of *The Kiva* [Vol. 39, No. 2], Laurens C. Hammack of the Arizona State Museum said the Arizona Highway Salvage Program "has grown to become the leading highway salvage program in the nation. . . . This could not have been possible without the full cooperation of the Arizona Highway Department, which has been outstanding in all phases of the operation. The enthusiasm and understanding generated by department personnel can only be considered magnificent."



*Archeologist, Emil Haury, initiated the first highway archeological salvage efforts in Arizona with the Highway Department.*

**Leadership** cont. from page 2.

There are many different metrics programs, each with its own approach. Regardless of the method employed, there are a few attributes all successful measures have in common:

- First, they must be mathematically sound. They should measure what they are intended to measure and should be able to do so consistently over time.
- Second, they must be useful. They should facilitate operational decision making and enable the organization to effectively allocate scarce resources.
- Third, they must be administratively feasible. Costs of collecting and managing data should be offset by the value of the information obtained.

Government performance draws a considerable amount of attention from lawmakers, stakeholders, and the public. People are very clear about what they expect from government agencies and employees. Thus, we need performance measures that speak reliably to factors important to them. It's not easy proving effectiveness and the value of an organization to others. You must be able to articulate your mission and explain how it aligns with the actions you are taking and the goals you set.

From idea to action to results, there is a journey to take. Performance measurements are the vehicle. Start your car. Begin measuring what you can, and then move on to what you should measure.



*US 93 unveiled – ADOT recently completed a project to transform US 93 from a two-lane road to a four-lane divided highway stretching 15 miles between Kingman and the new Hoover Dam Bypass Bridge. Michelle Beggs took this photo from one of the new overlooks.*

## US 93 leading to Hoover Dam Bypass opens

The final 15 miles of four-lane roadway on US 93 south of the Hoover Dam Bypass Bridge opened to travelers on Nov. 24, just in time for Thanksgiving.

While the stretch may have opened without any of the fanfare of the bypass opening, the quiet opening doesn't diminish the project's importance, District Engineer Mike Kondelis said. "This was a landmark project for the district as it was the highest-cost job we have completed. It took a lot of hard work and dedication to meet the challenges, but we did it."

Crews are still putting finishing touches on the highway, including installing guardrails, painting bridges, and performing other miscellaneous work, all of which is expected to be completed by the end of this month.

The \$71.3 million project changed the highway from a two-lane undivided into a four-lane divided road, running from Kingman through the new Hoover Dam Bypass. The project also features three wildlife overpasses, a new trailhead at milepost 4.1, a new scenic overlook at milepost 13.5, and an upgrade to the existing overlook at milepost 12.7 – all scheduled to open in December.

"I sincerely thank everyone who worked to accomplish this task, from design through construction," Kondelis added.

ADOT has dedicated nearly half a billion dollars to widening and improving US 93 from Wickenburg in Maricopa County to Hoover Dam over the last several years. The department's long-term vision is to transform the busy route into a four-lane divided highway through the entire 200-mile stretch.

## MVD Call Center employee saddles up to answer call for help with posse

by Larry Clark, MVD Program Support

**MVD** Call Center employee Randy Ware and his horse Sassy Lady are always on call to help find missing people. As a member of the Maricopa County Sheriff's Office East Valley Posse, Ware typically participates in three or four search and rescue missions a year.

He says his most rewarding mission was a search a few years ago for two girls who had become lost on a day hike in the Superstition Mountains east of Phoenix. Ware recalls that the girls only had a quart of water with them and they were wearing sweatpants and light jackets. There was snow on the Superstitions, so it got chilly at night. "We were making our sweep the next day and halfway through they were found safe," he says.

Many searches don't have happy endings, such as the search this past summer for three treasure hunters in the Superstitions. Ware says he spent one full day and part of another in triple-digit heat, helping look for the men. They were never found.

Ware has ridden with the East Valley Posse for 13 years and will become assistant commander in January. "I've enjoyed the training, which includes in-house training within the group, plus courses in first aid, CPR, and map and compass," he says.

Ware stresses that he's part of a team on the searches. "Those of us on horses can search terrain that's difficult for people on foot and for vehicles to get into. We're also little bit higher off the ground, so we can see into brush and have a view that others may not," he explains.

Ware's group can stay in a remote location for several days, provided they have a reliable source of

water. He notes that his search experience has given him confidence to deal with wilderness conditions. "When I go on a trail ride, I feel a lot more confident in being able to handle anything unexpected."

As a member of the sheriff's posse, he's also volunteered to provide security for two massive Arizona wildfires: the Rodeo fire in 2002 and the Cave Creek Complex fire in 2005. Ware spent 11 days volunteering for the Rodeo fire and five days on the Cave Creek fire. "It's heartbreaking to sit at home and watch on television the countryside burn up and not do anything. It's nice to be able help out," Ware says.



Not all of Ware's posse assignments involve tragedy or potential tragedy. He and Sassy Lady assisted at the Veterans' Day parade in Phoenix, and Ware says he looks forward to working other parades.

Ware also wants to get a new horse in the near future. Sassy Lady is a 23-year-old Missouri fox trotter and has been doing the back country ride for 15 years. He wants to ease up on her somewhat and hopes to get a four to six-year-old horse that he can train.

"It's all about giving back," Ware says. "Before I joined the posse I would ride along with friends and feel like a passenger, not really knowing where I was. Now, I know I'm contributing and learning, and that's rewarding."

Randy Ware offers the following safety tips for anyone spending time in the great outdoors:

- Tell someone where you are going and when you will return
- Don't go out alone
- Carry plenty of water
- Stay on the trail
- Carry a map and have clothing for warm and cold conditions
- If lost, stay calm and stay put.

*In his spare time, MVD call center employee Randy Ware (seen here with "Sassy Lady") volunteers for the MCSO East Valley Posse.*

## Donated Annual Leave program blesses both receivers and givers

**D**ottie Lindsey is counting her blessings this holiday season.

High on her list of blessings are co-workers who donated leave to help keep her financially afloat after she had exhausted sick and annual leave hours during an illness that forced her to miss nearly six months of work from her maintenance analyst job in the Kingman District.

“The illness imposed a severe test of body and spiritual strength on me,” said Lindsey, who has returned to work fulltime. “All of the support I received, including the donated annual leave, made my recovery so much easier.”

The officially named Donated Annual Leave program allows state employees to donate a portion or all of their annual leave to an employee who, as the policy states:

- Is unable to work due to an incapacitating and extended illness or injury affecting the employee or immediate family member, or a seriously incapacitating and extended disability caused by pregnancy or childbirth, and;
- Has exhausted all available leave balances, and;
- The absence from work will or has lasted for at least three weeks.

“It is a really good program, and many people have been helped, thanks to the generosity of other employees,” says Jennifer Henderson, an administrator of benefits, the Family and Medical Leave Act program and the Donated Annual Leave program for ADOT’s Human Resources office.

The program was created in 1986 by state law and adapted into policy by the Arizona Department

of Administration and ADOT that same year. According to Henderson, the original program only covered employees who were on medical leave due to a non-work related injury or illness.

Since that time, the Legislature has amended the law, expanding the program to include more categories.

“I think it’s good for the morale and it really helps people,” said Bill North, a payroll supervisor, who processes most of the applications and donations.

Human Resources staff sends out a weekly email listing the names of ADOT employees who are eligible to receive donations of annual leave. The list usually contains 15 to 20 names. Donor’s names are kept confidential and that makes it difficult to track the number of donors and hours donated in a given year Henderson says.

Many of the donations come from employees who know and work with the applicant, but that’s not always the case. “A lot of people donate to strangers just because they are on the list and need help,” Henderson says. She’s frequently floored by the giving spirit of ADOT employees and recalls several cases in which employees who have received donated annual leave later become donors to the program after they have returned to work and built their leave hours back up.

“It is heartwarming to see that even through tough economic times there are still caring and generous people out there willing help their fellow employees,” Henderson says.

Dottie Lindsey agrees. She encourages all state employees to consider donating their annual leave to people on the list. “It’s a simple act of kindness that blesses you and everyone around you,” she says.

### Donated Annual Leave Program

Employees automatically forfeit accumulated annual leave exceeding 240 hours (covered employees) or 320 hours (uncovered employees) as of the last day of the last pay period of a calendar year (last day of last pay period is Jan. 7, 2011), unless the Director of the Arizona Department of Administration authorizes an exception. If you are not able to use your excess annual leave and/or are not able to carry over your excess annual leave, you may donate your excess annual leave to any of the eligible employees on the Donated Annual Leave List.

To donate annual leave to any of the eligible employees, please complete an Annual Leave Donation Letter and submit it to the ADOA Human Resources Office, by interoffice mail [Mail Drop 171A] or by fax [602 712-6940].

Donation of Annual Leave program guidelines and eligibility criteria, can be found at ADOT Policy PER-8.03 Donation of Annual Leave or by contacting the Human Resources Office at 602-712-8188, or at the ADOA Personnel Rules under “Article 4 LEAVE” policies governing leave eligibility and usage.



## Several programs help people to help people during the holiday season

'Tis the season for giving, and ADOT sponsors several programs to help those in need. By participating in one or more of the following initiatives, you're sure to put smiles on the faces of children, community members, and coworkers.

### Adopt an Angel

Employees who participate in the program, either individuals or groups, adopt an ADOT coworker and his or her family, providing them with gifts for the holiday. The majority of the gift recipients will be children. Last year, the program assisted 75 ADOT families, which included 181 children. This year, approximately 70 ADOT employees from across the state have requested help. Here's how to participate:

- An eTree is posted on the ADOTNet at [http://adotnet/Applications/AdoptAnAngel/Campus/AdoptAngel\\_Tree.asp](http://adotnet/Applications/AdoptAnAngel/Campus/AdoptAngel_Tree.asp) Pick a wish, print out the angel tag, purchase and wrap the present, and deliver it to a designated drop-off location <http://adotnet/Applications/AdoptAnAngel/DropLocations.asp>
- The 2225 South 22nd Avenue Building and the 1801 West Jefferson Building in Phoenix are hosting traditional trees. Choose from a variety of wishes hanging on the trees, purchase and wrap a present, and drop it off at the building from where you picked the wishes.

**NOTE:** All gifts need to be dropped off at a designated location no later than Thursday, Dec. 16.

### Adopt a School

ADOT employees throughout the state are collecting school supplies to benefit their local school districts for 2011.

- ADOT employees who work around the Capitol Complex will assist the Capitol Elementary School located nearby. A supply list and instructions can be found at [http://adotnet/News/events/Holidays-2010/Adopt-A-School\\_Information.asp](http://adotnet/News/events/Holidays-2010/Adopt-A-School_Information.asp)

Supplies will be delivered to Capitol Elementary School before noon, Friday, Dec. 17.

### Blood Drives

Blood drives will be held at most of the district offices throughout the state in December. For more information, go to <http://adotnet/News/Events/BloodDrive/Appointment.asp>. Last year's ADOT-hosted blood drives resulted in the collection of 259 pints of blood.

### Hygiene Drive

Now through Wednesday, Dec. 15, the ADOT SECC Program is collecting travel-size bottles of shampoo, conditioner, and lotions to benefit clients from the Central Arizona Shelter Services. [http://adotnet/programs/SECC/2010/SE\\_HygieneDrive.asp](http://adotnet/programs/SECC/2010/SE_HygieneDrive.asp).

### State Employee Charitable Campaign (SECC)

The program has been extended through Tuesday, Dec. 21. Remember, you can donate to SECC Charities through a payroll deduction.

- Use the "Click n Give" system <https://secc.az.gov/Donate/login.aspx> OR
- Print out a pledge card and submit it to your local SECC Coordinator — <http://www.azsecc.org/pdf/2010%20Pledge%20Card.doc>.
- See a list of the charities at <http://www.azsecc.org/pdf/2010%20SECC%20Donor%20Guide%20Alpha%20List.pdf>





## Practical Ethics

The ADOT Way

# Ethics testing: It's no laughing matter

by Karen Mills, Ethics Officer

**N**o doubt about it, working for public institutions and managing them has never been tougher. And while it's crucial to fulfill legal requirements, a mere compliance mentality, devoid of an ethical mindset, can promote a false sense of security, putting you and the agency at risk. In short, don't depend on simply obeying the law to keep you out of trouble. That's because "wrongdoing" is an ethical concept as much as a legal one.

Long before a situation ends up in the courtroom, accusations and finger pointing can harm reputations, damage morale, hamper the ability to attract top talent, and divert attention from the efficient delivery of public service.

Since ethical decision-making is a practiced skill, many large organizations want a preliminary peek at an employee's abilities to make the difficult call. To get this information, they're applying ethics tests to measure their prospective hire's grasp of these concepts. Oddly enough, the testing precipitates a wide range of feelings and responses.

If your supervisor asks you to take an ethics test, would you relate to this cartoon or do you have the secure knowledge that your ethical judgments are impeccable and above reproach?

Try your hand at these questions and see how you do.

- 1) You have a big project going on at your home and a piece of very old, surplus-ready equipment that you use here at work would make this project go much faster. You only need it for the weekend and you could have it back early Monday morning. What might you do?
  - a) Talk with your supervisor and see if you can get approval to borrow the equipment.
  - b) Take it and use it. There is nothing to lose here.
  - c) Rent the equipment from the local tool rental store.

C is the correct answer. If you answered a), remember that your supervisor has no authority to give you permission to use an ADOT piece of equipment. If you answered b), you are justifying your unethical behavior by thinking small, undiscovered ethical transgressions are not transgressions at all.

- 2) Another employee sends an email containing some risqué material to your work computer. It is funny, and you are not terribly offended. What would you do?
  - a) Click the delete button and forget it.
  - b) Send it on to your co-workers. They'd get a kick out of it.

- c) Let your supervisor know of the email.
- d) Speak with the person who sent it and let him or her know that it was an inappropriate message. Remind the person of our electronic mail policy.

C or D is the correct choice. The operative word here is risqué, not pornographic.

- 3) If you are asked to do something that you believe is not in compliance with ADOT professional ethics, what would you do? Have you ever faced such a situation?

Answer: No help here — you must decide this one on your own.

### Snapshots



"Oh, a drug test. That's a relief. I thought you were going to test my ethics."

Cartoon used with permission.

## Comments & Kudos

### A Sun Devil thank you

NOTE: The email below was sent to Kevin Biesty, assistant director of Government Relations for ADOT, thanking the MVD employees involved in designing, producing, and selling the new ASU specialty license plate. Frank Perez works in the Information Technology Group for ADOT.

*A BIG Sun Devil thank you to you and your team at MVD for all they did to help the ASU Alumni Association in the launch of ASU's newly redesigned collegiate license plate. We absolutely couldn't have done it without you and your team. It was such a nice touch to have the MVD team on site at our Legends Luncheon at The Buttes and then again the next day at the ASU Block Party. I know your team did more than 70+ sales between transfer plate sales and new sales. All were fantastic and great to work with ... A special thanks to Frank Perez who did the advance work to ensure that we had the right technical specifications to make it happen.*

– Tracy Scott, ASU, Alumni Association

### Thanks, Nick

Nick Grabowski, a special projects specialist for ADOT's Commercial Driver License program, was recently recognized by the American Association of Motor Vehicle Administrators for his help in coordinating a new national CDL training video, videotaped in the city of Goodyear last March. Nick helped coordinate the taping, securing locations, props, and talent for the project. Christopher Perkins, a CDL examiner for ADOT, was one of the actors

in the video. The two-hour video, divided into four segments, supplements a class designed to train CDL examiners on how to administer a new standardized CDL test.

### Holiday food drive sets record

MVD and Enforcement and Compliance Division employees contributed a record 1,800 pounds of food and \$1,710 in their annual November food drive. The Developing Outstanding Vision in Employees organization, known as DOVE, sponsored the campaign. Food and money collected from Phoenix-area employees were distributed to St. Vincent de Paul. Contributions from outside Phoenix were donated to local community charities.

“Our employees really stepped up in these difficult economic times to help those who need it. We are grateful for their generosity,” said drive coordinator Sherrie Miller, from the MVD and ECD Directors’ offices.



### Think Pink

The staff at the South Mountain MVD office donned pink wigs and clothing around Halloween, but the “pink” theme wasn’t just for fun. “Since October is Cancer Awareness month, we decided to show our support and be the Awareness Warriors,” office supervisor Sylvia Ramirez said. “The customers who came into the office were amazed at how everyone supported the cause.” The “Think Pink” costumes also netted the office a gift card from the DOVE Halloween Costume Contest committee, which they used to help pay for a staff pre-Thanksgiving luncheon.



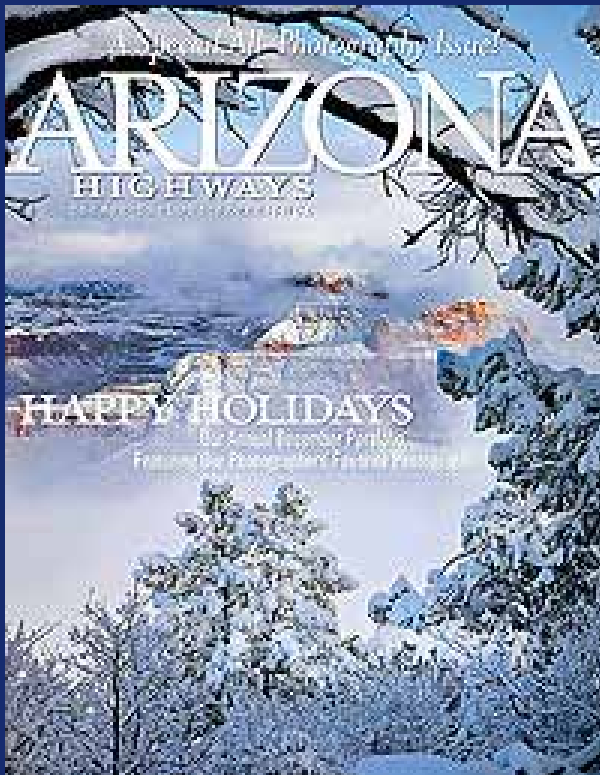
The South Mountain MVD employees wore pink outfits around Halloween to increase cancer awareness.

MVD/ECD employees, left to right, Janet Hamlett, Sherrie Miller, and Phyllis Lewis deliver a bounty of food collected through a DOVE-sponsored drive to St. Vincent de Paul in Phoenix.

**Arizona Highways magazine:  
December 2010 issue**

**Highlights of the current issue include:**

The editors filled the 56-page publication with a portfolio of favorite images of photographers who regularly contribute photos to the magazine. The combinations include Larry Lindahl and Thunder Mountain near Sedona; Jack Dykinga and Catalina State Park near Tucson; Lonna Tucker and the Superstition Mountains east of Phoenix; Larry Ulrich and the lush Elves Chasm in the Grand Canyon; and the frosted cover shot by Suzanne Mathia of Grandview Point on the Canyon's South Rim. The images range from snowy winter scenes to fields of wildflowers to autumn's grand color displays.



**Bridging past and present** – Jon Lenzmeier, a tech 1 from Payson Construction, sent us this photo showing the contrast between the old and new bridges over the Thompson Draw Wash on State Route 260, about 11 miles east of Payson in an area called Little Green Valley. A two-lane, undivided bridge was built in 1962. In 2004, it was replaced by a newer bridge that currently handles two-way traffic. That traffic will switch to the newest bridge (in photo) later this month, clearing the way for construction on the eastbound side of 260. When the entire project wraps up next summer, the newest bridge will carry westbound traffic, while the 2004-built bridge will carry eastbound traffic. The bridge construction is part of a larger project to widen 260 from two to four lanes. "It [the photo] really shows the magnitude of the expansion that is being done with the new westbound-only bridge being constructed," Lenzmeier wrote in an email.

**EMPLOYEE ASSISTANCE PROGRAM**

Your Employee Assistance Program (EAP) is a free, confidential program to help you and your family deal with personal issues, job performance, and your general well-being. Deer Oaks EAP provides assessments, short-term counseling, and referrals to help you solve your issues. These issues may be anxiety, depression stress, emotional, legal or financial, marriage and family, or any other problems. This program is one of your employee benefits, available to your family at no cost, at any time.



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www.deeroaks.com**



## Snow-and-tell: ADOT briefs media on winter ops

**L**ast year’s intense winter storms in Arizona put a chill on ADOT’s snow-clearing operations, straining the department’s budget and testing the mettle of the people and equipment marshaled to clear snow and ice from the state’s roadways.

Whatever this year’s winter brings – mild, wild, or something in between – ADOT is ready.

That’s the main message behind two events that ADOT’s Media Relations team held last month for journalists in the Flagstaff and Phoenix areas.

“As a public safety agency, we are fully prepared for the winter, as we have been in the past,” ADOT spokesperson Laura Douglas said. “Our snowplows are staffed and serviced, and we’re fully stocked up on deicer. Our mission is to respond quickly to clear the roads and maintain safe driving conditions for motorists.”

The media events featured tours of ADOT snowplows, given by snowplow operators, and demonstrations of a snowplow simulator. Several reporters took the simulator for a test drive. Media Relations staffers also briefed reporters on the department’s winter maintenance preparations, commitment to public safety, and winter-driving tips.

ADOT has 395 employees who are trained snowplow operators. Operators typically work 12-hour shifts during winter storms to keep roads clear and open. The department boasts a fleet of 196 snowplow trucks statewide and a large supply of deicer chemicals, which include a granular product called Ice Slicer and liquid magnesium chloride.

The yearly budget for snowplowing and winter storm maintenance ranges between \$3 million and \$7 million, depending on the severity of the winter

season. This figure includes labor costs, equipment costs, fuel, and deicer chemicals.

Visit ADOT’s “Know Snow” Web site at [www.azdot.gov/KnowSnow](http://www.azdot.gov/KnowSnow) to learn about winter driving tips, and more. The site includes downloadable snow maps of snowplowing schedules and routes.



*Upper Left – Two of ADOT’s three Mesa-based snowplows which are used to plow SR 87 near Mt. Ord.*

*Above – Highway Operations Tech. Tim Clark has been a snowplow operator for the past three winters.*

*Left – Flagstaff PIO, Mackenzie Nuno, takes the ADOT Snowplow Simulator for a spin under the guidance of simulator trainer Troy Renfroe.*



**Employees attaining milestones for years of service, according to Human Resources.**  
*This list of Service Awardees recognizes employees who will reach service milestones this month.*

**40 Years**

Anita Hall, MVD, Records

**35 Years**

Joan Allen, TSG, Business Analysis  
 Jill Kanalos, TSG, Quality Assurance  
 Henri Verdugo, ITD, Right Of Way Group Administration

**30 Years**

Lydia Holcombe, MVD, San Manuel

**25 Years**

Crystal Barbour, TSG, Support Desk  
 Vivian Campbell, MVD, Records  
 Robert Fortune, ITD, Roadway Support  
 Richard Holguin, ECD, Nogales Port of Entry  
 Barry McNaughton, ECD, Hearing Office  
 Sabra Mousavi, ITD, Right Of Way Group  
 Travis Qualls, ASD, Safety  
 Nancy Romero, TSG, Budget  
 Krista Trembly, MVD, Third Party

**20 Years**

James Kennedy, ITD, Maintenance Statewide Striping  
 Sergio Montanez, ITD, CADD Management System  
 Marion Smith, ITD, Williams Maintenance  
 Verle Yeske, ITD, Holbrook Construction

**15 Years**

Mark Goedert, ITD, Mesa Landscape Maintenance  
 Debra Mabry, MVD, Cottonwood Dual  
 Sandra O’Connell, MVD, Scottsdale  
 Mirna Pulido, ECD, Office of the Inspector General  
 Carlos Robles, ITD, Nogales Maintenance

**10 Years**

Patricia Alberty, ITD, Valley Project Management  
 Brenda Almazan, MVD, Communications  
 Mary Cook, TSG, Civil Rights  
 Guadalupe Cordova, ITD, Flagstaff Regional Lab  
 Patricia Dollinger, MVD, Kingman  
 Idalyne Eskava, MVD, Glendale  
 Jacob Fousel, TSG, Desktop Support  
 Diane Gee, MVD, Dealer Licensing  
 Mary Hewitt, TSG, Resource Administration  
 Michael Klein, MPD, Aeronautics Group  
 Travis Kuhnert, ASD, Maintenance Section - Southern  
 Jacqueline Michael, MVD, Third Party  
 Maurice Moore, TSG, Desktop Support  
 Ismael Regalado, ITD, Yuma Maintenance  
 Benny Sanchez, ITD, Oracle Maintenance  
 Kathleen Sanchez, MVD, Kingman  
 Velma Shockey, TSG, Strategic Business Services  
 Theodora Tsilimidos, MVD, Chandler Dual



Roy Alvis ..... 45 Years  
 ITD, Prescott Districtwide Maintenance

Irish Brooks ..... 22 Years  
 MVD, Motor Carrier Licensing

Michael Bruder ..... 26 Years  
 ITD, Valley Project Management

Colleen “Kay” Larson ..... 6 Years  
 ECD, Central Permits

Sherrie Miller ..... 6 Years  
 MVD/ECD Director’s Office

Carol Ray ..... 26 Years  
 ITD, Prescott Districtwide Maintenance

Margaret “Maggie” Richter ..... 8 Years  
 MVD, Sierra Vista

Lisa Rose ..... 30 Years  
 MVD, Surprise

Stephanie Ann Russell ..... 29 Years  
 ECD, Flagstaff Enforcement

Henri Verdugo ..... 35 Years  
 ITD, Right of Way – Administration

Virginia Villa ..... 11 Years  
 ECD, Central Permits

Nellie Widder ..... 11 Years  
 ITD, Right of Way - Urban Acquisitions