





## A Message from ADOT Leadership

**John Halikowski, ADOT Director**

As this new year picks up steam, many of us no doubt face challenges on resolutions we've made to improve how we live and work. From my vantage point, the good news for ADOT is that our agency and you – our dedicated employees – will build on our accomplishments in 2010 to meet the challenges we no doubt will face as 2011 unfolds. As I have noted in the past year, ADOT employees manifest a spirit to get the job done on behalf of our fellow citizens. This is my chance to say “thank you” and recognize your efforts and major achievements in 2010.

ADOT employees helped sustain jobs for Arizonans at the height of the economic slump while allowing the Department to improve our state's vital transportation infrastructure at a faster-than-normal pace. ADOT was recognized by Gov. Jan Brewer, the White House, the United States Secretary of Transportation, and the Federal Highway Administration for moving quickly to advance nearly 200 projects funded by the American Recovery and Reinvestment Act ahead of deadline and under budget estimates. To all of the ADOT employees involved in making this a very successful program for our state, thank you. We're not done yet, but we should all be proud that ADOT has displayed national leadership and proven what can be done when much-needed funding is made available.

We kept moving people and commerce across the state. The Mike O'Callaghan-Pat Tillman Memorial Bridge to bypass Hoover Dam opened to traffic on Oct. 19. This engineering marvel, combined with ADOT's four-lane divided highway project south of the dam, has created a safer and more efficient route for travelers between Arizona and Las Vegas. The year 2010 also saw new lanes and rubberized asphalt added to I-17 between Loop 101 and Anthem – creating a smoother ride and significant time savings for travelers between Phoenix and northern Arizona communities. I-10 also has more lanes west of Phoenix and between Tucson and Casa Grande. A major widening of Loop 202 (Red Mountain Freeway) was finished this past summer, easing traffic congestion between downtown Phoenix and the East Valley, including the ASU campus. These are just a few of many completed highway improvement projects and similar work will continue in 2011.

Last year we also reported that motor vehicle crash fatalities in 2009 dropped to their lowest rate in 16 years. There were many factors involved, including ADOT's commitment of fostering safety through highway improvements.

Despite near-record levels of snow, ADOT districts — despite staffing, equipment, and material challenges — were involved in a

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## TRANSEND

TRANSEND is published monthly for the employees and retirees of the Arizona Department of Transportation by the Creative Services Group of the Communication and Community Partnerships Division.

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### NEXT ISSUE DEADLINE JAN 27<sup>th</sup>

Submit articles, stories and photographs to:

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All submissions for publication are subject to editing for spelling, grammar, and technical accuracy; and may be rewritten for clarity, continuity, length, and journalistic style.

Past issues of TRANSEND can be found by going to [azdot.gov/CCPartnerships/TRANSEND/Back\\_Issues.asp](http://azdot.gov/CCPartnerships/TRANSEND/Back_Issues.asp)

**Cover Photo:** Safety Calendar winners include, from left, Alice Wong, Rohit Saju, Dineh Ben, Mikaela Reynolds, Tiara Jones, Toahani Chief, Teya Sanchez, Macy Moore, Isabella Cantua, Savio Pinto, and Joshua I. Hernandez. Winners not pictured are Canyon Cooke, Jillian Crandall, and Hannah Marie Adame. Pictured in back, Sonya Herrera, the Highway Hawk, and Director Halikowski.

## Art and safety mixed together for ADOT's seventh annual calendar

**Who hasn't had a kid-created drawing or painting hanging in an office or posted on a refrigerator at one time or another? Children's art seems to hold a universal attraction.**

That attraction is a main reason for the popularity of the annual ADOT Safety Calendar: It features the artwork of children, from pre-kindergarten to 6th grade, who are related to ADOT employees.

"The kids' art reminds all of us on a daily basis about the importance of safety," says Sonya Herrera, safety and health manager.

"Another Year in Safety" is the theme for this year's [2011] calendar. and 60 children submitted entries in hopes of being included in the project. Each creation was scanned and posted on the ADOT Intranet, where more than 2,000 employees voted for their favorite entries. The 20 entries receiving the most votes were narrowed to 14 final selections by the Safety Calendar Committee, a group of eight safety-minded employees who volunteer to coordinate the annual project, now in its seventh year.

"We come up with the theme and safety slogan ideas; we publicize the contest, oversee the voting, and make the final selections," says committee chair Emily Dawson, a construction management analyst and safety representative for the Tucson District. The committee also oversees the calendar's design and layout, which was done by ADOT graphic artist Matt Feyereisen. The final selections are based largely on popular vote, but according to Dawson the committee makes some selections to ensure a good mix of safety themes and representation from all parts of the state.

Most of the winning artists and their ADOT relatives attended an awards ceremony held in early December in Phoenix.

One of the attendees was 11-year-old Alice Wong, whose teamwork and safety-themed illustration appears on the calendar cover. "I think safety is very important and it's important to work together as a team to ensure safety," said Wong, daughter of Shan Chen from ADOT's Traffic Engineering Safety Group. Wong attends Kyrene Akimel A-al Middle School in the Phoenix area.

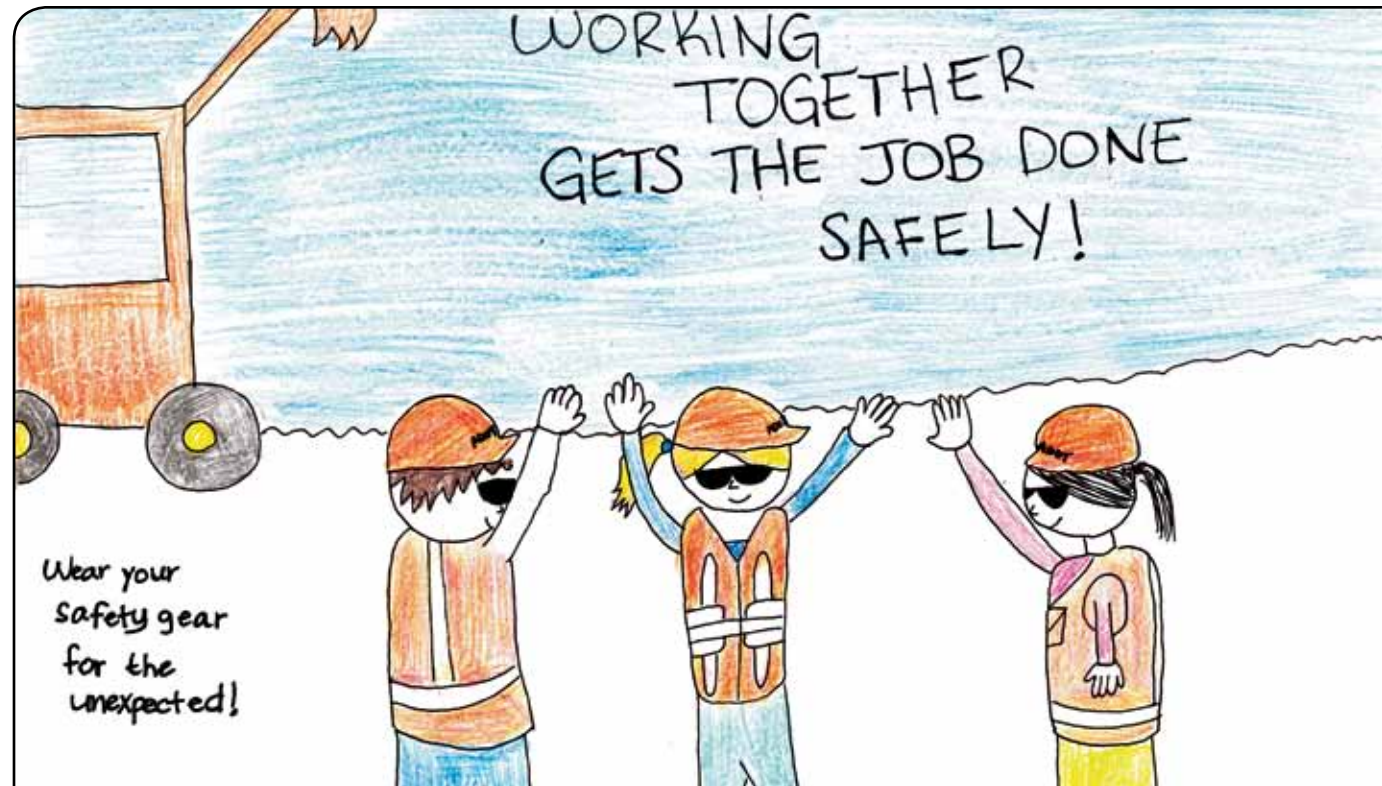
Five-year-old Macy Moore, a kindergartener from Park Elementary School in Holbrook, showed how she used her hands to create the outlines of two turkey bodies for her brightly colored drawing, titled "Use Your Head, Don't Be A Turkey," which

decorates the November page. Artistic talents run in the family. Macy's mother, Carrie Moore, who works for the Holbrook District, shared that artwork created by Macy's sister Peyton was featured in a previous calendar.

Toahani Chief, 10-year-old daughter of Flagstaff District employees Sharon Chief-Yazzie and Allyn Yazzie, illustrated a "Don't text and drive" message that appears in September. "It's telling people to pay attention to the road, to not talk or text while they are driving. If they do, they will probably go off the road and get in a serious accident or lose their life," the fourth-grader said.

Other entries focused on school zones, staying hydrated, and watching out for wildlife. ►

*Calendar cover shot illustrated by Alice Wong.*



This year's calendar featured a couple of firsts in the history of the contest. Jillian Crandall, 10, daughter of Marlo Crandall of TSG, submitted the first digitally created entry, a picture of highway workers in their customary orange shirts with a tagline that reads "Orange Is The New Black." Her entry was selected for the October 2011 page. Mikaela Reynolds, 10, granddaughter of L.D. Hudson from ITD, submitted a picture that included a poem (a contest first). It's a variation on "Twinkle, Twinkle Little Star" that speaks to the importance of obeying traffic lights. Her creation tops the December calendar page.

"Pictures like yours are really important safety messages," Director John Halikowski told the artists at the awards ceremony, "because they can and do change the way that people behave."

Calendars, one for each employee, are being distributed through inter-office mail. Additional calendars may be purchased for \$2 each through Engineering Records.

Pick up calendars in person, or send a check made payable to ADOT to the address below. Include your address and number of calendars you are purchasing:

ADOT Engineering Records  
1655 W. Jackson  
Room 175, MD112F  
Phoenix, AZ 85007

Calendar winners can be seen at [http://adotnet/Applications/Safety\\_Calendar/Results.asp](http://adotnet/Applications/Safety_Calendar/Results.asp)



Holiday giving – Ladd Bouts (left), Lenyne Hickson (background), and Marshall Gross from ADOT Field Reports load boxes of hygiene items donated by ADOT employees for the Central Arizona Shelter Services program in Phoenix.

## Field Reports 'cleans up' in hygiene drive

For the second consecutive year, ADOT's Field Reports office collected thousands of hygiene items to benefit clients of the Central Arizona Shelter Services program in Phoenix.

"My 13 employees are big on Christmas," said Field Reports' manager Lenyne Hickson, displaying the large collection of more than 4,000 hygiene items.

The boxed-up toilet articles easily filled the entire bed of a pickup truck. In addition to the standard hygiene items, this year's drive included an assortment of wash cloths and fleece blankets.

Employees from the American Leadership Academy (a K-12 school in Gilbert), and the

Michael Baker, Jr. design consulting firm, also contributed items for the drive.

"I appreciate everyone at ADOT who took the time and made the effort to bring in the travel size shampoos, conditioners, and soaps," Hickson said. "A lot of areas made up signs and boxes to collect the items. We owe a big thank you to everyone who participated."

Central Arizona Shelter Services provides a variety of services to homeless men, women, and children, including adult and family shelter, case management, employment services, child care, and dental care.

## Inspectors weather challenges caused by hailstorm

**F**red Ratliff and Donna Auguletto have both worked at the ADOT Vehicle Inspection Station at 2500 W. Broadway Road, in Tempe for the past five years, but they had never seen anything like the demand for inspections they experienced from late October through early December.

“It was insane,” says Auguletto, an administrative assistant II. “The stress level was high,” says Ratliff, an enforcement officer.

It all started with a little hail, actually, a lot of hail.

A powerful rainstorm hit the Phoenix area on Oct. 5, dropping buckets of golf ball-size hail on some parts of the Valley and causing major damage to property, including thousands of vehicles.

Ratliff and Auguletto were part of a team of Enforcement and Compliance Division employees who worked 10-hour days during the week and on Saturdays to inspect more than 7,350 vehicles damaged by the hail. In addition to Tempe, inspections were done at stations in Mesa, Scottsdale, and Glendale.

“These were vehicles that were declared a total loss by the insurance companies,” explains Lt. John Morales, who manages the four Valley inspection stations. “Vehicle owners have the option of retaining the vehicle but in order to do that, they need a restored salvage title which requires a Level III inspection,” Morales said. The inspections cost \$50.

During Level III inspections, inspectors verify the identification numbers on the vehicle and ensure that it’s “properly equipped for highway use.”

“We want to make sure that the windshields aren’t cracked, and that the tail lights, headlights, and mirrors are working,” Morales said.

### *Bombarded by calls*

Following the hailstorm, the inspection station staff expected that they would be busy, but they didn’t realize the extent of the demand.

“About a week after the storm, we began to get bombarded with calls,” Morales said. “Normally, we get around 50 calls a day, but we were receiving from a 100 to 250 calls a day after the storm.”

Auguletto make appointments for all four stations. Her phone was quickly overloaded with callers trying to schedule appointments. Morales credits the MVD Call Center staff for coming to the rescue. “They really stepped up, helping answer calls and set up appointments,” he said. Customers were encouraged to schedule appointments but the stations also accepted walk-in customers.

Beginning on Oct. 23, inspectors switched to longer work days and worked Saturdays to keep up with the demand. Inspectors – one from Tucson and one from Cottonwood – came to Phoenix on several Saturdays to help conduct inspections.

The stations’ parking lots resembled car dealerships on several days, Morales recalls.

“People were camped out at the stations, cars everywhere. We had to direct traffic to get customers in and out,” he said.

The rush began to wind down in early December, and the inspectors returned to normal work hours around Dec. 10.



*Officer Fred Ratliff inspects a hail-damaged vehicle.*

### *Customer service*

Morales praised the five supervisors, 21 officers, and other staff who pitched in to meet the increased demand. “They were incredible,” he said. He is especially impressed with the customer service skills his staff showed in keeping customers largely content, despite some long wait times and the general inconvenience.

Melody Wilcox, had a Level III inspection done on her vehicle at the Tempe station. In an e-mail, she wrote, “It was a pleasant experience. The process was well organized, and the staff was very courteous and efficient; which contributed to the waiting customers’ general demeanor.”

“I’m very proud of John Morales and his team,” ECD assistant director Robert Sparks says. “They worked their tails off.”

Sparks and ECD Director Terry Conner barbecued burgers and brats for staff at the Tempe inspection station on one of the Saturdays.

The stations are continuing to inspect hail-damaged vehicles but the work load is more manageable. Auguletto admits to missing the crazy pace, at least a little.

“It was kind of fun. It was nice to see everyone come together to help,” she said.

## Welcome to Arizona

**T**here's nothing like a nice welcome.

In the near future, travelers entering Arizona from California on Interstate 8 near Yuma will be greeted with a new eye-popping welcome sign.

The 16x16-ft sign currently stands in the Interstate Signing Org shop in Phoenix. Supported by a three-ton crane, the 768-pound, 16-foot square sign features high-intensity prismatic sheeting applied to extruded aluminum panels bolted together to form the background. The legend (words or symbols) is then applied to the background. "Prismatic sign sheeting reflects more light from more angles than older beaded sheeting," says Raul Amavisca of ADOT's Traffic Operations Section.

It costs the section about \$4,000 to produce the new sign, including material and labor costs. Employees from the Sign Factory Org and Interstate Signing org (both part of the Traffic Operations Section) worked together to make and assemble the sign.

The current welcome sign is about 15 years old and is showing signs of wear and tear. It's being replaced as part of a larger sign rehab project in the Yuma District. Sign technicians from the Interstate Signing org will install the new sign by spring.

"They are jacks of all trades," supervisor Dudley Heller says of the 17 technicians. "They can be classified as ironworkers; they can weld, do concrete work, erect steel I-beams; a little bit of everything."

"We take a lot of pride in building these signs," says Interstate Signing lead man Frank Meszaros. "Each one is like your baby."

For more information about the sign, including possible photo opportunities, call 602-712-7752.



*A good sign - (Left to Right) ADOT sign techs Juan Pichardo, Daniel Gutierrez, Frank Duarte, Logan Trump, William Andrews, and Daniel Guerra are part of the team that built this new sign.*

### Leadership message continued from page 2

coordinated effort to perform critical winter snow operations with support from equipment services, traffic operations, and communication personnel. MVD carried a heavy load to provide exemplary services and worked very hard to keep our customers on the move despite staff reductions and fewer office locations. MVD and ITG have worked together to produce many automated efficiencies, notably the streamlined Mandatory Electronic Lien and Title process, which produced savings by eliminating some printing and mailing requirements.

We also restructured some operations and aligned functions to create the Enforcement and Compliance Division. Multiple areas within ADOT worked to implement an overweight border permit at the Nogales Port of Entry for vehicles transporting produce, saving time and costs while relieving congestion.

ADOT's Building a Quality Arizona statewide transportation planning framework, which developed a future vision for our transportation system, was adopted by the State Transportation Board and won the Best Regional Planning Award from the American Planning Association's Arizona Chapter [see article on page 8].

The ADOT family continued to support our local communities by participating in food drives for local food banks, collecting supplies for needy students, making donations for families in need, and providing services to Veterans Administration events to help veterans obtain driver licenses or state ID credentials. ADOT staff also donated time and materials to rebuild the Veterans Memorial Park monument in Prescott. MVD staff took part in efforts to promote participation in organ donor programs.

You also reduced the number of lost work days to the lowest level on record, with savings of \$1.8 million reflected in the department's worker compensation insurance premium. Reduced energy consumption in 90 department-managed buildings saved approximately \$1 million, and new lighting – for traffic signals, highway lighting, and even solar LED emergency lighting for vehicles – saves hundreds of thousands. Audits of rental surcharges and unregistered aircraft generated more than \$10 million in audit assessments, meaning such assessments were five times higher than five years ago.

Of course, all of the wonderful things ADOT does are built on a strong foundation that supports our daily activities. Without our Administrative Services Division, Transportation Services Group, and myriad of other services our ADOT groups provide, there is no way we could ever accomplish the things we do every day.

Yes, there are challenges ahead, and no doubt one will be to work even harder while finding ways to accomplish our agency mission with limited funding. There is uncertainty concerning our budget as the Legislature begins a new session. One of my tasks is to do all I can to demonstrate our value to legislative leaders, including pointing out the accomplishments listed above. Our transportation system is vital to powering the state's economic engine. We play a critical role in public safety. I ask you to continue to perform your work with the same dedication and skill that enabled us to accomplish so much in 2010. In return, I will continue to keep you up to date about significant developments involving our agency. Please stay safe and have a happy new year.

## Comments & Kudos

### Beautiful highways

We just returned from spending the long weekend in Arizona, and it was our first time in your state. All I can say is, "W-O-W!" You have got some of the most beautiful - no, THE most beautiful highways I have ever seen... You have made me want to move to Arizona - right now!

– Cindy Lemm, Minnesota

### Great experience at MVD office

I wanted to write in regarding my experience yesterday at the MVD on Mesa and the U.S. 60. I just recently moved to AZ and needed to register my vehicle and obtain a new license. I knew this was something that needed to be done, but was ultimately dreading the process... Based on past experiences in other states, I can honestly say this was the best MVD experience I have had. Your employees were so friendly and helpful I was seriously amazed. The entire process took about 45 min total. I just wanted to say great job to the Mesa MVD employees and their awesome customer service.

– Renee Eckerson

## American Planning Association honors bqAZ

**B**uilding a Quality Arizona (bqAZ), a vision of transportation for Arizona’s future, has won a 2010 Best Regional Plan award from the American Planning Association, Arizona Chapter.

“It’s pretty exciting,” Assistant Director of Statewide Planning Jim Zumpf said of the award. He served as project manager for the bqAZ team. “It was a challenging project, but we had a solid team.”

One of the award judges wrote: “This project was recognized as a big step in making transportation in this State sustainable. It was comprehensive with regard to content and public outreach. It was the genesis of other plans and studies.”

The Building a Quality Arizona Statewide Transportation Planning Framework Program (its full name) involved state, regional, and local agencies that for the first time looked as far ahead as 2050 to create a statewide vision, linking transportation with land use, the economy, and the natural environment. Details are available at <http://www.bqaz.org>

The bqAZ effort was co-led by ADOT’s Multimodal Planning Division and Communication and Community Partnerships, with participation from several other ADOT units. The state Transportation Board adopted the bqAZ plan last January.

The Arizona Planning Association, an official chapter of the American Planning Association, has 1,400-plus members who are planners and planning officials at all levels of government, the private sector, and not-for-profit

organizations. By winning the regional award, the bqAZ team is eligible to apply for a national APA award. Arizona Transit Association Executive Director Jim Dickey, formerly of ADOT, nominated bqAZ for the award.

“I’d like to see ADOT get some national exposure,” Zumpf said.

*bqAZ team honored – Assistant Director of Statewide Planning Jim Zumpf (center) accepts the 2010 Best Regional Plan award on behalf of the bqAZ team. The award was presented by American Planning Association, Arizona Chapter’s Past President Alan Stephenson (right) and President Jon Froke.*



## Arizona Highways magazine: January 2011 issue

Highlights of the current issue include:

- **Weekend Getaways:** Houseboating, whitewater-rafting, and horse-riding are among the adventures featured in the cover story.
- **Tracking the Sky:** Prehistoric people all over the Southwest left “observatories” where they followed celestial events.
- **Out There:** Odd, quirky, outlandish, strange ... there are plenty of adjectives to describe some of the stuff you’ll see along the road in rural Arizona. This month the magazine features 10 peculiarities.
- **Hike of the Month:** Bog Springs/Kent Springs Loop: Overeat over the holidays? This trail south of Tucson is a great way to shake off the cookies and mashed potatoes.
- **Scenic Drive:** The Bill Williams River Road takes you on a mellow drive along the Colorado River.

Arizona Highways, the current “magazine of the year [more than 40,000 circulation]” of the International Regional Magazine Association, is owned by ADOT. Visit [www.arizonahighways.com](http://www.arizonahighways.com) for information about subscriptions, a free newsletter, and following the magazine on Twitter and Facebook.





## Practical Ethics The ADOT Way

# Living – not reciting – ethics is what counts

by Karen Mills, Ethics Officer

**W**ould it surprise you that most organizations don't grasp the difference between establishing values and actually living them?

People within some organizations believe that publishing values is the end game, after which they can move on to the next project. They ask, "Once the values have been decided upon and disseminated, what more is there?"

A value is a belief, or philosophy, that is especially meaningful to an individual, business, or governmental unit. Values provide an overarching structure for making ethical decisions. Values consist of a statement of intention and commitment to achieve a high level of performance in a specific area. At ADOT, we have chosen Accountability, Integrity, and Responsibility as values to permeate our thinking and assist us in making the best decisions.

However, actually living the adopted values seems difficult for many in business. Both Enron and World Com had impeccable ethics codes, written for all to see and undoubtedly posted on the corporate walls and Web sites. Seemingly, the leadership had done what was expected. Unfortunately, concern about ethical behavior ended there. Had these same officers considered their published values and ethics prior to their actions, there would have been no scandals.

The good news is the Ethics Resource Center's "2009 National Business Ethics Survey." Ethics measures show that present-day ethics are improving slightly. Although some of this is attributable to the

recession (history tells us that ethics measurements seem to improve during recessions) — you can not discount the training and heightened awareness of ethics put forth in the past several years. Ethical actions stem from believing in, honoring, and living the prescribed value.

Former Rep. Michael Oxley, co-sponsor of the Sarbanes-Oxley Act of 2002 and chairman of the ERC board of directors, said, "Business ethics is one of the pillars of a strong economy, and in today's environment it is more important than ever that our nation's business leaders set and meet the highest standards of ethical conduct ..." This is all good and well, but one cannot meet high standards of ethics unless one has appropriate values in place.

The ERC believes nonprofit and government organizations should implement a strong ethics program and set a strong ethical culture that emanates from the top. Four components are critical:

- Ethical leadership: tone at the top and belief that leaders can be trusted to do the right thing.
- Supervisor reinforcement: individuals directly above the employee in the organization's hierarchy set a good example and encourage ethical behavior.
- Peer commitment to ethics: ethical actions of peers support employees who "do the right thing."
- Embedded ethical values: values promoted through informal communications channels are complementary and consistent with an organization's official values.

While ADOT has embraced all of these components,

it appears that many of us still fall a little short in using our values as a standard when making decisions and engaging in activities. In fact, some employees appear to believe that there are ethics and then there are workplace ethics. There is no such thing — personal-life ethics are no different from workplace ethics. Ethics have every bit as much a place in the public as they do in private. And yet, people who act unethically at work would be in high dudgeon if they were accused of being unethical in their private lives.

Allow me to propose a theoretical workplace case study:

Two ADOT professionals are invited to lunch by a contractor who currently has a project with the agency. They accept, everyone enjoys lunch, and the contractor pays the bill. Soon after, with the holidays approaching, gift packages of fruit arrive at the two ADOT employees' individual offices. The baskets are addressed to the professionals personally. The recipients are flattered and take the fruit home to share with their families.

Question: Anything wrong here? If you see nothing wrong you need to spend a little time with the Code of Conduct and the ADOT Policy on Gifts PER 6.03.

Whether at work or in our private lives, honoring our values and acting ethically set an example. Acting unethically also sets an example. This is especially true for those in leadership positions. Others see their actions. Once the ethical barrier has been breached, others may assume it is appropriate to act unethically and improperly in many more situations.

# Milestones in Service

**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.*

## 35 Years

**Winnie Bowers**, MVD, Glendale

## 30 Years

**Rex Heward**, ITD, Standards/No Passing Zone Team

## 25 Years

**Robert Chaplain**, TSG, Computer Operations  
**Robert Harris**, ITD, State Engineer's Office  
**Joan Holman**, ECD, Kingman Port of Entry  
**Eric Lathim**, ITD, Fredonia Maintenance  
**Jay Paulson**, ITD, Quality Assurance Group

## 20 Years

**Clayton Bond**, ITD, St Johns Maintenance

## 15 Years

**Matthew Burdick**, CCP, Central Office  
**Carlos Castillo**, ITD, Phoenix Construction District  
**Richard Connolly**, ITD, Cordes Junction Lab  
**Cecil Everett**, ASD, Equipment Services/Flagstaff Shop  
**Kathleen Grijalva**, MVD, Tucson Regional  
**Leon Heward**, ITD, Flagstaff Regional Signing/Striping  
**Sheila McCurdy**, MVD, Mesa Main

**Justin Newby**, ITD, Globe Maintenance  
**Susan Olson**, TSG, Risk Management  
**Michael Reidhead**, ITD, Flagstaff Regional Signing/Striping  
**Margaret Rodriguez**, ITD, Right of Way Fiscal Section  
**Jeffrey Saligoe**, ITD, Flagstaff Construction  
**Cynthia Striegler**, TSG, Web Solutions  
**Melody Wilcox**, MVD, Competitive Government Partnerships  
**Anna Widener**, ITD, Traffic Operations Section  
**Melissa Wynn**, TSG, Strategic Planning and Budget

## 10 Years

**Vivian Boone**, MVD, Communications  
**Francene Borquez**, MVD, Tucson East  
**Fern Buckner**, ECD, Glendale Enforcement  
**Griselda Cabrera**, MVD, West Phoenix, 51st Avenue  
**Elisa De La Cruz**, ASD, Mail Services  
**Bashir Hassan**, ITD, Traffic Engineering Group - Design Studies  
**Jon Jenkins**, MVD, Tempe Dual  
**Garegin Khoetsian**, MVD, Tempe Dual  
**Bonita Opie**, CCP, Central Office  
**Eliza Ramirez**, ECD, Nogales Port of Entry  
**Donna Rice**, ITD, Contracts and Specifications  
**Corina Rubalcaba**, MVD, Aeronautics  
**Enrique Silva**, ECD, Springerville Port of Entry  
**Helena Smith**, MVD, Chinle  
**Gloria Valencia**, MVD, Flagstaff  
**Patricia Vasquez**, MVD, Avondale Dual  
**James Windsor**, ITD, Phoenix Construction – Salt River  
**Kee Yazzie**, ITD, Holbrook District

# Retirements from ADOT

**Martin Heinrichs**..... 10 years  
Right of Way Project Management, ITD

**Robert W. Edwards**..... 36 years  
Central Production, MVD

**Frances E. Lutrell** ..... 17 years  
Engineering Consultants Section, ITD

**Kenneth S. Spahn**..... 30 years  
Page Maintenance, ITD

**Randy W. Vuletich**..... 29 years  
Geotechnical Design, ITD

**John E. Lawson, Jr.**..... 39 years  
Geotechnical Design, ITD

**James P. Delton** ..... 39 years  
Materials Group Administration, ITD

**William R. North**..... 19 years  
Employee Services, TSG

**Michael T. Puicon**..... 26 years  
Right of Way Project Management, ITD

**Michael A. Durnez** ..... 23 years  
Winslow Maintenance, ITD

**Danny Ray Still** ..... 16 years  
Prescott Valley Maintenance, ITD

**Daniel Koller**..... 22 years  
Traffic Engineering Group - Operations, ITD

**Julio R. Gonzalez** ..... 27 years  
Sierra Vista, ECD

**Carol A. Welckle**..... 22 years  
Phoenix Construction District, ITD

**Martin X. Mendez**..... 18 years  
Mail Services, ASD

**Arthur Mankel, III**..... 29 years  
Equipment Services - Prescott Valley, ASD