



Highway projects are in full swing across Kansas

Construction work is in full swing on numerous highway and bridge projects across the state.

DISTRICT ONE

Work is underway in Shawnee and Wabaunsee counties on I-70 west of Topeka from Valencia Road west about 8.3 miles to Maple Hill. The roadway and several interchanges will be reconstructed with traffic reduced to one lane in each direction through the project. Koss Construction Company is the contractor of the \$33.7 million project, and it will be

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A concrete beam is set in place on K-25 north of Lakin. It is the first bridge project in Kansas to use inverted 'T' prestressed concrete beams.

Nelson receives national information technology award

Ben Nelson, Chief of Computer Services, has been nationally recognized as one of 25 people in the United States to receive the inaugural "GT 25 – Doers, Dreamers and Drivers of Information Technology" award.

Government Technology and the Center for Digital Government recently announced the award, which recognizes public sector leaders who have championed technology over the years

as a way to conduct the business of government faster, easier, and more effectively.

"Leadership requires courage and commitment to a vision," said Darby Patterson, editor in chief of *Government*



Ben Nelson

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Work zone safety a priority for all

By Kim Stich

Many things in life deserve your full attention. Driving in a highway work zone is certainly one of them.

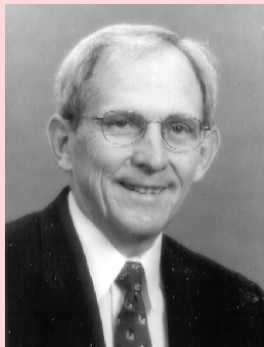
"Bottom line – work zone safety can mean the difference between life and death," said Secretary of Transportation E. Dean Carlson. "Safe driving in highway work zones protects motorists and their passengers, as well as highway workers." Nine people were killed and 573 people were in

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INSIDE ...

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From
Where
I Sit

by E. Dean Carlson

A snapshot in time

Family gatherings provide the opportunity to pull out the photo albums and show the grandchildren how silly you looked back in the 1970s (without gray hair). Or to reminisce how embarrassed a daughter was of her first-grade photo with the big gap in the middle in her shining smile. Does anyone remember why an aunt isn't in the 1985 family photo? The grandchildren weren't around in the 1970s, the daughter's embarrassment has long since been forgotten, and the aunt hadn't married into the family yet.

However, without the treasured collection of photos, it would be hard to visualize the changes each has gone through


over time. The internal surveys are KDOT's "snapshots in time," tracking the progress of our office or area. Some say it would be better if we waited until some magical date when we all looked our best, as if they're uncomfortable with the big gap in their smile.

Please take the time to fill out the 2002 Internal Survey. Whether this survey precisely reflects the important and significant issues depends entirely upon your participation. With more employees participating, the less out of focus our "snapshot" will be. The purpose of the survey is to improve the agency. Take your time to help us do that.

The information from this survey will be compared to the results of the previous internal surveys. The comparison will help us see where change has occurred. The results are just like looking at those old photo albums because it helps us realize how far we have progressed.

During recent employee meetings about the internal survey, some of you expressed concerns about the bar coding on the Kansas Department of Administration – Division of Personnel Services' survey last December. If you didn't return *their* survey, someone called and reminded you to turn it in. Let me assure you that there will be no tracking of the individual responses on KDOT's internal surveys.


When you get the survey in the next couple of weeks, please complete it so you won't be missing from the "snapshot."



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NOTE: This information is available in alternative accessible formats. To obtain an alternative format, contact the KDOT Bureau of Transportation Information, Docking State Office Building, Room 754, Topeka, Kan., 66612-1568, or phone (785) 296-3585 (Voice)/(TTY).

Calendar of Events

April 8-12 - National Work Zone Awareness Week.

April 9 - 11 a.m. - KDOT Employees' Council Meeting, Seventh Floor Conference Room, Docking State Office Building.

April 17 - 2 p.m. - Construction Bid Letting at Topeka Capitol Plaza Hotel.

April 17 - 9:30 a.m. - Highway Advisory Commission meeting, Ramada Inn in Manhattan.

April 16-17 - Kansas State Engineering Conference, KSU Union in Manhattan.

May 18-22 - Highway-Railway Safety Conference, Hyatt Regency Hotel in Wichita.

May 21-22 - Transportation Safety Conference at the Topeka Capitol Plaza Hotel and Maner Conference Center.

511: America's travel information number

With the age of technology, our culture has become increasingly information oriented. Travelers place great value on access to information that helps them better cope with the stress associated with their daily travel.

511 is the new, easy-to-remember telephone number for traveler information. With 511, travelers will be able to access, at a minimum, accurate, real-time information about weather and road conditions, anytime and anywhere. While the content of each 511 system in the nation will be a little different in order to best provide important, local information, 511 information will be focused on weather and road conditions, road closures and delays, traffic updates (in metropolitan areas), and other local public transportation information (e.g. bus, transit service, etc), as appropriate.

511 offers the transportation community a valuable opportunity to better serve its customers. Travel



information systems help balance demand on today's transportation systems. By providing accurate, up-to-the minute information, travelers can save time, reduce stress, and increase safety during their travel. Providing information about traffic, accidents, and detours enables travelers to select alternative travel routes. Emergency, construction, and maintenance personnel will also benefit from 511 by reduced traffic congestion and increased access.

KDOT has begun the process of implementing 511 in Kansas. Initially, plans call for the Kansas 511 system to replace our current Road Condition Hot Line, and provide increased, automated road and weather condition information for all Kansas highways.

On a national level, Kansas is one of the earlier states to begin 511 implementation. To date, Minnesota, Nebraska, Utah and the Cincinnati/Northern Kentucky area have active 511 systems. Besides Kansas, seven to ten other states are involved in 511 system implementation.

KDOT honored for donations to Community Blood Center

KDOT understands the importance of donating blood. That's why Topeka area employees are a perennial top 10 leader in blood donations.

The agency was recently honored by the Community Blood Center as one of the top 10 donor groups for 2001. KDOT received a plaque at the annual "Celebration of Giving" luncheon to recognize the accomplishment.

There were 341 Topeka area blood donations raised by KDOT employees last year and during the past two years 2,580 units of blood have been donated.

"KDOT employees who donate blood have been sharing the precious gift of life," said Becky Crowl, KDOT Human Resources Professional. "That's why we have been a top 10 donor group for many years. Our percentage of giving based on available pool donors is very high when compared to other top 10 donating groups."

Crowl said the Community Blood Center reports they have always been able to count on KDOT to help with emergency drives during the year in addition to the four regularly scheduled drives.

"Topeka area employees have done a great job of donating," said Crowl. "I'm always amazed at the lack of hesitation



Community Blood Center recruiter Kathy Belanger, second from left, presents a plaque to Becky Crowl, Human Resources Professional, honoring KDOT as a leading donor group. Also present were KDOT Employee Relations Manager Vicki Harding, left, and Senior Administrative Assistant Lindsey Stephens.

KDOT employees exhibit when it comes time for a blood drive. At KDOT, we hardly get our e-mail memos out before we have employees calling us to sign up."

The Community Blood Center said that KDOT employees in other parts of the state are just as generous with their donations. - S.W.

Looking through the transit

By Ron Kaufman

The Kaw Area Vocational-Technical School in Topeka offers a program that includes training in surveying. The school grounds include large, open grassy areas, one of which is used for surveying and staking activities. I live near the school so I occasionally see evidence that the class is going through some hands-on practice. Bright markers are strategically placed about the field and teams of students can be seen carefully checking and rechecking their measurements. Once in a while, when no students seem to be around, a yellow tripod stands a lonely vigil. I always wondered if those lone tripods ever got stolen. They certainly look valuable.

I have to admit that I don't know much about the specifics of surveying, though I've learned a lot since joining KDOT. I've

learned that sound design and construction depend on high-quality surveys. Surveying is one of the first activities undertaken when preparing road and bridge plans. Without a survey to measure the characteristics of the landscape, we would be hard pressed to know what routes our roads should take and where the bridges should be located. If we need to update our plans for an area, a new survey may be ordered, even if one was done before. Things could have changed, as you know. We also use surveys to determine right-of-way lines and to prepare for construction.

Of course, land surveys aren't the only kind of surveys we do. The folks in the Bureau of Design's Environmental Services Section survey for plants, animals, habitats, and other constraints that might affect our plans. And, early in the planning or design process, we may conduct telephone surveys to find out what our customers think about current conditions and future plans. Their responses give us additional information with which to formulate the future of the highway system. A survey is one

of the best ways to get input from a large group of people that is widely dispersed. The public Road Rallies that were conducted last summer were a kind of survey. We would like to do them again, so that trends can be measured. Regular surveys are necessary for measuring trends in a changing environment. Without repeated surveys, we can't make adjustments to address current problems or make reliable plans for the future. Also, consistent technique ensures reliable results. That is important whether we're doing land surveys or telephone surveys.

KDOT employees will soon have an opportunity to participate in a survey - the next Internal Survey. You may find that the

questions are very similar to the last survey. That's important, since consistent questions help ensure reliable results. KDOT is constantly changing and

adapting to try to improve the way it does business. Have things changed for you and your work unit since the last survey? Some will say "yes" and some will say "no." Change is like the weather in Kansas. The same weather doesn't always occur over the entire state at the same time. Our crews in St. Francis might be dealing with snow while the Altamont crews are using a sunny day for cleaning equipment.

Your input from this survey will help KDOT assess current conditions, measure trends, discover or reaffirm issues that need to be addressed, and make sound plans for the future. I encourage everyone to participate. The road to the future may be paved with good intentions. However, just as in engineering, good intentions don't ensure that a good road is being designed or built. A good road starts with a good survey.

Communication: A Key to Success



Kansas Department
of Transportation

Work zone safety

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jured in Kansas highway work zones in 2001.

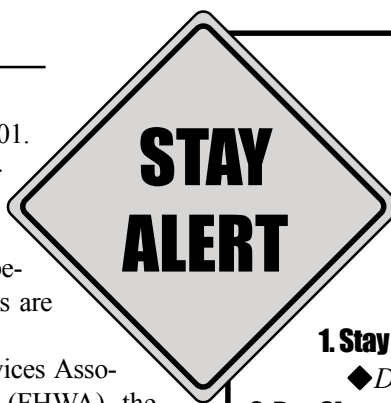
It's important to point out that it's not dangerous just for the highway workers. The nine people killed in roadway work zones last year in Kansas were all motorists. Work areas can become death zones in an instant when motorists are inattentive or drive too fast or recklessly.

KDOT, The American Traffic Safety Services Association, the Federal Highway Administration (FHWA), the American Association of State Highway and Transportation Officials and other transportation organizations are working together to participate in the annual National Work Zone Awareness Week taking place April 8-12. The week-long observation brings to light the hazards and dangers that can be encountered and avoided when driving through roadway construction zones.

"National Work Zone Safety Awareness Week helps us remind everyone that safety is the number one priority in work zones all year long," said FHWA Kansas Division Administrator David Geiger.

KDOT will have a table at the Capitol one day during the awareness week to pass out information on work zone safety to the public.

There were 1,359 total accidents in Kansas highway work zones last year. The top contributing circumstances were driver-related in 74 percent of all the accidents. The main cause was inattention, but others included following too closely, driving too fast



National Work Zone Awareness Week

Keep these safety tips in mind when driving in work zones

1. Stay Alert

◆ *Dedicate your full attention to the roadway.*

2. Pay Close Attention

◆ *Signs and work zone flaggers save lives.*

3. Turn on Your Headlights

◆ *Workers and other motorists must see you.*

4. Don't Tailgate

5. Don't Speed

6. Keep Up With the Flow of Traffic

7. Don't Change Lanes in the Work Zone

8. Minimize Distractions

◆ *Don't change radio stations or use cell phones in work zones.*

9. Expect the Unexpected

10. Be Patient

◆ *Remember, work zone crews are improving safety for you.*

for conditions and failure to yield.

"Taking those extra couple minutes to slow down in highway work zones can save you a lifetime of heartache," said Kansas Highway Patrol Superintendent Don Brownlee. "It doesn't matter whether you're on a two-mile trip or a 200-mile trip if you don't arrive safely at the end."



Brian Logan, Cartography/GIS Manager in Transportation Planning, explains the different kinds of maps produced by KDOT to the Leadership Russell group on February 22. The group visited several areas at KDOT to get a better understanding of the different ways KDOT works to serve the public.

Construction awards given to central, western offices

Construction staff from Districts Two, Three, Five, and Six and contractor representatives took a look back on February 15 in Salina at some recent and some not so recent accomplishments made by Kansans. All were participating in the KDOT/ Kansas Contractors Association (KCA) Partnering awards celebration.

The awards were presented in Salina following a tour of the Dwight D. Eisenhower Museum in Abilene. Eisenhower is known as the “Father of the Interstate System” and the first section of Interstate was constructed in Kansas.

Employees from offices receiving partnering awards are pictured on this page.

Inspector of the Year awards were presented to one construction inspector from each District. Those receiving awards were: Judy Wagner, District Two, Area One; Gary Tomanek, District Three, Area Three; Dalton McEachern, District Five, Area Two; and Rodney Nix, District Six, Area Two.

This year, an Engineer of the Year award was presented in honor of Bob Armstrong, Assistant District Three Engineer, who passed away October 30. The award was presented to Jeff Woodward, Construction Engineer in Belleville, by Valerie Armstrong.

Director of Operations Steve Woolington presented Mrs. Armstrong with a plaque in memory of Bob’s 21 years of service to KDOT. - *By David Greiser, District Two Public Involvement Liaison*



District Six, Area One (Syracuse) Construction Office received the award in cooperation with APAC-Kansas Corporation. Pictured are the entire Syracuse construction office and representatives of APAC-Kansas and their subcontractors.



District Two, Area Four (Salina) Construction Office received the award in cooperation with Hi-Plains Construction. Pictured are Jean Istas, KDOT; Justin Wacker, Hi-Plains; Gary Wacker, Hi-Plains; David Wenger, KDOT; and Todd Wacker, Hi-Plains.



District Three, Area Three (Hays) Construction Office received the award in cooperation with APAC-Kansas, Reece Construction and Dustrol Inc. Pictured are Pat O’Conner, Reece Construction; Alan Skillman, Dustrol Inc.; Chuck Deines and Tim Schumacher, APAC; Kevin Zimmer, KDOT; LeRoy Rohr and Blake Bieker, APAC.



District Five, Area Four (Great Bend) Construction Office received the award in cooperation with Venture and Klaver Corporations. Pictured are Jeff Barnes, Venture Corporation; Scott Mullen, KDOT; and Rick Harrel, Klaver Corporation.

KDOT Project Topeka drive raises nearly \$5,000

The needy in Topeka won't be going hungry thanks to financial support provided by KDOT employees during the recent Project Topeka campaign.

Nearly \$5,000 was raised by agency employees through various events held in February. All funds will go toward helping restock the pantry of emergency food providers in Topeka.

"KDOT can always be counted on to support this worthy cause," said Ernie Miller, KDOT Project Topeka coordinator. "We not only were able to raise money, but we had fun with various activities that encouraged employee participation."

The big money-maker for this year's campaign was the silent auction, which brought \$1,144. Employees had an opportunity to see the auction items on-line and submit e-mail bids. The Dean's Honor roll raised \$980 and Ghazala Hassan in Personnel Services was the lucky person whose name was drawn from the list for a day off of work.

The School Rules Challenge was third on the money list with \$624.78 collected in competition between Kansas State, Kansas and other schools. K-State won the contest with \$298.

Money raised from the drive will support various agencies in Topeka, including the Salvation Army, Let's Help, The Topeka Rescue Mission and the Breakthrough House. - *S.W.*

Project Topeka Total Sales

Docking Bake Sale	\$ 247
Thacher Bake Sale	\$ 78
Thacher Biscuit Breakfast	\$ 125
Auction	\$ 1,144
Docking Pie Sale	\$ 163.75
Thacher Pie Sale	\$ 168
District 1 Chili Sale	\$ 157
Thacher Chili Sale	\$ 165
Docking Chili Sale	\$ 520
Flower Sale	\$ 422
Penny Jar	\$ 27.16
Thacher Pancake Breakfast	\$ 164
Dean's List	\$ 980
School Rules	\$ 624.78
TOTAL	\$ 4,985.69

Construction

Continued from page 1

finished in November 2003.

Reconstruction of I-35 began last spring from the Coffey/Lyon county line southwest about nine miles towards Emporia. The project involves reconstructing four lanes and rehabilitating the bridges along the project. The southbound lanes were completed last year with work beginning on the northbound lanes this spring. Work should be finished on the project in November. Koss Construction Company is the contractor on the \$31.6 million project.

DISTRICT TWO

When expansion of US-81 from just north of Concordia north to the Inspection Station 1.3 miles south of Belleville is complete in September, US-81 will be a four-lane divided highway in Kansas from the Oklahoma border to the Nebraska line. This 12-mile project began in fall 2000 and involves reconstructing two lanes of roadway and constructing two new lanes. Dobson

Brothers Construction Company is the contractor on the \$23.6 million project.

About 16.3 miles of K-150 is being reconstructed from the K-150/US-56 junction east of Marion east to the K-150/US-50 junction seven miles west of Strong City. New bridges are being built and asphalt shoulders are being added in addition to improving the site distance along this stretch of roadway. Work started in August 2001 and has an estimated completion of August 2003. Wittwer, Inc., Affiliates is the contractor on the \$17.5 million project.

DISTRICT THREE

Repair work began last summer on 16 miles of I-70 in Ellis County from Hays to the Ellis/Russell county line. About four inches of asphalt will be milled and cold recycled and a five-inch overlay of Superpave asphalt will be placed. Bridges along this project area will be repaired and a crack filling fly ash slurry injection will be used to repair cracks. Venture Corporation is the contractor on the \$16.8 million project that will be finished this fall.

The eastbound lanes of US-40 in Logan and Gove counties from the US-40/US-83 east junction east 2.5 miles to the I-70/US-40 junction will be reconstructed with concrete pavement this year. The project began last year with the construction of new concrete westbound lanes as well as reconstruction work on US-40 from the west US-83 junction to the east US-83 junction. Dobson Brothers Construction Company is the contractor on the \$8.7 million project. Weather permitting, the work will be finished by the end of July.

DISTRICT FOUR

US-169 is being extended to four lanes from just south of Spring Hill south to the US-169/K-7 junction south of Osawatimie. Work began in August 2001 to reconstruct the existing two lanes and construct two new lanes to create a freeway with fully-controlled access. Hamm Companies is the contractor on the north portion at a cost of \$37.7 million and W.A. Ellis Construction

Continued on page 8

Step Back in Time 

**Welcome
new KDOT
employees!**

District Four
Glenn Hunt Jr., Engineering
Associate I, Iola
*The Bureau of Personnel Services
supplies information for new
employees to Translines.*



Interstate 70 construction in Kansas was in full swing during this picture taken in October of 1964.

Construction

Continued from page 7

is the contractor on the south part at a cost of \$53.8 million. The two parts total about 21.6 miles, and work will be complete in November 2003.

About 10.9 miles of US-75 is being rehabilitated from the Wilson/Woodson county line south to five miles north of Altoona. The goal is to take US-75 off of the dam at Wilson State Lake. A two-mile section of US-75 will be placed on a new alignment. Traffic will be carried through construction with work to be finished in fall 2003.

“All three of these projects have challenging aspects for construction and will provide significant safety improvements for the public,” said District Four Construction Engineer Gary Plumb.

DISTRICT FIVE

I-135 from south of the I-135/I-235 interchange to the I-135/21st Street interchange is being reconstructed. I-135 will be widened and the I-135/21st Street inter-

change will be reconfigured. The I-135/K-96 interchange ramps and a reduced number of I-135 lanes will remain open to traffic at all times. Wittwer Group is the contractor on the project that is expected to be complete in fall 2003.

Work will wrap early this summer with the K-96 bypass of Hutchinson and South Hutchinson in Reno County project nearing completion. A total of 11 bridges were constructed along the 6.9-mile project and most of the pavement is in place. The final tie-in to K-96, between Hutchinson and Nickerson, along with signing, interchange lighting, guard fence installation, and pavement markings will be finished this spring. Wittwer, Inc., is the contractor on the \$42 million project.

DISTRICT SIX

A bridge replacement project that started last fall on K-25 over Amazon Ditch in Lakin has a unique design. It is the first bridge project in Kansas to use inverted ‘T’ prestressed concrete beams. The new bridge will be about 80 feet east of the existing structure. L & M Contractors, Inc., is the

contractor on the \$1.5 million project in Kearny County that will be finished this summer.

“This is the only design like this we’re using, but it’s just one of several bridge projects in the district,” said acting District Six Construction and Materials Engineer Mike Pittman. “We’re replacing two more bridges in Clark County and over the next five years, we’ll probably replace seven or eight as part of our ongoing effort to bring some of these older, narrower bridges up to current standards.”

Work on K-27 from Elkhart to the K-27/K-51 junction will start this spring in Morton County. A 1,063-foot bridge will be built over the Cimarron River as well as a bypass around Elkhart in addition to the reconstruction work along the existing roadway. The shoulders will be widened and acceleration/deceleration lanes will be added. Broce Construction Company is the contractor on the \$8 million project that will be complete in November 2003.



LETTERS TO THE EDITOR

Dear KDOT:

On behalf of the Moran City Council and Mayor, we would like to extend our thanks and appreciation to the Kansas Department of Transportation for your assistance and support during and after the recent ice storm.

We would like to give special thanks to Dennis Kuykendall and Iola's maintenance crew for all their work in picking up and disposing of brush and tree limbs following the storm. Their efforts were invaluable as we worked to restore electric service to our residents.

Michael E. Stodgell
Moran City Superintendent

Dear KDOT:

The City of La Harpe would like to thank your department for the assistance you provided us in cleaning up debris caused by the recent ice storm.

We especially want to thank Dennis Kuykendall (District Four, Area One Supervisor) and his crews for taking their time to clear brush in the city on Saturday and Sunday, February 9 and 10, plus Wednesday, Thursday, and Friday of the following week. These crews are to be commended for their efficient work and dedication.

The Mayor and City Council are very grateful to the Department of Transportation for understanding a small city's needs during this disaster and providing help as quickly as they did.

Thank you, your help was greatly appreciated.

Loren Mitchell, Mayor
City of La Harpe

Dear Sir:

The City of Severy would like to take this opportunity to express our deepest thanks and gratitude for all the help we received from the Kansas Department of Transportation in cleaning up the brush and limbs after the recent ice storm.

Words cannot express how much we appreciate your help; we couldn't have done it without you. Please express our thanks to the individuals involved in this clean-up process. Without their help it would have taken months to do this on our own.

Again, we express our deepest thanks for your help, Thank You!

Robert E. Coble, Mayor
City of Severy

Dear KDOT:

Thanks, Thanks, Thanks!

Yesterday we were traveling from Texas home, and we had to travel through the state of Oklahoma. Apparently, they do not value their drivers, because they do not clean the snow off their roads.

At 4 o'clock in the afternoon, the previous day's snow was still all over the roads. Some places were completely snow covered. When we got to the little sign on Highway 59 that said Welcome To Kansas, it was as if we had entered another world. The highway in front of us was clean and dry and SAFE.

I have always taken you all for granted, but never more - keep up the good work!

Randy and Jo Ann Massengale
Wellsville

Training Opportunities

◆ **New Employee Orientation**, April 4, May 2, and June 6.

◆ **Competency Based Interviewing**, June 6, Topeka.

◆ **Conducting Effective Performance Reviews**, April 10, Colby; May 22, Chanute; June 5, Topeka.

◆ **Turning Around Poor Performance**, May 23, Chanute; June 4, Topeka.

◆ **Basic Effective Supervisory Techniques**, April 9-12, Topeka; September 10-13 and October 15-18, Topeka.

◆ **You'll Catch On!** April 8-11, Topeka; April 22-25, Garden City; April 29-May 2, Great Bend; May 7-8, Chanute; May 21-22, Topeka.

◆ **Transition to Leadership**, April 23-25, Hutchinson; May 7-9, Hays.

◆ **Leadership for Results**, March 26-27, District 3; April 9, District 3.

◆ **Leadership Basics**, April 23-25, Hays; May 21-23, Salina; June 18-20, Hutchinson.

◆ **Retirement Planning Seminar**, June 19, Hays; June 26, Topeka.

All classes, except BEST, are available to non-supervisors with supervisory permission and where space is available. *A comprehensive training calendar is on the KDOT Intranet under Personnel, Training.*

Tips show how to manage time, increase productivity

How do you manage time, increase productivity and become an effective leader? The following tips offered by F. John Reh, an experienced management professional and Internet management consultant, provide insight into that question.

•**Measure Twice, Cut Once.** This old carpentry adage applies equally well to business. Take the time to plan and check your plan so when you do act, the work is done right.

•**Ready, Fire, Aim.** Don't get caught in 'analysis paralysis'. Figure out what you want to do, make a plan, and then GO. You can always adjust after you have started.

•**Doing it right costs less than doing it over.** Have you ever been asked, "Why is there never enough time to do it right, but always enough time to do it over"? Save the costs, including customer dissatisfaction and lower worker morale, by doing the job right the first time.

•**Delegate the easy stuff.** The things you do well are the things to delegate. Hold on to those that are challenging and difficult. That is how you will grow.

•**It's not how hard you work, it's what you get done.** Anybody can work hard, and most people do. The really successful people focus on accomplishing results, not on effort expended.

•**Continuous Incremental Improvement.** You don't make your product or service better by getting a committee together to study it. You improve it by making it a little bit better, in some way, every day - continuous incremental improvement.

•**Your first obligation is to the customer.** Without customers you don't have a business. Treat them with the same respect you expect when you are a customer. Make sure everyone in your organization understands the importance of customer service.

•**You never have to make up for a good start.** If a project or a job gets off to a bad start it can be difficult to catch up. Do your planning up front so you get a good start and you won't regret it.

•**You have to make a difference.** The group you manage has to be more effective, more productive with you there than they would be if you were not. If they are as productive without you, there is no business sense in keeping you on the payroll.

•**Don't Limit Yourself.** The difference between leaders and managers is that leaders do not set limits on themselves. There are enough people trying to limit what you can do. Don't be one of them.

•**Leaders create change.** If you lead, you will cause changes. Be prepared for them and their impact on people within, and outside, your group. If you are not making changes, you are not leading.

•**You Can't Listen With Your Mouth Open.** Your associates, your employees, your suppliers, your customers all have something of value in what they have to say. Listen to the people around you. You will never learn what it is if you drown them out by talking all the time. Remember that the only thing that can come out of your mouth is something you already know.

•**Change Or Die.** Your business must change to survive. As much as we wish it would, nothing stays the same. Some industries change faster than others. Some markets are more fixed. To stay in business, you need to watch both and change as they do, or before.

•**Get your people involved.** It's a lot easier to get employees to stand behind a decision if they have the opportunity to participate in the discussion. Management still

has to make the decision. But if they have had the opportunity to make their point of view known employees are more apt to stand behind the ultimate decision, even if they don't agree with it.

•**People Aren't Mushrooms.** Mushrooms grow very well when kept in the dark and fed horse manure. People, on the other hand, function better when they are kept in the loop and given straight info.

•**The Best Product Doesn't Always Win.** Just having a better product is not enough. You have to let your customers know about it and why it's better. Then you have to convince them it is better.

•**Dare to Dream.** You can't move forward if you are always looking back. You can't find new solutions if you believe 'it can't be done'. Have the courage of your convictions and go after it.

•**Work On Your Weaknesses First.** In any position or job you find yourself, there will be things you do well, some you do okay, and some you don't do so well. To improve yourself, and increase your value, work first to improve in those areas that are your weakest.

•**Know Your GPM.** In engineering, gpm is gallons per minute, a design criterion. In Management GPM is an acronym for Goals, Plans, and Metrics. To achieve your goals, you must first determine what your Goals are. Then you have to develop a Plan that gets you to your goal. Finally you need Metrics (measurements) to know if you are moving toward your goal according to your plan.

•**Focus your energies.** There are a lot of demands on your time, but your time and energy are limited. Focus on what is important to you and do that first. It is better to do a few key things well than to do lots of things, but none of them well.

•**Learn from the mistakes of others.** You can't live long enough to make them all yourself.

M I L E S T O N E S

KDOT salutes its employees celebrating anniversaries in March

10 YEARS

Nathan Anstey Emporia
 Pearson Carter Topeka
 Bret English Topeka
 David Meiers Topeka
 Danny Miller Hutchinson
 Jesse Rockhold Gardner
 Richard Watson Topeka

20 YEARS

Steven Gerber Garden City
 Noble Morrell Topeka
 Christine Urban Garden City

30 YEARS

Donald Brungardt Garden City
 Dennis Dunnegan Wichita
 Charles Espinoza Topeka

40 YEARS

Vincent Wherry Bonner Springs

**This information is compiled
 by each Office, Bureau,
 Division, and District.**

Nelson

Continued from page 1

Technology magazine. “In government it also requires sensitivity to a particular internal culture – that might be challenged by change – and to governments’ constitutional responsibilities to serve the public. This year’s honorees demonstrate a rare blend of talents and characteristics.”

The award comes on the heels of last month’s announcement that Kansas was recognized for its technological achievements by tying with Illinois for first place in the annual Digital State Survey. Besides tying for overall honors, Kansas had an impressive showing in the GIS/transportation category taking first place with a perfect score of 100 points.

The survey was conducted by the Center for Digital Government, in conjunction with the Progress and Freedom Foundation and Government Technology Magazine. To achieve this No. 1 ranking in GIS/Transportation, Kansas was recognized for its creation of a GIS coordinating body and how the Department of Transportation integrates technology.

“I’m honored by the award and the message it sends concerning the quality of KDOT people,” said Nelson. “KDOT has the highest trained, motivated, and dedicated workforce. We are the envy of Kansas agencies and of state DOTs in the area

of Information Technology.”

Nelson has served as KDOT’s Bureau Chief of Computer Services for the past 16 years. During that time he has been on two Governor’s task force teams which wrote legislation that was adopted setting out the legal basis for the use of electronic and digital signatures for the state. A graduate of Georgia Tech, Nelson served in the U.S. Navy for 21 years before coming to KDOT. He has a master’s degree in Operations Research from the Naval Postgraduate School and has completed course work in the Master level of International Relations at the University of California.

The 25 award-winners were described as individuals who have led the digital revolution in government throughout its early development, have dedicated years of service, achieved a level of national prominence and logged accomplishments in the technology arena. They were selected from state and local government and from the ranks of the nation’s “thought leaders.”

“Public servants are motivated by a deeper sense of civic responsibility,” said Cathilea Robinett, executive director of the Center for Digital Government. “Some are courageous individuals often strapped by bureaucratic restraints. We take great pride in honoring individuals from throughout state and local governments. Their leadership is setting the pace for transformation taking shape around us.” - *S.W.*

Award Winners

Ben Nelson, Chief, Computer Services Bureau, KDOT; Rob Atkinson, Vice President, Progressive Policy Institute; Kenneth Blackwell, State Treasurer, Ohio; Ralph Campbell, State Auditor, North Carolina; Gary Cooper, Executive Director, National Consortium for Justice Information and Statistics; Bill Cox, Director, North Carolina Information Resource Management; Richard Daley, Mayor, Chicago; Hunt Downer, State Representative, Louisiana; Anita Givens, Director, Educational Tech Division, Texas Education Agency; Tom Hall, City Manager, La Grange, Ga; Don Heiman, Chief Information Technology Officer, Kansas; Don Hutchinson, Secretary, Department of Economic Development, Louisiana; Randy Johnson, County Commissioner, Minnesota’s Hennepin County; Edward Lazowska, Professor, University of Washington; Mike Leavitt, Governor, Utah; Georgia Marsh, Associate Director, Illinois Department of Revenue; David Molchany, CIO, Fairfax County, Va.; George Nicholson, Associate Justice, California Court of Appeal; Carolyn Purcell, Chief Information Officer, Texas; Major Riddick, Chief of Technology, Maryland; Todd Sander, Chief Information Officer, Tucson, Ariz.; Al Sherwood, Chairman, Utah Electronic Commerce Council; Jabari Simama, Ph.D., Senior Public Technology Advisor, Atlanta; Fran Ulmer, Lt. Governor, Alaska; Aldona Valicenti, Chief Information Officer, Kentucky.

BROWN BAG LUNCH

Topic: Consulting Engineering Contracts
Speaker: Neil Rusch
Date: Wednesday, April 3
Time: Noon to 1 p.m.
Place: Room 481, Docking
All employees are invited to attend.

Retirees

The following employees will officially retire from KDOT on April 1.

Headquarters

Dennis W. Brooks, Electronics Technologist in Planning - 13 1/2 years of state service
Joseph Gonzales Jr., Engineering

Technician Senior in Design - 11 years of state service
Francis E. Roland, Engineering Technician Specialist in Design - 34 years of state service

District Four

Albert Dickens, Engineering Technician Specialist at Chanute, 43 1/2 years of state service

Promotions/Transfers

Headquarters

Mary Beth Garner, Right of Way Property Appraiser I, Right of Way
Brian Gower, Professional Civil Engineer I, Traffic Engineering
Richard Hamit, Engineering Technician Senior, Design
Larry Pease, Electronics Technologist, Transportation Planning

Ryan Salber, Engineering Technician, Materials and Research
Lyle Willetts, Systems Software Programmer Analyst IV, Computer Services

District Two

Judy Wagner, Engineering Technician Specialist, Salina

District Five

Bryan Hamel, Engineering Associate III, Hutchinson
David Wiggins, Engineering Associate III, Wichita
The Bureau of Personnel Services supplies information to Translines.

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Bureau of Transportation Information
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