

AASHTO Innovation Initiative

[Proposed] Nomination of Innovation Ready for Implementation

Sponsor

Nominations must be submitted by an AASHTO member DOT willing to help promote the innovation. If selected, the sponsoring DOT will be asked to promote the innovation to other states by participating on a Lead States Team supported by the AASHTO Innovation Initiative.

1. Sponsoring DOT (State): Arizona Dept. of Transportation

2. Name and Title: Dave Edwards, Deputy ROW Administrator

Organization: Infrastructure Development & Operations, R/W Group

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State: Arizona

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Innovation Description (10 points)

The term “innovation” may include processes, products, techniques, procedures, and practices.

3. Name of the innovation:

Moving Billboards, Saving Money

4. Please describe the innovation.

Arizona law requires market value estimation of billboards relying on an income approach resulting in extraordinary values of just compensation. ADOT has developed procedures to move billboards in lieu of purchasing them, resulting in significant cost savings. See I-10 Broadway Curve Summary.

5. What is the existing baseline practice that the innovation intends to replace/improve?

An outdated practice of purchasing billboards based on their income stream.

6. What problems associated with the baseline practice does the innovation propose to solve?

Moving billboards in lieu of purchasing them is a win/win for private and governmental interests. The practice results in business continuity for the advertisers, and cost savings to ADOT.

7. Briefly describe the history of its development.

ADOT has used this approach to relocate billboards for over 20 years saving taxpayers millions of dollars in acquisition costs.

8. What resources—such as technical specifications, training materials, and user guides—have you developed to assist with the deployment effort? If appropriate, please attach or provide web links to reports, videos, photographs, diagrams, or other images illustrating the appearance or functionality of the innovation (if electronic, please provide a separate file). Please list your attachments or web links here.

Staff resources are used to evaluate each billboard circumstance. Property rights associated with billboard interests vary, as do just compensation estimates. ADOT is authorized to remove and replace billboards under exchange provisions found in state law, (ARS 28-7092A).

Attach photographs, diagrams, or other images here. If images are of larger resolution size, please provide as separate files.

KAIZEN KORNER

KAIZEN CHALLENGE

We are all being challenged to embrace *AKA-The ADOT Way* and practice our skills of problem solving and process improvement. To do this, everyone needs to:

- Focus on improvement of core processes
- Reduce waste using *(Plan-Do-Check-Act)*
- Document and submit a kaizen via the *kaizen tracker* while in the ADOT network.


ADOT teams surpassed the kaizen goal of 7,200 kaizen in the last fiscal year. Stay tuned for details about the next challenge.

KAIZEN COUNT

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

708

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



CONTINUOUS **ADOT** IMPROVEMENT

The group relocated billboards impacted by the I-10 Broadway Curve Improvement Project

The I-10 Broadway Curve Improvement Project is currently ADOT's largest urban freeway reconstruction project. Spanning 11 miles of Interstate 10 between Loop 202 (Santan/South Mountain Freeway) and Interstate 17 near Phoenix Sky Harbor International Airport, the project is a big undertaking and requires a lot of space and land. One of the challenges was the Clear Channel billboard and easement located in an area needed for widening the freeway along the northern side of I-10 at 34th Street. ADOT's Right of Way Group got to work to solve the issue. In order for the Broadway Curve project to move ahead, the group needed to get the billboard out of the way. But just buying it from Clear Channel would have been a costly option. "Clear Channel had a permanent easement interest in the land, which allowed them to place the billboard there. The land, also needed for the project, was owned by a private party," said **Dave Edwards**, deputy administrator for real estate for the group.

But the Right of Way Group had another option — a high-value piece of property owned by ADOT that was held for exchange purposes. The property, near I-10 and Loop 202 South Mountain, was an excess land byproduct of the South Mountain Freeway project and had similar value. It had all the right criteria and was properly zoned for a billboard. So the group offered up the exchange. Clear Channel could move its billboard to this property, and ADOT would acquire the other piece of property, clearing the way for the Broadway Curve project to move forward. It was a deal that paid off.


"We ended up making out really well at this location," said Edwards.

"For this project, our team worked hard to think outside the box to generate innovative ideas for all


The Right of Way Group acquires all the property rights necessary to design, build, maintain and support the state highway system. They relocate businesses and individuals, prepare land title products, Right of Way plans, appraisals, perform their own contracting and accounting services, and manage ADOT-held property across the state.

aspects of this project, including Right of Way," said **Amy Ritz**, project manager for ADOT Major Projects. "Some of these ideas include finding solutions that determine how best to use the resources that we currently have, such as relocating and reusing a billboard from one location to another, and at the same time, save money for the state and taxpayers." Relocating billboards isn't new to Right of Way Group. They started doing this about 20 years ago as a way to save money for ADOT and taxpayers. They also did it for seven other billboards impacted by the I-10 Broadway Curve Improvement Project. This process has earned the group national recognition. With support from Right of Way Administrator **Paula Gibson**, the group has created a forward-thinking approach to clearing the right of way. ■

—Ashley Richards, Senior Communications Specialist



The billboard in its previous location near I-10 and 32nd Street.



The billboard in its new location near I-10 and Loop 202 South Mountain.

State of Development (40 points)

Innovations must be successfully deployed in at least one State DOT. The All selection process will favor innovations that have advanced beyond the research stage, at least to the pilot deployment stage, and preferably into routine use.

9. How ready is this innovation for implementation in an operational environment? Please select from the following options. Please describe.

- Prototype is fully functional and yet to be piloted
- Prototype has been piloted successfully in an operational environment
- Technology has been deployed multiple times in an operational environment
- Technology is ready for full-scale implementation

Methods already in place for over 20 years.

10. What additional development is necessary to enable implementation of the innovation for routine use?

None

11. Are other organizations using, currently developing, or have they shown interest in this innovation or of similar technology?? Yes No

If so, please list organization names and contacts. Please identify the source of this information.

Organization	Name	Phone	Email
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

Potential Payoff (30 points)

Payoff is defined as the combination of broad applicability and significant benefit or advantage over baseline practice.

12. How does the innovation meet customer or stakeholder needs in your State DOT or other organizations that have used it?

ADOT is unaware of other organizations using this innovation, nationally. We are aware that the City of Phoenix have, on occasion, been successful moving billboards. By doing so the benefits documented below in item 13 have been realized

13. Identify the top three benefit types your DOT has realized from using this innovation. Describe the type and scale of benefits of using this innovation over baseline practice. Provide additional information, if available, using quantitative metrics, to describe the benefits.

Benefit Types	Please Describe:
Reduction in litigation	Savings in fees and legal resources. Less clogging of the docket in local courts
Maintains local tax revenues	Typically cities and towns
Continuity of private business interests	Private property rights are preserved for the advertisers and for some property owners
Taxpayer Savings	Lowered delivery cost of public projects

Taxpayer Savings

14. How broadly might this innovation be deployed for other applications? In the transportation industry (including other disciplines of a DOT, other transportation modes, and private industry)?

A local requirement associated with billboards varies. If local ordinances allow, this approach could be used nationally.

Market Readiness (20 points)

The All selection process will favor innovations that can be adopted with a reasonable amount of effort and cost, commensurate with the payoff potential.

15. What specific actions would another organization need to take along each of the following dimensions to adopt this innovation?

Check boxes that apply	Dimensions	Please describe:
<input checked="" type="checkbox"/>	Gaining executive leadership support	A personal bias against billboards must be absent at leadership levels.
<input type="checkbox"/>	Communicating benefits	Click or tap here to enter text.
<input type="checkbox"/>	Overcoming funding constraints	Click or tap here to enter text.
<input checked="" type="checkbox"/>	Acquiring in-house capabilities	ADOT has 2 individuals versed in billboards, each devoted only part time.
<input checked="" type="checkbox"/>	Addressing legal issues (if applicable) (e.g., liability and intellectual property)	Click or tap here to enter text.
<input checked="" type="checkbox"/>	Resolving conflicts with existing national/state regulations and standards	Click or tap here to enter text.
<input type="checkbox"/>	Other challenges	Click or tap here to enter text.

16. Please provide details of cost, effort, and length of time expended to deploy the innovation in your organization.

Cost: Staff time only less than \$100,000 annually.

Level of Effort: Must be knowledgeable on the field and devote a medium level of effort and expertise.

Time: 2 positions / part time / annually

17. To what extent might implementation of this innovation require the involvement of third parties, including vendors, contractors, and consultants? If so, please describe. List the type of expertise required for implementation.

Expertise in: - Civil Highway Design

Local ordinances affecting billboard permitting

Internal expertise in billboard construction, placement, and property rights.

MOVING COST BROADWAY CURVE BILLBOARDS

Parcel	Property Owner	Sign Owner	Appraisal	Moving Cost
7-10621-S1	Ed Cloose	Clear Channel	\$1,198,500	\$540,409
7-10627-S1	Teton River Properties	Clear Channel	\$670,000	\$205,599
7-10654-S1	Exeter 4425-4535 E. Ellwood LLC	Clear Channel	\$832,500	\$397,939
7-10652-S1	Reymond Trust	Outfront Media	\$707,500	\$275,678
7-10662-S1	ADOT	Outfront Media	\$1,307,000	\$169,260
7-12387-S1	Muller-Diablo	Lamar	\$1,405,000	\$209,288
Total Appraisal			\$6,120,500	
Total Moving Cost				\$1,798,173
Total Savings			\$4,322,327	