

# The INSIDE

# LANE

*A newsletter for employees of the Arizona Department of Transportation*

FEBRUARY 2017

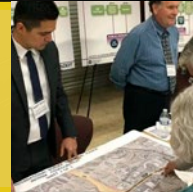
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**ADOT**



**AM HOPING** you have had a chance to read the cover letter from me and revised Code of Conduct that was emailed on Jan. 25. If you haven't, I am asking you to please find the time to read it.

You may wonder why I am stressing the importance of our Code of Conduct. This document isn't just another document. Our Code of Conduct reflects who we are as employees and represents our core values: **Accountability, Integrity and Respect.** I know you join me in making sure the interactions we have with fellow employees and customers, as well as the decisions we make, are reflected in the conduct we exhibit each and every day.

I realize in some circles working for government isn't perceived in the most positive light. I challenge anyone who doesn't understand the important work that we all do in making our transportation system perform effectively and efficiently. We all are being tasked with more responsibilities with fewer resources available. It would be so easy to bend the rules in order to make a project get done faster or a program run smoother. But here at ADOT, we don't do that—we stand behind our Code of Conduct.

Please make sure you have a copy of our Code of Conduct in a visible place at your work space so that you can review it on a regular basis. If you have any questions about any section, I would encourage you to speak to your direct supervisor.

I have said this before in other communication to all of you. I am deeply proud to work alongside you in an agency where we espouse our AIR values each and every day. Thank you.



*John S. Halikowski  
Director*

## The INSIDE LANE

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Address all comments and suggestions to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov).

A web version of this newsletter can be found on ADOTNet or at [azdot.gov/InsideLane](http://azdot.gov/InsideLane).

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### Share your best cover shot

Do you snap shots that show off the scenic side of transportation in Arizona? Share them with us and we might put your photograph on the next cover of The Inside Lane.

It can be a great picture of an MVD office, a beautiful highway shot or even an artsy photo of construction materials. Whatever the subject, the photo should highlight some aspect of the work happening here at ADOT.

Submit your original, digital photographs to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov) in JPEG format (no larger than 10MB). Along with the photo, please provide a brief description and your name/title.



*This photo was taken by Casey Miller of ADOT's Video Team. The photo shows off a view of US 89 over Glen Canyon.*

# SEE WHAT ADOT EMPLOYEES ARE SAYING ABOUT THE AGENCY'S CODE OF CONDUCT

*ADOT Director John Halikowski recently sent all employees the agency's revised Code of Conduct. In his email, he stressed that the foundation of ADOT's success rests in its values. It seems that employees agree. Here's what a few of your fellow employees had to say when we asked them what the Code of Conduct means to them and what it reflects to the citizens of Arizona...*

## **Adrian Leon**

*Senior Project Manager*

As an ADOT employee, it's refreshing to see the emphasis that our agency places on the Code of Conduct. Working in an environment that values Accountability, Integrity and Respect ensures for better working relationships with not only our colleagues, but also our most important customers: the traveling public.



## **Kohinoor Kar**

*Senior Project Manager, ADOT Research Center*

It is crucial for a state employee to abide by the Code of Conduct to maintain agency reputation and trust in the eyes of the public. This benefits everyone.



## **Denise Ohnesorgen**

*MVD Customer Service Section Supervisor*

The Code of Conduct shows our employees what ADOT stands for and teaches them to embrace these core values as part of our culture so that we always will be proud to represent this agency with Accountability, Integrity and Respect.



## **Bonnie Opie**

*Partnering Administrator*

It is important that all employees of the agency have a clear understanding of acceptable behavior and interaction with others. The face of our agency is our employees, and it is important that we all abide by the same high standards that we expect of others. Having a written Code of Conduct removes all doubt about what is acceptable behavior.



## **Jim Cupp**

*Insurance Recovery Supervisor*

Most importantly, I want the public to know that ADOT employees provide service to taxpayers ethically and with the highest degree of professionalism—we take our Code of Conduct, and our responsibility to serve the public, seriously.



## **Mary Currie**

*Manager, LEE*

I'd like the citizens of Arizona to know that ADOT employees take pride in upholding our core values of Accountability, Integrity and Respect. The ADOT Code of Conduct further distinguishes those core values in eight essential areas for employees to follow and uphold the reputation of our organization. I am a citizen too, and I want Arizonans to know that our employees are key to providing safe, efficient, cost-effective transportation services and roadways for motorists. It is our priority and we're proud of it.



## **Kyla Cottle**

*Employee Relations Officer*

Employees use the Code of Conduct to hold their colleagues accountable, ensure integrity exists in their workplace and safeguard the respect each position at ADOT deserves. Citizens hold ADOT employees to the standards found in the Code of Conduct. They are watching to see that ADOT employees keep the values they espouse, and they let us know when they see actions to the contrary.



## **Felicia Beltran**

*Title VI Program Manager*

It's important for the agency to have a code of conduct because it ensures that each of our customers experiences the same great customer service from every ADOT employee.



## **Javier Ramirez**

*Program Manager, LEE*

The ADOT Code of Conduct lets us know that we will be held to a higher standard than what the public may expect. At the same time, it lets employees know that we will be held to standards that are fair and reasonable.



## **Laurence Nolan**

*Systems/Network Supervisor*

ADOT's Code of Conduct means that I am a representative of ADOT. I know that behaving professionally and ethically is especially important when working with the public. The public's perception of my behavior is very important as well. I ask myself constantly, "What would a taxpayer think if they saw me right now?" I strive to be a good steward of the state's resources and try to treat everybody by the Golden Rule.





# Fighting identity theft in Arizona

## ***OIG team undertakes major effort to “cleanse” photo database***

Facial recognition software has given ADOT some amazingly advanced capabilities in its fight against identity theft in the state.

For starters, the technology has the ability to “look” at a driver license photo and, through the use of some complicated mathematical algorithms, identify features on a person’s face. From there, it can compare those features to every other photo in MVD’s database.

If there’s a match in the system, it could mean a person is fraudulently attempting to obtain a driver license in someone else’s name. A match could also signal that the software is picking up on an error in the record, or in some cases you could just be dealing with a set of twins.

And there seem to be many more twins in Arizona than you’d ever expect, according to Detective Supervisor Nathan Lipinski and Facial Recognition Program Administrator Faith Contreras. They should know — both are with ADOT’s Office of the Inspector General and recently oversaw

a “cleanse” of about 370,000 MVD photo records that ADOT’s facial recognition software had flagged as potential matches.

### **A major effort**

When ADOT first implemented facial recognition technology in 2015, the agency decided that besides using the software to screen all future MVD customer photos, it would also use the program to go back and “scrub” the entire MVD photo database to identify any matches and potential fraudulent activity.

The program quickly got to work, scanning through the roughly 18 million images on file. Out of those photos, about 370,000 were identified by the software as potential matches.

“That’s where the humans came into the process,” said Lipinski, adding that the software is programmed to identify photo matches falling within a certain threshold — meaning that the matches it identified weren’t always a match.

“Basically, there was a 75-percent chance that the files contained a match.”

Computers can’t do everything and it was going to take human eyes to look at each set of matching photos to see if they were of the same person. →

*ADOT’s use of facial recognition software is already helping to protect customers’ information, according to Chief Michael Lockhart. “We’re getting some good investigations from facial recognition,” he said. “These are the kinds of cases where people didn’t even know that their identity had been taken. We’re able to clean those issues up for the citizens.”*

But that's not as easy as it sounds.

"We had the FBI Face Comparison and Identification Training Unit come out to do a special training for us," Contreras said. "You'd be surprised what you learn. They teach you what to look for in the eyes, ears, mouth, nose and blemishes."

The massive effort to weed through the 370,000 images got underway about a year ago and wrapped up in January.

"It was an agency-wide effort," said Contreras, adding that in addition to the OIG Facial Recognition Unit, several employees from MVD also helped with the effort. "We even had people from areas outside of OIG and MVD who were on light-duty come in and assist us."

Michael Lockhart, chief of ADOT's Office of the Inspector General, said it was that team effort, with contributions from the entire department, that really made the project possible.

"We probably couldn't have done it without the assistance of MVD and Human Resources because they were so supportive with the staffing," Lockhart said. "Another huge incentive to complete the project was the involvement of Director Halikowski and Deputy Director Scott Omer in understanding our staffing needs and budget requirements, and the encouragement they gave us throughout the entire project."

### Next steps

From the 370,000 matches that were reviewed by the team, about 24,000 will now go on for further investigation. These "Level 2" cases still aren't necessarily fraud, according to Lipinski, but they'll need to be investigated further.

"At Level 2, certified law enforcement detectives will be required to review the file," he said. "The record gets looked at a little closer. At this point, we'll still be determining whether it was fraud or error."

Lockhart said that the PDCA (Plan-Do-Check-Act) method of Continuous Improvement will be applied to the Level 2 investigative procedures to help with the process.

If identity theft or forgery is discovered, the case can move forward for prosecution, which is the reason why facial recognition software is being used by ADOT.

"We're able to be so much more proactive now," Lipinski said. "Before, we had to rely on a victim coming forward, or for a CSR to notice something wrong in the file."

Contreras agreed, saying that the software is a valuable investigative tool for OIG.

"This technology is helping to protect citizens," Contreras said. "We can now identify potential fraud quicker and in some cases even prevent it from occurring." ■

~Angela De Welles, Senior Communications Specialist

## IN CASE YOU MISSED IT

EVERY day, ADOT is making news around the state for its projects, policies and people. If you haven't had time to read all the headlines don't worry, The Inside Lane has you covered. In Case You Missed It, here's a look at some of the news stories written about ADOT this past month...

### Changes ahead for Arizona drivers

*KYMA-TV Yuma, Jan. 31, 2017*

According to Representative Reginald Bolding, Arizona drivers taking a written driver's license test will need to know what to do when pulled over by a police officer.

Link: <http://bit.ly/2ldz7e6>

### Department of Public Safety data show safety corridors seeing major increase in citations

*KNXV-TV, Feb. 13, 2017*

In just two months since the corridors have been in place, DPS made 100 more stops and citations this year than in 2016 in the corridor at the I-17 and I-10 "Stack" interchange near downtown Phoenix.

Link: <http://bit.ly/2lg6LQz>

### ADOT: 2 snowplows damaged in crashes during recent storms

*KTVK/KPHO-TV, Feb. 7, 2017*

Never assume a snowplow driver in the high country can see you. That message comes in the wake of recent storms that saw several accidents involving snowplows.

Link: <http://bit.ly/2kEoy0M>

### ADOT say 'south half' of large interchange will open in fall

*KTVK/KPHO-TV, Feb. 13, 2017*

As the Arizona Department of Transportation (ADOT) continues its \$63 million project to create a traffic interchange that links Loop 303 with Interstate 10 in the west Valley, it predicts the "south half" of the interchange to be completed by late fall in 2017.

Link: <http://bit.ly/2lrsz9S>

For even more, check out the ADOT in the News section on ADOTNet, <https://adotnet.az.gov/adot-in-the-news>.



# MVD employees assist homeless, at-risk veterans at 2017 StandDown

*Annual event helps veterans seeking driver licenses, state identification cards*



**M**ANY WHO have served their country often face circumstances that can lead to challenges, including homelessness.

With the aim of providing some needed assistance to these men and women, an event called the Maricopa County StandDown annually brings together a number of agencies under one roof, making it easier for at-risk veterans to access necessary resources.

ADOT's Motor Vehicle Division has been a participant for the past several years and was there again for the 2017 StandDown. Held Feb. 9-10 at the Veterans Memorial Coliseum in Phoenix, this year's event provided an opportunity for veterans to receive benefits assistance, mental health services, employment help and more.

MVD has played an important role over the years by helping veterans obtain driver licenses or state identification cards—vital credentials to have when searching for a job or applying for benefits.

"It is a blessing to know that ADOT and MVD Customer Service can help these homeless veterans. We can help, not only with the driver license, but to get their life back. To me, that's the main reward," said MVD Customer Service Office Manager Jon Jenkins, who is retired from the U.S. Air Force—a fact that adds extra significance when working at the event. "I am able to communicate with them and share stories."

Trenise Miller, a customer service representative in the Apache Junction MVD office, said she too appreciates that the StandDown offers up a unique chance for ADOT employees to talk and listen to veterans.

"ADOT being here is a big thing. A lot of people don't have IDs," she said. "I enjoy being able to hear their stories."

About 25 MVD employees worked this year's event, according to MVD Western Region Manager Kyle Ulibarri. ADOT Information Technology Group staff also assisted in setting up full computer workstations so customer service representatives could offer driver license applications, renewals, written examinations and even the road skills test. Throughout the StandDown, MVD employees worked closely with county and municipal courts—also StandDown participants—to help clear up motor vehicle record issues that might have hindered someone from obtaining a license.

Besides licenses and IDs, MVD was able to offer food and snacks. MVD employees raised money so they could provide hundreds of sandwiches, muffins and bottles of water.

"Everyone did fundraisers in their office or donated some money," said Ulibarri, explaining that other outside groups helped as well.

He said that Courtesy Chevrolet donated a vehicle to use for road tests and Lodestar Day Resource Center in Phoenix provided a mailing address so that homeless veterans could receive their driver licenses and IDs through the mail. The Arizona Veterans StandDown Alliance, which organizes the StandDown, pays the cost for IDs and for certain fines, Ulibarri said.

Morgan Henling, an MVD office supervisor in the Scottsdale MVD office, said being able to participate is a humbling experience.

"Without an ID, they can't get a job or any other benefits they're eligible for," Henling said. "They've served our country, the least we can do is help them out." ■

*~Angela De Welles, Senior Communications Specialist*





## NEW VIDEO HIGHLIGHTS GRAND CANYON STATE LOGO SIGNS PROGRAM



**IF YOU HAVE EVER** driven down a long stretch of highway in an unfamiliar part of the state, you've likely come to appreciate ADOT's blue logo signs. They're the ones that tell motorists where to exit for food, fuel and lodging — all welcome stops for anyone who has been on the road for hours.

But those helpful signs do more than just direct travelers. They provide cost-effective advertising space to local businesses and bring in extra revenue to the state. They also have a history dating all the way back to the Eisenhower administration.

Much more recently, in 2012, ADOT took over operation of the logo sign program from an out-of-state contractor. Since then, ADOT has administered the Grand Canyon State Logo Signs program and has expanded its reach from rural state highways to urban interstate highways.



A new video from ADOT Communications' Video Team highlights the program's history and its benefits by featuring interviews with current advertisers and Finance Director Bob Allen, who gets specific when it comes to what the program offers to the agency.

"The benefit of having the program in-house is that, after the expenses of the program, the state gets to keep what's left over," says Allen in the new video. "So about \$2.2 million is now going to go into the highway fund this year that

wasn't there in prior years."

To learn about the program, you can view the new video by visiting ADOT's YouTube page at [www.youtube.com/ArizonaDOT](http://www.youtube.com/ArizonaDOT). For additional details, head over to the Grand Canyon State Logo Signs website, [grandcanyonstatelogosigns.com](http://grandcanyonstatelogosigns.com).

~Angela De Welles, Senior Communications Specialist

## GO AHEAD

## GET CREATIVE

This cartoon, drawn by ADOT Graphic Designer John Walradt, needs a caption and we want your help.

Please submit your ideas to [InsideLane@azdot.gov](mailto:InsideLane@azdot.gov) by March 7. Yes, there will be a (small) prize, so give us your best! The winning caption will be selected by a team of ADOT employees who will look for creative, funny captions that best fit the cartoon. We'll announce the winning caption in the next issue of The Inside Lane. Good luck!

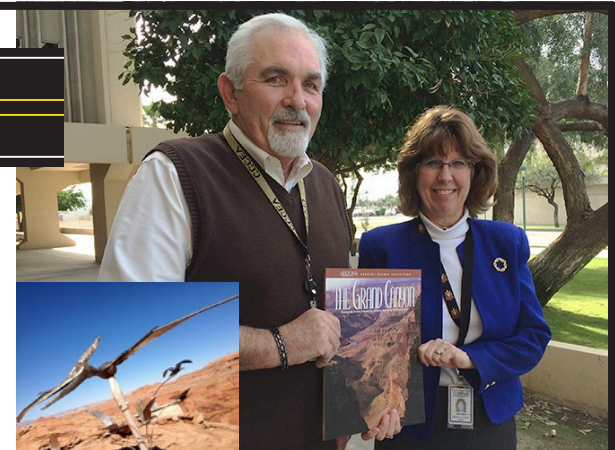


## YOU ARE

## CORRECT!

We received some good guesses to last month's Where in AZ?? challenge. There were plenty of correct answers too, but in the end there could be only one winner.

Last month's photo was taken near Glen Canyon Dam in Page and Mike Wilson, a project coordinator for the Right of Way group, was the first to submit the correct answer. He was awarded earlier this month when Internal Communications Manager Kathy Boyle presented him with a copy of the Arizona Highways publication, "The Grand Canyon." Congratulations, Mike!



Casey Miller, ADOT Communications





Kimberly Noetzel, ADOT Communications

Nogales residents talk to ADOT representatives at the public hearing. More information on the project can be found online at [azdot.gov/SR189DraftEA](http://azdot.gov/SR189DraftEA).



Kimberly Noetzel, ADOT Communications

Information tables provide details on the Draft EA to residents.

# State Route 189 widening project holds public hearing

**THE MARIPOSA PORT OF ENTRY (POE)** in Nogales, AZ, is one of the busiest cargo ports along the U.S./Mexico border, serves as the main port of entry for fresh produce entering the United States from Mexico and is the primary produce distribution point on the southern border. In 2014, the Mariposa POE was expanded in an effort to promote efficiency, security and safety to travelers.

Similarly, the Federal Highway Administration and ADOT began working on the State Route 189: International Border to Grand Avenue study to identify proposed improvements consistent with the Mariposa POE expansion and anticipated growth in travel demand. The travel demand forecast indicates that by 2040, traffic on SR 189 is expected to be twice as heavy as it is today.

A Draft Environmental Assessment (EA) was published in January 2017 and documents the environmental considerations related to the proposed SR 189 improvements based on technical evaluation criteria, local agency input and public feedback:

- Evaluates proposed improvements to SR 189 from the Mariposa POE to Grand Avenue
- Assesses proposed improvements to accommodate and improve future traffic flow throughout the SR 189 study area

- Documents local agency and public input received throughout the study process
- Recommends a Corridor Management Alternative for improving the SR 189 corridor, along with improvements at the SR 189 and I-19 traffic interchange
- Proposes constructing a flyover ramp to northbound I-19 to improve safety and reduce congestion, and building a raised median along SR 189

The Draft EA was presented to residents of the study area on Jan. 31, and more than 100 people attended the public hearing. Residents who attended the public hearing reviewed the plans, asked questions of ADOT engineers and gave feedback concerning how they felt about the project.

The turnout at the public hearing was significant and included both interested residents and local business owners. Public feedback is essential to determining the direction the project will take in the future. Both residential and commercial traffic will be affected by the decisions made during this period before construction starts in 2019.

The study team will now consider all public comments received on the Draft EA to be addressed as part of the Final EA anticipated in spring 2017. ■

~Danelle Weber, Senior Communications Specialist





LOOK

BACK

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

**R**ESULTS FROM a recent [online survey](#) revealed that an Adele-inspired message was the top safety slogan to appear on ADOT's electronic message signs in 2016.

The words "Hello from the other side, buckle up and stay alive," a clever play on lyrics to the singer-songwriter's 2015 hit ballad, were beamed onto electronic boards across the state last August. The message proved to be a favorite (or favourite, if you're from England like Adele) and earned more than 3,300 votes in the informal poll, hosted on the ADOT Blog.

Now, if you want to feel really old, you should know that Adele wasn't even alive when ADOT's very first electronic signs started talking to Arizona motorists.

According to the May 1987 edition of Newsbeat, ADOT's employee newsletter at the time, the first four "computerized message boards" went into operation in April of that year to tell motorists about road and traffic conditions along the Black Canyon Freeway — Adele was born in 1988.

Those first message boards were funded through the construction budget of the then-under-construction I-17 "Stack" interchange. Newsbeat reported that the new traffic communications system was designed to serve the construction site by providing updates to travelers.

"Drivers nearing the Stack construction zone from the north will receive advisories from signs located at Bethany Home Road and Northern Avenue. Travelers from the south will pass signs at 16th Street and 11th Avenue.



"The signs are linked by telephone lines that carry information from a central computer to the overhead displays. The control operators can simultaneously produce a different message for each sign, or spell out a general message such as 'Buckle Up for Safety.' Lighted lettering, 18 inches high will form the words for the signs' brief messages."

Newsbeat explained that information about crashes and construction delays, along with suggestions for alternate routes, were among the first messages relayed by the new system. The article also points to the future, stating that, "the four signs are the first of a proposed 'traffic information and management system' that will link an array of high technology traffic sensors on many of Maricopa County freeways."

Oh, if they only knew how that system would grow...

Thirty years later, there are 235 electronic message signs standing throughout the state — 141 of those are in the Phoenix-metro area alone. Most recently, those signs have imparted unconventional safety messages to drivers, all with the aim of sparking conversations and changing driver behavior for the better.

~Angela De Welles, Senior Communications Specialist

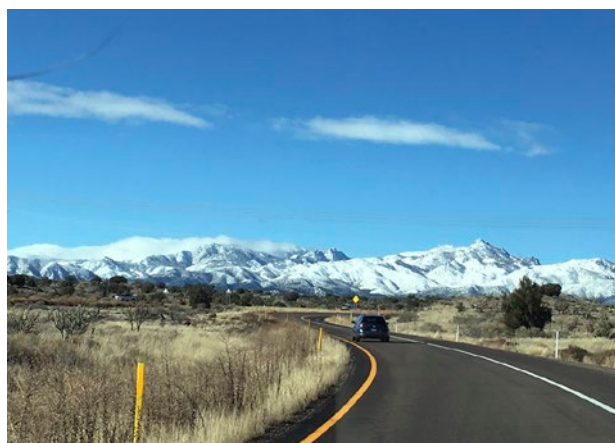
*Back in 1987, we're sure ADOT employees never would have guessed that the popularity of transportation safety messages could lead to a contest in which the public has been asked to craft their own slogan with the hopes of it appearing on an electronic message sign. But, as you probably know, it has. The response has been overwhelming and right now, members from ADOT's Communications Team are sifting through the thousands of entries to select the top 20 messages that will advance to the next round for public voting. Keep an eye on the [ADOT website for the finalists](#) — they'll be posted there next month.*

## This might be our last chance to get these great winter shots

Spring is about a month away, which means summer and higher temperatures aren't too far behind. As we take advantage of the cooler weather while we have it, we'll also take the time to enjoy these snowy snapshots, all taken by ADOT employees around the state.



**Carol Jaime** took this photo last month on a trip to Wing Mountain in Flagstaff.



Transportation Engineering Specialist **Roger Vial** shared this snowy scene with *The Inside Lane*. The photo was taken along U.S. 93, north of Wickenburg.



**David Zimmerman** of ADOT's Environmental Planning group snapped this action shot in January off of US 180, just north of Flagstaff at Kendrick Park.



**Kohinoor Kar**, a senior project manager for ADOT's Research Center, got some great photos, including this one, which was taken on a family trip to Mt. Lemmon.



# What you need to know about deferred compensation

Not sure what a supplemental retirement plan is or if you need one? There's no need to worry — we asked State of Arizona Retirement Specialist John Bennett to answer a few questions that'll give you some basic knowledge on the subject.

## Q) What is deferred compensation?

A) The state of Arizona offers supplemental retirement plans for employees to set aside money from each paycheck toward retirement. These plans offer a tax-advantage way to invest and can help bridge the gap between what you have in your pension and Social Security, and how much you'll need in retirement. Available plans include

- 457(b) Traditional Deferred Compensation Plan- tax-deferred.
- 457(b) Roth Deferred Compensation Plan- after-tax.

## Q) What are the benefits of enrolling?

A) The State of Arizona Deferred Compensation Plans help put employees in control of when, where and how much they invest. And that's just the beginning — here are three more reasons why it's smart to participate in your deferred compensation plan:

- You can start anytime. Your deferred compensation plans will work for you whether you're approaching retirement or just getting started.
- Every little bit helps. Even investing a small amount of money can really add up over time. And if you increase your contributions on a regular basis, the overall impact to your paycheck may not seem too painful.



- This plan is made for you. Unlike other retirement plans, a 457(b) deferred compensation plan takes into account that you may retire sooner than workers in the private sector. Generally, you don't have to worry about paying a penalty for retiring early or beginning to take income from the plan before age 59-and-a-half (unlike 401(k) plans). Withdrawals are taxable income to you in the year the payments are made.

## Q) How do I enroll or learn more information?

A) To enroll, you can complete the EZ Enrollment Form on [www.Arizonadc.com](http://www.Arizonadc.com). You may also call 800-796-9753 for more details, or you can request additional information from local representative John Bennett by emailing [J.Bennett@Nationwide.com](mailto:J.Bennett@Nationwide.com). He is available to make presentations on location.

# Messages on overhead signs are all about safety



Dallas Hammit

For more than a year, this agency has made an effort to creatively use the state's electronic message signs in a way that not only provokes a reaction from motorists, but most importantly, sparks essential conversations about traffic safety topics, including drunk driving, seat belt safety and distracted driving.

From Star Wars references to a smart take on a controversial guacamole recipe, the messages have all made a mark, meaning the safety advice we're trying to deliver is getting through. That has become even more evident this month after ADOT launched its first [Safety Message Contest](#).

The entries started rolling in almost immediately — we received 4,000 in the first 24 hours. Right now, ADOT employees are working to select the top entries that will move on to the next round of public voting. The winning messages will appear on our overhead signs for two days in April.

While this contest has offered a fun way for the public to share their creativity, it has been exciting to see so many people give their attention to transportation safety. Many of the submitted safety messages have been original and funny, but they've also been right on target when it comes to safety messaging, which is exactly what we were hoping for.

Of course, the whole reason why we're using unconventional safety messaging on our overhead signs in the first place stems from a larger effort, outlined in the [Arizona Strategic Highway Safety Plan](#). The goal of that plan is to reduce fatalities and serious injuries on all public roads in Arizona.

I encourage you to visit [azdot.gov/signcontest](http://azdot.gov/signcontest) once the finalists are announced to vote for your favorite safety message. I also hope you'll take the cue from our messages by continuing to make safe driving a priority and to help with this agency's effort as we work to change dangerous driving behaviors. ■

~ Dallas Hammit, Deputy Director for Transportation