

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

APRIL 2018

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Check out the special section
devoted to AMS and the upcoming
Employee Engagement Survey

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ADOT

LEADERSHIP

MATTERS

THE ANNUAL Employee Engagement Survey is coming next week. Administered by the Arizona Department of Administration, the survey runs from April 2 to 13. For employees who are new to ADOT, this annual survey is an important tool to let us know what you think of ADOT as an employer, if you feel engaged and valued as an employee, and if you are familiar with the concepts behind the Arizona Management System.

The data from last year's survey indicate ADOT made improvements compared to other state agencies. Our engagement score was 2.9 when the state's average was 2.6. Our participation rate was 95 percent compared to 84 percent for the state. Moving the needle to 100 percent participation and increasing our engagement score requires everyone to complete the survey and provide honest feedback.



ADOT Director John Halikowski sat down with Video Production Project Manager Kim Katchur to talk about why he values employee responses to the Employee Engagement survey, what he thinks about the agency's utilization of the Arizona Management System and what he wants ADOT employees to know about the work they do every day. Find the video in the [What You Need to Know album on ADOTNet](#).

Data is golden to me. The information that comes from the annual Employee Engagement Survey provides important insights to me and our senior leadership team to determine which direction the agency needs to go and to deploy the necessary resources to make it happen. I can't wave a magic wand to make all our challenges disappear, but what I can do is make strategic decisions that use the resources available wisely and engage our employees to meet those challenges head-on.



John S. Halikowski

We deployed several Plan-Do-Check-Act (PDCA) teams to tackle the issues of improving employee recognition, employee feedback and recruitment — all stemming from data from last year's survey. The teams are going through the eight-step problem-solving process to identify the root causes, develop countermeasures and analyze the information before solutions are implemented this year.

I, like you, strive to make ADOT better than the day before. I take great pride in the work we all do together. When you receive the email from me next week with the survey link, make sure you find time in your schedule to complete the survey and provide honest feedback by the April 13 deadline. Only ADOT employees should complete the survey.

Thank you for all that you do in Connecting AZ – Everyone. Every Day. Everywhere.

The INSIDE LANE

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Address all comments and suggestions to InsideLane@azdot.gov.

A web version of this newsletter can be found on ADOTNet or at 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.



This photo of a Southwest District Construction huddle board meeting in Yuma was taken by Video Production Project Manager Kim Katchur. Find out more about the resulting video on page 6.

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 in JPEG format (no larger than 10MB). Along with the photo, please provide a brief description and your name/title.

SAFETY COUNCIL AWARDS KINGMAN TEAM FOR ACTIONS TAKEN DURING EMERGENCY

ON MARCH 7, ADOT's Safety Council awarded its annual Safety Award to a team that took swift action when faced with an emergency situation.

Early last year, during a nighttime winter storm, Kevin Withrow, Kevin Duby, Mark Kinsey and Mike Martinez — all employees from ADOT's Northwest District — responded to an incident involving two semi-trucks blocking a lane of traffic on Interstate 40, west of Seligman.

When they arrived, it was discovered that one of the truck drivers was pinned tightly between the two trucks inside a wheel well...

According to Duby, the man had gotten out of his truck, which had stalled on the highway. He was examining his truck, when the second truck tried to pass on the left shoulder, but didn't have enough room. The man then jumped into the wheel well to avoid being hit, but ended up pinned inside.

The four ADOT employees took turns comforting the driver while making several unsuccessful attempts to move one of the semi-trucks.

After a Department of Public Safety trooper informed them that the next available tow truck was at least three hours away, the team decided to try towing the large truck themselves with the use of two ADOT pickup trucks on scene. Using both ADOT vehicles and pulling at the same time, they were able to

move the truck enough to free the man from the wheel-well.

"Their actions saved valuable time and possibly the individual's life in extreme conditions, reinforcing ADOT's positive safety culture by promoting the goal that everyone goes home in the same condition they arrived at work," said ADOT Occupational Safety Administrator Robert Stolz as he presented the Safety Council's award.

Their actions saved valuable time and possibly the individual's life in extreme conditions

Operations Analyst Carol Hayes nominated the team for the award and said she was impressed by how the crew worked together in such an extreme situation.

"I felt they all did a good job of calming (the driver) and coming up with a solution," she said. "The four of them don't work together on a day-to-day basis, but they still came together as a team."

Find more information on the annual safety award, including entry criteria and the nomination form, on [ADOT Net](#). ■

~ Angela De Welles, Senior Communications Specialist



Angela De Welles, ADOT Communications

Occupational Safety Administrator Robert Stolz, left, presents the Safety Council award during a Phoenix meeting to Kevin Duby. "We have a good team up there," Duby said when he accepted the award on the team's behalf. "We appreciate everyone's vote and the recognition."

MORE ABOUT THE SAFETY COUNCIL

The mission of the Safety Council is to share information and develop actions to improve safety within the ADOT community.

The council has established several goals:

- Help ADOT become safer
- Establish uniform policies and procedures for ADOT
- Promote and communicate safety practices

- Expedite, address and find solutions for safety issues

The Council is composed of members appointed by the director of each ADOT division. Members meet four times each year to discuss loss trends and safety issues; develop, discuss or review safety programs, guidelines and policy; and to consider and comment on a variety of other employee safety-related initiatives.

Visit the council's page on [ADOTNet](#) for more details and safety resources.

ARIZONA LEADERS HELP SONORA DEDICATE SAFETY CORRIDOR TO PUERTO PEÑASCO

A **S SONORA DEDICATED** a safety corridor on March 5 along Federal 8 between Lukeville and Puerto Peñasco, Arizona leaders including ADOT Director John Halikowski helped mark the occasion.

Traveling to Sonoyta, just south of the border, these Arizonans joined Sonora officials in recognizing a binational effort that led to the safety corridor.

They noted that Arizonans will benefit from Mexico's safety corridor as they head to the beaches of Rocky Point, while Sonora residents will benefit when they head to Sonoyta and visit Arizona.

This partnership is about increasing safety and working together with mutual respect.

Resulting from a joint agreement signed by Governor Doug Ducey and Sonora Governor Claudia Pavlovich at a summit held in Rocky Point in December, the safety corridor includes road signs with safety messages in Spanish and English and a pilot program that will have Sonora sharing information from that area to 511 and ADOT's Arizona Traveler Information site, az511.gov.



From left, Border Liaison Unit Operations Manager Mark Sanders, Officer Francisco Cordova, Director John Halikowski, Officer Guillermo Carbajal, Enforcement and Compliance Division Director Tim Lane and Lt. Johnny Villaneda



Many speakers, including leaders from Arizona, helped dedicate the Safety Corridor in early March.

ADOT representatives visited Mexico to train first responders and government officials on traffic incident management, which promotes quickly clearing incident scenes when appropriate while safeguarding motorists and emergency workers. Traffic incident management techniques have been shown to reduce secondary crashes that often are more serious than the initial incidents.

"Our long-standing partnership with Mexico is as strong as ever and this safety corridor between Arizona and Sonora is a great example of how cross-border collaboration helps promote safety and tourism for everyone," Governor Ducey said in a news release. "Governor Pavlovich has been an incredible partner on this safety corridor, and I thank her for all of her efforts." 🇺🇸

~ Tom Herrmann, ADOT Communications



Director John Halikowski speaks at the March 5 event in Sonoyta.

Photos: John Dougherty, ADOT Communications

SURVEY SAYS:

Action plans help supervisors make change for the better

IF YOU'RE READING THIS, there's a very good chance that last year, you took the Arizona Department of Administration's statewide Employee Engagement Survey. Do you remember? It's the one that asked if you understand what's expected of you at work and whether the agency values your ideas...

Wondering what happened with all that valuable data?

No, it's not just sitting on a shelf, collecting dust in someone's office — the survey results were reported back to each state agency last year. While the survey is anonymous, the responses are grouped by division, giving managers and supervisors an honest look at how employees feel about the workplace.

Since then, leaders at ADOT have used the information to make change for the better, said Kismet Weiss, administrator for ADOT's Office of Continuous Improvement.

"Based on their division's or section's responses, they created employee engagement action plans to address or resolve the areas where employees felt we needed more improvement," said Weiss, adding that this past year, leaders were even more intentional with their formal action plans than ever before. "They've taken the data and translated it into action."

The action plans ask division leadership to state what needs to be done to solve the

problem and who is responsible for carrying out the solution. Division leaders provide updates on the action plans during monthly business review meetings.

Getting the feedback from the annual survey is the first step to making the types of changes that'll lead to employees feeling more engaged, ADOT Enforcement and Compliance Division Director Tim Lane said.

"The surveys are obviously a huge benefit to us. We want to hear from the employees at every turn," Lane said. "At the end of the day, we all want to take every opportunity to provide the best working environment."

According to Lane, surveys from previous years revealed that ECD employees felt they weren't getting recognition when their work deserved it.

That spurred division leaders into action and some serious changes were made. Subsequent surveys have shown improvements in that area and "we knew we were on the right track," said Lane, adding that the Arizona Management System and Continuous Improvement initiatives have helped to make things better, too.

"AMS works," Lane said. "It has been very successful and it's an amazing tool."

Transportation Systems Management and Operations Division Director Brent Cain echoed those remarks, saying that AMS provides all employees with the tools to

better address any issues brought to light through surveys or other means.

"It is important that people respond to the survey openly and honestly," he said. "AMS is an important element. There are tools now, including the tiered-huddle boards, that are available to help us better address issues."

He also credits the Employee Engagement Action Plans for providing a structure to address issues from the survey — TSMO's



Angela De Welles, ADOT Communications

Administrative Services Division Director Sonya Herrera leaves a note on the huddle board belonging to the facilities (capitol complex) team.

2017 action plan included items related to providing recognition to employees and implementing morale-boosting activities within each office for each team.

"(The action plan) is a way to really address the common themes and threads from the survey," he said.

Based on last year's survey results, ADOT's Administrative Services Division put into place an action plan that calls for the continuation of its "kaizen of the week" recognition program and the development of databases that allow ASD supervisors to search and track a variety of items related to employee engagement, including recognition activities and survey scores.

ASD Director Sonya Herrera explained that being able to really understand and work with the survey results and other metrics allows her and her team to "take a more precision approach" in tackling employee concerns.

She also credits AMS for providing new avenues related to employee engagement.

"The thing with AMS is it is giving us additional tools to take things to another level," she said. "The survey gives you an idea of where some opportunities for improvement may lie. This next employee survey will help tell us how successful we were." ■

~ Angela De Welles, Senior Communications Specialist



2018 ADOT Employee Engagement SAMPLE Survey

Here's a **sneak peek** of the questions you'll see on the upcoming Employee Engagement Survey. Feel free to start thinking about the questions and how you'll answer them when the survey is live April 2 to 13. More information about the survey is coming directly to your inbox, so check your email in early April for details and a link to the actual survey.

1. Overall, I am satisfied with my job.
2. I understand clearly what is expected of me at work.
3. I have the proper tools and equipment to do my job.
4. My job gives me the opportunity to do what I do best every day.
5. I receive recognition for my work when I deserve it.
6. My supervisor shows care and concern for employees.
7. My agency supports my participation in education and professional development.
8. My agency values my ideas on work-related problems.
9. My job is important to support the mission of my agency.
10. My coworkers are committed to providing high-quality service.
11. I would recommend my agency to other people as a good place to work.
12. I plan on being employed with my agency two years from now.
13. I receive adequate feedback on my work.
14. I have the opportunity to learn and do new things on my job.

RESPONSES

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

Additional Employee Engagement Survey Questions – 2018

1. Managers/Supervisors are observed engaging with employees where the work is done.
2. I am given the opportunity to identify and solve problems.
3. I am kept well informed about changes in the agency that affect my work group.
4. ADOT is focused on identifying and meeting customer needs.
5. Managers/Supervisors lead by example.
6. I have a good relationship with my direct supervisor.
7. I am often excited by the work that I do.
8. I have seen the agency scorecard and I am aware that it reflects ADOT's most critical priorities.
9. My manager/supervisor has shared ADOT's continuous improvement journey with me and refers to it often.
10. My team conducts regular Huddles at a Huddle Board posted in a high visibility area.
11. My supervisor regularly conducts 1:1 coaching meetings with me involving my behaviors, results, activities, and professional development.

Pop Quiz!

It's time to see just how well you've been paying attention! Below are seven questions that are pretty easy to answer if you read the Leadership Matters column on page 2 and watched the video referenced on page 7. Email your answers to InsideLane@azdot.gov by April 16 to be entered into a drawing for a (small) prize! This month, we actually have 10 small prizes to give away — so your chances of winning are better than ever! We'll reveal the answers and the winner in next month's newsletter. Good luck!!

1. **When does the 2018 Employee Engagement Survey take place?**
2. **What was ADOT's participation rate for last year's survey?**
3. **What was the agency's engagement ratio score for last year's survey?**
4. **Complete this sentence: Connecting AZ – Everyone. Every Day. _____.**
5. **At the start of the video, Jenni Beck talks about the improvements brought about by huddle boards and problem-solving registers. How often did she say her team meets?**
6. **What innovation did Scott Gallagher mention in the video that's helping teams shut down roads quicker during dust storms?**
7. **What was the Continuous Improvement technique showcased in the video and used by Holbrook Maintenance to organize the yard? Multiple choice - A) 3D B) 5S C) 4K D) 501c3**

NOW PLAYING ON A SCREEN NEAR YOU



Kim Katchur, ADOT Communications

Video Production Specialist Casey Miller interviews Pamela Marchant in Holbrook.

ADOT employees notice changes for the better around the agency

EVER SINCE ADOT embraced the Arizona Management System, the principles of Continuous Improvement have made their way into every facet of how the agency does business. And people are noticing ...

From customer service representatives in MVD offices all the way to executive leadership, ADOT has been seeking out ways to improve not only work processes, but also the work environment.

“The whole process of Continuous Improvement,” said Holbrook Equipment Parts Supervisor Pamela Merchant, “it’s a lot of work but it feels good. It’s more organized, more efficient, cleaner, neater. I think it’s safer for everybody. It’s a better place to work.”

Investments in YOU



ADOT’s Strategic Plan calls for an environment that allows every employee to give their best every day. ADOT is committed to investing in you with:

COMPENSATION STRATEGIES

- **Spot Incentives** – rewarding outstanding achievements in enhanced productivity, cost savings and efficiency
- **Meritorious Service Leave** – providing paid time off for exemplary performance
- **Merit-Based Incentive Compensation** (tied to MAP scores) – rewarding overall performance
- **Tuition Reimbursement Program** – helping you further your education
- **Special Salary Adjustments** – money generated through various savings and efficiency measures this fiscal year

\$201,200 FY 18
Spot Incentives

1088 hrs/108 employees FY 18
Meritorious Service Leave

\$27,195.65 FY 18
Tuition Reimbursement Program

\$2,928,009.04 FY 17
Merit-Based Incentive Compensation

\$1,000,000.00 FY 18
300 Employees Received Salary Adjustments

TECHNOLOGY UPGRADES

- **PC Refresh** – replacing aging and obsolete PC hardware for increased productivity and efficiency

As ADOT has continued on its AMS journey, it has provided everyone a platform to speak up and offer suggestions for how to make ADOT a great place to work.

“We feel like leadership now sees what we do on a day-to-day basis,” said Willcox Highway Operations Technician Scott Gallagher.

To hear what people from across the agency are saying about ADOT’s AMS journey, check out the feature video in the [What You Need to Know album on ADOTNet](#).

~ Dani Weber, Senior Communications Specialist

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.

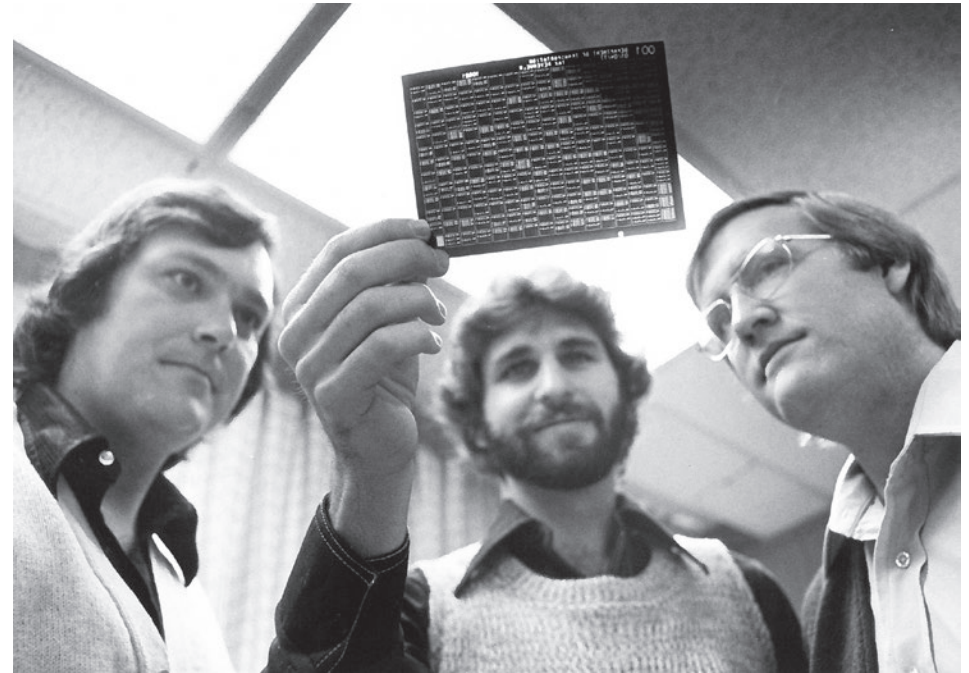
WHILE Continuous Improvement gives ADOT workers of today the tools to solve problems and standardize solutions, newsletters of the past show that employee suggestions were cutting waste and saving money back when most probably didn't even know how to pronounce the word "kaizen."

Here's a sample of some employee-suggested solutions from the 1970s and 1980s...

- In 1971, five men of the District 1 Lab received high praise from Director Justin Herman for their initiative to save more than \$500,000 on construction projects during the previous year. According to the **January 1971** issue of Drumbats, the lab team "initiated and developed procedures whereby materials design and pit data for highway improvement projects are subject to new techniques of study and laboratory scrutiny. Not only has the team's work saved the impressive total during 1970, but it is estimated benefits in the coming year will climb past \$1 million."
- In 1977, ADOT was finding a better way to monitor permits for 12,000 billboards on state highways in Arizona through a more efficient use of manpower and computers. According to the **April 1977** issue of Newsbeat, a savings of \$15,000 was expected after the Administrative Services Division developed a new

program that "uses a single multi-purpose document for permit application, updating and certification. The system is computer-supported and operated by one person."

- Back in **February 1988**, an issue of Newsbeat tells us that a District 1 maintenance foreman made a suggestion saving ADOT nearly \$100,000 annually. "Edward (Buck) Greene, foreman for the Avondale maintenance ORG, suggested installing (hand-cranked) gates in front of two large irrigation box culverts that cross under I-10 near 91st Avenue. The gates force water into a more sluggish third box culvert, flushing out several feet of silt."
- An idea from employee Andrea Mate, who had worked closely with MVD's mail room in Tucson, saved lots of money for the agency in **January 1988**. According to Newsbeat, Mate noticed that savings could be realized by presorting first class mail to Arizona destinations by ZIP code. "The Post Office charge for presorted mail is 18 cents per item rather than 22 cents and with MVD mailing out more than 600 pieces of first class mail a day, substantial savings could be realized."
- In 1987, the use of laptop computers was making things more efficient for those employees working on field data collection. "It has helped things tremendously," Tony Gonzales



In April 1977, these employees made "change for the better" by using microfilm, according to Newsbeat. "MVD's Tax Revenue accounting system will be microfilmed to replace 207 pages of computer readouts with one section viewed here by, from left, Gary Gadd, Data Base Manager; Doug Bender, Systems Analyst; and Joe Stansbury, Research and Statistical Analyst in the Management Systems Section."

told Newsbeat in **November 1987**. Previously, field data on roadway geometrics and conditions were handwritten, coded and transferred to computer for storage. "The method of collecting data had not changed in over 40 years," Gonzales said to Newsbeat. "There were three steps where errors

could occur ... the steps were during field data collection; when the field sheets were translated onto code sheets, and when the data was fed into the computer for storage." ■

~ Angela De Welles, Senior Communications Specialist

KAIZEN KORNER

Kaizen is a Japanese word that refers to any improvement responsible for eliminating waste or improving safety and quality. Changes made as the result of a kaizen, even the smallest ones, can often add up to big results. At ADOT, employees from around the state are implementing kaizens. Here's a closer look at one of them...

KAIZEN COUNT

The number of Kaizens submitted by ADOT employees so far in the new fiscal year is

4,246

For a complete breakdown by division, visit the [Office of Continuous Improvement page on ADOTNet](#).

Insurance Recovery Unit heads toward paperless

NOT LONG AGO, it was commonplace to have an entire room with stacks of boxes that were dedicated to holding paper records of important transactions. These days, however, most of that information can be stored on a compact hard drive. When it comes to finding important documents, going paperless saves both time and space, and ADOT's Insurance Recovery Unit has recently started reaping those benefits.

Previously, all of the IRU's demands were sent to the various insurance carriers via the U.S. Postal Service. As with most things that go through snail mail, this process entailed a lot of copy work, paper, and most importantly, time. It was a cumbersome process that cost time and resources, which the IRU would be able to save by switching to electronic invoicing.

Starting in the third quarter of 2016, the IRU began the process of going paperless, which has resulted in a significant improvement in efficiency. While the journey toward being completely paperless is far from complete, they're well on their way.

"Changing to paperless demands has saved me a lot of time," said Insurance Recovery Specialist Rick Foltz. "It saves on paper, it saves wear and tear on the copy machine, and it saves on the cost of mailing."

The savings from this process improvement have been significant. Before changing over to electronic invoicing, Foltz would spend approximately one hour a day copying and printing all necessary file materials for his assignments. By going paperless, the time and resource savings amount to roughly \$6,000 a year.

"We would like to go completely paperless," Foltz said. "When we go that way, we just have to make sure we don't go back. The state's never done this before, so we have to make sure it works." ■

~ Dani Weber, Senior Communications Specialist

WINNER

WINNER!

So ... did you find all 12 differences? We had a great response to last month's EyeThink puzzle. So many of you submitted your answers, but there can only be one winner. Congratulations to Contract Specialist Pat Glasmann, whose name was selected from a random draw of entries! On March 19, Assistant Communications Director for Internal Communications Kathy Boyle, left, awarded Pat with an ADOT cup full of surprises.



Here are the answers:

1. The pants on the guitarist are pink instead of blue.
2. Guitar strings are missing.
3. The wire to the amplifier is not looped.
4. The amplifier is on its side.
5. The man behind the counter is smiling instead of frowning.
6. There are three sheets of paper on the counter instead of four.
7. There are no glasses on the blond guy.
8. Instead, now the glasses are on the orange-haired woman to his left.
9. A man who looks unsure has one hand outstretched instead of two.
10. The boy in the lower right doesn't have sideburns anymore.
11. The boy also has just one stripe on his shirt instead of two.
12. Artist John Walradt's signature is turned around.



eyethink



Work zone safety: Everybody's responsibility

Is work zone safety important to all of us here at ADOT? With more than 1,000 employees who work maintenance and construction projects on highways throughout the state, you bet it is.

Keeping work zones safe for employees and motorists is a year-round focus for us, so I am always glad when National Work Zone Awareness Week rolls around each spring to bring extra attention to the issues we face.



Dallas Hammit

This year, the week is being recognized across the country April 9-13. Here in Arizona, there are some special things planned, including an official proclamation from the governor's office. Governor Doug Ducey will also light the State Capitol dome orange to show support.

You'll hear more about those efforts from ADOT Communications in the coming days, but for now, I want to share just a couple examples of what ADOT has done and what we're working on for the future to make work zones safer.

Right now, there's a study at ADOT underway that's looking at "smart" work zone applications. When finished, the study will give us some standards, specifications and guidelines on how and when to use things like portable speed sensors, moveable roadside digital message signs and other emerging technology. Eventually,

we'd be able to use the technology to give more real-time data to the traveling public about traffic conditions long before they come to a work zone.

While not as technologically advanced as a smart work zone, the use of the [zipper merge](#) on a few of our construction projects has shown some promise. For those not familiar, a zipper merge directs drivers to remain in their lanes until they get very near the start of a lane closure. From there, signs ask drivers to take turns merging. The idea of the zipper merge is to provide a safe environment for drivers to get through construction work zones.

Of course, keeping drivers informed of what to expect on the roads is essential. The more information drivers receive, the better opportunity they have to plan their routes and allocate more time or avoid construction work zones all together. Our resident engineers use the Highway Condition Reporting System to input information about all of our construction projects, including lane restrictions and closures. That information feeds the az511 system that is widely used by the public to obtain traffic details.

Finally, I'd like to encourage you to visit [azdot.gov/workzone](#) for more information, including videos and safety tips. You can also visit ADOT's social media accounts during National Work Zone Awareness Week for even more details. As always, I hope you will share what you learn with your loved ones.

Stay safe! ■

~Dallas Hammit, Deputy Director for Transportation

