

The INSIDE

LANE

A newsletter for employees of the Arizona Department of Transportation

JANUARY 2020

VOLUME 4, ISSUE 6



Safety rocks!

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ADOT

LEADERSHIP MATTERS

WITH THE hustle and bustle of the holidays upon us, I would like to extend my wishes to you and your families to have a safe and happy holiday season!

As the year comes to a close, I hope you take time to reflect on what you and your colleagues have accomplished so far this year. I have said it before that each one of us, individually and as a team, plays an important role in meeting our mission, “Connecting Arizona. Everyone. Everywhere. Every Day.” No one can enjoy our great state without a reliable transportation system. You make it happen, each and every day, by the work you perform, whether it is designing a new bridge, reinstating a driver license, repairing guardrail, removing snow or clearing a crash scene so that travelers can get safely home ... the list goes on. I am indeed humbled and grateful for your dedicated service to the people of Arizona.

I sincerely hope that you and your team leaders are using the 1:1 Coaching sessions to recognize your accomplishments, use problem-solving techniques, provide an avenue for you to share ideas and identify career development goals for yourself. I have found the 1:1 Coaching sessions to be valuable in my journey as a leader and to help mentor others.

I would be remiss if I didn't take this opportunity to recognize five employees who were here in 1974 when the legislature formed ADOT. Thank you **LeRoy Brady, Ed Green, Jim Hampshire, Glenn Mara** and **Tami Wollaston**. That is 45 years and more of dedicated service!

Keeping with the theme of ADOT history, I am sharing a photo of me, circa 1992, at a salvage yard. There is a story behind the photo ... but that is for another column.

Safely Home!



Director John Halikowski

The INSIDE LANE

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45 years and counting ...

THIS ISSUE concludes our special coverage of ADOT's 45-year anniversary. We hope you have enjoyed taking the trip down memory lane — especially with employee memories — and reading about the evolution of change we have weathered as an agency, including equipment, technology, communication and so on. The credit goes to you, our employees, who make ADOT the best agency it can be. In case you missed reading any previous issues or articles, you can find them in the [Look Back](#) section on ADOTNet.



I wish to thank **Lori Baker, Angela De Welles** and **Dani Weber** for their exceptional work on the anniversary coverage. They represent the very accomplished storytellers in ADOT Communications.

Please continue sending us story ideas, InsideLane@azdot.gov. This newsletter is your newsletter so we want to hear from you.

Here's to you, ADOT for another 45 years and counting!

~Kathy Boyle, Assistant Communications Director for Internal Communications

Youth artists show how to rock safety



Right of Way Project Management Manager **Richard Erickson's** grandchildren, **Hollie** and **Wyatt Allen**, have safety messages in the 2020 calendar. Their artwork also was featured in the 2019 calendar.

Hollie, 11, created artwork with the message, "Safety is cool. Rock that hardhat." She explained that she picked hardhats because "helmets are very important so you can keep your brain safe."

Wyatt, 6, shared a drawing of a bee with "Bee safe. Wear your safety goggles." He said he featured goggles because "they are fun to draw."

This year's celebration was sponsored by OneAZ Credit Union, Mrs. White's Golden Rule Café, Peter Piper Pizza, Chicago Hamburger Company, Sweet Tomatoes, CorVel, Trench Shore Rentals and E&S Orthodontics.

See more photos of the event in the [2020 Safety Calendar Gallery](#) on ADOT's Flickr album. 📷

~ Lori Baker, Senior Communications Specialist



On the Cover: ADOT employees' children and grandchildren whose artwork was chosen for the 2020 Safety Calendar were honored during festivities on Dec. 5.

Photos: Joe Larger, ADOT Communications

WHEN 10-YEAR-OLD Jiya Hiren Shah's dad brings home his yellow hardhat, it reminds her how he protects himself at ADOT construction sites so he can come safely home.

His hardhat inspired her to create artwork to enter in ADOT's annual Safety Calendar Contest. Her drawing of a yellow hardhat with a crab, bird and tools shared this message: "The safest place to be is under your hardhat."

Jiya's parents, **Rashmi**, a business process analyst, and **Hiren**, Roadway Design team supervisor, are proud that her artwork is featured on the cover of the 2020 Safety Calendar.

She was among 74 children related to ADOT employees who entered the calendar artwork contest with the theme, "Safety Rocks." The calendar is being distributed to about 3,600 ADOT employees in December.

Jiya and 13 other winners were honored at a special celebration on Dec. 5 that included

lunch, visits from ADOT mascots Safety Sam and Highway Hound, photo booths, and goodie bags. Administrative Services Division Administrator **Sonya Herrera** and Safety Administrator **Bob Stolz** presented awards to the children, and Public Information Officer **Doug Nintzel** was master of ceremony.

Melissa Walker, customer service lead for the MVD Tucson Call Center, said ADOT's safety messages resonate with children, especially those whose relatives work at ADOT.

Her daughter, **Brooklyn**, 7, shared, "Don't text and drive. It can ruin lives," in her artwork.

"Brooklyn loves to draw, and the contest was a nice way to share her gift. So many individuals, not just the young people, are texting and driving. It endangers the lives of so many. Stay alert. Things happen in a matter of seconds," Walker said.



Karthik Vadlamani, 7, decided to focus his artwork on, "Litter free roads prevent driving hazards."

"Karthik actively participates in National Park Service and the state park junior ranger program. He tries to pick up litter and dispose of it properly when he finds it in parks or in our neighborhood when he bikes," his mother, Safety Analysis Program Manager **Saroja Devarakonda**, said.

Nine-year-old **Lara Mathew** chose dust storm safety for her drawing.

"Dust storms are a unique part of life here in the desert and they should be taken seriously," she added.

Her mom, Project Management Group Transportation Manager **Velvet Mathew**, said, "The calendar is a fun way to remind employees about safety, and it also gets our children and relatives involved in the safety message as well."

KAIZEN KORNER

KAIZEN 2020 CHALLENGE

Here's what you need to know: ADOT is aligning kaizens to the agency's long-term strategies. The goal is to have 7,200 Kaizens by June 30, 2020 with 100% participation by all employees. The goal is to have 50% of the kaizens align with the long-term strategies as identified in ADOT's Strategic Plan. Through March 31, the focus is on **building a culture of highly engaged employees.**

KAIZEN COUNT

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

2,794

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

Open channels between Emergency Management, Communications helps traveling public, ADOT workers get safely home



COMMUNICATION is key. No matter what you're doing, communication — good or bad — makes a big difference. Ever since ADOT Emergency Management and Communications teams decided to bolster their communication, there's been a noticeable difference for the better.

When ADOT's Emergency Management and Communications teams first came together to better their communication channels, there was no standard work to guide them. They had to devise and standardize processes all on their own, and to do so, they had to learn and understand each other's jobs better — also known as Total Systems Thinking.

Now, public information officers (PIOs) from Communications are invited to all preplanning meetings. Emergency Management staff in the field also proactively reach out to Communications when they see something PIOs working in the Traffic Operations Center (TOC) might want to share with motorists over Twitter or Facebook — like the Woodbury Wildfire along State Route 88. In return, when a PIO at the TOC observes a traffic incident requiring Emergency Management's attention, they share that information.

"We're keeping each other in mind and have a better understanding of our goals and jobs," said PIO **Caroline Carpenter**, who works in the TOC in Phoenix. "The result is that we can better inform the public and media. A picture of a thunderhead can say 'that's a bad storm' a lot more effectively than just telling motorists 'don't go there.'"

By getting effective and accurate information in a timely manner, PIOs are able to share information, photos and videos to the public as an event is happening.



This results in the public having a better understanding of emergency situations. Better communication has also helped with a more cohesive message to the public.

Having open channels of communication is vital to making sure everyone is safe, including both the traveling public and ADOT workers, according to Emergency Manager **Kevin Duby**. Proactive communication is key to that safety.

"We always got along with Communications," Duby said, "but now there's a lot of trust, too. We've built trust and transparency, and at the end of the day, that helps everyone on the road."

"We can all be more aware of what other divisions' goals are," Carpenter said. "That way we can work together not only toward our own goals, but also toward ADOT's." 🇺🇸

~ Dani Weber, Senior Communications Specialist

ROBERT SMITH SAVES TIME, MONEY THROUGH VIRTUAL INSPECTIONS, WINS 2019 INNOVATION AWARD

MUCH LIKE KAIZENS, innovations come in all shapes and sizes. They can address all kinds of needs, from the small and niche to the far reaching. For MVD Authorized Agents Administrator **Robert Smith**, an innovation that seemed small at first, ended up having wide-ranging and unforeseen benefits.

In the summer of 2017, the Motor Vehicle Division's Authorized Third Party program got a request to inspect and approve a location in Colorado City. From Phoenix, that's a six-hour drive. On top of that time investment is the inspection itself, a possible overnight stay at a local hotel and the six-hour drive back.

"If you calculate it," Smith said, "I've lost someone for up to three days."

At that point, Smith and his team devised a process that would allow them to conduct inspections virtually using iPhones, iPads and other video-conferencing technology like WebEx and GoTo Meeting.

"Basically, you Facetime with the customer and have them hold up the phone and walk around while you conduct the inspection," he explained. "It's that simple."

Not only did this change allow easier scheduling and a faster turnaround time, but it also allowed his team to

perform more inspections with much greater time and money savings.

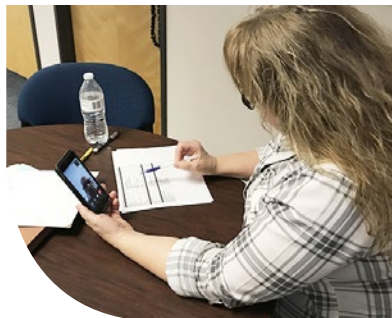
"Initially, we were reluctant to change," he admitted. "A process change could be scary. But we had this need, and sometimes that's just as effective. Sometimes you just have to jump. And if it didn't work, we could always go back to the old way of doing things."

This innovative process change ended up being a great success, but that's not where the benefits stopped. About a year after implementing this new process, Smith was tapped by the Ignition Interlock Program to see if he could spare resources, including authorized agents, to help them meet the demand for on-site inspections. When he shared his team's innovative process, it was a game-changer for the Ignition Interlock Program.

Thanks to Total Systems Thinking, both programs now see significant travel and labor savings. Not only is video conferencing a direct replacement for many in-person inspections, but

there is practically no cost for people to participate in a virtual meeting.

Since adopting this innovative process, the Ignition Interlock Program has supervised the opening of approximately 75 service centers throughout the state



Dani Weber, Internal Communications

Authorized Third Party Implementation Coordinator **Julie Forney** can use a checklist and her phone to conduct virtual inspections of MVD Third Party locations.



Joe Larger, ADOT Communications

MVD Authorized Agents Administrator **Robert Smith** (middle) received the 2019 Innovation Award. He's pictured with MVD Deputy Director **Chad Campbell** (left) and Director **John Halikowski**.

since July 1. By using video technology instead of in-person visits, they decreased the average processing time from 24 to 8 days. At the same time, they estimate even more savings:

- 120 hours in staff time
- 4,500 miles on state vehicles
- 10-15 hotel room stays and various other travel expenses

With so many different kinds of savings adding up, it's easy to see how Smith was recognized in August with the 2019 Innovation Award. Despite his surprise, Smith is happy to see this process get so much positive attention and reinforcement. Embracing Arizona Management System and Continuous Improvement tools and principles have been daunting but ultimately rewarding.

"First and foremost, don't underestimate any change in process," Smith said of using AMS tools. "Even if it seems simple, it can spill into other areas. It all adds up." ■

~ Dani Weber, Senior Communications Specialist

New and improved MVD system launching in January

IT'S ALMOST HERE. Our new MVD systems are just about ready. The launch is scheduled for Jan. 20.

To put it in highway terms, we're going from a 1970s era, two-lane road with some giant potholes to an eight-lane divided highway and all the modern technology associated with it.

Think of the highway as the Motor Vehicle Modernization (MVM) project.

In one direction there's MAX. That's an internal term we've been using to describe the features of the new system that will be available to the MVD teams and our stakeholders to better help them to meet customer needs.

Going the other direction is AZ MVD Now (azmvdnow.az.gov). This is the customer side of the highway, AZ MVD Now is account-based, and it allows customers (this includes you) to conduct more MVD business on their own, without going to an office. This coincides with our vision of getting customers out of the line and safely on the road.

It's been a massive undertaking over five years, not only for 800-plus MVD employees but dozens more ADOT staff in several business units, including

Financial Management Services, Information Technology, Communications, Enforcement and Compliance, and Equipment Services. In addition, there are 60 to 80 contract workers involved in the project. Everyone has been extremely dedicated and enthusiastic, and we couldn't ask for a better team.

Originally, we planned to open our "highway" in segments as the project progressed, we concluded that wouldn't be efficient or cost effective, so we're going all in from the first day. We've waited many years for this and are very excited, while realizing there will be surprises as we speed ahead.

We ask for your understanding and patience as we take to the road. There could be some slowdowns in service and possible barriers to work through during the first few weeks as everyone adjusts to the new systems. Please share the news with your family and friends about our exciting new MVD system!

Thank you again for your support throughout. ■

~ Motor Vehicle Division team

POSTPONED
MVD NOW

Thank you for your feedback

THE INSIDE LANE team appreciates the valuable feedback provided by ADOT employees responding to our survey about how we can make the newsletter a "must read" in the agency.

This survey was sent to employees who did not open The Inside Lane email for the August 2019 issue.

As our important internal customers, their input is helping us develop countermeasures to increase readership of The Inside Lane and continue our efforts to build a culture of highly engaged employees.

We are always looking for great story ideas. Please send your suggestions to InsideLane@azdot.gov. ■



If you have an AMS moment or breakthrough to share, please send the information to InsideLane@azdot.gov and provide a photo.

AMS SPOTLIGHT BY DIRECTOR JOHN HALIKOWSKI

CONGRATULATIONS to Sarah Fitzgerald, Aubree Perry, Kara Sullivan and Patrycja Kozaczka for your efforts in reducing the time that E-Grants was shut down for processing reimbursement requests from 10 weeks to two weeks. It has been a total "One ADOT" effort from teams at Financial Management Services (FMS), Multimodal Planning Division (MPD) and Transit. This accomplishment took considerable time and effort over several years. So, how did the teams succeed and what wastes did they address?

It took a comprehensive reconciliation effort within Arizona Financial Information System (AFIS) to determine accurate balances in transit grants and then award subrecipients in the E-Grants system. Then general accounting encumbrances (GAEs) could be generated to reimburse our customers for costs associated with local transit grants. As Transit Program Manager Sarah Fitzgerald would say, "you need to have accurate information in the system in the first place to avoid overprocessing and have a seamless process to operate in."

This reconciliation effort did not happen overnight. The FMS and MPD teams went back several years of billing to know where the problems were located to develop clean financial records going forward. A conversion to AFIS from the previous Advantage program also played a role in identifying kinks in the system.

Once the teams determined they had clean financial records to work with, they began developing standard work to know what to load to generate the GAEs in AFIS. The teams began meeting last fall and worked diligently until they could see the results firsthand when the time it took to process GAEs and reimburse customers was reduced, thereby eliminating wastes in motion, waiting, overprocessing and unutilized talent. Coordination of schedules between FMS and Transit to account for the time necessary for each approval process ensured the shutdown of E-Grants went as smoothly as possible to minimize the downtime. In addition, the comprehensive reconciliation will save time and money in several other areas, not just customer reimbursement. It has reduced the amount of time it takes in the re-awarding of unutilized funds, sped up the process for procuring capital items on behalf of our subrecipients, and ensured ADOT is getting the federal funds out the door to our subrecipients, who utilize the funds to run transit services across the state.

By having accurate information at the beginning and standard work to follow, it ensures we are bringing value to our customers we serve and maximizing resources at ADOT, two of our long-term strategies at work.

#ADOTLeads learning journey reaches milestone achievement

THE FIRST 17 participants of the [#ADOTLeads Leading Others Supervisor Series](#) were honored on Dec. 5 for achieving a significant milestone in their leadership learning journey that goes far beyond the classroom.

“You worked hard, applied what you learned. You are a trailblazer that has set the bar high for other supervisors to follow,” Director **John Halikowski** wrote in an email congratulating the #ADOTLeads cohorts.

Several #ADOTLeads participants shared how the program has helped them.

Alen Alagic, Equipment Services training department supervisor, Administrative Services Division

I'm trying to have the employees more engaged, start meetings with celebrating successes and getting to know the employees better so I can figure out how to motivate and develop them.

Adam Carreon, operational traffic and safety engineer, Transportation Systems Management and Operations Division

With all the different strengths from people in the group, I gained a lot of insight from many different perspectives. I also gained confidence and motivation to be a better manager.

Gabriel Demarbiex, contractor and field compliance manager, Employee Business and Development/Business Engagement and Compliance Office

Thanks to the #ADOTLeads program, I have learned how important it is to continuously



Lori Baker, ADOT Communications

The first #ADOTLeads cohorts were honored at a milestone achievement celebration. First Row: **Marissa Eskridge, Crispina Mata**, Leadership and Professional Development Manager **Jenni Hesselbein, Adam Carreon** and **Robert Guerrero**. Second Row: Employee and Business Development Administrator **Vivien Lattibeaudiere, Alan Holcomb, Gabriel Demarbiex, Helene Sparaga, Deanna Seehoffer, Kathleen Heath** and Deputy Director of Operations **Kismet Weiss**. Third Row: **Mathew Bailey**, Deputy Director/Chief Operating Officer **Scott Omer, Jonee' Rideaux, Alen Alagic** and **Steve Roy**. Not Pictured: **John Murillo, Elizabeth Maytorena, Jose Alarcon** and **Linda Ritter**.

recognize employee contributions and provide career development opportunities to help the agency achieve its long-term goals: maximize resources, build a culture of highly engaged employees, deliver value to our customers and promote transportation safety.

Marissa Eskridge, technology and federal reporting officer, Business Engagement and Compliance Office

It has been a fun program. It is much more of an experiential- and development-oriented program where I can see continuity after I take the courses to a literal application for my job.

Kathleen Heath, financial systems administrator, Financial Management Services

I am so pleased to learn more about the learning and development vision for ADOT! I want to thank everyone involved in the #ADOTLeads program for all that you do.

Linda Ritter, Partnering Office partnering facilitator, Infrastructure Delivery and Operations Division

I have been able to directly use knowledge and tools gained through the program to assist in guiding teams toward a committed culture of good relationships and continuous improvement.

Deanna Seehoffer, First Year Experience Program manager, Office of Continuous Improvement

The lesson that resonates the most with me was treating everyone as individuals and not extensions of yourself. In my current role, since I no longer supervise staff, I am using these skills to better communicate the First Year Experience Program message to those attending my workshops and participating in the program.

Helene Sparaga, Fuel Tax Refunds supervisor, Financial Management Services Division

What an excellent training tool for all incoming supervisors and managers. I am realizing about the positive aspects of AMS and, more importantly, how to share that mindset with my employees and keeping the unit working together cohesively. ■

~ Lori Baker, Senior Communications Specialist

Register for next #ADOTLeads series

The next #ADOTLeads Leading Others Supervisor Series begins in January. To register, go to [#ADOTLeads](#) on ADOTNet and scroll down and click the Leading Others Series. For more information, contact Leadership and Professional Development Manager **Jenni Hesselbein** at JHesselbein@azdot.gov. #ADOTLeads is part of the agency's overall [Employee Learning and Development Plan](#).

How well do you know ADOT?

Test your historic knowledge about the Arizona Department of Transportation by answering these questions.

Email your answers to InsideLane@azdot.gov by Jan. 17.

1. Which Arizona governor appointed John Halikowski as ADOT director?
 - a. Jan Brewer
 - b. Janet Napolitano
 - c. Doug Ducey
 - d. Fife Symington
2. Which year did the Federal Highway Administration approve the Loop 202 South Mountain Freeway building alternative, enabling the project to move forward?
 - a. 2010
 - b. 2012
 - c. 2015
 - d. 2009
3. Which animal was tagged and relocated by biologists from the path of the Loop 202 South Mountain Freeway?
 - a. Gila monster
 - b. chuckwalla
 - c. horned toad
 - d. desert iguana
4. Which freeway provided better access to Glendale's sports and entertainment complex?
 - a. Loop 303
 - b. Interstate 10
 - c. Loop 101
 - d. Loop 303
5. Which Congressman was the Loop 202 South Mountain Freeway named after?
 - a. Greg Stanton
 - b. Ed Pastor
 - c. Andy Biggs
 - d. Jeff Flake
6. Which artist had his paintings featured in 70 Arizona Highways magazines?
 - a. Robert McCall
 - b. Bil Keane
 - c. Ted DeGrazia
 - d. Frank Lloyd Wright
7. When Arizona's first license plates were issued in 1914, which colors were the letters?
 - a. red and white
 - b. black and orange
 - c. copper and blue
 - d. blue and white
8. Where was Arizona's first freeway interchange?
 - a. Interstate 17 and Van Buren Street
 - b. Black Canyon Freeway and McDowell Road
 - c. Grand Avenue and Black Canyon Freeway
 - d. US 191 and Interstate 40
9. Before the Enforcement and Compliance Division was created in 2010, which ADOT division handled enforcement and compliance activities?
 - a. Multimodal Planning
 - b. Transportation System Management and Operations
 - c. Infrastructure Delivery and Operations
 - d. Motor Vehicle
10. Which movie was filmed along Loop 303?
 - a. "Transformers: The Last Knight"
 - b. "Kingdom"
 - c. "Grapes of Wrath"
 - d. "Forrest Gump"



Dec. 21 community event canceled

The Dec. 21 community event for the completion of the Loop 202 South Mountain Freeway has been canceled in order to focus on getting the mainline freeway open before the end of the year, in partnership with the corridor developer.

MAKE 2020 THE YEAR FOR SAFE DRIVING



Dallas Hammit

THE START OF a new year is when many people create goals and set intentions, which is why now is a great time for everyone to reflect on their driving habits and resolve to make safety a focus in 2020.

Of course, I'm not implying that everyone reading this is an unsafe driver — I'm just saying there's always room for improvement when it comes to road safety.

Not sure what you can do to be a better driver in 2020? Here are just a few suggestions:

- Don't speed and don't drive aggressively.
- Never drive [impaired](#).
- Avoid [distractions](#) when you're behind the wheel.
- Buckle up and make sure your passengers are wearing their [seat belts](#) too.
- [Move Over](#).
- Expect the unexpected in [work zones](#).
- Know what to do when you encounter dangerous conditions like, [snow](#) and [dust storms](#).

I also want to encourage you to sign our **Driving Safety Home pledge** ([see page 10](#)). It's a great way to kick off the New Year. [Print it](#), sign it and post it where you'll see it every day.

By taking the pledge, you agree to make safety a priority and set a positive example for others — it is a step that demonstrates your individual commitment to being a safer driver. Ultimately, you're making a promise to yourself, your friends, your family and everyone you share the road with.

If you need more safe-driving tips to take you into the New Year, there are many resources from ADOT. You can visit ADOT's Travel Information site at [az511.gov](#) or call 511 to get the latest highway conditions before you get on the road. You can also download the [AZ511 app](#) and the [ADOT Alerts app](#) — both are free and inform you on traffic conditions before you get on the road. As always, please share this information with your family and loved ones — encourage them to take the pledge too.

Finally, I'd like to wish you and your family a safe and happy New Year! ■

~ Dallas Hammit, Deputy Director for Transportation





Driving Safety Home

Pledge

I pledge to set a positive example by making safety my priority every time I travel and modeling the safe behaviors I want others to follow. I encourage my family, friends, coworkers and others to do the same.

I AM >>



ALERT I drive sober and well rested. I know alcohol and other drugs, medication and fatigue impair my abilities and make me a danger to myself and others.



CONSCIENTIOUS I wear my seat belt and ensure all of my passengers are properly restrained. I wear a helmet when riding a bicycle or motorcycle and encourage others to do the same.



CONSIDERATE I operate my vehicle at a safe and prudent speed, avoid aggressive behaviors, and always watch out for other road users, including cyclists and pedestrians.



FOCUSED I avoid distractions that divert my attention from driving, cycling or walking safely.



CAUTIOUS I avoid dangerous weather conditions, like dust, snow, ice and heavy rain. I am extra careful in work zones and move over or slow down when driving by vehicles with blinking or flashing lights on the roadside.



SMART Arriving alive is the most important thing for me, my family, my friends and others. I strive to maximize my own safety and the safety of everyone around me.

Signature

Print your name, Unit name/number and city

Dallas Z Hammit

Dallas Hammit/Deputy Director of Transportation