



**GHSA**<sup>SM</sup>

**Governors Highway Safety Association**  
The States' Voice on Highway Safety

# A Guide for Effectively Partnering with State Highway Safety Offices



# A Guide for Effectively Partnering with State Highway Safety Offices



## INTRODUCTION

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This Guide was first published by the [Governors Highway Safety Association \(GHSA\)](#) in 2004 to help organizations identify how they can partner with State Highway Safety Offices (SHSOs). This latest version builds upon the original by explaining traffic safety planning and programming rules, along with state goal-setting processes, requirements, and methods of achieving these goals, which can involve partnering organizations in a variety of roles. Some partnering efforts require funding, and grants are available for certain activities if warranted. However, many partnering organizations, especially local groups, assist in ways that require no additional funding to improve safety and protect lives, mainly through work to improve behaviors among roadway users.

The term potential partners is used throughout the guide to refer to organizations and agencies that neither currently receive a grant for a traffic safety program nor collaborate with the SHSO. After qualifying for a grant, organizations are partners of the SHSO, often referred to as grant subrecipients under federal rules. Organizations or agencies that do not receive funding, but still collaborate with SHSOs also are known as partners, and extremely important ones at that.

This guide also provides examples of effective partnering activities, both non-funded and funded, to help spur creativity as organizations explore how to help states reduce fatalities and serious injuries resulting from motor vehicle crashes. It is important to note that this guide does not attempt to document all partnering efforts or procedures that occur in each state. Traffic safety planning processes and requirements are governed by federal rules, but precise approaches and activities can differ widely from state to state.

To be effective partners, organizations and agencies need to understand how SHSOs operate, the kinds of funds they administer, and the rules that must be followed to ensure compliance with federal and state regulations. After reviewing this guide, a potential partner will have a good understanding of:

- ▶ *SHSOs, their purpose, and what they do to address highway safety problems;*
- ▶ *The opportunities, benefits, and limitations of working with an SHSO;*
- ▶ *The types of unfunded partnership activities that can be undertaken; and*
- ▶ *The types of grant-based partnership activities that may be available.*

A handy checklist is included at the end of this guide along with additional resources to help your organization partner with SHSOs.

Finally, this guide is intended for use by potential partnering organizations of all kinds, from state and local law enforcement agencies and nonprofits to schools, hospitals, businesses, faith-based organizations, community service groups, the media, and more. The importance of partnering is clear—highway safety problems are often too complex to be resolved by an SHSO alone.

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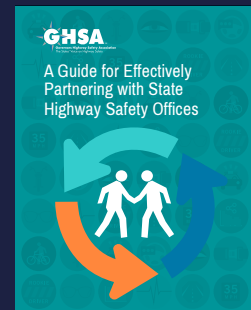
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## HIGHWAY SAFETY TERMINOLOGY & ACRONYMS

The professional highway safety community uses certain safety-related terms that are deemed more accurate than phrases in common usage, along with numerous acronyms. The preferred terms and acronyms included in this guide are listed below to help readers understand their usage by SHSOs and their safety partners.

### Preferred Terms

- ▶ **Countermeasures:** Specific safety programs or activities designed to address a highway safety problem.
- ▶ **Crash:** Preferred over accident when referring to motor vehicle collisions because most crash causes are deemed behavioral, predictable and preventable in nature, not necessarily “accidental.”
- ▶ **Grant Recipients/Subrecipients:** The preferred terms (instead of grantees or subgrantees) for organizations receiving grants for specific program services, under federal highway safety program rules. SHSOs typically are the primary federal grant recipients, and their partnering implementation or service organizations most often are known as grant subrecipients.
- ▶ **Impaired Driving:** Preferred over drunk driving because the term includes anyone who is driving while drunk, drugged, distracted or drowsy, all of which negatively impact driving performance and create similar risks on the road.
- ▶ **Potential Partners:** Organizations and agencies neither currently receiving a grant nor in an unfunded partnership role with an SHSO.
- ▶ **Seat Belt:** Often used interchangeably with safety belt in some states to describe occupant restraint systems, activities and laws.

### Acronyms

AR	Annual Report	IRS	Internal Revenue Service
CDC	Centers for Disease Control and Prevention	NHTSA	National Highway Traffic Safety Administration
DOT	Department of Transportation	NOYS	National Organizations for Youth Safety
EMS	Emergency Medical Services	PI&E	Public Information and Education
FARS	Fatality Analysis Reporting System	PSA	Public Service Announcement
FCCLA	Family, Career and Community Leaders of America	SADD	Students Against Destructive Decisions
FHWA	Federal Highway Administration	SHSO	State Highway Safety Office
GHSA	Governors Highway Safety Association	SHSP	Strategic Highway Safety Plan
GR	Governor’s Representative (or Governor’s Highway Safety Representative)	TRB	Transportation Research Board
HSP	Highway Safety Plan	USDOT	U.S. Department of Transportation

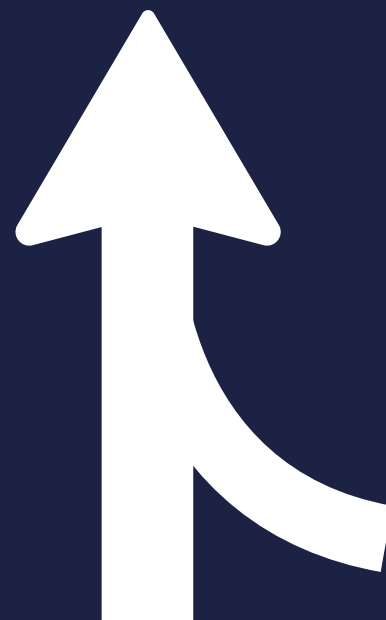
# SECTION 01

## THE NEED FOR HIGHWAY SAFETY PARTNERING & THE FEDERAL APPROACH

Why Partner?

The History of the Federal Program

Federal Oversight



### WHY PARTNER?

In 2016, 37,451 people were killed and millions more were injured in crashes on U.S. roadways. The numbers may seem daunting, but the historical trend actually is promising, as annual fatalities today are down by more than 17,000 since the early 1970s.<sup>1</sup>

This steady decline in fatalities can be traced directly to a comprehensive federal highway safety act that initiated a partnership with the 50 states, the District of Columbia (DC), Indian Nations and U.S. territories. This unity of approach counteracted the nation's serious fatal crash problem through a balance of enforcement, education, engineering, and emergency medical services (EMS), and resulted in a consistent, community-based approach where states are free to coordinate and share resources with partner agencies, organizations and other groups locally.

These public-private highway safety partnerships are critical for reaching key constituencies and reducing serious crashes and fatalities. Annual highway fatalities have declined significantly, but even more telling, the rate of fatalities per 100,000 vehicle miles traveled has declined by nearly 80 percent,<sup>2</sup> even as annual mileage driven by Americans has topped more than 3.2 trillion since the early 1970s.<sup>3</sup>

The growth in traffic and the decline in fatality rates generally reflect vastly improved safety exposure on U.S. roadways in the 21st century. Despite the safety gains, however, key problems (drunk driving, speeding, failure to buckle up) persist while new challenges emerge (mobile phone distraction, drug-impaired driving). Today, the definitive long-term highway safety goal for federal, state and local partners is straightforward: zero fatalities and injuries due to roadway crashes.

Clearly, states are on the right track, but to achieve zero fatalities and injuries, the effort and the partnerships that drive this work must be sustained and new, creative partnerships fostered.

Despite the safety gains, key problems persist while new challenges emerge, such as mobile phone distraction.



## THE HISTORY OF THE FEDERAL PROGRAM

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In 1966, the number of people killed annually in U.S. motor vehicle crashes surpassed 50,000 for the first time, with a fatality rate of 5.5 deaths per 100 million miles of travel. Without concerted action, traffic safety experts at the time warned that the death toll on roadways could increase to 100,000 within a decade.

The U.S. Congress enacted the Highway Safety Act of 1966 to address this staggering death toll, although annual fatalities continued to rise until reaching an all-time high of 55,000 by the early 1970s. Once the Highway Safety Act had been in place for several years and improved safety activities gained traction, the crash and fatality numbers began to decline slowly and steadily, despite the subsequent growth in population, vehicles on the road, and vehicle miles traveled.

Through its creative partnership approach to solving highway safety problems, the Highway Safety Act established the federal highway safety grant program, the federal oversight function, and the program guidelines all states needed to meet. It also formalized that governors would be responsible for administering the program and that Puerto Rico (PR), the Indian Nations under the stewardship of the U.S. Bureau of Indian Affairs, and four U.S. territories would also receive federal funds. All are considered “states” under the law and in this guide.

Congress provided funding for every state under [Section 402](#) of the program, and later added the [Section 405](#) National Priority Safety Program, commonly referred to as incentive grants, to provide resources for specific problems such as occupant protection, impaired and distracted driving, pedestrian and bicyclist safety, and teen driver safety.

**Motor vehicle fatalities reached an all-time high of 55,000 in the early 1970s.**

## FEDERAL OVERSIGHT

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The Highway Safety Act established the [National Highway Traffic Safety Administration](#) (NHTSA), within the U.S. Department of Transportation, to oversee the national highway safety program. States were given responsibility for meeting the program requirements and coordinating state and local highway safety efforts. In effect, the 1966 Act put the federal government in a leadership position on highway safety, but it kept the states in charge of program implementation. This state-federal model has been adjusted over the years, but the fundamental partnership continues today.

NHTSA provides ongoing federal support for the states and their community programs through planning coordination; demonstration programs; program evaluation; technical assistance; and development of safety products, materials and information. NHTSA also establishes national highway safety program priorities, most of which focus on improving driving behaviors. Currently, these priorities address:



- ▶ **Occupant protection**—seat belts, child safety seats, airbags and other vehicle safety equipment
- ▶ **Impaired driving**—driving while drunk, drugged, distracted, or drowsy
- ▶ **Distracted driving**—the use of mobile and electronic devices while driving and other distractions as well as inattentive driving of any kind
- ▶ **Police traffic services**—high-visibility enforcement efforts and training for officers
- ▶ **Motorcyclist safety**—proper driving instruction and riding gear for safety and visibility
- ▶ **Non-Motorized safety**—bicyclist and pedestrian safety along roadways, including high-visibility enforcement and pedestrian and bicyclist safety training for all ages and roadway users
- ▶ **Speed control**—speed limit enforcement, and appropriate speed and vehicle control in congested highway conditions or during weather events
- ▶ **Roadway safety**—analysis and engineering to prioritize upgrades to unsafe routes
- ▶ **Emergency medical services**—faster, more effective emergency response to a crash
- ▶ **Traffic records**—comprehensive collection, sharing, and analysis of crash and other data
- ▶ **Older roadway users**—senior driver, pedestrian and bicyclist safety, including enforcement techniques along with safety training and education specifically for adults 65 and older
- ▶ **Young drivers**—graduated driver licensing laws, improved driver education for teens and peer-to-peer education programs

1. National Center for Statistics & Analysis. (Oct. 2017). Traffic Safety Facts, Research Note, 2016 Fatal Motor Vehicle Crashes: Overview [DOT HS 812 456]. Washington, DC: National Highway Traffic Safety Administration.

2. Ibid.

3. Federal Highway Administration. (Feb. 2017). 3.2 Trillion Miles Driven On U.S. Roads In 2016, New Federal Data Show Drivers Set Historic New Record [Press Release]. Washington, DC: U.S. Department of Transportation.



## SECTION 02

# THE ROLES & RESPONSIBILITIES OF THE STATE HIGHWAY SAFETY OFFICE

Who Is In Charge?

The Work of the State Highway Safety Office

The Safety Planning Process



### WHO IS IN CHARGE?

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The Highway Safety Act requires that every state designate a Governor's Representative (GR) for highway safety. In many states, the GR is the head of the agency or department that houses the SHSO, often a department of transportation or public safety, or a state driver licensing bureau.

In many cases, the GR delegates the day-to-day operation of the highway safety program to a State Coordinator (Coordinator). The Coordinator may be a bureau chief or division director—someone who reports to the agency or department head, and coordinates with the GR, who provides oversight.

#### The GR and Coordinator responsibilities can include:

- ▶ Data gathering to identify and analyze state highway safety problems;
- ▶ Establishment of state safety performance goals and objectives;
- ▶ Selection of countermeasures (planned activities that help counteract and eliminate safety problems) to meet the state's safety goals;
- ▶ State highway safety planning and grant document preparation;
- ▶ Contract development and oversight;
- ▶ Implementation and evaluation of state and federal highway safety programs;
- ▶ Highway safety training and oversight; and
- ▶ Community assistance to develop and implement highway safety programs.

### In addition, the GR or Coordinator may act as:

- ▶ The traffic safety liaison to the governor's staff, national organizations or state legislative committees;
- ▶ A state coordinator on highway safety issues, often involving other state agencies or local chapters of other partnering groups such as law enforcement, national safety advocates such as [Mothers Against Drunk Driving \(MADD\)](#), [Students Against Destructive Decisions \(SADD\)](#), the National [SAFE KIDS Campaign](#), and [AAA Clubs](#), to name a few;
- ▶ A member of state or local groups such as impaired driving coalitions or injury prevention task forces;
- ▶ The representative of the governor at press conferences or meetings; and
- ▶ An advisor to state agencies tasked with improving the collection and analysis of crash data and enhancing the State's highway safety information system.

Each SHSO is staffed with a small number of employees, averaging fewer than ten per state, but the number can vary. Limited staffing means an SHSO alone cannot do everything or work with every potential partner. The state must set priorities to decide which issues or projects to address. Partnering relationships often help SHSOs fill staffing gaps and provide for volunteer or other private networks to staff and implement specific safety program needs.

## THE WORK OF THE STATE HIGHWAY SAFETY OFFICE

Under the Highway Safety Act, each SHSO is responsible for identifying and addressing behavior-related traffic safety problems in their respective states, using available federal or state safety grants and other resources. SHSOs must plan their activities carefully, using evidence-based, data-driven approaches, known as countermeasures, to improve safety.

Each SHSO receives federal highway safety grant funds by formula. Program implementation is conducted either by SHSO staff, or through partnerships with other state or local agencies and nonprofit organizations. Before a state can use [Section 402 or 405](#) grant funds, it must establish a state highway safety program that properly addresses the 12 national highway safety priority program areas. Within these programs, each state must establish an annual federally approved [Highway Safety Plan \(HSP\)](#) that sets evidence-based performance goals and objectives, and outlines planned implementation and evaluation of program activities to improve safety. This traffic safety

**Before a State can use Section 402 or 405 grant funds, it must establish a state highway safety program that properly addresses the 12 national highway safety priority program areas.**

road map also details how all federal grant funds will be spent to address behavioral traffic safety problems and serves as the state's application for Section 405 grant funding.

## THE SAFETY PLANNING PROCESS

Central to the development of the HSP are problem identification and goal setting. States use a variety of data analysis and program evaluation methodologies to prioritize safety programs, including:

- ▶ *Systems to rank safety priorities or problems, including identification of cities or counties exhibiting severe problems;*
- ▶ *Priority or problem ranking conducted by safety or data experts, often associated with local universities, to help rank priorities or problems; and*
- ▶ *SHSO staff analysis and prioritization of crash and other data such as citations, vehicle miles traveled, and population, along with review of past trends to project future results.*

Following this process, the SHSO sets short- and long-term goals within federal and state traffic safety priority areas, which are detailed in the plan. The HSP also includes at least one performance measure and data-driven performance target for each program area, which the state uses to track progress from baseline toward meeting the target.

States are encouraged to involve constituency groups in the highway safety planning process. Constituency groups can be local governments, other state agencies, nonprofit organizations, community groups or programs, state or local chapters of national organizations, and even members of the public. Nearly every state works with organizations and agencies outside the SHSO, although the involvement of constituency groups can vary considerably. An SHSO can contact past partners among constituency groups, or they can recruit additional partners. A constituency group may be:

- ▶ *Solicited to submit highway safety project proposals;*
- ▶ *Tapped to serve on panels or committees to help evaluate project proposals;*
- ▶ *Asked to be involved in the planning process; and/or*
- ▶ *Invited to participate in outreach meetings to help formulate and/or review safety plans.*

**Partner constituency groups can be local governments, other state agencies, nonprofit organizations, community groups or programs, state or local chapters of national organizations, and even members of the public.**

# SECTION 03

# PARTNERING WITH THE STATE HIGHWAY SAFETY OFFICE

## The Mutual Benefits

Developing a Relationship with an SHSO

Caveats for Prospective Partners

Non-Funded Partnerships with an SHSO

Information & Education Programs

Law Enforcement

Educating Decision Makers

Local Highway Safety Programs

Partnering with Schools

Prosecutorial/Judicial Outreach & Education Programs



## THE MUTUAL BENEFITS

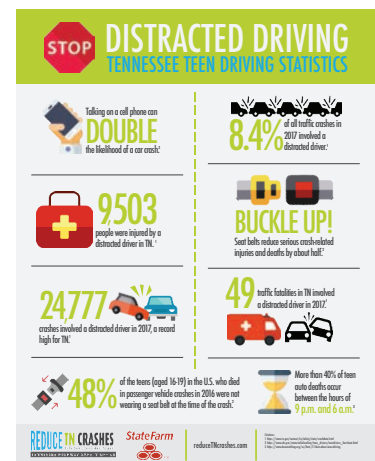
By definition, partners work together to accomplish mutual goals. Partnerships work best when organizations and agencies share their strengths, experiences and resources to deliver specific programs. Each partner can assist in many ways and ideally, each side takes away something valuable.

The list of shared assets and resources can be considerable, and these allow the partners to work together effectively on highway safety problems. For example, a state agency may turn to another agency or nonprofit organization when it needs help with additional staffing, specific technical skills such as communications assistance, or a more localized and comprehensive outreach approach. In turn, the partnering organization may receive training, knowledge, experience, technical assistance, and other resources from the state agency that help ensure mutual success. The end game is to join forces to achieve shared safety goals.

**Community organizations, businesses and agencies can benefit from a partnership with an SHSO in many ways such as:**

**Resources and Training.** The SHSO can provide resources, including training, educational materials such as brochures, posters, videos, and other support to help a partnering organization address specific highway safety issues. The SHSO also can provide operational training and equipment to help a partnering organization develop staff skills and equip facilities to be successful.

The Tennessee Highway Safety Office provides posters addressing distracted teen driving.



**Technical Assistance.** The SHSO has skilled and experienced highway safety experts that can provide technical assistance and guidance to partners on a range of issues.

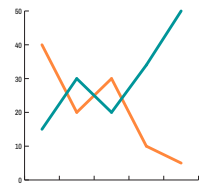
**Pre-Proposal Assistance.** In many states, the SHSO organizes pre-application and application conferences and direct assistance to help organizations draft effective grant proposals.

**Management Support.** When grants are involved, SHSO staff can assist partners with managing grants by ensuring that proper accounting systems are in place and informing the partnering organization of eligible expenditures or potential improvements.

**Conferences.** States can conduct public conferences on highway safety issues, which may include sessions addressing partnership opportunities.

**Crash Data.** The SHSO can share crash data and other databases that can help potential partners pinpoint safety problems and formulate effective objectives, countermeasures and performance criteria for a program or partnering proposal.

The SHSO can share crash data.



#### In turn, the SHSO benefits from successful partnerships through:

**Lobbying Support.** SHSOs are prohibited from direct or grassroots lobbying under certain circumstances, but a current or past grant recipient may be able to deliver the state's message and influence the state legislative process on behalf of the SHSO (discussed in more detail on page 19).

**At-Risk Populations.** A partnering organization may be able to help the state more effectively reach certain high-risk populations with direct safety messaging.

**Supplemental Work and Staffing.** A partnering organization may find ways to help supplement the work or staffing of the SHSO, particularly within enforcement and education programs through police agencies, schools and businesses. For instance, SHSOs provide staffing grants to local law enforcement agencies to ensure a consistent level of enforcement at specific coverage times throughout the state. Similarly, an SHSO may work with partnering organizations to help develop public information campaigns or educational programs delivered to children or employees that support state safety goals and objectives.

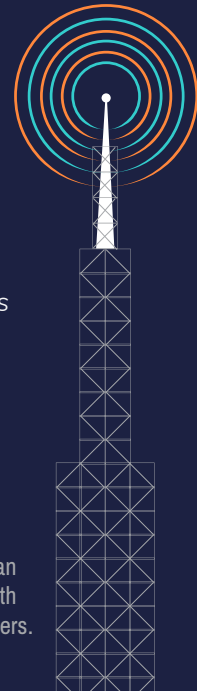
**Local Expansion.** State-conducted community safety projects or a community-oriented highway safety program can link an SHSO with local public health, public works or law enforcement agencies as well as businesses and related prevention programs.

## DEVELOPING A RELATIONSHIP WITH AN SHSO

SHSOs can work with potential partners in a variety of ways, often without direct funding or grants. Long-term partnerships build on past successes (with or without grant funding) to address behavioral safety concerns that put roadway users at risk. Grants are a powerful tool to help address priority safety problems, but grants are by no means the only effective way to further highway safety partnerships and achieve great results. An effective working relationship with the SHSO takes time to build, and can start with a non-funded, volunteer partnership to establish trust and credibility.

**SHSOs often work with many organizations—both in and outside government—to address their states' highway safety problems including:**

- ▶ *State and local law enforcement*
- ▶ *Judges and prosecutors*
- ▶ *State and local departments of education, driver licensing, public health, and public safety*
- ▶ *Schools and colleges/universities*
- ▶ *Local nonprofit and advocacy groups*
- ▶ *Faith-based organizations*
- ▶ *Neighborhood/community associations*
- ▶ *Social service agencies working with disadvantaged or immigrant populations*
- ▶ *Hospitals and health-care organizations*
- ▶ *Substance abuse agencies*
- ▶ *Organizations representing minority populations*
- ▶ *State and local businesses and chambers of commerce*
- ▶ *Broadcast, print and outdoor media companies*



SHSOs can partner with broadcasters.

The best way to work with an SHSO is to learn about the state's specific highway safety problems, concerns, processes, and opportunities. Then, a prospective partner can develop a relationship with the SHSO through strategy meetings, event assistance and other volunteer activities to improve trust and outline the skills and other assets the potential partner can offer to the safety effort.

The potential partner should keep channels of communication open with the SHSO to learn and be able to react when the state's highway safety needs change. By doing this, the organization and SHSO together can develop a successful and dynamic working partnership, enabling a team approach to solving the pressing highway safety problems of the day.

Extensive research and ongoing communications with the SHSO will help potential partnering organizations make the most of identified opportunities. Here are common, low-cost ways that organizations can begin to partner with an SHSO:

- ▶ *A nonprofit could lobby the state legislature or Congress on a specific highway safety bill or suggested change to current law.*
- ▶ *A local agency or organization can make an SHSO aware of an emerging local highway safety issue.*
- ▶ *An agency or organization can share a database with the SHSO to help draw a more complete picture of a highway safety problem.*
- ▶ *An agency or organization can offer crash or data analysis services to an SHSO.*
- ▶ *An agency or organization can lend personnel to the SHSO to help conduct a special event, participate in a press conference or support safety activities such as child safety seat checks.*
- ▶ *An experienced communications firm could provide expertise in developing or tracking social media campaigns or other communications plans on behalf of the SHSO or any of its partner organizations.*
- ▶ *An agency or organization can arrange for its director to speak at a general session of a state highway safety conference.*
- ▶ *An agency or organization can invite the GR or Coordinator to speak at a safety-related meeting or conference.*
- ▶ *A state public health or education agency can lend support for an SHSO's highway safety public information campaign.*
- ▶ *A local public health coalition can make traffic-related fatalities a priority and focus its attention and non-highway safety resources on that topic in cooperation with the SHSO.*
- ▶ *An organization can invite an SHSO staff member to serve on a statewide or local traffic safety or injury-prevention coalition.*
- ▶ *An agency or organization can write a letter to the editor or other op-ed pieces to support a special enforcement effort, a proposed safety improvement or special public information campaign.*

**The potential partner should keep channels of communication open with the SHSO to learn and be able to react when the state's highway safety needs change.**

- ▶ A business can use SHSO materials to educate its employees and families about a specific highway safety issue or concern.

The SHSO appreciates such efforts because they show that the potential partner is committed to highway safety, willing to bring resources to the table, knowledgeable and reliable, and supportive of the state highway safety program. This helps the potential partner establish credibility with the SHSO, demonstrates willingness and the skill to assist, and creates a good working relationship with the SHSO. When a specific funding opportunity does arise, an SHSO will review results of past projects, and is likely to contact a potential partner that has a demonstrated track record of success, skill and reliability.

## CAVEATS FOR PROSPECTIVE PARTNERS

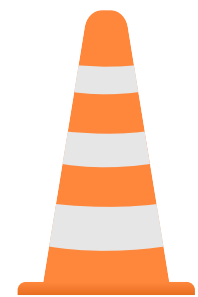
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An SHSO must maintain a state office and fund many priority programs—which often presents a budgeting challenge that prevents the SHSO from funding every proposed project, even if the project has merit. Grant proposals usually far exceed the amount of grant funds available, which is why states are required to formalize their selection process and prioritize or rank the highway safety problems to be addressed.

Generally, safety problems showing comparatively high fatality numbers are more likely to receive a high priority, along with proposed countermeasures that are supported by data-driven evidence of success. SHSOs can also be limited by requirements on federal grants they receive, and program balance can be difficult to achieve. For instance, the Section 402 program has the flexibility to fund most highway safety programs, including pedestrian, bicyclist and motorcyclist safety, and emergency medical services. Section 405 incentive funds, on the other hand, may only be used for specific program purposes, and SHSOs receive no unrestricted or fully discretionary federal grants.

Potential partners also should keep in mind that SHSOs were created to address behavioral safety issues concerning drivers and other roadway users. SHSOs may not use federal funds to undertake infrastructure improvements such as intersections, lane-widening, sidewalk or bike path construction. However, the SHSO can partner with a state or local agency or community organization to educate roadway users about how to safely use infrastructure enhancements or improvements, such as roundabouts or bike lanes.

A strategy meeting with an SHSO may be the quickest way to help a potential partner clarify the kinds of specific assistance a given SHSO may need and be able to fund.



**SHSOs may not use federal funds to undertake infrastructure improvements such as intersections, lane-widening, sidewalk, or bike path construction.**

## NON-FUNDED PARTNERSHIPS WITH AN SHSO

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Potential partnering organizations can build a track record of success and credibility with an SHSO by seeking and delivering on non-funded partnerships in support of specific events or programs.



Potential partners must have a solid understanding of SHSOs and their planning and implementation processes to determine how they can help deliver specific state highway safety projects, especially when federal or state safety funds are not available. Organizations can consider a variety of partner support activities to help establish relationships and the credibility needed to become a go-to partner for the SHSO.

## INFORMATION & EDUCATION PROGRAMS

Partner organizations may want to consider assisting on public information and education campaigns, sometimes referred to as PI&E campaigns. These types of communications initiatives are an important component of most state or community highway safety programs because they can:

- ▶ Raise awareness about highway safety issues;
- ▶ Influence behavioral change among drivers, pedestrians, bicyclists, or other roadway users;
- ▶ Bring highway safety issues to the attention of decision-makers; and
- ▶ Inform the public about changes in laws or regulations regarding highway safety.

Short-term or one-time safety information and education programs often have little long-term effect on behaviors; they are more effective when part of a sustained and comprehensive safety effort. For instance, an information and education program conducted in conjunction with a high-visibility law enforcement effort targeting seat belt use, or impaired or distracted driving can have a more lasting impact.

The national *Click It or Ticket* campaign, implemented in the early 2000s, is an excellent example of the power of combining public outreach and enforcement to bolster seat belt use. Through combined and consistent usage among state and federal safety enforcement agencies, the words *Click It or Ticket* became a household catch phrase. That, combined with mandatory seat belt laws, helped lead to a dramatic rise in seat belt use across the nation, from 76 percent for U.S. drivers in 2003 to nearly 90 percent in 2016. In 2016, 14,668 lives were saved as a result of seat belt use in passenger vehicles in the U.S.<sup>4</sup>

More recently, as states work to strengthen impaired and distracted driving laws, other communications campaigns have leveraged electronic and social media to help drive home effective messaging on these unsafe behaviors. Additional national safety catch phrases in use today include *Phone in One Hand, Ticket in the Other* and *Drive Sober or Get Pulled Over*. Again, highway crash data and awareness survey results typically indicate that when well-planned communications campaigns are combined with concentrated and highly visible enforcement, effectiveness is greatly improved.

## CLICK IT —OR— TICKET

Through combined and consistent usage among state and federal safety enforcement agencies, the words *Click It or Ticket* became a household catch phrase.

This kind of communications support can represent a cost-effective and highly meaningful partnership opportunity for many organizations, especially those with social media skills and experience. Improvements and expansions of social media applications in recent years have given new life to information and education programs, which can use social media to design and achieve more direct communication with specific audiences targeted by age, gender, driving habits, and numerous other geographic or demographic considerations. Such programs can be especially effective in introducing and explaining new or changing traffic safety laws.

Potential partners with expertise in public information and education can develop a comprehensive media proposal for the SHSO's consideration that complements and supports the state's safety goals and overall media plan. To help formulate such a plan, potential partners should address the following questions:

- ▶ *What is the specific problem to be solved?*
- ▶ *How are different groups affected by the problem, and what information do they need?*
- ▶ *What are the key characteristics of the groups, and how can they best be reached?*
- ▶ *What messages can most effectively influence the behavior of the targeted groups?*
- ▶ *How should messaging be delivered—including method, content and frequency?*
- ▶ *What will it cost to develop and market the message to the target audience?*
- ▶ *How will message delivery and impact be evaluated?*

## LAW ENFORCEMENT

Law enforcement may represent the single most effective component in improving driving behaviors. Without adequate enforcement, many drivers simply overlook traffic safety laws. Visible enforcement deters potential offenders and reinforces highway safety as a priority goal in cities, counties and states.

State and local law enforcement agencies—state police/highway patrol, sheriffs, and local police departments—work together with their respective SHSO and other partnering community organizations on many types of enforcement activities and programs, including:



- ▶ **Sobriety checkpoints**—concentrated enforcement efforts to identify and arrest impaired drivers
- ▶ **Seat belt checkpoints**—to enforce laws or educate drivers on mandatory seat belt laws
- ▶ **Saturation patrols**—active patrols that enforce impaired driving laws, often in identified high-risk crash areas
- ▶ **Compliance checks**—to detect illegal sales of alcohol to minors by retailers
- ▶ **Cops in Shops**—programs that detect illegal purchase of alcohol by minors in retail establishments
- ▶ **Distracted driving**—patrols to enforce texting and/or hand-held cell phone laws and educate drivers about all forms of distraction
- ▶ **Speed or aggressive driving**—patrols to apprehend drivers that exceed the posted speed limit or exhibit aggressive driving behavior
- ▶ **Pedestrian decoys**—to address motorists who fail to stop for pedestrians in crosswalks using undercover and uniformed police officers
- ▶ **Graduated Driver Licensing (GDL) checks**—to monitor teen or novice driver compliance with passenger, nighttime driving and other GDL provisions

#### Other safety efforts that involve law enforcement include:

- ▶ Presentations for safety programs or community organizations or at training conferences;
- ▶ Teen courts in which students, under the supervision of schools and the courts, act as prosecutors, defense attorneys, and jurors to demonstrate how cases proceed, and the complications involved in alcohol-related offenses;
- ▶ Juvenile holdover programs in which teens detained by law enforcement are held temporarily until an adult assumes responsibility or the teen can be moved to a juvenile facility;
- ▶ Child passenger safety seat check events and fitting stations; and
- ▶ Pooled resources among smaller agencies to help defray the cost of special traffic enforcement projects and create multi-jurisdictional visibility.



### Partnering organizations can support these efforts by:

- ▶ Writing letters to the editor, op-ed pieces, or news releases in support of specific enforcement activities;
- ▶ Participating in or attending press conferences for law enforcement events;
- ▶ Participating in newspaper editorial board meetings focused on enforcement activities;
- ▶ Obtaining a supportive city council resolution; and
- ▶ Conducting interviews or helping publicize law enforcement initiatives through their newsletters or at conferences.

## EDUCATING DECISION MAKERS

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Qualified organizations also can help SHSOs by conducting lobbying activities that the state cannot legally undertake for itself. Under federal law, SHSOs are not allowed to lobby federal, state or local elected officials for highway safety funding or program changes. However, non-government and nonprofit organizations generally can advocate for such funding and any needed changes to safety laws. As a result, these partnerships can be extremely effective and represent an important component in many state safety programs.

Before considering engaging in any lobbying activities, an organization should proceed carefully. Nonprofit organizations, for example, may lobby as long as no more than five percent of their resources are spent or utilized for that purpose. If a nonprofit organization, however, receives federal highway safety funds, these funds may not be used either directly or indirectly to lobby federal, state or local elected officials for legislation or to secure additional federal grant funding. These restrictions also apply to state agencies. For this reason, potential partners should fully explore whether and how much federal and state laws might restrict their organization's lobbying activities. An organization or agency may, however, address broad social or economic issues such as highway safety without urging action on specific legislation by:

- ▶ Educating decision-makers about a particular highway safety problem and what can be done to solve the problem;
- ▶ Briefing decision-makers on what activities have been undertaken to address the problem;
- ▶ Organizing a coalition of like-minded organizations and individuals as long as that coalition does not take a position on a pending bill or endorse a specific legislative agenda;

**If a nonprofit organization receives federal highway safety funds, these funds may not be used either directly or indirectly to lobby federal, state or local elected officials for legislation or to secure additional federal grant funding.**

- ▶ *Drafting a letter to a newspaper or a decision-maker as long as the letter does not reference specific legislation or encourage members of the public to contact their federal, state or local legislators;*
- ▶ *Providing technical information (data and research) to decision-makers;*
- ▶ *Responding to inquiries from Congress or state legislators; and*
- ▶ *Presenting testimony requested by a Congressional committee or state legislature.*

Provided it does not engage in grassroots lobbying, an organization or agency can also get its message out through the media. This could include raising awareness about an issue, identifying shortcomings or suggesting options for strengthening a law, or creating public pressure to adopt new legislation or change an existing law.

## LOCAL HIGHWAY SAFETY PROGRAMS

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Highway safety programs are comprehensive and can address a number of problems, but the focus is typically on preventing crash-related deaths and injuries. Local, community-based highway safety programs often function as coalitions among agencies, with a leader or administrator who is responsible for overall coordination. Depending on the problem to be addressed, a community coalition can consist of representatives from local government, law enforcement, businesses, schools and colleges, public health and medical providers, and the courts.

Coalitions can be organized in committees to target specific issues such as child passenger safety, underage drinking, or bicyclist and pedestrian safety. Coalitions may meet periodically to review problems, plan programs, and evaluate results. Some states, such as Washington and New Jersey, design their core safety outreach programs around regional coalitions involving nonprofits and public and private sector organizations working cooperatively to further highway safety.

## PARTNERING WITH SCHOOLS

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Schools are a great resource to help instill safety concepts in children at an early age. Schools present a golden opportunity to reach children before and as they reach driving age, and to help reinforce parents' efforts to instill healthy attitudes about safety.

The idea is simple: If children are trained to apply good safety behaviors from an early age, they tend to retain those habits for the rest of their lives. Materials and activities can be developed specifically for children as well as their parents, who are critical role models. Some potential school-based activities include:

- ▶ Development of a safety curriculum;
- ▶ School safety campaigns and pledge cards;
- ▶ Safety assemblies;
- ▶ School safety policies;
- ▶ After-school safety activities;
- ▶ Youth safety clubs; and
- ▶ Youth leadership training.



The idea is simple: If children are trained to apply good safety behaviors from an early age, they tend to retain those habits.

School-based programs work especially well for delivering information and training to teach and reinforce positive behaviors addressing child safety seat and seat belt use, bicyclist and pedestrian safety, and teen safe driving, and to discourage distracted driving, underage drinking and other unsafe behaviors. Many resources are available for school-based programs, including local chapters of national organizations [SADD](#); [Family, Career and Community Leaders of America \(FCCLA\)](#); the National [Safe Kids](#) Campaign; and the [National Organizations for Youth Safety \(NOYS\)](#), among others.

## PROSECUTORIAL/JUDICIAL OUTREACH & EDUCATION PROGRAMS

To create a cohesive enforcement, prosecution and adjudication approach, educational partnerships can be effective in allowing prosecutors and police officers to take many of the same courses, such as how to handle arrests when impaired driving is suspected or differentiating between drugged and drunk driving indicators. In addition, judicial outreach programs by SHSOs and partnering organizations can make an impact by offering judges the opportunity to participate in awareness and prevention efforts as well as specialized education programs that broaden their understanding of the nature and extent of a state's behavioral highway safety problems.

In many states, training courses developed by impaired driving experts are available for prosecutors, from basic entry-level to special classes in prosecuting vehicular homicides. States can fund training for prosecutors and continuing education for judges as part of the HSP, so prosecutors and judges or their support organizations may consider partnering with the SHSO to develop or assist with training that fits the state's needs and plans. In some cases, higher education institutions may be eligible for grant-funded partnering opportunities based on delivery of such programs.

4. National Center for Statistics & Analysis. (October 2017). Traffic Safety Facts, Research Note, Lives Saved in 2016 By Restraint Use & Minimum-Drinking-Age Laws [DOT HS 812 454]. Washington, DC: National Highway Traffic Safety Administration.

# SECTION 04

## GRANT FUNDED PARTNERSHIPS

- Project Selection
- Other Grant Proposal Considerations
- Grant Deadlines & Schedules
- Project Implementation
- Project Evaluation
- Project Accountability



With an established SHSO relationship and a solid understanding of state highway safety goals and processes, a partnering organization may identify a specific need that it can fill that requires additional funding for staff, transportation, training, materials, or other program delivery requirements. This could call for a grant proposal and application by the partnering organization to meet the funding gap.

The SHSO also takes the lead to determine service or programming gaps in current problem-area strategies, document the types of countermeasures that best address such gaps, and identify which partnering groups may be capable of assisting. In such cases, the SHSO will often reach out for grant proposals from reliable past partners or from capable, new partners.

Grant proposals are solicited early in the planning process (see the Planning Calendar on page 26), and once the application deadline passes, project selection begins.

### PROJECT SELECTION

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Once the state sets its performance goals, it must select appropriate, data-driven countermeasures or programs to address specific highway safety problems. States use a variety of resources to identify proper countermeasures, including [Countermeasures That Work: A Highway Safety Countermeasure Guide for State Highway Safety Offices](#). Developed and updated by NHTSA with assistance from GHSA, this reference guide helps the SHSO select effective, evidence-based countermeasures for addressing highway safety priority areas. These countermeasures may address behavioral safety problems as well as traffic records and EMS systems.

**Additional methods for discovering/weighing appropriate countermeasures include:**

- ▶ Conducting data reviews to evaluate previous projects;
- ▶ Examining state best practices and effective program elements, identified in [NHTSA publications](#);
- ▶ Reviewing recent research on highway safety issues and problems funded and published by [NHTSA](#), the [Transportation Research Board](#), the [Federal Highway Administration \(FHWA\)](#), and the [Centers for Disease Control and Prevention \(CDC\)](#); and
- ▶ Gathering input from outside, private or nonprofit organizations, industry associations and trade groups.

SHSOs consider and leverage many different strategies to achieve state goals, and typically select projects that show the greatest potential for success. Projects may be statewide, regional or local. They may be accomplished in a single year or require a multi-year funding approach. Every project proposal is reviewed, discussed and evaluated by the SHSO for feasibility and expected impact. Some states assign scores to prospective applications. Others select projects based on a combination of specific selection criteria which likely includes the following:

- ▶ Why is the project needed?
- ▶ What is the purpose of the project?
- ▶ How does the proposed project help address the state's highway safety problems and goals?
- ▶ How will the subrecipient show the project is meeting related highway safety goals?
- ▶ Who is proposing the project, and does the entity have a working relationship with the SHSO?
- ▶ Does the project address a high-risk population and/or geographic area as identified in the HSP?
- ▶ What is the technical feasibility of the project?
- ▶ How well does the funding request address the size of the problem?
- ▶ What is the potential impact of the project, and how will it be measured/evaluated?
- ▶ When will the project be conducted?
- ▶ Are the proposed costs reasonable and allowable?
- ▶ What is the plan to maintain or continue the project, if successful?



An SHSO strives to ensure that the project selection process is fair, transparent, defensible, and directly tied to the State's problem identification and goal-setting processes as outlined in the HSP.

## TIPS FOR BUILDING A SUCCESSFUL GRANT APPLICATION

Successful grant applications start with well researched and written project proposals. Potential partners should consider the following tips for crafting effective project proposals:

- ▶ Lead with a clearly defined problem statement that uses the most current and relevant crash and other data and relates to a problem(s) identified in the HSP;
- ▶ Link the project to the state's annual and long-term highway safety goals;
- ▶ Establish quantifiable, measurable objectives;
- ▶ Use action verbs and clear, understandable language;
- ▶ Establish a framework to evaluate project success;
- ▶ Clearly define the scope of the project and the specific activities to be undertaken;
- ▶ Provide project milestones and deliverables that include interim and final reports;
- ▶ Ensure the funding request is proportionate to the significance of the highway safety problem; and
- ▶ Include a detailed project budget.

## OTHER GRANT PROPOSAL CONSIDERATIONS

Individual state rules or policies sometimes prohibit SHSOs from accepting proposals from nonprofit organizations. If that is the case, a nonprofit group may need to partner with a local government entity such as a planning, health department or law enforcement agency, or a coordinating agency or group specifically authorized by law. In such a case, the agency or authorized organization would submit the grant proposal to the SHSO, listing the nonprofit as a contractor (or as subrecipient of the grant).

Sometimes a highway safety problem may seem daunting at the local level, but it may not measure up when compared to other statewide problems. For example, a community may be devastated by the death of a bicyclist. Statewide, however, there may be too few bicyclist fatalities to warrant intervention with federal highway safety grant funds.

Sometimes an SHSO may require matching funds from the organization applying for a grant. This generally means that a specified portion of total funds must be provided by the organization seeking the grant.

## GRANT DEADLINES & SCHEDULES

States typically begin planning for the upcoming federal fiscal year (FFY), which starts October 1, in the fall or winter of the previous year. A state reviews projects funded in the previous year and uses the results of that assessment as input for the next year's plan, which is followed by identification and analysis of the state's highway safety problem and determination of goals as required in the HSP. Once the state performs its problem identification and goal-setting processes, it solicits project proposals, typically from January through March.

Once received, project proposals are reviewed and evaluated, and those selected are included in the state's HSP. Some states convene a multi-disciplinary review team to assist in the process, while other states use their own staff to handle the evaluation without outside support and input. NHTSA then reviews the plan to ensure compliance with federal requirements. Once that review is complete, and Congress makes federal funds available for the upcoming fiscal year, the state can begin implementing its plan.

The general timeframe all states follow is illustrated in the sample [HSP planning calendar](#) on the next page, although planning specifics and timelines may vary. For example, some states may choose to conduct aspects of the planning process earlier. Potential partners should consult with their respective [SHSO](#) for guidance.



Most fiscal years begin October 1, so states start planning budgets in the fall or winter of the previous year.

## PROJECT IMPLEMENTATION

Once a grant application is accepted, a grant agreement is executed and the potential partner becomes a subrecipient of the SHSO. The grant agreement is similar to a contract and should be reviewed by an organization's legal counsel, and the chief executive or operating officer before signing. Grant agreements can vary by state, but most include:

- ▶ A problem statement that is based on a clearly defined problem;
- ▶ Goals and measurable objectives;
- ▶ A plan of action for reaching those goals;
- ▶ Clearly defined countermeasures, project milestones and deliverables; and
- ▶ A project budget.

# Sample HSP Planning Calendar

DECEMBER	<ul style="list-style-type: none"><li>▶ Debrief the previous year's programs, crash data, state and national priorities, update problem identification and set performance targets with SHSO staff.</li></ul>
JANUARY	<ul style="list-style-type: none"><li>▶ Coordinate data and problem identification with the state's Strategic Highway Safety Plan (SHSP).</li></ul>
FEBRUARY	<ul style="list-style-type: none"><li>▶ Host an annual planning conference with partners to obtain input. Review program data and targets to determine funding distribution and overall direction of program.</li></ul>
MARCH	<ul style="list-style-type: none"><li>▶ Consider the NHTSA regional response to the prior year's Annual Report, the prior year HSP approval letter, and any other applicable guidance.</li><li>▶ Determine revenue estimates, establish draft budget and review internally.</li></ul>
APRIL	<ul style="list-style-type: none"><li>▶ Convene program area sessions with current and prospective subrecipients to create specific plans and projects within each program area.</li></ul>
MAY	
JUNE	<ul style="list-style-type: none"><li>▶ Draft the HSP, including the Section 405 grant application, for review by parent agency and other appropriate officials, NHTSA Regional Office and program area experts.</li></ul>
JULY	<ul style="list-style-type: none"><li>▶ Review, print and submit the HSP for NHTSA review and approval.</li></ul>
AUGUST	<ul style="list-style-type: none"><li>▶ Print, distribute and post the approved HSP.</li><li>▶ Start implementation and gain approval for grants and agreements from the appropriate officials.</li></ul>
SEPTEMBER	<ul style="list-style-type: none"><li>▶ Conduct pre-award risk assessments for grants, and then finalize grant agreements.</li></ul>
OCTOBER	<ul style="list-style-type: none"><li>▶ Begin implementation of the approved HSP on October 1.</li><li>▶ Implement new federal fiscal year grants and contracts.</li><li>▶ Continue conducting post-award meetings with subrecipients.</li></ul>
NOVEMBER	

**The agreement may also require additional details, such as:**

- ▶ *Public information and education components;*
- ▶ *Any training that may be required as part of the grant;*
- ▶ *A plan for evaluating project impact;*
- ▶ *A plan for achieving self-sufficiency; and*
- ▶ *Statements assuring compliance with federal rules and regulations addressing lobbying, a drug-free workplace, the Americans with Disabilities Act, and others as warranted.*

Many states conduct project management seminars to help the recipients of federal highway safety grant funds understand what is expected of them. These seminars are highly recommended for prospective partners, as they provide one-stop assistance in grant implementation and management.

Grant implementation can move forward only when the state receives its share of federal funds, usually at the start of the federal fiscal year, which begins on October 1. If Congress does not provide federal funds to states on time, grant agreements are held up until funds are available. Federal grant funds operate on a reimbursement basis, requiring the subrecipient to cover all costs up front and then submit documentation for reimbursement once the funds have been expended. To qualify, potential partners must submit financial data to prove the ability to cover all upfront costs. SHSOs examine this and other information when assessing the risk associated with awarding federal grant funds to a potential subrecipient, which is federally mandated.

Subrecipients are required to submit progress reports throughout the grant year, usually quarterly, but sometimes more frequently. A final project report is required, along with evaluation data to show project results.

The SHSO periodically monitors each grant to make sure that the subrecipient is performing adequately. Monitoring activities may include telephone interviews, meetings with the SHSO staff, or on-site inspections. The SHSO may require corrective action in the event of problems such as: a late start, slow expenditure rate, low project activity, missing records or reports or discrepancies in these documents, or excessive personnel changes or revisions to the project agreement.

**Federal grant funds operate on a reimbursement basis, requiring the subrecipient to cover all costs up front and then submit documentation for reimbursement once the funds have been expended.**

## PROJECT EVALUATION

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Every project funded with federal highway safety grant funds must have an evaluation component to assess whether the project accomplished its goals and objectives. A project evaluation does not have to be extensive or costly to be considered valid, but evaluation methods must be built into the overall project plan from the beginning and be appropriate to the project's size and scope.

The project evaluation plan should define specific results to be evaluated and measured, and the method of measurement. Evaluation should begin at the start of the project and be directly linked to the objectives and goals as outlined in the approved grant.

## PROJECT ACCOUNTABILITY

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The SHSO must demonstrate accountability by measuring the impact of funds invested in highway safety programs or projects. That is why states have a vested interest in selecting partner organizations that can deliver on what they propose, without fail.

All SHSOs are required to submit an [Annual Report](#) (AR) outlining the state's accomplishments in achieving the goals outlined in its [HSP](#). These are due by the end of the calendar year for the federal fiscal year which ends September 30. The report must describe the state's progress in meeting its goals and how specific projects contributed to that effort. NHTSA reviews each state's AR to determine the extent of progress in meeting goals, which may also involve a review of specific grant-funded projects.



All SHSOs are required to submit an Annual Report at the end of each calendar year.



## A CHECKLIST FOR A SUCCESSFUL STATE HIGHWAY SAFETY OFFICE PARTNERSHIP

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Now that you've reviewed this guide, here's a handy checklist to help your organization successfully partner with an SHSO:


- Outline Available Resources and Any Assistance Your Organization Needs**

Successful partnerships do not always involve funding. In a successful partnership, both parties bring resources and skills to the table, and both benefit. Before approaching the SHSO, think about and outline a summary of skills and resources your organization can provide and what assistance is needed to best leverage your organization's assets.
- Maintain Consistent Contact With the SHSO**

To successfully partner with the SHSO, first become familiar with it. Begin by reviewing the SHSO's website, which will likely describe the types of programs funded, the planning timeframe, any forms to be submitted, and other pertinent information. Review the state [HSP](#) and [AR](#) to learn about program priorities. State highway safety conferences or related safety agencies or organizations can also provide valuable information about the SHSO and its processes.
- Ask About the State Planning Process**

At state safety meetings or in discussions with the SHSO staff, learn the specifics of when and how the state conducts its annual highway safety planning process. What highway safety problems or issues has the state identified? What are the goals and objectives for each safety area? How does the SHSO allocate funds and who are its current partners? What outreach or assistance is available to agencies and organizations, including local, state or national highway safety websites and publications? There are limitations on what the SHSO can and cannot do, so doing your homework will help your organization home in on the kinds of partnerships SHSOs are seeking.
- Build Relationships Through Non-Funded Project Opportunities**

Organizations need to build relationships and trust with the SHSO to make the most of partnership opportunities. One way to do that is to volunteer to partner with the state on non-funded projects, and outline an effective plan for that effort. This allows your organization to demonstrate skills and commitment to the cause and build credibility with the SHSO. When funded partnering opportunities arise, state safety officials typically invite proposals from organizations with experience, credibility and a solid track record of success.



Highway safety partnerships rarely result in quick fixes for highway safety problems and behavior change can take many years to achieve.

**If Appropriate, Apply for a Grant**

If project funding is needed, work with the SHSO staff to apply for a grant. If the SHSO has a pre-application conference or other informational meetings on partnering, be sure to attend and learn as much as possible about the process and state needs. Do not forget that federal highway safety grants are provided on a reimbursement basis, which means payment comes only after the work has been done and verified. That means your organization and agency must have enough funding to start the project and pay the bills until reimbursement arrives. If your organization is awarded funding, plan to meet with the SHSO to make sure you understand all the rules and regulations that govern the grant.

**Manage the Project Grant Effectively**

To qualify for a grant, a partnering organization must have adequate processes in place to track the expenditure of state or federal funds and report progress on the grant activities. Maintain consistent contact with the SHSO as the work is performed, and develop comprehensive reports as required. If problems with your grant arise, be sure to contact the SHSO as soon as possible before problems become unmanageable.

**Evaluate and Report the Results**

Grant applications must detail a highway safety problem using supporting data and the ways your organization intends to address the problem, along with a detailed budget and a comprehensive plan for evaluating project results. The evaluation plan is not optional, it is key to both qualifying for the grant and adequately tracking results. Ongoing or frequent monitoring during the project should be part of the evaluation plan; it provides an early red flag to potential problems that can enable mid-course corrections. Grant subrecipients must report results to the SHSO, and those results are used to inform and help determine future actions by the state regarding the project or program.

**Nurture the Relationship with the SHSO**

Highway safety partnerships rarely result in quick fixes for highway safety problems and behavior change can take many years to achieve. This demands that partners establish and nurture long-term relationships with the SHSO. In practice, once a project is complete and even after the project grant has expired, the partnering organization should continue to communicate and coordinate with the SHSO. To qualify for future projects, it is important to stay abreast of developments in highway safety at the state and federal levels and continually demonstrate the interest, knowledge, skills, and ability needed to make a lasting difference in your partnerships.

# HIGHWAY SAFETY PARTNER RESOURCES

## Nonprofit Highway Safety Partner Resources

- ▶ [Family, Career and Community Leaders of America \(FCCLA\)](#)
- ▶ [Mothers Against Drunk Driving \(MADD\)](#)
- ▶ [National Safe Kids Campaign](#)
- ▶ [National Organization for Youth Safety](#)
- ▶ [Students Against Destructive Decisions \(SADD\)](#)

## Federal-State Highway Safety Partner Resources

- ▶ [American Association of State Highway and Transportation Officials \(AASHTO\)](#)
- ▶ [Centers for Disease Control and Prevention \(CDC\)](#)
- ▶ [Federal Highway Administration \(FHWA\)](#)  
[FHWA Safety Research Link](#)  
[Traffic Safety Planning](#)
- ▶ [Federal Highway Safety Act \(excerpted\)](#)  
[Uniform Procedures For State Highway Safety Grant Programs—23 CFR Part 1300](#)  
[Section 402](#)  
[Section 405](#)

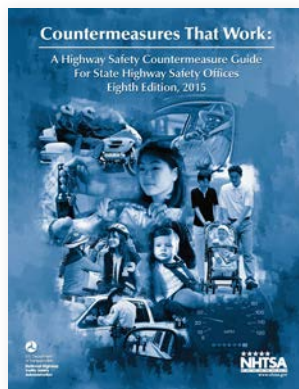
- ▶ [Governors Highway Safety Association \(GHSA\)](#)  
[Guidance for Developing Highway Safety Plans](#)  
[GHSA Resources/Publications](#)  
[State House Safety Office Links](#)

- ▶ [National Highway Traffic Safety Administration \(NHTSA\)](#)  
[A Comparative Analysis of State Traffic Safety Countermeasures and Implications for Progress Toward Zero Deaths in the United States \(2017\)](#)

- ▶ [Countermeasures That Work: A Highway Safety Countermeasure Guide for State Highway Safety Offices \(2015\)](#)  
[NHTSA Traffic Crash Data Resource Page](#)  
[Fatality Analysis Reporting System \(FARS\)](#)  
[GHSA/NHTSA Highway Safety Resources](#)  
[Safety Research Topics](#)

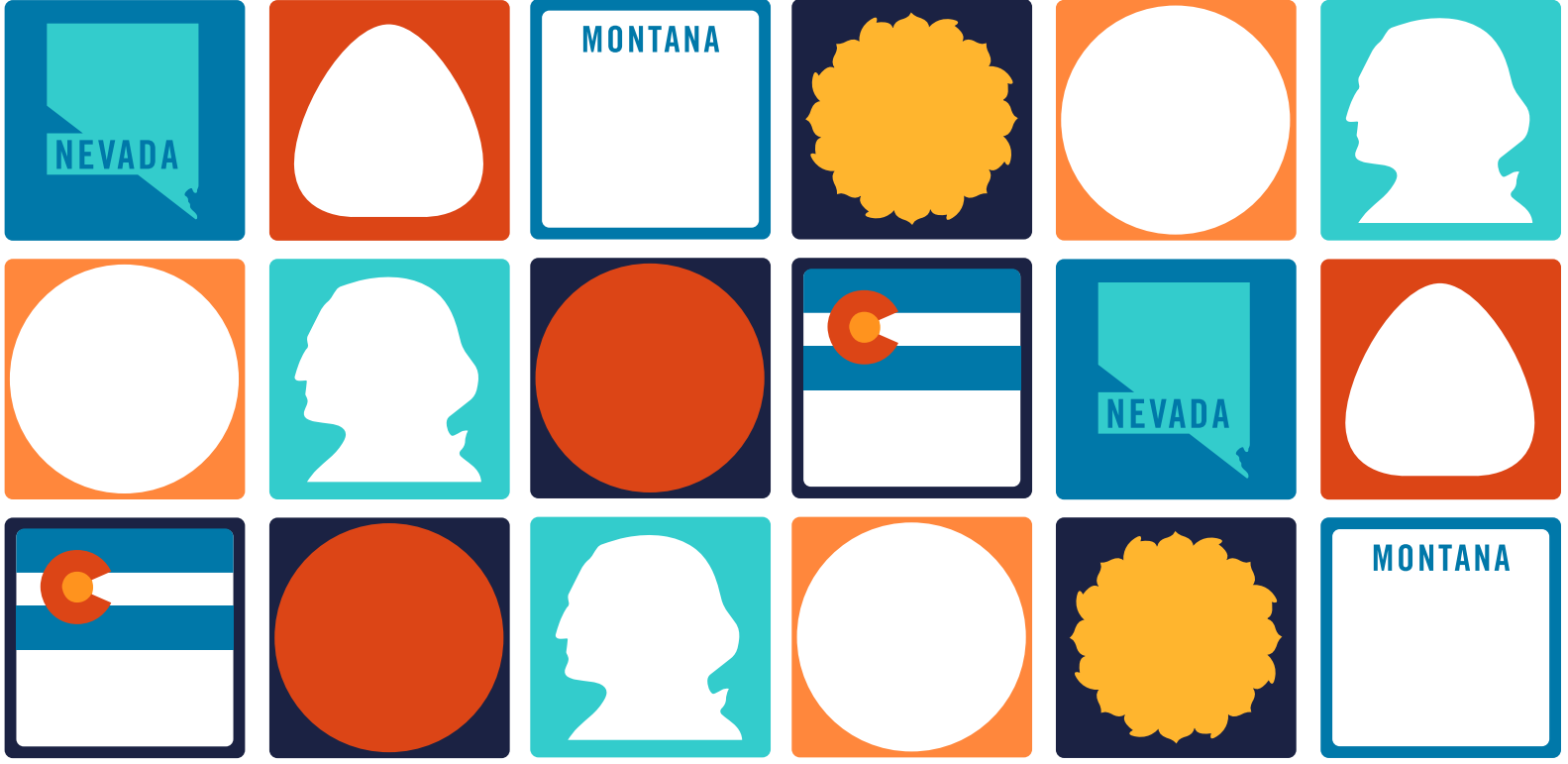
- ▶ [Transportation Research Board \(TRB\)](#)  
[TRB Bookstore](#)  
[TRB Resources and Databases](#)

Countermeasures That Work: A Highway Safety Countermeasure Guide for State Highway Safety Offices (2015)

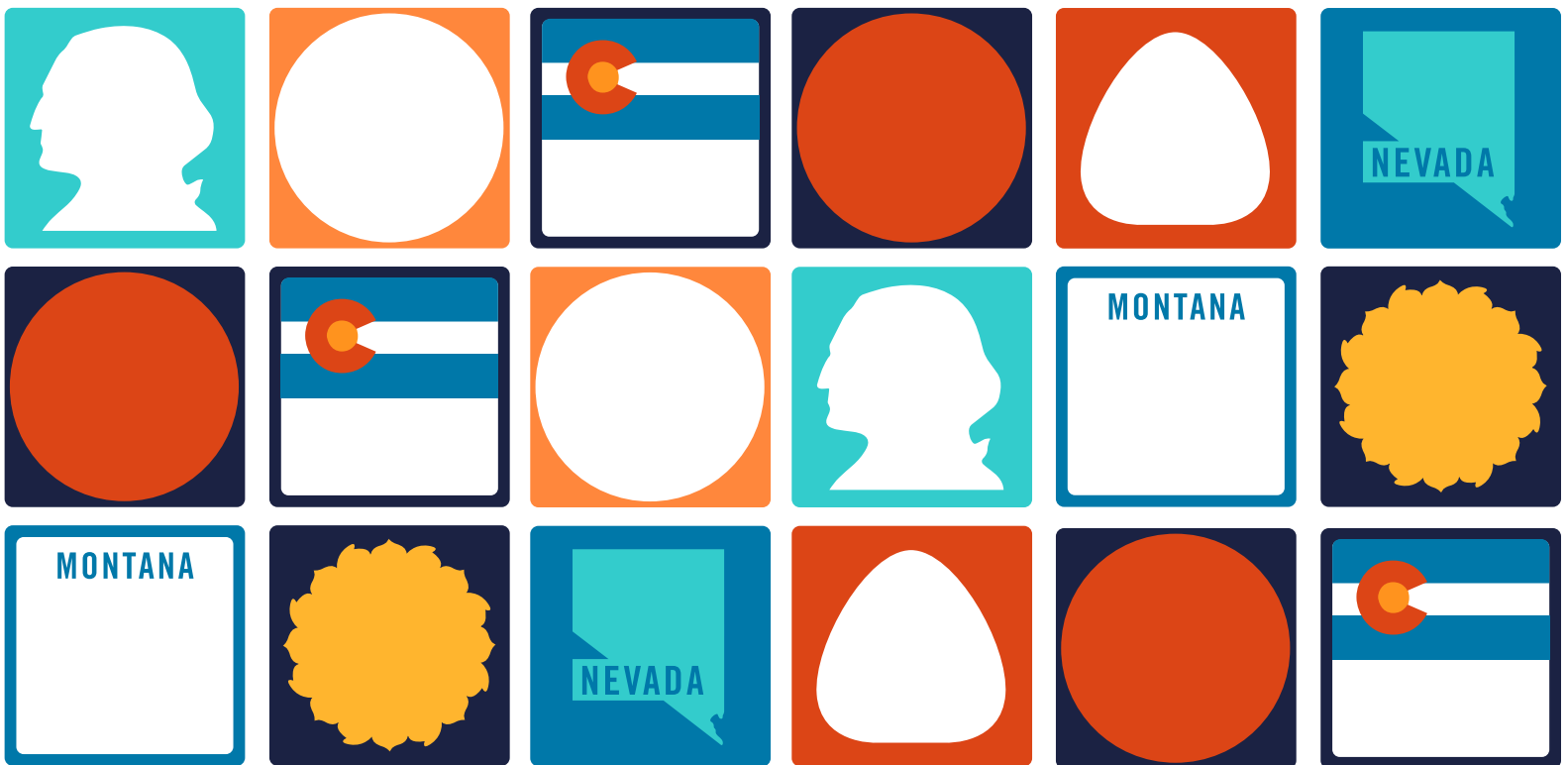


A Comparative Analysis of State Traffic Safety Countermeasures and Implications for Progress Toward Zero Deaths in the United States (2017)





SECTION  
**05**  
PARTNERSHIPS  
IN ACTION



## PARTNERSHIP IN ACTION: COLORADO

# Colorado partnership takes impaired driver messaging to cannabis users

Colorado legalized the sale of recreational marijuana in 2012, prompting the Colorado Department of Transportation (CDOT) Traffic Safety Office to ratchet up awareness on the dangers of driving stoned. Reaching consumers with a compelling and credible safety message, however, can be challenging. That is why CDOT established a partnership with the cannabis producers and dispensaries and their statewide trade association, the Marijuana Industry Group (MIG).

“MIG’s reach is significant, and that’s one of the main reasons this partnership works,” said Sam Cole, a CDOT Traffic Safety Program Manager. “There are now more marijuana dispensaries in Colorado than Starbucks, so we’re working with marijuana distributors just like we work with alcohol distributors, to get the message out about this form of impaired driving.”

“It has been an incredibly productive approach because we direct safety messages to users at the point of purchase, and we have a unified state strategy on all types of impaired driving,” said Kristi Kelly, MIG’s Executive Director. “Driver safety is crucial, and impairment of any kind is dangerous. We share the responsibility, and we all want to be responsible players.”

Colorado started with a simple approach after cannabis became legal. “We contacted dispensaries, especially the larger ones, to ask if they’d distribute fliers explaining the new law and that state DUI (driving under the influence) laws apply to driving high,” Cole said. “At first, we just provided the fliers on tear-off pads, and they were stapled to every package.”

The messaging approach has since become more sophisticated. CDOT recently worked with the Department of Public Health to conduct focus groups with dispensary employees on effective traffic safety outreach for a customer base that tends to distrust government. Instead of providing state-branded handouts that screamed ‘big brother,’” explained Cole, “we now encourage dispensaries to design handouts with their own branding. They like that approach, and so do their clients.”

Kelly agrees, “We work with CDOT to continually refine and improve messaging, and we meet regularly with advocates, health and environmental groups, law enforcement, judges, and community groups to collect data and improve strategies to address the myths and the risks.”



**“MIG’s reach is significant, and that’s one of the main reasons this partnership works.”**

**–SAM COLE**

CDOT Traffic Safety Program Partner

CDOT and MIG together produce “myth-busting” television public service announcements that loop continuously on monitors in dispensary waiting rooms to convey unexpected dangers such as the delayed effects of some cannabis strains, or that pot can significantly impair driving ability, contrary to what some users believe. The state also developed a messaging tool kit with suggested content for dispensary websites and social media.

Colorado has also taken the driver safety message to popular 420 pro-cannabis celebration events held across the state each spring, including a partnership with ride service provider Lyft to encourage designated drivers and safe rides home. Lyft has been a hit with 420 celebrants. “These partnerships help us promote the safety aspects in ways that get directly to our target audience,” Cole said.

Because federal law does not recognize the legal use of cannabis, federal funds cannot be used to support marijuana countermeasures. The Colorado legalization includes a tax on marijuana sales that provides funds for safety messaging. These funds are used for ad development, media buys and to produce and distribute safety materials, as well as offset the cost of staying connected with more than a thousand cannabis dispensaries across the state. “We like to visit dispensaries whenever we can, to see how messaging is being received and to determine what else we can do,” Cole said.

Working with the industry, CDOT plans to continue and expand its messaging partnerships to educate users on less obvious dangers such as the differences in effects between smoking cannabis and using edible versions. “Edibles are becoming more popular, but the effects can be delayed and a lot of users don’t know how they differ,” Cole said.

An example of Colorado's  
*Drive High, Get a DUI*  
Drugged Driving Campaign.



## PARTNERSHIP IN ACTION: HAWAII

# Hawaii and the Girls Scouts partner to address pedestrian safety

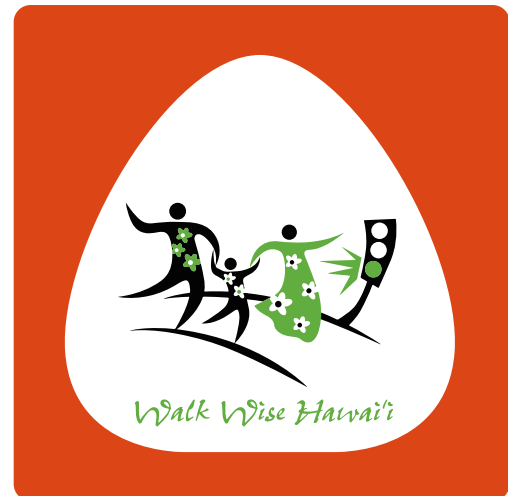
The Aloha State is partnering with the Girl Scouts of Hawaii to raise awareness about the seriousness and frequency of vehicle crashes involving pedestrians, through the *Walk Wise Hawaii* campaign.

“The primary cause of pedestrian motor vehicle crashes is inattention by both drivers and pedestrians,” said Ford Fuchigami, former Director of the Hawaii Department of Transportation (HDOT). “Our *Walk Wise Hawaii* program, along with enforcement and safety engineering, are important tools for reducing pedestrian fatalities and injuries.”

Hawaii is conducting safety presentations to the nearly 5,000 Girl Scouts throughout the state, and Girl Scout troops then create pedestrian-awareness projects incorporating key safety tips. The projects earn each participating Girl Scout an inaugural *Walk Wise Hawaii* pedestrian safety patch. Community merit projects have always been an important element in Scouting, especially those related to safety, and Girl Scouts in Hawaii look forward to carrying the pedestrian safety message to student peers and adult drivers throughout the state, said Shari Chang, Chief Executive Officer of Girl Scouts of Hawaii. “Scouts of all ages will be participating in a variety of community awareness projects to support this program,” she added.

The state is also delivering pedestrian safety-related messages to motorists through the *Drive Wise Hawaii* initiative. An array of public and private partners are helping to distribute a brochure including: the City and County of Honolulu’s Department of Transportation Services, all county police departments, the Hawaii Police Department’s Community Policing and Neighborhood Security Watch teams, Safe Routes to School, McDonald’s Restaurants of Hawaii, First Hawaiian Bank, DTRIC Insurance Co., Ltd., and Moms In Hawaii.

The *Drive Wise* brochure, developed to educate motorists about good driving habits, outlines ways they can help protect pedestrians on Hawaii’s roadways, such as always being prepared to stop when approaching a crosswalk, looking out for pedestrians when backing out of driveways and parking stalls, and using headlights to help see pedestrians after dark. The brochure features a *Drive Wise Hawaii* pledge that reminds drivers to “always be aware that pedestrians can be hidden from view by stopped vehicles.”



**“Our Walk Wise Hawaii program, along with enforcement and safety engineering, are important tools for reducing pedestrian fatalities and injuries.”**

–FORD  
FUCHIGAMI  
HDOT Director

## PARTNERSHIP IN ACTION: IOWA

### Iowa teams with Hy-Vee Foods and police to combat drowsy driving

Iowa traffic safety officials long suspected that drowsy driving could be a leading cause of an uptick in lane departure and single vehicle crashes on rural roadways. A survey conducted at drivers licensing facilities confirmed their suspicions.

“We were amazed how many drivers admitted to recently driving drowsy or having trouble staying awake behind the wheel,” said Patrick Hoye, Chief of the Iowa Governor’s Traffic Safety Bureau (GTSB). The survey findings, coupled with data analysis and NHTSA’s concurrence that drowsy driving is a form of impairment, led to a high-priority rating for drowsy driving risk in Iowa.

Iowa officials determined that a partnership plan to strengthen the message and reduce drowsy driving would best involve training for law enforcement officers, awareness among commercial truck drivers, and, in the end, a strong outreach assist from a longtime safety partner, Hy-Vee Foods, a multi-state grocery store chain with locations across Iowa.

“For the law enforcement element, we focused on commercial drivers,” Hoye said. Law enforcement agencies asked for and received training to help officers pull over big trucks and review drivers’ logs to check for compliance with hours of service regulations. “This resulted in a willingness on the part of police to actively enforce laws regulating commercial carriers,” he explained.

Early response from truckers was encouraging. “We got great feedback from trucking firms and associations,” Hoye said. “They know drowsy driving is a problem and want their drivers to follow the rules and be safe. So we were able to deliver the message directly to the truckers and check results through the feedback we received.”

But Iowa was looking to do more to elevate awareness of the problem among regular, non-commercial motorists. “Raising awareness about drowsy driving among private motorists is a tough nut to crack,” Hoye said. “We first took the driver awareness message to our rest areas with the message that *Coffee Isn’t Enough*. We also worked with the Iowa Department of Transportation to increase the frequency of drowsy driving messages on the dynamic message boards along freeways.” It was a multi-pronged approach and partnership to attack drowsy driving among commuters and other day-to-day road users.



**“We’re always looking for an innovative way to get safety messages out there, and we’re lucky to have partners like Hy-Vee who are always willing to lend a hand.”**

**—PATRICK HOYE**  
GTSB Chief

To build on that outreach effort, traffic safety officials turned to a longstanding and reliable commercial partner—the Hy-Vee Foods supermarket chain—for help delivering drowsy driving tips to the public. In 2016, Hy-Vee worked with the GTSB to design and print 300,000 bag stuffers warning about the dangers of driving drowsy and what to do if a driver feels sleepy on the road. Employees at Hy-Vee’s 230 retail stores stuffed the fliers into customers’ grocery bags during the three-week period leading up to Memorial Day.

GTSB also produced two radio public service announcements that aired concurrently with the supermarket initiative. The result was a low-cost yet highly effective outreach effort that reached hundreds of thousands of drivers across Iowa.

Iowa officials want to build on this momentum through continued rest-area messaging and an expanded partnership with the Iowa DOT to post drowsy driving reminders on dynamic message boards seven times a month, throughout the state. “Delivering safety messaging directly to drivers in their cars is important,” or in Hy-Vee’s case, to grocery shoppers just as they head to their cars, Hoyer said. “We’re always looking for an innovative way to get safety messages out there, and we’re lucky to have partners like Hy-Vee who are always willing to lend a hand.”

# DON'T DRIVE DROWSY

**You snooze, you lose. Wake up to the dangers of drowsy driving.**




**WHAT YOU CAN DO TO PREVENT A CRASH:**

- Make sure you've had seven or more hours of sleep before driving
- Avoid long drives alone. Take a friend and take turns
- Take a break every 100 miles or every 2 hours
- Drink a caffeinated beverage
- Find a safe place to take a nap

**STOP DRIVING IF YOU:**

- Have difficulty focusing or blink frequently
- Have difficulty keeping from daydreaming
- Yawn repeatedly or have trouble keeping your head up
- Drift out of your lane, swerve, or hit rumble strips
- Miss exits or traffic signs or forget last few miles

A message from your local Hy-Vee and the Iowa Governor's Traffic Safety Bureau

## **PARTNERSHIP IN ACTION: KANSAS**

# Kansas joins forces with students and insurance industry on anti-texting challenge

An uptick in serious crashes due to distracted driving has contributed to higher mortality numbers and auto insurance costs across Kansas. A primary texting law was enacted in 2013 that carries a \$60 fine. But enforcement of texting laws is challenging, and awareness and education stand at the front line of distracted driving countermeasures. Raising awareness among younger drivers about the no-texting law seemed a good place to start to address the problem.

To do that, Kansas borrowed an idea from South Carolina where two archrival universities, South Carolina and Clemson, issued a friendly challenge to see which could collect the most anti-texting pledges and text-blocking downloads, said Ken Selzer, Kansas Insurance Commissioner, who reached out to his traffic safety colleagues with the idea.

Kansas initially looked to capitalize on the state's largest college rivalry, Kansas (KU) and Kansas State (KSU), "but we opened the challenge to other schools to broaden the reach," explained Chris Bortz, Traffic Safety Program Manager for the Kansas Department of Transportation (KDOT). "It was a friendly rivalry. Each school conducted outreach on their own campuses and used social media platforms to generate student, faculty, alumni, and community support."

Five additional universities joined the competition: Wichita State, Pittsburg State, Washburn, Fort Hays State, and Emporia State. The campaign theme was simple—*Don't Text #Just Drive*. The challenge began in September 2016 and ran through Thanksgiving weekend, bracketing the entire college football season and the opening of basketball.

KDOT provided \$100,000 in federal Section 402 funds to support the effort, mainly through ad buys on Facebook and Twitter. "The campaign went statewide and beyond, and because pledges were accepted from any school supporter, not just students, we broadened our reach to drivers of all ages," Bortz said.

Each school posted running pledge tallies and, with help from the Kansas Department of Insurance, promoted the challenge regularly during the 10-week contest sparking interest from other entities to join in. Corporate sponsor AT&T brought its national anti-distracted driving effort to Kansas and provided support at university events.



**"The campaign went statewide and beyond, and because pledges were accepted from any school supporter, not just students, we broadened our reach to drivers of all ages."**

**—CHRIS BORTZ**  
KDOT Traffic Safety  
Program Manager

Other partners included Miss Kansas 2016, who brought her Stay Alive, Don't Text and Drive platform to multiple campus events, along with the Kansas Automobile Insurance Plan, the Kansas Turnpike Authority, and insurance providers State Farm, Farmers, and Upland Mutual.

The campaign generated more than 35,000 anti-texting pledges from across Kansas, accounting for one-third of the universities' combined enrollment, Selzer said.

For the record, KSU collected the most pledges, more than 6,200. Emporia State's pledge total equaled nearly two-thirds of its student body. KU received the most widespread support and Pittsburg State saw the most text-blocking downloads from its site. "Basically, everyone found ways to gain from the partnership," Selzer said.

Pre- and post-campaign observational surveys showed a decrease in distraction immediately after the campaign. "We think it's safe to say that we observed less texting and fewer overall distractions in the communities where the intervention was conducted," Bortz says. "That isn't conclusive, but it certainly encourages us to keep getting the message out there."

The Department of Insurance remains a primary supporter. "We conducted a similar challenge the next spring involving four community colleges – on a much smaller scale," said Lacey Kennett, Assistant to the Insurance Commissioner. "It mirrored the university program, and AT&T was there again to help us. We collected an additional 2,000 pledges in just three weeks. We've made it all very portable and are willing to help anyone, even other states, trying to replicate the challenge."

For the near term, the partners are continuing the effort by encouraging similar challenges among high schools across Kansas. "We are looking to deliver an even more effective message about the dangers of texting and driving to teens through a high school campaign that leverages local rivalries," Bortz said. "We think that will resonate with them and increase awareness of the risks of distracted driving."

**"It was a friendly rivalry. Each school conducted outreach on their own campuses and used social media platforms to generate student, faculty, alumni, and community support."**

–CHRIS BORTZ  
KDOT Traffic Safety  
Program Manager





## **PARTNERSHIP IN ACTION: MONTANA**

# Montana partners with FCCLA to deliver distracted driving and seat belt messages to teens

In Montana, a recent upward trend in serious injuries and deaths from both distracted driving and failure to wear seat belts caused state highway safety officials to restructure their approach to teen-driver education partnerships. The resulting effort with a new partner has injected new energy into strategies to reach young drivers with messages that are hitting home and helping to change driving behaviors for the better.

Geography and demographics play a role in making bad safety decisions in large rural states like Montana. Lonely stretches of highway between towns can fuel the temptation to text behind the wheel, while young drivers are less likely than other age groups to buckle up. The recent spike in fatal teen-driving crashes convinced Montana safety officials to take a new approach to the problem.

“We had been working with partners for years to deliver messages to young drivers, but what we were doing wasn’t having the impact or reach needed to change behaviors,” said Audrey Allums, Grants Bureau Chief in the Planning Division of the Montana Department of Transportation (MDOT). “As we talked with educators and other community advocates, it was suggested that we consider a new partnership with FCCLA.”

Family Career and Community Leaders of America (FCCLA) is a national career and technical student organization that provides personal growth, leadership development, and career preparation opportunities for students enrolled in their school’s Family and Consumer Sciences education program. The organization has approximately 1,000 student members in 65 Montana high school chapters.

FCCLA coaches teens on many important life skills including problem solving, decision making, cooperation, and leadership that will help them succeed as adults, explained Megan Vincent, state FCCLA Advisor and Family & Consumer Sciences Education Specialist for the Montana Office of Public Instruction (OPI). Montana OPI oversees all secondary Career and Technical Education programming, and a partnership with Montana FCCLA included working with the state education office. “As we talked with MDOT, we discovered that FCCLA and the state have a similar focus when it comes to safety education,” Vincent said. “So it was a good idea to partner on safety.”



**“As we talked with MDOT, we discovered that FCCLA and the state have a similar focus when it comes to safety education. So it was a good idea to partner on safety.”**

**–MEGAN VINCENT**  
FCCLA Advisor and  
Family & Consumer  
Sciences Education  
Specialist

The FCCLA partnership works for several reasons, Allums said. “They have tremendous leadership, traffic safety is embedded in their culture of family safety, and students are working at the community level, not just in their schools, to spread safety messages. These are teens that understand the safety risks and want to make a difference.”

The partnership started with MDOT purchasing copies of the Families Acting for Community Traffic Safety (FACTS) curriculum, a peer education program that helps young people discover and practice how to save lives through awareness, action and advocacy of proven personal, vehicle and road safety practices. The FACTS curriculum facilitates learning and doing, and is organized into three units—Your Safety, Vehicle Safety, and Road Safety.

The state’s FCCLA safety partnership budget totaled \$40,000 in federal and private funds. “We provide mini-grants to students to cover their out-of-pocket expenses on the program,” Allums says, “but the program is not really about money. Mainly, we tap into this tremendous community volunteer system.” The partnership also benefitted from a \$15,000 grant from Ford Driving Skills for Life and GHSA to support student outreach.

“We’re continually amazed at the number of volunteers in these communities, and how much they care about safety issues,” said Sheila Cozzie, Cultural Liaison for MDOT’s Highway Traffic Safety Section. “They do what it takes to get the message out there to young drivers, and do it with enthusiasm.”

The Montana partnership, the first of its kind between an FCCLA state affiliate and an SHSO, emphasizes the power of peer-to-peer messaging. “We can tell students about safety, and that’s effective to a point,” Allums says, “but when teens tell their own story to other teens, that’s impactful.”

One memorable safety presentation involved two teen drivers, both FCCLA members who survived unrelated serious crashes. One was wearing a seat belt and walked away with minor injuries; the other wasn’t belted and suffered significant injuries that resulted in a slow recovery. The two partnered to deliver a presentation that conveys a powerful message to peers about safety belt effectiveness.

“This is a great example of how FCCLA effectively reaches entire communities, as students and often their parents attend the safety presentations at the schools,” Cozzie added. “A serious crash can disrupt an entire community, so families need and want to understand the importance of being involved in prevention and support.”

**“We’re continually amazed at the number of volunteers in these communities, and how much they care about safety issues.”**

**–SHEILA COZZIE**  
MDOT Cultural Liaison

## PARTNERSHIP IN ACTION: NEVADA

### Nevada works with mortuary to highlight pedestrian safety

Sometimes serendipity and imagination can foster an unlikely partnership. In Las Vegas, for example, few might have thought that collaboration between the state, a university and a local mortuary would work to convey an important traffic safety message. But the partnership has been going strong for more than two decades and is still gaining steam.

As a grant subrecipient with the state Office of Traffic Safety, the University of Nevada-Las Vegas (UNLV) formed an unusual partnership with Palm Mortuary during the 1990s. “At first, we collaborated on billboards in the Clark County area that includes Las Vegas,” said Erin Breen, longtime safety program director for the UNLV Transportation Research Center.

The ads were clever, featuring a brief seat belt message such as, *It only takes a second to buckle up*, and the tag line, *We’d rather wait—Palm Mortuary*.

“The billboards were memorable, raised awareness and even made people laugh,” Breen said. “A lot of people reacted to the campaign, and the messages were well received.”

In 2000, Palm Mortuary changed owners, but the firm’s partnership with the state continued, even as billboard ads were replaced with more direct forms of advertising, including social media. The continuing partnership also targeted a recent and growing cause for concern in Las Vegas, and elsewhere—a spike in pedestrian injuries and deaths resulting from motor vehicle crashes.

“When the pedestrian numbers started rising, the state’s Zero Fatalities Partners made pedestrian safety a priority,” Breen said. The new owners of Palm Mortuary were approached to help with an education campaign to call attention to the problem. “In the public service announcement (PSA), you see a man waiting at a corner for a light to change,” said Breen. “A procession of hearses drives by with the tag line, *Don’t be part of the procession*. Palm gave us every hearse and driver they had so we could shoot the PSA, and they even put a message on the lead hearse promoting A World Day of Remembrance for Crash Victims.”

“The mortuary paid for the production and placement of the PSAs, so there was no cost to the state,” Breen added. “It’s been a great way to get the message out, and the feedback we receive tells us retention is good. We aren’t saturating the airwaves with



**“The mortuary paid for the production and placement of the PSAs, so there was no cost to the state. It’s been a great way to get the message out.”**

**—ERIN BREEN**  
Safety Program  
Director, UNLV  
Transportation  
Research Center

these ads—just once or twice a year. We think it’s more effective that way” because the messages aren’t overused.

The mortuary also joined in another partnership involving the state and Las Vegas area trauma centers, the county coroner, the judiciary, and casinos. The partners brought student groups to a casino parking lot where coordinators assembled a fake trauma center and enacted a pedestrian/motor vehicle crash, which also was observed by casino patrons and pedestrians walking by.

“We wanted drivers to observe how everything works from the point of impact to the care provided by the trauma center,” Breen said. “We had ambulances and hearses on hand. We re-created a traffic court in the parking lot and conducted the trial and sentencing process of the driver involved in the incident. At the conclusion, the judge—a real traffic court judge—addressed the crowd, talking about the realities in these proceedings.”

Breen says the expanded partnership reflects crucial community links to solving a common problem, and the UNLV role as local coordinator for state safety programs adds a constant oversight presence, which assists the state traffic safety office.

Successful partnering requires mutual trust, which improves with experience and familiarity, Breen says. “Having someone with local relationships is critical to partner building,” she said. “Our return on investment is significant, and we’re continuing to leverage partnerships that are going strong.”



As a grant subrecipient with the state Office of Traffic Safety, the University of Nevada-Las Vegas (UNLV) formed an unusual partnership with Palm Mortuary during the 1990s. The mortuary paid for the production and placement of PSAs such as this one.

## PARTNERSHIP IN ACTION: NEW JERSEY

# New Jersey collaborates with local Transportation Management Associations to improve pedestrian and bicyclist safety

Some safety collaborations benefit from a regional approach. In New Jersey, a 2009 spike in pedestrian-related crashes spurred a regional partnership involving the state highway safety office and the state's community-based Transportation Management Associations (TMA).

The partnership provides an effective way to deliver traffic safety messages to tens of thousands of drivers, bicyclists, and pedestrians across the state. "We rely on the TMA partnership more and more because, like other traffic safety offices, we no longer have the staff to develop and deliver safety programs," said Robert Gaydosh, Regional Program Supervisor for the New Jersey Division of Highway Traffic Safety (DHTS). "The TMAs help us fill that void."

DHTS uses federal Section 402 funds to provide an annual traffic safety grant of approximately \$175,000, shared currently among six partnering TMAs, which leverage these funds to conduct outreach activities that touch on all major traffic safety issues. "The partnership works because we have the feet on the ground—both staff and volunteers—to take that message into the communities we serve," said Dan Callas, President of TransOptions, and the TMA handling administrative duties associated with the partnership.

"The TMAs team with YMCAs, schools, and many other community groups," Callas said. "We deliver pedestrian safety education for all ages through the Street Smart NJ program, and bicycle safety at schools and community-based settings. We also work with driver education classes across the state to inform teens and families about graduated driver license laws. And we partner with local police departments on a variety of issues such as identification of non-motorist/motor vehicle crash hot spots, placement of speed signs, and anti-texting messages for all roadway users."

State coordinators closely monitor the work, "but we're not heavily involved in the events unless they need us to be," Gaydosh said. "The TMAs do a great job of tailoring programs to meet community needs, and they are also very good at documenting what happens."



**"The TMAs do a great job of tailoring programs to meet community needs, and they are also very good at documenting what happens."**

**—ROBERT GAYDOSH**  
DHTS Regional Program Supervisor

“The TMAs are good at reaching audiences we simply can’t get to,” added Gary Poedubicky, Acting DHTS Director. “They help us raise awareness about the rules of the road, occupant protection, proper use of handheld devices, and even snow and ice removal.”

Pedestrian and bicyclist safety are expected to remain a primary focus of the partnership from the State’s point of view, Gaydosh said. “Crashes and fatalities involving pedestrians and bicyclists are high in New Jersey,” a federally designated pedestrian and bicyclist Focus State. “The grassroots community assistance the TMAs provide is not only important for helping us engage with roadway users, but it supports our local Safe Routes to School program,” which develops and promotes safe walking and bicycling routes for thousands of school-age children, Gaydosh added.

The TMA partnership is fueled in part by a 2007 state law allowing statewide nonprofit organizations that include traffic safety in their mission and activities to apply to the SHSO for federal grant funds. The law enables New Jersey to provide a safety grant to the TMAs collectively “because they cover all counties of the state,” Poedubicky explained.

Each TMA works with local groups in their respective service area to identify and address the most critical traffic safety problems. The result is a longstanding, cost-effective safety partnership. “When you think about it,” he added, “\$175,000 a year for this kind of broad, grassroots outreach is a bargain.”



## PARTNERSHIP IN ACTION: WASHINGTON

# Washington Target Zero task force partnership drives high-visibility impaired driving enforcement

Washington's Target Zero traffic safety campaign has been leading local partnerships for many years, but coordinators of the state's 17 regions expand its reach and effectiveness at the community level. "It's been a great program for many years, but Target Zero has never been stronger or more effective than it is right now in driving traffic safety programs throughout the State," said Darrin Grondel, Director, Washington Traffic Safety Commission (WTSC).

A Target Zero region consists of two or more counties, and the state provides a local coordinator to guide safety program development. "Our regional coordinators do a great job, and the communities seem to thrive under the arrangement," Grondel said.

The approach relies on partnerships with regional traffic safety task forces serving every region of the state. "The state provides focused guidance on traffic safety, but we don't have a lot of restrictions on our interactions within communities, so we can get creative with potential partnerships at the local level," said Hilary Torres, WTSC's Target Zero Manager for Region 6 in Southwest Washington, which includes the City of Vancouver and Clark County.

"We work mainly within our community," Torres explained. "The Clark County Task Force, like others around the state, does incredible work bringing law enforcement and other advocates to the table, and they really drive and coordinate our safety programs throughout the region."

The WTSC does its part, handling state and federal grants, local agreements, billings and payments—the administrative aspects of community partnerships. "But it is the regional task force that determines what happens out there and who will do it," Torres said.

The Clark County Task Force meets monthly or as needed, but communication among member agencies occurs daily. "The task force identifies the needs—such as problem areas based on the data, whether it's a school zone issue or a DUI issue or a pedestrian problem," Torres said. "They represent large and small law enforcement agencies equally. Without the task force meetings and our monthly newsletters, there just wouldn't be regular safety communication or effective coordination among law enforcement agencies and organizations."



**"Without the task force meetings and our monthly newsletters, there just wouldn't be regular safety communication or effective coordination among law enforcement agencies and organizations."**

**—HILARY TORRES**  
WTSC Target Zero  
Manager, Region 6

Once a traffic safety problem is identified, task force agencies develop countermeasures and propose solutions to the state for potential grant consideration. State and local law enforcement liaisons (LELs), typically experienced police officers, provide additional expert support for the regional efforts.

“Our LELs help by providing high-level guidance on police operations,” Torres said. “They speak law enforcement’s language and understand their goals.”

“It’s not really about creating or developing new safety programs – we look for effective programs already in place that we can tap into and partner with,” Torres said, citing the example of the Clark County Collaborative DUI grant, which strengthens existing high-visibility, task force enforcement efforts with the assistance of the Vancouver Police Department. “WTSC provided an additional \$150,000 grant with lots of moving parts and partnerships. The Clark County Collaborative DUI Grant uses those funds for outreach, education and media, along with additional high-visibility enforcement.”

The state and task force understand the importance of constantly renewing and enlarging volunteer networks, and part of that effort involves annual community recognition of successes and special safety efforts. “Each year, we kick off the Holiday Statewide High-Visibility DUI Enforcement period with regional traffic safety awards,” Torres said. “The theme is *Night of a Thousand Stars*, and we love to celebrate our successes together.”

“After a wonderful evening with the community, we lead the whole group into another part of the building for our kickoff press conference for the DUI high-visibility enforcement event,” Torres said. “It’s a natural transition and people like being involved in support of law enforcement and traffic safety.”

“The Clark County Task Force and the 16 regions across the state are amazing,” Torres added. “Once we’re dialed into the needs and specific goals for the coming year, Target Zero managers can look for local connections, and have the bandwidth to form partnerships in the community. This approach gives each region the flexibility to develop unique tools to accomplish local and state highway safety goals.”







# **GHSA**<sup>SM</sup>

**Governors Highway Safety Association**  
The States' Voice on Highway Safety

[www.ghsa.org](http://www.ghsa.org)

The Governors Highway Safety Association (GHSA) is a nonprofit association representing the highway safety offices of states, territories, the District of Columbia and Puerto Rico. GHSA provides leadership and representation for the states and territories to improve traffic safety, influence national policy, enhance program management and promote best practices. Its members are appointed by their Governors to administer federal and state highway safety funds and implement state highway safety plans.

   
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