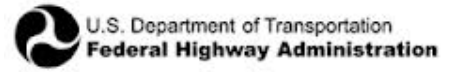


# Roadway Safety Professional Capacity Building Program



Through engaging peer workshops, the RSPCB Program matches agencies seeking solutions to roadway safety issues with trailblazers who have addressed similar challenges and emerged with a roadmap and noteworthy practices for approaching the issue.



## NEVADA PEER EXCHANGE:

### STRATEGIC HIGHWAY SAFETY PLAN (SHSP) IMPLEMENTATION

#### *An RSPCB Peer Exchange*

The Nevada Department of Transportation (NDOT) hosted a peer exchange March 4 and 5, 2015, in Carson City, NV, with support from the Federal Highway Administration (FHWA) Office of Safety. In addition to FHWA and NDOT staff, representatives from the following agencies attended the event:

- Arizona Department of Transportation (ADOT)
- Utah Department of Transportation (UDOT)
- California Department of Transportation (Caltrans)
- Idaho Transportation Department (ITD)
- Maryland Department of Transportation (MDOT)
- Nevada Department of Public Safety Office of Traffic Safety (DPS/OTS)
- Nevada Highway Patrol (DPS/NHP)

This event focused on providing NDOT with noteworthy practices to inform their 2016-2020 SHSP update, and to give NDOT an opportunity to share SHSP successes and challenges. This peer exchange centered on presentations, question and answer sessions, and facilitated discussions. Peers discussed a variety of SHSP-related topics, including emphasis area strategy selection, addressing performance measures, local and regional SHSP implementation, tribal outreach, communication and collaboration, safety culture, and SHSP integration. These topics are discussed in more detail below.

The full agenda is available in [Appendix A](#) and the list of participants is available in [Appendix B](#). Peer presentations are available upon request.

## STRATEGY SELECTION & EVALUATION

### Emphasis Area Strategy Selection

Peers from Maryland and Utah discussed how they select individual SHSP strategies to help achieve State safety goals. Both States apply a broad approach, but strive to strike a balance between strategies that are not too vague and are not as specific as an action. Maryland also focuses on SHSP strategies that can be applied to meet the needs of several stakeholder groups. Utah uses innovative data analysis to select and refine SHSP strategies.

***When selecting strategies, remember that the SHSP is a high-level, strategic document.***

## Maryland

Maryland emphasized that their SHSP is a strategic, high-level document that provides clear direction. As MDOT develops its SHSP, strategies must contain enough detailed information to be useful at a strategic level, but avoid so much detail that the document loses sight of broader safety goals. Maryland strives to incorporate strategies in the SHSP that are relevant to various relevant stakeholder groups. Specific actions that relate to those strategies are then implemented through stakeholder safety plans, such as the Highway Safety Plan (HSP).

To identify strategies, MDOT uses its “SHSP Matrix.” The framework relies on sound data, input from the 4Es—engineering, education, enforcement, and emergency response—consideration of target groups, and collaboration, communication and coordination with partners. This approach has helped Maryland focus its SHSP goals.

MDOT identifies a target group or groups critical to a particular emphasis area and then identifies strategies relevant to that group to incorporate into its SHSP. Maryland encourages Emphasis Area Teams (EATs) to develop EAT Action Plans with more detailed strategies or actions to address specific safety concerns. These EATs are often chaired by external partners and each team has an appointed data coordinator.

MDOT also leverages the safety plans of the numerous agencies and coalitions in Maryland that represent the target groups captured in their SHSP. For example, a motorcycle coalition in Maryland has an action plan, so MDOT identified motorcyclists as a target audience for reducing intoxicated driving and incorporated strategies and actions from the coalition’s plan into its SHSP.

For its 2016 SHSP update, Maryland focused on six emphasis areas: aggressive driving, distracted driving, impaired driving, pedestrian safety, highway infrastructure, and occupant protection. Maryland has also adopted the long-term goals of the national initiative [Toward Zero Deaths](#) (TZD).

In addition to the framework discussed above, MDOT considered their previous SHSP strategies and assessed:

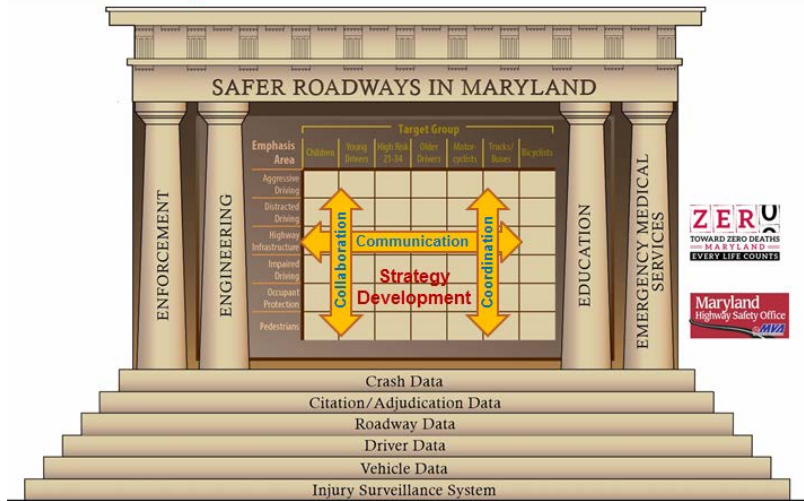
- Was the strategy fully implemented?
- Is the need still there?
- Does the strategy need to be continued?

## Utah

Utah discussed how they use their SHSP to drive investment decisions and provided examples of how their SHSP strategies are transformed into actions and projects.

Roadway departure is one emphasis area in Utah’s SHSP. One strategy UDOT uses to address this issue is to

## Maryland’s SHSP - Matrix



MDOT's SHSP Matrix

continue installing median barrier treatments along high-crash corridors. Utah created and used a logic framework to link roadway characteristics to roadway departure crash severity, and to define systemic cable barrier placement guidelines. As UDOT staff investigated available crash and attribute data, they realized roadway data was collected by various groups and agencies, but was not consolidated in a central database.

In 2012, UDOT established a roadway asset collection program using a comprehensive LiDAR mobile survey of the entire State system of roadways. The data collected through this effort along with other spatial and non-spatial UDOT data is stored in UGate, the central database of UDOT GIS data. UDOT uses a data portal for accessing all GIS data and applications, such as UPlan. UPlan is a collection of maps and data that comes from UGate and is the most visible GIS product at UDOT. For safety projects, UDOT uses the American Automobile Association's (AAA's) [United States Road Assessment Program](#) (usRAP) system to analyze roadway attribute data and suggest locations where treatments may have the greatest safety benefit.

***Use data to select strategies and target strategies that apply to multiple stakeholders.***

Utah also discussed how it uses its Pedestrian Safety Action Plan to identify strategies for the pedestrian critical emphasis area (CEA) in their SHSP. In 2014, representatives from a cross-section of State agencies in Utah met to create a Pedestrian Safety Task Force. The task force set about identifying strategies to reduce potential pedestrian fatalities and improve overall pedestrian safety Statewide. Some of these strategies are reflected as priority strategies in Utah's SHSP.

The Pedestrian Safety Action Plan includes tasks for stakeholder groups, outlines responsible agencies, and provides estimated completion timeframes for each task. For example, the Pedestrian Safety Action Plan identifies the Highway Traffic Engineers stakeholder group as being responsible for increasing signal crossing times based on roadway widths. Tasks for the Pedestrian Education and Outreach Programs group include developing programs to educate drivers on ways to deal with disabled vehicles on a highway when occupants must exist a vehicle.

## Strategy Evaluation

Evaluations help States track the progress and impact of their SHSP strategies. Idaho and Maryland shared their evaluation approaches and successes. Idaho reported on successes in improving its evaluation strategies, and Maryland shared how they use exponential trend lines to measure progress.

### Idaho

Before ITD began using the SHSP [Evaluation Process Model \(EPM\)](#), developed by the FHWA Office of Safety, it only tracked the *completeness* of strategies. The EPM recommends that performance measures also be established for high-priority strategies, and that implementation of those strategies should be tracked regularly. To enhance its SHSP evaluation, Idaho held workshops to select priority strategies for each of the emphasis areas in the SHSP and establish performance measures. Focus group committee chairs, the ITD executive oversight team, ITD Office of Highway Safety managers, SHSP managers, and FHWA Office of Safety staff attended the workshops. Participants first selected priority strategies for each emphasis area and then developed performance measures, identified data needs, tracking mechanisms, and assigned roles and responsibilities for tracking and reporting progress.

***Use evaluations to track progress and impacts of SHSP strategies.***

ITD staff used Microsoft Excel to track performance measures set in the EPM. The tracking document has three sheets: output tracking, outcome tracking, and summary. Idaho piloted the tracking document with their Distracted

Driving Emphasis Area team.

ITD staff used the output tracking sheet to record the status of strategy implementation. They found it difficult to assess the level of completeness of some strategies, such as enforcement strategies. Peers during the event suggested that ITD set annual benchmarks for ongoing strategies, which would be marked complete when annual benchmarks are met.

The outcome tracking sheet reports progress in meeting emphasis area goals and objectives. Outcome performance measures are typically the number of fatalities and serious injuries. Outcome evaluation helps assess if the SHSP's program of strategies is having its desired impact. The summary sheet provides at-a-glance information that ITD staff use to provide status updates to stakeholders and emphasis-area team members. The summary sheet ranks strategies using the following rubric:

- 0 – Not Started
- 1 – Early Progress
- 2 – Underway
- 3 – Substantial Progress
- 4 – Complete

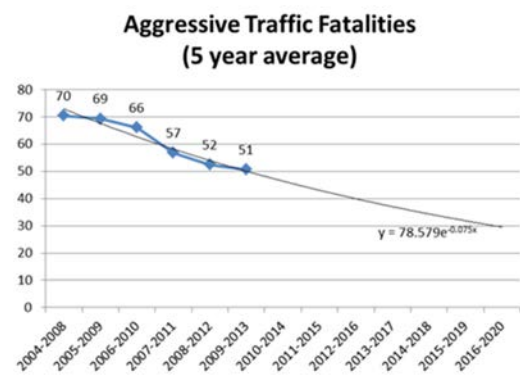
## Maryland

While developing its 2011 SHSP and setting long-term SHSP goals for its emphasis areas, Maryland used the Big 4 performance measures to assess progress: number of fatalities, fatality rate, number of serious injuries, and injury rate.

To achieve a 50 percent reduction in fatalities by 2030, a geometric mean reduction plan was devised to work backward from Maryland's future goal using 2008 as the benchmark year. This methodology was also used to set interim annual targets and various performance measures for the Highway Safety Plan and State Highway Administration Business Plans.

In the future, Maryland will establish program area performance measures based on a rolling average, but the current methodology—to set interim annual targets for plans—will stay the same. Maryland believes its methodology creates aggressive yet realistic targets that will not be subject to up-and-down changes in yearly data.

*Evaluations can be based on data's Big 4: fatalities, fatality rate, serious injuries, and injury rate.*



Example of MDOT's 5-year trend line

## STAKEHOLDER ENGAGEMENT

Effective stakeholder engagement leads to SHSPs that address the needs of all State road users. Peers discussed various strategies for gathering input from the public, including from traditionally underserved communities.

### Local Engagement

California and Arizona discussed local and regional involvement in their SHSPs. In general, both States try to integrate and tailor SHSP emphasis areas and strategies based on local needs, and also implement the SHSP at the local level.

## California

California updated its SHSP in 2014 beginning with a strengths, weaknesses, opportunities, and threats analysis informed by interviews with executive leaders, members of the steering committee, and challenge or emphasis area leaders. The analysis showed that California's efforts have been successful in several areas, including collaboration and communication across the 4Es, expanding the breadth and depth of partners involved, involvement from top-level management, and detailed progress tracking. One of the weaknesses identified was a

***Robust stakeholder involvement produces SHSPs that are representative of the entire public.***

lack of involvement from regional, local, and tribal agencies. To address this weakness, Caltrans has performed extensive research to create a safety stakeholder master list of 1,500 people. These stakeholders were invited to all outreach events and were asked to offer their comments on the draft plan when it was posted on the California SHSP website. The SHSP is now out for public comment. Caltrans is planning a signing ceremony and will sponsor regional road shows to further engage local stakeholders.

## Arizona

The Arizona SHSP is the umbrella plan for all safety plans and programs in Arizona, including the Highway Safety Plan (HSP), the Highway Safety Improvement Program (HSIP), the Commercial Vehicle Safety Plan, and other safety plans and programs. To plan a strategic and united effort, the emphasis areas within each of these plans and programs must be traceable to Arizona SHSP emphasis areas and implementation efforts.

Changing safety culture is a long process that requires constant communications and continuous engagement with stakeholders and agencies. Arizona views changes in State safety culture as being typically driven by changes at the regional or local level; because of this, ADOT embraces and champions regional and local efforts. By being involved in local and regional changes in safety culture, ADOT staff play a part in the growing Statewide safety culture and know enough to inform other agency staff across Arizona.

ADOT coordinates with numerous regional planning agencies. Arizona has two transportation management areas, eight metropolitan planning organizations, four councils of government, and tribal governments. These agencies understand it is important to be a part of the Statewide SHSP update process because their safety plans are developed based on the State SHSP.

ADOT updated its SHSP in 2014 by engaging regional planning agencies using methods and actions such as data analysis, research, and stakeholder outreach. Actions included task force meetings, safety summits, and Executive Committee reviews. Stakeholder engagement continued throughout the SHSP update process and after the process was completed.

The SHSP includes lists of emphasis areas from which regional agencies can select emphasis areas that best fit their needs. Within the updated SHSP, there are 10 task forces divided into 12 emphasis area teams. Regional or local agencies adopt emphasis areas from those 12 teams according to their regional needs.

The emphasis areas in Arizona's SHSP provides a framework from which Metropolitan Planning Organizations (MPOs) and other agencies can select and adopt emphasis areas and build regional safety plans that best suits their needs. Emphasis areas and strategies in an agency's safety plan that are not in the Arizona SHSP will not receive HSIP funding, further emphasizing the importance of local involvement in Arizona's SHSP development.

## Tribal Engagement

Peer States California, Nevada, and Arizona shared their extensive experience in engaging tribal stakeholders in the SHSP planning and update process.

### Arizona

Arizona discussed the value and need for engaging Native Americans in their SHSP process. There are challenges to establishing effective tribal involvement, but there are also many opportunities that can ensure SHSPs are representative of a breadth of stakeholders. Some challenges Arizona has faced include:

- Many tribal roadways are in poor condition and maintenance is needed (restriping, repaving, etc.).
- Sovereignty issues sometimes make tribes reluctant to share crash data, especially data with personally identifiable information.
- Collaboration with tribes for the SHSP can be complicated because tribes are not represented by “one voice.” In Arizona, there are 22 federally recognized tribal communities and each has its own tribal leadership and concerns. Arizona has found that tribes must be approached individually and on a personal level to optimize engagement and involvement.
- Tribes may lack resources (technical knowledge and finances) needed to improve their roadways.

Regardless of the challenges, Native Americans are valued citizens in Arizona and ADOT is committed to SHSP updates that incorporate their needs and feedback. Unfortunately, Native Americans are overrepresented in serious and fatal crashes, so integrating them into the SHSP process is critical to achieving TZD goals.

Arizona has embraced several opportunities to enhance collaboration with tribes. There are tribal liaisons across every section of ADOT. The agency also works with the non-profit Inter Tribal Council of Arizona (ITCA) to facilitate collaboration with tribal communities. ADOT staff attend tribal safety summits and created an Arizona Tribal Strategic Partnering Team, which hosts a Statewide tribal transportation reengagement forum.

***Tribal involvement should be a key focus area as State DOTs develop their SHSPs.***

ADOT invited tribal 4E representatives to participate at all levels of its 2014 SHSP update, including in Task Force Teams, Emphasis Area Teams, and Inter-jurisdictional Emphasis Area Teams. Some tribes wanted to have their own emphasis areas with their own task forces, but it was decided that making separate tribal emphasis areas and tribal task forces creates the same stove-piping issues that SHSP tribal integration tries to overcome.

Tribes do not totally participate in ADOT’s electronic crash reporting system. However, tribes are being trained in electronic crash reporting. Efforts have also been made to tie the tribal GIS map system into the existing ADOT crash reporting system.

Arizona plans to have continuous outreach and collaboration with the tribes. This outreach will include:

- Increasing awareness to tribes about the SHSP and how it can impact them.
- Encouraging tribal participation in the SHSP.
- Sharing data and data analysis strategies.
- Conducting safety planning webinars.
- Continued training in developing basic tribal safety plans.
- Encouraging agencies to improve their data quality (for example, deployment of the TraCS crash



reporting and citations software for law enforcement).

## California

California has the largest Native American population in the country, with 111 federally recognized tribes. Caltrans has well-defined communication, engagement, and outreach policies for tribes, with targeted activities to open dialog with tribal governments and identify opportunities for tribal involvement. For the SHSP update, Caltrans used an informal approach with a number of presentations to the Native American Advisory Committee, which is managed by the Caltrans Native American Liaison Branch. Caltrans also started a project to identify tribal data gaps by conducting a survey and asking for feedback during webinars and summit breakout sessions. Based on that feedback, Caltrans identified a number of critical tribal needs:

- **Tribal crash data:** The goal is to increase the amount of data available and to coordinate reporting across the various local, State, and tribal enforcement and emergency response agencies.
- **Lack of resources:** Address access to funding, technical assistance, and enforcement challenges.
- **Communication:** Improve coordination with other tribes, local governments, and MPOs.
- **Collaboration:** Incorporate tribal issues in challenge area efforts by forming teams to consider how effective set action items are in addressing tribal safety.

## Nevada

Tribes have been energetic about providing input for Nevada's SHSP, and they have been invited to participate on CEA teams. NDOT's tribal outreach efforts include a road safety assessment program, training, and a commitment for a 50 percent cost match to tribes awarded Tribal Transportation Safety Program Grants to create safety plans. NDOT staff assists tribes in writing their safety plans, and held a Tribal Transportation Safety Summit in May 2015.

# SHSP OUTREACH

## Outreach Strategies

Peers used several outreach strategies to engage stakeholders in the SHSP effort and to inform them of emphasis areas and strategies, SHSP accomplishments and future plans.

## Arizona

ADOT attributed much of its SHSP success to strong communication and outreach strategies. The process is built on the following pillars:

- Maximizing knowledge and expertise
- Comprehensive crash data analysis
- Expert-led task forces
- An environment conducive to stakeholder input

To kick off outreach for its SHSP, ADOT held an SHSP Safety Launch, an event with nearly 100 attendees. ADOT staff rolled out the agency's task force participation plan, and participants completed commitment forms indicating their willingness to participate in one of seven task forces. After the event, ADOT received feedback indicating that stakeholders wanted more time to interact with each other and ADOT staff, and more diversity in the task forces. The seven initial task forces morphed into ten task forces, and two rounds of meetings became three rounds of meetings. Arizona provided the task forces with sufficient support and expertise. ADOT staff found that good facilitators are important, particularly for task force meetings with several dozen participants.

During the first task force meeting, members reviewed effective strategies, identified barriers to implementation,

and noted less successful strategies. During the second meeting, members reviewed the identified strategies that had emerged and compiled discussion topics for the SHSP Safety Summit. Each of these first two meeting rounds lasted about four hours.

***Effective outreach happens when State DOTs take the time to meet with stakeholder groups.***

ADOT held its SHSP Safety Summit in November 2013. Task forces reviewed and made recommendations for strategies and action steps. Each task force had a room, and everyone, including the executive committee members, went to each of the ten rooms for about 30 minutes each. Each task force member voted on strategies within their respective task forces. During the third task force meeting, members of the Safety Round Table voted on and finalized strategies and action steps.

The entire process for stakeholder outreach involved roughly 2,400 hours, 12 jurisdictions, 2 major stakeholder events, 30 stakeholder task force meetings, more than 300 participants, with contributions from 9 tribal nations, and 87 agencies. ADOT included communications personnel on its project management team and used various messaging techniques—including email, flyers, reference binders, websites, and newsletters—to reach a range of stakeholders.

### **California**

One of the greatest successes for California has been their ability to keep a good number of people active and involved in the SHSP process. To enhance their outreach, Caltrans got input several ways.

First, they piggybacked on existing meetings being held by councils, commissions, county groups, MPOs, and transportation groups. In some cases Caltrans staff gave a standard presentation and in others the presentation was tailored to the audience. All in all, the agency participated in nearly 60 meetings.

They also did extensive research to create a solid safety stakeholder master list and were able to identify 1,500 individuals Statewide. Those people were invited to all outreach events and were also invited to offer their comments on the draft plan when it was posted on the SHSP web site.

Caltrans used webinars to provide all stakeholders the opportunity to learn about and participate in the agency's SHSP. They conducted a total of six webinars and broke them down into the following topic areas:

- Driver behavior, which included impaired driving, occupant protection, speeding and aggressive driving, and distracted driving
- Infrastructure and operations, including roadway departures, intersections, and work zones
- Active transportation, including pedestrians and bicyclists
- Focus populations, including young drivers, older drivers, commercial vehicles, and motorcycles
- Tribal road safety
- Emergency medical services

The webinars focused on content gathered from breakout sessions at two safety summits. Total webinar attendance was 449 people, and 45 percent were new to the SHSP process. The update process included targeted surveys to obtain feedback from tribal stakeholders, and a survey to determine how Metropolitan Planning Organizations (MPOs) and Regional Public Transportation Authorities (RPTAs) in the State were aligning their plans with the SHSP.

Breakout sessions at Caltrans' two safety summits—one in Los Angeles and one in Sacramento—covered the same



topics as the webinars. Attendees had the opportunity to choose two areas where they could offer their views on what should be in the plan.

California's SHSP Executive Leadership and Steering Committee also weighed in on SHSP challenge areas. A number of people felt they should reduce the number of challenge areas and make it a more strategic and focused plan, while others were adamant that the challenge areas were working well and should stay. In the end, they removed 2 challenge areas and there are now 15 total. They also created a Data Technical Advisory Team that will be a resource to Executive Leadership, the Steering Committee, and the Teams. The California SHSP is going through the public comment phase and Caltrans staff are putting together recommended changes.

### **Maryland: A Safety Summit Driven From the Top**

In Maryland, SHSP outreach is guided by executives. MDOT obtains resolutions and proclamations of support to gain SHSP buy-in from leadership. Maryland has received support from the Governor, the Chiefs of Police Association, the Sherriff's Association, the Emergency Medical Services Board, and the Association of County Health Officers. Maryland's SHSP executive council includes members from the State Police, the Department of Health and Mental Hygiene, the MDOT Planning Division, the Motor Vehicle Administration, the State Highway Administration, the Maryland Institute for Emergency Services Systems, and the State Transportation Authority. The executive council meets quarterly to approve strategies and amendments, and seeks ways to integrate the SHSP across the State. To ensure active participation from executives, they have found it is important that this group understands and supports the SHSP.

MDOT's safety summit in 2014 drew more than 400 participants, including public officials and representatives from local governments. The SHSP was introduced and then participants broke into emphasis area groups for expert-led discussions and presentations on best practices. MDOT staff distributed copies of Maryland's SHSP and participants were asked to provide suggestions relevant to their emphasis area. Those suggestions were then compiled through a facilitated discussion.

### **Building a Safety Culture**

In addition to gaining buy-in from external stakeholders, several peer States spoke on efforts to build internal and external safety culture as part of their SHSP.

#### **Idaho**

To create an agency-wide safety culture, Idaho started at the top by cultivating leadership buy-in. They created an SHSP Executive Safety Committee comprised of the ITD Deputy Director, ITD's SHSP Program Manager, Board Secretary, and Highway Safety Manager, the FHWA Division Office Safety and Traffic Engineer, a district engineer, and others. The group meets monthly during which a representative from 1 of ITD's 11 emphasis area teams reports to the executive committee. They then focused on educating all stakeholders, including personnel representing the 4Es, and safety partners on the behavioral side of the transportation community.

ITD has also found the following elements helpful in supporting their SHSP and creating a safety culture:

- **Develop a vision:** Idaho has adopted a TZD vision.
- **Build trust:** Idaho provides building blocks of support, such as steering committees and emphasis area committees that support the SHSP process and safety culture.
- **Develop goals and measures:** To demonstrate a commitment to safety results.
- **Assign accountability:** In Idaho, SHSP progress is reported to the Executive Safety Team. Establishing roles and responsibilities helps establish accountability, and program results are also captured in the following:

- HSIP Annual Report
- HSP Annual Report
- Management reviews
- SHSP performance evaluation
- **Build awareness:** Idaho builds safety awareness internally and to the public through:
  - Idaho Highway Safety Coalition;
  - ITD In Motion, a video series that includes highway safety messages, road project updates, features on ITD programs, and other topics;
  - Media events; and
  - Public service announcements.

Continually implementing, measuring and communicating safety also keeps the safety culture momentum moving forward. Finally, Idaho has found that recognizing successes and individual contributions has enhanced safety culture, and helps keep stakeholders engaged and committed to an agency-wide safety culture. Idaho’s Highway Safety Summit Awards include the TZD Star Award for counties with zero motor vehicle crash deaths, an SHSP committee chair recognition, and a Roadway Safety Foundation Award for its Highway Safety Corridor Analysis Project.

## Maryland

Maryland has enhanced its safety culture by elevating the importance of SHSP updates in the eyes of staff across MDOT. In previous years, the safety elements in MDOT’s Statewide Long Range Transportation Plan and the Motor Vehicle Association’s long range plan were not in line with the SHSP. Now, the SHSP sets the tone and goals for those other plans, and the plans refer back to the SHSP. This is true for other State agency plans as well. For example, the Maryland Department of Health & Mental Hygiene and the Maryland State Police both have agency business plans with highway safety components that align with those in the SHSP. A major factor that elevated the SHSP was that leadership from those agencies were members of the SHSP Executive Council.

MDOT updates its SHSP using a logic model that they find strengthens the SHSP, and the safety culture. By thoughtfully integrating the data and stakeholder feedback into emphasis area and strategy selection, MDOT delivers positive short-term, intermediate, and long-term outcomes. The end product is an improved safety culture.



Maryland’s SHSP Logic Model

## Utah

UDOT partners with agencies such as the Department of Health, the Department of Public Safety, and the Department of Education to spread the TZD brand and foster a strong safety culture. UDOT conducts annual public awareness surveys, the most recent of which found that 82 percent of respondents recognize the TZD brand, while more than 50 percent said the message changed their behavior. UDOT recognizes that awareness can only go so far and that they need to also focus on changing behavior, such as seatbelt use.

UDOT staff presented a clip from a local news agency that showcased a high school peer-to-peer program called “Don’t Drive Stupid.” Participating schools receive incentive items, such as shirts and lanyards, and peer groups create activities to promote the TZD message—for instance, painting thumbs a particular color to represent a commitment to not texting while driving. UDOT staff also showed a television advertisement that aired in local television markets during last year’s Super Bowl. The advertisement showed a child that had been killed by their unbelted parent and was created to promote a proposed primary seatbelt enforcement law.

Finally, UDOT is focusing on improving its internal safety culture. Even with 85 to 95 percent of crashes caused by human behavior, Utah finds that investing in public relations and promotion around safety culture goals is a hard sell compared to engineering projects.

## LESSONS LEARNED

### Key Takeaways

Participants engaged in group discussions and identified takeaways organized below by topic area.

#### SHSP Strategy Selection

- Apply a 4E blended approach to strategies.
- Bottom-line strategies should always be data driven.
- Consider dividing the SHSP into two documents: a strategic, static, high-level document, and a more comprehensive document with actionable items.
- Consider non-traditional data sources, such as trauma registries, to enhance crash data.
- Go to the locals. Gain stakeholder input on strategies during in-person SHSP meetings or summits, and regional meetings. Conduct webinars and surveys to reach a wider audience.
- Prepare stakeholders to make informed decisions about strategy selection. Provide current and relevant data. For example, Arizona provided SHSP stakeholders with a crash data book during their SHSP update.
- Provide effective countermeasures for potential strategies.

#### SHSP Performance Measures

- Establish goals and performance measures for the SHSP, and within individual emphasis areas.
  - Performance measures lead to better strategies and actions.
- Ensure that performance measures are based on clear data sources and that they relate back to goals.
  - Appoint coordinators within each CEA team to track progress.
- Incorporate evaluation into the SHSP process. Consider using a 5-year rolling average and an exponential trend line to project progress and set performance goals for emphasis areas and the program. Different tools can be used to track and monitor SHSP progress as long as a mechanism is in place.
- Use a balance of output and outcome performance measures to inform evaluation. Output performance measures track work performed. Outcome performance measures track whether desired impacts are achieved.
- Use evaluation results to continually inform the SHSP process.

## **Tribal Outreach and Involvement**

- Engage tribal liaisons to help communicate the SHSP message through tribal communities.
- Find common ground to build relationships. For example, use road safety audits to build relationships with tribes.
- Speak to the needs of tribal stakeholders—one-on-one engagement is often effective.
- Support and participate in tribal safety summits.
- To improve data collection, encourage tribal police to use electronic citations and a web-based crash database.

## **Regional and Local Implementation**

- Align local plans with the SHSP.
- Know your audience and provide takeaways for stakeholders.
- Promote memorandums of understanding or proclamations with professional organizations, relevant agencies, and partner organizations that support the SHSP.
- Support MPOs in developing safety plans. For example, provide data and technical assistance.

## **Safety Culture and SHSP Integration**

- Consider using techniques to promote safety culture from other disciplines, such as public health and organizational psychology.
- Create awards and recognition to highlight successes.
  - Consider activities to raise awareness, such as work zone personnel memorials or a safety week.
  - Thank volunteers for their participation.
- Engage younger audiences—they can have a major impact. Foster behavior-based training to promote safety culture from a new perspective.
- List, celebrate, and recognize accomplishments. Promote safety internally by using concise, consistent, and clear communication forms.

## **Enhanced Partner Collaboration and Communication**

- Bring information to your partners, such as through regional meetings and road shows.
- Ensure that goals are cohesive across partner agencies.
- Reach a wider audience with webinars and conference calls.

## **A few additional takeaways on SHSP implementation and management:**

- Allow ample time for SHSP updates.
- Be realistic about how much SHSP updates cost.
- Create a marketing plan to educate the public on the SHSP.
- Create guidance documents to educate new staff and leadership.
- Strong relationships lead to stakeholder buy-in.

# APPENDIX A

**NV SHSP Implementation Peer Exchange**  
**Carson City, NV**  
**March 3-4, 2015**

**DAY ONE: 8:00 a.m. - 5:00 p.m.**

<b>AGENDA</b>		
8:00 a.m.	REGISTRATION	
8:30 a.m.	Welcome and Introductions	- Ken Mammen, NV DOT
9:00 a.m.	Workshop Overview <ul style="list-style-type: none"> <li>• Peer Exchange Program and Purpose</li> <li>• Peer Exchange Focus</li> <li>• Expected Outcomes</li> </ul>	- Jennifer Warren, FHWA Office of Safety - Ken Mammen, NV DOT
9:30 a.m.	Highlights of Nevada’s SHSP and Update Process	- Traci Pearl, NV Department of Public Safety/Office of Traffic Safety
<b>10:00 a.m. BREAK</b>		
10:15 a.m.	SHSP Strategy Selection	- Tom Gianni, MD Highway Safety Office - Scott Jones, UT DOT
11:00 a.m.	SHSP and Performance Measures	- Tom Gianni, MD Highway Safety Office - Lisa Losness, ID Office of Highway Safety
11:30 a.m.	Q & A	- ALL
<b>11:45 a.m. LUNCH</b>		
12:45 p.m.	Facilitated Roundtable Discussion	- ALL
<b>1:45 p.m. BREAK</b>		
2:00 p.m.	Tribal Outreach and SHSP Involvement	- Ursula Stuter, Caltrans (California) - Maysa Hanna, AZ DOT
2:45 p.m.	Regional/Local Implementation of SHSP	- Maysa Hanna, AZ DOT - Ursula Stuter, Caltrans
3:30 p.m.	Q & A	- ALL
<b>3:45 p.m. BREAK</b>		
4:00 p.m.	Facilitated Roundtable Discussion	- ALL
4:45 p.m.	Recap and Closing Remarks	- Ken Mammen, NV DOT - Jennifer Warren, FHWA Office of Safety
<b>5:00 p.m. ADJOURN</b>		

## DAY TWO: 8:00 a.m. - 4:30 p.m.

AGENDA		
8:00 a.m.	<ul style="list-style-type: none"><li>• Welcome</li><li>• Recap of Day 1</li><li>• Plan for Day 2</li></ul>	<ul style="list-style-type: none"><li>- Ken Mammen, NV DOT</li><li>- Jennifer Warren, FHWA Office of Safety</li></ul>
8:15 a.m.	Safety Culture and SHSP Integration	<ul style="list-style-type: none"><li>- Tom Gianni, MD Highway Safety Office</li><li>- Lisa Losness, ID Office of Highway Safety</li><li>- Scott Jones, UT DOT</li></ul>
9:00 a.m.	Enhanced Partner Collaboration and Communication	<ul style="list-style-type: none"><li>- Maysa Hanna, AZ DOT</li><li>- Ursula Stuter, Caltrans</li></ul>
9:45 a.m.	Q & A	<ul style="list-style-type: none"><li>- ALL</li></ul>
<b>10:00 a.m.</b>	<b>BREAK</b>	
10:15 a.m.	Facilitated Roundtable Discussion	<ul style="list-style-type: none"><li>- ALL</li></ul>
<b>11:30 a.m.</b>	<b>LUNCH</b>	
12:30 p.m.	Lessons Learned	<ul style="list-style-type: none"><li>- Peer Panel and Q&amp;A</li></ul>
1:30 p.m.	Facilitated Roundtable Discussion: SHSP Regional Collaborative Efforts—is there anything we can be doing together?	<ul style="list-style-type: none"><li>- ALL</li></ul>
<b>2:15 p.m.</b>	<b>BREAK</b>	
2:30 p.m.	RECAP	<ul style="list-style-type: none"><li>- Jennifer Warren, FHWA Office of Safety</li></ul>
3:00 p.m.	Action Planning <ul style="list-style-type: none"><li>- What will Nevada bring to their SHSP update summit?<ul style="list-style-type: none"><li>○ What did they hear that they liked? Could or should they try it in Nevada?</li><li>○ Barriers and opportunities</li></ul></li></ul>	<ul style="list-style-type: none"><li>- ALL</li></ul>
4:00 p.m.	Wrap up and Closing Remarks	<ul style="list-style-type: none"><li>- Jennifer Warren, FHWA Office of Safety</li><li>- Ken Mammen, Nevada DOT</li></ul>
<b>4:30 p.m.</b>	<b>ADJOURN</b>	



## APPENDIX B: PARTICIPANTS

<b>FHWA/Volpe</b>	
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**PEER STATES**

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<p>Maysa Hanna  State Traffic Engineer  Arizona Department of Transportation  602-501-4601  mhanna@azdot.gov</p>	
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**CALIFORNIA**

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**IDAHO**

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**MARYLAND**

<p>Thomas Gianni  Chief  Maryland Highway Safety Office  410-787-4014  tgianni@mdot.state.md.us</p>	
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**UTAH**

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