PB99-162935

FHWA-MC-99-053

Share the Road Campaign Research Study Final Report

Federal Highway Administration
Office of Motor Carrier and Highway Safety
400 Seventh Street, SW
Washington, DC 20590

June 1999

Technical Report

U.S. Department of Transportation
Federal Highway Administration

REPRODUCED BY:
U.S. Department of Commerce
National Technical Information Service
Springfield, Virginia 22161
NTIS

Technical Report Documentation Page

1. Report No. FHWA-MC-99-053 PB99-162935	3. Recipient's Catalog No.
4. Title and Subtitle Share the Road Campaign Research Study Final Report	5. Report Date June 1999 6. Performing Organization Code HMPC
7. Author(s) Abacus Technology Corporation	8. Performing Organization Report No.
9. Performing Organization Name and Address U.S. Department of Transportation Federal Highway Administration Office of Motor Carrier and Highway Safety 400 Seventh Street, SW Washington, DC 20590	10. Work Unit No. 11. Contract or Grant No. DTFH61-96-C-00104
12. Sponsoring Agency Name and Address U.S. Department of Transportation Federal Highway Administration Office of Motor Carrier and Highway Safety 400 Seventh Street, SW Washington, DC 20590	13. Type of Report and Period Covered Final Report October 1996 – March 1999 14. Sponsoring Agency Code HMPC

15. Supplementary Notes

Report Prepared by:

Laurra B. Corsello
Abacus Technology Corporation
5454 Wisconsin Avenue, Suite 1100
Chevy Chase, MD 20815

16. Abstract

The *Share the Road Campaign Research Study Final Report* reviews and documents the Federal Highway Administration, Office of Motor Carrier and Highway Safety's Share the Road program called the No-Zone Campaign. The report provides an analysis of Share the Road similar programs, strategies for establishing a Share the Road Coalition, and recommendations for future coordination and expansion of the Campaign and partnerships.

17. Key Words Share the Road; No-Zone Campaign; Highway Safety; Driving Safely Around Large Trucks and Buses; Share the Road Coalition.	18. Distribution Statement		
19. Security Classif. (of this report) Unclassified	20. Security Classif. (of this page) Unclassified	21. No. of Pages 34	22. Price

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Federal Highway Administration
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Abacus Technology Corporation
5454 Wisconsin Avenue, Suite 1100
Chevy Chase, MD 20815

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EXECUTIVE SUMMARY

The *Share the Road Campaign Research Study Final Report* documents the independent study and review of the Federal Highway Administration (FHWA), Office of Motor Carrier and Highway Safety's (OMCHS), Share the Road[1] program called the No-Zone Campaign. The report provides an analysis of the scope of similar programs, identifies gaps, establishes a clear need for a Share the Road umbrella program/coalition, identifies strategies for establishing a coalition, and provides recommendations for future coordination and expansion of the Campaign and partnerships. The report is organized into five chapters:

- Introduction
- No-Zone Campaign Evaluation
- Similar Share the Road Program Review
- Share the Road Coalition Analysis
- Recommended Actions for Improving the No-Zone Campaign.

The purpose of the No-Zone Campaign is to help reduce car-truck crashes, injuries, fatalities, and property loss. The Campaign was launched in 1994 in response to Congress's request, in the Intermodal Surface Transportation Efficiency Act (ISTEA), that the FHWA "educate the motoring public about how to safely share the road with commercial vehicles."

Educating motorists on techniques to share the road safely is an important safety issue. In recent years, more than 400,000 crashes involving large trucks result in more than 5,300 deaths. The principal Campaign goal is to increase motorist awareness of commercial motor vehicle (CMV) limitations. The No-Zone represents areas around trucks and buses where vehicles are not visible to CMV drivers, thereby increasing the risk of a crash. The Campaign has achieved the following accomplishments:

- Hundreds of law enforcement, educator, insurance, truck industry, and state government partners deliver No-Zone messages throughout the country at such places as highway rest areas, schools, conventions, conferences, driver education classes, state fairs, and shopping malls. Over two-thirds of the 50 states and District of Columbia report active involvement.

- The need for a Share the Road Coalition was established at a meeting of 28 key stakeholders at the Lifesavers 16 Conference in March 1998. At a second meeting in October 1998, coalition goals were identified and commitments were made. More than 35 organizations currently participate in coalition-building activities.

- Share the Road information is included in drivers' manuals in 34 states and there is continuing effort to include Share the Road information in all state drivers manuals.

[1] The term Share the Road refers to many types of vehicles; however, for the purpose of this report, Share the Road refers only to sharing the road with commercial motor vehicles (CMVs).

- An award winning web site that receives about 40,000 hits per month has been developed to provide information and materials for both stakeholders and the public. The No-Zone message was also presented on radio and television; on billboards; and in journals, magazines, and newspapers nationwide.

- Highly successful No-Zone demonstrations that provide the public with an opportunity to sit in a truck cab, meet professional drivers, and experience motor carrier visibility limitations will be expanded through promotion in a "tool kit" outreach packet. Also, a No-Zone toll-free number to provide access to available materials and information is being established.

- More than 4,400 No-Zone decals appear on large trucks and buses nationwide. Carriers voluntarily place No-Zone decals to show their commitment to highway safety by taking these messages on the road, and to special events and meetings.

- Plans to develop a high-tech customized Share the Road tractor-trailer featuring state-of-the-art audio-visual equipment to disseminate various highway safety messages are under way. The plan will indicate a strategy for widespread media coverage and private sector involvement.

An extensive search for similar programs to the No-Zone Campaign was conducted to determine if other organizations have a Share the Road public outreach programs similar to the No-Zone Campaign. The study was conducted to identify similar programs based on their stated goals, outreach efforts, promotional materials, and target audiences. Highway safety leaders at 381 organizations were identified and contacted via telephone and mail to determine, through screening and analysis, whether the organization had a Share the Road program similar to the No-Zone Campaign. Of the 381 organizations that were contacted, 357 organizations responded to the study and 20 organizations were identified as having programs similar to the No-Zone Campaign. Other important conclusions that were drawn from the study include the following:

- More than one-third of the responding programs use No-Zone Campaign material.

- About one-fourth of the organizations do not have a similar program but are interested in participating in a Share the Road program.

- More than 50 organizations requested additional information on the No-Zone Campaign.

- Most of the identified similar programs are characterized as having a limited outreach scope.

The No-Zone Campaign is a popular and well-received campaign. The Campaign provides FHWA the opportunity to expand its network of non-Federal partners and educate the public. Based on the findings from the Share the Road Campaign Research Study, the following activities are recommended to advance the No-Zone Campaign:

- Update the Campaign's near- and long-term goals
- Encourage Resource Centers to coordinate their outreach with OMCHS state offices
- Assess No-Zone activities
- Develop partner recognition process
- Establish relationship with interested highway safety organizations
- Increase private sector involvement
- Create community pilot programs
- Link No-Zone decal and demonstration programs
- Redistribute latest television PSA
- Explore options for wider placement of No-Zone messages
- Develop and distribute new print PSAs showing the No-Zone
- Include Share the Road information in all state drivers manuals
- Place Share the Road information in all driver education textbooks
- Establish No-Zone programs in high schools
- Encourage Share the Road Coalition activities
- Develop a Share the Road education workshop for safety conferences
- Develop a Share the Road newsletter
- Improve the No-Zone web site.

1.0 INTRODUCTION

The *Share the Road Campaign Research Study Final Report* summarizes the research conducted on the Federal Highway Administration's (FHWA), Office of Motor Carrier and Highway Safety (OMCHS) Share the Road program called the No-Zone Campaign. This report is the final report of a study a conducted by Abacus Technology Corporation to recommend ways to improve the Campaign, identify similar programs, and determine the feasibility of establishing a Share the Road Coalition. This report is organized into five chapters:

- Introduction
- No-Zone Campaign Evaluation
- Similar Share the Road Programs Review
- Share the Road Coalition Analysis
- Recommended Actions for Improving the No-Zone Campaign.

This introductory chapter provides a brief overview of the No-Zone Campaign and the methods used to conduct the research study. It is organized in two sections:

- No-Zone Campaign Background
- Overview of Research Study.

1.1 NO-ZONE CAMPAIGN BACKGROUND

Between 1984 and 1992, the number of trucks involved in fatal crashes was on a downward trend, falling from 5,124 to 4,035, a decrease of more than 20 percent. However, in 1993, car-truck related fatalities rose to 4,849, a 16 percent increase from the previous year. In 1994, these types of fatalities climbed another 5 percent to 5,112.[2] Concerned with this trend, Congress requested in the Intermodal Surface Transportation Efficiency Act (ISTEA) that the FHWA "educate the motoring public about how to safely share the road with commercial vehicles." In response, OMCHS, formerly known as the Office of Motor Carriers (OMC), sponsored focus group studies conducted with motorists, the highway safety community, and trucking industry officials. These studies indicated that a reduction of crashes involving cars and commercial motor vehicles (CMV) might be possible if motorists are made aware of CMV limitations.

One of the first measures OMCHS initiated was to provide the State of Maryland with a Motor Carrier Safety Assistance Program (MCSAP) grant to create a national public awareness program for sharing the road with CMVs. In April 1994, as a result of the MCSAP grant effort, OMCHS introduced the national No-Zone Campaign strategy to increase public recognition about CMV limitations in an effort to influence the motoring public's driving behavior; decrease the number of car-CMV crashes; and ultimately reduce fatalities, injuries, and property damage.

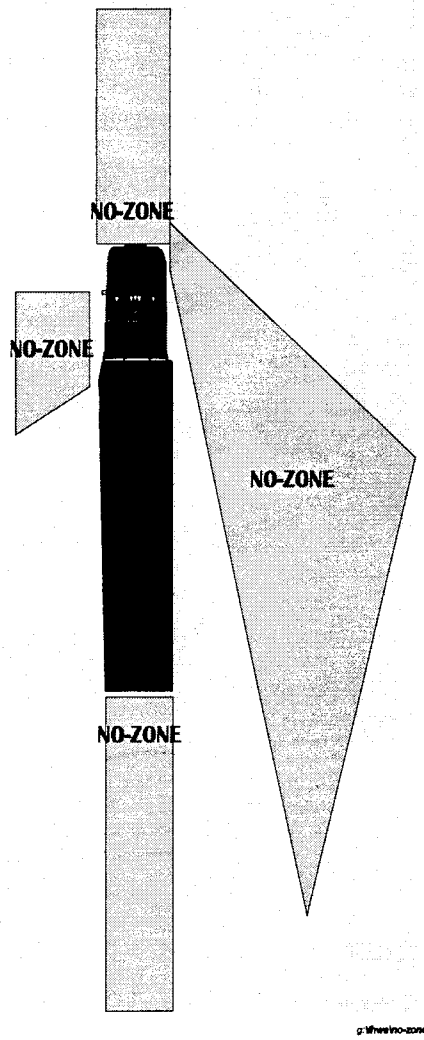
The term No-Zone represents the areas around large trucks and buses where CMV drivers have limited visibility increasing the risk of a crash. These blind spots around trucks and buses

[2] No-Zone Campaign Implementation Plan for Public Outreach, March 1996.

have been named the No-Zone because they are areas that other vehicles should avoid or travel through as quickly and safely as possible to reduce the incidence of collision. Trucks and buses have large No-Zones on either side, directly behind, and immediately in front of them, as well as limitations of maneuverability and stopping distance. Exhibit 1 shows these No-Zones.

The most recent statistics indicate that car-truck crashes remain a serious problem. Statistics provided by the OMCHS Information Analysis Division indicate that in 1997, potentially 36 percent of all two-vehicle crashes between a large truck and a passenger vehicle took place in the No-Zone areas around a truck.[3] In 1997, almost 13 percent of the people killed in all traffic crashes, or a total of 5,355 lives, were lost in car-truck related crashes.[4]

EXHIBIT 1
The No-Zone



[3] Office of Motor Carrier and Highway Safety, Information Analysis Division. Based on 1997 GES data.
[4] Large Truck Crash Profile: The 1997 National Picture, Office of Motor Carrier and Highway Safety, Information Analysis Division, September 1998.

1.2 OVERVIEW OF RESEARCH STUDY

The purpose of the *Share the Road Campaign Research Study* was to improve the No-Zone Campaign, identify similar Share the Road programs, and recommend options for establishing a Share the Road Coalition. The study was structured to encourage open communication between Federal and non-Federal stakeholders in order to identify, inventory, and evaluate current goals, efforts, and successes. To reach the study's objectives, a series of interim analytical reports were prepared to evaluate the Campaign, identify similar programs, and review Share the Road Coalition options. The analytical reports and a description of their contents are shown in Exhibit 2.

EXHIBIT 2
Share the Road Campaign Research Study Interim Analytical Reports

Report Title	Report Date	Report Description
Work Plan	January 1997	Description of deliverables and schedule
Analytical Tools Report	February 1997	Analytical tools used to conduct the research study
No-Zone Campaign Goals and Activities Summary Report: 1993 – 1997	March 1997	Summary of the No-Zone Campaign's goals, accomplishments and past activities
Zone Campaign Media Exposure	December 1997	Analysis of past television, print, and radio public service announcement exposure
No-Zone Campaign Focus Group Study	August 1997	Summary of findings of focus group study
Share the Road Similar Programs	December 1997	Summary and inventory of programs similar to the Share the Road Campaign
Share the Road Coalition Action Plan	June 1998	Recommendations on how to initiate a Share the Road Coalition

Campaign efforts and accomplishments were examined through interviews with Federal staff and industry partners as well as a review of program documentation. Campaign acceptance and effectiveness was analyzed via focus group studies and media exposure analysis. Share the Road programs were inventoried and analyzed to identify gaps and overlaps among similar programs. The feasibility of establishing a Share the Road Coalition was established during two exploratory coalition-building meetings.

2.0 NO-ZONE CAMPAIGN EVALUATION

This chapter presents an overview of the research completed on the No-Zone Campaign during the *Share the Road Campaign Research Study*. The scope of the No-Zone Campaign review included three tasks. The goal of the first task was to identify, inventory, and review current Federal No-Zone Campaign efforts. This review included documenting the various components of the Campaign and determining the scope of current efforts. The second task was to determine public acceptance of the No-Zone Campaign and its messages using focus groups. The third task was to determine the media exposure of No-Zone Campaign public service announcements (PSA). This chapter describes each of these tasks, how the research was conducted, and the findings of the research. The chapter is organized as follows:

- Review Goals and Activities
- Evaluate Acceptance and Effectiveness
- Determine Media Exposure.

2.1 REVIEW GOALS AND ACTIVITIES

The purpose of the No-Zone Campaign goals and activities review was to identify the current accomplishments of the Campaign in order to evaluate future No-Zone activities. To conduct the research, Office of Motor Carrier and Highway Safety (OMCHS) staff working on the No-Zone Campaign was interviewed to gather information about the program goals, objectives, and implementation strategies. Interviews focused on OMCHS staff objectives for the program and the extent to which the program is complying with those intentions. In addition, No-Zone Campaign reports and records were reviewed to document Campaign activities. The results of this research are presented in the report *No-Zone Campaign Goals and Activities 1993 –1997.*

The *No-Zone Goals and Activities Report* research indicates that the principal Campaign goal is to increase motorist awareness of commercial motor vehicle (CMV) limitations. The goals identified are as follows:

- Manage the campaign effectively.
- Educate the motoring public about how to safely share the road with CMVs.
- Increase motorist awareness of CMV limitations and provide driving techniques for safely observing those limits.
- Reduce car-truck related fatal crashes by 10 percent over a five-year period.

- Maintain existing and develop new partnerships with organizations dedicated to promoting highway safety.

- Provide follow-up and evaluation of No-Zone Campaign activities.

The *No-Zone Campaign Goals and Activities* research also indicates that the Campaign achieved significant accomplishments in a short time and its reach continues to expand. Since the inception of the No-Zone Campaign, the Campaign's safety message has been and heard throughout the country at such places as highway rest areas, schools, conventions, conferences, driver education classes, state fairs, and shopping malls. Efforts to promote the Campaign were pursued by bringing together stakeholders from Federal, state, and local government; private industry; and community organizations. The No-Zone message has been presented on the radio and television; on billboards; and in trade journals, magazines, and daily newspapers nationwide. The type of outreach used for the No-Zone Campaign has been extensive, and during the 1993 – 1997 period reviewed, at least 29 states report active involvement in promoting No-Zone Campaign messages. Highlights of the Campaign from 1993 and 1997 are as follows:

- States competed for – and 29 states received – over $3 million in Motor Carrier Safety Assistance Program (MCSAP) outreach funding to promote the Campaign.

- Participating state MCSAP agencies coordinated their outreach activities with other traffic safety-related organizations and targeted their activities to large public events such as safety forums and state fairs during the Memorial Day through Labor Day time period.

- Television, radio, and print PSAs were created, distributed extensively throughout the United States, and tracked by media monitoring companies. These PSAs were widely used by broadcasters and received significant free airtime.

- A decal program for displaying large No-Zone graphics on CMVs received strong support from the motor carrier industry and other stakeholders. Hundreds of carriers voluntarily placed No-Zone decals on their vehicles, taking the No-Zone message directly on the road.

- A web site was developed to provide access to information and materials for both stakeholders and the public. Tracking reports indicate that more than 40,000 Internet users visit the web site each month.

2.2 EVALUATE ACCEPTANCE AND EFFECTIVENESS

The purpose of evaluating No-Zone Campaign acceptance and effectiveness was to determine motorists' beliefs, concerns, and reactions to the No-Zone information they receive. The objective of this qualitative research was to:

- Elicit responses about the perceived need for Share the Road public education
- Assess awareness of Share the Road issues within the target audiences
- Evaluate the effectiveness of No-Zone Campaign materials and messages and determine differences due to age and gender
- Identify persuasive messages and communication channels that target selected audiences
- Explore directions for future communication of Share the Road messages.

To evaluate the Campaign's acceptance and effectiveness, eight focus groups were conducted from June – July 1997: two with high school students who had received No-Zone Campaign information in their drivers education classes, and six with general adult population drivers. Adult drivers who drive over 9,000 miles yearly were recruited to represent a mix of gender and ethnicity. The groups were divided according to age, into groups representing adults 18 – 45 years old and 46 – 70 years old. To evaluate regional differences, the six adult focus groups were conducted in Akron, Ohio; Phoenix, Arizona; and Atlanta, Georgia. The high school focus groups were conducted at Midlothian High School, near Richmond, Virginia.

The findings, detailed in the *No-Zone Campaign Focus Group Report*, indicate that the No-Zone Campaign messages are highly effective in communicating the dangers inherent in CMV interaction with passenger vehicles and in providing useful safety information for drivers. Respondents in all groups said that the most persuasive messages were statistics on the many car-truck crashes and the large percentage of car passengers who are killed in these accidents. Although focus groups are exploratory in nature and cannot be generalized, the research findings also indicated the following:

Car drivers are sensitive to the demands placed on truck drivers and do not consider trucks the major cause of car-truck crashes. While some concern was expressed regarding truck driver aggressiveness, the majority of the participants believed that truck drivers in general are professionals who are interested in sharing the road safely. Participants believed that the No-Zone messages helped them to accept responsibility for their safety in car-truck interactions.

Participants were aware of many of the components of the No-Zone message. Although there was no pre-exposure to the No-Zone Campaign, adult participants were aware that trucks have blind spots. However, there was very limited awareness of the magnitude of those blind spots. It was suggested that safety information should be communicated in car lengths, rather than feet.

The "No-Zone" term was clear, concise, and easily understood. After exposure to campaign material, several participants recalled they had seen No-Zone materials in adult driving courses that were sponsored by the American Association for

Retired Persons (AARP) or required by the judicial system. Overall, participants were receptive to the No-Zone messages and found them persuasive.

Participants indicated that the use of truck decals is a priority placement. Research indicated that placement of messages is crucial to the success of the No-Zone communications. Not only is the use of the No-Zone diagram considered highly effective, "in the moment" placement (seeing the diagram directly on a truck) was reported to be extremely persuasive. It was noted that the decal would be most effective on the back of the truck with concise text such as "You are in the No-Zone now."

Initial exposure to the Campaign through news reporting and television PSAs is the most effective introduction to the Campaign's messages. Participants indicated that No-Zone messages delivered via television were the most likely to attract their attention.

No-Zone Demonstrations are an extremely effective tool in delivering credible messages. The demonstration projects, which provide an opportunity for the participants to sit behind the wheel of a parked truck and experience first hand the extent of the No-Zone blind spots, were received positively by participants.

High school drivers had remarkably high levels of No-Zone message recall. Six to eight months following exposure to the messages, the high school students recalled substantive, detailed components of the No-Zone Campaign. While the students made fun of the MTV-format, the Campaign's *Semi-Conscious* video was extremely successful in communicating the dangers of the No-Zone and providing drivers with safety suggestions. These student participants indicated that the No-Zone messages had affected their driving behavior and recalled specific instances in which they applied the information.

Print PSAs, as currently designed, were less effective in communicating the No-Zone messages. Research identified the following areas for design improvements:

- Incorporate the diagram of the No-Zone in all print advertisements
- Simplify the text of the headlines to reflect direct messages
- Reduce the amount of text in the body of the advertisements
- Highlight the seriousness of the message in a direct, yet non-threatening way (i.e., use statistics)
- Include the Department of Transportation seal.

The design of the No-Zone brochure, while effective overall, could be improved. Suggestions for change include:

- Change the direction of the truck in the brochure placement so that the reader's eye follows the movement of the truck from behind. The majority of the participants believed this most closely represented the motorist's viewpoint. *(Note: 1998 brochure reflects change)*

- The current cover presents the Zone Ranger character, however, recognition of the character is limited and is not an effective Campaign link. The brochure should directly link the cover to the No-Zone information and the inside design. (*Note: 1998 brochure reflects change*)

- Incorporate the use of caution colors (e.g., red and yellow) in the depiction of the No-Zones.

The Zone Ranger character was effective in catching participants' attention in a positive, non-judgmental manner. Participants expressed some interest in developing the character as a continuing theme in the Campaign, particularly through expanded use of the Zone Ranger in cartoon format and in Internet video simulations. Given the current levels of Campaign awareness, however, the Zone Ranger is perceived as a distraction. However, as the Campaign and character develop, participants believed that for many audiences the Zone Ranger could become a highly effective spokesperson.

The research did not indicate any substantive distinctions between genders in response to No-Zone communications materials. No significant differences existed between male and female focus group participants in terms of their perceptions of the No-Zone Campaign messages and materials.

There were consistent distinctions in reaction to the messages based on the age group of the adult drivers. Younger adult driver groups were substantially more visual and had greater expectations of attention-getting text and graphics. They indicated that they are most likely to believe messages that depict consequences (e.g., showing a No-Zone crash scene). The older adult driver groups tended to seek simple, straightforward information about No-Zone safety messages. This group indicated that they just want the facts and do not want "messages that lecture."

Participants indicated defensive driving concerns. The research indicated that participants have problems with blocked vision of the road due to the truck's height and width, and inability to see brake lights ahead when following a truck in rainy conditions. Aggressive truck driver behavior such as tailgating and speeding is also a concern.

2.3 DETERMINE MEDIA EXPOSURE

Research on Campaign media exposure was conducted to review the amount and type of free media exposure the No-Zone Campaign has received from its PSAs. Since the No-Zone

Campaign's inception in 1994, television, radio, and print PSAs have been distributed to television stations, radio stations, and newspapers throughout the United States. To document where the PSAs have been placed and track their airtime or print space, the FHWA hired media monitoring companies to distribute the PSAs and collect data on their placement. The media exposure information presented in the *No-Zone Campaign Media Exposure Report* contains the PSAs that were tracked by one of the media monitoring companies during specific time frames. PSAs aired or printed during non-tracked time periods or distributed independently of the monitoring company were not included in this research since their placement was not enumerated and could not be confirmed.

Although the No-Zone Campaign is managed at the national level by FHWA, it is also promoted at the local level where state agencies, trucking companies, and other highway safety organizations can adapt the Campaign to their local needs. Since many of the local efforts to promote the Campaign are not recorded by the media monitoring companies, it is presumed that the No-Zone Campaign's media exposure exceeds the amount of PSA placements reported by the monitoring companies. However, for the research study, only the data collected and confirmed by the monitoring companies is used to evaluate the No-Zone Campaign's media exposure. The results of the campaign's tracking periods from 1994 – 1997 are as follows:

Television PSA placements received over 112 hours of free airtime.[5] During three PSA tracking time periods analyzed for the study, a combined total of 13,387 No-Zone PSA placements were tracked by SIGMA™.[6] During the 575 days of tracking, No-Zone PSAs were aired an average of 23 times per day. Exhibit 3 compares the amount of airtime received for each of the three No-Zone PSAs.

Radio PSA placements received 283 hours of free airtime. During an eight-month period analyzed for the study, seven No-Zone radio PSAs were measured and enumerated by News Broadcast Network and North American Precis Syndicate. This enumeration showed that cumulatively, the No-Zone PSA messages aired close to 34,000 times to listening audiences projected to be over 63 million people. This number of PSAs resulted in over 283 hours of free airtime on radio stations throughout the United States. If FHWA purchased 283 hours of the equivalent airtime, the estimated value of this airtime would be over $424,000.[7]

Print PSAs appeared in over 20,000 newspapers. The No-Zone print PSAs consisted of creative illustrations and phrases to attract readers and educate them about the No-Zone. The placements began in November 1995 and were tracked until June 1997. North American Precis Syndicate tracked the ten different print media PSAs in

[5] Includes PSA placement data for 3 of the total 5 PSAs. Tracking data for PSAs #4 and #5 was still being collected at time of analysis.

[6] To evaluate how often the PSA was actually aired, the SIGMA™ system, which is an electronic 24-hour nationwide tracking service that covers 1,100 broadcast stations and 26 cable networks in all 211 designated market areas, was utilized. The SIGMA™ system is unable to track PSAs placed on most local cable television stations, thus the results of the tracking reports do not include local cable PSA broadcasts.

[7] This figure is calculated by News Broadcast Network using an industry-wide advertising equivalency cost of $25 per air minute. Per News Broadcast Network, the value of airtime rates in the U.S. normally ranges from $10 to $1000 per air minute.

newspapers across the United States. Their findings indicated that No-Zone Campaign PSAs appeared in 20,000 newspapers, which represented a circulation of over 320 million newspapers.

EXHIBIT 3
Television PSA Airtime Comparison

PSA Name Tracking Dates	Number of PSAs Tracked	Number of Days PSA Tracked	Average Number of PSAs Aired per Day	Total Airtime Received (in hours)
Share the Road – 1 April 1994 - August 1994	3,085	108	29	26
Share the Road – 2 April 1995 – December 1995	4,476	272	16	37
Share the Road – 3 July 1996 – February 1997	5,826	195	30	49
Total	**13,387**	**575**	**23**	**112**

3.0 SIMILAR SHARE THE ROAD PROGRAM REVIEW

A search for similar programs to the No-Zone Campaign was conducted to determine if other organizations have a Share the Road[8] public outreach program similar to the Federal Highway Administration's (FHWA) No-Zone Campaign. The *Share the Road Similar Programs Report* provides a detailed overview of the study. Highlights of the study are presented in this chapter and organized as follows:

- Overview of Approach
- Highway Safety Program Review
- Share the Road Similar Programs
- State Drivers Manual Review.

3.1 OVERVIEW OF APPROACH

An extensive study was conducted to identify similar programs based on their stated goals, outreach efforts, promotional materials, and target audiences. Highway safety leaders at 381 organizations were identified and contacted via telephone and mail to determine, through screening and analysis, whether the organization had a Share the Road program similar to the No-Zone Campaign. Respondents to the study were asked to submit their Share the Road material to Abacus Technology for review. The study included representatives from the following:

- Governor's Highway Safety Representatives
- State Trucking Associations
- Motor Carrier Assistance Programs
- State Departments of Motor Vehicles
- State Departments of Transportation
- State Public Safety Agencies or State Police
- Traffic Safety Organizations
- Driving Schools and Educational Organizations
- Automobile Associations
- Trucking Associations
- Insurance Companies and Organizations
- Citizen Advocacy Groups
- Health Care Providers.

The criteria for a program to be considered a "similar program" was that it had to specifically address the safety concerns of passenger and commercial vehicles sharing the road. These concerns include information about a commercial vehicle's blind spots, stopping distance requirements, turning requirements, and overall limitations. Of the 381 organizations that were contacted, 357 organizations responded to the study and 20 organizations were identified as having programs similar to the No-Zone Campaign.

[8] The term Share the Road refers to many types of vehicles; however, for the purpose of this report, Share the Road refers only to sharing the road with commercial motor vehicles (CMVs).

3.2 HIGHWAY SAFETY PROGRAM REVIEW

The material and information submitted by the highway safety organizations was analyzed to determine the degree of similarity to FHWA's Share the Road program. The analysis to determine similarity encompassed the type of safety information provided, target audiences, geographic regions served, public outreach approaches, and types of motor vehicles targeted. The results of the study indicated that many organizations share (either knowingly or unknowingly) their Share the Road program materials. Some even submitted shared material as their own.[9] For the purpose of this study and to avoid reporting duplicate programs, a distinction was made between organizations that use the No-Zone Campaign and other Share the Road program materials, and those that had developed their own original material. The organizations that submitted original Share the Road materials progressed to the assessment phase for review. The following are some important conclusions that were drawn from the study:

More than one-third of the programs use No-Zone Campaign material. A total of 137 (38 percent) of the responding organizations indicated that they currently use the No-Zone Campaign materials in their outreach efforts.

One-fifth of the programs reported that they have a similar program. A total of 73 (20 percent) of the responding organizations indicated that they have their own Share the Road program. Although these organizations indicated having a similar program, many used other organizations' Share the Road material.

About one-fourth of the organizations do not have a similar program but are interested in participating in a Share the Road program. A total of 95 (27 percent) of the responding organizations indicated that although they do not have or use a Share the Road program, they are interested in participating in one.

Forty organizations do not have a similar program and are not interested in participating in a Share the Road program. A total of 40 (11 percent) of the responding organizations do not have a similar program and are not interested in participating in a Share the Road program. Reasons cited for not participating include an existing full agenda, lack of funding, and an organizational scope that is outside of a Share the Road program.

More than 50 organizations requested additional information on the No-Zone Campaign. A total of 55 (15 percent) of the responding organizations requested more information about the No-Zone Campaign. A No-Zone Campaign brochure and highlight video was sent to each of these organizations.

[9] Every effort was made to collect organizations' similar program information; however, this study reviews the material organizations chose to submit for the study. It is possible that an organization that has a similar program or uses another organizations' Share the Road program did not submit material, or that an organization did not submit all of their Share the Road material.

Some organizations named another organization that may have a similar program. A total of 29 (8 percent) of the responding organizations provided a contact name and address of another organization. All 29 referrals identified by these organizations were already part of the original similar program search population.

The State Department of Motor Vehicles Offices are delivering the message. Over one-half of the 51 Department of Motor Vehicle Offices contain some explanation of the term "share the road" in their driver manuals.

Organizational strategies for safety outreach typically are characterized by a limited scope. The research revealed that similar programs primarily use brochures or booklets for their outreach efforts. These documents primarily target adult passenger car motorists rather than seniors, children, or commercial vehicle drivers. They focus on information about driving near trucks, with little emphasis on other commercial vehicles such as buses. They promote outreach messages within state boundaries rather than nationally.

3.3 SHARE THE ROAD SIMILAR PROGRAMS

Of the 357 organizations that responded, 20 organizations were identified as having comparable Share the Road programs. Further analysis of these organizations provides a more detailed profile of each program, the program components, target audience, and outreach method. Exhibit 4 lists the organizations that have similar Share the Road material and information. Key findings of the similar program research areas follows:

All 20 programs use public outreach material. Each of the 20 similar programs provides motorists with information about how to safely share the road with commercial vehicles. The most common outreach tools used by the similar programs include:

- Brochures and booklets
- Web sites
- Videos
- Merchandise
- Public service announcements.

Three organizations provide the most extensive information. Of the 20 organizations, three submitted the most comprehensive Share the Road programs, types of material offered, and methods for outreach. These three programs are the Illinois Department of Transportation and Department of State program, *SMART: Safety Motorists Always Respect Trucks;* the Michigan Truck Safety Commission program, *Let's Share the Road;* and the Professional Drivers of America Program, *Sharing the Highways.* These three programs use several different approaches to reach their target audiences.

EXHIBIT 4
Organizations with Similar Share the Road Programs

Organization	Program/Project Name
American Automobile Association (AAA)	Semi-Conscious: Driving in the Real World
Arizona Department of Public Safety	Trucks and You: Sharing the Road with Truck Drivers and Their Vehicles
Arizona Motor Transport Association	Sharing Arizona Highways: Cars and Trucks
American Trucking Associations (ATA)	Cars and Trucks: Partners in Traffic Safety
California Department of Motor Vehicles	Sharing the Road with Other Vehicles
CRASH	Sharing the Road
Georgia Governor's Office of Highway Safety	Sharing the Road Safely
Idaho State Police	Safety Zone
Illinois Department of Transportation and Department of State	SMART: Safe Motorists Always Respect Trucks
John Deere Insurance	Sharing the Road
Maine Motor Transport Association	How Can a Car Safely Share the Road with a Truck?
Massachusetts Motor Transportation Association	Sharing the Road with a Truck
Michigan Truck Safety Commission (MTSC)	Let's Share the Road (originator *of Semi-Conscious* video)
Mississippi Public Service Commission	Sharing the Road Safely
New Jersey Department of Transportation	Share The Road
Pennsylvania Department of Transportation	Truck Smart: Give Respect. Get Respect.
Professional Drivers of America	Sharing the Highways
Trucker Buddy	Trucker Buddy
Utah Motor Transport Association	You've Got a Friend on the Road
Wyoming Trucking Association	Cars and Trucks: Sharing Wyoming Highways

All programs promote the same type of safety messages in their outreach material. The most common safety topics addressed in the similar programs material included:

- Blind spots
- Giving trucks extra space
- Proper passing procedures
- Stopping distances
- Wide right turns.

Exhibit 5 shows the frequency of use of Share the Road safety topics in the outreach materials of similar programs.

All of the programs are aimed at the passenger vehicle driver. All of the 20 programs focus their outreach on the passenger vehicle driver and none of the programs target a specific passenger vehicle type. Three of the programs (American Trucking Associations, Michigan Truck Safety Commission, and the Pennsylvania Department of Transportation) include outreach information targeted to the truck driver. Only one program (the Georgia Governor's Office of Highway Safety) mentions buses as a commercial vehicle having limitations similar to trucks.

Six of the organizations have national outreach programs. These national programs, developed by American Automobile Association, American Trucking Associations, CRASH, John Deere Insurance, Professional Drivers of America, and Trucker Buddy, are not limited to certain states or regions of the country. The remaining 14 programs are in-state programs.

All of the programs target their material to the adult driver. All 20 organizations indicated their Share the Road material can be used for age groups ranging from high school students to senior citizens. Only four organizations (American Automobile Association, Michigan Truck Safety Commission, Professional Drivers of America, and Trucker Buddy) specifically target their program to children and young adults.

Gaps identified: Some similar programs address target audiences and safety topics that are not part of the No-Zone Campaign. In comparison with the identified Share the Road similar programs, the No-Zone Campaign does not include some of the same target audiences and safety topics of other similar programs.[10] For instance, some similar programs target its outreach to senior citizen, remedial, and CMV drivers; however these groups are not specifically targeted by the No-Zone Campaign. In addition, some similar programs include Share the Road safety topics that are not addressed in the No-Zone Campaign such as speeding, signaling, driving in the right lane, fatigue, staying clear of truck ramps and weigh stations, and driving in inclement weather.

[10] Share the Road Similar Programs Report; FHWA, December 1997.

EXHIBIT 5
Overview of Similar Programs' Share the Road Topics

Organization	Share the Road Topics																		
	Uses Share the Road term	Uses No-Zone term	Blind spots	Giving extra space	Passing	Turning	Backing up	Stopping distance	Tailgating	Speeding	Maneuvering	Signaling	Merging	Trucks drive in right lane	Stay clear of truck ramps	Caution near weigh stations	Stay alert/Beware of fatigue	Blink headlights	Inclement weather
American Automobile Association (AAA)	•	•	•	•	•	•		•			•	•	•						
Arizona Department of Public Safety	•		•	•	•		•	•											
Arizona Motor Transport Association	•		•			•		•			•			•					
American Trucking Associations	•		•		•				•				•						
California Department of Motor Vehicles	•		•			•		•			•								
CRASH	•		•	•	•								•	•		•			
Georgia Governor's Office of Highway Safety	•	•	•	•	•	•	•	•	•										
Idaho State Police	•	•	•		•	•		•	•						•				
Illinois Departments of Transportation and State	•	•	•	•	•	•		•			•	•	•				•		•
John Deere Insurance	•		•	•		•		•			•								
Maine Motor Transport Association			•	•	•		•					•							
Massachusetts Motor Transportation Association	•		•	•	•				•			•						•	•
Michigan Truck Safety Commission (MTSC)	•	•	•	•	•	•		•	•	•	•		•						
Mississippi Public Service Commission	•	•	•	•	•	•	•												
New Jersey Department of Transportation	•		•	•	•		•												
Pennsylvania Department of Transportation	•	•	•	•	•	•	•				•			•					
Professional Drivers of America	•	•	•	•	•	•	•	•	•	•	•	•	•		•		•		•
Trucker Buddy	•																		
Utah Motor Transport Association		•	•					•											
Wyoming Trucking Association			•			•		•			•			•					
No-Zone Campaign [11]	•	•	•	•	•	•	•	•	•		•		•						

[11] FHWA's No-Zone Campaign is shown for comparison purposes and is not part of the *Share the Road Similar Programs* review.

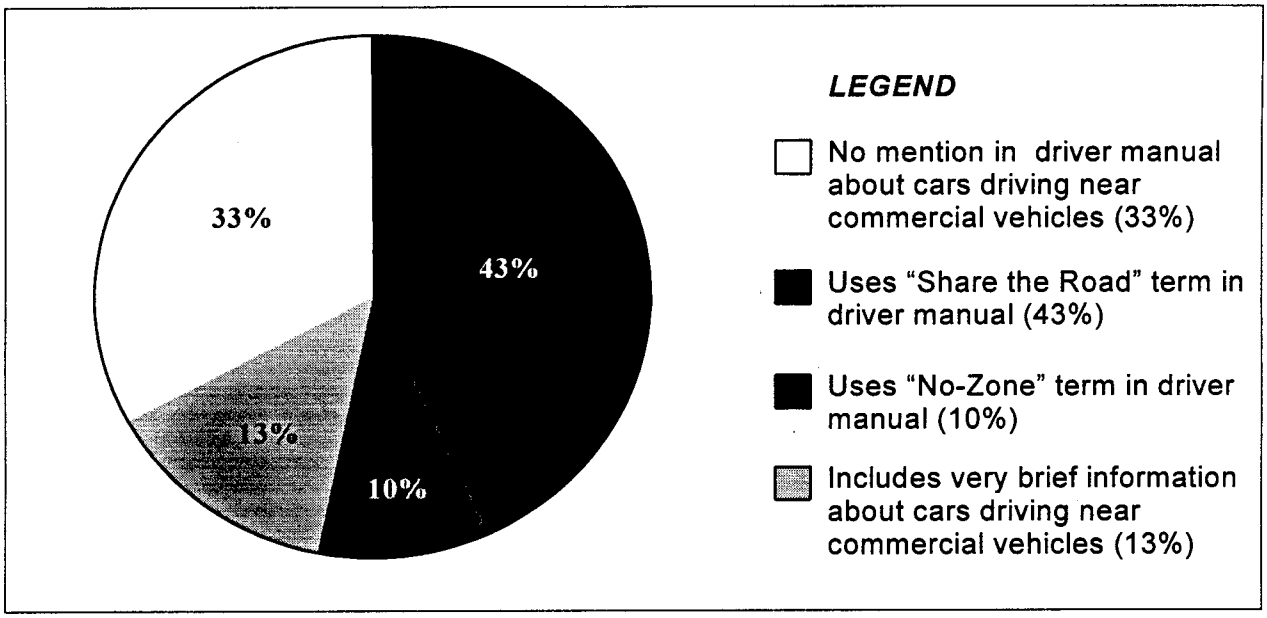
3.4 STATE DRIVERS MANUAL REVIEW

Drivers manuals, which are distributed by each state's Department of Motor Vehicles[12] (DMV) as part of its drivers education program, are an effective means to promote Share the Road messages. The DMVs of all 50 states and the District of Columbia were contacted and their state passenger vehicle driver manuals were collected and analyzed to determine if drivers manuals contain Share the Road information. Of the 51 driver manuals, 34 states (67 percent) included some "share the road" information. The remaining 17 states or 33 percent (including the District of Columbia) do not include any information about passenger vehicles sharing the road with CMVs. Exhibit 6 compares the type of information provided by each state.

Of the 34 states that include Share the Road information, seven states' manuals gave very brief information about techniques for driving around commercial vehicles, in most cases just mentioning the concept of staying clear of commercial vehicles on the road. However, 27 of the 34 manuals specifically use the Share the Road term and include information for drivers about the limitations of visibility of commercial vehicle drivers. Five of the manuals also include No-Zone information or use the No-Zone term.

The amount and type of information varies in the 34 state manuals that include Share the Road references. The most common information describes blind spots, the danger of tailgating, and general information about keeping a safe distance from commercial vehicles.

EXHIBIT 6
Percentage of Share the Road Information in States' Drivers Manuals



[12] For the purpose of the report, the term Department of Motor Vehicles (DMV) is used to describe all state motor vehicle licensing agencies. Some states use different agency names for their driver license agency (such as Motor Vehicle Administration, Department of Licensing, etc.).

4.0 SHARE THE ROAD COALITION ANALYSIS

This chapter summarizes an analysis to determine what actions are required to successfully launch a Share the Road[13] Coalition. It also may also serve as a guide to understand how effective coalitions are started. This chapter documents the current coalition-building efforts and recommends the next steps in establishing a Share the Road Coalition. The chapter is organized as follows:

- Steps to Building a Coalition
- Creation of a Share the Road Coalition
- Coalition Recommendations.

Establishing a coalition with other highway safety organizations can be an effective and rewarding method for informing the driving public about sharing the road safely with commercial motor vehicles (CMVs). However, collaborating with other groups has both advantages and disadvantages. This chapter seeks to identify the key steps to executing a successful Share the Road Coalition so that all participants can recognize the benefits, and that these benefits will outweigh the costs of participation.

4.1 STEPS TO BUILDING A COALITION

A coalition is an essential mechanism for increasing the influence or leverage of groups or individuals. The object of a coalition is for an individual or group[14] to receive more benefits by being part of a coalition than if it were pursuing a goal alone. Communicating educational messages about driving safely around CMVs, as is the case with the Share the Road effort, may be accomplished more easily and quickly by attracting the right allies to the effort. This effort of acquiring allies to accomplish an agreed-upon goal is called *coalition building.*

To build a coalition, the initiators have to determine what is to be achieved, who can help (or hurt) the coalition's efforts, what are the rewards for becoming part of the coalition, and what actions are needed to achieve the agreed upon goals. The following eight actions are generally accepted as essential to building a coalition:

1. Identify the advantages. The advantages of forming a Share the Road Coalition may be immediate or long-term, direct or indirect. In order to enlist valuable allies or key partners, the initiating group needs to identify the advantages of participating in a coalition to create effective and efficient delivery of Share the Road messages.

2. Recognize the disadvantages. Some coalition members will benefit from a collaborative effort more than others. By identifying the disadvantages or concerns that groups may have in participating in a coalition, the coalition can be better prepared to alleviate concerns. The coalition organizers need to be aware that if the costs of

[13] The term Share the Road refers to many types of vehicles; however, for the purpose of this report, Share the Road refers only to sharing the road with commercial motor vehicles (CMVs).

[14] For the purpose of this report, the term "group" refers to organizations and companies, either private or public, interested in Share the Road efforts.

participation outweigh the benefits, a coalition cannot recruit members. Some of the disadvantages of coalitions include: slow decision-making, "turf" protection, and limited resources.

3. Involve all key players. In the case of a Share the Road Coalition, collaboration starts with the selection of people who are knowledgeable about highway safety and understand the common goal of reducing fatalities, injuries, and property damage caused by car-CMV crashes. Identifying these "allies" – the individuals and groups that share the Share the Road concerns – is the first step to establishing a coalition. However, a broad-based representation, including diverse persons and groups, is critical. All types of stakeholders should be part of the coalition, including public and private groups representing different age groups, ethnicities, regions, and industries.

4. Establish common goals. A list of goals and course of action needs to be developed. Before the coalition moves forward to act on these goals, the group must make sure that the goals are attainable, believable, tangible, scheduled, and allow the members to be successful. Once the goals are defined, a strategic plan should be established to identify the steps needed to achieve the goals, targeted interim milestones, and the person or group responsible for leading each effort. Exhibit 7 shows an example portion of a strategic plan.

EXHIBIT 7
Sample Strategic Plan

Mission: To educate the motoring public about driving safely around CMVs.		
***Example* Goal**	***Example* Strategies**	**Responsibility/ Due Date**
1. To include Share the Road information in all state drivers manuals	1. Develop model language for manuals. 2. Submit model language for review by a sample selection of state motor vehicle professionals. 3. Deliver final model to AAMVA for inclusion in Model Drivers Manual.	Driver education working group 10/1/99

5. Identify coalition leader(s). It takes a "thought leader" or small group to provide the catalyst to bring a coalition together and initiate action. An energetic leader brings diverse ideas together, conducts meetings, and helps the group work toward their goals. The group should perceive the facilitator as trusted and neutral.[15] However, it is possible to have several persons share leadership responsibilities. The leadership of the coalition can be structured informally or formally. In an informal structure, volunteers or chosen members can lead working group discussions or serve as a coordinator for certain coalition functions, such as a meeting on fundraising or public outreach. In a more formal structure, a Board of Directors is elected to provide leadership and guidance for all coalition decisions and activities.

6. Delegate responsibilities to coalition members. Each Share the Road Coalition participant should be able to perceive themselves as an important part of the coalition. They should feel as though they are contributing to the success of the coalition and are important to increasing cohesiveness among members. To accomplish this, each member should have input into goals, decisions, and discussion. This will help develop the sense of "we" as team members rather than "I." Feeling a responsibility for some action is an important part of the decision-making process. Delegating control over certain parts of the coalition provides an opportunity for participants to work toward their own accomplishments as well as contribute to the overall success of the coalition. This builds "ownership," allowing members to feel responsible for the success of the coalition.

7. Establish an effective communication process. A format for communicating with members and conducting meetings should be established early in the development of the coalition. Each meeting should show progress toward the overall target and members should recognize this progress at the end of each meeting.

8. Publicize successes. The recognition of concrete results over time encourages members who contribute to the success of the coalition. Recognition can be as simple as mentioning an accomplishment in a meeting, showcasing a "success story" in a coalition newsletter, or publicizing to the media or public the group's contribution to the community. Showing that the coalition is moving closer to specified goals brings credit to the coalition, raises awareness, and can increase credibility.

[15] Miller, S.M., *Coalition Etiquette: Ground Rules for Building Unity*, Boston University.

4.2 CREATION OF A SHARE THE ROAD COALITION

In February 1998, the Federal Highway Administration's (FHWA) Office of Motor Carriers identified more than 30 highway safety groups it considers key stakeholders in the Share the Road effort and that supports the FHWA goal of educating the motoring public about the danger areas around CMVs. FHWA invited these highway safety leaders to participate in a meeting in Cleveland, Ohio, on March 31, 1998 to determine the feasibility of forming a Share the Road Coalition. A majority of the goals or action items discussed by the meeting participants suggested that the formation of a coalition would advance the groups' highway safety agenda. At this initial meeting, coalition goals were identified by attendees. These goals indicated a definite need and enthusiasm by stakeholders for the formation of a Share the Road Coalition.

A second Share the Road Coalition Meeting was held in Dearborn, Michigan on October 6, 1998. The second meeting prioritized the identified goals. The identified goals and the organizations involved in the initial coalition-building effort are listed in the Share the Road Coalition Commitment Statement shown in Exhibit 8. This document was prepared in June 1998 following the coalition meeting to announce the formation of the Share the Road Coalition during International Highway Transportation Safety Week. Exhibit 9 lists the current coalition participants as of January 1999.

EXHIBIT 8
Share the Road Coalition Commitment Statement
June 1998

SHARE THE ROAD WITH COMMERCIAL VEHICLES COALITION

The organizations listed below, concerned with reducing fatalities, injuries, and property damage resulting from crashes involving commercial and passenger vehicles, agree to work together to:

- *Establish a clearinghouse to exchange information and ideas on how to educate the public about driving safely around large trucks and buses.*
- *Focus on educating all drivers about No-Zones or blind spots around large trucks and buses.*
- *Incorporate Share the Road with commercial vehicles information in all state drivers manuals.*
- *Provide the public with consistent and credible Share the Road with commercial vehicles messages.*
- *Encourage other organizations to participate in Share the Road activities.*

AAA Foundation for Traffic Safety
American Association of Motor Vehicle Administrators
American Bus Association
American Trucking Associations
Carolina Casualty Insurance Company
Domino's Pizza, Inc.
Drive Smart Virginia
Georgia Council for Commercial Vehicle Safety
Georgia's Governors Office of Highway Safety
Georgia Motor Truck Association
Greyhound Lines, Inc.
Landstar System, Inc.
Michigan Truck Safety Commission
National Association of Governor's Highway Safety Representatives
National Private Truck Council
Naval Safety Center
Nebraska State Patrol
Network of Employers for Traffic Safety
Parents Against Tired Truckers
Pathways of Virginia
Pennsylvania Department of Transportation
Roadway Express
United Parcel Service
Virginia Department of Motor Vehicles
Werner Enterprises, Inc.

Rodney E. Slater, Secretary
U.S. Department of Transportation

EXHIBIT 9
Current Share the Road Coalition Participants
January 1999

ORGANIZATION NAME
1. AAA Foundation for Traffic Safety
2. American Association of Motor Vehicle Administrators
3. American Bus Association
4. American Trucking Associations
5. Carolina Casualty Insurance Company
6. Certified Transportation Services
7. Consolidated Freightways
8. Domino's Pizza, Inc.
9. Drive Smart Virginia
10. Federal Highway Administration
11. Georgia Council for Commercial Vehicle Safety
12. Georgia's Governors Office of Highway Safety
13. Georgia Motor Truck Association
14. Greyhound Lines, Inc.
15. Idaho Department of Law Enforcement
16. Kansas Motor Carriers Association
17. Landstar System, Inc.
18. Massachusetts Governor's Highway Safety Bureau
19. Michigan Truck Safety Commission
20. Michigan State Police
21. Motor Freight Carriers Association
22. National Association of Governor's Highway Safety Representatives
23. National Private Truck Council
24. Naval Safety Center
25. Nebraska State Patrol
26. Network of Employers for Traffic Safety
27. Oregon Trucking Association
28. Parents Against Tired Truckers
29. Pathways of Virginia
30. Pennsylvania Department of Transportation
31. Roadway Express
32. RPS, Inc.
33. United Parcel Service
34. Virginia Department of Motor Vehicles
35. Werner Enterprises, Inc.
36. West Virginia Division of Motor Vehicles

4.3 COALITION RECOMMENDATIONS

The Share the Road Coalition meetings brought together some of the key activists in the Share the Road effort, introduced some of their concerns, and identified several goals that as a coalition, the group believed it could accomplish. These meetings provided the foundation for establishing a coalition. The following are the near-term action items necessary to move the Share the Road Coalition forward:

Choose leadership. Considering the broad scope of Share the Road groups, FHWA or some other Share the Road group should seek volunteers to serve as leaders or serve on a Board of Directors for the coalition. Once the leadership is put into place, other organizational tasks, such as determining the coalition's structure and establishing a communication process can be determined.

Hold a coalition meeting. The leadership of the coalition should hold a Share the Road Coalition meeting to formalize the establishment of the coalition and begin an open dialogue needed to better define the purpose of the coalition and its goals.

Identify and prioritize the goals. The coalition leadership should prioritize its goals based on projected success factors and available resources. After the goals have been drafted, members should provide comments before they are finalized. Input and acceptance is a vital ingredient to successfully accomplishing the group's goals. The goals can then be turned into activities.

Agree on a strategy to achieve the goals. Once the goals have been identified, a strategy for achieving those goals must be reached and documented. Defining the steps needed to accomplish each goal will help the coalition stay focused. The coalition leadership should become familiar with members' specialities in order to draw on each other's strengths and areas of expertise.

Establish a timetable for achieving the goals. A coalition exists only as long as it is useful to its members. If a timetable is not established, and members do not see any progress, a coalition will dissolve before achieving its goals. All coalition activities must be accomplished within specified time periods.

Recruit enthusiastic volunteers. To achieve the stated goals, members must be recruited or mobilized to take responsibility for the action items. For instance, members who are experienced in working with state governments should be encouraged to coordinate the activities to achieve a goal such as implementing Share the Road information in state drivers manuals.

5.0 RECOMMENDED ACTIONS FOR IMPROVING THE NO-ZONE CAMPAIGN

Improving highway safety involves many factors including educating drivers to change unsafe behavior patterns while operating motor vehicles. The No-Zone Campaign helps the Federal Highway Administration (FHWA) achieve these objectives by providing motorists with the tools and information they need to be safer drivers when driving near commercial vehicles (CMV). The Campaign also benefits FHWA by expanding highway safety partnerships, heightening public awareness of FHWA activities, and helping to reduce car-CMV crashes.

The No-Zone Campaign has made significant accomplishments since its inception. This chapter provides recommendations on how to expand existing successful activities, improve less successful activities, and initiate new activities. The recommendations are presented in two sections:

- Management Strategies
- Education and Outreach Strategies.

5.1 MANAGEMENT STRATEGIES

Periods of growth in organizations are exciting and rewarding. However, managing changes in a fast-paced environment can be challenging. The No-Zone Campaign has had tremendous growth over the past five years and the trend of expansion does not appear to be slowing. Programs such as the Truck and Bus Decal Program and No-Zone Demonstration Program have been favorably received; an award-winning web site receives tens of thousands of visitors each month; and daily requests for No-Zone information and material are increasing. In addition, new initiatives are under way.

To prepare for the continued growth of the No-Zone Campaign and manage the change that will take place, management controls need to be established to track the campaigns progress, deliver credible and clear messages, and coordinate the efforts of many highway safety leaders working toward the same Share the Road goals. Strategies to help improve the management of the Campaign include:

Update the Campaign's near- and long-term goals. Measurable near- and long-term goals should be established and publicized to No-Zone Campaign stakeholders. Steps to reaching the goals should also be identified and a timetable establishing the goals must be determined. Update the campaign's goals by accomplishing the following:

- Identify and prioritize Campaign goals
- Determine strategy to achieve goals
- Establish timetable for achieving goals.

Encourage Resource Centers to coordinate outreach efforts with OMCHS state offices. The No-Zone Campaign should be expanded and enhanced in the Office of Motor Carrier and Highway Safety (OMCHS) state offices through its Resource

Centers. Each state should coordinate its Share the Road and No-Zone Campaign outreach activities with the Resource Centers. Each State Office should have someone that can serve as a contact for stakeholders and the general public on Campaign information. The coordinator should also be responsible for providing current event and progress reports to the Resource Centers so the information can be placed on the No-Zone web site. Resource Center Directors and/or Operations Managers should designate marketing specialists as point-of-contact to proceed with the following recommended actions:

- Coordinate No-Zone goals and activities with OMCHS headquarters and obtain most recent creative materials and strategies.

- Contact each FHWA State Director requesting assistance in promoting the No-Zone Campaign.

- Follow-up with State Directors to identify outreach coordinator contact and confirm support.

- Establish a relationship with each identified outreach coordinator. Depending on the level of No-Zone Campaign knowledge, educate coordinator on goals and activities of No-Zone Campaign.

- Prepare sample outreach packets for each coordinator to assist with state and local outreach activities.

- Conduct yearly training workshops for outreach coordinators at Resource Centers to share outreach strategies, present new outreach methods, and assess outreach achievements.

Increase private sector involvement. The No-Zone Campaign is well-received by the private sector. Carriers, insurance companies, and trucking and automobile associations use No-Zone Campaign material and messages as part of their own outreach efforts. FHWA should explore ways in which to obtain private sector involvement to help expand and promote the No-Zone Campaign. To do so, the following activities are recommended:

- Identify candidate partners

- Facilitate partnership involvement by recommending activities and providing outreach support and counseling

- Develop partnership recognition process

- Encourage partnership involvement.

Assess No-Zone activities. To assess the progress of the Campaign, No-Zone activities must be quantified. The types of activities that can be quantified include the number of Coalition members, No-Zone truck and bus decal participants, No-Zone demonstrations, outreach material, and No-Zone coordinators. Conduct quarterly and yearly evaluations to determine the effectiveness of activities so limited resources can be best used. The steps required for quantifying No-Zone activities include:

- Identify quantifiable outreach activities. Review the Campaign's activities and determine the components of the activity that can be quantified. For instance, to determine the success of public service announcement (PSA) placement, the placement time and the region it was placed can be collected to evaluate PSA placement effectiveness.

- Determine methods for collecting data. Once the activity is identified, determine how the data will be collected.

- Develop analytical tools. Each activity may require different data analysis tools. For example, a database may be appropriate to compile Share the Road Coalition partners' information, while a spreadsheet may be used to inventory totals of outreach material distributed.

- Establish evaluation schedule. To track No-Zone Campaign activities, an evaluation timetable should be established and followed.

Develop partner recognition process. The No-Zone Campaign has hundreds of public and private sector partners that help promote Share the Road messages. A recognition process should be established so that partner activities are acknowledged by FHWA. For instance, when a partner organizes a No-Zone demonstration, places No-Zone decals on its fleet vehicles, places PSAs in local media, or other significant activities, an acknowledgment letter or some form of recognition may be sent to thank the partner for supporting the Campaign. While this letter shows appreciation for partner involvement, it is also a way to track organizations' involvement in No-Zone activities. The No-Zone Campaign web site can also be utilized to showcase partners' achievements. For example, a "Hall of Fame" web page should be developed to highlight partners' success stories and provide recognition for their efforts. Additional methods of recognition may be used to energize active participants.

5.2 EDUCATION AND OUTREACH STRATEGIES

A sustained campaign to educate the driving public is needed to help reduce the casualties of our automobile-dominated economy and lifestyle and reverse the trend of increased car-truck related crashes, fatalities, injuries, and property damage. Ideally, the No-Zone Campaign can be expanded to include Share the Road messages that pertain to other vehicle types and a more involved law enforcement. The No-Zone graphic image is an effective and significant part of the Campaign and should be reinforced. Many high profile No-Zone activities exist and provide national attention to the Campaign; many of these activities can be duplicated

and expanded in additional locations throughout the nation. Also, new educational and outreach activities should be complemented by strategies to build on current momentum. The following strategic goals are recommended:

Establish relationship with interested organizations. OMCHS can utilize the Share the Road Similar Programs findings by making contact with interested organizations to expand the reach of the No-Zone Campaign. Over 50 highway safety organizations, which were part of the Similar Program study, requested additional information about the No-Zone Campaign, and 95 organizations suggested they would be interested in establishing their own No-Zone Campaign. A strategy for advancing these relationships includes:

- Contact the identified organizations. Send a personal letter that provides No-Zone Campaign information and provides the organization a list of ways it may participate in the Campaign.

- Telephone the contact person. Within one week of sending the invitation letter, telephone the contact person to assess their level of interest and encourage their involvement.

- Send customized outreach information to organization. Prepare an outreach packet that provides the organization with the tools and information it needs to participate in the Campaign. Customize the packet to each organization's interest. For instance, send driver education material to schools and information about the Truck and Bus Decal and No-Zone Demonstration programs to carriers.

- Schedule periodic conference calls. Once the new participant receives the outreach packet, follow-up via e-mail, fax, telephone, and mail to provide assistance and guidance in developing their No-Zone activities. Hold group conference calls to allow exchange of ideas as necessary.

Create community pilot programs. Many safety organizations are attracted to the Campaign because it is a program that can easily and successfully be promoted at the local level. Communities can adapt components of the Campaign to suit their local needs. For instance, a large city with a heavily travelled interstate highway may choose to encourage television, radio, and newspaper PSA placements to reach all drivers. Alternatively, a small community concerned about a high teenage crash rate may focus its outreach on high school students. The flexibility of the Campaign allows many types of groups to participate in outreach activities, including state agencies, trucking companies, and other highway safety organizations and advocacy groups.

The No-Zone Campaign management should develop a pilot program that can serve as an outreach model for communities. Such a pilot outreach program would test outreach strategies and effectiveness in targeted regions. This pilot program can be implemented in other communities once the lessons learned from the Campaign are identified. To

start, two to three communities should be recruited to participate in the pilot program. To initiate the pilot program the following strategies are suggested:

- Define objectives of pilot program.
- Work with OMCHS state outreach coordinators to develop selection criteria for the pilot communities (such as high rate of traffic fatalities, heavy interstate traffic, high concentration of tractor-trailer traffic).
- Propose pilot program to selected private and public sector community leaders concerned with highway safety.
- Draft pilot program action plan based on community leaders' highway safety concerns.
- Hold kickoff meeting with community leaders. Discuss action plan and recruit leaders to participate.
- Develop comprehensive outreach plan that includes public and private sector community leaders (including law enforcement, city officials, school superintendents, carriers, health care leaders, insurance companies, etc.) and provides outreach to a diverse community population (representing all age groups, ethnicities, and genders).
- Develop outreach tools and materials.
- Establish outreach working groups. Utilize the specialties of each of the community leaders. Recruit volunteer working group leaders who can concentrate efforts on identified outreach areas. For instance, a school superintendent may lead student driver education efforts. A carrier can organize No-Zone demonstrations at public and school events.
- Establish evaluation methods. Prior to implementing the pilot program, the methods and tools for evaluating the effectiveness of the program must be identified and a data collection procedure established.
- Implement pilot program. Once the pilot program is developed, the program can be implemented into the community.
- Analyze results. After the first year of implementing the program, the pilot program should be analyzed to identify successes and areas in need of improvement. These results can be used to direct second year activities.
- Develop model outreach program. Following the second year of the pilot program, a model for implementing a comprehensive No-Zone Campaign can be developed for other communities.

Link No-Zone decal and demonstration programs. More than 100 carriers have placed No-Zone decals on their trucks or buses. Many of these carriers actively pursue No-Zone demonstration opportunities; however, other carriers have not maximized their participation in demonstration programs. By linking new No-Zone decal carriers with the No-Zone Demonstration Program, No-Zone messages will reach more people. Strategies for expanding the decal and demonstration programs include:

- Establish No-Zone decal notification with decal vendors. Create a system where the decal vendors will provide OMCHS with monthly updates of carriers that have purchased No-Zone decals.

- Contact No-Zone decal carrier. Once the carrier has received its decal(s), FHWA should formally recognize and welcome them as the newest Campaign participant, and assess their interest in participating in No-Zone demonstrations.

- Send No-Zone demonstration information to carrier. Once contact has been made, send carrier information on organizing demonstrations and strategies to make their demonstration successful.

Redistribute latest television PSAs. The No-Zone Campaign has developed five popular and educational television PSAs that tested very well in focus group studies. Focus group participants stated that the No-Zone television PSAs are the most effective outreach tools. The No-Zone Campaign should redistribute the television PSAs to television stations using the following approach:

- Coordinate efforts with OMCHS state outreach coordinators. Enlist state coordinators to utilize any of their media or stakeholder contacts. Prepare list of media contacts.

- Solicit partner sponsorship. Identify key safety partners in each state that can either utilize their public relations departments to gain improved PSA placement or form alliances that may pay for the placement of a PSA at certain time periods.

- Develop PSA placement strategy. Provide tools and direction on how to place a PSA. Develop strategy for placing television PSAs during peak viewing time periods. For instance, PSA placement may be improved with direct contact with the PSA placement manager at television stations.

- Evaluate strategy. Once PSAs have been placed, collect and analyze placement data to identify the successes and the gaps in the placement strategy.

Explore options for wider placement of No-Zone messages. Identify additional areas to place No-Zone messages. In addition, reach new audiences such as

remedial, senior citizen, and CMV drivers. Share the Road partners should be enlisted to assist in this effort. Suggested placement ideas include:

- Interstate rest areas
- Toll booths
- Drivers license renewal notices
- Drivers education classrooms
- Automobile insurance renewal notices
- AAA offices and literature
- Motor Vehicle Administration offices
- Highway billboards
- Service stations
- Car rental agencies
- Athletic events
- Libraries
- Trailer on rental videotapes
- Grocery bags
- Television news feature story
- Tray liners at fast food restaurants.

Develop and distribute new print PSAs showing the No-Zone. Focus group participants indicated that print PSAs must show the No-Zone diagram to be an effective outreach tool. The Campaign should adapt these elements from the truck and bus decals and design an eye-catching graphic consistent with other campaign graphics. Once developed, PSAs should be distributed to state outreach coordinators for targeted placement in local publications. The print PSAs should also be distributed to Share the Road partners for placement in company newsletters. In addition, Share the Road partners may be recruited to pay for placement in local or regional publications that receive high visibility. PSA placements should also be distributed and tracked using media monitoring firms.

Include Share the Road information in all state drivers manuals. As identified in the *Share the Road Similar Programs Report,* almost half of all states either have no Share the Road information or very limited information in their drivers manuals. The Campaign should specifically target states to place Share the Road information in drivers manuals. A strategy for achieving placement is as follows:

- Develop model Share the Road language for drivers manuals.

- Obtain review of the model language from a sample selection of driver education and state motor vehicle professionals, and incorporate their comments.

- Deliver the final model language to the American Association of Motor Vehicle Administrators (AAMVA) for review and inclusion in its State Model Drivers Manual.

Place Share the Road information in driver education textbooks. The Campaign should develop model language about the No-Zone for high school readers. The Campaign could contact driver education book publishers to request placement of Share the Road information in driver education textbooks. Key steps are:

- Develop model Share the Road language for high school readers.

- Submit model language to selected highway safety and driver education professionals for their review.

- Identify and contact drivers education publishers through the American Automobile Association and the American Driver and Traffic Safety Education Association to request that Share the Road information be placed in textbooks.

- Revise model Share the Road language as specified by publishers and submit language to textbook publishers.

Establish pilot No-Zone programs in high schools. Teenage drivers have the highest crash rate of all driver groups. Focus group testing has found a high level of recall of No-Zone messages. Model educational curricula should be developed and tested in targeted high schools to determine No-Zone message effectiveness. Once the model is established, Share the Road drivers education programs can be implemented in other school districts. A strategy for developing a high school pilot program is as follows:

- Identify school districts willing to participate in a No-Zone educational pilot program.

- Draft curriculum and meet with selected driver education teachers to implement in high school drivers' education course.

- Coordinate educational efforts with student groups, such as Students Against Destructive Decisions (SADD).

- Evaluate effectiveness of pilot program and implement program in other school districts.

Encourage Share the Road Coalition activities. Public and private sector partners have shown interest and commitment in the establishment of a Share the Road Coalition. However, to establish the Coalition, an active and accessible leader is required to provide direction in the Coalition's beginning stages. To advance Coalition activities,

FHWA should take the lead in encouraging the Coalition's first year activities. Key first year activities include:

- Organize first annual coalition meeting
- Obtain input and prepare a coalition action plan for participants' review
- Establish a timetable for achieving goals
- Delegate responsibilities for achieving goals
- Report year-end accomplishments to partners
- Solicit volunteers to lead second year efforts.

Develop a Share the Road education workshop for safety conferences. Highway safety and driver education conferences can be an effective way to educate public outreach professionals and educators about the No-Zone Campaign. The FHWA should develop a two to three hour workshop to present at highway safety conferences throughout the year. Candidate conferences for participation include the National Association of Governors' Highway Safety Representatives (NAGSHR), Lifesavers, and American Driver and Traffic Safety Education Association (ADTSEA). Key steps include:

- Prepare draft outline for workshop
- Recruit representative partners (including safety advocacy groups, carriers, educators, enforcement, and media) to review workshop plan
- Finalize workshop plan. Organize workshop agenda and speakers
- Develop presentation materials
- Contact conferences and submit plan for review and inclusion into conference.

Develop a Share the Road newsletter. A brief, two-page newsletter should be prepared and sent to Share the Road partners on a quarterly basis. Guest writers, describing their Share the Road outreach experiences or activities should be included. This newsletter will help keep partners informed of current Share the Road activities and provide a forum for exchanging ideas.

Improve the No-Zone web site. The Internet is becoming an increasingly useful to for researching and collecting information. It has been demonstrated that the current No-Zone web site provides visitors with useful information about the Campaign. This web site is a very effective tool. If developed correctly, the web site can reduce the burden on OMCHS staff of providing No-Zone materials and information. The web site can also serve as part of a class assignment for driver education teachers. The web site should be enhanced to provide comprehensive No-Zone Campaign information for all stakeholders. Ideas for advancing the website include:

- Organize the web site by visitor groups (e.g., information for truckers, educators, media, students, etc.)

- Develop outreach materials that can be downloaded from the web site

- Provide visitors with outreach strategies and tools

- Coordinate the look of the No-Zone web site with all No-Zone Campaign materials.