

STRATEGIC COMMUNICATION PLAN FOR THE NATIONAL STRATEGY ON HIGHWAY SAFETY



Toward Zero Deaths®
National Strategy on Highway Safety

TowardZeroDeaths.org

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EXPLANATION OF TERMS

Champion: Critical to the success of a TZD program, champions from each state will include policy makers or influencers (e.g., the state DOT CEO and chief engineer, chief safety official, governor and state legislators) that will ensure integration of all safety partners. These individuals will emerge as leaders of the TZD coalitions, becoming spokespeople promoting public acceptance and adoption of the TZD program.

Key messages: The key messages in the Strategic Communication Plan offer “sound bites” to motivating target audiences to take action. To maintain consistency in the TZD program, partner organizations can use applicable key messaging in press materials, interviews, websites, etc. Any spokesperson for TZD should be briefed on the key messages contained within this document.

Mnemonic/TV tag: A brief mnemonic sound (e.g., Intel Inside) combined with an animation to identify TZD will be created. This will be distributed to safety organizations, public agencies, and private industry (e.g., Allstate, Phoneguard) to add or “tag” onto the end of its current TV PSAs. (See sample sheet on pg. 32)

Objectives: Quantifiable objectives serve as the standard of whether the communication strategy is successful. They include timeframes and specific target audiences.

Pre-roll: A repurposed TV PSA that runs as an advertisement before an online video.

Radio liners: Similar to the strategy with the mnemonic tag, these brief radio liners can be tagged onto the end of TZD partners’ current radio ads. This provides the TZD program with additional media dollars while strengthening partnerships with key organizations and companies.

Strategies: Identifies “what” should be accomplished by determining which communication strategies to apply to each target audience in order to accomplish the established objectives.

Tactics: Identifies “how” to accomplish the goals and objectives with specific communication tools for the target audiences.

Target audiences: Identifies “what” key groups need to be reached as part of the TZD program.



BACKGROUND

According to the National Highway Traffic Safety Administration (NHTSA), 33,561 people in the United States died in traffic-related crashes in 2012 – the lowest recorded level since 1949. At that time, then-U.S. Secretary of Transportation Ray LaHood said, “Still, too many of our friends and neighbors are killed in preventable roadway tragedies every day. We will continue doing everything possible to make cars safer, increase seat belt use, put a stop to drunk driving and distracted driving and encourage drivers to put safety first.”

As a part of the effort to put safety first, the United States participated in the launch of the United Nations Road Safety Collaboration’s “Decade of Action for Road Safety 2011-2020.” From the Sydney Harbor Bridge to Trafalgar Square in London, national icons around the world were illuminated with the Decade of Action symbol and/or color to kick off the global movement in May 2011. The United States participated by bearing the safety symbol in Times Square in New York City and Washington, D.C. with dignitaries from U.S. Congress, NHTSA, Centers for Disease Control (CDC), American Association of State Highway and Transportation Officials (AASHTO) and even Grover. This effort brings increased attention to improving road safety while decreasing risks of traffic-related deaths and serious injuries over the next 10 years.



Photo courtesy of Decade of Action

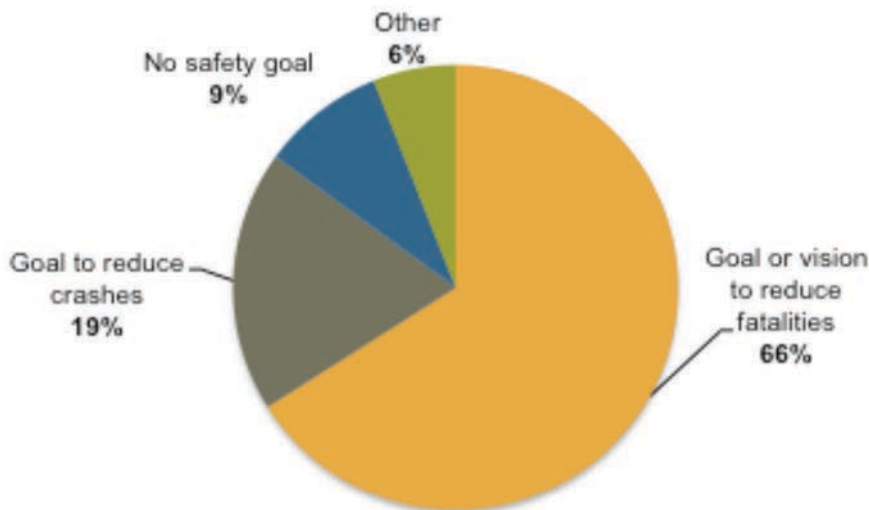
In the United States, the National Strategy on Highway Safety with a Toward Zero Deaths (TZD) vision provides a platform of consistency across many disciplines including government agencies, national organizations, private industry, safety advocates and others to develop organizational safety plans. It supports the goals of the Decade of Action while localizing national efforts. The National Strategy on Highway Safety provides strategies for use in an effort to change safety culture where even one traffic-related death is unacceptable. This document outlines a Strategic Communication Plan for implementing the TZD Framework. The Plan seeks to support implementers in their adoption of the national TZD vision.

As part of the research phase for the Strategic Communication Plan, in August 2011, an online survey was conducted with 395 project stakeholders responsible for roadway safety. Stakeholders included representatives from state departments of transportation, private industry, cities, counties, emergency services, federal government, universities, public health, and others. Sixty-five percent of respondents voiced support for a TZD vision with interim attainable goals.



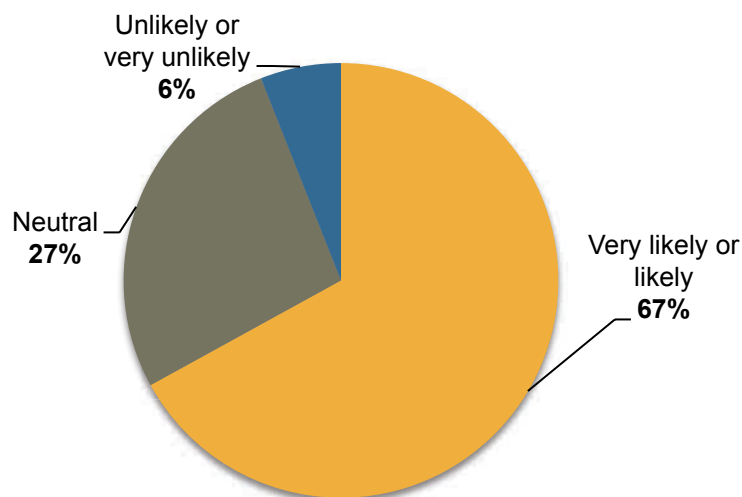
In the same survey, respondents were asked what best describes their organization's current traffic safety goal for fatalities. As shown in the graph on the following page, a majority of respondents have a current goal or vision to reduce fatalities, demonstrating that there are many stakeholders already promoting a TZD vision. Additionally, AASHTO has currently identified over 30 states with a zero fatality goal or TZD vision for their programs to reduce traffic fatalities.

Which of the following best describes your organization's current safety goal?



The survey also showed momentum for adoption of the National Strategy on Highway Safety. A majority said they are likely or very likely to adopt it in total or in part for their own strategic safety plans.

How likely is your organization to adopt the TZD Framework in total or in part for your own Strategic Safety Plan?



SITUATION ANALYSIS

Many states and organizations are positioned to apply the strategies outlined in the National Strategy on Highway Safety. Each one varies to the degree it will employ a TZD vision. The challenge of obtaining buy-in of the TZD Framework lies in providing a national message and customizable solutions addressing specific barriers to implementation. This includes laying the groundwork for states and organizations without zero-based programs as well as applicable strategies and tactics for those with current zero-based visions.

Barriers for implementation will vary among each participating state and organization; however, the following are those that survey respondents said would be the most likely to impede implementation:

- Obtaining funding for cost-effective safety programs.
- Improving the general public's apathy toward driver safety.
- Bolstering legislative support.
- Negative impact of not meeting a performance measure.

CORE PROBLEM/OPPORTUNITY

Based on 2010 NHTSA statistics, approximately one person dies every 16 minutes in a traffic crash in the United States. While this is progress compared to the previous three decades, momentum for a common TZD vision built by national, federal, state and local entities must continue in order to prevent thousands of traffic deaths.

PRIMARY GOAL

Establish Toward Zero Deaths as the nation's traffic safety vision.

SECONDARY GOALS

Employ the strategies outlined in the National Strategy on Highway Safety to create a culture where traffic safety is viewed as a public health issue.

OBJECTIVES

The quantifiable objectives listed below serve as the standard of whether the communication strategy is successful at helping to reach the primary and secondary goals. They include timeframes and specific target audiences (for target audience explanation, see page 9). The baseline for these objectives is zero. During implementation, the TZD governing body will determine and measure the success of the objectives.

The consultant based the objectives on feedback received from members of the TZD Steering Committee and Panel at workshops in Austin, Texas and Washington, D.C. during 2011.



1. Increase awareness of the TZD program among top management and key stakeholders at selected organizations by 100 percent during the first year of implementation. Determine the baseline data from existing awareness among members of the TZD Steering Committee and Panel.
2. Increase awareness by 100 percent among selected decision makers of the need to increase federal, state and local funding for infrastructure and education programs that promote the TZD vision during the first year of implementation.
3. Increase the number of TZD champions to at least one in each of the 52 states and territories and one in each of 50 selected organizations by the first year of implementation. Individuals will serve as volunteer TZD champions for their state.
4. Establish traffic safety as a public health issue by initiating TZD as an ongoing national health observance (e.g., breast cancer awareness month) by the second year of implementation. If TZD becomes an official national health observance this objective will be considered successful.
5. Ensure the recognition of the National Strategy on Highway Safety as a national safety standard among at least 25 percent of congressional leaders and state legislators by the second year of implementation.
6. Increase the number of cities and counties (to at least two cities and four counties in each state) to become TZD partners by setting policies (e.g., cell phone and seatbelt policies) that support the TZD Framework. All counties will be targeted. It is recommended that this objective should be achieved by the second year of implementation.
7. Increase the number of states and territories (to 52) and national organizations and/or associations (to at least 50) that adopt the TZD Framework by the end of the third year of implementation.
8. Increase the number of private industry partner organizations by 25 each year to reach 125 by the fifth year of implementation.
9. Increase the number of states and territories (to 52) and key organizations (to at least 50) that launch (or continue) a program that includes TZD in their messaging to the general public with communication tactics, such as PSAs, social media, etc., by the fifth year of implementation.
10. Maintain a declining five-year moving average of traffic fatalities each year in every state and territory.

The chart on the following page shows the objectives by audience and year of completion. Efforts for each audience will be ongoing each year. The date of completion is a target deadline for achieving the specified objective. After an objective is met, it will be evaluated and new objectives will be set. For example, Objective #6 suggests increasing the number of cities and counties to become TZD partners to at least two cities and four counties in each state by year two. This means that during year one and two the focus will be on getting the specified number of cities and counties on board through the strategies and tactics outlined later in the plan. At the end of year two, the success of the objective is measured through the suggested evaluation method. Following the evaluation, a new objective targeting cities and counties will be set for the next year, and so on.



TZD Objectives by Audience and Year of Completion					
Target Audience	Year 1	Year 2	Year 3	Year 4	Year 5
National associations, organizations and advocacy groups	<ul style="list-style-type: none"> • Increase awareness of TZD among top management • A TZD champion for 50 organizations 	Initiate TZD as an ongoing national health observance	50 national organizations/associations to adopt the TZD Framework		<ul style="list-style-type: none"> • At least 50 organizations that launch (or continue) a program that includes TZD in their messaging to the general public with communication tactics
Federal agencies	Increase awareness of TZD among top management	Initiate TZD as an ongoing national health observance	Increase awareness to decision makers of the need to increase TZD-related funding		
State agencies	<ul style="list-style-type: none"> • Increase awareness of TZD among top management • A TZD champion for each state/territory • Maintain a five-year moving average of traffic fatalities in every state and territory 	<ul style="list-style-type: none"> • Initiate TZD as an ongoing national health observance • Maintain a five-year moving average of traffic fatalities in every state and territory 	<ul style="list-style-type: none"> • 52 states/territories to adopt the National Strategy • Increase awareness to decision makers of the need to increase TZD-related funding • Maintain a five-year moving average of traffic fatalities in every state and territory 	<ul style="list-style-type: none"> • Maintain a five-year moving average of traffic fatalities in every state and territory 	<ul style="list-style-type: none"> • 52 states/territories that launch (or continue) a program that includes TZD in their messaging to the general public with communication tactics • Maintain a five-year moving average of traffic fatalities in every state and territory
Local agencies	Increase awareness to decision makers of the need to increase TZD-related funding	Two cities and four counties per state to become TZD partners			
Elected officials	Increase awareness to decision makers of the need to increase TZD-related funding	<ul style="list-style-type: none"> • 25 percent of congressional leaders and state legislators recognize the TZD Framework as a safety standard • Initiate TZD as an ongoing national health observance 			
Private industry	<ul style="list-style-type: none"> • Increase awareness of TZD among top management • 25 additional private industry partners 	25 additional private industry partners	25 additional private industry partners	25 additional private industry partners	25 additional private industry partners

TARGET AUDIENCES

The following six groups encompass the target audiences for the National Strategy on Highway Safety.

1. National associations/organizations/advocacy groups
2. Federal agencies
3. State agencies
4. Local agencies
5. Elected officials
6. Private industry

Specific members of each group are shown in the “Target Audience Groups” chart on the following page. The intention of the chart is to provide a starting list of organizations for communication outreach. This list may be added to as needed.

The specific stakeholders within each group shown above are categorized into three areas. The reason for this categorization is to help determine the sequence in which to reach out to each group. This is also shown in the chart on the next page.

- **Influencers** – Includes a majority of the national organizations as well as some private industry. Targeted first, these groups will further the TZD vision by adoption and implementation of the TZD Framework within their organizations. “Buy-in” from these groups is vital to gain the attention of integrators and policy makers.
- **Integrators** – Includes some national organizations and advocacy groups, all state and local agencies and some private industry. The integrators are responsible for leading the TZD vision within their own organizations as well as interfacing with policy makers regarding TZD.
- **Policy Makers** – Includes federal agencies and elected officials. This group’s adoption of the National Strategy on Highway Safety allows for the possibilities of increased funding for infrastructure and education programs that support the TZD vision. It should be noted that federal officials are currently moving toward longer-term targets for fatality reduction and away from annual targets for fatality reduction based on vehicle miles traveled.

The influencers and integrators are responsible for reaching out to specific groups within the general public by utilizing the tactics outlined later in the plan such as the launch and accessory kits. This will allow for more customized messages to demographics such as women, children, motorcyclists and the elderly within each state or organization.

To reach the general public, states and organizations will use the mass media and social media outlets as an intervening target audience. In other words, the media outlets serve as a tool to carry the TZD message to a mass audience. TZD messages communicated with national and local broadcast, print, Internet and social media outlets will then be passed on to the targeted groups, creating greater awareness of the TZD vision.



Target Audience Groups					
Influencer = Bold typeface					
Integrator = <i>Italic typeface</i>					
Policy Maker = Regular typeface					
National Associations/ Organizations/Advocacy Groups	Federal Agencies	State Agencies	Local Agencies	Elected Officials	Private Industry
AAA Foundation for Traffic Safety	Federal government appointees	<i>Departments of health</i>	<i>Local Technical Assistance Program offices</i>	City mayors	Doctors/nurses
AAA	U.S. Department of Health and Human Services	<i>Departments of transportation</i>	<i>Area agencies on aging</i>	County commissioners	Insurance companies
American Association of Motor Vehicle Administrators	U.S. Department of Transportation (National Highway Traffic Safety Administration, Federal Highway Administration, Federal Motor Carrier Safety Administration, Research and Innovative Technology Administration, distraction.gov)	<i>Emergency medical services</i>	<i>First responders</i>	Elected judges	Private emergency medical services
American Association of State Highway and Transportation Officials (includes AASHTO board, SCOH, SCOHTS and SCOHTS-SM)		<i>Law enforcement</i>	<i>Law enforcement</i>	Governors	Traumatic injury health care professionals
American College of Emergency Physicians		<i>Licensing authorities</i>	<i>Local health departments</i>	Judicial system personnel	Vehicle manufacturers
American Public Works Association		<i>Planners</i>	<i>Local road and bridge departments</i>	Sherriffs	Vehicle systems
American Society of Civil Engineers		<i>Social service agencies</i>	<i>Metropolitan and regional planning organizations</i>	State legislatures	<i>Bicycle dealerships</i>
American Traffic Safety Services Association		<i>State government appointees (e.g., heads of DOTs)</i>	<i>Planners</i>	U.S. Congress	<i>Delivery industry (e.g., FedEx, UPS)</i>
Association of Transportation Safety Information Professionals		<i>State highway safety offices</i>	<i>Rural emergency medical services</i>	U.S. President	<i>Lawyers</i>
Commercial Vehicle Safety Alliance		<i>State office on aging</i>			<i>Motor carriers/ commercial motor vehicles</i>
FIA Foundation		<i>State traffic engineers/chief engineers</i>			<i>Motorcyclist dealerships</i>
Governors Highway Safety Association		<i>Transit agencies</i>			<i>Vehicle dealerships</i>
Institute of Transportation Engineers (International ITE and ITE Traffic Safety Council)		<i>Transportation service providers</i>			

Influencer = Bold typeface					
Integrator = <i>Italic typeface</i>					
Policy Maker = Regular typeface					
National Associations/ Organizations/Advocacy Groups	Federal Agencies	State Agencies	Local Agencies	Elected Officials	Private Industry
International Association for the Wireless Telecommunications Industry (CTIA)		<i>Trucking agencies</i>			
International Association of Chiefs of Police					
National Association of Counties					
National Association of County Engineers					
National Association of State Emergency Medical Service Officials (NASEMSO)					
National Governors Association					
National Local Technical Assistance Program					
Network of Employers for Traffic Safety					
Roadway Safety Foundation					
<i>America Walks</i>					
<i>American Association of Retired Persons</i>					
<i>American Motorcyclist Association</i>					
<i>Decade of Action</i>					
<i>Disability Rights Advocates</i>					
<i>League of American Bicyclists</i>					
<i>Mothers Against Drunk Driving</i>					
<i>National Coalition of Motorcyclists</i>					
<i>ProBicycle.com</i>					
<i>Students Against Destructive Decisions</i>					

KEY MESSAGES

The following key messages were designed as global talking points for the TZD program. While these are general messages, they can be applied as needed in communicating to each of the target audience groups. Customized key messages for each target audience group follow in the communication confirmation table on page 20. Self-interests and influentials are also shown in the table to allow for customizing of messages.

1. Our nation's traffic safety vision is Toward Zero Deaths, where the loss of any family member or friend is unacceptable.
 - a. In 2010, NHTSA reported 32,885 traffic fatalities in the United States. This is 90 fatalities per day.
 - b. Traffic fatalities are the leading cause of death for people between the ages of 5-34 in the United States (CDC).
 - c. Toward Zero Deaths is the only acceptable vision for our nation, our families and us as individuals.
2. The National Strategy on Highway Safety is the roadmap to reaching a zero-based vision.
 - a. The National Strategy on Highway Safety provides a unified plan and resources for existing roadway safety programs while encouraging additional states and organizations to join the effort.
 - b. It supports the worldwide efforts of the Decade of Action to reduce roadway deaths.
 - c. Identify the section of the National Strategy that is applicable to your organization and adopt and implement the objectives and strategies specific to obtaining a TZD vision for your organization.
3. Traffic fatalities are a public health crisis.
 - a. Almost everyone knows a friend or loved one who has been injured in a crash.
 - b. This epidemic killed 33,561 people in 2012 (NHTSA).
 - c. During 2009, nearly 2.4 million adult drivers and passengers were injured in traffic crashes (NHTSA).
 - d. The lifetime costs of crash-related deaths and injuries among drivers and passengers were \$70 billion in 2005 (CDC).
 - e. Serious traffic-related injuries and deaths have significant secondary cost impacts as a whole. According to FHWA, in 2009 dollars, the cost of a single motor vehicle fatality is \$6,000,000. The 2009 cost of an injury is estimated at \$126,000 (AAA).
 - f. In 2005, in addition to the toll on victims' family and friends, fatal crashes cost Americans \$41 billion in medical and loss of work costs (CDC).



4. Creating a culture of safety is my professional responsibility.
 - a. Traffic safety culture should be held to the same zero-tolerance safety goals as air travel, food and medicine.
 - b. Targeted education programs in addition to safe road and vehicle engineering practices and effective enforcement promote successful behavioral change.
 - c. Establishing safe-driving policies for my private or public sector organization supports the TZD vision (e.g., distracted and impaired driving and wearing seat belts).
 - d. Part of my job is to realign priorities and resource allocations to be in line with the TZD vision.
5. I can help prevent traffic fatalities and serious injuries by how I drive today.
 - a. Approximately every 16 minutes, one person dies in a traffic crash in the U.S. Over the course of a lifetime, nearly every U.S. resident is touched by the consequences of traffic crashes.
 - b. According to the National Safety Council, 90 percent of traffic fatalities are caused by driver behavior.
 - c. I am responsible for the safety of my loved ones and myself. I can prevent them from becoming a traffic fatality statistic. Zero is the only acceptable goal for my loved ones and me.
6. The colors of the TZD brand identity signify actions individuals can make to support the TZD vision.
 - a. Black represents the act of remembering the lives lost in traffic crashes.
 - b. Yellow reminds individuals to make the goal of zero deaths for his or her family and friends.

STRATEGIES

The strategies listed below describe “what” is needed for states and organizations to reach the stated objectives. Strategies outline which communication strategies should be applied to each target audience group.

1. Inform top management at selected state and federal agencies, national organizations and private industry about the TZD vision through personal contact and prepared resources.
2. Motivate public health agencies, congressional leaders and national organizations to support TZD as an ongoing national health observance through personal contact from influencers.
3. Educate decision makers within federal, state and local agencies about the need for increased funding for infrastructure and education programs that promote the TZD vision through personal contact from influencers and print collateral.
4. Persuade federal, state and local agencies as well as national organizations and private industries to adopt and implement the National Strategy on Highway Safety with program start-up materials.
5. Persuade elected officials to recognize the National Strategy as the nation’s traffic safety vision through program start-up materials.



6. Motivate states to designate a TZD champion through stakeholder meetings.
7. Motivate states and key organizations to institute TZD programs that identify and reach high-risk demographics of the general public (e.g., teens, motorcyclists, etc.) through mass media and social media channels. Coordination with other traffic safety outreach programs (such as U.S. DOT) should be considered in order to apply TZD messaging equally throughout the year.
8. Motivate other traffic safety programs to incorporate the TZD brand and vision in their communication efforts through influencers and prepared TZD branding resources.

TACTICS

Support for those implementing the TZD Framework will be available from tactics listed in this section. Tactics provide “how” to accomplish the goals and objectives with specific communication tools for the target audiences.

Specific colors were chosen as part of the TZD branding to represent the following:

- **Black** – Remembering the lives lost in traffic crashes.
- **Yellow** – Each person’s individual goal of zero deaths for his or her family and friends.

The look and feel of all outreach efforts and tactics should be consistent with the approved TZD branding. It is the intention of this program that, through adherence to the logo and branding style guide, the colors yellow and black will become identifiable with TZD over time.

Tactics are designed for states and organizations with a current zero vision as well as those without. The TZD program is an umbrella campaign for other state, national and organizational traffic safety campaigns. For states with a zero-based traffic vision, the state program should support the national TZD program. The Proud Partner logo (available for download at www.TowardZeroDeaths.org) was designed to be used in conjunction with a state’s current zero-based program branding. Any national programs (e.g., Click it or Ticket) should also support the TZD vision. Ideally, over time TZD branding will tag all traffic safety messages, while still allowing for specific state branding. States should consider incorporating the TZD vision and strategies into the State Highway Safety Plan or Traffic Safety Culture Change Task Force actions when feasible to reduce implementation costs. For hypothetical examples of how states can implement the TZD vision see page 18.

A full list of recommended tactics is described on the following pages. For tactics broken out by target audience and a recommended timeframe for completion refer to the Communication Confirmation Table on page 20. See “Cost Estimate” chart on page 26 for a list of approximate costs for accomplishing each tactic.



1. TZD Implementation Management – consists of 1-2 full-time employees dedicated to the account
2. TZD launch kit – Elements include:
 - 2.1. Communication plan tool kit to roll out a TZD awareness campaign, including:
 - TZD messaging
 - Identifying target audiences including:
 - Reaching private industries
 - “How to” reach the general public through the media
 - Menu of implementation tactics with estimated costs (e.g., annual press conferences, advertising, social media, sponsorships, and grassroots efforts)
 - 12 focus areas to coincide with months of the year (coordinated with current NHTSA schedule)
 - Provide sample email/press release/newsletter, tweets, other templates for each focus area (for an example of what this may look like visit healthfinder.gov/nho)
 - Implementation options (within your organization or hire a consultant)
 - 2.2. TV PSA with YouTube version
 - 2.3. Billboards
 - 2.4. Radio PSA
 - 2.5. Radio liners
 - 2.6. Pre-roll
 - 2.7. TV animation tag/mnemonic – Reference file and storyboard (See pg. 37)
 - 2.8. PowerPoint presentation to educate top officials and gain “buy-in”
 - 2.9. Logos and style guide with TZD templates
 - 2.10. Website (TowardZeroDeaths.org) – The first phase of the website is being created as part of the communication plan.
3. TZD accessory kit – Elements include:
 - 3.1. Wearable TZD items (See pg. 29)
 - 3.2. Vehicle-related TZD items (See pg. 33)
 - 3.3. Portable pop-up banner designed to be taken to events and presentations (See pg. 36)
 - 3.4. Podium sign (See pg. 36)
 - 3.5. TZD flag (See pg. 35)
 - 3.6. Pledge boards – A black remembrance board and a yellow pledge board will be displayed at TZD partner offices (e.g., in the entrance of all state DOTs) for employees to commit to the TZD vision.
4. Press event to launch TZD – President of the U.S. and Sec. of Transportation partner with U.S. Health and Human Services, Department of Homeland Security, a member of the private industry (e.g., GM) and a crash victim’s family to kickoff national TZD vision. A possible location could be at a vehicle manufacturing plant, emergency room, mortuary, or cemetery.



5. Annual national press event to report the prior year's TZD results hosted by a different TZD state each year.
6. Introductory launches of the TZD program at selected annual safety conferences.
7. Annual national TZD paid media buy – Including TV, radio, online and outdoor
 - Partner with private industry to fund PSAs.
8. Partner with U.S. Department of Transportation and other industry media buys to tag existing TV and radio PSAs with a TZD mnemonic (part of TZD launch kit). Utilize existing NHTSA campaigns with paid media schedules.
9. Add TZD proud partner logo to current TZD organization websites.
10. Work with local agencies/private industry to adopt TZD into their bylaws and/or change policies at the local level.
 - Tool kit for creating safe driving policies in the workplace or at the local level (See example of NETS focused on distracted driving at trafficsafety.org).
11. Create a clearinghouse of all TZD materials with Phase 2 of TowardZeroDeaths.org. The clearinghouse of materials could include state marketing materials as permitted by participating states. Additional web pages proposed include:
 - TZD successes – Case studies of successful states, organizations and private industry.
 - “Remembrance” or “black” page – Memorial to crash victims.
 - “Personal Goal” or “yellow” page – What is your personal goal to helping achieve the TZD vision?
 - Template letter to Congress asking for support of TZD available for download.
 - TZD declaration available to sign
12. Create TZD coalitions including state and local agencies (transportation, health, public safety), special interest groups, national organizations and private industry. This will assist in building capacity for the TZD Framework at the state level. The state's TZD champion should ensure that seminars and implementation workshops take place within State Highway Safety Plan (SHSP) committees.
13. Quarterly webinars for TZD partners – TZD partners are any organization, state or private industry that is committed to putting time and resources into adopting the strategies outlined in the TZD Framework. The webinars provide a platform for partners, decision makers and stakeholders to communicate on a quarterly basis.



14. Social media presence – Facebook, Twitter, YouTube, etc.
15. Annual TZD evaluation and update of strategic communication plan
 - 15.1. Tracking mechanism for awareness outreach to top management at selected organizations
 - 15.2. Survey and report of awareness among list of selected organizations
 - 15.3. Tracking mechanism of which congressional leaders were reached
 - 15.4. Survey and report showing which decision makers were reached, how they were reached and if they understand the need for funding
 - 15.5. Report of names of champions from each state, territory and organization
 - 15.6. Track the number of states, territories, organizations, cities, counties and private industry members that sign up to be a TZD partner on TowardZeroDeaths.org
 - 15.7. Survey with the TZD champions from states, territories and organizations that includes if the state has reduced fatalities based on a five-year moving average.
16. Annual TZD conference – The designated champions and representatives from each state attend the annual TZD conference. It is their responsibility to deliver updated TZD messaging with TZD partners in their state. Then each partner will carry the message through its respective organization and staff.
17. Work with congressional leaders to declare TZD as an ongoing national health observance – For guidelines on this process visit <http://www.healthfinder.gov/nho/faq.aspx>. It is recommended that the health observance be scheduled in August, as it is a busy travel month and there are the least number of National Health Observances during this month. Additionally, August falls in the middle of the 100 deadliest days of summer between Memorial Day and Labor Day, when increased vehicle miles traveled results in a high number of fatalities.
 - Secure partner organizations to sponsor TZD as a public health issue (e.g., Susan G. Komen Foundation and breast cancer awareness). Consider organizations that deal with the physical and psychological ramifications of crash incidents.
 - Yellow and black ribbons and other wearable items
 - Events held on two consecutive days to kick off the national health observance (to be organized by the sponsor organization).
 - Day of Remembrance – Individuals nationwide wear black in remembrance of loved ones and friends who have died in car crashes. Individuals and organizations are encouraged to post a remembrance of loved ones who died in a car crash including a photo on the “black page” of TowardZeroDeaths.org (see tactic 11). Create a digital collage of photos.



- Day of Renewal – Individuals wear yellow to show the renewal of their personal and professional TZD goals. Sponsor organization hosts nationwide “TZD Drive” where individuals and organizations are able to donate money to the sponsoring foundation based on the number of miles driven that day. Individuals and organizations are encouraged to post their TZD goals on the “yellow page” of TowardZeroDeaths.org (see tactic 11).

Following are hypothetical examples of how states in different situations could approach a TZD program. Each state or organization should evaluate its own situation and determine the tactics to pursue.

Example 1 – Integrating the National Strategy with your current state program

A state currently has a zero-based program in place. To integrate TZD into the current program, each of the representatives from the current partner agencies and organizations (highway safety office, department of transportation, county, city, private industry, etc.) present the TZD PowerPoint presentation (tactic 2.8) as well as the launch kit and accessory kit items to their CEO. The purpose of this meeting is to gain “buy-in” on incorporating the TZD vision and branding in all communication outreach regarding their current zero-based program. The representative works with the CEO to incorporate the TZD messaging in correspondence to be sent to all the staff.

Once all of the state partners are on board, the state’s TZD team meets to determine the extent of incorporating TZD into their current program. To support the national effort, the state adds the TZD Proud Partner logo to its website (tactic 9) and all communication outreach materials. The state’s existing radio and TV PSAs are tagged with the TZD animation tag/mnemonic (tactic 2.7). Additionally, national TZD messaging is included in press releases, at press conferences and the pledge boards (tactic 3.6) are put on display at the state offices or other high profile locations. Wearable giveaway items are distributed (tactic 3) at local safety fairs, to large companies and at other locations. A champion is selected to represent the state on the national level. This person will attend the annual TZD Conference (tactic 16) and help ensure that their state participates in the TZD national health observance (tactic 17). Each year the state will evaluate the success of the TZD program and adjust the plan for the following year (tactic 15).

Example 2 – Integrating the National Strategy with a limited budget

A state agency is limited on implementing the National Strategy on Highway Safety due to a hiring freeze and restrictions on giving away items. The agency can still implement many of the tactics by using a consultant or determining ways to free up time of current employees. The agency tasks its communication department with developing partnerships with other agencies, organizations and private industry to spread the responsibility of starting a TZD program. A state TZD coalition is formed (tactic 13). A private industry partner sponsors the development of the launch kit (tactic 2) and accessory kit items (tactic 3). A partner organization hires interns to help distribute wearable and vehicle-related giveaways.



The coalition downloads all available materials from the clearinghouse at www.TowardZeroDeaths.org (tactic 11). Television and radio PSAs are available for use. The group works with media to obtain donated airtime and a local car insurance agency sponsors an additional two-week media buy to coincide with a kick off press event. Additionally, all current safety campaign materials are tagged with the TZD branding and logo (tactic 9).

An internal task force is formed to ensure that the TZD vision is incorporated within agency, organization or company bylaws (task 10). Internal policies are changed to include bans against cell phone use and required seat belt use while on state or company time. Employees are asked to sign a declaration online (task 11). Each year the agency evaluates (task 15) its previous year progress and adjusts the next year's plan accordingly.

Example 3 – Integrating TZD without a current program

A state does not have a current zero-based program. The TZD champion for the state starts to gain “buy-in” from the executive leadership by presenting the introductory TZD presentation (tactic 2.8). The state partners with local agencies and organizations to form a coalition (tactic 13). The coalition sponsors a kick off press event for TZD in their state showing previous fatality statistics displaying the TZD flag, podium sign and banner (tactic 3). A public outreach program begins, using the National TZD PSAs (tactic 2). The state also promotes a public letter writing campaign online through social media (tactic 14) to its congressional leaders (tactic 11) asking for support for the TZD vision. Each year representatives from the coalition attend the national TZD conference (tactic 16) and support the national health observance on a local level (tactic 17).



Communication Confirmation Table						
Target Audience	Self-interests	Influentials	Primary Messages	Objectives	Strategies	Tactics/Completion Date
National associations, organizations and advocacy groups (influencers and integrators)	<ul style="list-style-type: none"> • Representation by being part of a larger group • Access to policy makers • Awareness of their issues and what they're trying to do/Setting their issue as a priority • Make them seen as being the influencer and setting the standard for others to follow/national voice of the industry – e.g., questions from the media • Funding to help fuel their cause 	<ul style="list-style-type: none"> • Members • Policy makers • Peer groups • Media • General public 	<ul style="list-style-type: none"> • Your organization's early adoption of the National Strategy is critical to the success of the TZD vision • Encourage member organizations and individuals to follow your lead in adopting the TZD vision • Every person in your organization wants to ensure that their family and friends are not victims of a traffic fatality or serious injury. 	<ul style="list-style-type: none"> • Increase awareness of TZD among top management • A TZD champion for 50 organizations • Initiate TZD as an ongoing national health observance • 50 national organizations / associations to adopt the TZD vision 	<ul style="list-style-type: none"> • Inform top management about the TZD vision through personal contact and prepared resources • Motivate to support for TZD as an ongoing national health observance through personal contact from influencers • Persuade to adopt and implement the National Strategy with program start-up materials • Motivate to institute TZD programs that identify and reach high-risk demographics of the general public through mass media and social media channels 	<ol style="list-style-type: none"> 1. TZD implementation management: Years 1-5 2. TZD launch kit: Year 1 3. TZD accessory kit: Year 1 4. Press event launch: Year 1 5. Annual press event: Years 2-5 6. Launch at industry conferences: Years 1-2 7. National paid media buy: Years 2-5 8. TV tag/mnemonic: Years 1-5 9. Proud Partner logo added to websites: Years 1-5 10. Phase 2 of TZD website with clearinghouse of materials: Year 1 11. TZD coalitions: Years 2-5 12. Quarterly webinars: Years 2-5 13. Social media presence: Years 1-5 14. Annual evaluation and update: Years 1-5 15. TZD conference: Years 2-5 16. Declare TZD a national health observance: Years 2-5

Target Audience	Self-interests	Influentials	Primary Messages	Objectives	Strategies	Tactics/Completion Date
Federal agencies (policy makers)	<ul style="list-style-type: none"> • Stewards of public trust • Stewards of federal funds 	<ul style="list-style-type: none"> • Constituents • Executive branch • State agencies 	<ul style="list-style-type: none"> • To improve the health and safety of the nation, implementation of the National Strategy is a priority • Align all other national traffic safety programs and campaigns with the TZD effort • Every citizen of the U.S. wants to ensure that their family and friends are not victims of a traffic fatality or serious injury 	<ul style="list-style-type: none"> • Increase awareness of TZD among top management • Initiate TZD as an ongoing national health observance • Increase awareness to decision makers of the need to increase TZD-related funding 	<ul style="list-style-type: none"> • Inform top management about the TZD vision through personal contact and prepared resources • Motivate support for TZD as an ongoing national health observance through personal contact from influencers • Educate decision makers about the need for increased funding that promotes the TZD vision through personal contact from influencers and print collateral • Motivate agencies to incorporate the TZD brand and vision in their communication efforts (e.g., Click It or Ticket) through influencers and prepared TZD branding resources 	<ol style="list-style-type: none"> 1. TZD implementation management: Years 1-5 2. TZD launch kit: Year 1

Target Audience	Self-interests	Influentials	Primary Messages	Objectives	Strategies	Tactics
State agencies (Integrators)	<ul style="list-style-type: none"> • Stewards of tax payer dollars • Stewards of public trust • Positive public perception • Job security (correlates with risk taking) 	<ul style="list-style-type: none"> • Federal agencies • Governor • Elected and appointed officials • General public • Media • Local agencies • Law enforcement 	<ul style="list-style-type: none"> • Integrate the TZD Framework with your state's current State Highway Safety Plan. • Your adoption of the TZD Framework is critical to obtaining support with elected officials. • Every person in your state wants to ensure that their family and friends are not victims of a traffic fatality or serious injury. 	<ul style="list-style-type: none"> • Increase awareness of TZD among top management • A TZD champion for each state/territory • Maintain a five-year moving average of traffic fatalities in every state/territory • Initiate TZD as an ongoing national health observance • 52 states/ territories to adopt the TZD Framework • Increase awareness to decision makers of the need to increase TZD-related funding • 52 states/territories that launch (or continue) a program that includes TZD in their messaging to the general public • Maintain a five-year moving average of traffic fatalities in every state and territory 	<ul style="list-style-type: none"> • Inform top management about the TZD vision through personal contact and prepared resources. • Motivate support for TZD as an ongoing national health observance through personal contact from influencers. • Educate decision makers about the need for increased funding that promote the TZD vision through personal contact from influencers and print collateral. • Persuade to adopt and implement the TZD Framework with program start-up materials. • Motivate to designate a champion through stakeholder meetings. • Motivate to institute TZD programs that identify and reach high-risk demographics of the general public through mass media and social media channels. 	<ol style="list-style-type: none"> 1. TZD implementation management/Years 1-5 2. TZD launch kit/Year 1 3. TZD accessory kit/Year 1 4. Press event launch/Year 1 5. Annual press event/Years 2-5 7. National paid media buy/Years 2-5 8. TV tag/mnemonic/Years 1-5 9. Proud partner logo added to partner websites/Years 1-5 11. Phase 2 of TZD website with clearinghouse of materials/Year 1 12. TZD coalitions/Years 2-5 13. Quarterly webinars/Years 2-5 14. Social media presence/Years 1-5 15. Annual evaluation and update/ Years 1-5 16. TZD Conference/Years 2-5 17. Declare TZD a national health observance/Years 2-5

Target Audience	Self-interests	Influentials	Primary Messages	Objectives	Strategies	Tactics
Local agencies (Integrators)	<ul style="list-style-type: none"> • Perceived as agencies that can make changes/get things done • Seen as the voice of the people in their communities • Serving the needs and self-interests of the community • Be quick to respond • Getting additional funding and staffing • Stewards of taxpayer dollars 	<ul style="list-style-type: none"> • State agencies • Citizens of their communities • Elected officials • Special interest groups 	<ul style="list-style-type: none"> • Set the standard for incorporating the TZD vision into your agency by first adjusting internal policies to promote a zero-based vision. • Every person in your community wants to ensure that their family and friends are not victims of a traffic fatality or serious injury. 	<ul style="list-style-type: none"> • Increase awareness to decision makers of the need to increase TZD-related funding • Two cities and four counties per state to become TZD partners 	<ul style="list-style-type: none"> • Educate decision makers about the need for increased funding that promote the TZD vision through personal contact from influencers and print collateral. • Persuade to adopt and implement the TZD Framework with program start-up materials. 	<ol style="list-style-type: none"> 1. TZD implementation management/Years 1-5 2. TZD launch kit/Year 1 3. TZD accessory kit/Year 1 4. Press event launch/Year 1 5. Annual press event/Years 2-5 6. Launch at industry conferences/Years 1-2 7. National paid media buy/Years 2-5 8. TV tag/mnemonic/Years 1-5 9. Proud partner logo added to partner websites/Years 1-5 10. Adopt TZD into bylaws/Years 2-5 11. Phase 2 of TZD website with clearinghouse of materials/Year 1 12. TZD coalitions/Years 2-5 13. Quarterly webinars/Years 2-5 14. Social media presence/Years 1-5 15. Annual evaluation and update/Years 1-5 16. TZD Conference/Years 2-5 17. Declare TZD a national health observance/Years 2-5

Target Audience	Self-interests	Influentials	Primary Messages	Objectives	Strategies	Tactics
Elected officials (Policy Makers)	<ul style="list-style-type: none"> • Re-election • Health and safety of constituents • Looking out for the best interest of constituents • Viewed as an influencer • Show they support a safety movement 	<ul style="list-style-type: none"> • Constituents • Media • Peers • Special interest groups 	<ul style="list-style-type: none"> • Be the voice to start changing the traffic safety culture among your constituents so that even one traffic-related death is unacceptable. • Make the implementation of the TZD Framework a priority. • Each of your constituents wants to ensure that their family and friends are not victims of a traffic fatality or serious injury. 	<ul style="list-style-type: none"> • Increase awareness to decision makers of the need to increase TZD-related funding • 25 percent of congressional leaders and state legislators recognize the TZD Framework as a safety standard • Initiate TZD as an ongoing national health observance 	<ul style="list-style-type: none"> • Motivate support for TZD as an ongoing national health observance through personal contact from influencers. • Persuade to recognize the TZD Framework as the nation's traffic safety vision through program start-up materials. 	<ol style="list-style-type: none"> 1. TZD implementation management/Years 1-5 2. TZD launch kit/Year 1 3. TZD accessory kit/Year 1 4. Press event launch/Year 1 5. Annual press event/Years 2-5 7. National paid media buy/Years 2-5 9. Proud partner logo added to partner websites/Years 1-5 11. Phase 2 of TZD website with clearinghouse of materials/Year 1 12. TZD coalitions/Years 2-5 13. Quarterly webinars/Years 2-5 14. Social media presence/Years 1-5 15. Annual evaluation and update/Years 1-5 16. TZD Conference/Years 2-5 17. Declare TZD a national health observance/Years 2-5

Target Audience	Self-interests	Influentials	Primary Messages	Objectives	Strategies	Tactics
Private industry (Influencers and Integrators)	<ul style="list-style-type: none"> • Bottom line • Show that they care about safety • Keep a good image/ maintain positive publicity • Trend setters 	<ul style="list-style-type: none"> • Customers • Suppliers • Elected officials • Economic trends • Investors • Media • Competitors • Company executives 	<ul style="list-style-type: none"> • Join the effort by adopting the TZD Framework to prevent traffic-related deaths and serious injuries. • Set the standard for incorporating the TZD vision into your company by first adjusting internal policies to promote a zero-based vision. • Every person in your organization wants to ensure that their family and friends are not victims of a traffic fatality or serious injury. 	<ul style="list-style-type: none"> • Increase awareness of TZD among top management • Add 25 private industry partners per year 	<ul style="list-style-type: none"> • Inform top management about the TZD vision through personal contact and prepared resources. • Persuade to adopt and implement the TZD Framework with program start-up materials. • Motivate to incorporate the TZD brand and vision in their communication efforts (e.g., Click It or Ticket) through influencers and prepared TZD branding resources. 	<ol style="list-style-type: none"> 1. TZD implementation management/Years 1-5 2. TZD launch kit/Year 1 3. TZD accessory kit/Year 1 4. Press event launch/Year 1 5. Annual press event/Years 2-5 7. National paid media buy/Years 2-5 8. TV tag/mnemonic/Years 1-5 9. Proud partner logo added to partner websites/Years 1-5 10. Adopt TZD into bylaws/Years 2-5 11. Phase 2 of TZD website with clearinghouse of materials/Year 1 12. TZD coalitions/Years 2-5 13. Quarterly webinars/Years 2-5 14. Social media presence/Years 1-5 15. Annual evaluation and update/Years 1-5 16. TZD Conference/Years 2-5 17. Declare TZD a national health observance/Years 2-5

Cost Estimate

Estimated Annual Costs for TZD Implementation

****Note:** The costs listed below are based on previous experience. Each tactic will need a formal estimate once details are determined.

Tactic	Estimated Cost
1. TZD Implementation Management: 1-2 Full-Time Consultants	\$130,000 - \$230,000
2. TZD Launch Kit:	
2.1. Communication plan templates (e.g., news release, pitch)	TZD Implementation Management
2.2. National TV spot w/YouTube version including talent	\$40,000-\$75,000 (does not include media buy)
2.3. Billboard	\$6,000
2.4. Radio PSA :30 or :60	\$7,500 - \$10,000
2.5. Radio liners - including talent/edit from Radio PSA	\$3,000
2.6. Pre-roll/editing for :15 spot including talent	\$7,500
2.7. TV tag/mnemonic	\$3,000 - \$5,000
2.8. PowerPoint presentation	\$10,000 - \$15,000
2.9. Logo/style guide & TZD templates	Completed as part of Strategic Communication Plan
2.10. Phase 1 Website	\$1,200/year for hosting/programming completed
3. TZD Accessory Kit:	Pricing for this item is quantity dependent, will be estimated on a per-order basis.
3.1. Wearable items	Pricing for this item is quantity dependent, will be estimated on a per-order basis.
3.2. Vehicle-related items	Pricing for this item is quantity dependent, will be estimated on a per-order basis.
3.3. Pop-up banner	Pricing for this item is quantity dependent, will be estimated on a per-order basis.
3.4. Podium sign	Pricing for this item is quantity dependent, will be estimated on a per-order basis.
3.5. TZD flag	Pricing for this item is quantity dependent, will be estimated on a per-order basis.
3.6. Pledge boards	Pricing for this item is quantity dependent, will be estimated on a per-order basis.
4. Press Event Launch	\$50,000 - \$150,000* *would include satellite tour
5. Annual national press events	\$50,000 - \$150,000* *would include satellite tour
6. Launch at conferences	\$2,000 per conference (does not include travel costs)
7. National Media Buy	Scope and corresponding estimate to be determined as part of the implementation contract.
8. Tag NHTSA, US DOT (distraction.gov) and other industry media buys	TZD Implementation Management
9. Add Proud Partner logo to partner websites	TZD Implementation Management
10. Adopt TZD into bylaws/tool kit for safe driving policies in the workplace	\$3,500 - \$5,000
11. Phase 2 of website	\$1,500/page
12. TZD Coalitions	TZD Implementation Management
13. TZD partner webinars	\$5,000 per webinar
14. Social media presence - includes avg. 1.25 hrs./day incl. weekends/avg. 4-5 hrs. acct. service/month/first mo. Includes time for plan, research, set up	TZD Implementation Management
15. TZD evaluation and plan update	Plan update would fall under TZD Implementation Management
15.1. Tracking mechanism for awareness to top management	TZD Implementation Management
15.2. Survey and report of awareness among organizations	TZD Implementation Management
15.3. Tracking mechanism for awareness to congressional leaders	TZD Implementation Management
15.4. Survey and report showing which decision makers were reached	TZD Implementation Management
15.5. Report names of champions	TZD Implementation Management
15.6. Track the number of organizations that sign up to be a TZD partner	TZD Implementation Management
15.7. Survey of TZD champions	TZD Implementation Management
16. TZD conference (August)	\$500,000
17. National health observance (August)	TZD Implementation Management to coordinate with sponsor organization



EVALUATION METHODS

Objective 1

Criteria: 100 percent of top management at selected organizations are aware of the TZD program within the first year of implementation.

Tools:

- Tracking mechanism for outreach to top management at selected organizations
- Survey among list of selected organizations
- Report showing who was reached

Objective 2

Criteria: 100 percent of selected decision makers are made aware of the need to increase federal, state and local funding for infrastructure and education programs that promote the TZD vision by the first year of implementation.

Tools:

- Survey and report showing who was reached, how they were reached and if they understand the need for funding

Objective 3

Criteria: A TZD champion in each of the 52 states and territories and 50 selected organizations by the first year of implementation.

Tool: Report names from each state, territory and organization

Objective 4

Criteria: The TZD program is recognized as an ongoing national health observance by the second year of implementation.

Tools: If TZD becomes an official national health observance this objective will be considered successful.

Objective 5

Criteria: 25 percent of congressional leaders and state legislators recognize the National Strategy on Highway Safety as the national safety standard by the second year of implementation. Tool: Tracking mechanism of who was reached

Objective 6

Criteria: At least two cities and four counties in each state become TZD partners by the second year of implementation.

Tool: Track the number of cities and counties that sign up to be a TZD partner on TowardZeroDeaths.org.

Objective 7

Criteria: 52 states and territories and 50 national organizations that adopt the National Strategy on Highway Safety by the end of the third year of implementation.

Tool: Track the number of states, territories and organizations that sign up to be a TZD partner on TowardZeroDeaths.org.



Objective 8

Criteria: At least 25 private industry organizations that become TZD partners each year.

Tool: Track the number of private industry organizations that sign up to be a TZD partner on TowardZeroDeaths.org.

Objective 9

Criteria: 52 states and territories and at least 50 key organizations that launch (or continue) a program that includes TZD in their messaging to the general public by the fifth year of implementation.

Tool: Survey with the TZD champions from states, territories and organizations

Objective 10

Criteria: A declining five-year moving average of traffic fatalities each year in every state and territory.

Tool: Report numbers through each state champion.



ACCESSORY KIT SAMPLES

An organization can determine which, if any, TZD giveaway items they would like to produce and distribute. Where state agencies do not allow distribution of giveaway items, it is recommended that the state agency partner with another organization that supports the TZD Framework (e.g., AAA) to produce and distribute these items. Following are samples of how the TZD message can be applied. Giveaways could include a number of other options such as cell phone covers and lanyards.

WEARABLE



Bead Band w/ Metal



Silicone Band



Cotton or Nylon Band



Magnetic Bands



Toward Zero Deaths

National Strategy on Highway Safety

TowardZeroDeaths.org

WEARABLE



Ribbon w/ Lapel Pin



Ribbon



Lapel Pin & Cuff Links



Scarf



WEARABLE



Sleeve Art

Oxford Shirt



WEARABLE



VEHICLE



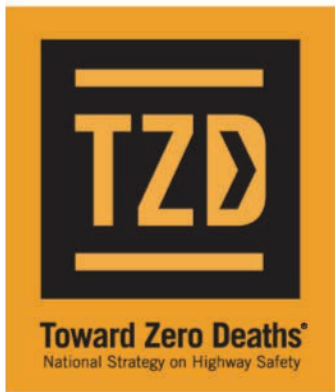
Floor Mats



Photo Key Chain



VEHICLE



Window Cling & Stickers



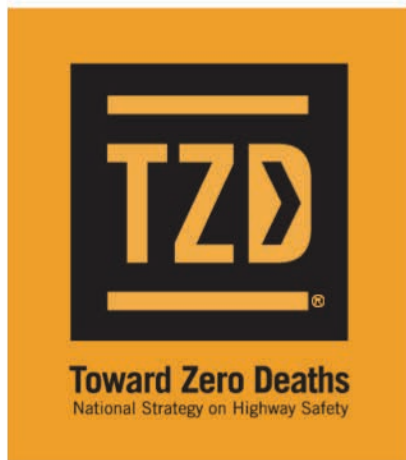
DISPLAY



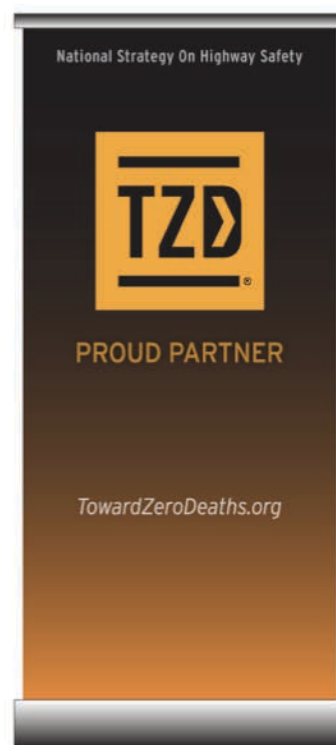
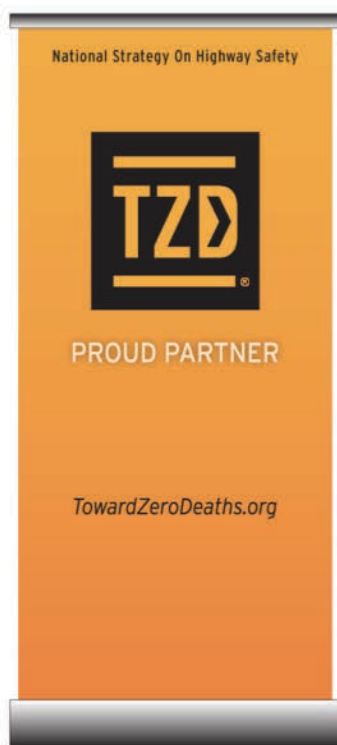
Partner Flag



DISPLAY



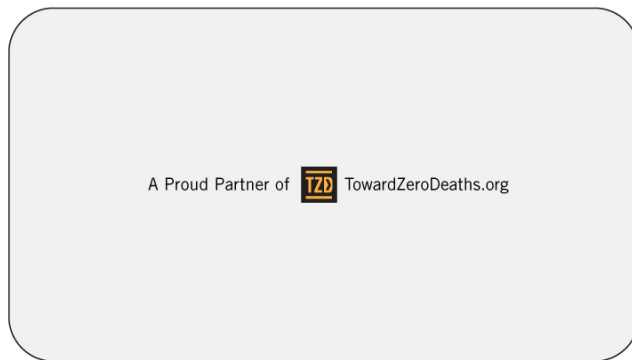
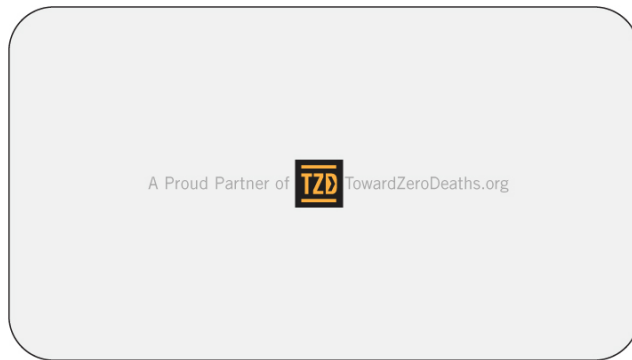
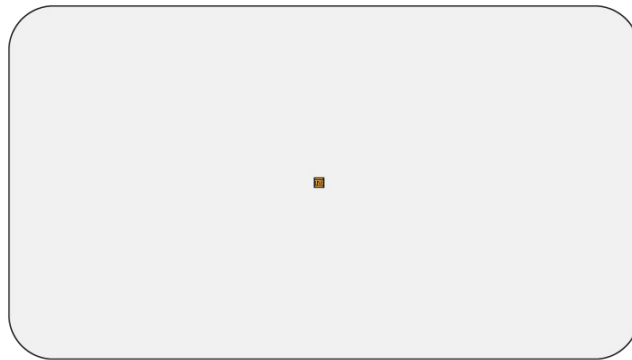
Podium Sign



Partner Pop-Up Banners
Size: 3' x 6'



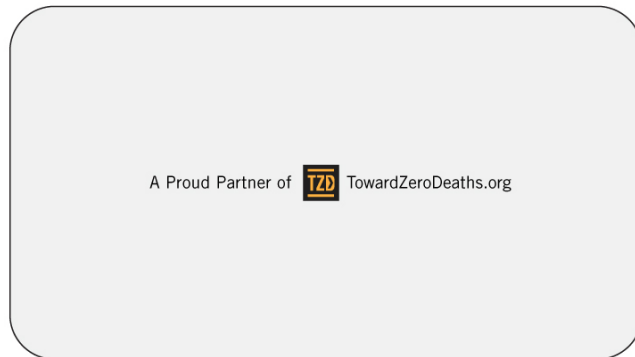
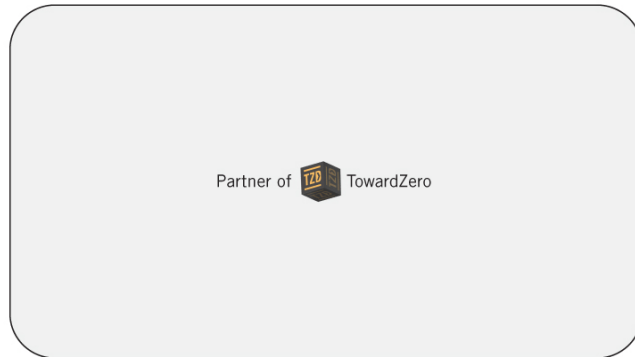
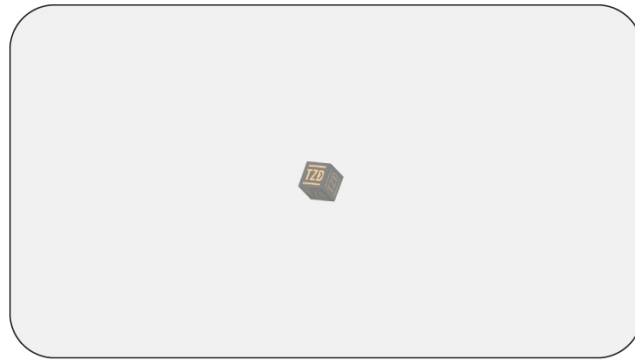
SPONSORSHIP BUG OPT 1



Video: TxD bug grows while the type fades in.
Length: 2 Seconds



SPONSORSHIP BUG OPT 2



Video: TZD bug rotates in 3D while the type wipes in.

Length: 2 Seconds

