



Using Peer Exchanges to Improve the Effectiveness of Strategic Highway Safety Plans

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NATIONAL COOPERATIVE HIGHWAY RESEARCH PROGRAM

NCHRP REPORT 764

**Using Peer Exchanges
to Improve the Effectiveness
of Strategic Highway Safety Plans**

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FOREWORD

By Lori L. Sundstrom

Senior Program Officer

Transportation Research Board

NCHRP Report 764: Using Peer Exchanges to Improve the Effectiveness of Strategic Highway Safety Plans contains practical guidance for state departments of transportation (DOTs) on how to plan and conduct state-level peer exchanges as a means for identifying strategies, tactics, and practices to improve implementation, evaluation, and updating of their Strategic Highway Safety Plans (SHSPs). It includes a flexible and easily adaptable template that agencies can use to plan and conduct in-person and virtual peer exchanges, as well as reference and supportive material that would be useful to peer exchange organizers and participants. DOT safety program managers and staff should find this practical and cost-effective guidance helpful in organizing and conducting successful peer exchanges.

In an effort to reduce traffic-related fatalities and serious injuries, Congress included a requirement in SAFETEA-LU for each state to develop and implement an SHSP. While all states accomplished this by 2007, the pace, vigor, and effectiveness of SHSP implementation has varied. Properly designed peer exchanges between state DOTs—that also include their safety partners—have been identified as a cost-effective means for state DOTs and safety advocates to identify ways to improve implementation of their SHSPs and inform safety-related resource allocation decisions. Peer exchanges can provide state DOTs with new ideas and approaches for overcoming SHSP implementation barriers.

Under NCHRP Project 17-52, Leidos, Inc. was asked to develop guidance and provide supportive materials for an individual state to use in voluntarily developing and implementing a peer exchange that is focused narrowly on evaluating or improving its own SHSP. The report identifies potential tasks and the timelines necessary to plan and conduct a peer exchange. It also provides guidance on ensuring that invited peers have necessary and relevant expertise and experience, discusses the characteristics of successful host state participants, and includes samples of documentation needed to prepare the peer exchange participants (e.g., peer exchange objectives, agendas, and discussion guides). Budget constraints and limits on travel currently being experienced by many jurisdictions may, however, affect their ability to conduct or participate in a face-to-face SHSP peer exchange. These and other obstacles to conducting such a peer exchange were examined and potential solutions—such as holding “virtual peer exchanges”—were identified.

In addition to *NCHRP Report 764*, the contractor’s Final Project Report that contains the results of the literature review, detail on research methodology and the results of field tests of the guidance, and a discussion of future research needs is available on the TRB project website.



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Note: Many of the photographs, figures, and tables in this report have been converted from color to grayscale for printing. The electronic version of the report (posted on the Web at www.trb.org) retains the color versions.

Introduction

1.1 Strategic Highway Safety Plan (SHSP)

In an effort to reduce traffic-related fatalities and serious injuries, the U.S. Department of Transportation (USDOT) mandated the development of Strategic Highway Safety Plans (SHSPs) through the *Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users* (SAFETEA-LU) in 2005. The SHSP process was modeled after the American Association of State Highway and Transportation Officials' (AASHTO) SHSP created in 1997. Because SHSPs are an instrumental tool in advancing safety and collaboration, the updated transportation legislation *Moving Ahead for Progress in the 21st Century* (MAP-21) requires each State Department of Transportation (DOT) to update their SHSP on a regular basis.

An SHSP is a statewide-coordinated safety plan that provides a comprehensive framework for reducing highway fatalities and serious injuries on all public roads. It is developed by a lead agency—in most cases the State DOT—in a cooperative process with local, State, Federal, and private sector safety stakeholders. The SHSP is a data-driven, comprehensive plan that establishes statewide goals, objectives, and key emphasis areas, and integrates the Four E's—Engineering, Education, Enforcement, and Emergency Medical Services (EMS). The SHSP is a cyclical process that uses evaluation, development, and implementation techniques and changes to drive the plan to the next level (see Figure 1).

In recent years, local agencies and planning organizations have begun developing SHSPs for smaller jurisdictions (cities, counties, or regions). Although this guide is written from the perspective of State agencies, it can be applied to other jurisdictions working to develop an SHSP, revise an SHSP, implement strategies, and evaluate results.

1.2 Peer Exchange Overview

A **peer exchange** (or **peer exchange event**) is a focused collaboration of stakeholders with common problems or issues. It can address these problems through the collaboration of multiple participants. In the case of the SHSP process, properly designed peer exchanges can help agencies advance their safety programs in a variety of ways, such as the following:

- Assess the effectiveness of their SHSP program activities and investment decisions
- Provide new ideas and approaches for overcoming SHSP implementation barriers
- Clarify and refine effective safety strategies and identify new and effective countermeasures
- Identify technical, institutional, and/or political concerns and potential solutions
- Increase collaboration and establish new partnerships to enhance the opportunities for safety improvement

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Figure 1. SHSP process.

- Continue to engage leadership in the safety program
- Track performance metrics and continue to save lives and reduce severe injuries
- Maintain momentum and constantly improve the program
- Provide guidance in updating, implementing, and evaluating the SHSP document.

Peer exchanges can take on various forms depending on the needs, objectives, state of the SHSP process, and intended audience.

1.3 Purpose and Scope of the Guide

Capitalizing on the successes of SHSP peer exchanges as well as those related to other transportation disciplines, the Transportation Research Board commissioned NCHRP Project 17-52, “Using Peer Exchanges to Improve the Effectiveness of a State’s Strategic Highway Safety Plan.” The Project Panel concluded that the development of a guide would help States produce SHSP peer exchange events that were accessible to more stakeholders and that these events could improve SHSP revision, implementation, and evaluation.

This guide provides States with information and tools to plan and conduct effective peer exchange events. The guide includes the following elements: focus, advanced planning, effective facilitation, and post-event follow-through. The objective of each peer exchange event is one or both of the following: to improve SHSP implementation and evaluation and to update processes and emphasis areas with the goal of reducing the number and severity of traffic crashes.¹

“The opportunity to network with other sectors was great! The speakers were knowledgeable. The topics were very eye-opening.”

Participant, Arkansas SHSP Peer Exchange, 2012

¹ Federal Highway Administration, Toward Zero Deaths website. <http://safety.fhwa.dot.gov/tzd>.

1.4 Organization of the Guide

The guide is organized in the following manner:

CHAPTER	TITLE	CONTENT
1	Introduction	Introduces the content of the guide.
2	Strategic Highway Safety Plan Basics	Describes the fundamental elements that support all SHSP-related practices.
3	Peer Exchange Basics	Defines the process of planning a peer exchange, outlines why it is a useful tool, and shows how it can assist in assessing the progress and future of SHSP revision, implementation, and evaluation.
4	Pre-Peer Exchange Planning	Supports the selection of the type of peer exchange event. Once the reader selects a peer exchange event type, he/she is expected to read one of the following next four chapters (5-9) based on that type.
5	In-State Peer Exchanges	Describes planning, production, and post-event tasks associated with these different types of events.
6	Multi-State/Regional Peer Exchanges	
7	Peer Reviews	
8	One-on-One Discussions	
9	Conclusion	Summarizes the discussion of the guide.
	Glossary	Provides definitions for commonly used terms in this guide.
	Appendix Tools	Provides additional information and hands-on tools for practitioners to use.



CHAPTER 2

Strategic Highway Safety Plan Basics

To produce a successful peer exchange event that effectively supports a State's SHSP, it is important that the sponsoring State have knowledge of the SHSP objectives, process, and requirements.

SAFETEA-LU, which was signed into law in 2005, established the Highway Safety Improvement Program (HSIP) as a core Federal-aid program. The specific provisions pertaining to the HSIP are defined in Section 1401 of SAFETEA-LU, which amended Section 148 of Title 23, United States Code (23 USC 148) to incorporate these provisions. These requirements include the development of SHSPs in consultation with other key State and local highway safety stakeholders, and a number of reporting requirements.

MAP-21, established in 2012, reinforces ongoing progress toward achieving safety targets by requiring regular plan updates and defining a clear linkage between behavioral State safety programs and the SHSP. The SHSP remains a statewide coordinated plan developed in cooperation with a broad range of multidisciplinary stakeholders. In addition, SHSPs can be developed at a city, county, or metropolitan planning organization (MPO) level for the sake of developing a similar plan to address safety within those jurisdictions.

A peer exchange may serve to confirm or validate the quality and completeness of an SHSP, and to highlight potential implementation pitfalls. The following section highlights the characteristics of good SHSPs and what is necessary for their implementation.

2.1 What Is an SHSP?

An SHSP is a coordinated safety plan for reducing roadway fatalities and serious injuries on all public roads. The SHSP is developed by a lead agency—typically the State DOT—which assumes the responsibility for its implementation. This agency implements the SHSP in a cooperative process with local, State, Federal, and private sector stakeholders. The SHSP is a data-driven, comprehensive plan that establishes statewide goals, objectives, and key emphasis areas that integrate the Four E's of Traffic Safety—Engineering, Education, Enforcement, and Emergency Medical Services. States are required to conduct data analyses, stimulate communication among traditional and nontraditional highway safety partners, and ensure strategic safety planning and implementation of action items.

2.2 Purpose of the SHSP

The purpose of the SHSP process is to identify a State's key roadway safety needs and countermeasures that will guide highway safety investment decisions and result in a reduction in highway fatalities and serious injuries on all public roads. The SHSP provides a tool that allows

all highway safety programs to work together in an effort to align and leverage resources. It also positions the State and its safety partners to collectively address the State's traffic safety challenges.² Incorporating safety into the overall Transportation Management Process (see Figure 1) ensures that safety is explicitly considered in all decisions and is incorporated into the department's overall project development processes.

2.3 Fundamental Elements

SHSP development and implementation broke new ground in safety because multidisciplinary, collaborative relationships had not been standard practice in the past. The pioneering efforts of States over the last few years have brought to light elements that consistently appear in effective implementation efforts. Effective use of the following fundamental elements supports all SHSP practices:

- Leadership
- Collaboration
- Communication
- Data collection and analysis
- Leveraging resources.³

These concepts are among some of the most important to the SHSP and are often explored in-depth at peer exchanges. These are covered extensively in the *SHSP Implementation Process Model (IPM)* and are also discussed briefly below. The IPM and additional resources are found at the following FHWA website: <http://safety.fhwa.dot.gov/hsip/shsp>.

Leadership

Sustained, visible, and committed leadership is a fundamental element to successful SHSP implementation, evaluation, and updates. Leaders recognize that implementing an SHSP is a long-term, ongoing process that changes how safety partners interact and collaborate to create and manage effective safety programs. Leaders are responsible for influencing policy direction, setting priorities, and defining performance expectations for agency staff; affecting the way partner agencies respond to SHSP requirements; controlling time and resource allocation; managing interagency relationships; and establishing accountability for actions and outcomes.

SHSP development and implementation has revealed three fundamental leadership roles important for SHSP success.

- **Role 1: Administrators/Executives/Leadership:** These leaders establish agency priorities and have both access to resources and the ability to implement change; in other words, they may not be involved in the day-to-day management responsibility for program development and implementation, but they are able to “move mountains” in terms of resource allocation and policy support.
- **Role 2: Champions:** These leaders inspire others to follow their direction. Champions are people who provide enthusiasm and support to SHSP implementation; have excellent interpersonal skills; are expeditors; are credible and accountable; tend to be

²Federal Highway Administration, Strategic Highway Safety Plans website. <http://safety.fhwa.dot.gov/hsip/shsp/>.

³Ibid.

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subject matter experts; and are highly respected within their own agencies and in the safety community. They need not necessarily be in top management positions, but they are internally visible, respected, and listened to by those above and below them in an organization.

- **Role 3: Implementers:** Implementers are often known as program managers. Their activities keep the implementation process on track. They manage the process and attend to the day-to-day tasks of arranging, facilitating, and documenting program efforts, tracking progress, and moving discrete activities through to completion.

In some cases, a single person may fulfill all these roles, but it is more often the case that these responsibilities are assumed by multiple people.

Leadership can also be established through institutionalized partnerships among the DOT, State Highway Safety Office, Department of Public Safety, Department of Health, and other partner agencies. The partnership ensures that traditional safety-funded programs are driven by the SHSP, and also institutionalizes the continuity necessary to sustain safety efforts through changes of administration and personnel. SHSP peer exchanges can help to bring the leadership together for more effective SHSP development and implementation. Peer exchanges can also help identify gaps in these key roles by comparison with other State efforts.

Collaboration

The SHSP development process establishes broad-based collaboration among many agencies and organizations. Collaborative relationships among safety partners are fundamental to the SHSP process because the responsibility for addressing the wide range of programs and disciplines necessary for improving transportation safety falls upon many participants. States can facilitate internal collaboration through agency policies and procedures and support external collaboration through inter/intra-agency communication. Establishing collaborative arrangements where partners regularly work together builds trust and understanding. This collaboration helps expand the initiative to the broader safety community and foster widespread understanding and support for safety priorities.

Collaboration results in a wiser use of resources and may facilitate leveraging additional resources to achieve program objectives.

Collaboration results in a wiser use of limited resources and may facilitate leveraging additional resources to achieve a broader range of program objectives. For example, multiple agencies may have responsibilities that require the use of crash data. Collaboration among these agencies and individuals is imperative to effectively support crash data collection and analysis, minimize duplication of effort, and identify unique data from each partner that can be valuable to the team. Solutions reached collaboratively among several agencies and data users result in improved processes, opportunities to apply innovative approaches, and cost-sharing among the agencies. Collaboration on SHSP strategies and/or projects also brings new partners and further expands resources to assist with SHSP implementation.

In addition, identifying existing programs within the HSIP, the Highway Safety Plan (HSP), and the Commercial Vehicle Safety Plan (CVSP) that fit within the SHSP emphasis areas is vital to the effectiveness of the SHSP.

Communication

Effective communication among internal and external stakeholders is the foundation upon which successful SHSPs are developed, shared, implemented, and tracked.

- **Communication among Agencies:** One of the challenges facing States as they move forward is that the majority of stakeholders already have full-time jobs requiring their time and attention. These stakeholders need to know “What’s in it for me?” to sustain their interest and involvement and to enable effective ongoing communication. Describing the vital role each safety stakeholder plays in the SHSP process, as well as the benefits they will receive through participation, builds buy-in and ownership. Conducting regular meetings where stakeholders report on progress, offer opinions on SHSP programs and activities, share data and information, identify opportunities, solve problems, and celebrate successes builds transparency into the process and maintains communication.

Newsletters (including e-newsletters), periodic written updates, and status reports on SHSP activities are extremely useful tools to keep all the agencies/partners involved in the process. Development of these items is often handled by the SHSP lead agency. As an example, Maryland used an SHSP newsletter to keep the lines of communication open among their stakeholders.⁴

- **Intra-agency Communication:** Effective communication within organizations and agencies responsible for SHSP implementation is also essential. The existence of institutionalized communication mechanisms to support information sharing among technical and senior staff facilitates decision making and enables agencies to be more effective. Methods may include weekly e-mails sharing statistics, monthly newsletters to SHSP coalition members with project updates, and quarterly in-person meetings to help guide the direction of the program.

Data Collection and Analysis

The purpose of a data-driven process is to direct resources to projects and programs with the greatest potential impact to advance toward the goal. The strength of the SHSP lies in a State’s ability to identify and analyze safety-related data (e.g., crash data, roadway information, enforcement data, and medical records). Just as data were analyzed to identify crash characteristics, trends, and behaviors during the SHSP development phase, data analysis is critical for prioritizing countermeasures, evaluating results, and updating the plan. Data analysis reveals the reductions in fatalities and serious injuries associated with implementing effective safety programs and countermeasures, as well as a lack of effectiveness stemming from implementing sub-optimal approaches. By cross-referencing these benefits with other considerations, such as cost and resource availability, projects, programs, and resources can be prioritized more effectively.

Leveraging Resources

Improving safety through the SHSP process requires funding. State budgets are typically prepared a year or more in advance, and making adjustments to fund SHSP activities can be challenging. Identifying existing programs or safety efforts that fit within the SHSP emphasis areas may allow for leveraging the committed resources to help implement SHSP programs and projects. Integrating SHSP activities into long-range transportation plans (LRTPs) is another source for leveraging. The relationships and overlaps among the planned safety solutions and countermeasures found within these plans are important to following through with future implementation.

It is necessary for the SHSP to highlight how transportation safety resources should be allocated, both in terms of jurisdictional responsibility and functional need (e.g., education,

⁴For more information about the Maryland SHSP newsletters, visit <http://www.choosesafetyforlife.com/shsp.asp>.

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engineering, enforcement). SHSP leadership should seek support from upper management to prioritize the needs identified through this process.

2.4 Steps for SHSP Implementation

The careful and calculated development of the SHSP objectives and strategies is the initial step toward reaching established goals. To help a State achieve its safety goals, the SHSP must have a defined path for implementation. SHSP development, implementation, and evaluation materials are available at <http://safety.fhwa.dot.gov/hsip/shsp/>.

Steps for implementation include the following:

1. Develop emphasis area action plans
2. Integrate the SHSP into other transportation plans
3. Develop an outreach/marketing strategy
4. Monitor progress, evaluate results, and establish a feedback loop to enable corrective action.

Develop Emphasis Area Action Plans and Teams

SHSP IMPLEMENTATION STEPS

- Emphasis Area Action Plans
- Integrating Into Other Transportation Plans
- Marketing
- Monitoring, Evaluation & Feedback

SHSPs are implemented through the objectives, strategies, and action plans developed for each emphasis area. An **emphasis area** can be defined as a type of crash (e.g., roadway departure, intersection-related); contributing circumstance (e.g., impaired driver); or type of user (e.g., young drivers) that will be the focus of an SHSP to reduce overall fatalities and severe injuries in a jurisdiction. Multidisciplinary emphasis area action planning committees that include various agencies and encourage differing perspectives can result in more robust safety programs. They keep stakeholders involved, interested, and motivated. The needs and priorities of different agencies should be considered to ensure they have a stake in the SHSP and are committed to its implementation.

An effective action plan describes in detail how each of the strategies will be accomplished through a series of action steps. It identifies the responsible persons and agencies and includes performance measures, deadlines, evaluation criteria, and resource requirements.

Integrate Into Other Transportation Plans

Integrating the SHSP into statewide and metropolitan LRTPs, State Transportation Improvement Plans (STIPs), and other plans and programs advances the priorities of the safety agenda. These plans reflect statewide priorities, provide a blueprint of action for key agencies, and influence resource distribution.

Develop a Marketing Strategy



A well-designed marketing strategy performs several functions, including informing the general public on transportation safety issues, educating key political leaders on their role in saving lives, and encouraging active participation in SHSP implementation activities among safety partners. Marketing to individuals both inside and outside of the transportation community and to nonparticipating partners helps build and maintain support for SHSP implementation and future funding opportunities. It also broadens the reach of the SHSP to those who may not participate in implementation activities on a regular basis. Effective SHSP marketing strategies include, among other things, news events, websites, newsletters, and a branding theme with which stakeholders and the public can identify.

Monitor, Evaluate, and Provide Feedback

Monitoring, evaluation, and feedback are essential steps for any strategic planning process. Institutionalizing lessons learned during the implementation phase can improve the efficiency of future efforts. Peer exchanges are an excellent venue for obtaining information through these elements. Comprehensive action plans identify the parties responsible for implementing action steps and include performance measures and deadlines. SHSP leadership should establish a monitoring process and assign responsibilities for updating the information frequently. An evaluation process should be developed to ensure appropriate data are collected for evaluating both the overall program and individual projects. Finally, a feedback loop should be incorporated into the plan to ensure that leadership and stakeholders are continuously informed of the plan's progress, information is used to make plan adjustments, and plan updates are based on data-driven evaluation results.



CHAPTER 3

Peer Exchange Basics

3.1 What Is a Peer Exchange?

A peer exchange is an event that allows stakeholders and safety practitioners to meet to discuss and exchange best practices to help advance a collective goal. Peer exchanges are typically hosted by a State and attended by representatives of other States.

A peer exchange is an event held for stakeholders and safety practitioners to discuss and exchange best practices to advance a common goal. SHSP peer exchanges are usually hosted by the agency responsible for developing and implementing the SHSP—often the State DOT. Attendees typically include representatives of other State DOTs (the hosting State’s peers) and other State and local safety stakeholders. What both the host and participating attendees share is a desire to learn how others have implemented their SHSPs—to share best practices, challenges, and solutions. Participants invest in a peer exchange with the expectation that they will learn something they can bring back to their home State, make valuable peer contacts to share ideas in the future, and confirm and validate that their own efforts are indeed appropriate.

The peer exchange agenda and format are structured to provide facilitated dialogue among participants to enable each attendee to find the means to update, improve, manage, implement, and evaluate their SHSP. A peer exchange is a practical and widely used tool for exchanging information among peer groups about common challenges, emerging issues, best practices, and lessons learned.

It is important to recognize the similarities and differences between a peer exchange and a conference or summit. Similarities between peer exchanges and conferences may include the following:

- Both events can vary in size
- Agendas for both events may be geared toward a single, overarching topic or theme
- Both events have durations that last between one to three days.

The defining principle that separates a peer exchange and a conference or summit is that peer exchanges are a means of sharing ideas and best practices among peers, while conferences typically have speakers who share information as experts and listeners who absorb information rather than actively participate. One motivating factor for practitioners is the sense of professionalism and pride—both in themselves and their agencies—that drives them to share best practices with peers. Peer exchanges can encourage practitioners by highlighting their most effective safety practices, allowing them to share with others, and providing an opportunity to learn from their peers.

3.2 Why Is a Peer Exchange Important?

A peer exchange provides the host jurisdiction (i.e., the State initiating and planning an event) with a venue for collaboratively improving the quality and effectiveness of their highway safety initiatives through the SHSP. The focus of these events should match the SHSP needs described in the previous section, including marketing, data analysis, resource allocation, and emphasis area action plans.

A peer exchange is not a substitute for the SHSP planning process. It is a tool used to support the development, ongoing update, implementation, and evaluation of the SHSP.

Peer exchange events present opportunities to celebrate successes and to learn from peers' experiences. Participants share information—face-to-face or virtually—that assists them in developing, updating, implementing, and/or evaluating an SHSP by learning about barriers their peers faced and overcame. The peer exchange provides an opportunity to build highway safety professional and personal relationships, to engage the State's leadership in the highway safety program, to identify current and new champions, to recruit new stakeholders, to motivate existing partners, and to re-energize a program that may be suffering from a lack of energy, enthusiasm, and synergy. It affords all participants the opportunity to gain momentum and take the SHSP to the next level of quality performance and effectiveness.

Participants should be aware of the fact that the peer exchange is an event to support the development, ongoing update, implementation, and evaluation of the SHSP. It is not a substitute for—nor is it intended to replace—the planning process, but rather a tool to assist in decision making and defining the direction of the State's highway safety initiatives.



CHAPTER 4

Pre-Peer Exchange Planning

Peer exchanges bring busy leaders and experts together in one place for a very short period. Time is at a premium, logistics are critical, and the exchanges are one-time events with no rehearsals. The success and value to all participants of peer exchanges is directly related to the level of care and forethought that goes into planning and executing the event. This section of the guide covers the most important aspect of peer exchanges—planning.

First, safety leaders should determine if a need exists that a peer exchange could help address. Once goals and objectives have been identified, the following steps will help safety practitioners perform pre-event planning (see Figure 2).

4.1 Determine If and When a Peer Exchange Is Needed

States should pursue a peer exchange when they are fully ready to participate in and benefit from this type of event. States will need to consider a variety of issues to help them determine their readiness for a peer exchange. Consider the following questions:

SHSP Questions

- Is our current SHSP effective, living up to expectations, and addressing the most pressing issues as dictated by data analysis?
- Are we having any particular safety concerns for which another State may be able to provide assistance?
- At what stage is our current SHSP implementation effort (e.g., active, improving, standstill, plateau)?
- Are we reducing crashes proportionately to where we are placing our funding?
- Are we looking to revamp the current SHSP, or simply make a good process even better?
- Has there been a leadership change and does the new administration want a review of the SHSP?
- At what point does our State SHSP become outdated or require an update based on Federal requirements?

Peer Exchange Questions

- What SHSP challenges, gaps, or issues do we hope to address with a peer exchange event?
- What actions or improvements do we expect the agency might implement as a result of the peer exchange?
- What circumstance or event is prompting us to request a peer exchange at this time?
- What other benefits may be gained by conducting a peer exchange?
- Why do we think input from peer organizations is the best way to address these issues?
- Is there leadership support and permission to move forward with planning?
- Do we want agency leadership to be involved in the peer exchange? If so, to what extent will they be involved?

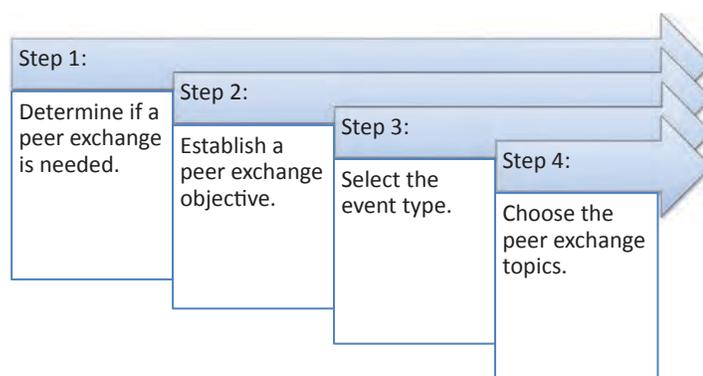


Figure 2. Pre-event peer exchange steps.

- Are our Federal partners (e.g., FHWA, NHTSA) encouraging and supportive? To what extent will they be involved?
- What resources are available to support a peer exchange and what agencies (public or private; Federal, State or local) are willing to contribute?

States can borrow from the questions above to determine their own readiness and commitment to a peer exchange. For example, a State may be considering a peer exchange event because they are revising their SHSP in the next year. They would like to learn from other States that have recently gone through this process.

States should consider hosting a peer exchange when the peer exchange event will be helpful. If the State has experienced a recent change in top leadership or safety management at lead agencies, or if these changes are expected soon, the success of the event may be greater if held after management has had time to acclimate to their new positions. In a situation where a single host State is driving the schedule, the timing of a peer exchange event may coincide with natural milestones in the SHSP development and refinement process. Other driving forces may include performance review results, State priority adjustments, or leadership changes.

With regard to timing the peer exchange, it is important to consider the overall status of major agency activities so as not to compete with planned events, including any changes in policies or leadership. Maximum benefits are likely to be realized when agency leadership and staff can provide the necessary focus and energy for peer exchange events and post-event activities.

4.2 Establish the Peer Exchange Objective

At this point, States have been through the SHSP development process at least one time and are now more focused on implementing and updating their plan. This coincides with the continuing SHSP process as identified in Figure 1. It is a continuing process of development, implementation, and evaluation. Having identified where a State is in the process will assist in developing the objective for the peer exchange. This is a key step in moving forward with a successful event. One source of information to guide objectives development is the set of questions that States have asked themselves about their SHSP process. These questions, found below, can lead to developing the objectives that will drive the event type, delivery method, and speakers. They are categorized into the following five fundamental elements that support all SHSP implementation practices, as described in Section 2.3 of this guide.⁵

⁵Federal Highway Administration, *The Strategic Highway Safety Plan Implementation Process Model - The Essential Eight - Fundamental Elements and Effective Steps for SHSP Implementation*, FHWA-SA-10-024, Washington, DC, 2010.

14 Using Peer Exchanges to Improve the Effectiveness of Strategic Highway Safety Plans**Leadership**

- Is leadership actively engaged in the SHSP?
- How do we gain leadership support?
- Have leaders been identified and engaged?

Collaboration

- Do we have the correct safety partners involved in the SHSP peer exchange process?
- How do we encourage collaboration among partners to sustain momentum?
- Do individuals in our organization know their roles in helping us meet our goal?
- How can we improve collaboration among all SHSP stakeholders?

Communication

- Does everyone in our organization know what our goal is?
- Are we actively promoting the SHSP to all stakeholders?

Data Collection/Analysis

- Is the plan data-driven, current, comprehensive, and inclusive of all roads?
- Do we have a specific safety goal? Is it specified in terms of fatalities and injuries? Is it aggressive enough?
- Are we making meaningful progress toward our safety goals and objectives? If not, why?
- Have we identified the appropriate emphasis areas?
- Have we developed appropriate performance measures?
- What tools are available to assist in the evaluation process?
- Are we collecting and analyzing the right data to measure success?

Leveraging Resources

- Are we taking full advantage of all Federal and other funding sources to implement our SHSP?
- Are our safety partners similarly taking advantage of all funding sources available to them?
- What are other States doing to advance their SHSPs?
- Are we struggling with implementing a proven strategy?
- Do we need assistance identifying new and effective strategies to pursue in emphasis areas?
- Are we properly allocating resources and getting the “best bang for the buck”?
- What activities and actions can be identified that work to effectively implement components of the SHSP?
- Which SHSP components have not been implemented as expected? How can we identify these and re-direct efforts that will accomplish the goals?

Peer exchanges are a highly effective way to answer such SHSP questions and assist States in developing updates to and implementing their SHSPs. A peer exchange provides the host State with the opportunity to have an open discussion on strengths, weaknesses, key issues, opportunities, and planned actions. Peer exchange programs can include significant emphasis on developing and implementing SHSPs and can be excellent tools for improving the quality and effectiveness of the plan.

Many of the questions confronting a host State are often of the same concern as other States. The peer exchange benefits all parties seeking answers to questions and fielding recommendations for successfully moving forward.

4.3 Choose Peer Exchange Topics

Examining the SHSP through a peer exchange opens the door to an inside-outside assessment of the current practices and programs. A wide range of topics is open for review. The host State may employ its SHSP steering committee and/or planning committee to brainstorm the

issues facing the State's plan and prioritize the topics to be addressed. This may include lessons learned, best practices, current issues and concerns, and challenges. The length of the peer exchange will dictate the number of topics covered. The modules included in the event—such as a panel discussion, single presenters, breakout group discussion with structured reporting sessions, and conversation circles—will also affect the number of topics. Relevant SHSP topics include:

- Reviewing the history of the SHSP development process
- Changing the traffic safety culture
- Building regional or local SHSPs within the State
- Recruiting and sustaining partners in the process
- Recruiting nontraditional partners
- Engaging State leadership and identifying champions
- Sustaining the momentum during changes in administration
- Developing and applying marketing approaches
- Identifying best practices
- Refining strategies for a specific emphasis area
- Using the right data and analysis to select the most critical emphasis areas
- Mapping safety processes
- Examining performance measures and evaluation
- Reviewing a process to revise the SHSP
- Integrating the SHSP into related State plans
- Reviewing lessons learned
- Comparing the site specific vs. systematic application of countermeasures
- Examining countermeasures that work
- Obtaining political permission
- Working with creative funding and resource availability
- Funding SHSP projects
- Developing implementation and action plans
- Maintaining competent well-trained staff
- Improving multidisciplinary coordination and communication among stakeholders
- Aligning with agencies that have similar goals
- Creating a vision (e.g., Toward Zero Deaths)
- Comparing the effectiveness of evaluation techniques
- Developing State/regional/local coalitions to support the SHSP.

4.4 Select the Appropriate Event Type

Based upon the State's progress with their SHSP development update and implementation process, the type of event a State needs can vary. The most effective type of peer exchange in any particular situation depends on the objectives of the exchange. Four peer exchange event types are described in detail in this guide.

1. In-State Peer Exchange
2. Multi-State/Regional Peer Exchange
3. Peer Review
4. One-on-One Discussion

In-State Peer Exchange

As implied by the title, this type involves mostly agencies and individuals from within a State where the peers may be implementing agencies (e.g., counties, sheriffs, MPOs). In-state peer exchanges do not serve to compare or share best practices with State DOT peers from elsewhere,

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but rather to address best practices and approaches used by peers within the State. Agencies conducting in-state peer exchanges will generally be confident in the content of their SHSP, but may desire improvements in implementation or evaluation.

In some cases, stakeholder peers may be within the same jurisdictional area. For example, the objective of an in-state peer exchange could be to identify methods to overcome barriers related to SHSP processes, or it could be to develop an updated SHSP with new goals, data, and strategies. In this case, outside experts may be invited to participate as well. See Chapter 5 for details.

Multi-State/Regional Peer Exchange

Multi-state/regional peer exchanges may be beneficial when multiple States experience similar issues. These types of events often include agencies geographically surrounding a host State, which can help minimize travel time and expenses attributed to travel for all involved. The objective of a multi-state event is to bring practitioners with similarities such as geography, demographics, or crash types together.

For example, the States of Alaska and North Dakota held a virtual peer exchange event in 2012. Even though they were not geographically close, many of their issues were similar (e.g., predominance of rural crashes, effects of the oil business), leading to a successful peer exchange and a mutually beneficial event. In other situations, adjacent State agencies hold peer exchange events because they share many of the same geographic, crash type, and cultural challenges.

See Chapter 6 for details on multi-state/regional peer exchanges.

In a Multi-State Peer Exchange event, **several States focus** on highway safety topics of common interest.

Peer Review

In a peer review scenario, an individual State seeks to improve and/or update a program, project, initiative, plan, etc., by organizing an expert panel from other States for an in-person or virtual event. SHSP leaders may elect an approach that involves one or more State counterparts that would serve as a mentor to the host State. This may include a senior, influential, trusted colleague who has significant experience and success in managing highway safety programs. In this mentor/mentee relationship, a less formal dialog and exchange of ideas and suggestions can be undertaken. It does require the mentee to accept an unbiased, third-party review from the invited safety experts.

In this exchange, the host State arranges for program leaders and staff to meet with the panel over a predetermined period of time for technical review of the topic area. Host State representatives brief the review panel and provide supporting documentation for examination and analysis. Panel members may initiate an open discussion with host State presenters to answer questions or clarify an issue.

One distinction between this and the multi-state/regional peer exchange is the addition of an assessment. The panel reviews the information and offers the State its recommendations in an oral and written format. In this case, the host State will often pay for travel and other associated costs for the peer States to participate. See Chapter 7 for details.

One-on-One Discussion

In this scenario, individual States hold one-on-one discussions with invited peers from other States. This may occur as a relatively informal teleconference, virtual discussion, or an

in-person meeting. Specific information on safety needs and implementation barriers is supplied by the host both in writing and orally. At the conclusion of the exchange, the peer offers recommendations in a format agreed upon by the participants. See Chapter 8 for details.

Answers to the questions in Section 4.2 of this guide can provide information that will aid organizers in selecting the appropriate type of peer exchange. Table 1 provides some guidelines for selecting the most suitable peer exchange type to fit the State's needs and budget.

Table 1. Peer exchange event types.

PEER EXCHANGE EVENT TYPE	DESCRIPTION	BEST FOR	EXAMPLES
IN-STATE PEER EXCHANGE <i>CHAPTER 5</i>	Stakeholders from within the State come together to assess the goals, objectives, progress, process, best practices, and lessons learned to enhance the future effects and benefits of the SHSP.	<ul style="list-style-type: none"> Assembling stakeholders Reenergizing stakeholders Identifying SHSP pros and cons Identifying future direction Educating stakeholders and leadership 	State SHSP Safety Summit.
MULTI-STATE/REGIONAL PEER EXCHANGE <i>CHAPTER 6</i>	Two or more States come together to share lessons learned and best practices for SHSP update, implementation, and evaluation.	States looking to update their plans with fresh ideas and successes learned from other States.	<ul style="list-style-type: none"> Regional In-person Peer Exchange Multi-State Virtual Peer Exchange
PEER REVIEW <i>CHAPTER 7</i>	Two to six experts from other States conduct an in-depth assessment and interview of the host State to analyze implementation process, emphasis areas, strategies, accomplishments and evaluation, and make recommendations for enhancements.	States in need of an outside review and opinion looking to conserve costs and labor and time investment involved in an in-state or multi-state/regional peer exchange.	2011 FHWA-sponsored SHSP peer review in Iowa.
ONE-ON-ONE DISCUSSION <i>CHAPTER 8</i>	Peer discussion of a specific topic area or issue common to both parties.	Focused topical discussion.	Brainstorming session between two States about a shared SHSP issue.



CHAPTER 5

In-State Peer Exchanges

The in-state peer exchange involves participants from within the same jurisdictional area. The objective of this event may be to update or refine existing SHSP emphasis areas, strategies, action items, and/or implementation activities. The peer exchange may include facilitated breakout sessions designed to identify evidence-based emphasis areas and/or new and innovative strategies and action items. For the most part, the peer exchange will include internal presenters, facilitators, partners, and stakeholders. The State may invite out-of-state subject matter experts to provide input on their best practices and lessons learned. The session may also include an overview by in-state partners and stakeholders of SHSP accomplishments along with a review of both proven strategies as well as unsuccessful strategies that need to be retooled or eliminated from the plan.

The chapter is organized in the following manner:

SECTION	TOPIC
5.1	Plan a Successful In-State Peer Exchange
5.2	Gain Support from Agency Leadership
5.3	Establish a Steering Committee
5.4	Identify Funding and Staff Resources
5.5	Establish a Planning Committee
5.6	Confirm Event Objectives and Topics
5.7	Select the Delivery Method
5.8	Visit Another State Hosting a Peer Exchange
5.9	Select the Date, Time, and Location
5.10	Identify Event Needs and Peer Exchange Roles
5.11	Create an IT/AV Support Plan
5.12	Develop a Communications Plan
5.13	Make Invitee List
5.14	Build the Event Agenda
5.15	Communicate with Participants
5.16	Send Invitations
5.17	Send Registration Packets
5.18	Conduct the Peer Exchange Event
5.19	Evaluate the Event
5.20	Conduct Follow-Up Meetings
5.21	Write a Follow-Up Report
Table 2	Activity Checklist: In-State Peer Exchange

5.1 Plan a Successful In-State Peer Exchange

A successful in-state peer exchange starts with the planning process and the formulation of a strong, dedicated, and enthusiastic team of partners and stakeholders to plan and coordinate the event. Attention to detail and the issues at hand play an important role in the success or failure of the proceedings—as does being on time, on target, and on budget. Other key activities to consider for planning a successful event may include:

- Establish clear communication of goals and objectives
- Engage leadership
- Identify key topics of discussion
- Involve experienced facilitators and presenters
- Identify delivery method
- Identify the audience.

Peer Exchange Event Timeline

The need for advanced peer exchange preparation is among the most important issues to include in the event planning timeline. Sufficient planning time ensures that the specific needs of the participants and the host agency are properly addressed. Depending on the scale of the peer exchange, planning should begin at least 4 to 6 months prior to the event. In some cases, more time may be necessary.

Table 2 provides timelines and detailed steps for organizing an in-state peer exchange. The tasks can be adjusted based on the specific needs of the peer exchange planners (e.g., peer exchanges that occur at the State agency do not require as much site coordination as off-site exchanges). The timelines include a general start date for planning activities, which should be more specific as planning activities commence. It is important to identify the person or group responsible for specific activities so that tasks can be tracked and modified as needed.

5.2 Gain Support from Agency Leadership

The goals and objectives of holding an SHSP peer exchange should be discussed with agency leaders so that the importance of the exchange and its results are placed at the forefront of the agency's transportation priorities. In addition, agency leadership should help identify funding sources and allow the use of agency staff to plan and conduct the peer exchange event. State leaders will likely be interested in learning how the peer exchange may influence established crash reduction goals and strategies; impact staffing and other established short- or long-term priorities; and determine whether results from the exchange have overlapping effects with other programs and goals.

5.3 Establish a Steering Committee

Before planning begins, States are encouraged to form a steering committee composed of stakeholders holding leadership positions. Steering committee members are likely to include the following:

- State agency senior management
 - Department of Transportation
 - State Police
 - Department of Revenue
 - Department of Motor Vehicles

(text continues on p. 23)

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Table 2. Activity checklist: in-state peer exchange.

Event Title:	
Event Type:	
Event Date:	
Local (Host) Agency Contact:	
FHWA Division Office Contact:	FHWA HQ Contact (if applicable):
FMCSA Contact:	NHTSA Contact:

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
PRE-PEER EXCHANGE PLANNING		6 MONTHS PRIOR TO THE EVENT	
Determine if a peer exchange is needed			
Determine if the time is right for a peer exchange			
Identify funding needs and sources			
Identify champions and engage State leaders			
Secure buy-in and permission from leadership			
Review possible peer exchange delivery method and select preferred delivery method			
Establish a steering committee			
Determine need for contractual services and begin procurement process (depending on the dollar amount of the contract and agency procurement requirements, additional time allotments may be required beyond the 6 month period listed)			
INITIAL PLANNING AND PREPARATION		4+ MONTHS PRIOR TO THE PX	
Establish a planning committee			
Establish a leadership structure and identify member roles			
Establish regular planning meeting date schedule			
Visit a peer exchange hosted by another State			
If appropriate – Analyze crash data to determine trends to support SHSP			
Review State’s current SHSP			
Secure date and location			
Prepare & distribute save-the-date cards			
Establish a timeline for pre and post planning activities			
DESIGN THE PEER EXCHANGE		3+ MONTHS PRIOR TO THE PX	
Schedule and hold kick-off teleconference with the PX planning committee			
Identify objective and focus of peer exchange			
Develop a theme for the peer exchange			
Begin planning technical materials (agenda, breakout session topics)			
Begin logistic planning (room set up, break out rooms, supplies and equipment)			
Develop list of invitees			
Identify speakers, moderators, facilitators, and recorders			

Table 2. (Continued).

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
Develop IT/AV plan (See Tool A for further information)			
Develop communications plan			
Attend follow-up planning meetings			
Distribute meeting notes			
Prepare draft agenda			
Finalize agenda			
Prepare registration package, including hotel/restaurant recommendations			
Prepare worksheets/meeting materials			
Prepare event evaluation forms			
Recruit facilitators and recorders, if necessary to lead group discussions			
Determine date and invited attendees for post-event "close-out" meeting			
ADMINISTRATIVE STEPS		LEADING UP TO THE PX	
Prepare preliminary budget for event			
Confirm funding			
Recruit participants			
Collect and distribute background information			
Send out "reminder" save-the-date card			
Secure meeting site and AV equipment			
Conduct a test of IT/AV equipment			
Send out registration to invitees			
Assign working groups for small group activities			
Solicit questions for the event/develop questions for feedback from peers			
Obtain e-copies of speakers' presentations and coordinate for any special needs (e.g., audio, video, internet connection)			
Coordinate invitational travel			
Coordinate logistics with peers			
Print event evaluation forms			
Assign individuals to distribute and collect evaluation forms			
Prepare and distribute presentations/material to registrants ahead of event			
Prepare for media attendance and/or press event			
Train peer exchange facilitators and recorders			
Transport all audio visual equipment, office supplies & equipment, registration packets, name tags, posters, directional signs, podium tent cards for speakers, handout materials, camera supplies, etc.			
Set up registration area and conference office			
Include message board			
Include poster size agenda			
Include map of facility			
Include sign-in sheet for VIPS, speakers, moderator, & facilitators			

(continued on next page)

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Table 2. (Continued).

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
Meet with facilities staff to review the needs and schedule of the upcoming exchange			
Prepare for media attendance/press event (If applicable)			
Ensure availability of public information staff			
Designate media interview site			
Distribute press packages			
Set-up podium and sound equipment			
Confirm and monitor delivery of rental equipment and supplies			
Make name tags and/or tent cards			
Create folders with handout materials (e.g., agenda, presentations, SHSP, list of attendees, evaluation form)			
CONDUCTING THE PEER EXCHANGE EVENT		EVENT DAY	
Arrive at event location early			
Review all VIP arrangements			
Meet with facilities staff to review the day's needs and schedule			
Conduct pre-conference and daily briefings for registration staff, facilitators, recorders, IT/AV technicians, photographers, shepherds, monitors, and others			
Review responsibilities, procedures, and overlap areas like registration, food guarantees, speakers, VIPs, media room setups, workshops, stage, lighting, sound system, power supplies, etc.			
Reemphasize the lines of communication and authority as well as responsibility levels to meeting staff, meeting facility staff, and volunteers			
Conduct a walk-through of the agenda and facility			
Correct any facility deficiencies			
Confirm and monitor pickup of rental equipment and supplies			
Arrange for return shipment of all materials			
Pack-up and inventory all materials and equipment			
Collect and organize data for final meeting reports			
Collect evaluation forms			
Conduct post-conference wrap-up meeting with meeting facility personnel to ensure proper invoicing			
DOCUMENTATION/REPORTING		DURING AND AFTER THE PX	
Distribute and collect evaluation forms at event			
Document proceedings of event			
Summarize evaluation results			
Prepare draft report (version 1) and distribute/solicit feedback			
Executive summary			
Acknowledgements			
Benefits of the peer exchange			
Introduction & peer exchange planning			

Table 2. (Continued).

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
About the peer exchange			
Status of current SHSP			
Overview of event planning and organization			
Peer Exchange proceedings			
Overview of general sessions			
Overview of breakout sessions			
Lessons learned			
Future action items			
Appendix materials			
Planning committee			
Participants list			
Event materials			
Evaluation summary			
Conduct follow-up meetings			
Event debrief		Immediately following or next day	
Strategy review		Within 3 days	
Close-out meeting		Within 3 weeks	
Internal follow-through		2-3 weeks after event	
Six-month follow-up report		6 months after event	
Follow-up evaluations		6-9 months after event	

- Governors Highway Safety Program representative
- FHWA Division leaders (e.g., Division Administrator, Safety Engineer)
- Federal Motor Carrier Safety Administration (FMCSA) Division leaders
- Centers for Disease Control (CDC) regional representation
- National Highway Traffic Safety Administration (NHTSA) regional leadership
- Other executive-level highway safety partners.

Committee members can assist with interagency communication up and down the chain of command. Their position in the organization may be helpful in securing the attendance of State leadership for the event.

The steering committee provides overall direction for the peer exchange event process and designates key personnel to staff a planning committee to organize and implement the event. The steering committee is responsible for ensuring that there are sufficient resources available to implement a successful event. The steering committee is also responsible for handling inter-agency issues, challenges, concerns, or other issues that may impede the successful completion of the event.

Some States have established SHSP steering committees as part of their initial planning process and may want to use their services for overseeing the peer exchange development process. In Arkansas, this already-established committee provided oversight for their in-state peer exchange event, including guidance on topic development, speaker selection, and the list of invitees.

5.4 Identify Funding and Staff Resources

It is important to the success of the peer exchange to ensure qualified staff and partners are available to carry out the many tasks associated with planning and implementing the peer exchange. Leadership must approach the process with the understanding that they may need to adjust, reassign, or postpone competing tasks and assignments to accommodate staff participation in the planning work. Their level of effort, as well as the number of personnel needed to carry out the tasks, will be determined by the method of delivery selected and the number of participants invited.

Senior managers should identify the resources and the level of investment the State is willing to commit to conduct the peer exchange. The investment may include a combination of State and Federal funds in the form of HSIP funds, contributions from the State highway safety office, commitments from the State budget, leveraged funds from partner agencies, private sector or professional organization sponsorships, and/or registration fees. Senior managers should advise event planners whether State law precludes State agencies from purchasing food for this type of event. In addition, some State laws prohibit the use of Federal funding for the purchase of food.

Once the funding limits are identified, the steering committee should develop a budget based on the method of delivery selected. Budget considerations should include projected costs for expenses such as:

- Facilities and meeting space
- Contractor support services
- Visual and audio equipment (This may be included as part of the facility cost.)
- Food and refreshment costs
- Travel expenses for key speakers and presenters, distinguished guests, the planning committee, executive leaders, etc. (These may include hotel, transportation, and food expenditures.)
- Printing and postage costs associated with event advertisements, save the date reminders, and participant materials (folders, writing pads, and pens, etc.).

The planning committee may find it useful to establish a stand-alone financial account for the peer exchange to track and organize expenditures related to the event. This allows for strict monitoring of the budget and gives authorized staff the ability to procure the necessary materials and services with potential for reduced paperwork and lead time.

Early in the planning process, the planning committee should discuss whether to allow for private sector sponsorship by hosting a demonstration or booth area. These events should be consistent and abide by agency policies. Funds raised in this manner may be used to:

- Offset costs associated with the peer exchange
- Host paid speakers or presenters (Typically, paid speakers may be well-recognized in their field or provide a motivational experience for participants.)
- Provide networking opportunities during the event.

5.5 Establish a Planning Committee

Once an event type has been established and before planning commences, the steering committee leadership should establish an event planning committee. A typical successful planning committee may have between five and eight core members, with others consulted on an as-needed basis during event planning. This number provides a group with sufficient experience and opinions from which to draw and is small enough to reach consensus quickly when needed. The planning committee is often composed of partners from the host agency who will be responsible for follow-up actions required to implement the specific strategies and recommendations resulting from the peer exchange.

It is crucial that the planning committee understand the goals and objectives for the event as well as the needs and roles of participants because content, delivery, and active participation will guide the success of the meeting. The ideal mix of committee members includes safety advocates who possess and demonstrate the desire to motivate participants toward change and event planners with proven knowledge and skills to produce a successful event.

The SHSP peer exchange planning committee may be composed of a combination of stakeholders selected from the following:

- State DOT safety engineer
- Governors Highway Safety Program representative
- Meeting planner
- Law enforcement representative
- Emergency medical service (EMS) representative(s)
- Public health official
- Education representative
- Advocacy group representative
- Safety expert outside the State DOT headquarters (e.g., district safety engineer)
- Office of Finance/Budget representative
- Communications and marketing expert
- Department of Motor Vehicles representative
- Information technology (IT) professionals
- FHWA Division Office representative
- NHTSA Regional Office representative
- FMCSA and/or commercial motor vehicle organization representative.

By including a variety of backgrounds and experiences, the committee has the potential to develop more comprehensive goals, objectives, and content for the exchange.

The success of the peer exchange relies heavily on appropriate content and active participant involvement. It is the responsibility of the planning committee to see that this is accomplished. In some cases, the planning committee is composed of the same individuals who implement specific strategies resulting from the exchange. This committee should be led by a coordinator who is familiar with the SHSP process and appointed by the steering committee.

The planning committee responsibilities include the following activities:

- Choose the peer exchange potential dates
- Work with senior management and safety champions to determine event content
- Recruit suitable moderators, facilitators, and presenters



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

When confirming peer exchange topics, it is important to ensure that topics are narrowly focused, so they can be sufficiently covered in the established peer exchange time frame.

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- Invite participants and maintain registration logistics, including any financial details
- Arrange for audio, video, and other technical support for the event
- Provide participants with materials pertaining to the focus areas and other relevant SHSP information prior to the peer exchange
- Maximize participant input by managing the time for discussion and feedback.

5.6 Confirm Event Objectives and Topics

The host agency should identify the reason for the peer exchange, its objectives, and the desired outcomes. The objectives of the event can be determined by the planning committee using in-person meetings, virtual meetings, or teleconferences. Once the goals and objectives for the event are established, identify relevant topics for discussion. A single pre-event survey of invitees could support this identification. Topic ideas should be grouped in order of priority and discussed by the planning committee. Based on the consensus of the planning committee, the committee chair should make the final decision on the list of topics.

Pre-survey

A survey of potential participants may help the State determine topics of interest, understand audience expectations, and gauge attendance. The survey may be conducted in mass by using email or free Internet polling sites. Internet surveys may have a better response than email surveys, particularly if email responders are required to attach their answers in a separate document. Some Internet surveys have the capability to compile results into a useful, informative analytical report.

The planning committee may solicit feedback on questions such as:

- What topics, strategies, or objectives would you like to see covered at the peer exchange?
- Identify critical partners for the SHSP implementation that should be invited to attend the peer exchange.
- Are you aware of other States that excel at strategy implementation and have seen positive results? If so, which States?
- Are you familiar with other States' best practices and/or lessons learned that could be shared at the peer exchange?

5.7 Select the Delivery Method

The next step in planning the peer event is to determine which delivery method best suits the needs of the host agency, participants, and budget.

In-Person

An in-person exchange offers the opportunity for increased exposure and relationship building. The cost may be high because of the number of persons attending, the meeting logistics, and the travel arrangements. Due to the possible need for travel, this type of event may require a considerable time commitment for some, which can preclude presenters or executive leadership from attending. In-person meetings generally require significant advance planning and scheduling to assure availability of the desired participants, leaders, and presenters. In some cases, this type of exchange offers participants a wider range of session topics in the form of concurrent breakout sessions and allows the participant to tailor the exchange to his or her needs.

Virtual Events

Virtual peer exchanges occur with participants at remote locations instead of in-person. They use telephone, video, Internet, or a combination of these tools to connect attendees. These events are often used when:

- Feedback or direction is needed promptly
- Financial constraints exist that limit the ability to travel
- Planning sessions are needed for in-person peer exchanges.

Virtual peer exchanges should not be viewed as one-to-one replacements for in-person events. A virtual event reduces the need for extended travel, but also limits the face-to-face exchange of information and networking. In general, peer exchanges should not be held virtually twice in a row; instead, the virtual peer exchange should be followed by an in-person event the next time.

Video and Internet-based tools can be used to facilitate virtual peer exchange events. Since these tools are relatively new, it is important that the planning committee work with experts to ensure that the correct technology is being used, is working, and continues to work throughout the peer exchange. Guidance on conducting a successful virtual event, including Internet-based, video-based, and teleconference meetings, is available in Tool A, *Essential Steps for Conducting a Successful Virtual Meeting*, in the Appendix.

Table 3 provides criteria for selecting the method of delivery. When considering the mode of the peer exchange, the host agency should have an awareness of the funds needed to hold the event, a list of potential locations, and a group of skilled speakers and moderators with a wide range of backgrounds and experience levels in the SHSP process. The extent and diversity of objectives and topics may influence the event's length and the preferred delivery method.

5.8 Visit Another State Hosting a Peer Exchange

The members of the host agency planning committee may find value in first observing a peer exchange event using the same delivery method in another host agency to get a feel for the logistics, content, best practices, and lessons learned in the planning process.⁶ States may have the opportunity to observe firsthand if another State is hosting a peer exchange within a timeframe that is conducive to their own planned peer exchange. This visit has the potential to be a strategic learning experience for key planning committee members. It provides insight into the planning process, the ability to network with peers, and the opportunity to experience the atmosphere of the peer exchange event. The knowledge gained at the out-of-state meeting should prove helpful in preparing the in-state event.

If funding or time limitations prevent a site visit, the planning committee members could meet with other States by phone to discuss their peer exchange experiences or participate in the actual exchange via teleconference, videoconference, or webinar, if any of these technologies is available and offered.

If there is no opportunity for a site visit or participation in a peer exchange, States can review the reports from other State peer exchanges to generalize the topics and results of the exchange.

⁶ NCHRP Project 20-38A, *Documenting Peer Exchange Administrative Experiences*, 1998. <http://research.transportation.org/Documents/PeerExchangeExperience.pdf>

Table 3. Criteria for selecting delivery method.

DELIVERY METHOD (AND LENGTH)	LOGISTICS NEEDS	ADVANTAGES	DISADVANTAGES
IN-PERSON (1-2 DAYS)	<ul style="list-style-type: none"> Meeting space. Travel logistics. In-person facilitators. Speakers. 	<ul style="list-style-type: none"> In-person communication is the most effective. Additional contact time before, after, and between sessions. Networking opportunities. Direct audience contact. Easy for facilitator to gauge audience participation, reaction, and attention. 	<ul style="list-style-type: none"> High cost of travel and meeting space. Significant labor commitment. Potential for limited attendance by senior management. Coordinating schedules of presenters can be challenging.
TELE - CONFERENCE (2-4 HOURS)	<ul style="list-style-type: none"> Telephone equipment at each site. Facilitator who can keep attention of telephone participants. 	<ul style="list-style-type: none"> Lower cost. Smaller time commitment. Participants may attend from any location. 	<ul style="list-style-type: none"> Participants can be distracted by other duties. Small time commitment limits the scope of the event. Without a visual, relationships beyond the event are not built. Risk of divided attention.
VIDEO CONFERENCE (4-8 HOURS)	<ul style="list-style-type: none"> Video equipment. Meeting space at each site to view video. Facilitator experienced in video-based events. 	<ul style="list-style-type: none"> Maintains the visual of an in-person meeting. Lower cost than in-person events. Focus of participants is high when on camera. Participants may attend from various locations. 	<ul style="list-style-type: none"> Miss out on the pre- and post-session discussions, especially one-on-one talks. If not properly planned and tested, video communication can fail or provide poor visual images.
INTERNET-BASED/ WEBINAR (2-8 HOURS)	<ul style="list-style-type: none"> High-speed Internet connections. Computer work station for each participant. Telephone equipment (typically combines Internet and audio). 	<ul style="list-style-type: none"> Can allow for parallel processing and input. Works well for brainstorming. Nearly unlimited number of attendees. Participants and speakers may attend from any location. Discussion documentation assisted through chat logs and recording. 	<ul style="list-style-type: none"> Miss out on the pre- and post-session discussions, especially one-on-one talks. Participants can be distracted by other duties. Does not work as well for reaching consensus. Risk of divided attention.

5.9 Select the Date, Time, and Location

The meeting organizers should give careful consideration when setting an event date and time to ensure that no competing priorities or events, whether State or national, exist that would impair attendance. The length of the meeting can vary, based on content, travel, and method of delivery. In most cases this would range from ½ to 2 days.

In addition, planners should give adequate attention to the following items when selecting a date and time:

- Seasonal availability of attendees
- Schedules and prior commitments of key leaders
 - To increase the likelihood of senior management attendance, consider a location near their place of work, and time the event to avoid or minimize scheduling conflicts.
- Lead time to satisfy procurement needs
- Competing events that may affect stakeholder participation and hotel availability
- Travel restrictions for public officials based on policy decisions or budget constraints
- Political sensitivities associated with potential venues (e.g., resort cities or hotel properties)
- Religious and other holidays, accounting for all faiths
- Estimated time to complete the prerequisite administrative and logistical tasks.

As with the date and time selection, site location plays a crucial role. Organizers should select a site location that accommodates the needs of the participants, is easily accessible, and is centrally located. Careful deliberation should be given to the following issues:

- Event size
- Availability of the host meeting site
 - Potential perception of the location by the media, public, and political leaders
- Availability of meeting space to accommodate plenary and breakout sessions
- Availability of and access to audiovisual equipment and the Internet
- Adequate cell phone service
- Potential travel time to and from the site
- Costs compared to the budget allocation
- Availability of on-site compared to off-site food services
- Lodging accommodations
- Accessibility to intracity transportation.

These lists are not all-inclusive, but do provide organizers with a baseline for inclusion in their planning scenario. By allotting sufficient planning and preparation time, meeting planners enhance the opportunity to manage a successful event.

5.10 Identify Event Needs and Peer Exchange Roles

Once the basic event type, delivery method, date, and objectives are established, the planning committee should identify and fill the roles required to successfully implement the event. These roles may vary based on the type of event and the delivery method selected. The planning committee should identify responsible, talented individuals to fill the roles listed in this section.

Expert Practitioners

Practitioners with relevant subject matter expertise within a host agency can be identified and invited to participate on a peer exchange panel or in a breakout session. These candidates are likely to be familiar with available State data and the nature of the issues the agency

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faces. In addition, other expert practitioners (from peer States, the FHWA Resource Center, or elsewhere) are an important part of the peer exchange and may be considered for panel participation.

The panelists' responsibilities include the following:

- Understand and report on the State's safety-related data
- Provide a balanced view of potential countermeasures, including their advantages and disadvantages
- Share their experience in diverse disciplines related to highway safety
- Share best practices and lessons learned in implementing safety countermeasures in various situations
- Explain processes for successfully implementing peer exchange recommendations and strategies.



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

It is important for all peer exchange roles to be kept separate so individuals will know their responsibilities.

For example, combining facilitator and presenter roles may lead to challenges associated with giving a thorough presentation while still allowing for adequate time for group response.

Event Moderators

An event moderator is an individual, or may be a set of individuals, selected by the planning committee to oversee the agenda of plenary and breakout sessions or parts thereof. Generally, moderators introduce all speakers and facilitators, keep the sessions on time, maintain order, and adhere to specialized support (e.g., audiovisual technical support) that may be needed in a session. The planning committee may keep the moderator as a separate function or elect to double the duty of the moderator by using the person as a facilitator. Detailed instructions should be provided to each person assigned to this duty to avoid duplication of responsibilities.

Facilitators

An experienced facilitator is needed to keep the audience focused on the topic, adhere to scheduled timelines, and ensure that the outcomes of the sessions are met. The planning committee should ensure that the facilitators interact in advance with the subject matter experts (SMEs) to gain a working knowledge of the topic area. Those with direct experience in the event topics have the potential to be effective facilitators and should be chosen based on their ability to create an environment that encourages participation. However, in some cases, SMEs may dominate the conversation instead of providing an open environment for discussion. It is the facilitator's responsibility to control these situations in an orderly and professional manner.

The facilitator's responsibilities include:

- Create an environment that encourages participation and discussion
- Maintain control over the agenda and time allowed for discussions
- Keep the event focused on topics related to the goals and objectives of the peer exchange
- Handle sensitive subjects with tact and consideration
- Solicit information by asking neutral questions
- Maximize participant input by managing the time for discussion and feedback
- Understand the goals and objectives of the peer exchange
- Summarize information in a succinct manner for participants
- Manage comments and time related to "personal agenda" issues (e.g., from the general public or media in attendance)
- Keep the event lively and stimulating
- Refrain from interjecting personal opinions.

It can be beneficial to conduct a short training session for facilitators prior to the peer exchange to help them better understand their role. The session should also provide facilitators with a clear understanding of the meeting logistics and the goals and objectives of the exchange. Tool B, *Sample Guidelines for SHSP Peer Exchange Facilitators*, in the Appendix provides suggested duties and responsibilities for facilitators.

Recorders

Capturing content in the peer exchange event is of vital importance to post-event follow-up action. Responsibilities should be clearly described to each recorder, and they should be equipped to record the important findings and action items from the peer exchange sessions in writing and possibly on video. Working knowledge of the topic area is beneficial to ensure all relevant information is captured; recorders should be matched to the session based on their subject matter expertise.

Before the peer exchange, a short training session should be held with the recorders to provide direction as to the format that will be used for recording comments and to allow them the opportunity to become familiar with the equipment they will use. A consistent format for recording the peer exchange discussions should be provided to all recorders, as this will greatly facilitate final report preparation. Tool H, *Peer Exchange Workshop Recording Form*, may be found in the Appendix.

Presenters

Subject matter expertise will be needed to present topics relevant to the goals, objectives, and expected outcomes identified by the steering and planning committees. Once the planning committee has identified the topics, it should use its professional network to identify the appropriate individuals to fill the SME roles.

Presenters should be given ground rules, including time and acceptable types of communication or presentation materials. Presenters should motivate attendees into action by presenting materials in a compelling, interactive manner and sharing personal experiences where appropriate. A balance must be maintained between presentation and audience participation. One-sided lectures must be avoided.

Shepherds

Shepherds are responsible for greeting, briefing, escorting, and seeing to the needs of guest speakers and VIPs during their visit to the peer exchange.

Emphasis Area Team Leaders

During the peer exchange event many issues may arise that pertain to SHSP development, implementation, and evaluation, in all of which emphasis area teams are involved. As such, emphasis area team leaders should be present at the event to help address how their teams will support the peer exchange outcomes or recommendations.

Support Team

Implementing the peer exchange requires a team to support logistics prior to and during the event. Support team work areas include communications (including media), IT, AV, room monitoring, resource materials, registration, procurement, finance, and liaison for facilitators, presenters, and recorders. For example, the IT/AV role provides and troubleshoots audiovisual



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

To ensure that presentation materials are on topic and kept to an appropriate length, event planners should review each presenter's materials prior to the peer exchange.

It may prove beneficial for the planning committee to conduct a conference call with presenters to review presentation slides, expectations, and presentation length.

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equipment for speakers, moderators, and facilitators. They need experience in presentation software, sound systems, and the specific technological equipment being used.

Resource Materials

It is highly recommended to send pre-event materials to participants before they attend the peer exchange. The purpose of preparing the participants with resource materials is to make best use of the time spent during the event for the communication and flow of ideas, strategies, and implementation steps. Expert panel members participating in the peer exchange may require additional materials beyond what is covered in this section. The planning committee should identify the specific material required and assign members of the support team to assemble and distribute the information to all participants. To save on costs, all reference material should be distributed via the web or email.

Initial Preparation of Resource Material by the State

To provide the most beneficial experience for peer exchange participants, the planning committee should identify the following items before the event begins:

- Detailed topics of the peer exchange
- Issues faced by safety stakeholders, as they relate to the SHSP
- Data analysis package
 - Assists in determining problems, strategies, solutions, topic areas, and next steps
 - Defines the scope, characteristics, needs, and issues to be addressed at the peer exchange
 - Provides additional information that can assist in identifying appropriate solutions.
- Supporting documentation related to the peer exchange topic areas⁷
- Examples of strategies cited in research or other States' SHSPs.

Learning about this information before the event prepares participants to be more focused on the objectives and topics and to provide more insightful discussion and feedback.

5.11 Create an IT/AV Support Plan

Based on the method of delivery, the planning committee should identify the IT and audio-visual equipment required to implement the peer exchange successfully and to register attendees electronically. The committee must determine if the support equipment will be provided through the facility contract, a separate contract, or in-house State services. The plan must cover all aspects of the event such as registration, event office, plenary sessions, breakout sessions, and media events. This plan should identify and define the roles of persons involved in this portion of the peer exchange.

The plan may cover the following items:

- Online registration venue
- Website
- Laptops
- Wireless Internet
- Conference Internet access codes
- Audiovisual equipment (sound systems, projection screens)
- Printer

⁷Federal Highway Administration, "Updating a Strategic Highway Safety Plan: Learning from the Idaho Transportation Department," 2009. <http://safety.fhwa.dot.gov/p2p/idaho/hsip/slides.cfm>.

- Communications equipment
- Camera
- Extension cord and power strip
- Staff assignments and responsibilities
- Set up and take down
- Equipment failure and back-up plan.

Early coordination with IT/AV experts can lead to troubleshooting problems before they arise at the actual peer exchange. A test run of the audio/video equipment should be conducted at least 24 hours before the event.

5.12 Develop a Communications Plan

Establishing a good communications network and plan for the peer exchange provides significant benefit to the planning committee, but depending on the size of the event, a full plan may not be relevant for all peer exchange gatherings. The purpose of the communications plan is to define the communication requirements for the project and how information will be distributed. The communications plan defines the following:

- Communication requirements and assignments based on roles
- What information will be communicated
- How the information will be communicated
- When the information will be distributed
- Who is responsible for the communications
- Who receives the communications
- Who will handle media inquiries
- Who will prepare and distribute press packets
- Who will set up and deliver press interviews.

This plan sets the communications framework for the peer exchange. It serves as a guide for communications throughout the life of the project and is updated as communication needs change. It is important for the plan to cover such items as:

- | | |
|--|------------------------|
| • Internal and external communications | • Website updates |
| • Conference theme | • Email blasts |
| • Conference logo | • Press events |
| • Save-the-date cards | • Press interviews |
| • Registration packets | • Media advisories |
| • Invitations | • Media press releases |
| • Letters to speakers and VIPs | • Press packets |

This plan should identify and define the roles of persons involved in this portion of the project and establish a timeline for completion of the various products and tasks.

5.13 Make Invitee List

The planning committee should identify a variety of traditional and nontraditional partners as participants to accomplish the peer exchange goals. The type of peer exchange and the need it addresses determine the appropriate participants. States should utilize the existing network responsible for developing and implementing the SHSP. The planning committee should choose key stakeholders from the disciplines of the Four E's—Engineering, Education, Enforcement,

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and Emergency Medical Services—along with senior government and non-government agency leaders and partners with a wide range of traffic safety experience. Include safety experts from the public and private sectors, along with representatives from the State legislature.⁸ Health care professionals comprise a key discipline that can provide information from a prevention and treatment perspective. It may also be beneficial to extend invitations to representatives from the State's business and industry sector and key legislative leaders and legislative committee staff members, depending on the goals/objectives of the peer exchange. The total number of participants may depend on budget, how many topics are to be addressed, and complexity of the agenda.

Participants' Roles

The planning committee is responsible for determining the roles and expectations of peer exchange participants before, during, and after the event and ensuring that those expectations are clearly articulated. Preparing well-defined roles in advance allows participants to arrive with a clear understanding of the expectations, and prepares them for active participation in discussions and follow-up actions. Knowing the goals and objectives of the peer exchange prior to arrival provides participants with an obligation to come prepared with materials and information to share with participants and to make a significant contribution to the SHSP process. Pre-event preparation allows attendees more opportunity to understand the SHSP process. Before, during, and after the event, support staff can collect information shared during the exchange and ensure that all participants receive feedback related to event discussions, defined strategies, best practices, and contact information for all participants.

Senior Management

Senior managers convey a vision for success and set the tone for establishing goals and objectives. In addition, senior managers with an understanding of traffic safety issues can have a huge impact on the implementation of SHSP strategies. The role of senior management includes the following responsibilities:

- Support and participate in the peer exchange event
- Encourage partners and staff to attend
- Support those staff members who will be implementing the solutions and countermeasures learned from the peer exchange
- Participate in the peer exchange close-out meeting.

Senior managers who are safety champions should open the meeting and close it, and their closure should be relevant to what transpired. The presence of senior management is especially critical at the close-out meeting for the peer exchange.⁹ By including senior management, SHSP goals and objectives can be placed at the forefront of an agency's transportation priorities. Sharing results of the peer exchange encourages communication flow between staff and senior-level management and decision makers at State agencies.¹⁰

⁸ Approval for participant out-of-state travel is often time sensitive. When planning for out-of-state attendees, ensure that conference documents are prepared in sufficient time to allow for travel requests and approvals.

⁹ Federal Highway Administration, "How to Organize an HSIP Peer Exchange," Roadway Safety Professional Capacity Building Program. http://rspcb.safety.fhwa.dot.gov/archives/how_to_organize.asp.

¹⁰ Federal Highway Administration, *State Planning and Research Guide for Peer Exchanges*, 2010. <http://www.fhwa.dot.gov/publications/research/spr/10048/10048.pdf>.

Federal Agency Partners

As key stakeholders nationally and at the State/regional level, FHWA, FMCSA, CDC, and NHTSA should have roles in the peer exchange planning process. They may be able to help the planning committee secure Federal funds for the event, identify peer States, and find the right experts and peers to participate. They should be available during and after the event to answer questions related to Federal funding, agency-promoted countermeasures, and other issues.

Safety Champions

A State may have one or more safety champions, many of whom come from the ranks of the senior managers. The safety champion may hold a top leadership position or a position such as the State Safety Engineer, SHSP Coalition Chair, and/or the Governor's Highway Safety Program Representative. In some cases, the role may be shared by Federal staff (e.g., FHWA, FMCSA, CDC, and NHTSA) or non-government employees (e.g., MADD). Safety champions often provide the spark to initiate an SHSP peer exchange event and provide the impetus for keeping the safety program moving forward. They can provide a critical link between upper management and those who implement the recommendations and identified strategies. There are many safety advocates in the private sector who clearly take a leadership role in promoting traffic safety. The responsibilities of the safety champion may include:

- Promote highway safety vision, leadership, motivation, and enthusiasm
- Seek buy-in and support from senior management both from the traditional and the non-traditional highway safety roles
- Communicate with senior management on the progress of the SHSP and the peer exchange
- Recommend staff for planning committee
- Identify gaps and target areas where improvement is needed
- Identify partner States and best practices
 - This is a particularly good role for FHWA, FMCSA, CDC, and NHTSA partners
- Communicate any obstacles that may arise during the implementation
- Identify the availability of resources and discuss resource needs with senior management
- Monitor collaboration between safety partners
- Respond promptly to needs and challenges
- Encourage innovative solutions and countermeasures.



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

If possible, all SHSP Peer Exchanges should include a group lunch to encourage one-on-one peer relationship building.

5.14 Build the Event Agenda

Since the peer exchange may include participants with diverse backgrounds and varying levels of experience, careful consideration should be given to balance featured topics between those attendees with heavy experience and newcomers to the field. Core guidance should be defined before the event and include very specific topics rather than broad discussion points. In practice, States have held exchanges ranging from less than one day to three days.¹¹

¹¹ Idaho SHSP Peer Exchange, 2009; Indiana HSIP Peer Exchange, 2010; Nevada HSIP Peer Exchange, 2009; California SHSP Peer Exchange, 2010.

In recent SHSP peer exchange events in Arkansas, North Dakota, and Alaska, participants stated that one day felt too short to cover all the technical material and have time to exchange ideas with peers.

Two-Day Peer Exchange

Sample Day 1. The first few hours of Day 1 should focus on introducing the identified needs, purpose, and objectives of the peer exchange in a manner that all participants can understand regardless of their experience level. A welcoming address from a State leader and/or State champion should set the tone of the peer exchange and motivate the participants. The focus should then shift to an introduction of the current status of the State's SHSP and include a vision for its future. Day 1 can incorporate a discussion on the availability and use of data, the State's most pressing roadway safety issues, identification of emphasis areas based on crash trends, and an introduction to the topic areas to be covered during the exchange.

The overall objective of peer exchanges is not only to decide on implementable strategies to carry forward, but to encourage discussion and present learning opportunities for each participant. In an effort to get the most out of the time scheduled for the event, a pre-meeting orientation session or webinar to introduce the SHSP concepts to those who have little SHSP experience may be helpful.



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

At the end of each breakout session report, the facilitator should solicit feedback from the audience related to which items should be included in the final peer exchange recommendations. This can be accomplished by requesting audience input on what should be included in the final peer exchange proceedings and recommendations.

Sample Day 2. Having discussed general themes on the first day, the agenda for Day 2 includes more detailed focus areas. Those who have previously participated in peer exchanges suggest leaving time after each session to promote the exchange of ideas among audience members. Facilitated breakout sessions with targeted topics also encourage discussion among participants. It can be valuable to have a representative of each breakout session report back to the entire group so that all participants have the opportunity to hear about the individual sessions discussions.

Roundtable discussions with pre-arranged seating at a working lunch and/or dinner may serve as a forum for participants to share best practices, learn about new strategies, and discuss the subject matter areas covered in the agenda. Participants could be directed to focus their discussions around predetermined topics provided by the planning committee.

Topics may include the following:

- Data-driven approaches
- EMS
- Drug impairment
- Law enforcement
- Local planning agencies / MPOs
- New SHSP coordinators
- Public health
- State safety summits/lifesavers
- Roadway engineering
- Vehicle technology
- Managing change
- Working across the Four E's
- Safety legislation
- Sustaining momentum
- Sharing resources

Providing networking opportunities during the event can offer participants the chance to share ideas that are not otherwise planned for the session. Strong networking during the event leads to discussion and follow-up on ideas after the peer exchange. However, past attendees have differing insights on the timing and format of these networking opportunities. While networking early in the event could lead to more comprehensive discussions throughout, attendees may tend to congregate with those they already know and are therefore less likely to meet other attendees. One possibility is to provide for multiple networking occasions to meet the needs of attendees.

throughout the event. Where appropriate, care should be taken to capture thoughts, comments, and questions that arise during networking. For sample agendas, see Tools D through G in the Appendix.

One-Day Peer Exchange

An alternative to the multi-day event, the one-day peer exchange provides an opportunity to more closely manage event costs and attendee schedules; it may also be a more appropriate venue for a narrowly focused subject area with very specific objectives. Disadvantages to this scenario may include limited exchange of information, lack of partner networking opportunities, and limited topic exposure. This is *not* the recommended length of event, but if necessary, this format can be adapted to individual State needs. An agenda may include a peer exchange heavy on workshops that allow for discussions on the issues, concerns, challenges, and opportunities that confront the SHSP process, resulting in group reports citing recommendations and strategies. If a one-day peer exchange is chosen, it will require additional thought in the planning process and highly skilled facilitation during the event.

Another format may include an agenda that provides a “State of the SHSP” address and includes a concentration on plenary sessions espousing best practices, lessons learned, and presentations from highway safety experts. A combined plenary and workshop approach may also fit the needs of the planning committee.

5.15 Communicate with Participants

Making the Case for SHSP Involvement

The SHSP is a State road map designed to reduce crashes, deaths, and injuries. To encourage participation, the host agency should clearly articulate the reason and benefits for the State and stakeholders to be involved in the SHSP process. Non-traditional stakeholders need a clear understanding of the benefits and advantages of their participation. In addition to the life-saving benefits of the SHSP, the return on investment as a result of reduced crashes is far-reaching and has the potential to positively impact employer costs, insurance costs, workers’ compensation, labor costs, health care, socio-economic impact, quality of life, vehicle repairs, lost work time, police and EMS response, government resources, courts, and industry. Traffic safety is not just a transportation, law enforcement, and/or health issue, it is a public safety issue that adds a “fifth E” to the Four E’s: traffic safety is “Everyone’s” responsibility. The potential attendees need to know the “What’s in it for me?” Communicating benefits offers the host agency a greater opportunity for enhancing participation in and the success of its highway safety program.

Reaching Out to Participants

Each peer exchange focus is unique, and the participant preparation should be tailored to reflect the targeted topic areas of the peer exchange. The planning committee has a responsibility to inform participants about the focus areas and the ways in which they can prepare for the peer exchange.

Participants may be encouraged to prepare by:

- Bringing specific goals and strategies related to the focus areas
- Researching strategies others have employed pertaining to the targeted topics
- Reviewing resource materials distributed prior to the event



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

Schedule periodic 15 to 30-minute breaks between sessions for networking purposes.

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- Being open-minded about the implementation tools
- Inviting other agency staff who could likely benefit from or contribute to the peer exchange.

In addition, the planning committee may provide participants with the following tools to help them prepare for the event:

- The most recent SHSP document
- The most recent crash data available, particularly as it relates to SHSP emphasis areas
- Roster of all registered event participants
- Potential countermeasures, their effectiveness, and costs.

Soliciting Participant Information

Gathering participant information is one way for States to mold the agenda to fit the needs of the audience and the State SHSP. For example, if a large portion of the participants have limited SHSP experience, a pre-event webinar or initial breakout session that introduces safety topics and an SHSP overview may help less experienced participants feel more prepared to contribute in other sessions.

Host agencies may consider polling potential participants with a series of questions such as:

- What is your field(s) of expertise (e.g., safety, traffic operations, law enforcement, EMS, public health)?
- Are you familiar with the concepts of the SHSP? If so, rate your familiarity (not very, limited familiarity, very familiar).
- What issues are you facing in implementing the strategies in the SHSP?
- What specific topics would you like covered during the peer exchange and why?
- What would you like to achieve by participating in the peer exchange?
- What kinds of safety practices could potentially be improved based on successful approaches in other agencies?
- What learning format works best for you (e.g., presentations, small group discussions)?

By understanding the knowledge base and background of the audience, the host agency can frame the peer exchange agenda and networking opportunities to best suit the needs of the people who will move the SHSP forward.

5.16 Send Invitations

Promoting the peer exchange event to potential participants is a key factor in maximizing attendance. A starting point for establishing an invitation list should begin with the existing SHSP network of partners and stakeholders. The planning committee should solicit suggestions and input from active members to identify traditional and non-traditional partners. The list should be expanded to include highway safety agencies and organizations that have not been active in the SHSP process. Target the agency CEO and ask for his/her participation and the active participation of staff. Use the influence of police chiefs' and sheriffs' associations to attract law enforcement participation.

Organizers should begin sending save-the-date cards immediately after the decision has been made to hold the event and no later than two to three months prior to the event. Attendees need advance notification to plan their schedules accordingly, obtain permission to participate, obtain authorization to travel, and make travel and lodging arrangements. Depending on the intended target audience, notification may be sent to:

- Federal, State, and local government employees
- Public and private leaders, both traditional highway safety professionals and non-traditional professionals

- Key legislators and legislative committee staff members
- The host agency's network of highway safety stakeholders and partners including, but not limited to:
 - Private sector highway safety organizations
 - Law enforcement
 - EMS
 - Education professionals
 - Engineers
 - Employers
 - Health care professionals
 - Departments of senior services or elder affairs
 - Automotive clubs
 - Motorcycle organizations
 - MADD
 - SADD
 - Insurers

More than one save-the-date announcement may be delivered prior to the formal registration package. The announcement can be spread throughout the highway safety network and key persons may be asked to announce the event at meetings, gatherings, and one-on-one encounters. A peer exchange website is an excellent placeholder for the announcement, and the practice of sending out email reminders and reminders embedded into steering committee and planning committee emails is also conducive to building up participation.

5.17 Send Registration Packets

Registration packets should be prepared and distributed 2 to 3 months prior to the event. Circulation methods may take the form of direct mail, email, displays, website, staff distribution at meeting, etc., and should be sent to those on the distribution list as noted in the previous section. The registration package should contain the following peer exchange event information:

- Title of event
- Host agency
- Partners and sponsors
- Vendors
- Date and time
- Location and directions
- Purpose
- Event expectations
- Role/expectation of participants
- Tentative agenda
- Invited speakers
- Workshop topics
- Breakout sessions
- Event follow-up products (event report, posting of presentations)
- Detailed travel, lodging, and parking information
- Meal information and special needs requests
- Registration form
- Registration due date
- Registration costs (complimentary or attendance fee)
- On-site registration days and hours
- Pre and post activities (if applicable)
- Contact person, agency, address, phone, and email address
- Website for event information.

The invitation/registration process is an ongoing activity and continues from the time of the announcement to the day of the event. The planning committee must remain vigilant when

monitoring the registration process and be ready to invest in additional promotion or to cap the registration response at a predetermined number. This is important information to consider when planning for registration packages because it affects handout material quantity, meeting room size, costs for lodging and meals, and parking requirements.

5.18 Conduct the Peer Exchange Event

The planning process from the first planning day up to the actual peer exchange event can be a busy, labor-intensive time for the planning committee. It is critical to schedule adequate staff to handle the various tasks and assignments that will occur prior to, during, and after the event. Detailed staff instructions are crucial to ensuring a smooth, well-run, successful event.

During the few days leading up to the peer exchange, consider conducting the following activities:

- Transport all audiovisual equipment, office supplies and equipment, registration packets, name tags, posters, directional signs, podium tent cards for speakers, handout materials, camera supplies, etc.
- Set up registration area and conference office, including:
 - Message board
 - Poster size agenda
 - Map of facility
 - Sign-in sheet for participants, speakers, moderator, and facilitators
- Meet with facilities staff to review the schedule, timeline, and special needs
- Prepare for any media visits and/or press events
 - Designate interview site
 - Distribute press packages
 - Prepare podium and sound equipment
- Confirm and monitor the delivery of all rental equipment and supplies
- Train the peer exchange facilitators and recorders.

The following actions may be helpful in conducting the activities on the actual day(s) of the event:

- Arrive early
- Review all VIP arrangements
- Meet with facilities staff to review the schedule, timeline, and special needs
- Conduct pre-conference and daily briefings for registration staff, facilitators, recorders, audiovisual technicians, photographers, shepherds, moderators, and others
 - Review responsibilities, procedures, and overlap areas such as registration, food guarantees, speakers, VIPs, media room setups, workshops, stage, lighting, sound system, power supplies, etc.
 - Reemphasize the lines of communication and authority, and the responsibility levels to meeting staff, meeting facility staff, and volunteers
 - Conduct a walk-through of the agenda
- Confirm and monitor pickup and return of all rental equipment and supplies
- Conduct post-conference wrap-up meeting with facility personnel to ensure proper invoicing
- Pack up and inventory all materials and equipment
- Collect and organize data for final meeting reports
- Collect evaluation forms.

Different event types will have additional or slightly different considerations.

5.19 Evaluate the Event

The full benefit of the peer exchange will be achieved with a thorough and detailed follow-up of the event proceedings. Immediately after the last formal session, the host agency should initiate the post-event activities with a review by the planning committee. The group should assess the initial success of the peer exchange while ideas and observations are still fresh in their minds. A cursory review of evaluation forms and logistics provides valuable insight. The planning committee should schedule a more detailed follow-up meeting within a few days after the event. Post-event activities should be scheduled as part of the initial planning and timeline process to ensure adequate notice for committee members to arrange their personal calendars accordingly.

5.20 Conduct Follow-Up Meetings

Event Debrief

Immediately following or, at the very least, within a few days after the peer exchange, the planning committee should convene to discuss the event, review participant evaluations, and answer the following questions:

- Did the peer exchange meet our objectives?
- Did we achieve the desired outcomes?
- Do we have a clearly defined direction based on discussions, events, or decisions that transpired from the event?
- What, if anything, was missed during the planning process or the event?
- Who else should be included as part of the next planning process?
- Which parts of the planning process were most beneficial and/or least beneficial?

Strategy Review Meeting

Within a few days following the peer exchange, the host agency should convene a follow-up meeting to discuss the recommendations for strategy implementation and/or other potential SHSP changes identified at the peer exchange. Those attending the strategy review meeting should include a variety of disciplines to match the SHSP emphasis areas and should include the staff responsible for implementing strategies. The staff should review the recommendations from the peer exchange and choose to endorse, modify, or reject each one of the suggestions. This group should develop a concise executive summary capturing their findings for presentation to senior management. The date for this meeting should be scheduled as part of the initial planning and timeline process to ensure adequate notice for senior managers to arrange their personal calendars accordingly.

Close-out Meeting

The planning committee should hold a close-out meeting with their agency's senior management within a few weeks after the strategy review meeting. This meeting should focus on lessons learned, new ideas, and recommendations from the planning committee to move forward with new strategies. The date for this meeting should be scheduled as part of the initial planning and timeline process to ensure adequate notice for senior managers to arrange their personal calendars accordingly.

Internal Follow-Through

Within two to three weeks after the close-out meeting, the planning committee should meet with the emphasis area teams that are responsible for making revisions to the SHSP strategies and

action plans. The planning committee should outline approved changes to the SHSP emphasis areas and provide information regarding resources to implement them (e.g., staff, funding, and technical assistance).

Report to Participants

To maintain the lines of communication with participants, the planning committee should prepare a follow-up report summarizing all updates made to the SHSP document, the implementation process, or other aspects of the process that came about as a result of the peer exchange event, with a particular emphasis on best practices.^{12,13}

Follow-up Evaluations

The planning committee, in conjunction with senior management, should conduct an evaluation 6 to 9 months after the peer exchange event to gauge the impact the event had on the agency's SHSP.¹⁴ A critical evaluation of the event by its promoters is vital to successfully implementing the strategies outlined during the course of the exchange, as well as the success of the next event.

Care should be taken to ask specific questions of the participants regarding strategy implementation and lessons learned rather than repeating the initially requested feedback just after the peer exchange ended. To gauge how implementation is progressing and find out what participants wish they would have learned now that implementation has begun, sample questions from the 6- to 9-month follow-up evaluation may include:

- On which peer exchange objectives did you follow through?
- Do you have the support needed for successful implementation from leadership and key stakeholders?
- Do you have the necessary resources to implement identified strategies? If not, what type of support do you need to implement them?
- Are the strategies you implemented performing as you thought they would?
- What strategies from the peer exchange are in the planning stages for future implementation?
- Are results from any implemented strategies available?
- Have any strategies been refined once implementation was initiated? What was changed and were the changes effective?
- What could be covered or included at a future peer exchange event to help aid in implementation?

In some cases, the participants may have faced internal barriers preventing them from moving forward with planned implementation, and the reasons may be sensitive (e.g., management rejection of recommendations).

This issue could be handled in one or both of the following ways:

- Elective anonymous feedback can be helpful to the host agency by raising a potentially important issue while protecting the participant completing the evaluation by keeping potentially sensitive issues confidential. If participants do share their contact information, follow-up questions can be sent, where applicable.

¹² FHWA, *State Planning and Research Guide to Peer Exchanges*, 2010.

¹³ NCHRP, *Documenting Peer Exchange Administrative Experiences*, NCHRP Project No. 20-38A, 1999.

¹⁴ FHWA, How to Organize an HSIP Peer Exchange web page, http://rspcb.safety.fhwa.dot.gov/archives/how_to_organize.asp.

- The evaluation could be a self-assessment for the participant to complete for use internally in their agency, with no requirement for submitting it back to the host agency.

Subsequent evaluations could be taken at 12- and 24-month intervals to help gauge and sustain momentum and track progress between peer exchanges. Some strategies may not be implemented within the 6- to 9-month timeframe, but rather have longer term implementation periods with results being measured at later intervals.

5.21 Write a Follow-Up Report

The follow-up report provides a permanent record of the proceedings and assists in future tracking of the recommendations, strategies, and suggestions. In addition, documenting the event serves as a means to communicate the results to leaders, participants, and persons of interest. The host agency should make this content available to anyone, particularly to those who did not attend and perhaps were not even aware of the peer exchange. In the future, there may be a central location at the national level to capture the results of all State SHSP peer exchange events. The follow-up report should be completed within four to six weeks of the peer exchange to continue momentum of the event.

The follow-up report content should include the following sections.

Executive Summary

An Executive Summary is typically included in a peer exchange event report. It encapsulates the goals and objectives of the peer exchange and includes date, location, and participants. It includes a summary of the proceedings and an overview of key presentations, lessons learned, recommendations, and action items.

Acknowledgments

Acknowledge any organizations or offices that may have provided funding for travel and related expenses or who sponsored portions of the event. Express thanks to individuals or organizations that provided guidance and leadership, including the steering committee and planning committee.

Benefits of the Peer Exchange

This section discusses the benefits of holding a peer exchange, including the outcomes and results determined as a result of holding the exchange.

Introduction and Peer Exchange Planning

This portion of the report contains a general overview of the event, including the status of the current SHSP and the logistics involved in planning and organizing. If appropriate, note in the introduction that the host agency used the content of this *SHSP Peer Exchange Guide* as a tool for planning the event.

About the Peer Exchange

Provide a summary of the event, including date, location, host, and key participants (including the invited peers in general). Clearly state the intended goals, objectives, and expectations for the peer exchange event.

Status of the Current SHSP

Provide an overview of the current SHSP. Items may include emphasis areas, key strategies, severe crash summary and trends, date completed, notable implementation or program changes resulting from the SHSP, and expectations on how the peer exchange is intended to assist with an update or enhance an implementation. Topics such as performance measures, evaluation, and effectiveness should be included.

Overview of Event Planning and Organization

As needed, provide information regarding major planning decisions. Potential topics include: why the peer exchange was initiated, planning committee members, the process for selecting an objective and goal, the process for identifying invited participants, the process for identifying topic areas for breakout sessions, interaction with agency leadership, information shared before the peer exchange, and how senior management was engaged prior to the event. This section should also include a narrative about successes or obstacles that arose during the planning process.

Peer Exchange Proceedings

Include an overview of the presentations made at the peer exchange, Q&A sessions with invited peers, and open discussions during breakout sessions. It is important to capture information that leads directly to lessons learned and future action items. To accomplish this, one person should be assigned to each session specifically to record minutes. A debrief for all of these session recorders to discuss and summarize the key points, especially those related to lessons learned and action items, is recommended.

Overview of General Sessions

Provide a summary of pertinent information shared during general sessions. This should include information shared by the invited peers regarding their own programs.

Overview of Breakout Sessions

Provide a summary of pertinent conversations shared during breakout sessions. This may include examples of best practices from peers, highlights of host agency programs, recommendations, strategies, action items, and needed changes and improvements to SHSP activities.

Lessons Learned

Highlight best practices or experiences that were identified as lessons learned by the host agency. These are often referred to as “takeaways.” This can include a summary of the strengths and weaknesses of the host agency’s systems and programs.

Future Action Items

Document committed roles and action items as an outcome of the peer exchange. Include the agency and/or individuals responsible for championing the action and adhering to the timeline for completing the actions. Summarize any action items that were presented to and/or endorsed by senior management at key agencies, particularly the host agency.

Appendix

Provide appendix material as needed. Items may include the following:

- List of organizers' and presenters' contact information, including the host agency, invited peers, and planning partners from FHWA, universities, consultants, State agencies, etc.
- List of roles, including the individuals responsible for planning and organizing, presenting, moderating breakout sessions, providing topic area expertise, etc.
- List of individuals who attended the peer exchange, their affiliations, and contact information.
- Copies of event material, including agendas, presentations, fact sheets, shared resources, etc. If available, the peer exchange website can be listed as a means to electronically share presentations, handouts, etc.
- Summary of feedback from completed evaluations, including any suggestions for improving the peer exchange event and next steps.



CHAPTER 6

Multi-State/Regional Peer Exchanges

The multi-state/regional peer exchange may include agencies geographically surrounding a host State, but may include others based on the ability of those States to travel or the use of innovative delivery methods (e.g., video). The host State invites peer States to share their experience on any number of SHSP-related topics, including selecting evidence-based strategies and countermeasures for specific program areas, lessons learned, and best practices. The multi-state agenda differs from the in-state agenda. The former is designed to look at a more global approach; i.e., individual state experiences, subject matter expert presentations, unique challenges, and opportunities. Conversely, the in-state peer exchange focuses on issues related to emphasis areas, strategies, action items, and/or implementation activities. In addition, the multi-state session may rely more heavily on out-of-state participation rather than internal participation for an in-state peer exchange.

A subset of the multi-state/regional peer exchange is a regional exchange. A regional peer exchange is typically conducted between States that are geographic neighbors and experience similar issues. This may include States within the same NHTSA/FHWA Regions. While this chapter focuses on a multi-state/regional peer exchange, some information may be relevant when planning a regional peer exchange.

The reader may notice many similarities in the planning process between the in-state and multi-state planning guide. The main differences lay among the objectives, agenda, presenters, and participants.

The chapter is organized in the following manner:

SECTION	TOPIC
6.1	Plan a Successful Multi-State/Regional Peer Exchange
6.2	Gain Support from Agency Leadership
6.3	Establish a Steering Committee
6.4	Identify Funding and Staff Resources
6.5	Establish a Planning Committee
6.6	Confirm Event Objectives and Topics
6.7	Select the Delivery Method
6.8	Visit Another State Hosting a Peer Exchange
6.9	Select the Date, Time, and Location
6.10	Identify Event Needs and Peer Exchange Roles

(continued on next page)

SECTION	TOPIC
6.11	Create an IT/AV Support Plan
6.12	Develop a Communications Plan
6.13	Make Invitee List
6.14	Build the Event Agenda
6.15	Communicate with Participants
6.16	Send Invitations
6.17	Send Registration Packets
6.18	Conduct the Peer Exchange Event
6.19	Evaluate the Event
6.20	Conduct Follow-Up Meetings
6.21	Write a Follow-Up Report
Table 4	Activity Checklist: Multi-State Regional/Peer Exchange

6.1 Plan a Successful Multi-State/Regional Peer Exchange

A successful multi-state/regional peer exchange starts with the planning process. It requires leadership, dedication, and an enthusiastic team of partners and stakeholders to plan and coordinate the event. Attention to detail and the issues at hand play an important role in the success or failure of the proceedings—as does being on time, on target, and on budget. Other key activities to consider for planning a successful event may include:

- Establish clear communication of goals and objectives
- Engage leadership
- Identify key topics of discussion
- Involve experienced facilitators and presenters
- Identify delivery method
- Identify the audience.

Peer Exchange Event Timeline

The need for advanced peer exchange preparation is among the most important issues to include in the event planning timeline. Sufficient planning time ensures that the specific needs of the participants and the host State are properly addressed. Depending on the scale of the peer exchange, planning should begin at least 4 to 6 months prior to the event. In some cases, more time may be necessary.

Table 4 provides timelines and detailed steps for organizing a multi-state/regional peer exchange. The tasks can be adjusted based on the specific needs of the peer exchange planners (e.g., peer exchanges that occur at the State agency do not require as much site coordination as off-site exchanges). The timelines include a general start date for planning activities, which should be more specific as planning activities commence. It is important to identify the person or group responsible for specific activities so that tasks can be tracked and modified as needed.

6.2 Gain Support from Agency Leadership

The goals and objectives of holding an SHSP peer exchange should be discussed with agency leaders so that the importance of the exchange and its results are placed at the forefront of an agency's transportation priorities. In addition, agency leadership should help identify the

(text continues on p. 51)

Table 4. Activity checklist: multi-state/regional peer exchange.

Event Title:	
Event Type:	
Event Date:	
Local (Host) Agency Contact:	
FHWA Division Office Contact:	FHWA HQ Contact (if applicable):
FMCSA Contact:	NHTSA Contact:

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
PRE-PEER EXCHANGE PLANNING		6 MONTHS PRIOR TO THE EVENT	
Determine if a peer exchange is needed			
Determine if the time is right for a peer exchange			
Identify funding needs and sources			
Identify champions and engage State leaders			
Secure buy-in and permission from leadership			
Review possible peer exchange delivery method and select preferred delivery method			
Establish a steering committee			
Determine need for contractual services and begin procurement process (depending on the dollar amount of the contract and agency procurement requirements, additional time allotments may be required beyond the 6 month period listed)			
INITIAL PLANNING AND PREPARATION		4+ MONTHS PRIOR TO THE PX	
Establish a planning committee			
Establish a leadership structure and identify member roles			
Establish regular planning meeting date schedule			
Visit a peer exchange hosted by another State			
If appropriate – Analyze crash data to determine trends to support SHSP			
Review States' current SHSPs			
Secure date and location			
Prepare & distribute save-the-date cards			
Establish a timeline for pre and post planning activities			
DESIGN THE PEER EXCHANGE		3+ MONTHS PRIOR TO THE PX	
Schedule and hold kick-off teleconference with the PX planning committee			
Identify objective and focus of peer exchange			
Develop a theme for the peer exchange			
Begin planning technical materials (agenda, breakout session topics)			
Begin logistic planning (room set up, break out rooms, supplies and equipment)			
Develop list of invitees			
Select peers			
Identify speakers, moderators, facilitators, and recorders			

Table 4. (Continued).

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
Develop IT/AV plan (See Tool A for further information)			
Develop communications plan			
Prepare draft agenda			
Finalize agenda			
Prepare registration package, including hotel/restaurant recommendations			
Prepare worksheets/meeting materials			
Prepare event evaluation forms			
Recruit facilitators and recorders, if necessary to lead group discussions			
Determine date and invited attendees for post-event "close-out" meeting			
ADMINISTRATIVE STEPS		LEADING UP TO THE PX	
Prepare preliminary budget for event			
Confirm funding			
Recruit participants			
Collect and distribute background information			
Send out "reminder" save-the-date card			
Secure meeting site and AV equipment			
Conduct a test of IT/AV equipment			
Send out registration to invitees			
Assign working groups for small group activities			
Solicit questions for the event/develop questions for feedback from peers			
Obtain e-copies of speakers' presentations and coordinate for any special needs (e.g., audio, video, internet connection)			
Coordinate invitational travel			
Coordinate logistics with peers			
Print event evaluation forms			
Assign individuals to distribute and collect evaluation forms			
Prepare and distribute presentations/material to registrants ahead of event			
Prepare for media attendance and/or press event			
Train peer exchange facilitators and recorders			
Transport all audio visual equipment, office supplies & equipment, registration packets, name tags, posters, directional signs, podium tent cards for speakers, handout materials, camera supplies, etc.			
Set up registration area and conference office			
Include message board			
Include poster size agenda			
Include map of facility			
Include sign-in sheet for VIPS, speakers, moderator, & facilitators			
Meet with facilities staff to review the needs and schedule of the upcoming exchange			
Prepare for media attendance/press event (If applicable)			
Ensure availability of public information staff			
Designate media interview site			

(continued on next page)

Table 4. (Continued).

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
Distribute press packages			
Set-up podium and sound equipment			
Confirm and monitor delivery of rental equipment and supplies			
Make name tags and/or tent cards			
Create folders with handout materials (e.g., agenda, presentations, SHSP, list of attendees, evaluation form)			
CONDUCTING THE PEER EXCHANGE EVENT		EVENT DAY	
Arrive at event location early			
Review all VIP arrangements			
Meet with facilities staff to review the day's needs and schedule			
Conduct pre-conference and daily briefings for registration staff, facilitators, recorders, IT/AV technicians, photographers, shepherds, monitors, and others			
Review responsibilities, procedures, and overlap areas like registration, food guarantees, speakers, VIPs, media room setups, workshops, stage, lighting, sound system, power supplies, etc.			
Reemphasize the lines of communication and authority as well as responsibility levels to meeting staff, meeting facility staff, and volunteers			
Conduct a walk-through of the agenda and facility			
Correct any facility deficiencies			
Confirm and monitor pickup of rental equipment and supplies			
Arrange for return shipment of all materials			
Pack-up and inventory all materials and equipment			
Collect and organize data for final meeting reports			
Collect evaluation forms			
Conduct post-conference wrap-up meeting with meeting facility personnel to ensure proper invoicing			
DOCUMENTATION/REPORTING		DURING AND AFTER THE PX	
Distribute and collect evaluation forms at event			
Document proceedings of event			
Summarize evaluation results			
Prepare draft report (version 1) and distribute/solicit feedback			
Executive summary			
Acknowledgements			
Benefits of the peer exchange			
Introduction & peer exchange planning			
About the peer exchange			
Status of current SHSP			
Overview of event planning and organization			
Peer exchange proceedings			
Overview of general sessions			
Overview of breakout sessions			

Table 4. (Continued).

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
Lessons learned			
Future action items			
Appendix materials			
Planning committee			
Participants list			
Event materials			
Evaluation summary			
Conduct follow-up meetings			
Event debrief		Immediately following or next day	
Strategy review		Within 3 days	
Close-out meeting		Within 3 weeks	
Internal follow-through		2-3 weeks after event	
Six month follow-up report		6 months after event	
Follow-up evaluations		6-9 months after event	

funding source and allow the use of agency staff to plan and conduct the peer exchange event. The leadership and planners may want to consider a participant registration fee that would help defray the cost of the session and make it much more affordable for the host State. The State leaders will likely be interested in learning how the peer exchange may influence established crash reduction goals and strategies, impact staffing and other established short- or long-term priorities, and determine whether results from the exchange have overlapping effects with other programs and goals.

6.3 Establish a Steering Committee

Before planning begins, States are encouraged to form a steering committee composed of stakeholders holding leadership positions. Steering committee members are likely to include the following:

- State agency senior management
 - Department of Transportation
 - State Police
 - Department of Revenue
 - Department of Motor Vehicles
- Governor's Highway Safety Representative
- FHWA Division leaders (e.g., Division Administrator, Safety Engineer)
- Federal Motor Carrier Safety Administration (FMCSA) Division leaders
- Center for Disease Control (CDC) regional representation
- National Highway Traffic Safety Association (NHTSA) regional leadership
- Other executive-level highway safety partners

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Committee members can assist with interagency communication up and down the chain of command. Their position in the organization may be helpful in securing the attendance of State leadership for the event.

The steering committee provides overall direction for the peer exchange event process and designates key personnel to staff a planning committee to organize and implement the event. The steering committee is responsible for ensuring that the planning committee has sufficient resources available to implement a successful event. The steering committee is also responsible for handling interagency issues, challenges, concerns, or other issues that may impede the successful completion of the event.

Some States have established SHSP steering committees as part of their initial planning process and may want to use their services for overseeing the peer exchange planning committee's activities. In North Dakota, the established safety leadership conducted the planning activities for the pilot multi-state/regional peer exchange.

6.4 Identify Funding and Staff Resources

It is important to the success of the peer exchange to ensure qualified staff and partners are available to carry out the many tasks associated with planning and implementing the peer exchange. Leadership must approach the process with the understanding that they may need to adjust, reassign, or postpone competing tasks and assignments to accommodate staff participation in the planning work. Their level of effort, as well as the number of personnel needed to carry out the tasks, is determined by the method of delivery selected and the number of participants invited.

Senior managers should identify the resources and the level of investment the State is willing to fund to conduct the peer exchange. The investment may include a combination of State and Federal funds in the form of HSIP funds, contributions from the State highway safety office, commitments from the State budget, leveraged funds from partner agencies, private sector or professional organization sponsorships, and/or registration fees. Senior managers should advise event planners whether State law precludes State agencies from purchasing food for this type of event. In addition, some State laws prohibit the use of Federal funding for the purchase of food.

Once the funding limits are identified, the steering committee should develop a budget based on the method of delivery selected. Budget considerations should include projected costs for expenses such as:

- Facilities and meeting space
- Contractor support services
- Visual and audio equipment (This may be included as part of the facility cost.)
- Food and refreshment costs
- Travel expenses for key speakers and presenters, distinguished guests, the planning committee, executive leaders, etc. (These may include hotel, transportation, and food expenditures.)
- Printing and postage costs associated with event advertisements, save the date reminders, and participant materials (folders, writing pads, and pens, etc.).

The planning committee may find it useful to establish a stand-alone financial account for the peer exchange to track and organize expenditures related to the event. This allows for strict monitoring of the budget and gives authorized staff the ability to procure the necessary materials and services with potential for reduced paperwork and lead time.

Early in the planning process, the committee should discuss whether to allow for private sector sponsorship by hosting a demonstration or booth area. These events should be consistent and abide by agency policies.

Funds raised in this manner may be used to:

- Offset costs associated with the peer exchange
- Host paid speakers or presenters (Typically, paid speakers may be well-recognized in their field or provide a motivational experience for participants.)
- Provide networking opportunities during the event.

6.5 Establish a Planning Committee

Once an event type has been established and before planning commences, the steering committee leadership should establish an event planning committee. A typical successful planning committee may have between five and eight core members, with others consulted on an as-needed basis during event planning. This number provides a group with sufficient experience and opinions from which to draw and is small enough to reach consensus quickly when needed. Based on a State's needs, each State may exercise discretion when assigning the number of staff to the committee. The planning committee is often partners from the host State who will be responsible for follow-up actions required to implement the specific strategies and recommendations resulting from the peer exchange.

It is important that the planning committee understands the goals and objectives for the event as well as the needs and roles of participants because content, delivery, and active participation will guide the success of the meeting. The ideal mix of committee members includes safety advocates who possess and demonstrate the desire to motivate participants toward change, and event planners with proven knowledge and skills to produce a successful event.

The SHSP peer exchange planning committee may be composed of a combination of stakeholders selected from the following:

- State DOT safety engineer
- Governors Highway Safety Program representative
- Meeting planner
- Law enforcement
- Emergency medical service (EMS) representative(s)
- Public health official
- Education representative
- Advocacy group representative
- Safety expert outside the State DOT headquarters (e.g., district safety engineer)
- Office of Finance/Budget representative
- Communications and marketing expert
- Department of Motor Vehicles
- Information technology (IT) professionals
- FHWA Division Office representative
- NHTSA Regional Office representative
- FMCSA and/or commercial motor vehicle organization representative

By including a variety of backgrounds and experiences, the committee has the potential to develop more comprehensive goals, objectives, and content for the exchange.

The success of the peer exchange relies heavily on appropriate content and active participant involvement. It is the responsibility of the planning committee to see that this is accomplished.

**TIP**

FOR A SUCCESSFUL PEER EXCHANGE:

When confirming peer exchange topics, it is important to ensure that topics are narrowly focused such that they can be sufficiently covered in the established peer exchange time frame.

In some cases, the planning committee is composed of the same individuals who implement specific strategies resulting from the exchange. This committee should be led by a coordinator who is familiar with the SHSP process and appointed by the steering committee.

The planning committee responsibilities include the following activities:

- Choose the peer exchange potential dates
- Work with senior management and safety champions to determine content for the event and set the agenda
- Recruit internal and external moderators, facilitators, and presenters. External presenters should be recruited for their unique expertise, lessons learned, and/or best practices that are germane to the SHSP experience.
- Invite participants and maintain registration logistics, including any financial details
- Arrange for audio, video, and other technical support for the event (The planning committee may recruit assistance from participating States to cover video conferencing logistics at the various remote locations)
- Provide participants with materials pertaining to the focus areas and other relevant SHSP information prior to the peer exchange
- Maximize participant input by managing the time for discussion and feedback.

6.6 Confirm Event Objectives and Topics

The host State should identify the reason for the peer exchange, its objectives, and the desired outcomes. In most cases, a multi-state/regional peer exchange will involve topics and sessions that will revolve around the strengths and weaknesses of the peer exchange process in sister States as well as lessons learned and best practices. The goals and objectives of the event can be determined by the planning committee using in-person meetings, virtual meetings, or teleconferences. Once the goals and objectives for the event are established, identify relevant topics for discussion. A single pre-event survey of participants could support this identification. Topic ideas should be grouped in order of priority and discussed by the planning committee. Based on the consensus of the planning committee, the committee chair should make the final decision on peer exchange topics.

Pre-survey

A survey of potential participants may help the State determine topics of interest, understand audience expectations, and gauge attendance. The survey may be conducted in mass by using email or free Internet polling sites. Internet surveys may have a better response than email surveys, particularly if email responders are required to attach their answers in a separate document. Some Internet surveys have the capability to compile results into a useful, informative analytical report.

The planning committee may solicit feedback on questions such as the following:

- What topics, strategies, or objectives would you like to see covered at the peer exchange?
- Who are your State's critical partners for SHSP implementation that should be invited to attend the peer exchange?
- Are you familiar with your State and/or another State's best practices and/or lessons learned that could be shared at the peer exchange?
- What do you hope to learn from the peer State(s)?

Peer Matching

Selection of the potential peer States can be supported not only by geographical proximity, but by determining perceived strengths in a peer State's program that match up with gaps identified in the host's program. Peer matching can be supported by national-level agencies and organizations that may have some insight on multi-State best practices and lessons learned (e.g., FHWA, NHTSA, FMCSA, CDC, and AASHTO).

6.7 Select the Delivery Method

The next step in planning the peer event is to determine which delivery method best suits the needs of the host State, participants, and the budget.

In-Person

An in-person exchange offers the opportunity for increased exposure and relationship building. The cost may be high because of the number of persons attending, the meeting logistics, and the travel arrangements. Due to the possible need for travel, this type of event may require a considerable time commitment for some, which can preclude presenters or executive leadership from attending. In-person meetings generally require significant advance planning and scheduling to assure availability of the desired participants, leaders, and presenters. In some cases, this type of exchange offers participants a wider range of session topics in the form of concurrent breakout sessions and allows the participant to tailor the exchange to his or her needs.

Virtual Events

Virtual peer exchanges occur with participants at remote locations instead of in-person. They use telephone, video, Internet, or a combination of these tools to connect attendees. These events are often used when:

- Feedback or direction is needed promptly
- Financial constraints exist that limit the ability to travel
- Planning sessions are needed for in-person peer exchanges.

Virtual peer exchanges should not be viewed as one-to-one replacements for in-person events. A virtual event reduces the need for extended travel, but also limits the face-to-face exchange of information and networking. In general, peer exchanges should not be held virtually twice in a row; instead, the virtual peer exchange should be followed by an in-person event the next time.

Video and Internet-based tools can be used to facilitate virtual peer exchange events. Since these tools are relatively new, it is important that the planning committee work with experts to ensure that the correct technology is being used, is working, and continues to work throughout the peer exchange. Guidance on conducting a successful virtual event, including Internet-based, video-based, and teleconference meetings, is available in Tool A, *Essential Steps for Conducting a Successful Virtual Meeting*, in the Appendix.

If the State decides to host a virtual peer exchange, consider the peer States that will be involved and their separation from the host State with respect to time zones. In the case of time zones either 3 or 4 hours apart, agencies should consider a 2-day event to allow for ample discussion time and coordination of hours.

Table 5 provides criteria for selecting the method of delivery. When considering the mode of the peer exchange, the host State should have an awareness of the funds needed to hold the event, a list of potential locations, and a group of skilled speakers and moderators with a wide range of backgrounds and experience levels in the SHSP process. The extent and diversity of objectives and topics may influence the event's length and the preferred delivery method.

6.8 Visit Another State Hosting a Peer Exchange

The members of the host State planning committee may find value in first observing a peer exchange event using the same delivery method in another host State to get a feel for the logistics, content, best practices, and lessons learned in the planning process.¹⁵ States may have the opportunity to observe firsthand if another State is hosting a peer exchange within a time-frame that is conducive to their own planned peer exchange. This visit has the potential to be a strategic learning experience for key planning committee members. It provides insight into the planning process, the ability to network with peers, and the opportunity to experience the atmosphere of the peer exchange event. The knowledge gained at the out-of-state meeting should prove helpful in preparing the multi-state event.

If funding or time limitations prevent a site visit, the planning committee members could meet with other States by phone to discuss their peer exchange experiences or participate in the actual exchange via teleconference, videoconference, or webinar, if any of these technologies is available and offered.

If there is no opportunity for a site visit or participation in a peer exchange, States can review the reports from other State peer exchanges to generalize the topics that were covered and the results of the exchange.

6.9 Select the Date, Time, and Location

The meeting organizers should give careful consideration when setting an event date and time to ensure that no competing priorities or events, whether State or national, exist that would impair attendance. The length of the meeting can vary, based on content, travel, and method of delivery. In most cases this would range from 1 to 2½ days. In addition, planners should give adequate attention to the following items when selecting a date and time:

- Seasonal availability of attendees
- Schedules and prior commitments of key leaders
 - To increase the likelihood of senior management attendance, consider a location near their place of work, and time the event to avoid or minimize scheduling conflicts.
- Lead time to satisfy procurement needs
- Competing events that may affect stakeholder participation and hotel availability
- Travel restrictions for public officials based on policy decisions or budget constraints
- Political sensitivities associated with potential venues (e.g., resort cities or hotel properties)
- Religious and other holidays (accounting for all faiths)
- Estimated time to complete the prerequisite administrative and logistical tasks

As with the date and time selection, site location plays a crucial role. Organizers should select a site location that accommodates the needs of the participants, is easily accessible, and is

¹⁵ NCHRP Project 20-38A, *Documenting Peer Exchange Administrative Experiences*, 1998, <http://research.transportation.org/Documents/PeerExchangeExperience.pdf>.

Table 5. Criteria for selecting delivery method.

DELIVERY METHOD (AND LENGTH)	LOGISTICS NEEDS	ADVANTAGES	DISADVANTAGES
IN-PERSON (1-2 DAYS)	<ul style="list-style-type: none"> • Meeting space. • Travel logistics. • In-person facilitators. • Speakers. 	<ul style="list-style-type: none"> • In-person communication is the most effective. • Additional contact time before, after, and between sessions. • Networking opportunities. • Direct audience contact. • Easy for facilitator to gauge audience participation, reaction, and attention. 	<ul style="list-style-type: none"> • High cost of travel and meeting space. • Significant labor commitment. • Potential for limited attendance by senior management. • Coordinating schedules of out-of-state presenters can be challenging.
TELE-CONFERENCE (2-4 HOURS)	<ul style="list-style-type: none"> • Telephone equipment at each site. • Facilitator who can keep attention of telephone participants. 	<ul style="list-style-type: none"> • Lower cost. • Smaller time commitment. • Participants may attend from any location. • More participants able to attend. 	<ul style="list-style-type: none"> • Participants can be distracted by other duties. • Small time commitment limits the scope of the event. • Without a visual, relationships beyond the event are not built. • Risk of divided attention.
VIDEO CONFERENCE (4-8 HOURS)	<ul style="list-style-type: none"> • Video equipment. • Sufficient meeting space at each site to view video and accommodate attendees. • Facilitator experienced in video-based events. • Coordinator for maintaining logistics at each State's remote conferencing location. 	<ul style="list-style-type: none"> • Maintains the visual of an in-person meeting. • Lower cost than in-person events. • Focus of participants is high when on camera. • Participants may attend from various locations thus maximizing attendance. • Speakers may participate from various remote locations. This makes it more convenient for scheduling their attendance. 	<ul style="list-style-type: none"> • Miss out on the pre- and post-session discussions, especially one-on-one talks. • If not properly planned and tested, video communication can fail or provide poor visual images. • Identifying one or more sites geographically located in State that will accommodate the participants. • Multiple time zones may affect hours of delivery. • Breakout sessions may not be practical.

(continued on next page)

Table 5. (Continued).

DELIVERY METHOD (AND LENGTH)	LOGISTICS NEEDS	ADVANTAGES	DISADVANTAGES
INTERNET-BASED / WEBINAR (2-8 HOURS)	<ul style="list-style-type: none"> • High-speed Internet connections. • Computer work station for each participant. • Telephone equipment (typically combines Internet and audio). 	<ul style="list-style-type: none"> • May allow for parallel processing and input. • Works well for brainstorming. • Nearly unlimited number of attendees. • Participants may attend from any location. • Discussion documentation assisted through chat logs and recording. • Speakers may participate from various remote locations. This makes it more convenient for scheduling their attendance. 	<ul style="list-style-type: none"> • Miss out on the pre- and post-session discussions, especially one-on-one talks. • Participants can be distracted by other duties. • Does not work as well for reaching consensus. • Risk of divided attention. • Does not afford a face to face visual like a video conference. • Multiple time zones may affect hours of delivery. • Breakout sessions are not practical.

centrally located. For multi-state/regional peer exchanges, event planners may consider identifying a meeting site located on the border with an adjacent state or a location that is situated in a location that will be most convenient for attendees and offer the easiest access. Careful deliberation should be given to the following issues:

- Event size—Consider the number of internal and external attendees that may attend and/or the facility and budget can handle. If they feel it feasible, the planning committee may limit the number of attendees per state and/or extend personal invitations both internally and externally.
- Availability of the host meeting site
 - Potential perception of the meeting location by the media, public, and political leaders—the planners should consider the impact of scheduling a meeting in a resort or vacation area.
 - Consider a site that provides convenient ingress and egress to accommodate both internal and external attendees.
- Availability of meeting space to accommodate plenary and breakout sessions
- Availability of and access to audiovisual equipment and the Internet
- Adequate cell phone service
- Potential travel time to and from the site
- Costs compared to the budget allocation
- Availability of on-site compared to off-site food services
- Lodging accommodations and proximity of lodging to the peer exchange event
- Accessibility to inter-city transportation.

These lists are not all-inclusive, but do provide organizers with a baseline for inclusion in their planning scenario. By allotting sufficient planning and preparation time, the meeting planners enhance the opportunity to manage a successful event.

6.10 Identify Event Needs and Peer Exchange Roles

Once the basic event type, delivery method, date, and objectives are established, the planning committee should identify and fill the needs and roles required to successfully implement the event. These roles may vary based on the type of event and the delivery method selected. The planning committee should identify responsible, talented individuals to fill the roles listed herein.

Expert Practitioners

Panelist selection should be based on an individual's subject matter expertise that will have the most value to all states' participants and be consistent with the objective of the peer exchange. Practitioners may be chosen from a wide area of responsibilities that may include internal or external individuals from Federal, State, or local government, as well as universities and the private sector. These candidates should be familiar with State issues and challenges, best practices and lessons learned, as well as individuals who can report out on a more holistic topic that covers all states' SHSP involvement.

The panelists' responsibilities include the following:

- Provide a balanced view of potential countermeasures, including their advantages and disadvantages
- Share their experience in diverse disciplines related to highway safety
- Share best practices and lessons learned in implementing safety countermeasures in various situations
- Explain processes for successfully implementing peer exchange recommendations and strategies
- Provide background and updates on Federal requirements and resources.

Event Moderators

An event moderator is an individual, or may be a set of individuals, selected by the planning committee to oversee the agenda of plenary and breakout sessions or parts thereof. Generally, moderators introduce all speakers and facilitators, keep the sessions on time, maintain order, and adhere to specialized support (e.g., audiovisual technical support) that may be needed in a session. The planning committee may keep the moderator as a separate function or elect to double the duty of the moderator by using the person as a facilitator. Detailed instructions should be provided to each person assigned to this duty to avoid duplication of responsibilities.

Facilitators

An experienced facilitator is needed to keep the audience focused on the topic, adhere to scheduled timelines, and ensure that the outcomes of the sessions are met. The planning committee should ensure that the facilitators interact in advance with the subject matter experts (SMEs) to gain a working knowledge of the topic area. Those with direct experience in the event topics have the potential to be effective facilitators and should be chosen based on their ability to create an environment that encourages participation. However, in some cases, SMEs may dominate the conversation instead of providing an open environment for discussion. It is the facilitator's responsibility to control these situations in an orderly and professional manner.

The facilitator's responsibilities include:

- Create an environment that encourages participation and discussion
- Maintain control over the agenda and time allowed for discussions

- Keep the event focused on topics related to the goals and objectives of the peer exchange
- Handle sensitive subjects with tact and consideration
- Solicit information by asking neutral questions
- Maximize participant input by managing the time for discussion and feedback
- Understand the goals and objectives of the peer exchange
- Summarize information in a succinct manner for participants
- Manage comments and time related to “personal agenda” issues (e.g., from the general public or media in attendance)
- Keep the event lively and stimulating
- Refrain from interjecting the facilitator’s own personal opinions.

It can be beneficial to conduct a short training session for facilitators prior to the peer exchange to help them better understand their role. The session should also provide facilitators with a clear understanding of the meeting logistics and the goals and objectives of the exchange. Tool B, *Sample Guidelines for SHSP Peer Exchange Facilitators*, in the Appendix provides suggested duties and responsibilities for facilitators.

Recorders

Capturing content in the peer exchange event is of vital importance to post-event follow-up action. Responsibilities should be clearly described to each recorder, and they should be equipped to record the important findings and action items from the peer exchange sessions in writing and possibly on video. Working knowledge of the topic area is beneficial to ensure all relevant information is captured; recorders should be matched to the session based on their subject matter expertise.

Before the peer exchange, a short training session should be held with the recorders to provide direction as to the format that will be used for recording comments and to allow them the opportunity to become familiar with the equipment they will use. A consistent format for recording the peer exchange discussions should be provided to all recorders, as this will greatly facilitate final report preparation. Tool H, *Peer Exchange Workshop Recording Form*, may be found in the Appendix.

Presenters

Subject matter expertise will be needed to present topics relevant to the goals, objectives, and focus identified by the steering committee and planning committee. Once the planning committee has identified the topics, it should recruit key individuals from both in-state and out-of-state that can address the relevant topic areas. Use a selection approach that will target a diverse view of the topics in order to gain the most value and insight from the presentations.

Presenters should be given ground rules, including time and acceptable types of communication or presentation materials. Presenters should motivate attendees into action by presenting materials in a compelling, interactive manner and sharing personal experiences where appropriate. A balance must be maintained between presentation and audience participation. One-sided lectures must be avoided.

Shepherds

Shepherds are responsible for greeting, briefing, escorting, and seeing to the needs of guest speakers and VIPs during their visit to the peer exchange.

Emphasis Area Team Leaders

Either before or after the peer exchange event, SHSP implementation may include a leadership structure for emphasis area (EA) teams. If this is the case, a role should be identified for the EA leaders, and SHSP leadership should provide guidance related to future meetings, implementation follow-through, and performance measurement.

Support Team

Implementing the peer exchange requires a team to support logistics prior to and during the event. Support team work areas include communications (including media), IT/AV, room monitoring, resource materials, registration, procurement, finance, and liaison for facilitators, presenters, and recorders. For example, the IT/AV role provides for and troubleshoots audio-visual equipment for speakers, moderators, and facilitators. They need experience in presentation software, sound systems, and the specific technological equipment being used.

Resource Materials

It is highly recommended to send pre-event materials to participants before they attend the peer exchange. The purpose of preparing the participants with resource materials is to make best use of the time spent during the event for the communication and flow of ideas, strategies, and implementation steps. Expert panel members participating in the peer exchange may require additional materials beyond what is covered in this section. The planning committee should identify the specific material required and assign members of the support team to assemble and distribute the information to all participants. To save on costs, all reference material should be distributed via the web or email.

Initial Preparation of Resource Material by the State

To provide the most beneficial experience for peer exchange participants, the planning committee should identify the following before the event begins:

- Detailed topics of the peer exchange
- Issues faced by safety stakeholders, as they relate to the SHSP
- Data analysis package
 - Assists in determining problems, strategies, solutions, topic areas, and next steps
 - Defines the scope, characteristics, needs, and issues to be addressed at the peer exchange
 - Provides additional information that can assist in identifying appropriate solutions.
- Supporting documentation related to the peer exchange topic areas¹⁶
- Examples of strategies cited in research or other States' SHSPs.

Learning about this information before the event prepares participants to be more focused on the objectives and topics and to provide more insightful discussion and feedback.



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

To ensure that presentation materials are on topic and kept to an appropriate length, it is recommended that event planners review each presenter's materials prior to the peer exchange. This should be done in advance of the peer exchange so that adjustments to the presentation can be made if needed.

It may prove beneficial for the planning committee to conduct a conference call with presenters to review presentation slides, expectations, and presentation length.

¹⁶ Federal Highway Administration, "Updating a Strategic Highway Safety Plan: Learning from the Idaho Transportation Department," 2009. <http://safety.fhwa.dot.gov/p2p/idaho/hsipslides.cfm>.

6.11 Create an IT/AV Support Plan

Based on the method of delivery, the planning committee should identify the IT and audio-visual equipment required to implement the peer exchange successfully and to register attendees electronically. The committee must determine if the support equipment will be provided through the facility contract, a separate contract, or in-house State services. The plan must cover all aspects of the event such as registration, event office, plenary sessions, breakout sessions, and media events. This plan should identify and define the roles of persons involved in this portion of the peer exchange. The plan may cover the following items:

- Online registration venue
- Website
- Laptops
- Wireless Internet
- Conference Internet access codes
- Audiovisual equipment (sound systems, projection screens)
- Printer
- Communications equipment
- Camera
- Extension cord and power strip
- Staff assignments and responsibilities
- Set up and take down
- Equipment failure and back-up plan.

Early coordination with IT/AV experts can lead to troubleshooting problems before they arise at the actual peer exchange. A test run of the audio/video equipment should be conducted at least 24 hours before the event.

6.12 Develop a Communications Plan

Establishing a good communications network and plan for the peer exchange provides significant benefit to the planning committee. The purpose of the communications plan is to define the communication requirements for the project and how information will be distributed. The communications plan defines the following:

- Communication requirements and assignments based on roles
- What information will be communicated
- How the information will be communicated
- When the information will be distributed
- Who is responsible for the communications
- Who receives the communications
- Who will handle media inquiries
- Who will prepare and distribute press packets
- Who will set up and deliver press interviews
- Who will be responsible for registration and communications with attendees.

This plan sets the communications framework for the peer exchange. It serves as a guide for communications throughout the life of the project and is updated as communication needs change.

It is important for the plan to cover such items as:

- Internal and external communications
- Conference theme
- Conference logo
- Save-the-date cards

- Registration packets
- Invitations
- Letters to speakers and VIPs
- Website updates
- Email blasts
- Press events
- Press interviews
- Media advisories
- Media press releases
- Press packets

This plan should identify and define the roles of persons involved in this portion of the project and establish a timeline for completion of the various products and tasks.

6.13 Make Invitee List

The planning committee should identify a variety of key internal and external, traditional and nontraditional partners as participants to accomplish the peer exchange goals. The type of peer exchange and the need that it addresses determine the appropriate number of participants. Based on the delivery method chosen, the host State regulates the maximum number of participants. This necessitates a host State plan to identify key stakeholders and partners from the disciplines of the Four E's—Engineering, Education, Enforcement, and Emergency Medical Services—along with senior government and non-government agency leaders and partners with a wide range of traffic safety experience. States may consider their existing network of individuals, who are responsible for developing and implementing the SHSP. With input from peer States, the planning committee can identify key peer State representatives and safety experts from both the public and private sectors.¹⁷ Also consider health care professionals. These individuals comprise a key discipline that can provide information from both a prevention and treatment perspective. It may be beneficial to extend invitations to representatives from the host State's business and industry sector and key legislative leaders and legislative committee staff members, depending on the goals/objectives of the peer exchange. The total number of participants may depend on budget, how many topics are to be addressed, and complexity of the agenda.

Participants' Roles

The planning committee is responsible for determining the roles and expectations of peer exchange participants before, during, and after the event and ensuring that those expectations are clearly articulated. Preparing well-defined roles in advance allows participants to arrive with a clear understanding of the expectations, and prepares them for active participation in discussions and follow-up actions. Knowing the goals and objectives of the peer exchange prior to arrival provides participants with an obligation to come prepared with materials and information to share with participants and to make a significant contribution to the SHSP process. Pre-event preparation allows attendees more opportunity to understand the SHSP process. Before, during, and after the event, support staff can collect information shared during the exchange and ensure that all participants receive feedback related to event discussions, defined strategies, best practices, and contact information for all participants.

Senior Management

Include senior managers from all participating States. Senior managers convey a vision for success and set the tone for establishing goals and objectives. In addition, senior managers,

¹⁷ Approval for participant out-of-state travel is often time sensitive. When planning for out-of-state attendees, ensure that conference documents are prepared in sufficient time to allow for travel requests and approvals.

with an understanding of traffic safety issues, can have a huge impact on the implementation of SHSP strategies. The role of senior management includes the following responsibilities:

- Support and participate in the peer exchange event
- Encourage partners and staff to attend
- Support those staff members who will be implementing the solutions and countermeasures learned from the peer exchange
- Participate in the peer exchange close-out meeting.

The host State senior manager, who is the lead safety champion, should open and close the meeting, and his/her closing remarks should recap the event highlights, accomplishments, and outcomes. The presence of senior management is especially critical at the close-out meeting for the peer exchange.¹⁸ By including senior management, SHSP goals and objectives can be placed at the forefront of an agency's transportation priorities. Sharing results of the peer exchange encourages communication flow between staff and senior-level management and decision makers at State agencies.¹⁹ For those senior managers who are unable to attend, the senior peer State representative should ensure that the senior managers are briefed on the key issues and outcomes.

Federal Agency Partners

As key stakeholders nationally and at the State/regional level, FHWA, FMCSA, CDC, and NHTSA should have roles in the peer exchange planning process. They may be able to help the planning committee secure Federal funds for the event, identify peer States, and find the right experts and peers to participate. They should be available during and after the event to answer questions relative to Federal funding, agency-promoted countermeasures, and other issues.

Safety Champions

Each peer State safety champion should be invited to the peer exchange. A State may have one or more safety champions, many of whom come from the ranks of the senior managers. The safety champion may hold a top leadership position or a position such as the State Safety Engineer, SHSP Coalition Chair, and/or the Governor's Highway Safety Program representative. In some cases the role may be shared by Federal staff (e.g., FHWA, FMCSA, CDC, and NHTSA) or non-government employees (e.g., MADD). Safety champions often provide the spark to initiate an SHSP peer exchange event and provide the impetus for keeping the safety program moving forward. They can provide a critical link between upper management and those who implement the recommendations and identified strategies. There are many safety advocates in the private sector who clearly take a leadership role in promoting traffic safety.

The responsibilities of the safety champion may include:

- Promote highway safety vision, leadership, motivation, and enthusiasm
- Seek buy-in and support from senior management both from the traditional and the non-traditional highway safety roles
- Communicate with senior management on the progress of the SHSP and the peer exchange
- Recommend staff for planning committee
- Identify gaps and target areas where improvement is needed

¹⁸ Federal Highway Administration, "How to Organize an HSIP Peer Exchange," Roadway Safety Professional Capacity Building Program. Available at http://rspcb.safety.fhwa.dot.gov/archives/how_to_organize.asp.

¹⁹ Federal Highway Administration, *State Planning and Research Guide for Peer Exchanges*, 2010. <http://www.fhwa.dot.gov/publications/research/spr/10048/10048.pdf>.

- Identify partner States and best practices
 - This is a particularly good role for FHWA, FMCSA, CDC, and NHTSA partners
- Communicate any obstacles that may arise during the implementation
- Identify the availability of resources and discuss resource needs with senior management
- Monitor collaboration between safety partners
- Respond promptly to needs and challenges
- Encourage innovative solutions and countermeasures.

6.14 Build the Event Agenda

In a multi-state/regional peer exchange, the agenda should reflect the holistic needs of the States and not the selection of individual emphasis areas, strategies, and action items. The agenda needs topics that help a State identify best practices and lessons learned from its peers and is geared toward the intended audience, which for the most part is composed of individuals who are currently involved in the SHSP process in their home State. The key points and information gleaned from the session is then taken back to the individual States, shared with their partners and stakeholders, and incorporated into their SHSP process. In practice, States have held exchanges ranging from less than one day to three days.²⁰ In recent SHSP peer exchange events in Arkansas, North Dakota, and Alaska, participants stated that a one day event felt too short to cover all the technical material and have time to exchange ideas with peers. It is suggested that States keep this comment in mind as they plan the length of the event and prepare the agenda.



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

If possible, all SHSP Peer Exchanges should include a group lunch, which encourages one-on-one peer relationship building.

Two-Day Peer Exchange

Sample Day 1. The first few hours of Day 1 should focus on introducing the identified needs, purpose, and objectives of the peer exchange in a manner that all participants can understand, regardless of their SHSP experience level. A welcoming address from a State leader and/or State champion should set the tone of the peer exchange and motivate the participants. The focus should then shift to an introduction of best practices and lessons learned. Day 1 may incorporate a discussion on Federal requirements and resources, the use of data and an evidence-based solutions approach, the States' most pressing roadway safety issues, and proven countermeasures.

The overall objective of peer exchanges is not only to identify strategies and processes to carry forward, but to encourage active discussion and present learning opportunities for each participant.

Sample Day 2. Having discussed general themes on the first day, the agenda for Day 2 includes more detailed focus areas. Those who have previously participated in peer exchanges suggest leaving time after each session to promote the exchange of ideas among audience members. Facilitated breakout sessions with targeted topics, such as those listed in the next paragraph, encourage participant discussion and help generate new ideas. It can be valuable to have a representative of each breakout session report back to the entire group so that all participants have the opportunity to hear about individual session outcomes.



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

Actively engage the audience while reports from breakout sessions are given during the plenary session. This can be accomplished by requesting audience input on what should be included in the final Peer Exchange proceedings and recommendations.

²⁰ Idaho SHSP Peer Exchange, 2009; Indiana HSIP Peer Exchange, 2010; Nevada HSIP Peer Exchange, 2009; California SHSP Peer Exchange, 2010.

Roundtable discussions with pre-arranged seating at a working lunch and/or dinner may serve as a forum for participants to share issues and challenges, best practices, lessons learned, as well as new and innovative strategies, and review the subject matter areas covered in the agenda. Participants could be directed to focus their discussions around predetermined topics provided by the planning committee. Topics may include the following:

- Data-driven approaches
- EMS
- Drug impairment
- Law enforcement
- Local planning agencies/MPOs
- New SHSP coordinators
- Public health
- State safety summits/Lifesavers
- Roadway engineering
- Vehicle technology
- Managing change
- Working across the Four E's
- Safety legislation
- Sustaining momentum
- Sharing resources



TIP

**FOR A SUCCESSFUL
PEER EXCHANGE:**

Schedule periodic 15 to 30-minute breaks between sessions for networking purposes.

Providing networking opportunities during the event can offer participants the chance to share ideas that are not otherwise planned for the session. Strong networking among peer States during the event leads to discussion and follow-up on ideas after the peer exchange. However, past attendees have differing insights on the timing and format of these networking opportunities. While networking early in the event could lead to more comprehensive discussions throughout, attendees may tend to congregate with those they already know and are therefore less likely to meet other attendees. One possibility is to provide for multiple networking opportunities to meet the needs of attendees throughout the event. Where appropriate, care should be taken to capture thoughts, comments, and questions that arise during networking. For a sample agenda, see Tools D through G in the Appendix.

One-Day Peer Exchange

An alternative to the multi-day event, the one-day peer exchange provides an opportunity to more closely manage event costs and attendee schedules; it may also be a more appropriate venue for a narrowly focused subject area with very specific objectives. If a one-day peer exchange is chosen, it will require additional thought in the planning process and highly skilled facilitation during the event. Disadvantages to this scenario may include limited exchange of information, lack of partner networking opportunities, and limited topic exposure. This is *not* the recommended length of event, but if necessary, this format can be adapted to meet peer State needs. An agenda may include a combination of plenary sessions, panel discussions, and breakout sessions covering issues, concerns, challenges, and opportunities that confront the SHSP process. Time should be reserved in the agenda to allow for breakout session group reports to review the outcomes and recommendations from the participants.

6.15 Communicate with Participants

Making the Case for an SHSP Peer Exchange

The SHSP is a State roadmap designed to reduce crashes, deaths, and injuries, and each State is required by law to develop and implement the SHSP as part of its Highway Safety Improvement Plan. Sharing the SHSP experience through a multi-state/regional peer exchange is a unique way to identify issues and concerns, challenges and opportunities, best practices and lessons learned, and to meet and confer with peers. To encourage participation both internally and externally, the host State should clearly articulate the reason and benefits for the peer exchange as it relates to in-State stakeholders and the peer States. Non-traditional stakeholders need a

clear understanding of the benefits and advantages of their participation. In addition to the life-saving benefits of the SHSP, the return on investment as a result of reduced crashes is far-reaching and has the potential to positively impact employer costs, insurance costs, workers' compensation, labor costs, health care, socio-economic impact, quality of life, vehicle repairs, lost work time, police and EMS response, government resources, courts, and industry. Traffic safety is not just a transportation, law enforcement, and/or health issue, it is a public safety issue that adds a "fifth E" to the Four E's—traffic safety is "Everyone's" responsibility. The potential attendees need to know "What's in it for me?" and that their investment of time and funding will return dividends in the form of good information and good interaction. Clearly articulating the benefits offers the host State a greater opportunity for maximizing participation and gaining valuable input to support its highway safety program.

Reaching Out to Participants

Each State's peer exchange focus is unique, and participant preparation should be tailored to reflect the targeted topic areas of the peer exchange. The planning committee has a responsibility to inform participants about the focus areas and the ways in which they can prepare for the peer exchange.

Participants may be encouraged to prepare by doing the following:

- Bringing innovative ideas, best practices, and lessons learned
- Reviewing resource materials distributed prior to the event
- Being open-minded and prepared to actively participate in breakout sessions.

Soliciting Participant Information

Gathering participant information is one way for States to mold the agenda to fit the needs of the audience and ultimately the State SHSP. It may also serve as a vehicle for placing participants into preplanned breakout sessions. Host States may consider polling potential participants with a series of questions such as:

- What is your field(s) of expertise (e.g., safety, traffic operations, law enforcement, EMS, public health, etc.)?
- What issues and challenges are you facing in implementing the strategies in the SHSP?
- What specific topics would you like covered during the peer exchange and why?
- What are your expectations and what would you like to take away from the peer exchange?
- What kinds of safety practices could potentially be improved based on successful approaches in other States?
- What learning format works best for you (e.g., plenary sessions, panel discussions, small group discussions, etc.)?

By understanding the expectations and background of the audience, the host State can frame the peer exchange agenda and plan for networking opportunities to best suit the needs of the participants.

6.16 Send Invitations

Promoting the peer exchange event to potential participants is a key factor in maximizing attendance. A starting point for establishing an invitation list should begin with the host State's existing SHSP network of partners and stakeholders. The planning committee should solicit suggestions and input from active members to identify traditional and nontraditional partners.

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In addition, the planning committee should send a notice to the peer States soliciting for a list of potential attendees.

Organizers should begin sending save-the-date cards immediately after the decision has been made to hold the event and no later than 2 to 3 months prior to the event. Attendees need advance notification to plan their schedules accordingly, obtain permission to participate, obtain authorization to travel, and make travel and lodging arrangements. Depending on the intended target audience, notification may be sent to:

- Federal, State, and local government employees
- Public and private leaders, both traditional highway safety professionals and non-traditional professionals
- Peer State potential participants
- Key legislators and legislative committee staff members
- The host State's network of highway safety stakeholders and partners including, but not limited to:
 - Private sector highway safety organizations
 - Law enforcement
 - EMS
 - Education professionals
 - Engineers
 - Employers
 - Health care professionals
 - Departments of senior services or elder affairs
 - Automotive clubs
 - Insurers
 - Motorcycle organizations
 - MADD
 - SADD

More than one save-the-date announcement may be delivered prior to the formal registration package. The announcement can be spread throughout the host State and peer State highway safety network and key persons may be asked to announce the event at meetings, gatherings, and one-on-one encounters. A peer exchange website is an excellent placeholder for the announcement, and the practice of sending out email reminders and reminders embedded into steering committee and planning committee emails is also conducive to building up participation.

6.17 Send Registration Packets

Registration packets should be prepared and distributed 2 to 3 months prior to the event. Circulation methods may take the form of direct mail, email, displays, website, staff distribution at meeting, etc., and should be sent to those on the distribution list as noted above. The registration package should contain the following peer exchange event information:

- Title of event
- Host agency information
- Partners and sponsors
- Vendors
- Date and time
- Location and directions
- Purpose
- Event expectations
- Role/expectation of participants
- Tentative agenda
- Invited speakers

- Workshop topics
- Breakout sessions
- Event follow-up products (event report, posting of presentations)
- Detailed travel, lodging, and parking information
- Meal information and special needs requests
- Registration form
- Registration due date
- Registration costs (complimentary or attendance fee)
- On-site registration days and hours
- Pre and post activities (if applicable)
- Contact person, agency, address, phone, and email address
- Website for event information.

The invitation/registration process is an ongoing activity and continues from the time of the announcement through the day of the event. The planning committee must remain vigilant when monitoring the registration process and be ready to invest in additional promotion or to cap the registration response at a predetermined number. This is important information to consider when planning for registration packages because it affects handout material quantity, meeting room size, costs for lodging and meals, and parking requirements.

6.18 Conduct the Peer Exchange Event

The planning process from the first planning day up to the actual peer exchange event can be a busy, labor-intensive time for the planning committee. It is critical to schedule adequate staff to handle the various tasks and assignments that will occur prior to, during, and after the event. Detailed staff instructions are crucial to ensuring a smooth, well-run, successful event.

During the few days leading up to the peer exchange, consider conducting the following activities:

- Transport all audiovisual equipment, office supplies and equipment, registration packets, name tags, posters, directional signs, podium tent cards for speakers, handout materials, camera supplies, etc.
- Set up registration area and conference office, including:
 - Message board
 - Poster size agenda
 - Map of facility
 - Sign-in sheet for participants, speakers, moderator, and facilitators
- Meet with facilities staff to review the schedule, timeline, and special needs
- Prepare for any media visits and/or press events
 - Designate interview site
 - Distribute press packages
 - Prepare podium and sound equipment
- Confirm and monitor the delivery of all rental equipment and supplies
- Train the peer exchange facilitators and recorders.

The following actions may be helpful in conducting the activities on the actual day(s) of the event:

- Arrive early
- Meet with facilities staff to review the schedule, timeline, and special needs

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- Conduct pre-conference and daily briefings for registration staff, facilitators, recorders, audiovisual technicians, photographers, shepherds, moderators, and others
 - Review responsibilities, procedures, and overlap areas such as registration, food guarantees, speakers, VIPs, media room setups, workshops, stage, lighting, sound system, power supplies, etc.
 - Reemphasize the lines of communication and authority and responsibility levels to meeting staff, meeting facility staff, and volunteers
 - Conduct a walk-through of the agenda
- Confirm and monitor pickup and return of all rental equipment and supplies
- Conduct post-conference meeting with facility personnel to ensure proper invoicing
- Pack up and inventory all materials and equipment
- Collect and organize data for final meeting reports
- Collect evaluation forms.

Different event types will have additional or slightly different considerations.

6.19 Evaluate the Event

The full benefit of the peer exchange will be achieved with a thorough and detailed follow-up of the event proceedings. Immediately after the last formal session, the host State should initiate the post-event activities with a review by the planning committee. The group should assess the initial success of the peer exchange while ideas and observations are still fresh in their minds. A cursory review of evaluation forms and logistics provides valuable insight. The planning committee should schedule a more detailed follow-up meeting within a few days after the event. Post-event activities should be scheduled as part of the initial planning and timeline process to ensure adequate notice for committee members to arrange their personal calendars accordingly.

6.20 Conduct Follow-Up Meetings

Event Debrief

Immediately following or at the very least within a few days after the peer exchange, the planning committee should convene to discuss the event, review participant evaluations, and answer the following questions:

- Did the peer exchange meet our objectives?
- Did we achieve the desired outcomes?
- What were our take-aways?
- Do we have new direction and ideas based on the outcome of the discussions, presentations, and networking?
- What, if anything, was missed during the planning process or the event?
- Who else should be included as part of the next planning process?
- Which parts of the planning process were most beneficial and/or least beneficial?

Strategy Review Meeting

Within a few days following the peer exchange, the host State should convene a follow-up meeting to discuss how the State will use the information obtained from the meeting and assign specific follow-up tasks. Those attending the strategy review meeting should include a variety of disciplines to match the SHSP emphasis areas and should include staff responsible for implementing strategies. This group should develop a concise executive summary capturing the follow-up tasks and forward it to senior management. The date for this meeting

should be scheduled as part of the initial planning and timeline process to ensure maximum participation.

Close-out Meeting

The planning committee should hold a close-out meeting with their State's senior management within a few weeks after the strategy review meeting. This meeting should focus on lessons learned, new ideas, and recommendations from the planning committee to move forward with new strategies. The date for this meeting should be scheduled as part of the initial planning and timeline process to ensure adequate notice for senior managers to arrange their personal calendars accordingly.

Internal Follow-Through

Within 2 to 3 weeks after the close-out meeting, the planning committee should meet with the emphasis area teams to review the recommendations from the peer exchange and assign follow-up actions.

Report to Participants

To maintain the lines of communication with participants, the planning committee should prepare a follow-up report summarizing the peer exchange sessions and make it available to all participants and their highway safety partners and stakeholders.

Follow-Up Evaluations

The planning committee, in conjunction with senior management, should conduct an evaluation 6 to 9 months after the peer exchange event to gauge the impact the event had on the agency's SHSP.²¹ The evaluation should track the progress of follow-up action items and their impact on the SHSP.

6.21 Write a Follow-Up Report

The follow-up report provides a permanent record of the proceedings and assists in future tracking of the recommendations, strategies, and suggestions. In addition, documenting the event serves as a means to communicate the results to leaders, participants, and persons of interest. The host State should make an effort to make this content available to anyone, particularly to those who did not attend and perhaps were not even aware of the peer exchange. In the future, there may be a central location at the national level to capture the results of all State SHSP peer exchange events. The follow-up report should be completed within 4 to 6 weeks of the peer exchange. The follow-up report content should include these sections.

Executive Summary

This is typically included in a peer exchange event report. It encapsulates the goals and objectives of the peer exchange and includes date, location, and participants. It includes a summary of the proceedings and an overview of key presentations, lessons learned, recommendations, and action items.

²¹ FHWA, How to Organize an HSIP Peer Exchange web page, http://rspcb.safety.fhwa.dot.gov/archives/how_to_organize.asp.

Acknowledgments

Acknowledge any organizations or offices that may have provided funding for travel and related expenses or who sponsored portions of the event. Express thanks to individuals or organizations that provided guidance and leadership, including the steering committee and planning committee.

Benefits of the Peer Exchange

This section discusses the benefits of holding a peer exchange, including the outcomes and results determined as a result of holding the exchange.

Introduction and Peer Exchange Planning

This portion of the report contains a general overview of the event, including the status of the current SHSP and the logistics involved in planning and organizing. If appropriate, note in the introduction that the host State used the content of this *SHSP Peer Exchange Guide* as a tool for planning the event.

About the Peer Exchange

Provide a summary of the event, including date, location, host, and key participants (including the invited peers in general). Clearly state the intended goals, objectives, and expectations for the peer exchange event.

Status of the Current SHSP

Provide an overview of the current SHSP. Items may include emphasis areas, key strategies, severe crash summary and trends, date completed, notable implementation or program changes resulting from the SHSP, and expectations on how the peer exchange is intended to assist with an update or enhance an implementation. Topics such as performance measures, evaluation, and effectiveness should be included.

Overview of Event Planning and Organization

As needed, provide information regarding the major planning decisions. Potential topics include: why the peer exchange was initiated, planning committee members, the process for selecting an objective and goal, the process for identifying invited peer States, the process for identifying invited participants, the process for identifying topic areas for breakout sessions, interaction with agency leadership, information shared before the peer exchange, and how senior management was engaged prior to and after the event. This section should also include a narrative about successes or obstacles that arose during the planning process.

Peer Exchange Proceedings

Include an overview of the presentations made at the peer exchange, Q&A sessions with invited peers, and open discussions during breakout sessions. It is important to capture information that leads directly to lessons learned and potential action items. To accomplish this, one person should be assigned to each session specifically to record minutes. A debrief for all of these session recorders to discuss and summarize the key points, especially those related to lessons learned and action items, is recommended.

Overview of General Sessions

Provide a summary of pertinent information shared during general sessions. This should include information shared by the invited peers regarding their own programs.

Overview of Breakout Sessions

Provide a summary of pertinent conversations shared during breakout sessions. This may include examples of best practices from peers, highlights of host agency programs, recommendations, strategies, action items, and needed changes and improvements to SHSP activities.

Lessons Learned

Highlight best practices or experiences that were identified as lessons learned by the host State. These are often referred to as “takeaways.” This can include a summary of the strengths and weaknesses of the host State’s systems and programs.

Future Action Items

Document committed roles and action items as an outcome of the peer exchange. Include agency and/or individuals responsible for championing the action and adhering to the timeline for completing the actions. Summarize any action items that were presented to and/or endorsed by senior management at key agencies, particularly the host agency.

Appendix

Provide appendix material as needed. Items may include:

- List of organizers’ and presenters’ contact information, including the host agency, invited peers, and planning partners from FHWA, universities, consultants, State agencies, etc.
- List of roles, including the individuals responsible for planning and organizing, presenting, moderating breakout sessions, providing topic area expertise, etc.
- List of individuals who attended the peer exchange, their affiliations, and contact information.
- Copies of event material, including agendas, presentations, fact sheets, shared resources, etc. If available, the peer exchange website can be listed as a means to electronically share presentations, handouts, etc.
- Summary of feedback from completed evaluations, including any suggestions for improving the peer exchange event and next steps.



CHAPTER 7

Peer Reviews

In a peer review scenario, an individual State seeks to improve or update a program, project, initiative, plan, etc., by organizing an expert panel from other States. Such efforts can be achieved either through in-person exchanges or through virtual events.

Peer reviews include a technical review of previously determined safety topics, panel briefings, and a review of supporting documentation. The panel assesses the information and offers the host State its recommendations. The findings and recommendations may be formal or informal and may be written, oral, or a combination of both.

The chapter is organized in the following manner:

SECTION	TOPIC
7.1	Plan a Successful Peer Review
7.2	Identify Funding and Staff Resources
7.3	Establish a Planning Committee
7.4	Discuss the Event with Key Stakeholders
7.5	Review Information and Determine Event Objectives and Topics
7.6	Select the Delivery Method
7.7	Consult with Another State Hosting a Peer Review
7.8	Select the Date, Time, and Location
7.9	Identify Event Needs and Peer Exchange Roles
7.10	Create an IT/AV Support Plan
7.11	Make Invitee List
7.12	Build the Event Agenda
7.13	Send Invitations
7.14	Conduct the Peer Review
7.15	Evaluate the Event
7.16	Conduct Follow-up Meetings
7.17	Write a Follow-up Report
Table 6	Activity Checklist: Peer Review

7.1 Plan a Successful Peer Review

The suggestion to hold a peer exchange event may originate from the host State leadership, SHSP steering committee, or SHSP program manager. Based on need and resources, that person or organization determines the appropriate type of exchange to be used and appoints a planning committee or individual to plan and implement it.

A peer review likely involves fewer participants and logistics than a larger scale effort (e.g., the in-state or multi-state/regional peer exchanges), but it may involve more preparation time on the part of individual staff and require additional supporting documentation.

It is critical for the host State to clearly define the focus and goals of the meeting so the peer reviewers understand their role in the process. Key topic areas should be identified. Key SME should be prepared to thoroughly discuss the topic(s) and offer documentation to support their presentation. The supporting documentation may be shared with the panel prior to the meeting date to give them ample opportunity to study the subject matter and prepare comments and questions.

Peer Exchange Event Timeline

Planning for the peer review should begin at least 4 to 6 months prior to the meeting to allow for reviewers to get travel authorization and for the host State to arrange logistics and have sufficient time to prepare materials. Sufficient planning time ensures that the specific needs of the participants and host State are properly addressed.

Table 6 provides timelines and detailed steps for organizing peer reviews. The tasks can be adjusted based on the specific needs of the peer review planners. The timeline includes a general start date for planning activities, which should be more specific as planning activities commence. It is important to identify the person or group responsible for specific activities so that tasks can be tracked and modified as needed.

7.2 Identify Funding and Staff Resources

It is important to the success of the peer review to appoint qualified staff and invite qualified stakeholders to the planning committee. Leadership should understand that they may need to adjust some of the current tasks and assignments of the individuals involved in the planning process to allow for sufficient time to prepare for the peer review. Their level of effort, as well as the number of personnel needed to carry out the tasks, may be determined by the method of delivery selected.

Senior managers should identify the resources and the level of investment the State is willing to assume to conduct the peer review. The investment may include a combination of State and Federal funds in the form of HSIP funds, contributions from the State highway safety office, commitments from the State budget, and/or leveraged funds from partner agencies. Senior managers should advise event planners whether State law precludes State agencies from purchasing food for this type of event. In addition, some State laws prohibit the use of Federal funding for the purchase of food.

Once the funding limits are identified, the host State practitioner should develop a budget based on the method of delivery selected. Budget considerations should include projected costs for expenses such as the following:

- Facilities and meeting space
- Contractor support services

(text continues on p. 79)

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Table 6. Activity checklist: peer review.

Event Title:	
Event Type:	
Event Date:	
Local (Host) Agency Contact:	
FHWA Division Office Contact:	FHWA HQ Contact (if applicable):
FMCSA Contact:	NHTSA Contact:

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
PRE-PEER EXCHANGE PLANNING		6 MONTHS PRIOR TO THE EVENT	
Determine if a peer exchange is needed			
Determine if the time is right for a peer exchange			
Identify funding needs and sources			
Identify champions and engage State leaders			
Secure buy-in and permission from leadership			
Review possible peer exchange delivery method and select preferred delivery method			
Establish a steering committee			
Determine need for contractual services and begin procurement process (depending on the dollar amount of the contract and agency procurement requirements, additional time allotments may be required beyond the 6 month period listed)			
INITIAL PLANNING AND PREPARATION		4+ MONTHS PRIOR TO THE PX	
Establish a planning committee			
Establish a leadership structure and identify member roles			
Establish regular planning meeting date schedule			
Visit a Peer Exchange hosted by another State			
If appropriate – Analyze crash data to determine trends to support SHSP			
Review State’s current SHSP			
Secure date and location			
Prepare & distribute save-the-date cards			
Establish a timeline for pre and post planning activities			
DESIGN THE PEER EXCHANGE		3+ MONTHS PRIOR TO THE PX	
Schedule and hold kick-off teleconference with the PX planning committee			
Identify objective and focus of peer exchange			
Review possible peer exchange delivery method and select preferred delivery method			
Begin planning technical materials (agenda, breakout session topics)			
Begin logistic planning			

Table 6. (Continued).

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
Develop list of invitees			
Select peer review State			
Identify moderators, facilitators, and recorders			
Develop IT/AV plan (See Tool A for further information)			
Prepare draft agenda			
Finalize agenda			
Prepare registration package, including hotel/restaurant recommendations			
Prepare worksheets/meeting materials			
Prepare event evaluation forms			
Recruit facilitators and recorders, if necessary to lead group discussions			
Determine date and invited attendees for post-event "close-out" meeting			
ADMINISTRATIVE STEPS		LEADING UP TO THE PX	
Prepare preliminary budget for event			
Confirm funding			
Recruit participants			
Collect and distribute background information			
Send out "reminder" save-the-date card			
Secure meeting site and AV equipment			
Conduct a test of IT/AV equipment			
Send out registration to invitees			
Assign working groups for small group activities			
Solicit questions for the event/develop questions for feedback from peers			
Obtain e-copies of speakers' presentations and coordinate for any special needs (e.g., audio, video, internet connection)			
Coordinate invitational travel			
Coordinate logistics with peers			
Print event evaluation forms			
Assign individuals to distribute and collect evaluation forms			
Prepare and distribute presentations/material to registrants ahead of event			
Prepare for media attendance and/or press event			
Train peer exchange facilitators and recorders			
Transport all audio visual equipment, office supplies & equipment, registration packets, name tags, posters, directional signs, podium tent cards for speakers, handout materials, camera supplies, etc.			
Set up registration area and conference office			
Include message board			
Include poster size agenda			
Include map of facility			
Include sign-in sheet for VIPS, speakers, moderator, & facilitators			

(continued on next page)

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Table 6. (Continued).

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
Meet with facilities staff to review the needs and schedule of the upcoming exchange			
Prepare for media attendance/press event (If applicable)			
Ensure availability of Public Information Staff			
Designate media interview site			
Distribute press packages			
Set-up podium and sound equipment			
Confirm and monitor delivery of rental equipment and supplies			
Make name tags and/or tent cards			
Create folders with handout materials (e.g., agenda, presentations, SHSP, list of attendees, evaluation form)			
CONDUCTING THE PEER EXCHANGE EVENT		EVENT DAY	
Arrive at event location early			
Review all VIP arrangements			
Meet with facilities staff to review the day's needs and schedule			
Conduct pre-conference and daily briefings for registration staff, facilitators, recorders, AV technicians, photographers, shepherds, monitors, and others			
Review responsibilities, procedures, and overlap areas like registration, food guarantees, speakers, VIPs, media room setups, workshops, stage, lighting, sound system, power supplies, etc.			
Reemphasize the lines of communication and authority as well as responsibility levels to meeting staff, meeting facility staff, and volunteers			
Conduct a walk-through of the agenda and facility			
Correct any facility deficiencies			
Confirm and monitor pickup of rental equipment and supplies			
Arrange for return shipment of all materials			
Pack-up and inventory all materials and equipment			
Collect and organize data for final meeting reports			
Collect evaluation forms			
Conduct post-conference wrap-up meeting with meeting facility personnel to ensure proper invoicing			
DOCUMENTATION/REPORTING		DURING AND AFTER THE PX	
Distribute and collect evaluation forms at event			
Document proceedings of event			
Summarize evaluation results			
Prepare draft report (version 1) and distribute/solicit feedback			
Executive Summary			
Acknowledgements			
Benefits of the Peer Exchange			
Introduction & Peer Exchange Planning			
About the Peer Exchange			
Status of current SHSP			
Overview of event planning and organization			

Table 6. (Continued).

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
Peer Exchange proceedings			
Overview of general sessions			
Overview of breakout sessions			
Lessons Learned			
Future Action Items			
Appendix Materials			
Planning Committee			
Participants List			
Event Materials			
Evaluation Summary			
Conduct Follow-Up Meetings			
Event Debrief		Immediately following or next day	
Internal follow-through		2-3 weeks after event	
Six month follow-up report		6 months after event	
Follow-up evaluations		6-9 months after event	

- Visual and audio equipment (This may be included as part of the facility cost.)
- Food costs associated with all planned meals, snacks, drinks, etc.
- Travel expenses for panelists (These may include hotel, transportation, and food expenditures.)
- Printing and postage costs associated with participant materials (folders, writing pads, pens, etc.).

The planning committee may find it useful to establish a stand-alone financial account for the peer review to track and organize expenditures related to the event. This allows for strict monitoring of the budget and gives authorized staff the ability to procure the necessary materials and services with potential for reduced paperwork and lead time.

7.3 Establish a Planning Committee

Once an event type has been established and before planning commences, senior leadership should establish an event planning committee with the responsibility for planning, implementing, and overseeing follow-up actions. The individuals selected should have a keen knowledge of the SHSP process and a clear understanding of the goals and objectives of the peer review.

The planning committee may consist of a combination of the following:

- State DOT safety engineer
- Governor's Highway Safety Program representative
- Meeting planner

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- Law enforcement representative
- Emergency medical service representative
- Public health official
- Education representative
- Advocacy group representative
- Safety expert outside the State DOT headquarters (e.g., district safety engineer)
- Office of Finance/Budget representative
- Communications and marketing expert
- Department of Motor Vehicles representative
- Information technology (IT) professionals
- FHWA Division Office representative
- NHTSA Regional Office representative
- Federal Motor Carrier Safety Administration (FMCSA) representative
- Commercial motor vehicle organization representative.

By including a variety of backgrounds and experiences, the committee has the potential to develop more comprehensive goals, objectives, and content for the exchange.

The success of the peer exchange relies heavily on appropriate content and active involvement by invited participants. It is the responsibility of the planning committee to see that this is accomplished. In some cases, the planning committee is composed of the same individuals who implement specific strategies resulting from the exchange. This committee should be led by a coordinator who is familiar with the SHSP process.

The committee responsibilities include the following activities:

- Choose the peer exchange location and date
- Work with senior management and safety champions to determine content for the event and set the agenda
- Recruit suitable moderators, facilitators, and presenters
- Invite participants and maintain registration logistics, including any financial details
- Arrange for audio, video, and other technical support for the event
- Provide participants with materials pertaining to the focus areas and other relevant SHSP information prior to the peer exchange
- Maximize participant input by managing the time for discussion and feedback.

7.4 Discuss the Event with Key Stakeholders

Based on the budget and number of attendees, the discussion should address the method of delivery and suitable venue. In addition, the planners and stakeholders should determine who should present the information and prepare supporting documentation. The stakeholders may include law enforcement, traffic engineering departments, local and regional governments, Federal agencies, health agencies, the trucking industry, EMTs/first responders, advocacy groups, or others involved in the SHSP process as SMEs or as part of the audience.

Provided that the majority of key stakeholders are present for regularly scheduled SHSP meetings, these discussions may take place at that time, thus eliminating the need to schedule additional in-person or teleconference meetings.

Selection of the potential peer reviewers can be supported by determining perceived strengths in a peer State's program that match up with gaps



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

When confirming peer exchange topics, it is important to ensure that topics are narrowly focused such that they can be sufficiently covered in the established peer exchange time frame.

identified in the host's program. Peer matching can be supported by national-level agencies and organizations that may have some insight on best practices and lessons learned (e.g., FHWA, NHTSA, FMCSA, CDC, and AASHTO).

7.5 Review Information and Determine Event Objectives and Topics

The visiting State should provide a review of the host State's SHSP program and recommended changes/additions. Documentation can include the host State's SHSP, most recent HSIP report, HSP, CVSP, and overall safety data broken down by crash type.

The information reviewed is the basis for the peer review. After receiving pre-meeting feedback from the visiting State, the host State should identify the overall need the peer review should address, the event objectives, and the desired outcomes.

Questions for the group to consider include:

- Which of the current SHSP emphasis areas are lacking in progress and where are the gaps?
- What topics, strategies, or objectives should the peer reviewers address?
- Who will prepare and present the topics for discussion?
- How will the findings and recommendations be used to update and/or enhance the SHSP process and who will lead the effort?
- Who should be invited to participate as a reviewer?
- Who should be invited to attend as part of the audience?

7.6 Select the Delivery Method

The next step in planning the peer event is to determine which delivery method best suits the needs of the host State, participants, and the budget.

In-Person

An in-person exchange offers the opportunity for increased exposure and relationship building. The cost may be high because of the number of persons attending, the meeting logistics, and travel arrangements. Due to the possible need for travel, this type of event may require a considerable time commitment for some, which can preclude presenters or executive leadership from attending. In-person meetings generally require significant advance planning and scheduling to assure availability of the desired participants, leaders, and presenters.

Virtual Events

Virtual peer exchanges occur with participants at remote locations instead of in-person, using telephone, video, Internet, or a combination of these tools to connect attendees. These events are often used when:

- Feedback or direction is needed promptly
- Financial constraints exist that limit the ability to travel
- Planning sessions are needed for in-person peer exchanges.

Virtual peer exchanges should not be viewed as one-to-one replacements for in-person events. A virtual event reduces the need for extended travel, but also limits the face-to-face

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exchange of information and networking. In general, peer exchanges should not be held virtually twice in a row; instead, the virtual peer exchange should be followed by an in-person event the next time.

Video and Internet-based tools can also be used to facilitate virtual peer exchange events. Since these tools are relatively new, it is important that the planning committee work with experts to ensure that the correct technology is being used, is working, and continues to work throughout the peer exchange. Guidance on conducting a successful virtual event, including Internet-based, video-based, and teleconference meetings, is available in Tool A, *Essential Steps for Conducting a Successful Virtual Meeting*, in the Appendix. If the State decides to host a virtual peer exchange, consider the peer States that will be involved and their separation from the host State with respect to time zones. In the case of time zones either 3 or 4 hours apart, agencies should consider a 2-day event to allow for ample discussion time.

Table 7 provides criteria for selecting the method of delivery. When considering the mode of the peer exchange, the host State should have an awareness of the funds needed to hold the event, a list of potential locations, and a group of skilled speakers and moderators with a wide range of backgrounds and experience levels in the SHSP process. The extent and diversity of objectives and topics may influence the event's length and the preferred delivery method.

7.7 Consult with Another State Hosting a Peer Review

The members of the host State planning committee may find value in speaking with another State that has held a peer review event using the same delivery method to get a feel for the logistics, content, best practices, and lessons learned in the planning process. If there is no opportunity for a meeting, States may review the reports from other State peer exchanges and peer reviews to scan the topics and results of the exchange.

7.8 Select the Date, Time, and Location

The event planners should give careful consideration when setting an event date and time to ensure that no competing priorities or events, whether State or national, exist that would impair attendance. The length of the meeting can vary, based on content, travel, and method of delivery. In addition, planners should give adequate attention to the following items when selecting a date and time:

- Schedules and prior commitments of reviewers
- Lead time to satisfy procurement needs
- Travel restrictions for public officials based on policy decisions or budget constraints
- Estimated time to complete the prerequisite administrative and logistical tasks
- Political sensitivities associated with potential venues (e.g., resort cities or hotel properties)
- Religious and other holidays (accounting for all faiths).

Organizers should select the site location that accommodates the needs of the reviewers and host State. Given the small size of the event, it may be convenient to hold it in a State facility that is convenient for the reviewers and the State participants. The planners may also want to consider a venue close to or at the hotel housing the out-of-state reviewers.

Table 7. Criteria for selecting delivery method.

DELIVERY METHOD (AND LENGTH)	LOGISTICS NEEDS	ADVANTAGES	DISADVANTAGES
IN-PERSON (1-2 DAYS)	<ul style="list-style-type: none"> • Meeting space. • Travel logistics. • In-person facilitators. • Speakers. 	<ul style="list-style-type: none"> • In-person communication is the most effective. • Additional contact time before, after, and between sessions. • Networking opportunities. • Direct audience contact. • Easy for facilitator to gauge audience participation, reaction, and attention. 	<ul style="list-style-type: none"> • High cost of travel and meeting space. • Significant labor commitment. • Potential for limited attendance by senior management. • Coordinating schedules of out-of-state presenters can be challenging.
TELE-CONFERENCE (2-4 HOURS)	<ul style="list-style-type: none"> • Telephone equipment at each site. • Facilitator who can keep attention of telephone participants. 	<ul style="list-style-type: none"> • Lower cost. • Smaller time commitment. • Participants may attend from any location. 	<ul style="list-style-type: none"> • Participants can be distracted by other duties. • Small time commitment limits the scope of the event. • Without a visual, relationships beyond the event are not built. • Risk of divided attention.
VIDEO CONFERENCE (4-8 HOURS)	<ul style="list-style-type: none"> • Video equipment. • Meeting space at each site to view video. • Facilitator experienced in video-based events. 	<ul style="list-style-type: none"> • Maintains the visual of an in-person meeting. • Lower cost than in-person events. • Focus of participants is high when on camera. • Participants may attend from various locations. 	<ul style="list-style-type: none"> • Miss out on the pre- and post-session discussions, especially one-on-one talks. • If not properly planned and tested, video communication can fail or provide poor visual images.
INTERNET-BASED / WEBINAR (2-8 HOURS)	<ul style="list-style-type: none"> • High-speed Internet connections. • Computer work station for each participant. • Telephone equipment (typically combines Internet and audio). 	<ul style="list-style-type: none"> • Can allow for parallel processing and input. • Works well for brainstorming. • Nearly unlimited number of attendees. • Participants may attend from any location. • Discussion documentation assisted through chat logs and recording. 	<ul style="list-style-type: none"> • Miss out on the pre- and post-session discussions, especially one-on-one talks. • Participants can be distracted by other duties. • Does not work as well for reaching consensus. • Risk of divided attention.

7.9 Identify Event Needs and Peer Exchange Roles

Once the method of delivery and objectives are established, the planners should identify and fill the needs and roles required to successfully implement the event. These may vary depending on size, timeline, event type, and delivery method selected. Areas for consideration are listed in this section.

Event Moderator

Appoint a responsible individual to oversee the proceedings. The event moderator is responsible for the session logistics, introducing SMEs, keeping track of time, and managing any needed specialized support (e.g., audiovisual technical support). The moderator may be supported by members of the planning committee. Detailed instructions outlining the moderator's responsibilities should be provided.

Facilitators

An experienced facilitator is needed to keep the audience focused on the topic, adhere to scheduled timelines, and ensure the outcomes of the sessions are met. The planning committee should ensure that the facilitators interact with the SMEs in advance to gain a working knowledge of the topic area. Those with direct experience in the event topics have the potential to be effective facilitators and should be chosen based on their ability to create an environment that encourages participatory exchanges. However, in some cases SMEs may dominate the conversation instead of providing an open environment for discussion. It is the facilitator's responsibility to maintain control over the agenda and time allowed for discussions.

Recorders

Capturing content in the peer exchange event is of vital importance to post-event follow-up action. In an extended session, the host State is encouraged to assign different individuals the responsibility of recording the various topic sessions. Responsibilities should be clearly described to each recorder, and they should be equipped to record the important findings and action items in writing and potentially capture either a video or audio recording for later use. Working knowledge of the topic area is beneficial to ensure all relevant information is captured; recorders should be matched to the session based on their subject expertise.

In advance of the peer review, a short training session should be held with the recorders to provide direction as to the format to be used for recording comments and to allow them the opportunity to become familiar with the equipment to be used. A consistent format for recording discussions should be provided to all recorders as this will greatly facilitate final report preparation.

Presenters

Subject matter expertise is needed to present topics relevant to the objectives and needs identified by the host State. The SME may come from within the State government or stakeholders associated with the SHSP. Presenters should be given ground rules including time and acceptable types of communication or presentation materials. Presenters should motivate attendees into action by presenting materials in a compelling, interactive manner and sharing personal experiences where appropriate. A balance must be maintained between presentation and audience participation. One-sided lectures must be avoided.

Emphasis Area Team Leaders

Either before or after the peer review, SHSP implementation may need a leadership structure for EA teams. If this is the case, a role should be identified for the EA team leaders, and the SHSP leadership should provide guidance related to future meetings, implementation follow-through, and performance measurement.

Support Team

The planning committee may consider a team to support logistics prior to and during the event. Support team work areas include invitations, IT/AV, room monitoring, resource materials, procurement, finance, and liaison for reviewers. For example, the IT/AV role will serve to provide for and troubleshoot audiovisual equipment or teleconference/webinar equipment.

Resource Materials

It is highly recommended to send subject matter materials to participants at least two weeks prior to the event. The purpose of preparing the reviewers is to get them familiar with the topics and allow them an opportunity to formulate questions in advance of the session.

Initial Preparation of Resource Material by the State

In the case of a peer review, the mentor State will have reviewed supporting documentation prior to the event to gain full knowledge of the host State's needs.

The organizers should identify the following before the event begins:

- Detailed topics for the peer review
- Issues faced by safety stakeholders, as they relate to the SHSP
- Data analysis package
 - Assists in determining problems, strategies, solutions, and next steps
 - Provides additional information that can assist in identifying appropriate solutions
- Supporting documentation related to topic areas ²²
- Examples of strategies cited in research or other States' SHSPs.

7.10 Create an IT/AV Support Plan

Based on the method of delivery, the planning committee should identify the IT/AV needs to implement the peer review successfully. This may involve projection or teleconferencing equipment. The moderator or other designee is responsible for the successful deployment. This plan should identify and define the roles of persons involved in this portion of the event and cover the following items:

- Website
- Laptops
- Wireless Internet
- Internet access codes
- Audiovisual equipment (sound systems, projection screens)
- Printer
- Communications equipment
- Camera
- Extension cord



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

To ensure that presentation materials are on topic and kept to an appropriate length, it is recommended that event planners review each presenter's materials prior to the peer exchange. This should be done in advance of the peer exchange so that adjustments to the presentation can be made if needed.

It may prove beneficial for the planning committee to conduct a conference call with presenters to review presentation slides, expectations, and presentation length.

²²Federal Highway Administration, "Updating a Strategic Highway Safety Plan: Learning from the Idaho Transportation Department," 2009. <http://safety.fhwa.dot.gov/p2p/idaho/hsiplides.cfm>.

Early coordination with IT/AV experts can lead to troubleshooting problems before they arise at the actual peer exchange. A test run of the audio/video equipment should be conducted at least 24 hours before the event.

7.11 Make Invitee List

The peer review scenario is a much smaller event than a full in-state or multi-state/regional peer exchange. The planning committee should fill its audience with key staff and stakeholders currently involved in the SHSP process along with a select number of senior management officials.

Senior Management

Senior managers convey a vision for success and set the tone for establishing goals and objectives. In addition, senior managers with an understanding of traffic safety issues can have a huge impact on the implementation of SHSP strategies. Their presence signifies a commitment to traffic safety and provides a conduit for moving the SHSP process and implementation forward.

Federal Agency Partners

As key stakeholders nationally and at the State/regional level, FHWA, FMCSA, CDC, and NHTSA representatives should be invited to attend. They play important roles in the SHSP process and are a resource for future implementation efforts. They may provide insight to the panel on issues related to Federal funding, agency-promoted countermeasures, and other related topics. In addition, they can help find the right experts and peers to participate.

Safety Champions

A State may have one or more safety champions. Many champions come from the ranks of the senior managers. The safety champion may hold a top leadership position or a position such as the State Safety Engineer, SHSP Coalition Chair, and/or the Governor's Highway Safety Program representative. In some cases, the role may be shared by Federal staff (FHWA, FMCSA, and NHTSA) or non-government employees (e.g., MADD). Safety champions often provide the spark to initiate an SHSP peer exchange event and the impetus to keep the safety program moving forward. They can provide a critical link between upper management and those who implement the recommendations and identified strategies.

Facilitators

An experienced facilitator is needed to keep the effort on track, meet the scheduled agenda, and ensure the outcomes of the sessions are met. The facilitator should interact in advance with the subject matter experts (SME) to gain a working knowledge of the topic area. The facilitator's responsibilities include:

- Create an environment that encourages participation and discussion
- Handle sensitive subjects with tact and consideration
- Solicit information by asking neutral questions
- Maximize participant input by managing the time for discussion and feedback
- Understand the goals and objectives of the peer exchange
- Summarize information in a succinct manner for participants
- Maintain control over the agenda and time allowed for discussions, keeping the event focused on topics related to the goals and objectives of the peer exchange

- Manage comments and time related to “personal agenda” issues (e.g., from the general public or media in attendance)
- Keep the event lively and stimulating
- Refrain from interjecting personal opinions.

It can be beneficial to conduct a short training session for facilitators prior to the peer exchange to help them better understand their role. The session should also provide facilitators with a clear understanding of the meeting logistics and the goals and objectives of the exchange. Tool B, *Sample Guidelines for SHSP Peer Exchange Facilitators*, in the Appendix provides suggested duties and responsibilities for facilitators.

7.12 Build the Event Agenda

The agenda for the peer review will include the topic areas agreed upon by the host State and its stakeholders. The format covers individual presentations by the SME on the selected topic areas followed by a question and answer session led by the panel of peer reviewers. The reviewers will summarize the information at the end of the presentations and offer their findings and recommendations to the host State. This oral report may be followed up with a more formal written report of findings and recommendations based on the mutually acceptable agreement by the host State and the reviewers. The host State may then use the report to formulate its plans to move forward with its SHSP update and implementation. The host State also has the option to use the information logged by the session recorders. The following is a sample agenda:



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

If possible, all SHSP Peer Exchanges should include a group lunch, which encourages one-on-one peer relationship building.

TIME	EVENT
8 AM – 8:15 AM	Welcome by an official from the host State—This is an opportunity to set the stage for the peer review, outline the purpose of the meeting, and introduce the peer reviewers.
8:15 AM – 9 AM	Overview of State SHSP Process and Progress—This presentation should focus the objectives, the current status of the State’s SHSP, and a vision for its future.
9 AM – 10 AM	Topic 1—SME Presentation—Each topic session involves an overview of a priority issue identified by the planning committee. The SME may choose to present the information in a PowerPoint format. The reviewers will have received a prior briefing on the subject matter and have a general knowledge of the topic. Following the discussion, the reviewers may ask questions or comment on the subject matter.
10 AM – 11 AM	Topic 2—SME Presentation followed by Q & A
11 AM – 12 PM	Topic 3—SME Presentation followed by Q & A
12 PM – 1 PM	Lunch Break
1 PM – 2 PM	Topic 4—SME Presentation followed by Q & A
2 PM – 3 PM	Peer Reviewers’ Meeting to Discuss Findings and Recommendations – The reviewers convene to review the presentation information and formulate recommendations for moving forward with the SHSP.
3 PM – 4 PM	Peer Reviewers Report Out—The panel presents an oral report of its findings and recommendations.
4 PM – 4:30 PM	Wrap up by Host State Official—This session provides closing comments, summarizes the information received from the peer reviewers, and provides an overview of the host State’s next steps.

7.13 Send Invitations

As discussed previously, the peer review is a small event. The planning committee should identify key stakeholders and senior officials who should be included in the audience. Organizers should begin notifying the participants no later than two to three months prior to the event to ensure adequate time for scheduling. As determined by the planning committee, the intended target audience may come from the following organizations:

- Federal, State, and local government employees
- Public and private leaders, both traditional highway safety professionals and non-traditional professionals
- Peer State potential participants
- The host State's network of highway safety stakeholders and partners
 - Private sector highway safety organizations
 - Law enforcement
 - EMS
 - Education professionals
 - Engineers
 - Employers
 - Health care professionals
 - Departments of senior services or elder affairs
 - Automotive clubs
 - Motorcycle organizations

An email or letter of invite should include:

- Title of event
- Host agency
- Partners and sponsors
- Date and time
- Location and directions
- Purpose
- Discussion topics
- Agenda

7.14 Conduct the Peer Review

The planning process from the first planning day up to the actual peer review can be a busy, labor-intensive time for the planning committee. It is critical to schedule adequate staff to handle the various tasks and assignments that will occur prior to, during, and after the event. Detailed staff instructions are crucial to ensuring a smooth, well-run, successful event.

During the few days leading to the peer review, consider conducting the following activities:

- Transport all audiovisual equipment, office supplies and equipment, name tags, podium tent cards for speakers and reviewers, handout materials, camera supplies, etc.
- Set up registration area
 - Sign-in sheet for audience, speakers, and reviewers
- If held at a commercial establishment, meet with facilities staff to review the needs and schedule
- Confirm and monitor the delivery of all rental equipment and supplies

The following actions and steps may be helpful in conducting the activities at the site for an in-person peer review on the actual day(s) of the event:

- Arrive early
- Meet with facilities staff to review the schedule, timeline, and special needs
- Conduct pre-conference briefings with staff

- Review responsibilities, procedures, and overlap areas like registration, food guarantees, speakers, VIPs, media room setups, workshops, stage, lighting, sound system, power supplies, etc.
- Conduct a walk-through of the agenda
- Confirm and monitor pickup and return of all rental equipment and supplies
- Conduct post-conference wrap-up meeting with facility personnel to ensure proper invoicing
- Pack up and inventory all materials and equipment
- Collect and organize data for final meeting reports

7.15 Evaluate the Event

The full benefit of the peer review will be achieved with a thorough and detailed follow-up of the event proceedings. Immediately after the last session, the host State should initiate the post-event activities with a review by the planning committee. The group should assess the initial success of the peer review while ideas and observations are still fresh in their minds. The planning committee should schedule a more detailed follow-up meeting within a few days after the event. Post-event activities should be scheduled as part of the initial planning and timeline process to ensure adequate notice for committee members to arrange their personal calendars accordingly.

7.16 Conduct Follow-Up Meetings

Event Debrief

Immediately following or at the very least within a few days after the peer review, the planning committee should convene to discuss the event and answer the following questions:

- Did the peer review meet our objectives?
- Did we achieve the desired outcomes?
- Do we have a clearly defined direction based on discussions, or decisions that transpired from the event?
- What, if anything, was missed during the planning process or the event?
- Who else should be included as part of the planning process?
- Which parts of the planning process were most beneficial and/or least beneficial?

Strategy Review Meeting

Within a few days following the peer review, the host State should convene a follow-up meeting to discuss the recommendations for strategy implementation and/or other potential SHSP changes identified at the peer review. Those attending this meeting should include a variety of disciplines to match the SHSP emphasis areas and should include staff responsible for implementing strategies. They should review the recommendations from the reviewers and choose to endorse, modify, or reject each one of the suggestions. This group should develop a concise executive summary capturing their findings for presentation to senior management during the close-out meeting.

Close-out Meeting

The planning committee should hold a close-out meeting with their State's senior management within a few weeks after the strategy review meeting. This meeting should focus on lessons learned, new ideas, and recommendations from the planning committee to move forward with new strategies. The date for this meeting should be scheduled as part of the initial planning

and timeline process to ensure adequate notice for senior managers to arrange their personal calendars accordingly.

Internal Follow-Through

Approximately 2 to 3 weeks after the close-out meeting, the planning committee should meet with the emphasis area teams that will be responsible for making the approved revisions to the SHSP strategies, organization, evaluation processes, or other aspects of the program. The planning committee should report on the approved changes to the SHSP emphasis areas and provide information on resources to implement them (e.g., staff, funding, and technical assistance).

As part of each participant's response to the recommendations of the peer review, event leaders could prepare a follow-up report summarizing changes made to the SHSP document, implementation, or other aspects based on the event recommendations, with a particular emphasis on best practices.^{23,24}

Report to Participants

The host State should prepare a list of approved SHSP enhancements for distribution to the SHSP network of partners and stakeholders so they can see what has been accomplished in response to the event.

Follow-Up Evaluations

The planning committee, in conjunction with senior management, should conduct an evaluation 6 to 9 months after the peer review to gauge the impact the meeting had on the State's SHSP.²⁵ A critical evaluation of the event by its promoters is vital to successfully implementing the strategies, as well as the success of the next event.

To gauge how implementation is progressing and to track implementation, some sample follow-up questions are suggested:

- Which objectives are the subjects of follow-up action?
- Do you have the support needed from leadership and key stakeholders for successful implementation?
- Do you have the necessary resources to implement identified strategies? If not, what type of support do you need to implement them?
- Are the strategies implemented performing as you thought they would?
- What strategies from the peer review are in the planning stages for future implementation?
- Are results from any implemented strategies available?
- Have any strategies been refined once implementation was initiated? What was changed and were the changes effective?
- What could be covered or included at a future peer review or peer exchange event to help aid in updating and implementing the SHSP?

²³ Federal Highway Administration, *State Planning and Research Guide for Peer Exchanges*, 2010. <http://www.fhwa.dot.gov/publications/research/spr/10048/10048.pdf>.

²⁴ NCHRP Project 20-38A, *Documenting Peer Exchange Administrative Experiences*, 1998. <http://research.transportation.org/Documents/PeerExchangeExperience.pdf>.

²⁵ FHWA, How to Organize an HSIP Peer Exchange web page, http://rspcb.safety.fhwa.dot.gov/archives/how_to_organize.asp.

Subsequent evaluations could be taken at 1-, 2-, and 3-year intervals to help gauge and sustain momentum and track progress between events. Some strategies may not be implemented within the six- to nine-month timeframe, but rather have longer term implementation periods with results being measured at later intervals.

7.17 Write a Follow-Up Report

The follow-up report provides a permanent record of the proceedings and assists in future tracking of the recommendations, strategies, and suggestions compiled at the peer review. In addition, documenting the event serves as a means of communicating the results to leaders, stakeholders, and persons of interest. The host State should make this content available to anyone, particularly to those who did not attend and perhaps were not aware of the peer review. In the future, there may be a central location at the national level to capture the results of all SHSP peer exchange events. The follow-up report should be completed within 4 to 6 weeks of the peer review to sustain the momentum of the event.

The follow-up report should include these sections.

Executive Summary

This is typically included in a peer exchange event report. It encapsulates the goals and objectives of the peer review and includes date, location, and participants. It includes a summary of the proceedings and an overview of key presentations, lessons learned, recommendations, and action items.

Acknowledgments

Acknowledge any organizations or offices that may have provided funding for travel and related expenses or who sponsored portions of the event. Express thanks to individuals or organizations that provided guidance and leadership.

Benefits of the Peer Review

This section discusses the benefits of holding a peer review, including the outcomes and results determined as a result of holding the event.

Introduction and Peer Review Planning

The introduction and peer review planning portion of the report contains a general overview of the event, including the status of the current SHSP and the logistics involved in planning and organizing. If appropriate, note in the introduction that the host State used the content of this *SHSP Peer Exchange Guide* as a tool for planning the event. It should include the following sections:

About the Peer Review: Provide a summary of the event, including date, location, host, and key participants (including the invited peers in general). Clearly state the intended goals, objectives, and expectations for the peer exchange event.

Status of the Current SHSP: Provide an overview of the current SHSP. Items may include emphasis areas, key strategies, severe crash summary and trends, date completed, notable implementation or program changes resulting from the SHSP, and expectations on how the peer review is intended to assist with an update or enhance an implementation. Topics such as performance measures, evaluation, and effectiveness should be included.

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Overview of Event Planning and Organization: As needed, provide information regarding the major planning decisions. Potential topics include: why the peer review was initiated, planning committee members, the process for selecting an objective and goal, the process for identifying peer reviewers, the process for identifying audience participants, the process for identifying subject matter topics and selecting SME, interaction with agency leadership, information shared before the peer review, and how senior management was engaged prior to the event. This section should also include a narrative about successes or obstacles that arose during the planning process.

Peer Review Proceedings

Include an overview of the presentations made at the peer review and Q&A from reviewer/SME discussions. It is important to capture information that leads directly to lessons learned and future action items. To accomplish this, one person should be assigned to each session specifically to record minutes. A debrief for session recorders to discuss and summarize the key points, especially those related to lessons learned and action items, is recommended. If produced, the summary report supplied by the reviewers will be helpful as well.

Lessons Learned: Highlight best practices or experiences that were identified as lessons learned by the host State. These are often referred to as “takeaways.” This can include a summary of the strengths and weaknesses of the host State’s systems and programs.

Future Action Items: Document committed roles and action items as an outcome of the peer review. Include agency and/or individuals responsible for championing the action and adhering to the timeline for completing the actions. Summarize any action items that were presented to and/or endorsed by senior management at key agencies, particularly the host agency.

Appendix

Provide appendix material as needed. Items may include:

- List of organizers’ and presenters’ contact information, including the host agency, invited peers, and planning partners from FHWA, universities, consultants, State agencies, etc.
- List of roles, including the individuals responsible for planning and organizing, presenting, etc.
- List of individuals who attended the peer review, their affiliations, and contact information.
- Copies of event material, including agendas, presentations, fact sheets, shared resources, etc. If available, the peer exchange website can be listed as a means to electronically share presentations, handouts, etc.
- Summary of feedback, including any suggestions for improving the peer exchange event and next steps.

One-on-One Discussions

In a one-on-one discussion, a host State official conducts an informal in-person, telephone, or virtual discussion with an official from a peer State. This type of discussion includes focused topics and involves a small group of individuals, typically from two to five. Topics may include SHSP updates to emphasis areas and strategies, specific issues and concerns, challenges, and best practices. At the conclusion of the exchange, the peer State official reports on the findings and suggestions in a format agreed upon by the participants.

The chapter is organized in the following manner:

SECTION	TOPIC
8.1	Plan a Successful One-on-One Discussion
8.2	Identify Funding and Staff Resources
8.3	Establish a Planning Lead
8.4	Discuss the Event with Key Stakeholders and Confirm Objectives
8.5	Select the Delivery Method
8.6	Consult with Another State with Experience Hosting Similar Meetings
8.7	Select the Date, Time, and Location
8.8	Identify Event Needs and Peer Exchange Roles
8.9	Create an IT/AV Support Plan
8.10	Build the Event Agenda
8.11	Conduct the One-on-One Discussion
8.12	Evaluate the Event
8.13	Conduct Follow-Up Meetings
Table 8	Activity Checklist: One-on-One Discussion

8.1 Plan a Successful One-on-One Discussion

The suggestion to solicit additional information from a peer State may originate from the host State leadership, SHSP steering committee, or SHSP program manager. Based on need and resources, that person or organization will determine the appropriate type of exchange to be used and appoint a planning lead to implement it.

A successful one-on-one discussion begins with the willingness of the host State to learn from successful peer State programs. A one-on-one discussion will involve fewer participants

and logistics than an in-state or multi-state/regional peer exchange or a peer review. It could also require less pre-meeting preparation.

It is critical for the host State to identify carefully and define clearly the key issues to be addressed during the discussion.

It is important for the host State to articulate the focus and goal of the discussion. The method of delivery may be either in-person or virtual. The findings and recommendations may be formal or informal and may be written, oral, or a combination of both. The reporting mechanism should be decided through mutual agreement of the two parties.

Peer Exchange Event Timeline

Planning for the one-on-one discussion can be much shorter than other peer exchange types due to the low logistics needs of the delivery method. In fact, in some cases this could occur immediately. If a State has a question about a particular topic, they could pick up the phone to call a peer in another State whom they know has addressed the issue. For a more structured discussion, sufficient planning time ensures that the specific needs of the participants are properly addressed.

Table 8 provides timelines and detailed steps for organizing one-on-one discussions. The tasks can be adjusted based on the specific needs of the planner(s). The timeline includes a general start date for planning activities, which should be more specific as planning activities commence. It is important to identify the person or group responsible for specific activities so that tasks can be tracked and modified as needed.

8.2 Identify Funding and Staff Resources

It is important to the success of the one-on-one discussion to appoint qualified staff to plan and participate in the session. This may be a time-consuming task, and leadership should understand that they may need to adjust some of the current tasks and assignments of the individual(s) involved in the planning process to allow for sufficient time to prepare for the discussion.

The resources needed to carry out the session may be quite inexpensive compared to in-state or multi-state events. In this case, the typical one-on-one conversation will be a telephone call or in-person meeting in conjunction with another event (i.e., the participants are traveling for another purpose, not just for this meeting).

8.3 Establish a Planning Lead

Before planning commences, the State should choose a knowledgeable staff person to take on the responsibility for planning, implementing, and overseeing the event, and recording follow-up actions. The individual(s) selected should have knowledge of the SHSP process and clearly understand the goals and objectives of the one-on-one discussion.

8.4 Discuss the Event with Key Stakeholders and Confirm Objectives

The planner(s) should include key stakeholders in discussions leading up to the one-on-one discussion to gain their insight and perspective on the objectives, relevant topics to discuss, and desired outcomes. Stakeholders may include law enforcement, traffic engineering departments,

Table 8. Activity checklist: one-on-one discussion.

Event Title:			
Event Type:			
Event Date:			
Local (Host) Agency Contact:			
FHWA Division Office Contact:		FHWA HQ Contact (if applicable):	
FMCSA Contact:		NHTSA Contact:	

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
PRE-PEER EXCHANGE PLANNING			
Determine if a discussion is needed		6 MONTHS PRIOR TO THE EVENT	
Secure buy-in and permission from leadership			
Review possible peer exchange delivery methods and select preferred delivery method			
INITIAL PLANNING AND PREPARATION			
Contact another State who has held a similar one-on-one discussion		4+ MONTHS PRIOR TO THE PX	
If appropriate – Analyze crash data to determine trends to support SHSP			
Review State’s current SHSP			
Secure date and location			
DESIGN THE PEER EXCHANGE			
Begin logistic planning (room set up, break out rooms, supplies and equipment)		3+ MONTHS PRIOR TO THE PX	
Develop IT/AV plan (See Tool A for further information)			
Develop list of invitees			
Select peers			
Prepare draft agenda			
Finalize agenda			
Prepare meeting materials			
ADMINISTRATIVE STEPS			
Recruit participants		LEADING UP TO THE PX	
Collect and distribute background information			
Send out “reminder” save-the-date e-mail			
Assign individuals to distribute and collect evaluation forms			
Review the needs and schedule of the upcoming discussion			
Conduct a test of IT/AV equipment			
CONDUCTING THE PEER EXCHANGE EVENT			
Arrive at event location early		EVENT DAY	
Meet with facilities staff to review the day’s needs and schedule			
Collect and organize data for final meeting reports			

(continued on next page)

Table 8. (Continued).

TASK	TEAM MEMBER RESPONSIBLE	RECOMMENDED TIMEFRAME / DUE DATE	DATE COMPLETED
DOCUMENTATION/REPORTING			
Document proceedings of the discussion		DURING AND AFTER THE PX	
Prepare and distribute report (if needed) and solicit feedback			
Conduct follow-up meetings			
Event debrief		Immediately following or next day	
Internal follow-through		2-3 weeks after event	

**TIP****FOR A SUCCESSFUL PEER EXCHANGE:**

When confirming peer exchange topics, it is important to ensure that topics are narrowly focused so that they can be sufficiently covered in the established peer exchange time frame.

local and regional governments, Federal agencies, health agencies, the trucking industry, EMTs/first responders, advocacy groups, or others involved in the SHSP process. Some questions for the group to consider are:

- Which of the current SHSP emphasis areas are lacking in progress?
- What topics, strategies, or objectives would you like to see the one-on-one discussion address?
- Who will prepare topic briefings for the discussion?
- How will the findings and recommendations of the discussion be used to update and/or enhance the SHSP process?

In many cases, the topic of a one-on-one discussion is more specific than the other types of peer exchange events. Technical topics could include one or more of the following:

- Analyzing crash and roadway data on local roads
- Identifying noteworthy countermeasures to address prominent types of fatal/serious injury crashes (e.g., curve-related roadway departure crashes, intersection crashes)
- Applying the Highway Safety Manual (HSM) methodologies to an already-established network screening process
- Ensuring HSIP funding is being spent to drive SHSP emphasis areas
- Identifying the most effective outreach tools, including the pros and cons of emerging opportunities (e.g., social media).

Selection of the potential peer State can be supported by determining perceived strengths in a peer State's program that match up with gaps identified in the host's program. Peer matching can be supported by national-level agencies and organizations that may have some insight on best practices and lessons learned (e.g., FHWA, NHTSA, FMCSA, CDC, and AASHTO).

8.5 Select the Delivery Method

The next step in planning the peer event is to determine which delivery method best suits the needs of the host State, participants, and the budget.

In-Person

An in-person exchange offers the opportunity for increased exposure and relationship building. The cost may be higher because of the possible need for travel for a small number of people.

In-person meetings generally require some advance planning and scheduling to assure availability of the desired participants.

To lessen travel costs, in-person peer exchanges may take place in conjunction with other events where both the host State and peers will be present. The peer exchange may be conducted after the other event has concluded, in the evening hours, or between sessions.

Virtual Events

Virtual peer exchanges occur with participants at remote locations instead of in-person, using telephone, video, Internet, or a combination of these tools to connect attendees. These events are often used when:

- Feedback or direction is needed promptly
- Financial constraints exist that limit the ability to travel
- Planning sessions are needed for in-person peer exchanges.

Virtual exchanges are not considered a one-to-one replacement for an in-person event. A virtual event reduces the need for extended travel, but limits the face-to-face exchange of information and networking. Current guidance on peer exchange programs discourages the use of back-to-back virtual peer exchanges. Instead, it supports the concept that a virtual exchange should be followed by an in-person event.

Video and Internet-based tools can also be used to facilitate virtual peer exchange events. Since these tools are relatively new, it is important that the participants choose the most appropriate technology, and ensure that it is in working order. Guidance on conducting a successful virtual event, including Internet-based, video-based, and teleconference meetings, is available in Tool A, *Essential Steps for Conducting a Successful Virtual Meeting*, in the Appendix. Table 9 provides criteria for selecting the delivery method. When considering the mode of the peer exchange, the host State should have an awareness of the funds needed to hold the event and a list of potential locations. The extent and diversity of objectives and topics may influence the length and preferred delivery method.

8.6 Consult with Another State with Experience Hosting Similar Meetings

The host State planner may find value in speaking with another State that has held a one-on-one discussion using the same delivery method to get a feel for the logistics, content, best practices, and lessons learned in the planning process. If there is no opportunity for a meeting, States may review any post-event notes or reports from other discussions to scan the topics and the results of the exchange.

8.7 Select the Date, Time, and Location

The planner should give careful consideration when setting an event date and time to ensure that no competing priorities or events conflict with the two participants. The length of the meeting can vary based on content method of delivery. In most cases, the meeting lasts 2 to 8 hours, depending on delivery method. Since only two participants are involved, the host official may want to hold the meeting in a conference room at the State facility to reduce expenditures.

8.8 Identify Event Needs and Peer Exchange Roles

Once the method of delivery and objectives are established, the planner should determine what is needed to carry out the meeting. Since this meeting involves only two individual groups, the logistics for the meeting itself should be minimal. The majority of the needs can be addressed

Table 9. Criteria for selecting delivery method.

DELIVERY METHOD (AND LENGTH)	LOGISTICS NEEDS	ADVANTAGES	DISADVANTAGES
IN-PERSON (2-4 HOURS)	<ul style="list-style-type: none"> • Meeting space. • Travel. • Logistics. 	<ul style="list-style-type: none"> • In-person communication is the most effective. • Additional contact time before, after, and between sessions. • Networking opportunities. • Direct audience contact. • Easy for participants to gauge each other's reactions and attention. 	<ul style="list-style-type: none"> • High cost of travel and meeting space. • Significant labor commitment. • Potential for limited attendance by senior management. • Coordinating schedules can be challenging.
TELE-CONFERENCE (2-4 HOURS)	<ul style="list-style-type: none"> • Telephone equipment at each site. • Facilitator who can keep attention of telephone participants. 	<ul style="list-style-type: none"> • Lower cost. • Smaller time commitment. • Participants may attend from any location. 	<ul style="list-style-type: none"> • Participants can be distracted by other duties. • Small time commitment limits the scope of the event. • Without a visual, relationships beyond the event are not built. • Risk of divided attention.
VIDEO CONFERENCE (2-4 HOURS)	<ul style="list-style-type: none"> • Video equipment. • Meeting space at each site to view video. • Facilitator experienced in video-based events. 	<ul style="list-style-type: none"> • Maintains the visual of an in-person meeting. • Lower cost than in-person events. • Focus of participants is high when on camera. • Participants may attend from various locations. 	<ul style="list-style-type: none"> • Miss out on the pre- and post-session discussions. • If not properly planned and tested, video communication can fail or provide poor visual images.
INTERNET-BASED / WEBINAR (2-4 HOURS)	<ul style="list-style-type: none"> • High-speed Internet connections. • Computer work station for each participant. • Telephone equipment (typically combines Internet and audio). 	<ul style="list-style-type: none"> • Can allow for parallel processing and input. • Works well for brainstorming. • Nearly unlimited number of attendees. • Participants may attend from any location. • Discussion documentation assisted through chat logs and recording. 	<ul style="list-style-type: none"> • Miss out on the pre- and post-session discussions. • Participants can be distracted by other duties. • Does not work as well for reaching consensus. • Risk of divided attention.

before the meeting. One key task involves preparing supporting documents. All materials should be prepared by the SME prior to the event and sent to the reviewer in advance to allow for familiarization with the topics and preparation of questions for the host State official. The host State official (typically also the meeting planner) guides the meeting. They may want to have note taking or audiovisual support available, depending on delivery method and the objectives of the discussion.

Notes of the proceeding can be kept by the two participants and/or a note taker. The format for reporting the findings and recommendations should be determined by mutual agreement, and can range from an informal swap of rough draft telephone notes to a formalized report from the discussion.

Subject Matter Experts

SMEs are to be identified to prepare topical material relevant to the objectives and needs identified by the host State. The SMEs may come from within the State government or may be stakeholders associated with the SHSP.

8.9 Create an IT/AV Support Plan

Based on the method of delivery, the planner(s) should identify the IT/AV needs to successfully implement the one-on-one discussion. This may involve projection equipment or teleconferencing equipment. The planner(s) is responsible for the successful deployment. This plan should identify and define the roles of persons involved and cover the following items:

- Laptops
- Wireless Internet
- Internet access codes
- Audiovisual equipment (sound systems, projection screens)
- Printer
- Communications equipment
- Extension cord

Early coordination with IT/AV experts can lead to troubleshooting problems before they arise during the actual peer exchange. A test run of the audio/video equipment should be conducted at least 24 hours before the event.

8.10 Build the Event Agenda

Even for a relatively informal one-on-one discussion between safety practitioners, it is necessary to develop an agenda to ensure focus on the topics, objectives, and expected outcomes.

The agenda for the discussion should include the topic areas agreed upon by the host State and its stakeholders. It might include a brief topic presentation or discussion by one State, and an open discussion between the two participants.

8.11 Conduct the One-on-One Discussion

Both parties should have received adequate briefing documents and be prepared for the discussion. Depending on the method of delivery, the planner should ensure that all or parts of the following items are available for the session:

- Adequate and comfortable meeting facility
 - If held outside of a State facility, meet with facility staff to review the meeting needs, timeline, and agenda

- Ensure all equipment is returned to the State facility
- Conduct a post-conference wrap-up meeting with facility personnel to ensure proper invoicing
- Laptop computer
- PowerPoint presentations, if applicable
- Internet access
- Audio visual equipment, if needed
- Teleconferencing equipment, if needed
- SME briefing papers
- SME on standby for questions
- Note taker available, if needed
- Collect and organize data for final meeting reports, if needed.

8.12 Evaluate the Event

The full benefit of the one-on-one discussion can be achieved with a thorough and detailed follow-up of the event, including a list of action items to pursue. Post-event activities should be scheduled as part of the initial planning and timeline process to ensure adequate knowledge of the intent for follow-up. In many cases the one-on-one discussion will not require a formal report. If a report is appropriate and desired, guidance for its development can be found in Section 6.21 of this guide.

8.13 Conduct Follow-Up Meetings

Event Debrief

Immediately following or, at the very least, within a few days after the one-on-one discussion, the planner should consider the following questions in an event debrief:

- Did the discussion meet the objectives?
- Did we achieve the desired outcomes?
- Do we have a clearly defined direction based on discussions or decisions that transpired from the event?
- What, if anything, was missed during the planning process or the one-on-one discussion?

Internal Follow-Through

Approximately 1 to 2 months after the event debrief, the planner should meet with applicable emphasis area teams connected to the ideas discussed in the one-on-one discussion.

Subsequent evaluations could be taken at 1-, 2-, and 3-year intervals to help gauge and sustain momentum and track progress between events. Some strategies may not be implemented within the 6- to 9-month time frame, but rather have longer term implementation periods with results being measured at later intervals.

Conclusion

A peer exchange is a focused collaboration of stakeholders with a common problem or issue. In the case of SHSP implementation, properly designed peer exchanges can help agencies advance their safety programs in a variety of ways, including assessing the success of current activities, identifying challenges, and maintaining momentum for future efforts.

The research team has learned through a review of peer exchange experiences, best practices, and lessons learned that by sharing information related to peer exchange events, safety practitioners can improve the SHSP process and continue to save lives.

This guide provides step-by-step guidance to assist States plan and implement one of the following types of peer exchanges:

1. In-State Peer Exchange
2. Multi-State/Regional Peer Exchange
3. SHSP Peer Review
4. One-on-One Discussion

This guide provides States with information and tools to plan and conduct effective peer exchange events, including the following elements: focus, advanced planning, effective facilitation, and post-event follow-through. The objective of each peer exchange event is to improve SHSP implementation and evaluation, with the ultimate goal to reduce the number and severity of traffic crashes.



Glossary

Accomplishments: Section of a follow-up report that describes successes among the participants and peer exchange results and outcomes.

Acknowledgments: Section of a follow-up report that expresses thanks any organizations or offices that may have provided funding for travel and related expenses, sponsored portions of the event, or provided guidance and leadership.

Benefits of the Peer Exchange: Section of a follow-up report that discusses the benefits of holding a peer exchange, including the outcomes and results determined as a result of holding the exchange.

Champions: Provide enthusiasm and support to the SHSP process; tend to be subject matter experts; and are highly respected within their own agencies and in the safety community. Responsibilities include: seeking buy-in and support from senior management; communicating with senior management on the progress of SHSP and peer exchange; identifying gaps and target areas for improvement; identifying partners and resources.

Close-Out Meeting: Convening of the planning committee and their State's senior management a few weeks after the strategy review meeting to focus on lessons learned, new ideas, and recommendations from the planning committee to move forward with new strategies.

Collaboration: The SHSP development process establishes broad-based collaboration among many agencies and organizations. Internal and external collaboration are both necessary for effective SHSP implementation.

Committee Chair: An individual chosen to lead the development and implementation of the peer exchange and to oversee the functions of the planning committee.

Communication: Effective communication among internal and external stakeholders is the foundation upon which successful SHSPs are developed, shared, implemented, and tracked.

Communications Plan: Defines communication requirements and assignments based on roles, including what, how, and when information will be communicated and distributed. It also identifies who is responsible for various aspects of communications.

Data Collection and Analysis: The purpose of a data-driven process is to direct resources to projects and programs with the greatest potential impact to advance toward the goal. Data analysis reveals the reductions in fatalities and serious injuries associated with implementing effective safety programs and countermeasures, as well as a lack of effectiveness stemming from implementation of sub-optimal approaches.

Delivery Method: The method used in the event to exchange information. Examples include in-person, teleconference, video, and Internet.

Drug Impairment: Operating a vehicle while there is any presence of a prohibited substance, drug, or alcohol in the driver's body.

Emphasis Area Action Plan: Describes in detail how each of the strategies will be accomplished through a series of action steps. Identifies the responsible persons and agencies and includes performance measures, deadlines, evaluation criteria, and resource requirements.

Evaluating: Provides feedback on the successes or failures to meet the goals and objectives of the meeting. Engaging participants in the evaluation of an event assists host States in preparation for the next event, and helps to identify issues that could inhibit the overall success of future peer exchanges.

Event Debrief: Convening of the planning committee a few days after an event to discuss the event, review participant evaluations, and answer relevant questions about whether the event met objectives and achieved desired outcomes.

Event Type: Defines the extent to which participants are involved in the peer exchange. Event types include: in-state peer exchange, multi-state/regional peer exchange, peer review, and one-on-one discussion.

Executive Summary: Section of a follow-up report that encapsulates the goals and objectives of the peer exchange and includes date, location, and participants; a summary of the proceedings; and an overview of key presentations, lessons learned, recommendations, and action items.

Expert Practitioners: Practitioners with relevant subject matter expertise who are invited to participate on a peer exchange panel. Responsibilities include: understanding and reporting on the State's safety-related data; providing a balanced view of potential countermeasures; sharing experiences in diverse disciplines related to highway safety; sharing best practices and lessons learned; and explaining the process for successfully implementing peer exchange recommendations and strategies.

Facilitator: An individual who oversees break-out sessions and plenary discussions while remaining neutral on each topic. This person helps the attendees to understand their common objectives and to develop a plan for achieving those objectives.

Follow-up Evaluations: Conducted by the planning committee 6 to 9 months after the peer exchange event to gauge the impact the event had on the agency's SHSP.

Follow-up Report: Provides a permanent record of the proceedings and assists in future tracking of the recommendations, strategies, and suggestions. This should be completed within four to six weeks of the peer exchange.

Highway Safety Improvement Program (HSIP): Established as a core Federal aid program under the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). The overall purpose of the program is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads through the implementation of infrastructure-related highway safety improvements.

Implementers: Manage the process and attend to the day-to-day tasks of arranging, facilitating, and documenting meetings, tracking progress, and moving discrete activities through to completion.

In-State Peer Exchange: Event that involves stakeholders from within the same jurisdictional area. The objective of an in-state peer exchange may be to update or refine existing SHSP documentation, strategies, action items, and/or implementation activities.

Internal Follow-Through: Meeting held two to three weeks after the close-out meeting between the planning committee and the emphasis area teams that are responsible for making revisions to the SHSP strategies and action plans. The planning committee should outline approved changes to the SHSP emphasis areas and provide information regarding resources to implement them (e.g., staff, funding, and technical assistance).

Introduction and Peer Exchange Planning: Section of a follow-up report that contains a general overview of the event, including the status of the current SHSP and the logistics involved in planning and organizing.

IT/AV Support Plan: Identifies the information technology and audio visual equipment required to successfully implement the peer exchange and to electronically register attendees. This plan should identify and define the roles of persons involved in this portion of the peer exchange.

Leadership: Agency leaders who may not be involved in the day-to-day management responsibility for program development and implementation, but have access to resources and the ability to implement change.

Marketing: Informs the general public on transportation safety issues, educates key political leaders on their role in saving lives, and encourages active participation in SHSP implementation activities among safety partners.

Moderator: The person who oversees the peer exchange, introduces speakers, keeps order, manages time, explains logistics and processes, and facilitates the agenda.

Multi-State/Regional Peer Exchange: Event that often includes agencies geographically surrounding a host State, but may include others based on the ability for those States to travel or the use of innovative delivery methods (e.g., video). The host State invites peer States to share their experience on any number of SHSP-related topics.

One-on-One Discussion: A host State conducts an informal discussion with an official from a peer State to discuss SHSP updates to emphasis areas and strategies, specific issues and concerns, challenges, or best practices.

Peer Exchange: A focused collaboration of stakeholders with a common problem or issue (in this case, those concerned with SHSP development, implementation, evaluation, and updates of processes and emphasis areas).

Peer Exchange Event Timeline: Planning for the peer event should begin approximately four to six months prior to the event to allow for reviewers to get travel authorization and for the host State to arrange logistics and have sufficient time to prepare materials.

Peer Exchange Proceedings: Section of a follow-up report that is an overview of the presentations made at the peer exchange, question and answer sessions with invited peers, and open discussions during breakout sessions.

Peer Matching: Selecting potential peer States by determining perceived strengths in a peer State's program that match up with gaps identified in the host's program.

Peer Review: An individual State seeks to improve or update a program, project, initiative, plan, etc. by organizing an expert panel from other States for an in-person or virtual event.

Planning Committee: A group of highway safety professionals from a variety of disciplines who are appointed by the steering committee to handle the development, implementation, and logistics for a peer exchange.

Plenary Session: The part of the peer exchange event in which all participants are invited to attend. This is also referred to as the general session.

Presenters: Subject matter experts who present topics relevant to the goals, objectives, and expected outcomes identified by the steering committee and planning committee.

Pre-survey: A survey of potential event participants to help determine insightful topics of interest, learn audience expectations, gauge attendance, and identify preferences for speakers.

Recorder: An individual assigned to capture the verbal exchanges of peer exchange participants during break-out sessions. The recorder is responsible for submitting the notes to the facilitator at the conclusion of the meeting.

Report to Participants: Follow-up report prepared by the planning committee summarizing all updates made to the SHSP document, the implementation process, or other aspects of the process that came about as a result of the peer exchange event, with a particular emphasis on best practices.

Resource Materials: Pre-event materials sent to participants before they attend the peer exchange to prepare the participants and make best use of the time spent during the event for the communication and flow of ideas, strategies, and implementation steps.

Shepherd: An individual responsible for greeting, briefing, escorting, and seeing to the needs of guest speakers and VIPs during their visit to the peer exchange.

Stakeholder: A person, group, organization, member, or system who affects or can be affected by an organization's actions. Stakeholders may be traditional or non-traditional highway safety partners and can serve in the steering committee or planning committee, or as participants at the peer exchange.

State Highway Safety Office (SHSO): A group of transportation safety professionals that are located within a State's Department of Transportation, Public Safety Department, or another State agency. In a few cases, the SHSOs are independent offices within State government. SHSOs submit annual Highway Safety Plans (HSPs) to the National Highway Traffic Safety Administration (NHTSA) and assist their State DOTs in the development of the State's Strategic Highway Safety Plan (SHSP).

Steering Committee: A group of senior level managers organized to oversee the development of the peer exchange and responsible for appointing a planning committee.

Strategic Highway Safety Plan (SHSP): A statewide-coordinated safety strategy that provides a comprehensive framework for reducing motor vehicle fatalities and serious injuries on all public roads. The SHSP is data-driven and establishes statewide goals, objectives, and key emphasis areas that integrate the Four Es of Traffic Safety—Engineering, Education, Enforcement, and Emergency Medical Services.

Strategy Review Meeting: Convening of the host State a few days after an event to discuss the recommendations for strategy implementation and/or other potential SHSP changes identified at the peer exchange.

Support Team: A group of individuals who support logistics prior to and during the event in areas such as communications, IT/AV, room monitoring, resource materials, registration, procurement, finance, and liaison for facilitators, presenters, and recorders.

Type of Peer Exchange: The defined event a host State uses to share information among peers. Examples include in-state, multi-state, peer review, and one-on-one.

TZD (Toward Zero Deaths): An effort that focuses on developing strong leadership and champions in the organizations that can directly impact highway safety through engineering, enforcement, education, emergency medical service (EMS), policy, public health, communications, and other efforts.

Virtual Event: Occurs with participants at remote locations instead of in person, using telephone, video, Internet, or a combination of these tools to connect attendees.



A P P E N D I X

Tools for Conducting Peer Exchange Events

Tool A. Essential Steps for Conducting a Successful Virtual Meeting

Tool B. Sample Guidelines for SHSP Peer Exchange Facilitators

Tool C. Sample Peer Exchange Evaluation Form

Tool D. SHSP Peer Exchange Agenda: One-Day Session (Example 1)

Tool E. SHSP Peer Exchange Agenda: One-Day Session (Example 2)

Tool F. SHSP Peer Exchange Agenda: Two-Day Session (Example)

Tool G. Recent Event Agendas

Tool H. Peer Exchange Workshop Recording Form

Tool I. SHSP Peer Exchange Participants' Packet Contents

Tool J. Peer Exchange Responsibility Chart

Tool A. Essential Steps for Conducting a Successful Virtual Meeting

Internet-based meetings, video meetings, and teleconferences are on the rise thanks to advancements in Web conferencing and video software, but hosting a virtual conference isn't a simple click-of-the-mouse operation. The sections to follow will provide considerations specific to participating in an Internet-based meeting, a video conference, and a teleconference.

Internet-Based Meeting

The following advice will help you run a productive Internet-based meeting.

1. **Be Proficient with the Software:** It's critical that you understand how your Web conferencing software functions. Practice using any necessary tools, such as interactive whiteboards, application sharing and polling. Hold rehearsals with all presenters. As the meeting leader, you should test the Internet connection at least 20 minutes before the Web conference and post a "welcome" message for people who log in early.
2. **Hard Wired Connections:** To ensure stable connectivity throughout the meeting, consider the use of hard wired Internet connections instead of wireless, if feasible.
3. **Prepare Participants in Advance:** At least one week prior to the meeting, mail or email attendees the agenda and collateral documents. Also ensure participants have any required login information or passwords and won't be blocked by firewall software.
4. **Pick the Best Meeting Time for Participants from All Time Zones:** Favorable starting times range from 11 a.m. to 2 p.m., when most people are available across the country.
5. **Eliminate Distractions:** Close the door to your office or the conference room, just as you would for an in-person meeting. For the best audio performance, rely on a quality headset: speaker phones sound tinny and distant and transmit background noises.
6. **Play to the Camera:** If a web camera is used, make sure your presenters are centered inside the screen. Adjust the focus before the meeting to avoid having to tweak it during the presentation. Presenters should dress in solid colors—clothes with a lot of patterns or colors are distracting. In addition, avoid sudden movements that may blur the image.
7. **Adhere to Online Etiquette:** At the start of the Web meeting, encourage people to minimize all the windows on their computers, mute or turn off their mobile phones and close their doors. Next, introduce all the attendees. If the group is too large, then mention the offices or companies represented. Finally, take a few minutes to review chat features or other tools that will be part of the meeting.
8. **Handle Questions Well:** For small groups, reserved times for phone questions may work. For larger groups, you should rely on the software's Q&A function. In either case, Q&A protocol should be discussed with participants at the beginning of the meeting.
9. **Keep Participants Interested with Animation, Photos, Application Sharing or Other Visual Aids:** Include polling questions at critical points throughout the meeting. Otherwise, bored meeting attendees may check emails or text a colleague and miss important information.
10. **Post the Web Meeting on Your Agency's Internet So Participants Can Review It Later:** This is particularly helpful if your topic was in-depth or technical.



TIP

FOR A SUCCESSFUL PEER EXCHANGE:

Use the polling feature to collect useful information and keep online participants engaged.

Videoconference Meeting

The following advice will help you host a successful video-based meeting.

1. **Prepare Participants in Advance:** At least one week prior to the meeting, mail or email attendees the agenda and collateral documents. Also ensure participants have any required login information or passwords and won't be blocked by firewall software.

2. **Pick the Best Meeting Time for Participants from All Time Zones:** Favorable starting times range from 11 a.m. to 2 p.m., when most people are available across the country.
3. **Eliminate Distractions:** Consider anything that could detract from the conference. This could be excessive light coming in a window or noise from a hall. Close the door to your office or the conference room, just as you would for an in-person meeting.
4. **Arrive Early to Test Connection:** Log in to the video meeting 5–10 minutes before the meeting start time to ensure all login information is correct and the video connection is suitable.
5. **Adjust Equipment:** Adjust the camera so everyone at your site can be seen. Do not adjust the camera during a conference. This is very distracting for participants. Make sure everyone is visible and centered in the view. Place the microphone in a location where everyone can be heard and away from places where people will be moving papers or creating other distracting noise.
6. **Mute the Microphone:** Always put the microphone on mute unless someone from your site is speaking. However, always assume the microphone is on, and do not say or do anything in or around cameras or microphones that is unprofessional.
7. **Make Formal Introductions:** If the participants do not know each other, ask them to introduce themselves.
8. **Act Normally:** Look at the monitor to see the other participants, speak like you normally would, and use natural gestures.
9. **Don't Be Distracted:** Checking your Blackberry every couple of minutes or looking around the room can distract other participants. Minimize distractions and focus on the conference.
10. **Be Patient:** Keep in mind there is a slight audio delay; be patient if it seems to take someone a few seconds to respond.

Teleconference Meeting

The following advice will help you host a successful teleconference meeting.

1. **Prepare Participants in Advance:** Provide participants the date, time, and expected duration of the call. If you are using a dial-in service, include the toll-free dial-in number and participant passcode. If overseas participants are included, also provide the international toll or toll-free dial-in number. Forward any written documents or presentation copies participants may need ahead of time.
2. **Arrive Early to Test the Connection:** Log in to the teleconference meeting 5–10 minutes before the meeting start time to ensure all login information is correct. As participants join the teleconference, advise them that the call will begin promptly.
3. **Position the Speakerphone:** Position speakerphone (if used) near key participants. Use the best speakerphone equipment available to maximize quality of the sound.
4. **Welcome Participants:** Begin with a roll call to confirm attendance and welcome participants to the meeting.
5. **Review Ground Rules:** Review the agenda and any meeting ground rules. Advise participants to mute phones when not speaking and to avoid creating background noise such as rustling papers or side conversations. Ask participants to identify themselves when speaking and address people by name when asking questions.
6. **Be Patient:** Keep in mind there is a slight audio delay; be patient if it seems to take someone a few seconds to respond.

Internet-based meeting information was modified from National Federation of Independent Business
<http://www.nfib.com/business-resources/business-resources-item?cmsid=49992>

Video-based meeting information was modified from Alabama Department of Public Health
<http://adph.org/ALPHTN/Default.asp?id=5388>

Teleconference meeting information modified from New Jersey Entrepreneur Today
http://www.njentrepreneur.com/articles/technology/conference_calling_20070801431/

Tool B. Sample Guidelines for SHSP Peer Exchange Facilitators

Congratulations and thank you for accepting the invitation to moderate/facilitate a session at the SHSP Peer Exchange. This is an excellent opportunity for you to assist in the sharing of knowledge and information between your colleagues and initiate assessment of the State’s plan as we move forward.

This document will assist you in preparing for the Facilitated Peer Discussion session. These guidelines are designed to enable the facilitator to maximize the session time and keep the discussion on track.

A laptop computer will NOT be available in the Peer Discussion room, except for the recorder’s use. The intent of the session is to be a “face-to-face” informal discussion between peers.

Facilitator Duties & Responsibilities

- Advise the Moderator or other hosts of any concerns or questions as early as possible.
- Pick up your badge and materials at the Registration Desk. Double-check the time and location of your session in the Peer Exchange, which you will receive with your registration packet.
- Attend the Overview Presentation to meet the speakers in your session.
- Arrive at the Workshop Breakout session early to ensure the room is set up properly and materials are available. The chairs should be in a circle if possible. A large newsprint tablet will be available on an easel and a recorder has been appointed to take notes during the session. If the room is not in order, immediately inform a representative of the planning committee.
- Instruct any presenters to sit in a visible location during the Workshop Breakout session and to repeat any questions before answering.
- Welcome attendees to the session. Introduce the session.
- Announce the location of the exits/safety evacuation information. Identify those in the session trained in First Aid/CPR.
- Ask attendees and presenters to turn off their cell phones or turn the ring to vibrate. Inform attendees that any calls should be taken outside the room.
- Session rooms often fill to capacity. If all seats are filled, ask those standing to find a different session to attend, due to fire safety regulations.
- Introduce yourself: Name, Title, and Employer. Then invite each person (beginning with the speaker and recorder) to introduce themselves using the SAME model that you used. Introductions should be brief, and you may need to monitor this closely.
- Explain that the purpose of the discussion is to share lessons learned, best practices, challenges, concerns, and opportunities about the “Session Topic.” Explain that, at the end of the session, the notes will be used to give a summary at the plenary session.
 - Clarify among the three people (facilitator, presenter, & recorder) who will read notes at the session.
 - Remind attendees that each participant will receive a full event report a few weeks after the conference.
- Seek input from attendees on the topics they want to see covered during the session. The speaker may be able to adjust his/her presentation to address many of these in the presentation. If not, consider holding a stand-alone discussion of the topic after the presentation.
- Seek input from topic presenter—request that the presenter start with a few sentences about Best Practices (What works?).
- Seek input from group on the related session topic:
 - Best Practices (What works?);
 - Lessons Learned/Barriers/Challenges (What Doesn’t Work?);

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- Development Updates and Resource Suggestions (Where/How?); and
- Remaining Concerns/Questions.
- The Facilitator manages the session.
 - Manage the discussion. Encourage broad participation (e.g., Name, you haven't commented on this subject. Do you have thoughts that you'd like to share?).
 - Be careful that a few participants don't dominate the discussion (e.g., Name, that's a good point. Let's hear what others have to say about this issue.).
 - Attempt to solicit brief responses so the maximum number of topics can be covered. The attendees want to learn from the experiences in other jurisdictions.
 - Sum up/review what your group discussed.
 - Coordinate with your recorder. The notes need to be turned in after the report to the Conference Committee along with all materials (e.g., flipchart notes, etc.).
- Adhere to the time schedule. You may want to ask your recorder to help you monitor the time. The group should be reminded at halfway through and 10 minutes before closing. The session should begin on time and end on time.
- Thank the audience for attending and close the session.

General Comments

- Ensure that the discussion is directly tied to the goals of the peer exchange and SHSP.
- Encourage the start of discussion by asking icebreaker questions related to the topic area.
- Avoid imparting your personal opinion or steering the discussion.

Source: Modified from Oklahoma DOT

Tool D. SHSP Peer Exchange Agenda: One-Day Session (Example 1)

Time	Event	Room	Leader
7:00 – 8:00	Registration, Continental Breakfast		Attendees
8:00 – 8:10	Introductions & Housekeeping Items		Moderator
8:10 - 8:20	Welcome/Charge – What to accomplish at this event. Purpose and objective.		Sr. Leader
8:30 – 9:30	Briefing on the Current Status of the SHSP and Updated Statistical Trends (Federal & State)		Speakers
9:30 – 9:45	Instructions for Workshop Sessions		Speaker
9:45 – 10:00	Break		Attendees
10:00 – 12:00	Workshop Breakout Groups		
	Topic A - Workshop Group 1		Facilitator & Recorder
	Topic B - Workshop Group 2		Facilitator & Recorder
	Topic C - Workshop Group 3		Facilitator & Recorder
	Topic D - Workshop Group 4		Facilitator & Recorder
12:00 – 1:00	Lunch (Networking lunch or Presentation from Highway Safety Expert)		Guest Speaker
1:00 – 2:00	Plenary Session - Workshop Reports		Moderator & Facilitator
2:00 – 2:15	Break		Attendees
2:15 – 3:45	Workshop Breakout Groups		
	Topic E - Workshop Group 1		Facilitator & Recorder
	Topic F - Workshop Group 2		Facilitator & Recorder
	Topic G - Workshop Group 3		Facilitator & Recorder
	Topic H - Workshop Group 4		Facilitator & Recorder
3:45 – 4:30	Plenary Session - Workshop Reports		Moderator & Facilitator
4:30 – 4:45	Wrap-Up & Closing Comments		Moderator

Tool E. SHSP Peer Exchange Agenda: One-Day Session (Example 2)

Time	Event	Room	Leader
7:00 - 8:00	Registration, Continental Breakfast		Attendees
8:00 - 8:30	Welcome & Introductions & Housekeeping Items		Moderator
8:30 - 10:00	Plenary Session - Briefing on the Current Status of the SHSP and Updated Statistical Trends (Federal & State)		Speakers
10:00 - 10:15	Break		Attendees
10:15 - 12:00	Plenary Session - Panel Discussion Best Practices & Lessons Learned		Speakers
12:00 - 1:00	Lunch (Featuring Senior Leadership) Lunch (Networking lunch or Presentation from Highway Safety Expert)		Speaker
1:00 - 1:15	Workshop Breakout Session Instructions		Moderator
1:15 - 3:00	Workshop Breakout Groups		
	Topic A - Workshop Group 1		Facilitator & Recorder
	Topic B - Workshop Group 2		Facilitator & Recorder
	Topic C - Workshop Group 3		Facilitator & Recorder
	Topic D - Workshop Group 4		Facilitator & Recorder
3:00 - 3:15	Break		Attendees
3:15 - 4:00	Plenary Session - Workshop Reports		Moderator & Facilitator
4:00 - 4:30	Wrap-Up & Closing Comments		Moderator

Tool F. SHSP Peer Exchange Agenda: Two-Day Session (Example)

DAY 1			
Time	Event	Room	Leader
7:00 – 8:00	Registration, Continental Breakfast		Attendees
8:00 – 8:30	Introductions & Housekeeping Items		Moderator
8:30 – 9:00	Welcome/Charge – What to accomplish at this event. Purpose and objective.		Sr. Leadership
9:00 – 10:00	Plenary Session - Panel Discussion Briefing on the Current Status of the SHSP and Updated Statistical Trends (Federal & State)		Speakers
10:00 – 10:15	Break		Attendees
10:15 – 12:00	Plenary Session - Panel Discussion Data Driven Approaches		Speakers
12:00 – 1:00	Lunch (Networking lunch or Presentation from Highway Safety Expert)		Speaker
1:00 – 1:15	Workshop Breakout Session Instructions		Moderator
1:15 – 3:00	Workshop Breakout Groups		
	Topic A - Workshop Group 1		Facilitator & Recorder
	Topic B - Workshop Group 2		Facilitator & Recorder
	Topic C - Workshop Group 3		Facilitator & Recorder
	Topic D - Workshop Group 4		Facilitator & Recorder
3:00 – 3:15	Break		Attendees
3:15 – 4:00	Plenary Session - Workshop Reports		Moderator & Facilitator
4:00 – 4:30	Wrap-Up & Closing Comments		Moderator

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DAY 2			
Time	Event	Room	Leader
7:00 – 8:00	Registration, Continental Breakfast		Attendees
8:00 – 10:00	Plenary Session - Panel Discussion Best Practices & Lessons Learned		Speakers
10:00 – 10:15	Break		Attendees
10:15 – 12:00	Plenary Session - Panel Discussion Changing the Safety Culture		Speakers
12:00 – 1:00	Lunch (Networking lunch or Presentation from Highway Safety Expert)		Speaker
1:00 – 3:00	Workshop Breakout Groups		
	Topic E - Workshop Group 1		Facilitator & Recorder
	Topic F - Workshop Group 2		Facilitator & Recorder
	Topic G - Workshop Group 3		Facilitator & Recorder
	Topic H - Workshop Group 4		Facilitator & Recorder
3:00 – 3:15	Break		Attendees
3:15 – 4:00	Plenary Session - Workshop Reports		Moderator & Facilitator
4:00 – 4:30	Wrap-Up & Closing Comments		Moderator

Tool G: Recent Event Agendas

**Idaho SHSP Workshop
November 9, 2009
AGENDA**

7:30	Continental Breakfast
8:00	Welcome — Acting Director Scott Stokes, ITD
8:15	Workshop Overview and Expected Outcomes — Mary Hunter
8:30	Review of Idaho's Crash Problem and Current Programs — Brent Jennings
9:00	Strategic Highway Safety Plan Value and Purpose — Tamiko Burnell, FHWA
9:30	Break
9:45	Missouri's Systemic Approach to Saving Lives — Jon Nelson, Missouri Department of Transportation
10:30	Washington's Local Safety Corridors and Local Coalitions Angie Ward, Washington Traffic Safety Commission Matthew Enders, Washington Department of Transportation
11:45	Discussion of Facilitated Work Groups — Tamiko Burnell
12:00	Lunch
1:00	Emphasis Area Breakout Groups Session 1 — Selection of Effective Strategies
2:00	Emphasis Area Breakout Groups Session 1 — Report Out
2:30	Break
2:45	Emphasis Area Breakout Groups Session 2 — Selection of Action Steps for Strategies
3:45	Emphasis Area Breakout Groups Session 2 — Report Out
4:15	Future Expectations and Next Steps
4:30	Adjourn

Alaska / North Dakota SHSP Peer Exchange**August 15, 2012****Juneau, Alaska | Bismarck, North Dakota****AGENDA**

TIME	DURATION	TOPIC	SPEAKER OR FACILITATOR, AGENCY, AND LOCATION DURING THE PEER EXCHANGE (IN PARENTHESIS)
8:00 – 8:30 AT 11:00 – 11:30 CT	30 min.	Welcome/ Introductions Brief overview of NCHRP 17-52 Overview of the Day	Brian Chandler (AK) ND Welcome – Mark Nelson, NDDOT Safety Division (ND) Alaska Welcome – Jill Sullivan, ADOT Division of Program Development (AK)
8:30 – 9:15 AT 11:30 – 12:15 CT	45 min.	Review of SHSP documents and implementation - Alaska/North Dakota	Jill Sullivan (AK) Mark Nelson (ND)
9:15 – 10:00 AT 12:15 – 1:00 CT	45 min.	Roadway Departure Safety	Tom Welch, SAIC (ND) Howard Preston, CH2M Hill (ND) ND and AK strategies – discussion from participants
10:00 – 11:15 AT 1:00 – 2:15 CT	75 min.	Lunch / Brunch Break	
11:15 – 12:45 AT 2:15-3:45 CT	90 min.	Behavioral Discussion: <ul style="list-style-type: none"> • Belt Use/Impaired/Aggressive Driving • Distracted Driving/Older Drivers/Young Drivers 	Cheri Marti, CH2M Hill (ND) – National Perspective: Behavioral Factors in Traffic Safety and Example Best Practices Bonnie Walters, ADOT Division of Program Development – Human Factors Overview Karin Mongeon, NDDOT Safety Division, Traffic Safety Office (ND) – Human Factors Overview from North Dakota
12:45 – 1:00 AT 3:45-4:00 CT	15 min.	Break	
1:00-1:30 AT 4:00-4:30 CT	30 min.	Evaluation/Performance Measures Discussion	Richard Retting, Sam Schwartz Engineering (ND) ND and AK strategies
1:30 – 2:15 AT 4:30 – 5:15 CT	45 min.	Implementation/Resources/Funding Sources Discussion	Tom Welch, SAIC (ND) ND and AK strategies
2:15-2:30 AT 5:15-5:30 CT	15 min.	Summary/Review/Wrap-Up	Brian Chandler, SAIC (AK)

**Arkansas SHSP
Peer Exchange Agenda
Date: July 31, 2012
Location: Embassy Suites - Little Rock, Arkansas**

TIME	DURATION	TOPIC	SPEAKER OR FACILITATOR
7:00 – 8:00	60	Registration/Continental breakfast	
8:00 – 8:15	15	Welcome/ Introductions	Scott Bennett, AHTD Sandra Otto, FHWA
8:15-9:45	90	Morning Plenary Session Personal Story Toward Zero Deaths Initiative Toward Zero Deaths – Utah Experience National Roadway Safety Trends Instructions for Breakout Sessions	Moderator: Jessie Jones, AHTD Teresa Belew, ADH Kelly Hardy, AASHTO, Washington, DC Brent Wilhite, PPBH, Salt Lake City, UT Romell Cooks, NHTSA Reg 7, KC, MO Andy Brewer, AHTD
9:45 – 10:00	15	Break/Networking	
10:00-11:00	50 + 10 For transition to next room	Breakout Session #1 Topic 1 – Roadway Departure/Intersections Topic 2 – Seatbelts/Motorcycle Helmets/Child Protection Topic 3 – Alcohol/Impaired Driving	Tom Welch, SAIC John Mathis, AHTD Romell Cooks, NHTSA Reg 7, KC, MO Terecia Wilson, Retired SCDOT Teresa Belew, ADH Fran Flener, Arkansas Drug Director
11:00-12:00	50 + 10 For transition to next room	Breakout Session #2 Topic 1 – Roadway Departure/Intersections Topic 2 – Seatbelts/Motorcycle Helmets/Child Protection Topic 3 – Alcohol/Impaired Driving	Tom Welch, SAIC John Mathis, AHTD Romell Cooks, NHTSA Reg 7, KC, MO Terecia Wilson, Retired SCDOT Teresa Belew, ADH Fran Flener, Arkansas Drug Director

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12:00 – 1:00	60	Lunch (Buffet) Presentation: Arkansas Roadway Fatalities – Trauma and Health Perspective	Dr. Mary Aiken, Dept. of Pediatrics, UAMS
1:00 – 1:45	45	Reports from Morning Breakout Topics (10 min each)	Moderator: Joe Heflin Discussion from breakout moderators
1:45 – 2:00	15	Break / Head to Breakouts	
2:00 – 3:00	50 + 10 For transition to next room	Breakout Session #3 Topic 4 – Distracted/Drowsy/Speed/Aggressive Topic 5 – Older/Teen Drivers Topic 6 – Work Zones	Bill Sullivan, NHTSA Bridget White, ASP Dr. Shelia Cassidy/ Dr. Mary Aitken Steve Kite, NCDOT / Mark Headley, AHTD
3:00 – 4:00	50 + 10 For transition to next room	Breakout Session #4 Topic 4 – Distracted/Drowsy/Speed/Aggressive Topic 5 – Older/Teen Drivers Topic 6 – Work Zones	Bill Sullivan, NHTSA Bridget White, ASP Dr. Shelia Cassidy/ Dr. Mary Aitken Steve Kite, NCDOT / Mark Headley, AHTD
4:00 – 4:45	45	Reports from Afternoon Breakout Topics (10 min each)	Moderator: Jessie Jones Discussion from breakout moderators
4:45 – 5:00	15	Closing Remarks	Moderator: Jessie Jones

Tool I. SHSP Peer Exchange Participants' Packet Contents

- Welcome Letter from Leadership
 - Purpose
 - Participants' Expectations & Role
 - Outcome Expectations
- Agenda
- Facilities Map
- Housekeeping Items
- Participant Roster
- SHSP Team Roster
- Peer Exchange Steering Committee Roster
- Peer Exchange Planning Committee Roster
- Crash Data Facts Sheets
- SHSP Emphasis Areas
- Suggested Countermeasures
- Workshop Topics & Supporting Documentation
- Breakout Room Assignments
- Event Evaluation Form
- Note Pad & Pen

Tool J. Peer Exchange Responsibility Chart

EVENT TEAMS	EXPECTATIONS	RESPONSIBILITIES	MEMBERS
CHAMPION	Inspire others to follow their direction and vision.	<ul style="list-style-type: none"> • Lead the State charge for increased highway safety initiatives • Support marketing and promotion of highway safety activities • Recruit partners and stakeholders • Relationship Management • Participate in the peer exchange event 	<ul style="list-style-type: none"> • Senior Government Officials • CEOs
SENIOR MANAGEMENT	Provide mission, vision, and tone of the event.	<ul style="list-style-type: none"> • Participate in the peer exchange event • Encourage partners and staff to attend • Support those staff members who will be implementing the solutions and countermeasures learned from the peer exchange • The presence of top leadership is critical at the close-out meeting for the peer exchange 	<ul style="list-style-type: none"> • Senior Government Officials • CEOs • Safety Champions
STEERING COMMITTEE	Provide overall direction along with goals and objectives to the planning committee.	<ul style="list-style-type: none"> • Resource availability • Executive-level support as needed • Interagency communications up and down the chain of command • Secure attendance by Senior State Officials • Identify gaps and target areas where improvement is needed • Participate in the peer exchange close-out meeting • Oversee & implement peer exchange recommendations, strategies, action items 	<ul style="list-style-type: none"> • State agency senior management • Regional USDOT leadership

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PLANNING COMMITTEE	The committee is responsible for overall planning, implementation, and follow-up action. It is crucial that the planning committee understands the goals and objectives for the event as well as the needs and roles of the participants.	<ul style="list-style-type: none"> • Budget • Procurement • Location • Invitations • Registration • Agenda • Speakers • Content • Materials • Delivery • Equipment • Follow-up • Close-out Meeting • Report Preparation 	<ul style="list-style-type: none"> • State Safety Engineer • Governor's Highway Safety Representative • Regional USDOT • Meeting Planner • Expert Facilitator • Law Enforcement • Dept. of Motor Vehicles • EMS • Education Representative • Advocacy Group Representative • SHSP Chairperson • Regional Safety Expert • IT Professional • Finance/Budget Representative • Communications Representative
FACILITATORS	Experience in various highway safety topics, good communications skills, and the ability to effectively moderate an open discussion while maximizing input and feedback.	<ul style="list-style-type: none"> • Manage breakout session • Effectively communicate topic • Keep audience on topic & focused • Engage participant discussion • Manage time constraints • Present Workshop Summary 	<ul style="list-style-type: none"> • Highway Safety Professionals • USDOT Regional • Educators • Health Professionals • Law Enforcement • SHSP Partners • Consultants
MODERATORS	Manage flow and organization of main sessions and, as needed, breakout sessions.	<ul style="list-style-type: none"> • Manage logistics for main session • Introduce speakers • Facilitate Q&A sessions • Manage time constraints 	<ul style="list-style-type: none"> • State Staff • Leadership • USDOT Regional • Consultants

RECORDERS	Capture vital content information related to recommendations, strategies, and action items for post-event follow-up.	<ul style="list-style-type: none"> • Keep copious notes at assigned sessions • Organize and collate notes • Assist facilitator with summary report 	<ul style="list-style-type: none"> • State Staff • Volunteers • SHSP Partners • Consultants
SHEPHERDS	Act as a liaison to guest speakers and VIPs.	<ul style="list-style-type: none"> • Meet and greet upon arrival • Provide PX briefing • Escort to session areas and special events • Provide any logistical needs that may arise 	<ul style="list-style-type: none"> • State Staff • Volunteers • SHSP Partners
SUPPORT TEAM	Support logistics prior to and during the event. They will need experience in presentation software, sound systems, and the specific technological equipment being used at the event.	<ul style="list-style-type: none"> • Communications (including media) • IT & Audio Visual Equipment • Room monitoring • Resource materials • Registration • Procurement • Finance • Liaison for facilitators, presenters, and recorders • On-scene office 	<ul style="list-style-type: none"> • State Staff • Volunteers • SHSP Partners
PARTICIPANTS	Possess a passion for highway safety and a clear understanding of the expectations and role during the peer exchange.	<ul style="list-style-type: none"> • Passion for highway safety • Understand goals and objectives • Actively participate in discussions • Prepared to share materials and ideas • Make a significant contribution to the SHSP process • Provide feedback on sessions and overall event 	<ul style="list-style-type: none"> • All

Abbreviations and acronyms used without definitions in TRB publications:

A4A	Airlines for America
AAAAE	American Association of Airport Executives
AASHO	American Association of State Highway Officials
AASHTO	American Association of State Highway and Transportation Officials
ACI-NA	Airports Council International-North America
ACRP	Airport Cooperative Research Program
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ASCE	American Society of Civil Engineers
ASME	American Society of Mechanical Engineers
ASTM	American Society for Testing and Materials
ATA	American Trucking Associations
CTAA	Community Transportation Association of America
CTBSSP	Commercial Truck and Bus Safety Synthesis Program
DHS	Department of Homeland Security
DOE	Department of Energy
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FHWA	Federal Highway Administration
FMCSA	Federal Motor Carrier Safety Administration
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
HMCRRP	Hazardous Materials Cooperative Research Program
IEEE	Institute of Electrical and Electronics Engineers
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
ITE	Institute of Transportation Engineers
MAP-21	Moving Ahead for Progress in the 21st Century Act (2012)
NASA	National Aeronautics and Space Administration
NASAO	National Association of State Aviation Officials
NCFRP	National Cooperative Freight Research Program
NCHRP	National Cooperative Highway Research Program
NHTSA	National Highway Traffic Safety Administration
NTSB	National Transportation Safety Board
PHMSA	Pipeline and Hazardous Materials Safety Administration
RITA	Research and Innovative Technology Administration
SAE	Society of Automotive Engineers
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (2005)
TCRP	Transit Cooperative Research Program
TEA-21	Transportation Equity Act for the 21st Century (1998)
TRB	Transportation Research Board
TSA	Transportation Security Administration
U.S.DOT	United States Department of Transportation