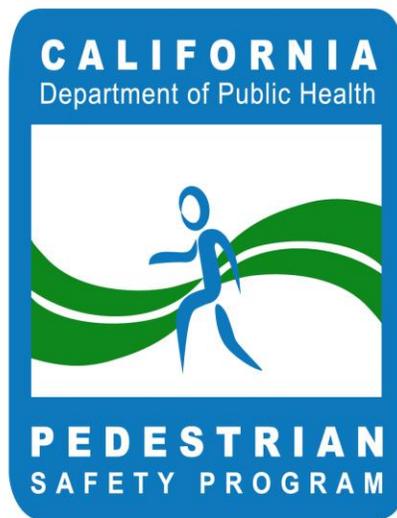


C o m m u n i c a t i o n

For Pedestrian Safety:

R i s k , R e s p o n s e & C h a n g e



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Introduction

In July 2009, Long Branch, N.J., police answered a call about a suspicious-looking person walking in a suburban neighborhood in a light rain. The man had stopped on the sidewalk to look at a house for sale.

The officer, Kristie Buble, asked the aging pedestrian, his curly salt-and-pepper hair partly covered by a hood, his purpose in the neighborhood.

"Walking," the man said.

She asked his name.

"Bob Dylan."

She asked for identification. He had none. The officer put Dylan, 68, in the back of the squad car and took him back to a nearby hotel parking lot, where the legendary musician's tour buses were parked, so he could present valid ID.

Once Dylan's character was vouched for, police Sgt. Michael Ahart asked him what in the world he was doing roaming city streets hours before his scheduled concert in a nearby town.

"I just felt like going for a walk," Dylan said.

On April 29, 2010 a tragedy occurred in Fairfield, California when four children were killed in an apartment fire. In addition to covering the story's details, KCRA, a local Sacramento television news station, stated that your local fire department would like to remind the public the steps that can be taken to protect oneself during a fire. What followed on the screen were several educational bullets and a Web site link where the public could access further information on fire prevention.

* * * * *

They were the two lead stories on KCRA's 6 o'clock news on June 1, 2010. A pedestrian advocate critically injured in Roseville, California at an intersection known to be problematic and a second story regarding another local pedestrian crash. Unlike the coverage for the April 29th apartment fire, no information accompanied these stories regarding pedestrian safety. No links to Web sites or mention of local advisory, educational or advocacy groups that could be contacted for further information or action.

*While these stories tell of devastating events, it also serves as a prime example of how a tragedy can be an opportunity for education and how, with some advance planning, the media can be one of the conduits for that education. This is one of the purposes of the Workbook, **Communication for Pedestrian Safety: Risk, Response and Change**. The Workbook demonstrates how quick and skillful communication can inform the media and public when a pedestrian collision occurs, while also providing an opportunity to educate your community about pedestrian safety.*

Purpose of the Workbook

Over the last several decades in California, walking has become less integral to our lives as we have grown dependent on our cars to get to work, buy groceries, dine out, recreate. There have been some increasingly negative impacts on our lives with worsening pollution, traffic congestion, higher rates of obesity, diabetes and other chronic diseases. **But here is the good news: the movement is changing!** Schools, governments, community-based organizations, advocacy groups, engineers, planners, architects and policy leaders are recognizing the benefits of building healthier and greener communities, ones that are accessible through walking and biking. And as we envision, create and promote these healthier steps, and get more people out walking, we need to ensure that pedestrians remain safe. This Workbook is a tool to help accomplish this by exploring methods to outreach and organize around pedestrian safety issues and prepare and respond to pedestrian crashes in a way that promotes education and change. Throughout the Workbook we emphasize how risk communication and communication for change work together to create communities which help keep pedestrians safer.

The Workbook is presented in two parts. Part One focuses on changing perceptions and behaviors and provides strategies for building and disseminating community change messages that can create and support pedestrian-friendly environments. Part Two focuses on communication during a pedestrian-involved collision and serves as a guide to help you write and implement a risk

communication plan that clearly defines your goals, objectives and actions so that you are prepared to respond to the media and the public in a pedestrian-involved collision.

The Workbook has been organized so that it is easy to use and offers information and techniques to help you:

- Understand the relationship between community norm change and risk communication;
- Identify and reach your audience through tailored messaging;
- Engage and organize partners and stakeholders;
- Develop and/or update materials on pedestrian safety;
- Customize pedestrian safety resources, such as key messages, press statements and press releases for your agency; and,
- Develop media and educational materials to help you communicate clearly.

As you read through the Workbook, it is important to understand a few key elements:

- 1) We anticipate the Workbook to be used differently depending on a person's or organization's role in pedestrian safety.
- 2) The most useful parts of the Workbook will vary for each group; engage and use the parts most relevant for you.
- 3) The Workbook is a tool and resource to aide you in responding to pedestrian crashes and build strategies and messages to encourage longer term community change. However, the Workbook is not intended to be used as a general media or community advocacy guide.

Who Will Benefit from this Workbook?

This Workbook aims to assist those with responsibility or interest in their community's pedestrian safety issues and provide them with a tailored "go-to" resource. The following is a list of potential Workbook users and how they may find the Workbook helpful:

Local county and city government and elected officials:

The Workbook's risk communication strategies and tools (Chapters 5-8) will enhance your ability to respond effectively after a pedestrian crash and address resulting concerns or inquiries that may result from the incident. The Workbook will also help you identify your community partners and stakeholders for collaboration and planning on pedestrian safety issues.

Local planners and traffic engineers:

The Workbook may enhance your understanding of the role the media and other partners can play in promoting pedestrian safety messages and increasing community involvement in planning. The risk communication tools will improve your abilities to respond to the media and public in a coordinated and effective manner as related to pedestrian crashes.

Local law enforcement:

Law enforcement public information officers are skilled in discussing and reporting pedestrian crash information to the media and the public. Using the risk communication strategies and tools in the Workbook will improve your understanding and ability to also use communication skills to support community change through educational messaging.

Local public health departments:

The Workbook will provide you with a strategy for combining known risk communication principles and tools with community norm change messaging. The result is a more comprehensive approach to protecting pedestrians with prepared actions and messages that allow you to respond from an educational standpoint when a pedestrian collision occurs.

Community advocacy groups:

Working with community partners is a key function of advocacy groups. This workbook will help you understand the process for preparing and responding to a pedestrian crash and how partners can work together to build a more coordinated response that promotes pedestrian safety education.

Linking Risk Communication and Community Norm Change

This Workbook seeks to connect the benefits and concepts of risk communication and community norm change to achieve an outcome of a stronger and more comprehensive effort of protecting pedestrians. To further understand this connection, it is important to briefly review the role of media advocacy. While this is not a focus of the Workbook, media advocacy plays an important role in promoting change.

Media advocacy is a tactic that allows community groups to strategically express their side of an issue in a manner that applies pressure for and promotes social change. It is a process of disseminating information through media communications, especially where the aim is to effect action, change policy, or influence the public's view of an issue.

Risk communication, by contrast, focuses on communicating knowledge about hazards and threats, and actions the public can take to minimize them. Risk communication for pedestrian safety is undertaken by skilled subject-matter experts, such as traffic safety engineers, public information officers, law enforcement and others within a variety of public health, transportation and related disciplines. Risk communicators act on behalf of public or private sector entities to *inform* and help *prepare* the public for a potential adverse event or outcome.

Community norm change is a broader strategy that combines behavioral, legislated and environmental shifts to achieve community wide change. A large part of this strategy involves the use of messaging, or “change communication”. With change communication we can:

- Promote a change in the behavior or belief of individuals, communities and institutions concerning pedestrian safety.
- Reach specific audiences with relevant pedestrian safety messages.
- Impact the factors that influence behavior, including physical, environmental, policy or institutional.

Maximizing Minimal Resources

It is essential to note that while ensuring the safety of pedestrians is a critical issue, it may not be a top priority of your community. Understanding and acknowledging where pedestrian safety ranks as a concern among local decision makers will assist in developing strategies for gaining community support from those whose agendas are similar to yours. Throughout California, we see repeated

examples of pedestrian advocacy groups collaborating with others representing bicycle issues, community development, environmental growth, transportation, schools, etc. This type of coordination can expand opportunities when funding resources are limited. And in many cases, it is the passion of volunteers, advocates and community leaders that pushes pedestrian safety to the forefront, enabling and promoting change.

How to Use the Worksheets

The Worksheets should be completed in advance of a pedestrian-related crash and used for planning your organization's outreach messaging and collaboration efforts. The template Worksheets can be tailored to meet your agency's needs. The electronic Word version of the Worksheets is located on the accompanying disk.

Part One:

Communicating for Change

Chapter 1:

**Community Norm Change
and
Pedestrian Safety**

Changing Public Norms

How Norm Change Impacts Our Environment

Remember when it was okay to smoke in the workplace or your favorite restaurant? In California, the legislation that protects non-smokers at work and in public places was passed not long ago, yet the impact has been profound. The idea of bars being smoke-free was practically incomprehensible in the early 1990's, however today, California's model is being replicated all over the country and the world.

Similarly, the thought of requiring restaurants to post their menu's nutritional information is a concept that would have easily been extinguished in the past. However, with the growing problem of obesity in the U.S., California recently passed a restaurant labeling law requiring restaurants to post nutritional information on their menus.

There are many other examples, including the "Click It or Ticket" campaign that has increased the number of people wearing seatbelts while driving, and the California Highway Patrol's "Designated Driver Program" and "Sober Graduation" campaigns that have reduced the number of deaths and injuries caused by drivers under the influence.

The message is that when groups come together, including advocates, policymakers, government, private industry and the public, to enact change, they can create an environment in which that change becomes a reality. These changes do not happen as the result of individuals acting alone, but because communities acknowledged the need for change, were ready for the change, and took action to initiate the change.

We now view a quitting smoker, designated driver or informed restaurant consumer as the "champion." New behaviors replace old standards because people are now aware of healthier and safer alternatives. As more people learn about better alternatives, the public ideally begins to self-enforce and what was once a "new" way of thinking becomes the norm. That is the power of community norm change.

Pedestrian Safety and Norm Change

So how can we make this synergy work for pedestrian safety? First, we must understand the scope of the problem. It is not uncommon for drivers to view pedestrians as a nuisance, or for pedestrians to view drivers as aggressive and careless. This view is reinforced by the fact that both drivers and pedestrians may have limited understanding of the codes which set forth pedestrian and traffic laws. According to a study by Tidwell and Doyle (1995), while the Uniform Vehicle Code requires motorists to stop or slow only for pedestrians already in a crosswalk, almost 70 percent of respondents thought motorists were required to stop or slow for pedestrians waiting on the curb at a marked crosswalk. Is there any wonder that drivers and pedestrians become easily annoyed with one another?

Given this information, it is clear that as we encourage more people to walk, bike and utilize public transit, we must elevate the relationship between the pedestrian and the driver to a position of consistent respect, understanding and awareness. Throughout California, and across the nation, are examples of programs working to do just that. The following examples are exemplary in their

efforts to consider pedestrian issues in growth planning, policy development, and community advocacy.

City of La Jolla

The City of La Jolla provides a good example of a community-wide effort to become a walkable community – and what can happen when passionate volunteers step forward. In 1999, two individuals formed a nonprofit organization, WalkSanDiego, to work with residents, merchants, developers, city staff and elected officials to make walking a safe and inviting transportation option. From an initial walking audit and press conference which named the “Terrible Ten” intersections that put pedestrians at risk, WalkSanDiego has worked with transportation officials to help them understand how it is possible to achieve effective traffic flow, while at the same time implementing traffic calming measures that make it safe for pedestrians.

Efforts have blossomed from an initial focus on the main street corridor of La Jolla Boulevard to working with neighborhoods throughout the San Diego area. Pedestrian safety issues are now addressed in ongoing master plans and private foundation support makes possible expanded outreach and education efforts. La Jolla is seen as a model project involving community activism, government partnerships and private support.

City of Glendale

After a series of tragic pedestrian fatalities involving elderly residents and a sixth grader who was killed in a crosswalk near her middle school, the city of Glendale has initiated an extraordinary effort to tackle issues of pedestrian safety. Turning to SafeTREC at the University of California, Berkeley for help, city officials were connected with California Walks. California Walks is a statewide coalition of nonprofit pedestrian advocacy groups promoting walkable communities that had begun working with the Federal Highway Administration and the California Department of Public Health to conduct joint trainings across the state that feature development of Pedestrian Safety Action Plans.

With intensive community outreach by local leaders, including city officials and members of the city’s large Armenian-America community, residents have come together to identify how best to tackle pedestrian safety. Among their efforts has been an analysis of census data and crash data, which showed that elderly Armenian-Americans with limited English proficiency were being disproportionately affected. As the problem began to be seen as a “community problem” and not just one involving police enforcement or traffic engineering, energies have focused on public education and outreach. Involvement of the community, schools and churches is central to the strategy.

Contra Costa County Street Smarts Case Study

Contra Costa County is an excellent example of how to use multiple interventions across jurisdictions and populations. Contra Costa’s Street Smarts Campaign is often viewed as a powerful case study in pedestrian safety and awareness education. In 2002, the Contra Costa Safe Communities Project recommended "a regional traffic safety education campaign to include a variety of traffic safety messages aimed at motorists, pedestrians, and bicyclists."

To make this a reality and after three tragic deaths of San Ramon Valley children in traffic-related accidents, several Contra Costa jurisdictions committed funds to initiate the Street Smarts Campaign. They kicked-off the campaign at a media event in 2004 and are currently rolling out

campaign activities in schools and community settings. The goal of the Street Smarts campaign is to educate drivers, bicyclists, and pedestrians on traffic safety. Five innovative slogans are displayed on the sides of bus stops, at festivals and events, in newsletter inserts, on cable television ads, on bumper stickers on city, county, and school district vehicles, and on posters in local businesses and schools.

Utilizing a different approach, Contra Costa County also implemented the Street WISE project. Street WISE was aimed at reducing upstream barriers to walkability in the cities of Richmond and San Pablo. The effort included workshops, training for traffic engineers and planners, and education of policy makers. The result was the inclusion of pedestrian and bicycle improvements in several redevelopment projects. The County Board of Supervisors directed community development, public works and health services departments to work together in providing recommendations on the county's approach to health, land use and transportation planning, which later became the Planning Integration Team for Community Health.

Importance of a Multi-prong Approach

What these examples demonstrate, and a common element among them for achieving success, are the importance of incorporating a multi-prong approach and that early progress is most effective at the local level. Together these provide a platform or foundation for spreading change across a broader area or region.

To be successful in reducing pedestrian risk, through changing a community's attitudes and behaviors (social norm change), the approach should include a variety of actions that focus on:

- 1. Engaging stakeholders/partners to build community buy-in;**
- 2. Improving or changing the physical environment where possible;**
- 3. Educating pedestrians and drivers on safety measures; and**
- 4. Messaging that impacts public attitudes and behaviors.**

This Workbook addresses these approaches and provides tactics for boosting their prominence in your pedestrian safety efforts.

Chapter Two:

**Reaching Your Audience
Through Messaging**

Reaching Your Audience Through Messaging

Identifying Your Audience and Strategy

Identifying your target audiences is partly dependent upon knowing your community. Each city and county has multiple audiences within their jurisdiction that may include children, older adults, people with disabilities, or people living in rural areas. Having information about what is of greatest need in your community, in terms of pedestrian safety risks, can help you focus your efforts on the audiences who will be most receptive, and are in greatest need of your message.

For example, if a common problem in your community is getting children to school safely, then target audiences might include school administrators and school boards, parent/teacher organizations and students. Similarly, if having sufficient time for older adults or people with disabilities to cross intersections is an issue, then messages should reach organizations serving older adults and people with disabilities, local policy makers and traffic engineers and planners.

Developing a Strategy

While many communities are currently conducting robust pedestrian safety work, others may still be getting organized and forming their strategy. Some helpful questions to begin identifying your target audiences and strategy include:

- Who are the key players working on pedestrian safety?
- Who are the pedestrians most at risk in our community?
- What are the known challenges faced by pedestrians in our community?
- Who might know about available resources within the community for:
 - Engineering improvements
 - Community-wide education or media campaign
 - Enforcement
- Are there partners/stakeholders in the community who support this issue?

Many communities have conducted community-wide assessments that will help answer these questions. Check with your local bicycle/pedestrian coalitions, local planners and engineers, city or jurisdictional government offices or public health departments for more information on these assessments. At the minimum, most jurisdictions track pedestrian and traffic collision data through hospitals, emergency services, law enforcement and public health.

An example of how a community has used their assessment information, in addition to partnerships, surveys and grants, to expand and improve their pedestrian activities is Glendale's Safe and Healthy Streets program. Using a variety of methods and interventions, Glendale, which has documented a high pedestrian injury and fatality rate, is tackling its issues with a community-based approach. To learn more about Glendale's successes, go to: <http://la-bike.org/glendale/>.

Special Considerations

Messages should resonate with diverse groups, because even though audiences share many of the same risks involved in pedestrian travel, such as hazardous walking routes, unsafe drivers, poorly controlled intersections or lack of signage, each audience also introduces a different set of challenges that are specific to their physical, learning, cultural or language needs.

Also consider those individuals who have special influence or leverage with a population. Most populations have “gatekeepers” -- an individual or group who has knowledge about and access to that population. Gatekeepers are generally well-connected, carry a voice of credibility in their role or position and are often informal leaders. Identifying gatekeepers can be done with the assistance of your partners and stakeholders.

Also note the role of special needs groups. Defining special needs is not simple when considering the world of pedestrians. Individuals, groups or communities may be disadvantaged for many reasons, including physical and learning disabilities, language and hearing impairments, or they are not seen as a priority by those with decision-making authority. And who is identified as having special needs will fluctuate, such as those who experience a temporary disability due to illness or injury.

Reaching Your Audience Through Messaging

When you have a better picture of your community and the pedestrian risks it faces, it will become more clear who you should reach and how broad your audience should be. Because of the diverse audiences you may need to reach, messaging becomes a valuable tool.

Messages can be designed to address specific issues, or they can promote a more expansive idea. Targeting your message will enable you to address a specific pedestrian safety need, such as student safety near schools or risks to older adults crossing streets. However, there is also benefit in promoting broader community change messages, such as the importance or vulnerability of pedestrians or the need to respect speed limits.

There are several factors to consider when using messaging to reach your audience, including when, how and who will deliver the message.

When to deliver the message is tied to building the link between risk communication and norm change. The level of community awareness is heightened at the time of an incident or crisis, thereby increasing message receptivity. Even with the reality of organizational or external barriers, it is important to note the power of your message can be maximized when connected to an event that has drawn attention to the behaviors and attitudes that contribute to risk and compromise safety. Having a prepared risk communication plan (Chapter 8) can open the door to having a quick and relevant response message ready.

Determining how to deliver your message involves knowing the various methods, from formal to informal. Consider how information is received within a population or target audience. Determine if there are specialized channels or formats, languages or cultural references that may increase receptivity and understanding of the message.

There are several key factors that come into play when selecting your delivery method(s), such as cost, ability of the method or venue to reach your target audience, cultural appropriateness of each venue and the language capacity of different venues.

In general, using multiple methods, matched to the population being addressed, will maximize your message distribution. Some commonly used methods include:

- Web site postings
- Social networking site postings (Facebook, Twitter, etc.)

- Email
- Newspaper, television and radio stories, PSA's or announcements
- Printed materials (flyers, brochures, etc.)
- Community meeting announcements
- Outdoor media (kiosks, billboards, bus placards)
- School or organizational newsletters
- Word of mouth through informal groups or community leaders

Who will deliver the message is the final factor to consider before delivering your message. It is important to ask who can be the most effective messenger in communicating to the audience(s) that are selected. Are there specific spokespersons or representatives who understand the issue and can advocate for your message and the type of change being promoted? Are there individuals whose lives have been directly impacted by a pedestrian accident and can speak personally and passionately to the need for change? Depending on the situation and the communication strategy, the messenger can sometimes be seen as a symbol of the message itself.

Identifying High Risk Populations

Many threats to a community's safety can be depicted through the eyes of those most at risk. This is especially true with the risk presented by pedestrian injury or death. For example, overall statistics in many communities identify specific groups that are at higher risk, including the elderly, the very young and communities with minimal resources. Each community, however, has its particular populations and problems that make it unique.

If you are not sure which populations are at greatest risk in your community, there are steps you can take to learn more, including reviewing information from a wide variety of sources:

- Local law enforcement data;
- Local emergency services data;
- Local transportation agency data;
- Local demographic data;
- California Department of Motor Vehicles data;
- FARS: Fatality Analysis Reporting System (National Highway Transportation Safety Administration); and,
- SWITRS: Statewide Integrated Traffic Records System (California Highway Patrol).

When you review the data from these sources, be sure to look for some key factors:

Trends: How many years do these data cover? Are there trends that have formed? Are these data creating a snapshot or a longer term landscape?

Demographics: Which elements are included and which are excluded in these data (e.g. race, ethnicity, age)? Does the inclusion or exclusion of these data elements alter the picture?

Geography: How large or small of an area do these data cover? Are the data providing a picture of the entire county, city, community or neighborhood?

The City of Glendale provides an excellent example of how data can help create a community picture. To better understand the highest risk areas for its population of 200,000 (spread over a 30 square miles and 350 miles of roadways), Glendale analyzed census data and matched it with crash data. Specifically, they took the 2000 Census data of people by demographic group, people over the age of 65, and people with limited English skills and overlaid the data for pedestrian collisions. Their analysis resulted in a “temperature map” showing areas of greatest concern, including the fact that elderly Armenian-Americans were disproportionately at risk.

This type of analysis can require a certain level of expertise. If this is unavailable, it may be possible to rely on anecdotal data as reported through various local groups who track traffic and pedestrian activity. However the data is collected, it is important to pinpoint the populations most at risk and map out a strategy for developing and communicating messages designed specifically for these populations.

Continuing with the Glendale example, city officials worked with community leaders, organizations and churches to conduct public education and outreach to elderly Armenian-Americans. In addition to community meetings, materials were produced in Armenian and messages addressed cultural issues important to this population.

The worksheet on the following page, **Population and Messaging Characteristics**, can assist in mapping your target populations. This is useful for identifying the various characteristics that impact how and to whom the message is delivered. For each of your target populations, complete the worksheet by answering the questions listed.

Worksheet: Population and Messaging Characteristics

Population and Messaging Characteristics					
Population					
Who is the target population(s)?					
What significant issues face this population in our community?					
What are the factors that put this population at risk as pedestrians?					
Leaders and Organizations					
Who are the formal leaders of this population (elected or appointed)?					
Who are the informal leaders or gatekeepers of this population?					
What are the primary organizations serving this population?					
Which organizations can we partner with to reach this population?					
Messengers					
Who are the potential messengers for reaching this population?					
What role can they play in communicating messages?					
Messages					
How have we reached this population in the past?					
<ul style="list-style-type: none"> • What was successful? • What were the challenges? 					
What messages and/or methods have been successful in other communities?					
How can our message be framed to be relevant to this population?					
How can pedestrian safety messages link to other messages targeting this population?					
How is information received?					
Internet	Newspapers	Television	Newsletters/ Publications	Community Events/Meetings	Other

Adapted from Communities of Excellence Plus in Tobacco Control: Training & Resource Manual

Chapter Three:

Message Development

Message Development

A well-developed message will ensure that your communications are powerful and have an impact on your target audiences. There are numerous techniques for developing messages. What is presented here are some tools to help you develop your own messages and examples of how some communities have approached messaging.

Messaging can address both individual behavior change and/or broader community change.

Messaging that is more traditional will include concepts such as:

Be alert

- Stop and look for traffic in all directions before crossing the street.
- Do not text while crossing the street.

Be visible

- Make sure that you see oncoming cars and that drivers are aware of your presence.

Messaging can also include community norm change messages, such as:

Drivers and pedestrians share the road and the responsibility.

- Drivers are responsible for waiting until a pedestrian crosses the street completely before proceeding.
- Pedestrians are responsible for obeying traffic signals.
- Pedestrians are responsible for making sure that drivers have come to a stop when they enter a crosswalk.
- Drivers are responsible for slowing down in a school zone.

Developing Your Message: Mapping Techniques

There is added benefit in customizing your community-wide messages so that the cultures, languages, practices and beliefs of your community can be considered. This is especially critical when faced with a pedestrian-related incident. While an incident is tragic, it may also be a catalyst for change. As the community gains understanding of the incident, and learns more about the risks involved, a gateway opens. The opportunity has arisen to explain how these risks can be reduced through community action and norm change. The key to capitalizing on this learning opportunity is messaging.

There are different methods for developing messages, but for our purposes in the pedestrian safety field, one approach that can be useful is message mapping. Message mapping is an approach that has proven highly effective in the public health emergency response field and can be done with limited resources.

Message mapping techniques allow the user to dissect a problem into tangible elements that can be communicated through a variety of media or educational methods. This dissection takes place by analyzing three elements of the problem:

- What We Know
- What are the Risks
- Action to be Taken

When the information is gathered for these three elements, you have the basis for developing your overall messages. Those messages – and their supporting facts – constitute a Message Map.

Completing the Message Map

A Message Map identifies a Key Message, which should be a succinct and clear statement that summarizes each of the three elements. Each Key Message is developed separately through identification of one to three Supporting Facts. The Supporting Facts provide more detailed information about the Key Message.

Instructions for completing a Message Map are as follows:

- Step One: State the problem, clearly and succinctly.
- Step Two: Complete the information for Key Message 1 and Supporting Facts (1-3).
- Step Three: Follow the same pattern for completing Key Messages 2 and 3 and Supporting Facts 2 and 3, working down each column separately.
- Step Four: For Language, Culture and Practices, identify any known issues or challenges that may have impacted this incident or will effect the development or receipt of messages related to this incident.
- Step Five: Once the Message Map is completed, the Key Messages and Supporting Facts can be used to educate and inform the public, media or partners about the incident and serve as the basis for your community norm change messages.

The sample on the following page provides an illustration of Message Mapping that can be used when a young child is struck in a hit and run collision near a school. The Message Map demonstrates how the circumstances involved in this pedestrian incident can be applied to message development. The map also provides consideration of community factors, such as culture, practice and language.

Sample Pedestrian Safety Message Map

Problem Statement:

Young child injured in a hit and run accident after school.

Key Message 1: What We Know	Key Message 2: What are the Risks	Key Message 3: Action to be Taken
A young child was taken to the hospital after being hit by an unknown driver in front of Treeside School this afternoon.	Children in and around our community schools continue to be vulnerable to speeding and unsafe drivers.	Practice “shared road” responsibilities.
Supporting Fact 1(a)	Supporting Fact 2(a)	Supporting Fact 3(a)
The condition of the child is critical. Law enforcement --is investigating to determine more about the incident.	Drivers are seen being distracted by talking on the phone, texting, and watching for their child while ignoring the presence of other children in the area.	Pay attention to crosswalks, especially when making a right or left turn.
Supporting Fact 1(b)	Supporting Fact 2(b)	Supporting Fact 3(b)
Several parents and students witnessed a blue Toyota truck hit the child and then accelerate through the intersection, leaving the scene.	Drivers consistently exceed the speed limits and act with impatience when school drop-off and pick-up activities slow traffic flow.	Avoid distracted driving and walking; encourage pledges.
Supporting Fact 1(c)	Supporting Fact 2(c)	Supporting Fact 3(c)
Parents, teachers and community members are very concerned about the incident and will be holding a public meeting to discuss what actions can be taken to make this area safer for pedestrians and bicyclists.	There continues to be a non-observance of school signage directing drivers to slow down, watch for pedestrians and use caution with crosswalks and bicycle lanes.	Children are especially at risk, as they may be harder to see and may react unexpectedly. <u>Observe signage near schools and watch carefully.</u>
Language: The community in which the incident occurred has a significant number of Hmong speaking families. Any behavior or norm change messages should be promoted in multiple languages.		
Culture: There is a “driving culture” in this community that it is safer for children to be driven to school, rather than walking or biking. Messages may address the benefits of walking or biking and the risks of driving children to school (or something like that).		
Practices: Despite messages posted near schools, reminders to parents, and some law enforcement monitoring, drivers continue to exceed the speed limit in school zones.		

Worksheet: Pedestrian Safety Message Map

Pedestrian Safety Message Map		
Problem Statement:		
<i>Key Message 1: What We Know</i>	<i>Key Message 2: What are the Risks</i>	<i>Key Message 3: Action to be Taken</i>
<i>Supporting Fact 1(a)</i>	<i>Supporting Fact 2(a)</i>	<i>Supporting Fact 3(a)</i>
<i>Supporting Fact 1(b)</i>	<i>Supporting Fact 2(b)</i>	<i>Supporting Fact 3(b)</i>
<i>Supporting Fact 1(c)</i>	<i>Supporting Fact 2(c)</i>	<i>Supporting Fact 3(c)</i>
Language:		
Culture:		
Practices:		

Community Change Messaging Campaigns

To further illustrate messaging at the community level, the following are two examples of pedestrian safety campaigns designed to impact behavior.

“Street Smarts” Campaign

In Santa Clara County, California, between the years 1996 and 2000, motor vehicle traffic crashes accounted for 50 percent of unintentional deaths for children between 0 and 19 years old. The county needed to address growing safety issues.

The county took action in the city of San Jose. Officials recognized that the root causes of accidents began with unsafe driver, pedestrian, and cyclist behavior so they undertook an expansive public education campaign in November 2002. The purpose was to change citizen behavior regardless of whether there were speed bumps, police officers, or other engineering and enforcement measures in place. Their program attempted to bring about a fundamental change in traffic culture.

The program operated on a grassroots level in schools and neighborhoods, and also had an extensive media component. The program was multi-lingual, with materials offered in English, Spanish and Vietnamese. Crash and citation data were reviewed to determine the top causes of accidents and to identify the most important behaviors to be targeted. The top five behaviors chosen were red-light running, stop sign violations, speeding, school zone violations, and crosswalk safety and compliance. In addition, though the target audience included all drivers, pedestrians, and cyclists, particular focus was placed on male drivers aged 18 to 25. One of the key messages of the campaign was a “community norm” change message: **“If You See Kids, Slow to 25”**

Key elements of this message:

- Targets all audiences;
- Alerts people to be on the lookout for kids. Children between 0 and 19 accounted for more than 50 percent of unintentional deaths, and;
- Provides a universal call to action that is different than what the law currently prescribes – slow to 25 when you see kids.

“It’s Up to All of Us” Campaign

Provided below is another example of messaging that introduces norm change.

- It’s up to all of us to protect pedestrians.
 - As a driver, it’s up to me to wait until a pedestrian crosses the street completely before I proceed.
 - As a driver, it’s up to me to be patient and not make a right turn in front of a pedestrian who has started to cross the street.
 - As a traffic engineer, it’s up to me to set the timer on the crosswalk signal so that older adults and pedestrians with mobility challenges have plenty of time to cross the street.
 - As a pedestrian, it’s up to me to obey traffic signals.
 - As a pedestrian, it’s up to me to pay close attention to traffic and make sure that drivers have come to a stop when I step on to the crosswalk.
 - As a lawmaker, it’s up to me to make sure that the vehicle code is clear and easy to understand.

- As a communicator, it's up to me to make sure that we have effective pedestrian safety education programs.

Key elements in this message example:

- Address problems head-on in the main message and sub-messages
- Speak to all audiences in the main message and provoke an overall shift in attitude
- Speak to each audience segment in the sub-messages and include a call-to-action
- Call for a shift in attitude and sense of responsibility to resolve the problem

Chapter Four:

**Partner and Stakeholder
Communications**

The Collaboration Element

Developing alliances and partnerships with other pedestrian safety experts holds numerous advantages. Partners and stakeholders are critical in the development of your pedestrian safety activities, and among many things, they contribute varied and new ideas, different kinds of resources, problem identification and potential solutions. Partnerships are especially necessary in difficult economic times. They can help you reach target audiences more efficiently, leverage people, funds, community resources, and ensure that communication strategies are well crafted to meet the needs of the target audiences. For these and other reasons, effective and lasting change for pedestrian safety is much more likely when consistent partnering is taking place.

The Role of Stakeholders and Partners

Stakeholders and partners play different roles depending on the pedestrian-related activity or incident and the type of community involvement. Their participation may evolve over time and they can serve in varying capacities.

In general, stakeholders are people with a special connection or “stake” in pedestrian-related crashes or incidents. They will be most interested in how the event will affect them and/or the populations they represent.

A partner may be defined as an individual or organization with whom your organization partners to achieve its vision of reducing pedestrian risks. Partners generally have individual strengths, weaknesses and unique abilities. It is important to identify the roles that partners will play during a pedestrian emergency and how you will work together.

Partnerships and Risk Communication

Partnerships also play an important role for risk communication. When a pedestrian-related crash happens, especially when serious injury or death occurs, many experts representing numerous agencies may be involved. In such cases, knowing who is responsible for communicating during a pedestrian-involved incident will ensure that pedestrian safety messages are communicated clearly. This will avoid the appearance that all appropriate agencies are not working together on the critical issue of pedestrian safety. It is known that building relationships in advance will enhance partners’ availability, functioning and response when an event occurs.

Also, develop consensus recommendations that support and expand pedestrian safety measures and activities that already exist within your community. Once recommendations are made, work with your partners and stakeholders to share this information with the media. The time to communicate new recommendations is before a collision happens. Informing the public when new recommendations have been made will raise awareness about ongoing efforts and also alert the public to new behavior or action that may be required.

Building Partner Connections

Effective partnerships take work and advance thought. It is important to establish them early on and maintain them regularly. To build successful partner connections it is helpful to consider the following key elements:

- Agreement that the partnership is necessary

- Respect and trust between the partner members and leadership
- Open and clear understanding of activities
- Sharing of responsibilities and agendas
- Flexible ways of working together
- Regular and positive communication
- Collaborative decision-making

In addition to these key elements, there are several guidelines that can improve your ability to create sound partnerships:

- **Clarify the aims and objectives of the partnership.** Just because you think the partnership is a good idea does not mean your potential partner will agree.
- **Determine who the decision-makers are in the potential partnership and place yourself in their shoes.** While the partnership may make sense to you, is it worth it to the potential partner; are there risks or additional responsibilities involved for them?
- **Communicate with partners regarding how this will benefit them.** Be clear and specific about benefits.
- **Plan the partnership over time.** Trust is the basis of any partnership, so be prepared to give it time to develop and solidify.
- **Encourage creativity with your partners.** Be open-minded regarding their ideas so that there is buy-in regarding the process and the results.
- **Be open and honest.** Do not promise what you cannot deliver.

Adapted from Working with Partners: Bumping It Up a Notch by Dr. Mike Prelip at the Health and Media Research Group, UCLA School of Public Health.

In identifying possible partners, look at who or which organizations are important to work with in reaching your audience and bringing about the behavior change you are seeking. If you're not sure which partners to cultivate, consider the following questions:

- Who are the individuals or organizations that can help my organization accomplish our vision of improved pedestrian safety?
- What specific strengths or unique abilities does each partner bring?
- Does each partner share my organization's commitment to improved pedestrian safety and have a similar set of values and openness to working together?

While your partners may vary by the type of pedestrian-related activity or intervention, the following includes a list of partners that are relevant to consider:

- Advocacy groups
- Local health departments
- Local planners, architects and traffic engineers
- City and county elected leadership
- City and county administration
- City and county fire departments
- City and county law enforcement
- Local schools and school districts

- Local Parent Teacher Associations
- Civic organizations and unions
- Community-based organizations
- Organizations serving special needs populations
- Statewide, regional and local general and ethnic media
- Local and regional emergency services
- Health care community (hospitals, doctors, nurses, etc.)
- Business and community leaders

Building Stakeholder Relationships

Similar to your partners, stakeholders need to be identified in advance, especially considering their potential role in responding to a pedestrian crash or related incident. Having established contact and relations with your stakeholders will help ensure that information can be targeted and flow as effectively and efficiently as possible. While stakeholders may vary according to the type of pedestrian activity or incident, establishing and maintaining purposeful connections with your stakeholders can help build credibility for your organization as it fosters a team approach.

If you're not sure who the stakeholders are that care about pedestrian-related activities and incidents in your community, the following questions may be helpful:

- Who are the individuals, groups or organizations that are impacted by the pedestrian behavior we are targeting (e.g., school zone speeding, elderly or disabled crossing at busy intersections, red-light running)?
- Who are the individuals, groups or organizations in our community that may be more at risk for pedestrian injury or fatality?
- Who are the organizations in our community that track and respond to pedestrian crashes?
- Who are the groups that establish and/or enforce local policies for pedestrian safety?

The following includes a partial list of stakeholders:

- Local residents
- Families
- Emergency responders
- Board members of local organizations
- Business and community leaders
- Elected officials
- Consumer action groups
- Ethnic communities
- Health care organizations
- School districts
- Special needs populations
- Grassroots advocates
- Legal advocates
- Media

Finally, keep in mind that not all stakeholders will necessarily be supporters of your organization. In fact, they may oppose your organization and its recommendations. They nonetheless have a stake

in what is happening. Recognizing their interests and having a strategy for dealing with them is important, and is especially good to address before a pedestrian crash or incident occurs.

Successful Partnerships

There are many examples of successful partnerships, but for pedestrian safety, some of the most evident stem from California's Safe Routes to Schools (SRTS) programs and local walking advocacy groups.

SRTS programs foster community-based coalitions consisting of school officials, parents, students, city agencies and neighborhood groups. Through education, enforcement and environmental changes (such as the addition of traffic calming fixtures), these coalitions are able to create communities where more children can walk and bike to school safely. In some cases, such as Marin County, the community support was so broad it led voters to approve a ½ cent transportation sales tax which includes 11% of its funding for SRTS, including program implementation, crossing guards and infrastructure. For more information on Marin's SRTS program, visit their website at <http://www.saferoutestoschools.org/index.shtml>.

Similarly, WALKSacramento is a prime example of how to build synergy and enact change through collaboration. Their Partnership for Active Communities, a 6-year collaboration of over 30 government and community groups, engaged in planning (using the Spitfire Smart Chart tool) to prioritize and organize the strategies for gaining Complete Streets "streets that work for all users at all times throughout Sacramento cities and County." As a result, Complete Streets is now included as a policy in the region's transportation plan, in the mobility element of the city's updated general plan and the county's draft circulation plan, and in the regional transit master plan. WALKSacramento and the Complete Streets Coalition continue to meet regularly to work toward implementation of these nationally recognized Complete Street policies. To learn more about WALKSacramento, view their website at: <http://www.walksacramento.org/>. You can also learn more about the Spitfire communications Smart Chart tool by going to: <http://www.smartchart.org/>.

*The worksheets that follow, **Planning Your Collaboration and Identifying Your Partners/Stakeholders**, introduce a platform and questions for identifying your partners and optimizing your relationship with them.*

Worksheet: Identifying Your Partners and Stakeholders

Use this worksheet to identify your partners and stakeholders. In addition to contact information, briefly describe their potential role as your stakeholder and/or partner by listing activities or ways in which your organizations can collaborate.

Organization	Contact
--------------	---------

Telephone	E-mail
-----------	--------

Collaboration Role

Organization	Contact
--------------	---------

Telephone	E-mail
-----------	--------

Collaboration Role

Organization	Contact
--------------	---------

Telephone	E-mail
-----------	--------

Collaboration Role

Organization	Contact
--------------	---------

Telephone	E-mail
-----------	--------

Collaboration Role

Organization	Contact
--------------	---------

Telephone	E-mail
-----------	--------

Collaboration Role

Worksheet: Planning Your Collaboration - A Step Ladder Approach

Key questions for planning your collaboration

- Who does my organization need to partner with to help bring about the behavior change that we are seeking?
- Are there any attitudes or experiences in our community regarding pedestrian behavior that could influence our relationships with current or future partners?
- Is there adequate interest in pedestrian safety in this community to build, expand or strengthen our partnerships?
- Are there adequate communication channels amongst partner groups to enhance (“spread the word”) about our current or future partnerships?
- Do our potential partners believe they will have a direct role and buy-in for decisions made and actions taken?

Developing a recruitment plan

- Establish who the critical partners are and how many are needed to help reach your target audience and improve pedestrian safety.
- Identify who will play a lead role in recruiting and educating potential partners.
- Determine the steps for making initial contact with new partners.
- Discuss what barriers, if any, may be encountered in approaching new partners.

Initial contacts

- Clearly communicate your goals and expected outcomes for the partnership.
- Link your organization’s goals to your partners’ goals to find a common frame of reference (this can greatly aid in maximizing existing resources).
- Emphasize your partners’ unique contribution and expertise.
- Describe the benefits of your partners’ involvement.
- Provide realistic expectations for the time and commitment needed for each partner’s participation.

Direct involvement

- Keep partners involved by providing opportunities for priority setting, problem-solving and decision-making.
- Solicit feedback from partners to determine if they feel valued, heard and understood.
- Recognize partner involvement and acknowledge successes.

Adapted from Communities of Excellence Plus in Tobacco Control: Training & Resource Manual

Part Two:

Risk Communication for Pedestrian Safety

Chapter Five:
Risk Communication Overview

What is Risk Communication?

Crises such as pedestrian injuries or deaths typically threaten the confidence of a community and the comfort level of the public as it relates to pedestrian and bicycle safety. As stated in the Workbook introduction, tragedies can be an opportunity for education and change and risk communication plays an important role in this process.

Risk Communication is communicating the possibility of an adverse event, such as a pedestrian injury or death. Risk communication prepares the public for potential danger or harm that may occur, the uncertainty of timing, the potential magnitude, and the degree to which individuals can control outcomes related to the crash. Successful risk communication requires advance planning, knowledge and training that will enable you to keep the public and the media informed and prepared for any necessary action.

Risk communication should enhance knowledge and understanding, build trust and credibility, and encourage appropriate behaviors and levels of concern (Covello). In the context of pedestrian safety, our role is to ensure that communication is designed to prevent or minimize pedestrian injuries and deaths.

A risk communication strategy should take into account the public's perception of risk, how the media translate information received from spokespersons, and how the public applies that information in their individual environment. For example, is a school route safe for children to walk? Is the signage on that route easy to read and understand for both pedestrians and drivers? What actions can the public take to promote pedestrian safety in their communities?

Risk Communication in Practice

According to Dr. Vincent Covello, Director of the Center for Risk Communication, Columbia University, and Frederick Allen, Associate Director of the Office of Policy Analysis, EPA, the **seven cardinal rules of risk communication** (1998) are:

1. Accept and involve the public as a partner. The ultimate goal of the communication strategy is to produce an informed public, not to defuse public concerns or replace actions.
2. Plan carefully and evaluate the outcome of the communication efforts. Different goals, audiences and media require different actions.
3. Listen to the public's concerns. People often care more about trust, credibility, competence, fairness and empathy than about statistics and details.
4. Be honest, frank and open. Trust and credibility are difficult to obtain; once lost, they are almost impossible to regain.
5. Work with other credible sources. Conflicts and disagreements among organizations make communication with the public much more difficult.
6. Meet the needs of the media. The media are usually more interested in politics than in risk, in simplicity than in complexity, and in danger than in safety.

7. Speak clearly and with compassion. Never let efforts prevent acknowledgement of the tragedy of an injury or death. People can understand risk information, but they may still not agree. Some people will not be satisfied.

Risk Communication and Pedestrian Safety

Pedestrian safety risk communication operates in both pre-crisis and post-crisis modes. Pre-event refers to the timeframe when you are not responding to a pedestrian collision or incident. However, the likelihood that one will take place is probable and assumes you will need to develop a communication plan or communication materials in order to communicate effectively to the media, the public and stakeholder organizations prior to a collision and/or when a collision occurs.

In your planning, you should anticipate specific materials and support systems that will be needed immediately following a pedestrian-involved crash and begin to develop the drafts or templates that can be quickly adapted to the situation. Generally, you will need **media materials, spokespersons, pre-determined messages and partnerships** that will be critical to a successful communication strategy. A discussion of each of these elements is provided in previous and forthcoming chapters.

The process of implementing many of these tools and activities is considered the post-event response. Based on this information, we can develop **action steps** needed for practicing risk communication for pedestrian safety for both pre-event and post-event phases:

Pre-Event

- Develop and establish relationships with community organizations, schools, neighborhood associations and businesses that care about and are impacted by pedestrian traffic.
- Listen to partner and stakeholder feedback regarding pedestrian safety issues and incorporate this into your planning efforts.
- Meet with the public to hear their concerns and incorporate relevant items into your pedestrian safety action plans.
- Identify spokespersons that can attest to the credibility of your messages and reinforce them with data that underscores the importance of pedestrian safety.
- Educate the media about pedestrian safety issues and why it's important in your community. Remind them of the number of accidents, injuries and deaths in your community, and the segment of the population most heavily impacted.
- Develop a press kit with press release, talking points, Questions and Answers (Q&A), and fact sheet that can be delivered to the media on demand.
- Keep your Web site up-to-date and promote it to the public so people have a place to go for answers.

- When a crash occurs in a neighboring community or in a location similar to yours, share information with the media about hazards in your community, alert people about precautions they should take, and let them know how they can prevent a similar situation in their area.

Post-Event

- Tell people what you know and what you don't know, and be sure to let them know what steps you will take to learn more about the situation and keep them up to date.
- Verify the facts.
- Speak with empathy at all times.
- Develop a message platform that includes audience-segmented messages across languages, cultures and geographies
- Help the public to accurately understand its own risks, including the steps that can be taken to prevent crashes in the future.
- Remember never to speculate, but tell the truth and provide only the facts.

Chapter Six:

Media Outreach

Understanding the Media

The news media has grown into one of the most powerful forces in the world. Every day, billions of people rely on the media to provide information on local, national and international news and events. While new technologies allow the broadcast media to receive reports from halfway around the world in an instant, local media outlets can cover stories happening in the community as news unfolds.

Never before has news and information been so readily available. As a result, the public has developed a greater reliance on the media and looks to the Internet, television, radio and newspapers to fulfill its information needs.

Why is it newsworthy?

Tragedies are media events, especially when they involve children or older adults. Major injuries or deaths that result from public incidents instantly engage the media, especially if they are catastrophic, first of their kind, or pose a high risk to others. It may be natural for those responding to a pedestrian injury or death to think of the media as a nuisance or hindrance to the incident response. In reality, the media is a major factor that should not be disregarded, and can be an ally in communicating your message.

Pedestrian safety planners should acknowledge the media's role in an injury or death situation and plan to meet reasonable media requirements. Few reporters, editors, directors or producers will abandon their effort to obtain information just because you do not want them involved.

It is imperative that government and nongovernmental organizations involved in incident response understand the legitimate needs of the media and how to fulfill those needs as an ongoing and well thought-out part of the response plan.

Creating a "Teachable Moment"

An effective tactic when dealing with the media is to turn media attention into something the media and the public can learn from during outreach efforts. The media has an obligation to present a balanced story, which will include the negative details of a pedestrian crash. But with the proper message talking points and interview techniques, they can turn a negative situation into an opportunity to promote driver responsibility and pedestrian safety to a wide audience. This allows the media to provide specific driver and pedestrian safety tips that may prevent future injuries or deaths.

The worksheets, tips and templates located in this section will help your organization respond to the media in a timely, thoughtful and accurate manner immediately after a pedestrian injury or death. In this section, you will find ways to:

- Work with the media
- Communicate your story
- Contact the media
- Develop press statements and Q&As
- Develop and distribute press releases
- Track media calls

- Respond to media errors

The **Media User Chart** on the following page can help identify a variety of media tactics to communicate messages when a pedestrian crash occurs. This chart tells you when and how to use each tactic and the benefits of using each. Media tactics include developing a press statement, press release, media Q&A to prepare for interviews, fact sheets, and information on Web and social media. Some of the tactics include templates to help you develop your own communication channels.

Media User Chart

Communication Method	When/How to Use	Purpose
Press Statement Pg. 45-47	Use a press statement immediately following a crash to deliver an initial statement to the media and the public that contains preliminary facts.	Allows your agency to be visible by addressing the incident, even if only a few pieces of information are available.
Press Releases Pg. 47-51	Within hours after the crash (and continuing as you become more informed), you will want to update your pre-prepared press release to include more detailed information about the situation – who, what, when, why, etc. Gather quotes from important officials and related partners.	Provides the media with a comprehensive account of the situation so that they can share the news quickly with the public. Demonstrates that your agency is taking a leadership and/or partnership role, thereby building organizational credibility and reliability.
Basic Questions Asked by the Media Pg. 52	Media Q&A's are for internal use and should be prepared as part of an organization's communication plan. Spokespeople can use Q&As as interview guides.	Spokespeople will be prepared for media interviews and potentially tough questions.
Fact Sheets Pg. 55-56	Brief fact sheets on topics such as pedestrian safety can be written before a crash occurs and can be shared with the media to create awareness during an incident.	Fact sheets are easy ways to provide media a quick guide to pedestrian safety tips so they can communicate them to the public. Allows your agency to promote and reinforce positive and safe behavior messages.
Web/Social Media Pg. 57-58	Social media can be used immediately following an incident to give updates and quickly communicate pieces of information to target audiences through Web site posts, Twitter "tweets" and social networking sites, such as Facebook.	Communicating through social media is quick, cost-effective and impactful. Aids your agency in reaching a broad population quickly and receiving feedback in real time. Also serves as a way to direct users to more information on pedestrian safety and related issues.
News Conferences	News conferences are staged media events that usually happen quickly after a crash or when there is a large news development.	Spokespeople can use a news conference as an opportunity to brief the media and answer questions all at once. This also provides an opportunity to convey the key messages necessary for pedestrian safety.

Press Statements

The press statement is likely the first communication with the media following a pedestrian injury or death. Even with only preliminary details, it is important to release a statement with what you do know so people are informed and updated. Often, you will send out more than one press statement, depending on how often additional updates become available. Depending on your comfort level and the nature of the collision, your press statement could be a written document or a verbal statement by your spokesperson. Press statements are often given by law enforcement, specifically state highway patrol, if a fatality occurs.

A good press statement:

- Has an informative and sensitive headline and first paragraph.
- Includes all the necessary facts about the situation or issue – *who, what, when, where, why and how*.
- Is so well written it could be used almost directly as is.
- Is accurate.
- States your organization's pedestrian safety objective.
- Gives information about what action your organization intends taking regarding the issue.
- Invites the media to contact your organization for further information.
- Gives a contact person and their telephone number.
- Gets distributed effectively – (local, regional, state or national media, where appropriate).

Do not issue a press statement if:

- It does not have all the necessary information for the media to write a story or publish it.
- It does not have the correct facts.
- It is based on hearsay or speculation.
- It is ambiguous.
- The media cannot contact your organization's media contact person.
- It has not been checked for accuracy, spelling and grammar.
- It does not have the necessary approvals.

Template Press Statement

Following is a sample press statement released within 24 hours.

Sample Press Statement: 24 Hours Following the Incident

First and foremost, our thoughts and condolences are with the victims and their families who were involved in this incident. During the past 24 hours we have come to understand the incident more fully. [Details of the incident] has occurred. [People involved] were [injured/killed]. The incident occurred when [details of how incident occurred at the intersection of XXX]. The victims are [details of their condition and how they're being treated]. Authorities are looking further into the [specific situation] to determine [most appropriate next steps].

We are still seeking more information about [the cause of the incident, the people behind the incident, etc.]... We have contacted [all involved parties or parties suspected to be involved]... We have also enlisted the help of [additional resources brought in to assist with the incident] to assist us in sorting out the incident.

We will continue to provide you with updates as new information becomes available. I urge you to monitor our Web site at [insert Web site address] for the latest information.

This incident is a reminder to [insert prevention oriented change communication messages]. The public is encouraged to contact [local coalitions, city/county transit, public health, walking groups, local SRTS chapters, etc.] to learn more about pedestrian safety measures.

In the meantime, we recommend that the public [edit as appropriate]...

Template Press Statement

FOR IMMEDIATE RELEASE

CONTACT: [Name of contact]

PHONE: [Number of contact]

Date of release: [Date]

Two-three sentences describing what happened and expressing empathy on the situation.

Two-three sentences describing what is currently happening in response to the incident.

Two-three sentences listing actions for those concerned and actions that will be taken in the future.

Contact information, ways to get more information and other resources.

Press Releases

A press release is designed to give all the pertinent background on a story. It contains all the news elements of the story. It includes facts on the issue, quotes from appropriate people and a boilerplate, which is standard text that can be used over and over again depending on the topic. Boilerplates can also refer to a summary of your organization at the bottom of a press release. Journalists may need to call you regarding this information to write their story; therefore, the press release should include the name and phone number for a spokesperson from your organization printed clearly on the top.

During the early phases following a pedestrian-involved crash, you will be writing standard press releases. As the situation evolves, you may follow up with feature releases about individuals or units involved in the response or outcomes and their successes, or personal stories of those helped during the crash.

An emergency press release should be limited to one or two pages. Think of press releases, from the very start, as press updates. The press release should answer the who, what, when, where, why and how of the ongoing incident and should include prevention and change communication messages. Additional supporting information should go into an attached fact sheet or backgrounder.

TEMPLATE PRESS RELEASE – WITHIN 24-36 HOURS FOLLOWING THE PEDESTRIAN INCIDENT

FOR IMMEDIATE RELEASE

CONTACT: [Name]

[Organization]

Phone [(XXX) XXX-XXXX]

ALTERNATE CONTACT: [Name]

[Organization]

Phone [(XXX) XXX-XXXX]

OFFICIALS INVESTIGATE [PEDESTRIAN INCIDENT]

AT [LOCATION]

[LOCATION] [Month Date, Year] — Officials from [organization] are investigating a pedestrian incident that occurred at approximately [time, day]. What we know is... [Two-three sentences describing current situation, how it happened and the people involved]. We are working with authorities to [determine how this happened, determine what actions may be needed to prevent this from happening again].

“Our thoughts and condolences are with the victims and their families who were involved in this pedestrian incident. We are working to find out exactly why this happened and learn more about the cause. We are working closely with authorities to get answers to these questions as quickly as possible, said [Title], [First Last].

To prevent future incidents, drivers should [obey speed limits, yield to pedestrians and bicyclists]. Pedestrians should [make sure that they are seen by oncoming traffic, always use

crosswalks, look for traffic in all directions before crossing the street. As part of the investigation, the [city/county] will be reviewing potential changes that would make [this location] safer for pedestrians. Some of the changes may include [longer crosswalk time, audio and visual signals, and better signage].

[Name of media liaison] has been assigned to work with the news media to disseminate verified information as soon as possible. Information will also be posted on our Web site at [Web site name]. Anyone with concerns or questions about today's incident is encouraged to consult the Web site for additional information.

#####

TEMPLATE PRESS RELEASE – AS NEW DEVELOPMENTS OCCUR

FOR IMMEDIATE RELEASE

CONTACT: [Name]

[Organization]

Phone [(XXX) XXX-XXXX]

ALTERNATE CONTACT: [Name]

[Organization]

Phone [(XXX) XXX-XXXX]

OFFICIALS CONFIRM [NEW DEVELOPMENT IN PEDESTRIAN SAFETY INCIDENT]

[Organization] Investigation Reveals [Cause, Person Behind Incident]

[LOCATION] [Month Date, Year] — Officials from [location] have confirmed [new development] in the [pedestrian incident] that occurred at approximately [time, day]. The new development was revealed as officials’ investigation led them to... [One to two sentences describing the new development].

“We have been working with [organization] since the incident occurred to bring answers to our community,” said [Title], [First Last]. “Today’s developments emphasize the importance of the community working together to create safer streets for pedestrians. This incident suggests a need for [safety education, lower speed limits in neighborhoods, and better visibility near crosswalks.]”

“We are encouraged by the community’s continued support in this tragedy. The outreach to those affected by the incident has been amazing,” said [First Last]. Authorities are encouraging anyone who would like to show their support, to contact the [TBD].

To prevent future incidents, drivers should [obey speed limits, yield to pedestrians and bicyclists, especially near schools, in bad weather or at night]. Pedestrians should [make sure that they are seen by oncoming traffic, always use crosswalks, and look for traffic in all directions before crossing the street]. As part of the investigation, the [city/county] will be reviewing potential changes that would make [this location] safer for pedestrians. Some of the changes may include [longer crosswalk time, audio and visual signals, and better signage].

For more information about the incident, contact [local media liaison]. In addition, information will be posted on the [organization] Web site at [Web site name].

#####

Basic Questions Asked by the Media

Although many answers may seem like common sense, this document has been prepared to familiarize you with basic questions the media may ask related to a pedestrian injury or death. Add to this list following interviews and document the questions asked so that you are more prepared each time.

Take the opportunity whenever possible during your answer to remind the public on your safety recommendations for drivers and pedestrians. For specific safety reminders that you can use as sound bites, see “Action to be Taken” in the “Sample Key Messages” section of Chapter 7 (pg. 66-67).

Q: What happened? (Examples: How many people were injured or killed?)

A: At approximately [XX:XX], an incident was reported at [location]. What we can tell you is [details about situation and condition of victims]. We are working very closely with response agencies to ensure that the surrounding community is equipped with pedestrian safety information.

Q: When and where did it happen?

A: Early reports indicate that the incident happened at approximately [XX:XX] at [specific location].

Q: Who was involved?

A: In order to protect the privacy of those involved, we are withholding the release of victims’ names pending notification of family members.

Q: Why did it happen? What was the cause?

A: Those details will be investigated. Right now our primary concern is for the welfare of the victims and their families.

Q: Could this incident have been prevented?

A: We are looking into the situation to find out how this incident could have been prevented.

Q: Will there be inconvenience to the public?

A: That information will become available once the damage is assessed by local emergency response agencies. If we gather future information, we will be sure to pass it along.

Q: When will we find out more?

A: [Organization] will be providing updates throughout the day. We encourage you to check our Web site at [www.xxxxxx.xxx] for up-to-the-minute information.

Worksheet: Developing Media Interview Q&As

Use these worksheets to prepare a role-play exercise for your spokesperson. Anticipate potential questions and develop appropriate sound bites that can be used as responses during a media interview. Be sure to reference your key messages (see Developing Your Messages) and promote driver responsibility and pedestrian safety precautions as often as possible. Remember that practice now will make your messages easier to deliver during an emergency. Also, have your spokesperson view post-accident interviews on YouTube or news websites to analyze how responses can be improved and where driver and pedestrian safety messages can be included.

Question: What happened? (Examples: How much damage was caused? Who was involved?)

Sound bite for Media (Q&A):

Question: Who was affected? (Examples: Was anyone injured or killed? What are their names?)

Sound bite for Media (Q&A):

Question: When did it happen?

Sound bite for Media (Q&A):

Question: Where did it happen? (Examples: What areas are affected? Is there danger outside of the immediate incident area?)

Sound bite for Media (Q&A):

Question: Why did it happen? (Examples: What was the cause? Who is to blame? Could it have been prevented? Has this ever happened before?)

Sound bite for Media (Q&A):

Question: What's next? (Example: Is there danger now? What are you going to do about it? What are the long-term consequences?)

Sound bite for Media (Q&A):

Question:

Sound bite for Media (Q&A):

Question:

Sound bite for Media (Q&A):

Question:

Sound bite for Media (Q&A):

Fact Sheets

Fact sheets are important, at-a-glance tools used to provide an overall view on a particular topic and help you clearly and concisely tell a story or provide quick facts when a pedestrian injury or death occurs. Though fact sheets can stand alone, they are often used to supplement a news release or anchor a print or digital press kit.

Potential information within your fact sheet could include:

- Tips for pedestrian safety.
- Local and/or national statistics and facts about number of pedestrian collisions, injuries and deaths.
- Resources for more information on pedestrian safety and rights.
- Information on your organization and other organizations or groups addressing pedestrian safety issues.
- Reminders about driver responsibility and safety (speed, distractions, being alert to and yielding to pedestrians).

Fact sheets should ideally be kept to one page using bullets as opposed to paragraph form. They should be designed in an easy-to-understand, easy-to-follow format with a logical progression from the broad to the specific about a single subject so that specific information is easy to find. If necessary, define scientific and technical terms. When citing facts or statistics, list the month and year that the fact sheet was last updated so that your readers know they are receiving accurate, up-to-date information. Collaborate with partners to develop fact sheets during risk communication planning.

Sample Fact Sheet

National Road Safety Fact Sheet

How Safe is America's Roadway System?

In 2008, 37,261 people died on our Nation's roads.

How Significant is the Roadway Safety Problem?

Roadway safety is a serious, national public health issue.

Out of the total 37,261 fatalities in 2008, there were:

- 19,794 roadway departure fatalities (53%)
- 7,772 intersection fatalities (21%)
- 4,378 pedestrian fatalities (12%)
- 11,674 speed related fatalities (31%)

Tips for Driving and Walking Safely

- It's your responsibility to drive and walk safely so always be alert and attentive to the motorists and pedestrians around you.
- Never drink and drive. And don't let friends drive drunk.
- Always buckle up. The life you save could be your own.
- Obey traffic signals and signs. They are there to keep you and others safe.
- Make sure you have plenty of time to get to your destination so you don't feel pressured to speed or disobey traffic signals.
- Don't give into road rage. Your life and the lives of your passengers are more important than angrily reacting to an irresponsible driver.
- Pedestrians should always wear light-colored or reflective clothing at night to be more visible to drivers.
- Before you take a left turn at an intersection, make sure it is safe to do so. (More than one-third of all deaths to vehicle occupants occur in side-impact crashes. Most of these occur at intersections.)

Source:

Federal Highway Administration (FHWA)

http://safety.fhwa.dot.gov/facts_stats/factsheet.cfm

Web/Social Media

Social media is the use of technology to share information online. Social media encourages timely information sharing and interactivity and has become an impactful and cost-effective tool for communicating with target audiences.

When a pedestrian injury or death occurs, social media can be used to quickly calm fears and build trust with your target audience. Because it is difficult to regulate, social media can breed inaccuracies. While it is your job to negate rumors as best as you can, monitor social mediums and ensure accuracy of all information.

Social media can take many forms including Web site postings, Internet forums, instant messaging, podcasts, videos and blogs. Social networks, which are organized systems for communicating and connecting with people online, are one of the most used forms of social media. Examples of social networks include:

- Facebook
- Twitter
- YouTube
- LinkedIn

Sample Outreach Using the Web and Social Networks:

Social networks are extremely popular and often used daily by visitors, thus it is critical to monitor your social networks regularly to ensure that accurate and credible information is being delivered. Consider doing the following:

- Post links to social networks on your organization's home page and/or incident page to drive traffic to your social networking site.
- Post regular updates about the current situation so that followers receive real-time information.
- Post current press releases, videos, podcasts, fact sheets and Frequently Asked Questions (FAQ) on your Web site and social networks to educate people about relevant information.
- Promote local or statewide contact numbers regarding the incident on social networks if applicable.
- Use social networks to answer and address questions and concerns about current situation.
- Include links to partner Web sites on social networks.

The Department of Transportation (DOT) successfully uses social media to relay critical information to the public. Below is a news release from American Association of State Highway and Transportation Officials (AASHTO) describing DOT progress.

New Survey Shows Increased Use of Twitter, Facebook by State DOTs

Results of a new survey show that a growing number of state DOTs are communicating critical news and information with travelers using Twitter, Facebook, and other social media.

The AASHTO survey of 32 state DOTs finds that 26 states (or 81%) are now using Twitter to communicate with travelers when major traffic incidents or severe weather such as snow storms, hurricanes, and

tornadoes force road closures or detours. Almost half of the states surveyed (or 14) have an active Facebook page and 23 states report using video on their website. Eighteen states also report having an active YouTube channel. (Since the survey was completed, at least three other states have also begun to use Twitter.)

The State of Washington was one of the first state DOTs to use Twitter and now has 8,000 followers on its main WSDOT Twitter account and 3,000 followers on its Seattle area traffic account. Washington, along with Mississippi, Tennessee, Texas, and California are among several states using multiple Twitter accounts to give travelers the ability to personalize their information based on specific highway routes or their geographic location.

Overall, state DOTs are finding that social media are decidedly more efficient in reaching the public with time-sensitive traffic and travel information, according to the survey. Among the various new social media tools, respondents found Twitter (65%), RSS feeds (56%), podcasts (18%), and Facebook (13%) to be the most effective method to reach their primary audiences.

States accompany their information with warnings about reading Twitter texts while driving. Idaho's slogan – "Call 511 B 4 U GO" and Tennessee's "Know Before You Go!" – are typical of the public safety campaigns that accompany many of the state social media initiatives. To see the entire report and a list of state DOT Twitter addresses, go to <http://www.publicaffairs-ntpaw.transportation.org>. For more information on the survey, contact AASTHO at <http://www.transportation.org/>.

AASHTO is now on Twitter! Go to <http://twitter.com/aashtospeaks> and become a follower.

Worksheet: Developing Your Media List

Use this resource sheet to identify and log your contact with the media serving your community. Keep in mind that, as California is a diverse state, ethnic media may be an excellent source of reaching your audience. It may be helpful to have a liaison from each community and/or translation assistance to make sure that your messages are as effective as possible. Be aware that media contacts change frequently, so be sure to update this list on an ongoing basis. Media lists can often be purchased, especially in major metro markets, and then shared with your partners.

People in the media you may contact immediately following a pedestrian injury or death:

Newspapers

Organization	Contact Name	Beat/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Beat/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Beat/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Beat/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Beat/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Radio Stations

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Television Stations

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization:	Contact Name:	Show/Focus:
Telephone:	Fax:	Email:
Date of Last Contact:	Notes:	

Organization	Contact Name	Show/Focus
Telephone	Fax	Email
Date of Last Contact	Notes	

News Distribution List and Other Media

Please note that more information on distribution services can be found in “Ways to Contact the Media” in this section of the Tool Kit.

Organization Example: PR Newswire	Contact Name Patty Smith	Title
Telephone 888-776-0942	Fax	Email information@prnewswire.com
Date of Last Contact	Notes	

Organization Example: AP Wire Service	Contact Name	Title
Telephone 888-776-0942	Fax	Email info@ap.org
Date of Last Contact	Notes For bureau information in your area go to: http://www.ap.org/pages/contact/contact_pr.html	

Organization	Contact Name	Title
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Title
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Title
Telephone	Fax	Email
Date of Last Contact	Notes	

Organization	Contact Name	Title
Telephone	Fax	Email
Date of Last Contact	Notes	

Worksheet: Media Contact Log

It is important to track all the media inquiries you receive. During an incident make additional copies of this form so you can use one form for every call.

Deadline:

_____ 2 hours _____ Today a.m. _____ Today p.m. _____ ASAP _____ Other

Media Outlet:

- Local
- Regional
- National

_____ TV _____ Daily/Wire _____ Radio _____ Magazine
_____ Online

Caller's Name: _____

Organization: _____

Caller's contact information: Phone(s): _____

Fax: _____

E-mail: _____

Action Needed:

- Return call expected from press officer
- Return call with E-mail or fax
- Supervisor informed
- Other _____

Action Completed:

- Date and time _____

No action needed; call closed by:

- Question answered
- Referred to Internet
- Referred to subject matter experts
- Other _____

Comments:

Taken by: _____

Time: a.m. _____ p.m. _____

Date: _____

Chapter Seven:

Spokespersons and Messages

The Role of Your Media Spokesperson

Spokespersons

During the risk communication planning phase, you should identify spokespersons and resources. Spokespersons should be knowledgeable about pedestrian and bicycle modes of travel and safety, the workings of your agency, and have an understanding of ways to prevent pedestrian accidents, injuries and deaths. All organizations with a responsibility for their community's pedestrian safety should have designated spokespersons, including law enforcement, transportation, public health, schools, hospitals and local government. Training for spokespersons, including role-playing for media interviews, can be done during risk communication planning.

The job of a spokesperson immediately following a pedestrian injury or death is to communicate information the public wants or needs to know. The main goals are to **reduce the incidence of injury and death by educating the public and to reduce the community's fear and anxiety**. The job is also vital to reduce the likelihood that safety recommendations are ignored or circumvented.

Immediately following an incident, the spokesperson is expected to describe the following:

- The safety risks for individuals and communities – what is the risk?
- The collision and its magnitude (e.g., who, what, where, when, why, how).
- What is being done to respond to this pedestrian injury or death and to make sure it does not happen again?

The spokesperson should be knowledgeable about the situation at hand. He/she should be briefed with the most current information as it becomes available. General recommendations for spokespersons in all settings include:

- Know the organization's policies about the release of information.
- Stay within the scope of responsibilities, unless he/she is authorized to speak for the entire organization or a higher headquarters.
- Do not answer questions that are not within the scope of the organization's responsibility. Seek guidance from your partners in developing messages. For example, only traffic engineers would be able to adequately address what safety improvements are necessary for the crash area.
- Tell the truth. Be as open as possible.
- Follow up on issues.
- Use visuals when possible.
- Illustrate a point through examples, stories and analogies. Ensure that they help make the point and do not minimize or exaggerate the key message. Try the stories out on a small group first.
- Discuss only the facts.
- Do not express personal opinions.

Preparing key media talking points ahead of time is critical. To be useful, key media talking points must:

- **Be few in number**, usually no more than two or three. Immediately following a crash, people will be upset. They will have difficulty remembering lots of information.
- **Be short and concise**, generally no more than a sentence or two each. Short messages are easier for your spokesperson and the public to remember and are more likely to be conveyed without editing by the media.

- **Be written down.** Writing your messages down keeps them short, concise and understandable. Putting your messages in writing will also make it easier for others in your department to share communication responsibilities.

Consider the following when creating initial communication to your audiences:

Present a short, concise and focused message. Write equivalent to a 6th-grade reading level to ensure a broad level of understanding. Get the important facts out first. In time, the public will want more information. For example, let them know what happened, when it happened and how it happened.

Cut to the chase. State *relevant information only* at this time. Do not start with massive amounts of background information. Do not spend a lot of time establishing yourself or your organization. One sentence should be enough.

Acknowledge uncertainty. Sounding more confident than you are rings false, sets you up to turn out wrong, and provokes debate with those who disagree. It is better to say what you know, what you do not know, and what you are doing to learn more.

Give positive action steps, instead of negatives such as “don’t jaywalk,” use positive pedestrian messages such as “use designated cross walks” and “be alert.” Remind drivers to “watch for and yield to pedestrians.” Developing positive action steps gives you an opportunity to spread a broader message about pedestrian and driver safety. For instance, the more alert you are, the greater your chances are of avoiding a collision.

Offer people things to do. Self-protective action helps mitigate anxiety and giving people things to do helps prevent denial. Encourage people to be proactive and get involved in local efforts or community advocacy groups that spread pedestrian safety awareness and practices. Some of the most effective groups are the local chapters of California Walks (www.californiawalks.org). See the Resource section at the back of the workbook for more information.

Repeat the message. Repetition reflects credibility and durability. Correct information is correct each time you repeat it. Reach and frequency, common advertising concepts, tell us that your message is more apt to be received and acted upon as the number of people exposed to the message (reach) and the number of times each person hears the message (frequency) increase.

Use personal pronouns for the organization. “We are committed to ...” or “We understand the need for...”

Be careful about speculation. Try to stick to the known facts. Keep in mind that too much speculation weakens your credibility, but also recognize that people want answers. Concentrate on describing the steps in place to get the facts and help the audience deal with the uncertainty while that process goes on.

Treat emotion as legitimate. During an incident, people have a right to be anxious. To help people bear their feelings, it is important to respect their feelings.

Establish your own humanity. Express your feelings and wishes: “I wish we could give you a more definite answer.” Touch upon your family and your reactions to the incident.

Avoid

Technical jargon

- Instead of “pedestrian facilities,” or “environment” say “street signs,” “roadways” or “sidewalks.”
- Instead of “correlation,” say “relationship” (avoid using “cause.”)

Unnecessary filler – Save background information for news releases or fact sheets.

Attacks – Attack the problem, not the person or organization (i.e., be careful not to point fingers at a specific person or group, but talk about the issue at hand).

Promises/guarantees – State only what you can deliver. Otherwise, remain committed to keeping people informed as more facts become available.

Humor – Seldom is humor a good idea. People seldom “get the joke” when they are feeling desperate. While humor can be an effective stress-reliever and coping mechanism, it is best not used in public situations. Be careful not to offend others responding to an incident, even behind closed doors. Be especially sensitive when speaking to the public. One person’s attempt at humor may be another’s insult.

Information in this section is adapted from the CDC Crisis Emergency Risk Communication Manual and Consulting, Training and Research in Risk Communication by Peter Sandman, Ph.D.

Sample Key Messages for a Confirmed Incident [Insert City or County], California

Use the following as a template when developing specific key talking points in your city or county after a confirmed pedestrian injury or death.

1. What we Know

There has been a confirmed [insert incident] in [insert location]. We are working with [state] and local agencies, [list here], to take the appropriate steps.

a. Empathy

Our thoughts are with the victims and their families.

b. Scope

At this time, we know that [details XX people have been injured/killed] and that it involved [insert details] and [XX] are [being treated in the hospital]. We are working with [state] and [local authorities] to determine the cause of the accident.

2. What Are the Risks

Residents in [insert location] are being advised of [street closures, etc.] This incident emphasizes the need to make changes that would make roads safer for pedestrians, such as [better signage, audio and visual signals, safety education, and greater visibility near crosswalks.]

- a. [Location] is being investigated to prevent future traffic and pedestrian incidents.
- b. [#] of incidents have occurred at [location] in the past [timeframe].

3. Action to be Taken

The public can play a key role in protecting themselves and other pedestrians from future injuries or deaths.

Drivers

Be alert

- Watch for, and yield to, pedestrians and bicyclists, especially near schools, in bad weather or at night.
- Do not assume that pedestrians see you or that they will act predictably. They may be physically or mentally impaired, or intoxicated.
- When you are turning, you may have to wait for a "gap" in traffic. Be aware that pedestrians may have moved into your intended path and now have the right of way, requiring you to yield. Double-check before you turn.

Follow the law

- Obey speed limits.
- Come to a complete stop at stop signs.
- Do not block pedestrian crosswalks.
- Yield to pedestrians with the right of way

- Stop and do not pass a vehicle stopped in front of you or in a parallel lane. That vehicle may have stopped for a pedestrian that you cannot see.

For more information

- For more information, go to [[Web site](#)].

Pedestrians

Be alert

- Stop and look for traffic in all directions before crossing the street.
- Look for eye contact with the driver(s) and wave when they yield.
- Wait for a fresh green light before crossing the street.

Be visible

- See and be seen.

Be prepared

- Wear sturdy shoes that will give you proper footing.

Be mindful of your route

- Plan routes to avoid hazardous crossings.
- Treat driveways and alleys like roadways.
- When sidewalks are unavailable, walk facing traffic and as far to the left as possible.

For more information

- For more information, go to [[Web site](#)].

Communicating and Customizing Your Messages

In the event of a pedestrian-involved crash, it is important to communicate with your target audiences directly and clearly. Your target audience, which is usually specific sectors of the general public, will need to be informed quickly and kept up-to-date as the situation evolves, with your media spokesperson relaying important information about the collision. Collaborate with organizations, such as police departments, hospitals or municipalities in order to increase your agency's effectiveness.

Use the steps below to develop your key messages for a pedestrian injury or death.

Determine Your Audience:

Define the audiences with whom you will be communicating. Second, determine what information is most important to each group by considering the following:

- Relationship to event – How do they relate to the incident and what do they need to know?
- Demographics (age, language, education, culture) – Consider your audience's demographic when tailoring messages to individual audiences.
- Level of anxiety/outrage – Keep potential emotions in mind when determining appropriate messages.
- Work with representatives from special needs populations, or receive assistance from translators, to effectively communicate with groups who receive their news from nontraditional sources.

Purpose of Your Message:

Before you craft messages, determine the goal of communication. Is it to inform? Reassure?

- Give facts/update – first and foremost, release the known facts.
- Educate to prevent future incidents – Where appropriate, incorporate messages that teach pedestrian safety.
- Clarify event status – provide updates as necessary.
- Address rumors – do not speculate and provide only the facts when responding to rumors.
- Satisfy media requests – as appropriate, provide a spokesperson that can talk to the media as updates become available.

Method of Delivering Your Message:

Consider the following communication channels when delivering your message:

- Print media release
- Social media
- Spokesperson (TV or in-person appearance)
- Radio
- Other (e.g., recorded phone message)

Worksheet: Identifying Media Spokesperson(s)

Use this worksheet to identify spokespeople for different kinds of pedestrian-involved crashes.

People who will speak on behalf of your organization immediately following a pedestrian-involved crash:

City	Contact Name	Position
Telephone	Cell Phone	Email
Availability M-F	Evenings	Weekends

Law Enforcement	Contact Name	Position
Telephone	Cell Phone	Email
Availability M-F	Evenings	Weekends

Transportation	Contact Name	Position
Telephone	Cell Phone	Email
Availability M-F	Evenings	Weekends

Public Health	Contact Name	Position
Telephone	Cell Phone	Email
Availability M-F	Evenings	Weekends

School	Contact Name	Position
Telephone	Cell Phone	Email
Availability M-F	Evenings	Weekends

Hospital	Contact Name	Position
Telephone	Cell Phone	Email
Availability M-F	Evenings	Weekends

County	Contact Name	Position
Telephone	Cell Phone	Email
Availability M-F	Evenings	Weekends

Chapter Eight:

**Risk Communication
Planning and Response**

Risk Communication Planning and Response

Many communities are sadly and all too often impacted by pedestrian fatalities and injuries. Being prepared – and having thought through what your organization will say and do in the event of a pedestrian-involved crash – will improve your ability to manage the situation when it occurs. Moreover, if the crisis is managed well, it will enable you to leverage an important “teachable moment”, a time when the public and others are paying special attention and are anxious to learn what can be done to prevent a similar tragedy in the future. And while it is impossible to predict the specific pedestrian-related crash that might occur in your community, being mindful of the types of collisions that have happened in other communities can be useful to consider.

In previous chapters we examined how you can work with the media to disseminate key messages that speak to both the incident and the larger prevention-oriented messages that can help keep individuals and the public safe. This chapter builds on that information and provides tools and a checklist that will help your organization develop a risk communication plan and enhance your organization’s response when there is a pedestrian collision.

More than anything, your risk communication plan is a resource of information – the “go to” place for must-have information when you most need it. Once developed, it will be important to review and update the plan annually. This will help ensure that the plan is current and in place – well ahead of a pedestrian crash.

Developing a Coordinated Response

What you say and how you address the crash that has just occurred will benefit tremendously from advance planning and coordination with partner and stakeholder organizations. These organizations will vary from community to community, but generally will include local law enforcement and transportation agencies, as well as neighborhood and community organizations. These are organizations that have a role in responding to the crash or an investment or perspective in pedestrian safety and what has just happened.

Why coordinate? Members of the news media will contact whomever they feel may have something to contribute. It will be less confusing if those agencies and organizations are able to speak with “one voice” and provide a uniform set of messages. This is true for both conveying accurate information about what has happened and also about prevention-oriented actions that the public can take to prevent similar injuries or fatalities in the future.

Risk Communication Plan – A Primer

A risk communication plan clearly defines your goals, objectives and actions when a pedestrian injury or death occurs. Once written, the plan offers specific guidelines and instructions for communicating once a tragedy occurs.

The sample provided in this Workbook will enable you to identify the necessary elements of a risk communication plan while allowing you to tailor it to your specific needs. Each section of the plan describes the type and scope of contents that should be included.

Risk Communication Plan

Goal

The purpose of a communication goal is to set down on paper the overarching idea(s) of what you need to accomplish and to keep that in mind throughout the planning and implementation process. You may have one or multiple goals, such as providing specific guidance and preventive measures when a pedestrian injury or death occurs, while also promoting safety, the benefits of walking and the importance of walkable communities.

Situation Analysis

The situation analysis is a brief description of the issue at hand. Someone new to your organization or someone who has not been exposed to the situation should be able to read the one or two paragraph analysis and understand the issue right away. As you will be completing this plan before a pedestrian-related crash takes place, your situation analysis should be somewhat general in scope to include the range of possible pedestrian collisions. Details on the specific situation can be filled in at a later date.

Target Audience and Stakeholders/Partners

The purpose of identifying your target audience and stakeholders/partners is to determine who is impacted by the event, who has a “stake” or investment in the situation and who has a role in aiding in the response. It is critical to know and work with your partners in advance of a crash to ensure effective communications with the public. In this section, identify your potential target audiences, stakeholders and partners.

Objectives

Developing objectives help you to focus your actions toward meeting your goal(s). Objectives should be measurable and directed toward achieving the overall goal. They might include effectively communicating both situational and preventive information to the public and involved parties when a pedestrian injury or death occurs.

Strategies or Activities

Strategies or activities are the action items that will successfully allow you to accomplish your objectives. Consider this the “to do” section of the risk communication plan. The bulk of your work before, during and after a pedestrian-related crash will come from here. These may include actions both before and after a collision, such as:

Prior to a Pedestrian-involved Crash:

- Identify and communicate with individuals involved in assisting with your organization’s communication response

- Determine your communication resources
 - Identify meeting space, staff and equipment needed in the event of a pedestrian-related crash

- Identify template key messages that can be adapted for use in the event of an incident

- Create template media materials and develop media contact lists, including:

- Template press statements and news releases
- Facts sheets on relevant pedestrian-related topics
- Biographies for spokespersons
- Contact information for local television stations, radio stations and newspapers
- Media call log to track inquiries during a crisis
- Identify and train spokespersons on key messages
 - Include key message coaching, interview techniques and probable Q&A. A refresher course should be provided every six months
- Determine partners/stakeholders and foster alliances
 - Identify, coordinate and communicate with stakeholders and partners
 - Identify roles and responsibilities for key partners and stakeholders, including what each will do during a pedestrian-involved collision and how you will coordinate communications and outreach to the public
- Prepare template information for your organization’s Web site that educates the public
 - Develop template information that includes preventive information for both pedestrians and motorists
 - Provide information in both English and Spanish if possible
 - Provide links to additional resources, including local partner agencies

When a Pedestrian-involved Crash Occurs:

- Verify the situation.
 - Get the facts; sources may include local law enforcement, and fire and transportation departments
- Conduct notification and assessment
 - Ensure that all who have responsibility for a communications response within your organization are notified of the situation and briefed on the issues
 - Identify what the public can do to avoid future collisions
 - Determine what the public should be doing
- Implement your organization’s risk communication plan
 - Adapt template key messages and media materials to respond to the current situation and secure their review and approval within your organization
 - Brief spokesperson(s) and provide them with key messages and media materials
 - Disseminate media materials (e.g., via press statement, news release, press conference)
 - Post adapted materials and fact sheets to your organization’s Web site
 - Contact partner/stakeholder organizations and share materials that are being disseminated to the public and to the media.
 - Monitor the media and Internet for what is being said about the situation and determine if your organization’s prevention-oriented messages are being conveyed

After a Pedestrian-involved Crash:

- Obtain feedback and conduct evaluation

- Conduct an evaluation of your organization’s response to the pedestrian-related crash, including an assessment of whether you were able to successfully leverage the “teachable moment” to convey broader, prevention-oriented messages
 - Compile and analyze media coverage
 - Share results within your organization
 - Determine need for changes to your organization’s risk communication plan and any related policies and procedures
- Conduct additional public education as needed
 - Once the pedestrian-related incident has passed, your organization may need to carry out additional public education activities
 - Ask the following questions:
 - What are the public’s perceptions and information needs related to pedestrian-related crashes?
 - How can we work together to help prevent future pedestrian injuries and fatalities? For example, would public outreach including town hall meetings, flyers and other outreach be helpful in “getting the word out” on what pedestrians and motorists can do to ensure individual and public safety? What other educational or communication messages are needed?

Measurement

Resources permitting, measuring your risk communications plan’s success is always a good idea. If possible, include ways to measure your progress against your original goals and objectives. Keep in mind that your measurement methods are more likely to be quantitative rather than qualitative and can be used in order to conduct an effective evaluation. Consider the following:

- Amount and quality of media coverage (i.e., how much coverage was received? were the messages consistent and did they come across in coverage?).
- Number of hits to your Web site.
- Number of stakeholders/partners communicated with and the quality of the relationship.

Timeline for Developing Your Risk Communication Plan

Building a timeline for your risk communication plan will ensure its completion. The sample timeline below assumes that an organization is at the beginning phase of writing a risk communication plan. Samples and templates of all referenced documents can be found in the Workbook. This timeline serves as a guide only and your progress should be adjusted as best suited to your organization.

<i>Month</i>	<i>Activity</i>
Months 1 - 3	<p>Strategy and Planning</p> <ul style="list-style-type: none"> • Review this Workbook and complete all worksheets. • Meet with key staff within your organization who have communication-related responsibilities in the event of a pedestrian-involved incident. • Develop your risk communication plan and revise based on feedback.
Months 2 - 6	<p>Key Messages</p> <ul style="list-style-type: none"> • Develop template key messages and potential Q&As. <p>Media Materials</p> <ul style="list-style-type: none"> • Produce template press statements and news releases. • Draft fact sheets. • Draft biographies for spokespersons. • Route template materials, fact sheets and biographies for spokespersons through designated approvals and finalize. <p>Media Lists</p> <ul style="list-style-type: none"> • Compile local media contact information. • Create media call log.
Months 2 - 6	<p>Resources</p> <ul style="list-style-type: none"> • Adapt content for Web site and/or identify appropriate links. <p>Spokespersons</p> <ul style="list-style-type: none"> • Identify spokespersons. • Conduct message review and media training with spokespersons. • Conduct mock media interviews using potential Q&As.
Months 2 - 6	<p>Partners/Stakeholders</p> <ul style="list-style-type: none"> • Conduct meeting to review your draft risk communication plan and receive feedback. • Update plan according to feedback.

A Checklist for Your Organization’s Communication Response

Immediately After a Pedestrian-Involved Crash Occurs (1-3 hours):

Information Gathering

1. Verify the Situation
 - Get the facts. Sources may include local law enforcement, emergency medical services, local fire and transportation departments.
 - Attempt to verify the magnitude of the crash and any impact at the community or neighborhood level.
2. Conduct Notification
 - Ensure that all who share responsibility for a communications response within your organization are notified of the situation and briefed on the issues.
3. Conduct Assessment/Implement Risk Communication Plan
 - Determine who is being affected by the situation. What are their perceptions? What do they want and need to know?
 - Determine what the public should be doing and/or know. This includes information that helps prevent future tragedies.
 - Determine your organization’s role in the ongoing response.
 - Verify stakeholders and partners.
 - Prepare spokesperson(s).
 - Monitor the media and internet about what is being said about the event. Is the information correct?

Soon After a Crash (2-4 hours):

Initial Release of Information

4. Prepare Information and Obtain Approvals
 - Prepare key messages and initial media statement.
 - Develop incident Q&As.
 - Draft and obtain approval of initial news release.
 - Provide only information that has been approved by the appropriate agencies. Do not speculate.
 - Repeat the facts about the event.
 - Describe what the responding agencies are doing about the crisis.
 - Explain what the public should be doing in response to the incident and what they can do to help prevent other such incidents (e.g., leverage the “teachable moment”)
 - Describe how to obtain more information about the situation.
 - Determine special populations impacted by the incident and any special outreach that is needed.
5. Release Initial Statement and/or News Release to the Media, Public and Partners through Arranged Channels
 - Distribute statement and/or news release to media contacts via E-mail or blast fax.

- Upload media materials on your organization’s Web site.
- Ensure spokesperson(s) are standing by for potential media inquiries.
- Distribute media materials to partner/stakeholder organizations.

Ongoing After a Crash (4-36 hours):

Follow-up Information

6. Update Media with New Information

- Send follow-up release with additional incident information and details of any scheduled news conferences/media briefings.
- Create additional materials including fact sheet and media advisory for news conference and media briefings as necessary.
- Continue to monitor media coverage.

After Crash Related Events are Over (36 hours to TBD):

Conduct Evaluation

7. Obtain Feedback and Conduct Risk Communication Evaluation

- As soon as is feasible following an collision, conduct an evaluation of your organization’s response to capture lessons learned.
- Compile and analyze media coverage.
- Share results with partner agencies and organizations.
- Determine need for changes to your risk communication plan and revise accordingly.
- Determine need to improve policies and processes and revise accordingly.
- Institutionalize changes with appropriate training.

Learning from the Pedestrian-Involved Crash:

Conduct Additional Public Education As Needed

8. Carry out additional public education and outreach that builds on the “teachable moment”

- Once the incident has passed, you may have the opportunity to carry out additional public education activities in coordination with community advocates. Work with your community advocates and leaders to:
 - Determine the public’s perceptions and information needs related to the incident, focusing on individuals within an impacted area.
 - Update your community on actions being taken after the incident through your Web site, flyers or other outreach activities.
 - Work with traffic engineers and planners to determine steps for preventing similar incidents in the future.
 - Use your risk communication plan (updated from this incident) to help focus and guide your ongoing public education activities.

Information in this Checklist has been adapted from the CDC Crisis and Emergency Risk Communication Manual.

Promoting and Evaluating Your Efforts

Promoting Your Efforts

In other chapters of this Workbook, we have explained the benefits and uses of several different media strategies and tools in relationship to risk communication. These same methods can be used to promote the efforts and successes of your pedestrian safety work. Consider doing the following:

- **Issue press releases** and make them newsworthy. As you begin developing program elements, it is important to identify the "hook" that will be used – the element that will capture the attention and interest of your target audiences and the news media. Examples include:
 - Prominence – including a prominent person such as the town mayor in your events
 - Timeliness – holding a key meeting during the week of Walk to School activities.
- **Develop media relationships.** Brief the media on your issues so that your release is more relevant to them. You might also consider partnering with your local media to develop public service announcements.
- **Write** letters to your local newspapers, such as Op-Ed letters
- **Hold public events** and co-promote with local partners on each other's projects or campaigns to expand your reach to other key groups such as law enforcement, public officials and parent/teacher associations.
- **Maintain an updated website.** An updated and accurate web site is a valuable resource for spreading the word about your efforts. Websites are an excellent resource for housing information on upcoming events, updates on program progress, news releases and photos. Seek opportunities for linkage with other popular websites in your area.
- **Publish updates** on the internet and in newsletters and make sure to include photos when possible.
- **Gain the interest** of local media reporters for ongoing stories and consider partnering with them to develop public service announcements.
- **Attend** community and service club meetings to share information and your results.
- **Educate** policy makers and key decision makers.

Also pay attention to aspects of your work that are new, challenge boundaries and raise questions about the issues of pedestrian safety. These will be the most interesting details to the public and will help draw attention to your programs.

Combining the promotion of safety efforts while encouraging people to walk in their communities will lead to physically and environmentally healthier communities. The more people get out and walk, the more that motorists will begin to expect them and be conscious of their safety. And this is norm change at work!

A Word About Evaluation

The public, funders, constituents, policy makers, the media, and even your neighbors who walk in their communities have a stake in your progress. The future of your efforts, including making program refinements and securing additional funding, will depend on the story that evolves from your activities.

Changes in community norms are not quick or easy to measure. These changes occur through levels of saturation over time. It will be the combination of partnering, environmental improvements, education and messaging that combine to create long-term norm change. For this reason, how you determine progress becomes pivotal in building endurance for the longer haul.

The value of having long-term and measurable outcomes is not disputed. But what about discovering how we are doing along the way? This is the benefit of measuring interim outcomes. Demonstrating progress, even if the movement is incremental, can help your efforts gain recognition, support continued intervention, create momentum for the future or increase partner involvement. Evaluating progress is crucial to making sure that you are making an impact. Are you getting your message through clearly? If not, you will need to review and alter your message.

There are different ways to measure interim outcomes. For the purposes of pedestrian safety, one can examine and describe progress by documenting a variety of changes, including:

- Development of a Pedestrian Risk Communication Plan
- Improved risk communication response during or after a pedestrian crash
- Increased number of media messages that include pedestrian safety education
- Increased number of spokespersons trained on pedestrian safety issues
- Monitoring growth of web related activity and involvement around pedestrian safety
- Establishment of community-specific key messages for pedestrian safety
- Increased partner/stakeholder involvement
- Increased number of engineers and/or planners receiving pedestrian action plan training
- Development or updating of the local pedestrian safety action plan
- Increased planning of pedestrian infrastructure improvements
- Institutional changes
- Creation of a Pedestrian Advocacy Committee
- Establishment of new Safe Routes to School chapters or groups
- Evaluation of attitudinal shifts and attainment of new knowledge
- Improved crash statistics
- Completion of the worksheets in this publication!

This is just a sampling of ways to measure your incremental successes. Be creative in how you view your progress and take advantage of promoting these successes.

Resources

California Department of Transportation (Caltrans) – A Technical Reference and Technology Transfer Synthesis for Caltrans Planners and Engineers

http://www.dot.ca.gov/hq/traffops/survey/pedestrian/TR_MAY0405.pdf

Reference guide that compiles information and concepts from agencies and organizations faced with transportation issues and pedestrian and traffic statistics statewide and nationally.

National Complete Streets Coalition

<http://www.completestreets.org/>

Complete Streets are designed and operated to enable safe access for all users. Instead of fighting for better streets block by block, the National Complete Streets Coalition seeks to fundamentally transform the look, feel, and function of the roads and streets in our community, by changing the way most roads are planned, designed, and constructed. Complete street policies direct transportation planners and engineers to consistently design with all users in mind.

University of California at Berkeley Institute of Transportation Studies A Technical Guide For Conducting Pedestrian Safety Assessments For California Cities

http://www.techtransfer.berkeley.edu/tse/psa_handbook.pdf

Guide that helps California municipalities conduct Pedestrian Safety Assessments (PSAs) in their communities.

Federal Highway Association (FHWA) Pedestrian and Bicycle Safety

http://safety.fhwa.dot.gov/ped_bike/

Pedestrian and bicycle safety information – including crash facts, tools to diagnose and solve the problem, education and outreach, pedestrian safety in communities, and Hispanic pedestrian and bicycle safety.

FHWA Media Kit Materials

http://safety.fhwa.dot.gov/local_rural/pedcampaign/press.htm#press

Template media kit materials including press releases and newspaper articles (in both English and Spanish).

FHWA Pedestrian Safety Campaign

http://safety.fhwa.dot.gov/local_rural/pedcampaign/guide.htm

Federal Highway Administration's pedestrian safety campaign including goals and strategies for your community, hooks, messages, materials, working with the media, media kit materials and evaluation.

FHWA Interactive Pedestrian Safety Awareness – Safer Journey

<http://safety.fhwa.dot.gov/saferjourney/index.htm>

Interactive audio pedestrian safety awareness guide designed to increase awareness of pedestrian safety by the general public, road users, pedestrian safety advocates and safety professionals. Four sections include – journey, quiz, library and map.

FHWA – How to Develop a Pedestrian Safety Action Plan

http://safety.fhwa.dot.gov/ped_bike/ped_focus/

This link includes sample state and local Pedestrian Safety Action Plans and information on developing your own Pedestrian Safety Action Plan.

National Highway Traffic Safety Association (NHTSA) Traffic Safety Facts – California 2004-2008

http://www-nrd.nhtsa.dot.gov/departments/nrd-30/ncsa/STSI/6_CA/2008/6_CA_2008.htm

Traffic fatality rates in California and nationally.

2008 NHTSA Pedestrian Traffic Safety Facts

<http://www-nrd.nhtsa.dot.gov/Pubs/811163.pdf>

2008 National Pedestrian traffic fatality statistics

California OTS Collision Rankings

http://www.ots.ca.gov/Media_and_Research/Rankings/default.asp

A database of traffic injury and fatality statistics that is searchable by city or county.

California OTS Traffic Safety Report Card

http://www.ots.ca.gov/OTS_and_Traffic_Safety/Report_Card.asp

A 2008 traffic safety report card compiled by the California Office of Traffic Safety.

Pedestrian and Bicycle Information Center (PBIC) – Case Study Compendium

http://drusilla.hsrb.unc.edu/cms/downloads/pbic_case_study_compendium.pdf

A collection of brief, original case studies developed by the Pedestrian and Bicycle Information Center and the Association of Pedestrian and Bicycle Professionals (APBP). The success stories cover pedestrian and bicycle projects and programs from across the US and abroad, including engineering, education, enforcement, encouragement, planning, health promotion, and comprehensive safety initiatives.

Walkinginfo.org – Pedestrian Safety FAQs

<http://www.walkinginfo.org/faqs/>

Frequently asked questions on topics such as – community problems and solutions, education, engineering, health, promotion, crashes and safety, enforcement, funding, plans and policies and why walk or bike.

City of Seattle – Pedestrian Safety Master Plan

http://www.seattle.gov/transportation/pedestrian_masterplan/

City of Seattle’s pedestrian safety master plan including – vision and goals, planning process, pedestrian policies and programs, state of pedestrian environment, pedestrian tool box, and implementation.

National Center for Safe Routes to School

<http://www.saferoutesinfo.org/>

A centralized resource on how to start and sustain a Safe Routes to School program

Safe Routes to School – Steps to Creating a Program

<http://www.saferoutesinfo.org/guide/steps/index.cfm>

A program guide for Safe Routes to School. This provides steps for communities to create their own program that will make walking and bicycling safer for children.

Safe Routes to School Program – Education

<http://www.saferoutesinfo.org/guide/education/index.cfm>

Education tips for Safe Routes to School programs including – key messages for children, parents, drivers and neighbors, and strategies for educating children and parents.

National Safe Routes to School Partnership

<http://www.saferoutespartnership.org/>

Network to advance Safe Routes to School programs in the United States.

SafeTREC

<http://www.tsc.berkeley.edu/>

A research and education resource for safety and travel risk.

California Walks

<http://www.californiawalks.org/>

A coalition of nonprofit pedestrian advocacy groups promoting walkable communities for all people throughout California.

Local Government Commission

<http://lgc.org/>

A nonprofit, nonpartisan, membership organization that provides assistance to local elected officials and other dedicated community leaders who are working to create healthy, walkable, and resource-efficient communities. The LGC's membership is composed of local elected officials, city and county staff, planners, architects, and community leaders.

Health Transportation Network

<http://www.healthytransportation.net/>

A resource designed specifically for California's local elected officials and city managers committed to promoting environments that encourage safe walking and bicycling

Rails to Trails

<http://www.railstotrails.org/index.html>

A nonprofit organization based in Washington, DC, whose mission it is to create a nationwide network of trails from former rail lines and connecting corridors to build healthier places for healthier people

Spitfire Communications Smart Chart

<http://www.spitfirestrategies.com/Tools/Smart-Chart-3.0.html>

A guide on how to build a strategic communications plan.

Street Smarts Campaign

Some examples of Street Smarts campaigns:

http://cchealth.org/services/street_smarts/ (Contra Costa Health Services)

<http://www.streetSMARTS-srv.com/> (San Ramon Valley)

<http://cityofdavis.org/streetSMARTS/> (City of Davis)

<http://www.tam.ca.gov/index.aspx?page=166> (City of Marin)