

Pilot/Escort Vehicle Operators

COMMUNICATIONS AND OUTREACH PLAN



U.S. Department of Transportation
Federal Highway Administration

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Technical Report Documentation Page

1. Report No. FHWA-HOP-16-053	2. Government Accession No.	3. Recipient's Catalog No.	
4. Title and Subtitle Pilot/Escort Vehicle Operators Communications and Outreach Plan		5. Report Date April 2016	
		6. Performing Organizations Code	
7. Authors Monica Worth, Lisa Bedsole, Nicholas Owens		8. Performing Organization Report No.	
9. Performing Organization Name and Address Leidos 11251 Roger Bacon Drive Reston, VA 20190		10. Work Unit No. (TRAIS)	
		11. Contract or Grant No. Contract No.	
12. Sponsoring Agency Name and Address U.S. Department of Transportation Federal Highway Administration 1200 New Jersey Avenue, SE Washington, DC 20590		13. Type of Report and Period Covered Communications Plan	
		14. Sponsoring Agency Code HOFM	
15. Supplementary Notes John Berg, FHWA			
16. Abstract The movement of non-divisible, oversize/overweight commodities is a small but highly specialized segment of the trucking industry. The movement of these commodities requires trucking companies to obtain special permits and operate over designated routes. Many jurisdictions also require that these loads be accompanied by a police escort vehicle, or a private pilot car escort. While some States are now requiring training and certification of pilot car drivers, there is no national guidance on what type of training is sufficient, or how pilot car drivers should be certified. FHWA has sponsored the development of a P/EVO training course and training manual as well as an update of the 2004 P/EVO <i>Best Practices Guidelines</i> . The Communications and Outreach Plan is designed to promote the harmonization of state training and certification programs by using the P/EVO training course and 2016 P/EVO <i>Best Practices Guidelines</i> .			
17. Key Words Pilot/Escort Vehicle Operator, Communication, Outreach, Best Practices Guidelines, Training, Certification, Pilot Cars, Over-size Loads, Overweight Loads, Overdimensional Loads		18. Distribution Statement No restrictions.	
19. Security Classif. (of this report) Unclassified	20. Security Classif. (of this page) Unclassified	21. No of Pages 40	22. Price N/A

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Communication is the bridge between innovation and implementation. Information helps people make decisions once they have focused on the subject and are motivated to act. Attaining that focus and tapping into that motivation is the pivotal component of a good communications plan.

INTRODUCTION

The movement of non-divisible, oversize/overweight commodities is a small but highly specialized segment of the trucking industry. It is critical to the success of four key economic sectors: construction, mining (including oil and gas extraction), energy and utilities, and manufacturing. The movement of these commodities requires trucking companies to obtain special permits and operate over designated routes. Many jurisdictions also require that these loads be accompanied by a police escort vehicle, or a private pilot car escort. While some States are now requiring training and certification of pilot car drivers, there is no national guidance on what type of training is sufficient, or how pilot car drivers should be certified. A program is now underway to update existing (2004) training materials and best practices guidelines to incorporate new material, enhance training, and establish a formalized method for developing a national certification framework or process.

BENEFITS AND CHALLENGES

This section outlines key benefits of and potential challenges to the program's desired outcomes. Once established, the language used in this section will be repurposed for a variety of communication tools as they are developed in later stages of the plan, ensuring consistency.

BENEFITS:

- The program will improve and enhance roadway safety for all concerned (pilot and escort car drivers, carriers, motorists, law enforcement).
- The proposed changes will strengthen the professional community through collaborative, reciprocal, and respected practices in which the credibility and authority of pilot car drivers will be recognized and enhanced.
- The program will reflect and address the true value of the work, along with the risk involved in moving today's non-divisible oversize/overweight cargo.
- A national framework for pilot/escort vehicle operator (P/EVO) certification will ensure the safety of the experts who move this cargo to its destination. This allows the cargo to assume its role in industry, thus fueling our national economy.
- The framework will streamline access to development of the best tools for route planning, evaluation of unexpected developments and emergencies, response to changing conditions, and improving working conditions for operators, while significantly improving safety and mobility for all roadway users.
- The program will leverage information technology and funding to accelerate decades of activity toward the adoption of a national framework for P/EVO certification.
- The program will use next generation tools and services to create greater opportunity for pilot car escort vehicle operators.
- The framework will emphasize investing in the industry's front line resources.

CHALLENGES:

- A lack of practice harmonization, consistent training, and uniform skill level exists in the industry at large. This reduces the profitability and positive economic impact of the industry.
- Stakeholders are not consistently engaged with and responding appropriately to the level of risk in the current environment.

- A lack of consistency among States, in both training and certification rules and accepted best practices, creates additional unnecessary risks. For example, the lack of clarity about P/EVO authority to control traffic, and the variations in basic equipment, such as warning devices (i.e., quantity of cones/reflectors), can endanger operators, law enforcement, and other motorists, as well as property, as loads move through diverse terrain and often congested roadways.
- The independent tradition and culture of pilot/escort car drivers creates resistance to advances in practice that would ultimately benefit them in an increasingly complex and costly operating environment.

Divisive factions are at play within the arena, diverting energies and obscuring opportunities for professional growth.

OVERVIEW

Three key questions are examined in a successful communications plan:

- **What are we trying to accomplish?**
- **Who do we need to “move” to get there?**
- **What do they need to “hear” to move?**

As applied to this effort, the three key questions can be framed as follows:

- **What are we trying to accomplish?**
 - Establish a certification framework.
 - Identify/Quantify the parameters of this framework and supply stakeholders with the means to promote and institutionalize its use.
 - Design and initiate training to support it.
 - Create, and educate audiences about the advances in practice available through a more accurate, comprehensive, and user-friendly training manual, that becomes the gold standard in the arena.
 - Move the perception of certification and training from concept to reality.
 - Conduct the outreach necessary to “normalize” the new expectation.
 - Implement a strategy of “diffusion” (getting as many voices as possible to deliver the message of change).
 - Support diffusion with a strategy of education (addressing questions with key audiences early and proactively, before information challenges arise).
 - Create a document and program that drive buy-in from key stakeholders.¹
 - Establish the best practices guide as a straightforward, comprehensive document that attracts and, by its strength, compels all to align.

¹ At a minimum, this means reviewing the best practices document issued several years ago to update it and strengthen its content to better stimulate States to use the guide for their own certification program and provide general training and information for all stakeholders.

- Create a comprehensive, user-friendly benchmark document.
- Educate stakeholders about the risk of the current environment
 - Establish in related trade press a call to action by the variety of voices who support it, highlighting examples of the increasing cost and risk associated with the transportation of non-divisible, oversize/overweight loads.
- **Who do we need to “move” to get there?**
 - Top minds within and those who exert influence from each stakeholder group:
 - TBD (See Table 1, under Strategic Audiences, Messages, and Messengers, below).
 - Federal Highway Administration (FHWA) experts and relevant program managers into FHWA Division Office representatives:
 - Office of Operations/Freight Management and Operations.
 - Others TBD.
 - One to two influential and visionary insurance industry executives:
 - Hays Companies.
 - Charles James Cayias Insurance.
 - One to two influential and visionary State transportation agency permit officials:
 - Colorado Department of Transportation (DOT).
 - Utah DOT.
 - Virginia DOT.
 - One to two influential and visionary pilot car industry leaders:
 - National Pilot Car Association (NPCA).
 - RSA Networks.
 - California Pilot Car Association.
 - One to two motor carriers:
 - Specialized Carriers & Rigging Association (SC&RA).
 - One to two influential and visionary law enforcement leaders:
 - Commercial Vehicle Safety Alliance (CVSA).
- **What do they need to “hear” to move?**
 - The most pivotal message in engaging key external audiences toward change is the business case for action which is summarized in the “Messages” section below.
 - Other messages are required to engage or further influence each audience, as set out in “Messages” below.

IMPLEMENTATION GOAL

The first question (“What are we trying to accomplish?”) sets the parameters for the effort and is articulated in this section as a measurable goal. This goal is a commitment to an outcome of the entire effort, so will be as specific as possible. The goal does not center around communications, but rather the level of implementation that ensures the effort gains sufficient traction to produce the desired outcome.

The implementation goal for this project is twofold.

1. Achieving adoption of the certification framework by at least eight new States per year for a period of five years, with adoption defined as:
 - a. Providing a one-day training course that utilizes the Best Practices Guidelines.
 - b. Providing a written certification examination.
 - c. Conducting a review of the driver’s license, insurance coverage, and driving record of each pilot/escort vehicle operator (P/EVO) to be certified.
 - d. Creating and implementing a policy that certification be renewed through the same procedure every four years, possibly with a “closed book” re-examination.
2. Conducting research and outreach to improve safety when moving oversize loads, with outcomes including:
 - a. Achieving recognition in the form of trade articles, industry presentations, hiring policies and underwriting changes by carriers and the insurance industry that accelerate awareness of the hazards, including rates and types of incidents.
 - b. Achieving recognition in the form of revision to current materials used.
 - c. Achieving recognition by investigators and inspectors of the need to include P/EVO and oversize/overweight data on incident report forms.

STRATEGIC AUDIENCES, MESSAGES, AND MESSENGERS

Engaging essential players in the advancement of the Implementation Goal is the strategic heart of the Communications and Outreach Plan. Research shows that this is not necessarily a linear process.

Audiences and Messengers

A landmark synthesis of more than 500 studies of the diffusion of new products and practices (and subsequent practical application of its findings), helped to identify critical points in the process that accelerate adoption. People adopt new ideas in waves. A small group of innovators and early adopters (approximately 15 percent) exert significant influence on the next group, which tends to

be about twice the size of the first group and is made up of their slightly more risk-averse peers (35 percent). That combined 50 percent serves as the “proof” that the next 34 percent need to overcome their resistance to adopting.

For the purposes of this project, innovators and early adopters may include: Colorado, Florida, Georgia, North Carolina, Oklahoma, Utah, Virginia, and Washington—each of which is engaged in productive efforts consistent with the aims of this project. Candidates for the next adoption tier include: Arizona, Minnesota, and Alabama, with additional specific States identified by stakeholders or self-selecting as the project moves forward.

Focusing attention on the transition points between the three major waves of adoption allows marketing and communications to help hasten the process while directing resources in a highly-efficient manner. The project team will focus on these patterns because the goal of communication is not messages or tools but rather, messages and tools that **provoke action**.

Waves are triggered by the influence of the adopters preceding each subsequent wave. This suggests that in addition to who **receives** the message, communications strategies should also emphasize who **delivers** the message. In any discipline, there are certain people that audiences naturally gravitate toward as authoritative voices. These authorities are usually known and respected for development of new ideas, risk-taking in applying new ideas, and their ability to communicate broadly about the implementation and benefits of these ideas. These individuals are identified to the extent practical as part of the overall communications strategy and identified in the table below. Gaps in identified influencers are addressed as part of the Work Plan incorporated into this document.

Messages

The vision, facts, and shared values that must be articulated in order to motivate target audiences comprise the strategic messages key influencers are asked to deliver. People invest most in a shared vision of the future, so mutual benefit forms the spine of these messages. Messages can be organized into four broad categories:

1. Ethical Case.

- a. Threat to safety of escorts, law enforcement, roadway workers, emergency responders and motorists.
- b. Everyone shares responsibility for and pride in industry advancement.
- c. Everyone shares responsibility for protecting taxpayer assets (public infrastructure).

2. Business Case.

- a. Value of Risk:
 - i. Claims rising, payouts rising.
 - ii. Some States, such as Indiana and Maryland, are pursuing liability/insurance claims against operators.
 - iii. Increasing amounts (in number and cost) of property damage.

- iv. Insurance premium rates are impacted (including possible training/certification incentives).
- b. Labor Supply and Demand:
 - i. Proposed program doesn't negatively impact (and may help mitigate) pilot car escort supply and demand equation for industry.
 - 1. New drivers gain competitive advantage through this practice (helping mitigate possible impact to labor supply).
 - 2. Existing drivers becoming engaged in step-up training that enhances safety and efficiency and improves their bottom line.
 - c. Next Gen Tools and Services:
 - i. Leveraging information technology and funding to accelerate decades of activity toward the adoption of a national framework for P/EVO certification.

3. Common Sense Case

- a. Need to update enforcement guidelines.
- b. Increasing complexity of environment warrants in-service training.
 - i. Loads changing.
 - ii. Motorist distraction increasing.
 - iii. Congestion increasing.
 - iv. System aging.
- c. Education and outreach material now available.
- d. Public and private interests are collaborating on new practices.

4. Case By Case

- a. Specific organizations [name each, as relevant to case] are onboard.
- b. American Association of State Highway and Transportation Officials (AASHTO) is willing to support.
- c. More State and local departments of transportation are getting on board.

Table 1 below, identifies the audiences determined to be most critical to the implementation goal (primary and secondary), as well as the messages and key influencers most likely to produce engagement in the outcome sought.

**Table 1: Strategic Audiences, Messages, and Influencers.
(Priority Factors in Bold)**

Audience	Decision-Maker	Messages	Key Influencer/s	Comments
State Transportation Agencies	Safety Engineer	1, 2.a, 2.c, 3, 4.b	Identify by name/title	
	Traffic Engineer	1, 2.a, 2.c, 3, 4.b	Identify by name/title	
	State Permit Official	1, 2.a, 2.c, 3, 4.b	Identify by name/title	
	Division of Motor Vehicles	1, 2.b, 3, 4.c	Identify by name/title	
Local Transportation Agencies	Safety Directors	1, 2.a, 2.c, 3.b	Identify by name/title	
Metro Planning Organizations/ Regional Planning Authorities	Governors Highway Safety Representative and Staff	1, 2.a, 2.c, 3.b	Identify by name/title	
Related State Agencies	Public Safety Agencies/State Safety Management Division Chief	1, 2.a, 2.c, 3	Identify by name/title	
	Size and Weight Regulatory Agencies	1, 2.a, 2.c	Identify by name/title	
Federal Transportation Agencies	Federal Highway Administration (FHWA) Headquarters Program Offices	1, 2, 3, 4	John Berg, Office of Operations/ Freight Management and Operations	
	FHWA Division Offices and Resource Centers Safety Engineer or Equivalent	1, 2, 3, 4	Identify by name/title	

Table 1: Strategic Audiences, Messages, and Influencers (continuation).
(Priority Factors in Bold)

Audience	Decision-Maker	Messages	Key Influencer/s	Comments
Federal Transportation Agencies (continuation)	Federal Motor Carrier Safety Administration	1, 2, 3, 4	Identify by name/title	
	National Highway Transportation Safety Administration	1, 2, 3, 4	Identify by name/title	
	Federal Railway Administration	1, 2, 3, 4	Identify by name/title	<i>Relevant to railroad crossing safety</i>
Local/Tribal Technical Assistance Program (LTAP/TTAP) Centers	Oklahoma and Colorado LTAPs Other LTAPs National LTAP and TTAP Association	1, 2, 3, 4	Identify by name/title	<i>The two State LTAPs identified appear to be the most engaged in P/EVO issues. Other LTAPs TBD.</i>
Insurance Industry	Insurance Industry Access	1, 2, 3, 4	Dave Wittwer, Hays Companies	<i>Determine best means of engaging insurance industry. Wittwer is not aware of insurance industry associations with relevant focus.</i>
Law Enforcement	American Association of State Troopers (AAST)	1, 3, 4	Identify by name/title	
	International Association of Chiefs of Police (IACP)	1, 3, 4	Identify by name/title	
	National Sheriffs' Association (NSA)	1, 3, 4	Identify by name/title	
	State Highway Patrol and Police Agencies	1, 3, 4	Identify by name/title	
Related Trade Association	Specialized Carriers and Rigging Association	1, 2, 3, 4.c	Steven Todd, Vice President/Transportation; Maureen Mandich	
	Commercial Vehicle Safety Association	1, 2, 3, 4.c	Collin Mooney, Executive Director	

Table 1: Strategic Audiences, Messages, and Influencers (continuation).
(Priority Factors in Bold)

Audience	Decision-Maker	Messages	Key Influencer/s	Comments
Related Trade Association (continuation)	National Pilot Car Association	1, 2, 3, 4.c	Mike Morgan and/or Mike Meyers	<i>Steven Todd recommends Morgan and Meyers as respected industry experts</i>
	Owner-Operator Independent Drivers Association	1, 2, 3, 4.c	Identify by name/title	<i>Discuss/decide strategic role in implementation</i>
	American Highway Users Association (AHUA)	1, 2, 3, 4.c	Greg Cohen, Executive Director, (202) 857-1200, www.highways.org	<i>Represents bus industry constituency, among others</i>
	American Trucking Association or Industry Association TBD	1, 2, 3, 4.c		
	Commercial Vehicle Training Association	1, 2, 3, 4.c	Alice Smith, Director of Government Relations	<i>Represents truck driving schools, students, and the businesses that depend on their services</i>
	National Association of Publicly Funded Truck Driving Schools	1, 2, 3, 4.c	Martin Garsee, Executive Director, (713) 718-8203 cell: (713) 304-8324 mgarsee@napftds.org	<i>Organization for the promotion of public education for the transportation industry; educators network with truck driving schools across the country to provide the highest quality, most cost-effective, and up-to-date training available</i>
	Manufactured Housing Institute	1, 2, 3, 4.c	Identify by name/title	<i>Routinely moves large structures.</i>

Table 1: Strategic Audiences, Messages, and Influencers (continuation).
(Priority Factors in Bold)

Audience	Decision-Maker	Messages	Key Influencer/s	Comments
Related Trade Association (continuation)	Petroleum Equipment Institute	1, 2, 3, 4.c	Robert N. Renkes, Executive Vice President and General Counsel rrenkes@pei.org (918) 236-3960	<i>Petroleum industry routinely moves large storage tanks and other equipment. Renkes may be able to recommend a member who is influential with peers</i>
	Association of Equipment Manufacturers (AEM)	1, 2, 3, 4	Dennis Slater, President (414) 298-4140	<i>Organization. represents scores of equipment manufacturing associations as well as corporate/industry members in Agriculture, Construction, Forestry, Mining and Utilities. All AEM sectors may handle OS load movement at some level. A starting point for identifying and reaching additional org's.</i> http://www.aem.org/Groups/Groups/ (see View All Groups)
	American Wind Energy Association	1, 2, 3, 4.c	Identify by name/title	<i>Routinely moves large equipment.</i>
	Energy/Utility Associations TBD	1, 2, 3, 4.c	Identify by name/title	<i>See AEM above</i>
	Association of American Railroads	1, 2.a, 3, 4	Identify by name/title	<i>Explore possible impacts on members</i> www.aar.org
	American Shortline and Regional Railroad Association	1, 2.a, 3, 4	J.R. Gelnar, Vice President/ Safety and Compliance www.aslrra.org	<i>Discuss possible impacts on members. Gelnar appears to be a good point of entry for this project.</i>

Table 1: Strategic Audiences, Messages, and Influencers (continuation).
(Priority Factors in Bold)

Audience	Decision-Maker	Messages	Key Influencer/s	Comments
Related Trade Association (continuation)	National Railroad Construction and Maintenance Association	1, 2.a, 3, 4	Matt Ginsberg Vice President/ Regulatory and Legislative Affairs (202) 715-2919, mginsberg@nrcma.org www.nrcma.org	<i>Relevant to railroad crossing design/safety, organization. serves railroad contractors, suppliers, and the entire railroad and rail transit construction industry</i>
	Associated General Contractors (AGC)	1, 2, 3, 4.c	Identify by name/title	<i>Discuss possible impacts on AGC members with Brian Deery/AGC Highway division</i>
	American Traffic Safety Services Association	1, 2, 3, 4	Identify by name/title	<i>Discuss with Work Zone Safety staff/internship</i>
	National Emergency Management Association	1, 3, 4	Identify by name/title	www.nemaweb.org
	Operation Lifesaver	1, 2, 3, 4	Identify by name/title	-(202) 624-5460

COMMUNICATIONS TOOLS

Table 2 sets out audiences and the communications tools they are most likely to find useful and influential.

Table 2: Communications Tools by Audience.

Audience	Decision-Maker	Key Tools											
		Key Concepts Index Card	Fast Facts Sheet	Website/s	Meetings/Conference Presentations	Webinars	Trade Articles/Press Material	Graphical Email	Social Media	National Operations Center of Excellence	Video	Research ²	“Faces of Pilot Car Fatality” Card ³
State Transportation Agencies	Safety Engineer	x	x	x	x	x	x	x		x		x	x
	Traffic Engineer	x	x	x	x	x	x	x		x		x	x
	Division of Motor Vehicles	x	x	x	x	x	x	x		x		x	x
Local Transportation Agencies	Safety Directors	x	x	x	x	x	x	x	x	x		x	x
Metro Planning Organizations/ Regional Planning Authorities	Governors Highway Safety Representatives and Staff	x	x	x	x	x	x	x	x	x		x	x
Related State Agencies	Public Safety Agencies/ State Safety Management Division Chief	x	x	x	x		x					x	x

Table 2: Communications Tools by Audience (continuation).

Audience	Decision-Maker	Key Tools											
		Key Concepts Index Card	Fast Facts Sheet	Website/s	Meetings/Conference Presentations	Webinars	Trade Articles/Press Material	Graphical Email	Social Media	National Operations Center of Excellence	Video	Research ²	“Faces of Pilot Car Fatality” Card ³
Federal Transportation Agencies	Federal Highway Administration (FHWA) Headquarters Program Offices	X	X	X	X	X	X	X	X	X	X	X	X
	FHWA Division Offices and Resource Centers/ Safety Engineer or Equivalent	X	X	X	X	X	X	X	X		X	X	X
	Federal Motor Carrier Safety Administration (FMCSA)	X	X	X	X	X	X	X		X	X	X	X
	National Highway Traffic Safety Administration (NHTSA)	X	X	X	X	X	X	X		X	X	X	X
	Federal Railroad Administration (FRA)	X	X	X	X	X	X	X		X	X	X	X

Table 2: Communications Tools by Audience (continuation).

Audience	Decision-Maker	Key Tools											
		Key Concepts Index Card	Fast Facts Sheet	Website/s	Meetings/Conference Presentations	Webinars	Trade Articles/Press Material	Graphical Email	Social Media	National Operations Center of Excellence	Video	Research ²	“Faces of Pilot Car Fatality” Card ³
Local/Tribal Technical Assistance Program (LTAP/TTAP) Centers	National LTAP and TTAP Association	X	X	X	X	X	X	X		X		X	X
Insurance Industry	Insurance Association TBD	X	X	X	X		X	X				X	
Law Enforcement	American Association of State Troopers	X	X	X	X	X	X	X	X		X	X	X
	International Association of Chiefs of Police	X	X	X	X	X	X	X	X		X	X	X
	National Sheriffs’ Association	X	X	X	X	X	X	X	X		X	X	X
	State Highway Patrol and Police Agencies	X	X	X	X	X	X	X	X		X	X	X
Related Trade Associations	Specified Carriers and Rigging Association	X	X	X	X	X	X	X	X				X
	Commercial Vehicle Safety Association	X	X	X	X	X	X	X	X				X

Table 2: Communications Tools by Audience (continuation).

Audience	Decision-Maker	Key Tools											
		Key Concepts Index Card	Fast Facts Sheet	Website/s	Meetings/Conference Presentations	Webinars	Trade Articles/Press Material	Graphical Email	Social Media	National Operations Center of Excellence	Video	Research ²	“Faces of Pilot Car Fatality” Card ³
Related Trade Associations (continuation)	National Pilot Car Association	x	x	x	x	x	x	x	x	x			x
	Owner-Operator Independent Drivers Association	x	x	x	x	x	x	x	x				x
	American Highway Users Association	x	x	x	x	x	x	x	x		x	x	x
	American Trucking Association or other trucking group TBD	x	x	x	x	x	x	x	x		x	x	x
	Commercial Vehicle Training Association	x	x	x	x	x	x	x	x		x	x	x
	National Association of Publicly Funded Truck Driving Schools	x	x	x	x	x	x	x	x		x	x	x
	Manufactured Housing Institute	x	x	x	x	x	x	x	x		x	x	x

Table 2: Communications Tools by Audience (continuation).

Audience	Decision-Maker	Key Tools											
		Key Concepts Index Card	Fast Facts Sheet	Website/s	Meetings/Conference Presentations	Webinars	Trade Articles/Press Material	Graphical Email	Social Media	National Operations Center of Excellence	Video	Research ²	“Faces of Pilot Car Fatality” Card ³
Related Trade Associations (continuation)	Petroleum Equipment Institute	x	x	x	x	x	x	x	x		x	x	x
	Association of Equipment Manufacturers	x	x	x	x	x	x	x	x		x	x	x
	American Wind Energy Association	x	x	x	x	x	x	x	x		x	x	x
	Energy/Utility Association TBD	x	x	x	x	x	x	x	x		x	x	x
	Association of American Railroads	x	x	x	x	x	x	x	x		x	x	x
	American Shortline and Regional Railroad Association	x	x	x	x	x	x	x	x		x	x	x
	National Railroad Construction and Maintenance Association	x	x	x	x	x	x	x	x		x	x	x

Table 2: Communications Tools by Audience (continuation).

Audience	Decision-Maker	Key Tools											
		Key Concepts Index Card	Fast Facts Sheet	Website/s	Meetings/Conference Presentations	Webinars	Trade Articles/Press Material	Graphical Email	Social Media	National Operations Center of Excellence	Video	Research ²	“Faces of Pilot Car Fatality” Card ³
Related Trade Associations (continuation)	Associated General Contractors (AGC)	x	x	x	x	x	x	x	x		x	x	x
	American Traffic Safety Services Association	x	x	x	x	x	x	x	x		x	x	x
	National Emergency Management Association	x	x	x	x	x	x	x	x		x	x	x
	Operation Lifesaver	x	x	x	x	x	x	x	x	x	x	x	x

WORKPLAN AND TIMELINE

This section sets out tasks and subtasks, with assigned leads for each, required to achieve the implementation goal. The section includes a Gantt-chart calendar that captures all action by month, helping leads to plan for and track commitments and the team to track its progress.

WORKPLAN

Task 1: Validate, Implement and Maintain Communications and Outreach Plan.

Subtask	Description	Lead
1.1	<i>Assign leads to all work plan tasks. Develop basic budget estimates. Determine performance measures.</i>	
1.2	<i>Complete and verify key audiences and spot-check to validate messages. Add key audiences resulting from additional research, as appropriate.</i>	
1.3	<i>Identify key influencers in each audience and add them to communications and outreach plan (Table 1), with contact information.</i>	
1.4	<i>Meet quarterly to review and update plan.</i>	
1.5	<i>Evaluate progress toward performance measures quarterly.</i>	

Task 2: Activate Influencers to Support Plan.

Subtask	Description	Lead
2.1	<i>Contact all key influencers and brief them on plan. (Consider organizing/inviting all into a virtual technical working group whose primary responsibility is to be updated quarterly and to disseminate information to their network as/when requested.)</i>	
2.2	<i>Familiarize key influencers with messages for their audiences and available communications tools. Make tools customizable to various audiences and accessible online.</i>	
2.2.1	<i>Request/collect additional industry specific resources known to key influencers. Choose appropriate website “home,” organize and post. [Co-locate all additional resources to drive traffic to the central website TBD, to assist P/EVO operators in understanding industry needs and impacts on standard procedures/training.]</i>	
2.3	<i>Track contact with and requests of key influencers to avoid overload and help monitor diffusion and engagement.</i>	
2.4	<i>Report progress to influencers quarterly (as a group, if possible).</i>	

Task 3: Develop Communications Tools.

Subtask	Description	Lead
3.1	<i>Develop a multi-format graphic approach to all tools.</i>	
3.2	<i>Develop concise “key concepts” language (3 essential ideas that fit easily on an index card). Use this consistently throughout materials.</i>	
3.3	<i>Execute templates for each communications tool identified in Table 2.</i>	
3.4	<i>Populate templates as needed for each major audience, using messages set out in the plan, as applied in Table 1.</i>	
3.5	<i>Update communications tools as needed, but at least once annually.</i>	
3.6	<i>Create new tools as needed, reflecting language and design of the overall project materials suite. NOTE: Repurpose content at every opportunity. This promotes consistency across tools suite and maximizes the value and impact of the investment made in developing the content. Who else can use the information? With what variations?</i>	
3.7	<i>Post and maintain all tools on a central website, accessible to all users.</i>	

Task 4: Conduct Outreach.

Subtask	Description	Lead
4.1	<i>Work with influencers to determine the major opportunities for outreach to their networks. Develop a template for and work with each influencer to “map” specific contacts and outreach opportunities (personal, electronic, group) for the influencer’s audience, using the principles of adoption set out above.</i>	
4.2	<i>Ask influencers to solicit opportunities for and present on behalf of the initiative at appropriate meetings, conferences, and events.</i>	
4.3	<i>Fill in any outreach gaps by identifying presenters to solicit and deliver presentations at remaining key venues identified (see Addendum).</i>	
4.4	<i>Contact key industry associations to request placement of template article in publications that reach their members. Request opportunity to work with editorial staff to fine tune article content their audience. Offer article for byline of their industry leader/s.</i>	
4.5	<i>Conduct outreach via social media to appropriate audiences, as noted in Table 2. Encourage influencers to use their social media outlets to deliver messages and emerging news as well, per the “map” developed for their outreach. NOTE: A substantial network of young transportation professionals uses social media extensively; local agencies are often populated by rising young professionals.</i>	

Task 5: Support Implementation by Stakeholders.

Subtask	Description	Lead
5.1	<i>Support training and materials development to greatest extent possible, carrying key messages throughout any activity.</i>	
5.2	<i>Support hands-on technical assistance to agencies and entities as strategic and requested, enlisting specific influencers to assist and promote as appropriate and available.</i>	

Table 3: Timeline (Sample).

National Framework for Pilot/Escort Vehicle Operator Certification								
Task	Lead	FY 1			FY 2			
		Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Task 1								
1.1		0	0					
1.2		0	0					
1.3		0	0					
1.4		0	0	0	0	0	0	0
1.5		0	0	0	0	0	0	0
Task 2								
2.1			0	0				
2.2			0	0				
2.3			0	0	0	0	0	0
2.4			0	0	0	0	0	0
Task 3								
3.1		0						
3.2		0		0	0			0
3.3			0					
3.4			0					
3.5				0				0
3.6				0	0	0	0	0
3.7			0					0
Task 4								
4.1			0	0				
4.2			0	0				
4.3				0				
4.4			0	0				
4.5		0	0	0	0	0	0	0
Task 5								
5.1			0	0	0	0	0	0
5.2			0	0	0	0	0	0

FY = fiscal year

PERFORMANCE MEASURES

Performance measures are populated as part of work plan, Task 1.1. Measures are articulated as specific benchmarks through which success will be achieved. They must be developed and adopted by those most responsible for achieving them, to ensure buy in. Generally, two to four measures are sufficient.

- 1.
- 2.
- 3.
- 4.

BUDGET

The Plan budget is populated as part of work plan, Task 1.1.

Table 4: Budget

Item	Description	Estimate FY 1	Estimate FY 2
<i>Task 1</i>			
<i>Task 2</i>			
<i>Task 3</i>			
<i>Task 4</i>			
Total			

FY = fiscal year

ADDENDUM

Key Outreach Opportunities: Meetings and Conferences

NOTE: Several organizations targeted for outreach may not have annual meetings or similar large gatherings, so are not included below.

Table 5: Key Outreach Opportunities: Meetings and Conferences

Opportunity	Dates	Locations	Contact	Resources/ Acronyms
AASHTO Annual Meeting	November 10-16, 2016	Boston, MA	Monica E. Russell, (202) 624-3696, mrussell@ashto.org	American Association of State Highway and Transportation Officials (AASHTO)
AASHTO National Transportation Management Conference	Not yet announced	Not yet announced	Monica E. Russell, (202) 624-3696, mrussell@ashto.org	
AASHTO SCOHTS Annual Meeting	Not yet announced	Not yet announced	Monica E. Russell, (202) 624-3696, mrussell@ashto.org	Standing Committee on Highway Traffic Safety (SCOHTS)
AAMVA Annual International Conference	August 16-18, 2016	Williamsburg, VA	Member & Conference Services, (703) 522-4200.	American Association of Motor Vehicle Administrators (AAMVA)
TRB Annual Meeting	January 10-14, 2016	Washington, DC	http://www.trb.org/AnnualMeeting/AnnualMeeting.aspx .	Transportation Research Board (TRB)
NLTAPA Annual Summer Conference	Not yet announced	Not yet announced	John Velat, Michigan Tech TTAP Conference Workgroup Chair JLVelat@mtu.edu	National LTAP and TTAP Association (NLTAPA)
SC&RA	April 26-30, 2016	Orlando, FL	Steven Todd, Vice President, stodd@scranet.org , (703) 698-0291	Specialized Carriers and Rigging Association (SC&RA)

Table 5: Key Outreach Opportunities: Meetings and Conferences (continuation).

Opportunity	Dates	Locations	Contact	Resources/ Acronyms
CVSA Annual Meeting	Sept. 18-21, 2016	Little Rock, AR	Adrienne L. Gildea Director, Policy & Government Affairs (301) 830-6157 adrienneg@cvsa.org	Commercial Vehicle Safety Alliance (CVSA)
AHUA	Not yet announced	Not yet announced	Greg Cohen, Executive Director, (202) 857.1200	American Highway Users Alliance (AHUA)
ATA or Trucking Industry TBD	No meeting date listed		Office of Public Affairs (703) 838-1873 media@trucking.org	American Trucking Association (ATA)
CVTA	May 4-6, 2016	San Juan, PR	Cindy Atwood, Vice President (703) 642-9444	Commercial Vehicle Training Association (CVTA)
NAPFTDS	April 10 - 13, 2016	Scottsdale, AZ	Martin Garsee, Executive Director, NAPFTDS (713) 718-8203 cell: (713) 304-8324 mgarsee@napftds.org	National Association of Publicly Funded Truck Driving Schools (NAPFTDS)
AAST	No meeting date listed	No meeting location listed	http://www.statetroopers.org	American Association of State Troopers (AAST)
IACP Annual Conference	October 15-18, 2016	San Diego, CA	Carrie Corsoro corsoro@theiacp.org	International Association of Chiefs of Police (IACP)
NSA Annual Conference	June 24-29, 2016	Minneapolis, MN	Fred G. Wilson, MA Director of Outreach and Law Enforcement Relations (703) 838-5322 fwilson@sheriffs.org	National Sheriffs' Association (NSA)
MHI Annual Conference	May 3-5, 2016	Las Vegas, NV	Mark Bowersox, Vice President, Industry Relations, mbowersox@mfghome.org (703) 406-7074	Manufactured Housing Institute (MHI)
AWEA Annual Conference	May 23-26, 2016	New Orleans, LA	Rob Gramlich, Senior Vice President, Government and Public Affairs, rgramlich@awea.org (202) 383-2500	American Wind Energy Association (AWEA)

Table 5: Key Outreach Opportunities: Meetings and Conferences (continuation).

Opportunity	Dates	Locations	Contact	Resources/ Acronyms
PEI	October 18-21, 2016	Atlanta, GA	Bob Young Director of Industry Relations, Exhibits Coordinator byoung@pei.org (918) 236-3966	Petroleum Equipment Institute (PEI)
AEM	TBD ⁴	TBD	Dennis Slater, President (414) 298-4140	Association of Equipment Manufacturers (AEM)
AAR SafeRail2016 ⁵	March 22-23, 2016	Washington, DC	Daniel Loosemore General Manager/Speaker Inquiries (011)-44-207 045 0907	Association of American Railroads (AAR)
ASRRA Annual Conference	April 3-6, 2016	National Harbor, MD	J.R. Gelnar VP - Safety and Compliance jrgelnar@aslrra.org (202) 585-3436	American Shortline and Regional Railroad Association (ASRRA)
NRCMA	January 8-11, 2017	Boca Raton, FL	Matt Bell Vice President of Operations and Events (202) 715-1264 mbell@nrcma.org	National Railroad Construction and Maintenance Association (NRCMA)
AGC Annual Conference	March 9-11, 2016	San Antonio, TX	Brian Deery, Senior Director, Highway and Transportation Division, deeryb@agc.org (703) 837-5319 https://www.agc.org/connect/divisions/highway-transportation-division	The Associated General Contractors of America (AGC)
ATSSA Annual Convention and Traffic Expo	January 29 – February 2, 2016	New Orleans, LA	Neil Mullanaphy (800) 272-8772 meetings@atssa.com	American Traffic Safety Services Association (ATSSA)
NEMA Management Policy and Leadership Forum	April 3-7, 2016	Alexandria, VA	Alexa Noruk, Government Relations Director (202) 624-5460	National Emergency Management Association (NEMA)

⁴ AEM includes Agriculture, Construction, Forestry, Mining and Utilities groups, each with numerous industry associations and corporations as members. Opportunities for outreach may best be determined by contacting AEM executive office.

⁵ AAR may have numerous additional technical meetings and conferences through which to conduct outreach.

Table 5: Key Outreach Opportunities: Meetings and Conferences (continuation).

Opportunity	Dates	Locations	Contact	Resources/ Acronyms
OLI Annual Leadership Conference	May 11-12, 2016	San Antonio, TX	Jayzel Lizares OLI Conference Coordinator jlizares@oli.org 703-739-0308	Operation Lifesaver (OLI)

Sample Trade Article Outline

This outline is intended to be revised as appropriate and disseminated through industry groups to their trade press under the byline of industry group leader.

Industries Targeted: *Insurance, heavy haulers, manufacturing (including specific entities such as manufactured housing, energy, etc.)*

The True Value of Overdimensional Loads: A National Framework for Pilot/Escort Vehicle Operator Certification

Introduction:

Much is said about the cost of accidents and mistakes in the hauling of overdimensional loads nationwide. The sheer value of such cargo and the services that support it can be overshadowed by the desire to focus on improvement. That desire reflects an inspiring vision: a system of mobility in which human life and the infrastructure that supports it are enhanced by our industry's commitment to both experience and expertise in the conduct of our work. The era of exponential change in which we do our business demands a level of responsiveness unprecedented in our history. We must work as one unit and move as a synchronized system in order to maintain our strength. We must also understand how best to support the key individuals who uphold our enterprise.

Economic Impact:

[statements/examples of downstream and real-time economic impacts of the given industry]

Value of Risk:

The benefit of safe transport of such precious cargo must also take into account the cost of errors and delays in order for such risk to be valued and addressed. [statements/examples of cost – anecdotal and cumulative]

Industry Outlook:

Our industry views these opportunities and costs as a lens through which to clearly approach prospects for future growth.

Top 4 Opportunities:

1. Technology: [specify key advances introduced and pending]
2. [X:]
3. Expertise: A national framework for P/EVO certification ensures the safety of the experts who move this cargo to its destination so that it can assume its role in industry, helping fuel our national economy. Without their knowledge and experience, the business they support and the economic engine that business drives both suffer.
4. A national framework also streamlines access to and development of the best tools for route planning, evaluation of unexpected developments and emergencies, and response to changing conditions. Skilled operators are ever more vital contributors to public health and safety, as evidenced by [reference to stories and stats above].

Immediate Action:

Data indicates that our industry's immediate action on [specify what] places us on a path to [specify gains in safety, efficiency and profitability]. [Elaborate briefly on data.]

Manufacturers, haulers and operators have responded to this opportunity (and concurrent risks) by collaborating on next gen tools and services, including leveraging information technology and funding to accelerate decades of activity toward the adoption of a national framework for P/EVO certification. This emphasis on investing in the industry's front line resources recognizes where the rubber meets the road on our contributions to the economic and public well-being inherent in the delivery of our work.

In support of those contributions, our industry is stepping up to the plate to [specify as appropriate for the industry authoring article: enhance underwriting that reflects expert training, work with individuals, associations and government to assemble the best tools and resources for that training and the day-to-day operations it upholds, other? Specify other steps.].

Conclusion:

[TBD, a call to action. To incorporate a benefits summary, including:]

Benefits of certification to the average operator are easy to imagine: increased respect and authority, the opportunity to distinguish a skilled driver from a beginner, greater value in the marketplace, enhanced safety, and a host of conveniences like no longer entering a "new regulatory world" at every State line and less energy consumed identifying and carrying every piece of safety equipment required by every State. Benefits to industry accrue quickly as well: [state benefits by industry]. Insurers benefit from [statement regarding risk reduction, underwriting tools, and other gains]. The nation at large may be the biggest winner of all, however, since a certification framework helps deliver improved roadway safety, decreased congestion, a reduction in costly but preventable property and infrastructure losses, and the efficient movement of goods from point of entry or manufacture to their destination within America's economic engine.

For more information contact:

- [Author's organization](#)
- Federal Highway Administration

Pull Quotes/Call-Out Boxes: [\[TBD depending on content contributed by industry\]](#)



U.S. Department of Transportation
Federal Highway Administration

U.S. Department of Transportation
Federal Highway Administration
Office of Operations
1200 New Jersey Avenue, SE
Washington, DC 20590
Toll-Free “Help Line” 866-367-7487
www.ops.fhwa.dot.gov

April 2016

FHWA-HOP-16-053