

ASSSDE
**(Association of State Supervisors
of Safety and Drivers Education)**

Business Plan

March 2006

**Prepared by
The DriveSafety Institute
Reviewed by ASSSDE Attorney, Jeff Weldon
Edited by John Harvey and David Huff**

Table of Contents

1.	Executive Summary	5
2.	Definition of the Problem	6
3.	Scope of Business Plan	6
4.	Organization	6
4.1	Current Structure	7
4.2	Entity Type – 501c3	9
4.3	Articles of Incorporation and Bylaws	9
4.3.1	Funding	9
4.3.2	Organizational Control	9
4.3.3	Facilitator Role	10
4.4	Executive Committee	10
4.5	Board of Directors	10
	The following benefits will be available to Directors on the Board:	11
4.5.1	Community that Defines and Shares Best Practices	11
4.5.2	Access to National Research	11
4.5.3	Access to National Database of Multiple State Data	11
4.5.4	Access to Programs/Ideas of Directors of the Board	11
4.5.5	Access to the Best Minds in the Industry	11
4.6	Advisory Boards	12
4.7	Officers and Staff	12
4.7.1	President	12
4.7.2	Vice Presidents	12
4.7.3	Chief Financial Officer or Controller	12
4.7.4	Staff	13
4.8	Contact Information	13
5.	Strategic Plan	13
5.1	Current Strengths	14
5.1.1	Senior Program Managers	14
5.1.2	Knowledgeable Managers of Driver’s Education	14
5.1.3	Curriculum Developers	14
5.1.4	Passion for Corporate Vision and Mission	15
5.1.5	Community	15
5.1.6	Public Support	15
5.1.7	Gatekeepers of Data	15
5.2	Current Weaknesses	15
5.2.1	No Central Repository of Data	15
5.2.2	Minimal Membership	15
5.2.3	Minimal Active Volunteers	16
5.2.4	Limited Financial Resources	16
5.2.5	Limited Influence	16
5.2.6	No Public Relations Strategy	16
5.2.7	National Negative Bias Against Drivers Education	16
5.2.8	Fight for Driver Education Funds	17
5.2.9	Seen as Small Business Issue versus Safety Issue	17
5.2.10	Typically Influenced by Other Organizations	17

5.2.11	Drivers Education is Narrowly Defined	17
5.2.12	Lack of Standards and Uniformity	17
6.	Corporate Vision	18
7.	Corporate Mission.....	18
8.	Branding and General Marketing.....	18
8.1	Corporate Name	18
8.2	Corporate Logo.....	18
8.3	Corporate Makeover	18
8.4	Website.....	19
9.	Corporate Goals and Objectives.....	19
9.1	National Research Agenda.....	19
9.1.1	Traditional Drivers Education	21
9.1.2	Advanced Safety Training	22
9.1.3	Parental and Society Involvement	22
9.1.4	Regulation/Enforcement	22
9.1.5	Roadway/Automobile Design & Safety	23
9.1.6	Graduated Driver’s License	23
9.1.7	Basic & Applied Research	23
9.1.8	Self Awareness: Attitudes & Characteristics.....	23
9.2	National Database	24
9.3	Communications of Corporate Vision and Mission	24
9.3.1	Teen Research Journal	24
9.3.2	Public Relations and Awareness Campaigns	25
9.3.3	Website Communications.....	25
9.3.4	Regular Press Releases.....	25
9.4	Influencer Collaboration.....	25
9.4.1	Government Entities	25
9.4.2	Educators	26
9.4.3	Corporate America	26
9.4.4	Non-Profits, Foundations and other Researchers	27
9.4.5	Consumers	27
10.	Funding	27
10.1	Executive Committee Position	27
10.2	Board Directors.....	27
10.3	Advisory Board Positions.....	28
10.4	Corporate Donors	28
10.4.1	Silver Donors.....	28
10.4.2	Gold Donors	28
10.4.3	Platinum Donors.....	29
10.5	Collaborative Partnerships.....	29
10.6	Grants.....	29
10.7	Public Donations.....	29
11.	Administration	30
11.1	3-Year Plan – The DriveSafety Institute	30
11.1.1	Administrative and Business Management.....	30
11.1.2	Fundraising.....	30

11.1.3 Research30
11.2 3-Year + Plan - Internal32

Appendix A – Articles of Incorporation 33
Appendix B – Proposed Bylaws of Utah ASSSDE 40
Appendix C – DriveSafety Institute Management BIOS 51

1. Executive Summary

This plan represents a proposal to the ASSSDE membership. It is hoped that the leadership of ASSSDE has accurately captured new directions that reflect the desires of its fellow members.

The Executive Committee of the ASSSDE met September of 2005 in Portland, Oregon to review ASSSDE's role and involvement in the traffic safety community. The mission of ASSSDE has been primarily inward looking, i.e., to develop traffic safety professionals. The leadership of the association envisions a more outward looking mission, to broaden its perspective and work in a collaborative effort to bring driving safety to the forefront of society.

This Business Plan builds on the work of the Northwest Summit, as it is now referred to, and develops a non-profit corporate structure to move that new vision forward. This plan represents a bold new venture whereby ASSSDE will work with the many traffic safety partners its members presently work with within their states, but at a national level in a manner that is designed to facilitate collaboration of efforts.

The new vision states: "We look to a time when safe drivers are the norm; risk prevention behaviors are employed, and traffic safety is a core societal value."

The new mission reads: "We provide traffic safety leadership through research, identification and deployment of best practices, and outreach communications."

The mission of the Association will be accomplished through the achievement of four core goals and objectives during the next 3-5 years. These include:

1. In collaboration with other key traffic safety partners, developing and deploying a national research agenda based on a scientist/practitioner model of traffic safety that results in best practices for teen drivers and ultimately all drivers.
2. Provide and streamline access to driver and traffic safety information.
3. Employ persuasive communications to the general public and partners in order to promote the vision and mission of the Association.
4. Collaborate with the influencers of the traffic safety model.

To achieve these objectives, this plan anticipates a contractual relationship with the DriveSafety Institute to serve as the Executive Director of the association for approximately three years while the association establishes capacity for its own administrative processes. After this initial period, ASSSDE will either employ its own administrative staff, or negotiate with an executive services company to provide continued staffing.

The present ASSSDE structure is not appropriate to support these new plans, so this document also provides plans to reincorporate ASSSDE under a new set of Articles of Incorporation and new set of Bylaws. The Executive Committee anticipates the new ASSSDE can be incorporated in the state of Utah, home of the proposed executive director.

2. Definition of the Problem

Research by the National Highway Traffic Safety Administration (NHTSA) shows that car crashes are the number one cause of teenage death in the United States. This appalling threat to our nation's children averages to a **daily** teen crash toll of 887 injuries and 22 fatalities, with **daily** economic losses exceeding \$100 million.

At the cause of these crashes are inexperienced teen drivers who do not comprehend or practice good safety techniques and whose choices place them in situations that increase their risks for crashes. Not since the DeKalb study of 1981 has any scientific research been completed to validate or disprove new and innovative driver's education tools and techniques that have been developed over the past 25 years.

3. Scope of Business Plan

ASSSDE has been in existence for nearly 40 years. This business plan does not discuss the history of ASSSDE or attempt to define its successes or activities of the past. Some effort is made to look at the current strengths and weaknesses of the organization with the intent of using that information to build the company going forward.

The majority of the plan is meant to give direction and definition of the organizations vision, mission, goals and structure on how to accomplish its newly defined direction.

4. Organization

ASSSDE is not currently registered as a non-profit corporation in any state. It was last registered in the state of New Hampshire, having been created in that state on October 25, 1994. However it was dissolved on February 1, 2001 and has not been registered in any other state. Although legally dissolved, the entity has continued to operate under the former Bylaws under which it was registered through February of 2001. Section 4.1 below discusses the former structure of the organization while the remainder of section 4 discusses the newly proposed structure.

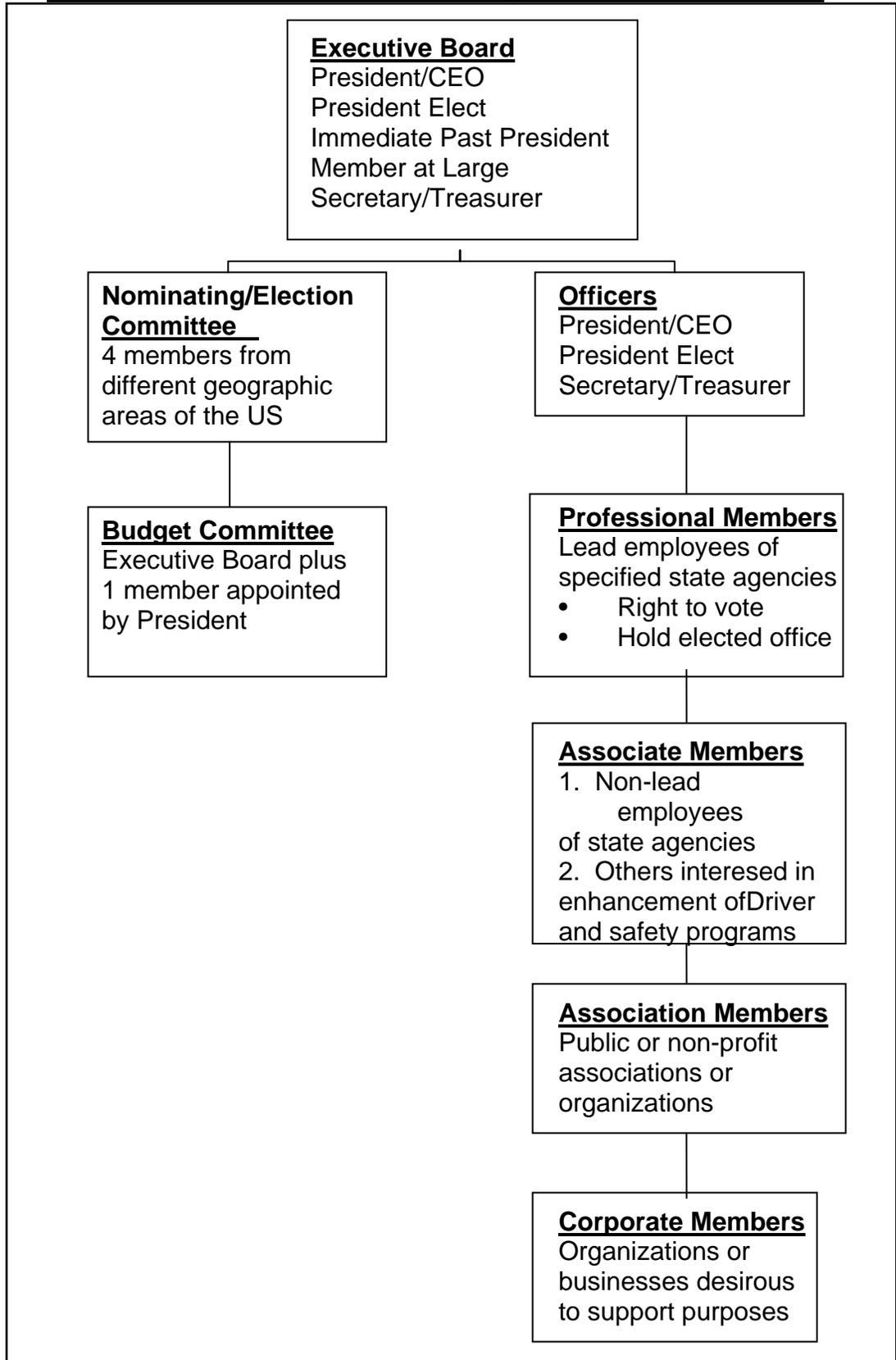
4.1 Current Structure

Formerly, ASSSDE has a structure as outlined below in Exhibit A. The structure lends itself well to a membership organization that charges dues to its members.

The Nominating and Election Committee was in charge of holding elections on a bi-annual basis. This committee made recommendations from the Professional Membership to serve in the various officer roles and the membership of the organization then voted on the recommended officers. Write in votes were permissible.

Elected members must have agreed to serve in the elected positions and the member who received the greatest number of votes then served in the respective position.

Exhibit A – Former ASSSDE Organizational Structure



4.2 Entity Type – 501c3

The company desires to become a 501c3 in order to benefit from a tax exempt status for the following reasons:

- a. Be attractive for contributions from corporate donors and other 501c3 organizations
- b. Enjoy the benefits of not paying corporate income taxes
- c. Be able to solicit contributions from the public

Upon newly reorganizing itself, ASSSDE will file a new 1023 application seeking 501c3 status from the IRS. Under the former structure, the entity had submitted an initial application on September 30, 2004. The IRS responded to the request with a series of questions for the organization. Of most interest is the fact that the IRS is attempting to classify ASSSDE as a 509 organization, meaning that it would be treated as a business league.

However, upon determining that the former entity had been dissolved in February, 2001, the former 501c3 application has been left to expire as it was not feasible to seek 501c3 status without a formally registered entity.

4.3 Articles of Incorporation and Bylaws

The organization has prepared a set of Articles of Incorporation and Bylaws to represent the proposed organizational structure and new vision, mission and goals as illustrated in Appendix A. The main purposes behind this new structure are as follows:

4.3.1 Funding

With its new vision, mission and goals, ASSSDE will need to raise significant funds to accomplish its purposes. The newly proposed structure along with this new vision will allow for the organization to provide a value proposition to corporate donors that will be compelling thus allowing the organization to raise the needed funds.

4.3.2 Organizational Control

The former structure of ASSSDE did not allow the key individuals at the state level to control the direction of the entity. By allowing

various types of membership, the organization was responsible to providing value to each member rather than accomplishing the objectives.

The proposed structure lets the key individuals at the state level have control of defining the national research agenda as well as the other goals of the company. It also allows the recruiting of key people in the country to participate in advisory boards where they have expertise.

4.3.3 Facilitator Role

The revising of the corporate structure and the company's vision, mission and goals will allow the entity to take on a facilitator role in the industry. It will allow for collaboration of parties rather than create a divisive organization. All parties with interest in solving the teen driving problem will be invited to participate in solving these problems by being asked to serve on Advisory Boards and giving direction with respect to research and other important goals. It will encourage and provide for entities to seek best practices in a collaborative environment.

4.4 Executive Committee

The Executive Committee of ASSSDE will be elected on a bi-annual basis (i.e., every two years) and is elected by the Board of Directors of the corporation. It is made up of 5 members and is staffed as follows:

Chairman of the Board:	John Harvey
Chairman Elect	David Kinnunen
Immediate Past Chairman:	Greg Lantzy
Secretary/Treasurer:	Katherine Sakuda
CommitteeMember at Large:	Karen Kadar

The Committee has certain duties and responsibilities to the organization as outlined in the Articles of Incorporation and Bylaws of the company, a newly revised copy of which is attached as Appendix A of this document.

4.5 Board of Directors

The Board will be comprised of up to 100 Directors, 2 Directors from each state in the country. Should the Board decide to allow United States Territories and Protectorates to be represented, the number of directors may increase. Members of the Board shall be nominated by the Executive Committee and voted on and approved by the Board of Directors. The

objective is to identify and recruit the highest level person responsible for driver's education and safety in each state and have them be a member of the Board of Directors.

It is proposed that the directors will be comprised of 1 director that is responsible for driver's education in the public sector and 1 director that is responsible for driver's education in the private sector. Each member of the board will receive one vote with respect to voting matters. If a person represents a state with respect to both public and private sectors, he/she shall receive 2 votes.

The following benefits will be available to Directors on the Board:

4.5.1 Community that Defines and Shares Best Practices

As a Director on the Board of Directors of ASSSDE, each Director will play a critical part and have a voice in defining the National Research Agenda. This research will result in a definition of best practices which Directors will be able to take and utilize in their own programs in their states.

4.5.2 Access to National Research

In addition to having access to the best practices research, Directors will have access to published reports that are generated from the research that is conducted from the National Research Agenda.

4.5.3 Access to National Database of Multiple State Data

One of the significant benefits of being a Director in ASSSDE is the ability to have access to data compiled across multiple states. This data can be used for research and for validating best practices across the country.

4.5.4 Access to Programs/Ideas of Directors of the Board

As a member of the Board of Directors, Directors will have access to each other at board meetings as well as through the online community to discuss ideas, share programs and take advantage of the years of experience of other Directors and how they have implemented programs in their own states. Directors will be able to test ideas and thoughts with other Directors.

4.5.5 Access to the Best Minds in the Industry

ASSSDE will be creating multiple Advisory Boards that will be comprised of the best minds available to give input and advice regarding key factors of the National Research Agenda. This information will be available to Board members as a result of their participation on the Board.

4.6 *Advisory Boards*

ASSSDE will recruit and appoint individuals to sit on advisory boards to the organization. These Advisory Boards will be created such that each factor of the National Research Agenda as defined below, and as they may be defined in the future, will have an Advisory Board that has a Chairperson as well as a specified number of advisors. The Board of Directors will recommend and vote on the appointment of these Advisors.

It is anticipated that international involvement in the organization will come through individuals being appointed to Advisory Boards that will meet their needs. Members of the Advisory Boards will have access to all best practice research that is generated.

Advisory Board members will also be invited to attend portions of the board meetings that are not considered closed in nature.

4.7 *Administrative Officers and Staff*

Administrative officers will be elected by the Board of Directors. The administrative officers will include a President, such Vice Presidents as determined by the Directors and a Controller or Chief Financial Officer.

4.7.1 *President*

The President of the organization shall be the Association's senior Administrative Officer and shall perform such duties as may be assigned by the Board of Directors.

4.7.2 *Vice Presidents*

The Vice Presidents shall perform such duties as may be assigned by the Directors or by the President in order to accomplish the objectives of the Association.

4.7.3 *Chief Financial Officer or Controller*

The Chief Financial Officer or Controller will be responsible for assuring that the books of the Association are properly accounted for and that all corporate, tax and other legal documents of the organization are in order.

4.7.4 Staff

The President shall have the authority to hire additional staff as approved by the Directors to perform such duties as fund raising, operations, finance, marketing or other administrative functions.

The Association may elect to assign an individual or organization as an Executive Director for a period of time to manage the responsibilities of the above named Administrative Officers for an interim period of time. However, it is expected that in the long term, the above Administrative Officers will be elected and appointed by the Directors.

4.8 Contact Information

The organization has not had a static address. The mailing address and corporate phone number for the organization has changed as the President changes. Over the next three years, it is proposed that the mailing address and phone number of the organization be the physical address and phone number of the appointed Executive Director which has been recommended by the Executive Committee as The DriveSafety Institute:

65 East Wadsworth Park Drive
Suite 110
Salt Lake City, Utah 84020

(801) 858-0535 [A new dedicated phone number will be obtained as soon as the DriveSafety Institute is approved and appointed by the Board of Directors as the Executive Director of ASSSDE]

5. Strategic Plan

ASSSDE is transitioning from a non-profit membership type organization into a fully developed 501c3 organization. The organization has made a conscious decision to broaden its mission versus its previous more narrow vision of:

1. Enhancing the status and promote the advancement of the traffic safety profession and the traffic safety professionals;
2. Foster the growth of technical, scientific and managerial knowledge and skills of traffic safety professionals;
3. Promote the technical, societal and professional well-being of traffic safety professionals; and
4. Work with national, state and local agencies and organizations to stimulate interest and action to promote vehicular and pedestrian traffic safety.

This transition will require a conscientious and well orchestrated administrative process in order to achieve the new mission of the organization. Following are current strengths and weaknesses of the organization that will assist in the definition of the strategic plan:

5.1 Current Strengths

Current Strengths of the organization are outlined as follows:

5.1.1 Senior Program Managers

ASSSDE is currently comprised of a number of program managers from many states across the US. These managers have a wealth of experience in running Drivers Education programs on a state wide basis as well as at the local level. They have the ear of state and national leaders and could have a significant influence on driver safety and training.

5.1.2 Knowledgeable Managers of Driver's Education

The program managers defined in the section above have significant knowledge as it relates to driver's education including data and research on the topic.

5.1.3 Curriculum Developers

The program managers have developed curriculum in programs across various states in the country.

5.1.4 Passion for Corporate Vision and Mission

The members of ASSSDE share a passion with respect to the vision and mission of the organization. They are committed to reducing the number of deaths, injuries, crashes and economic losses associated with drivers across the United States.

5.1.5 Community

A community has been created around ASSSDE which allows members and the public in general to benefit. The community assists each other in problem solving, sharing ideas and is providing access to ideas to all who may be interested.

5.1.6 Public Support

There is strong public support for the vision and mission of ASSSDE. Parents and other influencers desire to assist ASSSDE in achieving its vision and mission.

5.1.7 Gatekeepers of Data

The members of ASSSDE are the gatekeepers of state generated data related to driver's licensing and crashes that can be made available to researchers, corporations and the public. There is great value in this data.

5.2 Current Weaknesses

5.2.1 No Central Repository of Data

There is no standard or central repository for the data that the associate members of ASSSDE have access to. The data is found in a host of different formats, not to mention that it contains different fields of information.

5.2.2 Minimal Membership

The organization only has 16 states and one Canadian province represented with respect to membership at this time. While most states have someone who is responsible for driver's education, ASSSDE has not been able to attract these individuals to become members.

5.2.3 Minimal Active Volunteers

In addition to not having many members, ASSSDE does not have an active volunteer organization that donates services to the group.

5.2.4 Limited Financial Resources

ASSSDE has very limited financial resources to accomplish its new vision and mission. It currently has less than \$5,000 in its account and does not have a strategy or marketing method in place to attract new members or donors.

5.2.5 Limited Influence

Because of both limited financial and human resources, the organization has not been able to reach out and have a far reaching influence with respect to its vision and mission. It has had a difficult time organizing itself and executing on any tactical plans.

5.2.6 No Public Relations Strategy

There is no public relations strategy in place to create credibility for the organization. Outside of the current membership and a few industry players, the general public and most of the industry are not aware of ASSSDE and its mission.

5.2.7 National Negative Bias Against Drivers Education

Over the past 10-20 years and even recently, there has been negative media and publicity regarding driver's education and the real impact it has on the safety of new drivers. There is a bias in the research community that driver's education provides little if any benefit to the problem of new driver crashes, fatalities and economic losses.

5.2.8 Fight for Driver Education Funds

There are many organizations that would like to acquire the budgets and funds allocated for driver education at the state and national levels. It is becoming more and more difficult to fund driver education programs, especially at the public level.

5.2.9 Seen as Small Business Issue versus Safety Issue

Some states are seeing driver's education as a small business issue versus the true safety issue that it is. Small business is profit driven versus safety driven. The objective of small business is to get the new driver their certificate or permit which then leads to the driver's license.

5.2.10 Typically Influenced by Other Organizations

Driver's Education has typically been influenced by other organizations at the state level including Public Education, Transportation, Highway Safety, etc. It does not typically stand alone politically at the state or national level as of today.

5.2.11 Drivers Education is Narrowly Defined

The typical driver's education program is thought of only as in class curriculum and behind the wheel training. It has not typically been defined as all of the variables that affect new drivers and their safety.

5.2.12 Lack of Standards and Uniformity

There are no standards or uniform programs across the country. Programs are fragmented in both the public and private sector. There is no "best practices" program that incorporates the best practices of programs across the country nor is there an entity that manages the definition of best practices and the associated research regarding best practices.

The remainder of this business plan takes into account the above strengths and weaknesses of the former ASSSDE and defines how the new organization will utilize its strengths and overcome its weaknesses in order to accomplish its newly defined vision and mission.

6. Corporate Vision

At the NorthWest Summit of ASSSDE held on September 26th and 27th, 2005, executive board members and other members of the organization held a meeting to discuss the vision, mission and goals of the organization. The following vision was defined for the organization:

“We look to a time when safe drivers are the norm: risk prevention behaviors are employed, and traffic safety is a core societal value.”

7. Corporate Mission

The mission of ASSSDE has been defined as follows:

“We provide traffic safety leadership through research, identification and deployment of best practices, and outreach communications”

8. Branding and General Marketing

Consideration is being given to the idea of completing a corporate image makeover of the ASSSDE organization. The name is difficult to remember, pronounce and it doesn't incorporate the broad mission that the organization has adopted.

8.1 Corporate Name

At some point in time, the organization may take on a process to redefine its name to incorporate the broader vision of the organization. This may include the employment of a marketing organization to assist in this process. However, in the short term, it is felt that the ASSSDE name, while not well known, does have some value because of its historic nature of having been around for 40 years.

8.2 Corporate Logo

In conjunction with the consideration of a new name of the organization, the company will also consider the commission to create a new logo. The logo could include both a mark and the name of the organization for branding purposes.

8.3 Corporate Makeover

Regardless of whether the organization renames itself and/or develops a new logo the organization will create a branding and image campaign to position itself properly so that the influencers are made aware of the organization and know what it stands for. This campaign need not be expensive to begin with, but will include communications to the proper parties in a variety of forms.

8.4 Website

One component of the corporate makeover will include the building of a corporate website. This website will be a strong marketing tool for the organization in addition to providing a tool for the communities that are involved in ASSSDE, in particular the Board of Directors and Advisory Board members.

9. Corporate Goals and Objectives

The organization has defined 4 core goals that it desires to accomplish over the next 3-5 years. These goals include:

1. Develop and deploy a national research agenda based on a scientist/practitioner model of traffic safety that results in best practices for teen drivers.
2. Provide and streamline access to driver and traffic safety information.
3. Employ persuasive communications to the general public and partners in order to promote the vision and mission of the Association.
4. Collaborate with the influencers of the traffic safety model.

Each of these goals will now be addressed in more detail

9.1 National Research Agenda

ASSSDE is committed to providing traffic safety leadership throughout the United States. In order to provide credible and meaningful leadership, the organization desires to create, support and execute on a national research agenda.

This research will be unique in that it will include both scientific and practical support. It will require peer review that will provide for both scientific and practitioner integrity. All information, supporting both good and bad results, will be published.

The organization believes that it needs to conduct and/or sponsor thorough and meaningful research with respect to a number of factors associated with traffic safety. This research will result in a number of best practices with respect to a series of driving safety factors.

These factors, although not believed to be comprehensive at this time, have been defined and outlined by The DriveSafety Institute. Below (Exhibit B) is a diagram that depicts the factors and the associated stakeholders of these factors. There is no one factor that in and of itself will solve the teen driver problem, but some success in each area will go a long ways in making a difference.

The research agenda will be developed at the direction of the Directors of ASSSDE. However, an Advisory Board will be developed for each of the factors defined. Input will be solicited by all interested parties including government, educators, corporate America, other non-profit organizations, foundations and institutes including other research organizations and consumers where it makes sense.

All research completed in this agenda will be published in the public domain so that all organizations will have access to the data in order to develop and create new programs and products that will assist in solving the teen driving problem.

“Exhibit B”



9.1.1 Traditional Drivers Education

While a number of driver's education curriculum programs exists around the country today, no organization has ever embarked in a research project to determine the effectiveness and transfer of knowledge of these programs.

In a letter dated August 5, 2005 from Acting Chairman Mark V. Rosenker of the NTSB to Secretary Margaret Spelling of the US Department of Education, the NTSB recommended that NHTSA identify driver education programs that have been validated with respect to success. Specifically, the letter recommended:

"In cooperation with the National Highway Traffic Safety Administration, review current driver education and training programs in use nationally and internationally and determine which instructional tools, training methods, and curricula are consistent with what you have identified as best teaching methodologies and have led to or are likely to lead to a reduction in crashes. Further, incorporate these best practices into a model driver education and training curriculum."

This recommendation reflects the strong need for good research to identify the best practices among programs throughout the country.

There are some organizations in the US today that dispel the value of driver's education suggesting that it doesn't make a difference with respect to reduction of car crashes among teens and the resultant deaths and injuries, not to mention economic loss. ASSSDE believes that this is a strong generalization that has neither been proved or disproved through research.

The general public, if asked, has shown to believe that driver's education has value. But then again, the public has no definitive research to base it's observation on.

The fact is that there are multiple and diverse driver education programs and curriculum being taught across the United States. The objective of research sponsored by ASSSDE would be to identify the most promising curriculum and provide a two prong research project which will include training effectiveness as well as transfer of knowledge to the real world.

It is expected that this research will take multiple years to conduct, especially as it relates to the longitudinal studies needed to determine transfer of knowledge. Yet without this comprehensive,

detailed and ongoing research, the question will never be answered with respect to this important issue – what are the best practices today and in the future associated with driver's education?

9.1.2 Advanced Safety Training

The Advanced Safety Training (AST) factor deals with the concept of stage II training wherein the new driver has experienced some inclass and behind the wheel training. The student may also have had completed a significant portion of the hours required in various unique state GDL programs.

AST is a factor that has not been proven to be beneficial or not as of today, although there is promise in some research showing that this advanced stage of training may have value.

9.1.3 Parental and Society Involvement

ASSSDE will participate in research that considers how parental and societal involvement in the training of new teen drivers impacts the reduction of crashes and ultimately deaths and injuries. It is believed that there may be value in parental involvement as evidenced by research done with respect to parent/child contracts. However, on the other hand, there is also evidence that programs where parents provide driver's training may produce negative results where even greater crash rates prevail.

In addition to parental involvement, it is important to consider how societal involvement may impact the problem. Through public awareness campaigns similar to the "Say No to Drugs" or the "Friends Don't Let Friends Drive Drunk" programs, serious social problems have been brought to the forefront of society. Positive change through awareness has been achieved. Through good research, the proper messaging regarding teen driving choices and safety can be found that will have a positive impact on this problem.

As with the other factors, it is important to identify best practices with respect to parental and societal involvement.

9.1.4 Regulation/Enforcement

Every state in the US has different laws with respect to regulating and enforcing teen driving. These laws and their impact on the teen driving problem should be researched in order to determine the best practices associated with this factor.

9.1.5 Roadway/Automobile Design & Safety

Departments of Transportation on both the state and national levels in addition to the automotive industry are constantly seeking ways to improve roadway and automobile safety. This factor, although physical in nature, still needs significant research to determine what practices are truly resulting in positive results.

9.1.6 Graduated Driver's License

Graduated Driver's Licensing programs across the US seem to be having positive results with respect to reducing teen car crashes. However, there are still many questions such as if these crashes are simply being moved to the next age group because of lower exposure rates to 16 year old drivers. There appears to be great promise in this factor, however, additional research still needs to be completed to determine the best practices in this area.

9.1.7 Basic & Applied Research

Basic and applied research is research that is being conducted to determine a variety of issues associated with driving in general and teen driving specifically. For example, studies of the teen brain development patterns is being investigated to determine if it has an impact on whether teens are capable of safely driving a vehicle. This type of research is very valuable in determining best practices with respect to a host of different teen driving issues.

9.1.8 Self Awareness: Attitudes & Characteristics

One of the most promising factors associated with research on teen driving is to determine if attitudes of teens affect the choices that they make while driving which ultimately affects their behavior in the vehicle which may affect crash rates.

While driver skills are helpful to a teen, if the teen still makes poor choices and decisions because of certain attitudes or personality characteristics, the problem may need to be addressed from a different perspective. Research is needed to determine what characteristics or attitudes may be correlated to crashes and then if it is possible to make teens aware of their attitudes and the resulting choices that they make.

9.2 National Database

A challenge that has faced researchers is the creation of a standard database of information as it relates to driver and traffic safety. Data exists in many states, but it is in unique formats with no national standard. In some states, data doesn't exist in any form. While it would be impossible within the 3-5 year scope of this business plan to get states to move to a standard format of data, it would be possible to accumulate this data and move as much as possible into a standardized format over time.

ASSSDE desires to create a standard database of driver and safety information to be used for research purposes. This database would include such information as crash data, licensing information, motor vehicle data and other data that the organization may determine is valuable in nature.

Of course this database may contain private data, but this data would not be made available in its raw form. Database administrators would be available to do analysis and strip personal data out while making available general and even individual data without identifiers.

This database could also be used by participating states to improve their own programs and to do their own research.

9.3 Communications of Corporate Vision and Mission

With a Corporate Vision and Mission in addition to the development of a National Research Agenda and resultant best practices and other information, ASSSDE desires to communicate to individuals and organizations that may have an influence in resolving the new driver problem as defined in Section 2 of this business plan.

This information will be communicated through a number of mediums:

9.3.1 Teen Research Journal

ASSSDE will partner with organizations to sponsor a journal wherein research can be published specifically focused on teen drivers. Currently, the DriveSafety Institute is also committed to sponsoring this publication which will be housed out of Kansas State University in Manhattan, Kansas. The publication will focus on research on all the factors defined in the National Research Agenda and will be a forum for researchers in all of these areas to publish their papers.

9.3.2 Public Relations and Awareness Campaigns

As the organization conducts its corporate makeover, a public relations plan will be defined which will assist in getting the organization in front of its defined influencers.

As the organization defines its messaging, public awareness campaigns (PAC's) will be developed in conjunction with other influencers and partners to take out to the public.

9.3.3 Website Communications

The corporate website will be utilized to communicate messaging to influencers. It will provide the voice of leadership with respect to traffic safety to influencers.

9.3.4 Regular Press Releases

In order to maintain visibility among influencers, the organization will make regular press releases announcing any information that may be relevant to its mission and in particular to findings from its National Research Agenda.

9.4 Influencer Collaboration

A key to the achieving of the organization's vision will be to create strong and meaningful partnerships with influencers. Influencers that have been defined include, but are not limited to:

9.4.1 Government Entities

Federal Entities:

NHTSA	National Highway Traffic Safety Administration
NTSB	National Transportation Safety Board
DOT	National Department of Transportation
DOE	Department of Education
DHS	Department of Homeland Security
DHHS	Department of Health and Human Services
CDC	Centers for Disease Control and Prevention

Congressional Leaders:

Senators
House Representatives

National Academies:

TRB Transportation Research Board
NICHHD National Institute of Child health and Human Development

State Entities:

DPS Department of Public Safety
DOE Department of Education
DOT Department of Transportation
DMV Department of Motor Vehicles
DL Department (Division) of Licensing
DPH Department of Public Health

9.4.2 Educators

District Supervisors
Driver's Education Teachers
Private Driver Education Schools

9.4.3 Corporate America

Insurance Companies:

State Farm Insurance
Allstate Insurance
Farmers insurance
Geico
Progressive
USAA

Automotive Companies:

GM
Ford
Toyota

Teen Influencers:

McDonalds
MTV
Coca Cola
Apple
Sony
GAP
Old Navy

Athletics:

NBA

NFL
MLB

9.4.4 Non-Profits, Foundations and other Researchers

Insurance Institute of Highway Safety - [IIHS]
Highway Loss Data Institute - [HLDI]
American Driver and Traffic Safety Education Association -
[ADTSEA]
The DriveSafety Institute
AAA Safety Foundation
Allstate Foundation
Kansas State University
University of North Carolina at Charlotte
University of Michigan
University of Iowa

9.4.5 Consumers

Parents/Guardians
Teens

10. Funding

Funding of ASSSDE is critical to its success. Currently the organization is funded through membership payments, for the most part from professionals. However, this minimal funding is not sufficient to allow the organization to attain its new vision, mission and goals. Following are categories whereby the organization will and will not obtain funding:

10.1 Executive Committee Position

Each member of the Executive Committee is not expected to make a financial contribution to the organization. These individuals will be compensated for their travel expenses including all annual and other meetings as is appropriate and possible.

10.2 Board Directors

Directors will be solicited and recruited from each state. They will not be required to make a financial contribution. More important is the

participation by state representatives in the organization. They will not be compensated for their efforts, however, and will be treated as volunteers. They may be compensated for their travel expenses when the organization meets for conferences and other board meetings as is appropriate and possible.

10.3 Advisory Board Positions

Members of Advisory Boards will not be expected to make contributions either. They will serve on the boards and will make significant contributions of time with respect to the direction of the research and the organization. Advisory Board members may have direct travel expenses paid for as the organization grows in financial stability as is appropriate and possible.

10.4 Corporate Donors

Corporate Donors will be invited to participate in making donations to the organization at different levels including Platinum, Gold and Silver on an annual basis. The majority of funding for the organization will come from these donors. **[NOTE: The donation amounts are placeholders which we will need to do additional research on to determine what the real amounts should be. Also, the benefits will be modified as well after discussion with donors.]**

10.4.1 Silver Donors

Donation Amounts:

Silver Donors contribute up to \$5,000 annually.

Benefits:

1. Name on Corporate website as Silver Donor
2. Receive Quarterly Newsletter via email
3. Etc.

10.4.2 Gold Donors

Donation Amounts:

Gold Donors contribute between \$5,001 to \$50,000 annually.

Benefits:

All the benefits of the Silver Donors as well as the following:

1. Name on Corporate website as Gold Donor.
2. Access to the research on a regular basis.
3. Etc.

10.4.3 Platinum Donors

Donation Amounts:

Platinum Donors contribute amounts greater than \$50,000 annually.

Benefits:

All the benefits of the Gold Donors as well as the following:

1. Name on Corporate website as Platinum Donor
2. Unlimited access to the standardized database.
3. Invitation for up to 5 members to attend annual conferences with no entry fees.
4. Etc.

10.5 Collaborative Partnerships

ASSSDE will form collaborative partnerships with organizations that are interested in doing research and/or sponsoring research for the organization as well as other projects that organizations may want to sponsor including public awareness campaigns. By seeking partners, ASSSDE funding can be leveraged. For example, the Allstate Foundation and ASSSDE may want to sponsor a PAC that would be funded by both organizations thereby giving it better reach.

10.6 Grants

ASSSDE will seek grants from government entities including state programs, federal programs and other organizations that provide grants associated with the problem that is being solved.

10.7 Public Donations

On the website and in its messaging and outreach communications, ASSSDE will make a plea to the consumer to assist in funding this important vision and mission through the making of private contributions.

11. Administration

11.1 3-Year Plan – The DriveSafety Institute

ASSSDE does not have sufficient resources to hire Administrative Officers for the Association to execute on the vision and mission of the company. Because of this, the organization has determined that it is in its best interest to appoint an Executive Director for up to the next 3 years.

The organization was approached by The DriveSafety Institute recently and has been in discussions with DSI to take on the Executive Director role. The DriveSafety Institute brings the following skills and abilities to the position:

11.1.1 Administrative and Business Management

The DSI management team is currently comprised of a seasoned set of management veterans including (See Appendix B for bios):

Bill Woahn (Chairman)
Dr. Renee Slick (CEO/President)
Frank Weinrauch (VP Business Development)
Steve Hallmark (VP of Operations)
Doug Evans (VP of Technology)

11.1.2 Fundraising

The DSI organization has raised in excess of \$80 million in their careers in both the private and the public sector.

11.1.3 Research

Dr. Renee Slick, a PhD at Kansas State University, has over 12 years of research background managing projects up to \$9 million in grants. She is a seasoned veteran in research design and implementation.

It is unusual that an organization would be willing to step up and take on the Executive Director roll of ASSSDE without immediate compensation or other remuneration, although it does anticipate being fairly compensated upon the raising of funds. Following is a statement submitted by the DriveSafety organization, including the Institute as well as the for-profit entity, as to why it is interested in providing this administrative function for

ASSSDE over the next three years and what they expect to get out of the relationship.

“The DriveSafety organizations have as their mission to reduce the deaths and injuries of teen drivers. This mission drives the organizations in all that they do. There are two entities in the DriveSafety family of companies: The DriveSafety Institute, a federally registered 501c3 non-profit organization and DriveSafety, Inc., a for-profit Utah based C Corporation.

The purposes of the non-profit DriveSafety Institute are to conduct research regarding teen driving safety, provide for public awareness campaigns and to provide scholarships for disadvantaged teens to receive the best possible driver’s education where it is available.

The mission of DriveSafety, Inc. is to generate profits through its simulation based advanced safety training curriculum, its attitudinal awareness products and other teen related products that it has or could develop expertise in.

The DriveSafety Institute has strong scientific research skills and talents, however, it recognizes that it is lacking in practitioner related knowledge and involvement. It is also interested in the traffic and driver data that is available at the state level in order to conduct its research. For this purpose, the organization is willing to support ASSSDE in its administrative efforts to accomplish its defined mission.

DriveSafety, Inc. hopes to gain research knowledge in order to develop products that would be valuable in the driver safety training and educational market. By having unbiased research conducted on its products and having access to research in general, it feels that it will be able to create products that are validated and can add value to the industry.

Currently, the management teams for both entities are the same. None of the management team is currently taking any compensation from The DriveSafety Institute. However, it is the current intent of the organization to have Dr. Slick manage and operate The DriveSafety Institute with other administrative support within the next 3 years and the remainder of the team will either stay with the DriveSafety, Inc. organization or determine to be fulltime with The DriveSafety Institute.

While the DriveSafety Institute anticipates handing back the administrative functions of ASSSDE within the next three years, it hopes that it will continue to maintain a strong relationship with the organization in order to

execute those items on the National Research Agenda that it has skills to conduct.

DriveSafety, Inc. anticipates being a corporate donor to ASSSDE for years to come in order to access data and to participate on Advisory Boards that may be related to the factors that it hopes to address over the years.”

11.2 3-Year + Plan - Internal

After approximately 3 years, it is expected that the donations being contributed to ASSSDE will be sufficient for the organization to hire and maintain its Executive Director and administrative officers and staff internally. The Executive Committee will recommend and receive approval from the Board of Directors of the organization with respect to the hiring and compensation to be paid to personnel.

APPENDIX A
ARTICLES OF INCORPORATION
OF THE
ASSOCIATION OF STATE SUPERVISORS OF SAFETY AND DRIVER
EDUCATION

A Nonprofit Corporation

The Association of State Supervisors of Safety and Driver Education, a non-profit corporation, duly formed pursuant to the Utah Revised Nonprofit Corporation Act, hereby adopts the following Articles of Incorporation.

ARTICLE I
NAME

Section 1.1 Corporate Name. The name of the corporation (hereinafter referred to as the "Association") is the **Association of State Supervisors of Safety and Driver Education**, a Utah nonprofit corporation.

Section 1.2 Official Abbreviation. The official abbreviation of the Association is **ASSSDE**.

ARTICLE II
PERIOD OF DURATION

The period of duration of the Association is perpetual unless sooner dissolved according to law.

ARTICLE III
PURPOSES AND POWERS

The purposes for which the Association is organized are:

Section 3.1 Primary Purpose. The Association is a professional organization whose purpose is to promote and foster professional leadership in traffic safety education, facilitate the development and deployment of a national research agenda resulting in best practices for teen drivers, provide driver and traffic safety information, promote the vision and mission of the Association through public messaging, work with other influencers of traffic safety and to conduct other activities that further the 501(c)(3) purposes of the Association. The Association is organized exclusively for educational, charitable and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax

code, or the Association may directly conduct activities to further the purposes described in Section 501(c)(3) of the Code.

Section 3.2 General Purposes and Powers. The general purposes and powers are:

- a. To solicit, collect, receive, acquire, hold and invest money and property, both real and personal, including money and property received by gift, contribution, bequest, or devise; to sell and convert property, both real and personal, into cash; and to use the funds of this Association and the proceeds, income, rents, issues and profits derived from any property of this Association for any of the purposes for which the Association is formed;
- b. To purchase, acquire, own, hold, sell, assign, transfer, dispose of, mortgage, pledge, hypothecate, or encumber, and to deal in shares, bonds, notes, debentures, or other securities or evidences of indebtedness of any person, firm, corporation, or association and, while the owner or holder of them, to exercise all rights, powers and privileges of ownership;
- c. To purchase or acquire, own, hold, use, lease (either as lessor or lessee), sell, exchange, assign, convey, dispose of, mortgage, hypothecate, or encumber real and personal property;
- d. To borrow money, incur indebtedness, and to secure repayment by mortgage, pledge, deed of trust, or other hypothecation of property, both real and personal;
- e. To enter into, make, perform, and carry out contracts of every kind for any lawful purpose without limit on the amount, with any person, firm, association or corporation, municipality, county, parish, state, territory, government (foreign or domestic), or other municipal or governmental subdivision;
- f. To establish separate organizations, including corporations, if necessary, to carry forth the necessary administration and purposes of the Association. Furthermore, the Directors shall have the right to adopt bylaws, hire managers and other agents, establish committees, appoint honorary Directors, establish other advisory bodies and take other similar actions as the Directors deem advisable for the effective management of the Association.
- g. To engage in such other activities as may be permitted to a nonprofit corporation under the applicable laws of the State of Utah,

it being the specific purpose of the Association that it is organized and shall be operated not for pecuniary profit; and

h. To do all things necessary, expedient, or appropriate to the accomplishment of any of the objects and purposes for which this Association is formed.

Section 3.3 Use of Association Funds. The Directors in their discretion shall distribute all, or part, of the principal and income of the Association as they deem appropriate to fulfill the purposes of this Association.

Section 3.4 Fulfillment of Purposes. The Directors shall have full discretion to fulfill the purposes of this Association as the Directors deem best. Thus, the Directors may establish independent programs or funds for the fulfillment of the purposes of this Association.

Section 3.5 Restrictions on Extent of Purposes. Notwithstanding any other provision of this Agreement, the Association shall not engage in activities that in themselves are not in furtherance of the purposes set forth in Section 1 of this Article III. In addition, no part of the net earnings of the organization shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the organization shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in the purpose clause hereof. No substantial part of the activities of the organization shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the organization shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of this document, the organization shall not carry on any other activities not permitted to be carried on (a) by any organization exempt from federal income tax under section 501 (c) (3) of the Internal Revenue Code, corresponding section of any future federal tax code, or (b) by an organization, contributions to which are deductible under sections 170(a)(1), 2055 and 2522 of the Internal Revenue Code, or corresponding section of any future federal tax code.

ARTICLE IV MEMBERSHIP

The Association shall not have voting members, but shall be governed by Directors as set forth in the Bylaws.

ARTICLE V STOCK

No shares of stock of the Association evidencing interests therein shall be authorized or issued by the Association and the Association shall have no authority to issue stock, and no dividends or pecuniary profits shall be paid thereon.

ARTICLE VI CONTRACTS WITH DIRECTORS OR OFFICERS

Section 6.1 No officer, managing agent, employee or other person shall derive a principal economic benefit from the operation of the Association. However, any person, including an officer or Director of the Association may deal or contract with the Association, provided that no person or entity shall be paid any fee, salary, rent or other payment of any kind in excess of the fair market value for the service rendered, goods furnished or facilities or equipment rented; provided further, that at a meeting of the Directors or a committee thereof having authority in the premises to authorize or confirm such contract or transaction, the interest of such officer, Director, or other person or entity is disclosed or made known and there shall be present a quorum of the Directors or such committee and such contract or transaction shall be approved by a majority of such quorum consisting of Directors or committee members not so interested.

Section 6.2 No Director or officer shall be liable to account to the Association for any transaction or contract of the Association ratified or approved as herein provided, and they are relieved from any liability that might otherwise exist with respect to such transactions or contracts.

ARTICLE VII INDEMNIFICATION OF DIRECTORS

The Association shall indemnify any and all persons who may serve or who have served at any time as Directors or officers or who at the request of the Directors of the Association may serve or at any time have served as Directors or officers or another corporation in which the Association at such time owned or may own shares of stock or of which it was or may be a creditor, and their respective heirs, administrators, successors and assigns, against any and all expenses, including amounts paid in settlement (before or after suit is commenced), actually and necessarily by such persons in connection with the defense or settlement of any claim, action, suit or proceeding in which they or any of them are made parties or a party, or which may be asserted against them or any of them, by reason of being or having been Directors or officers or a Director or officer of the Association, or of such other corporation, except in relation to matters as to which any such Director or officer or former Director or officer or person shall be adjudged in any action, suit or proceeding to be liable for his own negligence or misconduct in the performance of his duty. Such indemnification shall be in addition to any other rights to which those indemnified

may be entitled under any law, by-law, agreement, vote of stockholders, or otherwise.

**ARTICLE VIII
APPOINTMENT, RESIGNATION, AND REMOVAL OF SUCCESSOR
DIRECTORS**

Initially, the Directors of the Association shall consist of 5 Directors, including John Harvey, David Kinnunen, Greg Lantzy, Katherine Sakuda and Karen Kadar. The Bylaws of the Association shall set forth the requirements for the addition, resignation and removal of Directors and the appointment of Successor Directors.

**ARTICLE IX
INCORPORATOR**

<u>Name</u>	<u>Address</u>
William B. Woahn	65 East Wadsworth Park Drive Suite 110 Salt Lake City, Utah 84020

**ARTICLE X
PRINCIPAL OFFICE, REGISTERED OFFICE AND AGENT**

The initial registered office and the principal office of the Association and the designated office where the records of the Association required to be kept by Section 16-6a-16-1 of the Code shall be 65 East Wadsworth Park Drive, Suite 110, Salt Lake City, Utah 84020 and the initial registered agent at such address is William B. Woahn.

**ARTICLE XI
EARNINGS AND ACTIVITIES**

No part of the net earnings of the Association shall inure to the benefit of or be distributable to its Directors, officers or other private persons, except that the Association shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article III hereof. No substantial part of the activities of the Association shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Association shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or any candidate for public office. Notwithstanding any other provision of these Articles, the Association shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the

corresponding provision of any future United States Internal Revenue law), or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue law).

**ARTICLE XII
AMENDMENTS**

These Articles of Incorporation shall be subject to amendment, alteration or repeal by the two-thirds (2/3rds) majority vote of the Directors in attendance at a meeting of Directors at which a quorum is present.

**ARTICLE XIII
DISSOLUTION**

Upon the dissolution of the Association, the Directors of the Association shall, after paying or making provision for the payment of all liabilities of the Association, and after properly disposing of assets held by the Association upon condition requiring return, transfer or conveyance upon such event of dissolution as required by Utah law, transfer and convey all remaining assets and benefits of the Association to an organization or organizations for one or more exempt purposes within the meaning of Section 501(c)(3) of the Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for the public purpose, in such amounts and proportions as determined by the Directors, in their sole and absolute discretion. Such directions shall be consistent with the purposes of the Association as set forth in these Articles of Incorporation.

ARTICLE XIV

In the event that the purposes for which this Association has been created cannot, at any time, be carried out, the fiduciaries are to administer the Association for other purposes which are as similar to the original purposes as is reasonably possible and which are consistent with federal laws governing the administration of 501(c)(3) tax exempt organizations.

Dated this _____ day of _____, 2006.

Incorporator's Signature

By: _____

William B. Woahn

ACKNOWLEDGMENT AND ACCEPTANCE OF APPOINTMENT OF REGISTERED AGENT

Pursuant to the provisions of Section 16-6a-501 of the Utah Code Annotated, William B. Woahn herewith acknowledges and accepts his appointment as the registered agent for the Association of State Supervisors of Safety and Driver Education, a nonprofit corporation. This acknowledgement and acceptance of appointment as registered agent is freely and voluntarily made and given by the undersigned.

Dated this ____ day of _____, 2006.

William B. Woahn
Registered Agent

State of Utah

County of _____)

On this ____ day of _____, in the year 2_____, before me ,

DAY MONTH YEAR NOTARY PUBLIC NAME

a notary public, personally appeared ,

NAME OF DOCUMENT SIGNER

proved on the basis of satisfactory evidence to be the person(s) whose name(s) (is/are) subscribed to this instrument, and acknowledged (he/she/they) executed the same. Witness my hand and official seal.

NOTARY PUBLIC

S
E
A
L

APPENDIX B

BYLAWS FOR THE ADMINISTRATION OF THE ASSOCIATION OF STATE SUPERVISORS OF SAFETY AND DRIVERS EDUCATION

ARTICLE I OFFICES

Section 1.1 Offices. The Directors of the Association may maintain such offices, within or without Utah, as the Directors may from time to time designate.

Section 1.2 Address of the Principle Office. The address of the Principal office of the Association shall be 65 East Wadsworth Park Drive, Suite 110, Salt Lake City, Utah 84020. The Executive Committee may change the address of the principal office from time to time as it deems advisable.

ARTICLE II DIRECTORS

Section 2.1 General Powers. Except as otherwise provided in the Articles of Incorporation of the Association, the property, affairs and business of the Association shall be managed by the Directors. The Directors may exercise all the powers of the Association set forth in the Articles of Incorporation and all other powers which are necessary to the proper management of the Association.

Section 2.2 Annual Meetings. A regular meeting of the Directors shall be held each year during the month of January unless changed by resolution of the Directors. The January meeting shall be regarded as the annual meeting of the Directors. The Directors may provide by resolution the time and place, either within or without Utah, for the holding of additional regular meetings without other notice than such resolution.

Section 2.3 Special Meetings. Subject to the notice requirements of Section 2.4 of these Bylaws, special meetings of the Directors may be called by, or at the request of, any three (3) members of the Executive Committee. The persons authorized to call special meetings of the Directors may fix any time and place, either within or without Utah, for the holding of any such special meetings.

Section 2.4 Notice of Directors Meetings. The Secretary of the Executive Committee shall cause notice of the time and place of each special meeting of the Directors to be given to each of the Directors not less than two days prior to such meeting.

Section 2.5 Quorum and Manner of Acting. Twenty-five percent of the Directors shall constitute a quorum for the transaction of business at any meeting

of the Directors. If less than a quorum is present at a meeting, the Directors present may adjourn the meeting from time to time without further notice. The act of two-thirds of the Directors present at a meeting at which a quorum is present shall be the act of the Directors.

Section 2.6 Reimbursement of Expenses. By resolution of the Directors, a Director may be paid the expenses, if any, for attendance at meetings of the Directors. Although no Director will be compensated for serving the Association as a Director, should a time come when the Directors resolve to compensate Directors, no such payment of expenses shall preclude a Director from receiving compensation for serving the Association as a Director or in any other capacity.

Section 2.7 Resignations. A Director may resign at any time by delivering a written resignation to the Executive Committee. The resignation shall become effective on its acceptance by the Directors; provided, however, that if the Directors have not acted thereon within ten days from the date of its delivery, the resignation shall, on the tenth day, be deemed accepted.

Section 2.8 Removal. A Director may be removed by a two thirds (2/3rds) vote of the Directors. If the Directors elect to exercise their removal power, they shall do so in writing, setting forth the effective date of removal. In the event a majority of the members of the Directors believe that a Director should be removed, but a two thirds (2/3rds) vote of the other Directors cannot be obtained as provided above, then the Directors seeking such removal may, in their discretion, proceed with a petition to a court of appropriate jurisdiction seeking an order of removal.

Section 2.9 Appointment. Initially, the Directors of the Association shall consist of up to 100 Directors with a maximum of 2 from each state of the United States of America and additional Directors of the Association representing U.S. Territories and Protectorates as deemed appropriate by the Directors. Additional Directors and successor Directors shall be appointed by the Directors of the Association. Appointments of Directors are subject to the government entity policies governing appointment of its employees to association boards. In as much as possible, Directors shall be the lead employee of state entities charged with the state oversight and/or delivery of driver education services. In choosing any additional or successor Director, the Directors shall, to the extent possible, give due regard to a proposed successor's business acumen, interest in the purposes of the Association and standing in his or her community. Once a new Director is appointed, he or she shall generally serve for a term of two years, unless re-appointed, or until his or her death, change of employment with respect to driver education responsibilities, incapacity, removal or resignation. However, the Directors in their discretion may appoint a Director to serve for a longer term, including a lifetime term.

Section 2.10 Presumption of Assent. A Director who is present at a meeting of the Directors at which action on any matter is taken shall be presumed to have assented to the action taken unless the Director's dissent shall be entered in the minutes of the meeting or unless the Director shall file the Director's written dissent to such action with the person acting as Secretary of the meeting before the adjournment thereof, or shall forward such dissent by registered or certified mail to the Secretary of the Executive Committee immediately after the adjournment of the meeting. Such right to dissent shall not apply to a Director who voted in favor of such action.

Section 2.11 Telephonic Meetings. The Directors, or any subcommittee established by the Directors, may participate in committee meetings by means of conference telephone or similar communications equipment by which all persons participating in the meeting can hear each other and participate in the meeting. Each person who is a party to such a meeting shall be deemed to have been present at the meeting.

Section 2.12 Action without a Meeting. Without holding a formal meeting, the Directors, or any subcommittee established by the Directors, may take action by the unanimous consent of the Directors or its subcommittee to a written resolution stating the action taken.

ARTICLE III OFFICERS

Section 3.1 Number. The administrative officers of the Association, if the Directors determine to elect administrative officers, shall consist of a President, Chief Scientific Officer, such Vice Presidents as determined by the Directors, and a Chief Financial Officer or Controller, each of whom shall be elected and appointed by the Directors.

Section 3.2 Election and Qualifications. The administrative officers shall be elected by the Directors at their annual meeting. In the event of failure to elect administrative officers at the annual meeting of the Directors, administrative officers may be elected at any regular or special meeting of the Directors. At the discretion of the Directors, administrative officers may, but need not be Directors during the terms of their respective offices.

Section 3.3 Subordinate Officers. The Directors from time to time may appoint such other administrative officers, agents or officials as it may deem advisable, each of whom shall have such title, hold office for such period, have such authority and perform such duties as the Directors from time to time may determine. The Directors from time to time may delegate to any officer or agent the power to appoint subordinate officers or agents and to prescribe their respective titles, terms of office, authority and duties.

Section 3.4 Resignations. Any officer may resign at any time by delivering a written resignation to the President, or in their absence, any one or more of the Executive Committee. Such resignation shall take effect upon delivery.

Section 3.5 Removal. Any officer may be removed by the Directors whenever in their judgment the best interests of the Association will be served thereby. If the Directors elect to exercise their removal power, they shall do so in writing, setting forth the effective date of removal. For this purpose, if a quorum is present, such removal action may be taken when favored by a majority of Directors present and voting. Such action may be taken at any special meeting of the Directors called for that purpose or at a regular meeting. Any agent or official (not an officer) appointed in accordance with the provisions of Section 3.3 of these Bylaws may also be removed, either for or without cause, by any officer upon whom the power to appoint such agent shall have been conferred by the Directors.

Section 3.6 Vacancies and Newly-Created Offices. If any vacancy shall occur in any office by reason of death, resignation, removal, disqualification or any other cause, or if a new office shall be created, such vacancy or newly-created office may be filled either (1) by the Directors at any regular or special meeting, or (2) by an officer to whom the Directors has delegated the responsibility of appointing a new officer as provided in Section 3.3.

Section 3.7 President. The President shall have the following powers and duties:

- a. The President shall be the Association's senior officer and shall perform such duties as may be assigned by the Directors.
- b. The President shall attend all meetings of the Directors, unless uninvited by the Directors.

Section 3.8 Chief Scientific Officer. The Chief Scientific Officer shall have the following powers and duties:

- a. The Chief Scientific Officer shall perform in general all duties incident to the offices of Chief Scientific Officer and such other duties as from time to time may be assigned by the President through the Directors.
- b. The Chief Scientific Officer shall be responsible for implementing any and all research programs, projects or any other research related activities of the Association.

Section 3.9 Vice Presidents. The Vice Presidents shall have the following powers and duties:

- a. The Vice Presidents shall perform such duties as may be assigned by the President as instructed by the Directors.
- b. In the absence of the President, a Vice President may attend meetings of the Directors, unless uninvited by the Directors

Section 3.10 Chief Financial Officer (CFO) or Controller. The CFO or Controller shall have the following powers and duties:

- a. The CFO or Controller shall see that the books, reports, statements and other documents and records are properly kept and filed.
- b. The CFO or Controller shall perform in general all duties incident to the offices of CFO or Controller and such other duties as from time to time may be assigned by the President through the Directors.
- c. The CFO or Controller shall have charge and custody of and be responsible for all funds and securities of the Association.
- d. The CFO or Controller shall receive and give receipts for moneys due and payable to the Association from any source whatsoever, and shall deposit all such moneys in the name of the Association in such banks, trust companies or other depositories as shall be selected by the Directors.

Section 3.11 Salaries. The salaries or other compensation of the officers of the Association shall be fixed from time to time by the Directors. The Directors may designate to any person or group of person the power to fix the salaries or other compensation of any subordinate officer or agent appointed in accordance with the provisions of Section 3.3. No officer shall be prevented from receiving salary or compensation by reason of the fact that the officer is also a Director.

Section 3.12 Surety Bond. In case the Directors shall so require, any officer or agent of the Association shall execute to the Association a bond in such sum and with such sureties as the Directors may direct, conditioned upon the faithful performance of duties to the Association, including responsibility for negligence and for the accounting for all property or monies of the Association which may come into the officer's or agent's hands.

ARTICLE IV EXECUTIVE COMMITTEE

Section 4.1 How Constituted. The Directors shall initially elect, by a two-thirds (2/3rd) majority vote, an Executive Committee which shall consist of five members of the Board of Directors, each member of the Executive Committee being voted to a leadership position as defined in Section 4.9. Thereafter, certain members of the Executive Committee, specifically the Chairman Elect, Secretary and Committee Member at Large, shall be elected by a two-thirds (2/3rd) majority vote bi-annually (every two years) at the annual meeting of the Directors; provided, however, that at any time the Directors may reconstitute the Executive Committee. For the purposes of this section, reconstitute means removal of leadership. In the event the Directors reconstitute the Executive Committee, the previous Chairman will remain on the Executive Committee as the Immediate Past Chairman and the previous Chairman elect will remain on the Executive Committee as the Chairman until the next election takes place. Each member of the Executive Committee shall hold office until a successor shall have been designated or until resignation or removal in the manner provided in these Bylaws.

In addition to the five Directors, the Executive Committee shall also include two additional Members elected by the five Directors of the Executive Committee including a Member representing Research and a Member representing Business Affairs or other specialty as deemed appropriate by the Executive Committee Directors. These two Members will be elected by unanimous consent of the five Directors of the Executive Committee within 30-days of the bi-annual election defined in Section 4.1. Initially, upon formation of the Association, Dr. Renee Slick shall be elected as the Member representing Research. The Member representing Business Affairs or other specialty will be elected by the Directors within 30-days of the initial business meeting.

Section 4.2 Powers. During the intervals between meetings of the Directors, the Executive Committee shall have and may exercise all powers of the Directors in the management of the business and other affairs of the Association, except for the powers: (a) to fill vacancies in the Directors (b) to amend these Bylaws and (c) to amend the Articles of Incorporation.

Section 4.3 Proceedings. The Executive Committee shall meet at such place or places, at such time or times and upon such notice (or without notice) as it shall determine from time to time. It shall keep a record of its proceedings and shall report such proceedings to the Directors at the next meeting of the Directors.

Section 4.4 Quorum for Transacting Business. A majority of the members of the Executive Committee shall constitute a quorum for the transaction of business at any of its meetings. The act of a majority of the members of the Executive Committee present at a meeting shall be the act of the Executive Committee.

Section 4.5 Resignation. Any member of the Executive Committee may resign at any time by delivering a written resignation to the Executive Committee or the Directors. Such resignation shall take effect upon delivery.

Section 4.6 Removal. The Directors may at any time remove any Director of the Executive Committee either for or without cause.

Section 4.7 Vacancies. If any vacancy shall occur in the Executive Committee by reason of disqualification, death, resignation, removal or otherwise, the remaining members shall, until the filling of such vacancy, constitute the then total membership of the Executive Committee. Such vacancy may be filled at any meeting of the Directors.

Section 4.8 Reimbursement of Expenses. In addition to other compensation, the Directors may allow a fixed sum of expenses of attendance to any member of the Executive Committee (including those who are active, salaried employees of the Association) for attendance at each meeting of the Executive Committee.

Section 4.9 Leadership of the Executive Committee+. The Executive Committee shall be comprised of a Chairman, Chairman Elect, Immediate Past Chairman, Secretary, Committee Member at Large, Member representing Research and Member representing Business Affairs or other specialty.

ARTICLE V OTHER COMMITTEES

The Executive Committee may establish other committees as needed to assist in the management of the Association. Other committees shall be established by resolution of the Executive Committee. The resolution shall specify the powers and procedures of the committee so established.

ARTICLE VI EXECUTION OF INSTRUMENTS, BORROWING OF MONEY AND DEPOSIT OF FUNDS

Section 6.1 Execution of Instruments. The Executive Committee of the Association may authorize in writing any officer or agent to execute and deliver any contract or other instrument in the name and on behalf of the Association. Any such authorization may be general or confined to specific instances.

Section 6.2 Loans. No loans or advances shall be contracted for or on behalf of the Association, no negotiable paper or other evidence of its obligation under any loan or advance shall be issued in its name, and no property of the Association shall be mortgaged, pledged, hypothecated or transferred as security

for the payment of any loan, advance, indebtedness or liability of the Association unless and except as authorized by the Executive Committee. Any such authorization may be general or confined to a specific instance or transaction.

Section 6.3 Deposits. All monies of the Association not otherwise employed shall be deposited from time to time to its credit in such banks or trust companies or with such bankers or other depositories as the Executive Committee may select.

Section 6.4 Checks, Drafts, Etc. All notes, drafts, acceptances, checks, endorsements and evidences of indebtedness of the Association shall be signed by the CFO or Controller and one additional officer or any two members of the Executive Committee, after having received authorization from the Executive Committee. Endorsements for deposit to the credit of the Association in any of its duly authorized depositories shall be made in such manner as the Executive Committee from time to time may determine.

Section 6.5 Sale, Transfer, Etc. of Securities, Real and Personal Property. All instruments in writing incident to any sale of the Association's property or holdings shall be executed by the President and CFO or Controller or any two members of the Executive Committee, after having received authorization from the Executive Committee.

Section 6.6 Proxies. Proxies to vote with respect to shares of stock of corporations owned by, or standing in the name of, the Association shall be executed and delivered on behalf of the Association by the President.

ARTICLE VII FISCAL YEAR

The fiscal year of the Association shall be January 1 to December 31.

ARTICLE VIII AMENDMENTS

Any Bylaw of the Association shall be subject to amendment, alteration or repeal by a two-thirds (2/3rds) majority vote of all the ballots cast of the current Directors of the Association. The bylaws may be altered, amended or repealed and new bylaws may be adopted by the Board of Directors at any regular or special meeting of the Board of Directors, or appropriately conducted mail or electronic ballot that preserves the integrity and privacy of the vote. Directors will be notified of proposed bylaw changes a minimum of 30 days in advance of balloting for the vote to be valid. Proposals for amendment changes may be initiated by the Executive committee or by act of the Directors.

ARTICLE IX

GENERAL BYLAWS

Section 9.1 Manner of Giving Notice. Whenever under the provision of these Bylaws, notice is required or permitted to be given to a Director or to an officer, such notice may be given (a) by personal delivery, or (b) by mail, or (c) by email.

A notice given by mail shall be deemed to be delivered when the notice is deposited in the United States mail, properly addressed and certified with postage thereon prepaid.

A notice given by email shall be deemed to be delivered when received and opened by the recipient in a readable format.

The proper address for a Director shall be either the Director's customary business address or the address of the last-known residence. The proper address for an officer shall be the business address of the Association or the last-known address of residence.

Section 9.2 Attendance Constitutes Waiver of Notice. Attendance by a Director at a meeting of the Directors shall constitute a waiver of notice of such meeting, except where such Director attends such meeting for the express purpose of objecting to the transaction of any business because the meeting was not lawfully called or convened.

Section 9.3 General Waiver or Notice. Any Director with respect to a meeting of the Directors may waive notice of such meeting by signing a written notice of waiver with respect thereto and such signed waiver shall be deemed equivalent to the giving of notice.

ARTICLE X POLICY ON COMPENSATION OF DIRECTORS, OFFICERS AND EMPLOYEES

Section 10.1 The Association may pay compensation to or make payment or reimbursement of expenses to Directors, officers or employees (other than government officials) for the performance of personal services which are reasonable and necessary to carry out the exempt purposes of the Association where such compensation (or payment reimbursement of expenses) is not excessive. As soon as the Association has sufficient funds to justify the payment of salaries, the Association shall pay salaries which are competitive with comparable tax-exempt entities for similar services so as to enable the Association to attract and retain excellent personnel.

Section 10.2 In determining whether compensation is excessive the facts and circumstances regarding each individual receiving compensation will be

reviewed. Compensation shall in no event exceed that which would ordinarily be paid for like services by enterprises under like circumstances. A review of all individual items or compensation, i.e., salary, bonus, pension, etc. are to be considered with the rest of the employee's compensation package.

Section 10.3 Some of the major factors to be considered in determining the reasonableness of the employee's compensation shall include the employee's qualifications; the nature, extent and scope of his/her work; the size and complexity of the task to be performed; comparison of salaries paid with the Association's gross and net receipts; the prevailing economic conditions; the prevailing rates of compensation for comparable positions in comparable concerns; the salaries paid by the Association to all employees; compensation paid to specific Directors and employees in previous years.

Section 10.4 The Association shall enter into agreements with any disqualified persons wherein the disqualified person will agree that any compensation amount found by the Internal Revenue Service to be excessive must be repaid to the Association.

ARTICLE XI INDEMNIFICATION OF DIRECTORS AND OFFICERS

The corporation shall indemnify any person, including the heirs and legal representatives of such person, made a party to a proceeding by reason of the fact that he is or was a Director or officer of the corporation if:

- a. he conducted himself in good faith; and
- b. he reasonably believed:
 - i. in the case of conduct in his official capacity with the corporation, that his conduct was in the best interests of the corporation; and
 - ii.) in all other cases, his conduct was at least not opposed to the best interest of the corporation; and
- c. in the case of any criminal proceeding, he had no reasonable cause to believe his conduct was unlawful;

provided, however, that:

- d. a person shall not be indemnified in respect to any proceeding charging improper personal benefit to him, whether or not involving action in his official capacity, in which he has been adjudged to be liable on the basis that personal benefit was improperly received by him;

- e. if the proceeding was by or in the right of the corporation, indemnification shall be made only against reasonable expenses actually incurred by the person in connection with the proceeding and shall not be made in respect to any proceeding in which the person shall have been adjudged liable to the corporation; and
- f. a Director or officer who has been wholly successful, on the merits or otherwise, in defense of any proceeding referred to above shall be indemnified against reasonable expenses incurred by him in connection with the proceeding.

The indemnification under this Article shall include an indemnification against judgments, penalties, fines, settlements and reasonable expenses, actually incurred by the person in connection with the proceeding.

The Directors adopted these Bylaws of the Association on the ____ day of _____, 2006.

Secretary of ASSSDE, Executive
Committee

APPENDIX C
DriveSafety Institute Management Bios
The DriveSafety Institute Management Team Bios

Bill Woahn

Chairman

Bill has over 21 years of management experience in technology companies, 10 of which has been in the personal lines insurance industry. He is the organizer and creator of The DriveSafety Institute, a non-profit company focused on conducting research on teen driving and the publishing of such information. He currently serves as the President and CEO of DriveSafety, Inc., a for-profit company which is currently conducting a pilot test with high fidelity simulators and curriculum to determine if it can reduce deaths and injuries among teenage drivers. Prior to joining DriveSafety, Bill was CEO of The Consumer Advocate Group (CAG), a holding company for insurance related companies that provide products to insurance carriers and insurance agents. One company, InsurQuote, was recently sold to Choicepoint (CPS), a publicly traded data company. InsurQuote provides competitive analysis software tools to most of the largest insurance companies in the United States including Allstate, Travelers, The Hartford, Metropolitan, Nationwide, Progressive, Safeco, Kemper and many others. In his business career, Mr. Woahn has successfully negotiated and executed on several asset purchases, stock purchases, mergers, and financings in excess of \$60 million. Bill has an MBA from Brigham Young University with a BS in Civil Engineering from the same institution.

Renee F. Slick, Ph. D.

CEO/President

Dr. Slick has extensive experience in safety training and fleet services, as well as in the science of simulation-based driver performance measurement and experience-based learning. She is a co-founder in the creation of The DriveSafety Institute. Renee currently teaches at Kansas State University and is an associate professor in the Department of Psychology. Renee was Director of Education and VP of Operations at Carnegie Mellon University's Driver Training and Safety Institute. While there she built and managed a team of 40 scientists, engineers and training specialists focused on needs of trucking companies and other companies with large fleets. Her work also included administration of a \$6.6 million cooperative agreement with the U.S. Federal Dept. of Transportation; leading a research program focusing on driver traits and selection; writing and delivering research papers and presentations; grant writing; development of the corporate operating infrastructure and corporate operational plan; and planning and organizing an international research summit that brought research experts from 20 different countries. Prior to that, Dr. Slick was a business management and HR consultant. Dr. Slick has numerous publications and conference presentations, and holds a PhD in Industrial and Organizational Psychology from Kansas State University, an MBA from the University of Alaska – Fairbanks, and a Management Information Systems degree from Indiana University of Pennsylvania.

Doug Evans

VP of Technology

Doug has a deep technical background since 1987 in visualization and physical system modeling. His work includes pioneering development of design, modeling and visual simulation applications in architecture, urban planning, entertainment, mechanical engineering, and transportation systems engineering. He was an industry leader in the development of high-fidelity roadway and interactive traffic simulation models for use in safety research and driver training. He was also one of the principal developers of the highly flexible tile-based scene authoring methods of DriveSafety's HyperDrive product. Doug has held technical positions with the Engineering Computer Graphics Laboratory and the Civil Engineering Department of Brigham Young University, Suter & Suter AG of Basel, Switzerland (largest architectural firm in continental Europe at the time), the National Science Foundation Center for Computer Aided Design at the University of Iowa, Research Fellow of MultiGen, Inc. of San Jose, and as a private consultant in the simulation industry prior to co-founding Hyperion Technologies in 1995. In addition to his roles as CTO and Director of DriveSafety, Doug is a Director of Terrain Experts, Inc. (TERREX) of Tucson, a leading provider of large-scale simulation database modeling software. He has also been an active participant in the Society of Automotive Engineers and in the National Science Academies' Transportation Research Board. Doug holds an M.S. in Mechanical Engineering.

Steven Hallmark

VP of Operations

Steve has 20 years experience in the simulation industry, including 17 years at Evans & Sutherland Computer Corporation. During his tenure at E&S, Steve spent his early years in software engineering developing visual databases for simulation and then wrote and supported a graphical editor used in visual database development. He then managed a visual database engineering team of twenty-five engineers servicing eleven different contracts. He then moved into program management where his team supported five prime contractor bid teams for an Army National Guard program, which E&S subsequently won. During that period he managed over \$20 million in programs for Army National Guard, U.S. Army aviation and ground programs. He then became Director of Army Ground Systems Marketing worldwide and was responsible for a small team of marketing managers and consultants servicing that business area with sales in 1999 of nearly \$60 million. Steve joined DriveSafety in 2000 as Programs Director and became VP of Operations in early 2001. Steve has a BS in Design Engineering Technology from BYU.

Frank Weinrauch

VP of Business Development

Frank has been involved in the delivery of financial services to consumers for over 20 years. He is also a co-founder of The DriveSafety Institute. As a product manager at Wells Fargo Bank in San Francisco he pioneered the use of computers to deliver

expertise to consumers at Point of Sale in the early 1980's. During the next 10 years of his career he designed and implemented systems for many of the mortgage origination systems in the US and began focusing on insurance in 1993 when he joined InsurQuote. In 1995, while at InsurQuote, Mr. Weinrauch helped move property and casualty auto insurance to the Ecommerce world with the internet linking of consumers and insurance providers. He is a seasoned Business Development professional with a strong background in all aspects of the insurance industry. During his tenure at InsurQuote he developed relationships with a significant number of players in the insurance industry as well as the auto manufactures. As a Business Development professional he has worked with insurance carriers both in product development and distribution. He has helped carriers recognize and deploy new technologies to improve profitability. His experience in the past 10 years has yielded deep senior level relationships with insurance carriers, regulators, politicians, consumer groups and the press. He currently serves as the Vice President of Business Development at DriveSafety, Inc. and is a Director of the The DriveSafety Institute, a non-profit company focused on providing research for safety among teenage drivers.