



BRPC

Berkshire Regional Planning Commission

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The next meeting of the Berkshire STEPS Action Plan
Advisory Committee
will be held on:
Monday, October 23rd, 2023 at 10:00 a.m.
BRPC Office, 1 Fenn Street, Suite 201, Pittsfield, MA
Or virtual via Zoom:

AGENDA

1. Introductions and Roles (5 mins)
2. Purpose/Background of the SS4A and Action Plan (10 mins)
3. Role of the Primary Consultant and status of RFP (5 mins)
4. Project timeline and milestones (5 mins)
5. Leadership commitment and goal setting (20 mins)
6. Future meeting framework and schedule (5 mins)
7. Other items, discussion, closeout (5 mins)

Please Note:

For information regarding postponements or cancellations on the day of a scheduled meeting, please call Berkshire Regional Planning Commission at (413) 442-1521, x5

Advisory Committee Resources



Action Plan





Dear Advisory Committee members,

We are taking bold steps to eliminate traffic fatalities and serious injuries in Berkshire County. In the past decade, there have been 116 fatalities and at least 467 serious injuries¹ on our roads. Each of these represents a life permanently altered or lost, a traumatizing event for victims and passersby, and a cost to our economy that is preventable. When there are systemic flaws in a structure like this, it can be challenging to dive deep into concrete terms exactly why and how there is a problem. This is a chance to take that detailed focus to our regional transportation network.

The Berkshire Regional Planning Commission takes the safety of our roads extremely seriously, and partners with MassDOT on several continuing road safety initiatives such as the Highway Safety Improvement Program (HSIP), Strategic Highway Safety Plan (SHSP), Complete Streets, and Road Safety Audits (RSAs). These initiatives will continue to be important tools for us. The **Safe Travel and Equity Plan for our Streets (STEPS Action Plan)** is a new opportunity to work directly with communities in Berkshire County who have experienced road fatalities and serious injuries. You will play an important role on the Advisory Committee in helping BRPC to work most effectively with our partner communities on this effort.

Background:

Resources made available by the Bipartisan Infrastructure Law (BIL) created the federal Safe Streets and Roads for All (SS4A) program. BRPC applied for, and was awarded, a grant to publish a *Comprehensive Safety Action Plan* under the SS4A. **The STEPS Action Plan is the SS4A grant put to action in Berkshire County.** After the Action Plan is published and approved by the Federal Highway Administration (FHWA), it is the intent of the SS4A program to have regions then apply for capital implementation funds to enact recommendations made in the Action Plan. The Action Plan answers the *where, when, why, and how* fatalities and injuries occur on Berkshire Roads. The plan will then make recommendations to address these findings, based on the Safe Systems approach and proven safety countermeasures as researched by FHWA. These findings and recommendations will be approached from a perspective of socioeconomic and regional equity.

Your First Steps:

The first steps I would like to have each Advisory Committee member take are to get familiar with the general overview and spirit of the SS4A program, learn about the Safe System approach to our infrastructure, and to think about what socioeconomic and regional equity indicators are important to your community (e.g. age, income, pollution, noise, transit options, etc). Attachments to this memo will help you get started. Our first meeting will involve a refresher about the SS4A program goals, a look ahead about how this plan will develop and the resources we have, and crafting our commitment to eliminate fatalities and serious injuries on Berkshire County roads. Thanks again to each of you for participating in this work.

Sincerely,

Nicholas Russo, project manager

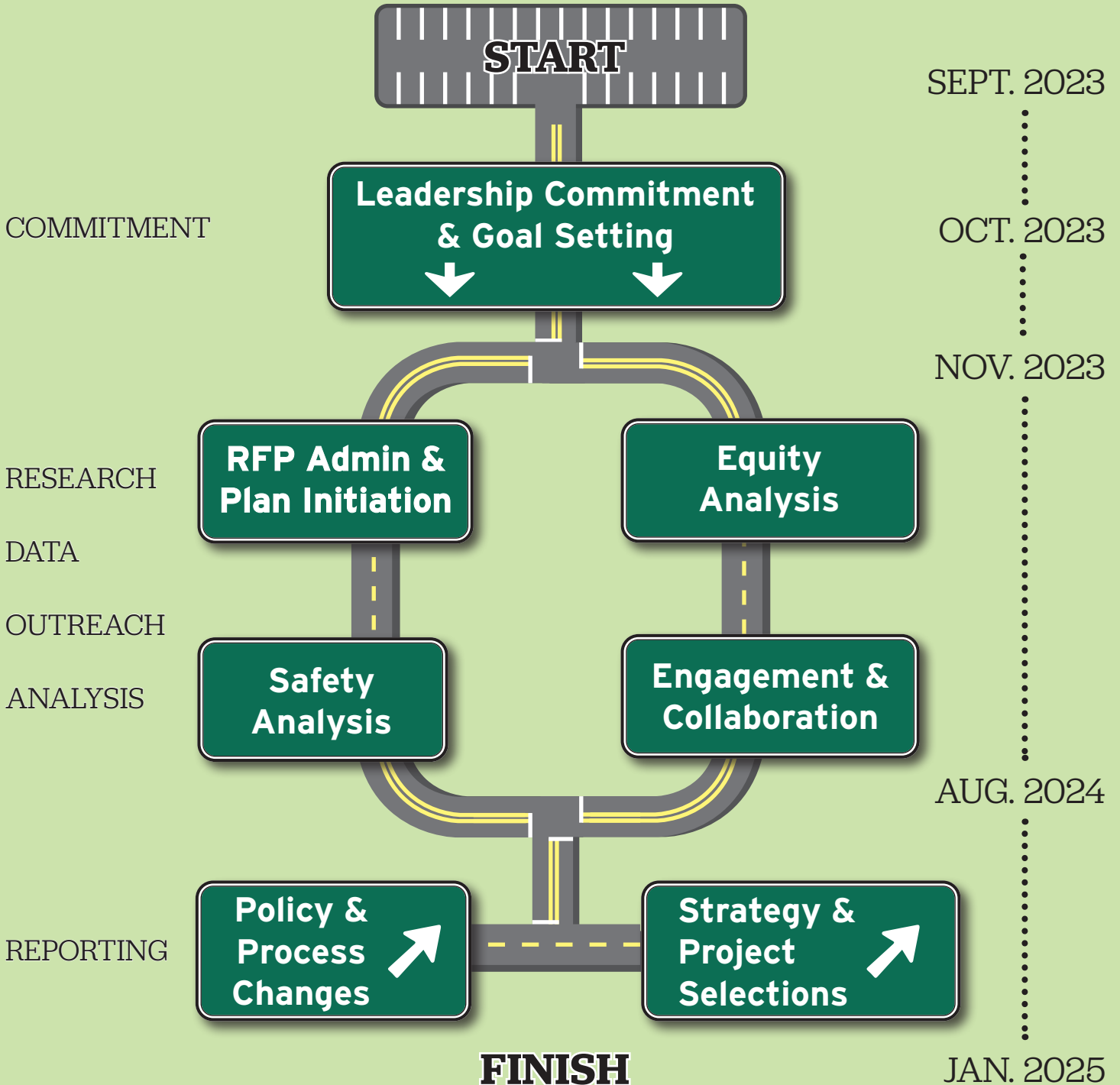
¹ This number includes incapacitating and suspected serious injuries as reported by the statewide RMV database. There may be additional injuries not reported.



BRPC
Berkshire Regional Planning Commission

Berkshire STEPS Action Plan
Safe Travel and Equity Plan for our Streets
A Safe Streets & Roads for All Comprehensive Safety Action Plan

ROAD MAP



Safe Streets and Roads for All Action Plan Components

This document is not meant to replace the NOFO. Applicants should follow the instructions in the NOFO to correctly apply for a grant. See the SS4A website for more information: <https://www.transportation.gov/SS4A>

Leadership Commitment and Goal Setting



An official public commitment (e.g., resolution, policy, ordinance, etc.) by a high-ranking official and/or governing body (e.g., Mayor, City Council, Tribal Council, MPO Policy Board, etc.) to an eventual goal of zero roadway fatalities and serious injuries. The commitment must include a goal and timeline for eliminating roadway fatalities and serious injuries achieved through one, or both, of the following:

- (1) the target date for achieving zero roadway fatalities and serious injuries, OR
- (2) an ambitious percentage reduction of roadway fatalities and serious injuries by a specific date with an eventual goal of eliminating roadway fatalities and serious injuries.



Planning Structure

A committee, task force, implementation group, or similar body charged with oversight of the Action Plan development, implementation, and monitoring.



Safety Analysis

Analysis of existing conditions and historical trends that provides a baseline level of crashes involving fatalities and serious injuries across a jurisdiction, locality, Tribe, or region. Includes an analysis of locations where there are crashes and the severity of the crashes, as well as contributing factors and crash types by relevant road users (motorists, people walking, transit users, etc.). Analysis of systemic and specific safety needs is also performed, as needed (e.g., high-risk road features, specific safety needs of relevant road users, public health approaches, analysis of the built environment, demographic, and structural issues, etc.). To the extent practical, the analysis should include all roadways within the jurisdiction, without regard for ownership. Based on the analysis performed, a geospatial identification of higher-risk locations is developed (a High-Injury Network or equivalent).

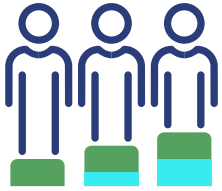


Engagement and Collaboration

Robust engagement with the public and relevant stakeholders, including the private sector and community groups, that allows for both community representation and feedback. Information received from engagement and collaboration is analyzed and incorporated into the Action Plan. Overlapping jurisdictions are included in the process. Plans and processes are coordinated and aligned with other governmental plans and planning processes to the extent practical.



Safe Streets and Roads for All Action Plan Components



Equity Considerations

Plan development using inclusive and representative processes. Underserved communities* are identified through data and other analyses in collaboration with appropriate partners. Analysis includes both population characteristics and initial equity impact assessments of the proposed projects and strategies.



Policy and Process Changes

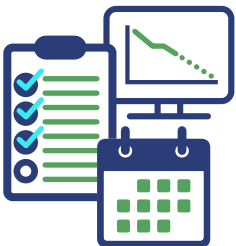
Assessment of current policies, plans, guidelines, and/or standards (e.g., manuals) to identify opportunities to improve how processes prioritize transportation safety. The Action Plan discusses implementation through the adoption of revised or new policies, guidelines, and/or standards, as appropriate.



Strategy and Project Selections

Identification of a comprehensive set of projects and strategies, shaped by data, the best available evidence and noteworthy practices, as well as stakeholder input and equity considerations, that will address the safety problems described in the Action Plan. These strategies and countermeasures focus on a Safe System Approach, effective interventions, and consider multidisciplinary activities. To the extent practical, data limitations are identified and mitigated.

Once identified, the list of projects and strategies is prioritized in a list that provides time ranges for when the strategies and countermeasures will be deployed (e.g., short-, mid-, and long-term timeframes). The list should include specific projects and strategies, or descriptions of programs of projects and strategies, and explains prioritization criteria used. The list should contain interventions focused on infrastructure, behavioral, and/or operational safety.



Progress and Transparency

Method to measure progress over time after an Action Plan is developed or updated, including outcome data. Means to ensure ongoing transparency is established with residents and other relevant stakeholders. Must include, at a minimum, annual public and accessible reporting on progress toward reducing roadway fatalities and serious injuries, and public posting of the Action Plan online.

* An underserved community as defined for this NOFO is consistent with the Office of Management and Budget's Interim Guidance for the Justice40 Initiative <https://www.whitehouse.gov/wp-content/uploads/2021/07/M-21-28.pdf> and the Historically Disadvantaged Community designation, which includes U.S. Census tracts identified in this table <https://datahub.transportation.gov/stories/s/tsyd-k6ij>; any Tribal land; or any territory or possession of the United States.

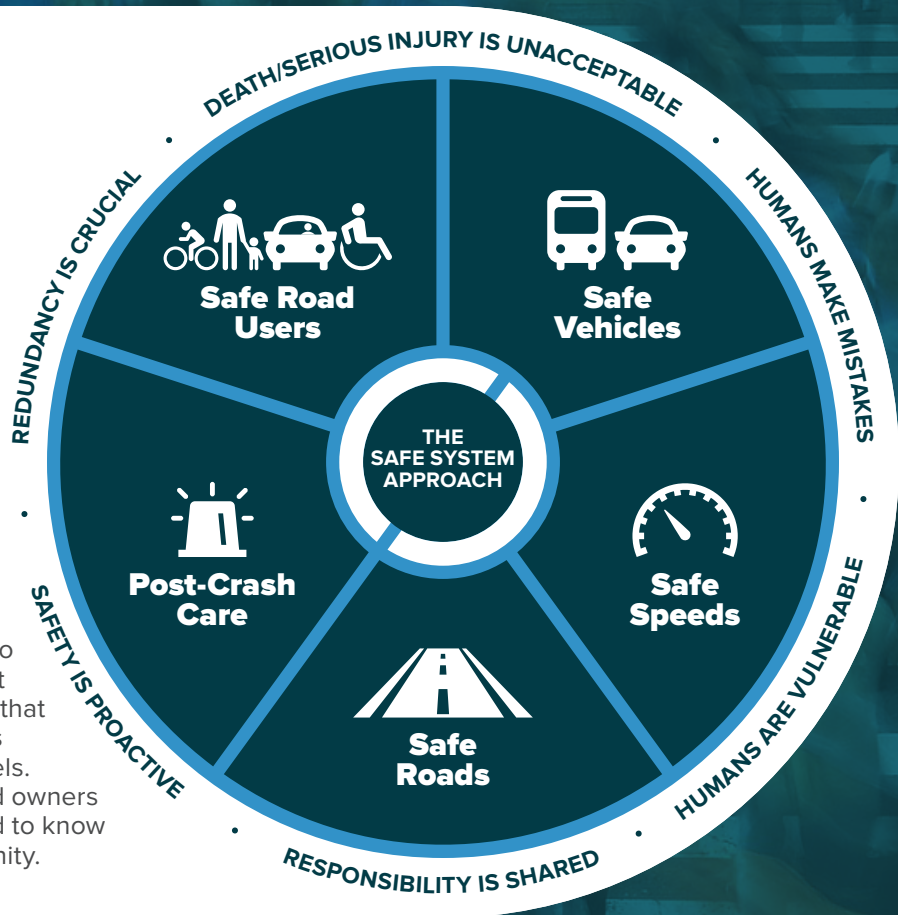


THE SAFE SYSTEM

APPROACH

Zero is our goal. A Safe System is how we will get there.

Imagine a world where nobody has to die from vehicle crashes. The Safe System approach aims to eliminate fatal & serious injuries for all road users. It does so through a holistic view of the road system that first anticipates human mistakes and second keeps impact energy on the human body at tolerable levels. Safety is an ethical imperative of the designers and owners of the transportation system. Here's what you need to know to bring the Safe System approach to your community.



SAFE SYSTEM PRINCIPLES



Death/Serious Injury is Unacceptable

While no crashes are desirable, the Safe System approach prioritizes crashes that result in death and serious injuries, since no one should experience either when using the transportation system.



Humans Make Mistakes

People will inevitably make mistakes that can lead to crashes, but the transportation system can be designed and operated to accommodate human mistakes and injury tolerances and avoid death and serious injuries.



Humans Are Vulnerable

People have limits for tolerating crash forces before death and serious injury occurs; therefore, it is critical to design and operate a transportation system that is human-centric and accommodates human vulnerabilities.



Responsibility is Shared

All stakeholders (transportation system users and managers, vehicle manufacturers, etc.) must ensure that crashes don't lead to fatal or serious injuries.



Safety is Proactive

Proactive tools should be used to identify and mitigate latent risks in the transportation system, rather than waiting for crashes to occur and reacting afterwards.



Redundancy is Crucial

Reducing risks requires that all parts of the transportation system are strengthened, so that if one part fails, the other parts still protect people.



U.S. Department of Transportation
Federal Highway Administration

FHWA-SA-20-015



Safe Roads for a Safer Future
Investment in roadway safety saves lives

SAFE SYSTEM ELEMENTS

Making a commitment to zero deaths means addressing every aspect of crash risks through the five elements of a Safe System, shown below. These layers of protection and shared responsibility promote a holistic approach to safety across the entire transportation system. The key focus of the Safe System approach is to reduce death and serious injuries through design that accommodates human mistakes and injury tolerances.



Safe Road Users

The Safe System approach addresses the safety of all road users, including those who walk, bike, drive, ride transit, and travel by other modes.



Safe Vehicles

Vehicles are designed and regulated to minimize the occurrence and severity of collisions using safety measures that incorporate the latest technology.



Safe Speeds

Humans are unlikely to survive high-speed crashes. Reducing speeds can accommodate human injury tolerances in three ways: reducing impact forces, providing additional time for drivers to stop, and improving visibility.



Safe Roads

Designing to accommodate human mistakes and injury tolerances can greatly reduce the severity of crashes that do occur. Examples include physically separating people traveling at different speeds, providing dedicated times for different users to move through a space, and alerting users to hazards and other road users.



Post-Crash Care

When a person is injured in a collision, they rely on emergency first responders to quickly locate them, stabilize their injury, and transport them to medical facilities. Post-crash care also includes forensic analysis at the crash site, traffic incident management, and other activities.

THE SAFE SYSTEM APPROACH VS. TRADITIONAL ROAD SAFETY PRACTICES

Traditional

- Prevent crashes → Prevent deaths and serious injuries
- Improve human behavior → Design for human mistakes/limitations
- Control speeding → Reduce system kinetic energy
- Individuals are responsible → Share responsibility
- React based on crash history → Proactively identify and address risks

Safe System

Whereas traditional road safety strives to modify human behavior and prevent all crashes, the Safe System approach also refocuses transportation system design and operation on anticipating human mistakes and lessening impact forces to reduce crash severity and save lives.

WHERE ARE
YOU ON THE
SAFE SYSTEM
JOURNEY?

Implementing the Safe System approach is our shared responsibility, and we all have a role. It requires shifting how we think about transportation safety and how we prioritize our transportation investments. Consider applying a Safe System lens to upcoming projects and plans in your community: put safety at the forefront and design to accommodate human mistakes and injury tolerances. Visit safety.fhwa.dot.gov/zerodeaths to learn more.

9 Components of a Strong Vision Zero Commitment

Based on the experiences of early-adopter cities in the United States, these nine components have proven to be an effective high-level framework for communities considering a Vision Zero commitment. While these are not the only factors to consider, they are critical aspects to ensure a strong and lasting commitment to Vision Zero.

POLITICAL COMMITMENT

The highest-ranking local officials (Mayor, City Council, City Manager) make an official and public commitment to a Vision Zero goal to achieve zero traffic fatalities and severe injuries among all road users (including people walking, biking, using transit, and driving) within a set timeframe. This should include passage of a local policy laying out goals, timeline, stakeholders, and a commitment to community engagement, transparency, & equitable outcomes.



MULTI-DISCIPLINARY LEADERSHIP

An official city Vision Zero Taskforce (or Leadership Committee) is created and charged with leading the planning effort for Vision Zero. The Taskforce should include, at a minimum, high-ranking representatives from the Office of the Mayor, Police, Transportation (or equivalent), and Public Health. Other departments to involve include Planning, Fire, Emergency Services, Public Works, District Attorney, Office of Senior Services, Disability, and the School District.



ACTION PLAN

Vision Zero Action Plan (or Strategy) is created within 1 year of initial commitment and is implemented with clear strategies, owners of each strategy, interim targets, timelines, & performance measures.



EQUITY

City stakeholders commit to both an equitable approach to Vision Zero by establishing inclusive and representative processes, as well as equitable outcomes by ensuring measurable benchmarks to provide safe transportation options for all road users in all parts of the city.



COOPERATION & COLLABORATION

A commitment is made to encourage meaningful cooperation and collaboration among relevant governmental agencies & community stakeholders to establish a framework for multiple stakeholders to set shared goals and focus on coordination and accountability.



SYSTEMS-BASED APPROACH

City leaders commit to and prioritize a systems-based approach to Vision Zero — focusing on the built environment, systems, and policies that influence behavior — as well as adopting messaging that emphasizes that these traffic losses are preventable.



DATA-DRIVEN

City stakeholders commit to gather, analyze, utilize, and share reliable data to understand traffic safety issues and prioritize resources based on evidence of the greatest needs and impact.

COMMUNITY ENGAGEMENT

Opportunities are created to invite meaningful community engagement, such as select community representation on the Taskforce, broader community input through public meetings or workshops, online surveys, and other feedback opportunities.



TRANSPARENCY

The city's process is transparent to city stakeholders and the community, including regular updates on the progress on the Action Plan and performance measures, and a yearly report (at minimum) to the local governing board (e.g., City Council).



For more visit the Vision Zero Network at visionzeronetwork.org.
Questions or ideas? Contact leah@visionzeronetwork.org.

VISION4IRONETWORK

Vision, Strategies, Action: Guidelines for an Effective Vision Zero Action Plan

December 2017

ACKNOWLEDGEMENTS

WE THANK LivableStreets Alliance and the Massachusetts Vision Zero Coalition for their partnership in writing this report.

Primary authors include Kathleen Ferrier and Leah Shahum of Vision Zero Network and Louisa Gag and Stacy Thompson of LivableStreets Alliance.

Graphic design by Rachel Krause of Banjo Creative.



The LivableStreets logo features the brand name in a bold, sans-serif font. Above the text is a solid orange horizontal bar. Below the text is a decorative element consisting of a solid orange horizontal bar, a dashed orange horizontal bar, and another solid orange horizontal bar.

LivableStreets

Rethinking urban transportation

MASSACHUSETTS VISION ZERO COALITION



The Vision Zero Network logo features the words "VISION ZERO" and "NETWORK" stacked vertically. The text is rendered in a blue, multi-lined, sans-serif font where each letter is composed of multiple horizontal lines.

**VISION ZERO
NETWORK**

INTRODUCTION

Across the country, U.S. towns and cities are committing to Vision Zero, which, in addition to setting the goal of zero traffic deaths or severe injuries, also commits communities to a fundamental shift in how they approach traffic safety.

Once a community has committed to Vision Zero, it should create an Action Plan to clearly lay out action steps, timelines, and priorities and include broader community and stakeholder input.

At its best, Vision Zero has the potential to galvanize a thorough and lasting shift in how we design and use our transportation systems to prioritize the preservation and quality of human life. At its worst, Vision Zero runs the risk of becoming a watered-down slogan that provides only a vague attempt toward real, life-saving change.

The guidelines presented here are meant for communities that have already committed to Vision Zero, to outline key principles of the initiative, and just as importantly, to help committed communities effectively move from planning to on-the-ground implementation and institutionalization of safety priorities.

WHAT DISTINGUISHES VISION ZERO

Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. In creating a Vision Zero Action Plan, stakeholders should understand, acknowledge, and discuss how Vision Zero differs from the traditional approach to traffic safety:

Any Vision Zero Action Plan must be rooted in the understanding that traffic deaths are preventable through:

- » The prioritization of proven safety strategies
- » Multi-departmental collaboration toward the shared goal of zero
- » A focus on data-driven decision-making
- » A systems-based approach

Vision Zero is not just “business as usual” with a new name; its core principles must be acknowledged and built into everyday efforts. (Read our publication *Moving from Vision to Action* to learn more on Fundamental Principles, Policies and Practices of Vision Zero.)

TRADITIONAL APPROACH

Traffic deaths are **INEVITABLE**
PERFECT human behavior
Prevent **COLLISIONS**
INDIVIDUAL responsibility
Saving lives is **EXPENSIVE**

VS

VISION ZERO

Traffic deaths are **PREVENTABLE**
Integrate **HUMAN FAILING** in approach
Prevent **FATAL AND SEVERE CRASHES**
SYSTEMS approach
Saving lives is **NOT EXPENSIVE**

HOW TO USE THIS GUIDE

A Vision Zero Action Plan should be a living document. This guide is designed to help cities who have committed to Vision Zero build an implementation plan that is concrete and action driven, while being responsive to the context and needs of the community you are serving.

This guide lays out two key components of a strong Action Plan: **Foundational Elements** and **Actionable Strategies**. These key components are underpinned by a process of continued **Community Engagement** and attention to **Equity**. Below we have defined each of these components in more detail.

All together this creates a guide that is a road map for action, as well as a tool for measuring and assessing progress towards the bottom line goal of eliminating severe injury crashes and fatalities.

FOUNDATIONAL ELEMENTS

Foundational elements are just that - foundational to the success of Vision Zero implementation. These are baseline best practices for creating any strong plan of action.

ACTIONABLE STRATEGIES

While every city and town is unique, there are certain strategies that are fundamental to achieving Vision Zero. This is especially important to ensure local actions follow the Vision Zero strategy of prioritizing safe roadway design and managing speed, amongst other strategies.

ROBUST COMMUNITY ENGAGEMENT

The process of building an Action Plan is just as important as the final product. Vision Zero is based on the concept of shared responsibility for safety, and outreach and engagement to communities – especially those who are most vulnerable on the roadways – is absolutely essential for success.

★ Recommendations to underpin the success of your Vision Zero Action Plan:

1. Create a multi-stakeholder Vision Zero Task Force that includes perspectives from representatives in public health, transportation, policy makers, police, community, and advocates, among others.

2. Conduct meaningful community outreach prior to releasing the Action Plan, in order to inform its priorities.

3. Gather input from residents, particularly those in Communities of Concern—specifically low-income communities, communities of color, seniors, children, people with disabilities, and people who rely on walking, biking, and transit as their primary means of transportation—about what they see and experience on the streets. Learn about their unique context and adapt the language and approach you are using.

EQUITY PRIORITY

Equity is not only a desired outcome of Vision Zero, it is integral to every component of Vision Zero planning and implementation. Equitable strategies such as prioritizing safety improvements in areas that have historically been underserved, and building robust engagement strategies to reach those who are most vulnerable on the roadways and who have not typically been included in traditional city planning processes are fundamental to achieving Vision Zero.

★ Recommendations to underpin the success of your Vision Zero Action Plan:

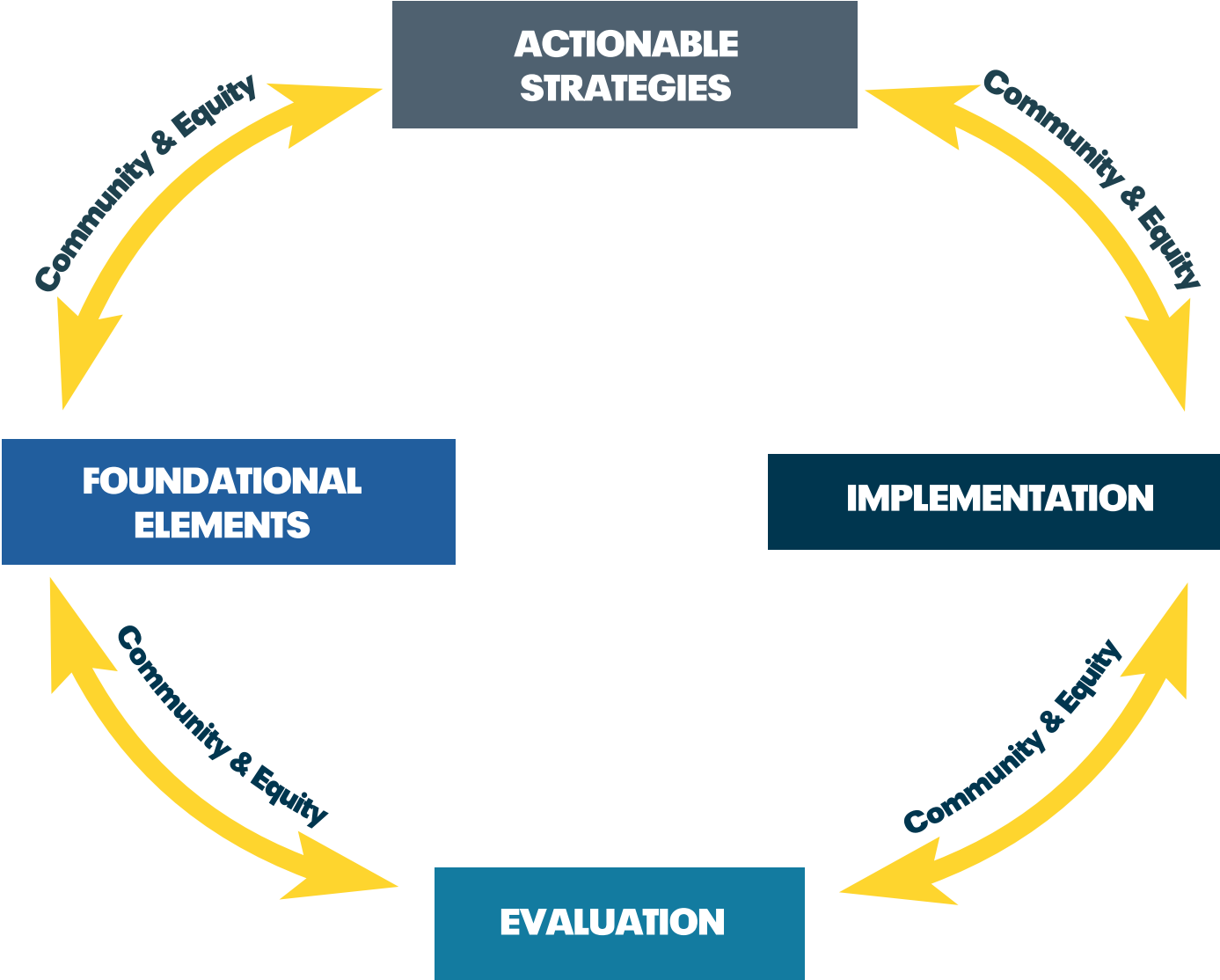
1. Prioritize outreach and street design safety efforts in Communities of Concern, which have been traditionally underserved.

2. Utilize data to determine if people of color are disproportionately being targeted by law enforcement in your community. Make a public commitment that Vision Zero efforts will not result in racial profiling and commit to report publicly on this issue to build trust with the community.

3. Provide anti-racism and cultural competency training for all staff and departments involved in Vision Zero.

Throughout this document, we have provided examples of what equitable approaches might look like as you build out the Foundational Elements and Actionable Strategies for your Action Plan. These examples should not be considered all inclusive, as we acknowledge this is an area with great room for expansion and improvement.

THE VISION ZERO APPROACH



A good action plan is a living document and includes a dynamic, iterative process to establish and implement strategies, evaluate progress, and make corrective actions as needed, all the while engaging community and prioritizing equity.

FOUNDATIONAL ELEMENTS



1. BUILD A ROBUST DATA FRAMEWORK

Vision Zero is a data-driven approach, and gathering, analyzing, utilizing, and sharing both formal data on injury crashes and community input to understand traffic safety priorities is fundamental to Vision Zero success.

We recommend that injury crash data be collected before the Action Plan is created, focusing on fatal and serious injuries, specifically.

The data should answer questions like:

- » Are injury crashes more likely to occur in certain locations? At certain times of day?
- » Are some demographics and road users over-represented in injury crashes? If so, who? Where?
- » What crash factors are prominent? (Examples include behaviors such as high speeds, left turns, or the lack of Complete Streets facilities for people walking/bicycling.)

It is also important to consider who is involved in collecting and putting forward the data. A burgeoning best practice includes supplementing traditional injury crash data collected by police, with hospital data. This has been shown to better represent certain populations, such as low-income and communities of color, and those walking and bicycling. Including public health department professionals, policy makers, and other stakeholders in the data collection and assessment process, along with those in the transportation and police departments, can help ensure a more complete and comprehensive understanding of the data.

Ultimately, analysis of Vision Zero data should lead to the development of a High Injury Network that geographically identifies locations where investments in safety are most urgent, which in turn will drive your implementation strategy. Given that

all communities have limited resources, this data-driven approach will help allocate resources to those locations that need them most.

Q EQUITY LENS

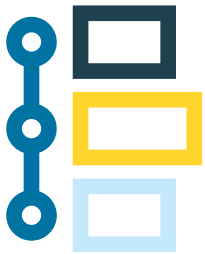
While data is important, it also needs context and usually does not tell the full story on its own. For example, communities that have been systematically marginalized may be less likely to report traffic crashes. Additionally, some locations feel so dangerous and unwelcoming that people avoid walking or biking there, which means they are not elevated as problem spots with high injuries, but still may deserve attention. Depending on data alone will leave gaps in your strategy and may compound inequities in already underserved communities. To gather an accurate picture, a successful and equitable data-driven approach will require both collecting data as well as a robust community engagement process that prioritizes outreach in Communities of Concern.

RELEVANT EXAMPLE

PORTLAND'S VISION ZERO PROGRAM

overlays the city's High Injury Network with its Communities of Concern as shown in the image below. Cities including [Denver](#), [Los Angeles](#), [Chicago](#), and [San Francisco](#) use a similar methodology.





2. SET MEASURABLE GOALS WITH A CLEAR TIMELINE FOR IMPLEMENTATION

Clear, measurable short-term and mid-term goals, combined with timelines and ownership from responsible government agencies, will create a framework that is easier to evaluate and fund, and will build buy-in, accountability, and transparency throughout the implementation process.

We recommend identifying your “reach zero year” as a baseline. Many cities are using a 10 year time frame as their baseline. Your Action Plan should then include near term (2-3 year) goals along with interim goals and measures of progress (5-8 year time horizon). This will ensure that your Action Plan is more than just a 1-2 year list of priorities, but truly a long-term strategy.

Each goal identified in your Action Plan should be measurable and provide answers to the following questions:

- » What does success look like? What are the measures of success?
- » Who is primarily responsible for achieving this goal and in what timeframe?
- » What are the conditions and limitations for success? (For example, are more staff and/or funding needed in certain areas to succeed? If so, be clear about that need.)

EQUNITY LENS

There is overwhelming evidence that communities of color are disproportionately impacted by traffic crashes. When setting goals for Vision Zero, it is important to both acknowledge these disparities, as well as set specific goals designed to close this gap, in addition to reducing the overall number of serious crashes.

RELEVANT EXAMPLE

EACH OF THE STRATEGIES LISTED IN PHILADELPHIA’S VISION ZERO ACTION PLAN includes the Lead Agency and a timeline for implementation. The timeline distinguishes between short-term (1 to 3 years) and long-term goals.

2) Establish plans and processes to internalize Vision Zero principles within department operations

ACTION ITEM	DESCRIPTION	LEAD AGENCY	VISION ZERO YEAR
2.1	Integrate Vision Zero into the City of Philadelphia’s Development Services Program Checklist to ensure that streets are being designed for the most vulnerable roadway users	P&D	1
2.2	Continue the routine Philadelphia Streets resurfacing program and include pedestrian/ bicycle infrastructure and loading zones as part of resurfacing projects, as informed by a multimodal improvement prioritization program	Streets	1+
2.3	Continue to expand the ongoing sidewalk inventory efforts to identify and prioritize improvements for City-owned and private sidewalks	oTIS/ P&D/ Streets	1+
2.4	Integrate Vision Zero into the City of Philadelphia’s Development Services Program Checklist to ensure that streets are being designed for the most vulnerable roadway users. Update the Philadelphia Pedestrian and Bicycle Master Plan and include the following elements: <ul style="list-style-type: none"> • Address line of sight issues; • Define protected bike lanes and protected intersections; • Standardized speed limit reduction by roadway type; • Other innovative roadway treatments in conjunctions as they are developed and evaluated 	oTIS/ P&D/ Streets	1-2
2.5	Conduct a study to identify best practices in peer cities for sidewalk repair and enforcement programs in construction zones, as well as recommendations for Philadelphia	oTIS	2
2.6	Update the Philadelphia Pedestrian and Bicycle Master Plan and include the following elements: <ul style="list-style-type: none"> • A pedestrian and bicycle safety action plan; • Gaps analysis and prioritization study for sidewalk and bikeway network gaps 	oTIS/ P&D	2-3
2.7	Develop comprehensive Access Management Policy and Right-Of-Way Standards that take into account driveway placement (among other potential safety hazards)	Streets	2-3
2.8	Develop pick-up and drop-off safety training for School District schools	oTIS/ Streets	3
2.9	Create database of streets and intersections with line of sight issues	Streets	L/T



3. BE ACCOUNTABLE

Vision Zero is rooted in the shared responsibility among system designers and policymakers to design and operate safe systems for transportation. Clear ownership of Action Plan strategies is important to achieving success and long-term institutionalization of Vision Zero principles and outcomes.

Each Action Plan strategy should identify the lead agency responsible, along with supporting/partner agencies, and budget needs.

Being clear about the budget implications for each strategy will help ensure the sustainability of your Vision Zero work and identify the need for additional resources early on. This will also help to foster more cross-departmental collaboration and community partnerships to help fill those resource gaps.

Questions you should answer for each strategy:

» Is the strategy currently funded? If not, what is the need?

» Will you need to invest in training for planners, engineers, public works staff, police, or others to ensure everyone is working with the same understanding of Vision Zero implementation?

» Are there other key influencers outside of the city family that will be key to this goal's success, such as the county or state? If so, lay out an action to address this need.

» Have you considered the seasonality of your Action Plan? Do annual weather patterns impact your construction schedules? Will you need to buy new equipment to ensure year-round maintenance of new facilities?

Q EQUITY LENS

When you are planning annual Vision Zero funding priorities, make sure to include support for training and resources for city staff on the role structural racism has played in creating inequitable street and safety conditions in your community. It is important to ensure that municipal staff have the training, resources, and tools necessary to achieve the goals they've been assigned in an equitable manner.

RELEVANT EXAMPLE

Action	0-2 Years	3-5 Years	Partners*
Establish a Vision Zero program within the City			
Establish a permanent, dedicated funding source for Vision Zero implementation and coordination. Continue to create a Vision Zero program with dedicated staff.	\$2M/year; 1.5 FTE/year	\$3M/year; 2 FTE/year	DPW, Mayor's Office, DPD, DEH, CDOT
Coordinate existing funding already going to Vision Zero projects or that could be applied to such projects.	Complete action		DPW, BMO, CDOT
Institutionalize Vision Zero as the City's approach to its transportation system			
Convene regular meetings of safety stakeholders to review traffic safety performance and determine strategies for improvement.	6 meetings/ year	6 meetings/ year	DPW or Mayor's Office, DPD, DEH, others
Convene regular meetings of executive-level departmental representatives to coordinate Vision Zero efforts.	4 meetings/ year	4 meetings/ year	Mayor's Office, Xcel Energy, DPW, DPD, DEH, others
Ensure that Denver Vision Zero staff are represented at CDOT Region 1/City and County of Denver coordination meetings.	Ongoing action	Ongoing action	DPW, CDOT
Make the City and County of Denver a model Vision Zero adopter, including possible fleet modifications, operational changes, and training.	Ongoing action	Ongoing action	DPW

DENVER'S ACTION PLAN includes time-bound measurable goals with the responsible city departments identified.



4. ENSURE TRANSPARENCY

The process of establishing baseline data, creating the Action Plan, and assessing progress towards the goal of zero must be transparent to key stakeholders and the broader community.

Provide regular opportunities to measure progress, celebrate success, identify unforeseen challenges, prevent against problematic actions, and create an opportunity for course-corrections when needed.

At a minimum, cities should prioritize the following actions to promote transparency:

- » Maintain a comprehensive, public website to share crash data and progress on Action Plan strategies, and solicit feedback on safety concerns, projects, and strategies;
- » Meet routinely with your Vision Zero Task Force to solicit input, review data, and provide ongoing feedback on progress and challenges;
- » Meet with and solicit input from residents in an ongoing dialogue about Vision Zero projects, priorities and safety concerns; and
- » Seek opportunities for 3rd party assessment of your progress, and report regularly (annually at a minimum) to key stakeholders, decision making bodies, and the public.

EQUITY LENS

As part of San Francisco's Vision Zero commitment, the city's Traffic Commander reports quarterly to the SF Police Commission, in a public forum, on their traffic enforcement activities, providing opportunities for transparency and ensuring against problematic activities, such as racial bias in traffic stops.

RELEVANT EXAMPLE

SEATTLE routinely posts Vision Zero updates on its website. For example, each of the projects listed below opens to a new page with more project details and information for "What's happening now?" The city also provides progress reports and additional project analyses to update the public.

Rainier Ave S Corridor Improvements

SDOT is designing options to help reduce crashes and improve bus reliability on Rainier Ave South

35th Ave SW Road Safety Corridor Project

SDOT has begun a collaborative process to review roadway conditions along 35th Avenue SW

Banner Way NE

Construction is nearly complete along Banner Way NE. We will be collecting data and monitoring this project, and we will be releasing a 1-year evaluation report

NE 65th St Vision Zero Project

SDOT has begun a collaborative process to review street conditions along NE 65th St

23rd Ave E Vision Zero Project

Enhancing safety & mobility on 23rd/24th Ave E between E John St and E Roanoke St

Protected Bike Lanes

A bikeable city is one where people ride bicycles because it is a convenient, fun, safe, and healthy choice

ACTIONABLE STRATEGIES

PRIORITIZE ROADWAY DESIGN



Roadway design is the most important factor that influences speed and safety. Cities should consider and plan transportation systems that make slower, safe speeds the norm to protect the most vulnerable road users, especially in areas with historic patterns of fatalities and serious injuries, which will, in turn, mean that all road users are safer.

Recommended Actionable Strategies:

- 1. Invest in capital safety treatments in high injury areas, prioritizing improvements** in Communities of Concern. Along with large capital improvements, consider low-cost, near-term safety treatments, such as painted corner sidewalk extensions and paint-and-post-protected bike lanes.
- 2. Identify intersections, corridors, and areas through predictive analysis** where severe crashes are likely to occur, based on characteristics of the built environment, to proactively target interventions and prevent future serious crashes.
- 3. Create a rapid response protocol and delivery timelines for safety improvements** when serious crashes do occur. This includes a rapid, on-the-ground assessment of the crash scene and immediate implementation for short-term or pilot interventions.
- 4. Employ policies including Complete Streets and Transit First** in all projects in order to increase safety for all modes, and to boost the number of trips by walking, bicycling, and transit. Overall, more people moving by these modes and fewer by private autos will boost safety.

Public transportation investment is among the most cost effective ways to enhance traffic safety for a community. Public transit passengers have less than 1/10 the per-mile crash rates as automobile occupants, and transit-oriented communities have less than 1/5 the total per capita traffic fatality rates as in automobile-dependent communities.

Source: American Public Transportation Association

FOCUS ON SPEED MANAGEMENT



In addition to roadway design, cities should employ specific strategies to reduce speed for the sake of safety. Most important is designing (or redesigning) roadways for safe, intended speeds. Proven countermeasures include lowering speed limits and the smart use of automated speed enforcement. A 2017 [study](#) by the National Transportation Safety Board recommends both greater usage of automated speed enforcement and flexibility for cities to lower speeds for the sake of safety.

Recommended Actionable Strategies:

- 1. Prioritize designing streets to reduce vehicle speed in the High Injury Network first.** Most Vision Zero cities have found that a relatively small percentage of the local road network contributes to the majority of severe crashes. Reducing speed on these roads through proven design measures will bring some of the biggest benefits.
- 2. Lower speed limits to fit context.** In communities where there is a mix of people walking, biking, driving, and taking transit, speeds are generally more appropriate in the 20-25 mph range, and particularly in areas with schools, senior centers, parks, and transit centers.
- 3. Institute an automated speed enforcement program,** a strategy which is proving effective in encouraging safe behavior and saving lives in communities in the U.S. and around the world. This should be carefully planned to ensure that safety and equity are the priorities of the program, avoiding the pitfalls of troubling perceptions about an over focus on revenue generation.
- 4. Create a neighborhood traffic calming program** to reduce the number and severity of crashes on residential streets. These programs can be designed to allow communities to identify their own problems and nominate themselves for projects as in [Boston's Neighborhood Slow Streets program](#).



UTILIZE IMPACTFUL EDUCATION STRATEGIES

While roadway design and speed management are core to Vision Zero, education can bolster the success of Vision Zero implementation. While this includes educating people about safe road behaviors, it also includes educating policy makers, decision makers, and other influencers about the importance of Vision Zero and the strategies that are proven to be most effective in order to make real change.

Recommended Actionable Strategies:

1. Use data and research to prioritize the most effective education/outreach strategies. This includes focusing on dangerous driving behaviors such as speeding, distracted driving, and driving under the influence, while avoiding overemphasizing attention on “distracted” pedestrians. Using this data-driven approach to proactively educate key stakeholders, including government partners and community members, about the leading causes and locations of injury crashes helps align efforts appropriately.

2. Implement or expand Safe Routes educational programming, such as Safe Routes to School, Safe Routes for Seniors, Safe Routes for People with Disabilities. These efforts should prioritize vulnerable populations and high crash areas, as well as areas targeted for increasing walking and bicycling trips.

3. Develop a Vision Zero training manual to share with key stakeholders. Training can include high-level principles, communications strategies, leading causes of injury crashes, the definition and meaning of the High Injury Network, etc. We also recommend requiring all municipal employees and contractors who drive a vehicle as part of their job to participate in Vision Zero safety trainings.

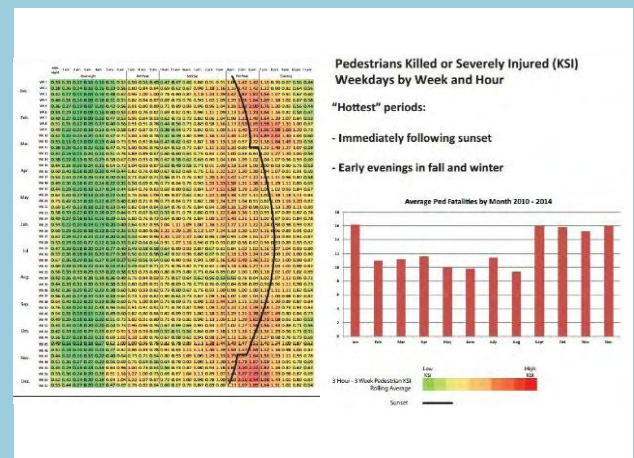
4. Require Vision Zero training for frequent drivers, such as fleet operators, taxi drivers, and large vehicle operators to meet certain safety practices. Cities can model good behavior by ensuring their own fleets, and those they contract with, require Vision Zero safety training.

EQUITY LENS

Develop educational materials and communicate in languages that are appropriate for diverse communities. This may include multilingual flyers, pop-up information tents within the community, having information available on the city website, and working with community-based organizations who have developed relationships and trust in that community. Read our report *Elevating Equity in Vision Zero Communications* for more information.

RELEVANT EXAMPLE

NEW YORK CITY: Injury crash data showed a concentration of serious crashes during late afternoon and evening hours, so the Task Force developed and implemented a multi-pronged education and enforcement seasonal campaign aimed at night safety. The city measured a 30% decrease in traffic fatalities for the time period that year compared to the same time frame during the three previous years. (Read [here](#) for more details on NYC’s research and campaign.)





ENSURE ENFORCEMENT IS EQUITABLE

As we emphasize Vision Zero's safe systems approach on the front-end – particularly through street design and speed management strategies proven to encourage safe behavior – we can reduce the need to correct for individual problems on the back-end via traffic stops, ticketing, and fines. Admittedly, this requires long-term investment to shift our environment and our culture. In the meantime, we must acknowledge and address today's pressing problems related to racial bias in traffic enforcement and, by extension, to Vision Zero enforcement activities.

It is important that promoters of Vision Zero in U.S. communities recognize that officer-initiated traffic stops allow for higher-than-average levels of individual discretion and can be a slippery slope for racial bias and aggressive police action. The broader Vision Zero community has a role and responsibility in improving – not exacerbating – these problems.

The most appropriate enforcement strategies will focus on providing education on the most dangerous driving behaviors and will be community supported, as well as ensure transparency into police activity. While enforcement has a role to play in traffic safety efforts, it should not be a primary strategy and should be approached thoughtfully.

Recommended Actionable Strategies:

1. Vision Zero Action Plans should commit to employing enforcement strategies that will not result in racial profiling. (See Portland's example in sidebar.) Of course, a commitment is not all that is needed, but it is an important first step.

2. Focus enforcement on the most dangerous behaviors based on reliable data to ensure that this is communicated effectively to ensure public understanding. Activities such as speeding and violating pedestrian right of way are more dangerous than minor infractions such as broken taillights or overly tinted windows, so police activity should focus on the former.

3. Provide regular updates on law enforcement's traffic stop activities. This is essential to building trust amongst the community for a productive role for enforcement.

Understanding who is being stopped by police, where, and when, as well as who is ticketed, etc. will be important information to ensure accountability.

4. Support a Community Policing approach as part of Vision Zero work. The [U.S. Department of Justice presents 10 Principles of Community Policing](#), including two that police and the community share ownership, responsibility, and accountability for the prevention of crime, and that mutual trust between the police and the community is essential for effective policing.

5. Create a diversion program to provide alternatives to traffic fines. Recognizing the disproportionate impact of traffic fines on low-income communities, we recommend developing diversion programs that offer education and positive reinforcement of safe behavior in place of overly burdensome fees.

Q EQUITY LENS

When utilized properly, automated speed enforcement can reduce the number of crashes as well as severity of injuries. Though far under-used, this approach is cited as one of the most effective in influencing behavior and lowering dangerous speeds, while also de-emphasizing officer-initiated traffic stops that cause concern about racial profiling. If used inappropriately, these technologies can reinforce structural inequities. It is important to recognize that no piece of technology exists in a vacuum. Any automated speed enforcement program must be developed with input and buy-in from the most marginalized and vulnerable people in your community.

RELEVANT EXAMPLE

Portland's Vision Zero Action Plan includes an explicit statement that the plan will be equitable and "it will not result in racial profiling." The diversity of participants drafting Portland's Action Plan brought equity to the forefront throughout its development. As a result, Portland explicitly commits to develop and implement a set of actions that would not lead to disproportionately negative outcomes for communities of color and low-income communities.

For more about Portland's approach and other recommendations regarding centering equity in Vision Zero, see vizonzeronetwork.org/resources/equity.

EVALUATION & RESOURCES

While elements of evaluation are included throughout this guide, we want to highlight the importance of creating a transparent and regular evaluation process for your Action Plan. Evaluation can be one of the best ways to ensure your Action Plan is a living document. How updates will be developed should be included in the Plan, as well as when progress updates will be provided to the public.

Lead agencies working toward Vision Zero should regularly update policymakers, other agencies, and the public. This reporting and evaluation process should include regular updates in a variety of forums such as community conversations, events, report cards, or other creative engagement strategies.

Recommended Actionable Strategies:

- 1. Highlight and celebrate accomplishments, but be real about challenges.** Be transparent when you don't achieve a goal, assess what happened, and recommend changes to the strategy to correct course.
- 2. Revisit the Foundational Elements every time you modify a goal or strategy.** A good Action Plan is a living document that is utilized often and evolves over time. However, it is important to maintain your foundation throughout the process.
- 3. Utilize the Community Engagement and Equity Strategies** outlined in this document to get feedback on progress from the people in your community most impacted by traffic crashes.

CONCLUSION

Ultimately, there are no shortcuts or compromises in achieving the goals of Vision Zero. The metrics of success are simple: one fatality or serious injury in traffic is one too many. A strong Action Plan will be a road map for success in your Vision Zero efforts.

RESOURCES

Numerous resources available at www.visionzeronetWORK.org/resources

VISION ZERO PRINCIPLES

[Why Vision Zero Differs from the Traditional Approach to Traffic Safety](#)

[Nine Components of a Strong Vision Zero Commitment](#)

[Moving from Vision to Action: Fundamental Principles, Policies & Practices to Advance Vision Zero in the U.S.](#)

COMMUNITY ENGAGEMENT

[Incorporating and budgeting for community group engagement](#)

[Philadelphia, Pennsylvania, p. 18](#)

[Denver, Colorado, p. 8](#)

EQUITY

[Vision Zero Equity Strategies for Practitioners](#)

[Elevating Equity in Vision Zero Communications](#)

[Health Equity Road Map for Getting to Zero](#)

[Untokening 1.0 - Principles for Mobility Justice](#)

COMMUNITIES OF CONCERN DEFINITIONS

[Denver, Colorado, p. 6](#)

[Los Angeles, California](#)

[Portland, Oregon](#)

[San Francisco, California](#)

HIGH INJURY NETWORK EXAMPLES

[Denver, Colorado, p. 8](#)

[Los Angeles, California](#)

[San Francisco, California, p. 6](#)

PROGRESS REPORTS

[New York City, New York](#)

[Seattle, Washington](#)

[Washington, D.C.](#)

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