Alabama Road Safety Conference

Developing a Towards Zero Deaths Policy for Local Agencies

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Agenda

• Why Zero?
• Strategic Highway Safety Plan Connection
• Overview of Towards Zero Deaths National Strategy
• Other Zero Deaths Initiatives
• Setting Policy
• Resources
Poll Question

Why Zero or Why Not Zero?

Unattainable
Pie in the Sky
Never Happen
Impossible
Burden for Engineers
Not Achievable
Unrealistic

How many in your family are you willing to give up?

If not Zero, then what is the right #?
Strategic Highway Safety Plan (SHSP) & TZD

- Mandated by MAP-21 & FAST Act
- Requirement to receive HSIP Funding
- Data-Driven
- Comprehensive
- Multi-disciplinary
- Guides Investment Decisions

- Implementation of TZD through the strategies and actions in the SHSP
TZD > The National Strategy vision is a highway system free of fatalities.

Towards Zero Deaths –
A National Strategy on Highway Safety

"The TZD plan outlines something everyone can do - on a personal level or professional level – that will contribute to saving lives on our roads."

- Six Focus Areas
  - Safer Drivers and Passengers
  - Safer Vulnerable Road Users
  - Safer Vehicles
  -Safer Infrastructure
  - Enhanced EMS
  - Improved Safety Management
Swedish Approach

“The Vision Zero is the Swedish approach to road safety thinking. It can be summarized in one sentence: *No loss of life is acceptable.* The Vision Zero approach has proven highly successful. It is based on the simple fact that we are human and make mistakes. The road system needs to keep us moving. But it must also be designed to protect us at every turn.” – Matts-Ake Belin, WHO

- Formally adopted by parliamentary resolution in 1997.
- Founded on the belief that loss of life is not an acceptable price to pay for mobility.
- Places the core responsibility for crashes on the overall system design, addressing infrastructure design, vehicle technology, and enforcement.

2000: 6.7 fatalities per 100,000 population
2018: 3.2 fatalities per 100,000 population

US: 2018: 11.2 fatalities per 100,000 population

Australian Approach

Guiding Principles

- **People make mistakes.** Humans will continue to make mistakes, and the transport system must accommodate these. The transport system should not result in death or serious injury as a consequence of errors on the roads.

- **Human physical frailty.** There are known physical limits to the amount of force our bodies can take before we are injured.

- **A ‘forgiving’ road transport system.** A Safe System ensures that the forces in collisions do not exceed the limits of human tolerance. Speeds must be managed so that humans are not exposed to impact forces beyond their physical tolerance. System designers and operators need to take into account the limits of the human body in designing and maintaining roads, vehicles and speeds.
Safe System Principles

- Zero deaths and serious injury
- People make mistakes
- Shared responsibility
- Limited human tolerance to crash forces
- Solutions can be found across all pillars

- Other elements
  - Proactive approach
  - Focus on fatal and serious injuries
  - A vision – directs interim strategies

What is Vision Zero?

- A strategy to eliminate all traffic fatalities and severe injuries
- Acknowledges that traffic deaths are largely preventable
- Data driven
- Typically engages public and elected officials
- In US, has been used mostly at City level
Road to Zero

- **DOUBLE DOWN** on What Works
- **ACCELERATE** Technology
- **PRIORITIZE** Safety

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Zero Philosophies

**Common Themes**
- Traffic deaths are preventable
- Coordinated efforts
- Collaboration
- Multidisciplinary
- Data-driven

**Differences**
- TZD
  - State SHSP focused
  - USDOT partners
- Vision Zero
  - City focused
  - Non-profit supported
  - Speed Mgmt
- Road to Zero
  - NSC lead, USDOT partners
  - Grant funding available
  - Autonomous vehicles
Setting TZD/Zero Vision Policy

Good Policy:
- Identifies the Need
- Identifies who will Lead/Be Responsible
- Comprehensive Data & Evidence to Support the Need
- In Consultation with Your Stakeholders
- Policy Document Development
- Implement & Monitor
- Evaluate, Review, Revise

Identify the Need
Reduce/Eliminate Fatalities & Serious Injuries

Identify a Champion/Leader
Gathers Support
Champions the Cause
Empowers the Stakeholders
Provides Funding
Oversees the Implementation
Sets Policy
Data & Evidence: Analysis to Support the Need

Foundational
Motivational
Educational
Developmental
Fundamental

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Data & Evidence: Analysis to Support the Need

<table>
<thead>
<tr>
<th>Analysis Category</th>
<th>Analysis Question</th>
</tr>
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<tbody>
<tr>
<td>Benchmarking</td>
<td>• How many fatalities and serious injuries are occurring in my area?</td>
</tr>
<tr>
<td></td>
<td>• How does this compare to other areas or my State?</td>
</tr>
<tr>
<td>Identify Crash Trends and Contributing</td>
<td>• Who is involved in crashes?</td>
</tr>
<tr>
<td>Factors</td>
<td>• When are the crashes occurring?</td>
</tr>
<tr>
<td>Identify and Evaluate Focal Crash Types</td>
<td>• What are the most common crash types?</td>
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<tr>
<td></td>
<td>• What are the most common contributing factors?</td>
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<tr>
<td>Network Screening—Identity Sites for</td>
<td>• What are the characteristics of the over representation?</td>
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<tr>
<td>Safety Improvement</td>
<td></td>
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<tr>
<td></td>
<td>• What locations (intersections or segments) show the most potential</td>
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<tr>
<td></td>
<td>for safety improvements?</td>
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<tr>
<td>Systemic Analysis—Identify Safety Risk</td>
<td></td>
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<tr>
<td>Factors</td>
<td>• What are the common characteristics of locations with crashes?</td>
</tr>
<tr>
<td>Corridor and Intersection Planning Safety</td>
<td>• What are the countermeasures to address these characteristics?</td>
</tr>
<tr>
<td>Analysis</td>
<td>• How should we prioritize system-wide implementation?</td>
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<tr>
<td></td>
<td>• What are the safety effects of alternative roadway or intersection cross sections?</td>
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</tbody>
</table>
Building Your Safety Army

Gather Stakeholders
Engineering
Education
Enforcement
Emergency Response
Everyone Else

Local Businesses
Chamber of Commerce
Local Safety/Community Groups
Pedestrian & Bicycle Groups
Public Works/Maintenance

Drafting Your Policy/Plan

Stakeholder Input

Vision: No One Dies or is Injured on our Roadways – Zero

Goal: Zero Fatalities by 2035; Reduce by 3% per Year

Strategies & Actions: Develop a Safety Plan for Action
Implement, Monitor, Evaluate, Review, Revise

✓ Implement Strategies & Actions that Support your Zero Goal
✓ Track Progress of your Implemented Strategies & Actions
✓ Evaluate Effectiveness: Did Fatalities & Serious Injuries Decline?
✓ Review your Results from the Evaluation
✓ Make Modifications to your Policy/Plan (new stakeholders; new technology?)

Resources & Guidance
Guidance for the Implementation of the Towards Zero Deaths National Strategy on Highway Safety

Toward Zero Deaths®
National Strategy on Highway Safety

Toward Zero Deaths Program Development Assessment Tool
Gauge the current level of your organization's adoption of TZD national strategy principles, including the development of a coordinated TZD program.

Toward Zero Deaths Implementation Assessment Tool
Gauge the current level of your organization's practices that support stakeholder and partner engagement with TZD efforts

https://www.towardzerodeaths.org/
DO THIS FIRST: SELF-ASSESSMENT

This road map provides two tools to help you assess the status of your current TZD program:

- TZD Program Development Assessment Tool
- TZD Stakeholder Involvement Assessment Tool

The Program Development Assessment Tool can help your organization gauge where it is in the TZD process and where it may need to go to move a TZD program forward. The Stakeholder Involvement Tool can help you assess your organization’s current level of stakeholder engagement and communications—or help you begin this outreach if you’re launching a new TZD program or thinking about doing so.

Your first step should be to use these assessment tools, then return to this road map with your results.

The self-assessment tools work regardless of where your state, tribal, or local community is on the TZD spectrum. They’re designed to spark ideas and actions for developing or enhancing your initiative. The questions in both tools are arranged on a continuum of increasing levels of development or engagement based on the essential elements listed above and discussed in detail in this road map. By selecting the “More info” link in each tool, you’ll learn why an element is important and how it can be strengthened. Answering all questions will give you a snapshot of your program’s progress.

Keep in mind there are no right or wrong answers and no scorecard, the answers you provide are unique to your TZD program. These tools are designed to help you honestly assess your TZD program and identify potential strategies and tactics to enhance it. If your state, tribal, or local community is without a program, the tools can help you better understand what is needed to begin the effort.

TZD Stakeholder Involvement Assessment Tool


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ROAD MAP FOR IMPLEMENTING THE TZD NATIONAL STRATEGY ON HIGHWAY SAFETY

CONTENTS

Zero Vision and Goal Setting
Leadership and Safety Culture
Supporting Program Structure
Key Partner/Stakeholder Engagement and Communication
Technical Assistance and Training
Focused Safety Priorities and Strategies
Implementation and Progress Monitoring
LEADERSHIP

Why Is This Important?
Successful safety programs require strong leadership and passionate safety champions — who are not necessarily one and the same. Safety leaders and champions are those individuals who are sought out both within and outside of their organizations to speak for safety, communicate the TDO vision, develop and sustain relationships with partners and stakeholders, and advocate for sustained resources — all of which are needed to reach zero. Working toward zero is easier if a strong safety culture already exists in your state, tribal, or local community and within the organizations involved with leading the TDO initiatives. Yet a zero vision can help transform a state or local organization’s culture over time. Keep this in mind, however, that transforming the safety culture of an organization can lead to changes in its focus, investment strategy, and allocation of resources, among other changes.

Implementation Overview
Identifying TDO leadership entails finding passionate, committed, and respected individuals. Top organizational executives are key to this effort. Educating senior leadership about TDO is the first order of business. These leaders need to understand what is required to achieve this vision, commitment, staffing, and resources and how they fit into the larger organization. They also need to understand the role of leaders in supporting safety culture development and their personal role in leading this charge. Effective safety leaders encourage others to become safety champions.

Checklist
- Meet with current leadership on TDO using the TDO Strategic Plan and information specific to your state.
- Develop and regularly update safety talking points for leadership to share with speaking to staff as well as external partners and stakeholders. Refer to the companion document to outline the TDO Strategic Plan.
- Encourage leaders to link TDO programs to respective organizational missions and ensure that these programs are promoted regularly. Safety champions often develop organically over time and are not always found in executive-level roles within an organization.
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- Develop an action plan to identify leadership and identify leadership partners.
- Identify potential participants your leadership can approach to support TDO. This could include traffic safety partners to include public health agencies, nonprofit organizations, and businesses/industry organizations.
- Develop support for and accountability for TDO leadership.
- Conduct a survey on employee safety attitudes and beliefs about their organization’s safety culture. Administer the survey at your organization and share the results with leadership to identify action items needed to strengthen the culture. Make the survey available to other TDO partners.

TDO IN ACTION
- Maryland Governor Larry Hogan has been a committed champion of the TDO vision outlined in his state’s Strategic Plan, supporting the work of the State Executive Council, which is made up of leaders from the Motor Vehicle Administration, State Police, State Highway Administration, Department of Health and Mental Hygiene, Department of Transportation Planning, the Institute for Emergency Medical Services Systems, and the Transportation Authority. The Council oversees TDO implementation, conducting both quarterly meetings and an annual assessment to measure progress and direct resources to areas of greatest need. The governor has met the provider of the Maryland TDO program through frequent discussions with state leaders and elected officials throughout the state.
- The City of Corpus Christi’s Fleet Risk Management Division experienced a high number of preventable crashes involving city employees. The division implemented an accountability tool to track employee compliance with a city policy requiring completion of a defensive driving course. The division also recognized that having a dedicated safety coordinator for each city department would help foster a culture of traffic safety. Seven full-time safety coordinators, who are national safety Council certified defensive driving instructors, monitor compliance data, work with management to review and institute policy changes, and provide additional driver safety training programs. As a result, the city has experienced a significant decrease in the number of collisions and associated injuries.
A. Has your agency officially adopted a policy of zero deaths as your long-term vision?

Why: More than 300,000 people die annually as a result of motor vehicle crashes. A necessary first step in working toward zero traffic-related fatalities is to adopt policies and culture that reflect this.

How: Culture change is a vital part of adopting a policy of zero deaths as your agency’s long-term vision. This change requires top-level management commitment and support, and multiple strategies to make safety programs more effective.

B. Has your agency adopted aggressive short-term goals?

Why: Monitoring trend lines is a strategic approach for analyzing traffic fatalities. However, this method’s limitations are well-known, and its limitations for analyzing the immediate effectiveness of short-term goals are clear. Data indicate that few agencies will have zero fatalities by focusing only on short-term goals.

How: Changing traffic fatality trend lines requires a more comprehensive approach than focusing on short-term goals. Agencies need to adopt more aggressive approaches that include clear and specific short-term goals and new practices for implementing more.

C. Do your agency’s short-term goals fall on the nationwide fatality trend line?

Why: Using the nationwide fatality trend line would not lead to zero deaths even over an extended period of time. The nationwide fatality trend line is an important benchmark.

How: Agencies need to adopt more aggressive approaches that include clear and specific short-term goals and new practices for implementing more.
<table>
<thead>
<tr>
<th>TZD Program Development: Test Yourself</th>
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<tbody>
<tr>
<td>1. Mission &amp; Goals Setting</td>
</tr>
<tr>
<td>2. Leadership &amp; Organizational Identity Culture</td>
</tr>
<tr>
<td>3. Strategic Program Structure</td>
</tr>
</tbody>
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- Bringing a TZD Vision to Life
- Critical TZD Plan Elements
- Identifying Potential Partners
- Tailoring Messages to Target Potential Partners
- Meeting with Potential Partners
- Once a Partner is On Board
- From Partner to Ambassador

**How-To Guide: Implementing the TZD Strategic Communication Plan**
The T20 Strategic Communication Plan elements and implementation examples included in this guide were identified through in-person or telephone interviews, focus groups (conducted via conference call with state and local stakeholders), online research, and a review of previously published reports and documents. A key theme that emerged from the focus groups is the need for more and better communication between those tasked with leading a state’s T20 effort and its external stakeholders and partners. T20 implementation is not a solitary task. It takes an army of traffic safety professionals from across the fields of engineering, education, enforcement, and emergency services—along with individuals from many other disciplines in both the public and private sector—to get the job done. Communication is vital to the effort and this guide seeks to reinforce that.

**Bringing a T20 Vision to Life**

In 1997, the American Association of State Highway & Transportation Officials (AASHTO) published a Strategic Highway Safety Plan (SHSP) and encouraged all states to follow its lead. This data-driven, evidence-based plan—which identifies and addresses areas in need through the coordinated work of the four Es of traffic safety—was subsequently mandated in 2003 with passage of the Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU).

**Critical T2D Plan Elements**

The T20 Strategic Communication Plan identifies quantifiable objectives for gauging impact. Among those objectives is increasing the number of partners actively engaged in implementing an agency’s T20 program, which as noted previously is often the SHSP. For purposes of this guide, potential partners (state and local) represent both the public and private sector, and include government agencies, nonprofits, public health, first responders and law enforcement, elected officials, small and large businesses, educational institutions, community, civic, and faith-based organizations; and the media.

**Identifying Potential Partners**

Many hands make light work. That certainly applies to implementation of a statewide T20 program. Partners are critical for helping to effectively communicate that zero fatalities is the only acceptable traffic safety goal and that it can only be achieved when every roadway user makes safety a top priority. Many organizations can benefit from leveraging their unique resources to support the vision of zero deaths.

**Leveraging Community & Corporate Support**

In New Jersey, the T20 brand is prominently displayed on Street Smart NJ pedestrian safety materials currently being used by 40 communities across the state. This grassroots education and enforcement campaign, developed by T20 stakeholders, partners with business groups, retailers, sports teams, and many other organizations to disseminate information. The Mayo Performing Arts Center in Morristown, for example, inserted tip cards featuring the T20 logo into its playbills and displayed the message on its marquee located adjacent to one of the town’s busiest roadways. Another example is Minnesota-based North Memorial Health Care, which placed T20 logos on its fleet of ambulances and helicopters. These vehicles respond to more than 70,000 calls for assistance annually.
Tailoring Messages to Target Potential Partners

Existing potential partners to help implement the TZO program is hard work. Potential partners must be educated about the program using information relevant to them and their constituents, and the infrastructure and resources must be in place to support the partners once they are on board. Before conveying information.

Table 1: Benefits for specific partner groups

<table>
<thead>
<tr>
<th>Potential Partner</th>
<th>&quot;What’s in it for me?&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>Reduce costs (lost productivity, health care, liability)</td>
</tr>
<tr>
<td>Business</td>
<td>EXE: employees goodwill</td>
</tr>
<tr>
<td>Business</td>
<td>Improve employees (and their families) health and safety</td>
</tr>
<tr>
<td>Business</td>
<td>Demonstrate corporate social responsibility</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>Improve community relations (reduce crime rates)</td>
</tr>
<tr>
<td>Education Institutions</td>
<td>Reduce student health and safety</td>
</tr>
<tr>
<td>Public Health</td>
<td>Reduce costs (lost productivity, health care, liability)</td>
</tr>
<tr>
<td>Faith-Based Organizations</td>
<td>Improve communities’ health and safety</td>
</tr>
<tr>
<td>Faith-Based Organizations</td>
<td>Reduce crime rate</td>
</tr>
</tbody>
</table>

ENGAGING OLDER DRIVERS IN VISION ZERO

New York City’s Vision Zero initiative focuses on those who are most likely to fall victim to traffic crashes caused by dangerous driving. That includes members of the rapidly growing senior population. In 2015, the NYC Department of Transportation (DOT) and the Department for the Aging implemented "Streetwise," an educational program featuring older adults discussing how to prevent dangerous driving within their neighborhoods. The program is delivered during NYC DOT’s senior center visits and by specially trained New York Police Department officers. (For more information about this effort see the Vision Zero Year Three Report.)

EDUCATING POTENTIAL PARTNERS ABOUT RETURN ON INVESTMENT

Educating elected officials—a particularly state legislators—about how an investment in traffic safety yields a significant return on investment is critical for enlisting their support and bolting resources campaigns (e.g., seat belt use, novice driver training). The total investment for each is listed, along with the potential cumulative benefit in billions of dollars and the estimated return on each $1 spent.

Meeting with Potential Partners

Personal outreach to a potential partner—particularly a face-to-face meeting—is recommended. It’s always a good idea to gain with a list of basic benefits that illustrates how working together could help a partner achieve broad goals while positioning the entity in a positive light. But resist the urge to immediately launch into a sales pitch instead, taking into account what was

Once a Partner is On Board

While gaining new partners can be time-intensive, keeping partners engaged requires regular, ongoing communication coupled with tools and resources. As this guide (see ‘Creating TZO From Engaged’), dedicating staff who regularly follow to determine needs, share new data or materials, and monitor activities and p

From Partner to Ambassador

Partners provide a means to expand the reach and impact of the TZO program through their respective communication channels. But ambassadors—individuals who are trained to deliver specific TZO messages using their own words and experiences—take that

CREATING AN ARMY OF AMBASSADORS

MAKE A CONNECTION WITH A REAL-LIFE STORY

Growing up, Anneliese wouldn’t ever drive. She had a phobia of driving, but that changed on a fateful morning. "It was just one of those days I decided to do it. I had to go through. When we were done, we got into the car and the taxi was all right, but in the end, we were pronounced dead at the scene. While
**TZD Stakeholder Involvement Self-Assessment Background**

1. **Quality of stakeholder partnerships**

   **A. Does your agency know who your stakeholders are?**

   Why: To have effective relationships with stakeholders and to resolve your relationships toward progress on TZD goals, you need to know who your stakeholders are.

   Stakeholders are groups or organizations that have a strong influence over or interest in the achievement of TZD goals. Influence can take the form of legal authority, do and don't. Stakeholders may have formal or informal power to support, challenge, or renegotiate TZD goals. Those with an interest include groups affected by the program part of the TZD strategy.

   How: A good way to identify stakeholders is to brainstorm a list with a small group of your colleagues, using the simple 5-step process described on page 10/23 of “Putting together the Stakeholder Involvement Plan” (see below). You may also want to identify potential partners in the “Other” box.

   **B. Have you identified gaps and set priorities for strengthening relationships with stakeholders?**

   Why: Building relationships with stakeholders is worthwhile, but it takes a lot of effort. You need to be strategic. Without a strategy, you may neglect important constituents, give some stakeholders too much attention, or simply waste effort.

   How: The first step is to create an influence vs. interest grid, like the one shown below. Assign your individual stakeholders (or types of stakeholders) to each section of the grid. Then, evaluate whether you are giving an effective level of attention to each stakeholder. Use the guidance in this grid to adjust your outreach efforts accordingly.
Thank you for attending!

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