



# ACTION PLAN

## FOR VISION ZERO TO SUCCEED, WE NEED EVERYONE'S HELP.

Vision Zero's goal is to reframe how cities look at traffic fatalities—not as “accidents” but as preventable incidents that can be addressed through a multidisciplinary approach involving road design, education, and enforcement. There is no one solution.

Both the Municipality of Anchorage and the Alaska Department of Transportation & Public Facilities have already made tremendous progress in making our roads safer. This Action Plan includes strategies to continue the positive momentum to achieve measurable improvement in traffic safety. It is designed to address the disparity in where fatal and severe crashes occur and who they impact.

Anchorage commits to engaging the community in meaningful, culturally-relevant ways and prioritizing equity in all programs and policies outlined in the Action Plan. While severe crashes affect everyone whatever their race, gender, age, or income level, some groups are impacted more than others.



# VISION ZERO KICKOFF



## VISION ZERO CITIES IN THE UNITED STATES

Updated January 2018



### A VISION ZERO CITY MEETS THE FOLLOWING MINIMUM STANDARDS:

- » Sets clear goal of eliminating traffic fatalities and severe injuries
- » Mayor has publicly, officially committed to Vision Zero.
- » Vision Zero plan or strategy is in place, or mayor has committed to doing so in clear time frame.
- » Key city departments (including police, transportation and public health) are engaged.



# PROCESSES AND COLLABORATION

| Action Item   | Example Best Practices  | Measurable Performance Metric                              | Lead  |
|---|---|--|---|
| <b>Designate lead Municipality of Anchorage (MOA) Agency for Vision Zero.</b>   | <p>Vision Zero City Lead Agency Examples:</p> <ul style="list-style-type: none"> <li>» Health Bureau (Bethlehem, PA)</li> <li>» Transportation Department (Austin, TX; Bellevue, WA; Chicago, IL; Seattle, WA)</li> <li>» Transportation &amp; Mobility (Denver, CO and Fort Lauderdale, FL)</li> <li>» Public Works (Eugene OR; Sacramento, CA)</li> <li>» City Manager's Office (Columbia, MO)</li> </ul> <p>The Vision Zero Network is also calling on Metropolitan Planning Organizations (like AMATS) to take a leadership role. Through regional planning, funding and policy, metropolitan planning organizations (MPOs) are uniquely positioned to facilitate collaboration across departments and jurisdictions and incorporate quantitative safety criteria into project prioritization. Additionally, as part of federal requirements (FAST Act) and evidence-based target setting, MPOs are already required to set and track five safety performance targets: number of fatalities; rate of fatalities per 100 million vehicle miles traveled (VMT); number of serious injuries; rate of serious injuries per 100 million VMT; and number of non-motorized fatalities and non-motorized serious injuries.</p>  | Lead Agency is designated                                  | Director of Community & Economic Development              |
| <b>Identify Vision Zero coordinator (full- or part-time position) within lead agency to be committed to Vision Zero and establish plans and processes to institutionalize Vision Zero within the MOA.</b> | This position is necessary to ensure that all elements of Vision Zero, from infrastructure improvements to changes in policy and strategy, are evidence-based and data driven, and that their impacts are measured and evaluated for effectiveness to inform future projects and achieve meaningful outcomes. Vision Zero cities have staffing ranging from one person who is either part- or full-time up to a 10-person Vision Zero unit (Seattle). San Luis Obispo, CA has a rotating program and is staffed by different departments each year until they can hire a full-time active transportation staff member.  | Staff position dedicated at least part-time to Vision Zero | Director of Community & Economic Development, Lead Agency |
| <b>Create a multi-agency Vision Zero Task Force that meets regularly to review traffic crash data, equity, transportation system performance, funding, and action plan progress.</b>                      | Cross-departmental and jurisdictional collaboration is an essential tenet of Vision Zero. Traffic safety is not the purview of any one department or jurisdiction. One of the most powerful mechanisms for planning and executing an effective program is to bring together those who have responsibility and expertise in the key areas that impact safety. New York City has the longest standing VZ program in the US. They have an intentional, coordinated planning and implementation effort among multiple departments to chart clear goals and consistently evaluate for progress. Potential Task Force representatives: MOA-Traffic Engineering, Project Management and Engineering, Maintenance and Operations, Capital Projects, Department of Health and Human Services, Anchorage Police and Fire Departments, Planning, Anchorage Metropolitan Area Transportation Solutions (AMATS), Transit, Legal, Parks and Recreation, and the Anchorage School District; Alaska Department of Transportation & Public Facilities (DOT&PF)-Highway Safety Improvement Program, Program Development, Design, Planning, and Pedestrian and Bike Coordinator; and Social Service and Non-Profit Special Interest Groups-focus on vulnerable users, accessibility, and homelessness. | Quarterly meetings held                                    | Lead Agency   |



| Action Item  | Example Best Practices   | Measurable Performance Metric        | Lead  |
|--|--|--------------------------------------|---|
| <b>Regularly update policy makers, MOA departments, and partnering agencies.</b> | To affect a cultural shift and overcome institutional barriers to change, organizational practices need to evolve, and a diverse set of stakeholders needs to come together to help solve problems. This can be facilitated through regular communication and education. Updates should be given at regularly scheduled MOA department meetings as well as to AMATS Technical Advisory and Policy Committees, MOA Assembly, Planning and Zoning and Urban Design commissions, other appropriate boards, commissions and committees, and DOT&PF.  | At least 6 updates per year          | Vision Zero Coordinator, Vision Zero Task Force Members               |
| <b>Secure a sustainable funding source for the Vision Zero program.</b>          | <p>Most Vision Zero programs have sustainable funding dedicated from the general operating budget. Many also receive money from the following sources: Governor's Highway Safety Representative (NHTSA) Grant, Highway Safety Improvement Program from state DOTs, Transportation Alternative Program through the MPO/ Federal Highway Administration (FHWA), Safe Routes to Schools program, bonds, and miscellaneous public health grants. Examples of innovative funding from other Vision Zero cities include:</p> <ul style="list-style-type: none"> <li>» One Percent For Safety (Columbia, MO)—1% of estimated project costs (for projects costing \$500,000+) is dedicated to implementing the Vision Zero Action Plan.</li> <li>» Incentivized Joint Departmental Budgeting (Los Angeles, CA)—The City adds a cover sheet to standard budget requests and extra points are awarded for demonstrating that one department's project leverages funds to another.</li> <li>» Road to Zero Safe System Innovation Grant (National Safety Council and Partners)—Organization must clearly explain how its innovative program will reduce roadway fatalities, set a time frame for the reduction, outline how the program will be evaluated, detail how the organization intends to reach its target audience, and list the funds requested.</li> </ul> | Dedicated funding source for program | Vision Zero Coordinator, Vision Zero Task Force, Department Directors |





## BUILD SAFER STREETS FOR EVERYONE

| Action Item  | Example Best Practices  | Measurable Performance Metric   | Lead                          |
|--|---|---|-------------------------------|
| <p><b>When developing the Capital Improvement Program (CIP) and AMATS Transportation Improvement Program (TIP), prioritize transportation improvement projects that:</b></p> <ul style="list-style-type: none"> <li>» Are on a Vision Zero high injury network,</li> <li>» Have a documented vulnerable user safety concern identified by data, or</li> <li>» Provide a comparable alternative route to the high injury network for vulnerable users.</li> </ul> | <p>There are streets where more crashes occur than others. Investments should focus on streets known to have concerning crash histories, have characteristics similar to those with higher number serious crashes, or provide a comparable alternative safer route for vulnerable users.</p> <ul style="list-style-type: none"> <li>» In Fremont CA, when the Vision Zero Action Plan was approved, the City Council also approved budget amendments to drop some existing capital projects in exchange for a new set of projects that could deliver higher-value safety benefits that aligned with Vision Zero.</li> <li>» Fairbanks' MPO has incorporated quantifiable crash rate percentile thresholds in the Metropolitan Transportation Plan project development and TIP scoring criteria. Safety treatments can be applied as systemic solutions and be completed at locations with similar characteristics—and therefore crash risk—as high crash locations.</li> </ul> <p>Example Project Prioritization Metrics:</p> <ul style="list-style-type: none"> <li>» Located on a high injury corridor for the targeted mode or provides a comparable alternate route to a high injury network</li> <li>» Statistically determined over-representation of severe crashes and/or targeted crash types</li> <li>» High frequency of crashes involving vulnerable road users</li> <li>» Proven cost effectiveness</li> <li>» Special priority for low-cost systemic treatment</li> </ul> | <p>Number of segments/intersections receiving improvements compared to prior years.</p> | <p>MOA Departments, AMATS</p> |

## CREATE SAFER SPEEDS

| Action Item  | Example Best Practices   | Measurable Performance Metric   | Lead   |
|--|--|---|--|
| <p><b>Strategically target vehicular red light running, speeding, and impaired and distracted driving through Anchorage Police Department (APD) presence/enforcement complemented by a focused education campaign along the high injury network.</b></p> | <p>Speeding, red light running, distracted driving and impairment were the top concerns during public outreach efforts and are supported by the data. Enforcement and supporting educational activities, like media releases about the increased police presence and Vision Zero, should be concentrated within the high injury network, during peak seasons, and at specific times of day. Vision Zero best practices caution communities not to rely too much on enforcement and to consider how to improve the entire system through efforts such as street design, education, and setting policies. The Bloomberg Initiative for Global Road Safety reported that finding the right balance between deterrence efforts and education versus penalties for those caught violating road safety laws can help improve road user behavior and maintain community support for road safety efforts.</p> <p>APD presence and enforcement does not necessarily have to equate to tickets. Some communities park a patrol car with lights flashing at strategic locations and move it around the network.</p> <p>Experience and research tell us vulnerable users from communities of concern suffer a disproportionate burden of traffic fatalities and severe injuries. They stand the greatest chance of being subject to inequitable traffic enforcement; therefore, it is recommended that bicyclists and pedestrians are not part of the initial enforcement campaign unless it is through “positive tickets” and education. Positive ticketing is often aimed at youth and other vulnerable users for being caught doing the right thing such as wearing a helmet or crossing in a crosswalk.</p>  | <p>One corridor per month.</p>  | <p>APD, Vision Zero Coordinator</p>              |
| <p><b>Begin process to amend MOA charter, code and judiciary process to allow Automated Traffic Enforcement Cameras and conduct pilot studies on their effectiveness.</b></p>  | <p>FHWA has made a general estimate that automated traffic enforcement reduces red light running incidents by 15%. The Institute of Transportation Engineers (ITE) report <i>Automated Enforcement in Transportation</i> (available at <a href="http://www.ite.org">www.ite.org</a>) reports a 23% to 83% reduction in violations from red light cameras. Another study concluded that red light camera enforcement can reduce crashes at urban signalized intersections by up to 11% and left-turn crashes by up to 45% (FHWA – Signalized Intersection Safety Strategies 2/08).</p> <ul style="list-style-type: none"> <li>» 419 communities have red light camera programs as of September 2018.</li> <li>» 145 communities have speed camera programs as of September 2018. This includes statewide work zone programs in Illinois, Maryland, and Oregon.</li> <li>» Some entities allow camera use citywide; others limit speed cameras to school zones, residential neighborhoods, construction zones, streets that border municipal parks, or areas where speed limits are posted at 30 mph. Most red light cameras are permitted citywide, in specified jurisdictions (like midtown), or only at the intersection of two arterials.</li> <li>» The City of Seattle started with a 12-month pilot project designed to test the effectiveness of red light running traffic safety cameras at selected arterial intersections. Based on the favorable findings of the pilot project, the City approved a significant expansion of the program. Four factors were weighed in choosing locations: right-angle crashes, serious pedestrian injuries, the frequency of red light running based on video observation, and geographic distribution.</li> <li>» Many jurisdictions treat automated enforcement citations like parking tickets in that the registered owner is liable. Automated enforcement citations are generally civil or administrative violations that do not result in points and are not made part of the driver's record.</li> </ul> | <p>Automated enforcement permitted in the MOA to conduct pilot studies.</p> | <p>Vision Zero Coordinator, Legal Department</p> |



# PROMOTE A CULTURE OF SAFETY

| Action Item   | Example Best Practices  | Measurable Performance Metric                          | Lead   |
|---|---|--|--|
| <b>Launch Vision Zero public safety campaign.</b>   | Education is the key piece that ties engineering, enforcement and behavior together. It will raise awareness about Vision Zero and help everyone see themselves as part of the solution and know that behavioral choices matter. Based on the data in this plan, a public safety campaign that will identify key messaging strategies and partnerships is being developed. The goal is to launch the campaign in year one of the Action Plan.   | Campaign launched.                                     | Lead Agency  |
| <b>Hold one Vision Zero demonstration project—ideally to coincide with another crowd-drawing community event.</b> | <p>To educate all roadway users and evaluate impacts, many communities have done demonstration projects to transform their streets, intersections, and neighborhoods into slower, safer places for people. Traffic and crash data were assessed before and after the project to evaluate effectiveness and to potentially justify a permanent treatment.</p> <ul style="list-style-type: none"> <li>» City of Orlando, FL, four-week demonstration project. Five-lane undivided configuration Annual Average Daily Traffic (AADT) weekday about 16,343) was transformed to include separated bike lanes on both sides of the street and a new mid-block crossing with a refuge island for pedestrians to provide a safe crossing. Results: number of vehicles traveling above the speed limit decreased by 53%, bicycle and pedestrian activity increased significantly, and 89% of pedestrians crossed in the new mid-block crossing.</li> <li>» Center City Philadelphia, nine-month project to account for seasons. The project will reconfigure the roadway from four traffic lanes to three, include pedestrian safety improvements, parking-protected bike lanes and new turn lanes. Education and traffic safety enforcement will focus on reckless/careless driving, distracted driving, driving under the influence, failure to yield to pedestrians, parking that obstructs sight lines, and red light running for people bicycling and driving.</li> <li>» Example Demonstration Project: Denali Street between 36th Avenue and Tudor Road. This project is in design and it would be an opportunity to engineer, educate, enforce, and evaluate while still in the design phase. The adjacent Midtown Cuddy Family Park and Loussac Library could also be leveraged to host concurrent events.</li> </ul> | One pilot project.                                     | PM&E, Traffic Engineering, Vision Zero Coordinator |
| <b>Create a Vision Zero concerns map.</b>   | <p>A concerns map encourages the public to contribute information about crashes, near misses, and locations with perceived safety issues. The concerns map can be used to supplement the MOA's collision data to identify sites for evaluation and treatment.</p> <p>Examples:</p> <p>New York City, NY. <a href="https://www1.nyc.gov/assets/visionzero/maps-data/vz-input-map.shtml">https://www1.nyc.gov/assets/visionzero/maps-data/vz-input-map.shtml</a></p> <p>Washington D.C. <a href="http://visionzero.ddot.dc.gov/VisionZero/">http://visionzero.ddot.dc.gov/VisionZero/</a></p>   | Map available online. Data is collected and evaluated. | Vision Zero Coordinator, GIS                       |

# IMPROVE DATA COLLECTION, ANALYSIS AND ACCESSIBILITY

| Action Item   | Example Best Practices   | Measurable Performance Metric  | Lead  |
|---|--|--|---|
| <b>Develop and implement a plan for more consistent and efficient data gathering, analysis, and reporting.</b>  | <p>Data is necessary to inform decisions, prioritize projects, evaluate pilot treatments, and set resource allocation priorities. While Anchorage is committed to being an open data city and already posts a significant amount of data on their website, all agencies would benefit from streamlining data management and analysis to the extent practicable. Ideally, the MOA and DOT&amp;PF would use a single system. The goal is to provide the best data possible, centralized, standardized, and easy to use.</p> <ul style="list-style-type: none"> <li>» Philadelphia Crash Analysis Standards and Recommendations (Delaware Valley Regional Planning Commission January 2018) outlines strategies to evolve Philadelphia's crash data management and analysis processes and is based on Vision Zero peer city reviews.</li> </ul> | Plan implemented.  | Lead Agency with MOA Traffic, DOT&PF, APD, AK Trauma Registry |
| <b>Work with APD to improve data collection on speed, impairment and distraction (behavior) for all crashes.</b>  | Improved data on the role of speed, impairment, and distraction in severe and fatal crashes is needed. Two specific areas are undercounted nationally: factors that are difficult to observe and measure such as driver behavior, and factors involving communications entertainment technologies and advanced driver assistance systems. When crash factors are not represented, regulations, laws and policies are difficult to justify, and the reasons behind them aren't data driven. (National Safety Council— <i>Undercounted is Underinvested—How Incomplete Crash Reports Impact Efforts to Save Lives</i> ).   | Improved data on speed, impairment and distracted driving.                         | Lead Agency with APD  |
| <b>Continue to monitor and report number of people killed and severely injured on Anchorage roadways by all modes quarterly using the MOA Open Data Portal.</b> | The Vision Zero best practice is to report data to the public in user-friendly format to help educate and track progress. The availability of the existing data should be promoted and improvements to system interface, types of data reported, and accessibility to the general public should be explored. For example, under the Open Data, a Vision Zero category could be established that would house a variety of Vision Zero data.   | Quarterly reports. Fewer killed or seriously injured than prior reporting periods. | Lead Agency   |



# YEARS 2 AND 3







# BUILD SAFER STREETS FOR EVERYONE

| Action Item  | Example Best Practices   | Measurable Performance Metric | Lead  |
|--|--|-------------------------------|---|
| <p><b>Reclassify MOA streets in the Official Streets and Highways Plan using an expanded context sensitive classification system to:</b></p> <ul style="list-style-type: none"> <li>» Have more flexibility in street design</li> <li>» Create priority networks for different modes of users</li> </ul> | <p>All streets are not created equal. In order to make safer and more comfortable streets for pedestrians and bicyclists of all ages and abilities, suburban commercial principal arterials need to be designed fundamentally differently than urban mixed-use principal arterials or narrow residential local streets. The context classification of a roadway, together with its transportation characteristics, will provide information about who the users are along that roadway, regional and local travel demand, and challenges and opportunities for each roadway user. The context classification and transportation characteristics of a roadway will determine key design criteria. The classification system should address the diversity of street types and the differences in user needs in each context. The classification system should work towards a connected network of routes rather than few disconnected signature projects.</p> <p>TRB's National Cooperative Highway Research Program (NCHRP) <i>Research Report 855: An Expanded Functional Classification System for Highways and Streets</i> provides additional contexts beyond urban and rural, facilitates accommodation of modes other than personal vehicles and adds overlays for transit and freight.</p> <p>FHWA suggests designing a street with pedestrians in mind. Sidewalks, raised medians, turning access controls, better bus stop placement, better lighting, traffic calming measures, and treatments for travelers with disabilities all improve pedestrian, bicyclist, and motorist safety [FHWA-RD-03-042].</p> <ul style="list-style-type: none"> <li>» The City of Seattle recently adopted a comprehensive complete streets ordinance, shortly after including a complete streets provision in a transportation bond measure. The ordinance directs the City to integrate complete streets practices into all Seattle Department of Transportation (SDOT) plans, manuals, rules, regulations, and programs as appropriate. It also specifies "all sources of transportation funding be drawn upon to implement complete streets." Rather than creating a new funding pot, complete streets policies can leverage existing, mainstream transportation dollars, minimizing the cost of new bicycle, pedestrian, and transit facilities. The Seattle ordinance specifically includes maintenance and operations so improvements for biking and walking can be made during these types of projects.</li> <li>» Complete streets policies have resulted in systematic retraining of engineers (South Carolina), comprehensive new decision-making procedures (Charlotte, NC), increased funding for multimodal projects (Oregon), and added leverage for including multimodal facilities in specific projects (Sacramento, Colorado Springs).</li> <li>» The Florida Department of Transportation (FDOT) adopted a context classification system in 2017. The context classification of a roadway, together with its transportation characteristics, provides information about who the users are along the roadway, the regional and local travel demand of the roadway, and the challenges and opportunities of each roadway user. The National Complete Streets Coalition nominated the Florida Design Manual as one of the best complete streets initiatives.</li> <li>» The City of Saint Paul, MN was identified by the US Department of Transportation (USDOT) as an innovative leader in the implementation of complete streets. A key guiding principal is that each street design process must consider the needs and characteristics of all travel modes (driving, riding transit, walking, bicycling, moving freight) and users of all abilities and strive to identify win-win solutions for improving access and mobility of people and goods.</li> </ul> | Revised documents             | Vision Zero Coordinator, AMATS, Planning, Traffic Engineering, PM&E |

# ENHANCE PROCESSES AND COLLABORATION

| Action Item   | Example Best Practices  | Measurable Performance Metric   | Lead   |
|---|---|---|--|
| <p><b>Continue to convene regular meetings of Vision Zero Task Force to review traffic safety performance and determine strategies for improvement.</b></p> | <p>Institutionalizing change and seeing positive impacts will take more than one year. The MOA should continue to measure and report on progress to date, review new data and provide comparisons to prior years, and introduce new initiatives and strategies that focus on saving lives and reducing severe injuries.</p> <p>The nation's two longest-running Vision Zero programs in New York City and San Francisco have reported significant progress in their efforts to prioritize safe mobility for all. It didn't happen overnight.</p> <ul style="list-style-type: none"> <li>» In 2018, more than 30 US cities have followed in New York's and San Francisco's footsteps by committing to Vision Zero. Best practices and lessons learned will continue to evolve and can be adapted to Anchorage from other Vision Zero Cities.</li> <li>» In 2018, the Vision Zero Network will also develop and share standards by which local communities can assess and adjust their Vision Zero efforts.</li> <li>» New grant opportunities continually arise and should be actively monitored.</li> </ul> | <p>Number of segments/intersections receiving improvements compared to prior years.</p> | <p>Vision Zero Coordinator, Vision Zero Task Force Members</p>     |
| <p><b>Continue to regularly update policymakers, MOA departments, and partnering agencies.</b></p>  | <p>(This row shares the 'Example Best Practices' from the previous row)</p>   | <p>Six updates per year</p>   | <p>(This row shares the 'Lead' from the previous row)</p>          |
| <p><b>Continue to secure a sustainable funding source for the Vision Zero program and begin to solicit grants for special Vision Zero Projects.</b></p>     | <p>(This row shares the 'Example Best Practices' from the previous row)</p>   | <p>Sustainable funding source supported by at least one new grant.</p>                  | <p>Vision Zero Coordinator</p>                                     |
| <p><b>Formalize process with DOT&amp;PF to ensure Vision Zero best practices are incorporated in their projects as appropriate.</b></p>                     | <p>DOT&amp;PF owns and maintains a significant number of roadways within the MOA. It is imperative that the MOA and DOT&amp;PF actively work together to coordinate and fund safety improvements for new and existing projects. Advancing Vision Zero goals can likely be supported through DOT&amp;PF's Highway Safety Improvement Program whose mission is to identify and fund highway safety projects.</p>  | <p>Continued coordination between DOT&amp;PF and the MOA to leverage funding.</p>       | <p>Vision Zero Coordinator, Vision Zero Task Force, DOT&amp;PF</p> |



# BUILD SAFER STREETS FOR EVERYONE (cont'd)

| Action Item  | Example Best Practices  | Measurable Performance Metric |  |
|--|---|-------------------------------|--|
|  |   | Metric                        | Lead                                   |
| <b>Deliver three rapid-delivery projects that each address an issue identified by the data.</b>  | Rapid-delivery projects are low-cost, "quick-hit" changes to a street, such as pavement markings, colored pavement treatments, and changes to signage or signal timing, that promptly improve street safety. Quick implementation of these projects demonstrates commitment and progress towards Vision Zero.   | Three completed.              | Vision Zero Coordinator, Traffic       |
| <b>Improve street design to support safer speeds on three streets.</b>   | Speed is a fundamental predictor of crash survival, no matter how you choose to travel. Lower speed limits are more effective when they are supported by street design that influences people to drive slower. Reducing vehicle operating speed works for several key reasons: <ul style="list-style-type: none"> <li>» It gives people who drive, walk, and bike more time to see each other and react.</li> <li>» Reducing the speed decreases cars' stopping distance (going from 30 to 25 mph decreases stopping distance by 45 feet, or 23%).</li> <li>» In many cases, the change will help people avoid crashes altogether. If a crash does occur, the lower speed will reduce its severity, so people have less serious injuries.</li> </ul> <p>An education campaign should be part of this effort to alert users of all modes about the reason for the changes and how they can modify behaviors.</p> <ul style="list-style-type: none"> <li>» The City of Fremont, CA (population 230,000 with a relatively small budget) is using its pavement maintenance program to restripe streets with narrower lanes (10 feet), add buffered bike lanes, and paint high-visibility crosswalks. Subsequent traffic speed surveys have shown a reduction in the operating speed of the street and has allowed a lower posted speed limit from 45 to 40 mph and from 40 to 35 mph on 11 major street corridors.</li> <li>» Seattle redesigned four miles of principal arterial roads in two years. The projects have enhanced conditions for people walking, bicycling, driving, and riding transit. There have been zero serious collisions since implementation. For example, between 2005 and 2014, there were nearly 3,600 total collisions along the eight-mile segment of Rainier Ave S (average daily traffic ranges between 19,700 and 26,600 vehicles). Seattle re-engineered one mile of the roadway from four to three lanes, reduced the speed limit from 30 mph to 25 mph, added transit and pedestrian improvements, and adjusted signal timing. Collisions were reduced by 15%, speeds were reduced between 10% and 16%, transit travel times improved by one minute during the PM peak hour, and there have been zero serious injuries or fatalities.</li> </ul> | Three streets completed.      | Vision Zero Coordinator, Traffic, PM&E |
| <b>Example Best Practice engineering solutions are presented in Appendix A.</b>  |   |                               |  |
| <b>Improve three pedestrian and/or bicycle street crossings/corridors identified as having the highest risk (high bicyclist/pedestrian demand, high posted speed, multiple lanes, poor sight lines, and lacking a median).</b> | An important step toward Vision Zero is designing streets that maximize safety for the most vulnerable road users—pedestrians and bicyclists. The focus area for these initial projects should be downtown and midtown along high injury networks and parallel networks. Solutions should be tailored to the specific issues to be solved, context, adjacent land uses, and other factors. An education campaign should be part of this effort to alert users of all modes to the reason for the changes.   | Three crossings improved.     | Vision Zero Coordinator, Traffic, PM&E |
| <b>Example best practice engineering solutions are presented in Appendix A.</b>  |   |                               |  |

# BUILD SAFER STREETS FOR EVERYONE (cont'd)

| Action Item  | Example Best Practices   | Measurable Performance Metric  |  |
|--|--|--|--|
|  |  | Metric   | Lead   |
| <b>Develop a program to review and identify improvements for transit stop locations and access to stops (sidewalks/paths/crossings) to ensure safety and accessibility. Priority will be given to stops along the high injury network.</b> | Most people who ride transit for daily transportation reach their stops by walking. It is often necessary for pedestrians to cross roadways when traveling to and from transit stops. Proper placement of bus stops is a key component of user safety. Bus stops should be located at intervals that are convenient for passengers to minimize crossing of the street at unmarked mid-block locations (especially on multi-lane roadways). Bus stops should also be easily reachable by means of accessible travel routes. Considerations for safety improvements may include adding crosswalks, adding and/or repairing sidewalks, improving lighting, adding bus shelters, and relocating transit stops.   | Improve three stop locations. Increased percentage of transit stops with safe crossings. | Public Transit, Traffic, PM&E, Vision Zero Coordinator |
| <b>Integrate Vision Zero into the planning and development review process to ensure all projects take into consideration the transportation system's most vulnerable users.</b>  | Decisions around such issues as land use zoning, development planning, and parking policies significantly impact the likelihood and severity of crashes and must be better coordinated with a focus on safety. Many of the high injury network roads are characterized by longer blocks and auto-oriented land uses that facilitate higher speeds. They offer fewer crossing opportunities and lack adequate walkways and bikeways. Shorter blocks, connected street networks, and mixed land uses can reduce crash risk by making it viable and attractive for people to drive less. <ul style="list-style-type: none"> <li>» In Montgomery County, MD, the Planning Department is integrating Vision Zero into master planning efforts.</li> <li>» In San Francisco, CA, the Planning Department adopted a resolution to include Vision Zero goals in near-term and long-term planning documents, including the General Plan, and to require development projects to incorporate pedestrian and bicycle safety measures.</li> </ul>  | Vision Zero integrated into Planning Department master planning and reviews.             | MOA Planning, Traffic, Vision Zero coordinator         |
| <b>Hold one demonstration project in downtown Anchorage that coincides with another event.</b>   | Continue to educate all roadway users and evaluate impacts from demonstration projects. Use evaluation and crash trend data to identify comparable locations citywide that could benefit from modifications.   | One demonstration project completed.   | PM&E, Traffic, Vision Zero Coordinator                 |
| <b>Review lighting levels in the Design Criteria Manual.</b>   | More light isn't always the right answer, rather the right light is key to provide greater contrast and to help make people be more visible, especially people walking at nighttime. Sensors can provide important data to determine the type of lighting needed at a given intersection and help maintain lighting infrastructure. Similar to traffic lights, street lighting can then be controlled remotely. Cameras can be added to lighting infrastructure to gather data on how many people are crossing at each intersection. <ul style="list-style-type: none"> <li>» Portland Bureau of Transportation (PBOT) is testing new lighting guidelines and crosswalk spacing standards. The lighting guidelines increase recommended minimum light levels and require analysis of sidewalks and bicycle facilities when evaluating lighting needs. The crosswalk spacing standards specify maximum desired distances between marked pedestrian crossings.</li> <li>» San Francisco's innovative WalkFirst project ranked roadway lighting improvements as highly effective at improving pedestrian safety at a medium cost and over a long time frame.</li> </ul> | Lighting level standards updated.  | PM&E, Traffic  |



# CREATE SAFER SPEEDS

| Action Item   | Example Best Practices  | Measurable Performance Metric  | Lead  |
|---|---|--|---|
| <p><b>Examine design speeds, existing speed limits and speed data to find opportunities to more effectively lower speeds and reduce speeding-related traffic deaths through the application of education, engineering, and/or enforcement measures.</b></p> | <p>The National Transportation Safety Board (NTSB) concludes that using the 85th percentile speed to set speed limits may have unintended consequences; more specifically, that raising the speed limit to match the 85th percentile speed may lead to even higher operating speeds, raising the 85th percentile and encouraging more dangerous travel speeds. NTSB recommends revising traditional speed setting standards to balance with the safe systems approach, incorporating other critical factors, such as crash history and the safety of people walking and bicycling.</p> <p>The FHWA's recent change to the controlling criteria means that there are fewer controlling criteria where design exceptions will be required for approval by FHWA. These changes will give local jurisdictions who own low-speed National Highway System (NHS) roadways additional flexibility to design projects that improve communities while meeting transportation needs. <a href="http://www.fhwa.dot.gov/programadmin/standards.cfm">www.fhwa.dot.gov/programadmin/standards.cfm</a>.</p> <p>As part of Vision Zero programs, cities have lowered speed limits as one way to make streets safer for pedestrians and bicyclists.</p> <ul style="list-style-type: none"> <li>» The City of Portland, OR no longer uses the 85th percentile but relies on land use and context</li> <li>» The City of New York City won approval from New York's State Legislature to reduce the citywide default speed limit from 30 mph to 25 mph, created a citywide camera enforcement program, and decreased fatalities by 24% (safest six-month period ever).</li> <li>» FDOT plans to lower design speeds in some urban areas to 25-30 mph to improve roadway safety.</li> <li>» The City of Boston's default speed limit is 25 mph.</li> <li>» The State of New Hampshire enacted legislation allowing a municipality to petition the New Hampshire Department of Transportation (NHDOT) to set a reduced seasonal speed limit to increase safety conditions on roads that are seasonally congested with pedestrian and bicycle traffic. If NHDOT agrees, the speed limit can be no lower than 20 mph and the change cannot extend longer than four months total a year; the municipality is responsible for signage costs.</li> </ul> | Revised speed setting standards  | Vision Zero Coordinator, Traffic, PM&E, APD |
| <p><b>Implement pilot speed safety cameras on two high injury networks. Expand program to additional high injury networks following the pilot study.</b></p>  | <p>Automated enforcement has been proven to curb dangerous driving behaviors when used at appropriate locations.</p> <ul style="list-style-type: none"> <li>» Fairfax, VA saw a 44% reduction in red light running violations during the first year of operation. Two other sites in the city that did not have cameras experienced decreases in violations of 34%. Control sites in nearby counties experienced little change.</li> <li>» Oxnard, CA had 41% fewer red-light violations within a few months of installation.</li> <li>» Montgomery County, MD installed speed cameras in 2007 and has reduced by 59% the likelihood of a driver exceeding the speed limit by more than 10 mph and by 19% the likelihood of crashes resulting in fatalities or incapacitating injuries, according to a study by the Insurance Institute for Highway Safety.</li> </ul> <p>It is recommended that the initial pilot program for red light running operate from May 1 to September 30.</p>  | Reduction in speed and red light running related crashes along high injury network | APD   |
| <p><b>Implement pilot red light running safety cameras at two high injury intersections. Expand program to additional high injury networks following the pilot study.</b></p>   | <p>Automated enforcement has been proven to curb dangerous driving behaviors when used at appropriate locations.</p> <ul style="list-style-type: none"> <li>» Fairfax, VA saw a 44% reduction in red light running violations during the first year of operation. Two other sites in the city that did not have cameras experienced decreases in violations of 34%. Control sites in nearby counties experienced little change.</li> <li>» Oxnard, CA had 41% fewer red-light violations within a few months of installation.</li> <li>» Montgomery County, MD installed speed cameras in 2007 and has reduced by 59% the likelihood of a driver exceeding the speed limit by more than 10 mph and by 19% the likelihood of crashes resulting in fatalities or incapacitating injuries, according to a study by the Insurance Institute for Highway Safety.</li> </ul> <p>It is recommended that the initial pilot program for red light running operate from May 1 to September 30.</p>  | Reduction in speed and red light running related crashes along high injury network | APD   |

# PROMOTE A CULTURE OF SAFETY

| Action Item  | Example Best Practices   | Measurable Performance Metric   | Lead                                       |
|--|--|---|--|
| <p><b>Continue Vision Zero public safety campaign and evaluate its success.</b></p>  | <p>Effective street safety education creates a common set of expectations and changes behavior. It is important to continue to deploy, test and evaluate the effectiveness of the campaign.</p>  |   | Vision Zero Coordinator                    |
| <p><b>Work with a broad range of agencies and organizations to promote traffic safety, such as schools, social service providers, and programs that work closely with immigrant or homeless populations.</b></p> | <p>Families Acting For Community Traffic Safety Teen RSA Initiative: This youth-led effort engages students, school administrators, local law enforcement and others in the community to study the intersections in front of their schools and evaluate five key areas important to road safety. The goals of the program are to:</p> <ul style="list-style-type: none"> <li>» Use peer-to-peer education to engage students in addressing a geographic area they use daily, whether walking or driving</li> <li>» Connect students with local members of their community to address road safety</li> <li>» Help teens become smarter drivers, pedestrians, and bicyclists, through education and awareness</li> </ul> <p>The Anchorage School District has a Safe Routes to Schools program and holds Bike Rodeos and Walk to School Days to educate school-age children.</p> <p>Major cities like Los Angeles, San Francisco, and Washington DC award grants to grassroots organizations who work to improve transportation safety and can help advance Vision Zero. Grant money comes from revenues generated by automated traffic enforcement, state DOT programs, public health department through the Center for Disease Control and city funds.</p>   | Four activities per year  | Vision Zero Coordinator                    |
| <p><b>Require Vision Zero Safety training for all MOA employees and contractors who drive vehicles as part of their job.</b></p>   | <p>Those who drive vehicles professionally have a special responsibility to prioritize safety on the roadway. Improved driver training and vehicle safety features can help prevent crashes or reduce the severity of injuries if they occur.</p> <ul style="list-style-type: none"> <li>» The City of New York City implemented the Vision Zero Fleet Safety Forum which brings together people representing private fleets, equipment suppliers, federal, state, and city agencies, non-profits, and universities to address the common goals of vehicle safety. Through the fleet forum, New York City has conducted outreach within and outside of government to exchange best practices, promote vehicle safety technology, and educate fleet managers about Vision Zero.</li> <li>» The City of San Francisco has added Large Vehicle Urban Driving Safety training to their City employee driver training and has included telematic tracking to report driver behavior.</li> <li>» Many communities are installing side guards (skirt- or rail-style barriers that are installed on medium- and heavy-duty trucks to prevent side underride crashes on large vehicles). If a pedestrian or cyclist collides with the side of a moving truck, the side guard should prevent them from being run over by rear wheels.</li> </ul> | Provide training for new employees during on-boarding.<br><br>Plus one safety meeting a year dedicated to Vision Zero | Vision Zero Coordinator, Safety Department |



# PROMOTE A CULTURE OF SAFETY (cont'd)

| Action Item  | Example Best Practices   | Measurable Performance Metric  | Lead                                |
|--|--|--|-------------------------------------|
| <p><b>Continue to strategically target vehicular red light running and speeding. Add distracted driving and driving under the influence through increased APD presence/enforcement and a focused education campaign along the high injury network.</b></p> | <p>With enforcement there is a priority that every interaction be treated as an opportunity to educate. Cities across the country routinely hold distracted driving and red light running sting operations to call attention to the law and attract media outlets.</p> <ul style="list-style-type: none"> <li>» Tennessee Highway Patrol stationed officers on public transit buses to identify distracted drivers in adjacent vehicles which were then ticketed by other officers.</li> <li>» Atlanta-area police officers dressed as construction workers to spot distracted drivers.</li> </ul>   | <p>Reduction in impaired and distraction related crashes along high injury networks.</p> | <p>Vision Zero Coordinator, APD</p> |
| <p><b>Provide training when adding pedestrian or bicycle safety infrastructure to teach all users how to navigate the network.</b></p>   | <p>The City of Columbus, OH created an outreach program and dedicated web page to accompany their rollout of protected bike lanes. Pilot projects typically include hands-on training during the project launch.</p>   | <p>One training per year with newly implemented project</p>                              | <p>Vision Zero Coordinator</p>      |
| <p><b>Revise Title 9 to include a Vulnerable User Law.</b></p>   | <p>Provide legal protection to vulnerable users. A "vulnerable user of a public way" typically means a pedestrian, a highway worker, a person riding an animal or a person operating a skateboard, roller skates, in-line skates, scooter or bicycle on a public way, crosswalk or shoulder of the roadway. Nine states have vulnerable user laws: Connecticut, Delaware, Florida, Hawaii, Maine, Oregon, Utah, Vermont, and Washington.</p> <p>Oregon sample language:</p> <p>The police officer issuing the citation for an offense under this section shall note on the citation if the cited offense appears to have contributed to the serious physical injury or death of a vulnerable user of a public way.</p> <p>(1) A person commits the offense of careless driving if the person drives any vehicle upon a highway or other premises described in this section in a manner that endangers or would be likely to endanger any person or property.</p> <p>(2) The offense described in this section, careless driving, applies on any premises open to the public and is a Class B traffic violation unless commission of the offense contributes to an accident. If commission of the offense contributes to an accident, the offense is a Class A traffic violation.</p> <p>(3) In addition to any other penalty imposed for an offense committed under this section, if the court determines that the commission of the offense described in this section contributed to the serious physical injury or death of a vulnerable user of a public way, the court shall:</p> <p>(a) Impose a sentence that requires the person to:</p> <p>(A) Complete a traffic safety course; and</p> <p>(B) Perform between 100 and 200 hours of community service, notwithstanding ORS 137.129 (Length of community service sentence). The community service must include activities related to driver improvement and providing public education on traffic safety;</p> <p>(b) Order, but suspend on the condition that the person complete the requirements of paragraph (a) of this subsection:</p> <p>(A) A fine of up to \$12,500, notwithstanding ORS 153.018 (Maximum fines); and</p> <p>(B) A suspension of driving privileges for one year as provided in ORS 809.280 (Department procedures following court order of suspension or revocation); and</p> <p>(c) Set a hearing date up to one year from the date of sentencing.</p> | <p>Vulnerable User Law enacted</p>   | <p>Legal Department</p>             |





# IMPROVE DATA COLLECTION, ANALYSIS AND ACCESSIBILITY

| Action Item  | Example Best Practices   | Measurable Performance Metric  | Lead                                  |
|--|--|--------------------------------|---------------------------------------|
| Produce an annual Vision Zero report.  | <ul style="list-style-type: none"> <li>» New York City NY: The Vision Zero Crash &amp; Interventions Map is an interactive tool that shows fatal and severe injuries. This data is queried and aggregated on a monthly basis.</li> <li>» Los Angeles CA: The City of Los Angeles has launched LA GeoHub to display key Vision Zero data sets and share and build comprehensive transportation and health databases in support of Vision Zero goals.</li> </ul> | Annual report                  | Vision Zero Coordinator               |
| Publish citywide collision reporting in an accessible, user-friendly format, highlighting equity metrics when appropriate.             |  | Published and updated annually | Vision Zero Coordinator               |
| Develop speed/red light running specific reports.  | Timely reporting is needed to understand ongoing extent of the problem and the effectiveness of solutions. Demonstrating outcomes can ensure that the most effective treatments are implemented, build public support, and help secure funding.  | One report per year.           | Vision Zero Coordinator, APD          |
| Monitor before and after studies of completed projects and Vision Zero actions and report findings to the public in the annual report. |  | Documented in annual report    | Vision Zero Coordinator, Traffic Data |

# BEYOND YEAR 3







| Action Item  | Example Best Practices   | Measurable Performance Metric  | Lead  |
|--|--|--|---|
| <b>Increase bicycle and pedestrian data collection in priority locations, developing a regular reporting system available to the public.</b> | Counting programs can help prioritize and leverage funding for improved biking and walking facilities, provide risk exposure data for crash analysis, and evaluate the effectiveness and use of non-motorized facilities. <ul style="list-style-type: none"> <li>» Inductive loops (installed in pavement) and pneumatic tubes (sit on top of pavement) are commonly used to count bicyclists.</li> <li>» Active or passive infrared sensors are common for counting pedestrians. They also may collect combined counts of bicyclists and pedestrians.</li> <li>» Video technology is available for counts in crosswalks and other complex locations.</li> <li>» Manual observation can collect both counts as well as driver yielding behavior, pedestrian delay, crossing locations, and other relevant factors.</li> <li>» MOA Traffic Department and the City of Fairbanks have installed permanent and mobile automated counters to supplement limited annual manual counts.</li> </ul> | Conduct targeted pedestrian/bicycle counts and crossing observations at three priority locations per year. | Vision Zero Coordinator, Traffic                        |
| <b>Establish Collision Review Team</b>   | Establish a multidisciplinary review team that will review each fatal crash as soon as possible after the event to identify potential actions the MOA or DOT&PF can take at that or other similar locations to address safety issues. The team should look at all possible causal factors.   | Conduct on-site crash reviews of each fatal crash.   | APD, Traffic, M&O, Pedestrian/Bicycle Coordinator, PM&E |
| <b>Reference Public Right-of-Way Accessibility Guidelines (proposed PROWAG) as Best Practice in the Design Criteria Manual</b>               | Although the PROWAG has not become law, it is recommended as "best practices" by FHWA. PROWAG will not be an enforceable standard until it is formally adopted as a requirement by DOJ and DOT.<br><br>Examples of Adoption: Indiana DOT, Oklahoma DOT   | PROWAG Referenced.   | PM&E, Traffic   |

| Action Item  | Example Best Practices  | Measurable Performance Metric             | Lead   |
|--|---|---|--|
| <b>Judiciously explore aesthetic treatment of crosswalks in high-pedestrian areas</b>  | Crosswalk treatments can communicate a message to drivers that they are entering a pedestrian area and need to pay attention, which calms traffic and improves safety. These treatments can also provide a sense of place and cultural identity.<br><br><i>Manual on Uniform Traffic Control Devices (MUTCD) requirements—</i> White, retroreflective pavement marking lines must be used to officially establish a legal crosswalk. Brick pavers and colored decorative paving treatments that simulate brick or other patterns may be used between the white crosswalk lines. However, colors that degrade the contrast of the white crosswalk lines with the adjoining areas and colors that might be mistaken by road users as a traffic control application or might otherwise constitute a distraction should not be used for this purpose. So, for example, the standard colors of red and yellow used for STOP signs and warning signs should not be used, nor should the colors white and yellow as these are used for pavement marking lines. Also, retroreflective colored pavements of any color or pattern are prohibited between crosswalk lines. All other colors for use on highway pavement in the right-of-way are either disallowed or are experimental as described above...unless the colored pavement is a purely aesthetic treatment and makes no discernible attempt to communicate with a roadway user." <ul style="list-style-type: none"> <li>» In Boston, MA, the Commission for Persons with Disabilities reviews proposed designs.</li> </ul> | Policy on crosswalk treatments developed. | Vision Zero Coordinator, Traffic Department        |
| <b>Require Vision Zero Safety training for drivers of taxicabs, limousines, and vehicles for hire (as defined in AMC Title 11.20)</b>                          | Taxi and for-hire drivers play a key role in street safety and can be engaged in Vision Zero efforts through education, enforcement, and other strategies. <ul style="list-style-type: none"> <li>» The City of Portland passed regulations of for-hire transportation companies requiring mandatory safety training for drivers of taxis and transportation network companies like Uber or Lyft.</li> <li>» The City of New York City as created a Vision Zero video that is required viewing for taxi operators.</li> </ul>   | Safety program implemented.               | Vision Zero Coordinator, Transportation Commission |
| <b>Shift trips from motorized to active modes of transportation and transit to reduce crashes, lessen congestion, improve air quality, and improve health.</b> | Studies show that cities with high public transportation use have lower fatality rates. Research shows that modest increases in public transit mode share can provide disproportionately high traffic safety benefits. This suggests that typical US urban regions can reduce their traffic fatality rates 10-40% by making public transit a higher priority, in conjunction with various support strategies such as pedestrian and bicycling improvements, commute trip reduction programs, efficient parking management, and transit-oriented development policies (American Public Transportation Association. <i>Public Transit is a Key Strategy in Advancing Vision Zero, Eliminating Traffic Fatalities Policy and Research</i> . August 2018). <ul style="list-style-type: none"> <li>» Since 2010, City of Seattle has reduced single-occupant vehicle trips to downtown from 35% to 25% through transit expansion, non-motorized facilities, downtown housing, and other factors.</li> <li>» Pittsburgh has increased bicycle commute mode share from 0.4% in 2000 to 2.6% by expanding on-street bicycle facilities.</li> </ul>  | Reduced drive-alone auto mode share.      | Vision Zero Coordinator, PM&E, Traffic, Transit    |
| <b>Require Transportation Safety Education as part of Anchorage School District curriculum.</b>  | Nationally, novice teen drivers are twice as likely as adult drivers to be in a fatal crash. Oregon statistics based on 4 years worth of data shows that teens age 15 to 20 without driver education are responsible for 91 percent of teen driver crashes. Driver's education programs are designed to teach teen drivers the rules of the road and to help them become safe drivers so they can acquire the necessary driving skills to prepare for and pass the road driving test and, ultimately, obtain a driver's license.  |   |  |
| <b>Educate Mat-Su Borough commuters about Vision Zero.</b>   | Over 14,000 people commute from the Mat-Su Valley every day. They need to be part of the solution.  | Education campaign implemented.           | Vision Zero Coordinator, Mat-Su Borough            |
| <b>Revise driver's education and testing to address all travel modes.</b>  | Education and testing should focus on all modes to address equity and how people use the streets.   | DMV Driver's Manual revised.              | Vision Zero Coordinator, State DMV                 |