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**Vision Zero Model Resolution**

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## Introduction

Vision Zero is a strategy to achieve the policy goal of eliminating all traffic fatalities and severe injuries while increasing safe, healthy, equitable mobility for all.1 The following *Vision Zero Model Resolution* is intended for local government staff and community advocates who want to pursue Vision Zero. The resolution provides sample language that city or county governments can use to commit to the goals of Vision Zero and adopt a Vision Zero policy.

The purpose of the resolution is to establish a local government’s commitment to Vision Zero as a goal and ensure that a local government uses an equity framework and equity-driven community engagement when considering new safety policies related to traffic speeds and enforcement. To accomplish these purposes, the resolutionestablishes a Vision Zero task force and an advisory group that are responsible for working with the community – including groups that traditionally have been underrepresented – to develop an action plan for achieving the goals of Vision Zero through a variety of strategies, prioritizing speed reduction and roadway infrastructure in underinvested areas that overlap with high-crash corridors. Additionally, this model resolution is designed to increase government accountability through a number of public participation and public reporting provisions.

## What is a resolution?

A resolution is a policy that is adopted by a legislative body, such as a city council or a county board of commissioners. While resolutions do not become part of a municipal code, they can set official government policy.

By articulating policy goals for staff across city or county departments, resolutions can lead to substantive changes in a range of government processes that are affected by the policy. A resolution with clear, specific steps can direct government agencies, departments, or officials to address all core Vision Zero goals and principles within a given time period and direct them to prioritize Vision Zero strategies when allocating limited resources. A resolution can also establish a lead entity that is responsible for implementing Vision Zero policies and strategies and make that entity accountable to the legislative body (e.g., the city council) that adopted the resolution.

## Why adopt a Vision Zero resolution?

A Vision Zero resolution is a valuable tool for formalizing, prioritizing, and pursuing policies that can help a local jurisdiction achieve the goal of eliminating crashes that result in fatalities or severe injuries as well as improving mobility for all. This model resolution provides a clear framework and process for cities and counties to develop a comprehensive and actionable plan to achieve their jurisdiction’s Vision Zero goals through a combination of strategies that prioritize improvements to create safer speeds and safer roads and that improve safety culture and collaboration in underserved areas with high crash rates.

Because the process outlined in this model resolution is defined by meaningful, ongoing community engagement, the model resolution can also be valuable for community advocates and organizers who are seeking commitment and action by local government to create safe, connected, healthy, and equitable transportation systems in partnership with communities. Involvement of community members helps ensure that underserved communities and populations have influence on decisions about how their streets are designed and maintained and the types of services and amenities that best suit their needs. This involvement is especially important because communities with low income and high numbers of Black, Indigenous, and other people of color (BIPOC) are disproportionately affected by crashes2 and by enforcement of traffic safety laws3 and are more likely to live in areas that lack safe streets.4,5

Specifically, this model resolution commits a jurisdiction to the following actions:

* Actively working to eliminate traffic deaths and serious injuries on their streets within a specified time period
* Collecting, analyzing, and using data to understand trends and potential disproportionate effects of traffic deaths on specific populations
* Creating a Vision Zero task force and advisory group to develop and implement an action plan that is guided by community input
* Prioritizing the safety of pedestrians, bicyclists, transit riders, scooter riders, and people with disabilities over the ease of use of personal automobiles
* Prioritizing strategies that benefit the safety of communities in historically underinvested areas and ensuring that no strategy results in racial profiling or otherwise exacerbates racial inequities

Finally, given the difficulty that many US jurisdictions have faced in achieving their Vision Zero goals and the fact that many of the Vision Zero strategies a jurisdiction may choose to pursue will require the adoption of additional policies, the *Vision Zero Model Resolution* is designed to increase transparency and ensure accountability in the policymaking process.

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## Using this model resolution

This model resolution offers a variety of policy options. In some instances, language is provided in brackets to explain the type of information that needs to be inserted in the resolution (in italic type) or to provide different options or ranges (in roman type) – e.g., [*local colors*] or [black/white] or [24­­–36].

Comment boxes provide additional information and explanation and should be deleted before the policy is adopted. This model resolution can and should be tailored to fit the specific needs of a jurisdiction or a particular community.

## Conclusion

Vision Zero alone cannot eliminate all traffic fatalities and severe injuries or solve all of our traffic safety problems. This approach must work in tandem with other transportation policy and planning efforts, such as Complete Streets policies, long-range planning, active transportation plans, and new mobility policies.

Reducing fatalities and severe injuries is just one component of traffic safety. Collisions resulting in minor injuries; near misses; and issues related to enforcement and personal safety also affect people’s experiences with traffic safety and their perceptions of it. In addition, Vision Zero policies and plans should align with policies and plans that have complementary goals related to transportation infrastructure and community safety – such as climate action plans, housing strategies, and racial equity initiatives.

This model resolution provides a framework for a Vision Zero resolution, and our accompanying *Vision Zero Implementation Toolkit* provides additional context, resources, and guidance to support jurisdictions in equitably and effectively implementing their Vision Zero resolution.

## VISION ZERO MODEL RESOLUTION (with explanatory comments)

Resolution No. [\_\_\_\_\_\_\_\_\_\_\_\_]

**A RESOLUTION OF THE [CITY COUNCIL/*LOCAL LEGISLATIVE BODY*] OF THE [*JURISDICTION*] ADOPTING A VISION ZERO POLICY**

**PREAMBLE**

**COMMENT:** The “Whereas” clauses explain the underlying reasons for adopting this resolution and Vision Zero policy, providing the legal rationale for the local council, board, or other legislative body to take legislative action. In addition, these statements can serve as useful talking points for policymakers and other stakeholders. For this model resolution, we have endeavored to include clauses highlighting equity, crash data, and other reasons for adopting a Vision Zero resolution. These clauses can be amended as desired to fit the circumstances of your jurisdiction. The references, which provide an evidentiary basis for the clauses, should be deleted from the final version.

**WHEREAS,** the life and health of all persons living and traveling within the [*Jurisdiction*] are our utmost priority, and no one should die or be seriously injured while traveling on our city streets;

**WHEREAS,** Vision Zero is the concept that traffic deaths and serious injuries on our roadways are unacceptable;

**WHEREAS,** Vision Zero is a holistic strategy aimed at eliminating all traffic fatalities and severe injuries suffered by all road users while increasing safe, healthy, equitable mobility for all;

**WHEREAS,** streets and transportation systems have traditionally been designed primarily to move cars efficiently, and Vision Zero supports a paradigm shift by designing streets and transportation systems to move all people safely, including people of all ages and abilities, pedestrians, bicyclists, public transit users, scooter riders, and motorcyclists, as well as drivers and passengers of motor vehicles;

**WHEREAS,** Vision Zero recognizes that people will sometimes make mistakes, so the road system and related policies should be designed to ensure that those inevitable mistakes do not result in severe injuries or fatalities; therefore, transportation planners and engineers and policymakers are expected to improve the roadway environment, policies, and other related systems to lessen the severity of crashes;

**WHEREAS,** [*number*] people in the [*Jurisdiction*] lost their lives to traffic deaths in [*year/time period*], and traffic crashes are among the leading cause of deaths in the United States;6

**WHEREAS,** the [*Jurisdiction*]’s transportation infrastructure serves an increasing number of vulnerable road users such as pedestrians and bicyclists;

**WHEREAS,** according to the [*Jurisdiction*] [*Relevant Local Agency*], pedestrians and bicyclists are involved in [*percentage*] percent of collisions and account for [*percentage*] percent of traffic deaths in the [*Jurisdiction*];

**WHEREAS,** the injury rate for pedestrians involved in collisions is approximately [*percentage*] percent, and the injury rate for bicyclists involved in collisions is approximately [*percentage*] percent;

**WHEREAS,** speed is recognized as a major determining factor of survival in a crash;7

**WHEREAS,** the [*Jurisdiction*] [is working/will work] toward reducing vehicle speeds because the likelihood of a pedestrian surviving a crash is 10 percent if hit by a vehicle moving 40 mph;8

**WHEREAS,** children, older adults, people of color, people with disabilities, people who are unhoused, and people with low income face a significantly disproportionate risk of traffic injuries and fatalities;9

**WHEREAS,** people of color are disproportionately affected by racial profiling and inequitable enforcement of traffic violations;10–12

**WHEREAS,** making streets safer for all people using all modes of transportation will encourage people to travel on foot, by bicycle, and by public transit, which supports a healthier, more active lifestyle and reduces environmental pollution;

**WHEREAS,** successful Vision Zero programs are a result of both a complete government approach (i.e., interdepartmental, coordinated initiatives) and community support of Vision Zero objectives and action plans;

**WHEREAS,** Vision Zero resolutions have been adopted by many jurisdictions across the United States; and

**WHEREAS,** the [*Jurisdiction*] has already adopted [*other pedestrian safety–related policies or programs the jurisdiction has already adopted*],

**NOW, THEREFORE, BE IT RESOLVED, by the [City Council/*Local Legislative Body*] of the [*Jurisdiction*], State of [*State*], as follows:**

1. The [*Jurisdiction*] adopts the goal of zero traffic deaths and serious injuries, stating that no loss of life or serious injury is acceptable on our streets.
2. The [*Jurisdiction*] adopts the goal of eliminating traffic deaths and serious injuries by 20\_\_ and endorses Vision Zero as a comprehensive and holistic approach to achieving this goal.
3. The [*Jurisdiction*] adopts the goal of eliminating racial profiling and inequitable enforcement of traffic violations.
4. The [*Jurisdiction*] adopts the Vision Zero policy attached hereto as Exhibit A and makes it part of this Resolution, effective immediately.
5. The [City/County] Clerk shall certify the adoption of this Resolution, effective immediately, by the [City Council*/Local Legislative Body*].

**PASSED AND ADOPTED** by the [City Council/*Local Legislative Body*] of the [*Jurisdiction*], State of [*State*], on [*Date*], 20[\_\_], by the following vote: [\_\_\_\_\_\_\_\_\_\_\_\_\_\_].

## Exhibit A

This Vision Zero Policy was adopted by Resolution No. [\_\_\_\_\_\_\_\_\_] by the [City Council/*Local Legislative Body*] of the [*Jurisdiction*] on [*Date*], 2[­­­\_\_\_\_].

**VISION ZERO POLICY OF THE [*JURISDICTION*]**

1. **PURPOSE**

The purpose of this Vision Zero Policy (“Policy”) is to eliminate all traffic fatalities and traffic-related severe injuries by using data-driven policy changes and equity-focused community engagement of diverse and necessary stakeholders to design and implement a transportation system that provides safe, healthy, and equitable mobility for all. This Policy seeks to achieve this purpose by (1) establishing that Vision Zero is a priority goal for the [*Jurisdiction*] and (2) creating a Vision Zero task force of senior city officials (or their designees) that is responsible for gathering data and working with the community – including traditionally underrepresented groups – to develop an action plan for achieving the goals of Vision Zero through equity-focused strategies that establish safe speeds, create safe streets, and improve safety culture and collaboration.

B. DEFINITIONS

1. “Community Engagement” means the various methods of informing, consulting, collaborating with, involving, or empowering community members with respect to government decisions.
2. “Fatal Injury” means [*definition, perhaps one from an existing local or state traffic data collection policy or from, for example,* [Model Minimum Uniform Crash Criteria](https://www.nhtsa.gov/mmucc-1) (5th ed., 2017) *or* [KABCO Injury Classification Scale and Definitions](https://safety.fhwa.dot.gov/hsip/spm/conversion_tbl/pdfs/kabco_ctable_by_state.pdf)].
3. “High-Injury Networks” means specific streets or roads (or portions thereof) and/or intersections within the boundaries of the [*Jurisdiction*] that have a high concentration of traffic fatalities and/or severe injuries, according to Traffic Safety Data.

**COMMENT:** High-Injury Networks are the evidentiary cornerstone of a Vision Zero policy. Local jurisdictions identify hot spots with a high incidence of crashes and thus focus attention on the areas that are most dangerous. Communities should use Traffic Safety Data (defined in Section B.7) to locate High-Injury Networks.

1. “Historically Underinvested Areas” means census tracts that have a high percentage of both BIPOC and low-income households ([less than [\_\_\_] percent of the regional average median income] [according to the most current data from the [US Census Bureau’s American Community Survey](https://www.census.gov/programs-surveys/acs)]) and census tracts where the population is considered disproportionately disadvantaged [according to an equity analysis].

**COMMENT:** The purpose of identifying Historically Underinvested Areas is to allow communities to prioritize investment in neighborhoods that have historically been neglected and typically have inadequate pedestrian, biking, or transit infrastructure (for example, inadequate or missing sidewalks). Not surprisingly, these same areas also typically have the highest rates of traffic fatalities and severe injuries and have a high concentration of High-Injury Networks. Census tract income data are readily accessible and can be used to identify neighborhoods that are likely to have been neglected. For examples of how communities can obtain and analyze data, see **Chapter 3 of the *Vision Zero Implementation Toolkit****.*

Communities might want to include an equity analysis or other data points to provide a more comprehensive and nuanced picture that can be used to help establish the income thresholds for low-income households as well as other thresholds if additional data points are used; inform the definition of disproportionately disadvantaged populations; or otherwise inform equitable strategies for achieving Vision Zero. Examples of equity analysis tools include the San Francisco Metropolitan Transportation Commission’s [Equity Priority Communities](https://mtc.maps.arcgis.com/home/item.html?id=28a03a46fe9c4df0a29746d6f8c633c8) and the US Environmental Protection Agency’s [EJScreen](https://www.epa.gov/ejscreen). Data points could relate to, for example, BIPOC households; Title VI analysis of investments; environmental burden; or zero-vehicle households. For more resources on equity analysis, see **Chapter 5 of the *Vision Zero Implementation Toolkit.***

1. “Priority Populations” means youth, older adults, communities of color, people with low income, people with disabilities, people with limited English proficiency, people who are unhoused, or others who have a higher risk of Severe or Fatal Injury resulting from a collision with a motor vehicle, due to limited access to efficient and affordable transportation options; unsafe neighborhood transit infrastructure; or population-specific risk factors.

**COMMENT:** In general, Priority Populations are subsets of people within a community who are experiencing social and health inequities; are or have been chronically underserved by systems and institutions; and have been or continue to be marginalized due to poverty, structural discrimination, or other factors.

1. “Severe Injury” means [*definition, perhaps one from an existing local or state traffic data collection policy or from, for example,* [Model Minimum Uniform Crash Criteria](https://www.nhtsa.gov/mmucc-1) (5th ed., 2017) *or* [KABCO Injury Classification Scale and Definitions](https://safety.fhwa.dot.gov/hsip/spm/conversion_tbl/pdfs/kabco_ctable_by_state.pdf)].
2. “Traffic Safety Data” means data collected for each traffic collision that results in a Fatal or Severe Injury and, to the extent possible, shall include but are not limited to the following data elements: (a) exact location; (b) date and time of day; (c) category of each road user involved (e.g., pedestrian, bicyclist, scooter rider, driver of motor vehicle); (d) type of vehicle(s) involved, if applicable (e.g., motorcycle, car, bus, commercial truck); (e) whether any road users were fatally or severely injured; (f) ages of people involved; (g) collision factors (e.g., unsafe speed, driver distraction, poor lighting); and (h) the movement preceding the collision (e.g., left turn, changing lanes).

**COMMENT:** Some local jurisdictions may not track, be able to get, or have access to all of the types of data listed here. An important early step for a local jurisdiction in pursuing Vision Zero is to begin tracking and compiling the data in order to evaluate whether the policy and other interventions the jurisdiction is pursuing are effective. For more information on how state, regional, and local departments and agencies and other organizations collect Traffic Safety Data, see **Chapter 3 of the *Vision Zero Implementation Toolkit***.

1. “Vulnerable Road Users” means pedestrians, bicyclists, people using mobility devices, scooter riders, and any other road users who are at high risk of Severe or Fatal Injury resulting from a collision with a motor vehicle.

**C. VISION ZERO INTERDEPARTMENTAL TASK FORCE**

**COMMENT:** The purpose of this section is to create a new government body to oversee development, implementation, and evaluation of the Vision Zero Action Plan and to ensure that the jurisdiction’s Vision Zero efforts are coordinated across all departments and agencies. For more information and examples on the use of a Vision Zero task force, see **Chapter 4 in the *Vision Zero Implementation Toolkit*.**

1. The purpose of the Interdepartmental Task Force (“Task Force”) is to develop and implement a Vision Zero action plan, ensuring coordination across all relevant departments, agencies, and stakeholders. The Vision Zero Interdepartmental Task Force is hereby established and shall comprise the Mayor or City Manager (or designee) and the Directors (or designees) of the [*key relevant municipal departments such as Transportation or Public Works, Fire, Police, Emergency Response, Planning, Health, School District, City Attorney, General Services (i.e., the department responsible for street lighting, power, maintenance)*, *Office of Equity*. *If applicable, add the coordinators of bicycle, pedestrian, or multi*-*modal plans*].
2. The [*Title and Department of the person accountable (e.g., Director of the Department of Transportation*)] shall chair the Task Force and be responsible for ensuring that the duties of the Task Force set forth in Section C.3 are completed in a timely manner.

**COMMENT:** The Task Force can be co-chaired by two people from different departments to facilitate better accountability and coordination.

1. The Task Force shall perform the following tasks:
2. Within [12] months of the effective date of this Policy, (1) develop and finalize a Vision Zero Action Plan (“Action Plan”) and (2) present the Action Plan to the Mayor and the [City Council/*Local Legislative Body*].

**COMMENT:** The requirement to present the Action Plan to the Mayor and City Council (or other local legislative body) within a set period is to ensure that key policymakers are aware of the Action Plan and to gain publicity for the Action Plan. It is *not* the intent of this provision to require the City Council (or other legislative body) to adopt the Action Plan; however, if you believe that formal adoption would be politically attainable and help advance implementation of the Action Plan, this section could be amended to provide for formal adoption.

1. Convene its first meeting no later than [30] days from the effective date of this Policy and meet at least monthly until the Action Plan is finalized, and thereafter [every two months/quarterly] until the Action Plan and any revisions have been fully implemented.
2. Immediately begin collection and analysis of Traffic Safety Data so that such data can be used to develop the Action Plan; and put in place a system for collecting and analyzing such data on an ongoing basis.
3. Oversee development, implementation, and evaluation of the Action Plan pursuant to Sections [E and F] of this Policy. As part of development and implementation, the Task Force shall incorporate existing pedestrian and bicycling safety initiatives into the Action Plan and coordinate existing pedestrian and bicycling safety initiatives across departments as needed.
4. Revise the Action Plan, as needed.
5. Report on implementation of the Action Plan and progress toward Vision Zero goals pursuant to Section [G] of this Policy.
6. Consult with the Advisory Group throughout the process of developing, implementing, evaluating, and reporting on the Action Plan, as set forth in Section [D] of this Policy.
7. Maintain a comprehensive public web page to share information on the [*Jurisdiction*]’s Vision Zero endeavors – for example, relevant data; the adopted Resolution; the Action Plan and any updates to it; and progress on the strategies in the Action Plan – as well as to solicit feedback on safety concerns, projects, and strategies.

**D. VISION ZERO ADVISORY GROUP**

1. The purpose of the Advisory Group is to provide community input from a range of stakeholders to the Task Force as it develops, implements, evaluates, and reports on the Action Plan or makes revisions thereto. The Task Force shall meet and consult with the Advisory Group with respect to these matters [on a monthly/bimonthly/ quarterly/regular/as-needed] basis until the Action Plan and any revisions thereto have been fully implemented and reported.

**COMMENT:** For more information on the use of advisory groups in developing and implementing Vision Zero action plans, see **Chapter 4 in the *Vision Zero Implementation Toolkit.***

1. The [*Appointing Authority – e.g., Mayor, City Council, Vision Zero Executive Committee*] shall, within [30] days of the effective date of this Policy, establish a Vision Zero Advisory Group that comprises stakeholder members including but not limited to representatives of the following entities: (a) local and/or regional transportation agency; (b) School District; (c) [Office of the [City] Attorney]; (d) [Police Department/Sheriff’s Office]; (e) active transportation organizations representing pedestrians, bicyclists, and transit riders; (f) organization(s) representing older people; (g) organization(s) representing people with disabilities; (h) neighborhood or community-based organization(s) representing Historically Underinvested Areas and areas with a substantial concentration of High-Injury Networks; (i) organization(s) representing commercial transportation workers such as taxi drivers, truck drivers, and delivery bicyclists as well as companies with freight-related needs; and (j) community members who will be affected by Vision Zero strategies.

**COMMENT:** The specifications for the membership of the Advisory Group should be adjusted to meet local needs. For example, communities with a high number of people who are unhoused – who have an elevated risk of injury from traffic crashes13 – may want to specify inclusion of a representative from an advocacy group for people who are unhoused.

1. Advisory Group members shall serve for a [renewable] term of [2] years.

**COMMENT:** Jurisdictions can add other administrative details – such as a process for identifying a chair – or provide for staggered terms.

1. Advisory Group members shall be reimbursed for reasonable costs of participating and provided with a stipend to compensate them for their time and effort.

**COMMENT:** While it may not always be financially feasible, it is generally considered a best practice in Community Engagement to provide some form of stipend or compensation for costs of participation (e.g., parking costs, child care) to encourage broader participation on voluntary public boards by more diverse types of people, especially members of underserved communities. Such stipends or compensation can help ensure that Advisory Group members are economically diverse and motivated and that the individuals who are best attuned to their community are able to participate in the Advisory Group. For some Advisory Group members, such as representatives from a school district or government agencies, participation may be part of their job duties and compensation may not be needed.

1. The Advisory Group shall perform the following tasks:
2. Consult with community members about their concerns, priorities, and goals on an ongoing basis, not just during initial policy development.
3. Collaborate with the community and gather feedback from community members and stakeholders in order to communicate this information to the Task Force.
4. Work with the community to identify emerging issues or address existing problems.
5. Empower community members to address issues that matter to them by sharing decision-making responsibilities.

E. VISION ZERO ACTION PLAN

1. **Action Plan Guiding Principles**

The Vision Zero Action Plan shall be guided by the following principles:

1. Human life shall be prioritized over ease of movement for motor vehicles.
2. People inevitably make mistakes, but these mistakes should not result in death or severe injury; therefore, transportation systems are designed to anticipate these errors so that all transportation users can function safely within the system.
3. It is unacceptable for any one group to suffer disproportionate effects of traffic collisions based on their race, age, ability, or income.

**COMMENT:** Because the guiding principles provide the values that drive the Action Plan, it is important that community members and stakeholders be fully involved in developing them.

The guiding principles given here are meant as an example and a starting point; they can be adopted or adapted, or a community can create new principles based on their specific needs and priorities.

The guiding principles shown are adapted from the Safe System approach, which takes a holistic view of the road system, anticipates that people make mistakes, and allows for human mistakes and injury tolerances in order to avoid death and serious injuries.14

For more resources on guiding principles, see **Chapter 5 of the *Vision Zero Implementation Toolkit.***

1. **Action Plan Elements**
2. The Action Plan shall commit to [three or more] strategies for implementation with respect to each of the four key elements (Safe Speed, Safe Streets, Safety Culture, and Safety Collaboration), resulting in a minimum of [12] strategies.
3. Safe Speed

The Safe Speed element encompasses strategies for managing vehicle speeds for the safety of all road users, particularly Vulnerable Road Users within High-Injury Networks.

**COMMENT:** Reducing the speed at which vehicles travel through your jurisdiction is the most critical element in achieving the goals of Vision Zero. Simply put, the faster vehicles travel, the more likely it is that crashes will result in death and serious injury. Lower speeds reduce the force of impact that crash victims endure and are more commensurate with human injury tolerance.15,16 Strategies to reduce speeds may include enforcement strategies; however, many enforcement strategies have significant equity challenges. To learn more about strategies that can be used to reduce vehicle speeds and how to navigate the issue of equitable enforcement, see **Chapters 5 and 6 of the *Vision Zero Implementation Toolkit.***

1. Safe Streets

In addition to the strategies of the Safe Speed element, street design strategies in the Safe Streets element use different approaches to create safe roadways for all users, particularly Vulnerable Road Users.

**COMMENT:** Improving pedestrian and bicyclist safety is not just a matter of reducing vehicle speeds. This element should identify non–speed-related strategies that the jurisdiction will pursue to reduce pedestrian fatalities and serious injuries – for example, implementing leading pedestrian intervals for traffic signals, shifting from level of service (LOS) to multimodal level of service (MLOS) standards, and adopting a side guard requirement for trucks. To learn more about strategies that can be used to improve street safety, see **Chapter 5 of the *Vision Zero Implementation Toolkit.***

1. Safety Culture

This element focuses on strategies that empower people to take community action to advance Vision Zero goals and strategies that promote a culture of safe driving, walking, and biking.

**COMMENT:** Strategies to improve safety culture focus on improving driving behavior and building neighborhood support and advocacy for traffic-calming infrastructure and other traffic-calming measures. Examples include educational strategies (driver education, targeted truck or fleet driver training); youth strategies (Vision Zero youth ambassadors); media strategies (social media promotion); ongoing Community Engagement strategies; and strategies particularly designed to prioritize Historically Underinvested Areas. For more information on strategies that can be used to advance safety culture in your community, see **Chapter 5 of the *Vision Zero Implementation Toolkit***.

1. Safety Collaboration

This element focuses on collaboration within a jurisdiction; between jurisdictions with county, regional, state, or federal entities; and with community partners – all designed to advance Vision Zero goals.

**COMMENT:** Strategies to improve safety collaboration focus on improving coordination between and among government agencies and local organizations that play a role in funding, designing, and advocating for roadway safety improvements. Examples of these strategies include requiring all relevant agencies to integrate this Vision Zero Policy into their internal departmental policies and practices; prioritizing funding for pedestrian-oriented roadway safety improvements; and coordinating with state and federal agencies, which may have jurisdiction over up to 30 percent of the roads in an area. For more information on strategies that can be used to advance safety collaboration in your community, see **Chapter 5 of the *Vision Zero Implementation Toolkit.***

1. For each individual strategy identified in the Action Plan, the Action Plan shall, at a minimum, (1) set deadlines for implementation, (2) identify the lead person(s) and [department/agency] responsible for implementation, (3) identify an adequate funding source or actions needed to obtain funding, (4) specify performance goals and metrics, and (5) include a Fair Process Checklist as set forth in Section E.3.d.

**COMMENT:** The purpose of Section E.2.b is to establish performance goals and metrics, to help ensure that a local government is accountable for pursuing and implementing the strategies identified in the Action Plan within a reasonable time frame. Metrics can also be used to measure progress on the planning process – such as how effectively the Community Engagement process reached people in Historically Underinvested Areas – as well as to address other outcomes related to equity, access, economy, environment, safety, and health. For more information on how to set performance metrics to increase government accountability, see **Chapter 7 of the *Vision Zero Implementation Toolkit****.*

1. **Action Plan Process**

In developing the Action Plan, the Task Force shall adhere to the following procedural elements:

1. Equity

The Task Force shall evaluate the implications of all strategies under consideration to (1) prioritize strategies that advance Vision Zero goals in Historically Underinvested Areas and in High-Injury Networks; and (2) ensure that they do not exacerbate existing health, economic, or other disparities in Historically Underinvested Areas.

**COMMENT:** Often, there is overlap between Historically Underinvested Areas and High-Injury Networks. For example, according to Smart Growth America’s report [Dangerous by Design 2021](https://smartgrowthamerica.org/wp-content/uploads/2021/03/Dangerous-By-Design-2021-update.pdf), from 2010 to 2019, Black Americans were struck and killed by drivers at an 82 percent higher rate than white, non-Hispanic Americans.17 However, some municipalities might not have any Historically Underinvested Areas, while in other municipalities, the entire community might fit within the definition. In either of these situations, the Historically Underinvested designation will have less significance, and the focus should be on High-Injury Networks. To find out more about the links between systemic discrimination, Historically Underinvested Areas, and High-Injury Networks and how to incorporate equity into the Vision Zero action-planning process, see **Chapter 5 of the *Vision Zero Implementation Toolkit****.*

1. Community Engagement

The Task Force shall establish a process for ensuring that the voices of community members – especially residents in Historically Underinvested Areas, members of Priority Populations, and Vulnerable Road Users – are heard and reflected in (1) development of the Action Plan and (2) ongoing implementation and revision of the Action Plan.

**COMMENT:** Practitioners in public health, urban planning, and public safety historically have intentionally directed injustice and harm toward communities of color. Given the history of infrastructure- and transportation-based gentrification and overenforcement that many underserved communities have experienced, it is essential that municipalities use a comprehensive Community Engagement process to pursue the goals of Vision Zero in an equitable manner. Community Engagement can encompass a continuum of activities – for example, informing community residents about decisions as the Vision Zero Action Plan is implemented; gathering input from residents on street design considerations; involving the community in public decision-making processes; or co-designing street improvements with residents. For more on how to incorporate Community Engagement in all aspects of the Vision Zero process, see **Chapter 2 of the *Vision Zero Implementation Toolkit****.*

1. Data-Driven Decisions

The Task Force shall ensure that Action Plan strategies are based on the Traffic Safety Data collected and maintained pursuant to Section C.3.c of this Policy.

**COMMENT:** Establishing specific performance goals, performance metrics, and consistent data collection practices will greatly increase accountability and jurisdictions’ ability to assess progress and compliance with this Policy. Requiring performance goals and metrics for implementation of the Action Plan in Historically Underinvested Areas is particularly important, given that such areas have historically been neglected. For more information on setting performance metrics and collecting data, see **Chapters 3 and 7 of the *Vision Zero Implementation Toolkit.***

1. Fair Process Checklist

A Fair Process Checklist, as referenced in Section E.2.b, shall be included for each strategy in the Action Plan. The checklist shall describe how the issues of (1) Equity, (2) Community Engagement, and (3) Data-Driven Decisions, as set forth in this section (Section E.3), have been addressed for each strategy.

**COMMENT:** The purpose of this checklist is to ensure that equity, community engagement, and data-driven decision making are an integral part of strategy development and prioritization processes by explicitly requiring municipalities to identify equity implications, community engagement steps, and data that will be used to inform each strategy identified in their Action Plan. For an example of how to use the Fair Process Checklist, see **Chapter 5 of the *Vision Zero Implementation Toolkit.***

**F. ONGOING IMPLEMENTATION & EVALUATION**

**COMMENT:** This section defines the continuing responsibilities of the Task Force to implement the Action Plan and evaluate progress on the Action Plan once it has been finalized. These tasks are important in order to maintain accountability for effective implementation of the Action Plan.

The Task Force shall be responsible for ongoing implementation and oversight of the Action Plan, including the following tasks:

1. Implementation of all strategies identified in the Action Plan, prioritizing strategies that benefit Historically Underinvested Areas and High-Injury Networks
2. Identification of funding needs and oversight of strategies to obtain the funding needed to fully implement the Action Plan, prioritizing Historically Underinvested Areas and High-Injury Networks
3. Obtaining the data necessary to determine whether the performance goals for each strategy have been met; assessing whether the goals have been met based on these data; and if any goals have not been met, ascertaining the reasons
4. Pursuit and oversight of any partnerships with other public or private entities necessary to implementation of the Action Plan
5. Revision of the Action Plan as needed to meet the Vision Zero goals of the Resolution

**G. REQUIREMENTS FOR REPORTING & COMMUNITY MEETINGS**

**COMMENT:** This section requires the Task Force to report to the mayor, the local legislative body, and the public on its progress on developing and implementing the Action Plan. The requirements in this section not only ensure a more transparent and inclusive process but also provide increased accountability through increased community participation.

1. Within [6] months of the effective date of this Policy, the Task Force shall submit to the [City Council/*Local Legislative Body*] and the [Office of the Mayor] and make publicly available online a written report on the progress made toward finalizing the Action Plan.
2. Within [6] months of finalizing the Action Plan and [annually] thereafter, the Task Force shall submit to the [City Council/*Local Legislative Body*] and the [Office of the Mayor] and make publicly available online a written implementation report based on the performance goals of the Action Plan. The implementation report shall include, at a minimum, the following items:
3. An overview of progress toward full implementation of the Action Plan (and any revisions thereto) and the Vision Zero goals of the Resolution
4. The status of all strategies set forth in the Action Plan (and any revisions thereto), including specific highlighting of the status of all strategies benefitting Historically Underinvested Areas and High-Injury Networks
5. The status of funding necessary for implementation of the Action Plan, and steps taken to address any unmet funding needs
6. A description of any unanticipated obstacles to implementation of the Action Plan, and plans to address those obstacles
7. Within [30] days of the dissemination of a report as set forth in Section [G.1 or G.2], two or more members of the Task Force shall report to the public in at least two public forums – at least one of which is in an area identified in the Action Plan as a Historically Underinvested Area – on the progress made in developing or implementing the Action Plan and shall provide a substantial opportunity for meaningful virtual and in-person public comment.

**COMMENT:** While the Advisory Group is one source of community input, reporting back to the community at large is important in order to keep community members informed and engaged, to foster and maintain community support for the work of the Task Force, and to provide the Task Force with important feedback as it moves forward. Consistent with best practices for Community Engagement, jurisdictions may want to specify additional requirements in order to ease barriers to community participation (for example, providing child care during forums or scheduling forums during non-business hours). For more on best practices in Community Engagement, see **Chapter 2 of the *Vision Zero Implementation Toolkit.***

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