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MEMORANDUM

April 19, 2023

To: City of Tacoma
From: Michael Hintze, AICP; Quinn Kelly, Toole Design
Project: Tacoma Vision Zero Action Plan

Re: Vision Zero Policy Gap Analysis

Purpose

Toole Design has analyzed available City of Tacoma policies, practices, laws, and ordinances relevant to the development of the Tacoma Vision Zero Action Plan with an eye toward which ones should be endorsed as part of the Action Plan and which should be modified, updated, or discontinued.[1]

Background

Vision Zero (VZ) is a road safety philosophy that states that no loss of life is acceptable. VZ takes a 'safe system' approach to road safety, and places an emphasis on safer roadway design to eliminate fatal and serious injury traffic crashes. All VZ efforts share the common goal of eliminating traffic-related serious injuries and fatalities by a target year, and recognize that traffic-related deaths and injuries are preventable.

In 2018, Tacoma completed a Local Road Safety Plan, outlining a program of improvements based on data driven collision reduction strategies. In February 2020, the Tacoma City Council affirmed the City's commitment to Vision Zero by passing Resolution 40559, committing to joining the Vision Zero Action Network and to a goal of eliminating traffic fatalities and serious injuries in the City of Tacoma by 2035. The memo accompanying the Resolution includes the following seven directives for the City Manager:

- Determine roles and responsibilities for the creation, implementation, and evaluation of the Vision Zero Action Plan
- Take bold action and work with the Transportation Commission and the Bike and Pedestrian Technical Advisory Group to complete a summary report on the "State of Speed and Safety in Tacoma"
- Identify options for long-term, sustainable sources of funding to support priorities established in the Action Plan, and present these options to Council for consideration during the development of the 2021-2022 biennium budget

[1] The project team's analysis was based on a review of documents available on the City's website and provided by the City's project team. It is possible that not all relevant and applicable plans, policies and other documentation were reviewed. The project team welcomes additional documentation to inform this analysis and the formulation of strategies and actions included in the Vision Zero Action Plan.

- Determine staffing needs for accomplishing the actions outlined in the Vision Zero Action Plan
- Provide annual reports to the Mayor and City Council of the City's progress towards the goal of Vision Zero, to include a report of all serious injury and fatality-involved collisions
- Center equity and social justice in all elements of the Vision Zero Action Plan's creation and implementation, including how the community is engaged in the plan's development, the prioritization of key strategies, and ongoing evaluation
- Coordinate with the Mayor's office to apply for the City of Tacoma to join and become an on-going member of the Vision Zero Action Network

In May 2020, the City Council followed up with Resolution 40600, kicking off the 20 is Plenty campaign to encourage voluntary compliance with a speed of 20 mph on residential streets for the safety of the community and as a precursor to planned speed limit changes.

Adopted Plans

The Tacoma Vision Zero Action Plan will consider and build off strategies identified in the City's adopted and approved plans, including the following:

Complete Streets Guidelines (2009)

Resolution 37916 endorsed the creation and ongoing development of Tacoma's Complete Streets Design Guidelines and directed the City Manager to implement the Mixed-use Centers Complete Streets Design Guidelines and the Residential Complete Streets Design Guidelines. These guidelines support a balanced transportation system that considers all users in street design decisions. They are tailored to existing conditions and community objectives, supporting growth in Mixed-use Centers and livability in residential areas.

One Tacoma / Transportation Master Plan (2015, amended 2018)

Recommends projects, programs, and strategies aimed at encouraging a more vibrant and healthy community, with multimodal travel options that provide safe access for all users and neighborhoods and encourage people to choose alternatives to driving alone. Presents a layered network approach with different modal priorities on different streets and a system completeness framework that emphasizes the need to provide facilities for a diversity of users of all ages and abilities. The plan's Green Transportation Hierarchy prioritizes safety and access for pedestrians, people riding bicycles, and transit riders over vehicles.

Safe Routes to School (SRTS) Action Plan (2017)

Lays out goals and action steps to support and encourage students and families to safely walk, bike, and roll to school through targeted infrastructure improvements, safety education, and encouragement programs. The plan prioritizes investments based on safety and equity data.

Right-of-Way Design Manual and Standard Plans (2018)

Provides minimum technical standards required to construct improvements in Tacoma's right-of-way. Dictates design standards including design speed, design vehicles, lane widths, sidewalk widths, lighting, signalization, and shared use paths. The City of Tacoma has identified the need to update the Manual to be in alignment with Complete Streets and Vision Zero goals.

Local Road Safety Plan (2018, amended 2020)

Analyzes risk factors and collision patterns on Tacoma's street network, identifying priority project locations. Identifies countermeasures and links them to priority locations, resulting in a prioritized project list including planning level cost estimates.

Tacoma Municipal Code

Tacoma's municipal code was also reviewed to identify existing policies, regulations, and opportunities for improvement and updates. Several sections warrant particular attention based on their relevance to traffic safety and Vision Zero, including the following:

10.14 Driveways

Outlines rules around the design and placement of driveways on city streets. It applies primarily to new driveways but can also affect existing driveways in the event of an alteration or repair. Many of the rules relate to safety, prohibiting the construction of driveways located as to "create a hazard to pedestrians, public transit bus operations, light rail operations, or motorists, or invite or compel illegal or unsafe traffic movements."

10.29 Complete Streets

Provides guidance to ensure that transportation improvements are "planned, designed, and constructed to encourage walking, bicycling, and transit use while prioritizing safe operations for all users".

11.05 Model Traffic Ordinance

Designates street and intersection classifications and regulates driving behavior on city streets.

11.30 Bicycle, Skateboard, Roller Skates, and Scooter Helmets

No longer requires helmets for these users but aims to reduce barriers to accessing helmets and educate the community about why and how to wear helmets.

11.60 Automated Traffic Camera Systems

Authorizes the use of automated traffic safety cameras for stop light, railroad crossing, and speed zone violations (including school speed zones), subject to contextual restrictions and requiring clear indication to drivers about where automated cameras are in place.

13.06 Zoning

This section regulates zoning in the city and includes the goal of fostering "development patterns that offer alternative use by establishing densities and intensities that help make frequent transit service feasible and encourage walking and bicycling". Many of the provisions therein affect the planning and design of streets.

13.15 Commute Trip Reduction

Establishes goals and requirements for employers to implement commute trip reduction programs. Programs include information distribution, emergency rides home, preferential or reduced cost parking for HOVs, the elimination of free parking, and subsidies/incentives for workers who do not drive alone to work.

Regional, State, and Federal Policies

Finally, we reviewed regional, state, and federal policies with implications for Vision Zero work, identifying potential sources of guidance, funding, and collaboration.[2]

Regional

Vision 2050 (Puget Sound Regional Council, 2020)

Provides a framework for how and where development occurs and how the region supports efforts to manage growth. Emphasizes creating a mix of transportation choices to connect regional centers and the need to improve the safety of the transportation system to meet the State's Target Zero goals.

Regional Transportation Plan (Puget Sound Regional Council, 2018)

Maps how the region's transportation system will be sustained and improved over the next 20 years to support the safe and efficient movement of people and goods. Calls out the need to address traffic safety, and particularly that of pedestrians and bicyclists who represent a particularly large share of fatalities and serious injuries in the Puget Sound region.

State

Healthy Environment for All (HEAL) Act (2015)

The HEAL Act is designed to address environmental injustices across Washington State. It requires an environmental justice assessment for any transportation project, grant, or loan by a covered agency (includes WSDOT) of at least $15,000,000. Its language identifies high transportation costs relative to income and increased vulnerability to the effects of environmental harms as a characteristic of "vulnerable populations".

Target Zero (Washington Traffic Safety Commission, 2019)

Fifth version of the statewide "safety road map" and Washington's federally mandated Strategic Highway Safety Plan. Target Zero recognizes that statewide fatality and serious injury trend is headed in the wrong direction. It focuses on key actions to address traffic safety at the state and local level.

Federal

At the federal level, the U.S. Department of Transportation's (US DOT) "Federal Highway Administration (FWHA) is committed to the vision of eliminating fatalities and serious injuries on our nation's roadways." The zero deaths vision is strengthened by the US DOT Safety Council's focus on developing a "Safety Culture" both internally and among the public. FHWA, NHTSA and FMCSA are working with the National Safety Council to lead a national Road to Zero coalition that also includes the Vision Zero Network, the Institute of Transportation Engineers (ITE), and several hundred national, state and local organizations.[3] The FHWA also provides guidance to state DOTs and metropolitan planning organizations (MPOs) on how to incorporate the zero deaths vision into goal setting, performance tracking, and identification of proven counter measures.[4]

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[2] These regional, state, and federal plans and policies are not specifically referenced in the Policy Gap Analysis table, which focuses on plans and policies under the jurisdiction of the City of Tacoma.
[3] U.S. Department of Transportation Federal Highway Administration, "Safety Culture and the Zero Deaths Vision." https://safety.fhwa.dot.gov/zerodeaths/. Site accessed on 11/23/2021.
[4] U.S. Department of Transportation Federal Highway Administration, "Safety Performance Management (Safety PM)." https://safety.fhwa.dot.gov/hsip/spm/. Site accessed on 11/23/2021.

Policy and Practice Gap Analysis

Reviewing the City's policies and practices and identifying which policies and practices need to be strengthened, added, or eliminated is a critical step toward developing the Tacoma Vision Zero Action Plan. Tacoma has made substantial efforts towards improving traffic safety by working across departments to deliver educational and encouragement programs, securing grant funding, and by delivering street project improvements. However, there is much more to be done in order to reach the goal of zero traffic fatalities and serious injuries.
Table 1 evaluates Tacoma's practices and policies next to notable best practices from leading VZ communities from around the country across six distinct but interrelated Vision Zero action areas:

1. Planning
2. Design
3. Education
4. Operations
5. Legislation
6. Data

This analysis reveals potential gaps and opportunities to build on existing practices and develop new ones that will enable Tacoma to meet's it's Vision Zero goals. The first column denotes which action areas are related to each broad goal. The second column lists best practices from policies, including examples from other jurisdictions. The third column includes relevant policies and practices form the City of Tacoma, whether or not they are in line with best practices. The fourth column suggests gaps and areas and recommended updates.

Table 1: Tacoma Vision Zero (VZ) Policy Gap Analysis

Action Area(s)	Notable Best Practices + Policies	Current Tacoma Practices + Policies	Gap Areas + Recommendations
Reduce Vehicle Speeds and Speed Limits			
Planning Design Legislation	**It is not possible to reduce the number of traffic fatalities and serious injuries without reducing vehicle operating speeds**. This is done first by engineering streets that encourage slower, context-appropriate speeds and second by enforcing speed limits. This enforcement must be done in a manner that doesn't result in racial profiling or disparate impacts to communities of color. Portland worked with the state legislature and ODOT to **gain flexibility in speed reduction**. As an alternative to the vehicle 85th percentile speed setting methodology, Portland **created a Decision Matrix for staff that emphasizes risk reduction to vulnerable road users**. The City has lowered speed limits across the city, implemented traffic calming features that provide separation between different types of road users, and installed speed cameras on high crash corridors. An extensive case study in Seattle found that lowering speed limits and increasing sign density alone - absent any marketing campaigns, additional enforcement, retimed signal progressions, or engineering changes to the street geometry – resulted in lower speeds and fewer crashes. Based on this data, **Seattle reduced the posted speed limit on nearly every arterial street to 25 MPH** and reduced the speed limit by 5 MPH on many state routes running through the city.	Tacoma currently has speed cameras at several schools. Funds from red light and speed cameras support traffic safety and enforcement. The city has sponsored a bill to expand automated enforcement. Tacoma has a Neighborhood Traffic Calming Program that is complaint based and focuses on residential traffic calming. The program is also constrained by its funding and limited toolbox of traffic calming measures. Protect neighborhoods from high speeds using traffic calming measures such as median, streetscapes, bulb-outs, traffic circles, traffic control devices, bicycle facilities, road diets, on-street parking. [TMP] The design speed of a facility shall be 5 mph above the 85th Percentile Speed of the prevailing traffic on the subject roadway... The designated speed limit for Tacoma residential streets is 25 mph which corresponds to a 30-mph design speed... For non-arterials, in locations where conditions warrant, a reduced design speed may be considered on a case-by-case basis. [ROW Design Manual] At crossing facilities, minimize turning radii to keep speeds low. [ROW Design Manual] Install bulb outs, medians, road diets, and bike lanes at priority locations. [LRSP] Install speed enforcement cameras and/or speed feedback signs in problem locations. [SRTS Action Plan goal]	Reevaluate Tacoma's current practices around setting design speed and consider the approaches laid out in NACTO's *City Limits* guide to **holistically evaluate and set speed limits based on context and the safety of all road users**. **Lower speed limits and implement traffic calming features** that lower design speeds, starting with residential streets and those in Neighborhood Business Districts (NBD). Efforts should subsequently focus on high risk corridors identified in the LRSP and Vision Zero Action Plan crash analysis. Prioritize interventions that go beyond those included in the Neighborhood Traffic Calming program and improve safety for vulnerable road users. Continue tracking and **supporting efforts at the state level to expand the use of automated traffic enforcement and provide more control to municipalities over the setting of speed limits**. **Develop standard plans** for quick implementation **of low-cost, low-speed road design**.

Action Area(s)	Notable Best Practices + Policies	Current Tacoma Practices + Policies	Gap Areas + Recommendations
Reduce Vehicle Miles Traveled (VMT)			
Planning Design Education	**Reduce vehicle miles traveled (VMT)** to reduce exposure and increase overall safety. The City of San Jose explicitly identifies the alignment of Vision Zero goals with sustainability goals to reduce single occupancy vehicle mode share. The City of Seattle recognizes the connection between mode shift and Vision Zero and aims to shift an additional 30% of trips to zero-emissions modes (e.g. walking, biking, and transit) by 2030. As part of its Vision Zero strategy, the City of San Francisco has a goal of shifting 80% of its trips to "sustainable travel choices" by 2030. It proposes road pricing (including parking pricing) measures aimed at improving safety conditions without disproportionately burdening low-income communities.	Decrease the use of single occupancy vehicles and the environmental degradation associated with their use by encouraging and improving the appeal, convenience, and time competitiveness of travel by active modes, public transit, assistive devices, and ridesharing. [TMP] TDM strategies in the TMP include walking contests, SRTS, Bike Month, Ciclovias, and rideshare matching tools. It also includes a Parking Management Toolbox that proposes eliminating subsidies for drive-alone employees, adopting parking maximums, and encouraging employers to offer incentives for carpooling and transit, among other strategies. The goal of Tacoma's Parking system is to maximize the use of the right-of-way while encouraging behavior that is consistent with the priority user of each district or area. [TMP] The Tacoma Climate Action Plan includes several actions aimed at decreasing VMT, including increasing staff capacity to implement the green transportation hierarchy and coordinate land use changes with high-capacity transit investments. One Tacoma calls for transit-oriented and infill development as well as increased transportation options such as transit, bicycling, and walking. The PRSC Vision 2050 Plan directs local cities to use land use tools to reduce VMT and to identify mode split goals for regional growth centers, supporting those goals with TDM and transportation alternatives.	Include **VMT reduction** as a foundational component of the Vision Zero strategy. **Invest in active transportation and transit networks** to provide alternatives to driving. Develop strategies to increase the availability of **safe bicycle parking**. Develop requirements for businesses and employers to provide bicycle parking in Mixed-Use Centers and Regional Growth Centers.
Use Demonstration Projects to Test and Educate Roadway Users about New Street Design Features			
Design Education Planning	Implement **temporary installations using low-cost materials** to test new designs and build support for changes. The City of Seattle's 2nd Ave protected bike lane was first installed as a demonstration project. Over time modifications have been made based on observations and support for the facility has solidified leading to the installation of more permanent infrastructure. Many other cities are using demonstration projects to test new roadway configurations and treatments without the political pushback often experienced with major street projects.	Develop a pilot program for temporary implementation of bicycle facilities, including open streets. Experiment and test improvements of a bicycle facility in order to determine traffic operation pros and cons and/or modal trade-offs associated with the incorporation of the bicycle facility prior to final design and implementation. [TMP]	Expand pilot program to **include traffic calming** (i.e. chicanes and pinch points) **and pedestrian facility improvements** (i.e. curb extensions and walkways using paint, flex posts, planters, etc.). **Study outcomes for pilot installations, publish results as feasible, and install permanent street design changes** based on successful installations as capital projects where appropriate.

Action Area(s)	Notable Best Practices + Policies	Current Tacoma Practices + Policies	Gap Areas + Recommendations
Prioritize Mobility Justice and Accessibility for All			
Planning Data	Use an **anti-racist mobility justice and accessibility framework** to prioritize transportation investments. Examine the equity implications of transit schedules, fares, housing affordability, and policing on mobility. King County Metro has put racial justice at the forefront of their Mobility Framework, meeting regularly with a Mobility Equity Cabinet to create a set of guiding principles aimed at better serving low-income communities and communities of color. As part of the citywide Race and Social Justice Initiative, Seattle DOT created a Transportation Equity Workgroup with the goal of building a racially equitable and socially just transportation system that provides safe and affordable access to places and opportunities. Oakland DOT has initiated a paving plan that prioritizes local streets in historically underserved neighborhoods, acknowledging the disparate burden of poor-condition streets have on low-income residents in terms of safety and car repairs. The LADOT Safe Routes to School Strategic Plan prioritizes investments partially based on the number of students at each school that are eligible for Free-Reduced Price Meals.	Center equity and social justice in all elements of the creation and implementation of the Vision Zero Action Plan, including community engagement in plan development, the prioritization of key strategies, and ongoing evaluation. [Resolution 40559] Prioritize anti-racism in the evaluation of new policies and programs. [Resolution 40622] The City of Tacoma Equity Index includes several relevant indicators, including Average Road Quality and Transit Options & Access. The city may wish to prioritize projects early on that support communities with low income or a high proportion of zero-car households. [TMP] The City's Safe Routes to school plan prioritizes investments based on the number of bicycle and pedestrian crashes near the school, the percent of students of color, and the percent of students who are eligible for free and reduced priced meals.	Consider more **nuanced metrics to evaluate mobility and accessibility** (i.e. sidewalk connectivity and ADA compliance, transit operating hours and frequency, and low-stress bicycle network connectivity). Include **the lived experiences of community members as relevant data** for transportation planning and design projects. Consider partnering with local transit providers to address mobility gaps and prioritizing low-income communities that lack other transportation options. Develop signal timing policies that ensure all roadway users are considered and help facilitate a multi-modal transportation system.
Prioritize Data-Driven Safety Improvements			
Planning Data	Prioritize safety improvements using a **data-driven process and a focus on equity**. The cities of Denver and Los Angeles prioritize engineering projects within their "high-injury networks." The City of Los Angeles established their "high-injury network" based on the area's level of risk, location within a "vulnerable community," and the measured risk to children or older adults. Eugene, Oregon completed a 20-minute neighborhood assessment to inform priority actions to improve walkability and access to services throughout the city.	Prioritize infrastructure improvements within and between 20-minute neighborhoods based around Tacoma's centers for growth and along identified corridors that connect residential areas to schools, local retail, businesses, and community services. [TMP] Prioritize infrastructure projects based on documented safety and equity needs at schools. [SRTS Action Plan]	Conduct a systemic safety analysis to make data-driven decisions around what safety treatments should be prioritized and where those treatments should be implemented first. **Incorporate public health and equity considerations into the prioritization framework**. Prioritize equity in the planning and implementation of 20-minute neighborhoods so as not to reinforce existing racial and socioeconomic disparities by concentrating investment in areas that are already better served by transportation infrastructure.

Action Area(s)	Notable Best Practices + Policies	Current Tacoma Practices + Policies	Gap Areas + Recommendations
Coordinate with First Responders to Address Safety Needs			
Design Operations	**Include first-responders in project design and design guidance development**. The City of Portland OR engaged with the Portland Fire & Rescue teams during the development of flexible street design standards. The City of Denver included design considerations for the Denver Fire Department into the Multimodal Safety Toolbox. Denver will use the Toolbox when retrofitting streets to improve safety for all roadway users in a consistent manner.	Identify and coordinate emergency transportation routes into, out of, and through the City. [Comprehensive Emergency Management Plan]	Review and revise Fire and Emergency Medical Services call response procedures to ensure appropriate response vehicle per call type. **Consider smaller vehicles/apparati** where feasible. Coordinate on design and operation modifications impacting designated emergency response routes. Determine the level and types of traffic calming that would be acceptable on all roadway classifications and response routes.
Integrate Vision Zero into the Capital Improvement Program's Development			
Planning	Communicate program funding needs and **allocate funding through the Capital Improvement Program**. The City of Bellevue included $2,500,000 in their 2021-27 Capital Investment Program for "data driven, rapid build road safety projects" along their High Injury Network. Sacramento CA outlines its VZ program's funding status and outlook through its Capital Improvement Program (CIP) plan. Sacramento considers the program's funding needs over a five-year period. Through the CIP document, the city clearly communicates to elected officials, staff, and the public how the VZ program will move towards its goals and how VZ projects will impact the operating budget.	Identify options for long-term, sustainable sources of funding to support Action Plan priorities, and present those options to the City Council for consideration during the development of the 2021-2022 Biennial Budget. [Resolution 40559] Tacoma has several active safety focused capital projects, including the Pine Street Protected Bike Lanes, Manitou Park Safe Routes to School Project, and Water Flume Line Trail.	Integrate Vision Zero safety projects into **all stages of capital project planning and development as well as the review other relevant capital projects** to ensure that they are consistent with road safety best practices. Prioritize funding for safety and access improvements on high crash corridors.
Leverage Street Resurfacing Opportunities and Other Major Projects			
Planning Design	Evaluate **and leverage resurfacing projects for implementing Vision Zero** safety improvements. The City of Boston, MA implements VZ projects during re-paving projects to leverage funding resources and to limit construction impacts on community members.	The current MoMaP prioritization scheme will still be used to prioritize bicycle facility construction, which will be complemented by elevating projects as opportunities arise (e.g., a roadway repaving project on a corridor scheduled for bicycle improvements). [TMP]	Evaluate all resurfacing projects, planned maintenance activities (i.e. signal retiming), and other major projects (i.e. new traffic signals) for the potential implementation of VZ safety improvements, particularly on the high-risk corridors. Dovetail this work to implement improvements without requiring substantial additional funding. Minor work and emergency repairs may not be able to support recommended Vision Zero improvements. Develop a policy to support pedestrian crossing improvements when curb ramps are reconstructed (i.e. curb bulbs). Use Vision Zero as one criterion for prioritizing re-surfacing projects.

Action Area(s)	Notable Best Practices + Policies	Current Tacoma Practices + Policies	Gap Areas + Recommendations
Leverage New Development to Contribute to Safer Streets			
Planning Design	Update development standards and guidelines to align with VZ initiatives and approaches. Seattle, WA updated its Right-of-Way Improvements Manual to provide guidance to private developers on best practices for ensuring safety in the right of way. The updates included **new street types that prioritize safety and quality for all users**; updated pedestrian and bicycle design standards; and guidance on interim design treatments. The cities of Portland and Los Angeles are currently undergoing similar efforts.	Draft policy language to consider improvements to pedestrian, bicycle, and skating access to schools in all new development. Identify and fund SRTS infrastructure improvements through school construction/renovation projects. [SRTS Action Plan] Municipal code prohibits construction of driveways that would create a hazard to road users and states that changes to existing driveways may be required in the event of an alteration or repair. [Municipal Code 10.14] New driveways are subject to review and approval by the City Engineer pursuant to TMC 10.14, taking into account safe traffic flow, existing and planned transit operations, the objectives and requirements of this chapter, and the efficient functionality of the development. New driveways can be prohibited, or their associated traffic movements restricted on designated pedestrian streets (see TMC 13.06 and 13.06A for the list of applicable streets). [Right of Way Design Manual]	Explore Municipal Code revisions that would **update Tacoma's transportation concurrency level of service standard to include safety performance and require contributions from new development to implement safety improvements** along high-risk corridors. Update Right-of-Way Design Manual to include **new street types that prioritize the safety and comfort of all users** and **make all ages, all abilities facilities the default option** for all local streets. Explore **Impact Fees** as a tool to support infrastructure improvements that are needed to address increased growth.
Reduce Safety Risks between Trucks and Other Roadway Users			
Operations	Require **safety training for large vehicle operators** within the City's vehicle fleet and **adopt new safety technologies**. The City of Boston developed a large vehicle safety training program, and a safety inspection protocol for its Public Works vehicles. The safety inspection protocol reviews the vehicle's side guards, blind spot awareness decals and mirrors, and camera installation. The City and County of San Francisco and the San Francisco Municipal Transportation Authority created a "Safe Streets Working Group" to address an increase in bicycle and pedestrian fatalities from collisions with large trucks. The group included stakeholders like FedEx, UPS, the California Trucking Association, and local bicycle and walking advocates. In addition to a pilot program for the installation of side guards, the group initiated a driver education policy focused on the safe operation of large vehicles in urban areas. The Cities of Boston, New York City, Cambridge, Seattle, Washington D.C., and Chicago have adopted truck side guard requirements for large fleet vehicles.		Install **side guards and crossover mirrors** where applicable to all large fleet vehicles and require entities contracting with the City to have site guards on a certain proportion of their fleet over 10,000 lbs. Side guards, also known as "lateral protective devices", keep pedestrians, bicyclists, and motorcyclists from being run over by a large truck's rear wheels in a side-impact collision. Collaborate with transit and truck operators to develop an **educational course for fleet drivers that emphasizes safe operations around cyclists and pedestrians** in urban areas. Explore centralized refuse compactors in high-density areas to minimize the number of conflict areas for drivers to stop and pick-up, manually or mechanically.

Action Area(s)	Notable Best Practices + Policies	Current Tacoma Practices + Policies	Gap Areas + Recommendations
Embed Equity into Enforcement Approaches			
Operations Data	Recognize the current and historical **impacts of traffic enforcement activities on communities of color**. The Portland Vision Zero Action Plan begins with a commitment that the plan "will not result in racial profiling". The plan does not include actions such as increased penalties or fines for traffic violations or DUI checkpoints, which lead to disproportionately negative outcomes for low-income communities and communities of color. Jersey City advised all parking enforcement officers to focus their efforts on ticketing vehicles illegally parked in crosswalks, bike lanes, and in front of fire hydrants. The City of Denver seeks to not “exacerbate injustices of the past” by approaching areas of safety concerns with both engineering and enforcement tactics. Denver invests in deploying safety-focused engineering projects and installing warning signs ahead of automated speed enforcement cameras. The Seattle Police Department deprioritized low-risk public safety violations and will no longer regard expired registration, missing front license plate, cracked windshields, items hanging from rearview mirrors, or bicycle helmet violations as primary reasons to make traffic stops.	Resolution 40622 (2020) directs the City Manager to "assess the current systems in place at the Tacoma Police Department in consultation with police reform experts, with specific attention to how current policies, staffing levels, training, and accountability systems align to create just outcomes and use this assessment as a foundation for the work of comprehensive transformation". Resolution 40685 (2020) directs the City Manager to “implement collection and reporting of data that allows the City to effectively identify and address racial disparities in policing, including broader categories such a traffic stops and public calls for service, by the end of first quarter 2021.” This data is to be reported quarterly to the City’s Community Policy Advisory Committee. Enhance safety for all road users through increased traffic enforcement on city streets, walkways, and bikeways. [TMP] Collaborate with law enforcement and the courts system on the development of a traffic skills education course aimed to reduce aggressive and/or negligent behavior among drivers, bicyclists and pedestrians by providing the option of taking a traffic skills education course in lieu of fines for traffic violations. [TMP] Develop and promote efficient mechanisms for reporting behaviors and conditions that endanger cyclists and pedestrians to law enforcement. [TMP] Increase enforcement of traffic violations near schools. [SRTS Action Plan] Implement automated red light enforcement at priority locations. [LRSP]	Expand **automated enforcement** as feasible--including red light and speed cameras--accompanied by warning signs and other traffic calming features. Be mindful that the locations do not place a disproportionate burden on low-income communities and consider tiered fines based on ability to pay. Focus parking enforcement on violations that create safety issues. Reduce enforcement interactions by deprioritizing enforcement of violations that don’t have major impacts on safety such as expired registration tags. Implement Resolution 40685 to track and analyze annual citation data to determine if people of color are being disproportionately targeted by traffic enforcement actions. Design self-enforcing roadways to encouraged compliance and reduce the need for enforcement.

Action Area(s)	Notable Best Practices + Policies	Current Tacoma Practices + Policies	Gap Areas + Recommendations
Create a Culture of Safety			
Education	Expand the focus of city-hosted education campaigns and outreach events to **include motorists' responsibilities for creating a culture of safety**, along with bicyclists' and pedestrians'. The City of Bellevue, in partnership with the Bellevue School District and Washington DECA, implemented a 'Tune In, Not Out' campaign to combat distracted driving. The campaign aimed at fostering a school culture in which students feel comfortable keeping each other accountable for safe driving behaviors. Jersey City created partnerships with transit, rideshare, taxi and other services to provide transportation alternatives near commercial corridors and large events to help prevent impaired driving.	20 is Plenty campaign for residential streets. Tacoma will be implementing a citywide driver speed awareness campaign in summer 2022 using the Positive Culture Framework.	Partner with youth organizations to create **peer-to-peer anti-distraction messaging campaigns**. Work with media outlets to more accurately report traffic crashes to **avoid victim-blaming** and report crashes in the systemic context of Vision Zero. Develop comprehensive engagement strategies that **create personal connections to Vision Zero.** Also include messaging about stopping for pedestrians at all marked and unmarked crosswalks and giving bicycles at least 3 feet of space when passing. Create partnerships with mobility providers to **provide transportation alternatives that help prevent impaired driving** (i.e. safe ride home programs). Work with Washington State Department of Licensing and Tacoma Public Schools to promote driver education that addresses safely driving in an urban setting and sharing the rod with pedestrians and bicyclists.
Prioritize Safety Around Schools			
Planning Education Operations	Work with school districts to take a comprehensive approach to create safer schools and routes to schools. The City of Eugene joins local Safe Routes to School staff on **school zone walk audits** to identify barriers to safety and accessibility. The City of Seattle developed a Safe Routes to School 5-Year Action Plan, which involved working closely with Seattle Public Schools and Cascade Bicycle Club to refine the pedestrian and bicycle safety curriculum and provide funding for a fleet of bicycles to be used in bicycle education efforts and to prioritize safety improvements along roads near schools. The Action Plan and prioritization approach improves schools' ability to leverage Safe Routes to School funding, and to coordinate with the City on safety improvements.	Many relevant policies and goals are included in the SRTS Action Plan. Support Safer Routes to School Programs in collaboration with Tacoma schools. Apply for Safe Routes to School grants through the Washington State Department of Transportation. [TMP] Implement Safe Routes to School programs and invest in constructing pedestrian and bicycle facilities near school. [LRSP]	Support existing goals and actions from SRTS Action Plan Ensure that projects near schools integrate active transportation and Vision Zero. Track and support efforts at the state level to expand the use of automated traffic enforcement and provide more control to municipalities over the setting of speed limits using alternative FHWA-endorsed approaches to lower speed limits. Automated enforcement programs should directly fund Vision Zero improvements. Consider the use of **automatic pedestrian detection technologizes** to reduce the need for pedestrian push buttons and allow for extension of pedestrian crossing times based on actual walking speeds. Lobby the Office of Superintendent of Public Instruction to take a leadership role ensuring that students can safely travel to and from school beyond the provision of basic bus service.

Action Area(s)	Notable Best Practices + Policies	Current Tacoma Practices + Policies	Gap Areas + Recommendations
Improve the Reliability and Use of Data to Direct VZ Programs and Projects			
Data	Work with Police Departments to **improve data collection methods around traffic crashes and unsafe driving behaviors**. Pedestrian and bike volumes can help calculate exposure rates and inventories of street design features can assist with risk factor analysis. The City of New York's Police Department is enhancing their officers' training to include improved discussions on recording and preserving crash details and site evidence. When LAPD switched from paper Form 555 to digital devices for collecting collision data, LADOT successfully had additional fields added, including "speeding-related" as a separate, so that they could more accurately determine contributing factors to crashes. The City of Eugene performs before and after crash data analysis on capital projects to monitor the success of safety improvements.	The City has not historically tracked levels of transportation investment by community and thus no data currently exists measuring the geographic equity of transportation investments. The City is making tracking of transportation investments by community a priority moving forward. [TMP] The City's sidewalk data is out of date so city staff and decision makers cannot easily assess needs. An inventory of sidewalks, crosswalks, and paths is the first step toward guiding expenditures on walking. [TMP] Add permanent bike counters at 12 locations within the City and conduct AM peak, mid-day, and PM peak pedestrian and bicycle counts at 20 key locations. [LRSP] The City has recently developed an inventory of medians, traffic islands, fixed objects/clear zone, sidewalks, and crosswalks. [LRSP]	Build on City's asset management system and/or roadway database to **include data that would help to identify and refine risk factors** through systematic safety analysis, including: number of travel lanes and turn lanes, street width, traffic signal phasing, transit frequency and boarding/alighting counts, location of fixed objects (barriers, utility poles, etc.) and marked crosswalks and crosswalk enhancements. Collect additional data on **pedestrian and bicyclist volumes** to better understand exposure and crash risk for those modes. Make sure that datasets relating to transportation projects and street design features **include installation dates** to enable before/after study. Enhance police officer training on **accurate crash reporting and investigation**, including the unique attributes required to accurately report the circumstances of crashes involving bicyclists, pedestrians, and other vulnerable road users.
Track the City's Progress to Meeting Plan Goals and Implementing Projects			
Education Data	Provide regular updates on plan implementation and project development on municipal VZ webpages. In addition to providing information and links to the City's VZ adoption history and planning documents, San Francisco designed their VZ website to include an interactive map that shows the City's progress in meeting its initial goals from its VZ Action Plan, and the projects' progress. Seattle, WA is regularly updating its online crash records. Regular updates to the records allows for community members to track the VZ program's progress and remaining needs, which promotes accountability and builds support for continuing efforts.	Provide annual reports to the Mayor and City Council on the City's progress towards the Vision Zero Goal, including a report of all serious injury and fatality-involved collisions. The report should also include analysis for vulnerable populations, including school-aged children and older drivers. [Resolution 40559] Produce a regular report card tracking bicycling and walking trends in Tacoma including percent of the system that has been completed, funds invested, identification of ongoing problems, public feelings of safety, status of reaching Health and Safety goals, and educational outreach efforts. [TMP]	Create a **data dashboard to track progress** towards accomplishing Vision Zero actions and meeting key metrics.