

How Tacoma Will Achieve Vision Zero

Actions

Overview of Actions

The following actions were developed to guide Tacoma’s efforts towards achieving the goal of zero traffic deaths and serious injuries by 2035. Draft actions have been identified based on safety data analysis, community engagement, guidance from the citywide Vision Zero Task Force and input received from a public survey.

As the City of Tacoma, its partners, stakeholders, and the community at-large continues to invest and focus on Vision Zero, it will be important to understand what is working and where additional focus is needed. A key tenet of Vision Zero is the tracking and evaluation of progress. Based on an annual evaluation of safety improvement across Tacoma, the actions taken to achieve Vision Zero are expected to change over time or shift in terms of priority. The actions featured in Tacoma’s first Vision Zero Action Plan should be thought of as a catalyst for city-wide efforts and cultural shifts to promote road safety in Tacoma. Some actions can be achieved in a short timeframe, some will require multiple years and continued focus, while others may need to be added or recalibrated to effectively work toward the zero target.

Actions are organized into **Transformative** actions and **Supporting** actions.

Transformative actions

Transformative actions have the greatest potential of reducing fatal and severe crashes throughout Tacoma. In some cases, work is already underway on these actions while in others it will require reorienting existing programs or allocating additional resources. All of the transformative actions are considered **immediate** actions that should be started within the next 3 years and fully implemented within the next 10 years.

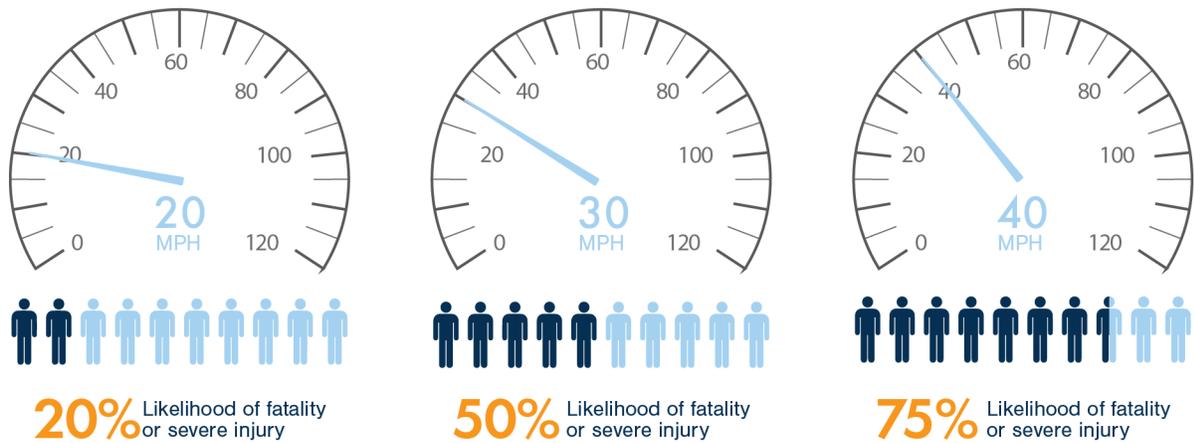
Action T.1	Implement and maintain the Vision Zero Action Plan and Local Road Safety Plan (LRSP).
Key Implementer(s):	All City departments
Focus Area	Safe Roads, Safe Speeds, Safe People, Safe Vehicles, Safety Data and Reporting
Progress Metric(s):	Update Tacoma’s VZAP every 5 years and LRSP every 2 years. Provide a report annually on progress toward actions and performance metrics to Council, Transportation Commission, Bicycle Pedestrian Technical Advisory Group, and public. Progress tracking and reporting could be integrated into the Data Dashboard.

Implementation Notes:	<p>Including 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.</p> <p>Review and update LRSP every 2 years as required for HSIP grants and to stay focused on safety projects that will have the highest impact in terms of fatal and severe injury crashes reduction and to fully leverage safety-focused grant programs.</p>
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(graphic: BEFORE/AFTER showing TRAFFIC CALMING FEATURES DISCUSSED IN ACTION T.2)

Action T.2	Lower speed limits and implement traffic calming features that achieve desired target speeds on arterials and where fatal and severe injury crashes occur most.
Key Implementer(s):	Public Works, Planning and Development Services, Media and Communications Office
Focus Area	Safe Speeds, Safe Roads
Progress Metric(s):	<p>Fund countermeasures to lower speed limits on X arterials by 20XX.</p> <p>Lower speed limits on X arterials by 20XX.</p> <p>Install systemic traffic calming features where needed to achieve target speed on arterial streets in X neighborhood business districts by 20XX.</p> <p>Reduce fatal and severe injury crashes on all arterials by 20XX and eliminate fatal and severe injury crashes in all arterials by 2035.</p>
Implementation Notes:	<p>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.</p> <p>Efforts should focus on high-risk corridors identified in the Vision Zero Action Plan crash and speed analyses and utilize proven countermeasures improves safety and lower operating speeds.</p> <p>Where operating speeds are significantly higher than the posted, physical traffic calming measures and other measures should accompany posted speed limit reductions that achieve target speeds.</p> <p>Create a communication campaign around speed limit change to educate travelers about the connection between safety and speed and increase understanding of new speed limits.</p> <p>Monitor and evaluate results of speed limit changes and make additional improvements as necessary.</p>

Figure 1: Impact Speed and a Pedestrian's Risk of Severe Injury of Death¹



Action T.3	Strategically and equitably deploy Automated Traffic Safety Cameras to reduce speeding and unsafe driving behaviors on Tacoma roads.
Key Implementer(s):	Public Works, Police Department
Focus Area	Safe Speeds, Safe People
Progress Metric(s):	Develop an Automated Traffic Safety Camera program based on data and equity by 2024.
Implementation Notes:	<p>Efforts should focus on high-risk corridors identified in the Vision Zero Action Plan crash and speed analyses and make use of proven countermeasures for lowering vehicle speeds.</p> <p>Any revenue from traffic cameras should be used to improve safety along corridors with the goal of making them "self-enforcing" through roadway design.</p> <p>Ensure that Automated Traffic Safety Camera deployment does not place a disproportionate burden on low-income communities, including publicizing monthly payment plan option or considering tiered fines based on ability to pay.</p> <p>Implement and communicate a test period before the Automated Traffic Safety Camera goes live. Include signage and education surrounding the implementation of Automated Traffic Safety Camera and how fines are used for transparency with the community.</p>

¹ Tefft, Brian C. 2011. Impact Speed and a Pedestrian's Risk of Severe Injury or Death. AAA Foundation for Traffic Safety.

	Work with community and State partners on the use of Automated Traffic Safety Cameras and potential expansion for other violations that impact safety, including stopping for pedestrians in crosswalks.
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(graphic(s) showing HOW TRAFFIC SAFETY CAMERAS WORK)

Action T.4	Update Right-of-Way Design Manual and Traffic Control Handbook to reflect best practices in roadway design that prioritizes the safety of the most at-risk road users.
Key Implementer(s):	Public Works, Planning and Development Services, Environmental Services, Tacoma Public Utilities
Focus Area	Safe Roads
Progress Metric(s):	Completion of update by 20XX
Implementation Notes:	<p>Tie Right-of-Way Design Manual to the Countermeasure Toolkit.</p> <p>Institute internal trainings on new Manual content.</p> <p>Ensure that the most vulnerable populations including wheelchair users are considered through a focus on accessibility in the manual and handbook updates.</p> <p>Include a focus on pedestrian safety in construction zones. Ensure that the Traffic Control Handbook updates include strategies to improve the safety of road users and workers in construction work zones under the permitting and traffic control requirements.</p> <p>Coordinate with the fire department on design and operation modifications impacting designated emergency response routes to ensure that any operational impacts are considered, along with improved safety for all roadway users.</p>

Action T.5	Institute a Vision Zero/Complete Streets checklist to institutionalize prioritizing safety first and in all stages of capital project planning and development, and project review.
Key Implementer(s):	Public Works, Planning and Development, Environmental Services
Focus Area	Safe Roads
Progress Metric(s):	Development and adoption of a Vision Zero/Complete Streets checklist by 20XX.

	Use of checklist on all projects.
Implementation Notes:	<p>Tie checklist to the Right-of-Way Design Manual and other best practice design guidance including ADA guidance. Integrate Vision Zero into the City’s development review checklist for private development.</p> <p>Application of the checklist could also include all resurfacing projects, planned maintenance activities (i.e. signal retiming), and other major projects (i.e. new traffic signals).</p> <p>Institutionalize use of the checklist through trainings and project development procedures.</p>

Action T.6	Improve and centralize City data related to traffic safety and Vision Zero progress through a Vision Zero Data Dashboard
Key Implementer(s):	Public Works, Information Technology
Focus Area	Safety Data and Reporting
Progress Metric(s):	<p>Creation of data dashboard by 2024</p> <p>Annual update of Data Dashboard</p>
Implementation Notes:	<p>Dashboard will promote transparency and accountability and make crash data and other Vision Zero indicators, such as number of miles of sidewalk installed, available for a wider group of policy makers and practitioners. Ensure dashboard is publicly accessible on City of Tacoma website and is easy to digest.</p>

Action T.7	Maintain a Vision Zero Task Force for routine assessment of progress and reporting of progress being made on actions.
Key Implementer(s):	Transportation Commission, Bicycle and Pedestrian Technical Advisory Group, Tacoma Area Commission on Disabilities, Human Rights Commission, Public Work
Focus Area	Safety Data and Reporting
Progress Metric(s):	<p>Host an annual Vision Zero Task Force summit to share progress and identify next steps.</p> <p>Provide ongoing updates on Vision Zero progress and actions to existing boards, committees, and commissions.</p>
Implementation Notes:	<p>Convene an annual Vision Zero Task Force meeting. Progress tracking and reporting could be integrated into Data Dashboard.</p> <p>Ensure the Task Force has diversity of perspectives and representation from neighborhoods that score low on the Equity Index. Task Force members may also help gather community input through surveys and other outreach. The Task Force should be made up of members of current City boards and</p>

	commissions – such as the Transportation Commission, Tacoma Area Commission on Disabilities, Human Rights Commission, and the Bicycle Pedestrian Technical Advisory Group – plus community members and key internal and external stakeholders.
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Action T.8	Secure funding for implementing Vision Zero strategies and for long-term maintenance of improvements
Key Implementer(s):	Public Works, City Council
Focus Area	Safe Roads, Safe Speeds, Safe People, Safe Vehicles, Safety Data and Reporting
Progress Metric(s):	Amount of funding committed to Vision Zero strategies; number of full-time positions focused on implementing Vision Zero Completion of Local Road Safety Plan project annually
Implementation Notes:	Use data to equitably direct funding and resources to eliminate crash disparities. Increase Street Operations and Traffic Signal Shop full-time positions dedicated to supporting installation and maintenance of crosswalks, green markings, RRFBs, protected bike lanes, quick-build projects, and other safety improvements. Fund a full-time Vision Zero Coordinator, Pedestrian Coordinator, and Transit Coordinator position.

Action T.9	Align messaging and goals from Tacoma’s Safe Routes to School (SRTS) efforts with Vision Zero.
Key Implementer(s):	Public Works, Tacoma Public Schools, Tacoma-Pierce County Health Department
Focus Area	Safe People, Safe Roads
Progress Metric(s):	Reduction of fatal and severe injury crashes involving people 19 years and younger by 20XX Elimination of fatal and severe injury crashes involving people 19 years and younger by 2035
Implementation Notes:	Formally assess how Tacoma’s well-established SRTS program can fully align with Vision Zero and a broader focus on youth travel (see Vision Zero for Youth) to advance both efforts. Specific areas for alignment include: <ul style="list-style-type: none"> • Messaging and outreach • Crash analysis, including a youth-focused HIN, crash typing, systemic safety analysis of youth-focused on risk variables • Safety project identification and prioritization

	Expand focus to include high school age groups. Partner with youth organizations to create peer-to-peer messaging campaigns around key issues impacting road safety and new drivers such as distraction, impairment, and safe walking and biking. Consider providing talking points around road safety to principals, teachers, and parents.
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Action T.10	Establish a post-crash evaluation and response process to determine whether infrastructure design modifications could reduce potential for future crashes and integrate lessons learned into future projects.
Key Implementer(s):	Public Works, Police Department
Focus Area	Safety Data and Reporting
Progress Metric(s):	Establishment of an internal post-crash review process for fatal and severe injury crashes by 20XX
Implementation Notes:	Focus attention on post-crash evaluation to ensure City staff understand the factors behind fatal and severe injury crashes

Action T.11	Coordinate with WSDOT to make safety improvements on non-access controlled State Routes in Tacoma and where state routes interface with the local network.
Key Implementer(s):	Public Works, WSDOT
Focus Area	Safe Roads
Progress Metric(s):	Reduction of fatal and severe injury crashes on state routes and at intersections of roads owned by City and WSDOT by 20XX Elimination of fatal and severe injury crashes on state routes and at intersections of roads owned by City and WSDOT by 2035.
Implementation Notes:	Prioritize conflicts at entrance and exit ramps and on State Routes located in neighborhoods that score low on the Equity Index.

(PHOTO OF WALKING/BIKING/ROLLING IN TACOMA)

Supportive actions

Supportive actions work alongside and complement the transformative actions and reinforce a layered Safe System Approach. They may not directly address factors contributing most to fatalities and severe injury crashes and may require additional time to fully implement given required coordination and resources.

Action S.1	Lower speed limits and implement traffic calming features that achieve desired target speeds on residential streets.
Key Implementer(s):	Public Works, Planning and Development Services, Community and Economic Development Department, Media and Communications Office
Focus Area	Safe Speeds, Safe Roads
Progress Metric(s):	<p>Lower the statutory speed limit on all residential streets to 20 mph by 2023.</p> <p>Install systemic traffic calming features in targeted locations to achieve target speed by 20XX.</p> <p>Reduce fatal and severe injury crashes on residential streets 20XX and eliminate fatal and severe injury crashes in all residential streets by 2035.</p>
Implementation Notes:	<p>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.</p> <p>Efforts should focus on high-risk corridors identified in the Vision Zero Action Plan crash and speed analyses and utilize proven countermeasures improves safety and lower operating speeds.</p> <p>Develop a data-driven traffic calming program to replace the current complaint-based process for installing physical traffic calming measures where operating speeds are significantly higher than the posted speed limit.</p> <p>Create a communication campaign around speed limit change to educate travelers about the connection between safety and speed and increase understanding of new speed limits.</p> <p>Monitor and evaluate results of speed limit changes and make additional improvements as necessary.</p>

Action S.2	Prioritize enforcement of violations that have major impacts on safety rather than infractions that do not pose a safety risk.
Key Implementer(s):	Public Works, Police Department
Focus Area	Safe People
Progress Metric(s):	<p>Creation of education materials related to common driver violations that put vulnerable users in harm's way for enforcement personnel to utilize when they witness a violation by 20XX.</p> <p>Annual education campaign related to common driver safety violations. Reduction in in-person enforcement actions for non-safety related violations.</p>
Implementation Notes:	Focus enforcement, including parking enforcement, on violations that most contribute to safety issues such as speeding, red-light running, impairment, distraction, obstructing crosswalk visibility, and/or not yielding right-of-way.

	<p>Deprioritize citations for infractions such as expired registration, objects hanging from mirrors or violating a signal as a pedestrian/bicyclist when there is no apparent safety risk.</p> <p>Engage Tacoma Police in identifying areas where there are repeated minor traffic violations and where traffic calming measures could be warranted to achieve higher compliance.</p> <p>Deploy high visibility campaigns around key safety issues to raise awareness and provide education as a first step before enforcement.</p>
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Action S.3	Ensure that crash reporting and investigation adequately captures crashes involving vulnerable road users and historically marginalized road users.
Key Implementer(s):	Police Department, Public Works
Focus Area	Safety Data and Reporting
Progress Metric(s):	Ensure that foundational training on crash reporting includes emphasis on accurately reporting crashes involving vulnerable road users by 20XX.
Implementation Notes:	<p>Training that focuses on accurate, thorough investigation and reporting of crashes involving bicyclists, pedestrians, e-scooter users, and other vulnerable road users should be mandatory for all report takers.</p> <p>Consider moving crash investigations out of the police department and toward trained third-party report takers in order to support redlined and marginalized communities that may hesitate to call the police out of fear.</p>

Action S.4	Work with media outlets to more accurately and holistically report traffic crashes in a way that avoids victim-blaming and takes into account Vision Zero and the systemic conditions for road safety.
Key Implementer(s):	Media and Communications Office, City Manager, Public Works, Police Department
Focus Area	Safe People
Progress Metric(s):	Number of news articles that connect crashes in Tacoma to systemic and infrastructural issues rather than blaming crash victims
Implementation Notes:	Coverage should focus on systemic issues rather than individual mistakes. For more info on effective media reporting on crashes, see April 4, 2018 article from Columbia Journalism Review: "When covering car crashes, be careful not to blame the victim".

Action S.5	Implement a quick-build street improvement pilot program that includes low-cost traffic calming (i.e. traffic diverters, chicanes and pinch points) and pedestrian facility safety improvements.
Key Implementer(s):	Public Works

Focus Area	Safe Roads, Safe Speeds
Progress Metric(s):	<p>Number of quick-build traffic calming/pedestrian safety projects installed where funding for permanent measures is not immediately available.</p> <p>Monitor installation locations for at least 2 years to confirm zero fatal or severe injury crashes. If zero fatal/or severe injury crashes are not achieved, adjust design and/or prioritize permanent infrastructure.</p>
Implementation Notes:	<p>This program should initially focus on corridors, crossings, or districts identified for speed reduction or pedestrian safety improvements, particularly in areas with low Equity Index scores (lower opportunity areas).</p> <p>Expanding in house capacity for the installation of signs, pavement markings, and other quick-build materials. Maintenance plans should be developed during the design process which include entities responsible for each aspect of maintenance.</p> <p>Develop standard plans for quick implementation of low-cost traffic calming.</p> <p>Coordinate with the fire department and other emergency services on design and operation modifications impacting designated emergency response routes to ensure that any operational impacts are considered, along with improved safety for all roadway users affected.</p> <p>Use regulations to enable local action to improve neighborhood traffic safety through play streets and red curb painting.</p> <p>Evaluate outcomes for quick-build installations, publish results on an established schedule and install permanent street design changes based on successful installations as capital projects where appropriate. Given lag time in crash data availability, evaluation may initially involve in-person observation or video analytics at install sites to determine if intended outcomes in road user behavior are being achieved.</p> <p>Where outcomes are not being achieved consider additional design interventions from the Vision Zero Countermeasure Toolkit. Where outcomes are being achieved prioritize permanent design changes in areas with low Equity Index scores (low opportunity areas).</p>

Action S.6	Promote services and create partnerships with mobility providers that help prevent impaired driving.
Key Implementer(s):	Pierce Transit, Tacoma Pierce County DUI and Traffic Safety Task Force , Transportation Network Companies (TNCs), Media and Communications Office
Focus Area	Safe People
Progress Metric(s):	Reduction of fatal and severe injury crashes involving impaired road users by 20XX. Elimination of fatal and severe injury crashes involving impaired road users by 2035.
Implementation Notes:	Promotion should involve establishments serving alcohol, rideshare services, Pierce Transit, and other mobility services that may be available in Tacoma.

Action S.7	Collaborate with fleet operators² to develop educational courses that emphasize safe operations around cyclists and pedestrians in urban areas.
Key Implementer(s):	Public Works, Public Utilities, Pierce Transit, Tacoma Public Schools, Port of Tacoma
Focus Area	Safe People; Safe Vehicles
Progress Metric(s):	Confirmation that training is available and being implemented by 20XX. Reduction of fatal and severe injury crashes involving fleet and large vehicles. Elimination of fatal and severe injury crashes involving fleet and large vehicles by 2035.
Implementation Notes:	Messaging should also emphasize the danger of distracted driving and speeding.

Action S.8	Adopt guidelines for incorporating safety features in specifications for all City fleet vehicle purchases, including the installation of side guards and crossover mirrors for large trucks
Key Implementer(s):	Public Works, Finance Procurement and Payables Division, Tacoma Public Utilities
Focus Area	Safe Vehicles
Progress Metric(s):	Adoption of guidelines by 20XX; Percent of fleet vehicles over 10,000 lbs. with side guards and/or other safety features installed; reduction and elimination of fatal and severe injury crashes involving large fleet vehicles.

² Fleet operators are the City entities that manage the operations of public works vehicles, public transportation and emergency vehicles, or private companies contracting with the City of Tacoma.

Implementation Notes:	<p>Identify opportunities for fleet operators to use smaller vehicles that have fewer blind spots and reduced forces when involved in crashes.</p> <p>Prioritize the installation of sideguards for larger vehicles.³ Other safety features may include forward collision warning and mitigation systems, electronic stability control, driver alert systems, adaptive cruise control, rear-view cameras, and GPS based monitoring of driving behavior.</p> <p>Where possible reduce the size of fleet vehicles. During fleet vehicle selection process, prioritize pedestrian safety and ability to maneuver on streets with traffic calming measures.</p>
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Action S.9	Review and revise Fire and Emergency Medical Services call response procedures to ensure appropriate response vehicle per call type
Key Implementer(s):	Fire Department, Police Department
Focus Area	Safe Vehicles, Safe Roads
Progress Metric(s):	Revision of procedures by 20XX.
Implementation Notes:	Consider smaller vehicles/apparatus where feasible. Consider standardizing vehicles wheelbases to allow for broader traffic calming tools such as speed cushions.

Action S.10	Use hospital trauma and health center data to develop a more comprehensive understanding of crashes and contributing factors
Key Implementer(s):	Local hospitals, Tacoma-Pierce County Health Department, Public Works
Focus Area	Safety Data and Reporting
Progress Metric(s):	Integration into the data dashboard and routine analysis of trauma data by 20XX.
Implementation Notes:	Incorporate health service provider data into the data dashboard as these data resources are developed and integrated with other crash and safety data resources.

³ Side guards in particular, 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. There are currently no Federal regulations governing the use of sideguards but could look to recent municipal policies in Boston, Portland, DC, and Cambridge, Massachusetts. Also see US DOT Volpe Center page on Truck Lateral Protective Device (LPD) Resources for more information: <https://www.volpe.dot.gov/LPDs>.

Action S.11	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.
Key Implementer(s):	Public Works, Information Technology
Focus Area	Safety Data and Reporting
Progress Metric(s):	<p>Collection and maintenance of additional roadway data attributes and pedestrian and bicycle volume data.</p> <p>Use data to gain a better understanding of roadway risk factors by 2026.</p>
Implementation Notes:	<p>Ensure that datasets relating to transportation projects and street design features include installation dates to enable before/after study.</p> <p>Collect data on pedestrian and bicyclist volumes to better understand exposure and crash risk for those modes.</p> <p>Collect and maintain data on street characteristics (including number of travel lanes and turn lanes, street width, traffic signal timing/phasing, transit frequency and boarding/alighting counts, location of fixed objects (barriers, utility poles, etc.), marked crosswalks and crosswalk enhancements, active transportation infrastructure (sidewalks, protected bike lanes) to improve the City's ability to identify and refine risk factors associated with fatal and severe injury crashes.</p> <p>Collect data on safety project and street design features, tracking the types of safety improvements installed and their installation dates to better evaluate their efficacy in reducing fatal and severe injury crashes.</p>

Action S.12	Support transportation options that reduce driving
Key Implementer(s):	Public Works, Planning and Development, City Council, Pierce Transit, Sound Transit
Focus Area	Safe Vehicles, Safe Roads
Progress Metric(s):	In alignment with the City's 2050 Climate Action Plan, improve mode shares to reach 15% biking, 15% walking, and 19% transit by 2050
Implementation Notes:	<p>Make Vision Zero a central goal of Tacoma's Transportation Master Plan update, which should emphasize transformative strategies for increasing access to frequent transit, all ages and abilities bicycle and pedestrian networks, and supportive land uses.</p> <p>Prioritize equitable investment in safe walking and biking infrastructure in neighborhoods that score low on the Equity Index.</p>

Action S.13	Build a positive internal road safety culture within City of Tacoma departments
Key Implementer(s):	City leadership (i.e. Mayor and City Council, City Manager, Department Directors)
Focus Area	Safe People
Progress Metric(s):	City employees' self-reported knowledge and competency in the Safe System approach (assess every 3-5 years)
Implementation Notes:	<p>Develop and grow City staff knowledge and use of the Safe System approach.</p> <p>Identify training and education opportunities.</p> <p>Distribute annual report to all City employees.</p>

Action S.14	Build a positive external road safety culture in the broader Tacoma community
Key Implementer(s):	City leadership, Media and Communications Office, Transportation Commission, Bicycle Pedestrian Technical Advisory Group, Tacoma-Pierce County Health Department
Focus Area	Safe People
Progress Metric(s):	<p>Creation of Vision Zero communication guide for Public Information Officers by 2024</p> <p>Number of people engaged through City social media posts</p>
Implementation Notes:	<p>Create a guide for Public Information Officers to inform communication around Vision Zero.</p> <p>Use City social media to educate drivers about laws related to safety around pedestrians and bicyclists.</p> <p>Promote seatbelt use, as 27% of fatal and severe injury crashes involved a driver or passenger not wearing a seatbelt.</p> <p>Involve the public in transportation safety decisions.</p>