



# **ROAD MAP FOR IMPLEMENTING THE TZD NATIONAL STRATEGY ON HIGHWAY SAFETY**



**Toward Zero Deaths<sup>®</sup>**  
National Strategy on Highway Safety

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## Executive Summary

In 2013, *Toward Zero Deaths: A National Strategy on Highway Safety* (TZD National Strategy) was released, laying out a national vision of eliminating fatal crashes on all U.S. roadways. It's a vision in which all U.S. highway safety stakeholders work collaboratively on a single initiative to save lives. The TZD National Strategy is meant to unify the many diverse efforts occurring around the nation to reduce and eventually eliminate fatal and serious-injury highway crashes.

This road map provides a framework for implementing the TZD National Strategy at the state and local levels. It identifies seven elements essential for successfully implementing and sustaining a TZD program—and ultimately achieving the goal of zero deaths:

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

These elements were identified through a literature review, in-person and telephone interviews, and focus groups with highway safety officials and advocates working in states and communities at varying stages of adopting and implementing TZD.

This road map explains why each element is important and offers implementation guidance along with a checklist of recommended short- and long-term action steps vital for launching or jump-starting a TZD effort. Also included with each element are highlighted examples of how some agencies are putting TZD into practice. These examples could be adopted by others or used to spark new ideas.

In addition, the road map includes resources to help launch, implement, and assess a TZD program. These include two self-assessment tools designed to gauge the level of TZD adoption and implementation in a state, tribal, or local community as well as stakeholder communication and engagement. These assessment tools may also prompt ideas and actions users can take to develop or enhance their programs. Three online, self-guided tutorials offer strategies for engaging the public, government agencies, and private-sector officials in supporting TZD efforts. These can be used individually or in a group setting to foster understanding, adoption, and implementation of TZD. Finally, a “how-to” guide for implementing the *Toward Zero Deaths Strategic Communications Plan* addresses how to develop outreach strategies, engage potential partners, and work with ambassadors to convey the TZD message to communities and organizations.



## Introduction

**Zero. It seems like an unattainable goal.** But U.S. safety professionals and advocates are working diligently to prevent fatal crashes on our nation's roadways so that everyone arrives at their destination safely. In 2013, *Toward Zero Deaths: A National Strategy on Highway Safety* (TZD National Strategy) was released, laying out a national vision of eliminating fatal crashes. It's a vision in which all U.S. highway safety stakeholders work collaboratively on a single initiative to save lives. The TZD National Strategy is meant to unify the many diverse efforts occurring around the nation to reduce and eventually eliminate fatal and serious-injury highway crashes.

## Who Owns TZD?

For state, tribal, and local entities that have adopted a zero goal, the TZD initiative is typically incorporated into their Strategic Highway Safety Plan (SHSP). This is a natural fit, since the SHSP outlines a state's traffic safety priorities, strategies, and allocation of resources. In many states, the SHSP is overseen (or administered) by its department of transportation (DOT). In your state, however, another agency or organization may be leading TZD or be better equipped to do so.

What do you do if you're not a state DOT and there is no TZD initiative in your state or community? The fact that you're reading this document indicates you're interested in establishing a zero fatal crash goal for your state, tribal, or local community. So where do you start? You start at your local level of interest, be it state, regional, tribal, or local. Someone has to get the ball rolling, but keep in mind that adopting and implementing TZD takes time, effort, dedication, passion, and resources. If you and your agency can't commit to taking the lead, this road map will help you and your agency, whether as the lead or a supporting participant, understand the roles needed to start a TZD program or enhance and advance your existing initiative.

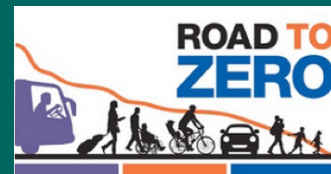
## NATIONAL ZERO-FATALITY PROGRAMS

Besides the TZD National Strategy, there are two other national zero-fatality programs: [Vision Zero \(VZ\) Network](#) and [Road to Zero](#).

VZ recognizes traffic crashes as a public health issue that calls for systems-level, prevention-based strategies. The VZ Network is a nonprofit project with a focus on local action. It convenes local leaders to develop and share promising strategies, policies, and practices.

## VISION ZERO NETWORK

Road to Zero (RTZ) is an umbrella organization led by the National Safety Council in partnership with the U.S. Department of Transportation. This ever-expanding coalition of federal transportation agencies, safety organizations, nonprofits, advocacy groups, and businesses provides grants for innovative traffic safety projects that take a safe-systems approach to preventing crashes. RTZ implementation is both nationwide and regional/local.



The success of all three initiatives relies on collaboration among multiple agencies, organizations, and jurisdictions. This collaboration of unified programs promotes a multidisciplinary approach, encouraging involvement from a variety of stakeholders.

The three programs are explained in more detail in a fact sheet titled [Zero-Focused Traffic Safety Programs](#).



## Elements Essential for Success

Now that you're committed to TZD, what else is needed to ensure your initiative not only gets off the ground, but is successful? There are seven elements essential for successfully implementing and sustaining a TZD program—and ultimately achieving the goal of zero deaths:

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

These elements were identified through a literature review, in-person and telephone interviews, and focus groups with highway safety officials and advocates working in states and communities at varying stages of adopting and implementing TZD. Each element is important and complements the others. As you review the elements, think about the current environment in your state, tribal, or local community and its potential to enable or inhibit your work. Use the checklist of short- and long-term action steps, provided for each element within this document, to help you launch or jump-start your TZD effort. Also included with each element are examples you could incorporate into your own initiative or use to spark new ideas.

### DO THIS FIRST: SELF-ASSESSMENT

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

- [TZD Program Development Assessment Tool](#)
- [TZD Stakeholder Involvement Tool](#)

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

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

The self-assessment tools work regardless of where your state, tribal, or local community is on the TZD spectrum. They're designed to spark ideas and actions for developing or enhancing your initiative. The questions in both tools are arranged on a continuum of increasing

levels of development or engagement based on the essential elements listed above and discussed in detail in this road map. By selecting the "More Info" link in each tool, you'll learn why an element is important and how it can be strengthened. Answering all questions will give you a snapshot of your program's progress.

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

#### TZD Stakeholder Involvement Assessment Tool

##### 1. Quality of stakeholder partnerships

Complete questions below.

A. Does your agency know who your stakeholders are?

Yes  No

[More info](#)

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

Yes  No

[More info](#)







## Zero Vision and Goal Setting

### Why Is This Important?

Imagine a day with no fatal crashes on our roadways. Seem impossible? We often hear that zero is unrealistic or unattainable, yet the reality of any other goal is unacceptable. When everyone understands that traffic crash victims could be members of their own family, rather than impersonal statistics, the point is driven home clearly. (A video produced for the Nevada Department of Transportation titled [What's Your Goal?](#) illustrates this point well.)

If everyone adopts a zero-fatalities vision for themselves, their organizations, their families, and their friends, that's a major step toward achieving a TZD goal. To reduce and eventually eliminate traffic deaths, you need to start with a clear vision of what you want to achieve (zero) and adopt a set of aggressive but realistic goals and strategies to help you arrive at that vision.

### Implementation Overview

Achieving zero is a long-term endeavor, but the first step is to adopt TZD as your organization's vision. Many states, and some counties and local communities, have done this through their Strategic Highway Safety Plan (SHSP) using the strategies outlined in their plan as a guide for reducing and eliminating fatal crashes. A best practice when developing an SHSP is to involve a diverse group of stakeholders, including Metropolitan Planning Organizations (MPOs), Rural Planning Organizations (RPOs), and tribal and local representatives, among others. An SHSP also includes performance measures and goals to track the short-term performance of the implemented strategies. Review your state's SHSP to see how you might leverage resources to help achieve the TZD goal and develop an action plan to move your program forward. An action plan will help focus your resources and efforts on addressing those factors that lead to the greatest reduction in fatal and serious-injury crashes. Consider coordinating your efforts with your MPO, RPOs, tribal, and local stakeholders by inviting them to be part of the development of your SHSP or TZD process. In addition, the Federal Highway Administration (FHWA) has developed guidance for preparing local safety plans; these plans, similar to an SHSP, can support the state plan and be tailored to your community's unique needs.

An action plan will help focus your resources and efforts on factors that lead to the greatest reduction in crashes.





## Checklist

- Adopt TZD as your long-term vision.
- Familiarize yourself with your state's [SHSP](#) and other regional, tribal, or local safety plans if they exist.
- Analyze and understand what your data are telling you about your crash trends to formulate potential outcome and output goals. Use the [Safety Target Coordination Report](#). If you lack access to crash data, review the crash analysis in your state's SHSP or contact your DOT or metropolitan planning organization for assistance in analyzing crash data for your region or community.
- Consider developing a local safety plan for your agency or organization that establishes zero as the goal and helps you focus your resources.
- Coordinate your TZD efforts with your MPO, RPOs, tribal, and local stakeholders.



## TZD IN ACTION

- Since 2003, Minnesota has embraced the TZD vision by clearly articulating it through its SHSP and by developing interim fatality reduction goals. A dedicated TZD website outlines the vision, mission, and goals for achieving zero fatalities. While there isn't a set date for reaching zero, Minnesota sets fatality reduction targets and charts its progress along the way to keep all stakeholders and partners informed. Minnesota attributes its success in reducing fatalities (down 37 percent from 2003–2015) to its TZD program, which calls for implementing strategies across the "4 Es" (education, engineering, enforcement, and emergency medical services) of traffic safety.
- Clackamas County, Oregon, recognized the need to reduce and eliminate fatal crashes by adopting a zero-vision goal in its [2012 Transportation Safety Action Plan](#). It set an ambitious goal of reducing serious-injury crashes by 50 percent over 10 years. That equates to saving 16 lives and preventing 125 serious injuries annually. In addition, the county worked with all of its departments and with external safety groups to align their goals with state, regional, county, and city (Portland) safety goals.





# LEADERSHIP



## Leadership and Safety Culture

### Why Is This Important?

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

### Implementation Overview

Identifying TZD leadership entails finding passionate, committed, and respected individuals. Top organizational executives are key to this effort. Educating senior leadership about TZD is the first order of business. These leaders need to understand what is required to achieve this vision (commitment, staffing, and resources) and their role, which is to encourage their peers to support the effort, to allocate the resources needed to begin and sustain the initiative, and to hold staff accountable for their safety actions. It may be useful to develop a TZD charter and ask leadership to sign on. Provide talking points to your leaders to help them effectively convey the TZD message, making sure to update the information on a regular basis. These talking points should highlight why zero is the only acceptable goal and how traffic crashes impact your state or community in terms of lives lost, economic losses, and other factors that resonate with the individual or audience. In addition, leadership must understand that this is a long-term process that requires institutionalizing the TZD goal within an organization’s safety culture. Effective safety leaders encourage others to become safety champions.

Effective safety leaders encourage others to become safety champions.





## Checklist

- Educate current leadership on TZD using the [TZD National Strategy](#) and information specific to your state.
- Develop and regularly update safety talking points for leadership to use when speaking to staff as well as external partners and stakeholders. Refer to the companion document *How-to-Guide: The TZD Strategic Communication Plan*.
- Encourage leadership to identify champions in their respective organizations, looking beyond those who may initially first come to mind. Safety champions often develop organically over time and so may be found in nontraditional roles within an organization.
- Draft a TZD charter to be signed by the leadership of all supporting organizations.
- Develop a mission statement for TZD leadership and stakeholders/partners.
- Identify potential partners that your leadership can approach to support TZD, looking beyond traditional traffic safety partners to include public health agencies, nonprofit organizations, and business/private industry.
- Develop a process or plan for accountability.
- Design a survey to gauge employee attitudes and beliefs about their organization's safety culture. Administer the survey at your organization and share the results with leadership to identify action steps needed to strengthen the culture. Make the survey available to other TZD partners.



## TZD IN ACTION

- Maryland governor Larry Hogan has been a committed champion of the TZD vision outlined in his state's [SHSP](#). He supports the work of the SHSP Executive Council, which is made up of leaders from the Motor Vehicle Administration, State Police, State Highway Administration, Department of Health and Mental Hygiene, Department of Transportation-Planning, the Institute for Emergency Medical Services Systems, and the Transportation Authority Police. The Council oversees SHSP implementation, conducting both quarterly meetings and an annual assessment to measure progress and direct resources to areas of greatest need. The governor has raised the visibility of the Maryland TZD program through frequent discussions with state leaders and elected officials throughout the state.
- The City of Corpus Christi's (Texas) Risk Management Division experienced a high number of preventable crashes involving city employees. The division implemented an accounting tool to track employee compliance with a city policy requiring completion of a defensive driving class. The division also recognized that having a dedicated safety coordinator for each city department would help foster a culture of traffic safety. Seven full-time safety coordinators, who are National Safety Council-certified defensive driving instructors, monitor compliance data, work with management to review and initiate policy changes, and provide additional driver safety training programs. As a result, the city has experienced a significant decrease in the number of collisions and associated monetary losses.





## Supporting Program Structure

### Why Is This Important?

The TZD vision can't be achieved by just one agency. That's why adequate resources must be available to expand and sustain this safety effort. Severe crashes occur on all types of roadways, so it's imperative that state, tribal, and local agencies work together and share responsibility for implementing TZD programs and strategies. Most agencies lack unlimited resources to support TZD, so understanding needs and sharing resources at all levels is a core component for success. Opportunities exist for sharing not only monetary resources, but also the knowledgeable and skilled staff needed to develop, implement, and evaluate your TZD safety programs. Equally important is ensuring that all agencies are working collaboratively to convey consistent TZD messages in order to avoid confusing potential partners and the public.

What does a TZD program structure look like? Many agencies with an established TZD program designate a TZD coordinator who oversees program administration and implementation (see "Who Owns TZD?" on page 1). This role might be filled by a person centrally located within one agency or by a committee or task force. In Minnesota, for example, the state's TZD supporting structure includes a leadership team, a program team, regional partnerships, and consultant-provided administrative assistance. In New York City, the mayor's office established a Vision Zero Action Plan that it implements with city agencies and borough community teams. There is no one-size-fits-all structure for TZD implementation. Your initiative, however, should have coordinated leadership that includes not only representatives of the four Es (education, engineering, enforcement, and emergency medical services) of traffic safety, but also members of the community, the private sector, public health, schools, colleges and universities, and advocacy groups. You should also consider the six key areas of the TZD National Strategy: Safer Drivers and Passengers, Safer Vulnerable Users, Safer Vehicles, Safer Infrastructure, Enhanced Emergency Medical Services, and Improved Safety Management.

There is no one-size-fits-all structure for TZD implementation.

### Implementation Overview

Whether you are providing or seeking support, it's critical to identify all available resources for your TZD effort. (And remember that resources can come in forms other than funding, such as personnel or partnerships.) This identification comes from collaboration with the many partners and stakeholders at all levels supporting TZD efforts. This presents the opportunity for the state DOT to understand needs at the local level, which may or may not coincide with state needs. Transportation and traffic safety dollars flow from the FHWA and the National Highway Traffic Safety Administration (NHTSA) to state DOTs and state highway safety offices (SHSOs), which then allocate funding through metropolitan planning organizations (MPOs) or local agencies that demonstrate a data-driven traffic



safety problem or need. Funding is provided not only for infrastructure (engineering), but also for education, enforcement, and emergency services. State, tribal, and local as well as private-sector funds may be available to support engineering projects, enforcement efforts, and educational activities that address behavioral issues. This is a perfect opportunity for agencies that haven't traditionally worked together to collaborate on safety initiatives that will benefit all parties and the public.



## Checklist

- Fund a full- or part-time TZD coordinator.
- Identify how your SHSP provides support for the TZD program to its partners and stakeholders, consult related plans and other state, tribal, or local SHSPs for program support practices, and compile this information for agencies looking for assistance in supporting the TZD program.
- Identify, engage, and survey your partners and stakeholders to determine what support and resources they have and need; consider developing a priority list of projects or programs in need of support.
- Maintain a one-stop clearinghouse of TZD materials and information for use by all partners and stakeholders. (Refer to the *How-To Guide: Implementing the TZD Strategic Communications Plan* for additional information.) The national TZD website lists available [resources](#) and will let you upload new material.
- Engage your leadership to ensure they understand the magnitude of the need. They can enhance their contribution by seeking assistance from their peers at other organizations.
- Use existing safety forums, task forces, committees, safety events, and conferences to communicate what assistance is available to all partners and stakeholders and to foster information sharing and guidance. Consider developing a process to assess the value of the support (i.e., what's working and what's not).



## TZD IN ACTION

- New Jersey's largest MPO, the North Jersey Transportation Planning Authority's [Local Capital Project Delivery \(LCPD\) Program](#), helps counties and cities prepare proposed transportation projects for eventual construction using federal funding distributed annually through a competitive grant process. The program fills a vital need for those county and city agencies that possess few or no resources to help with concept development, feasibility studies, design, or construction of priority safety projects. Passaic County, for example, was awarded \$750,000 from the LCPD Program to help implement components of its complete streets plan, which calls for improving safety, alleviating congestion, and expanding economic development.
- Florida's SHSP, which includes a TZD vision, is led by the state's department of transportation and implemented by multidisciplinary-emphasis-area coalitions that bring both expertise and resources to the table. The [Pedestrian and Bicycle Safety Coalition](#), for example, maintains its own website that includes crash and other pedestrian and bicyclist safety data, resources, and information on events and programs designed to help partners and stakeholders prevent fatalities and serious injuries on the state's roadways.







## Key Partner/Stakeholder Engagement and Communication

### Why Is This Important?

Implementing a successful TZD program can't be achieved by one agency or one discipline alone. It takes the 4 Es of traffic safety plus a multitude of supporting partners and stakeholders to achieve success; in other words, it takes everyone! Enlisting nontraditional partners and stakeholders to help spread the TZD message is key. And once they're on board, ongoing communication is essential. The goal is to keep them not only informed, but also engaged so they become TZD ambassadors and champions.

### Implementation Overview

To date, 47 states, as well as some counties and cities, have adopted a zero-fatalities goal. While the extent of their stakeholder and partner engagement is unknown, the most successful initiatives enjoy broad support from both within and outside of the safety community. A good way to start your partner and stakeholder recruitment is by engaging with those organizations and individuals who helped develop your state's SHSP. They should already be aware of your state's traffic safety problem and are likely working to address it through one or more of the 4 Es. To help broaden your reach, consult the *How-To Guide: Implementing the TZD Strategic Communications Plan*, which discusses how to bring nontraditional partners into your TZD initiative by helping them identify what's in it for them. The guide emphasizes developing and providing training to new partners to promote use of the zero-fatalities vernacular and recommends creating a web-based TZD materials clearinghouse for use by all partners.

### TZD IMPLEMENTATION RESOURCES

In addition to self-assessments, this road map provides tools to help you implement your program.

The *How-To Guide: Implementing the TZD Strategic Communications Plan* provides strategies and actions for developing messaging, identifying and engaging potential partners, and working with ambassadors to convey the TZD message to communities and organizations. The guide, intended for use with this road map, expands on the Key Partner/Stakeholder Engagement and Communication element and gives a face to the TZD program.

Three web-based, self-guided [tutorials](#) delve into strategies for engaging the public, government agencies, and the private sector in your zero-deaths program. The tutorials provide real examples of how to successfully engage and retain stakeholders and partners within these sectors.







## Checklist

- Use the Stakeholder Engagement Self-Assessment Tool to gauge your organization's current level of stakeholder support and partner engagement.
- Use the *How-To Guide: Implementing the TZD Strategic Communications Plan* for additional strategies on engaging stakeholders and partners and for implementing communications strategies and tactics.
- Use the three online tutorials to spark ideas for engaging and retaining public- and private-sector stakeholders.
- Examine your state's SHSP to identify potential agencies and organizations that can help implement your TZD efforts.
- Examine your crash and other data to identify key demographic groups and potential outlier groups that need to hear the TZD message. This could include ethnic and senior populations, private industry, and neighborhood groups. Conduct a facilitated brainstorming session with your stakeholders to identify potential partners and individuals who could help bring them into the fold.
- Commit to regular (e.g., monthly, quarterly) meetings with your stakeholders and partners.
- Develop marketing materials to convey to current and future partners the benefits of championing TZD.
- Compile a list of best practices from other agencies and organizations to reference when developing your strategies for engagement and communication.
- Using your stakeholders and partners, identify potential funding sources and alternatives such as federal, state, tribal, local, and private-industry funding streams.
- Periodically review your list of stakeholders and brainstorm with them about other potential partners who could join the cause.
- Develop a pool of trained ambassadors and champions to deliver your TZD message.



## TZD IN ACTION

- The Nevada Department of Transportation established the nation's first [SHSP Strategic Communications Alliance](#). Its members—public information officers representing public- and private-sector agencies and organizations involved in traffic safety—develop campaigns for the SHSP emphasis areas and approve all marketing materials, newsletters, press releases, and other communication and education materials developed by a consultant. They adopt an annual marketing and communications calendar that includes all public information and education campaigns conducted in support of their TZD initiative and provide technical assistance to local agencies and organizations.
- The [Michigan Local Technical Assistance Program \(LTAP\)](#) offers a half-day workshop to help elected officials learn what they need to know—and what their constituents expect them to know—about traffic safety. The intent is to not only give elected officials a better appreciation of commonly misunderstood traffic safety concepts, but also to encourage them to consult with safety professionals to make informed decisions about safety programs. Technical staff are also welcome at these workshops, where they can learn techniques for communicating with elected officials such as avoiding jargon, using facts to back up recommendations, and holding briefings on serious-crash or emergent situations.





## Technical Assistance and Training

### Why Is This Important?

Ensuring that partners and stakeholders have the necessary technical assistance and training to develop and implement their safety programs is critical for the success of your TZD program. New and enhanced methodologies and practices should lead to better quality and more-focused safety improvements, which can reduce crashes. Many tribal and local agencies lack dedicated safety staff, so providing training and tools to enhance their programs benefits all roadway users. There's additional value in providing assistance and training to your nontraditional partners as well. A huge part of the TZD goal is to involve everyone in the effort, so helping others understand what TZD is and how it works will encourage champions and ambassadors to help spread the TZD message.

### Implementation Overview

Before you can provide TZD technical assistance and training, however, you need to understand what your stakeholders and partners need. Surveys, along with formal and informal discussion, can be used to identify common as well as unique needs, ensuring that you design and deliver relevant training and tools. Training is also available from the FHWA, NHTSA and other agencies (typically delivered through state DOTs and SHSOs) at little or no cost to you and your stakeholders. Finally, check with your LTAP and Tribal Technical Assistance Program (TTAP) staff to see what other resources might be available, such as curriculum to help create training courses specific to implementing a TZD program.



### Checklist

- Survey your partners and stakeholders to identify their technical assistance and training needs and develop a list of priorities.
- Consult your FHWA division office, the FHWA's [Office of Safety](#), your NHTSA regional office, your LTAP and TTAP staff, the Institute of Transportation Engineers, or the Vision Zero Network for technical assistance and training programs available to support your TZD initiative.
- Using results of your survey of partners and stakeholders, consider developing specific training programs to assist tribal, local, and nontraditional transportation agencies. This might include plan development, federal funding grant requirements, *Highway Safety Manual* training, and safety target and goal setting.
- Host half- or full-day safety seminars on various TZD topics. When conducting the training, consider making a video that could be easily shared on the web.





## TZD IN ACTION

- In 2015, the Nevada Department of Transportation announced a new [“Certified Zero”](#) program to enlist others to help promote the state’s Zero Fatalities program and specific actions for road safety. Through the provision of training and resources, the state is partnering with representatives from business, educational institutions, advocacy and community groups, and private citizens, who serve as safety ambassadors and carry the TZD message into their workplaces, schools, neighborhoods, civic and service clubs, and homes.
- [ProAct](#), an environmental services company headquartered in Ludington, Michigan, takes great pride in its record of workplace safety. All of ProAct’s technical staff receives extensive safety training that addresses both the environment and driving practices. The training focuses not only on work-site safety, but also the safety of driving to and from the work site, especially when it involves commercial vehicles loaded with environmental equipment. Each office around the country can develop and implement safety topics of its choice at meetings with staff. The New Jersey office recently highlighted the dangers of distracted driving using materials from the Federal Motor Carrier Safety Administration and crash data to demonstrate safe driving practices for commercial driver’s license holders.



# SAFETY FIRST



## Focused Safety Priorities and Strategies

### Why Is This Important?

As a general rule, agencies do not have unlimited resources to fund every safety project or program. The first and most critical step in resource allocation is to carefully mine all available crash and other data such as citation, EMS, and vehicle miles traveled to identify where fatal and serious-injury crashes are occurring and why. Only then can you develop safety priorities and strategies that make the best use of resources to address your state, tribal, or local community's most serious crashes.

### Implementation Overview

Having a full understanding of what your crash data are telling you is the first step toward focusing in on the most serious crash types. To qualify for federal transportation funding, [Highway Safety Improvement Program \(HSIP\)](#), and [National Highway Traffic Safety Administration \(NHTSA\) Section 402 and 405 funding](#), states must develop and implement strategies that address fatalities and serious injuries involving all roadway users—motorists, pedestrians, and bicyclists. There may be additional funding available through local, municipal, tribal or private sources. Analyzing the crash data for the most serious types of crashes will allow for the greatest opportunity to move toward your zero goal. Prioritizing the crash types then allows you to select and implement proven strategies that leverage the 4 Es of traffic safety. Presenting a balanced safety program that includes high-crash locations and systemic safety improvements can accelerate a reduction in crashes. A state's SHSP (or tribal or local SHSPs if they exist) can provide some of those potential safety strategies to use in your TZD program. The TZD National Strategy also outlines strategies proven to further the TZD vision. Other resources for identifying strategies are the FHWA's Every Day Counts Program and Proven Safety Countermeasures, NHTSA's *Countermeasures That Work*, the Crash Modification Factor Clearinghouse, and the National Cooperative Highway Research Program's (NCHRP) 500 Series guides.

Analyzing crash data for the most serious types of crashes will allow for the greatest opportunity to move toward your zero goal.





## Checklist

- Consult your state or local SHSP for potential countermeasures.
- Analyze the crash data (focusing on fatal and serious-injury crashes) for your specific area (if not already completed through the SHSP) and prioritize fatal and serious-injury crash types.
- Use the [TZD National Strategy](#) to identify those strategies that represent the greatest opportunity for crash reduction. Compile TZD best practices and identify strategies that would best serve your TZD program.
- Review the following resources to help identify and select strategies:
  - FHWA's [Every Day Counts](#) (EDC) Program
  - FHWA's [Proven Safety Countermeasures](#)
  - NHTSA's [Countermeasures that Work](#)
  - [Crash Modification Factors Clearinghouse](#)
  - NCHRP [500 Series guides](#)



## TZD IN ACTION

- Concerned with the increasing number and severity of pedestrian crashes, the Utah Department of Transportation (UDOT) developed a "[Heads Up](#)" pedestrian safety campaign several years ago to call attention to the problem. UDOT then developed a statewide pedestrian action plan outlining the goals and activities necessary to reduce and eliminate these types of crashes. One of the strategic goals is to fund a more extensive Heads Up public outreach campaign.
- The East Michigan Council of Governments' May 2017 [Regional Traffic Safety Plan](#) is segmented into two priority areas. One recognizes that certain countermeasures can simultaneously address different emphasis areas, thereby representing an efficient use of resources. The second identifies high-risk areas—roadway segments or intersections—within the region, resulting in a list of priority locations to address. Statistical and GIS-related methodologies were applied to the crash data, rates, and frequencies to pinpoint hot spots, segments of concern, and priority intersections.







## Implementation and Progress Monitoring

### Why Is This Important?

SHSPs help state, tribal, or local communities prioritize their safety programs and serve as a blueprint for achieving a zero goal. Putting strategies down on paper is the easy part of building a safety program. What is far more difficult is implementing and monitoring the actual work that must be done to be successful. Keeping your partners and stakeholders informed about how it's going is important as well. Progress reports are vital; they ensure that everyone is moving in the same direction, provide opportunities to retool or shift priorities as necessary, and highlight successes—which keeps everyone energized and excited about the TZD initiative.

### Implementation Overview

Getting safety strategies implemented requires dedication and resources from stakeholders and partners working both in and outside of traffic safety. An action plan should be developed that clearly and succinctly outlines what needs to be done, by whom and when, and with what resources. It should also specify how success will be measured. A common mistake is trying to implement too many strategies across too many crash types. Focus first on implementing those strategies that are likely to reduce the most crashes, then implement additional strategies if resources are available. Evaluate your progress in implementing these strategies on a periodic basis to ensure that the implementation is moving forward. Evaluate the success of those strategies by reviewing them against the original goals and performance measures set in your SHSP. This will help you to determine if your strategies are working and to adjust as necessary. Plan on monitoring your progress on an ongoing basis (e.g., every one, three, or five years) and share this information and data with your safety champions, partners, and stakeholders—keeping in mind that TZD is a marathon, not a sprint.

A common mistake is trying to implement too many strategies across too many crash types.



## Checklist

- Develop and implement action plans for each focus area with the selected strategies.
- Use your champions to identify potential partners who can assist with funding and/or implementing strategies.
- Develop sufficient resources (both human and funding) to implement, monitor, and evaluate the implemented strategies.
- Develop a process to track, monitor, and report on strategy implementation and make updates to your plan as necessary.
- Collect and analyze crash and other data associated with your strategies to gauge how you're doing in reaching established goals and performance measures. Use the data to adjust your action plans and SHSP as needed with new or expanded strategies.
- Use evaluation results to communicate with your stakeholders, update your TZD messaging, and provide talking points to champions and ambassadors.
- Hold an annual TZD conference that provides the opportunity for existing and new stakeholders and partners to share ideas and best practices, update everyone on progress to date and next steps, and celebrate your success.



## TZD IN ACTION

- New York City adopted Vision Zero (VZ) in 2014, publishing an [action plan](#) that outlines the strategies necessary to reach zero. This a priority program for the mayor, and his office regularly issues updates via a VZ website, public meetings, and press releases. In May 2017, the mayor announced that a high-crash roadway targeted in the plan had gone two years without a fatality; he then outlined the next phase of redesign and construction to build on this safety gain.
- Minnesota launched its TZD program in 2003 and celebrated its 10th anniversary with a 10-year [progress report](#). This publication describes the reductions in crashes resulting from the programs and projects implemented through the SHSP. Minnesota provides ongoing updates on its TZD program through a dedicated [website](#) that houses information about the latest initiatives, a monthly calendar of events, and resources to help stakeholders and partners implement emphasis-area strategies outlined in the state's SHSP.





## Conclusion and Next Steps

Eliminating fatalities on our nation's roadways begins with embracing the concept that every life matters. What can you do, and what can your organization do, to ensure that everyone arrives at their destinations safely? It's possible, but only if you commit to doing it—and then turn that commitment into action. It involves hard work and diligence, making different choices, stepping out of your comfort zone to develop and implement new ideas and technologies, bringing in nontraditional partners, and changing the safety culture that now accepts that traffic deaths are part of traveling.

But you aren't alone in your efforts. The TZD National Strategy on Highway Safety outlines the vision and challenges as well as key areas of focus for successful programs. Consider becoming a member of the [TZD organization](#), which will provide you with access to its many resources such as its toolkit, newsletter, and marketing materials. The TZD site allows you to stay current with what's happening with state and local programs as well as federal initiatives to support your efforts.

*This Road Map for Implementing the TZD National Strategy on Highway Safety* outlines the elements you'll need to move your Towards Zero Deaths vision from an idea to a powerful movement supported by stakeholders and partners from many disciplines in and outside of traffic safety. By using the information and tools included in this document, you'll be well positioned to make zero a reality.

Whether this is the beginning of your TZD program or an opportunity to enhance your program, the process of eliminating traffic deaths should be an ongoing initiative within your organization and throughout your community until the vision is achieved. It takes dedicated individuals like your who will put themselves on the front line to save lives and make this program work. Your commitment and hard work will drive the continued transformation of tomorrow's TZD program.

**Zero. It *is* an attainable goal.**



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