Vision Zero

FY 2021-2025 ACTION PLAN
THE MISSION TO END TRAFFIC FATALITIES AND SERIOUS INJURIES BY 2030
The High Cost of Traffic Fatalities

In 2018, 36,560 people were killed in traffic crashes in the United States while approximately 4.5 million were injured.

“The economic costs of these crashes totaled $242 billion. Included in these losses are lost productivity, medical costs, legal and court costs, emergency service costs (EMS), insurance administration costs, congestion costs, property damage, and workplace losses”

– NHTSA (Blincoe)

The high financial cost is only part of the tragedy of a fatal crash; inevitably children are left without parents, parents lose children, and, in many cases, whole families are killed in crashes...

...and every single crash was preventable.
City Council

President
John ‘Jack’ R. Heath
D.3

Vice President
Muir Boda
D.2

Councilwoman
April R. Jackson
D.1

Councilwoman
Michele Gregory
D.4

Councilwoman
Angela Blake
D.5

City Administration

Mayor
Jacob R. Day

City Administrator
Julia Glanz

Deputy City Administrator
Andy Kitzrow
The Authors and Contributors of the Action Plan

Author
• William White – Transportation Projects Specialist, Infrastructure & Development

Principle Reviewer & Oversight
• Amanda Pollack, P.E. – Director, Infrastructure & Development

City Agency Contributors
• Bill Sterling – Field Operations
• Chief James Gladwell - Deputy Chief, Salisbury Fire Department
• John O’Brien – Asst. Director for GIS, Information Services
• Everett Howard – Director, Housing & Community Development
• Kevin Lindsay – Neighborhood Relations, Housing & Community Development
• Dan Hogg – Code Compliance, Housing & Community Development

Partner Agency Contributors
• Eric Berkheimer, Salisbury University
• Lt. Joel Davies, Salisbury University Police Department
• Bicycle Pedestrian and Advisory Committee
  • John Foley – Chair
  • Sandy Pope Co-Chair
  • Marion Keenan
  • Mary Buffington
  • Alex McRae
  • Melissa Wilson

Peer Reviewer (From Outside Agency)
• Jana Potvin – Assistant District Engineer-Traffic MDOT-SHA, District 1

A Special thanks to the RAVEN Team from the GIS Program at Washington College for their efforts in data research and compilation which made this plan possible and to MDOT-MVA Highway Safety Office who funds RAVEN and ensures the data flow continues
Table of Contents

6 - A Message from the Mayor
9 - Why Vision Zero?
10 - The Numbers
11 - Our Mission
12 - The Team
13 - What is Vision Zero?
15- How Did the City get to Vision Zero
16-The Fundamental Principles of Vision Zero
17 - How is Vision Zero Different?
18 – The Components of Vision Zero
21 - The Data
   26 - Crashes of Focus
   27- Not All Streets were Designed Equal
28 - The High-Injury Network
38 - Communities of Concern
40 - Taking Action
   41 - Our Goals
   42 - Working with our Partners
   45 - Reducing Speeds to Safe Levels
   48 - Eliminating Fatalities on the HIN
   52 - Reducing Overall Crashes &
       Eliminating Serious and Fatal
       Crashes
   58- Reducing Vehicle Miles Traveled
   62- Increasing Education &
       Understanding
65 - In Closing
66 - References
A Message from The Mayor

40,000 people.

Forty Thousand. That’s how many Americans died in crashes last year. And the year before. Forty Thousand every year. The first thought that probably comes to mind when you hear that number probably is, “well, not here, not in Salisbury, not in my little town,” and then you realize that in the last three years, eight of our neighbors, our friends, were killed in crashes. Eight families will never see their loved ones again. Eight companies lost cherished co-workers. Eight neighborhoods became just a little bit smaller.

Fifty-three of our neighbors had their lives irrevocably changed when they were involved in crashes that left them seriously injured in those three years. Fifty-three lives forever changed.

135 of the people who we see everyday suffered some sort of injury just for riding their bike or walking down the street. Every single one of these incidents were preventable.

It must stop, and it must stop now.

As Mayor, as a resident of our beloved City, and as father, I am proud to present our mission, our commitment to you; **Vision Zero – the end of traffic fatalities and serious injuries on City Streets by January 1, 2030.**

Over the last year, I have instructed the City staff to come together, study what other great cities have done before us and produce the document that you now have in front of you, Salisbury’s Vision Zero Action Plan. The Plan is meant to be a living document that evolves with technologies and techniques that ensure safe travel for all, and it will guide our staff as they work toward a safer transportation network for everyone. Along the way, some amazing partners joined our team; Salisbury University and the Salisbury University Police Department have made the commitment to stand by us. MDOT-SHA and MDOT-MVA have lent their support and assistance and will continue to do so as we strive **Toward Zero Deaths** together.

Every resident of our City deserves freedom from the fear that they may be killed or seriously injured by an automobile. No one should fear walking down their street. No child should fear taking their bike out of their yard. No one should fear their commute to work. Everyone has the basic right to the freedom of **safe** mobility in their own community. The days of prioritizing the speed of the automobile over the safety of human beings end here. We now proudly join the Vision Zero Community, a group of cities that is growing across our nation and the world. Together, our cities will take the steps necessary to do the right thing, as hard as those may sometime be, in order to make sure our children will never have to fear the world beyond their front steps ever again.

This Plan was created with all our heart and soul to do right by you, our neighbors.

Mayor Jake Day
RESOLUTION NO. 2934

A RESOLUTION OF THE CITY OF SALISBURY, MARYLAND ADOPTING VISION ZERO AS THE CITY’S TRAFFIC AND ENGINEERING POLICY AND ESTABLISHING A VISION ZERO TASK FORCE.

WHEREAS, the Salisbury Charter (SC11-2) gives the City charge of all public ways of the City, excepting those under State or County jurisdiction; and

WHEREAS, the City of Salisbury desires to pursue an end to traffic fatalities and serious injuries within the City’s limits; and

WHEREAS, the City recognizes that all people have a fundamental right to safe and equitable transportation networks via foot, bicycle, transit or automobile; and

WHEREAS, the City recognizes that there are no traffic “accidents” and that every traffic-derived collision, injury or fatality is preventable; and

WHEREAS, it is the express goal of the City to eliminate all traffic fatalities and serious injuries by January 1, 2030; and

WHEREAS, the City recognizes that the most effective way to prevent traffic fatalities is to work at the systemic level of the transportation system by improving corridors and neighborhoods; and

WHEREAS, Vision Zero is an internationally recognized and proven way to reduce traffic fatalities and serious injuries; and

WHEREAS, the City desires to adopt Vision Zero as the City’s Traffic and Engineering Policy for all public ways in the City for which the City has jurisdiction; and

WHEREAS, the City Council determined that a Task Force could be helpful in advising the City and overseeing all Vision Zero efforts; and

WHEREAS, the Vision Zero Task Force shall collect, analyze and act on crash and street data in order to prepare the Vision Zero Action Plan and recommend policy related to Vision Zero; and

WHEREAS, the Vision Zero Task Force may consist of members from the following organizations:
City of Salisbury Mayor and Administration
City of Salisbury Department of Infrastructure and Development
City of Salisbury Department of Field Operations
City of Salisbury Police Department
City of Salisbury Fire Department
City of Salisbury Department of Information Services
City of Salisbury Housing and Community Development Department
City of Salisbury Traffic and Safety Advisory Committee
City of Salisbury Bicycle and Pedestrian Advisory Committee
Maryland Department of Transportation – State Highway Administration
Maryland Department of Transportation – Maryland Highway Safety Office
Maryland State Police
Wicomico County Sheriff’s Office
Salisbury University
Salisbury/Wicomico Metropolitan Planning Organization Technical Advisory Committee

WHEREAS, the Council requires that the City of Salisbury Vision Zero Action Plan be presented to Council by the Director of the Infrastructure and Development Department and adopted no later than July 1, 2020 with the Plan subsequently updated every five years; and

WHEREAS, the Director of the Infrastructure and Development Department shall make a yearly progress report to Council in an open forum prior to July 31st every year, beginning in July 2020.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF SALISBURY, MARYLAND that for the purposes and reasons hereinabove set forth, the City of Salisbury adopts Vision Zero as the City’s traffic and engineering policy and establishes a Vision Zero Task Force.

THE ABOVE RESOLUTION was introduced, read and passed at the regular meeting of the Council of the City of Salisbury held on this 8th day of April 2019 and is to become effective immediately upon adoption.

ATTEST:

[Signature]
Kimberly R. Nichols, City Clerk

[Signature]
John R. Heath, City Council President

Approved by me this 15th day of April 2019.

[Signature]
Jacob R. Day, Mayor
Why Vision Zero?

Salisbury is in a unique position. While Salisbury is a small city, it remains the regional hub of the Eastern Shore of Maryland and as such, the City serves the same purpose of an employment, institutional and service center that much larger cities typically fulfill in other areas. While Salisbury has an approximate population of 32,809 people (2018 est.); it is also home to a student population of nearly 9,000 for the majority of the year (whose families entrust us with their safety); serves as the weekday work destination for a vast swath of the region’s residents; and serves as the hub where visitors passing through the region on their way to the beach, in an area of fourteen square miles.

Salisbury manages to achieve that with a relatively small number of fatalities and serious injuries compared to some areas; however, every single fatality leaves a trail of devastation behind and serious injury - causing crashes leave our neighbors debilitated, financially ruined and can cost the community millions of dollars in lost productivity every year. Couple this with the fact that the same streets causing these tragedies are the same streets that have served as barriers dividing our communities for decades and made our City difficult to walk, bike or enjoy ourselves and the friendship of our neighbors in and the conclusion is obvious. Now is the time to act; now is the time for Vision Zero.
The Numbers

• In 2018, an estimated 36,650 died in traffic crashes every year; another 4.5 million were injured annually.

• 1.9 million of those were serious, debilitating injuries

• In a 2018 study published by Health Affairs and analyzed by the news site Curbed, over fifty years of data were analyzed to prove that American children are twice as likely to die in automobile crashes as our nearest peer nations (Curbed – See notes page for reference)

Official Financial cost of a single traffic fatality (calculated by the US DOT) to society in 2010 – $9.2 to 10 million
Our Mission;
An End to Traffic Fatalities and Serious Injuries by 2030

Each year, approximately 36,000 people die in traffic crashes across the United States. In Maryland alone, 511 people were killed in 2018. Seven of those deaths occurred in Wicomico County. 783 people were injured in crashes in the County.

We do not have to accept fatal or life altering crashes as inevitable. These crashes are preventable. Safe mobility is a basic right of every citizen of the City of Salisbury, regardless of the mode of travel or the destination. With that in mind, the City of Salisbury is proud to announce our commitment to eliminating traffic deaths and serious injuries by January 1, 2030.
The Team

City Departments are primarily responsible for the implementation of Vision Zero. The Effort is coordinated from the Department of Infrastructure & Development and every Department is accountable to the Mayor and City Council.

Supporting Partners are made of agencies from outside the City Staff. They are not beholden to the City to achieve Vision Zero, but they voluntarily support the effort and/or contribute expertise, outreach, knowledge, data and eyes on the street.

- Bicycle & Pedestrian Advisory Committee (BPAC)
- RAVEN (Washington College GIS Program)
- MDOT – SHA (District One)
- MDOT – MVA (MD Highway Safety Office)
- Salisbury University Police
- Salisbury University
How Did the City Get to Vision Zero?

- In 1997 AASHTO, the American Association of State Highway Transportation Officials, published the first National Strategic Highway Safety Plan (SHSP). In 2003 Maryland Followed suit with a State SHSP and began encouraging Counties to create their own for local roads and streets as well. The method by which crash reductions were to be achieved were not mandated;

- Simultaneously, in 1997, Sweden officially adopted Vision Zero after three years of planning with a focus on operating speed reduction;

- Salisbury chose Vision Zero because it is contextually better suited for our urban environment, it is aggressive in its approach and timeline and is rooted in equity
What is Vision Zero?

Vision Zero is a product of necessity. It is a safety program, rooted in ethics, with the express goal of eliminating traffic deaths and serious injury. Originally developed in Sweden in the 1990’s, the adoption of Vision Zero has cut Swedish traffic fatalities to half and the system has spread throughout Europe. In 2014, New York City became the first US city to adopt Vision Zero. This resulted in their lowest ever recorded crash rate, the largest single-year reduction and the longest sustained reduction in crashes year-over-year. In wake of that success, other American cities have adopted Vision Zero.

Vision Zero is the recognition that every life matters and that the loss of life does not have to be inevitable in the transpiration system. For too long, we designed our streets and roads to move automobiles as fast as possible, to the detriment of the people who live and work along those same streets and roads. As a society we forgot that the first mission of the transportation network was to serve the public in its entirety, not just the automobile.

Last year (2019) Oslo (pop. 1,027,000), the capital of Norway, an early Vision Zero adopter, suffered only one traffic fatality and achieved the goal of ZERO pedestrian or bicycle fatalities. Authorities in Oslo, the first ever municipality to adopt Vision Zero still say that the sole loss of life was too many.
What is Vision Zero?

While every city or county adapts Vision Zero to their needs, the fundamental principles are held as a universal truth. Adherence to the *Fundamental Principles* and the *Three Components* drive every decision and interaction under the Vision Zero Plan.

Boston, Denver, San Francisco, Washington, D.C., and even Montgomery County, Maryland are all Vision Zero organizations. In 2019, Maryland became the first state to adopt Vision Zero statewide.

*Source: Vision Zero Network*
The Fundamental Principles of Vision Zero

1. **Traffic deaths and severe injuries** are absolutely preventable and unacceptable. The lives of our neighbors are not a price we must pay;

2. **Human life is the ABSOLUTE priority** of Transportation system and takes precedence over mobility. The transportation system must be safe for all;

3. **Human error is inevitable**, and transportation systems should be forgiving and anticipate error;

4. True safety is a **systems-level** effort and includes safe behavior, education, enforcement and design;

5. Human beings are not capable of surviving the violent impact of traffic crashes and **speed is the primary factor** in determining survival.

Source—Vision Zero Network
How is Vision Zero Different from any other safety program?

Vision Zero is distinguished by uniquely emphasizing Three Components that make it effective when implemented with full support.

- **Data Driven**
  - Verifiable Facts drive every Decision

- **Accountability to Goals**
  - Goals are measurable, and City Officials are held responsible to meet them

- **Systemic Safety**
  - The focus is on making the whole system safe
Data - Driven

From the focus on reducing automobile speed to the prioritization of projects, every decision is supported by verifiable data. Intersections, corridors and neighborhoods with the highest crash rates are prioritized for projects. The reduction of both automobile speed and speeding (the illegal act of exceeding the posted speed limit) is targeted because speed is the most frequent contributing factor to serious and fatal crashes.
Staff and public officials accept responsibility for reducing serious and fatal crashes in Vision Zero. Plans are made public and a yearly update report shall be presented to City Council throughout the Plan’s duration. Updated plans likewise go before Council. Success or failure to meet the Plan’s goals are evident in the data.
The Components of Vision Zero

**Systemic Safety**

- Recognize that people will make mistakes and the transportation system, *in its entirety*, must be designed to both minimize mistakes, and the consequences of those mistakes when they inevitably occur - death should not be the punishment for error.

- **Systemic Safety Recognizes that:**

  - Humans Make Errors
  - Humans are Vulnerable to Injury
  - System Users
    - No Death, or Serious Injury is Acceptable
    - Responsible for Following Law and Safe Operation
  - System Designers
    - Failure to Comply/ Failure of Design
      - If Users fail to comply or a design proves less than ideal, designers take new steps
    - Responsible for Safety in System
  - Responsibility is Shared
  - Proactive Design is Superior to Reactive Correction
The Network Today

- The network within City limits is a mix of State, private and City maintained facilities.
- Wicomico County does not control any streets within the City limit. However, the corporate limits are extremely irregular making it possible to drive on a single street/road that enters and exits the City several times.

A driver traveling from Salisbury University going to northern Salisbury along College Avenue and then continuing onto Beaglin Park Dr will traverse the City/County limits 6 times.

The Data

- 146.7 Miles of Paved Surface
- 18 mi Maintained by State or Private Owners
- 128.7 mi Maintained by City

Municipally Maintained System (Total minus MDOT miles) – 128.7
From 2015-2018 there were 3,456 crashes within the City Limits. 1,875 of those crashes occurred on City-controlled streets. All conclusions that follow draw on this crash data unless otherwise noted.

The City of Salisbury owns most of the street rights-of-way within the City Limits, however, some of the busiest corridors are overseen by MDOT-SHA. These are:

- US 13 & US 13 Business
- US 50 & US 50 Business
- Snow Hill Rd (south of Vine Street)
- MD 350 - Mt. Hermon Rd.
- MD 346 - Old Ocean City Rd.

MDOT-SHA has been a long-term signatory to the Toward Zero Deaths Campaign by AASHTO and MDOT-SHA has actively worked with the City as partners to increase safety for every user.

On April 30, 2019, The State of Maryland voted to adopt Vision Zero state-wide with an effective date of October 1, 2019 and as such safety planning at MDOT is currently evolving. As new guidance comes from the State, the City will seek to deepen its existing relationship with MDOT-SHA and integrate its updated Action Plan with that of MDOT.

At this time, the Salisbury Vision Zero Action Plan addresses only the Street Rights-of-Way that are under the City’s direct control.
Focusing Efforts

**Breakdown in Crashes on City Streets by Severity (2015-2018)**

- Fatal or Serious Vehicular Crashes: 26
- Crashes Involving People Walking or Biking: 98
- Minor Crashes: 1,751

Most crashes are minor “fender-benders” or rear-end collisions with no injuries. While every crash is important, Transportation Staff focus on the areas where serious or fatal crashes are concentrated and on concentration of crashes involving persons walking and biking due to the vulnerability of such users.
Focusing Efforts

Vehicular Severe Injury Crashes on City Streets (2015-2018)
By Body Type of Vehicle 1 (Primary vehicle involved in crash)

Vehicular crashes, crashes that do not involve people walking or biking, can be particularly dangerous due to the speeds at which they occur. The human body cannot handle the severe force created in vehicular crashes at high speed.
Focusing Efforts

Crashes with Severe or Fatal Consequences or Involving a Vulnerable User (2015-2018)

The Crashes of Focus fall into two types:
• Crashes involving any users that have fatal or severe consequences
• Crashes involving people walking or cycling
Crashes of Focus

Understanding the vulnerability of users with special needs, those who choose to walk or bike and recognizing that a street that is safe for a person walking is also inherently safe for a person driving, the City prioritizes the design in the following manner:

- The disabled or young children
- General pedestrian
- Bicyclist
- Transit
- Automobiles

84 Pedestrian Crashes
53 Crashes with Serious Injury
51 Biking Crashes
26
8 Fatal Crashes
24
Not All Streets were Designed Equal

Post-1940, different City streets were designed to move different levels of traffic as part of a functional classification system; as a result traffic is funneled onto relatively few streets while access was not managed resulting in High-Injury Areas. When designing Highways and Interstates, this created a relatively safe system; when these standards were imported to urban street design, where automobiles mix with all other forms of traffic, it became dangerous. This increased danger is reflected in the High-Injury Network, a relatively small selection of City streets, where most of the City’s crashes occur.

AADT – Average Annual Daily Trips
AADT ranges are generalized and based on FHWA Functional Classification Manual

Freeways & Expressways
27,000 + AADT

Principal & Minor Arterials
6,000-27,000 AADT

Collector
1,000-6,300 AADT

Local Street
0-1,000 AADT
The High Injury Network

- The High Injury Network (HIN) consist of the streets where the majority of fatal and serious-injury causing crashes occur.
- The vast majority of the serious or fatal crashes on any street network occur on a small percentage of the streets.
- HIN Streets are the areas where the City’s initial efforts will be focused.

- City streets are those within City limits that are directly controlled by the City and not the State.
- Every street in this category except Lake St, carries more than 8,000 auto trips per day. All but Carroll St. have uncontrolled access, meaning a high frequency of driveways.
- Approximately 50% of Serious Injury Crashes on City Streets occur on just 6.4% of the City’s Streets.
- Meanwhile, 24.5% of bicycle crashes occur on just 3 streets.
- 37.8% of Pedestrian related crashes occur on just 5 streets.
- Fatal Crashes and serious injuries occur on approximately 2% of City Streets.
The High Injury Network

Red – High concentration of all crash types
Orange – Moderate concentration of all crash types
Yellow – higher than baseline concentration of all crash types
The High Injury Network
High Crash Corridors - People Walking and Biking

West Carroll Street
West College Avenue
East Main Street
West Main Street
South Boulevard

West Isabella Street
West Main Street
East Church Street
The High Injury Network – People Walking & Biking Crashes

In 2019, Helsinki, Finland – a City of 631,695 people and early Vision Zero adopter – eliminated non-driver fatalities while suffering three driver fatalities. Next year, Helsinki hopes to eliminate traffic fatalities entirely.
The High Injury Network

Top City Streets with Serious Injury Crashes
- Eastern Shore Drive
- East Church Street

Top City Streets with Fatal Crashes
- Eastern Shore Drive
- Naylor Mill Road
The High Injury Network –
Top Fatal & Serious Injury Corridors

Red – City Owned corridor with concentration of Serious Injuries
Black – City-Owned Corridor with Fatal Crash
The High-Injury Network
Top Concentrations of Intersection Crashes

Intersections are where approximately 40% of severe crashes are concentrated nationally, according to FHWA statistics.

Top Intersections For All Crashes
- Mill St. at W. Main St.
- Mill St. at Riverside Dr.
- E. Church St. at Truitt St.
- Eastern Shore Dr. at E. Carroll St.
- Eastern Shore Dr. at College Ave.
- Naylor Mill Rd. at Northgate Dr.

Top Intersections for Bicycle Crashes
- W. Isabella St. at W. Main St.
- Mill St. at W. Main St.

Top Intersections for Pedestrian Crashes
- Mill St at W. Main St.
- Mill St. at Riverside Dr.

Intersections where Fatal Crashes Occurred
- Eastern Shore Dr at Washington St.
- Naylor Mill Rd. at Northgate Dr.
The High Injury Network – Intersections

- Red – High concentration of all crash types
- Green – High Concentration of Bike crashes
- Blue – High concentration of Pedestrian Crashes
- Black – Fatal Crash Location

Intersections:
- W Isabella St at W Main St
- Mill St at Main St
- Mill St at Riverside/Carroll/Camden
- Church St at Truitt St
- Eastern Shore Dr at Carroll St
- Eastern Shore Dr at College Ave
- Eastern Shore Dr at Washington St
- Naylor Mill Rd at Northgate Dr
High Crash Corridors
All Crash Types

East Church Street
Mill Street
Camden Ave

Of the 21 corridors with above average DUI citations, all but 4 are also in the High-Injury Network of streets

Red – High concentration of DUI’s
Orange – Moderate concentration of DUI’s
Yellow – higher than baseline concentration of DUI’s
In late 2018, the City requested a study from RAVEN, a data analysis team funded through MDOT, of crash data from 2013-2017 concentrating on timing of crashes. Crashes rates increase all throughout the work day and week, but are much more likely to occur in the afternoon, especially on Thursday and Friday.
Communities of Concern

• Areas with high concentrations of crashes also tend to be communities that were historically neglected and contain disproportionate levels of families in the low-moderate income category. This is true nationwide.

• This follows a national trend where the highest crash concentration tend to be in low-mod income areas; the presumed leading cause? These neighborhoods have higher proportions of residents who rely on walking and biking for transportation, and they also were the neighborhoods that were most affected by the high-speed road building practices of previous eras.

• A local example: Church St. was once part of the Georgetown Neighborhood, a community that was largely demolished for the construction of US 50 Business.

• Because these areas have high concentration of people walking and biking, they are generally prioritized for bike and pedestrian infrastructure.

Low-Moderate Income areas or “Low-Mod” areas are neighborhoods that are eligible for Community Development Block Grant (CDBG) funds from the US Department of Housing & Urban Development. They are areas where at least 51% of households have incomes at or below 80% of the area median income. (Source: hud.gov)
Communities of Concern

Red – High concentration of all Pedestrian Crashes
Green – High Concentration of Bike crashes
Orange – High concentration of Serious Injury Crashes
Black – Corridor with Fatal Crashes on record
Taking Action
Taking Action
The City is on a Mission to Eliminate Traffic Fatalities and Serious Injuries by 2030

Our Goals to get us there:

- **Reduce Speeds to Safe Levels**
  - Use the Context of each street to set a safe limit
  - Reduce occurrences of speeding in the City

- **Eliminate Fatal Crashes on the High-Injury Network**
  - Enact countermeasures to decrease the severity of crashes when they do occur
  - Prioritize Streets in the High Injury Network to eliminate the most dangerous hazards first

- **Reduce occurrences of all crashes on City Streets by 50% by 2030 (5% per year)**
  - Reduce conflict points and manage access
  - Design with the principle that humans make mistakes, and mistakes should not be fatal

- **Reduce VMT (Vehicle Miles Traveled) by 15% by 2030 (1.5% each year)**
  - Work to expand Transit and multi-modal options
  - Provide multiple safe options for reaching destinations
  - Reductions in VMT is directly related to reductions in crashes

- **Educate the Public Expand the Understanding that Speed is the leading factor in fatal crashes**
  - Increase the awareness around the danger of speed
  - Help the public adapt to new ways of thinking and design
Working with our Jurisdictional Partners

- The nature of the transportation network means that there are streets in the City Network that are controlled by the City – the vast majority by centerline mile - others that are controlled by MDOT – the largest and busiest – and even some owned and maintained by Salisbury University;
- As such the City does not have jurisdiction everywhere, but all of the jurisdictional partners are committed to working together toward a safer network for all of our residents and the City remains committed to working with them. It is not a hierarchical relationship, but a consortium of equals;
- Each Agency has its own priorities and objectives, however our core mission remains the same; the end of traffic fatalities and severe injuries by 2030.
The Tools at our Disposal - The Five E’s of Vision Zero

- Using Systemic Safety design practices, **engineering** techniques will be used to reduce the likelihood of crashes, **enforcement** will be stepped up, to ensure compliance with law and **education** & outreach will be widespread to make sure citizens understand what we are doing and why. **EMS** provides and opportunity to preserve life when all else has failed and can provide the most up to date and pertinent information to crash analyses. Data will be used to **Evaluate** the effectiveness of the Vision Zero program.
How to Read the Action Plan

Each Task is appears grouped by which Citywide Goal it primarily supports
Reducing Speed Limits to Safe Levels

Speed is the largest contributing factor to crash severity. A difference of a few miles per hour can be the difference between life and death. As such, the core of Vision Zero’s effort revolve around reducing the speed of automobiles, and completely separating modes and/or directions of travel wherever possible. Reduction of operating speeds, and sometimes posted speed limits, are the most effective way to reduce severe injuries and fatalities in the transportation network. Excessive speed is the leading contributing cause of such events and the level of speed at the time a crash occurs directly correlates to the survivability of the crash.

![Speed Impact Diagram]

Source: Vision Zero Network
## A1. Context Based Speed Limit Analysis

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: FieldOps</th>
<th>Other Goals: Eliminate Fatalities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Using a context-based method of review to begin a study of speed limits throughout the City.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Why:</strong> Speed is the largest contributing factor to the severity of crashes. Traditional methods of speed limit review are losing favor nationally as the default method. Context-based methods allow speed limits to be set based on safety, intended use of the right-of-way and the surrounding land use.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deadline:</strong> July 1, 2022</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## A2. Expansion of the Speed Camera Program

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: SPD</th>
<th>Other Goals: Eliminate Fatalities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Expand use of automated speed enforcement cameras to deter speeding</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Why:</strong> Placement of additional automated speed cameras will provide a deterrent to speeding along key corridors. State Law currently allows placement of speed cameras in the proximity of schools, which fits with the City’s desire to prioritize school zones for Vision Zero Improvements</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deadline:</strong> July 1, 2025</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## A3. Speed Awareness and Safety Program

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: SPD</th>
<th>Other Goals: Reduce Crashes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Utilize driver feedback signs and educate the public on the dangers of speed</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Why:</strong> Speeding on City streets, especially on neighborhood/residential streets is a major safety issue and prevents safe use of the street space by non-motorized users</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deadline:</strong> July 1, 2022</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### A4. Slow-Zone Program

**Lead:** DID  
**Support:** FieldOps  
**Other Goals:** Eliminate Fatalities

**Action:** Designate specific slow-zones around the City where speed limits are reduced to lower risk to the disabled, children, pedestrians and cyclists

**Why:** Certain areas of the City have higher than normal concentrations of a vulnerable user type – the disabled, children and people walking and cycling – Slow zones recognizes those areas and impose lower speed limits for safety in areas such as schools, parks, the University District etc...

**Deadline:** July 1, 2022

---

### A5. Expand Current Pop-Up Events

**Lead:** HCDD  
**Support:** DID, SFD, SPD, FieldOps  
**Other Goals:** Education

**Action:** Increase the use of Pop-up bus stops and incorporate “tactical urbanism” demo project during the Neighborhood Walks. Pop-Ups could include curb extensions, lane narrowing, crosswalks and bike lanes

**Why:** HCDD regularly conducts neighborhood walks through the City and often couples them with “pop-up” bus stops. The use of temporary traffic calming techniques should be expanded to demonstrate to residents the benefit of traffic calming techniques for safety and normalize them to the general public

**Deadline:** Ongoing
Eliminate Fatalities on the High-Injury Network

While the Elimination of Fatalities and Serious Injuries throughout the entire City is the central goal of Salisbury’s Vision Zero program, there are low-cost, easily implemented techniques that we can do NOW to eliminate, or at least, severely reduce the chance of fatalities on the identified High-Injury Network while permanent design solutions are sought.
## B1. Modifications to the High Injury Network

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: GIS, FieldOps</th>
<th>Other Goals: Reduce Crashes</th>
</tr>
</thead>
</table>

**Action:** Begin study of crash characteristics of each of the high crash corridors and identify what the root cause of the issues are; Once identified design and implement strategies to eliminate fatal and serious injury crashes. Initial designs can be of an interim nature pending permanent solutions.

**Why:** Focusing the City’s limited resources on the most at-risk corridors first, and prioritizing each project by its ability to reduce crash occurrences and severity is most effective way for the City to reach Zero.

**Deadline:** July 1, 2025

## B2. Modifications to the High Injury Intersections

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: GIS, FieldOps</th>
<th>Other Goals: Reduce Crashes</th>
</tr>
</thead>
</table>

**Action:** Immediately begin study of the high-crash intersections to include signal or roundabout warrant analyses (some of which are already in the funding pipeline). Implement recommended countermeasures as soon as funding permits.

**Why:** Focusing the City’s limited resources on the most at-risk intersections and prioritizing each project by its ability to reduce crash occurrences and severity is most effective way for the City to reach Zero. As crashes tend to concentrate around intersections, countermeasures there may have the greatest impact.

**Deadline:** July 1, 2025

## B3. High Injury Network Streetlight Installation Program

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: FieldOps</th>
<th>Other Goals: Reduce Crashes, Reduce VMT</th>
</tr>
</thead>
</table>

**Action:** Install Streetlights to achieve the new City standard of ½ foot-lumen in all high crash areas (up from 1/10 foot-lumen).

**Why:** A large percentage of crashes occur at night. Streetlighting is a proven countermeasure to reduce crash risk by increasing visibility.

**Deadline:** July 1, 2025
### B4. Study for expansion of Hike and Bike System to Naylor Mill Rd

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support:</th>
<th>Other Goals: Reduce VMT</th>
</tr>
</thead>
</table>

**Action:** Begin study and planning for the expansion of the Hike and Bike System, currently present along Beaglin Park Dr, to Naylor Mill Rd.

**Why:** As development increases along the Naylor Mill Rd Corridor traffic, and correspondingly crashes, are expected to increase. Expansion of the Hike and Bike along the corridor will keep persons walking and biking safe from passing automobiles.

**Deadline:** July 1, 2025

### B5. Naylor Mill Rd Corridor Study

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Other Goals: Eliminate Fatalities</th>
</tr>
</thead>
</table>

**Action:** Using an ongoing developer funded traffic study as a starting point, conduct a study of the E. Naylor Mill Rd corridor from Gordy Rd to Jersey Rd with emphasis on the intersections with S. Mall Rd, N. Mall Rd, Parsons Lake Dr., Northgate Dr. and Jersey Rd.

**Why:** Recent and planned auto-oriented development has led to increased use of the corridor and increased crashes, one of which was fatal in the past 5 years.

**Deadline:** July 1, 2025

### B6. Road Safety Audit Working Group

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: SPD, SFD, FieldOps</th>
<th>Other Goals: Reduce crashes, Eliminate Fatalities</th>
</tr>
</thead>
</table>

**Action:** Create a working group to conduct road multidisciplinary safety audits of high crash areas.

**Why:** Road Safety audits are conducted by a mixed team of professions in order to provide the widest variety of insight possible. By working “outside the silos” teams may be able to identify previously undocumented factors leading to collisions.

**Deadline:** July 1, 2022
### B7. Execution of Eastern Shore Visioning Study

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Other Goals: Eliminate Fatalities, Reduce Crashes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Conduct preliminary engineering, survey and outreach for modifications to Eastern Shore Drive</td>
<td></td>
</tr>
<tr>
<td>Why: Eastern Shore Drive is a high injury corridor due to excessive width, high speeds, poor bike facilities and uncontrolled access. The City has begun work on a long-term plan to revamp the corridor into a safe, mixed-use corridor</td>
<td></td>
</tr>
<tr>
<td>Deadline: July 1, 2025</td>
<td></td>
</tr>
</tbody>
</table>

### B8. Camden Ave. and College Ave Improvements

<table>
<thead>
<tr>
<th>Lead: DID  Support: SU</th>
<th>Other Goals: Eliminate Fatalities, Reduce Crashes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Install traffic calming and safety measures along College and Camden Avenues where the streets border the University</td>
<td></td>
</tr>
<tr>
<td>Why: Camden and College Avenue jointly appear on the High Injury Network, largely due to the high amounts of mixed traffic each street carries due to the presence of the University. Low-Cost Safety improvements, would help reduce both the occurrences and severity of crashes on each corridor</td>
<td></td>
</tr>
<tr>
<td>Deadline: July 1, 2025</td>
<td></td>
</tr>
</tbody>
</table>

### B9. Citywide Striping & Signage Maintenance and Renewal

<table>
<thead>
<tr>
<th>Lead: FieldOps</th>
<th>Other Goals: Eliminate Fatalities, Reduce Crashes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Using contractors or equipment to be purchased by the City, establish a pattern of renewing striping and Signage on City streets regularly, before the striping and Signs lose retroreflectivity and becomes hard-to-see.</td>
<td></td>
</tr>
<tr>
<td>Why: Signage and striping have a minimum standard of retroreflectivity. When the striping meets the minimum standards it is extremely easy to see in all conditions and assist drivers in navigation of the right-of-way.</td>
<td></td>
</tr>
<tr>
<td>Deadline: July 1, 2022 (equipment purchase) Ongoing (scheduled maintenance)</td>
<td></td>
</tr>
</tbody>
</table>
Reduction of the overall crash rate and Eliminating Serious and Fatal Crashes are one of the primary missions of Vision Zero. By making small changes in how we evaluate design solutions and how we prioritize modes, lives can be saved.
# Reducing Overall Crashes & Eliminating Serious and Fatal Crashes

## C1. School Zone/Pedestrian Dense Area Crosswalk Program

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: FieldOps</th>
<th>Other Goals: Eliminate Fatalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Install marked high-visibility “continental” crosswalks at all intersections in the Downtown and Marina Districts, within ½ mile of every school or Park within City limits and within 1 mile of SU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Why: While crosswalks are “implied” at every corner under Maryland Law, marked crossing provide an effective, and relatively cheap tool for decreasing the chance of crashes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deadline: July 1, 2022</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## C2. Scheduled Traffic Signal Replacement Warrant Analyses

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: FieldOps</th>
<th>Other Goals: Reduce Crashes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: As old traffic signal assemblies age out and are scheduled for replacement, conduct signal warrant analyses to determine if the signals are still “warranted,” i.e., needed. Unwarranted traffic signals INCREASE the risk of crashes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Why: Recently many signals scheduled for replacement, such as Circle Ave/S. Division and Main/Division were no longer warranted and presented a higher crash risk to remain in place. Truitt/Church St and Old Ocean City Rd/Moss Hill have also recently been deemed unwarranted and will be removed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deadline: Ongoing (based on Signal Replacement Schedule)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## C3. Improvements to Dogwood Dr & Wesley Dr Corridors

<table>
<thead>
<tr>
<th>Lead: SU</th>
<th>Support: DID</th>
<th>Other Goals: Reducing VMT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Improve non-motorist connectivity between the Main Campus and the future Court Plaza Student Housing Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Why: The Future 700+ bed Court Plaza Project is expected to generate large amounts of non-motorist activity along these two corridors and the University desires to make proactive improvements along both streets to minimize crashes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deadline: July 1, 2023</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Reducing Overall Crashes & Eliminating Serious and Fatal Crashes

## C4. Development of a Roundabout Policy/Program

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Other Goals: Reduce Speed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Develop a policy that encourages, or preferably, mandates the construction of roundabouts rather than traffic signals where feasible</td>
<td></td>
</tr>
<tr>
<td><strong>Why:</strong> Roundabouts produce a massive reduction in serious and fatal traffic crashes by virtually eliminating the possible occurrence of a head-on collision or “T-Bone” crash. There are situations where roundabouts would not be preferred, but they are rare and can be handled on a case-by-case basis</td>
<td></td>
</tr>
<tr>
<td><strong>Deadline:</strong> July 1, 2022</td>
<td></td>
</tr>
</tbody>
</table>

**Why Roundabouts?** International and US data has proven that roundabouts produce up to a 90% reduction in fatal crashes and Maryland specific data shows a 51% reduction in injury-causing crashes while a 37% reduction in crashes overall. Additionally, the two most dangerous crash types, head-on and “t-bone” crashes, are virtually eliminated in a roundabout

## C5. Publish New Street Design Guidelines

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Other Goals: Reduce VMT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Refine the drafted Complete Street Design Guidelines that will dictate how new streets are constructed and old ones rebuilt, and publish for public consumption. Will be based on Professional and Federal Guidelines and the new MDOT Contextual Guidelines</td>
<td></td>
</tr>
<tr>
<td><strong>Why:</strong> The City will never be able to catch up in street redesigns if all new streets constructed as the City expands are built to old, auto-centric design standards. Updates to the guidelines will mean all new streets meet the newest safety standards for all users.</td>
<td></td>
</tr>
<tr>
<td><strong>Deadline:</strong> July 1, 2021</td>
<td></td>
</tr>
</tbody>
</table>
### C6. Installation of Pedestrian Signals at all New or Existing Signals

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: FieldOps</th>
<th>Other Goals Supported: Reduce VMT</th>
</tr>
</thead>
</table>

**Action:** Acquire funding and install pedestrian crossing signals and all existing traffic signals that do not currently possess them. Simultaneously, create a policy to require them on all new signals in City Limits. Signals within ½ mile of schools will be prioritized.

**Why:** Pedestrian Signals significantly reduce the crash risk presented to pedestrians at large signalized intersections.

**Deadline:** Ongoing

### C7. Rectangular Rapid Flashing Beacon (RRFB) Installation Program

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: FieldOps</th>
<th>Other Goals Supported: Reduce VMT</th>
</tr>
</thead>
</table>

**Action:** Install RRFB’s in areas where pedestrians, cyclists or children congregate.

**Why:** RRFB’s have been proven to increase yield rates from automobiles by over 90% vs. conventional flashing beacons and are comparatively cheap. Several examples are already in use in the City. They are coupled with crosswalks to increase safety to persons walking or biking.

**Deadline:** Ongoing

### C8. Work to Develop a Tri-Lateral Working Group with County Roads and MDOT-SHA

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Other Goals Supported: Reduce Crashes</th>
</tr>
</thead>
</table>

**Action:** Further deepen the ties between the City, County Roads and MDOT-SHA

**Why:** Due to MDOT-SHA having jurisdiction over the largest roads in the City and the skewed City limits that mean many streets are split between City and County jurisdiction, the City cannot unilaterally make improvements on every corridor. A Trilateral Working Group would present an opportunity to deepen ties and address crash concentrations outside of the City’s jurisdiction in a formal manner.

**Deadline:** July 1, 2022
Reducing Overall Crashes & Eliminating Serious and Fatal Crashes

### C9. Traffic Signal High Visibility Upgrades

**Lead:** DID  
**Support:** FieldOps  
**Other Goals:** Reduce Crashes

**Action:** Install Retroreflective backing plates and second signal heads (if needed) on all City signals not scheduled for removal

**Why:** The retroreflective backing plates that have recently been developed provide exponential greater visibility of signals in all environments and conditions. Some older City signals do not have two signal heads per direction, a more recent requirement of the MD Manual of Uniform Traffic Control Devices

**Deadline:** July 1, 2022

### C10. Intersection Visibility Audit and Improvements

**Lead:** DID  
**Support:** FieldOps  
**Other Goals:** Reduce Crashes

**Action:** Audit every intersection in the City (priority being the high-crash intersections) to ensure that ample lines of sight are present. Coordinate tree trimming, landscape maintenance and new signage as necessary

**Why:** Every intersection has a “sight triangle” and objects that obstruct sight within that triangle decrease visibility of opposing or crossing traffic and increase risk. Even small shrubs can impede the visibility of a person walking or biking

**Deadline:** July 1, 2025

### C11. Street Surface Maintenance Program

**Lead:** DID  
**Other Goals:** Reduce Crashes

**Action:** Take the new City Street Surface maintenance program and increase it spread ensuring that street surfaces are getting crack-sealed and a receiving a surface treatment such as slurry, micro-surfacing or cape seal on a regular schedule

**Why:** Proper surface maintenance ensures that street surfaces have the proper levels of skid-resistance, which in turn reduces crashes in poor (wet/icy) weather conditions. It also proactively prolongs the life of the pavements, thereby stretching the City budget further.

**Deadline:** Ongoing
## C12. Expand Transportation Team and Hire a Vision Zero Coordinator

**Lead:** DID  
**Other Goals:** Eliminate Fatalities

**Action:** Expand the City Transportation staff from 1 dedicated position with support from other personnel to a dedicated staff of at least three people to include a Vision Zero Coordinator

**Why:** Current growth and a renewed emphasis on transportation *improvements* rather than just maintenance has stretched the single dedicated professional staff member for Transportation thin and additional staff are needed in order to support the workload. Additionally, the hiring of a Vision Zero Coordinator would remove bureaucratic burden and policy-writing from the hands of transportation staff allowing them to implement more projects faster.

**Deadline:** July 1, 2023

## C13. Create an Internal GIS Viewer for Vision Zero

**Lead:** GIS  
**Other Goals:** Education

**Action:** Create an Internal GIS Viewer that will consolidate all relevant information into a single application

**Why:** By creating a single tool with the necessary information such as crosswalk locations, sidewalk gaps, street condition, available lighting and more Transportation staff will be able to easily identify necessary improvements and more readily identify causes of known severe crashes

**Deadline:** July 1, 2021

## C14. Crosswalk Campaign

**Lead:** DID, SU  
**Support:** SUPD  
**Other Goals:** Education

**Action:** Develop and implement a “crosswalk campaign” where signature signage is used to grab attention

**Why:** Using special custom signage embedded onto the sidewalk to grab distracted pedestrian’s attention at danger areas has been used nationally to reduce crashes- The University District will be prioritized given the amount of distracted pedestrians in that area

**Deadline:** July 1, 2022
Reduction of Vehicles Miles Traveled (VMT) and Providing New Alternatives

The number of crashes that occur in any given area is directly proportional to the Vehicle Miles Traveled (VMT) in that area. VMT is a measure of the amount of automobile traffic in a given space. By reducing VMT, we can reduce the number of crashes of all types, while also reducing greenhouse gas emissions and creating a less stressful environment for walking and cycling.
<table>
<thead>
<tr>
<th><strong>D1. Execution of the Rail Trail and Urban Greenway Masterplans</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead: DID  Support: SU</td>
<td>Other Goals: Reduce Crashes</td>
</tr>
<tr>
<td>Action: Continue the final design and implementation of the Bike Network, Rail Trail and Urban Greenway Masterplans</td>
<td></td>
</tr>
<tr>
<td>Why: The planned Rail Trail and Urban Greenways will provide ample and safe routes for pedestrians and cyclists with the Rail Trail serving as a north-south backbone and the Urban Greenway creating the same core in an east-west configuration</td>
<td></td>
</tr>
<tr>
<td>Deadline:  July 1, 2025</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>D2. Plan for Improvements to East-West Connectivity for Salisbury University</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead: SU  Support: DID, MDOT</td>
<td>Other Goals: Eliminate Fatalities</td>
</tr>
<tr>
<td>Action: Improve non-motorists connectivity between the Main and East Campus facilities for SU; currently the two campuses are highly divided by US13 Business</td>
<td></td>
</tr>
<tr>
<td>Why: Student housing development on/around East Campus is increasing daily non-motorist activity along US13, meanwhile a major student housing development to the south of Main Campus is expected to increase pedestrian and cyclist activity along the Milford St corridor and US 13 crossing, especially on game days</td>
<td></td>
</tr>
<tr>
<td>Deadline:  July 1, 2025</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>D3. Bike Share Implementation</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead: Mayor’s Office  Support: DID/SU</td>
<td>Other Goals: Reduce Crashes</td>
</tr>
<tr>
<td>Action: Continue and execute the final contractual requirements for Bike Share Implementation</td>
<td></td>
</tr>
<tr>
<td>Why: The planned Bike Share system will provide short-term rentals of Bikes to residents across the City, when they need them, where they need them, freeing them from the constraints of a single mode for any individual trip</td>
<td></td>
</tr>
<tr>
<td>Deadline:  July 1, 2021</td>
<td></td>
</tr>
</tbody>
</table>
### D4. Execution of the Bicycle Network Masterplan

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: SU/MDOT</th>
<th>Other Goals: Reduce Crashes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Continue the final design and implementation of the Bike Network</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Why:</strong> The planned Bike Network will provide a safe, equitable transportation option to City residents. With the Network spreading radially from Downtown and Salisbury University, the network will combine with the Urban Greenway and Rail Trail every resident will have a bike facility of some type within $\frac{1}{4}$ mile of them</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deadline:</strong> Ongoing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### D5. Increase in BPAC Presence and outreach

<table>
<thead>
<tr>
<th>Lead: BPAC</th>
<th>Support: DID</th>
<th>Other Goals: Education</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> BPAC will expand its outreach into the community by making the bike valet more visible and present at more events while also distributing educational materials and biking-related items to the public at events</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Why:</strong> BPAC (Bicycle and Pedestrian Advisory Committee) is the City’s link to the public at events such as Third Friday, the National Folk Festival and more. They organize bike valet parking to encourage higher ridership and entire bike events that benefit all residents. Expanding their reach and message will help educate the public and encourage them to choose alternative travel modes</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deadline:</strong> July 1, 2021</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### D5. ADA Upgrades of Sidewalks

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Other Goals:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Increase the rate of installation of ADA compliant ramps, driveways and sidewalk widenings</td>
<td></td>
</tr>
<tr>
<td><strong>Why:</strong> The City regularly updates ADA facilities in the sidewalk network. Increasing the frequency of such projects increasing the walkability of the network for all users and encourages higher use</td>
<td></td>
</tr>
<tr>
<td><strong>Deadline:</strong> Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
# D6. Mobility-as-a-Service Study

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: GIS</th>
<th>Other Goals:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Study the potential implementation of a MaaS (mobility-as-a-Service) program within the City.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Why:** MaaS, which is just now emerging in the US but has been functional in Europe since 2014, provides the single greatest promise to reduce VMT across the City when coupled with transit expansion. If implemented, residents could sign up for a program where they pay monthly subscription fees to have access to a variety of transportation modes – car share, bike share, shuttle, mass transit – through a single app that also provide estimated arrival times by each mode and detail which option is the most convenient at that time.

**Deadline:** July 1, 2023

# D7. Transit Expansion

<table>
<thead>
<tr>
<th>Lead: Mayor’s Office</th>
<th>Support: DID/SU</th>
<th>Other Goals:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Work with Partner Agencies to expand transit service and frequency.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Why:** Expansion of Mass Transit would provide enormous benefits to the public; fast, frequent and reliable service would be available for every resident. If coupled with MaaS real, measurable decreases in VMT are possible and additionally, improved service would benefit residents historically locked out of wider employment opportunities due to a lack of transportation.

**Deadline:** July 1, 2025

# D8. Salisbury Long Range Transportation Plan

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support:</th>
<th>Other Goals: Reducing Crashes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action:</strong> Develop a Long Range Transportation Improvement Plan (TIP)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Why:** The S/W MPO already develops a regional TIP, however, developing a City specific TIP, utilizing the regional plan as the guide, will allow the City to get into greater detail and plan for specific measures up to 30 years out.

**Deadline:** July 1, 2025
Education and Understanding

Despite the best efforts of staff to design and implement a safe transportation network, there will be occasions where individual choice comes into play. The long-term goal of Vision Zero is to establish a transportation network where mistakes made by individuals will not be fatal; in the short-term we can make a difference, save lives, and expand the message of Vision Zero through Education and Outreach.
### E1. Integration of Traffic Safety Modules into the Junior Fire Academy

**Lead:** SFD  **Support:** DID  **Other Goals:** Reduce Crashes

**Action:** Expand the curriculum of the successful Junior Fire Academy by adding traffic safety modules.

**Why:** The Junior Fire Academy reaches children from across the City. By providing a little extra education in traffic safety, the City may be able to preempt the occurrence of crashes; additionally, those participants are likely to spread the message to their friends, multiplying the effect.

**Deadline:** July 1, 2023

### E2. Expand Traffic Safety Education Program and Distribution

**Lead:** SFD  **Support:** DID  **Other Goals:** Reduce Crashes

**Action:** Work with DID to create educational materials that can be distributed at events where the SFD is already participating; Third Fridays, National Folk Festival, etc...and through the Department’s social media.

**Why:** By providing educational outreach regularly and consistently, the SFD can assist in helping educate the public on the risks associated with automobile travel.

**Deadline:** July 1, 2021

### E3. Introduction of Traffic Safety Education into SPD Mentor Program

**Lead:** SPD  **Support:** DID  **Other Goals:** Reduce Crashes

**Action:** Integrate traffic safety education into SPD’s local school mentor program that reaches third and fourth graders.

**Why:** The SPD mentorship program already reaches young people in the neighborhoods that are most affected by the High Injury Network. By adding traffic safety into that program, the City hopes to increase safety for the young users of our transportation network.

**Deadline:** July 1, 2021
### E4. Neighborhood Walks

<table>
<thead>
<tr>
<th>Lead: HCDD</th>
<th>Support: DID, SFD, SPD, FieldOps</th>
<th>Other Goals: Reduce Crashes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Adding the distribution of Vision Zero materials to Neighborhood Walks, increase participation of transportation staff in the walks and develop a method for cataloguing the information.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Why: HCDD regularly conducts neighborhood walks through the City where many of comments received revolve around traffic safety. It is an existing, established way to reach residents and can be expanded easily to contribute to the City’s Vision Zero efforts.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deadline: Ongoing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### E5. University Student Educational Campaign

<table>
<thead>
<tr>
<th>Lead: SUPD</th>
<th>Support: SU, DID</th>
<th>Other Goals: Reduce Crashes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Using City developed materials, distribute educational traffic safety materials and media to Students.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Why: The University District contains several High-Injury Network Corridors and the nature of the University community lends itself well to outreach through SUPD at events and gathering areas, maximizing distribution.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deadline: July 1, 2022</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### E6. Develop Vision Zero Website and GIS App

<table>
<thead>
<tr>
<th>Lead: DID</th>
<th>Support: GIS</th>
<th>Other Goals: Reduce Crashes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action: Create a Vision Zero Webpage as part of the City’s website giving residents the latest news and information on progress. The page will be coupled with a GIS based app displaying the high-risk areas and should allow public participation/reporting.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Why: Transparency is vital to Vision Zero and the web page will allow Citizen participation/contributions of data and give residents the idea of how the schedule is progressing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deadline: July 1, 2021</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In Closing

Together, we can eliminate Fatal and Serious Crashes by 2030.

Achieving our Mission, the end of fatal and serious injury causing crashes by 2030, is ambitious. It will require the focus and effort of not only the City and its partners, but our residents as well. We must treat all users of our transportation network as equals. Everyone must walk, bike and drive as if not only your neighbor’s lives depend upon it, but your own as well. Quite frankly, it does.

Our community has the tools and abilities to end these tragedies; now is the time to do so.
References

Agencies/Groups

- Vision Zero Network- www.visionzeronetwork.org
- US Department of Transportation- www.transportation.gov
- Federal Highway Administration- highways.dot.gov
- Maryland Dept. of Transportation – mdot.maryland.gov
- MDOT – State Highway Administration – roads.maryland.gov

DATA

- All City Specific Data utilized in the formation of this plan was taken from data sets gathered at crash scenes and aggregated through various State office and programs. All agencies involved took every step necessary to validate data for accuracy.

- Articles

Curbed, “140 countries pledged to eliminate traffic deaths. The U.S. did not” by Alissa Walker
