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**Council Bluffs, Iowa**  
**October 31<sup>st</sup> – November 1, 2000**

**Sponsored By:**  
**Iowa Safety Management System (SMS)**  
**Federal Highway Administration (FHWA)**  
**Iowa Department of Transportation**  
**Iowa Governor's Traffic Safety Bureau**

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**TEXT OF PROCEEDINGS**

**Opening Remarks:**

Tom Welch, Iowa SMS Chairman, Iowa DOT Safety Engineer  
George Ostensen, FHWA Director of Field Services, Midwest  
Romell Cooks, NHTSA Regional Administrator, Region VII

**FHWA** Rudy Umbs, Director, Office of Safety Design, "Lighting the Fire"

**AASHTO** Peter Rusch, "AASHTO Strategic Highway Safety Plan"

**TRB:** Leanna Depue, Transportation Safety Management Committee Chair  
Kathleen Hoffman, Sub-committee Chair

**Roadway Safety Foundation**, Kathleen Hoffman, Executive Director

**NAGHSR:** (Barbara Harsha, Executive Director Unable to attend)

**NHTSA** Donald J. McNamara, Regional Administrator Region V

**Iowa**

Tom Welch, Iowa Department. of Transportation, Traffic and Safety Engineering  
"Iowa SMS Staying Alive"

Bob Thompson, Iowa Dept. of Public Safety, Governor's Traffic Safety Bureau

**Washington**

Dan Sunde, Washington State Technology Transfer Center, Highways & Local Programs  
Service Center, "Local Agency Safety Management System"

**Wisconsin**

Peter Rusch, WSDOT, Wisconsin Traffic Safety, "Strategic Change Event"

Martha Florey, WSDOT, "Integrating Disciplines: Statewide And Community Safety Programs That  
Work"

**Michigan**

Kathy Farnum, Michigan Office of Highway Safety Planning, "Integrating Partnerships in Highway  
Safety"

**Pennsylvania**

Thomas E. Bryer, Bureau of Highway Safety & Traffic Engineering, Pennsylvania Department of  
Transportation, "PA DOT Safety Initiative"

**Oregon**

Troy Costales, Transportation Safety Division, Oregon Department of Transportation, "Community  
Transportation in Oregon- Things Look Different Here."

**Florida**

Walter Wobig, Kissimmee Police Department, Florida CTST Coalition Chairman and SMS Steering  
Committee Representative. "Florida's Safety Management System (SMS) and Community Traffic  
Safety Teams (CTST's)".

**Future Thinking Discussion** (notes follow)

**Other states represented:**

Illinois, Indiana, Kansas, Minnesota, Missouri, Nebraska, Ohio, South Dakota, Wyoming.

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Presentation slides for most presenters are available  
on the Iowa SMS web site @  
[www.lowasms.org](http://www.lowasms.org)

### **FHWA Lighting the Fire – Rudy Umbs, Director, Office of Safety Design**

- Discussed the different organizations that have been meeting in the recent past
- Teamwork and working together makes us great
- The fuel for the fire is teamwork – the successes across the nation were because of this - getting others to work together
- Discussed time travel and showed the first safety summit records from 1924 and the concern for safety that was present at that time- traced the history of highway safety by decade
- 2005 document was discussed – Safety is top priority and the safety management challenges – all that changes is the technology, all of the human behavior problems will still be there including politics and environmental concerns

### **AASHTO Strategic Highway Safety Plan (SHSP) Peter Rusch**

- Purpose. A strategic plan for highway safety that will positively impact the nation's present and predicted statistics on vehicular related death and injury
- Comprehensive in nature and reflects input from many participating safety organizations.

#### **SHSP Implementation Projects**

- SHSP Implementation Support - NCHRP Project 17-18
- SHSP Website - NCHRP Project 17-18(02)
- SHSP Implementation Guidelines - NCHRP Project 17-18(03)
- Highway Safety Manual - NCHRP Project 17-18(04)
- Model Approach to Reducing Statewide Fatalities/Injuries - NCHRP Project 17-18(05)
- SHSP - Marketing Plan
- SHSP - Case Studies

If opportunity doesn't knock, build a door. -*Milton Berle*

### **TRB: Transportation Safety Management Committee, Leanna Depue,**

Chair of TRB A3V01 Committee

1996 Study outcome-Every state was working on SMS projects

#### **Opened lines of communications**

Improved coordination of planning and cooperation of safety projects. Increased awareness of safety needs and activities. Increased crash data entry, moved data systems forward, increased networking – different entities had to start working together in inter disciplinary teams. Provided a forum to discuss safety efforts

#### **Who is doing What in the safety arena – why we need to revisit SMS**

- Encourage the states that are doing good things and thinking about revitalizing the content
- Create an effective system in high performance organizations
- Move from compliance with rules to customer satisfaction
- Move from fragmentation to alliances
- Move from centralized activities to de-centralized decisions making process
- Locals need to solve local problems

### **TRB Subcommittee on Safety in Transportation Planning: Kathleen Hoffman**

#### **Integrating Safety into Metropolitan and State Planning**

- Each year millions of dollars are allocated through the planning process to transportation plans and projects. More safety input is needed.
- TEA 21 requires the planning process to consider projects and strategies that will increase the safety and security of the transportation system for motorized and non-motorized users.

#### **What does this mean?**

- Highway safety needs should be considered when selecting projects.
- Safety impacts should be considered in implementing

### **Current planning activities**

- Congestion relief, economic development and environmental impact are top priorities.
- Planners may have little experience with safety data, needs or programs.

### **Safety Coalition Supports Guidance**

- Safety groups requested FHWA's help to develop safety guidance materials and training for planners and FHWA agreed to work with coalition to produce guidelines and training. Coalition Activities May 2000 meeting started a dialogue between the safety and planning communities-Participants supported developing guidelines for integrating safety in planning.-
- Steering Committee established to support "safety in planning" effort.- (TRB)-TRB Circular on Safety Conscious Planning summarizes coalition goals, activities, barriers and opportunities to promote safety integration in planning.
- Steering Committee Calls for Outreach to educate States and Metropolitan Planning Organization (MPOs) on TEA 21 safety planning requirements, and to identify "best practices" and model approaches for integrating safety.

### **State Site Visits Underway-Goals:**

- Communication between safety and planning professionals.
- Gather information for "best practices" and model approaches.
- Recommendations tailored to each state.
- More state visits planned.

### **What's Next?**

- Safety in Transportation Planning Workshop at TRB Annual Meeting on January 9<sup>th</sup>.
- A planner's guide to data analysis is being developed by FHWA.
- Information gathering will continue through state site visits.
- Guidelines and "Best Practices" will be produced in 2001.

### **What Can You Do?**

- Share "best practices", tools, and materials
- Request a state site visit
- Attend the TRB Workshop and join the TRB Safety in Transportation Planning Subcommittee
- Spread the word

### **Roadway Safety Foundation, Kathleen Hoffman, Executive Director**

The Roadway Safety Foundation is a nonprofit 501(c)(3) organization chartered by the American Highway Users Alliance to reduce motor vehicle crashes by working to improve the safety of America's roadways.

#### **RSF programs, publications and media campaigns are designed to improve the physical characteristics that can make roadways safer:**

- Design and engineering
- Operating conditions
- Removal of roadside hazards
- Effective use of safety features

#### **Plans for 2000 and Beyond**

- Roadway safety leadership awards
- Roadway safety guides for local decision makers and planners
- Safer roads for older Americans
- PSA Campaign – *It's No Accident* - Phase II

#### **Products and Services**

- Roadway Safety Reporter – newsletter three times/year
- Action Updates – quarterly reports
- Website – [www.roadwaysafety.org](http://www.roadwaysafety.org) Publications – *Roadway Safety Checklist; Improving Roadway Safety. Current Issues; Read Your Road* Radio PSAs
- Making Safer Roads video
- Moving Safely Across America – CD ROM

**NAGHSR:** (Barbara Harsha, Executive Director Unable to attend)

**NHTSA Donald J. McNamara, Regional Administrator Region V**

"Safety is our top strategic goal - our North Star - and our transportation system's performance reflects the strength of this commitment. It's about more than concrete, asphalt and steel."

*Secretary of Transportation .Rodney Slater*

**What's happened so far?**

- Ann Arbor Regional Meeting (Feb 2000)
- Three States have established Leadership Groups (IL, IN & MI)
- MN Has a Meeting Scheduled in 2001
- WI & OH have maintained existing Groups

**Who's involved and what are they doing?**

- Regional Leadership :FHWA, FMCSA, NHTSA, GR, State Motor Carrier, and DOTs
- Team Role, Coordinate Planning of Annual Meeting, Catalyst for Best Practices
- Team Charter (Being Developed)

**What's happened so far in INDIANA**

Four Meetings at Commissioner Level: State- ISP Superintendent, BMV Commissioners of BMV, DOT, Revenue , Operation Lifesaver, Ex Director SEMA & GR/Coordinator Federal-FHWA, FMCSA, NHTSA, and FRA

- Team Charter Developed
- Developing a Strategic Plan
- Have Identified Leadership Teams
- In Process of Developing Timelines

**Safety Surface Transportation Program**

Driver Behavior,Road Design,Vehicle Standards

**Strategic Goals**

- FHWA: Reduce fatalities 20% by 2008
- FMCSA: Reduce fatalities 50% by 2010
- NHTSA: Reduce fatalities 20% by 2008

**Partnerships - Many Areas of Common Interest•**

**Collaboration :**

**Many Opportunities**

*To climb steep hills requires slow pace at first. -William Shakespeare*

**AASHTO Survey of States 1998**, Highway Sub-Committee On Traffic Engineering, Survey of States Regarding the SHSP- (Prepared by Anthony Wyatt, North Carolina-presented by Mary Stahlhut, Iowa SMS Coordinator)

- Survey sent out to all 50 states (to State Traffic Engineers) plus others in Canada & Puerto Rico. Received 30 responses back - these varied from yes/no answers to very detailed and informative.
- While no responses indicated formal adoption of the SHSP, nearly all states are utilizing some or all of it as a guideline for their daily practices

**Iowa Safety Management System (SMS) "Staying Alive"** Tom Welch, Iowa Dept. of Transportation, Safety Management System

**Iowa Typical Year Statistics:**

377 Motorists, 30 Pedestrians,35 Motorcyclists, 8 Bicyclists =450

**State Funded Traffic Safety Programs**

Traffic Engineering Assistance Program & Defining Cooperative Process for Management Approval

**Management System Policy Committee**

- Currently "informed consent"
- SMS committee members report to their respective management
- Members: Department of Transportation Division Directors and other representatives from state, municipal and local entities.

**Iowa Strategic Highway Safety Plan-** Is a Menu of Potential Strategies

- Modeled after AASHTO plan - 5 Emphasis Areas : Drivers, Special Users, Highways, Emergency Response, Management- Deer crashes and School Bus sections added
- Written by "Volunteer Groups", Included the experts, non-SMS members invited to join teams with top experts usually leading teams - whether or not serving on SMS (i.e. work zones, farm vehicles)

#### **Important SMS Policy Decisions for SMS as a Group**

- Avoid making recommendations on specific strategies
- Avoid promoting advocating or lobbying specific strategies- be a resource instead
- Individual agencies / members can and should do it- not "SMS"
- Avoid becoming a lightning rod of controversy to improve SMS survivability.
- Have not avoided controversy in the strategies ( i.e. Motorcycle Helmet law, .08 Impaired driving, and anonymous requests for retesting drivers)

#### **University of Northern Iowa Public Opinion Survey- on SMS plan strategies- examples:**

- 92% support more vigorous enforcement to stop aggressive driving.
- 90% support making aggressive driving illegal.
- 78% support using cameras at intersections to reduce the practice of running red lights

#### **Some of the SMS Success Stories**

- Speed Limit Task Force Reports
- Access Management- Research, Conference, and Educational material
- Deer / Vehicle Collision Study
- Improved Emergency Response to Motor Vehicle Crashes
- Expanded Drug Recognition Expert Training
- Older Drivers Task Force- Emphasis on Iowa's Aging Population -Two Strategic Plan Sections:
- Sustaining Proficiency in Older Drivers
- Accommodating Older Drivers

#### **More Strategies Are Under Development**

- Rural expressway intersection design
- Enhanced pavement markings and signing
- 3R safety audit program
- System-wide highway safety analysis approach
- Aggressive and distracted driving analysis
- Enhance and expand AARP's 55ALIVE and other older driver resources

#### **Major public release in early spring**

- Tool Box- Updated Plan
- Survey Results
- 2001 / 2002 Legislative Session Targeted

#### **Long Term & Ongoing Steps for Success**

- Accept proposals for action quarterly
- Measure and track success as appropriate
- Update potential strategies annually & Prepare annual reports for each emphasis area
- Prepare an annual SMS program report
- Position SMS for Success -Maintain position with lower DOT profile
- Consider committee co-chairs with another agency
- Facilitate interaction between key department directors

**Iowa SMS- Safety Management System** Bob Thompson, Iowa Dept. of Public Safety, Governor's Traffic Safety Bureau, Program Manager

**SMS survived – and even thrived in Iowa because we sought out un-addressed safety issues rather than providing an additional, unnecessary layer of safety oversight for already existing programs.**

- In the beginning, Iowa SMS was looking for "safety orphans"... strategies and solutions that were viable but had no agency or entity to implement them.
- The Iowa Traffic Control and Safety Association is 25 years old this year and provided an early model for multi-disciplinary approaches to solving highway safety issues.
- In order to fully benefit from SMS in Iowa, local highway safety issues must be at the forefront. (Bob acknowledged a number of local SMS representative present.)
- As state safety professionals, we need to seek out partnerships with local multi-disciplinary safety groups, utilizing the "how can we help you with highway safety problem?" approach, rather than "We're from state government and we're here to tell you about highway safety."

**Washington- Local Agency Safety Management System**, Dan Sunde, Washington Technology Transfer Center, Highways & Local Programs Service Center

**Local Agency -Safety Management System** Primary goal is to prevent and reduce the number and severity of roadway collisions, transportation-related injuries, and property damage.

**What Is the SMS?** A systematic, consistent method of identifying and prioritizing safety needs, and mustering the resources to meet those needs.

**Who are our local agencies?** Over 400 autonomous entities, 39 Counties, 279 Cities, 36 Tribal Governments, 70 Ports, 27 Transit Authorities

**How are they organized?**

**Agencies**-Cities~Association of Washington Cities (AWC), Counties~County Road Administration Board (CRAB)

**Technical Personnel**- Urban Traffic Engineers Council (UTEC), Washington Alliance of Signing & Striping Personnel (WASSP), Washington Association of County Engineers (WACE), City Engineer's Association of Washington (CEAW), Washington Association of County Road Supervisors (E&W WACRS) , State Level Support

**WSDOT**

- Highways and Local Programs Service Center -Administers Federal Gas Tax Funds
- 4 Service Center Offices and 6 Regional Offices -Provides Engineering Services Through WST2 Center, funded FTE's for Regional Engineering Support
- Traffic Office-Provides On-call Traffic Engineering Services
- Transportation Data Office-Provides WSP Collision Data

**State Level Support**

- Transportation Improvement Board (TIB)
- Administer state funded transportation programs for urban roadways and small cities
- Some engineering support in implementing funding programs

**County Road Administration Board (CRAB)**

- Enforce state regulations concerning county Best Management Practices (BMPs)
- Administer state funded programs for county arterial roads
- Provides computer training and software support for their mandated road log system

**WST2 Center Mission- Office within the local programs division of WSDOT**

- "On call" to serve at the local agencies disposal.
- Assist local agencies to manage their transportation resources more efficiently by increasing their expertise through technical and management materials, training and advice.
- Administer the Local Technical Assistance Program (LTAP)
- Assist Local Agencies in developing, implementing, and operating infrastructure management systems including SMS
- Act as technical liaison between Local Agencies and WSDOT

**Strategies to Meet Challenges**

- Keep SMS in the mainstream
- Received buy-in by the County Risk Pool
- Included in Traffic Records Strategic Plan
- Integrated concepts and forms into HES Program
- Coordinating B/C process between State Agencies
- Working with counties to integrate into their BMPs
- Getting technical associations to get involved, e.g., UTEC
- Education- Take advantage of educational opportunities
- WST2 (WST2 newsletter)
- Training classes and workshops
- Conference presentations
- One-on-one discussions
- Liability Fears
- Education through the County Risk Pool

- Promotion from other local agencies
- Point out two legal protections:

**Where are we today?**

- Beginning to work with CRAB & WACE to move toward adopting SMS as a BMP
- Working with UTEC to refine and update collision reduction factors
- Working to standardize SMS worksheets
- Working with UTEC and WSDOT-TDO to develop SMS software
- Working with WTSC Traffic Records committee to help provide traffic safety data
- Preparing to rewrite the SMS document
- Preparing to develop a small city version of the SMS
- Developing an education campaign and training program

**Target Zero-** Statewide collaborative effort toward eliminating death and injuries

- Zero deaths and injuries by 2030
- Multi-disciplinary partners
- 12 Focus Areas

**What will it take?**

- Stakeholder ownership
- Agencies must dedicate resources
- Interagency and cross-jurisdiction collaboration
- Funding to support Target Zero Efforts

**Wisconsin Traffic Safety, Strategic Change Event, Peter Rusch, Wisconsin WSDOT**

**Overview:**

- August, 1999 - Transportation Safety is Reaffirmed as a Priority Issue at the 1999 WisDOT Strategic Change Event
- February, 2000 - A Strategic Plan for Transportation Safety is Identified as a Key Milestone in the Transportation Safety Project Resulting from the Strategic Change Event
- September, 2000 - WisDOT Employees and Partners Convene in the Wisconsin Dells to Develop Action Areas and Items for the Transportation Safety Plan

**Strategic Emphasis Areas Results From The 1999 Strategic Change Event**

- Refining The Hiring Process
- Surveying Our Customers
- Process Improvement
- Comprehensive View of Transportation
- Strengthening Partnerships With The Legislature
- Promote Transportation Safety

**Participants**

- Representing each of the divisions and the executive offices, were selected for their passion, knowledge, and expertise related to traffic safety.
- WisDOT partner associations represented at the event included the: Legislature, AARP, Media, Justice System, AAA, DOA, UW, DPI, NHTSA, WHSP, FHWA, DHFS,

**Meeting Purpose**

Together we are the future of traffic safety. We will develop and implement a WisDOT Strategic Traffic Safety Plan. We will do this by:

- Understanding environmental trends and our stakeholders' needs
- Refreshing our Strategic Plan
- Developing the organizational actions, which will move us forward

**Desired Outcomes:**

- Commitment to safety and agreement to be pro-active
- Integration of safety efforts between DOT divisions and bureaus
- Create awareness and willingness to share resources towards common goals

**DAY ONE Introductions at "max-mix" tables**

- Identified common themes and expectations
- Heard from Senator Gary George, Representative Jeff Stone, Judge James Gramling, News Director Neil Heinen, and Ernie Stetenfeld from AAA
- Viewed statistics uncovering the human side of traffic safety
- Overview of the AASHTO Safety Plan
- Prioritization of safety issues

**DAY TWO**

- Developed preferred futures
- Heard about the 3 E's - Enforcement, Engineering and Education via DSP's Captain Jeffrey Frenette, FHWA's Bill Bremer, and Bob Pollack Regional Program Manager for NHTSA
- Brainstormed, reported and voted on Action Plans

**AASHTO Safety Plan Traffic - Safety Issue Areas - Plus 2 Regional Traffic Safety Issues**

- |   |   |
|---|---|
| 1. Institute Graduated Driver Licensing             | 16. Minimize the consequences of leaving roadway                  |
| 2. Insure drivers are licensed/competent            | 17. Improve the design and operation of intersections             |
| 3. Sustain proficiency in older drivers             | 18. Reduce head-on and cross-median crashes                       |
| 4. Curb aggressive driving                          | 19. Design safer work zones                                       |
| 5. Reduce impaired driving                          | 20. Enhance Emergency Medical Services to increase survivability  |
| 6. Keep drivers alert                               | 21. Improve data and decision support systems                     |
| 7. Increase driver safety awareness                 | 22. Create more effective processes and Safety Management Systems |
| 8. Increase seat belt use and air bag effectiveness |   |
| 9. Make walking and street crossing easier/safer    | 23. <i>Drive more safely in inclement weather</i>                 |
| 10. Insure safer bicycle travel                     | 24. <i>Reduce deer and other animal crashes</i>                   |
| 11. Improve motorcycle safety                       |   |
| 12. Make truck travel safer                         |   |
| 13. Increase safety enhancements in vehicles        |   |
| 14. Reduce vehicle-train crashes                    |   |
| 15. Keep vehicles on the roadway                    |   |



### **The Two Wisconsin Safety Issues**

23 - Drive more safely in inclement weather

24 - Reduce deer and other animal crashes

### **Event participants rated the 24 items on a scale of 1-10 based on:**

1) The importance of the issue

2) WisDOT's ability to lead improvement efforts in the issue area Department will focus their efforts and resources on:

### **The following issues were identified as the top 7 that the Department will focus their efforts and resources on:**

- Institute Graduated Driver Licensing
- Keep Vehicles On The Roadway & Minimize the Consequences of Leaving the Roadway
- Reduce Impaired Driving
- Increase Driver Safety Awareness
- Improve Design & Operation of Intersections
- Increase Seat Belt Use & Airbag Effectiveness
- Improve Data & Decision Support Systems

### **Issue Area Action Steps**

- Institute Graduated Driver Licensing
- Reduce Impaired Driving
- Increase Driver Safety Awareness
- Increase Seat Belt Use & Airbag Effectiveness
- Keep Vehicles on the Roadway and Minimize the Consequences of Leaving the Roadway
- Improve Design & Operation of Intersections
- Improve Data & Decision Support Systems

### **Statistics- Illustrated:**

- In the last 10 years traffic fatalities approximated the population of the City of Rhinelander.
- If this present trend continues - in the next decade traffic fatalities will approximate the population of the City of Rice Lake.
- In the last 10 years traffic injuries approximated the population of the City of Milwaukee.
- If this present trend continues - in the next decade traffic injuries will approximate the population of Brown and Dane Counties combined.

### **Next Steps**

- Determine project sponsors, team leaders and team members
- Develop project charters
- Allocate the resources necessary to implement these actions
- Make it happen
- **"...let's take the lead and not leave it up to others."**

**-Event Participant**

## **Integrating Disciplines: Statewide And Community Safety Programs That Work**

Martha Florey

### **State Organization**

- A Few Very Large Agencies-
- Umbrella Transportation Agency: State Patrol, Highway Safety Office
- No Public Safety Agency
- Dissolution of Citizen Boards e.g. Traffic Law Enforcement Council

### **Wisconsin Department of Transportation**

- Wisconsin Safety Committees
- Governor's Highway Safety Council
- WisDOT Board of Directors
- WisDOT Traffic Safety Council
- Wisconsin Highway Safety Partners
- 410 Alcohol Planning Committee
- Traffic Records Coordinating Committee
- County Traffic Safety Commissions
- "Crisis Team"

**Wisconsin Highway Safety Partners (formerly “SMS Partners”**

- Safety Professionals, Advocates and Interested Citizens:
  - Exchange Information, Advise, Safety Plan Development, Advise Safety Outreach

**Wisconsin County Traffic Safety Commissions**

- Statutory WSA, Sec. 83.013
- Multidisciplinary by statute= Enforcement, Education, Law, Medicine, state and local Engineering
- Review crash data quarterly-Recommend Corrective Action- Advise Elected Officials

**Committee Outputs**

- Plans
- Reports
- Position Papers
- Recommendations
- Individual Member Activity under Committee aegis
- Follow -up Individual Actions
- Wisconsin Crash/ Crime Clock -- 1999

**Illustration of Social Mores.**

- Distribution of state and local resources do not depend upon the size of the problem, but upon how the community assigns its values.

**The Highway Safety World**

The world that we have made as a result of the level of thinking we have done thus far creates problems that we cannot solve at the same level as they were created. *Albert Einstein*

**You Can't “3-E” Your Way to SAFETY**

- Human Behavior is responsible for 85% of crash causation.
- Human Behavior is affected by a range of motivators; information and fear are only two of them.
- Human Behavior is affected by community social mores.

**Safety Strategies**

- Enforcement
- Engineering
- Education
- Enactment
- Emergency Response
- Evaluation
- Empowerment
- Economic Incentives“
- Ennything that works”

**SHIFT To Non-Linear VISION**

- The world is a set of overlapping POLYGONS
- Lines exist WITHIN or BECAUSE of Polygons
- Dane County, Wisconsin: - A Dynamic Profile

**SHIFT to a New Way to Measure Performance** Transportation Service measured by:

1. Livability including SAFETY
2. Accessibility, Mobility, Sustainability, **Collaboration**

**Collaboration-** An active relationship in which *two or more* individuals or organizations agree to *pool their resources* to achieve *common goals* that each recognizes cannot be achieved alone.

**Leadership and Partnerships-** “...in a world of multiple colliding systems, the hierarchical positions of leaders within their own systems is of limited value, because some of the most critically important tasks require lateral leadership - involving groups over whom one has little control. They must exercise leader like influence beyond the system over which they preside. They must do what they can to lead without authority.” *John Gardner (On Leadership)*

**Visioning** The community reaches *consensus* on a preferred future, then creates a plan to achieve it. The choice is formalized in a *vision statement*, describing the preferred future in words and pictures.

**Communitarianism**

- Collaborative --> Empowerment
- Lateral Leadership - lead without authority
- Expanded Partnerships
- Citizen Input and Direct Involvement
- Community **ASSETS** focused -- not “Needs” or “Problem ID”
- Capacity building/ Community Development

**Building Communities from the Inside Out**

- Kretzman and McKnight
- Community Human Resources
- Key players
- Information resources
- Power resources
- Opinion Leaders
- Law Enforcement
- Recreation
- Courts
- Executive/ Planning
- Health/ Medicine
- Engineering/Public Works
- Business
- Faith Community
- Education
- Citizen /Advocacy Groups
- Neighborhoods
- Media

**Greater Madison Safe Community Coalition**

- Rich in primary and secondary data
- Lateral Leadership - sometimes city, sometimes Safe Kids, etc.
- Political cover for funding TEST Unit
- Citizen Input and Direct Involvement
- Some activity on all issues selected

**Michigan – “Integrating partnerships in Highway Safety”** Kathy Farnum, Office of Highway Safety Planning

OHSP Planning

1. Teamwork
2. Partnerships

OHSP Mission

To save lives and reduce injuries on Michigan roads through leadership, innovation, facilitation, and program support in **partnership** with other traffic safety professionals.

OHSP Vision

To facilitate a performance-based traffic safety program that encourages community initiatives and supports state-level policy and resource development programs which will assist in achieving our mission and program goals.

OHSP Statewide Goals

- To reduce the vehicle mileage death rate in Michigan to 1.4 by the year 2001.
  - To reduce the proportion of crashes where the worst injury in the crash is a K or A injury from 1996 level of 3.2% to 3% by 2001
  - To reduce the proportion of occupants involved in crashes that experience a K or A injury from the 1996 level of 1.7% to 1.5% by 2001.
- 

OHSP Partners

Three Primary Types

- Planning
- Implementation
- Combination

Planning

- Staff
- Universities
- Mssc
- Sms
- Federal

Staff

- After Action Review
- Committees and associations
- Conferences
- Grantee Feedback

Universities

- Planning Documents
- Technical Assistance
- Training

Michigan State Safety Commission

- Statutorily Created
- Role
- State Agency Participation
- Transportation
- State Police
- Education
- State

Safety Management System

- Action Teams
- Annual Planning Meeting
- Traffic Safety Summit

HSP Implementation Partners

- Law Enforcement
- Traffic Safety Non-Profit Associates
- Safe Communities
- Health And Medical Agencies
- State Agencies

Implementation Emphasis Areas

- Occupant Protection
- Alcohol-Impaired Driving Prevention
- Unsafe Driving
- Community Programs

Funding

- Considerations
- Magnitude Of Problem
- Program Area Goals
- Overall Program Goals
- Prior Year Funding

HSP Management

- Grant Coordinators
- Orientation Meetings
- Contact
- Attend Local Grant Activities
- Provide Technical Assistance

HSP Monitoring

- criteria
- program Income
- budget Over \$100,000
- first Time Grantee
- no Grants In Past 3 Years
- contract / Sub-Contract
- prior Performing Issues
- match Funding
- equipment
- equipment Over \$5,000

Measuring Success

- Progress Reports
- Annual Evaluation Report
- Grantee Feedback
- After Action Review

Successes And Challenges

- Collaboration
- Priorities
- Transportation Goal
- MMSSC / SMS

[www.Ohsp.State.Mi.Us](http://www.Ohsp.State.Mi.Us)

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**TUESDAY, OCTOBER 31, 2000**

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**Pennsylvania "PennDOT's Safety SFA - Safer Travel"** Thomas E. Bryer, P.E. Bureau of Highway Safety & Traffic Engineering PA DOT Safety Initiative,

**PennDOT's Safety SFA - Safer Travel**

- High Level Goal
- By 2002 - 5% reduction in deaths
- By 2005 - 10% reduction in deaths

**Trend Analysis – Goal to reduce from 1999**

Year	Goal	Actual
1999	1476	1549
1995		1480

**Safer Travel Objectives**

- Implement effective, low cost safety improvements @ targeted high crash sites.
- Upgrade safe driving performance thru education, awareness & enforcement.
- Alcohol, safety belts, aggressive driving, trucks, pedestrians

**Safer Travel Measures- Crashes are Devastating**

- 5% reduction equates to 74 lives saved.
- 10% reduction equates to 148 lives saved.

**Low Cost Safety Improvements**

- 35-40% of crashes occur on 3-4% of the highways.
- 12 crash categories identified DUI, aggressive driving, seat belt, peds, head on, curves, trees, utility poles, guiderail, intersections.

**Objective :**

- deploy large number of innovative/effective improvements
- on targeted sites in any of 12 crash categories.

**DUI Corridor Initiative**

- Compared the percent of total crashes rated as DUI related

**Pedestrian Intersection Crashes Problem over the past five years (1993-1997)**

- 3,431 crashes
- 94 pedestrian deaths
- Occurred in 2,256 intersections

**Head-On And Sideswipe Crashes And Fatalities -Problem over the past five years (1993-1997)**

- 11,923 head-on and sideswipe crashes
- 1,536 deaths - scattered over 40,244 miles
- Fatalities 681 412 202 124 117

**Curve Crashes And Fatalities Problem over the past five years (1993-1997)**

- 56,708 crashes
- 1,631 fatalities on curves
- Scattered over 40,244 miles
- No formal inventory system of curves available yet

**Tree Crashes And Fatalities Problem over the past five years (1993-1997)**

- 27,406 tree crashes
- 4,703 major injury and death crashes
- 886 deaths associated with striking a tree
- Scattered over 40,244 miles
- Approximately 1 million trees in clear zone (average 25 trees per mile both sides but with very significant deviations)
- No formal inventory system available.
- Crashes per segment- % tree crashes

### Tree Crash Cluster Decision Tree

Does Crash Data warrant remedial action? Consider a location if it is listed in the Hit Tree Cluster list. Locations are listed as a cluster if there are 3 or more crashes in 1/4 mile. Sites that have a high potential for future crashes should also be given consideration (1 or 2 crashes per 1/4 mile section).

- Is Removal Possible?
- Consider trees for removal where conditions meet criteria
- Should the Trees be shielded?
- Can improvements be made to the existing roadway?
- If additional improvements are possible, tree delineation should still be considered as an addition.

### Utility Pole Crashes And Fatalities Problem over the past five years:

- 31,794 utility pole crashes
- 620 utility pole deaths
- Scattered over 40,244 miles
- No good estimate of number of utility poles
- No formal inventories of utility poles or exact correlation between poles and crashes by specific pole.

### Guardrail Crashes And Fatalities Problem over the past five years (1993-1997)

- 23,752 crashes
- 602 deaths associated with striking guiderail
- Scattered over 40,244 miles
- Formal inventory system available (RMS) to define type and condition of guardrail.

### Other Safety Enhancements

- Pedestrian Channelization Devices
- Digitally Enhanced Photograph
- Milled Centerline Rumble Strips
- Pennsylvania Pavement Edge Rumble Strips
- Bicycle Friendly Rumble Strips
- Utility Pole Relocation/Consolidation enhanced Photograph
- Utility Pole Delineation
- Advanced Curve Warning Initiative
- "DOT" Tailgating Treatment Enhanced Photograph
- Driver Safety Corridors
- Low Cost Intersection Gap Warning System
- Safe Driver Performance

### Objectives

- Safety belt usage from 70 to 73%
- alcohol-related deaths down 3%
- aggressive driving-related deaths 3%
- tractor trailer-related deaths 3%
- pedestrian deaths t 3%

### Safe Driver Performance Implementation Plan•

#### SFY 99-00

- limited statewide paid advertising (OCCR \$500k).

#### SFY 00-01

- targeted paid advertising on (8-0 seat belts/10-0 alcohol). [OCCR]
- new Public Info & Educ (PI&E) contract.
- new Truck Safety Campaign.
- evaluate 8-0/10-0 pilot efforts. Safety

#### SFY 01-02

- expand paid advertising. [OCCR]
- develop new PI&E efforts.
- introduce corridor police enforcement.
- continue to evaluate results.

#### SFY 02-03

- if evaluation is positive, expand concept statewide (advertising, education, awareness, and enforcement).

### In-Summary

These two organizational objectives are in fact the two Safer Travel strategic objectives.

- Educ/Enforcement -- being proposed systematically, if it works then expand.
- LCSIP -- wide deployment of low cost projects are needed that target problem sites.
- we must also continue-on with the many other existing good safety practices.

**Oregon Transportation in Oregon- Things Look Different Here**” Troy Costales- Manager,  
Transportation Safety Division, Oregon Department of Transportation

**Over-Arching Planning:**

- Oregon Shines
- Oregon Transportation Plan
- Transportation Safety Action Plan

**Specific, Time-framed Planning:**

- Performance Plan
- Statewide Transportation Improvement Plan

**Vision:**

A Safe Community in Every Corner of Oregon

**Mission:**

To nurture a collaborative network of community transportation safety programs throughout Oregon

**Specific Statewide Objectives:**

- To encourage collaboration and communication between and among members of the transportation safety community within Oregon. Additionally, encourage the communities to collaborate with non-traditional partners.
- To increase the number of community transportation safety programs in Oregon by 5%
- To build the technical capabilities of existing and new community transportation safety programs on Oregon.
- To provide assistance in the form of grant funding to community traffic safety programs and partners
- Provide a fostering environment by initiating policies, procedures, rules, or legislation at the statewide level based on the input and support of community members.

**What is on the horizon for local traffic safety efforts in Oregon?**

- Continuation of traffic safety projects
- Maintaining and adding services in the information age
- Developing new and different partners for traffic safety efforts

**Engineering Solutions**

- Problems identified by using crash and volume data
- Solutions are selected from the Countermeasure Analysis Tool
- Priority for the fix can depend on local reaction
- Safety Division sponsoring this 5 year program

**ODOT District Maintenance Efforts**

- Limited budgets stretched due to emergencies and contingencies
- Often provide a life-saving fix until a major project is scheduled“We do everything we can to make things as safe as possible.” -Don Jordan, District 3 Manager

**Roadway Safety Initiatives Impacting Transportation Safety**

- About \$750,000 annually
- August application - October funding

**Truck safety/safety corridor/high crash**

- -\$50,000 maximum project cost
- ODOT Districts/ODOT Motor Carrier/OSP/local enforcement partners

**Small investment-large returns:**

**Exit signing at Multnomah Falls**

- \$100,000 investment
- Crashes cut in half

**Chevrons on Mt. Hood curves**

- \$8,000 investment
- 40% crash reduction

**Median barrier on Hwy 22 West**

- \$400,000 barrier placement cost - 2 miles
- Potential head-on crash avoided next day•

**Highway 18/22 Enforcement pads**

- \$18,000 investment - 7 pads
- Safer, more effective enforcement

**99W @ Hwy 18 - McDougal Jct.**

- \$400,000 project cost—**\$850,000 benefit to date**
- \$170,000/yr. Avg.**

**Enforcement in maintenance zones**

- \$35,000 toward employee and motorist protection

**Region staff discretionary funds**

- \$50,000 for local needs, non highway

**Does it make a difference?**

- Largest single year drop in fatalities in 1999, down 124 (23% decline)
- Vehicle deaths lowest since 1955
- Bicyclist deaths lowest in 20 years
- Motorcyclist deaths lowest since 1963
- Pedestrian deaths lowest since 1944
- Through October 28, up 26 fatalities compared to 1999, but 80 down from the previous 5 years.

**1999 Performance Measure**

**Crash Related Injuries**

- Goal of 102 injuries per VMT
- 102 injuries per VMT actual
- 28,737 actual injuries

**Florida “Safety Management System and Community Traffic Safety Teams”** Walter Wobig,  
State CTST Coalition Chairman, SMS Steering Committee Representative

***Committed in reducing the number and severity of traffic crashes within the community.***  
**Safety Management System (SMS)**

Florida law (339.177 F.S.) requires that the Department of Transportation have a Safety Management System (SMS) as one of its tools to provide information that is needed to make informed decisions regarding the proper allocation of transportation resources.

- SMS is broadly defined as the integration of the vehicle, the driver and the roadway elements into a comprehensive approach to solving highway safety problems.
- The goal is to reduce the number and severity of traffic crashes by ensuring that all opportunities to improve safety are identified, considered, implemented when and where appropriate, and evaluated.
- The SMS motto has become: *Working Together for a Safer Florida!*

**SMS Coverage**

- Address highway safety on all public roads.
- Through the concept of Community Traffic Safety Teams local city, county jurisdictions have become active in the SMS process, and are focusing on solving highway safety problems at the local level.
- Florida is seen as a national leader in utilizing the Community Traffic
- Safety Program concept with the development of over 40 Teams, which have formed their own Coalition. All of the "top 20" counties with the highest incidence of traffic crashes in Florida have at least one CTST active in their area.
- Dade County, one of Florida's largest metropolitan population areas, is working to form smaller CTSTs within community or city regions instead of the larger countywide model.

**The Challenge**

The SMS process has enhanced opportunities to improve safety on Florida's highways. It is clear that to have an impact on traffic crashes and their severity, all agencies, organizations and other interested parties must work together, so we are: *"Working Together for a Safer Florida!"*

**Potential Benefits**

Provide better decision support tools for policy makers and managers to direct scarce resources to solve highway safety problems.

**SMS Subcommittees** Currently there are nine SMS subcommittees composed of representatives from various agencies and organizations focus on specific activities to improve highway safety:

1. **Traffic Records** - improve the quality of and access to various traffic crash related information.
2. **DUI** - develop statewide goals, objectives and strategies intended to reduce the incidence of impaired driving, thereby reducing the number of alcohol and drug related traffic crashes
3. **Legislation** - identify and prioritize key safety concerns needing legislative attention.
4. **Education** - assist with statewide efforts to identify and coordinate public information and education safety campaigns and activities.
5. **Communication** - facilitate interagency communication to prevent overlap or duplication of agency/subcommittee efforts.
6. **Roadway Safety** - improve safety by promoting the best use of road design standards and good engineering practices.
7. **Traffic Safety & Community Policing** - adopt a coordinated, pro-active approach in dealing with high risk drivers and other enforcement related traffic issues.
8. **Pedestrian/Bike/In-line Skate** - develop strategies to reduce the incidence of pedestrian, bicycle and in-line skating related crashes.
9. **Occupant Protection** - increase usage of occupant protection equipment through education and community awareness.
10. **Truck Safety** - to investigate motor carrier safety concerns and work to improve crash data collections and analysis, as well as educate the traveling public about driving around large trucks.

**Florida's Community Traffic Safety Teams (CTSTs)**

- Locally based groups
- Committed to solving traffic problems
- Multi-jurisdictional
- City
- Boundaries are up to the individuals comprising the team. Can be city, entire county, portion of county, multiple counties, or any other jurisdictional arrangement.
- County
- State
- Occasionally federal agencies



## Community Traffic Safety Teams

Multi-disciplinary:

### The 4 “E”s that work in highway safety

- Engineering
- Enforcement
- Education / public information
- Emergency services

**By working together** with interested citizens and other traffic safety advocates within their communities, the CTSTs help to solve local traffic safety problems related to the driver, the vehicle and the roadway.

**One common goal** of each Community Traffic Safety Team is to reduce the number and severity of traffic crashes within their community.

### Florida Community Traffic Safety Teams

- 10 CTST's in Florida that are members of the coalition
- Each CTST has about 15-20 regular members who represent their own agency from either an enforcement, engineering, education or emergency medical services discipline.
- Due to the common goals, objectives and interests of the statewide Community Traffic Safety Teams, the teams decided to form their own unique Coalition. The CTST Coalition holds quarterly meetings to share successes, safety materials and programs and to facilitate technology transfer among the CTSTs. As a tie to the Florida Safety Management System, the CTST Coalition Chairman is also an SMS Steering Committee Representative. With the combined statewide resources of over 800 volunteers working together as a united front on comprehensive traffic safety issues, the CTST Coalition has helped to put names with faces, opened up new avenues of communication throughout the State, and has fostered a feeling of cooperation that did not exist prior to the Coalition's establishment.

### Greatest accomplishment of the Community Traffic Safety Team Coalition:

1. Ability to bring together such a diverse group of local community safety partners to facilitate the sharing of safety programs.
2. Sharing of Ideas and materials to a statewide audience through the individual Community Traffic Safety Teams in Florida.
3. It is this broad-based partnership of CTST members across the State that has made the CTST Coalition such a valuable representative on Florida's Safety Management System Steering Committee.
4. The continued growth and attendance at Coalition meetings is indicative of the importance the CTSTs give to traffic safety in Florida, and the trust they place in the Coalition to speak for those volunteers who are actively working toward safer communities.

### What sets this CTST Coalition apart from other highway safety programs?

1. Each individual member is a VOLUNTEER, which sets this group apart from many other safety programs which have hired staffs and specific safety program duties.
2. Each member of the Coalition's volunteer force is also involved in their local Community Traffic Safety Team and has their own separate "job" to do.
3. The support these volunteers receive from their individual employers to pay for their time and travel in order for them to participate in the Coalition meetings, training and safety events, is another unique factor that sets this program apart from other safety programs.
4. The persistence and innovation brought to the Coalition by these volunteers has been a key to the Coalition's success.
5. The growth and longevity of the Coalition is also a testament to the initial goal of sharing ideas and bringing the various CTSTs together, toward a common goal of educating people about traffic safety to reduce crashes, injuries and deaths on Florida's roadways.
6. Although Florida faces many traffic safety challenges, as both our population and number of licensed drivers grow, the Coalition members remain optimistic, continuing to provide direction to the individual CTSTs, and a strong network of volunteers to deliver traffic safety programs to Florida's citizens and visitors. **The CTST Coalition unanimously voted to hold special safety events and to support enforcement blitzes with individual Teams participating in many of the following activities.**
  - Buckle Up Florida! campaign to increase safety belt usage rates. Buckle Up Hotline 1-800-699-SAFE to report children riding unsecured in a motor vehicle – a public education effort providing safety material to vehicle owners, which is a component of the
  - Florida Child Passenger Safety Program: Work closely with the Florida County Tax Collectors to develop a mutual traffic safety educational effort called the \$2 Difference to collect a special \$2 contribution for the purchase child safety seats within local counties. Offering the 4-day National Highway Traffic Safety Administration (NHTSA) Child Restraint Device training and certification courses for CTST members. School Bus Safety enforcement blitzes on an annual basis to stress

the importance of drivers not passing stopped school buses. Participation in the "Safe Ways to School" program through the University of Florida, with 10 schools from CTST counties being selected for school safety assessments, pedestrian and bicycle safety training and project improvements. School educational activities, safety fairs and bicycle rodeos.

- Endorsement of and assistance in dissemination of the **Winner's Do IT!** traffic safety campaign materials and messages. Contact **Winners** at: [winners@ce.ufl.edu](mailto:winners@ce.ufl.edu) PSA Messages from NASCAR's Top Drivers - Mark Martin (1387 KB) - Darrell Waltrip (1621 KB) - Dale Jarrett (1405 KB) - Jeff Gordon (1540 KB) - Ernie Ivan (1423 KB) Use of the new Federal Highway "Moving Safely Across America" CD-Rom to educate drivers on traffic safety issues and engineering safety concerns along our roadways. Click here for an article on Alachua CTSTs program using the "Moving Safely" CD-Rom. Obtain Governor's Proclamation and statewide CTST participation in the week-long **STOP! Red Light Running** enforcement blitzes. Past endorsement of and participation in the **Booze It & Lose It** DUI campaign and "The Designated Driver" campaign. Endorsement of the NO ZONE truck safety demonstrations by obtaining a Governor's Proclamation for International Highway Traffic Safety Week. To obtain more information about the Florida DOT's NO ZONE truck, which is available for demonstration purposes, click here. Mock DUI crashes - Education to students about the effects of DUI. Railroad Safety Awareness campaigns to educate drivers about rail-highway grade crossing safety, including cooperative efforts with the Operation Lifesaver program Motorcycle Safety - Bike Week in Daytona - public education for motorcyclists. 25 of course providers locations.

For more Information contact: Sgt. Walter C. Wobig  
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**Other states represented:**

Illinois, Indiana, Kansas, Minnesota, Missouri, Nebraska, Ohio, South Dakota, Washington DC, Wyoming.

**Future Thinking Discussion:**

- Use AASHTO as a format and keep the CEO's on this issue, get on their agenda
- The chair of AASHTO Safety Committee wants to do a similar activity in the NE part of the US
- The resource center can advertise what we are doing with this meeting and share the success
- Sponsor the safety engineers from the states at a meeting at the resource center annually and create relationships, could bring others
- Resource centers will encouraged what we did here at this meeting in other resource centers
- FHWA can facilitate a network activity so we know who the safety engineers are in other states
- States can develop an agenda for this meeting if it occurs in the future
- Need to look at other that primary prevention and wasn't much discussion at this meeting of emergency responses – need to improve emergency response and trauma care which reduces deaths which started out as an injury and it wasn't handled properly
- Look at all of the causes of crash deaths going up which includes a data base for rural hospitals closing, aging population, etc.
- Need to focus on the off-system deaths and not looking only at the state highway system
- Develop an SMS list serve- a safety knowledge base is in process by FHWA
- This was not a funeral for SMS
- Need a full time person to manage the program
- Market the program and look at successes that are data driven and the data manages the program
- 

12:00 Closing Remarks

- Tom thanked all of the speakers and the people who came from other states
- Rudy Umbs thanked the conference and affirmed that success all goes back to the locals and that is where the solutions are, not a federal program from DC. We need a common vision and a common program. FHWA can provide some ideas that need to be implemented at the local level; but it is teamwork that is the fuel to make it happen. He encouraged all the states represented to go out and do it. He expects there will be other conferences in the future.