



VISION ZERO

ZERO TRAFFIC DEATHS IN MoCo



Montgomery County VISION ZERO ASSESSMENT FINAL REPORT



December 2025



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01

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Purpose of the Assessment

Montgomery County is a long-standing leader in implementing Vision Zero through its adoption of safety policies, automated and traditional enforcement, and integration of proactive safety-centered planning efforts. Recent trends in severe crash rates and ongoing disparities in safety outcomes highlighted the need for a comprehensive evaluation of the County's Vision Zero program.

This assessment was designed to systematically examine policies, procedures, and practices across eight essential Vision Zero program areas, identifying both strengths and opportunities for improvement. It also serves as a foundational input to the upcoming update of the Vision Zero 2030 Action Plan, ensuring future strategies align with national best practices, the Safe System Approach, and community needs.

Key Findings

The assessment revealed a countywide program that is robust, with both dedicated funding streams and strong institutional commitment, but varying levels of implementation and coordination across divisions, departments, and focus areas. While safety is widely recognized as a County priority, several processes, such as project delivery, performance measurement, communication and cross-agency collaboration, have the potential for increased consistency in application and more development and refinement.

Key insights from research conducted to inform the assessment include:

- **Countywide commitment to Vision Zero is clear**, supported by formal policies, recurring Steering Committee meetings, and incorporation of safety into strategic plans. Continuing to build on these foundational elements provides a strong platform for advancing implementation.
- **Safety implementation varies across County departments**, with some applying policies systematically and others relying on informal or reactive processes.
- **Safety project prioritization is improving**, through stronger scoring criteria and expanded use of contextual data. More of a focus on proactive network-based planning could enhance safety efforts.
- **Project delivery and documentation processes are evolving** through annual reports and dashboards, but more can be done to share safety data and results across agencies and departments. In addition, more focus can be put on speed-related projects through data analysis, traffic calming, and further deployment of automated enforcement.
- **Enforcement strategies are active and strong** through education campaigns, traditional traffic patrols, and automated enforcement. Limited enforcement awareness of ongoing Vision Zero efforts, staffing challenges, and unclear communication or coordination between enforcement and engineering efforts can be strengthened.
- **Outreach and education programs are strong and community needs are consistently acknowledged**, though visibility and alignment across departments can be strengthened.
- **Considerations for areas of persistent need are present but still emerging**, with a need for clearer tools, metrics, and prioritization methods to consistently elevate impacts and successes in underserved communities.

Recommendations Snapshot

To respond to the key findings, 60 action items were developed and 12 were prioritized for immediate implementation. All action items address at least one of the following:

- Critical inputs into the **Vision Zero 2030 Action Plan update**
- Opportunities to strengthen **agency collaboration**
- Continuation and expansion of **automated enforcement**
- **Education** of County departments, stakeholder agencies, the public, and people whose jobs directly interact with safety outcomes
- Enhanced opportunities allow **enforcement** to prioritize traffic safety through both technological tools and traditional methods. These efforts reinforce a clear connection to Vision Zero priorities
- Processes to **deliver** proactive and reactive **safety projects** consistently, in a coordinated way and evaluate their effectiveness
- Enhancements to **project prioritization** to integrate safety into all projects and address needs more proactively
- Strengthen **public understanding** and buy in to increase support for safety improvements

TOP PRIORITIES

The top **12 priorities** to advance Montgomery County's Vision Zero program are:

- » Continue to develop and refine the High Risk Network (HRN) and crash profiles to determine other locations of need. The highest risk roads identified on the HRN should be given the highest priority.
- » Strategically reframe Vision Zero as a "Vision for Zero" when developing an internal culture, emphasizing success as an ongoing process rather than a binary absolute. Maintain the Vision Zero program name to clearly communicate the program's goals
- » Develop a clear workflow and prioritized communication channels, supported by shared data platforms or dashboards. This structure enables Montgomery County Police and Transportation staff to provide timely feedback during project development and public outreach, share information efficiently, clarify joint responsibilities, and ensure all perspectives inform Vision Zero decision-making.
- » Continue the County's speed, red-light, and school bus automated enforcement programs, maintaining a focus on improved safety outcomes, while exploring emerging technologies to enhance program effectiveness.
- » Continue formal safety education initiatives in schools and clarify which programs should remain under County Government responsibility and which could transition to Montgomery County Public Schools.
- » Create a large scale safety awareness campaign that brings existing regional, state, and federal campaign resources and locally created resources under one Vision Zero brand.
- » Share message(s) and data on crash reductions with law enforcement (ex: in this area with increased hours of high visibility enforcement, crashes decreased by x) to emphasize their value and connection to the Vision Zero program.
- » Maintain the current structure of the centralized traffic unit and ensure ongoing coordination with the Patrol Bureau to support countywide coverage and focus on safety-related stops. Continue sharing

the existing High Injury Network and plan to distribute the High Risk Network and revised analysis from the Vision Zero Action Plan Update with enforcement partners, as these resources identify critical enforcement locations beyond areas covered by cameras.

- » Establish measures of effectiveness that are linked to pre-established goals and benchmarks and continue expanding methodologies to conduct before-and-after studies of normalized data on a sampling of safety projects annually to improve countermeasure selection and evaluation across programs.
- » Identify opportunities for less complex safety project approaches that avoid utility and right-of-way impacts to balance low-cost short-term and long-term safety needs.
- » Prioritize safety interventions, and emphasize rapidly implementable design and construction projects, in underserved communities.
- » Develop a comprehensive prioritization process to evaluate and rank the safety performance of all projects (excluding those located outside the public right-of-way, such as nature trails in parks) and further integrate proactive safety and crash considerations in MCDOT's short-term, level-of-effort projects and larger capital projects.

02

INTRODUCTION

INTRODUCTION

Background

Montgomery County has long been recognized as an early adopter and regional leader in Vision Zero, developing intentional safety strategies and implementing projects aimed at prioritizing safety and reducing crash risks. Recent crash trends highlighted the need to reassess and strengthen the County's current approach. This includes identifying whether current structures and investments are aligned with current Vision Zero standards and national best practices.

With this goal in mind, this Vision Zero implementation assessment was undertaken to critically evaluate what has been working over the past several years and where refinements are needed to improve outcomes. This assessment was completed by a panel of outside subject matter experts in engineering, design, project delivery, law enforcement, and safety education and was designed to benchmark the County's practices across eight key focus areas, identify challenges and opportunities, and ensure that safety strategies better meet community needs while proactively addressing crash risks. It also provides recommendations and inputs to be incorporated in the upcoming update of the Vision Zero 2030 Action Plan, offering a clearer understanding of current program performance and laying out specific, actionable steps to continually strengthen and refocus the County's safety framework moving forward.

Objectives

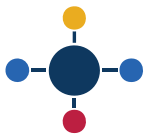
The Vision Zero Assessment had four main objectives:

- **Review the Existing Vision Zero Program:** The assessment compiles and reviews all relevant County plans, policies, and procedures to establish a clear baseline of current Vision Zero practices across eight focus areas. It evaluates how well existing efforts align with national Vision Zero best practices.
- **Identify Challenges and Opportunities:** Through surveys, interviews, focus groups, and document review, the assessment identifies program strengths alongside structural and operational barriers that may limit progress. This process highlights both gaps and areas where County practices can be strengthened or modernized.
- **Identify Best Practices:** Customized Vision Zero benchmarks—rooted in national guidance and peer agency experience—are used to evaluate Montgomery County's current performance. These benchmarks help illustrate where leading practices already exist and where new strategies could be adopted.
- **Recommend Specific Actions to Advance Vision Zero Goals:** The assessment concludes with actionable recommendations, detailing responsible partners, timelines, and resource needs to strengthen the County's Vision Zero program. These recommendations will guide the next update of the Vision Zero 2030 Action Plan and support more effective, measurable progress toward eliminating severe crashes.

EVALUATION FRAMEWORK

Vision Zero Focus Areas

A successful Vision Zero program includes several core components – a commitment to safety, a culture that values safety, safety project prioritization and implementation, enforcement, education and outreach, communication and engagement, and addressing the needs of all users. Montgomery County’s safety program was evaluated across the following focus areas.



MANAGEMENT AND COORDINATION

This area evaluates whether a commitment to Vision Zero is evident through shared agency and divisional priorities and coordinated efforts. Strong alignment across agencies and divisions is essential, as it maximizes the efficiency of project development and ensures that all work contributes toward advancing a unified vision towards a safer transportation network. Formal agreements, such as written statements of priorities, defined roles, and documented responsibilities, are particularly valuable for clarifying expectations and establishing clear lines of coordination between agencies and divisions, and across projects.



COUNTY CULTURE AND POLICY ALIGNMENT

This area evaluates how well internal and external policies prioritize transportation safety. It considers the integration of safety goals into strategic plans and the presence of policies and practices that promote equitable infrastructure investments. It also examines whether staff receive Vision Zero–specific training to ensure consistent understanding and alignment across relevant divisions and departments.



SAFETY PROJECT DELIVERY AND MANAGEMENT

This area assesses how consistently transportation safety projects are being delivered, documented and tracked, and how effectively County divisions and departments, and partner agencies coordinate to support implementation. It examines the use of project timelines and delivery metrics, the consistency of documentation processes, interdepartmental, inter-divisional and inter-agency coordination, and the availability of dashboards or other tools—both internal and public-facing—that monitor and communicate progress and accomplishments.



SAFETY PROJECT PRIORITIZATION AND SELECTION

This area evaluates how safety considerations factor into project prioritization. It looks at whether agencies use transparent scoring or ranking criteria, incorporate crash data and community needs indicators, and apply both qualitative and quantitative data to make context-sensitive decisions. It also assesses the extent to which planning is systematic rather than reactive and whether dedicated funding is available to advance identified safety priorities.



OFFICER AND AUTOMATED ENFORCEMENT

This area evaluates how enforcement strategies support Vision Zero goals within the County. It examines the presence and application of speed-setting policies, completion of speed audits, and the use of traffic calming programs to reduce aggressive behaviors. It also considers the role of both live and automated enforcement, as well as how effectively law enforcement personnel and partner agencies coordinate to share information, identify locations needing engineering interventions, and address unsafe driving behaviors more broadly.



OUTREACH AND EDUCATION

This area evaluates how transportation safety messages, educational material, and information related to Vision Zero are disseminated to the broader community. It considers the presence of educational campaigns addressing driver, pedestrian, and bicyclist safety, as well as school- and community-based programs focused on transportation safety. It additionally looks at community integration and whether partnerships or opportunities to collaborate exist with local advocacy and community organizations to extend outreach efforts, and whether educational materials are accessible to a broad range of demographics, including availability in multiple languages.



EXTERNAL COMMUNICATION AND ENGAGEMENT

This area evaluates how the public and internal and external stakeholders are engaged in the development and implementation of safety plans and projects. It considers whether safety program progress reports are regularly shared with internal and external audiences, the availability of funded and diverse community engagement initiatives, and opportunities for the public to provide comments that inform safety efforts. Additionally, it looks at advisory committee involvement to assess whether stakeholders are regularly engaged in ongoing safety discussion and decision-making.



AREAS OF PERSISTENT COMMUNITY NEED

This area assesses how broader community contexts inform the implementation of safety programs across the county. It examines whether metrics are in place to regularly capture community needs—including demographic, socioeconomic, and historical factors—and whether these insights guide the prioritization of safety projects and programs. It also evaluates the extent to which the County prioritizes underserved communities to address historical disinvestment and ensure safety resources are meeting each community's needs.

03

STEPS TOWARD RECOMMENDATIONS

STEPS TOWARD RECOMMENDATIONS

Methodology

To assess the status of Montgomery County’s Vision Zero program across each of the eight program areas and identify specific actions that the County can undertake to further advance the program, a six-step methodology was used. The key findings from each assessment step, and their impact on the formulation of the final recommendations, are discussed in the following sections.



BENCHMARK DEVELOPMENT

Developed strategies across eight focus areas to evaluate alignment between existing safety practices and Vision Zero principles.



DOCUMENTS REVIEW

Reviewed documents to understand Montgomery County’s existing Vision Zero practices across the eight focus areas.



WEBINAR

Informed the Vision Zero Steering Committee about the purpose of the project and the benchmarks used for assessment.



SURVEY

Distributed a broad, benchmark-based survey to understand the County’s standing on Vision Zero practices from the staff perspective.



FOCUS GROUPS AND INTERVIEWS

Based on survey results, interviewed County staff through focus groups and interviews to discuss key safety successes and challenges.



WORKSHOP

Shared results from all previous steps and obtain stakeholder feedback on priorities.

Results



BENCHMARK DEVELOPMENT

To evaluate Montgomery County’s progress across the eight Vision Zero Focus Areas, performance measures (i.e. benchmarks) were developed to assess the extent to which activities were occurring that would support a more holistic Vision Zero program. Benchmarks were developed for each Focus Area. An example for the Management and Coordination Focus Area is shown below. The full list of benchmarks is provided in the Vision Zero Assessment Document Review Memo (**Appendix A**).

Benchmarks Example

Management and Coordination

- *Vision Zero resolutions or official adoption*
- *Collaborative agreements with agencies/partners*
- *Inter-agency task forces or working groups*
- *Evidence of Vision Zero shared goals*



DOCUMENT REVIEW

The project team initiated its Vision Zero assessment by systematically reviewing eleven Core County documents. The following documents were reviewed:

- Pedestrian Safety Initiative (2007)
- Resolution to Adopt Vision Zero in Montgomery County and Urge the State of Maryland to Adopt Vision Zero (2016)
- Vision Zero Two-year Action Plan (2017)
- Equity Framework (2019)
- Vision Zero 2030 Plan – Public Engagement Summary (2020)
- Montgomery County Complete Streets Design Guide (2020)
- Maryland Strategic Highway Safety Plan (2021–2025)
- Vision Zero FY22–FY23 Work Plan (2021)
- Ending Impaired Crash Fatalities Action Plan (2023)
- Vision Zero 2030 Action Plan (2023)
- Montgomery County Police Automated Traffic Enforcement Plan (2024)

Documents were reviewed according to the benchmarks, or performance measures in the Vision Zero Assessment matrix. Each document was reviewed for the presence or absence of these elements and consistency across documents.

Noted opportunities for program improvements and gaps per element were documented as “opportunities to build upon” and “challenges to address”, respectively. After the review of the core documents was completed, each element was assigned a preliminary status that detailed its status as a County practice. These statuses were defined as follows:

- **Not a Current Practice:** The element is not present in any reviewed documents or referenced only in a vague or aspirational way without clear action, structure, or accountability.
- **Initiated Practice:** The element is acknowledged, and some preliminary steps or pilots have been taken, but implementation is limited in scale, timeframe, or consistency.
- **Implemented Practice:** The element is clearly documented in multiple plans or reports, with demonstrated follow-through such as recurring actions, designated staff roles, or programmatic execution.
- **Institutional Practice:** The element is deeply embedded in the County’s Vision Zero framework through policies, sustained funding, inter-agency agreements, and routine evaluation.

The completed review identified gaps and opportunities, as well as the preliminary status of each element per category area, and are summarized in Table 1-8 in **Appendix A**.

Document Review Key Findings

The document review revealed a Vision Zero program with strong foundational elements and opportunities for enhanced implementation. With the review generally finding that Montgomery County established meaningful institutional commitments and policy frameworks while facing common challenges in translating the vision into consistent, systematic practices.

- **Montgomery County has demonstrated a strong commitment to Vision Zero**, with established coordination through the Vision Zero Steering Committee, though clearer partner roles and expanded performance metrics could strengthen implementation.
- **A safety-first culture is evident** through staff coordination, adopted policies, and integration of safety into strategic plans, with opportunities to further advance training, guidance implementation, and system-level safety considerations.
- **Safety projects are prioritized using crash data and community needs**, with potential to enhance project selection through additional contextual data, refined scoring criteria, proactive investments, and diversified funding.
- **Safety projects are being delivered and documented**, with opportunities to increase delivery through shared processes, before-and-after evaluations, and improved public reporting tools.
- **Enforcement efforts effectively address unsafe behaviors** through education, traditional enforcement, and automated technologies, with opportunities to further strengthen speed management strategies and inter-agency collaboration.
- **Community needs are consistently considered through outreach and engagement**, though clearer metrics and stronger integration of public feedback could improve equity-focused decision-making.
- **The County is well positioned to evolve** toward a more proactive, systems-based Vision Zero approach that emphasizes risk reduction and holistic safety outcomes.



WEBINAR

A webinar was held to present the results from the document review to the Vision Zero Steering Committee. The webinar was intended to collect feedback from Steering Committee members on benchmarks and document review findings.

The following feedback received at the webinar was funneled into the final recommendations:

- There is broad commitment across departments to achieving Vision Zero goals.
- Leverage existing meeting and training time to share updates on Vision Zero progress and promote consistent use of language aligned with federal guidance.
- Move toward a more proactive, predictive approach to safety.
- Leverage already developed tools, such as a GIS-based crash history and predictive mapping system, to support decision-making and preliminary engineering efforts.
- There is a need for a more comprehensive framework to evaluate safety needs across the entire network, not just within HIN boundaries.
- Acknowledged the challenge of balancing community support with data-driven prioritization—especially when resources are limited.



SURVEY

An internal County survey was designed to assess the inter-organizational climate surrounding the Vision Zero Program. The survey was created to align with the preliminary benchmarks identified in the document review, allowing for a comparison between documented practices and internal perspectives.

The survey was administered from June 20, 2025 through July 11, 2025 and consisted of twenty questions. A total of 48 participants provided at least partial responses. Respondents primarily identified as Engineers or Planners, accounting for just over 60 percent of participants, with additional representation from policy and budget analysts, community outreach staff, law enforcement, and other related roles. Survey results also indicate a high level of awareness of the County's Vision Zero resolution, with nearly 60 percent of respondents reporting strong awareness and an additional 30 percent reporting some awareness.

Survey Results

Survey responses were analyzed by identifying the most common answer on a five-point scale, ranging from Strongly Disagree to Strongly Agree. Both the predominant response and the level of agreement among respondents were used to assess how closely internal County perspectives aligned with findings from the document review for each benchmark.

The analysis also examined correlations between survey questions to better understand how different aspects of the Vision Zero Program relate to one another and to County priorities. A full matrix of correlation coefficients, along with detailed interpretation, is provided in **Appendix B**, Table 2.

Some key takeaways include:

- **Access to information is essential:** Clear visibility into Vision Zero projects and campaigns supports consistent evaluation of safety benefits, outreach, timelines, and community engagement.
- **Training and equity enable proactive safety:** Strong Vision Zero training and prioritizing underserved communities are linked to moving beyond crash history and toward system-wide, preventive safety planning.
- **Speed management requires coordination:** Addressing speeding is most effective when Police, Transportation staff, and automated enforcement programs regularly share information and collaborate.

Alignment with Document Review

The predominant participant response corresponding to each survey item was used to check for alignment across benchmarks established in the document review. Focus area level takeaways of the comparison are shown in **Table 1**.



FOCUS GROUPS

Three focus groups were conducted to gain deeper insight into topics identified through the survey and document review comparative analysis. The focus groups were held virtually in August and September 2025 and included one session with uniformed enforcement from the Montgomery County Police Department, one session with Automated Traffic Enforcement from the Montgomery County Police Department, and one session with the Montgomery County Department of Transportation. Members of the project team moderated each focus group using pre-developed questions designed to refine the preliminary benchmarks. Each session lasted approximately one hour.

Uniformed Enforcement

High Level Takeaways:

- **Role in Vision Zero:** Officers support Vision Zero's goals but remain primarily involved through enforcement rather than systematic safety discussions, and some express reservations about the program's branding.
- **Enforcement Strengths and Challenges:** Automated enforcement helps relieve understaffed units, but officers stress it cannot replace human enforcement, which is already constrained by weak judicial outcomes, community oversight pressures, and limited staffing.
- **Inter-agency Collaboration:** Collaboration with the Maryland State Highway Administration (MDSHA) is strong. However, relationships with planners, engineers and other stakeholders are more underdeveloped, with officers feeling like their feedback is sometimes dismissed without leadership support to reframe concerns and facilitate conversations.
- **Systemic Barriers:** Political sensitivities, resource constraints, judicial system shortcomings, pandemic impacts, outdated notification requirements and limits to transparency in public communication provide barriers to effective enforcement.

Table 1: Survey and Document Review Comparison Results by Focus Area

Focus Area	Document Review and Survey Alignment
Management and Coordination	The document review and survey responses show strong alignment around Montgomery County’s adoption of Vision Zero. They also indicate that some cross-agency collaboration is occurring, even if these partnerships are not always formalized. While the document review provides clear evidence of Vision Zero goals, survey responses show more moderate agreement, suggesting divisions and departments may prioritize different aspects of Vision Zero in practice.
County Culture and Policies Alignment	Both sources indicate that the County consistently uses language that prioritizes safety as a core value. They also agree that Vision Zero training opportunities remain limited, underscoring the need to formalize training and strengthen inter-agency communication to ensure a shared understanding of safety-related policies and practices.
Safety Project Delivery and Management	The document review and survey responses align on the County’s current level of project tracking and documentation, pointing to opportunities to update internal tracking tools and strengthen documentation practices. The two sources diverge, however, on the availability of public-facing dashboards: while County documents show limited evidence of such tools, survey respondents believe project statuses are being communicated. This suggests a need to reassess communication platforms to ensure that project information is accessible and reaching intended audiences.
Safety Project Prioritization and Selection	Document and survey findings both show that project scoring and ranking practices are present at a moderate level across the County. Both sources also agree that safety project prioritization is actively underway and recognized by staff. In addition, both assessments affirm that proactive safety planning is occurring, while acknowledging that further development in this area would enhance the County’s ability to advance Vision Zero goals more systematically.
Officer and Automated Law Enforcement	This is an area where document and survey perspectives diverge. While the documents outline active enforcement initiatives—including automated enforcement and coordination with law enforcement—most survey respondents were unaware of them, indicating a need for clearer communication and greater visibility. Staff also reported limited awareness of documented inter-agency collaborations. Although enforcement of traffic laws related to unsafe behaviors is well documented, survey responses were mixed, with only a slight majority viewing it as a County priority—highlighting an opportunity to strengthen emphasis and clarity around enforcement activities.
Outreach and Education	Both sources agree that the County provides consistent safety outreach and maintains strong school and community education programs. Both sources also agree that roadway safety materials are accessible, indicating a well-established and broadly recognized foundation for safety education efforts.
External Communication and Engagement	The document review and survey responses agree that Vision Zero progress is well documented, though both indicate room for improvement. However, many survey respondents remain unsure or unaware of existing community engagement initiatives, suggesting these efforts may not be effectively marketed or may not be reaching their intended audiences.
Community Needs	Document and survey findings align in acknowledging a commitment to equity in safety planning, particularly regarding underserved communities. However, both indicate that this work is still developing.

Automatic Traffic Enforcement

High Level Takeaways:

- **Local Influence vs. State Control:** Local priorities are often overshadowed by state-level decision-making, slowing progress where safety needs are most urgent. Re-prioritizing legislation to give localities more authority in placing speed cameras would help address location-specific issues.
- **Revenue Transparency and Accountability:** While enforcement revenue must legally be reinvested in safety, the inability to tie funds to specific projects undermines public trust in the program. Identifying funded projects and publicly demonstrating resulting safety improvements may strengthen accountability.
- **Camera Ownership and Management:** The County's lack of ownership over automated enforcement cameras creates inefficiencies in contracts, maintenance, and relocation. Exploring vendor alternatives or revising agreements could reduce bottlenecks and improve program outcomes.
- **Public Awareness of Safety Benefits:** Residents may view automated enforcement more favorably if there was more communication about improved safety outcomes around camera sites. Data-driven reporting that connects camera placement with crash reductions could improve acceptance.
- **Outdated Notification Requirements:** The requirement to publish notices in print newspapers is ineffective given the lack of strong local print media. Legislative updates allowing online, localized notifications would increase reach and reduce costs.
- **Transparency in Public Communication:** Public Officials receive detailed data while the public sees minimal and often highly technical reports. A standardized reporting process with clearer, more accessible information would improve transparency, build trust, and align enforcement with community expectations.

Montgomery County Department of Transportation

High Level Takeaways:

- **Safety is a Priority:** Crash data, the High-Injury Network, and pedestrian/student safety drive most project decisions, though other competing infrastructure needs (mobility, connectivity, maintenance) compete for resources.
- **Reactive and Proactive:** Departments try to balance proactive safety improvements with reactive responses to community or political pressures.
- **Community and Equity Matter:** Public input, school engagement, and attention to Equity Emphasis Areas are central to prioritization, but there is concern about over-weighting vocal requests instead of addressing demonstrated safety needs.
- **Evaluation is Inconsistent:** While some teams use data and monitoring tools (e.g., walksheds, camera studies), post-implementation evaluation is limited, making it difficult to measure long-term impact.
- **Coordination Response Varies:** Internal County collaboration is effective, but challenges persist with MDSHA, MCPS (Montgomery County Public Schools), and law enforcement. Better communication channels and clear points of contact could improve alignment and follow-up.
- **Room to Grow in Proactive Planning:** While safety is prioritized, more systematic and risk reduction-based frameworks are needed to ensure that pedestrian, mobility, and underserved community needs are consistently elevated alongside immediate safety concerns.

INTERVIEWS

Five one-on-one interviews were conducted in August and September 2025 to gather additional feedback from key stakeholders within County departments. Each interview was conducted virtually and lasted approximately one hour. Interview participants included the Department of Transportation Director; the Division Chief of Traffic Engineering and Operations; the Division Chief of Transportation Engineering; a Police Department Assistant Chief; and a Police Department Lieutenant. Key takeaways from these interviews are summarized in **Table 2**.

WORKSHOP

Following completion of the interviews and focus groups, the project team conducted an in-person workshop with members of the Vision Zero Steering Committee and representatives from City, County, and State agencies and jurisdictions that participated in the online survey. The workshop provided an opportunity to present initial findings and confirm that local needs and priorities were accurately reflected, as well as to gather feedback on draft recommendations to ensure they outlined realistic and actionable next steps for advancing the County's Vision Zero program. The workshop agenda included a project overview presentation, a prioritization exercise, and facilitated breakout group discussions.

Prioritization Exercise

During this exercise, participants were tasked with selecting their highest priority recommendations. Preliminary recommendations were printed onto large foam boards, divided by prioritization category (Education, Project Prioritization/Project Development, Enforcement/ATE, Agency Collaboration, and Action Plan Update/Engagement), and each participant was handed five "sticky dots". Participants were instructed to place a sticky dot next to the five recommendations they believed should be most prioritized by the County. After all participants completed their selection, the project team noted which two to three recommendations in each category received the highest number of votes. These recommendations were then selected for further discussion in the breakout group activity.

Figure 1: Workshop Prioritization Exercise

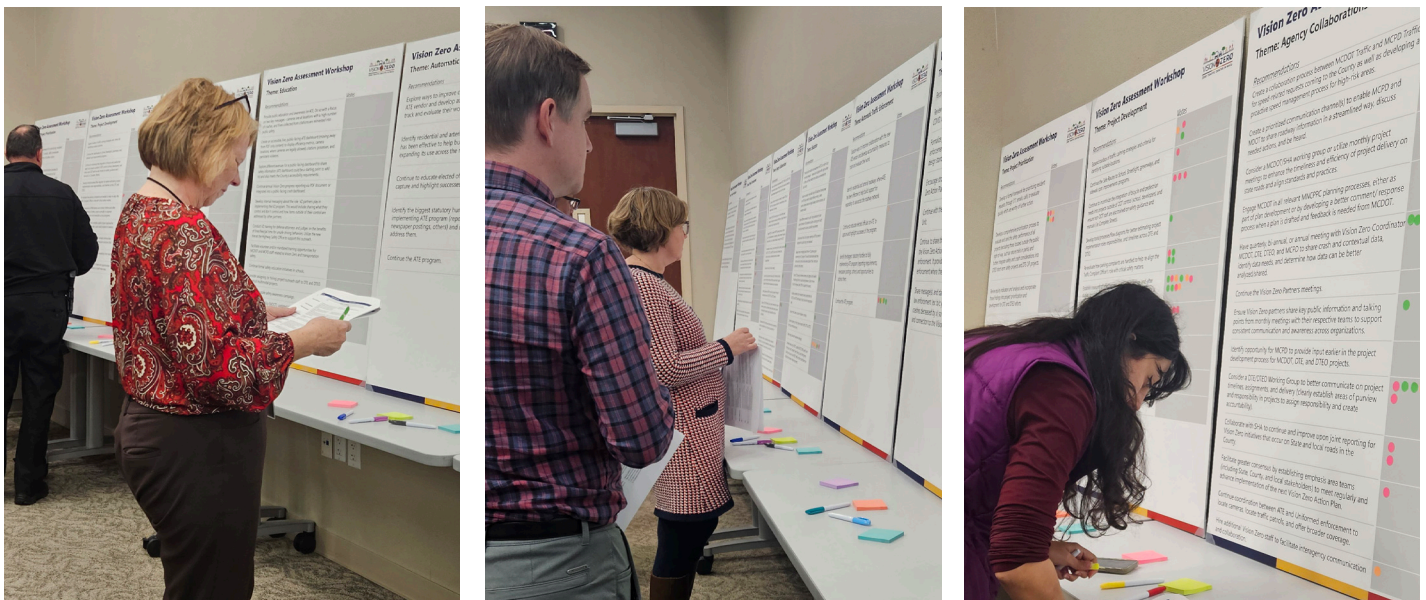


Table 2: Key Takeaways from Interviews

Theme	Key Takeaways
Culture	<ul style="list-style-type: none"> Montgomery County is seen as a leader in Vision Zero compared to the State and their jurisdictional peers, with robust funding, dedicated leadership, and well-resourced programs There is an opportunity for adequate resource and role allocation for implementing Vision Zero in Montgomery County
Enforcement	<ul style="list-style-type: none"> Staffing and resource constraints limit proactive enforcement Strong belief in enforcement as primary behavior-change tool Crash-data-driven deployment concentrated in Equity Emphasis Areas; perceived as effective Skepticism toward Vision Zero framework Post-COVID decline in traffic stops and limited traffic training around that same time is viewed as a challenge
Technology	<ul style="list-style-type: none"> Automated enforcement is effective and should continue Technology and delivery tools lag behind needs – streamlining and modernizing tools are opportunities for improvement
Collaboration	<ul style="list-style-type: none"> There is limited cross-department and cross-agency collaboration on Vision Zero initiatives – need for clearer role allocation across divisions and agencies Limited institutionalized collaboration between MCPD and MCDOT Intra-departmental coordination can sometimes compromise timing and implementation on safety projects
Project Delivery	<ul style="list-style-type: none"> A balance of large, innovative projects with smaller “quick-build” efforts could improve efficiency and responsiveness Large-scale project delivery often struggles with delays, budget pressures, and strained public perception Data guides small projects more than major CIP projects; gaps reduce effectiveness Highly reactive structure due to resource constraints Innovative but overly complex projects can delay delivery
Communication	<ul style="list-style-type: none"> Need stronger, modern communication to build public understanding and support Messaging gaps to diverse communities exist Community trust and engagement is a priority
Project Prioritization	<ul style="list-style-type: none"> Consideration of underserved community needs emerging in project priorities
Underserved Communities	<ul style="list-style-type: none"> Underserved community needs are embedded through leadership direction and tools like the Capital Budget Equity Tool (CBET) Geographic disparities (e.g., Up County concerns) and complex equity metrics remain ongoing challenges More work could be done to better understand the way safety improvement changes might be better received from the perspective of various cultures

Breakout Groups

For the breakout group activity, the project team organized five stations, each corresponding to one of the recommendation categories used in the prioritization exercise: Education; Project Prioritization and Project Development; Enforcement and Automated Traffic Enforcement; Agency Collaboration; and Action Plan Update and Engagement. Participants selected breakout stations based on their personal interests and professional expertise. The goal of each group was to discuss the highest-priority recommendations, provide feedback as appropriate, and, more importantly, strengthen the recommendations by drawing on individual expertise to translate them into concrete, actionable steps.

Each station was facilitated by a project team member who served as moderator, guiding discussion through clarifying questions and documenting participant feedback. The activity consisted of three rounds, each lasting approximately 15 minutes, with participants rotating to a different breakout group after each round. Outcomes from the workshop included an overall prioritization of the 60 recommendations and identification of 12 actions for more immediate implementation.

Figure 2: Workshop Breakout Groups



04

RECOMMENDATIONS

RECOMMENDATIONS

Background

Through the assessment process and multiple rounds of data collection and evaluation, the project team identified key patterns and recurring themes. Recommendations were developed based on the collected data, then refined and prioritized through the collaborative workshop process. These recommendations are designed to move the County into the next phase of Vision Zero implementation by strengthening the established program, continuing and scaling what is already working, and taking targeted action on the opportunities for improvement identified through this assessment.

This section presents all identified opportunities (outlined with blue boxes) and corresponding recommendations (shown in bold), organized by theme and ordered by priority. The highest-priority recommendations reflect those identified by Vision Zero partners and stakeholders. Within the priority scale, darker shades of blue indicate higher priority. Recommendations highlighted in the Executive Summary appear at the top of each thematic group and are marked with a » symbol.

Action Plan Update

The Action Plan Update recommendations aim to strengthen Vision Zero’s foundation by refining policies, improving data-driven decision-making, and ensuring inclusive, community-informed implementation. The county plans to begin the Action Plan Update in 2026.

Priority Level

Reactive approaches such as resident requests, high-injury network analysis, crash data, and high pedestrian volumes serve as the primary data inputs for identifying locations for improvements.

» **Continue to develop and refine the High Risk Network (HRN) and crash profiles to determine other locations of need. The highest risk roads identified on the HRN should be given the highest priority.**

The phrase “Vision Zero” can give the impression of an unrealistic or unattainable goal.

» **Strategically reframe Vision Zero as a “Vision for Zero” when developing an internal culture, emphasizing success as an ongoing process rather than a binary result. Maintain the Vision Zero program name to clearly communicate the program’s goals.**

Much of the safety messaging may not resonate with the County’s diverse demographic and cultural communities.

Further analyze the contributing factor data in underserved communities to understand the who, what, when, why, and where to better tailor safety messages.

Many safety concerns are in disadvantaged communities. As part of the Vision Zero Plan Update, identify relevant organizations to partner with to better understand the transportation safety concerns in these communities as well as the best methods to engage with them.

Vision Zero action plans provide guidance for agencies as they implement programs and projects.

Develop an Implementation Plan within the next Vision Zero Plan Update to realign annual work programs toward data-informed safety priorities, focusing resources on the highest-risk corridors and communities and ensuring accountability through clearly assigned agency responsibilities.

The County has a strong foundation, with its official countywide Vision Zero adoption in 2016 and alignment with Maryland state law. Nearly all core plans and policies reference the Vision Zero resolution.

Renew the Vision Zero Resolution during the Vision Zero Plan Update process to include serious injuries as well as fatalities and review to make sure all partners are included in the resolution.

Agency Collaborations

The Agency Collaborations recommendations aim to strengthen inter-agency coordination, communication, and shared accountability so County and State partners can deliver Vision Zero projects more efficiently, consistently, and collaboratively.

Priority Level

There is limited direct coordination between MCPD officers and MCDOT planners and engineers.

» **Develop a clear workflow and prioritized communication channels, supported by shared data platforms or dashboards. This structure enables Montgomery County Police and Transportation staff to provide timely feedback during project development and public outreach, share information efficiently, clarify joint responsibilities, and ensure all perspectives inform Vision Zero decision-making.**

Interdepartmental coordination on Vision Zero efforts is limited.

Delivery of Vision Zero, pedestrian, and bicycle safety projects come across different departments, divisions within departments, and different levels of government. Develop work groups, workflows, or memorandums of understanding (MOUs) to better communicate on project timelines, assignments, and delivery (clearly establish areas of purview and responsibility in projects to assign responsibility and create accountability).

Law enforcement collects valuable crash data but faces challenges in sharing it with partners, fully leveraging it to target safety issues, and having the technical expertise needed to analyze and interpret findings.

The Vision Zero coordinator should host regular (quarterly, bi-annual, or annual) workshops with key Vision Zero stakeholder departments to share crash and contextual data, identify data needs, and determine how data can be better analyzed and shared.

Resident requests play a significant role in determining speed management project priority and eventual implementation.

Create a collaboration process between MCDOT Traffic and MCPD Traffic for speed-related requests coming to the County as well as developing a proactive speed management process for high-risk areas.

There is an opportunity to share safety information with the public more frequently and through clearer, more effective visuals and information-sharing approaches.

Collaborate with SHA to continue and strengthen joint reporting on Vision Zero initiatives occurring on both state and local roads throughout the County.

There are opportunities to strengthen collaboration and coordination with SHA on state-owned arterials.

Consider a MCDOT/SHA working group or recontextualize existing project meetings to enhance the timeliness and efficiency of project delivery on state roads and align standards and practices.

ATE staff knowledge of Vision Zero is largely limited to those with prior professional experience at MCDOT or SHA.

Ensure Vision Zero partners share key public information and talking points from meetings with their respective teams to support consistent communication and awareness across organizations.

There is a need to expand awareness of the committees and their roles in safety planning and implementation efforts.

Facilitate greater consensus by establishing emphasis area teams (including State, County, and local stakeholders) to meet regularly and advance implementation of the next Vision Zero Action Plan.

Continue to improve collaboration between MCDOT and MNCPPC.

Identify existing or future need for new Vision Zero resources to further facilitate inter-agency communication and regular collaboration.

Develop a consistent comment/response process for responding to MCDOT comments on master plans, ensuring that all MCDOT divisions provide feedback during the M-NCPPC planning process and establishing clear guidance for when additional County departments should be engaged in reviewing and commenting on plans.

There is established coordination among municipal, county, and state departments, supported by regular meetings of the Vision Zero Steering Committee.

Continue hosting Vision Zero Partners meetings and update the partner agency roster as part of the Vision Zero Action Plan renewal.

Coordination and collaboration between MCPD and the ATE Division has been effective, with safety cameras viewed favorably and enabling officers to redirect focus to other critical locations.

Continue coordination between ATE and uniformed enforcement to locate cameras, locate traffic patrols, and offer broader coverage.

Automatic Traffic Enforcement

The Automatic Traffic Enforcement recommendations aim to strengthen, sustain, and expand the County’s automated traffic enforcement program by reinforcing its safety benefits, building political and public support, improving program delivery and accountability, and addressing operational and statutory barriers that limit its effectiveness.

Priority Level

The County’s automated enforcement program is advanced for the region and represents a successful model that should be continued.

» **Continue the County’s speed, red-light, and school bus automated enforcement programs, maintaining a focus on improved safety outcomes, while exploring emerging technologies to enhance program effectiveness.**

Several barriers limit the effectiveness, timeliness, and implementation of the ATE program, including contractor constraints, internal staffing, state legislation, and statutory requirements.

Continue educating elected officials about ATE and highlighting program successes, including through materials such as FAQs or fact sheets that explain how ATE improves roadway safety.

There is increasing acceptance of expanding automated enforcement camera use to local and neighborhood streets.

Identify residential and arterial roadways where ATE has been effective to help build support for expanding its use across the roadway network.

Several barriers limit the effectiveness, timeliness, and implementation of the ATE program, including contractor constraints, internal staffing, state legislation, and statutory requirements.

Explore ways to improve collaboration with the new ATE vendor and develop accountability measures to track and evaluate their work. Identify the biggest statutory hurdles to fully implementing ATE program (reporting requirements, newspaper postings, others) and opportunities to address those.

Education

The Education recommendations aim to build a shared culture of safety through consistent education, training, transparency, and communication—both internally and externally—so Vision Zero roles, policies, and enforcement tools are better understood, trusted, and effectively implemented.

The County has strong formal education initiatives, such as on-bike education and Safe Walks programs.

» **Continue formal safety education initiatives in schools and clarify which programs should remain under County Government responsibility and which could transition to Montgomery County Public Schools.**

Public understanding and culture around safety remain limited among County residents.

» **Create a large scale safety awareness campaign that brings existing regional, state, and federal campaign resources and locally created resources under one Vision Zero brand.**

Internal cultural change efforts and updates to staff safety training and certifications are currently limited.

Facilitate voluntary or mandated Vision Zero training opportunities for MCDOT and MCPD staff, including topics such as Complete Streets principles, implementing safety projects, using crash and crash risk data, and strengthening coordination protocols.

The nature of the safety issues coming from residents and elected officials that the DTEO team responds to require a broader corridor-level perspective. As a result, the team does not have the capacity for large-scale efforts and is better suited to short-term improvements.

Develop internal messaging about the roles of various VZ partners and the type and scale of safety concerns they are tasked with addressing through their designated programs and funding.

Vision Zero enforcement goals are undermined when the level of effort invested by officers results in weak judicial outcomes.

Conduct Vision Zero informational workshops for defense attorneys and judges on the role of fines, fees, and jail time in addressing unsafe driving behaviors. Partner with the new hire at the Highway Safety Office to support this outreach.

Community engagement needs to be pursued consistently and refined over time to effectively convey the importance of bicycle and pedestrian projects, in coordination with operational adjustments and level-of-service considerations.

Identify resources to provide dedicated outreach staff or contracted support for critical multimodal and safety projects.

Priority Level

Vision Zero principles are embedded in design standards, such as the Complete Streets Guide.

Complete streets policy (MCDOT), updated MUTCD (Maryland specific one coming soon), and Complete streets design guide (Montgomery County) are in place. Ensure MCDOT staff and other practitioners are educated and trained on these documents.

ATE information is not being communicated in a clear or transparent way, and the implementation of graduated fines is likely to increase expectations for accountability.

Provide public education and awareness on ATE. Do so with a focus on two key messages - cameras are at locations with a high number of crashes and fines collected from citations are reinvested into public safety. Create an accessible, live, public-facing ATE dashboard (moving away from PDF only content) to display efficiency metrics, camera locations, where cameras are legally allowed, citations processes, and persistent violators.

Annual progress reports are prepared to document implementation progress.

Continue annual Vision Zero progress reporting via PDF document or integrated into a public-facing crash dashboard.

Enforcement

The Enforcement recommendations aim to more fully integrate law enforcement into the Vision Zero program by strengthening alignment, feedback loops, and accountability, while reinforcing the safety value of enforcement activities and improving consistency and effectiveness on the ground.

Vision Zero is often perceived as a box-checking exercise rather than being meaningfully connected to officers' day-to-day work.

» **Share message(s) and data on crash reductions with law enforcement (ex: in this area with increased hours of high visibility enforcement, crashes decreased by x) to emphasize their value and connection to the Vision Zero program.**

The County has a dedicated, centralized traffic unit with a primary focus on reducing severe crashes.

» **Maintain the current structure of the centralized traffic unit and ensure ongoing coordination with the Patrol Bureau to support countywide coverage and focus on safety-related high visibility enforcement. Continue sharing the existing High Injury Network and plan to distribute the High Risk Network and revised analysis from the Vision Zero Action Plan Update with enforcement partners.**

There is an opportunity to expand partnerships and improve coordinated implementation of automated enforcement technologies.

Formalize a process to support two-way communication between MCDOT and law enforcement and first responders, including soliciting feedback related to roadway design standards and decisions and ATE camera placement, as well as providing a mechanism for MCDOT staff to share potential enforcement or ATE strategies and for MCPD to share roadway safety concerns.

Enforcement partners' awareness of Vision Zero efforts typically occurs through the SHSP or upon assuming their current roles, indicating limited integration and understanding of the County's Vision Zero program.

Encourage strong enforcement participation in Vision Zero Action Plan update.

During the COVID-19 period, reduced officer contact with the public led to lower enforcement activity, and an imbalance between warnings and citations may have weakened deterrence.

Set clear guidelines for when warnings versus citations are appropriate to help rebuild deterrence and public understanding of road safety.

Priority Level

Project Development

The Project Development recommendations aim to improve the effectiveness, consistency, and timeliness of safety project delivery by strengthening data-driven evaluation, prioritizing scalable and lower-complexity interventions, streamlining implementation processes, and better integrating safety principles across programs and partners.

Resident feedback and positive reviews, such as those received by DTEO, are used as measures of success, but there are limited quantitative metrics to assess whether projects are achieving measurable safety impacts.

» **Establish measures of effectiveness that are linked to pre-established goals and benchmarks and continue expanding methodologies to conduct before-and-after studies of normalized data on a sampling of safety projects annually to improve countermeasure selection and evaluation across programs.**

The scale and ambition of the bicycle and pedestrian program have implications for project delivery timelines and costs.

» **Identify opportunities for less complex safety project approaches that avoid utility and right-of-way impacts to balance low-cost short-term and long-term safety needs.**

Safety investments are not being advocated for or distributed evenly across all areas of the County.

» **Prioritize safety interventions, and emphasize rapidly implementable design and construction projects, in underserved communities.**

Traditional safety improvements, such as signalization, sidewalks, protected crossings, and speed humps, are generally viewed favorably.

Continue advancing effective, low-cost countermeasure solutions that have proven successful in the County.

Consensus-building between law enforcement and engineers on traffic calming strategies is limited, and there is no consistent approach for identifying locations, implementing solutions systematically, or referencing a standard toolkit.

Expand toolbox of traffic calming strategies and criteria for identifying suitable locations, particularly for boulevards where interventions such as speed humps are not feasible.

Pedestrian and bicycle needs are integrated into every stage of project development and construction, with designs aligned to Complete Streets principles and the Bicycle and Pedestrian Master Plan.

Continue to incentivize the integration of bicycle and pedestrian needs into projects outside of DOT control (school, developers) and ensure non-DOT staff are also trained on safety guidance and manuals (i.e. Complete Streets).

Priority Level

Priority Level

Interdepartmental coordination on Vision Zero efforts, such as between DTE and DTEO, is limited.

Develop tools/processes/flow diagrams within the Department of Transportation for better estimating project implementation roles responsibilities, and timelines.

Programs such as Safe Routes to School, the streetlight program, greenways, and sidewalk spot improvements are notable initiatives.

Continue to implement programs that provide countywide safety interventions without significant design and capital planning, including the Safe Routes to School walkability assessments, streetlight upgrades and installations, neighborhood greenways, and sidewalk minor/ADA spot improvement programs.

Road Safety Audits (RSAs) are conducted, but the focus is not solely on speed.

Integrate operating (or posted speed assumptions) into road safety audits (RSAs).

Vision Zero principles are embedded in design standards, such as the Complete Streets Guide.

With the VZ Action Plan update, determine if there are opportunities to revise existing complete streets standards or draft new ones.

Project Prioritization

The Project Prioritization recommendations aim to establish a consistent, transparent, and data-informed prioritization framework that integrates safety performance, crash risk, and community context into how transportation projects and resident requests are evaluated, ranked, and advanced.

Priority Level

Some transportation projects fall outside established prioritization processes, including the CIP and DTEO improvement frameworks.

» **Develop a comprehensive prioritization process to evaluate and rank the safety performance of all projects (excluding those located outside the public right-of-way, such as nature trails in parks) and further integrate proactive safety and crash considerations in MCDOT’s short-term, level-of-effort projects and larger capital projects.**

Resident requests play a significant role in determining project priority and eventual implementation.

Re-evaluate how parking complaints are handled to help re-align the Traffic Complaint Officer’s role with critical safety matters.

Develop a triage framework for prioritizing incoming resident requests (through 311, emails, calls) to ensure areas with higher needs are prioritized.

Safety investments are not being advocated for or distributed evenly across all areas of the County.

Revise community need indicators and analysis and incorporate those findings into project prioritization and development for DTE and DTEO efforts.

Public Engagement

The Public Engagement recommendations aim to establish a consistent, transparent, and data-informed prioritization framework that integrates safety performance, crash risk, and community context into how transportation projects and resident requests are evaluated, ranked, and advanced.

Priority Level

Public understanding and awareness of safety remain limited among County residents.

Continue to strengthen public understanding by going to where people are (pop ups) and by building upon existing succinct approaches to reach people (social media posts/short videos). Conduct this through the public engagement plan developed for the Vision Zero Plan update.

Much of the current safety messaging may not fully resonate across the County's diverse demographic and cultural communities.

Host more community engagement opportunities in underserved communities where enforcement are participants.

Community engagement needs to be pursued consistently and refined over time to clearly convey the importance of bicycle and pedestrian projects alongside operational adjustments and level-of-service considerations.

More personalized, data-informed storytelling during community engagement is needed to clearly convey the benefits residents will experience from improvements, including the negligible effects on travel times.

There are limited multilingual materials available for Vision Zero documents and campaigns.

Consider translating Vision Zero documents into specific languages for larger demographic groups, as well as the accessibility of Vision Zero-related documents.

There is a lack of formalized processes for documenting responses to comments.

Formalize the documentation of public comments and responses from the respective agencies during the Vision Zero Plan update.

O5

NEXT STEPS

NEXT STEPS

Action Plan Update

The recommendations presented in this assessment are intended to serve as a direct foundation for Montgomery County’s forthcoming Vision Zero Action Plan Update. Building on the findings of the assessment, the Action Plan Update will translate these recommendations into more detailed strategies, implementation actions, and accountability measures to advance the County’s safety goals. Additionally, the Vision Zero Action Plan Update will provide opportunities for public engagement, which will be informed by the recommendations in this report and in the draft action plan. Vision Zero partners and stakeholders have already initiated this transition by collaboratively identifying top priorities and brainstorming practical ways to move them forward.

Developed Top Recommendations

This section highlights the twelve highest-priority recommendations identified through that process, along with additional steps to support their advancement, providing a clear bridge between assessment findings and action-oriented implementation.

Recommendation	Additional Steps
<p>Continue to develop and refine the High Risk Network (HRN) and crash profiles to determine other locations of need. The highest risk roads identified on the HRN should be given the highest priority.</p>	<p style="text-align: center;">Action Plan Update</p> <ul style="list-style-type: none"> • Develop a framework for prioritization. • Include trail crossings in analyses. • Adapt the Predictive Systematic Safety Analysis completed by the Planning team for County use. • Coordination with SHA will be critical, especially concerning the integration of their existing Vulnerable Road User (VRU) network with the County’s High Incident Network (HIN). • Standardizing, integrating and formalizing the existing HIN will aid in coordination with the Police and project narrating crash data as part of project engagement. • Develop a unified messaging and outreach plan to explain HIN vs. High Risk Network (HRN) differences.
<p>Strategically reframe Vision Zero as a “Vision for Zero” when developing an internal culture, emphasizing success as an ongoing process rather than a binary result. Maintain the Vision Zero program name to clearly communicate the program’s goals.</p>	<ul style="list-style-type: none"> • Keep the existing Vision Zero branding. • Increase awareness of the Vision Zero program. Publicly and visibly tie projects and initiatives to the Vision Zero branding – increasing awareness of the collective effort instead of allowing the program to be highlighted primarily whenever KSI crashes occur.

Recommendation	Additional Steps
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Action Plan Update Agency Collaborations	
<p>Develop a clear workflow and prioritized communication channels, supported by shared data platforms or dashboards. This structure enables Montgomery County Police and Transportation staff to provide timely feedback during project development and public outreach, share information efficiently, clarify joint responsibilities, and ensure all perspectives inform Vision Zero decision-making.</p>	<ul style="list-style-type: none"> • Establish a priority communication channel between MCPD and MCDOT for responding to fatal or serious injury crashes. This might be expanded to include all pedestrian/bicycle crashes. • Create a structured post-crash debrief protocol to share field observations and crash context directly between engineers and responding officers. (Could be a post-crash follow up meeting.) • Schedule meetings at regular intervals (bi-monthly, quarterly) to allow engineers and Police to exchange information, particularly the field observations gathered by officers. • Develop an automatic notification system that alerts key agency contacts when severe crashes occur, ensuring timely information sharing. • Coordinate unified external communications during serious crash events to present a consistent, uniform public response.

Automatic Traffic Enforcement	
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<p>Continue the County’s speed, red-light, and school bus automated enforcement programs, maintaining a focus on improved safety outcomes, while exploring emerging technologies to enhance program effectiveness.</p>	<ul style="list-style-type: none"> • Communicate or share results (with stakeholders and the public) from ATE cameras (sustained speed areas, repeat offenders, real-time data). • Advocate for policies, legislation, or regulations to hold repeat offenders accountable (points, criminal versus civil tickets, suspension). • Bring more attention to cross jurisdictional offenders – potentially model legislation after the DC Steer Act. • Rename “automated enforcement” so it is framed as a positive safety treatment (i.e. smart tech advancing roadway safety).
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Education	
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<p>Continue formal safety education initiatives in schools and clarify which programs should remain under County Government responsibility and which could transition to Montgomery County Public Schools.</p>	<ul style="list-style-type: none"> • Partner with schools to deliver consistent safety education through programs like Safe Routes to School and driver’s ed, embedding Vision Zero early to build lasting safe travel habits. • Involve students in creating safety campaigns through contests, peer advocacy, and interactive challenges to make learning engaging and memorable. • Use platforms like TikTok and YouTube to reach youth, while also engaging parents to reinforce safe behaviors at home. • Promote simple, memorable slogans, like “Heads Up, Phones Down” or “Make the Safe Choice, Not the Fast Choice”, to foster mindfulness and cultural change around safety.
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Recommendation	Additional Steps
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Action Plan Update

Create a large scale safety awareness campaign that brings existing regional, state, and federal campaign resources and locally created resources under one Vision Zero brand.

- Create a cohesive, Montgomery County–branded campaign that aligns with regional efforts while maintaining a distinct identity.
- Set clear goals, measurable outcomes, and regular progress updates to track awareness and behavior change.
- Engage communities through partnerships, events, and local champions to tailor and amplify messaging.
- Promote shared responsibility among all road users with simple, recurring safety messages.
- Address risks like speeding and impaired driving (alcohol and other mind–altering substances), re–enforcing that behavioral changes have a great impact.
- Educate people about the benefits of infrastructure changes such as road diets.
- Appoint a campaign manager to coordinate efforts, manage funding, and sustain long–term impact.

Enforcement

Share message(s) and data on crash reductions with law enforcement (ex: in this area with increased hours of high visibility enforcement, crashes decreased by x) to emphasize their value and connection to the Vision Zero program.

- Need for additional resources to provide detailed crash profile analysis within the MCPD Traffic Unit.
- Continue to share statistics quarterly on effectiveness of enforcement correlated to crash reductions
- Message effectiveness of enforcement on reducing severe crashes as part of a public awareness campaign

Recommendation **Additional Steps**

Action Plan Update

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| <p>Maintain the current structure of the centralized traffic unit and ensure ongoing coordination with the Patrol Bureau to support countywide coverage and focus on safety-related stops.</p> | <ul style="list-style-type: none"> • Obtain and review crash results quarterly versus annually (MCPD) • Enhance the frequency of crash data sharing and discussions between MCDOT and MCPD |
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Project Development

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| <p>Establish measures of effectiveness that are linked to pre-established goals and benchmarks and continue expanding methodologies to conduct before-and-after studies of normalized data on a sampling of safety projects annually to improve countermeasure selection and evaluation across programs.</p> | <ul style="list-style-type: none"> • Assess “spot” and segment projects separately, recognizing that each requires distinct data, factors, and evaluation methods to measure need and success. |
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| <p>Identify opportunities for less complex safety project approaches that avoid utility and right-of-way impacts to balance low-cost short-term and long-term safety needs.</p> | <ul style="list-style-type: none"> • Develop ways to advance newer projects rather than letting them fall behind in the pipeline. Prioritize projects with active timelines and use quick-build approaches to stay responsive. • Integrate safety enhancements at trail crossings and other locations where projects overlap with trails to protect vulnerable users. • Address misconceptions that pedestrian and bicycle crossings require adjacent development, and consider smaller-scale improvements in advance of major projects. • Leverage redevelopment projects to proactively meet future safety needs while balancing them with immediate improvements through quick-build strategies. • Recognize that while coordination with development can support safety goals, the potential for integration may be limited. |
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Recommendation	Additional Steps
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Action Plan Update	
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| <p>Prioritize safety interventions, including developing shorter design and construction projects that avoid utility and right-of-way impacts, in underserved communities.</p> | <ul style="list-style-type: none"> • Maintain the Safe Routes to School program’s use of quick-build projects for rapid response but establish a clear process for transitioning successful treatments into permanent CIP projects. • Align and, where possible, consolidate State and County equity metrics to ensure consistent evaluation and outcomes in underserved areas. • Avoid concentrating quick-build projects solely in low-income communities; ensure equitable distribution of permanent infrastructure across all neighborhoods. • When using quick-build materials like fences, select designs and materials that are effective yet visually appealing and non-institutional. |
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Project Prioritization	
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| <p>Develop a comprehensive prioritization process to evaluate and rank the safety performance of all projects (excluding those located outside the public right-of-way, such as nature trails in parks) and further integrate proactive safety and crash considerations in MCDOT’s short-term, level-of-effort projects and larger capital projects.</p> | <ul style="list-style-type: none"> • Separate intersection and segment projects into distinct prioritization categories to avoid bias in how crash and safety data influence rankings. • Align prioritization with grant timelines (e.g., SS4A, TAP, RAISE) to ensure funding opportunities are not jeopardized. • Strengthen collaboration between Planning, MCDOT, and MDSHA to reconcile differing prioritization approaches and values. • Establish shared priorities across State, County, and local jurisdictions to address misalignment in goals and criteria. • Improve communication with the State to ensure mutual understanding of County priorities and urgency. • Promote consistency among agencies in how trade-offs for safety projects are evaluated, especially when State perspectives differ from the County’s. • Encourage stronger State commitment to County-led projects, particularly on State-managed corridors where many safety issues occur. • Incorporate findings from master planning efforts into project prioritization. • Integrate professional judgment into prioritization methods that currently rely too heavily on quantitative scoring. • Use redevelopment opportunities to proactively address safety for vulnerable users, balancing long-term development with immediate safety needs. • Ensure State prioritization reflects critical County projects since many rely on State approval or funding. • Factor in proximity to schools, transit centers, and high-VRU land uses when identifying and ranking projects. |
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06

APPENDIX

Appendix A

Memo



Date: July 9, 2025
To: Wade Holland, Vision Zero Coordinator, Montgomery County
From: Nicole Waldheim, Fehr & Peers; William Haynes, Toole Design Group
Subject: **Montgomery County Vision Zero Document Review [Draft]**

Introduction

Montgomery County is conducting a comprehensive assessment of its [Vision Zero \(VZ\) transportation safety efforts](#) since the original plan's adoption in 2017. This outcome of the project will be effective strategies and actions to inform the development of the County's Vision Zero plan and program moving forward.

This memorandum summarizes the first step in an iterative approach to baseline the County's safety program and identify opportunities to eliminate fatalities and serious injuries. A thorough review of eleven existing documents, summarizing the County's VZ safety efforts, was conducted. The review was done to systematically assess the presence or absence of eight areas essential to a holistic VZ program. Elements include *Management and Coordination, Culture and Policies Alignment, Safety Project Delivery and Management, Safety Project Prioritization and Selection, Officer and Automated Enforcement, Outreach and Education, External Communication and Engagement, and Areas of Persistent Need.*

The assessment of the eleven documents identifies strengths and gaps related to the eight elements of a VZ program. This memorandum includes key baseline findings from the document review highlighting preliminary opportunities for improved alignment and enhancement across County VZ initiatives.

Methodology

To support the assessment of Montgomery County's Vision Zero implementation, the consulting team conducted a systematic review of eleven core County documents, including policy plans, design guidelines, and technical reports. The following twelve documents were reviewed:

- Pedestrian Safety Initiative (2007) (pre-Vision Zero adoption archived document)
- Resolution to Adopt Vision Zero in Montgomery County and Urge the State of Maryland to Adopt Vision Zero (2016)
- Vision Zero Two-Year Action Plan (2017)
- Equity Framework (2019)
- Vision Zero 2030 Plan – Public Engagement Summary (2020)
- Montgomery County Complete Streets Design Guide (2020)
- Maryland Strategic Highway Safety Plan (2021–2025)
- Vision Zero FY22–FY23 Work Plan (2021)
- Ending Impaired Crash Fatalities Action Plan (2023)
- Vision Zero 2030 Action Plan FY24–25 Work Plan (2023)
- Montgomery County Police Automated Traffic Enforcement Plan (2024)
- Supporting Data Analysis for the Vision Zero 2030 Action Plan (2021)

The documents were reviewed against a VZ assessment matrix (see *Vision Zero Document Review* excel file) to understand the extent to which the County is addressing the following eight essential areas of a Vision Zero program:

- Management and Coordination – *A commitment to VZ is evident though shared agency priorities and coordination*
- County Culture and Policy Alignment – *Staff and internal documents prioritize transportation safety*
- Safety Project Prioritization and Selection – *Project prioritization is inclusive of safety needs*
- Safety Project Delivery and Management – *Transportation safety projects are being implemented*
- Officer and Automated Enforcement – *Enforcement of speed and other road user behaviors are a priority*
- Outreach and Education – *Safety messages, education, and information are available and shared with a wide audience*
- External Communication and Engagement – *Opportunities exist for the public and stakeholders to participate in safety plans and projects*
- Areas of Persistent Community Need – *Safety programs and projects are being considered and implemented throughout the County*

Each category was further divided into specific elements to look for, to better define specific actions that go into a holistic VZ program. Each document was reviewed for the presence of each element and "opportunities to build upon" and "challenges to address."

Finally, each element was assigned a preliminary status based on a qualitative assessment. The assessment categories are defined as follows:

Not a Current Practice: The element is not present in any reviewed documents or referenced only in a vague or aspirational way without clear action, structure, or accountability.

Initiated Practice: The element is acknowledged, and some preliminary steps or pilots have been taken, but implementation is limited in scale, timeframe, or consistency.

Implemented Practice: The element is clearly documented in multiple plans or reports, with demonstrated follow-through such as recurring actions, designated staff roles, or programmatic execution.

Institutional Practice: The element is deeply embedded in the County's Vision Zero framework through policies, sustained funding, interagency agreements, and routine evaluation.

This information is summarized in **Tables 1-8**.

Key Findings

The document review reveals a Vision Zero program with strong foundational elements and opportunities for enhanced implementation. Montgomery County has established meaningful institutional commitments and policy frameworks while facing common challenges in translating the vision into consistent, systematic practice.

- **Montgomery County is committed to Vision Zero.** The 2016 resolution was a catalyst to prioritize safety across the County and is evident in most core safety plans and policies. The VZ Steering Committee meets regularly to coordinate on safety programming and implementation. Partner clarity on safety roles and responsibilities could be formalized and the focus on fatality results could be expanded to always consider serious injuries and other key safety metrics.
- Agency staff coordination, written policies (such as the Complete Streets Guide), and the inclusion of safety in most strategic plans do **point to a safety-first culture in the County**. Implementing safety design guidance, providing opportunities to train and educate County staff and partners on Vision Zero, and further consideration of safety in the context of the greater transportation system will continue to evolve the safety culture.
- **Transportation safety projects are being prioritized.** The results of crash data analysis and community needs are the primary methods to identify projects. Inclusion of contextual data (e.g., land use, TDM, parking) to understand system impacts on crashes, developing more rigorous safety scoring criteria for quantitative transportation project selection, prioritizing proactive projects (in addition to solutions at high crash locations), and diversifying funding opportunities (beyond traditional safety funds like the Highway Safety Improvement Program) could enhance project identification.
- **Transportation safety projects are being implemented**, and results are shared through Annual Reports. Delivering more safety projects could involve documenting and sharing project delivery processes amongst different departments, analyzing before and after results, and creating a public-facing safety dashboard.
- **There is a strong focus on the enforcement of unsafe behaviors** through education campaigns, traditional traffic patrols, and emerging automated technology implementation. Enforcement is a strong partner on the VZ Steering Committee, so looking for opportunities to leverage those relationships further could be the next step. Opportunities exist to focus on unsafe driver speeds by systematizing speed setting, speed monitoring, and traffic calming as well as further deploying automated enforcement.
- **Community needs are consistently acknowledged.** The County uses Community Emphasis Areas and racial impartiality frameworks in planning and public outreach, engagement, and education are occurring. Metrics and strategies for prioritizing underserved communities could benefit from further development as well as more intentionality around incorporating public feedback into decision-making.
- **Montgomery County's Vision Zero framework is positioned to evolve from a planning-centric to a systems-based approach.** The presence of foundational policies, emerging interagency collaboration, and public engagement infrastructure provides a strong platform for advancing implementation maturity, particularly through more formalized tools, partnerships, and performance-based management.

Document Review Summary by Category

1. Management and Coordination – *A commitment to VZ is evident though shared agency priorities and coordination*

Element	Definition	Strengths	Opportunity to Build Upon	Preliminary Assessment
1.1 Vision Zero resolutions or official adoption	Support for zero by all relevant agencies	Strong foundation with official County-wide VZ adoption in 2016 and alignment with Maryland state law. Nearly all core plans and policies refer to the VZ resolution.	Focus on fatalities only (excluding serious injuries) in some core plans and policies.	Institutional Practice
1.2 Collaborative agreements with agencies/partners	Written alignment on safety priorities and agency roles and responsibilities	Precedents exist (e.g., Complete Streets Guide, Maryland SHSP) for interagency collaboration.	Lack of formal collaborative agreements with key partners; opportunities to formalize alignment on roles and responsibilities across documents.	Initiated Practice
1.3 Inter-agency task forces or working groups	Regular safety coordination by all relevant agencies	Active and established working groups like Vision Zero Steering Committee and Community Needs Task Force demonstrate collaboration.	Several plans omit mention of cross-agency committees and coordination so siloes may exist	Implemented Practice
1.4 Evidence of VZ shared goals	Safety goals shared across all relevant agencies	Safety goals are consistently reflected in most documents, especially in action plans and community needs frameworks.	Some inconsistency in safety goal messaging across plans.	Institutional Practice

2. County Culture and Policy Alignment – *Staff and internal documents prioritize transportation safety*

Element	Definition	Strengths	Opportunity to Build Upon	Preliminary Assessment
2.1 Internal policy language prioritizing safety	Design guidance, manuals and other relevant materials prioritize safety	VZ principles are embedded in design standards (e.g., Complete Streets Guide).	Lack of coordination protocols between the County and SHA to implement newly implemented design guidance.	Implemented Practice
2.2 Integration of safety into strategic plans	Safety is reflected in all transportation plans	Safety is integrated into master plans, community needs frameworks, and countywide initiatives.	Need for more targeted public engagement on safety-specific concerns within the content of other transportation efforts. Lack of connection between transportation topics and crash analysis results.	Implemented Practice
2.3 Staff training and internal communication on VZ	Relevant agencies provide training on VZ	Some training initiatives exist (e.g., cultural competency, racial bias training), but are outdated.	Limited focus on internal cultural change or update safety trainings or certifications for staff.	Not a Current Practice
2.4 Policies supporting community needs and multimodal safety	Policies that support equitable infrastructure investment	Community needs are embedded in prioritization (e.g., Community Needs Areas, Racial Equity Act) and multimodal safety is evident across the core plans and policies.	Need for context specific metrics (e.g., community characteristics) to ensure fairness when prioritizing locations.	Implemented Practice

3. Safety Project Delivery and Management – *Transportation safety projects are being implemented*

Element	Definition	Strengths	Opportunity to Build Upon	Preliminary Assessment
3.1 Project timelines and delivery metrics	Methods to measure safety outcomes are in place	Some plans include measurable objectives (e.g., FY22–FY23 Work Plan).	Lack of standardized tools for project tracking, estimating timelines, and capturing implementation outcomes.	Initiated Practice
3.2 Documentation of implementation steps	Safety projects are being identified and delivered	Annual progress reports are developed to capture implementation.	Inconsistent documentation of safety project delivery processes, parties to engage with, and options to fund efforts.	Initiated Practice
3.3 Internal coordination on project delivery	Different agency departments coordinate on safety implementation	Coordination noted with municipal, county, and state departments. VZ Steering Committee meets regularly.	Inter- and Intra-departmental coordination is not consistently discussed, and workflows are not well defined.	Implemented Practice
3.4 Project tracking tools or dashboards	Safety outcomes are monitored and shared	Some public tracking of action plans exists (e.g., Vision Zero website updates). An internal dashboard is available to the VZ Steering Committee.	No centralized, real-time dashboard for public tracking.	Not a Current Practice

4. Safety Project Prioritization and Selection – *Project prioritization is inclusive of safety needs*

Element	Definition	Strengths	Opportunity to Build Upon	Preliminary Assessment
4.1 Project scoring/ranking criteria	Agencies have criteria in place to assess the safety benefits of a project	Some criteria exist (e.g., Crash Reduction Factor, Community Needs Score).	Lack of granular, transparent criteria aligned with state/federal leading practices.	Initiated Practice
4.2 Use of crash data or community needs indicators	Qualitative and quantitative safety data are used to inform decisions	Areas of Persistent Community Need and crash data drive prioritization in most plans.	Need to identify data gaps and collection opportunities overall. Specific need for normalized data (e.g., AADT, bike and pedestrian counts) to obtain the most indicative results.	Implemented Practice
4.3 Safety-specific funding or prioritization streams	Funding is allocated to safety priorities	Some strategies identify funding sources (e.g., FY22-FY23 Work Plan).	No comprehensive discussion of dedicated safety funding streams.	Initiated Practice
4.4 Systematic safety vs reactive planning	Focus on identifying safety risks	Most documents focus on reactive strategies with some exceptions (e.g., Safe Systems in 2017 Action Plan).	Evolution toward systemic approaches.	Initiated Practice

5. Officer and Automated Enforcement – *Enforcement of speed and other road user behaviors are a priority*

Element	Definition	Strengths	Opportunity to Build Upon	Preliminary Assessment
5.1 Speed limit setting policies	Speed setting policies are in place and followed	Guidance exists for target speeds (e.g., Complete Streets Guide).	Most documents do not articulate speed-setting guidance. No formalized speed setting standards (e.g., using target speed vs. 85th percentile).	Initiated Practice
5.2 Traffic calming programs and project	A process to identify and implement traffic calming on local streets	Engineering strategies (e.g., road diets, speed humps) are outlined.	Consensus building between law enforcement and engineers on calming strategies. Lack of approach to identify locations for calming, systemically implement solutions, or toolkit to reference.	Initiated Practice
5.3 Speed audits and outcomes	Reviews of vehicle speeds with documented safety actions taken	Road Safety Audits (RSAs) are conducted, but the focus is not solely on speed.	No documented procedures to systematize speed monitoring and reporting. Speed studies conducted by different agencies are not in a shared repository.	Not a Current Practice
5.4 Automated enforcement programs	Ability to address speed through technology	Expansion of automated enforcement is recommended in multiple plans.	Public perception issues and further integration of these technologies into future plans and policies.	Initiated Practice
5.5 Coordination with law enforcement	There is regular information sharing between enforcement and relevant agencies	Partnerships exist (VZ Steering Committee, MCPD for automated enforcement).	Expansion of partnerships and coordinated implementation of automated enforcement technologies.	Implemented Practice
5.6 Enforcement of Unsafe Behaviors	There is a focus on unsafe behaviors and methods in place to address driver behavior	Strong focus on enforcement of unsafe behaviors throughout the county.	Discussing VZ analysis outputs with MCPD regularly to better focus enforcement on the most critical safety issues and locations.	Implemented Practice

6. Outreach and Education – Safety messages, education, and information are available and shared with a wide audience

Element	Definition	Strengths	Opportunity to Build Upon	Preliminary Assessment
6.1 Campaigns targeting driver/pedestrian/bike safety	Education campaigns are in place and available to relevant agencies to encourage safe road use	Multilingual campaigns and school programs (e.g., Safe Routes to School).	Need for greater emphasis on vulnerable road users (e.g., micromobility, people with disabilities).	Implemented Practice
6.2 School/community education programs	Active engagement with schools and community groups to educate on transportation safety	Strong formal education initiatives (e.g., on-bike education, Safe Walks).	Potential to expand in-school and community-based outreach.	Implemented Practice
6.3 Materials in multiple languages	Transportation safety messages are accessible to everyone	Surveys and outreach in 4+ languages (e.g., Spanish, Amharic, Chinese).	Limited multilingual materials for Vision Zero documents or campaigns.	Initiated Practice
6.4 Partnerships with advocacy or community orgs	Active engagement with local organizations to promote road safety awareness	Collaborations with groups like the Washington Regional Alcohol Program.	Method to identify community partnerships that will help build trust and advance public support for safety projects and campaigns.	Implemented Practice

7. External Communication and Engagement – Opportunities exist for the public and stakeholders to participate in safety plans and projects

Element	Definition	Strengths	Opportunity to Build Upon	Preliminary Assessment
7.1 Vision Zero progress reports	Safety projects and programs are regularly updated and shared with internal and external audiences	Annual reports and website updates (e.g., FY22–FY23 Work Plan).	Potential to share safety information with the public more often and better visuals/information sharing approaches	Initiated Practice
7.2 Community engagement initiatives	Outreach has a dedicated budget and is implemented in multiple ways	Robust outreach (e.g., surveys, listening sessions).	Need for more proactive engagement with underrepresented groups.	Implemented Practice
7.3 Public comment summaries	Community feedback is captured and informs safety efforts	Some documentation (e.g., Public Outreach Summary reports).	Lack of formalized processes for documenting responses to comments.	Initiated Practice
7.4 Advisory committees' involvement	Stakeholders are engaged regularly on safety efforts	The Pedestrian, Bicycle, and Traffic Safety Advisory Committees are active.	Need to expand awareness of the committees and their roles in safety planning and implementation efforts.	Implemented Practice

8. Areas of Persistent Community Need – Safety programs and projects are being considered and implemented throughout the County

Element	Definition	Strengths	Opportunity to Build Upon	Preliminary Assessment
8.1 Use of community needs indicators	Metrics are in place and reviewed regularly to capture community needs	Areas of Persistent Community Need based on race, income, and disability.	Lack of broader metrics (e.g., population density, land-use context) to create fairness in safety project prioritizations.	Implemented Practice
8.2 Prioritization of underserved communities	Underserved communities' safety concerns are prioritized	Historical disinvestment is addressed in community needs frameworks.	Limited focus on underserved areas in enforcement or funding allocation.	Initiated Practice

Next Steps

Stakeholder Feedback, Interviews and Focus Groups

To build on the findings from the document review, the consulting team will initiate a stakeholder engagement process to further assess Montgomery County's Vision Zero implementation. This will include the following steps:

1. **Conduct Steering Committee Webinar:**

An introductory webinar will be hosted to present the purpose and structure of the Vision Zero Assessment. This session will review the benchmarking framework, introduce the eight focus areas, and outline how committee input will be incorporated throughout the process.

2. **Collect Stakeholder Input:**

The team will distribute a survey and conduct interviews or focus groups with Steering Committee members and other identified stakeholders. This outreach will gather feedback on current safety-related practices, challenges, and successes, and will support the benchmarking evaluation.

3. **Facilitate Workshop:**

A workshop will be conducted with the Steering Committee and other participants to review preliminary benchmarking findings, validate conclusions, and identify priority areas for improvement. The workshop will also serve as a platform for refining recommendations that will inform the next phase of Vision Zero planning.



Appendix B

Memo

Date: December 23, 2025
To: Wade Holland, Vision Zero Coordinator, Montgomery County
From: Nicole Waldheim, F&P; Seth LaJeunesse, HSRC-UNC; Wesley Kumfer, HSRC-UNC
Subject: **Montgomery County Vision Zero Organization Survey Analysis**

Montgomery County Vision Zero Organization Survey

The Montgomery County Vision Zero Organization Survey was administered from June 20, 2025 through July 11, 2025.

This survey was designed to align with the County's Comparative Report Review and to acquire a sense of the inter-organizational climate around the County's Vision Zero program.

From June 20 – July 11, 2025, a total of 48 participants completed any aspect of the survey after receiving three invitations to complete the survey from Montgomery County's Vision Zero Coordinator. Survey participants were more likely to respond to questions presented in the first half of the survey than to items in the second half of the survey, with a 96–98% response rate for first-half items, and a 73–81% response rate for second-half items.

Responses to the first item, "My Role" were as follows:

Community Outreach	5	10.4%
Data Analysis	1	2.1%
Engineer / Planner	29	60.4%
Law Enforcement (officer and automated)	4	8.3%
Other:*	3	6.3%
Policy / Budget Analyst	6	12.5%
Total	48	

Note: The "Other" category included Permitting Agency, Behavioral, and Department Lead

People here are aware that the County has adopted a Vision Zero resolution.

Limited awareness	5	10.6%
Some awareness	14	29.8%
Strong awareness	28	59.6%
Total	47	

Table 1. Descriptive and categorical results for Vision Zero organizational climate items.

Item	Mean	Standard Deviation	Median	Predominant Response
A Vision Zero goals are shared across partner agencies.	3.33	0.64	3	Agree
B People here coordinate with other departments and agencies to advance Vision Zero in the county.	3.30	0.73	3	Agree
C Management often speak of our agency's policies that prioritize road safety.	3.33	0.72	3	Agree
D People here receive an adequate amount of training on Vision Zero.	2.49	0.75	2	Disagree
E Project and campaign statuses are regularly updated to the public through our website and social media.	3.24	0.55	3	Agree
F Project and campaign outreach has a dedicated budget and resources to capture community feedback in multiple ways.	2.96	0.81	3	Agree*
G I know where to find information about other Vision Zero related projects and campaigns.	3.17	0.60	3	Agree
H Management ensures underserved communities' safety concerns are prioritized here.	3.30	0.52	3	Agree
I People here carefully monitor safety project delivery timelines.	3.18	0.67	3	Agree
J People here regularly communicate safety project status, outcomes, and lessons learned to relevant stakeholders and team members.	2.87	0.86	3	Agree
K Our department has clear criteria on how to assess the safety benefits of proposed projects.	2.83	0.75	3	Agree

Item	Mean	Standard Deviation	Median	Predominant Response	
L	Safety projects tend to be ranked higher than other project types at this agency.	3.04	0.69	3	Agree
M	People here focus on finding safety risks across the road network rather than solely addressing places with crash histories.	2.90	0.77	3	Agree
N	There is regular information sharing and collaboration between Police and Transportation employees to address speeding issues.	3.07	0.83	3	Agree*
O	There is a focus on enforcing unsafe behaviors at this agency.	2.88	0.87	3	Agree
P	There is collaboration between officer and automated enforcement to address speeding in the county.	3.25	0.79	3	Agree*
Q	People here actively engage with community groups, schools, and local organizations to promote roadway safety awareness.	3.22	0.67	3	Agree
R	People here regularly evaluate and update roadway safety outreach efforts.	2.97	0.66	3	Agree
S	I know where to find roadway safety campaign materials.	2.82	0.76	3	Agree

*Indicates items where > 25% of participants responded "Don't Know / Not Sure" (see Appendix A for all items' response distributions).

Interpretation of inter-item correlations

Correlations between survey items are shown in Table 2. The correlations highlighted below are strong ($r > 0.6$) and statistically significant ($p < 0.05$).

- Regularly updated and project and campaign status updates (**E**) are associated with having a dedicated budget to carry out campaign outreach (**F**).
- Knowing where to find information about other Vision Zero related projects and campaigns (**G**) is associated with several other beliefs, including those related to:
 - carefully monitoring safety project delivery timelines (**I**);
 - departments having clear criteria on how to assess the safety benefits of proposed projects (**K**);
 - regularly evaluating and updating roadway safety outreach efforts (**R**); and
 - actively engaging with community groups, schools, and local organizations to promote roadway safety awareness (**Q**).
- Receiving adequate training on Vision Zero (**D**) is associated with focusing on finding safety risks rather than solely addressing places with crash histories (**M**).
- Ensuring underserved communities' safety concerns are prioritized (**H**) is also associated with focusing on finding safety risks (**M**).
- Regular information sharing and collaboration between Police and Transportation employees to address speeding issues (**N**) is associated with a focus on enforcing unsafe behaviors (**O**), as well as collaboration between officers and automated enforcement to address speeding (**P**).
- Having a dedicated budget to carry out campaign outreach (**F**) is associated with regularly evaluating and updating roadway safety outreach efforts (**R**).

Table 2. Matrix of correlation coefficients (r) for survey items.

Survey Item	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
A	1	0.134	0.257	0.120	0.381	0.235	0.420	0.237	0.089	0.092	0.415	0.244	0.105	0.227	0.156	0.399	0.191	0.246	0.061	
B		1	0.3	0.175	0.022	0.167	0.303	0.079	0.108	0.225	0.473	0.300	0.237	0.170	0.156	-0.023	0.177	0.498	0.122	
C			1	0.531	0.157	0.353	0.167	0.476	0.468	0.327	0.232	0.327	0.325	0.151	0.237	0.289	0.287	0.215	0.275	
D				1	0.459	0.539	0.212	0.591	0.453	0.365	0.294	0.364	0.603	0.306	0.451	0.358	0.323	0.344	0.533	
E					1	0.665	0.538	0.398	0.254	0.369	0.468	0.242	0.447	0.432	0.377	0.387	0.051	0.544	0.243	
F						1	0.520	0.504	0.489	0.520	0.315	0.110	0.250	0.248	0.231	0.280	0.238	0.723	0.319	
G							1	0.307	0.213	0.352	0.611	0.159	0.194	0.307	0.260	0.399	0.253	0.715	0.390	
H								1	0.468	0.380	0.527	-0.102	0.654	0.271	0.558	0.085	0.116	0.328	0.149	
I									1	0.572	0.294	-0.208	-0.136	0.244	0.227	0.186	0.571	0.116	0.605	
J										1	0.545	-0.361	0.045	0.182	0.204	0.303	0.325	0.405	0.389	
K											1	0.093	0.397	-0.135	0.197	-0.091	0.250	0.496	0.182	
L												1	0.508	0.190	0.167	0.345	-0.014	0.274	0.084	
M													1	0.063	0.253	-0.070	-0.168	0.365	0.082	
N														1	0.722	0.660	0.100	0.236	0.334	
O															1	0.651	0.254	0.358	0.281	
P																1	0.401	0.293	0.593	
Q																	1	0.374	0.191	
R																		1	0.609	
S																				1

Note: highlighted cells indicate statistically significant ($p < 0.05$) and moderately strong correlations.

Practical Implications

- **Knowing where to find information** about other Vision Zero related projects and campaigns is critical, as it expands people's understanding of how departments are assessing the safety benefits of proposed projects, regularly evaluating and updating outreach efforts, monitoring project delivery timelines, and departments' active engagement with community groups, schools, and local organizations to promote safety.
- **Adequate training on Vision Zero** and **ensuring underserved communities' safety concerns are prioritized** also appear critical, as they are both associated with shifting away from only addressing places with crash histories and moving toward discerning safety risks on the network, a proactive approach to safety.
- **Addressing speeding** is most closely related to regular information sharing and collaboration among Police, Transportation employees, and automated enforcement efforts.

Appendix A. Vision Zero Coalition Items and Responses.

People here are aware that the County has adopted a Vision Zero resolution.

Limited awareness	5	10.6%
Some awareness	14	29.8%
Strong awareness	28	59.6%
Total	47	

Vision Zero goals are shared across partner agencies.

Strongly Disagree	1	2.1%
Disagree	1	2.1%
Agree	24	51.1%
Strongly Agree	17	36.2%
Don't Know / Not Sure	4	8.5%
Total	47	

People here coordinate with other departments and agencies to advance Vision Zero in the county.

Strongly Disagree	2	4.3%
Disagree	1	2.1%
Agree	23	48.9%
Strongly Agree	18	38.3%
Don't Know / Not Sure	3	6.4%
Total	47	

Management often speak of our agency's policies that prioritize road safety.

Strongly Disagree	0	0.0%
Disagree	6	12.8%
Agree	16	34.0%
Strongly Agree	20	42.6%
Don't Know / Not Sure	5	10.6%
Total	47	

People here receive an adequate amount of training on Vision Zero.

Strongly Disagree	3	6.4%
Disagree	18	38.3%
Agree	17	36.2%
Strongly Agree	3	6.4%
Don't Know / Not Sure	6	12.8%
Total	47	

Project and campaign statuses are regularly updated to the public through our website and social media.

Strongly Disagree	0	0.0%
Disagree	2	4.3%
Agree	24	51.1%
Strongly Agree	11	23.4%
Don't Know / Not Sure	10	21.3%
Total	47	

Project and campaign outreach has a dedicated budget and resources to capture community feedback in multiple ways.

Strongly Disagree	0	0.0%
Disagree	6	13.0%
Agree	13	28.3%
Strongly Agree	7	15.2%
Don't Know / Not Sure	20	43.5%
Total	46	

I know where to find information about other Vision Zero related projects and campaigns.

Strongly Disagree	0	0.0%
Disagree	5	10.6%
Agree	29	61.7%
Strongly Agree	13	27.7%
Don't Know / Not Sure	0	0.0%
Total	47	

Management ensures underserved communities' safety concerns are prioritized here.

Strongly Disagree	0	0.0%
Disagree	1	2.2%
Agree	24	52.2%
Strongly Agree	12	26.1%
Don't Know / Not Sure	9	19.6%
Total	46	

People here carefully monitor safety project delivery timelines.

Strongly Disagree	0	0.0%
Disagree	4	11.4%
Agree	15	42.9%
Strongly Agree	9	25.7%
Don't Know / Not Sure	7	20.0%
Total	35	

People here regularly communicate safety project status, outcomes, and lessons learned to relevant stakeholders and team members.

Strongly Disagree	2	5.7%
Disagree	7	20.0%
Agree	14	40.0%
Strongly Agree	7	20.0%
Don't Know / Not Sure	5	14.3%
Total	35	

Our department has clear criteria on how to assess the safety benefits of proposed projects.

Strongly Disagree	0	0.0%
Disagree	11	31.4%
Agree	13	37.1%
Strongly Agree	6	17.1%
Don't Know / Not Sure	5	14.3%
Total	35	

Safety projects tend to be ranked higher than other project types at this agency.

Strongly Disagree	0	0.0%
Disagree	6	17.1%
Agree	15	42.9%
Strongly Agree	7	20.0%
Don't Know / Not Sure	7	20.0%
Total	35	

People here focus on finding safety risks across the road network rather than solely addressing places with crash histories.

Strongly Disagree	1	2.9%
Disagree	7	20.0%
Agree	15	42.9%
Strongly Agree	6	17.1%
Don't Know / Not Sure	6	17.1%
Total	35	

There is regular information sharing and collaboration between Police and Transportation employees to address speeding issues.

Strongly Disagree	0	0.0%
Disagree	4	10.3%
Agree	7	17.9%
Strongly Agree	9	23.1%
Don't Know / Not Sure	19	48.7%
Total	39	

There is a focus on enforcing unsafe behaviors at this agency.

Strongly Disagree	2	0.0%
Disagree	8	21.6%
Agree	14	37.8%
Strongly Agree	8	21.6%
Don't Know / Not Sure	7	18.9%
Total	39	

There is collaboration between officer and automated enforcement to address speeding in the county.

Strongly Disagree	0	0.0%
Disagree	4	10.3%
Agree	7	17.9%
Strongly Agree	9	23.1%
Don't Know / Not Sure	19	48.7%
Total	39	

People here actively engage with community groups, schools, and local organizations to promote roadway safety awareness.

Strongly Disagree	1	0.0%
Disagree	2	7.7%
Agree	22	84.6%
Strongly Agree	12	0.0%
Don't Know / Not Sure	2	7.7%
Total	39	

People here regularly evaluate and update roadway safety outreach efforts.

Strongly Disagree	0	0.0%
Disagree	7	21.2%
Agree	18	54.5%
Strongly Agree	6	0.0%
Don't Know / Not Sure	8	24.2%
Total	39	

I know where to find roadway safety campaign materials.

Strongly Disagree	1	0.0%
Disagree	12	38.7%
Agree	19	61.3%
Strongly Agree	7	0.0%
Don't Know / Not Sure	0	0.0%
Total	39	