





Target **ZERO**

Washington's Strategic
Highway Safety Plan

D



Tracker

| Activity | Start | End |
|-------------------------------|---------------|---------------|
| Coalition on progress meeting | April 2012 | April 2012 |
| Public information meeting | August 2012 | August 2012 |
| Coalition on progress meeting | November 2012 | November 2012 |
| Coalition on progress meeting | February 2013 | February 2013 |
| Coalition on progress meeting | May 2013 | May 2013 |
| Coalition on progress meeting | August 2013 | August 2013 |
| Coalition on progress meeting | November 2013 | November 2013 |



Create Coalition

Target Zero Vision

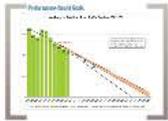
Legal Decision
In 2005, Washington formally adopted the Target Zero vision, becoming the first state to adopt a goal of zero traffic deaths and serious injuries on roadways by the year 2020.



Develop Roadmap

Key Performance Indicators

| Indicator | Target | Actual |
|----------------------------|--------|--------|
| Total Traffic Deaths | 100 | 105 |
| Total Serious Injuries | 1000 | 1050 |
| Total Property Damage Only | 10000 | 10500 |



Policy Strategy

| Policy Area | Strategy |
|------------------|---|
| Engineering | Improve road design, signage, and lighting. |
| Law Enforcement | Enforce traffic laws, including seat belt and DUI laws. |
| Public Education | Conduct campaigns to raise awareness of road safety. |



Implement the Plan

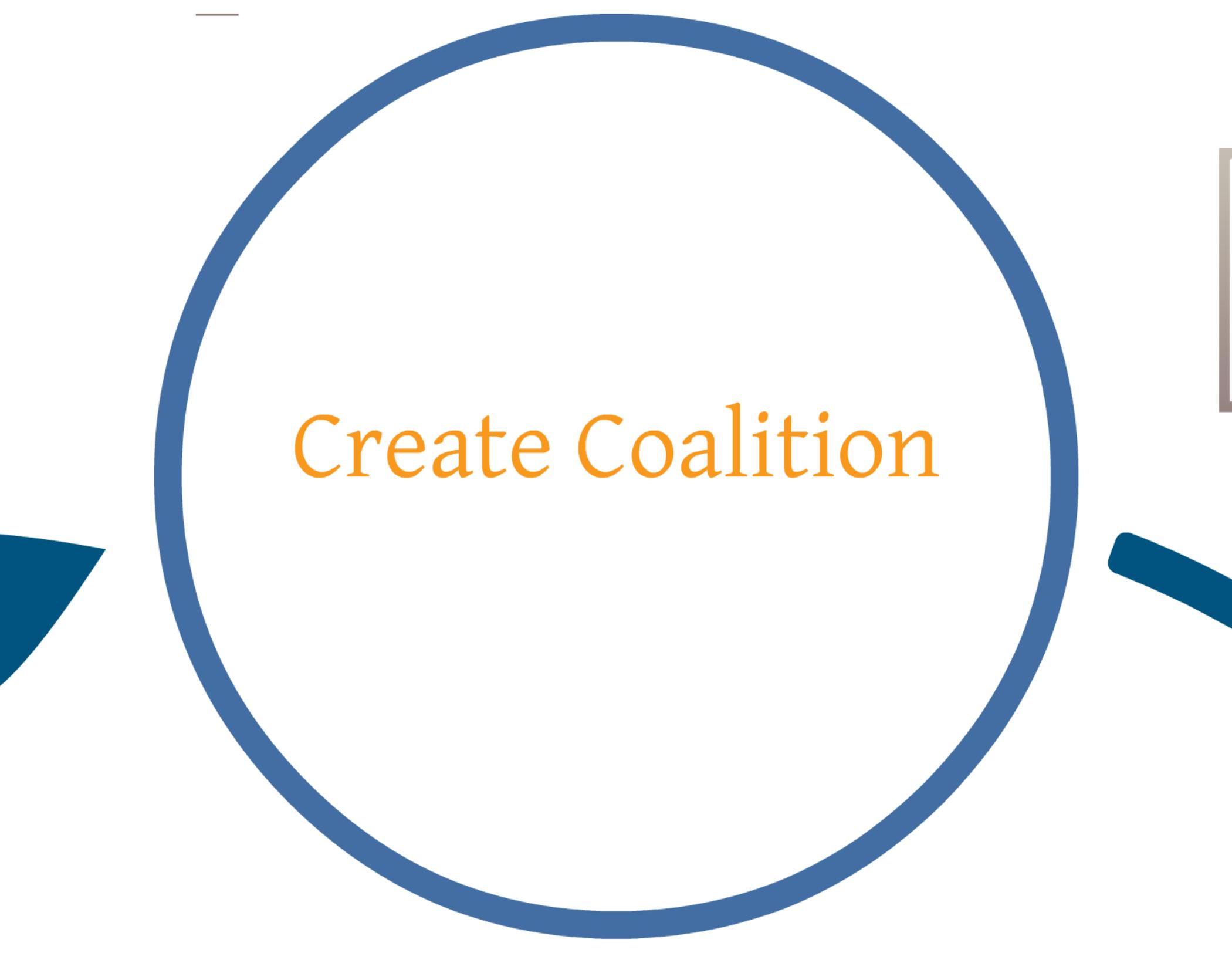


Target Zero Vision

The Target Zero Vision

In 2000, Washington formally adopted the Target Zero vision, becoming the first state to adopt a goal of:

Zero traffic deaths and serious injuries on roadways by the year 2030

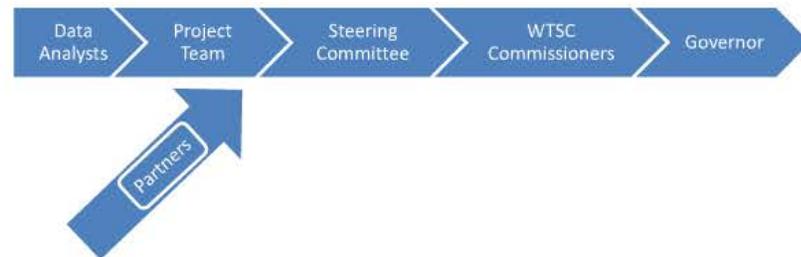
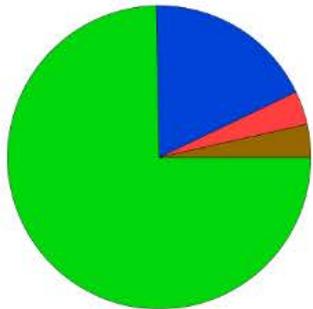
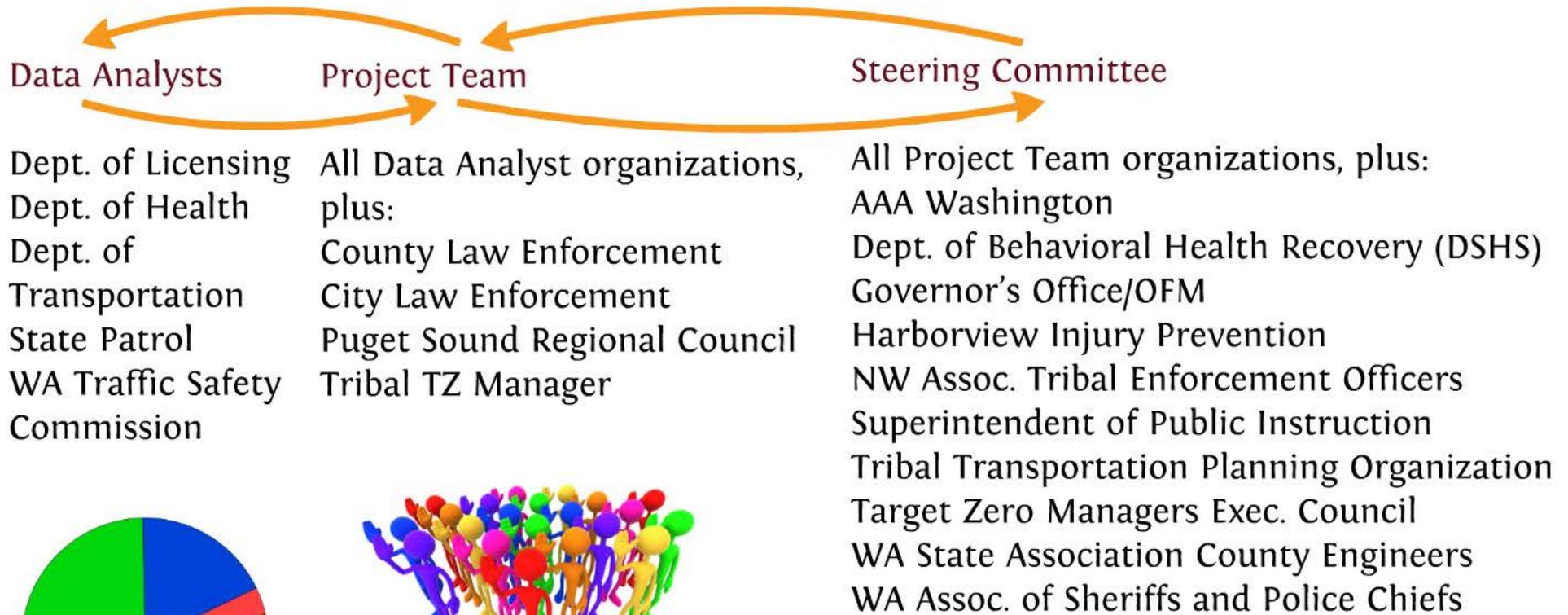


Create Coalition

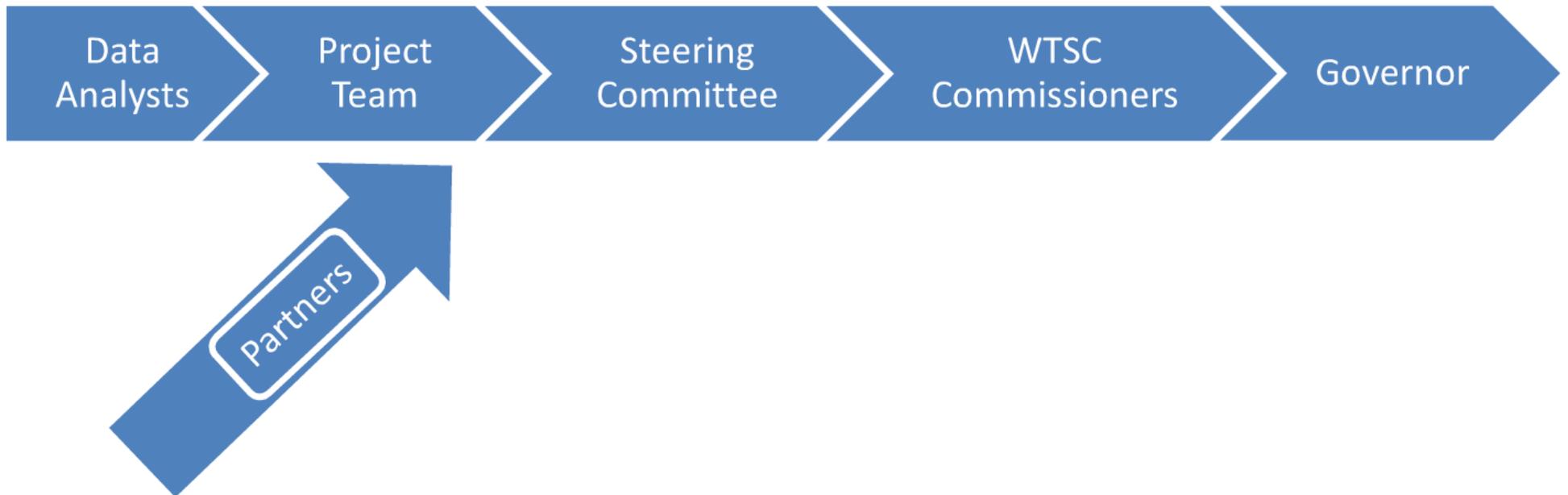
Timeline

| Milestone: | Month: |
|---|---------------------|
| Data Gathering/Analysis started | April 2012 |
| Project Formalized | August 2012 |
| Documented process and schedule | November 2012 |
| Finalized data and priorities | February 2013 |
| Gathered stakeholder input | February – May 2013 |
| Completed first draft | June 2013 |
| Published draft for Tribal and Stakeholder feedback | August 2013 |
| Commission recommends approval to Governor | November 2013 |

Collaborative Update Process



Target Zero Managers Exec. Council
WA State Association County Engineer
WA Assoc. of Sheriffs and Police Chiefs



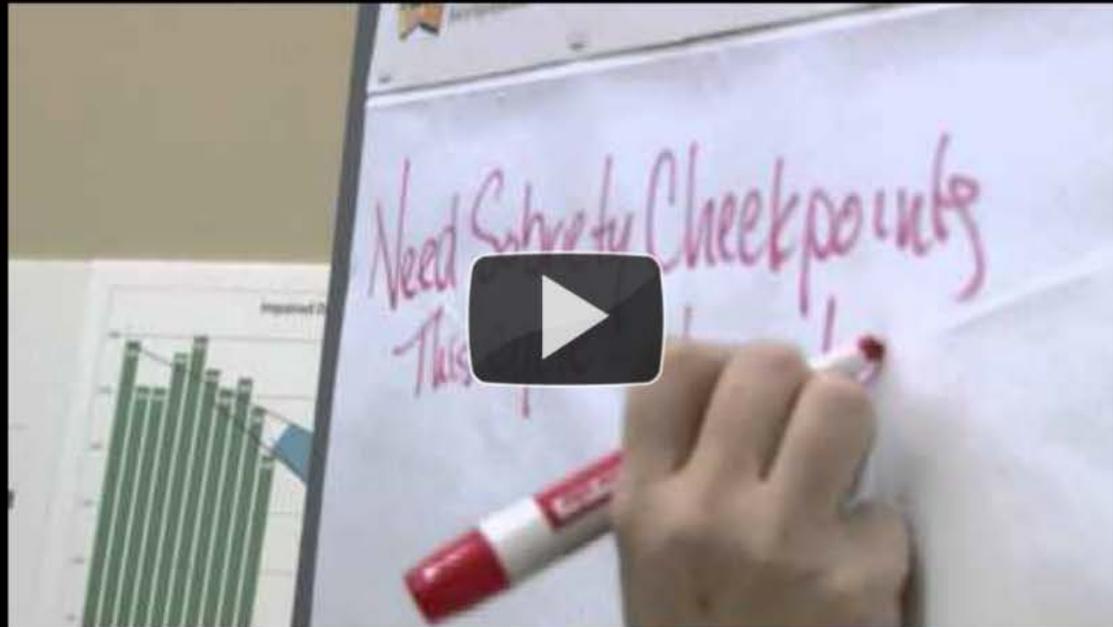
Partners Meeting

- 180 participants
- Shared updated trends and priorities
- Asked for input on strategies
- Increased awareness and buy-in



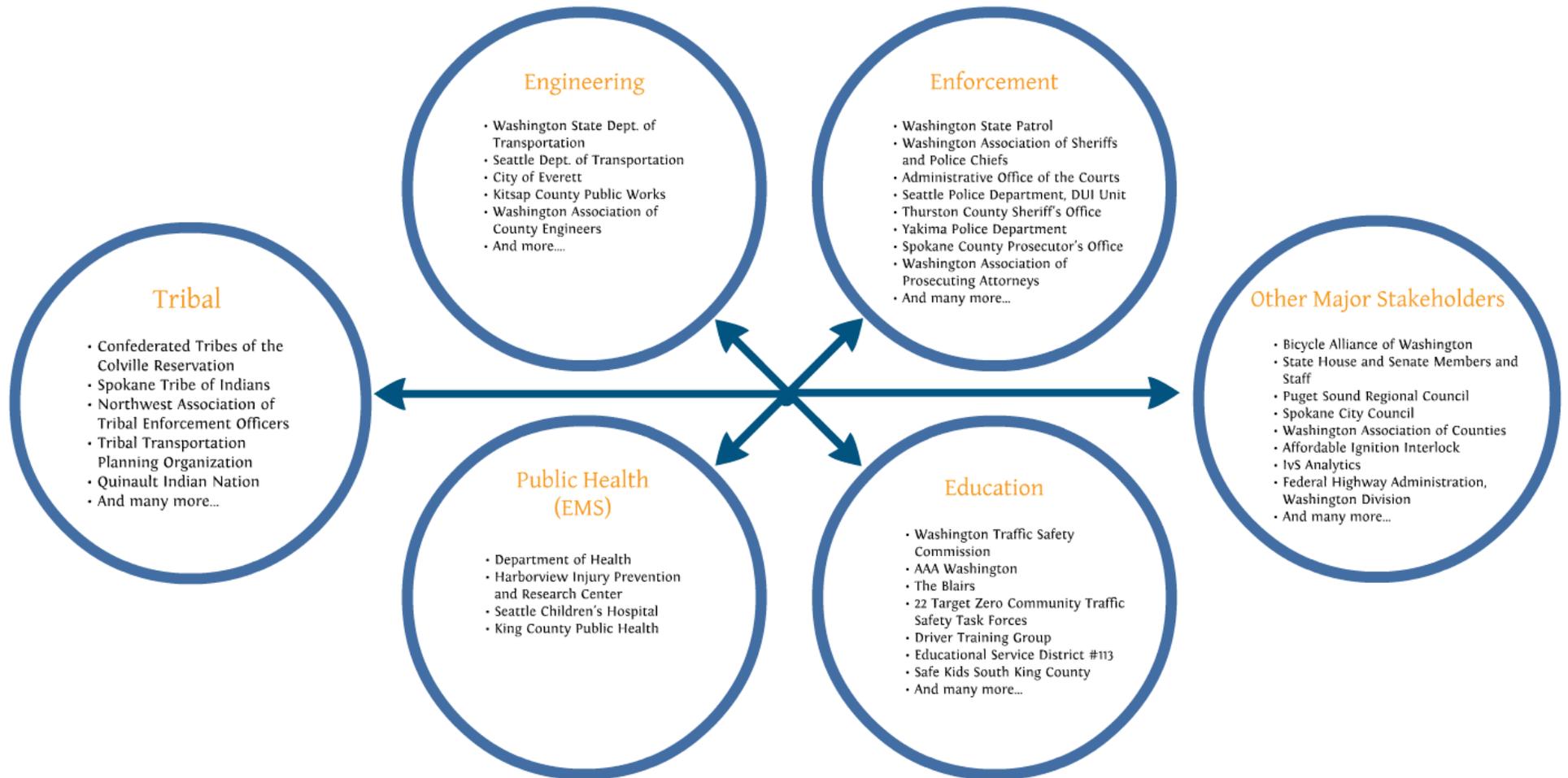
Participants

- Tribes
- Advocacy Groups
- Driving Associations
- City Police Departments
- City Transit
- Courts
- Driving Organizations
- Federal Agencies
- Injury Prevention
- Legislative Staff
- Public Health
- Regional Planning Councils
- State Agencies
- Target Zero Task Forces
- Technology Companies
- And many more...



YouTube

Involving All 4 E's... and more



Engineering

- Washington State Dept. of Transportation
- Seattle Dept. of Transportation
- City of Everett
- Kitsap County Public Works
- Washington Association of County Engineers
- And more....

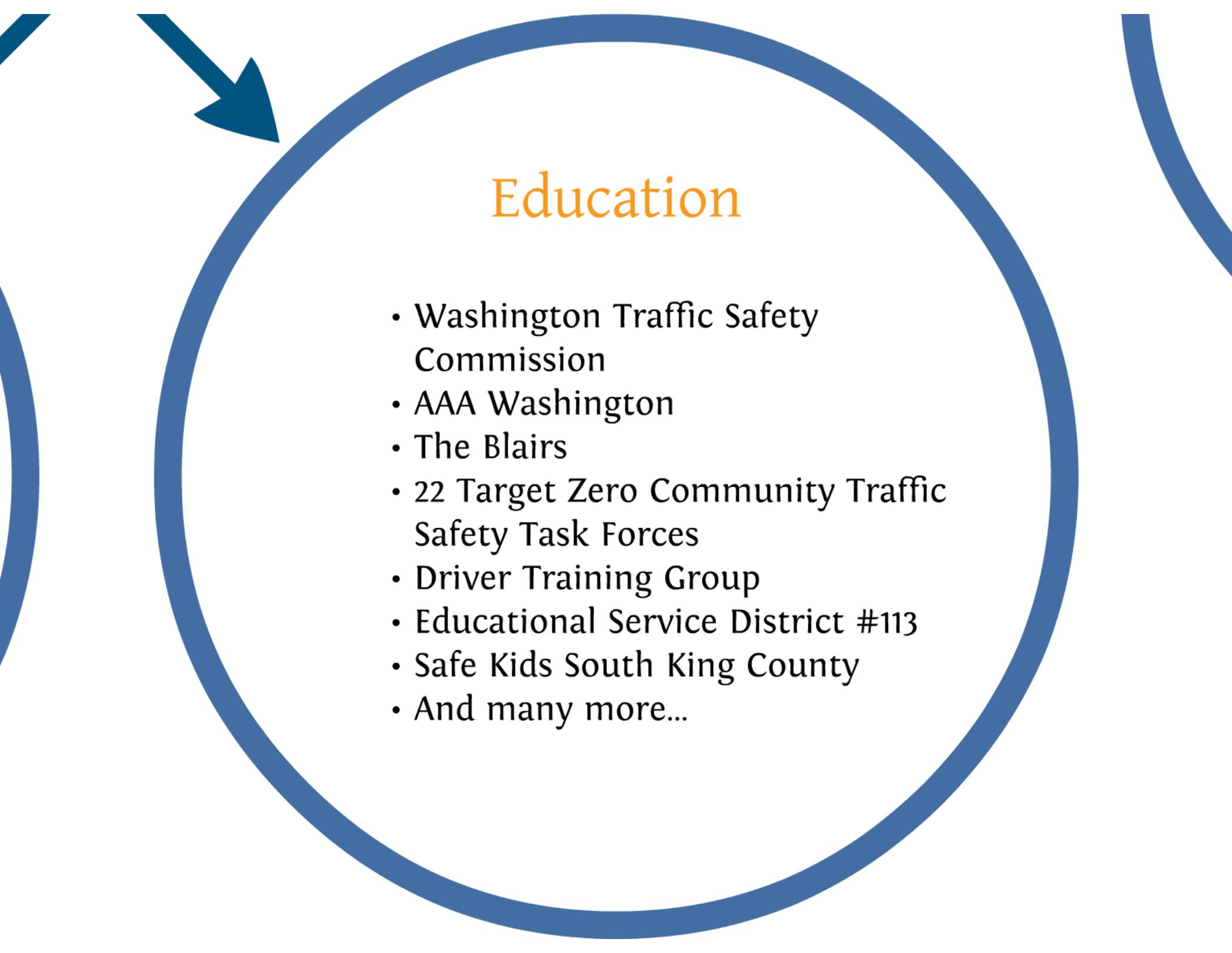
Enforcement

- Washington State Patrol
- Washington Association of Sheriffs and Police Chiefs
- Administrative Office of the Courts
- Seattle Police Department, DUI Unit
- Thurston County Sheriff's Office
- Yakima Police Department
- Spokane County Prosecutor's Office
- Washington Association of Prosecuting Attorneys
- And many more...



Public Health (EMS)

- Department of Health
- Harborview Injury Prevention and Research Center
- Seattle Children's Hospital
- King County Public Health



Education

- Washington Traffic Safety Commission
- AAA Washington
- The Blairs
- 22 Target Zero Community Traffic Safety Task Forces
- Driver Training Group
- Educational Service District #113
- Safe Kids South King County
- And many more...

Tribal

- Confederated Tribes of the Colville Reservation
- Spokane Tribe of Indians
- Northwest Association of Tribal Enforcement Officers
- Tribal Transportation Planning Organization
- Quinault Indian Nation
- And many more...





Other Major Stakeholders

- Bicycle Alliance of Washington
- State House and Senate Members and Staff
- Puget Sound Regional Council
- Spokane City Council
- Washington Association of Counties
- Affordable Ignition Interlock
- IvS Analytics
- Federal Highway Administration, Washington Division
- And many more...

High-level Approval

Washington Traffic Safety Commissioners



Governor Jay Inslee
Commission Chair



Lynn Peterson
Department of
Transportation



Chief John Batiste
Washington State Patrol



Pat Kohler
Department of Licensing



John Wiesman
Department of Health



Judge James P. Swanger
Clark County District Court



Randy Dorn
Superintendent of
Public Instruction



Kevin Quigley
Department of Social and
Health Services



Sharon Dillon
Washington State
Association of Counties



Jon Snyder
Association of Washington
Cities

Develop Roadmap

Performance



Effective

- Proven Strategies
- NCHRP
 - Counter
 - Crash M
 - Recomm

Data-driven Problem Identification

Sets priorities based on:

- Percents of contributing factors
- Considers both fatalities and serious injuries
- Divided into 3 priority levels
- Also includes Traffic Data Systems (P1) and EMS (P2)

| Washington State 2009-2011 | Fatalities | | Serious Injuries | |
|--------------------------------|--------------|------------|------------------|------------|
| | Number | % of Total | Number | % of Total |
| Priority Level One | | | | |
| Impaired Driver Involved | 704 | 50.1% | 1,519 | 21.0% |
| Run-Off-the-Road | 615 | 43.7% | 2,156 | 29.7% |
| Speeding Involved | 555 | 39.5% | 2,126 | 29.3% |
| Young Drivers 16-25 Involved | 487 | 34.6% | 2,763 | 38.0% |
| Distracted Driver Involved | 426 | 30.3% | 868 | 11.9% |
| Intersection Related | 290 | 20.6% | 2,474 | 34.1% |
| Traffic Data Systems | ** | ** | ** | ** |
| Priority Level Two | | | | |
| Unrestrained Vehicle Occupants | 348 | 24.8% | 764 | 10.5% |
| Unlicensed Driver Involved | 253 | 18.0% | n/a | n/a |
| Opposite Direction | 221 | 15.7% | 702 | 9.7% |
| Motorcyclists | 206 | 14.7% | 1,230 | 17.0% |
| Pedestrians | 193 | 13.7% | 869 | 12.0% |
| EMS and Trauma Systems | ** | ** | ** | ** |
| Priority Level Three | | | | |
| Older Drivers 75+ Involved | 126 | 9.0% | 378 | 5.2% |
| Heavy Truck Involved | 115 | 8.2% | 341 | 4.7% |
| Drowsy Driver Involved | 45 | 3.2% | 258 | 3.6% |
| Bicyclists | 26 | 1.8% | 339 | 4.7% |
| Work Zone | 9 | 0.6% | 132 | 1.8% |
| Wildlife | 8 | 0.6% | 78 | 1.1% |
| School Bus Involved | 3 | 0.2% | 18 | 0.2% |
| Vehicle-Train | 2 | 0.6% | 3 | 0.0% |
| Total* | 1,406 | | 7,247 | |

* More than one factor is commonly involved in fatalities and serious injuries. Therefore, each fatality and serious injury tallied in "Total" may be represented in multiple factors in the table.

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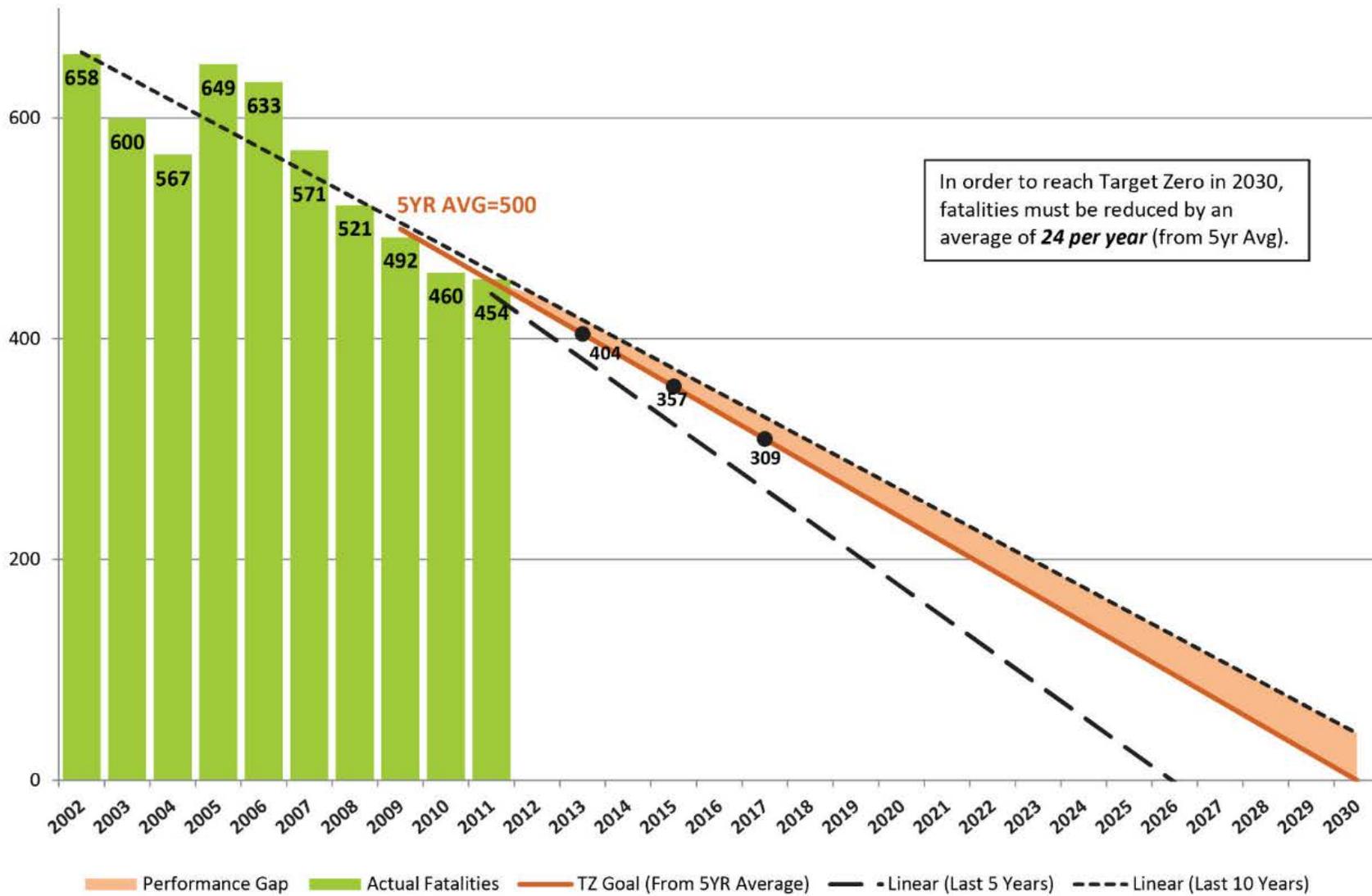
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Performance-based Goals

Washington Fatalities from Traffic Crashes 2002-2011



Effective Strategies

| Objectives & Strategies | | |
|--|--|--|
| Objectives | Strategies | Implementation Arena(s) |
| 1. Program Management: Foster leadership to facilitate impaired driving system improvements | 1.1 Continue to build partnerships designed to reduce impaired driving. (P, NCHRP) | Leadership/Policy |
| | 1.2 Implement the corridor safety model in high-crash locations where data suggests a high rate of impaired driving. (P, NCHRP) | Leadership/Policy, Education, Engineering, Enforcement |
| | 1.3 Utilize Target Zero Managers and community-based traffic safety taskforces to address impaired driving issues. (R, WTSC) | Leadership/Policy, Education, Engineering, Enforcement |
| 2. Prevention: Prevent excessive drinking, underage drinking, and impaired driving | 2.1 Conduct well-publicized compliance checks of alcohol retailers to reduce sales to underage persons. (R, CTW) | Enforcement |
| | 2.2 Conduct well-publicized enforcement aimed at underage drinking parties. (R, CTW) | Enforcement |
| | 2.3 Encourage parents to talk with their children about the risks of alcohol and other drugs. (R, DBHR) | Education |
| | 2.4 Continue mandatory alcohol server training, and explore mandating training for people who sell alcohol in the retail environment. (U) | Education |
| | 2.5 Support alternative transportation services such as transit (especially at night), designated driver programs, and other alternative ride programs to help eliminate need for impaired individuals to drive. (U) | Leadership/Policy |
| 3. Criminal Justice System—Laws: Encourage the enactment of laws when research | 3.1 Encourage laws that will allow the state to utilize sobriety checkpoints. (P, CTW) | Leadership/Policy |
| | 3.2 Explore the implications to Washington for lowering the per se BAC limit from .08 to .05 (R, META) | Leadership/Policy |

Proven Strategy Sources:

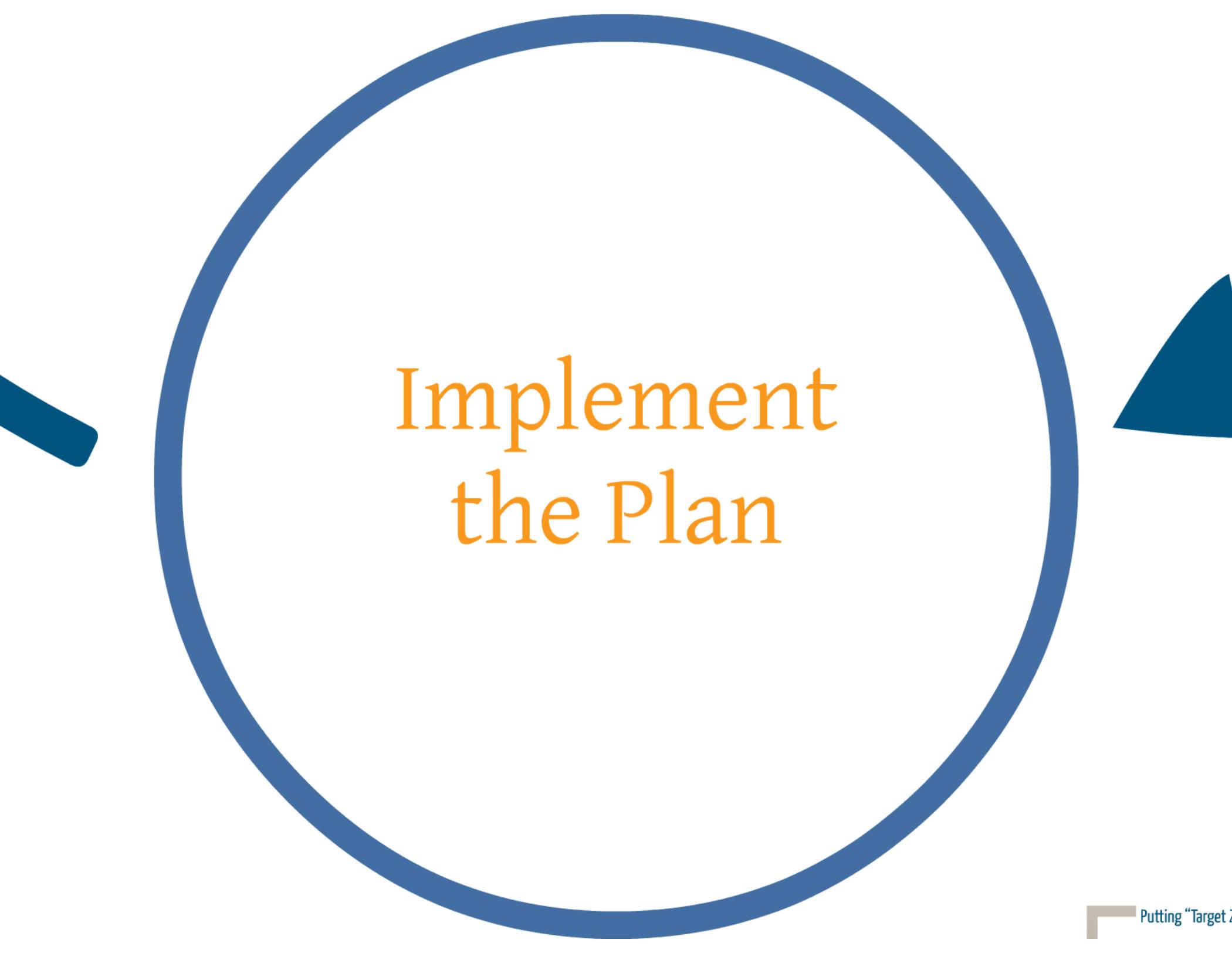
- NCHRP Report 500, Volume 1 through 23
- Countermeasures that Work, NHTSA
- Crash Modification Factors (CMF) Clearinghouse, FHWA
- Recommended Best Practices: NHTSA, FHWA, RCW

ive Strategies

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|--|---|--|
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Coordination with other Plans and Documents

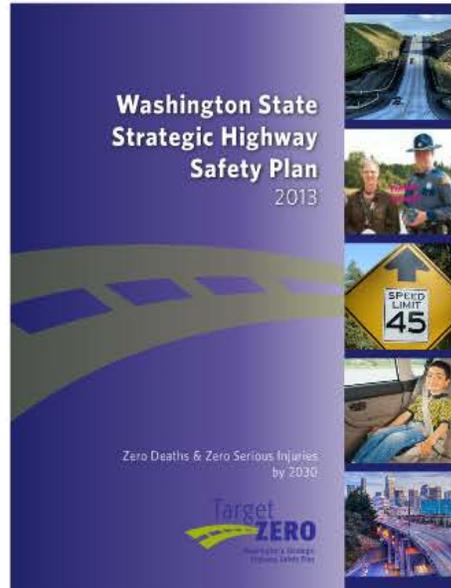




Implement the Plan

Statewide Implementation

Implementation
Required for
State Agencies:



Implementation
Recommended for:

Indian Nations



Local Agencies



Metropolitan Planning
Organizations



Private Industry &
Non-profit Groups



Putting “Target Zero” to Work!



**Washington State
Department of Transportation**

Adopt Target Zero priorities in determining funding for transportation safety projects



Use Target Zero proven strategies to address Run-off-the-Road and Intersection issues



Reflect Target Zero Priorities and strategies in WSDOT Safety Program Plan (HSIP)



"Target Zero" at work beyond DOT



WASHINGTON
Traffic Safety
COMMISSION

Make grant funding decisions based on Target Zero Priorities

Pilot Target Zero Teams

Structure Program Manager responsibilities around top priority areas

Coordinate Target Zero Task Forces



Adopt TZ priorities 1 and 2 as top enforcement priorities

The Target Zero Teams: High Visibility DUI Enforcement in Pierce, King, Snohomish Counties

Coordinate with WTSC and WSDOT to target enforcement in areas and times where most fatal and serious injury crashes occur



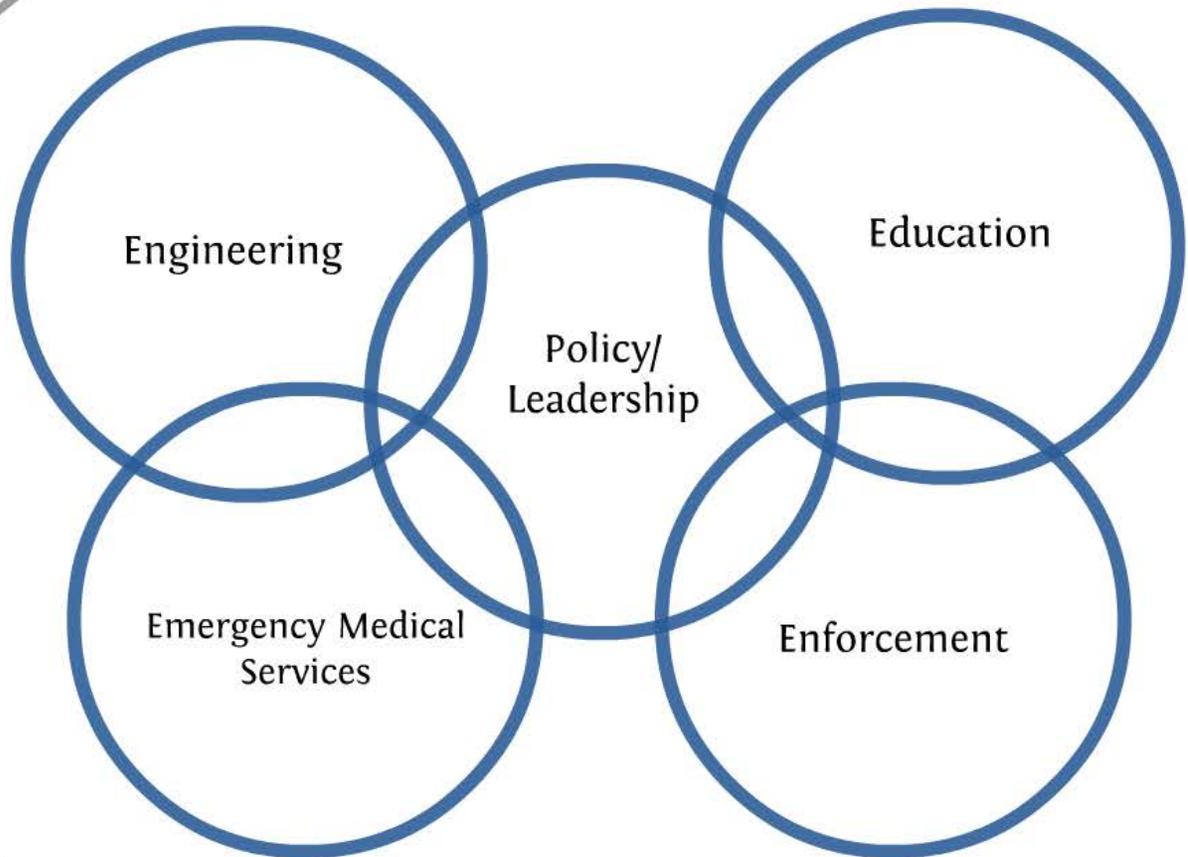
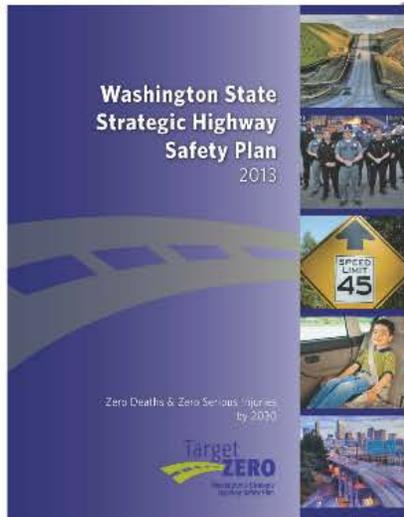
City of Seattle

Created their own Target Zero Plan



Plan to revise driving curriculum and test based on Target Zero

Implementation Potential

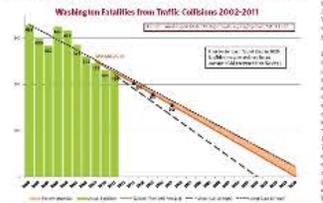


Recent Recognition

Bob Behn's Performance Leadership Report
 An occasional (and maybe even insightful) examination of the issues, dilemmas, challenges, and opportunities for improving performance and producing real results in public agencies.

On what performance-focused public executives can learn from Washington State's "Target Zero"

In 1995, 811 people died from traffic accidents in the state of Washington. In 2010, Washington's Traffic Safety Commission set "Target Zero" as a traffic fatality goal by 2015. Washington was not alone; in a state in 1996, fatalities had jumped to 712. Ten years later, however, they had dropped by over 10%. During the previous two decades, fatalities had declined at the rate of nearly 10 deaths per year. If that trend continued, the state would get to zero deaths in 2046, that is, half a century, nearly twice as long as Washington. In 2010, it had 2.77 fatalities per 100 million vehicle miles traveled. The U.S. rate was 1.52. If, the state could meet that rate by 2010 by simply making a little better and a little smarter. To achieve its new, much higher target, it had to invent new strategies, new incentives, new evaluations, new ways of achieving the purpose. Through its analysis, the Traffic Safety Commission identified twelve different performance dilemmas on which solutions were required.



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to drivers and passengers not using appropriate safety equipment. For one, it created multiple strategies. Also, the Commission and its key collaborators—the State Patrol (SP) and the Department of Transportation (DOT)—didn't just set a target for 2015. They created a series of interim targets. For example, the current target for 2017 is 30% (one-third). Then, Target Zero doesn't affect all of the accountability on those who will be in office in 2015. Every two years, criteria set are how well these public executives are doing. The Commission, the State Patrol, and DOT are not trying to do this alone. By 2007, when they released an update of Target Zero, they had recruited nearly 50 partners: 23 state agencies, five community, local, and regional organizations, one tribal nation, five federal agencies, and eight private sector entities. For each performance dilemma, these collaborators identified multiple strategies. To reduce impaired driving, the 2007 plan specified expanding judicial and prosecutorial education on

Robert D. Behn, a lecturer at Harvard University's John F. Kennedy School of Government, leads the executive education program "Driving Government Performance: Concepts in Strategy, the Politics Reality." The book on The Performance Potential will be published by Brookings in 2014.

Washington calls Target Zero “ambitious” yet “doable.” Yet, it didn’t try to get to zero instantly. Rather, it chose to **ratchet up performance**—setting interim targets, creating strategies to achieve them, learning, and using this knowledge to develop new strategies. Then, the collaborators use each new level of success to energize and motivate their colleagues. **B**



Lean Conference:

http://twv.org/index.php?option=com_tvwplayer&eventID=2013100036A#start=1375&stop=1403



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On what performance-focused public executives can learn from

Washington State's "Target Zero"

In 1999, 631 people died from traffic accidents in the state of Washington. In 2000, Washington's Traffic Safety Commission set "Target Zero": zero traffic fatalities by 2030.

Washington was not, however, in a crisis. In 1996, fatalities had jumped to 712. Yet, over the next four years, they had dropped by over 10%. During the previous two decades, fatalities had declined at the rate of nearly 10 deaths per year. If that trend continued, the state would get to zero deaths in 2060. Not bad.

Indeed, many states might envy Washington. In 2000, it had 1.17 fatalities per 100 million vehicle miles traveled. The U.S. rate was 1.53.

Still, the state could never eliminate fatalities by 2030 by simply working a little harder and a little smarter. To achieve its new, stretch target, it had to invent new strategies, new incentives, new collaborations, new ways of achieving this purpose.

Through its analysis, the Traffic Safety Commission identified twelve different performance deficits on which to focus: from impaired drivers,

to drivers and passengers not using appropriate safety restraints. For each, it created multiple strategies.

Also, the Commission and its key collaborators—the State Patrol (WSP) and the Department of Transportation (WSDOT)—didn't just set a target for 2030. They created a series of biennial targets. For example, the current target for 2017 is 309. (See chart.)

Thus, Target Zero doesn't inflict all of the accountability on those who will be in office in 2030. Every two years, citizens can see how well their public executives are doing.

The Commission, the State Patrol, and WSDOT are not trying to do this alone. By 2007, when they released an update of Target Zero, they had recruited nearly 50 partners: 22 state agencies, ten community, local, and regional organizations, two tribal nations, five federal agencies, and eight private organizations.

For each performance deficit, these collaborators identified multiple strategies. To reduce impaired driving, the 2007 plan specified expanding judicial and prosecutorial education on

DUI, and including tribal police in drug recognition training. For unrestrained drivers and passengers, their plan included conducting high-profile "child restraint inspection" events.

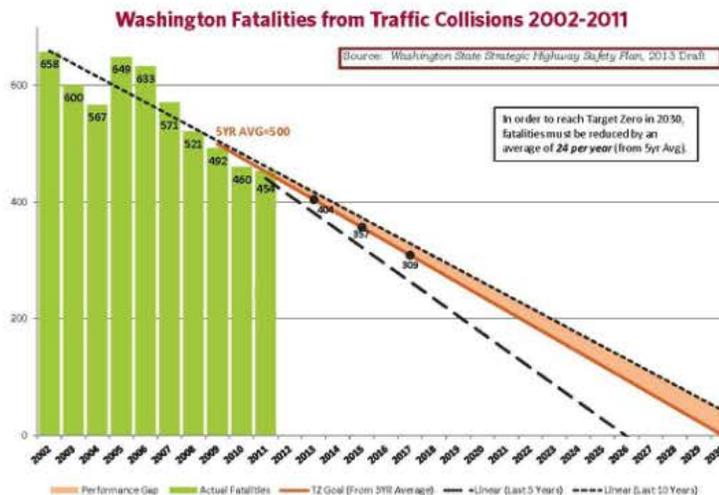
Target Zero does not try to get to zero highway fatalities instantly. Instead, it seeks to ratchet up performance. Nor does it inflict accountability on those who will be in office in 2030. It includes a series of biennial targets so that citizens can gauge progress.

This past August, the Commission released a draft of its 2013 plan for Target Zero. It pointed to significant decreases in fatalities for young drivers, and for drivers and passengers without safety restraints, but not for pedestrians and motorcyclists.

Significantly, for 2009-2011, impaired drivers were involved in half of the accidents with fatalities. This is now the plan's very top priority. Thus, for 2017, the target for these fatalities is 152—nearly half of 2002's 295. Among the strategies for this target, WSP has created Target Zero Teams working in three counties when lots of impaired drivers are on the road.

Washington calls Target Zero "ambitious" yet "doable." Yet, it didn't try to get to zero instantly. Rather, it chose to ratchet up performance—setting interim targets, creating strategies to achieve them, learning, and using this knowledge to develop new strategies. Then, the collaborators use each new level of success to energize and motivate their colleagues. ■

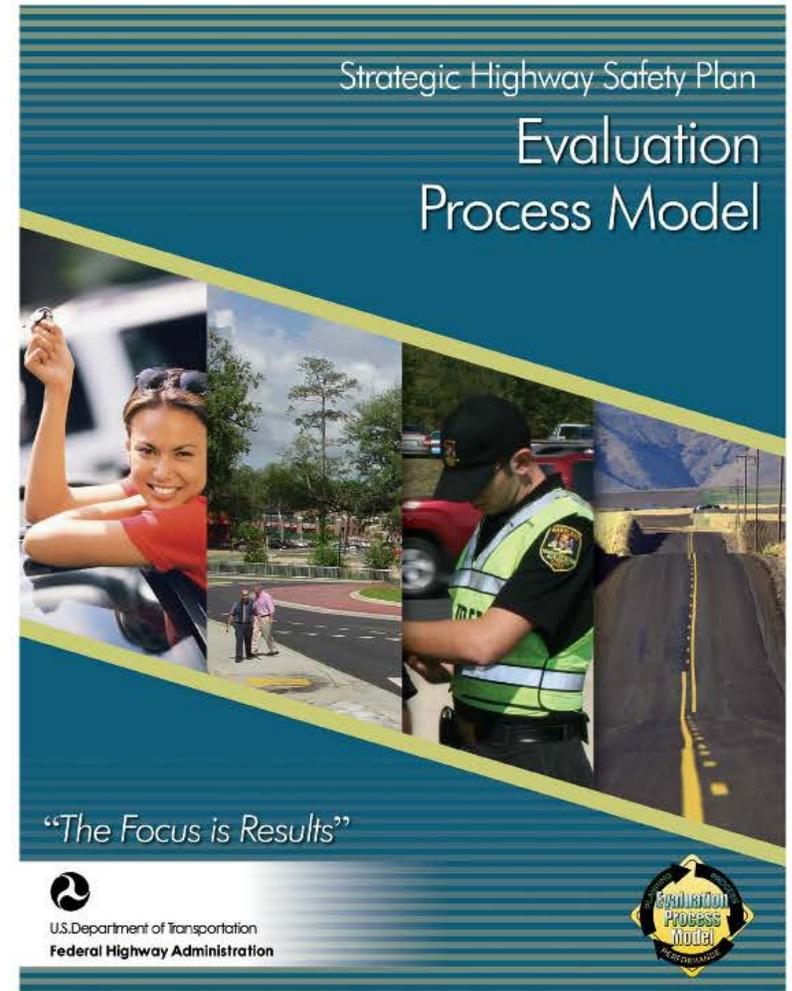
Robert D. Behn, a lecturer at Harvard University's John F. Kennedy School of Government, chairs the executive-education program "Driving Government Performance: Leadership Strategies that Produce Results." His book on *The PerformanceStat Potential* will be published by Brookings in 2014.



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For the inside secrets about Driving Government Performance, go to: <http://hks.harvard.edu/EE/BehnReport>.

Evaluation

- Same Partners
- Objectives
 - Process: Organizational structure, partners, collaboration, communication
 - Outputs: How the SHSP is being implemented
 - Outcomes: The impact on traffic safety with respect to fatality and serious injuries



More information



The Target Zero Plan can be found on-line at
www.targetzero.com

Washington Traffic Safety Commission
(360) 725-9860

Darrin Grondel, Director

Target



ZERO

Washington's Strategic
Highway Safety Plan