



APPENDIX E

ACTION PLAN



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Introduction

The following memo outlines the safety actions that form the *Vision Zero Webb Laredo Safety Action Plan*. The action items are drawn primarily from stakeholder workshops held in April 2024 and amended based on Toole Design’s national experience in writing proactive, comprehensive, and equitable safety action plans. Some actions have been reviewed, edited, and formatted based on staff judgement and discussion. Several actions were inserted based on identified gaps in project development, enforcement, and program development.

The list is structured within relevant framework for Vision Zero actions – including the Safe System Approach as well as the Vision Zero Network’s “Vision Zero Community Components” and National Complete Streets Coalition “Complete Street Policy Elements.” This list will be reviewed by plan stakeholders and incorporated into the final Safety Action Plan to guide future actions within the region.

Action Items Background

Frameworks for Vision Zero Actions

Safe Systems Approach

The Federal Highway Administration (FHWA) has adopted the “Safe System Approach” (SSA) for traffic safety. The SSA is a comprehensive paradigm that addresses decisions and outcomes in transportation safety by recognizing that: Humans Make Mistakes; Humans Are Vulnerable; Responsibility is Shared; Safety is Proactive; Redundancy is Crucial.

The *Vision Zero Webb Laredo Safety Action Plan* will develop action strategies that are consistent with the Safe System Approach focus areas:

- **Safer People:** encourage safe, responsible driving and behavior by people who use our roads and create conditions that prioritize their ability to reach their destination unharmed.
- **Safer Roads:** design roadway environments to mitigate human mistakes and account for injury tolerances, to encourage safer behaviors, and to facilitate safe travel by the most vulnerable users.
- **Safer Vehicles:** expand the availability of vehicle systems and features that help to prevent crashes and minimize the impact of crashes on both occupants and non-occupants.
- **Safer Speeds:** promote safer speeds in all roadway environments through a combination of thoughtful, equitable, context-appropriate roadway design, appropriate speed-limit setting, targeted education, outreach campaigns, and enforcement.
- **Post-Crash Care:** enhance the survivability of crashes through expedient access to emergency medical care, while creating a safe working environment for vital first responders and preventing secondary crashes through robust traffic incident management practices.

Vision Zero Community Components

The Vision Zero Network identifies nine elements that make a strong Vision Zero community:

- Political Commitment
- Multi-Disciplinary Leadership
- Action Plan
- Equity
- Cooperation and Collaboration
- Safe System Approach

- Data-Driven
- Community Engagement
- Transparency

Complete Street Policy Elements

The National Complete Streets Coalition recognizes ten principles of effective Complete Street Plans:

- Establishes commitment and vision
- Prioritizes underinvested and underserved communities
- Applies to all projects and phases
- Allows only clear exceptions
- Mandates coordination
- Adopts excellent design guidance
- Requires proactive land-use planning
- Measures progress
- Sets criteria for choosing projects
- Creates a plan for implementation

These frameworks have several common themes that can help identify practical, strategic, and effective strategies to achieve Vision Zero in the City of Laredo and Webb County:

- Building a sustainable program through vision, commitment, leadership, and staff capacity
- Collaborating with partners and the community, especially with a focus on equitable outcomes
- Planning that is proactive, data-informed, comprehensive, and transparent
- Projects that are strategic and multimodal throughout their lifecycle
- Monitoring and measuring progress and adapting strategies if necessary.

Assumptions

Safety Action Plans aim to be strategic and comprehensive but are by necessity high-level to cover a wide range of agencies, roles, and processes. The *Vision Zero Webb Laredo Safety Action Plan* items are intended to:

- Be short, concise, direct actions that can be advanced by several partners.
- Support the Safe System Approach and strategic, prioritized actions.
- Defer to staff and local knowledge for specific process or policy mechanisms.

Action Items Development

The Safety Action Plan action items listed below were developed through several rounds of stakeholder input and subject matter expert discussions.

A public open house was held on April 23, 2024 and an initial stakeholder workshop was held on April 24, 2024 at the Laredo Health Department. Stakeholders invited from local, regional, and state agencies, as well as key citizen stakeholders, participated in roundtable discussions related to the questions below. The responses from the open house and workshop informed the initial action items.

Overview of SSA: The workshop opened with a discussion of the **Safe System Approach** as a mindset that deaths and serious injuries are unacceptable on our roads. The approach acknowledges that road users are human beings and that humans will inevitably make mistakes. On the roads, those mistakes may lead to crashes. The goal of “zero” is to eliminate fatal and serious injuries, not to eliminate crashes.

Discussion Groups: Attendees were divided into small groups organized by expertise or agency roles in three categories.

- **Safe Road Users:** participants with roles related to helping to educate and illuminate people to become safer road users.
- **Safe Roads:** participants with roles related to making traffic operations, visibility, and physical infrastructure safer.
- **Post-Crash Care:** participants with roles related to emergency response, EMS, and ER preparedness.

Roundtable Questions: Stakeholders participated in two rounds of discussions facilitated by Vision Zero team members.

- **Session 1: Internal Operations** – This discussion focused on participants’ current and potential roles related to their discussion group’s expertise. This discussion included actions that can be taken internal to their role and the people they work with.
 1. What is working well? What is not working or what challenges are you currently facing?
 2. What additional information do you need?
 3. What are the primary items we should be focused on internally in the near term?
- **Session 2: Collaboration** – This discussion focused on how participants’ current and potential roles can be enhanced through collaboration. This discussion helped identify collaborative actions that enhance their respective roles.
 4. What responsibilities do we share? What do you need from other agencies or departments?
 5. What are concrete examples of ways we can work better together?
 6. How do we decide what is most important? What should we prioritize first?

Additional Review: Following the stakeholder workshop, Vision Zero team members reviewed action items against public input from project open houses and online input, peer regions and national best practices, local equity concerns, and potential gaps from stakeholder discussions. The draft actions below underwent several rounds of review and revision to reach the current list. Draft actions will be circulated to agency stakeholders in late 2024 and early 2025 for review, concurrence, and incorporation into the final plan.

Action Plan Descriptive Elements

The Safety Action Plan actions should be seen as general recommendations. For project and construction actions, implementation would only occur where appropriate based on further analysis, engineering design, and environmental assessment. Other institutional or process actions may require policy changes in alignment with agency rules, regulations, and broader goals. Due to staffing, financial, and other constraints, SAP partners will need to consider how to prioritize implementation of these Actions in support of Vision Zero.

Each action will be assigned a rough estimate of time to implement, cost to implement, additional resources that may be required, and leadership to advance:

- **Action items:** A discrete, specific effort that can be advanced by a Vision Zero partner or in collaboration between several partners.
- **Action Category:** A specific program area that broadly aligns with a typical planning, coordination, funding, project development, and project delivery process.
 - **Establish a Program**
 - **Work Together**
 - **Inform with Data**
 - **Make Streets Safe**
 - **Protect Everyone**
 - **Measure Progress**
- **Timeframe:** A general timeframe for actions to help action leaders prioritize their efforts. While some actions may take longer to implement, many medium- and long-term efforts can start immediately.
 - **Immediate: 0-1 year**
 - **Short: 1-2 years**
 - **Medium: 2-5 years**
 - **Long: 5-10 years**
- **Cost:** An anticipated annual cost level listed with each step based on the following ranges:
 - **\$** - low (less than \$100k)
 - **\$\$** - medium (between \$100k-\$500k)
 - **\$\$\$** - high (\$500k and above)
- **Major Needs:** Necessary components that need to be in place to help support a specific action:
 - **Staffing** – an appointed staff or additional staff to lead or complete the task.
 - **Study** – a specific additional study is needed to determine implementation factors.
 - **Partnership** – a specific partnership between funding or decision-making agencies.
 - **Policy** – enabling legislation or policy to support a specific decision or action.
- **Action Leader and Supporting Partners:** Each action item is led by an action leader or lead partners and supported by various agencies or organizations.

Action Plan Matrix

ID	Action	Timeframe	Funding	Major Needs				Action Leaders	Supporting Partners
				Staffing	Study	Partnership	Policy		
A. Establish a Program									
A1	Adopt ZERO as a traffic fatality and serious injury goal by all local partners.	Immediate	-			X	X	All partners	
A2	Assess local and regional funding programs against the High Injury Network to ensure that funds are focused and prioritized on the highest-risk locations.	Short	\$		X		X	Laredo: Engineering; LWCAMPO	Active Transportation Committee
A3	Host trainings for all elected officials and agency staff on the goals of Vision Zero and the roles of road safety principles, transportation, land use and development in achieving Vision Zero.	Short	\$	X				Laredo: Public Information Office, Human Resources; LWCAMPO	WCCL RMA; TxDOT
A4	Increase traffic division personnel and equipment for the Laredo Police Department to meet the enforcement needs.	Short	\$\$	X				Laredo: Police Department	
A5	Support state legislation for investment in infrastructure near border crossings due to their unique traffic and commute patterns and conditions.	Medium	-			X	X	Laredo: Legislative Support; LWCAMPO, WCCL RMA	Laredo: Economic Development, Bridge System
A6	Ensure sufficient local and regional program budgets to achieve Vision Zero and advocate for increased funding for road safety at the state and national level.	Medium	\$			X		Laredo: Budget, Legislative Support; LWCAMPO	All partner agencies
A7.A	<u>Ensure effective staffing to implement Vision Zero:</u> Active Transportation Coordinator to coordinate Vision Zero and Active Transportation programs, focused on public education promoting pedestrian and bicycle safety and lifestyle modification for healthy living.	Medium	\$\$	X				Laredo: Health Department	All partner agencies
A7.B	Engineering staff to plan, design, and oversee construction of projects							Laredo: Engineering	
A7.C	Planning staff to assess data, develop long-range plans, and evaluate ongoing efforts							LWCAMPO	
A7.D	Enforcement officers to help with safe, equitable enforcement at high-risk locations							Laredo: Police Department	
A7.E	EMTs and first responders for immediate trauma care							Laredo: Fire Department	

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B. Work Together									
B1	Convene the Active Transportation Committee and Vision Zero Working Group as an ongoing channel of communication with regular updates on funding opportunities, project development, and progress along the HIN.	Immediate	-			X		LWCAMPO	All Partner Agencies
B2	Host regular meetings between city, county, MPO, and state to share safety data, report on progress, and coordinate on ongoing processes, including coordination with TxDOT on access to current data and information regarding traffic safety.	Immediate	-			X		City of Laredo, Webb County, LWCAMPO, TxDOT	Laredo: Engineering; Webb County
B3	Host internal meetings with City departments to consolidate plans, compare projects, and report on ongoing processes.	Short	-			X		Laredo: Engineering, supporting departments	LWCAMPO; TxDOT
B4	Host ongoing meetings with Emergency Medical Technicians (EMTs), first responders, law enforcement officials, and local hospitals and trauma centers to assess current practices or potential improvements for response times and care.	Short	-			X		Laredo: Fire Department, Police Department	Laredo: Health Department; Regional Advisory Council; Public health agencies; emergency response providers; hospitals and health centers; TxDOT
B5	Consolidate and coordinate public service communications about construction, traffic delays, and intermittent hazards.	Short	-			X		Laredo: Public Information Office; TxDOT	All partner agencies
B6	Coordinate state (i.e. TxDOT) traffic control plans with the Laredo Police Department and local school districts for improved traffic management.	Short	\$			X		Laredo: Police Department; TxDOT	Laredo ISD; United ISD; Laredo: Engineering
B7	Coordinate with stakeholders in private industries, trucking and rail companies, the Department of Homeland Security, and federal law enforcement to assess safety risks around freight transportation and coordinate on crossings and other opportunities for safety improvements (e.g., recent CRISI grant).	Medium	\$		X	X		Laredo: Economic Development; LWCAMPO	TxDOT; DHS; CBP; private freight operators

ID	Action	Timeframe	Funding	Major Needs				Action Leaders	Supporting Partners
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C. Informed by Data									
C1	Incorporate proven safety countermeasures into project selection criteria for regional funding.	Immediate	-			X	X	LWCAMPO	TxDOT; Laredo: Engineering
C2	Use the HIN to determine funding and planning priorities on city and state streets, including the development of capital projects and roadway maintenance lists for City and regional investments.	Short	-			X	X	Laredo: Engineering; LWCAMPO	TxDOT
C3	Conduct road safety audits along HIN segments and intersections, with a diverse group of staff and stakeholders.	Short	\$\$	X	X	X		Laredo: Engineering; LWCAMPO; TxDOT	
C4	Develop a city and regional all ages and abilities bicycle network of protected bikeways and paths that can be built in conjunction with Vision Zero projects to promote safe, active transportation. Specifically include multimodal connectivity to International Bridges 1 and 2.	Short	\$\$	X	X	X	X	Laredo: Engineering; LWCAMPO	Laredo: Bridge System; TxDOT
C5	Continue funding and completion of the LWCAMPO UPWP sidewalk inventory and gap analysis, including urban trail network.	Short	\$\$		X			Laredo: Engineering; LWCAMPO	
C6	Assess local roadway network to determine where current and future commercial traffic should be prioritized and where non-commercial traffic should be protected, including assessment of truck routes.	Short	\$		X			Laredo: Engineering; LWCAMPO	
C7	Assess development projects for locations along the HIN and development regulations or land use plans for risk factors associated with dispersed, auto-oriented development patterns or higher travel speeds.	Medium	\$	X				Laredo: Planning & Zoning	Laredo: Engineering

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D. Make Streets Safe									
D1	Adopt a Complete Streets policy along with multimodal design guidelines, such as NACTO guides, and context-sensitive speed management or traffic calming tools to ensure safe, comfortable, and convenient multimodal designs in all projects at the city and regional level.	Immediate	\$		X		X	Laredo: Engineering; LWCAMPO	TxDOT
D2	Support state legislation for speed enforcement cameras.	Immediate	-			X	X	Laredo: Legislative Support, Police Department	
D3	Coordination between City and school districts on prioritizing improved striping and signage within 1/4 mile of schools.	Short	\$	X		X	X	Laredo: Engineering; Laredo ISD; United ISD	LWCAMPO; TxDOT
D4	Amend Land Development Code and Subdivision Ordinance to ensure that sidewalks are required along all public roadways, including industrial subdivisions and planned unit developments.	Short	-				X	Laredo: Engineering, Planning & Zoning	
D5	Coordinate with transit providers to ensure that road projects proactively and adequately accommodate bus travel and bus stops.	Medium	\$			X	X	Laredo: Engineering; El Metro; El Aguila	LWCAMPO
D6	Assess pedestrian demand and evaluate mid-block crossing locations to build more frequent, safer crossings, including refuge islands, medians, curb bulb outs, and other tools. Evaluate existing roundabouts and median locations to determine safe operations and potential projects that could address current concerns.	Medium	\$\$		X			Laredo: Engineering; El Metro; TxDOT	LWCAMPO
D7	Evaluate road striping and substandard and unpaved streets for maintenance and safety that can be improved through an infrastructure maintenance program.	Medium	\$\$\$		X		X	Laredo: Engineering, Budget; TxDOT	LWCAMPO
D8	Ensure lighting along every roadway, multi-use path, and multimodal facilities, especially street and trail crossings.	Long	\$\$\$		X	X	X	Laredo: Engineering; TxDOT	LWCAMPO

ID	Action	Timeframe	Funding	Major Needs				Action Leaders	Supporting Partners
				Staffing	Study	Partnership	Policy		
E. Protect Everyone									
E1	Incorporate Vision Zero messages, new projects, and Proven Safety Countermeasures operations into existing social media accounts and education campaigns. Budget for paid advertisement through email and social media, as well as platforms more likely to reach both younger and older demographics.	Immediate	\$			X		Laredo: Public Information Office, Police Department	All partner agencies
E2	Develop Vision Zero messaging content for the public information system, including multilingual messaging for local and international Spanish speakers.	Immediate	\$			X		Laredo: Public Information Office, Bridge System; TxDOT	All partner agencies
E3	Host public training, workshops, town halls, or safety fairs on Vision Zero and traffic safety to increase public support and knowledge; ensure public meetings are located in diverse areas, including historically marginalized areas to ensure participation from different communities.	Short	\$	X		X		Laredo: Public Information Office; LWCAMPO; TxDOT	Laredo: Health Department
E4	Deploy speed feedback signs on every High Injury Network corridor.	Short	\$\$				X	Laredo: Engineering; TxDOT	LWCAMPO
E5	Coordinate with the college police departments to develop focused but equitable safety campaigns.	Short	\$	X		X		Laredo: Public Information Office, Police Department; College Police Departments	LWCAMPO, TxDOT
E6	Coordinate traffic and speed enforcement campaigns around Vision Zero goals and data, especially the High Injury Network around Pedestrian Hybrid Beacons, pedestrian paths and crossings, or along other locations of speeding or vulnerable road user concern.	Short	\$	X		X		Laredo: Police Department	Laredo: Health Department; LWCAMPO; TxDOT
E7	Assess safety of school bus pick-up locations and determine feasibility of making necessary improvements that prioritize safety of children getting to and from these locations and waiting for school bus arrival.	Short	\$\$		X	X		WCCL RMA; United ISD	Laredo: Engineering; TxDOT; Laredo ISD; LWCAMPO
E8	Develop a Safe Routes to School program to promote walking and bicycling along with safe driving habits, specifically to support safe travel of young residents and teenagers. This can be incorporated into Active Transportation Coordinator duties.	Medium	\$\$	X		X	X	Laredo: Police Department, Health Department	Laredo: Engineering; LWCAMPO; Laredo ISD; United ISD

ID	Action	Timeframe	Funding	Major Needs				Action Leaders	Supporting Partners
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F. Measure Progress									
F1	Publish annual Vision Zero report and website that tracks trends with the most up-to-date crash data, highlights key projects, provides information on education campaigns, and insight into funding sources.	Short	\$		X	X		WCCL RMA	Laredo: Engineering, Police Department; LWCAMPO; TxDOT
F2	Monitor and evaluate campaign penetration and public familiarity with Vision Zero messages.	Short	\$		X			Laredo: Public Information Office	Laredo: Police Department; LWCAMPO
F3	Evaluate all TxDOT projects for consistency with Vision Zero and multimodal travel, ensuring that every project accommodates active modes and helps manage speeds.	Short	\$		X			TxDOT	Laredo: Engineering; El Metro; LWCAMPO
F4	Examine levels of seatbelt use and distribution of seatbelt-related crashes; coordinate with TxDOT on a strategic seatbelt use encouragement campaign.	Short	\$		X	X		Laredo: Police Department; TxDOT	Laredo: Health Department; LWCAMPO
F5	Incorporate real-time data gathering capabilities on traffic counts and flow using technology such as drones, cameras, and license plate readers (LPRs), and share relevant traffic control data with supporting partners to proactively identify and improve roadway traffic and safety.	Short	\$\$	X		X	X	Laredo: Police Department	Laredo: Engineering; LWCAMPO; TxDOT
F6	Evaluate first responder and trauma care responses to monitor ongoing improvements in response times and outcomes.	Medium	\$		X	X		Laredo: Fire Department	Laredo: Health Department; hospitals; first responders; public health centers
F7	Work with hospitals to coordinate and establish Vision Zero metrics that can provide useful data related to fatality and serious injury outcomes and conditions in a manner that conforms to HIPAA rules.	Medium	\$			X	X	Laredo: Fire Department	Laredo: Health Department; hospitals; first responders; public health centers