



# The 2025–2029 Strategic Highway Safety Plan

Information Session  
Advisory Council on Transportation Safety (ACTS)  
December 6, 2024

# Introductions



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ALLIANT

# Agenda

Time	Topic
9:00 – 9:20	SHSP Overview, Draft Document & ACTS Role
9:20 – 9:30	Crash Data Overview
9:30 – 9:40	SHSP Engagement Overview
9:40 – 10:00	Discussions & Strategies Review



# What is the Strategic Highway Safety Plan (SHSP)?

Derek Leuer

# What is the SHSP?

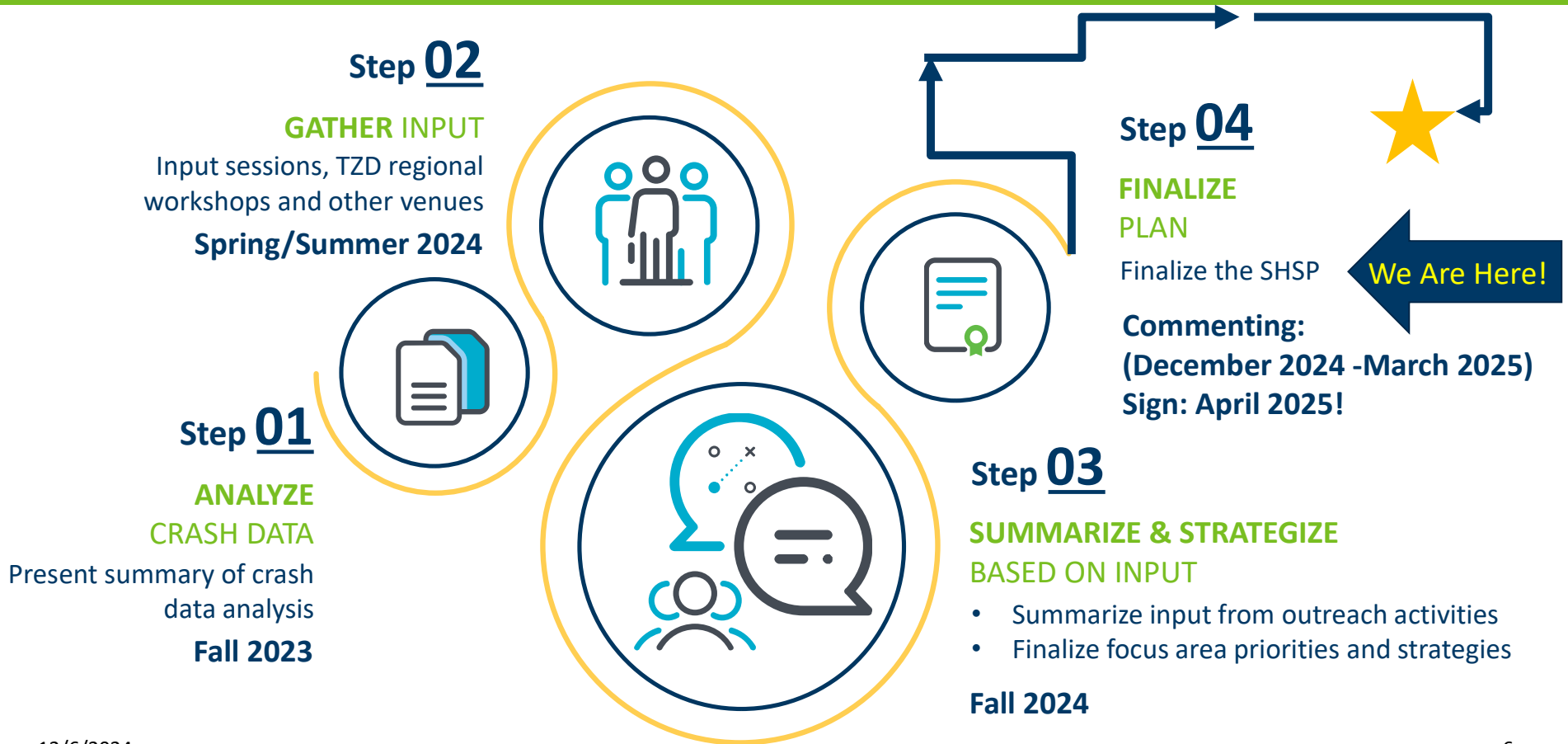
- Sets statewide direction to reduce traffic *fatalities and serious injuries* for all roadway users
- Is required by federal law and updated every 5 years (but not just a checkbox for Minnesota)
- Relevant for all traffic safety partners: state, county, local, tribal
- Recognizes that a single crash can have multiple contributing factors
- Promotes partnerships to positively impact safety
- **Is informed by data *and* input from professionals and advocates from many disciplines**
- Preparation led jointly by MnDOT, DPS and MDH

12/6/2024

[mndot.gov](http://mndot.gov)



# 2025-2029 SHSP: Timeline



# What's New for 2025-2029 Update?

- Involvement of Advisory Council, including SHSP Working Group
- More stakeholder engagement, including with vulnerable road users
- Incorporates Safe System Approach
- Fresh look at Focus Area prioritization based on data and stakeholder input
- Fully updated Focus Area strategies and tactics
- Develop customized Regional Reports





# A Look Inside the Draft

Derek Leuer



# SHSP Guiding Principles (Working Draft)

## Promote a Traffic Safety Culture

- The SHSP includes and prioritizes a **Traffic Safety Culture** Focus Area. It includes strategies to activate new work within MnDOT/TZD and elsewhere.

## Incorporate the Safe System Approach

- Each Focus Area includes strategies that address at least **3 of the 5 Safe System Approach** elements.

## Integrate Equity

- Selected Focus Areas are identified as **Equity Emphasis Focus Areas**, based on their degree of association with social and mobility vulnerability factors.

## Continue What Works

- The plan reflects the input of stakeholders and other professionals regarding which existing strategies and tactics that are most important to continue.

## Identify Emerging Issues

- The plan includes a discussion of **Emerging Issues** for further attention and action.

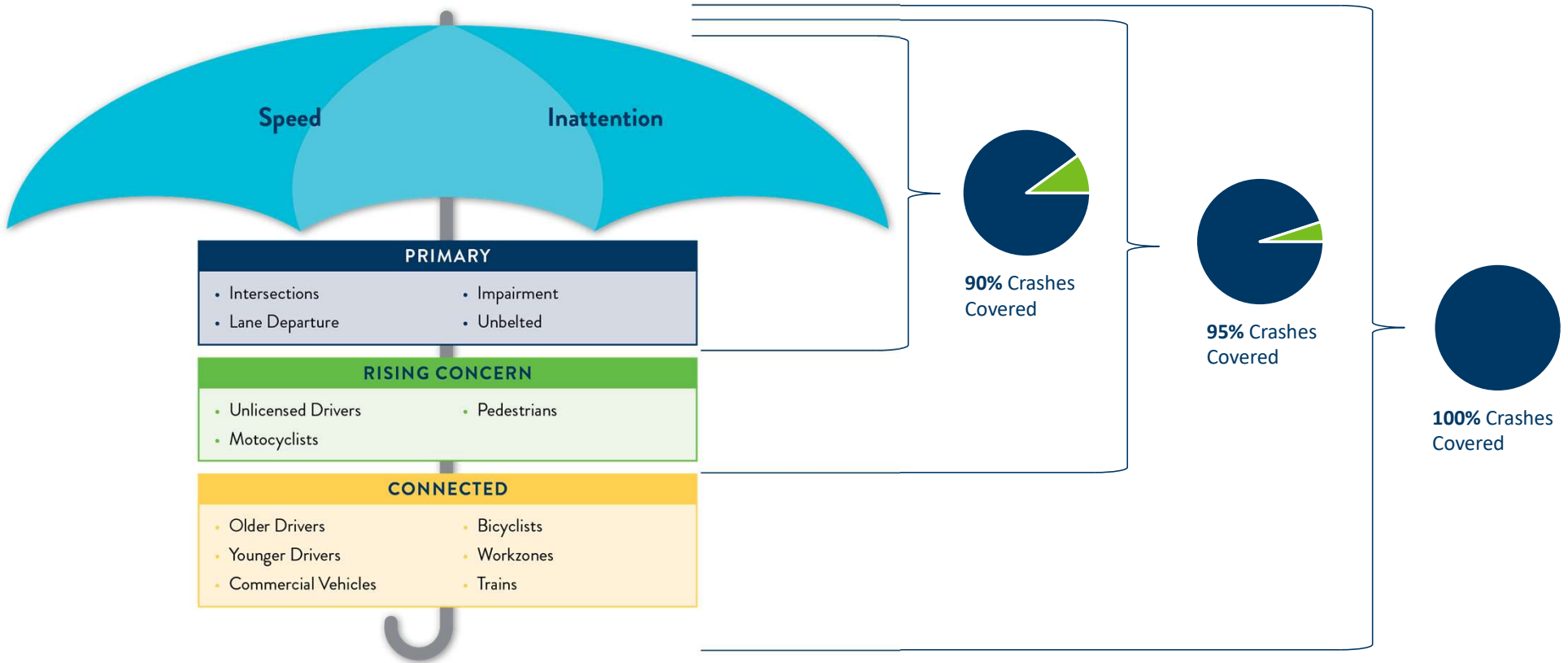
# Crash Focus Areas: Organizing Principle for SHSP

Minnesota's traffic safety  
focus areas:  
**crash types**  
or  
**factors that  
contribute to crashes**

Category	Focus Area
Road Users	Unlicensed Drivers
	Older Drivers
	Motorcycles
	Younger Drivers
	Pedestrians
	Commercial Vehicles
	Bicyclists
Roadways	Intersections
	Lane Departure
	Work Zones
	Trains
User Behavior	Impairment
	Speed
	Unbelted
	Inattention
Support Solutions	Traffic Safety Culture
	EMS and Trauma Systems
	Vehicle Safety Enhancements
	Management Systems
	Data Management

# SHSP Prioritization Framework

## Focus Areas and Categories





# Advisory Council Role

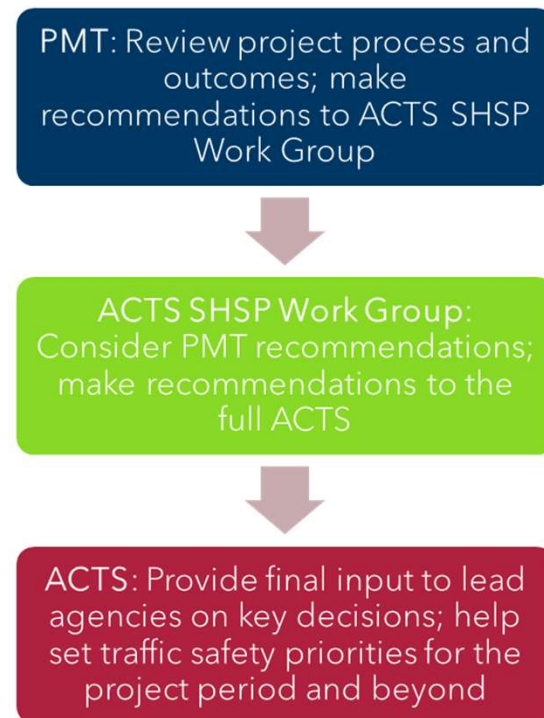
Derek Leuer

# ACTS Role to Date

## ACTS SHSP Working Group Participants

- Paul Aasen (MNSC)
- Nick Martini/Chelaine Crego (North Star Bus Lines)
- Luis Flores (Ramsey County)
- Mike Hanson/Criag Flynn (DPS)
- Chris Hartzell (City of Woodbury)
- Kristine Hernandez (MnDOT)
- Pete Hosmer (A+ Driving School)
- Derek Leuer (MnDOT)
- Kerry Meyer (Minnesota District Court)
- Cheryl Quinn (Vulnerable Road User Advocate)
- Heidi Schallberg (Met Council)
- Catherine Diamond/Shirley Schoening Scheuler (MDH)
- Michael Wojcik (BikeMN)

*and others!*



# ACTS Proposed Role Going Forward



## Overall Endorsement

Support the Minnesota Strategic Highway Safety Plan as the guiding framework for ACTS.



## Implementation Support

Advocate for necessary authorities, resources, and time to fully implement the plan.



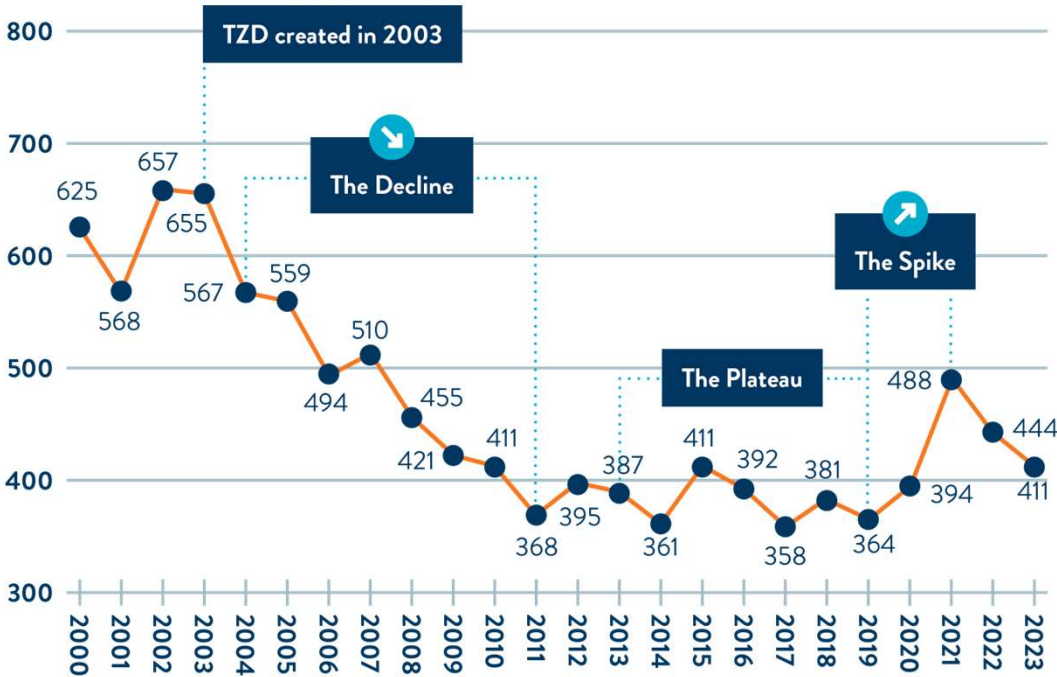
# Crash Data Overview

Derek Leuer



# Crash Trends

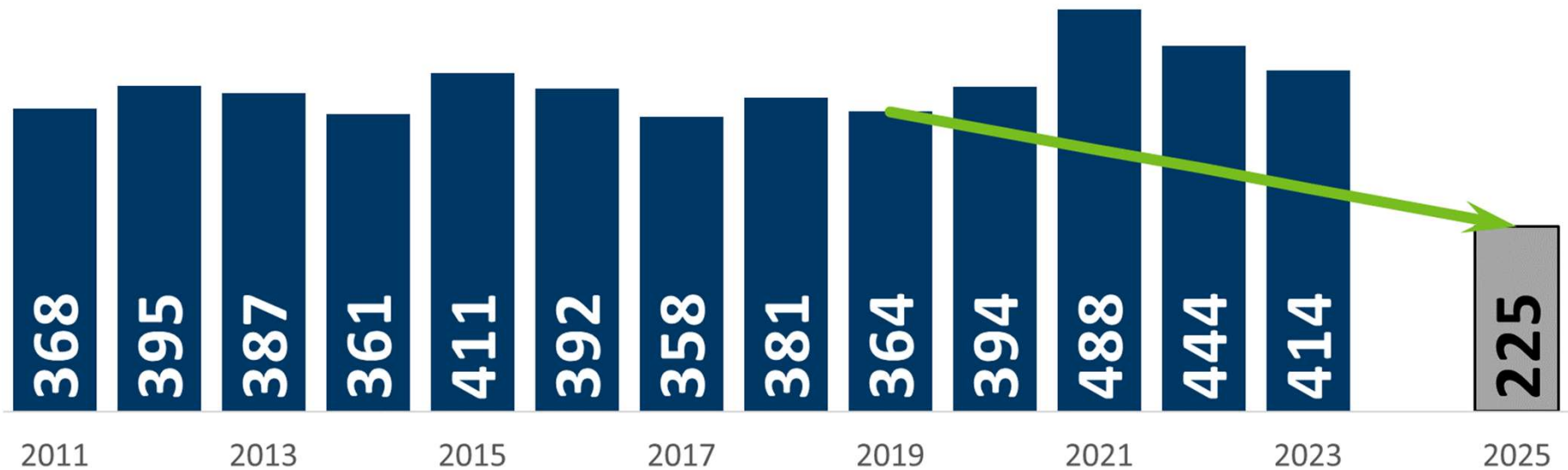
## Minnesota Traffic Deaths: 2000-2023



# Statewide Progress Toward SHSP Goal

2023 crashes preliminary as of 03/25/2024

## Minnesota Statewide Progression to 225 in 2025

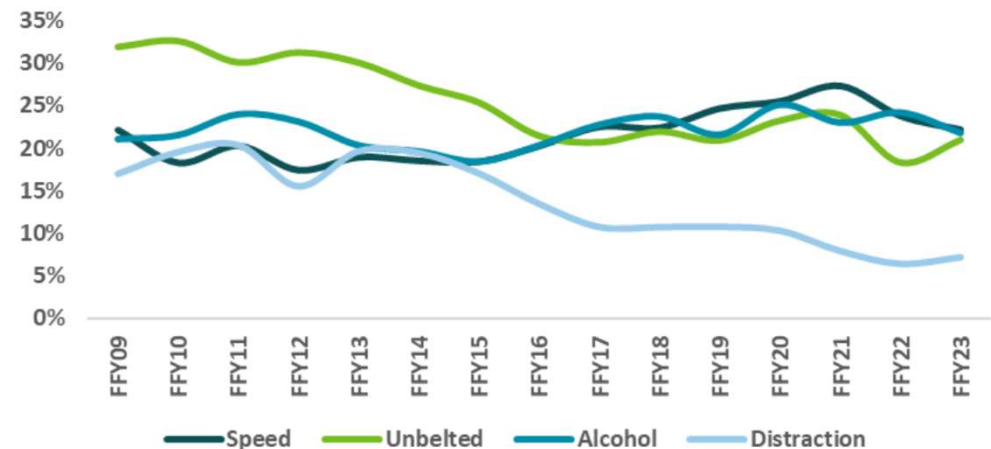


# Crash Trends

## Driver Behavior

- Over 90% of all traffic crashes in MN have **driver error** as a contributing factor
- “Big Four Behaviors” describe the most important driver behavioral factors
- Since 2009, 52.6 % of MN crashes had at least one of the Big 4 behaviors attributed to it
- Speeding+Alcohol and Unbelted+Alcohol are the most frequent combinations

Percentage of Fatalities and Serious Injuries Attributed to Behaviors

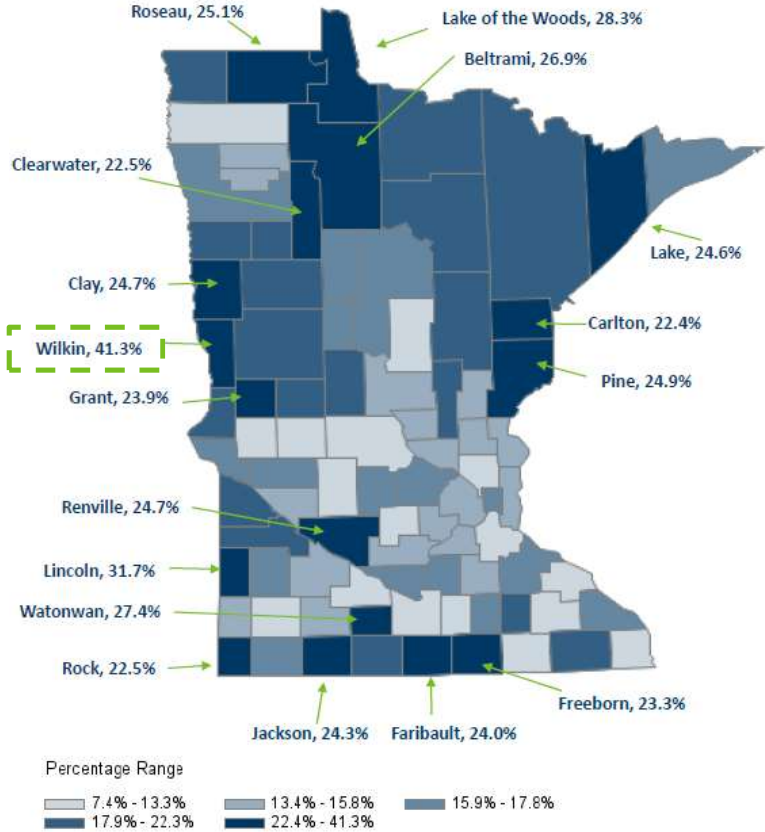


# Crash Trends

## Driver Behavior – Speeding

- Speed is the most common dangerous driving behavior
- Since 2020, **31% of fatal crashes and 23% of serious injury crashes** were speed-related
- Counties with higher percentages of total crashes with speed as a contributing factor are found in northern and southern areas of the state

Percentage of Speed-Related Crashes (2020-2023)

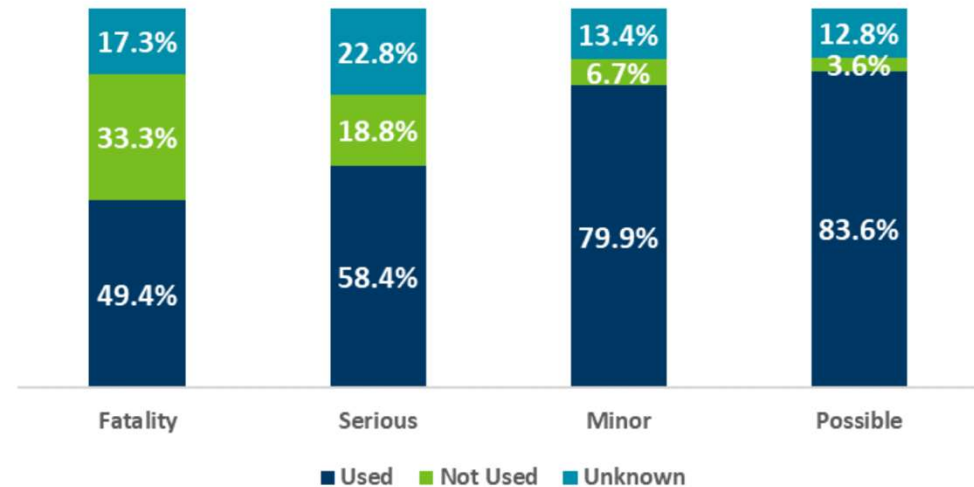


# Crash Trends

## Driver Behavior – Seatbelt Use

- Strong correlation between injury severity and seatbelt usage
- Between 2020-2023, **33%** of vehicle occupant fatalities involved seatbelt non-use
- Nearly **19%** of serious injuries occur to vehicle occupants not wearing seatbelts

Injury Severity, by Seatbelt Usage

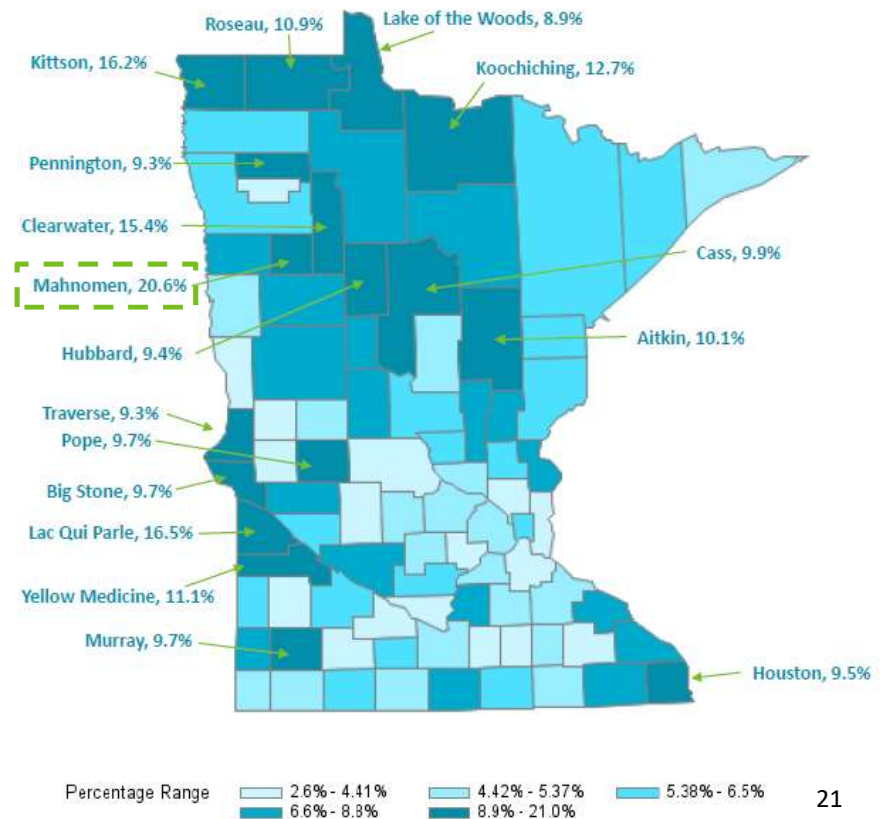


# Crash Trends

## Driver Behavior – Alcohol Impairment

- Since 2020, **30% of fatal crashes and 20% of serious injury crashes** were alcohol-related
- Counties in the northern and western areas of the state have higher alcohol-related crash percentages
- Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington comprise **54%** of the state's alcohol-related crashes

Percentage of Alcohol-Related Crashes (2020-2023)



# Statewide Crash Data – Trends

Fatal and Serious Injury Crashes = **8,930** over 5 years (2018-2022 - Preliminary) – Up 9% over previous 5 years

<b>1</b>	Intersections	49%	<b>6</b>	Older Drivers	18%	<b>11</b>	Head-On	11%
<b>2</b>	Single Vehicle Run off the Road	32%	<b>7</b>	Motorcycles	17%	<b>12</b>	Commercial Vehicles	9%
<b>3</b>	Impairment	28%	<b>8</b>	Younger Drivers	16%	<b>13</b>	Inattention	8%
<b>4</b>	Speed	23%	<b>9</b>	Unbelted Occupants	15%	<b>14</b>	Bicyclists	4%
<b>5</b>	Unlicensed Drivers	20%	<b>10</b>	Pedestrians	12%	<b>15</b>	Work Zones	2%
						<b>16</b>	Trains	0.2%





# SHSP Engagement Summary

Whitney Mason

# SHSP Combines Crash Data and Stakeholder Input



Minnesota Advisory  
Council on Traffic Safety  
(ACTS)



TZD Conferences and  
Regional Workshops  
(2023 & 2024)



Meetings with Tribes,  
MPOs, Cities, Counties,  
ATPs, Etc.



Equity-Focused Outreach  
Meetings



Vulnerable Road User  
Safety Assessment



Online Public Engagement  
(Survey and Comment Map)

# Engagement Activities

## Meetings and Presentations

- 2023 TZD Annual Conference
- Advocacy Council for Tribal Transportation (Mar 4)
- West Central TZD Regional Roundtables (January 23, March 20, June 4, September 18)
- Auto Show (April 1-7)
- Tribal Traffic Safety Summit (April 3)
- MOA Traffic Safety Day (April 20)
- TZD Regional Workshops (April 23, May 2, May 6, May 8, May 14, May 21, May 23)
- MPO Director's Meeting (May 7)
- MN Transportation Conference (May 30)
- Equity Interviews (May-June 2024)
- DPS Event Booths (June 22, June 29, July 12-13)
- FarmFest (August 6-8)
- 2024 TZD Annual Conference

### Committees

- PMT (MnDOT, DPS, MDH) - monthly
- ACTS Working Group – every other month
- ACTS - quarterly

### General Public

- General Public Round 1
  - Email blast
  - Social media post

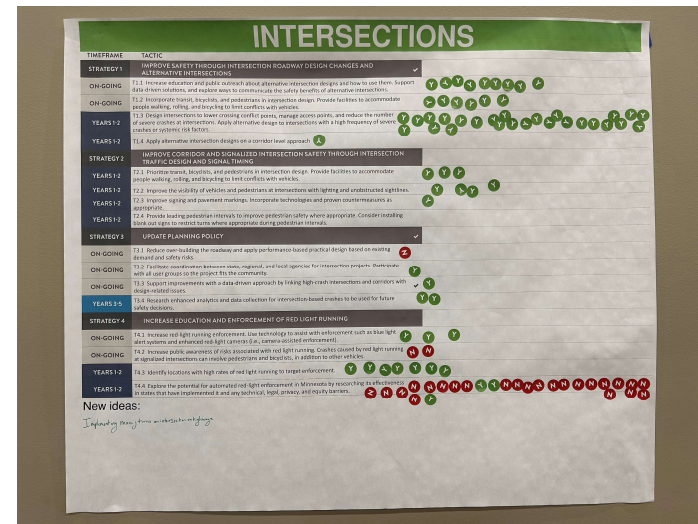
### Future

- General Public Round 2 (Late Fall)
- TZD Regional Workshops (2025)

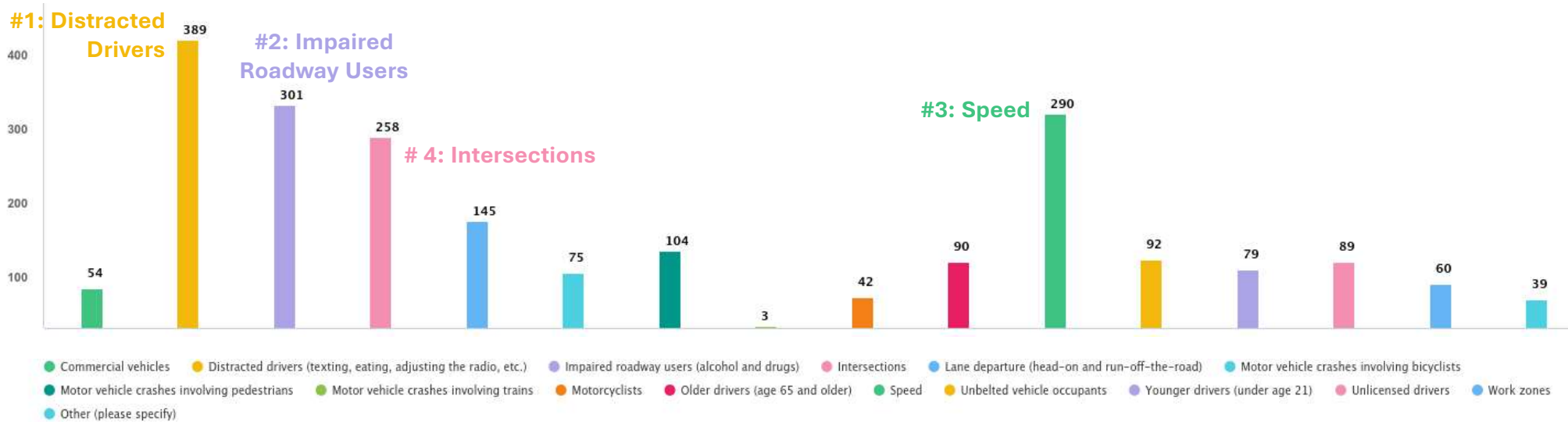
# Engagement Exercises

- **Strategy Assessment**

- Participants receive both “Y” (KEEP DOING THIS) and “N” (STOP DOING THIS) stickers, which they used to assess strategies from the existing SHSP
- Participants were also invited to write in strategies they felt were missing



# Public Survey - Focus Area Rankings



# Vulnerable Road Users - Interviews

## Key discussion themes

- **Accessibility and Access:** equal access to safe transportation and prioritizing disabled voices
- **Education:** community-building events, continued education of new road features
- **Engineering:** improve infrastructure to equally cater to all modes, consider minimal cost enhancements
- **Enforcement:** further enforcement of speeding, distracted driving, and reckless driving
- **Culture:** ensure messaging is explicit, build connections in the community to promote traffic safety culture

Minneapolis & St. Paul  
neighborhood organizations

Disability advocates

Racial justice advocates

Ped/Bike advocates

Motorcycle advocates

Tribal liaison

# What We Heard-Broadly



Top focus areas consistently included speed, inattentive drivers, intersection safety, and impaired roadway users



General concern with crash data trends, apprehension about 225 by 2025 goal



Popular safety solutions most often focused on infrastructure and education improvement tactics



Mixed opinions related to automated enforcement (speed/red-light cameras) and vehicle automation enhancements (range from lane assist technology to full automation) as solutions



Recommendations to make the next SHSP (particularly strategies and tactics) more user-friendly and easier to understand at a glance



Vulnerable roadway users, such as pedestrians and bicyclists, were emphasized in materials and equity analysis but did not rise as a top concern for many engagement participants. Interest in ATV/UTV safety, specifically in greater Minnesota, increasing in recent years.



Most people feel a responsibility to keep our roads and highways safe, but fewer people believe their friends feel the same way – indication of a need to improve Traffic Safety Culture

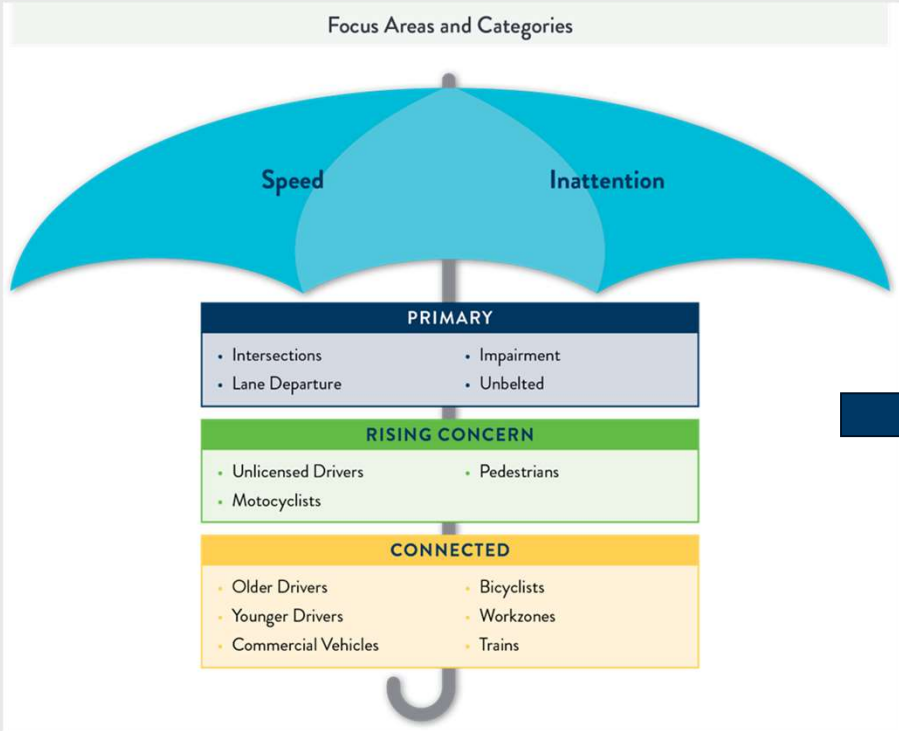




# Draft Strategy Review by Focus Area

Tim Burkhardt

# Focus Area Strategies and Tactics



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Focus Areas, Strategies, and Tactics

PAGE 2

**UMBRELLA FOCUS AREAS: SPEED, INATTENTION**

Key to cross-over with Umbrella Focus Areas: D = Distracted; S = Speed; [TSC = Traffic Safety Culture]

Focus Area: Speed	Four E's of Traffic Safety	Safe System Approach Element(s)
<b>Strategy 1: Develop a comprehensive plan to systematically reduce speeds.</b>		
<ul style="list-style-type: none"> <li>• <b>Tactic 1.1 (Key Tactic):</b> Develop a Speed Management Action Plan. Incorporate State Patrol, Local Law Enforcement, Engineering, and TZD to create a comprehensive plan to identify locations, times, and strategies to effectively manage speed through enforcement, speed safety cameras, engineering re-design, and traffic safety culture tactics.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement</li> <li>• Education</li> <li>• Engineering</li> <li>• EMS</li> </ul>	<ul style="list-style-type: none"> <li>• Safe Road Users</li> <li>• Safe Speeds</li> <li>• Safe Roads</li> <li>• Post-Crash Care</li> </ul>
<b>Strategy 2: Improve speed-related crash data and driver violation history.</b>		
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# Focus Area Strategies and Tactics

(format for review)

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Focus Areas, Strategies, and Tactics PAGE 2

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(format for SHSP document)

**EQUITY FOCUS AREA**

**FOCUS AREA: BICYCLISTS**

**STRATEGY 1: Increase Education and Awareness for Drivers and Cyclists**

Safe System Approach Elements Addressed: Safe Road Users, Safe Speeds, and Safe Roads.

TACTIC	STAKEHOLDER LEADERSHIP
<p>11. Conduct high-profile bicyclist safety education campaigns with increased media coverage targeted at drivers and bicyclists, including school-aged children. Include easy-to-understand information on Safe Routes to School, Walk! Bike! Fun!, Vision Zero programs, helmet education campaigns, and bike-related laws.</p>	
<p>12. Develop local/community partnerships to encourage a culture of bicyclist safety, such as nighttime visibility and helmet usage. Coordinate and develop relationships with advocacy groups, parent-teacher organizations, universities, chambers of commerce, and underserved communities/communities with high cycling demand.</p>	

**STRATEGY 2: Improve Road Design and Maintenance for Bicyclist Safety**

Safe System Approach Elements Addressed: Safe Road Users, Safe Speeds, and Safe Roads.

TACTIC	STAKEHOLDER LEADERSHIP
<p>2.1. Provide dedicated facilities along roadways for bicyclists to use safely, physically separated from vehicle traffic. Highly effective examples include installing shared use paths, neighborhood greenways, wider shoulders (rural roads), protected or separated bike lanes, and bike boxes at intersections.</p>	
<p>2.2. On lower volume, low-speed roads, use traffic calming measures to reduce vehicle speeds and allow for safe shared usage of the road. Highly effective examples include lane width reduction, speed humps, chicanes, marked shared lanes (sharrows), and urban landscaping.</p>	
<p>2.3. Provide an adequate bike network separated from vehicular traffic where there is biking demand. Consider Safe Routes to School infrastructure improvements in locations near schools.</p>	
<p>2.4. Establish policies to maintain bike facilities for all four seasons, including proper snow and ice removal. Expedite maintenance of bike lanes and side paths to deter people from riding in vehicle lanes. Incorporate bike facility design and maintenance as part of the planning process.</p>	

The order of the strategies and tactics does not indicate priority.

Key Tactic    
 Engineering    
 Enforcement    
 Emergency Services    
 Education

# Umbrella Focus Areas (DRAFT)

## ➤ Focus Area: Speed

- Strategy 1: Develop a comprehensive plan to systematically reduce speeds
- Strategy 2: Improve speed-related crash data and driver violation history
- Strategy 3: Assess and expand the pilot use of speed safety cameras and related public education efforts
- Strategy 4: Strengthen speed enforcement campaigns and public visibility
- Strategy 5: Strengthen driver awareness of speed-related consequences
- Strategy 6: Design roadways to encourage appropriate speeds and reduce crash severities

# Umbrella Focus Areas (DRAFT)

## ➤ Focus Area: Inattention

- Strategy 1: Improve the quality of inattentive driving crash data
- Strategy 2: Improve education and awareness to reduce inattentive driving
- Strategy 3: Strengthen enforcement tools and criminal penalties to reduce inattentive driving
- Strategy 4: Support the advancement of technology improvements to reduce inattentive driving

# Primary Focus Areas (DRAFT)

## ➤ Focus Area: Intersections

- Strategy 1: Improve safety through intersection design changes and alternative intersections
- Strategy 2: Incorporate enhanced safety features at intersections
- Strategy 3: Update intersection planning policy
- Strategy 4: Reduce driver speeding to reduce the severity of intersection crashes

# Primary Focus Areas (DRAFT)

## ➤ Focus Area: Lane Departure

- Strategy 1: Design roadways to reduce the frequency and severity of lane departure crashes
- Strategy 2: Design horizontal curves to reduce the frequency and severity of lane departure crashes
- Strategy 3: Evaluate and implement new safety features and technologies



# Primary Focus Areas (DRAFT)

## ➤ Focus Area: Impairment

- Strategy 1: Strengthen DWI strategic planning and program operations
- Strategy 2: Reduce excessive drinking through responsible alcohol service, community outreach, and employer-based intervention programs
- Strategy 3: Strengthen support for law enforcement to deter and remove impaired drivers
- Strategy 4: Strengthen DWI sanctions as well as the prosecution and adjudication of DWI offenders
- Strategy 5: Public awareness campaigns to reduce drugged-impaired driving

# Primary Focus Areas (DRAFT)

## ➤ Focus Area: Unbelted

- Strategy 1: Improve data quality to strengthen problem identification of unrestrained occupants
- Strategy 2: Examine allocation of resources to strengthen seat belt use
- Strategy 3: Strengthen the enforcement and monitoring of unrestrained occupants and the adjudication of citations issued
- Strategy 4: Strengthen public outreach and training to increase safety belt and child restraint use

# Rising Concern Focus Areas (DRAFT)

## ➤ Focus Area: Pedestrian

- Strategy 1: Improve road design and maintenance for pedestrian safety
- Strategy 2: Promote policy changes that reduce severe pedestrian crashes
- Strategy 3: Increase education and awareness about pedestrian safety for all users

# Rising Concern Focus Areas (DRAFT)

## ➤ Focus Area: Motorcyclists

- Strategy 1: Strengthen public awareness and education to improve motorcycle safety
- Strategy 2: Improve motorcycle safety-related policies
- Strategy 3: Strengthen enforcement to discourage motorcycle rider high-risk behaviors

# Rising Concern Focus Areas (DRAFT)

## ➤ Focus Area: Unlicensed Drivers

- Strategy 1: Enhance law enforcement contact
- Strategy 2: Employ sanctions to identify and prevent invalid licensed driving
- Strategy 3: Improve real-time driver monitoring and feedback to promote safe driving for inexperienced drivers
- Strategy 4: Increase driver awareness of and improve driver education and training for all drivers

# Connected Focus Areas (DRAFT)

## ➤ Focus Area: Bicyclists

- Strategy 1: Improve road design and maintenance for bicyclist safety
- Strategy 2: Promote policy change that reduces severe bicycle crashes
- Strategy 3: Increase education and awareness for drivers and cyclists

# Connected Focus Areas (DRAFT)

## ➤ Focus Area: Commercial Vehicles

- Strategy 1: Improve enforcement for commercial vehicles
- Strategy 2: Plan, design, and maintain roads and rest areas for commercial vehicle safety
- Strategy 3: Increase education on commercial vehicle safety
- Strategy 4: Support new commercial vehicle technology

# Connected Focus Areas (DRAFT)

## ➤ Focus Area: Work Zones

- Strategy 1: Reduce speeding within work zones
- Strategy 2: Improve work zone notifications and education
- Strategy 3: Use technologies and innovative work zone planning techniques to improve work zone safety



# Connected Focus Areas (DRAFT)

## ➤ Focus Area: Younger Drivers

- Strategy 1: Strengthen younger driver program planning and coordination
- Strategy 2: Engage young drivers to improve younger driver safety
- Strategy 3: Strengthen parent/guardian empowerment to engage with and monitor teen drivers
- Strategy 4: Strengthen Graduated Driver Licensing safety provisions for young drivers
- Strategy 5: Publicize, enforce, and adjudicate young driver safety laws
- Strategy 6: Strengthen young and inexperienced driver education and training

# Connected Focus Areas (DRAFT)

## ➤ Focus Area: Older Drivers

- Strategy 1: Strengthen the reporting/referral and assessment of at-risk older drivers
- Strategy 2: Strengthen licensing practices of at-risk older drivers to extend driving while enhancing safety
- Strategy 3: Equip older drivers to plan for and adopt safe driving practices
- Strategy 4: Use roadway design that meets the needs of older drivers

# Connected Focus Areas (DRAFT)

## ➤ Focus Area: Trains

- Strategy 1: Design at-grade railroad crossings to reduce severe crashes between trains and road users
- Strategy 2: Increase awareness of rail crossing risks and education on rail crossing safety and laws
- Strategy 3: Improve enforcement at rail crossings

# Support Systems Focus Areas (DRAFT)

## ➤ Focus Area: Traffic Safety Culture

- Strategy 1: Improve communication and coordination between disciplines, agencies, and the public
- Strategy 2: Invest in new and/or updated safety initiatives, outreach, studies, and resources

# Support Systems Focus Areas (DRAFT)

## ➤ Focus Area: EMS and Trauma Systems

- Strategy 1: Improve post-crash care through innovative treatments and technology
- Strategy 2: Upgrade EMS systems for efficiency and resilience
- Strategy 3: Engage first responders and EMS professionals in traffic incident management

# Support Systems Focus Areas (DRAFT)

## ➤ Focus Area: Vehicle Safety Enhancements

- Strategy 1: Support the research and development of connected and autonomous vehicle (CAV) technology
- Strategy 2: Share CAV knowledge with other researchers and the public
- Strategy 3: Prepare policy and planning initiatives for connected and autonomous vehicles
- Strategy 4: Develop standards and policies to encourage safe vehicle design
- Strategy 5: Educate drivers about personal vehicle maintenance for safety

# Support Systems Focus Areas (DRAFT)

## ➤ Focus Area: Management Systems

- Strategy 1: Use a safe system approach as the basis for transportation system planning and implementation
- Strategy 2: Continue to use methods that already work and make them more effective when possible
- Strategy 3: Train safety professionals who are involved with safety planning and incident response on best practices

# Support Systems Focus Areas (DRAFT)

## ➤ Focus Area: Data Management

- Strategy 1: Facilitate system interoperability between agencies/partners
- Strategy 2: Improve traffic incident management data collection and analysis
- Strategy 3: Reduce barriers to data sharing that will help proactively address safety while maintaining privacy
- Strategy 4: Fill known data gaps to support the effectiveness of safety initiatives





# Discussion and Homework

Tim Burkhardt

# Discussion Questions

- Do you have questions about:
  - Purpose of SHSP or how it is used?
  - How the draft was developed?
  - ACTS role with SHSP?
  - Strategies and Tactics?
  - Other questions or comments?

# Homework for 12/11 ACTS Meeting

## Homework Request

- Review the draft strategies/tactics document
- Feel free to focus on those areas of most interest to you
- Identify the **top one or two tactics/strategies** that are most important to you and/or the ACTS

PAGE 2

**DRAFT NOT FOR DISTRIBUTION 2025-2029 Strategic Highway Safety Plan**  
Focus Areas, Strategies, and Tactics

**UMBRELLA FOCUS AREAS: SPEED, INATTENTION**

Key to cross-over with Umbrella Focus Areas: D = Distracted; S = Speed; [TSC = Traffic Safety Culture]

Focus Area: Speed	Four E's of Traffic Safety	Safe System Approach Element(s)
<b>Strategy 1: Develop a comprehensive plan to systematically reduce speeds.</b>		
<ul style="list-style-type: none"> <li>• <b>Tactic 1.1 (Key Tactic):</b> Develop a Speed Management Action Plan. Incorporate State Patrol, Local Law Enforcement, Engineering, and TZD to create a comprehensive plan to identify locations, times, and strategies to effectively manage speed through enforcement, speed safety cameras, engineering re-design, and traffic safety culture tactics.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement</li> <li>• Education</li> <li>• Engineering</li> <li>• EMS</li> </ul>	<ul style="list-style-type: none"> <li>• Safe Road Users</li> <li>• Safe Speeds</li> <li>• Safe Roads</li> <li>• Post-Crash Care</li> </ul>
<b>Strategy 2: Improve speed-related crash data and driver violation history.</b>		
<ul style="list-style-type: none"> <li>• <b>Tactic 2.1:</b> Improve the speed crash data quality through educating law enforcement to update MnCrash once crash reconstruction is complete.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Safe Road Users</li> <li>• Safe Speeds</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Tactic 2.2 (Key Tactic):</b> Provide law enforcement with up-to-date driver violation history and prior convictions at the time of the traffic stop to help identify repeat violators.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Safe Road Users</li> <li>• Safe Speeds</li> </ul>
<b>Strategy 3: Assess and expand the pilot use of speed safety cameras and related public education efforts.</b>		
<ul style="list-style-type: none"> <li>• <b>Tactic 3.1:</b> Conduct assessment of Minnesota pilot speed safety camera efforts to determine if project goals accomplished and determine successes and recommended changes in safety strategy application, communications or public engagement for potential expanded applications.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement</li> <li>• Education</li> <li>• Engineering</li> <li>• EMS</li> </ul>	<ul style="list-style-type: none"> <li>• Safe Road Users</li> <li>• Safe Speeds</li> <li>• Safe Roads</li> <li>• Post-Crash Care</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Tactic 3.2 (Key Tactic):</b> Develop a speed safety camera program plan for work zones and school zones based on Minnesota's pilot results with consideration of the USDOT SSC guidelines for planning, public involvement, stakeholder coordination, implementation, maintenance, and evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement</li> <li>• Education</li> <li>• Engineering</li> <li>• EMS</li> </ul>	<ul style="list-style-type: none"> <li>• Safe Road Users</li> <li>• Safe Speeds</li> <li>• Safe Roads</li> <li>• Post-Crash Care</li> </ul>