



## The Loci Group

Master of Urban and Regional Planning Workshop  
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## MEMO

To: Gerik Kransky – Bicycle Transportation Alliance

From: The Loci Group (Marielle Brown, Nick Falbo, Brandy Steffen, Michelle van Tijen, and Ben Weber)

CC: Ellen Bassett and Sumner Sharpe, PSU

Date: June 3, 2011

Re: Vision Zero Oregon – Next Steps for the Bicycle Transportation Alliance

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## Introduction

### ***Summary of lessons learned***

Achieving the goal of zero roadway deaths will take a significant effort on the parts of engineers, public agencies, policymakers, and the traveling public. The Vision Zero Oregon project sought to influence just one of these stakeholder groups, neighborhood residents. In our efforts to create a set of reference guidebooks (Guides) and a neighborhood street safety action plan (Plan), our team learned a few lessons that will be helpful for the Bicycle Transportation Alliance (BTA) to consider when furthering a Vision Zero campaign.

### **Lessons Learned**

- Focus on **specific unsafe locations** as opposed to a whole neighborhood to get community involvement. Broad districts dilute local identity and don't stir emotions.
- Find partner projects being conducted by the Portland Bureau of Transportation (PBOT) or other agencies that can help get feedback from the wider community. It is helpful to **"piggy back" off other events** by setting up a table for Vision Zero at an event that is already planned and publicized. BTA can aid in distributing announcements about the event, adding BTA's involvement.
- **Posting flyers** around the neighborhood and talking to businesses creates more exposure for the project, and opens the door for potential partnerships. This makes it easy to discuss safety problems with the businesses, basically conducting **short interviews** of the nearby businesses.
- **Build off existing networks.** The neighborhood associations are well established and organized groups; it was useful to attend their meetings to form relationships with the community and find people who are already interested in improving the area. It was also useful to announce the project through neighborhood newspapers and email lists.
- We didn't have much luck with **churches and other formal organizations**, but it could have been due to other issues in the neighborhood (such as recent shootings). We recommend contacting these organizations again to get them involved in the longer term.

### **Taking it Further**

Significant design, policy, and personal/community actions will be required to achieve the goals of a Vision Zero approach. This project only began to unearth the range of future recommendations that will lead towards safer, more equitable streets. BTA and its partners will want to continue to learn from and support the neighborhoods in their efforts to reduce road deaths.

### ***How to use the document***

This document describes the process followed and products created during the Vision Zero Oregon project. It is meant to provide additional resources and information beyond that included in the Neighborhood Street Safety Action Plan Appendix. It includes a collection of lessons learned, and discussion of avenues for further study as the BTA considers adopting a Vision Zero approach into their advocacy efforts. Technical guidance on procedures for updating printed materials, online materials, and social media is also provided.

# Guidebooks

## ***Contents and purpose***

The guidebooks outline actions to create safer streets along with providing background information on engineering, policy, and activism opportunities. There are five guidebooks and one brochure:

- **Vision Zero Oregon Introduction:** A brochure that introduces the project and raises awareness of street safety.
- **Build Support for Street Safety:** A guide for talking to others about street safety, identifying partners, building community, and working with existing groups and agencies.
- **Policy for Street Safety:** An introduction to policy issues affecting street safety, such as speed limits and right-turns-on-red. Meant for activists to better understand the processes regulating roads.
- **Knowing Your Streets:** An overview of tools for learning about the streets in your neighborhood, including how to learn the street-types, how to contact the city, and how to get involved in planning processes. It also includes the overview of the five brochures since it was constructed as the first guide that the public would start reading.
- **DIY Streets:** A guide to legal, do-it-yourself (DIY) actions that can be taken immediately to improve street safety. Includes block parties, overhead banners, and collaborating with City Repair.
- **Design for Street Safety:** An overview of traffic calming infrastructure and other engineering solutions. Includes illustrations, descriptions, cost estimates, and overview of effectiveness.

## ***How to use them***

- The **brochure** should be widely distributed, at schools, coffee shops, neighborhood associations, or anywhere it is socially acceptable to leave a stack of brochures.
- The **guidebooks** can be used by anyone interested in street safety. They should be distributed to neighborhood associations, local activists, and anyone else interested in raising awareness or getting informed on street safety.
- The information is also on the website ([www.visionzerooregon.org](http://www.visionzerooregon.org)) and should be provided on BTA's website.

## ***How to update them***

The guidebooks were written to be generic enough for all of Oregon, but with a Portland specific view, since that is our study area.

The digital versions of the Guidebook files provided to BTA are in Microsoft Word format and can be edited and updated in the future.

**Updates to make the guides useful** throughout Oregon should include:

- Local contact numbers for city governments (i.e. public works department, planning department, and planning commissioners, as well as the state, county, and city switchboard numbers).

- Local opportunities for participating in planning processes (i.e. neighborhood organizations or government agencies involved with planning).
- Local policies for traffic calming devices (i.e. any special differences from Portland or state policies).

The guidebooks will need to be updated periodically with new policies, opportunities, or construction costs. For example, if the Bicycle Boulevard/Greenway speed limit reduction is enacted, this information should be included in the guidebooks.

# Neighborhood Street Safety Action Plan

## *Purpose and Contents*

The Neighborhood Street Safety Action Plan (Plan) for the King, Boise, and Humboldt neighborhoods identifies major street safety concerns and highlights the street safety strategies from the Guides that can be implemented by community members to work towards Vision Zero. This plan serves as a case study for how to use the Guides.

BTA can distribute the Plan to neighborhoods as an example for ways to create safer streets. It can also be used as an on-going case study that will allow BTA to check back in with the neighborhoods to see if actions have been taken.

The Neighborhood Street Safety Action Plan:

- Identifies key problem locations
- Establishes the goals for each problem area
- Establishes evaluation criteria for determining appropriate solutions
- Evaluates each possible solution for the problem area
- Focuses on actions to be taken that are of interest to residents
- Details ways to achieve each solution

In drafting the Plan, community members were involved through a variety of outreach activities to identify key problem areas and set location specific goals for each of those areas. At the first stakeholder advisory meeting, residents selected four priority street safety problems. The project team focused on these areas, which represent many of the larger problems identified by the public through surveys and interviews.

The project team compared solutions using the following key evaluation criteria, which were reviewed and ranked by the community.

- **Speed reduction efficacy** (How good is the solution at slowing down cars?)
- **Increased visibility for all road users** (Does the solution make it easier to see pedestrians, bicyclists, cars, and other road users?)
- **Improved perception of street safety** (Does the solution make people feel safer?)
- **Community compatibility** (How well will the solution fit into the neighborhood?)
- **Technical compatibility** (Does the City allow this solution? Is it legal?)
- **Time** (How long does it take to build/implement?)
- **Cost** (How much money needs to be invested?)

Based on the evaluation of the solutions using these criteria, suitable solutions were divided into two groups: those of immediate interest to someone in the neighborhoods (ranking high in community compatibility) and other solutions with a longer initiation schedule (due to lower

rankings in the community compatibility criteria, as well as the other criteria). Solutions were discarded from the problem area if they were not technically compatible.

### ***How to use it***

The Plan document will be provided to BTA as a pdf (in both high-quality print and screen resolutions) and as an InDesign CS4 document with all associated linked images. It is not anticipated that the BTA will need to make changes to this document.

### ***Current advocates***

Numerous members of the community in King, Boise, and Humboldt neighborhoods have expressed interest in “championing” certain safety improvements in the area. They have access to the Guides and Plan (sent to them by the project team via email). We encourage BTA to maintain contact with these people.

#### **1. Martin Luther King Jr. Boulevard: Creating Safer Connections (page 8 of the Plan)**

- Ted Beuhler - [ted101@gmail.com](mailto:ted101@gmail.com)
  - Crossing flags program
  - Half signal

#### **2. N Mississippi Avenue and Skidmore Street: Safer Intersections (page 18 of the Plan)**

- None

#### **3. NE Killingsworth Street: Supporting a Main Street (page 26 of the Plan)**

- Derek Abe (Eliot Neighborhood resident) – [derekabe@gmail.com](mailto:derekabe@gmail.com)
  - Automatic pedestrian signals across MLK
  - Audible pedestrian indicator
  - Leading pedestrian interval and no-right-on-red control
  - Mid-block crossing of Killingsworth where Grand Ave. would be
  - Marked crosswalks on both sides of the street at Garfield, 6<sup>th</sup>, and 7<sup>th</sup>
  - Curb extensions at crossings near on-street parking
  - Waiving at drivers when crossing the street
  - Seeking adjustment to street classification of Killingsworth east of MLK
  - Raised crosswalks along side streets at Garfield, 6<sup>th</sup>, and 7<sup>th</sup>
  - Half signal installation at Garfield, 6<sup>th</sup>, and 7<sup>th</sup>
- Alexis Grant (Active Right Of Way) – [alexis@activerightofway.org](mailto:alexis@activerightofway.org)
  - Automatic pedestrian signals across MLK
  - Audible pedestrian indicator
  - Leading pedestrian interval and no-right-on-red control
  - Mid-block crossing of Killingsworth where Grand Ave. would be
  - Marked crosswalks on both sides of the street at Garfield, 6<sup>th</sup>, and 7<sup>th</sup>
  - Curb extensions at crossings near on-street parking
  - Bicycle lanes or sharrows on Killingsworth
  - Realigned signal configurations for left turning off Killingsworth
- Teri Phillips – [teri.phillips@kingneighborhood.org](mailto:teri.phillips@kingneighborhood.org)
  - Automatic pedestrian signals across MLK

- Leading pedestrian interval and no-right-on-red control
- Marked crosswalks on both sides of the street at Garfield, 6<sup>th</sup>, and 7<sup>th</sup>
- Crossing guard program
- DIY crossing flags

#### 4. Neighborhood Streets: Slow Speeds, Safe Crossings, & Space for Everyone (page 36 of the Plan)

- Matt Hutchison - [taurushutch@gmail.com](mailto:taurushutch@gmail.com)
  - Speed reductions on N Commercial near Jefferson High School
  - Partial street closure
- Jack Olsen - [jack.olsen@gmail.com](mailto:jack.olsen@gmail.com)
  - Traffic counts of cars, bicycles, and pedestrians

#### Tracking Progress

- A Google Document tracking the progress of neighborhood actions is available here: [https://spreadsheets.google.com/spreadsheet/cc?key=0Aiks5YVQwWISdENMM1Uwa0trUHNMBlhMVHdFUDJ4d2c&hl=en\\_US&authkey=CI-v\\_aUF](https://spreadsheets.google.com/spreadsheet/cc?key=0Aiks5YVQwWISdENMM1Uwa0trUHNMBlhMVHdFUDJ4d2c&hl=en_US&authkey=CI-v_aUF)
- A Google Group, the “Vision Zero Oregon Street Safety Action Team” has been created to facilitate communication between BTA, the Loci Group, and neighborhood stakeholders. More information on this group is available in a supplementary memo providing digital media login and account information.

#### Partnerships

Below are the names of people or organizations that were identified throughout the project. More interest may be collected by BTA in the future.

- **Blazer’s Boys and Girls Club**
  - Tim Sicocan, Program Director – (503) 810-2499, [Tim.Sicocan@bgcportland.org](mailto:Tim.Sicocan@bgcportland.org)
  - Caroline Griffin, Literacy Club - [blazerslc@bgcportland.org](mailto:blazerslc@bgcportland.org)
- Northeast Coalition of Neighborhoods (NECN) **Safety and Livability Team (SALT)**: This committee is interested in staying involved with Vision Zero
  - Katy Asher - [katy@necoalition.org](mailto:katy@necoalition.org)
- Northeast Coalition of Neighborhoods (NECN) **Land Use and Transportation Committee (LUTC)**: This committee is interested in staying involved with Vision Zero
  - Shoshana Cohen – [shoshana@necoalition.org](mailto:shoshana@necoalition.org)
  - Benjamin Adrian – [Benjamin@necoalition.org](mailto:Benjamin@necoalition.org)
- The three study area **neighborhood associations** are all familiar with the Vision Zero Oregon project, have access to the Plan and Guides, and are interested in staying involved.
  - **Humboldt** Neighborhood Association: Paul Anthony, Chair - [chair@humboldtneighborhood.org](mailto:chair@humboldtneighborhood.org), [PaulA@shannonpratt.com](mailto:PaulA@shannonpratt.com), (503) 367-9679 (neighborhood website: [www.humboldtneighborhood.org](http://www.humboldtneighborhood.org) )
  - **King** Neighborhood Association: Alan Silver, Chair – [alan.silver@kingneighborhood.org](mailto:alan.silver@kingneighborhood.org), [hedda.lee@gmail.com](mailto:hedda.lee@gmail.com) (neighborhood website: [www.kingneighborhood.wordpress.com/](http://www.kingneighborhood.wordpress.com/))

- **Boise** Neighborhood Association: Ellen Cusick (voting for new chair scheduled for June 2011) - [boisena@gmail.com](mailto:boisena@gmail.com), [emcusick@gmail.com](mailto:emcusick@gmail.com) (neighborhood websites: [www.boiseneighborhoodassociation.org/](http://www.boiseneighborhoodassociation.org/) and [www.boisevoice.org](http://www.boisevoice.org) )
- NE Portland: Carolyn Briggs, (503) 544-4030
- NW Portland: Rebecca Hamilton, (503) 970-6283, [rhamilton@hotmail.com](mailto:rhamilton@hotmail.com)
- East Portland:
  - Organizing People Activating Leaders (OPAL): 503-928-4354x124, [jon@opalpdx.org](mailto:jon@opalpdx.org)
  - Nick Sauvie, Rose CDC - 503-788-8052 x106, [nick@rosecdc.org](mailto:nick@rosecdc.org)
- SE Portland: Alexis Grant, [alexisg@gmail.com](mailto:alexisg@gmail.com)
- SW Portland: Rebecca Hamilton, 503-970-6283, [rhamilton@hotmail.com](mailto:rhamilton@hotmail.com)

### **Getting more volunteers**

We recommend that you email the interested advocates to keep them involved in the BTA's Vision Zero project. See email at the end of this document for a draft email.

Also, reaching out to other neighborhoods and organizations will be useful. Start with:

- Portland Office of Neighborhood Involvement
- Transport 4 America: Chris Rall, 503-497-1000 ext 134, [chris.rall@t4america.org](mailto:chris.rall@t4america.org)
- Portland Community College (PCC) Cascadia Campus Safety Group: Carolyn Wilson, [cwilson@mobile.pcc.edu](mailto:cwilson@mobile.pcc.edu)
- Portland Parks and Recreation, Summer park activities (new events planned for Unthank Park in NE Portland)
- MLK Business Association

## **Vision Zero Oregon Website, Email, and Social Media**

The Vision Zero Oregon website, listserv, Twitter account, and other media have been very useful for advertising events, raising awareness of the project, and gathering public input. Loci will be handing control of these accounts over to BTA.

Due to the sensitive nature of digital media access, a separate memorandum outlining the various Vision Zero Oregon website, email, and media management practices will be made available to select parties at BTA.

## Lessons Learned

### ***Neighborhood selection***

The Neighborhood Street Safety Action Plan Appendix provides extensive detail on the neighborhood selection process. Selection was a significant part of the early phases of the project and will continue to be important in the future, as the Plan is used as a case study example for reaching Vision Zero.

The resources provided in the Guides and the implementation strategies outlined in the Plan can be instructive for nearly everyone. Success, though, will require some degree of public capacity to understand safety needs and develop viable methods to bring about improvements. As the BTA moves forward with partnerships and neighborhood implementation, it is important to be aware of these considerations.

The King, Boise, and Humboldt neighborhoods were selected in part because of their minority and underserved population, demographic pressures, safety concerns that affect all users, particularly growing populations of people walking and bicycling, and the variety of street types and jurisdictions involved. Equity, balanced transportation options, and livability concerns should always be a primary factor when seeking neighborhood street safety improvements.

### ***Outreach***

#### **Defining the project**

In many ways, defining the project was the major goal for the first phase of Vision Zero Oregon. While the concept emerged from European models of safety prioritization in roadway design and operations, it eventually became less important to define exactly *what* improvements are needed than to articulate *how* they will be achieved. While streets continue to get safer, pushing through to the next level of street safety requires a different line of thinking.

Vision Zero Oregon solidified around the idea that ordinary members of the public would have to embrace two key principles:

1. Local citizens and organizations need to understand the negative impacts of street fatalities and injuries while taking a leadership role in promoting a major shift in thinking that will make utmost safety a non-negotiable part of road use. The public must push the engineers, planners, policymakers, police, road users, and others to a paradigm shift.
2. The public must take an active role in identifying street safety threats and solving them. Technical agencies lack, and will continue to lack, the capacity to identify all the threats that imperil people's daily use of streets and lack the resources to comprehensively solve them.

#### **Getting people to events**

From our outreach we learned that the concept of "Vision Zero," or even street safety, is hard to get people excited about. It became much easier to get the public involved once we focused on specific problem areas. Building relationships with the neighborhood associations, personal one on one interviews, and by talking to neighbors on the study street also helped spread word about the project. The event that had the most turnout and diverse population of thought was the event

we did in conjunction with Bureau of Transportation (PBOT). We found that providing pizza and drinks at the public meetings was helpful. Describing exactly the food that would be there helped community members picture themselves at the meeting and helped remind them to show up.

### ***Take-away messages***

- Focus on unsafe locations as opposed to a whole neighborhood to get community involvement.
- Build relationships with neighborhood associations, interviews, and by walking around the study location.
- In the reminder email for a meeting, describe the exact food that will be at the meeting.
- Post flyers around the neighborhood and talk to businesses to create more exposure for the project.

### **Limits of community activism approach**

The Vision Zero Oregon approach can only go so far. Community support and advocacy is important, but if the funds are missing, or the engineers don't agree, these changes will not arrive. It is important to explain to the public what can be changed easily and quickly, compared to other improvements that are harder to implement due to political pressures, lack of funding, or staff shortage.

## Going forward

### ***Wish list of what needs to change to achieve Vision Zero***

A Vision Zero approach to street safety will require substantial shifts in approach by many people, organizations, and agencies as to how roads are designed, operated, managed, and used. A full list of Vision Zero supportive policies, designs, and personal actions would be very long. A selection of key areas of focus beyond the community-oriented campaign is listed below.

### **Design**

- New road construction offers a chance to ‘do it right’ and create safe streets. While most of Portland is built out, there are many unimproved local streets in outer northeast and east Portland that offer a great opportunity for new thinking about what a local street should be. Helping the city conceptualize a new street through activities and design competitions could be very useful. Edge cities that are actively building new roads can make the most use of new design standards as they expand. It is unlikely that any currently improved local street will get a full-redesign treatment, except as part of a large-scale development.
- Neighborhood streets matter, but arterial streets are the real killers. Metro design standards proscribe a 4 or 5 lanes street as the standard arterial for the Portland region. Change this standard to a 3 lane cross-section and many lives will be saved.
- Street standards should also be more responsive to context. While Oregon laws require bicycle lanes be installed on new arterial streets – is that really enough for busy, fast roadways? The standard should be increased to a physically separated cycle track on roads with 35 mph travel and high vehicle volumes.
- Arterial streets through commercial centers need to have some form of allowable traffic calming. Currently, traffic calming devices are prohibited because of the added delay to emergency response vehicles. Arterial speed table designs do exist, with significantly lower impact to emergency response times. If these were authorized, a new era of speed management could be introduced. Be sure to get emergency responders involved in the discussion early – they may become powerful allies.
- Sidewalks are expensive (\$250,000 per block). Limited funds should emphasize safe, controlled crossings rather than sidewalks. The additional signalization can be used for speed management.
- Portland’s Cully Cycle track has set the bar for US facility design, and it is becoming the standard in Portland (a similar design is being used for a Multnomah Blvd cycle track). This design can be improved, with raised, seamless crossings of minor streets, as proscribed in the NACTO Bikeway Design Guide.

### **Policy**

- Change the measure of ‘connectivity’ to promote frequent, safe crossings of all streets. Connectivity standards exist to manage the frequency of intersections and connections, but what good are they if you can’t actually cross the street?
- In response to HB 2001, Metro is designing a set of Greenhouse Gas reduction measures that cities all around the state can use in their efforts to combat climate change. Ensure that mode shift to the bicycle is one key part of their toolkit. If it’s not included, it will not be attempted.

- Emphasize safety and accessibility over throughput and gross mobility in performance evaluations of streets. ODOT is currently working on this, support them in their efforts (positive reinforcement).
- Advocate for speed limit reductions and local control of regulations.
- Strengthen “vulnerable user” protection laws.
- Support a vehicular homicide law in Oregon.
- Push for stronger licensing and drivers education requirements.

## **Personal Responsibility**

- Something needs to happen to change unsafe bicyclist behavior. Not stopping at stop signs and lights has caused a real image problem for bicyclists, hampering the efforts for increased recognition and support. It is also a true safety issue in some cases. Work to increase education for adult riders, as well as children.

## ***Catalog of Stakeholder-identified problems***

The four areas of MLK, Mississippi & Skidmore, NE Killingsworth, and Neighborhood Streets are a representative, but far from exhaustive, collection of safety problem areas in the King, Humboldt, and Boise neighborhoods. Throughout the project process the team collected information on dozens of problem areas identified by stakeholders and the public. For a map of all problem locations identified, see page 2 of the Neighborhood Street Safety Action Plan.

## ***Maintain connections with the neighborhood and stakeholders***

Hundreds of people in King, Boise, and Humboldt neighborhoods and around Portland are now familiar with the Vision Zero Oregon project and concept. Many of these people have expressed an interest in staying in contact and continuing to learn about ways they can get involved in making their streets safer. In addition to the “Vision Zero Oregon Street Safety Action Team” Google Group, and the neighborhood coalition and association representatives listed above, here is a list of people who BTA may wish to add to a Vision Zero mailing list.

## **Public Stakeholders**

See separate document for full list.

## **Technical Stakeholders**

Throughout the project numerous technical advisors have provided valuable input. Many of these people have expressed similar interest in staying apprised of Vision Zero developments.

- Sharon White, Portland Bureau of Transportation – [Sharon.white@portlandoregon.gov](mailto:Sharon.white@portlandoregon.gov)
- Greg Raisman, Portland Bureau of Transportation – [Greg.Raisman@portlandoregon.gov](mailto:Greg.Raisman@portlandoregon.gov)
- Mark Lear, Portland Bureau of Transportation – [mark.lear@portlandoregon.gov](mailto:mark.lear@portlandoregon.gov)
- Denver Igarta, Portland Bureau of Transportation – [Denver.igarta@portlandoregon.gov](mailto:Denver.igarta@portlandoregon.gov)
- Steph Routh, Willamette Pedestrian Coalition – [steph@wpcwalks.org](mailto:steph@wpcwalks.org)
- Sharon White, Portland Bureau of Transportation – [Sharon.white@portlandoregon.gov](mailto:Sharon.white@portlandoregon.gov)

## ***Catalog of resources***

Through the process of researching safety solutions and best practices, we came across scores of valuable resources and websites that may of use to the BTA and/or partnering groups. A selection of useful links is provided through <http://www.visionzerooregon.org>.

## Draft Email

To facilitate an introduction between the BTA and the StAC working group, we've prepared an email for Gerik to send as a hand off, send by end of June 2011.

*Thank you for your involvement with the Vision Zero Oregon Project. I am excited to share the final plan and guidebooks with you. All of the involvement from the public, through surveys, meetings, and talking to the project team on the street, has really paid off. Thanks again for your involvement.*

*The Bicycle Transportation Alliance (BTA) is excited to continue the effort to create streets with zero deaths, reaching toward the goal of Vision Zero! We hope that you will stay involved over the next few months as we develop a plan for our organization to continue this work. We would love to hear from you in the future, so we will send you emails as we work out the details. If you would not like to get emails from us, please just reply to this message.*

*Thanks again for your help in making streets in NE Portland (and all of Oregon) safer for all users. Together we can make our streets healthy places!*  
*Gerik Kransky*

## Conclusion

We, the Loci Group project team, have immensely enjoyed developing the Vision Zero Oregon project over the past five months. Every aspect from the earliest meetings just trying to define the concept to public outreach to recommendation development has been tremendously rewarding and educational. The mission of the project is critical and we hope you find the Plan, Guides, this memo, and all the other resources to be useful both within BTA and as you continue to grow Vision Zero Oregon throughout the city and state.

Through the bulk of our involvement is coming to a close, we are all interested in keeping up with the project and supporting its success. To that end, please feel welcome to stay in touch with us and call upon us as you see fit. Our @visionzerooregon.org email addresses may soon expire, so you can continue to reach us at the addresses below.

Marielle Brown – [mariellebrown@gmail.com](mailto:mariellebrown@gmail.com)

Nick Falbo – [nick.falbo@gmail.com](mailto:nick.falbo@gmail.com)

Brandy Steffen – [brandysteffen@gmail.com](mailto:brandysteffen@gmail.com)

Michelle van Tijen – [michellevt@gmail.com](mailto:michellevt@gmail.com)

Ben Weber – [misterbenweber@gmail.com](mailto:misterbenweber@gmail.com)

Thank you for all your support and guidance over the past many months. This was a wonderful collaborative project and the experiences we five have had are invaluable. Please know that we have tremendous faith in the power and appeal of the Vision Zero Oregon approach and very much hope to see it become the new standard for how we use our streets.