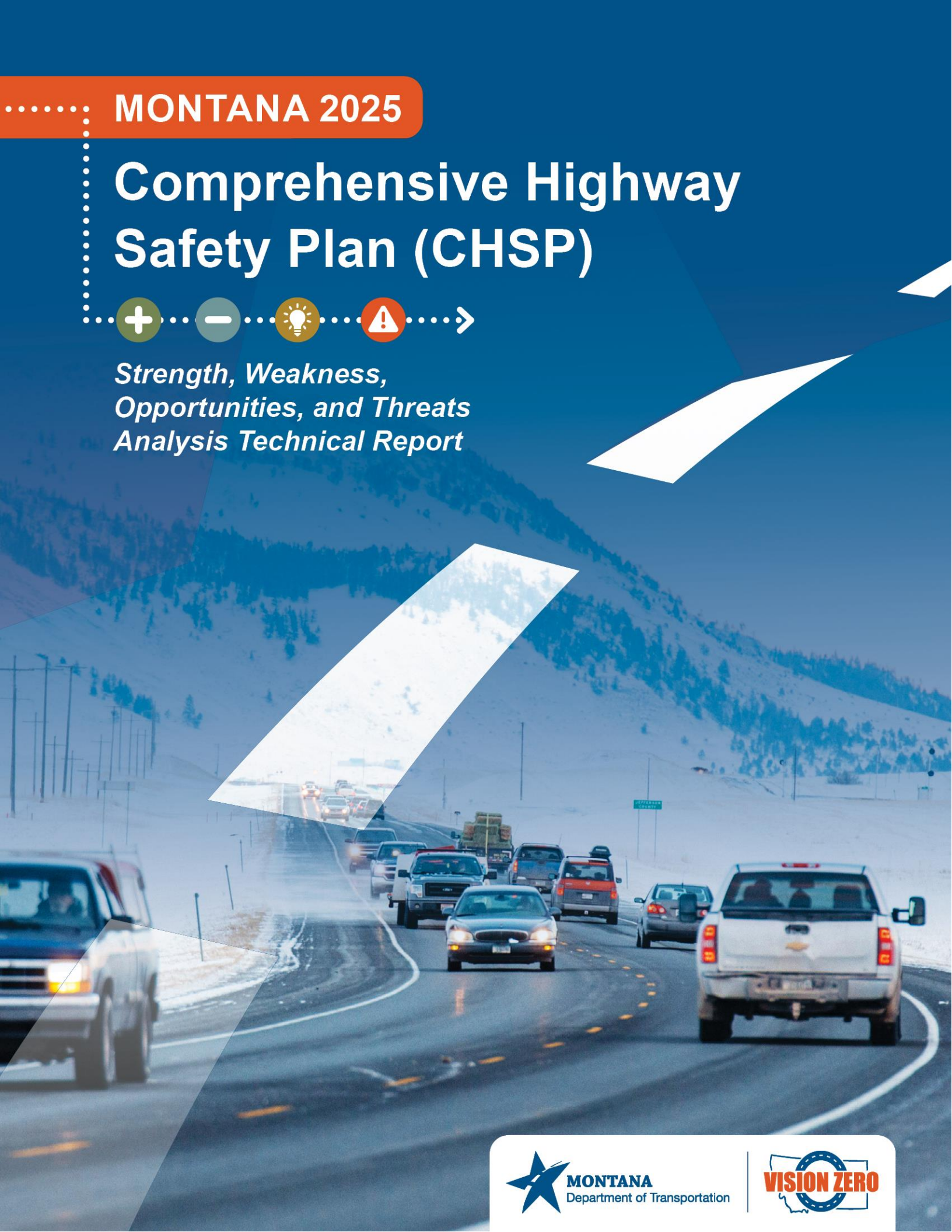
MONTANA 2025

Comprehensive Highway Safety Plan (CHSP)

Strength, Weakness, Opportunities, and Threats Analysis Technical Report



MONTANA Department of Transportation

VISION ZERO

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1. SWOT Purpose, Overview, and Process

This chapter introduces the purpose, overview, and scope of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for Montana's Comprehensive Highway Safety Plan (CHSP). It explains why SWOT analysis is essential, the goals it aims to achieve, and the systematic process used for conducting the analysis.

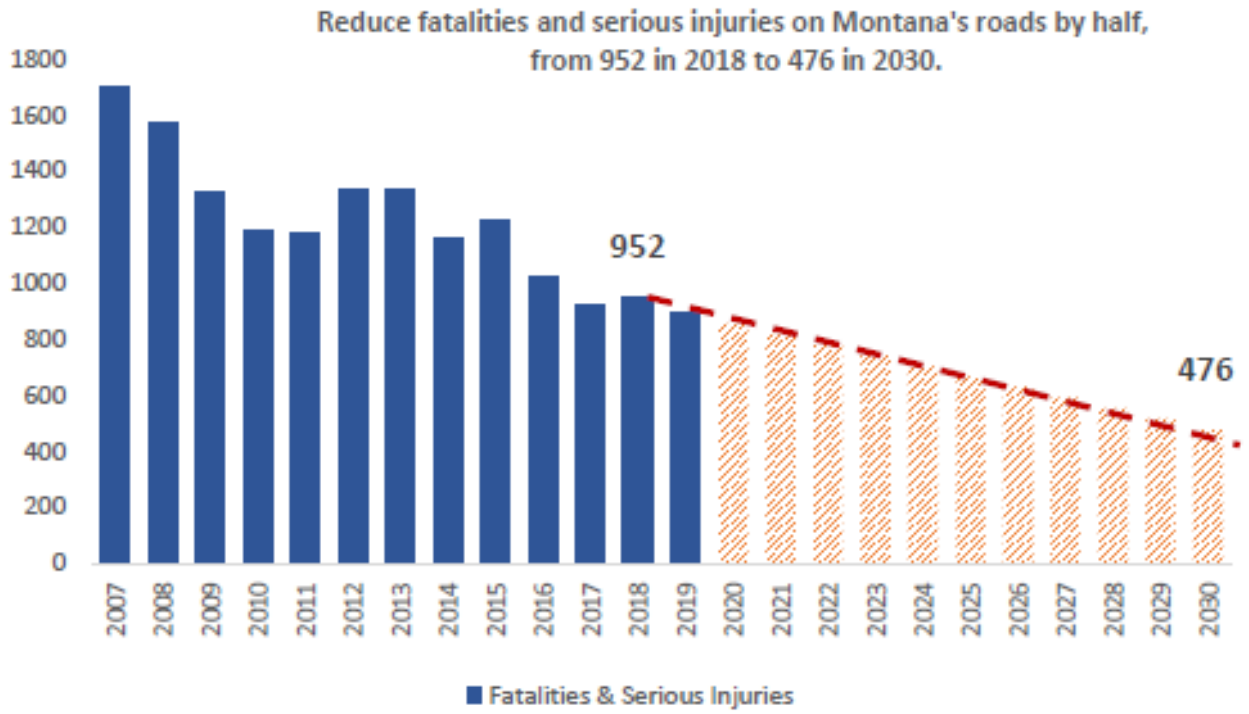
1.1 Purpose and Overview

Montana's journey with the CHSP began in 2007, followed by strategic amendments in 2010, and a subsequent update in 2015 and 2020 to comply with the Fixing America's Surface Transportation (FAST) Act's requirement for five-year plan updates. Through these updates, the CHSP has maintained its core characteristic as a collaborative effort, bringing together diverse stakeholders from local, state, federal, tribal, and private sectors. This multi-stakeholder approach ensures a comprehensive perspective on traffic safety issues and solutions, fostering a shared commitment to improving safety outcomes across Montana's transportation network.

The SWOT analysis serves as a foundational component in developing Montana's 2025 CHSP, providing a structured evaluation framework essential for building upon past experiences while charting a path forward in highway safety improvement. This analytical approach enables a thorough examination of Montana's current safety initiatives, successful programs, areas needing enhancement, and potential challenges that could impact future safety efforts. The SWOT analysis for the 2025 CHSP takes on heightened significance as Montana continues its determined progress toward Vision Zero – a vision of zero fatalities and zero serious injuries on Montana's roadways. The state has established an interim goal of reducing fatalities and serious injuries from 952 in 2018 to 476 by 2030, representing a necessary step toward achieving Vision Zero. This analytical process helps identify the most effective strategies to achieve this interim goal while ensuring efficient resource allocation and stakeholder engagement.

Central to the SWOT analysis is its role in evaluating the effectiveness of current strategies and programs, identifying areas requiring additional attention or resources, assessing new opportunities for safety improvements, and recognizing potential challenges that could impact plan implementation. This comprehensive evaluation process ensures that the 2025 CHSP will be built on a solid foundation of evidence-based insights and best practices, while remaining adaptable to emerging safety challenges and opportunities. The analysis examines various aspects of the current plan's implementation, including training effectiveness, leadership alignment, action plan success rates, and integration with other transportation planning initiatives. The findings from this analysis directly inform the development of strategies across Montana's Emphasis Areas (EAs).

Figure 1 – Montana's 2020 CHSP Interim Safety Goal



Montana Comprehensive Highway Safety Plan 2020

1.2 SWOT Process

The SWOT analysis for Montana's CHSP involves a comprehensive study focusing on multiple emphasis areas. This includes evaluating existing and emerging safety priorities, analyzing current strategy effectiveness, coordinating implementation efforts through the Advisory Committee (AC), and measuring action success. The analysis aims to assess how well Montana's CHSP integrates with other state agencies, metropolitan planning organizations (MPO), city, county, and tribal transportation plans. Additionally, it examines outreach methods to engage a diverse set of stakeholders, public information dissemination strategies, and identifies areas where data may be lacking. A crucial element of this analysis involves comparing Montana's CHSP efforts against those of other states and countries to identify best practices that could be adopted to enhance safety outcomes in Montana.

This detailed SWOT analysis is integral to the Montana Department of Transportation's (MDT) established process for updating Montana's 2025 CHSP. It incorporates systematic evaluation of the SWOT through extensive stakeholder engagement, including previous AC members and emphasis area teams representing the 4E's of transportation safety: education, enforcement, emergency services/response, and engineering. The update methodology employs data-driven analysis of crash factors across all public roads, examining factors such as fatalities, serious injuries, location patterns, temporal factors, and contributing circumstances. These findings directly inform the development of strategies and coordination of implementation efforts across various safety programs, including the

Highway Safety Improvement Program (HSIP), Highway Safety Plan (HSP), and Commercial Vehicle Safety Plan (CVSP).

To guide the development process and continuation of reducing fatalities and serious injuries, the CHSP team took a dual approach to identify SWOT recommendations that included:

- Survey of AC and Committee delegate participants (January 23, 2025) and
- Guided discussion with the AC at the kick-off meeting (January 31, 2025)

Survey and interview respondents' level of experience with CHSP development and implementation ranged from multiple years of involvement including participation in past development of and the current CHSP to more recent involvement beginning with attendance. Detailed questions and responses are available in **Appendix A.** This summary presents in the following sections below with the perceived current strengths and weaknesses as well as future opportunities and threats for discussion and consideration.

The document is structured as follows:

1. SWOT Purpose, Overview, and Scope
2. SWOT Analysis Findings
3. Internation and Domestic Scans
4. Strengths
5. Weaknesses
6. Opportunities
7. Threats

2. SWOT Analysis Findings

This section synthesizes the identified SWOT related to Montana's CHSP.

2.1 SWOT Summary

STRENGTHS	WEAKNESSES
• Montana maintains strong program oversight through regular meetings and consistent progress tracking. • The CHSP effectively coordinates multiple agencies and stakeholders for comprehensive safety planning. • Montana demonstrates commitment to safety through Vision Zero principles and data-based strategies. • The plan leverages integrated data from multiple sources to drive decision-making.	• There is limited personnel, funding, and resources. • Montana's vast size and sparse population create increased exposure to risk, driver fatigue, and delayed emergency response times in rural areas. • Implementation limited by current legislation • Limited tracking and reporting of accomplishments and performance measures • Limited emphasis on the Safe System Approach
OPPORTUNITIES	**THREATS**
• Implement emerging technology recommendations from pilot projects. • Collect and utilize additional data sources such as speed and impaired driving for evidence-based decisions. • Leverage funding programs to implement large-scale safety initiatives. • Adapt Vision Zero strategies from other rural states while preserving Montana's cultural identity. • Use sustainable, durable materials in road construction to support safety and environmental goals. • Increase the implementation of top leading countermeasures.	• Limited resources often force difficult decisions between competing priorities, such as balancing safety improvements with congestion reduction or maintenance needs. • Turnover of staff and lack of understanding/buy-in on safety priorities. • Trying to do too much and be spread too thin. • Meeting effectiveness and participation quality leading to declining engagement from stakeholder groups. • Changes in laws and regulations can alter enforcement capabilities, funding allocations, and program priorities. • Limited access to safety data makes it difficult to effectively communicate risks and program benefits to the public.

3. Internation and Domestic Scans

This chapter explores the insights gained from international and domestic scans of transportation safety practices. It reviews strategies and policies from other countries and states to identify best practices that could be applied in Montana. Additionally, it examines legislative synergies to understand how current and proposed laws can support or challenge transportation safety initiatives.

3.1 International Scan

The international scan reveals significant advancements in Safe System Approach (SSA) implementation across several countries, with Sweden, Australia, and Norway emerging as global leaders. Acknowledging these international countries are structured differently from Montana in terms of governance, funding mechanisms, and regulatory frameworks, this analysis moves forward by highlighting their successful implementation strategies that offer valuable insights that can be adapted to Montana's specific context. Sweden's approach focuses predominantly on controlling harmful energy during impacts through strategic speed limitations and innovative road designs, including their pioneering 2+1 passing lanes that have proven highly effective in reducing head-on collisions. This technical focus is complemented by their transformative Vision Zero policy, which has fundamentally altered transportation governance and project development across both urban and rural settings. Similarly, Australia has oriented their SSA implementation around the human body's tolerance to impact forces, designing forgiving roads and roadsides with comprehensive crash barriers, implementing sophisticated speed management systems, and developing specialized tools that align road designs with SSA principles regarding kinetic energy management during crashes.

Norway demonstrates a particularly pragmatic approach to SSA implementation, beginning with straightforward yet effective countermeasures such as removing street parking to create dedicated bicycle lanes, comprehensively revising speed limits, and implementing traffic calming measures in urban centers. Their institutional approach prioritizes the experiences of vulnerable road users, focusing on not only are people objectively safe but subjectively feel safe using transportation infrastructure. The implementation strategies across these countries reveal distinct national priorities and approaches: Sweden's policy-driven transformation, Australia's management-by-objectives methodology with transparent performance measures despite challenges in stakeholder commitment, and Norway's practical solutions with strong vulnerable user involvement. These variations highlight the adaptability of SSA principles to different national contexts while maintaining focus on the fundamental goal of preventing serious injuries and fatalities.

Key highlights from the international scan include:

- Sweden's fundamental shift in transportation governance through Vision Zero policy implementation
- Australia's transparent performance measures driving resource allocation despite inconsistent stakeholder commitment challenges

- Norway's emphasis on making road users not only safe but feel safe, particularly focusing on vulnerable users
- The International Transport Forum's comprehensive recommendations for enhancing global road safety through SSA principles
- Australia's management-by-objectives approach setting clear targets that determine resource allocation urgency
- Norway's quick implementation of practical solutions like removing street parking to create bike lanes
- Sweden's emphasis on separating road users from potential hazards through innovative road designs
- The challenges posed by General Data Protection Regulation (GDPR) in Norway affecting crash data analyses and accurate tracking

3.2 Domestic Scan

A comprehensive review of SHSPs submitted to the Federal Highway Administration revealed varying levels of SSA implementation across the nation. While more than 30 states mention the SSA in their publications, only 14 states have integrated SSA principles at a meaningful level. The analysis found that several states have utilized SSA elements to structure their emphasis areas and associated strategies, yet there remains limited evidence of states actively applying SSA methodologies to develop and evaluate these strategies. This implementation gap is largely expected, as all but one of the implementing states published their SHSPs after the U.S. Department of Transportation's adoption of the SSA and National Roadway Safety Strategy (NRSS), indicating that nationwide SSA integration is still in its early stages.

Among the states demonstrating leadership in SSA integration, innovative approaches to data analysis and stakeholder engagement stand out as particularly effective practices. Indiana's examination of "contributing factors" through emphasis area interactions and the trend analysis methodologies employed by Arkansas and Massachusetts represent sophisticated data utilization strategies. Several states, including Arkansas, Indiana, and Iowa, have successfully organized their emphasis areas under the SSA elements, creating more coherent safety plans that align with federal guidance while addressing state-specific challenges.

Key highlights from the domestic scan include:

- Kansas' innovative "stakeholder mapping" exercise that strategically assigns stakeholders to each SSA element
- Washington State's addition of "Safer Land Use" as an SSA element to enhance active transportation viability
- Arizona's well-structured organization of emphasis areas within the SSA framework
- Michigan's comprehensive Distracted Driving strategies cover all SSA elements
- Alaska and Arkansas' modified approach combining safe roads and safe speeds elements

3.3 Legislative Synergies

The domestic scan identified several states with noteworthy legislative efforts that have strengthened their Strategic Highway Safety Plans (SHSPs). Utah has established itself as a national leader by implementing a lower Blood Alcohol Concentration (BAC) threshold of 0.05, setting a precedent for stricter DUI enforcement that other states are now considering. In the area of speed management, Georgia, New Jersey, and Virginia have enacted "Super Speeder" legislation specifically targeting high-risk speeding behaviors with enhanced penalties and enforcement mechanisms. The scan also revealed significant progress in technology-based interventions, with 31 states now mandating Ignition Interlock Devices for all DUI offenders, not just repeat offenders, demonstrating a comprehensive approach to curbing impaired driving. Washington State has developed particularly robust child passenger safety legislation, while North Carolina has implemented innovative approaches to traffic safety stops that have shown promising results and could serve as models for other states, including Montana.

Advocates for Highway and Auto Safety provides valuable benchmarking for legislative best practices through their annual Roadmap to Safety reports, which evaluate states based on implementation of 16 optimal traffic safety laws. These reports offer a standardized framework for comparing legislative approaches and identifying opportunities for improvement across jurisdictions. The 2024 Roadmap to Safety, along with individual state legislative reviews nationwide, provides insights into effective legislative strategies that can be incorporated into SHSPs. The Montana-specific Roadmap report indicates the state has adopted Open Container Laws but requires significant enhancement in multiple areas, including primary enforcement seat belt laws, and motorcycle helmet requirements. Notably, Montana is the only state without cell phones or texting while driving legislation and maintains only a secondary seat belt enforcement law, though it does have a primary child passenger seat law. While recognizing that SHSPs themselves do not advocate for specific laws or engage in lobbying activities, they serve as important educational documents that can highlight evidence-based legislative approaches considered to be at the forefront of traffic safety practice.

4. Strengths

Since the CHSP was initially developed in 2006, MDT has maintained ongoing multiagency coordination of safety efforts to reduce crash fatalities and incapacitating injuries. The internal strengths that enable Montana's transportation safety system to perform effectively are listed below.

4.1 Management/Administration

- The Annual Transportation Safety meeting serves as an effective practice for encouraging partnerships, collaboration, and networking among stakeholders. This meeting provides an opportunity for all participants to understand the overall safety approach while sustaining momentum in safety activities across the state.
- Montana has successfully maintained implementation momentum on the CHSP, with most emphasis area teams continuing to meet on a regular schedule and consistently reporting progress on strategy implementation. This regular cadence of meetings and reporting demonstrates organizational commitment to the safety plan.
- The CHSP implementation represents an active collaborative effort involving numerous safety stakeholders throughout Montana. This broad participation ensures diverse perspectives are incorporated into safety planning and execution activities.
- The tracking and reporting mechanisms for strategy progress and status are thorough and comprehensive through the Annual Element system. This detailed reporting process enables transparent accountability for safety initiatives by tracking the measurable outcomes identified by each team.

4.2 Multiagency Collaboration

- The CHSP implements a broad, comprehensive approach to transportation safety built on incremental improvements across multiple areas, recognizing that small enhancements at each process stage create multiplicative safety benefits when combined throughout Montana's transportation network.
- The plan's cornerstone strength lies in its extensive multiagency coordination model that unites the Montana Department of Transportation, law enforcement agencies, local and tribal governments, stakeholder groups, and private-sector stakeholders, ensuring strategies benefit from diverse expertise while facilitating stronger inter-agency communication for accurate data collection and analysis.
- Implementation effectiveness stems from active coordination by experienced professionals who provide leadership continuity, supported by agencies prioritizing personnel involvement in safety initiatives and maintaining consistent participation within well-defined EA.
- The CHSP successfully balances focused priorities with adaptable frameworks that can accommodate emerging safety concerns, integrating cross-agency collaboration with evidence-based decision-making processes to address both current and evolving transportation safety challenges across diverse geographic and demographic contexts.

4.3 Safety Framework Through Vision Zero

- Montana's CHSP demonstrates a sustained commitment to Vision Zero principles through multiple update cycles (2007, 2010, 2015, and 2020), creating continuity in safety framework development while establishing comprehensive EAs that address the most critical safety challenges, ensuring the progressive integration of ambitious targets within a structured framework focused on achieving zero deaths and serious injuries.
- Montana has successfully established a safety framework that balances aspirational Vision Zero goals with practical, evidence-based implementation strategies organized within broad EA, allowing stakeholders to maintain focus on specialized interventions while contributing to a unified safety culture that values both targeted improvements and systemic transformation.
- The integration of SWOT analysis as a cornerstone evaluation method across all EA demonstrates Montana's commitment to creating a safety framework founded on continuous improvement, objective assessment, and responsive adaptation, ensuring that broad EA remain sufficiently comprehensive to address evolving safety challenges while maintaining alignment with the ultimate Vision Zero objective.

4.4 Data Driven

- The plan's well-written, methodical approach to data integration enables stakeholders to make informed decisions based on objective evidence rather than assumptions, fostering greater buy-in and confidence in safety strategies while establishing clear metrics for measuring progress toward the state's Vision Zero goals.
- Montana has successfully established a system for detailed annual data analysis that provides timely, relevant information to decision-makers across different agencies and EA, creating a shared understanding of safety priorities that supports unified action despite diverse stakeholder perspectives and responsibilities.
- The collaborative data-sharing framework established through the CHSP brings together information from multiple sources (including law enforcement, transportation, emergency services, and health systems), creating a more complete picture of safety challenges that transcends traditional institutional boundaries and reinforces Montana's comprehensive approach to transportation safety.

5. Weaknesses

Weaknesses identified below are internal limitations that provide context on issues and areas that can be addressed moving forward for a more effective CHSP process and better results in terms of reducing the number and severity of crashes.

5.1 Limited Personnel, Funding, and Resources

- Personnel and resource shortages affect every participating agency, impacting daily CHSP implementation. High staff turnover rates and overextended employees reduce the ability to maintain consistent program oversight and execution. These constraints limit agencies' capacity to effectively manage both behavioral safety initiatives—such as enforcement campaigns and public education programs—and infrastructure projects like road improvements and safety upgrades. These fundamental resource constraints affect all aspects of plan implementation, from coordination to program execution and deliverable completions.
- State laws and regulations influence the scope and effectiveness of safety strategies. Agencies must work within existing legal frameworks when implementing changes, which can restrict the range of available solutions and limit the CHSP's potential to reduce crashes and injuries.
- Infrastructure improvements, especially on rural roads, require substantial financial investment and time to complete. The expense of upgrading roads to meet modern safety standards, paired with budget constraints, creates a backlog of needed improvements. This challenge becomes more pronounced in rural road networks where the cost-per-mile impact must be balanced against lower traffic volumes.
- Resources and funding allocations currently prioritize motor vehicle-related safety measures, creating gaps in support for other road users. While the CHSP acknowledges vulnerable road users like pedestrians and cyclists, the budget and personnel distribution leaves limited capacity to fully address non-motorized transportation safety needs. This resource allocation pattern affects the development and implementation of comprehensive safety solutions that would protect all road users equally.

5.2 Rural Geography

- Montana covers a large geographic area. Montana is larger than the combined area of the 10 North-Atlantic states, yet it has only 2 percent of the combined population of those states. There are significant distances between Montana’s five metropolitan planning areas and long travel distances between communities. These distances result in significant mileage and exposure to risk. Drivers on the road for long periods of time and covering large distances are likely to become fatigued, which is a potential contributor to roadway departure crashes. Older residents have few transportation options other than driving, other than relying on limited transit and dependence on others which increases their exposure to risk. While it is not possible to change geography, this underlying factor should be considered as strategies are developed in the CHSP process.
- Given Montana’s rural nature, sparse populations, and distance between populated areas, it can take increased time for crash detection, response, and transport of injured to a hospital or trauma center, which affects the survivability of injuries.

- Montana serves as the gateway to two national parks, Glacier National Park and Yellowstone National Park, attracting tourism traffic. Many tourists drive vehicles and large recreational vehicles on Montana's roadways, with many of these visitors being non-residents who may not have experience driving in mountainous terrain. This influx of unfamiliar drivers operating larger vehicles in challenging geographic conditions adds complexity to Montana's traffic safety environment.

5.3 Policy/Legislature

- Agencies exercise caution in legislative interactions due to the need to ensure compliance with Montana Code Annotated (MCA) 2-2-121 provisions regarding lobbying activities. This conservative approach can limit opportunities to share vital safety information and research that could inform policy decisions.
- Without regular engagement between CHSP implementers and legislators, there's minimal opportunity to build legislative champions for safety initiatives or develop strong advocacy for evidence-based safety policies. The resulting disconnect means safety programs often lack the legislative support needed for full implementation.
- The absence of an established channel to share CHSP strategy effort and outcomes does not inform and keep Legislators appraised of collaborated efforts to reduce roadway fatalities and serious injuries.

5.4 Reporting & Tracking

- The CHSP may face challenges in comprehensive data collection and real-time tracking of safety initiatives. The current reporting practices struggle to effectively measure and monitor ongoing efforts, making it difficult to assess the immediate impact of implemented strategies and adjust courses when needed.
- Data accuracy, completeness, collection and timeliness in reporting present major obstacles to effective decision-making within the CHSP framework. Incomplete crash data, gaps in enforcement activity records, and outdated information about outreach activities and roadway conditions can lead to potentially ineffective resource allocation. This limitation in data quality and currency undermines the plan's ability to make data-driven decisions that accurately reflect current safety needs and challenges.

5.5 Limited Emphasis on the Safe System Approach

- The current CHSP framework would benefit from fuller integration of Safe System Approach principles across safety initiatives and departments. While elements of this approach appear in various programs, a more cohesive implementation could better acknowledge how transportation systems work together to protect users when human errors occur. Strengthening this integration could help shift from reactive to more proactive approaches in traffic safety management across Montana.
- There are opportunities to enhance infrastructure planning and design by incorporating more Safe System philosophy elements that anticipate human error and minimize injury severity. This is especially relevant for Montana's rural road networks where the extensive distances create unique challenges. Adopting additional Safe System principles such as speed management, separation of conflicting movements, and creating more predictable road environments could

complement existing countermeasures to address the increased crash severity risks on rural roads and improve outcomes given the challenges of emergency response times in remote areas.

6. Opportunities

Opportunities are external factors that Montana could leverage to improve transportation safety outcomes. Opportunities identified below highlight potential areas with actionable pathways and emerging possibilities that could strengthen the CHSP process and improve safety outcomes across the state's transportation network.

6.1 Emerging Technology

- Continue to explore implementing safety recommendations and findings from pilot projects, research, and other safety initiatives involving emerging technology including autonomous and electric vehicles.
- Continue to leverage advanced data analytics technologies including GIS mapping, machine learning, and predictive analytics to enhance the accuracy and depth of traffic safety information across Montana's diverse geography. By implementing these analytical tools, the state can more precisely identify high-risk corridors and intersections, especially in underserved rural areas where crash data collection has historically been difficult.
- Continue to incorporate intelligent transportation systems (ITS), vehicle-to-infrastructure communication networks, and automated enforcement technologies to enhance roadway safety throughout Montana's highway system. These innovative technologies can help mitigate human error—a leading factor in traffic incidents— while providing real-time information to travelers about hazardous conditions, particularly during severe weather events in mountainous regions.
- Continue to utilize advanced emergency response technologies and training including telehealth services, drone-assisted accident investigation and assessment, traffic incident management, and enhanced communication networks to reduce response times and improve post-crash care and reduce the risk of secondary crashes in Montana's rural areas. These technologies can help address the "golden hour" challenge in remote locations where traditional emergency services face significant time and distance barriers.

6.2 More Data

- The continued collection of comprehensive data demonstrates the impact of speed, seatbelt usage, and impaired driving provides a strengthened foundation for evidence-based decision making. This expanding dataset enables more precise identification of high-risk corridors and demographics, allowing for strategically targeted interventions across Montana's diverse geography.
- Crash modification factors and roadway screening conducted by the Traffic and Safety Engineering Bureau provide infrastructure-related data that complements behavioral safety information. These tools quantify the safety effectiveness of specific roadway improvements and help identify locations where engineering solutions can reduce crash frequency and severity. The systematic screening process evaluates roadway segments to prioritize infrastructure investments based on crash history, traffic volume, and geometric characteristics.
- Building upon existing public involvement processes, district coordination, Road Safety Audits (RSAs), and corridor studies, continued stakeholder engagement to incorporate additional valuable insights that may reveal previously unidentified contributing factors to traffic safety challenges. Continuing to receive perspectives from law enforcement, healthcare providers,

tribal leadership, and community organizations can enhance understanding of region-specific safety issues beyond what current processes capture.

- There is an opportunity to collect and utilize additional data sources related to speed patterns and impaired driving incidents to further strengthen evidence-based decision making. Integrating these expanded datasets with existing information could provide more comprehensive understanding of crash causation factors and enable more effective countermeasure development tailored to Montana's specific roadway safety challenges.

6.3 New Federal and State Funding

- Capitalize on new or increased funding programs, such as federal grants for highway safety or infrastructure, to implement large-scale safety initiatives and improve rural road conditions.
- Strategic funding allocation allows for enhanced regional safety programs and broader adoption of safety technology. Federal infrastructure support programs provide leverage to accelerate improvements across Montana's diverse transportation network.

6.4 Montana's Vision Zero

- Montana can enhance its Vision Zero approach by adapting strategies from other rural states while preserving its cultural identity. The implementation of a comprehensive Vision Zero framework would align safety initiatives across state agencies and local jurisdictions. This approach creates clear priorities for resource allocation and builds a unified safety culture throughout the state.
- There is potential to leverage emerging technologies and data analytics to support Vision Zero goals in ways that respect Montana's values and address its specific challenges. Advanced crash prediction models and targeted intervention strategies could help identify high-risk areas before crashes occur. This proactive approach could be particularly effective in addressing safety concerns in rural and tribal areas where traditional enforcement methods may be less effective.
- The growing public awareness of traffic safety issues presents an opportunity to build stronger community partnerships in support of Vision Zero principles. By engaging local and tribal communities, and various stakeholders in meaningful dialogue about achievable safety goals, Montana can develop more effective and culturally appropriate strategies. This collaborative approach could help overcome traditional resistance to safety measures by emphasizing shared responsibility and community-driven solutions.

6.5 Sustainability and Resilience

- Integration of sustainable materials and practices supports both environmental and safety objectives. Using durable, environmentally conscious materials in road construction extends infrastructure lifespan while maintaining safety performance.

6.6 Implementation of Top Countermeasures

- Continuing the implementation and expansion of evidence-based countermeasures with documented success in similar rural environments presents an opportunity to maximize safety impact with limited resources. Montana's ongoing efforts with proven strategies such as

enhanced roadway delineation, high-visibility enforcement operations, and targeted safety education campaigns, among other countermeasures, can address the state's most prevalent crash types while achieving measurable reductions in fatalities and serious injuries across its transportation network.

- Developing a systematic approach to countermeasure selection and implementation that accounts for Montana's unique geographic and demographic challenges could significantly improve safety outcomes. This approach would include regular evaluation of countermeasure effectiveness, consideration of benefit-cost analyses, and adaptations for regional variations in traffic patterns, weather conditions, and population density throughout the state.
- Creating structured implementation frameworks for top countermeasures enables consistent application across jurisdictional boundaries while maintaining flexibility for local adaptation. This balanced approach ensures that rural and tribal communities, and urban centers can all benefit from standardized safety improvements while addressing their specific safety challenges through customized applications of proven countermeasures.

7. Threats

Threats are external factors outside Montana's control that may affect Montana from achieving its transportation safety goals. This section documents threats that the CHSP process should anticipate and seek to mitigate through the update.

7.1 Limited Personnel, Funding, and Resources

- Funding constraints at federal, state, and local levels may create challenges for implementing safety initiatives. This financial uncertainty affects both immediate safety improvements and the ability to maintain ongoing programs that require sustained investment.
- Limited resources often force difficult decisions between competing priorities, such as balancing safety improvements with congestion reduction or maintenance needs. The challenge of adequately communicating educational and program benefits to the public becomes more difficult when resources for outreach and education are constrained.
- Resource limitations extend beyond monetary constraints to include staffing and personnel challenges. High turnover rates among planning and emphasis area teams can result in loss of valuable institutional knowledge. The combination of staffing shortages and limited funding particularly impacts the ability to maintain consistent program quality and implementation.

7.2 Broad Emphasis Areas

- There is concern that Montana is too broad in its approach to safety, which is wearing out staff and some partners.

7.3 Stakeholder Participation

- Meeting effectiveness and participation quality show declining patterns across stakeholder groups. Remote meetings present specific challenges for broad planning discussions and complex coordination efforts. High meeting frequency leads to participant burnout, reducing active engagement and contribution levels from key stakeholders.
- Leadership and accountability structures require clear definition to maintain program momentum. The absence of defined guidance affects implementation progress and follow-through on initiatives. Without established accountability measures, projects risk delayed completion or reduced effectiveness.
- Industry partner participation remains limited beyond core health and law enforcement sectors. The lack of diverse stakeholder involvement creates gaps in perspective and resources for safety initiatives. This narrow participation base affects the comprehensive nature of safety solutions and their implementation.

7.4 Policy/Legislature

- Legislative decisions directly affect the implementation and scope of safety programs. Changes in laws and regulations can alter enforcement capabilities, funding allocations, and program priorities. Policy modifications may require adjustments to existing safety strategies and resource deployment.

- Policy decision making cycles create timing constraints for safety initiative implementation. Legislative sessions operate on fixed schedules that may not align with safety program needs or implementation timelines. These scheduling misalignments can delay program updates or affect the ability to respond to emerging safety concerns.
- State budget allocation processes through legislative channels impact state-funded program sustainability. Annual or biennial state funding decisions affect the ability to maintain consistent state-supported safety programs. While federal programs like HSIP and NHTSA provide dedicated funding streams, state agencies that rely on both federal and state funding face challenges when long-term safety initiatives require stable funding streams that can be affected by changing legislative priorities.

7.5 Data Limitations

- Safety data limitations impact the ability to make informed safety decisions and measure program effectiveness. Incomplete crash data, reporting delays, and inconsistencies in data collection methods across jurisdictions create barriers to accurate analysis and timely response to emerging safety trends. The restrictions on data sharing between agencies further complicate the ability to develop comprehensive safety strategies based on complete information.

Appendix A. Survey Results

Figure 2 – 2015 CHSP Advisory Team Participation

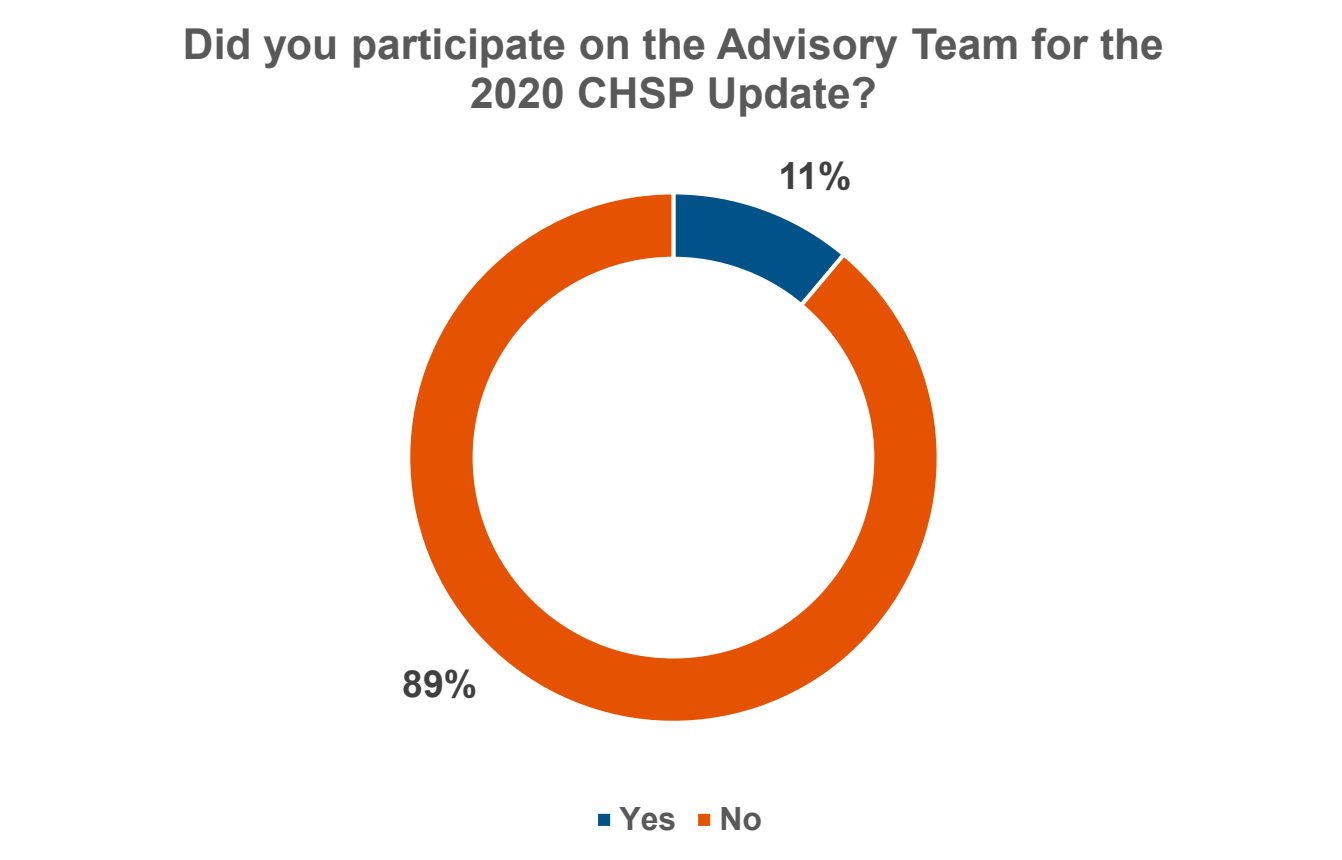


Figure 3 – Emphasis Area Team Participation

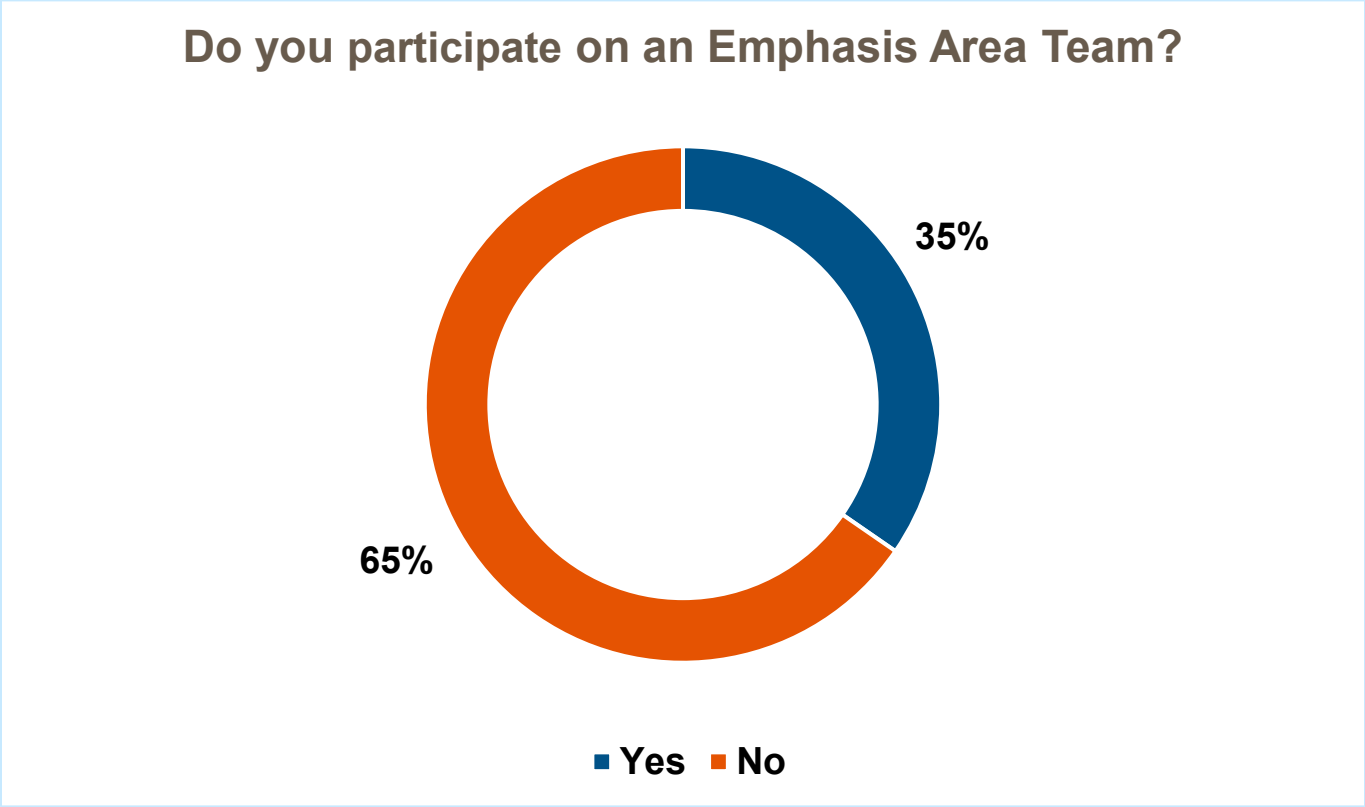


Figure 4 – Emphasis Area Team Participation

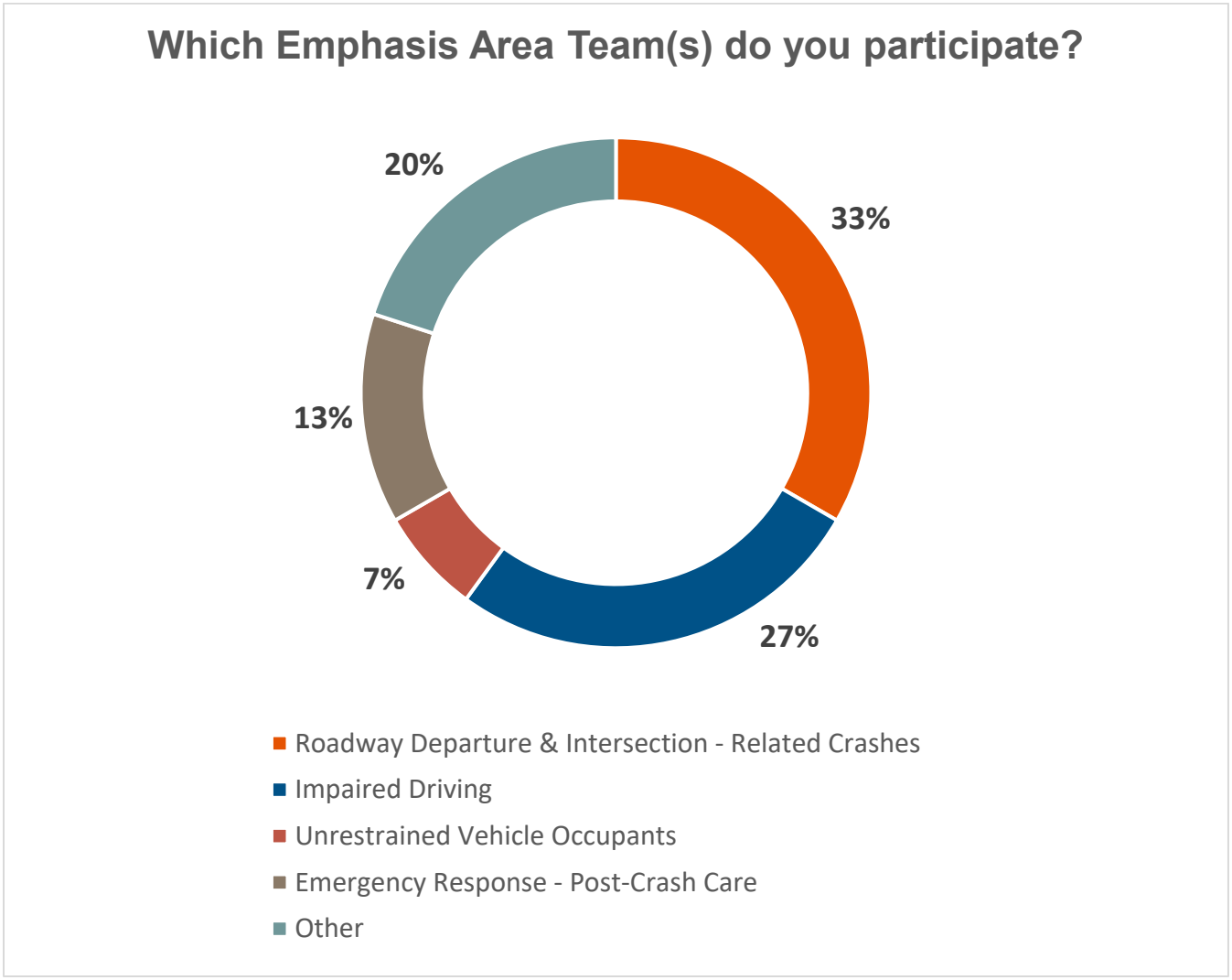


Figure 5 – Agency Executive Leadership Team Participation

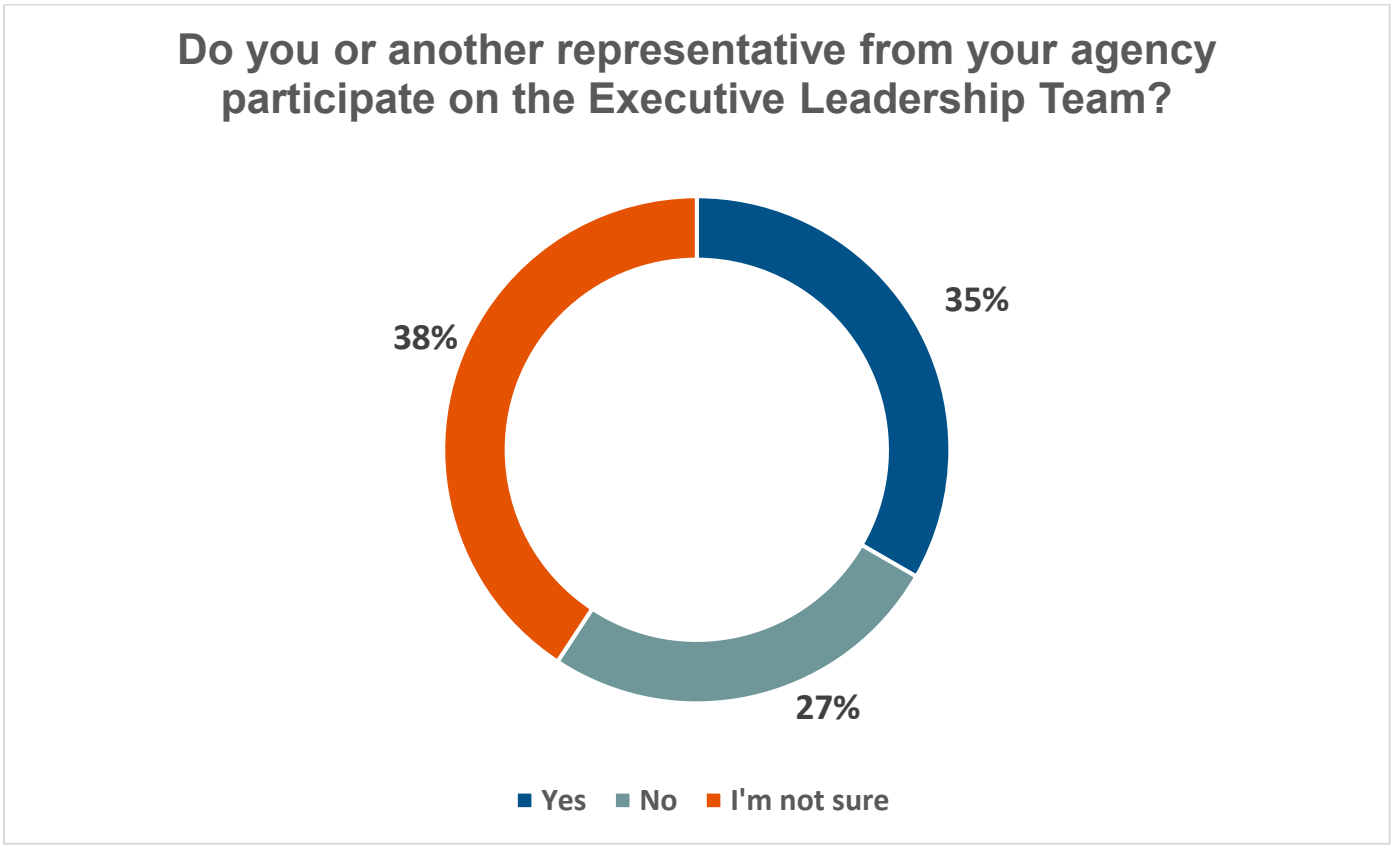


Figure 6 – CHSP Main Purpose

No.	Please describe, in your own words, what you believe to be the main purpose of the CHSP.
1	To reduce crashes on Montana roads by reviewing emphasis areas for crashes and determine what efforts need to be taken to reduce the occurrences.
2	I think the main goal of the highway safety program is to analyze trends and implement changes to push toward Vision Zero.
3	Reduce the number of deaths and injuries on Montana Highways through engineering, education, enforcement, and emergency response.
4	Prevent serious injuries and fatalities on Montana roadways.
5	Montana's CHSP is a state-wide effort to make roads safer by reducing serious injuries and deaths from traffic accidents. It brings together state agencies, local governments, law enforcement, and communities to tackle key issues like drunk driving, speeding, and not wearing seat belts. The plan also focuses on improving road designs, protecting pedestrians and cyclists, and ensuring quick emergency response after crashes. Using data to guide decisions, the CHSP sets clear goals and strategies to make travel safer for everyone in Montana.
6	To reduce deaths and serious injuries on Montana highways.
7	The Montana Comprehensive Highway Safety Plan (CHSP) is designed to decrease traffic accidents, injuries, and fatalities on highways throughout Montana. This initiative aligns with the Montana Department of Transportation's Vision Zero objective, which strives for zero road fatalities.
8	I believe the main purpose of the CHSP is to provide safer travel for Montanans and visitors to Montana.
9	The Montana CHSP follows the principals of the National Roadway Safety Strategy."
10	Improving safety on MT roadways requires participation from all those involved in the transportation system from law enforcement, department of transportation engineers and planners, emergency services and others. The CHSP is the opportunity to coordinate between disciplines because together we are better.
11	It provides a holistic approach to state highway traffic safety. Bring partners together, share knowledge, collaborate, etc.
12	I'm new here so I want to say it's main purpose is to, at a minimum, document highway safety concerns. then list possible solutions to those problems. Maybe it acts as a library of stakeholders, duties and responsibilities?
13	Increase safety for Montana travelers
14	Regulatory compliance.
15	Utilizing education, law enforcement, emergency services, and engineering solutions to mitigate and reduce fatalities and injuries related to public roadway collisions.

No.	Please describe, in your own words, what you believe to be the main purpose of the CHSP.
16	For participants to see the bigger picture and how each agency contributes to improving safety on Montana's roadway system.
17	To identify traffic safety problems and develop a plan to address said issues.
18	Keep highways safe and evaluate trends.
19	a coordinated plan to reduce fatalities and serious injuries on all public roads.
20	Decrease fatalities and serious injuries on Montana Roadways
21	To provide an all-encompassing plan utilizing strategies from all the emphasis areas (impaired driving, engineering, etc.) to increase highway safety and get to vision zero.
22	Without previous exposure to CHSP I am not able to state what I believe the purpose to be. Based on the title, I would assume a plan targeted at safety standards for the roadways of Montana.
23	To achieve the goals established in MDT's commitment to Vision Zero: taking steps necessary to eliminate fatal and serious crashes on Montana's streets and roadways.

Figure 7 – CHSP Incorporation of Plans, Programs, and Strategies

No.	Which of the following plans, programs, or strategies do you recognize as being incorporated into the CHSP?
1	State Transportation Plan. State safety corridor/safety plans.
2	I'm not sure I understand the question. I recognize things like education, from the Engage MT campaign to motorcycle training. I see legislation like amendments to DUI and move-over laws. I see a continued push to improve emergency medicine response. I recognize engineering and maintenance efforts designed make trafficways safer for all users.
3	HSIP program, Complete Streets, Safe Systems Approach.
4	Commercial Vehicle Safety Plan, Montana Size and Weight Plan, Motor Carrier Services, MHP
5	All four emphasis areas
6	Engineering solutions: Infrastructure improvements like rumble strips, guardrails, and roundabouts. Enforcement: Focused patrols on impaired driving, speeding, and seatbelt use. Education: Public campaigns and community outreach to influence behavior. Emergency Response: Enhancing the efficiency of first responders to reduce fatalities after crashes.
7	Highway Safety Improvement Plan, Commercial Vehicle Safety Plan, Highway Safety Plan, Vison Zero, TranPlanMT, MPO Plans,
8	National Roadway Safety Strategy.
9	Engineering, education, enforcement and emergency medical services.
10	The current emphasis areas appear to capture the majority of efforts.
11	MHP, MDT, Driver's Ed., MMRS.
12	education, enforcement, emergency services
13	Unknown.
14	Statewide Transportation Improvement Program, Highway Safety Improvement Program, Highway Safety Plan, Traffic Records Strategic Plan, Commercial Vehicle Safety Plan, Road Safety Audits, Corridor Studies, and Local Transportation Plans (City, County, MPO, Tribal).
15	Don't really understand the question.
16	Highway Safety Improvement Plan, Highway Safety Plan, Commercial Vehicle Safety Plan, as well as, other agency, local, tribal and MPO plans

No.	Which of the following plans, programs, or strategies do you recognize as being incorporated into the CHSP?
17	I don't know.
18	identify key safety needs in Montana
19	Enforcement, design, and education
20	I think plans, programs, and strategies form all emphasis areas should be incorporated. Those should be up to date with current best practices in more recent information is available.
21	Again, without prior involvement I am not able to state for sure - if I had to guess, campaigns focused on human behavior and choices such as "Don't drive under the influence" "Don't text and drive," and "Don't crowd the plow."
22	Vision Zero, TranPlanMT, Vulnerable Roadway User Assessment
23	I'm honestly not very familiar with the CHSP. I would imagine it includes strategies for implementing Vision Zero, perhaps includes making recommendations for safety-related funding, coordinating DUI task forces and other community-based safety efforts, etc.

Figure 8 – 2020 CHSP Strengths

No.	What do you think are the strengths of the 2020 CHSP?
1	Multiagency coordination
2	Data driven areas really help to keep the work focused.
3	I think the plan has a broad approach. If every step in the process is slightly better, this should have a multiplicative effect on safety.
4	The data driven identification of problem areas.
5	Well written comprehensive plan.
6	It's data-driven, using detailed crash data to identify key safety issues and high-risk areas. It's a collaborative effort involving a broad range of stakeholders. It has clear focus areas and is comprehensive.
7	Broad Stakeholder Collaboration The CHSP fostered collaboration among diverse groups, including: The Montana Department of Transportation (MDT). Law enforcement agencies. Local governments and tribal communities. Advocacy groups and private-sector stakeholders. This partnership-based model ensured that strategies were comprehensive and benefited from a wide range of expertise and perspectives.
8	One of the CHSP's significant strengths is the large and diverse group of active stakeholders involved in the plan. This ensures a wide range of perspectives and expertise are considered in safety initiatives. This collaboration, along with the availability of annual detailed data analysis, fosters a unified approach to addressing highway safety challenges across the state.
9	Collaboration amongst disciplines is what I see as a major strength of the 2020 CHSP.
10	Active coordinator. Experienced professionals.
11	The current emphasis areas appear to capture the majority of efforts.
12	I have no idea, haven't read it
13	I do not know the elements
14	Unknown.
15	There is a good diversity from a variety of stakeholders. There is a good communication between several agencies related around finalizing fatalities and serious injuries so that we have more accurate and appropriate data for analysis.

No.	What do you think are the strengths of the 2020 CHSP?
16	Broad emphasis areas.
17	Can do a quick skim with charts and photos.
18	I have not read it.
19	The focus areas made a difference
20	Not sure, maybe enforcement strategies
21	Collaboration between safety partners, annual reporting that helps to increase data driven decision making, consistency with members in some of the emphasis areas, and support from agencies allowing their personnel to participate
22	I have not reviewed the 2020 CHSP
23	Coordination across agencies and disciplines; data-drive approach
24	Unsure

Figure 9 – 2020 CHSP Weaknesses

No.	What do you think are the weaknesses of the 2020 CHSP?
1	Reporting and tracking efforts and measurables
2	Insufficient leverage over legislation.
3	None.
4	While the 2020 Montana Comprehensive Highway Traffic Safety Plan (CHSP) has many strengths, there are some potential weaknesses that could limit its effectiveness: 1. Limited Funding and Resources: Effective implementation of the plan's strategies may be hindered by insufficient funding or staffing, especially in rural and remote areas of Montana. 2. Rural Challenges: Montana's vast rural landscape presents unique issues such as long emergency response times, sparse law enforcement coverage, and limited public transportation options. 3. Public Engagement: Achieving behavioral changes like increasing seat belt use or reducing impaired driving requires significant public buy-in, which can be challenging in areas where compliance with safety measures is culturally resistant. 4. Data Gaps: While the plan is data-driven, incomplete or outdated data on crashes, enforcement activities, or roadway conditions could impact the accuracy of decision-making and prioritization. 5. Infrastructure Limitations: Addressing roadway safety through engineering improvements can be expensive and time-consuming, particularly for upgrading rural roads to modern safety standards. 6. Coordination Challenges: Ensuring effective collaboration between multiple agencies and stakeholders can be difficult, potentially leading to delays or inconsistencies in the plan's implementation. 7. Focus on Motor Vehicle Crashes: While the plan emphasizes vulnerable road users, the majority of resources and strategies may still be directed at motor vehicles, potentially under-serving pedestrians, cyclists, and other non-motorized users. 8. Behavioral Change Takes Time: Long-term goals like reducing impaired driving or increasing seat belt use require sustained efforts and ongoing education, which may not yield immediate results.
5	While the 2020 Montana Comprehensive Highway Safety Plan (CHSP) had many strengths, it also faced several challenges and areas that could have been improved. Lack of Public Awareness and Engagement Behavioral Resistance: Public safety campaigns had limited reach in some areas, especially among drivers who are resistant to behavioral change. Young Drivers: While the plan acknowledged the risks associated with young and inexperienced drivers, more comprehensive education programs or engagement strategies could have been implemented.
6	One perceived weakness of the Montana Comprehensive Highway Safety Plan is its limited personnel and resources, which all agencies face on a daily basis. This shortage of resources hinders effective implementation and oversight.

No.	What do you think are the weaknesses of the 2020 CHSP?
7	Data is a huge part of the CHSP. That data needs to be in front of the general public to show successes and failures. It is important that the public understands why recommendations are made. The public is asked to comment but those comments are not based on informed decision making.
8	Staff turnover, spread too thin, inability to affect change due to legislative requirements..
9	Some redundancies in the EA meetings.
10	Probably outdated
11	I do not know the specific elements
12	Unknown.
13	Limited personnel and resources
14	This was developed just prior to Covid which impacted its effectiveness in 2020 and 2021. Since that time many people have retired and it's been hard bringing on new & actives members to the emphasis area teams.
15	A document created for agency and industry staffers, not the general public.
16	I have not read it.
17	Not sure if there is complete buy in across the state
18	Stakeholders' involvement
19	Limited personnel and resources and some strategies are not as effective as the good be due limitations by current laws.
20	I have not reviewed the 2020 CHSP
21	Could better incorporate Safe Systems into actions and broader project design.
22	Unsure
23	Coordination across agencies and disciplines; data-drive approach
24	Unsure

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Figure 10 – 2025 CHSP Opportunities

No.	What do you think are the opportunities for 2025 CHSP to capitalize on for successful development and implementation of the 2020 CHSP?
1	Explore implementing safety recommendations and findings from pilot projects, research, other safety initiatives, emerging technology including autonomous and electric vehicles and develop measurables to assess what works and doesn't work. Develop a process that would be an easy tracking system for EA team to report and show implementation and help in evaluating progress.
2	We continue to gather more data showing the unequivocal impact speed, seatbelt use, and impaired driving have on the severity and frequency of crashes in our state. More data should create more influence.
3	Opportunity to get new input and insights from stakeholders.
4	Possible suggestions: Enhanced Data Analytics: Leverage advanced technologies like GIS mapping, machine learning, and predictive analytics to improve the accuracy and depth of traffic safety data, enabling more precise targeting of high-risk areas. Federal and State Funding Opportunities: Capitalize on new or increased funding programs, such as federal grants for highway safety or infrastructure, to implement large-scale safety initiatives and improve rural road conditions. Innovative Technologies: Incorporate emerging technologies like intelligent transportation systems (ITS), vehicle-to-infrastructure communication, and automated enforcement tools to improve road safety and reduce human error. Community-Centered Programs: Expand outreach and education campaigns tailored to Montana's rural communities, focusing on culturally relevant messaging to encourage seat belt use, sober driving, and other safe behaviors. Strengthened Collaboration: Build stronger partnerships with tribal governments, local agencies, and private organizations to ensure inclusive and coordinated efforts across all regions of the state. Focus on Vulnerable Road Users: Increase investments in pedestrian and bicycle infrastructure, as well as education programs for drivers and non-motorized users, to reduce injuries and fatalities among these groups. Work Zone Safety Enhancements: Address risks in work zones by using improved signage, automated flagging systems, and education campaigns targeted at drivers and workers. Improved Emergency Response: Utilize telehealth, drone technology, and enhanced communication networks to reduce response times and improve post-crash care in rural areas. Sustainability and Resilience: Integrate safety improvements with environmentally sustainable practices, such as using durable materials for roads and promoting alternative transportation modes. Public Accountability and Awareness: Increase transparency by publicly sharing progress on CHSP goals, fostering community engagement, and encouraging public feedback for continuous improvement.
5	Expanding Public Engagement and Education Customized Outreach Programs: Develop region-specific campaigns tailored to Montana's unique urban, rural and tribal community needs. Focus on Behavioral Change: Target campaigns to address risky behaviors like impaired driving, distracted driving, and low seatbelt use, particularly in rural areas. Engagement with Youth: Expand programs like Teen Driver Safety Week and simulate real-world driving hazards to engage young and inexperienced drivers. Integrate Share the Road training into

No.	What do you think are the opportunities for 2025 CHSP to capitalize on for successful development and implementation of the 2020 CHSP?
	all driver education classes. Social Media Campaigns: Utilize platforms like Instagram, TikTok, and Facebook to spread traffic safety messages to younger demographics.
6	Working together with safety partners to coordinate strategies and unify safety initiatives will lead to a more efficient and proactive method for diminishing traffic incidents throughout Montana.
7	Better communication with counties regarding the goals of the CHSP and funding available at the local level.
8	Technology, data improvements.
9	Good opportunity re-engage old partners and engage new ones.
10	Partnerships, increasing awareness of the traffic safety issues in the state
11	I have no idea, but I'll learn
12	Data points from what work well and what did not. Keep and improve upon the strengths.
13	Vision Zero
14	Continue to improve outreach and engagement
15	Energize existing and new members of the team.
16	I have none at this time
17	I have not read it.
18	Narrow the focus - get buy in from across the state
19	Not sure
20	Continue to enhance and expand collaboration with multi-agency personnel / emphasis areas, look to what other states have done to see where improvements can be made, and continue increase outreach to rural and underserved areas to promote highway safety.
21	Continue to build on previous successful campaigns. Identify areas where gaps exists between stakeholders to take a more unified approach.
22	Utilize work being done through SS4A planning grants across the state;
23	Unsure
24	Unsure

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Figure 11 – 2025 CHSP Threats

No.	What do you see as threats to successful development and implementation of the 2025 CHSP?
1	New staff unaware and uninterested. Don't understand transportation safety or the planning process to coordinate safety initiates across federal programs managed by state and local agencies.
2	Reluctance to change. Our populace is worried about monsters in closets instead of the day-to-day risk factors they can control.
3	Turnover, legislative impacts, and engagement
4	Participation by all stakeholders.
5	Several potential threats include: Limited Funding: Inadequate or inconsistent funding at the federal, state, or local level could hinder the ability to implement key safety initiatives and infrastructure improvements. Rural Challenges: Montana's vast, sparsely populated areas pose ongoing challenges, such as limited law enforcement presence, long emergency response times, and difficulty maintaining and upgrading rural roads. Public Resistance: Cultural attitudes in some communities, such as opposition to seat belt laws, speed enforcement, or impaired driving penalties, could impede behavior-change efforts. Stakeholder Coordination Issues: Misalignment or lack of cooperation among the various stakeholders—state and local agencies, tribal governments, and private organizations—could lead to delays or inefficiencies. Workforce Shortages: Staffing shortages in law enforcement, emergency response, and transportation agencies could reduce the effectiveness of enforcement, education, and post-crash care initiatives. Technological Barriers: High costs, resistance to adopting new technologies, or lack of digital infrastructure in rural areas could limit the use of advanced safety solutions. Data Limitations: Incomplete, inaccurate, or delayed crash and traffic data could hinder the identification of priority areas and the measurement of progress. Legislative Barriers: Delays or resistance in passing supportive legislation, such as primary seatbelt law or stricter DUI or distracted driving laws.

No.	What do you see as threats to successful development and implementation of the 2025 CHSP?
6	Public Resistance to Safety Measures Cultural Attitudes: In Montana, some individuals resist safety measures like seatbelt use, impaired driving enforcement, or speed limits due to perceptions of personal freedom and government overreach. Distrust of Enforcement: Resistance to increased law enforcement presence, especially in rural areas, could limit the effectiveness of certain strategies. Behavioral Change Challenges: Encouraging changes in risky behaviors like speeding, distracted driving, and impaired driving remains a significant hurdle. Emerging Traffic Safety Risks Distracted Driving: As smartphone use increases, distracted driving poses an escalating threat that is difficult to mitigate through traditional methods. Drug-Impaired Driving: Legalization of recreational marijuana and the rising prevalence of other drugs, like opioids, create new enforcement and education challenges. Electric Vehicles (EVs): The growing adoption of EVs introduces unique risks, such as quiet operation that endangers pedestrians and challenges with charging infrastructure in rural areas. Economic and Social Factors Economic Downturns: Reduced economic activity could decrease funding for transportation safety while increasing risky behaviors, such as impaired driving. Pandemic-Related Changes: Changes in traffic patterns and behaviors post-COVID-19 has introduced new safety challenges, such as increased speeding and reduced law enforcement visibility. Lack of Public Awareness and Engagement Outreach Challenges: Limited public awareness about CHSP initiatives and their benefits could lead to lower community support and participation. Engagement Fatigue: Overexposure to safety campaigns without tangible results may lead to public disengagement.
7	A perceived threat for the Montana Comprehensive Highway Safety Plan is the lack of funding. Limited money can hinder important safety measures, education programs, and road improvements. Without enough funding, efforts to improve road safety may fall short and make it hard to reduce crashes and deaths on Montana's highways. This shortage affects both current projects and the plan's long-term success.
8	Uninformed public. Data sharing restrictions.
9	Retention, recruitment, turnover.
10	Attendees being burnt out of attending meetings.
11	Lack of resources people/time/money
12	Funding, retirements, etc.
13	Funding
14	Municipal parking requirements that oversupply parking at bars promotes a culture of drunk driving. Culture needs to change.
15	Staff turnover - loss of knowledge and relationships which leads to delayed progress. Funding - it is relatively easy to identify problems and meet to discuss solutions, but the funding is challenging to secure after solutions have been agreed upon.

No.	What do you see as threats to successful development and implementation of the 2025 CHSP?
16	Remote meetings I don't think are as effective with the CHSP. I've participated in many remote meetings - they are usually more effective for a single purpose, not a broad plan/meeting.
17	Program implementation costs, lack of public/user interest or understanding of benefits of programs implemented
18	Lack of participation with other partners in the industry besides health and law enforcement.
19	being too broad - trying to do too much
20	Time, communication and budget
21	Lack of resources (funding/personnel), current laws / changes to laws that would have a negative effect on highway safety, and turnover in personnel participating in the planning / emphasis groups leading to loss of institutional knowledge.
22	Like any project, lack of guidance, leadership, accountability, and follow through can threaten the implementation of 2025 CHSP.
23	Lack of funding, competing interests around travel efficiency (reduced congestion, higher speed limits, etc), insufficient commitment to make hard decisions that prioritize safety over convenience.
24	Shifting state and federal landscape--will the work be adequately funded?

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Figure 12 – 2020 CHSP Data Driven Strategies and Opportunities

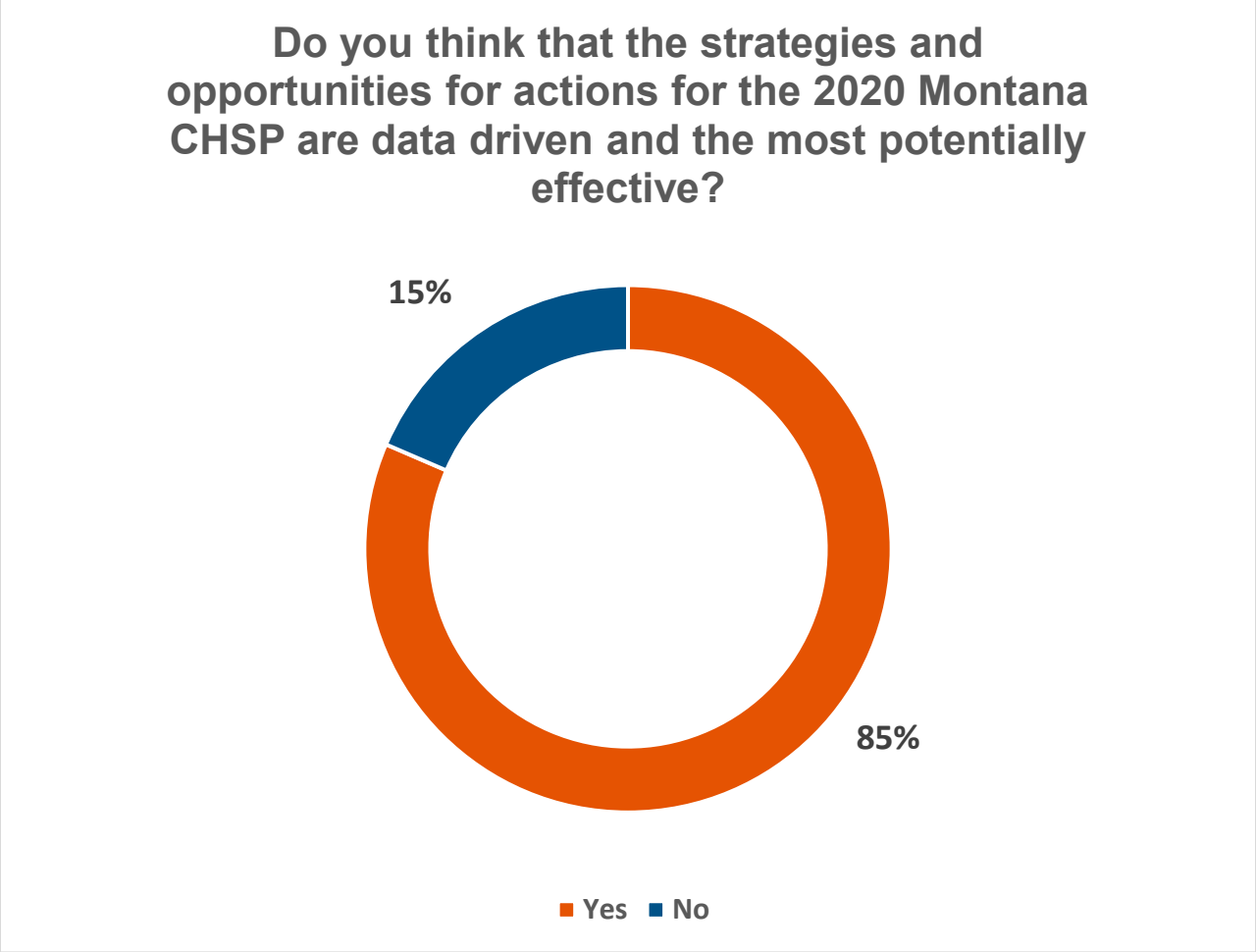

Figure 13 – Explanation Response to No Data Driven Strategies and Opportunities in the 2020 CHSP

No.	Please explain why you answered no in the previous question.
1	Please explain why you answered no in the previous question.
2	The 2020 CHSP was largely data-driven in identifying emphasis areas and crafting strategies. It prioritized high-impact interventions, such as roadway departure countermeasures, impaired driving campaigns, and seatbelt use initiatives, which were supported by robust crash data. However, the plan's effectiveness could have been enhanced by addressing gaps in data collection, focusing more on emerging trends, and improving collaboration with underserved communities, particularly tribal and vulnerable road users.
3	I don't know if they are effective.
4	I'm not sure every strategy and opportunity is the most effective. While I think the plan does a good job of being data drive, that doesn't mean everyone involved or the plan itself takes all necessary steps to achieve a Vision Zero goal.

Figure 14 – Knowledge of Safe System Approach

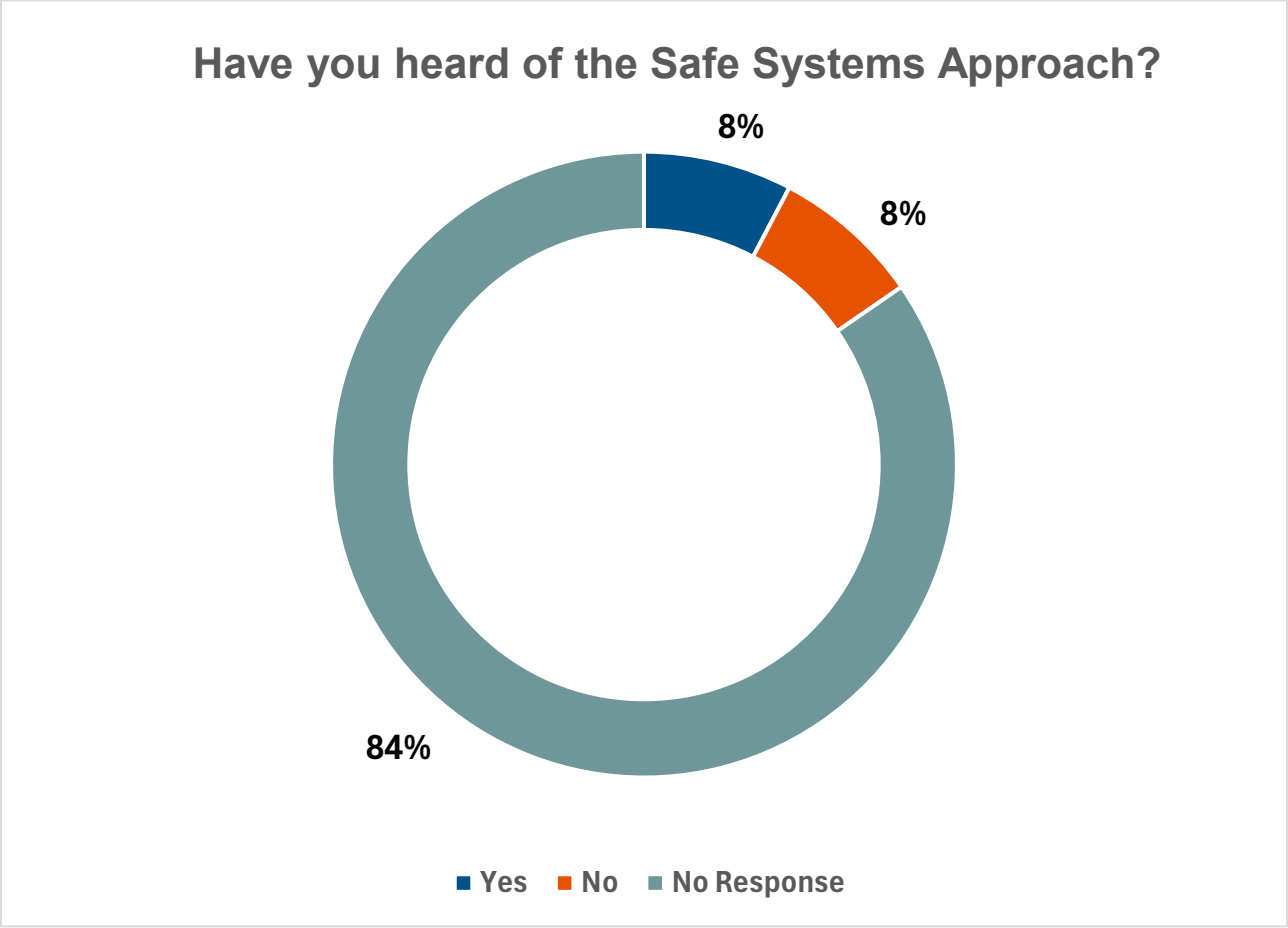

Figure 15 – Safe System Approach framework in the 2025 CHSP

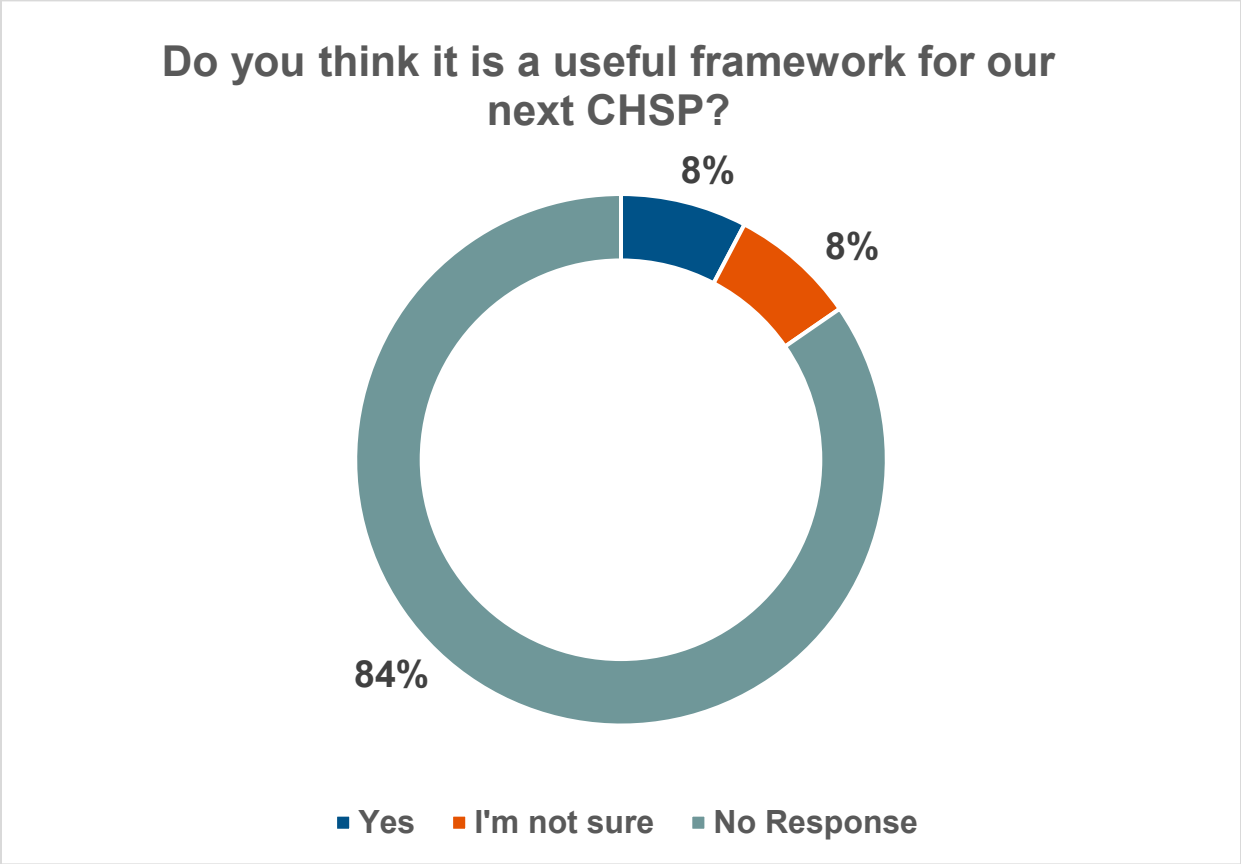

Figure 16 – Additional Safety Data

No.	What additional safety data should be provided to Emphasis Area Teams to identify strategies and action items?
1	Currently the safety data defined in 23 USC 148 is used. At the emphasis area level, motor vehicle division driver records and citations data would be helpful. Law enforcement crash reporting data
2	I would like to see more specific data on speeds involved in collisions. Justices around the state have been disheartened by the amount of drivers going 100mph and facing just a $70 citation.
3	Road conditions at time of crash.
4	Unsure.
5	Detailed Crash Data Roadway and Infrastructure Data Demographic and Behavioral Data Enforcement and Citation Data Emergency Response Data Environmental and Weather Data Socioeconomic and Community Data Emerging Trends and Technologies Historical and Comparative Data
6	Crash Data Detailed Crash Reports: Include data on crash type (e.g., roadway departure, intersection-related), severity (fatal, serious injury, property damage), and contributing factors (e.g., speeding, impairment, distraction). Crash Locations: High-crash corridors and intersections, mapped with Geographic Information System (GIS) tools. Time of Crashes: Patterns by time of day, day of the week, and season. Weather and Road Conditions: Data on weather conditions, surface type, and visibility during crashes. Vehicle Involvement: Data on vehicle types (passenger vehicles, trucks, motorcycles) involved in crashes. Vulnerable Road User (VRU) Data Pedestrian and Cyclist Crashes: Details on crashes involving pedestrians and cyclists, including age, gender, and whether crosswalks or bike lanes were present. Motorcyclist Safety: Data on crashes involving motorcycles, including helmet use, speed, and driver impairment. Demographic Information: Age, income level, and mobility-related characteristics (e.g., disabilities) of VRUs involved in crashes. Behavioral Data Impaired Driving: Incidents of crashes involving alcohol or drugs, including prescription medications and marijuana.

No.	What additional safety data should be provided to Emphasis Area Teams to identify strategies and action items?
	Seatbelt Use: Observational data on seatbelt compliance rates in various regions and demographics. Distracted Driving: Data on crashes caused by phone use, in-car distractions, or other factors. Speeding: Information on crashes where speeding was a factor, and average speeds on road segments. Road Infrastructure and Environmental Data Roadway Features: Data on road design, including lane width, shoulder conditions, guardrails, rumble strips, and lighting. Intersection Data: Crash rates and severity at intersections with or without signals, roundabouts, or stop signs. Road Maintenance Records: Pavement condition, signage visibility, and frequency of road repairs or improvements. Work Zone Crashes: Incidents occurring in or near construction zones. Traffic Volume and Patterns Traffic Volume Data: Vehicle miles traveled (VMT), average daily traffic (ADT), and peak vs. off-peak patterns. Heavy Vehicle Data: Proportion of commercial vehicles in traffic, including truck-related crash data. Non-Motorized Traffic: Volume of pedestrians, cyclists, and scooter users in urban and suburban areas. Enforcement and Compliance Data Citations and Warnings: Data on speeding tickets, DUIs, seatbelt violations, and distracted driving citations. High-Visibility Enforcement: Results and impact of enforcement campaigns on driver behavior and crash rates. Workplace Compliance: Data on safety violations reported in the transportation industry. Emergency Response Data EMS Response Times: Average response times in urban vs. rural areas and their impact on crash outcomes. Post-Crash Outcomes: Hospital admission rates, survival rates, and injury types by crash severity. First Responder Coverage: Availability of EMS and law enforcement resources in high-crash areas. Demographic and Socioeconomic Data Population Data: Breakdown of at-risk groups based on age, gender, income, and vehicle ownership. Community Risk Factors: Data on areas with high concentrations of elderly residents, children, or economically disadvantaged populations.
7	As I am newer to the Transportation profession, I would prefer not to provide an answer to this question until I have a better understanding of the current information.

No.	What additional safety data should be provided to Emphasis Area Teams to identify strategies and action items?
8	It would be helpful to have data near miss and struck by incidents. We push hard on slow down, move over, but I don't think we have a way for agencies to report near miss and struck by. We all hear about the tragic incidents with critical injury or loss of life but we don't know about near miss. How do we measure if slow down, move over is effective?
9	Close call, AI generated, tech driven.
10	Not sure
11	i don't know at this time
12	I do not know
13	Separate "driving under the influence" into specific categories: (a) alcohol, (b) cannabinoids, (c) narcotics, and (d) poly-substance use. This approach provides a clearer understanding of risks, enables tracking of trends over time, and supports the development of targeted, actionable responses for each category. Additionally, identifying whether a driver under the influence of alcohol was leaving a public venue or consuming alcohol in a private setting to offer further insights into effective prevention strategies.
14	Crash Data, Citation Data, EMS Data, Traffic Data, Mobile Driving Data, Vehicle Data, Education Engagement Data,
15	No response - I believe a lot of data is provided to identify strategies.
16	Bicycle facility use, cost and injuries and fatalities in those facilities.
17	I don't know.
18	How human factors are part of the crash
19	Not sure
20	I am not sure.
21	I don't have a response to this question.
22	Unsure
23	Safety data for public transportation users, bicyclists, pedestrians, and persons with disabilities.

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Figure 17 – Receiving CHSP progress information

No.	How does management within your agency/division receive information on CHSP progress?
1	Meeting minutes posted on CHSP web site..
2	The annual meeting. Which should be attended by more important members of my organization.
3	Unsure.
4	DPHHS SHIP. Otherwise, very little is shared or requested.
5	Emphasis Area Involvement reporting, Agendas, Minutes and fatality reports.
6	Our MPO is actively receiving updates on the progress of the CHSP through our collaboration with the Montana Department of Transportation (MDOT) Statewide and Urban Planning team.
7	We actively participate on Emphasis Area Teams and provide information gained to our agency leaders.
8	Oftentimes in a reactive manner. Sometimes politics is the focus.
9	Open communication and passing information as appropriate.
10	From staff
11	Iget emails from Pam?
12	Through MMRS Director and Advisory board
13	Unsure.
14	From our CHSP Manager (Pam)
15	I work for MDT - Planning provides the update to management.
16	Through MDT planners
17	I don't hear or see the information.
18	Not sure
19	I don't think it does
20	Either through emphasis area members or the executive leadership team.
21	We receive very little official updates on the CHSP progress.
22	Via emails and agency coordination meetings
23	Through MPO staff and updates

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Figure 18 – Agency/Division Awareness of CHSP Safety Efforts

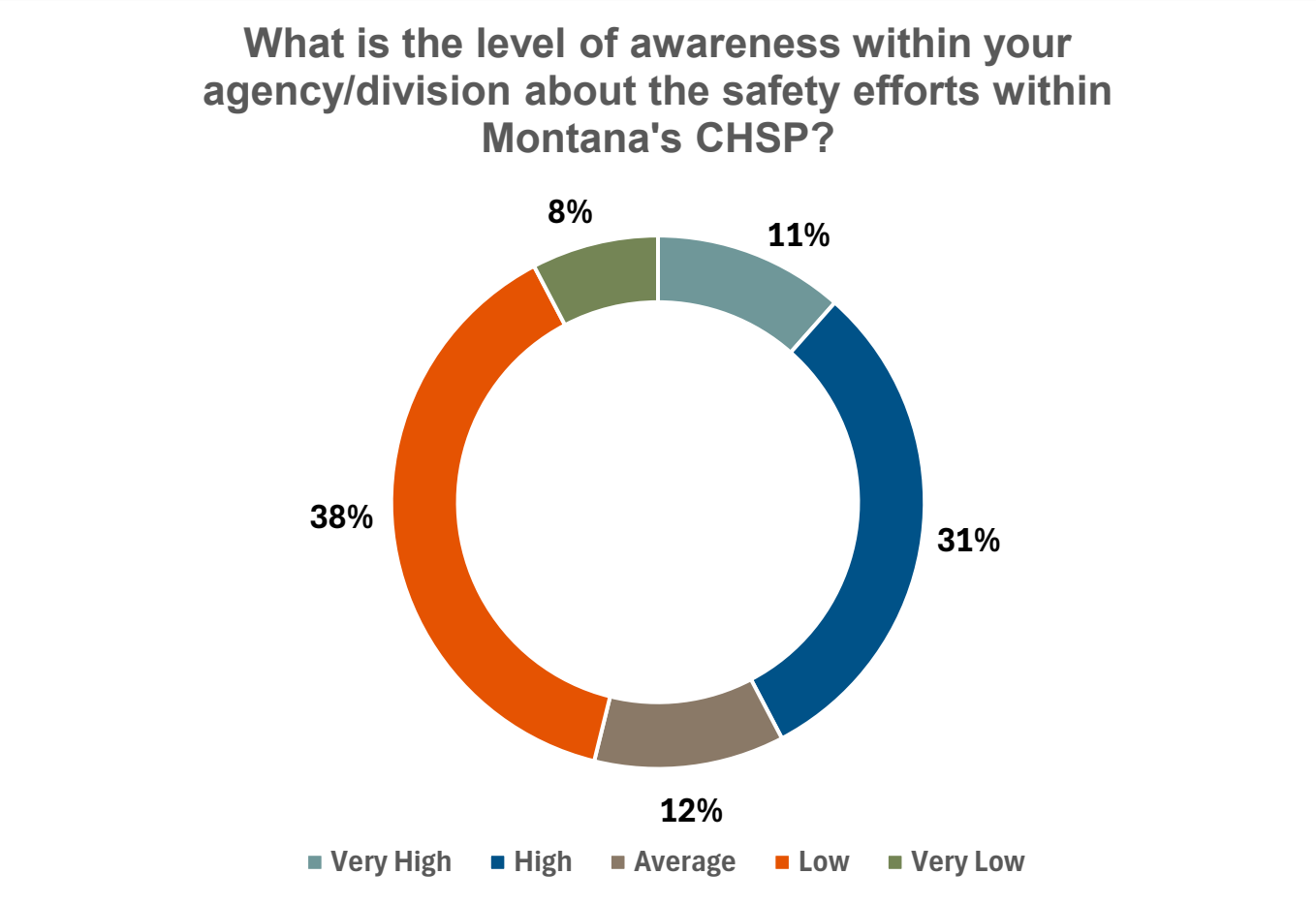

Figure 19 – Agency/Division Level of Support for CHSP Safety Efforts

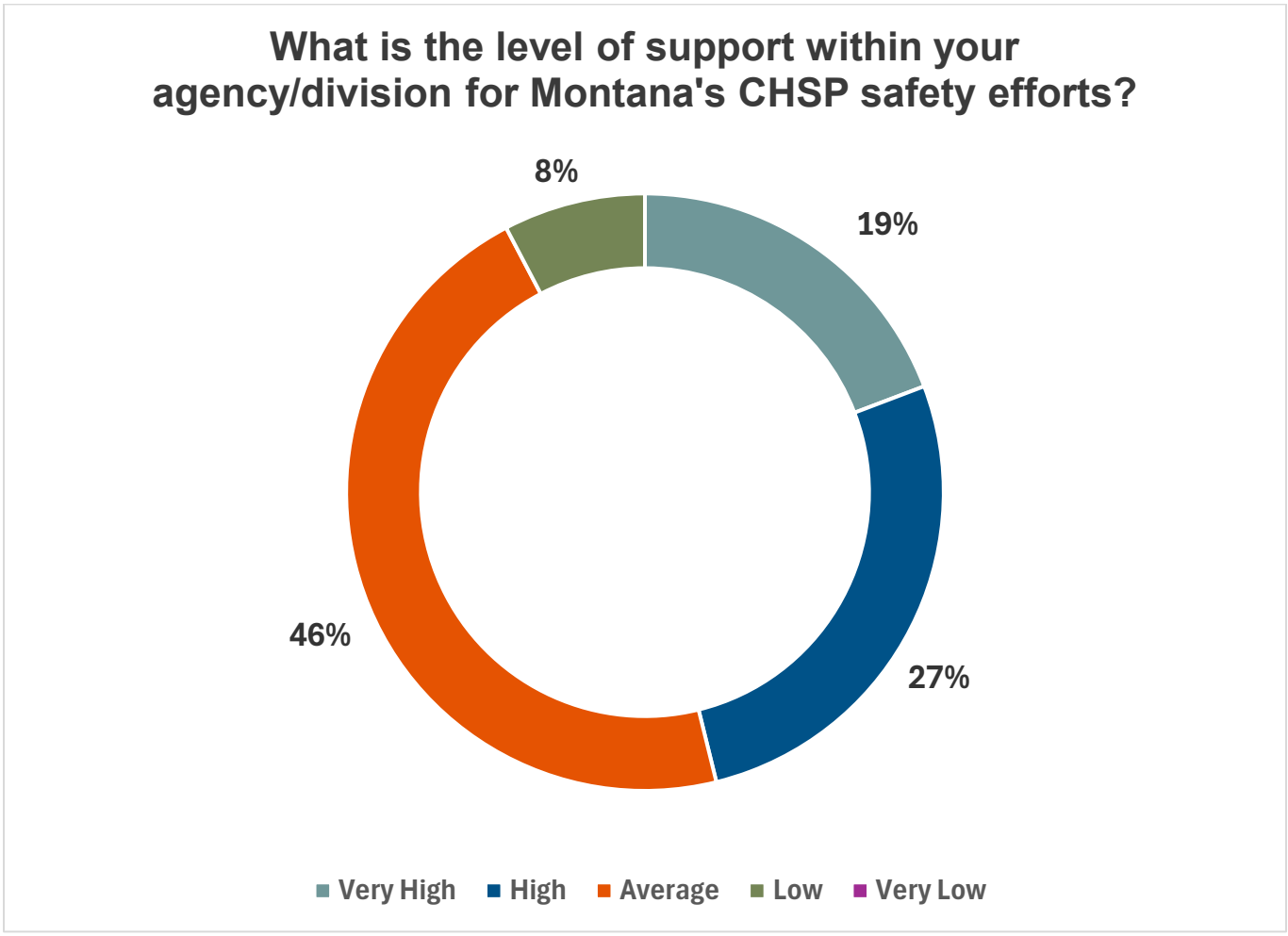

Figure 20 – CHSP Awareness and Partner Engagement

No.	How could CHSP awareness and engagement of partner agencies be improved?
1	Develop a communications team of agency public information officers to share safety updates, initiatives, safety marketing, public awareness.
2	My agency needs a internal liaison designated with the responsibility of communicating the information.
3	More general out reach to members of the organization.
4	Regular meetings and progress updates.
5	Difficult to know since we always struggle to get upper administration to the table and attend the executive committee
6	Increase Visibility of the CHSP Public Awareness Campaigns: Partner with media outlets to highlight CHSP goals and achievements, ensuring partner agencies are recognized for their roles. Annual Reports: Publish a high-impact, visually engaging annual report summarizing progress, metrics, and contributions of each partner. Awards and Recognition: Recognize high-performing agencies or partners with awards during public events to motivate continued involvement.
7	The Greater Helena Area MPO is on the verge of hiring a consultant to develop a Comprehensive Safety Action Plan. By incorporating insights from the CHSP, the MPO can enhance the effectiveness of its CSAP while simultaneously raising awareness of the CHSP among partner agencies.
8	We have a very good working relationship with MDT.
9	Those partners often have other priorities which shift with changing political winds.
10	it really boils down to the individual being an active member rather than just a listener. More intentional interactions
11	let me attend a couple meetings and get a feel for this and i can answer better. most of my answers are very vague because i don't know what the heck you are talking about, or what the intended outcome is. if its just to get a plan down on paper, state agencies are good at that, but implementing that plan is where the real work starts.
12	This program is new to our organization so as we learn more we can share more
13	Unsure.
14	No comment

No.	How could CHSP awareness and engagement of partner agencies be improved?
15	No response
16	Target plan segments to individual partners, rather than whole report
17	Media push and state (use of state agency email addresses) awareness push.
18	Prioritize the document.
19	Communication
20	Maybe through more outreach by sending materials requesting distribution throughout the agency.
21	More direct communication between comms teams. Identify areas of focus based on recently passed legislation where collaboration could be leveraged between agencies/programs.
22	Integrate measures into other decision-making processes such as project design & development, funding, etc.
23	Staff and board/governing body presentations, periodic coordination meetings

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Figure 21 – CHSP Awareness and Engagement with Other Organizations

No.	How could CHSP awareness and engagement of other organizations be improved?
1	Sharing safety updates, initiatives, safety marketing, public awareness developed by safety partner agencies. Encourage other organization to participate or chair an EA team.
2	I was with my agency for 10 years before I even knew there was a comprehensive highway safety plan. I think awareness needs to be created by a presence at more trainings in more departments. I think MDT is probably aware, but DOJ is largely oblivious.
3	General out reach.
4	Same as 15 and dissemination of CHSP information.
5	Some ideas from AI: Regular Communication: Establish consistent communication channels such as newsletters, webinars, or dedicated portals to keep partners informed about CHSP updates, progress, and opportunities for involvement. Stakeholder Workshops: Host workshops or forums where partner agencies can collaborate, share insights, and discuss challenges and solutions. Tailored Outreach: Develop customized engagement plans that address the unique roles and interests of different partner agencies, ensuring alignment with their priorities. Incentives for Participation: Provide recognition, funding opportunities, or other incentives to encourage active participation and commitment from agencies. Collaborative Goal Setting: Involve partner agencies in setting CHSP objectives to create a sense of ownership and accountability. Data Sharing and Tools: Provide partners with access to detailed safety data, analytics tools, and resources to support their roles in implementing CHSP strategies. Success Stories and Case Studies: Highlight successful projects and initiatives led by partner agencies to inspire and motivate further engagement. Cross-Agency Training: Offer training programs that enhance understanding of CHSP goals and build capacity for traffic safety work among partner organizations. Public-Private Partnerships: Engage private sector stakeholders to expand resources, expertise, and support for CHSP initiatives. Community Outreach Collaboration: Partner with agencies to jointly execute public awareness campaigns, leveraging their local networks and expertise. Feedback Mechanisms: Create opportunities for partners to provide feedback on CHSP strategies and implementation, ensuring their perspectives are valued and integrated. Performance Metrics and Reporting: Share clear, measurable progress updates to demonstrate the impact of collaborative efforts and build momentum.

No.	How could CHSP awareness and engagement of other organizations be improved?
6	Expand the Stakeholder List: Reach out to non-traditional partners such as schools, universities, trucking companies, health organizations, nonprofits, and local businesses. Tribal and Rural Organizations: Collaborate with tribal governments, rural community groups, and local leaders to address unique regional challenges. Advocacy Groups: Engage groups focused on pedestrian and cyclist safety, environmental sustainability, and disability access. Build Awareness Through Targeted Campaigns Develop messaging specific to the interests and roles of different organizations, such as workplace safety for trucking companies or safe routes to schools for educational institutions. Social Media and Digital Campaigns: Use platforms like Facebook, LinkedIn, and Instagram to share CHSP goals, progress, and opportunities for involvement. Storytelling: Highlight success stories from organizations already engaged with the CHSP to inspire others to participate. Educate and Empower Organizations Workshops and Webinars: Offer free training sessions to teach organizations how they can contribute to CHSP goals, such as improving workplace safety or hosting awareness events. Actionable Roadmaps: Provide step-by-step guides for how organizations can get involved, from hosting a safety day to incorporating traffic safety into their operations. Peer Learning: Create forums for organizations to share best practices and learn from one another.
7	As I am newer to the Transportation profession, I would prefer not to provide an answer to this question until I have a better understanding of the current information.
8	Assistance with improvements to accessibility to crash data.
9	they need to have skin in the game and buy in from leadership.
10	Let me attend a couple meetings and get a feel for this and Ican answer better. most of my answers are very vague because Idon't know what the heck you are talking about, or what the intended outcome is. If it's just to get a plan down on paper, state agencies are good at that, but implementing that plan is where the real work starts.
11	Prepared marketing materials
12	Unsure.
13	No comment

No.	How could CHSP awareness and engagement of other organizations be improved?
14	No response
15	Unaware of past engagement, so am unable to answer
16	Electronic News Letters (GovDelivery), where can you sign up for information?
17	Working groups
18	Communication
19	More outreach and using personnel from partner agencies to possibly assist or identify other organizations that could help.
20	I am not able to provide a response as I don't have any understanding of what was done previously.
21	Increase awareness and communication via other partner meetings or coordination efforts (e.g. institutionalize CHSP recommendations)
22	Unsure

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Figure 22 – Safety Partner Coordination and Responsibilities

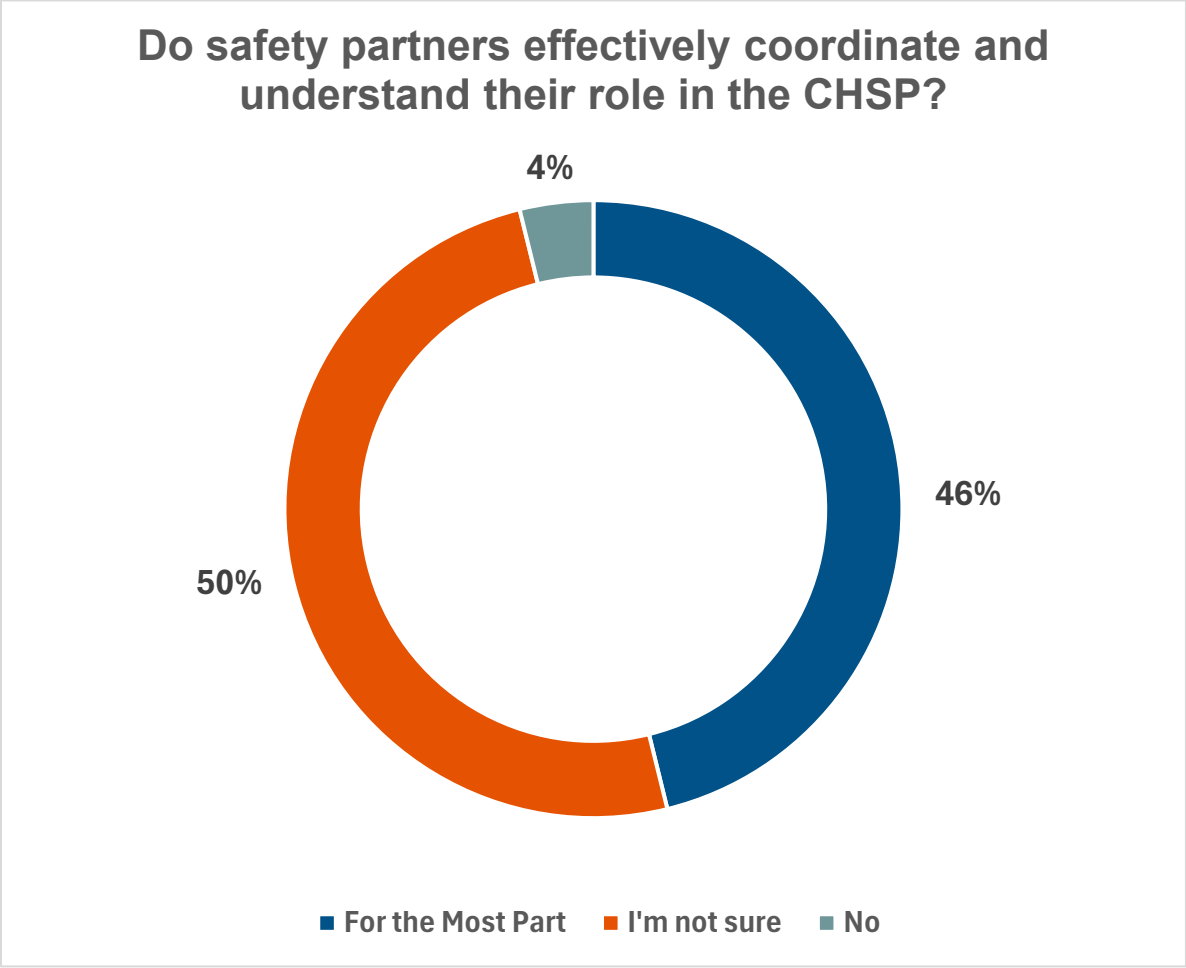

Figure 23 – Agency Coordination

No.	How can coordination be improved among agencies?
1	Better collaboration efforts and liaisons.
2	Expand the Stakeholder List: Reach out to non-traditional partners such as schools, universities, trucking companies, health organizations, nonprofits, and local businesses. Tribal and Rural Organizations: Collaborate with tribal governments, rural community groups, and local leaders to address unique regional challenges. Advocacy Groups: Engage groups focused on pedestrian and cyclist safety, environmental sustainability, and disability access. Build Awareness Through Targeted Campaigns Develop messaging specific to the interests and roles of different organizations, such as workplace safety for trucking companies or safe routes to schools for educational institutions. Social Media and Digital Campaigns: Use platforms like Facebook, LinkedIn, and Instagram to share CHSP goals, progress, and opportunities for involvement. Storytelling: Highlight success stories from organizations already engaged with the CHSP to inspire others to participate. Educate and Empower Organizations Workshops and Webinars: Offer free training sessions to teach organizations how they can contribute to CHSP goals, such as improving workplace safety or hosting awareness events. Actionable Roadmaps: Provide step-by-step guides for how organizations can get involved, from hosting a safety day to incorporating traffic safety into their operations. Peer Learning: Create forums for organizations to share best practices and learn from one another.
3	Establish Clear Roles and Responsibilities Improve Communication Channels Foster Data Sharing and Integration
4	Coordination among agencies can be improved by utilizing technology, such as shared communication platforms, which facilitate real-time information sharing.
5	You just have to find the right person within the agency that is interested enough to make CHSP a priority. Everyone is busy.
6	Support from their management.
7	Ongoing communication

No.	How can coordination be improved among agencies?
8	Ice cream socials?
9	This messaging could be mandatory for ALL agencies.
10	Unsure.
11	No comment
12	I believe the in-person meetings are more impactful. Maybe having some meetings at other agency buildings - instead of always at MDT. It might provide more buy-in from the other agencies.
13	I need to do more research
14	Communication to more than just a couple of people. Partnering agencies. ABCD needs partnerships with law enforcement and training opportunities for law enforcement on what role they play with the division.
15	Need to get the buy in
16	Better communication
17	With continued clear communication.
18	I don't know how it is currently coordinated.
19	Unsure, perhaps tools such as graphic-friendly executive summary or "users guide"
20	Unsure

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Figure 24 – Additional Agencies and Organizations

No.	What agencies or organizations are missing? And what role in reducing roadway fatalities and suspected serious injuries would they play?
1	Education and enforcement
2	There should be a statewide traffic enforcement agency that interacts with enough motorists to make a difference.
3	Montana League of Cities and Towns?
4	Unsure.
5	More EMS & Hospital/Injury Prevention Program people. Not just at the state level
6	Tribal Governments Role: Address unique safety challenges on tribal lands, where crash rates are often higher. Provide localized solutions, such as improved road infrastructure, speed enforcement, and culturally relevant safety campaigns. Enhance data collection and reporting from crashes on tribal lands. Private Sector Businesses Role: Trucking and transportation companies: Promote workplace safety, provide driver training, and implement advanced vehicle technologies. Technology firms: Partner on developing and deploying smart infrastructure, such as intelligent traffic systems and vehicle-to-infrastructure communication. Insurance companies: Offer incentives for safe driving and share crash data for analysis. Community-Based Organizations Role: Advocacy groups for pedestrians, cyclists, and people with disabilities can provide insights into infrastructure and policy needs. Nonprofits can assist in delivering safety education and outreach in underserved communities. Youth and senior organizations can target specific high-risk demographics with tailored safety initiatives. Faith-Based Organizations Role: Use community trust to spread traffic safety messages, particularly in rural areas. Host safety events or workshops for congregation members. Tourism Boards and Hospitality Industry Role: Share road safety messages with tourists unfamiliar with Montana's driving conditions. Partner on seasonal campaigns targeting issues like speeding and impaired driving during peak travel times. Technology Companies and Innovators Role: Support data collection and analysis through AI and predictive modeling. Develop and implement smart road technologies, such as vehicle-to-infrastructure (V2I) systems. Provide platforms for public awareness campaigns targeting younger audiences.

No.	What agencies or organizations are missing? And what role in reducing roadway fatalities and suspected serious injuries would they play?
7	As I am newer to the Transportation profession, I would prefer not to provide an answer to this question until I have a better understanding of the current information.
8	I'm drawing from my years of attendance to the annual traffic safety meeting, it seems like you have done a good job of bringing all the disciplines together. There does not seem to be much participation from the fire service community. They play a huge role in highway incident scene management. Maybe someone from the Montana Fire Chiefs Association, or Volunteer Fire Council.
9	Better data.
10	Not a lot of private organizations or non-traditional members. But you have to make it worth their while.
11	I don't really know who's in so I can't tell you whose out
12	Only those involved in transportation are involved. It could be messaging on Lottery tickets - through HR departments etc
13	Unsure. Perhaps Mothers Against Drunk Driving.
14	No comment
15	No response
16	I need to do more research
17	I don't know
18	not sure
19	Not sure any are missing--I think better communication is needed.
20	I am not sure, I think we have a pretty good representation of the agencies/organizations that play a role in highway safety.
21	From my perspective in the Cannabis Control Division, we not been involved in any campaigns to educate drivers about the dangers of driving under the influence of cannabis.
22	Unsure
23	Unsure

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Figure 25 – Additional Information and/or Resources Needed

No.	What additional information or resources do you need to better contribute to the CHSP implementation?
1	Willpower and Agency.
2	None.
3	Secure funding
4	To significantly enhance my contributions to the CHSP implementation, I would benefit from resources and partnerships that support the integration of the Share the Road Program into every driver education curriculum across the state. This program is essential for fostering mutual respect and understanding between drivers of passenger vehicles, commercial vehicles, and vulnerable road users, such as pedestrians and cyclists. Specifically, I would need: Statewide Coordination: A framework or mandate ensuring that the Share the Road principles are incorporated as a standardized component in all classroom-based driver education programs. Collaboration with the Montana Office of Public Instruction, driver education instructors, and schools to embed this initiative seamlessly into existing curricula. Educational Materials: Comprehensive, engaging, and age-appropriate instructional materials, including videos, infographics, and interactive tools that emphasize safe driving practices around large vehicles and vulnerable road users. Tailored resources that address Montana-specific challenges, such as rural roads, extreme weather conditions, and interactions with commercial vehicles. Instructor Training: Professional development sessions or workshops for driver education instructors to equip them with the knowledge and confidence to teach Share the Road principles effectively. Outreach and Awareness Campaigns: Support for public awareness initiatives that complement classroom education, ensuring these safety messages resonate beyond the classroom and into communities. By integrating the Share the Road Program into every driver education program in Montana, we can cultivate safer driving behaviors at the foundational level, contributing directly to CHSP goals of reducing roadway fatalities and serious injuries. This effort would also empower a new generation of drivers to share responsibility for safer roads.
5	As I am newer to the Transportation profession, I would prefer not to provide an answer to this question until I have a better understanding of the current information.
6	Crash data.
7	Better data.

No.	What additional information or resources do you need to better contribute to the CHSP implementation?
8	Nothing comes to mind.
9	Time
10	Data from last plan
11	This is my first time participating, and I look forward to learning as I go.
12	No comment
13	I am well supported in my position .
14	I don't know.
15	Looking forward to finding out more info through these meetings
16	I am not sure as I try to stay up on current information and resources to be able to assist with the CHSP.
17	The previous CHSP plans would be helpful to read, along with understanding the prior goals/opportunities.
18	None at this time
19	I am new to the CHSP. Participating in this process will be instructive and helpful. Suggested background reading would be helpful.

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Figure 26 – Annual Transportation Safety Meeting Input

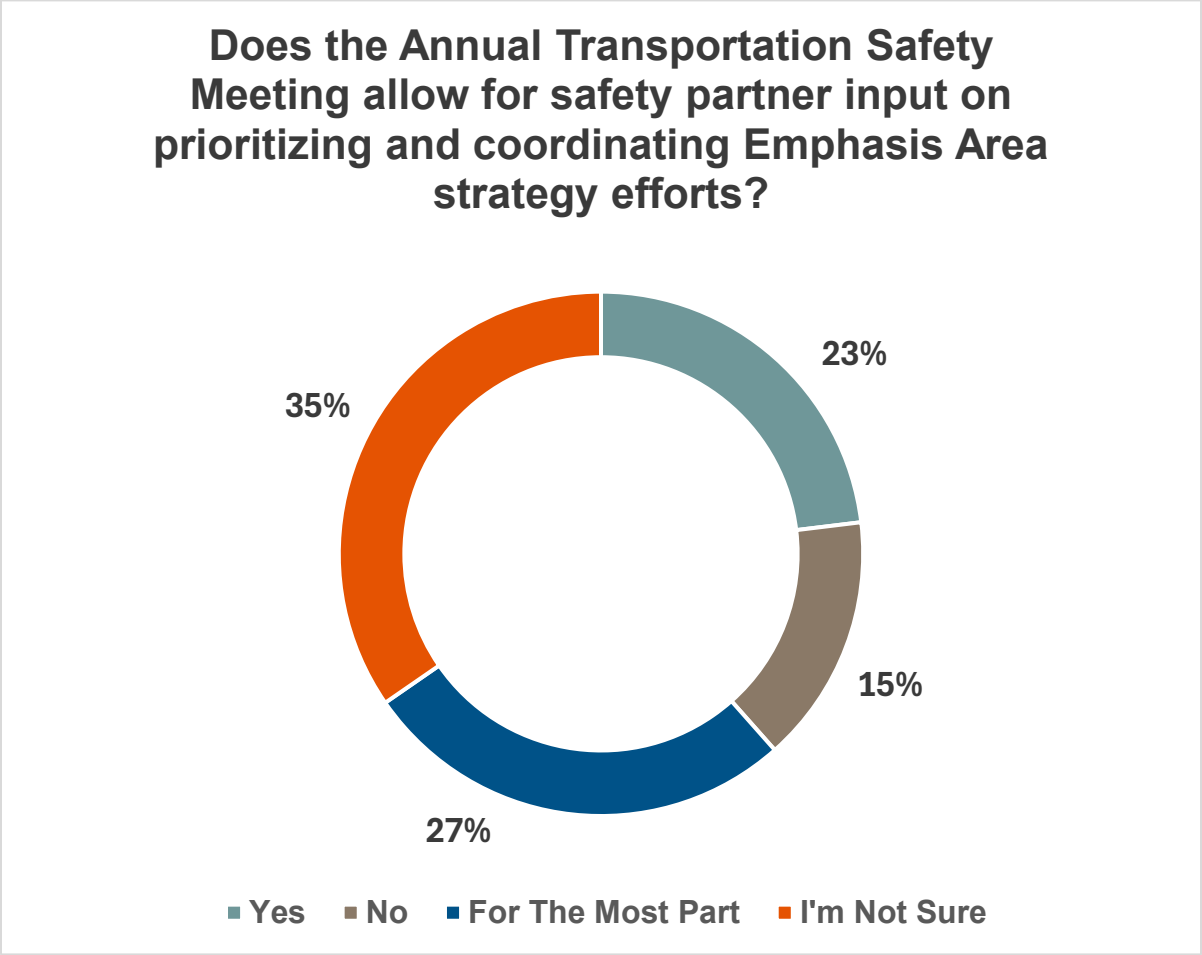

Figure 27 – Annual Transportation Safety Meeting Reporting on Fatal and Serious Injury Progress

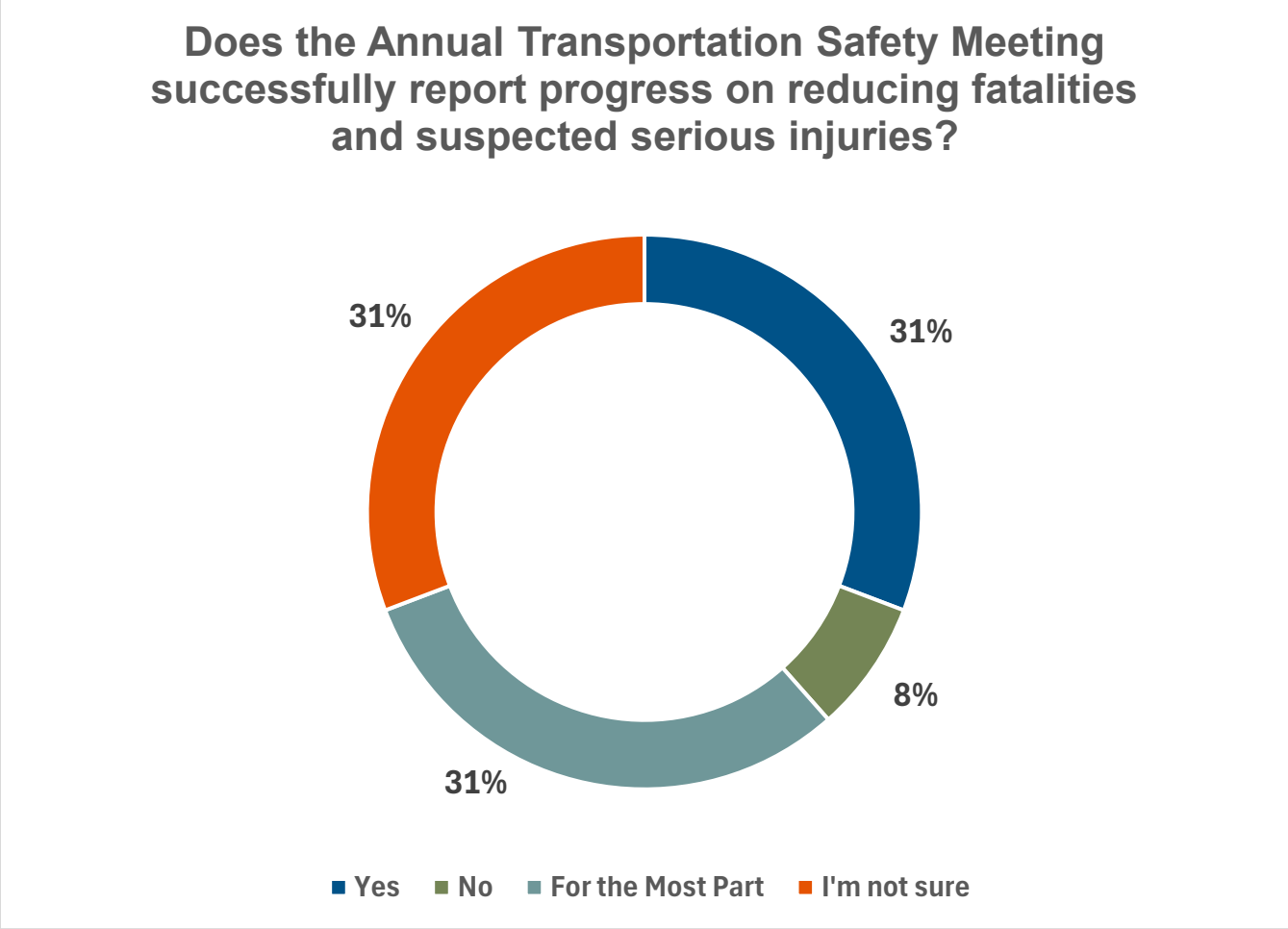

Figure 28 – Additional Annual Meeting Feedback

No.	What additional feedback would you like to provide on the Annual Meeting?
1	I think we get a lot of positive spin on things. I think we should probably hear more about failures and lack of ability to move forward toward objectives.
2	General overview of the plan and successes.
3	None.
4	I think there needs to be more public/private attendance

5	I have not yet had the opportunity to attend the annual meeting due to my workload, but I look forward to participating in the future and providing feedback afterward.
6	I don't have any further feedback to share at the moment, but I'm eager to participate and learn more about the Montana Comprehensive Highway Safety Plan.
7	The annual meeting is very informative. Our office makes it a priority every year to attend and participate. I do miss the tribal meeting day.
8	Look at other states and see if there is a new way to engage folks.
9	I was at a meeting and they incorporated some fun interactive trivia. That kept people engaged so it was not talking heads.
10	I think it was great!
11	It would be helpful to have further breakdown of impairments. The marketing with the dog, Andy, was great.
12	No comment
13	The annual meeting provides an update to attendees and is well received by participants. I would look to the consultant to help identify ways to improve annual meetings.
14	Don't have multiple sessions or team building activities at the same time people are presenting information.
15	if we had working groups that got into smaller groups and were tasked with subjects
16	None at this time
17	None, I think it is good and should be continued.
18	Could be more opportunity for interactive sessions that help provide broader input on goals, strategies of the CHSP

Figure 28 – Emphasis Area Team Minutes

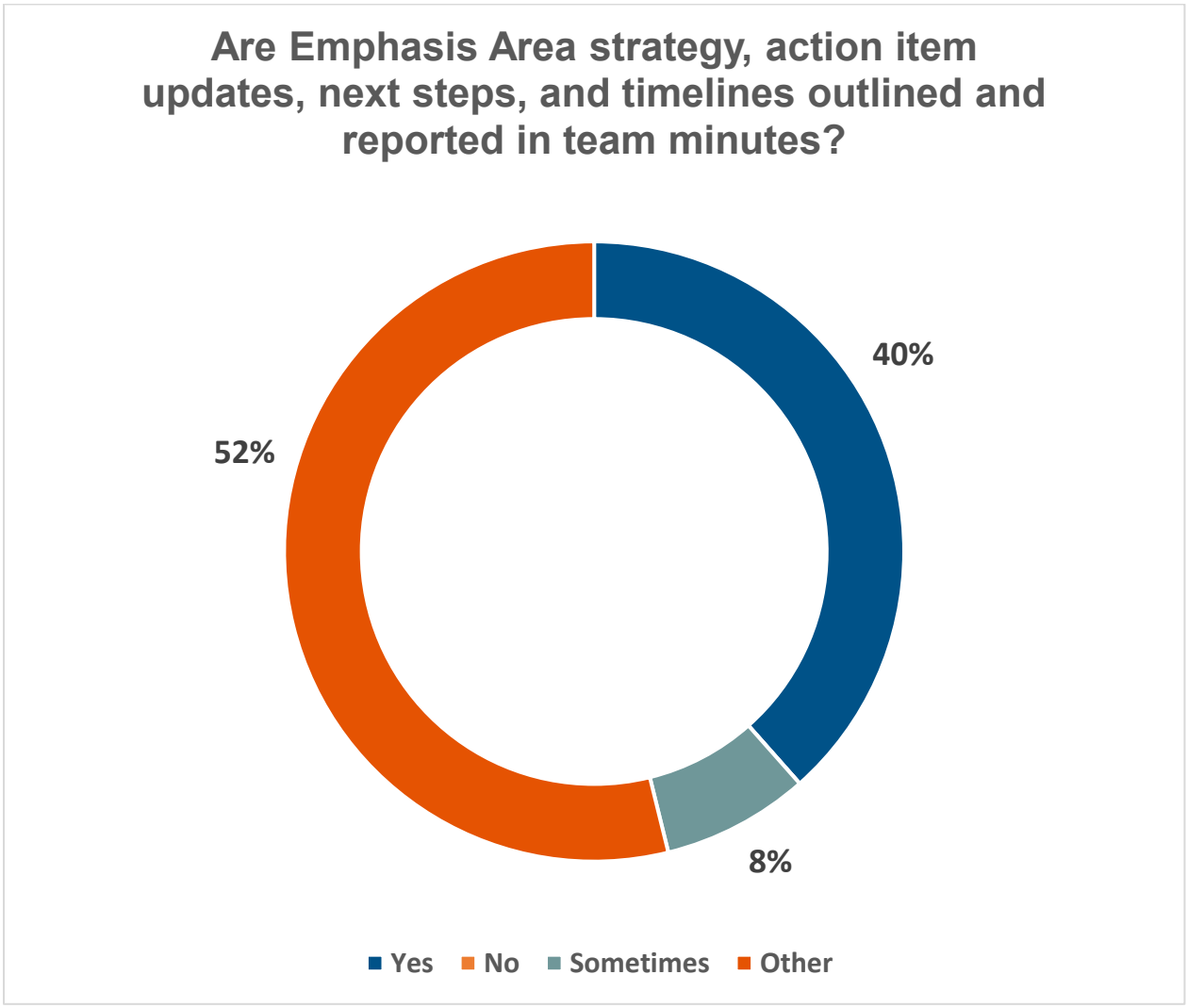

Figure 29 – Annual Crash Data Report of Emphasis Area Related Fatal and Serious Injuries Reductions

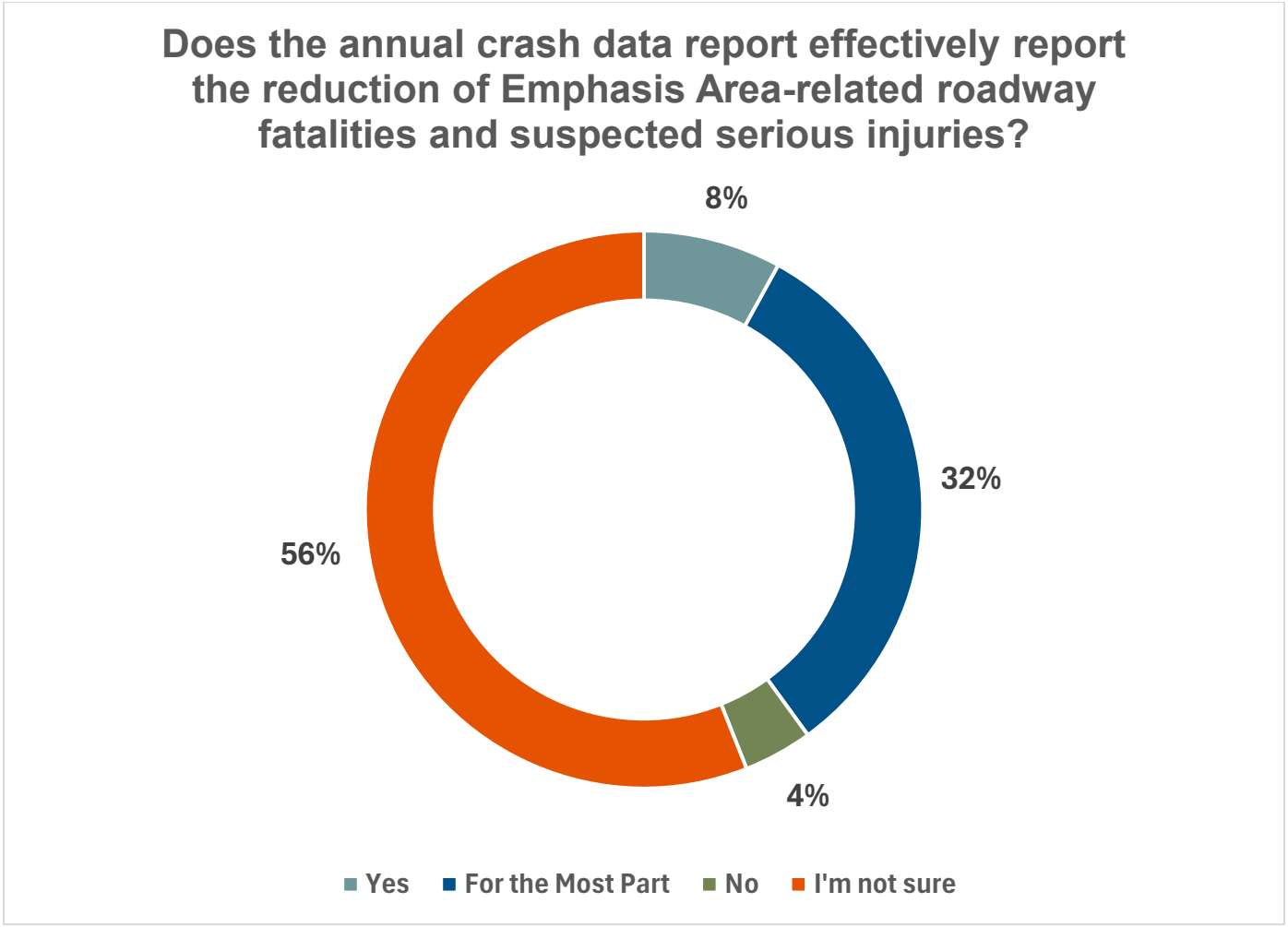

Figure 30 – Emphasis Area Countermeasure Implementation

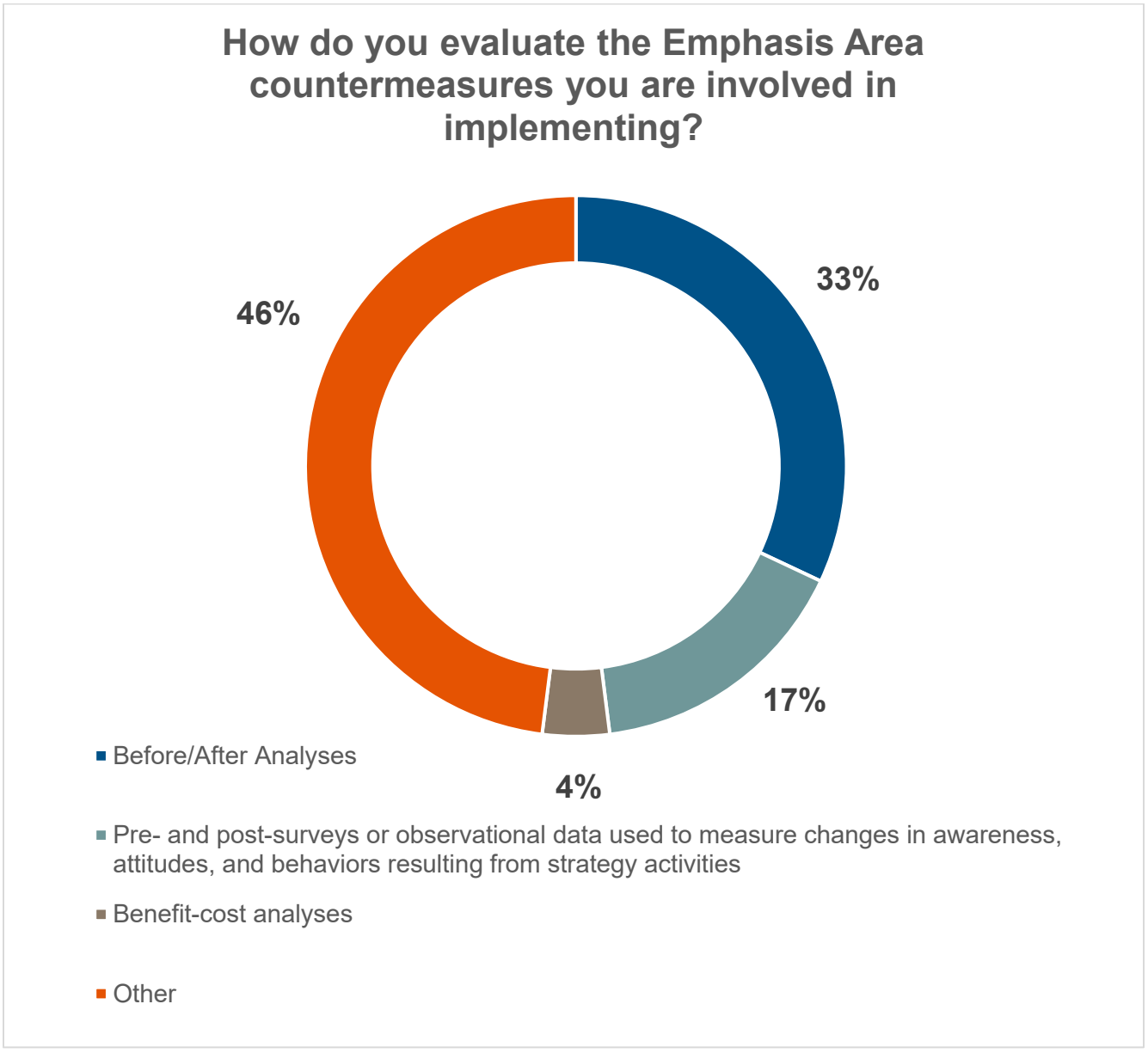

Figure 31 – Emphasis Area Evaluation Improvements

No.	What do you need to improve Emphasis Area evaluation?
1	Realistic measurables
2	Staff
3	Internal surveys in agencies are scary. Public surveys about agencies could be even more frightening. I think public feedback would be eye-opening and beneficial.
4	Unsure.
5	Comprehensive and Reliable Data Real-Time Data Access: Access to up-to-date crash, enforcement, and EMS data to evaluate the immediate impact of strategies. Integrated Data Systems: A unified platform that combines crash data, health outcomes, enforcement activities, and roadway conditions to enable holistic evaluations. Behavioral Data: Information on driver behaviors (e.g., seatbelt use, impaired driving) collected through observational studies or surveys. Geographic Data: Detailed GIS data to evaluate the geographic distribution of crashes and identify high-risk areas for emphasis actions. Cross-Agency Input: A mechanism to collect feedback from all agencies involved in emphasis areas to identify challenges and successes. Community Engagement: Incorporating community feedback to evaluate whether implemented strategies align with local needs and perceptions.
6	As a new member of this committee, I would prefer to refrain from answering this question at this time. I want to ensure I fully understand the Comprehensive Highway Safety Plan before sharing any insights, as I aim to avoid making any misleading statements.
7	I don't think we do a very good job of evaluation of the Post Crash Care Emphasis area. We have a lot of activities, but I think we need to explore how to evaluate the effectiveness of the activities.
8	More structured communication
9	Nothing
10	Time
11	Nothing
12	Unsure.
13	No comment

No.	What do you need to improve Emphasis Area evaluation?
14	I am not aware of the evaluation process for emphasis areas. I am very aware of the HSIP evaluation process and we are currently improving that process internally.
15	Not sure at this time
16	I am not sure.
17	Don't know what that is
18	More information--never heard of this
19	To continue to compile data and trends to determine if countermeasures/strategies are having the intended effect. Possibly add in statewide surveys to assist with this as well.
20	Without any prior knowledge or involvement with the work the advisory committee does, I am not able to provide an answer to this question.
21	More timely crash data (if possible); enhanced information in crash reports, such as clearer delineation of bicycle vs pedestrians involved in crashes. More time and resources!
22	Unsure

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