



# Forward to Vision Zero – Madison

Building Safe Streets for All Through Data,  
Smart Street Design, Equity, and Engagement



## FFY 2022 Safe Streets and Roads for All (SS4A) Funding Opportunity

**Project Type:** Implementation Grant  
**FFY 2022 Funds Requested:** \$15,999,822

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**Supporting Information can be found at:**  
<https://www.srfconsulting.com/city-of-madison-ss4a/>



## Office of the Mayor

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September 15, 2022

The Honorable Pete Buttigieg  
Secretary of Transportation  
U.S. Department of Transportation  
West Building  
Office of the Secretary - Ninth Floor  
1200 New Jersey Ave, SE  
Washington, DC 20590

Dear Secretary Buttigieg,

As in many communities in the nation, the number of serious and fatal crashes in Madison has been rising. However, despite the challenges brought on by the pandemic, we are making great progress towards our goal of eliminating fatal and serious crashes. This Safe Streets for All grant is the opportunity we need to accelerate our work, save lives and show that Vision Zero can be successful in the United States.

In early 2020 I challenged staff across departments to join me in finding solutions to increasing numbers of serious traffic crashes. Working together in an interdepartmental team, the City created our first Vision Zero Action Plan that outlines how we will reach our goal of eliminating traffic fatalities and serious injuries by 2035.

However, staff did not wait until the City had a final plan to get to work. Since 2020, the City has implemented speed limit reductions on over 20 miles of arterial and collector streets, and we are testing a 20 mph local street speed limit in two neighborhoods. We have been making safety improvements to our streets during every reconstruction and resurfacing project, including improvements such as speed management, new sidewalks and improved bike facilities. The City has also developed a High Injury Network based on safety data, designed a new capital program called Safe Streets Madison to prioritize safety projects, and increased funding each year to ensure that proven safety measures like pedestrian islands, curb extensions, and rectangular rapid flashing beacons do not have to wait for a roadway construction project.

The City's Vision Zero engagement has focused heavily on equity priority areas and our grant reflects both what the data tell us and what we have heard from the community. This grant is especially important as it focuses on City neighborhoods identified as disadvantaged by the USDOT metrics as well as additional areas identified by the City. The City of Madison is committed to racial equity and social justice and these projects will help address disparities that exist in traffic safety outcomes as well as disparities in health outcomes, income and other opportunities.

The large number and wide variety of projects and initiatives we are proposing are designed to impact many areas of the city, especially those disadvantaged communities, to engage the public in meaningful conversations on traffic safety, and to create a lasting impact in our community. I have already included the required \$4 million local share in my 2023 Executive Budget, and will ensure the projects and initiatives are successfully delivered if we are awarded this grant.

September 15, 2022

Madison's new systematic approach to prioritize safety has proven to be effective. Traffic fatalities and serious injuries dropped by 29% comparing the first half of year of 2022 with the same period of 2021. The SS4A grant program will help enable Madison to capitalize on this momentum to make decisive strides towards the goal of becoming the first mid-sized city in the United States to achieve zero traffic death and serious injury.

Ensuring our streets are safe for everyone regardless of who they are or how they travel and eliminating traffic fatalities and serious injuries is an ambitious goal but it is also imperative to the health and well-being of our City. I am convinced that Madison can be a model city for Vision Zero and I appreciate you taking the time to consider our application.

Sincerely,

A handwritten signature in black ink, appearing to read "SRConway", written in a cursive style.

Satya Rhodes-Conway  
Mayor



# Forward to Vision Zero – Madison

Building Safe Streets for All Through Data,  
Smart Street Design, Equity, and Engagement

Submitted by City of Madison, Wisconsin

## FFY 2022 Safe Streets and Roads for All (SS4A) Funding Opportunity

### TABLE OF CONTENTS

Key Information Table ..... v

I. Overview ..... 1

II. Location ..... 3

III. Response to Selection Criteria ..... 4

IV. Project Readiness ..... 10

V. Supporting Information ..... 10

### FIGURES

Figure 1 The Vision Zero Network ..... 1

Figure 2 Priority Census Tracts ..... 3

Figure 3 HIN Map ..... 4

Figure 4 Overview of the Methodology ..... 5

Figure 5 Factors Causing Bike and Pedestrian Serious and Fatal Injury Crashes ..... 5

Figure 6 Reduction in Number of Crashes and Severity of Crashes ..... 5

Figure 7 Transportation Impacts by Race ..... 6





# Forward to Vision Zero – Madison

Building Safe Streets for All Through Data,  
Smart Street Design, Equity, and Engagement

Submitted by City of Madison, Wisconsin

## KEY INFORMATION TABLE

<b>Application Name</b>	Forward to Vision Zero – Madison Building Safe Streets for All Through Data, Smart Street Design, Equity, and Engagement
<b>Lead Applicant</b>	City of Madison
<b>If Multijurisdictional, additional eligible entities jointly applying</b>	N/A
<b>Roadway safety responsibility</b>	Ownership and/or maintenance responsibilities over a roadway network
<b>Population in Underserved Communities</b>	8.12 percent
<b>States(s) in which activities are located</b>	Wisconsin
<b>Costs by State</b>	Wisconsin - \$19,999,778
<b>Funds to Underserved Communities</b>	\$7,106,308
<b>Cost total for eligible activity (A) supplemental action plan activities in support of an existing Action Plan</b>	\$334,600
<b>Cost total for eligible activity (B) conducting planning, design, and development activities for projects and strategies identified in an Action Plan</b>	\$3,507,062
<b>Cost total for eligible activity (C) carrying out projects and strategies identified in an Action Plan</b>	\$16,158,116
<b>Action Plan or Established Plan Link</b>	<a href="#">Vision Zero Madison</a> <a href="#">Safe Streets Madison</a>

# I. OVERVIEW

The City of Madison, Wisconsin (herein known as the City) is requesting \$15,999,822 in federal discretionary funding through the FFY 2022 Safe Streets and Roads for All (SS4A) program. The requested funds will accelerate work on infrastructure changes focused on equity areas as well as behavioral and operational initiatives to prevent death and serious injury involving all roadway users in Madison. Some funding is also requested for supplementing defined Action Plan activities and to support continuous improvements in data-driven decision-making.



Madison, located in Dane County, Wisconsin, is the 81st most populous city in the United States and is often recognized as one of the best places to live in the US. Madison’s downtown lies on an isthmus between two lakes and is adjacent to the University of Wisconsin-Madison campus with over 45,000 students. Students attending UW-Madison are encouraged to leave their car at home and walk, bike, or ride the transit which is available at no additional cost to the students. Madison is also recognized a [Platinum city for bicycling](#) by The League of American Bicyclists and a [Gold city for walking](#) by the Walk Friendly Communities program. However, despite these distinctions, 38 people died from all crashes on Madison streets between 2016 and 2020, and hundreds more were injured. The City and the people of Madison recognize that these deaths are preventable and they envision a fundamental transformation in the city’s approach to traffic safety where human life is prioritized over the movement of motor vehicles.

In July 2020, the Madison Common Council adopted [Madison’s Vision Zero goal](#). The Council and the Mayor tasked city staff with developing a Safety Action Plan dedicated towards prioritizing safety for all users. On March 29, 2022 the Vision Zero Madison plan was officially adopted with an aim to eliminate all fatalities and severe injuries that occur as the result of traffic collisions on city streets by 2035. The City’s Vision Zero Plan is a dynamic, living document that outlines strategies and actions to be taken with a focus on safety, equity, and sustainability. Madison is the first city in Wisconsin and one of the few in the Midwest region, to be included in the [Vision Zero Network](#) (Figure 1).

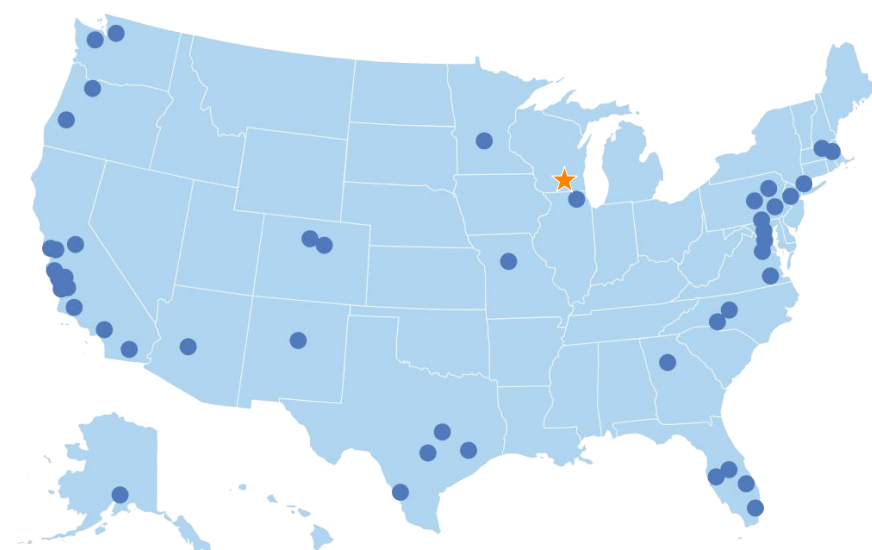
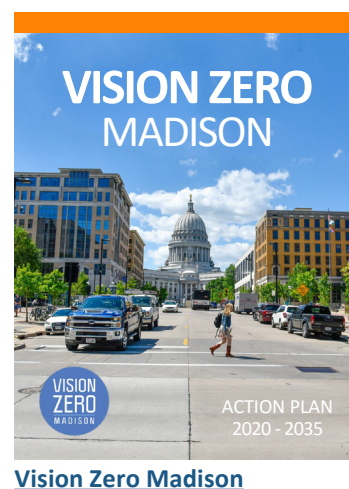
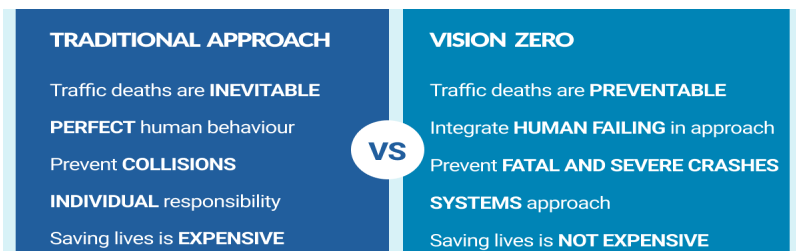


Figure 1 The Vision Zero Network



Madison’s Vision Zero work is driven by data, smart street design, equity, and engagement at its core. In alignment with the USDOT and the Biden-Harris Administration’s goal, the City recognizes that no traffic deaths are acceptable and is working towards achieving this long-term safety goal. Vision Zero identifies a High Injury Network (HIN) consisting of city streets where the likelihood of a serious or fatal crash is most likely to occur. Further, it relies heavily on curated safety and engineering datasets to evaluate types of strategies that should be implemented and where they would be most effective across the HIN. This approach allows the City to identify trends and uncover issues that can be addressed systemically rather than limiting the scope of analysis to isolated incidents. This forward-facing determination of risk factors is a proactive approach that is instrumental in preventing crashes before they happen as well as in mitigating severity of the crash.



In a parallel and coordinated effort in 2020, the City’s Transportation Commission (TC) and the Transportation Policy and Planning Board (TPPB) jointly created a subcommittee to explore a better way to prioritize the City’s investments on roadway safety improvement projects. In July 2021, the committee released its final report merging the various initiatives and existing programs in Madison under one umbrella program called [Safe Streets Madison](#) (SSM). This program incorporated data analysis from Vision Zero HIN, integrated equity into decision-making, and focused on improving safety for vulnerable users. As a result, a [prioritization list](#) of projects and strategies was developed to:

- implement traffic safety measures focused on preventing fatal crashes and serious injuries,
- improve connectivity by closing gaps in the city’s all ages and abilities pedestrian and bicycle networks, and
- ensure that improvements are implemented in a fair and equitable manner.

This application is seeking FFY 2022 SS4A funds to implement infrastructure improvements to 48 unique locations, 21 operational and behavioral initiatives over the entire HIN, and four planning activities to supplement the existing Safety Action Plan. All the listed [projects and strategies](#) will be under the jurisdiction of the City and will be resolving the systemic problems indicated on the HIN map of Madison. While most locations for infrastructure improvements have been identified, the City will finalize remaining locations for operational and behavioral initiatives as the process progresses to provide flexibility in their implementation. The projects and strategies can be broadly classified into:

- Pedestrian/bicycle intersection improvements such as RRFBs, left turn calming, and lighting improvements, to enhance safety,
- Speed management solutions such as arterial street speed reductions, driver speed feedback boards, and physical measures that alter driver behavior,
- New protected bike lanes to upgrade current paint only bike lanes,
- Signal upgrades to increase the number of pedestrian countdown signals and Accessible Pedestrian signals,
- Implementation of the [“20 is Plenty”](#) initiative to additional city streets, to manage driving speeds in neighborhoods,
- Education and training for City Engineering, Traffic Engineering, and Planning staff,

- Improved implementation of safe street design and expanded understanding of PROWAG/ADA design,
- Enhanced support to decrease impaired driving crashes including training for Madison Police Department staff and support for alternatives to driving, and
- Update pedestrian and bicycle network plans to ensure that the latest safety designs are recommended, and projects are prioritized using Vision Zero data and equity metrics.

The large number and wide variety of projects and initiatives are designed to cover wide areas of the city, especially the disadvantaged communities, to engage the public in meaningful conversations on traffic safety, and to encourage a positive safety culture. “Forward” is Wisconsin’s Motto to continuous drive to be a national leader. Since Madison started its Vision Zero initiative, funding for safety improvement projects quadrupled. This systematic approach to prioritize safety has shown positive results in Madison, with traffic fatalities and serious injuries dropping by 29 percent in the first half of 2022 compared to the same period in 2021. The SS4A grant program will help ensure Madison to capitalize on the moment to make bigger and decisive strides towards the goal of becoming the first mid-sized city in the United States to achieve zero traffic death and serious injury.

## II. LOCATION

The Project is located in Madison, the capital city of Wisconsin and the county seat for Dane County. Madison is an urbanized area with a population of 254,977 according to 2019 U.S. Census American Community Survey (ACS) data. Year 2019 ACS data shows the population of the Madison metropolitan area is 653,725.

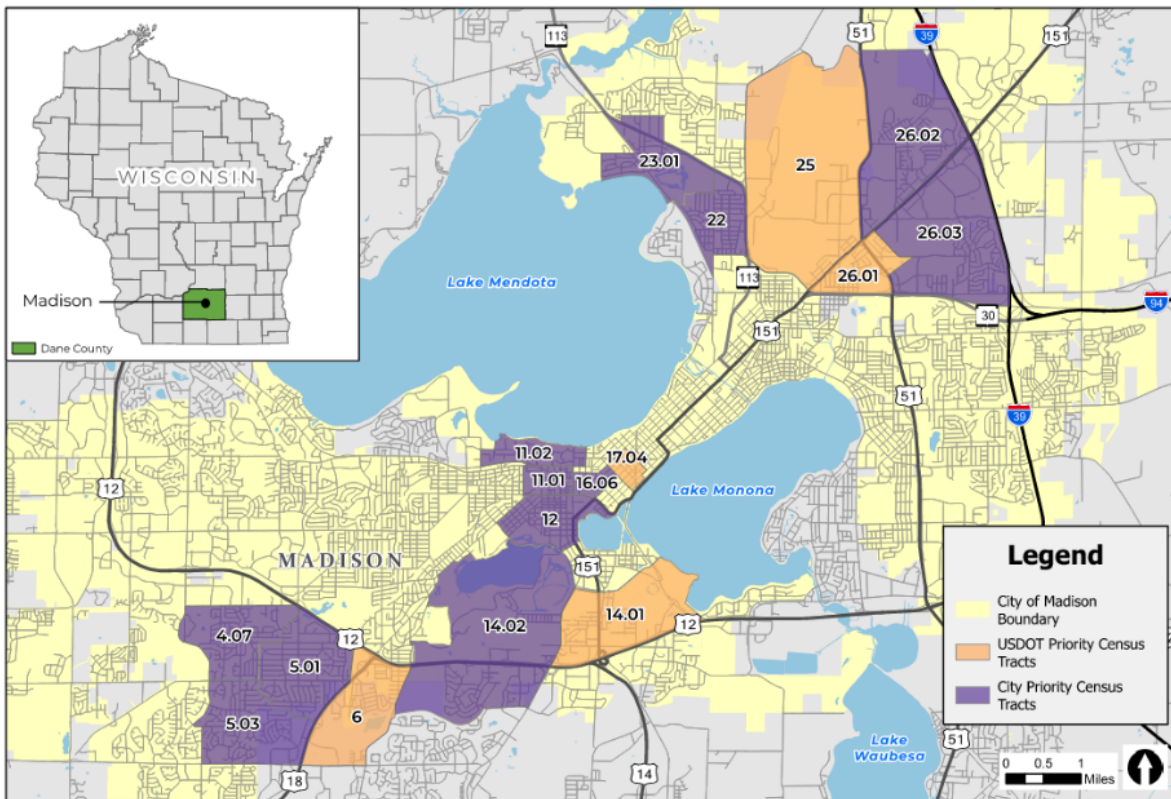


Figure 2 [Priority Census Tracts](#)



Five census tracts (6, 14.01, 17.04, 25, and 26.01) within the City’s jurisdiction are categorized as Disadvantaged Census Tracts according to the Justice 40 Initiative’s [Climate and Economic Justice Screening Tool](#). These tracts are herein referred to as USDOT Priority Census Tracts (Figure 2). The City also identifies twelve census tracts (4.07, 5.01, 5.03, 11.01, 11.02, 12, 14.02, 16.06, 22, 23.01, 26.02, and 26.03) that are located on the HIN map and a high priority for the City due to the high SSM score on the prioritization list. These tracts are herein referred to as City Priority Census Tracts.

Twenty four infrastructure projects identified to implement safety improvements using SS4A funds are located in the census tracts mentioned above. Fourteen of these projects are in disadvantaged communities across USDOT Priority Census Tracts and represent an investment of approximately \$7.1 million. The other safety improvement projects and strategies are spread over the entire HIN in Madison. All the infrastructure project locations are mapped across the [Priority Census Tracts](#).

### III. RESPONSE TO SELECTION CRITERIA

#### 1. Safety Impact

##### 1.1 Description of the Safety Problem



Source: UW TOPS Lab Crash Data 2016 - 2020

In order to evaluate the safety impacts of the fatal and serious injuries in Madison, the mapping of High Injury Network (Figure 3) was adopted in the Vision Zero plan by the Transportation Commission and the Common Council. The methodology for the HIN map was developed in collaboration with the University of Wisconsin-Madison’s Traffic Operations and Safety (TOPS) Laboratory.

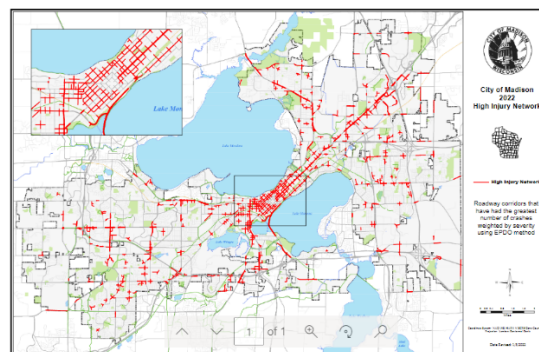


Figure 3 [HIN Map](#)

The methodology consisted of network segmentation into intersections and segments, crash data collection, and evaluation of crash frequency analysis using the Equivalent Property Damage Only (EPDO) for all crashes and safety focus areas (Figure 4). Since all facilities safety estimates are based on the EPDO which is a single representation of crash occurrence of different crash severities at a roadway facility, level of risk was evaluated in terms of the mean EPDO and standard error by facility type. The higher risk locations were identified by evaluating 4,590 intersections and 8,855 non-intersection segments throughout the city. The evaluation also accounted for the societal costs of different types of crashes to provide more weight to fatal and serious injuries.

Several maps were created and evaluated for different focus areas including all crashes, pedestrians and bicycle crashes, speeding, hit and run, alcohol and drugs related, dark lighted condition, dark unlighted condition, and various seasons. The sites with the highest likelihood of fatal or serious injury crashes were then included on the HIN map. The developed methodology also included a predictive tool which helps identify the most cost-effective treatments with the greatest safety impact.

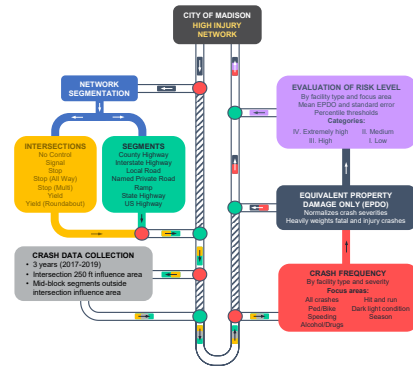


Figure 4 Overview of the Methodology

### 1.2 Safety Impact Assessment

The City of Madison is projected to gain over 43,000 residents between 2010 and 2040, the largest numeric increase in the state. This growth needs to build infrastructure where limited public space, resources, and support are allocated to those who need it most, including vulnerable users.

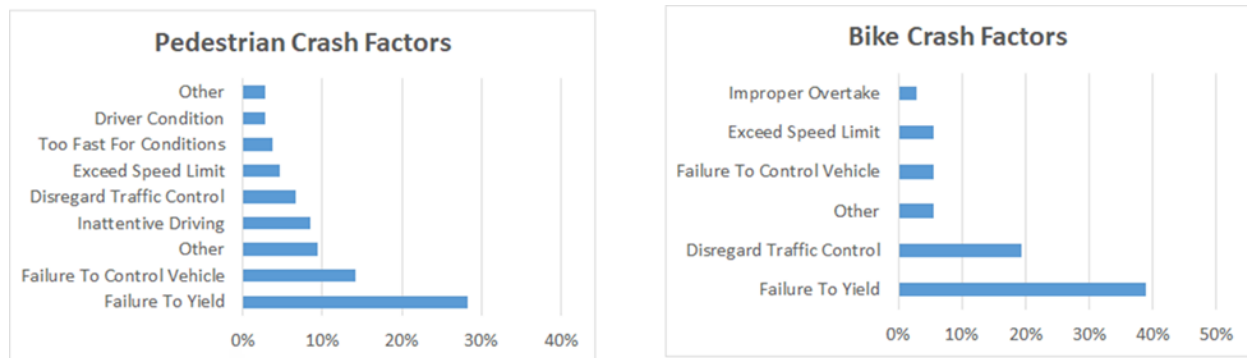


Figure 5 Factors Causing Bike and Pedestrian Serious and Fatal Injury Crashes

As seen in Figure 5, the factors causing fatal and serious crashes in bicyclists and pedestrians are due to traditional design of streets that prioritizes car-centric design over comprehensive multimodal people-centric systems. The proposed projects and strategies will improve street design by implementing proven low-cost and high-impact strategies such as road diets, speed management, and through improving intersections, especially for people walking and biking. This will change people’s behavior by using geometric elements and road design to improve safety for all users – vehicular, pedestrian, bicyclists etc., thereby reducing the severity of a crash.

Evidence shows that Madison’s multi-disciplinary and systemic approach to improve safety is working. From January through June, Madison has experienced lowering of total crashes by five percent but much more importantly, lowering of fatal and serious crashes by 29 percent, compared to the previous year. Madison’s approach has proven to buck the national trend of an increase in traffic fatalities and serious injuries.

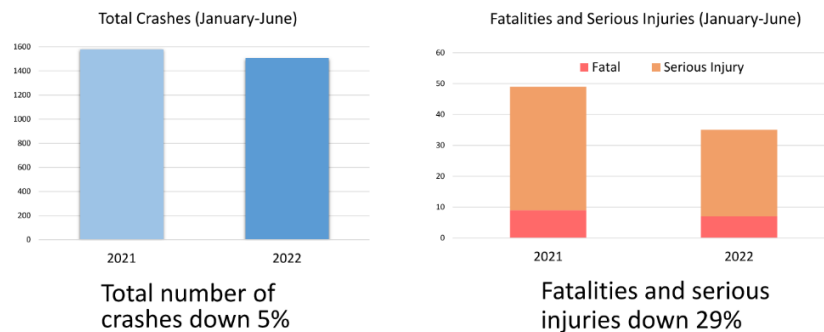


Figure 6 Reduction in Number of Crashes and Severity of Crashes

Madison’s [Vision Zero](#) and [Safe Street](#) plans document metrics in an annual report to measure the benefits of implementing the proposed projects and strategies. These include several key performance indicators (KPIs) such as yearly mileage of speed limit reductions, number of pedestrian and bike gaps closed, percentage of vehicle miles traveled (VMT) reduction, racial equity and social justice metrics to name a few. These KPIs are reported by Safe Streets, Safe People, Safe Vehicles, Safety Data, Equity, and Safety Focused Enforcement categories. The measures will ensure that information is collected consistently and project benefits are effective over time.

### 1.3 Implementation Costs

The itemized cost of projects and strategies, including capital costs for infrastructure, behavioral, and operational safety improvements are listed [here](#).



## 2. Equity, Engagement, and Collaboration

The Vision Zero Action Plan and Safe Streets Madison Program are part of a larger effort to improve not just traffic safety in Madison but also to further the City’s broader equity goals. In 2013, the City launched the [Racial Equity and Social Justice Initiative](#) that focuses on eliminating racial and social inequities in municipal government by implementing equity strategies that influence City policies and budgets, City operations, and the community.

As part of Vision Zero plan development, the City conducted equity analysis and disproportionate impact analysis to understand the disproportionate levels of traffic injuries and fatalities affecting people of color. This analysis involved data from the Wisconsin Department of Health Services (DHS) that shows significant racial and ethnic disparities

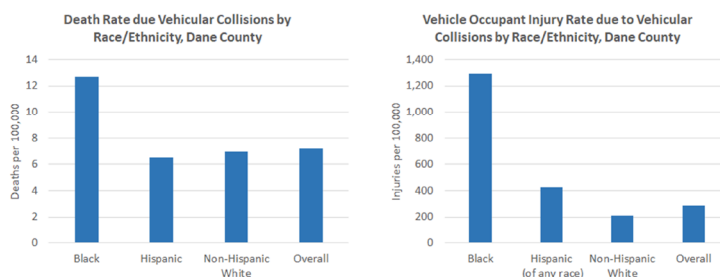


Figure 7 [Transportation Impacts by Race](#)

in both the rates of injury and death across all forms of transportation (Figure 7). In fact, the rate of fatalities for black residents in motor vehicle accidents is nearly twice that of all general population. The motor vehicle and pedestrian injury rates are more than four times higher.

These inequities were also confirmed through the City’s community outreach and engagement initiative, [Let’s Talk Streets](#), which integrates community voice in the design and function of city streets. Throughout the engagement process, participant demographics and evaluations were tracked to understand who has been involved in the planning process and identify where greater outreach efforts were needed.



**1513 residents engaged**

The proposed projects seeking SS4A funding are heavily influenced by the original Let’s Talk Streets focus groups as well as from engagement conducted in Summer 2022. Vision Zero staff attended events held at parks that serve low income and racially diverse neighborhoods to talk about street improvements. Residents were asked to prioritize enhancements that supported improved transit, walking, biking, driving, accessible sidewalks, and protected bike lanes. In the original Let’s Talk Streets outreach, the City heard frequently that not all neighborhoods had streets that supported safe mobility to access local businesses and important neighborhood destinations. Focus group participants discussed inequities in improvements and listed stark contrasts between streets they travel on daily

and those in wealthier, whiter neighborhoods. Their feedback led to selection of projects that were focused on identifying disadvantaged neighborhoods and projects serving UW-Madison students, who predominantly walk, bike, and ride transit.

The City has made big strides on improving equitable investment in underserved communities in Madison to prevent traffic fatalities and serious injuries. Moving forward, the City proposes to implement, as part of this funding request, enhanced community outreach and engagement initiatives to even better integrate equitable community feedback in its decision-making processes.

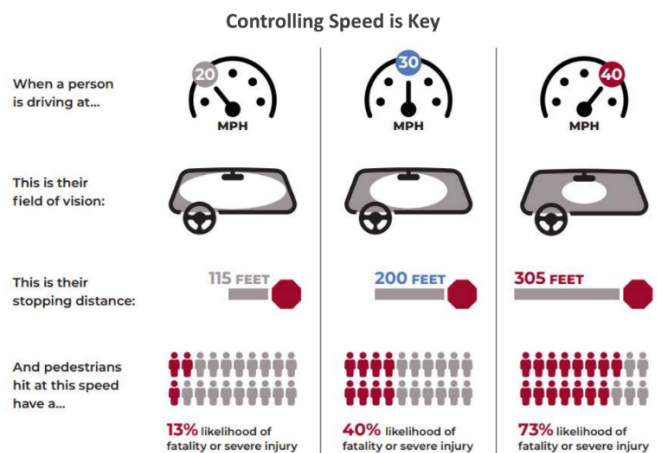


### 3. Effective Practices and Strategies

#### 3.1 Create a Safer Community

Vision Zero and Safe Streets Madison follow the Safe Systems and Complete Streets approach in all their work. The City has reduced speed limits on several miles of City streets since launching these initiatives and focused funding on low-cost and high-impact improvements like adding RRFBs, pedestrian islands, curb extensions and adding signal improvements. The City’s reconstruction and resurfacing projects have added safety elements such as raised path crossings, filled sidewalk gaps, added buffered bike lanes, RRFBs, narrowed travel lanes, and added traffic calming features. However, there is much more work that needs to be done if the City is to meet its goal of eliminating serious and fatal crashes in all areas of the City and for all users. The proposed projects include specific projects to better address equitable safety outcomes as well as a mix of proven safety countermeasures that are low-cost, high-impact and improve safety over the entire HIN.

As mentioned earlier, these projects and strategies integrate equity into decision-making. The City will implement enforcement policies that do not disproportionately target people of color and instead focus on hazardous behaviors that will make an impact on persistent behavioral safety issues. The City will also collect and analyze traffic enforcement data by race to ensure that disparities are being eliminated in the long term, as part of other ongoing initiatives.



Concept and data: **TOOLE**  
Toole Design Group, LLC DESIGN

#### 3.2 Safe System Approach

Madison’s Vision Zero Action Plan and Safe Streets Madison Program are based on Safe System Approach outlined in USDOT’s [National Roadway Safety Strategy](#) (NRSS). Madison’s plan employs Safe Streets, Safe People, Safe Vehicles, Safety Data, and Safety Focused Enforcement as its core elements. SS4A funding will enable Madison’s implementation of a mix of infrastructure, behavioral and operational safety projects and strategies, as prioritized in these plans.

These projects and strategies are people-centered and view human life and health as paramount. Vision Zero recognizes that humans will never be perfect. Instead of influencing individual behavior directly, it aims to shape policies, systems, and the built environment to encourage the desired behavioral choices. The proposed projects include projects to close sidewalk gaps and add protected bike lanes to separate users in different spaces, in tandem with projects to reduce speeds through

street design to reduce the severity of any crashes that do happen. Other projects focus on increasing user awareness such as crosswalk lighting improvements where historically crashes have occurred after dark.

Similarly, the infrastructure projects directly support evidence-based actions and activities identified in the NRSS and reflect the engagement conducted as part of the Vision Zero planning process. Further, the plans prioritize improving the use of data to make its approach more efficient and effective. It considers demographic information, vulnerable communities, and geographic disparities in addition to data that is normally collected in police and public health reports. This approach leads to reducing the severity of collisions. The City will evaluate, prioritize projects, and issue annual reports to measure progress towards the desired safety goals.

### 3.3 Complete Streets

In 2009, the City’s Common Council reaffirmed its commitment to Complete Streets and directed staff to follow, to the extent possible, Complete Streets concepts for all new developments, redevelopments, and street reconstruction projects. In 2021, the City began working on a Complete Green Streets guide that will assist staff in designing city streets as vital public spaces with a focus on healthy, equitable urban design. Together with Vision Zero, the Complete Green Streets project can aggressively address unsafe road conditions, while also creating streets that support equitable mobility and sustainable transportation choices.

The proposed projects seeking SS4A funding will incorporate urban tree canopy and green infrastructure to the largest extent possible, which is crucial for climate change mitigation and adaptation. For example, the included sidewalk projects will be designed to minimize tree removal and include new trees. Sidewalk projects will also offer an opportunity to evaluate the locations for rain gardens and assess the value of adding permeable concrete. Many of the proposed projects will also remove barriers for individuals with disabilities by installing accessible pedestrian signals and other accessible measures Madison has transitioned from a traditional auto-centric city to a human centered community with a built environment that supports health, safety, and a high quality of life for all. Funds awarded through this SS4A grant will help Madison expand and accelerate these complete street initiatives community wide.



*State Street, Madison over the years.*

### 3.4 Innovative Practices and Technologies

The City of Madison has a strong Smart City Initiative and is committed to piloting new practices and technologies. Madison has an award-winning Transportation Systems Management and Operations

(TSMO) program to promote system efficiency and safety. The City use a wealth of data, including subscription to big data services such as Streetlight Data, to manage the life cycle of a project, from initial planning to final evaluation.

The City has partnered with the TOPS Lab to build a [connected corridor](#) that spans four miles along Park Street serving some of the disadvantaged neighborhoods such as South Madison. This project won the Intelligent Transportation Society of Wisconsin Project of the Year Award in 2021. The connected vehicle data will be used to help evaluate safety and equity improvements across projects. This proposal includes funding to continue working with the TOPS Lab and other partners to evaluate proposed projects and improve data-driven processes. A predictive model will also be developed to help better prioritize future safety improvement projects.

This application is also requesting funds to trial pavement art as a safety improvement and to generate support for updating the City's ordinance to increase usage outside low volume neighborhood streets.



#### 4. Climate Change and Sustainability, and Economic Competitiveness

The City was an early leader in building community resilience in the face of climate change and economic crises. In 2011, the City published its [Sustainability Plan](#) which was a result of initiatives in action since 2003. In 2020, the Sustainable Madison Committee (SMC) was tasked with creating a 10-year update to the plan, which is currently in progress. The Sustainability Plan serves as a cohesive document that articulates the goals and actions that are critical to the City's mission of sustainability, drawing from commitments in other city plans, such as the Comprehensive Plan, Vision Zero, and making explicit goals that are not captured elsewhere. The projects and strategies prioritized for funding under this application have been developed aligned to these goals.

***Reduce motor vehicle-related pollution such as air pollution and greenhouse gas (GHG) emissions.***

Strategic goal # 10 from the Sustainability Plan directly supports this goal. The City is committed to reduce greenhouse gas emissions from vehicles community-wide to achieve the City's goal of reaching net zero emissions community-wide by 2050. The proposed projects, in combination with the City's planned Transportation Demand Management Ordinance, will achieve this goal by building a framework of multimodal transit options, though enhanced protected bike lanes and improved transit access, which will capture single-occupancy vehicle trips. Strategies such as "20 is Plenty", e-cargo bike libraries for city employees and residents, will contribute towards these goals through speed management within city streets and reducing vehicle miles traveled. In addition, the proposed projects and strategies support fiscally responsible land use and transportation efficient design that reduces GHG emissions, increases energy savings, air quality improvements, and above all safety.

***Increase safety of lower-carbon travel modes such as transit and active transportation.*** Strategic goals # 12 and 13 from the Sustainability Plan directly support this goal. Several projects identified in USDOT as well as City Priority census tracts address gaps in the walking network with a focus on improving accessibility for people of all age and abilities to increase mode share. These improvements increase active transportation options around the city, especially in underserved communities.

***Includes storm water management practices and incorporates other climate resilience measures.***

Strategic goals # 14 to 19 from the Sustainability Plan directly support this goal. These goals ensure the design of city streets is compliant to best management practices that conserve the natural systems and lead to a zero-waste environment while enhancing resiliency of the infrastructure. The environmental review and engineering design of the proposed projects will incorporate these guidelines.

**Lead to increased economic or business activity due to enhanced safety features, increased mobility, and expanded connectivity for all road users to jobs and business opportunities, including people in underserved communities.** Strategic goals # 20 to 22 from the Sustainability Plan directly support this goal. These goals ensure that the City supports environmentally-sustainable private business growth, operations, and practices.

**Demonstrate a plan or credible planning activities and project delivery actions to advance quality jobs, workforce programs.** The City is an employer committed to ensuring affirmative action, equal opportunity, and nondiscrimination in compliance with Madison General Ordinance Chapter 39, and federal and state laws. Strategic goal # 23 from the Sustainability Plan directly supports this goal. The City has a strong affirmative action program in selecting vendors and contractors. It aspires to develop a green workforce and create equitable access to green jobs with a [living wage](#). It also identifies and partners with private industry, local business organizations, and local trade unions to create and grow a green jobs pipeline within the community. The resident panels provide income for residents in disadvantaged neighborhoods and help them develop skills while engaging the community.

Madison is recognized as an early adopter and leader for providing relatively low-cost solutions that involve technology and active traffic management to reduce congestion, enhance safety, and improve the overall utility of Madison’s transportation network.

## IV. PROJECT READINESS

The City guarantees that all necessary activities will be completed within five years of grant execution. It has extensive experience delivering projects funded through successful federal grants. The City regularly received funding through the Transportation Alternatives Program, Surface Transportation Block Grant, Highway Safety Improvement Program, and Carbon Reduction Program, and has a long history of successfully delivering these projects on time. Madison City Council passed a [resolution](#) in July 2022 to support the City’s application for the SS4A program. The \$4 million in local matching funds have already been included in Mayor Satya Rhodes-Conway’s 2023 Executive Budget and is documented [here](#). The Project is immensely supported by all partners and stakeholders, including the local and regional communities, and documented through the various [letters of support](#).

The City is well-versed with delivering large-scale projects completed through the National Environmental Policy Act (NEPA) review process. All proposed projects and strategies will conform to current USDOT, AASHTO, and WisDOT standards for design and ADA compliant pedestrian infrastructure. All property and right-of-way (ROW) acquisitions, as needed, will be completed in accordance with 49 CFR Part 24 and other Federal regulations by the City. It has an experienced ROW acquisition staff who have been actively involved in the project development process. The City anticipates construction will begin Spring/Summer 2026 and be completed by Fall 2028. All major project and strategy milestones as identified in the project [schedule](#).

## V. SUPPORTING INFORMATION

Links to supporting documents are included throughout this narrative. All supporting documents and the SS4A grant application narrative are available to view at the following webpage:

<https://www.srfconsulting.com/city-of-madison-ss4a/>