



ROAD SAFETY AUDIT: HIGHLAND DRIVE IN HOLLADAY

8/24/2026

PREPARED FOR:



SUBMITTED BY:



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1. INTRODUCTION

The city of Holladay, Utah, submitted a request to the Wasatch Front Regional Council (WFRC) to conduct a Road Safety Audit along Highland Drive. WFRC approved this request and retained METHODS Consulting as a third-party consultant to perform a Road Safety Audit with WFRC and staff from Holladay, including city council, engineers, and planners in March 2026. This report summarizes the existing conditions of the project area, observations made in the field and short-, medium-, and long-term recommendations.

Road Safety Audit Definition

According to the Federal Highway Administration (FHWA), a **Road Safety Audit (RSA)** is a formal safety performance examination of an existing or future road or intersection by an independent, multidisciplinary team. It qualitatively estimates and reports on potential road safety issues and identifies opportunities for safety improvements for all road users.

Figure 1: Summary of What RSAs Are and Are Not

RSAs <u>are</u> :	RSAs <u>are not</u> :
♦ Focused on road safety ♦ A formal examination ♦ Proactive in nature ♦ Conducted by a multidisciplinary team ♦ Conducted by a team independent of the operations, design, or ownership of the facility ♦ Conducted by a qualified team ♦ Broad enough to consider the safety of all road users of the facility ♦ Qualitative in nature	♦ A means to evaluate the design of a facility ♦ A check of compliance with standards ♦ A means of ranking or justifying one project over another ♦ A means of rating one design option over another ♦ A redesign of a project ♦ A crash investigation (although the crash history of an existing facility is reviewed by an RSA team)

Road Safety Audit Meetings and Process

As noted above, the RSA process is conducted in accordance with FHWA guidelines.

Figure 2 outlines the steps involved in an RSA.



Figure 2: Key Steps in a Road Safety Audit

Stakeholders and points of contact participate throughout the process, particularly during key meetings. The kick-off meeting introduced concept of an RSA, its process, and the responsibilities of the point of contact. At the organization meeting, WFRC staff, METHODS staff, and the point of contact identified the following locations for the field review:

- 3900 South
- Lincoln Lane
- 4500 South
- Cresthill Drive
- Murray Holladay Road

At the stakeholder meeting the RSA process was introduced, key features of the corridor were presented, and the plan for the field review was outlined. At the field review, observations were made at the locations outlined above. Key takeaways from the field review are included in the Appendix. The consultant team presented the identified key concerns and potential solutions at the intermediate meeting.

Project Team and Field Review

RSAs require an independent, qualified, and multidisciplinary team of experts. Team members should act independently of the project owner/design team and have the freedom, ability, and comfort to comment frankly on potentially controversial safety issues. Having a combination of skills and experience in different areas is also helpful to ensure the most critical aspects of the project are addressed¹.

The Highland Drive RSA's team included 11 members, identified in Table 1 with the elements of the audit for which they were present. Erica Wygonik of METHODS Consulting was the RSA team leader; Jeremy Searle led the field review.

Table 1: RSA Team Members and Attendance

Name	Agency	AM Peak Hour Review	Stakeholder Meeting	Field Review	PM Peak Hour Review	Intermediate Results Meeting
Jared Bunch	Holladay City Engineer		X	X		X
Justice Tuffour	Holladay City Planner		X	X		
David Sundwall	Holladay City Council		X	X		X
Matt Durham	Holladay City Council		X	X		
Fariba Soltani	WFRC		X	X		X
Wayne Bennion	WFRC					X
Erica Wygonik (team leader)	METHODS (Consultant)					
Ian MacGregor	METHODS (Consultant)	X	X	X	X	
Dallas Wall	METHODS (Consultant)		X	X		
Jeremy Searle	METHODS (Consultant)	X	X	X		X
Savanah Allen	METHODS (Consultant)					X

¹ FHWA Road Safety Audit Guidelines, Publication No. FHWA-SA-06-06, page 27

The team gathered for a stakeholder meeting at Holladay City Hall at 9:00 am on March 12, 2026, then held a field review, driving the corridor and making stops at key locations to discuss and observe together. After the formal field review was over, METHODS walked along the length of the corridor to make additional observations and collect data. Findings and analysis from these observations are included in this report.

Following the field review and additional observations, METHODS met with members of the RSA team to discuss a list of short-, medium-, and long-term recommendations to include in the final report.

2. PROJECT CONTEXT

The total length of the study corridor is the 2.0-mile segment between 3900 South and Arbor Lane. The project corridor is located between I-15 and I-215, east of 1300 East. Highland Drive is a north-south route and is federal aid eligible road (2266)². Most of the land use surrounding this segment of Highland Drive is residential. However, there are some key destinations along the corridor. Near 3300 South is a commercial zone, St. Mark's Hospital is located on 3900 South, and the Softball Complex is located between 3900 South and 4500 South. At the intersection with 4500 South, there is an assisted living facility, as well as a credit union. At the southern end of the study area, Holladay Hills is under construction as a mixed-use development at the former Cottonwood Mall site. A vicinity map of the study corridor is shown in Figure 2.

² Federal-aid eligible roads are roads the Federal-Aid Highway Program supports with financial assistance for the nation's highway network, which includes locally owned roads. <https://www.fhwa.dot.gov/federal-aidessentials/federalaid.cfm>

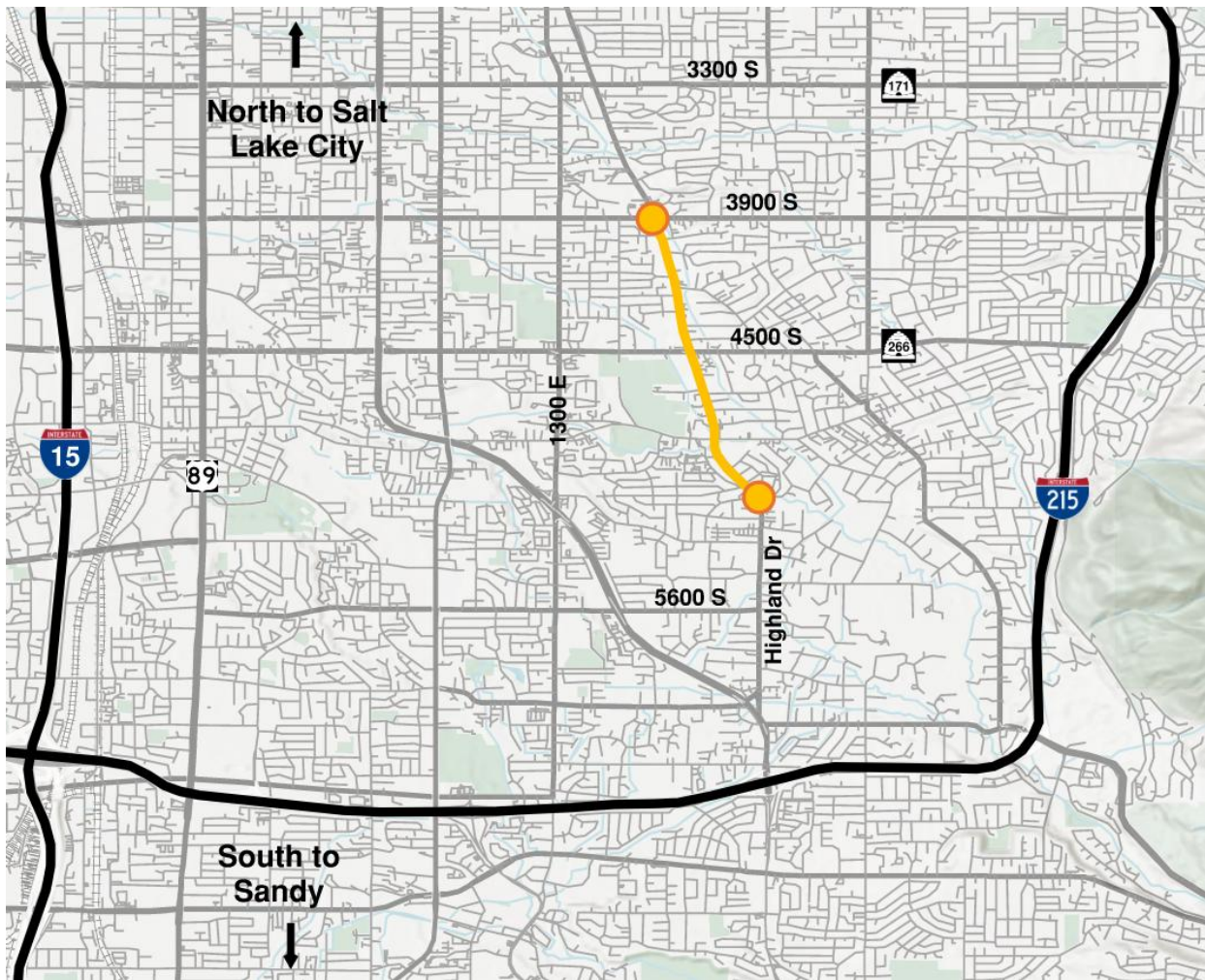


Figure 3: Project Location

WFRC Comprehensive Safety Action Plan

The WFRC Comprehensive Safety Action Plan (CSAP) was completed in 2024. This plan presents strategies to reduce roadway fatalities and serious injuries in the WFRC region. Highland Drive was one of the corridors identified in the plan for safety improvements. Safety measures identified in the plan are shown in [Figure 4](#).

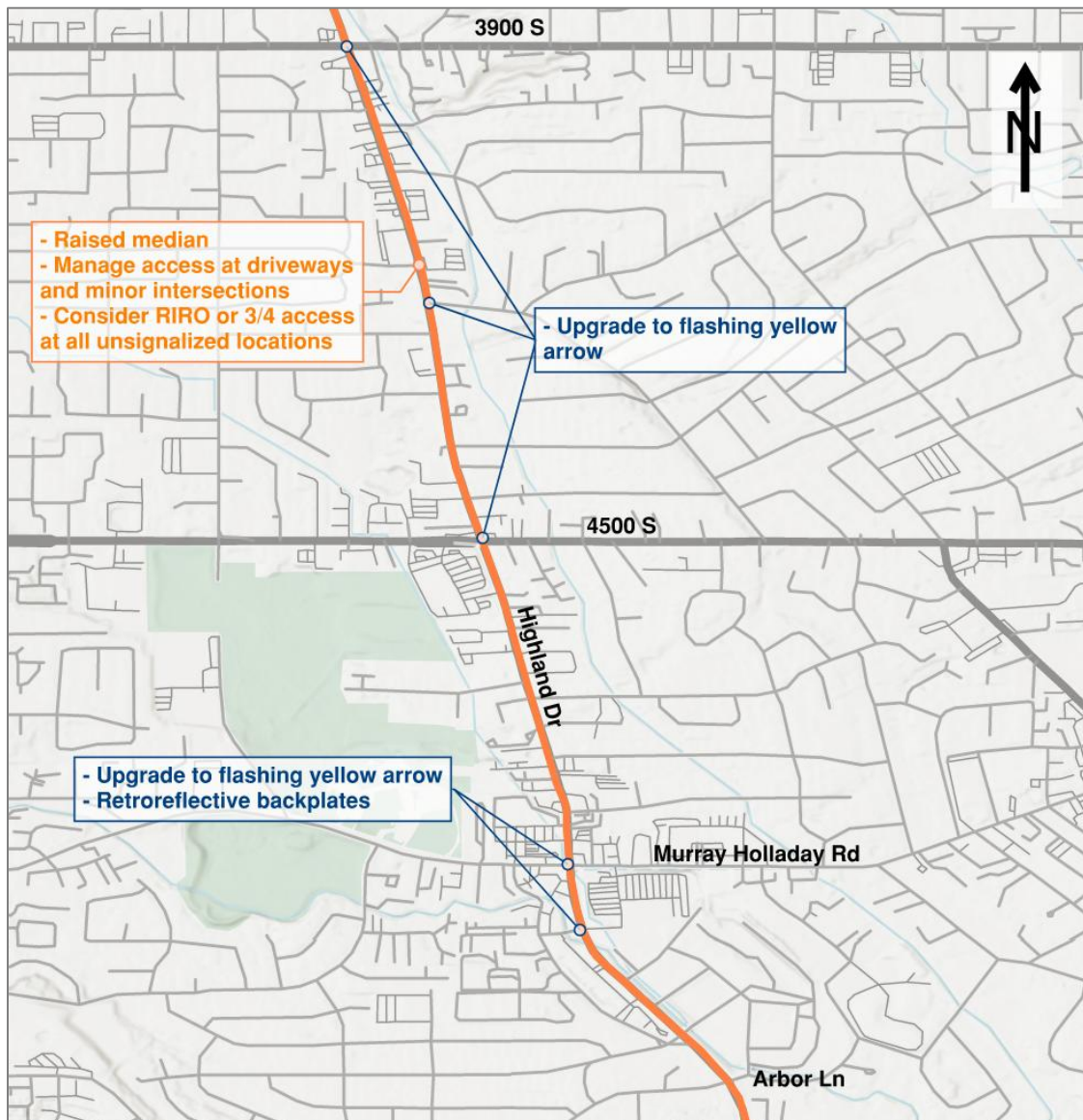


Figure 4: Safety Measures Identified in WFRC CSAP

3. EXISTING CONDITIONS

The study corridor is the 2.0-mile segment between 3900 South and Arbor Lane.

Roadway Cross Section

Currently, the cross sections vary throughout the corridor, as shown in **Figure 5**.

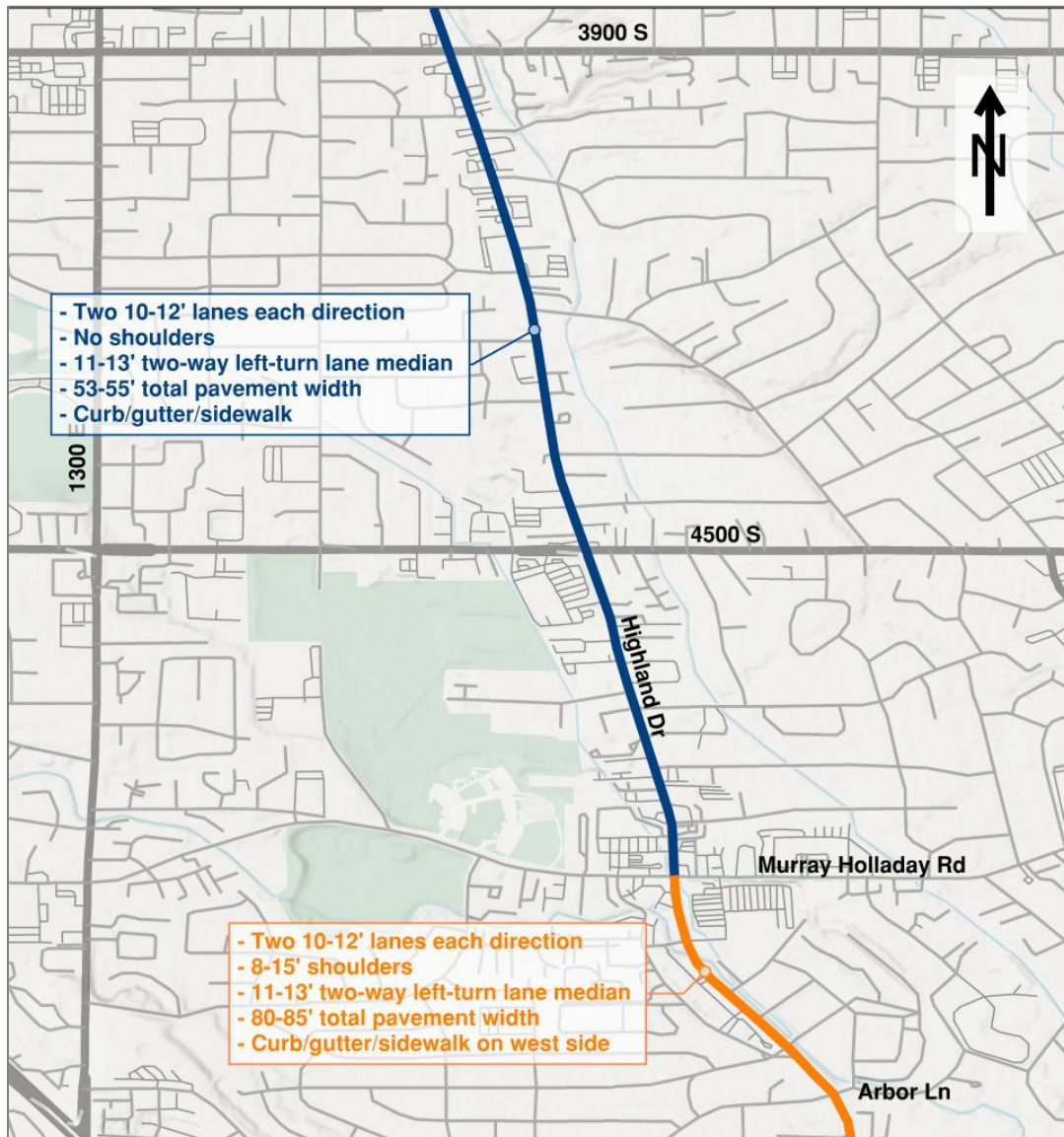


Figure 5: Existing Roadway Cross Sections

Volumes

Turning movement count data was collected at two intersections within the study area: Olive Drive / Olympus Hills Lane / Highland Drive and Lincoln Lane / Highland Drive. Turning movement volumes at each of these intersections is summarized in **Figure 6**.

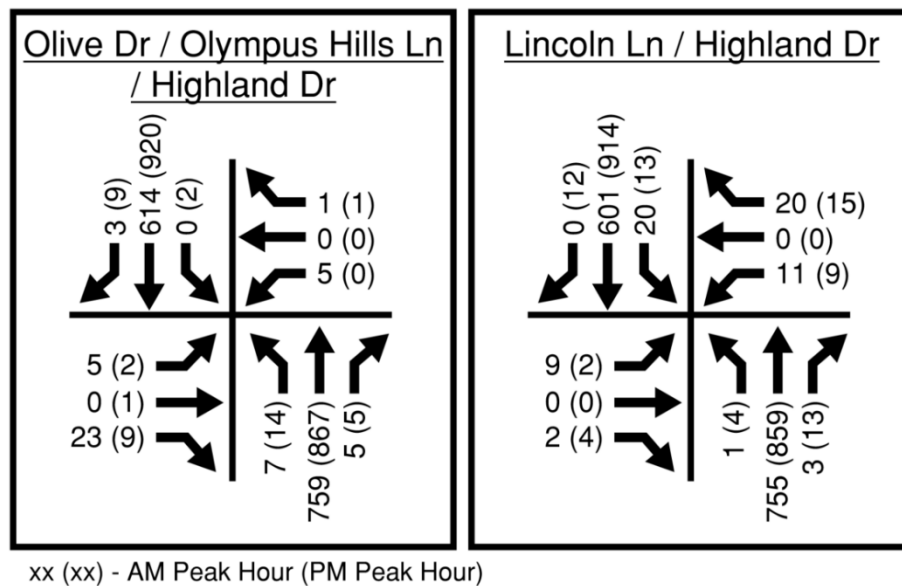


Figure 6: Peak-hour Turning Movement Volumes

The UDOT 2024 average annual daily traffic volumes (AADT) for this corridor ranges from 20,000 vehicles per day to 23,000 vehicles per day.

Speeds

The speed limit is 40 mph along the study corridor. Speed data was collected the day of the RSA site visit south of 3900 South and north Arbor Lane during free flow conditions outside of peak hours. South of 3900 South, the 85th percentile speed was **45 mph** in the northbound direction and **43 mph** in the southbound direction. North of Arbor Lane, the 85th percentile speed was **45 mph** in the northbound direction and **44 mph** in the southbound direction.

Crash Summary

Crash data was obtained from the UDOT Traffic and Safety Division. Crash data may be protected under 23 USC 407. Data from the most recent validated five full years (January 2020 to December 2024) was used. Crashes reported in 2025 and 2026 were also reviewed but may not be fully verified. Crashes are summarized in [Table 2](#) and [Figure 7](#).

Table 2: Crash Data Summary

Year	All Crashes	
	Total	Severe (Fatal or Serious Injury)
2020	55	3
2021	58	3
2022	58	3
2023	58	3
2024	62	2
2025*	59	0
2026*	2	0
Total:	352	14

*2025 and 2026 crash data may not be fully validated



Figure 7: Crash Summary

Notable Crash History Findings Along the Study Corridor

- ♦ A total of 291 crashes were reported between 2020 and 2024, including ten serious injury crashes and four fatal crashes.
 - Four of the severe crashes were reported at the 3900 S intersection. A drowsy driver left the lane and rolled the vehicle. A northbound left turning motorcycle was hit by a southbound vehicle. A vehicle left the road heading north; the driver may have been impaired, drowsy, or distracted and appeared confused, reporting swerving to avoid another vehicle and also possibly driving the wrong way believing it was a one-way road.
 - Near Holladay Boulevard, a motorcycle traveling at a high rate of speed failed to negotiate a curve.
 - Five of the severe crashes were reported proximate to the 4500 S intersection. A northbound left-turning motorcyclist was hit by a southbound vehicle that ran a red light. A southbound vehicle traveling at a high rate of speed and weaving around traffic ran a red light at 4500 S resulting in a multivehicle crash and multiple fatalities. An eastbound left-turning heavy vehicle leaving the Macey's parking lot was hit by a southbound vehicle traveling at a high rate of speed resulting in a fatality.
 - A northbound left-turning vehicle turning into the Holladay Condominium was hit by a southbound motorcycle resulting in a fatality.
 - Proximate to the Murray Holladay Road intersection, a southbound left-turning vehicle hit a northbound scooter. A northbound vehicle ran a red light and hit a westbound vehicle.
 - The other severe crashes involve a pedestrian or bicycle and are described below.
- ♦ There have been 12 reported crashes involving pedestrians or cyclists.
 - At 3900 S, a distracted driver hit a pedestrian in the crosswalk who was crossing against the signal in dark conditions resulting in a serious injury crash. In addition, an eastbound right-turning vehicle hit a pedestrian in the crosswalk who was using a motorized wheelchair.
 - At Holladay Boulevard, a westbound right-turning vehicle hit a bicyclist crossing Holladay Boulevard in the crosswalk.
 - At 4500 S, a westbound through vehicle hit a bicyclist in the crosswalk who may have been crossing against the signal, resulting in a serious injury crash. A southbound right-turning vehicle hit two pedestrians in the crosswalk resulting in a serious injury crash. A northbound left-turning vehicle traveling at a high rate of speed hit a pedestrian in the crosswalk and fled the scene.

- Two crashes were reported between Cottonwood Glen Court and Holladay Farm Lane. An eastbound left-turning vehicle hit a pedestrian using a wheelchair. An eastbound right-turning vehicle hit a bicyclist.
- At Murray Holladay Road, a southbound right-turning vehicle hit a pedestrian in the crosswalk. An eastbound right-turning vehicle hit a bicyclist in the crosswalk.
- At the Chevron Gas Station, an eastbound right-turning vehicle hit a pedestrian using a motorized wheelchair crossing the driveway resulting in a serious injury crash.
- At the Washington Federal Bank, an eastbound right-turning vehicle hit a bicyclist crossing the driveway.

4. FINDINGS AND MEASURES FOR CONSIDERATION

During the RSA stakeholder meeting, field review, and intermediate results meetings, the project team members discussed their collective knowledge and experience with the corridor, observed the corridor together at various stopping points, and identified possible improvements. The following sections summarize these findings and measures for consideration, backed by data after a summary of corridor-wide findings and measures for consideration. Measures for consideration are identified as **short-**, **medium-**, or **long-term**.

All the included measures are nationally and locally vetted options to address the noted concerns. In some cases, multiple measures are recommended. Generally, when multiple measures are recommended all can be implemented, and they would work in tandem to address the concern. However, measures can be implemented individually as funding or resources allow or, in some cases, reflect options to choose between, as funding and resources allow.

A summary map of all location-specific insights and issues is shown in **Figure 8**. Insights are not necessarily safety concerns, but observations or background information that inform recommended safety measures. Issues are safety concerns which the suggested measures intend to address.

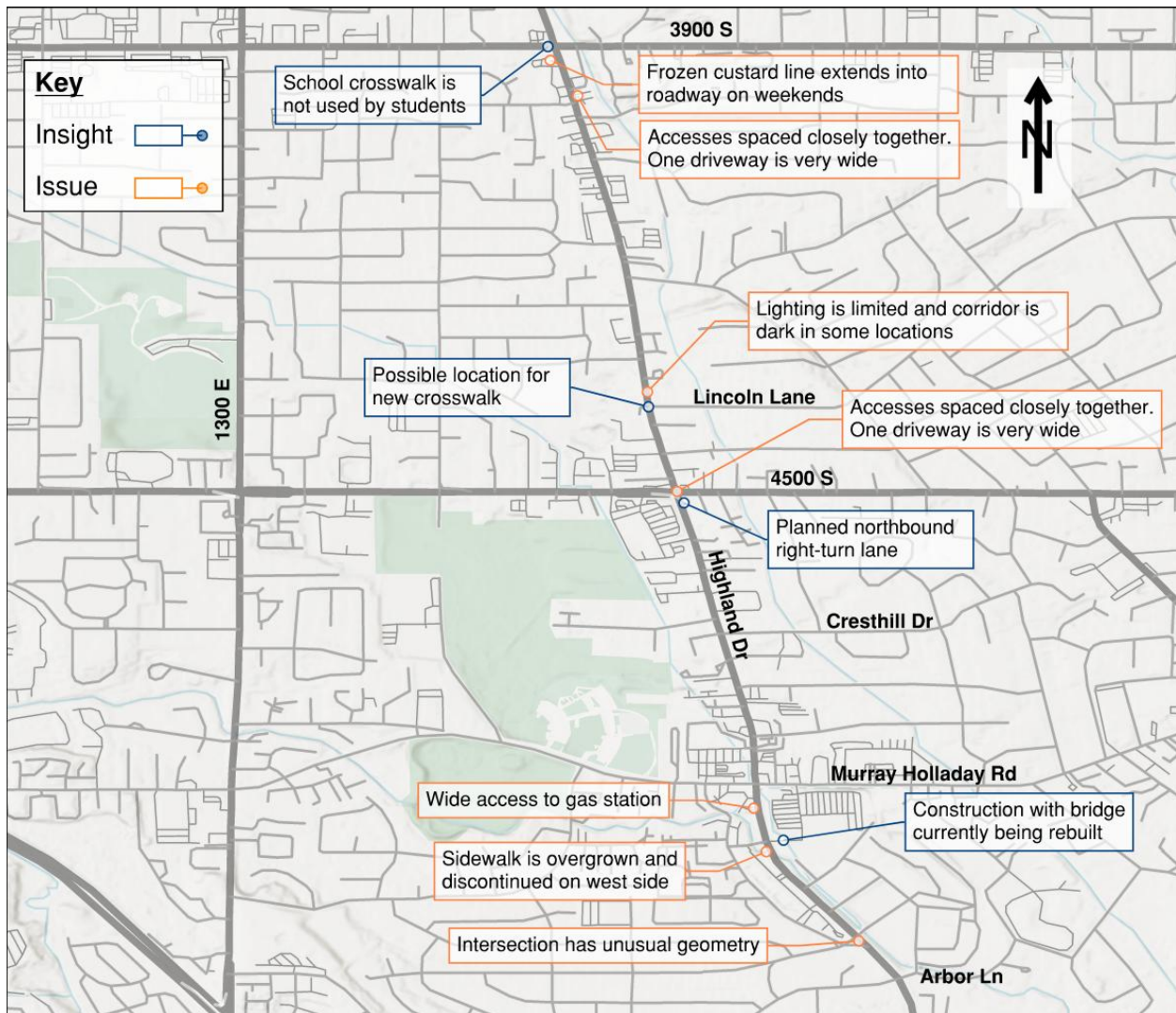


Figure 8: Insights and Issues Summary

Corridor-Wide

Insight: Highland Drive serves as the border between Holladay and Millcreek for most of the study area. Any improvements would likely require coordination with Millcreek.

Issue #1: Limited lighting

Medium-Term Measure:

- Install or upgrade roadway lighting at key locations

Long-Term Measure:

- Corridor-wide lighting improvements

Issue #2: Closely spaced accesses

Medium-Term Measure:

- Evaluate and implement access management strategies

Long-Term Measure:

- Consolidate access points through redevelopment

Issue #3: Limited pedestrian crossing locations**Medium-Term Measure:**

- Add pedestrian crossings with supportive treatment at high-demand locations
 - Supportive treatments include bulb-outs, pedestrian refuge islands, RRFB/PHB, and lighting

Long-Term Measure:

- Redesign corridor to support safer pedestrian crossings

3900 South

Insight: The school crossing on the west leg of the intersection is not currently being used by schoolchildren.

Insight: Millcreek owns the north and west sides of this intersection. Improvements that impact those sections will need to be coordinated with Millcreek City.



Issue #1: Frozen custard line backs into road on the weekends

Short-Term Measure:

- Improve striping and signage near frozen custard access
- Work with property owner to develop operational improvements
 - Consider an advance menu board, an advance order location, a walk-up window, or a design that enables a longer queue

Medium-Term Measure:

- Reconfigure driveway access and restrict turning movements

Issue #2: Very wide driveways south of the intersection & closely spaced and offset accesses to the south



Medium-Term Measure:

- Reconfigure driveway access and restrict turning movements

Issue #4: School crosswalk on west leg is not used as a school crossing

Short-Term Measure:

- Evaluate and implement as suitable the removal or relocation of unused school crossing

Issue #5: Lack of lighting at the intersection

Short-Term Measure:

- Enhance lighting at intersection

Lincoln Lane

Insight: There is interest in a pedestrian crosswalk near Lincoln Lane.

Issue #1: Power pole in sidewalk

**Medium-Term Measure:**

- Build sidewalk around pole or relocate or modify utility pole to improve sidewalk width

Issue #2: City is considering a crosswalk & HAWK

Short-Term Measure:

- Evaluate location for pedestrian crossing

Medium-Term Measure:

- Develop active transportation plan for the corridor

- If warranted, install marked pedestrian crossing with supportive treatments (such as bulb-outs, pedestrian refuge islands, RRFB or PHB)

Long-Term Measure:

- Enhance pedestrian infrastructure along corridor

4500 South

Insight: 4500 South is SR-266 and subject to UDOT's jurisdiction

Issue #1: There is a wide driveway north of intersection, and vehicles park close to roadway.



Short-Term Measure:

- Restripe Highland Drive to narrow lanes and provide 2' shoulder
- Work with property owner to consider angled parking

Medium-Term Measure:

- Evaluate driveway consolidation or access restrictions
- Review access management policies and update as needed
- Consider a raised median on the north leg
- Construct planned northbound right-turn lane

Long-Term Measure:

- Work with property owners on northeast corner to reconfigure site

Cresthill Drive

Issue #1: City has interest in a crossing & HAWK here

Short-Term Measure:

- Evaluate location for pedestrian crossing

Medium-Term Measure:

- Develop active transportation plan for the corridor
- If warranted, install marked pedestrian crossing with supportive treatments (such as bulb-outs, pedestrian refuge islands, RRFB or PHB)

Long-Term Measure:

- Enhance pedestrian infrastructure along corridor

Issue #2: Pedestrian ramps are not ADA compliant**Medium-Term Measure:**

- Upgrade ADA ramps to meet compliance

Murray Holladay Road

Issue #1: Gas station has wide access south of intersection.



Long-Term Measure:

- Reconfigure gas station access

Issue #2: Limited lighting at the intersection.

Short-Term Measure:

- Improve lighting at intersection

Issue #3: Pedestrians crossing to Sprouts.

Short-Term Measure:

- Improve lighting at intersection
- Add signage for pedestrian awareness

Medium-Term Measure:

- Consider leading pedestrian interval

Issue #2: South of intersection on the west side of the road, the sidewalk is overgrown or missing.



Medium-Term Measure:

- Construct missing sidewalk segment or feasible alternate route

Meadowmoor Road

Issue #1: The Meadowmoor Road & Highland Circle & Highland Drive intersection has unusual geometry. Signage has been knocked over.



Short-Term Measure:

- Replace and reposition damaged signage

Medium-Term Measure:

- Evaluate access restrictions

Long-Term Measure:

- Reconstruct intersection & reconfigure intersection geometry
- Consider roundabout or alternative intersection configuration

Benefit-Cost Analysis

The following tables show the cost estimate, expected crash reduction, and benefit-cost ratio of each improvement. These are high-level estimates, based on the best available information. Cost estimates rely on current unit costs, available project estimates, or estimates from similar projects. METHODS estimated the safety costs in the study area using the observed crash data.

To evaluate how the suggested safety measures may impact the number of crashes, crash modification factors (CMFs) were used. CMFs from the Utah CMF database, the WFRM CSAP, and CMF Clearinghouse were applied to each measure when there was an applicable equivalent countermeasure. Not all measures have an equivalent countermeasure for various reasons. The lower the CMF, the greater reduction in crashes a countermeasure is expected to produce.

The following table summarizes the improvements with their CMF, cost estimate, and benefit-cost ratio. A benefit-cost ratio (B/C) above 1 means the benefit of a countermeasure is greater than the cost of that countermeasure. The benefit values used to determine the final B/C ratio are based on a 20-year analysis. The cost of a countermeasure is factored based on its service life. Complete calculations for each improvement are included in the Appendix.

Measures are prioritized in terms of their relative ease of implementation (short-, medium-, and long-term). Short-term measures can generally be addressed within regular maintenance and operations budgets; medium-term measures may require some advanced planning but can generally be addressed within a CIP; long-term measures require more substantial planning or funding and may require grants or bonds to implement. In general, treatments with a higher benefit-cost ratio have a higher return on investment.

Table 3: Benefit-Cost Analysis^{3,4}

ID	Location	Measure	CMF	20-Year Benefit	20-Year Cost	Benefit-Cost Ratio (B/C)
SHORT TERM						
S-1	Corridor Wide	Enhance pavement markings and signage for visibility	0.902	\$31,062,000	\$205,000	151.52
S-2	Corridor Wide	Implement targeted enforcement and speed feedback signs	0.950	\$13,218,000	\$130,000	101.68
S-3	Corridor Wide	Improve bus stop visibility (markings/signs)	0.996	\$1,548,000	\$195,000	7.94
S-4	Corridor Wide	Consider lowering the speed limit	1.000	\$637,000	\$39,000	16.33
S-5	3900 South	Improve striping and signage near frozen custard access	0.902	\$2,536,000	\$23,000	110.26
S-6	3900 South	Work with property owner to develop operational improvements	0.903	\$4,644,000	\$2,500	1857.60
S-7	3900 South	Enhance lighting at intersection	0.982	\$2,989,000	\$50,000	59.78
S-8	3900 South	Evaluate removal or relocation of unused school crossing	0.990	\$594,000	\$37,000	16.05
S-9	3900 South	Implement leading pedestrian intervals	0.995	\$309,000	\$7,000	44.14
S-10	Lincoln Lane	Evaluate location for pedestrian crossing	0.990	\$27,000	\$19,000	1.42
S-11	4500 South	Restripe Highland Drive to narrow lanes and provide 2' shoulder	0.680	\$11,169,000	\$21,000	531.86
S-12	4500 South	Work with property owner to consider angled parking	0.903	\$179,000	\$11,000	16.27
S-13	Cresthill Drive	Evaluate location for pedestrian crossing	0.990	\$77,000	\$46,000	1.67
S-14	Murray Holladay Road	Improve lighting at intersection	0.982	\$2,217,000	\$50,000	44.34
S-15	Murray Holladay Road	Add signage for pedestrian awareness	0.996	\$259,000	\$7,500	34.53
S-16	Meadowmoor Road	Replace and reposition damaged signage	0.902	\$419,000	\$7,500	55.87
MEDIUM TERM						
M-1	Corridor Wide	Install or upgrade roadway lighting at key locations	0.957	\$13,384,000	\$921,000	14.53
M-2	Corridor Wide	Evaluate and implement access management strategies	0.903	\$70,700,000	\$280,000	252.50
M-3	Corridor Wide	Add pedestrian crossings with supportive treatment at high-demand locations	0.998	\$661,000	\$179,000	3.69
M-4	3900 South	Reconfigure driveway access and restrict turning movements	0.930	\$1,206,000	\$15,000	80.40

³ Lower CMFs indicate a countermeasure is expected to result in a larger reduction in crashes.

⁴ Because bicycle and pedestrian crashes are relatively infrequent, available methodologies do not accurately reflect the value of these improvements. Although the benefit-cost ratio for many of these treatments is low – and sometimes below 1, protecting the most vulnerable users is beneficial from both a human life and financial perspective. In Utah the average cost of a pedestrian-involved crash is 5-6 times higher than the average cost of a vehicle crash. (Utah's Crash Costs Memo March 16, 2026)

ID	Location	Measure	CMF	20-Year Benefit	20-Year Cost	Benefit-Cost Ratio (B/C)
M-5	3900 South	Update signal heads to flashing yellow arrow (FYA)	0.972	\$782,000	\$40,000	19.55
M-6	Lincoln Lane	Relocate or modify utility pole to improve sidewalk width	0.974	\$70,000	\$7,000	10.00
M-7	Lincoln Lane	If warranted, install marked pedestrian crossing with supportive treatments	0.680	\$861,000	\$75,000	11.48
M-8	4500 South	Construct planned northbound right-turn lane	0.860	\$2,720,000	\$150,000	18.13
M-9	4500 South	Evaluate driveway consolidation or access restrictions	0.903	\$4,285,000	\$21,000	204.05
M-10	4500 South	Consider a raised median on the north leg	0.604	\$603,000	\$36,000	16.75
M-11	Cresthill Drive	Upgrade ADA ramps to meet compliance	0.990	\$77,000	\$15,000	5.13
M-12	Cresthill Drive	If warranted, install marked pedestrian crossing with supportive treatments	0.680	\$2,459,000	\$75,000	32.79
M-13	Murray Holladay Road	Consider leading pedestrian interval	0.995	\$231,000	\$7,000	33.00
M-14	Murray Holladay Road	Construct missing sidewalk segment or feasible alternative route	0.974	\$17,000	\$14,000	1.21
M-15	Meadowmoor Road	Evaluate access restrictions	0.930	\$242,000	\$48,000	5.04
LONG TERM						
L-1	Corridor Wide	Corridor-wide lighting improvements	0.957	\$13,384,000	\$897,000	14.92
L-2	Corridor Wide	Consolidate access points through redevelopment	0.903	\$26,901,000	\$245,000	109.80
L-3	Corridor Wide	Redesign corridor to support safer pedestrian crossings	0.990	\$2,644,000	\$179,000	14.77
L-4	Corridor Wide	Enhance pedestrian infrastructure along corridor	0.975	\$6,662,000	\$1,106,000	6.02
L-5	3900 South	Implement planned bike ramp and multi-use path connection	0.975	\$1,496,000	\$9,968,000	0.15
L-6	3900 South	Potential signal or intersection control improvements	0.972	\$1,692,000	\$56,000	30.21
L-7	4500 South	Work with property owners on northeast corner to reconfigure site	0.903	\$179,000	\$2,500	71.60
L-8	Murray Holladay Road	Reconfigure gas station access	0.903	\$3,918,000	\$17,000	230.47
L-9	Meadowmoor Road	Consider roundabout or alternative intersection configuration	0.737	\$1,352,000	\$2,562,000	0.53

5. RECOMMENDATIONS

The following is a summary of recommendations based on known operations, safety, and geometry along the study corridor and the preliminary evaluation of the measures described above.

Table 4: Recommendations

ID	Location	Measure	Recommended?	Details
SHORT TERM				
S-1	Corridor Wide	Enhance pavement markings and signage for visibility	Yes	
S-2	Corridor Wide	Implement targeted enforcement and speed feedback signs	Yes	
S-3	Corridor Wide	Improve bus stop visibility (markings/signs)	Yes	
S-4	Corridor Wide	Consider lowering the speed limit	Yes	
S-5	3900 South	Improve striping and signage near frozen custard access	Yes	
S-6	3900 South	Work with property owner to develop operational improvements	Yes	
S-7	3900 South	Enhance lighting at intersection	Yes	
S-8	3900 South	Evaluate removal or relocation of unused school crossing	Yes	
S-9	3900 South	Implement leading pedestrian intervals	Yes	
S-10	Lincoln Lane	Evaluate location for pedestrian crossing	Yes	
S-11	4500 South	Restripe Highland Drive to narrow lanes and provide 2' shoulder	Yes	
S-12	4500 South	Work with property owner to consider angled parking	Yes	
S-13	Cresthill Drive	Evaluate location for pedestrian crossing	Yes	
S-14	Murray Holladay Road	Improve lighting at intersection	Yes	
S-15	Murray Holladay Road	Add signage for pedestrian awareness	Yes	
S-16	Meadowmoor Road	Replace and reposition damaged signage	Yes	
MEDIUM TERM				
M-1	Corridor Wide	Install or upgrade roadway lighting at key locations	Yes	
M-2	Corridor Wide	Evaluate and implement access management strategies	Yes	
M-3	Corridor Wide	Add pedestrian crossings with supportive treatment at high-demand locations	Yes	
M-4	3900 South	Reconfigure driveway access and restrict turning movements	Yes	
M-5	3900 South	Update signal heads to flashing yellow arrow (FYA)	Yes	

ID	Location	Measure	Recommended?	Details
M-6	Lincoln Lane	Relocate or modify utility pole to improve sidewalk width	Yes	
M-7	Lincoln Lane	If warranted, install marked pedestrian crossing with supportive treatments	Yes	
M-8	4500 South	Construct planned northbound right-turn lane	Yes	
M-9	4500 South	Evaluate driveway consolidation or access restrictions	Yes	
M-10	4500 South	Consider a raised median on the north leg	Yes	
M-11	Cresthill Drive	Upgrade ADA ramps to meet compliance	Yes	
M-12	Cresthill Drive	If warranted, install marked pedestrian crossing with supportive treatments	Yes	
M-13	Murray Holladay Road	Consider leading pedestrian interval	Yes	
M-14	Murray Holladay Road	Construct missing sidewalk segment or feasible alternative route	Yes	
M-15	Meadowmoor Road	Evaluate access restrictions	Yes	
M-16	Corridor Wide	Develop active transportation plan for the corridor	Yes	
M-17	4500 South	Review access management policies and update as needed	Yes	
LONG TERM				
L-1	Corridor Wide	Corridor-wide lighting improvements	Yes	
L-2	Corridor Wide	Consolidate access points through redevelopment	Yes	
L-3	Corridor Wide	Redesign corridor to support safer pedestrian crossings	Yes	
L-4	Corridor Wide	Enhance pedestrian infrastructure along corridor	Yes	
L-5	3900 South	Implement planned bike ramp and multi-use path connection	Yes	
L-6	3900 South	Potential signal or intersection control improvements	Yes	
L-7	4500 South	Work with property owners on northeast corner to reconfigure site	Yes	
L-8	Murray Holladay Road	Reconfigure gas station access	Yes	
L-9	Meadowmoor Road	Consider roundabout or alternative intersection configuration	Yes	

6. APPENDIX

A: Summary of Issues

B: Detailed Benefit-Cost Calculation Table

APPENDIX A: SUMMARY OF ISSUES

The following list of issues is a compilation of the project team's observations during the RSA field review on March 12, 2026, the experience of City officials, and the crash history and volumes discussed in Section 3.0 Existing Conditions.

Entire Corridor

- Construction is occurring at the south end of the corridor, reducing the road to a single lane each direction
- Buses stop in the outside lane at designated stops. Some residents are annoyed by this, but Holladay city doesn't mind
- There is perception that if the speed limit was lowered, people would simply ignore it. Holladay is still open to discussions about lowering speed limit

3900 South

- The line for frozen custard backs onto roadway on the weekends
- The school crosswalk on the west leg is not used by students
- There is a lack of lighting at the intersection
- There are very wide driveways south of the intersection – vehicles park very close to roadway
- Holladay will be acquiring the dojo on the southeast corner of the intersection to put in a spiral bike path ramp to address the grade. The path will continue east up 3900 South
- Millcreek owns $\frac{3}{4}$ of this intersection

Lincoln Lane

- The existing utility pole reduces the sidewalk width
- City is considering a HAWK at this location as it is spaced well with existing traffic signals. Not committed, but interested

4500 South

- There is a wide driveway north of the intersection – vehicles park close to roadway
- The City is planning to add a northbound right turn lane
- In the ideal scenario, the northeast corner redevelops. However, since there is not a lot of physical space on the lot, redevelopment is unlikely.
- Improvements at this intersection will need to be coordinated with UDOT

Cresthill Drive

- The City has an idea for a ped crossing here. They are not committed, but it is just an idea

Murray Holladay Road

- Lighting could be improved at this intersection. Due to utility wires, some lights may need to be under the mast arms
- Pedestrians are crossing to buy groceries from Sprouts

Meadowmoor Road

- Intersection has unusual geometry
- Sign has been clipped

Appendix B: Detailed Benefit-Cost Calculation Table

			CMF							Observed									
ID	Location	Measure	Fatal	SI	Minor Injury	Possible Injury	PDO	Overall CMF	Fatal	SI	Minor Injury	Possible Injury	PDO	# of Crashes	Fatal w/ Treatment	SI w/ Treatment	Minor Injury w/ Treatment	Possible Injury w/ Treatment	
SHORT TERM																			
S-1	Corridor Wide	Enhance pavement markings and signage for visibility	1.000	0.850	0.850	0.850	0.930	0.902	0.8	2	5.8	11.8	37.8	58.2	0.80	1.70	4.93	10.03	
S-2	Corridor Wide	Implement targeted enforcement and speed feedback signs	0.950	0.950	0.950	0.950	0.950	0.950	0.8	2	5.8	11.8	37.8	58.2	0.76	1.90	5.51	11.21	
S-3	Corridor Wide	Improve bus stop visibility (markings/signs)	0.994	0.994	0.994	0.994	0.997	0.996	0.8	2	5.8	11.8	37.8	58.2	0.80	1.99	5.77	11.73	
S-4	Corridor Wide	Consider lowering the speed limit	0.998	0.996	1.000	1.000	1.000	1.000	0.8	2	5.8	11.8	37.8	58.2	0.80	1.99	5.80	11.80	
S-5	3900 South	Improve striping and signage near frozen custard access	1.000	0.850	0.850	0.850	0.930	0.902	0	0.2	0	1.2	2.2	3.6	0.00	0.17	0.00	1.02	
S-6	3900 South	Work with property owner to develop operational improvements	0.720	0.720	0.720	0.720	1.000	0.903	0	0.2	0	1.2	2.2	3.6	0.00	0.14	0.00	0.86	
S-7	3900 South	Enhance lighting at intersection	0.947	0.947	0.947	0.947	1.000	0.982	0.2	0.4	1.4	3	8.8	13.8	0.19	0.38	1.33	2.84	
S-8	3900 South	Evaluate removal or relocation of unused school crossing	0.990	0.990	0.990	0.990	0.990	0.990	0.2	0.4	1.4	3	8.8	13.8	0.20	0.40	1.39	2.97	
S-9	3900 South	Implement leading pedestrian intervals	0.995	0.995	0.995	0.995	0.995	0.995	0.2	0.4	1.4	3	8.8	13.8	0.20	0.40	1.39	2.98	
S-10	Lincoln Lane	Evaluate location for pedestrian crossing	0.990	0.990	0.990	0.990	0.990	0.990	0	0	0	0.8	0.4	1.2	0.00	0.00	0.00	0.79	
S-11	4500 South	Restripe Highland Drive to narrow lanes and provide 2' shoulder	0.680	0.680	0.680	0.680	0.680	0.680	0.2	0.2	0.6	1.2	5.8	8	0.14	0.14	0.41	0.82	
S-12	4500 South	Work with property owner to consider angled parking	0.720	0.720	0.720	0.720	1.000	0.903	0	0	0	0.2	1.6	1.8	0.00	0.00	0.00	0.14	
S-13	Cresthill Drive	Evaluate location for pedestrian crossing	0.990	0.990	0.990	0.990	0.990	0.990	0	0.1	0.2	0	0.2	0.5	0.00	0.10	0.20	0.00	
S-14	Murray Holladay Road	Improve lighting at intersection	0.947	0.947	0.947	0.947	1.000	0.982	0	0.4	1	3.2	8	12.6	0.00	0.38	0.95	3.03	
S-15	Murray Holladay Road	Add signage for pedestrian awareness	0.994	0.994	0.994	0.994	0.997	0.996	0	0.4	1	3.2	8	12.6	0.00	0.40	0.99	3.18	
S-16	Meadowmoor Road	Replace and reposition damaged signage	1.000	0.850	0.850	0.850	0.930	0.902	0	0	0.25	0.2	4	4.45	0.00	0.00	0.21	0.17	
MEDIUM TERM																			
M-1	Corridor Wide	Install or upgrade roadway lighting at key locations	0.949	0.949	0.949	0.949	0.962	0.957	0.8	2	5.8	11.8	37.8	58.2	0.76	1.90	5.50	11.20	
M-2	Corridor Wide	Evaluate and implement access management strategies	0.720	0.720	0.720	0.720	1.000	0.903	0.8	2	5.8	11.8	37.8	58.2	0.58	1.44	4.18	8.50	
M-3	Corridor Wide	Add pedestrian crossings with supportive treatment at high-demand	0.998	0.998	0.998	0.998	0.998	0.998	0.8	2	5.8	11.8	37.8	58.2	0.80	2.00	5.79	11.77	
M-4	3900 South	Reconfigure driveway access and restrict turning movements	0.930	0.930	0.930	0.930	0.930	0.930	0	0.2	0.2	0.6	4.2	5.2	0.00	0.19	0.19	0.56	
M-5	3900 South	Update signal heads to flashing yellow arrow (FYA)	0.972	0.972	0.972	0.972	0.972	0.972	0.2	0	1.4	1.4	4.6	7.6	0.19	0.00	1.36	1.36	
M-6	Lincoln Lane	Relocate or modify utility pole to improve sidewalk width	0.974	0.974	0.974	0.974	0.974	0.974	0	0	0	0.8	0.4	1.2	0.00	0.00	0.00	0.78	
M-7	Lincoln Lane	If warranted, install marked pedestrian crossing with supportive treatments	0.680	0.680	0.680	0.680	0.680	0.680	0	0	0	0.8	0.4	1.2	0.00	0.00	0.00	0.54	
M-8	4500 South	Construct planned northbound right-turn lane	0.860	0.860	0.860	0.860	0.860	0.860	0.2	0	0.6	0.6	3.2	4.6	0.17	0.00	0.52	0.52	
M-9	4500 South	Evaluate driveway consolidation or access restrictions	0.720	0.720	0.720	0.720	1.000	0.903	0	0.2	0	0.8	3.4	4.4	0.00	0.14	0.00	0.58	
M-10	4500 South	Consider a raised median on the north leg	0.200	0.200	0.200	0.200	0.820	0.604	0	0	0	0.2	1.6	1.8	0.00	0.00	0.00	0.04	
M-11	Cresthill Drive	Upgrade ADA ramps to meet compliance	0.990	0.990	0.990	0.990	0.990	0.990	0	0.1	0.2	0	0.2	0.5	0.00	0.10	0.20	0.00	
M-12	Cresthill Drive	If warranted, install marked pedestrian crossing with supportive treatments	0.680	0.680	0.680	0.680	0.680	0.680	0	0.1	0.2	0	0.2	0.5	0.00	0.07	0.14	0.00	
M-13	Murray Holladay Road	Consider leading pedestrian interval	0.995	0.995	0.995	0.995	0.995	0.995	0	0.4	1	3.2	8	12.6	0.00	0.40	0.99	3.18	
M-14	Murray Holladay Road	Construct missing sidewalk segment or feasible alternative route	0.974	0.974	0.974	0.974	0.974	0.974	0	0	0	0.2	0	0.2	0.00	0.00	0.00	0.19	
M-15	Meadowmoor Road	Evaluate access restrictions	0.930	0.930	0.930	0.930	0.930	0.930	0	0	0.25	0.2	4	4.45	0.00	0.00	0.23	0.19	
LONG TERM																			
L-1	Corridor Wide	Corridor-wide lighting improvements	0.949	0.949	0.949	0.949	0.962	0.957	0.8	2	5.8	11.80	37.8	58.2	0.76	1.90	5.50	11.20	
L-2	Corridor Wide	Consolidate access points through redevelopment	0.720	0.720	0.720	0.720	1.000	0.903	0.4	0.8	1.6	3.00	12.2	18	0.29	0.58	1.15	2.16	
L-3	Corridor Wide	Redesign corridor to support safer pedestrian crossings	0.990	0.990	0.990	0.990	0.990	0.990	0.8	2	5.8	11.80	37.8	58.2	0.79	1.98	5.74	11.68	
L-4	Corridor Wide	Enhance pedestrian infrastructure along corridor	0.975	0.975	0.975	0.975	0.975	0.975	0.8	2	5.8	11.80	37.8	58.2	0.78	1.95	5.65	11.50	
L-5	3900 South	Implement planned bike ramp and multi-use path connection	0.975	0.975	0.975	0.975	0.975	0.975	0.2	0.4	1.4	3	8.8	13.8	0.19	0.39	1.36	2.92	
L-6	3900 South	Potential signal or intersection control improvements	0.972	0.972	0.972	0.972	0.972	0.972	0.2	0.4	1.4	3	8.8	13.8	0.19	0.39	1.36	2.91	
L-7	4500 South	Work with property owners on northeast corner to reconfigure site	0.720	0.720	0.720	0.720	1.000	0.903	0	0	0	0.2	3.2	3.4	0.00	0.00	0.00	0.14	
L-8	Murray Holladay Road	Reconfigure gas station access	0.720	0.720	0.720	0.720	1.000	0.903	0	0.2	0.2	0	0.6	1	0.00	0.14	0.14	0.00	
L-9	Meadowmoor Road	Consider roundabout or alternative intersection configuration	0.450	0.450	0.450	0.450	0.890	0.737	0	0	0.25	0.2	4	4.45	0.00	0.00	0.11	0.09	

Appendix B: Detailed Benefit-Cost Calculation Table (continued)

ID	Location	Measure	PDO w/ Treatment	# w/ Treatment	Crashes Avoided	Annual Crash Costs	Annual Crash Cost w/ Treatment	Safety Benefit per Year	20-year analysis period, 3% rate	Service Life (Years)	20-year Cost	Benefit-Cost Ratio (B/C)
SHORT TERM												
S-1	Corridor Wide	Enhance pavement markings and signage for visibility	35.15	52.61	5.59	\$17,769,580	\$15,681,741	\$2,087,839	\$31,062,000	5	\$205,000	151.52
S-2	Corridor Wide	Implement targeted enforcement and speed feedback signs	35.91	55.29	2.91	\$17,769,580	\$16,881,101	\$888,479	\$13,218,000	5	\$130,000	101.68
S-3	Corridor Wide	Improve bus stop visibility (markings/signs)	37.69	57.97	0.23	\$17,769,580	\$17,665,515	\$104,065	\$1,548,000	5	\$195,000	7.94
S-4	Corridor Wide	Consider lowering the speed limit	37.80	58.19	0.01	\$17,769,580	\$17,726,764	\$42,816	\$637,000	5	\$39,000	16.33
S-5	3900 South	Improve striping and signage near frozen custard access	2.05	3.24	0.36	\$1,161,220	\$990,751	\$170,469	\$2,536,000	5	\$23,000	110.26
S-6	3900 South	Work with property owner to develop operational improvements	2.20	3.21	0.39	\$1,161,220	\$849,076	\$312,144	\$4,644,000	15	\$2,500	1857.60
S-7	3900 South	Enhance lighting at intersection	8.80	13.54	0.26	\$3,990,240	\$3,789,359	\$200,881	\$2,989,000	15	\$50,000	59.78
S-8	3900 South	Evaluate removal or relocation of unused school crossing	8.71	13.66	0.14	\$3,990,240	\$3,950,338	\$39,902	\$594,000	15	\$37,000	16.05
S-9	3900 South	Implement leading pedestrian intervals	8.75	13.73	0.07	\$3,990,240	\$3,969,491	\$20,749	\$309,000	10	\$7,000	44.14
S-10	Lincoln Lane	Evaluate location for pedestrian crossing	0.40	1.19	0.01	\$180,760	\$178,952	\$1,808	\$27,000	15	\$19,000	1.42
S-11	4500 South	Restripe Highland Drive to narrow lanes and provide 2' shoulder	3.94	5.44	2.56	\$2,346,100	\$1,595,348	\$750,752	\$11,169,000	3	\$21,000	531.86
S-12	4500 South	Work with property owner to consider angled parking	1.60	1.74	0.06	\$76,840	\$64,778	\$12,062	\$179,000	3	\$11,000	16.27
S-13	Cresthill Drive	Evaluate location for pedestrian crossing	0.20	0.50	0.00	\$516,580	\$511,414	\$5,166	\$77,000	15	\$46,000	1.67
S-14	Murray Holladay Road	Improve lighting at intersection	8.00	12.36	0.24	\$2,991,720	\$2,842,670	\$149,050	\$2,217,000	15	\$50,000	44.34
S-15	Murray Holladay Road	Add signage for pedestrian awareness	7.98	12.55	0.05	\$2,991,720	\$2,974,310	\$17,410	\$259,000	15	\$7,500	34.53
S-16	Meadowmoor Road	Replace and reposition damaged signage	3.72	4.10	0.35	\$232,730	\$204,573	\$28,158	\$419,000	15	\$7,500	55.87
MEDIUM TERM												
M-1	Corridor Wide	Install or upgrade roadway lighting at key locations	36.35	55.70	2.50	\$17,769,580	\$16,869,987	\$899,593	\$13,384,000	15	\$921,000	14.53
M-2	Corridor Wide	Evaluate and implement access management strategies	37.80	52.49	5.71	\$17,769,580	\$13,017,420	\$4,752,160	\$70,700,000	20	\$280,000	252.50
M-3	Corridor Wide	Add pedestrian crossings with supportive treatment at high-demand	37.71	58.05	0.15	\$17,769,580	\$17,725,156	\$44,424	\$661,000	15	\$179,000	3.69
M-4	3900 South	Reconfigure driveway access and restrict turning movements	3.91	4.84	0.36	\$1,158,380	\$1,077,293	\$81,087	\$1,206,000	15	\$15,000	80.40
M-5	3900 South	Update signal heads to flashing yellow arrow (FYA)	4.47	7.38	0.22	\$1,844,340	\$1,791,776	\$52,564	\$782,000	15	\$40,000	19.55
M-6	Lincoln Lane	Relocate or modify utility pole to improve sidewalk width	0.39	1.17	0.03	\$180,760	\$176,060	\$4,700	\$70,000	20	\$7,000	10.00
M-7	Lincoln Lane	If warranted, install marked pedestrian crossing with supportive treatments	0.27	0.82	0.38	\$180,760	\$122,917	\$57,843	\$861,000	20	\$75,000	11.48
M-8	4500 South	Construct planned northbound right-turn lane	2.75	3.96	0.64	\$1,305,680	\$1,122,885	\$182,795	\$2,720,000	20	\$150,000	18.13
M-9	4500 South	Evaluate driveway consolidation or access restrictions	3.40	4.12	0.28	\$1,100,380	\$812,361	\$288,019	\$4,285,000	20	\$21,000	204.05
M-10	4500 South	Consider a raised median on the north leg	1.31	1.35	0.45	\$76,840	\$36,299	\$40,541	\$603,000	20	\$36,000	16.75
M-11	Cresthill Drive	Upgrade ADA ramps to meet compliance	0.20	0.50	0.00	\$516,580	\$511,414	\$5,166	\$77,000	20	\$15,000	5.13
M-12	Cresthill Drive	If warranted, install marked pedestrian crossing with supportive treatments	0.14	0.34	0.16	\$516,580	\$351,274	\$165,306	\$2,459,000	20	\$75,000	32.79
M-13	Murray Holladay Road	Consider leading pedestrian interval	7.96	12.53	0.07	\$2,991,720	\$2,976,163	\$15,557	\$231,000	10	\$7,000	33.00
M-14	Murray Holladay Road	Construct missing sidewalk segment or feasible alternative route	0.00	0.19	0.01	\$43,080	\$41,960	\$1,120	\$17,000	20	\$14,000	1.21
M-15	Meadowmoor Road	Evaluate access restrictions	3.72	4.14	0.31	\$232,730	\$216,439	\$16,291	\$242,000	20	\$48,000	5.04
LONG TERM												
L-1	Corridor Wide	Corridor-wide lighting improvements	36.35	55.70	2.50	\$17,769,580	\$16,869,987	\$899,593	\$13,384,000	15	\$897,000	14.92
L-2	Corridor Wide	Consolidate access points through redevelopment	12.20	16.38	1.62	\$6,715,140	\$4,906,978	\$1,808,162	\$26,901,000	20	\$245,000	109.80
L-3	Corridor Wide	Redesign corridor to support safer pedestrian crossings	37.42	57.62	0.58	\$17,769,580	\$17,591,884	\$177,696	\$2,644,000	15	\$179,000	14.77
L-4	Corridor Wide	Enhance pedestrian infrastructure along corridor	36.85	56.73	1.47	\$17,769,580	\$17,321,787	\$447,793	\$6,662,000	20	\$1,106,000	6.02
L-5	3900 South	Implement planned bike ramp and multi-use path connection	8.58	13.45	0.35	\$3,990,240	\$3,889,686	\$100,554	\$1,496,000	15	\$9,968,000	0.15
L-6	3900 South	Potential signal or intersection control improvements	8.55	13.41	0.39	\$3,990,240	\$3,876,518	\$113,722	\$1,692,000	10	\$56,000	30.21
L-7	4500 South	Work with property owners on northeast corner to reconfigure site	3.20	3.34	0.06	\$110,600	\$98,538	\$12,062	\$179,000	15	\$2,500	71.60
L-8	Murray Holladay Road	Reconfigure gas station access	0.60	0.89	0.11	\$953,180	\$689,834	\$263,346	\$3,918,000	15	\$17,000	230.47
L-9	Meadowmoor Road	Consider roundabout or alternative intersection configuration	3.56	3.76	0.69	\$232,730	\$141,865	\$90,866	\$1,352,000	25	\$2,562,000	0.53