

City of Fort Bragg

Safe Routes to School (SRTS)

Outreach Program

Revised 2017

Introduction

The Fort Bragg Safe Routes to School (SRTS) Outreach Program is compiled using information from the Mendocino County SRTS Plan 2014 Final, Mendocino County SRTS Program Toolkit 2014, and City of Fort Bragg 2011 Residential Streets Safety Plan. The Fort Bragg SRTS Outreach Program is based on the Five E's that form the foundation of SRTS programs: Education, Encouragement, Enforcement, Evaluation, and Engineering. The intent is to provide users with more specific information for Fort Bragg than the county wide plan offers by also including input from city staff, local officials, and local residents. Additional information can be found in the Mendocino County Safe Routes to School Plan.

What is Safe Routes to School?

SRTS is a program with a simple goal: reduce the health problems associated with physical inactivity by helping more children get to school by walking and bicycling. Envision active kids using safe streets, helped by engaged adults (from teachers to parents, engineers, planners and police officers), surrounded by responsible drivers.

Why Safe Routes?

To understand the many potential benefits of a successful Safe Routes to School program, it is helpful to review the conditions that led to the program's development in the first place.

Consider these facts:

- Within the span of a single generation, the number of children walking and bicycling to school has dramatically declined. In 1969, nearly half of all children walked or biked to school, including 87% of those living within a mile of their school. Today, fewer than 15% of children nationwide walk or bike to school. (Centers for Disease Control and Prevention - CDC)
- One-quarter of children aged 9-13 lead a sedentary lifestyle, and nearly two-thirds do not participate in any organized physical activity (CDC)
- Rates of severe childhood obesity are now three times higher than they were 30 years ago, putting children at higher risk of premature death and several chronic diseases (CDC)
- Despite relatively low levels of non-motorized activity, bicycle collisions are the fifth leading cause of hospitalized injuries for kids aged 5-12 in California. Pedestrian collisions are the fourth leading cause of injuries and the third leading cause of fatalities for the same group (California Injury Prevention Network).

As the numbers indicate, there is a health epidemic among U.S. children. This epidemic poses both chronic (disease) and acute (injury) risks, and while composed of various and

complex factors, it is clearly linked to reduced physical activity. The rise of Safe Routes to School programs is one indication that things may be changing for the better.

Converting more school trips to walking and biking is also a cost-effective way to reduce peak period congestion and improve local air quality. As much as 20% to 30% of morning rush hour traffic can be attributed to parents driving their children to school in many communities. When many of these same vehicles sit idling for minutes during pick-up and drop-off periods, school children and employees are exposed to higher levels of pollutants associated with increased asthma rates and other respiratory problems. Small children are particularly vulnerable to air pollution since their lungs are still developing and they breathe more frequently relative to older adults.

Beyond traffic safety and public health, there are a number of other equally significant (if difficult to measure) benefits of successful Safe Routes to School programs. Several studies, including a comprehensive study of California students, indicate that there is a strong positive relationship between physical fitness and academic achievement – which is supported by scientific brain research. Also, since SRTS efforts tend to deepen relationships among neighbors and between parents and law enforcement officials, benefits can often extend beyond the school commute into issues such as greater public safety and neighborhood cohesiveness.

Vision

The proposed outreach program includes recommendations for a Safe Routes to School program that will strive to:

- Enhance children's health and well-being;
- Ease traffic congestion near schools to improve safety;
- Increase the number of students getting regular physical activity;
- Improve air quality around schools and community members' overall quality of life;
- Increase the number of students who walk and/or bike to and from school, and
- Provide clear projects and programs for implementation.

Goals

Specific recommendations in the SRTS Outreach Program are informed by three primary goals that are intended to provide a strong basis for meeting the vision of an emerging Safe Routes to School program.

Goal 1: Improve the health of Fort Bragg and surrounding area children by focusing attention on and increasing active travel to school.

Goal 2: Support school travel routes that are accommodating, safe, convenient, and “complete” for all modes.

Goal 3: Maximize interagency cooperation in all SRTS project and programs in an effort to build a sustainable program.

Education

Educational programs teach students bicycle, pedestrian, and traffic safety skills, and teach drivers how to share the road safely. Education not only improves student safety, but it also makes students feel more comfortable with walking and biking. Educational programs can be taught in school classrooms, assemblies or outside at Bicycle and Pedestrian Rodeos. Educational efforts can also take the form of awareness campaigns and posters for drivers near schools.

Pedestrian and Bicycling Safety Education:

Fort Bragg's Residential Street Safety Plan of 2011 identified priority safety concerns related to pedestrian and bicycling safety education that are addressed in this component of the Outreach Program. These safety concerns are also addressed through the Enforcement component. They include:

- Crosswalk Safety and Compliance: The frequent occurrence of students crossing outside of marked crosswalks, especially those serving Fort Bragg High School and Dana Gray Elementary School, was identified as an important safety concern.
- Pedestrian/vehicle/bicycle conflict locations in parking lots and on the street.

Outreach Audience:

1. Students at all Fort Bragg schools
2. Parents of walking and bicycling children

Opportunities for Education:

1. Classroom Curriculum & Skills Training
 - Assemblies
 - In-Classroom Lessons
 - Applied "On-Street" Skills Training
2. Bicycle Rodeos (Police Activities League sponsored)
3. Skills practice classroom curriculum (physical education)
4. Bicycle Safety Training:

Available through organizations like League of American Bicyclists

<http://www.bikeleague.org/programs/education/courses.php> (Exhibit 1) or Walk & Bike Mendocino www.walkbikemendo.org

- Parents of students in grades 3 – 5
- Middle school students

In recognition that the middle school student population is at a unique stage in their personal development, the National Center for Safe Routes to School has created a tip sheet entitled "Engaging Middle School Students in Safe Routes to School Programs" available at the following link:

http://www.saferoutesinfo.org/resources/collateral/tips_for_engaging_middle_school_students.pdf (Exhibit 2)

5. After-school Program through Recreation District
6. Programs at the CV Starr Center
7. Walking and Biking to School Reading Program at County of Mendocino, Fort Bragg Branch Library and School District libraries (related books on display; topical books used for story time at library)
8. Safe Routes to School Website and Resources Information and Links

Collaboration: School district; local police and sheriff departments; recreation district; local bicycle shops; pediatric offices.

Safe Driving Education:

The Fort Bragg Residential Street Safety Plan identified priority safety concerns related to safe driving education that are addressed in this component of the Outreach Program. These safety concerns are also addressed through the Enforcement component of the outreach program. They include:

- Speeding: The violation of school-zone reduced speed limits on Dana Street and other streets serving Fort Bragg High School and Dana Gray Elementary School;
- Vehicles Loading/Unloading in bus areas, red zones, and in crosswalks;
- Pedestrian vehicle/bicycle conflict locations in parking lots and on the street;
- Vehicles loading / unloading in bus area, Senior Center parking lot, red zones, bike lanes and in crosswalks

Outreach Audience:

1. Parents who are dropping off/picking up students;
2. Drivers in neighborhoods surrounding schools and city-wide;
3. Student drivers.

Opportunities for Education:

1. School Traffic Safety Campaign—encourages adult awareness of students walking and bicycling to school and the importance of safe driving behavior;
2. Newspaper articles;
3. Public service announcements on local radio stations during morning and afternoon school travel times;
4. Print advertisements on local transit buses;
5. Advertisements broadcast on local television stations (MCTV);
6. Inserts with water bills;
7. Safety message in local theaters;
8. Presentations to business and social clubs;
9. School websites and newsletters (for parents and students);
10. Curbside handouts (for parents at drop off and pick up);

Collaboration: Consider collaboration with local insurance agencies; collaboration with local driving schools for teens.

General Safe Routes to School Education:

1. Map the Route: Develop and distribute to parents and students a map outlining the Safe Routes to School.
2. Safety Tip of the Month: Provide a safety tip to go on the website and any school newsletter (on-going through school year).
3. Paul Bunyan Days: Distribution of education materials at Children's Tricycle Race; participation in Paul Bunyan Parade to promote walking and bicycling to school and International Walk to School Day.
4. Annual community-wide events like Mendocino Coast District Hospital Health Fair (Fall); Celebrate Safe Communities Event (Fall; sponsored by Coalition for Gang Awareness & Prevention); Earth Day Fair (April; sponsored by Noyo Food Forest).

Encouragement

Similar to education, Encouragement activities spark interest in both parents and students for walking and biking to school. Activities include special events, clubs, contests and ongoing activities that encourage more walking, bicycling, or carpooling through fun and incentives.

Walk to School Day, trip tracking competitions, walking clubs, and walking school buses all provide encouragement for students.

Categories/Concepts:

1. **Walking School Busses and Bike Trains.** A walking school bus involves a group of children walking to school with one or more adults. The “bus” follows the same route every time and picks up children from their homes at designated times. A bicycle “train” is very similar to a walking school bus, with groups of students accompanied by adults bicycle together on a pre-planned route to school. The busses or trains may operate daily, weekly or monthly. Bike trains also help address parents’ concerns about traffic safety.
2. **Trip Tracking and Competitions and Incentives.** Contests and incentive programs reward students by tracking the number of times they walk, bike, carpool, or take transit to school. Types of competitions, as provided in further detail in the Mendocino County SRTS Program Toolkit 2014 include:
 - Pollution Punchcard / Mileage Club
 - Commute Challenge Week/Month
 - Golden Sneaker Award
 - Walk Across America/California
3. **Back to School ‘Blitz’.** A “Back to School Blitz” can be used at the beginning of the school year to promote bus, carpool, walking, and bicycling as school transportation options.
4. **Walk and Bike to School (Day /Week/Month).** Walk and Bike to School Day/Week/Month are special events that encourage students to try walking or bicycling to school. The most popular of these is International Walk to School Day, a major annual event that attracts millions of participants in over 40 countries each October. Schools can register for this event, and download free educational and promotional materials, by visiting <http://www.walktoschool.org/>.

Additional information can be found at:

USA Site: <http://www.walktoschool-usa.org/> (Exhibit 3)

International Site: <http://www.iwalktoschool.org/>

California Center for Physical Activity is a program of the California Department of Health Services. Their site provides resources for Walk to School Day:

<http://www.cawalktoschool.com/index.html>

Toolkit: <http://www.cawalktoschool.com/toolkit.html> (Exhibit 4)

5. **Walking and Biking to School Reading Contest at Fort Bragg Branch Library** (related books on display; topical books used for story time at library).
6. **Other opportunities for Events:**
 - **Park + Walk**—A year-round campaign (or individual event) designed to encourage families who drive to stop several blocks from school and walk the rest of the way.
 - **School Route Walking Maps**—Suggested walking route maps can help parents overcome fears related to traffic and/or a lack of knowledge of pedestrian facilities.
 - **After School Clubs and Programs**—An after-school club can take many forms and address many different themes, including bike repair, sport cycling, environmental issues (green teams), and community/civic engagement.
 - **Earth Day/Week**, mid-April
 - **National Bike Month** in May (and **Bike to Work Day/Week** in May).

An excellent resource for National Bike Month is the American League of American Bicyclists. Their guidebook for planning this event can be found at:

http://www.bikeleague.org/programs/bikemonth/pdf/national_bike_month_guide.pdf (Exhibit 5).

Possible On-Going Programs:

1. **WOW—Walk on Wednesdays or Walk Once a Week:** Building on the momentum of International Walk to School Day, this weekly event can create continuing enthusiasm throughout the school year.

An organization based in the United Kingdom launched a program called WOW which rewards students when they walk four times a month. The WOW program could provide helpful ideas to successfully implement a similar program in the Fort Bragg schools.

http://www.walktoschool.org.uk/content/wow_scheme.php (Exhibit 6)
2. **Walking School Bus and Bicycle Trains:** one or two adults lead a small group of students on safe, designated route. A guide on forming a walking school bus has been created by the National Center for Safe Routes to School and can be found at:
http://www.saferoutesinfo.org/guide/walking_school_bus/pdf/wsb_guide.pdf

A one-page flyer introduces the basics to starting a walking school bus:
http://www.walkingschoolbus.org/Walking_School_Bus_Basics.pdf (Exhibit 7)
3. **Park and Walk Program:** Drivers park in nearby parking lots (with permission) or residential streets and walk their children a few blocks to school to reduce congestion.

4. **Carpooling Program:** A large percentage of students get to school by the family car; this program encourages neighborhood matching to encourage carpooling. An example of a successful carpooling program is the Transportation Authority of Marin's SchoolPool program. A guidebook for this program can be found at: <http://www.saferoutestoschools.org/Forms/SchoolPoolGuide2008.pdf> (Exhibit 8)
5. **Walking/Riding Contests:** Using the web-based interactive program "Walk and Bike Across America," students combine the miles they walk or bike to school with their class or entire school to travel across America to various national parks or historic sites. Rewards are given each month to the class or school with the most miles accumulated.

Walk and Bike Across America was created by the Marin County Safe Routes to School program. A guidebook for this program can be found at: <http://www.saferoutestoschools.org/Forms/WalkBikeGuide2006.pdf> (Exhibit 9)

Enforcement

Ranging from police presence to crossing guard training to parent volunteer valets, there are many Enforcement strategies to help deter the unsafe behavior of drivers, bicyclists, and pedestrians, and to encourage all road users to obey traffic laws and share the road. Crossing guards, regular speed enforcement, and safety patrols are all ways that have proven successful to make sure both drivers and students behave in a safe, legal fashion.

The City of Fort Bragg's enforcement efforts will be administered primarily by the School Resource Officer, a Police Officer assigned to the Fort Bragg Unified School District, and the Fort Bragg Police Department.

The Residential Street Safety Plan of 2011 identified priority safety concerns related to pedestrian and bicycling safety education that are addressed in this component. These safety concerns are also addressed through the Education component. The focus of the enforcement efforts will include:

- **Crosswalk Safety and Compliance:** The frequent occurrence of students crossing outside of marked crosswalks is a safety concern. The Residential Street Safety Plan identified a particular problem of crosswalk safety and compliance around Fort Bragg High School and Dana Gray Elementary School;
- **Pedestrian/vehicle/bicycle conflict locations** in parking lots and on the street;
- **Speeding:** The violation of school-zone reduced speed limits. The Residential Street Safety Plan identified a particular problem on Dana Street and other streets serving Fort Bragg High School and Dana Gray Elementary School;
- **Vehicles Loading/Unloading** in bus areas, red zones, and in crosswalks.

Popular Enforcement Tools:

1. **Crossing Guard Program:** The primary responsibility of an adult school crossing guard is to help children safely cross the street as they walk or bicycle to and from school.
2. **Speed Watch / Feedback Signs:** In known speeding problem areas, radar detection can help reduce speeds and enforce speed limit violations.
3. **Other Enforcement Activities** (as provided in greater detail in the Mendocino County SRTS Program Toolkit 2014):
 - School Safety Patrols
 - School Crosswalk Stings / Enforcement Campaigns
 - School Parking Lot "Citations"

Engineering

Engineering components include design, implementation and maintenance of signing, striping, and infrastructure improvements that improve the safety of people walking, bicycling, and driving along school routes. Crosswalks, curb extensions, and signage are all examples of engineering solutions.

The all-important initial step toward engineering improvements is the “walkabout,” or walk audit. A school site audit, sometimes called a walking audit or walkabout, is an assessment of the pedestrian and bicycling conditions around the school area. Further information about walking audits are provided in the Mendocino County SRTS Program Toolkit 2014. Engineering aspects to improve problematic conditions noted in a walking audit are not covered here in detail. A comprehensive view of potential engineering solutions is provided in the Mendocino County SRTS Program Toolkit 2014.

Steps Towards Creating Sound Engineering:

1. **Walkabouts/Walk Audit:** The goal of a walkabout is to document conditions that may discourage walking and bicycling to school, and to identify solutions to improve those conditions.
2. **Pick-up/Drop-off:** School traffic safety begins at the front doorstep, or more accurately, the parking lot and pick-up/drop-off zones. Unlike most public facilities or office buildings, school traffic movements are heavily synchronized around a specific schedule. Left to organize itself, school traffic can easily overburden local roadway facilities and pose unique safety hazards to students. Inefficient drop-offs and pick-ups can also increase local air pollution and strain relationships with adjacent residents and community members. Types of operational Strategies are provided below, and further details are available in Mendocino County SRTS Program Toolkit 2014:
 - Valet Drop-off
 - Platooning Drop-off/Pick-up System
 - Carpool Priority Parking and Load Zones
 - Dedicated Bus Zones
3. **Infrastructure Elements:** Below is an introduction to the specific infrastructure improvements commonly used for SRTS. Additional details about each element are available in the Mendocino County SRTS Program Toolkit 2014.
 - Crossings at Signalized Intersections
 - Crosswalks and Pedestrian Landings
 - Midblock Crossings
 - Signage, Stencils, and Parking Control
 - Sidewalks
 - Traffic Calming
 - Bicycle Facilities
 - Bicycle Parking

Evaluation

Evaluating the projects and programs of each of the other four the “E’s” described above helps to determine which programs are most effective and identify ways to improve programs. Evaluation helps to track progress and determine what works and what doesn’t work to improve safety and participation. This process helps to build a stronger Safe Routes program each year.

Evaluation of the effectiveness of the education, encouragement and enforcement components of the Safe Routes to School program is a key element of program success and sustainability. Evaluating the strategies and methods of the Fort Bragg Safe Routes to School program will enable the program officers to determine how well the program goals are being met and where adjustments may be necessary to better achieve program objectives and, in turn, maintain and build program support.

Evaluation Efforts/Programs include (see Mendocino County SRTS Program Toolkit 2014 for further details):

1. **Student Hand Tallies:** Student hand tallies are conducted to quickly determine the way students travel to and from school on a particular day.
2. **Parent Surveys:** Parent surveys are a great way to find the reasons why families and/or students choose certain modes to get to/ from school. The National Center for Safe Routes to School (NCSRTS) provides standardized survey forms for both the parent survey and student travel tally. When the survey results have been received, communities like the City of Fort Bragg can enter their results into a national data system which provides tools for analysis. In 2009, NCSRTS developed an on-line survey form that can be administered via the internet (currently, the software employed is Survey Monkey). When preparing to administer the next survey after the completion of ATP-funded infrastructure improvements, the Fort Bragg Safe Routes to School program will need to determine the appropriateness and cost effectiveness of utilizing the internet-based survey form.

Parent Surveys (Exhibit 10):

English:

http://www.saferoutesinfo.org/sites/default/files/resources/Parent_Survey_English.pdf

Spanish:

http://www.saferoutesinfo.org/sites/default/files/resources/Parent_Survey_Spanish.pdf

3. **Student Travel Tally:** Many programs also utilize the SRTS In-class Student Travel Tally. This tally requires the teacher to conduct a survey two to three days in a given week, preferably on the days Tuesday, Wednesday or Thursday. The teacher records, by a show of hands, how each student traveled to school and how they plan to leave for home after school. The teacher also records total student class count and weather conditions. Student Travel Tallies will be administered at the same time intervals as

the parent surveys as required by the federally-funded SRTS program: fall of 2011 in weeks 2, 3 or 4 of school and spring of 2012 in the last four weeks of school.

Student Travel Tally can be found in Exhibit 10 and at:

http://www.saferoutesinfo.org/sites/default/files/resources/SRTS_Two_Day_Tally.pdf

Information related to NCSRTS surveys can be found in Resources under Evaluation:

<http://www.saferoutesinfo.org/resources/index.cfm>

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Implementation

Through the establishment of a Safe Routes to School Taskforce, cooperation with existing and proposed pedestrian and bicycle planning efforts, partnership with other pedestrian and bicycle advocacy groups, and the identification and award of additional funding, the Safe Routes to School program can successfully implement the outreach program and foster a sustainable future in Fort Bragg's community and school district.

Program Taskforce and Network:

The Safe Routes to School Program is collaboration between the City of Fort Bragg and the Fort Bragg Unified School District (FBUSD). It is recommended that these entities should establish a Safe Routes to School Taskforce. The Taskforce could be a separate committee, or it could fit well as part of the existing district-sponsored Health and Safety Council. The existing Health and Safety Council is a committee consisting of a broad range of stakeholders that mirror those important to a SRTS program: district administrators, health professionals, school nurses, health educators, physical education teachers, counselors, representatives from local and regional governmental agencies, law enforcement, and members of the public interested in school health and safety.

According to the Fort Bragg School District Board Policy:

The school health council or committee shall assist with policy development and advise the district on health-related issues, activities, policies, and programs. At the discretion of the Superintendent or designee, the council's charges may include planning and implementing activities to promote health within the school or community.

<http://www.fbUSD.us/pages/Wellness/>

With this charge, the Health and Safety Council could spearhead the continued policy and program development and implementation of the Safe Routes to School program. Meeting regularly, the Health and Safety Council could prioritize the elements of the Safe Routes to School outreach program and coordinate activities and events accordingly. It is suggested that a representative from the City of Fort Bragg could provide administrative and organizational support.

There are several pedestrian and bicycle planning efforts within the City of Fort Bragg with which the Safe Routes to School program could collaborate to increase successful outcomes. These planning efforts, most of which require updates to reflect current conditions, include:

- Bicycle Master Plan, City of Fort Bragg (plan completed in 2009; implementation begun in 2010);

- South Main Street Corridor with Bicycle & Pedestrian Enhancements, City of Fort Bragg (planning underway in 2010; implementation subject to receipt of additional funding);
- Residential Street Safety Plan – City of Fort Bragg (updated 2011, implementation depending upon funding availability).

Partnership with other bike and pedestrian advocacy groups help promote the goals of Safe Routes to School through the sharing of resources, the mobilization of volunteers and broader community participation in events and activities. For example, alliance with local groups like [Walk and Bike Mendocino](#), [Mendocino Coast Cyclists](#); local bike shops like Fort Bragg Cyclery and [Catch a Canoe and Bicycle, Too](#); regional and Northern California advocacy groups like [Ukiah Valley Trails Group](#), [Sonoma County Bicycle Coalition](#), Police Activities League (PAL), and Health and Human Services (HHS) could be valuable in sustaining the Safe Routes to School program.

Additional Funding Opportunities:

While some communities are able to sustain their Safe Routes to School programs with strictly a volunteer base and donated materials, additional funding opportunities could aid in the success and effectiveness of the program.

1. National Center for Safe Routes to School Mini-Grants:

NCSRTS currently provides competitive mini-grants of up to \$1,000 to up to 25 entities twice yearly. As stated on the NCSRTS website:

The aim of the mini-grants is to use student creativity and leadership skills to increase safe walking and bicycling to school. Successful applications will focus on either: (a) increasing safe walking and/or bicycling to school, or (b) improving the safety of students already walking and/or bicycling to school. Activities funded by the mini-grants must be part of a broader walking and/or bicycling to school effort.

http://www.saferoutesinfo.org/news_room/minigrants/

2. Champion for Healthy Kids Grants:

Sponsored by American Dietetic Association Foundation, the President's Challenge, and the General Mills Foundation, fifty grants are awarded yearly in the amount of \$10,000 each. Application materials are available in October with the deadline the following January. Awards will be announced in May of that year. Applicants can be not-for-profit organizations and agencies, health departments, government agencies, schools and school districts and Native American tribes.

As stated on the General Mills website:

The goal of the General Mills Champions for Healthy Kids grants is to encourage communities in the United States to improve the eating and physical activity patterns of young people, ages 2-18. Grants will be awarded to nonprofit organizations and agencies working with communities that demonstrate the greatest need and likelihood of sustainable impact on young people's nutrition and activity levels through innovative programs.

<http://www.generalmills.com/corporate/commitment/champions.aspx>

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Resources:

Mendocino County Safe Routes to School Program Toolkit

<http://www.mendocinocog.org/pdf/County%20SRTS%20Plan/Mendocino%20County%20SRTS%20Program%20Toolkit%202014.pdf>

2011 Residential Streets Safety Plan

<https://city.fortbragg.com/DocumentCenter/Home/View/2455>

Mendocino County Safe Routes to School Plan

<http://www.mendocinocog.org/pdf/County%20SRTS%20Plan/Mendocino%20County%20SRTS%20Plan%202014%20Final.pdf>

Funding Clearinghouses:

Federal Highway Administration: [Funding Sources for Bicycle and Pedestrian Projects](#)

<http://www.fhwa.dot.gov/environment/bikeped/bp-broch.htm#funding>

Pedestrian and Bicycle Information Center: [Funding Resources and Research](#)

<http://www.bicyclinginfo.org/funding/resources.cfm?&startRow=1>

National Center for Safe Routes to School: [Funding](#)

http://www.saferoutesinfo.org/legislation_funding/

Additional Resources:

Kids Walk-to-School: A Guide to Promote Walking to School
Center for Disease Control

<http://www.cdc.gov/nccdphp/dnpa/kidswalk/pdf/kidswalk.pdf>

School Bicycling and Walking Policies: Addressing Policies that Hinder and
Implementing Policies that Help

National Center for Safe Routes to School

http://www.saferoutesinfo.org/resources/collateral/barrier_policy_tip_sheet.pdf

Pedestrian and Bicycle Information Center Funding Resources and Research

<http://www.bicyclinginfo.org/funding/resources.cfm>

Good Practices Guide for Bicycle Safety Education

Federal Highway Administration

http://drusilla.hsrb.unc.edu/cms/downloads/GoodPracticesGuide_BikeSafetyEdu.pdf

Guide to Bicycle Advocacy

Bikes Belong Coalition

http://bikesbelong.org/Misc_pdfs/AdvocacyGuide.pdf