



## 2012-2016 East Central Regional Safe Routes to School Strategic Plan - FINAL

**Mission:** Safe Routes to School engages and empowers schools and communities to improve the health and well-being of children and families by advocating safe walking and bicycling.

**Vision:** Through collaboration, Safe Routes to School is a catalyst that empowers communities and schools to become more walkable and bikeable, creating safe, healthy, active lifestyles.

<b>Student Engagement</b>	<b>Policy, Planning, &amp; Infrastructure Leadership</b>	<b>Robust Partnerships</b>	<b>Communication</b>	<b>Regional Sustainability &amp; Evidence-based Practice</b>
<b>Engage and empower students on all levels to develop and implement walking, biking, and other active lifestyle initiatives.</b>	<b>Provide resources, leadership &amp; expertise to foster diverse collaboration &amp; a framework to build a healthy &amp; active community.</b>	<b>We will create &amp; strengthen both public and private partnerships, resulting in increased advocacy, sustainable funding, &amp; corporate participation in SRTS.</b>	<b>Through frequent &amp; consistent outreach, SRTS will offer accessible communications, increase awareness, educate stakeholders, &amp; engage communities.</b>	<b>Regional SRTS will be the leader in establishing evidence-based criteria to support &amp; sustain SRTS community cultures.</b>
Develop and assist school districts with school-based Biking and Walking Clubs.	Establish written hazardous bussing policy/criteria.	Develop partnerships with businesses, non-profits, & business organizations for funding support.	Engage policy stakeholders with face to face meetings on key themes, targets, and objectives.	Develop a Performance Evaluation Analysis that shows benefits: health, economic, and environmental.
Organize the participation of parents, grandparents, and the community in Safe Routes to School Initiatives	Revise & create land use, neighborhood development, & street design bike friendly standards.	Encourage work-life practices (like flex hours) that allow for participation in SRTS activities.	Engage school districts in development of online consortiums and intranet links to share best practices.	Implementation of regional guidelines via annual safety assessments.
Youth engagement is enhanced through programming and membership in SRTS Committees.	Partner with non-profits and local businesses to increase infrastructure linkages to school.	Increase collaboration with healthcare partners on community events- bike helmet programs, etc.	Engage families & students at all levels with online gaming format.	Influence region-wide practices through policy/media advocacy.
Expand SRTS partnerships to summer and afterschool programs.	Develop Comprehensive approach to planning and funding.	Leverage relationships with local partners to increase programming.	Engage media through increased frequency, expansion to national media to promote regional brand.	Establish consistent messaging that demonstrates effectiveness of SRTS to policy makers.

Student Engagement	Initiatives	Metric	Timeline	Responsibility	Next Steps
<b>Engage and empower students on all levels to develop and implement walking, biking, and other active lifestyle initiatives.</b>	<i>Form clubs at schools that promote walking, biking and other active lifestyles (sense of belonging).</i>	By 2016, 50% of SRTS school districts/communities will have at least 1 bike/walk club. By the end of 2012- 1-2 By the end of 2013: 2-3 2014: 5 2015: 6-8 2016: 8-10	2012-2016	Regional SRTS Staff	<ol style="list-style-type: none"> <li>1. Begin working with the most engaged schools in the Regional SRTS program to start bike/walk clubs.</li> <li>2. Use the Urbanthinkers program as catalyst to start bike/walk clubs in schools.</li> </ol>
	<i>Organize parents, grandparents, community members to chaperone ongoing walking and biking initiatives.</i>	By 2016, 25% of SRTS schools have walk or bike programs organized by neighborhoods (parents, grandparents, etc). 2012: 5 2013: 10 2014: 15 2015: 20 2016: 25	2012-2016	Regional SRTS Staff	<ol style="list-style-type: none"> <li>1. Continue to work with Green Lake and Fond du Lac on their Walking School Bus Program.</li> <li>2. Work with schools that are interested in developing a walking school bus program (i.e. Jefferson ES – Appleton, Foster ES – Appleton, Shawano).</li> <li>3. Work to develop a Walking Bus Workshop that could be used for schools interested in a WSB or work with PedNet Coalition on workshops.</li> </ol>
	<i>Facilitate student membership in SRTS committees (including Advisory Committee).</i>	By 2016, 100% all SRTS committees will have at least 1 student member.	2012-2016	Local SRTS Task Force School Representatives Will Recruit Students	<ol style="list-style-type: none"> <li>1. Discuss student participation and the benefits with existing and newly formed Local SRTS Task Forces.</li> </ol>
	<i>Offer Summer programs linked to Park &amp; Recreation or summer school programs.</i>	Pilot the healthy living program in 2013. # of Communities 2013: 1 2014: 3 2015: 5 2016: 7	Implement summer 2013	Dave and Mike;	<ol style="list-style-type: none"> <li>1. Research how to get a summer school healthy living program into a summer school program.</li> <li>2. Pilot one healthy living summer school program, emphasizing walking, biking, healthy eating, etc.</li> </ol>

	<p><i>Develop partnerships with after school programs (YMCA/Boys/Girls Club, etc).</i></p>	<p>Meetings and presentations with YMCA, Boys and Girls Club, etc. See if there is synergy with the Regional SRTS Programs and their programs. Continued communication with organizations.</p> <p># of Meetings and Presentations with new organizations  2012 – 1-2  2013 - 2-3  2014 – 3-5  2015 – 5-7  2016 - 7-10</p>	<p>2012-2016</p>	<p>Regional SRTS Staff</p>	<ol style="list-style-type: none"> <li>1. Identifying organizations that the Regional SRTS Program could partner with.</li> <li>2. Research the organization's programming prior to meeting with them.</li> <li>3. Contact and meet with organizations.</li> </ol>
	<p><i>Youth Engagement program - Middle School leadership groups.</i></p>	<p>50% of middle schools in 5 years</p> <p>2012: 5-10  2013: 10-15  2014: 15-20  2015: 20+</p>	<p>2012 - 2016</p>	<p>Regional SRTS Staff; Schools</p>	<ol style="list-style-type: none"> <li>1. Finalize contract with Youth Engagement Consultant.</li> <li>2. Send out sign up to schools regarding Youth Engagement program.</li> <li>3. Set up meetings with Youth Engagement Consultant to come and do trainings at schools with students and adult facilitators (2012).</li> <li>4. Follow up and support with adult facilitators and youth.</li> <li>5. Develop a Youth Forum for the fall of 2013.</li> <li>6. Possibly include students that are involved in Youth Engagement program Regional SRTS communications (i.e. they receive newsletter updates, come stakeholder meetings).</li> </ol>

	<i>Fire Up your Feet Program</i>	50% of schools participating in 5 years 2012: 5-10 2013: 10-15 2014: 15-20 2015: 20+	2012 - 2013	Regional SRTS staff; SRTS National Partnership; WisDOT; Fire Up Your Feet WI Team	<ol style="list-style-type: none"> <li>1. Work with the Fire Up Your Feet Wisconsin Team to secure private sponsor.</li> <li>2. Promote and have schools sign up for the Fire Up Your Feet Program.</li> <li>3. Work to send out press releases to the local media.</li> <li>4. Continued support to schools with Fire Up Your Feet Program.</li> <li>5. Work with local PTO/PTAs to promote the program.</li> </ol>
	<i>Student-led initiative in social marketing efforts.</i>	Done/Not Done	2014	Regional SRTS Staff and consultant	<ol style="list-style-type: none"> <li>1. Develop a strategy for student-led initiatives in social marketing.</li> <li>2. Provide students the opportunity to play an active role in marketing efforts.</li> <li>3. Build as part of the Urbanthinkers program.</li> </ol>

Policy, Planning & Infrastructure Leadership	Initiatives	Metric	Timeline	Responsibility	Next Steps
<p><b>Provide resources, leadership &amp; expertise to foster diverse collaboration &amp; a framework to build a healthy &amp; active community.</b></p>	<p><i>Establish written hazardous bussing policy/criteria that may be uniformly adopted and applied by all ten counties within the East Central region.</i></p>	<p>Each county Sheriff's Department will have similar hazardous bussing criteria in place by 2015. Each school will have a similar hazardous bussing policy (which includes criteria) in place by 2015.</p>	<p>2012-2015</p>	<p>Melissa -Peter F.</p>	<ol style="list-style-type: none"> <li>1. Finalize the report on existing hazardous bussing situation(s) in the area. Set up a meeting with appropriate decisions-makers to discuss findings.</li> <li>2. Identify measures that can be taken to remove the "hazardous bussing" designation (i.e. installation of sidewalks/trails, reduction of vehicular speed/volume, etc.) at specific schools.</li> <li>3. Create a handbook that explains the relationship between and impact of school siting / hazardous bussing decisions.</li> <li>4. Department of Public Instruction (DPI) involvement.</li> <li>5. Continue to work to build school and municipality relationships at the local level.</li> </ol>
	<p><i>Engage in local Bicycle and Pedestrian Plans.</i></p>	<p>Incorporate SRTS into Bike/Ped Plans; Work to implement its goals, objectives and recommendations</p>	<p>2012-2016</p>	<p>Regional SRTS Staff; East Central Transportation Staff</p>	<ol style="list-style-type: none"> <li>1. Take an active role in local bicycle/pedestrian planning process and product, including the Fox Cities and Oshkosh Bicycle/Pedestrian Plan.</li> <li>2. Help local communities implement recommendations.</li> </ol>
	<p><i>Hire full-time Bike/Ped coordinator for the Region.</i></p>	<p>Position funded and filled by 2013</p>	<p>2012-2013</p>	<p>Melissa, Tom Walsh - Regional SRTS Stakeholders, East Central Metropolitan Planning Organization</p>	<ol style="list-style-type: none"> <li>1. Explore funding options for position.</li> <li>2. Articulate need for the position.</li> <li>3. Identify Roles/Responsibilities.</li> </ol>

				Director	
	<p><i>Revise and/or create land use, neighborhood development, and street design standards to include bike/pedestrian considerations (i.e. "complete streets").</i></p>	<p>25% of participating communities have adopted a local or county-wide "Complete Streets" policy.</p> <p>50% of participating school districts have enacted language that supports:</p> <ul style="list-style-type: none"> <li>-retrofitting existing schools</li> <li>-developing new schools to be centrally-located, walkable/bikeable</li> <li>-establishing smaller or eliminating acreage requirements</li> <li>-giving preference to sites along low volume/speed streets</li> </ul> <p>25% of participating communities have revised their Zoning and/or Subdivision Ordinance(s) to require bike / pedestrian facilities in new development.</p> <p>75% of participating, incorporated communities require sidewalks to be constructed with all new development.</p> <p># of workshops held</p>	<p>2012-2015</p> <p>2012-2013</p> <p>2012-2015</p> <p>2012-2013</p>	<p>Dave -Matt H. -Derek W.</p>	<ol style="list-style-type: none"> <li>1. Develop plan to use incentives &amp; regulations to aid selecting safe school sites.</li> <li>4. Target specific communities / school districts to work with... model, prototype policy.</li> <li>5. Workshops</li> <li>6. Create educational materials.</li> <li>7. Examples of school siting impacts... Carl Traeger ES &amp; MS vs. Smith ES or Jefferson ES.</li> <li>8. Presentations on existing complete streets policies/plans</li> <li>9. Increase the amount of planning, engineering, public works, etc. professionals participating in SRTS Task Force meetings.</li> <li>10. Get out ahead of local Capital Improvement Programs (CIPs) to be influential early in the conceptual design process.</li> <li>11. Develop a 2 page fact sheet on school siting recommendations and considerations (use some of the information from EPA Voluntary Guidelines on School Siting) – Use Info from State Network Project.</li> <li>12. Work with the MPO and the RPC to develop a Complete Streets Policy.</li> </ol>

		on the impact of school site selections			
	<i>Partner with non-profits and local businesses to increase infrastructure linkages to school.</i>	All participating schools are served by a network of bike/pedestrian infrastructure that connects to adjacent neighborhoods and other community destinations.  Build at least one mile of sidewalk/trail near schools each year.	2012-2016  2012	Dave -Tom W. -Lauree R. -Matty M.	<ol style="list-style-type: none"> <li>1. Brainstorm appropriate, high-priority locations to initiate model infrastructure projects. Get these built and broadcast the success.</li> <li>2. Approach local organizations, such as the Chamber of Commerce, Rotary, etc., to give an SRTS "sales pitch" and grow our network. Allowing for naming rights and other recognition is fine. Provide local "asks" to organizations.</li> <li>3. Identify funding sources for individual projects. Investigate ways that the Regional SRTS Program budget and local advocacy groups that can provide leverage or seed money.</li> </ol>
	<i>Develop Comprehensive approach to planning and funding: Public/private partnerships Multi-disciplinary (health/law enforcement/schools).</i>				<ol style="list-style-type: none"> <li>1. Complete Local SRTS Action Plans and present recommendations to Common Council (or similar) and School Board.</li> </ol>

Robust Partnerships	Initiatives	Metric	Timeline	Responsibility	Next Steps
<b>We will create &amp; strengthen both public and private partnerships, resulting in increased advocacy, sustainable funding &amp; corporate participation in SRTS.</b>	<i>Develop partnerships with businesses, non-profits &amp; business organizations for funding support.</i>	Each year we will complete 5 presentations/meetings with local business organizations on SRTS.	2012-2016	Regional SRTS Staff Regional SRTS Advisory Committee Members	<ol style="list-style-type: none"> <li>1. Identify businesses -develop list (partner with local chamber of commerce)</li> <li>2. Present opportunities for participation – Develop “Asks”</li> <li>3. Identify business association lists (like Rotary, Jaycees) contacts</li> <li>4. Determine who is available for presentation.</li> <li>5. Track presentations</li> </ol>
	<i>Engage more family participation by working with organizations such as SHRM (Society of Human Resource Managers).</i>	<p>Number of presentations for businesses.</p> <p>1-2 presentations a year for appropriate companies.</p> <p>By 2013, at least one employer will implement work-life practices that incorporate SRTS - 10 Companies by 2016</p>	2012-2016	Regional SRTS Staff Regional SRTS Advisory Committee Members	<ol style="list-style-type: none"> <li>1. Present practices (like flex hours) to employers and explain the benefits, how such practices can promote SRTS and active lifestyles, and how employers can incorporate SRTS into their Wellness Policies</li> <li>2. Encourage work-life practices (like flex hours) that allow for participation in SRTS activities.</li> <li>3. Continue to do presentations for local businesses.</li> </ol>
	<i>Increase collaboration with healthcare partners on community events-Bike helmet programs, etc.</i>	Create 5 healthcare partnerships by 2016.	2012-2016	Melissa - Regional SRTS Advisory Committee Members	<ol style="list-style-type: none"> <li>1. Identify healthcare providers-develop list</li> <li>2. Present opportunities for participation.</li> <li>3. Determine who is available for presentation.</li> <li>4. Track presentations</li> </ol>
	<i>Leverage relationships with local partners to increase</i>	Create 1 new partnership each year and continue to strengthen existing	2012-2016	Mike Patza - Regional SRTS Staff	<ol style="list-style-type: none"> <li>1. Identify partners – develop list</li> <li>2. Identify areas of need and how partners could enhance</li> </ol>



	<i>programming: Bike dealers, bike repair shops, Park &amp; Recreation, YMCA, Bike Vendors,</i>	partnerships.			programming
	<i>SRTS presentations to government entities.</i>	At least 1 presentation per year to government entities from each county in SRTS region (10 presentations per year total).	2012-2016	Regional SRTS Staff Regional SRTS Advisory Committee Members Regional SRTS Stakeholders	<ol style="list-style-type: none"> <li>1. Work with advocacy groups to get presentations slated.</li> <li>2. Identify target municipal boards, committees, etc.</li> </ol>

Communication	Initiatives	Metric	Timeline	Responsibility	Next Steps
<b>Through frequent &amp; consistent outreach, SRTS will offer accessible communications, increase awareness, educate stakeholders &amp; engage communities.</b>	<i>Meetings held with selected officials &amp; policy makers to communicate key themes, targets and objectives.</i>	# of attendees at meetings. # of policy changes that occurred in the Region.  2012: 2 2013: 3-5 2014: 5-7 2015: 8-10	2012	Regional SRTS staff and advocacy groups	<ol style="list-style-type: none"> <li>1. Determine a target list of elected officials (state, federal, and local elected officials).</li> <li>2. Develop theme and communication materials for elected officials.</li> <li>3. Partner with local SRTS stakeholders to meet with elected officials.</li> </ol>
	<i>Engage school districts in development of online consortiums and intranet links to share best practices.</i>	# of participants. # new programs/events in schools related to sharing best practices.	2013-2014	Regional SRTS Staff and Tim – IT Coordinator and possible consultant	<ol style="list-style-type: none"> <li>1. Online intranet (modeling after Channel 1) could be used to share SRTS best practices in participating schools to increase collaboration, share innovative ideas.</li> <li>2. Research online intranet for SRTS.</li> <li>3. Develop a blog or a communication area for comments regarding articles.</li> <li>4. Use Facebook and Twitter to drive people back to the website.</li> </ol>
	<i>Engage families &amp; students at all levels with online gaming format (Cool Choices as model).</i>	# of participants. # lifestyle changes by families tracked by games.	By 2014, will have game option in place for older youth. By 2015, will have game option in place for younger children.	Regional SRTS staff and consultant	<ol style="list-style-type: none"> <li>1. Create a platform for competition at various ages, including family as a "team". Get point for adopting a healthy lifestyle = like Cool choices\Meet with Cool Choices to investigate partnership options.</li> <li>2. Develop tool for young students maybe based on SRTS characters.</li> <li>3. Investigate pricing, process, etc., on these with consultant.</li> </ol>

	<p><i>Engage media through increased frequency, expansion to national media to promote regional brand.</i></p>	<p>2 news releases each quarter (increased placement) Ratio: media request vs. placement</p> <p>1-2 national media story placements by 2016</p>	<p>2012</p>	<p>Regional SRTS staff – with the assistance from PR consultant and local SRTS Programs</p>	<p>Goal is to move from active placement to request for information with media</p> <ol style="list-style-type: none"> <li>1. For 2012, develop a schedule for press releases and stories to cover with the media and the local SRTS Programs.</li> <li>2. Work with local SRTS programs to send out press releases and connect local SRTS champions with media.</li> <li>3. Have local SRTS champions/local advocacy groups go through media training.</li> <li>4. Assisting in media preparation for local SRTS programs <ul style="list-style-type: none"> <li>- social norming campaign “bike and walk as cool choices”</li> </ul> </li> </ol>
	<p><i>Engage site champions as advocates to increase SRTS influence in communities and schools.</i></p>	<p>List of site champions developed by Regional SRTS Staff; Number of Site Champions 2012:</p>	<p>2012</p>	<p>Regional SRTS Staff</p>	<ol style="list-style-type: none"> <li>1. Determine best method of identifying local champions and engaging them via media and communication channels.</li> <li>2. Develop video testimonials from site champions and post a new on every 2 months on the website and social media sites.</li> <li>3. As part of local SRTS action plan, identify site champions and do video testimonials.</li> </ol>

Regional Sustainability & evidence-based Practice	Initiatives	Metric	Timeline	Responsibility	Next Steps
<p><b>Regional SRTS will be the leader in establishing evidence-based criteria to support &amp; sustain SRTS community cultures.</b></p>	<p>Develop a performance evaluation analysis that shows benefits: health, economic, environmental.</p>	<p>Develop Performance Evaluation Analysis (Fidelity Chart) in 2012.</p>	<p>Chart populated with data for baseline by 2012, analysis in 2015</p>	<p>Regional SRTS Staff; Regional SRTS Advisory Committee</p>	<ol style="list-style-type: none"> <li>Identify and develop Performance Evaluation Analysis (Fidelity Chart) with local health professionals. <ul style="list-style-type: none"> <li>- Need to determine best method of obtaining economic, health and environmental data:</li> <li>- Miles/ walked=fuel saved</li> <li>- # miles safe bussing routes</li> <li>- # audits done each ear</li> <li>- % change in school participation in districts</li> <li>- # complete street plans</li> <li>- # trails linked to schools</li> <li>- % participation in youth engagement programs</li> <li>- # Kids free &amp; reduced lunch programs.</li> </ul> </li> <li>Populate chart for baseline – 2012</li> <li>Continued analysis 2013-2015</li> </ol>
	<p>Implementation of regional guidelines via annual safety assessments.</p>	<p>By 2013, will have used regional guidelines tool in assessing safety schools.</p>	<p>Tool – Evaluated in 2012; If necessary revise tool and pilot with schools – late 2012 2013</p>	<p>Regional SRTS Staff</p>	<ol style="list-style-type: none"> <li>Determine if present assessment is the correct tool.</li> <li>Revise and pilot new tool with a few schools.</li> <li>Establish a timeline for assessing schools.</li> <li>Conduct periodic assessments.</li> <li>Communicate results to the local SRTS task force.</li> </ol>
	<p>Influence region-wide practices through policy/media advocacy.</p>	<p># of paid media contacts  # national media contacts  # local tools used</p>	<p>2012</p>	<p>Regional SRTS staff</p>	<ol style="list-style-type: none"> <li>Work with public relations consultant to develop a method of tracking.</li> <li>Set up method of tracking policy changes. <ul style="list-style-type: none"> <li>- # of policies or ordinances changed by SRTS advocacy</li> </ul> </li> </ol>

		with local media  # of policies or ordinance changed by SRTS advocacy efforts			efforts
	<i>Establish consistent messaging that demonstrates effectiveness of SRTS to policy makers.</i>	Performance Evaluation Analysis (Fidelity chart) results communication plan in place by 2015.	2012-2015	Regional SRTS Staff; Local Advocacy Groups	1. Develop fact sheets about what is going on locally, regionally and across the state.
	<i>Develop &amp; promote use of cost-benefit widgets to help schools with ROI calculations.</i>	Widget for bus vs. sidewalks ROI comparison developed by end of 2012	2012	Melissa – Regional SRTS Staff Tim – IT Peter F.	<ol style="list-style-type: none"> <li>1. Research the Missouri Bicycle and Pedestrian Federation example</li> <li>2. Determine cost factor analysis parameters.</li> <li>3. Develop widget.</li> <li>4. Communicate to stakeholders-on website, etc.</li> </ol>
	<i>Research financial sustainability options and diversify funding sources for the Regional SRTS Program.</i>	<p>Develop a committee in 2012 and research sustainability options.</p> <p>By 2016, 5-15% of funding for SRTS will come from other sources and will have a fund balance of \$5,000 by 2016.</p>	2012-2016	Regional SRTS staff and Regional SRTS advisory committee	<ol style="list-style-type: none"> <li>1. Have a sub-committee look at other sources.</li> <li>2. Present Funding is all federal dollars.</li> <li>3. Find out where funding could be coming from (potential sources).</li> <li>4. Put together a plan about obtaining non-federal funds.</li> </ol>