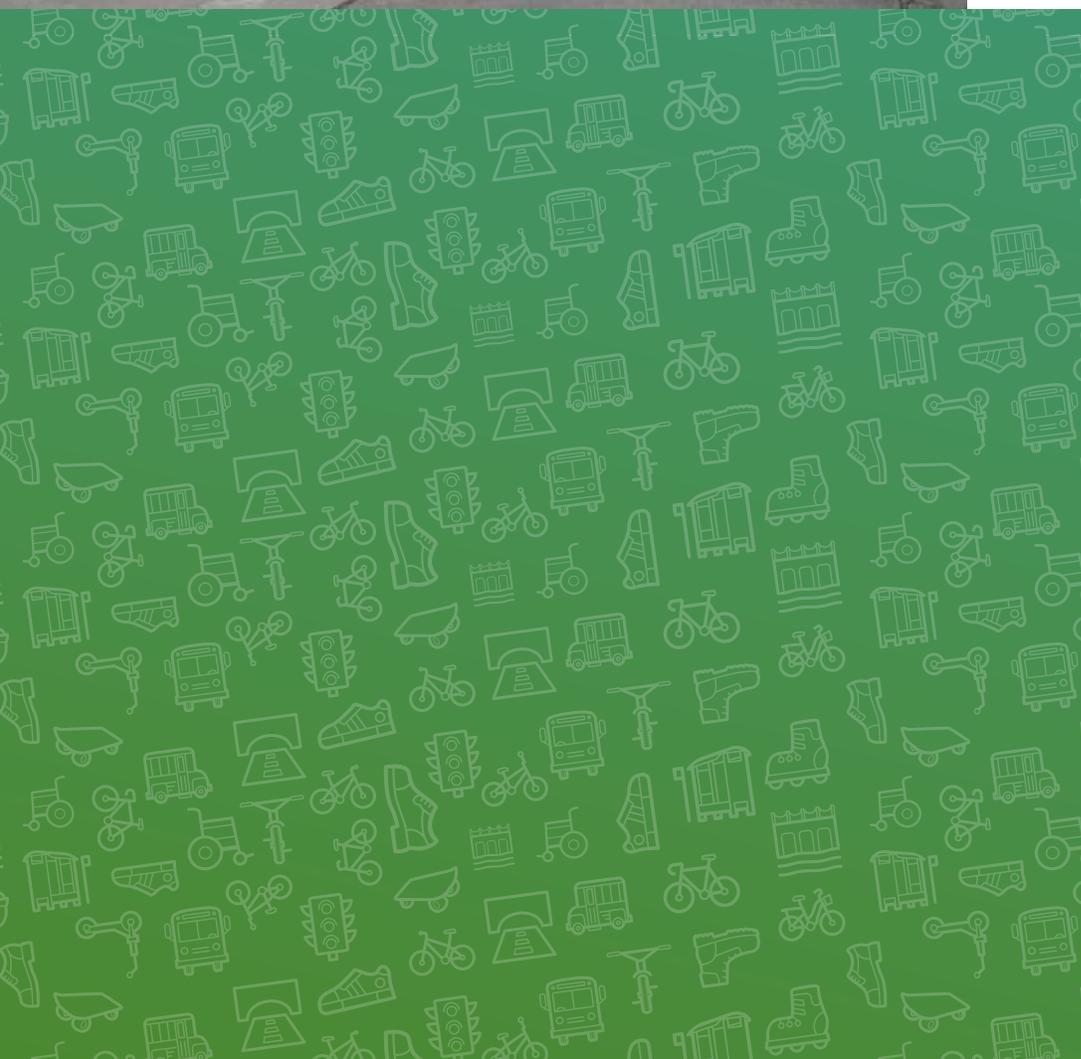




CITY OF MILWAUKEE  
**SAFE ROUTES  
TO SCHOOL  
STRATEGIC PLAN**

JUNE 2021





Information contained in this document is for planning purposes only. All results, recommendations, and commentary contained herein are based on limited data and information, and on existing conditions that are subject to change.

# Acknowledgements

The Steering Committee members, City of Milwaukee staff, Milwaukee Public Schools staff, and other individuals listed below deserve special thanks and acknowledgement for their contributions.

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**MILWAUKEE  
PUBLIC SCHOOLS**

**TOOLE  
DESIGN**



**WISCONSIN  
BIKE FED**



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# 1

# Introduction



## What is Safe Routes to School?

Safe Routes to School (SRTS) is an international movement that uses programs and infrastructure to encourage children to walk and bicycle to school. SRTS programs seek to improve safety conditions near schools and encourage more walking and bicycling when it is safe to do so. Nationally, walking and bicycling to school has declined dramatically, from nearly 50% of K-8<sup>th</sup> grade students in the 1960s to only 11% as of 2017.<sup>1</sup> SRTS programs seek to reverse this decline by promoting walking and bicycling through a holistic set of strategies known as the “Es”:

### The Es:



#### Engineering:

Provide infrastructure that allows people to walk and bicycle safely to and from schools



#### Encouragement:

Promote walking and bicycling as fun ways to get to and from school



#### Empowerment:

Support families and school communities to develop their own programs to increase walking and biking



#### Education:

Ensure that everyone knows how to walk, bicycle, and drive safely



#### Evaluation:

Track progress toward achieving goals

Traditionally, SRTS programs have focused on engineering, enforcement, education, and encouragement strategies like the ones listed above. In 2020, the Safe Routes Partnership announced that it would no longer promote Enforcement strategies “understanding the deep issues that exist in many communities with law enforcement.” See Appendix C for the full announcement. In response, Enforcement has been removed from the Milwaukee SRTS Strategic Plan as a strategy and relevant recommendations have been moved to different strategies, appropriately. Additional coordination and engagement will be necessary to promote equitable and community-supported traffic safety initiatives.

<sup>1</sup> According to 2017 data from the National Household Travel Survey (NHTS). Toole Design analyzed the NHTS data using the methodology outlined in this study: McDonald, N, Brown, A, Marchetti, Pedroso, M. “U.S. School Travel, 2009: An Assessment of Trends,” *American Journal of Preventative Medicine*, 2011; 41 (2): 146-151

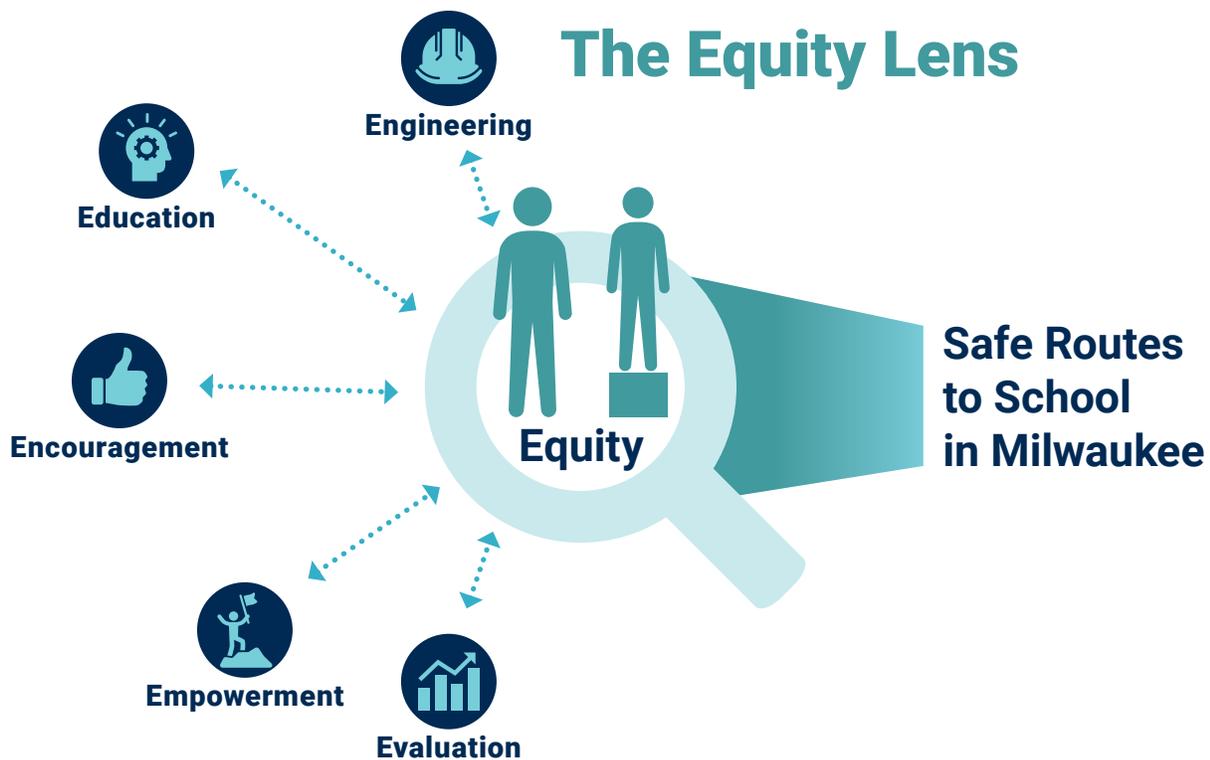
## The Equity Lens

In addition to the Es, the Milwaukee SRTS program will address inequity.

Over the past several decades, Milwaukee has ranked high in a number of measures of inequity including racial and income segregation<sup>2</sup>. For example, the Brookings Institution indicated that, between 2000 and 2017, black-white segregation had widened, making Milwaukee one of the most segregated cities in the US<sup>3</sup>. To address disparities like these, in summer 2019, the City of Milwaukee adopted a resolution (Common Council File #190098<sup>4</sup>) “to take actions on achieving racial equity and transforming systems of racism that impact the health and well-being of the community.” The resolution acknowledged that racial inequity results in health

outcome disparities among communities of color in Milwaukee. It also outlined a number of strategies to address health equity issues including policy changes that support local, state, and federal initiatives such as Safe Routes to School.

In Milwaukee, the SRTS program will thread equity considerations into all SRTS programs and projects as an essential component to closing the opportunity and achievement gap for Milwaukee’s students of color and underserved neighborhoods. The program will use equity as a “lens” applied to all the other “Es” to ensure programs and projects are focused where they are most needed. The “equity lens” guides the recommendations and strategies throughout this SRTS Strategic Plan.



2 The Brookings Institution. *Metro Monitor 2019*. Washington, DC. March 2019. Available online at: <https://www.brookings.edu/research/metro-monitor-2019-inclusion-remains-elusive-amid-widespread-metro-growth-and-rising-prosperity/>

3 The Brookings Institution, *The Avenue: Black-white segregation edges downward since 2000, census shows*. December 2018. Available online at: <https://www.brookings.edu/blog/the-avenue/2018/12/17/black-white-segregation-edges-downward-since-2000-census-shows/>

4 Milwaukee Common Council File #190098. Available online at: <https://milwaukee.legistar.com/LegislationDetail.aspx?ID=3926601&GUID=5309EB39-5CC1-4E82-AB5E-C47BD94B6B69&FullText=1>

# What are the Benefits of Safe Routes to School Programs?

## Improve Safety for Students Walking and Biking

Traffic safety and driver behavior are pressing issues in Milwaukee. According to the 2019 Milwaukee Pedestrian Plan, drivers yield to pedestrians in crosswalks less than 33% of the time. Figures 1 and 2 display the share of pedestrian and bicycle crashes in which school-aged children were involved between 2013 and 2018. 22% of the pedestrians in crashes were between the ages of 5 and 18. Only 1% of the bicyclists in crashes in Milwaukee were between the

ages of 5 and 18. This may reflect the low rates of children that bicycle in Milwaukee due to the lack of bicycle parking at schools and homes, safe streets for bicycling near schools, and parent concerns. SRTS is focused on improving safety for students during their trip to and from school by making streets safer and supporting programs that help them—and their families—feel safe about walking and biking to school.

Figure 1. Age of pedestrians in crashes in Milwaukee, 2013-2018



Figure 2. Age of bicyclists in crashes in Milwaukee, 2013-2018



## Promote Physical Activity

Milwaukee County ranks 71 out of 72 counties in the state of Wisconsin for health outcomes.<sup>5</sup> Social and economic factors play a large role in health disparities between Wisconsin counties, but SRTS programs can help by promoting physical activity. Regular physical activity is an integral component of a healthy lifestyle, but 22% of adults in Milwaukee report no leisure-time physical activity.<sup>6</sup> A healthy lifestyle is best cultivated in people when they are children. Walking and bicycling to and from school is a way for students to get physical activity as part of their daily life. Research indicates that active travel to school can increase overall physical activity in children and adolescents.<sup>7</sup> SRTS programs seek to create environments in which active transportation is a safe and appealing choice for children and their families.



Figure 3: Composite Attentional Allocation of 20 Students Taking the Same Test

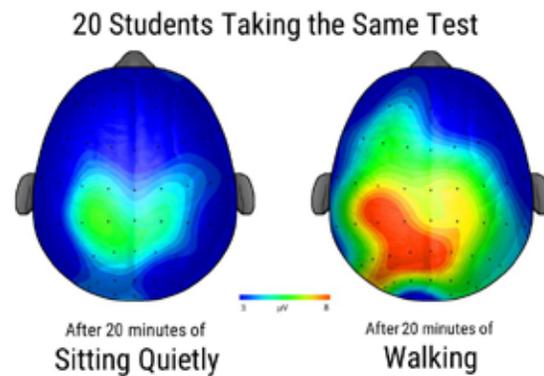


Image Courtesy of Charles Hillman, University of Illinois at Urbana-Champaign

## Support Learning

Walking and bicycling to school boosts students' academic performance. In 2010, a Centers for Disease Control and Prevention (CDC) literature review found substantial evidence that higher rates of exercise improve academic achievement among children.<sup>8</sup> Mild exercise such as walking for 20 minutes has been shown to improve concentration in students. Figure 3 shows the composite neural activity of 20 students taking the same test following sitting and walking for 20 minutes. The color blue represents lower neural activity, while the color red denotes higher brain activity.<sup>9</sup>

5 University of Wisconsin Population Health Institute. "2019 County Health Rankings." County Health Rankings & Roadmaps, [www.countyhealthrankings.org/](http://www.countyhealthrankings.org/).  
 6 Ibid.  
 7 Larouche, R., et al. "Associations between Active School Transportation and Physical Activity, Body Composition, and Cardiovascular Fitness: A Systematic Review of 68 Studies." *Journal of Physical Activity and Health*, VOL 11, NO. 1, Jan. 2014, pp. 206-227  
 8 Centers for Disease Control and Prevention. *The Association between School-Based Physical Activity, Including Physical Education, and Academic Performance*. Atlanta, GA: U.S. Department of Health and Human Services; 2010  
 9 Hillman C.h., et al. "The Effect of Acute Treadmill Walking on Cognitive Control and Academic Achievement in Preadolescent Children." *Neuroscience*, vol. 159, no. 3, 2009, pp.1044-1054

## Reduce Transportation Costs for School District

Only 25% of Milwaukee Public Schools K-8 students live within their school's walk zone (typically within 1 mile of elementary schools and within 2 miles of middle schools). Students living inside a school's walk zone are not eligible for yellow school bus transportation. For private schools and charter schools, that number may be much lower. Milwaukee Public Schools spends over \$63,000,000 annually on student transportation.<sup>10</sup> For a variety of reasons, parents often choose to send their children to schools where they will be eligible for school bus transportation. MPS could reduce the transportation spending and the number of students that need to be transported if more parents sent their children to local neighborhood schools. Even at schools that *do* have many students living in their school's walk zone, many families choose to take them to and from school in a personal vehicle, resulting in traffic congestion at the school. SRTS addresses the underlying factors that inhibit active travel and encourages students and their families to walk and bike to school.

## Help Families without Personal Vehicles

About 18% of City of Milwaukee households do not have personal vehicles.<sup>11</sup> While much of the City is served by other transportation options such as public transit, disparities are often compounded in areas with fewer transportation options. For example, in Census tracts where the number of zero-vehicle households exceeds the citywide average, the percentage of children living below the poverty

**25%** of MPS K-8 students live within their school's walk zone

level is almost 8% higher than the citywide average of 40%. Furthermore, workers in these tracts also commute using public transit at higher than average rates. Disparities such as these indicate that families with limited transportation options may experience disproportionate household transportation costs. For these reasons, it is especially important for families to have safe, reliable, and cost-effective ways to walk, bicycle or take a bus to school.

## Make Streets Safer for People of All Ages and Abilities

Active transportation benefits children, neighborhoods, and the City as a whole. There are around 250 public, private, and charter schools in the City of Milwaukee, many located in dense, walkable and transit-friendly neighborhoods. SRTS infrastructure projects often result in slower traffic speeds and improved driver behavior, which benefits everyone who walks and bicycles near schools. SRTS projects can also support the implementation of the City of Milwaukee's Pedestrian Plan and Complete Streets initiatives.

## Make Systematic and Proactive Investments

Agency budgets and staff time are finite resources. When a student is hit by a car on their way to school, when a principal calls their Common Council Member to request a traffic signal, when parents lobby for changes to a street near their school—these incidents demand staff time and require thoughtful engagement. While these responses are warranted and important, it may result in resources allocated away from the neighborhoods that most need investments to keep students safe. SRTS can help the City, MPS, and partner agencies prioritize their investments in a strategic, efficient way and establish protocols for responding to traffic safety concerns near schools.

<sup>10</sup> Milwaukee Public Schools. *Amended Adopted Budget. Fiscal Year: July 1, 2017-June 30, 2018*. Office of Finance, 2017

<sup>11</sup> "2013-2017 American Community Survey 5-Year Estimates." U.S. Census Bureau. Accessed through American FactFinder.

# What is the Purpose of this Strategic Plan?

The purpose of this Strategic Plan is to coordinate Safe Routes to School efforts across agencies and organizations under a city- and district-wide program. The plan identifies policies, programs, and initiatives of Milwaukee Public Schools and various City of Milwaukee departments that could be modified to improve conditions for walking and biking to school. The plan also provides several short-term and long-term recommendations that City departments, MPS, and other organizations and community partners can take to achieve the vision and goals of Safe Routes to School programming in Milwaukee.

## Vision and Goals

In Fall 2017, a Steering Committee for the SRTS Strategic Plan was formed to provide oversight and important feedback to ensure the plan reflects the needs of stakeholders and the community. The following vision and goals for a citywide Safe Routes to School program were developed based on feedback from the Steering Committee.

### Vision

Milwaukee is a city where more students and families will walk and bike to school because it is safe, convenient, and part of a child’s healthy growth and development. The values of student health, safety, and encouraging walking and biking to school are integrated throughout City and MPS policies, programs, and projects.

**Education:** Every student in MPS will have quality pedestrian and bicycle safety instruction by the end of 6<sup>th</sup> grade. Students will arrive at school ready to learn.

**Encouragement:** Every school will have a culture that advances walking and biking as the safe, easy, and healthy choice.

**Empowerment:** School communities will be given resources and support to create and carry out the programs they desire and will influence decisions about Safe Routes to School-related actions.

**Evaluation:** Performance will be measured and tracked against the established vision and goals.

### Goals

**Equity:** The allocation of resources will be monitored, and programs and projects will be implemented where they are most needed.

**Engineering:** Every intersection adjacent to a school will be safe for a child to cross; streets and signs around schools will be designed to lower vehicle speeds and communicate caution.



# 2

## Program Organization and Staffing



SRTS is a collaborative, holistic effort that will require participation from many agencies. Implementing this plan should not be the responsibility of one department. Many departments and organizations will be involved, making it essential to clearly define the expectations and roles for each department and organization.



*Representatives of MPD, DPW, the Wisconsin Bike Fed, and the Milwaukee Housing Authority attended a meeting with parents of students who live in Milwaukee's Choice Neighborhood Initiative area at Carmen/Middle High School of Science and Technology in November 2018.*

# Background

There are three organizations that are largely responsible for implementing SRTS efforts in Milwaukee:

## Milwaukee Department of Public Works (DPW)

DPW is one of the largest departments within the City of Milwaukee and has multiple divisions. Infrastructure Services and Operations are the two divisions most involved with Safe Routes to School efforts. The Operations Division provides public services such as waste collection and recycling, tree maintenance, snow and ice removal, and parking services. The Infrastructure Services Division is responsible for designing, constructing, and maintaining all streets, bridges, and public rights of way in the City including traffic signals, signs, pavement markings, and lighting. Within Infrastructure Services, the Traffic and Multimodal units manage programs and projects related to traffic operations and planning related to walking, bicycling, and using transit. The Multimodal unit is also responsible for coordinating Safe Routes to School efforts within DPW.

## Milwaukee Public Schools (MPS)

MPS is the public school district serving the City of Milwaukee with over 160 schools. The district superintendent and school board oversee several offices that relate to SRTS. The Offices of Academics and Administration are most involved with implementing programs and policies related to SRTS. Administration includes managing transportation services, facilities and maintenance, and individual school operations. The Office of Academics is responsible for developing curricula and programming, including SRTS as part of Student Wellness and Prevention. MPS has partnered with the Wisconsin Bike Fed on pedestrian and bicycle safety education in schools. The Curriculum Specialist for Health and Physical Education spearheads that partnership and has been instrumental in expanding the number of schools where bicycle safety education is taught

by acquiring two bike fleets for physical education teachers to use with 3<sup>rd</sup> and 4<sup>th</sup> grade students.

## Wisconsin Bike Fed (Bike Fed)

The Bike Fed is a statewide nonprofit organization that works to move bicycling forward in Wisconsin through advocacy, education, and encouragement. The Milwaukee office of the Bike Fed has been the leader in SRTS education and encouragement in the City for 13 years, directly providing pedestrian and bicycle safety education to about 2,000 students each year and SRTS encouragement efforts to 5 to 10 schools each year. In addition to educating elementary school children, the Bike Fed also coordinates the Valid Bike Shop and Mobile Bike Repair program out of North Division High School. The Valid Bike Shop provides maintenance and repair of the 200 bicycles in the fleet used for education programs, and trains and employs youth mechanics. The Bike Fed also works with Milwaukee schools on encouragement programs and events, such as Walk to School Day and Bike to School Day. The Bike Fed employs one full-time coordinator and seven seasonal educators to carry out their education work and coordinate the Valid Bike Shop.

## Milwaukee Police Department (MPD)

The Milwaukee Police Department (MPD) has historically been a primary partner in implementing SRTS efforts. However, as noted at the beginning of the document, enforcement strategies have been deemphasized based on guidance from the Safe Routes Partnership (see Appendix C). While MPD is seen as responsible for ensuring traffic laws are enforced, it is well-documented that law enforcement disproportionately impacts people of color. Some duties assigned to MPD, such as the crossing guard program (managed by the Safety Division) and other community-based programs continue to show promise. As such, MPD will be considered a partner but not a lead agency for the purposes of this plan.

MPD's primary role in keeping students safe walking to and from school is through the Safety Division, which employs over 200 school crossing guards throughout the City of Milwaukee.

### Automated Enforcement

Automated speed and red-light enforcement has been shown to reduce crashes and improve safety for pedestrians<sup>12</sup>. It may also reduce racial profiling and reduce traffic stops that can escalate into dangerous, life-threatening encounters. Police departments in Wisconsin are prohibited from using radar devices combined with photo identification of a vehicle to enforce traffic laws.

- 1 Persaud, B., F.M. Council., C. Lyon, K. Eccles., and M. Griffith. "A Multi-Jurisdictional Safety Evaluation of Red Light Cameras." *Transportation Research Record* 1922, (2005) pp. 29-37
- 2 Li, H., D.J. Graham, and A. Majumdar. "The Impacts of Speed Cameras on Road Accidents: An Application of Propensity Score Matching Methods." *Accident Analysis and Prevention*, Vol.60, (2013) pp. 148-157

## Crossing Guard Program

**Crossing guard placement.** When MPD receives a request for a school crossing guard, they send an observer to the location to perform a gap study. A gap study determines whether there are enough available gaps in traffic that are of adequate length to permit children to cross the street. The normal requirements for crossing guard placement are a minimum of 30 students crossing and a safe gap of 40 percent or less. MPD also takes other factors into consideration and may adjust the threshold as needed. The city struggles to hire enough crossing guards to fill all posts due to the part-time nature of the job and the necessity of performing background checks, which require a long wait. MPD provides DPW with paper maps showing the placement of crossing guards throughout the City.

**Crossing guard STOP paddles.** MPD crossing guards currently do not use STOP paddles, using only hand gestures. State Statutes do not explicitly require crossing guards to use STOP paddles. However, the Wisconsin Manual on Uniform Traffic Control Devices supplement (Chapter 7, Section 7D.05) requires all adult crossing guards to use a STOP paddle. STOP paddles improve safety for both crossing guards and the students they cross because they are highly visible and have an instantly recognizable message.

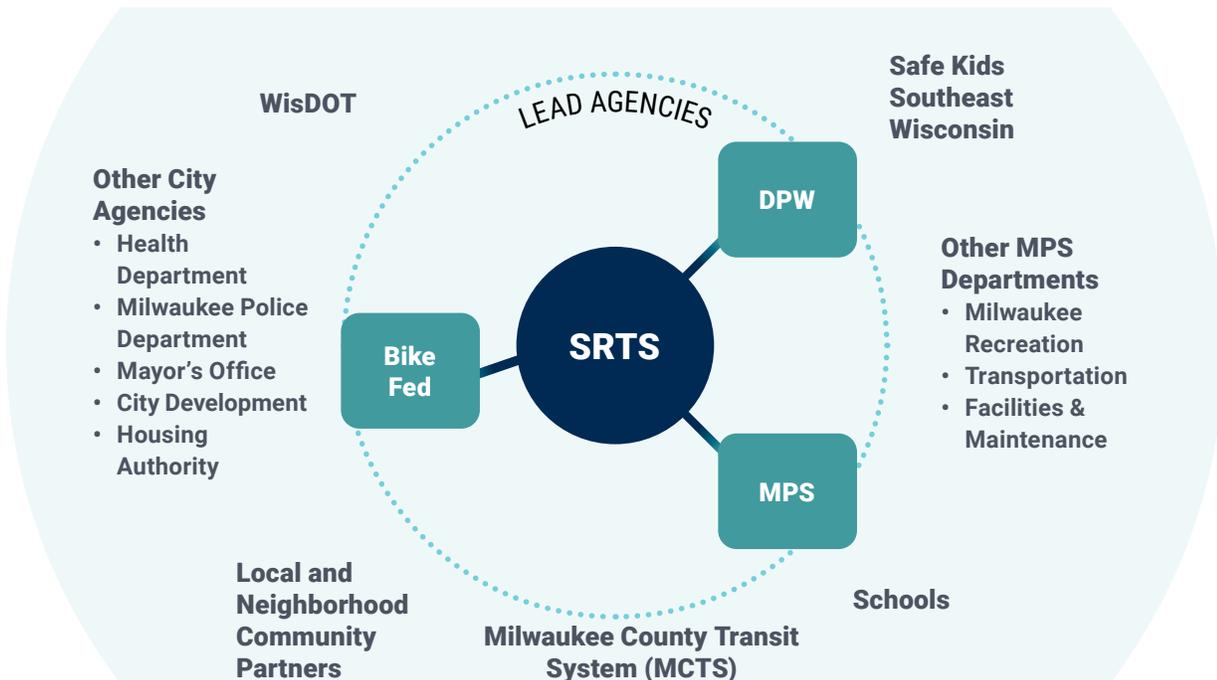
# Organization and Staffing Recommendations

Cities that have successfully increased the numbers of students who walk or bicycle to school and reduced bicycle and pedestrian fatalities have done so using a holistic approach to SRTS encompassing all Es (Engineering, Education, Encouragement, Empowerment, and Evaluation). The long-term vision is to formalize a coordinated approach to implementing SRTS programming among organizations. As shown in Figure 4, DPW, and MPS should lead the SRTS effort with close collaboration. The Bike Fed should be included in the coordination due to its extensive experience with education and encouragement efforts. Partners such as other City departments, individual schools, WisDOT, and Safe Kids Southeast Wisconsin should continue to coordinate with the lead agencies as they work on their SRTS efforts.

## About the Recommendations

Building a strong and sustained SRTS program in Milwaukee will require partnerships, funding, and staff resources. This plan recognizes that developing the SRTS program will take time. While many of the recommendations can be implemented within a year or two, some actions may take longer to complete or may continue indefinitely. Each set of recommendations is divided into near-term actions that the City can reasonably achieve with existing staffing and funding, and long-term actions that the City will strive to achieve but may require additional funds and staff. The lead agencies for each action are identified in bold orange text, for example: **(DPW, MPS)**

Figure 4. Recommended relationships between agencies to implement the SRTS recommendations in this Plan.



Near-Term Actions	Long-Term Actions that May Require New Funding and Staff	Partners
<b>Coordinate implementing the plan with the appropriate committees</b>		
<ul style="list-style-type: none"> <li>Coordinate oversight of SRTS Strategic Plan implementation with appropriate City Committees and Commissions. <b>(DPW)</b></li> </ul>	<ul style="list-style-type: none"> <li>Staff a SRTS Oversight Committee to guide implementation of SRTS efforts. <b>(DPW)</b></li> </ul>	
<b>Assign SRTS initiatives and projects to existing staff, or hire additional staff</b>		
<ul style="list-style-type: none"> <li>Assign relevant SRTS duties to an existing DPW staffer in the Multimodal Unit. <b>(DPW)</b></li> <li>Hire a part-time coordinator to oversee education, encouragement, and evaluation efforts in MPS. <b>(MPS)</b></li> <li>Reach out to MPS departments and programs (Milwaukee Recreation, Transportation and Facilities &amp; Maintenance Departments) to determine interest in coordination and collaboration. <b>(MPS)</b></li> <li>Continue to provide direct bicycle and pedestrian safety education under current grants. <b>(Bike Fed)</b></li> </ul>	<ul style="list-style-type: none"> <li>Dedicate a full-time staff person for SRTS issues and grants. <b>(DPW)</b></li> <li>Assign responsibilities for Milwaukee Recreation, Transportation, and Facilities &amp; Maintenance Departments. <b>(MPS)</b></li> <li>Scale bicycle education program to reach more schools by training physical education teachers to provide bicycle education. <b>(Bike Fed)</b></li> <li>Explore whether crossing guards can provide pedestrian safety education (<i>cross-listed in Education Recommendations</i>). <b>(MPD)</b></li> </ul>	
<b>Coordinate grant funding for both SRTS infrastructure and non-infrastructure projects</b>		
<ul style="list-style-type: none"> <li>Coordinate TAP applications for SRTS infrastructure and non-infrastructure projects. <b>(DPW, MPS, Bike Fed)</b></li> <li>Continue to sponsor Bike Fed on education and encouragement initiatives. <b>(MPS, Bike Fed)</b></li> </ul>	<ul style="list-style-type: none"> <li>Coordinate all SRTS-related grants and infrastructure and non-infrastructure initiatives among all SRTS partner agencies. <b>(DPW)</b></li> </ul>	
<b>Organize a “Quick Reaction Team” to visit crash sites near schools</b>		
<ul style="list-style-type: none"> <li>Implement a “quick reaction team” (as identified in the Milwaukee Pedestrian Plan) composed of key DPW and MPD staff to visit the site of severe crashes near schools and/or involving a student or crossing guard and recommend short-term safety improvements. <b>(DPW, MPD)</b></li> </ul>	<ul style="list-style-type: none"> <li>Foster connections between DPW and the MPD Safety Division and encourage crossing guards to report issues they see around traffic safety. <b>(DPW, MPD)</b></li> </ul>	

Near-Term Actions	Long-Term Actions that May Require New Funding and Staff	Partners
<b>Seek buy-in and support for the SRTS Strategic Plan initiatives from elected officials and other agencies</b>		
<ul style="list-style-type: none"> <li>• Provide information and presentations on the SRTS Strategic Plan to the Mayor’s Office, Common Council, MPS Superintendent and School Board, and the senior leadership of partner departments. <b>(DPW, MPS)</b></li> <li>• Advocate for SRTS initiatives in Milwaukee. <b>(Bike Fed)</b></li> <li>• Build a coalition to help advocate at the state level for automated enforcement and build public acceptance of the program. <b>(Bike Fed)</b></li> <li>• Continue to pursue legislation authorizing automated enforcement for red light-running and speeding. Propose alternatives to traffic fines that lessen the burden on low-income drivers. Propose that traffic fines fund investments in pedestrian safety. <b>(DPW, MPD, Bike Fed)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Seek support and funding for additional staff and programs for SRTS initiatives. <b>(DPW, MPS)</b></li> <li>• Identify internal “champion” for SRTS issues who is well-placed to seek buy-in from MPS leadership. <b>(MPS)</b></li> </ul>	<p>Safe Kids Southeast Wisconsin  City Health Department  Local and Community Partners</p>
<b>Keep Local and Community Partners engaged, informed, and involved</b>		
<ul style="list-style-type: none"> <li>• Work with Local and Community Partners on a coordinated effort to promote International Walk to School Day each fall (<i>cross-listed in Encouragement Recommendations</i>). <b>(DPW, MPD, MPS)</b></li> <li>• Foster connections between DPW and parents or neighborhood organizations at schools. <b>(DPW, Bike Fed)</b></li> <li>• Help Local and Community Partners implement encouragement and education efforts where their missions and goals overlap with the goals of SRTS initiatives. <b>(DPW, Bike Fed)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Send quarterly newsletters to Local and Community Partners that announce SRTS-related news and events, pedestrian safety initiatives, or ways to collaborate. Gather feedback and input from Local and Community Partners. <b>(DPW)</b></li> </ul>	<p>Safe Kids Southeast Wisconsin  Local and Community Partners</p>

# 3

## Engineering



Providing infrastructure that allows people to walk and bicycle to school safely is an important part of SRTS programs. Engineering treatments include sidewalks, signs and pavement markings, and various types of traffic calming treatments such as speed humps or curb extensions. These treatments can result in safer streets that ensure people drive at or below the speed limit which reduces the need for law enforcement.



*DPW built curb extensions in front of Clement Avenue School to improve safety for students after a person drove a car into three children in the crosswalk. School crossing signs and transverse crosswalk markings also increase the visibility of the crosswalk.*

# Background

DPW is currently responsible for a variety of efforts that relate to the safety of walking and biking to school:

## Signs and Traffic Control

DPW’s Traffic Unit oversees the installation of school speed limit signs, school crossing signs, parking enforcement signs, flashing beacons, and permanent driver speed feedback signs (see Figure 5).

## Crosswalks

The Traffic Unit also oversees the crosswalk marking policy. Beginning in 2017, the City began replacing some parallel crosswalk markings with high-visibility (“continental”) markings where there is no signal or stop sign (The final photo in Figure 5 shows a high-visibility crosswalk). The *Milwaukee Pedestrian Plan* includes a flow-chart decision-making process for determining whether crosswalks should be marked and the type of markings to use (see Figure 6).

## Traffic Calming

DPW installs “traffic calming” measures such as speed humps, traffic circles, and curb extensions on residential streets through the City of Milwaukee’s Neighborhood Traffic Management Program. Typically, the program assesses the costs of traffic calming treatments to the property owners(s); however, schools are not assessed.

Figure 5. Examples of signs and markings that the Traffic Unit oversees.

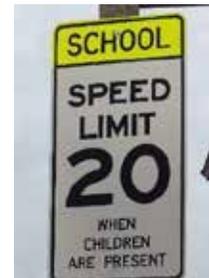
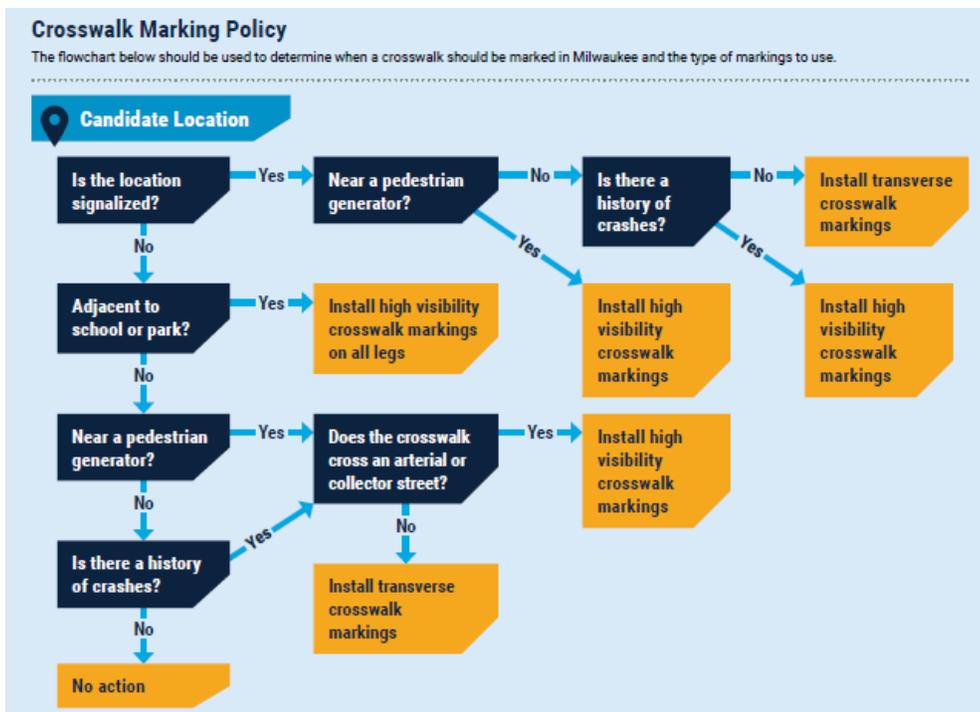


Figure 6. The decision-making process for marking a crosswalk from the *Milwaukee Pedestrian Plan*.



## Infrastructure Improvements Around Schools

DPW has worked with many schools on a case-by-case basis on infrastructure projects to improve safety for students on the way to and from school. The City of Milwaukee recently was awarded a federal grant to implement street improvements near eight local schools experiencing safety concerns for children walking and bicycling to school. The eight

schools were identified from the 27 school travel plans developed as part of this planning effort (see box on this page). Starting in 2020, DPW worked with the schools, parents, and community partners to design infrastructure improvements to the streets in neighborhoods around these schools.

### Pedestrian Safety Toolbox and School Safety Infrastructure Toolbox



Two resources are available to help City staff select the right infrastructure “tools” to make walking and biking safer in the City:

- The Milwaukee Pedestrian Plan includes the Pedestrian Safety Toolbox. The Pedestrian Safety Toolbox shows how to deploy treatments such as curb extensions, pedestrian islands, and pedestrian signals to make walking safer in the City, and illustrates how temporary measures can be made permanent over time.
- The School Safety Infrastructure Toolbox supplements the Pedestrian Plan with additional measures tailored to address traffic safety issues around schools. It also contains a Selection Matrix with the common safety concerns near schools, and the infrastructure tools that should be considered to address those safety concerns.

### Safe Routes to School Travel Plans



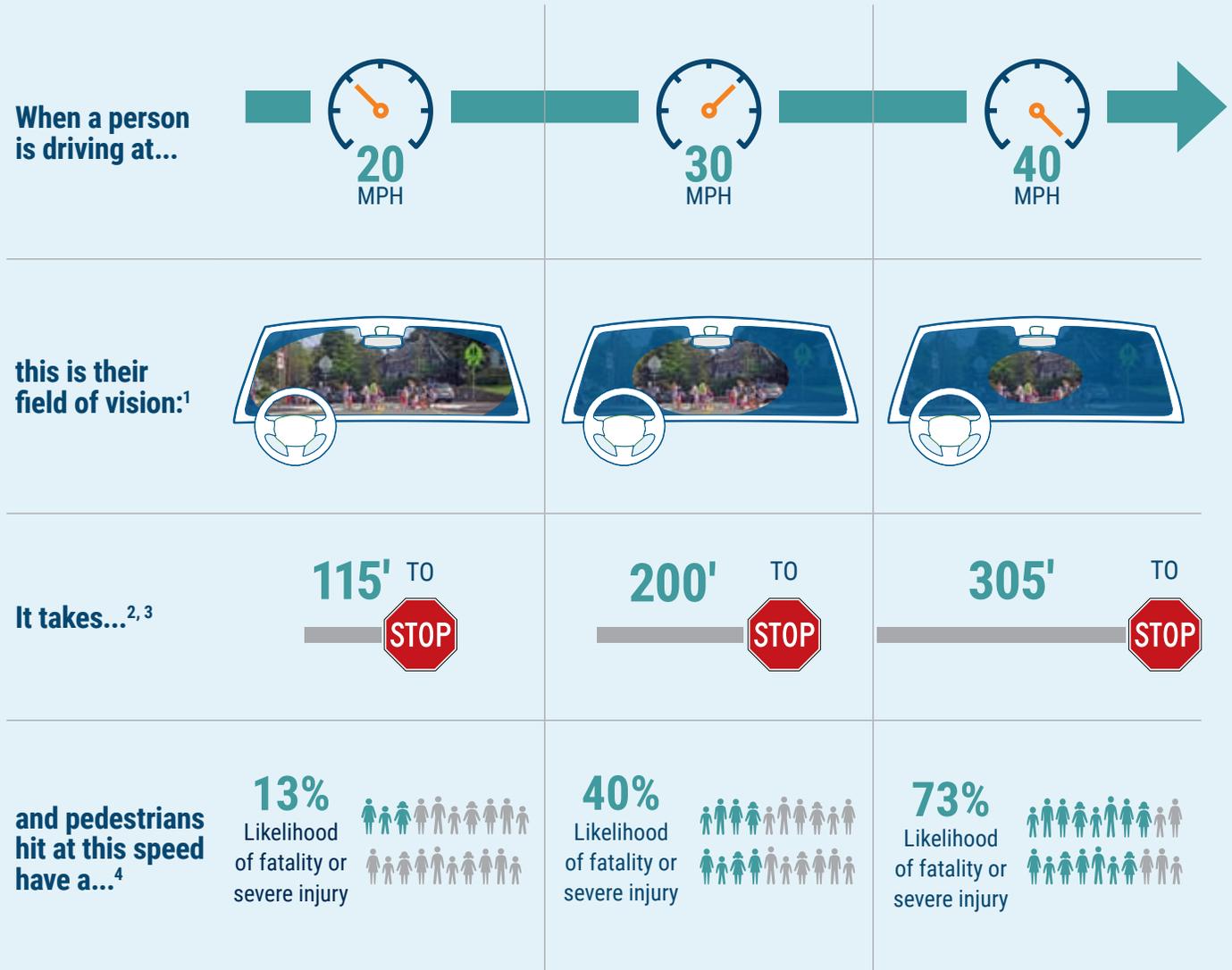
As part of the effort to develop the City-level Safe Routes to School Strategic Plan, individual school travel plans were developed for the 27 schools in the City of Milwaukee. These schools are shown in a map and table in Appendix B. The plans:

- Evaluated student’s walking and bicycling habits and identified traffic safety concerns in the surrounding neighborhood.
- Included recommendations for safety improvements, such as better sidewalks, marked crosswalks, and pedestrian & bicycle infrastructure.
- Included program strategies to encourage walking and bicycling to school and safer street conditions during school arrival and dismissal.
- Served as examples for other schools interested in improving safety around schools, and supporting citywide SRTS efforts.

## Why Speed Matters

There is a clear relationship between motor vehicle speeds and pedestrian safety. Higher motor vehicle speeds narrow the driver’s cone of vision and increase the likelihood of severe injuries or death when a crash does occur. Speeding also gives both people walking and people driving less time to avoid a crash. As shown in Figure 10, the risk of a pedestrian being seriously injured or killed in a crash increases dramatically as speeds increase from 20 to 40 miles per hour or more.

Figure 10. Likelihood of pedestrian fatality or severe injury by vehicle speed



1 A. Bartmann, W. Spijkers and M. Hess, "Street Environment, Driving Speed and Field of Vision" Vision in Vehicles III (1991).  
 2 Braking distances includes a 2.5 second braking reaction time.  
 3 AASHTO Green Book—A Policy on Geometric Design of Highways and Streets, 7th Edition. American Association of State and Highway Transportation Officials, 2018.  
 4 Tefft, Brian C. Impact speed and a pedestrian’s risk of severe injury or death. Accident Analysis & Prevention. 50. 2013.

## Engineering Recommendations



Every intersection adjacent to a school will be safe for a child to cross; streets and signs around schools will be designed to lower vehicle speeds and communicate caution.

Near-Term Actions	Long-Term Actions that May Require New Funding and Staff	Partners
<b>Use prioritization criteria to allocate infrastructure investments where they are most needed</b>		
<ul style="list-style-type: none"> <li>Use a data-based school prioritization approach that includes equity criteria to prioritize infrastructure safety improvements. See Figure 7 for prioritization criteria. See Figure 8 for a map of school rankings for infrastructure improvements. <b>(DPW)</b></li> <li>Publish the criteria and the school rankings on the City's website. <b>(DPW)</b></li> </ul>	<ul style="list-style-type: none"> <li>Update the school prioritization ranking every four years based on latest available data. <b>(DPW)</b></li> </ul>	
<b>Complete safety improvements near schools</b>		
<ul style="list-style-type: none"> <li>Complete design and construction of infrastructure safety investments near 8 schools using funding awarded in the 2018-2022 TAP cycle. Schools were identified from the 27 school travel plans, using the prioritization criteria on page 26. <b>(DPW)</b></li> </ul>	<ul style="list-style-type: none"> <li>Design and construct engineering improvements as standalone projects on an annual basis. Pursue TAP funds to construct improvements each TAP cycle, and allocate local funding for improvements at 1-3 schools every year. Schools will be selected using the prioritization criteria on page 26. <b>(DPW, MPS)</b></li> </ul>	
<b>Mark and sign crosswalks consistently and perform routine crosswalk marking and sign audits</b>		
<ul style="list-style-type: none"> <li>Evaluate crosswalk markings adjacent to schools per the City's crosswalk marking policy (Figure 6). <b>(DPW)</b></li> <li>Ensure that crosswalks at school crossing guard posts are marked with high-visibility markings and appropriate signs. <b>(DPW)</b></li> <li>Perform routine crosswalk marking maintenance in school zones on a three-year cycle for crosswalk markings using epoxy paint. <b>(DPW)</b></li> </ul>	<ul style="list-style-type: none"> <li>Evaluate crosswalk markings near schools on an annual basis and refresh deficient markings by August as needed. <b>(DPW)</b></li> <li>Perform routine sign audits on a five-year cycle so the City can replace school zone signs that have been knocked down, damaged, or are faded and no longer retroreflective. <b>(DPW)</b></li> </ul>	

Near-Term Actions	Long-Term Actions that May Require New Funding and Staff	Partners
<b>Develop processes for coordination between DPW, schools, and MPD on traffic safety issues near schools</b>		
<ul style="list-style-type: none"> <li>• Create an inventory of current crossing guard locations using digital mapping tools and use these tools when adding or modifying locations. <b>(DPW, MPD)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the current process for determining crossing guard locations. Revise the selection criteria as needed to ensure data-driven distribution of resources and to maximize safety benefits. <b>(MPD, DPW)</b></li> <li>• Increase the hourly wage for crossing guards to make the position more attractive. <b>(MPD)</b></li> <li>• Equip all crossing guards with a STOP paddle and provide training on how to use it. <b>(MPD)</b></li> </ul>	

## Transportation Alternatives Program (TAP)

Many of the past SRTS efforts in Milwaukee have relied on Federal funds distributed by the Wisconsin Department of Transportation (WisDOT) through TAP. It is one of the few federal programs targeted specifically for planning and design of bicycle and pedestrian facilities, and for non-infrastructure SRTS programs like encouragement and education.

MPS has partnered with the Wisconsin Bike Fed for 13 years to provide schools with pedestrian and bicycle safety education and SRTS encouragement efforts. The District recently received additional TAP funding to pay for a part-time position to help coordinate SRTS education within MPS.

At the City, DPW is using TAP funds to pay for the preparation of this Strategic Plan, and for future safety infrastructure projects around schools

Near-Term Actions	Long-Term Actions that May Require New Funding and Staff	Partners
<b>Prioritize school pedestrian safety during street repaving or reconstruction projects</b>		
<ul style="list-style-type: none"> <li>Ensure that the project development process includes an evaluation of school safety concerns and prioritizes pedestrian safety for every street resurfacing, rehabilitation, and reconstruction in the city. <b>(DPW)</b></li> <li>Refer to the Pedestrian Safety Toolbox and the School Safety Infrastructure Toolbox to select appropriate infrastructure treatments. <b>(DPW)</b></li> <li>Engage the school community during the project development process. <i>(cross-listed in Empowerment Recommendations)</i> <b>(DPW)</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify ways in which Local, State, and Federal funds distributed in Milwaukee may be prioritized to improve pedestrian safety and bicycle network connectivity <i>(cross-listed in Funding Recommendations)</i>. <b>(DPW)</b></li> </ul>	<p>MPS</p> <p>Bike Fed</p>
<b>Develop policies and a process to help schools improve pick up and drop off procedures</b>		
<ul style="list-style-type: none"> <li>Place resources on the City website to help schools manage arrival and dismissal traffic <i>(cross-listed in Empowerment Recommendations)</i> <b>(MPS, DPW)</b>: <ol style="list-style-type: none"> <li>A link to the guide, <i>Keep Calm and Carry On to School: Improving Arrival and Dismissal for Walking and Biking</i>.<sup>1</sup></li> <li>Examples of arrival and dismissal plans that schools can download and use as templates.</li> <li>A transparent process for schools to request changes to nearby signs and traffic controls. The process should list the kinds of changes that DPW is willing to consider (such as parking restrictions, crosswalks, or STOP signs). Schools should first submit a proposed arrival/dismissal plan for DPW to consider. DPW staff would then observe arrival or dismissal and refine the plan.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Continue to help schools improve safety during arrival and dismissal. Ideally, a dedicated SRTS coordinator would coordinate with schools needing arrival/dismissal assistance. <b>(MPS, DPW)</b></li> </ul>	<p>Bike Fed</p>

<sup>1</sup> Safe Routes to School National Partnership. *Keep Calm and Carry on to School: Improving Arrival and Dismissal for Walking and Biking*. 2018. Boulder, CO. Available online at: [https://www.saferoutespartnership.org/sites/default/files/resource\\_files/improving\\_arrival\\_and\\_dismissal\\_for\\_walking\\_and\\_biking\\_1.pdf](https://www.saferoutespartnership.org/sites/default/files/resource_files/improving_arrival_and_dismissal_for_walking_and_biking_1.pdf)

## School Prioritization Criteria

Prioritization for safety infrastructure projects near schools will be based on pedestrian crash risk data from the Milwaukee Pedestrian Plan, equity data, and the number of students living within the walk zone of the school.

The planning team gathered data on the 249 schools in Milwaukee with enrollments of over 100 students. Each school was then assigned a score for each of the four criteria listed below, and then the schools were ranked according to the sum of the scores for all four criteria. Figure 8 on the next page shows a map of the school rankings. Appendix A in this Plan lists all 249 schools in alphabetical order, along with their scores and rankings.

The School Prioritization Criteria and Ranking is meant to be used by DPW to implement safety infrastructure projects near schools based on need. However, the rankings can also help inform efforts in the other “Es”: Enforcement, Education, Encouragement, and Empowerment.

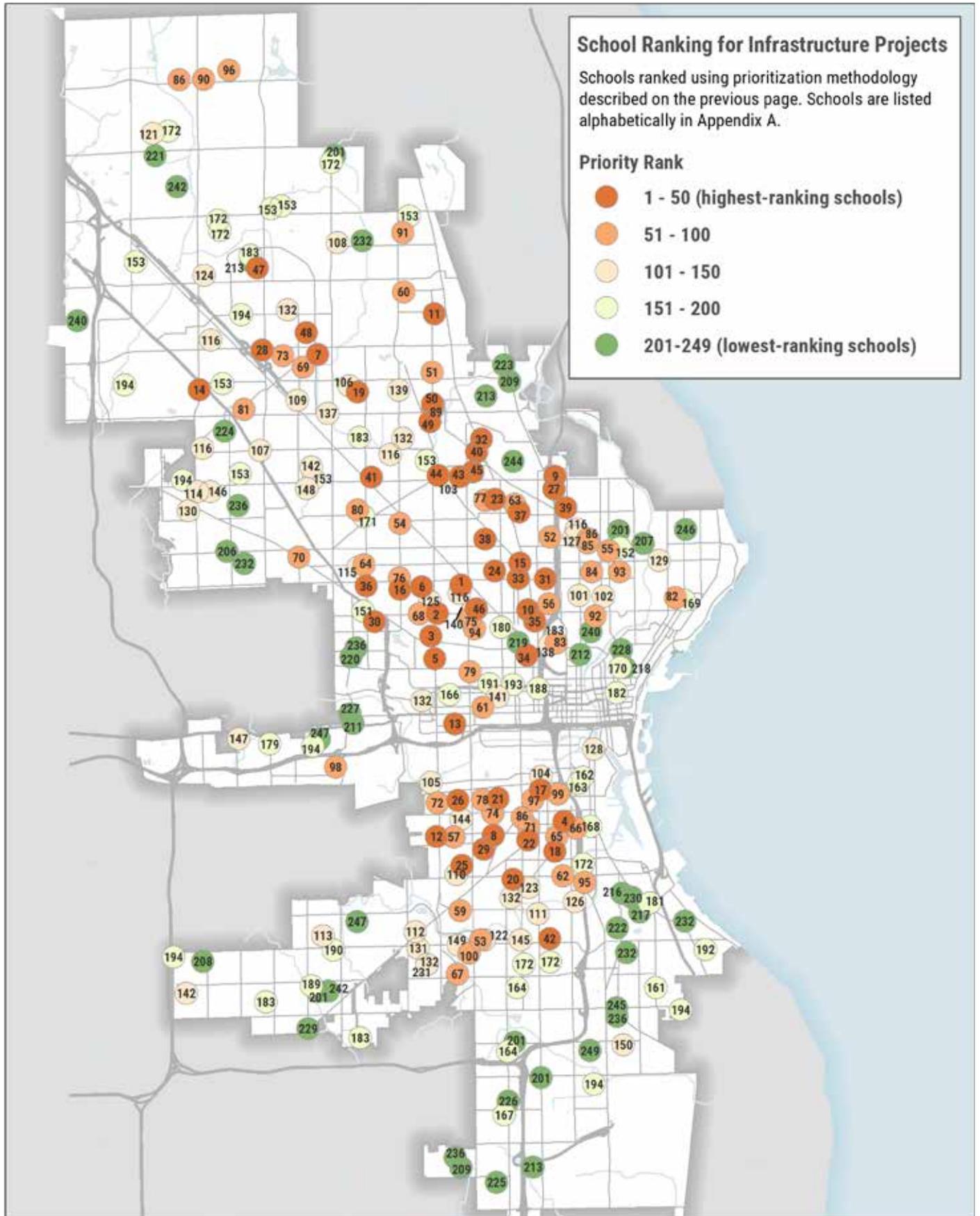
Figure 7. School Prioritization Criteria

Category	Measure	Multiplier
Pedestrian Crash Risk	Pedestrian crash risk of intersections within 1,000 feet of the school, using data from the Milwaukee Pedestrian Plan.	40
Students in Walk Zone	Percent of students attending the school that live within the walk zone of the school. Non-MPS schools were assigned the average percent of students that live within the walk zone of MPS schools (25%).	30
School Equity	Percent of students at the school that are eligible for Free and Reduced Lunch, according to Wisconsin Department of Instruction data.	15
Neighborhood Equity	EPA Environmental Justice Screening and Mapping Tool’s “Demographic Index” for the Census block group the school is located in. The Demographic Index is a combination of percent low-income households and percent of population that identifies as Hispanic or non-White racial minority.	15

Sources:

- Data for “Pedestrian Crash Risk” is described on page 19 of the *Milwaukee Pedestrian Plan*, available online at <https://city.milwaukee.gov/mpw/infrastructure/Walk-Milwaukee/Milwaukee-Pedestrian-Plan1.htm>
- Data for Students in Walk Zone came from Milwaukee Public Schools. School enrollment data and Free and Reduced Lunch eligibility figures are available from the Wisconsin Department of Public Instruction.
- EPA’s Environmental Justice Screening and Mapping Tool’s Demographic Index can be viewed online at [epa.gov/ejscreen](https://epa.gov/ejscreen)

Figure 8. School rankings for infrastructure safety improvements.



# 4

## Education



Education programs teach students, families, and community members how to walk, bike, and drive safely. Education can happen in school through lessons and assemblies, at summer camps, at community events, and via flyers and tip sheets sent home to families.



*The Wisconsin Bike Fed has educated over 25,000 students on either walking or biking safety since 2006.*

# Background

The Bike Fed, MPS, Children's Wisconsin and MCTS have all taught SRTS education in Milwaukee.

## Bike Fed

The Bike Fed has provided SRTS education for 13 years and has educated over 25,000 students on either walking or biking safety with its in-depth curricula, *Walking Wisdom* and *Bike Driver's Ed*. An average of 30 schools (mostly in MPS) and 2,000 children are educated each year. Both education programs involve walking or biking and include a series of homework assignments:

- *Walking Wisdom*, a two-hour course taught over two days, focuses on safety while walking. This class is recommended for 1<sup>st</sup> through 3<sup>rd</sup> grades.
- *Bike Driver's Ed*, a 10-hour course taught over 10 days, focuses on street bicycle safety. This class is recommended for 5<sup>th</sup> and 6<sup>th</sup> grades but can be tailored to 7<sup>th</sup> and 8<sup>th</sup> grades.

During the summer, the Bike Fed also offers *Bike Driver's Ed* at MPS schools that are Community Learning Centers. *Bike Camp* is a two-week summer program that combines the *Bike Driver's Ed* curriculum with additional bicycle riding.

In addition to educating K-8 school children, the Wisconsin Bike Fed also coordinates the *Valid Bike Shop* and *Mobile Bike Repair* program out of North Division High School. The *Valid Bike Shop* provides maintenance and repair of the 200 bicycles in the fleet used for education programs and trains and employs youth mechanics.

## MPS

Each year since 2015, MPS has offered bicycle education at four schools with a lesson plan adapted from the Bike Fed's *Bike Driver's Ed* curriculum. The unit is taught by physical education teachers to 3<sup>rd</sup> and 4<sup>th</sup> grade students. Students learn bike handling skills and safe sidewalk riding. In May 2019, MPS purchased a second bike fleet, which allowed the district to double the number of schools that can offer bicycle education to eight schools annually. The two bike fleets are transported by the Milwaukee Recreation Department and stored in MPS's warehouse.

## Winners Wear Helmets

Previously, Children's Wisconsin organized *Winners Wear Helmets*. This event was a large "bike rodeo" (a community clinic to teach children safe bicycle riding skills) at Wisconsin State Fair Park. In recent years, the program has transformed into a 4-week session for 3<sup>rd</sup> and 4<sup>th</sup> graders taught in physical education. The program provides skills for safe sidewalk and parkway riding. The program currently reaches two schools per year, one in the fall and one in spring. It concludes with a bike rodeo/safety day event. Each student receives a helmet to keep. The program uses a bicycle fleet that is transported between the schools.

## Milwaukee County Transit System (MCTS)

MCTS has full-time travel trainers who conduct individualized travel training and community outreach with schools in the Milwaukee area, including distribution of lesson materials about riding the bus. MCTS also attends parent nights where they distribute materials. Travel trainers demonstrate safe street crossing practices as part of educational programs.

# Education Recommendations



Every student in MPS will have quality pedestrian and bicycle safety instruction by the end of 6th grade. Students will arrive at school ready to learn.

Near-Term Actions	Long Term Actions that May Require New Funding and Staff	Partners
<b>Continue and expand bicycle safety education initiatives</b>		
<ul style="list-style-type: none"> <li>Continue bicycle safety education for MPS students in 5<sup>th</sup> and 6<sup>th</sup> grades. <b>(Bike Fed)</b></li> <li>Gradually expand bicycle safety education for 3<sup>rd</sup> and 4<sup>th</sup> grades taught by MPS physical education teachers: acquire more bike fleets, oversee maintenance and transportation issues relating to the bike fleets, and provide training opportunities for teachers. <b>(MPS)</b></li> <li>Hire a part-time coordinator to oversee MPS education and encouragement activities (<i>cross-listed in Programming and Staffing Recommendations</i>). <b>(MPS)</b></li> <li>Continue to support the MPS bicycle safety program by providing helmets and/or staff support to the physical education teachers. <b>(Children’s Wisconsin)</b></li> <li>The prioritization criteria on page 26 and the school rankings in Appendix A can be used to identify opportunities or priorities for education initiatives. <b>(All)</b></li> </ul>	<ul style="list-style-type: none"> <li>Expand bicycle safety education in MPS so that it is offered at every school where there are facilities (such as gym space or playground space) to accommodate the bicycle unit. <b>(MPS)</b></li> <li>Bike Fed to serve as support staff for physical education teachers. The Bike Fed’s bicycle educators can be assigned to more schools. <b>(Bike Fed)</b></li> <li>Expand bicycle education to reach students in schools outside of MPS. There are about 100 private and non-MPS public charter schools in Milwaukee. Strategies could include programs to train physical education teachers or provide other support or assistance to non-MPS schools. <b>(Bike Fed)</b></li> </ul>	<p>Children’s Wisconsin</p> <p>Safe Kids Southeast Wisconsin</p>
<b>Partner with MPD to provide pedestrian safety education</b>		
<ul style="list-style-type: none"> <li>Partner with MPD’s Office of Community Outreach &amp; Education to provide pedestrian education at elementary schools. <b>(Bike Fed, MPD, MPS)</b></li> </ul>	<ul style="list-style-type: none"> <li>Develop an education model in which some school crossing guards would be trained and paid to teach pedestrian education at elementary schools. The unit could be based on the Bike Fed’s Walking Wisdom lesson plan, which takes 2-3 hours during a regular class. Crossing guards trained to teach the unit would visit the schools near their posts to offer their services. <b>(Bike Fed, MPD, MPS)</b></li> </ul>	<p>Safe Kids Southeast Wisconsin</p>

Near-Term Actions	Long Term Actions that May Require New Funding and Staff	Partners
<b>Install traffic gardens at some schoolyards</b>		
<ul style="list-style-type: none"> <li>As school yards are redeveloped, install traffic gardens—miniature street networks in which children can learn the rules of the road—at some school sites to help teach students about traffic safety. This is contingent on revising City ordinances to allow bicycle operation on school grounds (<i>cross-listed in Encouragement Recommendations</i>). <b>(MPS)</b></li> </ul>		<p>Safe Kids Southeast Wisconsin</p> <p>Local and Community Partners</p>
<b>Develop culturally-responsive materials or programs to educate families about the benefits of walking or biking to school</b>		
<ul style="list-style-type: none"> <li>Partner with local nonprofit organizations to re-design (and translate, where necessary) education and encouragement materials for families (<i>cross-listed in Encouragement Recommendations</i>). <b>(Bike Fed, DPW)</b></li> </ul>	<ul style="list-style-type: none"> <li>Partner with nonprofit organizations that are providing leadership development and advocacy skills to low-income parents and parents of color. Such an approach is modeled on the Bay Area Parent Leadership Action Network (<a href="http://bayareaplan.org">bayareaplan.org</a>) (<i>cross-listed in Empowerment Recommendations</i>) <b>(Bike Fed)</b></li> </ul>	<p>Local and Community Partners</p>
<b>Continue and expand public transit orientation and training for middle and high school students</b>		
<ul style="list-style-type: none"> <li>Continue travel training outreach and presentations, and attendance at parents nights. <b>(MCTS)</b></li> </ul>	<ul style="list-style-type: none"> <li>Expand public transit orientation/training by working with MPS middle and high school teachers to develop a public transit classroom project or unit that fulfills Common Core learning standards. <b>(MCTS)</b></li> </ul>	



# 5

## Encouragement



Encouragement strategies promote walking and bicycling to students and their families. Events such as Walk to School Day can demonstrate walking and bicycling to school. Encouragement activities also include incentives, motivation, and support to staff and families.



*Students at Zablocki Community School display the winter hats they got for walking to school on Winter Walk to School day in March 2019. The Bike Fed worked with school staff to organize the event.*

## Background

The Bike Fed, Safe Kids Southeast Wisconsin and the Sixteenth Street Community Health Centers have all implemented SRTS encouragement programs in Milwaukee.

### Bike Fed

The Bike Fed encourages walking and biking to school through a wide range of initiatives as part of their TAP-grant funded activities. Bike Fed staff promote International Walk to School Day (IWTSD) in October and Bike to School Day in May among Milwaukee schools and provide support and encouragement to schools looking to set up Walking School Buses (see Figure 11). The Bike Fed works with schools to identify appropriate encouragement and education initiatives and then to help families and staff implement them, like the Winter Walk to School day at Zablocki Community School.

### Safe Kids Southeast Wisconsin

Safe Kids Worldwide is an international health coalition that works to reduce childhood injuries, including injuries resulting from car crashes. The worldwide organization is a sponsor of IWTSD, which it co-promotes with its injury-reduction campaign “Walk this Way”. Safe Kids Southeast Wisconsin is the local health coalition for Safe Kids Worldwide. It operates out of Children’s Wisconsin and serves Milwaukee, Ozaukee, Washington, and Waukesha counties. The coalition helps promote International Walk to School Day at schools in the Milwaukee area.

*Figure 11. A walking school bus is a group of children walking to school with one or more adults. It can be informal (two families taking turns walking their children to school) or structured (a planned route with meeting points, a timetable, and a schedule of trained volunteers.)*



## Sixteenth Street Community Health Centers

The Sixteenth Street Community Health Centers non-profit organization has served the south side of Milwaukee for 50 years. It provides family-based health care, health education, and social services. The organization has community health educators that work in six to eight south side Milwaukee schools promoting active living and healthy nutrition. Several of the school-based health educators have implemented SRTS-related programs such as walking school buses and walking clubs at several schools.

## MPS

MPS helps the Bike Fed promote walking and biking. The [MPS district wellness policy 4.07<sup>1</sup>](#) requires each school to establish coordinated school health teams to improve physical education, physical activity, nutrition, and health of the students. Although the wellness policies are required under Federal law, there is little staff support or enforcement for coordinated school health teams in most Wisconsin school districts. Nevertheless, the policy may be leveraged for general health and active living encouragement efforts in the schools.



Figure 12. A sign outside a school referencing the City ordinance that prohibits riding bicycles on school grounds.

## City of Milwaukee Bicycle Ordinance

Chapter 102 of the City ordinance sets forth restrictions on riding bicycles in public right of ways, and states,

*“No bicycle shall be operated upon any public sidewalk, any pedestrian path in the public parks, or upon any public school grounds or public playgrounds”*

The subsection makes exceptions for “officially-sanctioned activities” (such as bicycle education), bicycles operated by police officers, children less than 10 years of age supervised by an adult, and persons with disabilities. The policy is rarely enforced. However, signs prohibiting bikes are posted at many schoolyards (see Figure 12), contradicting efforts to encourage bicycling to school. As schoolyards are redeveloped, the ordinance also prevents the inclusion of “traffic gardens” that can teach students about traffic safety and street design.

1 Milwaukee Public Schools. “Nutrition and Wellness Policy.” Administrative Policy 4.07. <https://mps.milwaukee.k12.wi.us/en/Families/Family-Services/School-Nutrition/Student-Nutrition-Wellness.htm>. Accessed 10/14/2018.

# Encouragement Recommendations



Every school will have a culture that advances walking and biking as the safe, easy, and healthy choice.

Near-Term Actions	Long Term Actions that May Require New Funding and Staff	Partners
<b>Collaborate to promote city-wide events such as Walk to School Day and Bike to School Day</b>		
<ul style="list-style-type: none"> <li>Collaborate across multiple agencies to promote International Walk to School Day and Bike to School Day. <b>(Bike Fed, MPS, DPW)</b></li> <li>Coordinate and publicize an annual school zone parking enforcement campaign as part of International Walk to School Day events (during the first week of October). Focus publicity and activity at one or two schools during each campaign. <b>(MPD, DPW)</b></li> </ul>	<ul style="list-style-type: none"> <li>Identify a partner donor to provide prizes for schools that participate in city-wide events, such as cash, a “golden sneaker” award, or a “golden bicycle” trophy for schools that win the contests for prizes. <b>(DPW)</b></li> </ul>	<p>Safe Kids Southeast Wisconsin</p> <p>Local and Community Partners</p>
<b>Provide support for schools or organizations wanting to encourage students to walk and bike to school</b>		
<ul style="list-style-type: none"> <li>Continue to support schools interested in establishing walking school buses, walk to school days, and other encouragement efforts under its current TAP grant-funded SRTS program. <b>(MPS, Bike Fed)</b></li> <li>Revise Chapter 102 of City ordinances to allow bicycle operation on school grounds. <b>(DPW, MPD, MPS)</b></li> </ul>	<ul style="list-style-type: none"> <li>Steer schools and organizations toward the “mini-grants” program (<i>cross-listed in Empowerment Recommendations</i>). The Bike Fed would provide technical and logistical support. <b>(MPS, DPW, Bike Fed)</b></li> <li>Purchase incentives for students that participate in walking and biking activities or in city-wide events. Consider temporary tattoos, sunglasses, and reflective wrist bands. <b>(MPS, Bike Fed, DPW)</b></li> </ul>	<p>Milwaukee Health Department</p> <p>WisDOT</p>
<b>Develop culturally-responsive materials or programs to educate families about the benefits of walking or biking to school</b>		
<ul style="list-style-type: none"> <li>Partner with local nonprofit organizations to re-design (and translate, where necessary) education and encouragement materials for families (cross-listed in <i>Education Recommendations</i>). <b>(Bike Fed, DPW)</b></li> </ul>		<p>Local and Community Partners</p>

Near-Term Actions	Long Term Actions that May Require New Funding and Staff	Partners
<b>Provide support for school health teams</b>		
	<ul style="list-style-type: none"> <li>• Hire a part-time coordinator dedicated to improving student wellness by supporting school health teams. It is worth noting that school health teams may choose to focus on student nutrition, mental health, or other wellness topics—not only walking and biking. <b>(MPS)</b></li> </ul>	<p>Children’s Wisconsin</p> <p>Local and Community Partners</p>
<b>Promote neighborhood schools and evaluate MPS transportation policies</b>		
<ul style="list-style-type: none"> <li>• Continue to promote neighborhood schools through the MPS Community Schools initiative. An analysis of school bus transportation policy and costs is available in a supporting whitepaper, “School Bus Transportation Best Practices.” <b>(MPS)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the number of students that are bused to neighborhood schools. <b>(MPS)</b></li> </ul>	
<b>Increase bicycle parking at schools</b>		
<ul style="list-style-type: none"> <li>• Identify priority schools for bicycle parking improvements (before a full inventory is completed). <b>(MPS, DPW)</b></li> <li>• Install bicycle parking at priority schools and as part of playground renovations. <b>(MPS, DPW)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Conduct full inventory of existing bicycle parking supply and utilization at all schools. <b>(MPS)</b></li> <li>• Install bicycle parking at schools where parking is deficient. <b>(MPS, DPW)</b></li> </ul>	<p>Local and Community Partners</p>
<b>Develop policies or ordinances that prohibit motor vehicle idling around schools</b>		
<ul style="list-style-type: none"> <li>• Collaborate across multiple agencies to publicize health and environmental impacts of vehicle exhaust and discourage idling. <b>(MPS, DPW)</b></li> </ul>		<p>Milwaukee Health Department</p>
<b>Develop a communications plan and strategic marketing campaign</b>		
	<ul style="list-style-type: none"> <li>• Develop a professional communications campaign to promote the SRTS program and the benefits of walking and biking to school. <b>(MPS, DPW, Bike Fed)</b></li> </ul>	<p>Milwaukee Health Department</p>

# 6

## Empowerment



Empowerment strategies provide resources and support to schools or local partners wishing to implement their own SRTS initiatives and engage community members in the decision-making process.



*The Clement Avenue School community worked with the Bike Fed to advocate for safety improvements for students after a person drove a car into three children in the crosswalk. In this photo, students cut the ribbon for the new curb extensions and crosswalks that DPW installed.*

## Background

Empowerment strategies invite communities to participate in designing and developing their own programs to encourage walking and biking to school and make it safer to do so. Parents, caregivers, neighbors, business owners, and local health clinics can all play a role to keep Milwaukee's streets safe for children. Empowering members of the public to identify their own strategies and solutions is also a best practice for the public's role in the decision-making process. It corresponds to the highest-level of the "Spectrum of Public Participation" published by the International Association for Public Participation,<sup>1</sup> and the highest level of the "Ladder of Citizen Participation" described by noted advocacy planner Sherry Arnstein.<sup>2</sup>

Empowerment strategies recognize that each school and neighborhood has its own needs and opportunities. Community members are best suited to identify the appropriate strategies and solutions; they should have influence in the decision-making process.

In lieu of strict law enforcement strategies that can disproportionately affect people of color, Empowerment strategies should consider alternative community-supported enforcement techniques and education efforts that are equitable, culturally-competent, and guided by communities.

### Seattle Mini-Grant Program

The Seattle Department of Transportation manages a Mini-Grant program as part of their SRTS initiatives that could serve as a template for a similar program in Milwaukee. The Mini-Grants award up to \$1,000 for schools, parent-teacher organizations, or community groups to encourage safe walking and biking to school. Funds can be used for a variety of programs, including walk and bike to school day events, walking school bus programs, bike train programs, bike rodeos, student safety patrol, intersection painting, and traffic circulation changes on school property.

The City distributes about \$20,000 annually through this program. More information about the program is available on the website: [www.seattle.gov/transportation/projects-and-programs/safety-first/safe-routes-to-school/mini-grants](http://www.seattle.gov/transportation/projects-and-programs/safety-first/safe-routes-to-school/mini-grants)

<sup>1</sup> The International Association for Public Participation (IAP2)'s Spectrum of Public Participation can be viewed online at [iap2.org/page/pillars](http://iap2.org/page/pillars)

<sup>2</sup> Arnstein, S.R. "A Ladder of Citizen Participation," *Journal of the American Planning Association*, Vol. 35, No. 4 (1969) pp. 216-224

# Empowerment Recommendations



School communities will be given resources and support to create and carry out the programs they desire and will influence decisions about all SRTS actions.

Near-Term Actions	Long Term Actions that May Require New Funding and Staff	Partners
<b>Provide mini-grants to schools or organizations to implement SRTS programs and projects</b>		
<ul style="list-style-type: none"> <li>Develop a mini-grant program that will offer grants of up to \$1,000 to fund programs proposed by schools, parent organizations, or partner organizations. Consider school and neighborhood equity measures in the program criteria. Identify a source of funds for the program. <b>(DPW, MPS)</b></li> </ul> <p>Possible programs include:</p> <ol style="list-style-type: none"> <li>Walk to school day events</li> <li>Student safety patrols</li> <li>Walking school buses and bike trains</li> <li>Neighborhood block watches or paying people to watch the street during arrival and dismissal times, such as Chicago’s Safe Passage program</li> <li>Intersection murals for traffic calming</li> </ol>		<p>Bike Fed</p> <p>Milwaukee Health Department</p> <p>Local and Community Partners</p>
<b>Give schools the resources and tools they need to improve safety during arrival and dismissal</b>		
<ul style="list-style-type: none"> <li>Place resources on the City website to help schools manage arrival and dismissal traffic <i>(cross-listed in Engineering Recommendations)</i> <b>(DPW)</b>:</li> </ul> <ol style="list-style-type: none"> <li>A link to the guide, <i>Keep Calm and Carry On to School: Improving Arrival and Dismissal for Walking and Biking</i><sup>3</sup>.</li> <li>Examples of arrival and dismissal plans that schools can use for their own plans</li> <li>The School Safety Infrastructure Toolbox to demonstrate how DPW makes engineering investments to improve safety near schools</li> </ol>		<p>Bike Fed</p> <p>Local and Community Partners</p>

<sup>3</sup> Safe Routes to School National Partnership. *Keep Calm and Carry on to School: Improving Arrival and Dismissal for Walking and Biking* (2018) Boulder, CO. Available online at: [https://www.saferoutespartnership.org/sites/default/files/resource\\_files/improving\\_arrival\\_and\\_dismissal\\_for\\_walking\\_and\\_biking\\_1.pdf](https://www.saferoutespartnership.org/sites/default/files/resource_files/improving_arrival_and_dismissal_for_walking_and_biking_1.pdf)

Near-Term Actions	Long Term Actions that May Require New Funding and Staff	Partners
<b>Engage school community in project development process</b>		
<p>During street resurfacing, rehabilitation, and reconstruction projects, engage the school community to identify safety concerns. (cross-listed in <i>Engineering Recommendations</i>) <b>(DPW)</b></p>		MPS
<b>Develop culturally-responsive programs to empower families to advocate for walking and biking in their schools and neighborhoods</b>		
	<p>Partner with nonprofit organizations that are providing leadership development and advocacy skills to low-income parents and parents of color. Such an approach is modeled on the Bay Area Parent Leadership Action Network which can be seen at <a href="http://bayareaplan.org">bayareaplan.org</a> (cross-listed in <i>Education Recommendations</i>) <b>(Bike Fed)</b></p>	Local and Community Partners



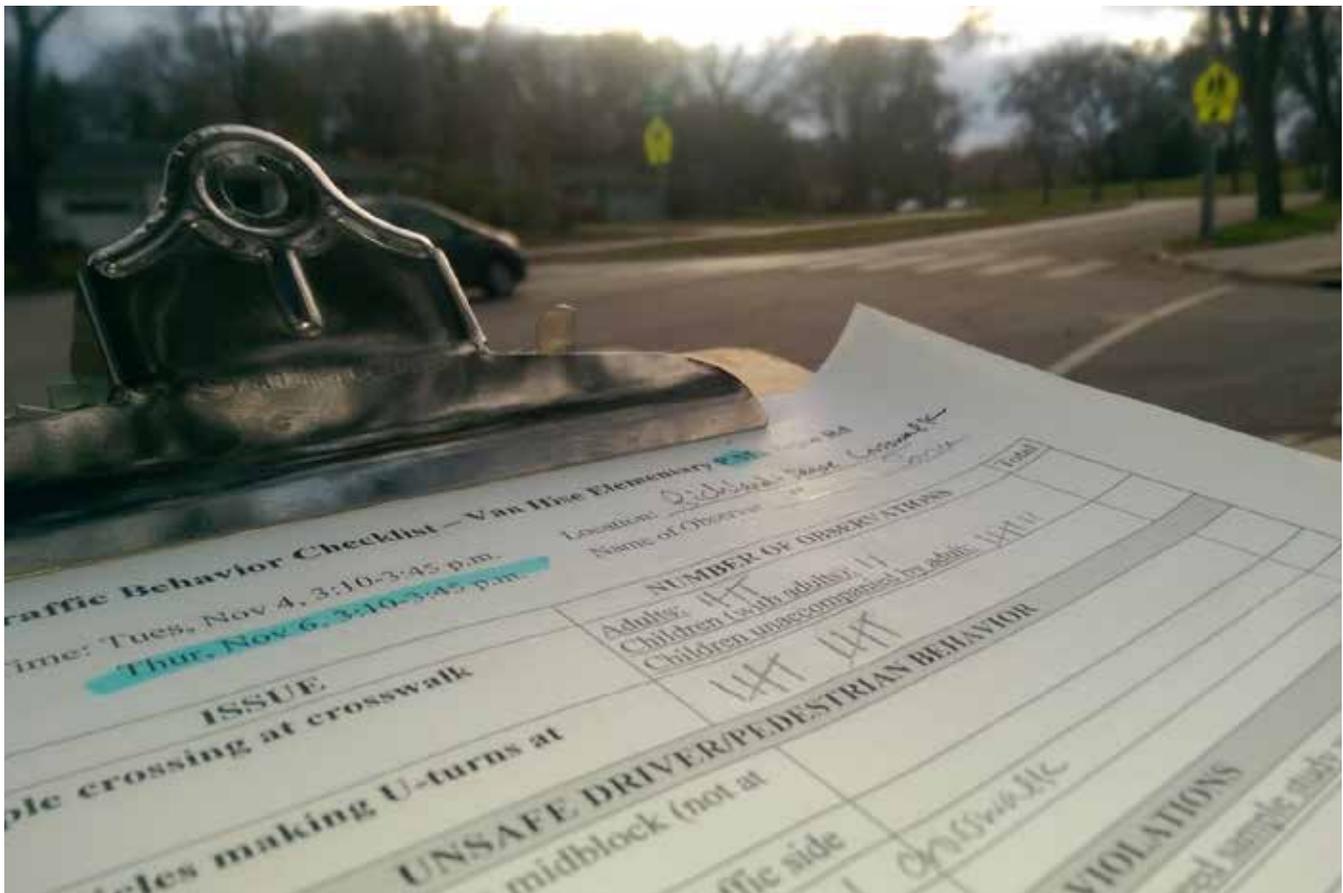
DPW is engaging the Greenfield Bilingual School community to identify safety concerns as part of its SRTS Implementation Project.

# 7

## Evaluation



It is important to evaluate SRTS programs and initiatives to make sure they are progressing towards the Plan goals and that partners are using their resources efficiently. All partners and agencies have a role in evaluating the effectiveness of the Milwaukee SRTS program.



*SRTS infrastructure projects should use pre- and post-evaluations such as vehicle speed, driver yield rates, and usage of the facility to determine if the project was effective at improving safety and/or increasing walking and biking to school.*

# Background

Tracking progress toward achieving goals and objectives for various programs and projects is an essential part of determining the effectiveness of the SRTS program. Collecting baseline data before a program or project can help make sure underlying issues are accurately identified and that the appropriate strategies or tools are used. Additionally, measuring the impact of a solution during and after implementation can help determine the effectiveness of a particular strategy.

In addition to gauging whether programs, policies, and projects are making a positive impact, evaluation can also provide an opportunity to adjust funding and resources based on priorities and community needs. Furthermore, monitoring trends over time can help show progress to various partners and funders and build support for future efforts.

Figure 13. How students get to and from school, at MPS schools that distributed student travel tallies (2009-2018):

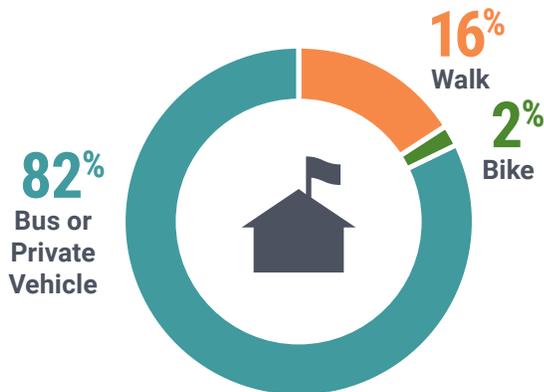


Figure 14. Parents' top-ranked reasons for allowing or not allowing children to walk bike to school:

Reason parents DO NOT allow children to walk/bike to school	Rank	Reason parents DO allow children to walk/bike to school	Rank
Safety of Intersections and Crossings	1 (tie)	Distance	1
Distance	1 (tie)	Safety of Intersections and Crossings	2
Amount of Traffic	3	Weather/Climate	3
Weather/Climate	4	Amount of Traffic	4
Speed of Traffic	5	Sidewalks/Paths	5
Violence/Crime	6	Crossing Guards	6

## Bike Fed

For a number of years, the Bike Fed has distributed student travel tallies among MPS schools, with varying response rates from year to year. The schools that are able and willing to distribute the student travel tally survey generally have a higher percentage of students already walking or biking to school. Between 2009 to 2018, the MPS schools that distributed student travel tallies reported an average of 17.8% of students walk or bike to school (Figure 13).

The Bike Fed has worked with over 56 schools to promote walking or biking in some capacity. As part of that process, they distribute surveys to parents and guardians to identify the main reasons that parents do or do not allow their children to walk or bike to school. For parents or guardians who do not allow their students to walk or bike to school, the top reasons are almost always the safety of intersections and crossings and distance to the school. About 75% of MPS K-8 students take the bus to school, so many parents or guardians responding to the survey may not live close enough to school for their children to walk to school. The Bike Fed also keeps track of the number of students and schools impacted by its education programs, as described under the Education Background section on page 28.

# Evaluation Recommendations



Performance will be measured and tracked against the established vision and goals.

In order to assess the SRTS Projects and Programs through an equity lens, the measures below will use the same evaluation approach used by the City of Milwaukee for reporting on Complete Streets goals. Under this approach, measures will be reported at a citywide level and by Neighborhood Revitalization Strategy Areas (NRSAs). NRSAs are areas eligible for US Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) funds. HUD requires these areas to be contiguous Census tracts where at least 51% of the population earns 80% or less of the area median income. The City of Milwaukee has chosen to focus on contiguous Census tracts where at least 70% of the population falls within HUD's income requirement.

Near-Term Measures for Projects and Programs	Measures for Longer-Term Projects and Programs
<b>Engineering Evaluation Measures</b>	
<ul style="list-style-type: none"> <li>• Number of schools where infrastructure safety projects have been completed. <b>(DPW)</b></li> <li>• Evaluate conditions before and after infrastructure projects in alignment with the City's Complete Streets policy. <b>(DPW)</b></li> <li>• Number of schools that have established new arrival/dismissal procedures. <b>(MPS, DPW)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of schools where bicycle racks are installed. <b>(MPS)</b></li> <li>• Number of crossing guard locations that have been evaluated using revised selection criteria, and the percent of crossing guards posted at locations that meet that criteria. <b>(MPD, DPW)</b></li> </ul>
<b>Education Measures</b>	
<ul style="list-style-type: none"> <li>• Number of schools, classrooms, and students reached by bicycle safety education. <b>(MPS, Bike Fed)</b></li> <li>• Number of schools, classrooms, and students reached by pedestrian safety education. <b>(Bike Fed)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of educators trained by Bike Fed for non-MPS schools. <b>(Bike Fed)</b></li> <li>• Number of schools, classrooms, and students reached by pedestrian safety education. <b>(MPD)</b></li> </ul>

Near-Term Measures for Projects and Programs	Measures for Longer-Term Projects and Programs
<b>Encouragement Measures</b>	
<ul style="list-style-type: none"> <li>• Number of schools participating in International Walk to School Day and Bike to School Day. <b>(Bike Fed, Safe Kids Southeast WI)</b></li> <li>• Number of schools with active encouragement programs such as Walking School Buses. <b>(Bike Fed)</b></li> <li>• Number of schools distributing annual travel tally and parent surveys <b>(Bike Fed, MPS)</b></li> <li>• Rates of students walking and biking to school. <b>(Bike Fed, MPS)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of incentive packages distributed <b>(Milwaukee Health Department).</b></li> </ul>
<b>Empowerment Measures</b>	
	<ul style="list-style-type: none"> <li>• Number of mini-grants distributed. <b>(DPW)</b></li> <li>• Pre- and post-rates of students walking or biking as a result of the mini-grant programs. <b>(Bike Fed, MPS)</b></li> </ul>

# 8

## Funding



This document lays out a clear set of strategies for Milwaukee’s SRTS program. This section identifies existing funding sources that support the SRTS work to date and potential funding sources that can be used to achieve the goals in the program.



*Infrastructure safety improvements around schools can be folded into other redevelopment projects, such as the traffic calming infrastructure built into the streets around Browning Elementary School in the Westlawn Gardens housing development near Silver Spring Drive.*

## Background

The City of Milwaukee, MPS, and their partners have successfully leveraged a variety of Local, State, and Federal funds to fund bicycle and pedestrian initiatives related to Safe Routes to School, as described below.

As local streets are scheduled for reconstruction or repaving, the City applies its Complete Streets policy to design them for the comfort, safety, and needs of all users, including people traveling on bus, by bicycle, on foot, and using mobility devices. The City of Milwaukee has an annual Capital Improvement Program (CIP) which identifies a list of the infrastructure projects and identifies the sources of the funds for each project. Often, projects are funded through a combination of local, state, and federal funds.

### City-Funded Initiatives

- **High-Impact Paving Program (HIPP).** DPW's HIPP is a program that rehabilitates City streets by removing a layer of pavement and replacing with an asphalt overlay. The HIPP has allowed DPW to quickly reconfigure streets across the city including the number, types, and widths of lanes. Many streets were designed with more lanes than are needed for motor vehicle traffic. These streets can be reconfigured with fewer lanes, and the remaining space can be used for other priorities such as turn lanes and/or bicycle lanes. These reconfigurations reduce vehicle speeds, improving safety for all street users. One disadvantage of the HIPP is that the program does not typically involve changing the overall width of the street from curb to curb. As a result, there are limited opportunities to improve sidewalk conditions or add traffic calming treatments such as curb extensions as part of the HIPP. However, DPW coordinates HIPP projects with improvements to pedestrian curb ramps to comply with Americans with Disabilities Act (ADA) requirements.

- **Street Construction Program.** DPW manages multiple programs to repave, construct, and reconstruct streets throughout the City. Similar to the HIPP, the various street construction projects provide opportunities to reconfigure streets and include additional safety improvements for people walking and biking. However, due to budget constraints, fewer paving and reconstruction projects are programmed each year.
- **Street Improvements.** DPW coordinates various street improvements such as sidewalk repairs, street lighting, traffic control, and multimodal projects. The bulk of funding available covers the cost of routine maintenance and replacing damaged infrastructure. However, some funding is available each year for traffic safety improvements including bicycle and pedestrian facilities.
- **Major Redevelopment Projects.** Major redevelopment projects offer an opportunity for the City to build street infrastructure that will improve safety for students walking to and from schools. The Westlawn Gardens housing redevelopment is an example of a project in which the streets were redesigned to improve safety for pedestrians as part of construction. Tax Incremental Financing (TIF) has also been used to invest in street safety improvements as part of major redevelopment projects.

### State and Federal Funding Sources

- **Highway Safety Improvement Program Funds (HSIP).** The Highway Safety Improvement Program develops and implements stand-alone safety projects to reduce the number and severity of crashes on all streets and highways. HSIP funds are typically comprised of 90% federal funds and a 10% match of state and/or local funds. The HSIP Program prioritizes locations that have experienced a high crash history with an emphasis on low-cost options

that can be implemented relatively quickly. The City of Milwaukee has successfully used HSIP for a variety of projects, receiving between \$500,000 and \$1.5 million per year.

- **Surface Transportation Block Grant Program—Milwaukee Urbanized Area (STP-M).** In the Milwaukee area, STP-M funds are distributed to projects based on a prioritization process overseen by the Southeastern Wisconsin Regional Planning Commission (SEWRPC). For street projects, only arterial street and highway projects are eligible for STP-M funding. Arterial street and highway projects are ranked using a set of evaluation criteria. The City of Milwaukee has been successful at applying for STP-M projects, receiving about \$40 million annually for arterial streets and highway repaving and reconstruction. Currently, street projects funded by STP-M may or may not include pedestrian safety improvements.
- **TAP and CMAQ.** The TAP program is one of the few federal funds targeted specifically for planning and design of bicycle and pedestrian facilities and for SRTS non-infrastructure programs. The table below lists the TAP awards granted to SRTS projects in Milwaukee during the last three award cycles. MPS and the Bike Fed have consistently received funding for the Education and Encouragement programs offered by the Bike Fed at MPS schools. Those grant funds are also intended to pay for a part-time SRTS coordinator at MPS to oversee the deployment of MPS's teacher-led bicycle education program. A \$254,000 project award to DPW paid for the development of this SRTS Strategic Plan as well as school-specific plans for 27 schools. The

nearly \$600,000 awarded to DPW in the 2018-2022 funding cycle will pay for SRTS infrastructure safety improvements at eight of the 27 schools that received school-specific SRTS plans. CMAQ (Congestion Mitigation and Air Quality) grants provide funding for transportation projects that may help reduce ozone, carbon monoxide, and/or particulate matter. The City has successfully applied for CMAQ funds for trail and bicycle projects.

- **Federal Section 402 State Highway Safety Programs.** WisDOT's Bureau of Traffic Safety (BOTS) administers the Federal Section 402 Highway Safety Program funds, which support education, coordination, and enforcement programs designed to reduce traffic crashes. The funds can be a source of funding for non-infrastructure programs, especially if the programs are based on strategies that have been shown to improve safety. The program paid for the Bike Fed to maintain ambassadors in twelve areas of the state to provide training and education to members of the public and law enforcement officers. The level of funding is not always consistent; in recent years, BOTS has reduced the amount of funding for programs specific to bicycle and pedestrian safety.

## Health Organizations

- **Children's Wisconsin** donated bike helmets and bicycles to MPS for the school district's first fleet of bicycles for bicycle education.
- **American Cancer Society** donated bicycles to MPS for a second fleet of bicycles to be used in bicycle education.

*TAP Awards Granted to SRTS Projects in Recent Award Cycles*

Agency	Year Range of Award	Amount Awarded	Project Description
MPS/Bike Fed	2014-2018	\$446,000	MPS SRTS Education Program
MPS/Bike Fed	2016-2020	\$328,000	MPS SRTS Education Program
MPS/Bike Fed	2018-2022	\$329,000	MPS SRTS Education Program
DPW	2014-2018	\$254,000	SRTS Strategic Plan and School-Specific SRTS Plans (this project)
DPW	2018-2022	\$596,000	SRTS Infrastructure Safety Improvements at Eight Schools

# Funding Recommendations

Many of the short-term recommendations can be accomplished by leveraging existing funding sources. However, some of the long-term actions will require reallocating current funding and seeking additional funds.

- In the short term, DPW, MPS, and the Bike Fed should coordinate TAP applications for SRTS infrastructure and non-infrastructure projects, and continue to support the Bike Fed’s education and encouragement initiatives (*cross-listed in Program Organization and Staffing Recommendations*).
- DPW, MPS, and partners should pursue new funding sources beyond state and federal transportation programs for both infrastructure and non-infrastructure initiatives. A number of opportunities are further discussed later in this section. DPW should lead efforts to coordinate initiatives, with help from partner agencies (*cross-listed in Program Organization and Staffing Recommendations*).

Agency	Short-Term Funding Opportunity	Category	Long-term Annual Funding Goal
DPW	City funding for SRTS infrastructure improvements to allow the City flexibility in responding quickly to concerns	Engineering	\$200,000-\$300,000
DPW	HSIP funds for high pedestrian crash streets as identified in the Milwaukee Pedestrian Plan	Engineering	\$500,000-\$700,000
DPW	TAP SRTS Infrastructure Safety Improvements at selected schools	Engineering	\$300,000-\$400,000
DPW	Prioritize school pedestrian and bicycle safety issues as part of all street projects	Engineering	Variable (\$ millions)
MPS/Bike Fed	TAP SRTS Non-Infrastructure Education Program	Education/ Encouragement	\$400,000-450,000
Health Organizations/ Agencies	National and State Health Grants (Centers for Disease Control, Robert Wood Johnson Foundation, or Wisconsin Department of Health Services)	Education/ Encouragement/ Empowerment	\$20,000-\$100,000
Health Organizations/ Agencies	Local Hospitals and Healthcare Organizations	Education/ Encouragement/ Empowerment	\$20,000

## City Funding for SRTS Infrastructure Improvements

The City should establish funding in the annual budget for safety improvements near schools. This funding could be part of other multimodal safety improvement budget allocations. State and federal street project grants can be distributed among schools based on priority levels identified previously, but dedicated funding in the annual budget will allow the DPW greater flexibility in responding quickly to concerns. Annual funding for school safety improvements such as traffic calming, enhanced pedestrian crossings, and better pavement markings and signage would be a modest—but significant—step towards addressing concerns near schools. This amount should be in addition to any local match requirements for the other funding opportunities.

## HSIP Funds for High Pedestrian Crash Intersections

Many of the highest priority schools for infrastructure improvements are also located near intersections with high crash history, making those intersections good candidates for HSIP funding. The City should pursue between \$500,000-\$700,000 annually of HSIP funding to address these intersections.

## TAP SRTS Infrastructure Safety Improvements

The City should continue to pursue TAP SRTS infrastructure funds to pay for pedestrian and bicycle safety infrastructure around high-priority schools for infrastructure improvements, for about \$300,000-\$400,000 annually.

## Prioritize School Pedestrian and Bicycle Safety Concerns as Part of All Street Projects

When a street is repaved or reconstructed, school safety concerns along the corridor should be evaluated and pedestrian safety for students during the project development process should be prioritized. Through this process, many schools that are not highly ranked for infrastructure improvements can be addressed.

## TAP SRTS Non-Infrastructure Education and Encouragement

MPS and the Bike Fed should continue to pursue TAP SRTS funding for non-infrastructure programming including education and encouragement efforts under this plan. MPS will need to expand its use of TAP funding for its physical education goals, potentially competing with the Bike Fed and the City. In the short term, MPS should continue to coordinate its TAP application with the Bike Fed. As this plan is implemented, MPS, the Bike Fed, and DPW should coordinate SRTS priorities accordingly well in advance of each TAP funding cycle.

## MPD Enforcement and Educational Programs

MPD should explore funding opportunities to purchase STOP paddles and increase the wages for and number of crossing guards. Both of these efforts could be started as pilot programs to evaluate the feasibility of implementing on a larger scale. TAP SRTS funding or private foundations might be possible sources of funding for STOP paddles for adult school crossing guards. MPD should also pursue and prioritize community-supported educational outreach programs in place of law enforcement efforts that disproportionately affect people of color. Federal Section 402 (BOTS) program funds might be a possible source of funding for MPD's educational outreach.

## National and State Health Grants

Across the nation, there has been increased collaboration between transportation and health professionals. Through this collaboration, there are opportunities to apply for funding for initiatives where health and transportation are already collaborating. Health agency SRTS partner organizations should strive to pursue up to \$100,000 in annual funding from some of these initiatives to implement Education, Encouragement, and Empowerment recommendations from this Plan.

- **Centers for Disease Control and Prevention (CDC).** The CDC promotes active living and physical activity through a variety of its programs aimed at reducing chronic diseases such as diabetes and heart disease. CDC issues grant proposals on an ongoing basis. Many are available only to statewide agencies, but in Wisconsin, non-profits have successfully worked with the Wisconsin Department of Health Services to apply for and receive CDC grants.
- **State Public Health Grants.** The Wisconsin Department of Health Services (DHS) issues a variety of state and federal grants to improve public health. DHS developed a Nutrition, Physical Activity, and Obesity State Plan to prevent obesity and chronic disease but has limited funding to distribute to communities specific to that effort. DHS issues solicitations for community health grant proposals on an ongoing basis.

- **The Robert Wood Johnson Foundation.** The Robert Wood Johnson Foundation seeks to improve the health and health care of all Americans. One of the primary goals of the Foundation is to promote healthy communities and lifestyles. Specifically, the Foundation has ongoing “Active Living by Design” grant programs that promote the principals of active living including non-motorized transportation. Other related calls for grant proposals are issued as developed, and multiple communities nationwide have received grants related to the promotion of trails and other non-motorized facilities.

## Local Hospitals and Healthcare Organizations

Most hospitals within the United States currently operate as nonprofit organizations and, as such, are exempt from most federal, state, and local taxes. For hospitals and health care organizations to maintain this status they need to complete several requirements, including developing a Community Health Needs Assessment (CHNA) and supporting community initiatives that are consistent with their CHNA. Children’s Wisconsin already contributes to SRTS efforts through its support of Safe Kids Southeast Wisconsin and Safe Kids Walk This Way, and other hospitals may also support community initiatives for active transportation, and injury prevention. SRTS partner organizations should strive to pursue up to \$20,000 in annual funding for Education, Encouragement, and Empowerment programs.

# Longer-Term Recommendations

## Potential Funds from Automated Enforcement

If an automated enforcement program becomes legal in Wisconsin, the City should dedicate some of the revenue from violations to traffic and pedestrian safety improvements. These funds could be used for new sidewalks, improved street crossings, and traffic calming near schools. Projects would be implemented around schools based on the school prioritization score.

## Federal Surface Transportation Block Grant Program—Milwaukee Urbanized Area (STP-M)

The City of Milwaukee should advocate that the STP-M evaluation process give priority to projects that incorporate the Complete Streets approach of serving all users (such as people on bicycles, on foot, or in transit). Including these criteria will encourage DPW and all other urban areas in the region to plan for higher-quality projects, and incrementally achieve an interconnected network for bicyclists, pedestrians, and transit.

## Federal Section 402 State Highway Safety Programs

The City of Milwaukee can work with BOTS to design and implement small one-to-two-year programs for Education or Enforcement. For example, BOTS could help fund a pilot program to help train and pay school crossing guards to provide pedestrian safety education to students. The City should apply for about \$10,000-\$30,000 annually in Section 402 funds.

## How are SRTS Programs Funded Elsewhere?

Many successful SRTS programs are moving toward dedicated local revenue streams as federal and state investment in SRTS declines. Example funding strategies include:

- **Minneapolis, MN:** The school district receives TAP funding from MNDOT for most education and encouragement efforts. Their school mini-grants are funded by \$15,000 from the Statewide Health Improvement Program.
- **Seattle, WA:** SRTS is a Vision Zero strategy and is allocated \$1,000,000 annually from a local transportation levy. The program also receives \$5,000,000 per year in automated enforcement revenues from speed cameras near schools.
- **Portland, OR:** SRTS receives about \$2 million annually from a 10-cent city gas tax.
- **Alameda County, CA:** SRTS receives \$1,000,000 annually from a combination of federal and state grants and from a county sales tax.

# Appendices

## Appendix A: School Ranking for Infrastructure Projects

The Milwaukee Department of Public Works (DPW) will use four criteria to allocate infrastructure investments where they are most needed. Schools scoring highly in all of these criteria will have the highest priority for infrastructure projects:

- Pedestrian crash risk of intersections near the school (400 possible points)
- Percent of students attending the school that live within the walk zone of the school (300 possible points)
- Percent of students at the school that are eligible for Free and Reduced Lunch (150 possible points)
- Neighborhood demographic index, based on percent low income and percent Hispanic or non-White racial minority (150 possible points)

As part of the prioritization process, this plan gathered data on the 249 schools in Milwaukee with enrollments of over 100 students. Figure 7 on page 26 of the Plan provides more detail about the prioritization criteria, and Figure 8 provides a map of schools and their rankings. The table below lists all those schools in alphabetical order along with the school’s individual criteria scores, total scores, and priority rank for infrastructure improvements. The lower the rank, the higher the priority for safety improvements. Some schools “tied” with the same score and therefore have the same rank.

School Name	Criteria Scores (Maximum Points)				Total Score	Rank
	Pedestrian Crash Risk (400)	Students in Walk Zone (300)	School Equity (150)	Neighborhood Equity (150)		
Academy of Accelerated Learning	0	240	113	30	383	<b>183</b>
Academy of Excellence-North Campus	80	180	150	150	560	<b>68</b>
Academy of Excellence-South Campus	50	180	150	120	500	<b>104</b>
Academy of Excellence-Windlake Campus	0	180	150	120	450	<b>132</b>
ALBA-Academia de Lenguaje y Bellas Artes	40	300	150	90	580	<b>57</b>
Alcott School	0	300	113	30	443	<b>142</b>
Allen-Field School	203	300	150	150	803	<b>4</b>
Alliance School of Milwaukee	0	120	113	150	383	<b>183</b>
Andrew S. Douglas School (Beam)	183	120	150	120	573	<b>63</b>

School Name	Criteria Scores (Maximum Points)				Total Score Higher = Higher Priority	Rank Lower = Higher Priority
	Pedestrian Crash Risk (400)	Students in Walk Zone (300)	School Equity (150)	Neighborhood Equity (150)		
ASSATA High	179	120	150	150	599	<b>49</b>
Atlas Prep Academy, Inc.- Kansas Campus	0	180	150	30	360	<b>194</b>
Atlas Prep Academy, Inc.- Russell Campus	25	180	150	30	385	<b>181</b>
Atonement Lutheran School	0	180	150	120	450	<b>132</b>
Audubon Tech & Communication High School	0	240	150	60	450	<b>132</b>
Audubon Tech & Communication Middle School	0	60	150	60	270	<b>231</b>
Auer Avenue School	93	240	150	150	633	<b>38</b>
Barbee Montessori School	143	240	113	150	645	<b>32</b>
Barton School	71	180	150	90	491	<b>108</b>
Bay View High	81	60	150	30	321	<b>217</b>
Believers in Christ	130	180	150	150	610	<b>45</b>
Bethune Academy	161	300	150	150	761	<b>5</b>
Blessed Sacrament School	63	180	150	60	453	<b>131</b>
Blessed Savior Catholic School-East	44	180	150	120	494	<b>106</b>
Blessed Savior Catholic School-South	0	180	150	90	420	<b>153</b>
Blessed Savior Catholic School-West	0	180	150	90	420	<b>153</b>
Bradley Technology High	146	60	150	60	416	<b>162</b>
Brown Street Academy	56	60	150	120	386	<b>180</b>
Browning School	176	240	150	150	716	<b>7</b>
Bruce Guadalupe Community School	104	180	113	120	516	<b>99</b>
Bruce School	86	180	150	60	476	<b>124</b>
Bryant School	0	240	150	90	480	<b>116</b>
Burbank School	129	180	150	60	519	<b>98</b>
Burdick School	82	240	75	30	427	<b>150</b>
Calvary's Christian Academy School	0	180	150	30	360	<b>194</b>
Capitol West Academy	44	180	150	60	434	<b>146</b>

School Name	Criteria Scores (Maximum Points)				Total Score Higher = Higher Priority	Rank Lower = Higher Priority
	Pedestrian Crash Risk (400)	Students in Walk Zone (300)	School Equity (150)	Neighborhood Equity (150)		
Carmen High School--South Campus	40	300	150	90	580	<b>57</b>
Carmen High School--Southeast Campus	148	120	150	60	478	<b>122</b>
Carmen Middle/High School--Northwest Campus	163	180	113	90	545	<b>73</b>
Carson Academy	262	120	150	90	622	<b>41</b>
Carter's Christian Academy, Inc	142	180	150	120	592	<b>51</b>
Carver Academy	0	60	150	30	240	<b>240</b>
Cass Street School	50	60	150	30	290	<b>228</b>
Catholic East Elementary School	249	180	75	30	534	<b>82</b>
Central City Cyberschool	0	180	150	150	480	<b>116</b>
Christ-St. Peter Lutheran School	65	180	150	150	545	<b>74</b>
Clara Mohammed School, Inc.	64	180	150	120	514	<b>101</b>
Clarke Street School	400	240	150	150	940	<b>1</b>
Clemens School	0	180	150	90	420	<b>153</b>
Clement Avenue School	38	240	113	30	420	<b>161</b>
Congress School	0	180	113	90	383	<b>183</b>
Cooper School	0	300	75	30	405	<b>167</b>
Craig Montessori School	171	120	113	90	493	<b>107</b>
Curtin Leadership Academy	88	300	113	60	561	<b>67</b>
Daniels University Prep	109	120	150	150	529	<b>89</b>
Darrell Lynn Hines Academy	0	180	150	60	390	<b>172</b>
Destiny High School	0	180	150	90	420	<b>153</b>
Doerfler School	127	300	150	90	667	<b>26</b>
Downtown Montessori	43	180	38	60	321	<b>216</b>
Dr. Martin Luther King, Jr Elementary	0	180	150	150	480	<b>116</b>
Early View Academy of Excellence	0	180	150	90	420	<b>153</b>
Eastbrook Academy, Inc.	0	180	38	90	308	<b>223</b>
Eighty-First Street School	0	120	113	30	263	<b>232</b>
El Puente High School	96	180	150	120	546	<b>72</b>
Elm Creative Arts School	88	60	150	150	448	<b>138</b>

School Name	Criteria Scores (Maximum Points)				Total Score	Rank
	Pedestrian Crash Risk (400)	Students in Walk Zone (300)	School Equity (150)	Neighborhood Equity (150)		
Emerson School	0	240	150	90	480	<b>116</b>
Engleburg School	157	300	150	90	697	<b>14</b>
Escuela Verde	17	180	150	150	497	<b>105</b>
Fairview School	80	300	75	30	485	<b>113</b>
Fernwood Montessori School	0	300	38	30	368	<b>192</b>
Fifty-Third Street School	86	240	150	60	536	<b>80</b>
Forest Home Avenue School	72	300	150	150	672	<b>22</b>
Franklin School	0	300	150	90	540	<b>77</b>
Gaenslen School	12	120	150	60	342	<b>207</b>
Garden Homes Lutheran School	148	180	150	150	628	<b>40</b>
Garland School	0	120	150	60	330	<b>209</b>
Golda Meir	127	60	75	60	322	<b>212</b>
Goodrich School	89	180	150	60	479	<b>121</b>
Grandview High	10	240	150	90	490	<b>111</b>
Grant School	127	300	150	90	667	<b>25</b>
Grantosa Drive School	55	240	150	90	535	<b>81</b>
Greater Holy Temple Christian Academy	238	180	150	90	658	<b>28</b>
Green Bay Avenue School	242	120	150	150	662	<b>27</b>
Greenfield Bilingual School	131	300	150	120	701	<b>12</b>
Groppi High	57	180	150	150	537	<b>79</b>
Hamilton High	0	60	113	60	233	<b>242</b>
Hampton School	119	300	150	120	689	<b>19</b>
Hartford University School	3	60	113	30	205	<b>246</b>
Hawley Environmental School	89	60	113	30	292	<b>227</b>
Hawthorne School	75	180	150	120	525	<b>91</b>
Hayes Bilingual School	89	300	150	150	689	<b>18</b>
Highland Community School	52	120	75	120	367	<b>193</b>
Hi-Mount School	143	300	150	60	653	<b>30</b>
Hmong American Peace Academy	73	60	113	60	306	<b>224</b>
Holy Redeemer Christian Academy	148	180	150	120	598	<b>50</b>
Holy Wisdom Academy East	0	180	150	60	390	<b>172</b>

School Name	Criteria Scores (Maximum Points)				Total Score Higher = Higher Priority	Rank Lower = Higher Priority
	Pedestrian Crash Risk (400)	Students in Walk Zone (300)	School Equity (150)	Neighborhood Equity (150)		
Holy Wisdom Academy West	0	180	150	60	390	<b>172</b>
Honey Creek School	65	180	75	60	380	<b>189</b>
Hope Christian Schools Inc.- Caritas	78	180	150	120	528	<b>90</b>
Hope Christian Schools Inc.- Fidelis	157	180	150	90	577	<b>60</b>
Hope Christian Schools Inc.- Fortis	149	180	150	150	629	<b>39</b>
Hope Christian Schools Inc.- High School	17	180	150	120	467	<b>127</b>
Hope Christian Schools Inc.- Prima	122	180	150	150	602	<b>46</b>
Hope Christian Schools Inc.- Semper	51	180	150	120	501	<b>103</b>
Hopkins Lloyd School	156	240	150	150	696	<b>15</b>
Howard Montessori	77	60	38	30	204	<b>245</b>
Humboldt Park School	0	120	113	30	263	<b>232</b>
I.D.E.A.L. School	0	180	113	30	323	<b>213</b>
Institute of Technology and Academics	72	180	150	120	522	<b>96</b>
Jackson School	250	120	150	150	670	<b>24</b>
James Madison Academic Campus	0	120	150	90	360	<b>194</b>
Kagel School	122	300	150	120	692	<b>17</b>
Keefe Avenue School	158	180	150	150	638	<b>37</b>
Kilbourn Elementary	77	180	150	150	557	<b>69</b>
King's Academy, Inc.	0	180	150	60	390	<b>172</b>
Kluge School	89	240	150	120	599	<b>48</b>
La Causa Charter School	43	120	150	90	403	<b>168</b>
La Escuela Fratney	0	180	113	60	353	<b>201</b>
LaFollette School	139	180	150	120	589	<b>52</b>
Lancaster School	41	180	150	120	491	<b>109</b>
Lee Learning Center	72	240	150	120	582	<b>56</b>
Lincoln Avenue School	113	300	150	120	683	<b>20</b>
Lincoln Center of The Arts	79	60	150	30	319	<b>218</b>

School Name	Criteria Scores (Maximum Points)				Total Score Higher = Higher Priority	Rank Lower = Higher Priority
	Pedestrian Crash Risk (400)	Students in Walk Zone (300)	School Equity (150)	Neighborhood Equity (150)		
Longfellow School	110	300	150	120	680	<b>21</b>
Lowell School	0	240	113	60	413	<b>164</b>
LUMIN, Inc.-Granville Lutheran	0	180	150	60	390	<b>172</b>
LUMIN, Inc.-Northwest Lutheran School	0	180	150	90	420	<b>153</b>
LUMIN, Inc.-Sherman Park Lutheran School	123	180	150	90	543	<b>76</b>
LUMIN, Inc.-St. Martini Lutheran School	79	180	150	120	529	<b>86</b>
MacDowell Montessori School	0	60	113	30	203	<b>247</b>
Malaika Early Learning Center	79	180	150	120	529	<b>86</b>
Manitoba School	66	180	150	90	486	<b>112</b>
Maple Tree School	0	180	150	90	420	<b>153</b>
Marshall High	0	240	113	90	443	<b>142</b>
Marvin Pratt (Silver Spring)	0	60	150	120	330	<b>209</b>
Maryland Avenue Montessori	93	240	38	30	401	<b>169</b>
Messmer High School	291	180	150	90	711	<b>9</b>
Messmer St. Mary School	33	180	150	60	423	<b>152</b>
Messmer St. Rose	247	180	150	120	697	<b>13</b>
Metcalfe School	332	300	150	150	932	<b>2</b>
Milwaukee Acad Of Chinese Lang	247	60	150	120	577	<b>61</b>
Milwaukee Academy of Science	23	180	150	90	443	<b>141</b>
Milwaukee College Prep - 36th St	93	120	113	150	476	<b>125</b>
Milwaukee College Prep - 38 St	211	240	150	150	751	<b>6</b>
Milwaukee College Prep - Lloyd St	159	180	150	150	639	<b>35</b>
Milwaukee College Prep - North Ave	228	180	150	150	708	<b>10</b>
Milwaukee Collegiate Academy	197	180	150	90	617	<b>43</b>
Milwaukee Community Cyber High	143	180	113	30	465	<b>128</b>
Milwaukee Environmental Sciences	69	120	150	90	429	<b>148</b>
Milwaukee Excellence Charter	0	60	113	150	323	<b>213</b>

School Name	Criteria Scores (Maximum Points)				Total Score Higher = Higher Priority	Rank Lower = Higher Priority
	Pedestrian Crash Risk (400)	Students in Walk Zone (300)	School Equity (150)	Neighborhood Equity (150)		
Milwaukee French Immersion School	111	120	75	120	426	<b>151</b>
Milwaukee German Immersion School	0	180	38	30	248	<b>236</b>
Milwaukee High School of the Arts	16	120	113	120	369	<b>191</b>
Milwaukee Math & Science Academy	79	180	150	120	529	<b>85</b>
Milwaukee Parkside	52	120	113	30	314	<b>222</b>
Milwaukee Rescue Mission (Cross Trainer's Academy)	164	180	150	150	644	<b>33</b>
Milwaukee Scholars Charter School	0	180	150	120	450	<b>132</b>
Milwaukee School of Languages	64	180	75	30	349	<b>206</b>
Milwaukee Sign Language School	0	120	113	90	323	<b>213</b>
Milwaukee Spanish Immersion School	0	60	113	30	203	<b>247</b>
Mitchell School	144	300	150	120	714	<b>8</b>
Morgandale School	0	240	113	60	413	<b>164</b>
Morse Middle School	0	180	113	90	383	<b>183</b>
Mother of Good Counsel Grade School	165	180	150	60	555	<b>70</b>
Mount Lebanon Lutheran School	30	180	150	90	450	<b>137</b>
Mt Calvary Lutheran Grade School	91	180	150	60	481	<b>115</b>
Nativity Jesuit Academy	54	180	113	90	437	<b>144</b>
Neeskara School	17	120	150	30	317	<b>220</b>
New Testament Christian Academy	0	180	75	60	315	<b>221</b>
Next Door	0	180	150	150	480	<b>116</b>
Ninety-Fifth Street School	72	240	113	30	454	<b>130</b>
North Division High	48	300	150	150	648	<b>31</b>
Northwest Catholic	0	180	150	90	420	<b>153</b>

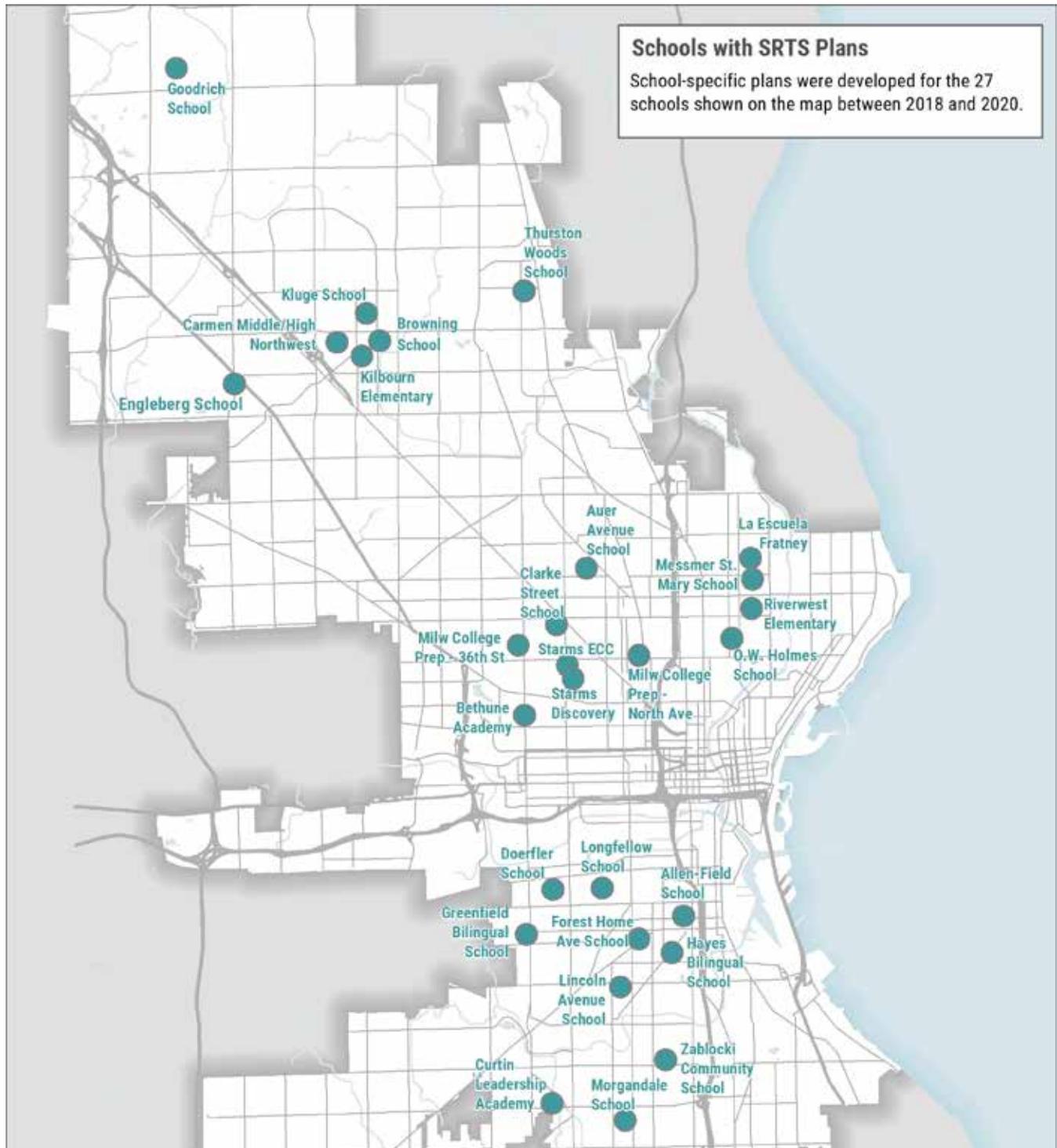
School Name	Criteria Scores (Maximum Points)				Total Score Higher = Higher Priority	Rank Lower = Higher Priority
	Pedestrian Crash Risk (400)	Students in Walk Zone (300)	School Equity (150)	Neighborhood Equity (150)		
Notre Dame School of Milwaukee	72	180	150	120	522	<b>97</b>
O.W. Holmes School	0	240	150	120	510	<b>102</b>
Obama SCTE	117	60	150	120	447	<b>139</b>
Our Lady Queen of Peace School	163	180	113	60	515	<b>100</b>
Parkview School	0	120	150	90	360	<b>194</b>
Prince of Peace School	58	180	150	150	538	<b>78</b>
Pulaski High	176	240	113	60	589	<b>53</b>
Reagan College Preparatory High	0	120	113	60	293	<b>226</b>
Right Step Inc.	195	180	150	90	615	<b>44</b>
Riley School	43	240	150	90	523	<b>95</b>
Risen Savior Lutheran School	79	180	150	120	529	<b>86</b>
River Trail School	0	60	150	30	240	<b>240</b>
Riverside High	229	60	113	60	462	<b>129</b>
Riverwest Elementary (formerly Pierce)	75	240	150	60	525	<b>93</b>
Rogers Street Academy	54	300	150	150	654	<b>29</b>
Roosevelt Middle School	54	180	150	150	534	<b>83</b>
Rufus King International High School	0	60	75	90	225	<b>244</b>
Rufus King International Middle School	111	120	150	150	531	<b>84</b>
Salam School	0	180	113	60	353	<b>201</b>
Shalom High	26	60	113	120	319	<b>219</b>
Sherman School	28	300	150	90	568	<b>64</b>
Shining Star Christian Schools, Inc.-Fairview	0	180	150	30	360	<b>194</b>
Shining Star Christian Schools, Inc.-West Capitol	0	180	150	30	360	<b>194</b>
Siefert School	103	240	150	150	643	<b>34</b>
Siloah Lutheran School	221	180	150	120	671	<b>23</b>
South Division High	72	180	150	150	552	<b>71</b>
Southside Community Prep	189	180	150	60	579	<b>59</b>
St. Anthony High School	0	180	150	30	360	<b>194</b>

School Name	Criteria Scores (Maximum Points)				Total Score Higher = Higher Priority	Rank Lower = Higher Priority
	Pedestrian Crash Risk (400)	Students in Walk Zone (300)	School Equity (150)	Neighborhood Equity (150)		
St. Anthony School - South 4th Street	112	180	150	120	562	<b>66</b>
St. Anthony School - South 5th Street	0	180	150	60	390	<b>172</b>
St. Anthony School - South 9th Street	88	180	150	150	568	<b>65</b>
St. Augustine Prep	21	180	150	120	471	<b>126</b>
St. Catherines School	188	180	150	120	638	<b>36</b>
St. Charles Borromeo School	0	180	38	30	248	<b>236</b>
St. Gregory Great School	84	180	75	30	369	<b>190</b>
St. Joan Antida High School	79	180	113	30	401	<b>170</b>
St. John's Lutheran School	0	180	75	30	285	<b>229</b>
St. Josaphat Basilica School	95	180	150	150	575	<b>62</b>
St. Joseph Academy, Inc.	45	180	150	60	435	<b>145</b>
St. Lucas Lutheran School	25	180	38	30	272	<b>230</b>
St. Marcus Lutheran School	135	180	150	60	525	<b>92</b>
St. Margaret Mary School	94	180	150	60	484	<b>114</b>
St. Matthias School	93	180	38	30	340	<b>208</b>
St. Peter Immanuel Lutheran School	151	180	150	120	601	<b>47</b>
St. Philip's Lutheran School	166	180	150	90	586	<b>55</b>
St. Rafael the Archangel	70	180	150	90	490	<b>110</b>
St. Roman School	0	180	113	60	353	<b>201</b>
St. Sebastian School	0	180	38	30	248	<b>236</b>
St. Thomas Aquinas Academy	0	180	38	30	248	<b>236</b>
St. Vincent Pallotti School	66	180	113	30	389	<b>179</b>
Starms Discovery School	163	60	150	150	523	<b>94</b>
Starms Early Childhood	123	120	150	150	543	<b>75</b>
Story School	0	180	150	120	450	<b>132</b>
Stuart School	0	180	150	60	390	<b>172</b>
Tenor High School	62	180	113	30	384	<b>182</b>
Thoreau School	0	180	113	60	353	<b>201</b>
Thurston Woods School	256	180	150	120	706	<b>11</b>
Townsend Street School	107	240	150	90	587	<b>54</b>

School Name	Criteria Scores (Maximum Points)				Total Score	Rank
	Pedestrian Crash Risk (400)	Students in Walk Zone (300)	School Equity (150)	Neighborhood Equity (150)		
Transition High	123	60	113	150	446	<b>140</b>
Trowbridge School	0	120	113	30	263	<b>232</b>
Veritas High School	39	180	150	60	429	<b>149</b>
Victory School	0	120	150	30	300	<b>225</b>
Vieau School	115	60	150	90	415	<b>163</b>
Vincent High School	0	60	113	60	233	<b>242</b>
Webster Secondary School	0	60	113	90	263	<b>232</b>
Wedgewood Park School	0	180	113	60	353	<b>201</b>
Westside Academy	204	300	150	150	804	<b>3</b>
Whitman School	0	240	113	30	383	<b>183</b>
Whittier	0	60	75	30	165	<b>249</b>
WHS Information Technology	123	300	150	120	693	<b>16</b>
Windlake Elementary School	35	180	113	150	478	<b>123</b>
Wisconsin Cons. Of Lifelong Learning	111	60	150	60	381	<b>188</b>
Wisconsin Lutheran High School	183	180	38	30	431	<b>147</b>
Woodlands School	76	180	38	30	324	<b>211</b>
Woodlands School East	35	180	75	120	410	<b>166</b>
Yeshiva Elementary	157	180	0	60	397	<b>171</b>
Zablocki Community School	80	300	150	90	620	<b>42</b>

# Appendix B: Individual School Travel Plans

As part of the effort to develop the City-level Safe Routes to School Strategic Plan, individual school travel plans with recommendations for both infrastructure and non-infrastructure projects were developed for the 27 schools shown on the map. Characteristics of these schools are listed in the accompanying table on the next page.



The table below lists the schools for which individual school travel plans were developed as part of the SRTS Strategic Planning process, and some of the relevant characteristics of each school and plan.

School	Alder District	Grade Levels	Neighborhood and Street Context	Unique Issues/Concerns
Allen-Field School	12	K4-5	Urban arterial	
Auer Avenue School	7	K4-8	Urban local street	
Bethune Academy	15	K4-8	Urban arterial	
Browning School	2	K4-5	Urban arterial	Choice Neighborhood
Carmen Middle/High--Northwest	2	6-8	Urban local street	Choice Neighborhood
Clarke Street School	15	K3-8	Urban arterial	
Curtin Leadership Academy	11	K4-8	Suburban arterial	
Doerfler School	8	K4-8	Urban local street	Bike Boulevard, Traffic Circulation Plan
Engleberg School	5	K3-5	Suburban arterial	
Forest Home Avenue School	12	K3-5	Urban arterial	
Goodrich School	9	K4-5	Suburban local street	Lack of sidewalks
Greenfield Bilingual School	8	K4-8	Urban arterial	Traffic Circulation Plan
Hayes Bilingual School	12	K3-8	Urban arterial	
Kilbourn Elementary	2	K4-5	Suburban arterial	Choice Neighborhood
Kluge School	2	K3-5	Urban local street	Choice Neighborhood
La Escuela Fratney	3	K4-5	Urban local street	Bike Boulevard
Lincoln Avenue School	12	K3-5	Urban arterial	
Longfellow School	8	K4-5	Urban local street	Bike Boulevard
Messmer St. Mary School	3	K-8	Urban arterial	Bike Boulevard, Private--no bused students
Milw College Prep - 36th St	15	K3-5	Urban arterial	Charter--no bused students
Milw College Prep - North Ave	15	K4-8	Urban arterial	Charter--no bused students
Morgandale School	13	K4-8	Suburban local street	
O.W. Holmes School	6	K-8	Urban local street	Bike Boulevard
Riverwest Elementary (formerly Pierce)	3	K4-5	Urban local street	Bike Boulevard
Starms Discovery School	15	1-8	Urban arterial	
Starms Early Childhood	15	K3-K5	Urban arterial	
Thurston Woods School	1	K5-8	Suburban arterial	
Zablocki Community School	14	K4-5	Urban arterial	Traffic Circulation Plan

# Appendix C: Safe Routes Partnership Announcement

Submitted on Tue, 2020-06-09 11:55 by Cass Isidro<sup>1</sup>

## Dropping Enforcement from the Safe Routes to School 6 E's Framework

For more than 15 years, Safe Routes to School programs have used the five E's (Education, Encouragement, Enforcement, Evaluation, and Engineering) as their organizing framework. In recent years, we added a sixth E, Equity, to bring the focus towards creating healthy, thriving communities for people of all ages, races, ethnicities, incomes, and abilities. Effective immediately, we are dropping Enforcement as one of the 6 E's of Safe Routes to School.

Over the past several years, our organization has actively worked to advance social justice and racial equity, and we have struggled with the Enforcement E for some time. As part of the addition of Equity several years ago, the Safe Routes Partnership refocused the Enforcement E on community approaches to safety, understanding the deep issues that exist in many communities with law enforcement. While we have shifted our communications and guidance away from promoting police as a critical part of traffic safety initiatives, helped highlight the inequitable impacts of law enforcement on people of color, and promoted traffic and public safety strategies that do not involve police, we now know that that is not enough. Through an examination of what is within our organization's ability to change, and more importantly listening to our staff, organizational partners, and partners in the field, we know that approach is no longer sufficient. Being an anti-racist organization is a journey, not a destination, and we are committed to continuing to take clear and decisive steps to undo the systems that prevent Black people, indigenous people, and people of color from moving around the world safely, healthily, joyfully, and in their full expression of self.

Safe Routes to School is a community-driven initiative with support from teachers, parents, extended families, school administrators, transportation professionals, and many, many more. When kids walk, bike, and wheel to school, it boosts their confidence, attendance, and academic performance. It gives kids more time to be physically active, spend time outdoors, connect with their friends and neighbors—all things we know nurture social connection, mental health, and feelings of wellbeing. We recognize that there may be healthy, community-driven relationships with law enforcement that support some programs across the nation; however, we will no longer recommend such partnerships as foundational to the start, maintenance, or growth of a successful Safe Routes to School program.

What's next? To emphasize the importance of tailoring a Safe Routes to School program to the needs and assets of the community it serves, Engagement now will become a new E. It will be the first E as listening to community members and working with existing community organizations is how Safe Routes to School initiatives should begin.

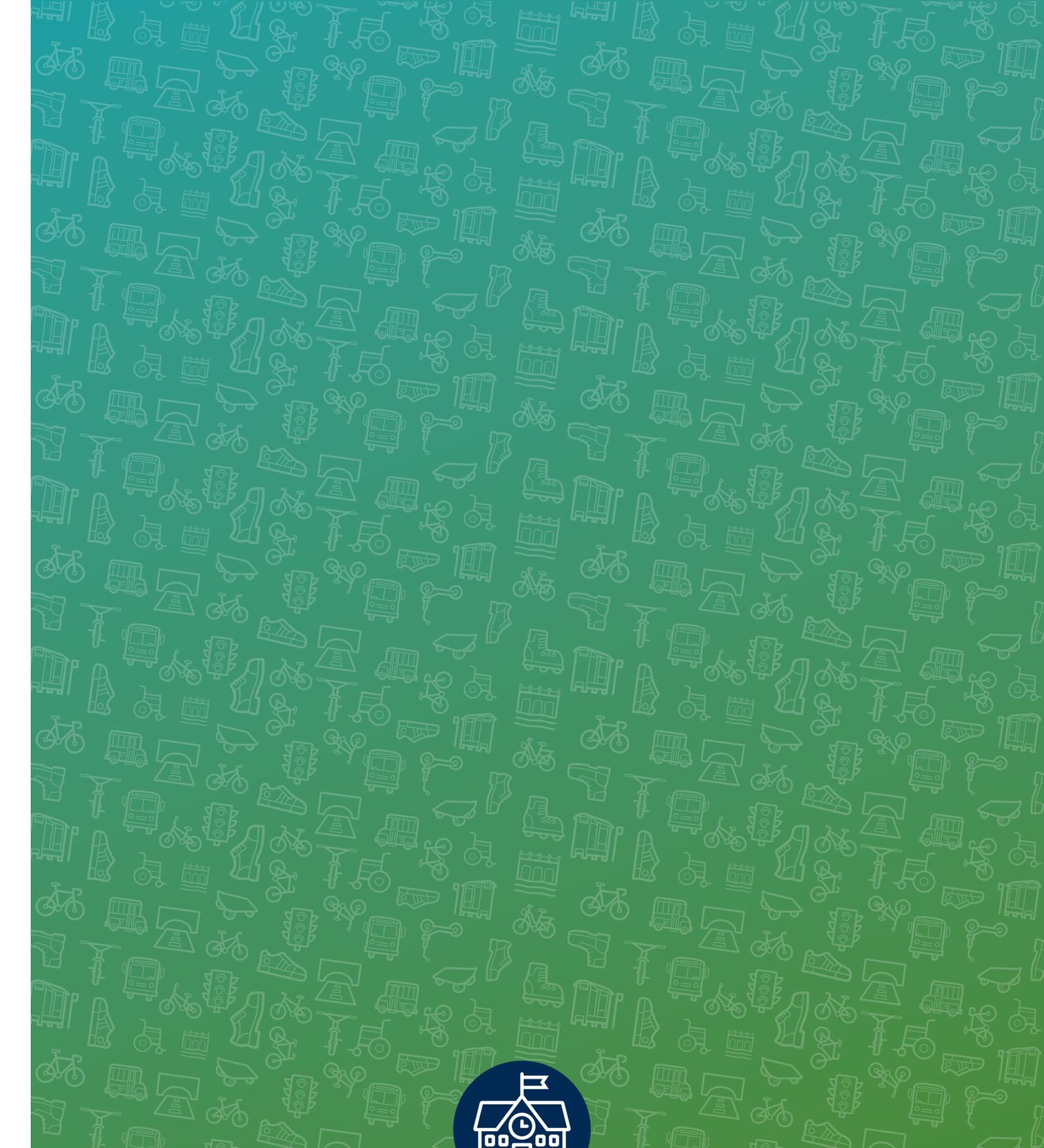
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<sup>1</sup> <https://www.saferoutespartnership.org/blog/dropping-enforcement-safe-routes-school-6-e%E2%80%99s-framework>

Over the coming months, you will see updates to our existing resources to reflect the removal of Enforcement and the addition of Engagement, as well as new guidance on how to support Safe Routes to School programs through this new orientation. Leading with the two most critical elements, the Six E's of Safe Routes to School are now:

- Engagement
- Equity
- Engineering
- Encouragement
- Education
- Evaluation

This change comes from listening to community members and partners; we are a learning organization committed to listening, reflecting, and growing. We welcome suggestions and feedback as we navigate this important change. You can reach us at [info@saferoutespartnership.org](mailto:info@saferoutespartnership.org). We remain committed to identifying ways to eliminate inequities for all Black, indigenous, and people of color so that they can lead healthy, thriving, and full lives.



# City of Milwaukee Safe Routes to School Strategic Plan